

**August 2017**

**John Doe**

**360**

**Feedback report**

**QRS**





## DESCRIPTION

- The report contains the statistically handled results that are based on anonymous assessment of employee`s competency level by closest business environment
- The report consists of graphical representation of assessment results and verbal comments and feedback of the respondents
- The report is based on the set of competencies that considered as most important for the employee`s current or future occupation

A competence is a set of knowledge, skills and behavior used to improve individual performance.

Each competence consists of few behavior indicators that describe the effective working behavior.

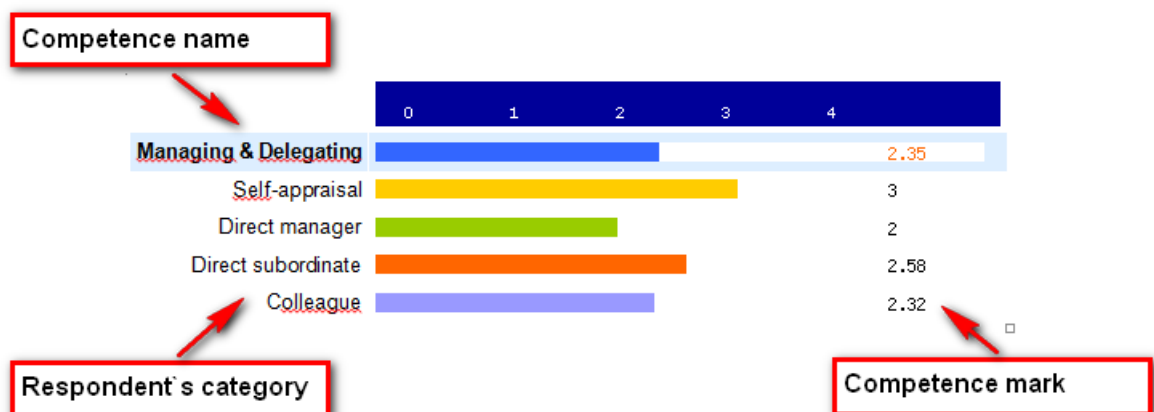
The respondents were asked to estimate how often a definite type of behavior is presented in the person`s professional activity. The scale was following:

- 0 - Cannot estimate
- 1 - Behavior is not revealed
- 2 - Behavior is revealed from time to time
- 3 - Behavior is revealed in most cases
- 4 - Behavior is revealed constantly

The report consists of few sections:

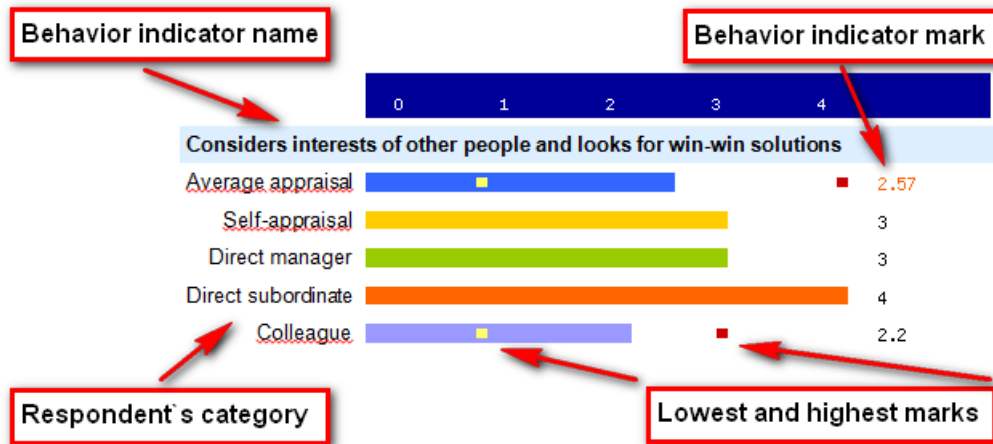
### 1. COMMON RESULTS

The section contains the results of all competencies assessment. The possibility to compare the self evaluation with the evaluation of the other people within each **competence** is presented here.



## 2. DETAILED RESULTS

The section contains the detailed results of each competency. The possibility to compare the self evaluation with the evaluation of other people within each **behavior indicator** is presented here.



The average appraisal demonstrates the average of respondent's appraisals of behavior indicator. The assessed person's opinion does not included in average appraisal.

Each competence appraisal is finished with the verbal comments of 360 participants.

The Detailed results part of report is finished with verbal Common comments as a common conclusion of competency level.

## 3. ANALYTICS

Analytics is an additional section that helps to identify the strongest sides and development areas in order to focus on the further development.

The first part of analytics is the list of two strongest and two weakest competencies.

The second part shows the biggest differences between the Self-appraisal and other people's appraisal. The competence in which the Self-appraisal outpaces the thoughts of others is named as **disappointment**. Otherwise the competency in which the Self-appraisal runs behind the people's appraisal is named as a **hidden reserve**.

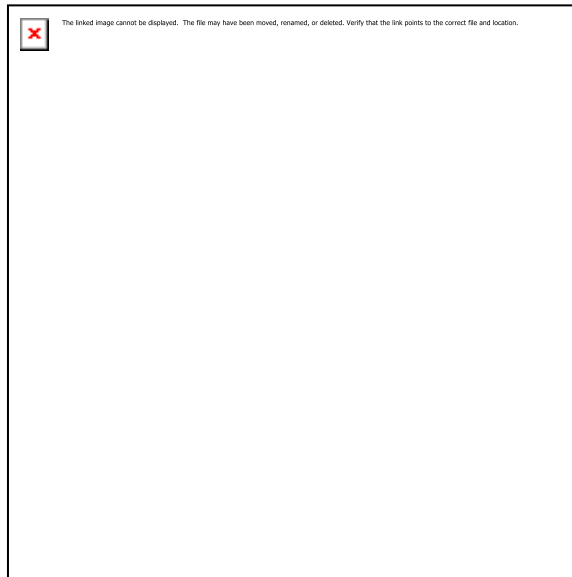
In the third part of analytics all the indicators are placed in descending order.

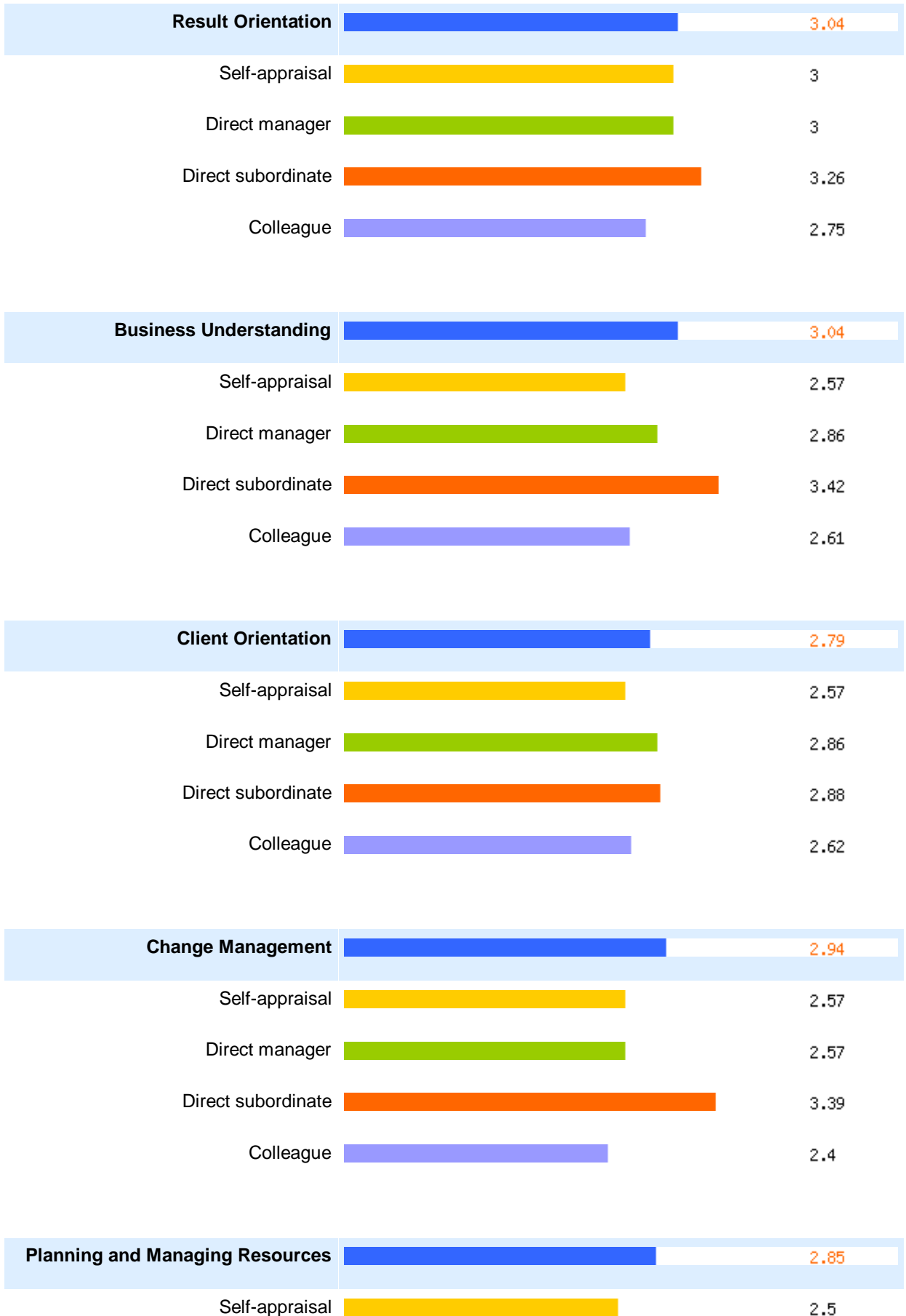
Finally, in the fourth part of analytics all verbal comments are gathered together.

