# 360
# Feedback Questions

**Tips & Templates for Gathering 360 Degree Feedback**

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# One Solution
# CONTINUOUS EMPLOYEE FEEDBACK

Quantum Workplace's powerful suite of employee feedback tools helps organizations retain top talent, motivate performance, understand turnover, and build magnetic workplace cultures.

**SURVEYS & PULSES**

**RECOGNITION**

**GOALS**

**360 FEEDBACK**

**1-ON-1S**

**EXIT SURVEYS**
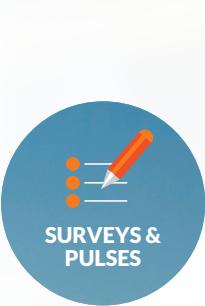
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# Author

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As a marketing prodigy, Kourtney writes for The QWork Future blog, manages Quantum Workplace's social media accounts, and creates informative resources like this to help leaders make work better every day. When she's not writing engagement and performance content, she's pursuing a degree in journalism and communication studies from Creighton University. Whether she's at work or at school, she's easily identified by her profusion of hand gestures and empty tea mugs.

# Contents

# Introduction

**Your employees want feedback.**

65% of employees said they want more feedback…
and 40% of actively disengaged employees said they
get little or no feedback.

It's time for employers to adjust to the wants (and
needs) of their employees. Empower your employees
to learn and grow with holistic, unbiased, 360 feedback
from the people they work with each and every day.

**So what are you waiting for?**

Keep reading for your bank of 360 feedback questions,
organized into categories.
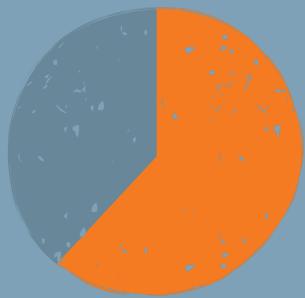
# 65%
**of employees want
more feedback**
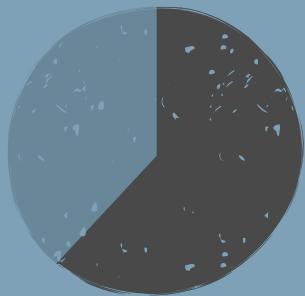
# 40%
**of actively disengaged
employees get little
or no feedback**

# 9 Feedback Fixes

Too many organizations rely on old, broken feedback processes. These nine easy fixes will make sure your feedback program stays pace with your thriving workplace and culture.

## The Problem

## The Fix

### Anonymous Feedback

Anonymity breeds hostility; when this is your only option for reviews, the quality of feedback suffers.

**1**

### Attributed Feedback

Support both anonymous and attributed feedback, but encourage employees to stand behind the feedback they give. Attribution allows employees to reach out for clarification or more detail if needed.

### Screened Feedback

Managers screen feedback results and decide how much (if any) should be passed along to the employee.

**2**

### Direct Feedback

Send feedback directly to employees immediately, not after it has gone through layers of filtering. Employees will appreciate the honest, un-muddled feedback.

### Solely Unsolicited Feedback

Most people take time to give feedback only when they're upset, creating a negativity bias which will likely make employees resent feedback all together.

**3**

### Requested Feedback

Empower employees to request feedback when they need it. The best feedback mechanisms enable employees to give and request feedback in real time, creating a culture of development and growth.

### Ambiguous Feedback Meetings

In traditional review discussions, feedback felt top-secret, where managers held all the cards and employees didn't know what to expect.

**4**

### Transparent Conversations

Set an agenda prior to a feedback discussion. Transparency lessens the stress for the employee and allows for a more productive conversation.

# The Problem

# The Fix

### Once-A-Year Feedback

Lack of frequency gives managers an excuse to avoid giving feedback and addressing performance the rest of the year, whether good or bad.

**5** ### Frequent, Ongoing Feedback

Make feedback conversations between managers and employees frequent and ongoing. Discussing more timely and relevant topics ensures that issues are taken care of before they get out of hand.

### Manager & Self-Evaluations Only

Evaluating performance solely from the manager and employee's point of view creates feedback inaccuracies.

**6** ### Evaluations With a 360-Approach

Include manager, self, peers, and any direct reports in 360 evaluations. This gives a holistic, unbiased picture of feedback, filling in gaps an employee or manager can't provide.

### Archaic Paper Process

Hand-written feedback notes are unorganized, uninformative, and unlikely to efficiently track and measure growth.

**7** ### Modern Technology

Use employee-friendly software to administer feedback cycles, track progress with real-time analytics, and leverage notes to enrichen one-on-one meetings.

### Stiff, Formal Review Templates

Out-dated scripts and vague questions are impersonal, leaving no room for meaningful or actionable feedback.

**8** ### Flexible, Personal Feedback Templates

Tailor the tone, style, and content of each feedback template to fit the current needs of the employee and situation to provide the greatest possibility for positive impact.

# 4 Types of Feedback

We recommend organizations leverage four different feedback models. Choose the feedback model that best fits your organization's culture and situational need.

**COVERED IN THIS EBOOK**

## 360 Feedback

360 feedback is a process in which employees can receive candid and valuable performance feedback from the people they work with each and every day, whether that's from leaders, peers, or direct reports.

While any employee can collect 360 feedback, managers and leaders heavily rely on the process to identify strengths and weaknesses, and track progress and improvements over time, resulting in better managed teams and organizational growth.

