SYNNECTA DIAGNOSTICS

Tools for Organisational and Human Resource Development

Product Portfolio

Antwerp, Cologne, Karlsruhe, New York, Bangkok, Shanghai

March 2015

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▲ Everyday Diagnostics

Making decisions and taking actions we undergo a cognitive process first: we observe, interpret, develop intentions, ponder our options, and finally act. This process is executed automatically every time we take an initiative: we are "everyday diagnosticians", we systematically analyze our environment. However, our actions are based on our selective perception and subjective appreciation of the situation. The more complex the setting, the more our evaluation drifts away from objectivity.

▲ Taking action in non-trivial systems

Organizations are complex structures, and so are the issues and challenges they face: managers evolving within this context are expected to face and deal with complicated situations and problems efficiently. However, should their actions rely on false subjective diagnostics, they might ignite undesired consequences.

▲ Diagnostics instruments for organizations

Diagnostics instruments are an ideal tool to help companies base their decision-making on a solid and informed foundation. SYNNECTA DIAGNOSTICS is a department within SYNNECTA specialising in the development and application of these tools in the corporate context.

▲ **Pars pro toto**

Our instruments don't just contribute to corporate development, they are part of it: Measurement initiatives stem from a desire for objective representations of reality, yet their application already constitutes an intervention in the system. In other words: diagnostics tools have an effect on the context they are used in. For this reason, SYNNECTA develops and offers diagnostics tools specially tailored to the needs of corporate development.

▲ **„He who only has a hammer…**

… sees the entire world as a needle." In order to establish a diagnosis tailored to each company's specific context, one will need more than one tool; it is for this reason that SYNNECTA works with a wide spectrum of socio-psychological instruments. To match the specific needs of each investigation, we can offer qualitative or quantitative, written or oral, individual or group-based psychological (test) procedures. We can also work with representative samples or the complete research population. We furthermore dispose of a consequent item-database as well as an online-platform for the development of surveys.

▲ **Established classics, adjusted tools and new methods**

Depending on the approach, we might apply proven 'classical' instruments or, together with you, develop a diagnostics tool tailored to your company's characteristics and needs.

▲ **Contact and persons**

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Organisational Diagnostics	**Evaluation**	**Employee Survey**
Team Diagnostics	SYNNECTA▲DIAGNOSTICS	**Executives Survey**
Personality Diagnostics	**Feedback Systems**	**Cultural Due Diligence**
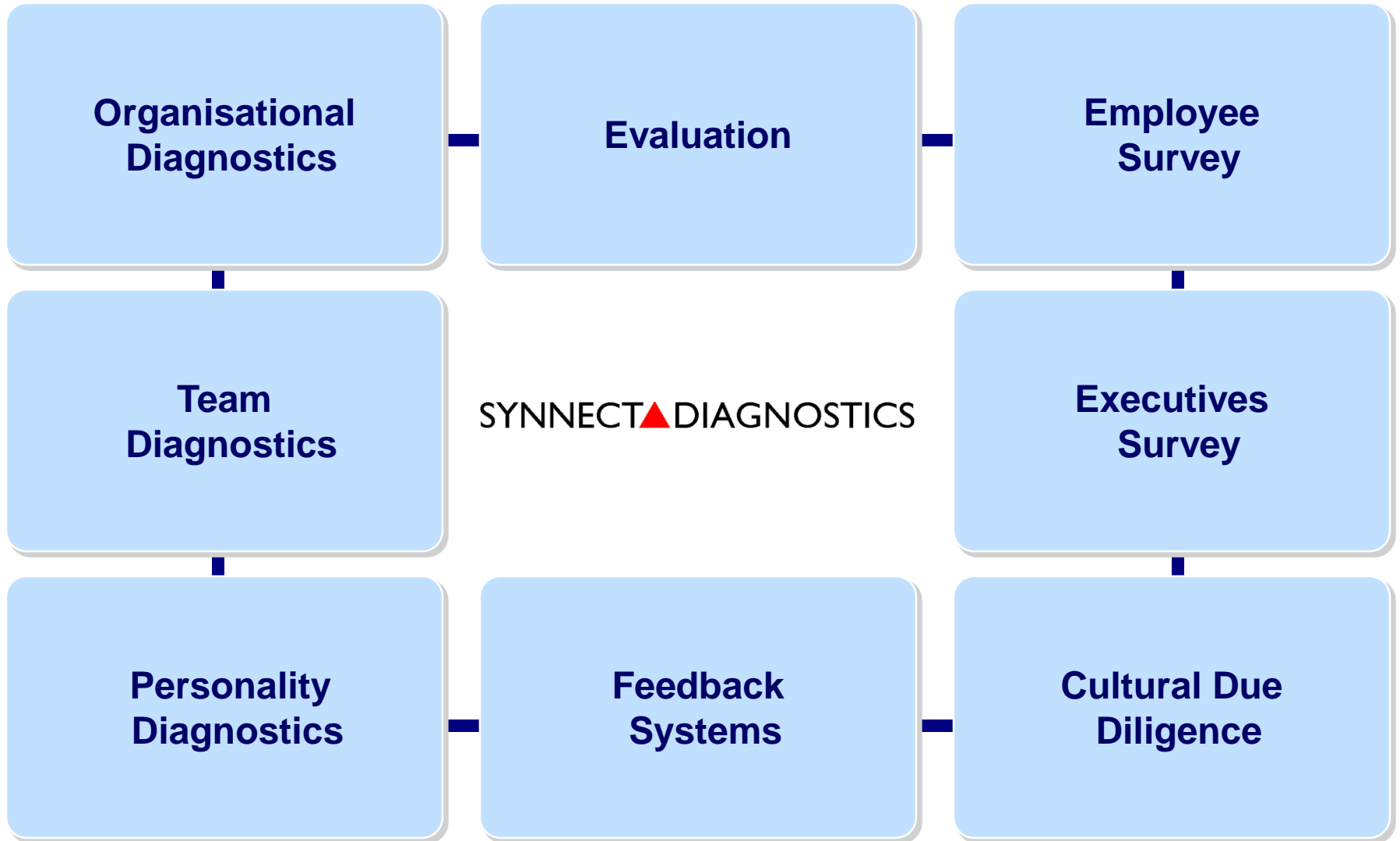
Organisational Diagnostics

- Fragebogen zur Erfassung des Organisationsklimas (FEO) *(available only in German)*
- Culture Matrix (by Goffee & Jones)
- Specific organisational and cultural analysis

