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Sample Team

Team Sample

360-Degree Feedback Report
1/2/2024

About this Survey

This multi-rater survey is designed to assist your team in assessing and developing its effectiveness. As an aggregated report of the perceptions of the members of the team, it is intended to:

- Help your team identify its strengths and areas for improvement
- Enable the individual members of the team to better understand each others' perspectives
- Serve as a quantitative baseline for the team's progress over time
- Catalyze constructive discussions about how the team can be more effective
- Demonstrate that the team is open to feedback and committed to continuous improvement

Rating Scale

The rating scale shown below was used in scoring quantitative feedback.

Scale Option	Assigned Value
not applicable	---
strongly disagree	1
disagree	2
neutral	3
agree	4
strongly agree	5

Response Summary

The following groups of individuals were invited to participate in this review. The "Nominated" rater count excludes individuals that opted-out of participating or were removed by project administrators.

Rater Type	Nominated	Responded	Response Rate
Team Leader	3	1	33%
Team Members	12	2	17%
Total	15	3	20%

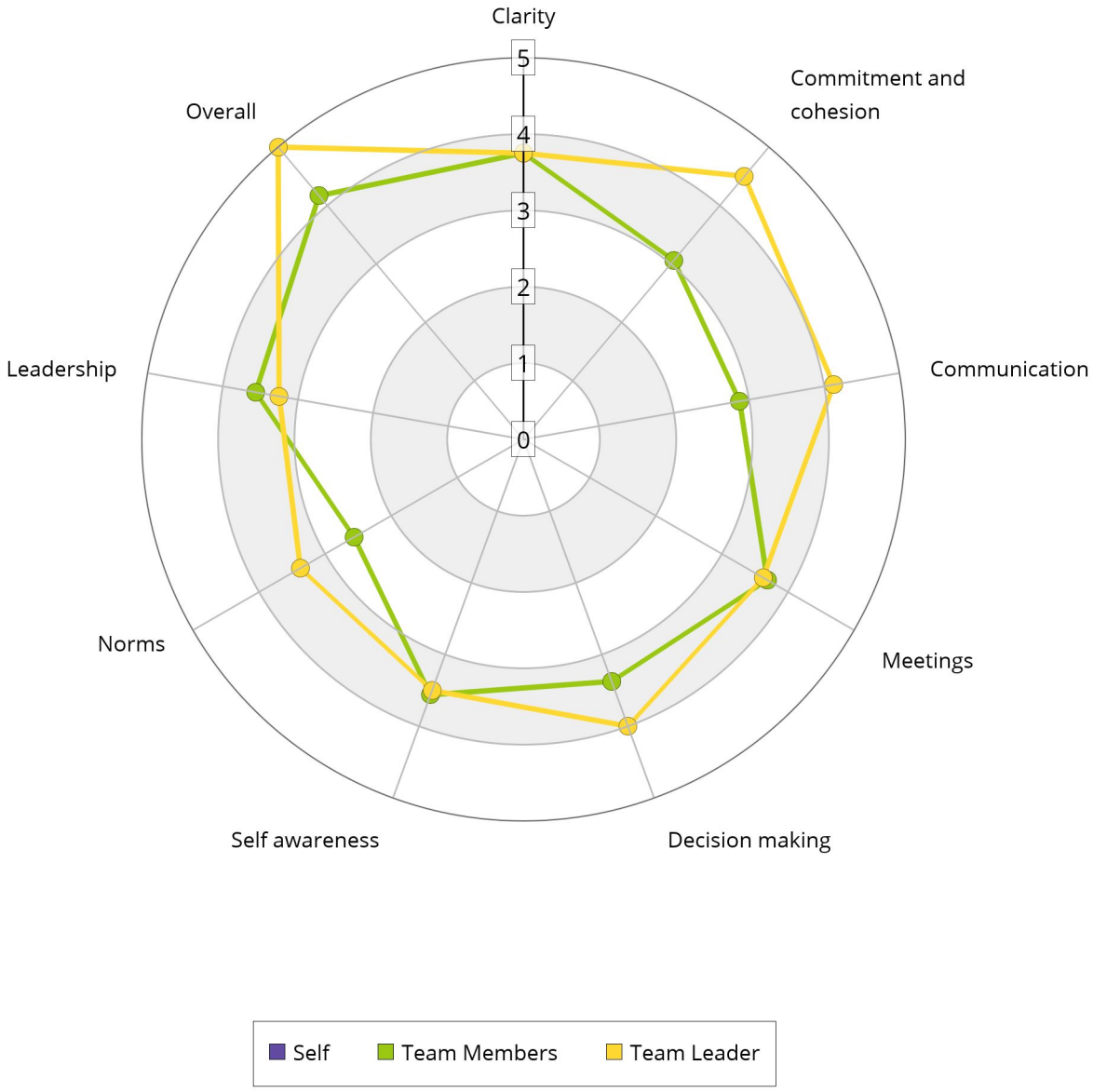
Raters Nominated to Participate

The individuals listed below were nominated to provide you feedback.

