

CHAPTERS

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INTRODUCTION

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

HOW TO WORK WITH THE RESULTS

The results of the 360° feedback review is meant mainly for you and your future personal development - it gives you feedback about how your external environment sees you. The final report starts with a summary and proceeds to give a detailed feedback in individual blocks.

EVALUATED COMPETENCIES

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

EVALUATION SCALE

The following scale was used for the feedback review:

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

EVALUATORS

| EVALUATORS | EVALUATED |
|-----------------|-----------|
| Colleague | 2 |
| Superior | 1 |
| Subordinates | 3 |
| SELF-ASSESSMENT | 1 |

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.

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

YOU RANKED YOUR COMPETENCES IN THIS ORDER:

| | | |
|----|-------------------------|----------------|
| 1. | Strategic management | (average 3.25) |
| 2. | Team leadership | (average 3) |
| 3. | Sales/ external client | (average 2.88) |
| 4. | Work competencis | (average 2.44) |
| 5. | Personal attitude | (average 2.38) |
| 6. | Interaction with others | (average 1.67) |

OTHERS RANKED YOUR COMPETENCES IN THIS ORDER:





| | | |
|----|-------------------------|----------------|
| 1. | Strategic management | (average 2.87) |
| 2. | Personal attitude | (average 2.84) |
| 3. | Work competencis | (average 2.66) |
| 4. | Sales/ external client | (average 2.61) |
| 5. | Interaction with others | (average 2.6) |
| 6. | Team leadership | (average 2.32) |

Your own assessment across all competences is **Equal** (average 2.6) compared to the rating from others (average 2.65)

How does the self-assessment compare to the feedback given by other evaluators:

| | SELF-ASSESSMENT | FEEDBACK FROM OTHERS | difference |
|-----------------------------------|-----------------|----------------------|------------|
| 1. Team leadership | 3 | 2.32 | 0.68 |
| 2. Strategic management | 3.25 | 2.87 | 0.38 |
| 3. Sales/ external client | 2.88 | 2.61 | 0.26 |
| 4. Work competencis | 2.44 | 2.66 | -0.21 |
| 5. Personal attitude | 2.38 | 2.84 | -0.46 |
| 6. Interaction with others | 1.67 | 2.6 | -0.93 |
| Average rating across competences | 2.6 | 2.65 | |

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 |

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.

- Colleague
- Superior
- Subordinates

Self-assessment is indicated in the colour blue in the chart.



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

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

RANKING OF COMPETENCES - COLLEAGUE

| | | |
|----|-------------------------|----------------|
| 1. | Work competencis | (average 3.16) |
| 2. | Strategic management | (average 3) |
| 3. | Personal attitude | (average 2.44) |
| 4. | Sales/ external client | (average 2.37) |
| 5. | Interaction with others | (average 2.36) |
| 6. | Team leadership | (average 2.33) |

RANKING OF COMPETENCES - SUPERIOR

| | | |
|----|-------------------------|----------------|
| 1. | Strategic management | (average 3.4) |
| 2. | Personal attitude | (average 3.33) |
| 3. | Interaction with others | (average 2.75) |
| 4. | Sales/ external client | (average 2.6) |
| 5. | Work competencis | (average 2.3) |
| 6. | Team leadership | (average 2) |

RANKING OF COMPETENCES - SUBORDINATES

| | | |
|----|-------------------------|----------------|
| 1. | Sales/ external client | (average 2.87) |
| 2. | Personal attitude | (average 2.73) |
| 3. | Interaction with others | (average 2.68) |
| 4. | Team leadership | (average 2.63) |
| 5. | Work competencis | (average 2.52) |
| 6. | Strategic management | (average 2.21) |

Evaluator groups sorted by variation of feedback

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

| | Colleague | Superior | Subordinates | spread | |
|----|-----------------------------------|----------|--------------|--------|------|
| 1. | Strategic management | 3 | ↑3.4 | ↓2.21 | 1.19 |
| 2. | Personal attitude | ↓2.44 | ↑3.33 | 2.73 | 0.89 |
| 3. | Work competencis | ↑3.16 | ↓2.3 | 2.52 | 0.86 |
| 4. | Team leadership | 2.33 | ↓2 | ↑2.63 | 0.63 |
| 5. | Sales/ external client | ↓2.37 | 2.6 | ↑2.87 | 0.5 |
| 6. | Interaction with others | ↓2.36 | ↑2.75 | 2.68 | 0.39 |
| | average result across competences | 2.61 | ↑2.73 | ↓2.61 | |

- 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

RECOMMENDATIONS FROM EVALUATORS

In this chapter of report, you will find comments and recommendations from people who evaluated you.

Please treat them as specific situations how to work on yourself further. However, try to take them more lightly, so they do not hurt you and keep in mind that those comments are always a reflection of the person who evaluated you. It is always an opinion of one individual, which can be very useful for you, but which by no means mean automatic commitment to accept it without objections.

If the questionnaire had more categories of recommendations, they are then sorted from summarizing and general ones to specific ones relating to partial competences or directly to questions. Your own comments have a blue highlight.

RECOMMENDATIONS FROM EVALUATORS RELATING TO THE COMPETENCES COVERED

PERSONAL ATTITUDE



WHAT SHOULD THE EVALUEE DISCONTINUE DOING?

This is an example of a free text written by a participant in a subordinate role

This is an example of a free text written by a participant in a colleague role



WHAT DO YOU SEE AS THE EVALUEE'S STRONG SUITS AND WHAT SHOULD THEY CONTINUE DOING?

This is an example of a free text written by a participant in a subordinate role

WORK COMPETENCIS



WHAT SHOULD THE EVALUEE BEGIN DOING?

This is an example of a free text written by a participant in a colleague role

This is an example of a free text written by a participant during self-evaluation



WHAT DO YOU SEE AS THE EVALUEE'S STRONG SUITS AND WHAT SHOULD THEY CONTINUE DOING?

This is an example of a free text written by a participant in a colleague role

INTERACTION WITH OTHERS



WHAT SHOULD THE EVALUEE BEGIN DOING?

This is an example of a free text written by a participant in a colleague role

This is an example of a free text written by a participant during self-evaluation



WHAT SHOULD THE EVALUEE DISCONTINUE DOING?

This is an example of a free text written by a participant in a subordinate role

This is an example of a free text written by a participant in a colleague role



WHAT DO YOU SEE AS THE EVALUEE'S STRONG SUITS AND WHAT SHOULD THEY CONTINUE DOING?

This is an example of a free text written by a participant in a subordinate role

This is an example of a free text written by a participant in a subordinate role

TEAM LEADERSHIP



WHAT SHOULD THE EVALUEE DISCONTINUE DOING?

This is an example of a free text written by a participant in a subordinate role

This is an example of a free text written by a participant in a colleague role



WHAT DO YOU SEE AS THE EVALUEE'S STRONG SUITS AND WHAT SHOULD THEY CONTINUE DOING?

This is an example of a free text written by a participant in a colleague role

This is an example of a free text written by a participant during self-evaluation

This is an example of a free text written by a participant in a subordinate role

STRATEGIC MANAGEMENT



WHAT SHOULD THE EVALUEE DISCONTINUE DOING?

This is an example of a free text written by a participant in a supervisor role

This is an example of a free text written by a participant in a subordinate role



WHAT DO YOU SEE AS THE EVALUEE'S STRONG SUITS AND WHAT SHOULD THEY CONTINUE DOING?

This is an example of a free text written by a participant in a colleague role

SALES/ EXTERNAL CLIENT



WHAT SHOULD THE EVALUEE BEGIN DOING?

This is an example of a free text written by a participant in a subordinate role

This is an example of a free text written by a participant in a colleague role



WHAT SHOULD THE EVALUEE DISCONTINUE DOING?

This is an example of a free text written by a participant during self-evaluation

EVALUATION OF INDIVIDUAL BEHAVIOURS WITHIN THE COMPETENCES COVERED

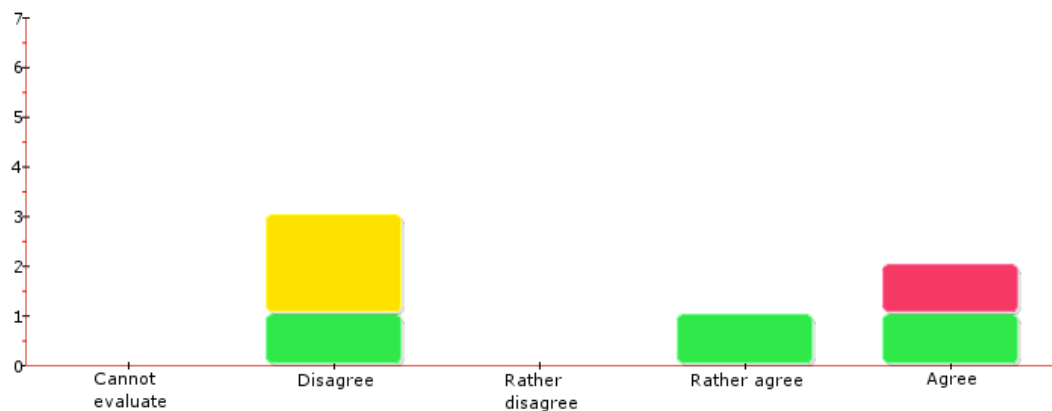
In the final part of report, you can find information about how individual evaluators evaluated individual questions.

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.

PERSONAL ATTITUDE

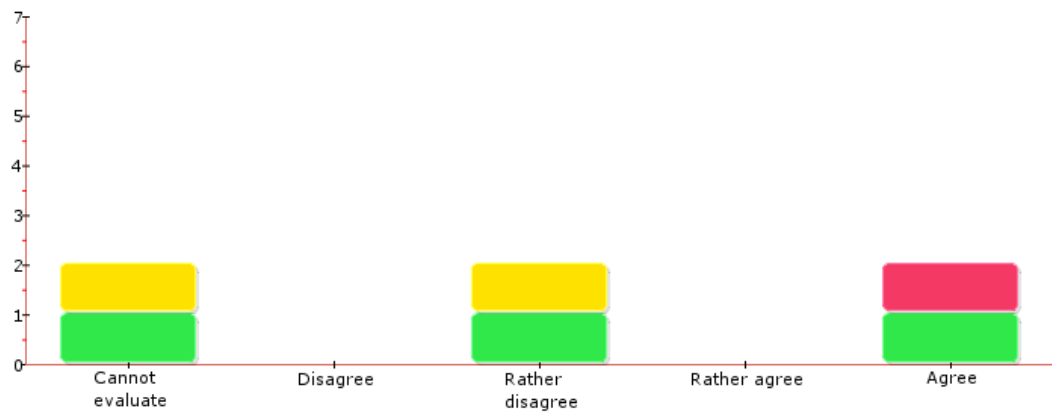
ADHERES TO AGREEMENTS AND KEEPS HIS/HER WORD.



| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | |
|---|---|---|---|---|
| 0 | 2 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 | 1 |
| 0 | 1 | 0 | 1 | 1 |
| | | X | | |

