



John Smith

360 Degree Feedback

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8 October 2026



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Respondents & Measurements

- Report Criteria
- Measurements
- Rating System

This section describes how many people completed the questionnaire, the evaluation areas used and the number of questions asked within each area. It also covers the rating system that was used.

Spider Diagram

At a glance you can easily compare the average scores for each of the evaluation areas. It also provides an overall average for all of the areas combined, the percentage of participants who completed the questionnaire and the differences in scores between self-assessor and responders.

Summary

This highlights the average rolled up scores for each evaluation area shows the differences between self-assessor scores and their responders in a bar chart.

Breakdown

Here you can drill down into specific questions asked throughout the questionnaire and see the quantitative scores and any comments relating to each of them.

Feedback / Comments

This shows only those questions that required comments from the responders. They are all placed together in this area. These would have also been covered in the “Breakdown” section but have been grouped so you can see all the qualitative feedback, comments and inputs together.

Highs & Lows

This area lists the 5 highest scoring questions and the 5 lowest scoring questions from the campaign so that you can easily identify those that are scoring well, and those which may need improvement.

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Report Criteria

This report has been generated using data returned from the following:

1/1	1/1	2/2	2/2
Self assessor	Manager	Staff	Peer

Measurements

The total number of questions/statements asked was **22**

The following are the evaluation areas used and the number of questions/statements in each:

3	3
Leadership & Management Style	Coaching & Developing Others
3	3
Communication & Giving Feedback	Active Listening & Resolving Conflict
2	3
Delegation	Managing Performance & Motivating Others
3	2
Task, Self-Management & Team Performance	Overall Comments

Rating System

The following rating systems were used for this campaign:

Numbers: Scores ranged from **1** to **4**, **4** being the highest score.

Ratings key:

- 1 = Rarely Demonstrated
- 2 = Sometimes Demonstrated
- 3 = Often Demonstrated
- 4 = Consistently Demonstrated

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This chart rolls up all of the answers within each area to give an overall average.

