

# Open 360 Report

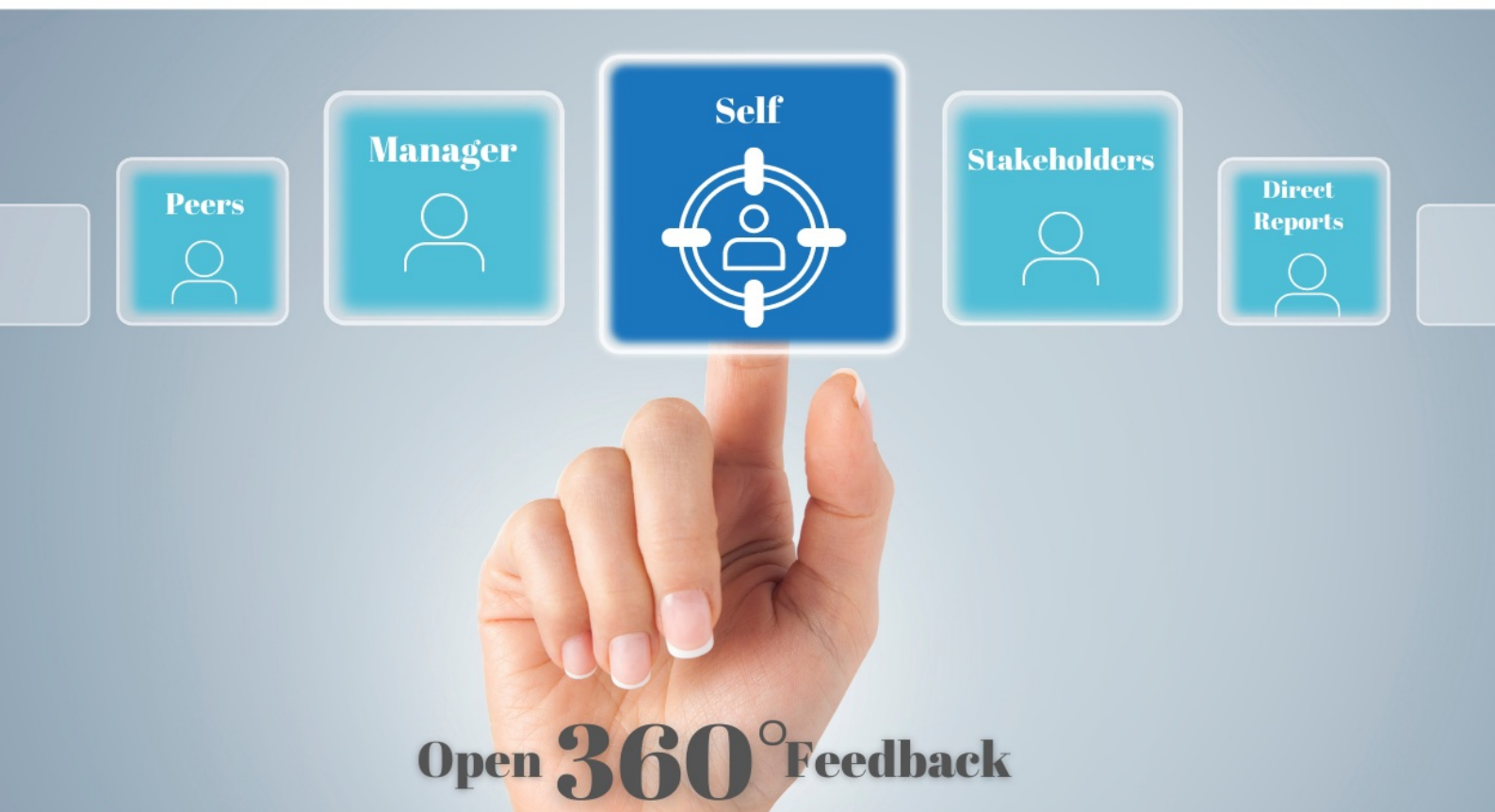
Results by Question Group

## Sam Sample

ABC Construction

Date:

