



FINAL REPORT

Average team output



INTRODUCTION

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

EVALUATED COMPETENCES

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

EVALUATION SCALE

The following scale was used in the feedback:

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

TARGET GROUP FOR TEAM OUTPUT

Group members:

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

INSPIRATION FOR YOUR DEVELOPMENT

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

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

ADVANTAGES

When coordinating work, he/she takes the work of others into account.	(average 2.67)
Anticipates and prevents the risks of his decisions.	(average 2.61)
Investigates the client's needs.	(average 2.61)
The evaluatee plans his actions and works systematically.	(average 2.49)
Finishes his/her client meetings by agreeing on specific and clear steps.	(average 2.42)
Calmly deals with even very difficult situations.	(average 2.41)
Carefully notices what the client likes and adapts the business dialogue accordingly.	(average 2.4)
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.	(average 2.4)

AREAS FOR DEVELOPMENT

Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	(average 1.92)
Is supportive of changes leading to improvement in the long term.	(average 2)
Is interested in how other people perceive his/her work and strives for further development.	(average 2.02)
When giving tasks to others, he/she is clear, unambiguous and understandable.	(average 2.07)
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	(average 2.12)
Takes interest in the needs of his/her clients (internal or external).	(average 2.14)
Emphasises the benefits the client can derive from mutual cooperation or business.	(average 2.14)
Manages to persuade others using convincing arguments.	(average 2.18)

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

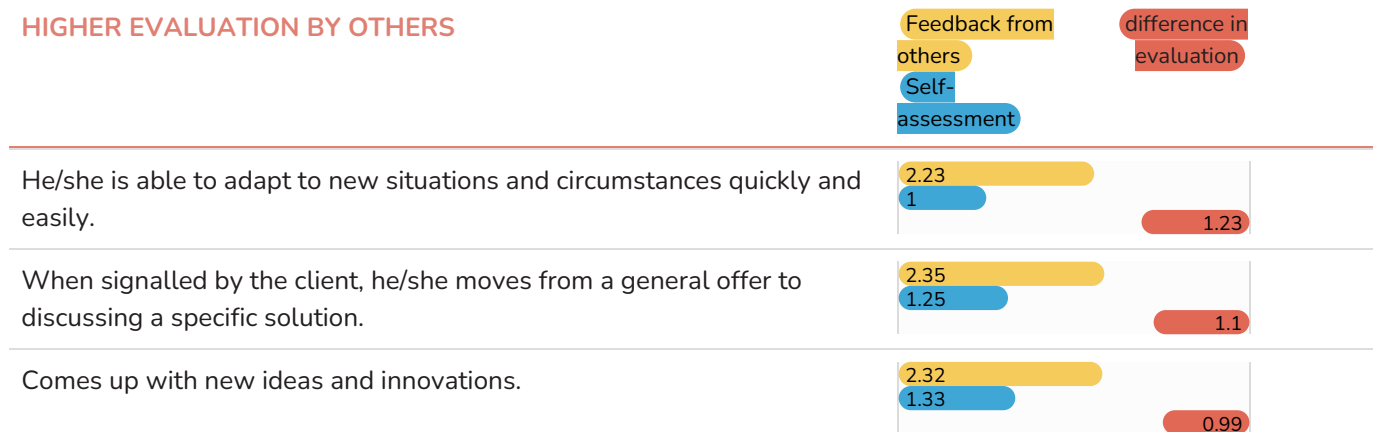
Below, you can find items across competences that show the greatest difference between your self-assessment and evaluations of others. The difference is shown in the charts in red.

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

HIGHER SELF-ASSESSMENT



HIGHER EVALUATION BY OTHERS



TOTAL ORDER OF AREAS

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

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

YOU RANKED YOUR AREAS OF COMPETENCES IN THIS ORDER:

- | | | |
|----|------------|-----------------|
| 1. | Sales | (average 2.2) |
| 2. | Management | (average 2.19) |
| 3. | General | (average 2.18) |





OTHERS RANKED YOUR AREAS OF COMPETENCES IN THIS ORDER:

- | | | |
|----|------------|-----------------|
| 1. | Sales | (average 2.32) |
| 2. | General | (average 2.29) |
| 3. | Management | (average 2.25) |

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

		SELF-ASSESSMENT	FEEDBACK FROM OTHERS	DIFFERENCE
1.	Management	2.19	2.25	-0.06
2.	General	2.18	2.29	-0.11
3.	Sales	2.2	2.32	-0.12

