



360° Feedback Report

for

Chris Sample

► I. The Report

The way how other persons perceive you is important

The objective of the 360° Feedback is to reveal your individual development needs concerning your leadership qualities. When reading this report be aware that the ratings do not show objective facts, but personal perceptions! We suggest to you to discuss the results with your colleagues and compare them with their results. The results only apply to your work life and you should not simply transfer it to your personal private life.

Report Content

This report supports you in identifying your strengths and areas of improvement in order to apply and develop them in the right way. It includes the following sections:

I. The Report

What does my evaluation contain?

II. Overview of Dimensions

What are my average results in the 22 dimensions?

III. Self-Image vs. Public Image

What differences are there between the way in which others generally see me and my self-perception?

IV. Spread of Assessments

How wide is the spread in the assessments of my feedback raters?

V. Top 5 and Low 5 by Rater Groups (by Dimension)

Which are the 5 dimensions with the highest and the lowest scores, I received from my raters concerning the 22 dimensions?

VI. Top 10 & Low 10 by Item

What are the 10 highest and the 10 lowest scores I received from my rater groups concerning the 66 items?

VII. General Overview - Importance and Perception

What dimensions are seen as important for me and how am I assessed?

VIII. Importance and Perception of the Feedback Receiver

How do the different rater groups perceive the importance of the 22 dimensions for your function?

IX. Open Questions

What strengths and development potentials do I have that are not reflected in my skills?

X. Worksheets for Follow-up Process

How do I work with these results and/or prepare for the discussions?

XI. Dimensions and Items

Which items relate to which dimension?

XII. Overview of invited Raters

Which raters were invited to provide feedback for me?

► I. The Report

Scale:

All items have been assessed on a 6-point-scale. Your raters additionally had the option to mark an item with "no opportunity to observe". The raters were asked to assess the items on the following scale:

- | | | |
|------------------------------|----------------------------------|--------------------------------------|
| 1: Strong improvement needed | 3: Meets the requirements | 5: Considerably exceeds requirements |
| 2: Improvement needed | 4: Exceeds requirements slightly | 6: Outstanding |






Dimensions & Items

This 360° feedback report is based on the questionnaires completed by yourself, your manager, your colleagues, direct reports and customers. (You will find the competencies and questions enclosed). This questionnaire has 66 items related to 22 dimensions:

- | | |
|---|--|
| • Providing Direction | • Networking |
| • Persuasiveness | • Language and Expressions |
| • Teamwork | • Open Communication |
| • Motivation | • Active Listening |
| • Coaching and Developing Others | • Organizational and Professional Knowledge |
| • Promoter of Change | • Integrity |
| • Focus on Quality | • Adaptability |
| • Focus on Customers | • Personal Development |
| • Focus on Results | • Analytical Skills |
| • Relationship Management | • Planning |
| • Conflict Management | • Management Efficiency |

Number of raters

In the following report, the rater groups are marked with this color code.
Your report contains the feedback of the following:

	1 Self-Assessment
	1 of 1 Manager
	3 of 4 Colleagues
	4 of 6 Direct Reports
	3 of 3 Customers

► II. Overview of Dimensions

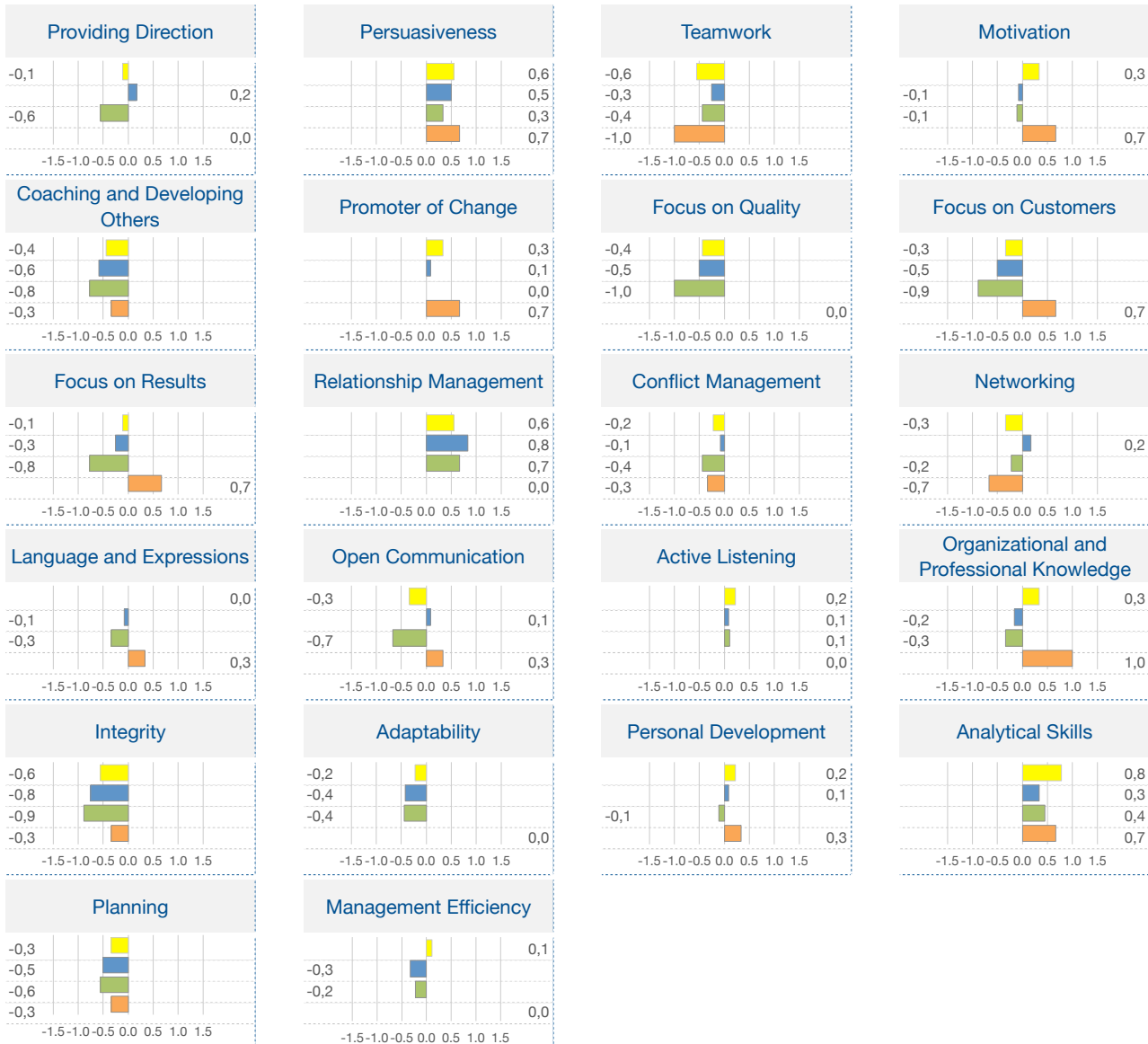


◆ Self
 ■ Manager
 ▲ Colleagues
 ● Direct Reports
 ■ Customers

III. Self-Image vs. Public Image

This part of the evaluation shows you the differences between your self-assessment and the average assessment of the different feedback rater groups. Your self-assessment corresponds to the zero line. You can see here what your strengths and development potentials are perceived to be by the people around you. It also enables you to identify which of your strengths you could make more of, and in what areas there may be room for improvement of which you were previously unaware. Take note in particular of differences >1 (feedback raters assess you better) and <-1 (feedback raters assess you worse). The absolute values of your own self-assessment, which are presented in section III., are also important for the interpretation. So, please refer to section III. for the absolute value.

- visible strengths: low delta; self-image and public image at a high level
- unknown strengths: low self-image; high public image (large positive delta)
- known development potentials: low delta; self-image and public image at a low level
- unknown development potentials: high self-image; low public image (large negative delta)



■ Customers
 ■ Direct Reports
 ■ Colleagues
 ■ Manager

► IV. Spread of Assessments

This section presents the spread of assessments from your colleagues, direct reports and customers for each dimension. It shows you the best and the most critical assessment for each dimension plus the average value resulting from the assessments. A small spread represents a homogeneous opinion among the people surveyed, while a large spread indicates some controversial assessments.



Spread: Colleagues

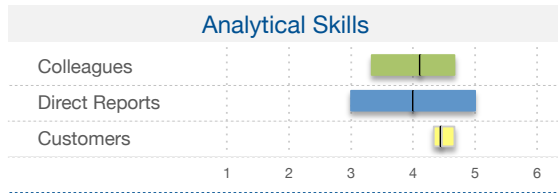
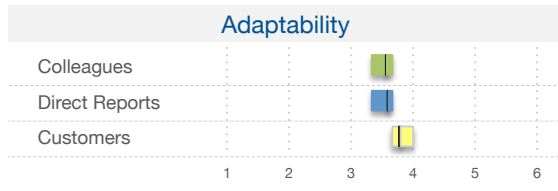
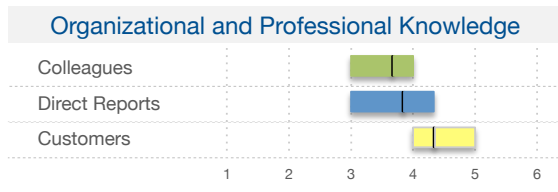
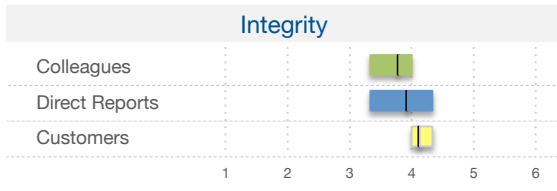
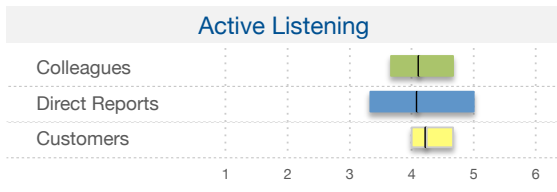


