



## FINAL REPORT

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

## OVERALL COMPARISON

Bellow you will find the evaluated persons ranked according to their overall result concerning evaluation by the others from the best evaluated to the worst evaluated persons.

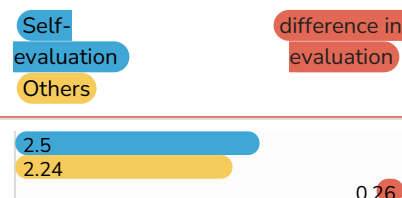
Susan Black - susan.black@example.com	<p>Horizontal bar chart for Susan Black. The chart shows five bars representing different evaluation sources: Evaluation by others (2.32), Self-evaluation (2.06), Colleague (2.25), Manager (2.68), and Subordinate (2.27). The bars are color-coded: yellow for 'Evaluation by others', blue for 'Self-evaluation', green for 'Colleague', red for 'Manager', and purple for 'Subordinate'.</p> <table><tbody><tr><td>Evaluation by others</td><td>2.32</td></tr><tr><td>Self-evaluation</td><td>2.06</td></tr><tr><td>Colleague</td><td>2.25</td></tr><tr><td>Manager</td><td>2.68</td></tr><tr><td>Subordinate</td><td>2.27</td></tr></tbody></table>	Evaluation by others	2.32	Self-evaluation	2.06	Colleague	2.25	Manager	2.68	Subordinate	2.27
Evaluation by others	2.32										
Self-evaluation	2.06										
Colleague	2.25										
Manager	2.68										
Subordinate	2.27										
Bill Smith - bill.smith@example.com	<p>Horizontal bar chart for Bill Smith. The chart shows five bars representing different evaluation sources: Evaluation by others (2.32), Self-evaluation (2.14), Colleague (2.15), Manager (2.46), and Subordinate (2.4). The bars are color-coded: yellow for 'Evaluation by others', blue for 'Self-evaluation', green for 'Colleague', red for 'Manager', and purple for 'Subordinate'.</p> <table><tbody><tr><td>Evaluation by others</td><td>2.32</td></tr><tr><td>Self-evaluation</td><td>2.14</td></tr><tr><td>Colleague</td><td>2.15</td></tr><tr><td>Manager</td><td>2.46</td></tr><tr><td>Subordinate</td><td>2.4</td></tr></tbody></table>	Evaluation by others	2.32	Self-evaluation	2.14	Colleague	2.15	Manager	2.46	Subordinate	2.4
Evaluation by others	2.32										
Self-evaluation	2.14										
Colleague	2.15										
Manager	2.46										
Subordinate	2.4										
John Doe - john.doe@example.com	<p>Horizontal bar chart for John Doe. The chart shows five bars representing different evaluation sources: Evaluation by others (2.29), Self-evaluation (2.25), Colleague (2.3), Manager (2.26), and Subordinate (2.31). The bars are color-coded: yellow for 'Evaluation by others', blue for 'Self-evaluation', green for 'Colleague', red for 'Manager', and purple for 'Subordinate'.</p> <table><tbody><tr><td>Evaluation by others</td><td>2.29</td></tr><tr><td>Self-evaluation</td><td>2.25</td></tr><tr><td>Colleague</td><td>2.3</td></tr><tr><td>Manager</td><td>2.26</td></tr><tr><td>Subordinate</td><td>2.31</td></tr></tbody></table>	Evaluation by others	2.29	Self-evaluation	2.25	Colleague	2.3	Manager	2.26	Subordinate	2.31
Evaluation by others	2.29										
Self-evaluation	2.25										
Colleague	2.3										
Manager	2.26										
Subordinate	2.31										
Jane Moon - jane.moon@example.com	<p>Horizontal bar chart for Jane Moon. The chart shows five bars representing different evaluation sources: Evaluation by others (2.28), Self-evaluation (2), Colleague (2.21), Manager (2.29), and Subordinate (2.35). The bars are color-coded: yellow for 'Evaluation by others', blue for 'Self-evaluation', green for 'Colleague', red for 'Manager', and purple for 'Subordinate'.</p> <table><tbody><tr><td>Evaluation by others</td><td>2.28</td></tr><tr><td>Self-evaluation</td><td>2</td></tr><tr><td>Colleague</td><td>2.21</td></tr><tr><td>Manager</td><td>2.29</td></tr><tr><td>Subordinate</td><td>2.35</td></tr></tbody></table>	Evaluation by others	2.28	Self-evaluation	2	Colleague	2.21	Manager	2.29	Subordinate	2.35
Evaluation by others	2.28										
Self-evaluation	2										
Colleague	2.21										
Manager	2.29										
Subordinate	2.35										
Mia Brown - mia.brown@example.com	<p>Horizontal bar chart for Mia Brown. The chart shows five bars representing different evaluation sources: Evaluation by others (2.24), Self-evaluation (2.5), Colleague (2.27), Manager (2.34), and Subordinate (2.23). The bars are color-coded: yellow for 'Evaluation by others', blue for 'Self-evaluation', green for 'Colleague', red for 'Manager', and purple for 'Subordinate'.</p> <table><tbody><tr><td>Evaluation by others</td><td>2.24</td></tr><tr><td>Self-evaluation</td><td>2.5</td></tr><tr><td>Colleague</td><td>2.27</td></tr><tr><td>Manager</td><td>2.34</td></tr><tr><td>Subordinate</td><td>2.23</td></tr></tbody></table>	Evaluation by others	2.24	Self-evaluation	2.5	Colleague	2.27	Manager	2.34	Subordinate	2.23
Evaluation by others	2.24										
Self-evaluation	2.5										
Colleague	2.27										
Manager	2.34										
Subordinate	2.23										

## WHERE THE OTHERS PERCEIVE THE EVALUATED PERSONS DIFFERENTLY THAN THE EVALUATED PERSONS PERCEIVE THEMSELVES

Bellow you will find the areas where the other evaluators perceive the evaluated persons differently than the evaluated persons perceive themselves, ranked from the greatest differences in self-evaluation versus evaluation by the others.

Bellow you will find the evaluated persons with the greatest difference between self-evaluation and evaluation by others. The difference is indicated in red in the charts.

