



FINAL REPORT

Demo - 360° Feedback

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INTRODUCTION

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

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	EVALUATED
Colleague	4
Manager	1
Subordinate	5
Self-assessment	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**.

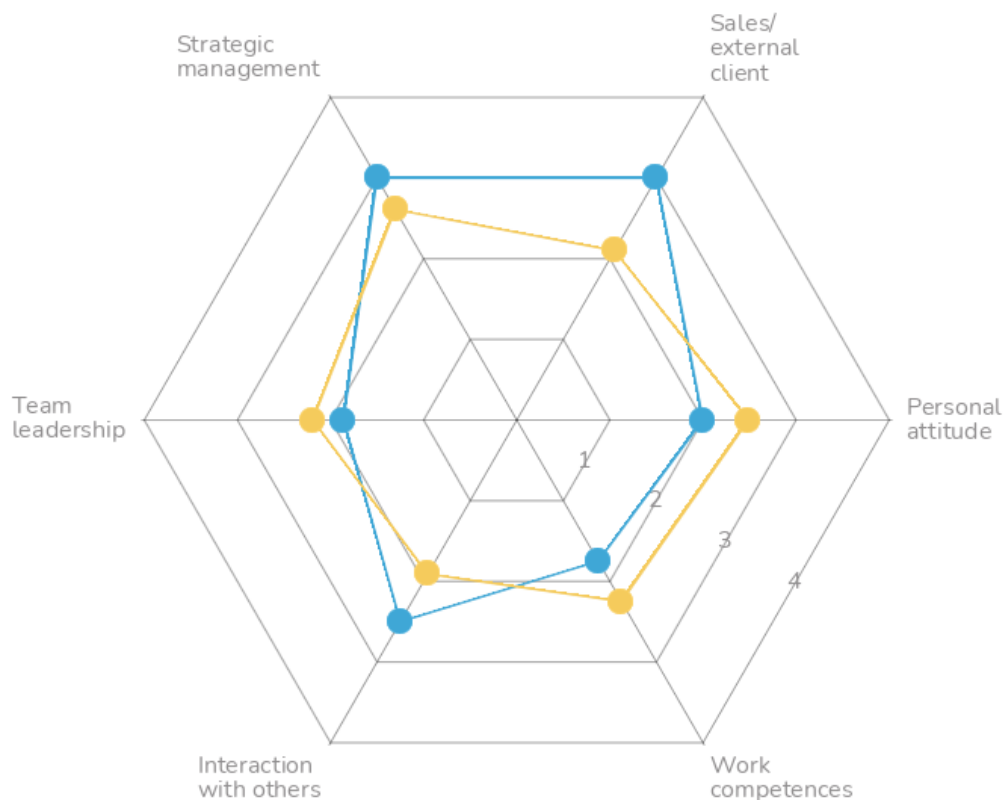
ASSESSMENT OF INDIVIDUAL COMPETENCES

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.

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.

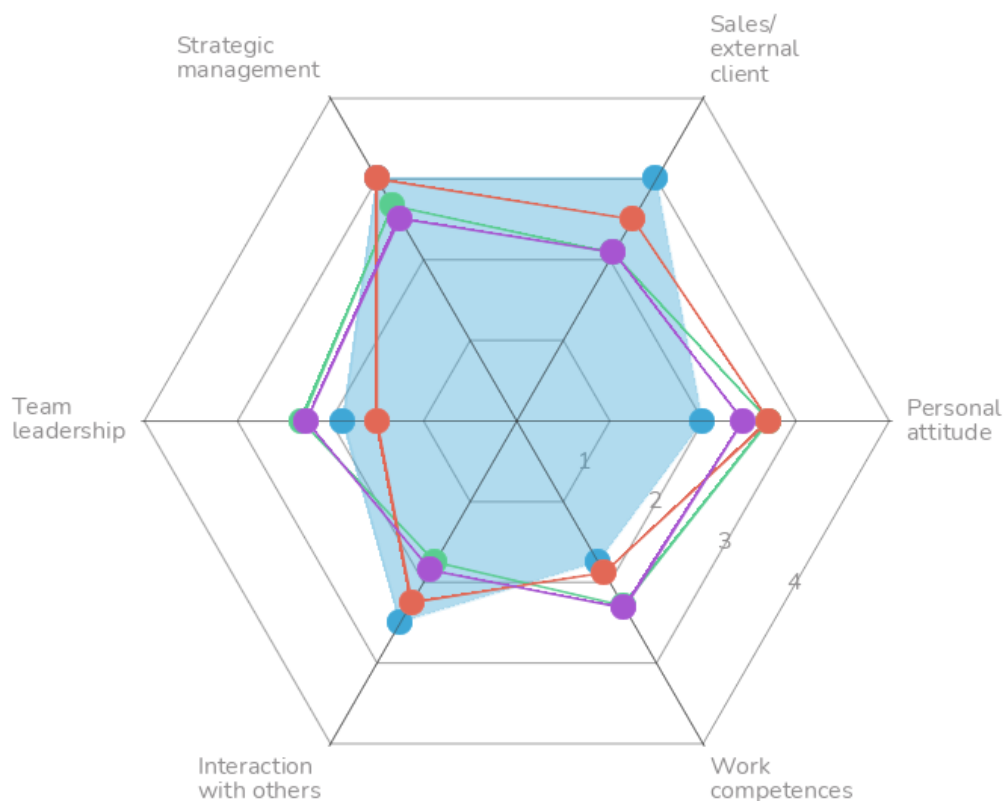
FEEDBACK FROM INDIVIDUAL GROUPS OF EVALUATORS

