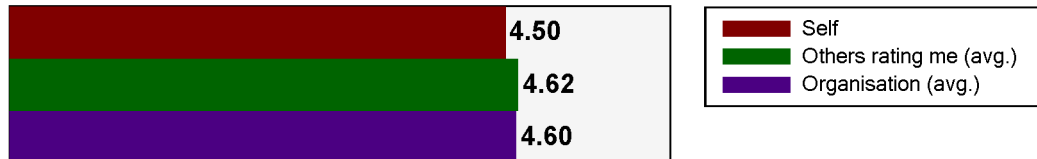
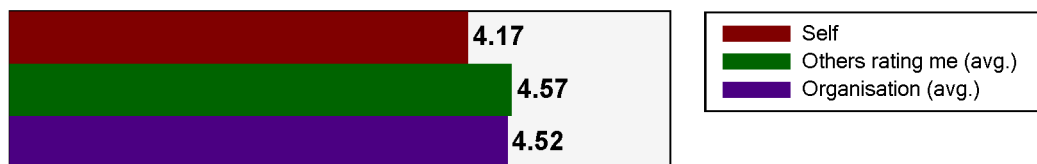


## FeedbackOnline Summary

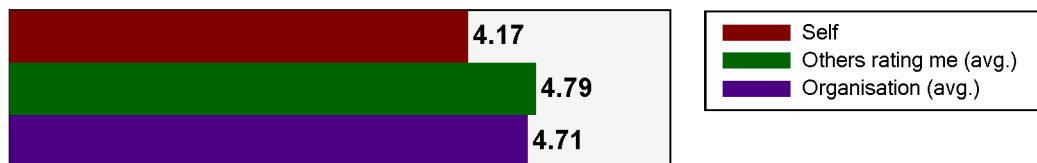
### Building Rapport



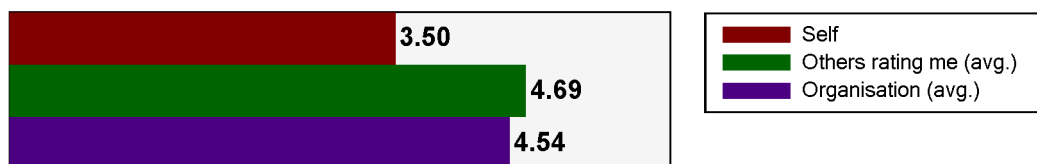
### Listening actively and asking open questions



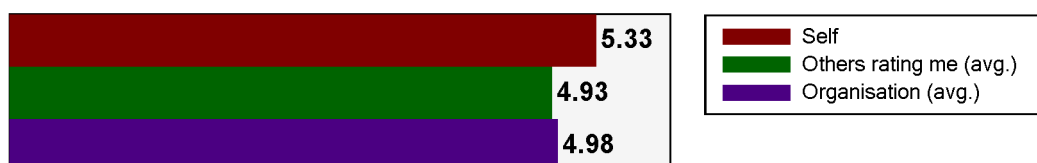
### Creating Direction



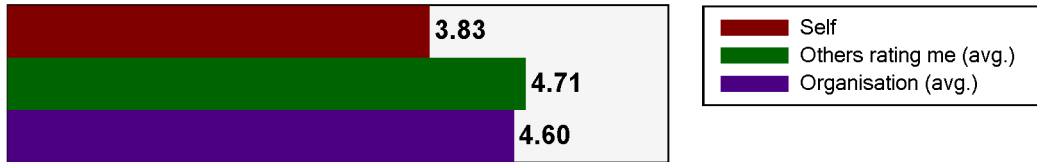
### Support and maintaining relationships