**Respondent`s categories**

<b>Category</b>	<b>Quantity</b>
Self-appraisal	1
Direct manager	1
Direct subordinate.	6
Colleague.	4




Common results





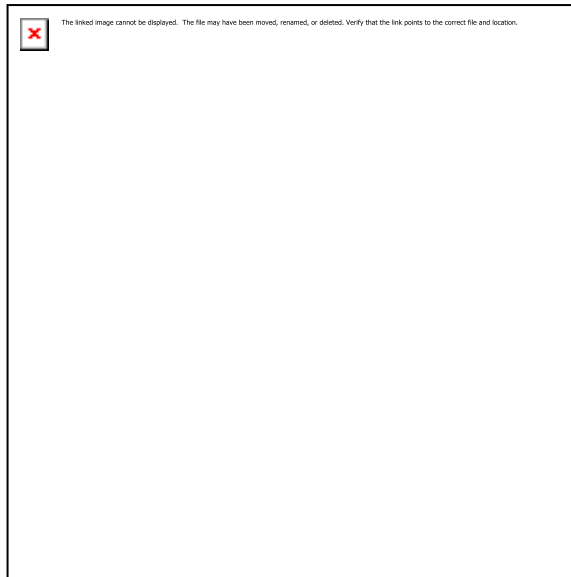
**John Doe**

*August 2016*

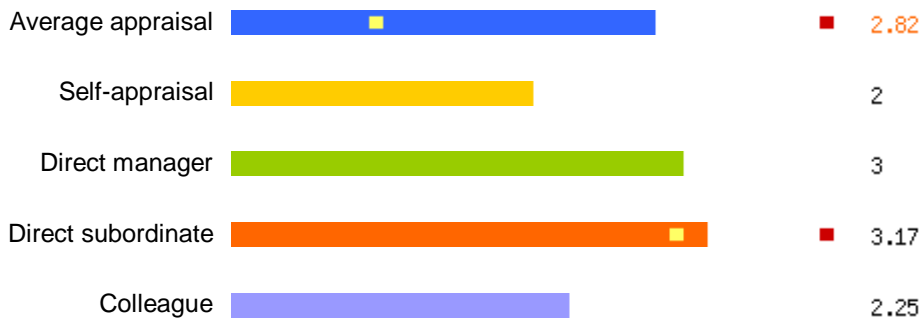
Direct manager		2.5
Direct subordinate		3.38
Colleague		2.04

Detailed results

MANAGING & DELEGATING



**Controls subordinates basing on understanding which level of control is needed to be applied to each specific subordinate**



**Coaches and supports subordinates in order to enable them delivering tasks delegated, provides recommendations**








**Delegates tasks and responsibilities considering motives of subordinates, their strengths and weaknesses**










Direct manager		3
Direct subordinate		3.33
Colleague		2.33






**Provides subordinates with feedback on their performance in order to correct their work or improve their efficiency**

Average appraisal		3
Self-appraisal		4
Direct manager		3
Direct subordinate		3.5
Colleague		2

**Monitors the subordinates progress on regular basis**

Average appraisal		2.89
Self-appraisal		3
Direct manager		3
Direct subordinate		3.5
Colleague		2.25

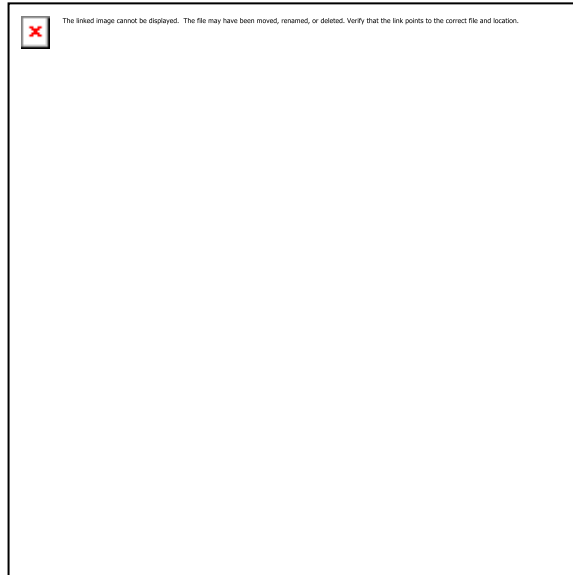
**Sets concrete, clear tasks with definite deadlines**

Average appraisal		2.91
Self-appraisal		3
Direct manager		2
Direct subordinate		3.5
Colleague		2.25

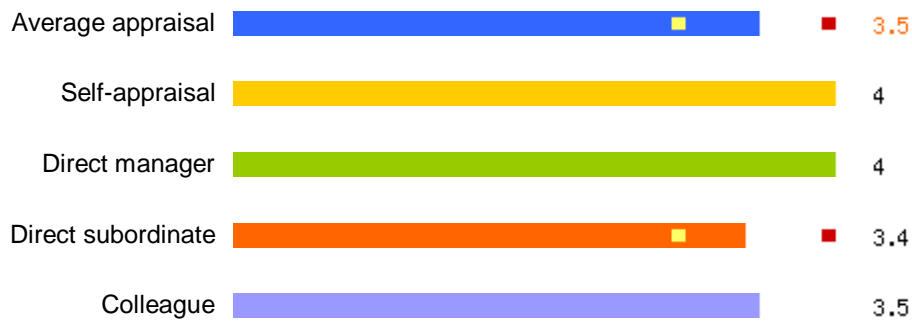
## Comments

1. Good manager with participative approach

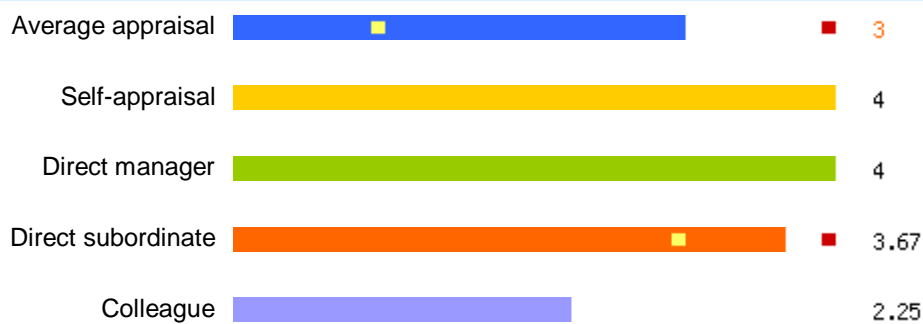
## CROSS-BOUNDARY COOPERATION



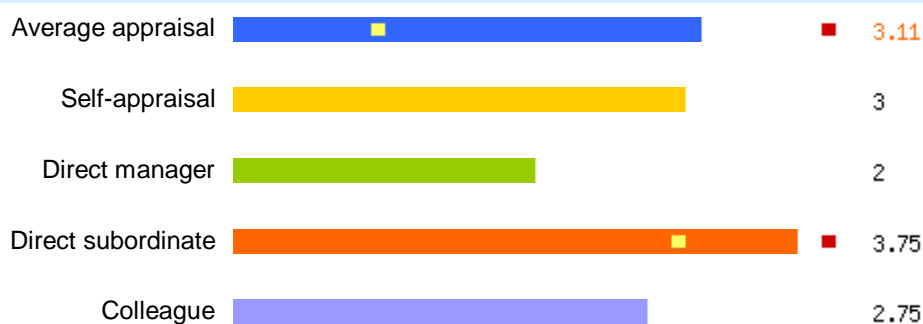
**Openly discusses working issues, interests and problems with other people**



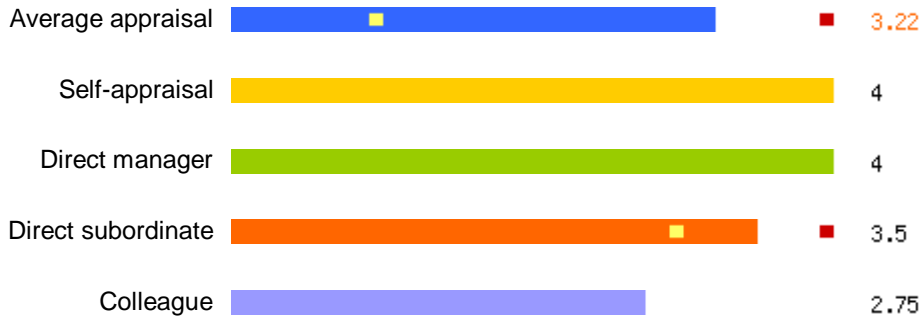
**Proactively requests the needed information from other people inside the other units**



