



THE 9 LENSES[®]

DIFFERENCE

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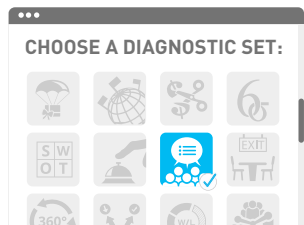
Sections

- 01 An Introduction to 9Lenses
- 02 Executive Summary
- 03 Why an Interview Engine is Better Than a Survey
- 04 Tapping the Grey Matter
- 05 Robust Schema, Not Unstructured Data



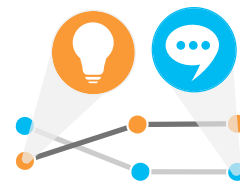
ORGANIZATIONAL INTELLIGENCE SOFTWARE

Capture uncommon insights from your employees, customers, and clients. 9Lenses maps these insights to your business so that you can approach your toughest challenges with expert-level perspectives and make confident, data-driven decisions.



Apps for Any Business Discovery Project

Our apps automate critical business discovery projects for nearly every use case.



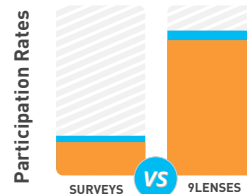
Uncover Uncommon Insights

Uncover uncommon insights from employees and create significant enterprise value.



Gather Insights Faster Than Ever

Face-to-face interviewing is outdated. Capture insights within minutes; not months.



Higher Participation Rates than Surveys

Traditional surveys suffer from low participation, 9Lenses sees higher response rates.



Inform, Align, and Engage your Employees

The benefits of capturing employee insights extend beyond the insight itself.



Benchmark your Performance

Monitor and your progress over time and strive for continuous improvement.



Request A Demo

Tour The Software

To Learn More: www.9LENSES.com

AN INTRODUCTION TO

9LENSES

An Introduction

9Lenses is a powerful software platform that rapidly captures the collective insights of a company's key stakeholders (employees, customers, etc.). This data is consolidated in one central location so that organizations can confidently navigate critical business decisions. With 9Lenses, organizations can uncover consulting-level insights at software speed and, as a result, generate meaningful enterprise value. 9Lenses offers pre-packaged and custom software suites and applications that are used for everything from accelerating sales performance to improving customer alignment and organizational health. Using 9Lenses, Fortune 500 compa-

nies have transformed the way they capture organizational intelligence on mission-critical business challenges.

The “9Lenses” are, as the name suggests, nine distinct “lenses” through which an organization can be assessed. Each lens brings clarity, insight, and action to a critical component of a business. When used together, the 9Lenses provide a holistic view of an organization's health. This framework has been developed, refined, and validated over the course of several years and is an important foundational element of the software platform.

EXECUTIVE SUMMARY

A New Approach to Insight Discovery

Traditional surveys are limited in their ability to capture the rich insights that business leaders seek and in turn limited in their ability to drive meaningful enterprise value. Recognizing these limitations, we have developed a robust framework and architected a software platform that solves these issues. Below are ten reasons presented in the following paper that explains why the 9Lenses approach is better than a survey:

- 1. Eliminates institutional bias** - questions are pre-built and unbiased
- 2. Deeper data collection** - every question asked is multi-dimensional
- 3. Greater flexibility** - thousands of surveys from one platform
- 4. Higher participation rates** than traditional surveys
- 5. Faster insight discovery** - eliminates the time used to create a traditional survey
- 6. Lower cost** - eliminates the resources spent in creating a traditional survey
- 7. Anonymously communicate with respondents** and probe for deeper insights
- 8. Data output is more structured and intuitive** with the rich analytics dashboard
- 9. Data output is relevant to your business challenges** - mapped via the 9Lenses schema
- 10. Greater confidence** in asking the right questions and in discovering actionable insights

WHY AN **INTERVIEW ENGINE** IS BETTER THAN A SURVEY

Interviewing Prevents Institutional Biases

Every business has a unique way that it operates. When businesses try to create metrics, those measurements are necessarily tied to their distinct ways of conducting business. They make assumptions about *what* should be done, *why* it should be done, and *how* it should be done. Biases can blind businesses to their defects and their strengths alike. You cannot see what you do not know. Likewise, survey science requires certain assumptions to be made about relevant factors when constructing the survey. Even the most sound validation of

"People & institutions cannot keep their own score accurately. Metrics soon become targets and then pitches, and are thereby gamed, corrupted, misreported, fudged."

~Edward Tufte

these assumptions is prone to anomalies and measurement biases. Instead of *assuming* the what, why, and how, the 9Lenses "interview engine" *discovers and validates* the what, why, and how.