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 and who are used to giving evaluations as a routine part of their role. Subordinates usually choose one of the highest values, because they know their superiors well and are able to appreciate their qualities (although, this is not always the case). For colleagues, it is quite typical that their answers are the nearest to the average value and they tend to choose rather cautious answers.

- Self-assessment
- Colleague
- Manager
- Subordinate







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

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 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

		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 importance
of
ratings

The evaluatee plans his actions and works systematically.	<p>2 </p> <p>4 </p> <p>3.33 </p> <p>1 </p>	<p>3 </p> <p>1 </p> <p>3 </p> <p>1 </p>
When coordinating work, he/she takes the work of others into account.	<p>2.67 </p> <p>3 </p> <p>2.6 </p>	<p>3 </p> <p>1 </p> <p>5 </p> <p>0 </p>
Fulfills his/her tasks by given deadlines.	<p>3 </p> <p>1 </p> <p>2.5 </p>	<p>3 </p> <p>1 </p> <p>4 </p> <p>0 </p>
Acquires information from different sources in a focused manner.	<p>2.25 </p> <p>2 </p> <p>2.5 </p> <p>1 </p>	<p>4 </p> <p>1 </p> <p>4 </p> <p>1 </p>
Seeks solutions, not problems.	<p>1.5 </p> <p>1 </p> <p>2.67 </p> <p>2 </p>	<p>2 </p> <p>1 </p> <p>3 </p> <p>1 </p>
Takes full responsibility for the results of his work.	<p>3 </p> <p>2.25 </p> <p>1 </p>	<p>2 </p> <p>0 </p> <p>4 </p> <p>1 </p>
Recognises and deals with risks.	<p>1.75 </p> <p>1 </p> <p>2 </p> <p>1 </p>	<p>4 </p> <p>1 </p> <p>4 </p> <p>1 </p>
Regards situations conceptually and with perspective.	<p>2.33 </p> <p>2 </p> <p>1.6 </p> <p>4 </p>	<p>3 </p> <p>1 </p> <p>5 </p> <p>1 </p>
Finds practical and realistic solutions for his/her tasks.	<p>2.75 </p> <p>1 </p> <p>2 </p> <p>1 </p>	<p>4 </p> <p>1 </p> <p>2 </p> <p>1 </p>
The evaluatee is an expert in his/her field and can deal with any work tasks.	<p>1.67 </p> <p>1.75 </p> <p>3 </p>	<p>3 </p> <p>0 </p> <p>4 </p> <p>1 </p>

INTERACTION WITH OTHERS

Number importance
of
ratings

Actively and willingly shares information.	<p>2.33 4 1.5 4</p>	<p>3 1 4 1</p>	<p>3.0 3.0 2.7 3.0</p>
Manages to persuade others using convincing arguments.	<p>2.33 1 2</p>	<p>3 0 2 1</p>	<p>2.0 ? 2.5 4.0</p>
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	<p>1 1 2.67</p>	<p>2 1 3 0</p>	<p>4.0 3.0 2.7 ?</p>
Takes interest in the needs of his/her clients (internal or external).	<p>2.33 3 2 3</p>	<p>3 1 3 1</p>	<p>3.0 5.0 2.0 5.0</p>
Offers his/her (internal or external) clients solutions to their utmost satisfaction.	<p>1 1.67 2</p>	<p>2 0 3 1</p>	<p>2.5 ? 3.7 4.0</p>
Is willing to cooperate and involve others.	<p>1 2.33 3</p>	<p>1 0 3 1</p>	<p>4.0 ? 3.7 5.0</p>
Contributes to working relationships and a positive atmosphere.	<p>2.25 1 1.75 1</p>	<p>4 1 4 1</p>	<p>1.7 4.0 2.2 4.0</p>

