

# Deloitte 360-Degree Feedback

**Sankalp Mohanty**

29/Jul/2025

## Introduction

Constructive feedback is increasingly recognized as a key to enhancing managerial effectiveness.

This report provides you with detailed feedback on your skills, abilities, personal attributes, and other job relevant characteristics, as seen from several different perspectives: specifically, your own, career development advisor (CDA), your direct reports', peers' and 'other stakeholder's and if participating, your review partner's. It is based on the analysis of responses to the Deloitte Future Leader Framework questionnaire which you and other people completed recently.

In using this report, it is important to remember that the information it contains reflects different peoples' perceptions of you at a particular point in time. This report is not a complete and exhaustive feedback and should be considered as guidance to increase self-awareness and, in turn, help you to maximize your effectiveness and develop your full potential. Nevertheless, the detailed analysis it permits can enable you to achieve new insights into your own strengths and areas of development.

It is recommended that you read through your report from a development perspective and not consider it as a reflection of performance in the current review period.

### **When using your 360-degree feedback, it is important you:**

- Encourage candid and honest feedback and communication between you, your peers, and other key stakeholders.
- Appreciate how similar or different your perceptions are about your own strengths and blind spots, as compared to others.
- Build a quantitative baseline for the future to support your longer-term career journey in Deloitte. Help you identify key priorities and actions for future development.

### **Caution**

- Your 360-degree feedback report is accessible only to you and your CDA, and the central Talent Team, in keeping with Deloitte's confidentiality principles.
- Your report is expected to be a tool or aid to help you self-reflect as well as identify areas of strength and development. Hence, we highly recommend that you discuss the feedback from the report with your CDA, Talent Team and any other key stakeholders who support your career journey.
- To protect the confidentiality of your raters or reviewers, apart from the 'self' and 'CDA' categories, where only one rater is expected to complete the feedback, you need a minimum of 2 raters in every other category (peers, direct report, and other stakeholders) to receive the category wise consolidated feedback. If a category consists of fewer than 2 raters, their feedback will not be shared in the specific category but grouped under 'All others', this is to ensure rater anonymity.
- It is important to keep an open mind to the feedback you receive, take the time to self-reflect and prioritize 2-3 key actions or commitments that you are willing to undertake based on the outcomes from this report.

# About this report

## Deloitte Future Leader Framework

Based on extensive research on high-performing leaders conducted by Deloitte, the eight core competencies mentioned below are essential for success in leadership roles. These competencies form the foundation of the 360-Degree Feedback survey, enabling a comprehensive evaluation aligned with the Future Leader Framework.



## Rating Scale

Feedback is reported on 5-point rating scale to showcase the level of behavior demonstrated by the participant. An option to select “No Rating” is provided incase the stakeholder has not witnessed or experienced a particular behavior.









[Click here for rating scale description](#)

# Report Content

## Rater Groups

The 360-Degree Feedback is a multi-rater feedback process. There are multiple rater categories where you nominated stakeholders to provide you with feedback. Below is a summary of the raters you invited across these groups, along with the count of invites versus completed responses. The data in this report reflects only those who have submitted their feedback.

