

SOCIAL NETWORK ANALYSIS FOR BUSINESS

# AZIMUTH 2.0

## What is it?

Azimuth 2.0 is an online tool that helps organizations evaluate interactions among employees. It offers highly actionable feedback for improving interactions and optimizing organizational structure, which in turn lead to increased productivity.

## What is it for?

- Diagnoses challenging interactions among colleagues
- Assesses contributions of employees to projects
- Evaluates competencies of individual employees
- Uncovers problematic interactions among teams

## How does it work?

Employees fill in an online questionnaire, the system generates comprehensive reports with narrative and data visualization, and our consultants help you capitalize on the information presented in the report.



A Z I M U T H 2 . 0

# Why Azimuth 2.0?

## Fast

The questionnaire is automated and takes no more than 30 minutes to complete.

## Affordable

Evaluating one employee costs only US \$37. Significant discounts are available for evaluating 400 or more employees.

## Visual

Reports include egocentric network diagram that clearly illustrate all relevant and problematic interactions from employee point of view.

## Reliable

The system is based on two complementary methodologies: statistical analysis that guarantees accuracy of the results, and a cutting edge social network analysis that takes into the consideration all relevant variables.

## Simple

The system is user friendly and intuitive for both participants and administrators.

## Multi-language

Evaluation is available in 5 languages and participants can select from English, Spanish, French, German, and Russian.

## Comprehensive

Even if an employee does not fill the questionnaire, the information about this employee is still available based on his/her colleagues' responses.

## Adaptive

The assessment is self-adaptive as it “adapts” to the individual taking it based on the information already provided. It eliminates redundancies and increases participants' engagement, thereby increasing completion rates.



### Choose participants

Upload the list of employees and compose an invitation email to the participants.



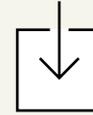
### Set up the assessment

Select competencies, choose question modules and send out invitation emails directly from the admin interface.



### The assessment

Employees fill the questionnaire and you track the progress. You have the ability to easily send them reminder emails.



### Interpret the report

Download the report and schedule a time with our consultant to walk through the findings with you.

## Azimuth 2.0 includes 4 question modules

Select a combination of modules that fits your needs

### ① Interactions with colleagues

This module showcases the model of your company's social network. It is clearly illustrated in the proprietary egocentric network diagram and sociograms included in the report, highlighting any problematic interactions on an individual (as opposed to team) level that may require management's attention.

### ② Contribution to projects

This module estimates contributions of employees to the various work projects. The final report includes detailed descriptions of contributions, making it clear who contributed the most and the least.

### ③ Employee competences

This module provides a more efficient alternative to the "360 Degree" feedback and offers employee evaluation based on the selected competences. The system is flexible and adaptable. Administrators are able to choose from the existing list of competences or upload their own. Different groups of employees can be evaluated based on distinct competences. Interaction with colleagues module will determine who evaluates whom; thus, reducing the need to create complicated manual lists and offering more objective results.

### ④ Interactions among departments

This module assesses the effectiveness of interactions among departments according to 3 criteria: quality of interactions, promptness and customer service. Additional questions estimate priorities of interaction as reported by the assessment participants. The final report includes each department's scores as well as diagrams that highlight any problematic interactions on a team (as opposed to individual) level that may require management's attention.

### Low Availability of colleagues

Some executives have not been available to Mark. At the same time, they were available to other colleagues. The more likely explanation is that Mark may have asked questions or delegated tasks to his fellow C-level executives who did not own or did not consider themselves to own these projects, and therefore, did not respond.

**Recommendations:** review the importance of Mark's projects and his communication style. There might be opportunities for improvement in these areas.

### Selective Availability

Mark himself has been selectively available – available to some but not to the others (e.g. they could not reach him by phone). Moreover, Mark seemed to be unavailable to those who worked with him on the same project. As a result, the effectiveness of the entire team could be negatively affected.

**Recommendations:** Mark's selective Availability is most likely affected by his priorities. Readjusting his priorities or sharing them with the team may significantly improve team's productivity and reduce, if not eliminate, issues resulting from selective Availability.

