



Affordable
User friendly
Easy to set up
Extremely flexible

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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, you can set up projects to collect virtually any type of feedback—ideas, opinions, impressions, ratings, surveys—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 a Manager Get Results**

J.D. 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 Caucasian, while J.D. was African American—and much younger than most of his direct reports. Many of the supervisors thought they deserved the promotion, and resented J.D.’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, he 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. He funded the project from his own operating budget.

Working with a consultant, J.D. 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 J.D. 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, J.D. 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 J.D. received a substantial promotion. He attributed much of his success to the feedback process and the open dialogue it produced. Based on this experience, his division obtained the 20/20® Insight system for general in-house use.

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

Most COMPLETE: A Total Feedback System

You'll save time and money, because you won't have to create or purchase support materials. 20/20® Insight GOLD is the world's first fully integrated family of feedback and individual development planning software. Every step of the process and all the resources you'll need are included in the purchase of the program.

❖ **The 360 Smart Kit®.** This CD-ROM contains valuable resources for asking the right questions up-front and implementing successful feedback projects.

❖ **Administration Software.** Set up projects quickly and easily with this program. Manage multiple projects simultaneously and aggregate report data from as many projects as desired.

❖ **Survey Library.** This resource contains more than 1,000 survey items in over 140 categories. Create the right survey for a specific project by selecting standard items, customizing them or adding your own.

❖ **Respondent Software.** Gather feedback from respondents using any combination of these five media options: LAN, web server, Internet/interoffice e-mail, diskettes or paper.

❖ **Report Designer.** Select from dozens of standard report formats or design individual, project or aggregate (multi-project) reports by using on-screen wizards.

❖ **Advanced Report.** Combine data from multiple projects, or compare scores from earlier assessments with current ones.

❖ **IDP.** Give individual development planning software to *everyone* in your organization to analyze feedback, create a plan and track progress—at no extra charge!

❖ **Administrator Course.** This two-day, hands-on course teaches the administrator how to use all aspects of the software, from setting up projects to printing reports.

❖ **Help System.** The Administration Software contains an online Help reference with instructions for all aspects of the program.

❖ **Free Technical Support.** Use our toll-free number anytime you have questions or problems.

❖ **Software Upgrades.** All upgrades to 20/20® Insight GOLD are FREE!

"20/20® Insight GOLD has made it possible for our company to use 360 degree assessments to identify training and development opportunities without the time consuming and error-prone task of manual tabulation or the expense of an external consultant. Performance Support Systems provides top-notch technical support, training and on-line help. I highly recommend the 20/20® Insight GOLD product for companies of all sizes."

—Valerie Kaufman, ADP

The 360 Smart Kit®

This resource on CD-ROM may be used by anyone in your organization who wants to learn more about 360. It gives answers to more than 80 of the most commonly asked questions, contributed by two dozen experts in the field of multi-source feedback. Topic areas include:

- ❖ Discovering 360
- ❖ Introducing 360 to your organization
- ❖ Developing surveys
- ❖ Preparing for a 360 project
- ❖ Planning for individual development
- ❖ Using 360 in different applications

The 360 Smart Kit® also contains lesson plans, scripts and PowerPoint files for orientation briefings and feedback sessions. You can customize *all* these resources to fit the needs of your organization.

In addition, the CD includes these valuable references:

❖ **Survey Sampler** - Selected survey categories and items featured in the 20/20® Insight GOLD system

❖ **Articles** - Reprints of articles on 360 written by respected experts in the field, including Dennis E. Coates, Ph.D., author of 20/20® Insight GOLD

❖ **360 Bibliography** - An up-to-date list of the best books and articles about 360

The 360 Smart Kit® is available for purchase separately.

The Survey Library

A major feature of 20/20® Insight GOLD is the Survey Library, which contains over 1,000 survey items in more than 140 categories. These may be used "as is" or customized to fit the requirements of your organization. You can also add your own surveys to the library.