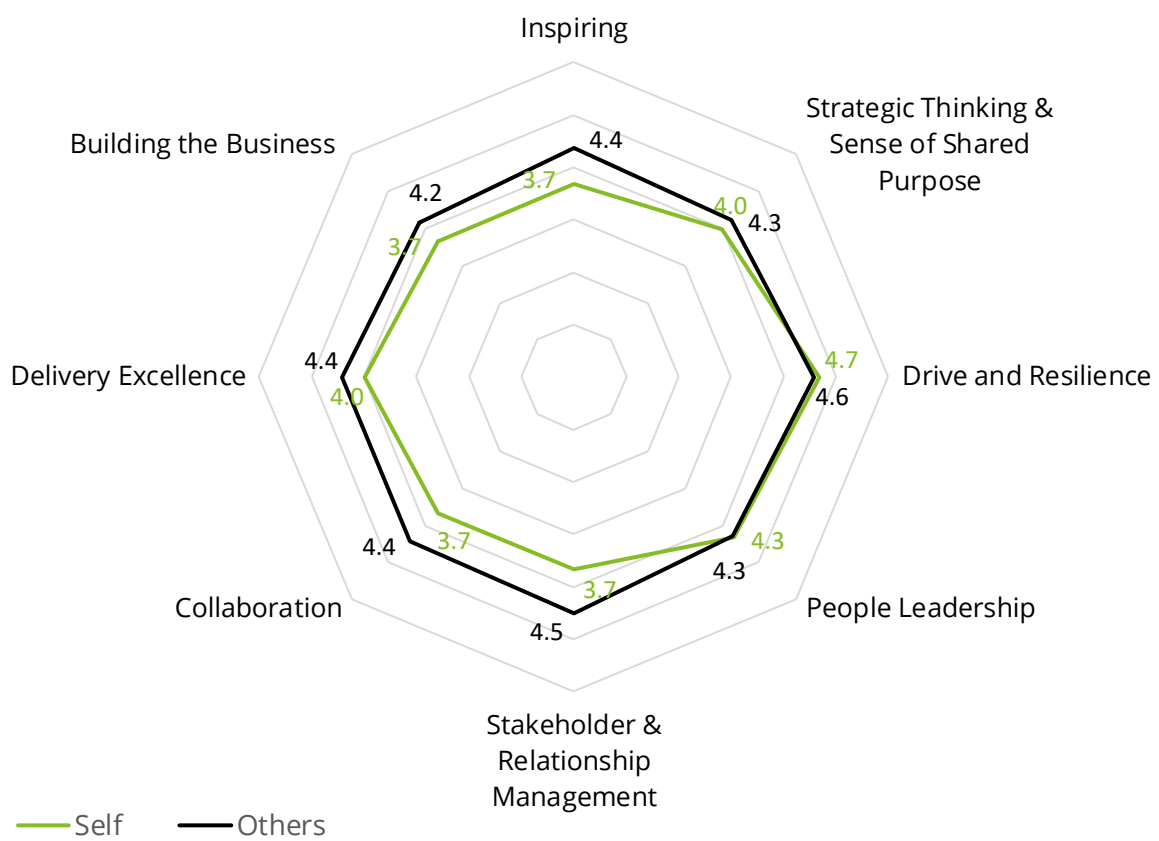
Rater	Description	Invited	Completed
 <b>Self</b>	This is you!	1	1
 <b>CDA</b>	Your advisor, responsible for your career	1	1
 <b>Review Partner</b>	The partner you report to, for projects	2	1
 <b>Direct Reports</b>	Your team members who report to you	5	4
 <b>Peers</b>	Colleagues at your professional career level	3	1
 <b>Other Stakeholders</b>	Stakeholders you interact with regularly and who do not map to any of the above categories	4	1
Total		16	9

**Note:** If the minimum number of responses is not received from a specific rater category in the 360-degree feedback survey, scores for that category will not be displayed separately. Instead, they will be included in the cumulative "All Others" category. If there were no raters identified as the Review Partner, the category will not show any scores.