Respondents

100%

Completed

Avg Overall Score

3.0

Self Assessment

100%

Completed

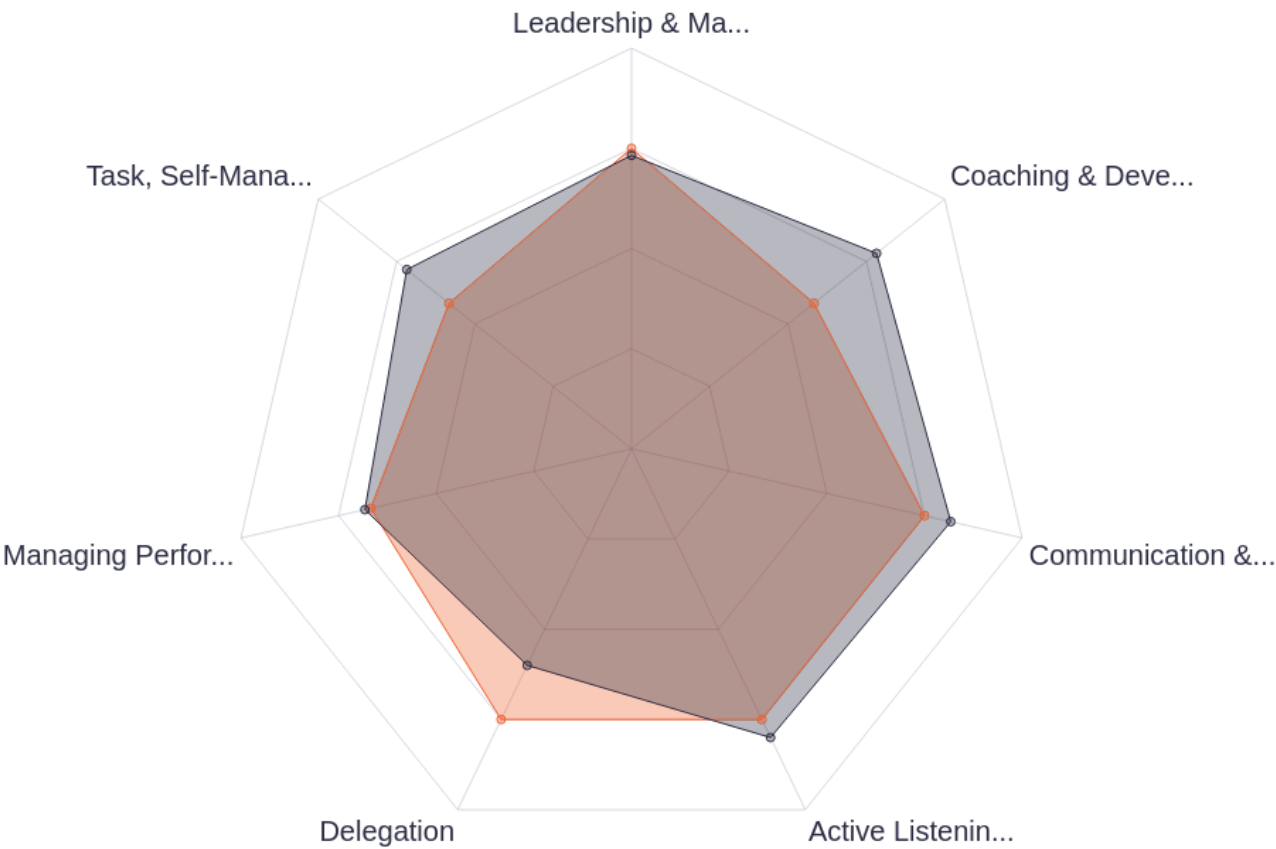
Avg Overall Score

2.8

Score Difference

+0.2

● Self ● Respondent

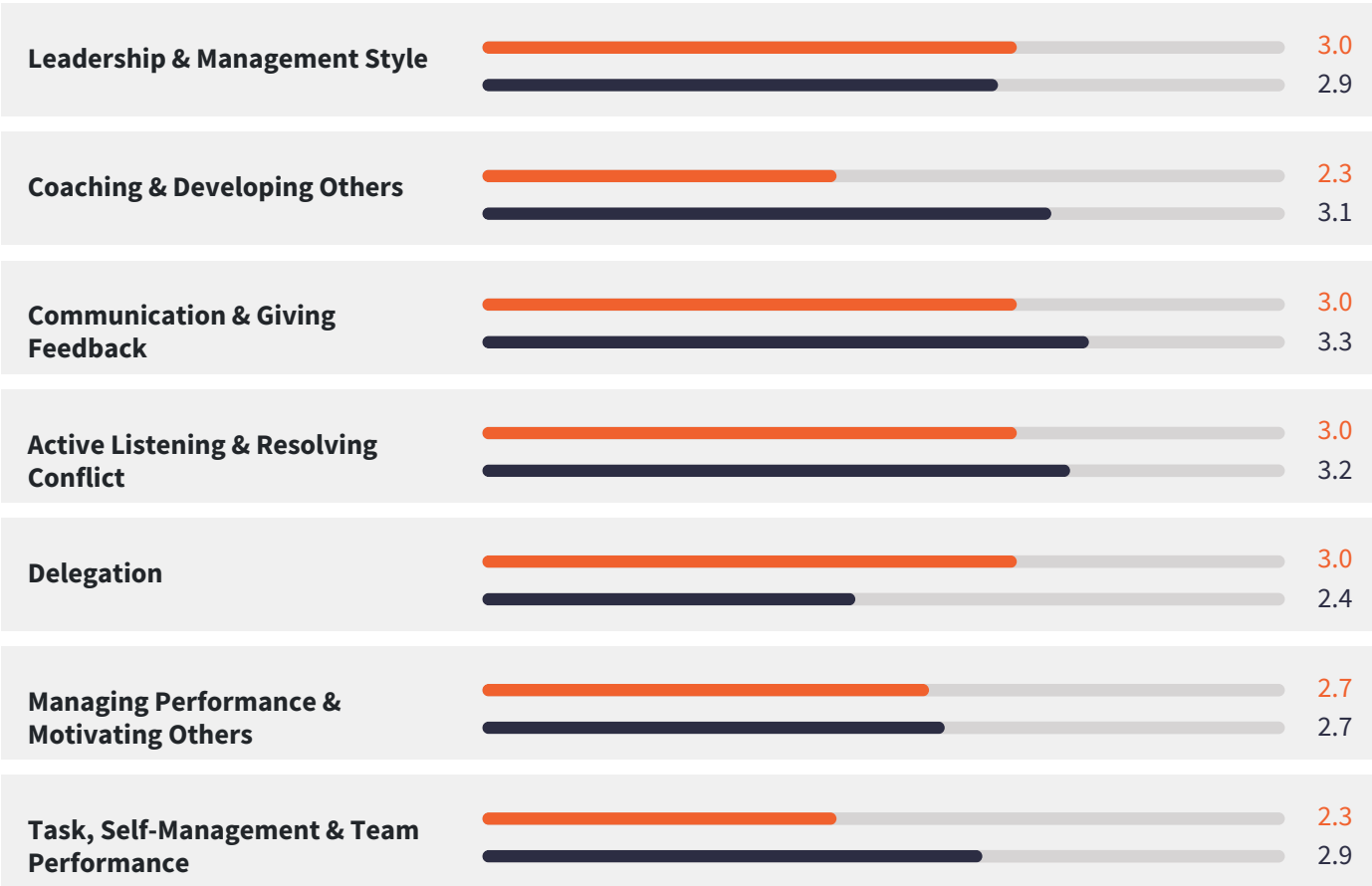


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This summary shows the average rolled up scores for that particular area for all of the questions/statements combined.