### Conflict related to task delegation

Sometimes situations emerge when an employee delegates tasks to a colleague and the tasks do not get resolved in a satisfactory manner. Mark indicated the lack of Availability of a colleague. At the same time, the colleague indicated the absence of clarity of the task delegated by Mark. This situation may be a sheer misunderstanding due to poor communication. It also can imply that there might be a degree of interpersonal conflict between these colleagues. The issue may be triggered by the perceived or actual lack of Mark's authority that in turn leads his colleague to not take Mark's request seriously.

**Recommendations:** ask both colleagues to evaluate the importance of the task at hand. If the task is important, enable Mark with the resources and authority to see the task completed.

Demand (circle size)



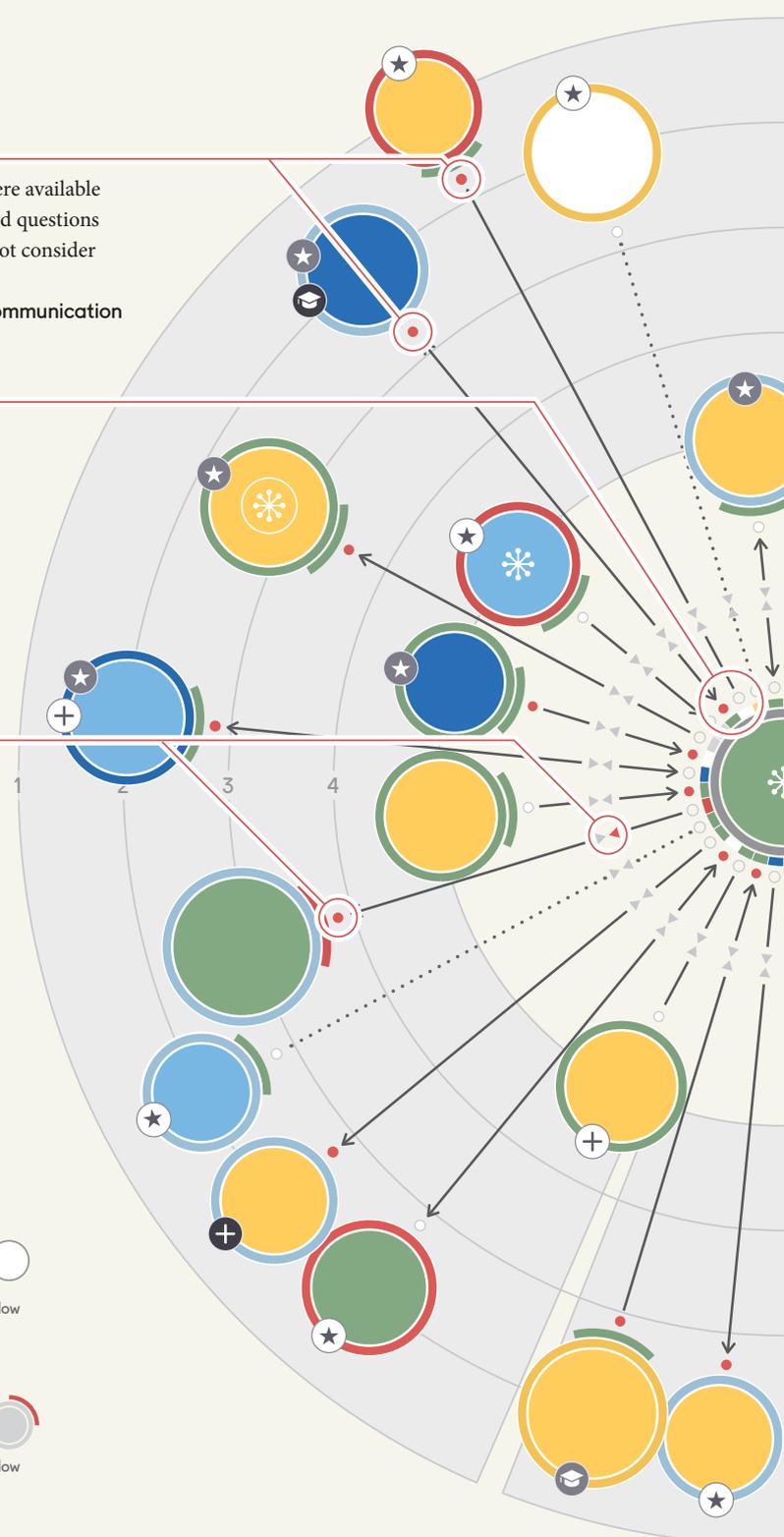
Professional regard (circle color)