# Overview of 360 Feedback

## Overview

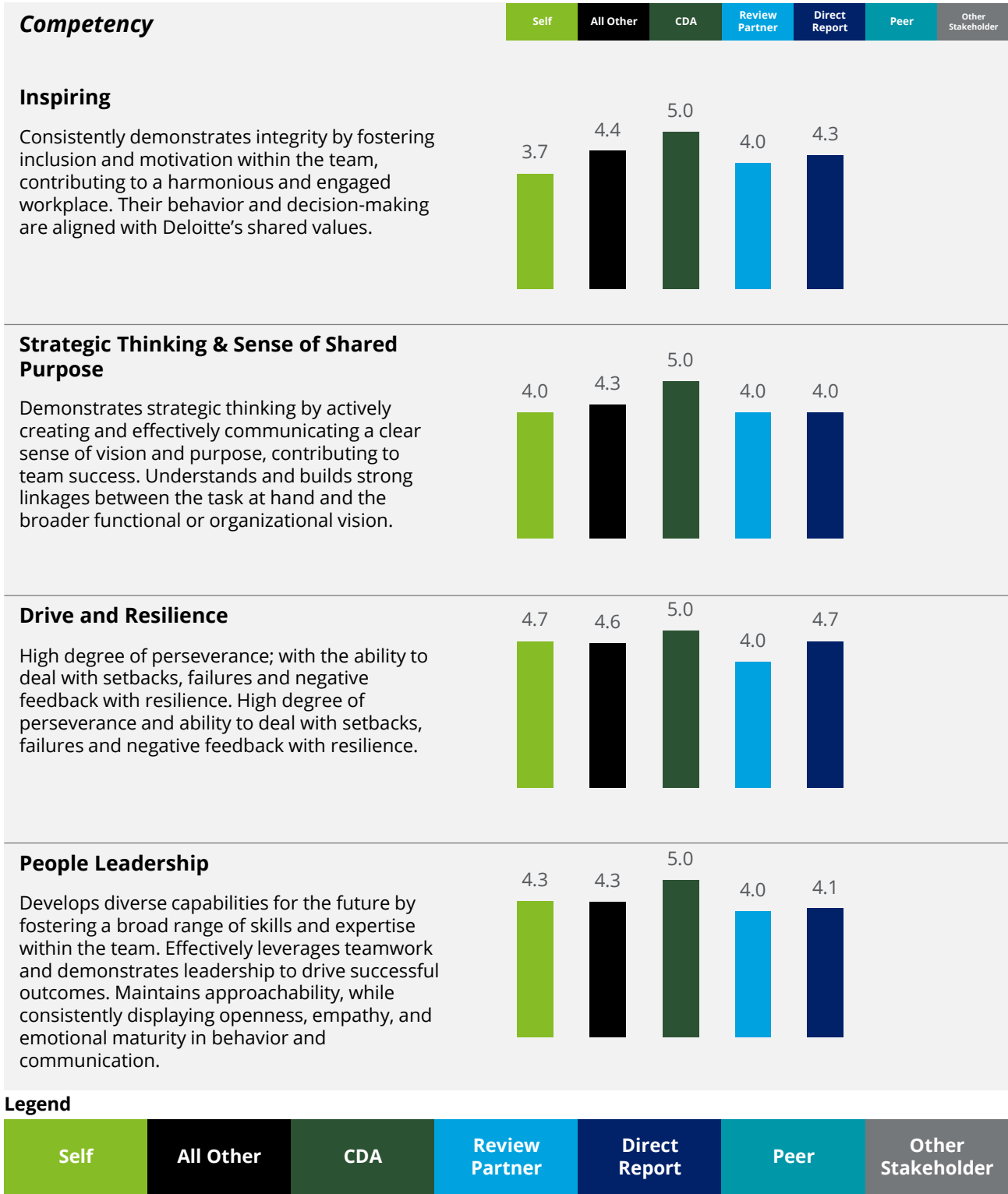
The below spider-web chart visually compares “Self” ratings against “All Others” (the combined feedback from peers, CDAs, direct reports, etc.) across the Deloitte Future Leader Framework. The graph provides an overview of alignment or gaps between how you perceive yourself and how others perceive you (All Others).



