

# 360 Questionnaire Item Bank Questions

THEME	ITEM
<b>Agile Leadership</b>	This person constantly scans the internal and external horizons for opportunities and threats
	This person makes extensive use of data and analytics to support better decision making
	This person values speed over perfection
	This person shows humility by recognising that what you don't know is as important as what you do
	This person shows adaptability by changing to a different course of action when situations change
	This person invests significant amounts of time listening to internal and external stakeholders
	This person demonstrates that a clear vision is more important than a detailed plan
<b>Agility</b>	This person is willing to learn from experience and apply that learning to new situations
	This person readily commits to a new course of action when the situation warrants it
	This person quickly changes or adapts their approach when required
	This person is open to alternative approaches for achieving results
	This person quickly executes new ideas or approaches
<b>Change Leadership</b>	This person clarifies the business case for change to others
	This person perseveres through obstacles to change
	This person helps others to stay engaged with the change process
	This person role models an openness to change
	This person demonstrates resilience throughout the change process
<b>Change Management</b>	This person clearly communicates the need for change
	This person actively supports change initiatives
	This person effectively addresses the risks involved in managing change
	This person delivers change initiatives effectively
	This person introduces processes that sustain change initiatives
<b>Coaching and Development</b>	This person actively seeks opportunities to coach and develop others
	This person effectively coaches others to enhance their performance and business outcomes
	This person regularly provides others with constructive feedback
	This person encourages others to actively seek opportunities to learn and develop
	This person helps others to develop the capabilities required for successful job performance
	This person provides guidance and feedback to maximise the performance of others
<b>Commercial Acumen</b>	This person demonstrates solid knowledge of the organisation's key performance measures
	This person demonstrates how their division impacts value creation and the bottom line
	This person builds well thought out business cases supported by data
	This person demonstrates a sound knowledge of what drives profitability and cash flow
	This person looks for methods to improve processes that improve the bottom line
	This person uses a structured approach (e.g. frameworks) to analyse opportunities to grow the business
<b>Digital Focus</b>	This person uses digital tools and data analytics to support decision making
	This person identifies relevant new technologies as they emerge
	This person applies new technology to improve efficiency of internal work systems
	This person uses digital opportunities (eg. social media) to the organisation's advantage
	This person applies trends in the digital space to their work appropriately
<b>Diversity and Inclusion</b>	This person ensures people from diverse backgrounds feel included
	This person encourages diverse perspectives when working with others
	This person adapts behaviour effectively when dealing with diverse audiences
	This person proactively supports diversity and inclusion initiatives
	This person communicates the value of diversity and inclusion to business success

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<b>Environmental and Social Governance</b>	This person considers the impact of their actions and decisions on the physical environment
	This person ensures resources are used in a responsible and efficient manner
	This person actively supports our workforce through our services, benefits and policies
	This person genuinely supports our diversity, equity and inclusion initiatives
	This person considers the impact of actions and decisions on the community or society
	This person ensures adherence to regulatory and compliance requirements
	This person promotes high standards of ethical behaviour within the organisation
	This person actively supports social goals that benefit societal performance
	This person takes seriously environmental and societal supply network standards
<b>Humility</b>	This person is humble in behaviour and attitude
	This person does not take credit for the work of others
	This person accepts personal responsibility for failure, never blaming others
	This person seeks honest feedback about their performance
	This person puts team success ahead of individual success
	This person is more than happy to share the limelight
<b>Judgement</b>	This person uses sound judgement when making decisions
	This person considers both short and long term issues when making decisions
	This person considers the impact of decisions on the organisation's future
	This person effectively evaluates and addresses risks when making decisions
	This person makes effective and high quality decisions
	This person always uses data and facts effectively when making important decisions
<b>Leadership Effectiveness</b>	This person builds and maintains high performing teams
	This person consistently meets the requirements of their role as a leader within our organisation
	This person's leadership has led to significant positive outcomes for the organisation
	This person is an exemplary leader within our organisation
<b>Learning Agility</b>	This person seeks opportunities to learn
	This person shows a willingness to learn from their experiences
	This person effectively learns from their experiences
	This person applies lessons from their experiences to perform successfully in new situations
	This person shows flexibility when dealing with new experiences
	This person seeks feedback when dealing with new experiences
	This person is open to criticism
<b>Managing Risk</b>	This person demonstrates high standards of legal and ethical behaviour
	This person is competent in doing risk assessments
	This person identifies risk in making important decisions
	This person has high standards around regulatory and legal requirements
<b>Project Management</b>	This person clearly defines the scope and objectives of a project
	This person engages stakeholders effectively throughout the life of the project
	This person monitors the completion of project milestones
	This person develops effective strategies to manage variance from project plans
	This person employs sound project evaluation methodologies to inform future projects

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<b>Psychological Safety</b>	This person creates a safe environment for people to speak their mind
	This person encourages different thinking and creativity
	This person encourages others to be open and vulnerable
	This person encourages people to openly discuss and manage risks
	This person addresses others' mistakes constructively
	This person encourages others to learn from their mistakes
	This person encourages curiosity and a learning mindset
	This person makes people feel comfortable with being vulnerable
	This person ensures that the hard issues get discussed
<b>Safety Leadership</b>	This person is open to discussing safety issues anytime
	This person fully supports safety audits and/or incident investigations
	This person is a role model for safety leadership
	This person ensures that everyone has all necessary safety equipment
	This person intervenes when people are not wearing appropriate protective equipment
	This person enforces and regularly improves safety policies
	This person makes sure that ours is a healthy workplace
	This person ensures that everyone is aware of all safety procedures
	This person puts safety concerns ahead of productivity concerns
This person ensures that safety is a key part of our culture	
<b>Strategic Intent</b>	This person has a clear understanding of the organisation's aspiration and purpose
	This person analyses and understands where the organisation needs to position itself in the market
	This person uses the organisation's unique value proposition and/or competitive advantage to guide strategic decision making
	This person pursues capabilities that the organisation will need for sustained success
	This person implements system and process improvements to support future growth of the business
<b>Work Life Alignment and Wellbeing</b>	This person balances their work and personal commitments
	This person supports others to balance their work and personal commitments
	This person actively promotes the wellbeing of others
	This person takes good care of self to avoid stress and burnout
	This person is an effective role model for others in relation to their work life balance practices
	This person deals with employees feelings and emotions effectively
	This person works hard to maintain high levels of engagement in others
	This person cares about wellbeing

**Note:** You have the option to select up to three supplementary item banks from the choices listed above, to add to the standard 50 items at no additional cost. You must select an entire item bank, as the selection of individual items will not be accepted. These item banks are only available for the Global benchmark, and the scores derived from them will not contribute to the overall Hogan 360 score. For enquiries regarding customisation options, please contact your client manager.