



## FINAL REPORT

Average team output



## INTRODUCTION

The team output shows an overview of results across the selected group. The result structure corresponds to individual output reports and works with the average by group or with the dispersion of the values in the given group.

## EVALUATED COMPETENCES

- Personal attitude
- Work competences
- Interaction with others
  
- Team leadership
- Strategic management
  
- Sales/ external client

## EVALUATION SCALE

The following scale was used in the feedback:

Cannot evaluate	0
Disagree	1
Mostly disagree	2
Mostly agree	3
Agree	4

## TARGET GROUP FOR TEAM OUTPUT

### Group members:

- bill.smith@example.com (Bill Smith)
- jane.moon@example.com (Jane Moon)
- john.doe@example.com (John Doe)
- mia.brown@example.com (Mia Brown)
- susan.black@example.com (Susan Black)

## INSPIRATION FOR YOUR DEVELOPMENT

You can find both highest and lowest evaluated questions across the competences below.

Value shown at each item is the average evaluation across all evaluators without self-assessment.

### ADVANTAGES

Comprehensibly explains to their team members the general aims of the company and the specific steps taken to accomplish them.	(average 2.5)
Is interested in how other people perceive their work and strives for further development.	(average 2.48)
Appreciates the financial impact of their actions and decisions.	(average 2.44)
As a manager, the evaluatee is an authority and their behavior sets an example to others.	(average 2.44)
Contributes to working relationships and a positive atmosphere.	(average 2.43)
Makes decisions promptly and with perspective.	(average 2.41)
Takes full responsibility for the results of their work.	(average 2.41)
Knows how to use the client's objections in order to persuade them.	(average 2.39)

## AREAS FOR DEVELOPMENT

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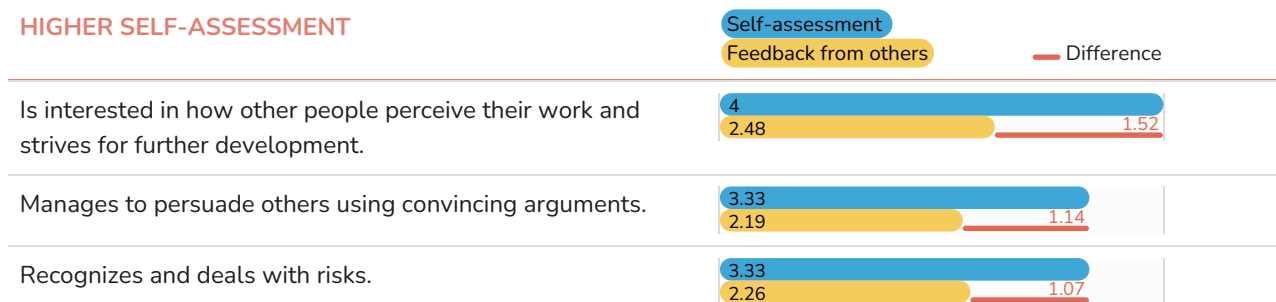
Emphasizes the benefits the client can derive from mutual cooperation or business.	(average 1.9)
Acquires information from different sources in a focused manner.	(average 1.95)
Actively and willingly shares information.	(average 1.97)
Offers solutions which accommodate the needs of the client.	(average 1.99)
Investigates the client's needs.	(average 2.07)
Is willing to cooperate and involve others.	(average 2.07)
Offers their (internal or external) clients solutions to their utmost satisfaction.	(average 2.08)
When signaled by the client, they move from a general offer to discussing a specific solution.	(average 2.12)

