

# Open 360 Report

## Results by Question

**Joe Bloggs**

ABC Construction

Date:

13.11.2025



## Results by questions

Frequency Data 1. Willing to describe projects and tasks and set parameters so employees know what is expected of them and why.

Score	Choices	Self	Direct Reports	Peers	Managers	Total	%
5	Strongly Agree	0	0	3	1	4	36%
4	Agree	0	0	0	0	0	0%
3	Neither Agree nor Disagree	0	0	0	2	2	18%
2	Disagree	0	0	0	0	0	0%
1	Strongly Disagree	0	4	0	0	4	36%
Score Average			1.00 <span style="color: red;">■</span>	5.00 <span style="color: green;">■</span>	3.67 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	

Percentage Data 1. Willing to describe projects and tasks and set parameters so employees know what is expected of them and why.

Score	Choices	Self	Direct Reports	Peers	Managers	Weighted Average
5	Strongly Agree	0%	0%	100%	33%	36%
4	Agree	0%	0%	0%	0%	0%
3	Neither Agree nor Disagree	0%	0%	0%	67%	18%
2	Disagree	0%	0%	0%	0%	0%
1	Strongly Disagree	0%	80%	0%	0%	36%

Frequency Data 2. Gives employees positive reinforcement and praise.

Score	Choices	Self	Direct Reports	Peers	Managers	Total	%
5	Strongly Agree	1	0	1	1	2	18%
4	Agree	0	0	2	2	4	36%
3	Neither Agree nor Disagree	0	2	0	0	2	18%
2	Disagree	0	1	0	0	1	9%
1	Strongly Disagree	0	2	0	0	2	18%
Score Average		5.00 <span style="color: green;">■</span>	2.00 <span style="color: red;">■</span>	4.33 <span style="color: green;">■</span>	4.33 <span style="color: green;">■</span>	3.27 <span style="color: yellow;">■</span>	

Percentage Data 2. Gives employees positive reinforcement and praise.

Score	Choices	Self	Direct Reports	Peers	Managers	Weighted Average
5	Strongly Agree	100%	0%	33%	33%	18%
4	Agree	0%	0%	67%	67%	36%
3	Neither Agree nor Disagree	0%	40%	0%	0%	18%
2	Disagree	0%	20%	0%	0%	9%
1	Strongly Disagree	0%	40%	0%	0%	18%

Frequency Data 3. Allows staff the freedom to do their job, once the desired results have been communicated.

Score	Choices	Self	Direct Reports	Peers	Managers	Total	%
5	Strongly Agree	0	0	0	1	1	9%
4	Agree	1	0	3	2	5	45%
3	Neither Agree nor Disagree	0	0	0	0	0	0%
2	Disagree	0	5	0	0	5	45%
1	Strongly Disagree	0	0	0	0	0	0%
Score Average		4.00 <span style="color: green;">■</span>	2.00 <span style="color: red;">■</span>	4.00 <span style="color: green;">■</span>	4.33 <span style="color: green;">■</span>	3.18 <span style="color: yellow;">■</span>	

Percentage Data 3. Allows staff the freedom to do their job, once the desired results have been communicated.

Score	Choices	Self	Direct Reports	Peers	Managers	Weighted Average
5	Strongly Agree	0%	0%	0%	33%	9%
4	Agree	100%	0%	100%	67%	45%
3	Neither Agree nor Disagree	0%	0%	0%	0%	0%
2	Disagree	0%	100%	0%	0%	45%
1	Strongly Disagree	0%	0%	0%	0%	0%

Frequency Data 4. Shares information freely with their staff.

Score	Choices	Self	Direct Reports	Peers	Managers	Total	%
5	Strongly Agree	1	0	1	1	2	18%
4	Agree	0	0	2	0	2	18%
3	Neither Agree nor Disagree	0	3	0	2	5	45%
2	Disagree	0	2	0	0	2	18%
1	Strongly Disagree	0	0	0	0	0	0%
Score Average		5.00 <span style="color: green;">■</span>	2.60 <span style="color: yellow;">■</span>	4.33 <span style="color: green;">■</span>	3.67 <span style="color: yellow;">■</span>	3.36 <span style="color: yellow;">■</span>	

Percentage Data 4. Shares information freely with their staff.

Score	Choices	Self	Direct Reports	Peers	Managers	Weighted Average
5	Strongly Agree	100%	0%	33%	33%	18%
4	Agree	0%	0%	67%	0%	18%
3	Neither Agree nor Disagree	0%	60%	0%	67%	45%
2	Disagree	0%	40%	0%	0%	18%
1	Strongly Disagree	0%	0%	0%	0%	0%

Frequency Data 5. Gets things done quickly and effectively.