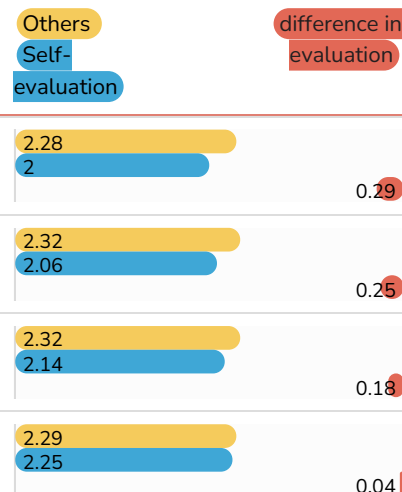
### HIGHER SELF-ASSESSMENT



Mia Brown - mia.brown@example.com

Bellow you will find the evaluated persons with the greatest difference between self-evaluation and evaluation by others. The difference is indicated in red in the charts.

### HIGHER EVALUATION BY OTHERS



Jane Moon - jane.moon@example.com

Susan Black - susan.black@example.com

Bill Smith - bill.smith@example.com

John Doe - john.doe@example.com

## EVALUATION BY AREAS

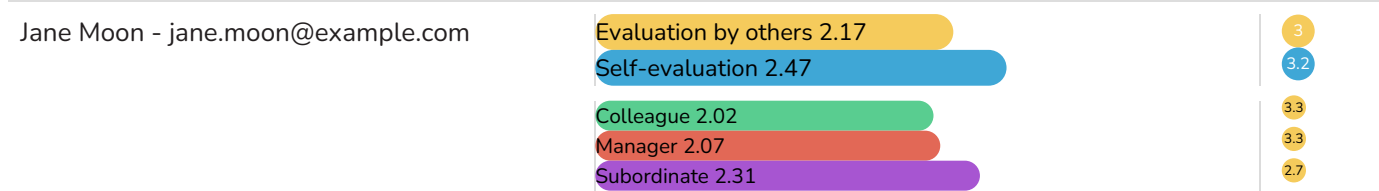
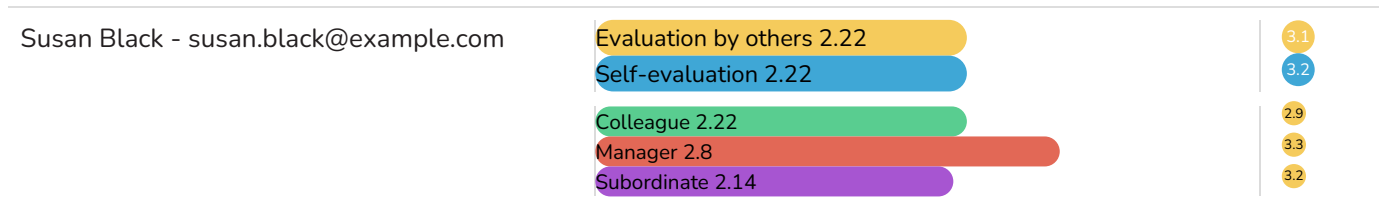
Bellow you will find the evaluated persons ranked according to their results in the individual areas from the best evaluated to the worst evaluated persons.

### GENERAL

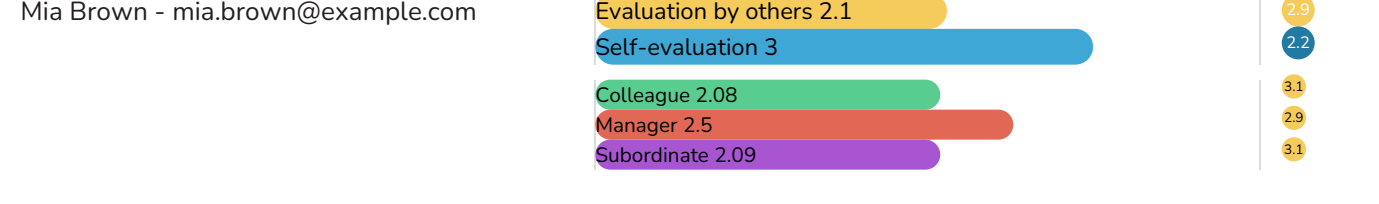
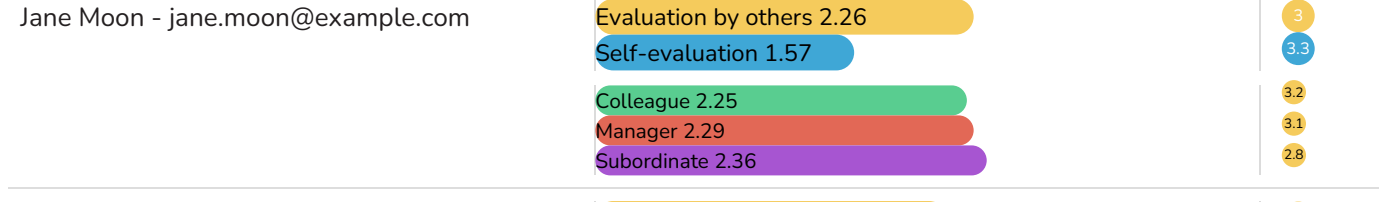
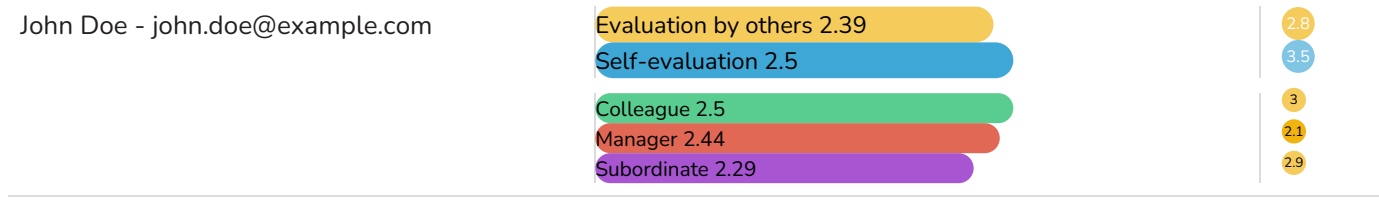
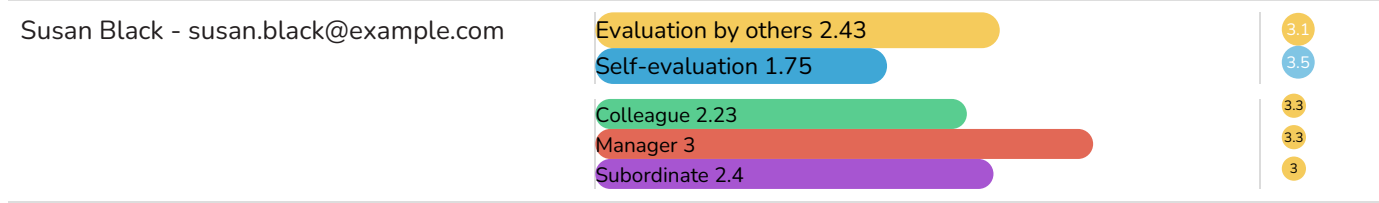
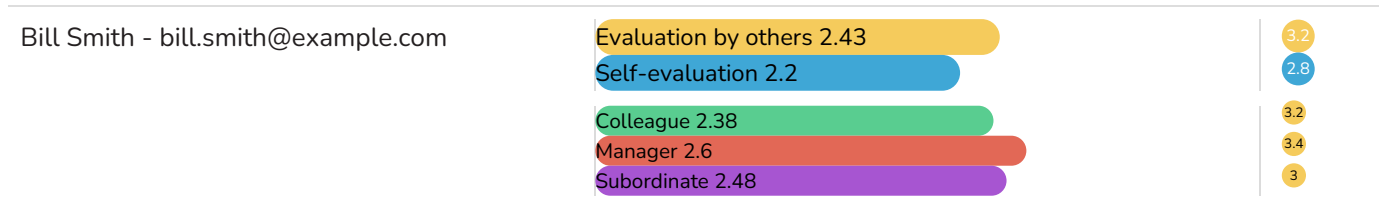
Jane Moon - jane.moon@example.com	Evaluation by others 2.42 Self-evaluation 1.95 Colleague 2.36 Manager 2.52 Subordinate 2.37	2.9 2.7 3.1 2.9 2.8
Bill Smith - bill.smith@example.com	Evaluation by others 2.3 Self-evaluation 1.88 Colleague 2.02 Manager 2.29 Subordinate 2.4	3 2.8 3.3 2.9 2.8
Susan Black - susan.black@example.com	Evaluation by others 2.3 Self-evaluation 2.22 Colleague 2.29 Manager 2.23 Subordinate 2.26	2.9 3 2.7 3.3 3.1
John Doe - john.doe@example.com	Evaluation by others 2.23 Self-evaluation 2.77 Colleague 2.22 Manager 2.29 Subordinate 2.26	3.1 3.6 2.9 2.8 3.2
Mia Brown - mia.brown@example.com	Evaluation by others 2.22 Self-evaluation 2.08 Colleague 2.25 Manager 2.28 Subordinate 2.2	3 3.3 3 3.3 2.9

