

ManagerView/360

Quick Start Instruction Guide

Thank you for downloading ManagerView/360, the simplest, most powerful 360-degree system available on the market today. To help you quickly get started using ManagerView/360 we've prepared this quick start guide. We recommend that you review this guide prior to using ManagerView/360. By doing so you will make your experience much easier and more powerful.

Intended Use:

ManagerView/360 is a Windows™ based multi-rater assessment tool designed to help human resource professionals coach, counsel and develop people in leadership positions. Multi-rater assessments, also known as 360-degree assessments and full-circle assessments, collect and display data from self, subordinates (also referred to as direct reports), supervisors, peers and team-members regarding a person's performance effectiveness. Self-ratings are typically included in the assessment process.

To collect evaluations, ManagerView/360 uses a pre-defined Management Practices Questionnaire (MPQ), consisting of 100 items. Questionnaire data is hand keyed into the program and the software produces an extensive and detailed graphical and textual report for each participant. Results are reported in normative score format and each report contains a simply written explanation of the results that makes the report easy to understand for users. All ManagerView/360 questionnaires and reports are embedded within the program and may be accessed via the software.

The purpose of the quick start guide is to help you promptly and effortlessly put this powerful software to work producing reports for you or your clients. Because this is a quick start guide, we're assuming that you are a skilled computer user and have previous experience facilitating feedback with others. However, should you have any questions regarding training, the use of the software, the construction of the Management Practices Questionnaire or the psychometric properties of the assessment please call US: 1-800-335-0779 or UK: 01763 837111.

Minimum computer requirements:

- 486-66 CPU (Pentium recommended)
- 8 Mb of Ram
- 15 Mb of free hard disk space
- Windows™ 95

Software Installation:

After you have downloaded the MVSETUP.EXE file from the Advanced Teamware website, using the Windows™ explorer or your Windows™ file manager, go to the directory where the file was stored and double click on the file named MVSETUP.EXE. In a few moments, depending on the speed of your machine, ManagerView/360 will start to install itself on your machine. After the installation is complete you may choose to delete the MVSETUP.EXE file or keep it on your hard drive.

If you follow the default installation, the ManagerView/360 setup program will create a directory on your hard drive named C:\ATPI\MV360 and will place in this directory all the requisite files for the program to operate successfully. It will also create the appropriate icons on which you place your cursor and click to activate the program.

When you activate the software by clicking on the ManagerView/360 icon, the welcome screen will appear. The faster your computer, the quicker the welcome screen will appear. Shortly after, the ManagerView/360 file manager screen appears. From this screen you can create new ManagerView/360 files or open existing ManagerView/360 files.

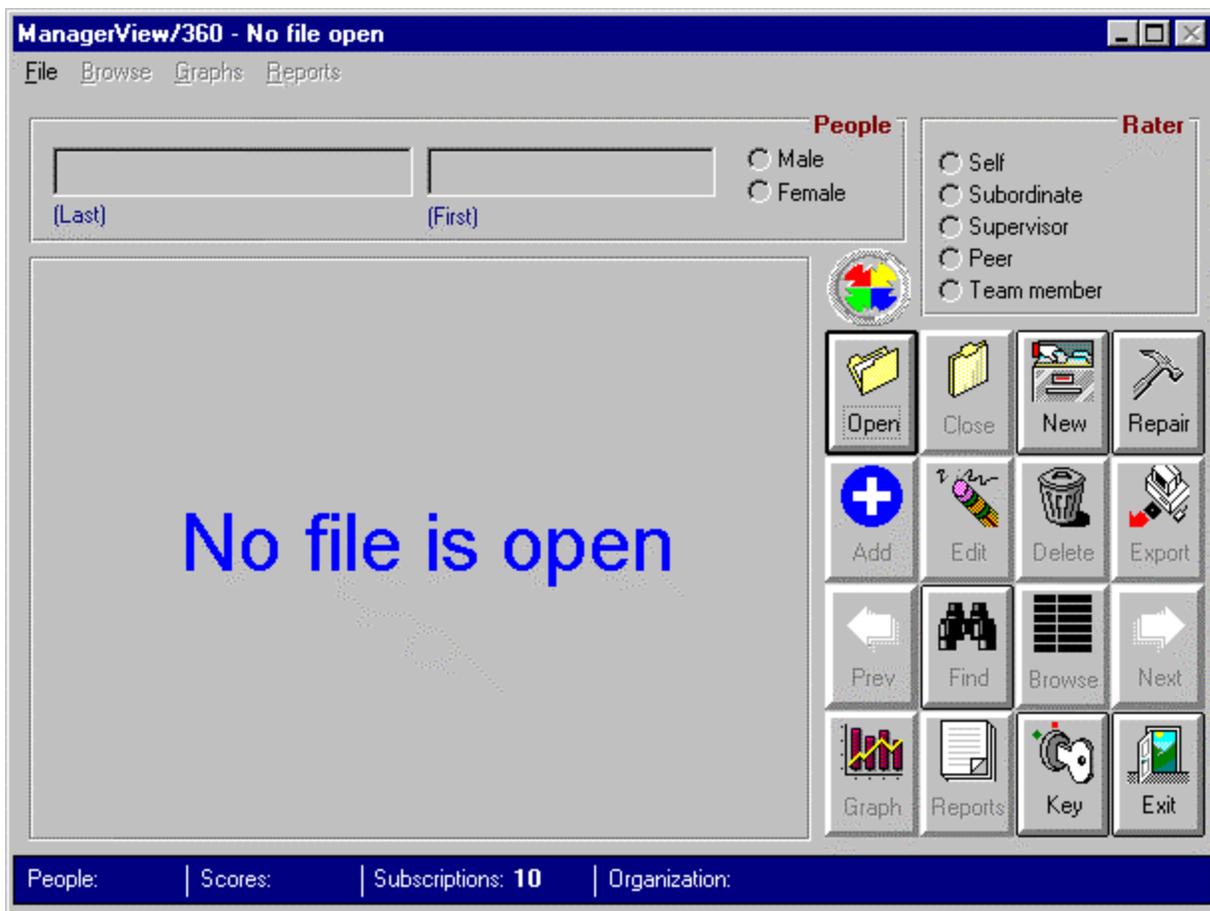


Figure 1 - ManagerView/360 File Manager Screen with no file open.

