



FINAL REPORT

Demo - 360° Feedback

John Doe

john.doe@example.com
July 12, 2018



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

- 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: 

The evaluated person could also express how important the evaluated items are for him/her on a scale: 

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**.

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

importance

Anticipates and prevents the risks of his decisions.	3.6	3.4 ?
Finishes his/her client meetings by agreeing on specific and clear steps.	3.25	3.2 ?
Is supportive of his/her subordinates and takes an interest in their needs.	2.86	3.4 ?
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	2.83	2.5 5.0
Carefully notices what the client likes and adapts the business dialogue accordingly.	2.67	2.7 ?
Emphasises the benefits the client can derive from mutual cooperation or business.	2.67	2.8 ?

AREAS FOR DEVELOPMENT

importance

Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	1.17	3.5 4.0
Is supportive of changes leading to improvement in the long term.	1.38	3.0 2.0
When giving tasks to others, he/she is clear, unambiguous and understandable.	1.4	3.0 4.0
Acquires information from different sources in a focused manner.	1.57	3.3 2.0
Is interested in how other people perceive his/her work and strives for further development.	1.71	3.1 ?
When coordinating work, he/she takes the work of others into account.	1.71	3.3 2.0

You can see here what items are perceived by your evaluators as the most important ones

You do not have to focus your further development only on the items evaluated as lower, but also on these that are important for others, even though they belong those that are generally evaluated higher.

THE MOST IMPORTANT COMPETENCES BY EVALUATORS

importance

Manages to persuade others using convincing arguments.	2.33	2.2 ?
Actively participates in fulfilling tasks even over and above his/her job description.	2.43	2.3 4.0
Establishes contact with new clients.	2.29	2.4 ?
Appears convincing and trustworthy in front of the client.	1.8	2.5 4.0
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	2.83	2.5 5.0
He/she is able to adapt to new situations and circumstances quickly and easily.	2.1	2.5 ?

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.

HIGHER SELF-ASSESSMENT	Self-assessment	Feedback from others	difference in evaluation	importance
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	4	2.2	1.8	2.8 2.0
Finds practical and realistic solutions for his/her tasks.	4	2.4	1.6	3.2 1.0
Contributes to working relationships and a positive atmosphere.	4	2.4	1.6	3.0 5.0

HIGHER EVALUATION BY OTHERS	Feedback from others	Self-assessment	difference in evaluation	importance
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	2.83	1	1.83	2.5 5.0
Recognises and deals with risks.	2.57	1	1.57	3.1 4.0
Takes interest in the needs of his/her clients (internal or external).	2.5	1	1.5	3.4 5.0

