TCC online

FINAL REPORT

Demo - 360° Feedback 2025

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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 are meant mainly for you and your future personal development. This review provides feedback about how your external environment sees you. The final report starts with a summary and proceeds to give detailed feedback in individual blocks.

EVALUATED COMPETENCES

- 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 is of key importance to me, 2 - It is very important to me, 3 - It is quite important to me, 4 - It is not very important to me, 5 - It is not important to me.
In case there are no data for importance, there is the sign: ?
These values are labeled later in this report as "importance".

EVALUATORS

	RESPONDENTS	EVALUATED
Colleague	**4**	**4**
Manager	**1**	**1**
Subordinate	**5**	**5**
Self-assessment	**1**	**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.

COLLEAGUE

evaluator1@tcconline.cz
evaluator2@tcconline.cz
evaluator3@tcconline.cz
evaluator4@tcconline.cz

MANAGER

evaluator10@tcconline.cz (Amelia Ambrose)

SUBORDINATE

evaluator5@tcconline.cz
evaluator6@tcconline.cz
evaluator7@tcconline.cz
evaluator8@tcconline.cz
evaluator9@tcconline.cz

INSPIRATION FOR YOUR DEVELOPMENT

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

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

ADVANTAGES

		Importance
Calmly deals with even very difficult situations.	3.13	3.1
Takes full responsibility for the results of their work.	3	2.0
Offers their (internal or external) clients solutions to their utmost satisfaction.	3	3.4
As a manager, the evaluee is an authority and their behavior sets an example to others.	2.88	2.0
Actively participates in fulfilling tasks even over and above their job description.	2.86	3.1
Comes up with new ideas and innovations.	2.86	4.3
Recognizes and deals with risks.	2.83	3.2
The evaluee plans their actions and works systematically.	2.75	3.1

AREAS FOR DEVELOPMENT

		Importance
Recognizes the strengths and weaknesses of their subordinates and supports them in their self-development.	1.13	3.1
Investigates the client's needs.	1.4	2.2
Acquires information from different sources in a focused manner.	1.5	2.7
Takes interest in the needs of their clients (internal or external).	1.56	2.7
Contributes to working relationships and a positive atmosphere.	1.6	2.8
When giving tasks to others, they are clear, unambiguous, and understandable.	1.6	2.8
Actively and willingly shares information.	1.75	3.0
Finishes their client meetings by agreeing on specific and clear steps.	1.8	2.6

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

You may identify your focus areas for development based on the competency statements that have received the lowest scores from your evaluators. In addition, it is recommended to also consider competencies which have been rated as important by your evaluators, even if they have received higher score

THE MOST IMPORTANT COMPETENCES BY EVALUATORS		Importance
Takes full responsibility for the results of their work.	3	2.0
As a manager, the evaluee is an authority and their behavior sets an example to others.	2.88	2.0
Manages to persuade others using convincing arguments.	2	2.0
The evaluee is an expert in their field and can deal with any work tasks.	2.2	2.0
Seeks solutions, not problems.	2.5	2.0
Seeks to solve problems even when stressed and under pressure.	2.22	2.1
Investigates the client's needs.	1.4	2.2
Approaches situations conceptually and with perspective.	2	2.2

INSPIRATION FOR YOUR DEVELOPMENT BY GROUPS OF EVALUATORS

Below, you can find the best and worst-evaluated items across the competences. While you can build upon your best evaluated items/advantages and look for opportunities for their use in future, you can look for priorities for development in the near future in the worst-evaluated items.

Value shown at each item is the average of evaluations across the given group of evaluators.

ADVANTAGES

COLLEAGUE

		Importance
Takes full responsibility for the results of their work.	4	1.0
Recognizes and deals with risks.	4	4.0
Makes decisions promptly and with perspective.	3.67	2.3

SUBORDINATE

		Importance
Is interested in how other people perceive their work and strives for further development.	4	3.5
Appreciates the financial impact of their actions and decisions.	3.5	4.0
Fulfills their tasks by given deadlines.	3	2.0
Carefully notices what the client likes and adapts the business dialogue accordingly.	3	4.0
Comes up with new ideas and innovations.	3	4.0
Calmly deals with even very difficult situations.	3	2.0
Has a clear idea of what they want to accomplish in their field and how to do it.	3	2.7
Offers their (internal or external) clients solutions to their utmost satisfaction.	3	3.5
Recognizes and deals with risks.	3	3.0

MANAGER

		Importance
Insists that the people in their team or department deliver their best performance.	4	2.0
Entrusts the members of their team with responsibility and gives them space to work independently.	4	5.0
Actively participates in fulfilling tasks even over and above their job description.	3	1.0
The evaluee plans their actions and works systematically.	3	5.0
Offers their (internal or external) clients solutions to their utmost satisfaction.	3	4.0
Takes interest in the needs of their clients (internal or external).	3	3.0
Calmly deals with even very difficult situations.	3	4.0
Makes decisions promptly and with perspective.	3	3.0
Establishes contact with new clients.	3	4.0
Has a clear idea of what they want to accomplish in their field and how to do it.	3	2.0
Takes full responsibility for the results of their work.	3	1.0
Develops client relationships.	3	2.0

AREAS FOR DEVELOPMENT

COLLEAGUE

		Importance
Finishes their client meetings by agreeing on specific and clear steps.	1	3.0
Develops client relationships.	1.25	2.0
Recognizes the strengths and weaknesses of their subordinates and supports them in their self-development.	1.33	3.3
Acquires information from different sources in a focused manner.	1.33	2.7

SUBORDINATE

		Importance
Recognizes the strengths and weaknesses of their subordinates and supports them in their self-development.	1	2.5
Makes decisions promptly and with perspective.	1	3.5
Manages to persuade others using convincing arguments.	1	2.0
Takes interest in the needs of their clients (internal or external).	1	3.2
Contributes to working relationships and a positive atmosphere.	1	3.0

MANAGER

		Importance
Emphasizes the benefits the client can derive from mutual cooperation or business.	1	3.0
Recognizes the strengths and weaknesses of their subordinates and supports them in their self-development.	1	5.0
Fulfills their tasks by given deadlines.	1	2.0
Finishes their client meetings by agreeing on specific and clear steps.	1	3.0
Carefully notices what the client likes and adapts the business dialogue accordingly.	1	5.0
Is interested in how other people perceive their work and strives for further development.	1	4.0
Knows how to use the client's objections in order to persuade them.	1	4.0
Finds practical and realistic solutions for their tasks.	1	3.0
When signaled by the client, they move from a general offer to discussing a specific solution.	1	2.0
Is supportive of their subordinates and takes an interest in their needs.	1	3.0
Inspires enthusiasm in their team members and motivates them to perform at a high level.	1	1.0
Recognizes and deals with risks.	1	3.0

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 to others, even though they are generally evaluated higher.

THE MOST IMPORTANT COMPETENCES BY EVALUATORS

COLLEAGUE

		Importance
Takes full responsibility for the results of their work.	4	1.0
Seeks to solve problems even when stressed and under pressure.	1.75	1.2
Approaches situations conceptually and with perspective.	2.33	1.7

SUBORDINATE

		Importance
The evaluee is an expert in their field and can deal with any work tasks.	1.5	1.0
Calmly deals with even very difficult situations.	3	2.0
Comprehensibly explains to their team members the general aims of the company and the specific steps taken to accomplish them.	2.5	2.0

MANAGER

		Importance
Inspires enthusiasm in their team members and motivates them to perform at a high level.	1	1.0
Actively participates in fulfilling tasks even over and above their job description.	3	1.0
Takes full responsibility for the results of their work.	3	1.0

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

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

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

HIGHER SELF-ASSESSMENT

	Self-assessment / Feedback from others	Difference	Importance
Manages to persuade others using convincing arguments.	4 / 2	2	3.0 / 2.0
Insists that the people in their team or department deliver their best performance.	4 / 2.14	1.86	1.0 / 2.9
Knows how to use the client's objections in order to persuade them.	4 / 2.29	1.71	1.0 / 3.6

HIGHER EVALUATION BY OTHERS

	Feedback from others / Self-assessment	Difference	Importance
Offers their (internal or external) clients solutions to their utmost satisfaction.	3 / 1	2	3.4 / 4.0
Comes up with new ideas and innovations.	2.86 / 1	1.86	4.3 / 3.0
Appreciates the financial impact of their actions and decisions.	2.5 / 1	1.5	3.8 / 2.0

IN WHAT ITEMS DO OTHER GROUPS OF EVALUATORS SEE YOU DIFFERENTLY THAN YOU SEE YOURSELF

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

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

COLLEAGUE

HIGHER SELF-ASSESSMENT

Finishes their client meetings by agreeing on specific and clear steps.	3 1 2	2.0 3.0
Insists that the people in their team or department deliver their best performance.	4 2.33 1.67	1.0 2.7
Comprehensibly explains to their team members the general aims of the company and the specific steps taken to accomplish them.	4 2.33 1.67	2.0 3.0

HIGHER EVALUATION BY OTHERS

Offers their (internal or external) clients solutions to their utmost satisfaction.	3 1 2	3.0 4.0
Makes decisions promptly and with perspective.	3.67 2 1.67	2.3 3.0
Comes up with new ideas and innovations.	2.5 1 1.5	5.0 3.0

SUBORDINATE

HIGHER SELF-ASSESSMENT

Manages to persuade others using convincing arguments.	4 / 1 / 3	3.0 / 2.0
Insists that the people in their team or department deliver their best performance.	4 / 1.33 / 2.67	1.0 / 3.3
Knows how to use the client's objections in order to persuade them.	4 / 2.5 / 1.5	1.0 / 3.5

HIGHER EVALUATION BY OTHERS

Appreciates the financial impact of their actions and decisions.	3.5 / 1 / 2.5	4.0 / 2.0
Offers their (internal or external) clients solutions to their utmost satisfaction.	3 / 1 / 2	3.5 / 4.0
Comes up with new ideas and innovations.	3 / 1 / 2	4.0 / 3.0

MANAGER

HIGHER SELF-ASSESSMENT

Knows how to use the client's objections in order to persuade them.	4 / 1 / 3	1.0 / 4.0
Fulfills their tasks by given deadlines.	3 / 1 / 2	4.0 / 2.0
Recognizes and deals with risks.	3 / 1 / 2	3.0 / 3.0

HIGHER EVALUATION BY OTHERS

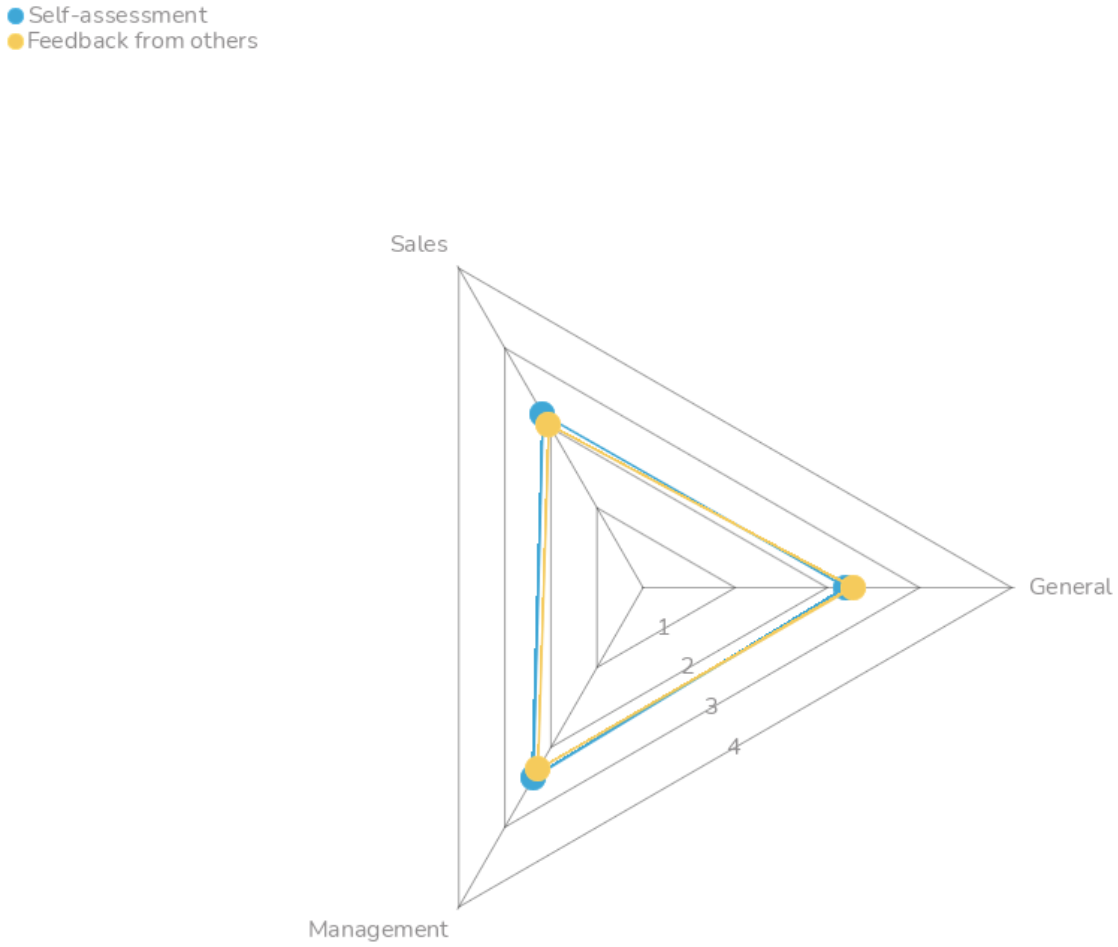
Develops client relationships.	3 / 1 / 2	2.0 / 5.0
Offers their (internal or external) clients solutions to their utmost satisfaction.	3 / 1 / 2	4.0 / 4.0
Takes interest in the needs of their clients (internal or external).	3 / 2 / 1	3.0 / 3.0

TOTAL RATING

This part of report is aimed at summarising areas of competences and gives you basic information about how you evaluate yourself in comparison with other people around you.

It is easy to see in the chart, how much your own evaluation of yourself has in common with the views of others. In other words, if you evaluated yourself higher or lower in a certain area, this difference will be shown here.

If the differences are large, try to think about what could have caused such differences and what you might learn from that.



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

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 endeavours.

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.

YOU RANKED YOUR AREAS OF COMPETENCES IN THIS ORDER:

1.	Management	(average 2.38)	2.8
2.	General	(average 2.21)	2.8
3.	Sales	(average 2.17)	2.2

OTHERS RANKED YOUR AREAS OF COMPETENCES IN THIS ORDER:

1.	General	(average 2.28)	2.9
2.	Management	(average 2.28)	2.9
3.	Sales	(average 2.04)	3.0

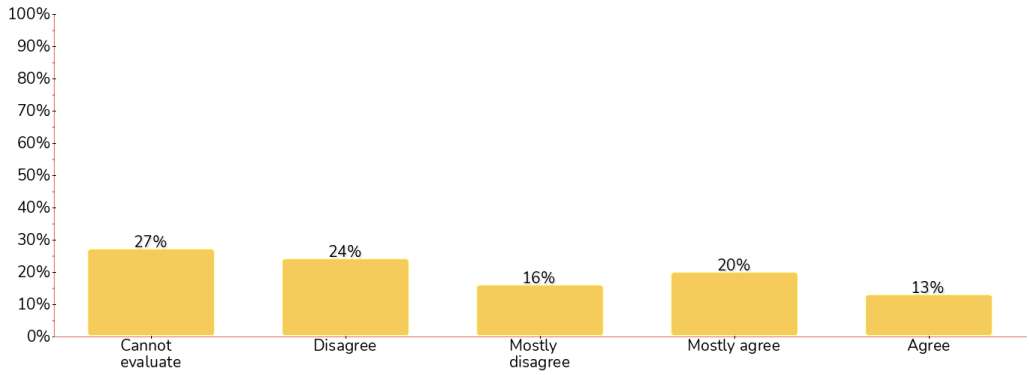
TOTAL ORDER OF AREAS

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 endeavours.

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.

GENERAL (average 2.28)

Importance 2.9 2.8



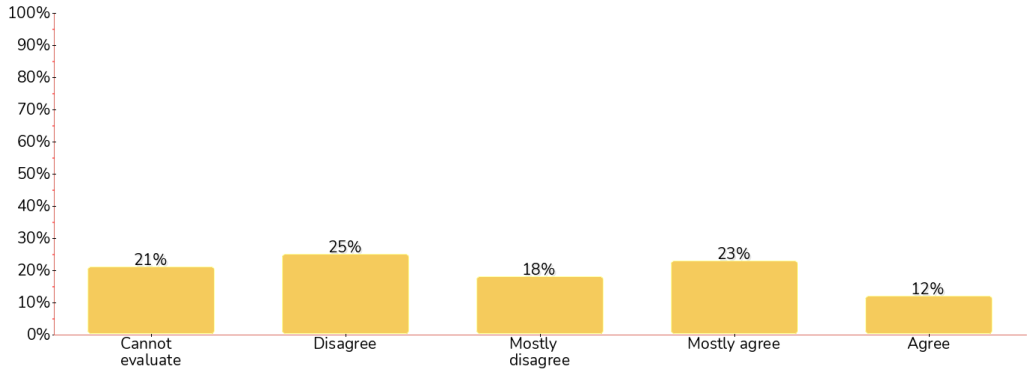
Values in the chart show the ratio in which individual evaluators chose answers on the given evaluation scale at questions that are a part of the given area.

Area is evaluated by the below competences:

- Personal attitude
- Work competences
- Interaction with others

MANAGEMENT (average 2.28)

Importance 2.9 2.8

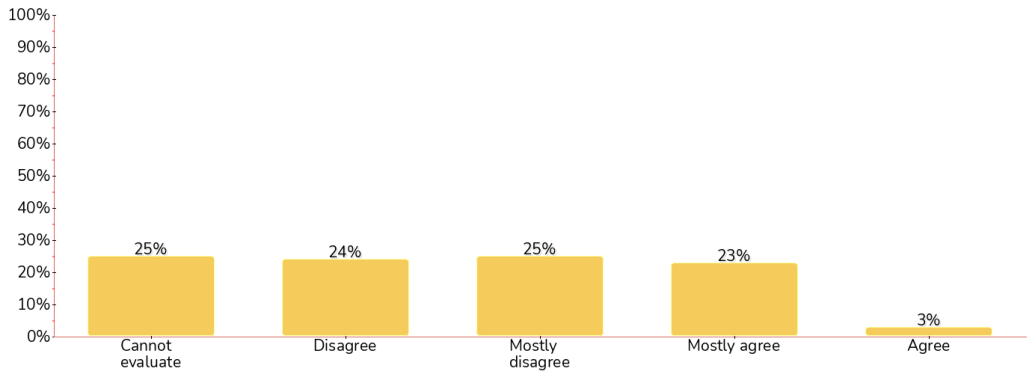


Values in the chart show the ratio in which individual evaluators chose answers on the given evaluation scale at questions that are a part of the given area.

Area is evaluated by the below competences:

- Team leadership
- Strategic management

SALES (average 2.04) Importance 3.0 2.2



Values in the chart show the ratio in which individual evaluators chose answers on the given evaluation scale at questions that are a part of the given area.

Area is evaluated by the below competences:

- Sales/ external client

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

		SELF-ASSESSMENT	FEEDBACK FROM OTHERS	DIFFERENCE
1.	Sales	2.17 2.2	2.04 3.0	0.13
2.	Management	2.38 2.8	2.28 2.9	0.1
3.	General	2.21 2.8	2.28 2.9	-0.07

Those areas where you rated yourself better than others rated you are highlighted. Purple indicates those areas where your rating is significantly different from the rating from others. The intensity of the colour signifies the degree of the difference on the evaluation scale:

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

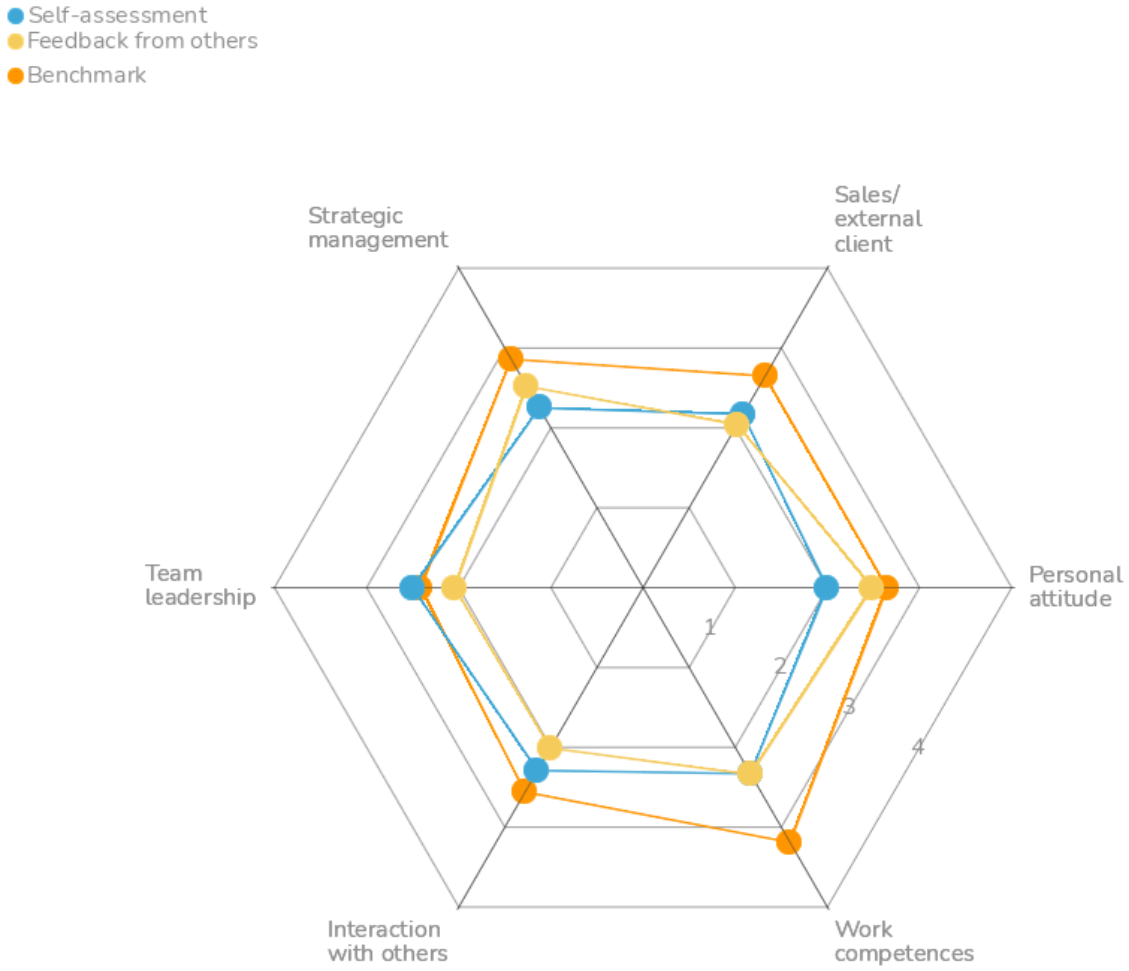
In addition to the evaluation result, in a colour circle the table also shows the importance assigned to the given item by the evaluated person and the evaluators.

ASSESSMENT OF INDIVIDUAL COMPETENCES

This part of report is aimed at specific competences and gives you basic information about how you evaluate yourself in comparison with those around you.

It is easy to see in the chart, how much your own evaluation of yourself has in common with the views of others. In other words, if you evaluated yourself higher or lower in a certain competence, this difference will be shown here.

If the differences are large, try to think about what could have caused the discrepancies and what you could learn from this analysis.



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

ORDER OF COMPETENCES

In this chapter of the report, you can take a closer look at what competences are evaluated better than others by other people and therefore what competences give you solid ground to build on in your future endeavours.

On the other hand, competences that are evaluated lower can steer you in your future development. While thinking about this, please do not forget to consider which competences are those truly important to you and focus especially on them.

YOU RANKED YOUR COMPETENCES IN THIS ORDER:

1.	Team leadership	(average 2.5)	2.5	Management
2.	Work competences	(average 2.33)	2.8	General
3.	Interaction with others	(average 2.29)	2.7	General
4.	Strategic management	(average 2.25)	3.0	Management
5.	Sales/ external client	(average 2.17)	2.2	Sales
6.	Personal attitude	(average 2)	2.8	General

OTHERS RANKED YOUR COMPETENCES IN THIS ORDER:

1.	Strategic management	(average 2.52)	2.9	Management
2.	Personal attitude	(average 2.49)	3.2	General
3.	Work competences	(average 2.34)	2.7	General
4.	Team leadership	(average 2.04)	2.9	Management
5.	Sales/ external client	(average 2.04)	3.0	Sales
6.	Interaction with others	(average 2.01)	2.9	General

Your own assessment across all competences is **Equal** (average 2.26) compared to the rating from others (average 2.24)

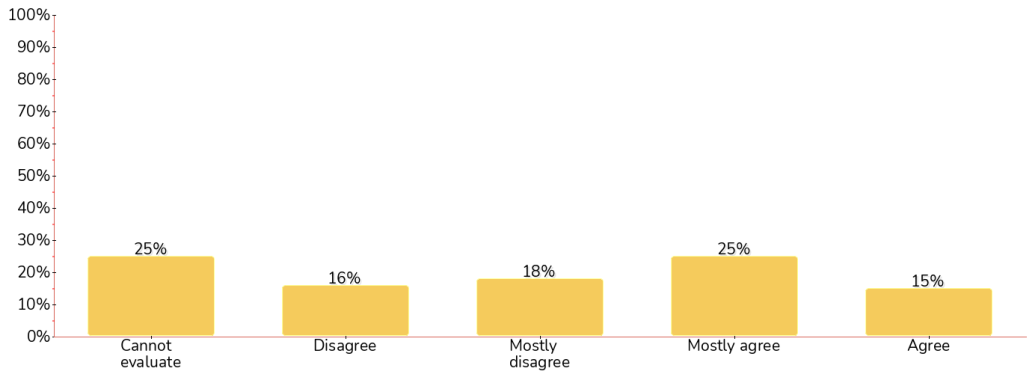
ORDER OF COMPETENCES

In this chapter of the report, you can take a closer look at what competences are evaluated better than others by other people and therefore what competences give you solid ground to build on in your future endeavours.

On the other hand, competences that are evaluated lower can steer you in your future development. While thinking about this, please do not forget to consider which competences are those truly important to you and focus especially on them.

STRATEGIC MANAGEMENT (average 2.52)

Importance 2.9 3.0



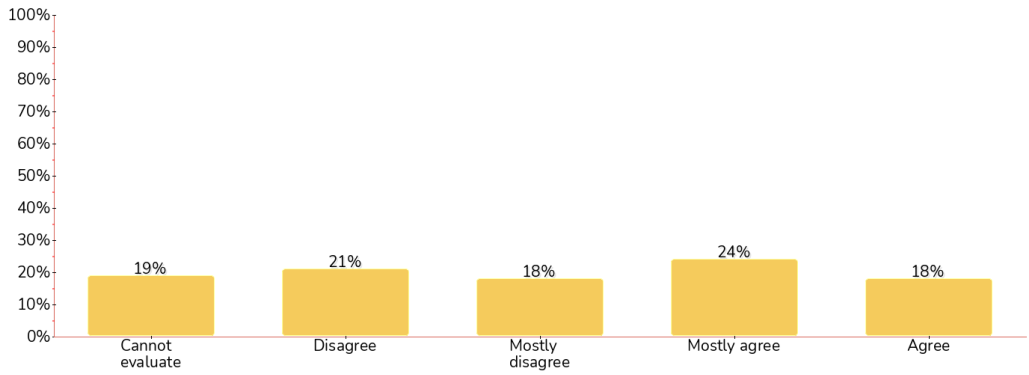
Values in the chart show the ratio in which individual evaluators chose answers on the given evaluation scale at questions that are a part of the given competence.

Competence is evaluated using these questions:

- Has a clear idea of what they want to accomplish in their field and how to do it.
- Makes decisions promptly and with perspective.
- Anticipates and prevents the risks of their decisions.
- Comprehensibly explains to their team members the general aims of the company and the specific steps taken to accomplish them.
- Appreciates the financial impact of their actions and decisions.
- Is supportive of changes leading to improvement in the long term.

PERSONAL ATTITUDE (average 2.49)

Importance 3.2 2.8



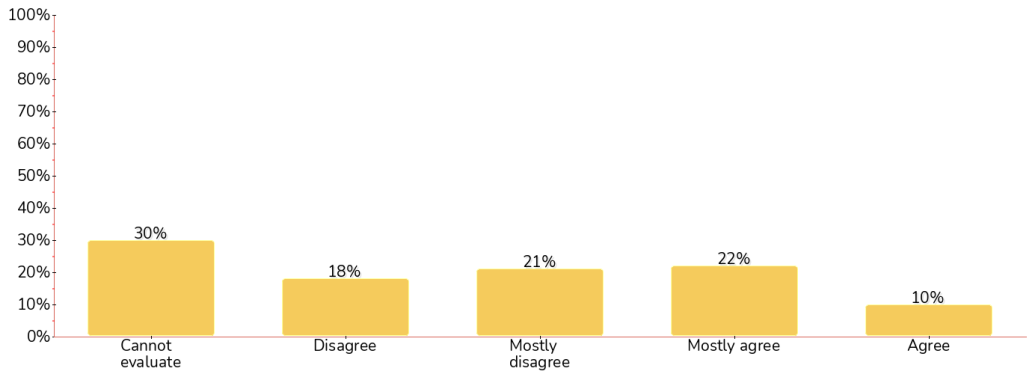
Values in the chart show the ratio in which individual evaluators chose answers on the given evaluation scale at questions that are a part of the given competence.

Competence is evaluated using these questions:

- Adheres to agreements and keeps their word.
- Actively participates in fulfilling tasks even over and above their job description.
- 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 their work and strives for further development.
- Calmly deals with even very difficult situations.
- Seeks to solve problems even when stressed and under pressure.
- Forms their own independent opinion on situations.

WORK COMPETENCES (average 2.34)

Importance 2.7 2.8



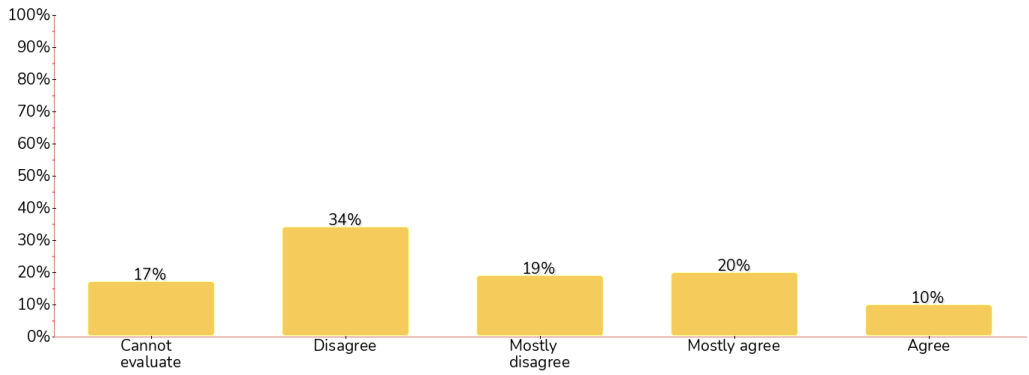
Values in the chart show the ratio in which individual evaluators chose answers on the given evaluation scale at questions that are a part of the given competence.

Competence is evaluated using these questions:

- The evaluee plans their actions and works systematically.
- When coordinating work, they take the work of others into account.
- Fulfills their tasks by given deadlines.
- Acquires information from different sources in a focused manner.
- Seeks solutions, not problems.
- Takes full responsibility for the results of their work.
- Recognizes and deals with risks.
- Approaches situations conceptually and with perspective.
- Finds practical and realistic solutions for their tasks.
- The evaluee is an expert in their field and can deal with any work tasks.

TEAM LEADERSHIP (average 2.04)

Importance 2.9 2.5



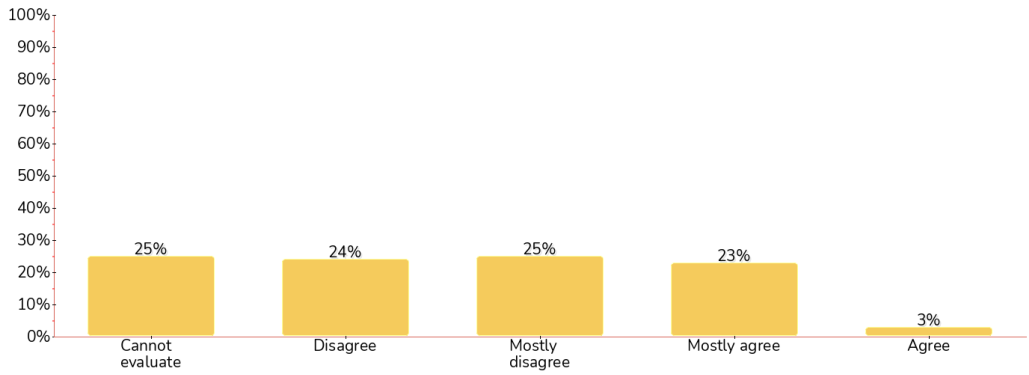
Values in the chart show the ratio in which individual evaluators chose answers on the given evaluation scale at questions that are a part of the given competence.

Competence is evaluated using these questions:

- Is supportive of their subordinates and takes an interest in their needs.
- Entrusts the members of their team with responsibility and gives them space to work independently.
- Inspires enthusiasm in their team members and motivates them to perform at a high level.
- When giving tasks to others, they are clear, unambiguous, and understandable.
- Insists that the people in their team or department deliver their best performance.
- Is constructive in pointing out things they find satisfactory or unsatisfactory.
- Recognizes the strengths and weaknesses of their subordinates and supports them in their self-development.
- As a manager, the evaluee is an authority and their behavior sets an example to others.

SALES/ EXTERNAL CLIENT (average 2.04)

Importance 3.0 2.2



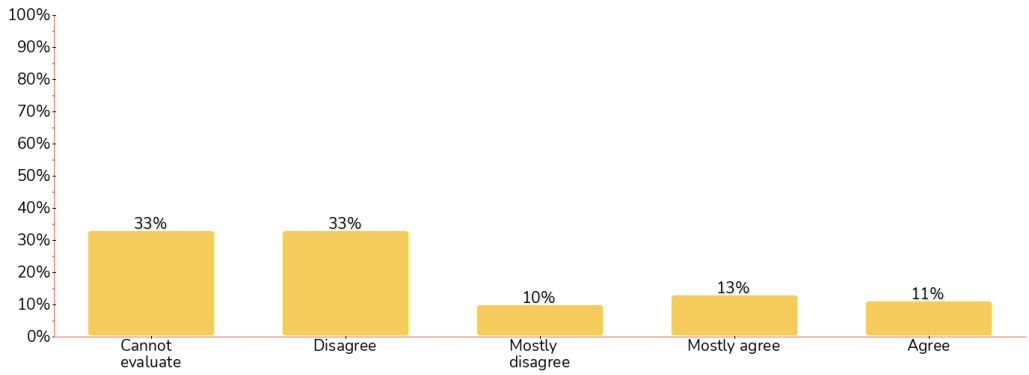
Values in the chart show the ratio in which individual evaluators chose answers on the given evaluation scale at questions that are a part of the given competence.

Competence is evaluated using these questions:

- Establishes contact with new clients.
- Appears convincing and trustworthy in front of the client.
- Knows how to use the client's objections in order to persuade them.
- Develops client relationships.
- Carefully notices what the client likes and adapts the business dialogue accordingly.
- Investigates the client's needs.
- Offers solutions which accommodate the needs of the client.
- Emphasizes the benefits the client can derive from mutual cooperation or business.
- When signaled by the client, they move from a general offer to discussing a specific solution.
- Finishes their client meetings by agreeing on specific and clear steps.

INTERACTION WITH OTHERS (average 2.01)

Importance 2.9 2.7



Values in the chart show the ratio in which individual evaluators chose answers on the given evaluation scale at questions that are a part of the given competence.

Competence is evaluated using these questions:

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

Your own assessment across all competences is **Equal** (average 2.26) compared to the rating from others (average 2.24)

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

		SELF-ASSESSMENT		FEEDBACK FROM OTHERS		difference	BENCHMARK
1.	Team leadership	2.5	2.5	2.04	2.9	0.46	2.41
2.	Interaction with others	2.29	2.7	2.01	2.9	0.28	2.56
3.	Sales/ external client	2.17	2.2	2.04	3.0	0.13	2.65
4.	Work competences	2.33	2.8	2.34	2.7	-0.01	3.19
5.	Strategic management	2.25	3.0	2.52	2.9	-0.27	2.86
6.	Personal attitude	2	2.8	2.49	3.2	-0.49	2.65
	average	**2.26**		**2.24**		**0.02**	**2.72**

Those areas where you rated yourself better than others rated you are highlighted. Purple indicates those areas where your rating is significantly different from the rating from others. The intensity of the colour signifies the degree of the difference on the evaluation scale:

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

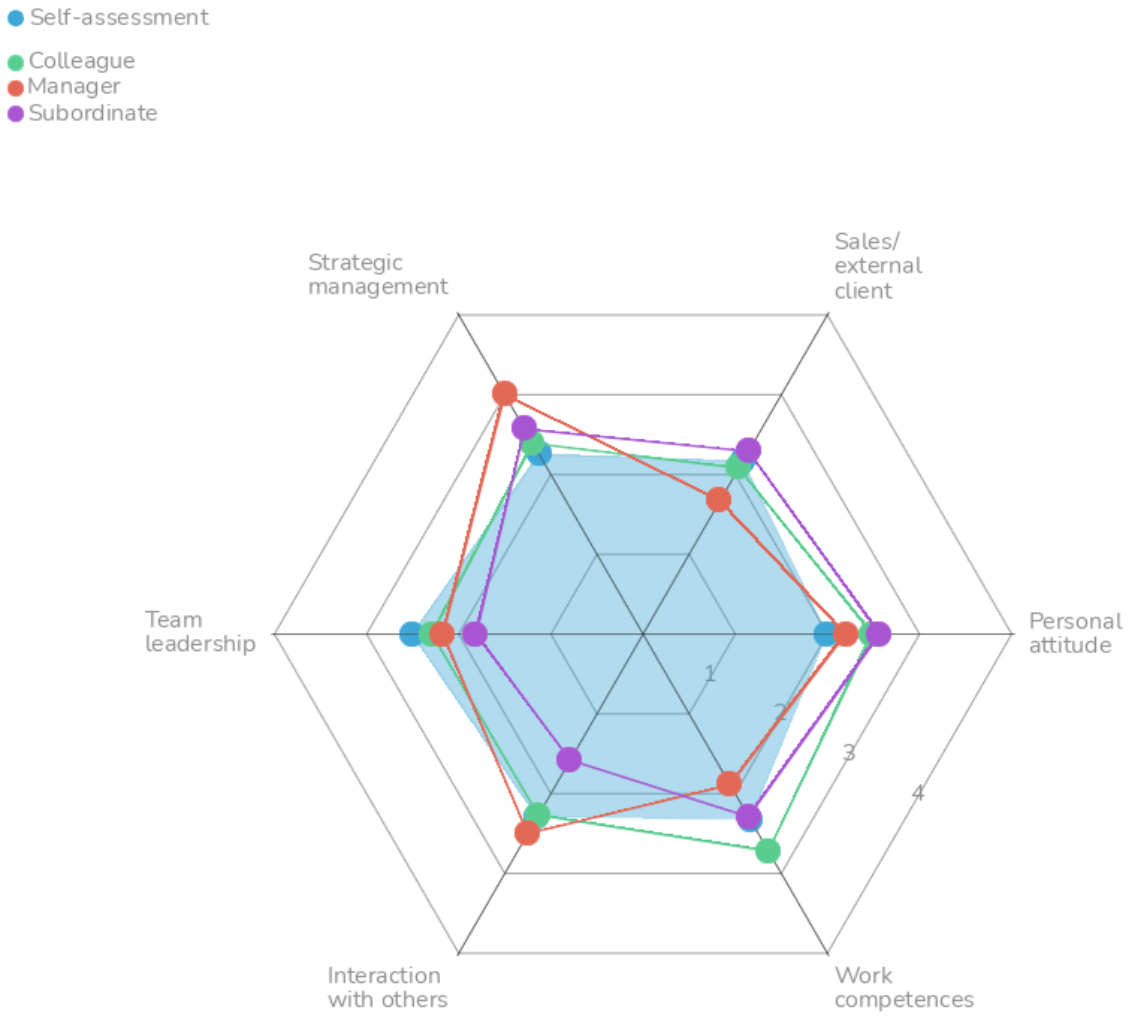
In addition to the evaluation result, in a colour circle the table also shows the importance assigned to the given item by the evaluated person and the evaluators.

