360-degree feedback summary

Employee: _____ Period: _____ Ratings 1 to 5

Competency	Self	Manager	Peer 1	Peer 2	Peer 3	Direct report avg	Others' average	Gap (self - others)
Quality of work								
Reliability								
Communication								
Teamwork								
Problem solving								
Leadership								
Customer focus								

Others' average = mean of manager, peer and direct report ratings. Gap = self rating minus others' average.

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