



meta | five |®

human performance consulting

meta | 360®

Feedback-projects
Efficient online solutions,
holistic consulting and
tailored support

360° Feedback – An overview

360° Feedback

A multi-perspective feedback, such as a 360° feedback, structures and systematises feedback on a person's work-related behaviour.

This focus person undertakes a self-evaluation and obtains feedback from various interaction partners from their working environment, e.g. from superiors, colleagues and employees as well as external parties, such as customers or suppliers.

The involvement of several relevant perspectives ensures that the feedback does justice to the focus person's various roles in their everyday working life.

Based on the comparison of self-evaluation and evaluation of others, the feedback-survey specifically targets your personnel and organisational development:

- | Communication of organisational expectations to the feedback recipients
- | Exchange of mutual perceptions and concretisation of implicit assumptions
- | Identification of strengths and potential for improvement as the basis of an individual development plan
- | Cross-divisional development of cooperation and feedback culture
- | Identification of superordinate fields of action



Our core values are *partnership*, *reflection* and *focus*.
For our support of your feedback projects this means:

1

partnership

We plan your feedback project jointly with you. We add to your existing successes and ensure alignment with other instruments of human resource development and strategy. We deal openly and fairly with those involved in a 360° feedback, are attentive to their needs and engage in a constructive dialogue.

2

reflection

We are constantly looking out for innovative and individual solutions that correspond to your goals. We provide an online-tool and consulting services that are “state-of-the-art” – at the same time, we constructively criticise procedures in order to develop an optimal approach for your situation.

3

focus

We consult you throughout the entire project. We supply individual services or take care of the entire project implementation for you. With our know-how gained in numerous previous feedback-projects, we offer contribution throughout every step of the project: From conceptual preparation to online-based implementation of the feedback processes, from the arrangement of subsequent coachings to the deduction of tailored follow-up measures.



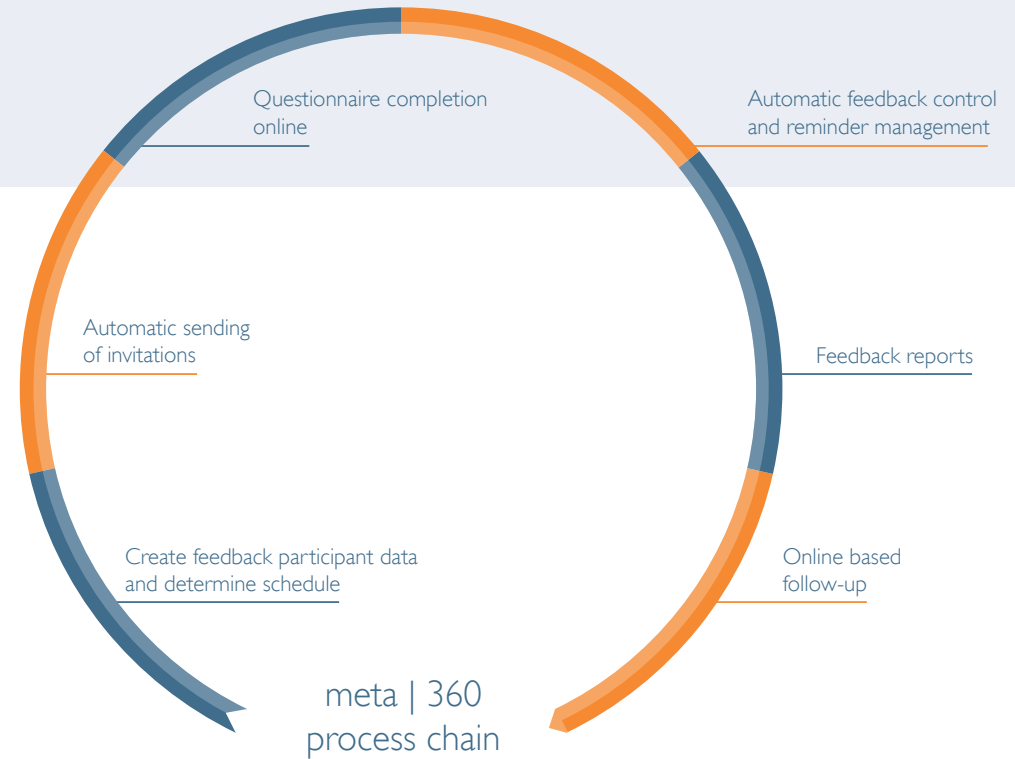
The agile online solution for your feedback projects

meta | five offers you the right online-tool for your feedback projects

As an independent module of the in-house developed online platform meta | tools, meta | 360 is the solution for the efficient handling of feedback processes.

