

What is Voices®?

Voices® is a web-enabled, research-based, and time-tested solution for delivering 360 feedback that helps career-minded people to succeed. Voices® uses the Korn Ferry library of Leadership Architect® Competencies and Career Stallers and Stoppers as the foundation for important development plans. It is considered the world's premier leadership development tool.

The process involves a "Learner" (the person receiving the feedback) their "Raters" (the Peers, Bosses, Customers, Direct Reports and others providing their opinion) accessing a web based survey tool from any computer with Internet access. The Voices® online system was designed as a best-practice application where anonymity and data security are critical.

It is an objective way of rating skills from a representative sample of people who work with a given individual. Both competency skill and importance can be rated. An employee's skill is measured on a 5-point scale, ranging from A Serious Issue (1), A Weakness (2), Skilled/OK (3), Talented (4), to A Towering Strength (5). How important a given competency is for the job is likewise rated on a 5-point scale, ranging from Not Important (1), Less Important (2), Useful/Nice to Have (3), Very Important (4), to Mission Critical (5). In addition, raters have an opportunity to indicate the employee may "overuse" each of the competencies.

Once the responses are collected a confidential report is generated which includes the individual's blind spots and hidden strengths. The report is then fed back in a 90 minute, one on one debrief session with a Voices® certified facilitator. After this is complete the Learner meets with their Boss to select the 2 best developmental opportunities identified in the report.

The specific point of difference with the Voices® 360° assessment is that it naturally links with the Korn Ferry development tool "FYI: For Your Improvement" book. This is a globally recognised behavioural development intervention, used by hundreds of thousands of managers around the world.

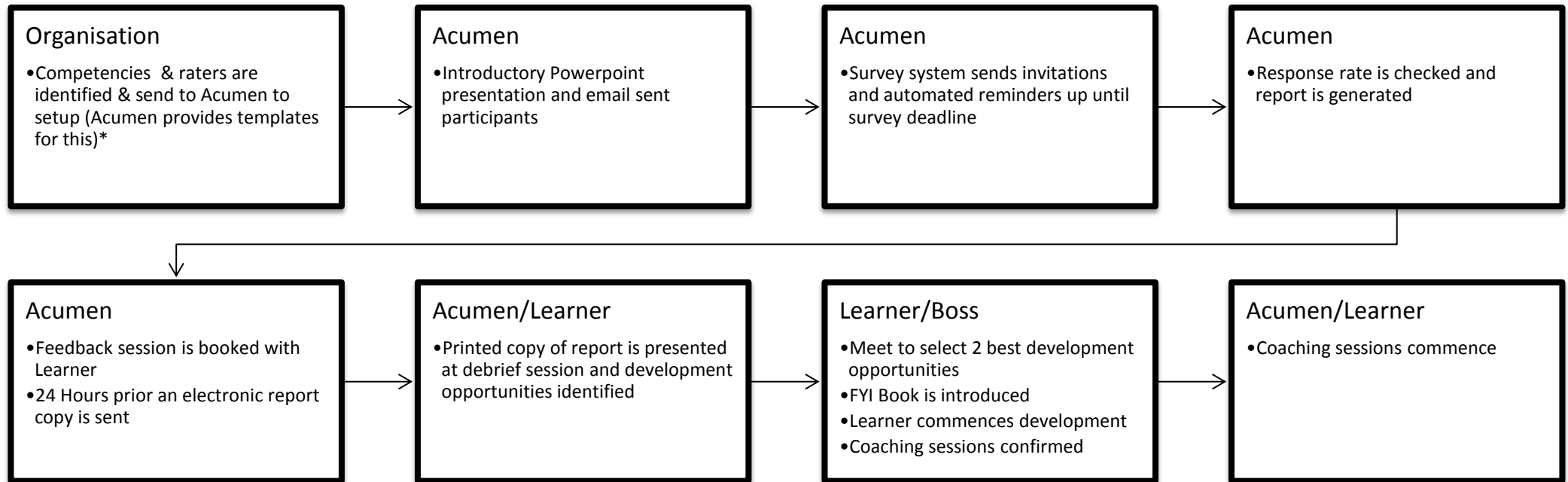
Why use Voices®?

A competency-based, research-validated 360° assessment provides learners (the people receiving the feedback) with a powerful tool for development and improvement. Critical feedback stimulates self-improvement, job, and career success. The 360° feedback reveals:

- How a learner's job behaviours are perceived by others.
- Which of these behaviours are considered important for success.
- How the ratings from others compare to his or her self-ratings



The Voices® process



*Competency and Rater selection templates are provided by Acumen – these are in a spreadsheet format -before sending back to Acumen be sure to rename the file with your organisation name & Learner name.

Care must be taken to ensure email addresses are correct as any errors can cause significant delays in the process. Once the survey commences competencies cannot be changed so please ensure correct at the time of submission



Important Notes

Rater Categories

We suggest 10-12 raters

Learner: Person who the 360 process is about

Boss 1: Boss of the Learner

Boss 2 (optional)

Boss 3 (optional)

Direct report: 3 preferred (2 essential for data to register)

Peers: 3 preferred (2 essential for data to register)

Others: 3 preferred (2 essential for data to register)

Customer: (if used) 3 preferred (2 essential for data to register)

Length of survey – Once the survey is opened we allow 10 days (including a weekend) for responses. During the survey we can identify how many of each rater group have responded but not the identities of those whom have responded. The report can be generated only when there are sufficient responses from each group of raters.

Coaching Sessions - Are conducted by our Korn Ferry Associate at your site. Suggested format of 6 x 1 hour sessions (Invoiced in advance)

Technical Notes - Spam filters- Please ensure your IT department does not block addresses from @acumen.org.nz, @kornferry.com. The IP address of the server that will be sending mail to you is 216.178.29.133

Many organisations place internal limits on the number of e-mails that can come into their e-mail system at a given time from a single source. A multi-rater survey system like VOICES® will typically launch a score of e-mails simultaneously. For example, if your organization is conducting 30 multi-rater assessments with 10 raters assigned to each learner, then 300 e-mails would arrive at your server at once. This is technically referred to as a “blast.” It is imperative your IT department coordinates with you/us to assure your system will allow the volume it will receive. Throughout the survey cycle, the system will send periodic reminders to participants as scheduled; it is therefore critical that any e-mail volume restrictions be removed throughout the entire cycle.