Spread: Direct Reports



Spread: Customers

► IV. Spread of Assessments



Spread: Colleagues



Spread: Direct Reports



Spread: Customers

► V. Top 5 and Low 5 by Rater Groups (by Dimension)

This section displays the 5 highest mean-scores of your rater groups concerning the 22 dimensions. It also displays the 5 highest overall means of all raters.

Top 5

	All Raters	Self	Manager	Colleagues	Direct Reports	Customers
Providing Direction	5,21	5,33	5,33	4,77	5,50	5,22
Persuasiveness	5,15		5,33	5,00	5,16	5,22
Teamwork						
Motivation						
Coaching and Developing Others						
Promoter of Change						
Focus on Quality	4,75	5,33	5,33		4,83	4,88
Focus on Customers			5,33			
Focus on Results		5,00	5,66			4,88
Relationship Management						
Conflict Management	4,75	5,00		4,55	4,91	
Networking						
Language and Expressions						
Open Communication						
Active Listening						
Organizational and Professional Knowledge						
Integrity						
Adaptability						
Personal Development						
Analytical Skills						
Planning	4,87	5,33		4,77	4,83	5,00
Management Efficiency	5,51	5,66	5,66	5,44	5,33	5,77

► V. Top 5 and Low 5 by Rater Groups (by Dimension)

This section displays the 5 lowest mean-scores of your rater groups concerning the 22 dimensions. It also displays the 5 lowest overall means of all raters.

Low 5

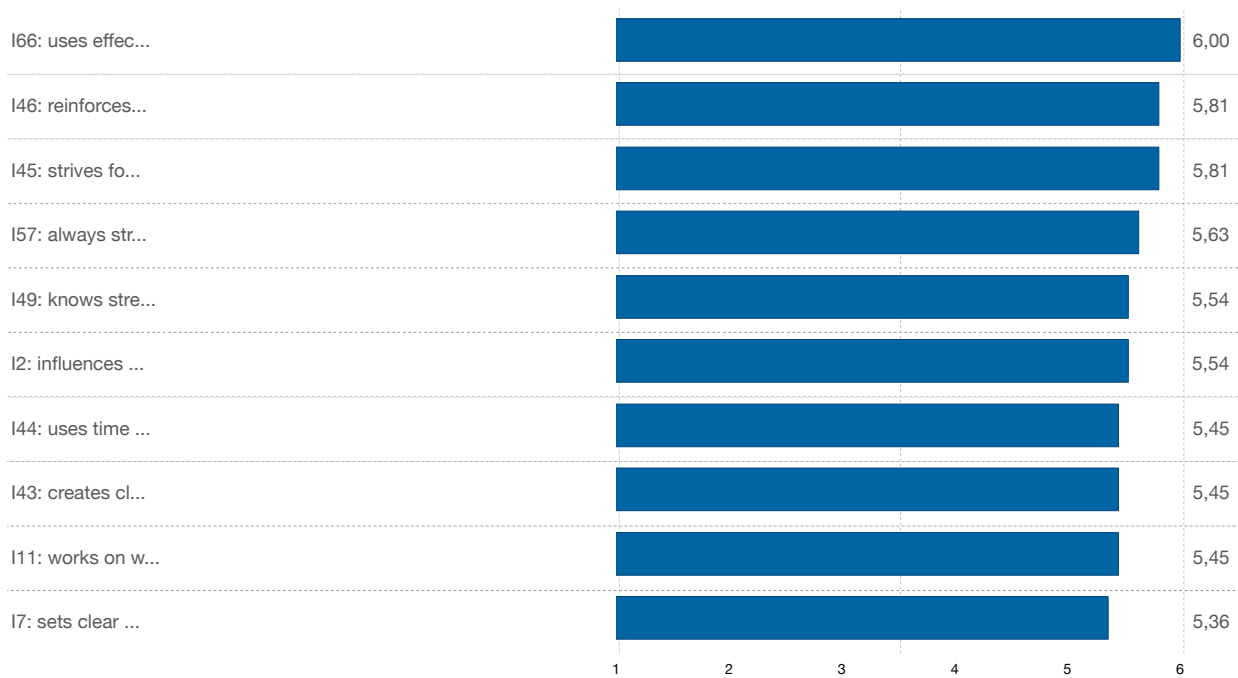
	All Raters	Self	Manager	Colleagues	Direct Reports	Customers
Providing Direction						
Persuasiveness						
Teamwork	3,87		3,33			3,77
Motivation		4,00			3,91	
Coaching and Developing Others						
Promoter of Change		4,00				
Focus on Quality						
Focus on Customers				3,77		
Focus on Results						
Relationship Management	3,96	3,33	3,33			3,88
Conflict Management						
Networking			3,66			4,00
Language and Expressions						
Open Communication				3,66		4,00
Active Listening		4,00	4,00			
Organizational and Professional Knowledge	4,03	4,00		3,66	3,83	
Integrity	3,96			3,77	3,91	
Adaptability	3,66	4,00	4,00	3,55	3,58	3,77
Personal Development		4,00				
Analytical Skills		3,66			4,00	
Planning						
Management Efficiency						

