



## 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


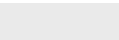
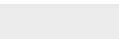
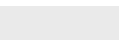
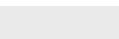
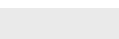
Group members:

- 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)


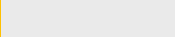

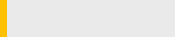

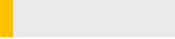

## INSPIRATION FOR YOUR DEVELOPMENT

*You can find both best and worst 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)	

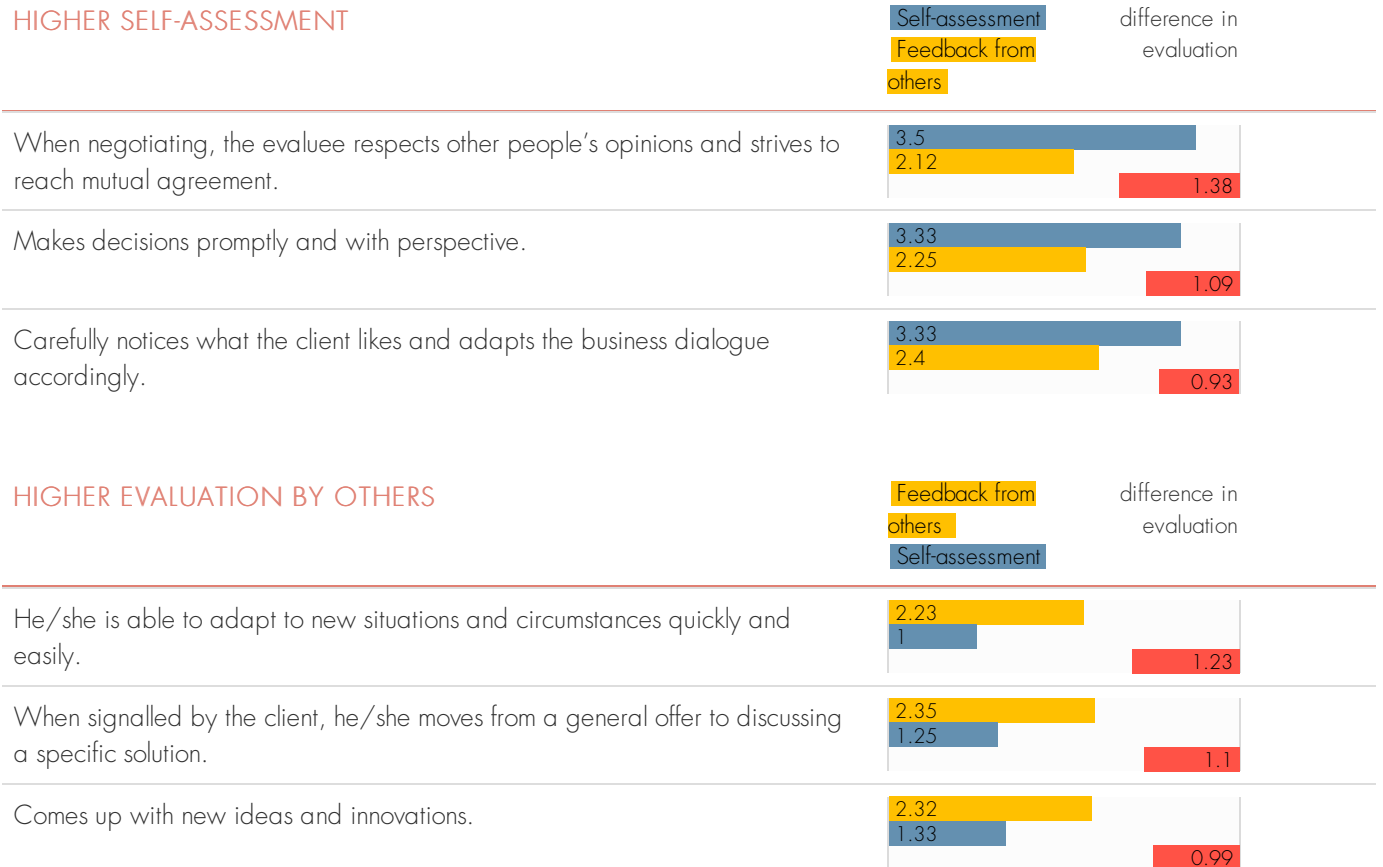
AREAS FOR DEVELOPMENT

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)	

