

The Solution to All Your Feedback Needs



**Expert Service
Powerful
Customizable**

Brought to you by:

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Executive Summary



Why choose 20/20 Insight GOLD for all your feedback needs?

You have many options when selecting a software program to use for gathering feedback about individual, team and organization performance. There are four important reasons why 20/20 Insight GOLD is your best choice.

1. POWERFUL

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

- ❖ More than 1,200 items in a massive library – easily customized – or you can generate your own, as simply as producing an MS Word file
- ❖ 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.
- ❖ Comprehensive resources for facilitators that include lesson plans, scripts and PowerPoint files for conducting sessions with participants
- ❖ A 31-page booklet and online performance analysis tool for each feedback recipient to help them create and implement a personal development plan

2. CUSTOMIZABLE AND FLEXIBLE

You can tailor almost any aspect of a feedback project – add your own competencies, use or modify ours – or any combination. You can even export the data to other program such as Excel for more analysis and display. With this unprecedented flexibility, you can use the program for *many* different applications. 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

3. EASY TO USE

If you can use MS Word, you can use this program. It’s that easy. While the system package includes training, a comprehensive manual and extensive online Help, the software is incredibly intuitive to learn.

4. COST-EFFECTIVE

When you purchase 20/20 Insight GOLD, you **own** the system and NEVER pay for respondents. A one-time charge for each subject gives you unlimited surveys and reports for that person, as long as they are part of your organization. A one-time charge for each team/department and organization name empowers you to conduct ongoing internal quality surveys, climate surveys and customer satisfaction surveys at **NO** additional cost! **ALL** reports are **FREE**.

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 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. 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 can purchase a single package with all support materials included. The combination of locally installed administration software, web-based assessments, individual development planning tools, and resources for facilitators makes 20/20 Insight GOLD the complete feedback solution for your organization. Every step of the process and all the resources you'll need are included with the program.



The major components of the system package:

❖ Administration Software

Set up surveys quickly and easily using this program, which is installed on a PC or your local network. You can manage multiple surveys simultaneously and aggregate report data from as many projects as desired. The Survey Library contains more than 1,200 items in over 160 categories. You can use them “as is” or customize them to fit the requirements of your organization.

❖ WebResponse Software

WebResponse is housed on a web server (hosted on our server or installed on your internal server). Uploading and downloading project data to the web is a simple one-click “Synchronize” function. Participants complete their assessments here, and you can also set different levels of permission for subjects to select their respondents – all on the web.

❖ 20/20 PowerUser

This CD contains valuable resources for facilitators and other HR professionals. You'll get case studies, articles and facilitator resources for conducting workshops for participants. You also learn more about 360-degree feedback, asking the right questions up-front and implementing successful feedback projects.

❖ Individual Development Tools

Resources for feedback recipients include a 31-page *Self-Development Toolkit* and an online performance analysis tool. In addition, you can include detailed developmental recommendations in the person's report by using the ones provided with our three leadership surveys or creating your own.

This booklet will help you understand why 20/20 Insight GOLD is the best feedback platform available today:

- ❖ Most **Powerful** – Everything you need for everyone involved in the feedback process.
- ❖ Most **Customizable and Flexible** – Tailor almost every aspect of a survey *at no extra charge*.
- ❖ Most **Easy to Use** – Extremely user-friendly for both administrator and participants.
- ❖ Most **Cost-Effective** – A very economical investment, one you can afford to use with *everyone*.

MOST POWERFUL: Library and Reports

20/20 Insight GOLD provides a unique combination of resources that you won't find in any other feedback system.



Massive Survey Library

20/20 Insight GOLD's extensive Survey Library contains **over 1,200 survey items**. 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.

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

The 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

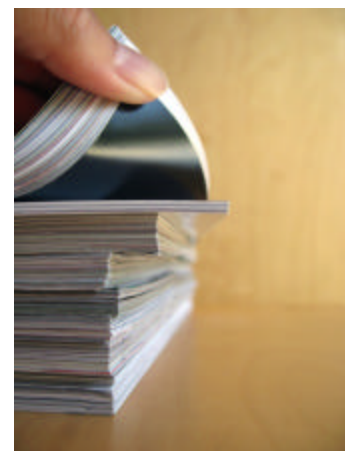
The Library also features surveys for each module in the **Vital Learning Leadership Curriculum**:

Leadership Essentials
Leadership Plus
Developing and Coaching Others
STAR Service

Impressive Reporting Capabilities

You can generate dozens of powerful reports with 20/20 Insight GOLD's reporting engine.

- ❖ **Report formats**. Select from dozens of report templates or create your own. Print report sections in any sequence you like. Insert customized text pages anywhere in the report.
- ❖ **Report printing**. View reports onscreen before printing. Print to a PDF file or a hard copy. You can also automatically email the PDF report to subjects.
- ❖ **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**. Combine data from multiple projects to produce summary data for the entire organization.
- ❖ **Export data to Excel or other programs**. Do additional analysis and displays of the data.