## Upward Feedback

Upward feedback is a form of evaluation that allows leaders to collect feedback from their direct reports. Collective feedback from the people who report to them helps managers understand how they are doing in their leadership role, including what they're doing well and where they might need to improve. With upward feedback, managers and leaders recognize how they impact their own team, and as a result, the entire organization.

## Peer-to-Peer Feedback

Peer-to-peer feedback empowers employees to give or receive feedback — both constructive criticism and positive recognition — from teammates and colleagues anytime. Employees are held accountable for their own performance when they're empowered to give coworker feedback and request personal feedback on their project execution, role fit and strengths, and team work and collaboration.

## Real-Time Feedback

Real-time feedback is the use of continuous, spontaneous feedback given at any time, for any reason. Praise a colleague for her initiative in organizing an off-site community service event or tell your direct report how he could have made that meeting more productive. The value of real-time feedback is in its simplicity and freedom; with little to no hassle, it makes giving feedback to peers, supervisors, and direct reports quick, easy, and actionable.

# 360 Feedback Defined

**What**
360 feedback is a process in which employees can receive candid and valuable performance feedback from the people they work with each and every day.

**Why**
360 feedback provides a holistic view of how supervisors, peers, and direct reports perceive an employee's performance. An employee's interactions with his or her peers versus a supervisor (as well as how peers and supervisors perceive these interactions) can vary significantly. Collecting feedback from various employee groups, and even the employees themselves, increases employee self-awareness, pinpoints areas that need improvement, and gives employees the insight they need to make positive change.

**Who**
While any employee can collect 360 feedback, managers and leaders heavily rely on the process to identify strengths and weaknesses, and track progress and improvements over time. 360 feedback makes it easy for leaders to track, measure, and improve performance, which leads to better managed teams and organizational growth.

**When**
360 feedback enhances annual performance reviews, succession planning, and performance conversations.

### Annual Reviews

When it comes to individual employee performance, 360 feedback paints the whole picture. With manager, peer, and direct report feedback, you can say goodbye to unfair, biased performance evaluations and hello to informed and motivating check-ins.

### Succession Planning

Trouble identifying who has leadership potential? 360 feedback will give you a comprehensive look at emerging leaders' strengths and potential weaknesses.

### Performance Conversations

Incorporate 360 feedback into monthly or quarterly manager-employee performance conversations for regular, open dialogue about how work is being done (including what's working and obstacles that stand in the way) rather than solely what has been accomplished.

# 360
# Feedback Questions

**143 Questions for 15 Feedback Categories**

# Answering the Questions

360 feedback comes from managers, peers, direct report, and the employees themselves. Choose a rating scale that best fits your culture and need.

## 6-Point Scale

| ① | ② | ③ | ④ | ⑤ | ⑥ |
|---|---|---|---|---|---|
| STRONGLY DISAGREE | DISAGREE | SOMEWHAT DISAGREE | SOMEWHAT AGREE | AGREE | STRONGLY AGREE |

## 5-Point Scale

| ① | ② | ③ | ④ | ⑤ |
|---|---|---|---|---|
| STRONGLY DISAGREE | DISAGREE | NEITHER AGREE NOR DISAGREE | AGREE | STRONGLY AGREE |

## 3-Point Scale

| ① | ② | ③ |
|---|---|---|
| DISAGREE | NEITHER AGREE NOR DISAGREE | AGREE |

## Open-Ended Items

Allow employees to put their feedback into their own words.

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# Interpersonal Communication

Communication is key for every aspect of business; whether it's establishing trust, conveying ideas, or engaging employees, a good leader is a good communicator.

## Self

- On a scale of 1–5, rate your level of comfortability with anticipating sensitive issues and communicating with all parties involved.

- On a scale of 1–5, rate your listening skills.

- On a scale of 1–5, rate your comfortability with expressing your thoughts as words, stories, or examples?

## Manager | Peer | Direct Report

- On a scale of 1–5, rate [employee's] ability to anticipating sensitive issues and communicate with all parties involved.

- On a scale of 1–5, rate [employee's] listening skills.

- On a scale of 1–5, rate [employee's] ability to express thoughts as words, stories, or examples.

## Open-Ended Items

- Tell me about a time [employee] brought together individuals to be on a project. Was is successful? Why or why not?

- Tell me about a time [employee] kept your team on task.

- Describe your ideal employee.

- How does [employee] ensure employees are in the right role?

- Tell me about a time [employee] recognized a team for either setbacks or accomplishments.

