A 360 FOR ELENA VASQUEZ

Everyone trusts you with their problems. *Your team would like a share of yours.*

Leader
Elena Vasquez, Chief People Officer
Arden Freight Group, 420 staff

Coach
Sarah Lindqvist, MCC
Fernhill Leadership

Survey
The Full 360 (24 questions)
on Org360, October 2026

Raters
18 of 21 responded
in three groups

Elena, you rate yourself lower than your colleagues do on 15 of the 20 questions. You are calmer, fairer and a better listener than you think.

The five questions where you rate yourself higher tell one story. You say yes to almost everything, so priorities blur, some commitments slip, and big projects stay on your desk instead of your team's. Your own People team feels this most, and they are asking, warmly and clearly, for a bigger share of the work.

QUESTION 1.1 · OVERALL EFFECTIVENESS

4.3 from others · you said 3.6

4.8 honest, ethical behaviour (6.1), your top question

3.2 delivers on commitments (9.1), and your widest gap at −0.8

QUESTION 12.1 · YOUR STYLE IN ONE WORD

What 18 colleagues called you

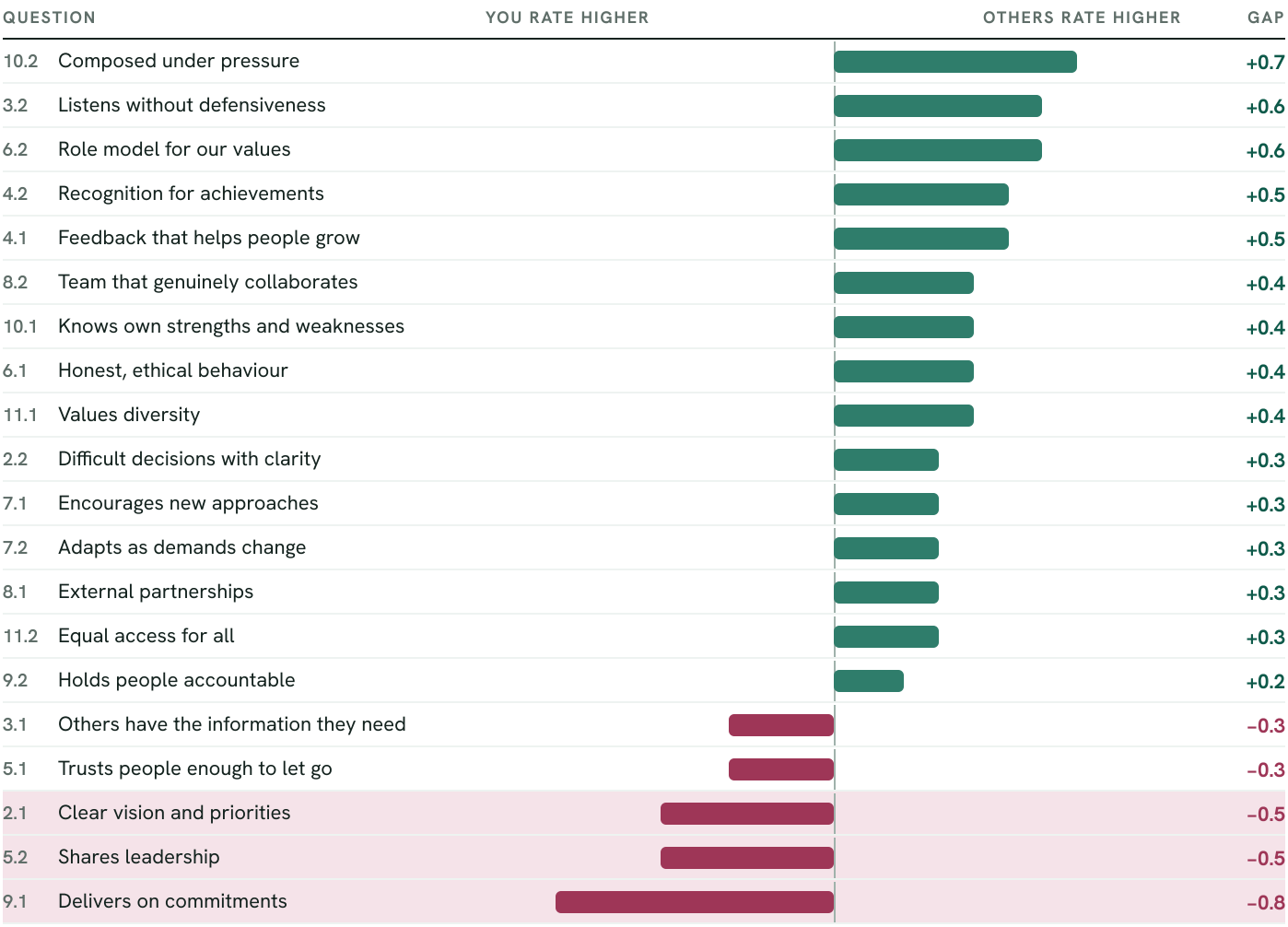
Calm 5 · Trusted 4 · Warm 3 · Stretched 3 · Wise 2 · Fair 1

Fifteen of eighteen words describe someone people rely on. "Stretched" came from three different colleagues, each worried about you more than about their own work.

