



Creative people solutions.
Measurable business results.

360° Feedback Report

Sam Taylor

Operations Manager
ABCXYZ Group

15 July 20XX

Sample report - the individual, organisation, scores, and comments in this document are entirely fictional and are provided for illustration only.

Executive Summary

Sam is consistently seen as a capable, dependable, and results-focused manager who combines strong technical judgement with a genuine commitment to doing things the right way. Respondents across the group recognise Sam's reliability, the high standards set around health, safety, and quality, and a clear sense of personal integrity that colleagues trust. Sam is described as someone who delivers on commitments, stays calm when pressure rises, and takes real ownership of outcomes.

The feedback is broadly positive and, encouragingly, well aligned between Sam's own self-assessment and how others experience Sam day to day. The picture is strongest in performance delivery, health and safety, and integrity, where scores are high and comments are consistent. The development themes are equally consistent, and constructive rather than critical: several respondents would like to see Sam communicate more proactively, involve others earlier in decisions, and build relationships more widely across the organisation beyond the immediate team.

Sam's own self-assessment shows good self-awareness, with the lowest self-scores falling in communication and emotional intelligence - the same areas highlighted by observers. This alignment is a strength in itself: it suggests Sam already recognises where to focus and is likely to be receptive to development in these areas. The central opportunity for this period is to convert strong individual delivery into broader organisational influence - by communicating more openly, engaging a wider set of stakeholders, and continuing to grow as a people leader rather than a technical expert who manages.

Summary Strengths

- **Reliability and delivery** - Sam is consistently recognised for delivering on commitments, meeting deadlines, and following through, giving colleagues confidence that work will get done.
- **Health, safety, and quality standards** - Sam sets and models high standards around safety and quality, and is seen as someone who genuinely cares about doing the job properly.
- **Integrity and trust** - Colleagues describe Sam as honest, principled, and discreet. Sam's word is trusted and behaviour is consistent whoever is in the room.
- **Technical judgement and problem-solving** - Sam brings strong subject-matter expertise and a calm, structured approach to solving problems under pressure.
- **Support for the immediate team** - Several observers note that Sam backs the team, removes obstacles, and creates a steady, supportive environment for direct reports.

Summary Areas for Potential Development

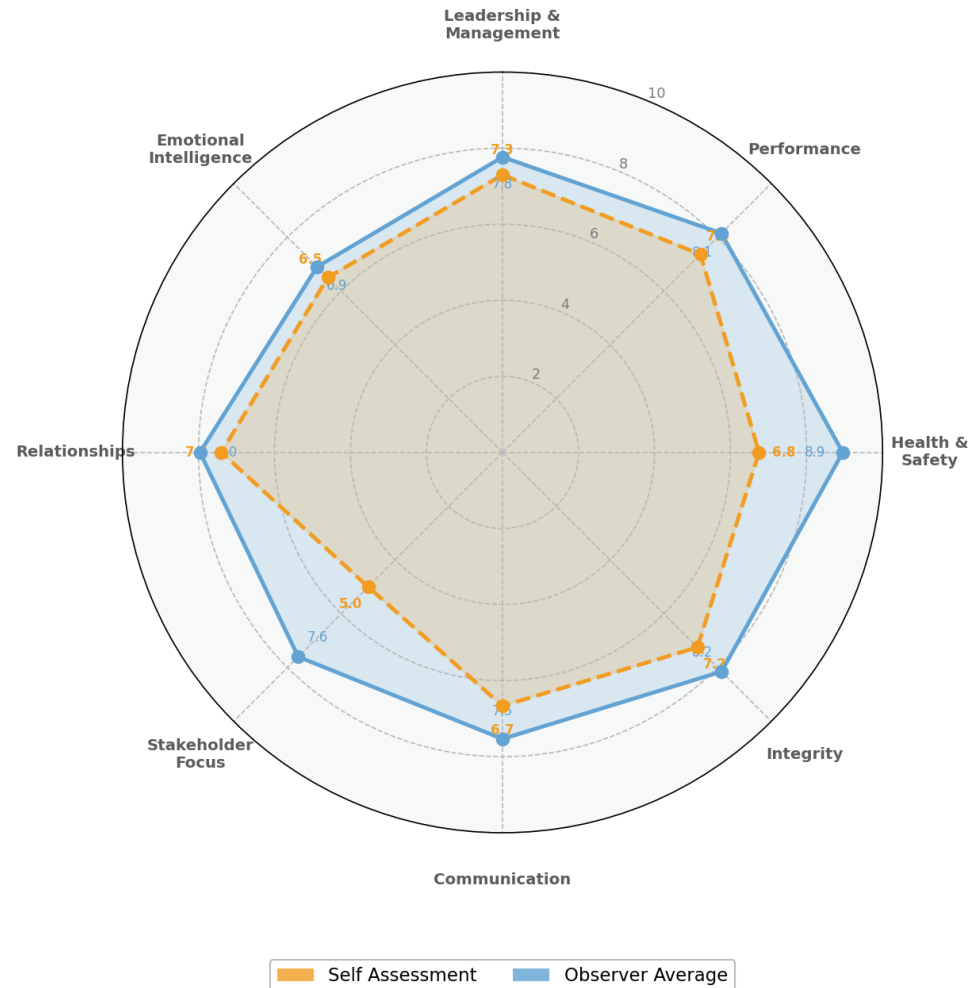
- **Proactive communication** - Several respondents would value more regular, forward-looking communication, including sharing context, progress, and decisions before being asked.
- **Involving others earlier** - Sam can default to working things through independently. Involving colleagues earlier in decisions would broaden buy-in and surface useful input.
- **Wider stakeholder engagement** - Relationships are strong within the immediate team but less developed across other functions. Building these connections would increase Sam's influence.
- **Visibility of emotional intelligence** - While composed under pressure, Sam could be more openly attuned to how decisions and messages land with others.
- **A broader leadership profile** - Colleagues see clear potential for Sam to lead more visibly and strategically, beyond strong individual and team-level delivery.