# Decision Making

Decisions are used as a way to prove sound judgement and earn the trust of colleagues.
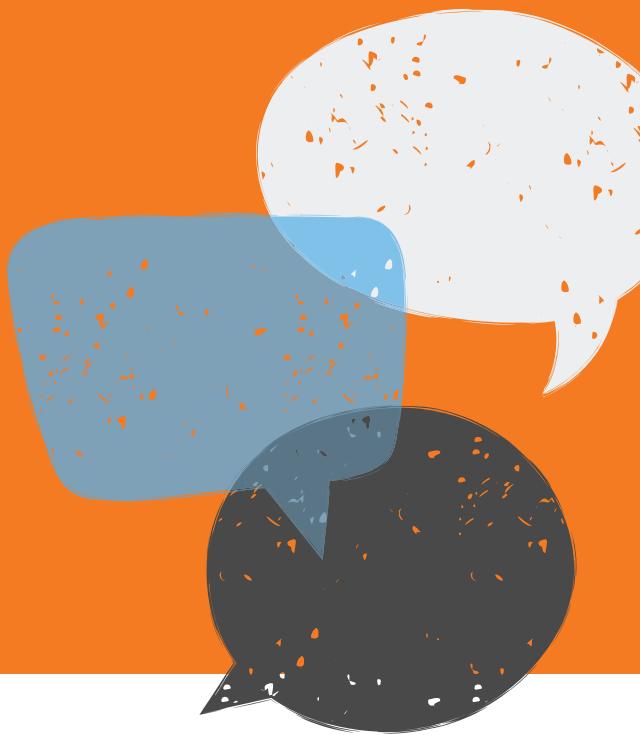
## Self

- On a scale of 1–5, rate your comfortability with making more high-level decisions.

- On a scale of 1–5, rate your ability to determine all options before selecting a solution to a problem.

## Manager | Peer | Direct Report

- On a scale of 1–5, rate [employee's] ability to make high-level decisions.

- On a scale of 1–5, how likely is [employee] to determine all options before selecting a solution to a problem?

## Open-Ended Items

- Is [employee] more inclined to make trust-your-gut judgments or data-driven? Do you have an example?

- How often has [employee] had to make high-level decisions?

- Tell me about a time [employee] made decisions balancing both short and long term decisions.

- Tell me about one decision [employee] has made that you're particularly proud of.

- Tell me about one decision that was particularly difficult to make.

# Client Focus

Great employees know that the client always comes first, and their actions should reflect this.
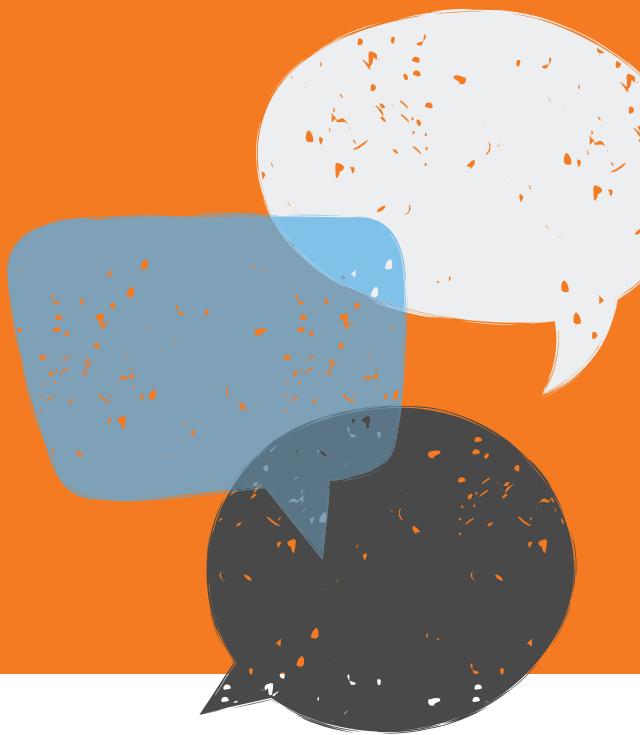
## Self

- On a scale 1–5, rate your ability to hold others accountable for a customer's result.

- On a scale of 1–5, rate your ability to understand the needs of the customer.

- On a scale of 1–5, rate your ability to prioritize the customer.

## Manager | Peer | Direct Report

- On a scale 1–5, rate [employee's] ability to hold others accountable for a customer's result.

- On a scale of 1–5, rate [employee's] ability to understand the needs of the customer.

- On a scale of 1–5, rate {employee's] customer prioritization.

## Open-Ended Items

- Tell me about a time when [employee] had to work with a demanding customer, and how the customer's needs were met.

- Tell me about a time [employee] developed and encouraged strong relationships with new and existing customers.

- Describe the usual rapport [employee] has with your clients.

- Tell me about a time where [employee] had to prioritize a customer's needs.

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# Collaborating

Cohesiveness is the mark of a productive team; but in order to be truly connected, members must know how to collaborate.
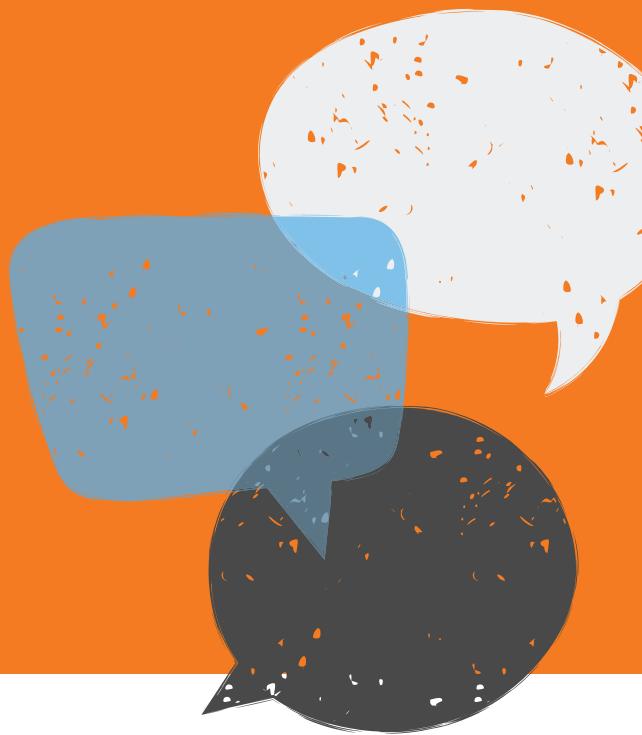
## Self

- On a scale of 1–5, rate your comfortability with working with diverse groups of people.