The 140+ survey categories are organized in these areas:

Individual Feedback Survey Areas

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

Team and Organization Survey Areas

Readiness for 360
Organizational Climate
Team Development
Team Effectiveness
Project Team
Customer Satisfaction

Most FLEXIBLE: A Tool That Can Be Used for Multiple Applications

You'll save money because you won't need as many different programs. You no longer need to invest in separate systems for individual 360 feedback, organization surveys, customer feedback, training evaluation and market research. You can literally save thousands of dollars, because 20/20® Insight GOLD is so flexible that it can perform all these functions!

❖ **Leader development.** Executives, managers and supervisors can diagnose skill strengths and areas for development by gathering feedback from direct reports, peers and other managers.

❖ **Individual skill development.** Team members give each other feedback about personal leadership, team interaction skills and workplace skills to discover strengths and problem areas.

❖ **Team development.** Assess team issues by collecting input from a variety of customers and stakeholders. The team uses this information to go to the next level.

❖ **Needs assessment.** Study aggregate performance data to decide how much to invest for training and development resources.

❖ **Competency development.** Get feedback about draft competency lists as the subject to be assessed, rather than an individual. Ask stakeholders to rate the importance of the behaviors.

❖ **Level 3 evaluation of training.** Develop customized surveys based on course objectives. Give them to participants before and after training. Compare the results to determine how much skills have improved.

"20/20® Insight is extremely flexible and user-friendly. If we did have questions, the support from the technical staff at Performance Support Systems was excellent. The information we have obtained is being used by employees to set goals and design individual development plans throughout the entire organization."

- Nancy Lombard,
PEMCO Financial Services

❖ **Performance management.** Use 20/20® Insight GOLD to measure competence—how well people do their work. Individuals identify strengths and weaknesses so they can set development goals.

❖ **Organizational climate surveys.** Collect information about the organization concerning corporate vision, values, policies, structure, communication and management support.

❖ **Employee attitude surveys.** Find out employees' perceptions related to their job satisfaction, training, advancement, reward systems and employee involvement.

❖ **Customer satisfaction surveys.** Get feedback from customers to find out what you need to change to create loyal customers.

❖ **Market research.** Before launching a new product or marketing strategy, find out what would delight customers. Get their reactions to your planned initiatives.



Case Study: How RadioShack Customized 20/20® Insight for Different Uses

RadioShack, a division of Tandy Corporation, is a retailer of consumer electronics products. With headquarters in Fort Worth, Texas, it has over 5,000 company owned and operated stores, with approximately 30,000 employees. RadioShack purchased the 20/20® Insight system in 1997 based on the product's ease of use, flexibility and technical support. They invested in the organization license because they projected widespread use of the program.

20/20® Insight was used in their leadership development program, and during the first year they collected feedback from over 2,700 participants. One group of subjects included 190 district sales managers. Convinced of the confidentiality of the feedback process, participants opened up with their comments and gave honest ratings. Most feedback recipients reported that the feedback was useful to their development.

RadioShack has also used 20/20® Insight for organizational surveys. One attitude survey, conducted in the advertising department, gathered input from more than 150 employees. A team of representatives from the department created the customized list of questions used in the survey. Managers reported that the information they received was extremely candid and useful. As a result, several changes in procedure have been implemented.

Managers at RadioShack say that the experience of the first year will stimulate even greater participation. They plan to use 20/20® Insight GOLD on their internal network, which will allow them to achieve a truly paperless feedback system.*

*Information provided by RadioShack.

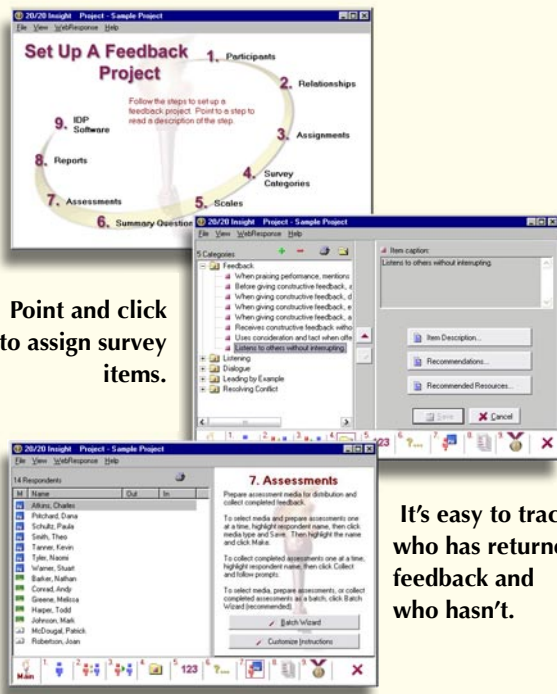
Most USER-FRIENDLY: Easy to Use for Administrators and Respondents