#	Rater Name	Rater Relationship
1.	One, Leader	Team Leader
2.	Three, Leader	Team Leader
3.	Two, Leader	Team Leader
4.	Eight, Member	Team Members
5.	Eleven, Member	Team Members
6.	Five, Member	Team Members
7.	Four, Member	Team Members
8.	Nine, Member	Team Members
9.	One, Member	Team Members
10.	Seven, Member	Team Members
11.	Six, Member	Team Members
12.	Ten, Member	Team Members
13.	Three, Member	Team Members
14.	Twelve, Member	Team Members
15.	Two, Member	Team Members

Team Competency Profile

The Competency Profile radar chart below shows scores with each rating group across all Competencies. Radar charts are useful in easily spotting gaps between Rater groups' ratings of a team. More favorable scores fall toward the outside of the chart.



Competency Summary

Summary of all competency groups sorted by Rater group.

Overall Score: 3.5 out of 5

Aggregate score for all competencies in the review.

	AVG	HI	LO
Team Member	3.3	5	1
Team Leader	3.8	5	1
Self	0.0	-	-

Clarity

	AVG	HI	LO
Team Member	3.8	5	1
Team Leader	3.8	5	1
Self	0.0	-	-

Commitment and cohesion

	AVG	HI	LO
Team Member	3.1	5	1
Team Leader	4.5	5	4
Self	0.0	-	-

Communication

	AVG	HI	LO
Team Member	2.9	4	2
Team Leader	4.1	5	2
Self	0.0	-	-

Meetings

	AVG	HI	LO
Team Member	3.7	5	1
Team Leader	3.6	5	2
Self	0.0	-	-

Decision making

	AVG	HI	LO
Team Member	3.4	5	1
Team Leader	4.0	5	1
Self	0.0	-	-

Competency Summary (continued)

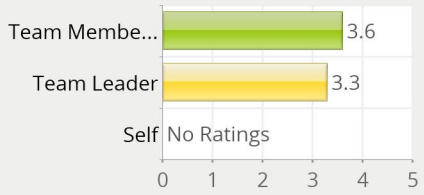
Self awareness

	AVG	HI	LO
Team Membe...	3.6	5	1
Team Leader	3.5	4	2
Self	0.0	-	-

Norms

	AVG	HI	LO
Team Membe...	2.6	4	1
Team Leader	3.4	5	2
Self	0.0	-	-

Leadership



	AVG	HI	LO
Team Membe...	3.6	5	1
Team Leader	3.3	4	2
Self	0.0	-	-

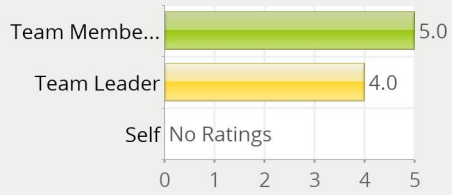
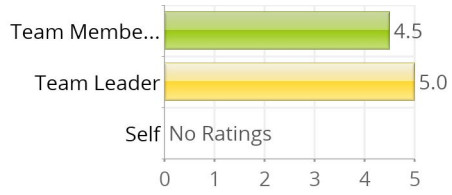
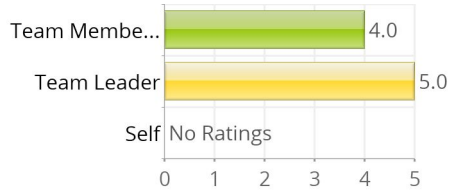
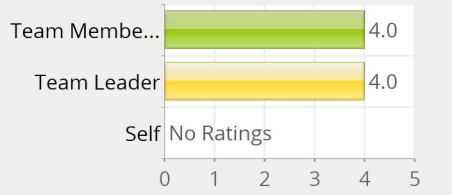
Overall

