

EVALUATION RESULTS
360° FEEDBACK

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11/29/2013

NUMBER OF EVALUATORS 15

COMPLETED EVALUATIONS 87%

NUMBER OF "CANNOT JUDGE" 17%

INTRODUCTION

This is your 360° Feedback Report. We hope it brings you useful feedback and observations from people around you.

The first part of the report will give you an overall picture, by comparing your view with the views of your evaluators. The second part is where you will find an evaluation for each question from your reports, superiors and peers. It also contains the most interesting feedback – the comments!

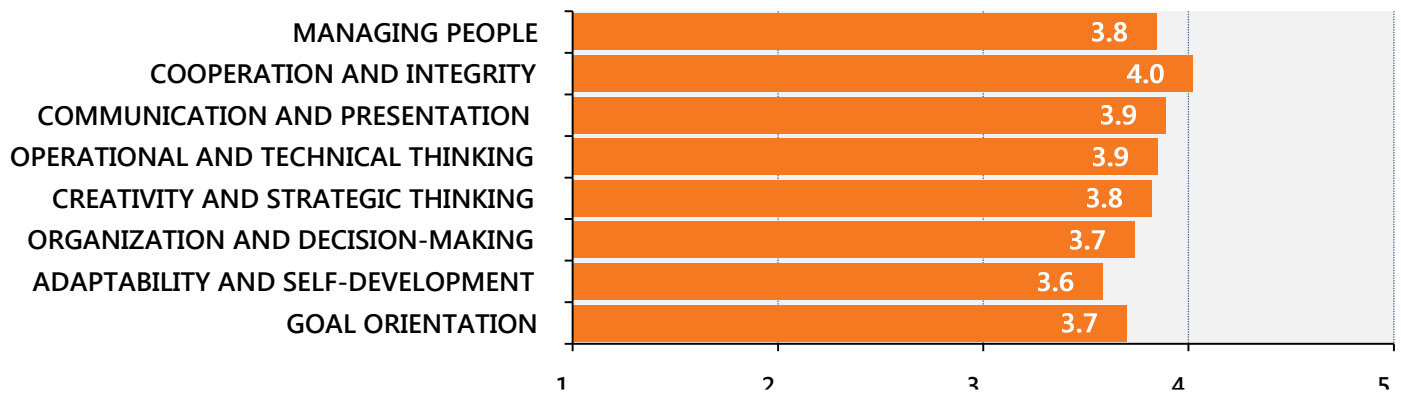
HOW TO WORK WITH THE RESULTS

- Look at your overall results and compare them to how you see yourself. Does your self-perception differ from the perspective of others?
- Try to think about what your strengths could be. Which competencies make you an example for your colleagues and/or subordinates and help them in their development?
- Try to identify areas which are worth developing further. Decide which areas you want to act on and create your development plan.
- Read the comments provided by your evaluators and contemplate them. They often conceal valuable insights to better understand the results or useful tips for development.
- Notice the parts of the report where the evaluation of different groups of evaluators show considerable variance. This may help you reveal the areas where you give different impressions to different groups. If this is not intentional, it may give you an opportunity to correct this.

EVALUATION SUMMARY

The chart below shows the most important results of the feedback - your competency profile. The evaluators have read the characteristics of individual competencies and they judged the level of your competencies on a single scale. The values shown in the graph are an average of the evaluations you received in individual competencies (not including your self-evaluation).

The level of competency which others see in you corresponds with the height of the column in the chart . High levels suggest good handling of the competency, low values indicate space for improvement and development.