Subscriptions:

The Program Information Bar at the bottom of the file manager screen tells you how many subscriptions are currently registered in your system. You need subscriptions to enter data and produce reports for people. In the file manager screen shown above, the Program Information Bar shows ten subscriptions. The sample shown has sufficient subscriptions to generate ten separate ManagerView/360 profiles and reports. Reprinting a person's profile does not reduce the number of subscriptions available. Put simply, one person profiled equals one subscription used, regardless of the number of questionnaires completed on the person. In order to profile one person your system must have at least one subscription.

Purchasing subscriptions:

The program you've downloaded has no subscriptions. However, to allow you to test the ManagerView/360 software, we will give you two subscriptions free. Use the following procedure to obtain subscriptions for your system. At the file manager screen, click on File on the menu bar. The pull down menu appears (Figure 2):

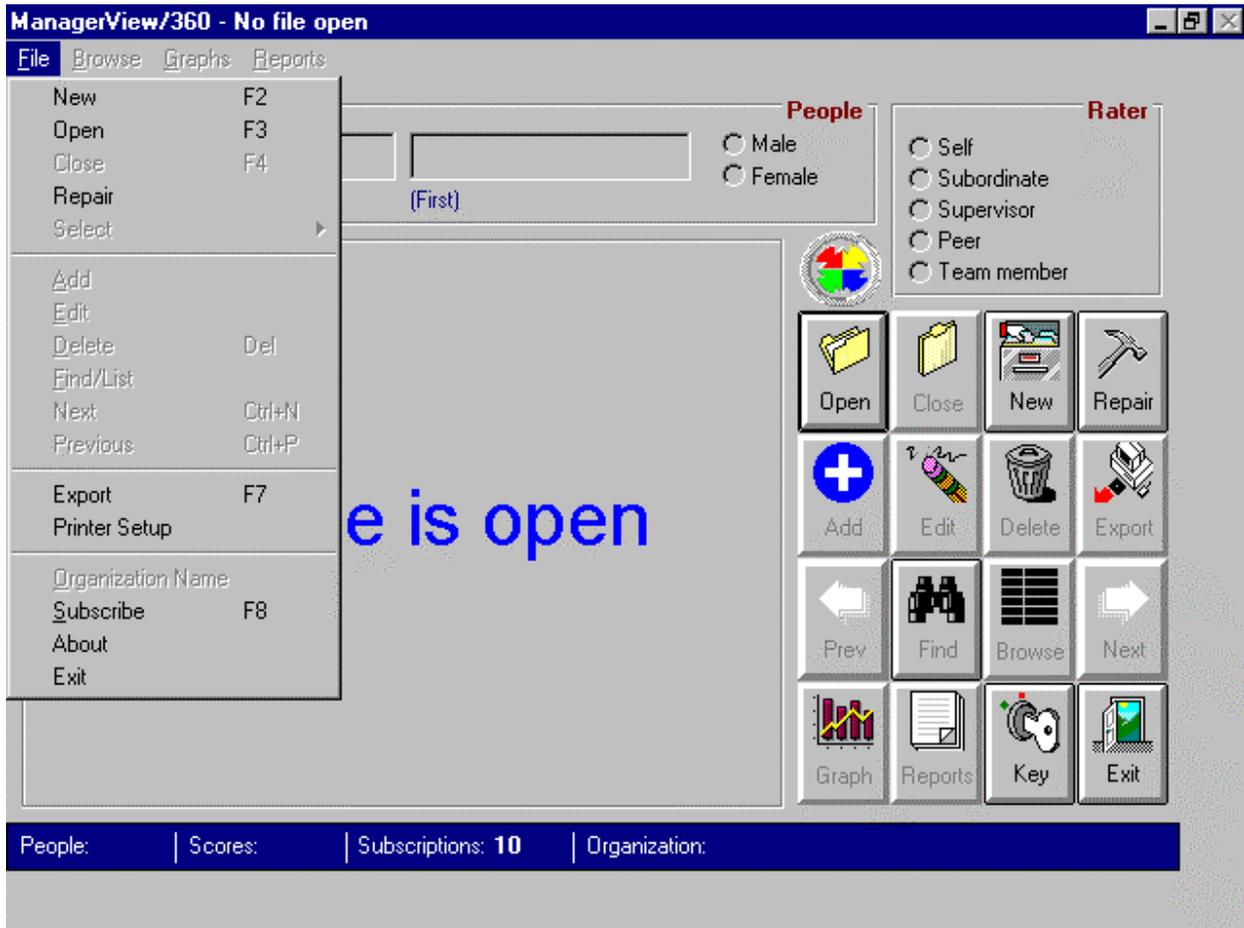


Figure 2 - The ManagerView/360 setup pull down menu used to obtain subscriptions.

Click on the word **Subscribe**, or choose the button on the right of the screen labeled **Key** (showing the lock and key) and the following screen (Figure 3) appears. This screen contains the name of the organization you registered the software to, as well as the serial number of the software and a key number. The key number changes each time you bring up this screen.

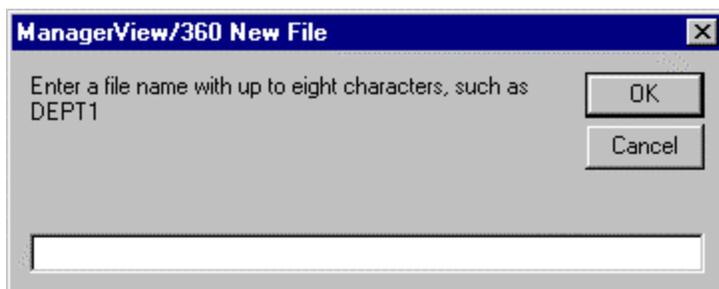


Telephone our office at the telephone number listed, and we will provide you with a code that will upgrade your system for the number of subscriptions that you've purchased. One subscription allows you to profile one person.

Figure 3 - ManagerView/360 Subscription Screen

Creating a new file:

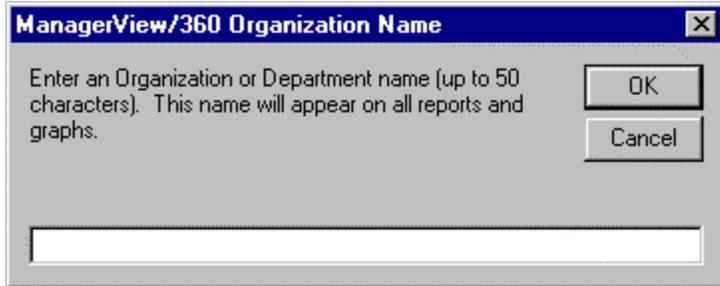
In order for you to profile an individual or individuals, you must create a file that accepts and stores their data. You may create a file for one person or a group of people. For example, if you are working with the XYZ Company and you are profiling people in each department, you may want to create a file for each department. Or, you may want to create a single file for the XYZ Company and keep all people in that one file. We recommend that you think ahead and try to organize your files so you have access to them as you'll need them in the future.