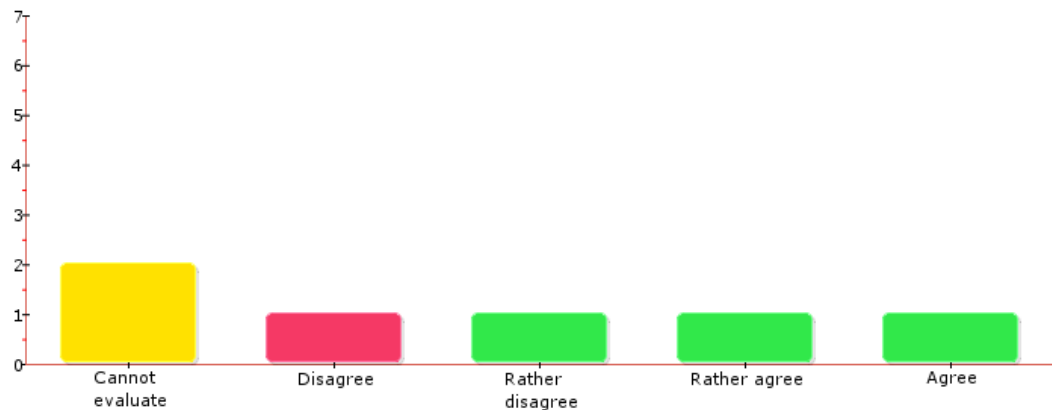
ACTIVELY PARTICIPATES IN FULFILLING TASKS EVEN OVER AND ABOVE HIS/HER JOB DESCRIPTION.



| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | |
|---|---|---|---|---|
| 1 | 0 | 1 | 0 | 0 |
| 0 | 0 | 0 | 0 | 1 |
| 1 | 0 | 1 | 0 | 1 |
| X | | | | |

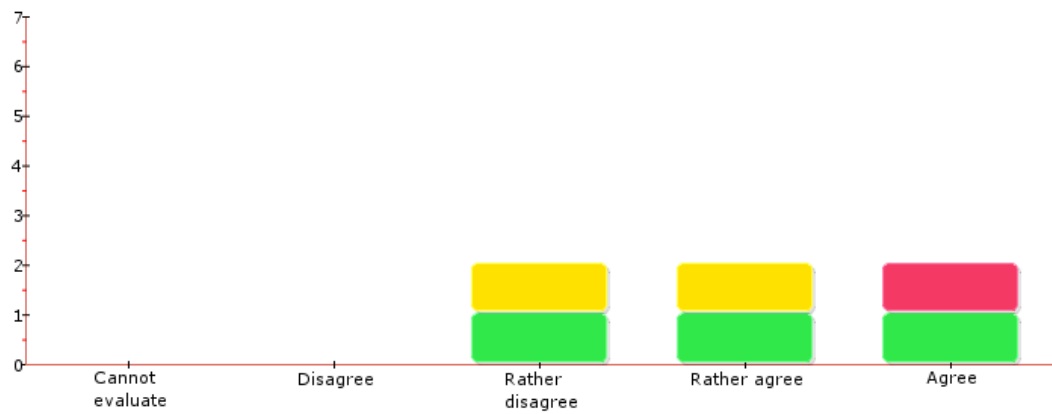
HE/SHE IS ABLE TO ADAPT TO NEW SITUATIONS AND CIRCUMSTANCES QUICKLY AND EASILY.



| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | |
|---|---|---|---|---|
| 2 | 0 | 0 | 0 | 0 |
| 0 | 1 | 0 | 0 | 0 |
| 0 | 0 | 1 | 1 | 1 |
| X | | | | |

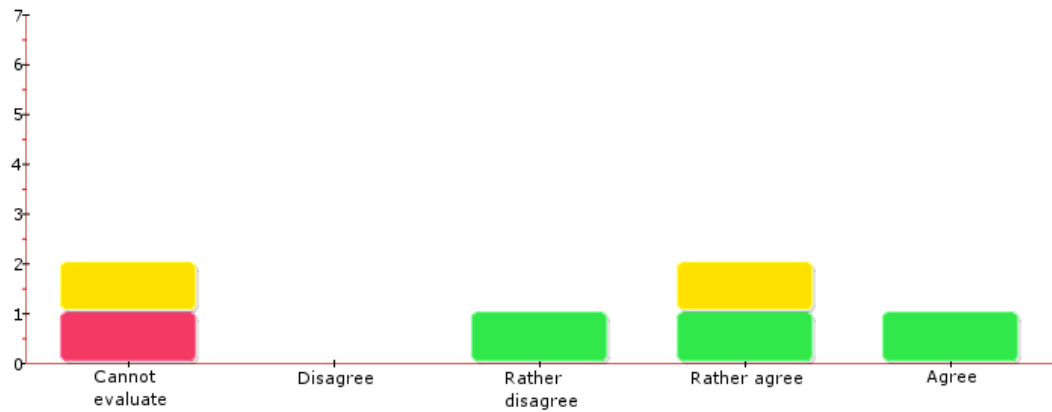
COMES UP WITH NEW IDEAS AND INNOVATIONS.



| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | |
|---|---|---|---|---|
| 0 | 0 | 1 | 1 | 0 |
| 0 | 0 | 0 | 0 | 1 |
| 0 | 0 | 1 | 1 | 1 |
| X | | | | |

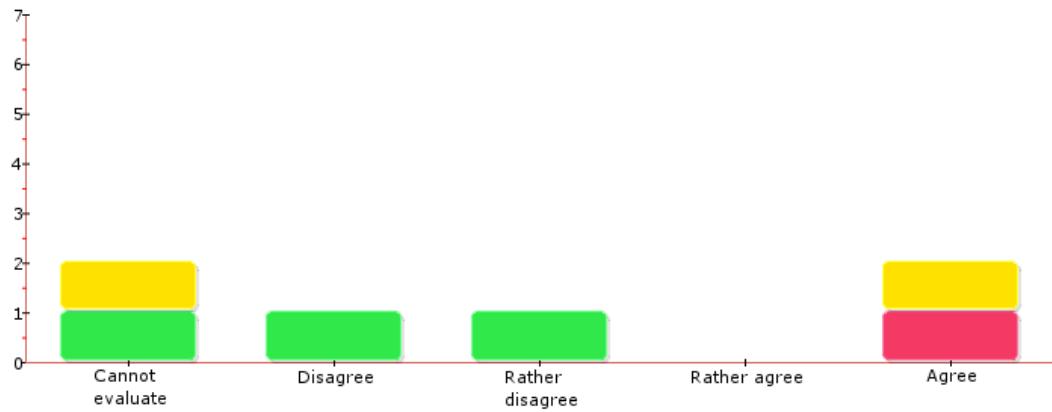
IS INTERESTED IN HOW OTHER PEOPLE PERCEIVE HIS/HER WORK AND STRIVES FOR FURTHER DEVELOPMENT.



| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | |
|---|---|---|---|---|
| 1 | 0 | 0 | 1 | 0 |
| 1 | 0 | 0 | 0 | 0 |
| 0 | 0 | 1 | 1 | 1 |
| X | | | | |

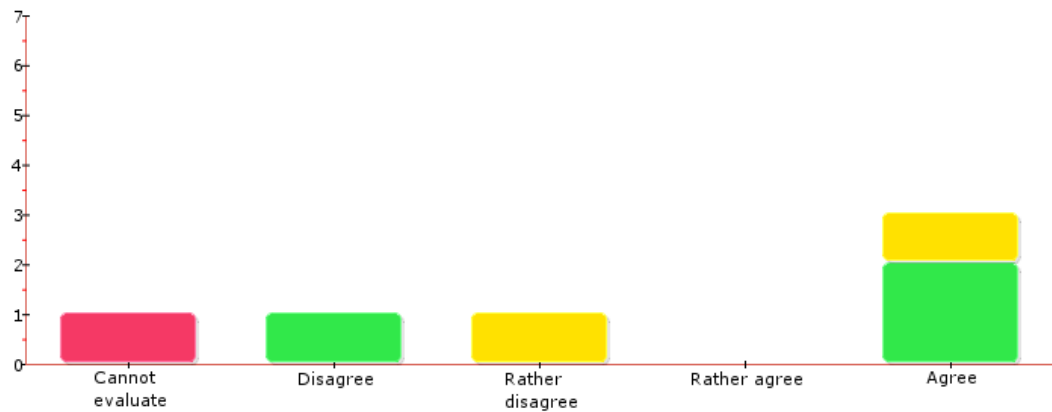
CALMLY DEALS WITH EVEN VERY DIFFICULT SITUATIONS.



| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | |
|---|---|---|---|---|
| 1 | 0 | 0 | 0 | 1 |
| 0 | 0 | 0 | 0 | 1 |
| 1 | 1 | 1 | 0 | 0 |
| | | | | X |

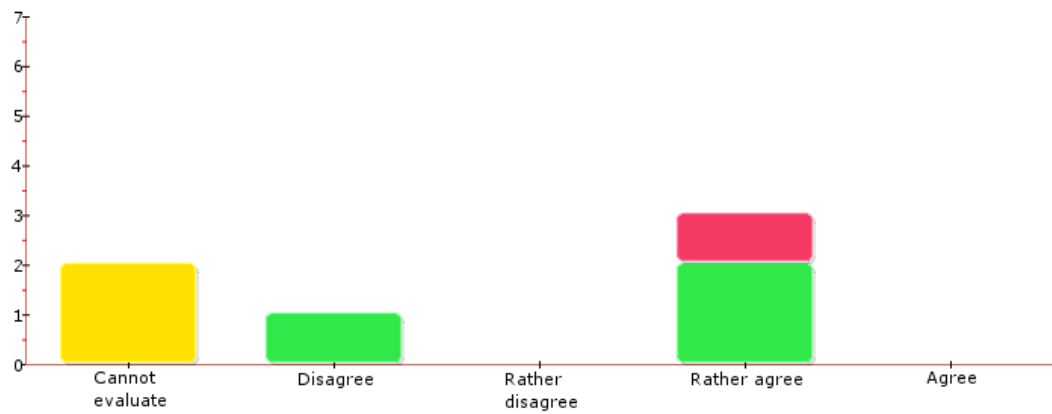
SEEKS TO SOLVE PROBLEMS EVEN WHEN STRESSED AND UNDER PRESSURE.



| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | |
|---|---|---|---|---|
| 0 | 0 | 1 | 0 | 1 |
| 1 | 0 | 0 | 0 | 0 |
| 0 | 1 | 0 | 0 | 2 |
| | | | | X |

FORMS HIS/HER OWN INDEPENDENT OPINION ON SITUATIONS.

