

Training is for
everybody.
But our 360° Profile is
just for you.



FranklinCovey®

www.franklincoveysouthasia.com



360° PROFILES™

The Profile is clearly superior to any other management and leadership evaluation process I've ever seen or heard about. It uses language closely aligned to the Seven Habits™ and Principle-Centered Leadership®—Tillie O'Neal, Senior Training Consultant, Corporation Training and Development, AT&T.

Franklin Covey 360° Profiles are for Individuals

Each year Franklin Covey processes more than 50,000 360° Profiles for individuals in small and large organizations worldwide. Our 360° Profiles are insightful, effective tools for comparing feedback from supervisors, peers, and direct reports. Each is accompanied by an Action Planning Guide which assists in interpreting and implementing the feedback. By taking advantage of this unique process for personal development, participants unlock the power within to form dynamic new skills and habits. Individuals can then become powerful catalysts for transformation within the organization.

How the 360° Profiles Work

Step 1: The assessment is divided into two segments*. The first asks several evaluators, including the person being profiled, to anonymously rate his or her performance on a number of set criteria using a six-point scale. The second* allows evaluators to clarify their responses in writing, evaluating the person's effectiveness and development. This written section, allowing for additional honest, thoughtful feedback, distinguishes the Franklin Covey 360° Profile from other products currently available in its price range.

Step 2: To ensure confidentiality, responses are sent directly to Franklin Covey in a postage-paid envelope provided. Franklin Covey Profile Center processes the evaluations then prepares, seals, and ships a personal report to the individual, usually within ten to fifteen working days.

Step 3: Facilitated by the Action Planning Guide that accompanies each 360° Profile, participants use the feedback to form an action plan for improvement. The Action Planning Guide includes sections on creating an action plan, choosing and working with a coach, and building a support system to help implement the action plan.

*The written comments section does not appear in the What Matters Most 360° Profile.

*Quantity discounts are given based on volume purchased. Please contact your Franklin Covey representative for pricing information.

360° Profile Options and Pricing

Franklin Covey 360° Profiles are available singly to individuals. When the Profile is not associated with a Franklin Covey course, we recommend a structured debriefing. The

Profile Center offers training on how to debrief 360° Profiles for facilitators and/or offers sessions to debrief profiles. Franklin Covey's Personal Coaching Division offers a program for individual profilees.

The What Matters Most 360° Profile* is designed for use in conjunction with the What Matters Most™ workshop. Self and others assess the individual on 30 items.

The 7 Habits Managerial 360° Profile is designed for individuals in managerial or supervisory positions. Self, supervisor, peers, and direct reports assess the individual on 92 items and through written comments.

The 7 Habits Associate 360° Profile is intended for individuals in non-managerial positions. Self, supervisor, and peers evaluate the individual on 60 items and through written comments.

The 7 Habits Sales Manager and Sales Person 360° Profiles are based on the 7 Habits™ 360° Profile. They cover issues unique to marketing professions. Self, supervisor, peers, and either customers or direct reports assessments.

The 7 Habits Follow-Up 360° Profile measures improvement in 27 work habits. It is designed to evaluate progress approximately six months after an initial 360° Profile.

The 4 Roles of Leadership 360° Profile is designed for use in conjunction with the 4 Roles of Leadership workshop to assist executives and managers in assessing their level of leadership effectiveness within their team, department and/or organization.

The 4 Roles Follow-Up 360° Profile measures improvement in 16 leadership competencies. It is designed to evaluate progress approximately six months after an initial 360° Profile.

The Helping Clients Succeed 360° Profile measures 11 competencies of good consultants as presented in the Helping Clients Succeed program. Self, supervisor, peers, and customers surveys are included.