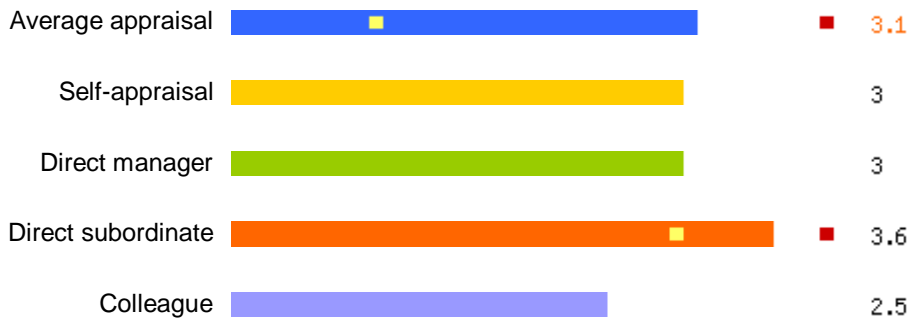
**Considers interests of other units heshe cooperates with and looks for win-win solutions**



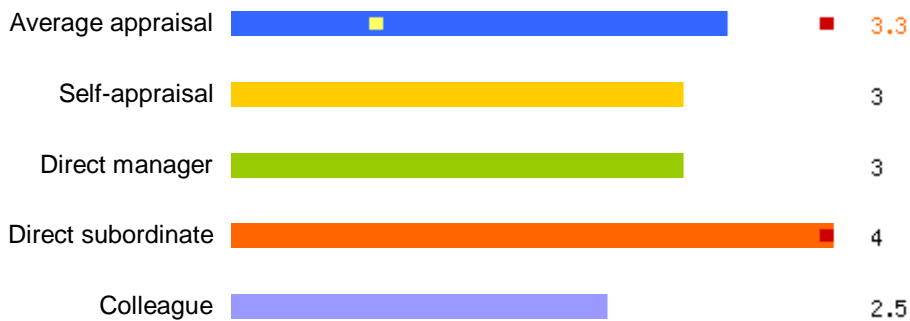
**Shares information openly with people from other units; consults them**



**Considers specificities of business processes of the units heshe cooperates with while making decisions or providing actions**



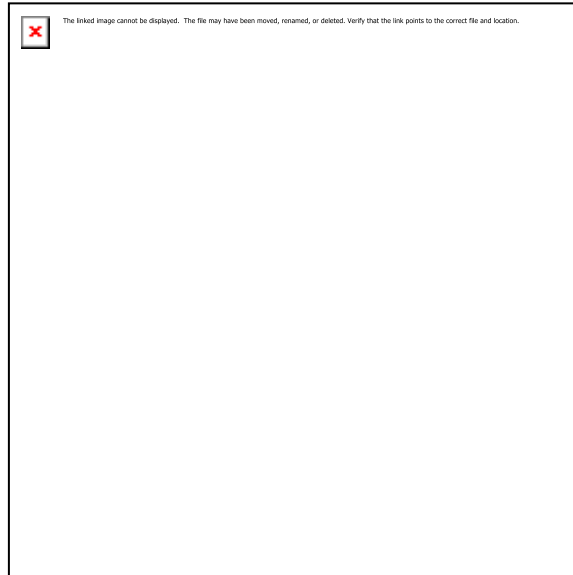
**Understands how goals of different business units are interrelated with the company goal**



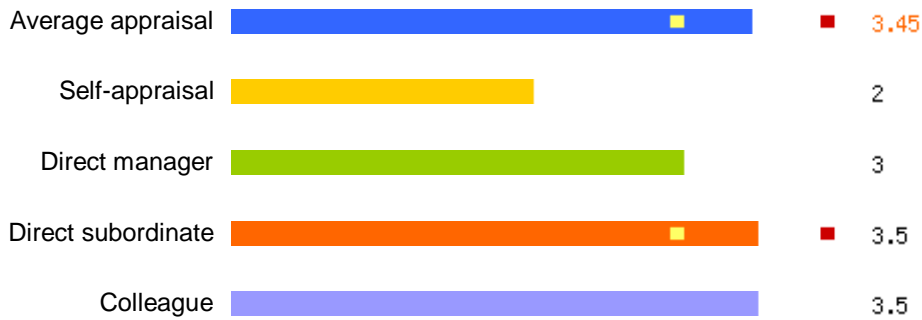
## Comments

1. Friendly approach, Yuri uses it to cooperate efficiently with other Dpts and Companies

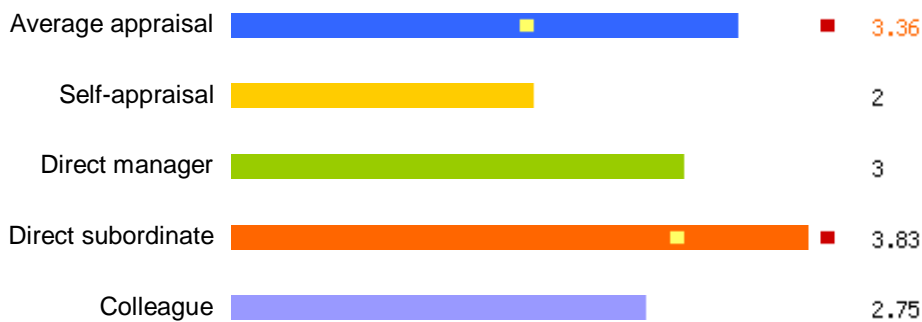
### BUILDING RELATIONSHIPS & INFLUENCING



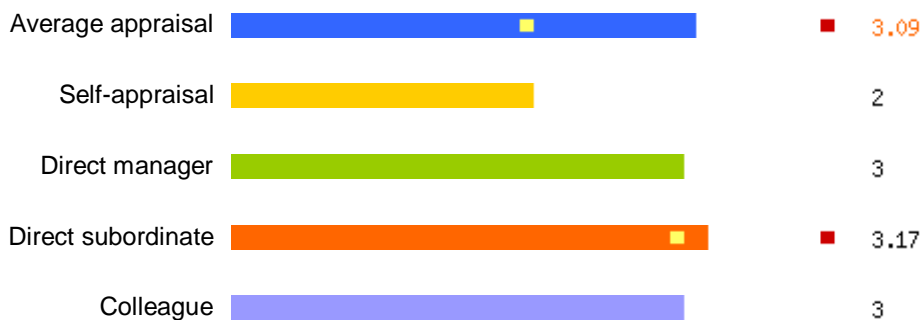
**Resolves conflicts efficiently**

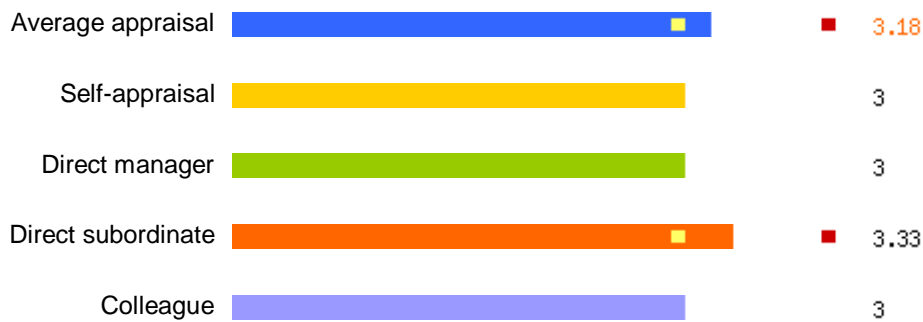
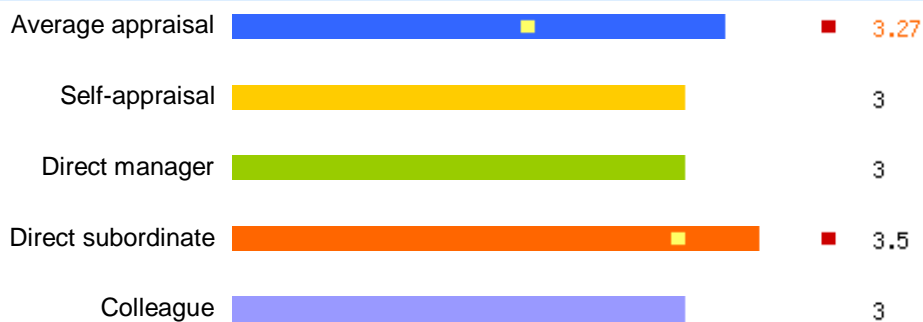
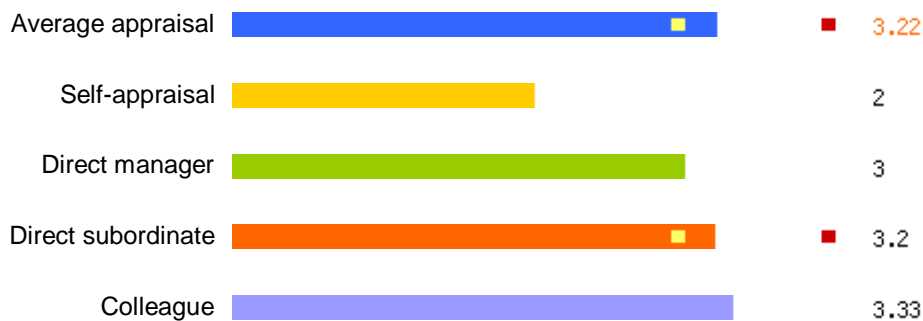
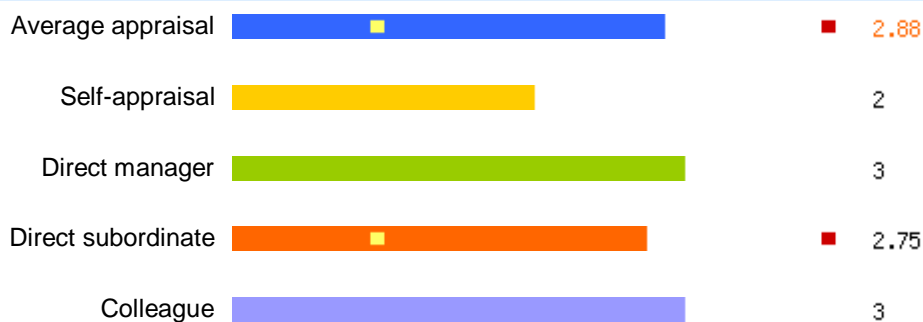


