



360° *feedback that generates* INNOVATION

The first on-line 360 feedback system that generates solutions. It not only automates Performance Review administration, but also elevates it to a new level: a relationship, productivity and behavior strategic tool that effectively drives change, development of core competence, and ultimately, bottom line results.

what • why • how • who • where • when

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1st

- 01. TOOLS SUPPORTING DECISIONS
 - 02. PERFORMANCE MANAGEMENT SYSTEM
-

01. Tools supporting decisions

...help companies

organize their decision making and execution by setting clear roles & accountabilities and by giving all those involved a sense of ownership of decisions: when to provide input, who should follow through and what is beyond their scope. Clear decision rights allow companies to cut through the complexity often clouding today's global structures by ensuring that critical decisions are made promptly and well and result in effective actions.

...are used in order to

- Eliminate decision bottlenecks, such as those that often occur between the center versus business units, global versus regional versus local units, and different functions
- Make higher quality decisions
- Make faster decisions resulting in faster operational performance
- Create a healthy debate on critical decisions, but through processes that feel productive
- Have agility and flexibility in decisions making and execution to respond to dynamic circumstances
- Provide a common vocabulary to constructively discuss decisions across units.

02. Performance Management System

... is the area of business intelligence (BI)

involved with monitoring and managing an organization's performance, according to key performance indicators (KPIs) such as revenue, return on investment (ROI), overhead, and operational costs. CPM combines and leverages business best practices and information technology to drive strategy implementation throughout the organization. Success is contingent on the ability to access quality data in a timely manner from multiple and disparate sources.

... is used in order to:

- Achieve goal alignment
- Increase business agility
- Improve consolidation processes
- Streamline reporting
- Achieve real-time data availability
- Support decision making processes
- Gain flexibility and highlight opportunities for action

WHAT if you could use one evaluation system for any HR idea?



2nd

01. THE ART AND SCIENCE OF 360 DEGREE FEEDBACK
02. COMPETENCIES FOR COMPETITIVE ADVANTAGE

WHAT if you could use one evaluation system for any HR idea?

01. The art & science of 360⁰ feedback

A unique opportunity...

to link specific leader behaviors to organizational performance and for individuals to find out how their bosses, their colleagues, their direct reports, their fellow team members, their internal and external customers, and their suppliers perceive their use of these behaviors.

Other names for 360-degree feedback are multi-rater feedback, multi-source feedback, full-circle appraisal, and group performance review. The term “360-degree feedback” has come to be synonymous with feedback from multiple sources, even though the data may not be gathered

from every possible source

Your decision about which type of information to collect will depend on several factors: the business or leadership problem or opportunity to be addressed, the role and level of the individual who will receive the feedback, the economic environment and the organization’s norms and values regarding what is

considered acceptable, appropriate, valuable.

WHAT if you could use one evaluation system for any HR idea?

02. Competencies for competitive advantage

Realities are changing fast...

Instead of seeking to create new markets where managers can occupy the competitive advantage by simply being the first ones to get there, they have become too preoccupied with their competitors for existing markets.

Competition means knowing how to

maximize the arena for sharing future opportunities

Organizations, that possess inherent strengths that are core competencies, are likely to have an edge over others.

The issues to be addressed are:

- Is it possible to fit neatly the future opportunities within the existing SBU boundaries?
- Is it possible to spread across a number of business units, competencies needed to access the new opportunities?
- What is the investment and time required to build the required competencies?
- Is it possible to

bring together and harmonize.

widely disparate technologies, varying capabilities, diversity in work roles and job demands, stretched out targets, standards and fast changing process?

WHY should you deploy the 360° Innovaction system?

3rd

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01. THE EMPLOYEE PERSPECTIVE
 02. THE HR ADMIN AND MANAGER'S PERSPECTIVE
 03. THE COMPANY'S PERSPECTIVE
-

WHY should you deploy the 360° Innovaction system?

01. The employee perspective

Employees benefit from more balanced, personalized, and comprehensive 360 degree feedback on competencies and goals that can help them:

- Better understand their **strengths and weaknesses** as perceived by co-workers and other managers or even external stakeholders such as customers and suppliers, and have more fruitful performance discussions with their managers.
- Take **greater ownership** of their career development and personalized training plans.
- Stay engaged and motivated through **highly relevant performance feedback** that motivates them to make an optimal contribution to the organization.

WHY should you deploy the 360° Innovaction system?

