



ELEVATE LABS WAYFINDER 360

Leadership Report

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| 9 REVIEWERS

| SAMPLE

Sample report. Names and identifying details have been changed.

Overview

The people who know your work already know what to call it.

You're heading toward senior advisory or leadership work in economic development, public policy, and institutional strategy, as a role or a consulting practice, whichever lands first. Read this report as market research for that move. You've already named the obstacle: a career that spans strategy, policy, and implementation doesn't fit neatly into one job category, and employers and clients struggle to hire what they can't easily name. Sharpening that story is the assignment.

The people who know your work already know what to call it. Nine people who know your work from three chapters of your career (former colleagues, fellowship colleagues, and people who reported to you) describe you in consistent, sometimes near-identical terms. They see a strategist who executes, a connector who opens doors across government, multilateral institutions, academia, and the private sector, and a leader people trust with hard problems and want to see setting the pace. Their ratings sit at the top of the scale across all three waypoints, and your self-assessment largely agrees. Throughout, the written responses carry more weight than the ratings, and the written responses are where your positioning lives.

So the work in this report is translation: taking the category your reviewers already place you in and learning to say it out loud, on LinkedIn, in interviews, and in consulting conversations, as plainly as they do. One edge runs alongside it. A few reviewers, from different parts of your career, see your conviction occasionally read as inflexibility, and senior advisory rooms are where that read matters most. The report returns to it in Action and in the third recommendation.

Recommendations

Reviewing these results, we recommend focusing on the following competencies:

- 1 Knows and owns their strengths and limitations**
- 2 Builds partnerships and stakeholder alignment**
- 3 Seeks feedback and adjusts behavior accordingly**

In your coaching sessions, you might consider focusing on:

Understanding Strengths

Coalition Building

Receiving Feedback

Intention Mapping

The Leader You Want to Be

YOUR THREE WORDS:

Human
Analytical
Forward thinker

OTHERS' THREE WORDS:

Engaging Authentic Connector Mentor
Generous Wise Decisive
Inquisitive Unwavering Guide
Trusted Collaborative
Execution-driven Brilliant
Strategic High-performing
Determined Empowering Curious Smart

The Leader You Want to Be

Human. Analytical. Forward thinker. Read together, the three words you chose describe a particular kind of leader: analytical rigor that keeps people in view, pointed at what's coming rather than what's already here. The destination matches. You want senior advisory or leadership work helping cities, regions, institutions, and the companies that need someone who understands communities navigate complex economic transitions. Your reviewers describe strategic depth, execution, and trust-building across sectors as things you do now, not things you're growing into. What sits between you and the next role is positioning, and this report is the evidence to build it from.

How Others See You

Strategic appears on three reviewers' lists, one from each chapter of your career, more than any other word. Trusted, Wise, Empowering, and Execution-driven each appear twice. Around them cluster three kinds of words. Words about intellect: Brilliant, Smart, Inquisitive, Curious. Words about character: Trusted, Authentic, Generous. And words about leadership: Guide, Mentor, Empowering, Decisive, Execution-driven, High-performing. The written responses make the picture specific. Reviewers describe someone who brings new thinking to hard public policy problems without losing sight of the people affected, and whose network and institutional experience build trust across government, multilateral, academic, and private-sector spaces. The consistent impression is of a senior figure: someone people learn from, follow, and trust with what matters.

**You describe what you're like;
they describe what you're for.**



What You Are Not

You never want to be seen as Lazy, Corrupt, or a Liar. Your reviewers can't picture any of the three. Their never-words include Complacent, Unfocused, Disengaged, and Unreliable on the effort side, Unethical, Dishonest, and Boastful on the integrity side, and Selfish twice. Follower also appears twice, alongside Docile and Passive, which is its own kind of endorsement: the story your reviewers reject is that you would ever wait for permission. One word on these lists stands apart. Adaptable appears among the words a reviewer would never associate with you. Read next to Follower and Docile, it's partly praise for your independence. It's also the clearest place in the word data where a cost shows up, and it isn't the only signal. The Action section returns to it.