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

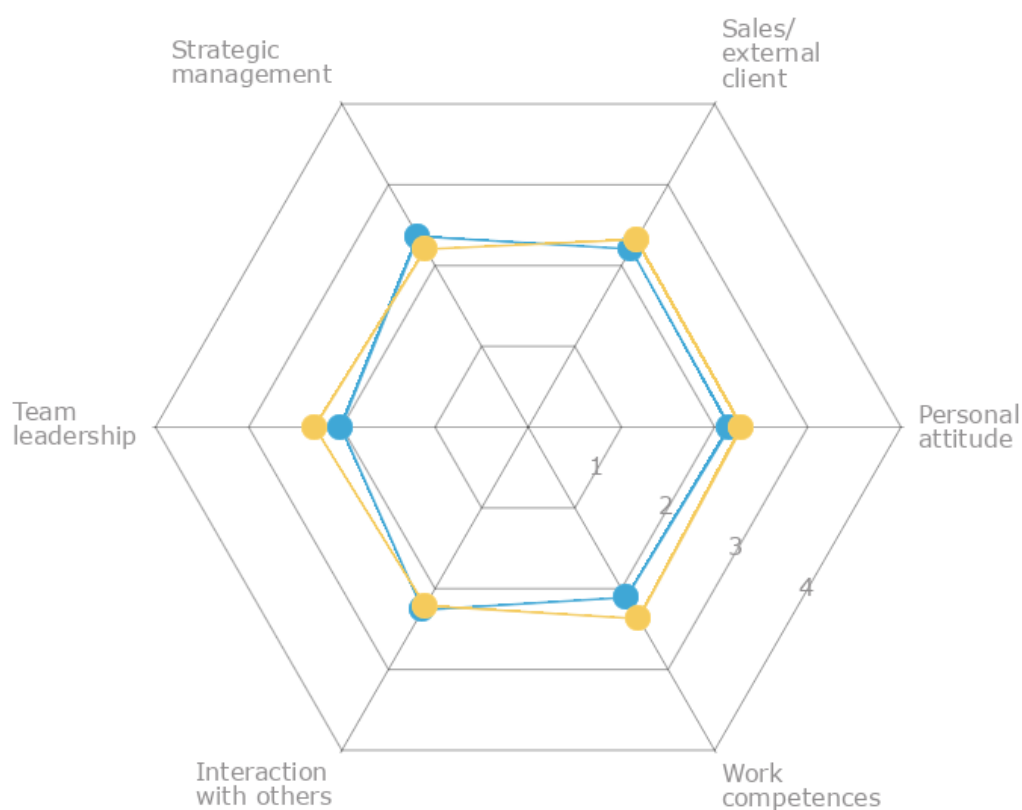
ASSESSMENT OF INDIVIDUAL COMPETENCES

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 2.36)	Management
2.	Interaction with others	(average 2.26)	General
3.	Sales/ external client	(average 2.2)	Sales
4.	Personal attitude	(average 2.17)	General
5.	Work competences	(average 2.11)	General
6.	Team leadership	(average 2.01)	Management





OTHERS RANKED YOUR COMPETENCES IN THIS ORDER:

1.	Work competences	(average 2.37)	General
2.	Sales/ external client	(average 2.32)	Sales
3.	Personal attitude	(average 2.3)	General
4.	Team leadership	(average 2.29)	Management
5.	Interaction with others	(average 2.21)	General
6.	Strategic management	(average 2.2)	Management

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

	SELF-ASSESSMENT	FEEDBACK FROM OTHERS	difference
1. Strategic management	2.36	2.2	0.16
2. Interaction with others	2.26	2.21	0.05
3. Sales/ external client	2.2	2.32	-0.12
4. Personal attitude	2.17	2.3	-0.13
5. Work competences	2.11	2.37	-0.26
6. Team leadership	2.01	2.29	-0.28
Average rating across competences	2.19	2.28	

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
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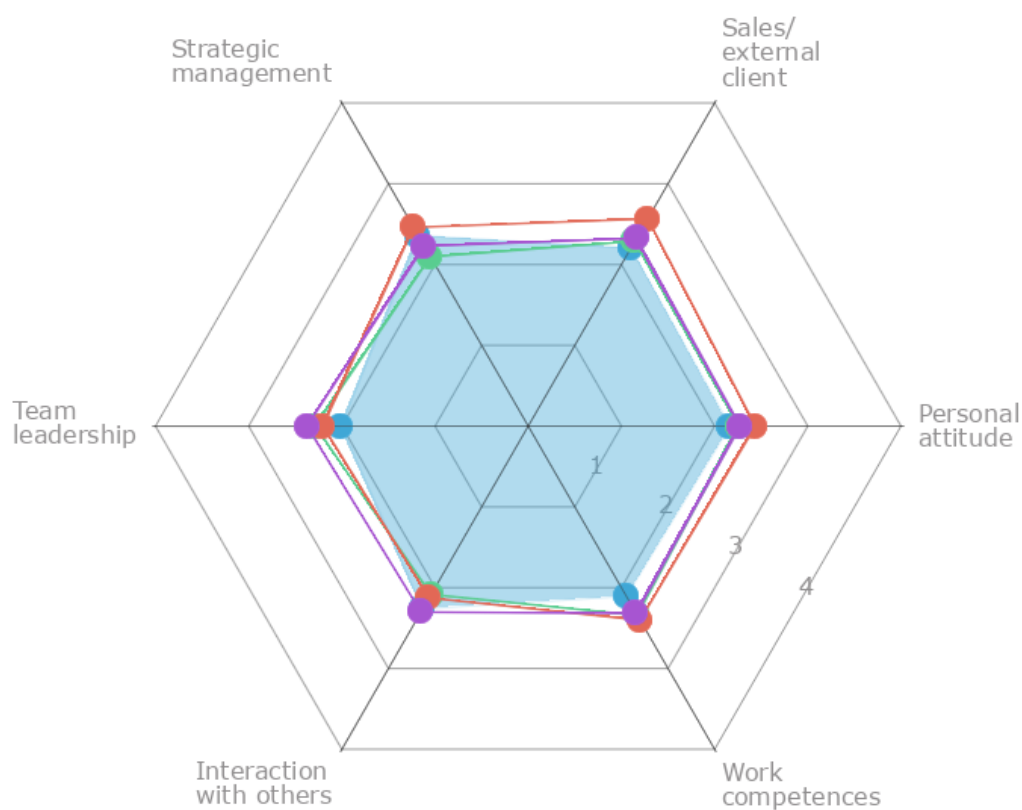
FEEDBACK FROM INDIVIDUAL GROUPS OF EVALUATORS