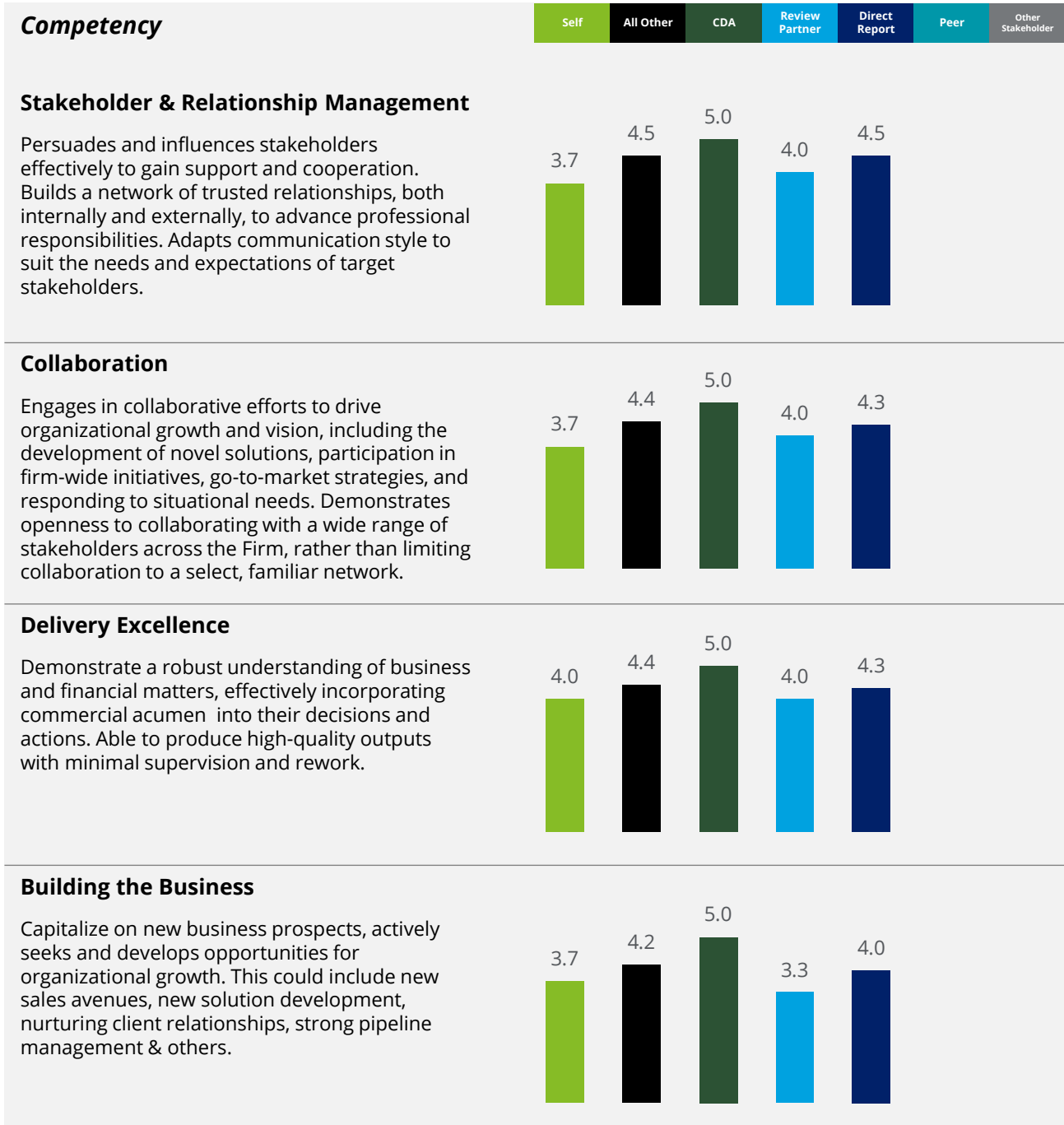
## What does it mean?

- If the Self-ratings are consistently higher than All Others, it may indicate overconfidence or a lack of self-awareness.
- If the Self-ratings are consistently lower than All Others, it suggests an undervaluation of strengths.
- When the ratings closely match, it reflects strong self-awareness.

Detailed view



Detailed view



Legend



## Focus Areas

### Key Strengths

The following are the top 5 strengths recognized across your rater groups. These represent your highest-scoring areas identified by All Others.

Competency	Item	Score
Inspiring	Demonstrates unwavering integrity in making decisions that reflect Deloitte’s shared values.	4.63
Drive and Resilience	Displays perseverance by staying committed to objectives despite challenges, maintaining a steady focus on delivering results.	4.63
Drive and Resilience	Exemplifies resilience by constructively addressing failures and leveraging feedback to drive organizational growth and inspire teams.	4.63
Stakeholder & Relationship Management	Changes approach & adapts communication style to appeal to a wide range of stakeholders.	4.63
Delivery Excellence	Exemplifies delivery excellence by setting benchmarks for quality and precision, inspiring teams to achieve outstanding results with minimal rework.	4.50

### Key Development Opportunities

The following are the 5 lowest-scoring areas identified across your rater groups. These highlight opportunities for development and growth identified by All Others.