	AVG	HI	LO
Team Membe...	4.2	5	3
Team Leader	5.0	5	5
Self	0.0	-	-

Individual Review Items

Graphs below show ratings on each survey item, sorted by Rater Group

Clarity

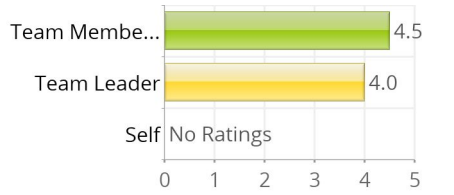
		AVG	HI	LO	N
1. The team's function and purpose is clear		5.0	5	5	2
		4.0	4	4	1
		0.0	-	-	-
2. Individual roles, responsibilities and levels of authority are clear		4.5	5	4	2
		5.0	5	5	1
		0.0	-	-	-
3. There is ambiguity on the team about what different team members are responsible for (Reverse Scored Item)		1.0	1	1	2
		2.0	2	2	1
		0.0	-	-	-
4. The team as a whole receives clear feedback about its performance		4.0	4	4	1
		5.0	5	5	1
		0.0	-	-	-
5. Individuals on the team receive clear feedback about their performance		4.0	5	3	2
		4.0	4	4	1
		0.0	-	-	-
6. It is unclear what the team is collectively accountable for (Reverse Scored Item)		3.0	3	3	2
		1.0	1	1	1
		0.0	-	-	-

Individual Review Items (continued)

7. It is clear why the team is structured the way it is

	AVG	HI	LO	N
Team Member	4.0	5	3	2
Team Leader	5.0	5	5	1
Self	0.0	-	-	-

8. The clarity of roles and responsibilities is becoming clearer over time



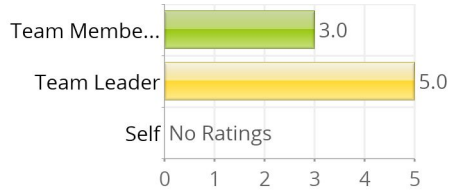
	AVG	HI	LO	N
Team Member	4.5	5	4	2
Team Leader	4.0	4	4	1
Self	0.0	-	-	-

Commitment and cohesion

9. The members of the team are committed to the team's success

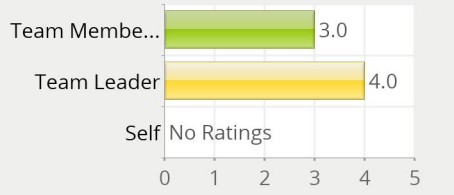
	AVG	HI	LO	N
Team Member	3.0	4	2	2
Team Leader	4.0	4	4	1
Self	0.0	-	-	-

10. Members of the team enjoy, and are energized by, working with one another



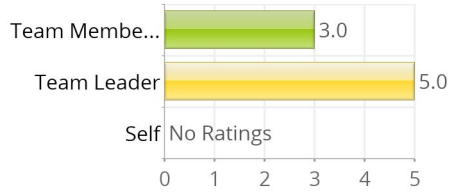
	AVG	HI	LO	N
Team Member	3.0	4	2	2
Team Leader	5.0	5	5	1
Self	0.0	-	-	-

11. The members of the team do not trust one another (Reverse Scored Item)



	AVG	HI	LO	N
Team Member	3.0	4	2	2
Team Leader	4.0	4	4	1
Self	0.0	-	-	-

12. Individuals on the team are willing to sacrifice their individual interest for the good of the team as a whole



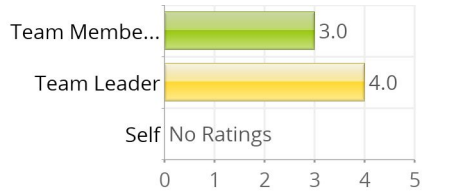
	AVG	HI	LO	N
Team Member	3.0	5	1	2
Team Leader	5.0	5	5	1
Self	0.0	-	-	-

Individual Review Items (continued)

13. Members of the team feel a strong sense of collective accountability and interdependence

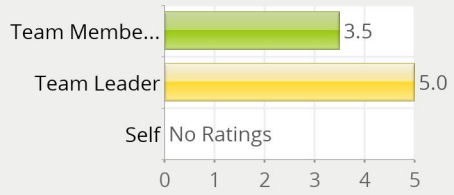
	AVG	HI	LO	N
Team Membe...	3.5	5	2	2
Team Leader	5.0	5	5	1
Self	0.0	-	-	-

14. There are unproductive personal tensions between individual members of the team (Reverse Scored Item)



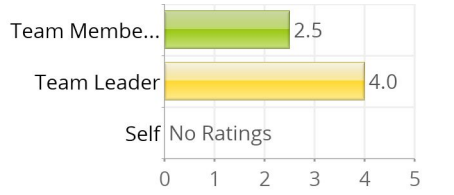
	AVG	HI	LO	N
Team Membe...	3.0	4	2	2
Team Leader	4.0	4	4	1
Self	0.0	-	-	-

