witty kitty
COACHING

SAMPLE · ILLUSTRATIVE DATA

360 FEEDBACK · CONFIDENTIAL

Dear Sam,

Donors see the best of you. Your team sees all of you.

Here is your 360, in plain words. Fifteen people who work with you at Harbourside Food Bank took the time to answer. I have read every line, and I think you will find it encouraging and useful in equal measure.

For Sam Kowalski, Director of Development **From** Leonie Marsh, your coach **Survey** The Full 360 on Org360, Oct 2026

4.8
Donor relationships, your top score and one of the highest I have seen on this survey.

15 of 17
raters responded, including all six members of your team.

2.3
how your own team scores focus and priorities. This is the number we will work on.

1 Working with you, in three words

Org360 asked every rater to pick three words that describe working with you. Bigger means more people chose it. The warm ones come first, and there are a lot of them.

inspiring 10 · energising 9 · scattered 8 · generous 7

fun 6 · unpredictable 6 · brave 4 · overwhelming 4 · persuasive 3

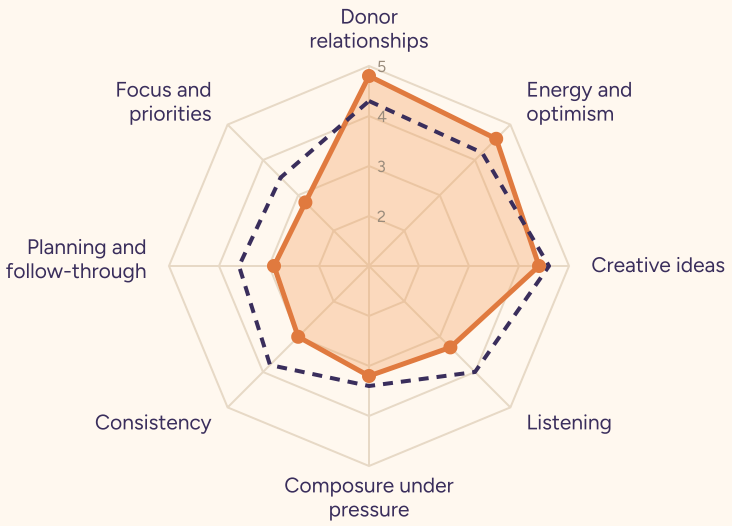
same energy, two effects

What the words tell me. The same quality shows up on both sides of the list. Your energy is why donors give and why your team wanted to work for you. When it arrives as six new ideas in a Monday meeting, the same energy reads as "scattered" and "unpredictable".

Your energy needs a container: a way to decide which ideas the team takes on, and to keep the week's priorities still long enough for people to finish them. That is a skill, and it is very learnable.

2 Your shape, side by side

Each spoke is one competency on the 1 to 5 scale. The orange shape is the average of everyone else. The dashed line is how you rated yourself.



YOU UNDERSELL

Donor relationships (you 4.3, others 4.8) and **energy and optimism** (4.2 and 4.6). People feel your effect more than you realise.

YOU OVERESTIMATE

Consistency (you 3.8, others 3.0), **focus** (3.5 and 2.8), **listening** (4.0 and 3.3) and **follow-through** (3.6 and 2.9). Four gaps of 0.7 or more, all about the week-to-week experience of your team.

3 Who feels it most

Your four lowest areas, by rater group. Donors see the polished, prepared Sam. Your team sees the work behind it, including the late changes and the shifting priorities.

Area	Director and board (3)	Peers (3)	Your team (6)	Donors and partners (3)
Focus and priorities	3.3	3.0	2.3	3.4
Planning and follow-through	3.0	2.9	2.6	3.5
Consistency	3.4	3.1	2.5	3.6
Listening	3.4	3.5	2.9	3.9

Your executive director and two board members are reported together to meet Org360's three-rater anonymity minimum.

4 In their words

"Sam walks into a donor meeting and the room changes. I have watched people double their gift because of how she tells our story."

DONOR OR PARTNER

"Every Monday there is a new big idea. I love the ideas. I just never get to finish the last one."

YOUR TEAM

"In one-to-ones she often answers before I have finished the question. I want her to hear the whole thing."

YOUR TEAM

5 Three small habits for the next three months

Each habit keeps your energy and gives it a shape your team can work with. Try all three, keep a short note each Friday, and we will look at what changed together.

Park the idea, pick it on the first Friday

Keep a shared "idea garden" document. New ideas go there first, from you and anyone else. On the first Friday of each month, the team picks one to take on and you agree what it replaces. One in, one out.

Three priorities on Monday, the same three on Friday

Post the team's top three priorities by 10am every Monday. If one has to change during the week, say why in writing and name what drops off. Your team asked for predictability, and this gives it to them in a form they can see.

They talk for the first ten minutes

In every one-to-one, your team member speaks first and you only ask questions until the ten minutes are up. Before you offer an idea, summarise what you heard in one sentence and check you got it right.

WE WILL KNOW IT IS WORKING WHEN

2.3 → 3.3
your team's score on focus and priorities

0.8 → 0.3
the gap between you and others on consistency

4.8 stays
donor relationships. We keep what works.

Checked with an Org360 Team Pulse in January and a repeat of The Full 360 in April 2027.

A note from me

Sam, the people who rated you lowest on focus also chose "inspiring" and "generous". They are asking for a little more structure from a leader they clearly like working for. That is a lovely problem to have, and a quick one to solve with the habits above. I am looking forward to our session on 20 November.

Leonie

Leonie Marsh, ICF ACC · founder, witty kitty coaching

Bring to our next session

Which idea is hardest to park? Bring it, and we will talk through why.

What happens for you when a week goes quiet? Energy often has a reason behind it.

Who on your team could own the idea garden?

P.S. bring your curiosity. The cat is optional.

About this report. Collected through The Full 360 on Org360, 7 to 21 October 2026. Seventeen raters invited and fifteen responded: your executive director and two board members, three peers, six team members and three donors and partners. Scores use a 1 to 5 scale. "Others" means everyone except you. Groups below three raters are merged, and comments are edited only to remove identifying details. This report is confidential to you and your coach and is meant for development. **This is a sample: all names, organisations and data are fictional.**