Summary Suggestions for Personal Development

- **Establish a regular communication rhythm** - Adopt a simple, consistent routine for sharing updates, priorities, and decisions - for example a short weekly note or team briefing - so colleagues are kept informed without having to ask.
- **Involve others earlier in decisions** - Identify two or three recurring decisions where seeking input before conclusions are formed would add value, and build this consultation in as a consistent habit rather than an occasional gesture.
- **Build a stakeholder engagement plan** - Map the key relationships across the organisation that would benefit from being stronger, and set aside regular time to invest in them deliberately, particularly with functions that depend on Sam's area.
- **Develop people-leadership alongside technical expertise** - Seek out coaching, mentoring, or a structured development programme focused on leading and developing others, to complement an already strong technical foundation.
- **Make impact awareness a habit** - In meetings and challenging conversations, pause to check how messages are landing and invite responses, building the habit of reading and responding to the room.

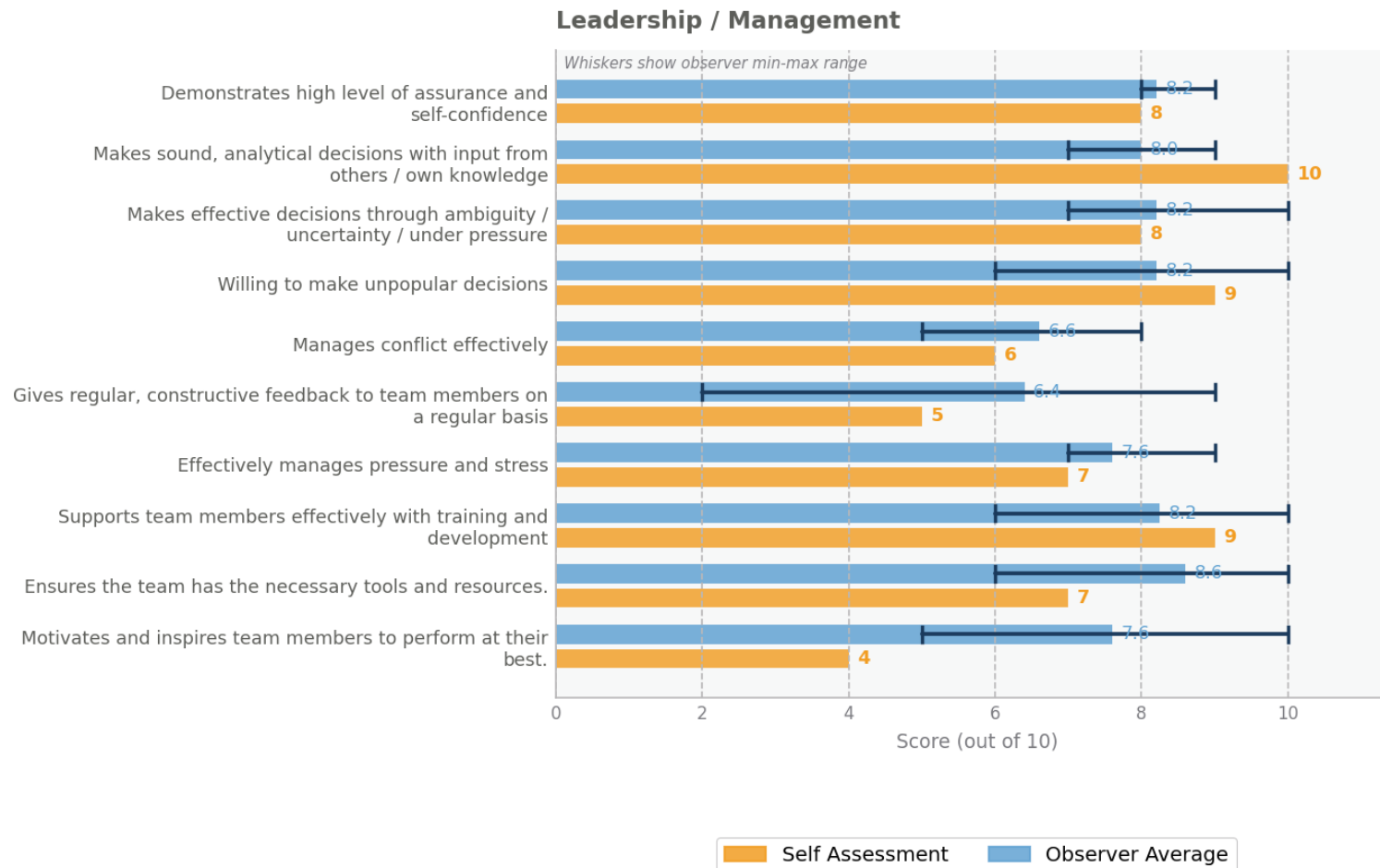
Scoring Overview

The spider chart below shows the average score per competency for the self-assessment and for observer feedback, on a scale of 1 (low) to 5 (high). Individual competency score breakdowns follow on the subsequent pages alongside the verbatim respondent comments.



