

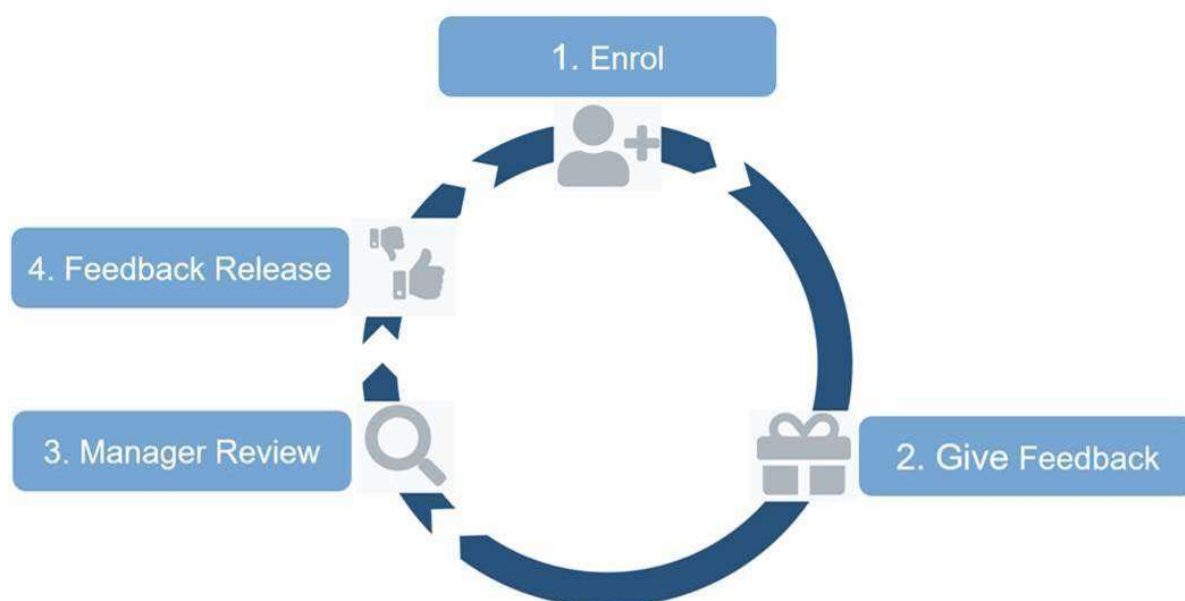
Adaero – Man Group’s Feedback App

User Guide

Introduction to tool:

There are 4 phases to the tool:

1. Firstly employees (optionally) **enrol** themselves and put themselves forward for receiving feedback.
2. Any employee **can give feedback** on any other employee who has put themselves forward.
3. There is then a period of time whereby **managers review** the feedback that has been written about their direct reports and have the opportunity to add their own commentary. Even at this stage the feedback remains anonymous to all.
4. Finally, it’s time for **feedback release**. At this point our people managers have a direct conversation about career aspirations and performance, and where possible this should be done face to face. Anonymised and collated feedback from across the team are valuable tools in enabling this to be a productive session.



The tool has been designed to be quick and simple to use, with the time using it fully directed at writing useful, qualitative feedback for those you work closely with.

Depending on whether you are an employee from Talent / HR who is orchestrating the process, a line manager at your firm, or an individual contributor without direct reports, the tool has different functionalities when you log in, so the User Guide has been split accordingly:

- [Employee Usage \(insert link\)](#)
- [Manager Usage \(insert link\)](#)
- [Talent Manager Usage \(insert link\)](#)

Employee Usage

Phase 1 – Enrol:

- You will receive a system generated email inviting you to enrol to receive feedback. If you would like to take part in the cycle, click on the link in the email and click on the 'request feedback tab':

The screenshot shows the 'Request feedback' page. The header includes the Man AHL logo and the user 'Test Employee 1 Manager 1' with a 'Logout' button. The left sidebar has a 'Request feedback' tab selected, with other options: 'Give feedback', 'Review my feedback', 'Invite additional reviewers', and 'My team stats'. The main content area is titled 'Request feedback' and contains the text 'Request feedback from your colleagues by hitting the big button below.' and a large green 'Request feedback' button.

