
Tess Williams

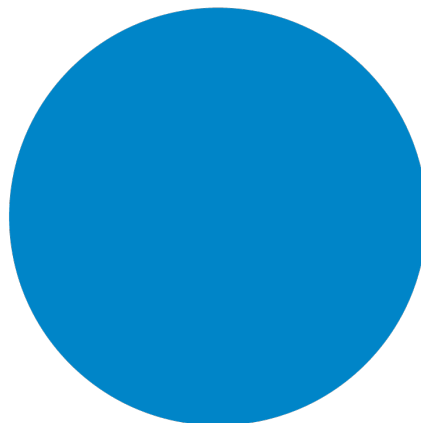
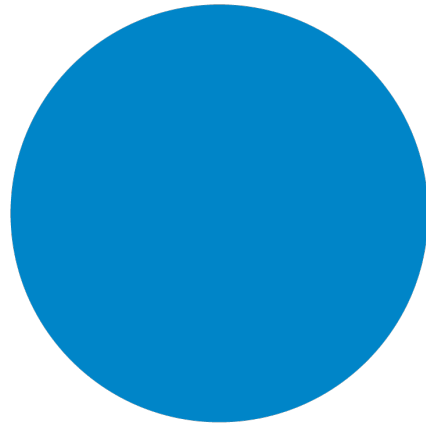
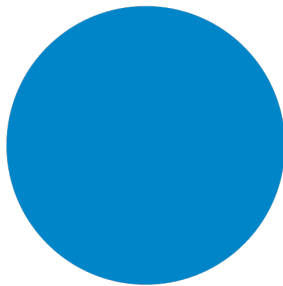
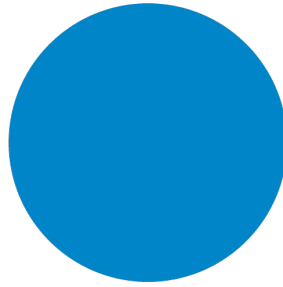


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Introduction

You can now review your feedback report. This report consists of results from the feedback survey performed by you and your feedback giver(s). It provides you with valuable insights to your strengths and weaknesses, aspects of your performance and behavior that you may want to develop and improve.

The report describes how others currently perceive you in your daily work and provides you with an excellent tool to discuss and take positive action on any requirement for improvement and development. The report gives a random indication and cannot be considered as a final assessment.

Feedback providers

Albert Einstein

Anton Philips

Carl Jung

Charles Gaulle

Edith Piaf

Eleanor Roosevelt

Eva Peron

Indira Ghandi

Ingrid Bergman

Sigmund Freud

Meaning of scores

Score 1

Insufficient: the desired behavior is not quite developed and is almost never displayed in the right manner. A very big investment for further development is required.

Score 2

Weak: the desired behavior is less developed and is not often displayed in the right manner. A solid investment for further development is required.

Score 3

Moderate: the desired behavior is moderately developed and is occasionally displayed in the right manner. There is quite a lot of room for further development.

Score 4

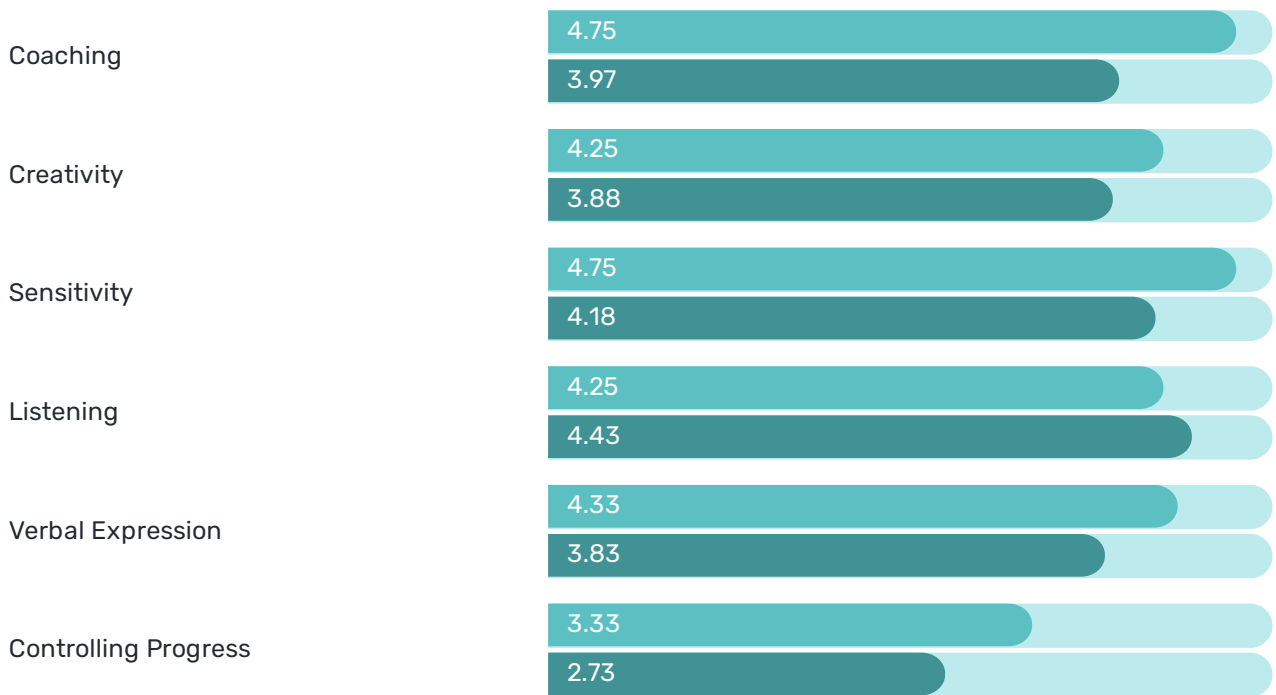
Sufficient: the desired behavior is sufficiently developed and is regularly displayed in the right manner. There is still room for further improvement.