FEEDBACK FROM INDIVIDUAL GROUPS OF EVALUATORS

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

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

It is quite common, but not always necessarily the case, that the evaluations with the largest discrepancies (largest gaps on the evaluation scale) are from superiors, who are not afraid to give more extreme answers on both ends of the evaluation scale and who are used to giving evaluations as a routine part of their role. Subordinates usually choose one of the highest values, because they know their superiors well and are able to appreciate their qualities (although, this is not always the case). For colleagues, it is quite typical that their answers are the nearest to the average value and they tend to choose rather cautious answers.



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

ORDER OF COMPETENCES BY GROUPS OF EVALUATORS

In this chapter of the report, you can take a closer look at which of your competences are evaluated better than others by different groups of people who evaluated you.

Try to connect the evaluations with specific groups of evaluators and with specific competences. E.g. the most interesting topics for your further development in managerial competences can be given to you by subordinates, best inspirations for cooperation and teamwork can be gained from colleagues and inspirations for improvement in sales competences can be given by your customers.

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

RANKING OF COMPETENCES - COLLEAGUE

1.	Work competences	(average 2.72)	2.5	General
2.	Personal attitude	(average 2.49)	3.4	General
3.	Strategic management	(average 2.39)	2.8	Management
4.	Team leadership	(average 2.29)	2.6	Management
5.	Interaction with others	(average 2.27)	2.8	General
6.	Sales/ external client	(average 2.08)	3.0	Sales

RANKING OF COMPETENCES - MANAGER

1.	Strategic management	(average 3)	2.5	Management
2.	Interaction with others	(average 2.5)	3.3	General
3.	Personal attitude	(average 2.2)	3.0	General
4.	Team leadership	(average 2.17)	3.5	Management
5.	Work competences	(average 1.89)	3.0	General
6.	Sales/ external client	(average 1.67)	3.2	Sales

RANKING OF COMPETENCES - SUBORDINATE

1.	Personal attitude	(average 2.57)	3.2	General
2.	Strategic management	(average 2.57)	3.0	Management
3.	Sales/ external client	(average 2.29)	3.1	Sales
4.	Work competences	(average 2.29)	2.8	General
5.	Team leadership	(average 1.81)	3.0	Management
6.	Interaction with others	(average 1.58)	3.1	General

EVALUATOR GROUPS SORTED BY VARIATION OF FEEDBACK

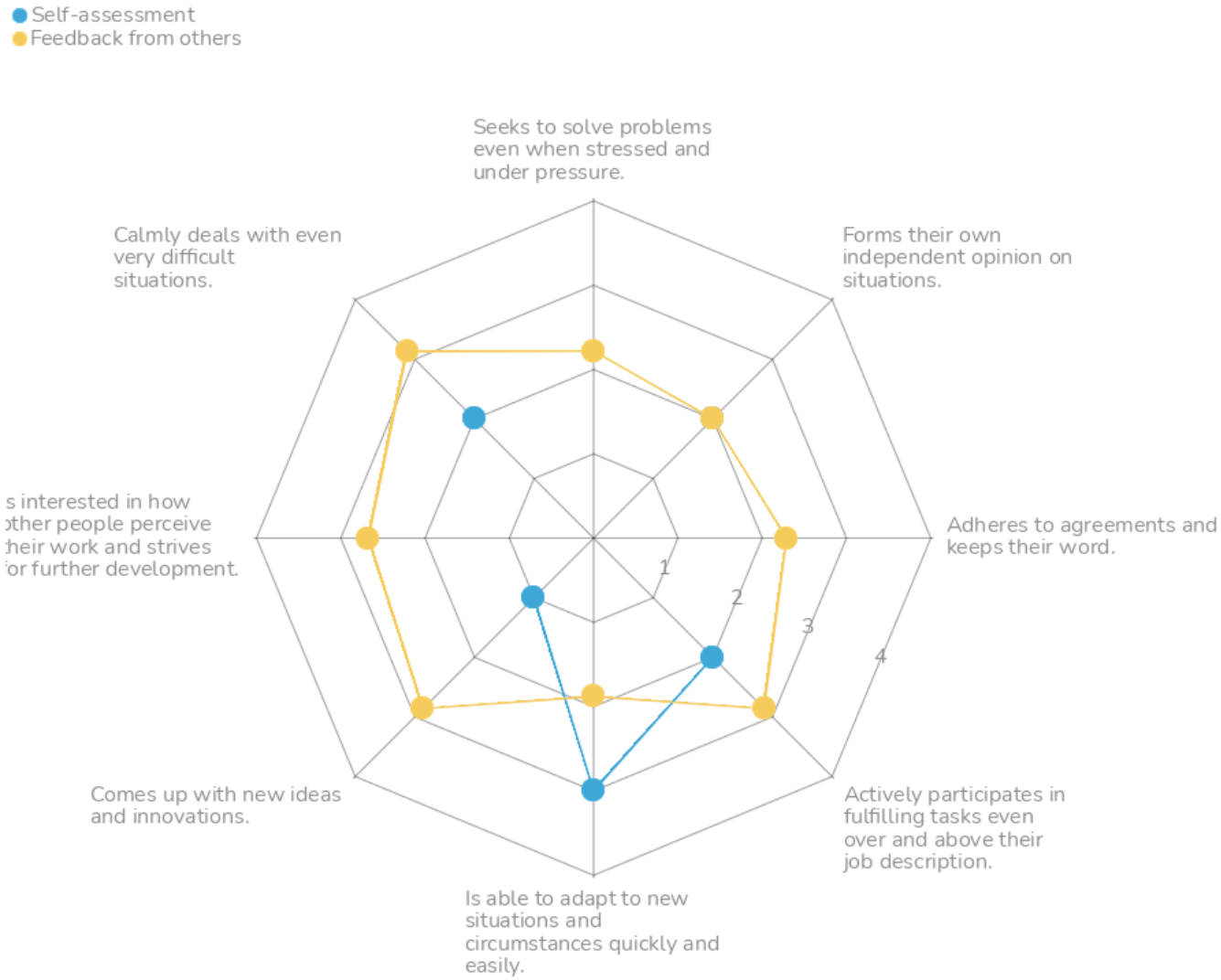
		Self-assessment	Colleague	Manager	Subordinate	range
1	Interaction with others	2.29	2.27	↑2.5	↓1.58	0.92
2	Work competences	2.33	↑2.72	↓1.89	2.29	0.83
3	Sales/ external client	2.17	2.08	↓1.67	↑2.29	0.62
4	Strategic management	2.25	↓2.39	↑3	2.57	0.61
5	Team leadership	2.5	↑2.29	2.17	↓1.81	0.48
6	Personal attitude	2	2.49	↓2.2	↑2.57	0.37
	average result across competences	2.26	↑2.37	2.24	↓2.19	

Note: The arrow pointing down indicates the lowest values; the arrow pointing up indicates the highest values. The range is the difference between the highest and lowest values of the evaluator feedback.

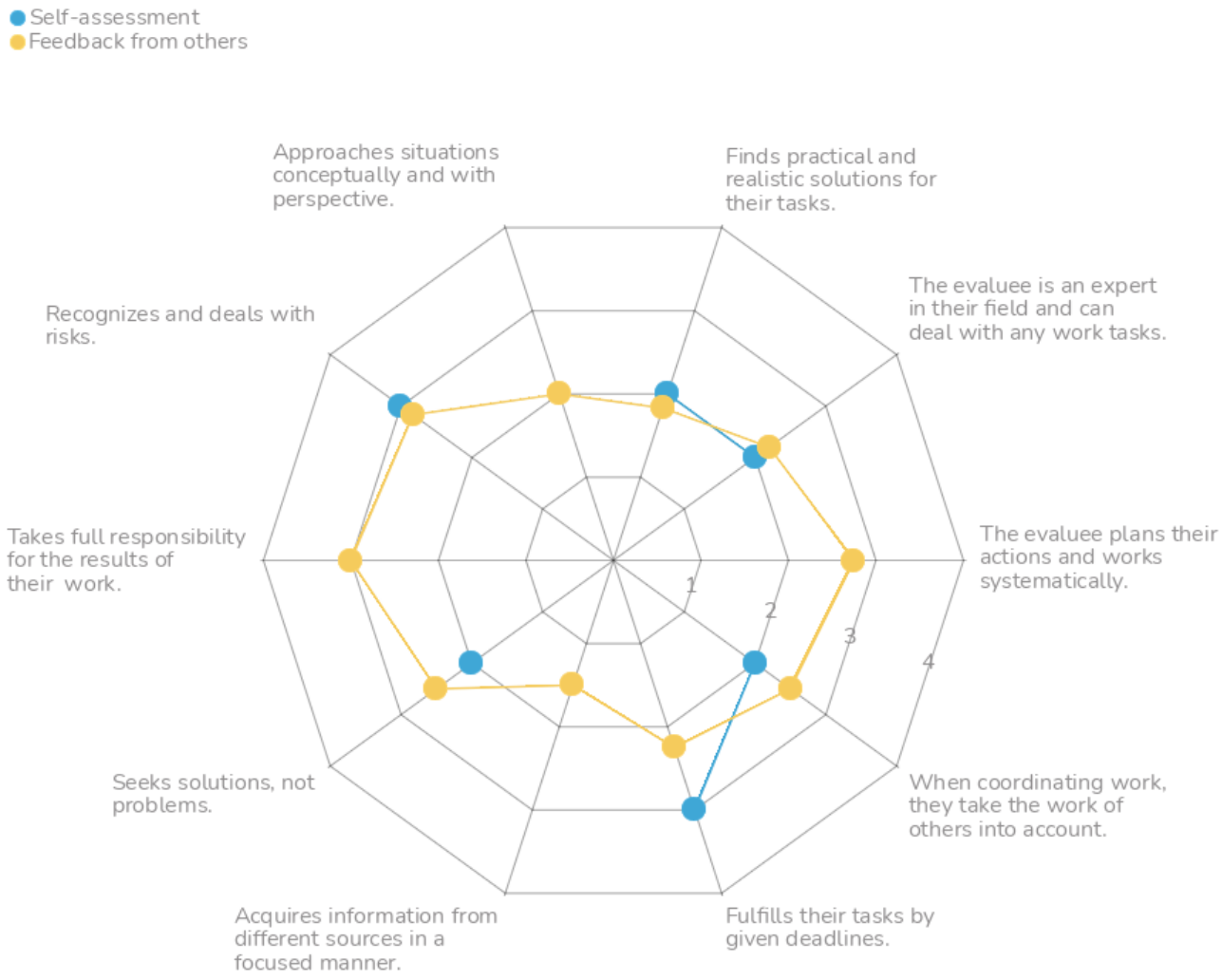
difference in results: less than 25% of the evaluation scale
difference in results: 25-50% of the evaluation scale
difference in results: 50-75% of the evaluation scale
difference in results: above 75% of the evaluation scale