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

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

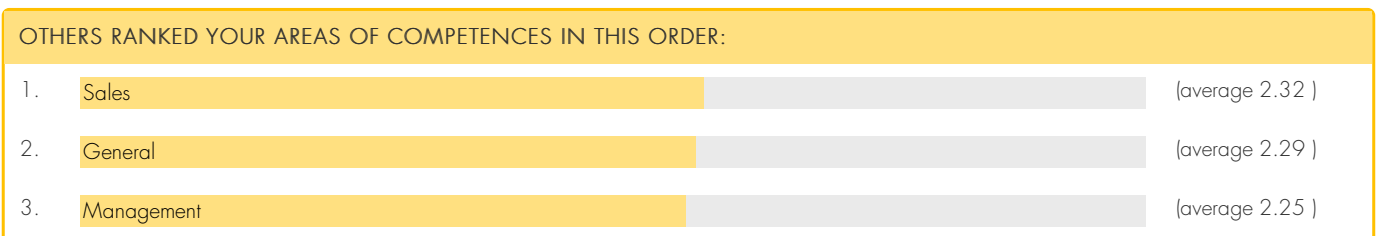
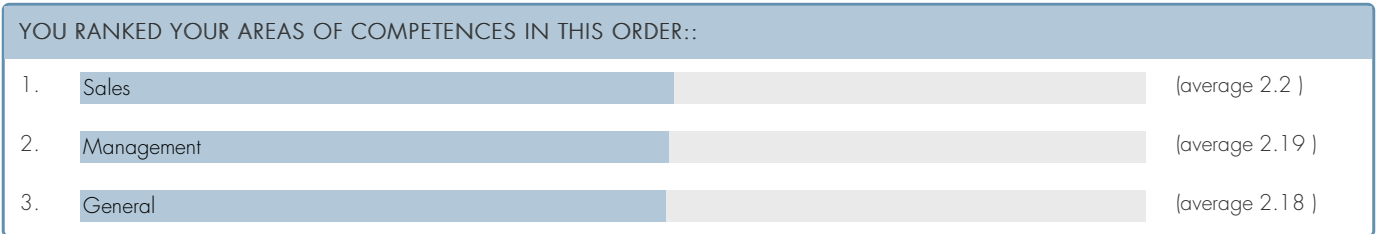
Areas in which you evaluate yourself higher than how others perceive you can inspire you to think about why there is such a difference and what can you do in order to align the perception of you and others more.



## 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 endeavors.*





*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.*



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 in colours. Purple colour indicates those areas where your rating is significantly different from the rating from others. The intensity of the colour signifies the materiality 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

