2022

Open 360

CONSULTANTS GUIDE

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The following pages have been put together to make it easier for you, as a consultant, to understand how to read and produce the Open 360° Feedback Assessment.

Another 360° Feedback resource which may help you with your project is a Manual explaining how to set up an Open 360°.

1. Open 360° Feedback Reading Instructions

1.1. Scoring Interpretation

The Open 360° Feedback displays results using numbers and traffic light colours.

- ***Green*** indicates that the person assessed has scored highly in the measured behavioural competency.
  The **top 25%** of the scale.

- ***Yellow*** indicates there is some room for improvement.
  Between 25% - 75% *of the scale.*

- ***Red*** indicates a definite area to improve.
  The **bottom 25%** of the scale.

	High Score
	Secondary Improvement Area
	Definite Improvement Area

1.2. Open Scale vs Likert Scale Results

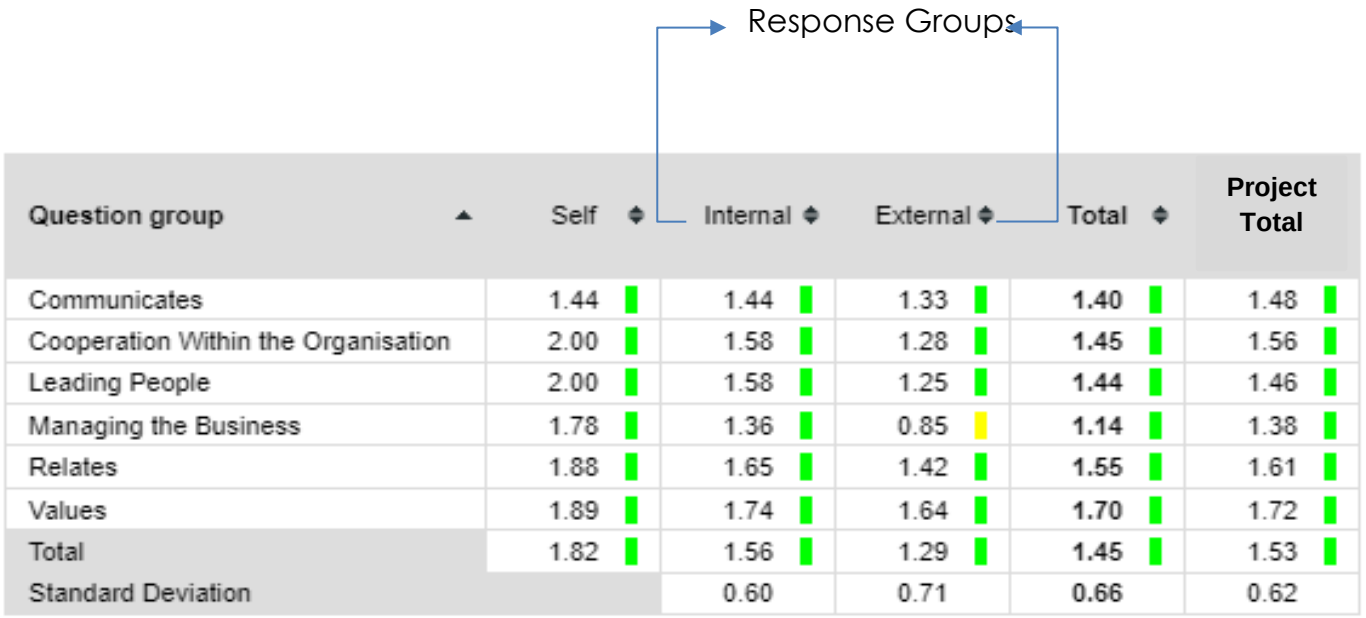
- An **Open Scale** will display scores between the ranges of 1 to 5.
- Respondents may view this scale more positively than the Likert Scale.
- The closer the scores are to 5, the more favourable the outcome.