Competency Feedback & Verbatim Comments

The following pages set out the feedback gathered under each competency. Comments are reproduced as written by respondents and are grouped by competency. In this sample, minor edits have been made only to preserve anonymity.



Leadership / Management

Sam leads by example and sets a clear standard for the team. A useful next step would be to delegate a little more and give others room to lead on smaller pieces of work.

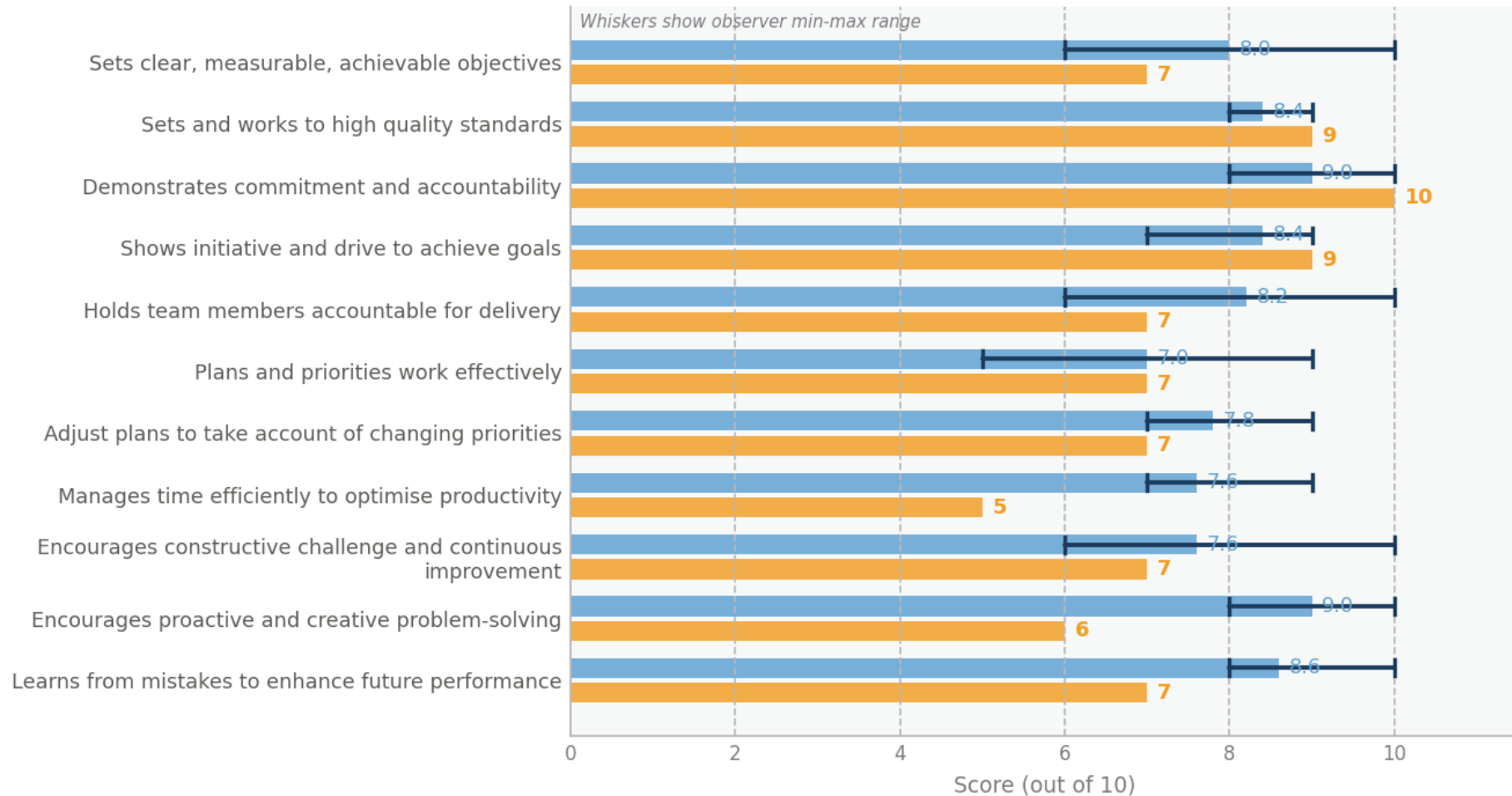
A calm and steady manager who is at their best when things get difficult. The team trusts Sam's judgement.

Sam is developing well as a leader. The main area of focus is building the confidence to influence beyond the immediate team and lead more visibly across the wider organisation.

Good technical leader. Could involve the team a little earlier in decisions rather than presenting them fully formed.

Sam has the credibility and respect to take on a broader leadership role, and I would like to see them stretch into it.

Performance



Self Assessment

Observer Average

Performance

Consistently delivers. If Sam commits to something, it gets done and to a high standard.