Please note: If there are any crossovers between the Top 5 and the Low 5, they will only be displayed in the Top 5, but not in the Low 5. By that it might happen, that there are just 3 or 4 dimensions shown in the Low 5-Section.

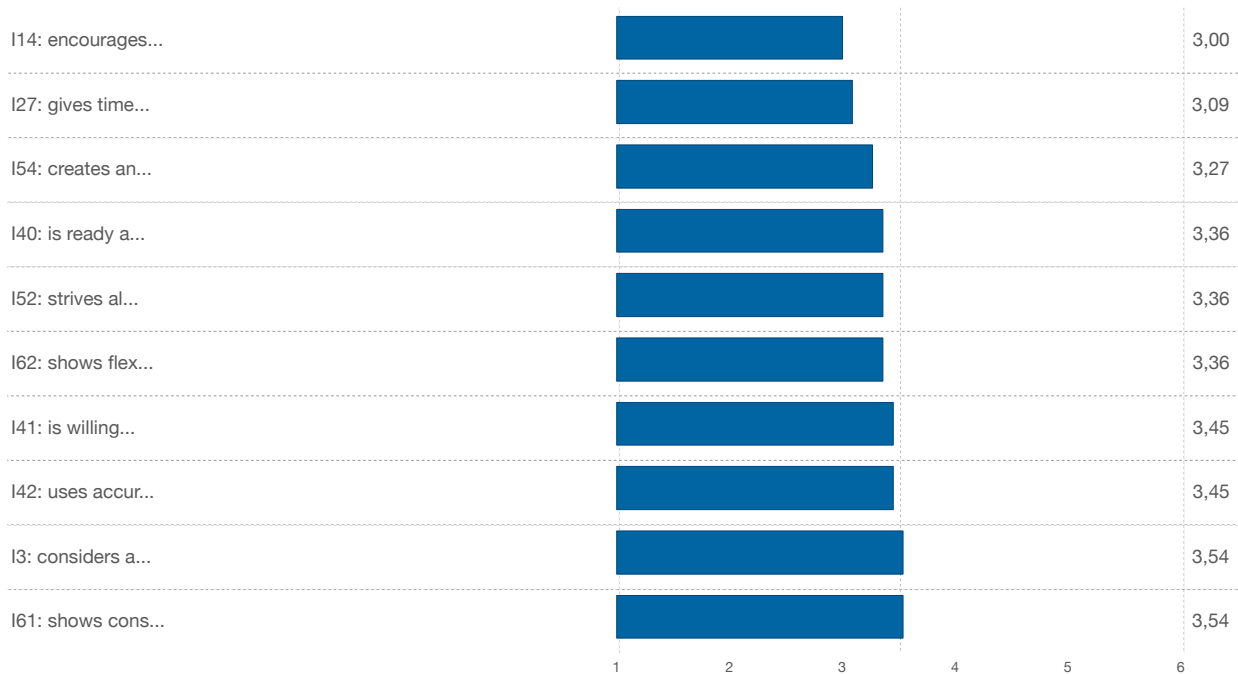
▶ VI. Top 10 & Low 10 by Item

In this section you can see the 10 of the 66 items for which you received on average the highest and the lowest assessments from your feedback raters. Your self-assessment is not included here.

Top 10 Items



Low 10 Items



► VII. General Overview - Importance and Perception

This overview allows you to see at a glance which dimensions are viewed as very important to your function and to what extent the feedback raters consider that your perceived leadership behavior meets these expectations.