Evaluation

- Result/outcome evaluation
- Process evaluation

Employee Survey

- Comprehensive/full survey
- Sample survey
- Pulse Check

Team Diagnostics

- Team Climate Inventory (TKI)
- Team Work Questionnaire (FAT)
- Specific team diagnostics

SYNNECTA▲DIAGNOSTICS

Executives Survey

Personality Diagnostics

- BIP
- MBTI
- Reiss Profile
- STAB-Test *(available only in German)*
- Biographical Interview
- Potential Analysis

Feedback Systems

- Management Audit
- SYNNECTA 360° Feedback
- Leadership Dialogue
- Leadership Focus

Cultural Due Diligence

Standard   **Design**   **Specific**

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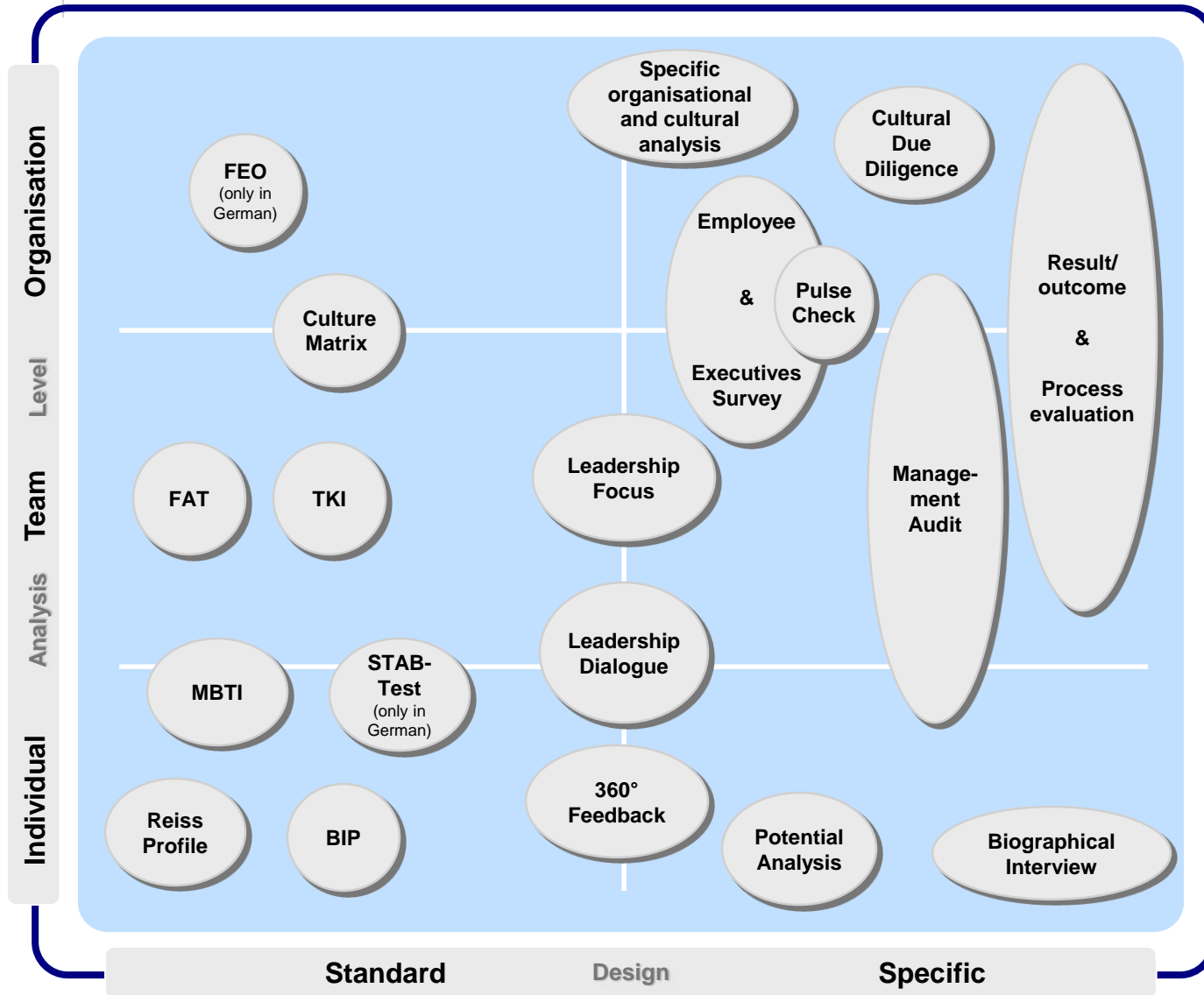| Tool	Type		Level of Analysis			Measurement		Survey		Design	
	Diagnosis	Evaluation	Organi-sation	Team	Individual	Quanti-tative	Quali-tative	Online	Paper & Pencil	Standard	Specific
Only in German Fragebogen zur Erfassung des Organisationsklimas (FEO)[1]	x	x	x	x		x			x	x	
Culture Matrix (by Goffee & Jones)	x		x	x		x	x		x	x	
Specific organisational and cultural analysis	x	x	x			x	x	x	x		x
Employee Survey	x	x	x	x		x	(x)	x	x		x
Executives Survey	x	x	x	x		x	x	x	x		x
Team Climate Inventory (TKI)[1]	x	x		x		x	(x)		x	x	
Team Work Questionnaire (FAT)[1]	x	x		x		x	(x)		x	x	
Specific team diagnostics	x	x		x		x	x	x	x		x
Business-focused Inventory of Personality (BIP)[1]	x	x			x	x		x	x	x	
MBTI[2]	x				x	x		x	(x)	x	
Reiss Profile	x				x	x		x		x	
Only in German STAB-Test	x			x	x	x			x	x	
Biographical Interview					x		x				x
Potential Analysis	x			x	x	x	x	x	x		x
Management Audit	x	x	x	x	x	x	x	x	x		x
SYNNECTA 360° Feedback	x	x			x	x	(x)	x	x	x	x
Leadership dialogue/focus	x			x	x	x	x	x	x	(x)	x
Result/Process evaluation		x	x	x		x	x	x	x		x

1) via Hogrefe/Testzentrale 2) via OPP

Organisational Diagnostics

Key Questions

▲ Do you recognize problem areas within your organisation, where the management has very different points of view on how to solve them?

▲ Would you like to take your organisation one step further, but you don't know where to start?

▲ Are you looking for orientation and approaches to action inside an increasingly complex organisation?

Available only in German

Questionnaire for the Measurement of Organisational Climate (FEO)

▲ The Questionnaire for the Measurement of Organisational Climate (FEO) is categorized under the larger area of employee surveys.

