

MANAGER DEVELOPMENT CYCLE — H2 2026 (ILLUSTRATIVE SAMPLE)

Your 360° feedback report

Priya Raman · Manager 360 · 8 of 8 raters completed. This is development feedback, not a verdict — the gaps are where the learning is.

CONFIRMED STRENGTHS

Accountability & Ownership · Stakeholder Communication · Goal-Setting & Performance

Others rate these highly — keep leaning on them.

HIDDEN STRENGTHS

Accountability & Ownership · Stakeholder Communication

Others rate you higher than you rate yourself — own these.

BLIND SPOTS

Coaching & Development · Empowerment & Delegation · Self-Awareness

You rate yourself higher than others experience — worth a conversation.

DEVELOPMENT AREAS

Empowerment & Delegation · Difficult Conversations · Coaching & Development

The lowest-rated by others — pick one, not all.

The behaviours, ranked

Every behaviour with at least 3 observed answers from others, ranked by what others see — not by what you think. Read the two lists before the competency detail: pick up to three from each.

Most consistently seen

The behaviours others experience most often. Keep doing these on purpose.

- 1** I deliver what I committed to, by when I committed to it.
Accountability & Ownership · Others 5.3 / 6 · Self 4 · 6 observed **RATERS AGREE**
- 2** I adjust how an update is pitched to fit its audience.
Stakeholder Communication · Others 5.2 / 6 · Self 4 · 6 observed **RATERS AGREE**
- 3** I flag early when a commitment is at risk, with a proposed fix.
Accountability & Ownership · Others 5.2 / 6 · Self 4 · 6 observed **RATERS AGREE**
- 4** I take responsibility for outcomes instead of pointing at circumstances.
Accountability & Ownership · Others 5.2 / 6 · Self 4 · 6 observed **RATERS AGREE**
- 5** I communicate status, risks or changes before being chased for them.
Stakeholder Communication · Others 5.2 / 6 · Self 3 · 5 observed **RATERS AGREE**

Least often seen

The behaviours others experience least. One of these is probably the development focus.

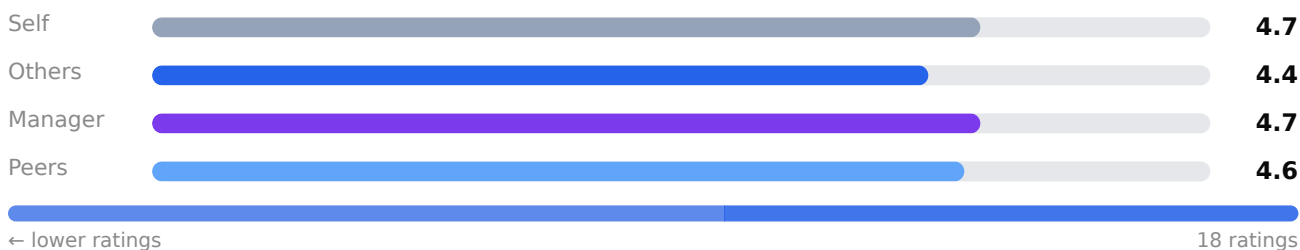
- 1** I share credit publicly when delegated work goes well.
Empowerment & Delegation · Others 3.0 / 6 · Self 5 · 6 observed **RATERS AGREE**
- 2** I delegate whole outcomes, not just tasks, with the authority to decide.
Empowerment & Delegation · Others 3.2 / 6 · Self 5 · 6 observed **RATERS AGREE**
- 3** I let people complete delegated work without taking it back midway.
Empowerment & Delegation · Others 3.2 / 6 · Self 5 · 6 observed **RATERS AGREE**
- 4** I stay respectful while delivering unwelcome news plainly.
Difficult Conversations · Others 3.2 / 6 · Self 3 · 6 observed **SOME SPREAD**
- 5** I ask questions that help someone find their own answer before offering one.
Coaching & Development · Others 3.3 / 6 · Self 5 · 6 observed **RATERS AGREE**

Goal-Setting & Performance

+0.3 self higher

DEVELOPMENT AREA

Sets clear expectations and follows through on them.



Item detail (3)

I set goals that are specific enough to know whether they were met.

Self 5 · Others 4.5 (6 observed) · Manager 5 **RATERS AGREE**

I review progress against goals on a regular rhythm, not only at deadlines.

Self 5 · Others 4.3 (6 observed) · Manager 4 **RATERS AGREE**

I act when agreed standards are not being met, rather than lowering them.