 Self  Respondent



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Area	Self Score	Avg Respondents	Difference
Leadership & Management Style	3.00	2.93	-0.07
Coaching & Developing Others	2.33	3.13	+0.80
Communication & Giving Feedback	3.00	3.27	+0.27
Active Listening & Resolving Conflict	3.00	3.20	+0.20
Delegation	3.00	2.40	-0.60
Managing Performance & Motivating Others	2.67	2.73	+0.06
Task, Self-Management & Team Performance	2.33	2.87	+0.54

The purpose of this leaderboard is to illustrate the differences between how you scored yourself and the average results from all of the respondents as a whole.

The table above highlights the areas where the respondents scored you LESS than your own self assessment and also those areas where they marked you HIGHER than your own self assessment.

Key:

Positive Difference represents where your respondents have marked you higher than your own score.

Negative Difference represents where you have marked yourself higher than the respondents score.

This section provides you with a breakdown of the results for each question/statement.

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This section provides you with a breakdown of the results for each question/statement

0 = question not answered 0 = question was answered

Self Respondent

1 - Leadership & Management Style



1.1 - Is seen as someone who balances short-term task delivery with a clear sense of longer-term direction for the team.



1.2 - Acts as a role model for the standards and behaviours expected across the team.



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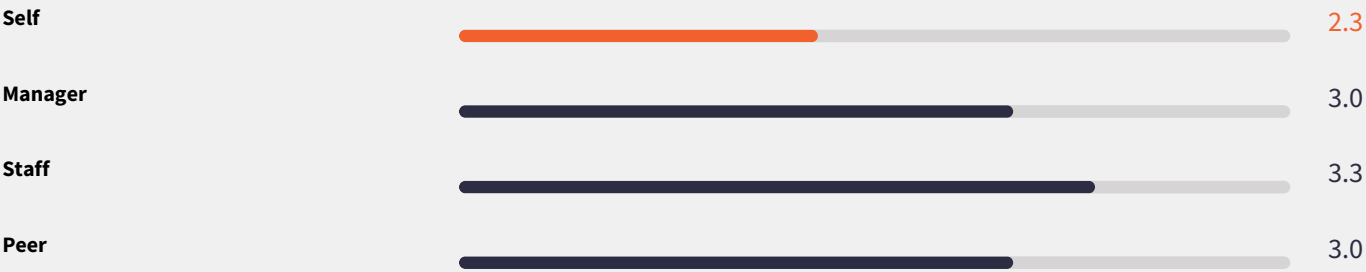
1.3 - Adapts their leadership style to suit the experience, confidence and needs of each team member, rather than using a one-size-fits-all approach.



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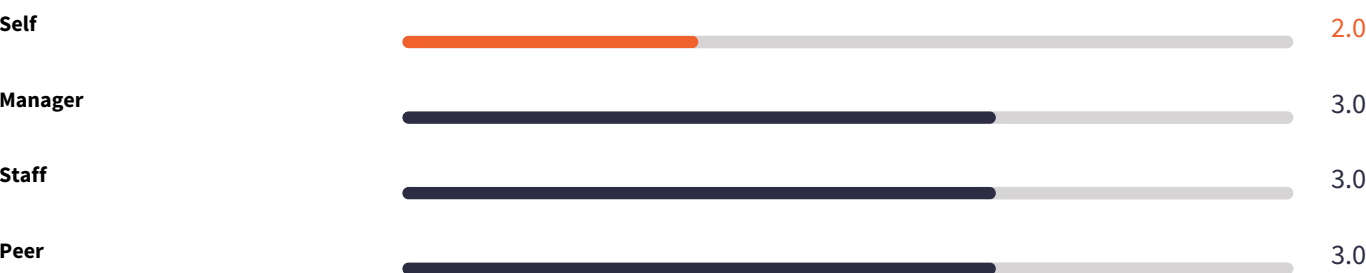
2 - Coaching & Developing Others



2.1 - Is seen as someone who coaches and develops people, rather than simply telling them what to do.



2.2 - Uses questioning to help team members work out their own solutions and build their problem-solving skills.