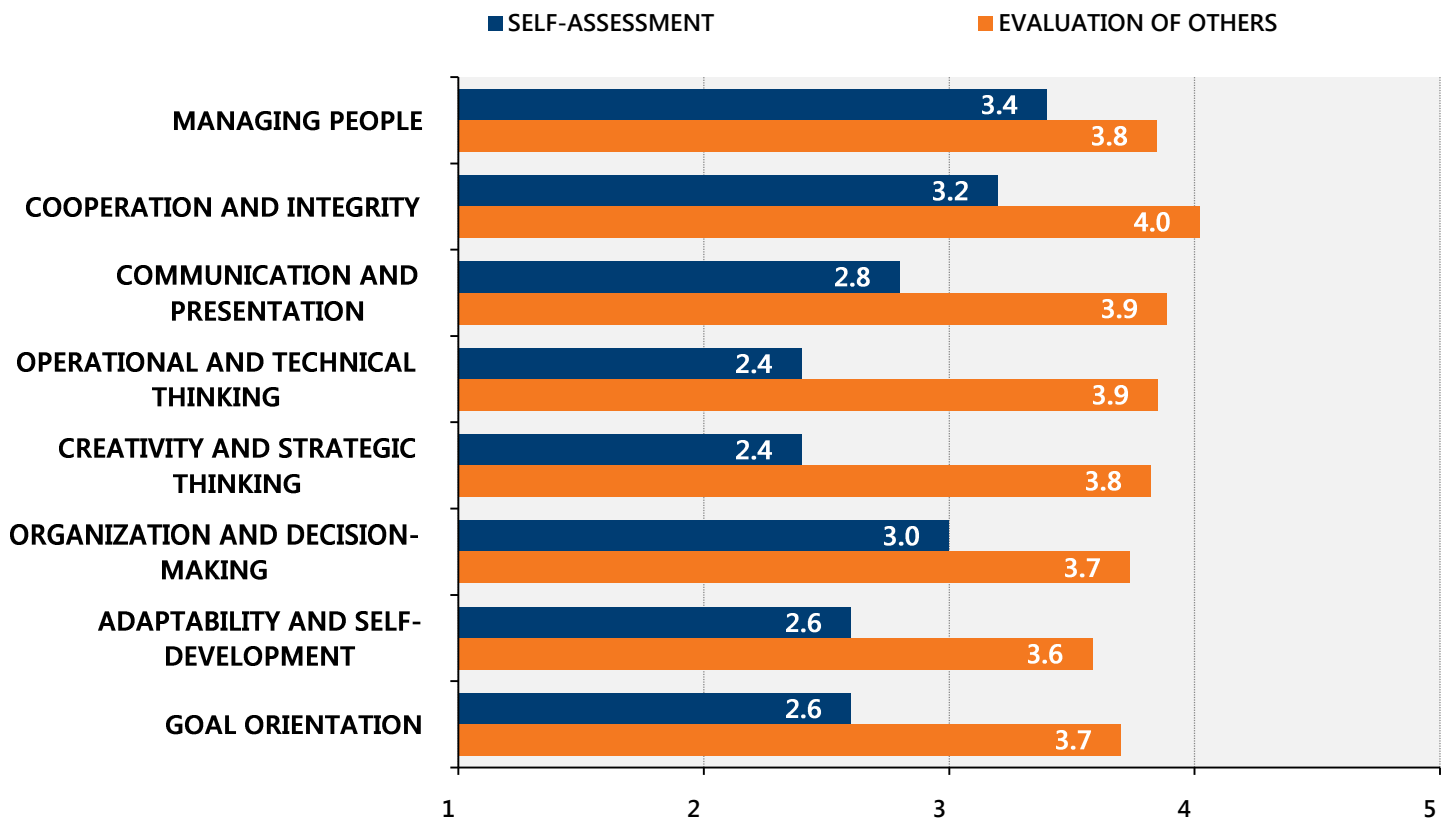
USED SCALE

The competencies were assessed by the evaluators on this scale:



SELF-EVALUATION AND EVALUATION OF OTHERS

The following chart offers the comparison of two different perspectives. The first series of values shows how you see yourself; the second one shows how others see you. The fact that your self-evaluation varies from the evaluation of others is nothing unusual. It is the comparison of these two views that enables you to find out more about yourself.



DIFFERENCES IN EVALUATIONS

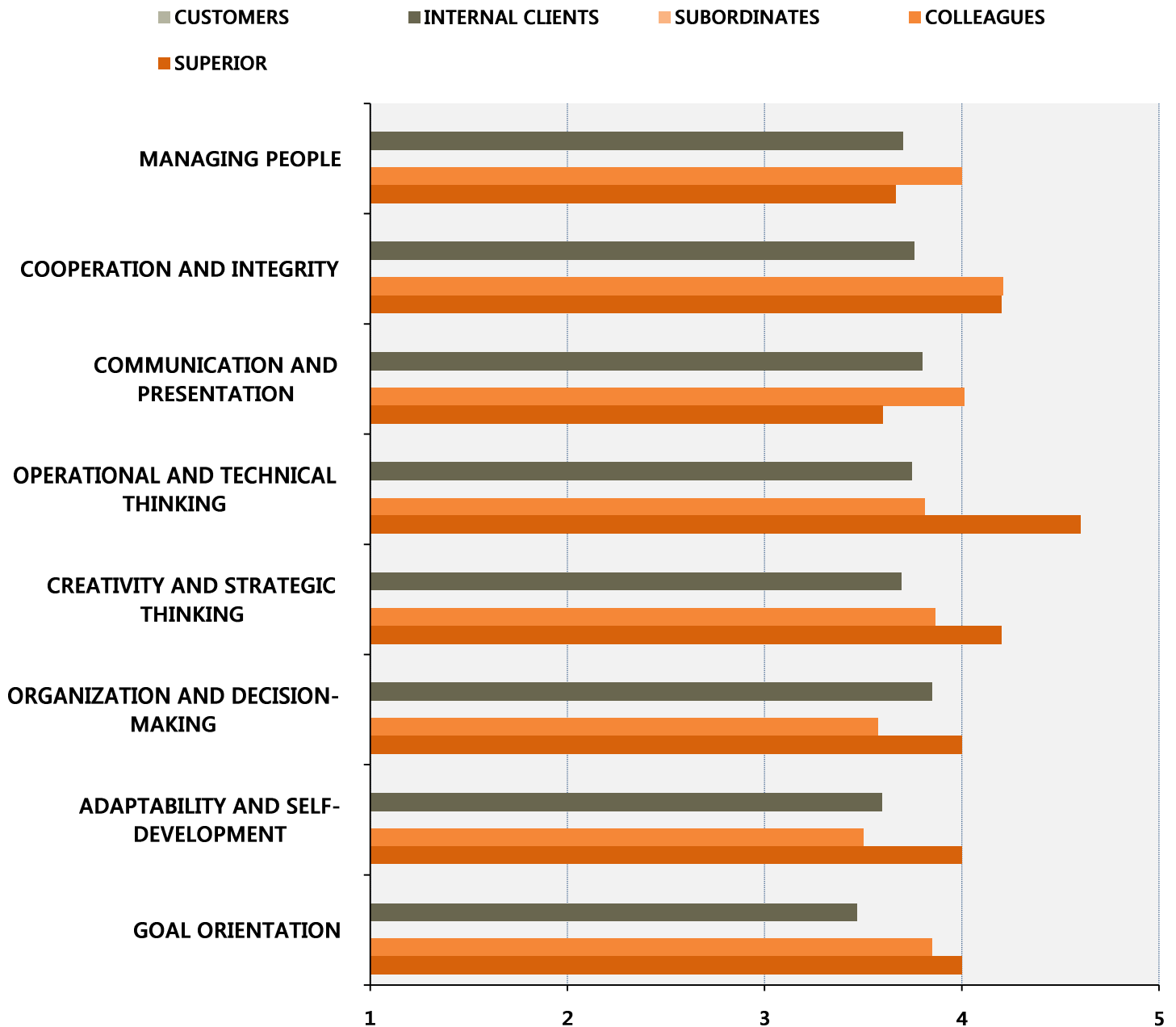
The following table offers the comparison of differences between your self-evaluation and the evaluations done by others; the individual competencies are arranged depending on the variance of this difference. The differences between how you see yourself and how others see you may reveal as yet unperceived areas of development or hidden strengths.

