ABC AG - 360° Leadership Feedback

23.07.2021

Summarizing Short Report for:

Peter Muster

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Welcome: Introduction

You are looking at your personal report from the 'ABC AG - 360° Leadership Feedback'. This report was issued only in one copy and handed out to you personally. The report has been designed to provide you with a quick overview of the results and to enable you to derive personal measures. Self-study of the report is a central step in the entire feedback process.

Overview of the entire feedback process

- Selection of feedback providers
- Online feedback via questionnaire by your feedback providers
- Analysis of the results by ValueQuest on an anonymous basis
- Study the results and deduce your personal conclusions
- Discussion of results and measures with your manager, HR or a coach

We carefully analyzed and evaluated the opinions of your feedback-providers. This report offers you an excellent opportunity to learn more about yourself. Please remember that a 360° Feedback is not an absolute evaluation of your personality, but it expresses how your behavior affects the people around you. The report points out how you can strengthen your competencies through specific measurements.

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Sections and Contents of the Report

1 Model and Methodology	Learn how behaviour is reflected in dimensions, competencies and behaviour patterns. Understand how the answers of your feedback providers are analysed and presented.
2 Overview and Rating of Competencies	See how your competencies are perceived. Where do you have particular strengths, where is room for improvement?
3 How Different Groups See Me	Compare how different groups of feedback providers perceive you. Compare your own and others' perceptions and identify strengths and any "blind spots".
4 My competencies & behaviors in detail	A detailed account for each competency and its corresponding behaviours. The recommended actions (based on AI) help to focus on strengths and potentials for improvement.
5 Development Plan & Communication	Create a personal plan of where you want to develop and how you want to communicate the results.

Tip: At the end of this report you will find the exact wording of the questions used in this 360° Feedback.

Competence Model Used for the ABC AG - 360° Leadership Feedback

Leadership	Development & Innovation	Organization & Planning	Results	Implementation	Cooperation
Show profile & integrity	Support & foster others	Plan & organize work	Lead with goals	Make decisions	Promote cooperation
Set strategic impulses	Develop & implement ideas	Inform appropriately	Monitor & recognize achievements	Tackle challenges	Communicate effectively
Assume responsibility	Tackle change actively	Work efficiently	Strive for excellence	Involve stakeholders	Deal with others
Lead with enthusiasm				Master crises & conflicts	

Points

Overall Rating

Z1: I like working with Peter Muster	Z2: I have full confidence in Peter Muster	Z3: Peter Muster is the right person for the task

Data Basis / Methodology

Methodology of Survey		
Respondents	Survey of selected feedback-providers	
Timeframe of Survey	1 July - 29 July 2021	
Form of Survey	Online survey	
Design & Analysis	ValueQuest GmbH	
Indicated in this report (name and number of respondents)*	All ratings by others…	20
	…Team	7
	…Peers	8
	…Clients (internal / external)	4
	…Teamcoach	1
	Self-Image	1
Rating Scale	13 minutes	

Abbreviations used in this report	
∅	All ratings by others
Dr	Team
Pe	Peers
Cl	Clients (internal / external)
Dm	Teamcoach
Si	Self-Image

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Management Summary: Leadership-Dimensions &Competencies

Leadership	Development & Innovation	Organization & Planning	Results	Implementation	Cooperation
61	82	71	79	78	89
Show profile & integrity	Support & foster others	Plan & organize work	Lead with goals	Make decisions	Promote cooperation
59 ○	81	57 ○	76	68	91 ✪
Set strategic impulses	Develop & implement ideas	Inform appropriately	Monitor & recognize achievements	Tackle challenges	Communicate effectively
59 ○	86 ✪	75	76	84	85 ✪
Assume responsibility	Tackle change actively	Work efficiently	Strive for excellence	Involve stakeholders	Deal with others
63 ○	79	80	85	75	90 ✪
Lead with enthusiasm				Master crises & conflicts	
65				83	

Points

Overall Rating	86

Z1: I like working with Peter Muster	91	Z2: I have full confidence in Peter Muster	84	Z3: Peter Muster is the right person for the task	84

✪ Highest rated Competencies ○ Lowest rated Competencies

Comments from Feedback Providers

X1: What does Peter Muster do particularly well and what should he / she continue doing in the future? Please describe 3 concrete aspects:

Si	Open Comment
Cl	Open Comment
Cl	Open Comment
Dr	Open Comment
Dr	Open Comment
Dr	Open Comment
Dr	Open Comment
Pe	Open Comment
Pe	Open Comment
Pe	Open Comment
Pe	Open Comment
Pe	Open Comment
Pe	Open Comment

Comments from Feedback Providers

X2: What could Peter Muster do better in the future and what should he / she change? Please describe 3 concrete aspects:

Dm	Open Comment
Si	Open Comment
Cl	Open Comment
Dr	Open Comment
Dr	Open Comment
Dr	Open Comment
Dr	Open Comment
Dr	Open Comment
Dr	Open Comment
Pe	Open Comment
Pe	Open Comment
Pe	Open Comment
Pe	Open Comment

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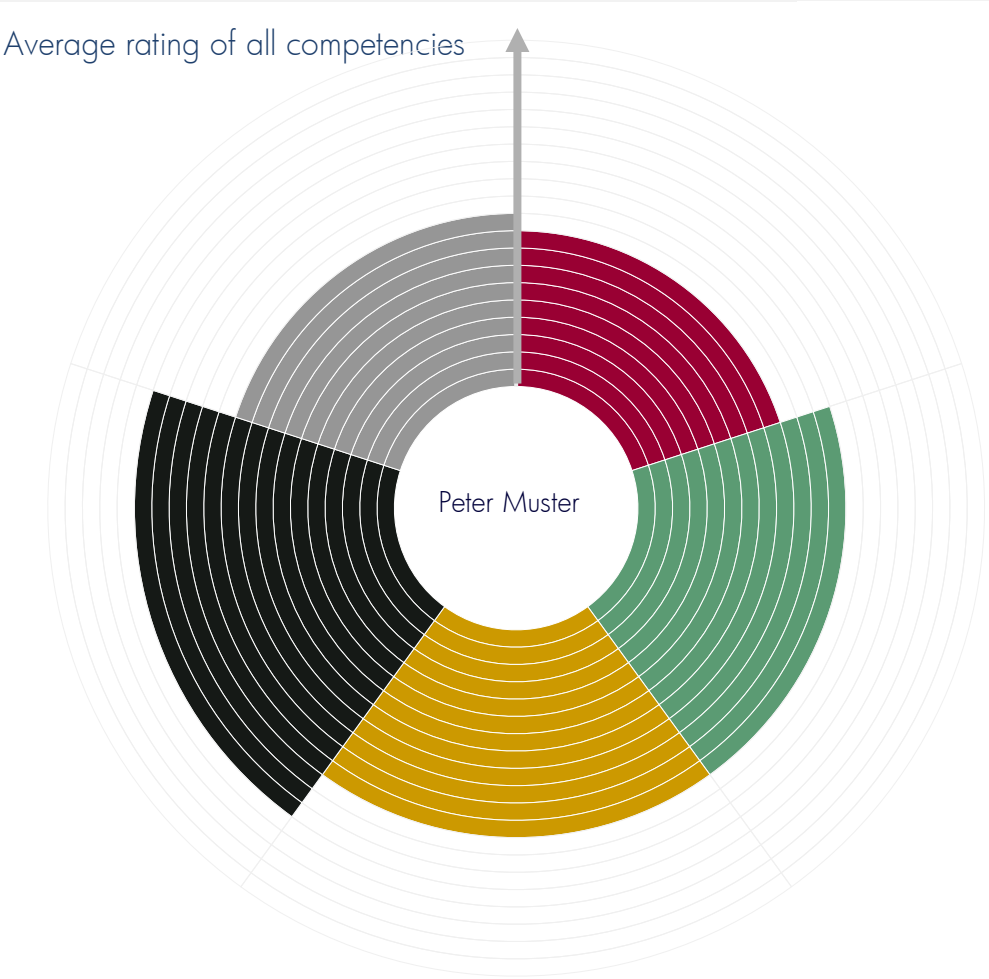
Rating of Competencies by Different Groups of Feedback Providers



Evaluation by

- Team (70)
- Peers (79)
- Clients (internal / external) (79)
- Teamcoach (85)
- Self-Image (74)

How do you interpret the different assessments by the different groups of feedback providers?