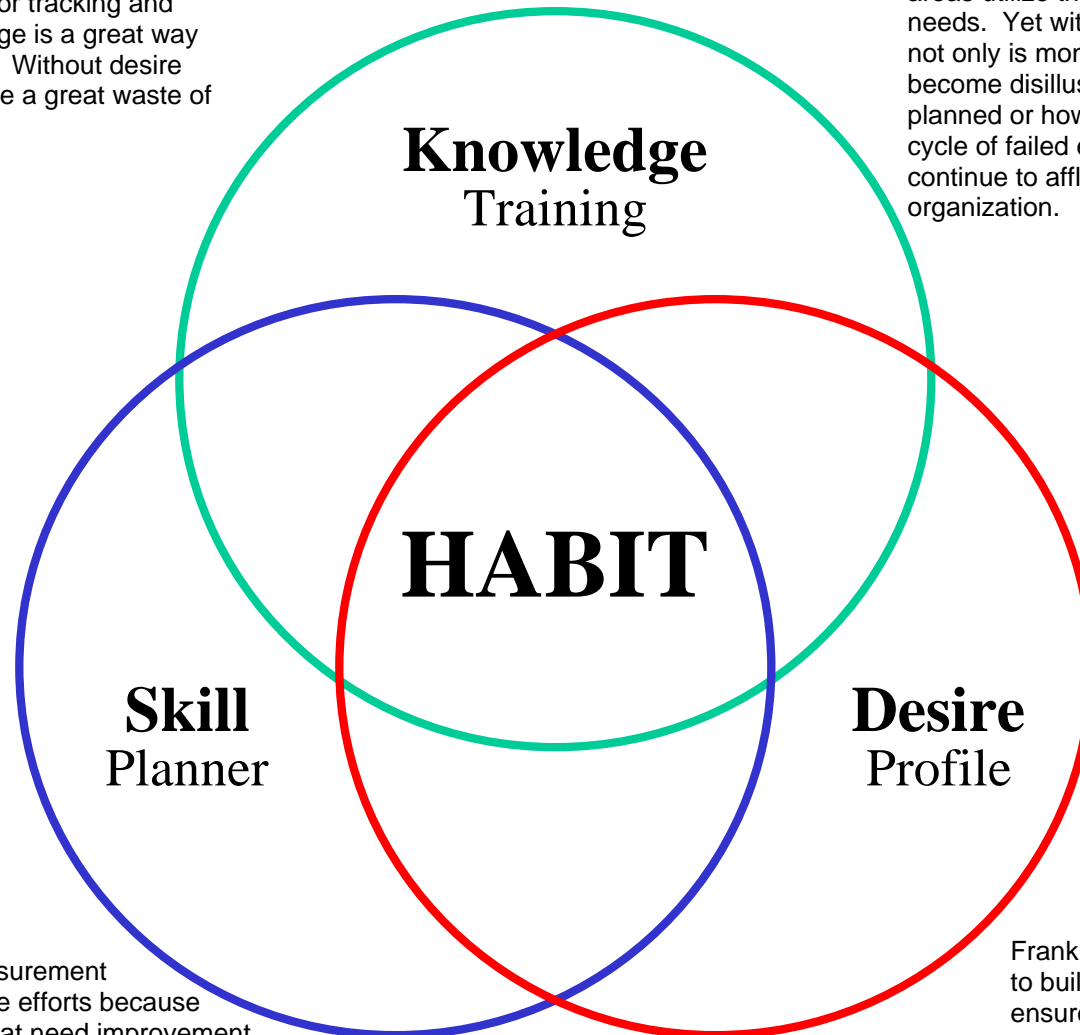
Complimentary Aggregate Report: The facilitator may use a compilation report showing the group's effectiveness ratings when debriefing the profiles. This report can be provided free of charge.

Custom Aggregate Report: The numerical profile scores from various courses are averaged into one report.

For more information about pricing and implementation of Franklin Covey 360° Profiles and other workshops contact Franklin Covey at +91-124-4103460/61/62, 4301464

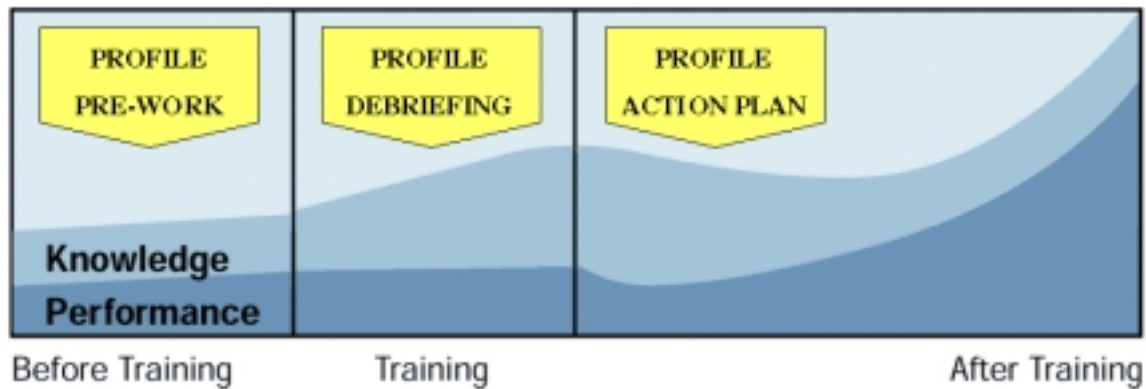
Knowledge gained through training combined with a method for tracking and following through on change is a great way to waste training budgets. Without desire training efforts can become a great waste of money.