To create a new file click on **New File** button on the right side of the file manager screen (indicated by an open file drawer). The screen to the left will appear (Figure 4).

Figure 4 - ManagerView/360 file creation screen. Enter up to 8 characters.

In the box provided, enter the name of the file. Enter an eight character name that you will easily recall and click on the OK button. After a few moments the following screen (Figure 5) will appear.



This screen allows you to tailor your reports. Enter a description of the group in the dialogue box, up to fifty characters long, including spaces. Be as descriptive as you can because this entry will later appear on the reports and graphs that ManagerView/360 produces.

Figure 5 - Enter the name of the organization.

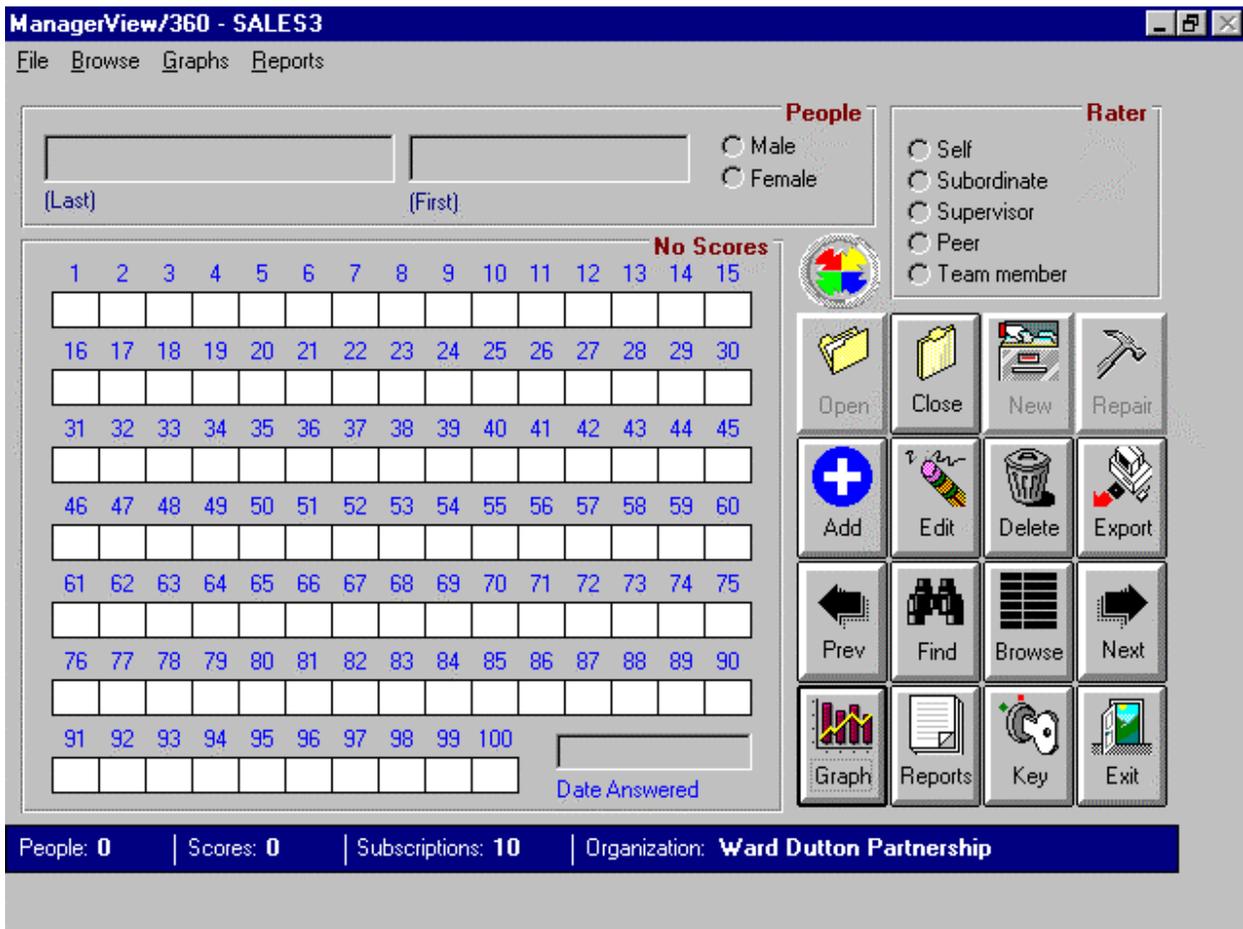


Figure 6 - The ManagerView/360 Master Screen.

Your file is now ready to receive employee names and scores, and your screen should look like the one above (Figure 7). Once you've created a file, you will use this screen to enter people's names and score data. You will also view and print reports and graphs from this screen. Let's quickly study this screen to learn how we use the various features.

At the very top of the screen is the title bar. This tells you the name of the program (ManagerView/360) and the name of the file with which you are currently working (SALES3).