Rating of Competencies by Different Groups of Feedback Providers

Competencies	Team	Peers	Clients (internal / external)	Teamcoach
Show profile & integrity	○	○	○	○
Set strategic impulses	○	○	○	
Assume responsibility		○	○	○
Lead with enthusiasm		○		
Support & foster others				
Develop & implement ideas	✪			
Tackle change actively				
Plan & organize work	○		○	○
Inform appropriately	○			
Work efficiently			✪	
Lead with goals				
Monitor & recognize achievements				
Strive for excellence		✪	✪	
Make decisions				○
Tackle challenges		✪		
Involve stakeholders				
Master crises & conflicts				✪
Promote cooperation	✪	✪	✪	✪
Communicate effectively	✪			✪
Deal with others	✪	✪	✪	✪

Points

○ Lowest rated competencies per group ✪ Highest rated competencies per group

Johari Window: How I See Myself - How Others See Me

Self-Image

high

Overestimation→ Gain clarity

- Make decisions
- Show profile & integrity

Confirmed Strength→ Build on it

- Promote cooperation
- Deal with others
- Develop & implement ideas
- Communicate effectively
- Tackle challenges
- Support & foster others
- Work efficiently

low

- Monitor & recognize achievements
- Lead with goals
- Involve stakeholders
- Inform appropriately
- Lead with enthusiasm
- Assume responsibility
- Set strategic impulses
- Plan & organize work

Development Need→ Explore how to develop

- Strive for excellence
- Master crises & conflicts
- Tackle change actively

Blind Spot→ Explore how to use it

low — All ratings by others — high

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Overview of competences: «Show profile & integrity»

Show profile & integrity → Improve

Ranking

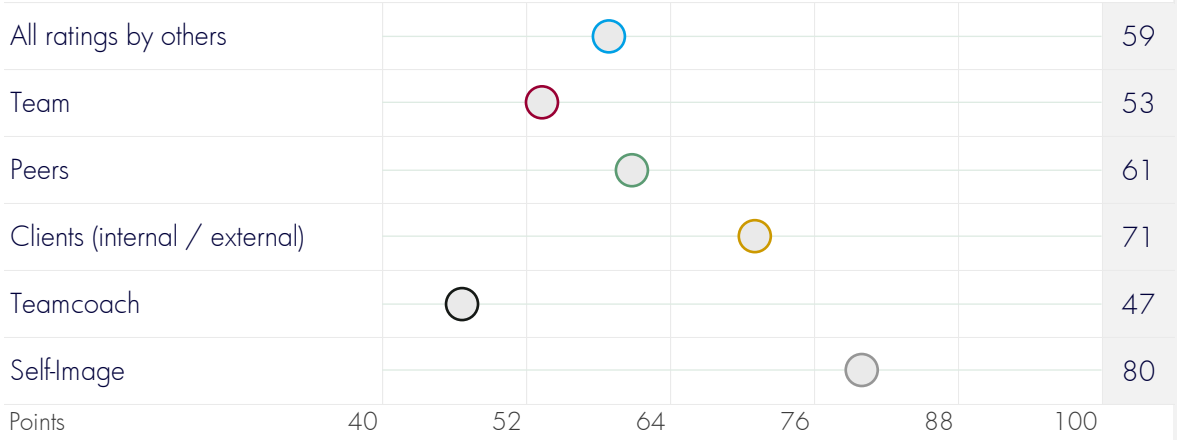
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20

Johari Window: How I See Myself - How Others See Me

●	Self-Image: high
	All ratings by others: low

→ Overestimation → Gain clarity

By group



Behavioral strengths and weaknesses "Show profile & integrity".

	All ratings by others	Team	Peers	Clients (internal / external)	Teamcoach	Self-Image
A1: exemplifies what he/she expects from others	⊖	⊖	⊖	⊖		⊖
A2: Behaviour 02	⊖	⊖		⊖	⊖	⊕
A3: Behaviour 03	⊖	⊖	⊖		⊖	

⊖ Average rating is below 70 points ⊕ Average rating is above 85 points

Overview of competences: «Set strategic impulses»

Set strategic impulses

→ Improve

Ranking

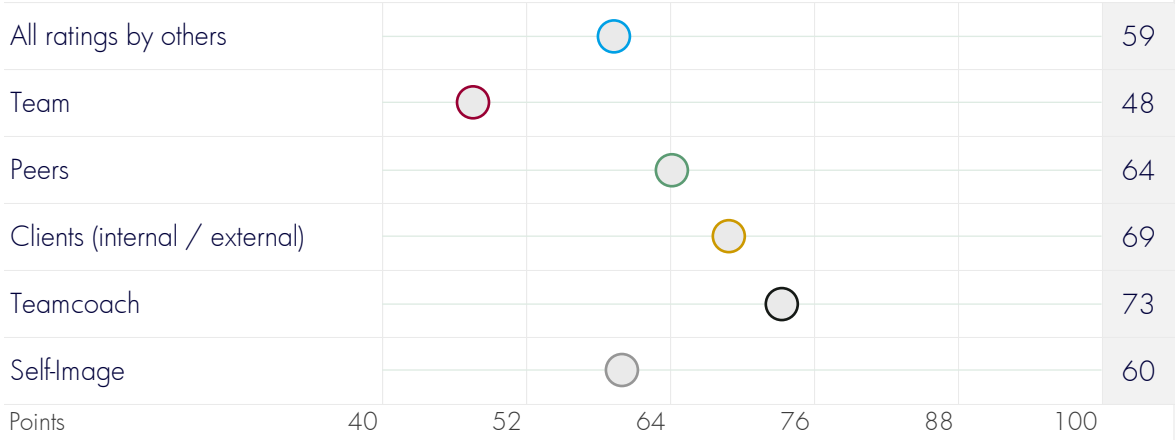
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20

Johari Window: How I See Myself - How Others See Me

		Self-Image: low
●		All ratings by others: low

→ Development Need → Explore how to develop

By group



Behavioral strengths and weaknesses "Set strategic impulses".

	All ratings by others	Team	Peers	Clients (internal / external)	Teamcoach	Self-Image
A4: is a visionary who sees the big picture	⊖	⊖	⊖			⊖
A5: Behaviour 05	⊖	⊖	⊖	⊖		
A6: Behaviour 06	⊖	⊖	⊖	⊖	⊖	⊖

⊖ Average rating is below 70 points ⊕ Average rating is above 85 points

Overview of competences: «Assume responsibility»

Assume responsibility → Improve

Ranking

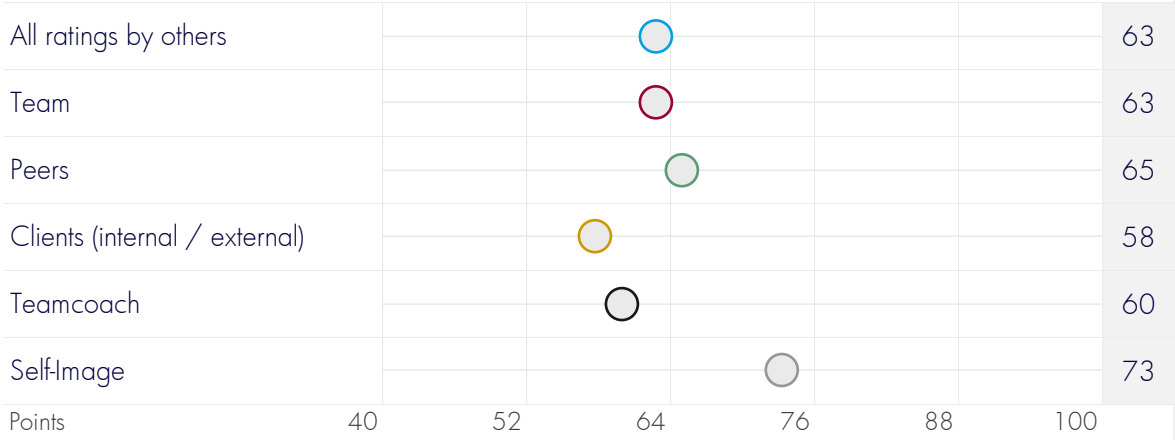
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	**17**	18	19	20

Johari Window: How I See Myself - How Others See Me

	Self-Image: low
●	All ratings by others: low

→ Development Need → Explore how to develop

By group



Behavioral strengths and weaknesses "Assume responsibility".