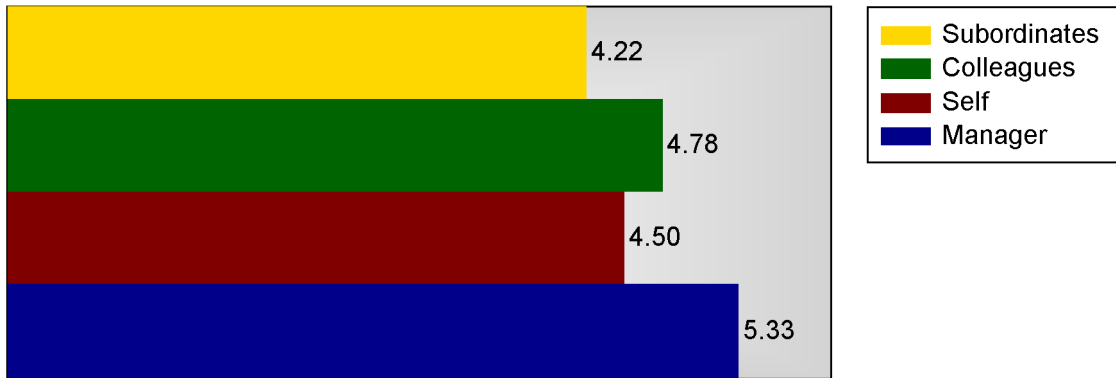
### Reality checking and challenge for improvement



## Summarizing and follow up

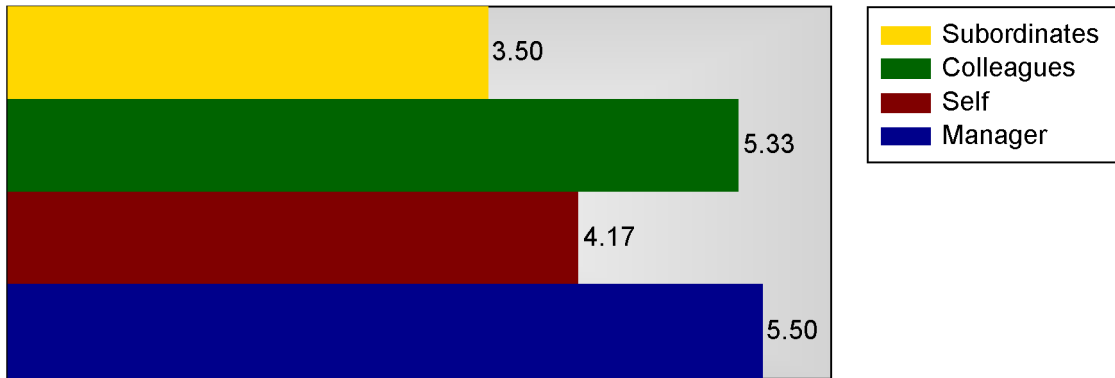


## Building Rapport



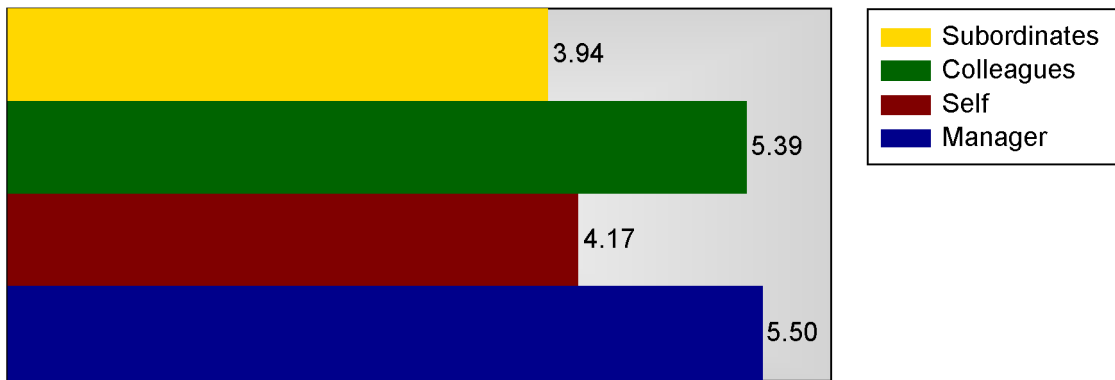
Building Rapport	Subordinates	Colleagues	Self	Manager
Develops and maintains positive relationships	4.67	5.00	5.00	5.00
Helps others to learn from their mistakes	4.33	4.33	4.00	6.00
Finds it easy to get to know the people he/she works closely with	4.00	5.33	4.00	5.00
Is good at creating a trustful work environment	4.00	5.00	5.00	6.00
Is informal and easy to contact	4.33	5.00	4.00	5.00
Shows respect to individual needs	4.00	4.00	5.00	5.00
<b>Average Totals</b>	<b>4.22</b>	<b>4.78</b>	<b>4.50</b>	<b>5.33</b>