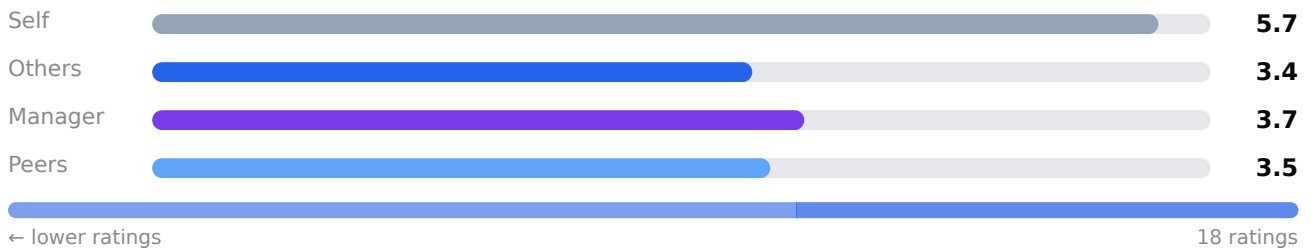
Self 4 · Others 4.5 (6 observed) · Manager 5 **RATERS AGREE**

Coaching & Development

+2.3 self higher

BLIND SPOT

Grows people through feedback, stretch and guided practice.



Item detail (3)

I give feedback specific enough to act on.

Self 6 · Others 3.5 (6 observed) · Manager 4 **RATERS AGREE**

I ask questions that help someone find their own answer before offering one.

Self 5 · Others 3.3 (6 observed) · Manager 3 **RATERS AGREE**

I give people stretch work slightly beyond their current level.

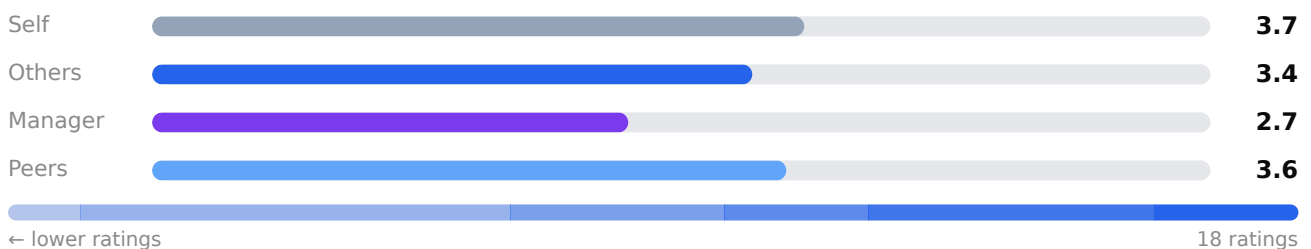
Self 6 · Others 3.3 (6 observed) · Manager 4 **RATERS AGREE**

Difficult Conversations

+0.3 self higher

DEVELOPMENT AREA

Raises hard topics early, directly and respectfully.



Item detail (3)

I raise performance or behaviour concerns directly with the person involved, not around them.

Self 4 · Others 3.7 (6 observed) · Manager 3 **RATERS SPLIT**

I address problems while they are small rather than letting them build.

Self 4 · Others 3.5 (6 observed) · Manager 2 **SOME SPREAD**

I stay respectful while delivering unwelcome news plainly.

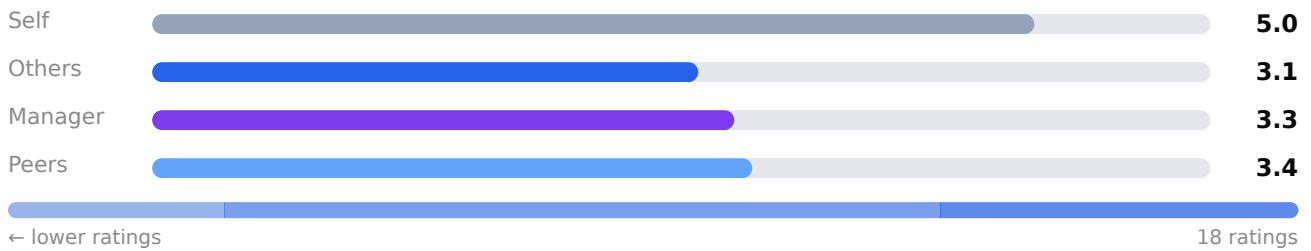
Self 3 · Others 3.2 (6 observed) · Manager 3 **SOME SPREAD**

Empowerment & Delegation

+1.9 self higher

BLIND SPOT

Hands over real ownership with the authority to act.



Item detail (3)

I delegate whole outcomes, not just tasks, with the authority to decide.

Self 5 · Others 3.2 (6 observed) · Manager 3 **RATERS AGREE**

I let people complete delegated work without taking it back midway.

Self 5 · Others 3.2 (6 observed) · Manager 3 **RATERS AGREE**

I share credit publicly when delegated work goes well.

Self 5 · Others 3.0 (6 observed) · Manager 4 **RATERS AGREE**

Motivation & Engagement

+0.4 self higher

DEVELOPMENT AREA

Creates energy and meaning in the team's work.



Item detail (3)

I connect individual work to a purpose the person cares about.

Self 5 · Others 4.3 (6 observed) · Manager 5 **RATERS AGREE**

I recognise good work soon after it happens.

