

Isaac Newton

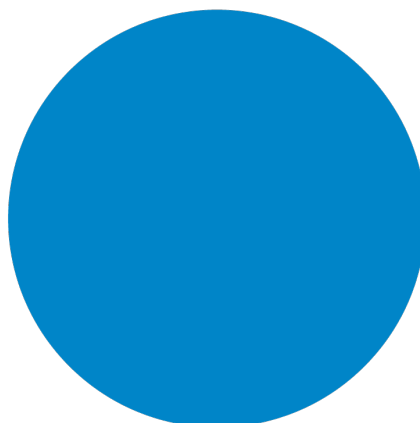
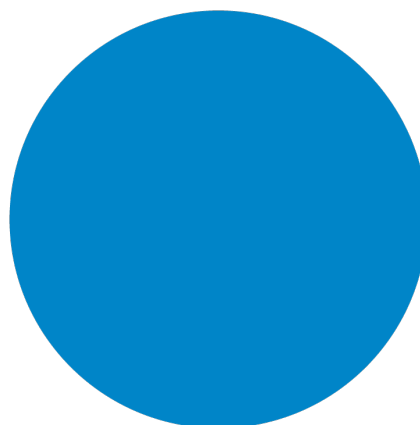
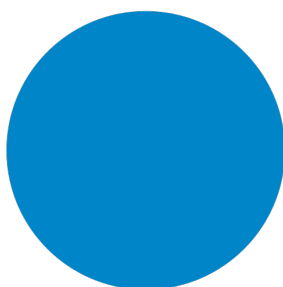
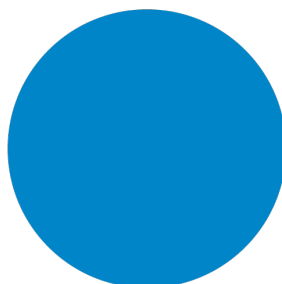


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Introduction

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.

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

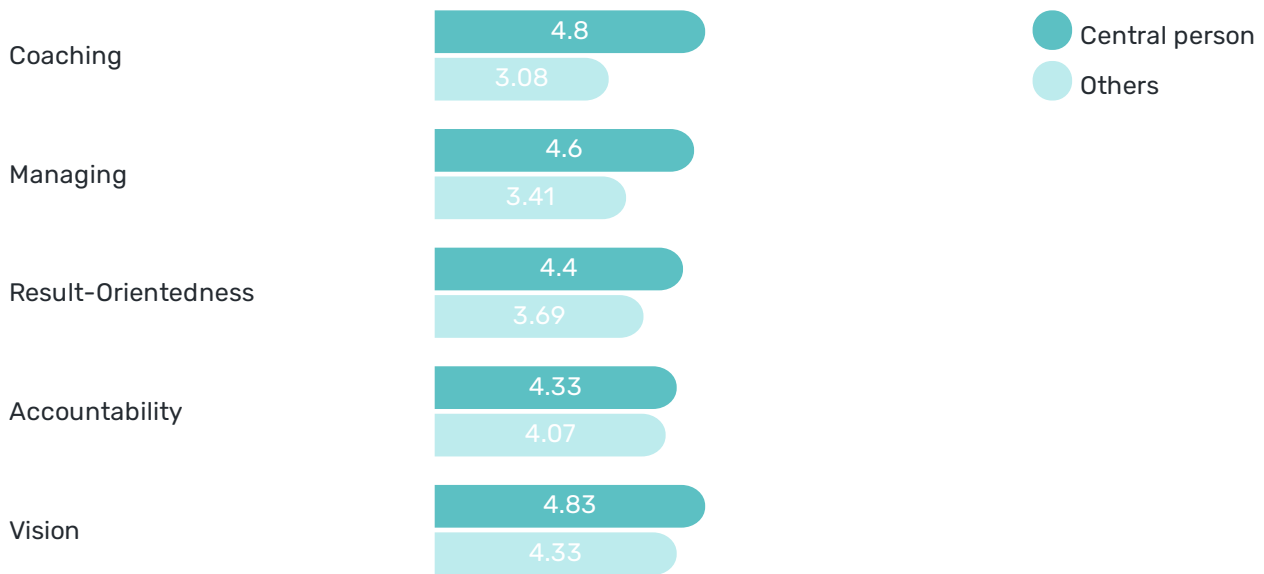
Sufficient: the desired behavior is sufficiently developed and is regularly displayed in the right manner. There is still room for further improvement.

