

The Solution to All Your Feedback Needs



**Expert Service
Powerful
Customizable**

Brought to you by:

Harvey Bennett, FCIPD, MBA, BSc Econ, Fellow RSA
360 is us Ltd

360 is us !



**01202 240148 and 07831 883680
hr.bennett@ntlworld.com**

Executive Summary



Why choose our company for all your survey needs?

You have many options when selecting a provider to use for gathering feedback about individual, team and organization performance. There are three important reasons why our firm, using 20/20 Insight GOLD technology, is your best choice.

1. EXPERT SERVICE

Feedback is our specialty. We have the experience and expertise to handle all your feedback and survey administration needs. We take time to find out exactly what you need, and then we create the survey according to your specifications.

- ❖ Save valuable internal staff time for other priorities
- ❖ Get efficient and very cost effective services
- ❖ Relax, knowing that all feedback is kept confidential and stored securely off-site
- ❖ Make it easy and fast for participants with an Internet connection to access their assessments from anywhere in the world

2. POWERFUL

Our software contains everything you need - for everyone involved in the feedback process:

- ❖ More than 1,200 items in a massive library – easily customized – or we can incorporate your competencies
- ❖ Approximately 300 survey items in leadership categories. Each one has an associated document for the learner that contains:
 - What a low rating in this item might mean
 - Specific recommendations for improving in this area
 - Recommended resources
- ❖ Ability to not only collect open-ended responses at the end of the survey but also get optional explanatory comments for each item rated, providing extraordinary coaching and personal growth material
- ❖ Dozens of powerful reports can be generated. Compare previous to current results to measure improvements. Produce consolidated reports with summary data for the entire organization.
- ❖ A 31-page booklet and online performance analysis tool for each feedback recipient to help them create and implement a personal development plan

3. CUSTOMIZABLE AND FLEXIBLE

We can tailor almost any aspect of a feedback project – add your competencies, use or modify ours – or any combination. With this unprecedented flexibility, we can provide *many* different types of surveys for your organization. A few examples:

- ❖ All “soft-skills” training to provide a baseline of behaviors, feedback to participants and measurable results to management
- ❖ Leadership and individual skill development
- ❖ Needs analysis
- ❖ Team and organizational effectiveness
- ❖ Climate surveys and customer feedback

Why Feedback?

The Reality:

People need feedback.

Most people have “blind spots.” They don’t see themselves as others see them. For this reason, they often don’t understand the impact their actions have on others. Although well-intentioned and hard-working, they may be the only ones who don’t know they are causing problems. Feedback is essential for them to improve their performance.

People who take a professional attitude toward their work *want* feedback. They want to know what’s working and what isn’t. They want to be part of solutions, not the cause of problems. They don’t like having blind spots, and they want to know how to improve.

The Challenge:

People rarely give and receive feedback.

The problem is that most people don’t know how to affirm each other’s strengths, and they find it uncomfortable to confront each other directly about performance issues. They often find it easier to bring these things up to fellow team members, so the individual who needs the feedback never hears it. Also, when someone gets feedback from only one person, there’s a tendency to discount the feedback as just a single opinion—whether the feedback is positive or constructive.

How can your organization encourage people to give and receive valuable feedback so they can perform at their best?

The Solution:

20/20® Insight GOLD empowers the feedback process.

People need an efficient, confidential and anonymous vehicle for giving feedback to each other. State-of-the-art software can simplify the process of collecting multi-source (360) feedback for anyone in your organization.

20/20 Insight GOLD is the world’s most versatile feedback tool. With this system, we can set up surveys to collect virtually any type of feedback—ideas, opinions, impressions, ratings—from any number of people about the performance of an individual, a team or even your organization as a whole.

Case Study: How UK Hospital Doctors have used 360 for professional re-licensing

The world of medicine has seen unimaginable advances in our lifetimes.....and our lifetimes are becoming longer on average, as a result. Doctors must keep up to date with new knowledge and procedures if they are to maintain their competence. They now work more frequently in multi-disciplinary teams and must manage patient care with their peers and with other health professionals in the UK National Health Service (NHS). With the publishing of the Labour government’s 2007 White Paper on ***“Trust, Assurance & Safety – The Regulation of Health Professionals in the 21st Century”*** all doctors will be required to undertake multisource (360-degree) feedback as part of the assessment of their continuing suitability to practice medicine and for their regular re-licencing. Assessment will be based on appraisal and supporting documentary evidence, which must include 360 feedback.

