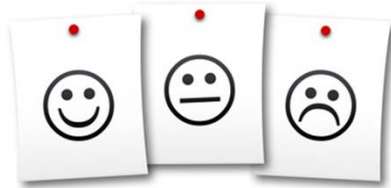
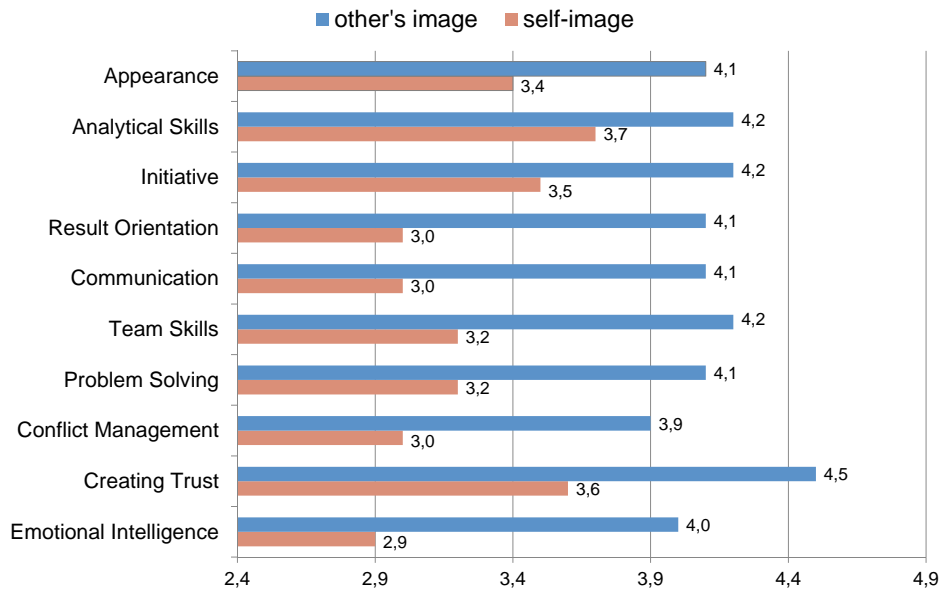


Results of the 360-Degree Feedback

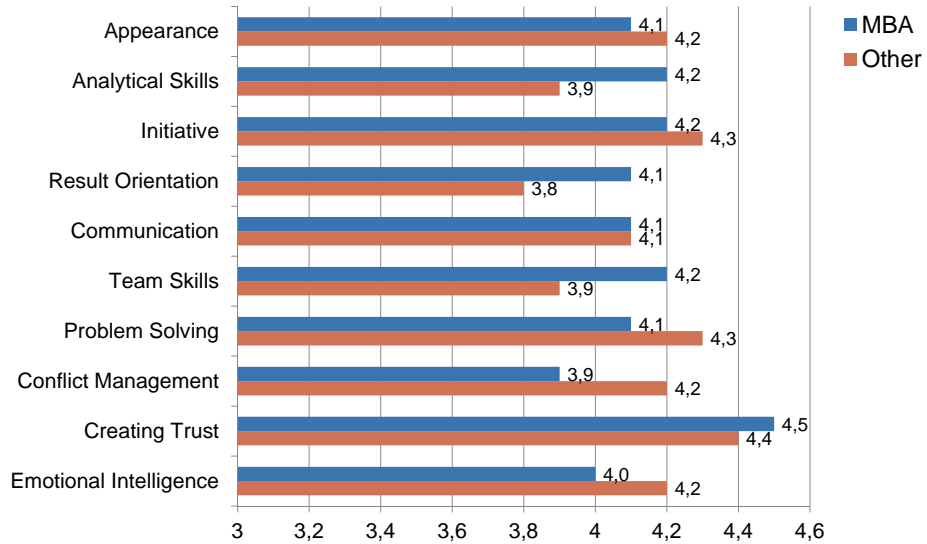


Total participants: n = 99
 Response rate: 88 % vs. 90 %
 Focus persons 90 %, superiors 100 %, colleagues 87 %, employees 86 %