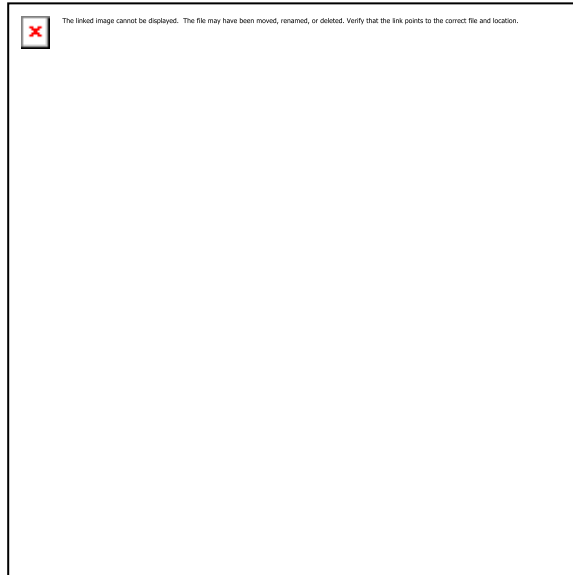
**Uses different approaches of influence, considers individual characteristics of the opponent**



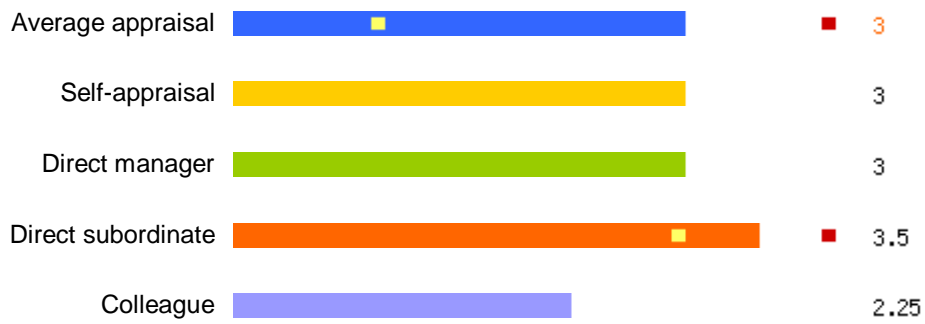
**Demonstrates insistence striving to change opponents opinion**



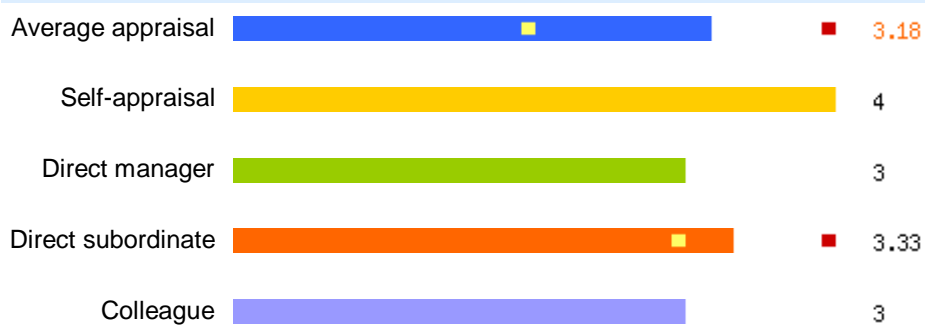
**Considers counter-arguments and takes into account opponents point of view in order to sell hisher ideas**

**Uses rational, well grounded (counter-) arguments while negotiating with people**

**Builds and supports long-term working relationships with people from key institutions and organizations**

**Sets informal working relationships with people within the organization**

**RESULT ORIENTATION**



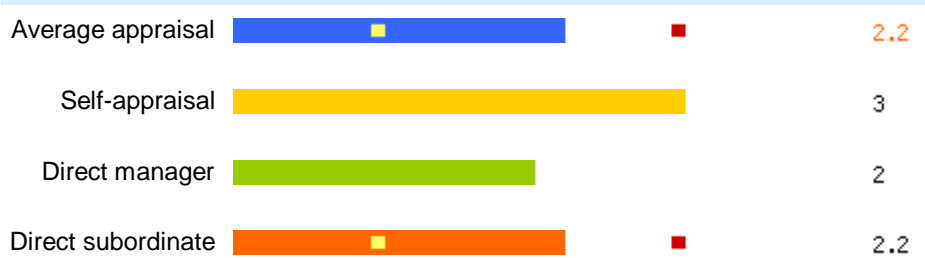
**Sets and supports high professional standards, ensures quality of hisher work**