- | | |
|--|---|
| ■ Providing Direction (I: 2,3 / P: 2,1) | ◆ Persuasiveness (I: 1,5 / P: 3,0) |
| ▲ Teamwork (I: 3,0 / P: 2,8) | ⊠ Motivation (I: 2,5 / P: 3,0) |
| ⊠ Coaching and Developing Others (I: 2,3 / P: 2,1) | ● Promoter of Change (I: 1,8 / P: 1,8) |
| ⊠ Focus on Quality (I: 1,7 / P: 2,0) | ○ Focus on Customers (I: 1,7 / P: 1,7) |
| □ Focus on Results (I: 1,5 / P: 1,5) | ◇ Relationship Management (I: 1,8 / P: 2,5) |
| △ Conflict Management (I: 1,2 / P: 1,8) | × Networking (I: 1,5 / P: 2,3) |
| ✱ Language and Expressions (I: 1,4 / P: 1,9) | + Open Communication (I: 2,2 / P: 2,5) |
| — Active Listening (I: 2,4 / P: 2,4) | — Organizational and Professional Knowledge (I: 2,2 / P: 1,5) |
| ■ Integrity (I: 2,3 / P: 1,4) | ◇ Adaptability (I: 1,9 / P: 1,5) |
| ▲ Personal Development (I: 1,5 / P: 2,0) | ✱ Analytical Skills (I: 1,5 / P: 2,0) |
| ✱ Planning (I: 1,2 / P: 1,5) | ■ Management Efficiency (I: 1,1 / P: 1,5) |

I = Importance: 1=important; 2=very important; 3=very important

Scale: P = Perception: 1=in need of improvement; 2=meets the requirements or slightly exceeds them; 3=exceeds the requirements considerably

► VIII. Importance and Perception of the Feedback Receiver

This section of the report shows on the left side how important you see each dimension for your function.

The distribution was as follows: At least 3, but not more than 9 of the 22 dimensions in the column "most important" and also not more than 9 dimensions in the column titled "very important" had to be marked.

The right column shows your own perception of these 22 dimensions in relation to your total level.

The distribution was as follows: Not more than 9 dimensions in the columns titled "exceeds the requirements considerably" and "meets requirements or slightly exceeds them" were marked. Also, at least 3 dimensions were marked in the column titled "in need of improvement".

Please pay special attention to the results on the side "perception" in the column "in need of improvement"; especially when this dimension is simultaneously marked in the column "importance" with "most important" or "very important".

Self-assessment of the feedback receiver:

Importance for the field of work of the feedback receiver			Dimensions	Perception of the feedback receiver		
most important	very important	important		in need of improvement	meets the requirements or slightly exceeds them	exceeds the requirements considerably
1			Providing Direction			1
	1		Persuasiveness		1	
1			Teamwork			1
	1		Motivation			1
1			Coaching and Developing Others			1
		1	Promoter of Change		1	
		1	Focus on Quality	1		
	1		Focus on Customers		1	
1			Focus on Results	1		
1			Relationship Management			1
1			Conflict Management	1		
1			Networking			1
		1	Language and Expressions	1		
	1		Open Communication	1		
	1		Active Listening		1	
1			Organizational and Professional Knowledge	1		
	1		Integrity		1	
	1		Adaptability		1	
		1	Personal Development	1		
		1	Analytical Skills		1	
1			Planning			1
		1	Management Efficiency		1	
Color code for the column "Dimensions"			most important & in need of improvement			
			most important & exceeds the requirements considerably			

► VIII. Importance and Perception of the Feedback Receiver

This part of the report shows you in the left column how your manager assesses the importance of each dimension for your function.

The distribution was as follows: At least 3, but not more than 9 of the 22 dimensions in the column "most important" and also not more than 9 dimensions in the column titled "very important" had to be marked.

The right side shows you the subjective perception of your boss of these 22 dimensions, related to your total level.

The distribution was as follows: Not more than 9 dimensions in the columns titled "exceeds the requirements considerably" and "meets requirements or slightly exceeds them" were marked. Also, at least 3 dimensions were marked in the column titled "in need of improvement".

Please pay special attention to the results on the side "perception" in the column "in need of improvement"; especially when this dimension is simultaneously marked in the column "importance" with "most important" or "very important".

Assessment of the manager

Importance for the field of work of the feedback receiver			Dimensions	Perception of the feedback receiver		
most important	very important	important		in need of improvement	meets the requirements or slightly exceeds them	exceeds the requirements considerably
	1		Providing Direction		1	
		1	Persuasiveness			1
1			Teamwork			1
1			Motivation			1
	1		Coaching and Developing Others	1		
		1	Promoter of Change		1	
		1	Focus on Quality		1	
1			Focus on Customers	1		
	1		Focus on Results	1		
	1		Relationship Management			1
		1	Conflict Management	1		
	1		Networking		1	
1	1		Language and Expressions	1		
1			Open Communication			1
			Active Listening			1
	1		Organizational and Professional Knowledge		1	
		1	Integrity	1		
		1	Adaptability		1	
	1		Personal Development		1	
	1		Analytical Skills			1
		1	Planning		1	
		1	Management Efficiency			1
Color code for the column "Dimensions"			most important & in need of improvement			
			most important & exceeds the requirements considerably			

► VIII. Importance and Perception of the Feedback Receiver

This part of the report shows you in the left column how your colleagues assess the importance of each dimension for your function.