15. This is one of the most cohesive teams I have worked on in my career



	AVG	HI	LO	N
Team Membe...	3.5	4	3	2
Team Leader	5.0	5	5	1
Self	0.0	-	-	-

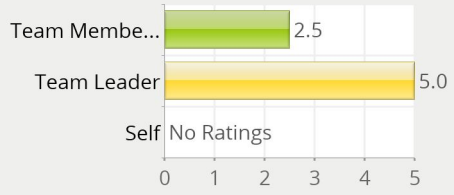
16. Our ability to effectively collaborate with one another is increasing over time



	AVG	HI	LO	N
Team Membe...	2.5	3	2	2
Team Leader	4.0	4	4	1
Self	0.0	-	-	-

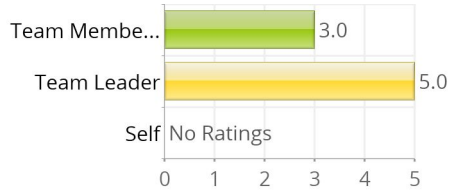
Communication

17. People on the team do their best to keep one another in the loop



	AVG	HI	LO	N
Team Membe...	2.5	3	2	2
Team Leader	5.0	5	5	1
Self	0.0	-	-	-

18. There is open communication and people speak up and share their true feelings and concerns



	AVG	HI	LO	N
Team Membe...	3.0	4	2	2
Team Leader	5.0	5	5	1
Self	0.0	-	-	-

Individual Review Items (continued)

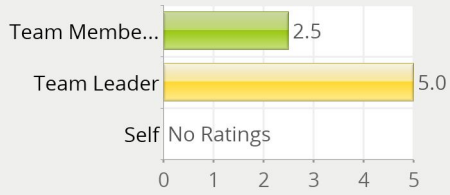
19. It is unclear where members of the team stand on important issues (Reverse Scored Item)

	AVG	HI	LO	N
Team Membe...	3.0	3	3	2
Team Leader	2.0	2	2	1
Self	0.0	-	-	-

20. Members of the team listen to one another and verify their shared understanding

	AVG	HI	LO	N
Team Membe...	2.5	3	2	2
Team Leader	4.0	4	4	1
Self	0.0	-	-	-

21. The team speaks with one voice to the rest of the organization about critical issues

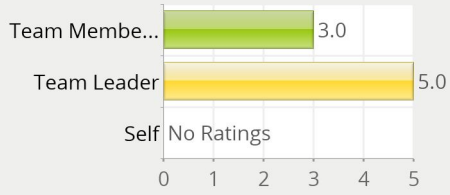


	AVG	HI	LO	N
Team Membe...	2.5	3	2	2
Team Leader	5.0	5	5	1
Self	0.0	-	-	-

22. There are often elephants in the room and tensions and conflicts that the group does not surface or resolve (Reverse Scored Item)

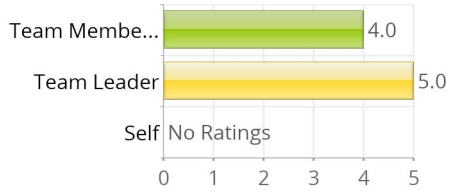
	AVG	HI	LO	N
Team Membe...	2.5	3	2	2
Team Leader	2.0	2	2	1
Self	0.0	-	-	-

23. When people disagree with one another, they do so in a constructive and respectful manner



	AVG	HI	LO	N
Team Membe...	3.0	3	3	2
Team Leader	5.0	5	5	1
Self	0.0	-	-	-

24. The team's communication is improving over time



	AVG	HI	LO	N
Team Membe...	4.0	4	4	2
Team Leader	5.0	5	5	1
Self	0.0	-	-	-

Individual Review Items (continued)

Meetings

25. The team's meetings are efficient and effective

	AVG	HI	LO	N
Team Membe...	4.0	5	3	2
Team Leader	3.0	3	3	1
Self	0.0	-	-	-

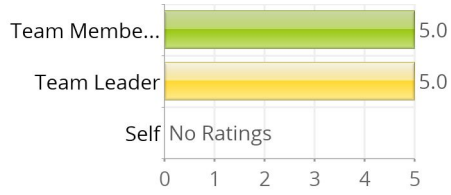
26. The team successfully structures its meetings most of the time