## IN WHAT ITEMS DO OTHERS SEE YOU DIFFERENTLY THAN YOU SEE YOURSELF

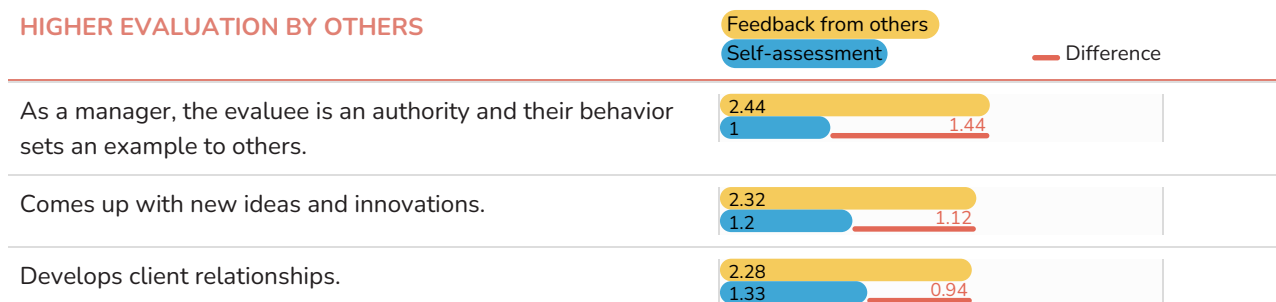
Below, you can find items across competences that show the greatest difference between your self-assessment and evaluations of others. The difference is shown in the charts in red.

Areas in which you evaluate yourself higher than how others perceive you can inspire you to think about why there is such a difference and what can you do in order to align the perception of you and others more.

### HIGHER SELF-ASSESSMENT



### HIGHER EVALUATION BY OTHERS



## TOTAL ORDER OF AREAS

In this chapter of report, you can take a closer look at what areas are evaluated better than others by other people and therefore what areas give you solid ground to build on in your future endeavours.

On the other hand, areas that are evaluated lower can steer you in your future development. While thinking about this, please do not forget to consider which areas are those truly important to you and focus especially on them.

### YOU RANKED YOUR AREAS OF COMPETENCES IN THIS ORDER:

1. General (average 2.35)
2. Management (average 2.18)
3. Sales (average 2.01)

### OTHERS RANKED YOUR AREAS OF COMPETENCES IN THIS ORDER:

1. Management (average 2.32)
2. General (average 2.24)
3. Sales (average 2.19)

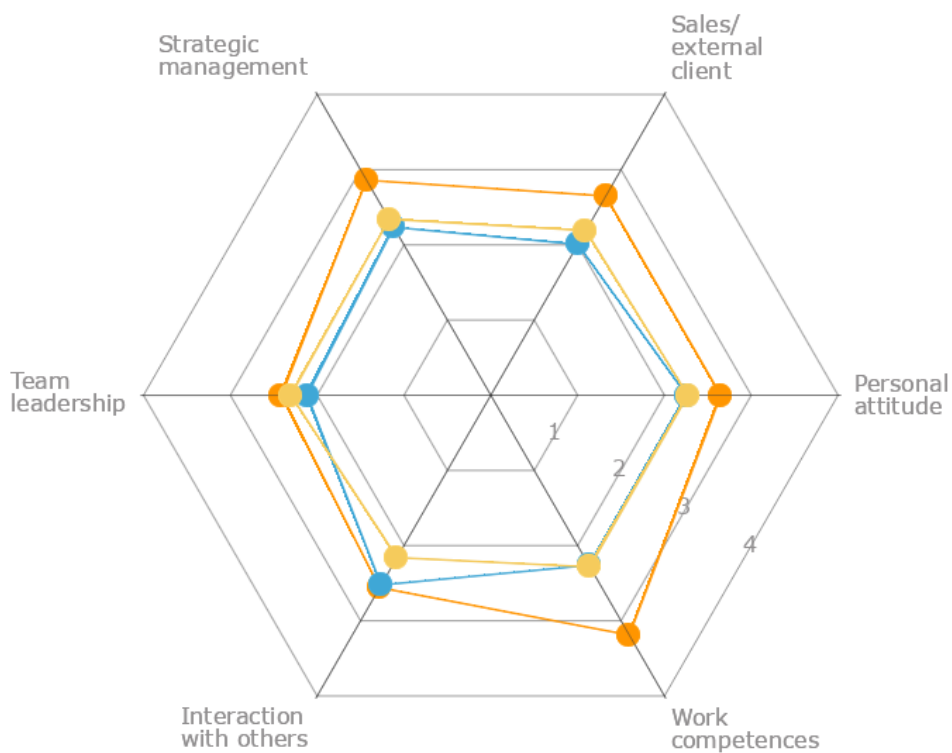
## ASSESSMENT OF INDIVIDUAL COMPETENCES

This part of report is aimed at specific competences and gives you basic information about how you evaluate yourself in comparison with those around you.

