



## FINAL REPORT

Demo - 360° Feedback

**Mia Brown**

mia.brown@example.com

January 16, 2023



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## INTRODUCTION

This report is the result of a 360° feedback review by TCC online s.r.o.

## HOW TO WORK WITH THE RESULTS

The results of the 360° feedback review is meant mainly for you and your future personal development - it gives you feedback about how your external environment sees you. The final report starts with a summary and proceeds to give a detailed feedback in individual blocks.

## EVALUATED COMPETENCIES

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

## EVALUATION SCALE

The following scale was used for the feedback review:

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

## EVALUATION SCALE - IMPORTANCE

Evaluators could also express how important the evaluated items are for them on a scale: 

The evaluated person could also express how important the evaluated items are for him/her on a scale:



Values on the significance scale are as follows: 1 - It is of key importance to me, 2 - It is very important to me, 3 - It is quite important to me, 4 - It is not very important to me, 5 - It is not important to me.

In case there are no data for importance, there is the sign: ?

These values are labeled later in this report as "importance".

EVALUATORS

EVALUATORS	RESPONDENTS	EVALUATED
Colleague	4	4
Manager	1	1
Subordinate	5	5
Self-assessment	1	1

Throughout the output report, results for Self-assessment and an average result for other evaluators are compared. This average is then labeled as Feedback from others.

COLLEAGUE

evaluator1@tcconline.cz  
evaluator2@tcconline.cz  
evaluator3@tcconline.cz  
evaluator4@tcconline.cz

MANAGER

evaluator10@tcconline.cz

SUBORDINATE

evaluator5@tcconline.cz  
evaluator6@tcconline.cz  
evaluator7@tcconline.cz  
evaluator8@tcconline.cz  
evaluator9@tcconline.cz









## 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.

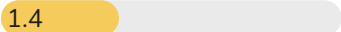
### ADVANTAGES

Importance

Anticipates and prevents the risks of his decisions.	3.25 	2.2
Is supportive of changes leading to improvement in the long term.	3 	3.9
Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	3 	3.4
Comes up with new ideas and innovations.	3 	3.2
The evaluatee plans his actions and works systematically.	2.86 	2.6
Carefully notices what the client likes and adapts the business dialogue accordingly.	2.71 	2.4
When coordinating work, he/she takes the work of others into account.	2.67 	3.2
Actively participates in fulfilling tasks even over and above his/her job description.	2.67 	3.0

### AREAS FOR DEVELOPMENT

Importance

Offers solutions which accomodate the needs of the client.	1.4 	2.8
Offers his/her (internal or external) clients solutions to their utmost satisfaction.	1.4 	3.2
Appears convincing and trustworthy in front of the client.	1.6 	3.8
Emphasises the benefits the client can derive from mutual cooperation or business.	1.67 	2.8
The evaluatee is an expert in his/her field and can deal with any work tasks.	1.71 	2.9
Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	1.78 	3.4
Recognises and deals with risks.	1.78 	2.7
Manages to persuade others using convincing arguments.	1.8 	2.2

You can see here what items are perceived by your evaluators as the most important ones

You may identify your focus areas for development based on the competency statements that have received the lowest scores from your evaluators. In addition, it is recommended to also consider competencies which have been rated as important by your evaluators, even if they have received higher score

### THE MOST IMPORTANT COMPETENCES BY EVALUATORS

		Importance
Knows how to use the client's objections in order to persuade them.	1.86	2.0
Manages to persuade others using convincing arguments.	1.8	2.2
Anticipates and prevents the risks of his decisions.	3.25	2.2
Contributes to working relationships and a positive atmosphere.	1.89	2.2
Carefully notices what the client likes and adapts the business dialogue accordingly.	2.71	2.4
Recognises the strengths and weaknesses of his/her subordinates and supports them in self-development.	2.56	2.4
When giving tasks to others, he/she is clear, unambiguous and understandable.	2.17	2.5
The evaluatee plans his actions and works systematically.	2.86	2.6

### INSPIRATION FOR YOUR DEVELOPMENT BY GROUPS OF EVALUATORS

Below, you can find the best and worst-evaluated items across the competences. While you can build upon your best evaluated items/advantages and look for opportunities for their use in future, you can look for priorities for development in the near future in the worst-evaluated items.






Value shown at each item is the average of evaluations across the given group of evaluators.

#### ADVANTAGES





##### COLLEAGUE

		Importance
Forms his/her own independent opinion on situations.	4	4.0
Makes decisions promptly and with perspective.	3.33	3.3
Finishes his/her client meetings by agreeing on specific and clear steps.	3.25	2.7

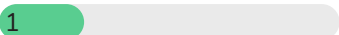
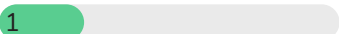
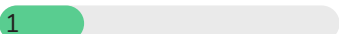
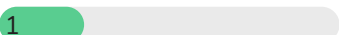
**MANAGER**

		Importance
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	4 	4.0
Actively and willingly shares information.	4 	3.0
Carefully notices what the client likes and adapts the business dialogue accordingly.	4 	2.0
The evaluatee plans his actions and works systematically.	4 	2.0
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	4 	2.0

**SUBORDINATE**

		Importance
Comes up with new ideas and innovations.	4 	4.0
Anticipates and prevents the risks of his decisions.	4 	3.0
Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	3.33 	3.7
The evaluatee plans his actions and works systematically.	3.33 	2.3

**AREAS FOR DEVELOPMENT****COLLEAGUE**

		Importance
Knows how to use the client's objections in order to persuade them.	1 	3.0
Offers his/her (internal or external) clients solutions to their utmost satisfaction.	1 	2.5
Is willing to cooperate and involve others.	1 	1.0
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	1 	4.0

**MANAGER**

		Importance
Seeks solutions, not problems.	1	3.0
Fulfills his/her tasks by given deadlines.	1	2.0
Establishes contact with new clients.	1	2.0
Appears convincing and trustworthy in front of the client.	1	4.0
Forms his/her own independent opinion on situations.	1	3.0
Finds practical and realistic solutions for his/her tasks.	1	2.0
Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	1	3.0
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	1	3.0
Recognises and deals with risks.	1	2.0
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.	1	3.0
Contributes to working relationships and a positive atmosphere.	1	4.0

**SUBORDINATE**

		Importance
Manages to persuade others using convincing arguments.	1	2.5
Makes decisions promptly and with perspective.	1	3.7
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	1.25	3.5

*You can see here what items are perceived by your evaluators as the most important ones*

*You do not have to focus your further development only on the items evaluated as lower, but also on these that are important to others, even though they are generally evaluated higher.*

**THE MOST IMPORTANT COMPETENCES BY EVALUATORS****COLLEAGUE**

		Importance
Is willing to cooperate and involve others.	1	1.0
Anticipates and prevents the risks of his decisions.	3	1.5
Contributes to working relationships and a positive atmosphere.	2.25	1.7



## MANAGER

		Importance
Emphasises the benefits the client can derive from mutual cooperation or business.	2	1.0
Fulfills his/her tasks by given deadlines.	1	2.0
Knows how to use the client's objections in order to persuade them.	2	2.0

## SUBORDINATE

		Importance
Insists that the people in his/her team or department deliver their best performance.	2	1.7
Regards situations conceptually and with perspective.	1.6	1.8
Knows how to use the client's objections in order to persuade them.	2	1.8

## 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

	Self-assessment	Feedback from others	Difference	Importance
Appears convincing and trustworthy in front of the client.	4	1.6	2.4	2.0 3.8
Regards situations conceptually and with perspective.	4	1.89	2.11	1.0 2.7
Actively and willingly shares information.	4	2.13	1.87	3.0 2.9

## HIGHER EVALUATION BY OTHERS

	Feedback from others	Self-assessment	Difference	Importance
Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	3	1	2	3.4 2.0
The evaluatee plans his actions and works systematically.	2.86	1	1.86	2.6 4.0
Takes full responsibility for the results of his work.	2.5	1	1.5	3.0 4.0

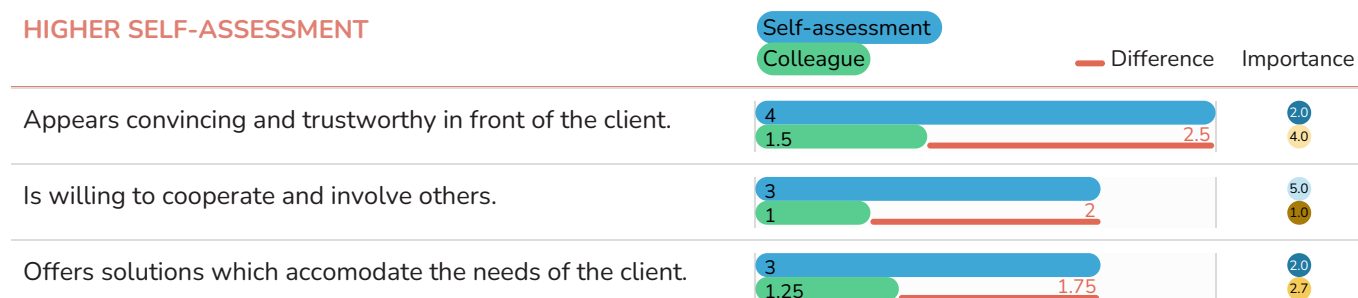
## IN WHAT ITEMS DO OTHER GROUPS OF EVALUATORS SEE YOU DIFFERENTLY THAN YOU SEE YOURSELF

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

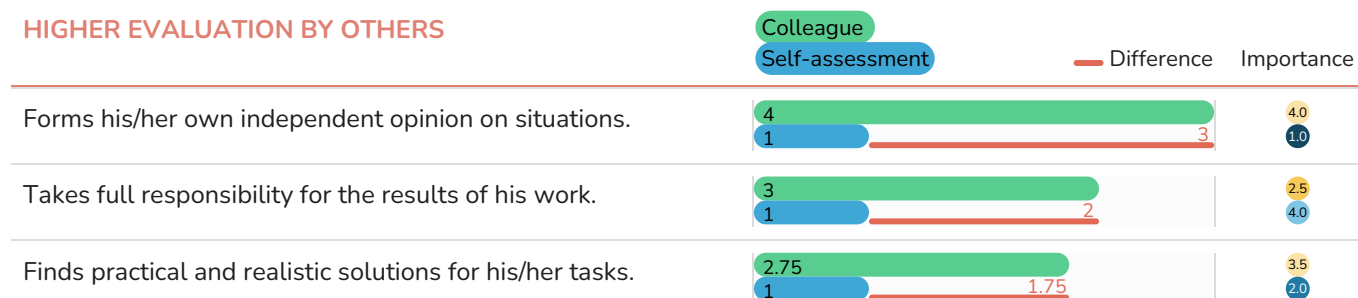
Areas in which you evaluate yourself higher than how others perceive you can inspire you to think about why there is such a difference and what can you do in order to align the perception of you and others more.

### COLLEAGUE

#### HIGHER SELF-ASSESSMENT



#### HIGHER EVALUATION BY OTHERS

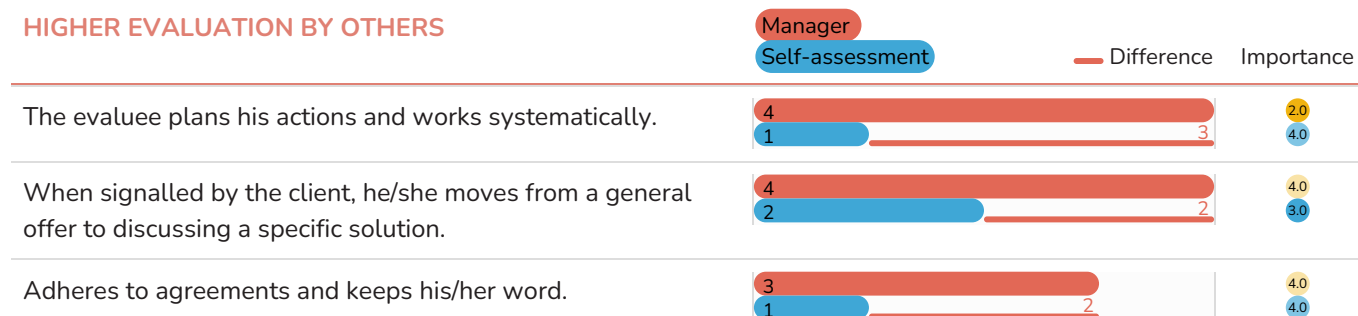


### MANAGER

#### HIGHER SELF-ASSESSMENT

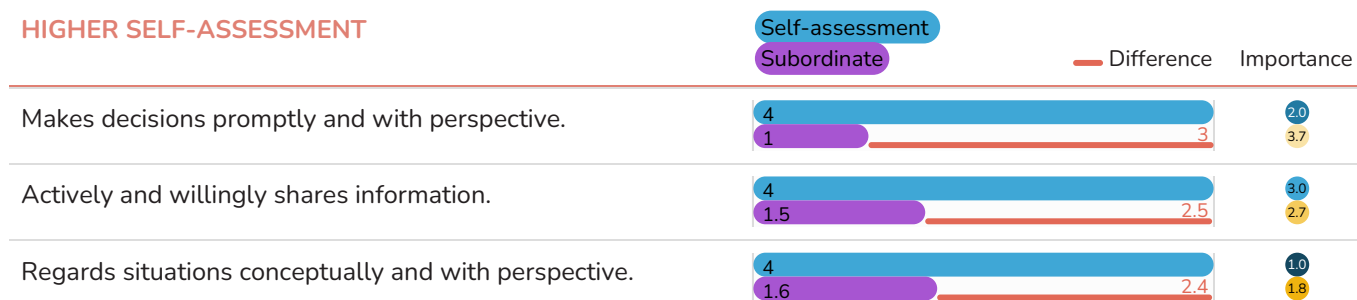


#### HIGHER EVALUATION BY OTHERS

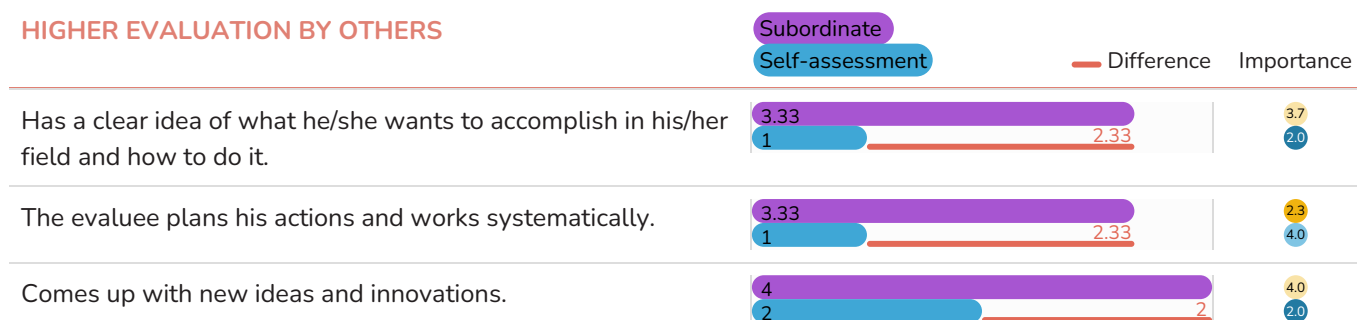


## SUBORDINATE

## HIGHER SELF-ASSESSMENT



## HIGHER EVALUATION BY OTHERS



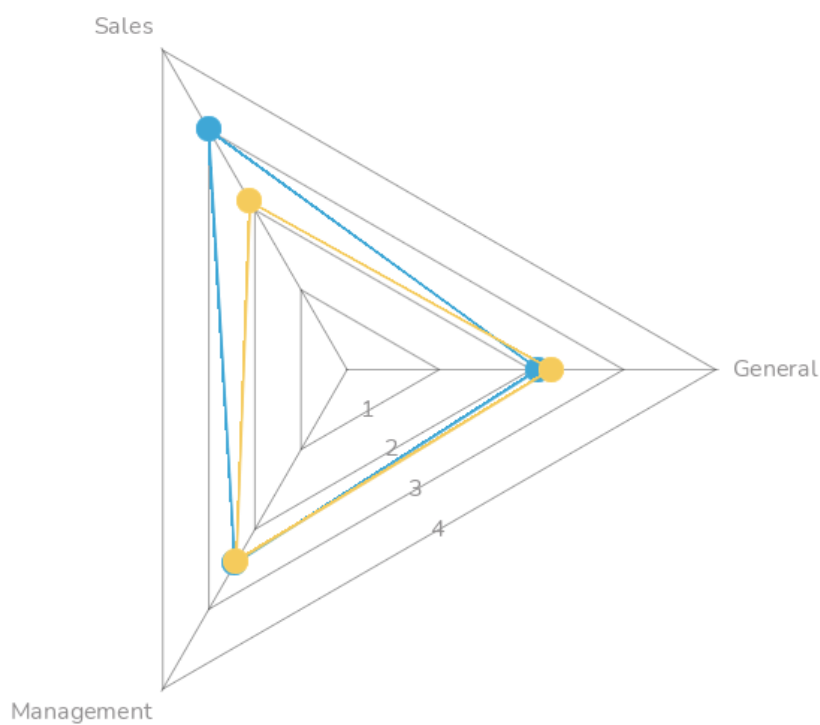
## TOTAL RATING

*This part of report is aimed at summarising areas of competences and gives you basic information about how you evaluate yourself in comparison with other people 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 area, this difference will be shown here.*

*If the differences are large, try to think about what could have caused such differences and what you might learn from that.*

- Self-assessment
- Feedback from others

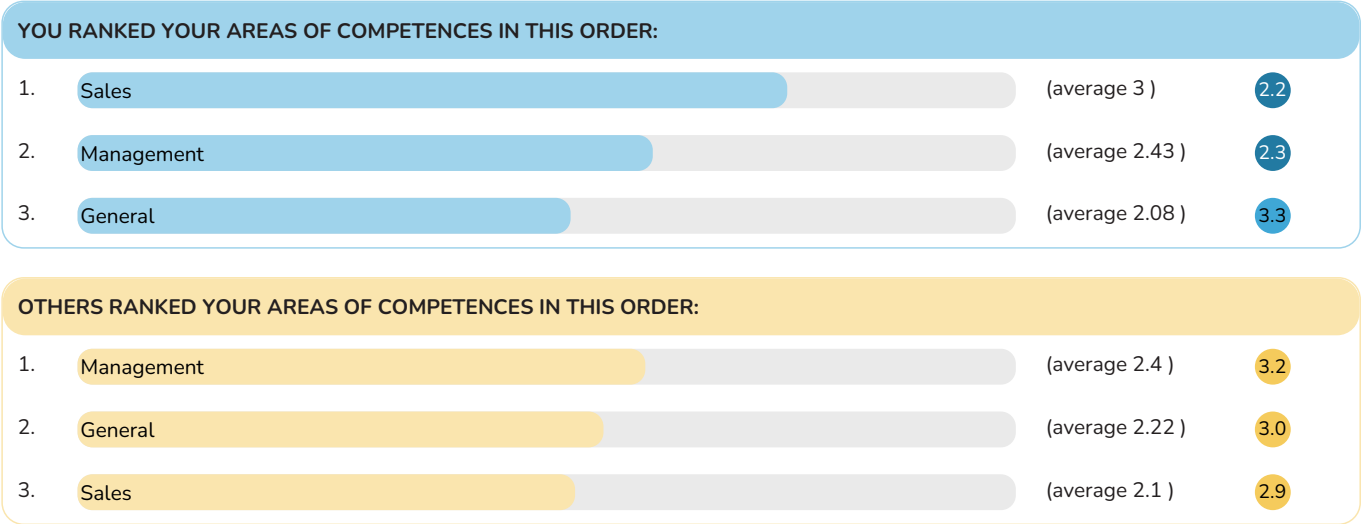


*The values in the graph show the average for evaluators for a given area.*

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.



TOTAL ORDER OF AREAS

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MANAGEMENT (average 2.4)Importance 3.2 2.3

Evaluation	Percentage
Cannot evaluate	22%
Disagree	21%
Mostly disagree	17%
Mostly agree	28%
Agree	12%

Values in the chart show the ratio in which individual evaluators chose answers on the given evaluation scale at questions that are a part of the given area.

Area is evaluated by the below competences:

- Team leadership
- Strategic management

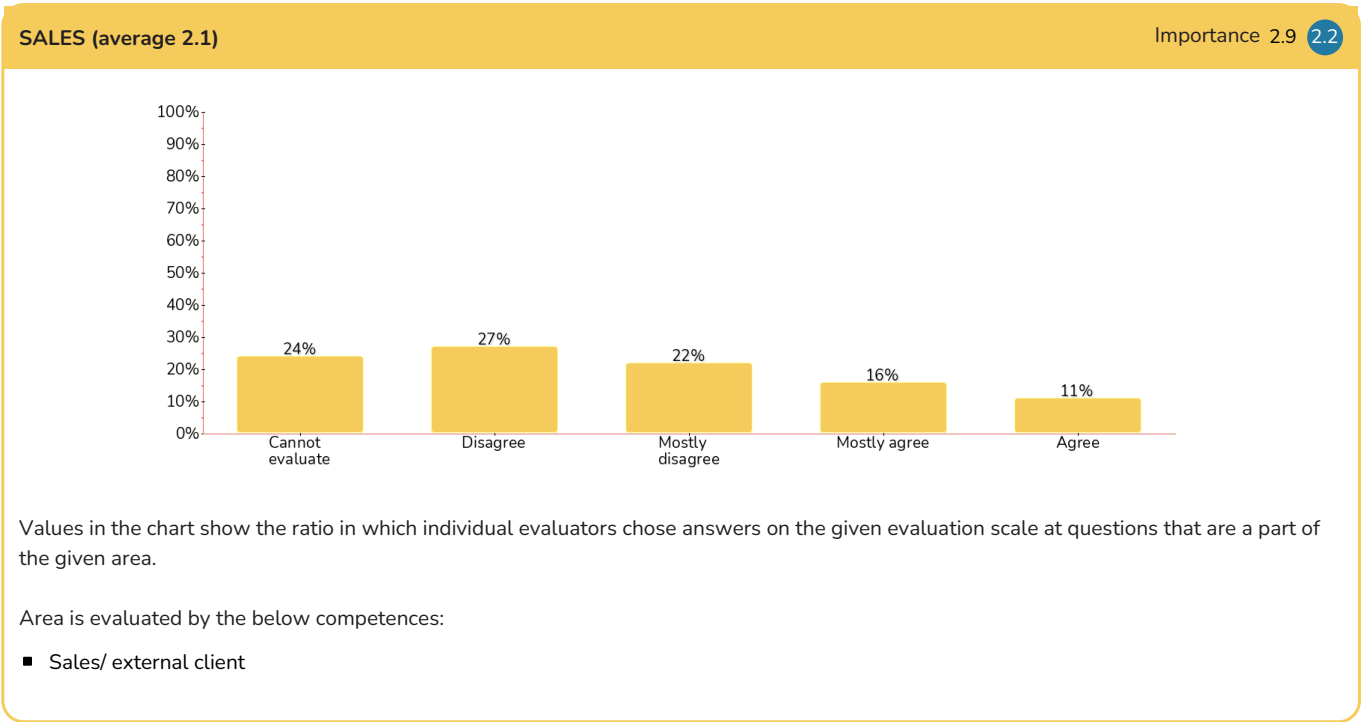
GENERAL (average 2.22)Importance 3.0 3.3

Evaluation	Percentage
Cannot evaluate	24%
Disagree	25%
Mostly disagree	19%
Mostly agree	23%
Agree	10%

Values in the chart show the ratio in which individual evaluators chose answers on the given evaluation scale at questions that are a part of the given area.

Area is evaluated by the below competences:

- Personal attitude
- Work competences
- Interaction with others



HOW DOES THE SELF-ASSESSMENT COMPARE TO THE FEEDBACK GIVEN BY OTHER EVALUATORS:

		SELF-ASSESSMENT	FEEDBACK FROM OTHERS	DIFFERENCE
1.	Sales	3 <span>2.2</span>	2.1 <span>2.9</span>	0.9
2.	Management	2.43 <span>2.3</span>	2.4 <span>3.2</span>	0.03
3.	General	2.08 <span>3.3</span>	2.22 <span>3.0</span>	-0.14

Those areas where you rated yourself better than others rated you are highlighted. Purple indicates those areas where your rating is significantly different from the rating from others. The intensity of the colour signifies the degree of the difference on the evaluation scale:

- 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

In addition to the evaluation result, in a colour circle the table also shows the importance assigned to the given item by the evaluated person and the evaluators.