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



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.	Work competences	(average 2.34)	General
2.	Sales/ external client	(average 2.29)	Sales
3.	Team leadership	(average 2.28)	Management
4.	Personal attitude	(average 2.26)	General
5.	Strategic management	(average 2.1)	Management
6.	Interaction with others	(average 2.08)	General

RANKING OF COMPETENCES - MANAGER

1.	Sales/ external client	(average 2.57)	Sales
2.	Strategic management	(average 2.46)	Management
3.	Personal attitude	(average 2.44)	General
4.	Work competences	(average 2.4)	General
5.	Team leadership	(average 2.2)	Management
6.	Interaction with others	(average 2.13)	General

RANKING OF COMPETENCES - SUBORDINATE

1.	Team leadership	(average 2.37)	Management
2.	Sales/ external client	(average 2.32)	Sales
3.	Work competences	(average 2.32)	General
4.	Interaction with others	(average 2.3)	General
5.	Personal attitude	(average 2.28)	General
6.	Strategic management	(average 2.23)	Management

EVALUATOR GROUPS SORTED BY VARIATION OF FEEDBACK

		Self-assessment	Colleague	Manager	Subordinate	range
1	Strategic management	2.36	↓ 2.1	↑ 2.46	2.23	0.36
2	Sales/ external client	2.2	↓ 2.29	↑ 2.57	2.32	0.28
3	Interaction with others	2.26	↓ 2.08	2.13	↑ 2.3	0.22
4	Personal attitude	2.17	↓ 2.26	↑ 2.44	2.28	0.18
5	Team leadership	2.01	2.28	↓ 2.2	↑ 2.37	0.17
6	Work competences	2.11	2.34	↑ 2.4	↓ 2.32	0.08
	average result across competences	2.19	↓ 2.23	↑ 2.37	2.3	

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

You will find a summary for all individual evaluated items. Data are shown in charts for the 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

Adheres to agreements and keeps his/her word.	2.38 1.67	
Actively participates in fulfilling tasks even over and above his/her job description.	2.3 2.4	
He/she is able to adapt to new situations and circumstances quickly and easily.	2.23 1	
Comes up with new ideas and innovations.	2.32 1.33	
Is interested in how other people perceive his/her work and strives for further development.	2.02 2.25	
Calmly deals with even very difficult situations.	2.41 3	
Seeks to solve problems even when stressed and under pressure.	2.35 2.75	
Forms his/her own independent opinion on situations.	2.36 1.75	

WORK COMPETENCES

The evaluatee plans his actions and works systematically.	2.49 2.4	
When coordinating work, he/she takes the work of others into account.	2.67 2	
Fulfills his/her tasks by given deadlines.	2.3 1.67	
Acquires information from different sources in a focused manner.	2.25 1.5	
Seeks solutions, not problems.	2.4 2	
Takes full responsibility for the results of his work.	2.39 1.8	
Recognises and deals with risks.	2.22 1.8	
Regards situations conceptually and with perspective.	2.3 3	
Finds practical and realistic solutions for his/her tasks.	2.38 2	
The evaluatee is an expert in his/her field and can deal with any work tasks.	2.32 3.25	

INTERACTION WITH OTHERS

Actively and willingly shares information.	2.26 2.4	
Manages to persuade others using convincing arguments.	2.18 2	
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	2.12 3.5	
Takes interest in the needs of his/her clients (internal or external).	2.14 2	
Offers his/her (internal or external) clients solutions to their utmost satisfaction.	2.24 1.4	
Is willing to cooperate and involve others.	2.27 2.67	
Contributes to working relationships and a positive atmosphere.	2.28 3	

TEAM LEADERSHIP

Is supportive of his/her subordinates and takes an interest in their needs.	2.33 1.67	
Entrusts the members of his/her team with responsibility and gives them space to work independently.	2.31 1.8	
Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	2.27 2.5	
When giving tasks to others, he/she is clear, unambiguous and understandable.	2.07 2.67	
Insists that the people in his/her team or department deliver their best performance.	2.34 2.25	
Is constructive in pointing out things he/she finds satisfactory or unsatisfactory.	2.28 1.5	
Recognises the strengths and weaknesses of his/her subordinates and supports them in self-development.	2.33 1.75	
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.	2.4 2	

