



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:  1 2 3 4 5
 The evaluated person could also express how important the evaluated items are for him/her on a scale:  1 2 3 4 5
 Values on the significance scale are as follows: 1 - It has a key importance for me, 2 - It is very important for me, 3 - It is rather important for me, 4 - It is not very important for me, 5 - It is not important for me.
 In case there are no data for importance, there is 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**.

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

	SELF-ASSESSMENT	FEEDBACK FROM OTHERS	difference
1. Personal attitude	3 4.3	2.14 2.9	0.86
2. Interaction with others	2.8 3.6	2.35 3.2	0.45
3. Work competences	2.5 2.8	2.2 3.1	0.3
4. Sales/ external client	2.5 3.5	2.39 2.8	0.11
5. Team leadership	1.75 2.5	2.35 3.3	-0.6
6. Strategic management	1.2 3.0	2.13 3.1	-0.93
Average rating across competences	2.29	2.26	

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

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.

EVALUATOR GROUPS SORTED BY VARIATION OF FEEDBACK

	Selfassessment	Colleague	Manager	Subordinate	range
1 Strategic management	1.2	2.06	↓1.75	↑2.26	0.51
2 Work competences	2.5	↓2.18	↑2.63	2.19	0.45
3 Sales/ external client	2.5	↑2.5	2.44	↓2.29	0.21
4 Personal attitude	3	2.1	↓2	↑2.19	0.19
5 Team leadership	1.75	↓2.29	2.33	↑2.48	0.19
6 Interaction with others	2.8	2.38	↓2.25	↑2.39	0.14
average result across competences	2.29	2.25	↓2.23	↑2.3	

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

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

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

		importance
Carefully notices what the client likes and adapts the business dialogue accordingly.	3.33	2.7 ?
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	3.33 1	2.5 5.0
Anticipates and prevents the risks of his decisions.	3.33	3.4 ?
Fulfills his/her tasks by given deadlines.	3.33 2	4.0 3.0
Is willing to cooperate and involve others.	3	3.9 ?
Finishes his/her client meetings by agreeing on specific and clear steps.	3	3.2 ?
Is supportive of his/her subordinates and takes an interest in their needs.	3	3.4 ?
Emphasises the benefits the client can derive from mutual cooperation or business.	3	2.8 ?
Forms his/her own independent opinion on situations.	3	2.6 ?
Is constructive in pointing out things he/she finds satisfactory or unsatisfactory.	3	2.9 ?
Insists that the people in his/her team or department deliver their best performance.	2.75	2.6 ?
Recognises and deals with risks.	2.67 1	3.1 4.0
Offers his/her (internal or external) clients solutions to their utmost satisfaction.	2.67 2	3.7 1.0
Manages to persuade others using convincing arguments.	2.5	2.2 ?
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	2.5 1	2.6 3.0
Contributes to working relationships and a positive atmosphere.	2.5 4	3.0 5.0
Finds practical and realistic solutions for his/her tasks.	2.5 4	3.2 1.0
Takes interest in the needs of his/her clients (internal or external).	2.5 1	3.4 5.0

Offers solutions which accomodate the needs of the client.	2.5 2	3.5 3.0
Develops client relationships.	2.5 3	3.0 3.0
Recognises the strengths and weaknesses of his/her subordinates and supports them in self-development.	2.33 2	3.3 4.0
Actively participates in fulfilling tasks even over and above his/her job description.	2.33 3	2.3 4.0
Regards situations conceptually and with perspective.	2.33	2.8 ?
Establishes contact with new clients.	2.33	2.4 ?
Appreciates the financial impact of his/her actions and decisions.	2.33 1	3.0 2.0
Adheres to agreements and keeps his/her word.	2.25 3	3.4 4.0
The evaluatee plans his actions and works systematically.	2.25 4	2.9 2.0
Actively and willingly shares information.	2 3	3.3 5.0
Takes full responsibility for the results of his work.	2 2	2.6 4.0
Seeks solutions, not problems.	2	2.9 ?
Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	2	3.4 ?
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.	2 1	4.2 1.0
When coordinating work, he/she takes the work of others into account.	2 3	3.3 2.0
Seeks to solve problems even when stressed and under pressure.	2	2.9 ?
Appears convincing and trustworthy in front of the client.	2 3	2.5 4.0
Investigates the client's needs.	2 3	2.7 3.0
Is interested in how other people perceive his/her work and strives for further development.	2	3.1 ?
He/she is able to adapt to new situations and circumstances quickly and easily.	2	2.5 ?
Entrusts the members of his/her team with responsibility and gives them space to work independently.	1.75 1	3.3 1.0
Comes up with new ideas and innovations.	1.75	3.0 ?

The evaluatee is an expert in his/her field and can deal with any work tasks.	1.67 3		3.0 4.0
Makes decisions promptly and with perspective.	1.67 2		3.0 4.0
Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	1.5 1		3.5 4.0
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	1.5 4		2.8 2.0
When giving tasks to others, he/she is clear, unambiguous and understandable.	1.5 3		3.0 4.0
Calmly deals with even very difficult situations.	1.5 3		3.0 5.0
Knows how to use the client's objections in order to persuade them.	1 3		3.1 3.0
Acquires information from different sources in a focused manner.	1 1		3.3 2.0
Is supportive of changes leading to improvement in the long term.	1 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

Selfassessment

		importance
Knows how to use the client's objections in order to persuade them.	4 3	3.1 3.0
Investigates the client's needs.	4 3	2.7 3.0
Finishes his/her client meetings by agreeing on specific and clear steps.	4	3.2 ?
Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	4	3.4 ?
Actively participates in fulfilling tasks even over and above his/her job description.	4 3	2.3 4.0
The evaluatee plans his actions and works systematically.	4 4	2.9 2.0
Recognises and deals with risks.	4 1	3.1 4.0
Appears convincing and trustworthy in front of the client.	3 3	2.5 4.0
Entrusts the members of his/her team with responsibility and gives them space to work independently.	3 1	3.3 1.0
Is willing to cooperate and involve others.	3	3.9 ?
Regards situations conceptually and with perspective.	3	2.8 ?
Finds practical and realistic solutions for his/her tasks.	3 4	3.2 1.0
Makes decisions promptly and with perspective.	3 2	3.0 4.0
Actively and willingly shares information.	3 3	3.3 5.0
Is constructive in pointing out things he/she finds satisfactory or unsatisfactory.	2	2.9 ?
Acquires information from different sources in a focused manner.	2 1	3.3 2.0
Contributes to working relationships and a positive atmosphere.	2 4	3.0 5.0
Seeks solutions, not problems.	2	2.9 ?
Insists that the people in his/her team or department deliver their best performance.	2	2.6 ?
Recognises the strengths and weaknesses of his/her subordinates and supports them in self-development.	2 2	3.3 4.0















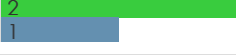








When coordinating work, he/she takes the work of others into account.	2 3	3.3 2.0
Seeks to solve problems even when stressed and under pressure.	2	2.9 ?
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	2 1	2.6 3.0
Establishes contact with new clients.	2	2.4 ?
Carefully notices what the client likes and adapts the business dialogue accordingly.	2	2.7 ?
Adheres to agreements and keeps his/her word.	2 3	3.4 4.0
He/she is able to adapt to new situations and circumstances quickly and easily.	2	2.5 ?
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	1 1	2.5 5.0
Is supportive of changes leading to improvement in the long term.	1 1	3.0 2.0
Offers solutions which accomodate the needs of the client.	1 2	3.5 3.0
Is interested in how other people perceive his/her work and strives for further development.	1	3.1 ?
Is supportive of his/her subordinates and takes an interest in their needs.	1	3.4 ?
Emphasises the benefits the client can derive from mutual cooperation or business.	1	2.8 ?
Fulfills his/her tasks by given deadlines.	1 2	4.0 3.0
Forms his/her own independent opinion on situations.	1	2.6 ?
Takes interest in the needs of his/her clients (internal or external).	1 1	3.4 5.0
Appreciates the financial impact of his/her actions and decisions.	1 1	3.0 2.0