The distribution was as follows: At least 3, but not more than 9 of the 22 dimensions in the column "most important" and also not more than 9 dimensions in the column titled "very important" had to be marked.

The right side shows you the subjective perception of your colleagues of these 22 dimensions, related to your total level.

The distribution was as follows: Not more than 9 dimensions in the columns titled "exceeds the requirements considerably" and "meets requirements or slightly exceeds them" were marked. Also, at least 3 dimensions were marked in the column titled "in need of improvement".

Please pay special attention to the results on the side "perception" in the column "in need of improvement"; especially when this dimension is simultaneously marked in the column "importance" with "most important" or "very important".

Assessment of the colleagues

Importance for the field of work of the feedback receiver			Dimensions	Perception of the feedback receiver		
most important	very important	important		in need of improvement	meets the requirements or slightly exceeds them	exceeds the requirements considerably
1	2		Providing Direction	1	1	1
	2	1	Persuasiveness			3
3			Teamwork		1	2
3			Motivation			3
2	1		Coaching and Developing Others		2	1
1	2		Promoter of Change		2	1
1	1	1	Focus on Quality		2	1
	1	2	Focus on Customers		3	
1		2	Focus on Results	2		1
	2	1	Relationship Management		2	1
		3	Conflict Management		3	
	1	2	Networking		3	
		3	Language and Expressions		3	
1	2		Open Communication		2	1
1	1	1	Active Listening		2	1
1	2		Organizational and Professional Knowledge	3		
1	2		Integrity	3		
1	2		Adaptability	3		
		3	Personal Development	1	1	1
	1	2	Analytical Skills	1	2	
		3	Planning	3		
		3	Management Efficiency	3		

Color code for the column "Dimensions"

- most important & in need of improvement
- most important & exceeds the requirements considerably

► VIII. Importance and Perception of the Feedback Receiver

This part of the report shows you in the left column how your direct reports assess the importance of each dimension for your function.

The distribution was as follows: At least 3, but not more than 9 of the 22 dimensions in the column "most important" and also not more than 9 dimensions in the column titled "very important" had to be marked.

The right side shows you the subjective perception of your direct reports of these 22 dimensions, related to your total level.

The distribution was as follows: Not more than 9 dimensions in the columns titled "exceeds the requirements considerably" and "meets requirements or slightly exceeds them" were marked. Also, at least 3 dimensions were marked in the column titled "in need of improvement".

Please pay special attention to the results on the side "perception" in the column "in need of improvement"; especially when this dimension is simultaneously marked in the column "importance" with "most important" or "very important".

Assessment of the direct reports

Importance for the field of work of the feedback receiver			Dimensions	Perception of the feedback receiver		
most important	very important	important		in need of improvement	meets the requirements or slightly exceeds them	exceeds the requirements considerably
2	1	1	Providing Direction	1	2	1
	2	2	Persuasiveness			4
4			Teamwork			4
1	1	2	Motivation			4
	4		Coaching and Developing Others		3	1
	2	2	Promoter of Change	3	1	
1	2	1	Focus on Quality	2	1	1
	2	2	Focus on Customers	1	3	
	2	2	Focus on Results	2	2	
2		2	Relationship Management	1		3
	2	2	Conflict Management		4	
	2	2	Networking		1	3
	2	2	Language and Expressions		3	1
1	1	2	Open Communication		2	2
2	2		Active Listening		3	
1	3		Organizational and Professional Knowledge	2		2
3	1		Integrity	1	2	1
1	2	1	Adaptability	1	2	1
	3	1	Personal Development	1	1	2
	1	3	Analytical Skills	1	2	1
1		3	Planning	2		2
	1	3	Management Efficiency	2	2	

Color code for the column "Dimensions"

- most important & in need of improvement
- most important & exceeds the requirements considerably

► VIII. Importance and Perception of the Feedback Receiver

This part of the report shows you in the left column how your customers assess the importance of each dimension for your function.

The distribution was as follows: At least 3, but not more than 9 of the 22 dimensions in the column "most important" and also not more than 9 dimensions in the column titled "very important" had to be marked.

The right side shows you the subjective perception of your customers of these 22 dimensions, related to your total level.

The distribution was as follows: Not more than 9 dimensions in the columns titled "exceeds the requirements considerably" and "meets requirements or slightly exceeds them" were marked. Also, at least 3 dimensions were marked in the column titled "in need of improvement".

Please pay special attention to the results on the side "perception" in the column "in need of improvement"; especially when this dimension is simultaneously marked in the column "importance" with "most important" or "very important".