Training that is geared to meet the needs of acute pain areas utilize the desire to develop training that meets the needs. Yet without a skill system to follow through with not only is money wasted, but organizations will quickly become disillusioned with solutions no matter how well planned or how well they address problems. An endless cycle of failed efforts become an endless cycle and continue to afflict the patience of everyone in the organization.



Change efforts that use measurement are far ahead of other change efforts because they focus on actual areas that need improvement. Follow-up efforts are much easier to implement because the environment will force change that is necessary. Yet with a training that does not tie into these measurements efforts will also be off the mark.

Franklin Covey realizes the need for training to build upon the strengths of each tool to ensure that the principles we teach are on target, relevant and effective.



The Profile is the key to an Empowered Learning Process. It allows the course participant to experience the training as a process.

Before the training the Profile Surveys are distributed to each course participant. The participant assesses their own behaviors in a self survey. All items in the survey are straight forward and easy to understand. They list behaviors that are key to to course content that will be presented in the training the participant will be attending.

This gives the participant a greater knowledge of the training from a behavioral point of view. Assessing oneself is often an eye opening experience and this activity alone will help the course participant personally relate to the course before attending.

The participant distributes surveys to a circle of trusted associates. This circle usually includes a boss, some peers, and direct reports. Self interest dictates that a person will seek feedback from those who are closest. This a good thing for the purpose of personal development, because these are the raters who will be able to provide the most accurate information. They are also the people who will have the least fear about giving honest responses as well.

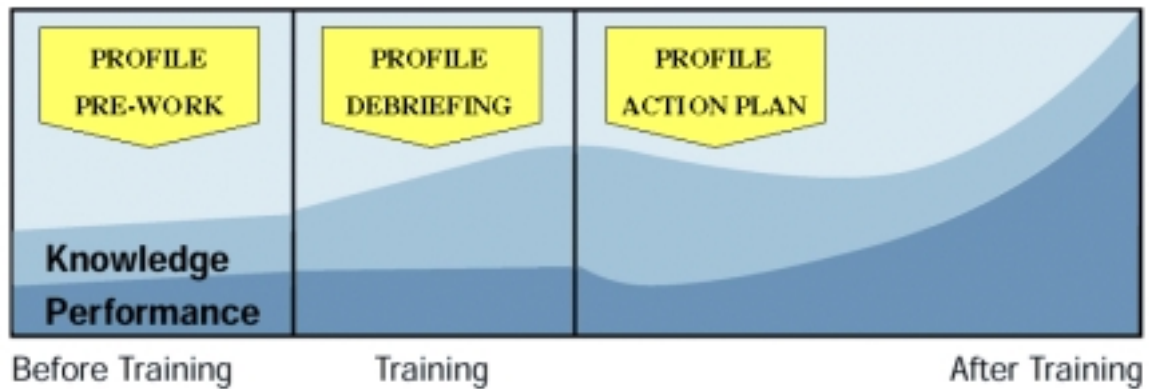
During the training the participant receives the Profile and is facilitated through the data and an action planning session.

The Profile is often the most powerful part of the course to participants.

Why?

Anticipation—for weeks now the participants have been wondering how others rated them on the behaviors that they just introspectively rated themselves by.

Leveler—Within minutes of opening the Profiles they receive in the course a distinct hush fills the room. As people read the 20+ page report they are presented with comparative scores showing how they view themselves and how others see them. The rubber meets the road for even the highest scored participants and all are quickly made aware of areas they could improve. Everyone is in a position to learn. Experienced facilitators often start with the Profile to prepare the audience with the emotional hunger the Profile delivers.



Buy-in—Through the course there is little need to over validate the powerful principles our courses teach because the participants have already validated their own personal need to change.