MOST POWERFUL: Resources for HR Professionals and Learners



Outstanding Resources for HR Professionals

The **20/20 PowerUser** CD provides extensive information and tools for facilitators and other HR professionals. Use it to learn more about 360 and how to make the most of your investment in 20/20 Insight. It contains these valuable resources:

- ❖ **Articles** about best practices when implementing 360-degree feedback
- ❖ **Answers** to more than 60 of the most commonly asked questions about 360
- ❖ **Power Applications** explain how to use the administration software for a variety of individual, team and organization surveys
- ❖ **Case Studies** describe different ways that 20/20 Insight has been used by organizations like yours
- ❖ **Facilitator Resources** include lesson plans, scripts and PowerPoint files for conducting orientation, feedback and development planning sessions
- ❖ **20/20 Insight Resources** help you learn more about the features and functions of the program, with sample reports and sample items from the enormous Survey Library
- ❖ **Train-to-Ingrain Guidebook**, a 91-page reference that explains how to implement a process for producing permanent changes in behavior following assessment and training

Extensive Individual Development Tools

20/20 Insight GOLD makes it easy to facilitate individual planning and development.

No other feedback system 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.

MOST FLEXIBLE and CUSTOMIZABLE: Every Survey Can Be Unique

You can use the program for all types of surveys. Because you're able to customize almost every aspect of a project, you can collect feedback for just about anything! Select different scale lengths, scale names and descriptors, depending on the purpose of your survey. With such unprecedented flexibility, you can use the software for:

- ❖ **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 purchasing 20/20 Insight GOLD in 2000, ADP has assessed more than 16,000 individuals.

The software is used on an almost daily basis for the Ohio Valley Region of ADP's Major Accounts Division. The 20/20 Insight administrator sets up projects for a variety of applications, including: 360-degree feedback, internal and external customer feedback, and training evaluation.

ASP 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

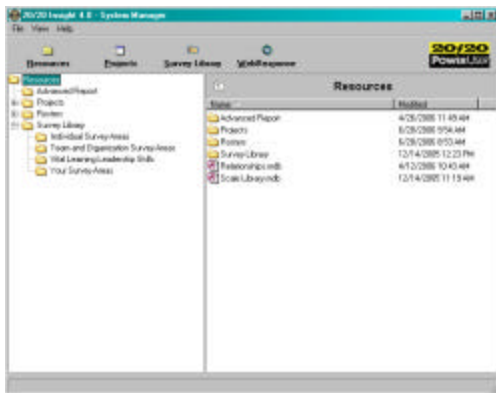
MOST EASY TO USE: For ADMINISTRATORS

The 20/20 Insight GOLD system package is intuitive and easy to learn, so you can begin setting up projects almost immediately.

First, you'll install the **Administration Software** on a PC or your network. Use this program to build your surveys:

- Set up subjects, respondents, survey questions and rating scales
- Create and collect respondent assessments
- Print individual reports, summary project reports and multi-project aggregate reports

The Administration Software has two areas: **System Manager** and **Project Manager**.



System Manager has the familiar look of Windows Explorer. It contains the folders and files you'll access when setting up your surveys. You can create and store *an unlimited number of projects* (surveys) here.

You'll find a wealth of standard resources, such as our extensive Survey Library. In addition, System Manager stores the files **you** create, such as rosters of participants and customized survey items.

Project Manager contains all the elements used in the administration of a specific survey. There are 7 easy steps for setting up your survey, conveniently displayed as a checklist on each project's home page.

You can import data from System Manager or add the elements directly in your project for:

- Participants
- Respondent Relationships
- Scales
- Items



After building your survey, you'll upload the assessments to **WebResponse**. The **WebResponse Software** operates on a web server (hosted on the PSS server or installed on your internal server) and connects to the Administration Software.



With a single click, you upload project questionnaires to WebResponse for respondents to complete, then download completed assessments to the Administration Software.

When you log in to your WebResponse account, you'll control the settings for subjects and respondents, send notifications and reminders to participants, and track their progress.

MOST EASY TO USE: For PARTICIPANTS

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.

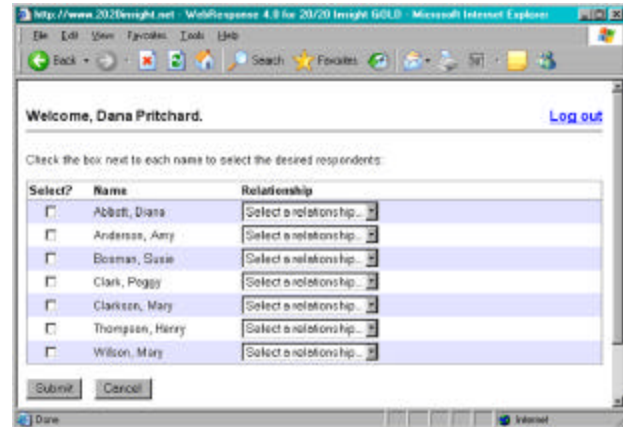
Subjects...when selecting respondents

With 20/20 Insight, you can permit subjects to select their own respondents. (Note: The administrator can assign respondents, if you prefer.)