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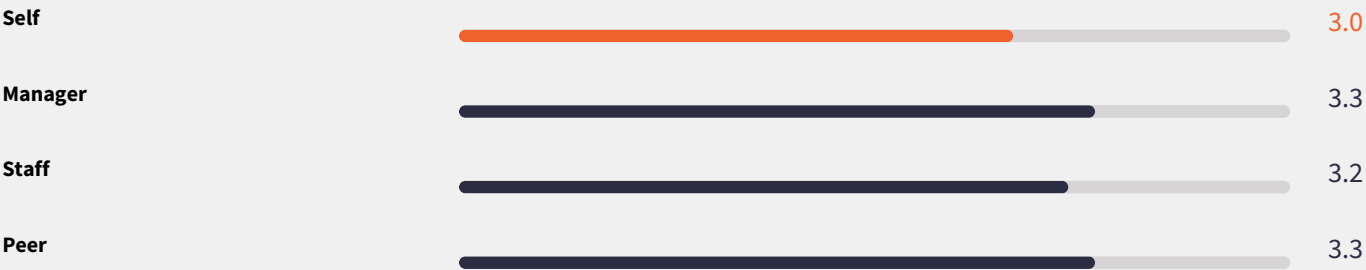
2.3 - Helps team members understand the reasons behind an objective, not just what needs to be done.



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3 - Communication & Giving Feedback



3.1 - Communicates messages clearly and checks that they have been understood.



3.2 - Gives feedback that is specific, well-timed and focused on behaviour rather than personality.



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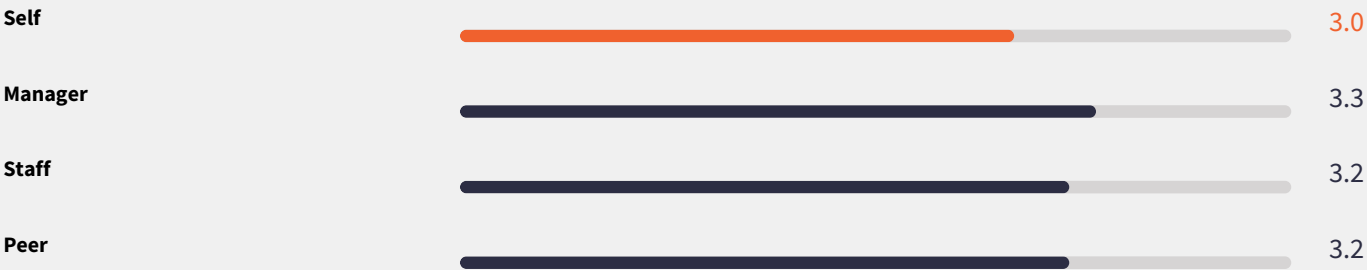
3.3 - Is seen as someone who checks assumptions and asks questions, rather than jumping to conclusions.



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4 - Active Listening & Resolving Conflict



4.1 - Listens attentively, using verbal and non-verbal signals that show genuine engagement.



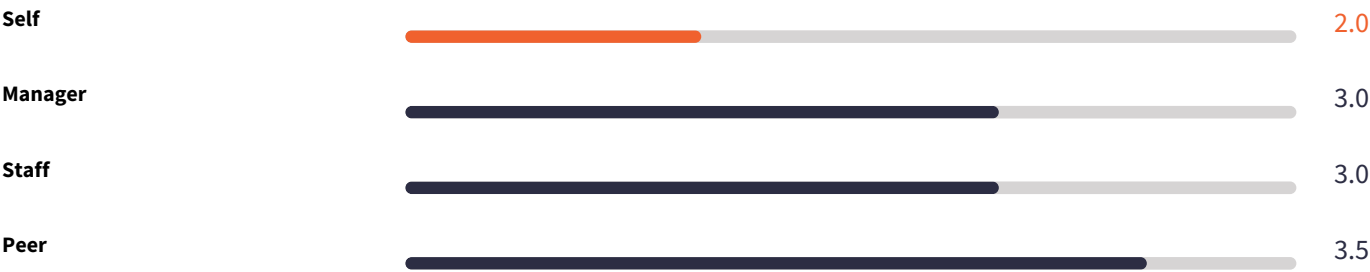
4.2 - Deals with disagreements and conflict within the team fairly and constructively.



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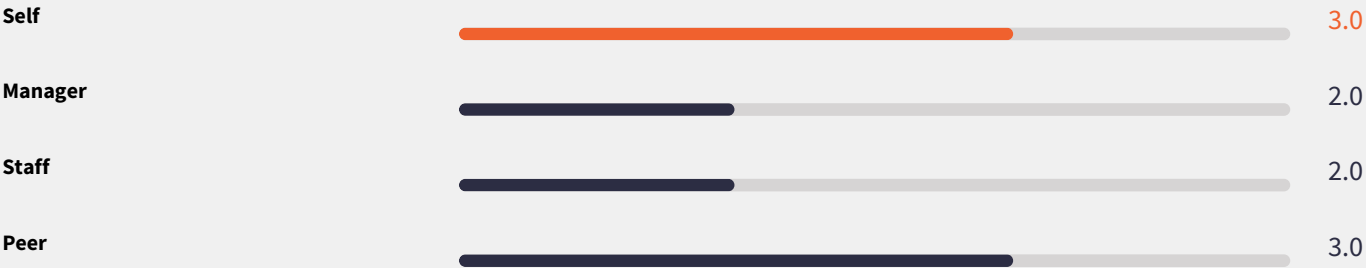
4.3 - Seeks to understand the underlying interests behind a disagreement, not just the positions being argued.