STRATEGIC MANAGEMENT

Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	1.92 1.25	
Makes decisions promptly and with perspective.	2.25 3.33	
Anticipates and prevents the risks of his decisions.	2.61 2.75	
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	2.19 2.33	

Appreciates the financial impact of his/her actions and decisions.	2.25 1.67	
Is supportive of changes leading to improvement in the long term.	2 1.5	
SALES/ EXTERNAL CLIENT		
Establishes contact with new clients.	2.25 2	
Appears convincing and trustworthy in front of the client.	2.26 2.2	
Knows how to use the client's objections in order to persuade them.	2.28 2	
Develops client relationships.	2.32 2.25	
Carefully notices what the client likes and adapts the business dialogue accordingly.	2.4 3.33	
Investigates the client's needs.	2.61 3	
Offers solutions which accommodate the needs of the client.	2.2 2.33	
Emphasises the benefits the client can derive from mutual cooperation or business.	2.14 2	
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	2.35 1.25	
Finishes his/her client meetings by agreeing on specific and clear steps.	2.42 2.33	

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 the following groups of evaluators in this order. If there is no evaluation by the given group of evaluators in the given question, this group will not be shown. This also applies to the choice of the answer I cannot evaluate.

Colleague

Manager

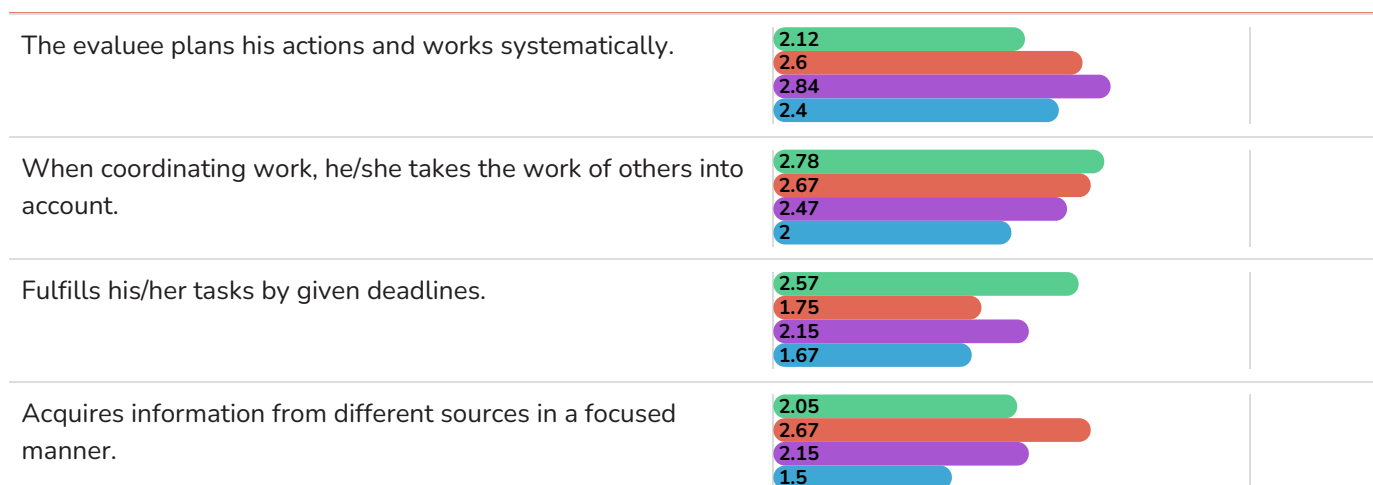
Subordinate

Self-assessment

PERSONAL ATTITUDE

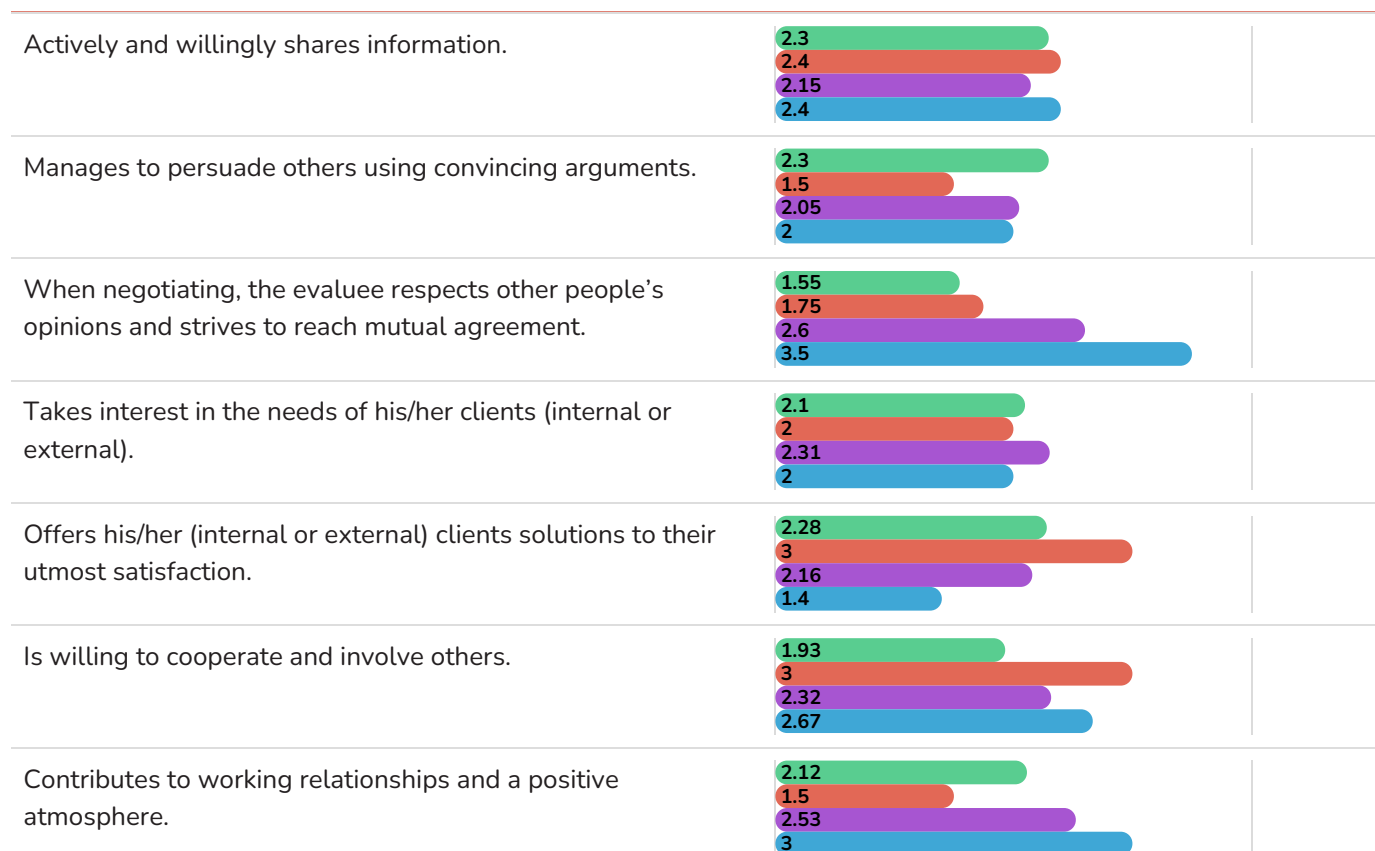


WORK COMPETENCES

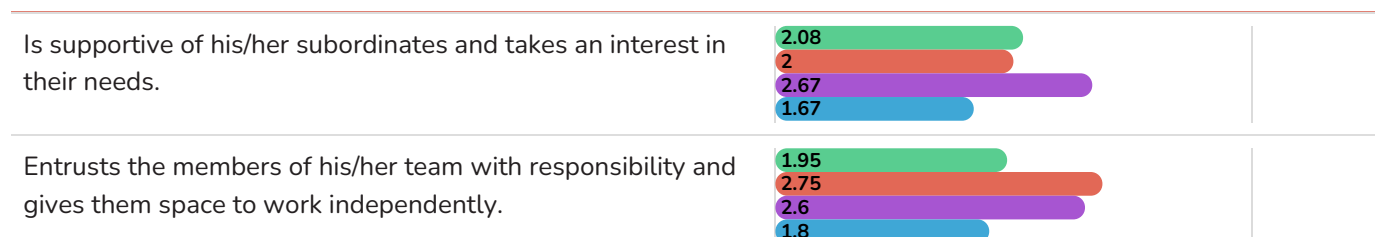




INTERACTION WITH OTHERS



TEAM LEADERSHIP



Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	2.25 2.67 2.3 2.5
When giving tasks to others, he/she is clear, unambiguous and understandable.	2.13 1 2.1 2.67
Insists that the people in his/her team or department deliver their best performance.	2.55 1.75 2.27 2.25
Is constructive in pointing out things he/she finds satisfactory or unsatisfactory.	2.9 2 2 1.5
Recognises the strengths and weaknesses of his/her subordinates and supports them in self-development.	2.23 2.33 2.42 1.75
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.	2.18 2.5 2.62 2

STRATEGIC MANAGEMENT

Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	1.98 2.75 1.77 1.25
Makes decisions promptly and with perspective.	2.3 2.5 2.06 3.33
Anticipates and prevents the risks of his decisions.	2.4 2.5 2.9 2.75
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	2.27 3 1.91 2.33
Appreciates the financial impact of his/her actions and decisions.	1.95 1.75 2.57 1.67
Is supportive of changes leading to improvement in the long term.	1.67 2.4 2.17 1.5

SALES/ EXTERNAL CLIENT

Establishes contact with new clients.	2.38 1.75 2.22 2
Appears convincing and trustworthy in front of the client.	2.3 2.25 2.29 2.2

