Orange Blossom Collective

360-degree feedback briefing

Elena Vasquez

Prepared by Claire Ashford, Principal Coach

November 2026 · Confidential

BRIEFING AT A GLANCE

Highly trusted, and holding too much of the work herself

4.3
Overall effectiveness, from 7 colleagues. Self: 4

4.0
Average of the 20 competency questions. Self: 3.8

4.8
Strongest competency: Integrity & values

3.0
Weakest competency: Results & impact

Ms Vasquez's colleagues rate her higher than she rates herself on 12 of the 20 competency questions. Their regard rests on integrity, listening and composure, and on a reputation, in one colleague's words, as "the person everyone calls first".

The development picture is equally consistent. The largest gap in the survey is on letting people work without checking every detail: 3.1 from colleagues against a self-rating of 5. The lowest score is delivery on commitments, at 2.9. The comments link both to one pattern: Ms Vasquez accepts most requests, keeps the significant work on her own desk, and catches up at weekends.

Three conclusions

1. **Her standing with colleagues is an asset to protect.** Any change should keep her accessible to managers, which two colleagues ask for explicitly.
2. **The constraint is capacity, and it is self-imposed.** Colleagues describe a team ready to take on more, and a leader who has not yet handed it over.
3. **Priorities are unclear to peers.** "Communicates a clear vision and priorities" scores 3.1, and one peer could not name the People team's priorities for the year.