Self 4 · Others 4.5 (6 observed) · Manager 5 **RATERS AGREE**

I act early when someone shows signs of disengaging.

Self 5 · Others 4.2 (6 observed) · Manager 4 **RATERS AGREE**

Accountability & Ownership

-1.2 others higher

HIDDEN STRENGTH

Owns outcomes, including the inconvenient ones.



Item detail (3)

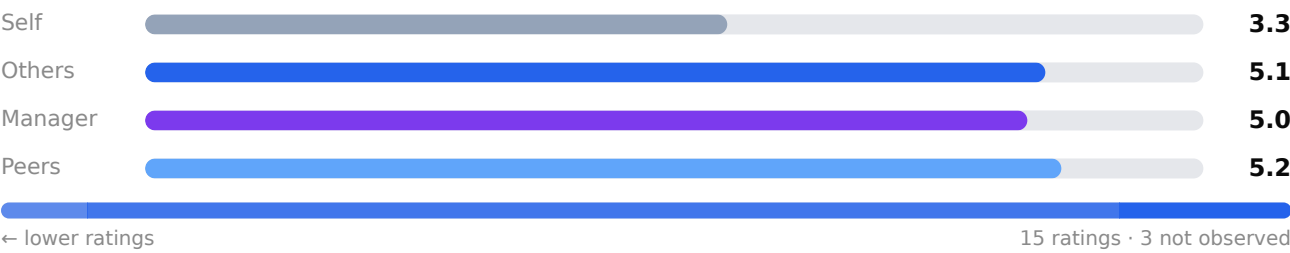
- I deliver what I committed to, by when I committed to it.
Self 4 · Others 5.3 (6 observed) · Manager 5 **RATERS AGREE**
- I take responsibility for outcomes instead of pointing at circumstances.
Self 4 · Others 5.2 (6 observed) · Manager 6 **RATERS AGREE**
- I flag early when a commitment is at risk, with a proposed fix.
Self 4 · Others 5.2 (6 observed) · Manager 5 **RATERS AGREE**

Stakeholder Communication

-1.8 others higher

HIDDEN STRENGTH

Keeps the right people informed with the right amount at the right time.



Item detail (3)

- I communicate status, risks or changes before being chased for them.
Self 3 · Others 5.2 (5 observed) · Manager 5 **RATERS AGREE**
- I adjust how an update is pitched to fit its audience.
Self 4 · Others 5.2 (6 observed) · Manager 5 **RATERS AGREE**
- I confirm what was agreed in writing so nothing is left to memory.
Self 3 · Others 4.8 (4 observed) · Manager 5 **RATERS AGREE**

Self-Awareness

+1.1 self higher

BLIND SPOT

Knows their own strengths, limits and impact on others, and acts on that knowledge.



Item detail (3)

I ask for feedback on my own work or behaviour.

Self 5 · Others 3.7 (6 observed) · Manager 4 **RATERS AGREE**

I openly acknowledge my mistakes without being pushed to.

Self 5 · Others 3.5 (6 observed) · Manager 4 **RATERS AGREE**

I adjust my behaviour when told about its impact on others.

Self 4 · Others 3.7 (6 observed) · Manager 4 **RATERS AGREE**

In their own words

What should this person keep doing? Give one concrete example you have seen.

"Protects the team's focus time and pushes back on work that arrives late."

"Is straight with us about what is uncertain."

"Always reads the paper before the meeting and comes with the awkward question already written down."

"Will say in a room that a date is not achievable. Not many people do."

"Shares the roadmap early enough that we can plan around it."

"Runs the sprint review better than anyone else in the function. Stakeholders leave knowing what changed and why." — Manager

What is the one change that would most increase this person's impact? Describe a situation where it showed.

"Tell me the thing that is not working when it happens, not at the review."

"Decisions sometimes arrive without the reasoning, so we re-litigate them a week later."

"Delegates the task and then re-does it. The second version is better and the first person has stopped trying."

"I would like to own a piece of work end to end without it being checked halfway."

"Say the hard thing in the room rather than in the follow-up message."

"Hold the difficult conversation in the week it is needed. Twice this quarter a performance conversation waited for the cycle and cost the team a month." — Manager

Anonymous comments are lightly rewritten to remove identifying details, preserving the substance; they are shown in random order. The manager's comments are attributed — the manager was told.

How to read this report

Every statement was rated on frequency, 1 (Almost never) to 6 (Almost always). “Not observed” never counts against you — it is excluded from every average.

Anonymous feedback (peers, direct reports, external) is only ever shown combined across at least 3 responses; groups below that are merged, never shown alone. The self and manager views are attributed, and both raters knew that.

The most useful places to look are the gaps: where others see more than you do (hidden strengths, worth owning) and where the self-view runs ahead of others' experience (blind spots, worth a conversation — not a verdict). Completed by 8 of 8 raters.

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