



## 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

- Assertiveness
- Stress management
- Recognition of emotions in others
- Relationship building

## EVALUATION SCALE

The following scale was used in the feedback:

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

## TARGET GROUP FOR TEAM OUTPUT

### Group members:

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

## INSPIRATION FOR YOUR DEVELOPMENT

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

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

### ADVANTAGES

Even in challenging situations, has a positive and optimistic attitude.	(average 2.59)
Is sensitive to the emotions of others and the atmosphere in the team.	(average 2.48)
Openly communicates what they like and dislike.	(average 2.37)
Actively listens and asks questions.	(average 2.36)
Reasonably asserts their thoughts, ideas, and needs, but not at the expense of others.	(average 2.34)
Accepts criticism and responds constructively.	(average 2.31)
Contributes to good relationships and a positive atmosphere.	(average 2.31)
Reacts appropriately to aggression or attack.	(average 2.31)

### AREAS FOR DEVELOPMENT

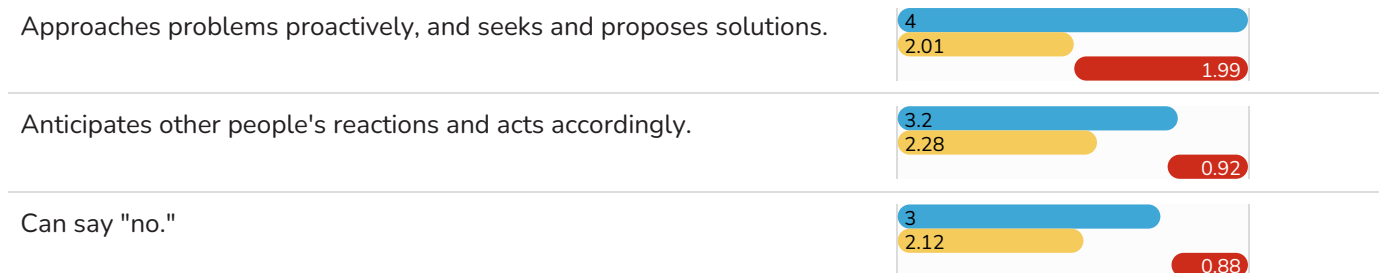
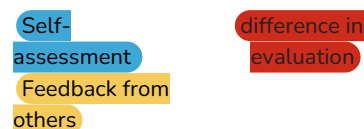
Approaches problems proactively, and seeks and proposes solutions.	(average 2.01)
Remains calm under pressure and controls their emotions.	(average 2.02)
Expresses emotions constructively and in a way that is understandable to partners.	(average 2.07)
Responds appropriately to other people's expressions of emotion.	(average 2.09)
Can ask others for help or favors.	(average 2.12)
Respects the views of others and works with them.	(average 2.12)
Is empathetic and able to see things through the eyes of others.	(average 2.12)
Can say "no."	(average 2.12)

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

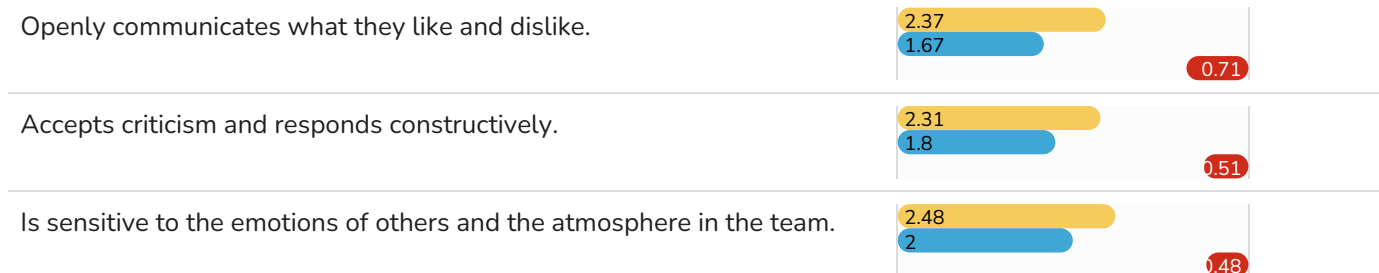
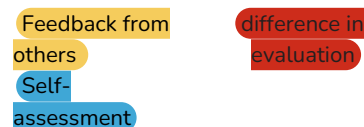
Below, you can find items across competences that show the greatest difference between your self-assessment and evaluations of others. The difference is shown in the charts in red.

