## **Gathering 180-degree or 360-degree Feedback**

Use this template to gather feedback on an individual from a range of sources. The sample questions relate to a range of competencies; however, you should ensure that these are relevant to the person in question, and customise the template to suit both the role and organisational requirements.

The template should be used as follows:

#### **1. Customise the template to suit your requirements.**

* This may involve adding or removing competencies, and/or amending the introductory letter and instructions. For the most useful feedback, employees should have input on the criteria to be assessed, to make it as specific and job-relevant as possible.

#### **2. Decide who you will gather feedback from and distribute the questionnaire.**

* For the broadest insight, you should consider asking the individual’s peers, team members, manager and any internal or external customers for feedback. **Ideally, the individual should also complete the same assessment themselves**. The greater the number of respondents, the better, especially if you intend to protect their anonymity. There is space for the respondent to complete their own name and department on each page of the template. However, if you are granting full anonymity, these should be deleted before distribution.

**3. Collect the data.**

* Decide who will collect and collate the data, and set a date for all forms to be returned to them.

For help with collating and presenting the feedback data, see the *Delivering 180-degree or 360-degree Feedback* template.

### **360-degree Feedback**

Dear [Enter name],

Thank you for agreeing to provide feedback on **[employee name]**, **[employee role]** in **[employee department]**. This questionnaire, which should take around 30 minutes to complete, asks you to rate individual performance across a range of competencies. There are four pages to complete, incorporating eight sections.

For each section, please give a score of 1–10 (1 being extremely poor and 10 being exceptional) which represents the person’s performance in that area. If there are further, specific comments you feel would be helpful for their development, please make these in the space alongside the score. This kind of feedback is often considered the most valuable by recipients.

If you do not feel able to evaluate a particular competency, please tick the ‘Unable to rate’ box. Please be as honest as possible. Your responses will remain anonymous and the information you provide will be used to create a consolidated feedback report for the individual, for use in their professional development.

If you have any questions about the form or the feedback process, please contact [enter name].

**Otherwise,** **please return the completed questionnaire to [enter person’s name]** **by [enter date/time].**

Thank you for taking the time to contribute to this valuable feedback process.

Yours sincerely,

**[enter name]**

360-degree Feedback for [ENTER NAME], [ENTER ROLE], [ENTER DEPARTMENT]

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| **Communication**  | Score (1-10) | Unable to rate | Comments |
| Shares information widely and does not withhold information from others. |  |  |  |
| Actively listens and is receptive to others’ opinions and points of view. |  |  |
| Stays focused and is easily understood in conversation. |  |  |
| Encourages dialogue in an open and direct way. |  |  |

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| **Problem-solving and decision-making**  | Score (1-10) | Unable to rate | Comments |
| Gathers information from a range of sources before making a decision. |  |  |  |
| Focuses on the key issues of a problem and does not get bogged down in unnecessary detail. |  |  |
| Can apply new ways of thinking to existing problems. |  |  |
| Considers the impact and implications of a decision before taking action. |  |  |

Your name: Your department:360-degree Feedback for [ENTER NAME], [ENTER ROLE], [ENTER DEPARTMENT]

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| **Organisation and time management**  | Score (1-10) | Unable to rate | Comments |
| Is able to manage competing priorities effectively. |  |  |  |
| Meets deadlines and obligations on time. |  |  |
| Delivers well in stressful or time-pressured situations. |  |  |
| Has a methodical and structured approach.  |  |  |

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| **Team working**  | Score (1-10) | Unable to rate | Comments |
| Works as an effective member of the team, and ‘pulls his/her weight’. |  |  |  |
| Is willing to pitch in and help other members of the team. |  |  |
| Willingly shares own knowledge and expertise with team members; does not ‘protect’ own territory. |  |  |
| Shares credit and recognition with the rest of the team. |  |  |

Your name: Your department:360-degree Feedback for [ENTER NAME], [ENTER ROLE], [ENTER DEPARTMENT]

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| **Continuous improvement**  | Score (1-10) | Unable to rate | Comments |
| Is adaptable and willing to work with new systems and processes. |  |  |  |
| Does not resist the ideas of others. |  |  |
| Actively seeks and promotes new ways of working.  |  |  |
| Strives for innovation even when this may prove unpopular. |  |  |

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| **Customer focus**  | Score (1-10) | Unable to rate | Comments |
| Establishes and maintains effective relationships with customers and earns their trust and respect. |  |  |  |
| Has a well-developed, customer-focused mind set and acts with customers in mind. |  |  |
| Strives to present a professional image in customer communications and provision of service. |  |  |
| Shows a willingness to handle customer criticisms, complaints and/or special requests. |  |  |

Your name: Your department:

360-degree Feedback for [ENTER NAME], [ENTER ROLE], [ENTER DEPARTMENT]

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| --- | --- | --- | --- |
| **Interpersonal skills**  | Score (1-10) | Unable to rate | Comments |
| Works to resolve internal conflict among team members. |  |  |  |
| Recognises the value of people with different skills and talents. |  |  |
| Is tactful, compassionate and able to consider the needs of others. |  |  |
| Delivers difficult or sensitive information openly, honestly and with empathy. |  |  |

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|  **Motivation**  | Score (1-10) | Unable to rate | Comments |
| Is able to make a case for his/her views and opinions. |  |  |  |
| Can effectively persuade others to build commitment to ideas. |  |  |
| Helps create a positive atmosphere which encourages others to achieve. |  |  |
| Is able to take risks and views honest mistakes as a learning experience. |  |  |

Your name: Your department: