ELEVATE LABS WAYFINDER 360

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Sample report. Names and identifying details have been changed.

AGENDA FOR OUR NEXT COACHING CONVERSATION

This is a coaching summary from a leadership reflection process I completed through Elevate Labs. It isn't an evaluation or a performance document. It's what I'd like to use our next conversation on: where I've landed, what I'm working on, and where I could use your help. I'm sharing it with you because you're the person best placed to help me act on it.

Where I've Landed

I went in expecting to find a gap to close. The nine people I asked, from three different chapters of my career, didn't find one. They describe me in almost the same terms as each other: a strategist who executes, a connector who opens doors across sectors, and someone people trust with hard problems and want to see setting the pace. Their ratings sit at the top of the scale, and my own answers mostly agree with them.

What they did find is that I don't say any of this out loud. The item I rated myself lowest on, across the whole survey, was talking openly about what I'm good at. My reviewers reach for senior-leader language about me more readily than I do. So the work in front of me is translation: learning to describe myself the way the people who've worked with me already do.

Where I Want to Go

I'm aiming for senior advisory or leadership work in economic development, public policy, and institutional strategy. I'm still deciding whether that's a role or a consulting practice, and my reviewers pushed me to see that the vehicle matters less than the terms: whichever one I choose, I need the authority to set the pace. Several of them said so independently, describing me at my best as a mentor and a guide rather than someone waiting for direction.

What I'm Working On for the Next 90 Days

Each of these comes from a recommendation in my report. They're behaviors I can try this month, not multi-year projects.

1. Describing myself the way my reviewers do. I'm writing a three-sentence positioning statement using only language that appears in my reviewers' feedback, testing it on two people who know my work, and rewriting my LinkedIn headline and About section from it. Then I'm practicing saying it out loud until it sounds like reporting instead of bragging.

2. Pointing my convening power at my own next chapter. For years I've activated my network around other institutions' priorities. I'm treating my own transition as a priority worth the same energy:

fifteen decision-makers listed, three specific introduction requests sent with the positioning statement attached, and two positioning conversations a week that open with the statement rather than my résumé.

3. Making my flexibility as visible as my conviction. A few reviewers, from different parts of my career, said my persistence can read as inflexibility. I've heard a version of that before. I'm practicing stating the other side's case back to them, accurately, before making mine, and saying out loud what evidence would change my mind when I hold my ground.

What I'm Deliberately Not Doing

- **Waiting to decide the vehicle first.** I'm not going to wait until I've chosen between a job and a practice to start positioning. The statement works for both, and the conversations will help me choose.
- **Building a new network from scratch.** The network I need already exists. The work is asking it for something on my own behalf, which I've rarely done.
- **Softening the conviction to fix the read.** My reviewers see the conviction as a strength, and Follower shows up on their never-lists. I'm keeping the conviction and changing how visible the listening is.

How You Can Help

- **Pressure-test the positioning statement.** Tell me where it sounds inflated, where it sounds apologetic, and where I've reached for a modest word when my reviewers used a bigger one. I'd rather you push on it than nod.
- **Make me say it out loud.** Ask me "so what do you do?" cold, at the start of a session, and tell me how far my answer landed from "I'm the person institutions bring in when policy needs to become real."
- **Screen opportunities with me.** If I describe an opportunity to you, ask whether it has an implementation mandate and pace-setting authority. If it has neither, say so before I talk myself into it.
- **Hold a standing debrief on one thing.** In our sessions, I'd like to bring one moment each time where conviction and adaptability collided, and have you help me see how it looked from the other side of the table.
- **Keep count.** Two positioning conversations a week is the commitment. Ask me who they were with. If the answer is nobody, don't let it slide.

What to Push Me On

- **If I describe what I'm like instead of what I'm for.** If I explain the work instead of stating what I'm for, stop me.
- **If I say my network isn't senior enough.** Ask who I've asked for an introduction this week.
- **If I explain away the "rigid" read.** Ask what I'm doing to make the flexibility visible, not just felt.

- **If I undersell in front of you.** Ask me what my reviewers said instead.

Questions to Use in Our Check-Ins

Pick one when it feels relevant. These are meant to be light touchpoints, not a checklist.

On saying it plainly

- When did you describe your work to someone new this week, and what did you leave out that your reviewers would have led with?
- Who's the person you'd find it hardest to say the positioning statement to, and why?
- What's the line in the statement you still don't quite believe?

On asking on your own behalf

- Who did you ask for something this week, and how did it feel compared to asking for someone else?
- Which introduction are you avoiding requesting, and what's the story you're telling yourself about it?
- Where did a conversation this week open a door you didn't expect?

On conviction and flexibility

- Where did you hold your ground this week, and did the other person know you'd heard them?
- What's something you changed your mind about lately, and who saw you do it?
- When did moving at someone else's pace cost you something this month, and what did you do with that?