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

### HIGHER SELF-ASSESSMENT



### HIGHER EVALUATION BY OTHERS



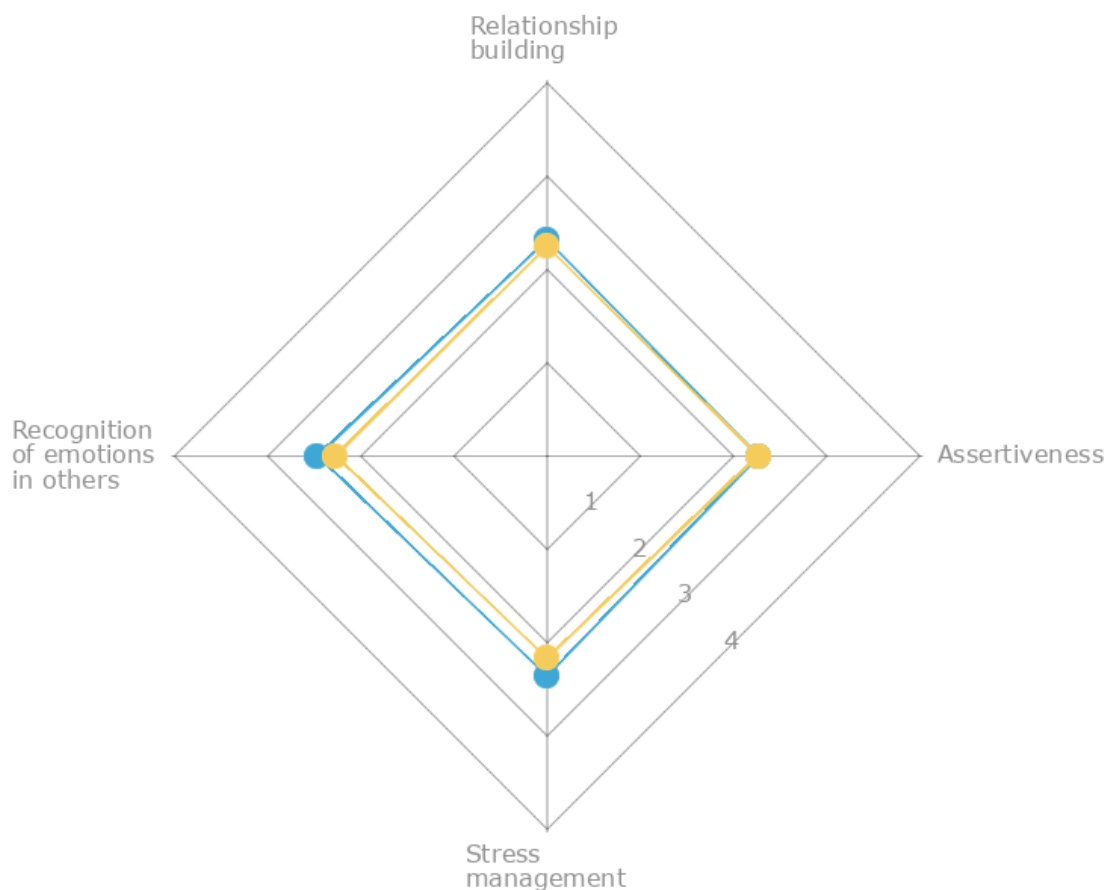
## ASSESSMENT OF INDIVIDUAL COMPETENCES

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.	Recognition of emotions in others	(average 2.46)	Emotional Intelligence
2.	Stress management	(average 2.36)	Emotional Intelligence
3.	Relationship building	(average 2.32)	Emotional Intelligence
4.	Assertiveness	(average 2.28)	Emotional Intelligence





### OTHERS RANKED YOUR COMPETENCES IN THIS ORDER:

1.	Assertiveness	(average 2.26)	Emotional Intelligence
2.	Recognition of emotions in others	(average 2.26)	Emotional Intelligence
3.	Relationship building	(average 2.25)	Emotional Intelligence
4.	Stress management	(average 2.17)	Emotional Intelligence

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

	SELF-ASSESSMENT	FEEDBACK FROM OTHERS	difference
1. Recognition of emotions in others	2.46	2.26	0.2
2. Stress management	2.36	2.17	0.19
3. Relationship building	2.32	2.25	0.07
4. Assertiveness	2.28	2.26	0.01
Average rating across competences	<b>2.35</b>	<b>2.24</b>	