Deeper Learning—Participants focus on learning how to make the change. Participants have a knowledge of their scores and will make sure that the facilitator addresses anything that will help them improve.

Application— The Profile will quickly focus the participant on specific behaviors to target in making their personal action plan for change.

After the training the participant takes the report with them as a baseline for performance change. They also take the action plan and if they are really diligent they will follow it and improve their performance.

What often happens, however, is that people put these materials, course manual and planner on the shelf and get back to the way they have always done things. It's too easy to ignore what we should do with the distractions of our current, fast paced society.

So how is it that we see a change in the knowledge and performance growth after the course?

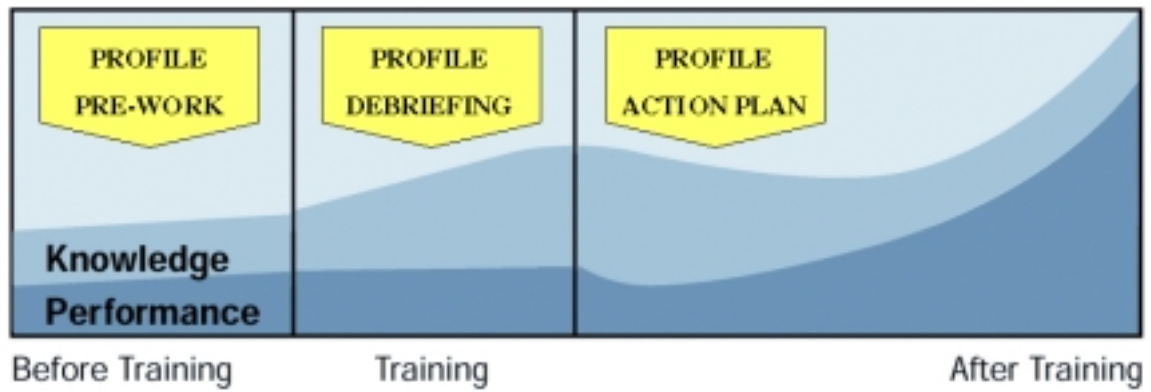
The Profile is a **reality check**.

Because the Profile is a 360° Instrument it has created the needed environment for change amongst the participants circle of trusted associates.

While rating the course participant, often someone they care for, they provided the information that they felt would most help them improve.

They now expect to see something done with that gift. They expect change and they are just the people who can get the participant to stick with it.

The **real reward** happens as a person is held responsible for applying what they learn.



The Profile will remind you through directly and indirectly that you have set new expectations with those around you. Peer pressure is very powerful and this measurement tool uses it to help course participants learn the material well and then do something about it.

Participant's Paradigm Shift



"I wanted my children and my wife to say they respected me because I gave them time and my love. I wanted them to think of me as the best father and husband and to say that I was always there when they needed me. But then I got my 360° Profile, which gave feedback from my peers and those who report to me, and it clearly told me that I was not walking my talk, and that it showed in my relationships with my family and my employees. I decided that I had lost a lot of time, but I still had the opportunity to change and to restore the balance in my life."

John Noel CEO, Noel Group as quoted in *Living the Seven Habits*, page 286.



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Jack Phillips ROI Studies

The Jack Phillips Center for Research has been conducting ROI studies on Franklin Covey courses for nearly three years. These studies show that Franklin Covey courses impact the organizations bottom-line and key business results and produce a significantly positive ROI. The results of the research show that one key factor in producing a higher ROI for *7 Habits* training is including the 360° Profile with the learning intervention.

The study involved 21 companies from the following industries.

- Financial/Banking
- Government
- Healthcare
- Manufacturing
- Non-Profit
- Social Services
- Technology
- Transportation
- Retail

Return on investment is high for Franklin Covey 7 Habits of Highly Effective People training.

For every dollar spent our clients receive their money back and an additional **89¢**.

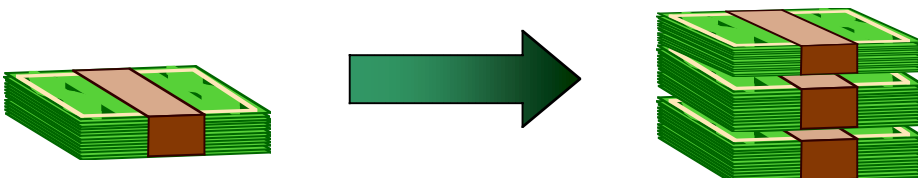


ROI: Training with 360° Profiles

For every dollar spent our clients receive their money back and an additional **\$1.73**

That's 84¢ on every dollar more than Training without the Profile.