Quantitative data in the form of individual performance statistics are notoriously difficult to collect and validate, given the nature of most doctors’ work. How is evidence of ***personal*** effectiveness and competence gathered? Poole Hospital NHS Trust introduced 360-degree feedback for its Consultant team. The design is based on the General Medical Council’s *Good Medical Practice* guidelines. Survey questionnaires were piloted and developed with the help of six senior consultants, using 20/20 software provided by ***360 is us Ltd.***

The majority of the Trust’s Consultants participated in 360-degree feedback. They have received feedback from their peers, junior doctors and other colleagues – including ward staff, theatre staff, radiographers, technicians, and medical secretaries. Patients and their relatives have also contributed their experiences on consultants’ performance in managing relationships with patients. More than 95% of those invited to complete questionnaires have done so.

Most consultants received their feedback reports with positive comments, for example: “I can see why they would say that. There are few surprises. It will stimulate me to do something about it, though.” One senior consultant said, “I have been in this role for 15 years, and this is the first time I have had real feedback on how my colleagues perceive me. This has been extremely helpful.” The 360-degree surveys were administered from outside the Hospital. This way, anonymity was guaranteed. An independent party facilitated consultant feedback. One consultant commented, “I can now see how important it is to be helped to make sense of the feedback by a facilitator. It would be easy to dwell on the negative aspects, and end up rejecting the whole lot.”

WHY OUR TEAM?

Why have our team handle all your survey needs? You're working with the experts! We have years of solid experience in feedback administration. You can count on us to be a reliable partner for all the surveys your organization needs to conduct

❖ **You'll save money.** You don't have to purchase any software or hardware, and our survey administration fees are priced very competitively.

❖ **You'll save time.** You can focus on other priorities while our team takes care of the details of running your surveys.

❖ **You'll get your survey the way you want it.** We'll set up the project according to your specifications.

❖ **You can relax.** Our experienced team will make sure your project goes smoothly, and we'll keep you updated on respondent progress throughout the process.

❖ **You'll get the results you need—on time.** Your satisfaction is of utmost importance to us, and your reports will be delivered just the way you want them.

❖ **Respondents can feel safe.** All assessment data are confidential and anonymous, and everything is stored off-site.

❖ **Respondents get easy access to their assessments.** Because the questionnaires are delivered over the web, participants can complete them from anywhere at any time—all they need is an Internet connection.



And when you work with us, we manage all the details!

We know how to create quality survey components...so you don't have to.

We'll work with you to gather the information needed for your project:

❖ **Participants.** Names of individuals, team or organization to receive feedback (subjects) along with those who will provide feedback (respondents).

❖ **Rater Relationships.** How each respondent is related to a given subject. Examples: Manager, Peer, Direct Report

❖ **Survey Items.** Select from our extensive library or provide your own list of competencies.

❖ **Scales.** The unit of measurement used in the assessment, a scale includes a question stem with descriptors. You can include multiple scales in the same survey. Examples: Agreement, Satisfaction, Importance

❖ **Open-ended Questions.** Collect open-ended responses at any point in the survey. In addition to traditional summary questions as the end of the survey, you can get optional explanatory comments for each item or category.

MOST FLEXIBLE and CUSTOMIZABLE

We can provide all types of surveys. Because we're able to customize almost every aspect of a project, we can help you collect feedback for just about anything! With such unprecedented flexibility, we can provide assessment services in all these applications:

- ❖ **Measuring performance improvement.** Use before and after training to determine if the skills taught in class transfer to improved performance.
- ❖ **Leadership development.** Diagnose skill strengths and areas for development of executives, managers and supervisors.
- ❖ **Managers' coaching skills.** Find out how effective managers are at coaching their direct reports about on-the-job performance.
- ❖ **Individual skill development.** Have team members give each other feedback about personal leadership, team interaction and workplace skills.
- ❖ **Team development.** Assess team issues by collecting input from a variety of stakeholders.
- ❖ **Needs assessment.** Study aggregate performance data to decide how much to invest for training and development programs.
- ❖ **Competency development.** Get feedback about draft competency lists. Ask stakeholders to rate the importance of the behaviors.
- ❖ **Organizational climate surveys.** Collect information about your organization's vision, values, policies, structure, communication and management support.
- ❖ **Post-training survey of organizational support.** Survey participants of your training programs to find out if the current policies and systems support the application of new skills.
- ❖ **Customer satisfaction surveys.** Get feedback from customers to find out what you need to change to create loyal customers.