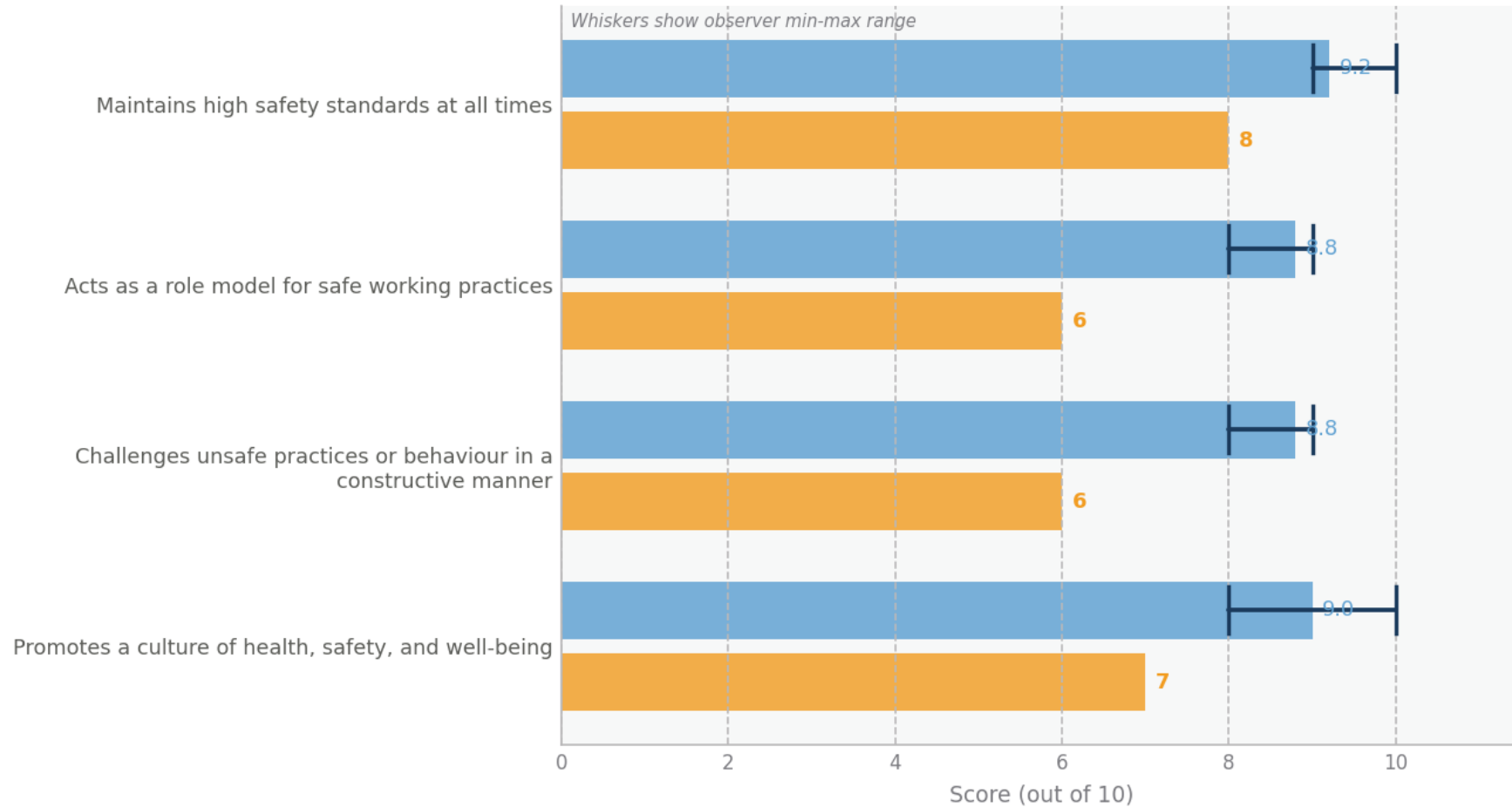
A strong problem-solver who stays organised and focused when workloads are heavy.

Sam's technical delivery is excellent. Building a wider network would help get things over the line even faster when other teams are involved.

Reliable and thorough. Occasionally takes on too much personally rather than sharing the load.

Dependable and calm under pressure - one of the steadier performers in the team.

Health and Safety



Self Assessment Observer Average

Health and Safety

Excellent. Sam takes safety seriously and expects the same of everyone around them.