### MANAGEMENT

Mia Brown - mia.brown@example.com	Evaluation by others 2.4 Self-evaluation 2.43 Colleague 2.49 Manager 2.25 Subordinate 2.39	3.2 2.3 3.3 2.8 3.3
John Doe - john.doe@example.com	Evaluation by others 2.24 Self-evaluation 1.48 Colleague 2.18 Manager 2.04 Subordinate 2.37	3.2 2.8 3.3 2.9 3.2
Bill Smith - bill.smith@example.com	Evaluation by others 2.22 Self-evaluation 2.34 Colleague 2.06 Manager 2.5 Subordinate 2.31	2.8 2.4 2.7 2.9 3



**SALES**



## EVALUATION BY COMPETENCES

Bellow you will find the evaluated persons ranked according to their results in the individual competences from the best evaluated to the worst evaluated persons.

### PERSONAL ATTITUDE

Mia Brown - mia.brown@example.com	Evaluation by others 2.49 Self-evaluation 2 Colleague 2.71 Manager 2.71 Subordinate 2.43	3.1 2.7 3.2 3.6 3.1
Jane Moon - jane.moon@example.com	Evaluation by others 2.42 Self-evaluation 1.83 Colleague 2.55 Manager 3.25 Subordinate 2.14	3 3 3.2 3 2.8
Bill Smith - bill.smith@example.com	Evaluation by others 2.27 Self-evaluation 2.17 Colleague 1.88 Manager 2.4 Subordinate 2.34	3 2.2 3.3 3.4 3
Susan Black - susan.black@example.com	Evaluation by others 2.16 Self-evaluation 1.83 Colleague 2.06 Manager 1.83 Subordinate 2.28	3 2.5 2.4 3.7 3.5
John Doe - john.doe@example.com	Evaluation by others 2.14 Self-evaluation 3 Colleague 2.1 Manager 2 Subordinate 2.19	2.9 4.3 2.7 2.2 3.1

### WORK COMPETENCES

Susan Black - susan.black@example.com	Evaluation by others 2.51 Self-evaluation 2.57 Colleague 2.69 Manager 2.86 Subordinate 2.12	2.7 4.1 2.5 2.7 3
Jane Moon - jane.moon@example.com	Evaluation by others 2.5 Self-evaluation 1.86 Colleague 2.25 Manager 2.5 Subordinate 2.56	2.8 2.9 2.9 3 2.5
Bill Smith - bill.smith@example.com	Evaluation by others 2.4 Self-evaluation 1.86 Colleague 2.3 Manager 2.14 Subordinate 2.4	3 3.6 3 3.1 2.9

Mia Brown - mia.brown@example.com	Evaluation by others 2.25 Self-evaluation 1.75 Colleague 2.29 Manager 1.88 Subordinate 2.32	3 2.9 3.3 2.5 2.8
John Doe - john.doe@example.com	Evaluation by others 2.2 Self-evaluation 2.5 Colleague 2.18 Manager 2.63 Subordinate 2.19	3.1 2.8 2.9 3.1 3.3
<b>INTERACTION WITH OTHERS</b>		
John Doe - john.doe@example.com	Evaluation by others 2.35 Self-evaluation 2.8 Colleague 2.38 Manager 2.25 Subordinate 2.39	3.2 3.6 3.2 3 3.1
Jane Moon - jane.moon@example.com	Evaluation by others 2.34 Self-evaluation 2.17 Colleague 2.29 Manager 1.8 Subordinate 2.42	3 2.3 3.2 2.8 3
Bill Smith - bill.smith@example.com	Evaluation by others 2.23 Self-evaluation 1.6 Colleague 1.87 Manager 2.33 Subordinate 2.47	2.9 2.6 3.6 2.3 2.5
Susan Black - susan.black@example.com	Evaluation by others 2.23 Self-evaluation 2.25 Colleague 2.13 Manager 2 Subordinate 2.38	3.1 2.5 3.2 3.4 2.9
Mia Brown - mia.brown@example.com	Evaluation by others 1.91 Self-evaluation 2.5 Colleague 1.75 Manager 2.25 Subordinate 1.85	2.8 4.2 2.5 3.8 2.8
<b>TEAM LEADERSHIP</b>		
Jane Moon - jane.moon@example.com	Evaluation by others 2.41 Self-evaluation 2.33 Colleague 2.33 Manager 2.33 Subordinate 2.53	3.1 3.2 3.1 3.7 3
John Doe - john.doe@example.com	Evaluation by others 2.35 Self-evaluation 1.75 Colleague 2.29 Manager 2.33 Subordinate 2.48	3.3 2.5 3.5 3 3.2



