Your appraisal 360
product guide

Competency Frameworks

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What Appraisal360 feedback does for you

One of the most powerful influences for everyone is feedback from other people. It comes in many forms – words of advice, encouragement, praise, criticism or comments on things we have or have not done. We all need feedback or we stagnate, lose our direction and motivation or simply become detached. And one of the places we need it most is in the challenge of our working life.

In today's workplace, it isn't just technical skills we need, how we deal with people and manage situations is often far more important. These are the areas where getting unbiased constructive feedback can be the hardest and the most daunting. But if you want to be successful in your career there really is no other option. One of the most effective ways to develop in your professional life is to use the range of Appraisal360 tools to get feedback on your ordinary everyday behaviour.

Unlike other systems which are based on your perception of yourself and on how you *think* you behave in a given situation Appraisal360 gathers other people's observations of you and compares them with your perception of yourself. This makes for very powerful results which are difficult to ignore.

The Appraisal360 questionnaires have been designed by an industrial psychologist and are based around competency frameworks. Competencies are attributes which have been shown to be particularly important to success in a particular job or situation. When you choose an Appraisal360 product your questionnaire is based on a competency framework which closely matches the sort of job you do.

Appraisal360 is unique in that our online bureau allows you to buy online with zero setup costs and take advantage of our zero touch automated process, free learning materials and project guides.

All the Appraisal360 feedback tools and resources are available on our website www.appraisal360.co.uk - there is no software to buy or install, all you need is a web browser and an email account, registration is free and you pay only when you use one of our worksets, there are no hidden costs. You can sign up yourself and pay online, or you can work alongside your coach, mentor, manager or other HR professional as part of your wider development.

Here's how the system works:

- Choose the product which most closely matches your particular career circumstances.
- Fill in the self perception questionnaire with your views of yourself.
- Ask six people who know you, for example your boss, colleagues or friends, to fill in the same questionnaire with their perceptions of you.
- The system compiles an easy to understand report which highlights strengths, weaknesses and areas where your self perception differs from other people's perception of you.
- Use the downloadable learning materials to help turn the report into action plan for growth and development.

A matching support and mentoring service is also available if you need it – or you can work alongside your existing manager, mentor or HR professional.

You can find more details on our website where you can sign up online to use this or any of our range of off the shelf 360 feedback tools.

We are confident that you're in line for something that could change your life.

Ways of buying Appraisal360

With Appraisal360 you can choose to buy our online tools straight off the website, or you can buy custom tools or managed packages which include a trainer to manage your 360 project for you.

System only packages

You can sign up right now and be using our 360 degree feedback tools within seconds if you choose one of our system only options.

Here's what you get:-

- Use of an industrial strength 360 degree feedback bureau.
- **A choice of product** built on tried and tested competency frameworks (see below) of the type used for many years in Blue Chip companies to develop their people. Our competency frameworks are designed around observations of what makes an outstanding performer in any given role.
- **A hard hitting questionnaire** designed by an industrial psychologist which will root out the behaviours, attitudes and personality traits that really matter.
- **Clear multiple choice questions** so that you and your colleagues will find it easy to give a measured response to their perceptions of you.
- **An easy to use control panel** which allows you to send the questionnaire to six people whom you trust to give honest feedback, where you can monitor the progress of the feedback process and download your report when it is ready and your learning materials (workbook)
- **Feedback is gathered by an uninvolved third party** (us) so your respondents know that they can give their feedback confident that you will never see their individual responses.
- **A comprehensive easy to read report** which summarises your feedback and helps you to focus on your action planning.
- **Downloadable learning materials** that will help you interpret your report and can form the basis for discussions with your manager or coach if you have one.
- **Project guides** to help you plan and implement successful 360 degree feedback projects for individuals, teams and organisations.

Individual360

The right choice for:- individuals and small groups with flexible pay-as-you-go 360 requirements

Whether you want to use Appraisal360 to support your CV, to assess yourself against that dream job you have in mind, have something to discuss with your executive coach, or just get some balanced feedback from people who know you - Individual360 is the right package for you.

Appraisal360 is the only instant setup, pay as you go 360 feedback system available. With our downloadable support materials no training is required, no consultants will call. Choose from a range of products to match the role you see yourself in, use your personal control panel to invite respondents to give you feedback and manage the whole process without ever leaving your desk.

