

Leadership 360 questionnaire

An editable developmental template for coaching and leadership providers

Set up a useful assessment

Original Sopact template · Version 1 · September 28, 2026. This is a practical developmental questionnaire, not a validated psychometric instrument or a basis for ranking employees. Adapt it with your facilitator and test the wording before use.

Purpose: [development question]. Participant ID: []. Cohort: []. Rater role: [self / manager / peer / direct report / other]. Observation period: [start–end]. Question version: [].

Select raters with relevant recent observation. Explain who will see ratings and comments, whether responses are named or grouped, and what administrators can access. Do not promise anonymity before testing the actual reporting and export controls.

Use the same response scale

Response	Meaning
1 · Never	Not demonstrated during relevant observed opportunities
2 · Rarely	Demonstrated on few relevant observed opportunities
3 · Sometimes	Demonstrated on some relevant observed opportunities
4 · Often	Demonstrated on most relevant observed opportunities
5 · Consistently	Demonstrated on all or nearly all relevant observed opportunities
Not observed	I did not observe enough relevant work to rate this
No opportunity	No relevant opportunity occurred in this period

Question stem: During [period], how consistently did this person demonstrate each behavior? For self-assessment, use “How consistently did I...?” Keep nonnumeric responses separate; do not turn them into zero or the midpoint.

12 leadership survey questions

Record one response from the scale for each item. Add brief work context only where appropriate. These are separate behaviors; do not combine them into an overall leadership score without a defensible scoring design.

ID / area	Observable behavior	Response
Q01 / Communication	Explains the reason when work priorities change.	[]
Q02 / Communication	Checks that colleagues understand an agreed next step.	[]
Q03 / Communication	Shares information in time for others to act.	[]
Q04 / Delegation	Names the person responsible when assigning a task.	[]
Q05 / Delegation	States the expected output when assigning a task.	[]
Q06 / Delegation	Agrees a deadline when assigning a task.	[]
Q07 / Collaboration	Invites relevant colleagues to contribute before a decision.	[]
Q08 / Collaboration	Asks for another perspective when a disagreement arises.	[]
Q09 / Collaboration	Explains a decision to colleagues affected by it.	[]
Q10 / Feedback	Describes a specific observed behavior when giving feedback.	[]
Q11 / Feedback	Asks for the other person's perspective during a feedback conversation.	[]
Q12 / Feedback	Agrees a practical next action after a feedback conversation.	[]

Three open questions

1. Describe one behavior that helped you work effectively with this person. What happened?
2. What one change would make working with this person more effective? Describe an appropriate example.
3. What work conditions helped or limited the opportunity to observe these behaviors?

Avoid unnecessary personal or sensitive details. A recognizable incident may identify a contributor even if their name is removed.

Rater invitation you can adapt

Subject: Feedback to support [participant]’s leadership development

You are invited because you have recent experience of [participant]’s work. Please complete [link] by [date], considering [observation period]. This developmental exercise will inform [purpose]. Ratings and comments will be seen by [specific roles] in [named/grouped form]. [Explain small-group treatment and administrator access]. Select “Not observed” or “No opportunity” when appropriate. Participation is [explain choice and consequences accurately]. Contact [owner] with questions or corrections.

Turn the debrief into two actions

Plan field	Complete before follow-up
Behavior 1 / question ID	[exact item wording and version]
Behavior 2 / question ID	[exact item wording and version]
Work opportunity	[task or occasion in which practice is possible]
Practice and support	[action, support person, evidence permitted]
Follow-up window	[date range based on realistic opportunity]
Reviewer and next decision	[name / role; decision the evidence supports]

Keep the person ID, cohort, observation date, source role, measure version and opportunity status with each response. Stable record linkage is appropriate only where the disclosed design permits identified follow-up.

A short follow-up, using the same two items

Repeat the selected behaviors and response anchors over a clearly stated observation period. Ask the participant and agreed observer separately. Do not describe a two-item check-in as a complete repeat 360 assessment.

1. Did a relevant opportunity occur? [Yes / No / Unknown]. 2. Did you observe enough to rate it? [Yes / No]. 3. Rate each selected behavior with the original scale. 4. Give one appropriate example. 5. What support would help at the next opportunity?

Report the evidence you actually have

Keep self and observer findings separate. State whether the observer, role or question changed. Report matched results alongside cohort coverage. A higher score records a change in rating; it does not establish the training's causal effect or financial ROI.

Coach and sponsor need different returns

Coach: authorized individual ratings, context, interpretation and next practice action. Employer sponsor: agreed cohort findings, evidence coverage, limitations and program decisions. Remove restricted notes and check linked sources as well as the report itself.

Next: <https://www.sopact.com/academy/measure-behavior-change-after-training>

Use this template freely in your own developmental program. Retain the version and adapt the purpose, consent, access and reporting arrangements to your setting.