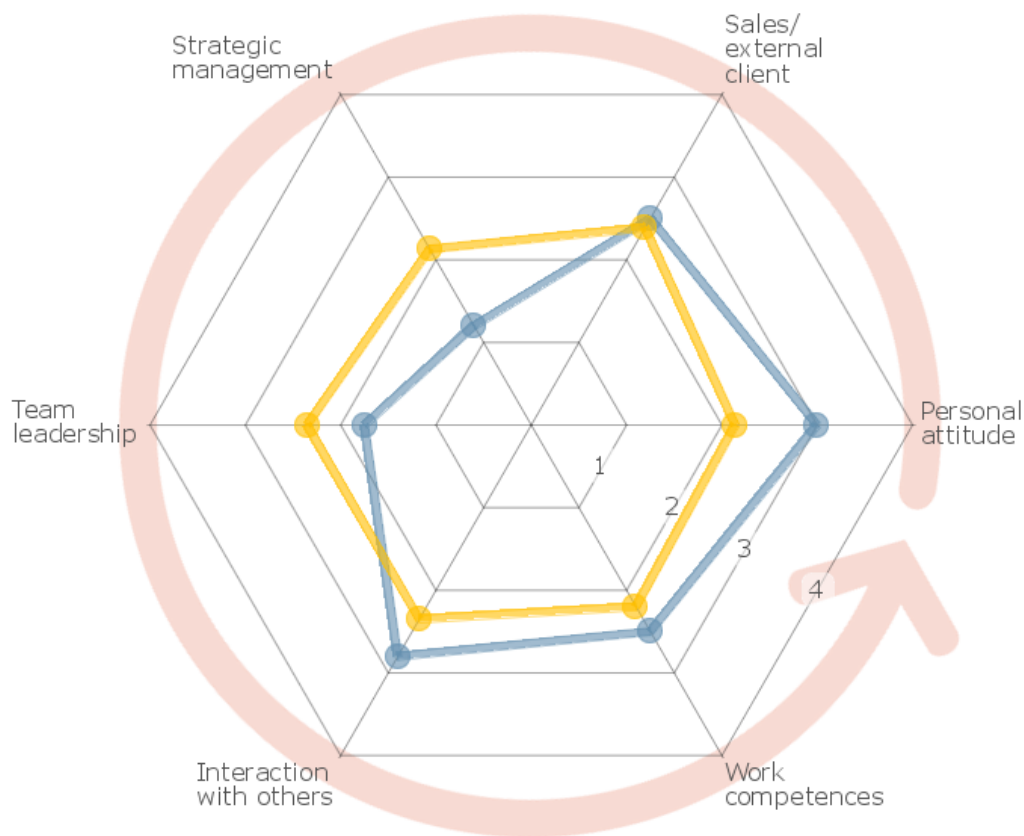
ASSESSMENT OF INDIVIDUAL COMPETENCES

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.	Personal attitude	(average 3)	4.3		General
2.	Interaction with others	(average 2.8)	3.6		General
3.	Work competences	(average 2.5)	2.8		General
4.	Sales/ external client	(average 2.5)	3.5		Sales
5.	Team leadership	(average 1.75)	2.5		Management
6.	Strategic management	(average 1.2)	3.0		Management

OTHERS RANKED YOUR COMPETENCES IN THIS ORDER:					
1.	Sales/ external client	(average 2.39)	2.8		Sales
2.	Interaction with others	(average 2.35)	3.2		General
3.	Team leadership	(average 2.35)	3.3		Management
4.	Work competences	(average 2.2)	3.1		General
5.	Personal attitude	(average 2.14)	2.9		General
6.	Strategic management	(average 2.13)	3.1		Management

Your own assessment across all competences is **Equal** (average 2.29) compared to the rating from others (average 2.26)

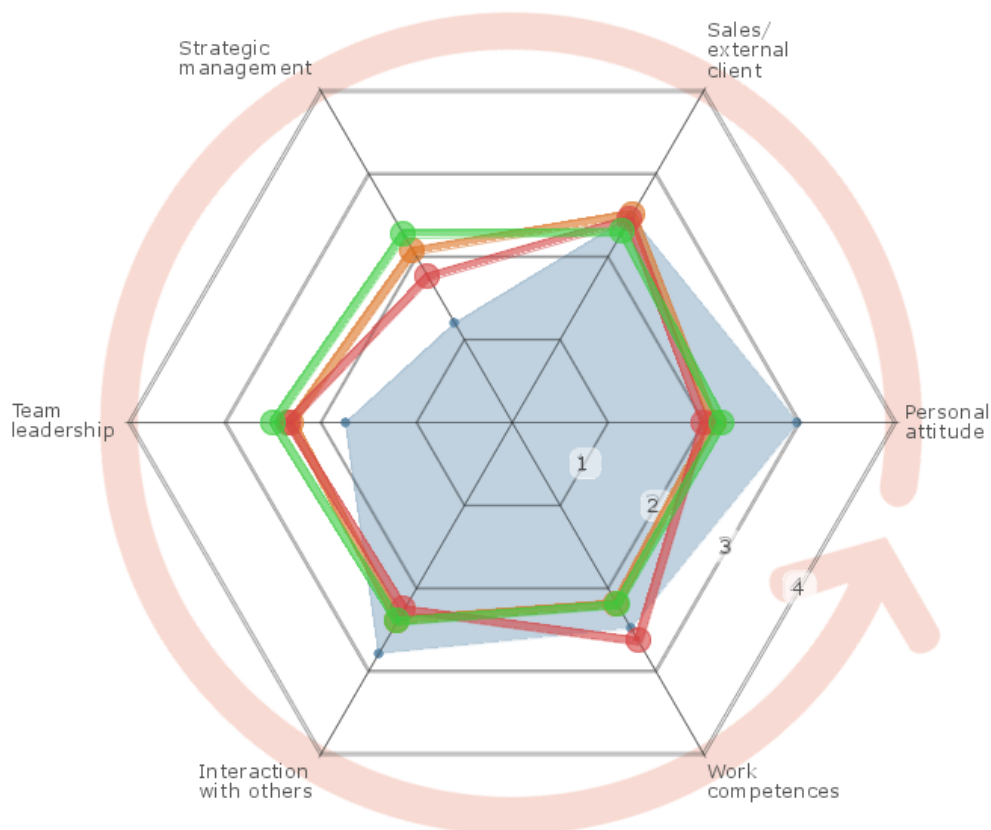
FEEDBACK FROM INDIVIDUAL GROUPS OF EVALUATORS

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.