	AVG	HI	LO	N
Team Membe...	4.5	5	4	2
Team Leader	3.0	3	3	1
Self	0.0	-	-	-

27. Members of the team often wonder why issues discussed in team meetings can't be resolved offline (Reverse Scored Item)

	AVG	HI	LO	N
Team Membe...	2.0	2	2	2
Team Leader	2.0	2	2	1
Self	0.0	-	-	-

28. It is clear during meetings who has what role and why

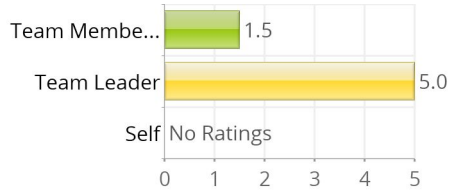


	AVG	HI	LO	N
Team Membe...	5.0	5	5	2
Team Leader	5.0	5	5	1
Self	0.0	-	-	-

29. At the end of meetings, accountabilities and next steps are clear to everyone

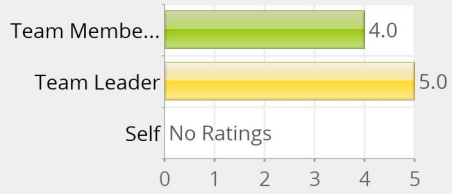
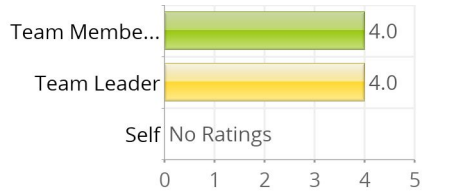
	AVG	HI	LO	N
Team Membe...	4.5	5	4	2
Team Leader	2.0	2	2	1
Self	0.0	-	-	-

30. Team meetings are characterized by a high degree of dissatisfaction and frustration (Reverse Scored Item)

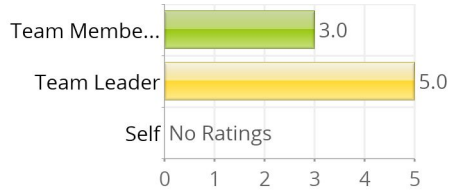
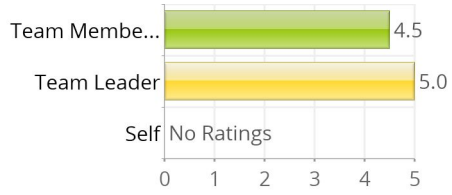


	AVG	HI	LO	N
Team Membe...	1.5	2	1	2
Team Leader	5.0	5	5	1
Self	0.0	-	-	-

Individual Review Items (continued)

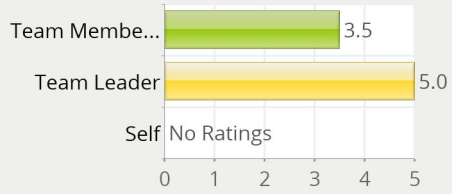
		AVG	HI	LO	N
31. Important decisions get made during the team's meetings					
		4.0	4	4	2
		5.0	5	5	1
		0.0	-	-	-
32. The team's meetings are becoming more efficient and effective over time					
		4.0	5	3	2
		4.0	4	4	1
		0.0	-	-	-

Decision making

		AVG	HI	LO	N
33. The team arrives at decisions that are generally better than if decisions had been made by individuals on the team					
		3.0	3	3	2
		5.0	5	5	1
		0.0	-	-	-
34. The team generally learns from bad decisions and does not repeat them					
		3.0	4	2	2
		5.0	5	5	1
		0.0	-	-	-
35. The team takes too long to make decisions and misses opportunities as a result of delays (Reverse Scored Item)					
		2.0	3	1	2
		5.0	5	5	1
		0.0	-	-	-
36. The team uses a good process for decision making, considering a wide enough set of scenarios and contingencies					
		4.5	5	4	2
		5.0	5	5	1
		0.0	-	-	-

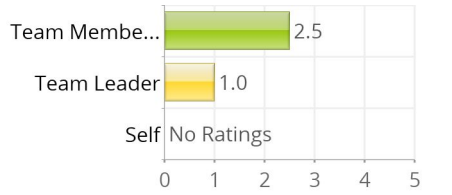
Individual Review Items (continued)

37. The team as a whole delegates the decisions to the appropriate individual members of the team



	AVG	HI	LO	N
Team Membe...	3.5	4	3	2
Team Leader	5.0	5	5	1
Self	0.0	-	-	-

38. The team rushes to judgment and makes decisions without having fully analyzed potential risks and rewards (Reverse Scored Item)