Competency	Item	Score
Inspiring	Creates a ripple effect by empowering senior leaders to instil the same confidence and drive within their own teams.	4.00
Building the Business	Champions innovation by leveraging digital tools and emerging technologies to deliver impactful solutions and stay ahead of market trends.	4.00
Building the Business	Builds and manages a strong pipeline, ensuring consistent progress toward growth targets.	4.13
Strategic Thinking & Sense of Shared Purpose	Models strategic thinking by integrating insights across functions, anticipating future trends, and shaping organizational priorities to drive collective success.	4.13
People Leadership	Invests time & resources to create a clear strategy to develop talent with future-ready skills, ensuring long-term capabilities align with organizational goals.	4.13



# Perception Gaps

## Positive Perception Gaps

Based on feedback from your all other rater group and compared to your self-rating, below are items where your stakeholders rate you higher than you rate yourself, indicating that you may be underestimating your strengths or contributions. Take time to recognize these hidden strengths and consider how you can leverage them more confidently and effectively.

Competency	Item	Self Rating	All Others' Rating	Gap
Inspiring	Creates a ripple effect by empowering senior leaders to instil the same confidence and drive within their own teams.	2.00	4.00	2.00
Stakeholder & Relationship Management	Builds a strategic network of internal and external key players to endorse their vision, drive strategic objectives, and employs diverse influence strategies to persuade powerful and influential stakeholders.	3.00	4.50	1.50
Collaboration	Champions cross-functional collaboration to drive organizational growth by contributing to firm-wide initiatives, go-to-market strategies, and novel solutions tailored to evolving business needs.	3.00	4.38	1.38
Building the Business	Drives business growth through strategic initiatives, client relationships, and innovative solutions.	3.00	4.38	1.38
Drive and Resilience	Displays perseverance by staying committed to objectives despite challenges, maintaining a steady focus on delivering results.	4.00	4.63	0.63

Note: The table will only be populated if your feedback data indicates perception gaps as described above.

# Perception Gaps

## Negative Perception Gaps

Below are items where you rate yourself higher than others do. This indicates potential blind spots in your self-perception. Identifying these areas can help you bridge the gap by gaining deeper insights and aligning your behavior with others' expectations.

Competency	Item	Self Rating	All Others' Rating	Gap
Drive and Resilience	Ability to work beyond comfort zone, adapts quickly to changing circumstances.	5.00	4.50	-0.50
People Leadership	Demonstrates emotional intelligence when dealing with complex interpersonal and organisational challenges and creates a safe and approachable organisational culture.	5.00	4.50	-0.50
Inspiring	Demonstrates unwavering integrity in making decisions that reflect Deloitte's shared values.	5.00	4.63	-0.37
Drive and Resilience	Exemplifies resilience by constructively addressing failures and leveraging feedback to drive organizational growth and inspire teams.	5.00	4.63	-0.37

Note: The table will only be populated if your feedback data indicates perception gaps as described above.

# Deep-dive

*Item Wise Summary*

# Item Wise Summary

Below are item-wise scores for the behavioral item defined under each competency

	Self	All Other	CDA	Review partner	Direct Report	Peer	Other stakeholder
Inspiring	3.67	4.38	5.00	4.00	4.25		
Creates a ripple effect by empowering senior leaders to instil the same confidence and drive within their own teams.	2.00	4.00	5.00	4.00	3.50		
Creates a harmonious and motivated workplace by championing inclusion and mutual respect.	4.00	4.50	5.00	4.00	4.50		
Demonstrates unwavering integrity in making decisions that reflect Deloitte's shared values.	5.00	4.63	5.00	4.00	4.75		
Strategic Thinking & Sense of Shared Purpose	4.00	4.25	5.00	4.00	4.00		
Articulates a compelling vision for the practice/function and ensures alignment to pursue ambitious goals.	4.00	4.25	5.00	4.00	4.00		
Connects complex projects and high-level decisions with the overall organizational purpose and communicates these linkages effectively to stakeholders.	4.00	4.38	5.00	4.00	4.25		
Models strategic thinking by integrating insights across functions, anticipating future trends, and shaping organizational priorities to drive collective success.	4.00	4.13	5.00	4.00	3.75		
Drive and Resilience	4.67	4.59	5.00	4.00	4.67		
Displays perseverance by staying committed to objectives despite challenges, maintaining a steady focus on delivering results.	4.00	4.63	5.00	4.00	4.75		
Ability to work beyond comfort zone, adapts quickly to changing circumstances.	5.00	4.50	5.00	4.00	4.50		
Exemplifies resilience by constructively addressing failures and leveraging feedback to drive organizational growth and inspire teams.	5.00	4.63	5.00	4.00	4.75		