02. The HR admin and manager's perspective

HR administrators and managers benefit from an easy to implement, less time consuming 360 degree appraisal solution to:

- Get crucial,
in-depth performance feedback from across the organization
- Gather feedback that is not easily captured by other types of appraisals and get a broader view of an employee's strengths and
areas requiring development
- Get an instant snapshot of where things stand at any point in the 360 assessment process at any time – including completion percentages
- **Save hours** compiling and analyzing performance feedback from multiple reviewers
- Simultaneously view the multi rater feedback results and the employee evaluation form in a single split-screen, illustrating different types of performance indicators

WHY should you deploy the 360° Innovaction system?

03. The company's perspective

The top management as decision makers for the entire organization will also find this a potent 360 degree feedback tool to support better decisions with regard to a host of strategic issues including:

- **Workforce management** and strategic planning
 - Identification of **top performers** for leadership development or succession planning
 - Employees satisfaction and engagement
 - Strategic incentives and process **improvement opportunities**

we know **HOW** to make **IT** happen

4th

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01. 360° INNOVATION VALUE PROPOSITION
 02. 360° INNOVATION FEATURES & FUNCTIONALITIES
 03. 360° INNOVATION: THE PROCESS
-



01. 360° Innovaction: value proposition

A quick, simple and affordable way to get professional 360 Degree multi rater feedback without the paperwork or processing. The first on-line evaluation system that generates solutions that offers you:

Speed and Efficiency:

Setting up your feedback model, administering the responses online and then the delivery of reports will take days rather than weeks.

Quality Questionnaires:

Choose our tried and tested models or tailor one for you using one of the richest banks of competency models available.

Maximum Reach:

Rarely do we get quality, standardized feedback from the full range of stakeholders. Now your suppliers, managers, colleagues, peers, subordinates, clients in faraway places can complete the questionnaire as easily as if they were at the next desk.

Maximum Impact:

Well-presented reports are delivered by our team of facilitators and coaches. They know how to deliver feedback to maximize buy-in and stimulate change.

Minimum Administration:

We deliver questionnaires anywhere in the world, at any time with minimum risk of administrative errors and a hassle-free process to make best use of your time.

02. 360° Innovaction: features and functionalities

A simple, easy to implement solution for gathering and analyzing 360° multirater feedback:

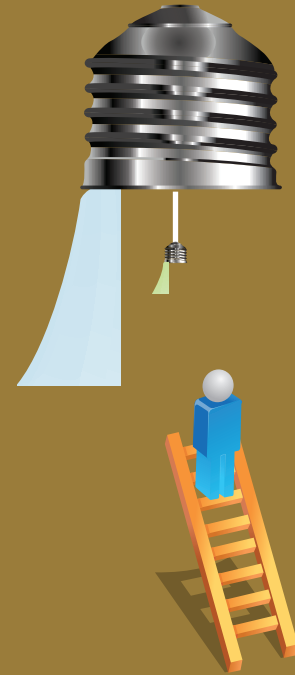
- Easy online forms
- Multiple formats available
- Multiple evaluations per year
- Store multiple years
- Competency Integration
- Automated goal alignment
- Job Description Integration
- Comprehensive Scoring
- Business Driven Weighting
- Learning tools
- Time saving manager features
- Time saving HR admin features
- Email notifications
- Ranking capabilities

03. 360° Innovaction: the process

Setting Up and Managing the Process using the application's online wizard. Simply follow the logical steps and we guarantee success.

- **Control** all aspects of each 360 assessment process from a central point – including notification triggers, questionnaire status, changes to the reporting structure, etc.
 - Choose the assessment **questions** and the respondents with point and click simplicity.
 - Determine **criteria** for process completion: minimum number of assessments or % complete.
 - Allow HR, managers or employees to **select evaluators**.
- **Capture** both numeric and comment-based feedback.
 - Capture valuable feedback from multiple sources quickly, at **any time** during an appraisal session and distribute reminders if required.
 - Get feedback on competencies and/or goals and collect answers for open questions.
- **Monitor the status** of all assessments underway and add new evaluators at any time.
 - View **real-time reports** including graphical comparisons of individual and group scores as well as anecdotal summaries.
 - Consult reports year round, even after the completion of a process.