Question:	Self	Peers	Managers	Direct Reports	Total
1. Proactively deals with problems openly and honestly	5.00	4.00	4.00	5.00	**4.33**
2. Shares feelings, communicates appropriately and constructively	4.00	2.00	3.00	5.00	**3.33**
3. Stays focused on the situation, issue or behaviour not on personalities	3.00	3.00	4.00	4.00	**3.67**
4. Responsibly manages the resources entrusted to them	2.00	3.00	2.00	4.00	**3.00**
5. Seeks and shares best practices	4.00	4.00	2.00	4.00	**3.33**
6. Plans and coordinates activities to maximise results	2.00	2.00	3.00	4.00	**3.00**
7. Assesses performance gaps	4.00	4.00	3.00	4.00	**3.67**
8. Analyses causes of performance gaps	2.00	3.00	3.00	4.00	**3.33**
9. Manages multiple priorities effectively	4.00	4.00	4.00	2.00	**3.33**
10. Uses their time efficiently	5.00	3.00	4.00	3.00	**3.33**
Total	3.50	3.20	3.20	3.90	**3.43**
Standard Deviation		0.79	0.79	0.88	**0.86**

- A **Likert Measurement** scale will display scores between the ranges of -2 to +2 .
- This scale makes it easier to identify development areas.
- The closer the scores are to +2, the more favourable the outcome.

Question:	Self	Peer	Manager	Total
24. Strives for consensus, buy-in and win/win solutions	1.00	1.20	0.50	**1.00**
25. Considers the needs and preferences of those impacted by a decision	2.00	0.20	-0.50	**0.00**
26. Encourages people to express and develop their ideas	-1.00	1.60	-0.50	**1.00**
27. Is aware of and manages of his/her emotions	0.00	0.60	-1.00	**0.14**
28. Recognizes effort and rewards accomplishment	1.00	0.20	-0.50	**0.00**
29. Maintains enthusiasm and interest in his/her work	2.00	1.20	0.50	**1.00**
30. Points out the positive traits and strengths of co-workers	1.00	1.00	0.00	**0.71**
31. Expresses gratitude	0.00	0.60	0.00	**0.43**
Total	0.75	0.83	-0.19	**0.54**
Standard Deviation		1.15	1.38	**1.29**

1.3. Analysing Table Scores



Question group	Self	Internal	External	Total	Project Total
Communicates	1.44	1.44	1.33	1.40	1.48
Cooperation Within the Organisation	2.00	1.58	1.28	1.45	1.56
Leading People	2.00	1.58	1.25	1.44	1.46
Managing the Business	1.78	1.36	0.85	1.14	1.38
Relates	1.88	1.65	1.42	1.55	1.61
Values	1.89	1.74	1.64	1.70	1.72
Total	1.82	1.56	1.29	1.45	1.53
Standard Deviation		0.60	0.71	0.66	0.62

Self Column:

- This is the how the assessed person scored themselves.

Response Groups Columns:

- These show the average scores given by each "Response Group".
- Response Groups can be personalised according to your unique needs. i.e. Direct Reports, Peers, Managers.

Totals Column:

- The totals column shows the average scores given by the combined **"Response Groups"** for that group of questions. Note that it **excludes** the scores in the "Self" column.

Totals Row:

- These totals indicate the overall average scores given by each Response Group.

Project Totals:

- These show the combined average scores of all the people who were assessed in the project. (The average score **excludes** their Self Scores).

1.4. Standard Deviation

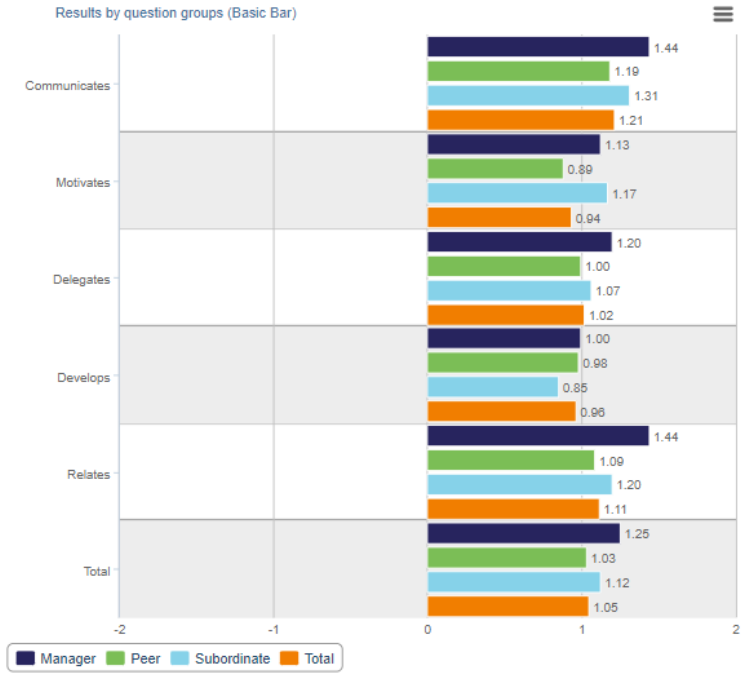
The **Standard deviation** is a number used to tell how measurements for a group are spread out from the average (mean) or expected value.