Score 5

Good: the desired behavior is well developed, and is typically displayed in the right manner.

General overview

The cumulative score for all competencies surveyed is displayed in the diagram. This provides complete insight into the results of your self-assessment as well as the results from feedback given by your selected feedback giver(s). Large differences (more than 1 point difference) are worth analyzing further by referring to the "Detailed overview per feedback giver" or "Detailed Overview"

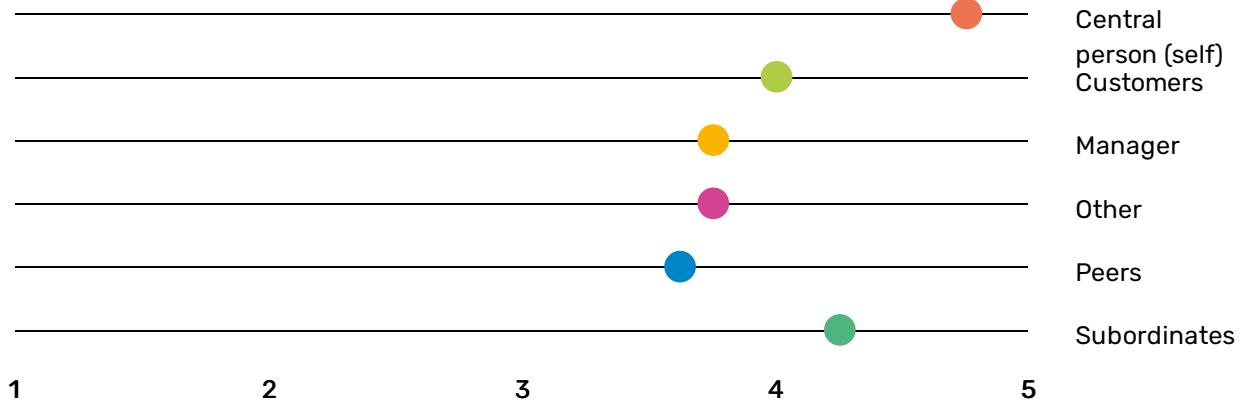


- Central person
- Others

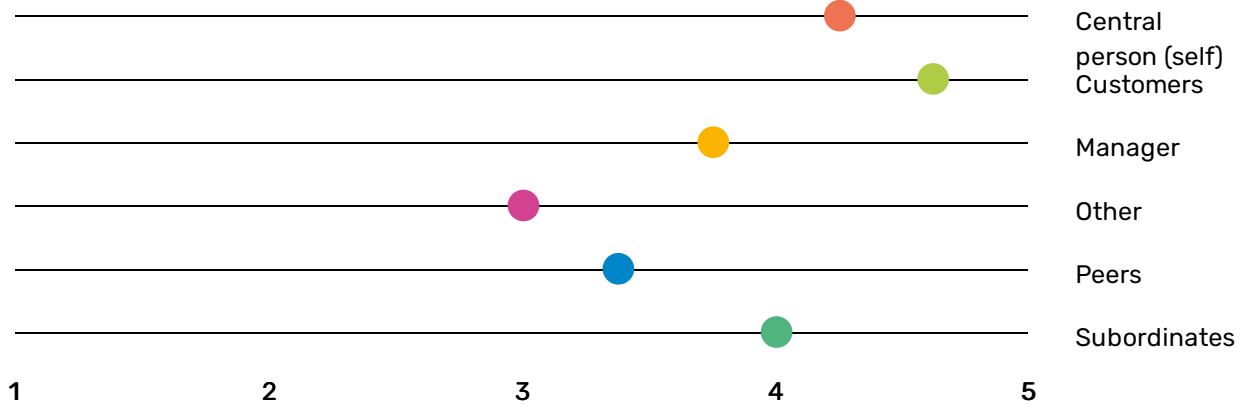
Overview per competency

The detailed overview shows the scores of each feedback giver per competency measured. This will give you valuable insight in the differences between scores from the subject, colleagues, direct reports, co-workers, customers or other feedback givers.