- On a scale of 1–5, rate your comfortability with removing barriers to collaboration.

## Manager | Peer | Direct Report

- On a scale of 1–5, rate [employee's] ability to work with diverse groups of people.

- On a scale of 1–5, rate [employee's] ability to remove barriers to collaboration.

## Open-Ended Items

- Tell me about a time [employee] expressed your vision/goals with stakeholders.

- What is an example of a barrier to collaboration that [employee] experienced in your workplace?

- Tell me about a time [employee] brought together other individuals or teams in order to drive results.

- In your experience, what is a good way to remove barriers to collaboration?

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# Building Teams

It's not about simply managing a team; it's about having the right people in the right positions to create the right team for the job.
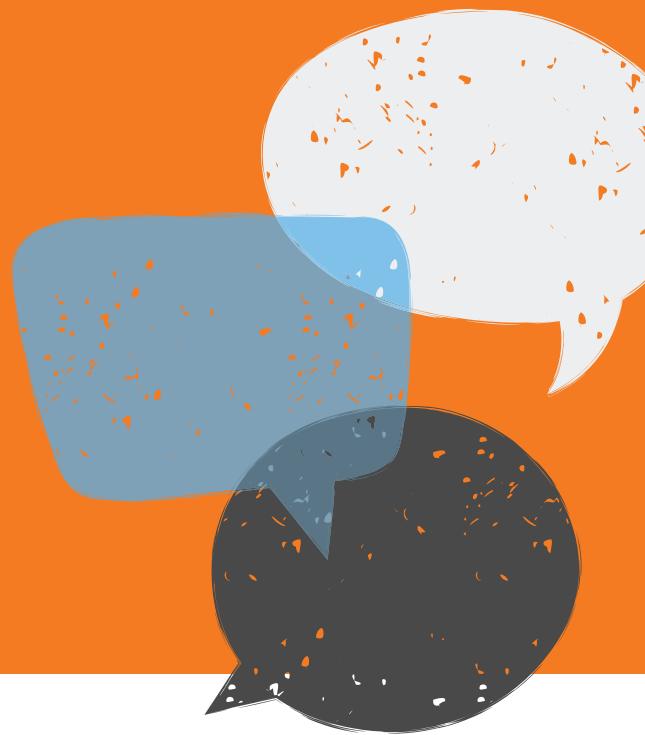
## Self

- On a scale of 1–5, rate your ability to monitor the progress/success of a team.

- On a scale of 1–5, rate your ability to recognize a team's need for improvement.

- On a scale of 1–5, rate your ability to recognize a team's (and individual's) accomplishments.

## Manager | Peer | Direct Report

- On a scale of 1–5, rate [employee's] ability to monitor the progress/success of a team.

- On a scale of 1–5, rate [employee's] ability to recognize a team's need for improvement?

- On a scale of 1–5, rate [employee's] ability to recognize a team's (and individual's) accomplishments.

## Open-Ended Items

- Tell me about a time [employee] brought together individuals to be on a project. Was is successful? Why or why not?

- Tell me about a time [employee] kept your team on task.

- Describe your ideal employee.

- How does [employee] ensure employees are in the right role?

- Tell me about a time [employee] recognized a team for either setbacks or accomplishments.

# Reliability and Consistency

**No employee wants a boss they can't count on, and no boss wants a flakey employee.**

## Self

- On a scale of 1–5, rate your ability to get your assignments done on time.

- On a scale of 1–5, how would your boss rate your reliability?

## Manager | Peer | Direct Report

- On a scale of 1–5, rate [employee's] ability to get assignments done on time.

- On a scale of 1–5 rate [employee's] reliability.

## Open-Ended Items

- Tell me about a situation that demonstrates [employee's] level of consistency at work.

- Tell me about a time where [employee] held others accountable for a lack of consistency, or reliability.

# Future Vision

Every great leader needs a vision, and the ability to communicate the end goal.
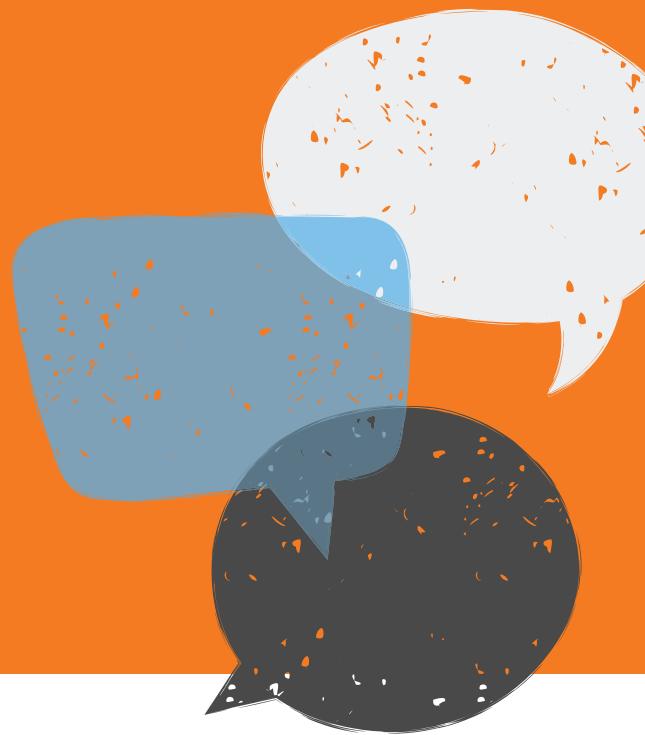
## Self

- On a scale of 1–5, rate your ability to communicate your future vision.

- On a scale of 1–5, rate your ability to consider how various scenarios will impact the future of the business.

- On a scale of 1–5, rate your ability to have written out personal and team visions for the future.

- On a scale of 1–5, rate your ability to anticipate future consequences and adjust your strategies accordingly.

## Manager | Peer | Direct Report

- On a scale of 1–5, rate [employee's] ability to communicate your future vision.

- On a scale of 1–5, rate [employee's] ability consider how various scenarios will impact the future of the business.

- On a scale of 1–5, rate [employee's] ability to have written out personal and team visions for the future.

- On a scale of 1–5, rate [employee's] ability to anticipate future consequences and adjust strategies accordingly.

## Open-Ended Items

- Tell me about a time [employee] communicated a clear vision of the future to a coworker or employee.

- What is one specific way [employee] has anticipated how future trends will impact your company?

# Driving Innovation

**The workplace is evolving before our eyes, and it requires organizations (and the people that lead them) to stay ahead of the curve.**

## Self

- On a scale of 1–5, rate your ability to effectively plan for the future.

- On a scale of 1–5, rate your ability to implement innovations that work.

- On a scale of 1–5, rate your ability to anticipate what future opportunities exist in your industry.

## Manager | Peer | Direct Report

- On a scale of 1–5, rate [employee's] ability to effectively plan for the future.

- On a scale of 1–5, rate [employee's] ability to implement innovations that work.

- On a scale of 1–5, rate [employee's] ability to anticipate what future opportunities exist in your industry.

## Open-Ended Items

- How does [employee] describe the role of innovation at your organization? (It could be the goal, or maybe the way to get to a goal, etc).

- Tell me about a time that [employee] communicated your innovative vision for a project, idea, proposal, etc.

- Tell me about a time [employee] learned from past mistakes in order to better your future work.

- Describe how [employee] has contributed to the development of an environment that encourages innovations.

- How does [employee] reward the innovations of other individuals?

# Clarity

If vision describes the future destination, clarity is the roadmap to get there.
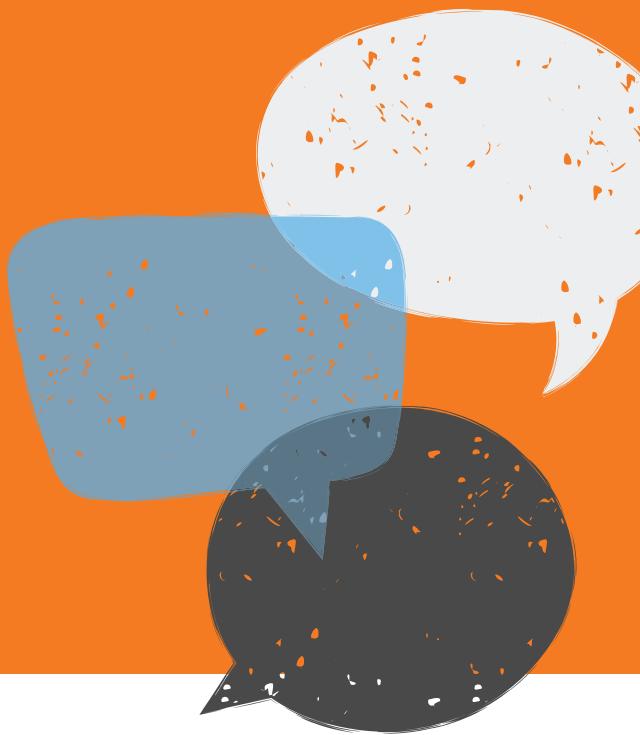
## Self

- On a scale of 1–5, rate your ability to bring focus to important tasks, ideas, or messages.

- On a scale of 1–5, rate your ability to help other individuals understand their roles and how they align with the direction of the company.

## Manager | Peer | Direct Report

- On a scale of 1–5, rate [employee's] ability to bring focus to important tasks, ideas, or messages.

- On a scale of 1–5, rate [employee's] ability to help other individuals understand their roles and how they align with the direction of the company.

## Open-Ended Items

- Tell me about a time [employee] managed an ambiguous situation.

- How often does [employee] look at the 'big picture' of your business when making decisions?

- How often does [employee] encourage others to look at the 'big picture' of your company?

- Tell me about a time [employee] cleared up a misconception in the workplace.