Knows how to use the client's objections in order to persuade them.	1.9 3 2.28 2	
Develops client relationships.	2.43 2 2.36 2.25	
Carefully notices what the client likes and adapts the business dialogue accordingly.	2.3 3 2.48 3.33	
Investigates the client's needs.	2.6 3 2.5 3	
Offers solutions which accommodate the needs of the client.	2.15 2.5 2.3 2.33	
Emphasises the benefits the client can derive from mutual cooperation or business.	1.87 2.4 2.35 2	
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	2.57 2.4 2.2 1.25	
Finishes his/her client meetings by agreeing on specific and clear steps.	2.38 3.33 2.25 2.33	

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

When coordinating work, he/she takes the work of others into account.	2.67 2	
Anticipates and prevents the risks of his decisions.	2.61 2.75	
Investigates the client's needs.	2.61 3	
The evaluatee plans his actions and works systematically.	2.49 2.4	
Finishes his/her client meetings by agreeing on specific and clear steps.	2.42 2.33	
Calmly deals with even very difficult situations.	2.41 3	
Carefully notices what the client likes and adapts the business dialogue accordingly.	2.4 3.33	
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.	2.4 2	
Seeks solutions, not problems.	2.4 2	
Takes full responsibility for the results of his work.	2.39 1.8	
Adheres to agreements and keeps his/her word.	2.38 1.67	
Finds practical and realistic solutions for his/her tasks.	2.38 2	
Forms his/her own independent opinion on situations.	2.36 1.75	
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	2.35 1.25	
Seeks to solve problems even when stressed and under pressure.	2.35 2.75	
Insists that the people in his/her team or department deliver their best performance.	2.34 2.25	
Is supportive of his/her subordinates and takes an interest in their needs.	2.33 1.67	
Recognises the strengths and weaknesses of his/her subordinates and supports them in self-development.	2.33 1.75	
Comes up with new ideas and innovations.	2.32 1.33	
Develops client relationships.	2.32 2.25	

The evaluatee is an expert in his/her field and can deal with any work tasks.	2.32 3.25	
Entrusts the members of his/her team with responsibility and gives them space to work independently.	2.31 1.8	
Fulfills his/her tasks by given deadlines.	2.3 1.67	
Regards situations conceptually and with perspective.	2.3 3	
Actively participates in fulfilling tasks even over and above his/her job description.	2.3 2.4	
Contributes to working relationships and a positive atmosphere.	2.28 3	
Knows how to use the client's objections in order to persuade them.	2.28 2	
Is constructive in pointing out things he/she finds satisfactory or unsatisfactory.	2.28 1.5	
Is willing to cooperate and involve others.	2.27 2.67	
Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	2.27 2.5	
Actively and willingly shares information.	2.26 2.4	
Appears convincing and trustworthy in front of the client.	2.26 2.2	
Appreciates the financial impact of his/her actions and decisions.	2.25 1.67	
Establishes contact with new clients.	2.25 2	
Acquires information from different sources in a focused manner.	2.25 1.5	
Makes decisions promptly and with perspective.	2.25 3.33	
Offers his/her (internal or external) clients solutions to their utmost satisfaction.	2.24 1.4	
He/she is able to adapt to new situations and circumstances quickly and easily.	2.23 1	
Recognises and deals with risks.	2.22 1.8	
Offers solutions which accommodate the needs of the client.	2.2 2.33	
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	2.19 2.33	
Manages to persuade others using convincing arguments.	2.18 2	

Emphasises the benefits the client can derive from mutual cooperation or business.	2.14 2	
Takes interest in the needs of his/her clients (internal or external).	2.14 2	
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	2.12 3.5	
When giving tasks to others, he/she is clear, unambiguous and understandable.	2.07 2.67	
Is interested in how other people perceive his/her work and strives for further development.	2.02 2.25	
Is supportive of changes leading to improvement in the long term.	2 1.5	
Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	1.92 1.25	