▲ The underlying understanding of organisational climate refers to the processes which are important for the efficiency of an organization – considered from the perspective of the affected persons (HR managers, works councils, employees)

▲ Unlike most ad hoc developed employee surveys, it is a tool for evaluating validity and reliability.

Scales

▲ Based on multiple employee surveys within different organisations, the FEO was developed in a practically-oriented way. By means of factor analysis of the different questionnaires, a standardized set of 82 items concerning twelve different scales were formed:

Superior	Organisation	Career opportunities for women
Collegiality	Job/career perspective	Attitude towards the company
Evaluation of work	Remuneration	Representation of interests
Workload	Scope of action	Evaluation of employees

▲ In total, approx. 9,000 persons have participated in the validation process, in both the profit as well as the non-profit sectors.

Available only in German

Application areas of FEO

▲ Implementation of a standardized employee survey as a strategic management tool in the profit or non-profit sector.

▲ Data generation for TQM and EFQM, based on a valid and reliable measurement tool.

▲ Support for personal, team and organisational development.

▲ Benchmarking of organisational climate within the company.

Procedure

▲ The FEO is a paper and pencil based survey.

▲ Answering the questionnaire takes approx. 30 minutes.

▲ Respondents indicate their level of agreement with respect to the statements, on a six-point scale from "absolutely right" to "not true at all".

▲ For implementing possible comparisons, several items of demographic information are requested, too.

Standardization

▲ The total sample size of FEO includes about 9,000 people. Benchmarks are available for profit as well as non-profit oriented companies.

▲ Depending on the sample the results can also be differentiated amongst others by gender, leadership responsibility, mode of employment (full-time, part-time, etc.), age and job tenure.

Source: Daumenlang, K; Müskens, W. (2004). Fragebogen zur Erfassung des Organisationsklimas (FEO). Manual. Göttingen: Hogrefe.

Culture Matrix (by Goffee & Jones)

▲ The Culture Matrix describes the culture of a company within two dimensions: Solidarity and Sociability. In both cases the way employees behave in their material and human environment is described.

Dimensions

▲ Plotting both dimensions on one axis each, you get a four-field matrix = four descriptions of a possible culture. Also formulated for each culture are their positive and negative aspects. The positioning is done by answering 23 questions:
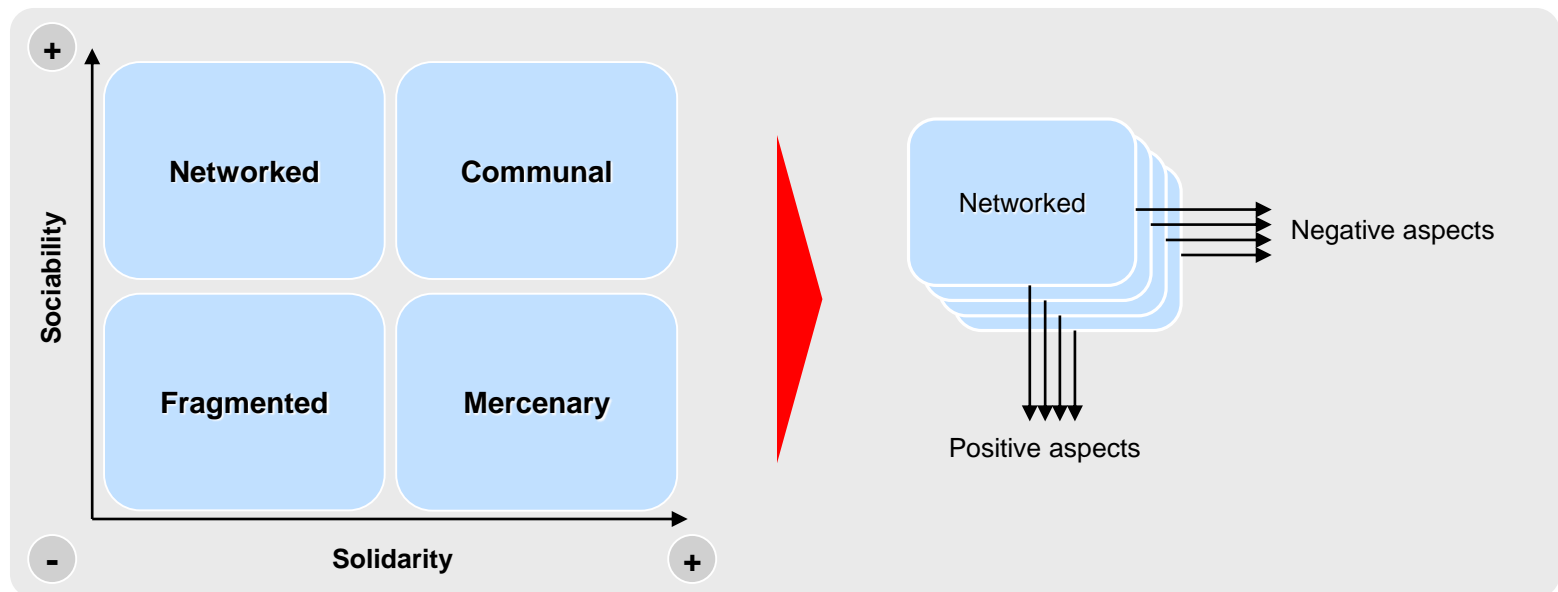
Application areas of the Culture Matrix

▲ The Culture Matrix is particularly suitable as basis for reflection and initial analysis of the corporate culture in the context of facilitated workshops or management events.

▲ Advantages and disadvantages of the culture may be discussed and potential areas for development may be derived.

▲ Important: The four cultures themselves are not rated either as good or bad. Their respective utility is judged from how well they fit the market and competitive environment of the company. In the described dimensions of a corporate culture, a company can also have different cultures in different areas.

Procedure

▲ The completion of the questionnaire usually occurs directly in the workshop, an online survey is possible as well.

▲ Filling in the questionnaire takes about 10 minutes. In order to get the participants into the "right mood", there is a pre-survey which can be used in a workshop setting.

▲ There is a template to analyze the individual results.

▲ Currently there is a German, English and Italian questionnaire version available.

Source: Goffee, R.; Jones, G. (1998). The Character of a Corporation. New York: HarperCollins.

Specific organisational and cultural analysis

▲ Systematic analysis in order to gain information about the internal state of the organisation. Uses all the relevant dimensions of the organisation in their strengths and weaknesses, with both qualitative and quantitative methods.

