The leader your team already trusts, *ready to make the harder calls*

A 360 for Tomás Herrera, eight months into his first director role

Leader
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Survey
Nonprofit Leader 360 on Org360
October 2026

Raters
15 of 16 responded
across four groups

THE HEADLINE

You rate yourself lower than your colleagues do in five of eight areas. The two places where they rate you lower are both about hard conversations.

Eight months ago you were one of the program managers. Now you lead them. People respect your knowledge of the work and the way you treat them, and they say so with real warmth. What they ask for is a director who settles disagreements, names problems early and holds the line when a deadline slips. Those skills are learnable, and you have a strong base of trust to learn them on.

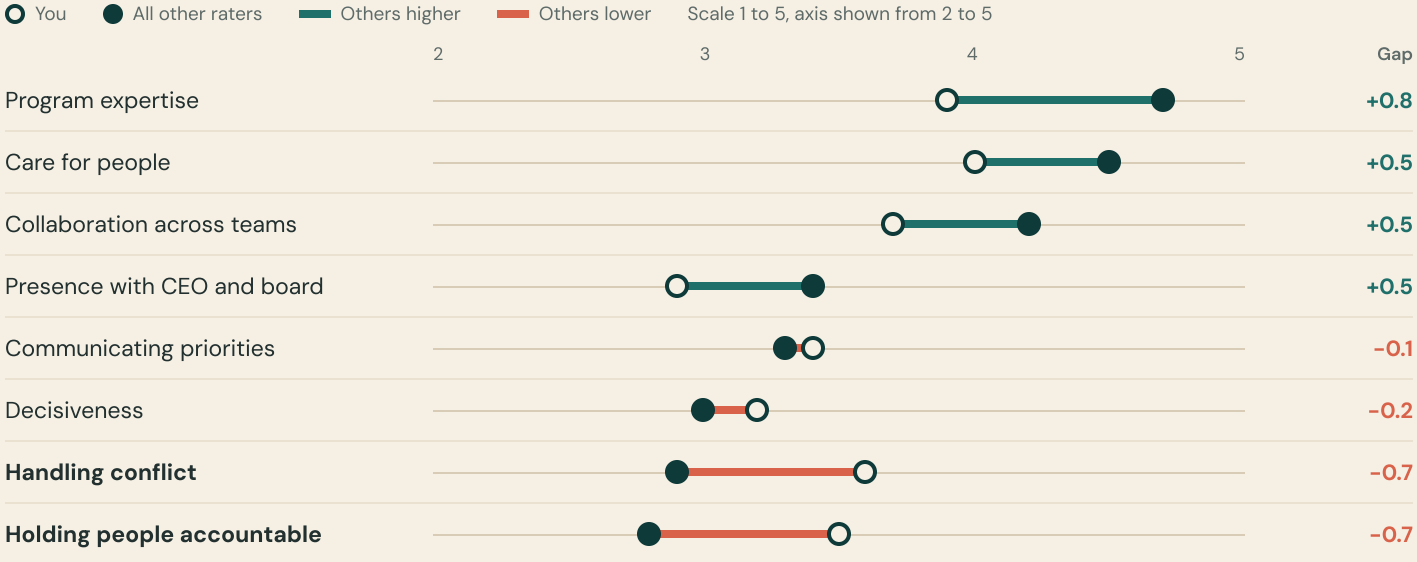
4.7
Program expertise, your highest score. Every rater group puts it above 4.4.

2.8
Holding people accountable, your lowest. Your own team scores it 2.5.

5 of 8
areas where others rate you higher than you rate yourself.

01 · SELF AND OTHERS

How you see yourself, and how others see you



02 · BY RATER GROUP

Who sees what

The four lowest areas, broken down by who gave the score. Two different stories sit inside these numbers. Your own team scores you lowest on accountability and conflict: they see problems being left to sit. Your CEO and board score you lowest on decisiveness: they see options brought upward when they expected a recommendation.

AREA	CEO AND BOARD (3)	PEER DIRECTORS (4)	DIRECT REPORTS (4)	FIELD PARTNERS (4)
Holding people accountable	3.0	3.0	2.5	2.8
Handling conflict	2.7	3.1	2.6	3.2
Decisiveness	2.7	3.0	2.9	3.3
Presence with CEO and board	3.0	3.4	3.7	3.4

Lower Higher

Your CEO and two board members are reported together to meet the three-rater anonymity minimum.

03 · WHAT THEY WROTE

The themes in 15 sets of comments

I coded every open answer by theme. Bars show how many raters raised each one.



“

Tomás is the person I go to when I am stuck on a hard technical problem. I want him to be the person who unsticks the team too.

DIRECT REPORT

“

He brings me three good options. I would rather he brought me one and told me why.

CEO AND BOARD

“

When a project slipped last spring, everyone knew why. It took two months for anyone to say it out loud.

PEER DIRECTOR

What I read across all of it

This is the classic peer-to-director profile. The kindness that made you a great colleague now shows up as patience with things that need a decision. Your raters are asking for the same Tomás, with a clearer voice when it matters.

04 · THE NEXT 90 DAYS

Three experiments, one a month

Small, visible and easy to measure. Each one builds the muscle the next one needs. We will review each experiment at the end of its month before starting the next.

DAYS 1 TO 30

Bring one recommendation upward

For every decision you take to your CEO, lead with your recommendation in one sentence, then the options. Keep a log of each one and how it landed.

Builds: decisiveness, presence upward

DAYS 31 TO 60

Name it within a week

When you notice a slipping deadline or a pattern in someone's work, raise it with that person within five working days. Use a simple script: what I saw, why it matters, what I need.

Builds: accountability, handling conflict

DAYS 61 TO 90

Close the team debates

In your weekly managers' meeting, end each open disagreement with a decision, an owner and a date. If you need more input, say when you will decide.

Builds: decisiveness, communicating priorities

05 · KEEP USING

Strengths to lean on

Your expertise gives you authority. When you make a hard call, people trust that you understand the work behind it. Use that credibility on purpose.

Your care makes hard conversations safer. Your team already knows you are on their side. That makes direct feedback easier for them to hear from you than from almost anyone else.

06 · OUR NEXT SESSION

Questions to sit with

Which conversation have you been putting off? Bring it, and we will plan it together.

What do you fear would happen if you disappointed someone on your team? Your answer will tell us a lot.

What would change if your CEO saw you as her peer?

Tomás, fifteen people answered this survey, and most of them wrote more than they had to. That is what trust looks like. The step ahead is smaller than it feels from where you stand, and I am glad to take it with you. See you on 18 November.

Amara Osei
Executive Coach, ICF PCC
Tidewater Leadership Studio

About this report. Data collected through the Nonprofit Leader 360 on Org360, 5 to 19 October 2026. Sixteen raters invited and fifteen responded: the CEO and two board members, four peer directors, four direct reports and four field partners. Scores use a 1 to 5 scale. "Others" is the mean of all raters except Tomás. Any group below three raters is merged so no one can be identified, and comments are edited only to remove identifying details. This report is for development and is confidential to Tomás and his coach. **This is a sample: all names, organisations and data are fictional.**