FREE TEMPLATE · VERSION 1.0 · NOVEMBER 2026

360 Feedback Questionnaire for Leaders

15 shared statements, five extra questions each for supervisors, peers and direct reports, a self-assessment and three open questions. Ready to adapt in Word.

How to use this template

1. **Agree the purpose.** The template is built for leadership development, not for performance appraisal or pay.
2. **Choose the topics.** Delete topics that do not fit your idea of leadership rather than adding new ones. Every statement describes observable behaviour.
3. **Build the versions.** Raters get the 15 shared statements plus the five extra questions for their perspective (Part A). The leader answers the same 15 statements in the first person (Part B).
4. **Replace the placeholders.** Adapt everything in [square brackets], such as [leader's name] or [minimum number].
5. **Test it.** Ask two or three people from the target group to fill it in and check that everyone reads each question the same way.
6. **Run the checklist.** Before sending, go through Part C: anonymity, works council, time budget and the debrief.

At a glance

Part	For whom	Content
A	Supervisors, peers, direct reports	15 shared statements and five extra questions per perspective on a frequency scale from 1 to 6 plus N, and three open questions
B	The leader	The same 15 statements in the first person, three optional reflection statements, three open questions
C	HR or programme owner	Checklist before sending and four rules for the analysis

The five topics

1. Giving direction
2. Delegating and enabling
3. Communicating and listening
4. Giving feedback and developing people
5. Deciding and taking responsibility

The statements were written for this template; they are not items from the LEADBeyond 360° questionnaire.

Part A: Questionnaire for raters

Leader: [leader's name]

Your perspective: ☐ Supervisor ☐ Peer (colleague) ☐ Direct report

Please do not enter your own name.

You are giving [leader's name] feedback on their leadership. Think of what you have observed yourself over the last six months. Choose N if you could not observe something. Your answers are shown only in summary, and only once at least [minimum number] people in your group have responded. Comments are passed on word for word but without names. [If applicable: the supervisor's feedback is shown separately and can therefore be identified.]

How often does the leader show this behaviour?

1	2	3	4	5	6	N
almost never	rarely	occasionally	fairly often	often	almost always	can't assess

Extra questions: in each topic, answer only the row for your perspective.

1 Giving direction

No.	Statement	1	2	3	4	5	6	N
1.1	The leader explains why a task matters, not only what needs doing.	☐	☐	☐	☐	☐	☐	☐
1.2	The leader sets priorities so that it is clear what can wait.	☐	☐	☐	☐	☐	☐	☐
1.3	The leader says early when goals or priorities change.	☐	☐	☐	☐	☐	☐	☐
1.4	**Supervisors only:** The leader turns the organisation's goals into concrete goals for their team.	☐	☐	☐	☐	☐	☐	☐
1.5	**Peers only:** The leader agrees priorities with neighbouring teams before setting them.	☐	☐	☐	☐	☐	☐	☐
1.6	**Direct reports only:** The leader makes clear to me how my contribution is measured.	☐	☐	☐	☐	☐	☐	☐

2 Delegating and enabling

No.	Statement	1	2	3	4	5	6	N
2.1	When handing over a task, the leader says what result is expected by when.	☐	☐	☐	☐	☐	☐	☐
2.2	Once the leader has delegated a decision, they leave it with that person.	☐	☐	☐	☐	☐	☐	☐
2.3	The leader is available when someone gets stuck on a delegated task.	☐	☐	☐	☐	☐	☐	☐
2.4	**Supervisors only:** The leader hands demanding work to their team rather than doing it themselves.	☐	☐	☐	☐	☐	☐	☐
2.5	**Peers only:** In joint projects it is clear who in the leader's team is responsible for what.	☐	☐	☐	☐	☐	☐	☐
2.6	**Direct reports only:** The leader gives me tasks that help me grow.	☐	☐	☐	☐	☐	☐	☐