	All ratings by others	Team	Peers	Clients (internal / external)	Teamcoach	Self-Image
A7: takes responsibility for own work and decisions	⊖	⊖		⊖		
A8: Behaviour 08	⊖		⊖	⊖	⊖	⊖
A9: Behaviour 09	⊖	⊖	⊖	⊖	⊖	

⊖ Average rating is below 70 points ⊕ Average rating is above 85 points

Overview of competences: «Lead with enthusiasm»

Lead with enthusiasm → Improve

Ranking

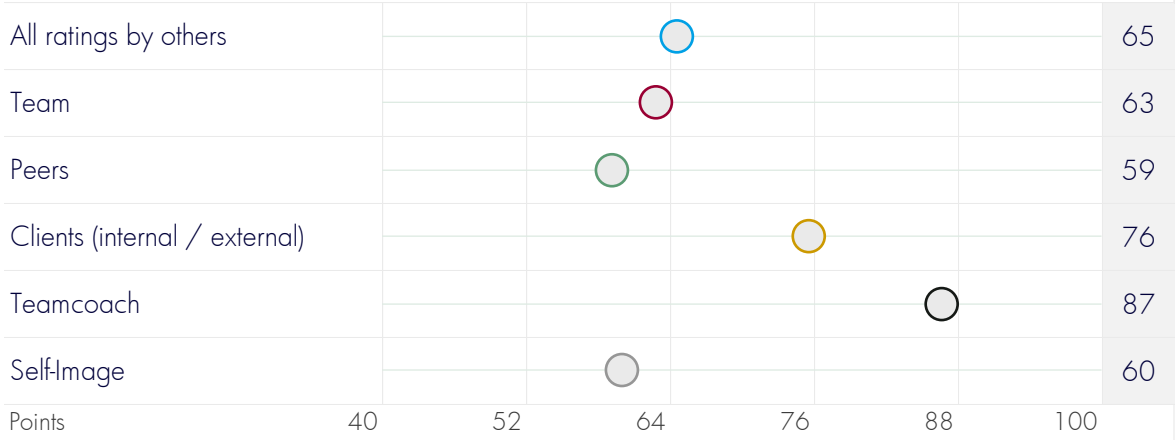
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20

Johari Window: How I See Myself - How Others See Me

	Self-Image: low
●	All ratings by others: low

→ Development Need → Explore how to develop

By group



Behavioral strengths and weaknesses "Lead with enthusiasm".

	All ratings by others	Team	Peers	Clients (internal / external)	Teamcoach	Self-Image
A10: wins others for causes and ideas	⊖	⊖	⊖	⊕		⊖
A11: Behaviour 11	⊖	⊖	⊖	⊖		
A12: Behaviour 12	⊖	⊖	⊖		⊕	⊖

⊖ Average rating is below 70 points ⊕ Average rating is above 85 points

Overview of competences: «Support & foster others»

Support & foster others

→ Strength: Maintain

Ranking

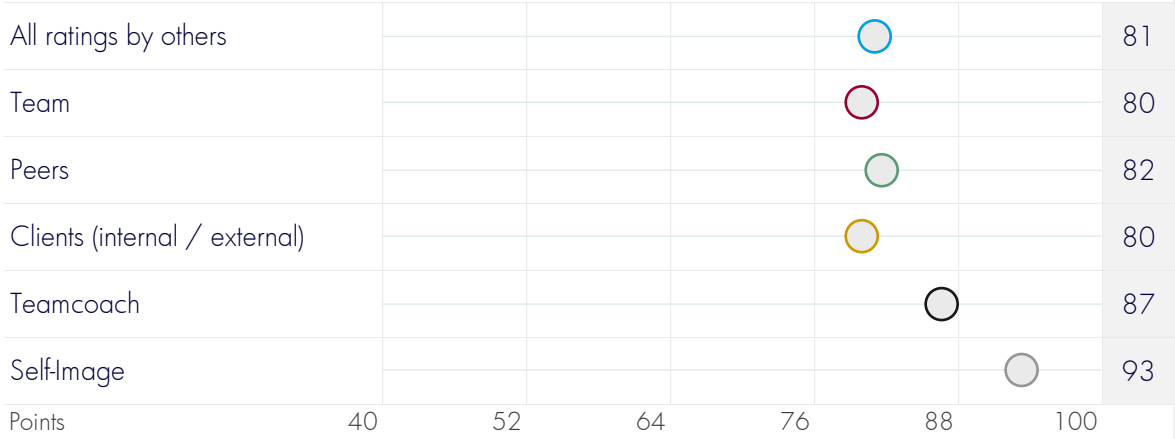
1	2	3	4	5	6	7	**8**	9	10	11	12	13	14	15	16	17	18	19	20

Johari Window: How I See Myself - How Others See Me

	● Self-Image: high
	All ratings by others: high

→ Confirmed Strength → Build on it

By group



Behavioral strengths and weaknesses "Support & foster others".

	All ratings by others	Team	Peers	Clients (internal / external)	Teamcoach	Self-Image
B1: is a good coach, who helps others along				⊕	⊕	⊕
B2: Behaviour 14		⊖				
B3: Behaviour 15	⊕	⊕	⊕			⊕

⊖ Average rating is below 70 points ⊕ Average rating is above 85 points

Overview of competences: «Develop & implement ideas»

Develop & implement ideas

→ Strength: Maintain

Ranking

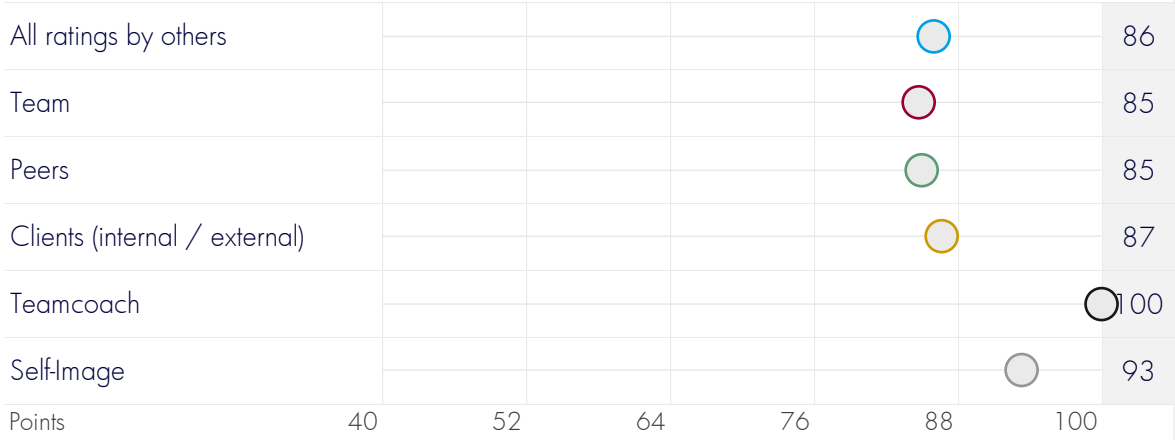
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20

Johari Window: How I See Myself - How Others See Me

	● Self-Image: high
	All ratings by others: high

→ Confirmed Strength → Build on it

By group



Behavioral strengths and weaknesses "Develop & implement ideas".

