Orange Blossom Collective

360-degree feedback report

Elena Vasquez

Prepared by Claire Ashford, Principal Coach

November 2026 · Confidential

EXECUTIVE SUMMARY

A trusted leader carrying too much

4.2	4.0	4.8	3.2
Overall effectiveness, rated by 6 colleagues. Self: 4.0	Average across all 20 questions. Self: 3.9	Highest competency: Integrity & Values	Lowest competency: Empowerment

Ms Vasquez's colleagues hold her in high regard. They rate her above her own assessment on 12 of the 20 questions, most clearly on integrity, listening and composure under pressure. Asked for one word to describe her style, they chose calm, trusted, wise and warm. Two colleagues chose "stretched".

The five questions on which Ms Vasquez rates herself higher than her colleagues do form a single pattern. They concern clear priorities, the flow of information, trust in others to take over, shared leadership and delivery on commitments. Read together, they describe a leader who accepts more work than she and her team can absorb, and who holds on to projects her colleagues are ready to carry.

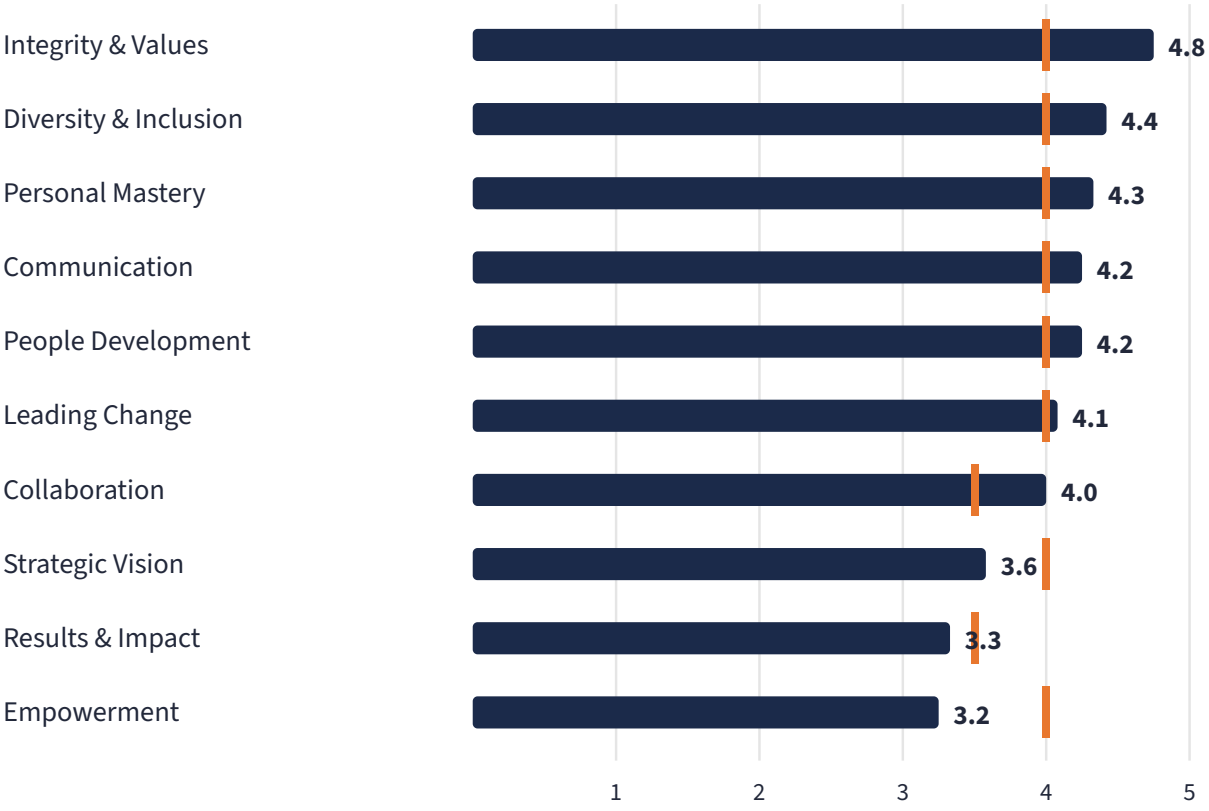
Key findings

1. **Integrity and composure are established strengths.** Honest, ethical behavior scores 4.8 and composure under pressure 4.7.
2. **Ms Vasquez underestimates her listening.** Colleagues give 4.8 for listening without defensiveness; she gives herself 4.0.
3. **Delegation is the main development area.** Empowerment averages 3.2, against a self-rating of 4.0, and three colleagues ask her to hand large projects to the team.
4. **Commitments slip for reasons of capacity.** "Consistently delivers on commitments" scores 3.0, the lowest result in the survey. Colleagues link it to agreeing deadlines before checking with the team.
5. **Colleagues want priorities in writing.** "Communicates a clear vision and priorities" scores 3.2.