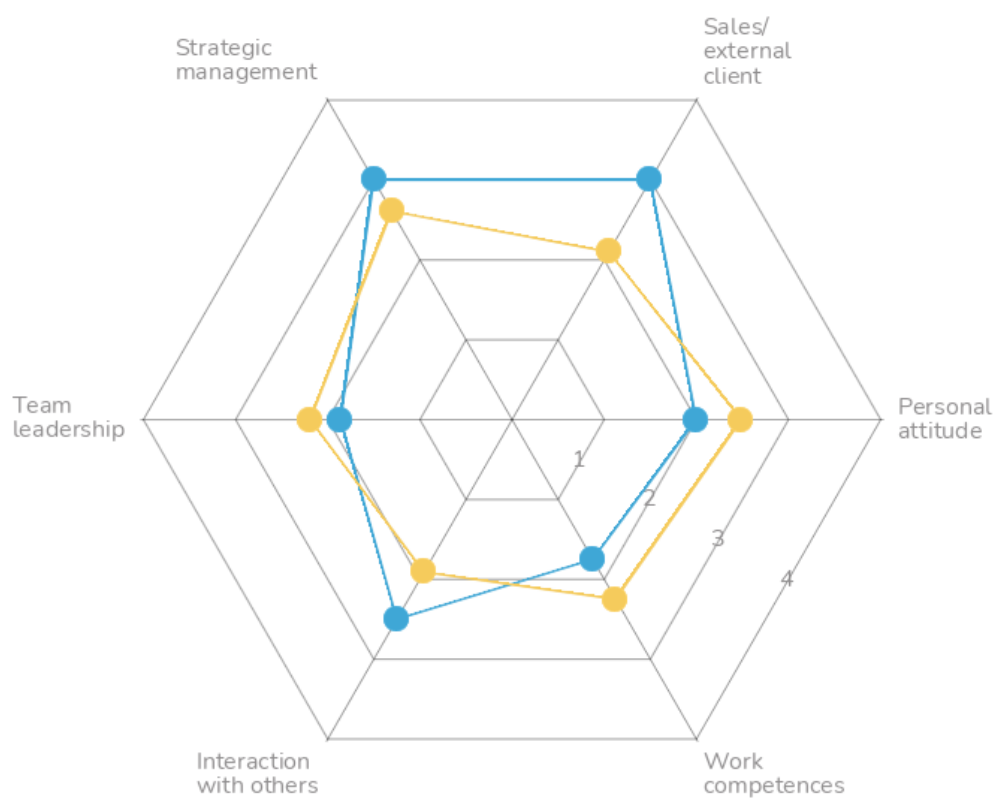
## ASSESSMENT OF INDIVIDUAL COMPETENCES

*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



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



## ORDER OF COMPETENCES

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

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

### YOU RANKED YOUR COMPETENCES IN THIS ORDER:

1.	Strategic management	(average 3 )	2.0	Management
2.	Sales/ external client	(average 3 )	2.2	Sales
3.	Interaction with others	(average 2.5 )	4.2	General
4.	Personal attitude	(average 2 )	2.7	General
5.	Team leadership	(average 1.86 )	2.6	Management
6.	Work competences	(average 1.75 )	2.9	General

### OTHERS RANKED YOUR COMPETENCES IN THIS ORDER:

1.	Strategic management	(average 2.61 )	3.4	Management
2.	Personal attitude	(average 2.49 )	3.1	General
3.	Work competences	(average 2.25 )	3.0	General
4.	Team leadership	(average 2.19 )	3.0	Management
5.	Sales/ external client	(average 2.1 )	2.9	Sales
6.	Interaction with others	(average 1.91 )	2.8	General

Your own assessment across all competences is **Equal** (average 2.35 ) compared to the rating from others (average 2.26 )

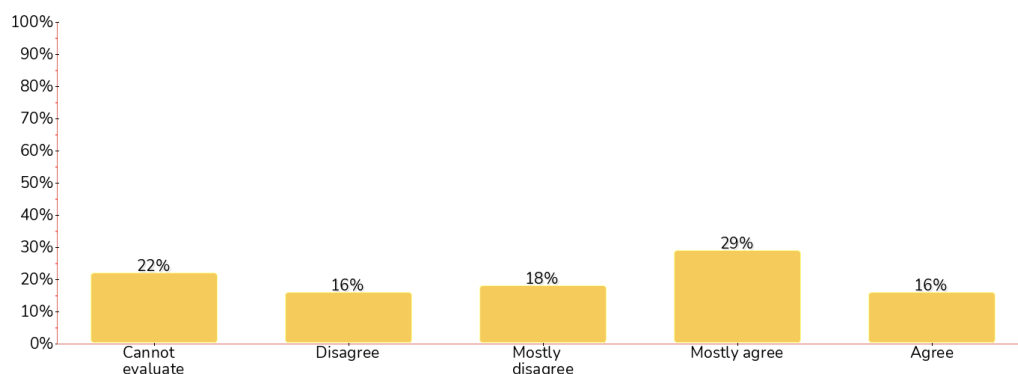
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## STRATEGIC MANAGEMENT (average 2.61)

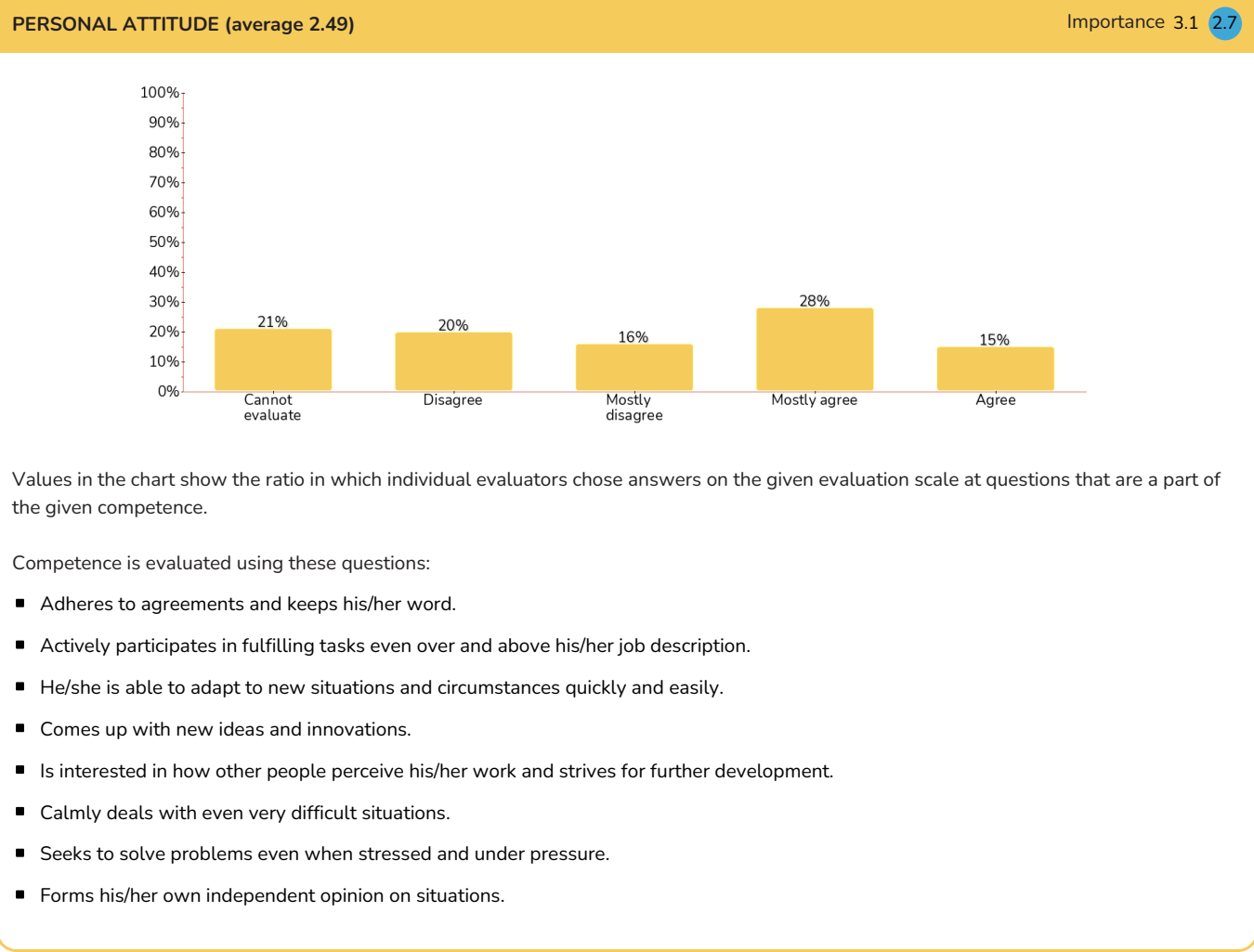
Importance 3.4 2.0



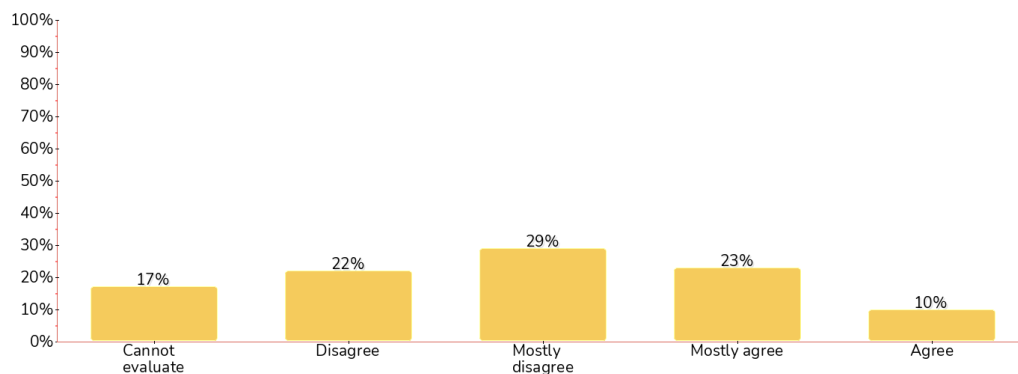
Values in the chart show the ratio in which individual evaluators chose answers on the given evaluation scale at questions that are a part of the given competence.

Competence is evaluated using these questions:

- 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.



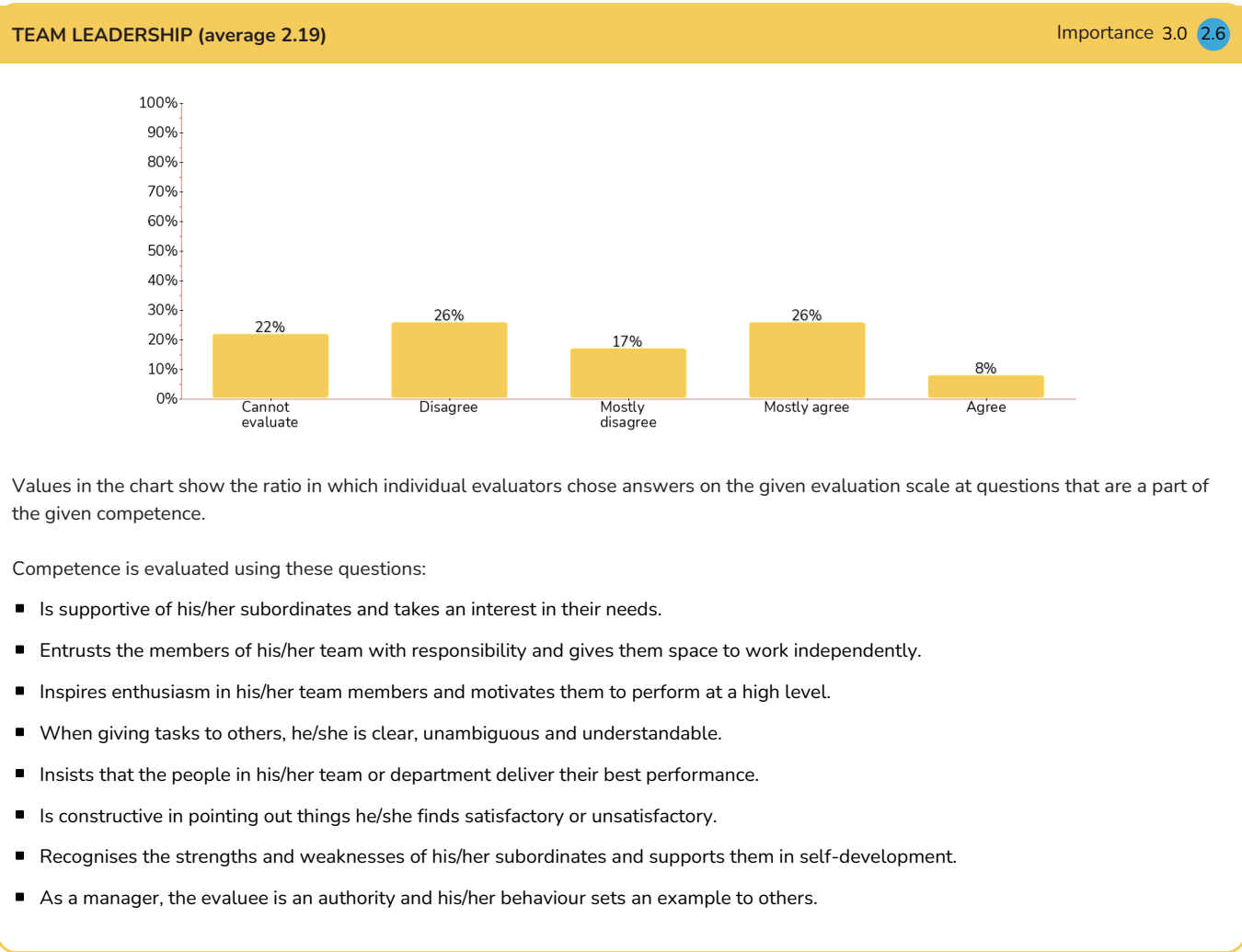
## WORK COMPETENCES (average 2.25)

Importance 3.0 **2.9**

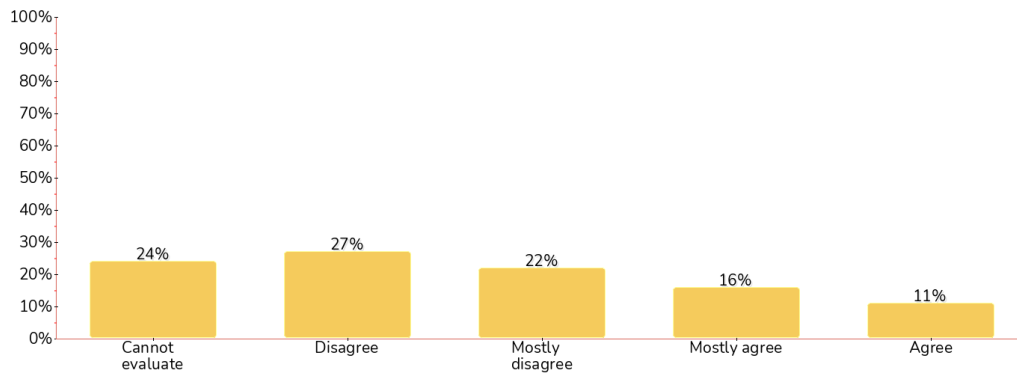
Values in the chart show the ratio in which individual evaluators chose answers on the given evaluation scale at questions that are a part of the given competence.

Competence is evaluated using these questions:

- 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.



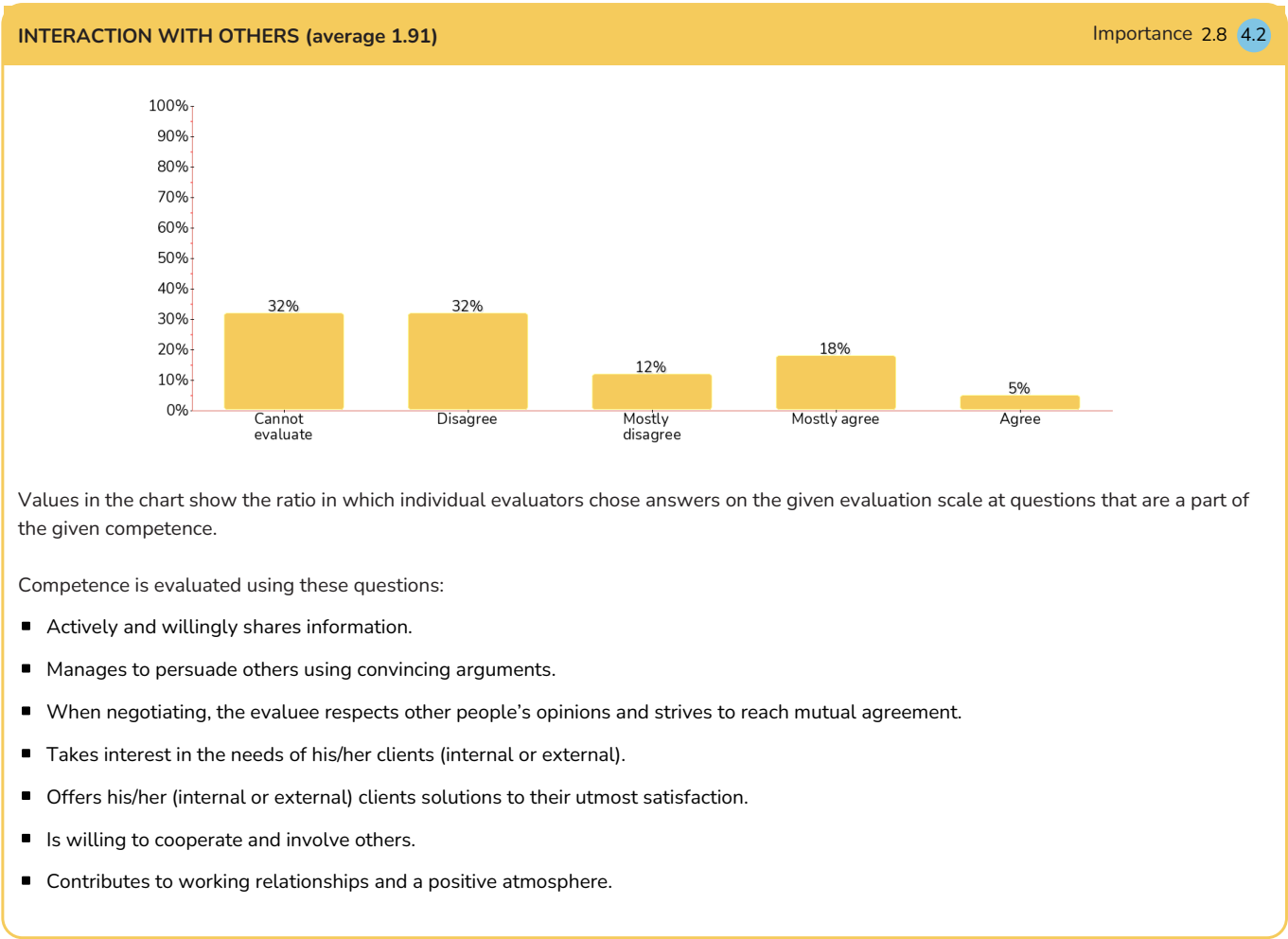
## SALES/ EXTERNAL CLIENT (average 2.1)

Importance 2.9 **2.2**

Values in the chart show the ratio in which individual evaluators chose answers on the given evaluation scale at questions that are a part of the given competence.

Competence is evaluated using these questions:

- 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.







Your own assessment across all competences is **Equal** (average 2.35 ) compared to the rating from others (average 2.26 )

## HOW DOES THE SELF-ASSESSMENT COMPARE TO THE FEEDBACK GIVEN BY OTHER EVALUATORS WITHIN THE COMPETENCES

		SELF-ASSESSMENT		FEEDBACK FROM OTHERS		difference
1.	Sales/ external client	3	2.2	2.1	2.9	0.9
2.	Interaction with others	2.5	4.2	1.91	2.8	0.59
3.	Strategic management	3	2.0	2.61	3.4	0.39
4.	Team leadership	1.86	2.6	2.19	3.0	-0.33
5.	Personal attitude	2	2.7	2.49	3.1	-0.49
6.	Work competences	1.75	2.9	2.25	3.0	-0.5
	Average rating across competences	2.35		2.26		

Those areas where you rated yourself better than others rated you are highlighted. Purple indicates those areas where your rating is significantly different from the rating from others. The intensity of the colour signifies the degree of the difference on the evaluation scale:

	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

In addition to the evaluation result, in a colour circle the table also shows the importance assigned to the given item by the evaluated person and the evaluators.



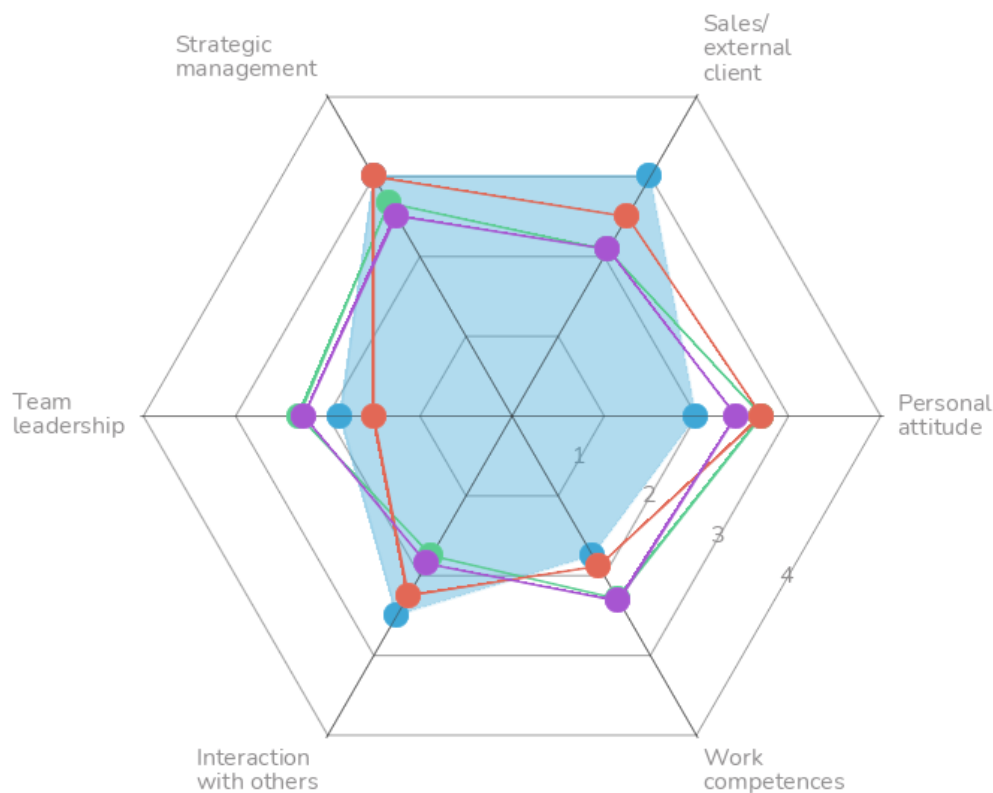
## FEEDBACK FROM INDIVIDUAL GROUPS OF EVALUATORS

*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. 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



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

## ORDER OF COMPETENCES BY GROUPS OF EVALUATORS

In this chapter of the report, you can take a closer look at which of your competences are evaluated better than others by different groups of people who evaluated you.

Try to connect the evaluations with specific groups of evaluators and with specific competences. E.g. the most interesting topics for your further development in managerial competences can be given to you by subordinates, best inspirations for cooperation and teamwork can be gained from colleagues and inspirations for improvement in sales competences can be given by your customers.

With each group of people who evaluated you, establish a set of priorities; meaning, skills that are the most vital for you, and focus on them especially.