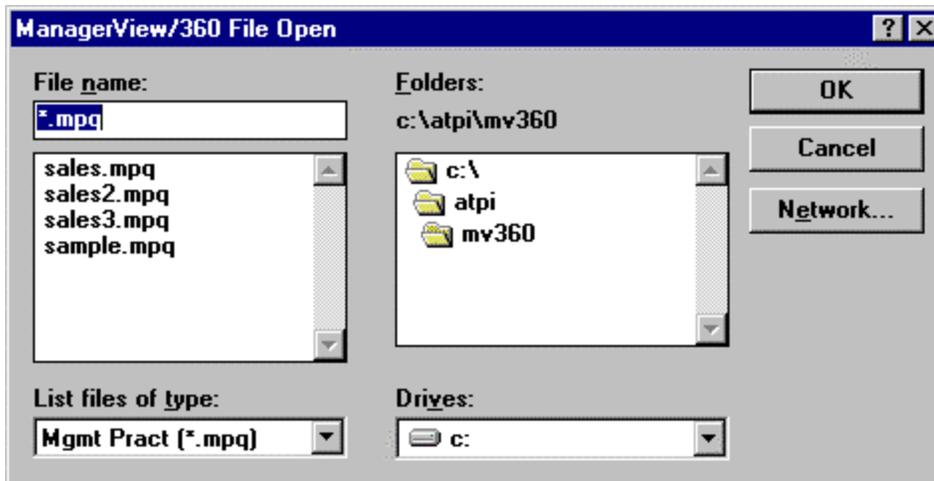
Next we find the menu bar that runs across the screen. This bar has the words File, Browse, Graphs, Reports. By clicking on one of these words you will cause a Pull down menu to appear. This gives you access to various features of the software. The graphs menu will not be available unless you have a file open with scores entered. We will show you how to open such a file in a moment. Once you have done this, we suggest you place your cursor on each of these choices and click. Review each of the Pull down menus to learn what you can do from these menus.

Along the right side of the Master screen is a series of buttons. These buttons also give you access to various features of the program. We've already used the New button to create the file with which we are currently working, and the Key button to get subscriptions. Next, we'll ask you to Open a sample file that ships with the software and then we'll have you printing graphs and reports with just a few clicks of these buttons. We will use this file for the rest of this demonstration. To add people to a file you need subscriptions. If you add fictitious people for practice, you will be wasting subscriptions. If you want to test the capabilities of ManagerView/360, gather data on real people, enter the data and prepare their profile and report. You will be helping them and at the same time learning how to use this powerful software.

Opening the Sample File:

ManagerView/360 contains a Sample file. Before you can open the Sample file, you must first close the file you just created. To do so, Click on the Close File Button (first button, second column on the master screen). You will be prompted by a dialogue box to make sure you really want to close the file. Place your cursor on the OK button and click once. This will return you to the ManagerView/360 File Manager screen.

Place your cursor on the Open File button (first button, first column) and click once. You will be prompted with a dialogue box as shown in Figure 8.



Of course, the screen on your computer will show a different set of files than shown in this example. If you created a file, it will show along with the Sample file that was included with your software.

Figure 7 – ManagerView/360 File open screen.

Highlight the file you want to open by placing your cursor over the file name Sample.mpq and click once to highlight the file. Then you may quickly click again (double clicking) or you may place your cursor over the OK button in the upper right hand corner of the dialogue box and click once, or you may hit the Enter key to open the file.

The ManagerView/360 Master Screen will appear. The screen will look very similar to the Master Screen you've seen before, except it will contain the names and data relative to Thomas Jones and Mary Smith.

The Master Screen appears in Figure 9. Note the similarities with the screen you saw when you created a new file. Along the bottom is the Program information bar. This bar shows the number of people who exist in this file, in this case it shows there are two people in the file. Next it shows Scores. Scores reflect the number of questionnaires that have been entered into this file (twenty). Next, the Program information bar shows how many subscriptions this program has remaining (remember, one subscription allows you to profile one person). The master screen below reflects nine subscriptions. Remember that your own screen will contain the number of subscriptions you currently have in your ManagerView/360 system. Finally, the Program Information Bar reflects the name assigned to this organization. In this example, the organization name is A Sample Company.

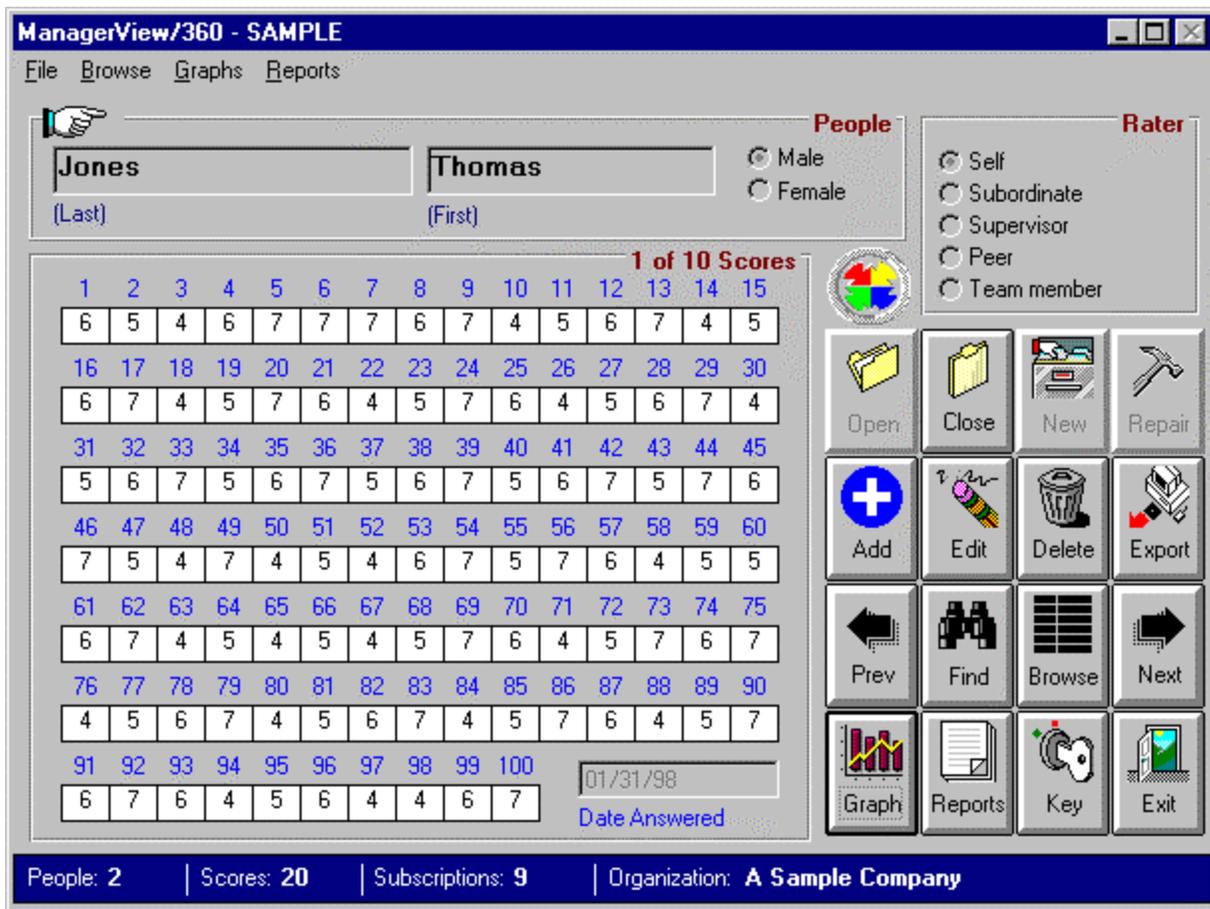


Figure 8 - ManagerView/360 master screen.