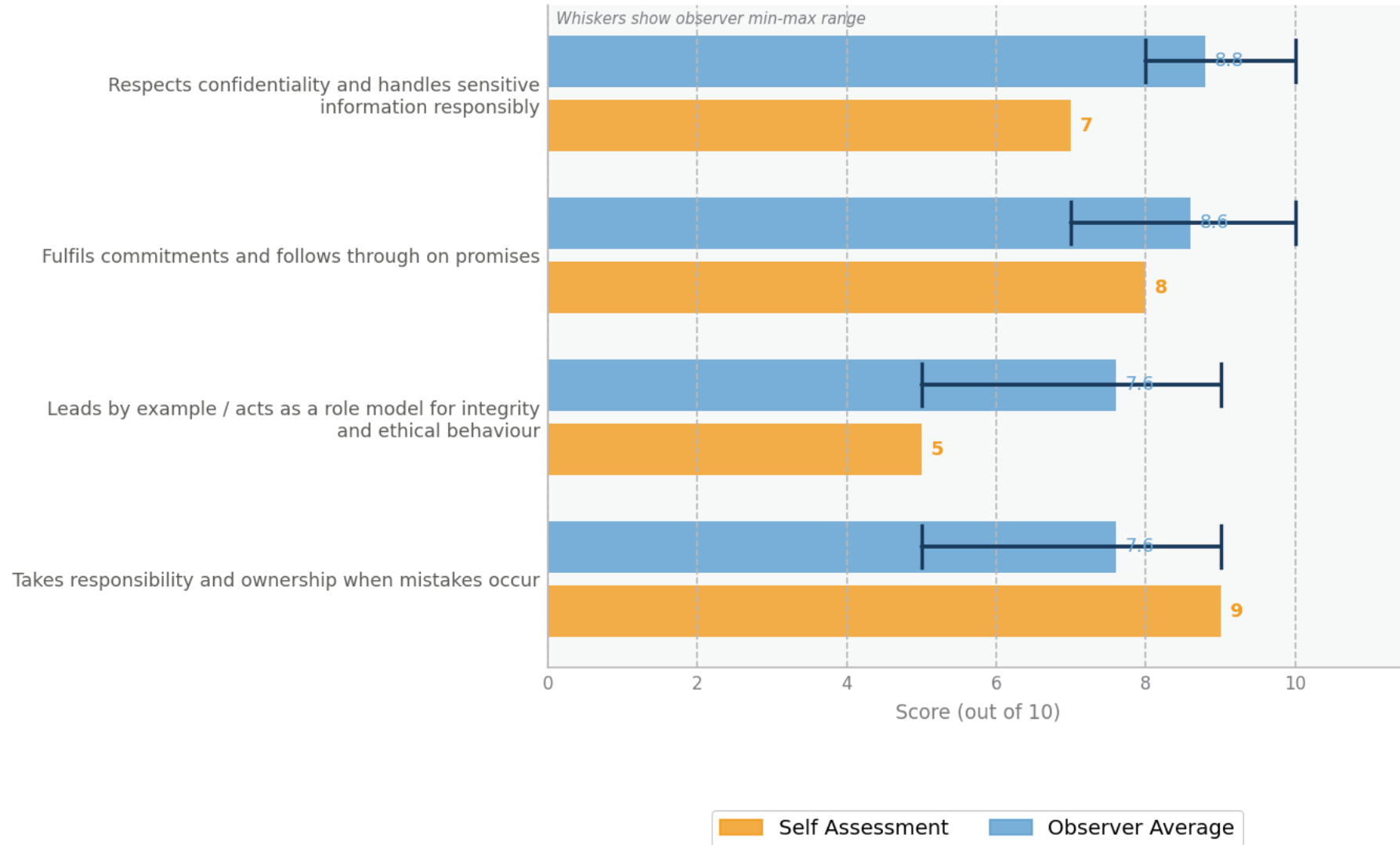
A real strength. Leads by example and never cuts corners.

Strong safety mindset and always willing to challenge unsafe practices constructively.

Sets a high standard on quality and safety and holds the team to it.

No concerns here at all - genuinely one of Sam's strongest areas.

Integrity



Integrity

Completely trustworthy. Sam does what they say they will and is straight with people.

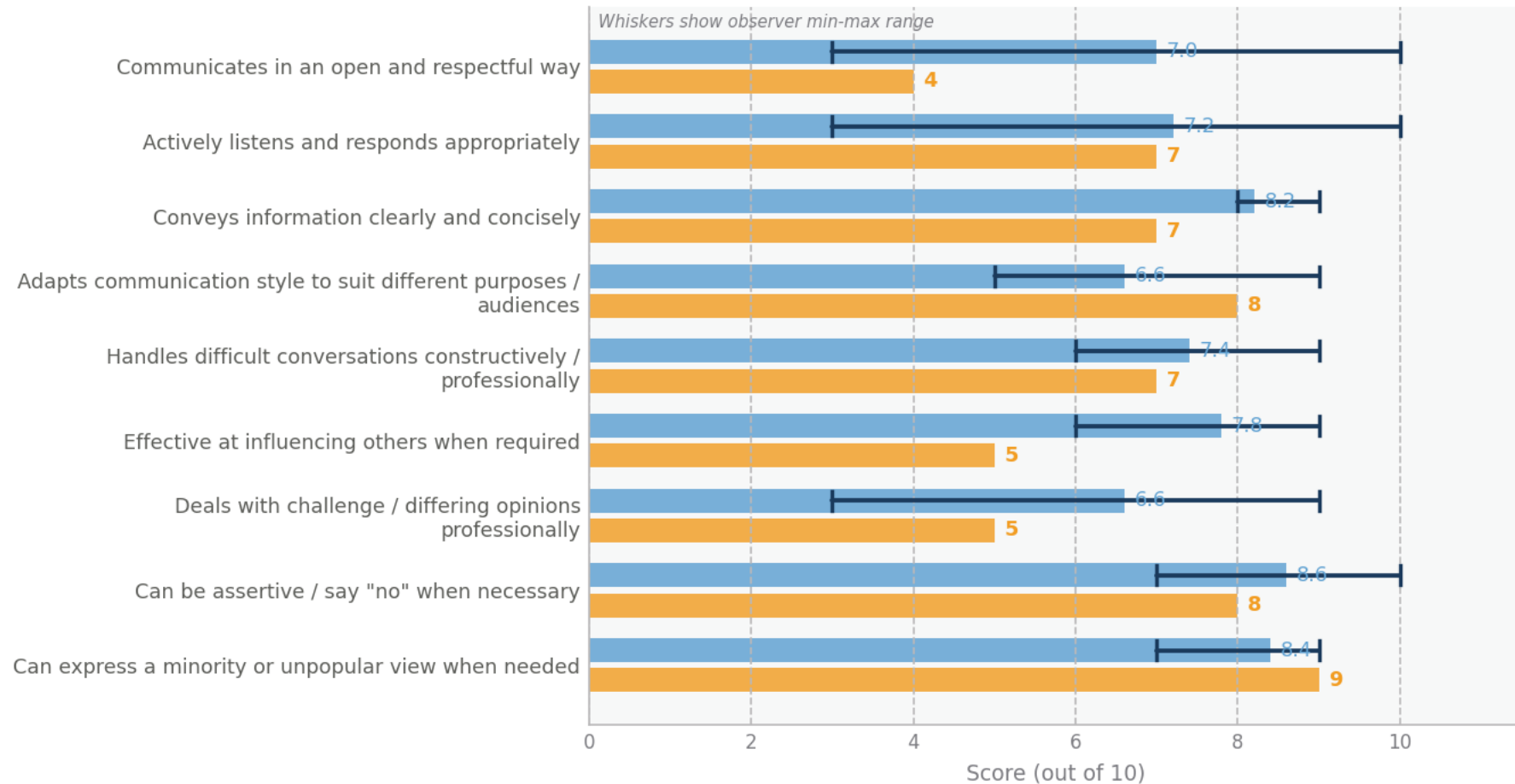
Honest and principled, and discreet with sensitive information.