**Overcomes obstacles persistently**



**Sets challenging goals**



Colleague  2.25

**Eager to achieve best results**

Average appraisal   2.8

Self-appraisal  2

Direct manager  3

Direct subordinate   3.2

Colleague  2.25

**Identifies business opportunities and uses them proactively**

Average appraisal   2.8

Self-appraisal  3

Direct manager  2

Direct subordinate   3.2

Colleague  2.5

**Shares responsibility for company results**

Average appraisal   3.45

Self-appraisal  3

Direct manager  4

Direct subordinate   3.5

Colleague  3.25

**Takes responsibility for own and team performance**

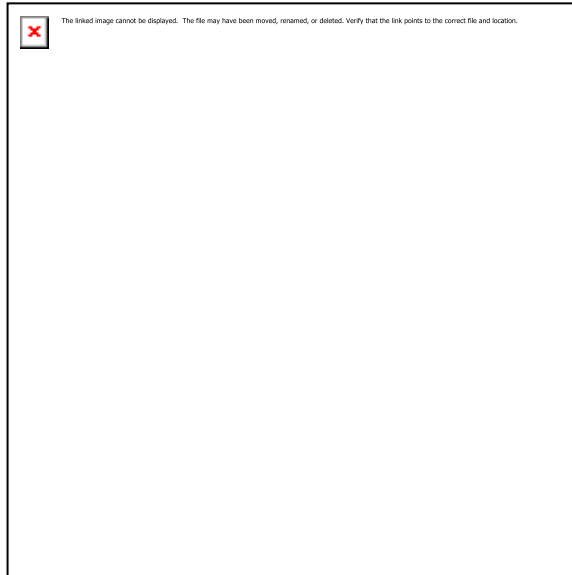
Average appraisal   3.73

Self-appraisal  3

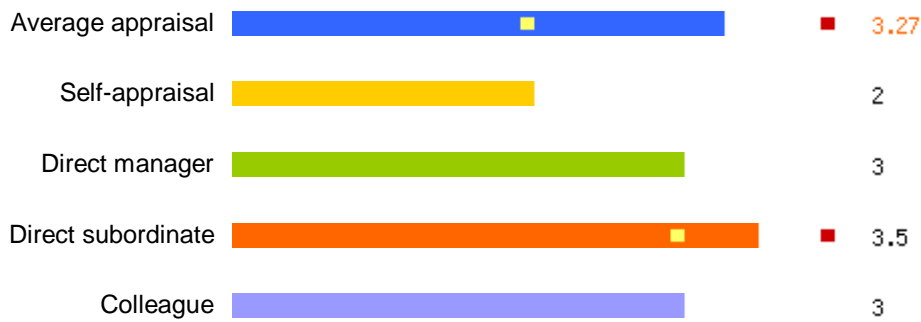
Direct manager  4

Direct subordinate   3.67

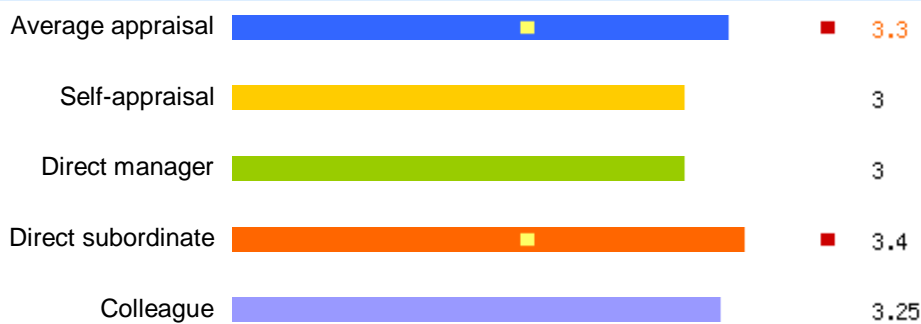
Colleague  3.75



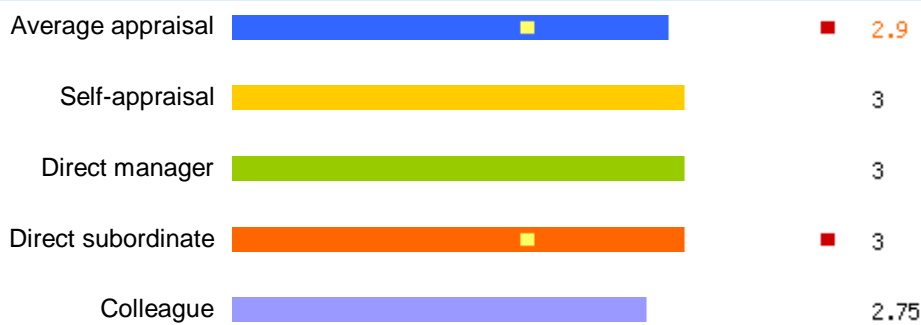
**Weights possible risks beforehand**



**Foresees consequences of decisions taken**

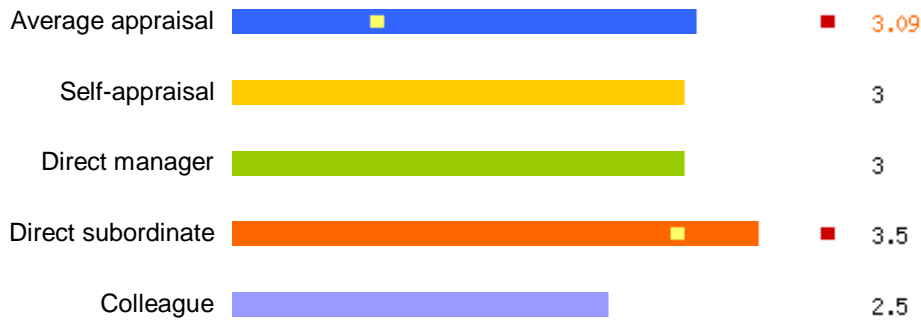


**Identifies the best business opportunities and focuses on them when acting**

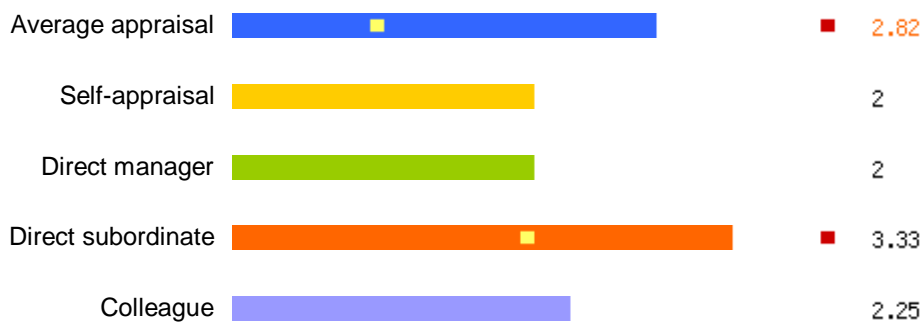




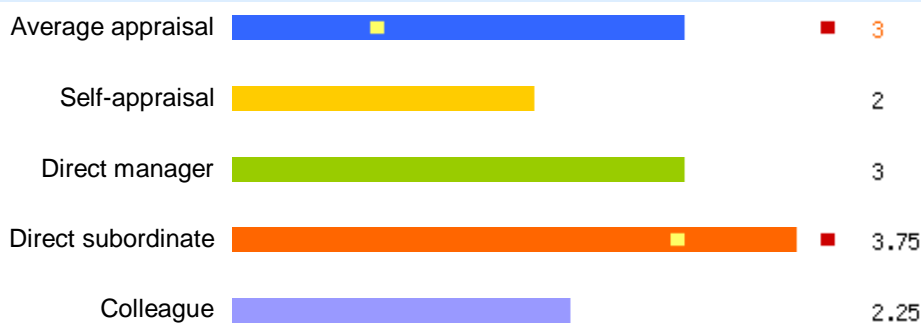
**Identifies reasons of organizational problems and suggests efficient solutions**



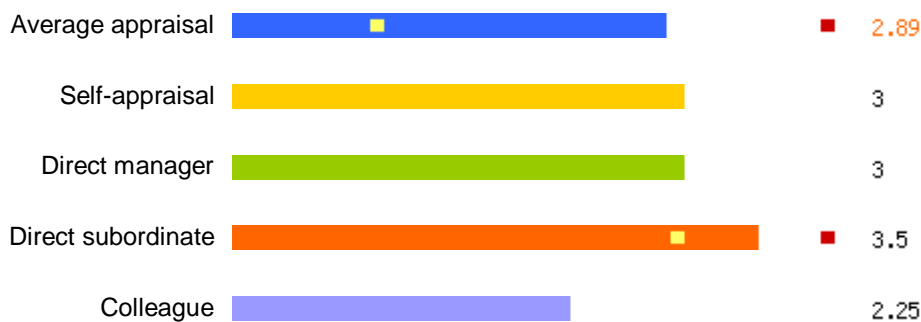
**Makes conclusions based on precise analysis of available data**



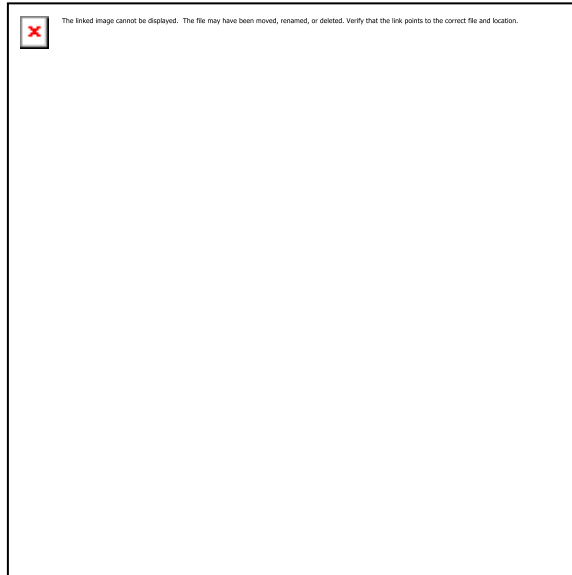
**Integrates information from different sources into coherent picture**



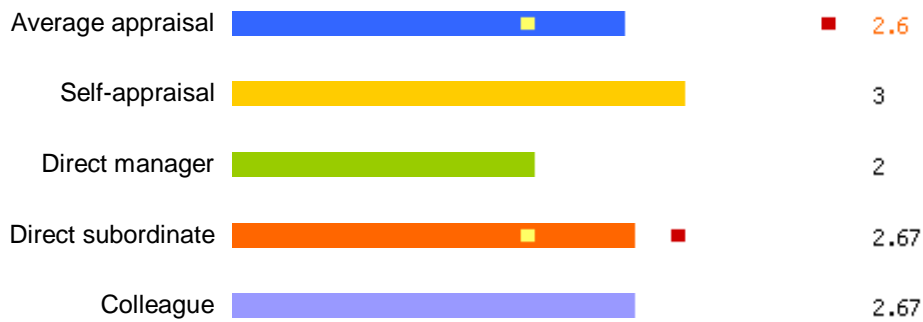
**Considers market trends, dynamics of business indicators and business processes before making conclusions**



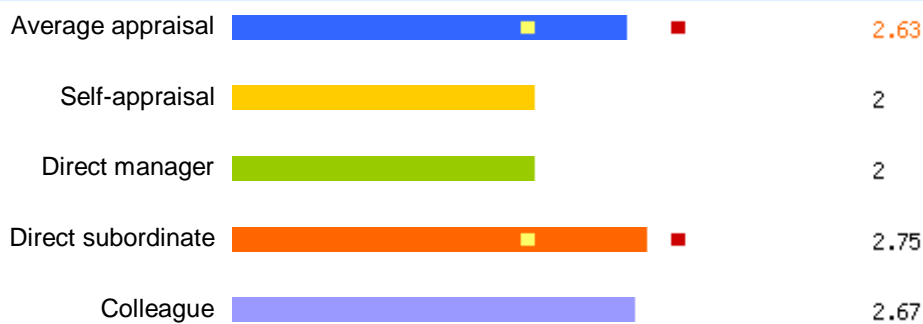
**CLIENT ORIENTATION**



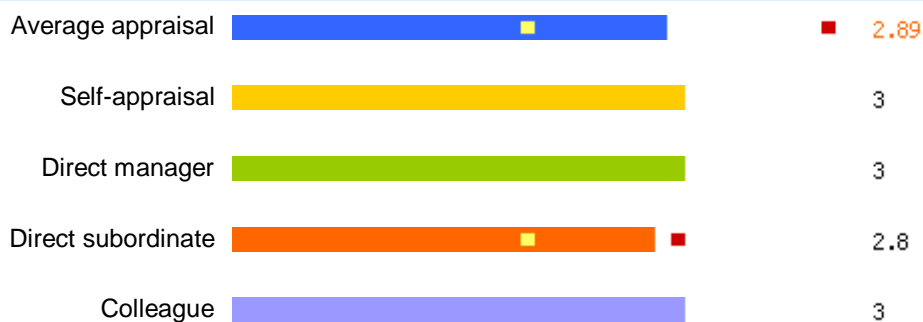
**Investigates non-obvious client needs by learning more about client business, long-term goals etc**