General regard (frame color)



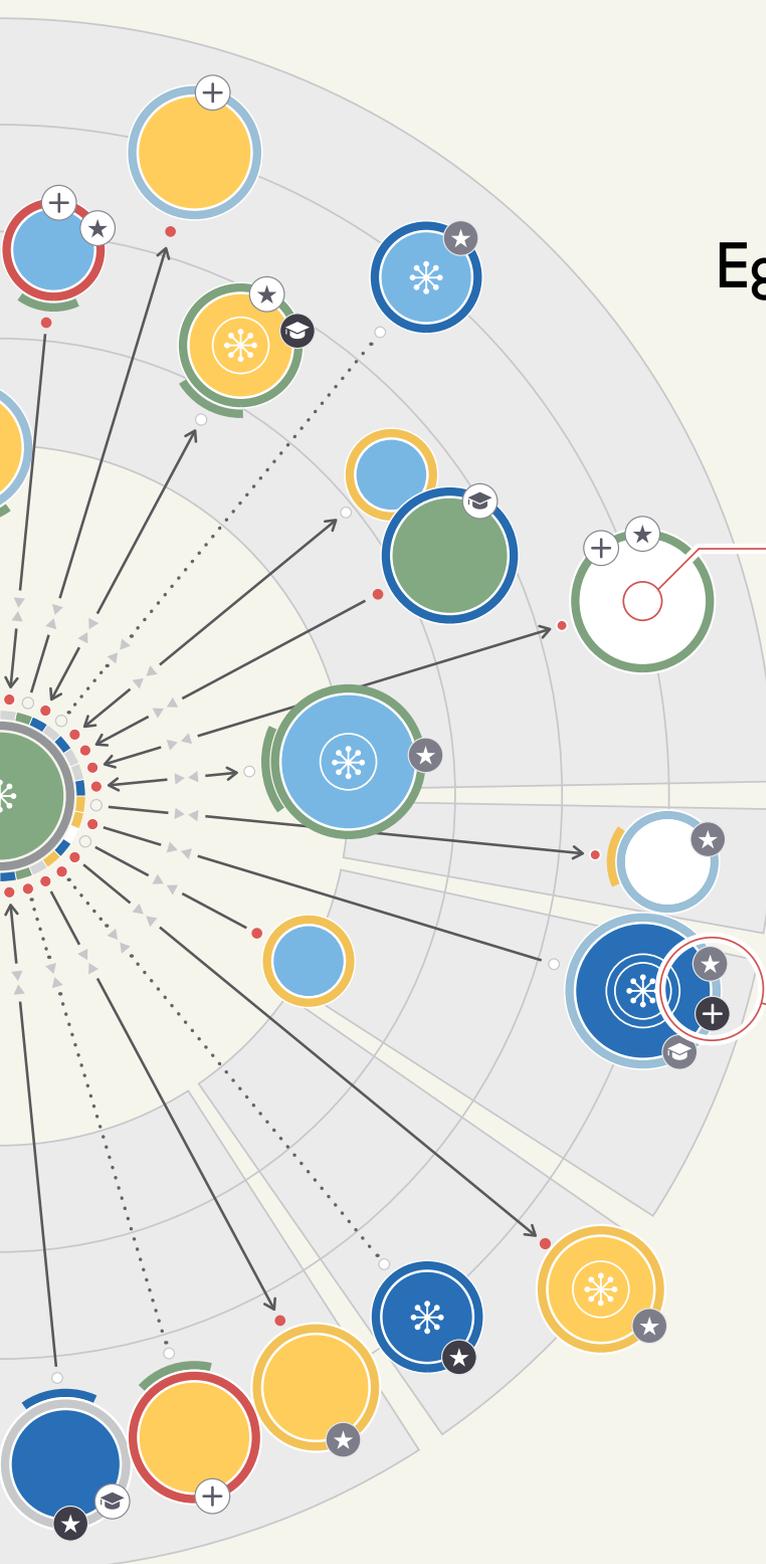
Personal regard (sector color)



# Mark Rogers' Ego-centric Network Diagram

Chief Security Officer (CSO)

Such diagram will be produced for each participant of the assessment



## Low Professional regard of a high level manager

The Sales Director has an interesting combination of features: high Formal leadership and low Professional regard. It is likely that this director may not be fully engaged in the job. It is no wonder that the sales have significantly gone down.