360-Degree Feedback Overall Results MBA XIV



360-Degree Feedback Overall Results

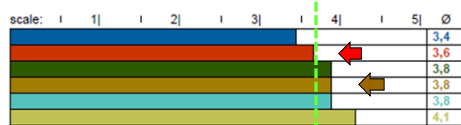


Overview: 10 Key Competencies

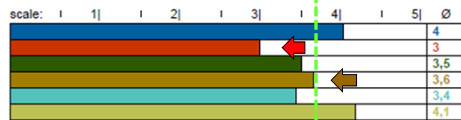
Profile

Arithmetic mean

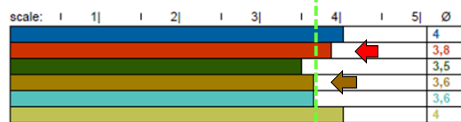
Personal Presentation



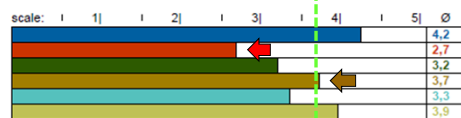
Analytical Skills



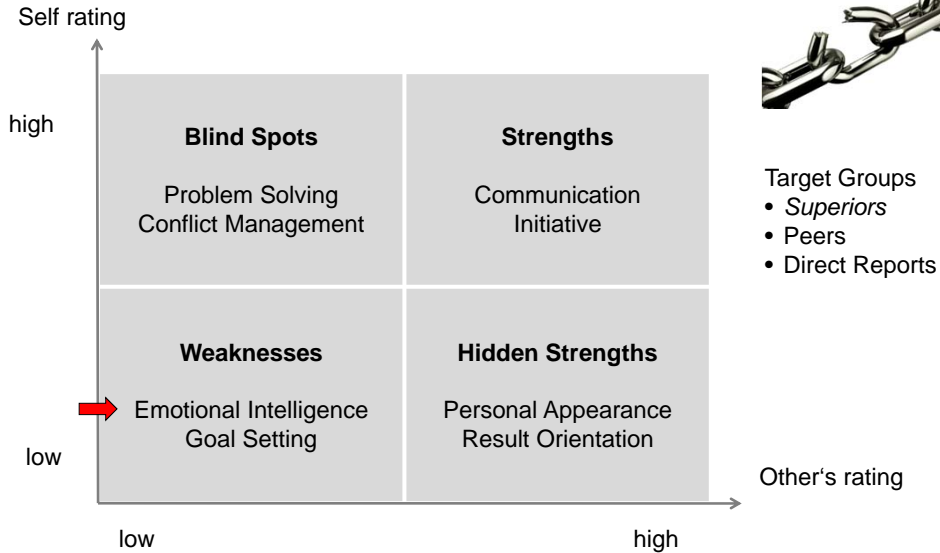
Initiative



Emotional Intelligence



Personal „SWOT Analysis“

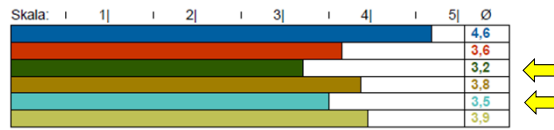


Short-Term PDP* (for details see separate form)

My most important strengths (and / or potentials)		
Behaviors (out of 50)	What will I do to improve my strengths (10-20-70)?	Date
1. 2. 3. 4.	<p><i>What will I change and practice immediately, and how will I do it?</i></p>	
My most important weaknesses (and / or blind spots)		
Behaviors	What will I do to overcome my weaknesses (10-20-70)?	Date
1. 2. 3. 4.	<p><i>What will I change and practice immediately, and how will I do it?</i></p>	

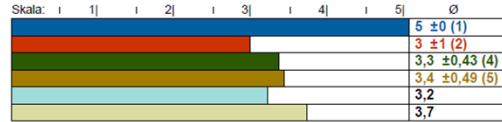
*As a basis for a discussion with my superior and/or a coach

Competency:
Team-based skills
(below average)

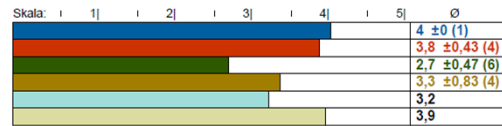


Behaviors:

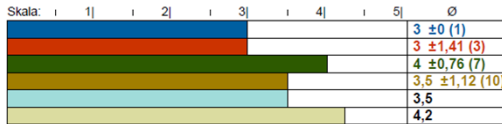
I recognize tensions and conflicts in a team in an early stage and resolve them in a convincing way



I effectively discourage inappropriate, digressing and non-goal-oriented behavior.



