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Activity 2

Digital toolkit for innovative curriculum and methodological development

Module - Leadership

Method - 360° feedback for leaders

Module 5 - Leadership

Method - 360° feedback for leaders

Soft skill focus

Self-awareness and self-regulation; Leadership and decision-making; Active listening and openness to feedback; Emotional intelligence and empathy; Communication and interpersonal relations; Continuous personal and professional growth

Learning outcomes

- Receive and process constructive feedback from peers, trainers, and self-assessment tools.
- Identify personal leadership strengths and areas for improvement based on multiple perspectives.
- Develop self-awareness by comparing self-perception with external perceptions.
- Enhance adaptability by integrating feedback into future leadership behaviour.
- Foster a culture of feedback in their professional and community environments.

Target group

Age - 25–50

Gender - All genders

Level of studies – Secondary to higher education (EQF 4–6)

Status (employed/ unemployed/ searching for a job) – Employed, in career transition, or involved in community/NGO activities

Fewer opportunities (if there is the case) – Individuals from rural or economically disadvantaged areas, migrants, or adults with limited access to leadership training

Method description

The 360° Feedback for Leaders method engages learners in a process where they receive structured feedback from multiple perspectives — peers, trainers, and themselves — regarding their leadership behaviours and effectiveness. Participants first complete a self-assessment of their leadership style and skills. Then, during group activities (e.g., role-play,



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project work, or simulations), their peers observe and provide feedback using a standardized form focusing on communication, collaboration, decision-making, and emotional intelligence. Trainers also provide professional observations.

The results are consolidated into a 360° feedback profile, showing where the leader's self-perception matches or differs from others' perceptions. Through guided reflection, participants learn how to interpret this input, strengthen their leadership identity, and create a personal improvement plan.

This method is particularly impactful for adult learners at risk of skills mismatch or low adaptability: it gives them concrete, personalized insights into how they are perceived in leadership roles and encourages growth. For disadvantaged learners, it also fosters empowerment and confidence by highlighting strengths often overlooked.

Implementation instructions

Timeline: 60–75 minutes

No of participants - 6–20 participants (1–2 participants act as *leaders* in simulations or tasks; Others serve as *team members and feedback providers*; Trainer facilitates, observes, and consolidates feedback)

Necessary materials - **Feedback forms** (simple rubric with criteria: communication, decision-making, empathy, clarity, adaptability); Self-assessment sheets (same criteria for comparison); Flipchart/whiteboard or projector (to visualize feedback trends); Optional: digital tools (Google Forms, Mentimeter, Padlet) for anonymous feedback.

Implementation in 5 steps

Step 1 – Introduction

Trainer explains the concept of 360° feedback: collecting input from multiple perspectives to gain a holistic view of leadership skills. Emphasize that feedback is constructive, respectful, and developmental, not judgmental.

Step 2 – Self-Assessment

Each participant completes a short self-assessment of their leadership skills. Categories may include: Communication, Decision-making, Empathy, Teamwork, Stress management. Participants keep their answers private until later reflection.



Step 3 – Leadership Simulation/Task

One or two participants act as leaders in a short scenario (e.g., group problem-solving, mini-project planning, or crisis management role-play). Other group members collaborate as team members, while also observing the leader's behavior. Trainer provides a clear scenario and time limit to keep the activity focused.

Step 4 – Peer & Trainer Feedback

After the activity, peers complete feedback forms about the leader's performance. Trainer adds observations using the same rubric. Feedback is shared in a structured manner: Start with strengths ("What worked well") Follow with improvement points ("What could be better") Encourage leaders to ask clarifying questions.

Step 5 – Reflection & Debrief

Leader compares self-assessment with peer/trainer feedback to identify gaps or alignments. Group discussion focuses on: What surprised you in the feedback? Which strength can you build on? Which improvement will you prioritize? Trainer closes by highlighting the value of feedback for leadership growth.

Practical tips

Keep feedback **short, specific, and evidence-based** (e.g., "You encouraged participation by asking questions" instead of "You were good").

For sensitive groups, allow **anonymous feedback** (via digital tools) to ensure honesty and comfort.

Rotate leadership roles so multiple participants experience being the "leader."

Use scenarios relevant to participants' real contexts (e.g., managing a small team, solving workplace conflicts, planning a community event).

Emphasize **confidentiality and respect** to build trust in the process.

Debriefing questions

How did your self-assessment compare with the feedback you received from peers and the trainer?

What strengths were highlighted most often by others?



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Were there any differences between how you see yourself as a leader and how others perceive you?

How did it feel to receive constructive feedback in a group setting?

What specific changes or actions will you try in your future leadership practice?

How can feedback be used to improve not just individual leadership, but also teamwork and group performance?

Practical description sheet

Method name: 360° Feedback for Leaders

Soft skill focus: Self-awareness, leadership, active listening, communication, emotional intelligence, adaptability

Learning outcomes:

Receive and process structured feedback from multiple perspectives

Compare self-perception with external evaluations

Identify leadership strengths and areas for improvement

Develop a personal improvement plan based on feedback

Group size: 6–20 participants

Time required: 60–75 minutes

Materials needed:

Feedback forms/rubrics (print or digital)

Self-assessment sheets

Flipcharts/whiteboard or projector for group discussion

Optional: digital tools for anonymous feedback (Google Forms, Mentimeter, Padlet)

Implementation steps (summary):

Introduction – explain concept of 360° feedback and set respectful tone

Self-assessment – participants rate themselves on leadership skills

Leadership simulation – selected participants lead a short group task

Feedback collection – peers and trainer provide structured feedback

Reflection & debrief – leader compares perspectives, group discusses lessons learned

Assessment & Reflection:

Peer and self-assessment forms

Group discussion using debriefing questions