

# Sample 360-Degree Feedback for Paul Lavarre

## Scores for individual questionnaire items

*(Page 1 of 2-page extract)*

Cluster Six: Relations with others	Boss	Self	Peers	Subs	Extnl
15. Relates well to others	7	6	7	6	7
20. Recognises/rewards others' contributions	7	7	6	5	8
28. Is helpful and understanding in others' professional fields	8	7	6	6	7
42. Is sensitive to others' feelings and to own impact on others	7	9	8	6	7
51. Makes sure others get the credit as appropriate	8	7	7	6	7
52. Ensures others are never left feeling resentful	6	4	4	5	4
60. Works well in teams	7	6	6	5	7
Average	7.4	7.1	6.3	5.6	7.3

As per above, for feedback purposes all questionnaire items are grouped into one of sixteen “clusters” (e.g. Communications, Handling Diversity).



And an overall average score for all of the questionnaire items is provided:

	Boss	Self	Peers	Subs	Extnl
Average for all 96 responses	7.1	6.4	6.3	5.2	7.1

Finally, by comparing responses against our overall database (or against a sample from your own organisation), particular **strengths** or **development needs** can be highlighted.

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## Written feedback responses

*(Page 2 of 2-page extract)*

### “Boss” Feedback for Paul Lavarre

#### **Strengths**

1. He is very resilient and tenacious
2. He can always be relied upon in an emergency
3. Very concerned to do a quality job

#### **Improvements**

1. Get a better handle on costs
2. Conflict-handling very very occasionally could be improved
3. Budgeting and finance are areas in which he could usefully learn more

#### **One Message**

We should continue to work together to address the above development needs. Please tell me if I can do any more to help in this

### “Self” Feedback for Paul Lavarre

#### **Strengths**

1. Deep understanding of the organisation
2. Familiar with all the main functions of my job
3. Able to communicate complex ideas to others

#### **Improvements**

1. I need to delegate more
2. I need a better understanding of finance
3. More exposure to operational issues in the field

#### **One Message**

Learn to delegate

**(Written “Subordinate”, “Peer” and  
“External” responses are also provided as part  
of 360-Degree Feedback)**