Score 5

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

General overview

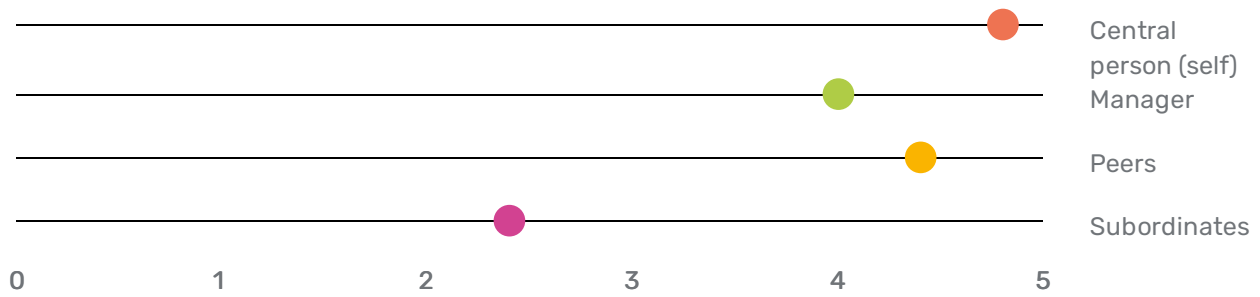
The cumulative score for all competencies surveyed is displayed in the diagram. This provides complete insight into the results of your self-assessment as well as the results from feedback given by your selected feedback giver(s). Large differences (more than 1 point difference) are worth analyzing further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



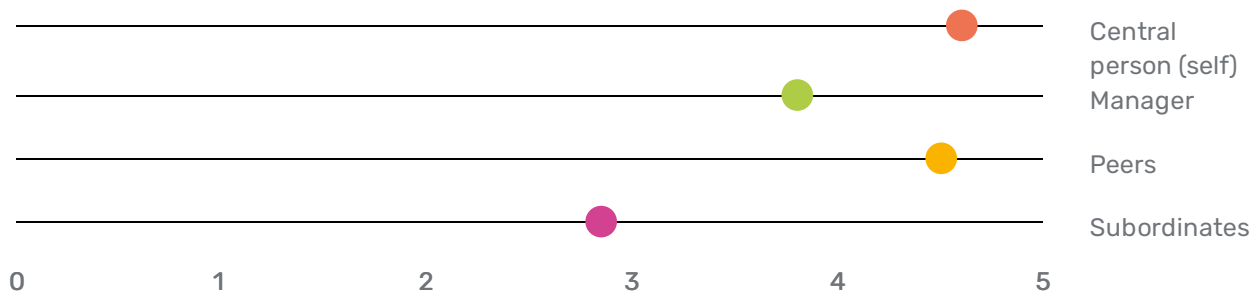
Overview per competency

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.