It is easy to see in the chart, how much your own evaluation of yourself has in common with the views of others. In other words, if you evaluated yourself higher or lower in a certain competence, this difference will be shown here.

If the differences are large, try to think about what could have caused the discrepancies and what you could learn from this analysis.

- Self-assessment
- Feedback from others
- Benchmark



The values in the graph show the average for evaluators for a given competence.

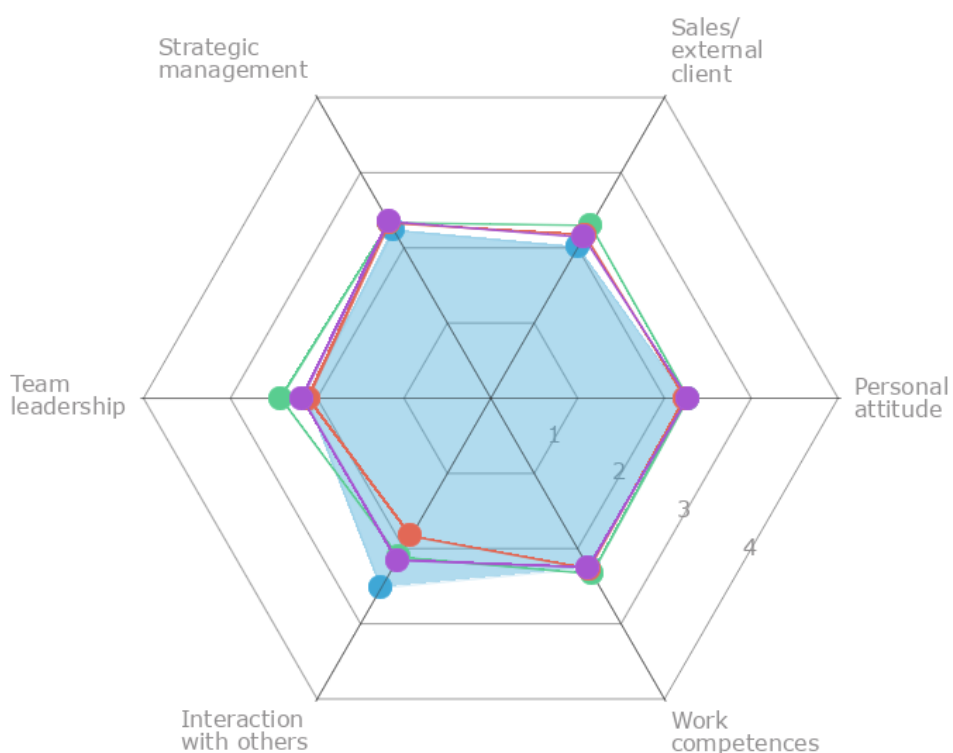
## FEEDBACK FROM INDIVIDUAL GROUPS OF EVALUATORS

In the next part, you can look at the differences between the groups of people who evaluated you.

Try to think about why different groups of people perceive you differently and what it is caused by e.g. different experience they have with you, or whether you take a different approach with each of these groups.

It is quite common, but not always necessarily the case, that the evaluations with the largest discrepancies (largest gaps on the evaluation scale) are from superiors, who are not afraid to give more extreme answers on both ends of the evaluation scale and who are used to giving evaluations as a routine part of their role. Subordinates usually choose one of the highest values, because they know their superiors well and are able to appreciate their qualities (although, this is not always the case). For colleagues, it is quite typical that their answers are the nearest to the average value and they tend to choose rather cautious answers.





