



BSS-AROUND.COM

Evaluation Portal for Assessing Companies and Their Employees

“360 DEGREES”

Employee Assessment

“AZIMUTH”

Assessment of organizational structure,
social network and communication flow

BSS-AROUND ASSESSMENT WILL PROVIDE YOU WITH ANSWERS TO THESE AND MANY OTHER QUESTIONS:

1.

In a group of 15 co-workers, some generate ideas and others claim that they are theirs. How can the manager become aware of the situation?

2.

There are many complains that the system administrator is not helpful. What is the problem? Could it be that it is not part of her responsibilities to help, but nobody knows it? Is she incompetent, anti-social or lazy?

3.

A company has an urgent need to fill the position of Director of Logistics. The management already has a candidate in mind. But how can they be sure that they have not overlooked somebody just as qualified?

4.

An employee thinks that management does not value him although “everybody knows how hard he works.” How should one inform him of what co-workers really think?

5.

A company is forming a new group for a project and would like to find people who would get along with each other. How can they be found in 3 to 4 hours?

6.

A company has finally embraced the importance of corporate culture and decided to implement it across the board. Management needs like-minded people, who will embrace the change and at the same time have wide spheres of influence on their colleagues. How can these candidates be found quickly if the company employs over 3,000 people?

7.

There are people who constitute the backbone of a company and cannot be let go even during challenging times. The management cannot always differentiate between these key players and those who only appear to be. How can the management identify these vital employees?

8.

A manager wants to know what her subordinates think of her. She knows that nobody would speak truthfully to her. What course of action should she take?

Azimuth

Azimuth is a proprietary system that was developed by BSSL. It is founded on the process of “decoding” the structure of the company’s social network through questions about the intensity, effectiveness, accessibility and interdependence of employee interactions. It helps to detect:

- Formal and informal relationships among colleagues
- “Bottle necks” and “blood clots” that affect information flow as well as work process
- “Map of employee interactions”
- Informal group leaders
- Degree of trust among colleagues
- Key people to approach when solving business problems in a far off branch or an off site location

Azimuth provides recommendations regarding the optimization of employee interactions to improve communication, increase productivity, and achieve other corporate goals.

“Azimuth” is a quick methodology that uses the adaptive testing approach. This means that any subsequent question is based on the preceding ones. This allows minimizing the number of questions asked; thus, shortening the assessment process.

Azimuth’s reliability is determined by the symmetry of its questions. If any of the employees fails to participate in the assessment, Azimuth can still draw conclusions about him or her from the answers provided by his or her peers. Realistically, Azimuth can provide accurate results if at least 2/3 of the employees participate in the testing.



THE MAIN INDICATORS OF ASSESSMENT

DEMAND INDEX

This index identifies who of the employees has a large sphere of influence. The higher this index, the more vital the employee is to his colleagues and the company.

Very high Demand Index or very low Accessibility Index signal either overload of responsibilities or inability to delegate tasks to his/her colleagues.

CORPORATE INTEGRATION INDEX

In every company, there are people who bring everyone together and transform a group of independent individuals into a well-integrated organization. These people are key components in creating cohesive working groups and ensuring effective interactions among these groups.

People with high Corporate Integration Index play significant role in company's social network. Combined with those who scored high in on the Vitality Index — they are ideal drivers for implementing new ideas and corporate change.

INFLUENCE INDEX

Influence Index is driven by professional esteem and "being liked" by colleagues. Those people are natural born leaders and if they don't hold key position in the company, this is an important area for evaluation by upper management. Figuring out the Influence Index is an important step in assessing work groups and business problems.

OVERALL EFFECTIVENESS AND ACCESSIBILITY

This index includes the accessibility (how easy is to get a hold of them) and effectiveness (how quickly they resolve problems) of each employee.

EGOCENTRIC NETWORK

The Egocentric Network Diagram is a tool that allows visualization of employee work interactions. The assessed employee is the circle in the center of the diagram, and other circles are his or her colleagues. The most essential contacts are represented by colored circle, while less significant contacts are represented by gray circles. The closer an employee's circle is to the center of the diagram, the more intensive is his or her interaction with the "central" employee (i.e. the more time they spend working together). The egocentric diagram highlights:

- Corporate integration of employees
- Effectiveness of their interactions
- Importance of each one of these interactions in the eyes of its participants
- Viability of each employee in the eyes of his or her colleagues
- Accessibility of the employee to his or her colleagues

Egocentric Network Diagram is created for each participant of the assessment and all the diagrams are compiled in the corporate report. This interactive compilation presents a map of work interactions within the organization. By clicking on the name of an employee, you move to the personal diagram of that employee. In this way, one can easily navigate the reports studying the specifics of interactions of the staff, comparing Azimuth's results with employees' ratings; discover communication issues that otherwise would have gone undetected; and, with all this information at hand, optimize the extent and the effectiveness of staff interactions.

Обозначения показателей оценок для каждого сотрудника:

