TOOL 7

# 360-Degree Feedback Framework

> **PURPOSE:** *Gather feedback on a team member from multiple perspectives, synthesize the themes, and deliver them as a growth conversation.*

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|---|---|---|---|
| **Employee:** *Enter name* | **Manager:** *Enter name* | **Responses due:** *MM/DD/YYYY (allow 1–2 weeks)* | **Debrief date:** *MM/DD/YYYY (60 min)* |

## WHO TO INCLUDE

| Respondent | Relationship (manager / peer / cross-functional / direct report / self) | Sent | Received |
|---|---|---|---|
| You | Manager | | |
| [Name] | Self-assessment | | |
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## QUESTIONS TO ASK

*Choose 5–7 questions relevant to the role and goals. Tick the ones you will send.*

- ☐ Strengths: What does [Name] do particularly well?
- ☐ Strengths: What unique value does [Name] bring to projects and the team?
- ☐ Strengths: When have you seen [Name] at their best?
- ☐ Development: What's one area where [Name] could improve?
- ☐ Development: What skill development would make [Name] more effective?
- ☐ Development: What would you like to see [Name] do more of, or less of?
- ☐ Behavioral: How would you describe [Name]'s communication style?
- ☐ Behavioral: How does [Name] handle challenges or setbacks?
- ☐ Behavioral: How well does [Name] collaborate across teams?
- ☐ Impact: How has working with [Name] affected your work?
- ☐ Impact: What impact has [Name] had on [specific project or goal]?

## GATHERING FEEDBACK

- ☐ Ask respondents to be specific, with examples
- ☐ Ensure confidentiality: aggregate themes, don't attribute
- ☐ Give 1–2 weeks for responses
- ☐ Follow up with non-responders after one week

## SYNTHESIZING FEEDBACK

| | |
|---|---|
| **Patterns and themes across respondents** | |
| **Outliers worth noting** | |
| **Key strength 1** | |
| **Key strength 2** | |
| **Key strength 3** | |
| **Development area 1** | |
| **Development area 2** | |
| **Development area 3** | |
| **Specific examples to share** | *Themes, not individual quotes* |

## DELIVERING 360 FEEDBACK

- ☐ Schedule dedicated time (60 minutes)
- ☐ Start with strengths: be genuine and specific
- ☐ Share development areas as opportunities, not criticisms
- ☐ Use themes, not individual quotes
- ☐ Focus on patterns
- ☐ Create an action plan together for the development areas

## SUGGESTED LANGUAGE

> Pattern: "Multiple people noted that *[theme]*. Here is an example of what that looks like: *[example]*."
> Development area: "One opportunity several people raised is *[area]*. What's your read on that?"

## DEVELOPMENT ACTION PLAN

| Owner | Action item | Due date |
|---|---|---|
| | | |
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**Pro Tip:** This is a teachable moment, not a report card. The goal is growth.