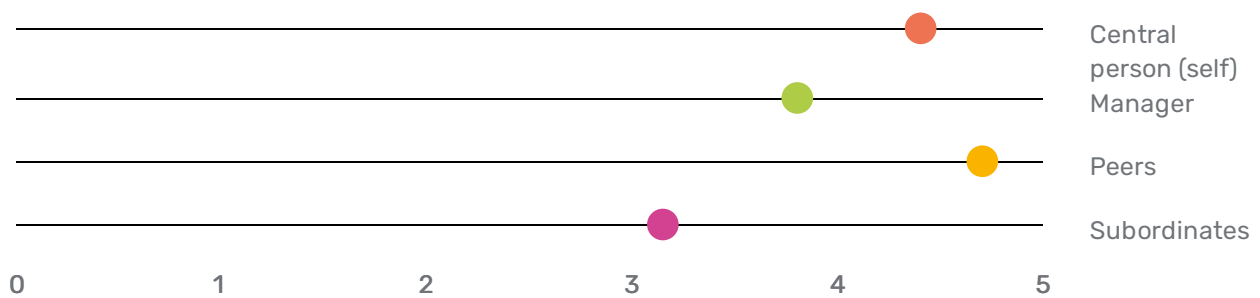
Coaching



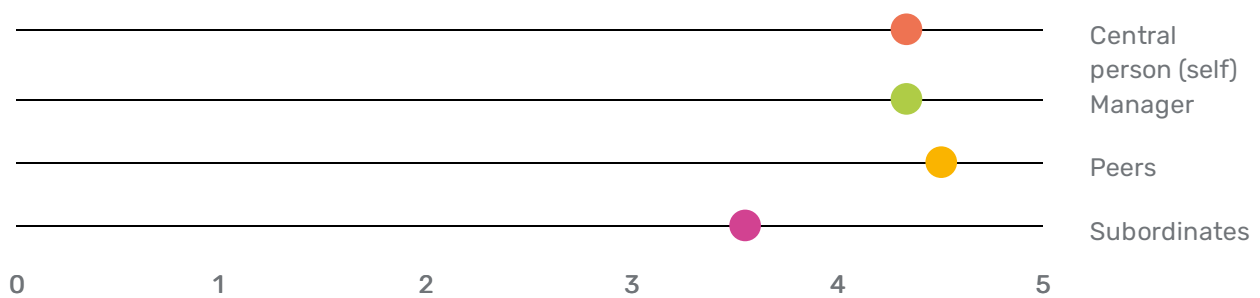
Managing



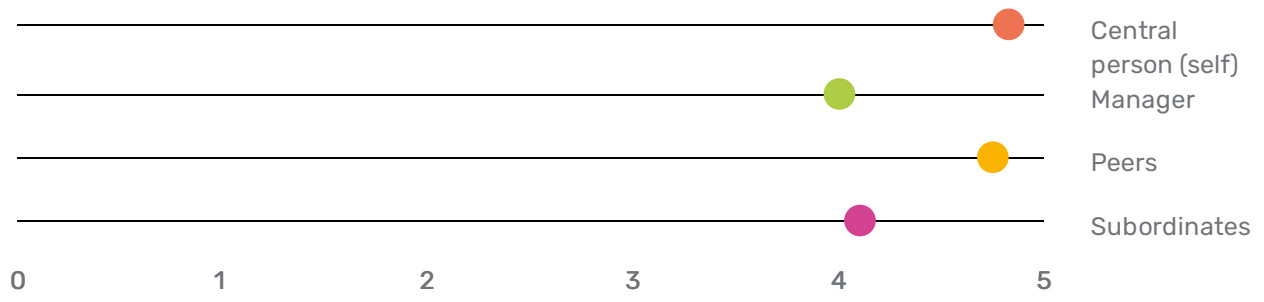
Result-Orientedness



Accountability



Vision



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
Accountability	is accountable towards stakeholders for the activities and actions of the organization	5	5
Vision	is able to think ahead on the basis of limited information	4.71	5
Result-Orientedness	defines challenging objectives that have an impact on other people's or the department's performance	4.57	5
Accountability	takes personal responsibility for his own actions, those of department and the entire organization	4.57	5
Vision	combines various social trends and developments into an integrated vision of the future	4.5	5
Accountability	is a role model for others in terms of reliability and integrity	4.43	4
Vision	integrates developments in different disciplines into a new concept	4.43	5
Vision	recognizes national and international trends early on and oversees their consequences for the organization	4.33	5
Managing	has a natural authority over other people	4.29	4
Result-Orientedness	develops an efficient and tangible plan of action with clear objectives, timing, use of means and staff, et cetera	4.29	5

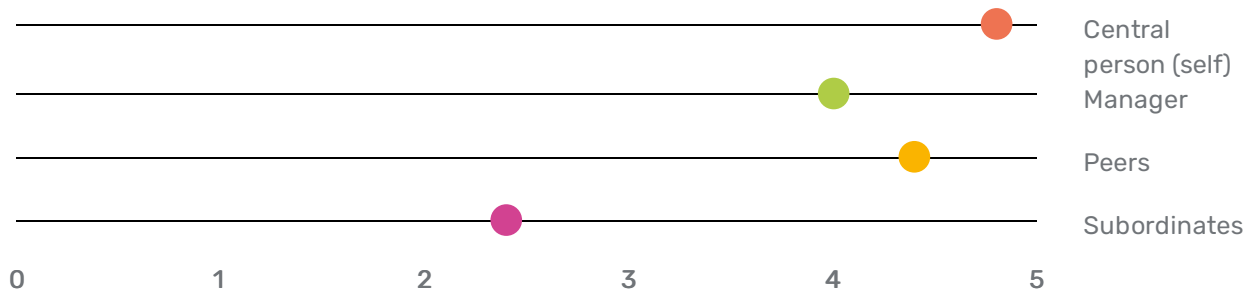
Weaknesses: 10 behavioral examples with the lowest score