SUMMARY GRAPH FOR INDIVIDUAL QUESTIONS

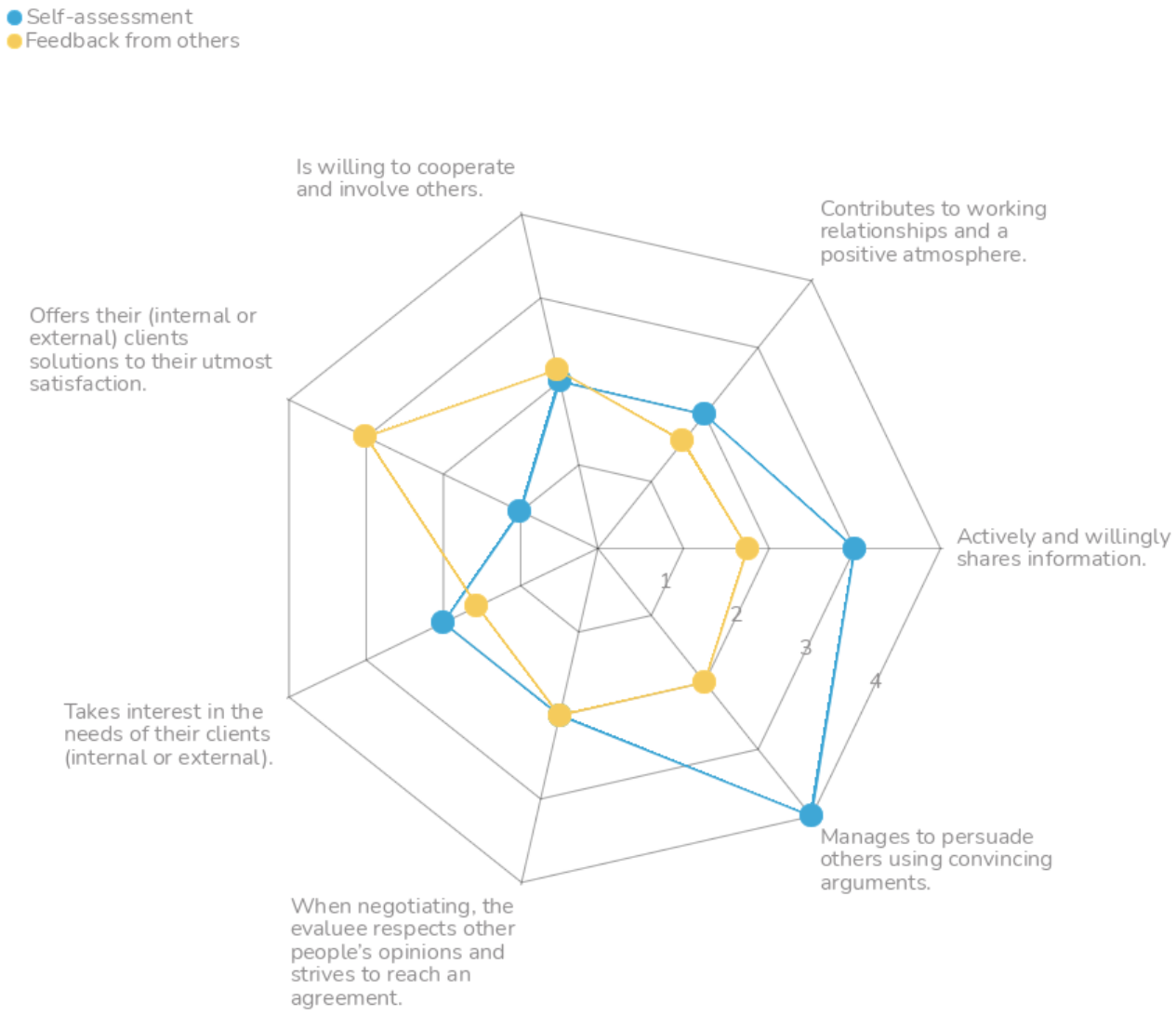
PERSONAL ATTITUDE



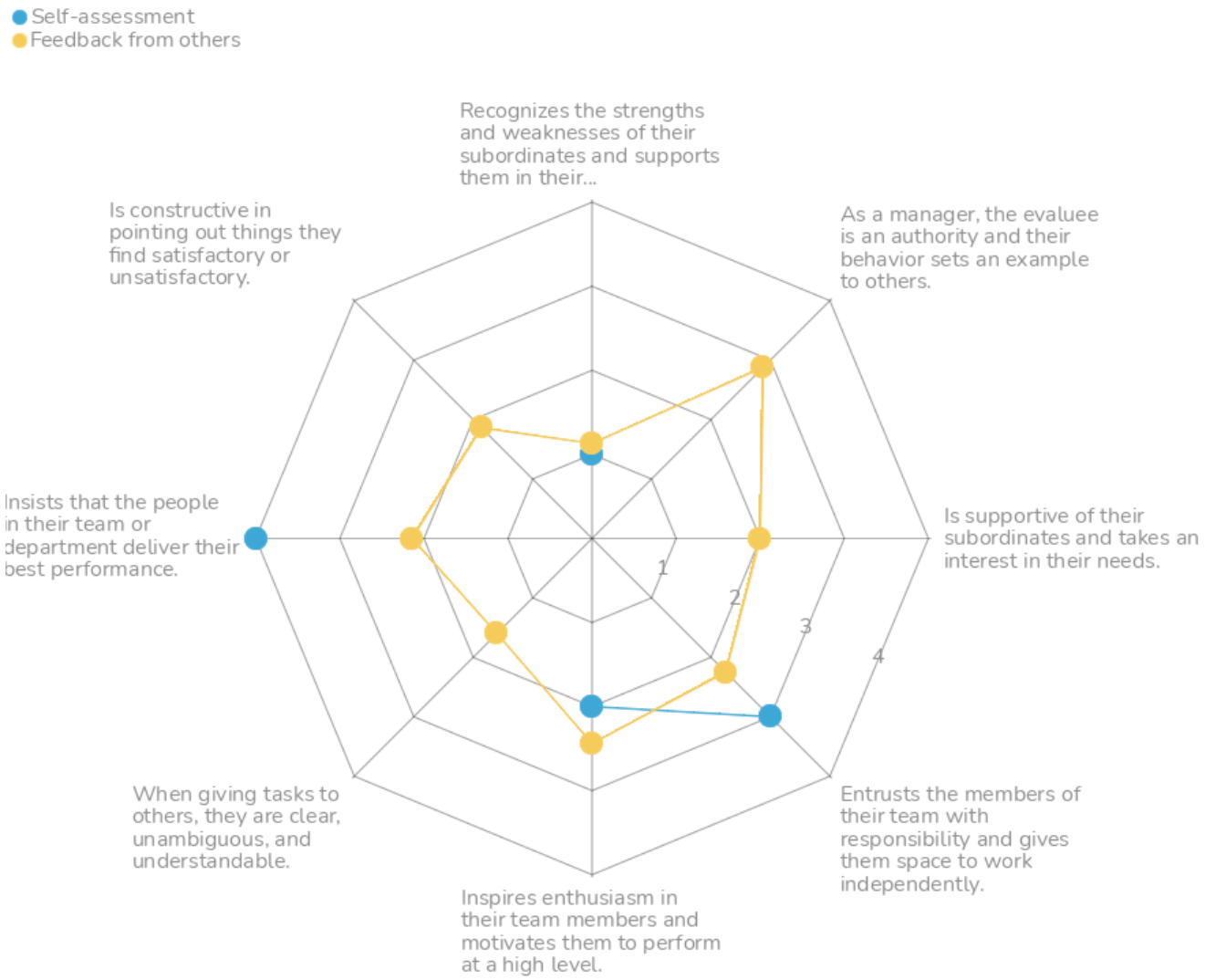
WORK COMPETENCES



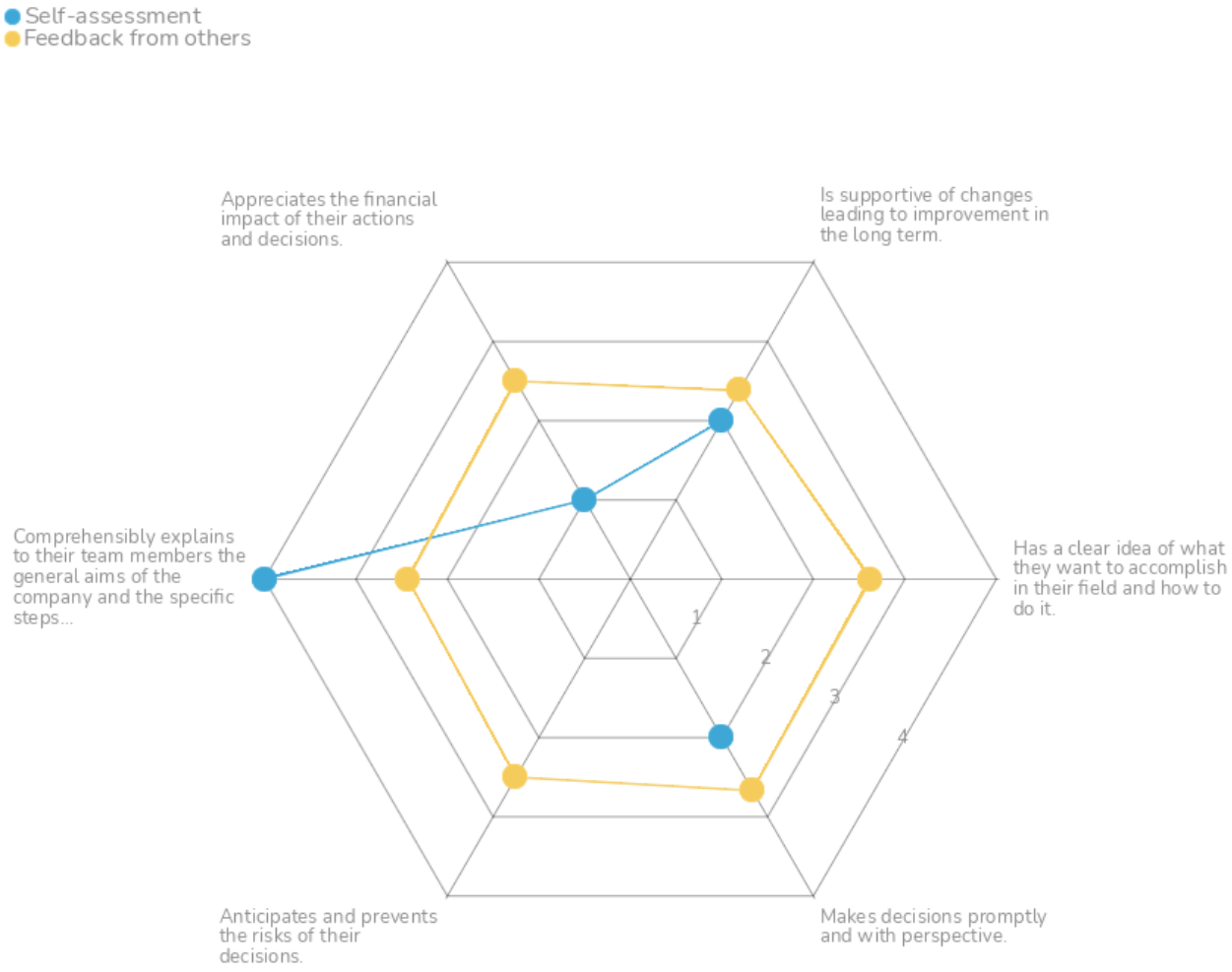
INTERACTION WITH OTHERS



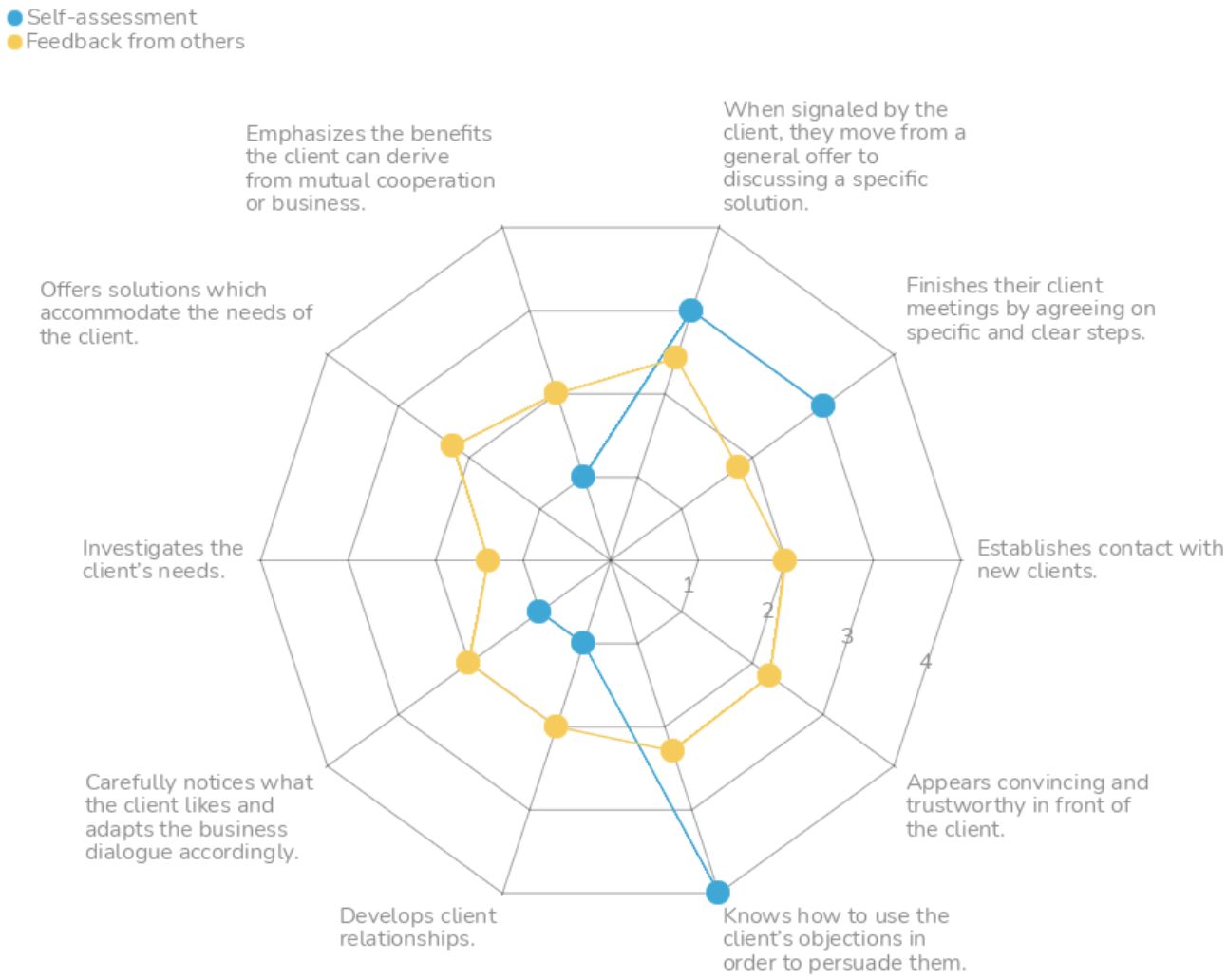
TEAM LEADERSHIP



STRATEGIC MANAGEMENT

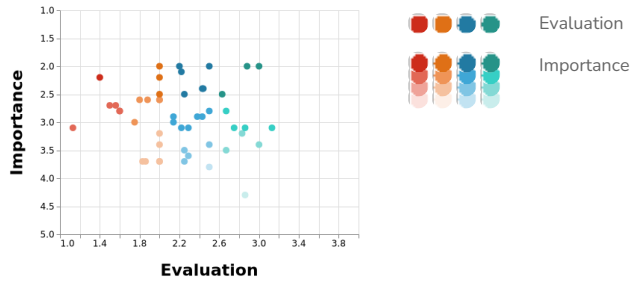


SALES/ EXTERNAL CLIENT

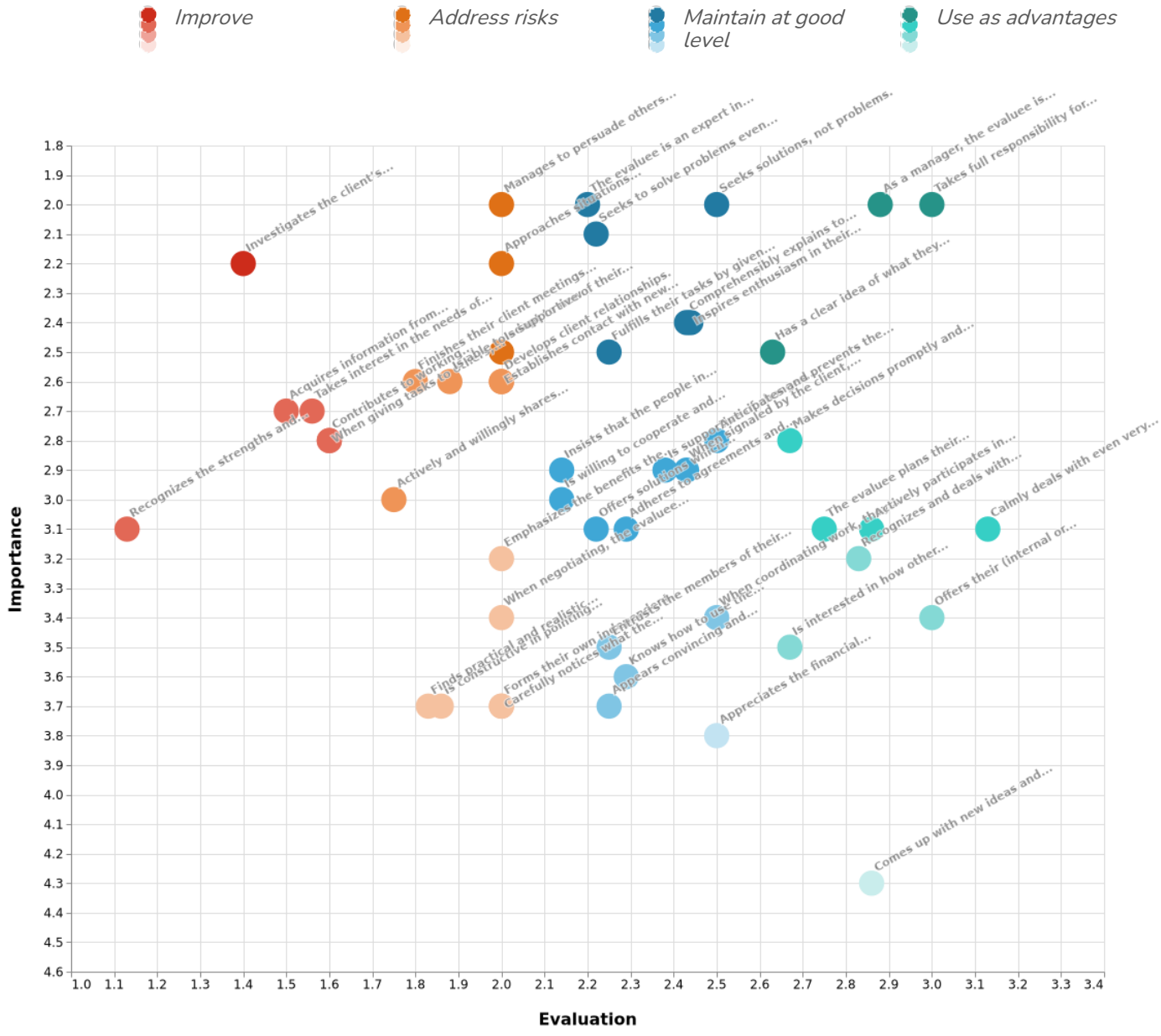


COMPARISON OF INDIVIDUAL QUESTIONS BY RATING AND IMPORTANCE

The graphs display individual questions by rating and importance. For easier orientation, they are divided into groups, with color indicating their rating and color intensity indicating importance.



Overall distribution of questions on the evaluation and importance scale



Distribution of questions on the evaluation and importance scale - detail

SUMMARY FOR INDIVIDUAL QUESTIONS

You will find a summary for all individual evaluated items. Data are shown in charts for for following groups of evaluators in this order. If there is no evaluation by the given group of evaluators in the given question, this group will not be shown. This also applies to the choice of the answer I cannot evaluate.

Feedback from others
Self-assessment

PERSONAL ATTITUDE

		Number of ratings	Importance
Adheres to agreements and keeps their word.	2.29	7 0	3.1 ?
Actively participates in fulfilling tasks even over and above their job description.	2.86 2	7 1	3.1 2.0
Is able to adapt to new situations and circumstances quickly and easily.	1.88 3	8 1	2.6 4.0
Comes up with new ideas and innovations.	2.86 1	7 1	4.3 3.0
Is interested in how other people perceive their work and strives for further development.	2.67	6 0	3.5 ?
Calmly deals with even very difficult situations.	3.13 2	8 1	3.1 1.0
Seeks to solve problems even when stressed and under pressure.	2.22	9 0	2.1 ?
Forms their own independent opinion on situations.	2 2	6 1	3.7 4.0

WORK COMPETENCES

		Number of ratings	Importance
The evaluee plans their actions and works systematically.	2.75	8 0	3.1 ?
When coordinating work, they take the work of others into account.	2.5 2	10 1	3.4 5.0
Fulfills their tasks by given deadlines.	2.25 3	4 1	2.5 4.0
Acquires information from different sources in a focused manner.	1.5	6 0	2.7 ?
Seeks solutions, not problems.	2.5 2	6 1	2.0 1.0
Takes full responsibility for the results of their work.	3	5 0	2.0 ?
Recognizes and deals with risks.	2.83 3	6 1	3.2 3.0
Approaches situations conceptually and with perspective.	2	8 0	2.2 ?
Finds practical and realistic solutions for their tasks.	1.83 2	6 1	3.7 2.0
The evaluee is an expert in their field and can deal with any work tasks.	2.2 2	5 1	2.0 2.0

INTERACTION WITH OTHERS

		Number of ratings	Importance
Actively and willingly shares information.	1.75 3	4 1	3.0 2.0
Manages to persuade others using convincing arguments.	2 4	3 1	2.0 3.0
When negotiating, the evaluee respects other people's opinions and strives to reach an agreement.	2 2	5 1	3.4 1.0
Takes interest in the needs of their clients (internal or external).	1.56 2	9 1	2.7 3.0
Offers their (internal or external) clients solutions to their utmost satisfaction.	3 1	8 1	3.4 4.0
Is willing to cooperate and involve others.	2.14 2	7 1	3.0 1.0
Contributes to working relationships and a positive atmosphere.	1.6 2	5 1	2.8 5.0

TEAM LEADERSHIP

		Number of ratings	Importance
Is supportive of their subordinates and takes an interest in their needs.	2	6 0	2.5 ?
Entrusts the members of their team with responsibility and gives them space to work independently.	2.25 3	8 1	3.5 2.0
Inspires enthusiasm in their team members and motivates them to perform at a high level.	2.44 2	9 1	2.4 4.0
When giving tasks to others, they are clear, unambiguous, and understandable.	1.6	5 0	2.8 ?
Insists that the people in their team or department deliver their best performance.	2.14 4	7 1	2.9 1.0
Is constructive in pointing out things they find satisfactory or unsatisfactory.	1.86	7 0	3.7 ?
Recognizes the strengths and weaknesses of their subordinates and supports them in their self-development.	1.13 1	8 1	3.1 3.0
As a manager, the evaluee is an authority and their behavior sets an example to others.	2.88	8 0	2.0 ?

STRATEGIC MANAGEMENT

		Number of ratings	Importance
Has a clear idea of what they want to accomplish in their field and how to do it.	2.63	8 0	2.5 ?
Makes decisions promptly and with perspective.	2.67 2	6 1	2.8 3.0
Anticipates and prevents the risks of their decisions.	2.5	6 0	2.8 ?
Comprehensibly explains to their team members the general aims of the company and the specific steps taken to accomplish them.	2.43 4	7 1	2.4 2.0
Appreciates the financial impact of their actions and decisions.	2.5 1	6 1	3.8 2.0
Is supportive of changes leading to improvement in the long term.	2.38 2	8 1	2.9 5.0

SALES/ EXTERNAL CLIENT

		Number of ratings	Importance
Establishes contact with new clients.	2	7 0	2.6 ?
Appears convincing and trustworthy in front of the client.	2.25	8 0	3.7 ?
Knows how to use the client's objections in order to persuade them.	2.29 4	7 1	3.6 1.0
Develops client relationships.	2 1	9 1	2.6 5.0
Carefully notices what the client likes and adapts the business dialogue accordingly.	2 1	4 1	3.7 1.0
Investigates the client's needs.	1.4	5 0	2.2 ?
Offers solutions which accommodate the needs of the client.	2.22	9 0	3.1 ?
Emphasizes the benefits the client can derive from mutual cooperation or business.	2 1	5 1	3.2 2.0
When signaled by the client, they move from a general offer to discussing a specific solution.	2.43 3	7 1	2.9 2.0
Finishes their client meetings by agreeing on specific and clear steps.	1.8 3	5 1	2.6 2.0

SUMMARY FOR INDIVIDUAL QUESTIONS FOR INDIVIDUAL GROUPS OF EVALUATORS

You will find a summary for all individual evaluated items. Data are shown in charts for for following groups of evaluators in this order. If there is no evaluation by the given group of evaluators in the given question, this group will not be shown. This also applies to the choice of the answer I cannot evaluate.

Colleague
Manager
Subordinate
Self-assessment

PERSONAL ATTITUDE

		Number of ratings	Importance
Adheres to agreements and keeps their word.	2.67 2	3 0 4 0	3.7 ? 2.7 ?
Actively participates in fulfilling tasks even over and above their job description.	3.33 3 2.33 2	3 1 3 1	3.0 1.0 4.0 2.0
Is able to adapt to new situations and circumstances quickly and easily.	1.67 2 3	3 0 5 1	3.0 ? 2.4 4.0
Comes up with new ideas and innovations.	2.5 3 1	2 0 5 1	5.0 ? 4.0 3.0
Is interested in how other people perceive their work and strives for further development.	2.33 1 4	3 1 2 0	3.3 4.0 3.5 ?
Calmly deals with even very difficult situations.	3.33 3 3 2	3 1 4 1	4.3 4.0 2.0 1.0
Seeks to solve problems even when stressed and under pressure.	1.75 2 2.75	4 1 4 0	1.2 2.0 3.0 ?
Forms their own independent opinion on situations.	2.33 2 1.5 2	3 1 2 1	3.3 4.0 4.0 4.0

WORK COMPETENCES

		Number of ratings	Importance
The evaluee plans their actions and works systematically.	3 3 2.5	3 1 4 0	2.7 5.0 3.0 ?
When coordinating work, they take the work of others into account.	3 2 2.2 2	4 1 5 1	2.5 5.0 3.8 5.0
Fulfills their tasks by given deadlines.	2.5 1 3 3	2 1 1 1	3.0 2.0 2.0 4.0
Acquires information from different sources in a focused manner.	1.33 2 1.5	3 1 2 0	2.7 2.0 3.0 ?
Seeks solutions, not problems.	2 2.75 2	2 0 4 1	2.0 ? 2.0 1.0
Takes full responsibility for the results of their work.	4 3 2.67	1 1 3 0	1.0 1.0 2.7 ?
Recognizes and deals with risks.	4 1 3 3	1 1 4 1	4.0 3.0 3.0 3.0
Approaches situations conceptually and with perspective.	2.33 2 1.75	3 1 4 0	1.7 3.0 2.5 ?
Finds practical and realistic solutions for their tasks.	2 1 2 2	3 1 2 1	3.0 3.0 5.0 2.0
The evaluee is an expert in their field and can deal with any work tasks.	3 2 1.5 2	2 1 2 1	2.5 3.0 1.0 2.0

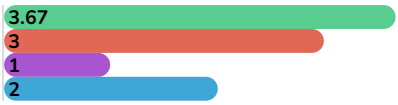
INTERACTION WITH OTHERS

		Number of ratings	Importance
Actively and willingly shares information.	1.67 2 3	3 1 0 1	3.3 2.0 ? 2.0
Manages to persuade others using convincing arguments.	2.5 1 4	2 0 1 1	2.0 ? 2.0 3.0
When negotiating, the evaluee respects other people's opinions and strives to reach an agreement.	2 2 2	1 0 4 1	4.0 ? 3.2 1.0
Takes interest in the needs of their clients (internal or external).	1.75 3 1 2	4 1 4 1	2.0 3.0 3.2 3.0
Offers their (internal or external) clients solutions to their utmost satisfaction.	3 3 3 1	3 1 4 1	3.0 4.0 3.5 4.0
Is willing to cooperate and involve others.	2.5 2 1.5 2	4 1 2 1	2.5 4.0 3.5 1.0
Contributes to working relationships and a positive atmosphere.	2.5 1 2	2 0 3 1	2.5 ? 3.0 5.0

TEAM LEADERSHIP

		Number of ratings	Importance
Is supportive of their subordinates and takes an interest in their needs.	3 1 2	1 1 4 0	2.0 3.0 2.5 ?
Entrusts the members of their team with responsibility and gives them space to work independently.	1.5 4 2.67 3	4 1 3 1	3.5 5.0 3.0 2.0
Inspires enthusiasm in their team members and motivates them to perform at a high level.	3.25 1 2 2	4 1 4 1	2.5 1.0 2.7 4.0
When giving tasks to others, they are clear, unambiguous, and understandable.	1.67 1.5	3 0 2 0	1.7 ? 4.5 ?
Insists that the people in their team or department deliver their best performance.	2.33 4 1.33 4	3 1 3 1	2.7 2.0 3.3 1.0
Is constructive in pointing out things they find satisfactory or unsatisfactory.	2 2 1.5	4 1 2 0	3.5 5.0 3.5 ?
Recognizes the strengths and weaknesses of their subordinates and supports them in their self-development.	1.33 1 1 1	3 1 4 1	3.3 5.0 2.5 3.0
As a manager, the evaluee is an authority and their behavior sets an example to others.	3.25 2.5	4 0 4 0	1.7 ? 2.2 ?

