Tidewater Leadership Studio

Your 360 workbook

Elena Vasquez · November 2026

With your coach, Sam Okoro

START HERE

Seven people answered. This workbook is for what you do next.

1. Read

Go through it once, quickly. Then once slowly, with a pen.

2. Write

Use the spaces. Half-finished thoughts are fine. They're for you and me only.

3. Bring it

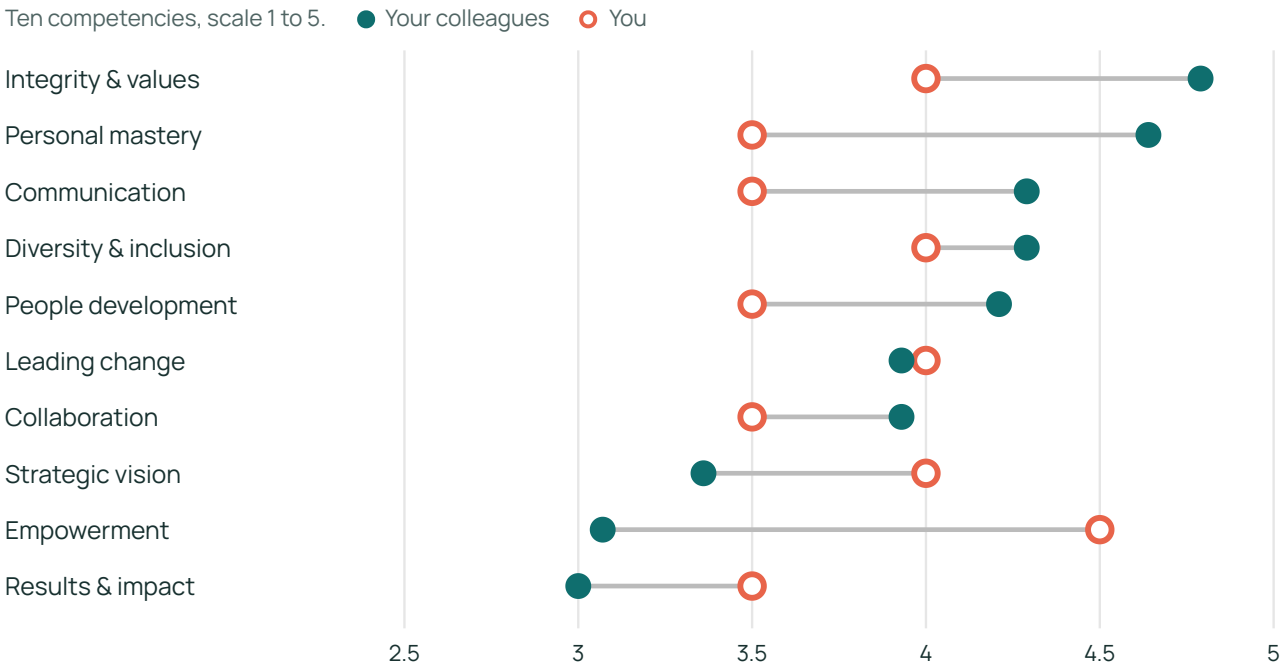
Bring the workbook to each session. It's our agenda.

4.3
overall, from your colleagues (you: 4)

7
colleagues answered, plus you

12 / 20
questions where they rate you higher

2.9
your lowest score: delivers on commitments



Where the coral circle sits to the right of the teal dot, you rate yourself higher than your colleagues do. That happens on three competencies: Empowerment, Strategic vision and Results & impact. Most of this workbook is about those three.

WHAT THEY SEE THAT YOU DON'T

Start with what's working

Your three biggest surprises are good ones. On each, you gave yourself a 3.

4.7
Listens to understand before responding.
You: 3

4.6
Takes critical feedback without getting defensive.
You: 3

4.1
Provides feedback that helps people grow.
You: 3

Colleagues describe someone who notices who is struggling, teaches without making people feel small, and stays steady when a room gets heated. One wrote: **"She takes time to teach me even when she is busy, and she explains why we do things as well as how."**

Write here

Why do you think you rate yourself lower than they do on these?

What would you do differently next month if you believed their scores?

THREE THREADS TO PULL

Where we'll spend our time

1

Your team could carry more

Lets people work without checking: **3.1** (you: 5) · Lets others lead: **3.0** (you: 4)

This is the widest gap in your whole report. Your colleagues describe work you rewrite late at night, and decisions that still wait for you.

"Let us carry more of the load. We want to, and we can."

WRITE HERE

Which piece of work would grow someone most if you let go of it?

2

Fewer, clearer priorities

Clear vision and priorities: **3.1** (you: 4)

One colleague couldn't name the People team's priorities for the year. When everything seems equally important, everything feels urgent, to them and to you.

"Pick three things for next year, tell everyone, and protect them."

WRITE HERE

If your team could remember only three things you care about this year, what would they be?

3

Your own capacity

Delivers on commitments: **2.9** (you: 4)

Your lowest score. The comments link it to saying yes before checking the team's capacity, and to weekends spent catching up.

"Please rest on the weekends. We'll still be here on Monday."

WRITE HERE

What do you get from saying yes in the room? What does it cost you?

YOU ALREADY KNOW SOME OF THIS

Your words, next to theirs

You answered the same open questions. Read your answers next to theirs. You and they are describing the same things.

YOU WROTE

"I also say yes too easily and then catch up at weekends."

A COLLEAGUE WROTE

"I often see emails from her on Saturday and Sunday."

YOU WROTE

"I'm in the detail too much, and I need to carve out time to think about where the function is going."

A COLLEAGUE WROTE

"It needs her judgment applied to fewer things."

YOUR ADVICE TO YOURSELF

"Protect your thinking time. Block two mornings a week and keep them."

A COLLEAGUE'S ADVICE

"Treat your own capacity like a budget line. Once it's spent, it's spent."

Your 12-week tracker

Tick a box each week you did it. Bring it to every session.

Habit	1	2	3	4	5	6	7	8	9	10	11	12
Two thinking mornings blocked and kept	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
One request answered tomorrow, not in the room	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
One piece of work handed over, not rewritten	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
One weekend with no work email	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

OUR PLAN

Six sessions over twelve weeks

Session	Theme	Bring
1	**Reading it together**	Your notes from page 3. We agree what success looks like by week 12.
2	**Three priorities**	Your draft of thread 2. We turn it into one page your managers can use.
3	**The handover**	Your answer from thread 1. We plan who takes it, and how you stay involved without taking it back.
4	**Hard conversations on time**	You wrote that you tend to wait too long with people who are struggling. Bring one conversation you've been putting off.
5	**Capacity**	Your tracker. We look at what got in the way of the thinking mornings and the quiet weekends.
6	**What's changed**	The whole workbook. We plan a short follow-up 360 with the same colleagues.

Your style, in their words

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

You wrote: Steady, hands-on, always available

Their advice, if they could give you only one piece

- 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.

You and 7 colleagues answered The Full 360: 20 competency questions and one overall rating, from 1 (strongly disagree) to 5 (strongly agree), and five open questions. Your own answers are never mixed into your colleagues' averages. The survey used Standard confidentiality, so comments carry no names. Ask me for the full comments, and we'll read them together.

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).