Competencies	Questions	Average	CP
Managing	brings employees` career development in tune with strategic goals	2.5	5
Result-Orientedness	maintains regular communication on proceedings with all people involved	2.71	4
Result-Orientedness	addresses others on attaining objectives when necessary	2.71	3
Accountability	ensures that departments and team step into the breach for one another when mistakes are made	2.71	3
Coaching	encourages others in planning their own careers	2.83	5
Coaching	encourages others to take steps toward realizing their own professional goals	2.83	5
Managing	gets the most out of his/her employees	2.86	4
Coaching	helps others explore their limitations and possibilities - even if they can only be found outside the own organization	3	4
Coaching	helps other people realize their professional goals, even if they reach beyond the own organization	3	5
Managing	distinguishes between personal and organizational interests	3.57	5

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).

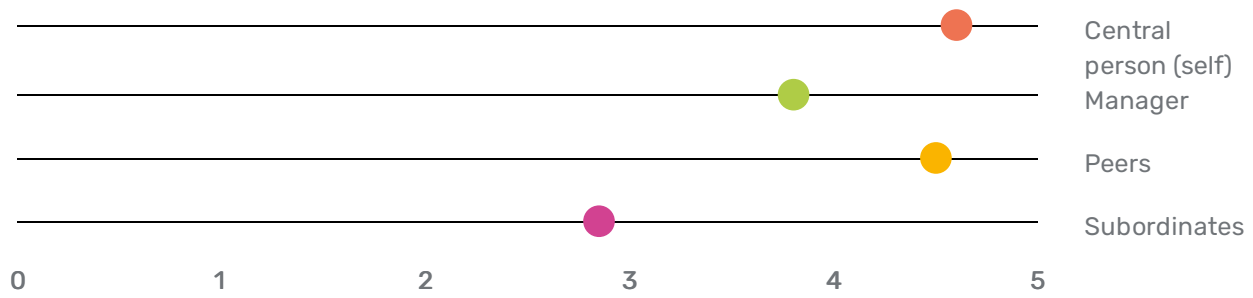
Coaching



		CP	MA	SU	CU	PE	OT	Total others	GAP
Coaching	Amount	1	1	4	0	2	0	7	
encourages others in planning their own careers	Highest Average Lowest	5	-	3 2 1	-	5 4.5 4	-	5 2.83 1	-2.17
helps others explore their limitations and possibilities - even if they can only be found outside the own organization	Highest Average Lowest	4	-	3 2.5 2	-	4 4 4	-	4 3 2	-1
encourages others to take steps toward realizing their own professional goals	Highest Average Lowest	5	-	3 2 1	-	5 4.5 4	-	5 2.83 1	-2.17
distinguishes other people's talents	Highest Average Lowest	5	4 4 4	4 3 2	-	5 5 5	-	5 3.71 2	-1.29
helps other people realize their professional goals, even if they reach beyond the own organization	Highest Average Lowest	5	-	3 2.5 2	-	4 4 4	-	4 3 2	-2
	Total average	4.8	4	2.4	-	4.4	-	3.08	-1.72