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

		importance
Anticipates and prevents the risks of his decisions.	4	3.4 ?
Is supportive of his/her subordinates and takes an interest in their needs.	3.33	3.4 ?
Appreciates the financial impact of his/her actions and decisions.	3 1	3.0 2.0
Finishes his/her client meetings by agreeing on specific and clear steps.	3	3.2 ?
Seeks to solve problems even when stressed and under pressure.	3	2.9 ?
Takes interest in the needs of his/her clients (internal or external).	3 1	3.4 5.0
The evaluatee is an expert in his/her field and can deal with any work tasks.	3 3	3.0 4.0
Emphasises the benefits the client can derive from mutual cooperation or business.	3	2.8 ?
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	3 1	2.5 5.0
Recognises the strengths and weaknesses of his/her subordinates and supports them in self-development.	3 2	3.3 4.0
Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	2.75	3.4 ?
Actively and willingly shares information.	2.75 3	3.3 5.0
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	2.67 4	2.8 2.0
Entrusts the members of his/her team with responsibility and gives them space to work independently.	2.6 1	3.3 1.0
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.	2.6 1	4.2 1.0
The evaluatee plans his actions and works systematically.	2.6 4	2.9 2.0
Insists that the people in his/her team or department deliver their best performance.	2.5	2.6 ?
Seeks solutions, not problems.	2.5	2.9 ?
Investigates the client's needs.	2.5 3	2.7 3.0

Contributes to working relationships and a positive atmosphere.	2.4 4		3.0 5.0
Carefully notices what the client likes and adapts the business dialogue accordingly.	2.4		2.7 ?
Adheres to agreements and keeps his/her word.	2.33 3		3.4 4.0
Establishes contact with new clients.	2.33		2.4 ?
Forms his/her own independent opinion on situations.	2.25		2.6 ?
Fulfills his/her tasks by given deadlines.	2.25 2		4.0 3.0
Manages to persuade others using convincing arguments.	2.25		2.2 ?
Makes decisions promptly and with perspective.	2.2 2		3.0 4.0
He/she is able to adapt to new situations and circumstances quickly and easily.	2.2		2.5 ?
Finds practical and realistic solutions for his/her tasks.	2 4		3.2 1.0
Regards situations conceptually and with perspective.	2		2.8 ?
Recognises and deals with risks.	2 1		3.1 4.0
Is willing to cooperate and involve others.	2		3.9 ?
Takes full responsibility for the results of his work.	2 2		2.6 4.0
Acquires information from different sources in a focused manner.	2 1		3.3 2.0
Calmly deals with even very difficult situations.	2 3		3.0 5.0
Comes up with new ideas and innovations.	2		3.0 ?
Offers solutions which accommodate the needs of the client.	2 2		3.5 3.0
Actively participates in fulfilling tasks even over and above his/her job description.	2 3		2.3 4.0
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	1.75 1		2.6 3.0
Is constructive in pointing out things he/she finds satisfactory or unsatisfactory.	1.75		2.9 ?
Is interested in how other people perceive his/her work and strives for further development.	1.75		3.1 ?
Knows how to use the client's objections in order to persuade them.	1.75 3		3.1 3.0

Offers his/her (internal or external) clients solutions to their utmost satisfaction.	1.67 2	3.7 1.0
Is supportive of changes leading to improvement in the long term.	1.6 1	3.0 2.0
Develops client relationships.	1.5 3	3.0 3.0
When coordinating work, he/she takes the work of others into account.	1.5 3	3.3 2.0
Appears convincing and trustworthy in front of the client.	1.4 3	2.5 4.0
When giving tasks to others, he/she is clear, unambiguous and understandable.	1.33 3	3.0 4.0
Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	1 1	3.5 4.0

EVALUATION OF INDIVIDUAL BEHAVIOURS WITHIN THE COMPETENCES COVERED

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

Try to focus here, among other things, on specific areas for development in competences (even in a competence that is evaluated as high in general, there can be a partial question that is perceived as lower and vice versa).

Another interesting information for you can be a match or, the other way around, 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.

ADHERES TO AGREEMENTS AND KEEPS HIS/HER WORD.

average evaluation for all evaluators: 2.25

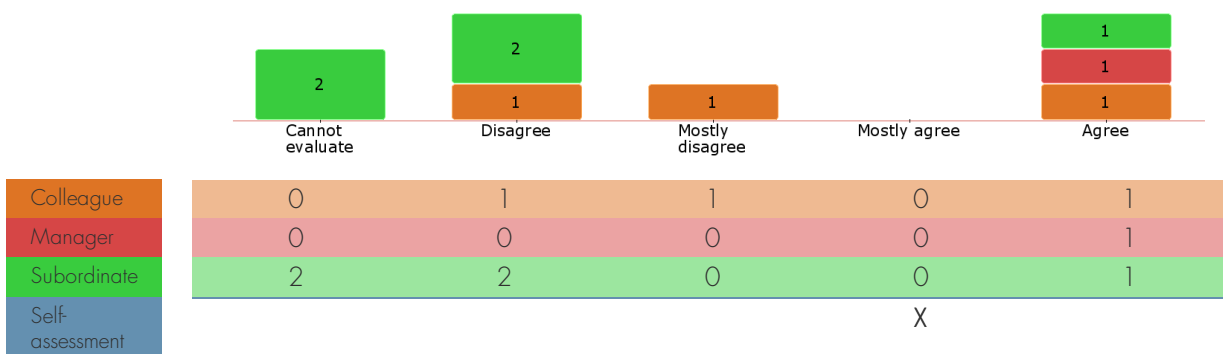
importance 3.4 4.0



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

average evaluation for all evaluators: 2.43

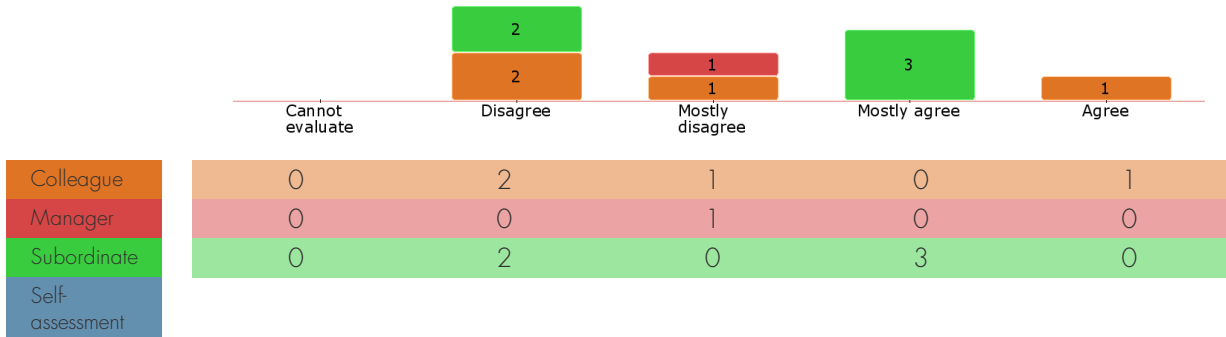
importance 2.3 4.0



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

average evaluation for all evaluators: 2.1

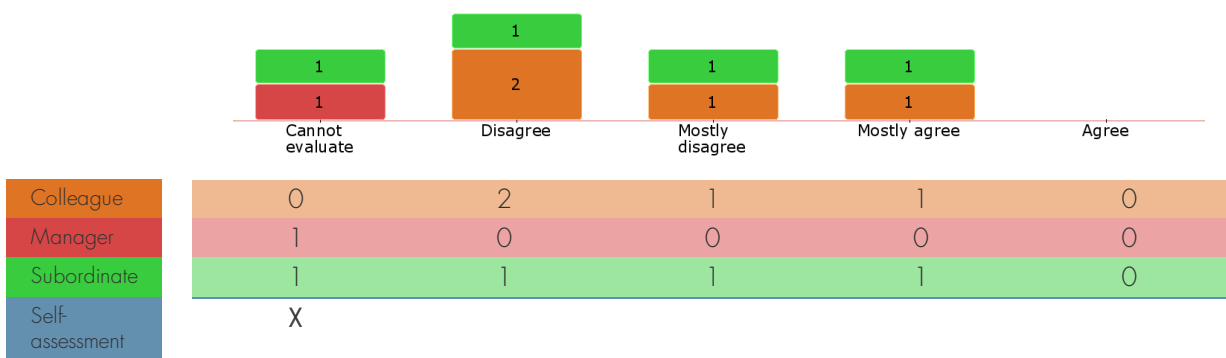
importance 2.5 ?