Score	Choices	Self	Direct Reports	Peers	Managers	Total	%
5	Strongly Agree	0	0	1	1	2	18%
4	Agree	1	0	2	0	2	18%
3	Neither Agree nor Disagree	0	0	0	2	2	18%
2	Disagree	0	5	0	0	5	45%
1	Strongly Disagree	0	0	0	0	0	0%
Score Average		4.00 <span style="color: green;">■</span>	2.00 <span style="color: red;">■</span>	4.33 <span style="color: green;">■</span>	3.67 <span style="color: yellow;">■</span>	3.09 <span style="color: yellow;">■</span>	

Percentage Data 5. Gets things done quickly and effectively.

Score	Choices	Self	Direct Reports	Peers	Managers	Weighted Average
5	Strongly Agree	0%	0%	33%	33%	18%
4	Agree	100%	0%	67%	0%	18%
3	Neither Agree nor Disagree	0%	0%	0%	67%	18%
2	Disagree	0%	100%	0%	0%	45%
1	Strongly Disagree	0%	0%	0%	0%	0%

Frequency Data 6. Addresses poor performance ensuring each individual has a clear plan for improvement.

Score	Choices	Self	Direct Reports	Peers	Managers	Total	%
5	Strongly Agree	1	0	1	1	2	18%
4	Agree	0	0	2	2	4	36%
3	Neither Agree nor Disagree	0	2	0	0	2	18%
2	Disagree	0	1	0	0	1	9%
1	Strongly Disagree	0	2	0	0	2	18%
Score Average		5.00 <span style="color: green;">■</span>	2.00 <span style="color: red;">■</span>	4.33 <span style="color: green;">■</span>	4.33 <span style="color: green;">■</span>	3.27 <span style="color: yellow;">■</span>	

Percentage Data 6. Addresses poor performance ensuring each individual has a clear plan for improvement.

Score	Choices	Self	Direct Reports	Peers	Managers	Weighted Average
5	Strongly Agree	100%	0%	33%	33%	18%
4	Agree	0%	0%	67%	67%	36%
3	Neither Agree nor Disagree	0%	40%	0%	0%	18%
2	Disagree	0%	20%	0%	0%	9%
1	Strongly Disagree	0%	40%	0%	0%	18%

Frequency Data 7. Embodies the values of the company

Score	Choices	Self	Direct Reports	Peers	Managers	Total	%
5	Strongly Agree	0	0	3	1	4	36%
4	Agree	1	0	0	0	0	0%
3	Neither Agree nor Disagree	0	5	0	2	7	64%
2	Disagree	0	0	0	0	0	0%
1	Strongly Disagree	0	0	0	0	0	0%
Score Average		4.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	5.00 <span style="color: green;">■</span>	3.67 <span style="color: yellow;">■</span>	3.73 <span style="color: yellow;">■</span>	

Percentage Data 7. Embodies the values of the company

Score	Choices	Self	Direct Reports	Peers	Managers	Weighted Average
5	Strongly Agree	0%	0%	100%	33%	36%
4	Agree	100%	0%	0%	0%	0%
3	Neither Agree nor Disagree	0%	100%	0%	67%	64%
2	Disagree	0%	0%	0%	0%	0%
1	Strongly Disagree	0%	0%	0%	0%	0%

Frequency Data 8. Shows honesty and openness in all situations

Score	Choices	Self	Direct Reports	Peers	Managers	Total	%
5	Strongly Agree	1	0	3	1	4	36%
4	Agree	0	0	0	2	2	18%
3	Neither Agree nor Disagree	0	5	0	0	5	45%
2	Disagree	0	0	0	0	0	0%
1	Strongly Disagree	0	0	0	0	0	0%
Score Average		5.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	5.00 <span style="color: green;">■</span>	4.33 <span style="color: green;">■</span>	3.91 <span style="color: yellow;">■</span>	

Percentage Data 8. Shows honesty and openness in all situations

Score	Choices	Self	Direct Reports	Peers	Managers	Weighted Average
5	Strongly Agree	100%	0%	100%	33%	36%
4	Agree	0%	0%	0%	67%	18%
3	Neither Agree nor Disagree	0%	100%	0%	0%	45%
2	Disagree	0%	0%	0%	0%	0%
1	Strongly Disagree	0%	0%	0%	0%	0%