STRATEGIC MANAGEMENT

		Number of ratings	Importance
Has a clear idea of what they want to accomplish in their field and how to do it.		3 1 4 0	2.3 2.0 2.7 ?
Makes decisions promptly and with perspective.		3 1 2 1	2.3 3.0 3.5 3.0
Anticipates and prevents the risks of their decisions.		3 0 3 0	2.7 ? 3.0 ?
Comprehensibly explains to their team members the general aims of the company and the specific steps taken to accomplish them.		3 0 4 1	3.0 ? 2.0 2.0
Appreciates the financial impact of their actions and decisions.		4 0 2 1	3.7 ? 4.0 2.0
Is supportive of changes leading to improvement in the long term.		4 0 4 1	3.0 ? 2.7 5.0

SALES/ EXTERNAL CLIENT

		Number of ratings	Importance
Establishes contact with new clients.	3 3 1.6	1 1 5 0	3.0 4.0 2.2 ?
Appears convincing and trustworthy in front of the client.	2.5 2 2.2	2 1 5 0	4.0 4.0 3.6 ?
Knows how to use the client's objections in order to persuade them.	2.5 1 2.5 4	4 1 2 1	3.5 4.0 3.5 1.0
Develops client relationships.	1.25 3 2.5 1	4 1 4 1	2.0 2.0 3.2 5.0
Carefully notices what the client likes and adapts the business dialogue accordingly.	2 1 3 1	2 1 1 1	3.0 5.0 4.0 1.0
Investigates the client's needs.	1.5 1.33	2 0 3 0	2.5 ? 2.0 ?
Offers solutions which accommodate the needs of the client.	2 2 2.4	3 1 5 0	2.7 2.0 3.6 ?
Emphasizes the benefits the client can derive from mutual cooperation or business.	2 1 2.5 1	2 1 2 1	3.0 3.0 3.5 2.0
When signaled by the client, they move from a general offer to discussing a specific solution.	3 1 2.5 3	2 1 4 1	3.5 2.0 2.7 2.0
Finishes their client meetings by agreeing on specific and clear steps.	1 1 2.33 3	1 1 3 1	3.0 3.0 2.3 2.0

SUMMARY FOR INDIVIDUAL QUESTIONS BY EVALUATION

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

Feedback from others
Self-assessment

		Number of ratings	Importance
Calmly deals with even very difficult situations.	3.13 2	8 1	3.1 1.0
Takes full responsibility for the results of their work.	3	5 0	2.0 ?
Offers their (internal or external) clients solutions to their utmost satisfaction.	3 1	8 1	3.4 4.0
As a manager, the evaluee is an authority and their behavior sets an example to others.	2.88	8 0	2.0 ?
Actively participates in fulfilling tasks even over and above their job description.	2.86 2	7 1	3.1 2.0
Comes up with new ideas and innovations.	2.86 1	7 1	4.3 3.0
Recognizes and deals with risks.	2.83 3	6 1	3.2 3.0
The evaluee plans their actions and works systematically.	2.75	8 0	3.1 ?
Is interested in how other people perceive their work and strives for further development.	2.67	6 0	3.5 ?
Makes decisions promptly and with perspective.	2.67 2	6 1	2.8 3.0
Has a clear idea of what they want to accomplish in their field and how to do it.	2.63	8 0	2.5 ?
Appreciates the financial impact of their actions and decisions.	2.5 1	6 1	3.8 2.0
Anticipates and prevents the risks of their decisions.	2.5	6 0	2.8 ?
When coordinating work, they take the work of others into account.	2.5 2	10 1	3.4 5.0
Seeks solutions, not problems.	2.5 2	6 1	2.0 1.0
Inspires enthusiasm in their team members and motivates them to perform at a high level.	2.44 2	9 1	2.4 4.0
When signaled by the client, they move from a general offer to discussing a specific solution.	2.43 3	7 1	2.9 2.0

Comprehensibly explains to their team members the general aims of the company and the specific steps taken to accomplish them.	2.43 4	7 1	2.4 2.0
Is supportive of changes leading to improvement in the long term.	2.38 2	8 1	2.9 5.0
Adheres to agreements and keeps their word.	2.29	7 0	3.1 ?
Knows how to use the client's objections in order to persuade them.	2.29 4	7 1	3.6 1.0
Appears convincing and trustworthy in front of the client.	2.25	8 0	3.7 ?
Fulfills their tasks by given deadlines.	2.25 3	4 1	2.5 4.0
Entrusts the members of their team with responsibility and gives them space to work independently.	2.25 3	8 1	3.5 2.0
Seeks to solve problems even when stressed and under pressure.	2.22	9 0	2.1 ?
Offers solutions which accommodate the needs of the client.	2.22	9 0	3.1 ?
The evaluee is an expert in their field and can deal with any work tasks.	2.2 2	5 1	2.0 2.0
Is willing to cooperate and involve others.	2.14 2	7 1	3.0 1.0
Insists that the people in their team or department deliver their best performance.	2.14 4	7 1	2.9 1.0
Develops client relationships.	2 1	9 1	2.6 5.0
Forms their own independent opinion on situations.	2 2	6 1	3.7 4.0
Approaches situations conceptually and with perspective.	2	8 0	2.2 ?
Manages to persuade others using convincing arguments.	2 4	3 1	2.0 3.0
When negotiating, the evaluee respects other people's opinions and strives to reach an agreement.	2 2	5 1	3.4 1.0
Is supportive of their subordinates and takes an interest in their needs.	2	6 0	2.5 ?
Establishes contact with new clients.	2	7 0	2.6 ?
Carefully notices what the client likes and adapts the business dialogue accordingly.	2 1	4 1	3.7 1.0

Emphasizes the benefits the client can derive from mutual cooperation or business.	2 1	5 1	3.2 2.0
Is able to adapt to new situations and circumstances quickly and easily.	1.88 3	8 1	2.6 4.0
Is constructive in pointing out things they find satisfactory or unsatisfactory.	1.86	7 0	3.7 ?
Finds practical and realistic solutions for their tasks.	1.83 2	6 1	3.7 2.0
Finishes their client meetings by agreeing on specific and clear steps.	1.8 3	5 1	2.6 2.0
Actively and willingly shares information.	1.75 3	4 1	3.0 2.0
When giving tasks to others, they are clear, unambiguous, and understandable.	1.6	5 0	2.8 ?
Contributes to working relationships and a positive atmosphere.	1.6 2	5 1	2.8 5.0
Takes interest in the needs of their clients (internal or external).	1.56 2	9 1	2.7 3.0
Acquires information from different sources in a focused manner.	1.5	6 0	2.7 ?
Investigates the client's needs.	1.4	5 0	2.2 ?
Recognizes the strengths and weaknesses of their subordinates and supports them in their self-development.	1.13 1	8 1	3.1 3.0

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

		Number of ratings	Importance
Takes full responsibility for the results of their work.	4	4 0	1.0 ?
Recognizes and deals with risks.	4 3	3 1	4.0 3.0
Makes decisions promptly and with perspective.	3.67 2	4 1	2.3 3.0
Calmly deals with even very difficult situations.	3.33 2	4 1	4.3 1.0
Actively participates in fulfilling tasks even over and above their job description.	3.33 2	4 1	3.0 2.0
As a manager, the evaluee is an authority and their behavior sets an example to others.	3.25	4 0	1.7 ?
Inspires enthusiasm in their team members and motivates them to perform at a high level.	3.25 2	4 1	2.5 4.0
When signaled by the client, they move from a general offer to discussing a specific solution.	3 3	2 1	3.5 2.0
The evaluee plans their actions and works systematically.	3	4 0	2.7 ?
When coordinating work, they take the work of others into account.	3 2	4 1	2.5 5.0
Offers their (internal or external) clients solutions to their utmost satisfaction.	3 1	4 1	3.0 4.0
Establishes contact with new clients.	3	2 0	3.0 ?
The evaluee is an expert in their field and can deal with any work tasks.	3 2	4 1	2.5 2.0
Is supportive of their subordinates and takes an interest in their needs.	3	3 0	2.0 ?
Adheres to agreements and keeps their word.	2.67	3 0	3.7 ?
Fulfills their tasks by given deadlines.	2.5 3	4 1	3.0 4.0
Comes up with new ideas and innovations.	2.5 1	4 1	5.0 3.0

Knows how to use the client's objections in order to persuade them.	2.5 4	4 1	3.5 1.0
Appears convincing and trustworthy in front of the client.	2.5	3 0	4.0 ?
Manages to persuade others using convincing arguments.	2.5 4	4 1	2.0 3.0
Is willing to cooperate and involve others.	2.5 2	4 1	2.5 1.0
Contributes to working relationships and a positive atmosphere.	2.5 2	4 1	2.5 5.0
Is interested in how other people perceive their work and strives for further development.	2.33	3 0	3.3 ?
Anticipates and prevents the risks of their decisions.	2.33	3 0	2.7 ?
Approaches situations conceptually and with perspective.	2.33	4 0	1.7 ?
Forms their own independent opinion on situations.	2.33 2	4 1	3.3 4.0
Comprehensibly explains to their team members the general aims of the company and the specific steps taken to accomplish them.	2.33 4	4 1	3.0 2.0
Insists that the people in their team or department deliver their best performance.	2.33 4	3 1	2.7 1.0
Seeks solutions, not problems.	2 2	3 1	2.0 1.0
Finds practical and realistic solutions for their tasks.	2 2	4 1	3.0 2.0
When negotiating, the evaluee respects other people's opinions and strives to reach an agreement.	2 2	2 1	4.0 1.0
Is constructive in pointing out things they find satisfactory or unsatisfactory.	2	4 0	3.5 ?
Has a clear idea of what they want to accomplish in their field and how to do it.	2	4 0	2.3 ?
Appreciates the financial impact of their actions and decisions.	2 1	4 1	3.7 2.0
Is supportive of changes leading to improvement in the long term.	2 2	4 1	3.0 5.0
Carefully notices what the client likes and adapts the business dialogue accordingly.	2 1	3 1	3.0 1.0
Offers solutions which accommodate the needs of the client.	2	4 0	2.7 ?

Emphasizes the benefits the client can derive from mutual cooperation or business.	2 1	4 1	3.0 2.0
Takes interest in the needs of their clients (internal or external).	1.75 2	4 1	2.0 3.0
Seeks to solve problems even when stressed and under pressure.	1.75	4 0	1.2 ?
Actively and willingly shares information.	1.67 3	4 1	3.3 2.0
Is able to adapt to new situations and circumstances quickly and easily.	1.67 3	4 1	3.0 4.0
When giving tasks to others, they are clear, unambiguous, and understandable.	1.67	4 0	1.7 ?
Entrusts the members of their team with responsibility and gives them space to work independently.	1.5 3	4 1	3.5 2.0
Investigates the client's needs.	1.5	3 0	2.5 ?
Acquires information from different sources in a focused manner.	1.33	3 0	2.7 ?
Recognizes the strengths and weaknesses of their subordinates and supports them in their self-development.	1.33 1	4 1	3.3 3.0
Develops client relationships.	1.25 1	4 1	2.0 5.0
Finishes their client meetings by agreeing on specific and clear steps.	1 3	3 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
Self-assessment

		Number of ratings	Importance
Insists that the people in their team or department deliver their best performance.	4 4	1 1	2.0 1.0
Entrusts the members of their team with responsibility and gives them space to work independently.	4 3	1 1	5.0 2.0
Actively participates in fulfilling tasks even over and above their job description.	3 2	1 1	1.0 2.0
The evaluee plans their actions and works systematically.	3	1 0	5.0 ?
Offers their (internal or external) clients solutions to their utmost satisfaction.	3 1	1 1	4.0 4.0
Takes interest in the needs of their clients (internal or external).	3 2	1 1	3.0 3.0
Calmly deals with even very difficult situations.	3 2	1 1	4.0 1.0
Makes decisions promptly and with perspective.	3 2	1 1	3.0 3.0
Establishes contact with new clients.	3	1 0	4.0 ?
Has a clear idea of what they want to accomplish in their field and how to do it.	3	1 0	2.0 ?
Takes full responsibility for the results of their work.	3	1 0	1.0 ?
Develops client relationships.	3 1	1 1	2.0 5.0
Seeks to solve problems even when stressed and under pressure.	2	1 0	2.0 ?
Forms their own independent opinion on situations.	2 2	1 1	4.0 4.0
When coordinating work, they take the work of others into account.	2 2	1 1	5.0 5.0
Acquires information from different sources in a focused manner.	2	1 0	2.0 ?
Approaches situations conceptually and with perspective.	2	1 0	3.0 ?
The evaluee is an expert in their field and can deal with any work tasks.	2 2	1 1	3.0 2.0

Actively and willingly shares information.	2 3	1 1	2.0 2.0
Is willing to cooperate and involve others.	2 2	1 1	4.0 1.0
Is constructive in pointing out things they find satisfactory or unsatisfactory.	2	1 0	5.0 ?
Appears convincing and trustworthy in front of the client.	2	1 0	4.0 ?
Offers solutions which accommodate the needs of the client.	2	1 0	2.0 ?
Recognizes and deals with risks.	1 3	1 1	3.0 3.0
Inspires enthusiasm in their team members and motivates them to perform at a high level.	1 2	1 1	1.0 4.0
Is supportive of their subordinates and takes an interest in their needs.	1	1 0	3.0 ?
When signaled by the client, they move from a general offer to discussing a specific solution.	1 3	1 1	2.0 2.0
Finds practical and realistic solutions for their tasks.	1 2	1 1	3.0 2.0
Knows how to use the client's objections in order to persuade them.	1 4	1 1	4.0 1.0
Is interested in how other people perceive their work and strives for further development.	1	1 0	4.0 ?
Carefully notices what the client likes and adapts the business dialogue accordingly.	1 1	1 1	5.0 1.0
Finishes their client meetings by agreeing on specific and clear steps.	1 3	1 1	3.0 2.0
Fulfills their tasks by given deadlines.	1 3	1 1	2.0 4.0
Recognizes the strengths and weaknesses of their subordinates and supports them in their self-development.	1 1	1 1	5.0 3.0
Emphasizes the benefits the client can derive from mutual cooperation or business.	1 1	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

		Number of ratings	Importance
Is interested in how other people perceive their work and strives for further development.	4	5 0	3.5 ?
Appreciates the financial impact of their actions and decisions.	3.5 1	5 1	4.0 2.0
Fulfills their tasks by given deadlines.	3 3	3 1	2.0 4.0
Carefully notices what the client likes and adapts the business dialogue accordingly.	3 1	5 1	4.0 1.0
Comes up with new ideas and innovations.	3 1	5 1	4.0 3.0
Calmly deals with even very difficult situations.	3 2	4 1	2.0 1.0
Has a clear idea of what they want to accomplish in their field and how to do it.	3	5 0	2.7 ?
Offers their (internal or external) clients solutions to their utmost satisfaction.	3 1	5 1	3.5 4.0
Recognizes and deals with risks.	3 3	5 1	3.0 3.0
Seeks to solve problems even when stressed and under pressure.	2.75	4 0	3.0 ?
Is supportive of changes leading to improvement in the long term.	2.75 2	4 1	2.7 5.0
Seeks solutions, not problems.	2.75 2	5 1	2.0 1.0
Anticipates and prevents the risks of their decisions.	2.67	5 0	3.0 ?
Entrusts the members of their team with responsibility and gives them space to work independently.	2.67 3	5 1	3.0 2.0
Takes full responsibility for the results of their work.	2.67	5 0	2.7 ?
Comprehensibly explains to their team members the general aims of the company and the specific steps taken to accomplish them.	2.5 4	4 1	2.0 2.0
As a manager, the evaluee is an authority and their behavior sets an example to others.	2.5	4 0	2.2 ?

Emphasizes the benefits the client can derive from mutual cooperation or business.	2.5 1	3 1	3.5 2.0
The evaluee plans their actions and works systematically.	2.5	5 0	3.0 ?
Develops client relationships.	2.5 1	4 1	3.2 5.0
Knows how to use the client's objections in order to persuade them.	2.5 4	4 1	3.5 1.0
When signaled by the client, they move from a general offer to discussing a specific solution.	2.5 3	5 1	2.7 2.0
Offers solutions which accommodate the needs of the client.	2.4	5 0	3.6 ?
Finishes their client meetings by agreeing on specific and clear steps.	2.33 3	5 1	2.3 2.0
Actively participates in fulfilling tasks even over and above their job description.	2.33 2	3 1	4.0 2.0
When coordinating work, they take the work of others into account.	2.2 2	5 1	3.8 5.0
Appears convincing and trustworthy in front of the client.	2.2	5 0	3.6 ?
Adheres to agreements and keeps their word.	2	5 0	2.7 ?
Is able to adapt to new situations and circumstances quickly and easily.	2 3	5 1	2.4 4.0
Finds practical and realistic solutions for their tasks.	2 2	4 1	5.0 2.0
When negotiating, the evaluee respects other people's opinions and strives to reach an agreement.	2 2	4 1	3.2 1.0
Is supportive of their subordinates and takes an interest in their needs.	2	5 0	2.5 ?
Inspires enthusiasm in their team members and motivates them to perform at a high level.	2 2	4 1	2.7 4.0
Approaches situations conceptually and with perspective.	1.75	4 0	2.5 ?
Establishes contact with new clients.	1.6	5 0	2.2 ?
Is willing to cooperate and involve others.	1.5 2	3 1	3.5 1.0
The evaluee is an expert in their field and can deal with any work tasks.	1.5 2	4 1	1.0 2.0

Acquires information from different sources in a focused manner.	1.5	5 0	3.0 ?
Is constructive in pointing out things they find satisfactory or unsatisfactory.	1.5	5 0	3.5 ?
When giving tasks to others, they are clear, unambiguous, and understandable.	1.5	2 0	4.5 ?
Forms their own independent opinion on situations.	1.5 2	4 1	4.0 4.0
Insists that the people in their team or department deliver their best performance.	1.33 4	3 1	3.3 1.0
Investigates the client's needs.	1.33	5 0	2.0 ?
Contributes to working relationships and a positive atmosphere.	1 2	4 1	3.0 5.0
Takes interest in the needs of their clients (internal or external).	1 2	5 1	3.2 3.0
Manages to persuade others using convincing arguments.	1 4	4 1	2.0 3.0
Makes decisions promptly and with perspective.	1 2	3 1	3.5 3.0
Recognizes the strengths and weaknesses of their subordinates and supports them in their self-development.	1 1	5 1	2.5 3.0

EVALUATION OF INDIVIDUAL BEHAVIOURS WITHIN THE COMPETENCES COVERED

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

Try to focus here on specific areas for development in competences(even in a competence that is evaluated as high in general, there could be a specific area with a lower score - or vice versa).

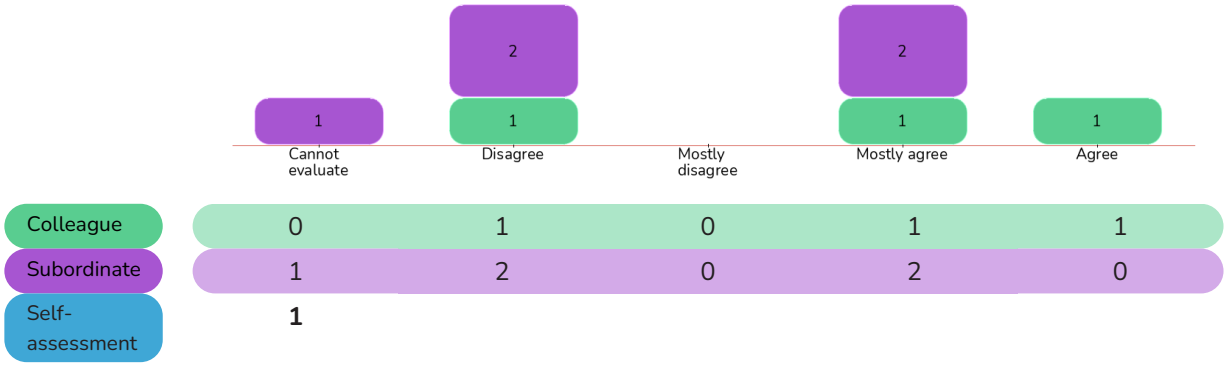
Another important piece of information for you could be a match or a differences in answers of individual evaluators on a given scale. E.g. you can see whether an average value of "3" means that everybody evaluated you the same, with score "3", or whether e.g. some part of evaluators chose the value "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 THEIR WORD.

average evaluation for all evaluators: 2.29

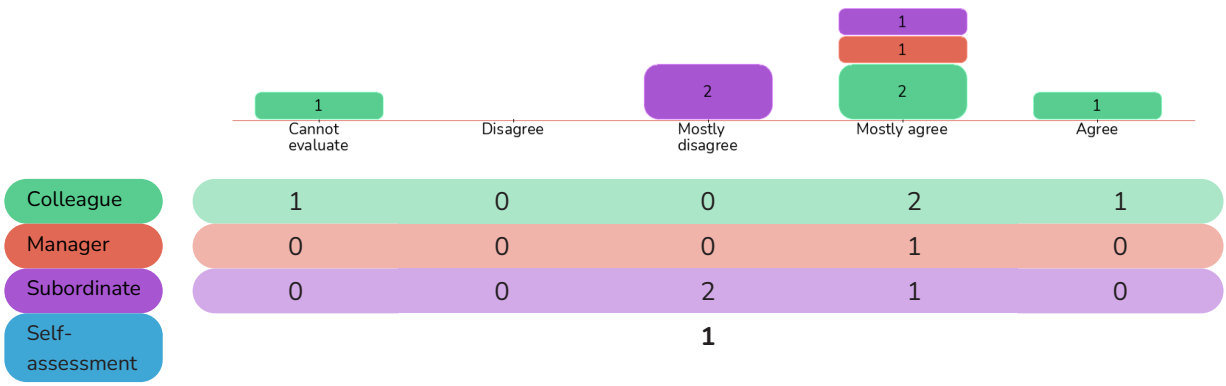
Importance 3.1 ?