COMES UP WITH NEW IDEAS AND INNOVATIONS.

average evaluation for all evaluators: 1.86

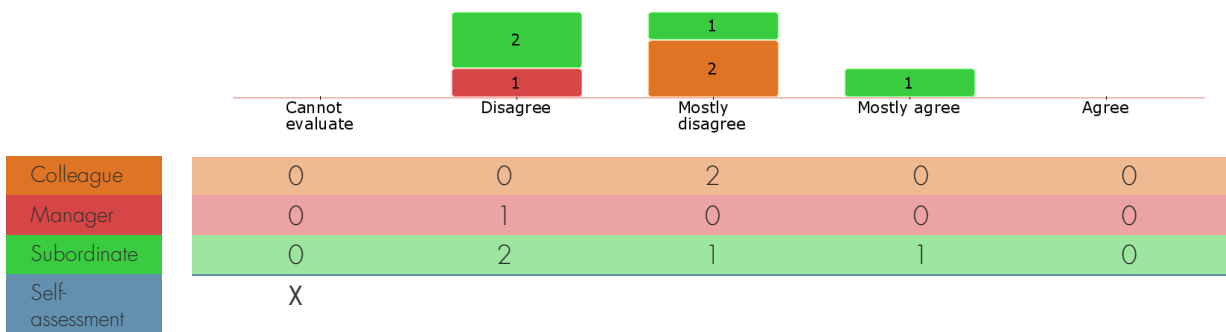
importance 3.0 ?



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

average evaluation for all evaluators: 1.71

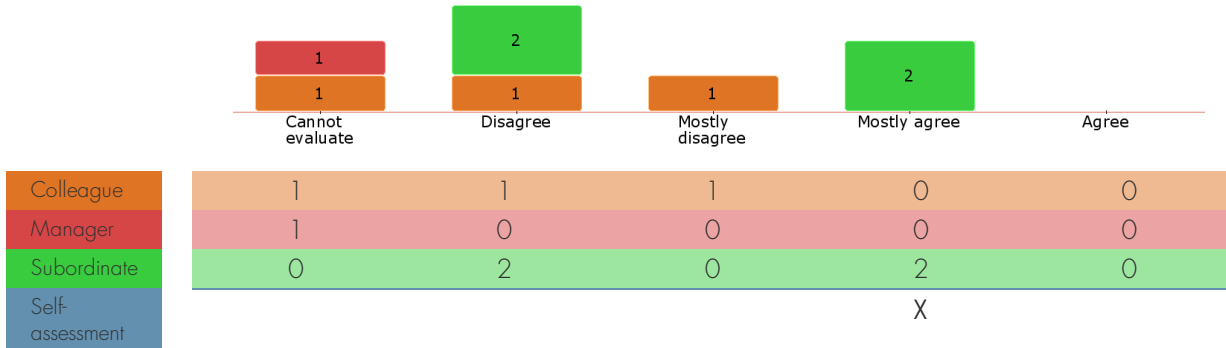
importance 3.1 ?



CALMLY DEALS WITH EVEN VERY DIFFICULT SITUATIONS.

average evaluation for all evaluators: 1.83

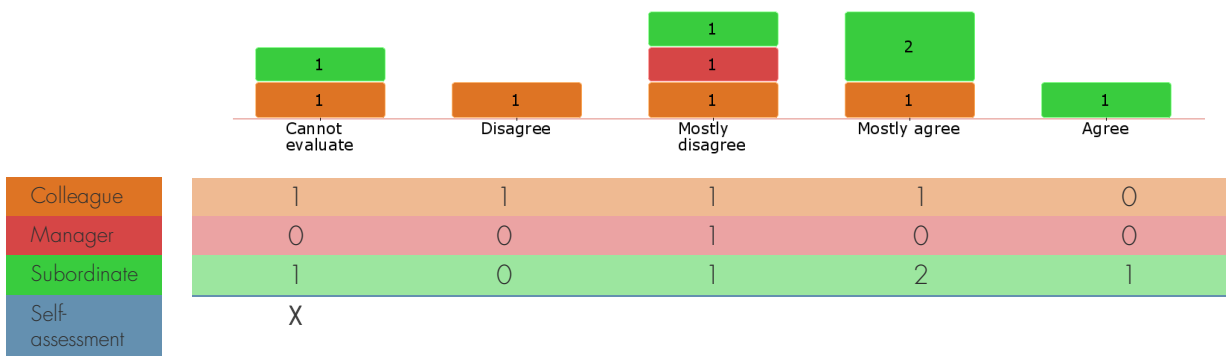
importance 3.0 5.0



SEEKS TO SOLVE PROBLEMS EVEN WHEN STRESSED AND UNDER PRESSURE.

average evaluation for all evaluators: 2.5

importance 2.9 ?



FORMS HIS/HER OWN INDEPENDENT OPINION ON SITUATIONS.

average evaluation for all evaluators: 2.44

importance 2.6 ?



THE EVALUEE PLANS HIS ACTIONS AND WORKS SYSTEMATICALLY.

average evaluation for all evaluators: 2.6

importance 2.9 2.0



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

average evaluation for all evaluators: 1.71

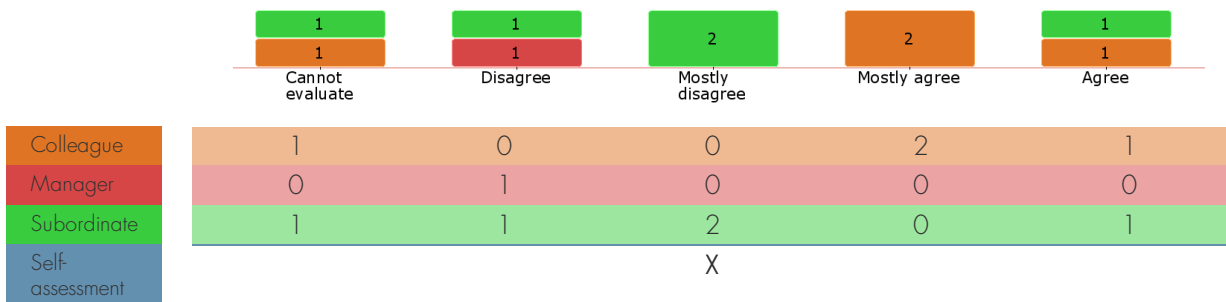
importance 3.3 2.0



FULFILLS HIS/HER TASKS BY GIVEN DEADLINES.