Susan Black - susan.black@example.com	Evaluation by others 2.29 Self-evaluation 2.43 Colleague 2.46 Manager 2.6 Subordinate 2.2	3.2 2.3 3.2 3.2 3.2
Bill Smith - bill.smith@example.com	Evaluation by others 2.22 Self-evaluation 1.67 Colleague 2.03 Manager 2.25 Subordinate 2.4	2.7 1.8 2.5 3.5 2.8
Mia Brown - mia.brown@example.com	Evaluation by others 2.19 Self-evaluation 1.86 Colleague 2.31 Manager 1.5 Subordinate 2.26	3 2.6 3.3 2.8 2.9

## STRATEGIC MANAGEMENT

Mia Brown - mia.brown@example.com	Evaluation by others 2.61 Self-evaluation 3 Colleague 2.67 Manager 3 Subordinate 2.51	3.4 2 3.3 2.8 3.6
Bill Smith - bill.smith@example.com	Evaluation by others 2.21 Self-evaluation 3 Colleague 2.08 Manager 2.75 Subordinate 2.21	2.9 3 2.8 2.3 3.2
Susan Black - susan.black@example.com	Evaluation by others 2.14 Self-evaluation 2 Colleague 1.97 Manager 3 Subordinate 2.08	2.9 4 2.5 3.3 3.1
John Doe - john.doe@example.com	Evaluation by others 2.13 Self-evaluation 1.7 Colleague 2.06 Manager 1.75 Subordinate 2.26	3.1 3 3.1 2.8 3.1
Jane Moon - jane.moon@example.com	Evaluation by others 1.92 Self-evaluation 2.6 Colleague 1.7 Manager 1.8 Subordinate 2.08	2.8 3.2 3.4 2.8 2.4

SALES/ EXTERNAL CLIENT

Bill Smith - bill.smith@example.com	<p>Evaluation by others 2.43</p> <p>Self-evaluation 2.2</p> <p>Colleague 2.38</p> <p>Manager 2.6</p> <p>Subordinate 2.48</p>	<p>3.2</p> <p>2.8</p> <p>3.2</p> <p>3.4</p> <p>3</p>
Susan Black - susan.black@example.com	<p>Evaluation by others 2.43</p> <p>Self-evaluation 1.75</p> <p>Colleague 2.23</p> <p>Manager 3</p> <p>Subordinate 2.4</p>	<p>3.1</p> <p>3.5</p> <p>3.3</p> <p>3.3</p> <p>3</p>
John Doe - john.doe@example.com	<p>Evaluation by others 2.39</p> <p>Self-evaluation 2.5</p> <p>Colleague 2.5</p> <p>Manager 2.44</p> <p>Subordinate 2.29</p>	<p>2.8</p> <p>3.5</p> <p>3</p> <p>2.1</p> <p>2.9</p>
Jane Moon - jane.moon@example.com	<p>Evaluation by others 2.26</p> <p>Self-evaluation 1.57</p> <p>Colleague 2.25</p> <p>Manager 2.29</p> <p>Subordinate 2.36</p>	<p>3</p> <p>3.3</p> <p>3.2</p> <p>3.1</p> <p>2.8</p>
Mia Brown - mia.brown@example.com	<p>Evaluation by others 2.1</p> <p>Self-evaluation 3</p> <p>Colleague 2.08</p> <p>Manager 2.5</p> <p>Subordinate 2.09</p>	<p>2.9</p> <p>2.2</p> <p>3.1</p> <p>2.9</p> <p>3.1</p>

## COMPARISON WITH OTHERS - HEATMAP BY COMPETENCES

	Total rating	Personal attitude	Work competences	Interaction with others	Team leadership	Strategic management	Sales/ external client
Bill Smith - bill.smith@example.com	2.32	2.27	2.40	2.23	2.22	2.21	2.43
Susan Black - susan.black@example.com	2.32	2.16	2.51	2.23	2.29	2.14	2.43
John Doe - john.doe@example.com	2.29	2.14	2.20	2.35	2.35	2.13	2.39
Jane Moon - jane.moon@example.com	2.28	2.42	2.50	2.34	2.41	1.92	2.26
Mia Brown - mia.brown@example.com	2.24	2.49	2.25	1.91	2.19	2.61	2.10

1 - Disagree



4 - Agree

COMPARISON WITH OTHERS - HEATMAP BY QUESTIONS

PERSONAL ATTITUDE

	Total rating	Adheres to agreements and keeps his/her word.	Actively participates in fulfilling tasks even over and above his/her job description.	He/she is able to adapt to new situations and circumstances quickly and easily.	Comes up with new ideas and innovations.	Is interested in how other people perceive his/her work and strives for further development.	Calmly deals with even very difficult situations.	Seeks to solve problems even when stressed and under pressure.	Forms his/her own independent opinion on situations.
Mia Brown - mia.brown@example.com	2.49	2.43	2.67	2.44	3.00	2.56	2.25	2.43	2.17
Jane Moon - jane.moon@example.com	2.42	2.22	2.25	2.29	2.43	2.25	2.67	2.22	3.00
Bill Smith - bill.smith@example.com	2.27	2.67	2.00	2.20	2.33	1.60	2.67	2.33	2.38
Susan Black - susan.black@example.com	2.16	2.33	2.13	2.13	2.00	2.00	2.63	2.25	1.83
John Doe - john.doe@example.com	2.14	2.25	2.43	2.10	1.86	1.71	1.83	2.50	2.44