Other elements of the master screen are:

- The Participant's name is entered in the boxes labeled 'people' at the top of the screen, last name first. The gender of the participant is also entered here.
- The type of rater is indicated in the section labeled 'rater' on the right at the top of the screen.
- The answers to each of the questions is in the 'Scores' area, and you will notice that the number of questionnaires entered for the current participant and which questionnaire is currently on the screen is indicated in the format: 1 of 10 (the first questionnaire of ten).

Viewing and printing graphs:

The graphing feature of ManagerView/360 is the heart of the program. The graphs shows participants how they've rated themselves and how they've been rated by others (subordinates, supervisors, peers and team members). The simplicity of the graphs makes this information easy to understand and teaches people where they are seen positively by others. The graphs also show the behaviors they need to improve in order to be seen as more effective. When you click on the "Graph" button (first column, fourth button), the following screen will appear.

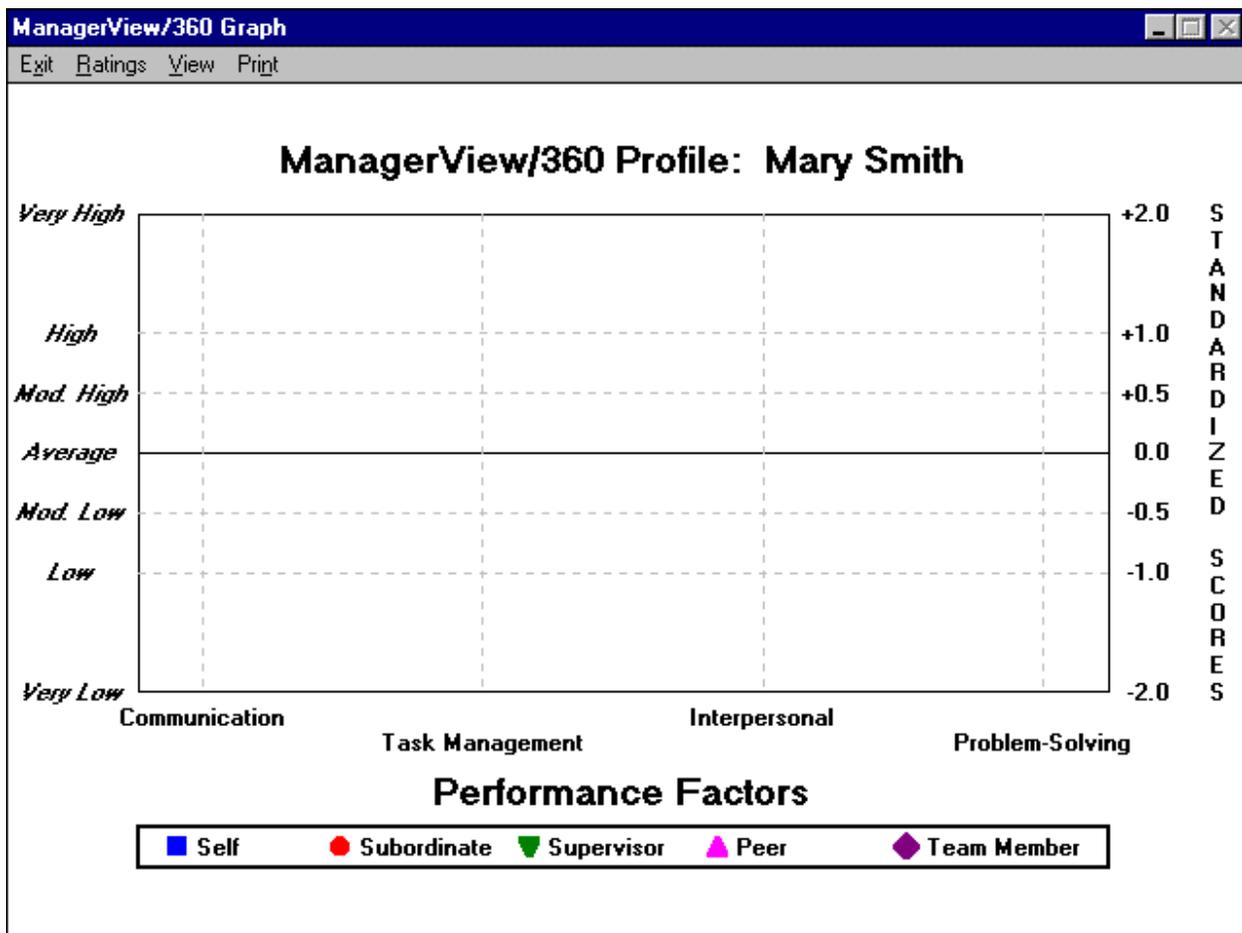


Figure 9 - ManagerView/360 graph.

The main elements of the menu bar are:

- **Ratings:** This allows you to turn on and off the lines on the graph that represent the ratings of the different groups. We recommend that when studying the graphs alone without participants present, (typically when you are preparing to give feedback), that you view all of the ratings at once. However, when in the company of participants, we recommend you initially show participants a blank screen. Using the blank screen, you can review with the participants the construct of the graph so they fully understand the feedback that they are about to receive. With the data on the screen we find that the participants immediately start looking at the results and often don't understand the nature of normative scoring or how the results are obtained. Once the participant has understood your explanation of the format of the graph screen, we suggest that you then bring up the ratings one group at a time.
- **Views:** This allows you to switch between the Performance factors graph, showing an overview of the four key areas of the feedback (Communication, Task Management, Interpersonal and Problem Solving), and a graph for each of those four areas, showing more detailed feedback. You may also switch between Views by placing your cursor on relevant word (Eg. Communication) and clicking. To return to the Performance Factors graph, place your cursor on the graph title (Eg. Communication) and click with your right mouse button.
- **Print:** Allows you to print all the graphs and reports for individuals. Instructions on printing follow.