### RANKING OF COMPETENCES - COLLEAGUE

1.	Personal attitude	(average 2.71 )	3.2	General
2.	Strategic management	(average 2.67 )	3.3	Management
3.	Team leadership	(average 2.31 )	3.3	Management
4.	Work competences	(average 2.29 )	3.3	General
5.	Sales/ external client	(average 2.08 )	3.1	Sales
6.	Interaction with others	(average 1.75 )	2.5	General

### RANKING OF COMPETENCES - MANAGER

1.	Strategic management	(average 3 )	2.8	Management
2.	Personal attitude	(average 2.71 )	3.6	General
3.	Sales/ external client	(average 2.5 )	2.9	Sales
4.	Interaction with others	(average 2.25 )	3.8	General
5.	Work competences	(average 1.88 )	2.5	General
6.	Team leadership	(average 1.5 )	2.8	Management





### RANKING OF COMPETENCES - SUBORDINATE

1.	Strategic management	(average 2.51 )	3.6	Management
2.	Personal attitude	(average 2.43 )	3.1	General
3.	Work competences	(average 2.32 )	2.8	General
4.	Team leadership	(average 2.26 )	2.9	Management
5.	Sales/ external client	(average 2.09 )	3.1	Sales
6.	Interaction with others	(average 1.85 )	2.8	General

## EVALUATOR GROUPS SORTED BY VARIATION OF FEEDBACK

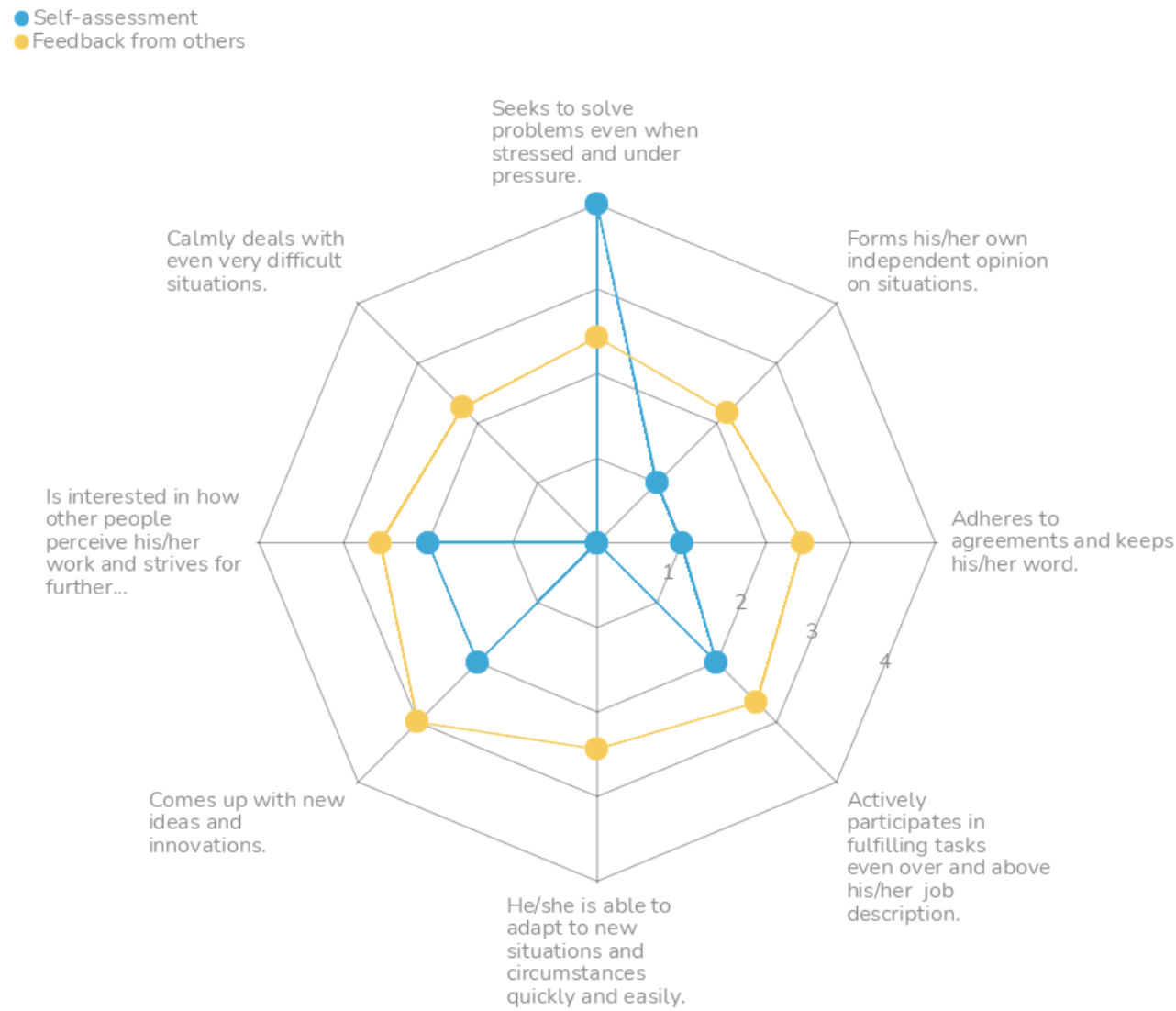
	Self-assessment	Colleague	Manager	Subordinate	range
1 Team leadership	1.86	↑2.31	↓1.5	2.26	0.81
2 Interaction with others	2.5	↓1.75	↑2.25	1.85	0.5
3 Strategic management	3	2.67	↑3	↓2.51	0.49
4 Work competences	1.75	2.29	↓1.88	↑2.32	0.44
5 Sales/ external client	3	↓2.08	↑2.5	2.09	0.42
6 Personal attitude	2	↑2.71	↑2.71	↓2.43	0.28
average result across competences	2.35	2.3	↑2.31	↓2.24	

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.

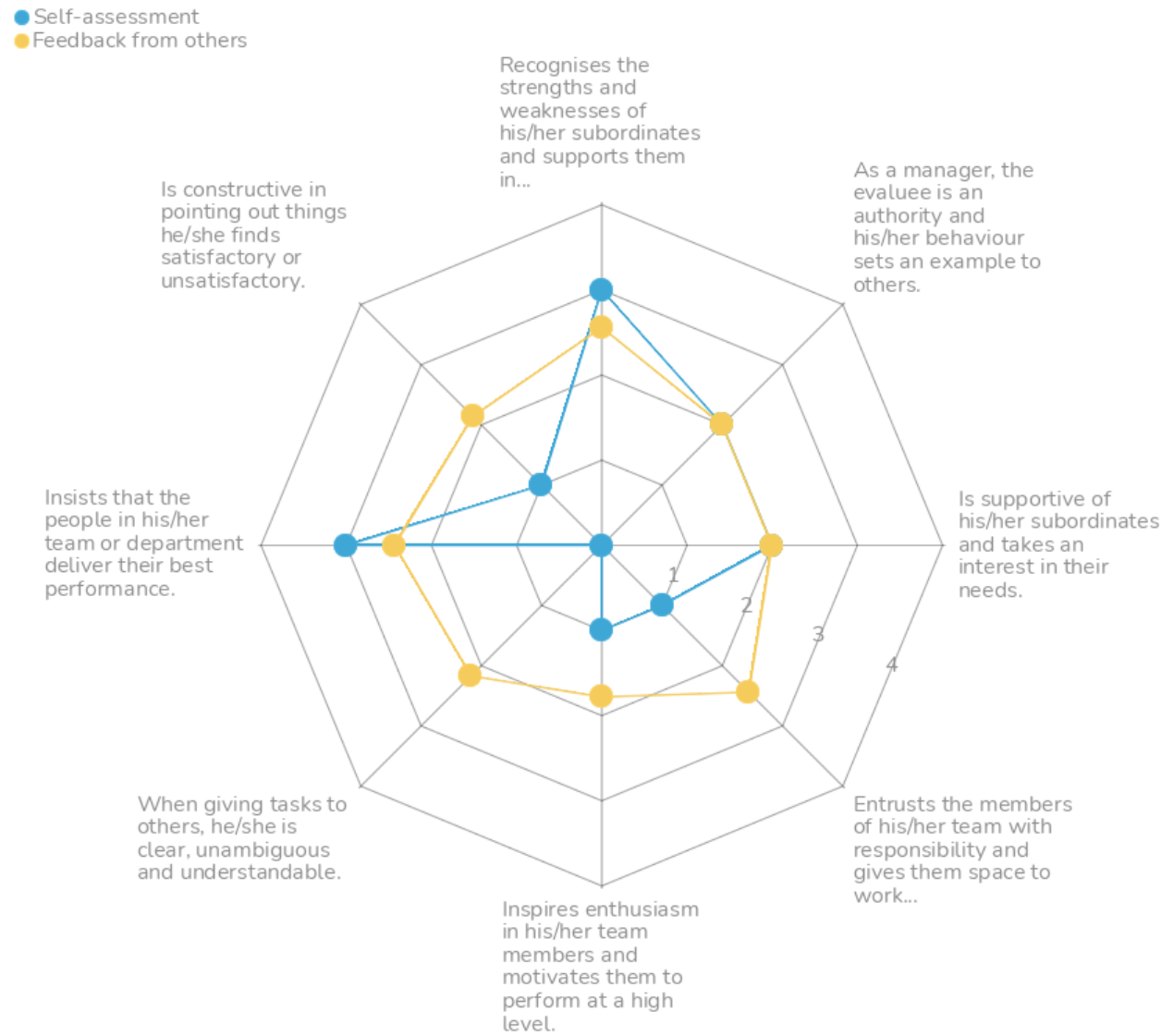
	difference in results: less than 25% of the evaluation scale
	difference in results: 25-50% of the evaluation scale
	difference in results: 50-75% of the evaluation scale
	difference in results: above 75% of the evaluation scale

SUMMARY GRAPH FOR INDIVIDUAL QUESTIONS

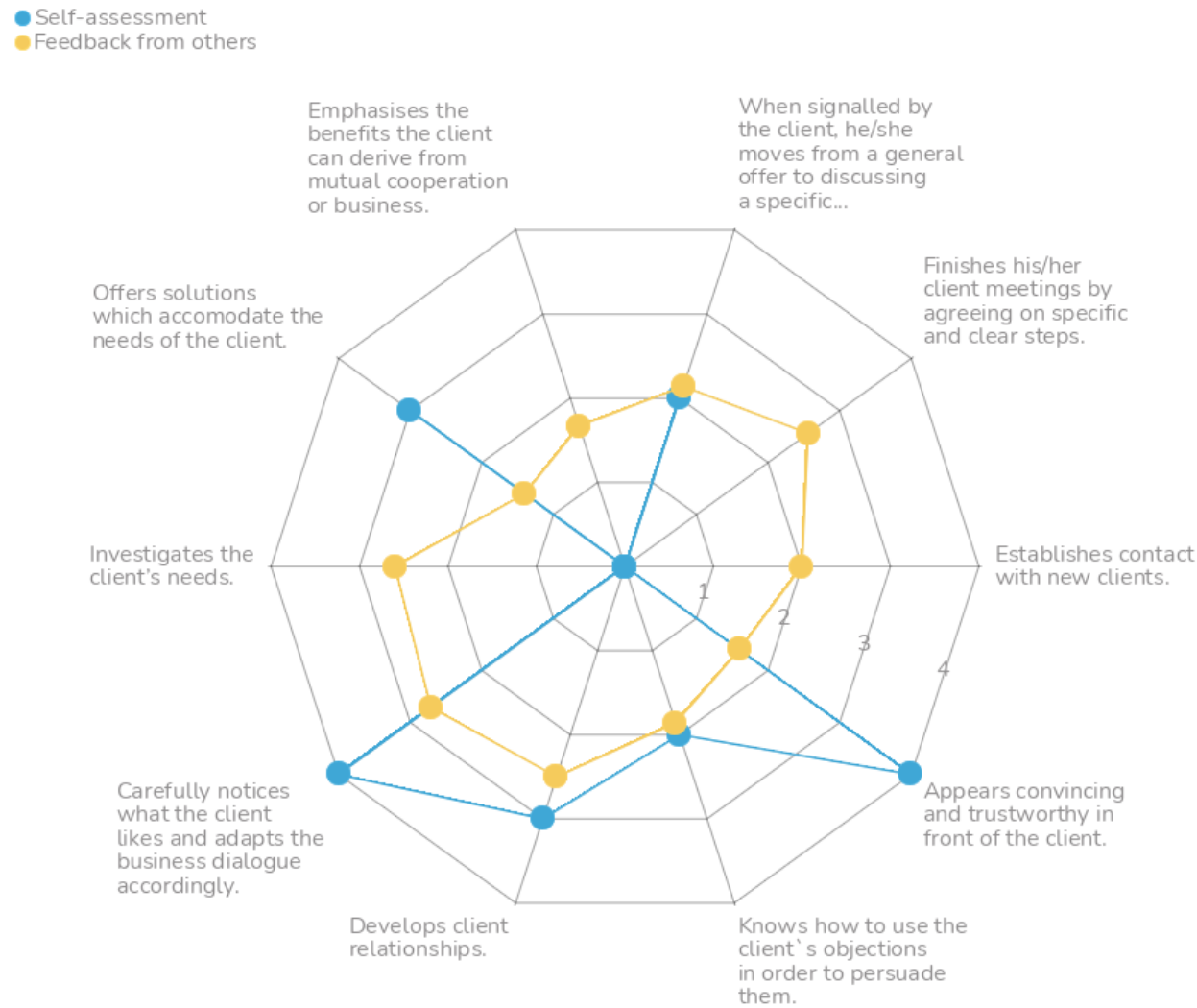
PERSONAL ATTITUDE



TEAM LEADERSHIP

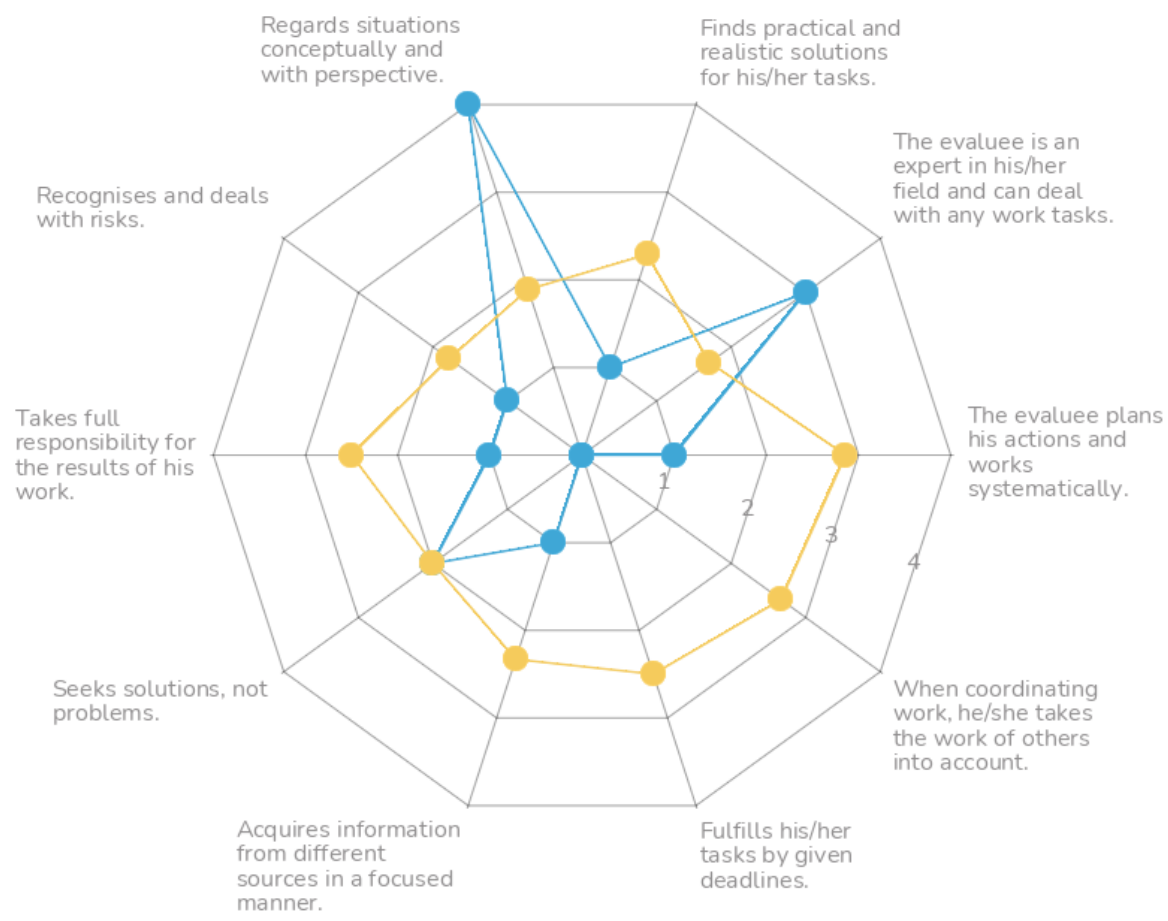


SALES/ EXTERNAL CLIENT



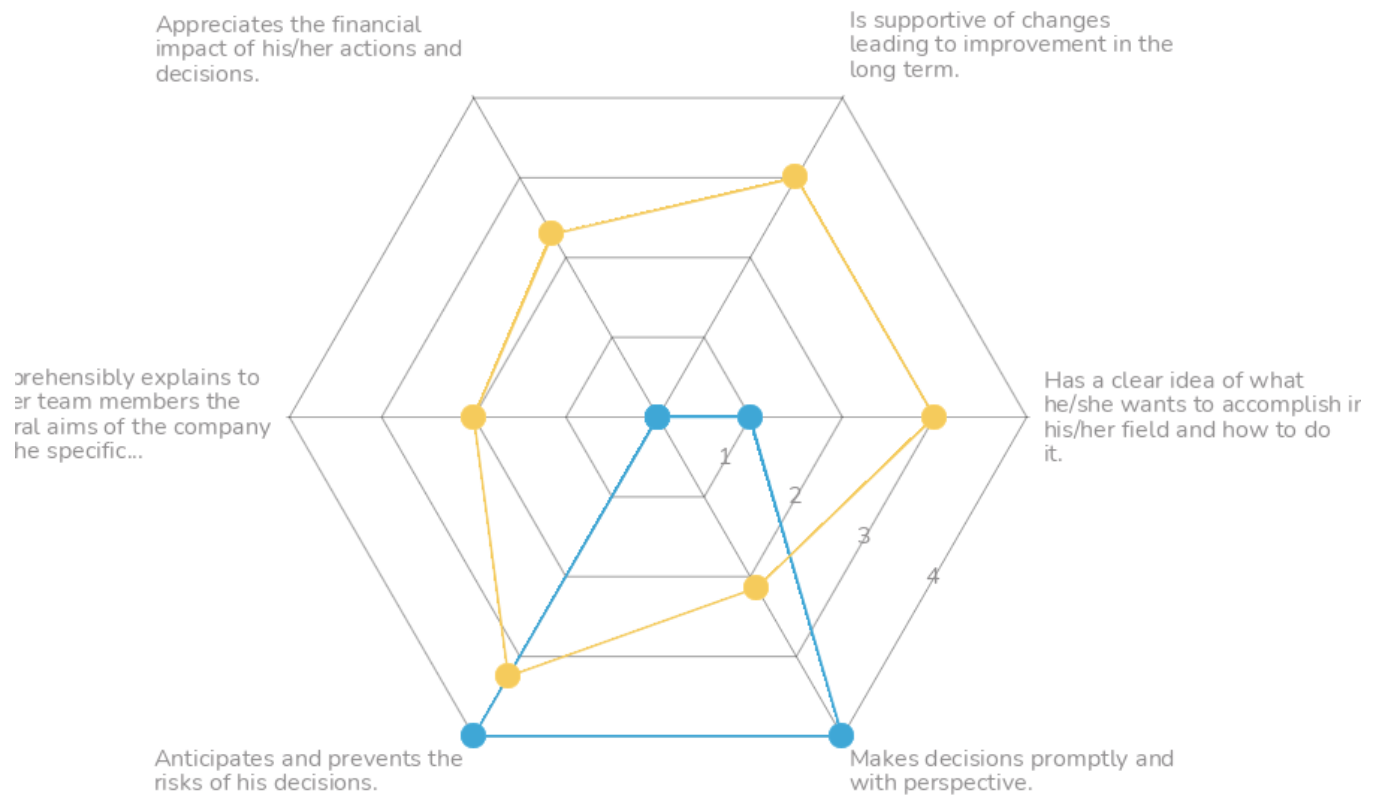
WORK COMPETENCES

- Self-assessment
- Feedback from others



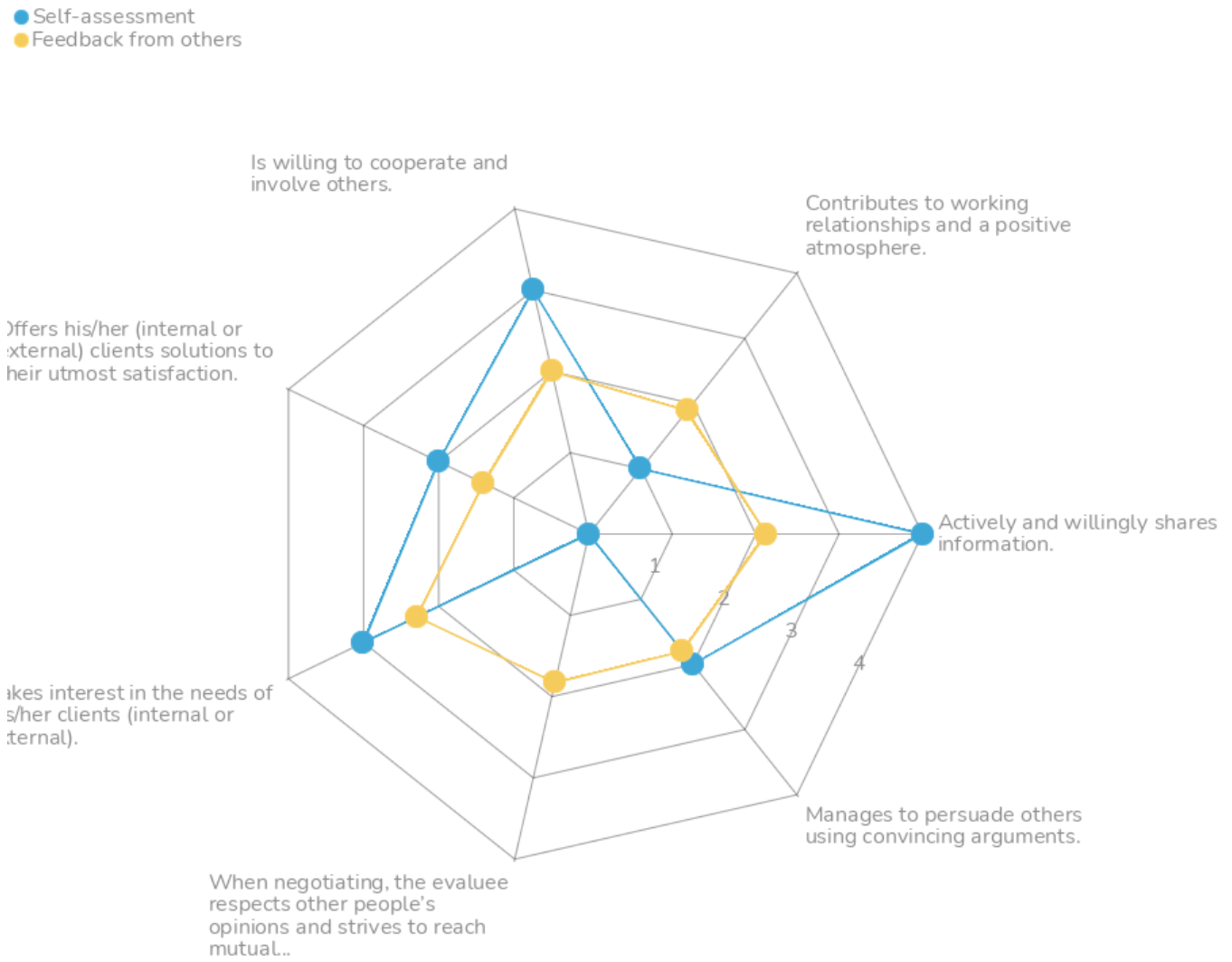
**STRATEGIC MANAGEMENT**

- Self-assessment
- Feedback from others





INTERACTION WITH OTHERS



## SUMMARY FOR INDIVIDUAL QUESTIONS

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.