Reduce learning time for the administrator. 20/20® Insight GOLD takes only a few minutes to install. The software is intuitive and easy to use, so the administrator can begin setting up projects almost immediately. These components make learning and using the software a simple, painless process:

Reduce learning time for respondents. The 20/20® Insight GOLD Administration Software creates respondent software for each person who gives feedback.

The program is so easy to use that no instruction is required.

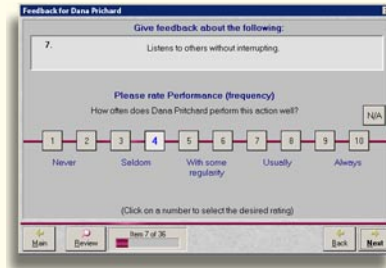
There are 9 easy steps for setting up a project.



Point and click to assign survey items.

It's easy to track who has returned feedback and who hasn't.

Respondents give numerical ratings...



...and up to three types of comments for each item.



You can use a combination of any of these media:

- ❖ **Wizards** - Project set-up is easy and fast
- ❖ **Two-day Administrator Course** - For hands-on, personalized instruction
- ❖ **Online Help** - Quick answers to questions about the software
- ❖ **Coordinated reference and program materials** - Lesson plans, scripts and visuals

- ❖ **Web server** – Respondents link to a web server to complete their assessment (requires additional purchase of WebResponse module)
- ❖ **Local area network** - Lets you make, collect, collate and distribute feedback—all without paper or diskettes
- ❖ **Internet/interoffice e-mail** - Attach the assessment as a file and e-mail it to respondents
- ❖ **Diskettes** - Respondents use a single diskette containing assessments for all subjects
- ❖ **Paper** - For respondents who don't have access to a computer

"We have found 20/20® Insight to be an excellent tool for assessments. We are currently using it for 360 degree assessments of all of our management staff. It is not only easy to use but allows us to customize it to meet our specific needs and to tie to our organizational goals. I really appreciate the support that has been available from PSS. Whenever I have a question I can call their customer support and get an answer to my question. It's like having a help desk right here on site."

- Jacquelyn Rucker, Memorial Health System

Most CUSTOMIZABLE: A Program That Can Change With Your Growing Needs

20/20® Insight GOLD gives you an easy, no-cost way to structure feedback projects the way you want them. Many 360 publishers charge fees for customization. You can tailor almost any aspect of a feedback project—at no extra charge! With simple point and click commands, you set up feedback projects according to your specifications.

❖ **Survey areas.** Customize survey categories and items. Add locally researched survey areas.

❖ **Measurement scales.** Select, modify or create scales from 2 points to 12 points in length. Use up to four scales per project.

❖ **Types of projects.** Request any kind of multi-source input or feedback. Use scales, open-ended questions, or a combination of both.

❖ **Comments.** You can ask respondents to enter comments for every behavior. Select up to three comment prompts, such as “What I like,” “What I don’t like,” and “What I’d

like you to change.” Add any number of end-of-survey questions for comments of any length.

❖ **Relationship types.** Choose from standard perspectives such as peer, team member and manager, or create as many customized relationship types as you need.

❖ **Assignment of relationship types.** You may want to select only certain respondents (e.g., the manager) to respond to a particular scale or a set of items.

❖ **Instructions.** Customize on-screen instructions for respondent software, e-mail messages, and report covers.

❖ **Number of respondents.** There’s no limit to the number of respondents you can assign to a particular subject.