Phase 2 – Give Feedback:

- Regardless of whether you registered to receive feedback yourself, you will be requested to provide it on those that have enrolled via a system generated email. You can view the entire list of enrolled employees via the 'give feedback' tab:

The screenshot shows the 'Give feedback' page. The header includes the Man AHL logo and the user 'Test Employee 2 Job Title 2' with a 'Logout' button. The left sidebar has a 'Give feedback' tab selected, with other options: 'Request feedback', 'Review my feedback', and 'Invite additional reviewers'. The main content area is titled 'Colleagues that have requested feedback' and features a 'Quick search' input field. Below this is a table with columns: Name, Position, Department, Manager, and Action. The table lists three employees, each with a 'Give feedback' button.

Name	Position	Department	Manager	Action
Test Employee 1	Manager 1	Talent	Test Manager 3	Give feedback
Test Employee 3	Job Title 3	Talent	Test Employee 1	Give feedback
Test Employee 4	Job Title 4	Man Alpha Technology	Test Manager 2	Give feedback

- Remember: Feedback is only useful if it is easy to understand and action oriented. Therefore, when we designed the tool we had simplicity in mind when determining the questions to ask:
 - What should xxxx START doing or do more of?
 - What should xxxx STOP doing or do less of?
 - What should xxxx CONTINUE doing?
 - What is the general PERCEPTION of xxxx?




Test Employee 2
 Job Title 2
 Logout

Request feedback
Give feedback
 Review my feedback
 Invite additional reviewers

Feedback on Test Employee 1 for Q1 2018

Thank you for taking the time to provide feedback on one of your colleagues.

You will be asked to answer some simple questions:

- You should base your responses on your actual experience of working with this colleague.
- Feedback is most useful when you share specific examples, of observed behaviours and describe the impact this behaviour had.
- Feedback should motivate, improve performance and support continuous learning. Please consider this when providing your input.

1. What should Test Employee 1 CONTINUE doing?

Test Employee 1 should continue to mentor more junior members of the team and share their knowledge and expertise. This will allow them to further delegate and free up some time to focus on the roll out of the new global initiative.

2. What should Test Employee 1 STOP doing or do less of?

Test Employee 1 should stop doubting their ability, they are very capable and have demonstrated this on numerous occasions including when leading project x last quarter.

- It is highly recommended that you provide feedback on the people you regularly work with in order to support their development:
 - You can leave feedback on as many or as few of the people that enrolled as you deem appropriate
 - You can answer as many or as few questions as you deem appropriate
 - Anything you write will ALWAYS remain anonymous. This includes when released to your colleagues' line manager for review and when subsequently released to the participant.
- Colleagues are listed alphabetically on the 'give feedback' tab, if there are a large number of people enrolled, it can be helpful to use the 'quick search' bar which can filter the results based on name, position, department or manager:

Test Employee 2
Job Title 2
Logout

Request feedback
Give feedback
Review my feedback
Invite additional reviewers

Colleagues that have requested feedback

Name	Position	Department	Manager	Action
Test Employee 4	Job Title 4	Man Alpha Technology	Test Manager 2	Give feedback

- If you enrolled and would like feedback from an employee at your firm that is not part of the current feedback exercise, eg. another business unit, you can invite them to provide their input via the 'invite additional reviewers' tab, entering their email address and clicking on 'invite and send email'

Test Employee 3
Job Title 3
Logout

Request feedback
Give feedback
Review my feedback
Invite additional reviewers

Invite additional reviewers

You are welcome to invite reviewers from across by entering their email address below. An email will be sent, asking them to give you feedback.