Frequency Data 9. Deserves the trust of others

Score	Choices	Self	Direct Reports	Peers	Managers	Total	%
5	Strongly Agree	1	0	2	3	5	45%
4	Agree	0	0	1	0	1	9%
3	Neither Agree nor Disagree	0	5	0	0	5	45%
2	Disagree	0	0	0	0	0	0%
1	Strongly Disagree	0	0	0	0	0	0%
Score Average		5.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	4.67 <span style="color: green;">■</span>	5.00 <span style="color: green;">■</span>	4.00 <span style="color: green;">■</span>	

Percentage Data 9. Deserves the trust of others

Score	Choices	Self	Direct Reports	Peers	Managers	Weighted Average
5	Strongly Agree	100%	0%	67%	100%	45%
4	Agree	0%	0%	33%	0%	9%
3	Neither Agree nor Disagree	0%	100%	0%	0%	45%
2	Disagree	0%	0%	0%	0%	0%
1	Strongly Disagree	0%	0%	0%	0%	0%

Frequency Data 10. Is passionate about our product/service and encouraging towards clients.

Score	Choices	Self	Direct Reports	Peers	Managers	Total	%
5	Strongly Agree	0	0	2	1	3	27%
4	Agree	1	0	1	2	3	27%
3	Neither Agree nor Disagree	0	5	0	0	5	45%
2	Disagree	0	0	0	0	0	0%
1	Strongly Disagree	0	0	0	0	0	0%
Score Average		4.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	4.67 <span style="color: green;">■</span>	4.33 <span style="color: green;">■</span>	3.82 <span style="color: yellow;">■</span>	

Percentage Data 10. Is passionate about our product/service and encouraging towards clients.

Score	Choices	Self	Direct Reports	Peers	Managers	Weighted Average
5	Strongly Agree	0%	0%	67%	33%	27%
4	Agree	100%	0%	33%	67%	27%
3	Neither Agree nor Disagree	0%	100%	0%	0%	45%
2	Disagree	0%	0%	0%	0%	0%
1	Strongly Disagree	0%	0%	0%	0%	0%

## Frequency Data 11. Encourages the setting and agreement of service levels with all customers

Score	Choices	Self	Direct Reports	Peers	Managers	Total	%
5	Strongly Agree	1	0	3	1	4	36%
4	Agree	0	0	0	2	2	18%
3	Neither Agree nor Disagree	0	4	0	0	4	36%
2	Disagree	0	1	0	0	1	9%
1	Strongly Disagree	0	0	0	0	0	0%
Score Average		5.00 <span style="color: green;">■</span>	2.80 <span style="color: yellow;">■</span>	5.00 <span style="color: green;">■</span>	4.33 <span style="color: green;">■</span>	3.82 <span style="color: yellow;">■</span>	

## Percentage Data 11. Encourages the setting and agreement of service levels with all customers

Score	Choices	Self	Direct Reports	Peers	Managers	Weighted Average
5	Strongly Agree	100%	0%	100%	33%	36%
4	Agree	0%	0%	0%	67%	18%
3	Neither Agree nor Disagree	0%	80%	0%	0%	36%
2	Disagree	0%	20%	0%	0%	9%
1	Strongly Disagree	0%	0%	0%	0%	0%

## Frequency Data 12. Uses authority without appearing to be authoritative or heavy-handed

Score	Choices	Self	Direct Reports	Peers	Managers	Total	%
5	Strongly Agree	0	0	1	1	2	18%
4	Agree	1	0	0	0	0	0%
3	Neither Agree nor Disagree	0	0	2	2	4	36%
2	Disagree	0	4	0	0	4	36%
1	Strongly Disagree	0	1	0	0	1	9%
Score Average		4.00 <span style="color: green;">■</span>	1.80 <span style="color: red;">■</span>	3.67 <span style="color: yellow;">■</span>	3.67 <span style="color: yellow;">■</span>	2.82 <span style="color: yellow;">■</span>	

## Percentage Data 12. Uses authority without appearing to be authoritative or heavy-handed

Score	Choices	Self	Direct Reports	Peers	Managers	Weighted Average
5	Strongly Agree	0%	0%	33%	33%	18%
4	Agree	100%	0%	0%	0%	0%
3	Neither Agree nor Disagree	0%	0%	67%	67%	36%
2	Disagree	0%	80%	0%	0%	36%
1	Strongly Disagree	0%	20%	0%	0%	9%

Frequency Data 13. Listens when others are talking

Score	Choices	Self	Direct Reports	Peers	Managers	Total	%
5	Strongly Agree	1	0	0	1	1	9%
4	Agree	0	0	3	2	5	45%
3	Neither Agree nor Disagree	0	4	0	0	4	36%
2	Disagree	0	1	0	0	1	9%
1	Strongly Disagree	0	0	0	0	0	0%
Score Average		5.00 <span style="color: green;">■</span>	2.80 <span style="color: yellow;">■</span>	4.00 <span style="color: green;">■</span>	4.33 <span style="color: green;">■</span>	3.55 <span style="color: yellow;">■</span>	