## Listening actively and asking open questions



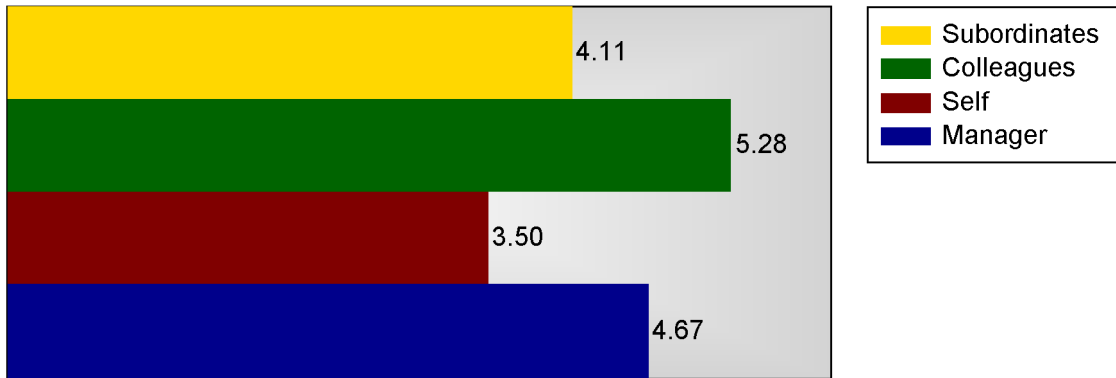
Listening actively and asking open questions	Subordinates	Colleagues	Self	Manager
Listens carefully to the views of others	3.33	5.33	5.00	6.00
Asks open questions to further explore topics	3.67	5.33	4.00	6.00
Asks open questions about people's feelings	3.33	4.67	3.00	5.00
Uses language appropriate to the situation	3.67	5.67	4.00	5.00
Summarizes discussions to enable common understanding	4.00	5.33	4.00	5.00
Questions others' views to understand their motives	3.00	5.67	5.00	6.00
<b>Average Totals</b>	<b>3.50</b>	<b>5.33</b>	<b>4.17</b>	<b>5.50</b>

## Creating Direction



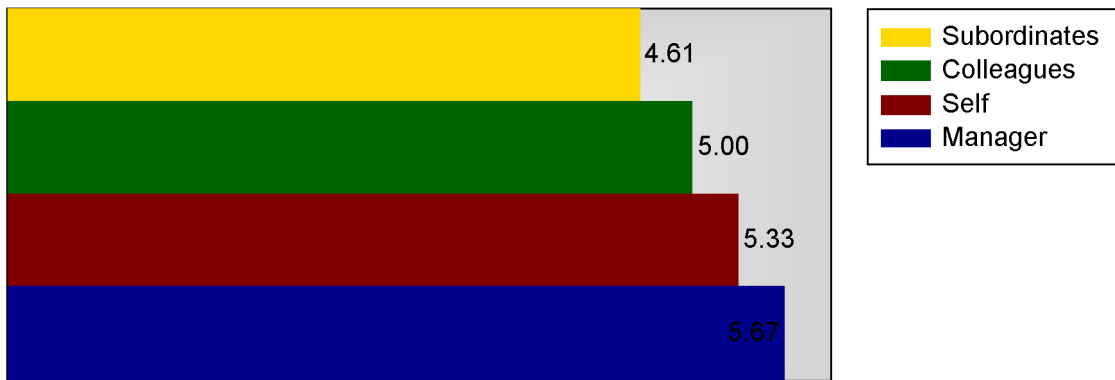
Creating Direction	Subordinates	Colleagues	Self	Manager
Helps individuals to set their own challenging objectives	4.00	5.00	5.00	5.00
Encourages others to complete work without close monitoring	4.33	5.00	5.00	6.00
Has the ability to link overall goals and strategies to personal objectives	4.00	5.67	4.00	6.00
Allows others freedom in how they achieve objectives	3.33	5.00	3.00	5.00
Ensures others have a clear understanding of their roles and responsibilities	4.00	5.67	4.00	6.00
Measures progress against clearly defined targets	4.00	6.00	4.00	5.00
<b>Average Totals</b>	<b>3.94</b>	<b>5.39</b>	<b>4.17</b>	<b>5.50</b>