Overestimating in the self-evaluation is marked with an orange arrow pointing down, underestimating is marked with a blue arrow pointing up.

COMPETENCY	Self-assessment	Evaluation of others	Difference
MANAGING PEOPLE	3.4	3.8	▲ 0.4
COOPERATION AND INTEGRITY	3.2	4	▲ 0.8
COMMUNICATION AND PRESENTATION	2.8	3.9	▲ 1.1
OPERATIONAL AND TECHNICAL THINKING	2.4	3.9	▲ 1.5
CREATIVITY AND STRATEGIC THINKING	2.4	3.8	▲ 1.4
ORGANIZATION AND DECISION-MAKING	3	3.7	▲ 0.7
ADAPTABILITY AND SELF-DEVELOPMENT	2.6	3.6	▲ 1
GOAL ORIENTATION	2.6	3.7	▲ 1.1

COMPARING THE GROUPS OF EVALUATORS

Evaluators from different groups can evaluate you differently. This is natural, because each group sees you in a different role. The following chart will help you establish the average evaluation the individual groups of evaluators gave you in each of the competencies.








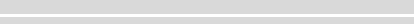


With the exception of the senior group, if the group of evaluators is less than two people, the results are shown neither here nor anywhere else in the report, in order to protect confidentiality. The results are calculated in the overall average results.

EVALUATION BY: SUPERIOR

It is not unusual that it is our senior managers who are the most critical of our performance. That is probably why you can seek inspiration for further development in their evaluation; see what to retain and what to change, which competencies to develop further. Try to establish a guiding pattern in the items below which could guide your future growth.





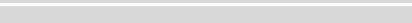


Highest valued statements		
He/she is personally devoted to permanent improvement of him/herself, he/she actively works on it.	5.0	
He/she quickly learns in new challenging situations.	5.0	
He/she informs about current and possible future findings, trends, technologies and information concerning his/her organization and industry.	5.0	
He/she looks beyond the obvious solution and doesn't settle for the first answer.	5.0	
He/she uses precise logic and methods to solve challenging problems effectively.	5.0	
He/she has the functional and technical knowledge necessary to perform his/her job in high quality.	5.0	
He/she is forthcoming towards the expectations and requirements of internal and external customers.	5.0	
He/she doesn't fear acting in situations when detailed planning is impossible and when sufficient information isn't available.	4.0	

Lowest valued statements		
He/she is well aware of the workload of his subordinates and colleagues and he/she acknowledges exceptional efforts.	3.0	
He/she is effective when presenting dry data, as well as hot and controversial topics.	3.0	
He/she quickly acquires the trust of other partners in dealings.	3.0	
He/she effectively handles change.	3.0	
He/she handles risk and uncertainty.	3.0	
He/she welcomes inputs from all individuals and he/she makes others believe that their job is important.	4.0	
He/she provides others with feed-back which is topical, direct, complex, corrective and it leads to a positive change.	4.0	
He/she dedicates his/her efforts to others feeling good.	4.0	

EVALUATION BY: COLLEAGUES

Your colleagues are usually in a close contact with you; they know your daily struggles and achievements. That is why they usually have enough information to provide a mirror for your self-examination. Try to recognize patterns in the items shown below which could lead you to a suitable theme of development.


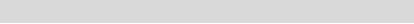





Highest valued statements		
He/she is able to quickly get to the core of the communication and sticks to the goal of discussion.	4.5	
He/she acts in a trustworthy way, directly and honestly.	4.5	
He/she welcomes inputs from all individuals and he/she makes others believe that their job is important.	4.5	
He/she is interested in the views of others and tries to understand them.	4.3	
He/she creates and supports strong team spirit in his/her team.	4.3	
He/she cares for the comprehensibility of his/her own communication – he/she checks whether all is clear and understandable.	4.2	
He/she dedicates his/her efforts to others feeling good.	4.2	
He/she creates and communicates compelling and inspiring visions.	4.2	

Lowest valued statements		
He/she is capable of easily predicting various future scenarios.	2.8	
He/she clearly allocates responsibility for tasks and decisions.	3.0	
When looking back, majority of his/her decisions proves to be correct and adequate.	3.0	
He/she effectively handles change.	3.0	
He/she knows what he/she wants in terms of his/her career and actively works on it.	3.0	
He/she doesn't fear acting in situations when detailed planning is impossible and when sufficient information isn't available.	3.0	
He/she quickly acquires the trust of other partners in dealings.	3.2	
He/she is focused on action and is full of energy to do things he/she perceives as challenge.	3.3	

EVALUATION BY: INTERNAL CLIENTS

Internal customers may not know you as well as the above groups of evaluators, yet they know you in a different role, that of a person who is available when they need something. This relationship may reveal your other strengths and areas for improvement. Perhaps the statements shown below will suggest which ones these are.