Acts with the best intentions and treats people fairly. A very solid area.

Sam is consistent - you get the same person whether or not the room is watching.

High standards personally and professionally. Trust is well earned.

Communication



Self Assessment Observer Average

Communication

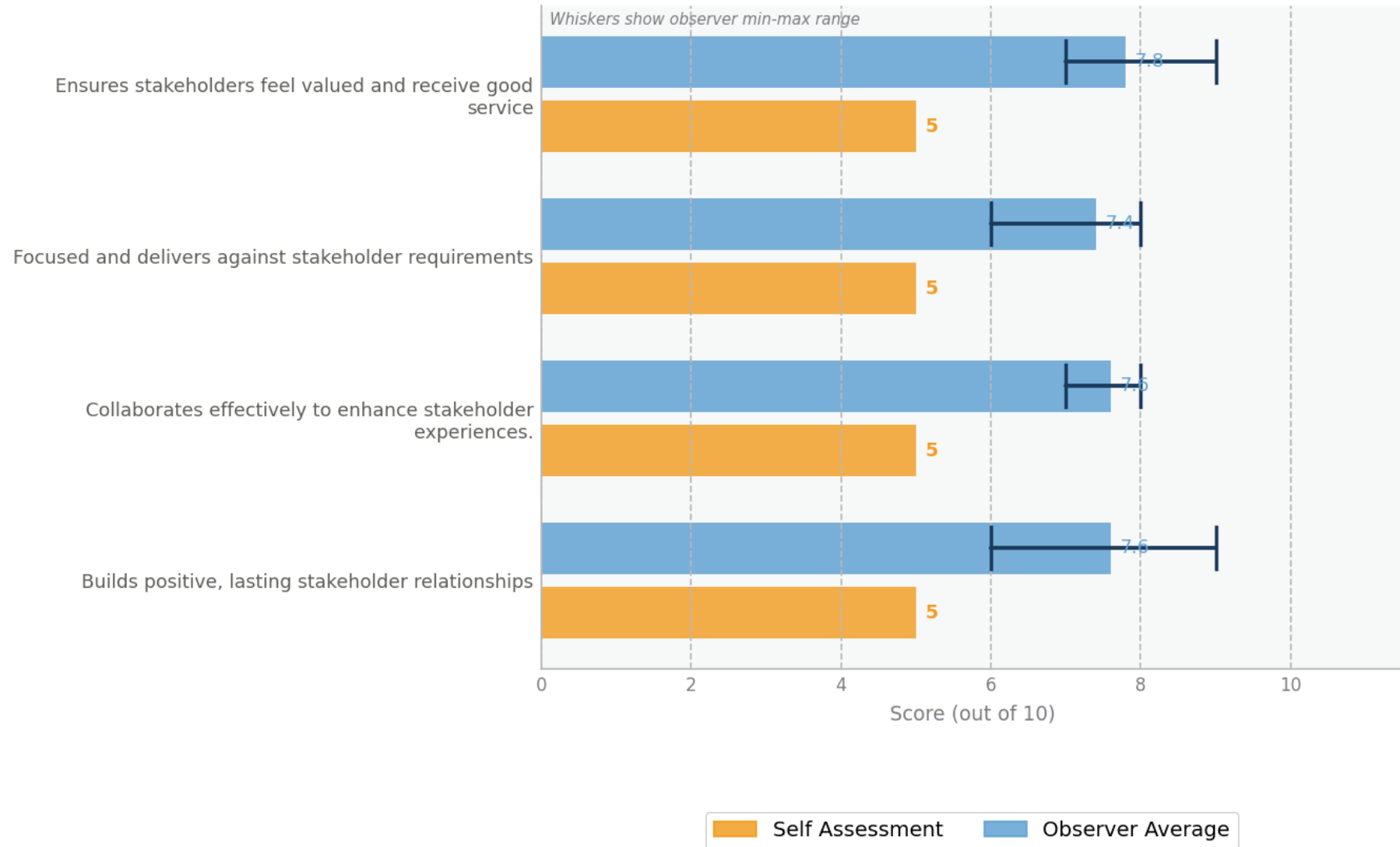
Clear and accurate when communicating, though sometimes I hear about decisions after the fact rather than being brought in early.