17.11.2025



Open **360**<sup>o</sup> Feedback

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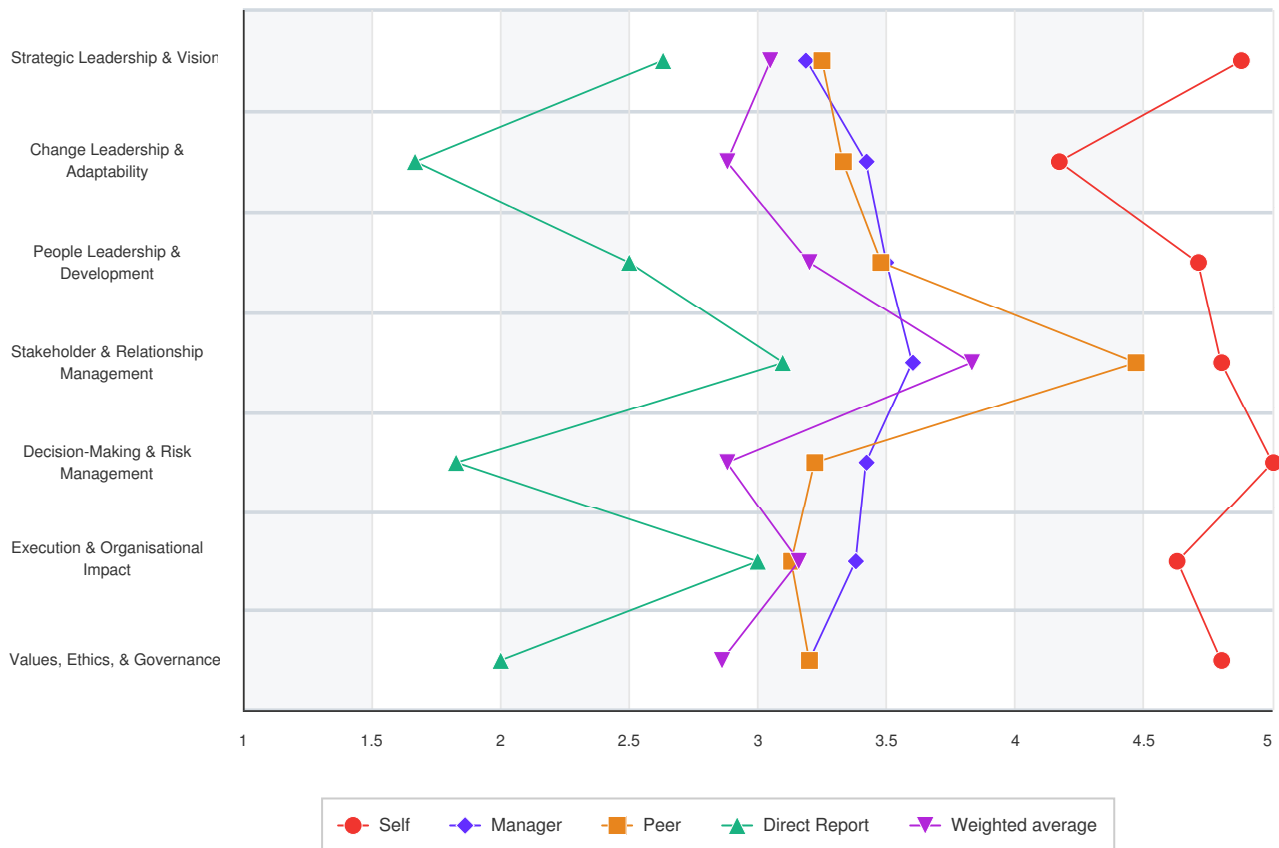
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## Results by question groups

Ranking Open scale: 5-points scale (range 1 to 5) questions

Question Groups	Self	Manager	Peer	Direct Report	Weighted average
Strategic Leadership & Vision	4.88 <span style="color: green;">■</span>	3.19 <span style="color: yellow;">■</span>	3.25 <span style="color: yellow;">■</span>	2.63 <span style="color: yellow;">■</span>	<b>3.05</b> <span style="color: yellow;">■</span>
Change Leadership & Adaptability	4.17 <span style="color: green;">■</span>	3.42 <span style="color: yellow;">■</span>	3.33 <span style="color: yellow;">■</span>	1.67 <span style="color: red;">■</span>	<b>2.88</b> <span style="color: yellow;">■</span>
People Leadership & Development	4.71 <span style="color: green;">■</span>	3.50 <span style="color: yellow;">■</span>	3.48 <span style="color: yellow;">■</span>	2.50 <span style="color: yellow;">■</span>	<b>3.20</b> <span style="color: yellow;">■</span>
Stakeholder & Relationship Management	4.80 <span style="color: green;">■</span>	3.60 <span style="color: yellow;">■</span>	4.47 <span style="color: green;">■</span>	3.10 <span style="color: yellow;">■</span>	<b>3.83</b> <span style="color: yellow;">■</span>
Decision-Making & Risk Management	5.00 <span style="color: green;">■</span>	3.42 <span style="color: yellow;">■</span>	3.22 <span style="color: yellow;">■</span>	1.83 <span style="color: red;">■</span>	<b>2.88</b> <span style="color: yellow;">■</span>
Execution & Organisational Impact	4.63 <span style="color: green;">■</span>	3.38 <span style="color: yellow;">■</span>	3.13 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	<b>3.16</b> <span style="color: yellow;">■</span>
Values, Ethics, & Governance	4.80 <span style="color: green;">■</span>	3.20 <span style="color: yellow;">■</span>	3.20 <span style="color: yellow;">■</span>	2.00 <span style="color: red;">■</span>	<b>2.86</b> <span style="color: yellow;">■</span>
<b>Score Average</b>	4.71 <span style="color: green;">■</span>	3.38 <span style="color: yellow;">■</span>	3.40 <span style="color: yellow;">■</span>	2.42 <span style="color: yellow;">■</span>	<b>3.11</b> <span style="color: yellow;">■</span>