Percentage Data 13. Listens when others are talking

Score	Choices	Self	Direct Reports	Peers	Managers	Weighted Average
5	Strongly Agree	100%	0%	0%	33%	9%
4	Agree	0%	0%	100%	67%	45%
3	Neither Agree nor Disagree	0%	80%	0%	0%	36%
2	Disagree	0%	20%	0%	0%	9%
1	Strongly Disagree	0%	0%	0%	0%	0%

Frequency Data 14. Sets a good example and models the behaviour they want to see in others.

Score	Choices	Self	Direct Reports	Peers	Managers	Total	%
5	Strongly Agree	0	0	2	1	3	27%
4	Agree	1	0	1	2	3	27%
3	Neither Agree nor Disagree	0	0	0	0	0	0%
2	Disagree	0	5	0	0	5	45%
1	Strongly Disagree	0	0	0	0	0	0%
Score Average		4.00 <span style="color: green;">■</span>	2.00 <span style="color: red;">■</span>	4.67 <span style="color: green;">■</span>	4.33 <span style="color: green;">■</span>	3.36 <span style="color: yellow;">■</span>	

Percentage Data 14. Sets a good example and models the behaviour they want to see in others.

Score	Choices	Self	Direct Reports	Peers	Managers	Weighted Average
5	Strongly Agree	0%	0%	67%	33%	27%
4	Agree	100%	0%	33%	67%	27%
3	Neither Agree nor Disagree	0%	0%	0%	0%	0%
2	Disagree	0%	100%	0%	0%	45%
1	Strongly Disagree	0%	0%	0%	0%	0%



## Frequency Data 15. Works to resolve conflicts and disagreements.

Score	Choices	Self	Direct Reports	Peers	Managers	Total	%
5	Strongly Agree	1	0	3	1	4	36%
4	Agree	0	0	0	2	2	18%
3	Neither Agree nor Disagree	0	5	0	0	5	45%
2	Disagree	0	0	0	0	0	0%
1	Strongly Disagree	0	0	0	0	0	0%
Score Average		5.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	5.00 <span style="color: green;">■</span>	4.33 <span style="color: green;">■</span>	3.91 <span style="color: yellow;">■</span>	

## Percentage Data 15. Works to resolve conflicts and disagreements.

Score	Choices	Self	Direct Reports	Peers	Managers	Weighted Average
5	Strongly Agree	100%	0%	100%	33%	36%
4	Agree	0%	0%	0%	67%	18%
3	Neither Agree nor Disagree	0%	100%	0%	0%	45%
2	Disagree	0%	0%	0%	0%	0%
1	Strongly Disagree	0%	0%	0%	0%	0%

## Frequency Data 16. Can argue a case effectively.

Score	Choices	Self	Direct Reports	Peers	Managers	Total	%
5	Strongly Agree	0	0	3	1	4	36%
4	Agree	1	0	0	2	2	18%
3	Neither Agree nor Disagree	0	4	0	0	4	36%
2	Disagree	0	1	0	0	1	9%
1	Strongly Disagree	0	0	0	0	0	0%
Score Average		4.00 <span style="color: green;">■</span>	2.80 <span style="color: yellow;">■</span>	5.00 <span style="color: green;">■</span>	4.33 <span style="color: green;">■</span>	3.82 <span style="color: yellow;">■</span>	

## Percentage Data 16. Can argue a case effectively.

Score	Choices	Self	Direct Reports	Peers	Managers	Weighted Average
5	Strongly Agree	0%	0%	100%	33%	36%
4	Agree	100%	0%	0%	67%	18%
3	Neither Agree nor Disagree	0%	80%	0%	0%	36%
2	Disagree	0%	20%	0%	0%	9%
1	Strongly Disagree	0%	0%	0%	0%	0%

Joe Bloggs

Organisation:

ABC Construction

Date:

13.11.2025

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.

**Yellow** indicates there is some room for improvement.

**Red** indicates a definite area to improve.

Open Ended Feedback 17. What three things could this person do to become more effective?

Response group	Answer
Self	I can focus on being more aware of my direct reports workload.
Response Groups	By listening to others more, empathy towards other departments might benefit.
	By listening to others more, empathy towards other departments might benefit.
	Support to take on the hard decisions, to call out poor employee performance, unacceptable behaviours and deal with these immediately via disciplinary action.
	Take opportunities to participate in activities outside of his direct responsibility if and when they become available
	Test