3 Communicating and listening

No.	Statement	1	2	3	4	5	6	N
3.1	The leader listens without interrupting.	☐	☐	☐	☐	☐	☐	☐
3.2	The leader asks for other views before making up their mind.	☐	☐	☐	☐	☐	☐	☐
3.3	The leader passes on information others need for their work.	☐	☐	☐	☐	☐	☐	☐
3.4	**Supervisors only:** The leader raises risks and bad news with me early.	☐	☐	☐	☐	☐	☐	☐
3.5	**Peers only:** The leader tells me when decisions in their team affect my area.	☐	☐	☐	☐	☐	☐	☐
3.6	**Direct reports only:** When I disagree, the leader engages with the substance.	☐	☐	☐	☐	☐	☐	☐

4 Giving feedback and developing people

No.	Statement	1	2	3	4	5	6	N
4.1	The leader gives feedback promptly, not only in the annual review.	☐	☐	☐	☐	☐	☐	☐
4.2	In feedback, the leader names specific behaviour rather than general judgements.	☐	☐	☐	☐	☐	☐	☐
4.3	The leader asks for feedback on their own work.	☐	☐	☐	☐	☐	☐	☐
4.4	**Supervisors only:** The leader addresses performance problems in their team instead of letting them drift.	☐	☐	☐	☐	☐	☐	☐
4.5	**Peers only:** The leader gives me candid feedback, even when it is uncomfortable.	☐	☐	☐	☐	☐	☐	☐
4.6	**Direct reports only:** The leader talks with me about my development, not only about current tasks.	☐	☐	☐	☐	☐	☐	☐

5 Deciding and taking responsibility

No.	Statement	1	2	3	4	5	6	N
5.1	The leader makes decisions in time, even when some questions are still open.	☐	☐	☐	☐	☐	☐	☐
5.2	The leader explains how a decision was reached.	☐	☐	☐	☐	☐	☐	☐
5.3	The leader says openly when they have made a mistake.	☐	☐	☐	☐	☐	☐	☐
5.4	**Supervisors only:** The leader delivers what they commit to me.	☐	☐	☐	☐	☐	☐	☐
5.5	**Peers only:** The leader keeps agreements made with other areas.	☐	☐	☐	☐	☐	☐	☐
5.6	**Direct reports only:** The leader stands up for the team when something goes wrong.	☐	☐	☐	☐	☐	☐	☐

Template by LEADBeyond (leadbeyond.de). Free to use and adapt; please credit the source.

Open questions

Where you can, describe a recurring situation, its effect and a suggestion, not the person. One or two specific points help more than a long list.

Stop: What should the leader stop doing because it costs more than it gives?

Start: What should the leader start doing, or do more often?

Continue: What should the leader definitely keep doing?

Part B: Leader's self-assessment

Leader: [leader's name]

Answer the same statements your raters receive, from your own point of view and for the last six months. Your answers will later be set beside how others see you. Differences are something to talk about, not a verdict.

How often do you show this behaviour?

1 almost never	2 rarely	3 occasionally	4 fairly often	5 often	6 almost always	N can't assess

1 Giving direction

No.	Statement	1	2	3	4	5	6	N
1.1	I explain why a task matters, not only what needs doing.	☐	☐	☐	☐	☐	☐	☐
1.2	I set priorities so that it is clear what can wait.	☐	☐	☐	☐	☐	☐	☐
1.3	I say early when goals or priorities change.	☐	☐	☐	☐	☐	☐	☐

2 Delegating and enabling

No.	Statement	1	2	3	4	5	6	N
2.1	When handing over a task, I say what result is expected by when.	☐	☐	☐	☐	☐	☐	☐
2.2	Once I have delegated a decision, I leave it with that person.	☐	☐	☐	☐	☐	☐	☐
2.3	I am available when someone gets stuck on a delegated task.	☐	☐	☐	☐	☐	☐	☐

3 Communicating and listening

No.	Statement	1	2	3	4	5	6	N
3.1	I listen without interrupting.	☐	☐	☐	☐	☐	☐	☐
3.2	I ask for other views before making up my mind.	☐	☐	☐	☐	☐	☐	☐
3.3	I pass on information others need for their work.	☐	☐	☐	☐	☐	☐	☐