ACTIVELY PARTICIPATES IN FULFILLING TASKS EVEN OVER AND ABOVE THEIR JOB DESCRIPTION.

average evaluation for all evaluators: 2.86

Importance 3.1 2.0



IS ABLE TO ADAPT TO NEW SITUATIONS AND CIRCUMSTANCES QUICKLY AND EASILY.

average evaluation for all evaluators: 1.88

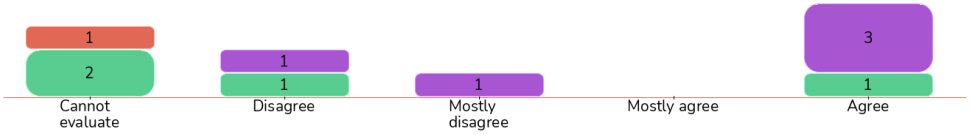
Importance
2.6 4.0

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

COMES UP WITH NEW IDEAS AND INNOVATIONS.

average evaluation for all evaluators: 2.86

Importance
4.3 3.0



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

IS INTERESTED IN HOW OTHER PEOPLE PERCEIVE THEIR WORK AND STRIVES FOR FURTHER DEVELOPMENT.

average evaluation for all evaluators: 2.67

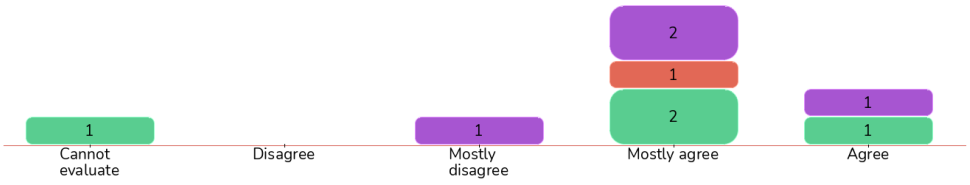
Importance
3.5 ?

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

CALMLY DEALS WITH EVEN VERY DIFFICULT SITUATIONS.

average evaluation for all evaluators: 3.13

Importance
3.1 1.0



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

SEEKS TO SOLVE PROBLEMS EVEN WHEN STRESSED AND UNDER PRESSURE.

average evaluation for all evaluators: 2.22

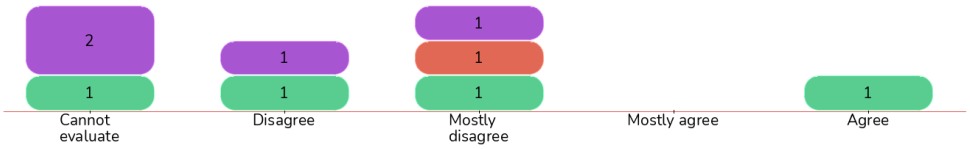
Importance
2.1 ?

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

FORMS THEIR OWN INDEPENDENT OPINION ON SITUATIONS.

average evaluation for all evaluators: 2

Importance
3.7 4.0



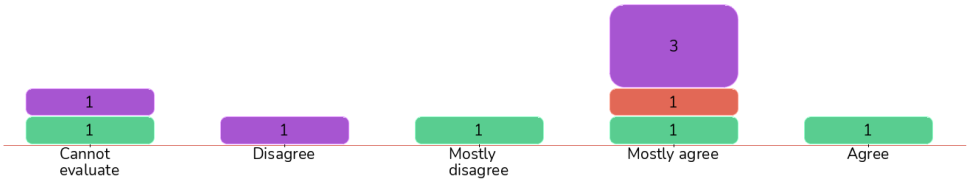
	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	1	1	1	0	1
Manager	0	0	1	0	0
Subordinate	2	1	1	0	0
Self-assessment			**1**		

WORK COMPETENCES

THE EVALUEE PLANS THEIR ACTIONS AND WORKS SYSTEMATICALLY.

average evaluation for all evaluators: 2.75

Importance
3.1 ?

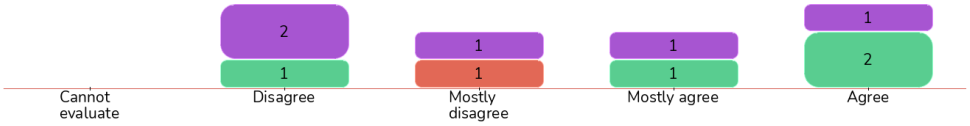


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	1	0	1	1	1
Manager	0	0	0	1	0
Subordinate	1	1	0	3	0
Self-assessment	**1**				

WHEN COORDINATING WORK, THEY TAKE THE WORK OF OTHERS INTO ACCOUNT.

average evaluation for all evaluators: 2.5

Importance
3.4 5.0

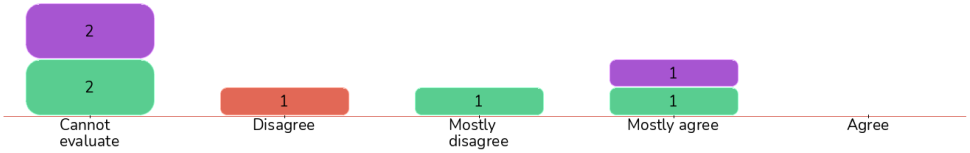


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	0	1	0	1	2
Manager	0	0	1	0	0
Subordinate	0	2	1	1	1
Self-assessment			**1**		

FULFILLS THEIR TASKS BY GIVEN DEADLINES.

average evaluation for all evaluators: 2.25

Importance
2.5 4.0



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

ACQUIRES INFORMATION FROM DIFFERENT SOURCES IN A FOCUSED MANNER.

average evaluation for all evaluators: 1.5

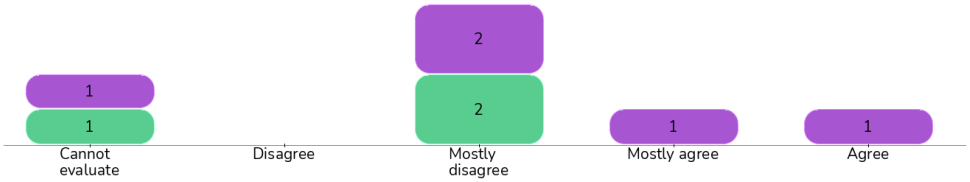
Importance
2.7 ?

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

SEEKS SOLUTIONS, NOT PROBLEMS.

average evaluation for all evaluators: 2.5

Importance 2.0 1.0



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

TAKES FULL RESPONSIBILITY FOR THE RESULTS OF THEIR WORK.

average evaluation for all evaluators: 3

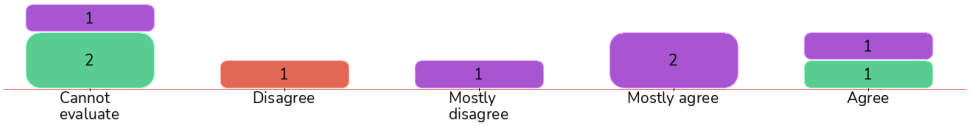
Importance 2.0 ?

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

RECOGNIZES AND DEALS WITH RISKS.

average evaluation for all evaluators: 2.83

Importance
3.2 3.0



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

APPROACHES SITUATIONS CONCEPTUALLY AND WITH PERSPECTIVE.

average evaluation for all evaluators: 2

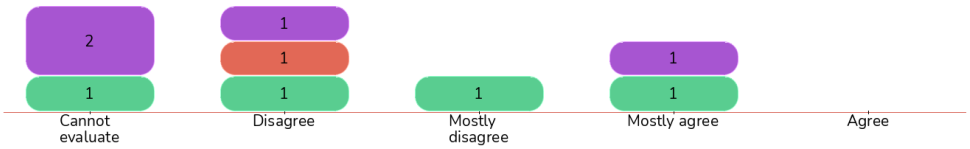
Importance
2.2 ?

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

FINDS PRACTICAL AND REALISTIC SOLUTIONS FOR THEIR TASKS.

average evaluation for all evaluators: 1.83

Importance
3.7 2.0

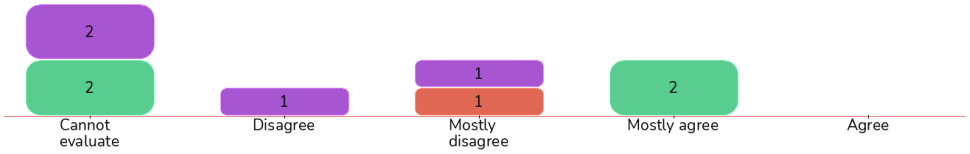


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	1	1	1	1	0
Manager	0	1	0	0	0
Subordinate	2	1	0	1	0
Self-assessment			**1**		

THE EVALUEE IS AN EXPERT IN THEIR FIELD AND CAN DEAL WITH ANY WORK TASKS.

average evaluation for all evaluators: 2.2

Importance
2.0 2.0



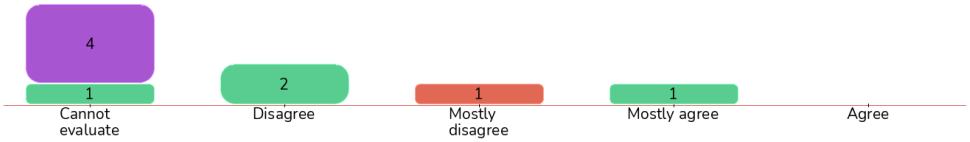
	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	2	0	0	2	0
Manager	0	0	1	0	0
Subordinate	2	1	1	0	0
Self-assessment			**1**		

INTERACTION WITH OTHERS

ACTIVELY AND WILLINGLY SHARES INFORMATION.

average evaluation for all evaluators: 1.75

Importance
3.0 2.0



	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	1	2	0	1	0
Manager	0	0	1	0	0
Subordinate	4	0	0	0	0
Self-assessment				**1**	

MANAGES TO PERSUADE OTHERS USING CONVINCING ARGUMENTS.

average evaluation for all evaluators: 2

Importance
2.0 3.0

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

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

average evaluation for all evaluators: 2

Importance
3.4 1.0

Colleague	1	0	1	0	0
Manager	1	0	0	0	0
Subordinate	0	2	0	2	0
Self-assessment			**1**		

TAKES INTEREST IN THE NEEDS OF THEIR CLIENTS (INTERNAL OR EXTERNAL).

average evaluation for all evaluators: 1.56

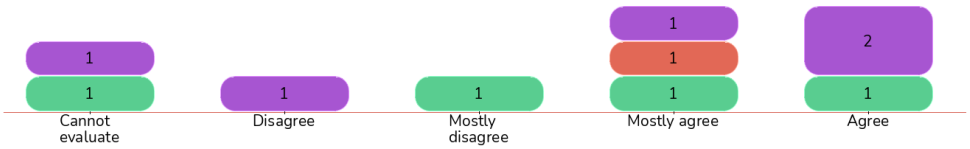
Importance
2.7 3.0

Colleague	0	3	0	0	1
Manager	0	0	0	1	0
Subordinate	1	4	0	0	0
Self-assessment			**1**		

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

average evaluation for all evaluators: 3

Importance
3.4 4.0

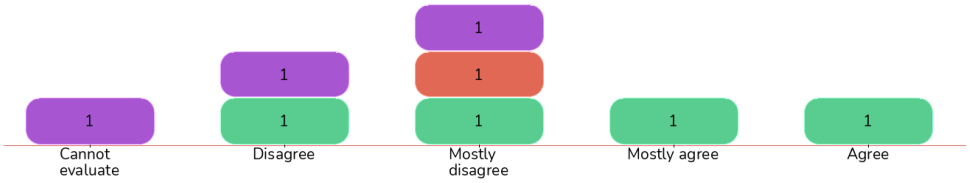


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	1	0	1	1	1
Manager	0	0	0	1	0
Subordinate	1	1	0	1	2
Self-assessment		**1**			

IS WILLING TO COOPERATE AND INVOLVE OTHERS.

average evaluation for all evaluators: 2.14

Importance
3.0 1.0



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

CONTRIBUTES TO WORKING RELATIONSHIPS AND A POSITIVE ATMOSPHERE.

average evaluation for all evaluators: 1.6

Importance
2.8 5.0

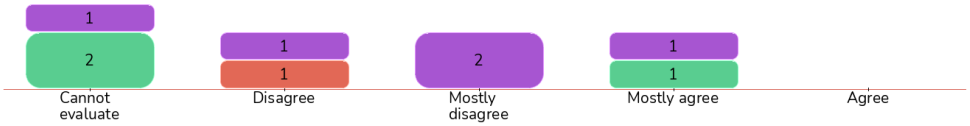
	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	2	1	0	0	1
Subordinate	1	3	0	0	0
Self-assessment			**1**		

TEAM LEADERSHIP

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

average evaluation for all evaluators: 2

Importance
2.5 ?

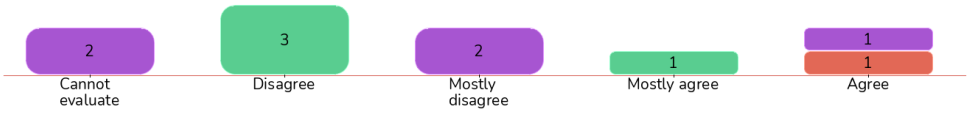


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	2	0	0	1	0
Manager	0	1	0	0	0
Subordinate	1	1	2	1	0
Self-assessment	**1**				

ENTRUSTS THE MEMBERS OF THEIR TEAM WITH RESPONSIBILITY AND GIVES THEM SPACE TO WORK INDEPENDENTLY.

average evaluation for all evaluators: 2.25

Importance
3.5 2.0

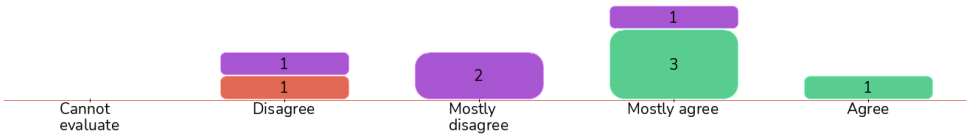


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	0	3	0	1	0
Manager	0	0	0	0	1
Subordinate	2	0	2	0	1
Self-assessment				**1**	

INSPIRES ENTHUSIASM IN THEIR TEAM MEMBERS AND MOTIVATES THEM TO PERFORM AT A HIGH LEVEL.

average evaluation for all evaluators: 2.44

Importance
2.4 4.0

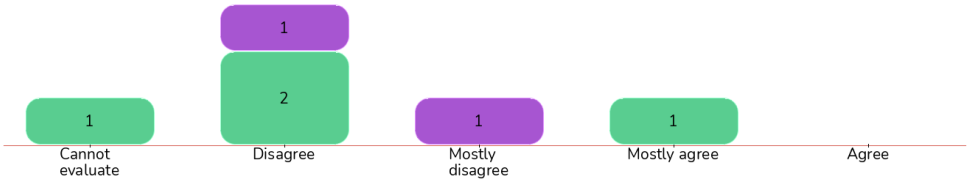


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	0	0	0	3	1
Manager	0	1	0	0	0
Subordinate	0	1	2	1	0
Self-assessment			**1**		

WHEN GIVING TASKS TO OTHERS, THEY ARE CLEAR, UNAMBIGUOUS, AND UNDERSTANDABLE.

average evaluation for all evaluators: 1.6

Importance
2.8 ?

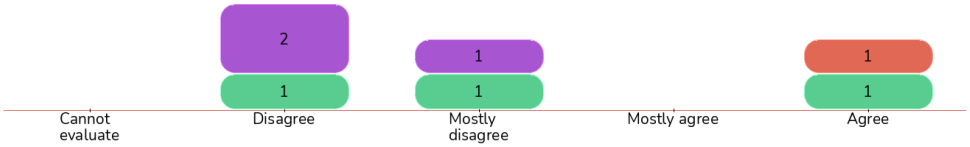


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	1	2	0	1	0
Subordinate	0	1	1	0	0
Self-assessment	**1**				

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

average evaluation for all evaluators: 2.14

Importance 2.9 1.0

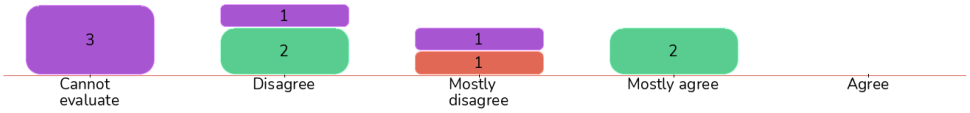


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	0	1	1	0	1
Manager	0	0	0	0	1
Subordinate	0	2	1	0	0
Self-assessment					**1**

IS CONSTRUCTIVE IN POINTING OUT THINGS THEY FIND SATISFACTORY OR UNSATISFACTORY.

average evaluation for all evaluators: 1.86

Importance 3.7 ?

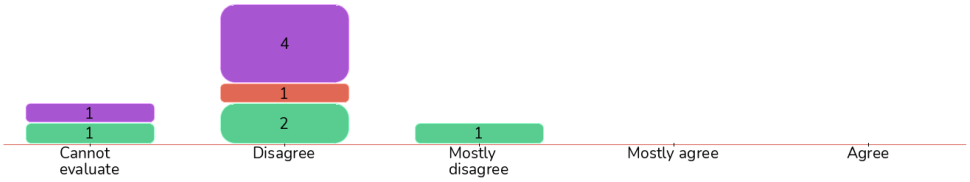


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	0	2	0	2	0
Manager	0	0	1	0	0
Subordinate	3	1	1	0	0
Self-assessment	**1**				

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

average evaluation for all evaluators: 1.13

Importance
3.1 3.0

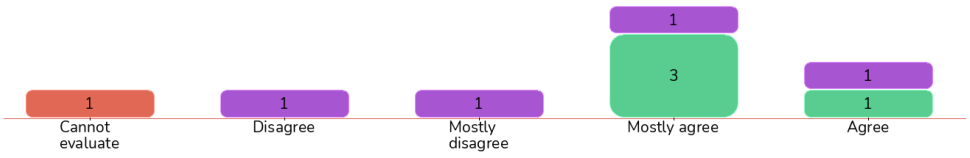


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	1	2	1	0	0
Manager	0	1	0	0	0
Subordinate	1	4	0	0	0
Self-assessment		**1**			

AS A MANAGER, THE EVALUEE IS AN AUTHORITY AND THEIR BEHAVIOR SETS AN EXAMPLE TO OTHERS.

average evaluation for all evaluators: 2.88

Importance
2.0 ?



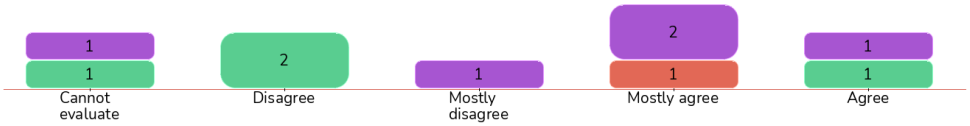
	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	0	0	0	3	1
Manager	1	0	0	0	0
Subordinate	0	1	1	1	1
Self-assessment	**1**				

STRATEGIC MANAGEMENT

HAS A CLEAR IDEA OF WHAT THEY WANT TO ACCOMPLISH IN THEIR FIELD AND HOW TO DO IT.

average evaluation for all evaluators: 2.63

Importance
2.5 ?