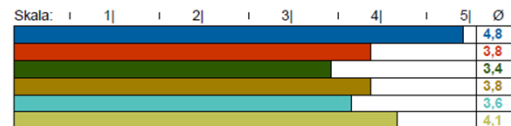
I show an interest towards the opinions and experiences of other team members.



→ 70 – 20 – 10

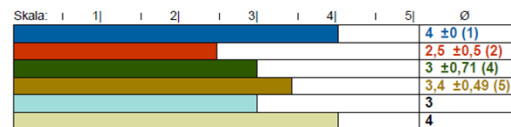
Nr. 7

Competency:
Communication
(below average)

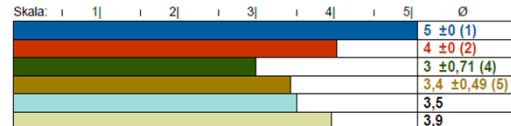


Behaviors:

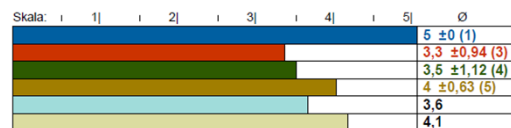
I make sure that meetings and discussions are carried out efficiently (time-, and goal-oriented).



I provide constructive feedback as to the communication skills of others.



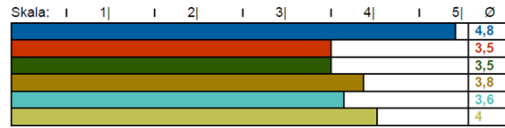
I have a clear and precise manner of expression.



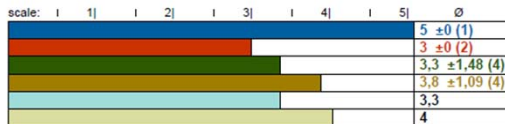
→ 70 – 20 – 10

Nr. 8

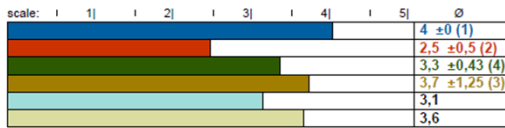
Competency:
Emotional Intelligence
(below average)



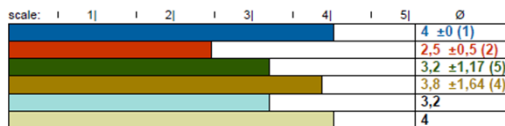
Behaviors:
I create strong trust-based relationships.



I effectively resolve emotionally straining conflicts and problems.



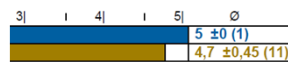
I show sensitivity and awareness (empathy) towards others (clients, employees, colleagues and superiors).



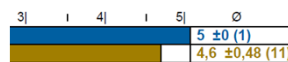
→ 70 – 20 – 10

Communication of Results (Top und Bottom Five)

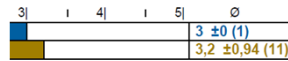
■ „Is credible and convincing with what he says and does“



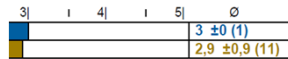
■ „Acts in ways that build respect“
etc.



■ „Has clear notions how to shape his area of responsibility over the long-term“



■ „Quickly recognizes what needs to be done on his own initiative and generates results“
etc.



- Actions
 - ▶ Workshop
 - ▶ Strategy
 - ▶ KPI

Long-Term PDP: Business and Other Life Areas

Competencies	Which competencies are needed to achieve my long-term goals?	
	Business and Career	Other Life Areas
1. Analytical Thinking		
2. Conflict Management		
3. Empathy		
4. Entrepreneurship		
5. Creating Trust		
Other Competencies		