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

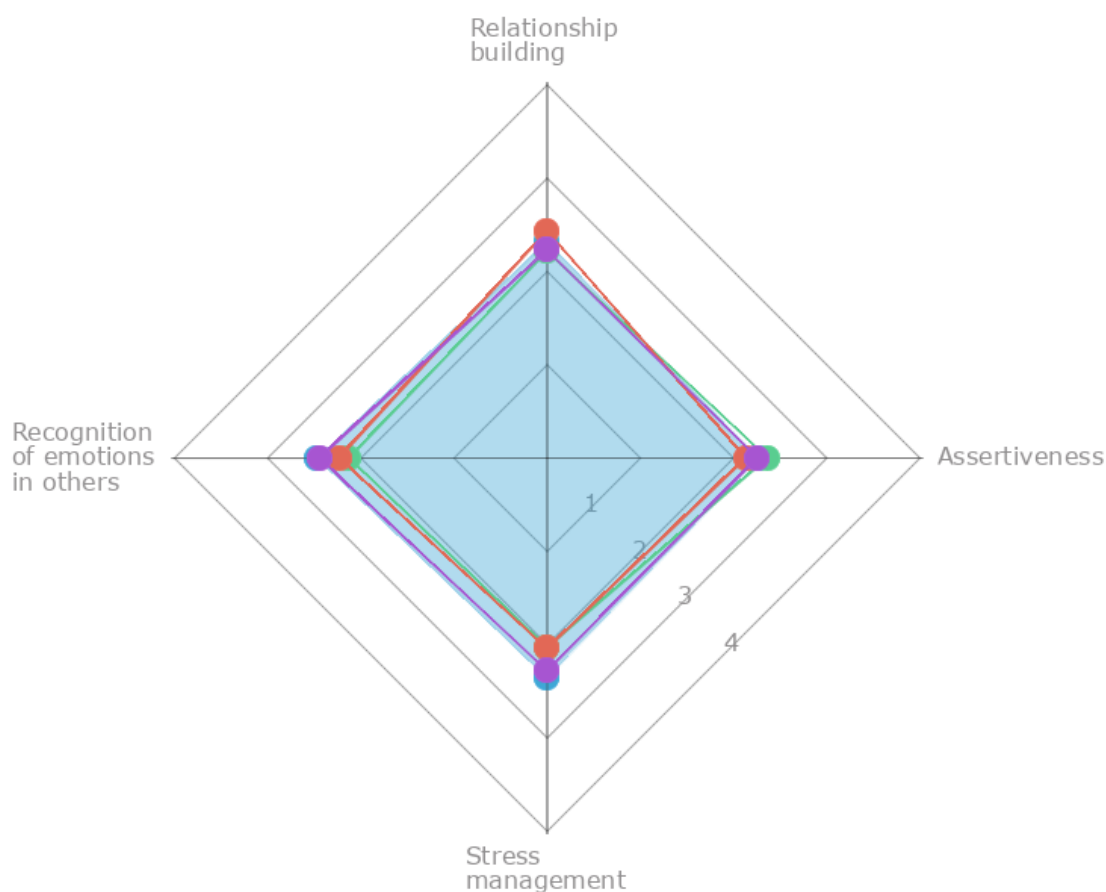
## FEEDBACK FROM INDIVIDUAL GROUPS OF EVALUATORS

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.	Assertiveness	(average 2.37)	Emotional Intelligence
2.	Relationship building	(average 2.22)	Emotional Intelligence
3.	Recognition of emotions in others	(average 2.12)	Emotional Intelligence
4.	Stress management	(average 2.03)	Emotional Intelligence

### RANKING OF COMPETENCES - MANAGER

1.	Relationship building	(average 2.43)	Emotional Intelligence
2.	Recognition of emotions in others	(average 2.23)	Emotional Intelligence
3.	Assertiveness	(average 2.13)	Emotional Intelligence
4.	Stress management	(average 2.04)	Emotional Intelligence





### RANKING OF COMPETENCES - SUBORDINATE

1.	Recognition of emotions in others	(average 2.44)	Emotional Intelligence
2.	Stress management	(average 2.28)	Emotional Intelligence
3.	Assertiveness	(average 2.26)	Emotional Intelligence
4.	Relationship building	(average 2.23)	Emotional Intelligence