average evaluation for all evaluators: 2.5

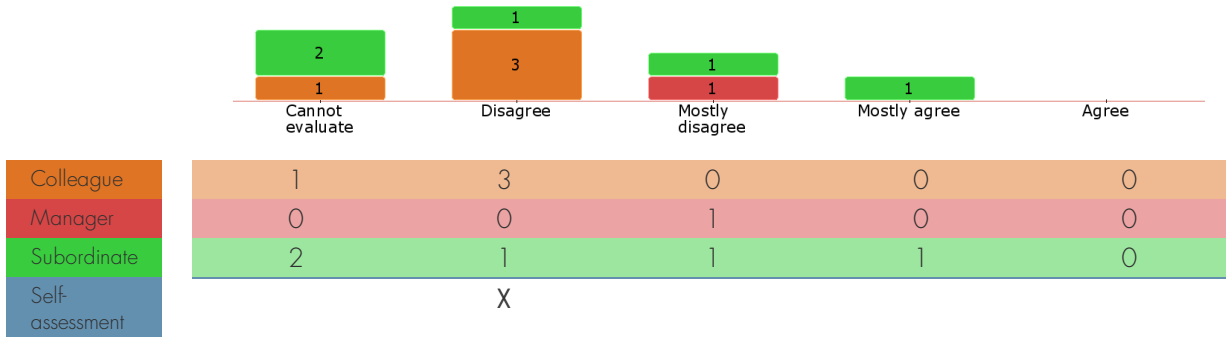
importance 4.0 3.0



ACQUIRES INFORMATION FROM DIFFERENT SOURCES IN A FOCUSED MANNER.

average evaluation for all evaluators: 1.57

importance 3.3 2.0



SEEKS SOLUTIONS, NOT PROBLEMS.

average evaluation for all evaluators: 2.22

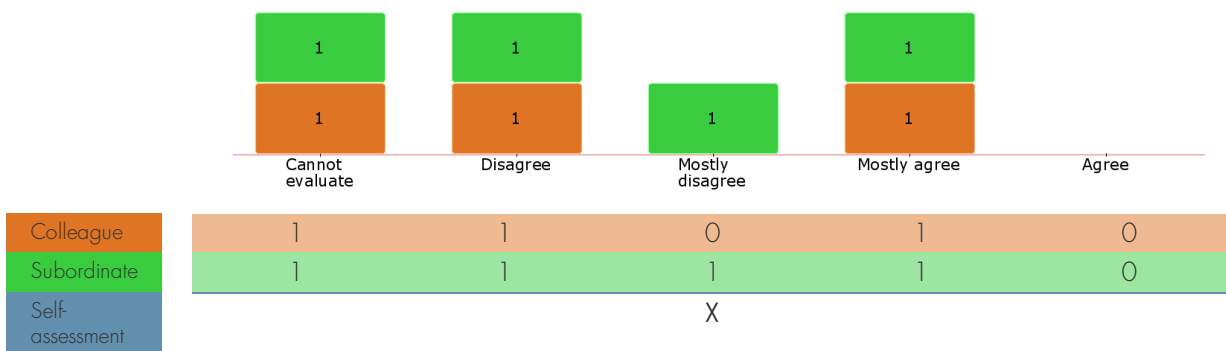
importance 2.9 ?



TAKES FULL RESPONSIBILITY FOR THE RESULTS OF HIS WORK.

average evaluation for all evaluators: 2

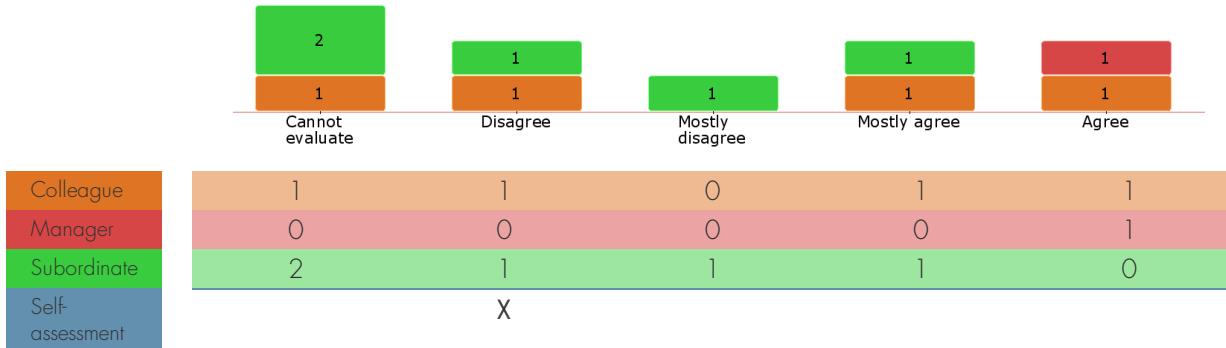
importance 2.6 4.0



RECOGNISES AND DEALS WITH RISKS.

average evaluation for all evaluators: 2.57

importance 3.1 4.0



REGARDS SITUATIONS CONCEPTUALLY AND WITH PERSPECTIVE.

average evaluation for all evaluators: 2.22

importance 2.8 ?



FINDS PRACTICAL AND REALISTIC SOLUTIONS FOR HIS/HER TASKS.

average evaluation for all evaluators: 2.4

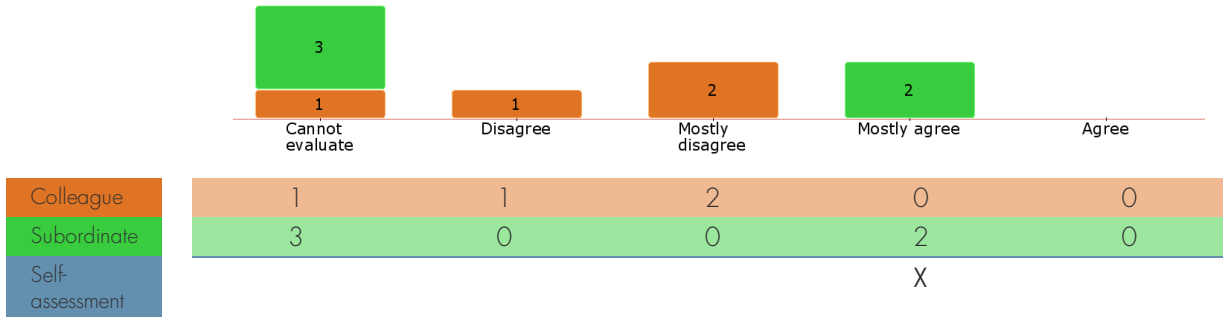
importance 3.2 1.0



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

average evaluation for all evaluators: 2.2

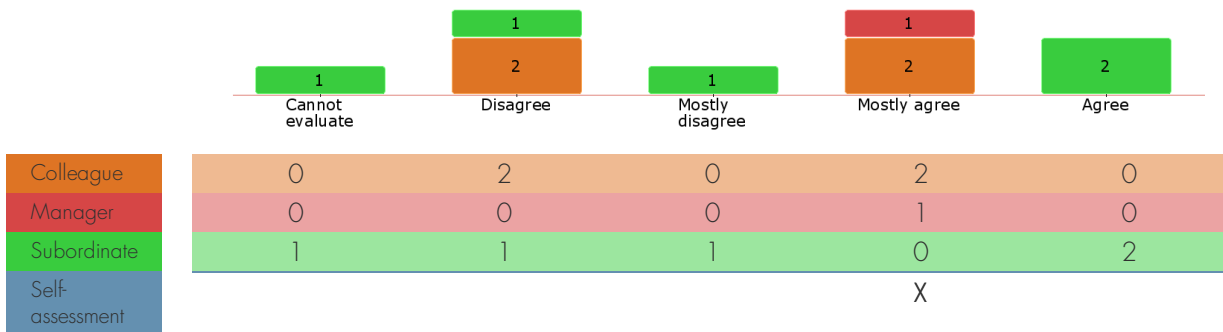
importance 3.0 4.0



ACTIVELY AND WILLINGLY SHARES INFORMATION.