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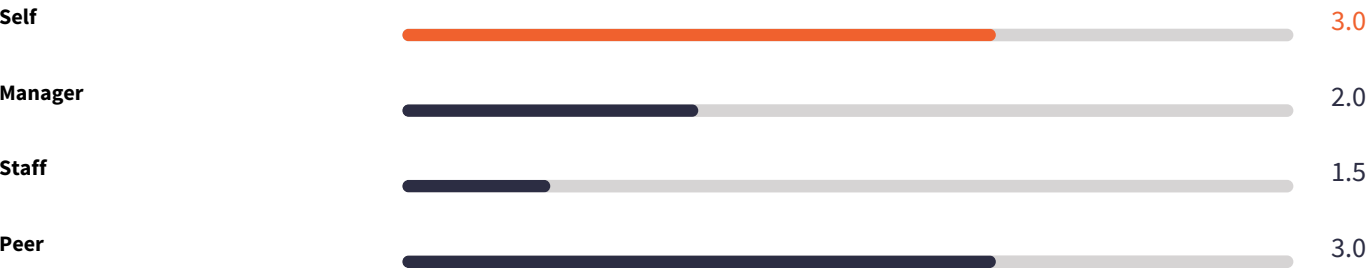
5 - Delegation



5.1 - Delegates tasks appropriately, matching responsibility to individual ability and experience.



5.2 - Provides clear guidance on what is expected when delegating, then allows people to get on with the task without micromanaging.



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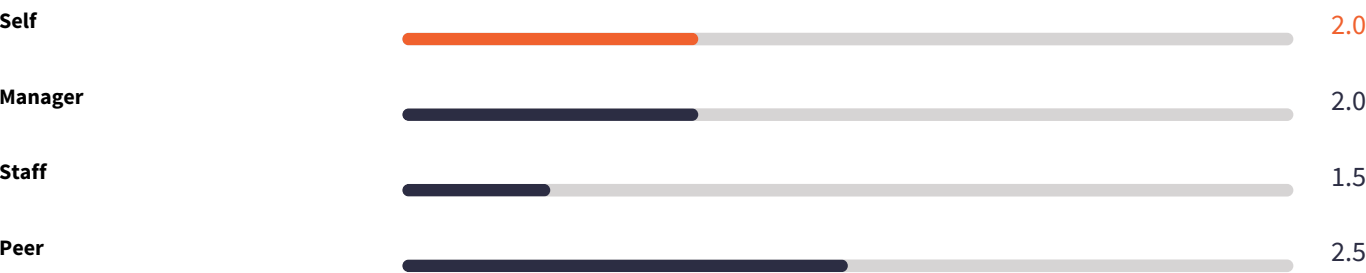
6 - Managing Performance & Motivating Others



6.1 - Agrees clear measurable objectives with team members and ensures they understand what success looks like.



6.2 - Addresses underperformance promptly and constructively.



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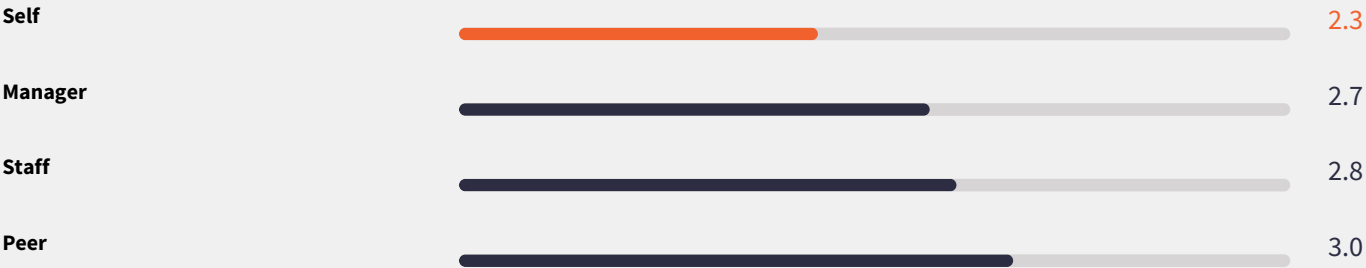
6.3 - Recognises that people are motivated by different things and adapts their approach to the individual.