## EVALUATOR GROUPS SORTED BY VARIATION OF FEEDBACK

	Self-assessment	Colleague	Manager	Subordinate	range
1 Recognition of emotions in others	2.46	↓ 2.12	2.23	↑ 2.44	0.32
2 Stress management	2.36	↓ 2.03	2.04	↑ 2.28	0.25
3 Assertiveness	2.28	↑ 2.37	↓ 2.13	2.26	0.24
4 Relationship building	2.32	↓ 2.22	↑ 2.43	2.23	0.21
average result across competences	2.35	↓ 2.18	2.21	↑ 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 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

### ASSERTIVENESS

Reasonably asserts their thoughts, ideas, and needs, but not at the expense of others.	2.34 3
Can say "no."	2.12 3
Reacts appropriately to aggression or attack.	2.31 2.75
Openly communicates what they like and dislike.	2.37 1.67
Accepts criticism and responds constructively.	2.31 1.8
Can ask others for help or favors.	2.12 2







### STRESS MANAGEMENT

Even in challenging situations, has a positive and optimistic attitude.	2.59
Remains calm under pressure and controls their emotions.	2.02 1.67
Expresses emotions constructively and in a way that is understandable to partners.	2.07 2.67
Names and acts on priorities.	2.15 1.75
In challenging situations, focuses on the task at hand and is not distracted.	2.19 2.6
Approaches problems proactively, and seeks and proposes solutions.	2.01 4

### RECOGNITION OF EMOTIONS IN OTHERS

Is sensitive to the emotions of others and the atmosphere in the team.	2.48 2
Anticipates other people's reactions and acts accordingly.	2.28 3.2
Responds appropriately to other people's expressions of emotion.	2.09 2.2
Actively listens and asks questions.	2.36 2
Is an attentive and focused listener.	2.24 3
Is empathetic and able to see things through the eyes of others.	2.12 2.5

**RELATIONSHIP BUILDING**

Contributes to good relationships and a positive atmosphere.	2.31 2.5		
Is helpful and willing to give selfless advice.	2.3 2.67		
Actively participates in the team.	2.29 2		
Is interested in others, their opinions, and attitudes.	2.17 2.25		
Respects the views of others and works with them.	2.12 2		
Actively involves others in cooperation.	2.29 2		