COMPETENCY SCORECARD

Ten competencies, self and others

Scale of 1 to 5. Colleagues' score is the average of 6 responses. Colleagues Ms Vasquez



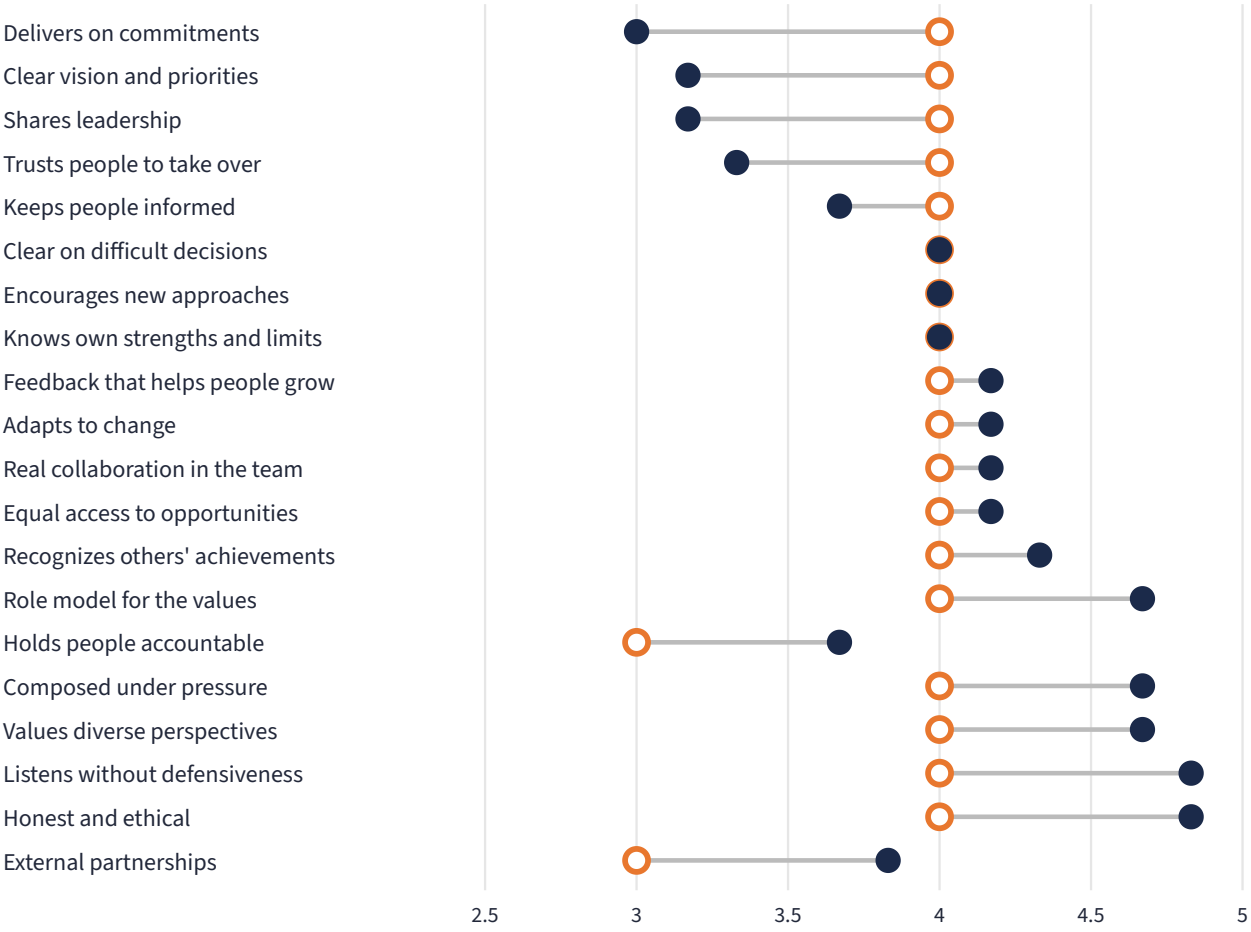
COMPETENCY	COLLEAGUES	SELF	DIFFERENCE
Integrity & Values	4.8	4.0	+0.8
Diversity & Inclusion	4.4	4.0	+0.4
Personal Mastery	4.3	4.0	+0.3
Communication	4.2	4.0	+0.2
People Development	4.2	4.0	+0.2
Leading Change	4.1	4.0	+0.1
Collaboration	4.0	3.5	+0.5
Strategic Vision	3.6	4.0	-0.4
Results & Impact	3.3	3.5	-0.2
Empowerment	3.2	4.0	-0.8

A positive difference means colleagues rate Ms Vasquez higher than she rates herself. This report treats a difference of 0.5 or more as significant.