ROI is increased more than 94%



Why Profiles Produce Higher ROI

1. **FOCUS:** People learn better when they are involved in “pre-work” before training. Pre-work increases understanding and excitement for the course they attend. The 360 Profiles bring focus to the training before the engagement begins.

2. **NEED:** When the 360° Profile is introduced early in the training process, a personal reality is brought to each key concept taught in the course as expectations are aligned with tools for improvement.

3. **AWARENESS:** Perhaps the most powerful aspect of the Profile is that most participants come to training with “blind spots” in their behavior. Often they think they have good relationship skills but are unaware of weaknesses that impede high performance.

4. **PERCEPTION GAP:** The 360° Profile helps participants assess total effectiveness and gain a better picture of where they are as opposed to where they want to be.

5. **DESIRE:** The three main components in developing a habit are *knowledge, skills, and desire*. *Desire* is the central catalyst of learning and growth. If people don't want to learn, they won't. Leaders often face the challenge of creating desire in people to move forward and to accomplish new goals, yet the desire to learn must come from within. The key to creating desire in others and ourselves is to recognize unmet needs and take ownership for personal improvement.

6. **ACCOUNTABILITY:** The follow-up 360 is a key element of the post training experience. It tracks progress based on pre-determined expectations and reveals improvements made after participants have applied what they learned.

7 Habits 360° Profile™

Managerial Sample Profile

Franklin Covey

Managerial Report

Franklin Covey Profile Center



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INTRODUCTION

Welcome to The 7 Habits 360° Profile™. This tool provides you with valuable feedback regarding a number of issues related to effectiveness.

The following people contributed to your personal profile:

Self	1
Boss	1
Peers	4
Direct Reports	3
Total	9

Detailed instructions for understanding and using The 7 Habits 360° Profile™ are contained in the "Profile" section of your training manual. Please note that all responses received in your behalf (from Strongly Disagree to Strongly Agree) were converted to a six-point scale. The numeric scale of 1 to 6 was then translated into a percentage in the following manner:

6 Strongly Agree	100%
5 Agree	80%
4 Slightly Agree	60%
3 Slightly Disagree	40%
2 Disagree	20%
1 Strongly Disagree	0%
? Don't Know	••

Responses of "Don't Know" or non-responses are indicated by •• and are not tallied in the percentages.