You may think of the ManagerView/360 graph as four graphs in one. We have computed the average score and standard deviations for each of the twenty skill areas and the four Performance Factors for hundreds of self ratings, subordinate ratings, supervisor ratings, peer ratings, and team member ratings. We then assigned a value of 0.00 to each of these average scores. In this way, we can use one graph to show how people rate themselves and how they were evaluated by others compared to how the people in our database rated themselves or were rated by others.

The descriptions Very High, High, Mod. High, Average, Mod. Low, Low and Very Low on the left of the graph are based upon a standard distribution curve. Note the line labelled Average; 50% of the people in our database scored above this line and 50% scored below it.

The numbers on the right of the graph are standardized scores and reflect the number of standard deviations from the mean or average score (68% of the people in our database score within 1 standard deviation of the mean).

Let's now look at Mary Smith's graph, showing all her ratings:

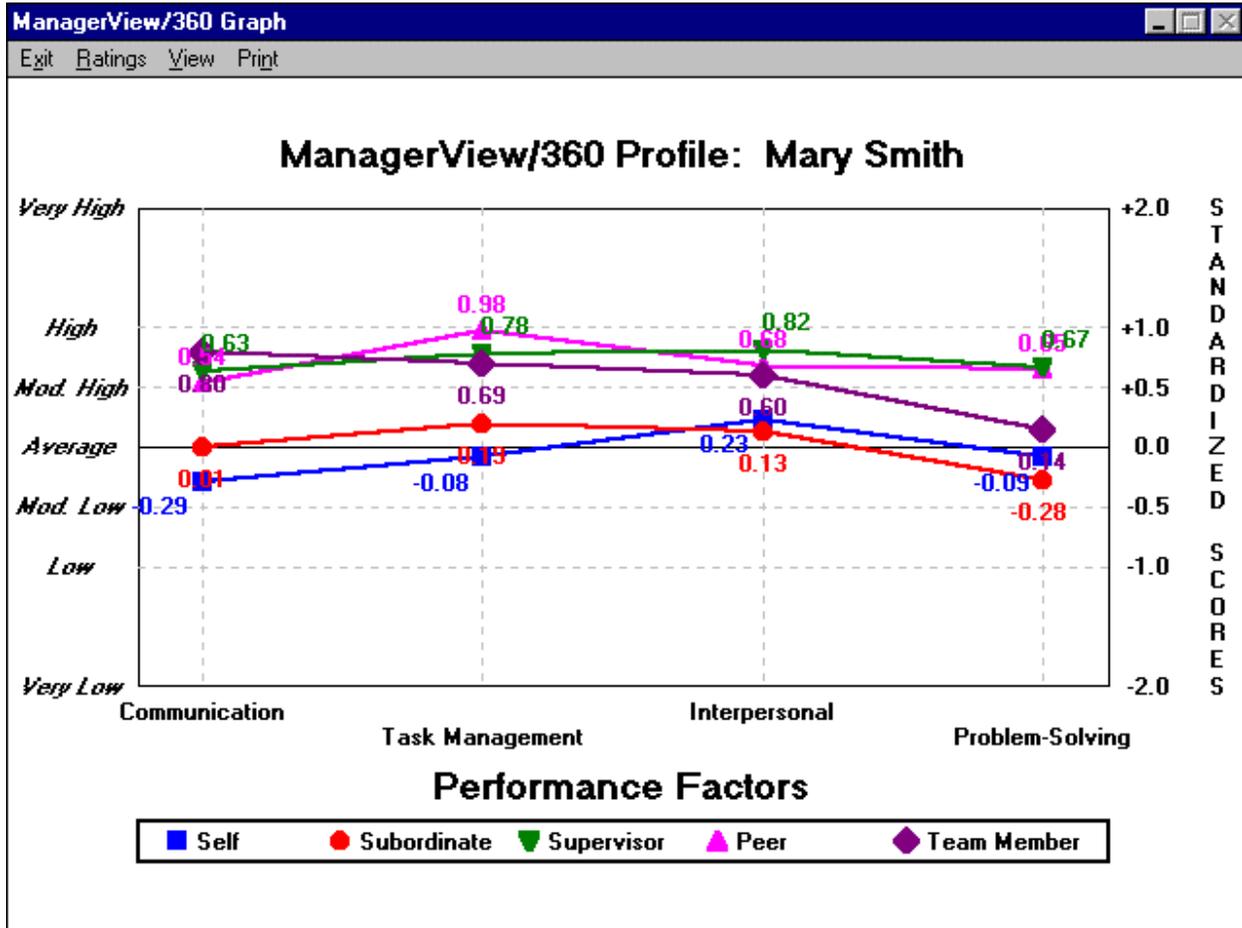


Figure 10 - The ManagerView/360 graph for Mary Smith with all data revealed.

The first aspect of this graph to notice is the 'Self' blue line:

1. Where is it in relation to the average?
2. Where is it in relation to the other groups' lines?
3. Is it consistent across the four Performance Factors?

For Mary Smith, we see that she has rated herself close to the average on all four areas. Team Members, Supervisor and Peers have all rated her moderately highly, much higher than she rated herself. In fact, she has rated herself lower than all the other groups except Subordinates for Interpersonal and Problem Solving.

In order to get a clearer picture of her performance, we can now go down a level, to look at the competences under each Performance Factor. Click on the label 'Interpersonal'. We can also 'turn off' some of the lines, so that we can concentrate on one or two groups at a time. Click on the marker on the legend of the lines you want to hide. To display them again, simply click on the relevant marker on the legend again.