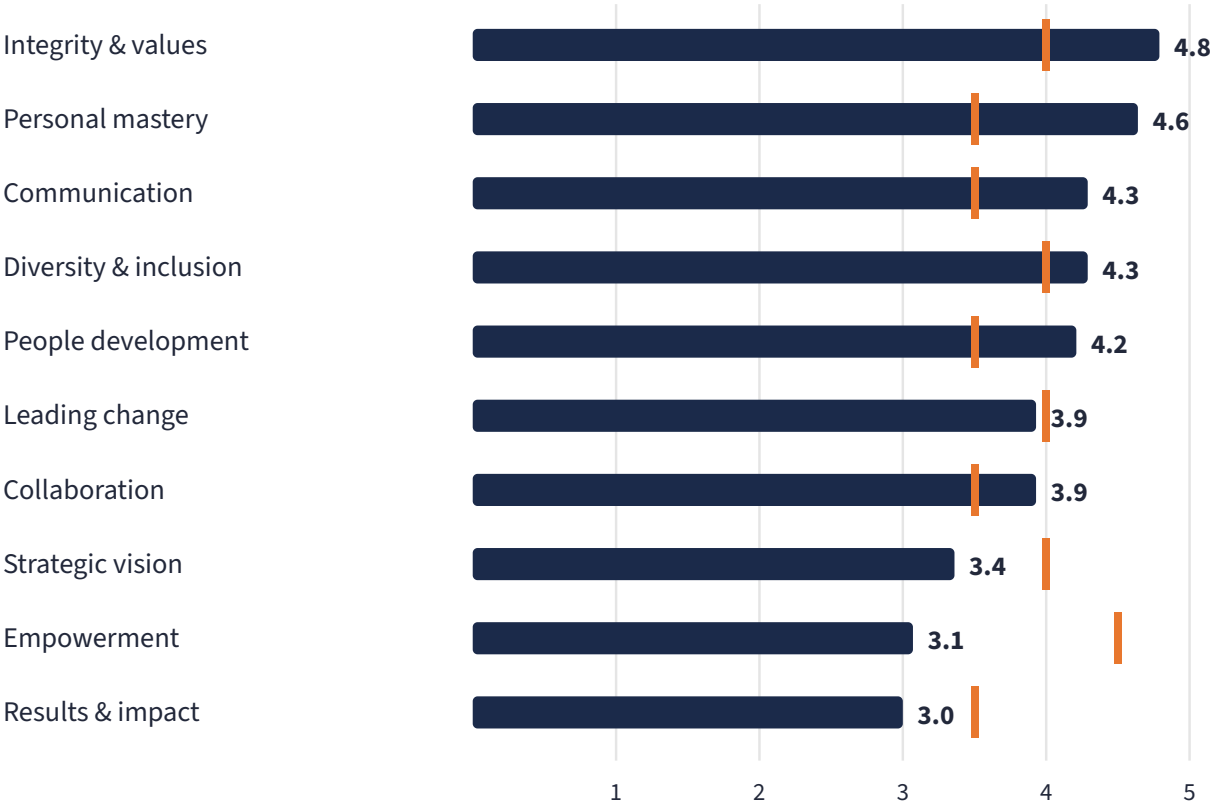
COACH'S RECOMMENDATION

Agree, in writing, which decisions Ms Vasquez keeps, which she shares and which she hands to her team, and publish three priorities for the year. The proposal on page 5 is a starting point for the first session.

COMPETENCY SCORECARD

Ten competencies, self and colleagues

Scale of 1 to 5. The colleague score is the average of 7 responses. Colleagues Ms Vasquez



COMPETENCY	COLLEAGUES	SELF	DIFFERENCE
Integrity & values	4.8	4.0	+0.8
Personal mastery	4.6	3.5	+1.1
Communication	4.3	3.5	+0.8
Diversity & inclusion	4.3	4.0	+0.3
People development	4.2	3.5	+0.7
Leading change	3.9	4.0	-0.1
Collaboration	3.9	3.5	+0.4
Strategic vision	3.4	4.0	-0.6
Empowerment	3.1	4.5	-1.4
Results & impact	3.0	3.5	-0.5

Each competency averages two questions. A positive difference means colleagues rate Ms Vasquez higher than she rates herself. Three competencies show a negative difference: Empowerment, Strategic vision and Results & impact.

EVIDENCE

Strengths to build on, risks to manage

Strengths

Integrity	Honest and ethical: 4.9 (self 4); Role model for values: 4.7 (self 4) Among the highest scores in the survey. Colleagues describe someone who will not shade the truth, even in budget discussions. *"Integrity first."*
Listening	Listens before responding: 4.7 (self 3) Ms Vasquez gives herself a 3 here, one of her lowest self-ratings. Her colleagues give one of their highest scores. *"She is a superb listener."*
Composure and openness	Composed under pressure: 4.7 (self 4); Takes critical feedback well: 4.6 (self 3) Colleagues see steadiness in difficult moments and openness to criticism, both rated well above her own view. *"She also stays steady when everyone else in the room is getting heated."*

Risks

Delegation	Lets people work without checking: 3.1 (self 5); Lets others lead: 3.0 (self 4) The widest gap in the survey, and a second clear one. Colleagues describe work rewritten late at night, and decisions that still route through her. *"Right now she is the bottleneck on almost everything that matters"*
Delivery	Delivers on commitments: 2.9 (self 4) The lowest score in the survey. Comments connect it to commitments made before capacity is checked. *"Treat your own capacity like a budget line. Once it's spent, it's spent."*
Timely people decisions	Decides without delay: 3.6 (self 4); Holds people accountable: 3.1 (self 3) Ms Vasquez names this herself: she tends to wait too long with people who are struggling. One colleague describes the effect on a team. *"Her kindness also delays decisions that need making"*

PROPOSAL FOR THE FIRST SESSION

Decision rights: keep, share, hand over

This proposal draws on what colleagues wrote. It is for discussion, and Ms Vasquez will want to test it with her line manager and her team before adopting it.

DECISION OR PIECE OF WORK	PROPOSAL	HOW
The People team's priorities for the year	**Keep**	Three priorities, one page, agreed with her line manager and shared with every manager.
New requests from the leadership team	**Keep, with a pause**	No commitment in the meeting. A reply within 24 hours, after checking the team's capacity.
Difficult conversations with managers in her team	**Keep, on a deadline**	Raise any concern within 30 days, with her coach as a sounding board.
The engagement survey, end to end	**Hand over**	Questions, timing, results and action plans move to the team member who designs it. Ms Vasquez sponsors.
Escalations from managers	**Share**	Routine cases go back to the People team. Ms Vasquez keeps the serious ones.
Analyses for the board	**Hand over**	Prepared by the team, reviewed by Ms Vasquez before they go.
Drafts written by her team	**Share**	Comments and questions in place of rewrites.