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

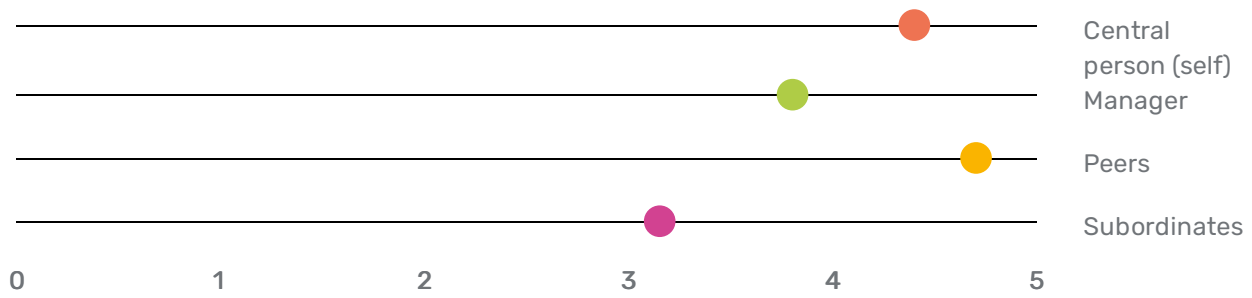
Managing



		CP	MA	SU	CU	PE	OT	Total others	GAP
Managing	Amount	1	1	4	0	2	0	7	
has a natural authority over other people	Highest	4	4	4	-	5	-	5	0.29
	Average		4	4		5		4.29	
	Lowest		4	4		5		4	
takes control in team meetings in which complex and opposing interests are defended	Highest	5	4	4	-	5	-	5	-1.14
	Average		4	3.25		5		3.86	
	Lowest		4	2		5		2	
distinguishes between personal and organizational interests	Highest	5	5	4	-	5	-	5	-1.43
	Average		5	2.75		4.5		3.57	
	Lowest		5	2		4		2	
brings employees' career development in tune with strategic goals	Highest	5	3	2	-	4	-	4	-2.5
	Average		3	2		4		2.5	
	Lowest		3	2		4		2	
gets the most out of his/her employees	Highest	4	3	3	-	4	-	4	-1.14
	Average		3	2.25		4		2.86	
	Lowest		3	2		4		2	
	Total average	4.6	3.8	2.85	-	4.5	-	3.41	-1.19

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

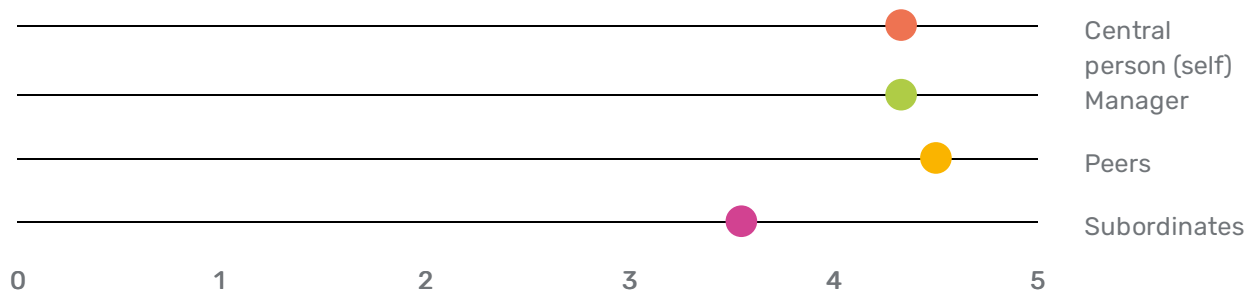
Result-Orientedness



		CP	MA	SU	CU	PE	OT	Total others	GAP
Result-Orientedness	Amount	1	1	4	0	2	0	7	
defines challenging objectives that have an impact on other people's or the department's performance	Highest	5	5	5	-	5	-	5	-0.43
	Average		5	4.25		5		4.57	
	Lowest		5	4		5		4	
develops an efficient and tangible plan of action with clear objectives, timing, use of means and staff, et cetera	Highest	5	4	4	-	5	-	5	-0.71
	Average		4	4		5		4.29	
	Lowest		4	4		5		4	
makes tangible agreements with all people involved how to attain objectives	Highest	5	4	4	-	5	-	5	-0.86
	Average		4	4		4.5		4.14	
	Lowest		4	4		4		4	
maintains regular communication on proceedings with all people involved	Highest	4	3	3	-	5	-	5	-1.29
	Average		3	1.75		4.5		2.71	
	Lowest		3	1		4		1	
addresses others on attaining objectives when necessary	Highest	3	3	3	-	5	-	5	-0.29
	Average		3	1.75		4.5		2.71	
	Lowest		3	1		4		1	
	Total average	4.4	3.8	3.15	-	4.7	-	3.69	-0.71