- A **low standard deviation** means that most of the numbers are very close to the average.
- A **high standard deviation** indicates that the responses varied widely from the average, i.e. there were outlying responses.

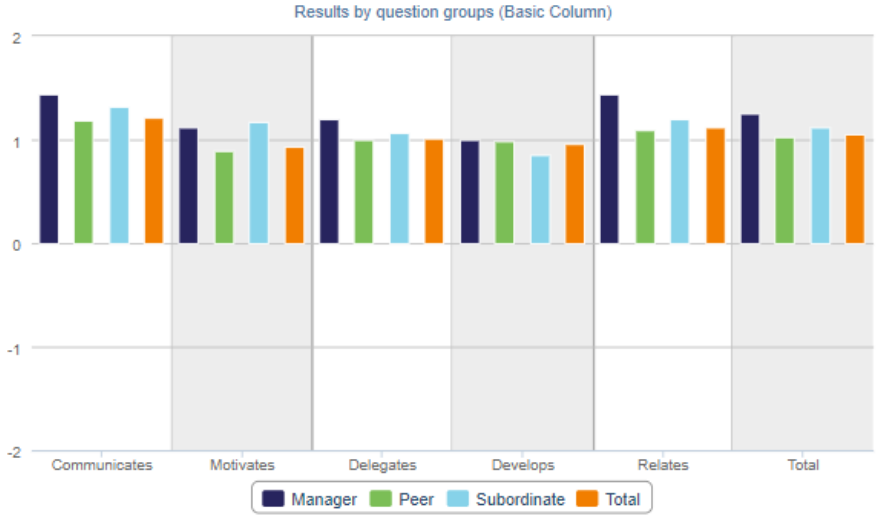
1.5. Graphs Available

- Graphs can be generated for each report. The graphs available are:

Basic Bar

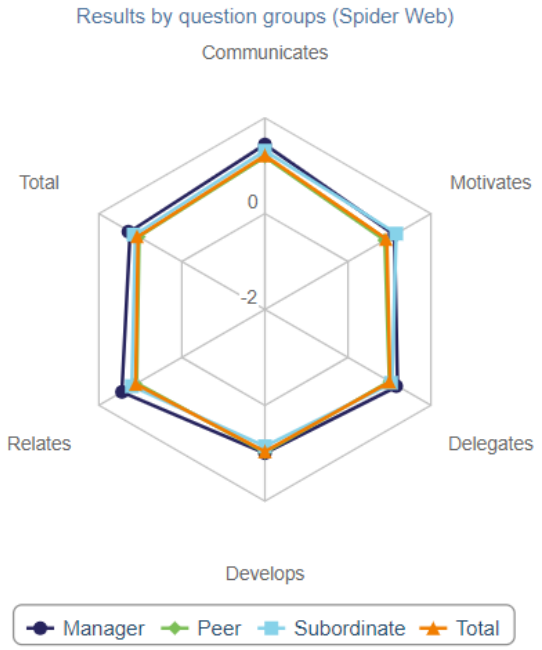


Basic Column

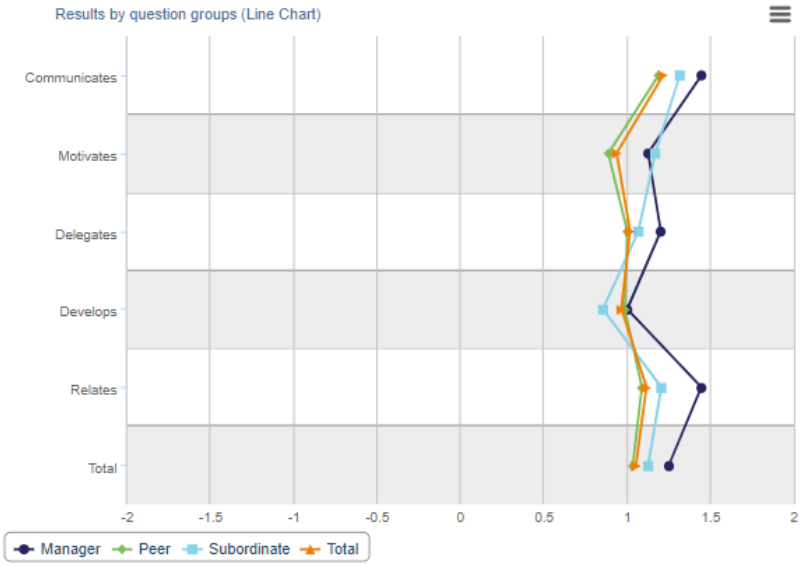


FinxS ONLINE PLATFORM
Extended DISC AUSTRALASIA
HR PROFILING SOLUTIONS

Spider Web



Line Chart



2. Results displayed by Ranking

(Note: Open-Ended Questions are not displayed in the Ranking reports)

These reports rank the questions in order from the highest scoring to the lowest scoring competencies in each question group.