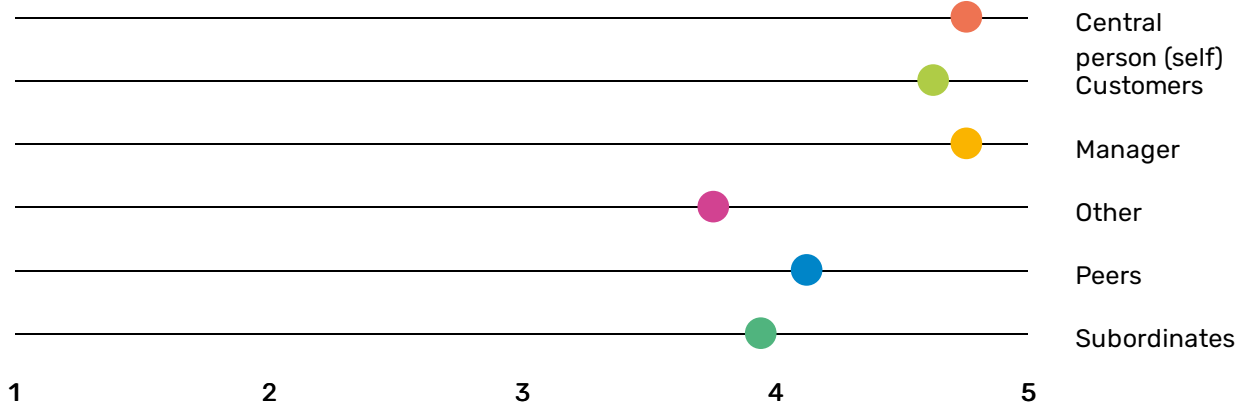
Coaching



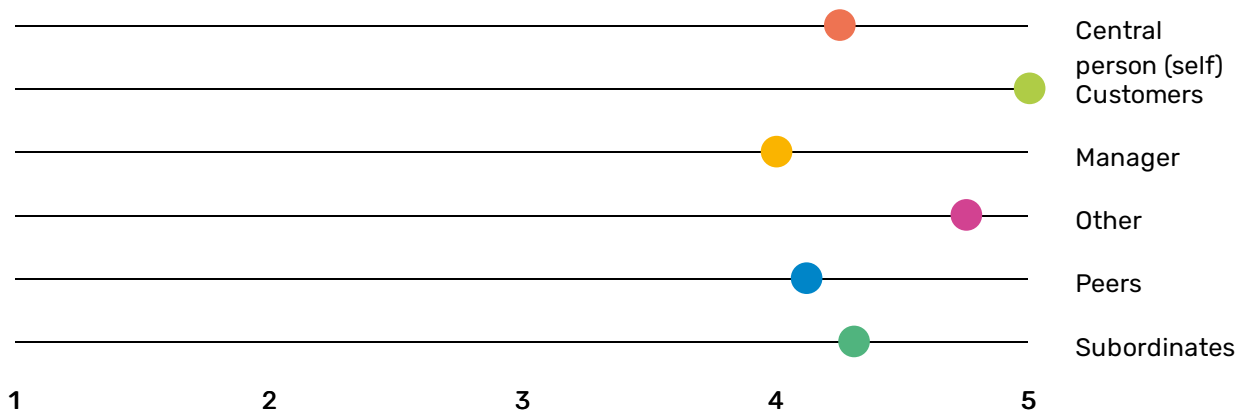
Creativity



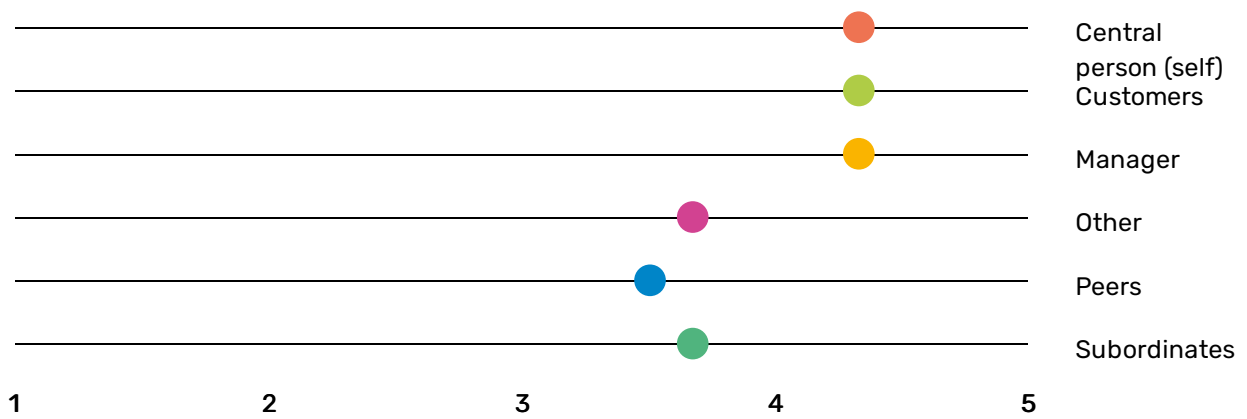
Sensitivity



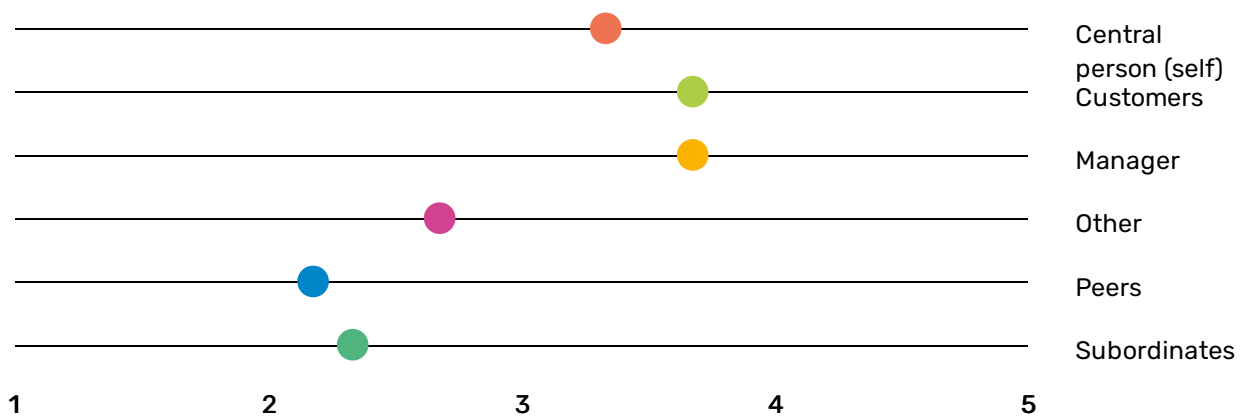
Listening



Verbal Expression



Controlling Progress



Analysis of strengths and weaknesses

This section shows the strengths and weaknesses of the subject's behavior in daily work as perceived by others. Under "strengths" you will find the 10 highest scores on examples of behavior. Productive behavior is frequently shown and non-productive behavior (indicated with the word "inverse" next to the example of behavior) is seldom shown. These examples of behavior are make a positive contribution to the competency development and the subject's behavior in daily work. Under "weaknesses" you will find 10 examples of behavior with the lowest score. Productive behavior is infrequent as opposed to frequent non-productive behavior. These examples of behavior present scope for varying degrees of improvement.

Strengths: 10 behavioral examples with the highest score

Competencies	Questions	Average	CP
Listening	does not interrupt and allows the other person to finish his/her story	4.6	4
Listening	adjusts to the level, background and experience of the other person	4.6	4
Coaching	makes it clear to others what is expected of them and helps them realize these objectives	4.4	5
Coaching	distinguishes other people`s talents	4.3	5
Sensitivity	is open, interested and respectful toward opinions different from his/her own	4.3	5
Listening	is able to `listen between the lines`	4.3	4
Coaching	helps other people realize their professional goals, even if they reach beyond the own organization	4.2	5
Sensitivity	asks further questions about someone`s views and emotional remarks	4.2	5
Sensitivity	makes it easy for other people to discuss delicate matters	4.2	5
Listening	asks questions until everything is answered	4.2	5

