



Profiling360™ – A Feedback Solution

Overview

Profiling360™ is Inovent's copyrighted software based on state-of-the-art methodologies, which enables the generation of insights regarding the organization's employees.

Profiling360 gathers feedback about an individual from a wide range of respondents, including anyone in a position to provide feedback on the individual's behavior and work performance. The feedback generally consists of a number of behavior statements, which are rated by all respondents, in confidence, according to their perception of the individual. There is also the opportunity for respondents to give 'free-text' feedback in response to open questions.

The respondents' feedback is collated into a report that provides insights into how the individual is perceived and how they perceive themselves. The power and scope of a 360-degree feedback report lies in that it offers a far more rounded picture than a traditional review between individual and manager.

Organizations using the Profiling360 enjoy the following benefits:

- » Obtain an instant snapshot of where things stand at any point in the 360-degree assessment process at any time, including completion percentages
- » Obtain the ability to analyze the real value of management development processes by tracking performance and abilities in critical skills and key competencies, before, during and after the completion of such processes
- » Gather feedback that is not easily captured by other types of appraisals, and obtain a broader view of an employee's strengths and areas requiring development
- » Save hours compiling and analyzing performance feedback from multiple reviewers



Employees using the Profiling360 benefit from more balanced, personalized, and comprehensive feedback on competencies and goals that can help them to:

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

2

Profiling360 – Quick Facts

Typically, Profiling360 involves four dimensions of feedback that relate to each participant:

- » Participants themselves
- » The participant's manager
- » Selected peers
- » Selected direct reports (that is, people that the participant manages)

It should be noted that some organizations choose to narrow the feedback to two dimensions only (that is, the participant and their manager) and, opposed to that, other organizations choose to broaden the feedback to five dimensions (add additional groups like customers and other stakeholders to add their feedback).

Each respondent is asked to complete a questionnaire that allows them to score and comment on the participant in scope. The questionnaire is normally based on behaviors that are expected to create high performance in the participant's role as a manager.

Profiling360 – phases of employment:

The following phases characterize the process of realizing the Profiling360 capabilities:

- a)** Decision making – by using a web-based administration backend, the customer assigned person, e.g. the section chief (administrator), is required to configure the Profiling360 tool and provide the following details:
 - who are the employees (hereafter “objects”) on whom the 360 feedback process will focus, and provide the tool with their names, role and e-mail addresses
 - Who are the respondents who will provide feedback on each of the employees, and provide the tool with their names, role and e-mail addresses
 - What competency areas will be included in the 360 feedback process? More specifically, the policy determines who is to be presented with Profiling360 results and how will Profiling360 be used in the organization.
- b)** Upon completion of phase “a”, each object and each respondent receive a URL which will enter them to an interface which will guide them on the information they should provide, regarding themselves (for objects) and regarding the objects (for the respondents).
- c)** Profiling360 sends each object/respondent who failed to complete their feedback report a weekly reminder, until the deadline for completion the feedback report.
- d)** Two weeks after the deadline, a full report is sent both to each object and to the administrator. The reports are fully confidential, i.e. the respondents’ names/titles/etc are not mentioned anywhere in the report
- e)** As configured in phase “a” (usually a few months after phase “d”) another feedback iteration is performed per each object and their respondents (phases “b”-“c”-“d”)
- f)** Upon completion of the second iteration a final report is issued to the administrator and to each object

The Competency List

The list below presents the competency areas which are supported by Profiling360™. You may review the elaboration on each competency, as follows:

#	Competency	Competency Description
1	Accountability	Accountable employees take ownership of all responsibilities and honor their, as well as others', commitments; they comply with organizational rules, support their subordinates, and take responsibility for delegated assignments and for flaws - both their own and those of the work unit.
2	Adaptability	The ability to change and apply other competencies to different situations. Adaptable employees are not fixed on a single point of view and employ flexibility in the way they think, act, and perform their tasks
3	Building Trust	The ability to be perceived as responsible, reliable, and trustworthy. Employees who are able to build trust respect the confidentiality of information or concerns shared by others, carry their equal share of the workload, are honest and forthright with people, and take responsibility for their own mistakes
4	Commitment to Excellence	Excellence is an ongoing aspiration to improve the quality of what you have to offer. Employees who are committed to excellence present both a mental obligation and visible actions to improve the situation and do not settle for what already has been achieved
5	Knowledge Sharing	Employees who share knowledge keep up with new developments in their occupation/profession. They actively seek to develop themselves as well as others, both professionally and personally. They show willingness to learn from others and perceive feedback that is given to them as an opportunity to learn and improve
6	Communication	Employees who are good communicators make effective use of verbal, nonverbal, and written sharing of information. They know how to shape their ideas into a message and choose the appropriate means for transferring the message (e.g. face-to-face, by phone, text, or video). They also know how to be attentive listeners who make sure they comprehend the exact meaning of messages delivered to them.