Case Study: How The National Magazine Company used 20/20 for Vendor Management

The National Magazine Company Ltd. (NMC) is the UK subsidiary of The Hearst Corporation. It publishes 19 magazine titles in the UK, including Good Housekeeping and Cosmopolitan. The production processes for the main portfolio and ancillary work – printing and reprographics – are outsourced to around 30 supplier organisations. A team of 25 staff in the Production Department manage the production of the 19 titles, which includes two weekly titles with the rest being published monthly.

Quality of the finished product is critical. Advertisers expect their on-page advertising to be reproduced to a high quality, and the whole magazine needs to 'feel right'. Managing the relationship with advertisers, as well as the contractual requirements, are critical elements in making outsourcing a viable prospect. Feedback is an important element in making this outsource relationship work. The Group Manufacturing Director introduced the feedback process in 1999. In 2003 the process was streamlined using **20/20 Insight® GOLD** and the services of **360 is us Ltd.**

Using a set of balanced scorecard criteria based around: **Quality, Service, Reliability, Account Handling, Price, Investment in new development**, all 25 of the production team are asked to give their feedback on their experiences with each of the Vendors with whom they have direct dealings over the year. This feedback includes both ratings and qualitative comments, a new feature in 2003 made possible by using 20/20. Reports are then produced, providing a very helpful basis for face-to-face discussion with the all of the individual Vendor companies, helping them to identify their strengths and the areas in which they could improve their service.

From NMC's perspective, the important benefit was in driving continuous improvement in a business with tight deadlines, demanding readers and even more demanding advertisers. From the Vendors' perspective, the feedback conversations identified areas to be worked upon in order to retain the NMC account and put them in a strong position above potential competitor companies that might wish to tender for NMC's business in its regular competitive tendering processes.

MOST POWERFUL: Library and Reports

We provide a unique combination of resources that you won't find with any other feedback provider.



Massive Survey Library

Our extensive Survey Library contains **over 1,200 survey items**. These may be used "as is" or customized to fit the requirements of your organization. We can also add your survey items to the Library.

Every item in the three Leadership surveys (Executive, Team and Personal) has an associated document for the leader containing:

- What a low rating in this item might mean
- Specific recommendations for improving in this area
- Recommended resources

Our Library includes these survey areas:

Individual Feedback

Executive Leadership
Team Leadership
Personal Leadership
Sales Management
Salesperson Skills
Administrative Staff
Instructor
Collaborative Consulting

Team and Organization

Readiness for 360
Organizational Climate
Team Development
Team Effectiveness
Project Team
Customer Satisfaction
Post-Training Support

The Library also features surveys for each module in the **Vital Learning Leadership Curriculum**. The curriculum is an on-line, off-the-shelf range of e-learning modules covering:

Leadership Essentials
Leadership Plus
Developing and Coaching Others
STAR Service

Impressive Reporting Capabilities

We can generate dozens of customized reports with our powerful reporting engine.

- ❖ **Report formats.** Select from dozens of report templates or we'll create customized formats for you. We can print report sections in any sequence you like and insert customized text pages anywhere in the report.
- ❖ **Report printing.** We can print your reports to a PDF file or a hard copy. We can also email the PDF report to feedback recipients.
- ❖ **Narrative Comments.** Include end-of-survey, open-ended responses. Incorporate explanatory comments for each item rated, or have a survey with comment-only items.
- ❖ **Comparison Reports.** Compare scores from earlier assessments with current ones to measure improvement in performance.
- ❖ **Consolidated Reports.** We can combine data from multiple projects to produce summary data for the entire organization.



MOST POWERFUL: Resources for Learners

Extensive Individual Development Tools

We make it easy to facilitate individual planning and development.

No other feedback provider combines assessment with these resources to help feedback recipients create and implement an individual development plan—at no extra charge!



1. **Self-Development Toolkit: 10 Strategies and 10 Tools to Help You Improve Your Performance**

This 31-page eBook coaches individual learners to use fundamental time-tested strategies and tools. You can distribute copies FREE to each person receiving feedback and purchase copy licenses for all other employees very economically. In addition, learners have permission to print copies of the worksheets for their own use.

2. **Online Performance Analysis**

This interactive web-based tool presents an online version of several elements in the Toolkit. Its purpose is to help learners to discover the “why’s” behind ratings they received:

- ❖ **Self-assessment.** The person answers 16 questions to determine possible reasons for a performance problem.
- ❖ **Reports** that show which performance factors are the major reasons for the problem: Self-awareness, Ability, Motivation or Support.
- ❖ **General developmental activities** to improve performance.

Case study: Using 360 for employee engagement, strategic change & business improvement, based on the Employee-Customer-Profit Chain concept.