average evaluation for all evaluators: 2.44

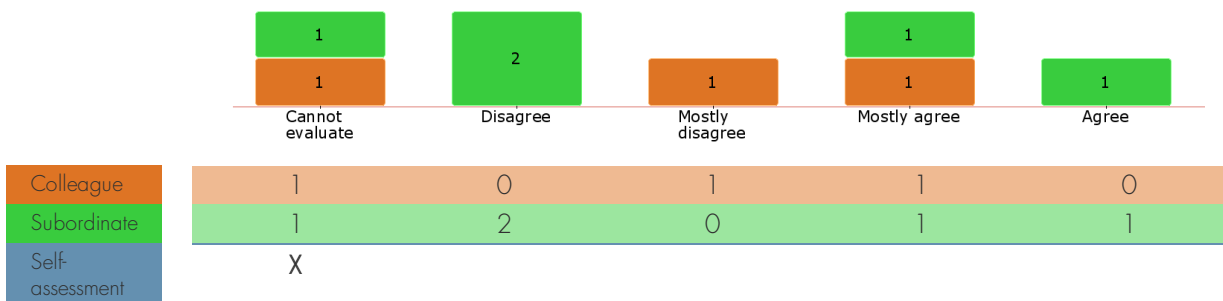
importance 3.3 5.0



MANAGES TO PERSUADE OTHERS USING CONVINCING ARGUMENTS.

average evaluation for all evaluators: 2.33

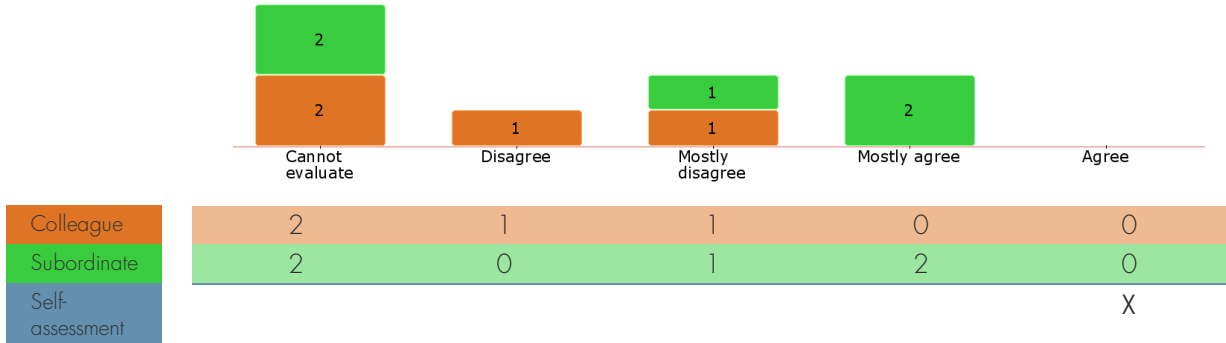
importance 2.2 ?



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

average evaluation for all evaluators: 2.2

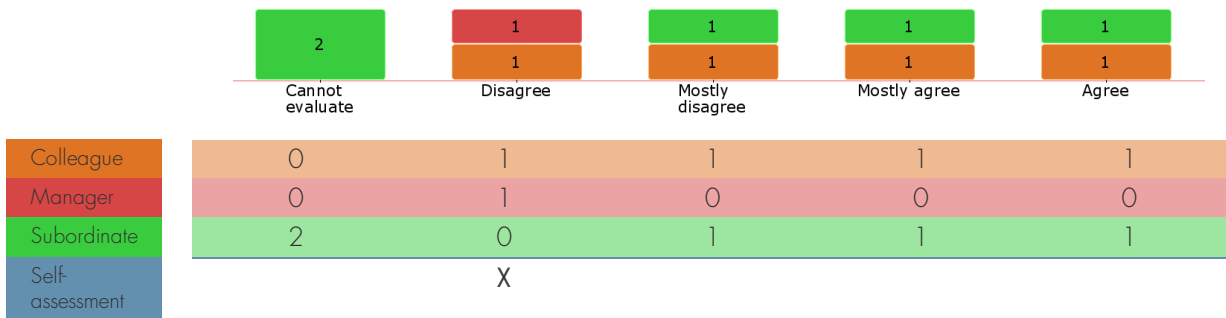
importance 2.8 2.0



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

average evaluation for all evaluators: 2.5

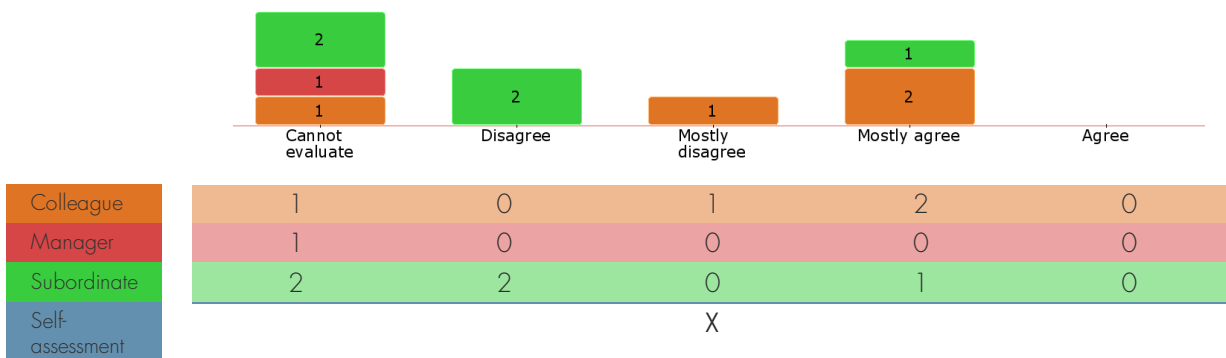
importance 3.4 5.0



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

average evaluation for all evaluators: 2.17

importance 3.7 1.0



IS WILLING TO COOPERATE AND INVOLVE OTHERS.

average evaluation for all evaluators: 2.43

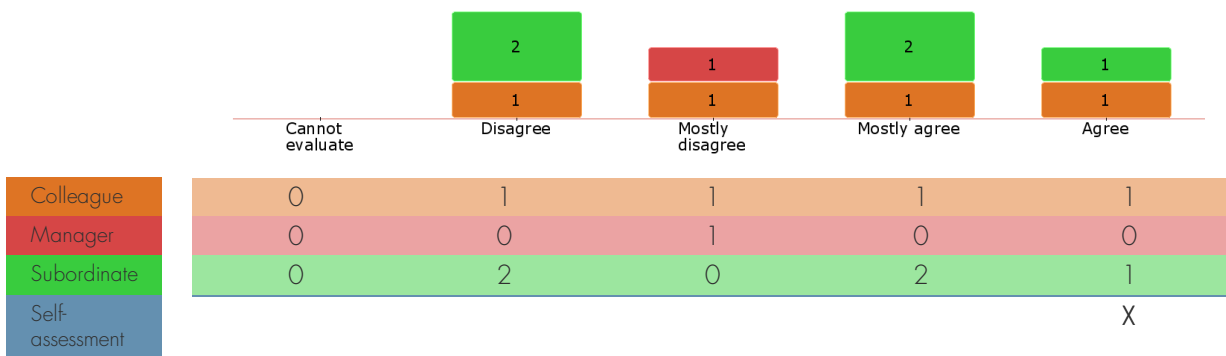
importance 3.9 ?