Index of Demand



Corporate Integration Index



Influence Index



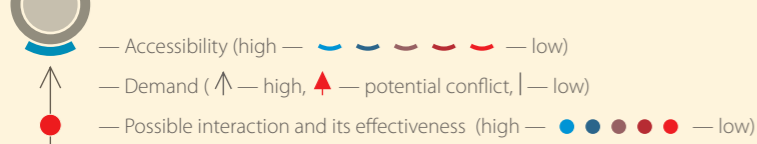
Overall Effectiveness



Overall Accessibility

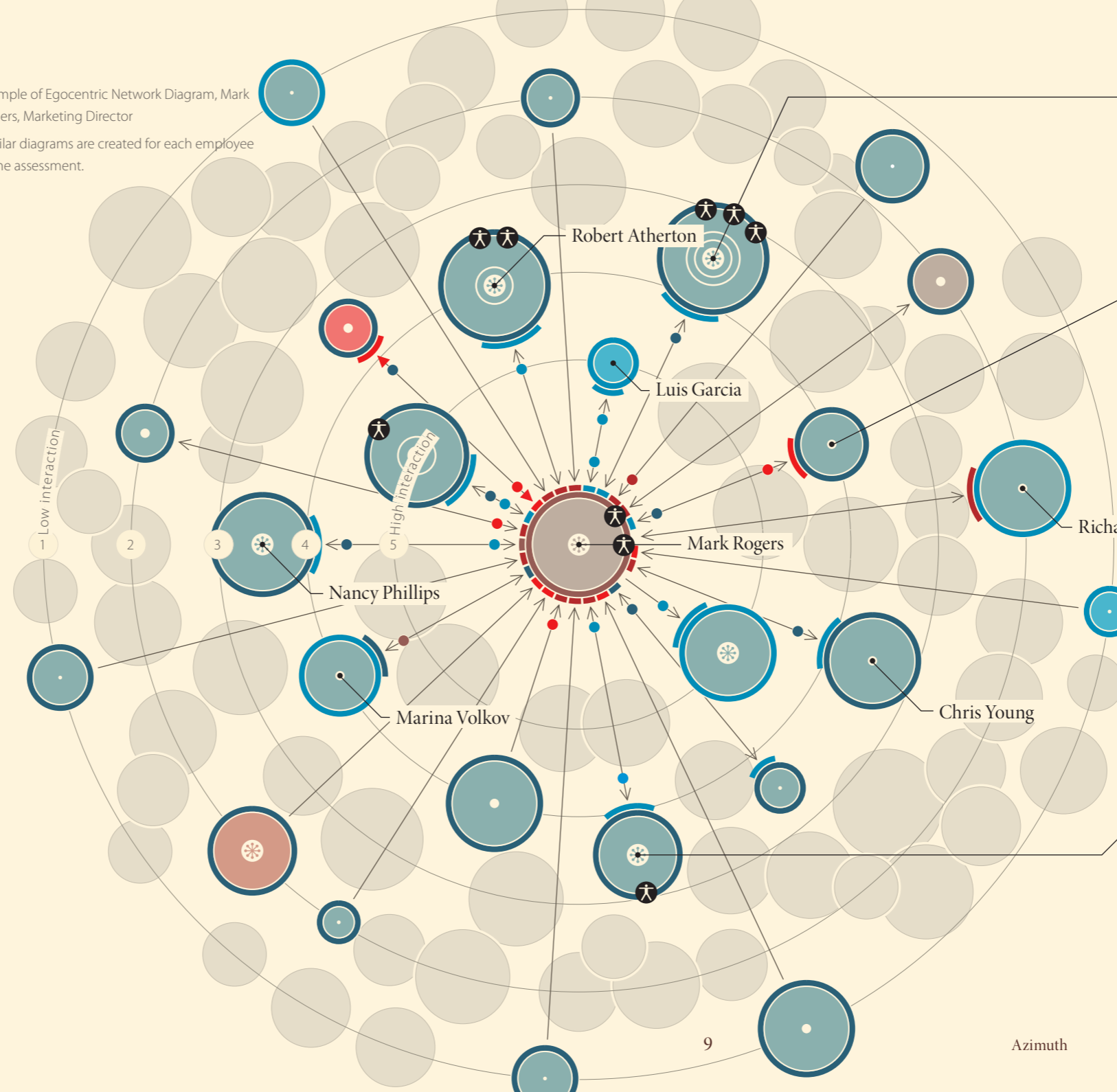


Interaction parameters:



Example of Egocentric Network Diagram, Mark Rogers, Marketing Director

Similar diagrams are created for each employee in the assessment.



Stephanie Daily, CFO

Daily has a high degree of Corporate Integration. Usually such people have wide social networks within a company and are across many corporate initiatives. She has good working relationships with Rogers.

Paresh Singh, Sales Manager

It is interesting to note the Rogers-Singh relationship. Singh thinks that Singh is not easily accessible and not lacks effectiveness. Singh however, is content with the extent of his relationship with Rogers.

Richard Bloomquist

Chris Young

Vivian Chen, Sales Director

This relationship is interesting to note as well because it is somewhat unusual. Chen assess her relationship with Rogers as high inaccessible but effective. Such situation can occur when Chen tries to interact with Rogers more often than Rogers deems as necessary. For example, he might answer five of her emails with only one response but the response is adequate in the eyes of Chen.

EXAMPLE OF EGOCENTRIC NETWORK: MARK ROGERS, MARKETING DIRECTOR

First of all, the majority of Rogers' colleagues find him not easily accessible and consider their interactions with him ineffective. However, those few who work with him very closely (the nearest circles on the diagram) are satisfied with their interactions with him, and evaluate his accessibility level as high.

One has to wonder about these differences in the assessment. It is possible that Rogers has many secondary responsibilities for which he has no time. Since these responsibilities interfere with his primary ones, he may be avoiding them or solving them in a rash manner. If these "good" interactions, represented by blue circles on the diagram, correspond to his main responsibilities, it may be a good idea to free Rogers from some of his secondary tasks. This move will be beneficial to both Rogers and those of his colleagues who do not receive due attention from him.

If, however, Rogers takes care of his secondary responsibilities instead of prioritizing his main ones, it is reasonable to conclude that he is ineffective in his role and is not well suited for the position he occupies. "360 Degrees" will help us answer this question.

Whether Rogers' effective interactions are the ones directly related to his primary responsibilities or not, can easily be determined by his supervisor who knows with whom and on what projects Rogers is working. It may also be beneficial to discuss this matter with Rogers himself.

The most important conclusion one can draw from the analysis of this diagram is that Rogers is not consistent in the quality of his interactions. At the least, this inconsistency may be problematic for the colleagues who need Rogers, but for whom he has no time. Therefore, this issue should be looked to and addressed.

From “Azimuth” to “360 Degrees”

Whereas “Azimuth” determines strengths and weaknesses of employee interactions, “360 Degrees” evaluates each employee separately and independently from his or her colleagues. Conducting “Azimuth” first; however, carries a major benefit as it helps to set up the structure for the 360 Degree Assessment.