You'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

Their entries are automatically saved in your project with a single click.



"The 20/20 Insight system is user-friendly and technical support has been wonderful to work with, although the system is so easy I rarely have to contact them. I have received rave reviews from my employees on how well they like the electronic format; it is simple and confidential and is very easy to administer."

- Patty Camp, Barr Engineering

Respondents...when completing their assessments

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



Flexible settings let you 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 you take the project off-line.

MOST COST -EFFECTIVE: A Very Economical Investment



You'll get excellent value for the money you invest.

With 20/20 Insight GOLD, you get software that can be used for all your survey needs. This unprecedented versatility is the best value in the industry.

All these benefits are included in the package price:

- ❖ Administration Software that can be used to set up an unlimited number of surveys
- ❖ 20/20 PowerUser CD with a comprehensive set of references and resources for the facilitator
- ❖ Administrator Course - training for one person via two-day hands-on class in Newport News, VA, or telephone sessions
- ❖ Self-development resources for subjects
- ❖ Free software upgrades
- ❖ Free technical support on an 800 number for the first year
- ❖ Complete online Help system
- ❖ On-site self-customization
- ❖ Reports at the individual, project or aggregate (multi-project) level

And purchasing an Unlimited Usage License for each subject means you can re-assess each person any number of times at no additional charge... at less than the price of taking them to lunch once a year!

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 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 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 pricing structure 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 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

Client Testimonials

Greg Tedder, Santee Cooper

"The 20/20 Insight software is very user-friendly, I have evaluated several software packages, and this one provides the most bang for the buck. Also, the support staff at PSS has provided very professional, courteous, and prompt assistance anytime I've need help."



Shannon Cassidy, Granary Associates

"20/20 Insight is extremely flexible. I've been able to create projects to gather all sorts of feedback:

- Satisfaction surveys on the company party
- Climate surveys on the location of our new building
- Input on the types of financial seminars that would be of interest to employees
- Internal quality surveys to determine how effectively a certain department serves people in other departments

In addition to being able to create a variety of surveys, the PSS staff has been remarkably helpful, friendly and always available."

Dickmar Tejada, Memphis Light, Gas and Water

"I just want to share with you that I finished the project and printed the final reports. Thank you from the bottom of my heart. You have always helped me. You do not go the 'extra mile.' You go the extra 'THOUSAND MILES.' I was also interested to learn about the 20/20 name. However, for me, it should be 80/20, where 20% is just the software, but 80% is the excellent customer service you provide to clients like us."

Valerie Kaufman, ADP

"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 software for companies of all sizes."

Jim Czupil, Hershey Foods Corporation

"We are very happy with 20/20 Insight! The efficiency of the system, along with the confidentiality and anonymity, has made 20/20 Insight very popular among our users of the product. We feel that it will be a key component in the continued development of our leadership team at Hershey Food Corporation."

Lori Burluson, Regan Holding Corporation

"As the software administrator for our organization, I have found 20/20 Insight GOLD to be the perfect feedback and survey instrument. It is extremely easy for me to use. One of the greatest features is that the software can be so easily customized. Not only have we successfully used it for our multi-source feedback assessment, we have also used it for customer satisfaction surveys, organization effectiveness surveys, and training evaluations. I couldn't imagine doing my job without it."

Technical Requirements



Our software license permits you to install the Administration Software in one of these locations:

- On a single PC, if you have one administrator working with the program
- On a shared network, if you have multiple administrators setting up surveys

The minimum computer capabilities needed to operate 20/20 Insight GOLD:

Administration Software

- ❖ **Operating system:** Windows 2000, XP or higher
- ❖ **RAM:** 256 MB minimum
- ❖ **Hard disk space:**
 - 30 MB for software
 - 30 MB (average) for data files
- ❖ **Accessories:** Mouse, CD-ROM drive

E-mail configuration

Extended MAPI-compliant e-mail software, such as MS Outlook, used for e-mail notification of subjects and respondents

WebResponse Software (for INTERNAL SERVER only)

- ❖ **Web Server Administration And Support**

A qualified web server administrator on staff who will:

 - Install WebResponse
 - Create a virtual directory
 - Assign permissions
 - Maintain, monitor and troubleshoot the Internet Information Server and SQL Server
- ❖ **SERVER**
 - Windows 2000 Server SP2 or greater
 - Internet Information Server 5.0 or greater
 - Microsoft SQL Server 2000 or greater

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