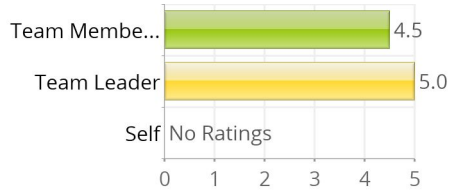


	AVG	HI	LO	N
Team Membe...	2.5	4	1	2
Team Leader	1.0	1	1	1
Self	0.0	-	-	-

39. Decisions are not made before everyone on the team has had an opportunity to share a point of view

	AVG	HI	LO	N
Team Membe...	4.0	5	3	2
Team Leader	1.0	1	1	1
Self	0.0	-	-	-

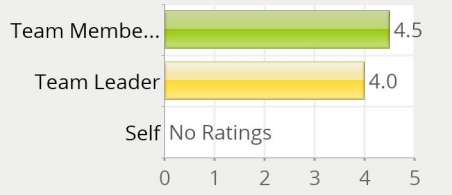
40. The quality of the team's decision making is improving over time



	AVG	HI	LO	N
Team Membe...	4.5	5	4	2
Team Leader	5.0	5	5	1
Self	0.0	-	-	-

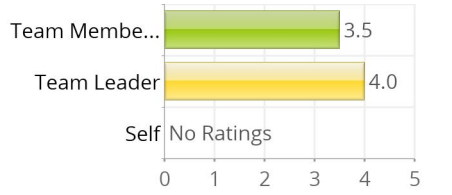
Self awareness

41. Individual members of the team are self-aware about how they come across to others



	AVG	HI	LO	N
Team Membe...	4.5	5	4	2
Team Leader	4.0	4	4	1
Self	0.0	-	-	-

42. Members of the team explicitly point out when the team has shifted strategy or direction



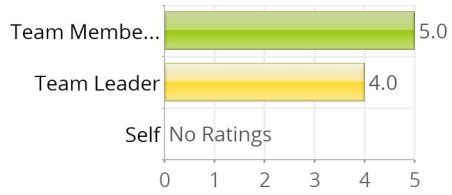
	AVG	HI	LO	N
Team Membe...	3.5	4	3	2
Team Leader	4.0	4	4	1
Self	0.0	-	-	-

Individual Review Items (continued)

43. The team does not recognize when it is repeating strategies or tactics that have not worked in the past (Reverse Scored Item)

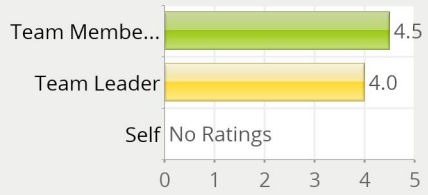
	AVG	HI	LO	N
Team Membe...	2.0	2	2	2
Team Leader	2.0	2	2	1
Self	0.0	-	-	-

44. Members of the team admit mistakes, apologize, and share learnings with one another



	AVG	HI	LO	N
Team Membe...	5.0	5	5	2
Team Leader	4.0	4	4	1
Self	0.0	-	-	-

45. The team engages in periodic process checks to discuss how things are going



	AVG	HI	LO	N
Team Membe...	4.5	5	4	2
Team Leader	4.0	4	4	1
Self	0.0	-	-	-

46. The team approaches tasks mindlessly, as if on autopilot (Reverse Scored Item)

	AVG	HI	LO	N
Team Membe...	2.0	3	1	2
Team Leader	2.0	2	2	1
Self	0.0	-	-	-

47. Individual members of the team are becoming more self aware over time

	AVG	HI	LO	N
Team Membe...	3.5	4	3	2
Team Leader	4.0	4	4	1
Self	0.0	-	-	-

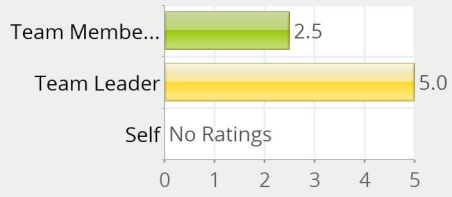
48. The team is becoming more self aware over time

	AVG	HI	LO	N
Team Membe...	3.5	5	2	2
Team Leader	4.0	4	4	1
Self	0.0	-	-	-

Individual Review Items (continued)