Based on the “Azimuth” results, the system sets up the structure for the “360 Degrees” Assessment. For instance, it determines who are the best candidates to evaluate whom based on the analysis presented in the Egocentric Net Diagrams. Using “Azimuth” in conjunction with “360 Degrees” is thus the best way to obtain the most complete and reliable results, which are provided in the Corporate Report.

PSYCHOMETRICS AND ALGORITHMS

“360 Degrees” Assessments is based on strict analytical algorithms and psychometric principles widely accepted in sociology and organizational behavior disciplines.

These strict principles take care of several types of seemingly insufficient or “biased” data by evaluating the answers and computing the results based on a great number of factors allowing statistically significant and reliable outcomes.

In particular, there are three major directions where the psychometric analysis is able to correct systematic errors:

1. When “360 Degrees” criteria are not selected properly, the questions may simply not work. For example, relevance of the question “Does the employee come to work on time?” may vary significantly depending on what type of employee is being assessed. If it is a call center employee that needs to be on the phone during certain hours, the question is very relevant. If it is an IT developer, this question is only somewhat relevant as most of the work can be done at any time during the day. If it is a soldier, this question is completely irrelevant as tardiness is not tolerated at all. In this example, the question works for the Call Center employee, only marginally works for the IT developer (as there are many other competences that are much more important for this type of employee) and does not work at all for a soldier as being tardy is just not an option.
2. When one employee assesses another, often the subjectivity of the assessor comes to play. The results may be inflated if a person assesses her friend or be unfairly low if there is a conflict between the assessor and the person being assessed. In either case, the scores provided by the assessor may vary significantly from the scores given to these employees by other people. In both cases, the system is able to decrease the significance of these results; thus ensuring that they don't affect the overall results.
3. If for some personal reason one or more of the assessment questions strike a chord with the evaluator for either a long term psychological issue or short term interference and he provides either highly inflated or artificially low scores, the system is able to identify this systematic error and correct it by devaluing the value of the score in the overall assessment.

“360 Degrees” Methodology

Methodology used by “360 Degrees” is considered to be one of the most effective methodologies of employee assessment. Its success is largely due to the fact that the employees are evaluated by those who know their work best: their colleagues, supervisors, subordinates and, possibly, customers. First, this all-encompassing assessment allows for an objective overall evaluation of an employee, and, second, it flashes out possible disagreements and opinion differences. (Note: In order to preserve confidentiality and to ensure authenticity of your employees’ answers, you will only have access to the statistical figures and not to individual scores.)

The qualities, or competences, for each assessment can be chosen from a list of 38 competencies. In each project, maximum of 9 competencies for each employee can be selected. Each competence has a set of indicators and questions attached, so each assessment survey will vary based on the competences selected.

The results of the assessment can give the employer an idea regarding the employee’s value or contribution to the company and suitability of his or her job role. The results will allow the comparison between the employee’s self evaluation and the opinions his or her colleagues, superiors, subordinates and customers. The assessment is particularly good at determining who makes valuable contributions to the company’s undertakings and who only appears to do so.

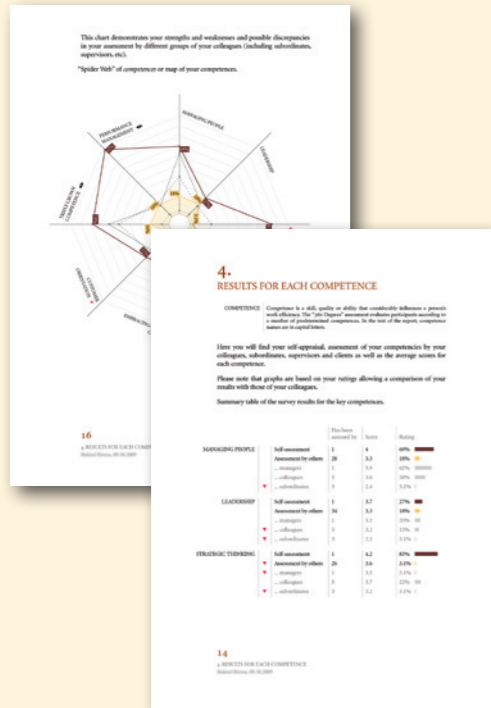
“360 Degrees” is well known and is widely used by management consulting firms around the world. Due to our proprietary automated system, we are able to provide the same type of analysis but much quicker and at much lower rate.

REPORTS

The BSS Around system creates two types of reports: Corporate (one document for the whole company) and Individual (personal report for each employee). Individual reports focus on the evaluation of that particular employee based on a set of criteria. These reports include the average scores for each competence as well as feedback from colleagues (without disclosing who the author was).

Corporate report does not only include the summary performance of each employee but also describes the social network of the organization. It highlights areas where managements needs to focus in order to improve performance or answer other business problems.

All the respondent information is kept anonymous and strictly confidential. Even the project coordinators do not have access to the scores provided by any of the employees, except their own.



ASSESSMENT INDICATORS

SCORE

Score is based on a 5-point scale, where 1 is the lowest and 5 is the highest score. It is an average score of all those who assessed this particular employee for a given competence.

RATING

The main difficulty with "360 degrees" is the inflation of scores. The majority of participants receive an average score of 4 for almost all competences making it difficult to compare results of several co-workers. The rating, expressed as a percentage, shows the percent of employees who had received lower scores than a given employee. In other words, an employee who receives the rating score of 90% is in the top 10%, the employee who receives the rating score of 10% is in the bottom 10% (i.e. only 10% of his co-workers have lower scores). In professional literature, this index is often referred to as "Percentile."

DEGREE OF CRITICISM

Degree of Criticism reflects how critical a person was when assessing his or her colleagues. Usually excessive criticism and loyalty are signs of subjective scores. The fact is that the participants are usually not equally critical of the colleagues they evaluate. The Degree of Criticism represents the average score given by an employee to his or her colleagues.