CONTRIBUTES TO WORKING RELATIONSHIPS AND A POSITIVE ATMOSPHERE.

average evaluation for all evaluators: 2.4

importance 3.0 5.0



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

average evaluation for all evaluators: 2.86

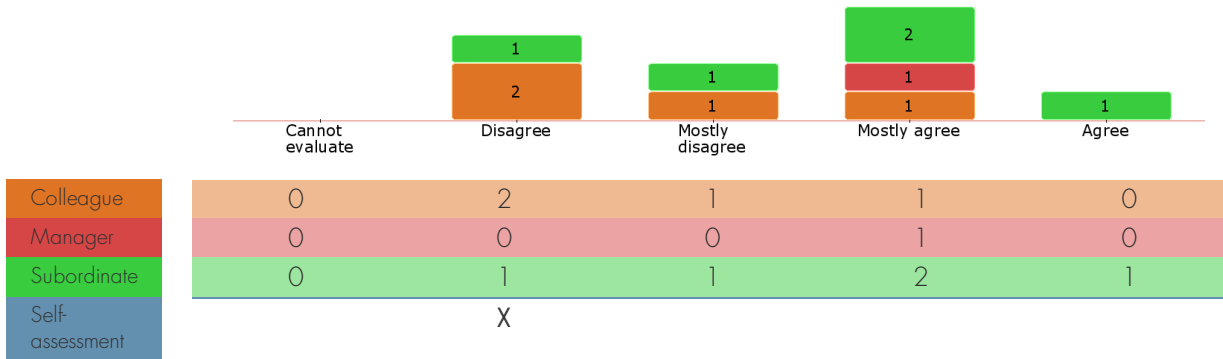
importance 3.4 ?



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

average evaluation for all evaluators: 2.3

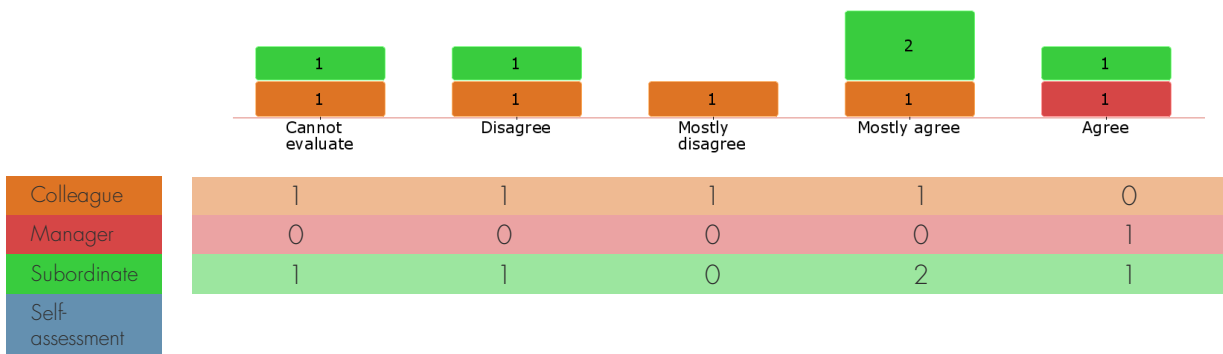
importance 3.3 1.0



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

average evaluation for all evaluators: 2.63

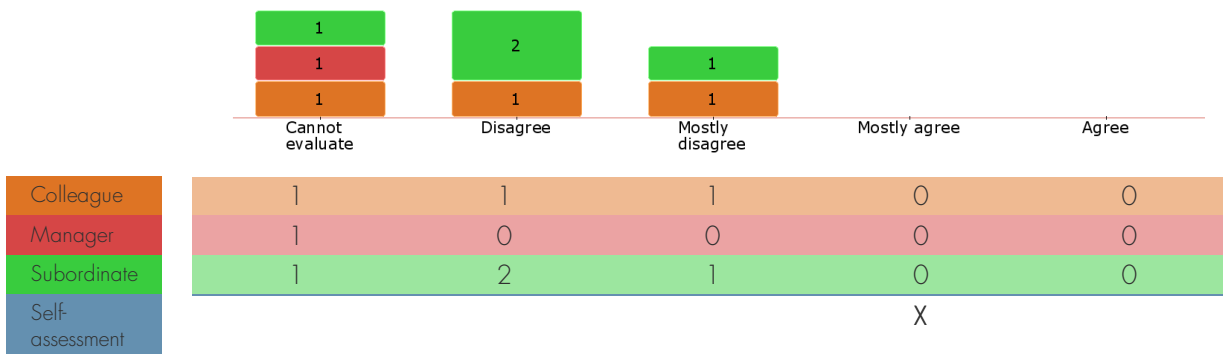
importance 3.4 ?



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

average evaluation for all evaluators: 1.4

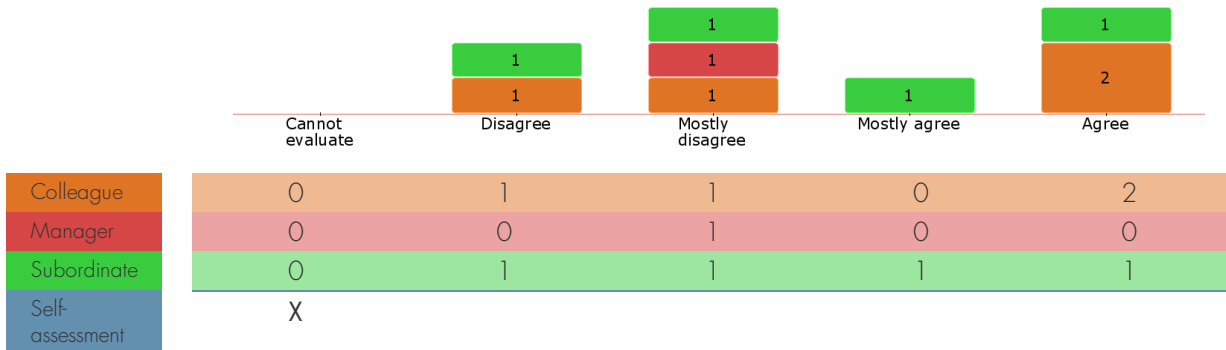
importance 3.0 4.0



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

average evaluation for all evaluators: 2.56

importance 2.6 ?



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

average evaluation for all evaluators: 2.14

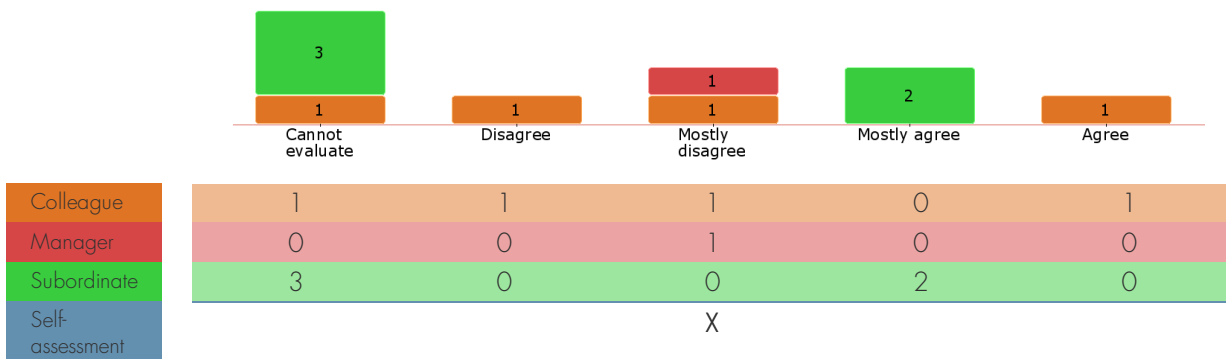
importance 2.9 ?



