

Research on 360s has found...

- A combination of 360 feedback with individual coaching can increase leadership effectiveness up to 60%.
- 360s help identify blind spots as raters often provide unique information in regards to performance.
- After receiving 360 feedback, managers working with a coach are more likely to set specific goals, solicit ideas for improvement, and subsequently receive improved performance ratings.

Turknett Leadership Group 360-Degree Assessments & Feedback

A comprehensive understanding of one's performance is paramount to both the development of the individual and the effectiveness of the organization. A 360-degree assessment provides a data-driven perspective of how others perceive us in the context of work. By gaining insight from managers, peers, direct reports, and others (e.g., customers, board members), participants receive specific, individualized feedback that is essential to their learning and development.

Turknett Leadership Group offers a number of comprehensive, 360-degree assessments. Our assessments are often integrated into our coaching programs, but can also serve as stand-alone assessments coupled with feedback by a trained coach or HR practitioner. Each assessment is delivered over the internet allowing for ease of access and confidentiality. Results from each assessment are provided in a comprehensive report, complete with quantitative results and developmental guidance. Our 360-degree assessments provide the following benefits:

- Improves likelihood of feedback acceptance and behavior change by providing more credible perspectives on behaviors that may be limiting success.
- Helps identify "blind spots" by comparing and contrasting one's own evaluation with the evaluation of others.
- Provides the foundation for a personalized development plan based on objective feedback.



TLG offers a variety of 360 degree assessments suited for individuals at every level in the organization (see back).

About TLG

TLG offers a staff of experienced business psychologists who understand the psychological, organizational, and business dynamics of leadership. Our consultants have extensive experience coaching at the executive level, as well as lower levels in the organization. Turknett Leadership Group has worked with over 2,000 executives in more than 150 organizations in a number of industries including telecommunications, transportation, banking/finance, utilities, healthcare, aviation, manufacturing, pharmaceuticals, and retail.



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TLG 360

The Turknett Leadership Group 360 is a validated assessment that covers 55 dimensions comprising Turknett's five factors of effective leadership: Disciplined Execution, Building Relationship, Strategic Thinking, Inspirational Character, and Developing Others. Participants will gain a unique understanding of their behavior as it pertains to their overall leadership style, and how this style compares to a normative database of thousands of executive leaders. Each participant gains not only an understanding of their unique strengths and development needs, but also how those relate to a set of benchmarks towards which they can strive. The robustness of this assessment paves the way for a personalized and actionable development plan.

TLG Team 360

The Turknett Leadership Group Team 360 is a compilation of a group of individuals' scores on the TLG 360 that helps identify the collective strengths and developmental needs of an intact executive team or a group of high potentials. Not only is the Team 360 useful for team building and organization development efforts, but it also serves to identify gaps in selection, training, and development. It also allows individuals to compare their personal results to that of the team and identify personal strengths to leverage and developmental needs to improve upon.

LC 360

The Leadership Character 360 is a multi-source version of the Leadership Character Profile. While there are many ways of leading that are effective, no style of leadership is successful over the long haul unless it is grounded in solid, sound character that inspires trust and commitment. The LC 360 provides feedback on the dimensions that create a solid foundation of character in leadership: Integrity, Respect, and Responsibility. This feedback allows individuals to identify their strengths and weaknesses as leaders of character, comparing how they view themselves to the perspectives of others.

Individual Contributor 360

The Individual Contributor 360 is a multi-source appraisal instrument designed to provide developmental feedback on the performance of non-managerial employees. This unique assessment focuses on skills and attributes related to success in any job. Providing individuals with a perspective on how they are viewed by others compared to the way they view themselves provides a rare developmental opportunity. This assessment can be customized depending on the position and covers areas such as knowledge/strategy, character, interpersonal skills, innovation/change, execution, impact, and motivation.

Follow-Up 360

The Follow-Up 360 measures the main areas of improvement an individual has chosen to focus on based on the results of an initial 360-degree assessment and the development plan mutually agreed upon by the participant and a Turknett coach. Progress is measured 6 to 12 months after the initial assessment in areas that are initially identified as needing improvement. This is a powerful tool demonstrating that the combination of assessment, feedback, and coaching can lead to the improvement of leadership performance, and provides a measurable way to assess the impact of development.

*A Group 360 Assessment is also available