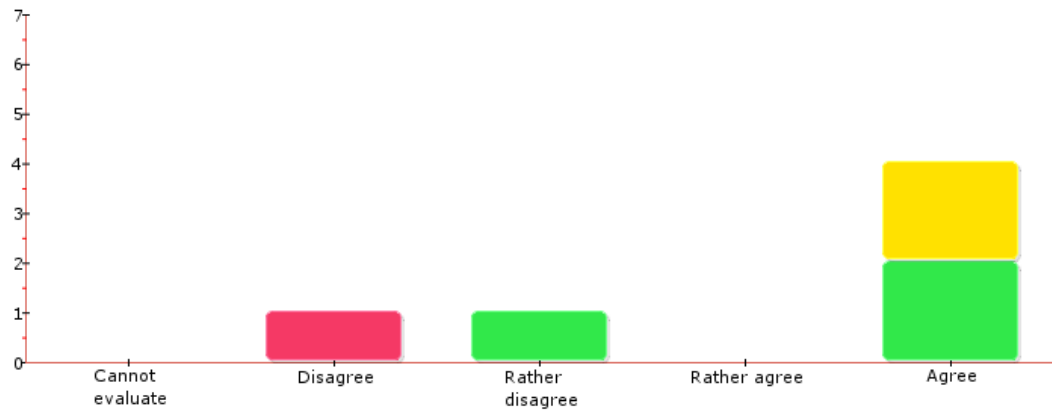


| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | |
|---|---|---|---|---|
| 2 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 1 | 0 |
| 0 | 1 | 0 | 2 | 0 |
| X | | | | |

WORK COMPETENCIS

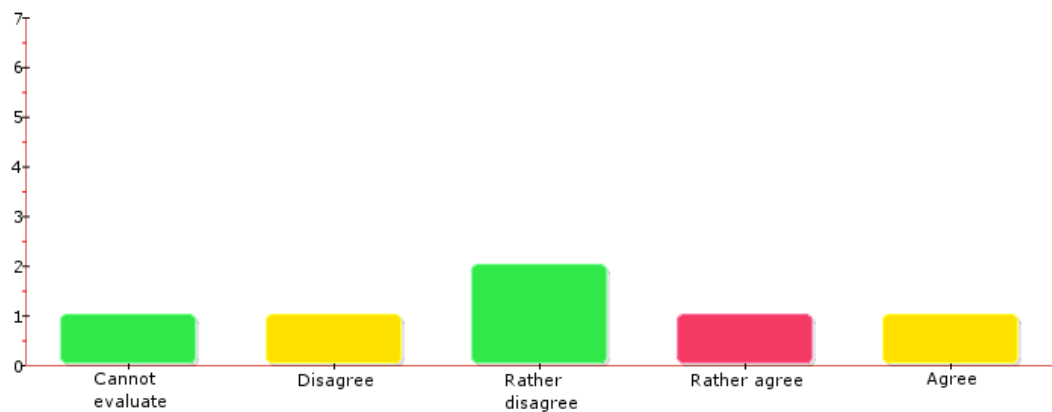
THE EVALUEE PLANS HIS ACTIONS AND WORKS SYSTEMATICALLY.



| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | |
|---|---|---|---|---|
| 0 | 0 | 0 | 0 | 2 |
| 0 | 1 | 0 | 0 | 0 |
| 0 | 0 | 1 | 0 | 2 |
| | | | | X |

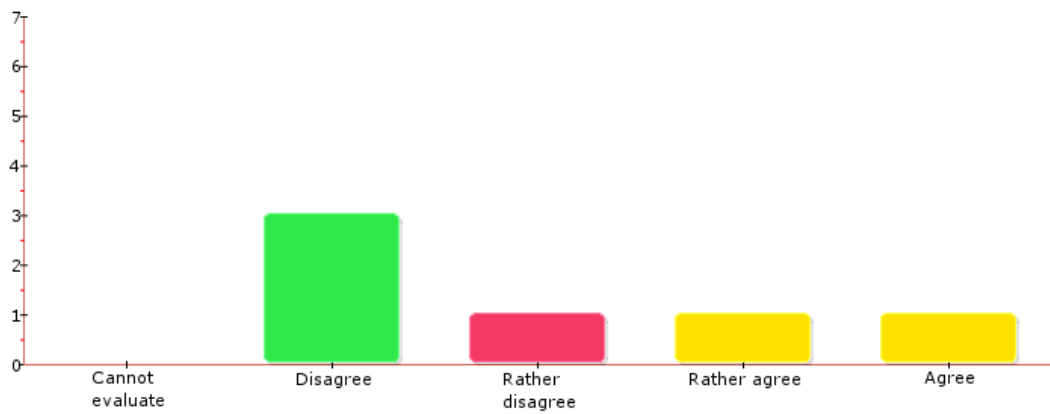
WHEN COORDINATING WORK, HE/SHE TAKES THE WORK OF OTHERS INTO ACCOUNT.



| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | |
|---|---|---|---|---|
| 0 | 1 | 0 | 0 | 1 |
| 0 | 0 | 0 | 1 | 0 |
| 1 | 0 | 2 | 0 | 0 |
| | | | | X |

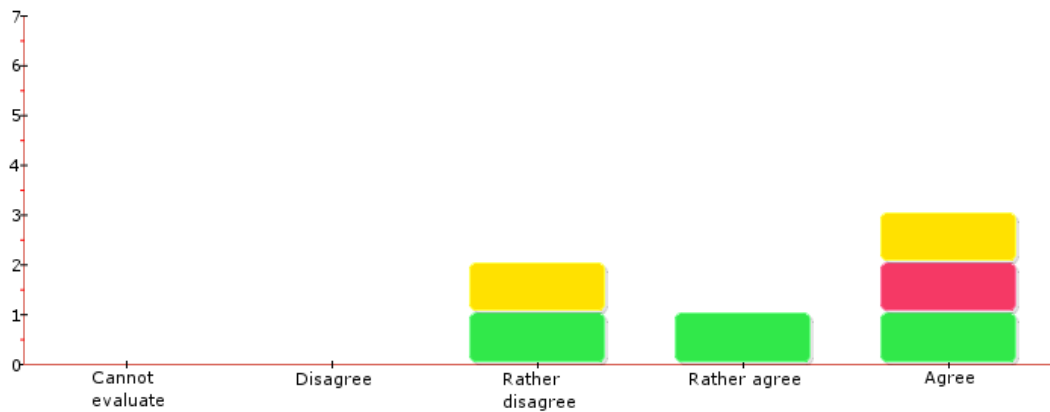
FULFILLS HIS/HER TASKS BY GIVEN DEADLINES.



| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | |
|---|---|---|---|---|
| 0 | 0 | 0 | 1 | 1 |
| 0 | 0 | 1 | 0 | 0 |
| 0 | 3 | 0 | 0 | 0 |
| | | | | X |

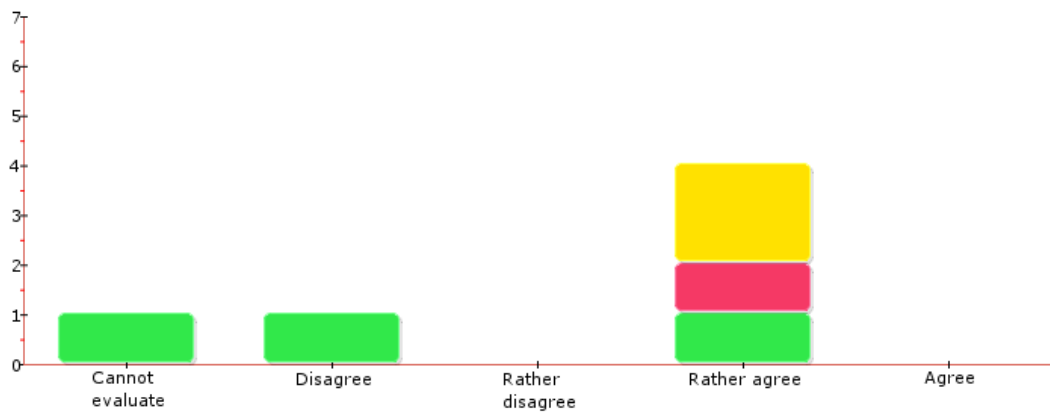
DESIGNEDLY ACQUIRES INFORMATION FROM VARIED SOURCES.



| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | |
|---|---|---|---|---|
| 0 | 0 | 1 | 0 | 1 |
| 0 | 0 | 0 | 0 | 1 |
| 0 | 0 | 1 | 1 | 1 |
| | X | | | |

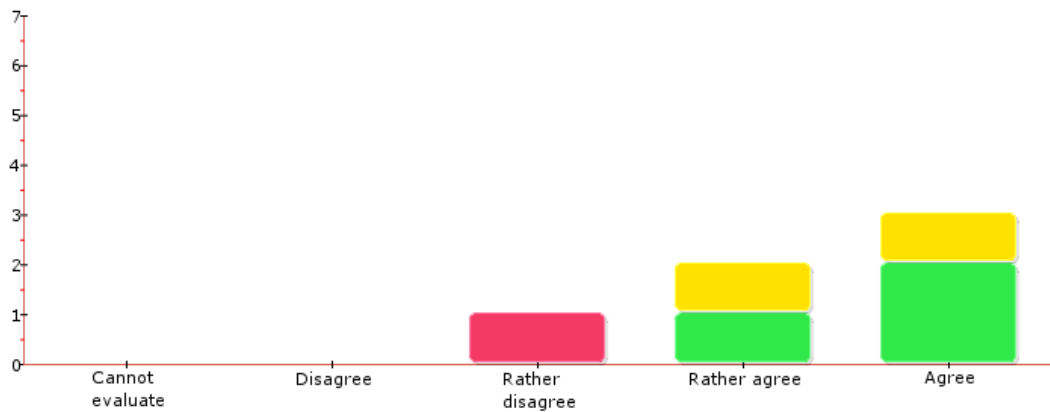
SEEKS SOLUTIONS, NOT PROBLEMS.



| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | |
|---|---|---|---|---|
| 0 | 0 | 0 | 2 | 0 |
| 0 | 0 | 0 | 1 | 0 |
| 1 | 1 | 0 | 1 | 0 |
| X | | | | |

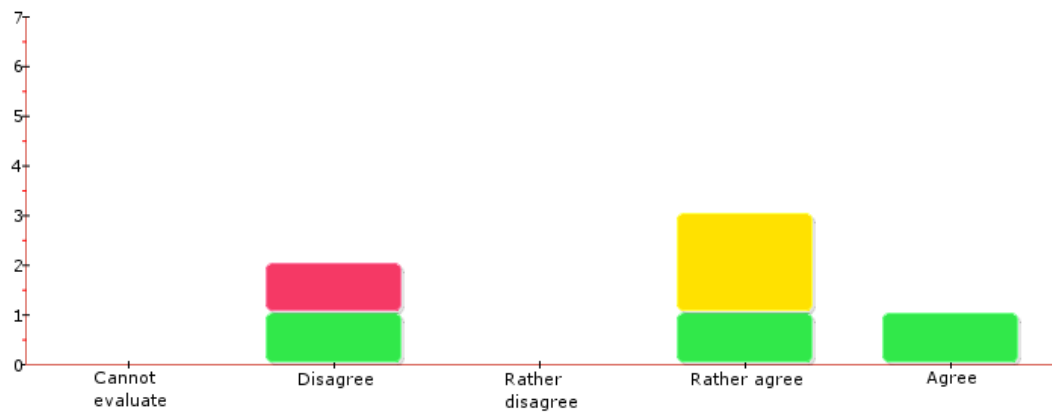
TAKES FULL RESPONSIBILITY FOR THE RESULTS OF HIS WORK.



| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | |
|---|---|---|---|---|
| 0 | 0 | 0 | 1 | 1 |
| 0 | 0 | 1 | 0 | 0 |
| 0 | 0 | 0 | 1 | 2 |
| X | | | | |

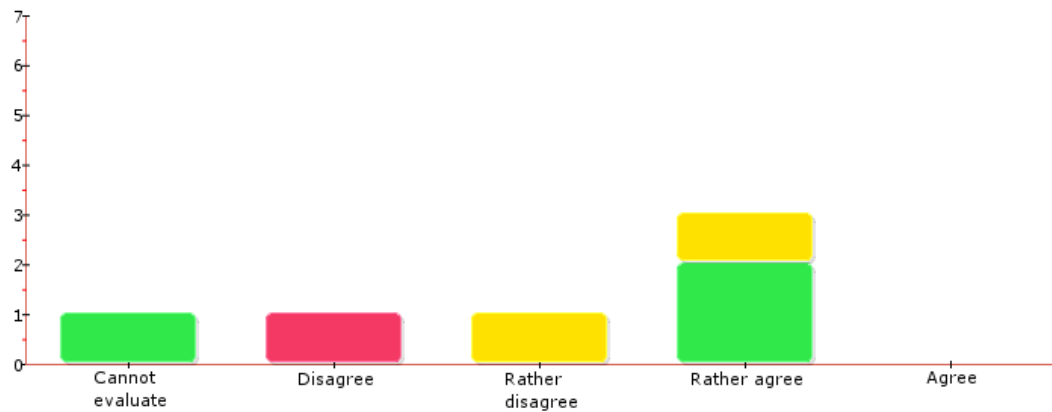
RECOGNIZES AND TACKLES RISKS.



| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | | |
|---|---|---|---|---|---|
| | 0 | 0 | 0 | 2 | 0 |
| | 0 | 1 | 0 | 0 | 0 |
| | 0 | 1 | 0 | 1 | 1 |
| X | | | | | |

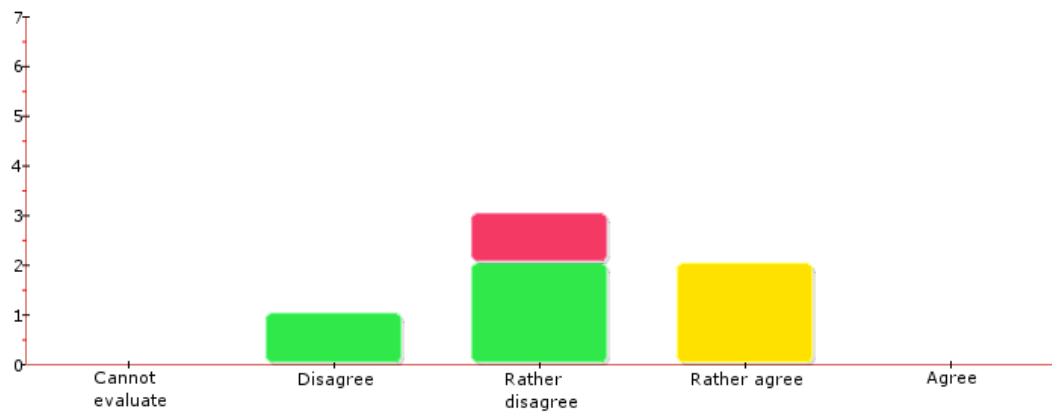
REGARDS SITUATIONS CONCEPTUALLY AND WITH PERSPECTIVE.



| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | | |
|---|---|---|---|---|---|
| | 0 | 0 | 1 | 1 | 0 |
| | 0 | 1 | 0 | 0 | 0 |
| | 1 | 0 | 0 | 2 | 0 |
| X | | | | | |

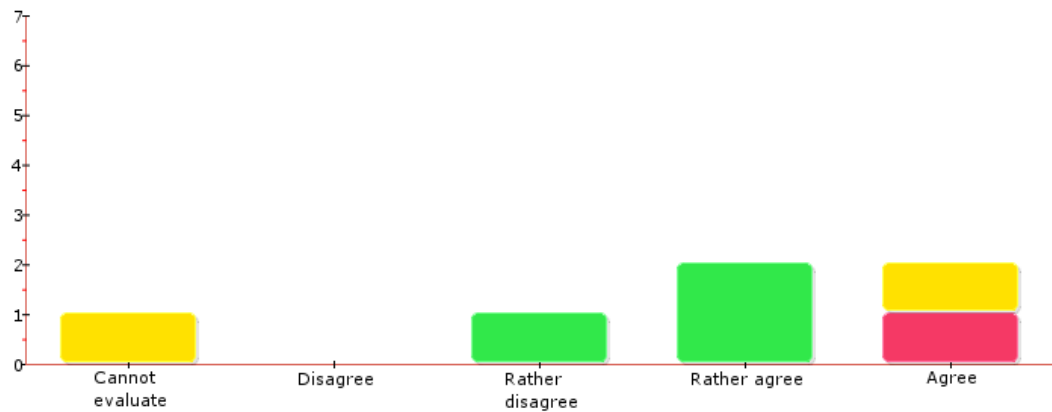
FINDS PRACTICAL AND REALISTIC SOLUTIONS FOR HIS/HER TASKS.



| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | |
|---|---|---|---|---|
| 0 | 0 | 0 | 2 | 0 |
| 0 | 0 | 1 | 0 | 0 |
| 0 | 1 | 2 | 0 | 0 |
| X | | | | |

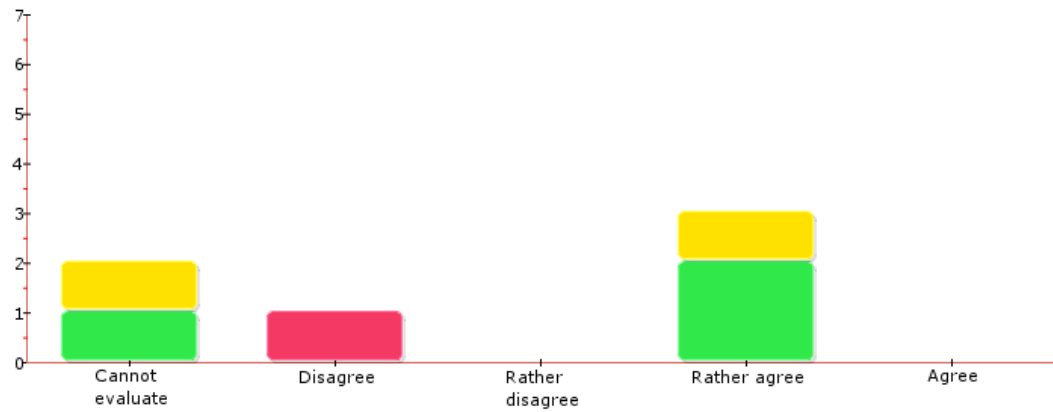
THE EVALUEE IS AN EXPERT IN HIS/HER FIELD AND CAN DEAL WITH ANY WORK TASKS.



| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | |
|---|---|---|---|---|
| 1 | 0 | 0 | 0 | 1 |
| 0 | 0 | 0 | 0 | 1 |
| 0 | 0 | 1 | 2 | 0 |
| X | | | | |

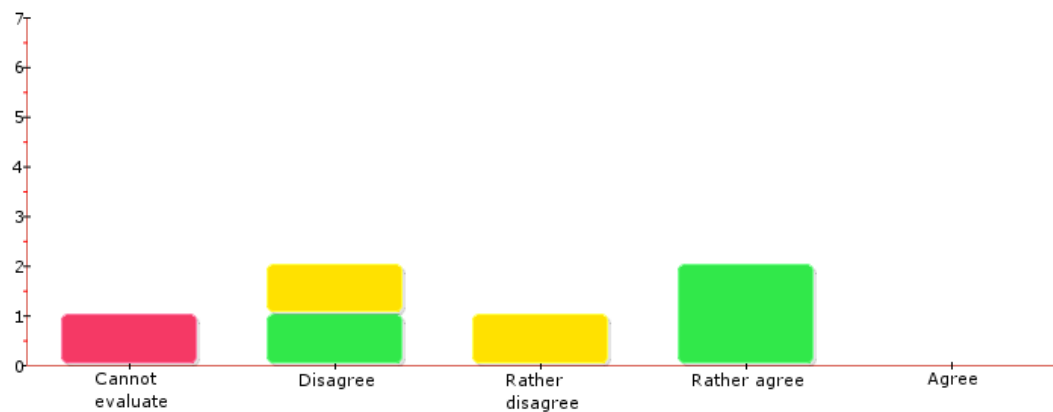
INTERACTION WITH OTHERS
 ACTIVELY AND WILLINGLY SHARES INFORMATION.



| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | |
|---|---|---|---|---|
| 1 | 0 | 0 | 1 | 0 |
| 0 | 1 | 0 | 0 | 0 |
| 1 | 0 | 0 | 2 | 0 |
| X | | | | |

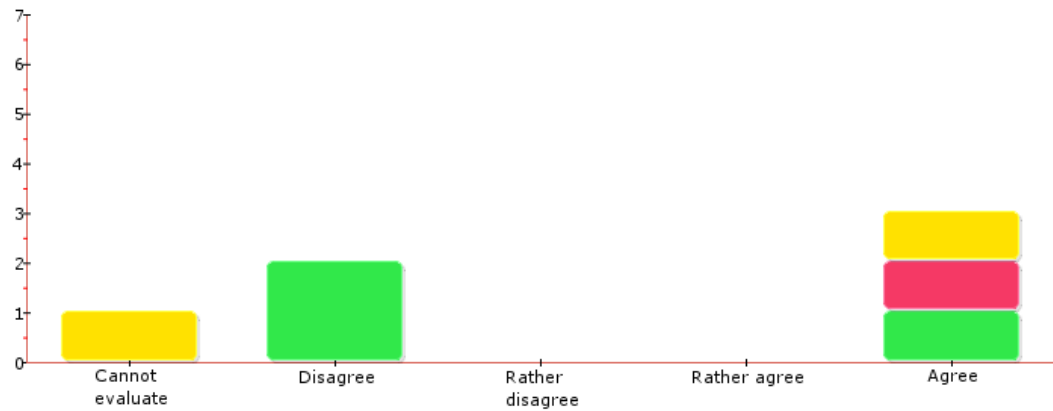
MANAGES TO PERSUADE OTHERS USING CONVINCING ARGUMENTS.



| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | |
|---|---|---|---|---|
| 0 | 1 | 1 | 0 | 0 |
| 1 | 0 | 0 | 0 | 0 |
| 0 | 1 | 0 | 2 | 0 |
| X | | | | |

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

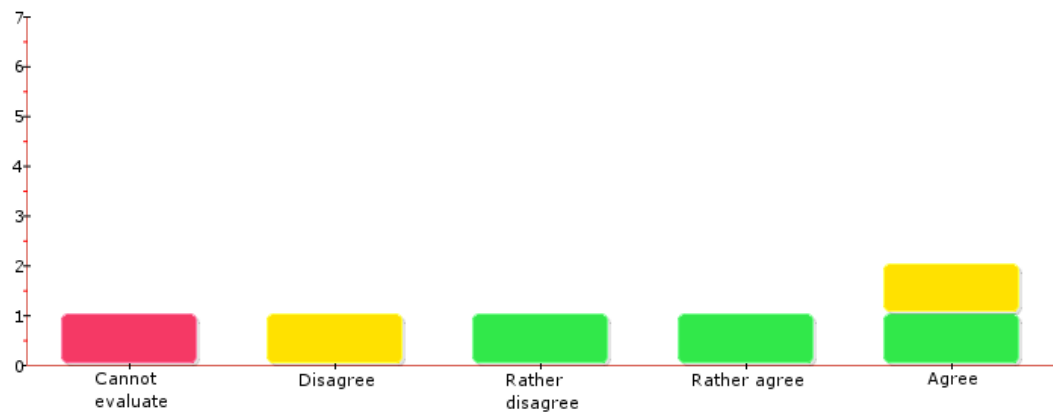


| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | |
|---|---|---|---|---|
| 1 | 0 | 0 | 0 | 1 |
| 0 | 0 | 0 | 0 | 1 |
| 0 | 2 | 0 | 0 | 1 |