What colleagues asked her to keep

"Whatever you change, keep your door open. It's what makes you good at this."

What colleagues asked her to give

"Give them something big and let it be theirs, even if it comes out 80% as good as you would have made it."

DEVELOPMENT PLAN

Six-month plan and measures

Three objectives, reviewed at every session. The plan closes with a second 360 with the same colleagues in month 6.

OBJECTIVE	MONTHS 1 TO 2	MONTHS 3 TO 4	MONTHS 5 TO 6
1. Agree decision rights	Test the proposal on page 5 with her line manager and team. Adjust and agree it.	Hand over the engagement survey. Move routine escalations back to the team.	Review what has moved, and choose the next piece of work to hand over.
2. Publish three priorities	Draft three priorities for the year and test them with two managers.	Share them on one page. Use them to accept, defer or decline new requests.	Report progress against the three to the leadership team.
3. Protect capacity	Block two mornings a week for thinking time, as Ms Vasquez herself suggests.	No work email on at least two weekends a month.	Keep both habits through the follow-up 360.

Measures of success

MEASURE	NOW	TARGET, MONTH 6
Lets people do their work without checking every detail	3.1	3.8
Communicates a clear vision and priorities	3.1	3.8
Consistently delivers on commitments	2.9	3.6
Integrity & values (maintain)	4.8	4.5 or above

Targets are proposed by the coach and agreed with Ms Vasquez in the first session. They are measured by re-running The Full 360 with the same colleagues.

APPENDIX

Verbatim comments

All comments from the 7 colleagues, unedited, without names and in no particular order.

Her style, in a word or short phrase

Thoughtful, quietly overstretched; The person everyone calls first; Generous, stretched thin; Our safe harbor; The kindest manager I've had; Kind to a fault; Protective and hands-on

What are this person's 2 or 3 biggest strengths as a leader? An example helps.

- She is a superb listener. In meetings she is often the one who notices that someone hasn't spoken and brings them in, and she sums up a messy discussion better than anyone. She handled the pay equity review with real care and explained the outcome to my team in a way they accepted, even the people who didn't get what they hoped for.
- Elena is the most trusted person on our leadership team, and she earned it. When we had to close the youth program last spring, she sat down with every affected employee herself, and two of them later told me it was the most respectful way they had ever been let go. She is calm in a crisis, scrupulously fair, and she listens in a way that makes people tell her the truth. I rely on her judgment on anything involving people.
- She gives me a lot of freedom in how I design programs, and she's a great sounding board when I'm stuck. She knows everyone in the organization and opens doors for me. And she is calm: when the leadership program had to be rebuilt two weeks before launch, she was the one who kept everyone steady.
- She is the reason two of my program managers are still with us. When one of my teams was falling apart over a conflict between two leads, Elena spent weeks helping me untangle it, never took sides, and coached me on how to run the conversations myself. She mentors people across every department, as well as her own. And she notices who is struggling before they say anything.
- She takes time to teach me even when she is busy, and she explains why we do things as well as how. She checks in on how I'm actually doing, and she remembers the small things. When I made a big mistake on a payroll change, she helped me fix it and never made me feel stupid.
- Integrity first. I have never once seen her shade the truth to make a problem look smaller, including in budget conversations where that would have been easier. People confide in her, and she keeps confidences. She also stays steady when everyone else in the room is getting heated.
- She has my back completely. When a director went over my head on a difficult case, Elena backed my judgment in front of the whole leadership team. She gives honest, specific feedback, and she recognizes good work in public. She is the most ethical person I have worked for.

What 2 or 3 things would most help this person grow as a leader? Include at least one about how they behave, as well as what they do.