Feedback from others

Self-assessment

### PERSONAL ATTITUDE

		Number of ratings	Importance
Adheres to agreements and keeps his/her word.	<div> <div>2.43</div> <div>1</div> </div>	7 1	<div> <div>2.7</div> <div>4.0</div> </div>
Actively participates in fulfilling tasks even over and above his/her job description.	<div> <div>2.67</div> <div>2</div> </div>	9 1	<div> <div>3.0</div> <div>2.0</div> </div>
He/she is able to adapt to new situations and circumstances quickly and easily.	<div> <div>2.44</div> </div>	9 0	<div> <div>2.6</div> <div>?</div> </div>
Comes up with new ideas and innovations.	<div> <div>3</div> <div>2</div> </div>	4 1	<div> <div>3.2</div> <div>2.0</div> </div>
Is interested in how other people perceive his/her work and strives for further development.	<div> <div>2.56</div> <div>2</div> </div>	9 1	<div> <div>3.4</div> <div>3.0</div> </div>
Calmly deals with even very difficult situations.	<div> <div>2.25</div> </div>	8 0	<div> <div>3.2</div> <div>?</div> </div>
Seeks to solve problems even when stressed and under pressure.	<div> <div>2.43</div> <div>4</div> </div>	7 1	<div> <div>3.6</div> <div>4.0</div> </div>
Forms his/her own independent opinion on situations.	<div> <div>2.17</div> <div>1</div> </div>	6 1	<div> <div>3.3</div> <div>1.0</div> </div>

## WORK COMPETENCES

Number of ratings  
Importance of ratings

The evaluatee plans his actions and works systematically.	2.86 1	7 1	2.6 4.0
When coordinating work, he/she takes the work of others into account.	2.67	9 0	3.2 ?
Fulfills his/her tasks by given deadlines.	2.5	8 0	3.2 ?
Acquires information from different sources in a focused manner.	2.33 1	9 1	3.1 5.0
Seeks solutions, not problems.	2 2	6 1	3.7 2.0
Takes full responsibility for the results of his work.	2.5 1	6 1	3.0 4.0
Recognises and deals with risks.	1.78 1	9 1	2.7 1.0
Regards situations conceptually and with perspective.	1.89 4	9 1	2.7 1.0
Finds practical and realistic solutions for his/her tasks.	2.29 1	7 1	3.0 2.0
The evaluatee is an expert in his/her field and can deal with any work tasks.	1.71 3	7 1	2.9 4.0

## INTERACTION WITH OTHERS

Number of ratings  
Importance of ratings

Actively and willingly shares information.	2.13 4	8 1	2.9 3.0
Manages to persuade others using convincing arguments.	1.8 2	5 1	2.2 4.0
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	1.83	6 0	3.2 ?
Takes interest in the needs of his/her clients (internal or external).	2.29 3	7 1	2.9 5.0
Offers his/her (internal or external) clients solutions to their utmost satisfaction.	1.4 2	5 1	3.2 4.0
Is willing to cooperate and involve others.	2 3	4 1	3.0 5.0
Contributes to working relationships and a positive atmosphere.	1.89 1	9 1	2.2 4.0

## TEAM LEADERSHIP

















		Number of ratings	Importance of ratings
Is supportive of his/her subordinates and takes an interest in their needs.	2.00 2	6 1	3.2 2.0
Entrusts the members of his/her team with responsibility and gives them space to work independently.	2.44 1	9 1	3.2 4.0
Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	1.78 1	9 1	3.4 3.0
When giving tasks to others, he/she is clear, unambiguous and understandable.	2.17	6 0	2.5 ?
Insists that the people in his/her team or department deliver their best performance.	2.43 3	7 1	3.0 3.0
Is constructive in pointing out things he/she finds satisfactory or unsatisfactory.	2.14 1	7 1	3.1 1.0
Recognises the strengths and weaknesses of his/her subordinates and supports them in self-development.	2.56 3	9 1	2.4 3.0
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.	2.00 2	6 1	3.3 2.0

## STRATEGIC MANAGEMENT

		Number of ratings	Importance of ratings
Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	3.00 1	7 1	3.4 2.0
Makes decisions promptly and with perspective.	2.14 4	7 1	3.6 2.0
Anticipates and prevents the risks of his decisions.	3.25 4	4 1	2.2 2.0
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	2.00	7 0	3.3 ?
Appreciates the financial impact of his/her actions and decisions.	2.29	7 0	3.7 ?
Is supportive of changes leading to improvement in the long term.	3.00	8 0	3.9 ?

## SALES/ EXTERNAL CLIENT

Number of  
Importance  
of  
ratings

Establishes contact with new clients.	2 	8 0	2.9 ?
Appears convincing and trustworthy in front of the client.	1.6  4 	5 1	3.8 2.0
Knows how to use the client's objections in order to persuade them.	1.86  2 	7 1	2.0 2.0
Develops client relationships.	2.5  3 	8 1	3.5 1.0
Carefully notices what the client likes and adapts the business dialogue accordingly.	2.71  4 	7 1	2.4 3.0
Investigates the client's needs.	2.6 	5 0	3.0 ?
Offers solutions which accommodate the needs of the client.	1.4  3 	5 1	2.8 2.0
Emphasises the benefits the client can derive from mutual cooperation or business.	1.67 	6 0	2.8 ?
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	2.14  2 	7 1	3.1 3.0
Finishes his/her client meetings by agreeing on specific and clear steps.	2.56 	9 0	3.0 ?

## 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

		Number of ratings	Importance of ratings
Adheres to agreements and keeps his/her word.		4 1 2 1	2.2 4.0 3.0 4.0
Actively participates in fulfilling tasks even over and above his/her job description.		3 1 5 1	3.7 4.0 2.4 2.0
He/she is able to adapt to new situations and circumstances quickly and easily.		4 1 4 0	3.0 2.0 2.2 ?
Comes up with new ideas and innovations.		2 1 1 1	2.5 4.0 4.0 2.0
Is interested in how other people perceive his/her work and strives for further development.		4 1 4 1	3.0 3.0 4.0 3.0
Calmly deals with even very difficult situations.		3 0 5 0	3.7 ? 3.0 ?
Seeks to solve problems even when stressed and under pressure.		3 1 3 1	3.3 5.0 3.3 4.0
Forms his/her own independent opinion on situations.		1 1 4 1	4.0 3.0 3.2 1.0

### WORK COMPETENCES

		Number of ratings	Importance of ratings
The evaluatee plans his actions and works systematically.		3 1 3 1	3.0 2.0 2.3 4.0
When coordinating work, he/she takes the work of others into account.		3 1 5 0	2.7 2.0 3.8 ?
Fulfills his/her tasks by given deadlines.		3 1 4 0	4.7 2.0 2.5 ?






Acquires information from different sources in a focused manner.		4 1 4 1	4.0 4.0 2.0 5.0
Seeks solutions, not problems.		2 1 3 1	3.0 3.0 4.3 2.0
Takes full responsibility for the results of his work.		2 0 4 1	2.5 ? 3.2 4.0
Recognises and deals with risks.		4 1 4 1	2.5 2.0 3.0 1.0
Regards situations conceptually and with perspective.		3 1 5 1	4.0 3.0 1.8 1.0
Finds practical and realistic solutions for his/her tasks.		4 1 2 1	3.5 2.0 2.5 2.0
The evaluatee is an expert in his/her field and can deal with any work tasks.		3 0 4 1	3.0 ? 2.7 4.0

## INTERACTION WITH OTHERS

Number Importance  
of  
ratings

Actively and willingly shares information.		3 1 4 1	3.0 3.0 2.7 3.0
Manages to persuade others using convincing arguments.		3 0 2 1	2.0 ? 2.5 4.0
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.		2 1 3 0	4.0 3.0 2.7 ?
Takes interest in the needs of his/her clients (internal or external).		3 1 3 1	3.0 5.0 2.0 5.0
Offers his/her (internal or external) clients solutions to their utmost satisfaction.		2 0 3 1	2.5 ? 3.7 4.0
Is willing to cooperate and involve others.		1 0 3 1	1.0 ? 3.7 5.0
Contributes to working relationships and a positive atmosphere.		4 1 4 1	1.7 4.0 2.2 4.0

## TEAM LEADERSHIP

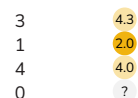
		Number of ratings	Importance of ratings
Is supportive of his/her subordinates and takes an interest in their needs.		4 0 2 1	3.2 ? 3.0 2.0
Entrusts the members of his/her team with responsibility and gives them space to work independently.		4 1 4 1	3.5 2.0 3.2 4.0
Inspires enthusiasm in his/her team members and motivates them to perform at a high level.		4 1 4 1	3.7 3.0 3.2 3.0
When giving tasks to others, he/she is clear, unambiguous and understandable.		2 0 4 0	2.5 ? 2.5 ?
Insists that the people in his/her team or department deliver their best performance.		3 1 3 1	4.3 3.0 1.7 3.0
Is constructive in pointing out things he/she finds satisfactory or unsatisfactory.		4 0 3 1	3.0 ? 3.3 1.0
Recognises the strengths and weaknesses of his/her subordinates and supports them in self-development.		4 0 5 1	2.5 ? 2.4 3.0
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.		3 1 2 1	3.3 3.0 3.5 2.0

## STRATEGIC MANAGEMENT

		Number of ratings	Importance of ratings
Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.		3 1 3 1	3.7 2.0 3.7 2.0
Makes decisions promptly and with perspective.		3 1 3 1	3.3 4.0 3.7 2.0
Anticipates and prevents the risks of his decisions.		2 1 1 1	1.5 3.0 3.0 2.0
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.		2 1 4 0	3.5 2.0 3.5 ?
Appreciates the financial impact of his/her actions and decisions.		2 1 4 0	3.5 4.0 3.7 ?



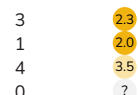
Is supportive of changes leading to improvement in the long term.



## SALES/ EXTERNAL CLIENT

Number of ratings

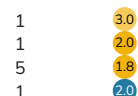
Establishes contact with new clients.



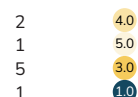
Appears convincing and trustworthy in front of the client.



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.



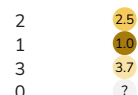
Investigates the client's needs.



Offers solutions which accommodate the needs of the client.



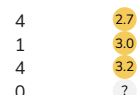
Emphasises the benefits the client can derive from mutual cooperation or business.



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.



## SUMMARY FOR INDIVIDUAL QUESTIONS BY EVALUATION

You will find here a summary for all individual evaluated items that are ordered from the best evaluated ones by all evaluators. There are data shown in these charts for following groups of evaluators in this order:

	Feedback from others	Self-assessment	Number of ratings	Importance
Anticipates and prevents the risks of his decisions.	3.25 4		4 1	2.2 2.0
Is supportive of changes leading to improvement in the long term.	3		8 0	3.9 ?
Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	3 1		7 1	3.4 2.0
Comes up with new ideas and innovations.	3 2		4 1	3.2 2.0
The evaluatee plans his actions and works systematically.	2.86 1		7 1	2.6 4.0
Carefully notices what the client likes and adapts the business dialogue accordingly.	2.71 4		7 1	2.4 3.0
When coordinating work, he/she takes the work of others into account.	2.67		9 0	3.2 ?
Actively participates in fulfilling tasks even over and above his/her job description.	2.67 2		9 1	3.0 2.0
Investigates the client's needs.	2.6		5 0	3.0 ?
Finishes his/her client meetings by agreeing on specific and clear steps.	2.56		9 0	3.0 ?
Recognises the strengths and weaknesses of his/her subordinates and supports them in self-development.	2.56 3		9 1	2.4 3.0
Is interested in how other people perceive his/her work and strives for further development.	2.56 2		9 1	3.4 3.0
Develops client relationships.	2.5 3		8 1	3.5 1.0
Takes full responsibility for the results of his work.	2.5 1		6 1	3.0 4.0
Fulfills his/her tasks by given deadlines.	2.5		8 0	3.2 ?
Entrusts the members of his/her team with responsibility and gives them space to work independently.	2.44 1		9 1	3.2 4.0
He/she is able to adapt to new situations and circumstances quickly and easily.	2.44		9 0	2.6 ?
Adheres to agreements and keeps his/her word.	2.43 1		7 1	2.7 4.0

Seeks to solve problems even when stressed and under pressure.	2.43 4	7 1	3.6 4.0
Insists that the people in his/her team or department deliver their best performance.	2.43 3	7 1	3.0 3.0
Acquires information from different sources in a focused manner.	2.33 1	9 1	3.1 5.0
Takes interest in the needs of his/her clients (internal or external).	2.29 3	7 1	2.9 5.0
Appreciates the financial impact of his/her actions and decisions.	2.29	7 0	3.7 ?
Finds practical and realistic solutions for his/her tasks.	2.29 1	7 1	3.0 2.0
Calmly deals with even very difficult situations.	2.25	8 0	3.2 ?
When giving tasks to others, he/she is clear, unambiguous and understandable.	2.17	6 0	2.5 ?
Forms his/her own independent opinion on situations.	2.17 1	6 1	3.3 1.0
Is constructive in pointing out things he/she finds satisfactory or unsatisfactory.	2.14 1	7 1	3.1 1.0
Makes decisions promptly and with perspective.	2.14 4	7 1	3.6 2.0
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	2.14 2	7 1	3.1 3.0
Actively and willingly shares information.	2.13 4	8 1	2.9 3.0
Establishes contact with new clients.	2	8 0	2.9 ?
Is willing to cooperate and involve others.	2 3	4 1	3.0 5.0
Is supportive of his/her subordinates and takes an interest in their needs.	2 2	6 1	3.2 2.0
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.	2 2	6 1	3.3 2.0
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	2	7 0	3.3 ?
Seeks solutions, not problems.	2 2	6 1	3.7 2.0
Contributes to working relationships and a positive atmosphere.	1.89 1	9 1	2.2 4.0

Regards situations conceptually and with perspective.	1.89 4	9 1	2.7 1.0
Knows how to use the client's objections in order to persuade them.	1.86 2	7 1	2.0 2.0
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	1.83	6 0	3.2 ?
Manages to persuade others using convincing arguments.	1.8 2	5 1	2.2 4.0
Recognises and deals with risks.	1.78 1	9 1	2.7 1.0
Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	1.78 1	9 1	3.4 3.0
The evaluatee is an expert in his/her field and can deal with any work tasks.	1.71 3	7 1	2.9 4.0
Emphasises the benefits the client can derive from mutual cooperation or business.	1.67	6 0	2.8 ?
Appears convincing and trustworthy in front of the client.	1.6 4	5 1	3.8 2.0
Offers his/her (internal or external) clients solutions to their utmost satisfaction.	1.4 2	5 1	3.2 4.0
Offers solutions which accomodate the needs of the client.	1.4 3	5 1	2.8 2.0

## SUMMARY FOR INDIVIDUAL QUESTIONS BY EVALUATION FOR INDIVIDUAL GROUPS OF EVALUATORS

### COLLEAGUE

You will find here a summary for all individual evaluated items that are ordered from the best evaluated ones by all evaluators. There are data shown in these charts for following groups of evaluators in this order:

	Colleague	Self-assessment	Number of ratings	Importance
Forms his/her own independent opinion on situations.	4 1		4 1	4.0 1.0
Makes decisions promptly and with perspective.	3.33 4		4 1	3.3 2.0
Finishes his/her client meetings by agreeing on specific and clear steps.	3.25		4 0	2.7 ?
Fulfills his/her tasks by given deadlines.	3		3 0	4.7 ?
Is supportive of changes leading to improvement in the long term.	3		4 0	4.3 ?
When giving tasks to others, he/she is clear, unambiguous and understandable.	3		3 0	2.5 ?
Insists that the people in his/her team or department deliver their best performance.	3 3		4 1	4.3 3.0
Seeks to solve problems even when stressed and under pressure.	3 4		4 1	3.3 4.0
Develops client relationships.	3 3		4 1	4.0 1.0
Takes full responsibility for the results of his work.	3 1		4 1	2.5 4.0
Anticipates and prevents the risks of his decisions.	3 4		4 1	1.5 2.0
Recognises the strengths and weaknesses of his/her subordinates and supports them in self-development.	2.75 3		4 1	2.5 3.0
Finds practical and realistic solutions for his/her tasks.	2.75 1		4 1	3.5 2.0
Is interested in how other people perceive his/her work and strives for further development.	2.75 2		4 1	3.0 3.0
Calmly deals with even very difficult situations.	2.67		4 0	3.7 ?
Investigates the client's needs.	2.67		3 0	2.7 ?
When coordinating work, he/she takes the work of others into account.	2.67		4 0	2.7 ?

Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	2.67 1	3 1	3.7 2.0
Is constructive in pointing out things he/she finds satisfactory or unsatisfactory.	2.5 1	4 1	3.0 1.0
Adheres to agreements and keeps his/her word.	2.5 1	4 1	2.2 4.0
Comes up with new ideas and innovations.	2.5 2	4 1	2.5 2.0
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	2.5	3 0	3.5 ?
Regards situations conceptually and with perspective.	2.33 4	4 1	4.0 1.0
Actively and willingly shares information.	2.33 4	3 1	3.0 3.0
Manages to persuade others using convincing arguments.	2.33 2	4 1	2.0 4.0
Takes interest in the needs of his/her clients (internal or external).	2.33 3	4 1	3.0 5.0
Establishes contact with new clients.	2.33	4 0	2.3 ?
He/she is able to adapt to new situations and circumstances quickly and easily.	2.25	4 0	3.0 ?
Carefully notices what the client likes and adapts the business dialogue accordingly.	2.25 4	4 1	2.2 3.0
Acquires information from different sources in a focused manner.	2.25 1	4 1	4.0 5.0
Entrusts the members of his/her team with responsibility and gives them space to work independently.	2.25 1	4 1	3.5 4.0
Contributes to working relationships and a positive atmosphere.	2.25 1	4 1	1.7 4.0
The evaluatee plans his actions and works systematically.	2 1	3 1	3.0 4.0
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.	2 2	4 1	3.3 2.0
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	2 2	2 1	5.0 3.0
Actively participates in fulfilling tasks even over and above his/her job description.	2 2	4 1	3.7 2.0
Recognises and deals with risks.	1.75 1	4 1	2.5 1.0

Is supportive of his/her subordinates and takes an interest in their needs.	1.75 2	4 1	3.2 2.0
The evaluatee is an expert in his/her field and can deal with any work tasks.	1.67 3	4 1	3.0 4.0
Appreciates the financial impact of his/her actions and decisions.	1.5	3 0	3.5 ?
Seeks solutions, not problems.	1.5 2	2 1	3.0 2.0
Appears convincing and trustworthy in front of the client.	1.5 4	3 1	4.0 2.0
Emphasises the benefits the client can derive from mutual cooperation or business.	1.5	4 0	2.5 ?
Offers solutions which accomodate the needs of the client.	1.25 3	4 1	2.7 2.0
Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	1.25 1	4 1	3.7 3.0
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	1	4 0	4.0 ?
Is willing to cooperate and involve others.	1 3	4 1	1.0 5.0
Offers his/her (internal or external) clients solutions to their utmost satisfaction.	1 2	2 1	2.5 4.0
Knows how to use the client's objections in order to persuade them.	1 2	4 1	3.0 2.0

**MANAGER**

You will find here a summary for all individual evaluated items that are ordered from the best evaluated ones by all evaluators. There are data shown in these charts for following groups of evaluators in this order:

	Manager	Self-assessment	Number of ratings	Importance
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	4	2	1 1	4.0 3.0
Actively and willingly shares information.	4	4	1 1	3.0 3.0
Carefully notices what the client likes and adapts the business dialogue accordingly.	4	4	1 1	2.0 3.0
The evaluatee plans his actions and works systematically.	4	1	1 1	2.0 4.0
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	4		1 0	2.0 ?
Seeks to solve problems even when stressed and under pressure.	3	4	1 1	5.0 4.0
Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	3	1	1 1	2.0 2.0
Finishes his/her client meetings by agreeing on specific and clear steps.	3		1 0	3.0 ?
When coordinating work, he/she takes the work of others into account.	3		1 0	2.0 ?
Takes interest in the needs of his/her clients (internal or external).	3	3	1 1	5.0 5.0
Appreciates the financial impact of his/her actions and decisions.	3		1 0	4.0 ?
Is supportive of changes leading to improvement in the long term.	3		1 0	2.0 ?
Actively participates in fulfilling tasks even over and above his/her job description.	3	2	1 1	4.0 2.0
He/she is able to adapt to new situations and circumstances quickly and easily.	3		1 0	2.0 ?
Comes up with new ideas and innovations.	3	2	1 1	4.0 2.0
Is interested in how other people perceive his/her work and strives for further development.	3	2	1 1	3.0 3.0



Adheres to agreements and keeps his/her word.	<div><div>3</div><div>1</div></div>	<div><div>1</div><div>1</div></div>	<div><div>4.0</div><div>4.0</div></div>
Develops client relationships.	<div><div>3</div><div>3</div></div>	<div><div>1</div><div>1</div></div>	<div><div>5.0</div><div>1.0</div></div>
Anticipates and prevents the risks of his decisions.	<div><div>3</div><div>4</div></div>	<div><div>1</div><div>1</div></div>	<div><div>3.0</div><div>2.0</div></div>
Entrusts the members of his/her team with responsibility and gives them space to work independently.	<div><div>2</div><div>1</div></div>	<div><div>1</div><div>1</div></div>	<div><div>2.0</div><div>4.0</div></div>
Insists that the people in his/her team or department deliver their best performance.	<div><div>2</div><div>3</div></div>	<div><div>1</div><div>1</div></div>	<div><div>3.0</div><div>3.0</div></div>
Makes decisions promptly and with perspective.	<div><div>2</div><div>4</div></div>	<div><div>1</div><div>1</div></div>	<div><div>4.0</div><div>2.0</div></div>
Regards situations conceptually and with perspective.	<div><div>2</div><div>4</div></div>	<div><div>1</div><div>1</div></div>	<div><div>3.0</div><div>1.0</div></div>
Knows how to use the client's objections in order to persuade them.	<div><div>2</div><div>2</div></div>	<div><div>1</div><div>1</div></div>	<div><div>2.0</div><div>2.0</div></div>
Acquires information from different sources in a focused manner.	<div><div>2</div><div>1</div></div>	<div><div>1</div><div>1</div></div>	<div><div>4.0</div><div>5.0</div></div>
Emphasises the benefits the client can derive from mutual cooperation or business.	<div><div>2</div><div></div></div>	<div><div>1</div><div>0</div></div>	<div><div>1.0</div><div>?</div></div>
Contributes to working relationships and a positive atmosphere.	<div><div>1</div><div>1</div></div>	<div><div>1</div><div>1</div></div>	<div><div>4.0</div><div>4.0</div></div>
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.	<div><div>1</div><div>2</div></div>	<div><div>1</div><div>1</div></div>	<div><div>3.0</div><div>2.0</div></div>
Recognises and deals with risks.	<div><div>1</div><div>1</div></div>	<div><div>1</div><div>1</div></div>	<div><div>2.0</div><div>1.0</div></div>
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	<div><div>1</div><div></div></div>	<div><div>1</div><div>0</div></div>	<div><div>3.0</div><div>?</div></div>
Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	<div><div>1</div><div>1</div></div>	<div><div>1</div><div>1</div></div>	<div><div>3.0</div><div>3.0</div></div>
Finds practical and realistic solutions for his/her tasks.	<div><div>1</div><div>1</div></div>	<div><div>1</div><div>1</div></div>	<div><div>2.0</div><div>2.0</div></div>
Forms his/her own independent opinion on situations.	<div><div>1</div><div>1</div></div>	<div><div>1</div><div>1</div></div>	<div><div>3.0</div><div>1.0</div></div>
Appears convincing and trustworthy in front of the client.	<div><div>1</div><div>4</div></div>	<div><div>1</div><div>1</div></div>	<div><div>4.0</div><div>2.0</div></div>
Establishes contact with new clients.	<div><div>1</div><div></div></div>	<div><div>1</div><div>0</div></div>	<div><div>2.0</div><div>?</div></div>
Fulfills his/her tasks by given deadlines.	<div><div>1</div><div></div></div>	<div><div>1</div><div>0</div></div>	<div><div>2.0</div><div>?</div></div>
Seeks solutions, not problems.	<div><div>1</div><div>2</div></div>	<div><div>1</div><div>1</div></div>	<div><div>3.0</div><div>2.0</div></div>