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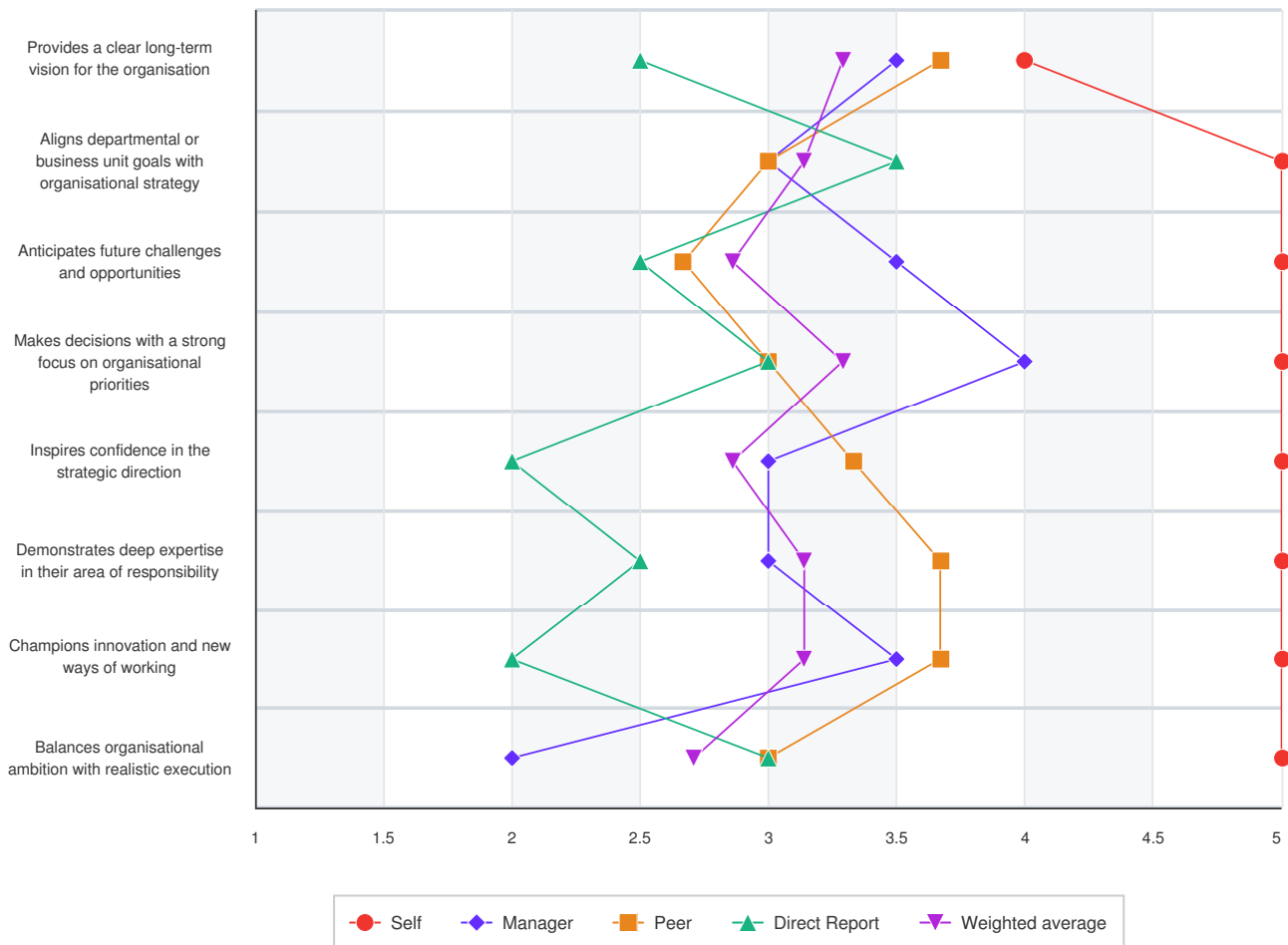
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Strategic Leadership & Vision	Self	Manager	Peer	Direct Report	Weighted average
1. Provides a clear long-term vision for the organisation	4.00 <span style="color: green;">■</span>	3.50 <span style="color: yellow;">■</span>	3.67 <span style="color: yellow;">■</span>	2.50 <span style="color: yellow;">■</span>	<b>3.29</b> <span style="color: yellow;">■</span>
2. Aligns departmental or business unit goals with organisational strategy	5.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	3.50 <span style="color: yellow;">■</span>	<b>3.14</b> <span style="color: yellow;">■</span>
3. Anticipates future challenges and opportunities	5.00 <span style="color: green;">■</span>	3.50 <span style="color: yellow;">■</span>	2.67 <span style="color: yellow;">■</span>	2.50 <span style="color: yellow;">■</span>	<b>2.86</b> <span style="color: yellow;">■</span>
4. Makes decisions with a strong focus on organisational priorities	5.00 <span style="color: green;">■</span>	4.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	<b>3.29</b> <span style="color: yellow;">■</span>
5. Inspires confidence in the strategic direction	5.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	3.33 <span style="color: yellow;">■</span>	2.00 <span style="color: red;">■</span>	<b>2.86</b> <span style="color: yellow;">■</span>
6. Demonstrates deep expertise in their area of responsibility	5.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	3.67 <span style="color: yellow;">■</span>	2.50 <span style="color: yellow;">■</span>	<b>3.14</b> <span style="color: yellow;">■</span>
7. Champions innovation and new ways of working	5.00 <span style="color: green;">■</span>	3.50 <span style="color: yellow;">■</span>	3.67 <span style="color: yellow;">■</span>	2.00 <span style="color: red;">■</span>	<b>3.14</b> <span style="color: yellow;">■</span>
8. Balances organisational ambition with realistic execution	5.00 <span style="color: green;">■</span>	2.00 <span style="color: red;">■</span>	3.00 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	<b>2.71</b> <span style="color: yellow;">■</span>
<b>Score Average</b>	4.88 <span style="color: green;">■</span>	3.19 <span style="color: yellow;">■</span>	3.25 <span style="color: yellow;">■</span>	2.63 <span style="color: yellow;">■</span>	<b>3.05</b> <span style="color: yellow;">■</span>