2.1. Ranking within a Question Group:

Question Group: ***Leading People***

Question:	Self	Managers	Direct Reports	Total
4. Maintains cooperation among people	4.00	4.50	4.50	**4.50**
3. Builds openness and excitement	4.00	4.00	4.50	**4.25**
1. Is an active developer of other's skills	4.00	4.00	4.00	**4.00**
6. Approaches everyone with dignity and respect	4.00	4.00	4.00	**4.00**
7. Develops a positive atmosphere within the team	4.00	3.50	4.00	**3.75**
5. Motivates people to do quality work	5.00	3.50	3.50	**3.50**
9. Provides constructive feedback	2.00	3.00	3.00	**3.00**
2. Can adjust ones approach with different people	5.00	2.50	3.00	**2.75**
8. Delegates and allows people to perform	3.00	2.00	3.50	**2.75**
Total	3.89	3.44	3.78	**3.61**

2.2. All Questions Ranked

Question:	Self	Managers	Direct Reports	Total
4. Maintains cooperation among people	4.00	4.50	4.50	4.50
16. Solves problems independently	2.00	4.50	4.50	4.50
3. Builds openness and excitement	4.00	4.00	4.50	4.25
1. Is an active developer of other's skills	4.00	4.00	4.00	4.00
6. Approaches everyone with dignity and respect	4.00	4.00	4.00	4.00
23. Sets clear goals	5.00	4.00	4.00	4.00
29. Is willing to try new approaches	5.00	4.50	3.50	4.00
31. Can share new learning with others	3.00	4.00	4.00	4.00
32. Acknowledges own mistakes and is willing to fix them	5.00	4.00	4.00	4.00
7. Develops a positive atmosphere within the team	4.00	3.50	4.00	3.75
12. Converts strategy into detailed action plans	4.00	4.00	3.50	3.75
13. Holds others accountable for compliance	2.00	4.50	3.00	3.75
20. Can prioritise the most effective thing first	5.00	4.00	3.50	3.75
22. Sets motivating goals	2.00	4.00	3.50	3.75
25. Responds positively on how to improve their performance	5.00	4.00	3.50	3.75
5. Motivates people to do quality work	5.00	3.50	3.50	3.50
27. Is mindful of ones own style and its impact	5.00	3.50	3.50	3.50
28. Is well organised and planful	5.00	3.50	3.50	3.50
30. Can share and accept ideas when problem solving	3.00	3.50	3.50	3.50
33. Maintains co-operation among people	5.00	4.00	3.00	3.50
35. Provides guidance on complicated matters	3.00	4.00	3.00	3.50
38. Explains business logic in a clear motivating way	3.00	3.50	3.50	3.50
14. Makes tough decisions	4.00	3.50	3.00	3.25
24. Can utilise the skills of team members	3.00	3.00	3.50	3.25
26. Is flexible in adapting to changes	4.00	4.00	2.50	3.25
34. Influences the teams performance by focusing on goals	4.00	3.50	3.00	3.25
36. Can achieve results through and with people	4.00	3.00	3.50	3.25
9. Provides constructive feedback	2.00	3.00	3.00	3.00
11. Is a catalyst for thoughtful, appropriate change	3.00	3.50	2.50	3.00
15. Continually improves the business performance	3.00	3.50	2.50	3.00
18. Gets involved and takes action during a crisis	1.00	3.00	3.00	3.00
19. Anticipates change in the environment and prepares for it	2.00	3.50	2.50	3.00
21. Commits others to goals with their own approaches	4.00	3.00	3.00	3.00
37. Build lasting relationships with people within the organisation	4.00	3.50	2.50	3.00
2. Can adjust ones approach with different people	5.00	2.50	3.00	2.75
8. Delegates and allows people to perform	3.00	2.00	3.50	2.75
17. Knows when to analysis and when to act	5.00	3.00	2.50	2.75
Total	3.73	3.64	3.38	3.51

3. Results displayed by Questions

- This report displays an in-depth analysis of each individual question.
- It includes the results given by the different response groups and a percentage score showing how each group rated the individual.