- Clarity of direction. If you asked me what the People team's three priorities are this year, I couldn't tell you, and I sit on the leadership team with her. Everything seems equally important, so it's hard to know what to expect from her team or when. I'd also like to see her represent us more outside the organization. She would be a strong voice in our sector networks and on funder calls about the workforce, and she rarely takes those invitations.
- Moving from doing to leading. Elena still works like the excellent HR business partner she was when she joined. Last month she built the retention analysis for the board herself, late at night, when two people on her team could have done it and learned from it. In exec meetings she says yes to nearly every request from me and from her peers, and her team finds out afterwards. I need her to come to those meetings with a view of what People should and shouldn't take on this year, and to defend it, including against me.
- Following through on what she agrees to. The manager training was postponed twice this year because she didn't have time to review it, and I had to go back to the managers each time. I'd also like her to be clearer about where decisions sit. I design the engagement survey, but the final calls on questions, timing and the results presentation still go through her, which slows everything down. And I'd ask her to be more honest with herself about her limits. She says she's fine when she very clearly isn't.
- Honestly, I struggle with this question, because what I value most is that she is always available. If I had to name something, she could share more of her thinking about where the People function is heading, so we can plan around it. I sometimes find out about a new policy or process when it lands, and a heads-up would help my managers prepare.
- Taking care of herself. I often see emails from her on Saturday and Sunday. She has told me I don't need to answer them, and I believe she means it, but it's still hard not to, and I think the whole team feels it a little. She also sometimes cancels our one-to-ones at short notice because something urgent came up. I understand why, but I miss them.
- Saying no, and making the hard people calls on time. She lets the CEO and the rest of us load her up, then works weekends to keep the promises. Her kindness also delays decisions that need making: a manager in her own team was struggling for most of last year, everyone could see it, and the conversation came very late. That was hard on the people working under that manager.
- Letting us finish our own work. I've been in HR for ten years, and I still get documents back late at night that she has rewritten rather than commented on. I know it comes from caring about quality and from wanting to protect us from criticism, but the effect is that I've grown less this year than I expected, and I'm not sure she knows that. I'd also like her to stop absorbing every escalation herself. When managers go straight to her, the cases never come back to us, and we lose the chance to learn and to build those relationships.

How can this person best help the team or organization reach its full potential?

- By writing down where she's taking the function and sharing it. A one-page plan would let the rest of us support her, instead of adding to her pile.
- By deciding what matters most and saying it out loud. If the managers knew her three priorities for the year, half of the requests she gets would stop coming, and her team would know what to own. The organization doesn't need more of her hours. It needs her judgment applied to fewer things.
- Give the engagement survey to the team end to end, results and action plans included. It's the most visible thing we do, and handing it over would show the organization how strong her whole team is.
- Stay close to the managers. The culture here is better because of her, and I'd worry about any change that makes her less accessible. If she has to step back from some things, please let it be the admin and keep the people.
- Keep being the person people bring hard things to. And maybe let the rest of us help more with the easier things, so she has time for the hard ones.
- Push back. When she agrees to a new initiative without the people or the budget to deliver it, everyone pays for it later, including her. I'd rather hear "not this quarter" in the meeting than find out in March that the handbook is late again.
- By trusting the team with the big pieces. There are four of us who could each lead a major project. Right now she is the bottleneck on almost everything that matters, which is exactly why she's working weekends.

If you could give this person only one piece of advice, what would it be?

- Pick three things for next year, tell everyone, and protect them.
- Your team is better than the way you use them. Give them something big and let it be theirs, even if it comes out 80% as good as you would have made it.
- You don't have to prove anything by doing it all yourself. We already know how good you are.
- Whatever you change, keep your door open. It's what makes you good at this.
- Please rest on the weekends. We'll still be here on Monday.
- Treat your own capacity like a budget line. Once it's spent, it's spent.
- Let us carry more of the load. We want to, and we can.

About this report

Ms Vasquez and 7 colleagues completed The Full 360 in October 2026: 20 competency questions and one overall rating, on a scale of 1 to 5, and five open questions. The survey ran in Org360's Standard confidentiality mode: the report opened only after 3 responses, and comments are shown without names.

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Sample report. Elena Vasquez, her organization and the coach named here are fictional. Every score and comment comes from the sample 360 that comes with every new Org360 account (The Full 360, 8 responses: Elena and 7 colleagues, Standard confidentiality).