## SUBORDINATE

















You will find here a summary for all individual evaluated items that are ordered from the best evaluated ones by all evaluators. There are data shown in these charts for following groups of evaluators in this order:

Subordinate

Self-assessment

Number Importance  
of  
ratings

Comes up with new ideas and innovations.	<div><div>4</div><div>2</div></div>	5 1	<div><div>4.0</div><div>2.0</div></div>
Anticipates and prevents the risks of his decisions.	<div><div>4</div><div>4</div></div>	2 1	<div><div>3.0</div><div>2.0</div></div>
Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	<div><div>3.33</div><div>1</div></div>	4 1	<div><div>3.7</div><div>2.0</div></div>
The evaluatee plans his actions and works systematically.	<div><div>3.33</div><div>1</div></div>	4 1	<div><div>2.3</div><div>4.0</div></div>
Carefully notices what the client likes and adapts the business dialogue accordingly.	<div><div>3</div><div>4</div></div>	2 1	<div><div>3.0</div><div>3.0</div></div>
Actively participates in fulfilling tasks even over and above his/her job description.	<div><div>3</div><div>2</div></div>	5 1	<div><div>2.4</div><div>2.0</div></div>
Is supportive of changes leading to improvement in the long term.	<div><div>3</div></div>	5 0	<div><div>4.0</div><div>?</div></div>
Entrusts the members of his/her team with responsibility and gives them space to work independently.	<div><div>2.75</div><div>1</div></div>	5 1	<div><div>3.2</div><div>4.0</div></div>
Seeks solutions, not problems.	<div><div>2.67</div><div>2</div></div>	5 1	<div><div>4.3</div><div>2.0</div></div>
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	<div><div>2.67</div></div>	5 0	<div><div>2.7</div><div>?</div></div>
When coordinating work, he/she takes the work of others into account.	<div><div>2.6</div></div>	5 0	<div><div>3.8</div><div>?</div></div>
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.	<div><div>2.5</div><div>2</div></div>	5 1	<div><div>3.5</div><div>2.0</div></div>
Appreciates the financial impact of his/her actions and decisions.	<div><div>2.5</div></div>	4 0	<div><div>3.7</div><div>?</div></div>
Acquires information from different sources in a focused manner.	<div><div>2.5</div><div>1</div></div>	5 1	<div><div>2.0</div><div>5.0</div></div>
Investigates the client's needs.	<div><div>2.5</div></div>	5 0	<div><div>3.5</div><div>?</div></div>
Is supportive of his/her subordinates and takes an interest in their needs.	<div><div>2.5</div><div>2</div></div>	5 1	<div><div>3.0</div><div>2.0</div></div>
Fulfills his/her tasks by given deadlines.	<div><div>2.5</div></div>	4 0	<div><div>2.5</div><div>?</div></div>

He/she is able to adapt to new situations and circumstances quickly and easily.	2.5 	5 0	2.2 ?
Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	2.5 1 	4 1	3.2 3.0
Recognises the strengths and weaknesses of his/her subordinates and supports them in self-development.	2.4 3 	5 1	2.4 3.0
Is willing to cooperate and involve others.	2.33 3 	5 1	3.7 5.0
Is interested in how other people perceive his/her work and strives for further development.	2.25 2 	5 1	4.0 3.0
Takes full responsibility for the results of his work.	2.25 1 	5 1	3.2 4.0
Develops client relationships.	2.2 3 	5 1	3.0 1.0
Insists that the people in his/her team or department deliver their best performance.	2 3 	5 1	1.7 3.0
Takes interest in the needs of his/her clients (internal or external).	2 3 	4 1	2.0 5.0
Finds practical and realistic solutions for his/her tasks.	2 1 	4 1	2.5 2.0
Recognises and deals with risks.	2 1 	5 1	3.0 1.0
Establishes contact with new clients.	2 	5 0	3.5 ?
Appears convincing and trustworthy in front of the client.	2 4 	4 1	3.5 2.0
Knows how to use the client's objections in order to persuade them.	2 2 	5 1	1.8 2.0
Forms his/her own independent opinion on situations.	2 1 	4 1	3.2 1.0
Offers solutions which accommodate the needs of the client.	2 3 	2 1	3.0 2.0
Calmly deals with even very difficult situations.	2 	5 0	3.0 ?
Adheres to agreements and keeps his/her word.	2 1 	3 1	3.0 4.0
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	1.8 2 	5 1	2.6 3.0
The evaluatee is an expert in his/her field and can deal with any work tasks.	1.75 3 	5 1	2.7 4.0
When giving tasks to others, he/she is clear, unambiguous and understandable.	1.75 	4 0	2.5 ?

Contributes to working relationships and a positive atmosphere.	1.75 1	5 1	2.2 4.0
Finishes his/her client meetings by agreeing on specific and clear steps.	1.75	4 0	3.2 ?
Seeks to solve problems even when stressed and under pressure.	1.67 4	4 1	3.3 4.0
Emphasises the benefits the client can derive from mutual cooperation or business.	1.67	5 0	3.7 ?
Offers his/her (internal or external) clients solutions to their utmost satisfaction.	1.67 2	5 1	3.7 4.0
Is constructive in pointing out things he/she finds satisfactory or unsatisfactory.	1.67 1	5 1	3.3 1.0
Regards situations conceptually and with perspective.	1.6 4	5 1	1.8 1.0
Actively and willingly shares information.	1.5 4	5 1	2.7 3.0
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	1.25	4 0	3.5 ?
Makes decisions promptly and with perspective.	1 4	5 1	3.7 2.0
Manages to persuade others using convincing arguments.	1 2	5 1	2.5 4.0

## EVALUATION OF INDIVIDUAL BEHAVIOURS WITHIN THE COMPETENCES COVERED

In the final part of the report, you can find information about how individual evaluators evaluated individual questions.

Try to focus here on specific areas for development in competences (even in a competence that is evaluated as high in general, there could be a specific area with a lower score - or vice versa).

Another important piece of information for you could be a match or a differences in answers of individual evaluators on a given scale. E.g. you can see whether an average value of "3" means that everybody evaluated you the same, with score "3", or whether e.g. some part of evaluators chose the value "2" and a different part of them the value "4". These details can help you to choose your priorities and topics for your further development better and also set specific goals.

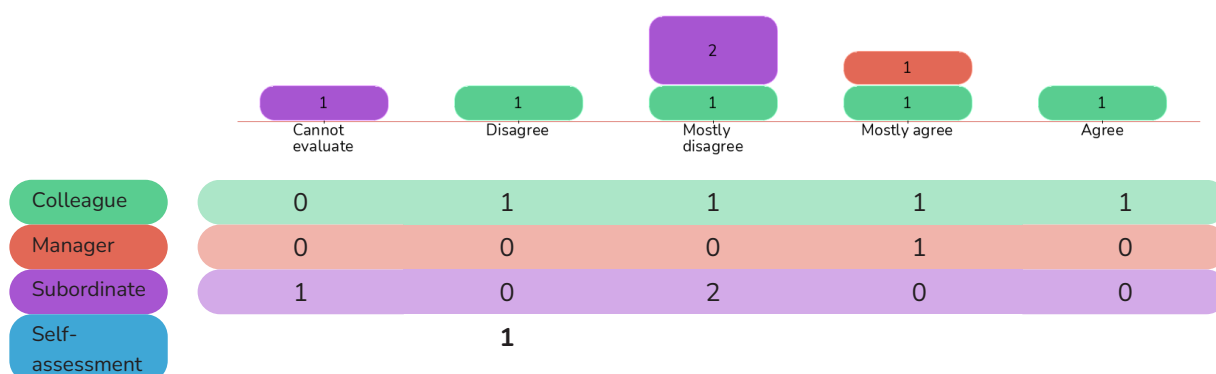
## PERSONAL ATTITUDE

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

average evaluation for all evaluators: 2.43

Importance

2.7 4.0

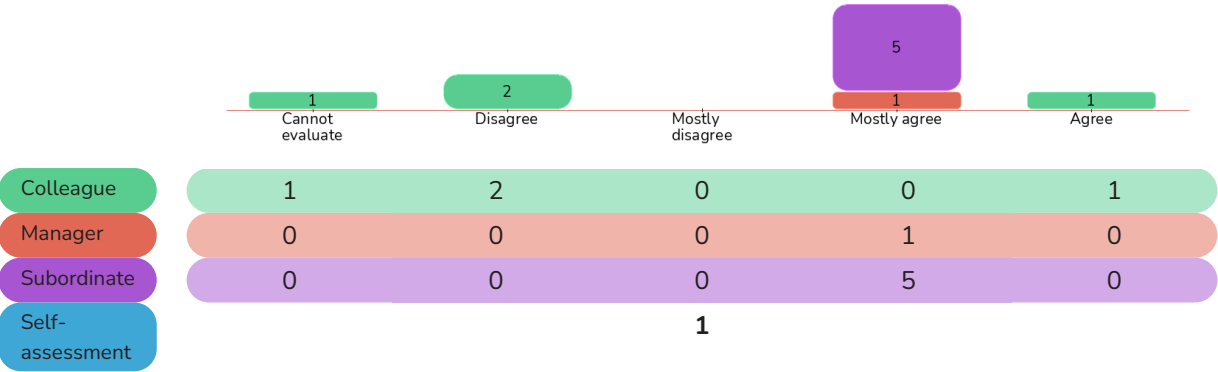


ACTIVELY PARTICIPATES IN FULFILLING TASKS EVEN OVER AND ABOVE HIS/HER JOB DESCRIPTION.

average evaluation for all evaluators: 2.67

Importance

3.02.0

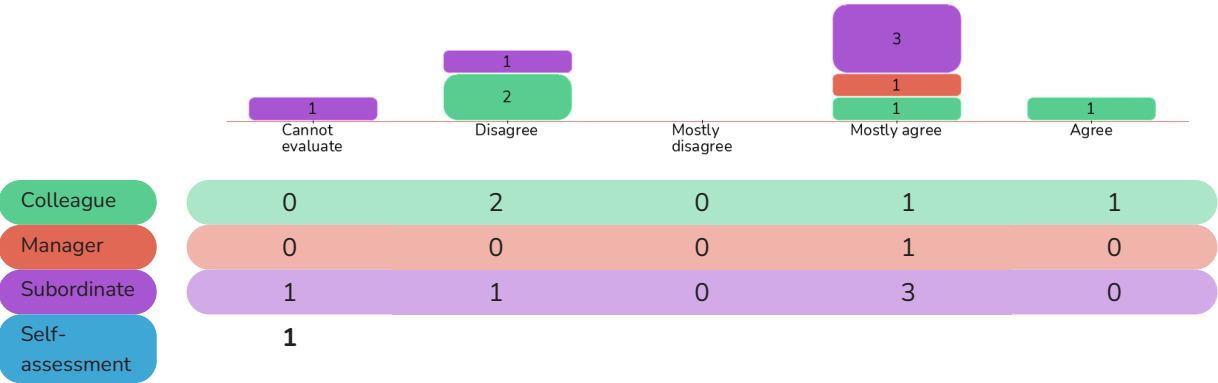


HE/SHE IS ABLE TO ADAPT TO NEW SITUATIONS AND CIRCUMSTANCES QUICKLY AND EASILY.

average evaluation for all evaluators: 2.44

Importance

2.6?

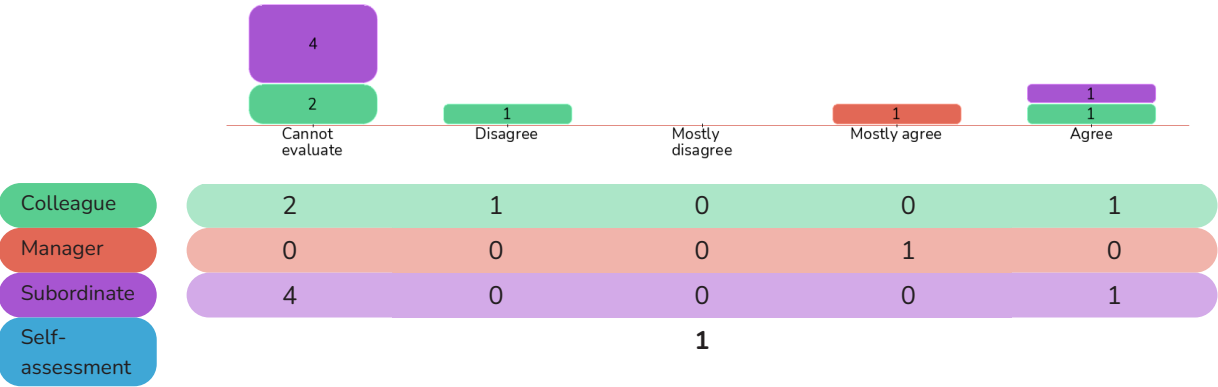


COMES UP WITH NEW IDEAS AND INNOVATIONS.

average evaluation for all evaluators: 3

Importance

3.22.0

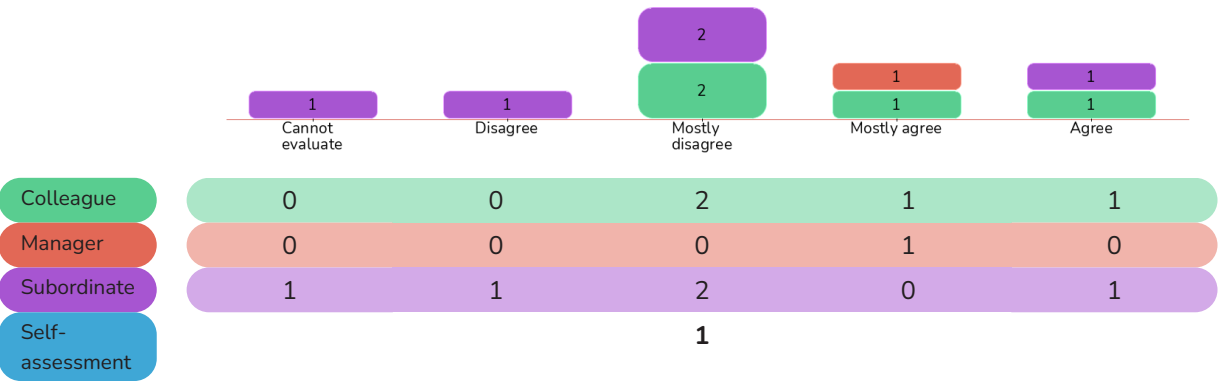


IS INTERESTED IN HOW OTHER PEOPLE PERCEIVE HIS/HER WORK AND STRIVES FOR FURTHER DEVELOPMENT.

average evaluation for all evaluators: 2.56

Importance

3.43.0

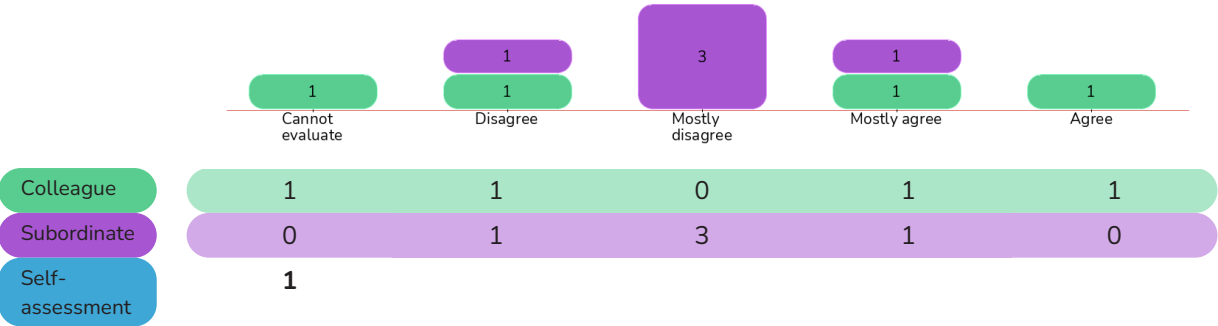


CALMLY DEALS WITH EVEN VERY DIFFICULT SITUATIONS.

average evaluation for all evaluators: 2.25

Importance

3.2 ?

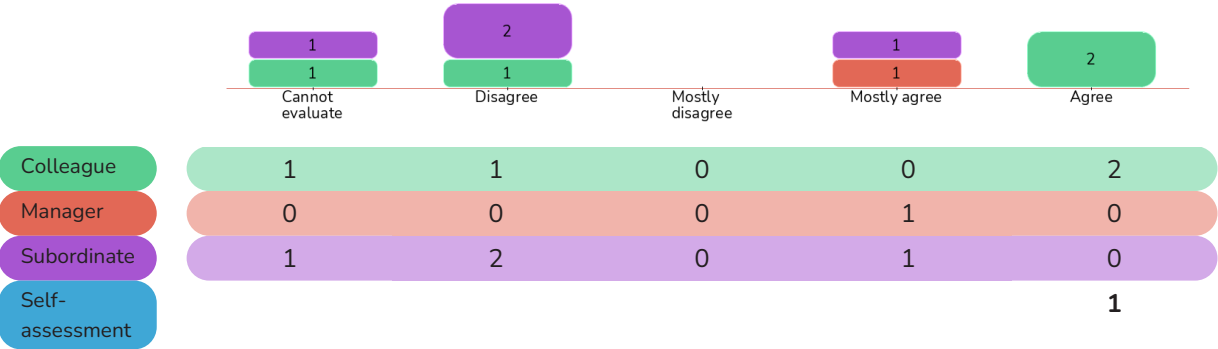


SEEKS TO SOLVE PROBLEMS EVEN WHEN STRESSED AND UNDER PRESSURE.

average evaluation for all evaluators: 2.43

Importance

3.6 4.0

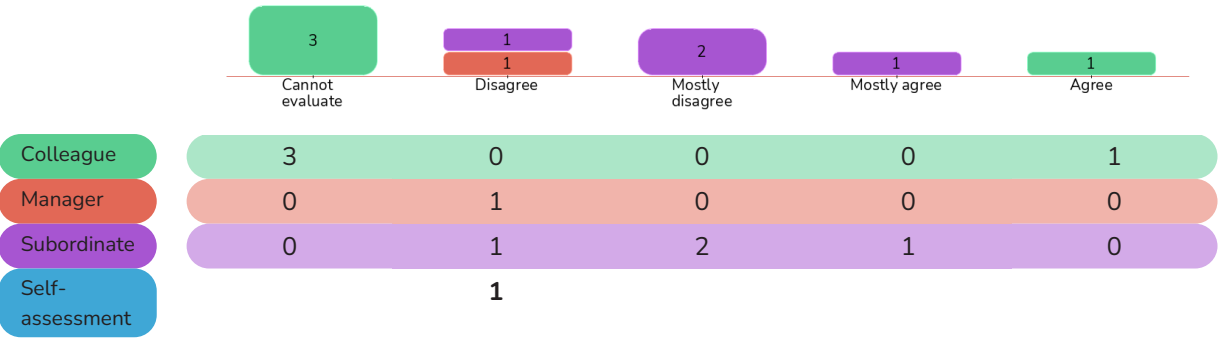




FORMS HIS/HER OWN INDEPENDENT OPINION ON SITUATIONS.

average evaluation for all evaluators: 2.17

Importance  
3.3 1.0



WORK COMPETENCES

THE EVALUEE PLANS HIS ACTIONS AND WORKS SYSTEMATICALLY.

average evaluation for all evaluators: 2.86

Importance

2.64.0

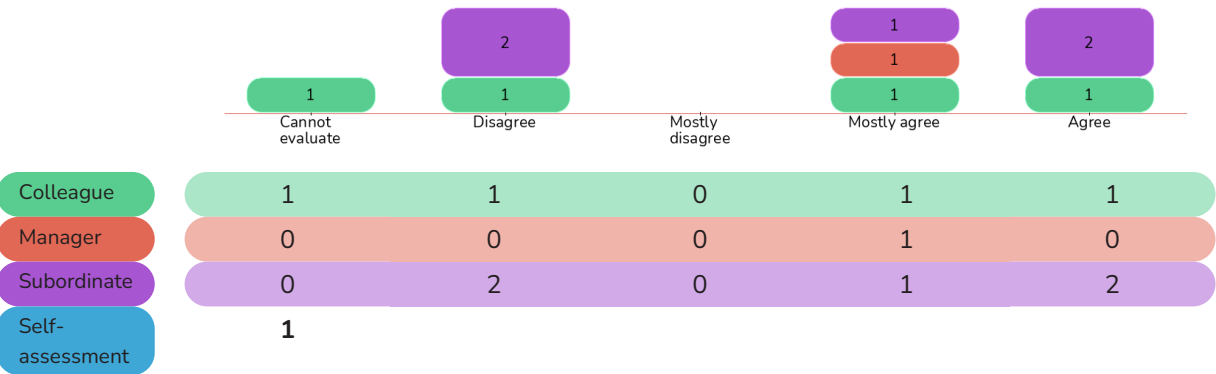


WHEN COORDINATING WORK, HE/SHE TAKES THE WORK OF OTHERS INTO ACCOUNT.

average evaluation for all evaluators: 2.67

Importance

3.2?

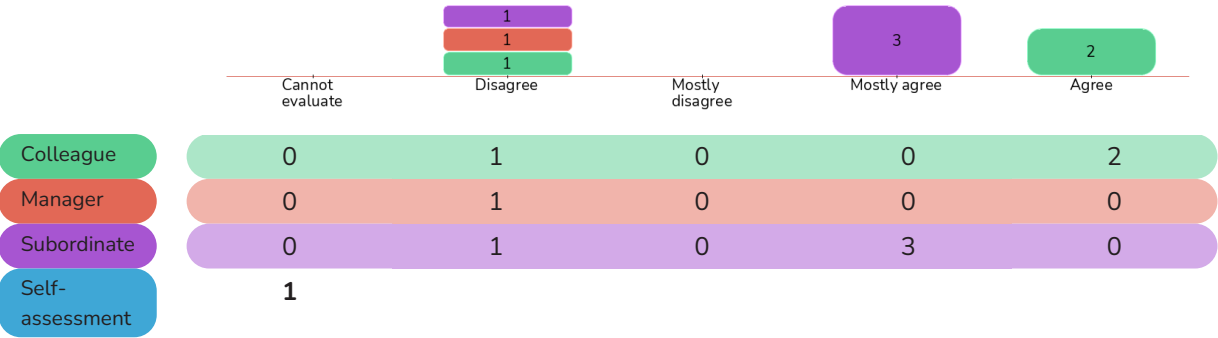


FULFILLS HIS/HER TASKS BY GIVEN DEADLINES.

average evaluation for all evaluators: 2.5

Importance

3.2 ?