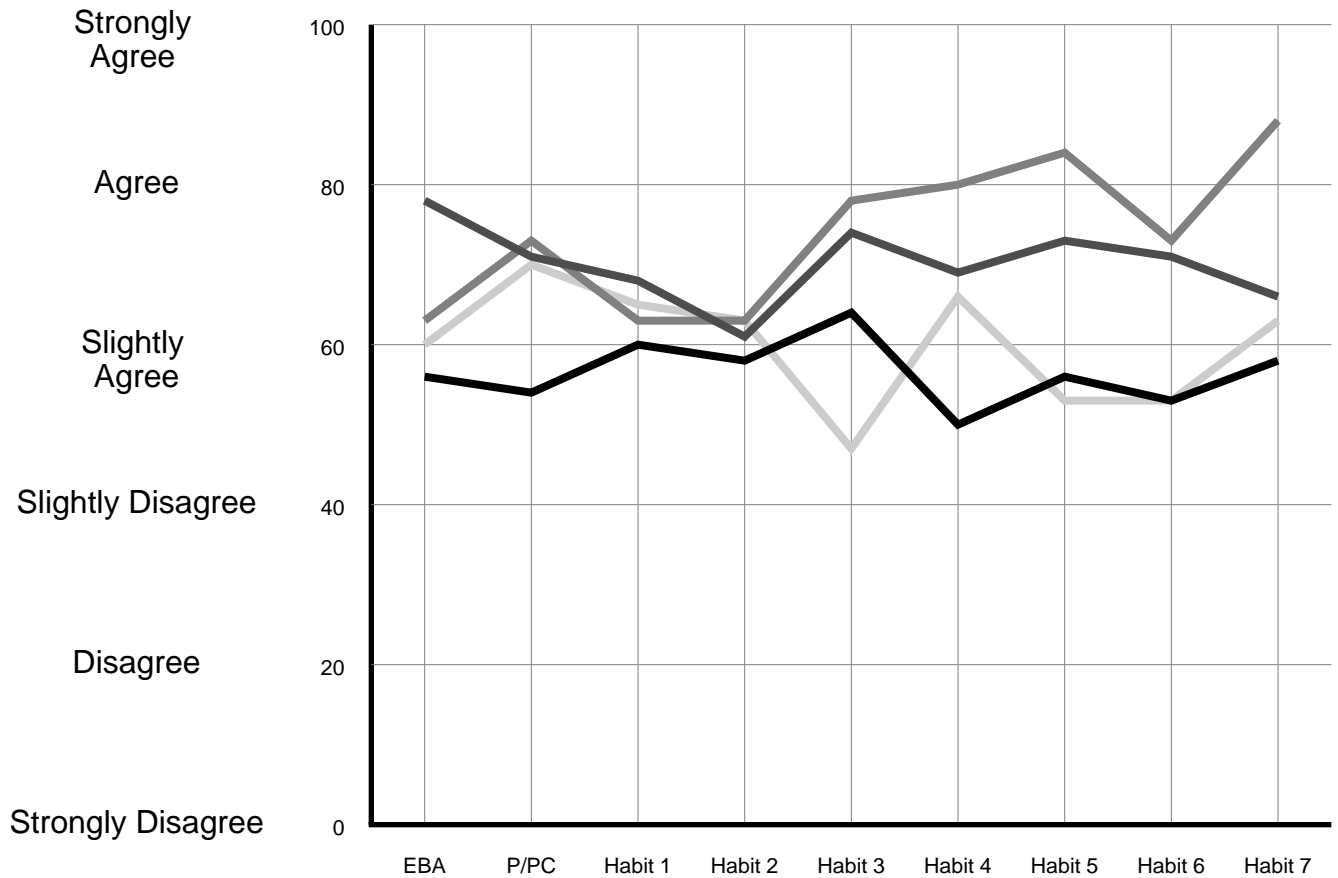
Information gathered by this survey should be used for personal development. Franklin Covey is not responsible if this information is used for any other purpose. If you have questions or would like to make comments regarding the profile process, please contact The Profile Center at: 1-800-332-6839.

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7 Habits Overview

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
	57	70	74	60	[Bar chart showing scores for Self and Others across the 7 habits]								

Categories	EBA	P/PC	Habit 1	Habit 2	Habit 3	Habit 4	Habit 5	Habit 6	Habit 7
Self	60	70	65	63	47	66	53	53	63
Boss	63	73	63	63	78	80	84	73	88
Peer	78	71	68	61	74	69	73	71	66
Direct Report	56	54	60	58	64	50	56	53	58



Emotional Bank Account

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
	56	78	63	60									
			68										

ITEMS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
	1 Willingly helps people. (EBA)	60	85	60	80								
			72										
2 Follows through on commitments. (EBA)	53	85	60	60									
			70										
3 Shows courtesy toward people. (EBA)	60	65	60	80									
			62										
4 Is loyal to those who are absent (i.e., does not criticize people behind their backs). (EBA)	67	65	60	40									
			65										
5 Is honest with people. (EBA)	60	85	80	80									
			75										
6 Keeps confidences. (EBA)	47	75	60	60									
			62										
7 Acknowledges and apologizes for mistakes. (EBA)	53	75	60	40									
			65										
8 Leads by example. (EBA)	47	85	60	40									
			68										

P/PC Balance

TOTALS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
	54	71	73	70									
			65										

ITEMS	Direct Report	Peer	Boss	Self	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree			
				Others	10	20	30	40	50	60	70	80	90
	9 Produces high-quality work. (P/PC)	67	75	80	80								
72													
10 Makes cost-effective use of resources. (P/PC)	47	65	80	80									
				60									
11 Is a hard worker. (P/PC)	73	70	80	60									
				72									
12 Balances all aspects of life (e.g., work, leisure, family) to maintain overall effectiveness. (P/PC)	47	87	40	60									
				63									
13 Influences others to be productive. (P/PC)	40	70	60	80									
				58									
14 Does not push people to work beyond a reasonable limit. (P/PC)	53	65	100	60									
				65									