Assessment of the customers

Importance for the field of work of the feedback receiver			Dimensions	Perception of the feedback receiver		
most important	very important	important		in need of improvement	meets the requirements or slightly exceeds them	exceeds the requirements considerably
1	2		Providing Direction		2	1
	1	2	Persuasiveness			3
3			Teamwork		1	2
3			Motivation			3
1	2		Coaching and Developing Others	1	1	1
1	1	1	Promoter of Change		3	
	1	2	Focus on Quality		3	
1	1	1	Focus on Customers	1	2	
	1	2	Focus on Results	2		1
	2	1	Relationship Management		1	2
		3	Conflict Management	1	2	
	2	1	Networking		3	
	1	2	Language and Expressions	1	2	
1	2		Open Communication		1	2
2		1	Active Listening		1	2
	3		Organizational and Professional Knowledge	2	1	
1	1	1	Integrity	3		
	2	1	Adaptability	2	1	
	1	2	Personal Development	1	2	
	2	1	Analytical Skills	1	1	1
		3	Planning	2	1	
		3	Management Efficiency	2		1

Color code for the column "Dimensions"

- most important & in need of improvement
- most important & exceeds the requirements considerably

► VIII. Importance and Perception of the Feedback Receiver

This part of the report shows you in the left column how all your raters assess the importance of each dimension for your function.

The distribution was as follows: At least 3, but not more than 9 of the 22 dimensions in the column "most important" and also not more than 9 dimensions in the column titled "very important" had to be marked.

The right side shows you the subjective perception of your raters within these 22 dimensions, related to your total level.

The distribution was as follows: Not more than 9 dimensions in the columns titled "exceeds the requirements considerably" and "meets requirements or slightly exceeds them" were marked. Also, at least 3 dimensions were marked in the column titled "in need of improvement".

Please pay special attention to the results on the side "perception" in the column "in need of improvement"; especially when this dimension is simultaneously marked in the column "importance" with "most important" or "very important".

Assessment of all your raters (excluding self-assessment):

Importance for the field of work of the feedback receiver			Dimensions	Perception of the feedback receiver		
most important	very important	important		in need of improvement	meets the requirements or slightly exceeds them	exceeds the requirements considerably
4	6	1	Providing Direction	2	6	3
	5	6	Persuasiveness			11
11			Teamwork		2	9
8	1	2	Motivation			11
3	8		Coaching and Developing Others	2	6	3
2	5	4	Promoter of Change	3	7	1
2	4	5	Focus on Quality	2	7	2
2	4	5	Focus on Customers	3	8	
1	4	6	Focus on Results	7	2	2
2	5	4	Relationship Management	1	3	7
	2	9	Conflict Management	2	9	
	6	5	Networking		8	3
	4	7	Language and Expressions	2	8	1
4	5	2	Open Communication		5	6
6	3	2	Active Listening		6	4
2	9		Organizational and Professional Knowledge	7	2	2
5	4	2	Integrity	8	2	1
2	6	3	Adaptability	6	4	1
	5	6	Personal Development	3	5	3
	5	6	Analytical Skills	3	5	3
1		10	Planning	7	2	2
	1	10	Management Efficiency	7	2	2

Color code for the column "Dimensions"

- most important & in need of improvement
- most important & exceeds the requirements considerably

► IX. Open Questions

These things should be continued:

offen kritische Haltung, Motivation, Leidenschaft, Offenheit im direktem Kontakt (Manager)

Ich finde, du solltest deine nette und lustige Art beibehalten. Vielen Dank auch für deinen Einsatz und deine Flexibilität im Projekt XY (Colleague /Peer)

Die Zusammenarbeit macht wirklich Spaß mit Dir! (Colleague /Peer)

Ich schätze Deine Bereitschaft und Offenheit im kollegialen Feedback sehr, ebenso Deine Neugier und die Bereitschaft Dich auf Neues einzulassen sehr! In größeren Runden habe ich den Eindruck, dass Du Dich sehr gut positionierst, Dein Wissen und Deine Kompetenz einbringst, mutig bist, Dinge voran bringst und Durchsetzungsstärke besitzt. (Direct Report)

Mit deiner Begeisterung, deinem Lern-/Entwicklungswillen und Ehrgeiz, deiner Klarheit der Worte, deiner Präsenz und Professionalität vor Kunden und deinem Fokus auf das Ergebnis wirst du sicher weiterhin Deine Projekte erfolgreich vorantreiben. (Direct Report)

Die Arbeit mit dir ist auch einfach super unkompliziert, angenehm und ich freue mich immer, wenn ich eine Mail von dir sehe bzw. dein Name auf unserem Telefon steht. (Direct Report)

These things should be started:

Eigene Antriebe erkennen und steuern (Manager)

Ich glaube, Du kannst Dir und Deiner Kompetenz/Wirkung deutlich mehr selber vertrauen als Du es im Moment tust (Colleague /Peer)

Etwas mehr Fingerspitzengefühl dafür entwickeln, wo andere in einer Gesprächssituation sind und evtl angepasst agieren (Direct Report)

Mit Sicherheit ist hilfreich, dass du schnell Schlüsse ziehst und eine Meinung hast ... pass jedoch auf, dass Du diese nicht zu schnell äußerst... (Direct Report)

These things should be stopped:

nichts (Manager)

Da fällt mir Stand heute nichts ein (Colleague /Peer)

► X. Worksheets for Follow-up Process

Self-reflection

This part of the assessment is to help with your initial thoughts about your feedback. Consider briefly the following questions.