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

MAKES DECISIONS PROMPTLY AND WITH PERSPECTIVE.

average evaluation for all evaluators: 2.67

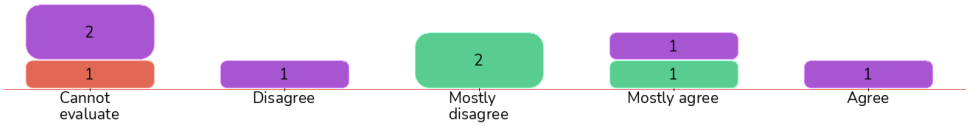
Importance
2.8 3.0

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

ANTICIPATES AND PREVENTS THE RISKS OF THEIR DECISIONS.

average evaluation for all evaluators: 2.5

Importance
2.8 ?

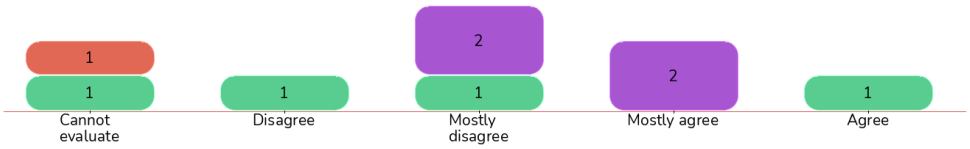


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	0	0	2	1	0
Manager	1	0	0	0	0
Subordinate	2	1	0	1	1
Self-assessment	**1**				

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

average evaluation for all evaluators: 2.43

Importance
2.4 2.0

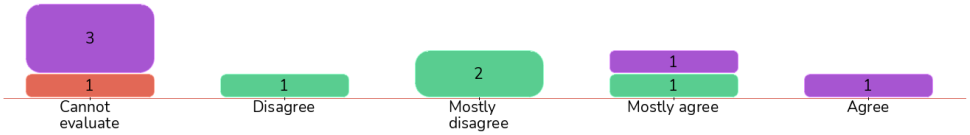


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	1	1	1	0	1
Manager	1	0	0	0	0
Subordinate	0	0	2	2	0
Self-assessment					**1**

APPRECIATES THE FINANCIAL IMPACT OF THEIR ACTIONS AND DECISIONS.

average evaluation for all evaluators: 2.5

Importance
3.8 2.0

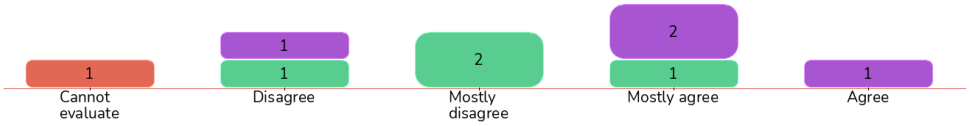


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	0	1	2	1	0
Manager	1	0	0	0	0
Subordinate	3	0	0	1	1
Self-assessment		**1**			

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

average evaluation for all evaluators: 2.38

Importance
2.9 5.0



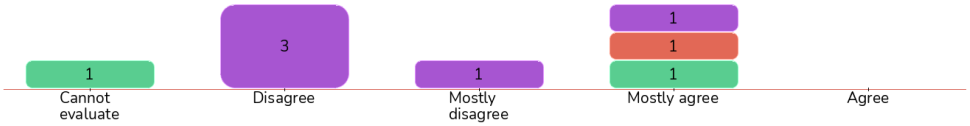
	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	0	1	2	1	0
Manager	1	0	0	0	0
Subordinate	0	1	0	2	1
Self-assessment			**1**		

SALES/ EXTERNAL CLIENT

ESTABLISHES CONTACT WITH NEW CLIENTS.

average evaluation for all evaluators: 2

Importance
2.6 ?

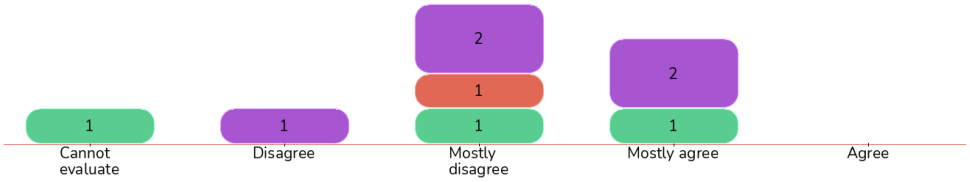


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	1	0	0	1	0
Manager	0	0	0	1	0
Subordinate	0	3	1	1	0
Self-assessment					

APPEARS CONVINCING AND TRUSTWORTHY IN FRONT OF THE CLIENT.

average evaluation for all evaluators: 2.25

Importance
3.7 ?

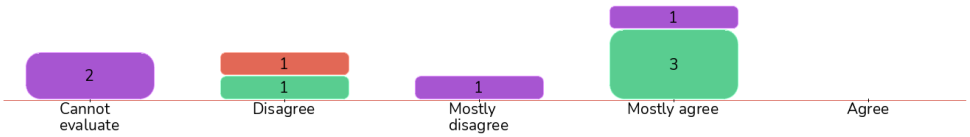


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	1	0	1	1	0
Manager	0	0	1	0	0
Subordinate	0	1	2	2	0
Self-assessment					

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

average evaluation for all evaluators: 2.29

Importance
3.6 1.0

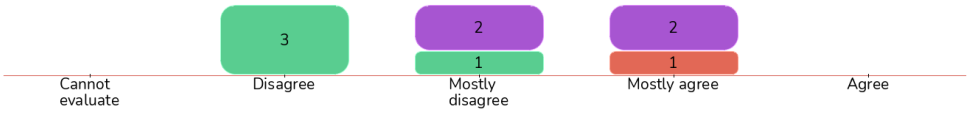


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	0	1	0	3	0
Manager	0	1	0	0	0
Subordinate	2	0	1	1	0
Self-assessment					**1**

DEVELOPS CLIENT RELATIONSHIPS.

average evaluation for all evaluators: 2

Importance
2.6 5.0



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

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

average evaluation for all evaluators: 2

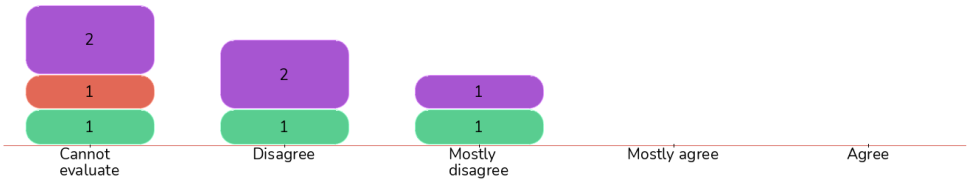
Importance 3.7 1.0

	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	1	1	0	1	0
Manager	0	1	0	0	0
Subordinate	4	0	0	1	0
Self-assessment		**1**			

INVESTIGATES THE CLIENT'S NEEDS.

average evaluation for all evaluators: 1.4

Importance 2.2 ?

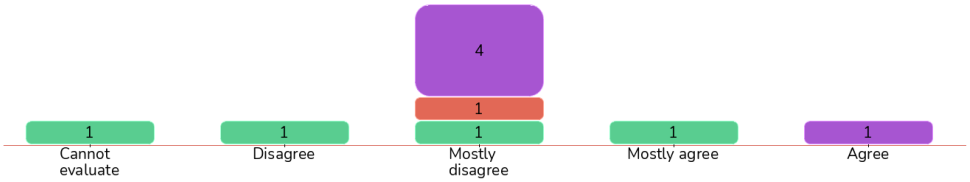


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	1	1	1	0	0
Manager	1	0	0	0	0
Subordinate	2	2	1	0	0
Self-assessment	**1**				

OFFERS SOLUTIONS WHICH ACCOMMODATE THE NEEDS OF THE CLIENT.

average evaluation for all evaluators: 2.22

Importance
3.1 ?

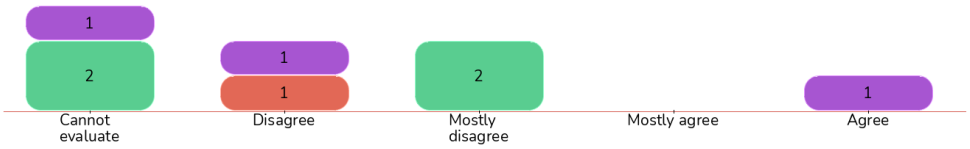


	Cannot evaluate	Disagree	Mostly disagree	Mostly agree	Agree
Colleague	1	1	1	1	0
Manager	0	0	1	0	0
Subordinate	0	0	4	0	1
Self-assessment					

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

average evaluation for all evaluators: 2

Importance
3.2 2.0



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

WHEN SIGNALED BY THE CLIENT, THEY MOVE FROM A GENERAL OFFER TO DISCUSSING A SPECIFIC SOLUTION.

average evaluation for all evaluators: 2.43

Importance
2.9 2.0

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

FINISHES THEIR CLIENT MEETINGS BY AGREEING ON SPECIFIC AND CLEAR STEPS.

average evaluation for all evaluators: 1.8

Importance
2.6 2.0

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

COMPARISON WITH OTHERS - HEATMAP BY COMPETENCES

	Total rating	Personal attitude	Work competences	Interaction with others	Team leadership	Strategic management	Sales/ external client
X	2.41	2.44	2.33	2.36	2.43	2.56	2.36
X	2.25	2.07	2.28	2.14	2.62	2.34	2.10
X	2.23	2.28	2.26	2.25	2.31	2.30	2.11
Bill Smith - bill.smith@example.com	2.2	2.49	2.34	2.01	2.04	2.52	2.04
X	2.17	2.07	2.21	2.04	2.11	1.98	2.34

1 - Disagree 4 - Agree

COMPARISON WITH OTHERS - HEATMAP BY QUESTIONS

PERSONAL ATTITUDE

	Total rating	Adheres to agreements and keeps their word.	Actively participates in fulfilling tasks even over and above their job description.	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 their work and strives for further development.	Calmly deals with even very difficult situations.	Seeks to solve problems even when stressed and under pressure.	Forms their own independent opinion on situations.
Bill Smith - bill.smith@example.com	2.49	2.29	2.86	1.88	2.86	2.67	3.13	2.22	2.00
X	2.44	2.00	3.00	2.60	2.00	2.71	2.22	2.60	2.38
X	2.28	2.71	1.60	2.29	2.00	2.50	2.63	2.33	2.20
X	2.07	1.86	2.56	2.29	2.86	1.86	1.43	2.13	1.60
X	2.07	2.33	1.83	1.83	1.86	2.67	1.25	2.29	2.50

1 - Disagree 4 - Agree

WORK COMPETENCES

	Total rating	The evaluee plans their actions and works systematically.	When coordinating work, they take the work of others into account.	Fulfills their tasks by given deadlines.	Acquires information from different sources in a focused manner.	Seeks solutions, not problems.	Takes full responsibility for the results of their work.	Recognizes and deals with risks.	Approaches situations conceptually and with perspective.	Finds practical and realistic solutions for their tasks.	The evaluee is an expert in their field and can deal with any work tasks.
Bill Smith - bill.smith@example.com	2.34	2.75	2.50	2.25	1.50	2.50	3.00	2.83	2.00	1.83	2.20
X	2.33	2.67	2.13	2.00	2.00	2.57	2.50	2.17	1.88	2.83	2.57
X	2.28	2.29	2.63	2.60	1.88	1.88	2.00	2.38	2.60	2.00	2.50
X	2.26	2.00	2.13	2.00	2.22	2.75	2.25	1.50	2.71	2.78	2.25
X	2.21	2.00	2.29	2.57	2.13	1.63	2.29	2.43	2.67	2.00	2.13

1 - Disagree 4 - Agree

INTERACTION WITH OTHERS

	Total rating	Actively and willingly shares information.	Manages to persuade others using convincing arguments.	When negotiating, the evaluee respects other people's opinions and strives to reach an agreement.	Takes interest in the needs of their clients (internal or external).	Offers their (internal or external) clients solutions to their utmost satisfaction.	Is willing to cooperate and involve others.	Contributes to working relationships and a positive atmosphere.
X	2.36	2.43	2.63	2.00	2.67	1.50	2.29	3.00
X	2.25	2.50	2.14	2.33	2.00	2.00	2.50	2.29
X	2.14	1.75	2.40	2.43	1.67	1.88	2.00	2.88
X	2.04	1.43	1.80	2.50	2.75	2.00	1.43	2.38
Bill Smith - bill.smith@example.com	2.01	1.75	2.00	2.00	1.56	3.00	2.14	1.60

1 - Disagree 4 - Agree

TEAM LEADERSHIP

	Total rating	Is supportive of their subordinates and takes an interest in their needs.	Entrusts the members of their team with responsibility and gives them space to work independently.	Inspires enthusiasm in their team members and motivates them to perform at a high level.	When giving tasks to others, they are clear, unambiguous, and understandable.	Insists that the people in their team or department deliver their best performance.	Is constructive in pointing out things they find satisfactory or unsatisfactory.	Recognizes the strengths and weaknesses of their subordinates and supports them in their self-development.	As a manager, the evaluee is an authority and their behavior sets an example to others.
X	2.62	3.25	3.00	2.43	2.43	2.33	2.50	2.17	2.88
X	2.43	1.71	2.63	2.13	2.86	2.63	2.83	2.75	1.86
X	2.31	2.80	1.67	2.14	2.50	2.33	2.40	2.29	2.33
X	2.11	1.75	1.50	2.63	2.50	2.43	1.44	2.38	2.25
Bill Smith - bill.smith@example.com	2.04	2.00	2.25	2.44	1.60	2.14	1.86	1.13	2.88

1 - Disagree 4 - Agree

STRATEGIC MANAGEMENT

	Total rating	Has a clear idea of what they want to accomplish in their field and how to do it.	Makes decisions promptly and with perspective.	Anticipates and prevents the risks of their decisions.	Comprehensibly explains to their team members the general aims of the company and the specific steps taken to accomplish them.	Appreciates the financial impact of their actions and decisions.	Is supportive of changes leading to improvement in the long term.
X	2.56	2.38	2.83	2.71	2.25	2.71	2.50
Bill Smith - bill.smith@example.com	2.52	2.63	2.67	2.50	2.43	2.50	2.38
X	2.34	2.71	2.29	1.88	2.70	2.30	2.17
X	2.3	1.67	2.50	2.14	3.14	2.56	1.80
X	1.98	2.14	1.75	1.83	2.00	2.14	2.00

1 - Disagree 4 - Agree

SALES/ EXTERNAL CLIENT

	Total rating	Establishes contact with new clients.	Appears convincing and trustworthy in front of the client.	Knows how to use the client's objections in order to persuade them.	Develops client relationships.	Carefully notices what the client likes and adapts the business dialogue accordingly.	Investigates the client's needs.	Offers solutions which accommodate the needs of the client.	Emphasizes the benefits the client can derive from mutual cooperation or business.	When signaled by the client, they move from a general offer to discussing a specific solution.	Finishes their client meetings by agreeing on specific and clear steps.
X	2.36	2.29	2.40	3.17	2.43	3.14	1.43	1.75	2.22	2.80	2.00
X	2.34	3.00	2.43	2.11	2.83	2.50	2.38	2.33	1.67	2.00	2.17
X	2.11	2.00	2.38	2.00	1.75	2.50	2.00	2.38	1.75	1.86	2.43
X	2.1	2.25	2.50	2.40	2.38	1.50	3.13	1.25	1.88	1.50	2.22
Bill Smith - bill.smith@example.com	2.04	2.00	2.25	2.29	2.00	2.00	1.40	2.22	2.00	2.43	1.80

1 - Disagree 4 - Agree

RECOMMENDATIONS FROM EVALUATORS

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

Approach them as pointers that you could use for your further self-development. It is important that you keep the feedback in perspective, not to take any parts personally and remember that the comments are only the impressions of those who evaluated you. While it is the opinion of another individual that may be useful for you, it is also important to remember that it is not necessary to accept it automatically without reservation.

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

Above the evaluators' comments, a summary generated by AI is displayed. The AI summary is color-coded.

RECOMMENDATIONS FROM EVALUATORS RELATING TO THE AREAS COVERED

WHAT SHOULD THE EVALUATEE BEGIN DOING?

AI Summary of Comments:

Respondents most frequently suggest that the evaluated person should begin communicating more openly and proactively, particularly sharing information even when it is incomplete or uncertain, as this would strengthen trust, involvement, and clarity of expectations. There is also a strong emphasis on improving the clarity of communicated expectations and organizational goals to reduce uncertainty about priorities and desired outcomes. Several comments highlight the need to increase delegation, allowing team members more autonomy and responsibility, which could lead to a more motivated team and also free up time for the evaluated person to focus on strategic matters.

Further suggestions include adopting modern project management tools to better organize and share information, increasing horizontal collaboration across teams and departments, and taking a more active leadership role in inter-team meetings. Respondents also recommend initiating more informal discussions, recognizing and appreciating good work more visibly, paying greater attention to feedback from quieter team members, and addressing the individual motivations and development needs of team members instead of a uniform approach.

I should start planning my time better and allocate more space for conceptual work. Currently, daily operations often consume me, and then I lack the room to think about the broader direction of the team or new opportunities.

He should start acting more as a leader in inter-team meetings. He has a good grasp and the respect of colleagues, but sometimes he leaves the initiative to others, even though he could set the direction.

He should start appreciating good work more. Even though we know he values it, it often doesn't come across outwardly—and yet, doing so would have a positive impact on the team's motivation.

He should start communicating expectations more clearly. Sometimes we are left unsure about what exactly is the priority or what outcome he envisions. A simple summary of the goal or output would help a lot.

He should start communicating more openly even in moments when things are uncertain or still searching for direction. Sometimes he tends to wait until all the information is complete or decisions are final before sharing anything with us. I understand that he doesn't want to spread uncertainty or premature conclusions, but partial information would often help us better understand what is going on, prepare for possible changes, or align our expectations. Especially in our dynamic environment, it is more important to share "something" in time than to wait for "everything." At the same time, it could strengthen trust and the sense of involvement - that we are not just executors but part of a broader process with the room for our own contributions.

He should start initiating informal discussions more often — not only about projects but also about the direction the team is heading. He has interesting ideas, but sometimes it's a shame that he doesn't share them sooner or with a wider audience.

He should start listening to the quieter team members. Sometimes discussions revolve around those who are louder, but even the less vocal have valuable insights.

He should start using modern project management tools. At the moment, he keeps a lot of things "in his head" or in emails, which makes it difficult for others to keep track.

I think he should start delegating more and trust people to handle some things without his detailed supervision. Currently, many things are tied to him—decisions, approvals, even some operational tasks that could be delegated. I understand that this might stem from a desire to have control and ensure quality, but it can be demotivating for the team at times. When we get more space and trust, we are more inclined to come up with our own ideas and feel responsible for the outcome. It could also lighten his agenda and give him room to focus more on strategic topics. Additionally, I perceive that there are capable people in the team who would like to get more involved; they just need the opportunity.

I think he should start working more with the individual motivation of people in the team. Each of us is slightly different – some need more structure and guidance, while others require space for their own initiative. Currently, the approach is rather uniform for everyone, which means that while it suits some, others may feel either overwhelmed or insufficiently utilized. At the same time, he could start paying more attention to the development of individuals – not only in terms of professional goals, but also in what they enjoy and where they want to progress. He has natural authority and experience, so he is in a great position to become not just a manager, but a true leader who inspires and develops his team.

I would recommend that he start building more horizontal collaboration across teams. He is very strong within his own department—respected, with expert authority and well-established processes. However, when it comes to collaborating with other departments, there is sometimes a lack of openness, information sharing, or initiative to coordinate things together. From a long-term perspective, it is crucial for us that individual leaders actively seek collaboration opportunities—not only responding to others' needs but also connecting, explaining, and harmonizing joint efforts themselves. This also applies to communication with management—it would be beneficial for him to propose how to improve overlaps, strengthen collaboration, or where he sees opportunities for simplification. He should stand out more as a bearer of positive change throughout the company, not just in his area.

WHAT SHOULD THE EVALUATEE DISCONTINUE DOING?

AI Summary of Comments:

Respondents most frequently mentioned that the evaluated person should stop focusing excessively on operational details, checking every little detail, and handling everything alone, as this can hinder team independence and effectiveness. It is also suggested that he stop being overly hard on himself, as such high self-demands create indirect pressure on the team. Multiple answers highlight the need for more consistent communication, specifically suggesting that he stop giving contradictory instructions and address information to the whole team rather than individually, which causes confusion. Additionally, it is recommended that he avoid postponing feedback and instead provide it in a timely and clear manner. Other comments suggest he should stop reacting impulsively under stress and should share his valuable insights earlier to facilitate better decision-making and collaboration.