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# Managing Change

**Being able to properly manage change – and keep employees in-the-know and rowing in the same direction – is an essential skill of good leadership.**
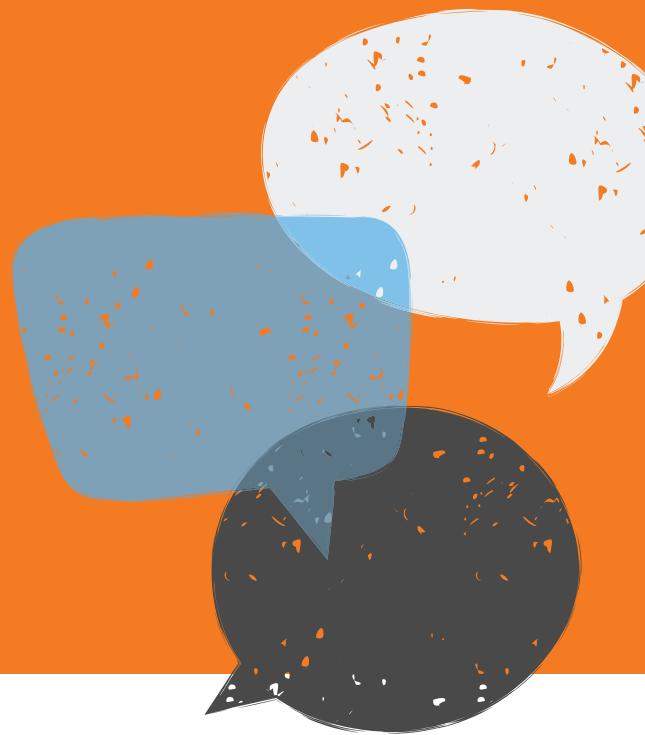
## Self

- On a scale of 1–5, rate your ability to challenge the status quo.

- On a scale of 1–5, rate your ability to encourage others to challenge the status quo.

- On a scale of 1–5, rate your ability to respond to unexpected circumstances.

## Manager | Peer | Direct Report

- On a scale of 1–5, rate [employee's] ability to challenge the status quo.

- On a scale of 1–5, rate [employee's] ability to encourage others to challenge the status quo.

- On a scale of 1–5, rate [employee's] ability to respond to unexpected circumstances.

## Open-Ended Items

- Tell me about a time [employee] recognized an opportunity or need for improvement in the workplace.

- Tell me about a time [employee] gathered feedback about changes.

- Tell me about a time [employee] learned from your mistakes.

- Tell me about a time [employee] received an unexpected request at work. How did he/she respond?

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# Expertise and Business Acumen

**Leaders have a natural curiosity that drives their learning and acquiring of expertise.**
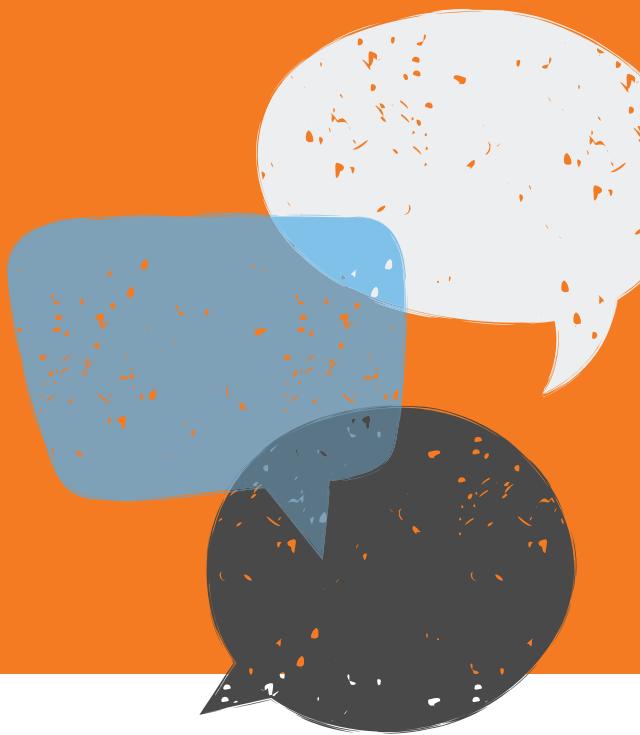
## Self

- On a scale of 1–5, rate your comprehension of financial implications of decisions.

- On a scale of 1–5, rate your understanding of your industry.
  **Explain your answer:** how many years have you been in the industry, how have you seen it change over the years, what is the greatest challenge facing your industry today, what is the biggest opportunity in your industry?

## Manager | Peer | Direct Report

- On a scale of 1–5, rate [employee's] comprehension of financial implications of decisions.

- On a scale of 1–5 rate [employee's] understanding of your industry.
  **Explain your answer:** how many years has [employee] been in the industry, how have you seen [employee's] understanding, or lack of?

## Open-Ended Items

- Tell me about a time [employee] actively engaged in a new business learning opportunity.

- Demonstrate your knowledge of competitors: who are your biggest competitors? Why? What does your company doe that differentiates from competitors?

- How does [employee] learn information best?