WHERE YOU AND OTHERS DIFFER

Fifteen hidden strengths, *five signs of overload*

Every scored question, sorted by the gap between everyone else's score and your own. Green bars to the right mean others rate you higher than you rate yourself. Pink bars to the left mean the reverse. The three shaded rows are the ones we will work on.



WHAT YOU UNDERSELL

Composure (4.6), listening (4.7) and living the company's values (4.6). People describe you as the steadiest person in the building, and they mean it as high praise.

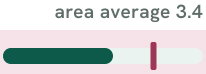
WHAT YOU OVERESTIMATE

Delivering on commitments (−0.8), sharing leadership and clear priorities (−0.5 each). All three come from carrying more than one person can carry.

EVERY QUESTION

All 20 scored questions, *word for word*

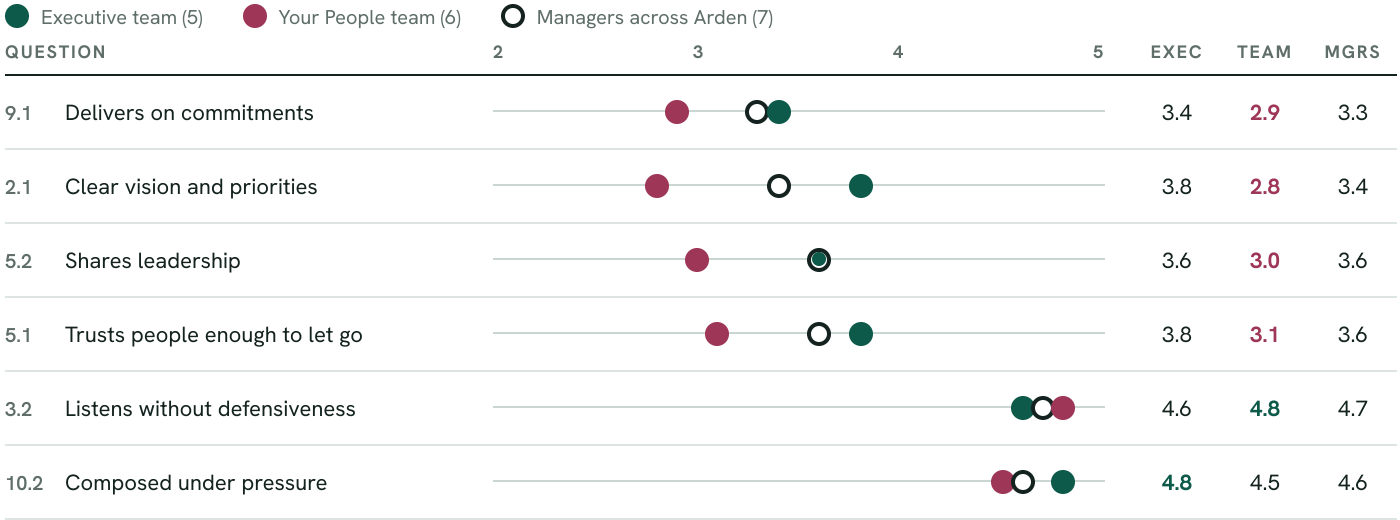
Grouped by the ten areas of The Full 360. The green bar is everyone else's score on the 1 to 5 scale, and the pink tick marks your own.