Norms

49. The team has developed good norms for most important aspects of the team's interactions



	AVG	HI	LO	N
Team Membe...	2.5	3	2	2
Team Leader	5.0	5	5	1
Self	0.0	-	-	-

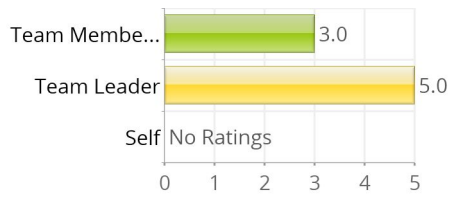
50. The team is willing to change its strategy and approach in order to adapt to change

	AVG	HI	LO	N
Team Membe...	2.0	2	2	2
Team Leader	3.0	3	3	1
Self	0.0	-	-	-

51. The team does not handle conflict well with other teams or external entities (Reverse Scored Item)

	AVG	HI	LO	N
Team Membe...	4.0	4	4	2
Team Leader	2.0	2	2	1
Self	0.0	-	-	-

52. Differences and diversity are welcomed and validated by the team



	AVG	HI	LO	N
Team Membe...	3.0	3	3	2
Team Leader	5.0	5	5	1
Self	0.0	-	-	-

53. The team celebrates its accomplishments as a team

	AVG	HI	LO	N
Team Membe...	2.5	3	2	2
Team Leader	3.0	3	3	1
Self	0.0	-	-	-

54. The team unfairly singles out certain members for credit when things go well or blame when things go wrong (Reverse Scored Item)

	AVG	HI	LO	N
Team Membe...	3.0	3	3	2
Team Leader	2.0	2	2	1
Self	0.0	-	-	-

Individual Review Items (continued)

55. Meeting and exceeding the needs of internal and/or external customers is a priority for the team

	AVG	HI	LO	N
Team Membe...	2.0	2	2	2
Team Leader	4.0	4	4	1
Self	0.0	-	-	-

56. The norms of the team are improving over time

	AVG	HI	LO	N
Team Membe...	1.5	2	1	2
Team Leader	3.0	3	3	1
Self	0.0	-	-	-

Leadership

57. Power in this team is based on expertise rather than position or seniority

	AVG	HI	LO	N
Team Membe...	3.5	4	3	2
Team Leader	3.0	3	3	1
Self	0.0	-	-	-

58. The leader of the team provides coaching and cares about developing the capabilities of the members of the team

	AVG	HI	LO	N
Team Membe...	4.5	5	4	2
Team Leader	4.0	4	4	1
Self	0.0	-	-	-

59. The leader of the team acts too much like a member of the team to be able to effectively lead (Reverse Scored Item)

	AVG	HI	LO	N
Team Membe...	2.0	3	1	2
Team Leader	3.0	3	3	1
Self	0.0	-	-	-

60. Members of the team trust that the leader will be as supportive as possible

	AVG	HI	LO	N
Team Membe...	4.0	4	4	2
Team Leader	4.0	4	4	1
Self	0.0	-	-	-

Individual Review Items (continued)

61. The leader of the team provides support and empowerment to the team

	AVG	HI	LO	N
Team Membe...	4.0	5	3	2
Team Leader	3.0	3	3	1
Self	0.0	-	-	-

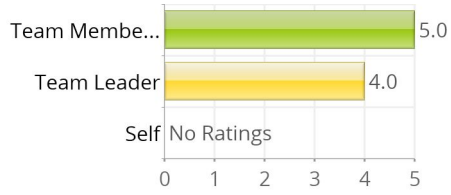
62. The team defers too much to its leader and does not make independent decisions (Reverse Scored Item)

	AVG	HI	LO	N
Team Membe...	1.5	2	1	2
Team Leader	2.0	2	2	1
Self	0.0	-	-	-

63. The leader of the team intervenes appropriately to help create an environment which is conducive to high team performance

	AVG	HI	LO	N
Team Membe...	4.0	4	4	2
Team Leader	3.0	3	3	1
Self	0.0	-	-	-

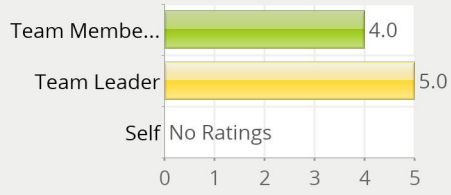
64. The leadership of the team is improving over time