## 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 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.

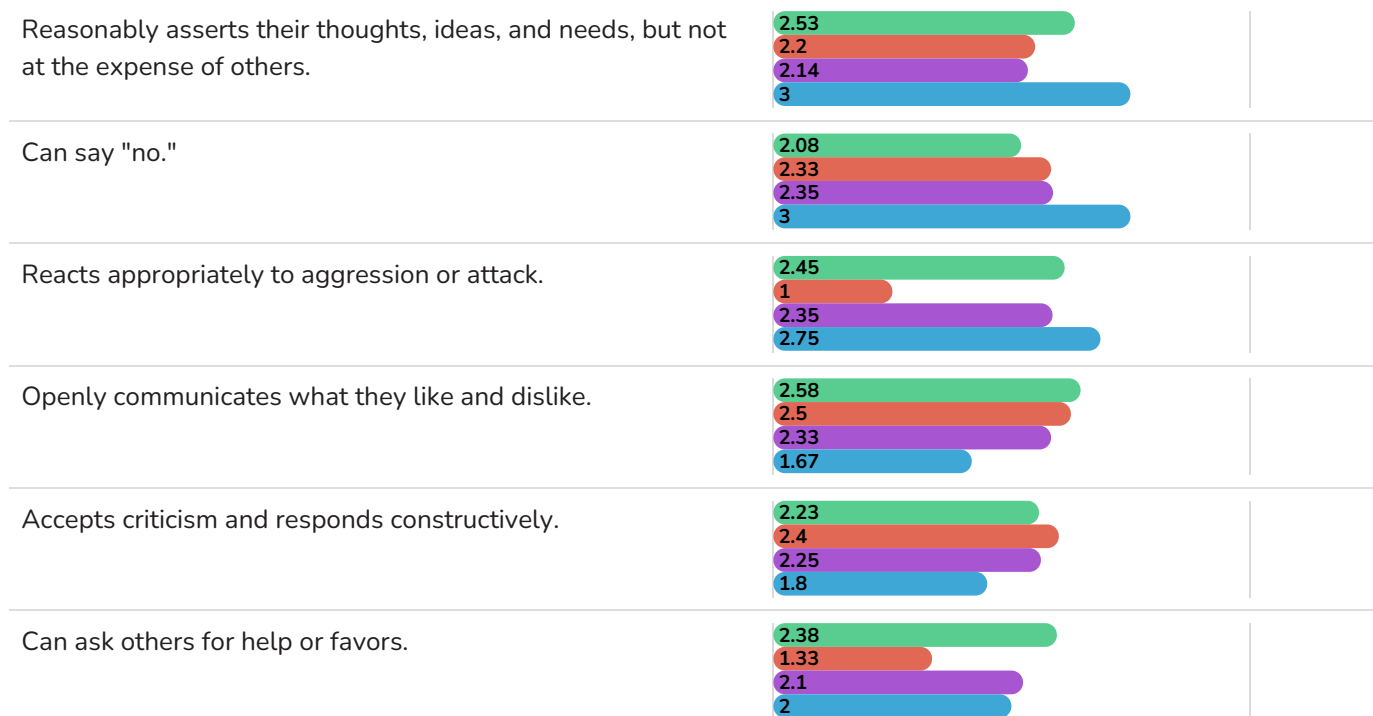
Colleague

Manager

Subordinate

Self-assessment

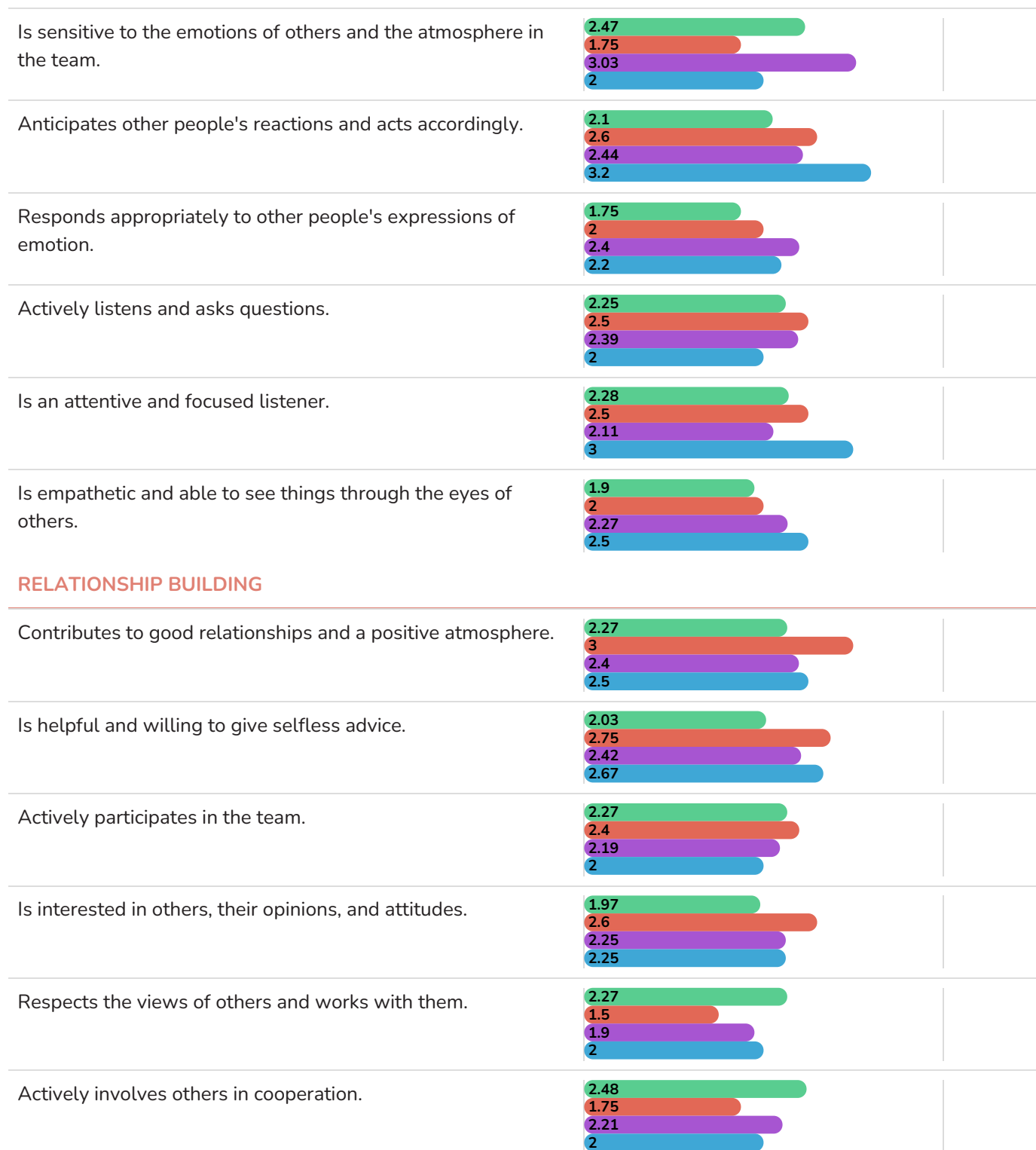
### ASSERTIVENESS



### STRESS MANAGEMENT



### RECOGNITION OF EMOTIONS IN OTHERS



## 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

Even in challenging situations, has a positive and optimistic attitude.	2.59	
Is sensitive to the emotions of others and the atmosphere in the team.	2.48	2
Openly communicates what they like and dislike.	2.37	1.67
Actively listens and asks questions.	2.36	2
Reasonably asserts their thoughts, ideas, and needs, but not at the expense of others.	2.34	3
Accepts criticism and responds constructively.	2.31	1.8
Contributes to good relationships and a positive atmosphere.	2.31	2.5
Reacts appropriately to aggression or attack.	2.31	2.75
Is helpful and willing to give selfless advice.	2.3	2.67
Actively involves others in cooperation.	2.29	2
Actively participates in the team.	2.29	2
Anticipates other people's reactions and acts accordingly.	2.28	3.2
Is an attentive and focused listener.	2.24	3
In challenging situations, focuses on the task at hand and is not distracted.	2.19	2.6
Is interested in others, their opinions, and attitudes.	2.17	2.25
Names and acts on priorities.	2.15	1.75
Can say "no."	2.12	3
Is empathetic and able to see things through the eyes of others.	2.12	2.5
Respects the views of others and works with them.	2.12	2
Can ask others for help or favors.	2.12	2
Responds appropriately to other people's expressions of emotion.	2.09	2.2

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Expresses emotions constructively and in a way that is understandable to partners.



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Remains calm under pressure and controls their emotions.



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Approaches problems proactively, and seeks and proposes solutions.