X

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

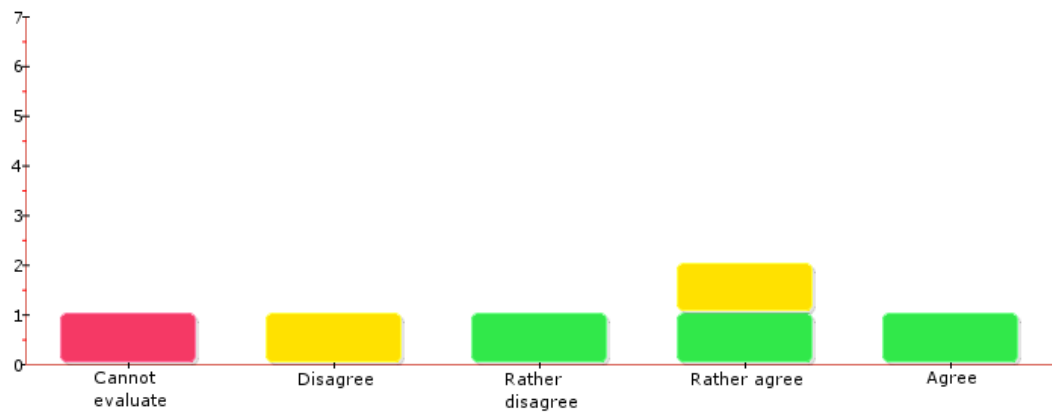


| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | |
|---|---|---|---|---|
| 0 | 1 | 0 | 0 | 1 |
| 1 | 0 | 0 | 0 | 0 |
| 0 | 0 | 1 | 1 | 1 |

X

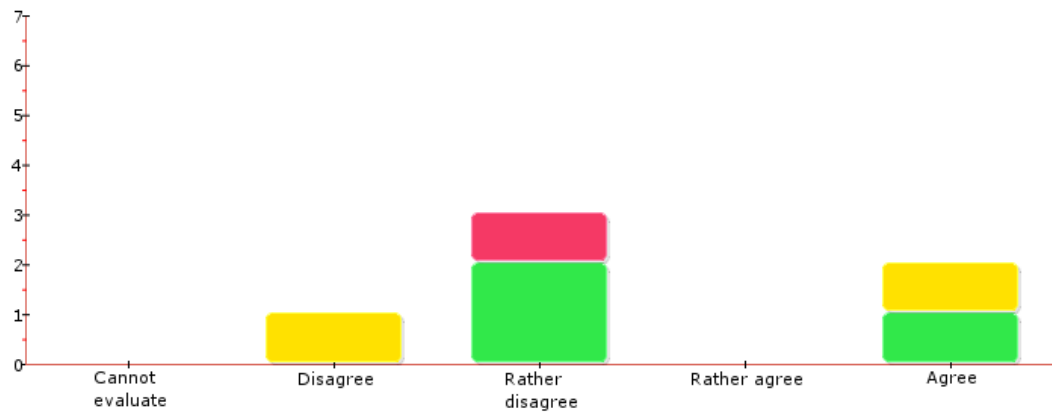
OFFERS HIS/HER (INTERNAL OR EXTERNAL) CLIENTS SOLUTIONS TO THEIR UTMOST SATISFACTION.



| |
|-----------------|
| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | | |
|--|---|---|---|---|---|
| | 0 | 1 | 0 | 1 | 0 |
| | 1 | 0 | 0 | 0 | 0 |
| | 0 | 0 | 1 | 1 | 1 |
| | X | | | | |

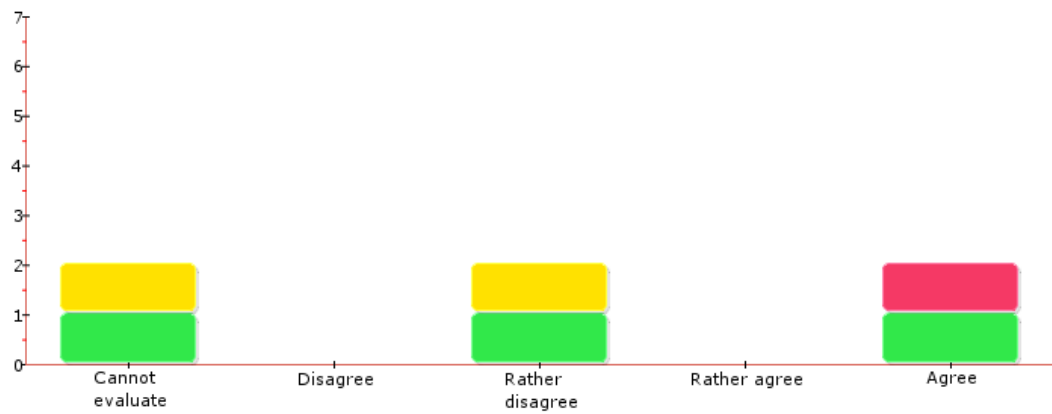
IS WILLING TO COOPERATE AND INVOLVE OTHERS.



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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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| | 0 | 1 | 0 | 0 | 1 |
| | 0 | 0 | 1 | 0 | 0 |
| | 0 | 0 | 2 | 0 | 1 |
| | X | | | | |

CONTRIBUTES TO FUNCTIONAL RELATIONSHIPS AND POSITIVE ATMOSPHERE.

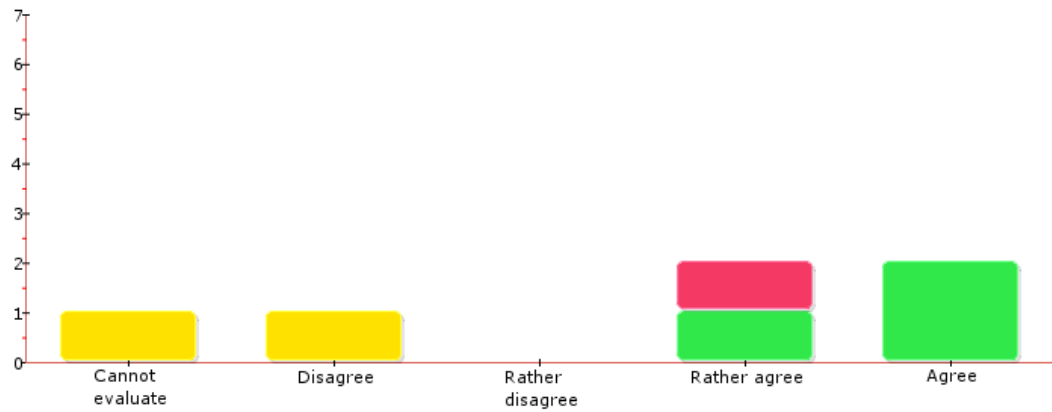


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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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| 1 | 0 | 1 | 0 | 0 |
| 0 | 0 | 0 | 0 | 1 |
| 1 | 0 | 1 | 0 | 1 |
| X | | | | |

TEAM LEADERSHIP

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

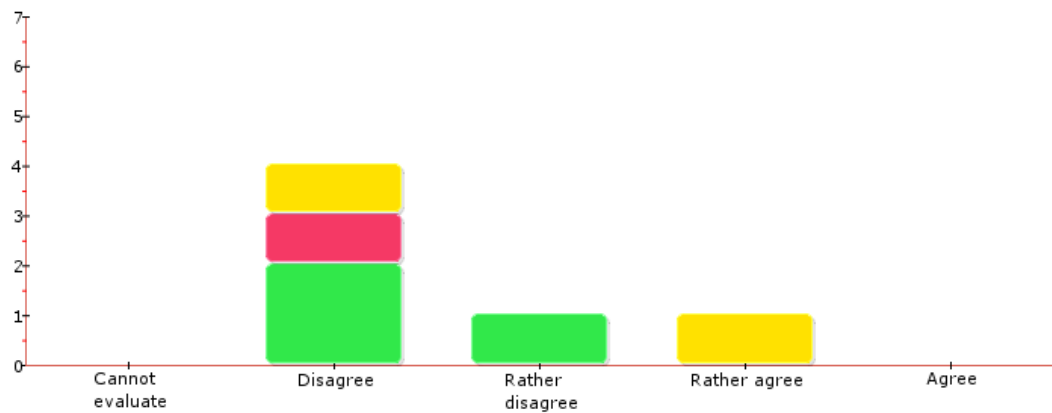


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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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|---|---|---|---|---|
| 1 | 1 | 0 | 0 | 0 |
| 0 | 0 | 0 | 1 | 0 |
| 0 | 0 | 0 | 1 | 2 |

X

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

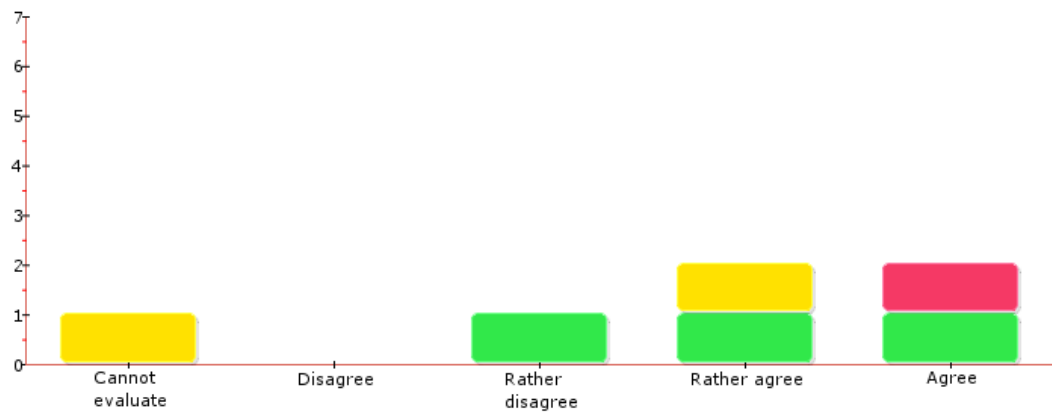


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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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| 0 | 1 | 0 | 1 | 0 |
| 0 | 1 | 0 | 0 | 0 |
| 0 | 2 | 1 | 0 | 0 |

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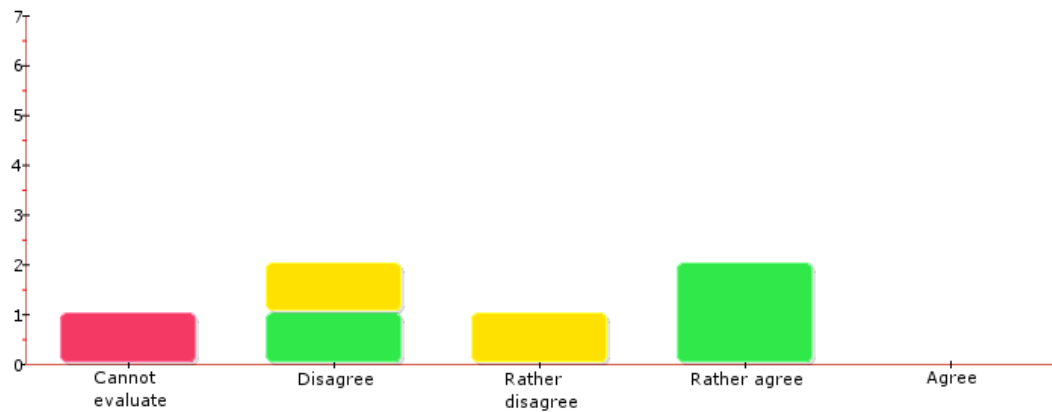
INSPIRES ENTHUSIASM IN HIS/HER TEAM MEMBERS AND MOTIVATES THEM TO HIGH PERFORMANCE.