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Change Leadership & Adaptability	Self	Manager	Peer	Direct Report	Weighted average
9. Communicates the need for change effectively	3.00 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	3.33 <span style="color: yellow;">■</span>	1.50 <span style="color: red;">■</span>	<b>2.71</b> <span style="color: yellow;">■</span>
10. Leads by example during periods of uncertainty	5.00 <span style="color: green;">■</span>	4.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	1.50 <span style="color: red;">■</span>	<b>2.86</b> <span style="color: yellow;">■</span>
11. Motivates others to respond constructively to change	4.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	1.50 <span style="color: red;">■</span>	<b>2.57</b> <span style="color: yellow;">■</span>
12. Adjusts strategies when circumstances shift	3.00 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	1.00 <span style="color: red;">■</span>	<b>2.43</b> <span style="color: yellow;">■</span>
13. Demonstrates resilience in challenging times	5.00 <span style="color: green;">■</span>	4.00 <span style="color: green;">■</span>	4.00 <span style="color: green;">■</span>	2.50 <span style="color: yellow;">■</span>	<b>3.57</b> <span style="color: yellow;">■</span>
14. Builds momentum for change initiatives across the organisation	5.00 <span style="color: green;">■</span>	3.50 <span style="color: yellow;">■</span>	3.67 <span style="color: yellow;">■</span>	2.00 <span style="color: red;">■</span>	<b>3.14</b> <span style="color: yellow;">■</span>
<b>Score Average</b>	4.17 <span style="color: green;">■</span>	3.42 <span style="color: yellow;">■</span>	3.33 <span style="color: yellow;">■</span>	1.67 <span style="color: red;">■</span>	<b>2.88</b> <span style="color: yellow;">■</span>