1 - Disagree



4 - Agree

## WORK COMPETENCES

	Total rating	The evaluatee plans his actions and works systematically.	When coordinating work, he/she takes the work of others into account.	Fulfills his/her tasks by given deadlines.	Acquires information from different sources in a focused manner.	Seeks solutions, not problems.	Takes full responsibility for the results of his work.	Recognises and deals with risks.	Regards situations conceptually and with perspective.	Finds practical and realistic solutions for his/her tasks.	The evaluatee is an expert in his/her field and can deal with any work tasks.
Susan Black - susan.black@example.com	2.51	2.75	2.57	2.13	2.50	2.88	2.40	2.20	2.86	2.17	2.63
Jane Moon - jane.moon@example.com	2.5	2.25	3.00	2.25	2.17	2.40	2.67	2.43	2.67	2.63	2.57
Bill Smith - bill.smith@example.com	2.4	2.00	3.40	2.14	2.67	2.50	2.40	2.14	1.86	2.40	2.50
Mia Brown - mia.brown@example.com	2.25	2.86	2.67	2.50	2.33	2.00	2.50	1.78	1.89	2.29	1.71
John Doe - john.doe@example.com	2.2	2.60	1.71	2.50	1.57	2.22	2.00	2.57	2.22	2.40	2.20

1 - Disagree



4 - Agree

## INTERACTION WITH OTHERS

	Total rating	Actively and willingly shares information.	Manages to persuade others using convincing arguments.	When negotiating, the evaluate respects other people's opinions and strives to reach mutual agreement.	Takes interest in the needs of his/her clients (internal or external).	Offers his/her (internal or external) clients solutions to their utmost satisfaction.	Is willing to cooperate and involve others.	Contributes to working relationships and a positive atmosphere.
John Doe - john.doe@example.com	2.35	2.44	2.33	2.20	2.50	2.17	2.43	2.40
Jane Moon - jane.moon@example.com	2.34	2.17	2.43	2.22	2.44	2.71	2.00	2.38
Bill Smith - bill.smith@example.com	2.23	2.33	2.33	2.33	1.29	2.50	2.33	2.50
Susan Black - susan.black@example.com	2.23	2.22	2.00	2.00	2.17	2.40	2.57	2.25
Mia Brown - mia.brown@example.com	1.91	2.13	1.80	1.83	2.29	1.40	2.00	1.89

1 - Disagree



4 - Agree

## TEAM LEADERSHIP

	Total rating	Is supportive of his/her subordinates and takes an interest in their needs.	Entrusts the members of his/her team with responsibility and gives them space to work independently.	Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	When giving tasks to others, he/she is clear, unambiguous and understandable.	Insists that the people in his/her team or department deliver their best performance.	Is constructive in pointing out things he/she finds satisfactory or unsatisfactory.	Recognises the strengths and weaknesses of his/her subordinates and supports them in self-development.	As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.
Jane Moon - jane.moon@example.com	2.41	2.00	2.00	2.29	2.17	2.56	3.00	2.88	2.38
John Doe - john.doe@example.com	2.35	2.86	2.30	2.63	1.40	2.56	2.14	2.50	2.38
Susan Black - susan.black@example.com	2.29	2.80	2.33	2.25	2.43	2.13	1.80	1.56	3.00
Bill Smith - bill.smith@example.com	2.22	2.00	2.50	2.38	2.20	2.00	2.33	2.13	2.25
Mia Brown - mia.brown@example.com	2.19	2.00	2.44	1.78	2.17	2.43	2.14	2.56	2.00

1 - Disagree



4 - Agree

## STRATEGIC MANAGEMENT

	Total rating	Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	Makes decisions promptly and with perspective.	Anticipates and prevents the risks of his decisions.	Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	Appreciates the financial impact of his/her actions and decisions.	Is supportive of changes leading to improvement in the long term.
Mia Brown - mia.brown@example.com	2.61	3.00	2.14	3.25	2.00	2.29	3.00
Bill Smith - bill.smith@example.com	2.21	2.38	2.14	2.33	2.50	2.57	1.33
Susan Black - susan.black@example.com	2.14	1.63	2.63	2.38	1.78	2.33	2.11
John Doe - john.doe@example.com	2.13	1.17	2.11	3.60	2.11	2.43	1.38
Jane Moon - jane.moon@example.com	1.92	1.40	2.22	1.50	2.57	1.63	2.20

1 - Disagree



4 - Agree



## SALES/ EXTERNAL CLIENT

	Total rating	Establishes contact with new clients.	Appears convincing and trustworthy in front of the client.	Knows how to use the client's objections in order to persuade them.	Develops client relationships.	Carefully notices what the client likes and adapts the business dialogue accordingly.	Investigates the client's needs.	Offers solutions which accommodate the needs of the client.	Emphasises the benefits the client can derive from mutual cooperation or business.	When signalled by the client, he/she moves from a general offer to discussing a specific solution.	Finishes his/her client meetings by agreeing on specific and clear steps.
Bill Smith - bill.smith@example.com	2.43	1.88	2.33	3.00	2.33	2.33	3.60	2.13	2.14	2.43	2.17
Susan Black - susan.black@example.com	2.43	2.75	2.70	2.57	2.83	2.14	2.40	2.71	1.88	2.13	2.14
John Doe - john.doe@example.com	2.39	2.29	1.80	1.86	1.83	2.67	2.57	2.13	2.67	2.83	3.25
Jane Moon - jane.moon@example.com	2.26	2.33	2.86	2.13	2.13	2.17	1.86	2.63	2.33	2.20	2.00
Mia Brown - mia.brown@example.com	2.1	2.00	1.60	1.86	2.50	2.71	2.60	1.40	1.67	2.14	2.56

1 - Disagree



4 - Agree

## SUMMARY FOR INDIVIDUAL QUESTIONS BY EVALUATION

## ADHERES TO AGREEMENTS AND KEEPS HIS/HER WORD.

Bill Smith - bill.smith@example.com	2.67	3.7
Mia Brown - mia.brown@example.com	2.43	2.7
Susan Black - susan.black@example.com	2.33	3.2
John Doe - john.doe@example.com	2.25	3.4
Jane Moon - jane.moon@example.com	2.22	3

## ACTIVELY PARTICIPATES IN FULFILLING TASKS EVEN OVER AND ABOVE HIS/HER JOB DESCRIPTION.

Mia Brown - mia.brown@example.com	2.67	3
John Doe - john.doe@example.com	2.43	2.3
Jane Moon - jane.moon@example.com	2.25	4
Susan Black - susan.black@example.com	2.13	2.4
Bill Smith - bill.smith@example.com	2	2.9