Discovering the Unknown

Since traditional surveys measure narrow metrics based on a pre-determined model, a respondent could have a gut feeling about the issue that the survey is attempting to measure, but that data will not emerge from just a single, one-dimensional survey. You lose that valuable insight by narrowly targeting questions. Often people will have the same intuitive feeling about an issue but they do not know anyone else is thinking the same thing. With 9Lenses, empirical theo-

“A hunch is creativity trying to tell you something.”

~ Frank Capra

ries are pre-built into the platform and apps that enable the survey administrator to confidently capture robust insights on each issue. Furthermore,

9Lenses collects a respondent's sentiment, allowing the administrator to identify trends so that he or she can discover the heart of the issue.

Depth of Data Collected

The 9Lenses interview engine functions as though there were multiple follow up questions to a single query. 9Lenses automates follow up questions that identify feelings, deeper thoughts, and the types of root cause and solution comments that only come from deeper probing. Within a single “question,” 9Lenses software effectively asks:

- How do you think we're doing in X area?
- Is X a communication need?
- Is X a training need?
- Can you help improve X?
- Is X a top strength or challenge?
- Who or what is the root problem?
- What is your recommend solution?

"It is a capital mistake to theorize before one has data."

~ Arthur Conan Doyle

Gaining this level of insight from a traditional survey on 35 topics is impossible without asking 245 questions. Whereas, 9Lenses software can capture deeper insights with a fraction of the questions. And it all happens in a more free environment than a face-to-face consultant interview. Research shows that people are more willing to type an individual response into a faceless computer than to speak openly to a (potentially threatening) human. So the 9Lenses interview engine both delivers more information and increases the likelihood that the answers actually represent the respondents' true feelings.

Thousands of Surveys in One Platform

The robust 9Lenses analytics interface offers insights for every business leader. HR can immediately see training gaps and engagement statistics, the CEO can see challenges and communication gaps, the COO can see operations bottlenecks, the CFO can see predictions of financial performance, and managers can compare their own departments to others to find best practices or elephants in the room - all from one dashboard.

9Lenses Interview Engine

The screenshot displays the 9Lenses Interview Engine interface. At the top, it says "06. Champions Promote Corporate Responsibility" with a subtext: "Champions of corporate responsibility are key individuals who advocate on behalf of corporate social responsibility and help motivate the entire organization to be responsible. If you can name the key champion(s) and if they are effective, rank at the very top of the scale." Below this, a question asks "Do You Have A Perspective?" with radio buttons for "Yes", "No", and "I do not understand this diagnostic". Under "Yes", there are three tabs: "I CAN HELP", "COMMUNICATION GAP", and "TRAINING GAP". A section titled "Which is Most Accurate?" features a vertical scale from 1 to 9. The scale has three labels: "Champions of Responsibility Lead Successfully." at the top, "There are Few / Ineffective Champions." in the middle, and "There are no Champions of Responsibility." at the bottom. To the right of the scale, there are fields for "Explanations" and "Attachments", and a "NEXT" button at the bottom right.

Participation Rates

With surveys, you can get lost in the data because the survey is based on purely logical, rather than analytical, thinking. Survey respondents often do not get the chance to fully express the root cause of an issue; they merely answer questions. Once the survey results are collected, a company can either communicate the results or not. Both options can negatively impact future participation rates:

- *Results are communicated.* If survey results are circulated, then oftentimes the actions taken that do not take into account the “deeper” thoughts, recommendations, and holistic views of the respondents. The individuals affected by these actions are acutely aware of their own deeper thoughts that were not captured in the survey, so the issues will likely persist. To the respondents, it can feel as though there is no way to be heard, because any one-on-one conversation is trumped by “survey results”; why participate if the “survey data” be-

comes a tool used to stifle your perspectives?

- *Results are not communicated.* If results are never communicated (likely because they aren’t actionable), then you can quickly feel survey fatigue. What is the point of responding to another survey? The executives will only ignore the results or cook the books to make them say what they want them to say.

But participation rates for 9Lenses clients steadily increase. For example, for one of our Fortune 500 clients, our latest app session had a 75% participation rate even though participants were all in demanding upper management positions. That kind of participation blows industry participation (12-20%) out of the water. 9Lenses sees high participation rates because people feel encouraged when they see that the leaders are making decisions based on their employees’ input. Respondents see that their input has value. Those who did not participate in the app have an incentive to get on board because they realize they have insights that they need to share.