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# Valuing Talent

The best leaders make employees feel valued and appreciated for their great work and effort.
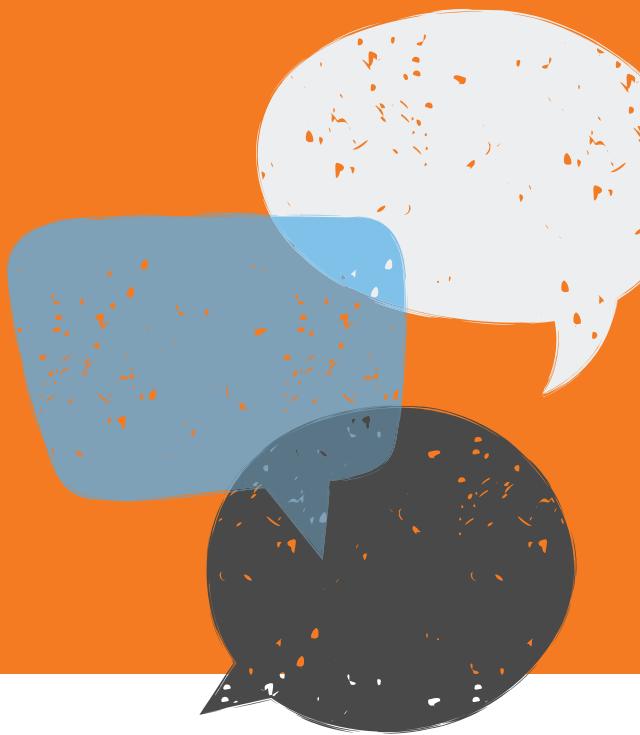
## Self

- On a scale of 1–5, rate your ability to give recognition when you notice a coworker doing great work.

- On a scale of 1–5, rate your commitment to maintaining a great workplace.

- On a scale of 1–5, rate your rapport with your colleagues.

## Manager | Peer | Direct Report

- On a scale of 1–5, rate [employee's] ability to give recognition after noticing a coworker doing great work.

- On a scale of 1–5, rate [employee's] commitment to maintaining a great workplace.

- On a scale of 1–5, rate [employee's] rapport with colleagues.

## Open-Ended Items

- Tell me about a time [employee] recognized an individual for excellent work.

- Tell me about a time [employee] demonstrated care for a colleague.

- Tell me what you think the most effective way to recognize an individual is.

# Inspiring Others

**Inspiring leaders have a knack for motivating the people they work with.**
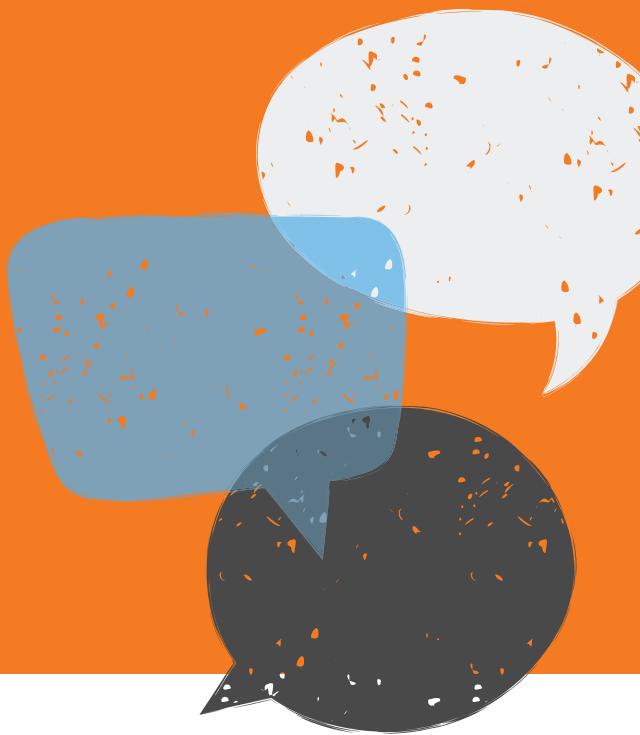
## Self

- On a scale of 1–5, rate your ability to bring energy to the workplace.

- On a scale of 1–5, how would your coworkers rate your enthusiasm toward reaching your company's goals?

## Manager | Peer | Direct Report

- On a scale of 1–5, rate the level of energy the [employee] brings to the workplace.

- On a scale of 1–5, rate [employee's] enthusiasm toward reaching company's goals.

## Open-Ended Items

- Tell me about a time [employee] developed commitment from others by setting an example.

- Tell me how [employee] used intrinsic incentives to motive others.

- Tell me how [employee] uses extrinsic incentives to motive others.

- Is [employee] more likely to use intrinsic or extrinsic motivators?

- What is the greatest barrier [employee] has to inspiring others?

# Achieving Results

**Because great ideas are nothing without proper execution.**
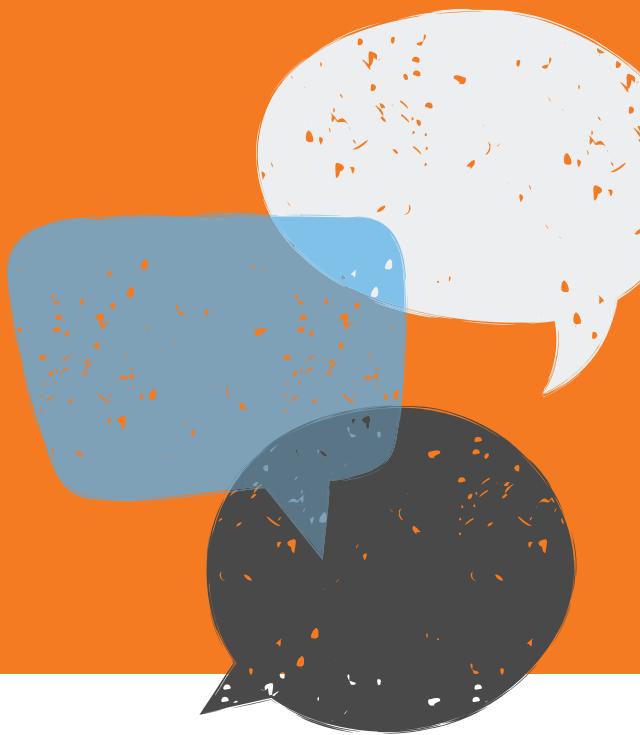
## Self

- On a scale of 1–5, rate your ability to set aggressive goals.