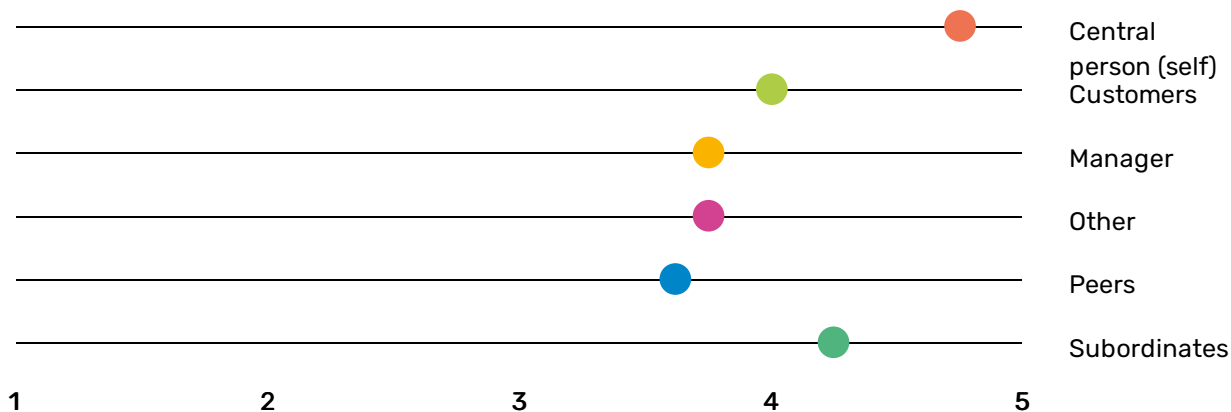
Weaknesses: 10 behavioral examples with the lowest score

Competencies	Questions	Average	CP
Controlling Progress	monitors the essentials of actual progress without losing sight of relevant details	2.3	3
Controlling Progress	makes appointments with employees in order to provide feedback on their performance	2.8	3
Coaching	encourages and motivates others to come up with their own solutions	3	4
Controlling Progress	checks progress regularly	3.1	4
Creativity	comes up with new ideas that seem (yet) impossible to others	3.6	5
Verbal Expression	adjusts his/her use of language to the level of his/her employees	3.6	5
Creativity	looks for better alternatives	3.7	4
Verbal Expression	makes a story more lively by using characteristics from the audience	3.7	4
Sensitivity	takes other people`s feelings and relationships into account when presenting delicate matters	4	4
Creativity	looks beyond obvious solutions	4.1	4

Detailed overview per competency

This overview provides all the results for each competency. You can analyze the scores per item and view your highest and lowest score for each competency. Respectively you will find: the definition, the scores per feedback giver, and the scores per example of behavior. On the right side of the diagram you will see the GAP assessment. In the GAP assessment, the variance between your self-assessment score and that of your feedback giver(s) is shown. Scores lower than -1 or higher than +1 indicate that there is a significant difference between your self perception and the perception of the other(s).