## Support and maintaining relationships



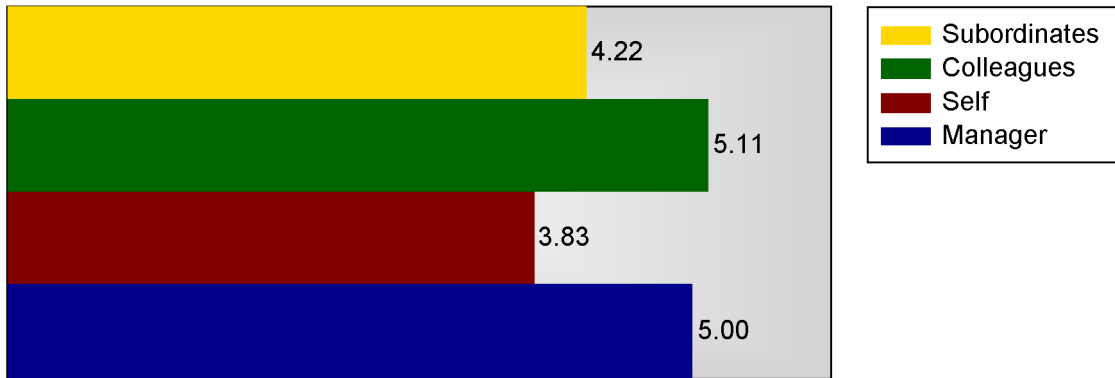
Support and maintaining relationships	Subordinates	Colleagues	Self	Manager
Creates opportunities to discuss personal development with staff	4.00	5.00	4.00	4.00
Devotes time and energy to developing the competencies of others	4.00	5.00	4.00	5.00
Offer assistance to others without being asked	4.33	5.67	3.00	5.00
Encourages others to review their own performance	4.00	5.00	3.00	4.00
Gives honest feedback to others about their performance	4.00	5.67	3.00	5.00
Gives praise to individuals when they perform well	4.33	5.33	4.00	5.00
<b>Average Totals</b>	<b>4.11</b>	<b>5.28</b>	<b>3.50</b>	<b>4.67</b>

## Reality checking and challenge for improvement



Reality checking and challenge for improvement	Subordinates	Colleagues	Self	Manager
Regularly challenges "the way we do things here"	4.67	5.33	6.00	6.00
Verifies recommendations with facts	4.33	4.67	5.00	5.00
Challenges others to continuously improve	4.33	5.00	6.00	6.00
Identifies flaws in proposed actions	5.00	5.00	5.00	6.00
Challenges assumptions	4.67	5.33	6.00	6.00
Helps others to identify their own development needs	4.67	4.67	4.00	5.00
<b>Average Totals</b>	<b>4.61</b>	<b>5.00</b>	<b>5.33</b>	<b>5.67</b>

## Summarizing and follow up



Summarizing and follow up	Subordinates	Colleagues	Self	Manager
Verifies that there is a mutual understanding	4.67	5.00	4.00	4.00
Ensures others understand what is expected of them	4.00	5.33	3.00	5.00
Asks others to summarize their understanding of a situation/target/task	4.33	5.33	3.00	5.00
Follows up on agreed targets	4.00	5.33	5.00	6.00
Encourages continuation of individual learning	4.00	4.33	3.00	4.00
Celebrates success	4.33	5.33	5.00	6.00
<b>Average Totals</b>	<b>4.22</b>	<b>5.11</b>	<b>3.83</b>	<b>5.00</b>