SIMILARITY OF OPINION

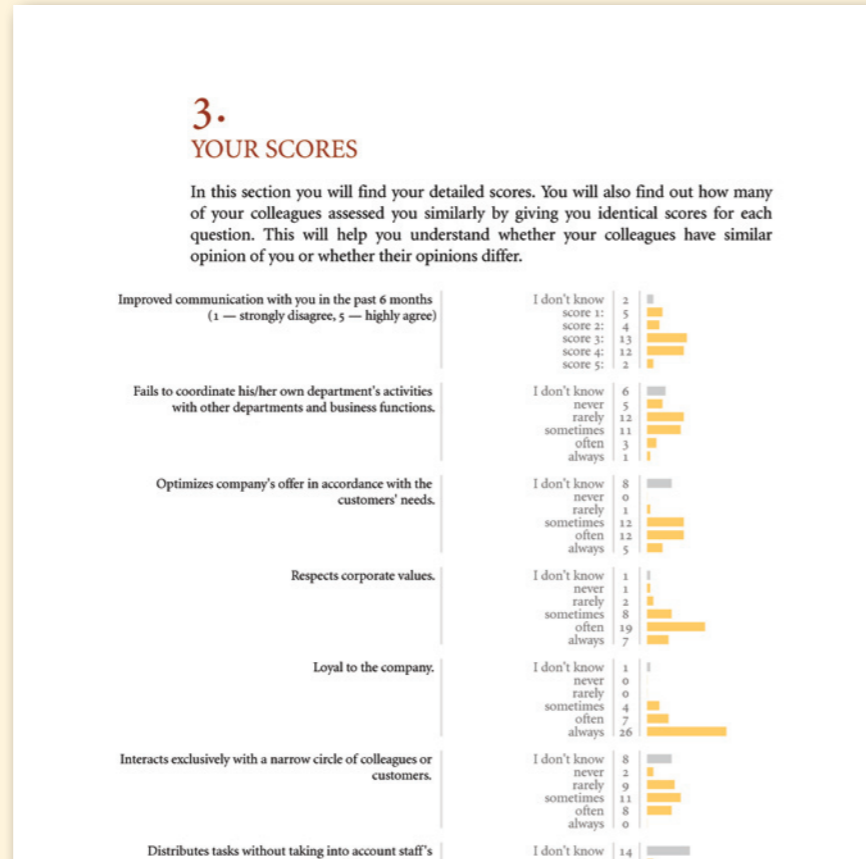
If employee A assessed everybody almost identically to the way employee B assessed the same people, they have a high degree of Similarity of Opinion. It often means that A and B share similar opinions in various situations and are likely to work well together. In order to compute this indicator, A and B need to evaluate the same people.

TYPICALITY OF SCORES

Typicality of Scores indicator reflects how "typical" an employee's scores are. In other words, how similar the scores an employee gives to his or her colleagues to the scores given by other colleagues to the same employee. Co-workers with high Typicality Scores, especially those who scored high in the relevant competences, potentially can be managerial candidates. Low degree of bias and subjectivity and ability to see how they are perceived in the eyes of others are some of the key qualities of successful managers.

COLLEAGUES' COMMENTS

Participants may submit comments regarding strengths and weaknesses of colleagues being evaluated. These comments, which are extremely important for feedback, will be kept anonymous and will be included in the individual reports of the colleagues evaluated.



ASSESSMENT GROUPS

Assessments are grouped by employee category and the system allows comparing employee's evaluation provided by those assessment groups. These groups include: peers, subordinates, superiors and customers. In fact, "360 Degrees" got its name from this "all around approach" to staff evaluation.

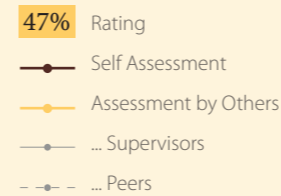
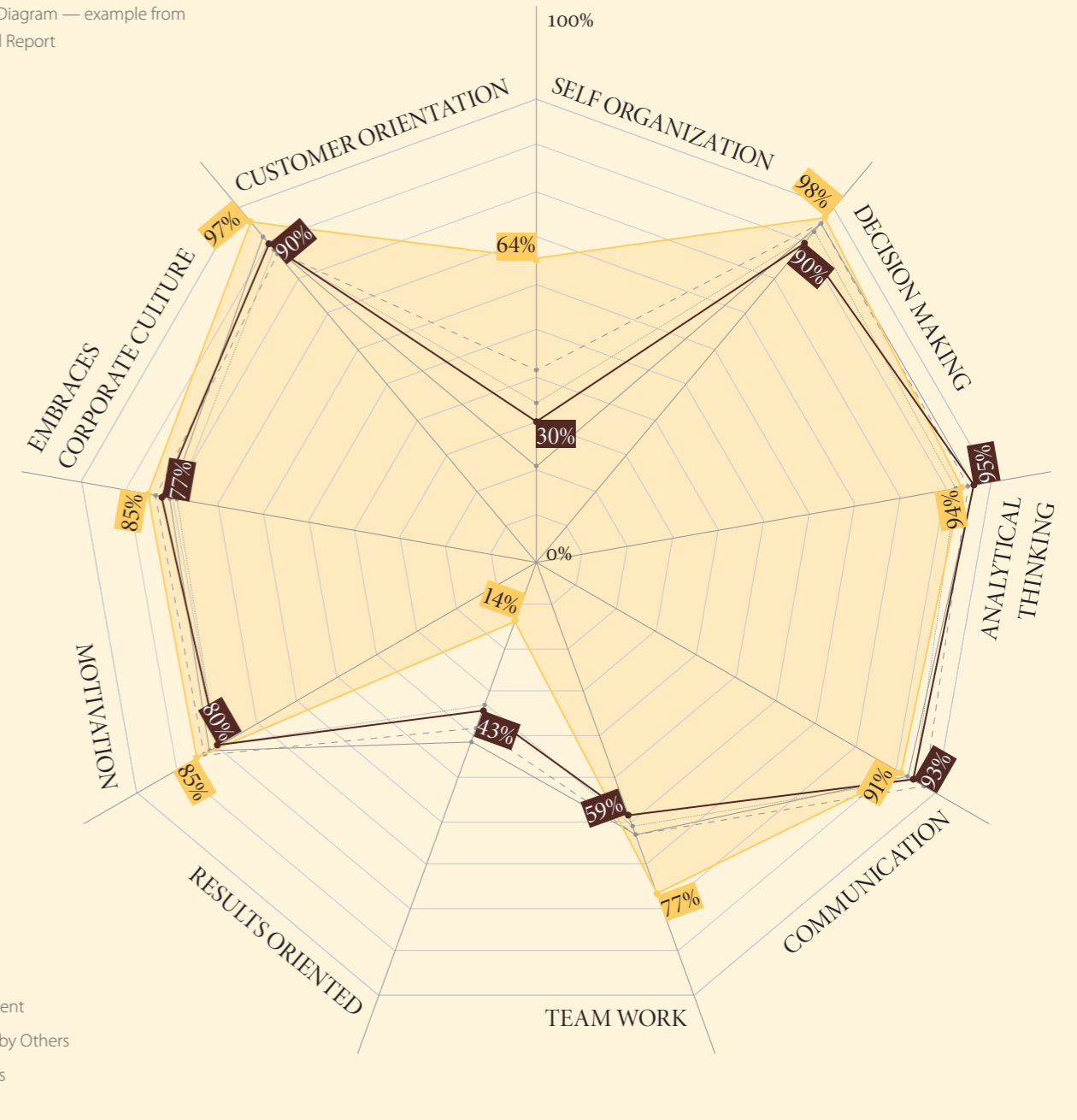
Each position is assigned a number in the system:

1. Upper Manager
2. Middle Manager
3. Group Leader / Supervisor
4. Specialist
5. Customer (is technically not part of the corporate hierarchy, nor is he ever the subject of evaluation; his only role is to aid staff assessment).

In most cases, the chosen employee position only reflects staff relations within his or her department. The only exception is the Upper Manager. If the relationship between two employees is unknown; in the reports, it will be assigned to "Other" category.

✳️ "Azimuth" contains a number of questions which can help the system discern complex subordinate relationships. With the help of "Azimuth's" results obtained from answers provided by staff members, the system can determine with great accuracy employee roles within the company's hierarchy.

Spider Web Diagram — example from an Individual Report



COMPETENCES

1. PLANNING AND ORGANIZATION
2. SELF-ORGANIZATION
3. MANAGEMENT SKILLS
4. SUPERVISORY SKILLS
5. LEADERSHIP SKILLS
6. AUTHORITY
7. LEADERSHIP
8. CORPORATE LEADERSHIP
9. ANALYTICAL THINKING
10. INFORMATION PROCESSING
11. DECISION MAKING
12. STRATEGIC THINKING
12. INTERACTION SKILLS
13. COMMUNICATION SKILLS
14. INFLUENCE ON OTHERS
15. PROMOTION OF IDEAS
16. TEAM WORK
17. EFFICIENT INTER TEAM COMMUNICATOR
18. BEING GOAL ORIENTED
19. WORKING TOWARDS ACHIEVING RESULTS
20. ABILITY TO OBTAIN RESULTS
21. GOAL ACHIEVEMENT
22. AGILITY AND INNOVATION ORIENTED
23. OPEN TOWARDS NEW IDEAS
24. ORIENTATION TOWARDS CHANGE
25. LEADING CHANGE
26. ABILITY TO IMPLEMENT CHANGES

27. PROFESSIONAL SKILLS
28. EXPERTISE
29. ABILITY TO WORK IN A MULTI-CULTURAL ENVIRONMENT
30. MOTIVATION
31. EMBRACING AND PROMOTING CORPORATE CULTURE
32. ABILITY TO WORK UNDER STRESS
33. BEING CLINE ORIENTED
34. INDEPENDENCE
35. ORAL COMMUNICATION SKILLS
36. WRITTEN SKILLS
37. WORK ETHICS
38. CREATIVITY

COMPETENCE

In our assessment project, Competence is a skill or quality reflective of employee's effectiveness at work. Each Competence is subdivided into Indicators and each is further subdivided into questions.

LEVELS OF COMPETENCES

Obviously, one has different expectations for different members of the staff. "Strong organizational skills" one expects from a CEO are quite different from the skills one expects from a lower level employee. For this reason we have 4 levels for each competency:

1. Specialization not taken into account
2. Specialists
3. Low to middle management
4. Upper management

INDICATOR

Indicators are subsets of competences. Indicator demonstrates a concrete skill, quality or ability. Each indicator is further divided into a number of questions used in "360 Degrees" Assessment.

If your company already has a model of competences developed, we are able to conduct the assessment based on our model. For more information, please contact us at +1 (415) 251 3877 or hi@bssl.ru

Decisions to Make Before Setting Up the Assessment

SET ORGANIZATIONAL STRUCTURE

In order to begin your project, decide who you want to participate in the assessment project and create a simple organizational structure. The organizational structure is the hierarchy of departments which will tell the system what departments make up your company and how they are related to one another. Then, add at least 10 participants.

It may not be necessary to recreate the entire “official” structure of the company. Instead of dividing up the staff members according to the departments they work in, it might make more sense to divide them up according to projects they are working on. It might be easier for you and your project participants to “navigate” this type of structure.

ADD EMPLOYEES TO “AZIMUTH”

If the number of participants does not exceed 15, the structure may be very simple — without subdivision into departments. In this case, it is easiest to enter the names and e-mails of the staff directly into the page. If, however, the company has a number of departments and more than 40–50 employees, it is more practical to “draw in” all the departments on the “Organization” page, and then import Excel list of all the employees. A sample of an Excel-file is available for download from the system.