Where the Gap Is

Your words and your reviewers' words describe the same person at different altitudes. You chose qualities: Human, Analytical, Forward thinker. They chose roles: Guide, Mentor, Trusted, Wise. You describe what you're like; they describe what you're for. That difference is your positioning gap in miniature. The people who know your work reach for senior-leader language more readily than you do, and your self-assessment shows the same pattern: the item you rated yourself lowest on, across the entire survey, was talking openly about what you're good at. Your own diagnosis, making the value more visible and marketable, names the same problem from the inside. Your reviewers are handing you the language. What would it take for you to describe yourself the way the people who've worked with you already do?

REFLECTION

Think of the last time someone asked "so what do you do?" at an event, in an interview, or in a first conversation. How far was your answer from "I'm the person institutions bring in when policy needs to become real"? What kept you from saying it that plainly?



● AWARENESS — ○ ALLIANCE — ○ ACTION

Awareness

YOUR RESULTS

Every reviewer gave you the top rating on paying attention to how your words, tone, and actions affect others, on sharing ideas and plans in a way that's easy to understand, and on spotting trends, opportunities, and threats in the wider environment. Unanimity is rare in 360 data, and across nine reviewers you have it three times in this domain. The written feedback shows what it looks like in practice: reviewers describe you approaching complex policy problems with a bias toward solutions while keeping stakeholders' needs in view, and several called you engaging. They experience someone who reads rooms, reads systems, and translates clearly between them.

The variation in this domain concentrates on one item: asking for feedback and adjusting behavior. Most reviewers rated it at the top, and a few, from different parts of your career, placed it in the middle of the scale. You've heard a version of this before. The critical feedback that has surprised you over the years is that you can be outspoken and don't always simply follow the rules. A quieter pattern sits alongside it, named here once: on the most visible behaviors (how your words land, how clearly you communicate, how you inspire people through change), you rated yourself a notch below where every reviewer put you. Rating yourself below your reviewers is common, especially for women, and here it touches exactly the skills your repositioning depends on.

The one environment you read conservatively is your own value.

For the move you're making, awareness has a specific job: turning the precision you apply to systems onto yourself. Every reviewer agrees you read external environments well. The data suggests the one environment you read conservatively is your own value. The leader who can spot trends, opportunities, and threats for a city can learn to spot them in her own career, and to describe what she sees there with the same confidence.

WHAT IS AWARENESS?

Awareness is the way we perceive, interpret, and engage with life. It's knowing what's going on inside us and around us.

In leadership, it starts with a simple question: Who am I at this moment in time? It's asking about your true self, the strengths, passions, and patterns underneath the role. It's asking what version of you is showing up right now, and what this moment needs from you. Leaders with strong awareness don't just know themselves in the abstract. They track how their internal state is affecting the people and decisions around them. Without that anchor, even well-intentioned leadership can misfire: missed signals, misaligned effort, and the slow erosion of trust that happens when impact and intention stop matching.

REFLECTION

Think of a moment in the past month when you described your fellowship work to someone new. What did you leave out that your reviewers would have led with?



○ AWARENESS — ● ALLIANCE — ○ ACTION

Alliance

Your network is the market channel.

WHAT IS ALLIANCE?

Alliance is the way we build community and bring together diverse groups for collective action.

It begins with a fundamental reframe: it's only possible to win when we win together. Alliance is about bringing people together and seeking out connections, reaching out for help and compassion, and operating from a lens of abundance: even in a world with limited resources, there is more available to us when we collaborate than when we compete. As a leader, this means listening in a way that makes people feel heard, giving feedback people can use, resolving conflict before it calcifies, and making sure the people who have something to contribute get the chance to.

YOUR RESULTS

Alliance is where your reviewers' written feedback is richest. Every reviewer gave you the top mark on helping people learn from mistakes instead of blaming, and on addressing conflict head-on. The people who reported to you describe a leader who trusts their judgment and gives them room to take ownership, make decisions, and move work forward, while still offering strategic guidance when it's needed. They credit that trust with helping them perform at a higher level and grow as leaders. Fellowship colleagues describe you building trust across teams and stakeholders through a respectful, collaborative approach, and encouraging people in a way that brings out their best. The pattern across all of it: you tend to build capacity in people rather than dependence on you.