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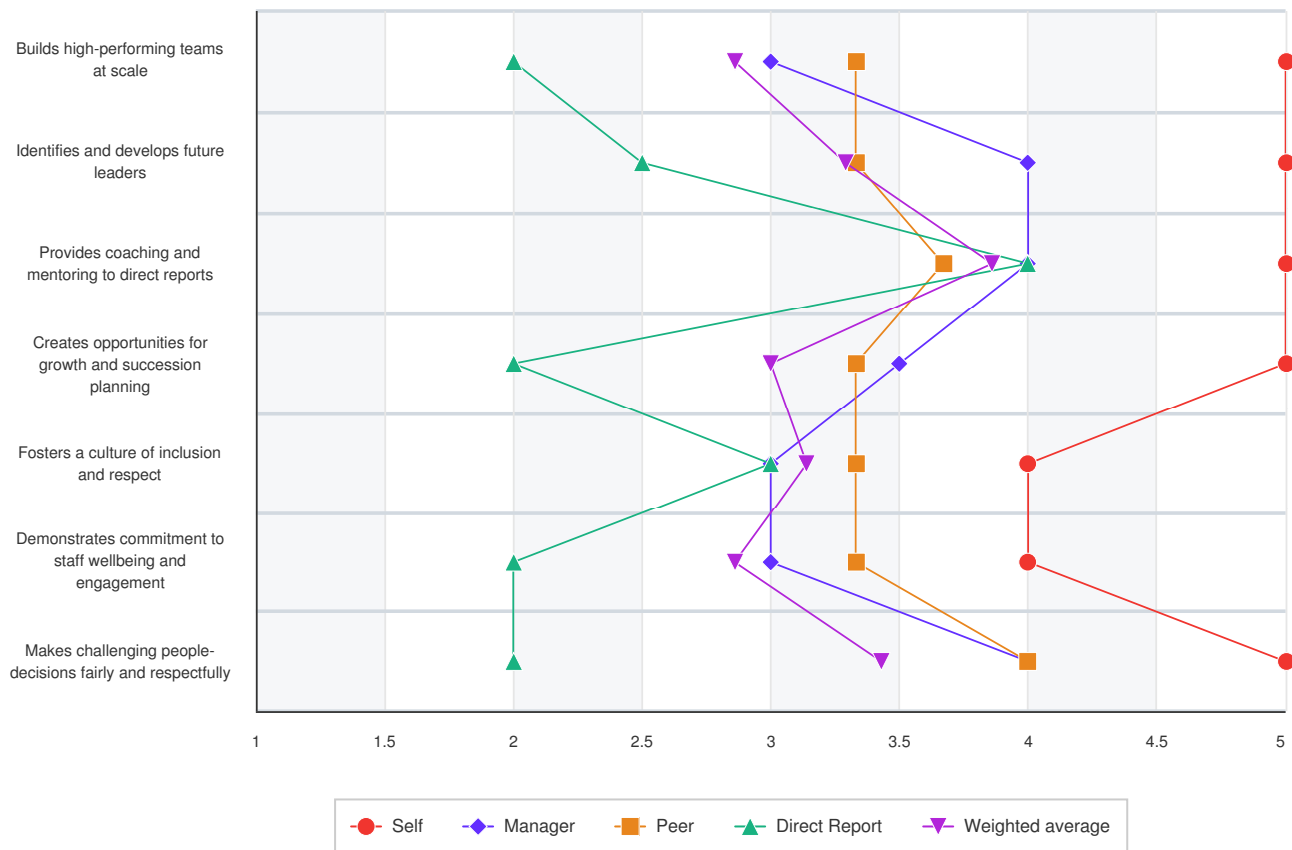
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People Leadership & Development	Self	Manager	Peer	Direct Report	Weighted average
15. Builds high-performing teams at scale	5.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	3.33 <span style="color: yellow;">■</span>	2.00 <span style="color: red;">■</span>	<b>2.86</b> <span style="color: yellow;">■</span>
16. Identifies and develops future leaders	5.00 <span style="color: green;">■</span>	4.00 <span style="color: green;">■</span>	3.33 <span style="color: yellow;">■</span>	2.50 <span style="color: yellow;">■</span>	<b>3.29</b> <span style="color: yellow;">■</span>
17. Provides coaching and mentoring to direct reports	5.00 <span style="color: green;">■</span>	4.00 <span style="color: green;">■</span>	3.67 <span style="color: yellow;">■</span>	4.00 <span style="color: green;">■</span>	<b>3.86</b> <span style="color: yellow;">■</span>
18. Creates opportunities for growth and succession planning	5.00 <span style="color: green;">■</span>	3.50 <span style="color: yellow;">■</span>	3.33 <span style="color: yellow;">■</span>	2.00 <span style="color: red;">■</span>	<b>3.00</b> <span style="color: yellow;">■</span>
19. Fosters a culture of inclusion and respect	4.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	3.33 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	<b>3.14</b> <span style="color: yellow;">■</span>
20. Demonstrates commitment to staff wellbeing and engagement	4.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	3.33 <span style="color: yellow;">■</span>	2.00 <span style="color: red;">■</span>	<b>2.86</b> <span style="color: yellow;">■</span>
21. Makes challenging people-decisions fairly and respectfully	5.00 <span style="color: green;">■</span>	4.00 <span style="color: green;">■</span>	4.00 <span style="color: green;">■</span>	2.00 <span style="color: red;">■</span>	<b>3.43</b> <span style="color: yellow;">■</span>
<b>Score Average</b>	4.71 <span style="color: green;">■</span>	3.50 <span style="color: yellow;">■</span>	3.48 <span style="color: yellow;">■</span>	2.50 <span style="color: yellow;">■</span>	<b>3.20</b> <span style="color: yellow;">■</span>