Email:

- Feedback can be based on historical interactions but to keep things fresh, and as the tool may be used multiple times a year, try to focus on feedback from your interactions since the last cycle.
- 'Give Feedback' tends to be the longest phase of the cycle so that you can go in on numerous occasions and continue to add to any feedback you may have already input. E.g. if you had a great meeting with someone towards the end of this phase, you can go back in and add to / edit any feedback you had previously input for them.

Phase 3 - Manager Review:

- No action required from you at this stage! Your manager will initially receive the feedback and may add/ edit this to help ensure it as constructive and valuable as it can be.

Phase 4 – Feedback Release:

- You will receive a system generated email letting you know your feedback is available and once in the tool you can view it via the 'review my feedback' tab:

Man

AHL

Test Employee 1
Manager 1

Logout

Request feedback

Give feedback

Review my feedback

Invite additional reviewers

My team stats

Review my feedback

Find below a summary of your feedback. Your colleagues were given the opportunity to provide feedback. Your Line Manager then reviewed the feedback and provided the summary presented below.

Managers can view historical feedback about their Direct Reports spanning the last three feedback cycles. Staff can see their full history of feedback.

If you would like to discuss your feedback you should reach out to either your Line Manager or your Talent Manager.

Q1 2018

1. What should Test Employee 1 CONTINUE doing?

Test Employee 1 should continue to mentor more junior members of the team and share their knowledge and expertise. This will allow them to further delegate and free up some time to focus on the roll out of the new global initiative.

Test Employee 1 should continue to develop their presentation skills and identify opportunities to practice these.

2. What should Test Employee 1 STOP doing or do less of?

Test Employee 1 should stop doubting their ability, they are very capable and have demonstrated this on numerous occasions including when leading project x last quarter.

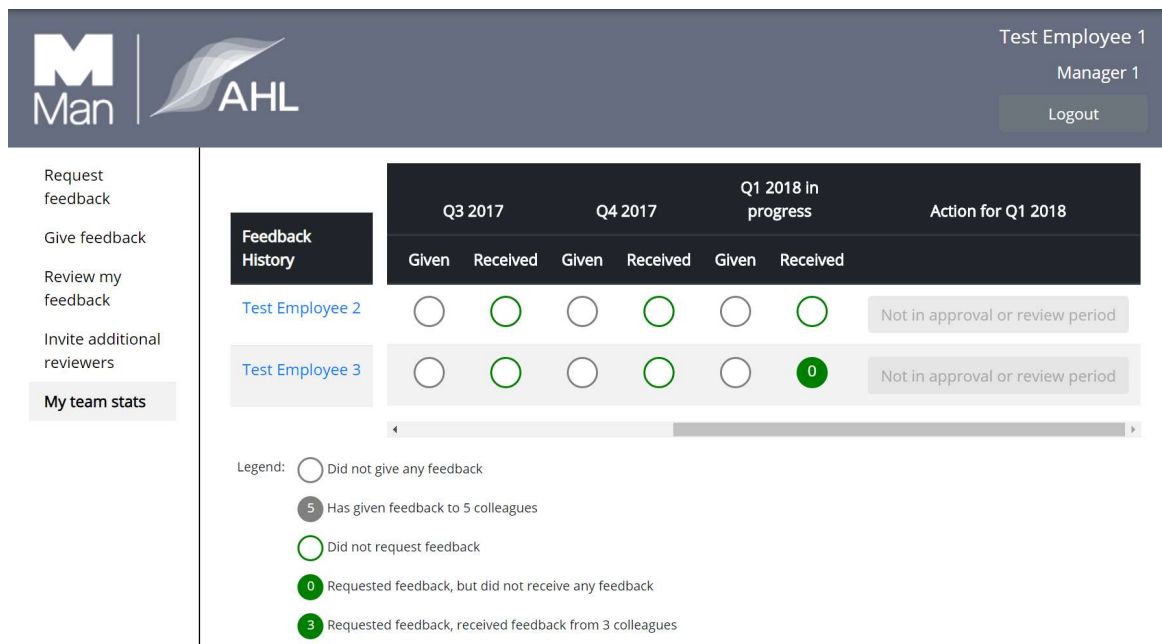
- You will have access to feedback from all previous cycles of the tool and your manager can see comments from the last three cycles
- Some things to consider that will help you get the most value from your feedback are:
 - It is your responsibility to schedule a debrief with your manager
 - Identify the priority areas with your manager and agree development goals and a supporting action plan
 - Remember your strengths, these are often your differentiators so you should find opportunities to use them