## Top prioritized strengths/development areas

	Subordinates	Colleagues	Self	Managers	Self Strengths	Others Strengths	Self Development areas	Other development areas
Develops and maintains positive relationships	4.67	5.00	5.00	5.00	0	3	0	0
Helps others to learn from their mistakes	4.33	4.33	4.00	6.00	0	0	0	3
Finds it easy to get to know the people he/she works closely with	4.00	5.33	4.00	5.00	1	4	0	0
Is good at creating a trustful work environment	4.00	5.00	5.00	6.00	0	1	0	1
Is informal and easy to contact	4.33	5.00	4.00	5.00	0	4	0	0
Shows respect to individual needs	4.00	4.00	5.00	5.00	0	0	1	1
Asks open questions about people's feelings	3.33	4.67	3.00	5.00	0	0	0	1
Summarizes discussions to enable common understanding	4.00	5.33	4.00	5.00	0	1	0	0
Questions others' views to understand their motives	3.00	5.67	5.00	6.00	1	1	0	0
Helps individuals to set their own challenging objectives	4.00	5.00	5.00	5.00	0	0	0	1
Encourages others to complete work without close monitoring	4.33	5.00	5.00	6.00	1	0	0	2
Allows others freedom in how they achieve objectives	3.33	5.00	3.00	5.00	0	2	0	0
Ensures others have a clear understanding of their roles and responsibilities	4.00	5.67	4.00	6.00	0	0	1	0
Creates opportunities to discuss personal development with staff	4.00	5.00	4.00	4.00	0	0	0	2
Devotes time and energy to developing the competencies of others	4.00	5.00	4.00	5.00	0	0	0	1
Offer assistance to others without being asked	4.33	5.67	3.00	5.00	0	2	0	1
Encourages others to review their own performance	4.00	5.00	3.00	4.00	0	0	1	2
Gives honest feedback to others about their performance	4.00	5.67	3.00	5.00	1	2	0	0
Gives praise to individuals when they perform well	4.33	5.33	4.00	5.00	0	0	0	1
Regularly challenges "the way we do things here"	4.67	5.33	6.00	6.00	0	3	0	1
Challenges others to continuously improve	4.33	5.00	6.00	6.00	0	0	0	1
Identifies flaws in proposed actions	5.00	5.00	5.00	6.00	0	0	0	1

# FEEDBACK

	Subordinates	Colleagues	Self	Managers	Self Strengths	Others Strengths	Self Development areas	Other development areas
Challenges assumptions	4.67	5.33	6.00	6.00	1	3	0	0
Helps others to identify their own development needs	4.67	4.67	4.00	5.00	0	0	0	1
Verifies that there is a mutual understanding	4.67	5.00	4.00	4.00	0	1	0	1
Ensures others understand what is expected of them	4.00	5.33	3.00	5.00	0	1	0	2
Follows up on agreed targets	4.00	5.33	5.00	6.00	0	2	0	0
Encourages continuation of individual learning	4.00	4.33	3.00	4.00	0	0	1	1
Celebrates success	4.33	5.33	5.00	6.00	0	2	0	0

## Top Ten Strengths

	Subordinates	Colleagues	Managers	AVERAGE	Self	DELTA
Regularly challenges "the way we do things here"	4.67	5.33	6.00	<b>5.33</b>	6.00	<b>0.67</b>
Challenges assumptions	4.67	5.33	6.00	<b>5.33</b>	6.00	<b>0.67</b>
Celebrates success	4.33	5.33	6.00	<b>5.22</b>	5.00	<b>-0.22</b>
Encourages others to complete work without close monitoring	4.33	5.00	6.00	<b>5.11</b>	5.00	<b>-0.11</b>
Follows up on agreed targets	4.00	5.33	6.00	<b>5.11</b>	5.00	<b>-0.11</b>
Is good at creating a trustful work environment	4.00	5.00	6.00	<b>5.00</b>	5.00	<b>0.00</b>
Offer assistance to others without being asked	4.33	5.67	5.00	<b>5.00</b>	3.00	<b>-2.00</b>
Develops and maintains positive relationships	4.67	5.00	5.00	<b>4.89</b>	5.00	<b>0.11</b>
Questions others' views to understand their motives	3.00	5.67	6.00	<b>4.89</b>	5.00	<b>0.11</b>
Gives honest feedback to others about their performance	4.00	5.67	5.00	<b>4.89</b>	3.00	<b>-1.89</b>

