360-Degree Feedback Form

You have been asked to give feedback on [Employee Name], [Job Title]. Your ratings are combined with those of other reviewers and shown to [Employee Name] only as group averages; categories with fewer than three responses are merged. Written comments are shared word for word but without your name, so avoid details that would identify you. Rate how often you see each behavior: 1 = Rarely, 2 = Sometimes, 3 = Often, 4 = Almost always, N/O = Not observed. The form takes about 15 minutes. Please return it by [Due Date].

ABOUT YOUR WORKING RELATIONSHIP

Your relationship to this person

☐ Manager ☐ Peer ☐ Direct report ☐ Internal customer or partner ☐ External customer ☐ Self

How long you have worked with them

☐ Under 6 months ☐ 6 to 12 months ☐ 1 to 3 years ☐ Over 3 years

How often you work together

☐ Daily ☐ Weekly ☐ Monthly ☐ Occasionally

COMMUNICATION

Explains ideas and decisions clearly, in writing and in person

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ N/O

Listens and checks understanding before responding

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ N/O

Keeps others informed about changes that affect them

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ N/O

Raises disagreement directly and respectfully

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ N/O

COLLABORATION

Shares information and helps colleagues without being asked

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ N/O

Follows through on commitments to others

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ N/O

Works well with people from other teams or functions

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ N/O

Handles conflict constructively

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ N/O

RESULTS AND ACCOUNTABILITY

Sets clear priorities and focuses on what matters most

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ N/O

Delivers quality work on time

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ N/O

Takes ownership of mistakes and fixes them

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ N/O

Solves problems rather than passing them on

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ N/O

DEVELOPING OTHERS (COMPLETE IF THIS PERSON LEADS PEOPLE OR PROJECTS)

Gives specific, timely feedback

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ N/O

Recognizes good work

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ N/O

Delegates meaningful work and supports people while they do it

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ N/O

Treats team members fairly and consistently

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ N/O

Makes it safe to raise problems or bad news

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ N/O

ADAPTABILITY AND JUDGMENT

Stays effective when priorities or conditions change

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ N/O

Makes sound decisions with incomplete information

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ N/O

Is open to new ideas and feedback

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ N/O

WRITTEN FEEDBACK

What should this person keep doing? Give an example.

What should this person start doing, or do more of?

What should this person stop doing, or do less of?

What is the one change that would most increase their impact?

Anything else you want them to know?