WHO? The subjects of 360° Innovaction appraisals



5th

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01. TOOLBOX
 02. THE COMPETENCY LIBRARY
 03. CUSTOMIZED JOB QUESTIONNAIRES
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01. 360° Innovaction: toolbox

We can provide

a wide range of profiles with ready-to-go competency frameworks to suit most job types. Each profile contains everything you need to complete a 360 degree appraisal:- online questionnaires for the appraisee and for as many respondents as you wish. Experience also recommends using the system for various objectives and/or initiatives like:

- Regular employee performance appraisals
- Pre-hire reference checking
- Functional and project team evaluation
- Employee evaluation for promotion decisions
- Inter-functional evaluation
- Core competencies gap evaluation
- Employee appraisals for restructuring and downsizing
- Management evaluation
- Leadership capabilities evaluation
- Satisfaction level with internal initiatives

02. 360° Innovaction: the competency library

Accuracy	Dedication to Job/Work
Administrative Skills	Delegation
Analytic Skills	Dependability
Appraisal and Evaluation Skills	Development of Subordinates
Attendance	Equal Opportunity/Diversity
Attitude or Approach to Work	Ethical Behavior
Coaching	Feedback, Receiving and Giving
Communication Skills, Verbal	Financial Management
Communication Skills, Written	Flexibility
Computer Skills	General Job Skills
Conflict Management	Goal Achievement
Cooperation	Goal and Objective Setting
Cost Cutting	Grooming and Appearance
Creativity	Initiative
Customer Relations	Interpersonal Skills
Data Entry	Judgment
Deadlines, Ability to Meet	Knowledge of Company Processes
Decision Making	Knowledge of Job

02. 360° Innovaction: the competency library

Leadership Skills	Potential for Advancement
Listening Skills	Problem Solving
Long-Range Planning	Productivity
Management Control	Product Knowledge
Management Skills	Professionalism
Managing Details	Programming Skills
Managing Expenses	Project Management
Mechanical Skills	Quality Management
Multi-Tasking	Quality of Work
Negotiating Skills	Quantity of Work
Organizing Skills	Research Abilities
Orientation to Work	Resource Use
Participative Management	Safety
Personal Growth	Sales Ability
Persuasiveness	Stress, Ability to Work Under
Phone Skills	Supervisory Skills
Physical Abilities	Teamwork
Planning and Scheduling	Technical Skills
Political Skills	Time Management Skills

03. 360° Innovaction: customized job questionnaires

By function:

Accounting & Finance

Administration

Advertising

Corporate Services

Customer Service

Customer Support

Engineering

Executive

Management

Generic Skills

Health Care

Human Resources

Information Systems

Legal

Maintenance

Management

Manufacturing

Marketing

Materials Handling

Operations

Plant and Facilities

Production

Public Relations

Purchasing

Quality

Research and Development

Safety

Sales

Security

Training

Transportation

03. 360° Innovaction: customized job questionnaires

By industry:

Agriculture

Banking

Beverage Industry

Chemicals

Direct Mail

Food Industry

Gas

Government

Grocers

Health Care

Information Services

Insurance

Manufacturing

Medical Instruments

Newspaper

Petroleum

Pharmaceutical

Publishing

Research & Development

Retail

Telecommunications

Utilities

WHERE to? Decisions based on hard facts...

6th

01. REPORTS AND DEVELOPMENT PLANS



01. 360° Innovaction: Reports and development plans

Just as drivers and pilots rely on their dashboards to do their jobs, managers today are increasingly turning to business dashboards to help them run their organizations. The ideas and benefits are very much the same:

give managers a dashboard that on one well - designed screen shows the key information they need to monitor the items they are responsible for, and then they can

quickly discover problems and take action to

help improve the performance of their organizations. That's also the objectives of our reporting structure:

- Rating report
- Scores distribution
- Scorecard
- Ranking
- Open-questions answers
- Internal benchmarking

Reports are available for both individual and group level.

WHEN? The time is now the opportunity is here...

6th

01. EVALUATION FREQUENCY MODELS



WHEN? The time is now the opportunity is here...

01. 360° Innovaction: evaluation frequency models

We support

various appraisal models, according to your institutionalized performance evaluation system. Based on our experience, the most frequent models are:

- One time evaluation session
- An annual evaluation
- 2 evaluation sessions per year (every semester)
- 4 evaluation sessions per year (every quarter)
- non-standardized evaluation system

The evaluation frequency can be calculated based on organizational evaluation periods or based on employee hiring date.



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360° INNOVATION

www.evaluate360.ro