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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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| 1 | 0 | 0 | 1 | 0 |
| 0 | 0 | 0 | 0 | 1 |
| 0 | 0 | 1 | 1 | 1 |
| X | | | | |

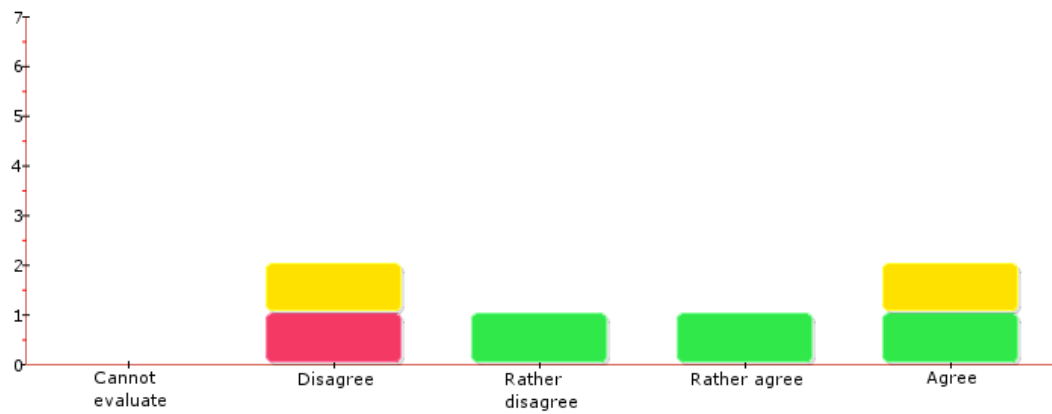
WHEN GIVING TASKS TO OTHERS, HE/SHE IS COMPREHENSIBLE, UNAMBIGUOUS AND UNDERSTANDABLE



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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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| 0 | 1 | 1 | 0 | 0 |
| 1 | 0 | 0 | 0 | 0 |
| 0 | 1 | 0 | 2 | 0 |
| X | | | | |

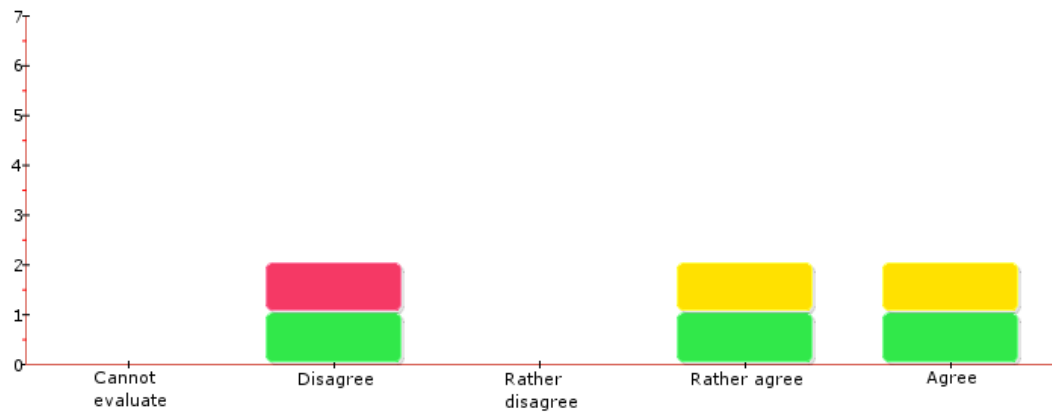
INSISTS THAT THE PEOPLE IN HIS/HER TEAM OR DEPARTMENT DELIVER THEIR BEST PERFORMANCE.



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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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| 0 | 1 | 0 | 0 | 1 |
| 0 | 1 | 0 | 0 | 0 |
| 0 | 0 | 1 | 1 | 1 |
| X | | | | |

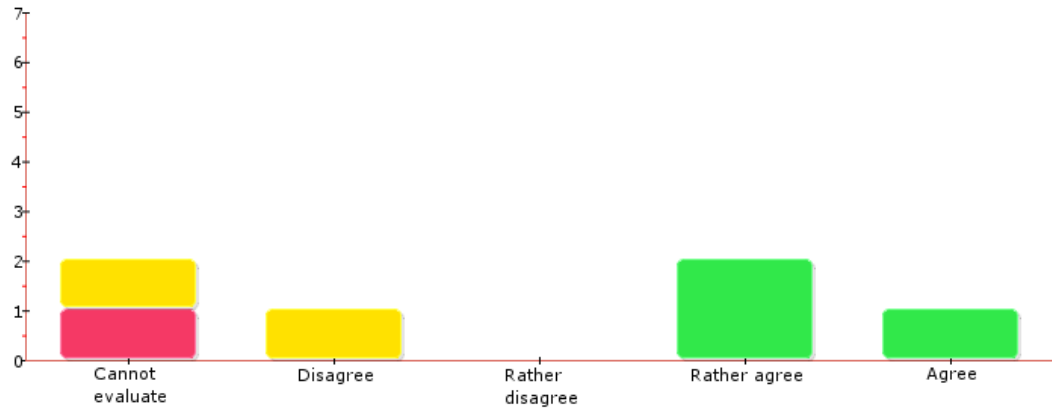
IS CONSTRUCTIVE IN POINTING OUT THINGS HE/SHE FINDS UN/SATISFYING.



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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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| 0 | 0 | 0 | 1 | 1 |
| 0 | 1 | 0 | 0 | 0 |
| 0 | 1 | 0 | 1 | 1 |
| X | | | | |

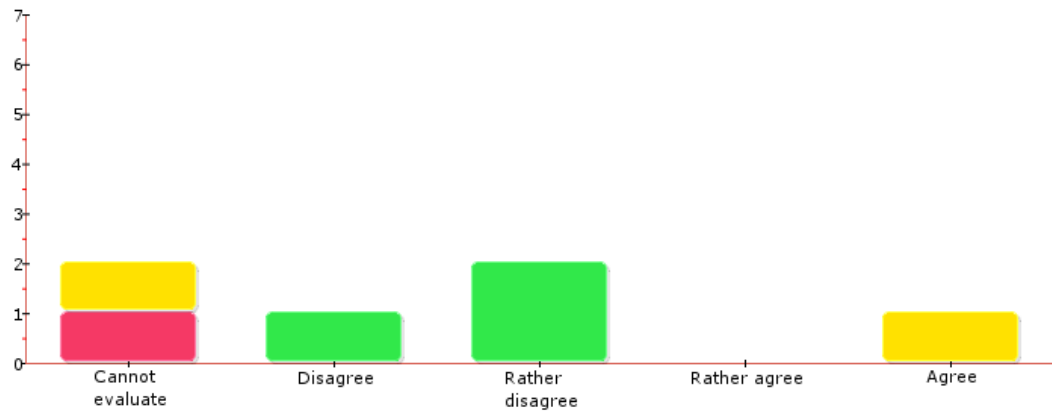
RECOGNIZES THE STRENGTHS AND WEAKNESSES OF HIS SUBORDINATES AND SUPPORTS THEM IN SELF-DEVELOPMENT.



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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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| 1 | 1 | 0 | 0 | 0 |
| 1 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 2 | 1 |
| X | | | | |

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

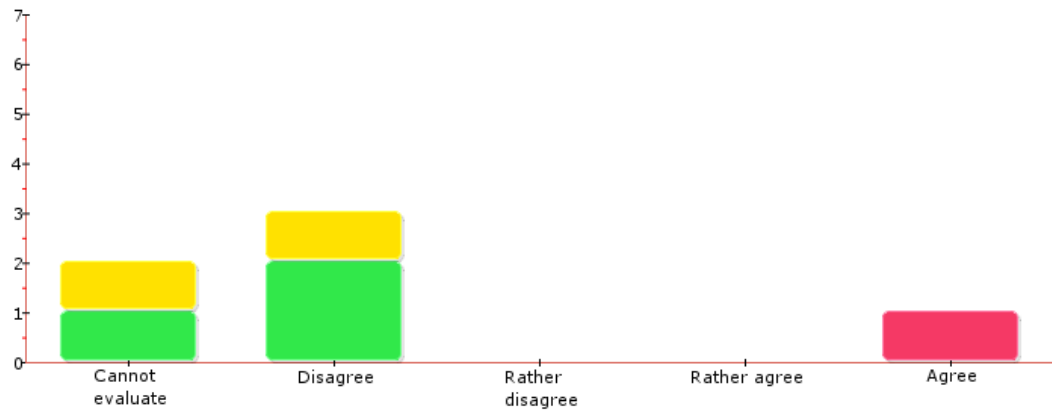


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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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|---|---|---|---|---|
| 1 | 0 | 0 | 0 | 1 |
| 1 | 0 | 0 | 0 | 0 |
| 0 | 1 | 2 | 0 | 0 |
| X | | | | |

STRATEGIC MANAGEMENT

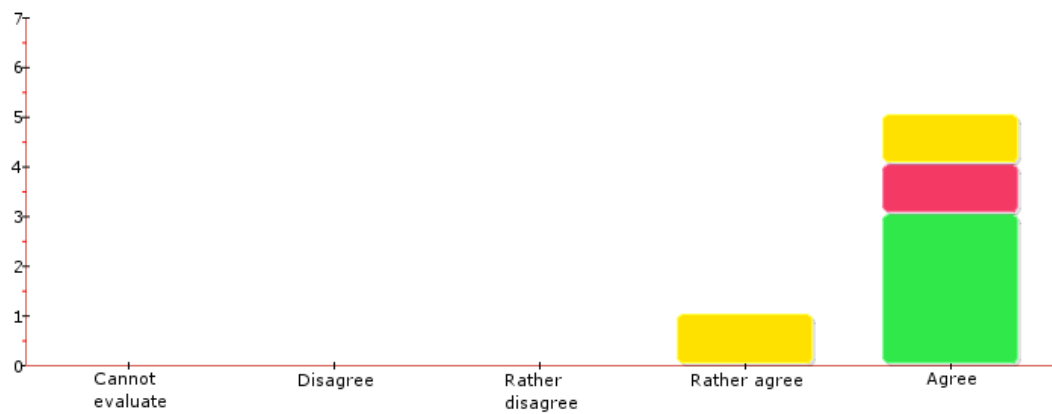
HAS A CLEAR IDEA OF WHAT HE/SHE WANTS TO ACCOMPLISH IN HIS/HER FIELD AND HOW TO DO IT.



| |
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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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| | 1 | 1 | 0 | 0 | 0 |
| | 0 | 0 | 0 | 0 | 1 |
| | 1 | 2 | 0 | 0 | 0 |
| | X | | | | |

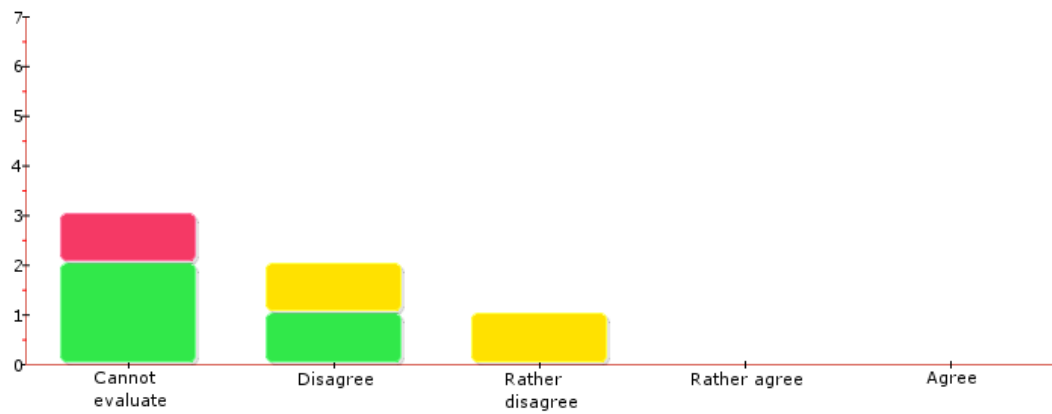
MAKES DECISIONS PROMPTLY AND WITH PERSPECTIVE.