Manager Usage

As a line manager you have access to all of the functionality described in the employee section, therefore we recommend you also look through this section. Below we will walk through the functionality that is only available to line managers.

Phase 1 – Enrol:

- As well as enrolling yourself, you also have the ability to check who from your team has enrolled via the 'my team stats' tab. In the screen shot below you can see that one of two direct reports has enrolled to receive feedback (Test Employee 3)



- Whilst enrolment is optional you may want to give some specific individuals a nudge or recommendation to ensure they don't miss out on useful feedback.

Phase 2 - Give Feedback:

- As well as giving useful feedback to those that have enrolled you can also log in to see how many people have left feedback about your direct reports via the 'my team stats' tab (written comments will not be available at this time and responses remain anonymous).
- You can also see how many people your team has provided feedback for (again, a numeric count but not the feedback itself). We recommend you use this to ensure everyone who enrolled receives some form of feedback and that your team are doing their part in contributing. In the example screen shot below you can see that Test Employee 2, although not enrolled to receive feedback themselves, has provided input for 3 colleagues and Test Employee 3 has not yet provided any feedback so far but one colleague has input for them.

Test Employee 1
Manager 1
[Logout](#)

[Request feedback](#)
[Give feedback](#)
[Review my feedback](#)
[Invite additional reviewers](#)
[My team stats](#)

Feedback History

[Test Employee 2](#)
[Test Employee 3](#)

Legend:

- Did not give any feedback
- Has given feedback to 5 colleagues
- Did not request feedback
- Requested feedback, but did not receive any feedback
- Requested feedback, received feedback from 3 colleagues

Q4 2016		Q1 2017		Q2 2017		Q3 2017		Q4 2017		Q1 2018 in progress		Action for Q1 2018
Given	Received	Given	Received	Given	Received	Given	Received	Given	Received	Given	Received	
○	○	○	○	○	○	○	○	○	○	●	○	Not in approval or review period
○	○	○	○	○	○	○	○	○	○	○	●	Not in approval or review period

Phase 3 - Manager Review:

- You will receive a systems generated email letting you know your team's feedback is ready for review. This is your opportunity to sanity check what has been written about your direct reports. Everything you see will be anonymised and can be accessed via the 'my team stats' page.
- The less you can interfere with commentary the better but if something looks like it will really de-rail the progress of one of your direct reports then consider re-wording or removing. You can input feedback about your direct report in the prior phase, but you have a secondary opportunity to provide additional comments in the summary box, in addition to what others have written.

Test Manager 3
Global Head of Talent
[Logout](#)

[Give feedback](#)
[My team stats](#)
[Talent Manager Panel](#)
[My company stats](#)
[Download company stats report](#)
[Download raw feedback report](#)

Feedback on Test Employee 1 for Q1 2018

For each question, please review, edit & summarize the feedback that has been given:

- The raw contributions are in the first box which is greyed out
- Please enter your summary into the second box, which has been prefilled with the raw contributions.