Individual360 is the first step to building your professional development plan based on solid, structured and useable feedback.

Prices are as shown on the products page - if you wish to make multiple purchases you may like to consider our Bundle360 package.

Instant360

The right choice for:- small to medium businesses, department managers and consultants.

Take all the advantages of Individual360, add a control panel to manage the allocation of 360 feedback worksets, zero setup costs, instant deployment and bundle discounts and you have the right choice for executive coaches and trainers needing a turnkey service, consultants needing diagnostic tools, department managers and managers of small to medium businesses.

The Instant360 control panel gives additional flexibility in managing 360 feedback so that the controller can manage the choice of competencies, of feedback respondents and delivery of the feedback reports.

Instant360 is buy online with zero setup costs and instant deployment and is covered by our swap out guarantee. Pay online by card or by cheque with volume discounts for mix-and-match purchases. Up to date pricing is on our website.

Professionals wishing to use their own competency frameworks: contact us to discuss how we can meet your requirements.

Custom360

The right choice for:- larger businesses, high-end consultancies, resellers

With all the features and benefits of Bundle360 add your own dedicated website with your own branding, the ability to upload custom competency frameworks and question sets, control panel to manage the configuration of your system and allocation of 360 licences, change the configuration of the system to suit your own 360 feedback process.

Plus there's a flexible billing system so you can manage usage charges to your clients or departments within your company.

Entirely web based there is zero impact on your IT infrastructure, Custom360 is the right way to acquire a dedicated high end 360 feedback solution either as part of your people management resources or as a consultant tool that delivers true service differentiation.

Custom360 comes with low setup costs, flexible pricing plans, either pay per use or a fixed annual fee for unlimited use.

	Individual360	Bundle360	Custom360
Buy online	*	*	
Instant setup	*	*	
DIY 360 feedback	*	*	*
Zero setup costs	*	*	
Range of products to suit	*	*	*
User control panel	*	*	*
Downloadable support materials	*	*	*
Confidential trusted third party	*	*	*
Bundle discount for volume purchases		*	*
Mix and match products		*	*
Process control panel		*	*
No training required	*	*	*
No consultant will call	*	*	
Clear reports - downloadable to .xls	*	*	*
Dedicated website - own branding			*
Custom question sets		POA	*
Admin control panel			*
Customise emails, and other features			*
Flexible billing for your clients			*
Flexible licensing: pay-per-use or annual fee			*
Low setup costs			*
www based - zero impact on IT systems	*	*	*

Table1: Feature summary

Managed packages

If you're ready to take on the benefits of 360 degree feedback but you prefer to have an expert get you up and running then one of our managed packages should be right for you.

Business360

The right choice for:- businesses wanting to improve their performance and develop their people with a managed programme of 360 feedback.

You get the same high quality Appraisal360 products that you get with Bundle360, but a trained consultant will help get you going by managing your 360 degree feedback project for you. We'll make sure that everything runs smoothly and you get the most of this powerful training.

Here's what you get:-

- Introductory workshop about working effectively with 360 feedback
- Up to 10 of your staff can go through the 360 feedback process - we manage the process for you
- Follow up workshop after appraisals are completed to help your staff interpret their results and develop their action plans.
- One-on-one sessions for any of your staff who want help with taking their results forward
- We train one of your staff in how to use the Appraisal360 system and how to help people work with feedback
- Your own Bundle360 account so that you can continue to use the system for your other staff.
- You can keep and use any of your 10 worksets that remain after the event and purchase more as required.
- Telephone support for the person we trained as a trainer.
- Follow up to review progress after approximately six months.

Business360 comes as a fixed price package.

Appraisal360 products

Directors and Business Leaders

Being an effective business leader means being strong willed and determined. But those very qualities can mean that people at the top can get out of touch and isolated without realising it. Or worse, wrongly seen to be such.

In today's business climate when change creeps up on you – sometimes from unexpected directions it is vital to stay ahead of the game. Too often business leaders find it difficult to get genuine and constructive feedback. Seeking honest feedback in a non-threatening way sends a message that you do care, you are listening, and shows by example from the top that development matters for everyone in your business.