Diagnostic levels

▲ Structures: Leadership systems and instruments, organisation structure und processes

▲ Behaviour: Communication, flow of information, leadership styles, decision-making, motivation, identification, customer orientation, …

▲ Culture: "tacit knowledge", "rules of the game", density of regulations, freedom of decision-making and action, mission statements and leadership guidelines, …

Benefit

▲ Improves decision-making within change processes

▲ Simplifies the prioritization of measures and actions

▲ Prevents monocausal or subjectivist views of the management of the organisation and the needs of the employees

▲ Deepens the understanding of problems and provides options for action

Team Diagnostics

Key Questions

▲ Do you want to measure the strengths and development potential of a team, in order to implement specific measures for improvement?

▲ You would like to have a benchmark of team climate or team performance compared to other teams in a similar context?

▲ Do you need a valid instrument to evaluate the development of a team or the effects of performed interventions over time?

Team Climate Inventory (TKI)

▲ The Team Climate Inventory (TKI) is a questionnaire for the evaluation of the work environment, and the climate for innovation and effectiveness in teams or working groups.

Scales

▲ It consists of 44 questions, divided into four main scales with 13 subscales, and a scale of social desirability:

Scales				*Additive*
Vision	**Task Orientation**	**Participative Safety**	**Support for Innovation**	**Social Desirability**
Clarity	Excellence	Information sharing	Articulated support	Social aspect
Perceived value	Ideation	Safety	Enacted support	Task aspect
Sharedness	Appraisal	Influence		
Attainability		Interaction frequency		
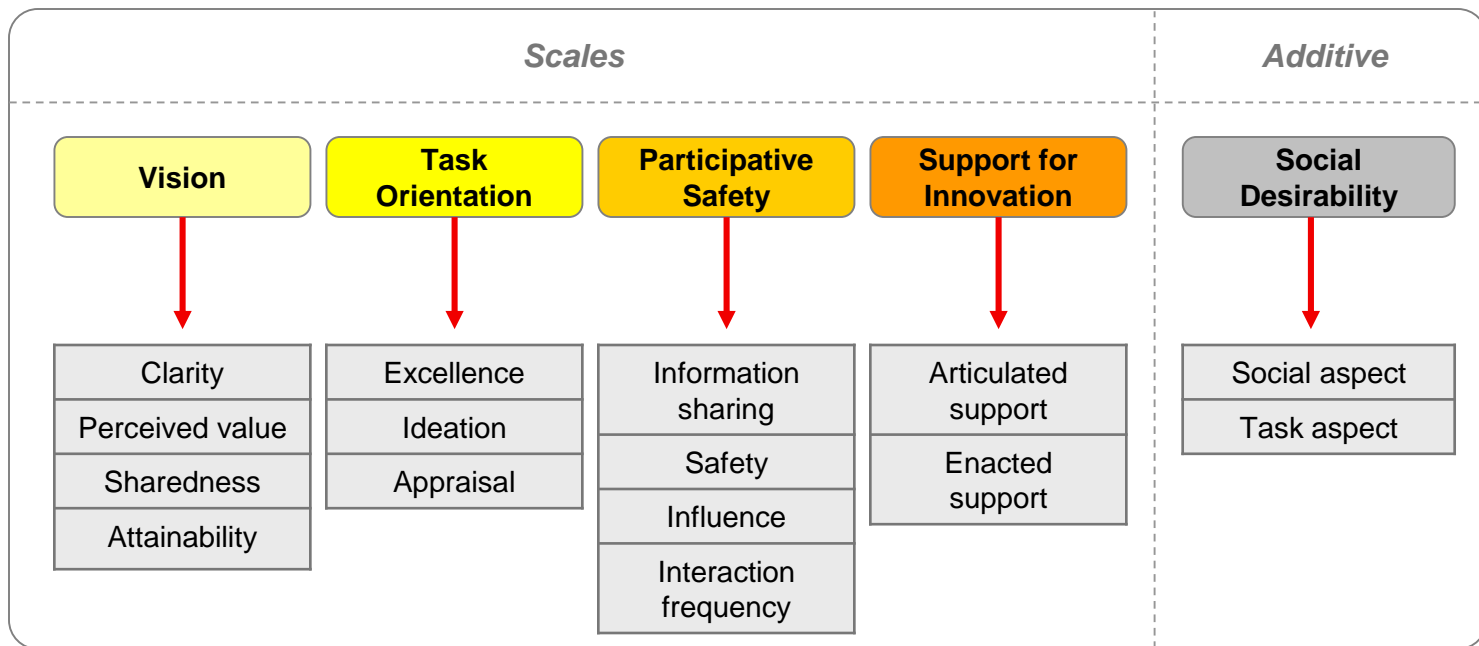
Application areas of TKI

▲ Evaluation of the team climate as part of organisational development

▲ Diagnosis of the team climate in order to generate tasks for team development

▲ Design of measures to improve team performance through innovation and creativity

▲ Evaluation of team development and change of team climate over time

▲ Internal benchmarking of teamwork

Procedure

▲ It is possible to do the processing of the TKI face-to-face in a single or group setting as well as by post

▲ Filling in the questionnaire takes about 15 minutes.

Standardization

▲ The results of TKI can be standardized using the survey results of teams from different fields of work.

▲ Reference values exist for four different types of teams:

　　▲ Industrial manufacturing and administration (30 teams)

　　▲ Nursing and care facilities (30 teams)

　　▲ Product and software development (35 teams)

　　▲ Teams of a management simulation game (54 teams)

Source: Brodbeck, F; Anderson, N.; West, M. (2000). TKI Teamklima-Inventar.
Manual. Göttingen: Hogrefe.

Team Work Questionnaire (FAT)

▲ FAT is a team diagnostic tool that covers relevant aspects of teamwork and enables you to derive team development needs on different levels.

Scales

▲ The related questionnaire consists of two scales and four subscales with a total of 24 items, which also measure the social desirability:

Scales

| Structure Orientation | People Orientation | Social Desirability |

Subscales

| Goal Orientation | Task Management | Collaboration | Responsibility |
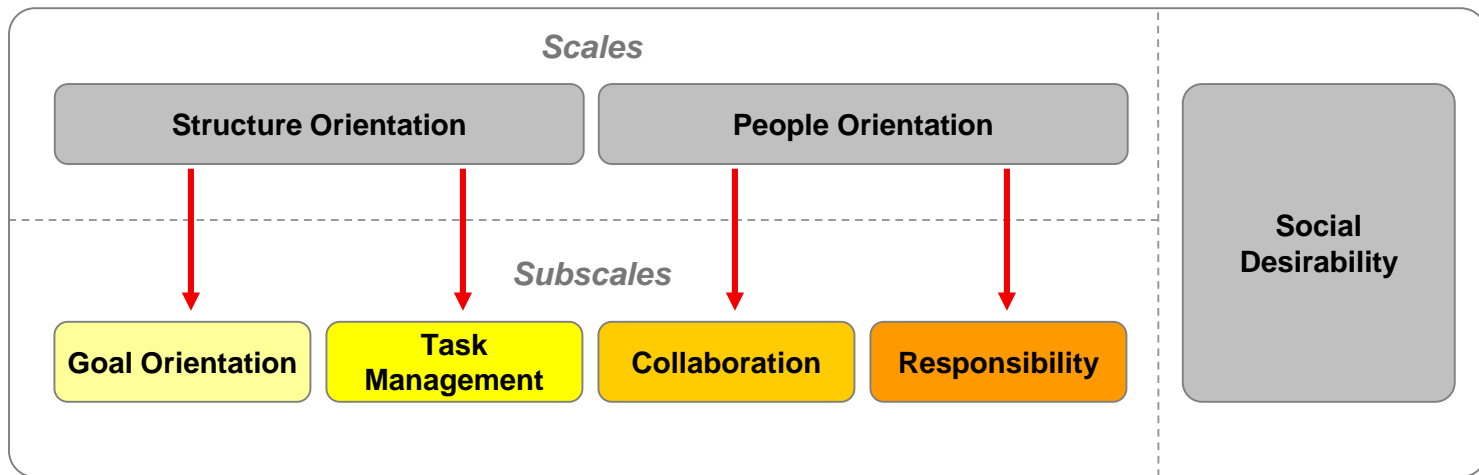
▲ FAT is a psychometrically revisited tool for science and practice. It has been validated on 190 teams with over 1,300 people working in different fields and industries.

Application areas of FAT

▲ Identification of strengths and weaknesses of a team

▲ Identification of improvement potential for managers, consultants, and the team itself

▲ Initiation and monitoring of team development processes

▲ Evaluation of interventions / measures through repeated usage

▲ Process analysis over time using change profiles

▲ Internal benchmarking with other teams

Procedure

▲ It is a written, anonymous survey of all team members.

▲ Filling in the questionnaire takes about 10 minutes.

Standardization

▲ To standardize FAT, 190 teams from different areas (automotive, insurance, IT, social institutions, day care centres) were interviewed.

▲ They are divided into four different types of teams:

    ▲ 28 leadership teams (197 people)

    ▲ 29 project teams (216 people)

    ▲ 87 teams in administration (616 people)

    ▲ 46 commercial teams (340 people)

Source: Kauffeld, S. (2004). Fragebogen zur Arbeit im Team (FAT). Manual. Göttingen: Hogrefe.

Specific team diagnostics

▲ For specific questions we will create an individual questionnaire by using the SYNNECTA item database, so that it covers only those aspects relevant to you. If necessary and appropriate, we conduct one-to-one or group interviews as well. The result of the quantitative and/or qualitative data provides information for specific interventions und measures.

Scales

▲ Behaviour: Coherence of the team, acceptance of leadership, cooperation, information, identification, customer focus, motivation, etc.

▲ Culture: "Rules of the game", role models (homogeneous vs. inhomogeneous), freedom of decision-making and action, etc.

Application areas

▲ To prepare for team events: to identify hidden problems and barriers in the performance of the team, to develop an appropriate agenda for the event, in which the results of the team diagnostics serve as basis for discussions and reflections on the current situation within the team.

▲ Accompanying questionnaire for the management team, as part of leadership dialogues in a whole business sector.

Personality Diagnostics

Key Questions

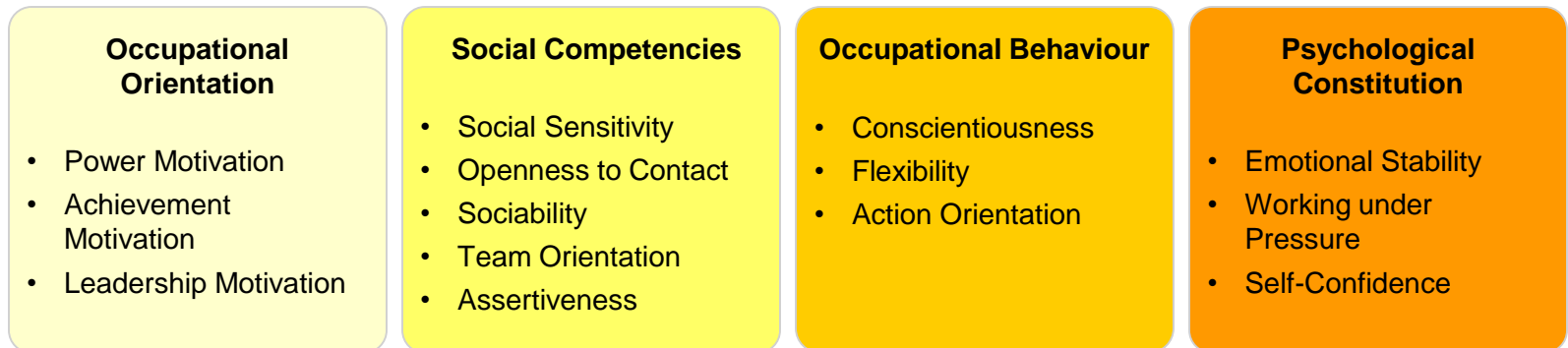▲ You would like to position your personal strengths and development potential in a professional context, in order to work specifically on your performance?

▲ You need a valid instrument for the self-image vs. the others' perception or a supportive tool for personnel selection and placement?

▲ You are looking for a tool for "measuring" personality, which you can use for training or coaching purposes?

Business-focused Inventory of Personality (BIP)

▲ The Business-focused Inventory of Personality (BIP) is a scientifically-developed assessment procedure, which aims to systematically assess job-relevant personality character traits (self image).

▲ It combines an assessment of both work style and motivation and was originally developed in Germany over ten years ago following research into personality at work and with input from HR professionals.

Scales

▲ The BIP Questionnaire measures 14 personality characteristics. The following diagram demonstrates how these 14 characteristics relate to 4 broad areas of behaviour at work:

Occupational Orientation	Social Competencies	Occupational Behaviour	Psychological Constitution
• Power Motivation • Achievement Motivation • Leadership Motivation	• Social Sensitivity • Openness to Contact • Sociability • Team Orientation • Assertiveness	• Conscientiousness • Flexibility • Action Orientation	• Emotional Stability • Working under Pressure • Self-Confidence

▲ Additionally it is possible to do an assessment by other (BIP-FBI), in order to identify deviations between self image and the others' perception of oneself.