Legend

Self	All Other	CDA	Review Partner	Direct Report	Peer	Other Stakeholder
------	-----------	-----	----------------	---------------	------	-------------------

# Item Wise Summary

Below are item-wise scores for the behavioral item defined under each competency

	Self	All Other	CDA	Review partner	Direct Report	Peer	Other stakeholder
People Leadership	4.33	4.29	5.00	4.00	4.08		
Invests time & resources to create a clear strategy to develop talent with future-ready skills, ensuring long-term capabilities align with organizational goals.	4.00	4.13	5.00	4.00	3.75		
Creates an ecosystem that fosters high performance across functions.	4.00	4.25	5.00	4.00	4.00		
Demonstrates emotional intelligence when dealing with complex interpersonal and organisational challenges and creates a safe and approachable organisational culture.	5.00	4.50	5.00	4.00	4.50		
Stakeholder & Relationship Management	3.67	4.50	5.00	4.00	4.50		
Builds a strategic network of internal and external key players to endorse their vision, drive strategic objectives, and employs diverse influence strategies to persuade powerful and influential stakeholders.	3.00	4.50	5.00	4.00	4.50		
Plans how to manage or overcome potential opposition to strategic ideas.	4.00	4.38	5.00	4.00	4.25		
Changes approach & adapts communication style to appeal to a wide range of stakeholders.	4.00	4.63	5.00	4.00	4.75		
Collaboration	3.67	4.42	5.00	4.00	4.33		
Champions cross-functional collaboration to drive organizational growth by contributing to firm-wide initiatives, go-to-market strategies, and novel solutions tailored to evolving business needs.	3.00	4.38	5.00	4.00	4.25		
Leveraging the diversity of styles and ways of working from different teams.	4.00	4.50	5.00	4.00	4.50		
Fosters a culture of collaboration by engaging with a broad range of stakeholders, leveraging diverse perspectives to achieve strategic objectives and organizational alignment.	4.00	4.38	5.00	4.00	4.25		

Legend

Self	All Other	CDA	Review Partner	Direct Report	Peer	Other Stakeholder
------	-----------	-----	----------------	---------------	------	-------------------

# Item Wise Summary

Below are item-wise scores for the behavioral item defined under each competency

	Self	All Other	CDA	Review partner	Direct Report	Peer	Other stakeholder
<b>Delivery Excellence</b>	<b>4.00</b>	<b>4.42</b>	<b>5.00</b>	<b>4.00</b>	<b>4.33</b>		
Leverages deep business and financial expertise to incorporate commercial insights into strategic decisions.	4.00	4.38	5.00	4.00	4.25		
Consistently creates condition for teams to delivers exceptional quality outputs.	4.00	4.38	5.00	4.00	4.25		
Exemplifies delivery excellence by setting benchmarks for quality and precision, inspiring teams to achieve outstanding results with minimal rework.	4.00	4.50	5.00	4.00	4.50		
<b>Building the Business</b>	<b>3.67</b>	<b>4.17</b>	<b>5.00</b>	<b>3.33</b>	<b>4.00</b>		
Drives business growth through strategic initiatives, client relationships, and innovative solutions.	3.00	4.38	5.00	3.00	4.50		
Builds and manages a strong pipeline, ensuring consistent progress toward growth targets.	4.00	4.13	5.00	3.00	4.00		
Champions innovation by leveraging digital tools and emerging technologies to deliver impactful solutions and stay ahead of market trends.	4.00	4.00	5.00	4.00	3.50		

Legend

Self	All Other	CDA	Review Partner	Direct Report	Peer	Other Stakeholder
------	-----------	-----	----------------	---------------	------	-------------------

# Qualitative Inputs across Competencies

## Overview

The below sections include verbatim comments provided across competencies by you and your stakeholders. If no comments were provided, this section will not display any text.