1. Which of the differences between your self-image and your public image surprised you the most?

2. Which of the differences revealed were you expecting?

3. Which of the differences revealed surprised you?

4. Which differences would you like to work on most?

► X. Worksheets for Follow-up Process

Developing an Action Plan

Note here which feedback raters you would specifically like to arrange a meeting with to clarify any unresolved questions. The feedback raters can then explain their perceptions, illustrate them with examples and give you some initial tips on a possible course of action.

My meeting with...	Date	Done?
Topics to discuss	Results	
Follow up Issues I would like to discuss with my manager:	Issues I would like to discuss with HR:	
My meeting with...	Date	Done?
Topics to discuss	Results	
Follow up Issues I would like to discuss with my manager:	Issues I would like to discuss with HR:	
My meeting with...	Date	Done?
Topics to discuss	Results	
Follow up Issues I would like to discuss with my manager:	Issues I would like to discuss with HR:	

► X. Worksheets for Follow-up Process

Planning Individual Actions

Set yourself personal goals and write them down! You can use the balance sheet given below. First you need to establish what you want to do in the short-, medium- and long-term and what actions you need to take to achieve your goals. Then set yourself a balance sheet date. On that day, examine what you have achieved. If you wish, you can also give a copy of your notes to a chosen colleague. He or she will then have the task of reminding you of your plans at the right time! Alternatively, you may use an electronic reminder function on your computer or smartphone.

Goals	Due date	Results
Short-term		
	in 4-8 weeks	
Mid-term		
	in 4-6 months	
Long-term		
	in 11-12 months	

► XI. Dimensions and Items

Providing Direction

- I1: determines ...
- I23: gives clea...
- I45: strives fo...

Persuasiveness

- I2: influences ...
- I24: receives s...
- I46: reinforces...

Teamwork

- I3: considers a...
- I25: builds str...
- I47: encourages...

Motivation

- I4: motivates o...
- I26: creates a ...
- I48: understand...

Coaching and Developing Others

- I5: offers deve...
- I27: gives time...
- I49: knows stre...

Promoter of Change

- I6: allows effe...
- I28: emphasizes...
- I50: encourages...

Focus on Quality

- I7: sets clear ...
- I29: continuall...
- I51: intensivel...

Focus on Customers

- I8: follows thr...
- I30: anticipate...
- I52: strives al...

Focus on Results

- I9: promotes an...
- I31: continuall...
- I53: conveys - ...

Relationship Management

- I10: treats oth...
- I32: develops e...
- I54: creates an...

Conflict Management

- I11: works on w...
- I33: expresses ...
- I55: openly exp...

Networking

- I12: fosters wo...
- I34: uses perso...
- I56: maintains ...

► XI. Dimensions and Items

Language and Expressions

I13: prepares a...

I35: uses a cle...

I57: always str...

Open Communication

I14: encourages...

I36: provides o...

I58: creates an...

Active Listening

I15: actively c...

I37: listens at...

I59: expresses ...

Organizational and Professional Knowledge

I16: possesses ...

I38: possesses ...

I60: is seen by...

Integrity

I17: gains conf...

I39: always kee...

I61: shows cons...

Adaptability

I18: works effe...

I40: is ready a...

I62: shows flex...

Personal Development

I19: seeks feed...

I41: is willing...

I63: learns fro...

Analytical Skills

I20: analyzes p...

I42: uses accur...

I64: makes time...

Planning

I21: develops s...

I43: creates cl...

I65: considers ...

Management Efficiency














I22: delegates ...

I44: uses time ...

I66: uses effec...

► XII. Overview of invited Raters

This overview does not indicate which of your invited raters provided a feedback for you.

	Franz Chef (Manager)
	Carmen Kollert (Colleague /Peer)
	Konrad Kollert (Colleague /Peer)
	Karsten Kollert (Colleague /Peer)
	Carina Kollert (Colleague /Peer)
	Mortiz Meyer (Direct Report)
	Melanie Meyer (Direct Report)
	Manuela Meyer (Direct Report)
	Max Meyer (Direct Report)
	Michael Meyer (Direct Report)
	Miriam Meyer (Direct Report)
	Cordula Kunert (Customer)
	Kasimir Kunert (Customer)
	Knut Kunert (Customer)