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

### COLLEAGUE

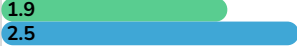



You will find here a summary for all individual evaluated items that are ordered from the best evaluated ones by all evaluators. There are data shown in these charts for following groups of evaluators in this order:

Colleague

Self-assessment

Even in challenging situations, has a positive and optimistic attitude.	2.63	
Openly communicates what they like and dislike.	2.58 1.67	
Reasonably asserts their thoughts, ideas, and needs, but not at the expense of others.	2.53 3	
Actively involves others in cooperation.	2.48 2	
Is sensitive to the emotions of others and the atmosphere in the team.	2.47 2	
Reacts appropriately to aggression or attack.	2.45 2.75	
Can ask others for help or favors.	2.38 2	
Is an attentive and focused listener.	2.28 3	
Actively participates in the team.	2.27 2	
Respects the views of others and works with them.	2.27 2	
Contributes to good relationships and a positive atmosphere.	2.27 2.5	
Actively listens and asks questions.	2.25 2	
Accepts criticism and responds constructively.	2.23 1.8	
Expresses emotions constructively and in a way that is understandable to partners.	2.22 2.67	
Anticipates other people's reactions and acts accordingly.	2.1 3.2	
Can say "no."	2.08 3	
In challenging situations, focuses on the task at hand and is not distracted.	2.08 2.6	
Names and acts on priorities.	2.07 1.75	
Is helpful and willing to give selfless advice.	2.03 2.67	
Is interested in others, their opinions, and attitudes.	1.97 2.25	

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Is empathetic and able to see things through the eyes of others.	1.9 2.5		
Approaches problems proactively, and seeks and proposes solutions.	1.8 4		
Responds appropriately to other people's expressions of emotion.	1.75 2.2		
Remains calm under pressure and controls their emotions.	1.37 1.67		