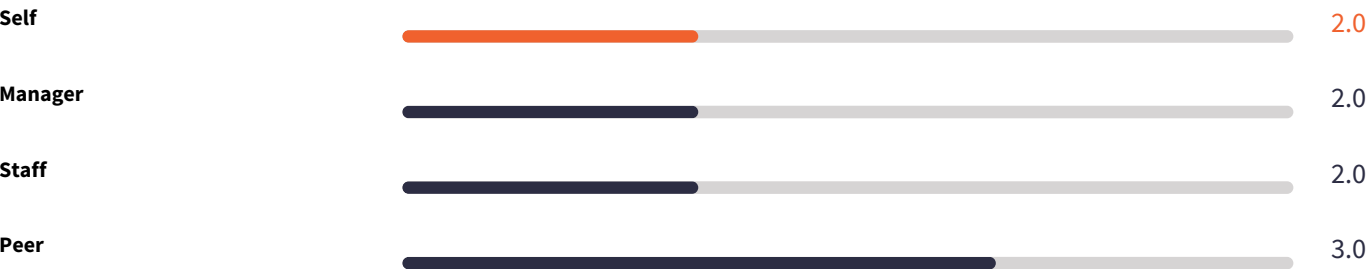
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7 - Task, Self-Management & Team Performance



7.1 - Prioritises effectively focusing on what is genuinely important rather than just what feels urgent.



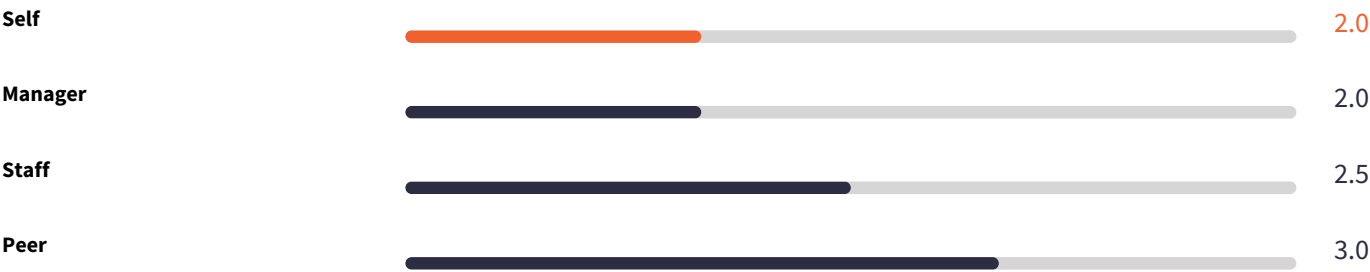
7.2 - Creates a climate of trust in which team members feel able to contribute ideas openly.



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7.3 - Manages own time and workload effectively, remaining calm and in control under pressure.



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8 - Overall Comments

8.1 - What would you say are this person's greatest strengths as a manager or leader?

Self

"I think I communicate well with the team and I'm approachable. People know they can come to me with a problem and I'll listen and make time for them. I also try to set a good example by holding myself to the same standards I expect from everyone else."

Manager

"Communication"

Staff

"Really good listener. Whenever I've raised something they give me their full attention and I always come away feeling heard. They are also very clear about what they need from us and why it matters."

"n/a"

Peer

"I think one of your biggest strengths is how supportive you are and how you're always willing to help others. You're approachable, easy to talk to and always happy to offer guidance when needed. You're also good at keeping things organised and working through challenges, and I think that makes a real difference to the team."

"X"

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8.2 - What is the one area of development that, if addressed, would have the biggest impact on this person's effectiveness?

Self

"Managing my time and workload. I take on too much and end up firefighting, which means I don't always get to the longer-term planning I know I should be doing. I also need to tackle underperformance sooner rather than hoping it will sort itself out."

Manager

"Communication"

Staff

"When they hand something over they check in on it a lot, which can feel like they don't trust us to get on with it. It would help if they agreed check-in points up front and then left us to it in between."

"n/a"

Peer

"I think one area that could have the biggest impact would be having more confidence in delegating and not feeling like you have to take everything on yourself. You're always willing to help and make sure things get done, but sometimes sharing the workload more could give you more time to focus on the bigger picture and the things that need your attention most."