	All ratings by others	Team	Peers	Clients (internal / external)	Teamcoach	Self-Image
B4: is creative and thinks out of the box	⊕	⊕	⊕	⊕	⊕	⊕
B5: Behaviour 17	⊕	⊕	⊕		⊕	⊕
B6: Behaviour 18				⊕	⊕	

⊖ Average rating is below 70 points ⊕ Average rating is above 85 points

Overview of competences: «Tackle change actively»

Tackle change actively

→ Strength: Maintain

Ranking

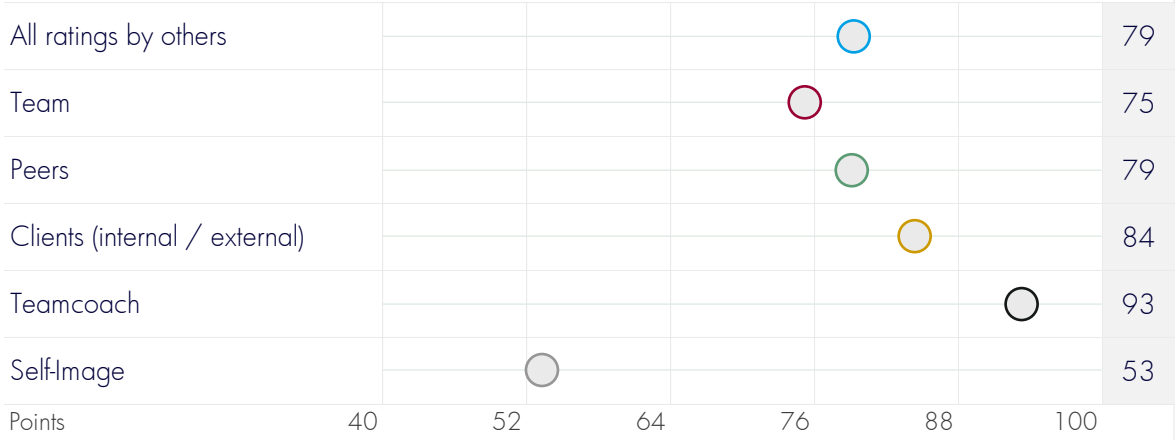
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20

Johari Window: How I See Myself - How Others See Me

		Self-Image: low
	●	All ratings by others: high

→ Blind Spot → Explore how to use it

By group



Behavioral strengths and weaknesses "Tackle change actively".

	All ratings by others	Team	Peers	Clients (internal / external)	Teamcoach	Self-Image
B7: questions and reflects on his own behaviour		⊖				⊖
B8: Behaviour 20	⊕	⊕		⊕	⊕	⊖
B9: Behaviour 21		⊖		⊕	⊕	

⊖ Average rating is below 70 points ⊕ Average rating is above 85 points

Overview of competences: «Plan & organize work»

Plan & organize work → Improve

Ranking

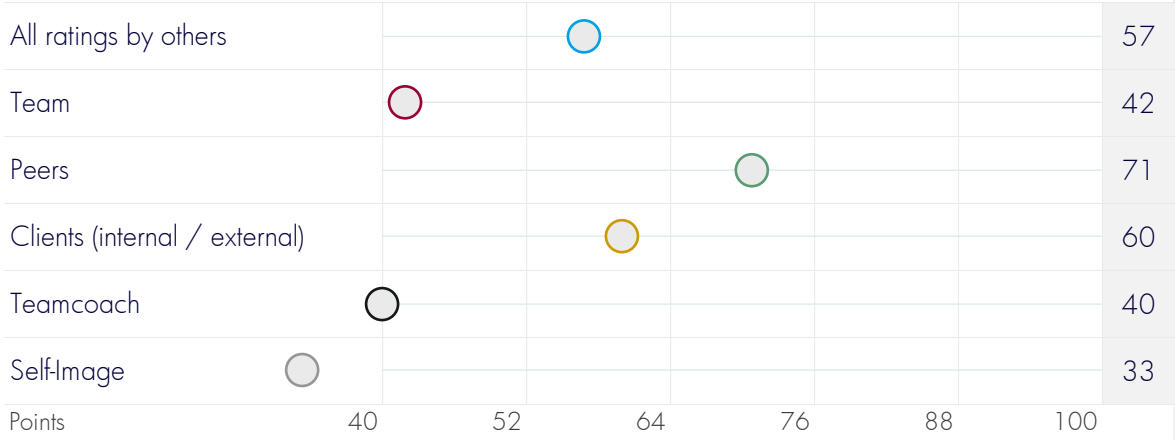
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20

Johari Window: How I See Myself - How Others See Me

	Self-Image: low
●	All ratings by others: low

→ Development Need → Explore how to develop

By group



Behavioral strengths and weaknesses "Plan & organize work".

	All ratings by others	Team	Peers	Clients (internal / external)	Teamcoach	Self-Image
C1: puts practical structures and work processes in place	⊖	⊖			⊖	⊖
C2: Behaviour 23	⊖	⊖	⊖	⊖	⊖	⊖
C3: Behaviour 24	⊖	⊖	⊖	⊖	⊖	⊖

⊖ Average rating is below 70 points ⊕ Average rating is above 85 points

Overview of competences: «Inform appropriately»

Inform appropriately

→ Review

Ranking

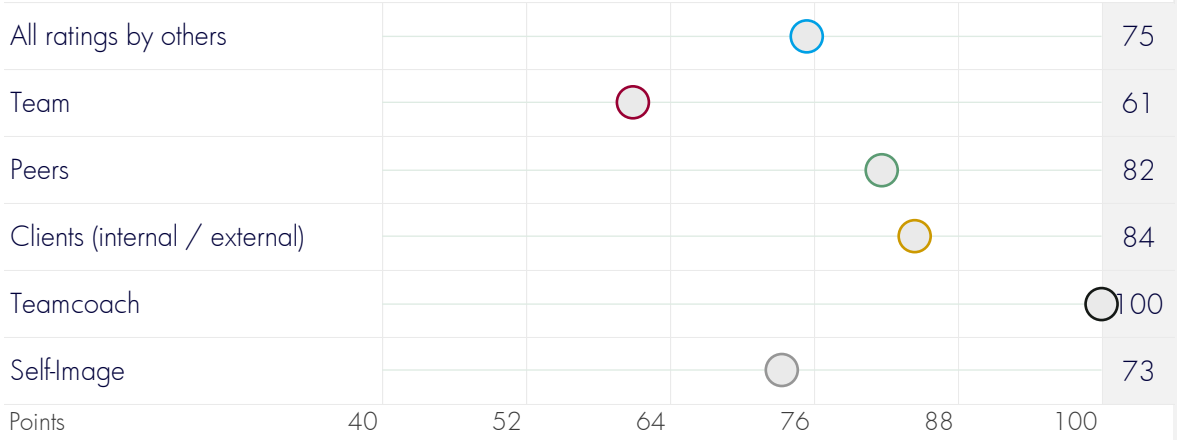
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20

Johari Window: How I See Myself - How Others See Me

		Self-Image: low
●		All ratings by others: low

→ Development Need → Explore how to develop

By group



Behavioral strengths and weaknesses "Inform appropriately".