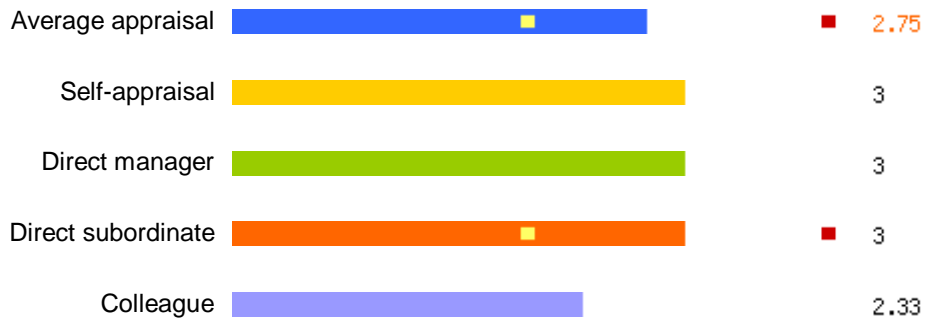
**Asks the client for feedback on services regularly in order to make improvements**



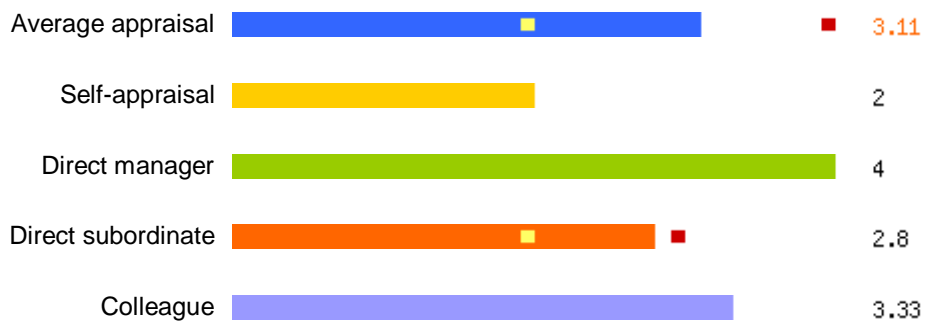
**Learns client needs by asking questions and gathering information from client**



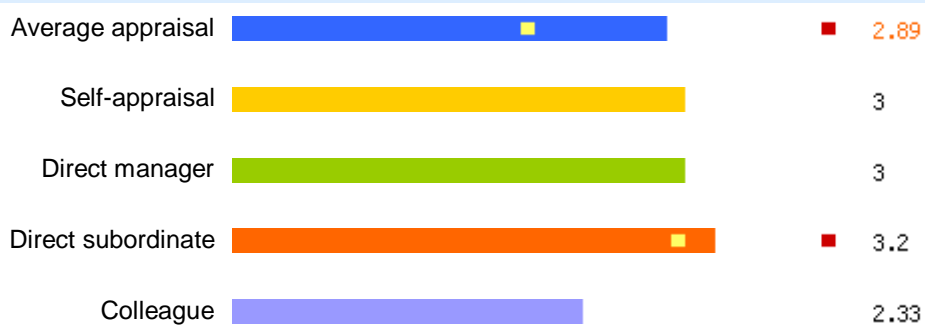
**Committed to make additional efforts in order to satisfy clients needs completely**



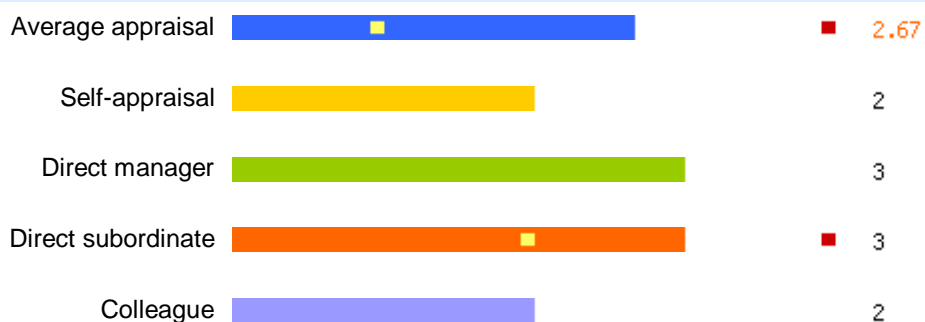
**Provides regular communication with clients**



**Reacts on client concerns and compliance by correcting services basing on client needs**



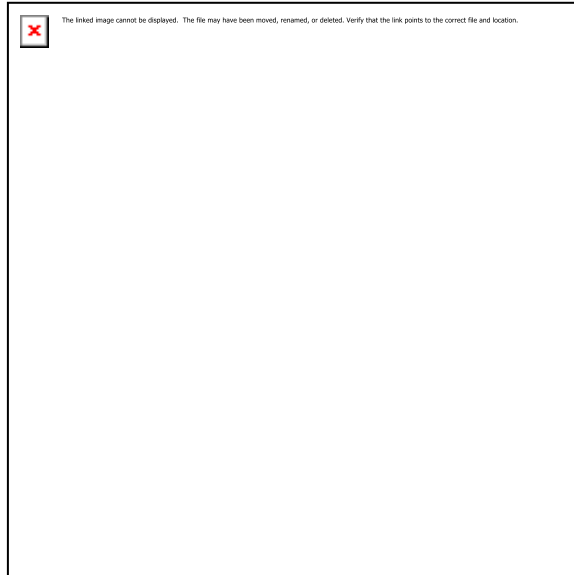
**Ensures that client is offered an excellent service or product**



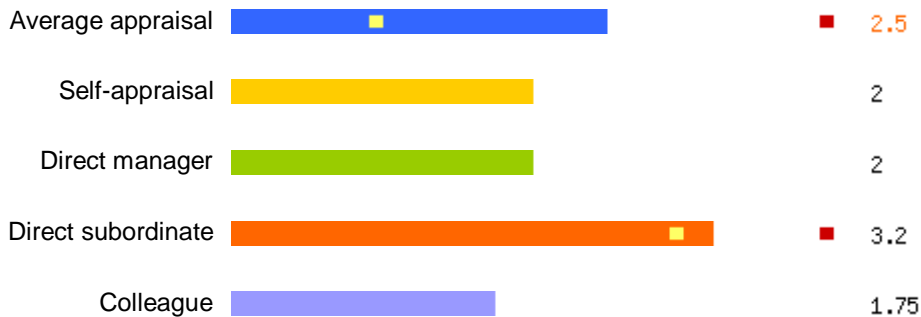
# Comments

- 1. Depends on the fact who is the client. We have farmers and have MEU. Estimation is given relating to farmers.

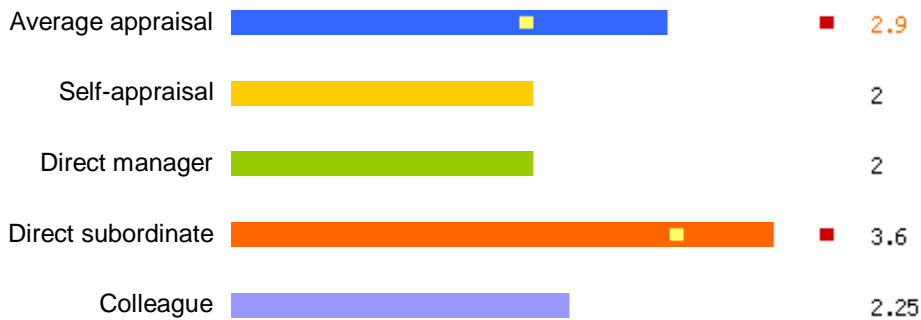
## CHANGE MANAGEMENT



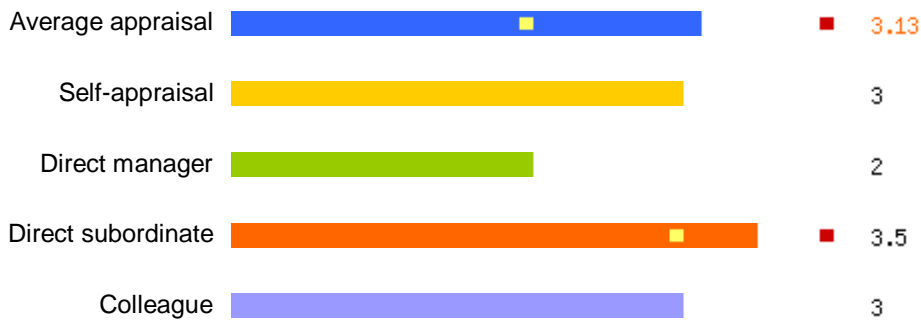
### Initiates changes in work methodology beforehand in order to meet company needs



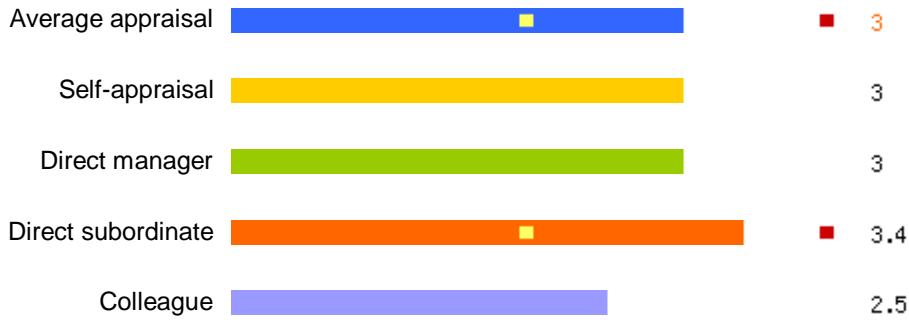
### Elaborates and implements alternative working procedures, rules and standards according to changes