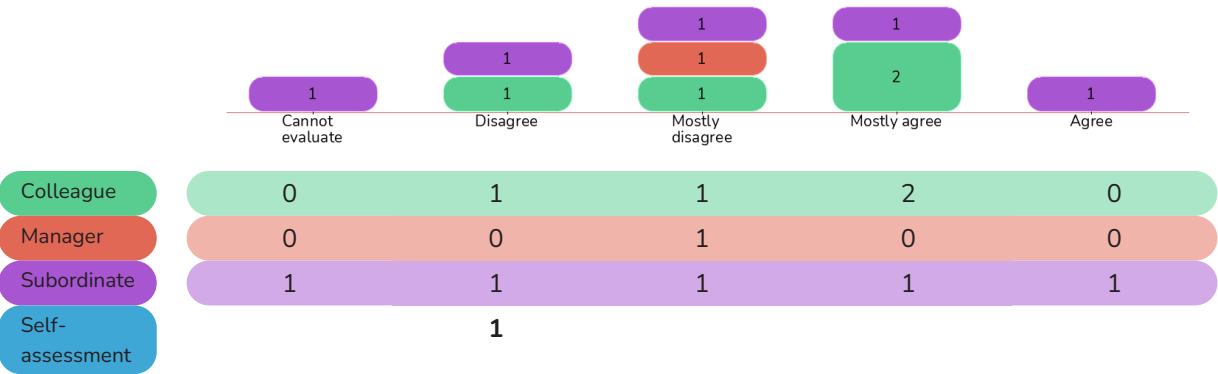


ACQUIRES INFORMATION FROM DIFFERENT SOURCES IN A FOCUSED MANNER.

average evaluation for all evaluators: 2.33

Importance

3.1 5.0

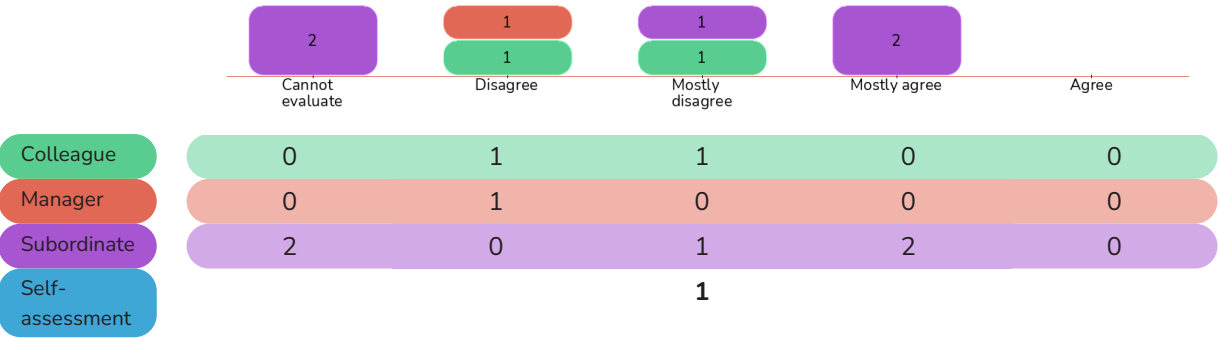


SEEKS SOLUTIONS, NOT PROBLEMS.

average evaluation for all evaluators: 2

Importance

3.72.0

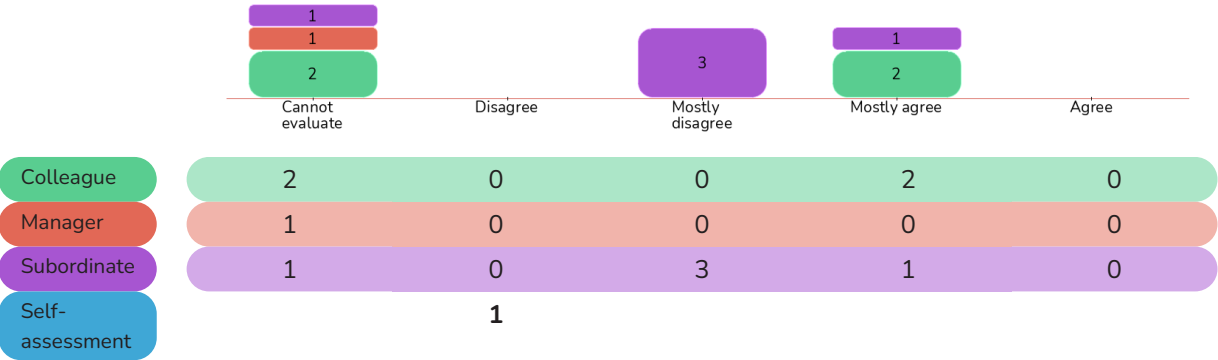


TAKES FULL RESPONSIBILITY FOR THE RESULTS OF HIS WORK.

average evaluation for all evaluators: 2.5

Importance

3.04.0

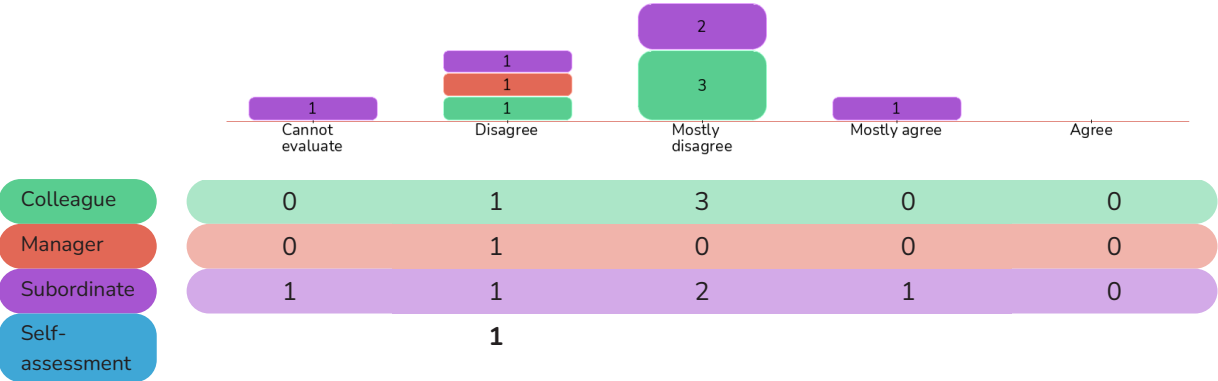


RECOGNISES AND DEALS WITH RISKS.

average evaluation for all evaluators: 1.78

Importance

2.71.0

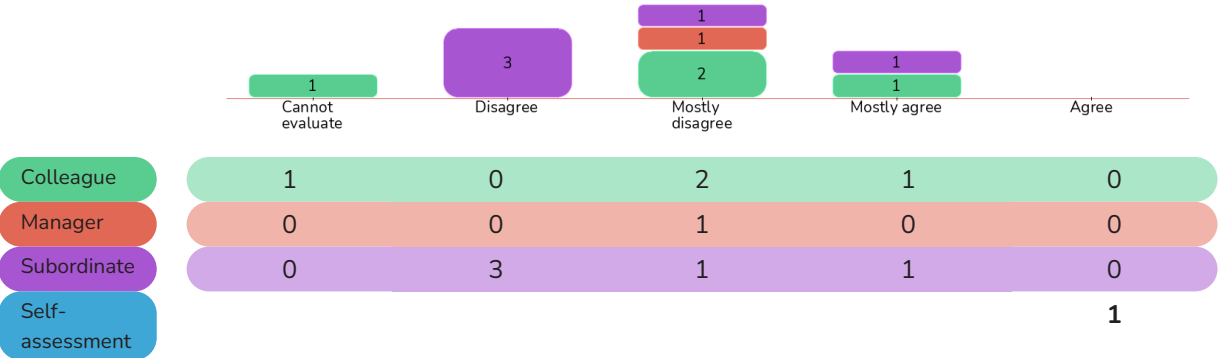


REGARDS SITUATIONS CONCEPTUALLY AND WITH PERSPECTIVE.

average evaluation for all evaluators: 1.89

Importance

2.71.0

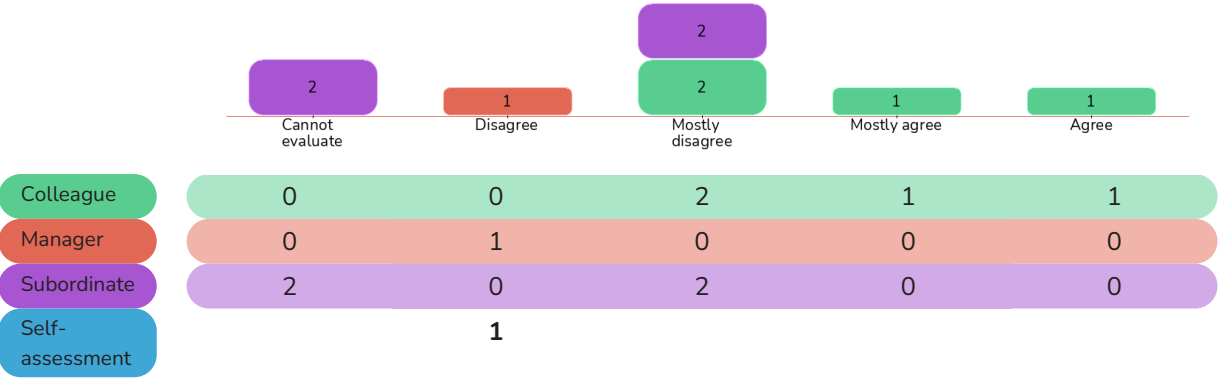


FINDS PRACTICAL AND REALISTIC SOLUTIONS FOR HIS/HER TASKS.

average evaluation for all evaluators: 2.29

Importance

3.02.0

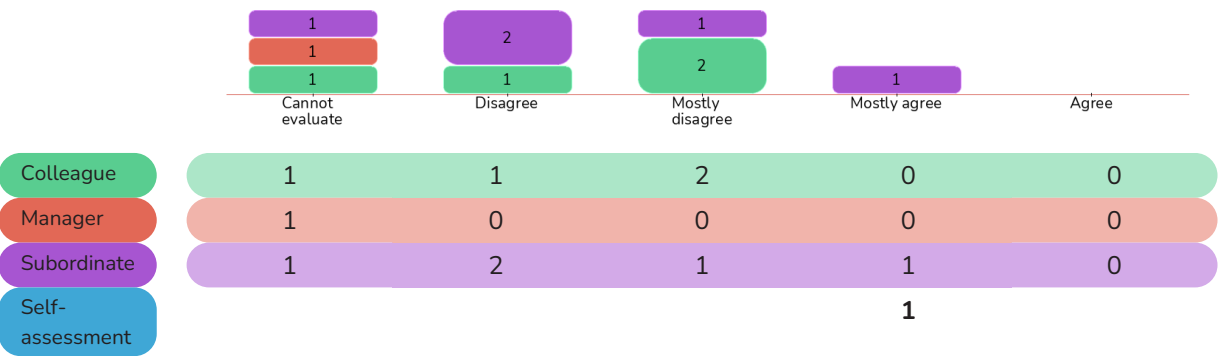


THE EVALUEE IS AN EXPERT IN HIS/HER FIELD AND CAN DEAL WITH ANY WORK TASKS.

average evaluation for all evaluators: 1.71

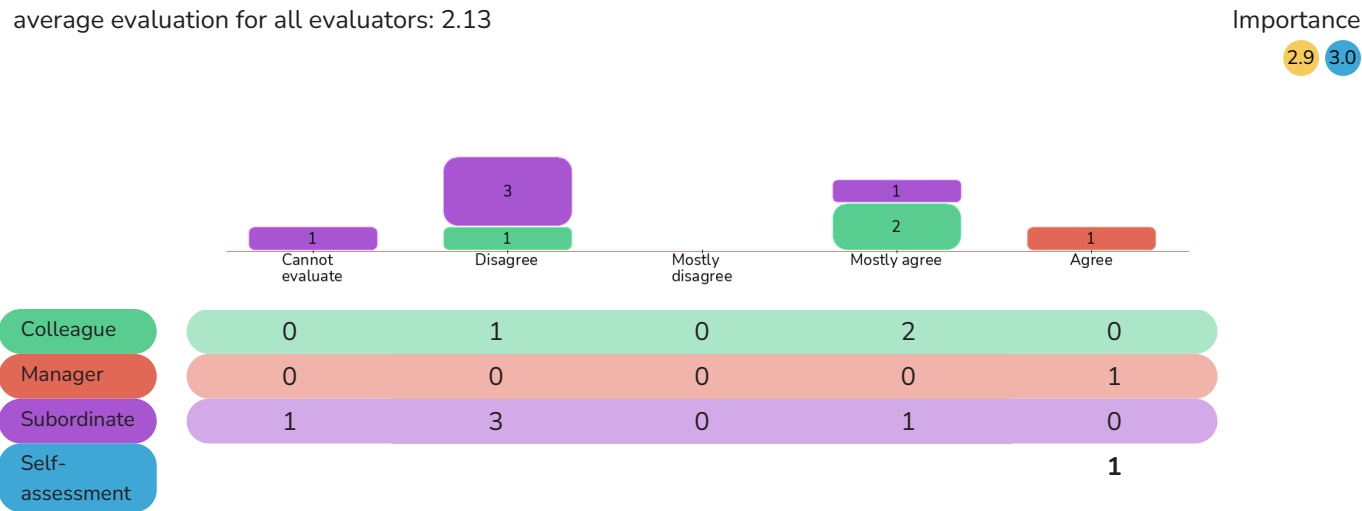
Importance

2.94.0

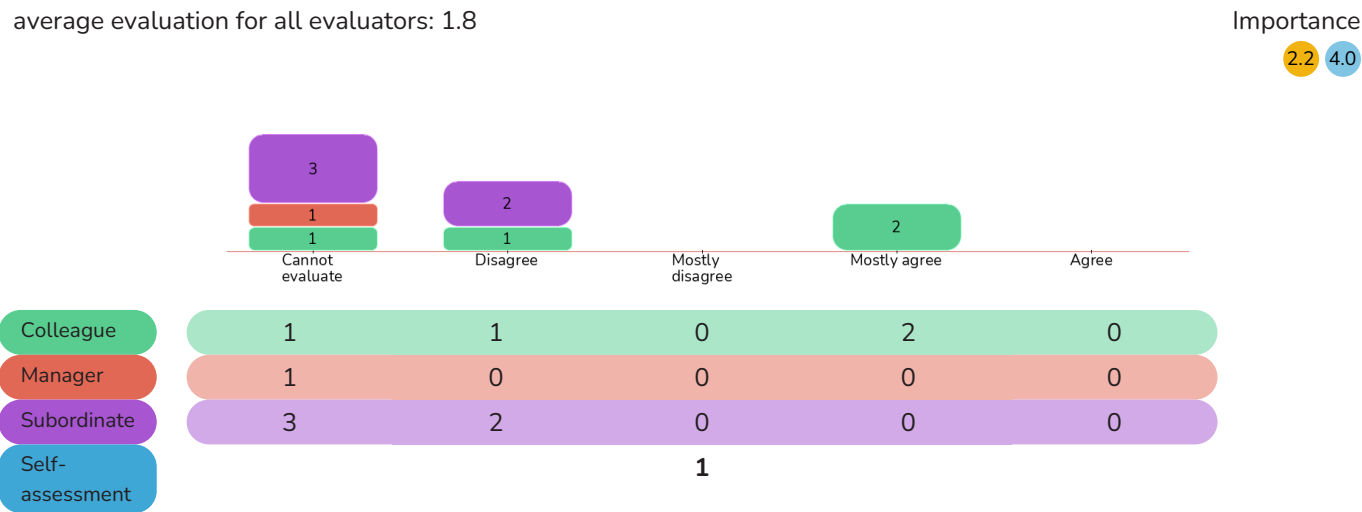


INTERACTION WITH OTHERS

ACTIVELY AND WILLINGLY SHARES INFORMATION.



MANAGES TO PERSUADE OTHERS USING CONVINCING ARGUMENTS.



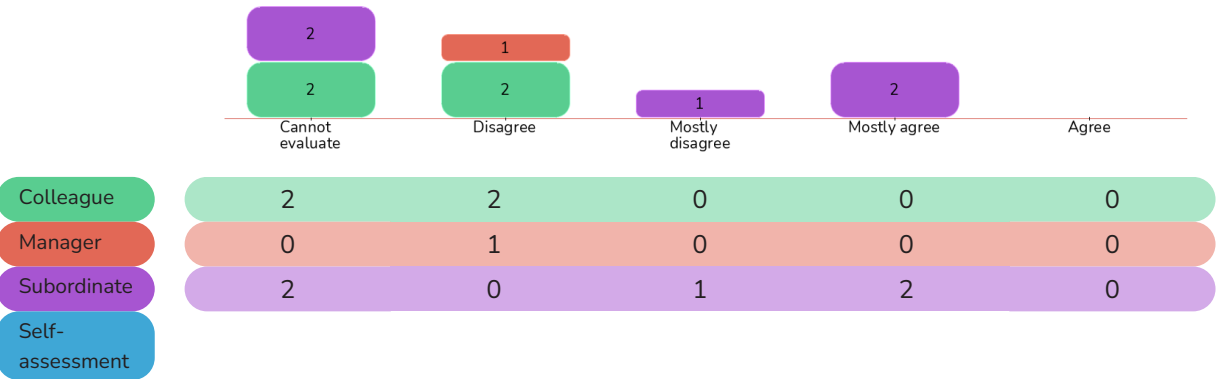
WHEN NEGOTIATING, THE EVALUEE RESPECTS OTHER PEOPLE'S OPINIONS AND STRIVES TO REACH MUTUAL AGREEMENT.

average evaluation for all evaluators: 1.83

Importance

3.2

?



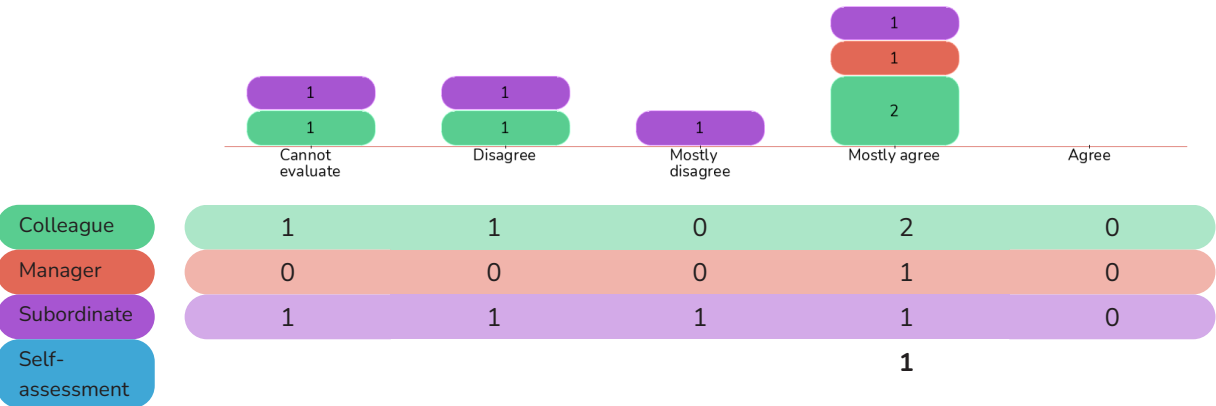
TAKES INTEREST IN THE NEEDS OF HIS/HER CLIENTS (INTERNAL OR EXTERNAL).

average evaluation for all evaluators: 2.29

Importance

2.9

5.0



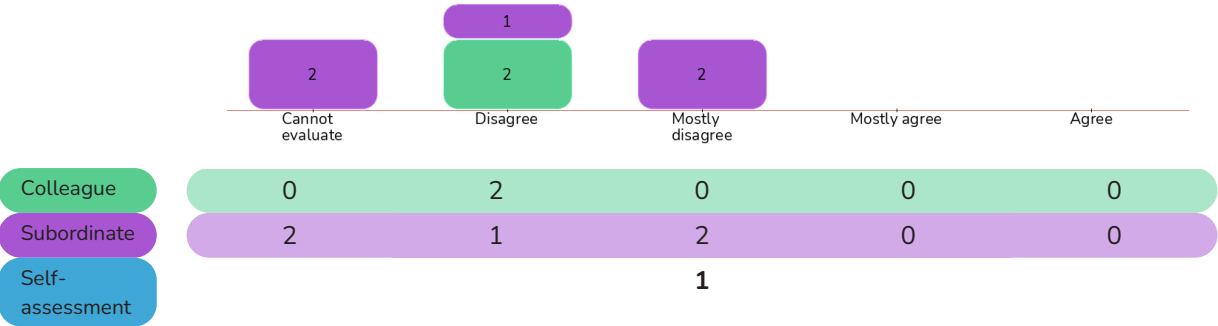


OFFERS HIS/HER (INTERNAL OR EXTERNAL) CLIENTS SOLUTIONS TO THEIR UTMOST SATISFACTION.

average evaluation for all evaluators: 1.4

Importance

3.24.0

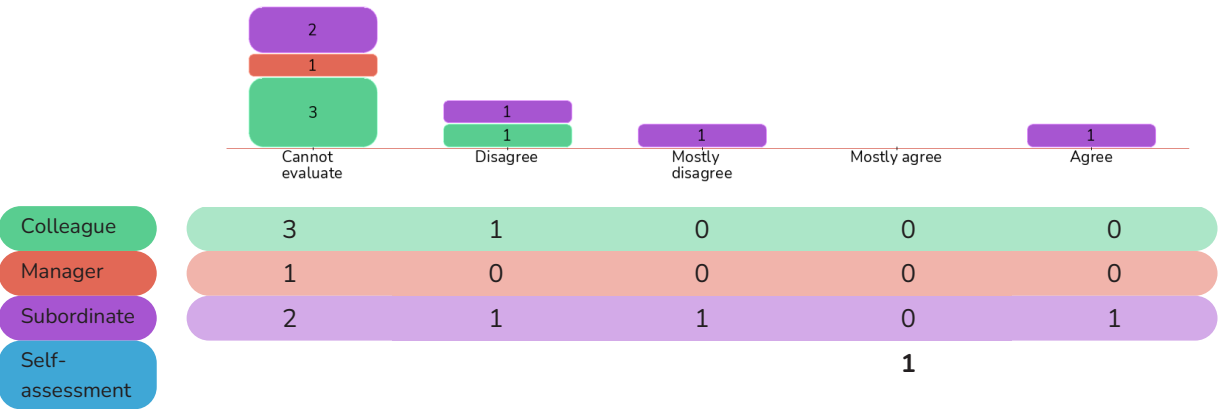


IS WILLING TO COOPERATE AND INVOLVE OTHERS.

average evaluation for all evaluators: 2

Importance

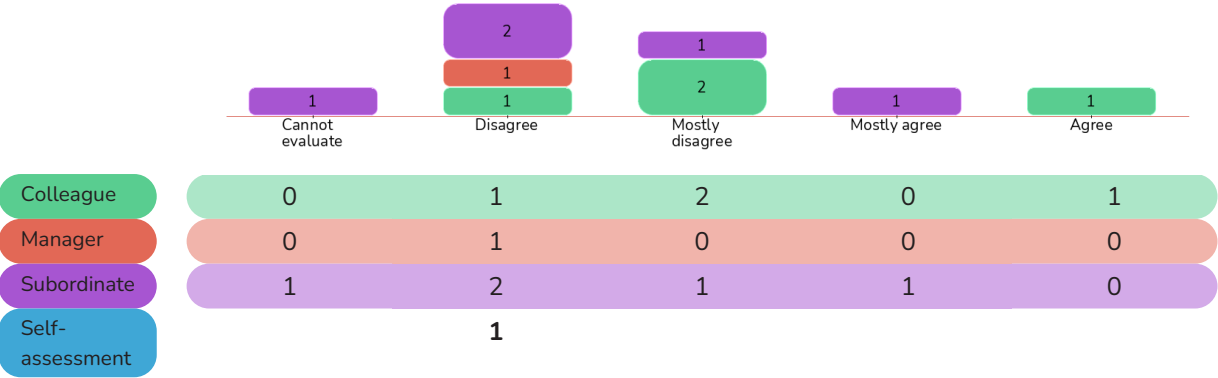
3.05.0



CONTRIBUTES TO WORKING RELATIONSHIPS AND A POSITIVE ATMOSPHERE.