SELF AND OTHERS

Where the views differ

All 20 questions, sorted by the size of the difference. ● Colleagues ○ Ms Vasquez



Hidden strengths

Colleagues rate higher by 0.5 or more

- Listens without defensiveness: **4.8** colleagues, 4.0 self
- Honest and ethical: **4.8** colleagues, 4.0 self
- External partnerships: **3.8** colleagues, 3.0 self
- Role model for the values: **4.7** colleagues, 4.0 self
- Holds people accountable: **3.7** colleagues, 3.0 self
- Composed under pressure: **4.7** colleagues, 4.0 self
- Values diverse perspectives: **4.7** colleagues, 4.0 self

Blind spots

Ms Vasquez rates higher by 0.5 or more

- Delivers on commitments: **3.0** colleagues, 4.0 self
- Clear vision and priorities: **3.2** colleagues, 4.0 self
- Shares leadership: **3.2** colleagues, 4.0 self
- Trusts people to take over: **3.3** colleagues, 4.0 self

STRENGTHS AND DEVELOPMENT AREAS

What to keep, and what to change

1. Integrity that people rely on

Integrity & Values is the highest-rated competency at 4.8. Colleagues bring difficult matters to Ms Vasquez because they trust what she will do with them.

> *"Stay the person people bring hard things to."*

2. Composure under pressure

Composure scores 4.7, and "calm" is the first word one colleague chose for her style. This steadiness sets the tone for her team.

> *"Calm."*

3. Listening and inclusion

Listening without defensiveness (4.8) and valuing diverse perspectives (4.7) are both clear strengths that Ms Vasquez rates lower than her colleagues do.

> *"Wise."*

A. Delegation

Trusting people to take over scores 3.3 and sharing leadership 3.2, against 4.0 self on both. Three colleagues ask for large projects to move to the team.

> *"Delegate the big projects with full authority."*

B. Commitments and capacity

Delivery on commitments scores 3.0. Colleagues describe deadlines agreed before the team's capacity is checked, and weekend work to catch up.

> *"Agreeing deadlines before checking capacity."*

C. Published priorities

Clear vision and priorities scores 3.2. Colleagues ask for a short, written list of what matters most this year.

> *"Set the year's three people priorities."*

DEVELOPMENT PLAN

Six-month development plan

The plan addresses the three development areas in order of their effect on the team. It is reviewed at each coaching session and closes with a second 360 in month 6.

OBJECTIVE	MONTHS 1 TO 2	MONTHS 3 TO 4	MONTHS 5 TO 6
1. Publish three people priorities	Draft three priorities, one sentence each. Test them with two managers.	Agree the list with her line manager. Share it on one page with every manager.	Use the list to decline or defer new requests that sit outside it.
2. Hand over one flagship project	Choose the project. Colleagues name the engagement survey. Choose the lead who will own it.	Transfer budget and final decisions in writing. Move to a fortnightly sponsor check-in.	Review the handover with the new lead. Choose the next project to transfer.
3. Check capacity before committing	Replace "yes" in meetings with a 24-hour confirmation. Start a weekly view of the team's load.	Agree who handles which escalations, so they stop defaulting to Ms Vasquez.	Protect weekends: no work email on at least two weekends a month.

Measures of success

MEASURE	NOW	TARGET, MONTH 6
Communicates a clear vision and priorities	3.2	3.8
Empowerment (competency average)	3.2	3.8
Consistently delivers on commitments	3.0	3.8
Integrity & Values (maintain)	4.8	4.5 or above

Targets are proposed by the coach and agreed with Ms Vasquez in the first session. They are measured by re-running The Full 360 with the same colleagues.

IN COLLEAGUES' WORDS

Verbatim comments

All comments from the 6 colleagues, unedited, without names and in no particular order.

One word or short phrase to describe her style

Calm, Trusted, Wise, Stretched, Stretched, Warm

Start doing, or continue doing more of

- Stay the person people bring hard things to
- Say no or not yet to some requests
- Hand big projects to the team
- Let the team own the engagement survey end to end
- Set the year's three people priorities
- Delegate the big projects with full authority

Stop doing, or do less of

- Taking every escalation herself
- Agreeing deadlines before checking capacity
- Working weekends to catch up
- Agreeing yes without checking with the team first
- Taking every escalation herself
- Working weekends, it puts pressure on everyone

Ms Vasquez's own answers

Style: Trusted. Start or continue: Keep mentoring people across departments.

About this report

Ms Vasquez and 6 colleagues completed The Full 360 in October 2026: 20 questions rated from 1 to 5 across ten competencies, one overall effectiveness rating and three open questions. The survey ran in Org360's Standard confidentiality mode: the report opened only after 3 responses, and comments are shown without names.

Claire Ashford

Principal Coach, Orange Blossom Collective

Sample report. Elena Vasquez, her organization and the coach named here are fictional. Every score and comment comes from the sample 360 that comes with every new Org360 account (The Full 360, 7 responses: Elena and 6 colleagues, Standard confidentiality).