❖ **Developmental recommendations.** The survey categories in the areas of Team and Personal Leadership contain detailed recommendations for development and other resources which can be included in feedback reports. You can edit these items or add locally available resources.

❖ **Report formats.** Select from dozens of report templates or create your own. Print report sections in any sequence you like. Print three levels of reports: individual, project and aggregate (multi-project).

Case Study: How Hershey Foods Expanded Their Use of 360 Feedback

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 a multi-source 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 to install and use. They foresaw that, over time, multi-source feedback would be used many times by a lot of people. Therefore, the software had to be affordable. 20/20® Insight’s organization license made this possible.

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 included more than 120 sales managers. Members of the Sales Management team customized the 20/20® Insight surveys to make them compatible with their existing performance management and employee development systems. The assessments and individual development plans became a key part of a leadership development program. Hershey human resource personnel conducted group feedback sessions and gave people

time to review their data in private. 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.

The success of this program became a model for other groups. During the first year, over a dozen locations acquired the software and implemented their own programs. One early initiative included managers in Hershey’s Research and Development department. In another program, the International Division added items related to cultural sensitivity to their leadership assessments. In addition, 20/20® Insight is now being used for succession planning to identify development opportunities for the future leaders of the business.

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 Corp.

Most AFFORDABLE: A Very Cost-Effective Investment

You'll save money by paying less per person. With 20/20® Insight GOLD, you get software for *both assessment and development.* This unprecedented combination of software programs is the best value in the industry.

You purchase two things: (1) the system package and (2) a usage license to distribute assessments to participants.

Three kinds of licenses are available:

1. Single-Usage License. This is a pay-as-you-go option. You purchase only the usages you need for specific projects. When you need more assessments, you purchase more usages.

This is the best value for *pilot projects* or *very small organizations*. The unit cost is always the same.

2. Subject License. You can purchase this license for any number of subjects, regardless of the size of your organization. You can re-assess these subjects an unlimited number of times.

This is the best value when long-term use of feedback programs is desired for *only limited parts of the organization*.

3. Organization License. This license is based on the total number of employees in your organization at the time of purchase. You can assess each subject an unlimited number of times, and you can include them in any number of feedback projects.

This is the best value for organizations of 50 or more employees, when *long-term* use of feedback is desired for *everyone*. Prices vary according to the total number of employees. This is usually a one-time purchase; however, if your employee population exceeds the size of your license by more than 10%, an additional license must be purchased.

The following features cost extra with most 360 systems. With 20/20® Insight GOLD, you receive all these benefits *AT NO EXTRA CHARGE*:

- ❖ Onsite customization and report printing
- ❖ Respondent comments reports
- ❖ Advanced reports that aggregate data from multiple projects
- ❖ Unlimited individual feedback reports—print as often as you want
- ❖ IDP software for everyone in the organization
- ❖ Tech-support on an 800 number
- ❖ All software upgrades

IDP: Individual Development Planning Software

With 20/20® Insight GOLD, you can facilitate onscreen individual planning and development. No other 360 system combines assessment with a software program that helps feedback recipients create and implement an individual development plan—at no extra charge!

IDP is a stand-alone program that helps people review and analyze feedback. It also lets them create an individual development plan and track progress. It includes an onscreen Help reference that explains how to use the program.

IDP provides the learner with an array of activities:

- ❖ **Onscreen review.** Privately review feedback data on-screen, displayed by category or item, along with comments.
- ❖ **Analysis of strengths.** Identify high-rated behaviors as strengths and complete a four-step analysis that helps them identify how to make the most of this strength.

❖ **Analysis of problem areas.** Target low-rated items as performance problems, then answer questions to find out why certain behaviors were rated low.

❖ **Development goals.** Based on identified problem areas, set priority development goals.

❖ **Developmental activities.** Plan activities to achieve the goal.

❖ **Printing.** Print hard copies of feedback, analysis exercises and the individual development plan.

❖ **Journal entries.** Record pivotal on-the-job experiences, lessons learned and other insights.

This powerful tool makes it easy to create and use an individual development plan.