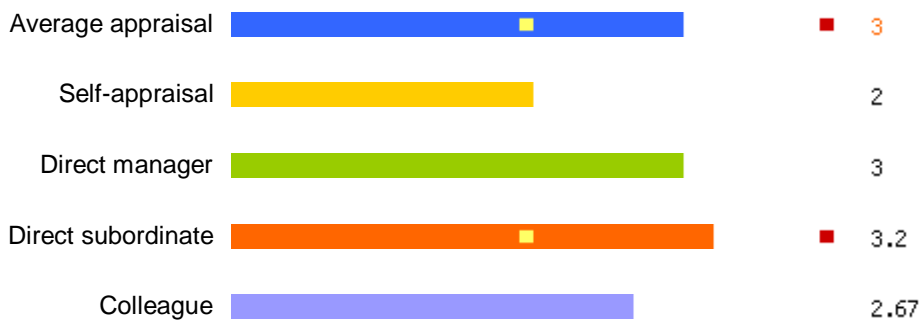
### Flexible in adapting to changes. Changes his-her approach and methods of work quickly



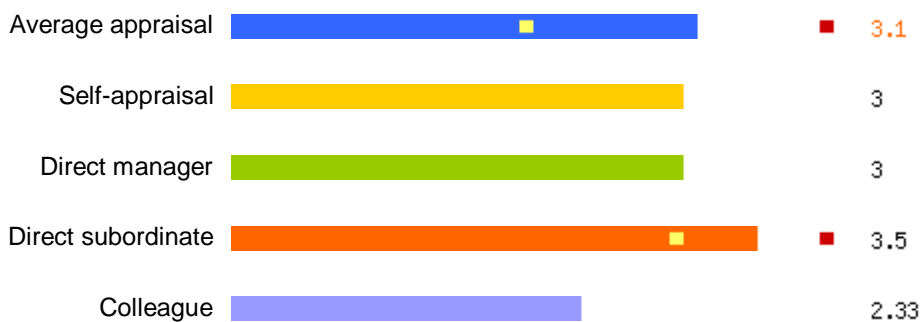
**Cascades the company department objectives into the goals for middle management**



**Reinforces peers and subordinates to accept and support the changes**



**Clears to peers and subordinates how organizational changes will impact their work**



**Reacts on changes positively, regards them as new opportunities**





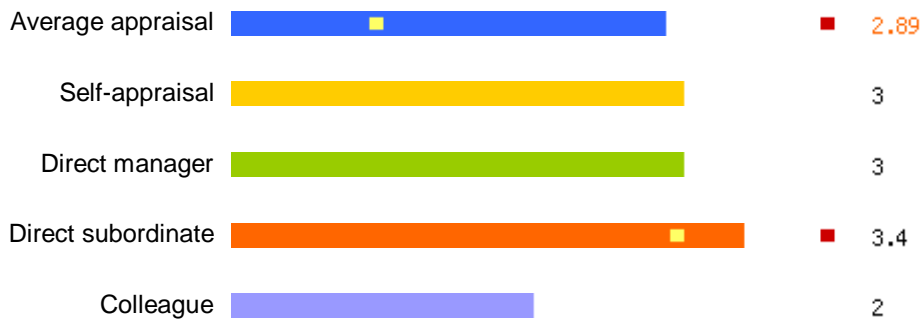
## Comments

1. Yuri accepts changes easily, but has difficulties to convince the middle management and enforce.

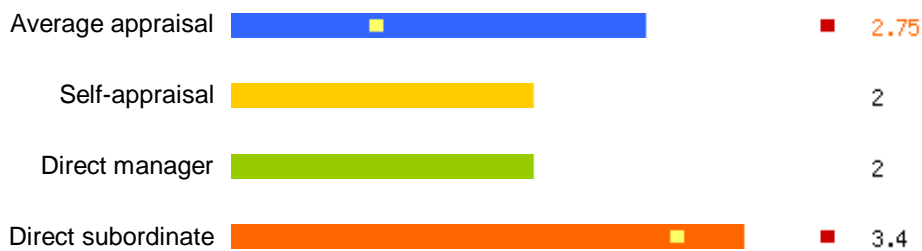
## PLANNING AND MANAGING RESOURCES



### Manage all internal resources efficiently



### Controls costs regularly and seeks for opportunities to optimize the budget



Colleague  1.5

**Controls resources and makes correction in time when needed**

Average appraisal   2.75

Self-appraisal  2

Direct manager  2

Direct subordinate   3.2

Colleague  2

**Follows the plan and completes tasks in time**

Average appraisal   3

Self-appraisal  2

Direct manager  2

Direct subordinate   3.4

Colleague  2.5

**Sets priorities correctly considering importance and urgency**

Average appraisal   3.18

Self-appraisal  3

Direct manager  3

Direct subordinate   3.5

Colleague  2.75

**Works out detailed milestone schedules and / or action plans**

Average appraisal   2.9

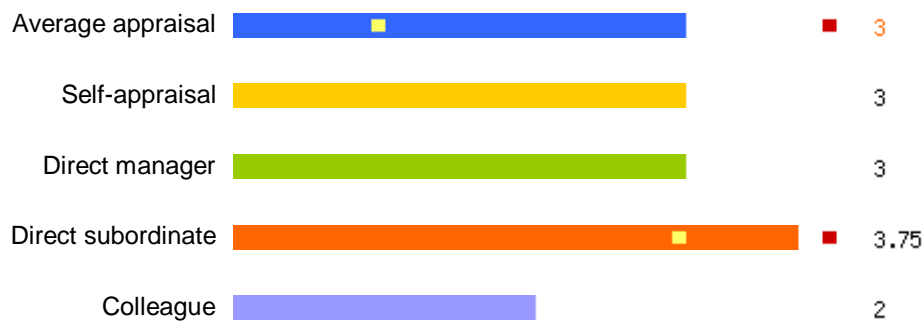
Self-appraisal  3

Direct manager  3

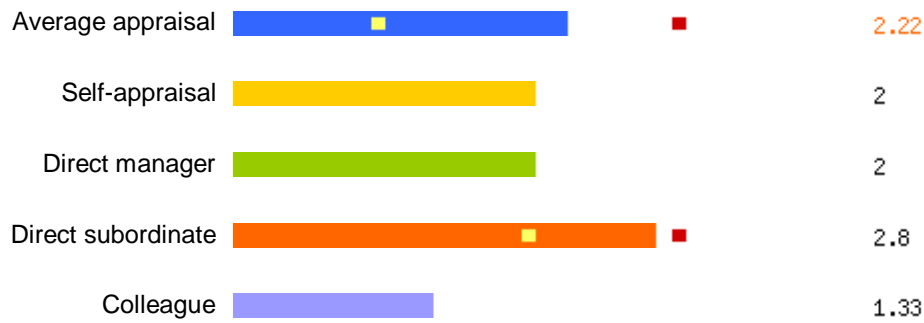
Direct subordinate   3.6

Colleague  2

**Correctly defines the needs in material, human and financial resources for reaching goals**



**Creates back-up plans to avoid potential threats**



## Comments

1. It is hard to do Self-appraisal. There are lots of issues where i could tell that everything goes well. At the same time cant tell about proper priorities assignment and resources use.






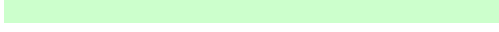







### COMMON COMMENTS

1. No comments. I will let my colleagues to do precise estimate.
2. Good manager. Need to work out organization of Department and resources needed to improve efficiency






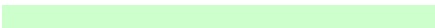









**Analytics**

**STRONGEST COMPETENCES**

<b>Cross-boundary Cooperation</b>		<b>3.21</b>
Openly discusses working issues, interests and problems with other people		3.5
Proactively requests the needed information from other people inside the other units		3
Considers interests of other units heshe cooperates with and looks for win-win solutions		3.11
Shares information openly with people from other units; consults them		3.22
Considers specificities of business processes of the units heshe cooperates with while making decisions or providing actions		3.1
Understands how goals of different business units are interrelated with the company goal		3.3
<b>Building Relationships &amp; Influencing</b>		<b>3.22</b>
Resolves conflicts efficiently		3.45
Uses different approaches of influence, considers individual characteristics of the opponent		3.36
Demonstrates insistence striving to change opponents opinion		3.09
Considers counter-arguments and takes into account opponents point of view in order to sell hisher ideas		3.18
Uses rational, well grounded (counter-) arguments while negotiating with people		3.27
Builds and supports long-term working relationships with people from key institutions and organizations		3.22
Sets informal working relationships with people within the organization		2.88