▲ Through extensive data collection (more than 9,000 participants [2nd edition]), many current reference groups are available to compare the personal results.

Application areas of BIP

▲ "Personal positioning": Identifying of own strengths and development potential

▲ Support for personnel selection and placement

▲ Training, coaching, (self-) assessment, team development

▲ Feedback und assessment processes

Procedure

▲ The response to the questionnaire (paper and pencil or web-based) takes about 45 minutes.

▲ The report uses a polarity profile showing the personal scale characteristics graphically and describes the personal characteristics.

▲ It is available in German, English, Czech, Slovak, Spanish and Portuguese.

Standardization

▲ In addition to standards for sex and age group there are benchmarks for professionals and managers from different functional areas and hierarchy levels:

▲ Official in charge/Professionals (n=1993)   ▲ Sales (n=1138)

▲ Group/Team leader (n=1117)   ▲ IT/Organisation (n= 411)

▲ Department manager (n=837)   ▲ Marketing/Advertising (n= 317)

▲ Head of department/Division manager (n=623)   ▲ Research/Development (n=466)

▲ Directors and Board Members (n= 609)   ▲ HR/Training (n= 623)

Source: Hossiep, R.; Paschen, M. (2003). Das Bochumer Inventar zur berufsbezogenen Persönlichkeitsbeschreibung (BIP). Handanweisung (2. vollständig überarbeitete Auflage). Göttingen: Hogrefe.

Personality Diagnostics – MBTI

MBTI

▲ The Myers-Briggs Type Indicator® (MBTI) is based on the personality theory of the Swiss founder of analytical psychology Carl Gustav Jung and developed by Katharine Briggs and her daughter Isabel Myers.

▲ The main goal of the MBTI is to find out how people perceive and decide/judge and to recognize the differences between people it in order to get a better understanding of themselves and others.

Scales

▲ The MBTI is a questionnaire whose items are associated with four bipolar dimensions :

Extraversion (E)	Introversion (I)
Sensing (S)	Intuition (N)
Thinking (T)	Feeling (F)
Judging (J)	Perceiving (P)

▲ The MBTI Step II version additionally differs five facets per polarity that allow a more nuanced description of personality.

▲ The MBTI is one of the most frequently used personality instruments in the business context.

▲ The MBTI has a very high validity with respect to the reported type, though it is not a psychological test and can not be used as an assessment tool.

Application areas of MBTI

▲ Consulting of individuals or workgroups to improve performance

▲ Development and coaching of executives

▲ Team analysis and development

▲ Career counselling

▲ Increase social competence

Procedure

▲ The response to the questionnaire is preferably online or in paper form.

▲ The filling-in takes about 30 minutes.

▲ There are different evaluation reports available regarding nature and scope.

▲ Based on the scale values, there is an assignment to one of 16 personality types:

MBTI types of personality

ESTJ	ESFJ	ENFJ	ENTJ
ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP

Discussion / interpretation

➢ Preferred leadership style

➢ Preferred communication style

➢ Personal learning style

➢ Contribution in the team / organization

➢ Motivational / Demotivational factors

➢ Recommendations for personal development

Source: MBTI Manual

Reiss Profile

▲ The Reiss Profile is an analytical tool that identifies fully what drives people from within (intrinsic motivation).

▲ The personal profile enables persons to identify their core values, goals and motives and to make statements about what makes them happy and lasting powerful.

Scales

▲ The Reiss Profile shows the individual characteristics of 16 motives of life:

Power	Order	Social Contact	Romance
Independence	Saving	family	Eating
Curiosity	Honour	Status	Physical Activity
Acceptance	Idealism	Vengeance	Tranquillity

▲ The Reiss Profile is based on studies by Dr. Steven Reiss, professor of psychology and psychiatry at Ohio State University; he and his research team explored human motivation empirically over 10 years and based on more than 10,000 people.

▲ The Reiss Profile fulfils the standard criteria, which are relevant for a personality test in order to measure its quality.

Application areas of Reiss Profile

▲ Recruitment and staff development

▲ Support in identifying development potential

▲ Improving team performance by individually appropriate roles

▲ Recognizing and avoiding conflicts and group dynamics based on personality profiles

▲ Improving self-management

▲ Awareness of self-perception and others' perception

▲ Improvement of relations at work by understanding the individuality

Procedure

▲ The participants evaluate the 128 statements of the Reiss Profile test via an online form.

▲ The filling-in takes no longer than 15-20 minutes.

▲ The evaluation is computerized and anonymous.

▲ The participant will receive their own individual profile that is issued with a detailed accompanying text.

Available only in German

STAB-Test

▲ Der STAB-Test ist ein Persönlichkeitstypen-Test, der ein einfaches und zugleich sehr hilfreiches Modell zum besseren Verständnis unterschiedlicher Persönlichkeiten / der eigenen Persönlichkeit bietet.

▲ Unterschiedliches Verhalten von Menschen und mögliche Konflikte, z.B. in der beruflichen Zusammenarbeit, lassen sich damit besser nachvollziehen; mögliche persönliche Entwicklungspotentiale lassen sich erkennen.

Typen

▲ Das STAB-Modell umfasst vier unterschiedliche Orientierungen, wie Personen sich gegenüber ihrer Umwelt und anderen Personen tendenziell verhalten:

S **Strukturorientierter Typ**	**T** **Treueorientierter Typ**	**A** **Aktionsorientierter Typ**	**B** **Beziehungsorientierter Typ**

▲ Die Zuordnung zu den Typen erfolgt über die Bewertung verschiedener Eigenschaften bezüglich der eigenen Person.

▲ Je nach individueller Verteilung der S, T, A und B-Werte, lässt sich jede Person noch einem von neun Mischtypen (z.B. „Der fröhlicher Krieger", „Der taktvolle Perfektionist", etc.) zuordnen.

Personality Diagnostics – STAB-Test

Available only in German

Anwendungsgebiete des STAB-Tests

▲ Kennen lernen einer möglichen Persönlichkeitstypologie.

▲ Verbesserung des Verständnisses des eigenen Verhaltens.

▲ Verbesserung der Kommunikation und Zusammenarbeit mit anderen.

▲ Der Einsatz empfiehlt sich insbesondere im Rahmen von (Team-)Trainings oder Workshops.

▲ Der Test lebt insbesondere von der Kommunikation zwischen den Teilnehmern.

Verfahren

▲ Der STAB-Fragebogen besteht aus insgesamt 24 Cluster mit jeweils vier Eigenschaften. Pro Cluster muss jeweils die am meisten und am wenigsten auf die eigene Person zutreffende Eigenschaft angegeben werden.