	AVG	HI	LO	N
Team Membe...	5.0	5	5	2
Team Leader	4.0	4	4	1
Self	0.0	-	-	-

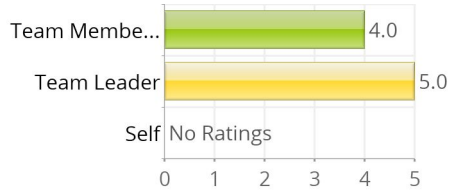
Overall

65. I'm glad to be a member of this team



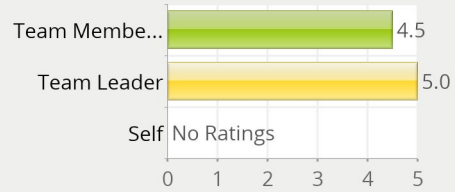
	AVG	HI	LO	N
Team Membe...	4.0	5	3	2
Team Leader	5.0	5	5	1
Self	0.0	-	-	-

66. This team's performance is improving over time



	AVG	HI	LO	N
Team Membe...	4.0	5	3	2
Team Leader	5.0	5	5	1
Self	0.0	-	-	-

Individual Review Items (continued)

		AVG	HI	LO	N
67. This team is performing well					
	Team Membe...	4.5	5	4	2
	Team Leader	5.0	5	5	1
	Self	0.0	-	-	-

Highest Rated Items

This report shows average ratings for each of the 10 highest rated items in the review across all non-self rater groups. Average ratings for individual rater groups are also shown for easy reference.

	Self	**All Raters**	Team Members	Team Leader
1. **Meetings** It is clear during meetings who has what role and why	0.0	**5.0**	5.0	5.0
2. **Clarity** The team's function and purpose is clear	0.0	**4.7**	5.0	4.0
3. **Clarity** Individual roles, responsibilities and levels of authority are clear	0.0	**4.7**	4.5	5.0
4. **Decision making** The team uses a good process for decision making, considering a wide enough set of scenarios and contingencies	0.0	**4.7**	4.5	5.0
5. **Decision making** The quality of the team's decision making is improving over time	0.0	**4.7**	4.5	5.0
6. **Self awareness** Members of the team admit mistakes, apologize, and share learnings with one another	0.0	**4.7**	5.0	4.0
7. **Leadership** The leadership of the team is improving over time	0.0	**4.7**	5.0	4.0
8. **Overall** This team is performing well	0.0	**4.7**	4.5	5.0
9. **Clarity** The team as a whole receives clear feedback about its performance	0.0	**4.5**	4.0	5.0
10. **Clarity** It is clear why the team is structured the way it is	0.0	**4.3**	4.0	5.0

Lowest Rated Items

This report shows average ratings for each of the 10 lowest rated items in the review across all non-self rater groups. Average ratings for individual rater groups are also shown for easy reference.

	Self	**All Raters**	Team Members	Team Leader
1. **Clarity** There is ambiguity on the team about what different team members are responsible for (Reverse Scored Item)	0.0	**1.3**	1.0	2.0
2. **Leadership** The team defers too much to its leader and does not make independent decisions (Reverse Scored Item)	0.0	**1.7**	1.5	2.0
3. **Meetings** Members of the team often wonder why issues discussed in team meetings can't be resolved offline (Reverse Scored Item)	0.0	**2.0**	2.0	2.0
4. **Decision making** The team rushes to judgment and makes decisions without having fully analyzed potential risks and rewards (Reverse Scored Item)	0.0	**2.0**	2.5	1.0
5. **Self awareness** The team does not recognize when it is repeating strategies or tactics that have not worked in the past (Reverse Scored Item)	0.0	**2.0**	2.0	2.0
6. **Self awareness** The team approaches tasks mindlessly, as if on autopilot (Reverse Scored Item)	0.0	**2.0**	2.0	2.0
7. **Norms** The norms of the team are improving over time	0.0	**2.0**	1.5	3.0
8. **Clarity** It is unclear what the team is collectively accountable for (Reverse Scored Item)	0.0	**2.3**	3.0	1.0
9. **Communication** There are often elephants in the room and tensions and conflicts that the group does not surface or resolve (Reverse Scored Item)	0.0	**2.3**	2.5	2.0
10. **Norms** The team is willing to change its strategy and approach in order to adapt to change	0.0	**2.3**	2.0	3.0

Additional Comments

All respondents are asked to provide open-ended commentary. The comments below are presented exactly as they were entered by respondents.

Clarity: What questions or concerns do you have about the strategic direction of the department, goals or roles of the team?

Team Leader
We have made progress, but need to do more
Team Members
Getting better, but still work to be done
Things are getting clearer now that strategic reviews are done

Decision making: What would you suggest to improve decision-making?

Team Leader
Voting has been helpful
Team Members
Now that our mission is clearer, our decisions are more aligned
Majority rule isn't always best