- Self-assessment
- Colleague
- Manager
- Subordinate



## EVALUATOR GROUPS SORTED BY VARIATION OF FEEDBACK

	Self-assessment	Colleague	Manager	Subordinate	range
1 Interaction with others	2.52	2.11	↓ 1.84	↑ 2.16	0.32
2 Team leadership	2.12	↑ 2.42	↓ 2.1	2.17	0.32
3 Sales/ external client	2.01	↑ 2.3	2.17	↓ 2.14	0.16
4 Work competences	2.26	↑ 2.34	2.27	↓ 2.25	0.09
5 Personal attitude	2.26	↑ 2.27	↓ 2.24	↑ 2.27	0.03
6 Strategic management	2.23	↓ 2.33	↓ 2.33	↑ 2.35	0.02
average result across competences	2.23	↑ 2.3	↓ 2.16	2.22	

Note: The arrow pointing down indicates the lowest values; the arrow pointing up indicates the highest values. The range is the difference between the highest and lowest values of the evaluator feedback.

-  difference in results: less than 25% of the evaluation scale
-  difference in results: 25-50% of the evaluation scale
-  difference in results: 50-75% of the evaluation scale
-  difference in results: above 75% of the evaluation scale

## SUMMARY FOR INDIVIDUAL QUESTIONS FOR INDIVIDUAL GROUPS OF EVALUATORS

You will find a summary for all individual evaluated items. Data are shown in charts for following groups of evaluators in this order. If there is no evaluation by the given group of evaluators in the given question, this group will not be shown. This also applies to the choice of the answer I cannot evaluate.

Colleague

Manager

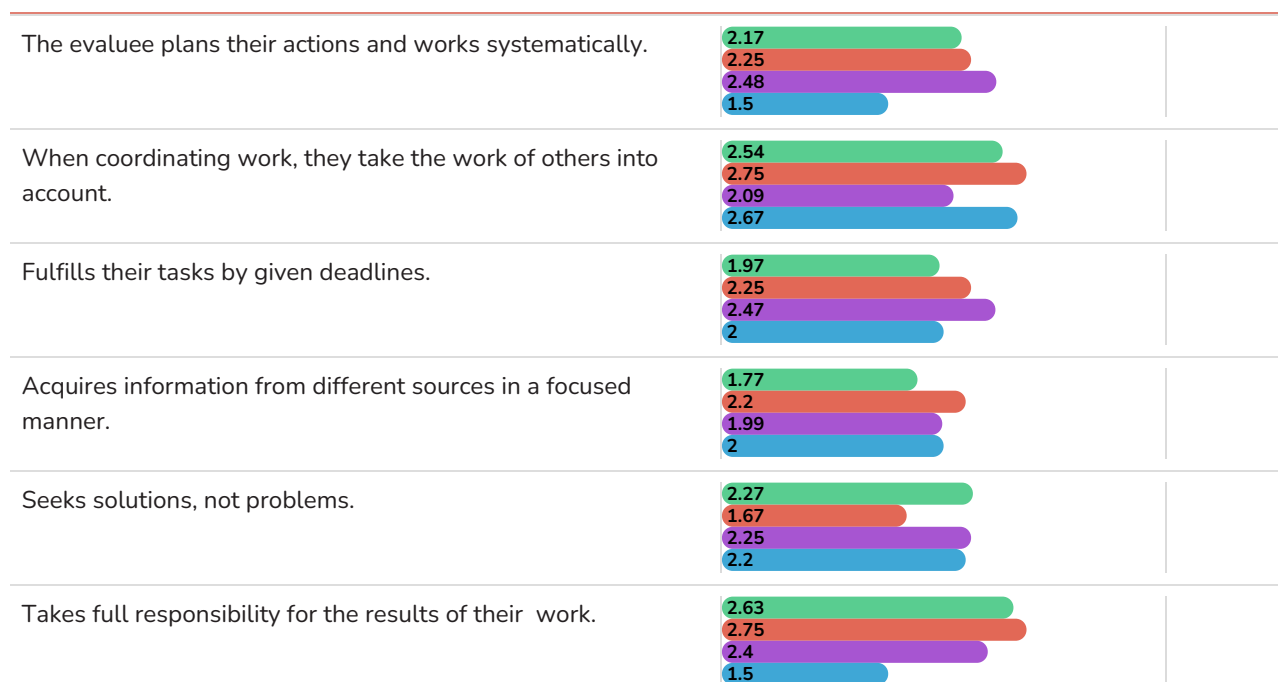
Subordinate

Self-assessment

### PERSONAL ATTITUDE



### WORK COMPETENCES



Recognizes and deals with risks.	2.52 2 2.27 3.33
Approaches situations conceptually and with perspective.	2.73 2 2.09 2
Finds practical and realistic solutions for their tasks.	2.55 2 2.17 2.5
The evaluatee is an expert in their field and can deal with any work tasks.	2.2 2.5 2.32 2.25