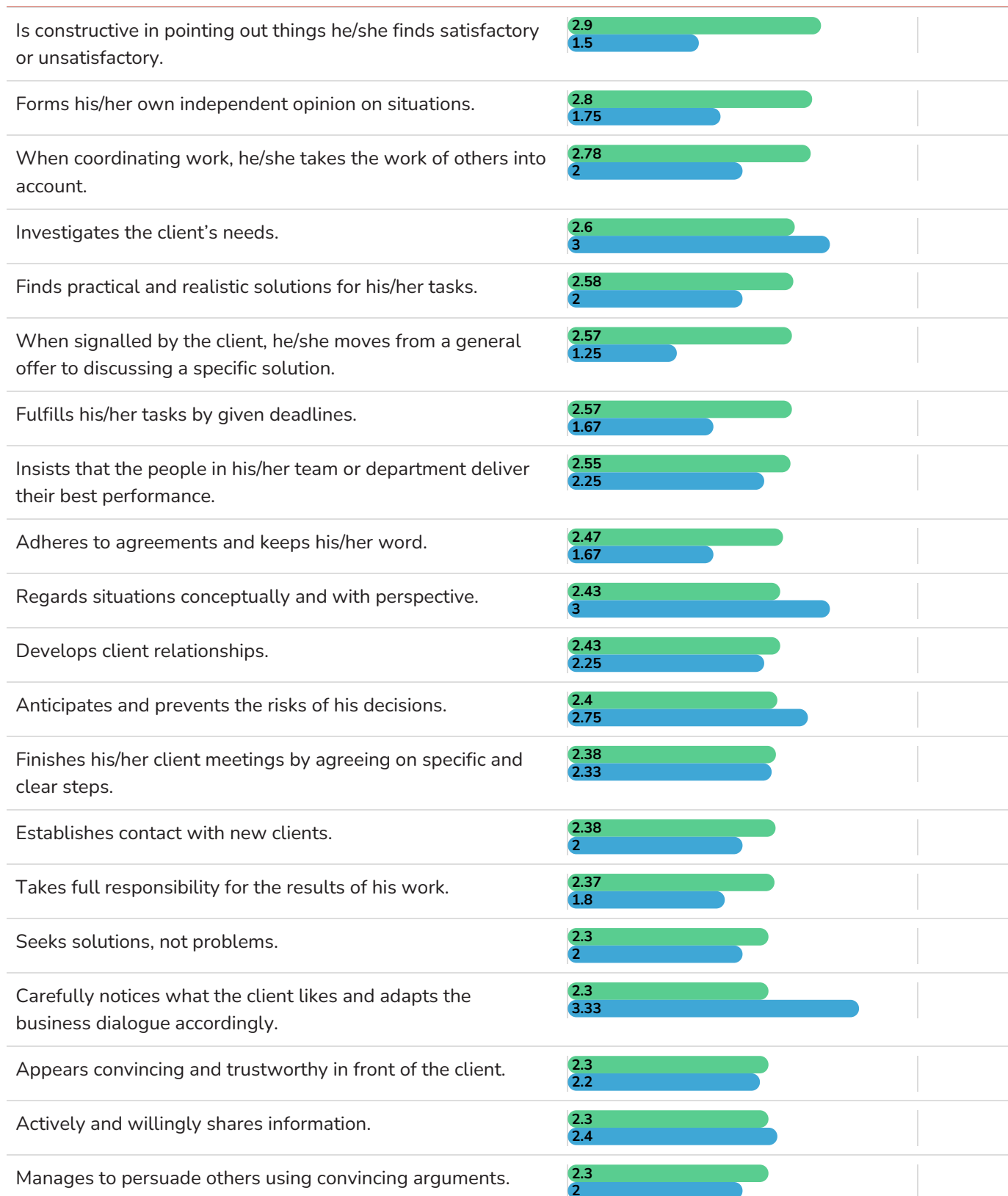
SUMMARY FOR INDIVIDUAL QUESTIONS BY EVALUATION FOR INDIVIDUAL GROUPS OF EVALUATORS

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



Makes decisions promptly and with perspective.	2.3 3.33	
Seeks to solve problems even when stressed and under pressure.	2.3 2.75	
Offers his/her (internal or external) clients solutions to their utmost satisfaction.	2.28 1.4	
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	2.27 2.33	
Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	2.25 2.5	
Recognises the strengths and weaknesses of his/her subordinates and supports them in self-development.	2.23 1.75	
Recognises and deals with risks.	2.22 1.8	
Calmly deals with even very difficult situations.	2.2 3	
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.	2.18 2	
Comes up with new ideas and innovations.	2.18 1.33	
Actively participates in fulfilling tasks even over and above his/her job description.	2.17 2.4	
Offers solutions which accomodate the needs of the client.	2.15 2.33	
When giving tasks to others, he/she is clear, unambiguous and understandable.	2.13 2.67	
Contributes to working relationships and a positive atmosphere.	2.12 3	
The evaluatee plans his actions and works systematically.	2.12 2.4	
Takes interest in the needs of his/her clients (internal or external).	2.1 2	
Is supportive of his/her subordinates and takes an interest in their needs.	2.08 1.67	
Is interested in how other people perceive his/her work and strives for further development.	2.08 2.25	
Acquires information from different sources in a focused manner.	2.05 1.5	
The evaluatee is an expert in his/her field and can deal with any work tasks.	2 3.25	

Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	1.98 1.25	
Entrusts the members of his/her team with responsibility and gives them space to work independently.	1.95 1.8	
Appreciates the financial impact of his/her actions and decisions.	1.95 1.67	
Is willing to cooperate and involve others.	1.93 2.67	
Knows how to use the client's objections in order to persuade them.	1.9 2	
He/she is able to adapt to new situations and circumstances quickly and easily.	1.88 1	
Emphasises the benefits the client can derive from mutual cooperation or business.	1.87 2	
Is supportive of changes leading to improvement in the long term.	1.67 1.5	
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	1.55 3.5	