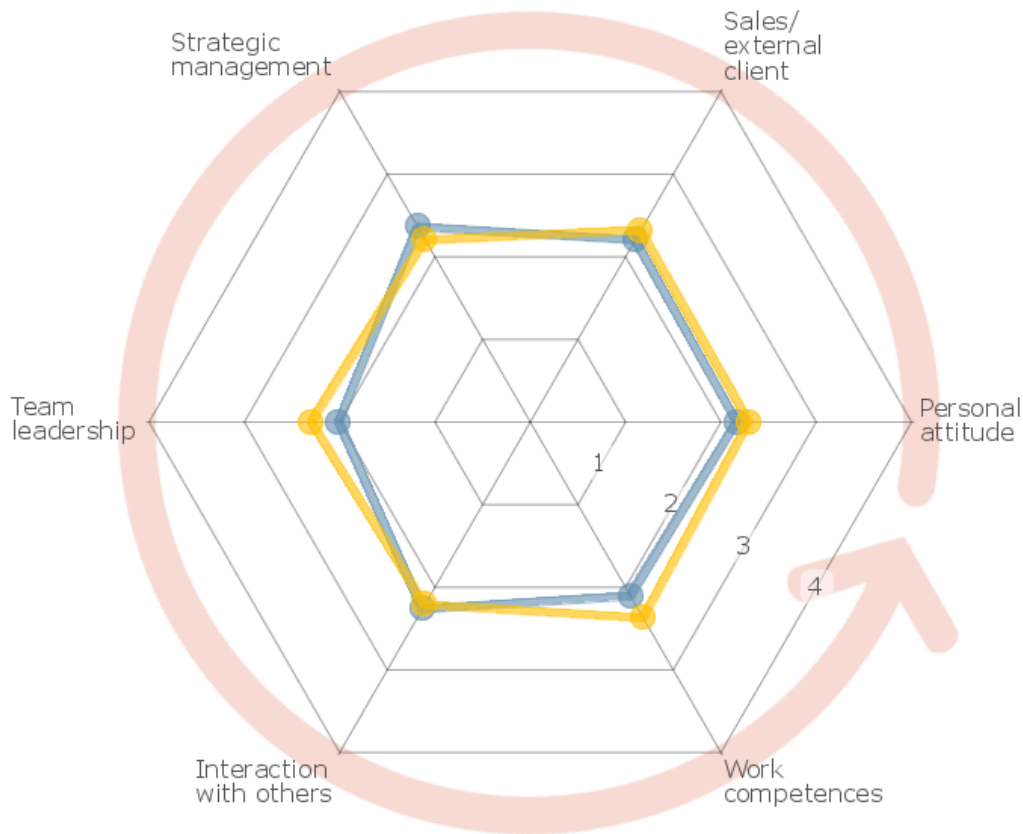
## ASSESSMENT OF INDIVIDUAL COMPETENCES

*This part of report is aimed on specific competences and gives you basic information about how you evaluate yourself in comparison with your surroundings.*

*It is easy to see in the chart, how much you own evaluation of yourself is in match with how others see you. Meaning, whether you evaluate yourself higher than people in your environment, or the other way around, or in which competences.*

*If the differences are large, try to think about what can be causing them and what useful information this tells you.*

- Self-assessment
- Feedback from others



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



## ORDER OF PARTIAL COMPETENCES

In this chapter of 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 endeavors.

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 in colours. Purple colour indicates those areas where your rating is significantly different from the rating from others. The intensity of the colour signifies the materiality of the difference on the evaluation scale:

-  difference in results: less than 25% of the evaluation scale
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## FEEDBACK FROM INDIVIDUAL GROUPS OF EVALUATORS

In the next part, you can look at differences between groups of people who evaluated you.

Try to think about why different groups of people perceive you differently and whether it is caused e.g. by different experience they have with you, or whether you take a different approach with each of these groups.

