

360 Feedback Questionnaire

Free template from Leaders ADAPT. Full version, question bank and email scripts: leadersadapt.com/360-feedback-template/

Instructions for raters

Rate how consistently you observe each behavior. If you have not had the chance to observe it, mark NO (not observed). Your answers are combined with at least two other people in your group; no individual response is visible. Blunt and specific beats polite and vague.

Scale: 1 Never 2 Rarely 3 Sometimes 4 Often 5 Consistently NO Not observed

Core statements

1. This person communicates decisions and the reasoning behind them, not just the decision.	1 2 3 4 5 NO
2. This person follows through on commitments without needing reminders.	1 2 3 4 5 NO
3. This person asks for input before making decisions that affect others.	1 2 3 4 5 NO
4. This person stays composed and constructive under pressure.	1 2 3 4 5 NO
5. This person gives feedback that is specific enough to act on.	1 2 3 4 5 NO
6. This person delegates meaningful work, not just tasks they dislike.	1 2 3 4 5 NO
7. This person admits mistakes openly and corrects course quickly.	1 2 3 4 5 NO
8. This person removes obstacles instead of adding process.	1 2 3 4 5 NO
9. This person treats people the same regardless of their status or usefulness.	1 2 3 4 5 NO
10. I would choose to work for or with this person again.	1 2 3 4 5 NO

Your competency blocks

Add 6 to 8 statements per competency, 8 to 12 competencies, 60 to 80 statements total. Take them from the free bank of 100 at leadersadapt.com/360-feedback-questions/. Keep every statement a behavior someone can observe, never a trait.

Open questions (choose two)

1. What should this person start doing, stop doing, and continue doing?

2. What one change would most improve this person's effectiveness?

Process rules

8 to 15 raters, minimum 3 per anonymous group. Results are developmental, never tied to pay or promotion. Plan the debrief and the first follow-up date before sending the survey; recipients who set goals and get follow-up rate the process effective 94 percent of the time against 34 percent without.

Before you run it: the free 4 minute readiness check at leadersadapt.com/assessments/360-readiness/ tells you whether your raters would be honest yet. By Andreas Pettersson, Leaders ADAPT.