	All ratings by others	Team	Peers	Clients (internal / external)	Teamcoach	Self-Image
C4: informs clearly and openly					+	−
C5: Behaviour 26		−	+	+	+	
C6: Behaviour 27		−		+	+	

− Average rating is below 70 points

+ Average rating is above 85 points

Overview of competences: «Work efficiently»

Work efficiently

→ Strength: Maintain

Ranking

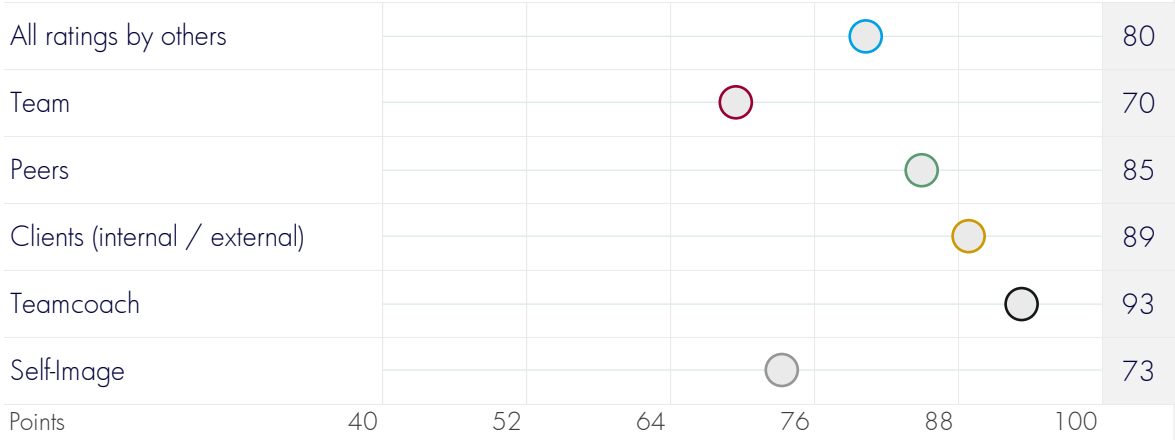
1	2	3	4	5	6	7	8	**9**	10	11	12	13	14	15	16	17	18	19	20

Johari Window: How I See Myself - How Others See Me

	● Self-Image: high
	All ratings by others: high

→ Confirmed Strength → Build on it

By group



Behavioral strengths and weaknesses "Work efficiently".

	All ratings by others	Team	Peers	Clients (internal / external)	Teamcoach	Self-Image
C7: finds pragmatic solutions to challenges			⊕	⊕	⊕	
C8: Behaviour 29		⊖	⊕	⊕	⊕	⊖
C9: Behaviour 30		⊖		⊕		

⊖ Average rating is below 70 points ⊕ Average rating is above 85 points

Overview of competences: «Lead with goals»

Lead with goals

→ Review

Ranking

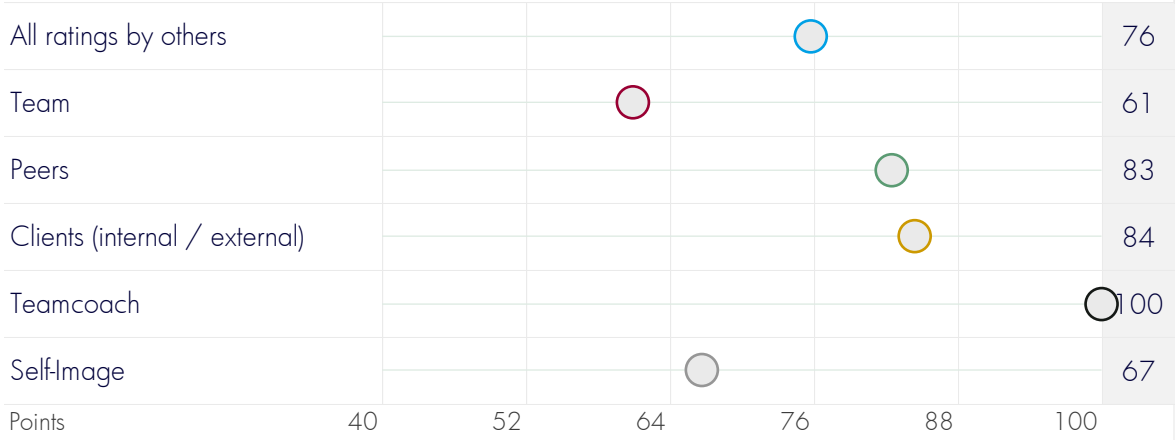
1	2	3	4	5	6	7	8	9	10	**11**	12	13	14	15	16	17	18	19	20

Johari Window: How I See Myself - How Others See Me

		Self-Image: low
●		All ratings by others: low

→ Development Need → Explore how to develop

By group



Behavioral strengths and weaknesses "Lead with goals".

	All ratings by others	Team	Peers	Clients (internal / external)	Teamcoach	Self-Image
D1: sets ambitious / realistic goals and deadlines		⊖			⊕	
D2: Behaviour 32		⊖	⊕		⊕	⊖
D3: Behaviour 33		⊖		⊕	⊕	⊖

⊖ Average rating is below 70 points ⊕ Average rating is above 85 points

Overview of competences: «Monitor & recognize achievements»

Monitor & recognize achievements

→ Review

Ranking

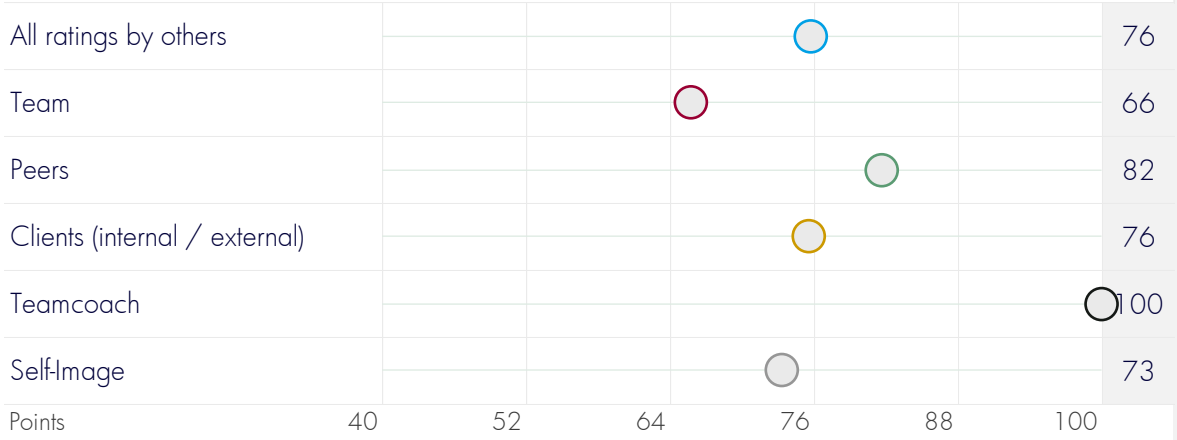
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20

Johari Window: How I See Myself - How Others See Me

	Self-Image: low
●	All ratings by others: low

→ Development Need → Explore how to develop

By group



Behavioral strengths and weaknesses "Monitor & recognize achievements".

	All ratings by others	Team	Peers	Clients (internal / external)	Teamcoach	Self-Image
D4: controls reasonably and according to the situation		⊖	⊕		⊕	
D5: Behaviour 35					⊕	
D6: Behaviour 36		⊖			⊕	⊖

⊖ Average rating is below 70 points ⊕ Average rating is above 85 points

Overview of competences: «Strive for excellence»

Strive for excellence

→ Strength: Maintain

Ranking

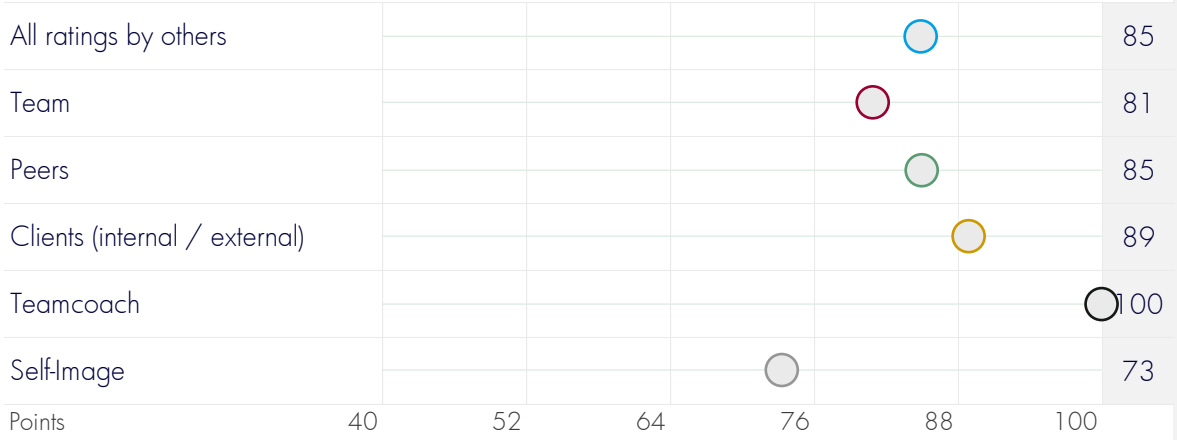
1	2	3	4	**5**	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20

Johari Window: How I See Myself - How Others See Me

	Self-Image: low
●	All ratings by others: high

→ Blind Spot → Explore how to use it

By group



Behavioral strengths and weaknesses "Strive for excellence".

	All ratings by others	Team	Peers	Clients (internal / external)	Teamcoach	Self-Image
D7: acts entrepreneurial and customer-oriented				⊕	⊕	
D8: Behaviour 38	⊕	⊕		⊕	⊕	
D9: Behaviour 39	⊕		⊕	⊕	⊕	⊖

⊖ Average rating is below 70 points ⊕ Average rating is above 85 points

Overview of competences: «Make decisions»

Make decisions → Improve

Ranking

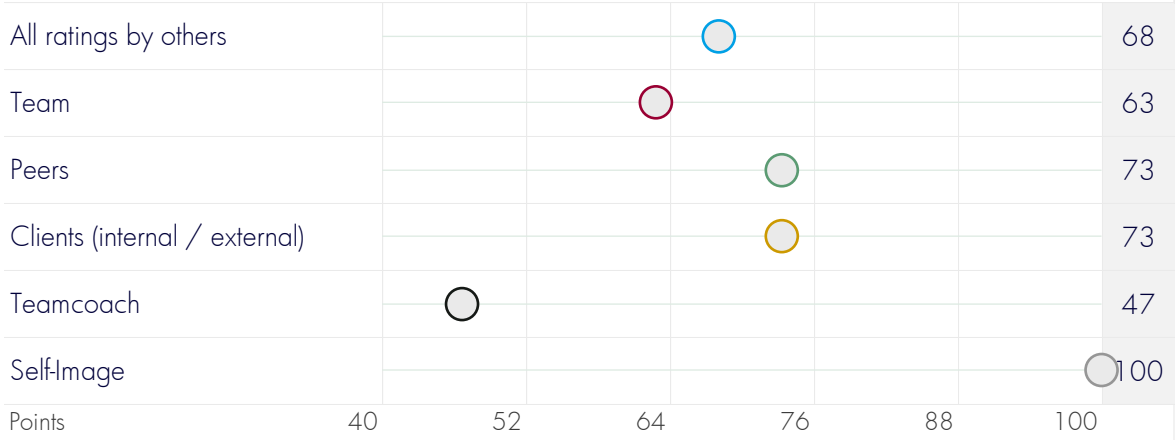
1	2	3	4	5	6	7	8	9	10	11	12	13	14	**15**	16	17	18	19	20

Johari Window: How I See Myself - How Others See Me

●	Self-Image: high
	All ratings by others: low

→ Overestimation → Gain clarity

By group



Behavioral strengths and weaknesses "Make decisions".

	All ratings by others	Team	Peers	Clients (internal / external)	Teamcoach	Self-Image
E1: informs himself and analyses thoroughly		⊖			⊖	⊕
E2: Behaviour 41	⊖	⊖	⊖	⊖	⊖	⊕
E3: Behaviour 42		⊖			⊖	⊕

⊖ Average rating is below 70 points ⊕ Average rating is above 85 points

Overview of competences: «Tackle challenges»

Tackle challenges

→ Strength: Maintain

Ranking

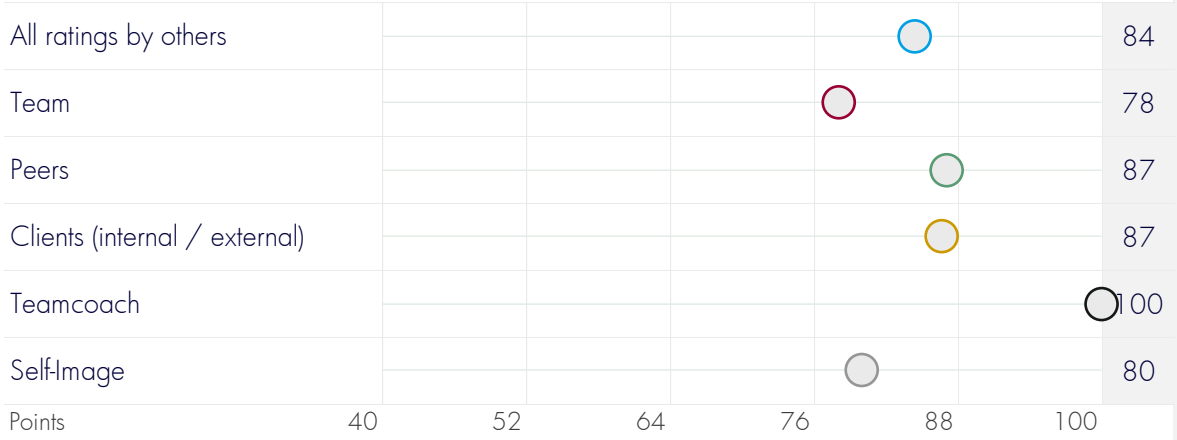
1	2	3	4	5	**6**	7	8	9	10	11	12	13	14	15	16	17	18	19	20

Johari Window: How I See Myself - How Others See Me

	●	Self-Image: high
		All ratings by others: high

→ Confirmed Strength → Build on it

By group



Behavioral strengths and weaknesses "Tackle challenges".

	All ratings by others	Team	Peers	Clients (internal / external)	Teamcoach	Self-Image
E4: is a go-doer		⊖	⊕	⊕	⊕	⊕
E5: Behaviour 44			⊕	⊕	⊕	⊖
E6: Behaviour 45	⊕	⊕	⊕	⊕	⊕	

⊖ Average rating is below 70 points ⊕ Average rating is above 85 points

Overview of competences: «Involve stakeholders»

Involve stakeholders → Review

Ranking

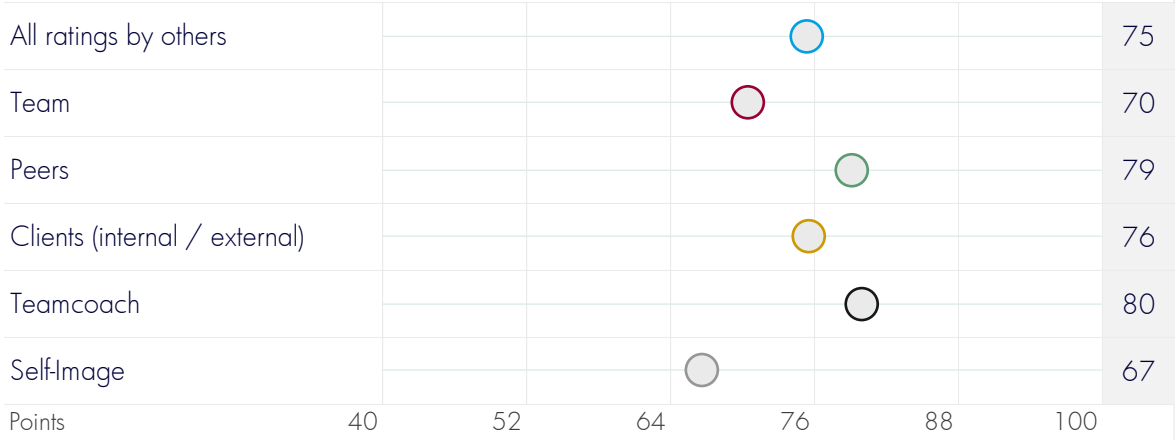
1	2	3	4	5	6	7	8	9	10	11	12	13	**14**	15	16	17	18	19	20

Johari Window: How I See Myself - How Others See Me

	Self-Image: low
●	All ratings by others: low

→ Development Need → Explore how to develop

By group



Behavioral strengths and weaknesses "Involve stakeholders".