TEAM LEADERSHIP

Number importance
of
ratings

Is supportive of his/her subordinates and takes an interest in their needs.	<p>1.75 </p> <p>2.5 </p> <p>2 </p>	<p>4 </p> <p>0 </p> <p>2 </p> <p>1 </p>
Entrusts the members of his/her team with responsibility and gives them space to work independently.	<p>2.25 </p> <p>2 </p> <p>2.75 </p> <p>1 </p>	<p>4 </p> <p>1 </p> <p>4 </p> <p>1 </p>
Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	<p>1.25 </p> <p>1 </p> <p>2.5 </p> <p>1 </p>	<p>4 </p> <p>1 </p> <p>4 </p> <p>1 </p>
When giving tasks to others, he/she is clear, unambiguous and understandable.	<p>3 </p> <p>1.75 </p>	<p>2 </p> <p>0 </p> <p>4 </p> <p>0 </p>
Insists that the people in his/her team or department deliver their best performance.	<p>3 </p> <p>2 </p> <p>2 </p> <p>3 </p>	<p>3 </p> <p>1 </p> <p>3 </p> <p>1 </p>
Is constructive in pointing out things he/she finds satisfactory or unsatisfactory.	<p>2.5 </p> <p>1.67 </p> <p>1 </p>	<p>4 </p> <p>0 </p> <p>3 </p> <p>1 </p>
Recognises the strengths and weaknesses of his/her subordinates and supports them in self-development.	<p>2.75 </p> <p>2.4 </p> <p>3 </p>	<p>4 </p> <p>0 </p> <p>5 </p> <p>1 </p>
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.	<p>2 </p> <p>1 </p> <p>2.5 </p> <p>2 </p>	<p>3 </p> <p>1 </p> <p>2 </p> <p>1 </p>

STRATEGIC MANAGEMENT

Number importance
of
ratings

Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.		<p>3 3.7</p> <p>1 2.0</p> <p>3 3.7</p> <p>1 2.0</p>
Makes decisions promptly and with perspective.		<p>3 3.3</p> <p>1 4.0</p> <p>3 3.7</p> <p>1 2.0</p>
Anticipates and prevents the risks of his decisions.		<p>2 1.5</p> <p>1 3.0</p> <p>1 3.0</p> <p>1 2.0</p>
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.		<p>2 3.5</p> <p>1 2.0</p> <p>4 3.5</p> <p>0 ?</p>
Appreciates the financial impact of his/her actions and decisions.		<p>2 3.5</p> <p>1 4.0</p> <p>4 3.7</p> <p>0 ?</p>
Is supportive of changes leading to improvement in the long term.		<p>3 4.3</p> <p>1 2.0</p> <p>4 4.0</p> <p>0 ?</p>

SALES/ EXTERNAL CLIENT

Number importance
of
ratings

Establishes contact with new clients.		3 1 4 0	
Appears convincing and trustworthy in front of the client.		2 1 2 1	
Knows how to use the client`s objections in order to persuade them.		1 1 5 1	
Develops client relationships.		2 1 5 1	
Carefully notices what the client likes and adapts the business dialogue accordingly.		4 1 2 1	
Investigates the client`s needs.		3 0 2 0	
Offers solutions which accomodate the needs of the client.		4 0 1 1	
Emphasises the benefits the client can derive from mutual cooperation or business.		2 1 3 0	
When signalled by the client, he/she moves from a general offer to discussing a specific solution.		1 1 5 1	
Finishes his/her client meetings by agreeing on specific and clear steps.		4 1 4 0	

COMPARISON WITH OTHERS - HEATMAP BY COMPETENCES

	Total rating	Personal attitude	Work competences	Interaction with others	Team leadership	Strategic management	Sales/ external client
X	2.32	2.16	2.51	2.23	2.29	2.14	2.43
X	2.32	2.27	2.40	2.23	2.22	2.21	2.43
X	2.29	2.14	2.20	2.35	2.35	2.13	2.39
X	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
X	2.42	2.22	2.25	2.29	2.43	2.25	2.67	2.22	3.00
X	2.27	2.67	2.00	2.20	2.33	1.60	2.67	2.33	2.38
X	2.16	2.33	2.13	2.13	2.00	2.00	2.63	2.25	1.83
X	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.
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 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.
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

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.
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

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
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

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.
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