Once you install 20/20® Insight GOLD, you can distribute the IDP software to everyone in your organization, whether they've already been assessed with 20/20® or not. It's a valuable stand-alone individual development planning tool that doesn't require 360 feedback.



Web Assessment Option

WebResponse is an optional module that lets you post web assessments for 20/20® Insight GOLD projects on a web server. Two options are available:

- ❖ **WebResponse for Internal Web Servers** - purchase and install the software on your organization's web server.
- ❖ **WebResponse Hosting Service** - use the PSS web server so respondents can access their assessments from anywhere!

Advantages of web assessments

- ❖ Makes it easy to get feedback from customers and employees
- ❖ Saves time in distributing and collecting assessments
- ❖ Automatically sends emails to respondents with the URL link
- ❖ Works with most browsers

20/20® Insight GOLD Administration Software

- ❖ **Operating system:** Windows 95 or higher, or Windows NT 4.0 or higher
- ❖ **Processor:** PC computer, 400 Mhz Pentium II or higher
- ❖ **RAM:** 64 MB+ (128+ MB recommended)
- ❖ **Hard disk space:**
 - 15 MB for software
 - 30 MB (average) for data files
- ❖ **Video:** Windows-supported video card or better (SVGA , 256+ colors recommended)
- ❖ **Printer:** 2 MB memory (4+ recommended)
- ❖ **Accessories:** Mouse, CD-ROM drive
- ❖ **Other programs:**
 - MS Access 2000 or higher (If you don't have this program, you must install the MDAC drivers included on the Administration Software)

Network configuration

- ❖ Any network file-server, such as Novell NetWare® or Windows NT®
- ❖ 100K hard-disk space on file-server per rater (on average)
- ❖ Shared folder/directory for each project
- ❖ Windows workstations with access to the shared directory on the network drive

Email configuration

- ❖ MAPI-compliant e-mail software (MAPI = Messaging Application Programming Interface)
 - Used for email notification with network and web assessments
 - Used for Internet/interoffice email assessments
- ❖ Examples of MAPI-compliant email programs: MS Outlook, MS Outlook Express (except 5.0), and Eudora
- ❖ Examples of email programs that are NOT MAPI-compliant: AOL, Netscape, Lotus Notes, Eudora Light, and MS Outlook Express 5.0

Respondent Software and IDP

- ❖ Operating system: Windows 95 or higher, or Windows NT or higher
- ❖ **Processor:** PC computer, 486 processor or higher
- ❖ **RAM:** 64 MB+



WebResponse for Internal Web Servers Software

- ❖ **20/20® INSIGHT ADMINISTRATOR PC WORKSTATION:**
 - Microsoft Internet Explorer 5.0 or higher, with any type of connection to the Internet
- ❖ **RESPONDENT PC WORKSTATION:**
 - One of the following web browsers with any type of connection to the Internet:
 - Microsoft Internet Explorer 3.02 or higher
 - Netscape Navigator 3.0 or higher
- ❖ **WEB SERVER ADMINISTRATION AND SUPPORT:**
 - A qualified web server administrator on staff who will:
 - Install SA FileUp components
 - Install WebResponse and latest MDCA drivers (if needed)
 - Create a virtual directory
 - Assign permissions
 - Maintain, monitor and troubleshoot the Internet Information Server
- ❖ **SERVER:**
 - Windows 2000 Server 4.0 (Service Pack 2 or higher) IIS 5.0 or higher
 - Or** Windows NT Server 4.0, (Service Pack 5 or higher) IIS 4.0 or higher
 - Internet Explorer 4.01 or higher
 - Latest MDAC drivers (included on WebResponse installation CD)

"I'm a Human Resources Representative responsible for helping our management team with organizational development. One of my biggest projects is our World Wide Employee Opinion Survey, which includes our offices in Asia, Europe, Mexico, South Africa and Australia. For the first three years we administered the survey with 20/20® Insight via email. This year we tried WebResponse using the PSS hosting service. It was great. I was able to create the survey and tabulate the results much more quickly. And I was able to administer two other surveys at the same time. Web assessments were so easy to set up and manage."

- Kami Johnson, Fourth Shift Corporation