Sam communicates well one-to-one. A regular update to the wider team would help people feel more in the loop.

A good listener. Could share more of the thinking behind decisions so others understand the 'why'.

Focus area would be proactive communication - sharing progress and context before being asked.

Stakeholder Focus



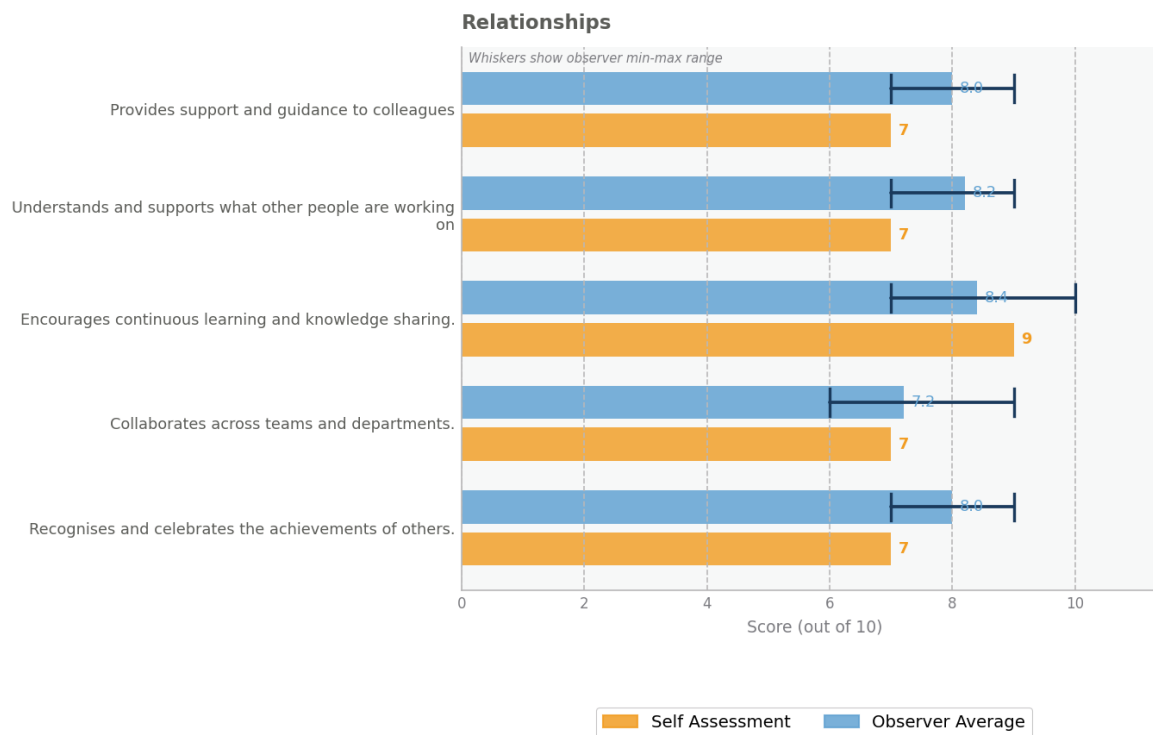
Stakeholder Focus

Manages relationships well within the team and with immediate contacts. Building wider connections across other functions would increase Sam's reach.

Responsive and reliable with the stakeholders they work with regularly.

An opportunity to engage earlier and more consistently with other departments so they feel kept in the loop.

Good with the people they know well; a more deliberate approach to newer relationships would help.



Relationships

I have a good working relationship with Sam. Straightforward, reliable, and easy to deal with.