One of the most effective ways of doing this is to use the Appraisal360 Directors and Business Leaders tool to get feedback on your real life behaviour. By using the Appraisal360 tool you will be measuring yourself against a hard hitting competency framework designed to include all the qualities that a business leader should have. And that's good for both you and your business.

Competencies
The Appraisal360 Directors tool uses a structured competency based questionnaire built from studying the qualities that outstanding business leaders display:-

- Team-working - the ability to develop teams at company level, to improve their effectiveness through personal commitment and to role-model team behaviours
- Developing self and others - the ability to improve own performance and to help others to develop into the next job
- Adaptability/Change Management - the ability to respond & adapt to changing circumstances and to manage, solve problems and provide solutions in a climate of ambiguity
- Conceptual Thinking and Innovation - the ability to generate new ideas through original thought
- Analytical thinking - the ability to analyse, investigate & interpret data, issues & situations
- Drive for results - the ability to focus oneself and others on achieving specific outcomes
- Planning and Decision Making - the ability to make decisions on the best course of action and then to plan, organise, prioritise and balance resources to achieve that action
- Integrity and Ethical management - the ability to work ethically according to professional & company values
- Leadership and Inspiring others - the ability to use personal skills to guide and inspire individuals/groups towards achieving goals
- Commercial and Financial Awareness - the ability to apply understanding of the company & industry to improve effectiveness & profitability
- Strategic Awareness - the ability to steer the organisation towards a goal using strategic vision to focus business activity
- Influencing and Communication - the ability to influence and persuade others and to actively manage the organisation's communication processes

Diversity

If your company has a diversity policy in place, how do you know that your staff are actually complying with best practice?

Getting beneath the management rhetoric is vital. Even though your company's policies may encourage fairness irrespective of a person's age, race, gender, sexual orientation, disability or faith, making sure that individual managers are seen to be behaving appropriately is another matter entirely. The most effective way to ensure this is by using the Appraisal360 Diversity tool to monitor real life behaviour.

By monitoring diversity behaviour, companies using the Appraisal360 tool are better equipped to prove their measurable commitment to and delivery of diversity best practice within their organisation and throughout their supply chain. Companies who use Appraisal360 Diversity360 have tangible evidence that they take diversity seriously which could be invaluable when tendering for public and commercial opportunities where a commitment to diversity is required.

Competencies
The Appraisal360 Diversity tool uses a structured competency based questionnaire focussed around diversity best practice. It includes these vital behavioural competencies:

- **Awareness of own prejudice** - the ability to understand oneself and the impact that inbuilt values and attitudes have on others
- **Appreciating others needs** - the ability to understand what makes people different and help them feel valued
- **Developing self and others** - the ability to make sure that both self and others achieve their maximum potential
- **Diversity Champion** - making a stand and taking the lead on matters of diversity in the organisation
- **Motivation** - the ability to motivate people of differing culture, values and needs
- **Communication** - the ability to communicate sensitively and effectively when dealing with a diverse population
- **Intercultural Understanding** - being aware that different cultures have different styles and values and of the difficulties that may occur if these are not taken into account

Emotional Intelligence

The standards for work have changed. People are being judged differently: not just by how intelligent they are or by their training and expertise, but also by how well they handle themselves and each other. The new standards have little to do with what we were told was important at school: academic abilities are largely irrelevant to these new standards. The new measure: Emotional Intelligence (EQ) takes for granted having enough intellectual ability to do our jobs.

Research into what makes star performers suggests that around 90% of their success can be attributed to these emotional intelligence factors. Emotional intelligence skills are particularly crucial in complex or leadership roles, but they are important at all levels.

The best way to analyse and develop emotional intelligence is to combine your self perception with feedback from other people. That is exactly what Appraisal360 does, hence why it is such an effective way to develop EQ. And it can be used with employees at all levels.

Competencies
EQ focuses on these personal qualities or emotional competencies:-
- **Self Awareness** - the ability to see ourselves with our own eyes and to understand the ways we impact the world we live in
- **Managing Emotions** - the ability to control unproductive behaviours, manage internal states, impulses and resources
- **Self Motivation** - the ability to pursue goals with commitment, passion, energy and emotion
- **Managing Relationships** - The ability to manage relationships effectively and build networks of relationships
- **Emotion Coaching** - the ability to help others develop their emotional capabilities both by direct intervention and example

Middle Managers

Middle and senior managers typically manage teams of people, have a role in developing the strategic direction of the organization, operational responsibilities and not to mention responsibilities for making sure that the teamworking and people aspects of the organisation work properly. This 360 is built around a competency framework with mandatory and optional competencies to give the flexibility to suit middle and senior managers everywhere.