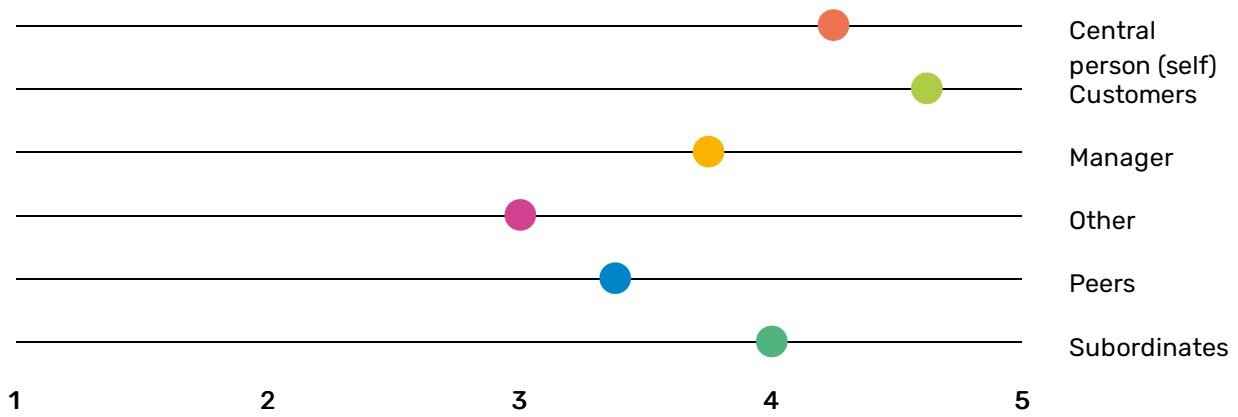
Coaching



		CP	MA	SU	CU	PE	OT	Total others	GAP
Coaching	Amount	1	1	4	2	2	1	10	
makes it clear to others what is expected of them and helps them realize these objectives	Highest		4	5	5	4	4	5	-0.6
	Average	5	4	4.75	4.5	4	4	4.4	
	Lowest		4	4	4	4	4	4	
encourages and motivates others to come up with their own solutions	Highest		4	5	4	3	3	5	-1
	Average	4	4	2.75	3.5	2.5	3	3	
	Lowest		4	1	3	2	3	1	
distinguishes other people's talents	Highest		3	5	4	5	5	5	-0.7
	Average	5	3	4.75	3.5	4.5	5	4.3	
	Lowest		3	4	3	4	5	3	
helps other people realize their professional goals, even if they reach beyond the own organization	Highest		4	5	5	4	3	5	-0.8
	Average	5	4	4.75	4.5	3.5	3	4.2	
	Lowest		4	4	4	3	3	3	
	Total average	4.75	3.75	4.25	4	3.62	3.75	3.97	-0.78

Legend: CP = Central person, MA = Manager, SU = Subordinates, CU = Customers, PE = Peers, OT = Other

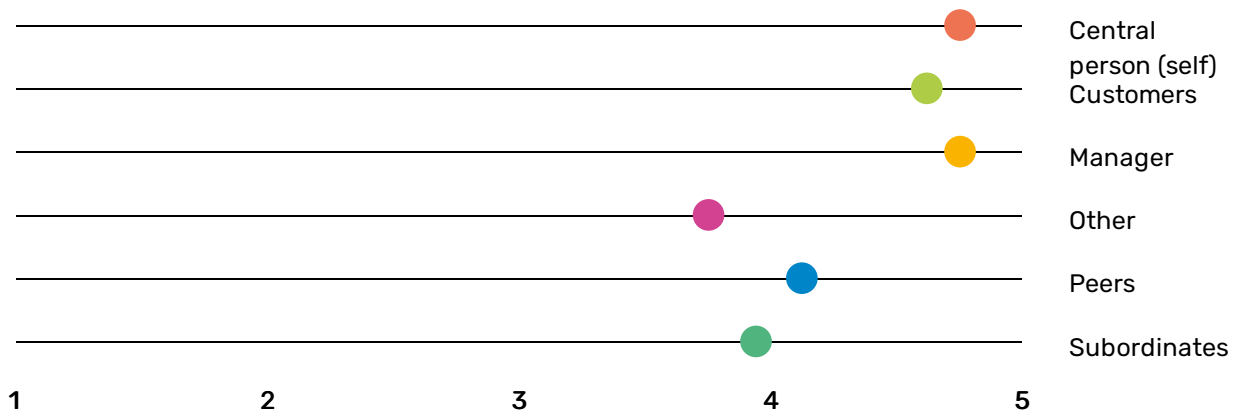
Creativity



		CP	MA	SU	CU	PE	OT	Total others	GAP
Creativity	Amount	1	1	4	2	2	1	10	
looks beyond obvious solutions	Highest		4	4	5	4	3	5	0.1
	Average	4	4	4	5	4	3	4.1	
	Lowest		4	4	5	4	3	3	
looks for better alternatives	Highest		4	5	5	4	2	5	-0.3
	Average	4	4	4	4	3.5	2	3.7	
	Lowest		4	3	3	3	2	2	
comes up with new ideas that seem (yet) impossible to others	Highest		3	4	5	4	3	5	-1.4
	Average	5	3	3.5	4.5	3.5	3	3.6	
	Lowest		3	3	4	3	3	3	
is able to connect concepts and views from different disciplines	Highest		4	5	5	3	4	5	0.1
	Average	4	4	4.5	5	2.5	4	4.1	
	Lowest		4	4	5	2	4	2	
	Total average	4.25	3.75	4	4.62	3.38	3	3.88	-0.37

Legend: CP = Central person, MA = Manager, SU = Subordinates, CU = Customers, PE = Peers, OT = Other

