

You have 25 points remaining in this column.

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Compared to your expectations, what skills must be improved (column C) and must be maintained (column I)?		
Weaknesses (skills to improve)	Explanation of the SCORES	Strengths (skills to maintain)
0	Is respectful to others	0
0	Exerts control over others	0
0	Communicates clearly	0
0	Is interested in the opinions and interests of others	0
0	Demonstrates humility	0
0	Provides organizational improvements	0
0	Is sensitive to others	0
0	Provides a clear vision	0
0	Is pragmatic in his proposals	0
0	Demonstrates strong leadership	0
0	Participates actively in projects and activities	0
0	Delivers on his commitments	0
0	Acts honestly	0
0	Is listening to those who need	0
0	Has the company's interests at heart	0
0	Is a change agent	0
0	Makes decisions when necessary	0
0	Is committed to the success of the organization	0
0	Manages priorities adequately	0
0	Works in collaboration with others	0
0	Establishes effective and appropriate processes	0
0	Demonstrates flexibility in his approach or proposals	0
0	Shares information at his disposal	0
0	Is determined to accomplish the goals	0
0	Produces positive results	0
0	Demonstrates self confidence	0
0	Gives credit to others for their accomplishments	0
0	Brings creative ideas or offers creative solutions	0
0	Analyzes problems and proposes solutions	0
0	Uses a democratic approach	0
0	Hears the perspective of others	0
0	Is open to ideas and perspectives of others	0
0	Demonstrates a strategic, long-term perspective	0
0	Expresses his opinions with respect	0
0	Builds mutually beneficial relationships	0
0	Increases self-esteem of others	0
0	Builds strong relationships	0
0	Demonstrates a strong professional integrity	0
0	Helps employees grow professionally	0
0	Motivates others in achieving their goals or solving problems	0
0	Is reasonable in its expectations	0
0	Negotiates adequate to achieve the results in respect	0
0	Demonstrates teamwork and fosters cooperation among team members	0
0	Ensures a win-win result to conflicts	0
0	Is persistent in his actions	0
0	Avoids conflicts or rules conflicts appropriately	0
0	Is convincing and persuasive in his communications	0
0	Gives feedback to others	0
0	Sets specific goals	0
0	Is results oriented	0

Comments

Which area do you consider this individual does well and should continue to do so during the next year?  
 Which area do you consider this individual is not good at and must do differently during the next year?  
 Which area do you consider this individual doesn't currently do and should start to do during the next year?

Overall, how do you evaluate the contribution of this individual for the organization during the last year? 0

Explanation of the SCORES	
0	This competency is average.
-1	This competency is below the 50th percentile compared to the population.
-2	This competency is below the 25th percentile compared to the population.
-3	This competency is below the 10th percentile compared to the population.
-4	This competency is below the 1st percentile compared to the population.

0	This competency is average.
1	This competency is above the 50th percentile compared to the population.
2	This competency is above the 75th percentile compared to the population.
3	This competency is above the 10th percentile compared to the population.
4	This competency is above the 1st percentile compared to the population.