TAPPING THE GREY MATTER

Listen at the Speed of Insight

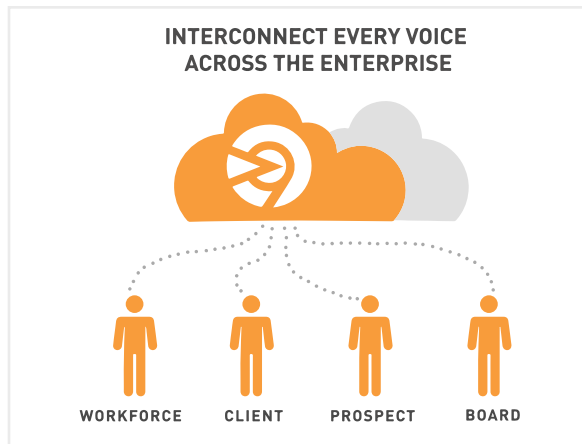
You could pay someone to build a survey for each business problem, or you could let 9Lenses software do the work. The average social scientist takes 3-6 weeks to build a survey and 3-6 weeks to analyze the results. After only 2 years of software development, diagnostic library creation, and business problem learning, we've already reduced our own consulting and delivery process to 6 hours. With our software, you can truly listen at the speed of insight.

Costs of Traditional Surveys

The features we provide in our analytics package include scorecarding, benchmarking, and big-data analytics platform features. The typical survey methodology or consulting best practices would require a substantial investment of human capital to construct a usable framework for the data, and it would also require human capital investments for inputting that data into the framework. With the 9Lenses interview engine, there are zero human capital costs because the entire process is automated.

Manage Anonymous Communication

You can identify a respondent who said “I can help improve this,” find the respondent’s “solution” comment, and correspond with him or her anonymously to dig deeper. The robust analytics platform allows you to build out the response, which in turn allows executives or solution providers to add another layer of depth and engagement to the platform. The respondents see that their re-



sponses are taken seriously, and the solution manager can ask for greater details on a specific issue.

Pre-qualify Comments/Recommendations

Identify the most aligned individuals and pick their brains anonymously. Customers literally build a business plan off of “targeted comments” that are pre-qualified by the data. The only way to target comments in a survey would be to read every comment. And even if you managed to read every comment, you would still have to take the discussion off-line and break anonymity in order to dig deeper.

Immediately Identify High-Impact Actions

Find low-hanging fruit at the click of a button. Immediately identify the top three and bottom three topics that you need to address in order to help your business to thrive. The interview engine allows you to see the top and bottom issues in terms of alignment, score, strength/challenge, communication gap, and training area. Show you’re listening right away.

Advanced Segmentation

Identify the most aligned and misaligned segments in your organization while filtering any and all results (including the benchmarks) by these attributes. Users can be sliced and diced by anything from who recruited them to what school they graduated

from to all the usual segments (locations, tenure, ages, roles, levels, etc), and everything in between, combined, all at once or separately. Want to compare segments? You can do that at the click of a button. Without 9Lenses, you would spend hours restructuring the data in excel.

Unfiltered, Intuitive Data Feed

With the 9Lenses interview engine, no social scientist or consultant middleman stands between business leaders and their data. If only a few can understand a data set, then the data becomes nonsensical noise. In 9Lenses analytics, anyone who can read can infer conclusions from the data and effectively use it in internal decision making without an interpreter.

Rich Analytics Software



ROBUST SCHEMA, NOT UNSTRUCTURED DATA



External Connection

When you collect data on any subject, you can eventually build predictive measurements around it. With an ordinary survey, you will not be able to make any meaningful comparisons without running it dozens of times. Even then, you are not sure if there is any meaning to what you are measuring because of the inherent uncertainty in the survey design process. The 9Lenses proprietary schema, built over several years, connects your data to other businesses. The schema connects your information to all business content. The potential is enormous: market research, brand awareness, customer feedback, frameworks championed in management books, and anything anyone might want to

know about a business. You can see all of it in the schema and see how the different points of data relate to each other. You can now review your entire business at once.

Internal Connection – Silos become One View

Custom data surveys allow towers in the business to become silos, if not fiefdoms. HR has its own surveys, Engineering has its own KPIs, Sales has its performance goals. Nothing is connected. Using 9Lenses to benchmark and connect internal company data, all in a platform that you own, opens the accountability, best practices, and information flow that make a business smarter.

Certainty

The 9Lenses schema ensures you don't miss anything by asking narrowly tailored questions around what you assume is the problem. You know that you are asking people to find the unknowns in a particular area. By eliciting comprehensive responses, you can know where your knowledge gaps are and how you can correct them. Since the schema is comprehensive, you can see how the data interrelates to other issues in your business, and you can predict how significant those issues will be in the future. Stop guessing about solutions to your business problems, and start discovering actionable insights.





Connect With 9Lenses

We empower business leaders to use this data as a road map to drive improvements and help employees acquire the knowledge and skills to make business excellence sustainable. Whether you want to take your business to the next level or grow sales and customers, the Lenses provide the focus.

Sales Team

sales@9lenses.com

Need help understanding the value of the 9Lenses Software Platform? Contact Sales.

Analyst Team

analysts@9lenses.com

Need a custom app built or a demo of the 9Lenses Analytics Tools? Contact our Analysts.

(855)-953-6735

Learn More: www.9Lenses.com



Request A Demo

Tour The Software

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