The complications here are situational rather than relational. Two fellowship colleagues wished for more access to you; working remotely, in their view, limited how many initiatives you could be pulled into. A former colleague's growth note was about focus: your connections create the most value when they're activated around clear priorities and next steps. Both notes are about where your attention goes, and both bear on the move you're making.

Here is what Alliance means for your next move: your network is the market channel. Reaching decision-makers is the gap you've flagged for yourself, and your reviewers describe someone who already opens doors and brings the right stakeholders into rooms, for other people's priorities. The capability you've spent years deploying for host institutions is the one your transition needs. The shift is pointing it at your own next chapter, with the same clear priorities and next steps your reviewers described.

REFLECTION

Who are the three people in your network closest to the rooms where senior economic development roles and consulting engagements get decided? What specifically will you ask each of them for this month?



○ AWARENESS — ○ ALLIANCE — ● ACTION

Action

WHAT IS ACTION?

Action is movement and momentum. It's experimentation, testing and learning, and trying again. It's moving forward, even without a clear destination, towards a brighter future.

For leaders, action is about making the call when there's no clean answer, stepping into problems you didn't create, doing what's right even when it's costly, and empowering the people closest to the work to move with you. Action requires understanding what makes something hard to do, then doing it anyway. With action, leaders learn what works and what doesn't, and create momentum for change and growth.

YOUR RESULTS

Every reviewer gave you the top mark on doing what's right even when it's hard or unpopular, and on inspiring people to keep moving forward through change and disruption. Strategic and Execution-driven show up together in reviewers' words, which is the same combination you say the market struggles to categorize. Reviewers describe you turning connections into concrete opportunities, responding fast, and meeting deadlines. Your own account of your best days, turning ideas into action and moving policy from concept to execution, matches what they see from the outside. Reviewers consistently place you on the bridge between the idea and the implemented thing.

Two things complicate the picture. First, the widest spread in the dataset is on trying new approaches when current ones aren't working. Most reviewers rated you at or near the top, and a few, from different parts of your career, rated you lower. The words fit: Unwavering and Determined appear in reviewers' lists, and Adaptable appears on a never-list. Persistence and rigidity can be the same behavior seen from two seats. Second, one reviewer offered the only operational note in the data: a simple system for tracking meetings and request details would make strong consulting work even stronger.

Negotiate for the authority to set the pace.

On your path forward, this is where your reviewers speak almost in unison. Former colleagues independently urged you toward leadership roles, describing you at your best as a mentor and a guide rather than a subordinate. Fellowship colleagues noticed that as a consultant you sometimes have to slow yourself to an organization's pace, and said they'd like to see you somewhere you set it. You asked whether a job or a consulting practice should come first. Your reviewers answer a different question: whichever vehicle you choose, negotiate for the authority to set the pace. Structures that make you a subordinate executor will spend your talent on the wrong things.

REFLECTION

Think of the next time a client or employer chooses a direction you believe is wrong. What will you do in that conversation to make your flexibility as visible as your conviction, before the Unwavering read hardens?

Where You Do Your Best Work

Your reviewers were asked directly what environments you thrive in and what responsibilities you could grow into. Their answers converge with each other and with your own.

Reviewers across all three groups picture you in purpose-driven, collaborative, and innovative settings, at your best when tackling complex challenges, bringing people together around a common goal, and driving meaningful change. Several could see you leading national or international development strategies, serving in senior executive or advisory roles, and representing organizations in high-level government and international partnerships. Former colleagues describe your value peaking when you connect people and institutions around clear priorities and next steps. Your own account of your best days lands in the same place: strategy, coordination, and implementation, and creating the structure that lets different actors produce something together.

Taken together, the data gives you a screening checklist for the next twelve months. Look for at least two of these three:

- ☐ **Complex, cross-sector work.** That's where your convening strength pays.
- ☐ **An implementation mandate, along with the advice.** You and your reviewers agree the concept-to-execution bridge is where you're distinct.
- ☐ **Pace-setting authority.** The main friction reviewers named appears when you're required to move at someone else's speed.

