Blik360

360 FEEDBACK REPORT · CONFIDENTIAL

Anna de Vries

Questionnaire	Manager 360 Review
Organization	Blik
Review Date	November 20, 2026
Feedback from	4 peers 1 manager Direct Report: Insufficient responses (minimum 3 required) Self-assessment

This report brings together the feedback from your reviewers: a summary, your scores per section and every answer per question. Individual reviewers cannot be identified.

Summary

Overall Rating	Self-assessment	Skill Level	Agency & Initiative
3.58 /5	**4.4** /5	**Proficient**	**Proactive**
Strong	(+0.8 compared to others)	Level 3.56/5.0	Level 3.59/5.0

Overall Rating	Others rate you **Strong** overall.
Performance matrix	**Force Multiplier**: High skill and high initiative - drives team success and innovation
Calibration Opportunity	Opportunity to align self-perception with team feedback
Self vs others	On 6 sections, others score you lower than you score yourself.
Next step	Trust your intuition based on deep experience Create novel approaches and solutions

Sections

	Others		Self
Leadership	**3.8**	Strong	4.0
Direction	**3.8**	Strong	4.7
Expertise & Judgment	**3.1**	Developing	4.0
Impact	**3.2**	Developing	4.5
Feedback & Recognition	**3.4**	Developing	4.0
Development	**3.8**	Strong	5.0

Your Development Path

SKILL LEVEL · DREYFUS MODEL

Proficient Level 3.56/5.0

Sees the big picture, recognizes patterns quickly, handles complexity



Novice	Advanced Beginner	Competent	Proficient	Expert
Rigid rule follower	Recognizes patterns, needs guidelines	Develops mental models, takes responsibility	Sees the big picture, learns from others	Intuitive, creates new approaches

To Reach Expert

- Trust your intuition based on deep experience
- Create novel approaches and solutions
- Become a recognized authority in your domain

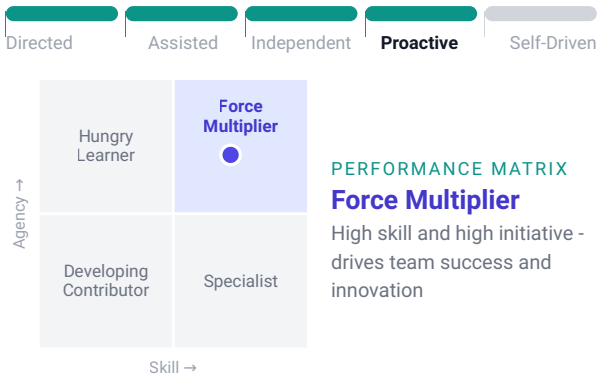
Action Items

- Mentor someone less experienced
- Share your knowledge through documentation or talks
- Tackle a novel problem in your domain

AGENCY & INITIATIVE

Proactive Level 3.59/5.0

Regularly proposes improvements and drives change



PERFORMANCE MATRIX

Force Multiplier

High skill and high initiative - drives team success and innovation

To Reach Self-Driven

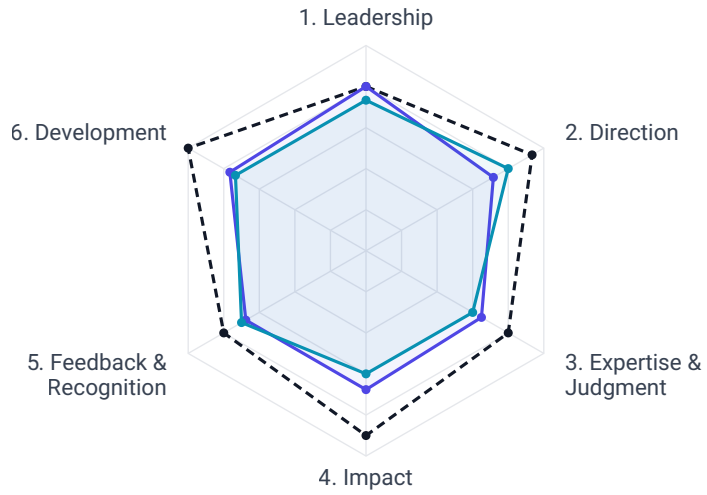
- Execute solutions autonomously within your domain
- Inform stakeholders after implementing fixes
- Drive systemic improvements, not just point solutions

Action Items

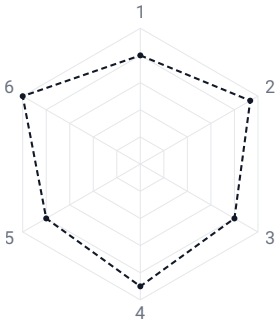
- Fix the next issue you discover without asking permission (inform after)
- Document your decision-making process for others to learn from

Performance Overview

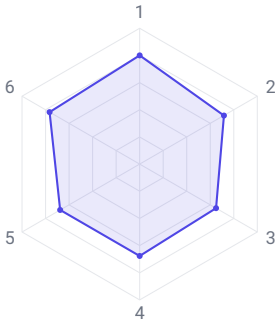
Visual comparison of your performance across all competency areas



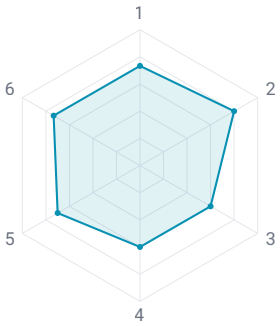
Self-assessment



Peer



Manager



How others see you

Calibration Opportunity · moderate

Opportunity to align self-perception with team feedback

Action: Seek specific feedback on areas where you rated yourself highly to understand others' perspectives.