EVALUATOR GROUPS SORTED BY VARIATION OF FEEDBACK

	Self-assessment	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.

	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 BEGIN DOING?

To improve the feedback in relation to subordinate persons and other colleagues, to hand over information more intensely
Delegate tasks which can be performed by someone else.



WHAT SHOULD THE EVALUEE DISCONTINUE DOING?

If he/she has an different opinion from what is being discussed, he shouldn't wait until he is asked about it. After all, discussions are here to give room to all opinions.



WHAT SHOULD THE EVALUEE CONTINUE DOING?

Correct behaviour, a people-oriented approach, logical thinking about things.

Keep on thinking out of the box and support the big picture. Continue networking within the company and across the Group. Continue being pragmatic.

Mainly effort and cooperation among departments.

I appreciate the assessed person's positive approach to dealing with problems, his effort and ability to understand issues beyond his specialisation and make decisions based on that.

WORK COMPETENCES



WHAT SHOULD THE EVALUEE BEGIN DOING?

Become familiar with the business strategy and expectations of the sales network.

Focus more on user needs and help them.

Be more aware that not everyone is an IT type and even when a request is "stupid", it is a problem for the user. Improve communication.

Sometimes he seems nervous, like I am disturbing him or something. I recommend slowing down while on the phone.

**WHAT SHOULD THE EVALUEE DISCONTINUE DOING?**

Reduce complaints about complicated cooperation within the organization, motivate his team more so that they become natural partners positively influencing and enriching the process teams in the individual product processes.

**WHAT SHOULD THE EVALUEE CONTINUE DOING?**

His positive approach generally and especially in relation to difficult issues.

His positive approach to dealing with problems and to communication.

Communication style, responsible and proactive approach

I also think the ability to communicate with suppliers (or 3rd parties in general) is beneficial for everyone involved.

INTERACTION WITH OTHERS**WHAT SHOULD THE EVALUEE BEGIN DOING?**

hand over important information more frequently

**WHAT SHOULD THE EVALUEE DISCONTINUE DOING?**

Search for reasons why something could not be done in the methods and formalities in the buck-passing manner.

Making rushed (half-baked) decisions.

Asking about things which fall under him and not other people.

Try to plan tasks better. Allocate enough time for them, so that the relevant person in the team isn't under too much pressure.

He/she sometimes too dominant – let also the other party excel.

**WHAT SHOULD THE EVALUEE CONTINUE DOING?**

A proactive approach, structure, orientation at result and quality.

He tries to improve and learns quite fast.

TEAM LEADERSHIP**WHAT SHOULD THE EVALUEE BEGIN DOING?**

Influence attitudes of the internal support team more so that they become more open-minded to changes and positive cooperation with other teams.

regular work/consultancy meetings with the team

**WHAT SHOULD THE EVALUEE DISCONTINUE DOING?**

Stop smoking before meetings, especially with non-smokers. Shorten cigarette breaks. It takes 5 or 10 minutes tops to smoke a cigarette, not 20 or more. It impacts the work of others. Time wasted waiting.

Leave some decisions to the subordinates.

Not just be forwarding tasks and not helping if needed

Let go of all emotions related to negative feedback.

If he/she has an different opinion from what is being discussed, he shouldn't wait until he is asked about it. After all, discussions are here to give room to all opinions.

**WHAT SHOULD THE EVALUEE CONTINUE DOING?**

Excellent cooperation, fast responses, helpful, sees larger context and understands it, quickly finds his bearing in a problem.

I appreciate positive approach, openness, helpfulness, and will to get involved, speed of absorbing new topics, teamwork, meeting deadlines, and prompt responses.

STRATEGIC MANAGEMENT**WHAT SHOULD THE EVALUEE BEGIN DOING?**

Understanding the workings of business. Ideally, go visit a dealer and learn to perceive both sides.