Relationships

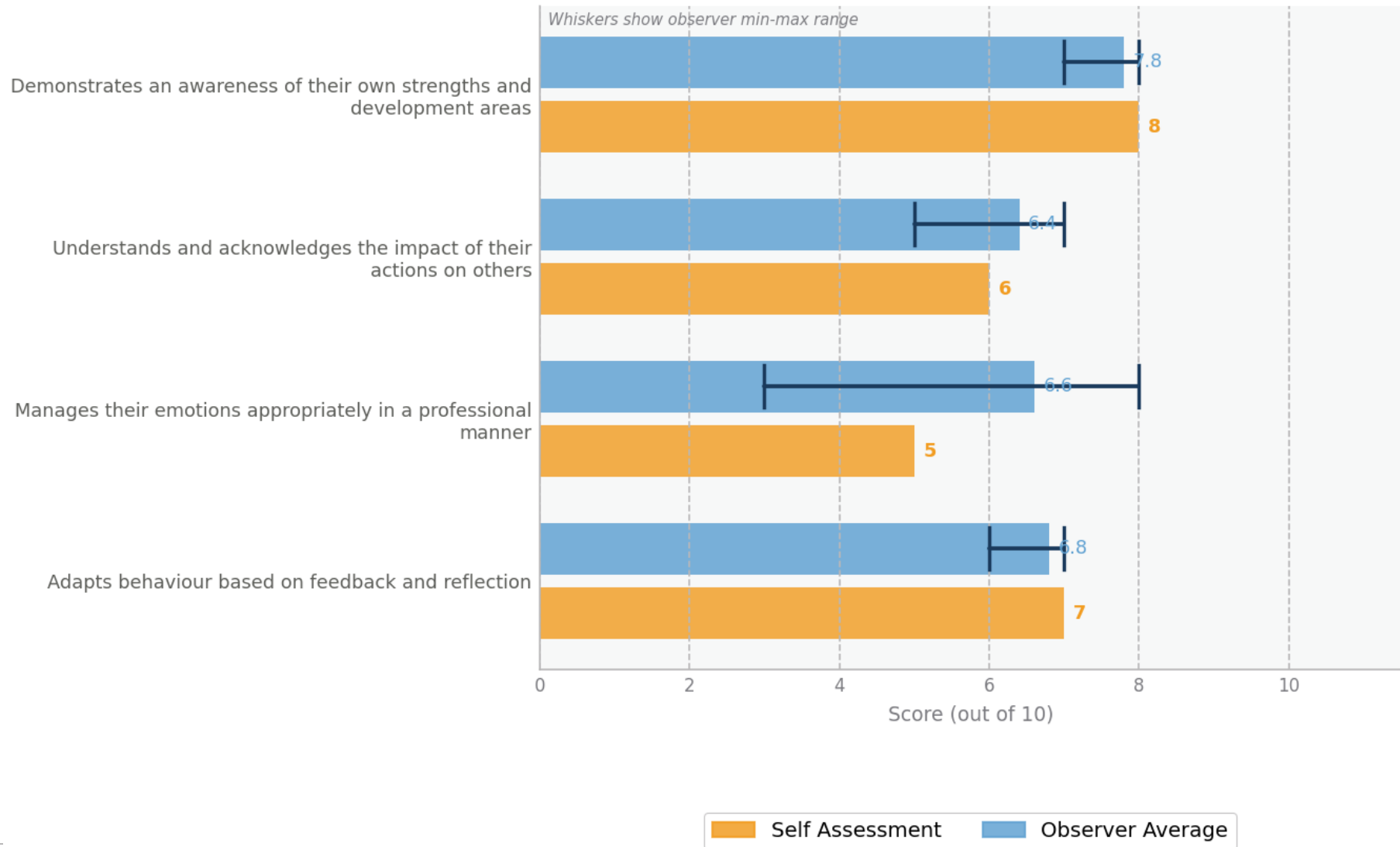
Sam builds strong relationships within the immediate team - morale is good and people feel supported.

Well respected. Developing wider internal relationships across functions is the main opportunity.

Approachable and fair. Could occasionally be more open to views that differ from their own, but always professional about it.

A steady and trusted colleague. The team clearly values working with them.

Emotional Intelligence



Emotional Intelligence

Composed and level-headed, even under pressure. Could be a little more openly aware of how messages land with others.

Reads situations well and is measured in their responses.

Good self-awareness - Sam knows their own development areas and is honest about them.

An area to keep developing is understanding the impact of decisions on the wider team, not just the immediate group.

General feedback

Sam is a dependable and trusted manager who consistently delivers and sets a strong example on safety and standards. The biggest opportunity is to communicate more proactively and build wider relationships across the organisation.

A genuine asset to the team. Well organised, calm, and reliable. With some development on visibility and influence, Sam is ready for more.

Sam has real potential to grow into a broader leadership role. Focusing on people leadership and stakeholder engagement will help get there.

Great to work with. Honest, hard-working, and someone the team trusts. Encouraging Sam to step forward more would benefit both them and the organisation.

Overall, a strong and steady performer with clear areas to build on. I would have no hesitation recommending Sam for development into a wider role.

Top strengths

Reliable and delivers on commitments

Calm and composed under pressure

Strong technical judgement and problem-solving

High standards on health, safety, and quality

Honest and principled - highly trusted

Supportive of the immediate team

Well organised and thorough

Takes ownership and accountability

A good listener in one-to-one settings

Fair and consistent in dealings with others

A steady, dependable presence for the team

Genuine commitment to doing the job well

Top weaknesses / areas to watch

Can hold back on proactive communication
Sometimes shares decisions after the fact rather than involving others early
Relationships concentrated within the immediate team
Can take on too much personally rather than delegating
Less visible across the wider organisation
Could show more openness to differing viewpoints
Impact awareness with the wider team could be stronger
Tends toward working independently over collaborating
Could share more of the reasoning behind decisions
Underplays their own potential for a broader role

Areas for development

Build a consistent communication rhythm so colleagues are kept informed of priorities, progress, and decisions without needing to ask.
Involve others earlier in decision-making to broaden buy-in and surface useful input, while maintaining pace and delivery.
Develop wider stakeholder relationships across functions to increase influence and reach beyond the immediate team.
Continue developing people-leadership capability to complement strong technical expertise, with support from coaching or a structured programme.
Grow confidence and visibility to step into a broader, more strategic leadership role.