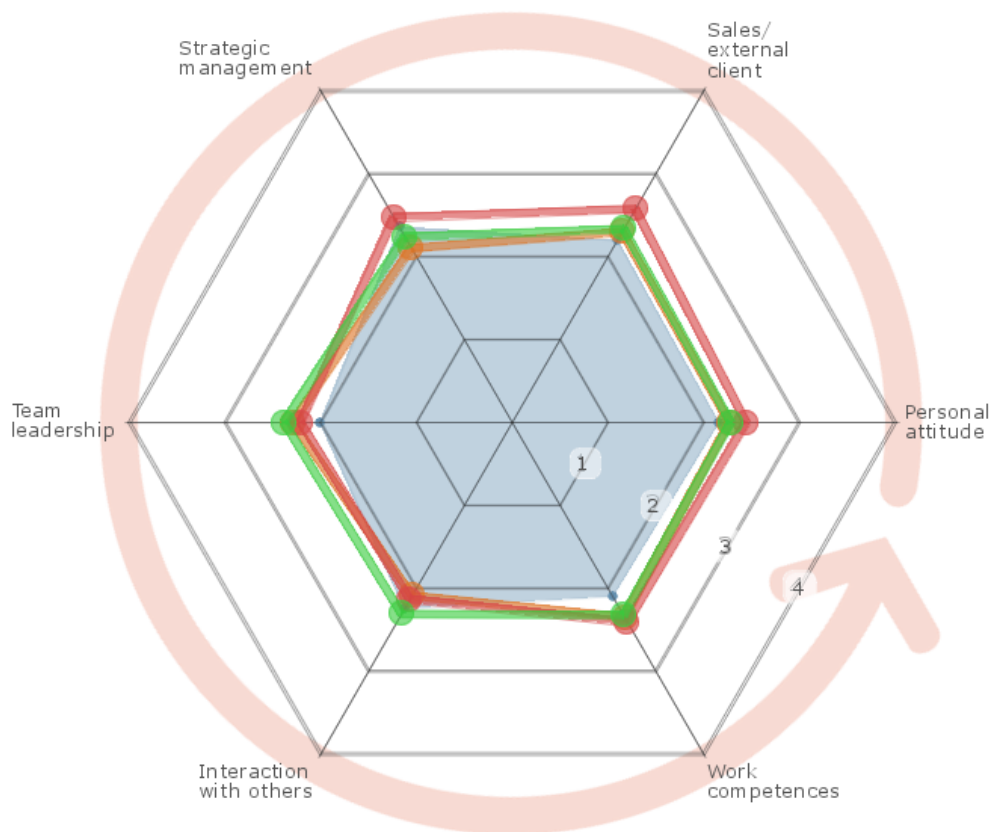
It is quite often, but not necessarily always, that the most diverse evaluations (meaning diverse by evaluation scale) are from superiors, who are not afraid to give more extreme answers on both ends of the evaluation scale and who are used to giving evaluation as a routine part of their role. Subordinates usually choose one of the highest values, because they know their superiors well and are able to appreciate their qualities (once again, does not always apply). For colleagues, it is quite typical that their answers are the nearest to the average value and they tend to choose rather careful answers.

■ Self-assessment

■ Colleague

■ Manager

■ Subordinate



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

## ORDER OF COMPETENCES BY PARTIAL GROUPS OF EVALUATORS

In this chapter of 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.

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

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

	Selfassessment	Colleague	Manager	Subordinate	range
1 Strategic management	2.36	2.1	<b>↑2.46</b>	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	<b>↓2.23</b>	<b>↑2.37</b>	2.3	

Note: The arrow pointing down indicates the lowest values; the arrow pointing up indicates the highest values.

- 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 BY COMPETENCES

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.

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 accomodate 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 BY COMPETENCES 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.