1. What should Test Employee 1 CONTINUE doing?

Contributions by peers (in random order):

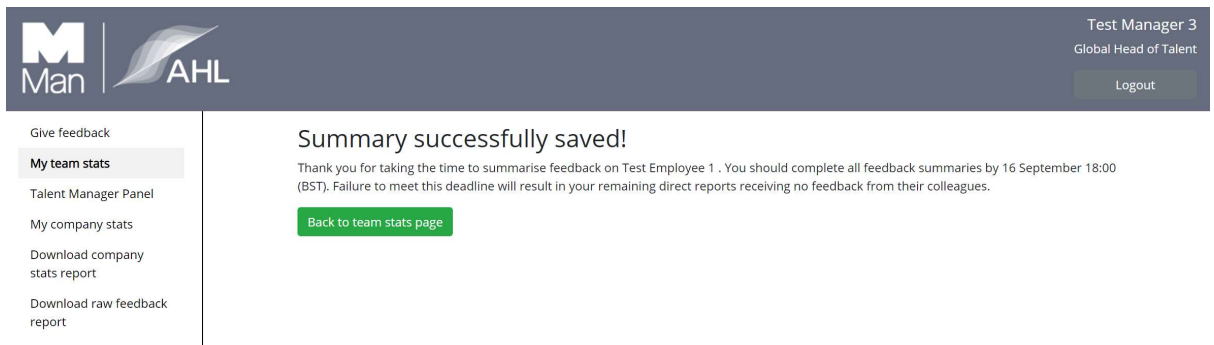
Test Employee 1 should continue to mentor more junior members of the team and share their knowledge and expertise. This will allow them to further delegate and free up some time to focus on the roll out of the new global initiative.

Summary:

Test Employee 1 should continue to mentor more junior members of the team and share their knowledge and expertise. This will allow them to further delegate and free up some time to focus on the roll out of the new global initiative.

Test Employee 1 should continue to develop their presentation skills and identify opportunities to practice these.

- Before this phase closes you ***must*** click the "save" button at the bottom of the review page, at least once, for each of your direct reports. If you do not click the save button, feedback will not be released as there is no indication that there has been a review to remove any derailing comments.



The screenshot shows the MMan AHL Talent Manager interface. The header includes the MMan and AHL logos on the left, and the user's name 'Test Manager 3' and role 'Global Head of Talent' on the right, with a 'Logout' button. A left-hand navigation menu lists: 'Give feedback', 'My team stats' (highlighted), 'Talent Manager Panel', 'My company stats', 'Download company stats report', and 'Download raw feedback report'. The main content area displays a green confirmation message: 'Summary successfully saved!'. Below this, a thank-you note states: 'Thank you for taking the time to summarise feedback on Test Employee 1 . You should complete all feedback summaries by 16 September 18:00 (BST). Failure to meet this deadline will result in your remaining direct reports receiving no feedback from their colleagues.' A green button labeled 'Back to team stats page' is positioned below the message.

- You can also use the “save” button to save draft edits, clicking this doesn’t release it to your reports as this happens when and only when the phase changes over to ‘Feedback Release’. You have the ability to go back in and make further changes right up until the phase change deadline, just remember to click “save” each time.

Phase 4 - Feedback Release:

- Whilst employees are advised to schedule a debrief with their manager, it’s maybe helpful to nudge them if they haven’t followed up – this is invaluable source of development data. You are encouraged to have regular feedback discussions with your direct reports, regardless of their participation in the feedback cycle.

Talent Manager Usage

As the person managing the initiative at your firm we recommend you look through all sections of this User Guide, however in this section we lay out functionality that only you have access to. The processes outlined in this document should be used as a guide and it is for individual Talent Managers to adapt it to best suit their organisation needs.

As the Talent Manager you will be responsible for project managing each cycle and overseeing the process, whilst partnering with a technologist to setup the tool and debug any issues users might face (e.g. attempting to use the tool in a web browser other than Chrome). The developer you pick won't be able to see any of the raw feedback.

In an ideal world useful feedback would be freely given and openly received after every notable interaction, however, we recognise this is far from the reality in many firms so we would encourage you to think about your feedback culture when determining how often to run a feedback cycle (once a year, once a quarter etc).