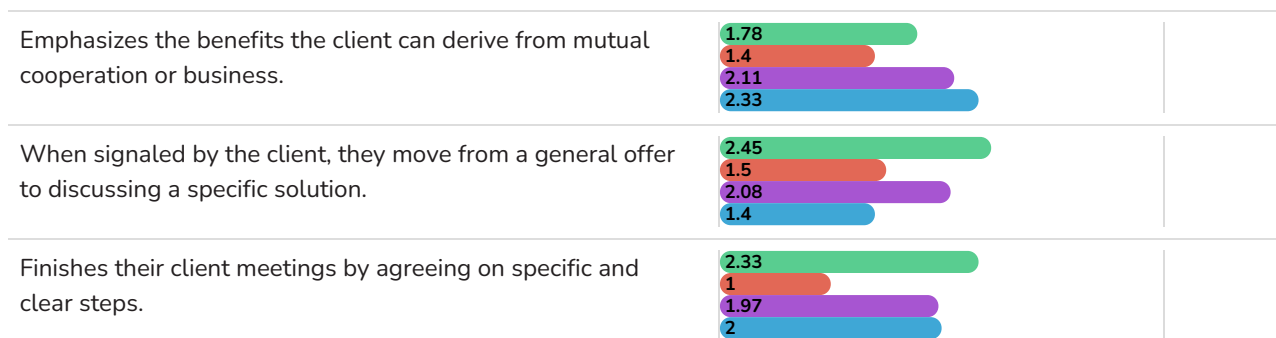
### INTERACTION WITH OTHERS

Actively and willingly shares information.	1.78 2 2.15 3
Manages to persuade others using convincing arguments.	2.25 1.33 2.27 3.33
When negotiating, the evaluatee respects other people's opinions and strives to reach an agreement.	1.8 3 2.31 2.33
Takes interest in the needs of their clients (internal or external).	2.33 2.25 1.95 2
Offers their (internal or external) clients solutions to their utmost satisfaction.	2.15 2.25 1.98 2.8
Is willing to cooperate and involve others.	2.03 2 2.03 1.5
Contributes to working relationships and a positive atmosphere.	2.45 1 2.52 2.8

### TEAM LEADERSHIP

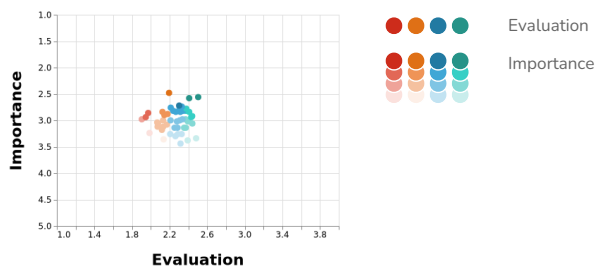
Is supportive of their subordinates and takes an interest in their needs.	2.48 2 2.55 2
Entrusts the members of their team with responsibility and gives them space to work independently.	2 2.75 2.28 2.67
Inspires enthusiasm in their team members and motivates them to perform at a high level.	2.78 2.2 1.83 2.25
When giving tasks to others, they are clear, unambiguous, and understandable.	2.73 1.75 1.9 2
Insists that the people in their team or department deliver their best performance.	2.2 2.67 2.25 2.5