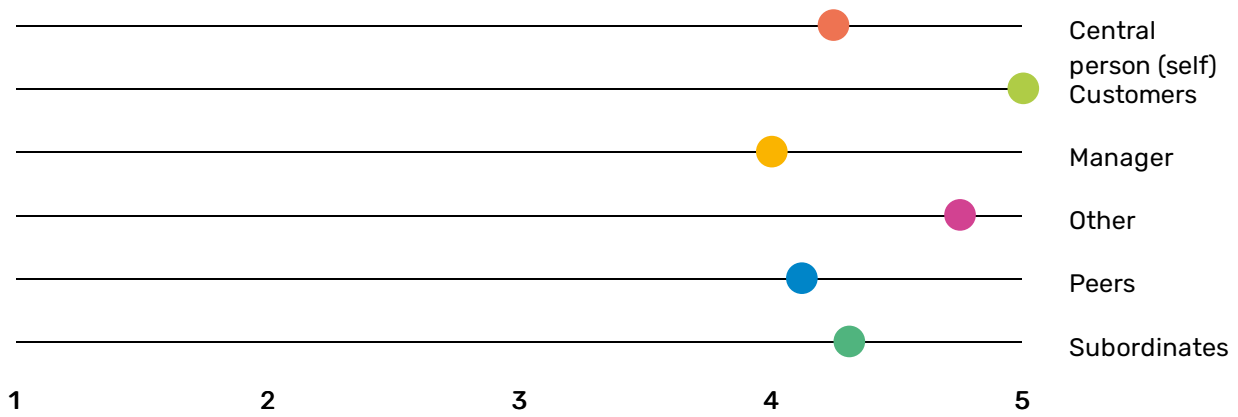
Sensitivity



		CP	MA	SU	CU	PE	OT	Total others	GAP
Sensitivity	Amount	1	1	4	2	2	1	10	
is open, interested and respectful toward opinions different from his/her own	Highest	5	5	5	5	4	4	5	-0.7
	Average	5	5	4.25	4.5	4	4	4.3	
	Lowest	5	5	4	4	4	4	4	
asks further questions about someone's views and emotional remarks	Highest	5	5	5	5	4	3	5	-0.8
	Average	5	5	4.25	4.5	4	3	4.2	
	Lowest	5	5	4	4	4	3	3	
makes it easy for other people to discuss delicate matters	Highest	5	4	5	5	5	4	5	-0.8
	Average	5	4	4	4.5	4.5	4	4.2	
	Lowest	5	4	3	4	4	4	3	
takes other people's feelings and relationships into account when presenting delicate matters	Highest	4	5	4	5	4	4	5	-
	Average	4	5	3.25	5	4	4	4	
	Lowest	4	5	2	5	4	4	2	
	Total average	4.75	4.75	3.94	4.62	4.12	3.75	4.18	-0.57

Legend: CP = Central person, MA = Manager, SU = Subordinates, CU = Customers, PE = Peers, OT = Other

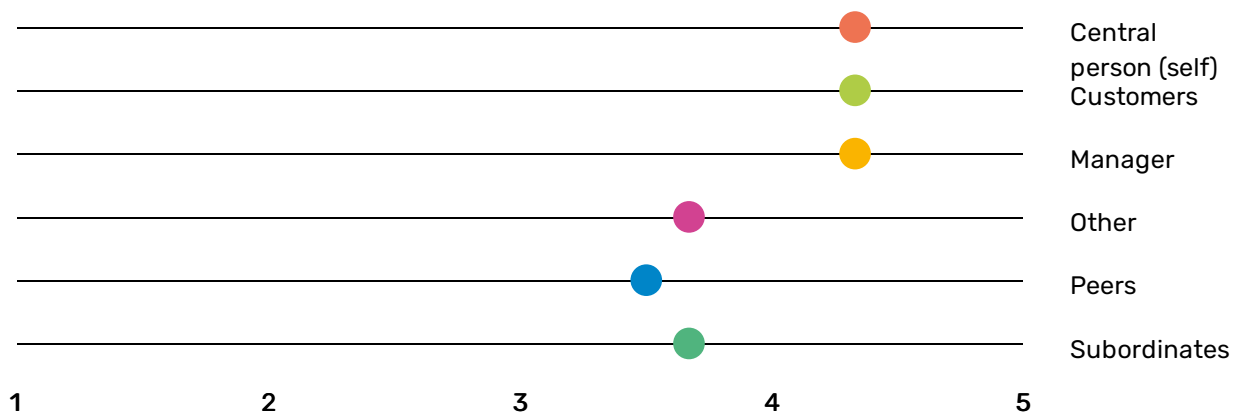
Listening



		CP	MA	SU	CU	PE	OT	Total others	GAP
Listening	Amount	1	1	4	2	2	1	10	
does not interrupt and allows the other person to finish his/her story	Highest		4	5	5	5	5	5	0.6
	Average	4	4	4.5	5	4.5	5	4.6	
	Lowest		4	4	5	4	5	4	
asks questions until everything is answered	Highest		4	5	5	5	4	5	-0.8
	Average	5	4	4	5	4	4	4.2	
	Lowest		4	3	5	3	4	3	
is able to 'listen between the lines'	Highest		4	5	5	4	5	5	0.3
	Average	4	4	4.25	5	3.5	5	4.3	
	Lowest		4	3	5	3	5	3	
adjusts to the level, background and experience of the other person	Highest		4	5	5	5	5	5	0.6
	Average	4	4	4.5	5	4.5	5	4.6	
	Lowest		4	4	5	4	5	4	
	Total average	4.25	4	4.31	5	4.12	4.75	4.43	0.18