You see yourself	Others see you
4.4	**3.58**

Sections	Others	Self	Gap	Peer	Manager	Direct Report
Leadership	3.8 Strong	4.0	+0.2	4.0	3.7	–
Direction	3.8 Strong	4.7	+0.9	3.6	4.0	–
Expertise & Judgment	3.1 Developing	4.0	+0.9	3.3	3.0	–
Impact	3.2 Developing	4.5	+1.3	3.4	3.0	–
Feedback & Recognition	3.4 Developing	4.0	+0.6	3.4	3.5	–
Development	3.8 Strong	5.0	+1.2	3.8	3.7	–

Overall score (excluding self-assessment) | Self-assessment · Outstanding (4.5+) · Excellent (4.0-4.4) · Strong (3.5-3.9) · Developing (3.0-3.4) · Needs Support (below 3.0)

– Direct Report: Insufficient responses (minimum 3 required)

Privacy Notice: All responses are anonymous and aggregated. Individual reviewers cannot be identified. Results are only shown when there are at least 3 responses per category to protect anonymity.

Detailed Feedback

Leadership

Anna is visible and engaged with the team

Scale: 1 = Rarely present or engaged · 2 = Occasionally visible · 3 = Regularly engaged · 4 = Consistently visible and accessible · 5 = Exceptionally present and engaged

	Responses	Average	1	2	3	4	5
Peer	4	**3.5**			2	2	
Manager	1	**3.0**			1		
Direct Report	2	Insufficient responses (minimum 3 required)					
Others		**3.3**					
Self-assessment (+1.8 compared to others)		**5.0**					✓

I trust Anna's intentions and decisions

Scale: 1 = Low trust · 2 = Some concerns · 3 = Generally trustworthy · 4 = High trust · 5 = Complete trust

	Responses	Average	1	2	3	4	5
Peer	4	**4.3**				3	1
Manager	1	**5.0**					1
Direct Report	2	Insufficient responses (minimum 3 required)					
Others		**4.6**					
Self-assessment (-1.6 compared to others)		**3.0**			✓		

Anna communicates clearly about decisions and their reasoning

Scale: 1 = Rarely explains decisions · 2 = Occasionally provides context · 3 = Usually communicates reasoning · 4 = Consistently clear communication · 5 = Exemplary transparency and clarity

	Responses	Average	1	2	3	4	5
Peer	4	**4.3**				3	1
Manager	1	**3.0**			1		
Direct Report	2	Insufficient responses (minimum 3 required)					
Others		**3.6**					
Self-assessment (+0.4 compared to others)		**4.0**				✓	

Direction

Goals and priorities are clearly defined

Scale: 1 = Goals are unclear or missing · 2 = Some clarity, but gaps remain · 3 = Goals are mostly clear · 4 = Clear and well-defined goals · 5 = Crystal clear priorities and objectives

	Responses	Average	1	2	3	4	5
Peer	4	**3.5**		1	1	1	1
Manager	1	**3.0**			1		
Direct Report	2	Insufficient responses (minimum 3 required)					
Others		**3.3**					
Self-assessment (+0.8 compared to others)		**4.0**				✓	

Anna provides clear direction and gives appropriate autonomy to execute

Scale: 1 = Too hands-off or micromanaging · 2 = Direction needs improvement · 3 = Good balance of guidance and autonomy · 4 = Excellent direction with appropriate freedom · 5 = Perfect balance of clarity and empowerment

	Responses	Average	1	2	3	4	5
Peer	4	**3.8**			1	3	
Manager	1	**4.0**				1	
Direct Report	2	Insufficient responses (minimum 3 required)					
Others		**3.9**					
Self-assessment (+1.1 compared to others)		**5.0**					✓

Problems or obstacles are discussed and addressed in time

Scale: 1 = Issues are ignored or delayed · 2 = Slow to address problems · 3 = Problems are handled reasonably · 4 = Proactive problem-solving · 5 = Exceptional at anticipating and resolving issues

	Responses	Average	1	2	3	4	5
Peer	4	**3.5**		1	1	1	1
Manager	1	**5.0**					1
Direct Report	2	Insufficient responses (minimum 3 required)					
Others		**4.3**					
Self-assessment (+0.8 compared to others)		**5.0**					✓

Expertise & Judgment

Anna understands the content of our work well enough to guide effectively

Scale: 1 = Limited understanding · 2 = Basic awareness · 3 = Sufficient knowledge to guide · 4 = Strong understanding of our work · 5 = Deep expertise and insight