## HE/SHE IS ABLE TO ADAPT TO NEW SITUATIONS AND CIRCUMSTANCES QUICKLY AND EASILY.

Mia Brown - mia.brown@example.com	2.44	2.6
Jane Moon - jane.moon@example.com	2.29	3.4
Bill Smith - bill.smith@example.com	2.2	2.8
Susan Black - susan.black@example.com	2.13	3.2
John Doe - john.doe@example.com	2.1	2.5

## COMES UP WITH NEW IDEAS AND INNOVATIONS.

Mia Brown - mia.brown@example.com	3	3.2
Jane Moon - jane.moon@example.com	2.43	3.1
Bill Smith - bill.smith@example.com	2.33	3
Susan Black - susan.black@example.com	2	2.8
John Doe - john.doe@example.com	1.86	3

### IS INTERESTED IN HOW OTHER PEOPLE PERCEIVE HIS/HER WORK AND STRIVES FOR FURTHER DEVELOPMENT.

Mia Brown - mia.brown@example.com	2.56	3.4
Jane Moon - jane.moon@example.com	2.25	2.1
Susan Black - susan.black@example.com	2	2.7
John Doe - john.doe@example.com	1.71	3.1
Bill Smith - bill.smith@example.com	1.6	3

### CALMLY DEALS WITH EVEN VERY DIFFICULT SITUATIONS.

Bill Smith - bill.smith@example.com	2.67	3.2
Jane Moon - jane.moon@example.com	2.67	3.2
Susan Black - susan.black@example.com	2.63	3.7
Mia Brown - mia.brown@example.com	2.25	3.2
John Doe - john.doe@example.com	1.83	3

### SEEKS TO SOLVE PROBLEMS EVEN WHEN STRESSED AND UNDER PRESSURE.

John Doe - john.doe@example.com	2.5	2.9
Mia Brown - mia.brown@example.com	2.43	3.6
Bill Smith - bill.smith@example.com	2.33	2.7
Susan Black - susan.black@example.com	2.25	3.1
Jane Moon - jane.moon@example.com	2.22	3.1

### FORMS HIS/HER OWN INDEPENDENT OPINION ON SITUATIONS.

Jane Moon - jane.moon@example.com	3	2.1
John Doe - john.doe@example.com	2.44	2.6
Bill Smith - bill.smith@example.com	2.38	3
Mia Brown - mia.brown@example.com	2.17	3.3
Susan Black - susan.black@example.com	1.83	3.2

**THE EVALUEE PLANS HIS ACTIONS AND WORKS SYSTEMATICALLY.**

Mia Brown - mia.brown@example.com	2.86	2.6
Susan Black - susan.black@example.com	2.75	2.1
John Doe - john.doe@example.com	2.6	2.9
Jane Moon - jane.moon@example.com	2.25	2.2
Bill Smith - bill.smith@example.com	2	2.6

**WHEN COORDINATING WORK, HE/SHE TAKES THE WORK OF OTHERS INTO ACCOUNT.**

Bill Smith - bill.smith@example.com	3.4	3.4
Jane Moon - jane.moon@example.com	3	2.7
Mia Brown - mia.brown@example.com	2.67	3.2
Susan Black - susan.black@example.com	2.57	2.7
John Doe - john.doe@example.com	1.71	3.3

**FULFILLS HIS/HER TASKS BY GIVEN DEADLINES.**

Mia Brown - mia.brown@example.com	2.5	3.2
John Doe - john.doe@example.com	2.5	4
Jane Moon - jane.moon@example.com	2.25	3.6
Bill Smith - bill.smith@example.com	2.14	3.4
Susan Black - susan.black@example.com	2.13	2.2

**ACQUIRES INFORMATION FROM DIFFERENT SOURCES IN A FOCUSED MANNER.**

Bill Smith - bill.smith@example.com	2.67	3.5
Susan Black - susan.black@example.com	2.5	3.3
Mia Brown - mia.brown@example.com	2.33	3.1
Jane Moon - jane.moon@example.com	2.17	3
John Doe - john.doe@example.com	1.57	3.3

**SEEKS SOLUTIONS, NOT PROBLEMS.**

Susan Black - susan.black@example.com	2.88	3.6
Bill Smith - bill.smith@example.com	2.5	2.3
Jane Moon - jane.moon@example.com	2.4	2.2
John Doe - john.doe@example.com	2.22	2.9
Mia Brown - mia.brown@example.com	2	3.7

**TAKES FULL RESPONSIBILITY FOR THE RESULTS OF HIS WORK.**

Jane Moon - jane.moon@example.com	2.67	3.1
Mia Brown - mia.brown@example.com	2.5	3
Bill Smith - bill.smith@example.com	2.4	2.8
Susan Black - susan.black@example.com	2.4	3.2
John Doe - john.doe@example.com	2	2.6

**RECOGNISES AND DEALS WITH RISKS.**

John Doe - john.doe@example.com	2.57	3.1
Jane Moon - jane.moon@example.com	2.43	3
Susan Black - susan.black@example.com	2.2	2.2
Bill Smith - bill.smith@example.com	2.14	3.4
Mia Brown - mia.brown@example.com	1.78	2.7

**REGARDS SITUATIONS CONCEPTUALLY AND WITH PERSPECTIVE.**

Susan Black - susan.black@example.com	2.86	2.7
Jane Moon - jane.moon@example.com	2.67	2.3
John Doe - john.doe@example.com	2.22	2.8
Mia Brown - mia.brown@example.com	1.89	2.7
Bill Smith - bill.smith@example.com	1.86	3.3

**FINDS PRACTICAL AND REALISTIC SOLUTIONS FOR HIS/HER TASKS.**

Jane Moon - jane.moon@example.com	2.63	2.6
Bill Smith - bill.smith@example.com	2.4	2.8
John Doe - john.doe@example.com	2.4	3.2
Mia Brown - mia.brown@example.com	2.29	3
Susan Black - susan.black@example.com	2.17	2.5

**THE EVALUEE IS AN EXPERT IN HIS/HER FIELD AND CAN DEAL WITH ANY WORK TASKS.**

Susan Black - susan.black@example.com	2.63	2.6
Jane Moon - jane.moon@example.com	2.57	3.1
Bill Smith - bill.smith@example.com	2.5	2.7
John Doe - john.doe@example.com	2.2	3
Mia Brown - mia.brown@example.com	1.71	2.9

**ACTIVELY AND WILLINGLY SHARES INFORMATION.**

John Doe - john.doe@example.com	2.44	3.3
Bill Smith - bill.smith@example.com	2.33	2.5
Susan Black - susan.black@example.com	2.22	3.6
Jane Moon - jane.moon@example.com	2.17	2.8
Mia Brown - mia.brown@example.com	2.13	2.9