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



Anticipates and prevents the risks of his decisions.	2.5 2.75	
Makes decisions promptly and with perspective.	2.5 3.33	
Offers solutions which accomodate the needs of the client.	2.5 2.33	
The evaluatee is an expert in his/her field and can deal with any work tasks.	2.5 3.25	
Adheres to agreements and keeps his/her word.	2.5 1.67	
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.	2.5 2	
Actively participates in fulfilling tasks even over and above his/her job description.	2.4 2.4	
Is supportive of changes leading to improvement in the long term.	2.4 1.5	
Seeks solutions, not problems.	2.4 2	
Emphasises the benefits the client can derive from mutual cooperation or business.	2.4 2	
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	2.4 1.25	
Actively and willingly shares information.	2.4 2.4	
Recognises the strengths and weaknesses of his/her subordinates and supports them in self-development.	2.33 1.75	
Appears convincing and trustworthy in front of the client.	2.25 2.2	
Is interested in how other people perceive his/her work and strives for further development.	2.2 2.25	
Develops client relationships.	2 2.25	
Recognises and deals with risks.	2 1.8	
Finds practical and realistic solutions for his/her tasks.	2 2	
Regards situations conceptually and with perspective.	2 3	
Takes interest in the needs of his/her clients (internal or external).	2 2	
Is supportive of his/her subordinates and takes an interest in their needs.	2 1.67	
Is constructive in pointing out things he/she finds satisfactory or unsatisfactory.	2 1.5	

Forms his/her own independent opinion on situations.	1.8 1.75	
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	1.75 3.5	
Insists that the people in his/her team or department deliver their best performance.	1.75 2.25	
Establishes contact with new clients.	1.75 2	
Fulfills his/her tasks by given deadlines.	1.75 1.67	
Appreciates the financial impact of his/her actions and decisions.	1.75 1.67	
Contributes to working relationships and a positive atmosphere.	1.5 3	
Manages to persuade others using convincing arguments.	1.5 2	
When giving tasks to others, he/she is clear, unambiguous and understandable.	1 2.67	

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

Anticipates and prevents the risks of his decisions.	2.9 2.75	
The evaluatee plans his actions and works systematically.	2.84 2.4	
Is supportive of his/her subordinates and takes an interest in their needs.	2.67 1.67	
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.	2.62 2	
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	2.6 3.5	
Entrusts the members of his/her team with responsibility and gives them space to work independently.	2.6 1.8	
Appreciates the financial impact of his/her actions and decisions.	2.57 1.67	
Contributes to working relationships and a positive atmosphere.	2.53 3	
The evaluatee is an expert in his/her field and can deal with any work tasks.	2.52 3.25	
Investigates the client's needs.	2.5 3	
Calmly deals with even very difficult situations.	2.48 3	
Carefully notices what the client likes and adapts the business dialogue accordingly.	2.48 3.33	
When coordinating work, he/she takes the work of others into account.	2.47 2	
Seeks solutions, not problems.	2.47 2	
Recognises the strengths and weaknesses of his/her subordinates and supports them in self-development.	2.42 1.75	
Forms his/her own independent opinion on situations.	2.4 1.75	
Develops client relationships.	2.36 2.25	
Emphasises the benefits the client can derive from mutual cooperation or business.	2.35 2	
He/she is able to adapt to new situations and circumstances quickly and easily.	2.34 1	

Is willing to cooperate and involve others.	2.32 2.67	
Takes interest in the needs of his/her clients (internal or external).	2.31 2	
Actively participates in fulfilling tasks even over and above his/her job description.	2.3 2.4	
Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	2.3 2.5	
Offers solutions which accomodate the needs of the client.	2.3 2.33	
Appears convincing and trustworthy in front of the client.	2.29 2.2	
Knows how to use the client's objections in order to persuade them.	2.28 2	
Seeks to solve problems even when stressed and under pressure.	2.27 2.75	
Insists that the people in his/her team or department deliver their best performance.	2.27 2.25	
Adheres to agreements and keeps his/her word.	2.27 1.67	
Comes up with new ideas and innovations.	2.27 1.33	
Finishes his/her client meetings by agreeing on specific and clear steps.	2.25 2.33	
Finds practical and realistic solutions for his/her tasks.	2.22 2	
Establishes contact with new clients.	2.22 2	
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	2.2 1.25	
Regards situations conceptually and with perspective.	2.19 3	
Is supportive of changes leading to improvement in the long term.	2.17 1.5	
Offers his/her (internal or external) clients solutions to their utmost satisfaction.	2.16 1.4	
Actively and willingly shares information.	2.15 2.4	
Acquires information from different sources in a focused manner.	2.15 1.5	
Fulfills his/her tasks by given deadlines.	2.15 1.67	
Recognises and deals with risks.	2.12 1.8	

When giving tasks to others, he/she is clear, unambiguous and understandable.	2.1 2.67	
Makes decisions promptly and with perspective.	2.06 3.33	
Takes full responsibility for the results of his work.	2.06 1.8	
Manages to persuade others using convincing arguments.	2.05 2	
Is constructive in pointing out things he/she finds satisfactory or unsatisfactory.	2 1.5	
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	1.91 2.33	
Is interested in how other people perceive his/her work and strives for further development.	1.88 2.25	
Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	1.77 1.25	