4 Giving feedback and developing people

No.	Statement	1	2	3	4	5	6	N
4.1	I give feedback promptly, not only in the annual review.	☐	☐	☐	☐	☐	☐	☐
4.2	In feedback, I name specific behaviour rather than general judgements.	☐	☐	☐	☐	☐	☐	☐
4.3	I ask for feedback on my own work.	☐	☐	☐	☐	☐	☐	☐

5 Deciding and taking responsibility

No.	Statement	1	2	3	4	5	6	N
5.1	I make decisions in time, even when some questions are still open.	☐	☐	☐	☐	☐	☐	☐
5.2	I explain how a decision was reached.	☐	☐	☐	☐	☐	☐	☐
5.3	I say openly when I have made a mistake.	☐	☐	☐	☐	☐	☐	☐

Template by LEADBeyond (leadbeyond.de). Free to use and adapt; please credit the source.

Optional: three reflection statements

Only the leader answers these, because raters cannot judge what goes on in someone else's head. In the debrief they help explain why self-view and others' view differ.

How far does the statement apply to you?

1	2	3	4	5	6
strongly disagree	disagree	slightly disagree	slightly agree	agree	strongly agree

No.	Statement	1	2	3	4	5	6
R1	**Belief:** As a leader, I need to have an answer to every question straight away.	☐	☐	☐	☐	☐	☐
R2	**Under pressure:** When someone contradicts me in front of others, I react more sharply than I would like.	☐	☐	☐	☐	☐	☐
R3	**Confidence:** I am confident I can hold a critical feedback conversation so that we still work well together afterwards.	☐	☐	☐	☐	☐	☐

Open questions

Stop: What should I stop doing because it costs more than it gives?

Start: What should I start doing, or do more often?

Continue: What should I definitely keep doing?

Part C: Before sending and when analysing

Checklist before sending

- ☐ **Purpose:** written down that the results serve development, and told to everyone involved before the invitation.
- ☐ **Anonymity:** minimum number per group set, and explained what happens to answers below it. Without a technical lock, we recommend at least three responses per group. A single supervisor is not anonymous.
- ☐ **Who sees what:** agreed who sees individual answers, group scores and the report, and when the data is deleted.
- ☐ **Works council:** in Germany, involved early and shown the full questionnaire; under § 94 BetrVG, personnel questionnaires need its consent. Elsewhere, check local rules. This is not legal advice.
- ☐ **Time budget:** checked how many questionnaires a single rater receives in the same round.
- ☐ **Language versions:** both versions compared so that the same question means the same thing.
- ☐ **Test run:** tried out with two or three people from the target group.
- ☐ **Debrief:** agreed who discusses the results with the leader, and when.

Analysis: four rules

1. Show group scores only once the minimum number is reached; otherwise combine those answers with another group.
2. Leave N answers out of the calculation.
3. For each statement, set self-view beside others' view and look at the largest gaps, in both directions.
4. Pass on comments word for word but unattributed. High agreement with the first two reflection statements is a prompt for the conversation, not a finding.

When a template is not enough

A template measures only what it asks and offers no hypothesis about why the self-view and others' view differ. What happens after the report matters too: in Smither, London and Reilly's meta-analysis, improvement after multisource feedback was generally small. Their review suggests it is more likely when recipients set goals and take action.

Source: Smither, J. W., London, M. & Reilly, R. R. (2005). Does performance improve following multisource feedback? Personnel Psychology, 58(1), 33–66. https://doi.org/10.1111/j.1744-6570.2005.514_1.x

When you need more: LEADBeyond 360°

LEADBeyond, founded by former partners at McKinsey & Company and Roland Berger, built LEADBeyond 360° as consultant-led 360 feedback for leaders. It shows not only which behaviour others observe but also why it happens: beliefs, capability, stress triggers, behaviour and outcomes. A consultant reviews every report before release. Rater groups appear separately only from two responses, the data is held in Frankfurt am Main, and setup takes five days.

Learn more: 360.leadbeyond.de