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

average evaluation for all evaluators: 2.5

importance 3.3 4.0



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

average evaluation for all evaluators: 2.38

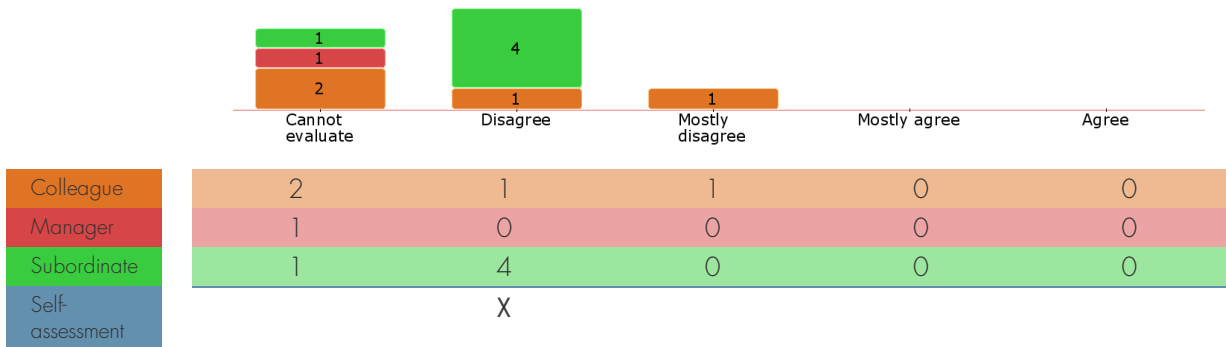
importance 4.2 1.0



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: 1.17

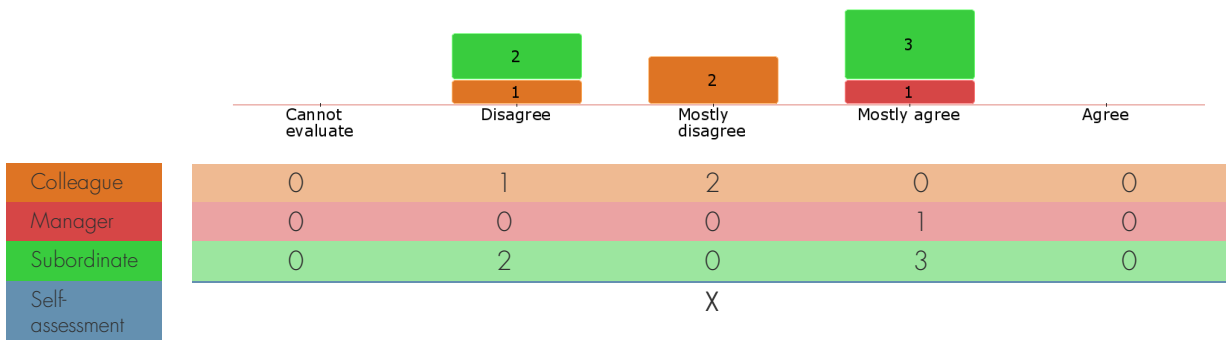
importance 3.5 4.0



MAKES DECISIONS PROMPTLY AND WITH PERSPECTIVE.

average evaluation for all evaluators: 2.11

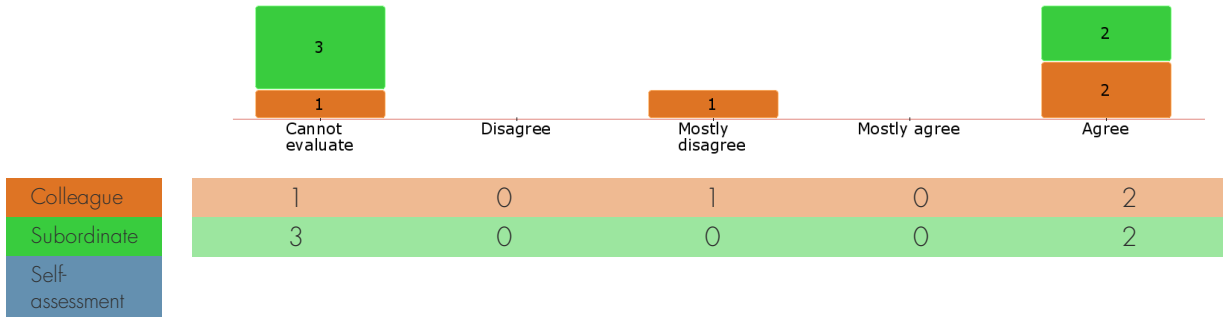
importance 3.0 4.0



ANTICIPATES AND PREVENTS THE RISKS OF HIS DECISIONS.

average evaluation for all evaluators: 3.6

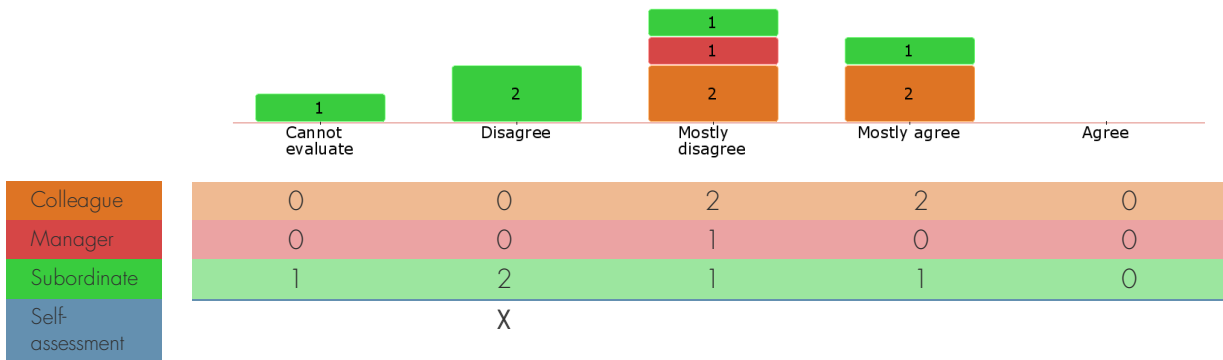
importance 3.4 ?



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: 2.11

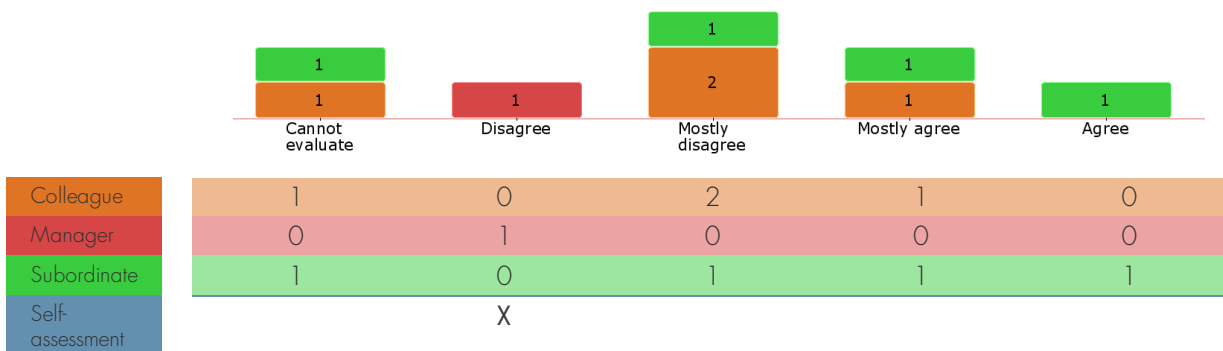
importance 2.6 3.0



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

average evaluation for all evaluators: 2.43

importance 3.0 2.0



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

average evaluation for all evaluators: 1.38

importance 3.0 2.0



ESTABLISHES CONTACT WITH NEW CLIENTS.

average evaluation for all evaluators: 2.29

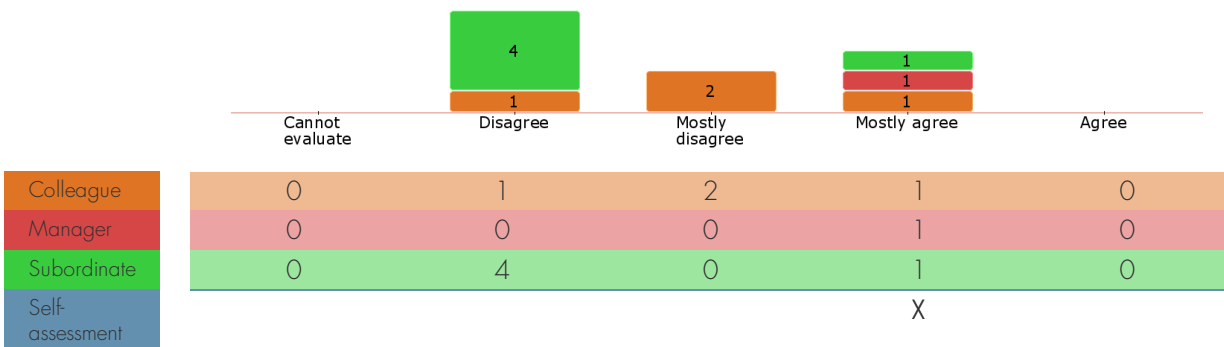
importance 2.4 ?