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

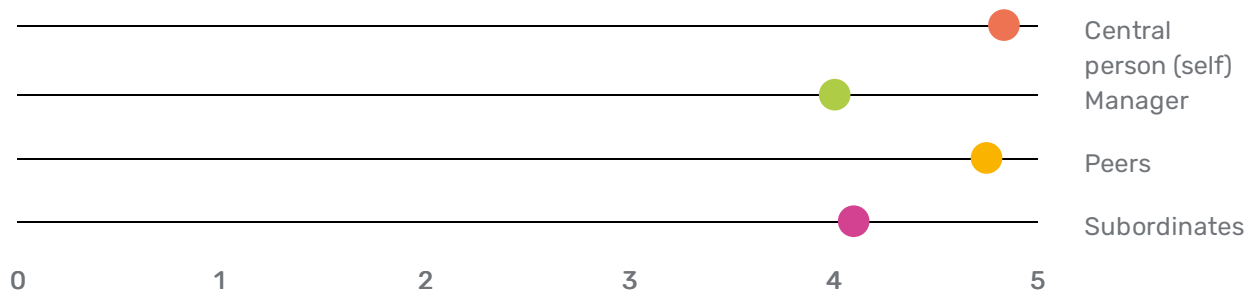
Accountability



		CP	MA	SU	CU	PE	OT	Total others	GAP
Accountability	Amount	1	1	4	0	2	0	7	
shares his quality standards and norms with stakeholders	Highest		4	4		5		5	
	Average	5	4	3.5	-	5	-	4	-1
	Lowest		4	3		5		3	
is a role model for others in terms of reliability and integrity	Highest		5	5		4		5	
	Average	4	5	4.5	-	4	-	4.43	0.43
	Lowest		5	4		4		4	
is accountable towards stakeholders for the activities and actions of the organization	Highest		5	-		5		5	
	Average	5	5	-	-	5	-	5	-
	Lowest		5			5		5	
takes personal responsibility for his own actions, those of department and the entire organization	Highest		5	5		5		5	
	Average	5	5	4.25	-	5	-	4.57	-0.43
	Lowest		5	4		5		4	
ensures that the organizational culture is one in which taking responsibility for personal activities and the actions of others is very important	Highest		4	4		5		5	
	Average	4	4	3.25	-	4.5	-	3.71	-0.29
	Lowest		4	3		4		3	
ensures that departments and team step into the breach for one another when mistakes are made	Highest		3	3		4		4	
	Average	3	3	2.25	-	3.5	-	2.71	-0.29
	Lowest		3	1		3		1	
	Total average	4.33	4.33	3.55	-	4.5	-	4.07	-0.26

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

Vision



		CP	MA	SU	CU	PE	OT	Total others	GAP
Vision	Amount	1	1	4	0	2	0	7	
combines various social trends and developments into an integrated vision of the future	Highest	5	4	4	-	5	-	5	-0.5
	Average		4	4		5		4.5	
	Lowest		4	4		5		4	
sees chances and opportunities for the organization before others do and acts accordingly	Highest	5	3	4	-	5	-	5	-0.86
	Average		3	4		5		4.14	
	Lowest		3	4		5		3	
recognizes national and international trends early on and oversees their consequences for the organization	Highest	5	4	-	-	5	-	5	-0.67
	Average		4			4.5		4.33	
	Lowest		4			4		4	
integrates developments in different disciplines into a new concept	Highest	5	5	5	-	5	-	5	-0.57
	Average		5	4		5		4.43	
	Lowest		5	3		5		3	
is able to think ahead on the basis of limited information	Highest	5	5	5	-	5	-	5	-0.29
	Average		5	4.5		5		4.71	
	Lowest		5	4		5		4	
is able to imagine possibilities other people think are impossible	Highest	4	3	4	-	4	-	4	-0.14
	Average		3	4		4		3.86	
	Lowest		3	4		4		3	
	Total average	4.83	4	4.1	-	4.75	-	4.33	-0.5

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'.

Coaching

Manager

Kan ik lastig beoordelen, aangezien ik zijn leidinggevende ben.

Peers

Medewerkers kunnen altijd bij hem terecht

Subordinates

Hij is heel aardig, maar wij spreken bijna nooit over persoonlijke ontwikkeling

Result-Orientedness

Central person (self)

Ik vind het lastig om anderen aan te spreken als iets niet goed gaat

Conclusion