▲ Zur Auswertung liegen entsprechende Formulare vor.

▲ Die Beantwortung und Auswertung des Papierfragebogens dauert ca. 30 Minuten.

▲ Zur Ergebnisinterpretation gibt es ein Begleitheft, das neben den vier Grund-Typen auch die Mischtypen ausführlich beschreibt (Verhaltensbeschreibung, Stärken, Entwicklungspotentiale, etc.)

Biographical Interview

▲ The biographical interview doesn't really count as a questioning tool; rather, it is a narration, in which an attentive listener is told the story of one's own life. While the listener pays close attention to the narration, the story reveals hidden and previously unnoticed correlations. The goal of the process is defined beforehand, for example „find clues for my personal development" or „ ideas for a fitting career-change" .

"Lend me your ear, and I'll find the word I'm looking for" (Karl Kraus)

▲ The biographical interview might follow a rather roughly-defined guideline, this 'freedom' allows the narrator to notice and decipher key elements and connections in his narrative flow. The interviewer is furthermore an experienced trainer who has been instructed in this exercise's methodology; he therefore asks relevant questions to guide and support the narrator's reflection on his storytelling.

Typical effects of this method:

▲ This exercise shines a new light on the client's life-story, revealing key elements, questions and behavioural patterns he was not aware of before.

▲ The biographical interview positions the individual within his personal spectrum of societal norms, expectations and needs – whether ambivalent, conscious or unconscious - thanks to personal coaching.

▲ The life-story unearths resources and competences one might have forgotten or never noticed. This element as well is explored during a personal coaching session.

Potential Analysis

▲ The potential analysis determines an individual's competences, and aims to establish an optimum match between these abilities, and the requirements of the individual's (management) position.

▲ Our SYNNECTA Potential Analysis owes its accuracy to its multi-source approach: the manager's abilities are measured thanks to data-sampling from multiple sources (interviews, task-simulations based on actual requirements for the position, computer-based personality tests), hence ensuring an accurate skill-determination.

▲ We give our fullest attention to the respect of the compliance procedure, and encourage general willingness to learn through supporting communication procedures.

Scales

▲ SYNNECTA's Competency Model for Leadership consists of five leadership-relevant competence fields, and ten behavioural dimensions (cf. p37)

▲ Should the company have defined competence- and responsibility profiles of its own (whether strategy- or expertise-based) , these would be integrated into the process.

Possible fields of action

▲ As a post-fusion/merger potential-screening method (for ex. as an element of a post-merger programme)

▲ In case of the introduction of new competence-management systems

▲ For individual use, to evaluate or confirm personal career choices

Feedback Systems

Key Questions

▲ What feedback loops for individuals, teams and the organisation ensure learning, environmental adaptation and evolution in your company?

▲ Do you want to actively promote those behaviours of managers and employees which are in line with the vision and mission statement?

▲ Are you aware of any more effective tool of social learning than "really good" feedback?

Management Audit

- ▲ By comparing self-perception to perception of others, feedback systems support social learning – at every level of an organisation. The SYNNECTA management audit achieves high involvement and strong compliance among the "auditees", because the evaluation criteria are developed together with them as well as with a close link to the business objectives.

- ▲ Thus the business objectives are not only effectively communicated to the group of leaders, but also conducive behaviour is put into practice.

**Feedback levels of the SYNNECTA Management Audit**

- ▲ Management Context Audit
- ▲ Management Team Audit
- ▲ Manager Competency Audit

Benefit

- ▲ An increase in the quality of leadership on the level of individual behaviour and skills
- ▲ Identification of success factors for the management (adequate management structures, etc.)
- ▲ Based on the analysis: Development measures for individuals and teams

SYNNECTA 360° Feedback

▲ SYNNECTA 360° Feedback is based on a structured feedback (written survey) and a comparison between self-perception of a subject and how they are perceived by others from their professional environment (multi-source feedback).

▲ The perception by others is made up of different perspectives: Colleagues, employees, superiors and possibly external customers. The feedback is based on concrete behaviour. The target group can be executives as well as employees.
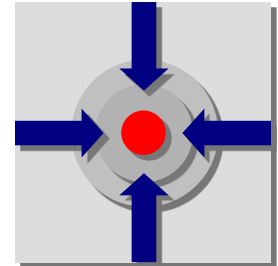
Scales

▲ The 72 items of the SYNNECTA 360 ° Feedback are based on the SYNNETCA competency model for leadership, consisting of five relevant leadership areas and ten behavioural dimensions:

Leadership Competence	Entrepreneurial Competence	Professional Competence	Social Competence	Self-management competence
Leadership	Future Orientation	Knowledge & Methods	Communication & feedback	Self-management
Action Motivation	Outcome Orientation		Collaboration	
Management			Personal Integrity	

Possible fields of action of SYNNECTA 360° Feedbacks

▲ Identifying personal strengths and development potential of the feedback receiver from the perspective of the professional environment.

▲ Developing a constructive feedback culture within the company.

▲ Clarifying the relationship between values / mission statement of the company and the concrete behaviour of executives and employees.
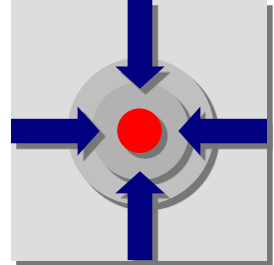
Procedure

▲ Online or paper & pencil survey of feedback receiver and providers.

▲ Filling in the questionnaire takes about 20 minutes.

▲ An English and German version is available.

Characteristics of SYNNECTA 360° Feedback

▲ Is implemented as a strategic management tools and ...

▲ … closely linked with other HR strategic tools.

▲ An accompanying communication design aimed at involving the affected persons in a change process.

▲ Design, implementation, analysis, reporting, and feedback discussions/ workshops – all from only one source.

Leadership dialogue

▲ Controlled and institutionalised feedback from employees to their superiors.

▲ In an anonymous, written form the employees evaluate the leadership behaviour of their direct superior by using different evaluation criteria.

▲ The results are analysed by SYNNECTA DIAGNOSTICS and discussed together with the executive.

▲ Finally, measures are agreed upon for improving the leadership culture and dialogue between superiors and employees, in a meeting together with the employees.

Characteristics of SYNNECTA Leadership dialogue

▲ A structured and standardized feedback, which, by combining it with the one-to-one discussions with the executive, and the moderated workshop, can have a high impact on the leadership culture and the behaviour of executives and employees.

