





Considerations on the evaluation of the indicators in the report:

- Indicators are evaluated through perception and the evaluation results range from 0 (zero) to 10 (ten).
- Indicators translate the items that will be evaluated.
- The difference of degree, less than 1%, was disregarded.

Index: Degree that represents the perception of **all** respondents about **all** evaluated indicators per item.

Strong Point and Weak Point: With the index and the standard deviation of respondents' perception, we find the **maximum and minimum degrees of respondents' perception**. Indicators above maximum degree are the **Strong Points** and the ones below are the **Weak Points**.

Indicators considered **Strong Points** or **Weak Points** are found without association with defined degrees.

Minimum Ideal per Indicator: In the existence of Weak Point(s) the degree is found to know the percentage of necessary improvement to **eliminate** it. In this case, some indicators that **are not initially Weak points suffer influence** of perception and now need to be worked on. In the absence of Weak Point(s), the Minimum Ideal per Indicator is the minimum degree of the group's perception.

Below the expression "**Indicator(s) to be worked on**" are the indicators that need to be worked on (Weak Point(s) that suffered the influence of perception). The percentage is calculated through the **indicator's degree** by **Minimum Ideal per Indicator degree**.

Critical Factor: When there is sharp divergence of perception between items.

General Index: Degree that represents all respondents' perception about all evaluated indicators in the Survey.



Perception of behavior/knowledge indicators in 8 teams of a company.

Consolidated results

Leadership										
Reflection Indicators		T1	T2	T3	T4	T5	T6	T7	T8	Global
1	Systemic view	6,29	6,56	7,54	6,36	6,50	6,48	7,01	6,59	6,65
2	Interpersonal Influence	6,15	6,74	7,02	6,76	5,86	6,62	6,57	6,41	6,67
3	Personal Stance	6,51	6,62	7,33	6,81	5,85	7,18	6,67	6,11	6,83
4	Self-reliance	6,46	6,80	7,79	7,40	6,04	6,69	7,19	6,33	6,96
5	Direction given to employees	6,18	6,52	7,65	7,18	6,41	6,78	7,11	6,84	6,76
6	Support given to employees	6,34	6,38	7,56	6,75	6,17	6,92	7,19	6,68	6,81
Index		6,43	6,66	7,60	6,85	6,23	6,89	6,97	6,60	6,82
Minimum Ideal per Indicator		6,26	6,53	7,49	6,75	6,00	6,66	6,95	6,35	6,73
Indicator(s) to be worked on										
1	Systemic view				6%		3%			1%
2	Interpersonal Influence	2%		6%		2%	1%	5%		1%
3	Personal Stance			2%		3%		4%	4%	
4	Self-reliance									
5	Direction given to employees	1%								
6	Support given to employees		2%							
Teamwork										
Reflection Indicators		T1	T2	T3	T4	T5	T6	T7	T8	Global
1	High level performance	6,70	6,12	6,87	6,63	6,11	6,03	6,79	6,03	6,58
2	Motivation	6,55	6,15	7,21	7,12	6,38	6,18	7,11	7,09	6,96
3	Delegation	7,08	6,09	7,33	7,21	7,61	6,69	7,19	7,32	7,25
4	Teamwork	6,78	6,23	7,47	7,45	7,67	6,74	7,14	7,01	7,27
5	Performance Management	6,56	6,01	6,88	6,85	6,43	6,07	7,38	6,37	6,79
6	Overcoming	7,90	6,08	6,94	6,58	6,54	6,18	7,43	6,36	6,90
Index		6,92	6,17	7,12	7,08	6,87	6,27	7,23	6,71	6,96
Minimum Ideal per Indicator		6,42	6,07	6,86	6,77	6,40	6,00	7,11	6,31	6,87
Indicator(s) to be worked on										
1	High level performance				2%	5%		5%	4%	4%
2	Motivation									
3	Delegation									
4	Teamwork									
5	Performance Management		1%							1%
6	Overcoming				3%					
People, Coaching and Feedback										
Reflection Indicators		T1	T2	T3	T4	T5	T6	T7	T8	Global
1	Interpersonal Communication	6,69	6,62	7,56	7,20	7,48	6,79	6,19	5,90	7,02
2	Assertiveness	6,96	6,92	7,36	7,04	7,51	6,79	6,62	6,54	7,13
3	Feedback	5,96	6,48	7,42	6,15	7,32	6,89	6,46	6,74	6,85
4	Alignment to the Organizational Objectives	6,68	6,93	7,51	7,00	7,52	6,48	6,60	6,27	7,07
5	Self-development	6,64	6,77	7,11	6,48	7,14	6,41	7,06	6,01	6,90
6	Coaching	6,72	7,44	7,42	6,69	7,08	6,72	6,10	5,83	7,03
Index		6,61	6,97	7,40	6,87	7,56	6,81	6,51	6,25	7,11
Minimum Ideal per Indicator		6,64	6,72	7,38	6,61	7,27	6,68	6,41	5,94	6,98
Indicator(s) to be worked on										
1	Interpersonal Communication		1%					3%	1%	
2	Assertiveness									
3	Feedback	10%	4%		7%					2%
4	Alignment to the Organizational Objectives						3%			
5	Self-development			4%	2%	2%	4%			1%
6	Coaching					3%		5%	2%	

Critical perception: Sharp divergence of perception between the teams.

Leadership									
Reflection Indicators		T1	T2	T3	T4	T5	T6	T7	T8
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	Index	6,43	6,66	7,60	6,85	6,23	6,89	6,97	6,60
Teamwork									
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6	Coaching	6,72	7,44	7,42	6,69	7,08	6,72	6,10	5,83
	Index	6,61	6,97	7,40	6,87	7,56	6,81	6,51	6,25

Results in line:

Positive divergence: Perceived better than others.

Negative divergence: Perceived worse than others.

Behavior Index: Perception of all indicators of behavior/knowledge

INDEX OF BEHAVIOR/KNOWLEDGE								
T1	T2	T3	T4	T5	T6	T7	T8	Global
6,61	6,64	7,36	6,99	6,85	6,77	7,05	6,61	6,92

Strongest perception: Perceived more strongly than all.