	QUESTION	YOU	OTHERS	GAP	OTHERS, 1 TO 5
STRATEGIC VISION					area average 3.7
2.1	Communicates a clear vision and priorities.	3.8	**3.3**	−0.5	
2.2	Navigates difficult decisions with clarity, considering broader impact.	3.7	**4.0**	+0.3	
COMMUNICATION					area average 4.2
3.1	Communicates clearly and ensures others have the information they need.	3.9	**3.6**	−0.3	
3.2	Genuinely listens to others and accepts feedback without defensiveness.	4.1	**4.7**	+0.6	
PEOPLE DEVELOPMENT					area average 4.3
4.1	Provides feedback that helps people grow.	3.7	**4.2**	+0.5	
4.2	Provides effective recognition for others' achievements.	3.9	**4.4**	+0.5	
EMPOWERMENT					area average 3.5
5.1	Trusts people enough to let go and avoids micromanagement.	3.8	**3.5**	−0.3	
5.2	Willingly shares leadership and defers to others when they have more expertise.	3.9	**3.4**	−0.5	
INTEGRITY & VALUES					area average 4.7
6.1	Demonstrates honest, ethical behavior in all interactions.	4.4	**4.8**	+0.4	
6.2	Is a role model for living our organization's values.	4.0	**4.6**	+0.6	
LEADING CHANGE					area average 4.0
7.1	Encourages creativity and new approaches to solving problems.	3.6	**3.9**	+0.3	
7.2	Adapts their approach as external demands or environments change.	3.8	**4.1**	+0.3	
COLLABORATION					area average 4.1
8.1	Builds effective partnerships with external organizations and stakeholders.	3.5	**3.8**	+0.3	
8.2	Creates a team environment where people genuinely collaborate.	3.9	**4.3**	+0.4	
RESULTS & IMPACT					area average 3.4
9.1	Consistently delivers on commitments.	4.0	**3.2**	−0.8	
9.2	Holds people accountable for results that lead to long-term impact.	3.4	**3.6**	+0.2	
PERSONAL MASTERY					area average 4.3
10.1	Deeply understands their own strengths and weaknesses.	3.6	**4.0**	+0.4	
10.2	Stays composed and responds constructively under pressure.	3.9	**4.6**	+0.7	
DIVERSITY & INCLUSION					area average 4.5
11.1	Actively seeks out and values diversity in people and perspectives.	4.2	**4.6**	+0.4	
11.2	Ensures all team members have equal access to opportunities, information, and influence.	4.0	**4.3**	+0.3	

BY RATER GROUP

Your own team *feels the load first*

Six questions by rater group: your four lowest, and two strengths for contrast. On all four of the lowest, your People team gives the lowest score. On listening and composure, every group agrees.



QUESTIONS 12.2 AND 12.3 · OPEN FEEDBACK

Start, continue, stop

Start or continue

Stay the person people bring hard things to	10
Say "no" or "not yet" to some requests	7
Hand big projects to the team	6
Set the year's three people priorities	5

"When something goes wrong here, Elena is who everyone calls. I worry about who is looking after her."

EXECUTIVE TEAM

Stop or do less

Taking every escalation herself	6
Agreeing deadlines before checking capacity	4
Working weekends to catch up	4

"She says yes in the exec meeting, and our team finds out on Monday. We would love to own the engagement survey end to end."

YOUR PEOPLE TEAM

THE NEXT SIX MONTHS

Three commitments, *each one a little lighter*

Each commitment gives away something you currently carry. Together they should lift your three lowest questions without costing the calm and fairness people value most in you.

1 Publish three people priorities for 2027

Agree them with your CEO by mid-December and share them on one page with every manager. Anything outside the three goes on a "next quarter" list, and you point to the page when you say "not yet".

QUESTION 2.1 · PRIORITIES
From 3.3 to 3.9. Your People team from 2.8 to 3.6.

2 Hand over one flagship project, completely

Give the engagement survey programme to one of your team leads, with the budget and the final say. Your role becomes sponsor: a fortnightly check-in, and you speak about it at the exec table with their name attached.

QUESTIONS 5.1 AND 5.2 · LETTING GO
From 3.5 and 3.4 to 4.0 or above.

3 Check capacity before you commit

In exec meetings, replace "yes" with "let me check with the team and confirm by Friday". Keep a simple weekly view of what your team is carrying, and use it in those conversations.

QUESTION 9.1 · COMMITMENTS
From 3.2 to 3.9, and "stretched" gone from question 12.1.

November · start
December · priorities published
January · Leadership Pulse check-in
April 2027 · repeat The Full 360

A NOTE FROM YOUR COACH

Elena, the people you look after told you clearly that they want to look after some of this with you. Letting them is a form of care too. I am looking forward to our session on 21 November.

Sarah

Sarah Lindqvist, MCC · Fernhill Leadership

For our next session

What do you fear would happen if you said "not yet"?

Which project would your team lead run better than you? Bring one name.

Who looks after Elena? One of your raters asked. Let us answer it.

About this report. Collected through The Full 360 on Org360, 6 to 20 October 2026: one overall rating, twenty scored questions across ten areas, and three open questions. Twenty-one raters invited and eighteen responded: five from the executive team, including the CEO, six from Elena's People team, and seven managers across Arden. Scores use a 1 to 5 scale; "others" means every rater except Elena. Groups below three are merged, and comments are edited only to remove identifying details. This report is confidential to Elena and her coach, and it is meant for development. **This is a sample: all names, organisations and data are fictional.**