Highest valued statements		
He/she delegates suitable tasks – routine and important ones - clearly and without problems.	5.0	
He/she is able to quickly get to the core of the communication and sticks to the goal of discussion.	4.2	
He/she quickly learns in new challenging situations.	4.0	
He/she clearly allocates responsibility for tasks and decisions.	4.0	
He/she considers priorities and dedicates his/her time and time of others to what is really important.	4.0	
He/she easily creates competitive and ambitious strategy and plans.	4.0	
He/she looks beyond the obvious solution and doesn't settle for the first answer.	4.0	
He/she has the functional and technical knowledge necessary to perform his/her job in high quality.	4.0	

Lowest valued statements		
He/she creates and supports strong team spirit in his/her team.	3.0	
He/she informs about current and possible future findings, trends, technologies and information concerning his/her organization and industry.	3.0	
He/she effectively handles change.	3.2	
He/she barely gives in before completing tasks, especially when facing obstacles or failure.	3.3	
He/she is well aware of the workload of his subordinates and colleagues and he/she acknowledges exceptional efforts.	3.3	
He/she quickly acquires the trust of other partners in dealings.	3.3	
He/she quickly gets to know new technological agenda.	3.3	
He/she understands how to separate and combine tasks to make the work as effective as possible.	3.3	

MANAGING PEOPLE

This competency is defined as follows:

- He/she is well aware of the workload of his subordinates and colleagues and he/she acknowledges exceptional efforts.
- He/she delegates suitable tasks – routine and important ones - clearly and without problems.
- He/she creates and supports strong team spirit in his/her team.
- He/she welcomes inputs from all individuals and he/she makes others believe that their job is important.
- He/she provides others with feed-back which is topical, direct, complex, corrective and it leads to a positive change.

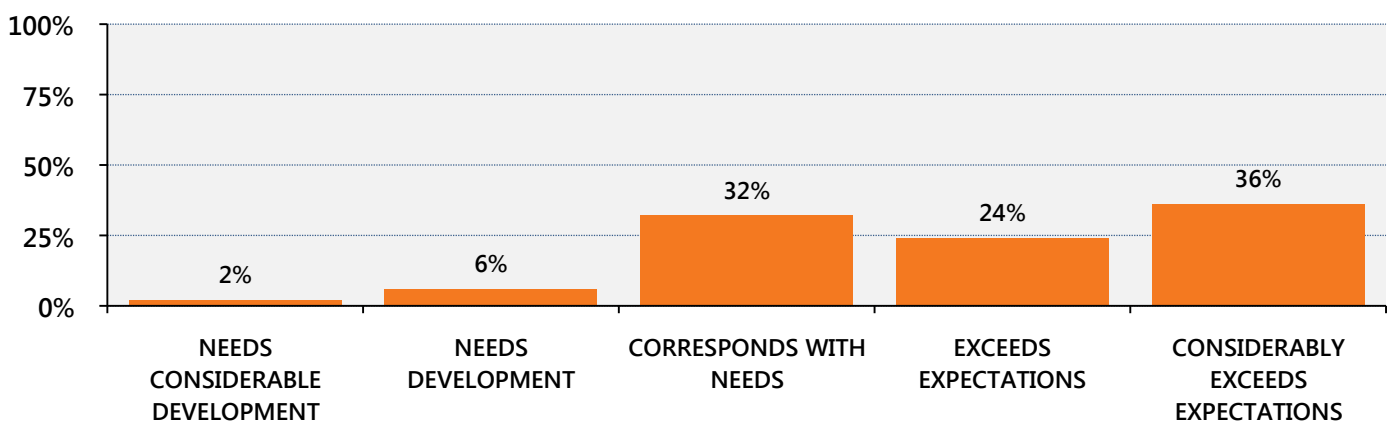
AVERAGE SCORE **3.8**

NUMBER OF EVALUATIONS **12**

NUMBER OF "CANNOT JUDGE" **10**

DISTRIBUTION OF EVALUATIONS ON THE SCALE

The chart below shows how the evaluators used the individual degrees of the evaluation scale to evaluate this competency. This information can indicate where the center of gravity of your evaluation rests (which value is most frequently represented on the scale) and the level of concordance among the evaluators.








GROUPS OF EVALUATORS

The following table shows the average levels you received from individual groups of evaluators and the number of evaluations in individual groups. If there is only one evaluator in a group (with the exception of the evaluation by the seniors), to preserve anonymity, the result is not shown here. However, it is calculated in the overall evaluation.

Evaluation of groups	Average	Number of evaluations
SELF-ASSESSMENT	3.4	1
SUPERIOR	3.7	1
COLLEAGUES	4	6
SUBORDINATES	---	---
CUSTOMERS	---	---
INTERNAL CLIENTS	3.7	5

EVALUATION OF INDIVIDUAL STATEMENTS

Statements		
He/she is well aware of the workload of his subordinates and colleagues and he/she acknowledges exceptional efforts.	3.5	
He/she delegates suitable tasks – routine and important ones - clearly and without problems.	3.9	
He/she creates and supports strong team spirit in his/her team.	3.8	
He/she welcomes inputs from all individuals and he/she makes others believe that their job is important.	4.2	
He/she provides others with feed-back which is topical, direct, complex, corrective and it leads to a positive change.	3.9	

COOPERATION AND INTEGRITY

This competency is defined as follows:

- He/she dedicates his/her efforts to others feeling good.
- He/she is forthcoming towards the expectations and requirements of internal and external customers.
- He/she is interested in the views of others and tries to understand them.
- He/she is authentic and empathetic towards other people's feelings.
- He/she acts in a trustworthy way, directly and honestly.