Benefits

▲ Anonymised, objectified feedback to superiors

▲ Strengthen communication between executives and employees

▲ Developing of individual / collective measures to improve the leadership culture

Leadership focus

- ▲ All executives of three vertically linked hierarchical levels of a section, a department or a project, explore the content of their leadership tasks and executive functions, and reflect on their common leadership culture and practices.

- ▲ The goal is to improve the interaction between leading and being led.

Characteristics of SYNNECTA Leadership focus

- ▲ Developed by SYNNECTA, the prescribed structure of the leadership focus allows the participants to learn a feedback culture collectively, and to apply it directly to problems in daily activities.

Benefits

- ▲ Analysis of the current state of leadership practices (responsibilities, tasks, interfaces, problems, dissonances, friction, different points of view).

- ▲ Critical and collegial discussion of existing leadership culture on the one hand – each other's expectations on the other hand.

- ▲ Description of the target picture aimed for in actual leadership practices.

- ▲ Analysis of development potential and arrangements.

Employee Survey

Key Questions

▲ Are you looking for a leadership and management tool that involves employees as well as executives?

▲ Would you like to draw attention to specific issues in the organisation?

▲ Do you need an attitude of openness to change among your employees?

▲ Do you want to know what affects and motivates your team?

Employee Survey as comprehensive/full survey

▲ SYNNECTA employee surveys are more than a simple opinion poll or "mood barometer" in a company.

▲ They are embedded in a complex change management process, HR strategically oriented, and designed as a management and mobilization tool.

Advantages of SYNNECTA Employee Survey as comprehensive/full survey

▲ Is implemented as a mobilization and as a management tool

▲ High consulting and process expertise, from the definition of objectives right to the follow-up of the survey

▲ Topics and questions are tailored to particular needs of the organisation

▲ Modular questionnaire structure and evaluation report

▲ Development of target group specific communication designs

Benefits

▲ Allows the integration and participation of large numbers of employees

▲ Can be implemented as a strategic management tool and upward appraisal system

▲ Provides much of the base data needed for the use of business models (EFQM, BSC)

▲ Makes employees aware and mobilizes them for upcoming problem solving processes in the organisation

Employee Survey as sample survey

▲ In cases where management is only looking for accurate data about opinions, attitudes or the atmosphere in the organisation, i.e. for reasons of collecting information in advance of upcoming decisions (relocation, etc.), for example, it is sufficient to survey only a representative, random sample of the workforce.

Advantages of SYNNECTA Employee Survey as sample survey

▲ Scientifically accurate statements on employee attitudes and opinions

▲ Based on the results, decisions can be made or appropriate communication strategies developed

▲ Significantly lower cost than comprehensive/full surveys

▲ High consulting and process expertise, from acquisition of the random sample to analysis and reporting

Benefits

▲ Basis for decision-making based on valid data

▲ More information for the implementation of processes and programs

▲ In contrast to a comprehensive/full survey, employees will have less expectations regarding a follow-up process

Employee Survey – Pulse Check

▲ A Pulse Check is a "mood barometer" in the change process, which is used on a regular basis.

▲ Especially, it measures quantitatively how employees and executives perceive the social and psychological dimensions of change.

Dimensions

▲ Information/understanding and orientation

▲ Acceptance und identification

▲ Motivation und involvement

▲ Practical experience and implementation

Possible fields of action

▲ Analysis of change processes

▲ Results of a pulse check can be used to evaluate and manage the process of change (change management). Responsible managers (project team, steering committee, management team) receive an analytical basis with which to initiate support measures and interventions for successfully realizing change processes.

Executives Survey

Key Questions

▲ Would you like to know what affects and motivates your executives?

▲ Would you like to draw attention to specific issues in the organisation?

▲ Do you want to make moods and opinions in the management team visible?

▲ Would you like to obtain the backing of your managers for an upcoming decision?

Executives Survey

▲ If the objective is to focus on top down issues and to involve the entire management, there should always be a full survey.

▲ Full surveys are also suitable in cases of getting the management team involved in the run-up to corporate conferences or the like. Ultimately the results of those surveys serve as working basis as well as anchor for reflection.

▲ Sample surveys in the management team are particularly suitable when the goal is to gain information (regarding opinions or attitudes of the executives) in a very large team.

Advantages of SYNNECTA Executives Survey

▲ Everything from one single source: Selection of strategically relevant topics, questionnaire design, evaluation and reporting, as well as facilitation of the discussion of the results within the management team (also for large groups > 100)

▲ High consulting and process expertise in all phases

▲ Development of communication media and accompanying documents

Benefits

▲ Strategic integration management even for large management teams

▲ Unclear or differing moods or opinions within the management team are presented/visualised in an objective way, and made palatable for discussion.

Cultural Due Diligence

Key Questions

▲ Only 40% of all mergers are successful. Would you like to increase the success chances of a merger?

▲ Would you like to know how good the chances are of achieving synergy effects in a planned merger?

▲ Do you want to reduce the risks of an unprofitable merger in advance?

▲ Are you looking for concrete measures and programs to successfully support post-merger integration?

Cultural Due Diligence

▲ Analyses of corporate cultures in advance of a merger in order to check how well the culture and value systems of the possible merger partners fit together.

▲ Foreseeable opportunities and risks of the merger related to identity and culture are systematically evaluated.

Main phases of Cultural Due Diligence

▲ Organisational and cultural analysis in advance of the merger process
- ▲ Basic analysis of the reference company
- ▲ Definition of assessment criteria
- ▲ Analysis of the cultural facade as well as its deeper structure
- ▲ Creation of comparative profiles
- ▲ Feedback to the customer and recommendations for decision making

▲ Post Merger Cultural Integration Program (PMCIP) after the contractual merger of the companies

Benefits

▲ Profound evaluation of the risk, in order to ensure the planned gain.

▲ Support of the purchase decision by analyses of the cultural fit.

▲ Starting point for planning the post merger integration process.

Evaluation

Key Questions

▲ Do you need clear criteria, in order to evaluate the success or failure of an activity (HR development, company programs, etc.)?

▲ Do you want to measure the relationship between the resources used and the effect of an activity (training, coaching, etc.)?

▲ Would you like to provide support for activities using measuring tools sensitive to change, so you can optimise the running process?

Evaluation

▲ The structured analysis of activities and programs in terms of their relative effectiveness, using scientific methods in external assessments, provides the customer with an objective basis for planning and decision making.

▲ In the context of quality management it is essential to evaluate the costs and benefits of measures for HR development, for example, and to be able to assess their short and long-term impact.

Benefits

▲ Decision making basis for customer, derived from cost-benefit analysis

▲ Optimization of activities from process evaluation (continuous analyses)

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Neues möglich machen

Applying what is proven
and exploring what is new

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