ORANGE BLOSSOM COLLECTIVE
Growing Leaders, Together

360 FEEDBACK REPORT | PREPARED IN CONFIDENCE

Jordan Okafor: from founder energy to a team that runs without you

What twelve colleagues said, where the gaps sit, and a plan for the next six months

Prepared for **Jordan Okafor**, Executive Director, Riverbend Youth Alliance
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Your colleagues trust your vision and want more of you in a different role. Twelve of fourteen raters responded. They rate your strategic clarity and your relationships as clear strengths. The lowest scores, and the widest gaps between how you see yourself and how others see you, sit in delegation, feedback and pace. All three point to the same pattern: decisions still route through you, and your team feels it more than your board does. This is the most fixable profile I see in founder-led organisations.

1 The picture in four numbers

3.8 of 5
average score across all seven competencies, from everyone except you.

12 of 14
raters responded, an 86% rate. Your direct reports all took part.

0.9
points between your self-rating and others' rating on delegation, the widest gap.

10 of 12
raters named your vision as the strength you should keep using.

The average is healthy. The spread is the story. Your scores run from 4.6 on vision down to 3.1 on delegation. Leaders with a spread this wide usually have one habit holding several scores down at once. In your case the comments make the habit easy to name: you step in. You step into decisions your managers own, into drafts before they are finished, and into problems at 10pm. People appreciate the care behind it. They also say it slows them down and keeps them from growing.

2 Scores by competency

Your self-rating | All other raters | Scale 1 to 5. Gap = others minus self.

Competency	Self	Others	Gap
Vision and strategy	4.2	**4.6**	+0.4
Relationships and trust	4.1	**4.3**	+0.2
Communication	4.0	**4.1**	+0.1
Decision-making	3.9	**3.7**	−0.2
Feedback and coaching	3.8	**3.4**	−0.4
Pace and sustainability	3.5	**3.2**	−0.3
Delegation	4.0	**3.1**	−0.9

3 Where raters agree, and where they split

The closer someone works to you, the lower the score on the four competencies below. Your board sees a confident, available leader. Your direct reports see the same leader and feel the cost of that availability every week. Both views are accurate. They describe the same behaviour from different distances.

Competency	Board and partners (4)	Peers (3)	Direct reports (5)
Vision and strategy	4.8	4.5	4.6
Feedback and coaching	3.8	3.6	**3.0**
Pace and sustainability	3.6	3.4	**2.8**
Delegation	3.5	3.3	**2.8**

Board members and external partners are reported together because neither group alone reached the three-rater minimum Org360 uses to protect anonymity.

HIDDEN STRENGTHS

Others rate you higher than you rate yourself

Vision and strategy (+0.4). You undersell how clearly people understand where Riverbend is going. Use that. A team that already shares the destination can be trusted with more of the route.

Relationships and trust (+0.2). Every group, including your direct reports, rates this above 4. That trust is the asset that makes stepping back safe.

BLIND SPOTS

You rate yourself higher than others do

Delegation (−0.9). You hand work over. Your team says it often comes back to you before it is finished, and that is what they score.

Feedback and coaching (−0.4). Your feedback arrives as edits and fixes. Your managers want the reasoning behind them so they can make the call next time.

4 In their own words

Org360 asks every rater three open questions. I have grouped the answers and chosen comments that speak for several people. Wording is edited lightly to protect anonymity.

Keep doing

"When Jordan explains why we are doing something, the whole team lines up behind it. Funders hear the same story we do."

Peer

"She remembers what is going on in people's lives. It matters more than she knows."

Direct report

Start doing

"Tell me what good looks like at the start, then let me get there my way."

Direct report

"Bring the senior team into the hard calls earlier, while there is still time to shape them."

Board and partners

Stop doing

"Rewriting our drafts late at night. We wake up to a new version and lose the thread of our own work."

Direct report

"Saying yes to every partner request in the room. The team absorbs the extra load."

Peer

The pattern across all three columns. Nine of twelve comments mention timing: you arrive late in a piece of work and change it, or early in a decision and settle it. Raters want you at the start, setting direction, and at the end, signing off, with the middle left to them.

5 Three priorities for the next six months

Pick few, and pick the ones that move several scores at once. These three all work on the same habit, so progress on one will show up in the others.

1. **Hand over whole decisions, with the brief up front.** Choose two recurring decisions you currently make, such as program budgets under $10,000 and partner event requests. Write one paragraph for each on what a good outcome looks like and where the limits are. Then give each to a named manager in full. You can review results monthly. You do not review drafts.
   Moves: delegation, decision-making, pace.
2. **Swap edits for questions.** When a draft reaches you, write back two questions before you change a word. Ask what the author would do and why. Track how often the draft improves without your edits. Your managers asked for your reasoning; this gives it to them in a form they can reuse.
   Moves: feedback and coaching, delegation.
3. **Set a working window and protect your team's evenings.** Schedule anything you write after 7pm to send at 8am. Agree with your senior team on one meeting a week where new partner requests are reviewed together before anyone says yes.
   Moves: pace and sustainability, relationships and trust.

How we will know it is working	Measure	Target by April 2027
Direct reports feel trusted with their work	Delegation score, direct reports	2.8 to 3.6
Your view and theirs converge	Self versus others gap on delegation	0.9 to under 0.4
The team's pace is sustainable	Pace score, all raters	3.2 to 3.7

Measured through an Org360 Team Pulse at three months and a repeat of The Full 360 at six months, with the same rater groups.

6 Three questions to bring to our next session

What do you get from stepping in? The habit is serving you somehow, perhaps through certainty, speed or a sense of control. Naming it makes it easier to let go.

Which manager is ready for more today? Name one person and one decision you could hand them this month.

What would your board need to see to trust a less visible Jordan? They rate you highest. Their confidence will make the shift easier for your team to believe.

A note from me. Reading this report can feel like a list of things to fix. Read it the other way round. Twelve people took time to tell you, with care and in detail, how you could help them do their best work. That is a sign of how much they trust you. I am looking forward to working through it together on 12 November.

Clara Whitfield
Executive Coach, ICF PCC · Orange Blossom Collective LLC

Basis and limitations. Collected through The Full 360 on Org360, 6 to 20 October 2026. Fourteen raters invited, twelve responded: four from the board and external partners, three peers, five direct reports. Scores use a 1 to 5 scale; "others" is the mean of all raters except the leader. Rater groups below three are merged so no individual can be identified. Comments are edited only to remove identifying details. This report is confidential to Jordan Okafor and her coach. It is a development tool and is not intended for performance appraisal.

This is a sample report. All names, organisations and data are fictional.