Is constructive in pointing out things they find satisfactory or unsatisfactory.	2.3 1.75 2.13 2.33
Recognizes the strengths and weaknesses of their subordinates and supports them in their self-development.	2.3 1.75 2.2 2.25
As a manager, the evaluatee is an authority and their behavior sets an example to others.	2.55 2 2.22 1
<b>STRATEGIC MANAGEMENT</b>	
Has a clear idea of what they want to accomplish in their field and how to do it.	1.97 1.67 2.52 3
Makes decisions promptly and with perspective.	2.73 2.4 2.05 1.75
Anticipates and prevents the risks of their decisions.	2.23 3 2.14 2.33
Comprehensibly explains to their team members the general aims of the company and the specific steps taken to accomplish them.	2.45 3 2.47 2.67
Appreciates the financial impact of their actions and decisions.	2.23 2 2.9 2
Is supportive of changes leading to improvement in the long term.	2.38 2 2.01 1.67
<b>SALES/ EXTERNAL CLIENT</b>	
Establishes contact with new clients.	2.73 2.5 2.12 2
Appears convincing and trustworthy in front of the client.	2.83 3 2.12 2.67
Knows how to use the client's objections in order to persuade them.	2.25 1.67 2.47 2.5
Develops client relationships.	2.1 3 2.2 1.33
Carefully notices what the client likes and adapts the business dialogue accordingly.	2.43 2.33 2.28 2.67
Investigates the client's needs.	1.98 2.33 2.1 2.5
Offers solutions which accommodate the needs of the client.	2.07 1.75 1.93 1.5

