



360 Feedback Process for Leadership Development Nancy Henson

In a 2005 Gallup survey, questions were asked of survey respondents about the importance of feedback. Their responses were clearly in favor of using feedback as an effective tool to develop leaders.

"The top 25% of profitable companies in the US recognize feedback as being critical to the management/leadership role. Feedback, used effectively, has a big influence on [employee] retention, profitability, and customer satisfaction."

Nancy Henson, the owner of Henson Associates, Ltd. in Dayton OH, has worked with 360 feedback processes since 1993 when she worked for AT&T (formerly NCR) as an organization development consultant. In her role she advised managers on ways to alter their behaviors after each feedback assessment was completed. She also facilitated sessions with their direct reports and the manager to use the information to build teamwork and improve performance in their organizations.

Since 1995 in her role as an independent consultant, she has been an affiliate partner with *20/20 Insight*, a leading consulting firm and software designer of 360 feedback assessments. Today Nancy assists organizations to create 360 assessment surveys that are relevant to their organization and business goals. After the assessment is completed, Nancy coaches individuals to use their feedback to create a viable, effective development plan that can be implemented within 3-6 months.

After a recent 360 assessment process, she received the following referral from George Yeonas, an executive with Technical Olympic, USA, a national homebuilding company.

I had the privilege of working with Nancy as part of a 360 evaluation that she conducted on me on behalf of my employer, Technical Olympic, USA.

Nancy was very instrumental in helping me evaluate the results and understanding the nuances of the answers. As important, Nancy assisted me in developing plans of action to address the corresponding change in behavior that I needed to implement in response to the feedback from the 360.

Nancy blends a friendly demeanor with a firmness and ability to offer constructive commentary without it coming across as punitive. She has an intuitive insight into people and knows how to ask the question behind the question to get at the root of what can at times be obfuscated issues.

I recommend her highly.

Best regards,

George C. Yeonas
Executive Vice President
Technical Olympic, USA