ELEVATE LABS WAYFINDER 360

Sample Leader: Manager Guide

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LEADERSHIP DEVELOPMENT FOCUS

This is a development summary from a leadership reflection process I recently completed through Elevate Labs. It isn't an evaluation or a performance document. It's a snapshot of what I'm working on and how you can help me get there. I'm sharing it because the people closest to my work have the most leverage to support my growth.

What I'm Reaching For

I want to be a leader known for trustworthiness, integrity, and innovation, and I want to use that to grow into broader product strategy work across the organization. The path I'm working toward is one where the way I lead inside my team (high standards, real collaboration, a willingness to try things) scales out to rooms and initiatives beyond my current scope.

What I Heard Is Already Working

The most consistent thing I heard is that the people closest to my work see me as a sharp, strategic thought partner who turns abstract ideas into concrete action, and as someone who builds real trust before asking for it. People described feeling comfortable bringing me concerns, getting encouragement that helped them feel confident, and understanding complex problems because I broke them down in a way they could use. I want to keep building on those, not take them for granted.

What I'm Working On

1. Building relationships beyond my current team. I'm working on deliberately building relationships with senior people across the organization, as a steady practice rather than only when a project requires it. The role I'm working toward needs a coalition of senior advocates, and right now I have strong relationships in some places and almost none in others.

2. Handing my team the messy version. I tend to take the first pass on anything new or unclear before it reaches my team, and I heard clearly that they'd learn more if they got it earlier. I'm experimenting with handing off one unclear problem a week as it arrived, with a sentence about what good looks like and a check-in date. This also frees up the time I need for the first priority.

3. Making my collaborative intent visible when I name a risk. I see risks early, and I've heard that the way I raise them can sometimes land like I'm shutting an idea down rather than helping refine it. I'm experimenting with leading with the collaborative frame ("I want this to work, so I want to stress-test one thing") before I get to the concern, especially in rooms with people who don't know me yet.

How You Can Support Me

- **Pull me into cross-functional rooms I'm not currently in,** especially conversations where my work intersects with product strategy. Some of the relationships I need to build are with people I don't have natural reasons to meet.
- **Advocate for me in rooms I'm not in.** If my name comes up in conversations about strategic scope or the broader direction of the org, please use the strongest language you'd reach for to describe my work, not the most modest. It helps me to know what reads as accurate to you.
- **Give me real-time signal after senior meetings.** When I raise a risk or push on an idea in a higher-stakes room, tell me how it landed. Not whether you agreed, but whether the contribution felt clear, collaborative, and useful to the room. Specific is better than general.
- **Push back when I undersell what I'm doing.** If I describe my work in modest terms or hedge on something you know is more substantial, name it. The redirect helps more than the affirmation.
- **Protect time for the work that builds toward this.** Some of what I'm experimenting with (relationship building, contributing in rooms outside my immediate scope) looks like time away from delivery. If it starts to feel like a tradeoff, I'd rather discuss it explicitly.
- **Surface opportunities where you see a fit.** If there's a strategic conversation, a project, or a working group where you think my perspective would add something, please name it, even if it's a stretch. I'm more likely to step in when someone else points to the opening.

Questions to Use in Our Check-Ins

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

On building reach across the organization

- Who's someone outside our team you've been thinking about that I should know better?
- Where this month did you find yourself wishing I'd been in the room?
- What's a relationship across the org you think I'm underinvesting in right now?

On how my contributions are landing

- When I raised a concern or a risk in a meeting lately, did it feel like I was in it with the room or standing outside it?
- When I spoke up in a senior conversation lately, what stayed with you afterward?
- What's something you've been noticing about how I show up in rooms with more senior people?

On handing off

- What's something you've seen me hold onto this month that someone on my team could have run with?
- Where did you notice a member of my team step up in a way that surprised you?
- What's something you're still deciding whether to name with me directly?