	All ratings by others	Team	Peers	Clients (internal / external)	Teamcoach	Self-Image
E7: trusts the capability of others						⊖
E8: Behaviour 47						
E9: Behaviour 48	⊖	⊖				⊖

⊖ Average rating is below 70 points ⊕ Average rating is above 85 points

Overview of competences: «Master crises & conflicts»

Master crises & conflicts

→ Strength: Maintain

Ranking

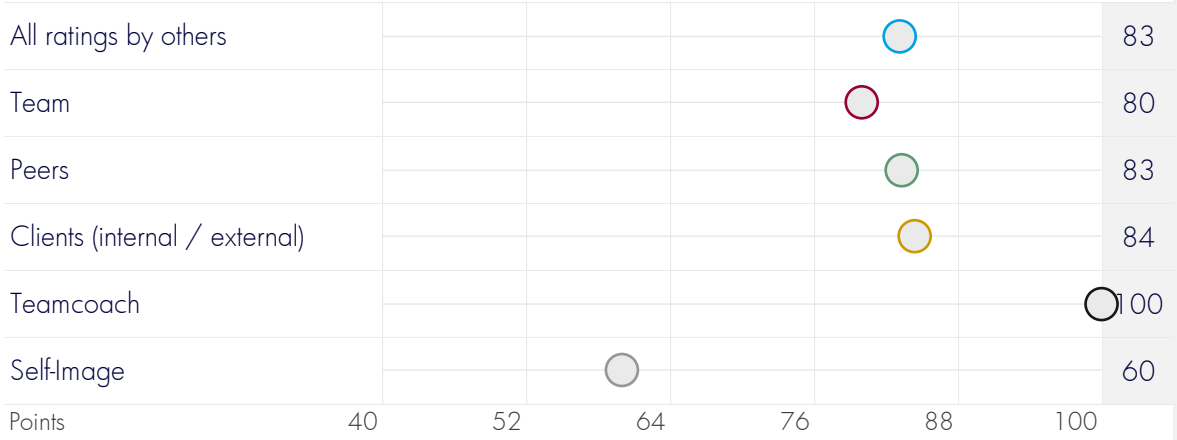
1	2	3	4	5	6	**7**	8	9	10	11	12	13	14	15	16	17	18	19	20

Johari Window: How I See Myself - How Others See Me

	Self-Image: low
●	All ratings by others: high

→ Blind Spot → Explore how to use it

By group



Behavioral strengths and weaknesses "Master crises & conflicts".

	All ratings by others	Team	Peers	Clients (internal / external)	Teamcoach	Self-Image
E10: addresses problems / seeks common solutions					⊕	
E11: Behaviour 50				⊕	⊕	⊖
E12: Behaviour 51	⊕		⊕	⊕	⊕	⊖

⊖ Average rating is below 70 points ⊕ Average rating is above 85 points

Overview of competences: «Promote cooperation»

Promote cooperation

→ Strength: Maintain

Ranking

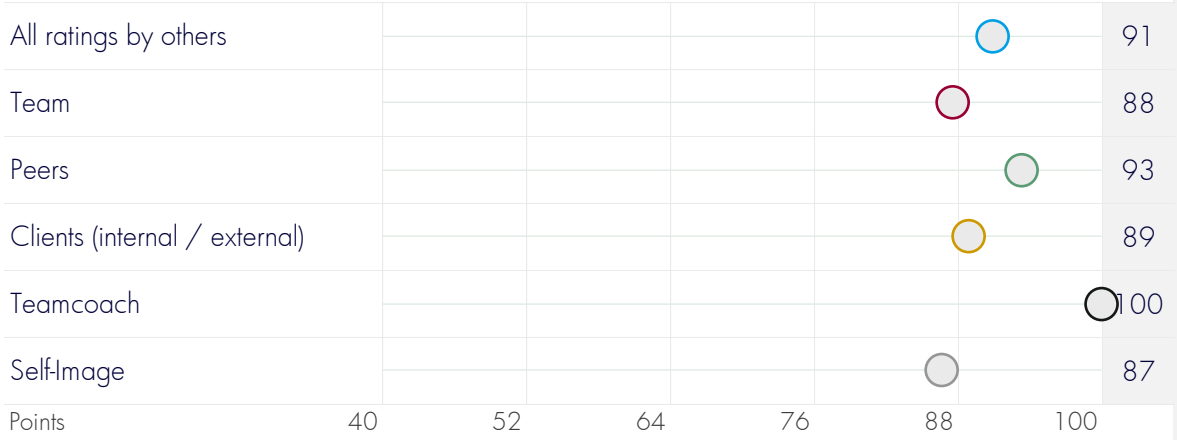
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20

Johari Window: How I See Myself - How Others See Me

	●	Self-Image: high
		All ratings by others: high

→ Confirmed Strength → Build on it

By group



Behavioral strengths and weaknesses "Promote cooperation".

	All ratings by others	Team	Peers	Clients (internal / external)	Teamcoach	Self-Image
F1: ensures a productive cooperation	⊕		⊕		⊕	
F2: Behaviour 53	⊕	⊕	⊕	⊕	⊕	⊕
F3: Behaviour 54	⊕	⊕	⊕	⊕	⊕	

⊖ Average rating is below 70 points ⊕ Average rating is above 85 points

Overview of competences: «Communicate effectively»

Communicate effectively

→ Strength: Maintain

Ranking

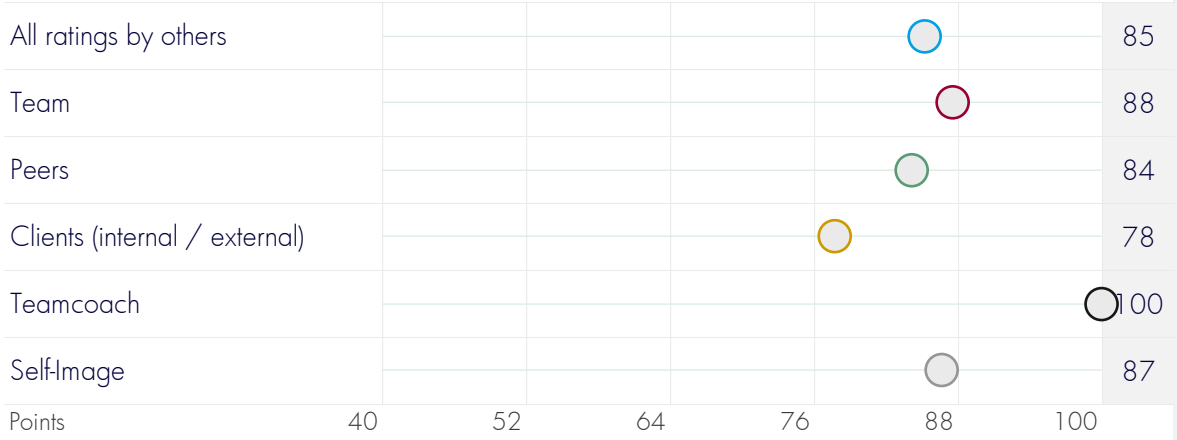
1	2	3	**4**	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20

Johari Window: How I See Myself - How Others See Me

	●	Self-Image: high
		All ratings by others: high

→ Confirmed Strength → Build on it

By group



Behavioral strengths and weaknesses "Communicate effectively".