## Top Ten Development Areas

	Subordinates	Colleagues	Managers	AVERAGE	Self	DELTA
Encourages continuation of individual learning	4.00	4.33	4.00	<b>4.11</b>	3.00	<b>-1.11</b>
Shows respect to individual needs	4.00	4.00	5.00	<b>4.33</b>	5.00	<b>0.67</b>
Asks open questions about people's feelings	3.33	4.67	5.00	<b>4.33</b>	3.00	<b>-1.33</b>
Creates opportunities to discuss personal development with staff	4.00	5.00	4.00	<b>4.33</b>	4.00	<b>-0.33</b>
Encourages others to review their own performance	4.00	5.00	4.00	<b>4.33</b>	3.00	<b>-1.33</b>
Verifies that there is a mutual understanding	4.67	5.00	4.00	<b>4.56</b>	4.00	<b>-0.56</b>
Helps individuals to set their own challenging objectives	4.00	5.00	5.00	<b>4.67</b>	5.00	<b>0.33</b>
Devotes time and energy to developing the competencies of others	4.00	5.00	5.00	<b>4.67</b>	4.00	<b>-0.67</b>
Helps others to identify their own development needs	4.67	4.67	5.00	<b>4.78</b>	4.00	<b>-0.78</b>
Ensures others understand what is expected of them	4.00	5.33	5.00	<b>4.78</b>	3.00	<b>-1.78</b>

## Open Text Comments

### Strengths

#### Self

Time management. Honest and Open.

#### Colleagues

Great at dealing with conflict situations. Open and easy to talk to.

Great communicator of the vision, easy to talk to and spends time on listening to the ideas of others.

Easy to get to know and very easy to communicate with.

#### Manager

Gives constructive feedback and drives for results. Has a clear vision of organizational goals. Confident and clear in communication on all levels.

#### Subordinates

Confident in dealing with customers, acts on own initiative and encourages others to do the same.

Always open to new ideas and discussions. Drives projects to results.

Very approachable and easy to talk to.

## Development Areas

### Self

Building relationships with customers and colleagues.

### Colleagues

Could be better at prioritizing and organization skills.

I would like to see her challenge things even more than she does today. Try to be more supportive to others under stressful periods.

Could be a bit more emotionally supportive to colleagues and subordinates.

### Manager

Needs to establish a better network within the organization and needs to improve industry knowledge.

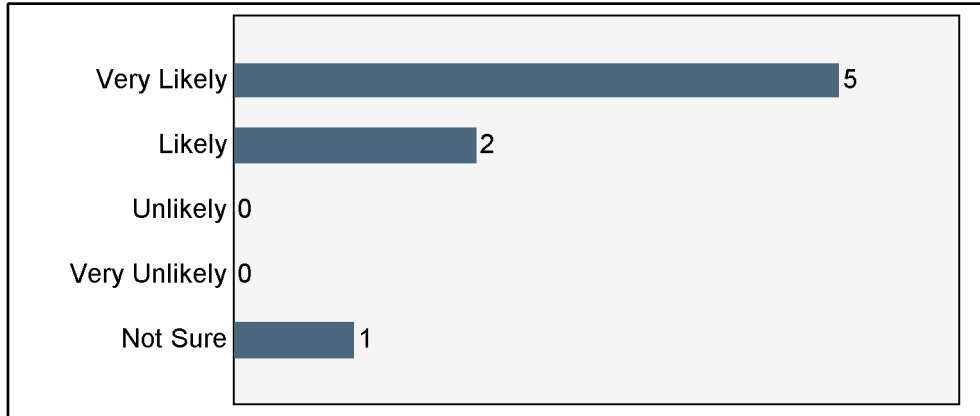
### Subordinates

Could be better at providing feedback in a more supportive manner.

Needs to be more aware of the industry and monitoring of competitors needs to be done more efficiently.

Not so good at realizing when people are under stress, needs to be more sensitive to others.

## Likelihood of Response to Feedback



	Colleagues	Manager	Subordinates		Self
Very Likely	2	1	2		
Likely	1		1		
Unlikely				0	
Very Unlikely				0	
Not Sure					1