Pre-enrolment:

- Timelines (how long to keep the system open for enrolment, giving feedback and manager review) are configurable so once these have been determined, share with your developer who will make the necessary updates in the tool. We recommend the majority of the time is given to the "Give Feedback" phase to allow people to go in on numerous occasions to provide input.
- Questions are also configurable so when determining these remember that feedback is only useful if it is easy to understand and action oriented. The standard questions in the tool are below but your developer can amend these as required:
 - a. What should xxxx START doing or do more of?
 - b. What should xxxx STOP doing or do less of?
 - c. What should xxxx CONTINUE doing?
 - d. What is the general PERCEPTION of xxxx?
- In terms of population data, the tool has the ability to pull headcount statistics from your source data. You can do this via the Talent Manager Panel and selecting the below "generate and download" tab and you have the ability to search and download for different areas of your business.

Generate population CSV template

Enter business unit i.e. AHL, Trading, Numeric, Alpha Technology

Generate and download

- Example data below - please note those with FALSE in Column X will review feedback as managers but won't receive feedback themselves.

	A	B	C	D	E	F	G	H	I
1	first_name	last_name	position	employee_id	business_unit	email	department	is_staff	manager_id
2	Test	Employee 1	Manager 1	111111	Human Resources	test.employee1@test.com	Talent	TRUE	111116
3	Test	Employee 2	Job Title 2	111112	Human Resources	test.employee2@test.com	Talent	TRUE	111111
4	Test	Employee 3	Job Title 3	111113	Human Resources	test.employee3@test.com	Talent	TRUE	111111
5									

- Once you have reviewed the data and edited as required, you can upload the population csv file via the Talent Manager Panel and the "upload and process" tab.

Upload new population CSV

Please upload a CSV that has the same columns as the downloaded or generated CSV files. The intranet's "Find a colleague" tool can be used to find this information.

Choose File No file chosen

Upload and process

- If you need to change the population csv at any point in the feedback cycle, you can download the current users via the Talent Manager Panel "download current users" tab, make the necessary amendments (e.g. updating a reporting line) and then upload the updated csv as per the step above.

Manage users

Download current user population

There are currently 240 users stored in the database.

Download current users

Phase 1 - Enrol:



- Once the tool goes live in the 'Enrol' phase, automated emails are sent to all those in the uploaded csv file with TRUE in column H. The content of these emails is configurable, and your developer can update the deadlines each cycle:

Hi Charlie,

How well are you performing? How well do you understand your strengths and areas of improvement?
Are there things you could do to improve your performance?

If now would be a useful time to receive feedback from your colleagues, then enrol in the next feedback period here: <https://feedback.svc.res.ahl/self-nominate> (please open with Google Chrome) by 17 February 1800 (GMT).

- In addition to the automated email, you also have the ability to send reminder emails via the Talent Manager panel – again these are configurable.



Global Head of Talent

Logout

Give feedback

My team stats

Talent Manager Panel

My company stats

Download company stats report

Download raw feedback report

Send emails

Initial emails are automatically sent by the system but you can use this page to send the reminders.

Send "Opportunity to Enrol Reminder" email to all employees not yet enrolled

Send "Provide Feedback Reminder" email to all employees

Send "Manager Review and Schedule Feedback Discussions Reminder" email to all managers

If there is an issue with the system and you would like to send out the initial emails again, you can use these to send them out manually.

Send "Opportunity to Enrol" email to all employees

Send "Provide Feedback" email to all employees

Send "Manager Review and Schedule Feedback Discussions" email to all managers

Send "Your feedback is available" email to enrolled employees who have summarised feedback

- Throughout the enrolment period you can keep an eye on how many people have signed up via the "my company stats" tab or by downloading a company stats report. It can be useful to share these stats with business heads who can then encourage further sign up if appropriate.

Phase 2 - Give Feedback:

- Once the tool rolls into the 'Give Feedback' phase, automated emails are sent to all those in the uploaded csv file with TRUE in column H asking them to provide feedback on their colleagues, regardless of whether they have opted to enrol for feedback themselves. Again, the content of this email is configurable and the deadlines are updated each cycle by your developer.



no-reply@man.com



Man AHL 360 Feedback: Provide Feedback

19/02/

Hi Charlie,

Some of your colleagues would like to receive feedback on how they are performing. You can give feedback on any colleague who has requested feedback.