	All ratings by others	Team	Peers	Clients (internal / external)	Teamcoach	Self-Image
F4: communicates openly and honestly	⊕	⊕	⊕	⊖	⊕	
F5: Behaviour 56			⊕		⊕	⊕
F6: Behaviour 57	⊕	⊕		⊕	⊕	

⊖ Average rating is below 70 points ⊕ Average rating is above 85 points

Overview of competences: «Deal with others»

Deal with others

→ Strength: Maintain

Ranking

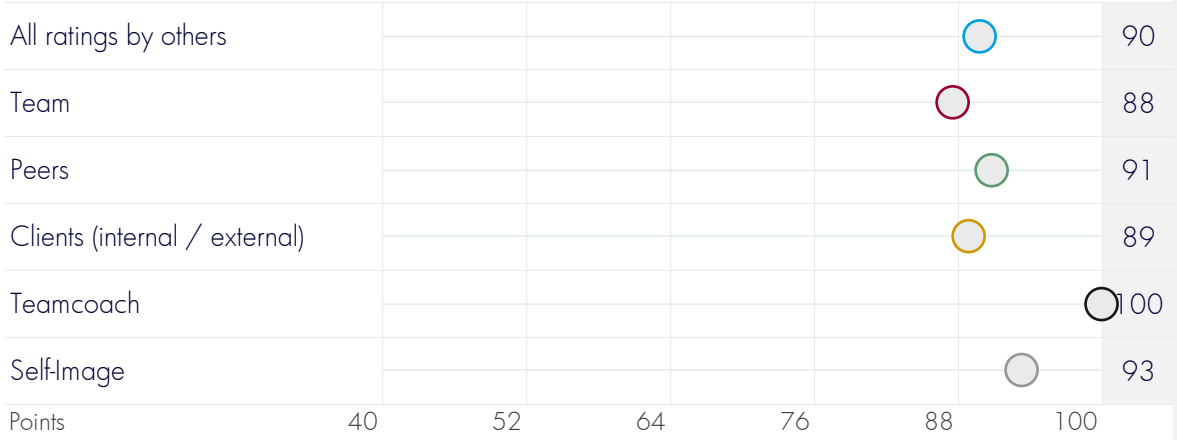
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20

Johari Window: How I See Myself - How Others See Me

	● Self-Image: high
	All ratings by others: high

→ Confirmed Strength → Build on it

By group



Behavioral strengths and weaknesses "Deal with others".

	All ratings by others	Team	Peers	Clients (internal / external)	Teamcoach	Self-Image
F7: can put himself/herself into my situation			⊕	⊕	⊕	⊕
F8: Behaviour 59	⊕	⊕	⊕	⊕	⊕	⊕
F9: Behaviour 60	⊕	⊕	⊕	⊕	⊕	

⊖ Average rating is below 70 points ⊕ Average rating is above 85 points

Sections and Contents of the Report

1	Model and Methodology	Learn how behaviour is reflected in dimensions, competencies and behaviour patterns. Understand how the answers of your feedback providers are analysed and presented.
2	Overview and Rating of Competencies	See how your competencies are perceived. Where do you have particular strengths, where is room for improvement?
3	How Different Groups See Me	Compare how different groups of feedback providers perceive you. Compare your own and others' perceptions and identify strengths and any "blind spots".
4	My competencies & behaviors in detail	A detailed account for each competency and its corresponding behaviours. The recommended actions (based on AI) help to focus on strengths and potentials for improvement.
5	Development Plan & Communication	Create a personal plan of where you want to develop and how you want to communicate the results.

Worksheet 1: Planning Implementation

1 Finally, it is a matter of drawing up a clear action plan and planning feedback to the various feedback providers.

1a Summarize your greatest strengths and how you can use them even more.

	Competencies	Measures for an even more systematic use
(+)		
(+)		
(+)		

1b Summarize where your greatest weaknesses and potential for improvement lie.

	Competencies	Improvement measures
(-)		
(-)		
(-)		

Worksheet 1: Communication & Action Plan

1c Consider what you want to discuss or communicate with the individual groups of feedback providers.

Communication to....	Message
...Team	
...Peers	
...Clients (internal / external)	
...Teamcoach	

The summary (page 7) can be used to communicate the results to the feedback providers.

1d My personal development plan:

Activity	With whom	Until when

Wording of All Questions

A1: Peter Muster exemplifies what he/she expects from others (N=19)	B1: Peter Muster is a good coach, who helps others along (N=19)	C4: Peter Muster informs clearly and openly (N=19)
A2: Behaviour 02 (N=19)	B2: Behaviour 14 (N=19)	C5: Behaviour 26 (N=19)
A3: Behaviour 03 (N=19)	B3: Behaviour 15 (N=19)	C6: Behaviour 27 (N=19)
A4: Peter Muster is a visionary who sees the big picture (N=19)	B4: Peter Muster is creative and thinks out of the box (N=19)	C7: Peter Muster finds pragmatic solutions to pending challenges (N=19)
A5: Behaviour 05 (N=19)	B5: Behaviour 17 (N=19)	C8: Behaviour 29 (N=19)
A6: Behaviour 06 (N=19)	B6: Behaviour 18 (N=19)	C9: Behaviour 30 (N=19)
A7: Peter Muster takes responsibility for his/her own work and decisions (N=19)	B7: Peter Muster questions and reflects on his own behaviour (N=18)	D1: Peter Muster sets ambitious, but realistic goals and deadlines (N=19)
A8: Behaviour 08 (N=19)	B8: Behaviour 20 (N=19)	D2: Behaviour 32 (N=19)
A9: Behaviour 09 (N=19)	B9: Behaviour 21 (N=19)	D3: Behaviour 33 (N=19)
A10: Peter Muster wins others for causes and ideas (N=19)	C1: Peter Muster puts practical structures and work processes in place (N=19)	D4: Peter Muster controls reasonably and according to the situation (N=19)
A11: Behaviour 11 (N=19)	C2: Behaviour 23 (N=19)	D5: Behaviour 35 (N=18)
A12: Behaviour 12 (N=19)	C3: Behaviour 24 (N=19)	D6: Behaviour 36 (N=19)

Wording of All Questions

D7: Peter Muster acts entrepreneurial and customer-oriented (N=19)	E10: Peter Muster openly addresses problems and seeks common solutions (N=19)	Z1: I like working with Peter Muster (N=19)
D8: Behaviour 38 (N=18)	E11: Behaviour 50 (N=19)	Z2: I have full confidence in Peter Muster (N=19)
D9: Behaviour 39 (N=19)	E12: Behaviour 51 (N=19)	Z3: I think Peter Muster is the right person for the task / function (N=19)
E1: Peter Muster informs himself and analyses thoroughly (N=18)	F1: Peter Muster ensures a productive cooperation within the team (N=18)	X1: What does Peter Muster do particularly well and what should he / she continue doing in the future? Please describe 3 concrete aspects:
E2: Behaviour 41 (N=19)	F2: Behaviour 53 (N=19)	X2: What could Peter Muster do better in the future and what should he / she change? Please describe 3 concrete aspects:
E3: Behaviour 42 (N=19)	F3: Behaviour 54 (N=19)	X3: Comments, suggestions and remarks regarding "Leadership":
E4: Peter Muster is a go-doer (N=17)	F4: Peter Muster communicates openly and honestly (N=19)	X4: Comments, suggestions and remarks regarding "Development & Innovation":
E5: Behaviour 44 (N=19)	F5: Behaviour 56 (N=19)	X5: Comments, suggestions and remarks regarding "Organization & Planning":
E6: Behaviour 45 (N=19)	F6: Behaviour 57 (N=19)	X6: Comments, suggestions and remarks regarding "Results":
E7: Peter Muster trusts the capability of others (N=19)	F7: Peter Muster can easily put himself/herself into my situation (N=19)	X7: Comments, suggestions and remarks regarding "Implementation":
E8: Behaviour 47 (N=18)	F8: Behaviour 59 (N=19)	X8: Comments, suggestions and remarks regarding "Cooperation":
E9: Behaviour 48 (N=18)	F9: Behaviour 60 (N=19)	