FeedbackOnline Summary

Building Rapport
Establishing connections with other people

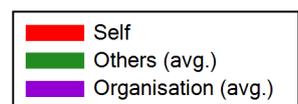|	Value
Self	4.50
Others (avg.)	4.69
Organisation (avg.)	4.78
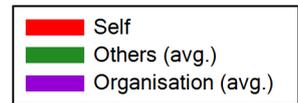
Listening actively and asking open questions
Building relationships and gathering information

	Value
Self	4.17
Others (avg.)	4.65
Organisation (avg.)	4.60
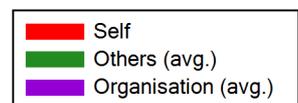
Creating Direction
Harnessing the full potential and channelling efforts into gainful activities

	Value
Self	4.17
Others (avg.)	4.63
Organisation (avg.)	4.55

Support and maintaining relationships
Connecting with and encouraging others

	Value
Self	3.50
Others (avg.)	4.70
Organisation (avg.)	4.61
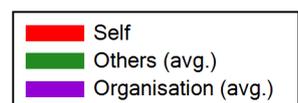
Reality checking and challenge for improvement
Lessons learned and challenges faced

	Value
Self	5.33
Others (avg.)	4.94
Organisation (avg.)	5.03
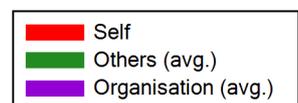
Summarizing and follow up
Maximizing the effectiveness of communications and increasing the effectiveness of previous actions

	Value
Self	3.83
Others (avg.)	4.77
Organisation (avg.)	4.68
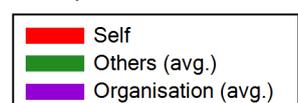
Top prioritized strengths/development areas

	Subordinates	Colleagues	Self	Manager	Self Strengths	Others Strengths	Self Development Areas	Others Development Areas
Developing and maintaining positive relationships	4.67	5.00	5.00	5.00		4		
Helping others to learn from their mistakes	4.33	4.25	4.00	6.00		1		3
Finding it easy to get to know the people he/she works closely with	4.00	5.25	4.00	5.00	1	5		
Is good at creating a trustful work environment	4.00	5.25	5.00	6.00		2		1
Is informal and easy to contact	4.33	5.00	4.00	5.00		5		
Showing respect to individual needs	4.00	4.50	5.00	5.00			1	2
Listening carefully to the views of others	3.33	5.25	5.00	6.00				1
Asking open questions to further explore topics	3.67	5.50	4.00	6.00				1
Asking open questions about people's feelings	3.33	5.00	3.00	5.00				2
Using language appropriate to the situation	3.67	5.67	4.00	5.00				1
Summarizing discussions to enable common understanding	4.00	5.25	4.00	5.00		1		
Questioning others' views to understand their motives	3.00	5.67	5.00	6.00	1	1		
Helping individuals to set their own challenging objectives	4.00	5.00	5.00	5.00				1
Encouraging others to complete work without close monitoring	4.33	5.00	5.00	6.00	1			2
Allowing others freedom in how they achieve objectives	3.33	4.00	3.00	5.00		2		
Ensuring others have a clear understanding of their roles and responsibilities	4.00	4.50	4.00	6.00			1	
Creating opportunities to discuss personal development with staff	4.00	5.00	4.00	4.00				2
Devoting time and energy to developing the competencies of others	4.00	5.25	4.00	5.00				1
Offering assistance to others without being asked	4.33	5.67	3.00	5.00		2		1
Encouraging others to review their own performance	4.00	4.75	3.00	4.00			1	2
Giving honest feedback to others about their performance	4.00	5.50	3.00	5.00	1	2		
Giving praise to individuals when they perform well	4.33	5.00	4.00	5.00				1
Regularly challenging "the way we do things here"	4.67	5.50	6.00	6.00		3		1
Challenging others to continuously improve	4.33	5.25	6.00	6.00				1
Identifying flaws in proposed actions	5.00	4.75	5.00	6.00				1
Challenging assumptions	4.67	5.25	6.00	6.00	1	3		
Helping others to identify their own development needs	4.67	4.50	4.00	5.00				1
Verifying that there is a mutual understanding	4.67	5.00	4.00	4.00		1		1

	Subordinates	Colleagues	Self	Manager	Self Strengths	Others Strengths	Self Development Areas	Others Development Areas
Ensuring others understand what is expected of them	4.00	5.50	3.00	5.00		1		2
Following up on agreed targets	4.00	5.00	5.00	6.00		2		
Encouraging continuation of individual learning	4.00	4.75	3.00	4.00			1	1
Celebrating success	4.33	5.25	5.00	6.00		2		