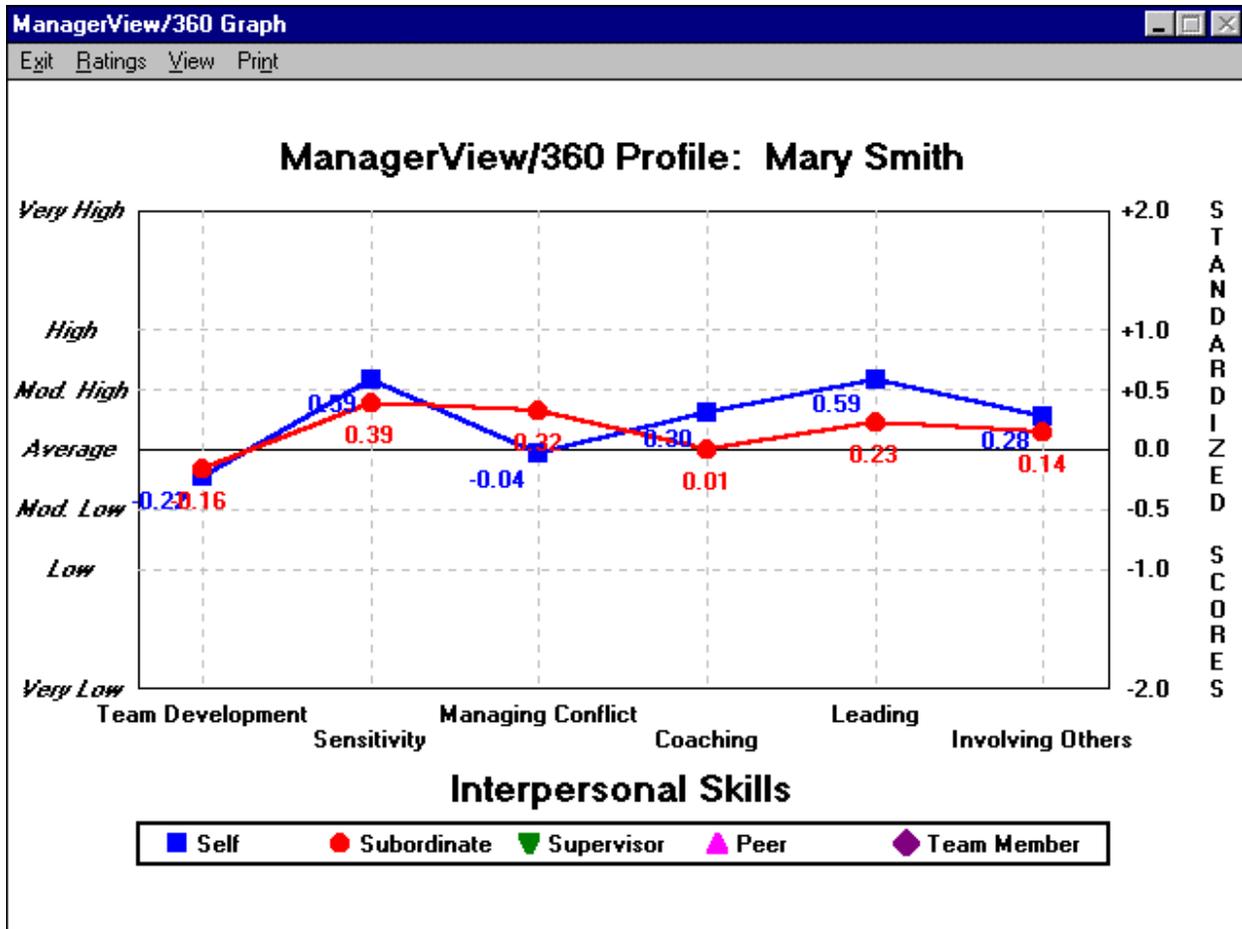


Figure 11 –Interpersonal Skills graph for Mary Smith showing Self and Subordinate ratings

In this graph we can see that Mary’s own ratings are very close to those of her Subordinates. It may be that on a day-to-day level Mary is getting feedback from her Subordinate’s, but not from the other groups, and that has affected her own view of her performance. If we were to show this graph with all the ratings, it would become clear that Mary is managing upwards and horizontally more effectively than she is managing downwards; that is, her Supervisor, Peers and Team Members all rate her higher than she and her subordinates do.

Team Development is shown on this graph to be a known development need for Mary. Both her own rating and her subordinate’s rating are moderately low. Look at the graphs for the other Performance Factors, by clicking with the right mouse button on ‘Interpersonal Skills’ to bring you back to the Performance Factors graph and then clicking on ‘Communication’, ‘or Problem-solving’ or ‘Task Management’.

The questions to ask yourself in preparation for a feedback session with a participant are:

- what are this person’s areas of strength?
- what are their priority areas for development?
- where might the participant need to clarify their feedback?
- is there any particular group that the participant needs to focus their attention on?
- how is the participant likely to react to the feedback and how can you help them?

Printing graphs and reports:

On the menu bar of the graph screen is a Print selection. You may click on this to see your print options for the graphs. If you want to print your graphs in color, you must select the Print in Color option. A tick will appear beside that option when you select it. We suggest that you practice with the print selection to see which combination works best with your printer.

Alternatively, you may return to the ManagerView/360 Master Screen and print your graphs and reports from there. For now, return to the master screen and click on the Reports button, or Reports on the menu; the following menu appears:

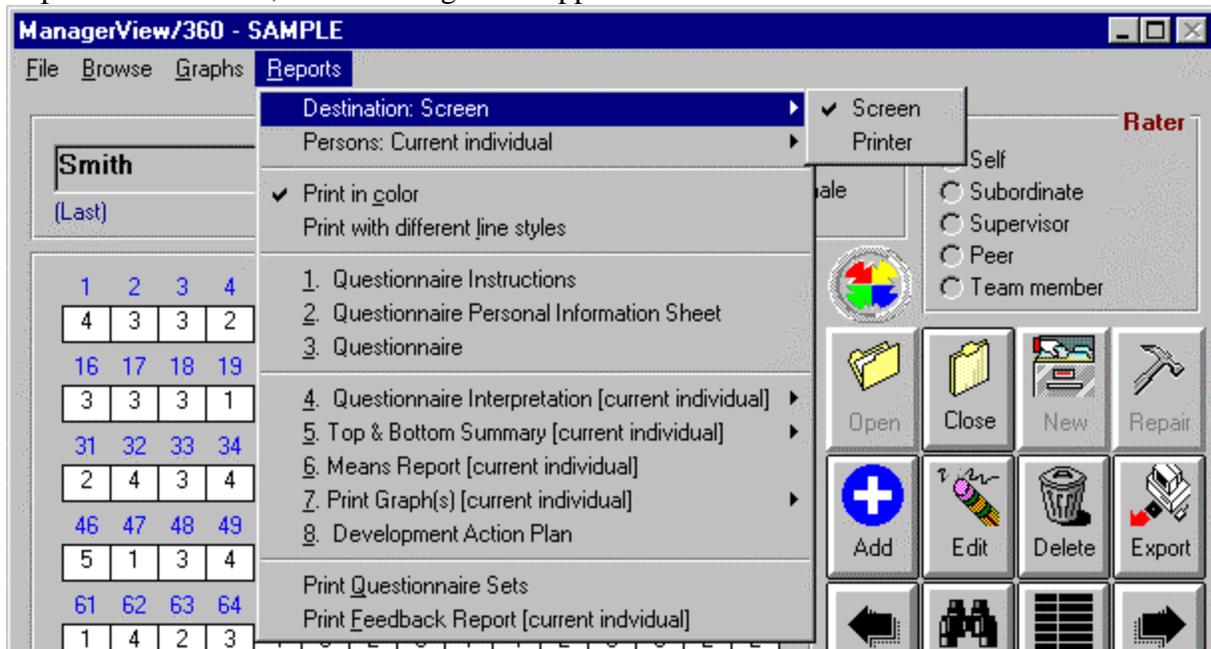


Figure 12 - ManagerView/360 Reports Menu.