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## 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



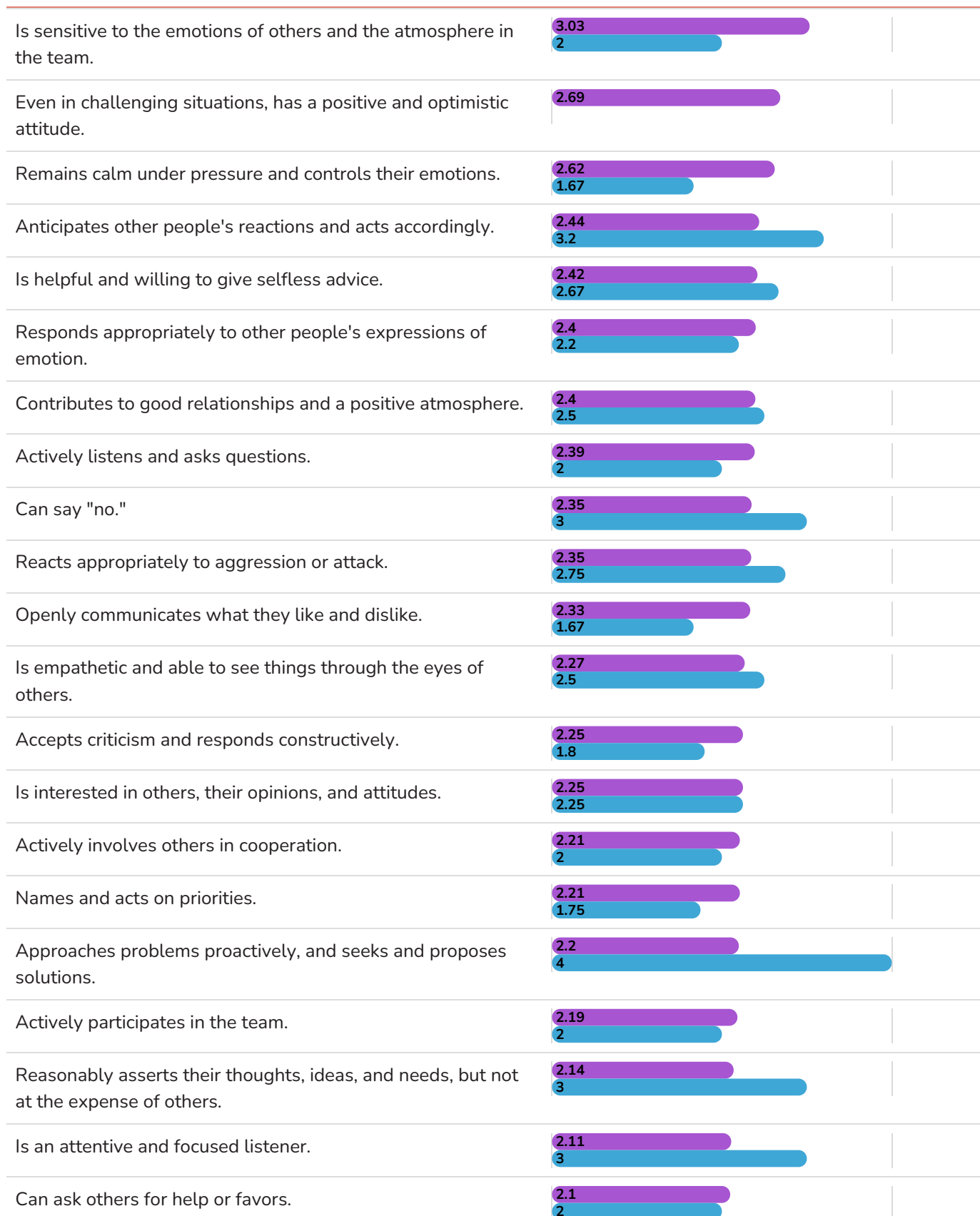
Actively involves others in cooperation.	1.75	
	2	
Respects the views of others and works with them.	1.5	
	2	
Can ask others for help or favors.	1.33	
	2	
Reacts appropriately to aggression or attack.	1	
	2.75	

## 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



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In challenging situations, focuses on the task at hand and is not distracted.	2.07 2.6	
Respects the views of others and works with them.	1.9 2	
Expresses emotions constructively and in a way that is understandable to partners.	1.88 2.67	

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