Colleague

Manager

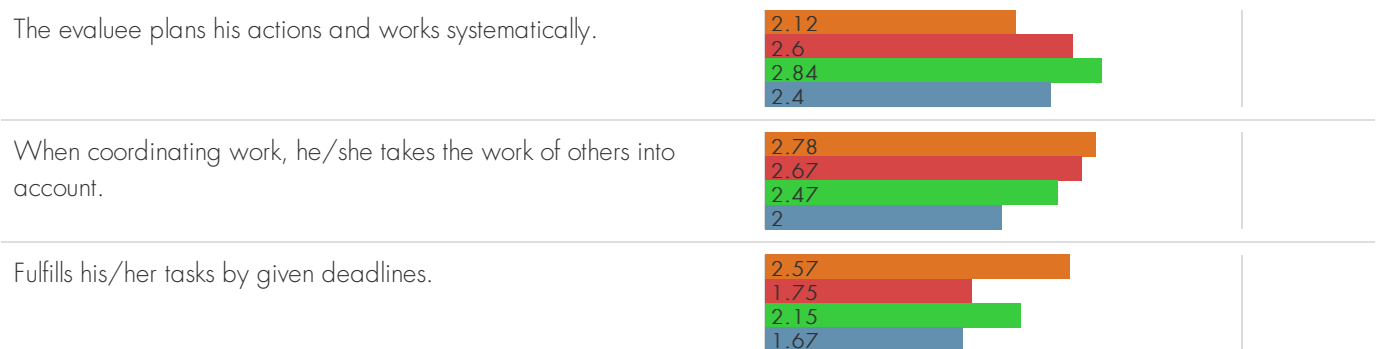
Subordinate

Self-assessment

### PERSONAL ATTITUDE

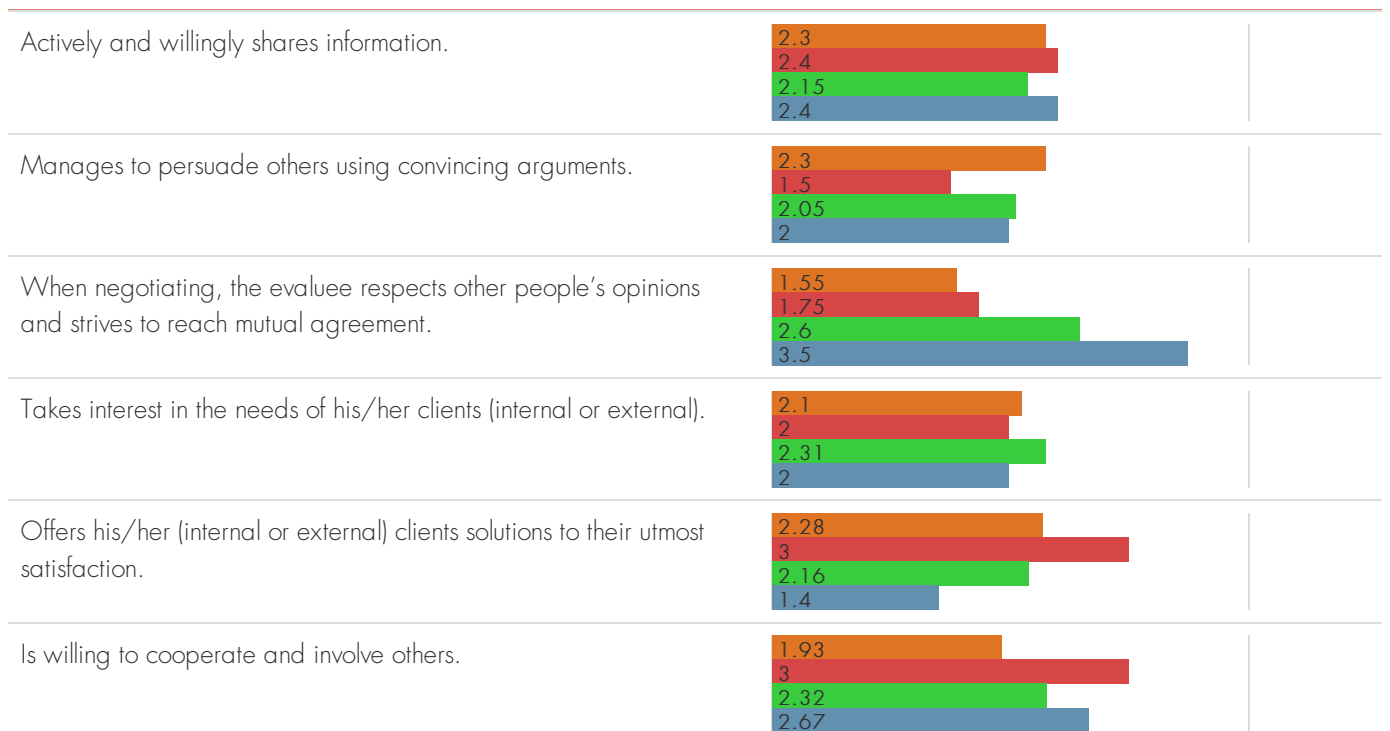


### WORK COMPETENCES





INTERACTION WITH OTHERS



Contributes to working relationships and a positive atmosphere.



### TEAM LEADERSHIP

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.



### STRATEGIC MANAGEMENT

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.	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 accomodate 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



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