**DEVELOPMENT AREAS**

<b>Client Orientation</b>		<b>2.79</b>
Investigates non-obvious client needs by learning more about client business, long-term goals etc		2.6
Asks the client for feedback on services regularly in order to make improvements		2.63
Learns client needs by asking questions and gathering information from client		2.89
Committed to make additional efforts in order to satisfy clients needs completely		2.75
Provides regular communication with clients		3.11
Reacts on client concerns and compliance by correcting services basing on client needs		2.89
Ensures that client is offered an excellent service or product		2.67
<b>Planning and Managing Resources</b>		<b>2.85</b>
Manage all internal resources efficiently		2.89
Controls costs regularly and seeks for opportunities to optimize the budget		2.75
Controls resources and makes correction in time when needed		2.75
Follows the plan and completes tasks in time		3
Sets priorities correctly considering importance and urgency		3.18
Works out detailed milestone schedules andor action plans		2.9

Correctly defines the needs in material, human and financial resources for reaching goals



3

Creates back-up plans to avoid potential threats



2.22

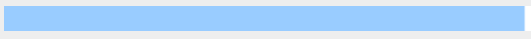
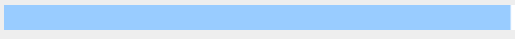
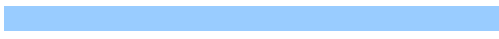
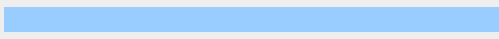
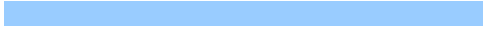
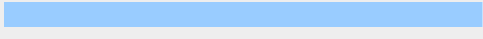
**DISAPPOINTMENTS (THE SELF-APPRAISAL OUTPACES THE THOUGHTS OF OTHERS)**

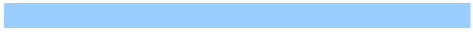
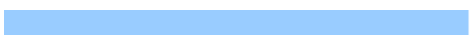
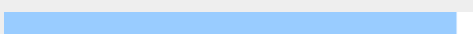
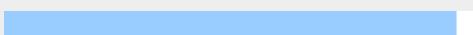
<b>Cross-boundary Cooperation</b> 3.21		<b>+ 0.29</b>
Openly discusses working issues, interests and problems with other people		3.5
Proactively requests the needed information from other people inside the other units		3
Considers interests of other units heshe cooperates with and looks for win-win solutions		3.11
Shares information openly with people from other units; consults them		3.22
Considers specificities of business processes of the units heshe cooperates with while making decisions or providing actions		3.1
Understands how goals of different business units are interrelated with the company goal		3.3

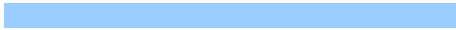
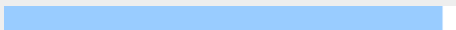
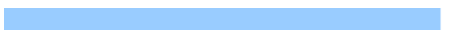
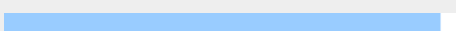


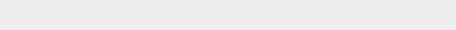
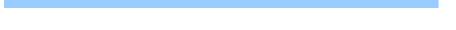
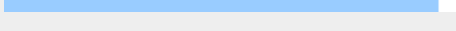

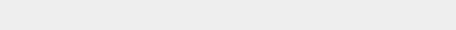
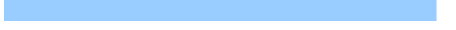
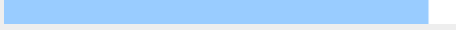
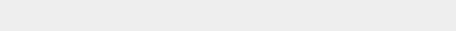

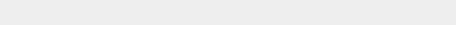

**HIDDEN RESERVES (THE SELF-APPRAISAL RUNS BEHIND THE PEOPLE'S APPRAISAL)**

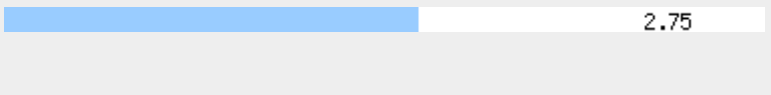

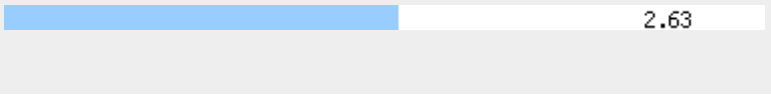

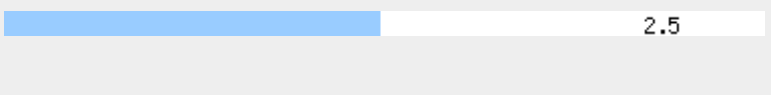
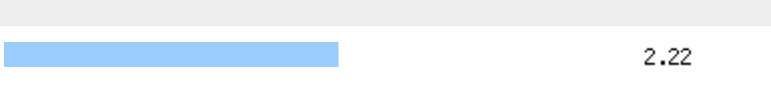
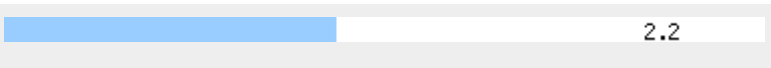
<b>Building Relationships &amp; Influencing</b> 3.22		<b>- 0.94</b>
Resolves conflicts efficiently		3.45
Uses different approaches of influence, considers individual characteristics of the opponent		3.36
Demonstrates insistence striving to change opponents opinion		3.09
Considers counter-arguments and takes into account opponents point of view in order to sell hisher ideas		3.18
Uses rational, well grounded (counter-) arguments while negotiating with people		3.27
Builds and supports long-term working relationships with people from key institutions and organizations		3.22
Sets informal working relationships with people within the organization		2.88

## INDICATORS IN DESCENDING ORDER

Takes responsibility for own and team performance		3.73
Openly discusses working issues, interests and problems with other people		3.5
Shares responsibility for company results		3.45
Resolves conflicts efficiently		3.45
Uses different approaches of influence, considers individual characteristics of the opponent		3.36
Coaches and supports subordinates in order to enable them delivering tasks delegated, provides recommendations		3.3
Understands how goals of different business units are interrelated with the company goal		3.3
Foresees consequences of decisions taken		3.3
Uses rational, well grounded (counter-) arguments while negotiating with people		3.27
Weights possible risks beforehand		3.27
Shares information openly with people from other units; consults them		3.22
Builds and supports long-term working relationships with people from key institutions and organizations		3.22
Overcomes obstacles persistently		3.18
Considers counter-arguments and takes into account opponents point of view in order to sell his/her ideas		3.18
Sets priorities correctly considering importance and urgency		3.18
Flexible in adapting to changes. Changes his-her approach and methods of work quickly		3.13

Considers interests of other units heshe cooperates with and looks for win-win solutions		3.11
Provides regular communication with clients		3.11
Clears to peers and subordinates how organizational changes will impact their work		3.1
Considers specificities of business processes of the units heshe cooperates with while making decisions or providing actions		3.1
Identifies reasons of organizational problems and suggests efficient solutions		3.09
Demonstrates insistence striving to change opponents opinion		3.09
Reacts on changes positively, regards them as new opportunities		3
Follows the plan and completes tasks in time		3
Delegates tasks and responsibilities considering motives of subordinates, their strengths and weaknesses		3
Reinforces peers and subordinates to accept and support the changes		3
Provides subordinates with feedback on their performance in order to correct their work or improve their efficiency		3
Sets and supports high professional standards, ensures quality of his/her work		3
Cascades the company/department objectives into the goals for middle management		3
Correctly defines the needs in material, human and financial resources for reaching goals		3
Proactively requests the needed information from other people inside the other units		3

Integrates information from different sources into coherent picture		3
Sets concrete, clear tasks with definite deadlines		2.91
Identifies the best business opportunities and focuses on them when acting		2.9
Works out detailed milestone schedules and/or action plans		2.9
Elaborates and implements alternative working procedures, rules and standards according to changes		2.9
Considers market trends, dynamics of business indicators and business processes before making conclusions		2.89
Learns client needs by asking questions and gathering information from client		2.89
Manage all internal resources efficiently		2.89
Monitors the subordinates progress on regular basis		2.89
Reacts on client concerns and compliance by correcting services basing on client needs		2.89
Sets informal working relationships with people within the organization		2.88
Controls subordinates basing on understanding which level of control is needed to be applied to each specific subordinate		2.82
Makes conclusions based on precise analysis of available data		2.82
Eager to achieve best results		2.8
Identifies business opportunities and uses them proactively		2.8
Controls resources and makes correction in time when needed		2.75
Controls costs regularly and seeks for opportunities to optimize the budget		2.75

Committed to make additional efforts in order to satisfy client's needs completely		2.75
Ensures that client is offered an excellent service or product		2.67
Asks the client for feedback on services regularly in order to make improvements.		2.63
Investigates non-obvious client needs by learning more about client business, long-term goals etc		2.6
Initiates changes in work methodology beforehand in order to meet company needs		2.5
Creates back-up plans to avoid potential threats		2.22
Sets challenging goals		2.2



Comments

1. Yuri accepts changes easily, but has difficulties to convince the middle management and enforce.
2. It is hard to do Self-appraisal. There are lots of issues where i could tell that everything goes well. At the same time can't tell about proper priorities assignment and resources use.
3. Depends on the fact who is the client. We have farmers and have MEU. Estimation is given relating to farmers.
4. Good manager with participative approach
5. Friendly approach, Yuri uses it to cooperate efficiently with other Dpts and Companies
6. No comments. I will let my colleagues to do precise estimate.
7. Good manager. Need to work out organization of Department and resources needed to improve efficiency