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Stakeholder & Relationship Management	Self	Manager	Peer	Direct Report	Weighted average
22. Builds strong partnerships with internal and external stakeholders	5.00 <span style="color: green;">■</span>	3.50 <span style="color: yellow;">■</span>	4.67 <span style="color: green;">■</span>	4.00 <span style="color: green;">■</span>	<b>4.14</b> <span style="color: green;">■</span>
23. Understands and responds to stakeholder needs	4.00 <span style="color: green;">■</span>	4.00 <span style="color: green;">■</span>	4.00 <span style="color: green;">■</span>	1.50 <span style="color: red;">■</span>	<b>3.29</b> <span style="color: yellow;">■</span>
24. Represents the organisation positively and professionally	5.00 <span style="color: green;">■</span>	4.00 <span style="color: green;">■</span>	4.67 <span style="color: green;">■</span>	3.50 <span style="color: yellow;">■</span>	<b>4.14</b> <span style="color: green;">■</span>
25. Persuades and gains support from other senior leaders	5.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	4.67 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	<b>3.71</b> <span style="color: yellow;">■</span>
26. Works effectively with colleagues across teams and departments	5.00 <span style="color: green;">■</span>	3.50 <span style="color: yellow;">■</span>	4.33 <span style="color: green;">■</span>	3.50 <span style="color: yellow;">■</span>	<b>3.86</b> <span style="color: yellow;">■</span>
<b>Score Average</b>	4.80 <span style="color: green;">■</span>	3.60 <span style="color: yellow;">■</span>	4.47 <span style="color: green;">■</span>	3.10 <span style="color: yellow;">■</span>	<b>3.83</b> <span style="color: yellow;">■</span>



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Decision-Making & Risk Management	Self	Manager	Peer	Direct Report	Weighted average
27. Demonstrates sound judgment when evaluating complex issues	5.00 <span style="color: green;">■</span>	4.00 <span style="color: green;">■</span>	3.33 <span style="color: yellow;">■</span>	1.00 <span style="color: red;">■</span>	<b>2.86</b> <span style="color: yellow;">■</span>
28. Balances short-term pressures with long-term benefits	5.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	3.67 <span style="color: yellow;">■</span>	2.00 <span style="color: red;">■</span>	<b>3.00</b> <span style="color: yellow;">■</span>
29. Considers risks and opportunities in decisions	5.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	2.00 <span style="color: red;">■</span>	<b>2.71</b> <span style="color: yellow;">■</span>
30. Makes timely and well-informed strategic decisions	5.00 <span style="color: green;">■</span>	4.50 <span style="color: green;">■</span>	3.33 <span style="color: yellow;">■</span>	2.50 <span style="color: yellow;">■</span>	<b>3.43</b> <span style="color: yellow;">■</span>
31. Involves the right people in decision-making processes	5.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	2.50 <span style="color: yellow;">■</span>	<b>2.86</b> <span style="color: yellow;">■</span>
32. Demonstrates accountability for outcomes	5.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	1.00 <span style="color: red;">■</span>	<b>2.43</b> <span style="color: yellow;">■</span>
<b>Score Average</b>	5.00 <span style="color: green;">■</span>	3.42 <span style="color: yellow;">■</span>	3.22 <span style="color: yellow;">■</span>	1.83 <span style="color: red;">■</span>	<b>2.88</b> <span style="color: yellow;">■</span>