"X"

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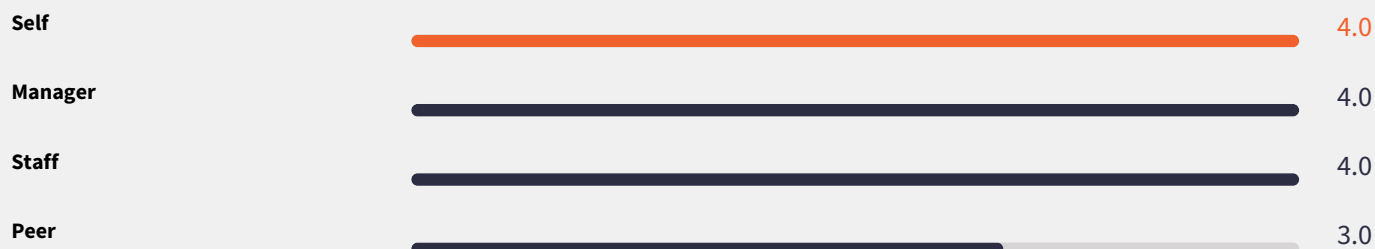
High

Below are the 5 highest scoring questions/statements. Average scores are calculated to include the self-assessor and participants.

Listens attentively, using verbal and non-verbal signals that show genuine engagement.

Avg Overall Score: 3.75

Active Listening & Resolving Conflict



Communicates messages clearly and checks that they have been understood.

Avg Overall Score: 3.63

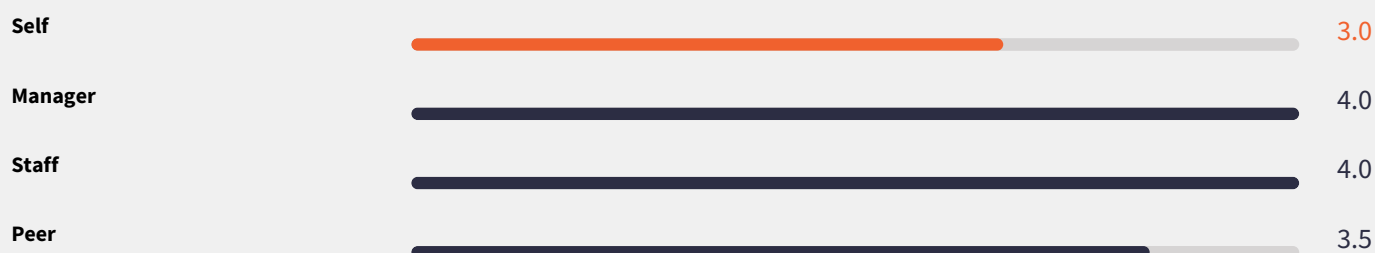
Communication & Giving Feedback



Acts as a role model for the standards and behaviours expected across the team.

Avg Overall Score: 3.63

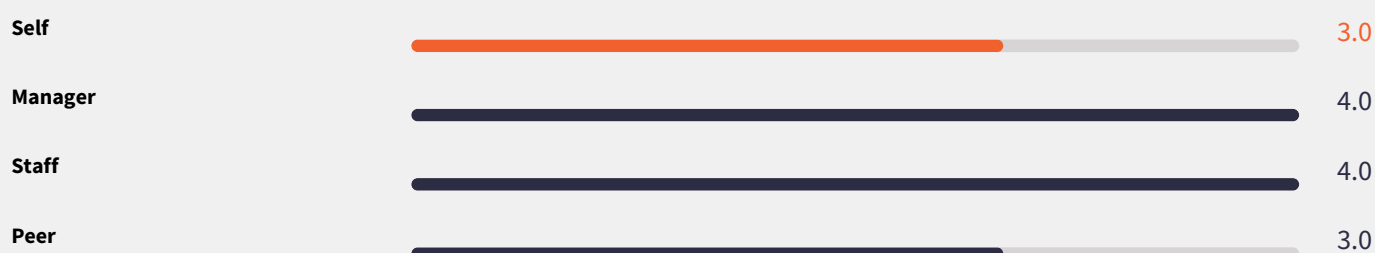
Leadership & Management Style



Creates a climate of trust in which team members feel able to contribute ideas openly.

Avg Overall Score: 3.50

Task, Self-Management & Team Performance



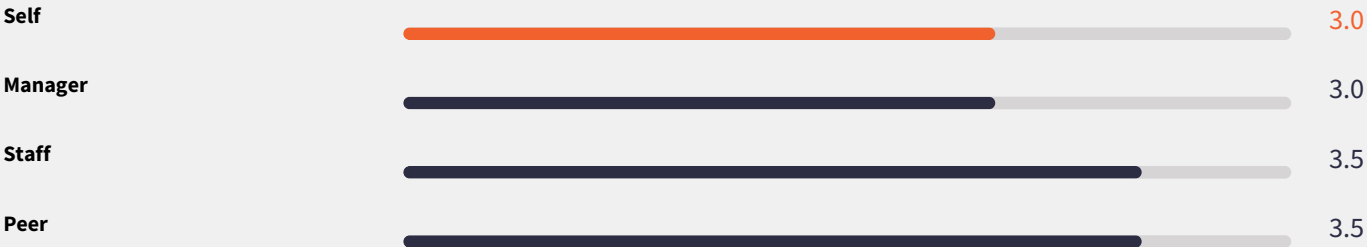
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Is seen as someone who checks assumptions and asks questions, rather than jumping to conclusions.