An opportunity missing two of those three conditions is probably not your opportunity, however senior the title.

Here is what that screen looks like in a job search.



TITLES WORTH SEARCHING

Beyond Economic Development Director and Senior Economic Development Strategist:

- Chief Strategy Officer or VP of Strategic Initiatives at an economic development organization or chamber
- Deputy City Manager overseeing economic development
- Vice President for Economic Engagement or Innovation at a university
- Director of Community Affairs, External Affairs, or Community Benefits at companies building data centers and large-scale infrastructure
- Practice Director or Principal at public-sector and economic development consultancies
- Senior Advisor or Program Director at philanthropies and multilateral institutions funding economic transitions

KEYWORDS THAT FIND YOUR KIND OF WORK

Search postings for:

- “policy implementation”
- “public-private partnership”
- “stakeholder engagement”
- “innovation ecosystem”
- “regional competitiveness”
- “community benefits”
- “capacity building”
- “economic transition”

Pair one strategy word with one implementation word. Postings that use both are describing the bridge you build.

INDUSTRIES YOU MAY NOT BE CONSIDERING

You’ve already spotted big tech’s data-center expansion. The same community-trust problem shows up in:

- Utilities and energy developers navigating grid buildout
- Infrastructure and engineering firms building community-engagement practices
- Site-selection consultancies
- Universities under pressure to prove their regional economic impact

WHAT TO CHECK IN THE RESPONSIBILITIES

Look for:

- A mandate that covers both design and delivery, with lead verbs like “build,” “launch,” “stand up,” and “lead”
- A convening role across sectors
- A reporting line senior enough to set pace: city manager, CEO, president, or provost

Be wary of postings where the lead verbs are “support,” “coordinate,” and “assist.” That is subordinate-executor language, and it’s where the main friction your reviewers named lives.

REFLECTION

Look at whatever opportunity is most alive for you right now: a posting, a conversation, a prospective client. Run it through the screen: cross-sector complexity, an implementation mandate, pace-setting authority. How many of the three does it actually meet?

Recommendations

Building your brand starts with borrowing their language.

1

Describe yourself the way your reviewers do

Competency: Knows and owns their strengths and limitations

You named your barrier yourself: the market can't categorize you, and the value isn't visible enough. The data agrees this is the place to work. The item you rated yourself lowest on in the entire survey was talking openly about what you're good at, while your reviewers independently produced the category you've been struggling to articulate: a trusted, strategic guide who turns policy into implementation and brings sectors together to do it. Their words (Strategic, Wise, Guide, Empowering, Execution-driven) are positioning language, already written and already validated by people who watched you work. Building your brand starts with borrowing their language. This comes first because everything else in your transition, from outreach to interviews to consulting pitches, depends on having this story ready.

WHAT YOU CAN DO:

- Use Understanding Strengths to write a three-sentence positioning statement using only language that appears in this report's reviewer feedback.
- Test it on two people who know your work well, and revise based on what they push back on.
- Rewrite your LinkedIn headline and About section from that statement, with your coach's input.
- Build a claims file: each reviewer theme paired with the specific story that proves it, ready for interviews.
- Practice delivering the statement out loud until it feels like reporting rather than bragging.



2

Point your convening power at your own transition

Competency: Builds partnerships and stakeholder alignment

Reviewers describe a catalytic ability to connect with people, open doors, and bring the right stakeholders into the conversation across government, multilateral, academic, and private-sector spaces. They also note that the value multiplies when those connections are activated around clear priorities and next steps. For years, the priorities you activated your network around belonged to host institutions. Your stated gap, being more intentional about reaching decision-makers, sits in permission more than skill, since reviewers rated the skill at the top of the scale. The work is treating your own transition as a priority worthy of the same activation energy. Senior advisory work, in a role or a practice, is sold through exactly the relationships you already know how to build.

WHAT YOU CAN DO:

- Use Coalition Building to list fifteen decision-makers across your target space (cities, economic development organizations, universities, and tech community teams) and mark which are one warm introduction away.
- Ask your three strongest contacts for one specific introduction each, sending your positioning statement with the request.
- Hold two positioning conversations per week, opening with the statement rather than your résumé.
- Create one convening of your own (a roundtable, a panel, or a short memo circulated to a curated list) that puts you visibly in the host seat.

3

Make your flexibility as visible as your conviction

Competency: Seeks feedback and adjusts behavior accordingly

A few reviewers, from different parts of your career, see the same edge: your persistence can read as inflexibility. It shows up in the word data, where Unwavering and Determined appear and Adaptable lands on a never-list, and in the ratings, where trying new approaches and asking for feedback carry the only real spread in the dataset. It matches feedback you've heard before, that you're outspoken and don't simply follow the rules. You framed that as caring about outcomes, and the rest of your data supports you. The risk is at the next level: senior advisory roles are stakeholder-dense, and in those rooms other people draw the line between principled and rigid. The move is making the listening visible while keeping the conviction, so the people you push can see the push was considered.

WHAT YOU CAN DO:

- Use Receiving Feedback in your next significant disagreement: state the other side's case back to them, accurately, before making yours.
- When you hold your ground, say out loud what evidence would change your mind.
- Ask two trusted colleagues where your persistence has ever read as inflexibility, and just listen.
- Use Intention Mapping to bring one conviction-versus-adaptability moment to each coaching session for a standing debrief.



What Next

Your reviewers already see that leader.

Seeing yourself through other people's eyes is hard, even for seasoned leaders. Some of this will match what you already knew. Some of it won't, and those are the parts most likely to trigger a defense or a wave of self-doubt. Both are normal.

The feedback here isn't definitive truth. Each reviewer brings a limited view of your work, and the picture is a collection of those views, not a verdict. But don't let that be a reason to let yourself off the hook. Be honest about the patterns that show up more than once.

You said you want to be known as human, analytical, and forward thinking, and to move into senior advisory or leadership work. Your reviewers already see that leader: the rigor, the care for people, and the eye for what's coming. The choices in front of you are about what you're willing to claim out loud, whom you're willing to ask on your own behalf, and what terms you'll hold out for. None of them require becoming a different leader. Treat the recommendations as experiments: try one, notice what shifts, and recalibrate.



The last two pages are yours to write in: every question this report asked you, in one place, and a page to turn the recommendations into commitments.



ACTION TOOLKIT

Your Reflection Questions

Every question from this report, collected in one place. Answer the ones that pull at you. Skip the rest.

The leader you want to be. The last time someone asked what you do, how far was your answer from “I’m the person institutions bring in when policy needs to become real”? What kept you from saying it that plainly?

Awareness. When you last described your fellowship work to someone new, what did you leave out that your reviewers would have led with?

Alliance. Who are the three people in your network closest to the rooms where senior roles and consulting engagements get decided? What will you ask each of them for this month?

Action. The next time a client or employer chooses a direction you believe is wrong, what will you do to make your flexibility as visible as your conviction?

Where you do your best work. Run the opportunity most alive for you through the screen: cross-sector complexity, an implementation mandate, pace-setting authority. How many of the three does it meet?

Looking back. What surprised you most about this report? If you do this again a year from now, what would you be most disappointed to see?

Looking ahead. If you only changed one thing as a result of this report, what would it need to be?



ACTION TOOLKIT

Commitments and Accountability

Pick what you're actually going to try. One commitment per recommendation is plenty, and one total is better than three you won't do.

1 Describe yourself the way your reviewers do

What is the most important thing you want to take action on?

What might prevent you from doing that?

How will you hold yourself accountable to doing it?

Important details: when, who, how, what, where.

2 Point your convening power at your own transition

What is the most important thing you want to take action on?

What might prevent you from doing that?

How will you hold yourself accountable to doing it?

Important details: when, who, how, what, where.

3 Make your flexibility as visible as your conviction

What is the most important thing you want to take action on?

What might prevent you from doing that?

How will you hold yourself accountable to doing it?

Important details: when, who, how, what, where.

Who will you tell? Name one person who will know what you committed to and will ask you about it in a month.

When will you check back? Pick a date to reread this page and note what shifted.