## High Informal authority of a non-leader

A star employee, Brenda, ranks high on both Expert and Informal leadership, as well as on Mentoring. At the same time, Brenda is neither a manager nor a director.

**Recommendations:** it might be the perfect time to promote Brenda. She happens to work at the Sales department and perhaps could replace the low performing Sales Director.

### Task delegation

▼ Red means problems with goal setting  
▲ Grey means problems with goal setting

An arrow indicates an interaction when at least one of the people needs the other. The direction of the arrows shows who needs whom. E.g., if the arrow points to the person in the center of the diagram, it means that his/her colleague "needs" this person.



### Mentoring



### Referent power



### Expert power



Corporate integration index

### Availability

Red means problems with availability

# Final ratings

## Interactive 4-D diagram

### Why 4-D?

This scatter diagram maps out employee strengths and weaknesses based on the relationship between any 4 selected Azimuth indicators. Looking at the diagram, as opposed to looking at individual indicators, clearly highlights patterns, making it highly actionable.

For example, the diagram below is based on:

1. **Horizontal axis (X axis) – Professional regard.** Employees on the right hand side are the most engaged, while those on the left side are the least engaged.
2. **Vertical axis (Y axis) – employee Potential.** Employees on the top have demonstrated a high degree of potential, while those at the bottom – low.
3. **Circle size – Demand.** The bigger the circle the more this employee is “needed” for the colleagues.
4. **Circle color – employees from two different branches.**  
Yellow - European branch, Green - Asian branch.

This is what we have got:



Moreover, we have some good news:

1. Employees with highest Demand (big circles) happen to be in the upper right hand of the diagram – the most “needed” employees happen to be also the most valuable.
2. Yellow and green circles are spread evenly on the diagram, which means that there are no geographic discrepancies.

# What our customers say



E. Matzkevich  
Head of HR Department  
Gazprom neft

Since 2011, Gazprom neft has worked with BSSL on employee assessment projects.

We utilized BSSL's web-based assessment portal for our annual employee performance and potential assessments for both corporate and subsidiary organizations. More than 10,000 employees had been assessed to date.

We appreciate our partnership with BSSL and intend to continue working together on future employee assessment projects.



A. Vodyanoy  
Head of HR research center,  
Sberbank

BSSL's ergonomic infographics and harmoniously designed reports elevate BSSL above its competitors.

It is also important to mention the robust load capacity of the system, allowing to easily study groups of hundreds of employees. Any organizational diagnostics are useless unless they are

actionable by the management and the results are shared with the participants. BSSL solves for both problems by offering transparent logical structure and visual business graphics that effectively support an informed decision making process for managers of all levels. The built in communications features allow to easily generate and share reports with the assessment participants.



E. Khokhlova  
Head of evaluation and staff  
development department, VTB 24

We came across BSSL at HR conference in 2010 and now, a year later, we are happy to share our experience of successful implementation of several evaluation projects. Our BSSL colleagues helped us develop a questionnaire, significantly customized reports and provided all around support with the administration of the assessment projects.

We were pleasantly surprised with BSSL's customer service approach, flexibility and customer orientation – it is gratifying to work with professionals who are truly interested in delivering results that fully address their customers' needs.

We are looking forward to future fruitful cooperation with the BSSL team and wishing them new customers.

A special thank you goes to Alexander Larionov for his responsiveness and efficiency.



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.

# About us

BSSL has been around since 2009 and has established itself as an expert in online employee evaluation solutions. Most of our tools are adaptive and are based on proprietary methodologies built in-house. "Azimuth 2.0" is our flagship product.

Azimuth is a comprehensive online evaluation tool that assesses individual employees, interactions among employees and organizational structures. Azimuth's proprietary methodologies ensure efficiency and accuracy, offer scalable and reliable process and provide highly visual and actionable insights enabling organizational change.

Our customers in Russia: Sberbank, Gazprom neft, Rusnano, VTB 24 and many others.

## Contacts

<http://bssl.ru/en>

E-mail: [marina@bssl.ru](mailto:marina@bssl.ru)

Powered by BSSL, 2009-2015



WE EMPOWER  
ORGANIZATIONAL  
CHANGE