Provide feedback about requests and their status proactively.

Improve time management

Better organization of work.

**WHAT SHOULD THE EVALUEE DISCONTINUE DOING?**

Greater pro-activity, don't wait to be asked how your team can help

Stop thinking just within the framework of the team, get a more big-picture look. Sometimes the solution can only be seen from further away.

**WHAT SHOULD THE EVALUEE CONTINUE DOING?**

I always appreciate speedy reactions, indubitable quality, ability to go straight to the point and find effective solutions to problems.

I appreciate pleasant cooperation, logical approach to problem-solving, professional demeanour, and structured thinking.

SALES/ EXTERNAL CLIENT



WHAT SHOULD THE EVALUEE BEGIN DOING?

When a task consists of multiple sub-tasks, it is sometimes not enough to resolve all these sub-tasks.

To improve the feedback in relation to subordinate persons and other colleagues, to hand over information more intensely

Not to be afraid to make one's voice heard.

Challenge his colleague's opinions (not consider them automatically right);



WHAT SHOULD THE EVALUEE DISCONTINUE DOING?

Working instead of everyone around him, this only comes back to bite you.

Having little regard for employees' personal complications.

Trying to please everyone.

In meetings, pay more attention to the subject matter instead of the phone or laptop. Or not arrange meetings with zero added value.

Search for reasons why something could not be done in the methods and formalities in the buck-passing manner.



WHAT SHOULD THE EVALUEE CONTINUE DOING?

Detailed knowledge of business processes, products, and systems

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 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
- Selfassessment

PERSONAL ATTITUDE

importance

Adheres to agreements and keeps his/her word.		
Actively participates in fulfilling tasks even over and above his/her job description.		
He/she is able to adapt to new situations and circumstances quickly and easily.		
Comes up with new ideas and innovations.		
Is interested in how other people perceive his/her work and strives for further development.		
Calmly deals with even very difficult situations.		
Seeks to solve problems even when stressed and under pressure.		
Forms his/her own independent opinion on situations.		

WORK COMPETENCES

importance

The evaluatee plans his actions and works systematically.		
When coordinating work, he/she takes the work of others into account.		
Fulfills his/her tasks by given deadlines.		
Acquires information from different sources in a focused manner.		

Seeks solutions, not problems.		
Takes full responsibility for the results of his work.		
Recognises and deals with risks.		
Regards situations conceptually and with perspective.		
Finds practical and realistic solutions for his/her tasks.		
The evaluatee is an expert in his/her field and can deal with any work tasks.		

INTERACTION WITH OTHERS

importance

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

TEAM LEADERSHIP

importance

Is supportive of his/her subordinates and takes an interest in their needs.		
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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

importance

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.		
Is supportive of changes leading to improvement in the long term.		

SALES/ EXTERNAL CLIENT

importance

Establishes contact with new clients.		
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Appears convincing and trustworthy in front of the client.	<p>2</p> <p>3</p> <p>1.4</p> <p>3</p>	<p>2.5</p> <p>4.0</p>
Knows how to use the client's objections in order to persuade them.	<p>1</p> <p>4</p> <p>1.75</p> <p>3</p>	<p>3.1</p> <p>3.0</p>
Develops client relationships.	<p>2.5</p> <p>1.5</p> <p>3</p>	<p>3.0</p> <p>3.0</p>
Carefully notices what the client likes and adapts the business dialogue accordingly.	<p>3.33</p> <p>2</p> <p>2.4</p>	<p>2.7</p> <p>?</p>
Investigates the client's needs.	<p>2</p> <p>4</p> <p>2.5</p> <p>3</p>	<p>2.7</p> <p>3.0</p>
Offers solutions which accommodate the needs of the client.	<p>2.5</p> <p>1</p> <p>2</p> <p>2</p>	<p>3.5</p> <p>3.0</p>
Emphasises the benefits the client can derive from mutual cooperation or business.	<p>3</p> <p>1</p> <p>3</p>	<p>2.8</p> <p>?</p>
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	<p>3.33</p> <p>1</p> <p>3</p> <p>1</p>	<p>2.5</p> <p>5.0</p>
Finishes his/her client meetings by agreeing on specific and clear steps.	<p>3</p> <p>4</p> <p>3</p>	<p>3.2</p> <p>?</p>

