Dear Elena,

I read your 360 on a Sunday afternoon, which I suspect you'll forgive me for, given your own weekends. Seven colleagues answered, and the first thing I want you to see is how they describe you, in their own 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**

Read that list twice. Most of it is about how safe people feel with you. The pink ones are about how much you're carrying. Both are true, and this letter is about both.

Here's what made me smile. On 12 of the 20 questions, your colleagues rated you higher than you rated yourself. You gave yourself a 3 for listening before you respond. They gave you 4.7. Elena, that's nearly top marks, from the people who sit across the table from you.

Overall, they gave you 4.3 out of 5 for how effective you've been these past months. You gave yourself 4. I think they're right.

And the questions where you rated yourself higher than they did? They tell one small story, about saying yes to everything and keeping the big things on your own desk. We'll get there on page 3, gently.

First, the things you don't give yourself credit for →

Things you don't give yourself credit for

The five places where your colleagues' score is furthest above your own, out of 5.

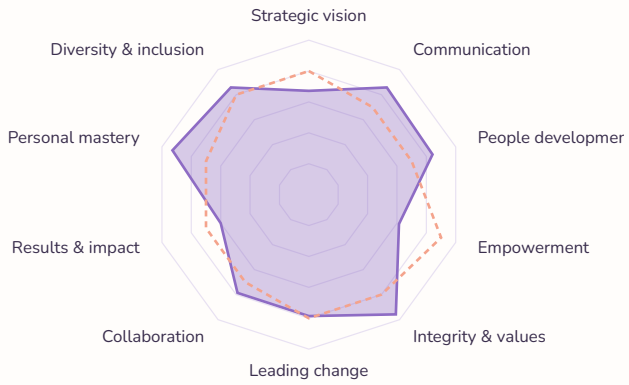
4.7
Listens before responding
you said 3

4.6
Takes critical feedback well
you said 3

4.1
Feedback that helps people grow
you said 3

4.9
Honest and ethical
you said 4

4.7
Role model for values
you said 4



Purple: your colleagues. Dotted pink: you. Scale of 1 to 5.

"You don't have to prove anything by doing it all yourself. We already know how good you are."

One of your colleagues wrote this. I'd pin it above your desk.

Integrity & values is your strongest area at 4.8. One colleague wrote that they have never once seen you shade the truth. Another said you notice who is struggling before they say anything. That's rare, and it's yours.

The kind-to-a-fault part

One colleague's phrase for you was "kind to a fault". Here's where the fault shows up in the numbers. Both are about you carrying things your team could carry.

Letting people do their work

You gave yourself a 5. Your colleagues gave 3.1. It's the widest gap in your whole report.

Delivering on commitments

2.9 from them, 4 from you, and your lowest score. Not for lack of effort: for saying yes before checking what's left in the tank.

The survey asked them: if you could give Elena only one piece of advice, what would it be? Here's every answer, word for word. And yours, in purple, because you answered too.

THEIR ADVICE

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

THEIR ADVICE

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.

THEIR ADVICE

You don't have to prove anything by doing it all yourself. We already know how good you are.

THEIR ADVICE

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

THEIR ADVICE

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

THEIR ADVICE

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

THEIR ADVICE

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

YOUR OWN ADVICE

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

Your experiment: take your own advice

Block two mornings a week, and keep them.

It's your own advice, and it's good. For four weeks, two mornings a week are for thinking about where your function is going. No meetings, no inbox. If someone needs you, they'll find a colleague who can help, and that's part of the point. Write down one thing you noticed after each morning, and bring the notes when we meet.

And 3 small habits

1

Give one big thing away

One colleague suggested the engagement survey, end to end. Let it be theirs, even at 80% of how you'd do it.

2

"Not this quarter"

Practise saying it in the meeting. One colleague would rather hear it then than in March.

3

Monday will come

One colleague asked you to rest at weekends. Start with one weekend a month, and tell the team, so they feel free to rest too.

That's it, Elena. I'm really glad you asked for this feedback, and I can tell from how carefully your colleagues answered that they're glad too.

See you soon, Mia

Mia Tanaka, witty kitty coaching

P.S. A 4.9 for honesty, from seven people. You're allowed to feel proud of that.

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).