ADD EMPLOYEES TO “360 DEGREES”

In order to commence the “360 Degrees,” the system needs to know who evaluates whom. You can choose one of two methods of creating assessment lists for the system: manual or automatic (done via “Azimuth”). The second option saves a significant amount of time to the project coordinator, since deciding who should evaluate whom is a rather hefty and time-consuming task.

SELECT ONE OF THE COMPETENCE OPTIONS

All employees are to be evaluated based on the same set of competences. This option is in particular viable in small companies.

Divide your employee list to specializations and assign a set of competences to each specialization. A ‘specialization’ is simply a set of competences according to which an employee will be evaluated. If you select any of the existing specializations in the system (such as ‘Financial Director’, ‘Legal Counsel’, ‘IT Manager, etc.’), the system will suggest the key competences for these specializations. If desired, the suggested set of competencies can easily be altered by adding or removing some competences. You can also create unique specializations (say, “Creative Director” or “Alex Schmidt”) and choose a set of competences unique for them. For custom specializations, you can select competences from any level. You can be creative and customize how you use the competences. For example, you can use executive level competences to evaluate a middle level manager considered for promotion.

Divide your employees based on competence level (for more info, see page 24) and assess each level separately. This makes sense in an organization that is highly hierarchical or in a company that is looking to make promotions or evaluate employees on a certain level.



START

Register to begin the assessment



UPLOAD EMPLOYEES

Upload employee names, titles, departments, etc.



SET UP THE PROJECT

Select methods and criteria for evaluation



COMPLETE ASSESSMENT

Participants answer the assessment questions and you have visibility of the process



PAYMENT

Select which and how many reports you would like to download



DOWNLOAD REPORTS

Reports are available upon the process of payment

Project Set Up Process

All stages of assessment are automated and take place online. It may take up to a few hours to upload all the employee information and select the evaluation criteria. The interim results are available instantaneously at any point; however, the complete set of results is available upon everybody's completion of the assessment questionnaire.

All you have to do is enter names and emails (either one by one or by uploading an Excel file) of participating employees, and then set up the project including competences with their associated indicators and questions. You can select from the available list of competences and add your own.

Once you are ready to commence the assessment, the system will send individual invitations to all the participants at a click of a button. There are several email invitation templates available.

Your employees will be asked to answer questions about 10–15 of their colleagues. It may take them up to 2 hours to complete the assessment depending on the number of colleagues being evaluated. The assessment does not need to be completed at once and the employees can restart the questionnaire where they had left off.

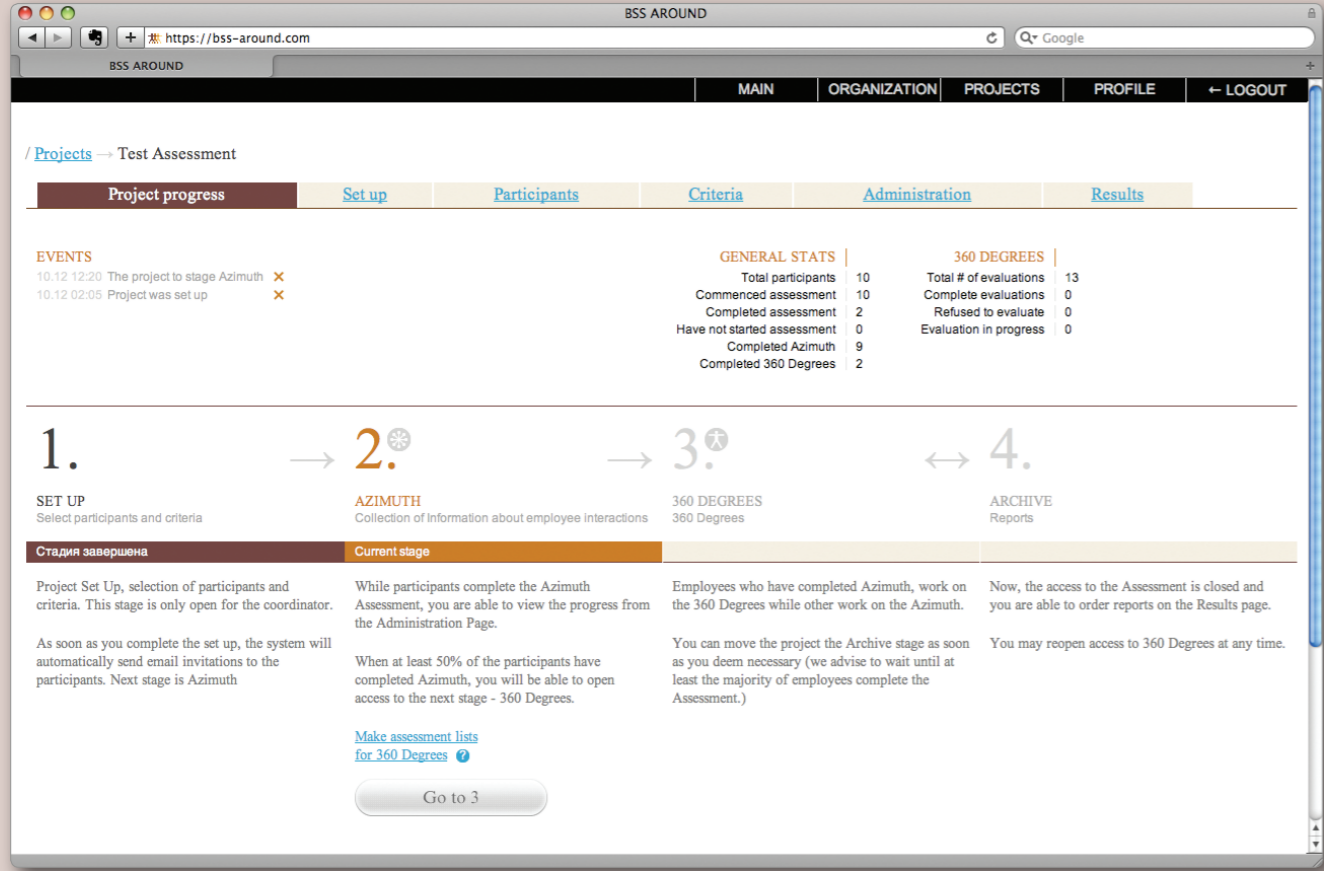
Meaningful results are available upon the completion of the assessment by all the employees (or at least 2/3 of the employees). At this point, all the individual and corporate reports will be available for instantaneous download.