Avg Overall Score: 3.25

Communication & Giving Feedback

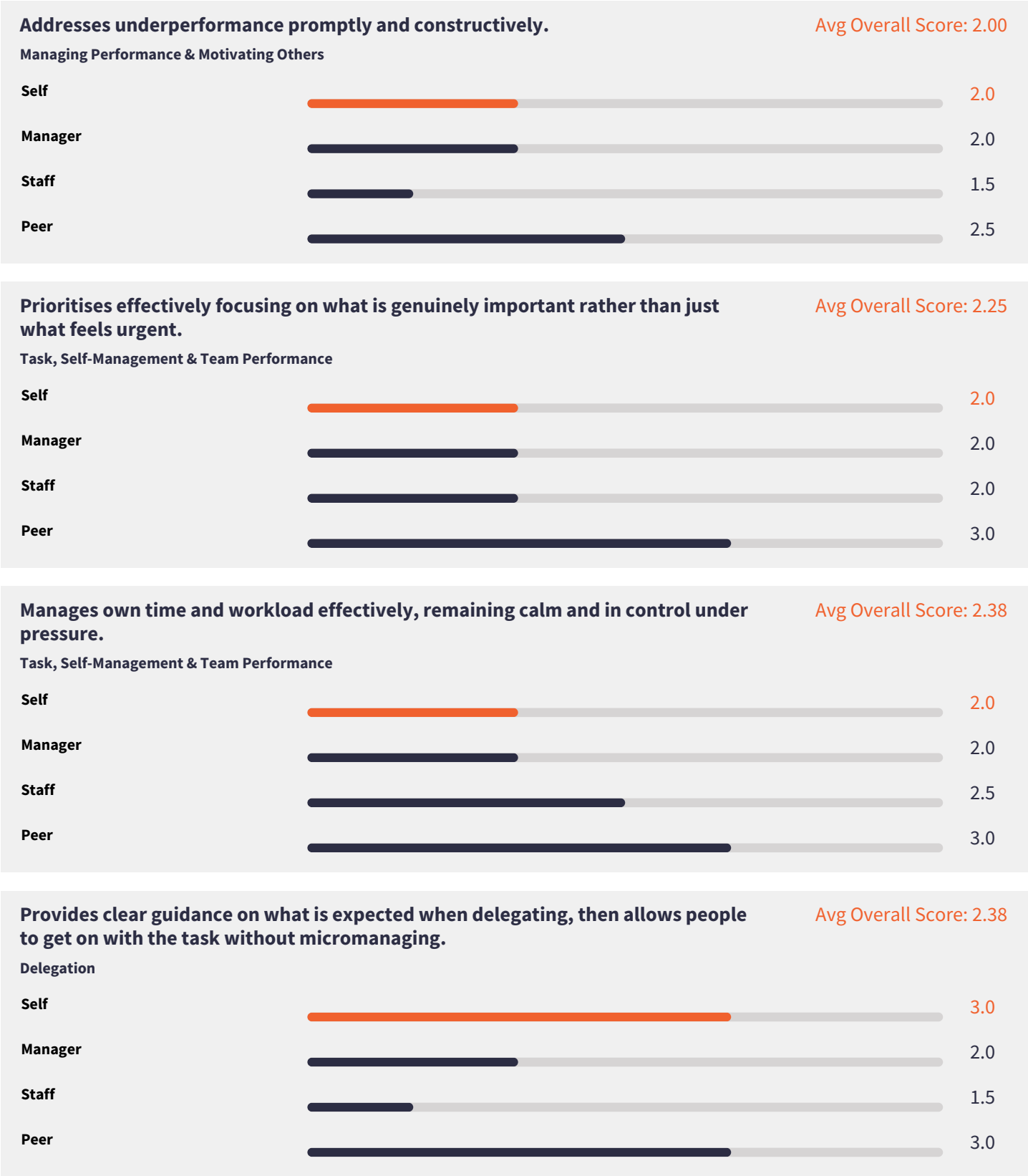


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Low

Below are the 5 lowest scoring questions/statements. Average scores are calculated to include the self-assessor and participants.



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Is seen as someone who balances short-term task delivery with a clear sense of longer-term direction for the team.

Avg Overall Score: 2.50

Leadership & Management Style