| |
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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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| | 0 | 0 | 0 | 1 | 1 |
| | 0 | 0 | 0 | 0 | 1 |
| | 0 | 0 | 0 | 0 | 3 |
| | X | | | | |

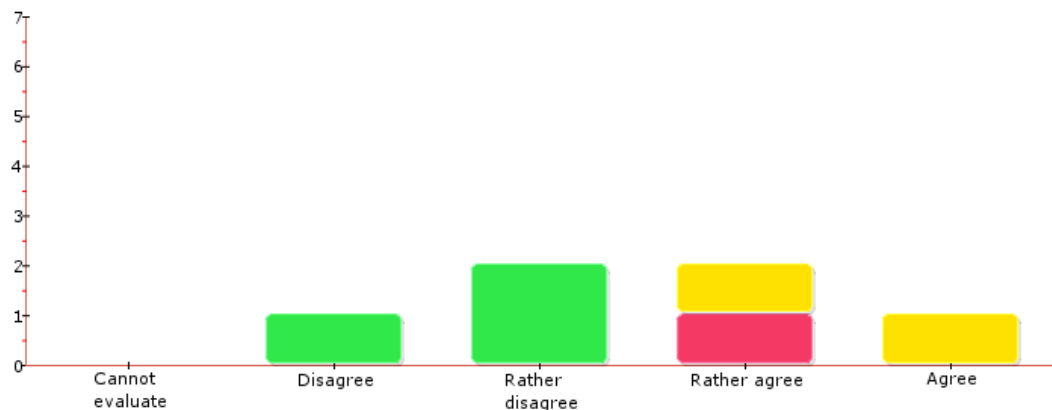
ANTICIPATES AND PREVENTS THE RISKS OF HIS DECISIONS.



| |
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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

| | | | | | |
|-----------------|---|---|---|---|---|
| Colleague | 0 | 1 | 1 | 0 | 0 |
| Superior | 1 | 0 | 0 | 0 | 0 |
| Subordinates | 2 | 1 | 0 | 0 | 0 |
| SELF-ASSESSMENT | | | | | X |

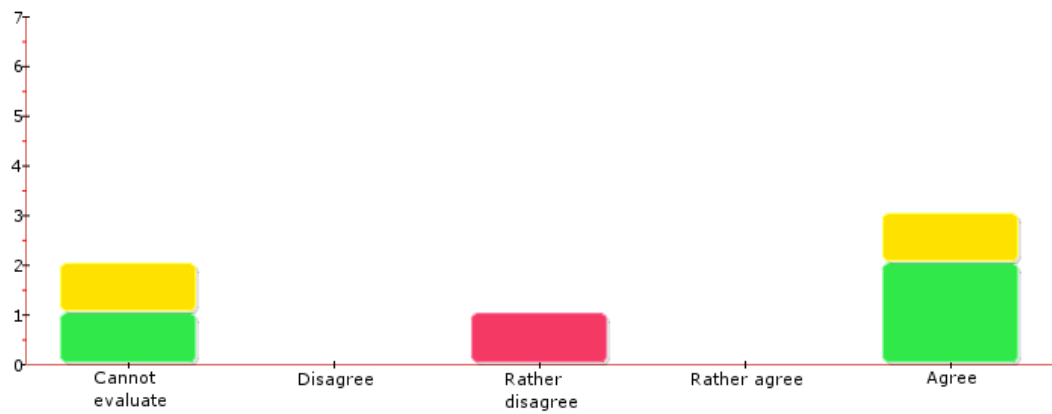
COMPREHENSIBLY EXPLAINS TO HIS/HER TEAM MEMBERS THE GENERAL AIMS OF THE COMPANY AND THE SPECIFIC STEPS TAKEN TO ACCOMPLISH THEM.



| |
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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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|-----------------|---|---|---|---|---|
| Colleague | 0 | 0 | 0 | 1 | 1 |
| Superior | 0 | 0 | 0 | 1 | 0 |
| Subordinates | 0 | 1 | 2 | 0 | 0 |
| SELF-ASSESSMENT | X | | | | |

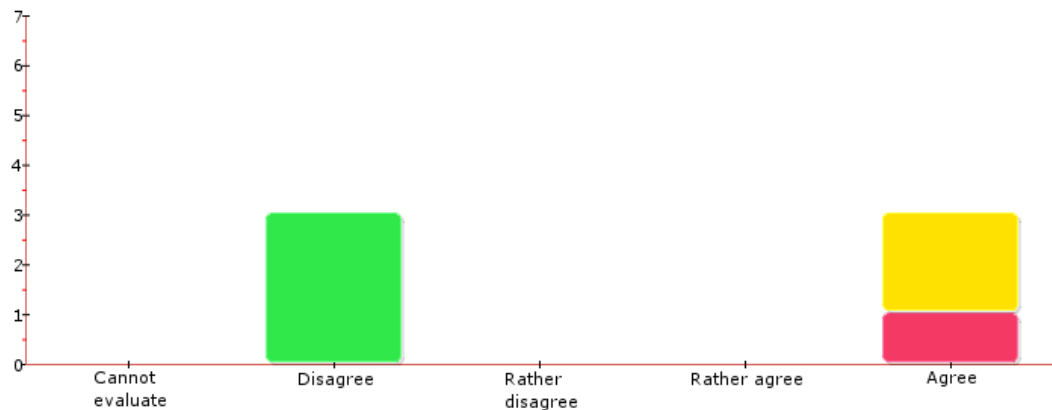
APRECIATES THE FINANCIAL IMPACT OF HIS/HER ACTIONS AND DECISIONS.



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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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| 1 | 0 | 0 | 0 | 1 |
| 0 | 0 | 1 | 0 | 0 |
| 1 | 0 | 0 | 0 | 2 |
| | | | | X |

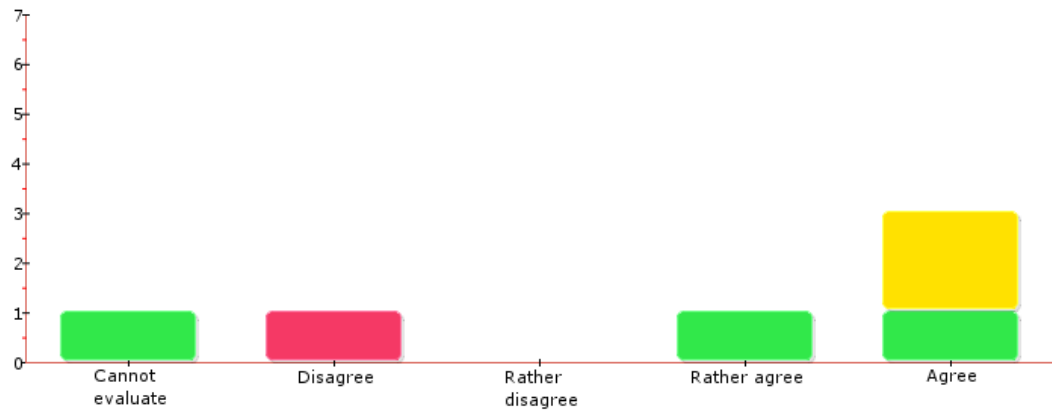
IS SUPPORTIVE OF CHANGES LEADING TO IMPROVEMENT IN THE LONG TERM.



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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

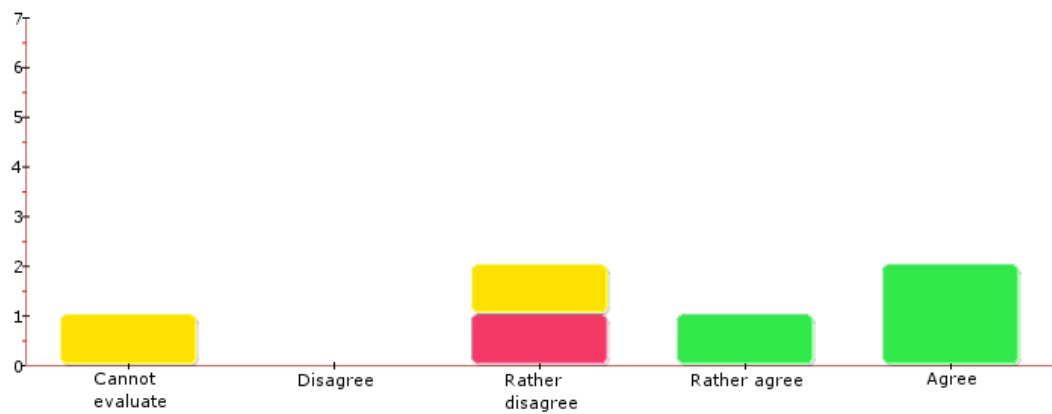
| | | | | |
|---|---|---|---|---|
| 0 | 0 | 0 | 0 | 2 |
| 0 | 0 | 0 | 0 | 1 |
| 0 | 3 | 0 | 0 | 0 |
| | | | | X |

SALES/ EXTERNAL CLIENT
ESTABLISHES CONTACT WITH NEW CLIENTS.



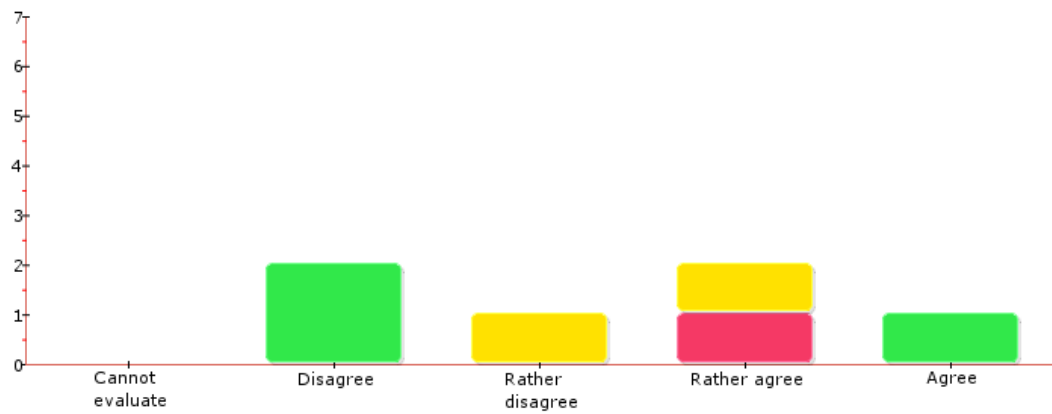
| | | | | | |
|-----------------|---|---|---|---|---|
| Colleague | 0 | 0 | 0 | 0 | 2 |
| Superior | 0 | 1 | 0 | 0 | 0 |
| Subordinates | 1 | 0 | 0 | 1 | 1 |
| SELF-ASSESSMENT | | | X | | |

APPEARS CONVINCING AND TRUSTWORTHY IN FRONT OF THE CLIENT.



| | | | | | |
|-----------------|---|---|---|---|---|
| Colleague | 1 | 0 | 1 | 0 | 0 |
| Superior | 0 | 0 | 1 | 0 | 0 |
| Subordinates | 0 | 0 | 0 | 1 | 2 |
| SELF-ASSESSMENT | | | | X | |

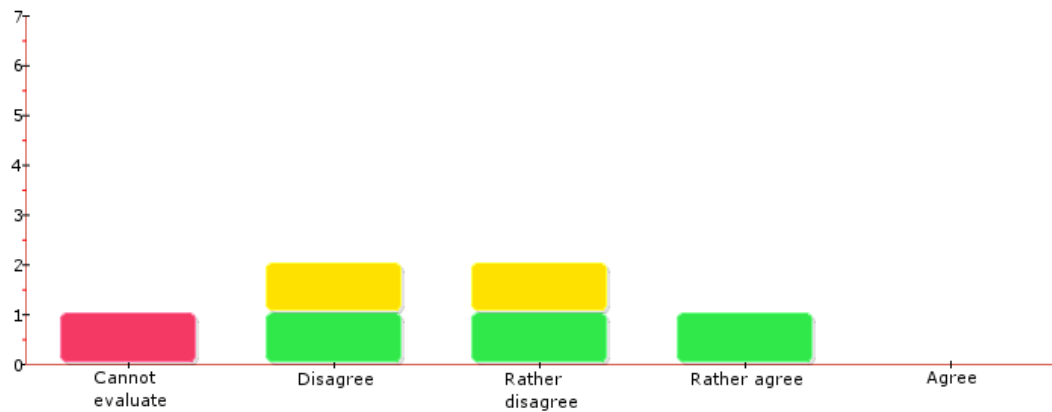
KNOWS HOW TO USE OBJECTIONS TO PERSUADE THE CLIENT.



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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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| 0 | 0 | 1 | 1 | 0 |
| 0 | 0 | 0 | 1 | 0 |
| 0 | 2 | 0 | 0 | 1 |
| X | | | | |

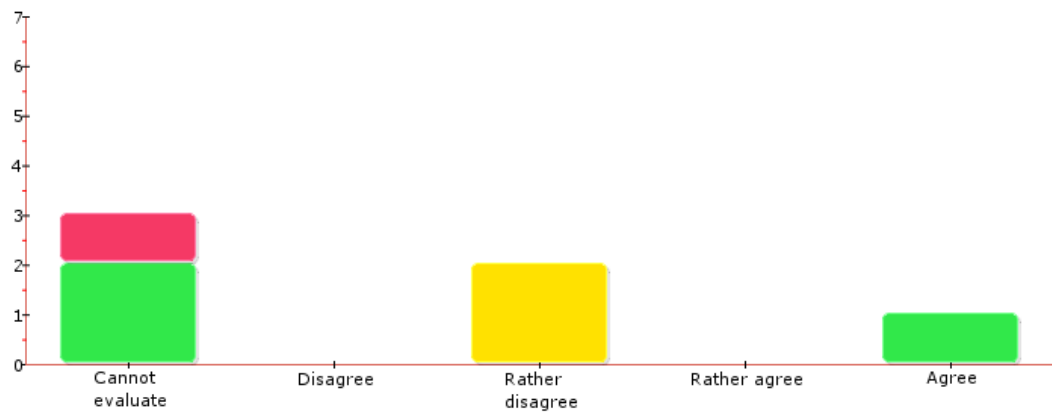
DEVELOPS CLIENT RELATIONSHIPS.



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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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| 0 | 1 | 1 | 0 | 0 |
| 1 | 0 | 0 | 0 | 0 |
| 0 | 1 | 1 | 1 | 0 |
| X | | | | |

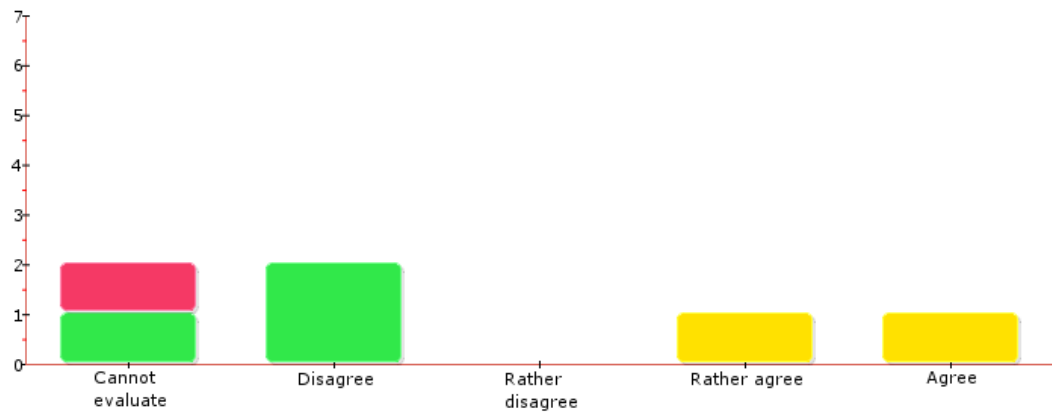
CAREFULLY NOTICES WHAT THE CLIENT LIKES AND ADAPTS THE BUSINESS DIALOGUE ACCORDINGLY.



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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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| 0 | 0 | 2 | 0 | 0 |
| 1 | 0 | 0 | 0 | 0 |
| 2 | 0 | 0 | 0 | 1 |
| X | | | | |

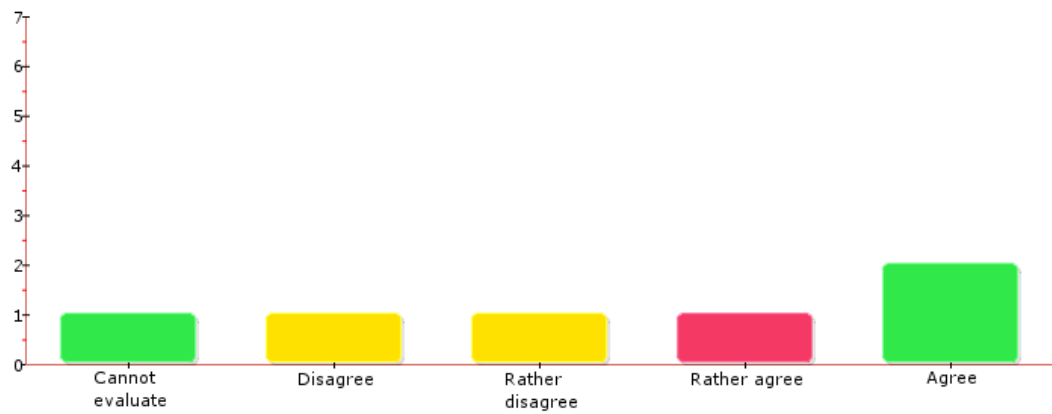
INVESTIGATES THE CLIENT'S NEEDS.



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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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| 0 | 0 | 0 | 1 | 1 |
| 1 | 0 | 0 | 0 | 0 |
| 1 | 2 | 0 | 0 | 0 |
| X | | | | |

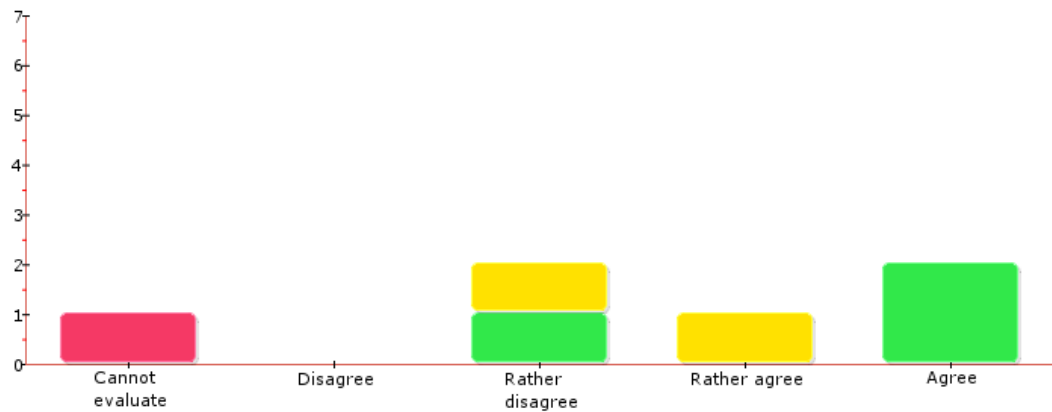
OFFERS SOLUTIONS WHICH ACCOMODATE THE NEEDS OF THE CLIENT.



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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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| 0 | 1 | 1 | 0 | 0 |
| 0 | 0 | 0 | 1 | 0 |
| 1 | 0 | 0 | 0 | 2 |
| X | | | | |

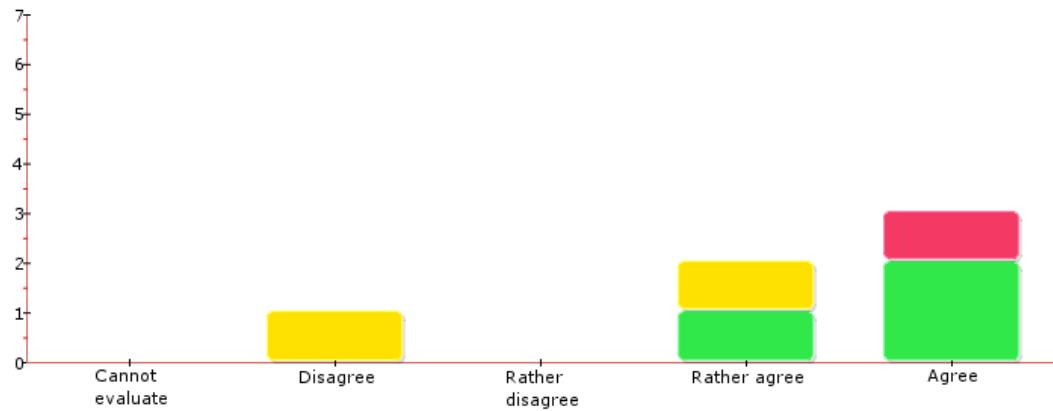
EMPHASIZES THE BENEFITS THE CLIENT CAN DERIVE FROM MUTUAL COOPERATION OR BUSINESS.



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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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| 0 | 0 | 1 | 1 | 0 |
| 1 | 0 | 0 | 0 | 0 |
| 0 | 0 | 1 | 0 | 2 |
| X | | | | |

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

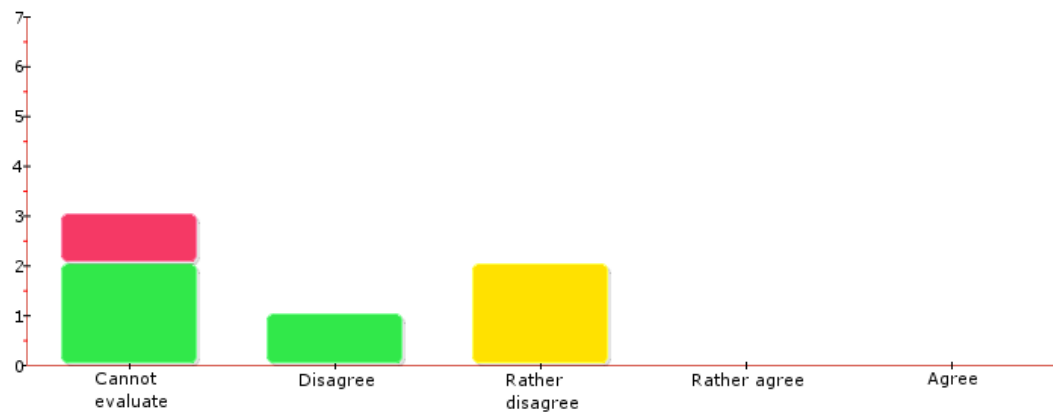


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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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|---|---|---|---|---|
| 0 | 1 | 0 | 1 | 0 |
| 0 | 0 | 0 | 0 | 1 |
| 0 | 0 | 0 | 1 | 2 |

X

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



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| Colleague |
| Superior |
| Subordinates |
| SELF-ASSESSMENT |

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|---|---|---|---|---|
| 0 | 0 | 2 | 0 | 0 |
| 1 | 0 | 0 | 0 | 0 |
| 2 | 1 | 0 | 0 | 0 |

X