1. You can give feedback to your colleagues here: <https://feedback.svc.res.ahl/feedback> (please open with Google Chrome).
2. If you have requested feedback for this period and would like to receive feedback from outside (but within Man Group), you can invite them here: <https://feedback.svc.res.ahl/invite-outside-reviewers>.

Guidelines:

1. There are only a few simple questions. You can leave as much or as little feedback as you choose to.
2. Everyone should contribute to improving the performance of their colleagues, so we recommend you invest time to give feedback to colleagues you have worked with in recent months.
3. Remember that feedback should motivate, improve performance and support continuous learning. Please consider this when providing feedback.

The "Give feedback" period will close by 18 February 1800 (GMT).

- As per the enrolment phase, you have the ability to send reminder emails via the Talent Manager Panel and can also run reports on how much feedback has been given by and received for each individual by downloading a company stats report.
- Outside of the system generated emails, it can be helpful for Business Heads / Team Leaders to encourage everyone to participate via their own communication channels in this phase as well.

Phase 3 - Manager Review:

- When the tool rolls over to the 'Manager Review' phase, any manager with a direct report enrolled to receive feedback will receive a system generated email asking them to go in and review the feedback and schedule a feedback discussion post the release date. The content of this email is again configurable:

Subject

FW: Man AHL 360 Feedback: Manager Review and Schedule Feedback Discussions

Hi Kate,

We have now reached the end of this feedback period and you have direct report(s) who have requested feedback on how they are performing. You should review and summarise feedback at <https://feedback.svc.res.ahl/team-feedback> (please open with Google Chrome) by 21 February 1800 (GMT).

Remember that feedback should motivate, improve performance and support continuous learning, so consider how the feedback you are sharing does this.

- As the Talent Manager you can see what feedback has been reviewed by the manager via the 'my company stats' tab. Those that are yellow have been reviewed and saved, those that are green still require the manager to go in and review and select "save".

Test Manager 3
Global Head of Talent
[Logout](#)

[Give feedback](#)
[My team stats](#)
[Talent Manager Panel](#)
[My company stats](#)
[Download company stats report](#)
[Download raw feedback report](#)

Feedback History

[Test Employee 2](#)
[Test Employee 4](#)
[Test Employee 1](#)
[Test Employee 3](#)

	Q1 2017		Q2 2017		Q3 2017		Q4 2017		Q1 2018 in progress		
	Given	Received	Given	Received	Given	Received	Given	Received	Given	Received	
Test Employee 2											Not enrolled for feedback
Test Employee 4											Review feedback
Test Employee 1											Review existing summary
Test Employee 3											Review feedback

- Employees will only receive their feedback once the tool has rolled over to the ‘Feedback Release’ phase and only if their manager (or the Talent Manager) has reviewed their feedback and clicked “save” at least once. It’s worth keeping an eye on the number of outstanding reviews in the final days of this phase and remind managers that have yet to go into the tool to do so (reminder emails can be sent via the Talent Manager Panel).
- If a manager is unexpectedly out of the office, the Talent Manager also has the ability to act as a manager, and can review, edit and save feedback for individuals.
- The Talent Manager is the only person who has the ability to view exactly who provided what feedback but this should only be used when really necessary – maintaining anonymity will drastically increase the quality and quantity of feedback that employees leave so unless you have an HR or legal issue – steer clear! If you do require this data, you can download a report via the ‘download raw feedback report’ tab.
- In this phase it’s also worth blocking out some time in your diary to meet with managers who may have difficult messaging to navigate with their direct reports and you could consider running a training session on how to deliver useful feedback.

Phase 4 - Feedback Release:

- There aren’t any specific actions for the Talent Manager once the feedback is released, however, it is again worth keeping some time free in case feedback isn’t received as expected – e.g. the csv file may need to be updated to reflect new reporting lines.