I should stop postponing unpleasant conversations or decisions. Sometimes I wait unnecessarily instead of addressing the situation directly, which can lead to uncertainty within the team. I need to work on being more decisive and open in communication. I should stop automatically assuming that everyone has the same information as I do. Sometimes I communicate too briefly or incompletely, which can lead to confusion. I need to be more consistent in conveying information to my colleagues.

He should stop addressing every issue personally with each team member individually. This causes a lot of confusion—what applies to one may not apply to another. It would be better to communicate certain information and decisions uniformly to the entire team.

He should stop being so hard on himself. He is very efficient and capable, but at the same time, he places excessively high demands on himself. This indirectly creates pressure on those around him, as everyone tries to "keep up the pace."

He should stop delving too deeply into operational details, which he should leave to his team. It's clear that he cares about the outcome, but at times he hinders others and unnecessarily takes on responsibilities that should remain elsewhere. I would recommend trusting the people in his team more and focusing on a more strategic level of leadership.

He should stop doing everything by himself. Sometimes it's hard to offer him help because he gives the impression that he has "everything under control" – but occasionally it's clearly too much. If he were to delegate more tasks or be more open to collaboration, it would relieve both him and the team.

He should stop giving contradictory instructions. Sometimes, during a single week, he changes assignments or priorities several times, and the team then finds it difficult to determine what is actually the most important. Greater consistency in communicating goals would help.

He should stop postponing feedback. When something goes wrong, we usually learn about it too late or only in passing. Clear and timely feedback would help us improve and prevent mistakes.

He should stop reacting impulsively in moments of stress. Most of the time, he is calm and thoughtful, but when things get tough, his tone or manner of communication can be a bit too direct, even uncomfortable. I understand it's about the tension, not the intent, but sometimes it leaves an unpleasant impression on the team.

Maybe he should stop keeping some ideas "to himself." He has a lot of good insights, but sometimes he shares them too late, when decisions have already been made. It would be nice if he got involved in discussions earlier—his insights are valuable.

Occasionally, he could stop focusing on less important details and concentrate on what truly matters. He has an excellent sense of quality, but sometimes he gets unnecessarily "stuck" in it, slowing down the progress of work.

Sometimes he should stop checking every little detail. I understand that it's important to have oversight, but excessive control can feel like a lack of trust. We appreciate his expertise, but we need space for independence.

WHAT SHOULD THE EVALUATEE CONTINUE DOING?

AI Summary of Comments:

Respondents consistently highlight the importance of the evaluated individual's calm and constructive approach in challenging or crisis situations, which contributes to team stability and a positive atmosphere. His willingness to help others, careful preparation for meetings, and structured leadership style—where clear goals, timelines, and supportive guidance are evident—are frequently recommended for continuation. He is appreciated for fostering cross-departmental collaboration, creating a safe environment for open communication, and treating team members as partners, encouraging involvement and valuing their input. The ability to give sensitive, concrete feedback and defend the team to higher management is noted as particularly valuable. Additionally, he is praised for maintaining regular and genuine communication, caring about his team's well-being, and summarizing meeting outcomes to provide clarity. His approach is seen as both effective and sustainable, and he is regarded as a reliable colleague and natural authority whom people trust and want to follow.

I think I should continue creating a space for open communication within the team. I am successful in maintaining a culture where people aren't afraid to say what they think, where problems are resolved without blame, and where everyone can speak up with an idea. The feedback I receive from people shows that they appreciate this—and it personally makes sense to me to build trust and openness as the foundation of team collaboration. I believe that in the long run, it increases not only satisfaction but also the team's performance.

He should continue to develop the way he conducts meetings—they are structured, focused, yet informal. As a result, people are not afraid to speak up, and we don't waste time. An additional benefit is that he always summarizes the outcomes and responsibilities at the end, which was previously missing. Thanks to this, the team knows what to do, and no one feels lost. This approach provides a clear framework for work, and he should definitely continue with it.

He should continue with his leadership style, where he doesn't look down on us but treats us as partners. He is willing to engage in discussions, listens to our suggestions, and genuinely strives to involve the entire team in decision-making. This approach encourages people to contribute more and makes them feel that their opinions matter.

He should definitely continue connecting people across departments. It often happens that different teams work in isolation, but he is one of the few who actively looks for connections and tries to foster collaboration even where it is not automatic. He has an overview, knows who is dealing with what, and is not afraid to connect people who can help each other. The result is fewer duplications, more aligned expectations, and quicker problem solving. This is not immediately visible, but in the long run, it brings significant value. He should definitely continue with this.

He should definitely continue his approach to teamwork – he is able to create a safe environment where people are not afraid to express their opinions, admit mistakes, or offer different perspectives. I believe this doesn't happen by itself; it's a result of his leadership style – he knows how to listen, provides space, and is fair. When things don't go as planned, he first tries to understand the context instead of immediately criticizing. Additionally, I appreciate his ability to defend the team upwards – he can articulate what is realistically achievable, and if something truly isn't feasible, he communicates it openly. This gives us assurance that we have support and do not have to just "grind away" regardless of conditions. In my opinion, this is his strong point, and he should definitely continue with it.

He should definitely continue the meticulous preparation of presentations and materials for meetings. It often happens that thanks to his preparation, we have a clearer idea of what is being discussed, and the discussions stay factual. This is a huge benefit because it increases the efficiency of the meetings while helping to keep the discussion constructive. At the same time, he never tries to elevate himself—his demeanor is calm, matter-of-fact, yet persuasive.

He should definitely continue to always be willing to help. When someone approaches him with a problem, he never refuses and tries to find a solution.

He should definitely continue to remain calm in crisis situations and avoid spreading panic. This greatly helps the atmosphere within the team.

He should definitely continue with his systematic approach to managing projects and people. He has the ability to combine a focus on results with a human approach, which is not a given. The projects he leads have a clear structure, objectives, and timeline, yet there's no pressure at any cost – he knows how to work with people's capacities and understands when it's necessary to slow down or re-evaluate priorities. I also appreciate his ability to maintain calmness and rationality even in challenging situations – instead of panicking, he seeks solutions and spreads stability around him. He is a natural authority to others because he knows what he's talking about and doesn't behave in a superior manner. His style of leadership is very effective and sustainable, and even though I occasionally recommend him to delegate more or engage more in strategic overreach, the essence – his work style – is very strong, and he should definitely continue in this manner.

I appreciate that he regularly finds time for us, even though he has a lot on his own plate. He doesn't just lead the team formally but genuinely cares about how we are doing, what we need, and what holds us back. When we approach him with something, he doesn't dismiss it—on the contrary, he takes notes, revisits the issue, and often makes actual changes. It's clear that he cares about people, not just results. By communicating with us openly and humanely, he builds trust, which ensures we're not afraid to discuss things that aren't going well. He should definitely continue in this manner because this is what makes the difference between a regular boss and a leader whom people want to follow.

I highly appreciate the way he approaches problems – he should definitely continue doing so. When something goes wrong or an unexpected situation arises, he doesn't panic, doesn't look for scapegoats, but quickly and constructively seeks solutions. This spreads calmness around him and gives others a sense of security. Additionally, he is capable of giving feedback sensitively, yet concretely, so a person knows where they stand and doesn't feel unnecessarily undermined. He's a colleague you can rely on even in tough moments – and that's truly valuable.

OVERALL AI SUMMARY OF COMMENTS AND DEVELOPMENT RECOMMENDATIONS

In this section, you will find the overall AI summary of your evaluators' comments, along with development recommendations based on them.

Summary of Comments:

Respondents repeatedly highlighted the need for the evaluated person to increase delegation, act more proactively as a leader, and communicate more openly and consistently—including sharing information earlier and expressing expectations clearly. Many also recommended leveraging modern project management tools and building greater cross-team collaboration, as well as appreciating good work and adapting leadership approaches to individual motivations within the team. These points appeared multiple times across the answers. Additional suggestions included initiating informal discussions more frequently and listening to quieter team members.

For behaviors to stop, several responses emphasized the importance of ceasing to do everything personally, reducing an excessive focus on operational details and overcontrol, and avoiding the postponement of feedback. It was also noted that the evaluated person should stop reacting impulsively under stress, setting overly high demands on themselves, and providing contradictory instructions, all of which were raised multiple times. Another recurring point was to stop sharing ideas or instructions only with select individuals late or inconsistently, favoring open team-wide communication instead.

Regarding strengths, it was repeatedly noted that the evaluated person should continue demonstrating helpfulness, maintaining thorough preparation and systematic project management, and fostering cross-departmental connections. There was frequent appreciation for their measured and calm approach in crises, feedback provided with sensitivity, as well as for supporting constructive, well-structured, and purposeful meetings. Multiple answers praised the leadership style—valuing people, encouraging open communication, building trust, and creating a safe and collaborative team environment. Respondents also frequently highlighted the balance achieved between result-oriented focus and a human approach, and their willingness to advocate for the team and involve team members in decision-making.

Development Recommendations:

- Begin to initiate more informal discussions about the team's direction and share ideas promptly with a broader audience.
- Use modern project management tools and share information more transparently with the team.
- Take on more leadership in inter-team meetings and actively seek horizontal collaboration across departments.
- Communicate more openly and timely, even in uncertain situations or with incomplete information.
- Clearly and consistently formulate expectations and priorities so that the team has an overview of the goals and their importance.
- Appreciate good results and a positive approach more within the team.
- Listen to quieter colleagues and work more individually on team members' motivation.
- Delegate tasks more, trust the team's competencies, and limit unnecessary control over details.
- Stop handling everything alone, avoid burdening yourself with operational tasks, and focus more on strategy and people development.
- Provide feedback more quickly and allow space for transparent information sharing at the team level.

HISTORICAL COMPARISON BY AREAS

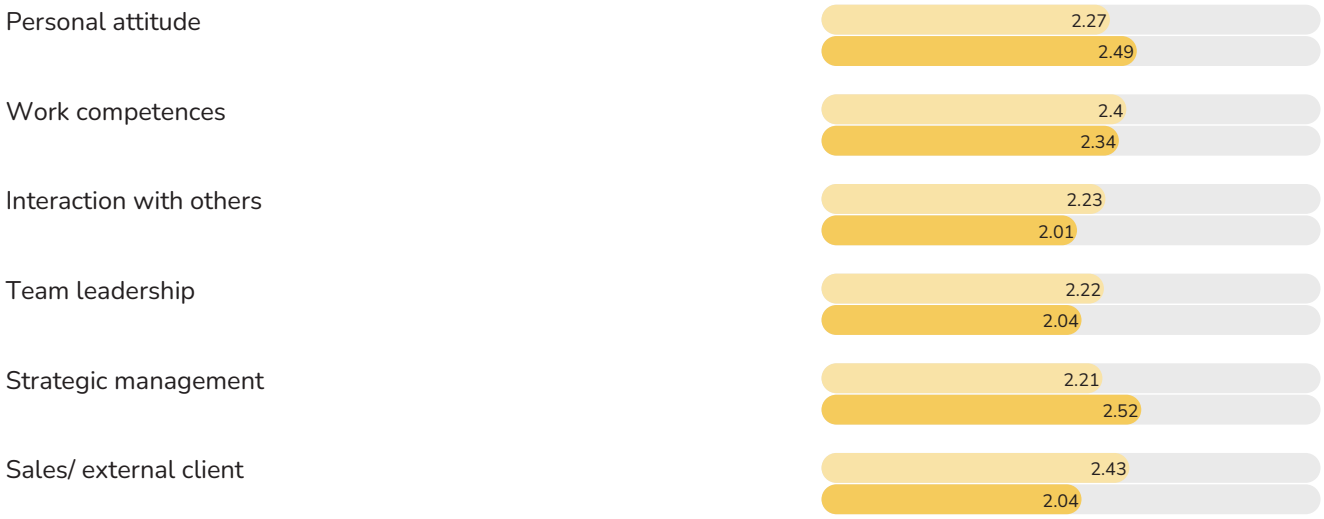
In this chapter, you will find a comparison between the results of the current evaluation and previous evaluations.

- Demo - 360° Feedback 2024
- Demo - 360° Feedback 2025

HISTORICAL COMPARISON BY COMPETENCES

In this chapter, you will find a comparison between the results of the current evaluation and previous evaluations.

- Demo - 360° Feedback 2024
- Demo - 360° Feedback 2025

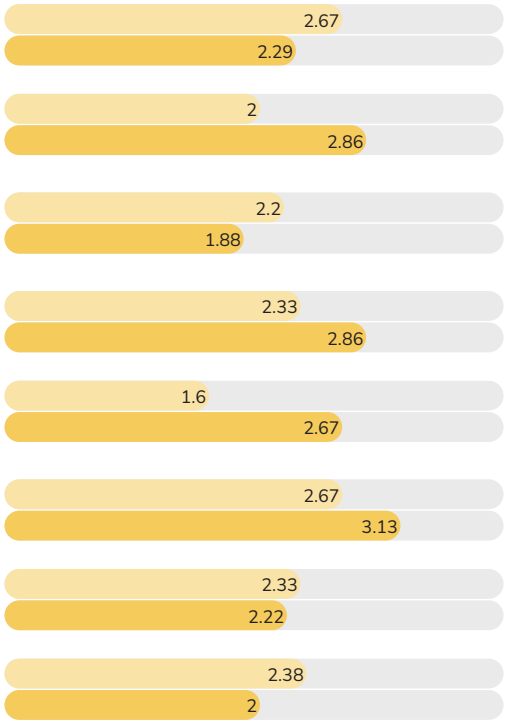


HISTORICAL COMPARISON BY QUESTIONS

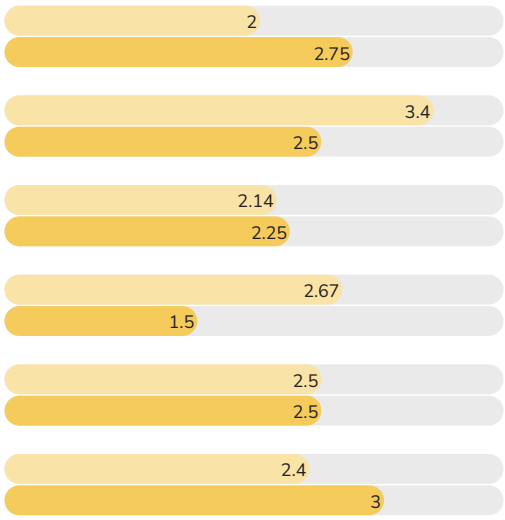
In this chapter, you will find a comparison between the results of the current evaluation and previous evaluations.

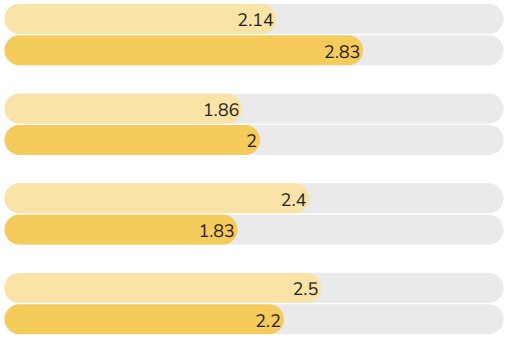
- Demo - 360° Feedback 2024
- Demo - 360° Feedback 2025

PERSONAL ATTITUDE



WORK COMPETENCES





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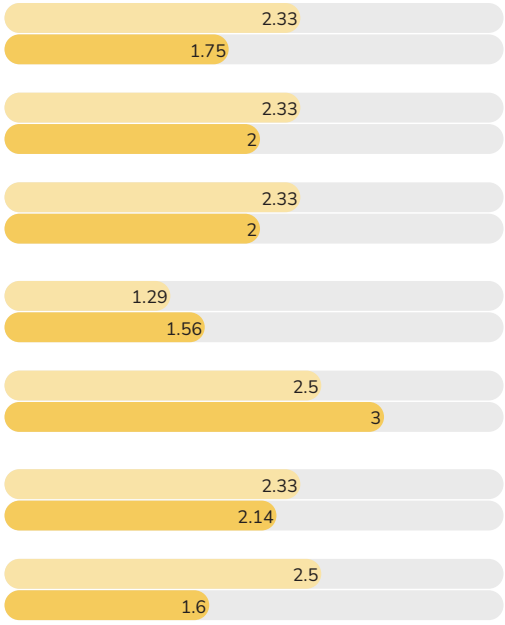

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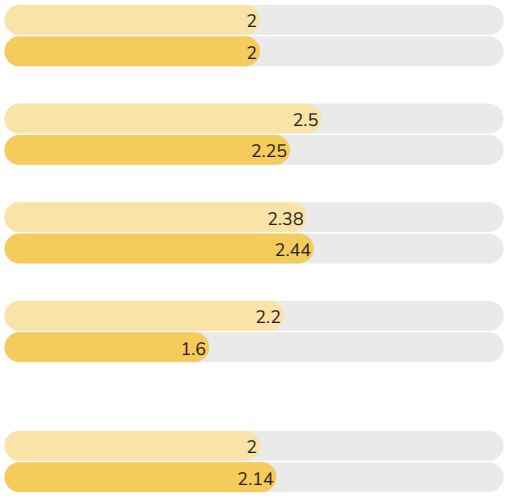
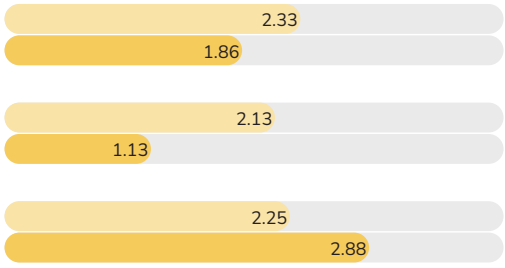
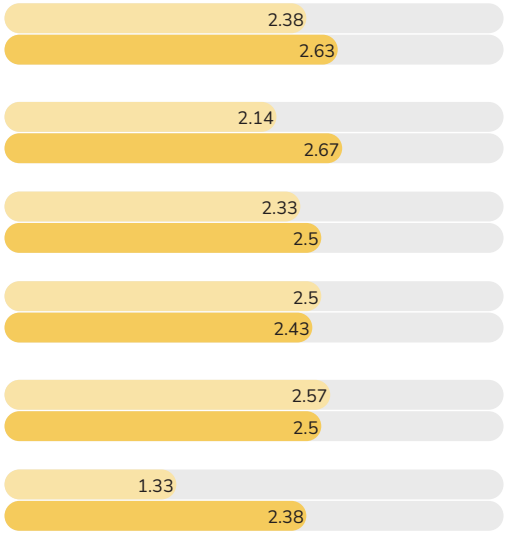
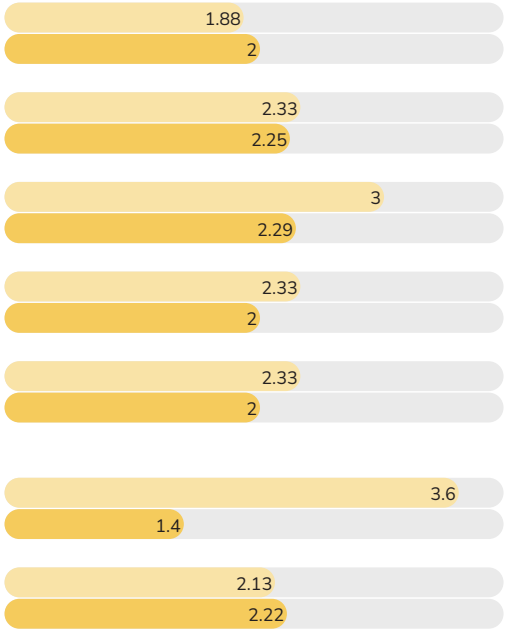




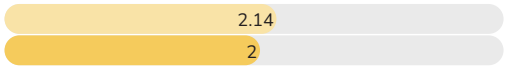
STRATEGIC MANAGEMENT



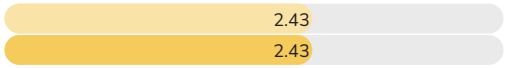
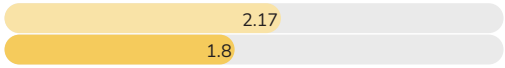
SALES/ EXTERNAL CLIENT



Emphasizes the benefits the client can derive from mutual cooperation or business.



When signaled by the client, they move from a general offer to discussing a specific solution.



Finishes their client meetings by agreeing on specific and clear steps.