**MANAGES TO PERSUADE OTHERS USING CONVINCING ARGUMENTS.**

Jane Moon - jane.moon@example.com	2.43	3.1
Bill Smith - bill.smith@example.com	2.33	2.8
John Doe - john.doe@example.com	2.33	2.2
Susan Black - susan.black@example.com	2	3.5
Mia Brown - mia.brown@example.com	1.8	2.2

**WHEN NEGOTIATING, THE EVALUEE RESPECTS OTHER PEOPLE'S OPINIONS AND STRIVES TO REACH MUTUAL AGREEMENT.**

Bill Smith - bill.smith@example.com	2.33	2.2
Jane Moon - jane.moon@example.com	2.22	3.4
John Doe - john.doe@example.com	2.2	2.8
Susan Black - susan.black@example.com	2	3
Mia Brown - mia.brown@example.com	1.83	3.2

**TAKES INTEREST IN THE NEEDS OF HIS/HER CLIENTS (INTERNAL OR EXTERNAL).**

John Doe - john.doe@example.com	2.5	3.4
Jane Moon - jane.moon@example.com	2.44	3.1
Mia Brown - mia.brown@example.com	2.29	2.9
Susan Black - susan.black@example.com	2.17	2.8
Bill Smith - bill.smith@example.com	1.29	3

**OFFERS HIS/HER (INTERNAL OR EXTERNAL) CLIENTS SOLUTIONS TO THEIR UTMOST SATISFACTION.**

Jane Moon - jane.moon@example.com	2.71	3.1
Bill Smith - bill.smith@example.com	2.5	3.2
Susan Black - susan.black@example.com	2.4	3.2
John Doe - john.doe@example.com	2.17	3.7
Mia Brown - mia.brown@example.com	1.4	3.2

**IS WILLING TO COOPERATE AND INVOLVE OTHERS.**

Susan Black - susan.black@example.com	2.57	2.7
John Doe - john.doe@example.com	2.43	3.9
Bill Smith - bill.smith@example.com	2.33	3
Mia Brown - mia.brown@example.com	2	3
Jane Moon - jane.moon@example.com	2	3.4

**CONTRIBUTES TO WORKING RELATIONSHIPS AND A POSITIVE ATMOSPHERE.**

Bill Smith - bill.smith@example.com	2.5	3.3
John Doe - john.doe@example.com	2.4	3
Jane Moon - jane.moon@example.com	2.38	2.1
Susan Black - susan.black@example.com	2.25	2.6
Mia Brown - mia.brown@example.com	1.89	2.2

**IS SUPPORTIVE OF HIS/HER SUBORDINATES AND TAKES AN INTEREST IN THEIR NEEDS.**

John Doe - john.doe@example.com	2.86	3.4
Susan Black - susan.black@example.com	2.8	3
Bill Smith - bill.smith@example.com	2	1.7
Mia Brown - mia.brown@example.com	2	3.2
Jane Moon - jane.moon@example.com	2	3.6

**ENTRUSTS THE MEMBERS OF HIS/HER TEAM WITH RESPONSIBILITY AND GIVES THEM SPACE TO WORK INDEPENDENTLY.**

Bill Smith - bill.smith@example.com	2.5	3.4
Mia Brown - mia.brown@example.com	2.44	3.2
Susan Black - susan.black@example.com	2.33	3.7
John Doe - john.doe@example.com	2.3	3.3
Jane Moon - jane.moon@example.com	2	2.9

**INSPIRES ENTHUSIASM IN HIS/HER TEAM MEMBERS AND MOTIVATES THEM TO PERFORM AT A HIGH LEVEL.**

John Doe - john.doe@example.com	2.63	3.4
Bill Smith - bill.smith@example.com	2.38	2.7
Jane Moon - jane.moon@example.com	2.29	2.4
Susan Black - susan.black@example.com	2.25	4
Mia Brown - mia.brown@example.com	1.78	3.4



**WHEN GIVING TASKS TO OTHERS, HE/SHE IS CLEAR, UNAMBIGUOUS AND UNDERSTANDABLE.**

Susan Black - susan.black@example.com	2.43	2.4
Bill Smith - bill.smith@example.com	2.2	2.8
Mia Brown - mia.brown@example.com	2.17	2.5
Jane Moon - jane.moon@example.com	2.17	3
John Doe - john.doe@example.com	1.4	3

**INSISTS THAT THE PEOPLE IN HIS/HER TEAM OR DEPARTMENT DELIVER THEIR BEST PERFORMANCE.**

John Doe - john.doe@example.com	2.56	2.6
Jane Moon - jane.moon@example.com	2.56	2.7
Mia Brown - mia.brown@example.com	2.43	3
Susan Black - susan.black@example.com	2.13	2.5
Bill Smith - bill.smith@example.com	2	2.6

**IS CONSTRUCTIVE IN POINTING OUT THINGS HE/SHE FINDS SATISFACTORY OR UNSATISFACTORY.**

Jane Moon - jane.moon@example.com	3	3.6
Bill Smith - bill.smith@example.com	2.33	2.3
John Doe - john.doe@example.com	2.14	2.9
Mia Brown - mia.brown@example.com	2.14	3.1
Susan Black - susan.black@example.com	1.8	3.8

**RECOGNISES THE STRENGTHS AND WEAKNESSES OF HIS/HER SUBORDINATES AND SUPPORTS THEM IN SELF-DEVELOPMENT.**

Jane Moon - jane.moon@example.com	2.88	3.9
Mia Brown - mia.brown@example.com	2.56	2.4
John Doe - john.doe@example.com	2.5	3.3
Bill Smith - bill.smith@example.com	2.13	3
Susan Black - susan.black@example.com	1.56	3.2

**AS A MANAGER, THE EVALUEE IS AN AUTHORITY AND HIS/HER BEHAVIOUR SETS AN EXAMPLE TO OTHERS.**

Susan Black - susan.black@example.com	3	3.2
John Doe - john.doe@example.com	2.38	4.2
Jane Moon - jane.moon@example.com	2.38	3
Bill Smith - bill.smith@example.com	2.25	3.4
Mia Brown - mia.brown@example.com	2	3.3