Inputs
<div><b>Inspiring</b></div> <div><b>Self</b></div> <div><ul style="list-style-type: none"><li>• NA</li></ul></div> <div><b>All Others</b></div> <div><ul style="list-style-type: none"><li>• NA</li></ul></div>
<div><b>Strategic Thinking &amp; Sense of Shared Purpose</b></div> <div><b>Self</b></div> <div><ul style="list-style-type: none"><li>• NA</li></ul></div> <div><b>All Others</b></div> <div><ul style="list-style-type: none"><li>• NA</li></ul></div>
<div><b>Drive and Resilience</b></div> <div><b>Self</b></div> <div><ul style="list-style-type: none"><li>• NA</li></ul></div> <div><b>All Others</b></div> <div><ul style="list-style-type: none"><li>• NA</li></ul></div>
<div><b>People Leadership</b></div> <div><b>Self</b></div> <div><ul style="list-style-type: none"><li>• NA</li></ul></div> <div><b>All Others</b></div> <div><ul style="list-style-type: none"><li>• NA</li></ul></div>
<div><b>Stakeholder &amp; Relationship Management</b></div> <div><b>Self</b></div> <div><ul style="list-style-type: none"><li>• NA</li></ul></div> <div><b>All Others</b></div> <div></div>

# Qualitative Inputs across Competencies

**Overview**

The below sections include verbatim comments provided across competencies by you and your stakeholders. If no comments were provided, this section will not display any text.

Inputs	
	<ul style="list-style-type: none"><li>• NA</li></ul>
<b>Collaboration</b>	
<b>Self</b>	
	<ul style="list-style-type: none"><li>• NA</li></ul>
<b>All Others</b>	
	<ul style="list-style-type: none"><li>• NA</li></ul>
<b>Delivery Excellence</b>	
<b>Self</b>	
	<ul style="list-style-type: none"><li>• NA</li></ul>
<b>All Others</b>	
	<ul style="list-style-type: none"><li>• NA</li></ul>
<b>Building the Business</b>	
<b>Self</b>	
	<ul style="list-style-type: none"><li>• NA</li></ul>
<b>All Others</b>	
	<ul style="list-style-type: none"><li>• NA</li></ul>



# Qualitative Inputs

## Overview

This section presents consolidated comments from the two open-ended questions included at the end of the 360-degree feedback survey.

### Q1. Overall strengths consistently demonstrated by the individual.

#### Comments provided as self

- NA

#### Comments provided by All Others

- Sankalp is a true people leader. He empowers the team with opportunities for growth, supporting learning and continuous development while consistently providing guidance and unwavering support. He is also one of the few leaders I have worked with who effectively connects leadership outcomes to business results. A strategic and innovative thinker, he consistently goes above and beyond to deliver exceptional value to clients. He is a tremendous asset to the organization, and I genuinely enjoy being a member of his team, learning something new on a regular basis.
- Exceptional interpersonal / social equity with people
- Maintains composure and doesn't get upset or overwhelmed by stressful conditions
- Adaptive to shift the approach or communication style as per need

# Qualitative Inputs

## Overview

This section presents consolidated comments from the two open-ended questions included at the end of the 360-degree feedback survey.

## Q2. Areas of development observed in the individual

### Comments provided as self

- NA

### Comments provided by All Others

- Minimising the exercise to "delay" / "skip" for solving the challenges/ problem
- Having difficult conversations/ decisions
- Defining "how" the practice looks like in next 5 years

# Appendix

## *Rating Scale*

# Rating Scale

Scale	Descriptors
Always	Individual consistently and continuously demonstrates the competency at a high level. They display exceptional proficiency in this competency, setting consistently high standards for themselves and others.
Often	Individual demonstrates the competency most of the time, and it is a strong aspect of their performance. They frequently exhibit proficiency in this competency, meeting or exceeding expectations.
Sometimes	Individual demonstrates the competency regularly, but there is room for improvement. They show competence, but there are areas where their performance can be enhanced.
Occasionally	Individual demonstrates the competency on occasion, but it is not consistent. There are noticeable gaps in their proficiency, and it is not a regular occurrence.
Rarely	Competency is rarely demonstrated by the individual, and there is a significant need for improvement. It is seldom seen in their performance.
No Rating	Did not have a chance to observe this person.



#### **About Deloitte**

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the "Deloitte" name in the United States, and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see [www.deloitte.com/about](http://www.deloitte.com/about) to learn more about our global network of member firms.

This publication contains general information only and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor.

Deloitte shall not be responsible for any loss sustained by any person who relies on this publication.

Copyright © 2025 Deloitte Touche Tohmatsu Limited. All rights reserved.