

Learn more about Calculation types

A 360 feedback report processes ratings through structured calculation approaches. Below is an easy-to-understand breakdown of how each calculation type handles individual ratings, rater groups, and overall averages.

1. The Three Calculation Methods

Individual Response Avg

Question Level: Every person's rating counts equally.

Overall Level: Mean of the main section scores.
Larger groups (e.g., 4 Direct Reports) naturally have more weight.

Respondent Group Avg

Question Level: Every rater group counts equally.

Overall Level: Mean of the main section scores.
Gives a single Manager the exact same weight as 4 Direct Reports combined.

All Responses Avg

Question Level: Every person's rating counts equally.

Overall Level: Single pool of every answer across all questions.
Questions/sections with more items carry higher weight in total score.

2. How Scores Move Up the Report (The Cascade)

Hierarchy Level	How It Is Calculated
1. Rated Item (Question)	Calculated first from submitted rater responses according to the cycle's calculation type.
2. Sub-Section	The average (mean) of all question scores under that specific sub-section.
3. Main Section	The average (mean) of all sub-section scores under that main section.
4. Overall Score	Average of section scores (or a single pooled average under <i>All Responses Average</i>).

3. Worked Example Walkthrough

Example Dataset: 2 Sections, 3 Sub-sections & 4 Rated Items

1 Manager, 4 Direct Reports, 2 Peers

Self rates every item 4. Jane (Direct Report) marks N/A on Item 1; Rachel (Peer) marks N/A on Item 2.

Rated Item	Self	John Mgr	Frank DR	James DR	Susan DR	Jane DR	Chris Peer	Rachel Peer
Item 1: Mindset > Critical Thinking	4	5	1	1	1	N/A	4	3
Item 2: Mindset > Critical Thinking	4	4	3	3	2	2	5	N/A
Item 3: Mindset > Effective Judgment	4	3	4	4	4	4	2	2
Item 4: Discipline > Plan & Execute	4	5	2	2	3	3	4	4

How Rated Item 1 is Calculated Across the 3 Approaches (Jane N/A & Self excluded):

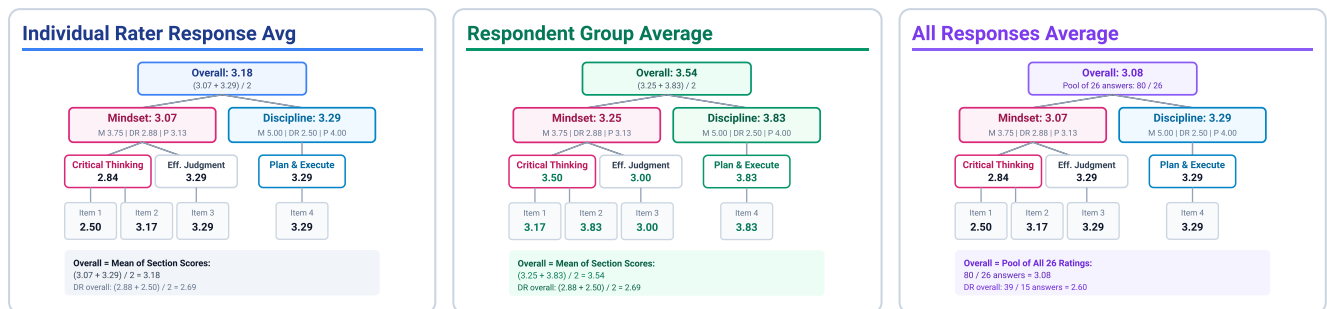
Calculation Approach	Exact Formula & Step-by-Step Working	Item 1 Score
Individual Rater Response Avg	Every non-Self answer counts equally: $(5 + 1 + 1 + 1 + 4 + 3) \div 6$	2.50
Respondent Group Avg	Mean of group averages: Mgr: 5.00, DRs: 1.00, Peers: 3.50 $\rightarrow (5.00 + 1.00 + 3.50) \div 3$	3.17
All Responses Avg	Same as Individual at the rating level: $(5 + 1 + 1 + 1 + 4 + 3) \div 6$	2.50

4. All Results Side by Side

Exact comparison across all levels from the original specification table (Page 5), showing All (Excl. Self) and group breakdown (Manager / Direct Reports / Peers):

Level	Node	All (Indiv)	All (Group)	All (Responses)	Mgr / DR / Peers (Indiv)	Mgr / DR / Peers (Group)	Mgr / DR / Peers (All Resp)
Rating level	Rated Item 1	2.50	3.17	2.50	5.00 / 1.00 / 3.50	5.00 / 1.00 / 3.50	5.00 / 1.00 / 3.50
Rating level	Rated Item 2	3.17	3.83	3.17	4.00 / 2.50 / 5.00	4.00 / 2.50 / 5.00	4.00 / 2.50 / 5.00
Rating level	Rated Item 3	3.29	3.00	3.29	3.00 / 4.00 / 2.00	3.00 / 4.00 / 2.00	3.00 / 4.00 / 2.00
Rating level	Rated Item 4	3.29	3.83	3.29	5.00 / 2.50 / 4.00	5.00 / 2.50 / 4.00	5.00 / 2.50 / 4.00
Sub-section	Critical Thinking	2.84	3.50	2.84	4.50 / 1.75 / 4.25	4.50 / 1.75 / 4.25	4.50 / 1.75 / 4.25
Sub-section	Effective Judgment	3.29	3.00	3.29	3.00 / 4.00 / 2.00	3.00 / 4.00 / 2.00	3.00 / 4.00 / 2.00
Sub-section	Plan & Execute	3.29	3.83	3.29	5.00 / 2.50 / 4.00	5.00 / 2.50 / 4.00	5.00 / 2.50 / 4.00
Section	Mindset	3.07	3.25	3.07	3.75 / 2.88 / 3.13	3.75 / 2.88 / 3.13	3.75 / 2.88 / 3.13
Section	Discipline	3.29	3.83	3.29	5.00 / 2.50 / 4.00	5.00 / 2.50 / 4.00	5.00 / 2.50 / 4.00
Overall (Excl. Self)	Overall Rating	3.18	3.54	3.08	4.38 / 2.69 / 3.57	4.38 / 2.69 / 3.57	4.25 / 2.60 / 3.43

5. Cascading Averages & Overall Rating



6. Universal Rules

- **Self-Score Exclusion:** Your self-evaluation is presented in its own column and excluded from all combined *All (Excluding Self)* totals.
- **Manager Inclusion:** The Manager's feedback is always included in the combined score across all calculation methods.
- **N/A Handling:** Any "Not Applicable" response is omitted from denominators so it never artificially lowers a score.
- **Rounding Logic:** Each score level is rounded to 2 decimal places before being used in higher-level calculations.