4. Maintains cooperation among people.:

Score	Choice	Self	Manager	Direct Reports	Total
5	Strongly agree	0	0	1	**1**
4	Agree	0	2	2	**4**
3	Neither agree nor disagree	1	0	2	**2**
2	Disagree	0	0	0	**0**
1	Strongly disagree	0	0	0	**0**
	Respondents		2	5	**7**
	Average		4.00	3.80	**3.86**
	Standard Deviation		0.00	0.84	**0.69**

Score	Choice	Self	Manager	Direct Reports	Total
5	Strongly agree	0%	0%	20%	**14%**
4	Agree	0%	100%	40%	**57%**
3	Neither agree nor disagree	100%	0%	40%	**29%**
2	Disagree	0%	0%	0%	**0%**
1	Strongly disagree	0%	0%	0%	**0%**

6. Approaches everyone with dignity and respect.:

Score	Choice	Self	Manager	Direct Reports	Total
5	Strongly agree	0	0	1	**1**
4	Agree	1	2	2	**4**
3	Neither agree nor disagree	0	0	0	**0**
2	Disagree	0	0	1	**1**
1	Strongly disagree	0	0	1	**1**
	Respondents		2	5	**7**
	Average		4.00	3.20	**3.43**
	Standard Deviation		0.00	1.64	**1.40**

Score	Choice	Self	Manager	Direct Reports	Total
5	Strongly agree	0%	0%	20%	**14%**
4	Agree	100%	100%	40%	**57%**
3	Neither agree nor disagree	0%	0%	0%	**0%**
2	Disagree	0%	0%	20%	**14%**
1	Strongly disagree	0%	0%	20%	**14%**

4. Results displayed by Question Groups

- This report displays the results by question groups. It gives you a total average as well as the standard deviation.

Question group	Self	Managers	Direct Reports	Total
Achieving Goals	3.80	3.60	3.50	3.55
Co-operation within the organisation	3.83	3.58	3.08	3.33
Leading People	3.89	3.44	3.78	3.61
Managing the Business	2.89	3.67	3.00	3.33
Self Development	4.38	3.88	3.50	3.69
Total	3.73	3.64	3.38	3.51
Standard Deviation		0.97	0.87	0.93

5. Blindspots/Gaps Analysis

This report measures the difference between one's self-perception and the perceptions of others against a measured competency or group of competencies.

- **Red** indicates a big difference between the self-assessment score and the score given by the other assessors. The Blind Spot is > "50% of the scale" (+ or -).

- **Yellow** indicates there is a moderate difference between the self–assessment and that of the assessors. The Blind spot is > "25% of scale".

- **Green** indicates that the scores align.

Question Group: ***Leading People***

Question:	Self	Managers	Direct Reports	Total	Blind
1. Is an active developer of other's skills	4.00	4.00	4.00	**4.00**	0.00
2. Can adjust ones approach with different people	5.00	2.50	3.00	**2.75**	2.25
3. Builds openness and excitement	4.00	4.00	4.50	**4.25**	-0.25
4. Maintains cooperation among people	4.00	4.50	4.50	**4.50**	-0.50
5. Motivates people to do quality work	5.00	3.50	3.50	**3.50**	1.50
6. Approaches everyone with dignity and respect	4.00	4.00	4.00	**4.00**	0.00
7. Develops a positive atmosphere within the team	4.00	3.50	4.00	**3.75**	0.25
8. Delegates and allows people to perform	3.00	2.00	3.50	**2.75**	0.25
9. Provides constructive feedback	2.00	3.00	3.00	**3.00**	-1.00
Total	3.89	3.44	3.78	**3.61**	0.28

5.1. Interpretation of Blind Spots

Self vs other Assessor Groups	Description	This person may
Negative red (-)	Self-Critical	• Be reserved • Not take risks • Require recognition of hidden talents • Need to be encouraged to take responsibility • Need more interaction with management
Negative yellow (-)	Moderately Self-Critical	• Set high personal standard • Not recognise their hidden talents • Not want or give recognition
Green	Similar Perception	• Agree with the results • Be open to feedback • Feel comfortable about who they are and recognise areas for improvement • Be willing to improve their development areas
Positive Yellow (+)	Very Self-Assured	• See strengths in themselves that others cannot see • Want to be seen as confident • **NB:** Response groups may have responded differently eg: One group scored high and the other low
Positive Red (+)	Overly Self-Assured	• Be defensive towards feedback • Not acknowledge development areas • Not be open to self-improvement • Be reluctant to attend the feedback sessions