Senior Professionals

Senior Professionals like engineers, accountants, marketers, lawyers, project managers and technical specialists often need to integrate rapidly into teams of people they have never met before, rapidly gain influence and respect and be able to manage the conflicting demands of several projects at the same time. The competencies in this 360 reflect the demands on these people whilst the flexibility of being able to choose up to three optional competencies makes it suitable for a wide range of professional circumstances.

Salesmanship

Professional selling is one of the most important skills in business today – which is why we designed this 360 especially for professional sellers. It combines the commercial realities with the essential ability to work in the customer's best interests and be the sort of person that customers will want to buy from.

Team Leader

Customer service supervisors, factory foremen, office managers, admin team leaders, call centre managers, nursing supervisors are the people who make sure that daily grind actually happens. They need to manage people and balance the day to day interruptions with demands of management and making sure that targets are met.

Competencies

The Middle Manager, Senior Professional, Salesmanship and Team Leader 360s are based on a blend of mandatory core competencies and optional competencies to suit individual circumstances. Table 2 shows which are mandatory or optional in each product.

- **Team Working** - the ability to contribute to teams and to improve their effectiveness through personal commitment
- **Developing self** - the ability to focus on own development and to take action to learn
- **Developing others** - the ability to improve performance through training and development of individuals and teams
- **Motivation** - the ability to support and encourage individuals and teams, so that they give of their best
- **Innovation/Creative thinking** - the ability to generate new ideas through original thought
- **Adaptability/Change Management** - the ability to respond & adapt to changing circumstances and to manage, solve problems and provide solutions in a climate of ambiguity
- **Conceptual Thinking** - the speed of understanding, mental dynamism and the ability to grasp and create concepts/models
- **Analytical thinking** - the ability to analyse, investigate & interpret data, issues & situations
- **Delivering results** - the ability to focus oneself and others on achieving specific outcomes
- **Resilience** - the ability to be resilient and to achieve through repeated effort
- **Decision Making** - the ability to evaluate or judge the best course of action and to make decisions at the appropriate speed
- **Planning and Organising** - the ability to plan, organise and prioritise work. Balancing resources, skills, priorities and timescales to achieve objectives
- **Integrity and Ethical management** - the ability to work ethically according to professional & company values
- **Leadership and inspiring others** - the ability to use personal skills to guide and inspire individuals/groups towards achieving goals
  Commercial and financial awareness - the ability to apply understanding of the company & industry to improve effectiveness & profitability
- **Customer focus** - the pursuit of the highest level of customer service
  Strategic awareness - the ability to steer self and others towards a goal using strategic vision to focus business activity
- **Influencing** - the ability to influence and persuade others
- **Communication** - the ability to give and gather information and to actively manage the communication process
- **Relationship Building** - the ability to get on well with a wide range of people and build long term trusting relationships
- **Applied Professional and Technical skills** - the ability & expertise to apply technical, professional & operational knowledge & skills
- **Time Management** - the ability to make most effective use of one's own time and that of others
- **Selling Skills** - the ability to sell products and services effectively and in an ethical manner

	Salesmanship	Middle manager	Team Leader	Senior Professional
Team Working	O	M	M	O
Developing others	O	M	O	M
Motivation		M	M	
Innovation/creative thinking	O	O		M
Adaptability/Change Management	O	O	O	O
Conceptual thinking				M
Analytical thinking		O	O	M
Delivering results	M	O	M	
Resilience	M		M	
Decision Making		M		O
Planning and Organising	O	M	O	
Integrity and Ethical Management	M	M	M	O
Leadership and inspiring others		O	O	O
Commercial and Financial Awareness	M	O		O
Customer Focus	M	O	M	O
Strategic awareness		O		M
Influencing	M	O	O	M
Communication	O	M	M	M
Relationship Building	M	M	M	M
Applied Professional and Technical Skills				M
Selling Skills	M			
Time Management	M	O	O	

Table 2: - optional and mandatory competencies