APPEARS CONVINCING AND TRUSTWORTHY IN FRONT OF THE CLIENT.

average evaluation for all evaluators: 1.8

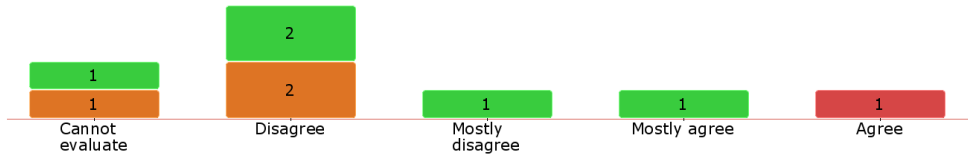
importance 2.5 4.0



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

average evaluation for all evaluators: 1.86

importance 3.1 3.0

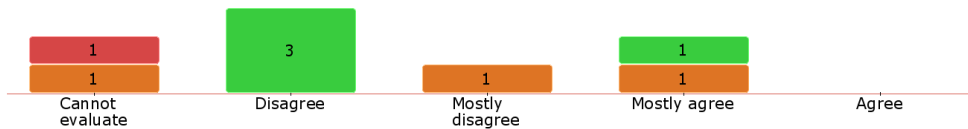


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	1	2	0	0	0
Manager	0	0	0	0	1
Subordinate	1	2	1	1	0
Self-assessment				X	

DEVELOPS CLIENT RELATIONSHIPS.

average evaluation for all evaluators: 1.83

importance 3.0 3.0

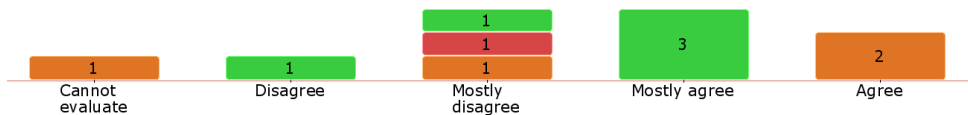


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	1	0	1	1	0
Manager	1	0	0	0	0
Subordinate	0	3	0	1	0
Self-assessment				X	

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

average evaluation for all evaluators: 2.67

importance 2.7 ?

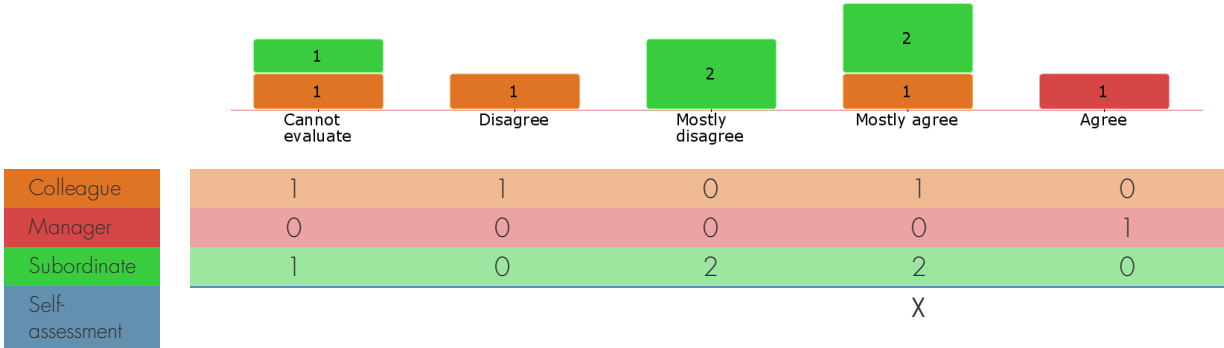


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	1	0	1	0	2
Manager	0	0	1	0	0
Subordinate	0	1	1	3	0
Self-assessment					

INVESTIGATES THE CLIENT'S NEEDS.

average evaluation for all evaluators: 2.57

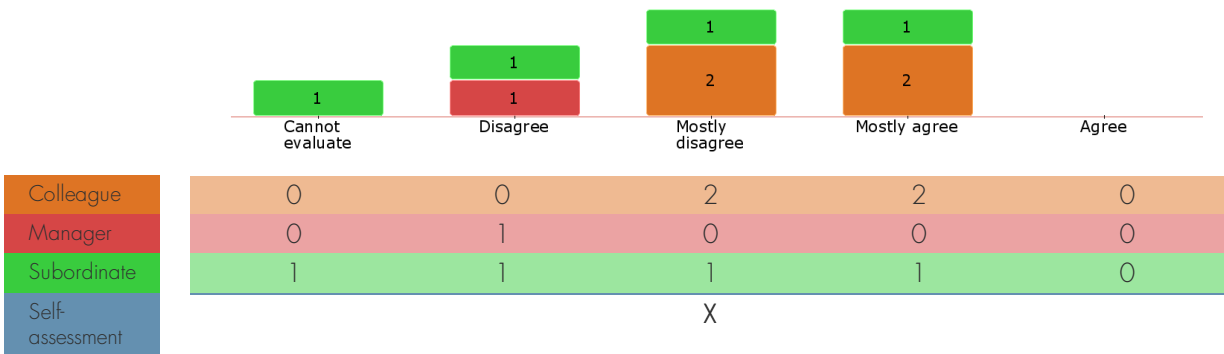
importance 2.7 3.0



OFFERS SOLUTIONS WHICH ACCOMODATE THE NEEDS OF THE CLIENT.

average evaluation for all evaluators: 2.13

importance 3.5 3.0



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

average evaluation for all evaluators: 2.67

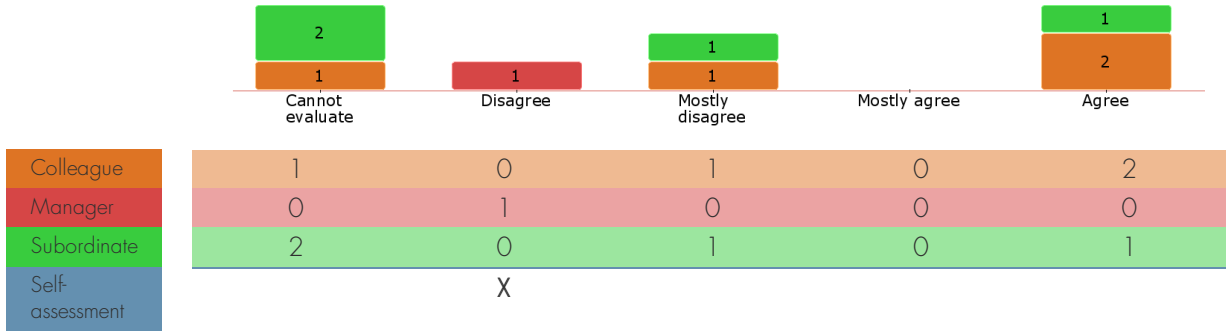
importance 2.8 ?



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

average evaluation for all evaluators: 2.83

importance 2.5 5.0



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

average evaluation for all evaluators: 3.25

importance 3.2 ?