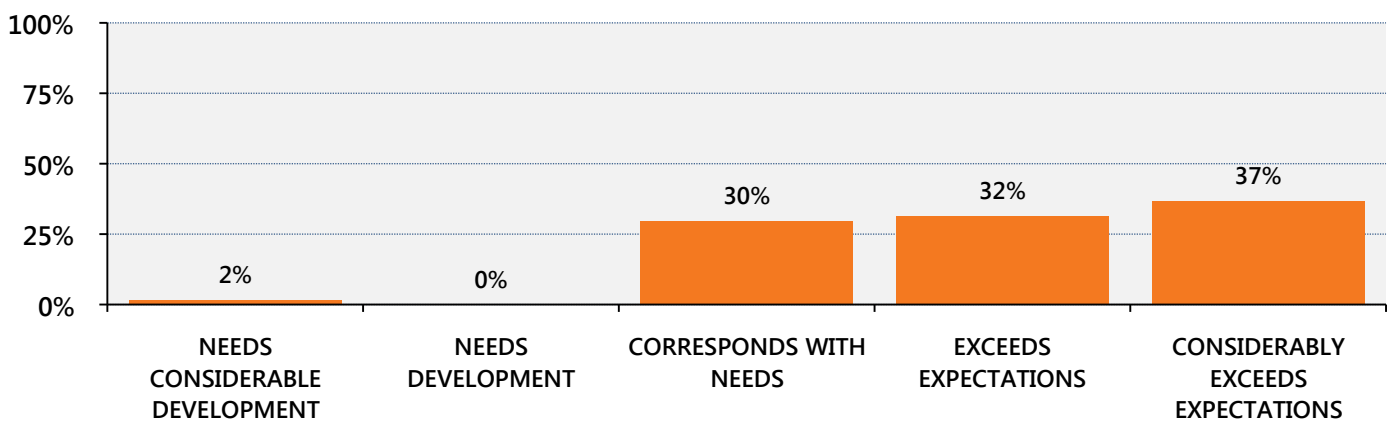
AVERAGE SCORE 4

NUMBER OF EVALUATIONS 12

NUMBER OF "CANNOT JUDGE" 3

DISTRIBUTION OF EVALUATIONS ON THE SCALE

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Evaluation of groups	Average	Number of evaluations
SELF-ASSESSMENT	3.2	1
SUPERIOR	4.2	1
COLLEAGUES	4.2	6
SUBORDINATES	---	---
CUSTOMERS	---	---
INTERNAL CLIENTS	3.8	5

EVALUATION OF INDIVIDUAL STATEMENTS

Statements		
He/she dedicates his/her efforts to others feeling good.	3.8	
He/she is forthcoming towards the expectations and requirements of internal and external customers.	4.1	
He/she is interested in the views of others and tries to understand them.	4.2	
He/she is authentic and empathetic towards other people's feelings.	3.7	
He/she acts in a trustworthy way, directly and honestly.	4.3	

COMMUNICATION AND PRESENTATION

This competency is defined as follows:

- He/she is effective when presenting dry data, as well as hot and controversial topics.
- He/she quickly acquires the trust of other partners in dealings.
- He/she cares for the comprehensibility of his/her own communication – he/she checks whether all is clear and understandable.
- He/she is able to quickly get to the core of the communication and sticks to the goal of discussion.
- He/she provides others with space for communication and actively develops dialogue with them.

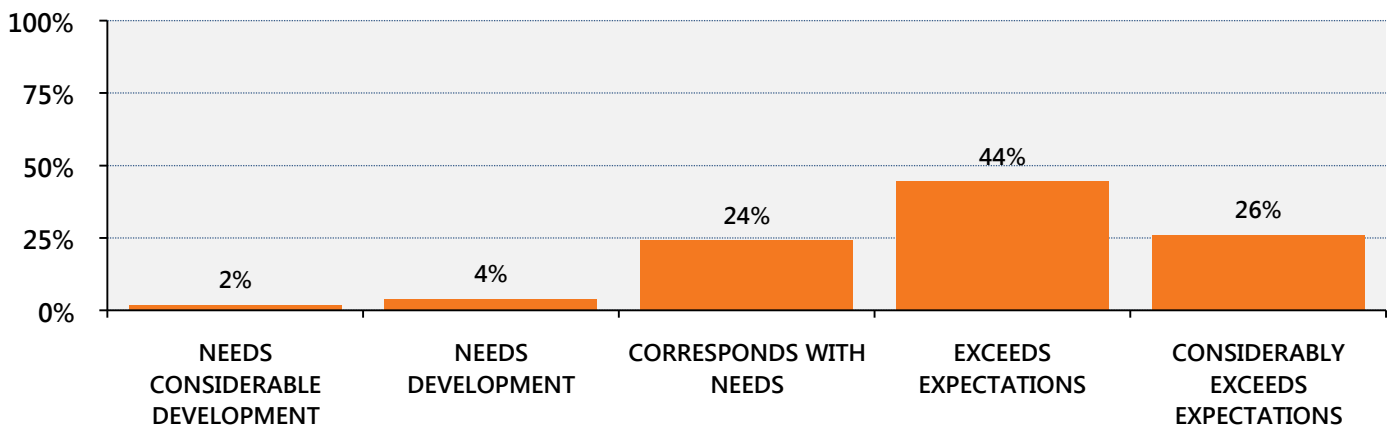
AVERAGE SCORE 3.9

NUMBER OF EVALUATIONS 12

NUMBER OF "CANNOT JUDGE" 6

DISTRIBUTION OF EVALUATIONS ON THE SCALE

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Evaluation of groups	Average	Number of evaluations
SELF-ASSESSMENT	2.8	1
SUPERIOR	3.6	1
COLLEAGUES	4	6
SUBORDINATES	---	---
CUSTOMERS	---	---
INTERNAL CLIENTS	3.8	5

EVALUATION OF INDIVIDUAL STATEMENTS

Statements		
He/she is effective when presenting dry data, as well as hot and controversial topics.	3.7	
He/she quickly acquires the trust of other partners in dealings.	3.2	
He/she cares for the comprehensibility of his/her own communication – he/she checks whether all is clear and understandable.	4.1	
He/she is able to quickly get to the core of the communication and sticks to the goal of discussion.	4.3	
He/she provides others with space for communication and actively develops dialogue with them.	3.9	

OPERATIONAL AND TECHNICAL THINKING

This competency is defined as follows:

- He/she has the functional and technical knowledge necessary to perform his/her job in high quality.
- He/she uses precise logic and methods to solve challenging problems effectively.
- He/she tries all promising sources to find the solutions.
- He/she quickly gets to know new technological agenda.
- He/she looks beyond the obvious solution and doesn't settle for the first answer.

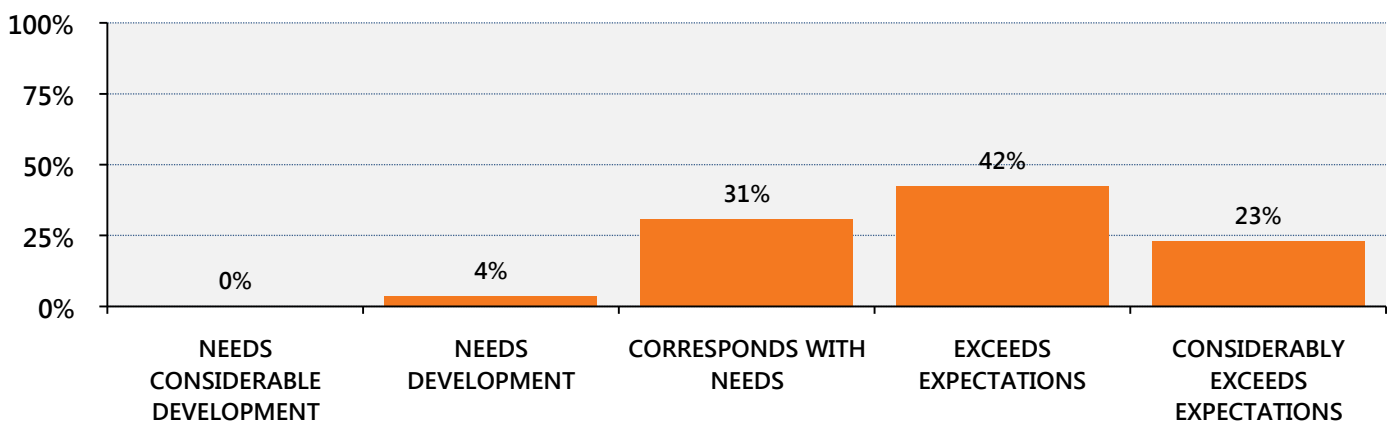
AVERAGE SCORE **3.9**

NUMBER OF EVALUATIONS **12**

NUMBER OF "CANNOT JUDGE" **8**

DISTRIBUTION OF EVALUATIONS ON THE SCALE

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Evaluation of groups	Average	Number of evaluations
SELF-ASSESSMENT	2.4	1
SUPERIOR	4.6	1
COLLEAGUES	3.8	6
SUBORDINATES	---	---
CUSTOMERS	---	---
INTERNAL CLIENTS	3.7	5

EVALUATION OF INDIVIDUAL STATEMENTS

Statements		
He/she has the functional and technical knowledge necessary to perform his/her job in high quality.	4.0	
He/she uses precise logic and methods to solve challenging problems effectively.	4.0	
He/she tries all promising sources to find the solutions.	3.7	
He/she quickly gets to know new technological agenda.	3.6	
He/she looks beyond the obvious solution and doesn't settle for the first answer.	3.9	

CREATIVITY AND STRATEGIC THINKING

This competency is defined as follows:

- He/she informs about current and possible future findings, trends, technologies and information concerning his/her organization and industry.
- He/she comes with many new and unique ideas.
- He/she is capable of easily predicting various future scenarios.
- He/she easily creates competitive and ambitious strategy and plans.
- He/she creates and communicates compelling and inspiring visions.

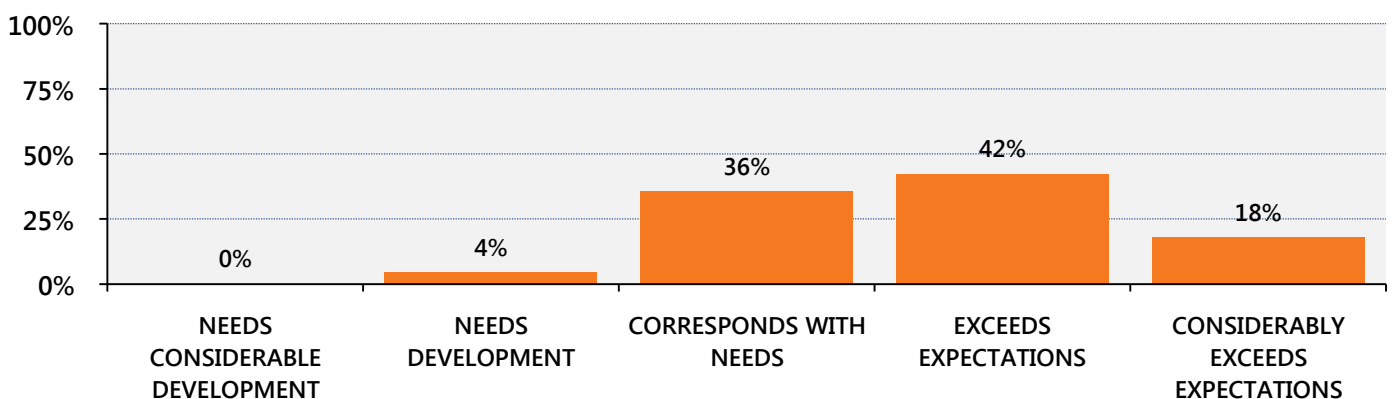
AVERAGE SCORE 3.8

NUMBER OF EVALUATIONS 12

NUMBER OF "CANNOT JUDGE" 15

DISTRIBUTION OF EVALUATIONS ON THE SCALE

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Evaluation of groups	Average	Number of evaluations
SELF-ASSESSMENT	2.4	1
SUPERIOR	4.2	1
COLLEAGUES	3.9	6
SUBORDINATES	---	---
CUSTOMERS	---	---
INTERNAL CLIENTS	3.7	5

EVALUATION OF INDIVIDUAL STATEMENTS

Statements		
He/she informs about current and possible future findings, trends, technologies and information concerning his/her organization and industry.	3.6	
He/she comes with many new and unique ideas.	3.8	
He/she is capable of easily predicting various future scenarios.	3.3	
He/she easily creates competitive and ambitious strategy and plans.	3.9	
He/she creates and communicates compelling and inspiring visions.	4.0	

ORGANIZATION AND DECISION-MAKING

This competency is defined as follows:

- He/she understands how to separate and combine tasks to make the work as effective as possible.
- He/she considers priorities and dedicates his/her time and time of others to what is really important.
- He/she adequately judges the duration and difficulty of tasks and projects and sets realistic plans.
- He/she clearly allocates responsibility for tasks and decisions.
- When looking back, majority of his/her decisions proves to be correct and adequate.

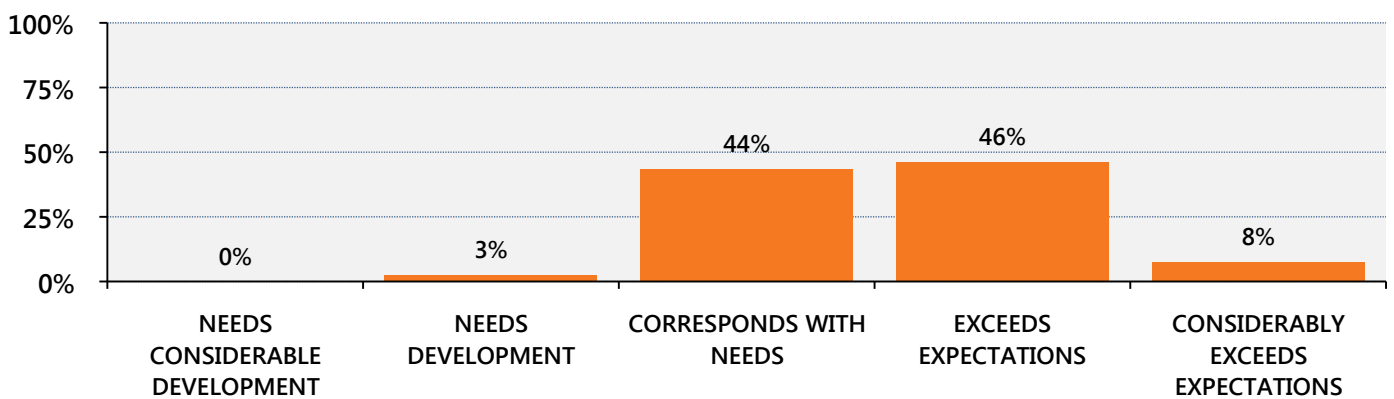
AVERAGE SCORE **3.7**

NUMBER OF EVALUATIONS **11**

NUMBER OF "CANNOT JUDGE" **21**

DISTRIBUTION OF EVALUATIONS ON THE SCALE

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Evaluation of groups	Average	Number of evaluations
SELF-ASSESSMENT	3	1
SUPERIOR	4	1
COLLEAGUES	3.6	5
SUBORDINATES	---	---
CUSTOMERS	---	---
INTERNAL CLIENTS	3.9	5

EVALUATION OF INDIVIDUAL STATEMENTS

Statements		
He/she understands how to separate and combine tasks to make the work as effective as possible.	3.4	
He/she considers priorities and dedicates his/her time and time of others to what is really important.	3.9	
He/she adequately judges the duration and difficulty of tasks and projects and sets realistic plans.	3.6	
He/she clearly allocates responsibility for tasks and decisions.	3.4	
When looking back, majority of his/her decisions proves to be correct and adequate.	3.4	

ADAPTABILITY AND SELF-DEVELOPMENT

This competency is defined as follows:

- He/she effectively handles change.
- He/she handles risk and uncertainty.
- He/she quickly learns in new challenging situations.
- He/she analyses both success and failure in order to find hints for improvement.
- He/she is personally devoted to permanent improvement of him/herself, he/she actively works on it.