ManagerView/360 provides great flexibility in allowing you to print questionnaire sets or an entire report, including report summaries, graphs, title pages and a report that helps participants plan how they will address the concerns expressed by their evaluators. Alternatively, you may want to print only part of a report or a single graph. This menu allows you to tailor the report you need. You may print reports to your computer screen or print them on paper.

We suggest you click on each of the options in sequence and print, either to your printer or your screen a variety of the reports that are available with ManagerView/360. This will familiarize you with the capabilities of the software.

The Repair Feature

If you ever exit the ManagerView/360 program improperly, you may destroy the integrity of the file that was open at the time of exit. If this occurs, the very next time you activate the ManagerView/360 software, follow this procedure:

1. At the ManagerView/360 Master Screen, click on the Repair button on the right hand side of the screen.
2. When the Repair dialog box appears, highlight the name of the file you had open at the time of the improper exit and click the OK button.

- Depending on the size of the file and the speed of your computer, the ManagerView/360 software will repair the file and return it to the state it was in just prior to the improper exit. Click on the dialog box that appears telling you the file has been repaired.
- You are now returned to the ManagerView/360 Master Screen. You may now reopen the file you just repaired.

Adding People to your file

Before you can start entering evaluation data from the questionnaires, you must enter the names of the participants. To do this, you must first create a file or open a file you've already created. Click on New or Open, and enter the Organisation name. If you have not entered any personal data for the people you are profiling, the bottom of the screen will show the number 0 next to the word, People. As you enter people into the file, this number will increase.

To add a person's name to a file, follow these instructions:

Click on the People area of the ManagerView/360 Master Screen. A hand will appear pointing at the People area of the graph. Click on the Add Button, the color of the name boxes changes, indicating that they are active.

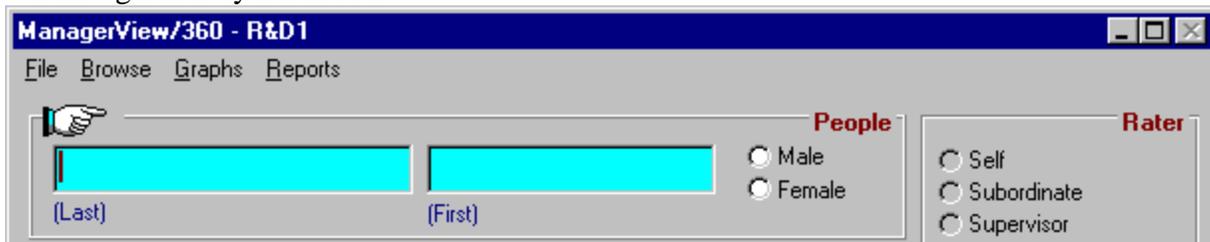
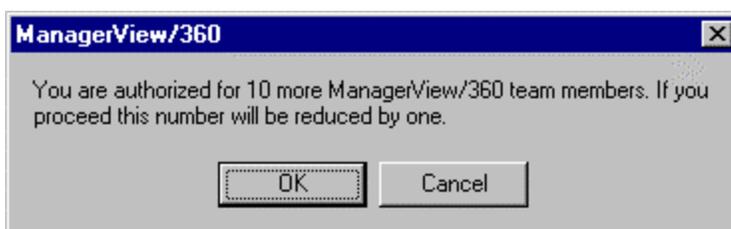


Figure 13. The People area of the ManagerView/360 Master Screen

You should now add the participant's last name and first name in the data entry boxes, and use the mouse to click on the correct gender option. Click on the Save button and confirm that you want to save the changes to file. This will bring up the following screen:



ManagerView/360 will deduct one subscription for each person whose name you enter. Remember, to add a person's name to the system, **you must have a subscription** for each person you want to profile.

Figure 14. The subscription deduction message

Click on OK to add the new person to the file. After you have saved the new name, the number next to the word People on the Program Information Bar at the bottom of the page should increase indicating that you have entered one person into you file.

Proceed by clicking on the rater area then clicking on the Add Button. The data boxes will change color to indicate that you are ready to enter new data. Click on the correct rater option to indicate whether the first questionnaire is from self, subordinate, supervisor, peer or team member.

You are now ready to enter the data from the questionnaire. Click on the first data box and enter the answer from the first question on the first questionnaire. As you enter data the program

automatically moves the cursor into the next box. When you have finished entering the data from the questionnaire, enter the date that you entered the data, then click on save, and confirm that you want to save your entries to the file.

When you save the data there are two places on the screen that validate your submission of score data. After you've entered the set of scores from the first questionnaire, in the area immediately above the score area will appear the following: **1 of 1 Scores**. This tells you that the scores on the screen are the first set of only one set entered. As you enter more scores this will increase. After the second set of scores is entered this should read **2 of 2 Scores** and so forth.

Additionally, at the bottom of the screen, the Program Information Bar will increment by one in the Scores area to show the total number of questionnaires that you have entered to that point in time. The Program Information Bar is critically important as it updates automatically as you add people and data. It tells you how many more participants you can profile by advising how many subscriptions remain on your system.

Summary:

This quick start guide was written for experienced Windows™ users. We strongly suggest that you practice using each of the ManagerView/360 features before starting a project. This will help you learn the software's capabilities and will speed the entry of data and the preparation of graphs and reports when you start your first real project.

Should you encounter problems, experience difficulties or have questions, you may call Advanced Teamware, Inc. technical support at US: 818-707-0779, UK: 01763 837111 or email us at mperrault@ateamware.com