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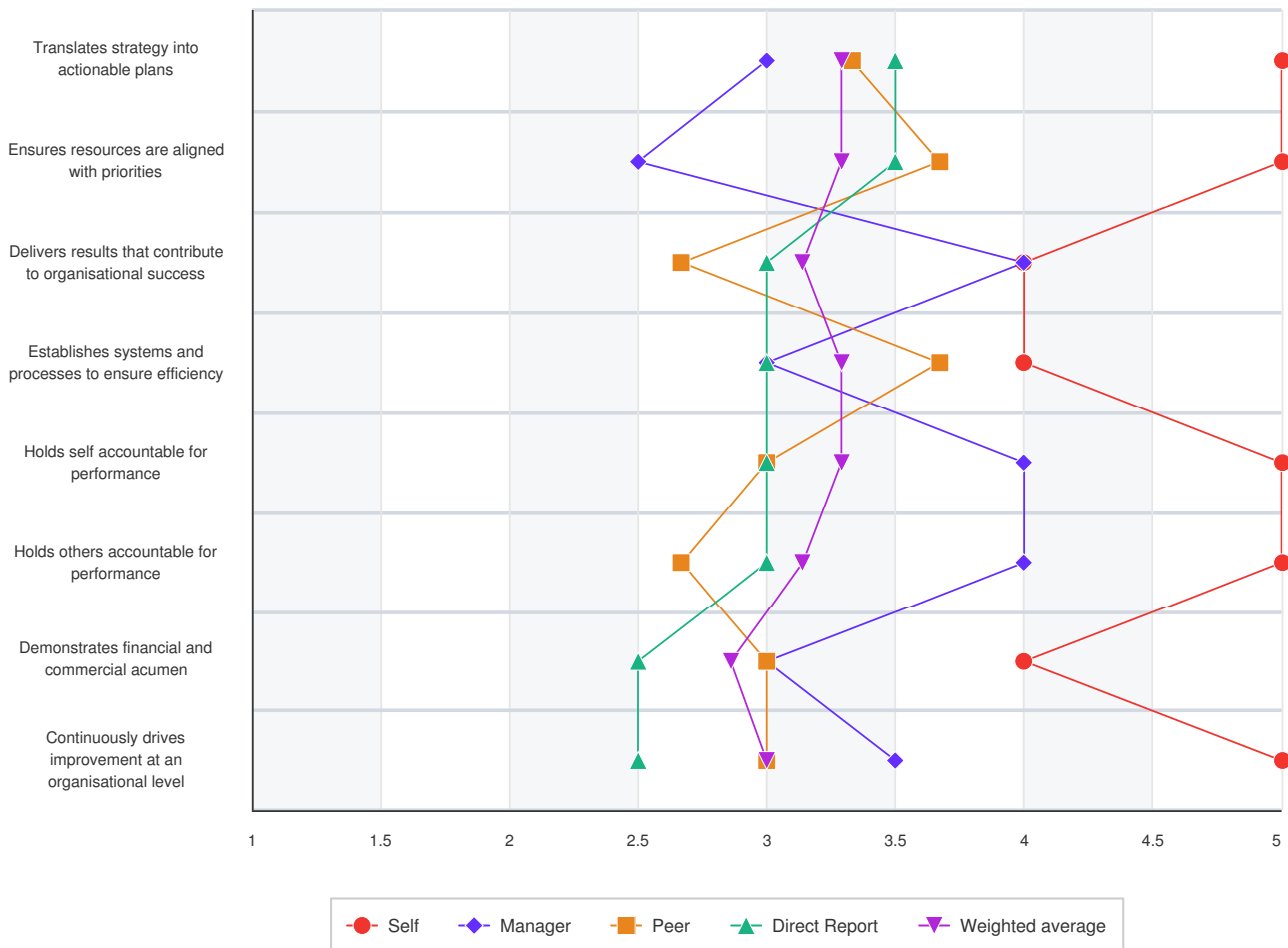
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Execution & Organisational Impact	Self	Manager	Peer	Direct Report	Weighted average
33. Translates strategy into actionable plans	5.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	3.33 <span style="color: yellow;">■</span>	3.50 <span style="color: yellow;">■</span>	<b>3.29</b> <span style="color: yellow;">■</span>
34. Ensures resources are aligned with priorities	5.00 <span style="color: green;">■</span>	2.50 <span style="color: yellow;">■</span>	3.67 <span style="color: yellow;">■</span>	3.50 <span style="color: yellow;">■</span>	<b>3.29</b> <span style="color: yellow;">■</span>
35. Delivers results that contribute to organisational success	4.00 <span style="color: green;">■</span>	4.00 <span style="color: green;">■</span>	2.67 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	<b>3.14</b> <span style="color: yellow;">■</span>
36. Establishes systems and processes to ensure efficiency	4.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	3.67 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	<b>3.29</b> <span style="color: yellow;">■</span>
37. Holds self accountable for performance	5.00 <span style="color: green;">■</span>	4.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	<b>3.29</b> <span style="color: yellow;">■</span>
38. Holds others accountable for performance	5.00 <span style="color: green;">■</span>	4.00 <span style="color: green;">■</span>	2.67 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	<b>3.14</b> <span style="color: yellow;">■</span>
39. Demonstrates financial and commercial acumen	4.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	2.50 <span style="color: yellow;">■</span>	<b>2.86</b> <span style="color: yellow;">■</span>
40. Continuously drives improvement at an organisational level	5.00 <span style="color: green;">■</span>	3.50 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	2.50 <span style="color: yellow;">■</span>	<b>3.00</b> <span style="color: yellow;">■</span>
<b>Score Average</b>	4.63 <span style="color: green;">■</span>	3.38 <span style="color: yellow;">■</span>	3.13 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	<b>3.16</b> <span style="color: yellow;">■</span>