**HAS A CLEAR IDEA OF WHAT HE/SHE WANTS TO ACCOMPLISH IN HIS/HER FIELD AND HOW TO DO IT.**

Mia Brown - mia.brown@example.com	3	3.4
Bill Smith - bill.smith@example.com	2.38	2.6
Susan Black - susan.black@example.com	1.63	2.9
Jane Moon - jane.moon@example.com	1.4	3.2
John Doe - john.doe@example.com	1.17	3.5

**MAKES DECISIONS PROMPTLY AND WITH PERSPECTIVE.**

Susan Black - susan.black@example.com	2.63	3.2
Jane Moon - jane.moon@example.com	2.22	2.1
Bill Smith - bill.smith@example.com	2.14	2.4
Mia Brown - mia.brown@example.com	2.14	3.6
John Doe - john.doe@example.com	2.11	3

**ANTICIPATES AND PREVENTS THE RISKS OF HIS DECISIONS.**

John Doe - john.doe@example.com	3.6	3.4
Mia Brown - mia.brown@example.com	3.25	2.2
Susan Black - susan.black@example.com	2.38	2.5
Bill Smith - bill.smith@example.com	2.33	3.3
Jane Moon - jane.moon@example.com	1.5	2.6

**COMPREHENSIBLY EXPLAINS TO HIS/HER TEAM MEMBERS THE GENERAL AIMS OF THE COMPANY AND THE SPECIFIC STEPS TAKEN TO ACCOMPLISH THEM.**

Jane Moon - jane.moon@example.com	2.57	2.4
Bill Smith - bill.smith@example.com	2.5	3.7
John Doe - john.doe@example.com	2.11	2.6
Mia Brown - mia.brown@example.com	2	3.3
Susan Black - susan.black@example.com	1.78	2.4

**APPRECIATES THE FINANCIAL IMPACT OF HIS/HER ACTIONS AND DECISIONS.**

Bill Smith - bill.smith@example.com	2.57	3
John Doe - john.doe@example.com	2.43	3
Susan Black - susan.black@example.com	2.33	3.3
Mia Brown - mia.brown@example.com	2.29	3.7
Jane Moon - jane.moon@example.com	1.63	3.5

**IS SUPPORTIVE OF CHANGES LEADING TO IMPROVEMENT IN THE LONG TERM.**

Mia Brown - mia.brown@example.com	3	3.9
Jane Moon - jane.moon@example.com	2.2	2.7
Susan Black - susan.black@example.com	2.11	2.8
John Doe - john.doe@example.com	1.38	3
Bill Smith - bill.smith@example.com	1.33	2.4

**ESTABLISHES CONTACT WITH NEW CLIENTS.**

Susan Black - susan.black@example.com	2.75	3.7
Jane Moon - jane.moon@example.com	2.33	3.1
John Doe - john.doe@example.com	2.29	2.4
Mia Brown - mia.brown@example.com	2	2.9
Bill Smith - bill.smith@example.com	1.88	2.9

**APPEARS CONVINCING AND TRUSTWORTHY IN FRONT OF THE CLIENT.**

Jane Moon - jane.moon@example.com	2.86	3.1
Susan Black - susan.black@example.com	2.7	3.2
Bill Smith - bill.smith@example.com	2.33	3.5
John Doe - john.doe@example.com	1.8	2.5
Mia Brown - mia.brown@example.com	1.6	3.8

**KNOWS HOW TO USE THE CLIENT'S OBJECTIONS IN ORDER TO PERSUADE THEM.**

Bill Smith - bill.smith@example.com	3	2.7
Susan Black - susan.black@example.com	2.57	3.3
Jane Moon - jane.moon@example.com	2.13	3.2
John Doe - john.doe@example.com	1.86	3.1
Mia Brown - mia.brown@example.com	1.86	2

**DEVELOPS CLIENT RELATIONSHIPS.**

Susan Black - susan.black@example.com	2.83	3.5
Mia Brown - mia.brown@example.com	2.5	3.5
Bill Smith - bill.smith@example.com	2.33	3.3
Jane Moon - jane.moon@example.com	2.13	3.4
John Doe - john.doe@example.com	1.83	3

**CAREFULLY NOTICES WHAT THE CLIENT LIKES AND ADAPTS THE BUSINESS DIALOGUE ACCORDINGLY.**

Mia Brown - mia.brown@example.com	2.71	2.4
John Doe - john.doe@example.com	2.67	2.7
Bill Smith - bill.smith@example.com	2.33	2.3
Jane Moon - jane.moon@example.com	2.17	2.8
Susan Black - susan.black@example.com	2.14	2.6

**INVESTIGATES THE CLIENT'S NEEDS.**

Bill Smith - bill.smith@example.com	3.6	3.6
Mia Brown - mia.brown@example.com	2.6	3
John Doe - john.doe@example.com	2.57	2.7
Susan Black - susan.black@example.com	2.4	3
Jane Moon - jane.moon@example.com	1.86	3

**OFFERS SOLUTIONS WHICH ACCOMODATE THE NEEDS OF THE CLIENT.**

Susan Black - susan.black@example.com	2.71	3.3
Jane Moon - jane.moon@example.com	2.63	3
Bill Smith - bill.smith@example.com	2.13	3.5
John Doe - john.doe@example.com	2.13	3.5
Mia Brown - mia.brown@example.com	1.4	2.8

**EMPHASISES THE BENEFITS THE CLIENT CAN DERIVE FROM MUTUAL COOPERATION OR BUSINESS.**

John Doe - john.doe@example.com	2.67	2.8
Jane Moon - jane.moon@example.com	2.33	3
Bill Smith - bill.smith@example.com	2.14	3.4
Susan Black - susan.black@example.com	1.88	2.4
Mia Brown - mia.brown@example.com	1.67	2.8

**WHEN SIGNALLED BY THE CLIENT, HE/SHE MOVES FROM A GENERAL OFFER TO DISCUSSING A SPECIFIC SOLUTION.**

John Doe - john.doe@example.com	2.83	2.5
Bill Smith - bill.smith@example.com	2.43	3
Jane Moon - jane.moon@example.com	2.2	2.4
Mia Brown - mia.brown@example.com	2.14	3.1
Susan Black - susan.black@example.com	2.13	2.5

**FINISHES HIS/HER CLIENT MEETINGS BY AGREEING ON SPECIFIC AND CLEAR STEPS.**

John Doe - john.doe@example.com	3.25	3.2
Mia Brown - mia.brown@example.com	2.56	3
Bill Smith - bill.smith@example.com	2.17	3.5
Susan Black - susan.black@example.com	2.14	3.4
Jane Moon - jane.moon@example.com	2	3.3