The **Employee – Customer – Profit Chain** concept can be summarised thus: “if one focuses on creating a motivated and engaged workforce that does the right things to satisfy the organisation’s customers, then customers will become both advocates and loyal customers of the organisation, resulting on an enhanced bottom line”.

Within a large UK vehicle recovery and breakdown service, a situation had arisen where members (customers) were not renewing their annual subscriptions as frequently in the past. Member retention had dropped from 97% to 87% annually. The cost of replacing lost members with new ones was conservatively estimated at £20 million pa. Member satisfaction surveys, given to a 4% sample of the 4 million requests for roadside assistance each year indicated that a major reason for non-renewal was the experience at the roadside by the organisation’s front-line employees. Further research indicated disenchanted staff, not just at the roadside but also throughout the organisation. Only 16% of staff responded positively to a staff climate survey item “The way that I am managed at XYZ encourages me to give of my best.” Focus groups confirmed that an inappropriate leadership style was a significant issue, and a major contributory factor to staff resistance to changes that needed to be introduced to improve roadside services (e.g. annualised hours, GPS technology for better deployment of rescue vehicles).

A strategic initiative was started to address culture and management style, cascading from Board-level through to front-line supervisor. The organisation’s values were articulated by the Board. The underpinning behaviours required of management that were required of them in their leadership roles were set out. People policies were reviewed to ensure consistency with the values, and annual 360 feedback – based on the standards – was made mandatory for everyone with staff responsibilities. A self development toolkit was provided for all participants and feedback facilitators. All managers were required to identify the personal development actions that they would take, as a result of receiving feedback, in their measurable **and bonusable** annual performance objectives. A training needs analysis based on the the first 400 surveys, using aggregate reporting, also identified requirements for specific skills training, and programmes were made available.

Within 2 years the Member retention level had returned (almost) to its historical level – 96% compared with 97%. The employee climate had improved, and the changes were introduced in annualised hours and GPS put into rescue vehicles. Customer satisfaction feedback results returned to their previous high levels, paving the way for further business growth.

MOST EASY FOR PARTICIPANTS TO USE

Assessments are so easy to use that no instruction is required for participants.

Customizable instructions screens make the process simple for feedback recipients (subjects) and respondents.

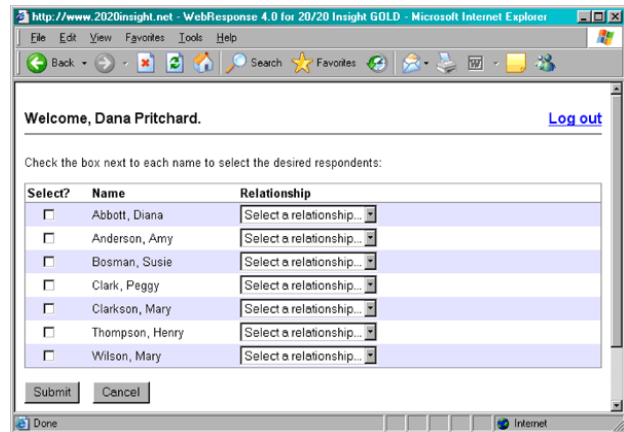
Web-based assessments make it convenient for participants to access their survey from anywhere, day or night, using any type of Internet connection. And some of the people in your organization don't have access to the Internet, a paper-based option is available.

Subjects...when selecting respondents

We can assign respondents for each feedback recipient (subject); or if you prefer, you can permit subjects to select their own respondents.

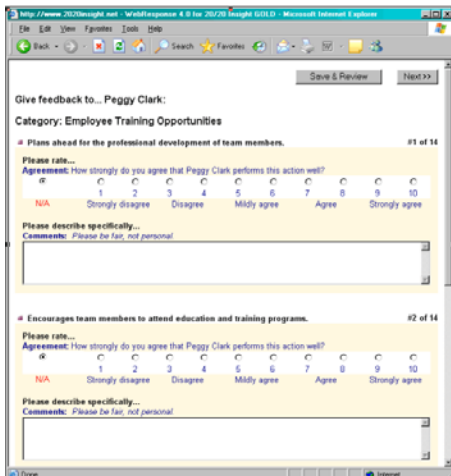
We're able to give subjects any combination of the following permissions:

- **Select** names from a list you provide
- **De-select** names from a list you provide
- **Add** names and email addresses of individuals they would like to include as respondents



Respondents...when completing their assessments

Survey participants access their assessments online with a secure username and password.



Flexible settings let us include one item per page or all items for a given category on a single page.

Respondents can answer just a few questions, save what they've done, and return later to respond to the rest.

Upon completion of their questionnaires, participants can review their responses for each question on a single page. They can make changes until we take the project off-line.