average evaluation for all evaluators: 1.89

Importance  
2.2 4.0



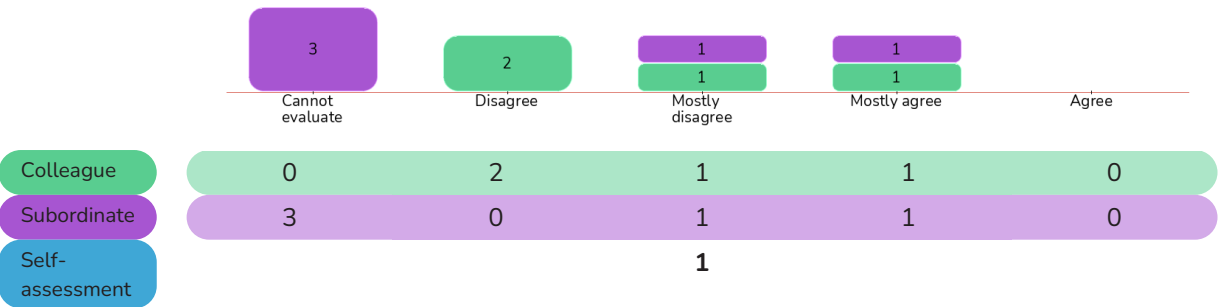
TEAM LEADERSHIP

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

average evaluation for all evaluators: 2

Importance

3.22.0

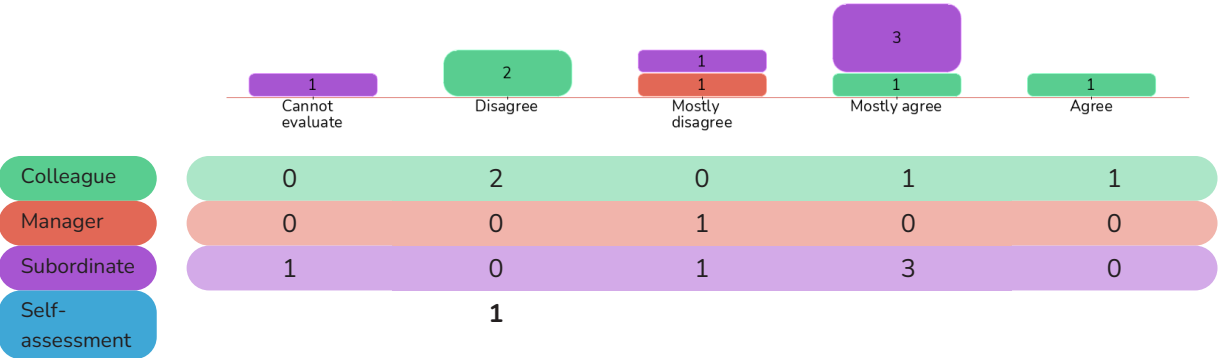


ENTRUSTS THE MEMBERS OF HIS/HER TEAM WITH RESPONSIBILITY AND GIVES THEM SPACE TO WORK INDEPENDENTLY.

average evaluation for all evaluators: 2.44

Importance

3.24.0

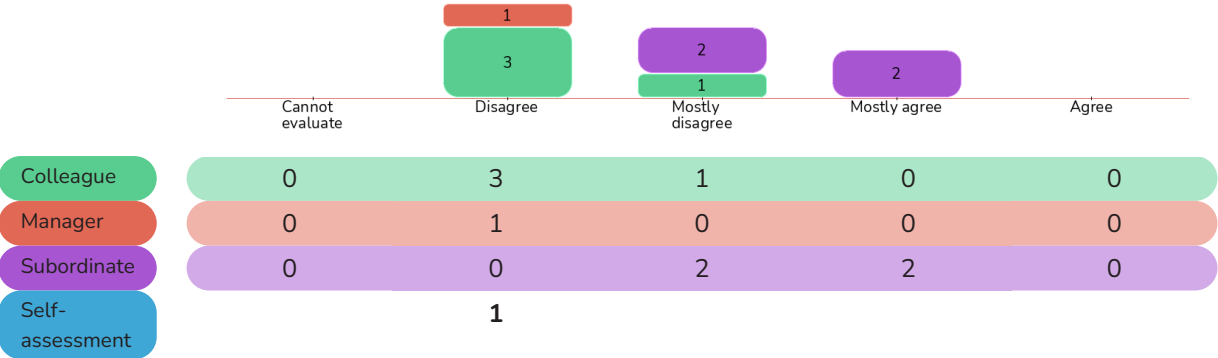


INSPIRES ENTHUSIASM IN HIS/HER TEAM MEMBERS AND MOTIVATES THEM TO PERFORM AT A HIGH LEVEL.

average evaluation for all evaluators: 1.78

Importance

3.43.0

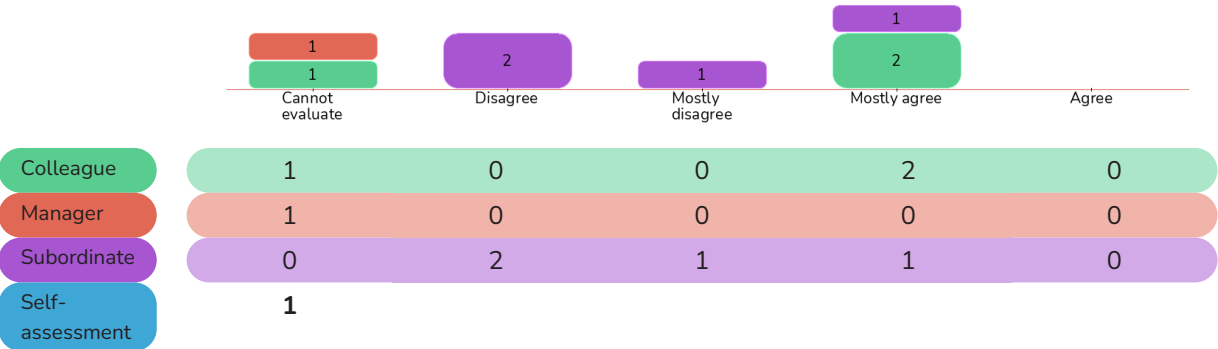


WHEN GIVING TASKS TO OTHERS, HE/SHE IS CLEAR, UNAMBIGUOUS AND UNDERSTANDABLE.

average evaluation for all evaluators: 2.17

Importance

2.5?

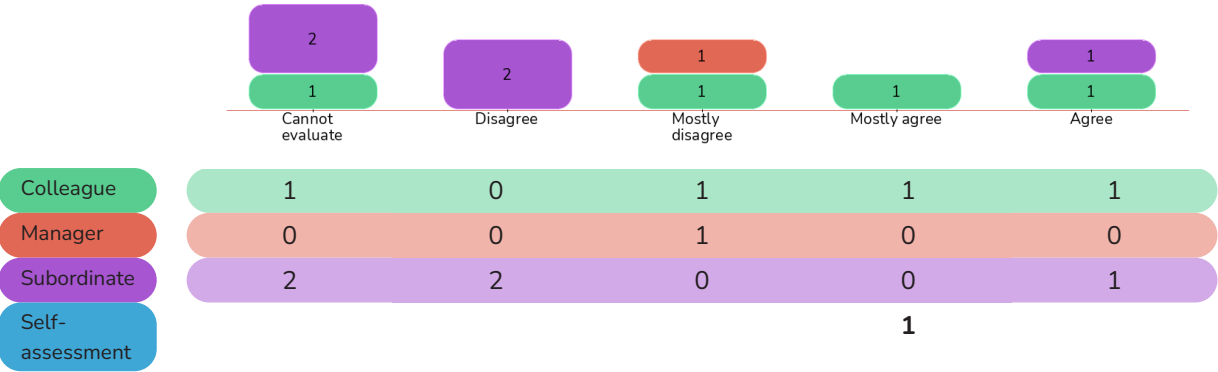


INSISTS THAT THE PEOPLE IN HIS/HER TEAM OR DEPARTMENT DELIVER THEIR BEST PERFORMANCE.

average evaluation for all evaluators: 2.43

Importance

3.03.0

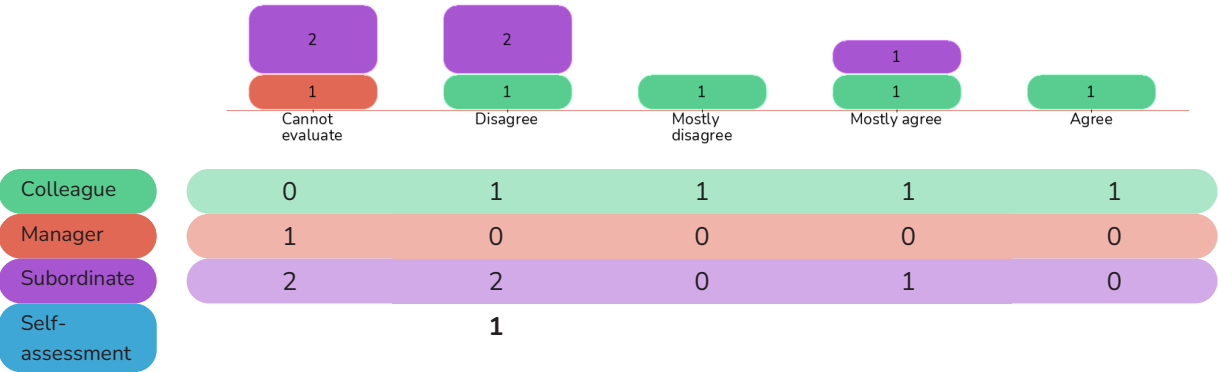


IS CONSTRUCTIVE IN POINTING OUT THINGS HE/SHE FINDS SATISFACTORY OR UNSATISFACTORY.

average evaluation for all evaluators: 2.14

Importance

3.11.0

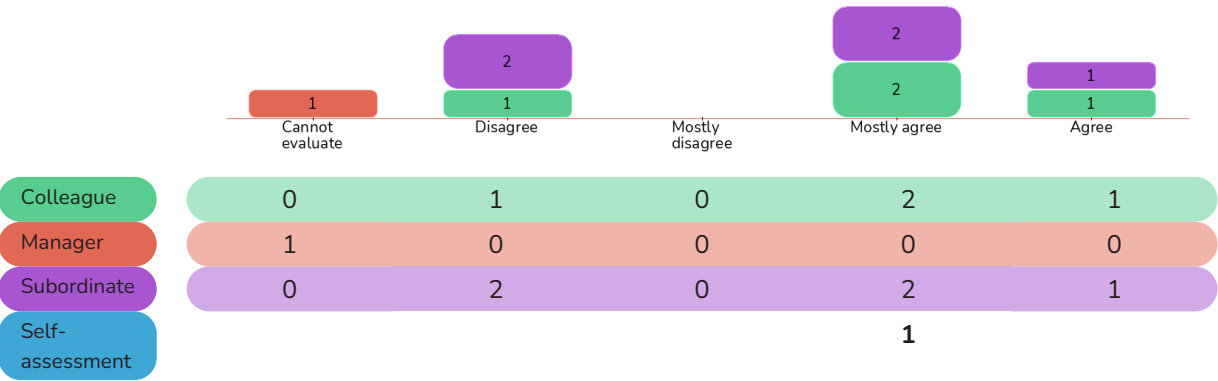


RECOGNISES THE STRENGTHS AND WEAKNESSES OF HIS/HER SUBORDINATES AND SUPPORTS THEM IN SELF-DEVELOPMENT.

average evaluation for all evaluators: 2.56

Importance

2.43.0

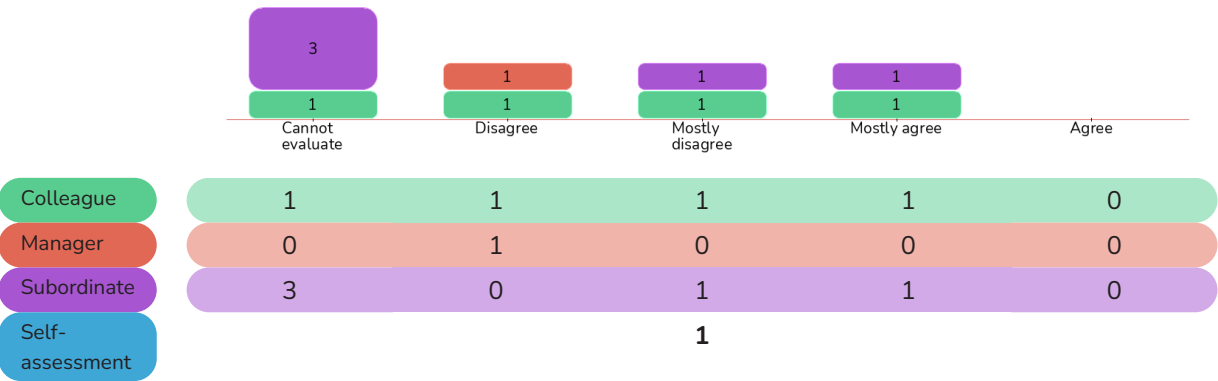


AS A MANAGER, THE EVALUEE IS AN AUTHORITY AND HIS/HER BEHAVIOUR SETS AN EXAMPLE TO OTHERS.

average evaluation for all evaluators: 2

Importance

3.32.0



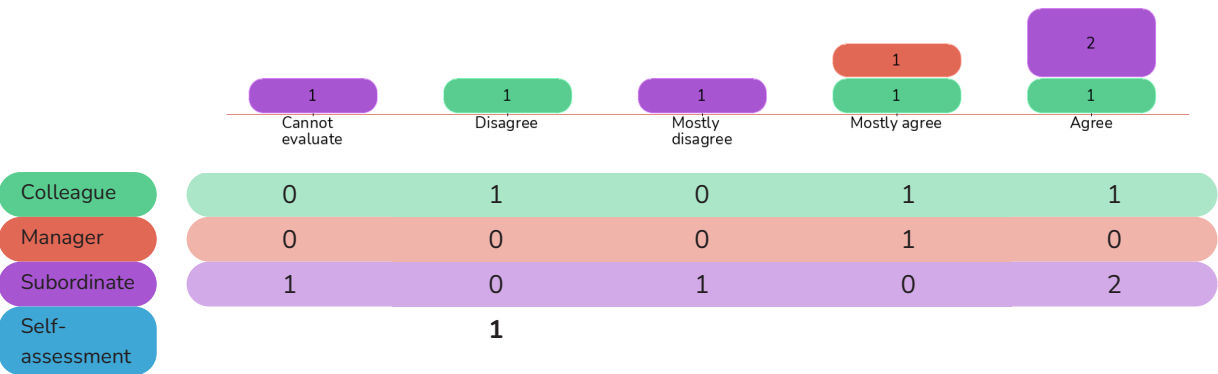
STRATEGIC MANAGEMENT

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

average evaluation for all evaluators: 3

Importance

3.42.0

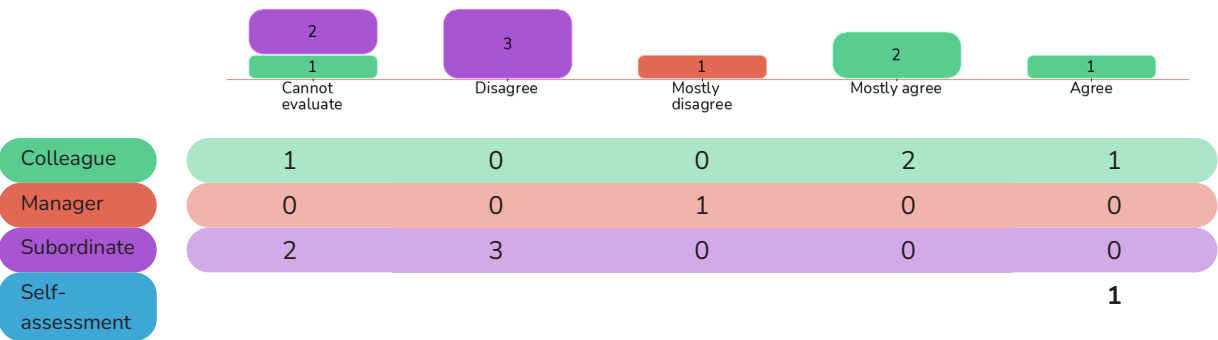


MAKES DECISIONS PROMPTLY AND WITH PERSPECTIVE.

average evaluation for all evaluators: 2.14

Importance

3.62.0

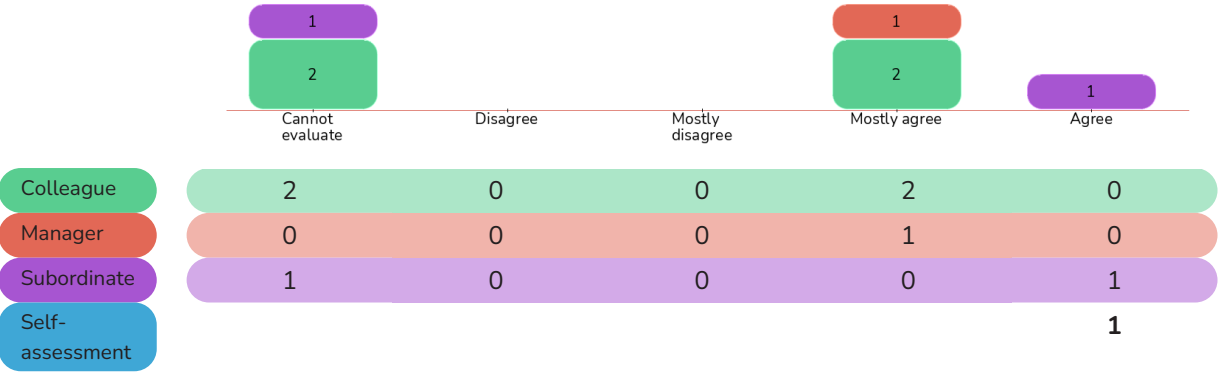


ANTICIPATES AND PREVENTS THE RISKS OF HIS DECISIONS.

average evaluation for all evaluators: 3.25

Importance

2.22.0

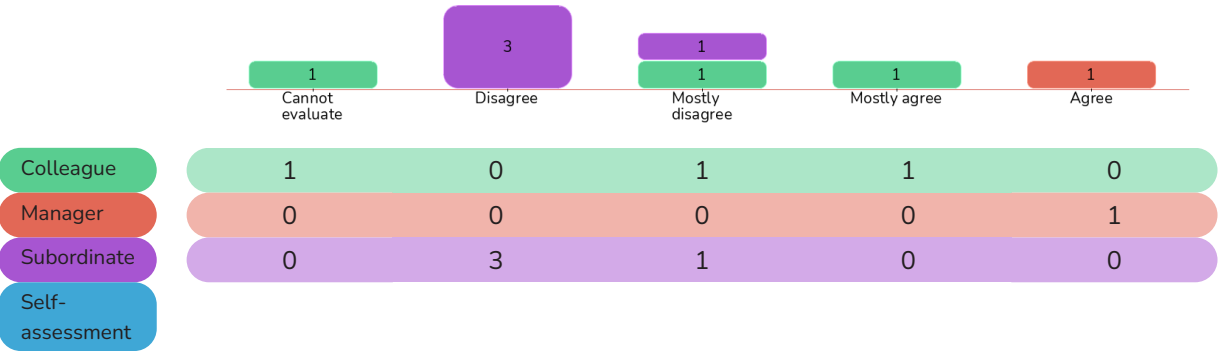


COMPREHENSIBLY EXPLAINS TO HIS/HER TEAM MEMBERS THE GENERAL AIMS OF THE COMPANY AND THE SPECIFIC STEPS TAKEN TO ACCOMPLISH THEM.

average evaluation for all evaluators: 2

Importance

3.3?



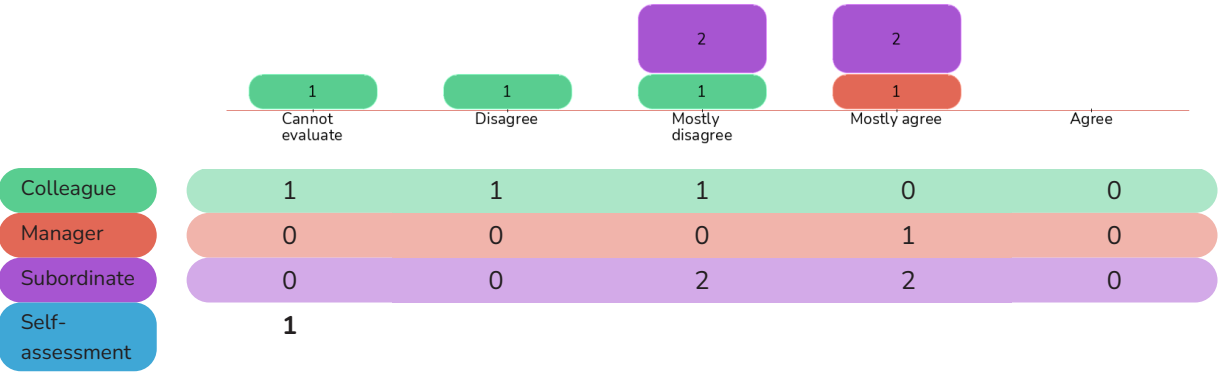


APPRECIATES THE FINANCIAL IMPACT OF HIS/HER ACTIONS AND DECISIONS.

average evaluation for all evaluators: 2.29

Importance

3.7 ?

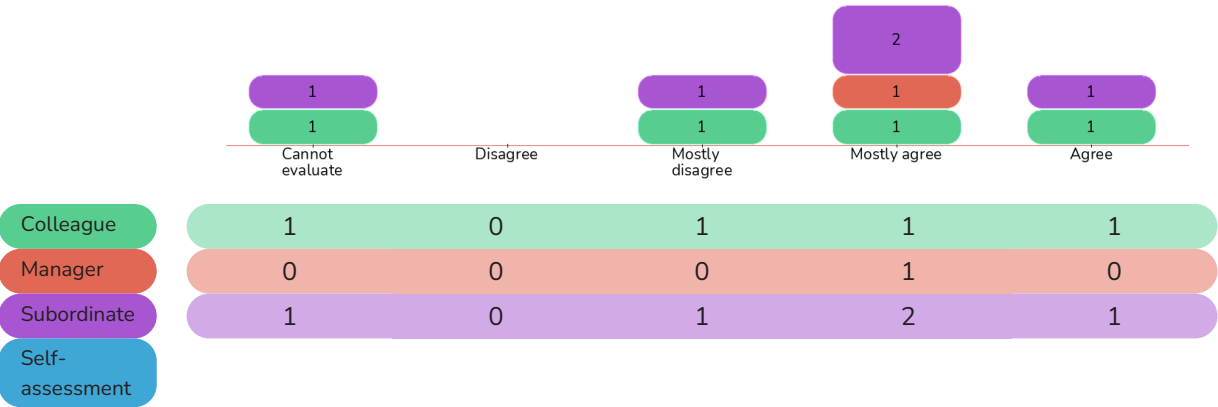


IS SUPPORTIVE OF CHANGES LEADING TO IMPROVEMENT IN THE LONG TERM.

average evaluation for all evaluators: 3

Importance

3.9 ?



SALES/ EXTERNAL CLIENT

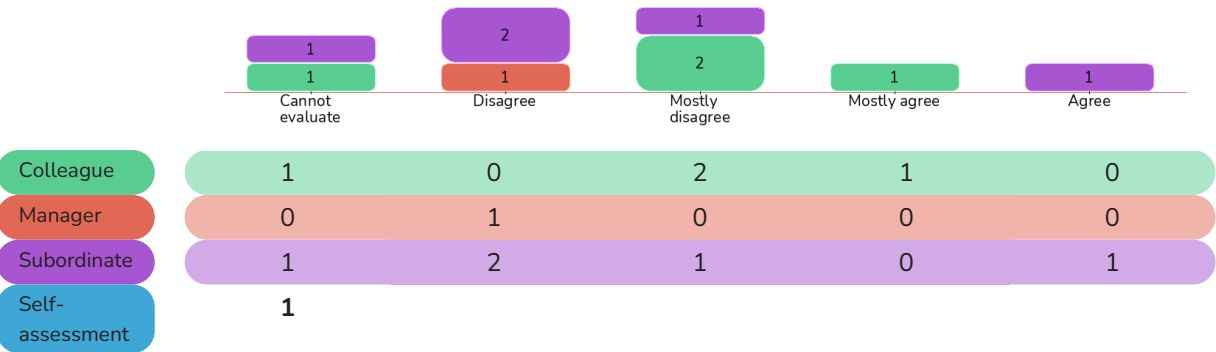
ESTABLISHES CONTACT WITH NEW CLIENTS.

average evaluation for all evaluators: 2

Importance

2.9

?



APPEARS CONVINCING AND TRUSTWORTHY IN FRONT OF THE CLIENT.

average evaluation for all evaluators: 1.6

Importance

3.8

2.0

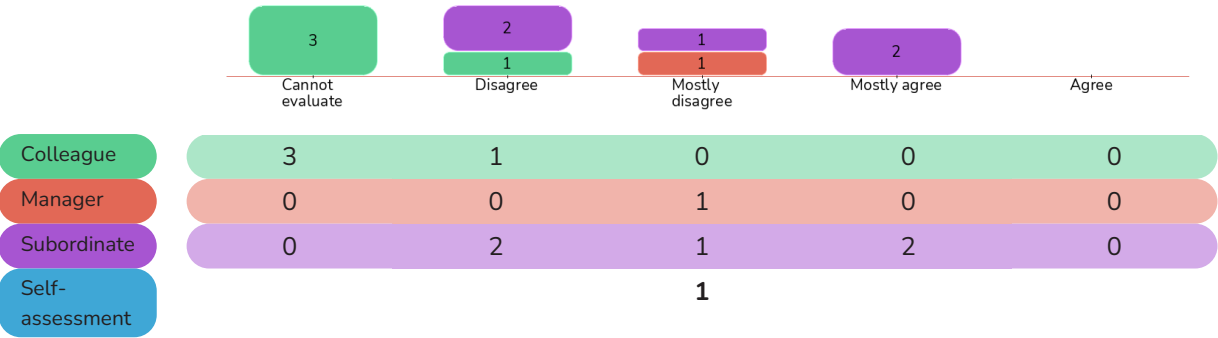


KNOWS HOW TO USE THE CLIENT’S OBJECTIONS IN ORDER TO PERSUADE THEM.

average evaluation for all evaluators: 1.86

Importance

2.02.0

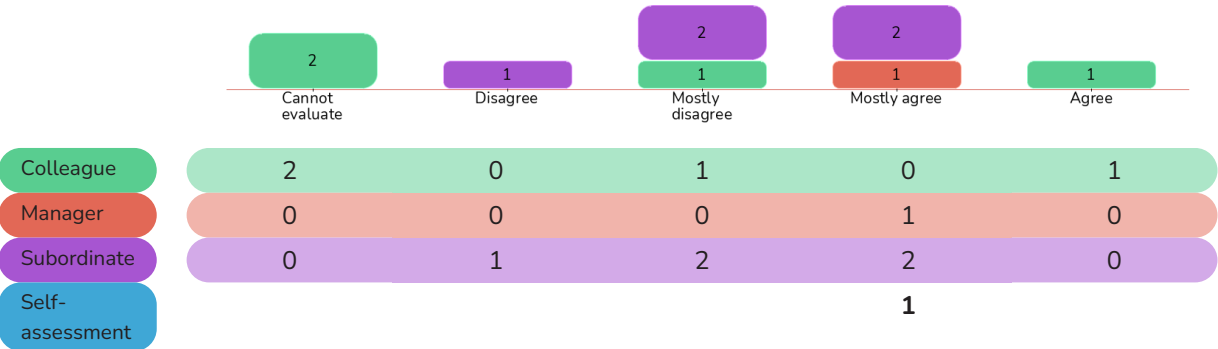


DEVELOPS CLIENT RELATIONSHIPS.

average evaluation for all evaluators: 2.5

Importance

3.51.0

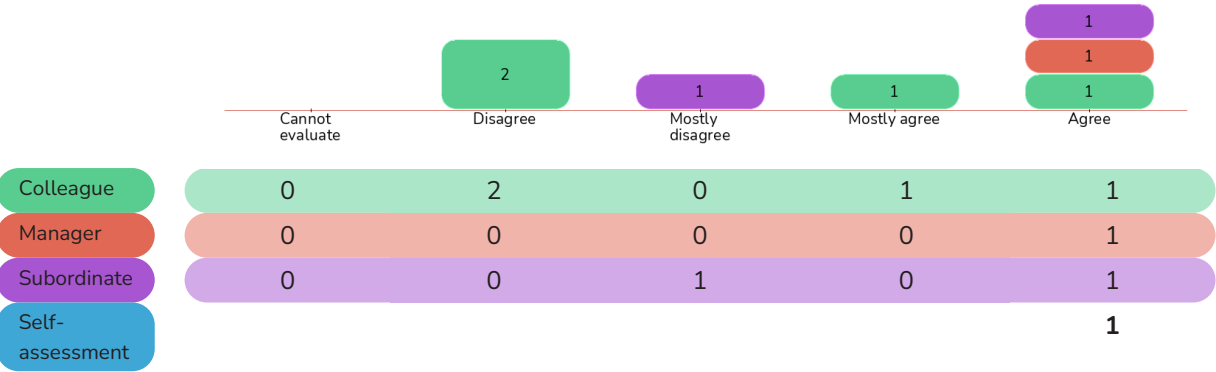


CAREFULLY NOTICES WHAT THE CLIENT LIKES AND ADAPTS THE BUSINESS DIALOGUE ACCORDINGLY.

average evaluation for all evaluators: 2.71

Importance

2.43.0



INVESTIGATES THE CLIENT'S NEEDS.

average evaluation for all evaluators: 2.6

Importance

3.0?

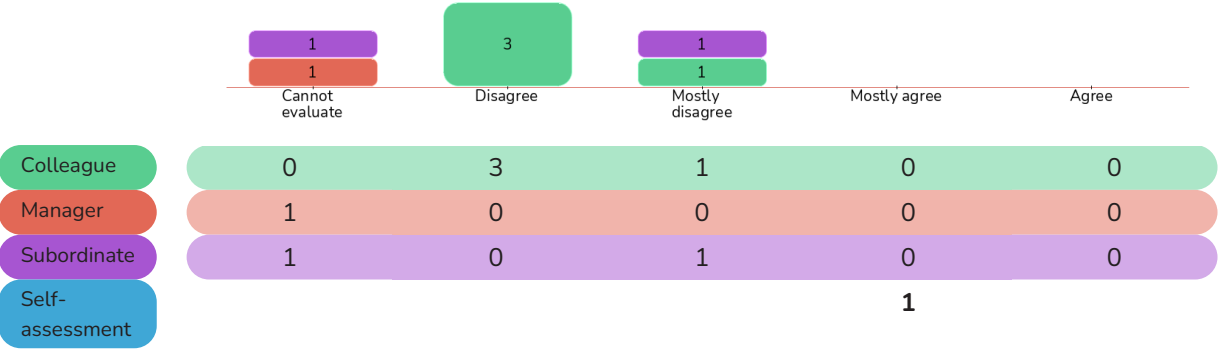


OFFERS SOLUTIONS WHICH ACCOMODATE THE NEEDS OF THE CLIENT.

average evaluation for all evaluators: 1.4

Importance

2.82.0

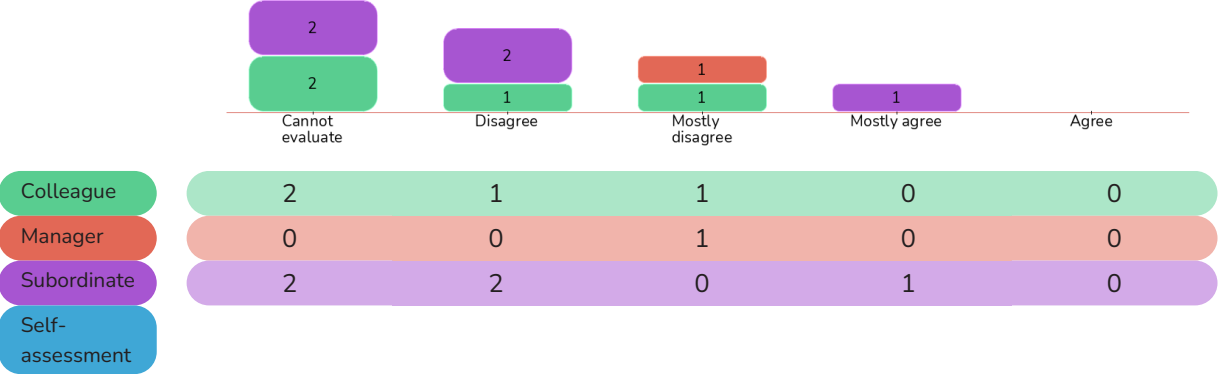


EMPHASISES THE BENEFITS THE CLIENT CAN DERIVE FROM MUTUAL COOPERATION OR BUSINESS.

average evaluation for all evaluators: 1.67

Importance

2.8?

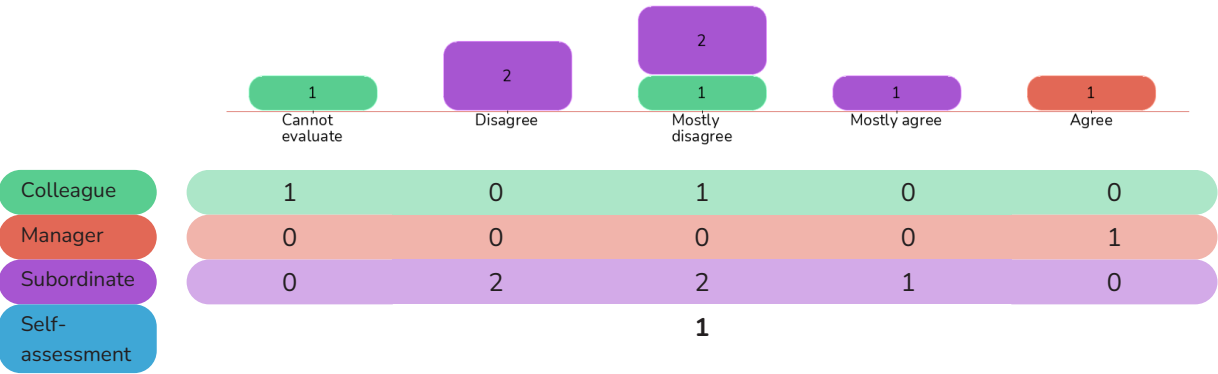


WHEN SIGNALLED BY THE CLIENT, HE/SHE MOVES FROM A GENERAL OFFER TO DISCUSSING A SPECIFIC SOLUTION.

average evaluation for all evaluators: 2.14

Importance

3.13.0

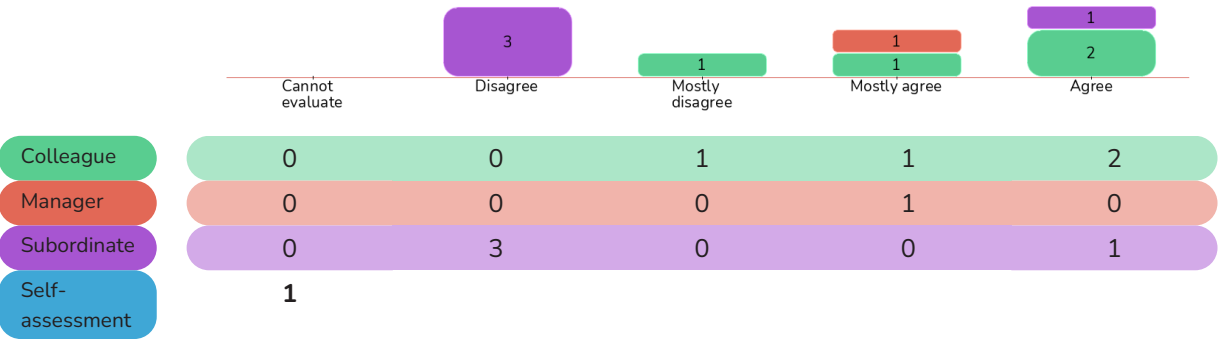


FINISHES HIS/HER CLIENT MEETINGS BY AGREEING ON SPECIFIC AND CLEAR STEPS.

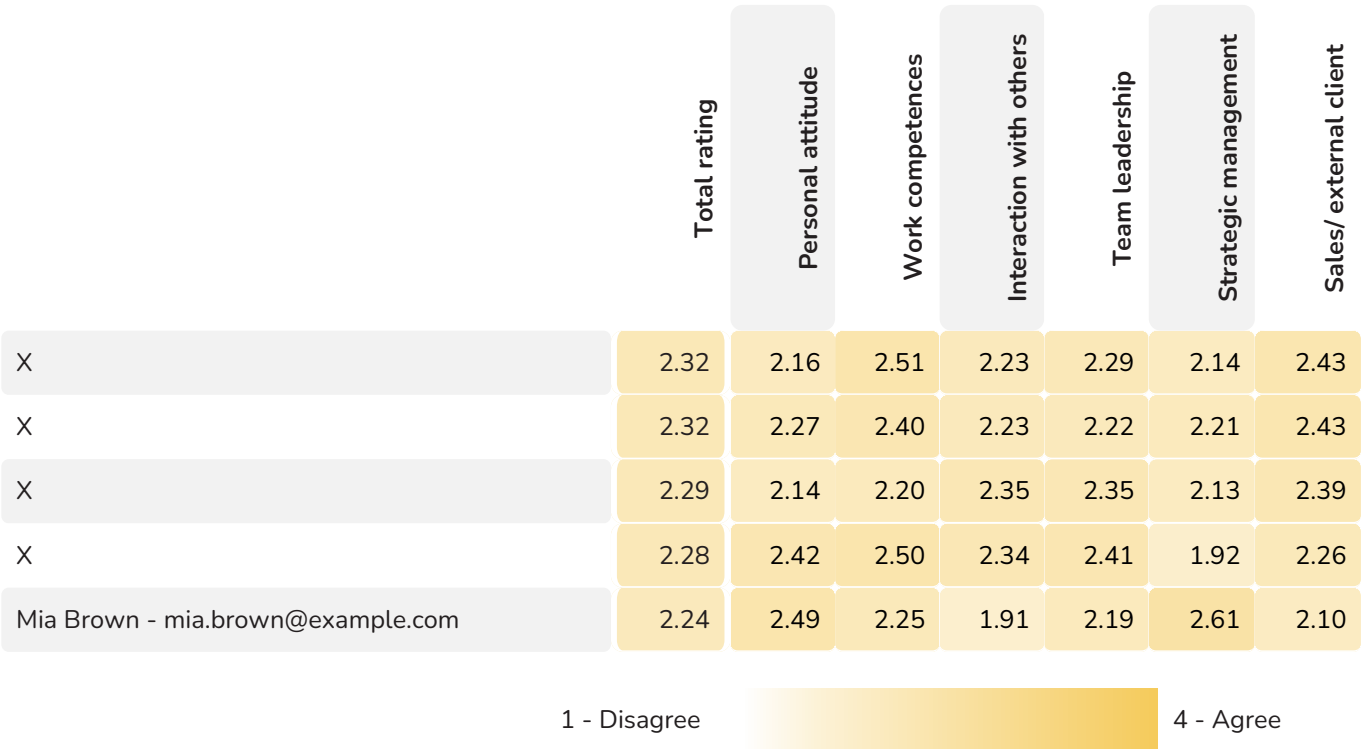
average evaluation for all evaluators: 2.56

Importance

3.0?

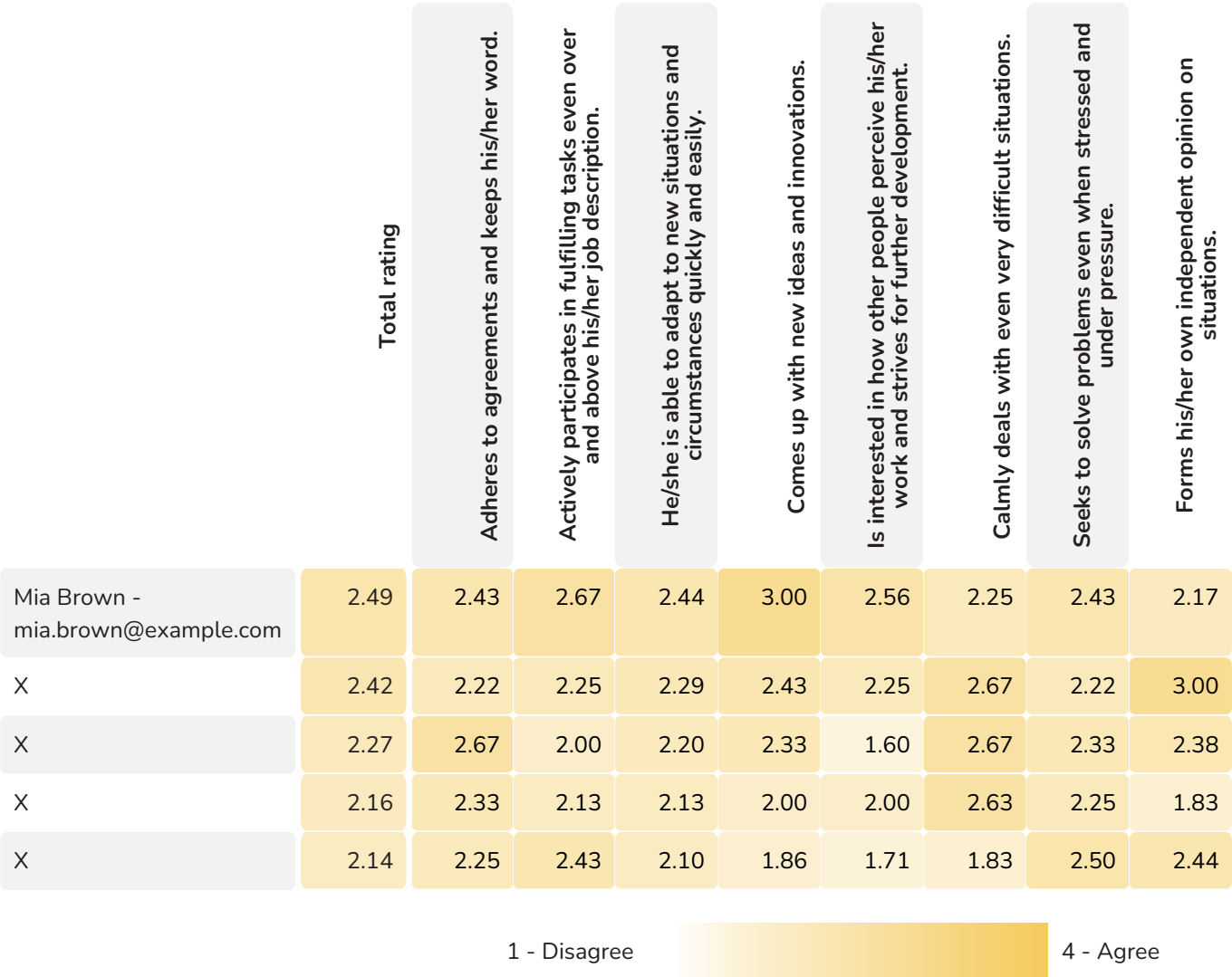


COMPARISON WITH OTHERS - HEATMAP BY COMPETENCES



COMPARISON WITH OTHERS - HEATMAP BY QUESTIONS

PERSONAL ATTITUDE





## 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.
X	2.51	2.75	2.57	2.13	2.50	2.88	2.40	2.20	2.86	2.17	2.63
X	2.5	2.25	3.00	2.25	2.17	2.40	2.67	2.43	2.67	2.63	2.57
X	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
X	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 evaluatee 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.
X	2.35	2.44	2.33	2.20	2.50	2.17	2.43	2.40
X	2.34	2.17	2.43	2.22	2.44	2.71	2.00	2.38
X	2.23	2.22	2.00	2.00	2.17	2.40	2.57	2.25
X	2.23	2.33	2.33	2.33	1.29	2.50	2.33	2.50
Mia Brown - mia.brown@example.com	1.91	2.13	1.80	1.83	2.29	1.40	2.00	1.89



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.
X	2.41	2.00	2.00	2.29	2.17	2.56	3.00	2.88	2.38
X	2.35	2.86	2.30	2.63	1.40	2.56	2.14	2.50	2.38
X	2.29	2.80	2.33	2.25	2.43	2.13	1.80	1.56	3.00
X	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



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
X	2.21	2.38	2.14	2.33	2.50	2.57	1.33
X	2.14	1.63	2.63	2.38	1.78	2.33	2.11
X	2.13	1.17	2.11	3.60	2.11	2.43	1.38
X	1.92	1.40	2.22	1.50	2.57	1.63	2.20



## 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.
X	2.43	1.88	2.33	3.00	2.33	2.33	3.60	2.13	2.14	2.43	2.17
X	2.43	2.75	2.70	2.57	2.83	2.14	2.40	2.71	1.88	2.13	2.14
X	2.39	2.29	1.80	1.86	1.83	2.67	2.57	2.13	2.67	2.83	3.25
X	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

## RECOMMENDATIONS FROM EVALUATORS

*In this chapter of the report, you will find comments and recommendations from those who evaluated you.*

*Approach them as pointers that you could use for your further self-development. It is important that you keep the feedback in perspective, not to take any parts personally and remember that the comments are only the impressions of those who evaluated you. While it is the opinion of another individual that may be useful for you, it is also important to remember that it is not necessary to accept it automatically without reservation.*

*If the questionnaire had more categories of recommendations, they are then sorted from summaries and general ones to specific ones relating to partial competences or directly to questions. Your own comments are highlighted blue.*

## RECOMMENDATIONS FROM EVALUATORS RELATING TO THE COMPETENCES COVERED

### PERSONAL ATTITUDE



#### WHAT SHOULD THE EVALUATEE BEGIN DOING?

Not to work so isolated from the others.



#### WHAT SHOULD THE EVALUATEE DISCONTINUE DOING?

Consultation is always appreciated, however, the manner it is provided matters.

Colleague

Consultation is always appreciated, however, the manner it is provided matters.



#### WHAT SHOULD THE EVALUATEE CONTINUE DOING?

Subordinate

Ability to learn and understand things fast

An active approach, being willing to help

### WORK COMPETENCES



#### WHAT SHOULD THE EVALUATEE BEGIN DOING?

hand over important information more frequently

Colleague

Be nicer.

Subordinate

Delegate tasks which can be performed by someone else.

Improve communication with the team, share information effectively from the managerial position.



#### WHAT SHOULD THE EVALUATEE DISCONTINUE DOING?

Tell project managers how they should do their work.

Subordinate

I would recommend to refrain from whispering/speaking simultaneously in meetings, it can be disruptive for the discussion.



#### WHAT SHOULD THE EVALUATEE CONTINUE DOING?

Subordinate

Expertise

I appreciate your direct and structured opinions and common sense.

The team arrangement, allocation of competencies and responsibilities

### INTERACTION WITH OTHERS



#### WHAT SHOULD THE EVALUATEE BEGIN DOING?

Subordinate

Communicate priorities of tasks clearly.



#### WHAT SHOULD THE EVALUATEE DISCONTINUE DOING?

Colleague

Leave some decisions to the subordinates.

Subordinate

Underestimating his department and making decisions without sufficient and complex information.



#### WHAT SHOULD THE EVALUATEE CONTINUE DOING?

Colleague

Professional expertise, adaptability, calm and pragmatic approach, fairness.

Subordinate

He works – improves his approach to people in the company.

### TEAM LEADERSHIP



#### WHAT SHOULD THE EVALUATEE BEGIN DOING?

improve the work organization (be more systematic), rather focus to conceptual topics and not to drown in details

Subordinate

Present deadlines for processing of at least some typified and most common user requests.



#### WHAT SHOULD THE EVALUATEE DISCONTINUE DOING?

Colleague

Not to be distracted by details of the tasks that are not important to find the solution.



#### WHAT SHOULD THE EVALUATEE CONTINUE DOING?

The fact he is positive and gives away good mood. His pleasant conduct.

Colleague

I appreciate the giant effort to accommodate in every way. Perspective.

Subordinate

Positive approach

### STRATEGIC MANAGEMENT



**WHAT SHOULD THE EVALUATEE BEGIN DOING?**

Subordinate

Sometimes he seems nervous, like I am disturbing him or something. I recommend slowing down while on the phone.

**WHAT SHOULD THE EVALUATEE DISCONTINUE DOING?**

Subordinate

There is no such thing.

**WHAT SHOULD THE EVALUATEE CONTINUE DOING?**

Helpfulness, excellent communication.

Subordinate

Ambition and personal responsibility with which he approaches his tasks within a project.

Proactive approach to given subject matter.

**SALES/ EXTERNAL CLIENT****WHAT SHOULD THE EVALUATEE BEGIN DOING?**

Colleague

Be more aware that not everyone is an IT type and even when a request is "stupid", it is a problem for the user. Improve communication.

Improve communication with the team, share information effectively from the managerial position.

Subordinate

Mention also other possible solutions besides expressing his disagreement;

Try to find the correct standpoint regardless of the correct solution lying in the administration department or elsewhere;

**WHAT SHOULD THE EVALUATEE DISCONTINUE DOING?**

Colleague

I would recommend to refrain from whispering/speaking simultaneously in meetings, it can be disruptive for the discussion.

Subordinate

He/She should stop auditing our department. We as managers have it under controls; nobody steals or cheats.

**WHAT SHOULD THE EVALUATEE CONTINUE DOING?**

Colleague

Hard-worker

Strengths: Great professional skills and knowledge.