Legend: CP = Central person, MA = Manager, SU = Subordinates, CU = Customers, PE = Peers, OT = Other

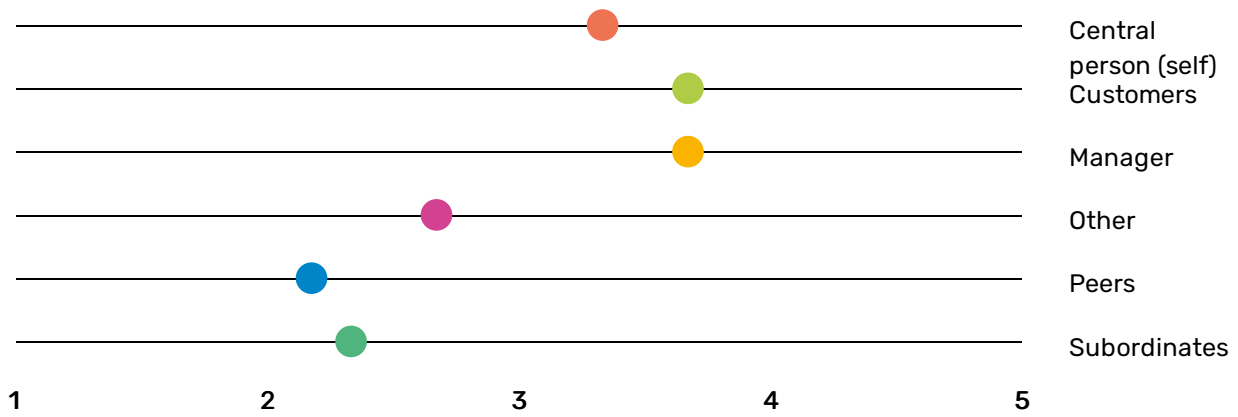
Verbal Expression



		CP	MA	SU	CU	PE	OT	Total others	GAP
Verbal Expression	Amount	1	1	4	2	2	1	10	
speaks proper English	Highest		5	4	5	4	4	5	0.2
	Average	4	5	4	4.5	4	4	4.2	
	Lowest		5	4	4	4	4	4	
adjusts his/her use of language to the level of his/her employees	Highest		4	4	4	3	4	4	-1.4
	Average	5	4	3.5	4	3	4	3.6	
	Lowest		4	3	4	3	4	3	
makes a story more lively by using characteristics from the audience	Highest		4	4	5	4	3	5	-0.3
	Average	4	4	3.5	4.5	3.5	3	3.7	
	Lowest		4	3	4	3	3	3	
	Total average	4.33	4.33	3.67	4.33	3.5	3.67	3.83	-0.5

Legend: CP = Central person, MA = Manager, SU = Subordinates, CU = Customers, PE = Peers, OT = Other

Controlling Progress



		CP	MA	SU	CU	PE	OT	Total others	GAP
Controlling Progress	Amount	1	1	4	2	2	1	10	
checks progress regularly	Highest		4	3	5	3	3	5	
	Average	4	4	2.5	4.5	2.5	3	3.1	-0.9
	Lowest		4	2	4	2	3	2	
makes appointments with employees in order to provide feedback on their performance	Highest		4	3	5	2	3	5	
	Average	3	4	2.25	4	2	3	2.8	-0.2
	Lowest		4	2	3	2	3	2	
monitors the essentials of actual progress without losing sight of relevant details	Highest		3	3	3	3	2	3	
	Average	3	3	2.25	2.5	2	2	2.3	-0.7
	Lowest		3	1	2	1	2	1	
	Total average	3.33	3.67	2.33	3.67	2.17	2.67	2.73	-0.6

Legend: CP = Central person, MA = Manager, SU = Subordinates, CU = Customers, PE = Peers, OT = Other

Personal remarks

The responses and recommendations provided by your feedback giver(s) are displayed in the section 'Personal Remarks'.

No open feedback is available.