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Values, Ethics, & Governance	Self	Manager	Peer	Direct Report	Weighted average
41. Acts with integrity and professionalism at all times	5.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	3.33 <span style="color: yellow;">■</span>	1.50 <span style="color: red;">■</span>	<b>2.71</b> <span style="color: yellow;">■</span>
42. Models ethical decision-making	5.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	2.67 <span style="color: yellow;">■</span>	2.50 <span style="color: yellow;">■</span>	<b>2.71</b> <span style="color: yellow;">■</span>
43. Demonstrates fairness and impartiality	5.00 <span style="color: green;">■</span>	3.50 <span style="color: yellow;">■</span>	3.33 <span style="color: yellow;">■</span>	2.00 <span style="color: red;">■</span>	<b>3.00</b> <span style="color: yellow;">■</span>
44. Promotes organisational values consistently	5.00 <span style="color: green;">■</span>	3.00 <span style="color: yellow;">■</span>	3.00 <span style="color: yellow;">■</span>	2.50 <span style="color: yellow;">■</span>	<b>2.86</b> <span style="color: yellow;">■</span>
45. Ensures compliance with policies, regulations, and governance standards	4.00 <span style="color: green;">■</span>	3.50 <span style="color: yellow;">■</span>	3.67 <span style="color: yellow;">■</span>	1.50 <span style="color: red;">■</span>	<b>3.00</b> <span style="color: yellow;">■</span>
<b>Score Average</b>	4.80 <span style="color: green;">■</span>	3.20 <span style="color: yellow;">■</span>	3.20 <span style="color: yellow;">■</span>	2.00 <span style="color: red;">■</span>	<b>2.86</b> <span style="color: yellow;">■</span>



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### Open-Ended Questions 46. What is their greatest strength?

Response group	Answer
Self	Confidence in decision-making
Response Groups	Dependable and fair-minded.
	Dependable and fair-minded.
	Good operator, but sometimes forgets the people side.
	Knows his stuff, confident in meetings.
	Knows where he wants us to head and makes it happen.
	Quick at making decisions with good turn out
	[Skipped]

### Open-Ended Questions 47. What is one behaviour they could change to be more effective?

Response group	Answer
Self	Could slow down a bit and get more team input before deciding.
Response Groups	Could be more collaborative and less top-down at times.
	Could ease off the pressure a bit – expectations are high.
	Could listen a touch more before jumping in.
	Could show more empathy when deadlines shift.
	Needs to involve senior peers more before final calls.
	Sometimes too direct when under pressure.
	Sometimes too direct when under pressure.

### Open-Ended Questions 48. Can you share an example where this manager had a positive impact on the team or organisation?

Response group	Answer
Self	Pulled the warehouse upgrade together ahead of schedule – real focus under pressure.
Response Groups	Celebrated our wins after a tough month – doesn't happen often but did appreciate it
	His positive energy during a tough few weeks was noticed in the team
	Kept the project team focused during a busy quarter.
	Stayed cool when client demands got tricky.
	[Skipped]
	[Skipped]
	[Skipped]