Top Ten Strengths

	Subordinates	Colleagues	Manager	AVERAGE	Self	DELTA
Regularly challenging "the way we do things here"	4.67	5.50	6.00	**5.25**	6.00	**0.75**
Challenging assumptions	4.67	5.25	6.00	**5.13**	6.00	**0.87**
Offering assistance to others without being asked	4.33	5.67	5.00	**5.00**	3.00	**-2.00**
Celebrating success	4.33	5.25	6.00	**5.00**	5.00	**0.00**
Developing and maintaining positive relationships	4.67	5.00	5.00	**4.88**	5.00	**0.12**
Is good at creating a trustful work environment	4.00	5.25	6.00	**4.88**	5.00	**0.12**
Giving honest feedback to others about their performance	4.00	5.50	5.00	**4.88**	3.00	**-1.88**
Ensuring others understand what is expected of them	4.00	5.50	5.00	**4.88**	3.00	**-1.88**
Encouraging others to complete work without close monitoring	4.33	5.00	6.00	**4.87**	5.00	**0.13**
Finding it easy to get to know the people he/she works closely with	4.00	5.25	5.00	**4.75**	4.00	**-0.75**
Is informal and easy to contact	4.33	5.00	5.00	**4.75**	4.00	**-0.75**
Summarizing discussions to enable common understanding	4.00	5.25	5.00	**4.75**	4.00	**-0.75**
Verifying that there is a mutual understanding	4.67	5.00	4.00	**4.75**	4.00	**-0.75**
Following up on agreed targets	4.00	5.00	6.00	**4.75**	5.00	**0.25**

Top Ten Development Areas

	Subordinates	Colleagues	Manager	AVERAGE	Self	DELTA
Asking open questions about people's feelings	3.33	5.00	5.00	**4.37**	3.00	**-1.37**
Showing respect to individual needs	4.00	4.50	5.00	**4.38**	5.00	**0.62**
Encouraging others to review their own performance	4.00	4.75	4.00	**4.38**	3.00	**-1.38**
Encouraging continuation of individual learning	4.00	4.75	4.00	**4.38**	3.00	**-1.38**
Helping others to learn from their mistakes	4.33	4.25	6.00	**4.50**	4.00	**-0.50**
Ensuring others have a clear understanding of their roles and responsibilities	4.00	4.50	6.00	**4.50**	4.00	**-0.50**
Creating opportunities to discuss personal development with staff	4.00	5.00	4.00	**4.50**	4.00	**-0.50**
Listening carefully to the views of others	3.33	5.25	6.00	**4.62**	5.00	**0.38**
Helping individuals to set their own challenging objectives	4.00	5.00	5.00	**4.62**	5.00	**0.38**
Helping others to identify their own development needs	4.67	4.50	5.00	**4.63**	4.00	**-0.63**

Open Text Comments

Comments about strengths.

Self

Time management. Honest and Open.

Manager

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

Subordinates

Very approachable and easy to talk to.

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.

Colleagues

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

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

Fff

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

Comments about development areas.

Self

Building relationships with customers and colleagues.

Manager

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

Subordinates

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

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

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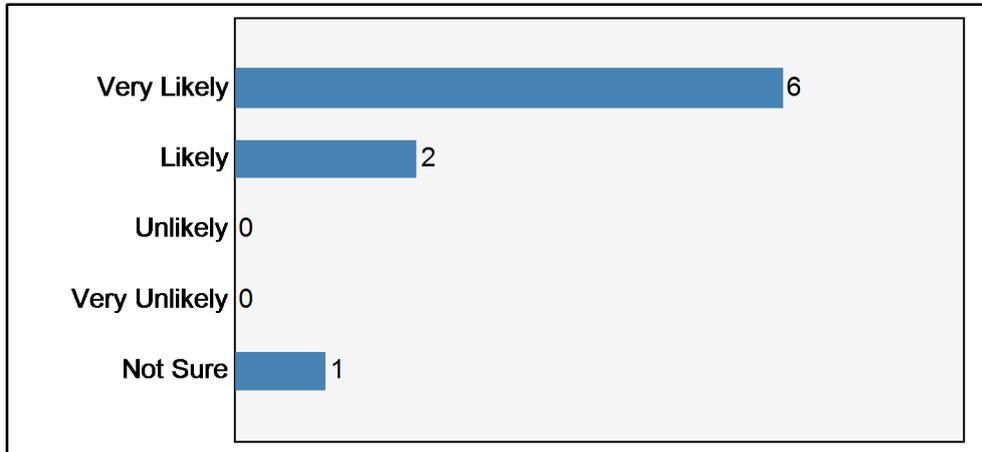
Colleagues

Ggg

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

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.

Likelihood of Response to Feedback

		Subordinates	Colleagues	Self	Manager
Very Likely		2	3		1
Likely		1	1		
Unlikely	0				
Very Unlikely	0				
Not Sure				1	