	Responses	Average	1	2	3	4	5
Peer	4	**3.5**			2	2	
Manager	1	**3.0**			1		
Direct Report	2	Insufficient responses (minimum 3 required)					
Others		**3.3**					
Self-assessment (+0.8 compared to others)		**4.0**				✓	

Anna makes informed decisions about our work

Scale: 1 = Decisions often miss the mark · 2 = Sometimes uninformed · 3 = Generally sound decisions · 4 = Consistently well-informed decisions · 5 = Exceptionally wise judgment

	Responses	Average	1	2	3	4	5
Peer	4	**3.0**			4		
Manager	1	**3.0**			1		
Direct Report	2	Insufficient responses (minimum 3 required)					
Others		**3.0**					
Self-assessment (+1.0 compared to others)		**4.0**				✓	

Impact

Anna's way of leading contributes visibly to team performance

Scale: 1 = Negative impact on performance · 2 = Limited contribution · 3 = Positive impact on team · 4 = Significantly improves performance · 5 = Transformative leadership impact

	Responses	Average	1	2	3	4	5
Peer	4	**3.3**			3	1	
Manager	1	**3.0**			1		
Direct Report	2	Insufficient responses (minimum 3 required)					
Others		**3.1**					
Self-assessment (+1.9 compared to others)		**5.0**					✓

Anna encourages results-oriented work

Scale: 1 = Focus on process over results · 2 = Some results focus · 3 = Balanced approach · 4 = Strong results orientation · 5 = Exceptional focus on meaningful outcomes

	Responses	Average	1	2	3	4	5
Peer	4	**3.5**			2	2	
Manager	1	**3.0**			1		
Direct Report	2	Insufficient responses (minimum 3 required)					
Others		**3.3**					
Self-assessment (+0.8 compared to others)		**4.0**				✓	

Feedback & Recognition

I receive regular, useful feedback from Anna

Scale: 1 = Rarely receive feedback · 2 = Infrequent or unhelpful feedback · 3 = Regular, adequate feedback · 4 = Frequent, actionable feedback · 5 = Exceptional feedback quality and frequency

	Responses	Average	1	2	3	4	5
Peer	4	**3.0**		1	2	1	
Manager	1	**3.0**			1		
Direct Report	2	Insufficient responses (minimum 3 required)					
Others		**3.0**					
Self-assessment (+1.0 compared to others)		**4.0**				✓	

Anna recognizes good work when it happens

Scale: 1 = Recognition is absent · 2 = Rarely acknowledges contributions · 3 = Recognizes good work adequately · 4 = Consistently acknowledges achievements · 5 = Outstanding at celebrating contributions

	Responses	Average	1	2	3	4	5
Peer	4	**3.8**			1	3	
Manager	1	**4.0**				1	
Direct Report	2	Insufficient responses (minimum 3 required)					
Others		**3.9**					
Self-assessment (+0.1 compared to others)		**4.0**				✓	

Development

Anna encourages personal and professional growth

Scale: 1 = No focus on development · 2 = Limited encouragement · 3 = Supports growth opportunities · 4 = Actively promotes development · 5 = Champion of personal and professional growth

	Responses	Average	1	2	3	4	5
Peer	4	**4.3**			1	1	2
Manager	1	**3.0**			1		
Direct Report	2	Insufficient responses (minimum 3 required)					
Others		**3.6**					
Self-assessment (+1.4 compared to others)		**5.0**					✓

Anna recognizes and names individual strengths

Scale: 1 = Doesn't identify strengths · 2 = Occasionally notes strengths · 3 = Recognizes key strengths · 4 = Consistently highlights strengths · 5 = Exceptional at identifying and leveraging strengths

	Responses	Average	1	2	3	4	5
Peer	4	**3.8**			1	3	
Manager	1	**4.0**				1	
Direct Report	2	Insufficient responses (minimum 3 required)					
Others		**3.9**					
Self-assessment (+1.1 compared to others)		**5.0**					✓

Anna supports the development of new skills

Scale: 1 = No support for skill development · 2 = Limited support · 3 = Provides opportunities to learn · 4 = Actively supports skill building · 5 = Creates excellent learning opportunities

	Responses	Average	1	2	3	4	5
Peer	4	**3.5**		1		3	
Manager	1	**4.0**				1	
Direct Report	2	Insufficient responses (minimum 3 required)					
Others		**3.8**					
Self-assessment (+1.3 compared to others)		**5.0**					✓

Overall Feedback

What should Anna keep doing?

Peer · 4 responses

> Very supportive when things go wrong.

> Clear in meetings.

> Clear in meetings.

> Clear in meetings.

Manager · 1 response

> Very supportive when things go wrong.

Direct Report · 2 responses

Insufficient responses (minimum 3 required)

Self-assessment

> Very supportive when things go wrong.

What should Anna do differently?

Peer · 4 responses

> Very supportive when things go wrong.

> Could delegate more.

> Could delegate more.

> Very supportive when things go wrong.

Manager · 1 response

> Very supportive when things go wrong.

Direct Report · 2 responses

Insufficient responses (minimum 3 required)

Self-assessment

> Clear in meetings.

If you have questions about this report, please contact your manager or HR department.