- On a scale of 1–5, rate your ability to meet the goals you set.

- On a scale of 1–5, rate your ability to hold yourself accountable to the goals you set.

- On a scale of 1–5, rate your delegation skills.

- On a scale of 1–5, rate your ability to hold others accountable.

## Manager | Peer | Direct Report

- On a scale of 1–5, rate [employee's] ability to set aggressive goals.

- On a scale of 1–5, rate [employee's] ability to meet the goals he/she set.

- On a scale of 1–5, rate [employee's] ability to hold herself accountable to the goals set.

- On a scale of 1–5, rate [employee's] delegation skills.

- On a scale of 1–5, rate [employee's] ability to hold others accountable.

## Open-Ended Items

- Tell me about a time [employee] managed your priorities when facing adversity.

- Tell me a specific instance where [employee] delegated well.

- Tell me about a time when [employee] held others accountable for desired results.

# Entrepreneurial Spirit

**Great leaders are willing to make the tough decisions, and a few risks here and there, to ensure the greatest possible progress for the organization.**
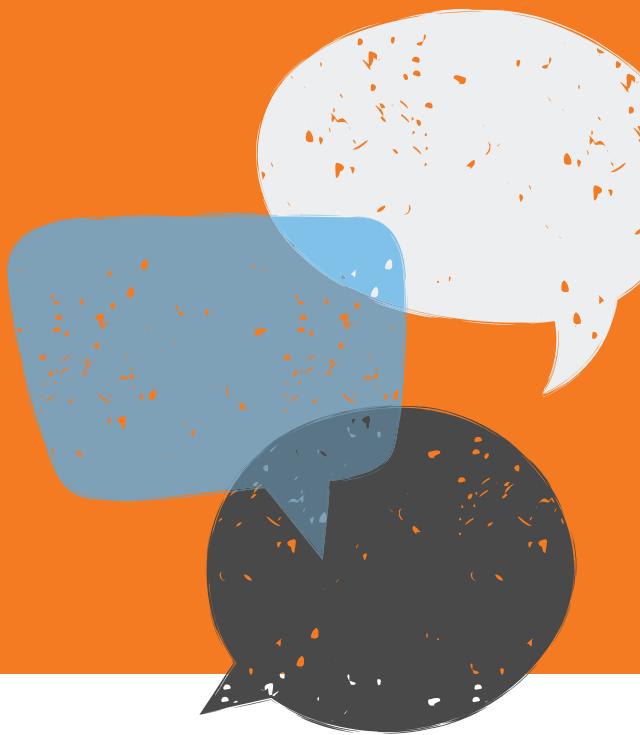
## Self

- On a scale of 1–5, rate your ability to identify meaningful opportunities.

- On a scale of 1–5, rate your ability to pursue meaningful opportunities.

- On a scale of 1–5, rate your ability to be an effective risk taker.

## Manager | Peer | Direct Report

- On a scale of 1–5, rate [employee's] ability to identify meaningful opportunities.

- On a scale of 1–5, rate [employee's] ability to pursue meaningful opportunities.

- On a scale of 1–5, rate how effective of a risk-taker [employee] is.

## Open-Ended Items

- Tell me about a prudent risk [employee] has taken at work.

- Tell me about a time [employee] leveraged resources to drive growth.

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# Build Your Own
# 360 Feedback Template

**360 Feedback for:** _____ **Date:** _____

**Category:** _____

1. *(Scale)* _____ ① ② ③ ④ ⑤ ⑥

2. *(Scale)* _____ ① ② ③ ④ ⑤ ⑥

3. *(Open-ended item)* _____

_____

_____

**Category:** _____

4. *(Scale)* _____ ① ② ③ ④ ⑤ ⑥

5. *(Scale)* _____ ① ② ③ ④ ⑤ ⑥

6. *(Open-ended item)* _____

_____

_____

**Category:** _____

7. *(Scale)* _____ ① ② ③ ④ ⑤ ⑥

8. *(Scale)* _____ ① ② ③ ④ ⑤ ⑥

9. *(Open-ended item)* _____

_____

_____

# Conduct Your 360 Feedback Sessions Online

Ditch the paper and pen and conduct effective 360 feedback sessions online!

## Quantum Workplace's Feedback will:

➡ Help you collect 360 feedback anytime and anywhere via an online, employee-friendly platform

➡ Help you consolidate notes from meetings past and present

➡ Customize feedback templates and questions to fit your organization, department, or team

➡ Allow HR, managers, or employees to initiate 360 feedback cycles at their convenience

➡ Give employees and managers the ability to track performance with trending reports and analytics

➡ Empower more frequent, flexible feedback conversations

**Learn More**    **Meet With Quantum Workplace**

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