

360-Degree Feedback Form

The 360-degree feedback process provides a balanced view of performance by collecting input from peers, direct reports, managers, and self-assessment. This form helps capture diverse perspectives on behaviour, collaboration, and leadership to support well-rounded development.

1. Purpose of This Tool

- ☐ Gain a complete view of performance from multiple perspectives.
- ☐ Highlight strengths that others value and areas for growth.
- ☐ Encourage open communication and continuous improvement.
- ☐ Build self-awareness through comparison of feedback sources.
- ☐ Support professional development and leadership growth.

Tip: Feedback should focus on observed behaviours, not personality. The goal is improvement, not evaluation.

2. Participant Information

Name of Employee:

Role / Department:

Feedback Period: From _____ To _____

Reviewer Name:

Reviewer Role / Relationship: ☐ Manager ☐ Peer ☐ Direct Report ☐ Self ☐ Other

3. Core Competency Ratings

Rate each statement on a scale of 1 to 5:

1 = Rarely Demonstrated 2 = Sometimes 3 = Consistently 4 = Often
Exemplary 5 = Outstanding

Competency Area	Statement	Rating (1–5)	Comments / Examples
Communication	Expresses ideas clearly and listens actively.		
Teamwork	Cooperates and collaborates effectively with others.		

Competency Area	Statement	Rating (1–5)	Comments / Examples
Accountability	Takes ownership of work and follows through on commitments.		
Adaptability	Responds positively to change and new challenges.		
Leadership	Inspires, motivates, and guides others effectively.		
Problem-Solving	Analyses issues and provides practical solutions.		
Innovation	Suggests new ideas and improves existing processes.		
Customer Focus	Understands and meets customer or stakeholder needs.		
Integrity	Acts ethically and consistently with company values.		

Tip: Use recent examples to support your ratings. Feedback with context is more useful and credible.

4. Strengths

- ☐ The employee consistently demonstrates high performance in key areas.
- ☐ Strengths align with organisational goals and values.
- ☐ Colleagues rely on this person for guidance or expertise.

Comments:

Tip: Highlight specific behaviours or achievements that create a positive impact.

5. Development Areas

- ☐ The employee could improve performance or behaviour in certain areas.
- ☐ Additional training or coaching would support growth.
- ☐ Some behaviours may limit collaboration or communication.

Comments:

Tip: Phrase feedback constructively. Focus on potential for growth rather than shortcomings.

6. Overall Feedback Summary

Category	Rating (1–5)	Comment
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Job Performance		
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Behaviour and Attitude		
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Leadership and Influence		
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Communication Skills		
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Overall Contribution		
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Tip: Keep the overall summary fair, balanced, and evidence-based. Avoid extremes unless clearly justified.

Notes

7. Open-Ended Questions

1. What does this person do particularly well?

2. What one area of improvement would have the greatest positive impact?

3. How does this person contribute to team or company culture?

4. Any other comments or observations?

Tip: Open-ended feedback often provides the most valuable insight. Encourage honest, constructive comments.

8. Feedback Review Summary (Manager Use Only)

Feedback Source	Strengths Identified	Development Themes	Actions Agreed
Manager			
Peers			
Direct Reports			
Self			
☐ Common themes summarised and discussed with the employee.			
☐ Development goals created based on feedback.			
☐ Follow-up meeting scheduled to review progress.			
Tip: The value of 360-degree feedback comes from reflection and action, not just data collection.			

9. Action Plan

Development Goal	Agreed Action	Support Required	Target Date	Progress	Review
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- ☐ Employee and manager agree on next steps.
 - ☐ Coaching or training opportunities identified.
 - ☐ Progress tracked through regular check-ins.
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How to Use This Form

Distribute this form to selected reviewers, ensuring confidentiality and clarity of purpose. Collect and summarise feedback before holding a one-to-one review discussion. The 360-degree process is most effective when it builds understanding, encourages growth, and strengthens relationships across the organisation.

Notes