The process is standardised by the use of meta | 360 and the complexity is reduced to a minimum.

At the same time, the online tool follows your planned process: The open configuration of the tools guarantees a maximum of flexibility in adaption. Thus, we meet organisation- and project-specific requirements in a targeted manner. Content and process adaptation options offer a flexible design up to the level of individual feedback processes.





The meta | five data protection concept

The meta | five data protection concept guarantees maximum data security and anonymity thanks to:

| Storage of data exclusively in Germany

| SSL-encrypted data transfer

| Comprehensive backup concept

| Protection of the server systems by modern, redundant designed firewall and intrusion prevention systems

| Regular performance of penetration tests

| ISO-certified computer centre

| meta | five Data Protection Officer according to Art. 37 DSGVO

| Request for consent to data processing in accordance with Art. 6 DSGVO from Log in

| Encrypted data storage

| TLS encrypted e-mail transmission

| Secure interfaces to external systems

| Optional access restriction via IP address filter

| Obligation of the participants to change the password on first access (degree of complexity configurable for specific projects)

| Optional two-factor authentication (2FA)

| Optional automated logins via ADFS (Active Directory Federation Services) or SAP SSO

| Anonymization of the feedback provider data after the questionnaire submission

| Data evaluation only from a defined minimum return flow

| Automated evaluation of answered questionnaires

| Evaluation in the form of mean values per perspective

| Automatic deletion of data after contractually fixed term

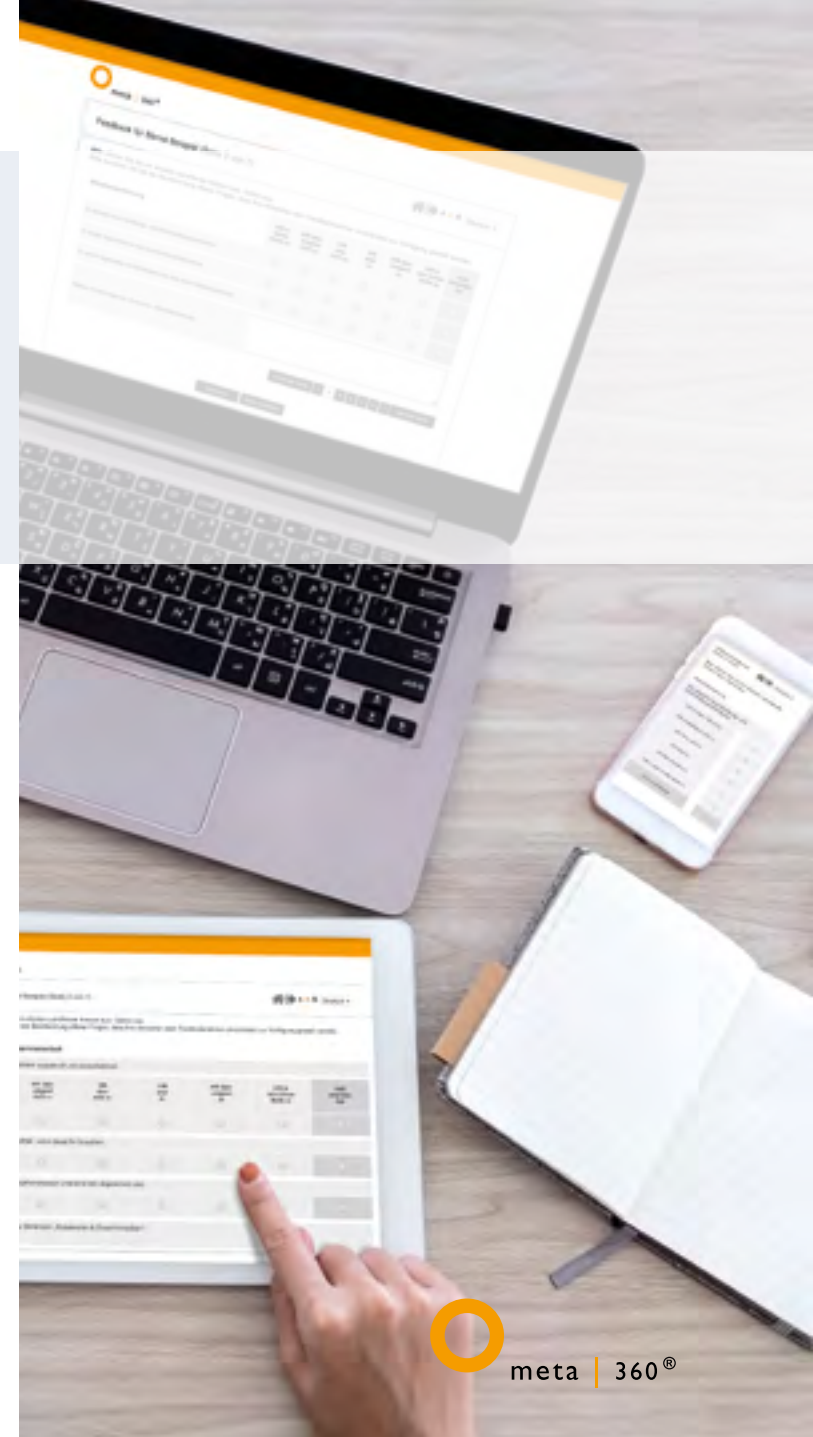
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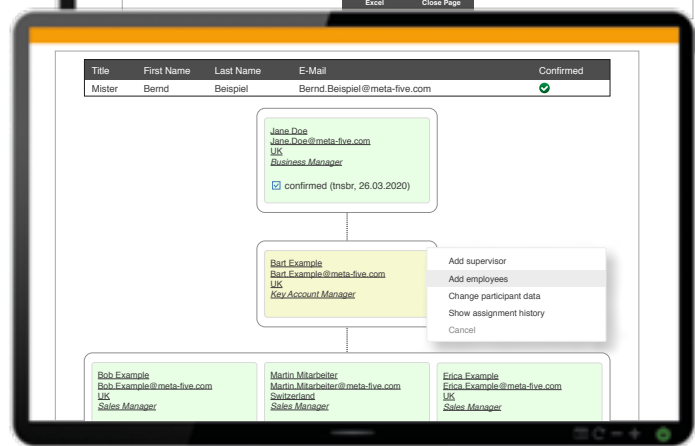
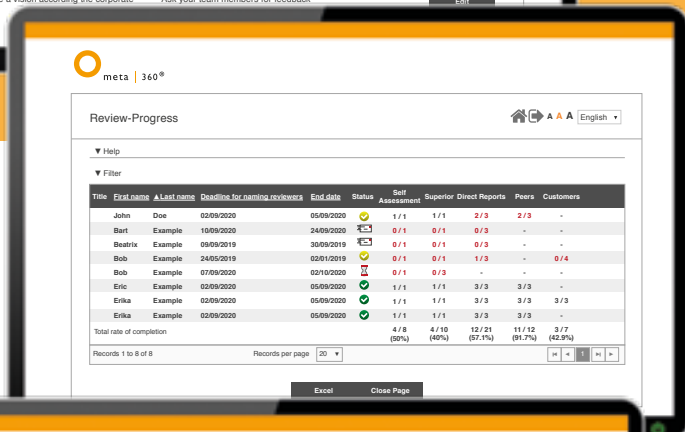
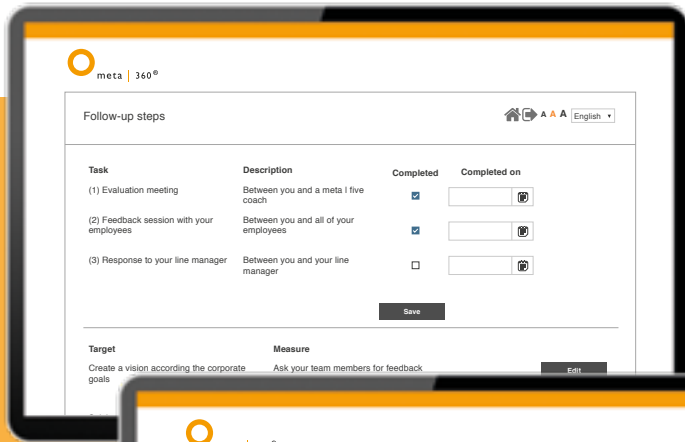
The use of meta | 360

The use of meta | 360 does not require any specific technical requirements. As a Software-as-a-Service solution, local installation on user side is not necessary - Internet access and e-mail are all you need to use all advantages of the instrument without any time or place restrictions - also accessible with mobile devices such as smartphones or tablets.

Participants without internet or e-mail can participate in the feedback process via paper questionnaires.

Through a clear system interface and self-explanatory icons, we achieve high intuitiveness of the user guidance. If questions nevertheless arise, they will be answered by experts of the meta | five Support Hotline.





Multiple options permit a customised configuration of the feedback process

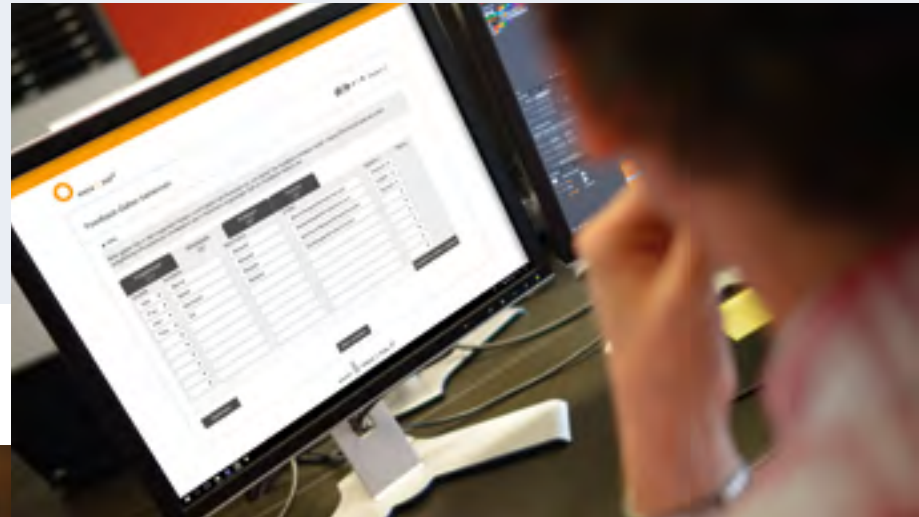
- | Efficient use of best practice elements and individual workflows
- | Individual customising of text elements (e-mails, tool texts, reports)
- | Adaptation of tool and result reports to the colour scheme of the organisation
- | Extensive role-permission-concept for the differentiated allocation of process-related responsibilities
- | Flexible concepts for self- and third-party administration
- | Powerful Org-Manager to display specific organisational structures
- | Address book function for efficient insertion of feedback participants
- | Individual definition of feedback provider perspectives and their characteristics (minimum number, anonymity limit, etc.)
- | Intelligent e-mail invitation and reminder management
- | One personal account for all tasks of a feedback participant (Single Sign-On)
- | Continuous insight into the progress of the survey
- | Use of the follow-up module for planning, monitoring, documentation and evaluation of individual follow-up steps
- | Integrated appointment scheduling for efficient booking of follow-up steps by the feedback recipient such as feedback discussions or team workshops.
- | Expandable: Integration of further meta | tools modules (e.g. for employee surveys, pulse checks or assessment systems / performance management)

The agile online-solution for your feedback-projects

Flexible survey design

Use the questionnaire to emphasise the topics that are of particular relevance to your organisation and your feedback participants. meta | 360 offers extensive design freedom:

- | Questionnaires are flexibly configurable regarding content and items
- | Choice of different types of questions and scales
- | Variable scenarios of feedback provider appointment
- | Multi-channel participation (online, mobile or paper-based)
- | Opt-in option (consent of the feedback providers to the evaluation despite falling below the anonymity limit)
- | Instant feedback features - Individual design options for the feedback receiver:
 - Independent initiation and scheduling of feedback
 - Individual selection of questionnaire topics and feedback provider perspectives
 - Integration of self-formulated questions
- | Over 30 system languages available



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Summary

The following table lists the average valuation per dimension and perspective.

Dimension	Self-assessment	Assessment by Others	Supervisors	Direct Reports	Peers
Communication	4.8	4.1	4.8	3.6	3.9
Cooperation	5.4	4.5	5.2	4.0	4.2
Customer Orientation	5.6	4.8	5.2	4.5	4.7
Personal Management	5.4	4.6	5.1	4.1	4.6
Planning Skills	5.4	4.8	5.3	4.2	4.8
Implementation Skills	4.4	4.8	5.4	4.0	4.9

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Comparison of self and outside appraisal (Direct Reports)

Here you can see your perception compared to the external perception from the perspective of "Your Reports".

The further out each respective scale point the better the resulting assessment.

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Customer Orientation

He represents the organization positively to the outside.

He aligns personal with enterprise goals.

He always considers cost-benefit ratios.

He readily identifies opportunities to increase corporate success.