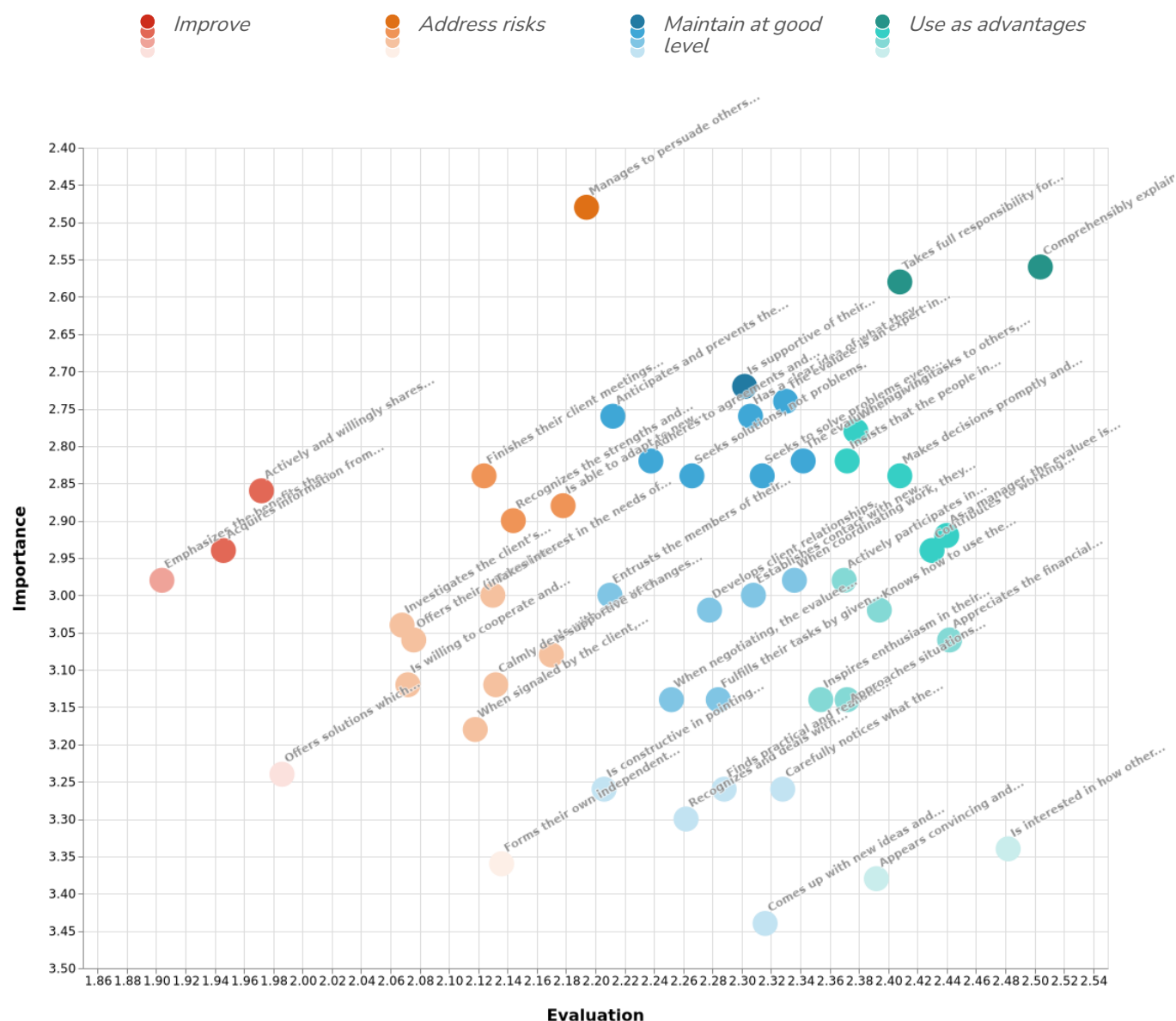


## COMPARISON OF INDIVIDUAL QUESTIONS BY RATING AND IMPORTANCE

The graphs display individual questions by rating and importance. For easier orientation, they are divided into groups, with color indicating their rating and color intensity indicating importance.



Overall distribution of questions on the evaluation and importance scale



Distribution of questions on the evaluation and importance scale - detail

## AI ANALYSIS OF FREE COMMENTS

AI analysed comments from respondents a total of 10 times to ensure the accuracy of the results. It ranked the themes it identified in at least 8 of the 10 analyses by frequency and assessed their intensity, i.e. how often and strongly they were mentioned.

The following values are displayed for each topic:

12%

The occurrence value indicates how often the topic was mentioned in the comments, in relation to the total number of analyzed comments.

Intensity indicates how prominently the topic was mentioned and how emotionally charged the respondents' wording was.

### QUESTIONS AT THE END OF THE QUESTIONNAIRE:

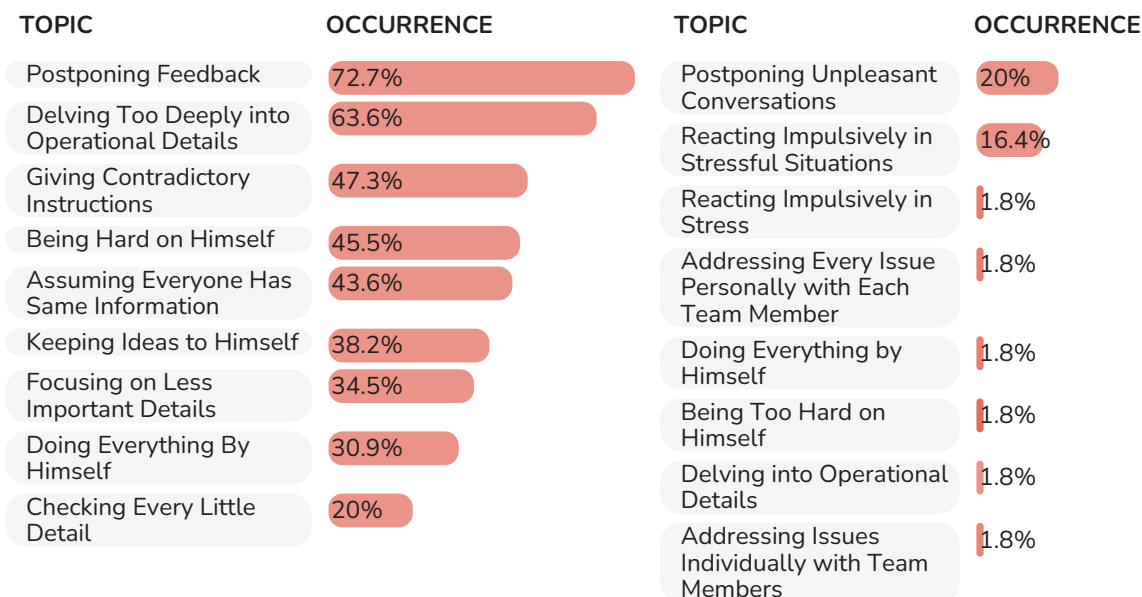
#### ▶ WHAT SHOULD THE EVALUATEE BEGIN DOING?

