

The Solution to All Your Feedback Needs



**Expert Service
Powerful
Customizable**

Brought to you by:

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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 Feedback Helped One Manager Get Results

John* was a newly promoted manager with a major utility company. With his new position, he inherited a team of 13 supervisors. Most were long-term employees, and John was much younger than most of his direct reports. Many of the supervisors thought they deserved the promotion and resented John’s appointment.

He soon discovered that the performance of his supervisors was below par. He spent a lot of time working on relationships with each of them, clarifying service standards and trying to build a cohesive team. Despite his best efforts, John encountered resistance; and performance did not improve. He knew that the supervisors were unhappy, but he couldn’t get them to talk about their dissatisfaction. When he learned about 20/20 Insight, he decided to use it to ask for feedback about his leadership practices. He hoped that the information gained would provide a basis for dialogue and team building.

Working with a consultant, John selected the behaviors critical to his leadership. The consultant then met with the team and explained how the feedback would be collected. She assured everyone that their responses would be anonymous. After the feedback was collected, the consultant met with John to help him interpret the data and establish his priorities for action. She also coached him on how to respond to the feedback.

Over the next few weeks, John met with his direct reports individually and as a group. He asked them to clarify certain aspects of the feedback. He also explained which priority areas he planned to work on first and why he did not plan to alter some behaviors.

He saw an immediate change in his team. Resistance decreased, productivity increased and a customer service orientation began to take hold. Over time, he was able to rebuild his team of supervisors. They pulled together to become the only team to meet or exceed all established performance goals for the next quarter. They continued to perform well, and within the year John received a substantial promotion. He attributed much of his success to the feedback process and the open dialogue it produced.

* The name of the manager has been changed to protect confidentiality.

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 ADP Uses 20/20 Insight for Internal Quality Surveys*

Automatic Data Processing, Inc. (ADP) is one of the largest providers of a broad range of mission-critical, cost-effective transaction processing and information-based business solutions. Since 2000, ADP has assessed more than 16,000 individuals.

In the Ohio Valley Region of ADP's Major Accounts Division, the 20/20 Insight software is used for a variety of applications, including: 360-degree feedback, internal and external customer feedback, and training evaluation.

ADP has had excellent success using the program for **annual internal quality surveys** requested by the region Management Team. In this application, other departments provide feedback to a specific department whose services they receive. Since they all need to work together for the benefit of the client, it's important for each department to learn about its strengths and areas for improvement from its internal customers.

First, the manager of a given department identifies the departments that will give feedback, along with the specific individuals who will complete the questionnaires. The manager provides that information to the administrator, who creates the survey. The survey is brief, typically no more than 10 scaled items, plus one open-ended question for general comments. Respondent relationships are the names of each department giving feedback, such as Client Services, Implementation, Finance and Sales. That way, the data can be displayed in reports according to different customer groups.

Once all the responses have been collected, a PDF file of the report is sent to the department managers, who then discuss the results with their upline manager. Afterwards, managers share the report with their peers in their department. Together they identify problem areas to target and create an action plan for improvement.

Because ADP has conducted these surveys over multiple years, they're able to compare the current year to the previous year to check progress towards completion of goals. These internal quality surveys have significantly improved the level of service that ADP's departments provide to each other.

*Information provided by ADP

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**:

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.

Making 360 a Part of Hershey Foods' Culture for Leadership Development*

Hershey Foods Corporation is a confectionery and grocery products company. With headquarters in Hershey, Pennsylvania, it has about 12,000 employees with plants throughout North America, including Canada and Mexico.

Executives at Hershey wanted to use a 360-degree feedback system that was easy to customize for a variety of groups across the organization. They wanted key functional areas and plants to manage their own programs, so they needed software that was easy for them to use. They foresaw that, over time, multi-source feedback would be used many times by a lot of people.

The goal at Hershey is to make multi-source feedback a permanent part of the corporate culture. The HR staff consulted with experts familiar with 20/20 Insight and the 360 process to ensure that their strategy was developed thoughtfully and that their first programs were successful. Their approach was to introduce multi-source feedback gradually, gaining acceptance along the way. Senior Hershey Foods executives were assessed first, enabling them to refine the core items, spark interest and establish credibility.

One of the first groups to be assessed included more than 120 sales managers. Internal leadership consultant Jim Czupil explained to subjects: "You have an opportunity to grow professionally with this information. How you handle the feedback and the methods you use to share it with your team and your manager will have a significant impact on the benefit you receive from the process. Take time to reflect on the feedback and look for trends that outline current strengths and opportunities to further develop your leadership style." He coached participants to share the feedback with their team and set development goals with their managers.

According to Czupil, 20/20 Insight has promoted a more profound awareness of leadership developmental needs. Analyzing aggregate 360 feedback data has helped define leadership competencies for present and future leaders, and it has helped the organization determine exactly the kind of leadership development programs needed by different divisions. Feedback from participants has been positive, and requests for additional programs continue to rise.

*Information provided by Hershey Foods Corporation

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.

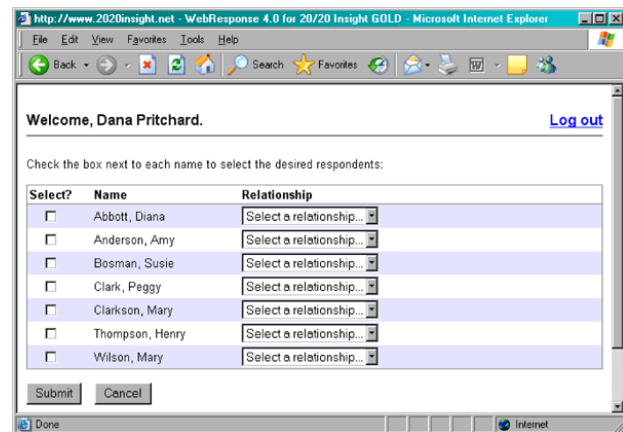
Web-based assessments make it convenient for participants to access their survey from anywhere, day or night, using any type of Internet connection. And some of the people in your organization don't have access to the Internet, a paper-based option is available.

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.

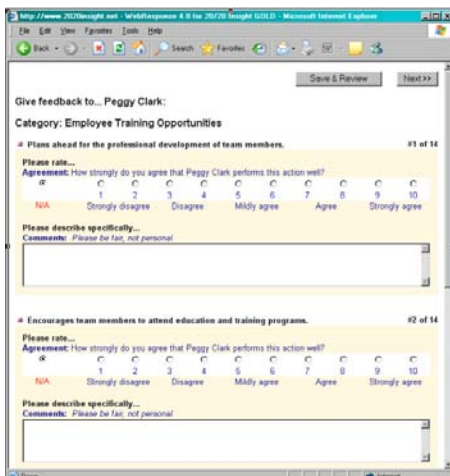
We're able to give subjects any combination of the following permissions:

- **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.

CONTACT US

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