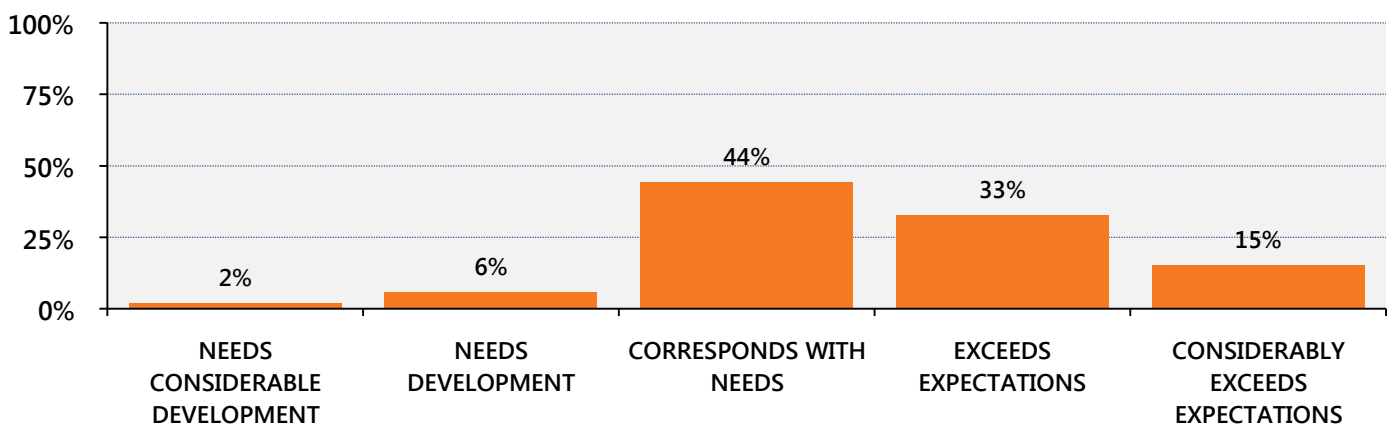
AVERAGE SCORE 3.6

NUMBER OF EVALUATIONS 12

NUMBER OF "CANNOT JUDGE" 8

DISTRIBUTION OF EVALUATIONS ON THE SCALE

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GROUPS OF EVALUATORS

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Evaluation of groups	Average	Number of evaluations
SELF-ASSESSMENT	2.6	1
SUPERIOR	4	1
COLLEAGUES	3.5	6
SUBORDINATES	---	---
CUSTOMERS	---	---
INTERNAL CLIENTS	3.6	5

EVALUATION OF INDIVIDUAL STATEMENTS

Statements		
He/she effectively handles change.	3.1	
He/she handles risk and uncertainty.	3.4	
He/she quickly learns in new challenging situations.	3.8	
He/she analyses both success and failure in order to find hints for improvement.	3.9	
He/she is personally devoted to permanent improvement of him/herself, he/she actively works on it.	3.7	

GOAL ORIENTATION

This competency is defined as follows:

- He/she is focused on action and is full of energy to do things he/she perceives as challenge.
- He/she knows what he/she wants in terms of his/her career and actively works on it.
- He/she barely gives in before completing tasks, especially when facing obstacles or failure.
- He/she takes the initiative when accomplishing tasks.
- He/she doesn't fear acting in situations when detailed planning is impossible and when sufficient information isn't available.

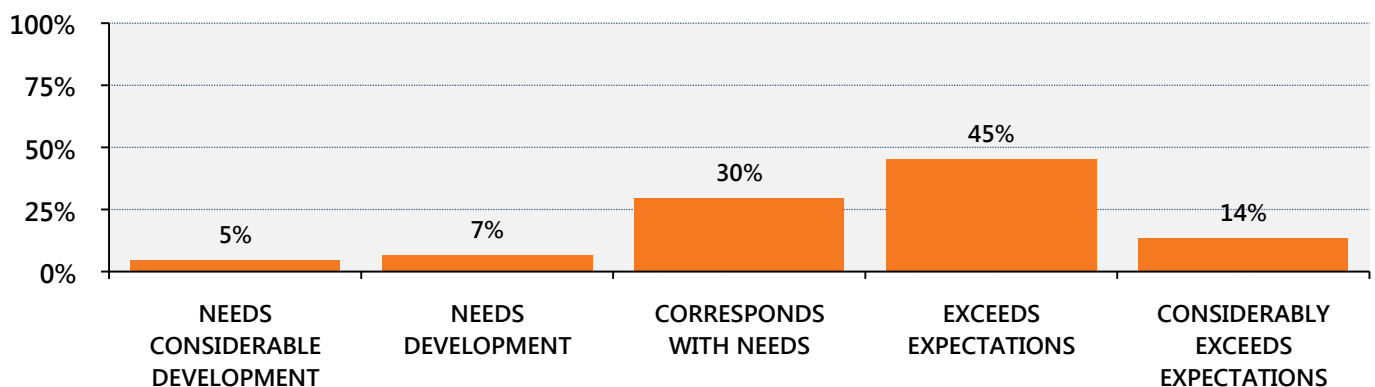
AVERAGE SCORE **3.7**

NUMBER OF EVALUATIONS **12**

NUMBER OF "CANNOT JUDGE" **16**

DISTRIBUTION OF EVALUATIONS ON THE SCALE

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GROUPS OF EVALUATORS

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Evaluation of groups	Average	Number of evaluations
SELF-ASSESSMENT	2.6	1
SUPERIOR	4	1
COLLEAGUES	3.8	6
SUBORDINATES	---	---
CUSTOMERS	---	---
INTERNAL CLIENTS	3.5	5

EVALUATION OF INDIVIDUAL STATEMENTS

Statements		
He/she is focused on action and is full of energy to do things he/she perceives as challenge.	3.4	
He/she knows what he/she wants in terms of his/her career and actively works on it.	3.3	
He/she barely gives in before completing tasks, especially when facing obstacles or failure.	3.6	
He/she takes the initiative when accomplishing tasks.	3.9	
He/she doesn't fear acting in situations when detailed planning is impossible and when sufficient information isn't available.	3.3	

FINAL COMMENTS

What should this person CONTINUE doing?

- keep prioritizing and having more realistic estimation
- reliable, creative and effective
- setting priorities
- do not stick to details
- be flexible

What should this person START doing?

- avoid to be so emotionally involved
- appreciate his effort to understand others

What should this person STOP doing?

- with accusing others
- prolong meetings
- keen on details
- being so emotional during meetings
- do not be so rigid
- do not be so subjective
- do not work in rush and improve setting targets
- do quicker decision a do not wait for others