Of course, if you have any questions either during the set up, the evaluation process or when interpreting the results, our experienced support staff will be able to answer any of your questions.

Administrative Interface

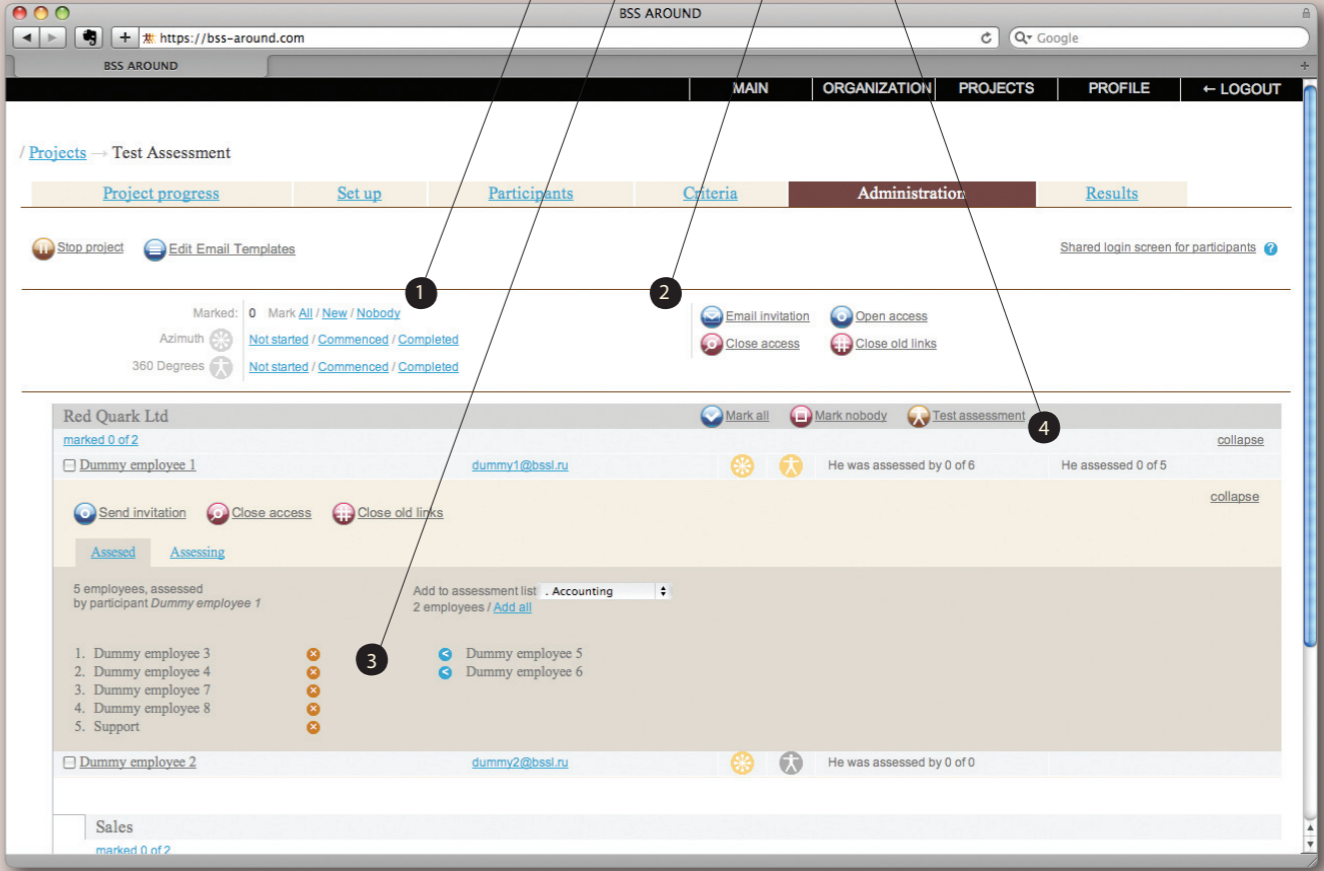
WORK PROCESS

Administrator interface for observing the process of assessment



PROJECT ADMINISTRATION

Interface for administering the process of assessment



1. Select either one or multiple employees
2. Send the email invitation and open their access to the evaluation portal
3. You can assign each employee whom he or she is to evaluate manually
4. You are able to preview each person's evaluation interface

Our Team



ALEXANDER LARIONOV

General Director

1990–1995 MESI, Applied Mathematics
1996–2000 MSU Department of Psychology
2007 Stanford University, SCPM Program



ANAT NULMAN

Director of Business Development

1994–1995 University of Haifa, Marketing,
PR & Advertising
1996–1997 Hebrew University of Jerusalem, Soci-
ology/Anthropology and International Relations
1998–1999 Foothill College,
Business Administration
2000–2002 San Jose State University, Marketing



ANDREY SKVORTSOV

Consultant

1989–1994 MSU, Geography
2000–2005 AIBEC, MBA
2007–2009 Harvard Business School, OPM



EKATERINA ORIOL

Content Development Manager

1998–2005 MSU, Ph.D. in Psychology



ELIZAVETA ORESHKINA

Graphic Designer

2003–2009 MGHPU Stroganova,
Communication Design
2008 Edward Tufte,
Presenting Data and Information



VITALIY BEREZHKO

Technical Director

1990–1995 MESI, Applied Mathematics
1997–2000 Project Management Institute,
Corporate Project Management

Why Are We the Best in the Industry?

1.