7	Client Orientation	Client orientation is the ability to demonstrate concern for satisfying one's external and/or internal customers. Employees who are client oriented need to be willing and able to deliver services effectively and efficiently in order to realize the spirit of customer service
8	Results	Driving others for results is realized by the ability to meet organizational goals and customer expectations. Employees capable of driving others to results know how to motivate themselves as well as others, push their employees to better results, challenge them, and provide constructive guidance and feedback.
9	Engaging and Empowering Others	Employees who are able to engage and empower their associates express confidence in the ability of others to succeed, develop, and realize their potential. Such employees will delegate responsibilities, empower others with authority, and support their employees in making significant decisions.
10	Initiative	Employees who possess initiative seem to know when to take action and when to ask for permission. Such employees will pursue opportunities for self-development and question existing norms and traditional procedures; they will not be afraid to "rock the boat", go against the stream, and try things that weren't tried before. Employees with initiative recognize opportunities as well as new and productive ways to make an impact. They encourage teams and individuals to be creative and innovative.
11	Innovation and creativity	The willingness to take calculated risks as well as the ability to locate and seize opportunities. An employee who possesses the competency of innovation and creativity has the ability to develop, support, and nourish new or improved methods, products, procedures, and technologies.
12	Ethics and Integrity	Employees who demonstrate ethics and integrity realize the values of the organization in daily activities and behaviors. They avoid personal gain, are aware when political pressure is put on them, and stick to "clean" non-biased decision-making. They do not abuse power or authority and stick to decisions, even unpopular ones, if they feel they are in the organization's interest.

13	Inspiring others	Employees who inspire others have the "sparkle" in their eyes necessary to motivate others. Such employees possess internal passion for their work and push their associates to enhanced performance.
14	Interpersonal Skills	Employees with interpersonal skills present high abilities both to relate to people and to have effective communication with others. The term "interpersonal skills" refers many times to how well people relate to one another and to an employee's ability to operate within an organization using social communication and interactions.
15	Judgment and Decision Making	The ability to understand how decisions are made, and to use good judgment that improves such decisions, is a valuable part of every employee's toolbox. Employees who strive for better decisions need to know how much information to gather, how to generate alternative solutions, how to analyze each solution, and how to make a decision that - by the end of the day - will also be implemented
16	Job Skills	Job skills are the knowledge and experience required to perform a specific job. For example, a nurse must be registered and know how to give an injection while a secretary must know how to operate a computer and an accountant must know accounting principles
17	Knowledge of the Business	There are many details of a business which an employee must be familiar with. What is the organization aiming to do? How can it generate value and what are the consequences of strategy as well as of numerous decisions that are made as part of the organization's activity? Employees who know the business possess these qualities as well as others.
18	Leadership	An employee who is also a leader needs be able to provide a vision, set the direction for the organization, and inspire others in order to deliver on the organizational mandate. Such an employee knows how to overcome differences in his associates' style and integrate them into one, cohesive team that strives together to accomplish the organizational objectives

19	Making Complex Decisions	Employees who have the ability to make difficult decisions present the will to act and choose one out a given set of modes of operation even under conditions of ambiguity, lack of information, and time pressure. Such employees take charge of themselves as well as of a group when it is necessary to facilitate change, overcome deadlocks, and resolve important issues.
20	Managing Employee Performance	Employers who present this competency show an ability to take responsibility for their employees' performance by setting clear objectives and expectations, tracking progress against such objectives, providing feedback when appropriate ,and addressing performance problems and issues in a productive manner
21	Personal Efficiency and Productivity	Since different people in the staff perform different roles with different tasks, responsibilities, and needs related to them, an employee who presents the competency of personal efficiency and productivity has the ability to make personal decisions, prioritize their own assignments, and know how to tell which assignments are more important to accomplish and how to organize time so tasks will be completed on time and with sufficient quality.
22	Planning & Organizing	The competency of planning and organizing requires comprehension of the big picture and alignment of priorities with broader goals. Such employees have the ability to measure outcomes, use feedback as a means to improve productivity, evaluate alternatives, and translate decisions taken by the organization to action-items and full implementation.
23	Professionalism	Employees who possess the competency of professionalism have the ability to complete tasks and fulfill responsibilities on time, present proper attitude, and behave in a friendly, polite, and business-like manner. They show pride in their profession, are accountable for their work, are committed to self-improvement of skills and knowledge, and are good team-players
24	Respect for Diversity	Employees who possess the competency of respect for diversity show respect for the opinions, sensitivities, and feelings of work associates as well people from outside the organization, regardless of race, religion, position, background, circumstances, status, or appearance.

25	Seeking Feedback	Employees who possess the competency of seeking feedback are active in searching for responses from their work-associates in order to perform better. Such employees show genuine openness to corrective criticism and do not shift to a defensive mode when receiving feedback; they make the feedback providers feel that they were heard and that their suggestions will receive serious consideration. The act of receiving feed is perceived by such employees as an opportunity to develop a sense of personal progress, side-by-side to the ability to ensure the progress is in the correct direction.
26	Configuring Strategy and Vision	This competency revolves around the ability to analyze the organization's competitive position by considering the trends and opportunities in market and industry, the client base (both existing and potential clients), and the strengths and weaknesses of the organization compared to competitors. Once strategy is established, such an employee has the enthusiasm to gather the staff and gain their commitment to vision and values.
27	Task Orientation	Task orientation refers to the orientation to achieve. Task orientation is a mental state of mind that an employee embraces in order to reach goals and is a strong predictor of the individual behavior and performance. Task oriented employees have the ability to overcome failures and mistakes on their way to accomplishing their tasks.
28	Teamwork	Employees who possess the competency of teamwork present the ability to integrate their work and efforts with those of their associates. Such employees are open to others' opinions as well as to adopting their associates' approaches, know how to synchronize efforts of the staff members, know how to overcome conflicts either by resolving them or by preventing them beforehand, and promote the creation of a learning, mutually nourishing environment. It is the ability to demonstrate interest, skill, and success in getting groups to learn to work together.



Installation, Assimilation and System Requirements

Profiling360™ is a web-based system and, as such, has a minimal set of prerequisites from the client/user. All the information needed in terms of system requirements, installation and phases of assimilation will be provided once this method is selected by the customer