He seizes opportunities to increase corporate success.

Additional comments on dimension "Customer Orientation":

- Herr Mustermann qualifiziert seine Mitarbeiter sehr positiv. Er zeigt deutlich Verständnis für seine Kollegen und Mitarbeiter (Supervisor-Perspektive).
- Meine Meinung nach könnte Herr Mustermann teilweise fehlgeleitete Potentiale und Missstrategien entdecken. Diese prüfen und auch mit uns teilen. Im vergangenen Jahr haben wir im Vergleich zu anderen Abteilungen hier noch zu wenig gemacht (Direct Reports-Perspektive).

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Meaningful evaluation

meta | 360 permits a concise evaluation of the survey results. The individual feedback reports are available in tabular and graphic form immediately after completion of the survey.

In addition, you may use the opportunity to make divisional and overall evaluations. The portfolio of your entire (management) work force indicates the potential for overall improvement.

- Automatic creation of individual reports
- Selection of different evaluation graphics
- Display authorisation and time can be freely defined
- Password protected download in PDF format
- Ad-hoc report configuration (e.g., define perspective output, display or hide free text responses)
- Presentation of individual, temporal development
- Optional use of online dashboards for individual result analysis
- Evaluation in relation to benchmark and comparative data
- Comprehensive evaluations with any groups
- Survey results exportable to Excel

Consulting services for your feedback projects



Within the scope of your feedback projects we advise you on:

- | the precise specification of your goals. This serves as a constant guideline during the entire process and affects the definition of the target groups and the communication of expectations.
- | the design of the questionnaire. We use existing questionnaires, make our proven best-practice question catalogue available or develop new questionnaires according to psychological criteria.
- | the communication process in advance. For transparent and target group-specific information of the participants, we support you in using communication channels and media in the best possible way.
- | the implementation of the actual feedback process. Our administration service supports you in the set up and conduction of the online survey and subsequently in the preparation of the feedback reports.
- | the analysis of the results in the form of individual reports and organisation-specific divisional and overall evaluations which clarify the general optimisation potential of all personnel in the organisation.
- | the feedback of the results to the feedback recipients. Our experienced coaches support the feedback recipient in the constructive utilisation of their results.
- | the conception of effective follow-up activities and change processes. We support you and your feedback recipients in the derivation of measures for individual development and or improvement of cooperation. Thereby, we always consider organisational contexts.

meta | 360 best practice

With meta | 360 best practice, meta | five provides an “off the shelf” solution for online-based feedback processes that correspond to the “state of the art” in terms of both technology and content: developed from the experience of over 80,000 feedback processes in national and international companies of various sizes and immediately ready for use for your specific application.

Factors for success

- | Process flow tried and tested in practice many times: efficient execution and resource-saving realisation
- | Multilingual availability
- | Use of a set of questions based on our scientific validated competency dictionary meta | competencies
- | Participant specific selection from 19 possible competency dimensions and up to 7 feedback provider perspectives
- | Ready for immediate use for your specific application
- | Proven meta | five support hotline for all feedback participants
- | Individual reports available immediately at the end of the survey in best practice format



Further support possibilities through meta | five

- | Provision of communication materials for participant information
- | Implementation of feedback interviews
- | Supervision / moderation of feedback talks (e.g. team workshops)

Personal Mastery

- | Drive
- | Readiness to learn
- | Self-reflection
- | Resilience

Mental Models

- | Openness
- | Conflict management
- | Flexibility

Shared Visioning

- | Implementation orientation
- | Coordination
- | Entrepreneurship
- | Leadership

Team Learning

- | Cooperation & collaboration
- | Information & exchange
- | Communication
- | Professional skills

Systems Thinking

- | Analytical skills & judgement
- | Strategy
- | Innovation
- | Customer orientation

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Questions or need for advice?

We are happy to help.

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human performance consulting
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info@meta-five.com

Additional information concerning our offering can be found on our web site.

www.meta-five.com

Our name represents the cornerstones:

- | the initial analysis of a company on the meta level,
- | the consideration of the “five disciplines” of a learning organisation: systems thinking, mental models, shared visions, team learning and personal mastery.

Our company

- | is one of the largest systemic consultancies for personnel and organisational development in Germany.
- | supports customers from a wide range of industries, from regional associations and public institutions, from SMEs to international corporations, in national and international measures.
- | provides comprehensive advice on all topics of personnel and organisational development with special focus on design and implementation of online solutions for survey and feedback projects, diagnostic tools, development programs, training and coaching.