We have automated the assessment process, allowing us to offer you more competitive rates. For a number of years, we have conducted assessments based on the “360 Degrees” methodology. In the process we discovered that the majority of our customers are interested in similar competences, ask the same types of questions and receive similar answers. We have decided not to waste your time, as many of our competitors do, and instead created a fully automated process of assessment, which saves everybody time and money. We are confident that you will be satisfied with our services and rates.

2.

However, if you don't fall into the 90% category and if your needs are different from most of our customers', no problem. We will *accommodate* you. Our tests can be easily customized since our database contains 38 quantifiable competencies, each with a set of working questions.

3.

We are known for our *ingenuity*. “Azimuth” is our own creation. It is a great tool for unveiling social network structures within various organizations. Not only does it allow to visualize interactions between employees based on their feedback regarding one another, but it also designates the most representative evaluators for each employee. It thus saves an enormous amount of time that would have gone into manually selecting who should evaluate whom.

4.

“Azimuth”, which is based on 16 simple questions, also allows you to flash out clusters of friends, determine “bottle-necks” of interaction, find out which employees are the most effective conductors of the information flow (i.e. information hubs), discover the best places for the most effective implementation of changes.

5.

We worked day and night to make sure that “Azimuth” does not contain anything unnecessary. We believe that it must remain a *simple*, practical and effective tool. If something appears to be missing from the system, it is most likely because we have decided that it would not improve the quality of our product.

6.

We are proud of the “*info-design*” of our reports (you can check them out on our site at any time). We are also pleased with the usability of our site, especially with questionnaires and assessment project administrator pages.

7.

We have a *great team* composed of doctors of psychology, amazing programmers, a professional info-designer and a graduate from Harvard Business School.

8.

By using psychometric methods, *the system minimizes the influence of subjective factors* and thus increases the validity of the assessment. It analyzes each individual answer given by your employees, takes into account the specificity of your organization and its goals, determines the set of competencies to be studied, and converts the values of each question into a final overall score.

9.

You can *entrust the assessment project* to your assistants. They will have limited access to the system and yet be able to observe the progress of the test-takers (who is on what stage of the assessment), invite new participants, solve various operational questions — all without taking you away from your work.

What Do Our Customers Say About Us?

ANDREY SKVORTSOV

General Director of "Merkator", consultant for BSS Around

Two years ago, we conducted "360 Degrees" with BSSL at Merkator (a company with over 90 employees), and I was much surprised by the results. I thought I knew everything I needed to know about my colleagues and employees, but, after getting the results of the evaluations, I realized that some very talented people were occupying positions well below their skills and capabilities, while other positions were filled with people who shouldn't have been there!

At first, I thought Azimuth was just a game, but then I became absolutely fascinated with the multi-faceted nature of my people's interactions. Here are some examples of what I observed:

"Wow, how many work contacts does this guy have? Well, it could be because he is involved in so many projects. Perhaps we should take some load off him... Now, this one, responds

to my e-mails right away, but seems to be completely inaccessible to everyone else even though many people depend on him. Perhaps he should be doing something else."

So, in the end, what did I get out of using BSSL's products?

I liked "360 Degrees" because of its simplicity, price and processing speed. Although the selection of competencies tested is standard, all the problems get solved.

What I like about "Azimuth" is not only its simplicity of use, but also the visual aspect of it. There is no need to read any long explanations: all the data is right there on the charts.

In fact, I liked BSSL and its products so much, that about a year ago I made the decision to join the company as a consultant, and now I am very involved with its project BSS Around. Having used BSSL's services as well as having worked on some of its projects, I am absolutely confident of the quality of their products, and feel very comfortable recommending them to directors of small and large companies alike.

OLGA SHOTSKAYA

Director of Human Resources, Vtorchermet

BSSL's program helps determine which employees are overloaded, thus allowing further analysis of workplace interactions. At Vtorchermet, we used it to figure out the reasons for ineffective distribution of responsibilities, failure to delegate authority, and inefficient management.

PATTY HARSCH

HR Manager, Triple Crown Sports

Yes, the assessment is complete now and we are working on implementing the things we learned about ourselves into our Training and Development plans for 2010.

My overall experience in working with you was fantastic. You were very easy to access and assisted me with every aspect of completing the assessment. Even when we had some data problems, you listened to me and you didn't get upset. You looked into my concerns and handled them efficiently and professionally.

Yes, the assessment has helped us tremendously with making business decisions. We've made significant adjustments to our staffing and leadership model here at Triple Crown Sports

DMITRIY VELICHKIN

Commercial Director, Flexis

At Flexis, for many years we have had quite successful HR Department. That's why, originally, we were a bit skeptical of the idea of testing. However, BSS-Around assessments turned out to be very helpful. For instance, one of our managers received very high scores for various competencies we didn't know he had, so today we are looking into offering him more interesting projects and possibilities to advance his career growth. In another case, the assessment resulting letting go one of our pretty good specialists, who, it turns out, was negatively impact his co-workers. We are now looking to replace him.

I would like to add that upon conducting the assessment we have encountered the typical Hawthorne effect. Many of our colleagues were rather enthusiastic about the idea of such an extensive evaluation and volunteered their thoughts on how to improve both the organization's structure and the way we do business.

KONSTANTIN KONDAUROV

Deputy Director, "HotSupport"

Having learned about "Azimuth" and "360 Degrees" we decided to try it out. The results we received confirmed that the key figures in our company were indeed the best picks. However, in regards to matters of self-esteem, the results were quite surprising for many of our colleagues. According to the data collected during the assessment, 30% of our employees had low self-esteem. This information made us think of the ways in which we can encourage and show our appreciation to colleagues who are valuable to the company, though they may not be aware of it.

Another aspect of "Azimuth" that we really appreciated is the possibility it offers to quantify qualities. Most of the time, staff assessment reports are extensive descriptions of employee's characteristics: all you can do with them is read them over and over. The reports offered by "Azimuth" provide quantifiable data that is easily interpreted.

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