TOPIC	OCCURRENCE	TOPIC	OCCURRENCE
Use Modern Project Management Tools	65.5%	Delegate More and Trust Team to Handle Tasks	1.8%
Communicate Expectations More Clearly	63.6%	Initiate Informal Discussions More Often	1.8%
Appreciate Good Work More	58.2%	Improve Time Management	1.8%
Communicate More Openly	56.4%	Promote Informal Discussions	1.8%
Start Delegating More	41.8%	Incorporate Modern Project Management Tools	1.8%
Work With Individual Motivation	32.7%	Act More as a Leader in Inter-Team Meetings	1.8%
Build Horizontal Collaboration Across Teams	30.9%	Communicate More Openly During Uncertain Times	1.8%
Act More as a Leader in Meetings	29.1%	Enhance Open Communication	1.8%
Act as a Leader	23.6%	Build More Horizontal Collaboration Across Teams	1.8%
Listen to Quieter Team Members	18.2%	Foster Horizontal Collaboration	1.8%
Initiate Informal Discussions	18.2%	Appreciate Team's Good Work	1.8%
Start Planning Time Better	9.1%	Work More with Individual Motivation	1.8%
Empower Through Delegation	1.8%	Support Individual Motivation Development	1.8%

Number of comments processed: 55. Number of comments without an identified topic (e.g. I don't know, etc.): 0

## QUESTIONS AT THE END OF THE QUESTIONNAIRE:

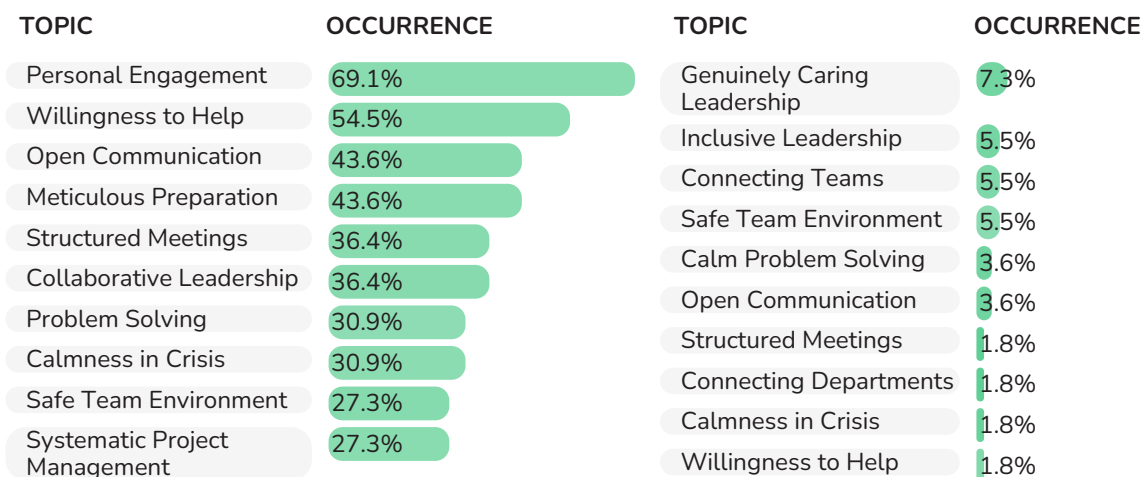
### WHAT SHOULD THE EVALUATEE DISCONTINUE DOING?



Number of comments processed: 55. Number of comments without an identified topic (e.g. I don't know, etc.): 0

## QUESTIONS AT THE END OF THE QUESTIONNAIRE:

### WHAT SHOULD THE EVALUATEE CONTINUE DOING?



Number of comments processed: 55. Number of comments without an identified topic (e.g. I don't know, etc.): 1