



ELEVATE LABS WAYFINDER 360

Leadership Report

Sample Leader

PREPARED: DATE

| # REVIEWERS

| CONFIDENTIAL

Overview

The distance between where you are and where you want to go is shorter than you think.

You said you want to build successful products and teams that hold high standards, are innovative, and collaborative, and that you want to grow into a broader product strategy role across the organization. The data is clear about two things. Your peers already see most of that leader. And the distance between where you are and where you want to go is shorter than you think. The work ahead is extending what you already do well into rooms and relationships beyond your current scope.

Three things show up consistently. Your peers describe a sharp, strategic thought partner who turns abstract vision into concrete action and builds real trust. They also describe a specific edge: you see risks early, and the way you name them can sometimes feel like you're shutting an idea down rather than helping refine it. You flagged the same thing yourself. And across the report, you rated yourself noticeably lower than your reviewers did, especially in Alliance. This pattern is common, particularly for women leaders. It matters here because underclaiming what you've already built makes it harder to advocate for the scope you said you want.

One note on the data. Your reviewer pool is five current peers, three current direct reports, and one former direct report. There was no response from a current manager, so this is a portrait of how you show up to the people working alongside you and for you, without the view from above. Throughout, the written responses carry more weight than the ratings.

Recommendations

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

- 1 Builds partnerships and stakeholder alignment**
- 2 Communicates expectations and holds others accountable**
- 3 Delivers hard messages honestly and with care**

In your coaching sessions, you might consider focusing on:

Coalition Building

Empowering Others / Delegation

Intention Mapping

The Leader You Want to Be

YOUR THREE WORDS:

Trustworthiness
Integrity
Innovation

OTHERS' THREE WORDS:

attentive
thoughtful analytical
kind considered **reliable**
inclusive **strategic**
rooted inquisitive expert
brilliant integrity
courage detail-oriented professional gracious

The Leader You Want to Be

You named trustworthiness, integrity, and innovation as the three words you most want to be known for. You described the leader you want to be in three to five years as someone who builds strong products and teams that hold high standards, are innovative, and collaborative. And you said you see yourself growing into broader product strategy work, contributing as a thought partner on org-wide initiatives. That's an ambition with two parts: a values piece (the kind of leader you are) and a scope piece (where that leadership operates). Your reviewers say you've already built the values piece. The scope piece is where the growth work lives, and the gap there is about visibility, voice, and the cross-team relationships that turn capability into influence.

How Others See You

The words your reviewers reach for cluster around two themes. The first is sharpness: brilliant, inquisitive, strategic, analytical, considered, detail-oriented, expert. The second is warmth: kind, gracious, thoughtful, attentive, inclusive, professional, reliable. One reviewer reached for "rooted," another for "courage." The written responses make the picture specific. You're described as the thought partner who helps others see what they've been missing, the colleague who turns vision into action, and the person who comes up with the analogy that finally makes the whole team understand how the pieces fit. One peer said you make it feel okay to learn forward and iterate. Another described bringing you concerns and consistently getting encouragement back. The picture holds across the whole pool.

Your reviewers already see you as the trustworthy, principled, innovative leader you said you want to be. What would it take for you to believe that about yourself?



What You Are Not

The words your reviewers would never associate with you (mean, dismissive, aggressive, flaky, careless, avoidant, arrogant, uncooperative, rude, unprepared) almost all confirm strength. They reject a picture of someone sloppy, self-important, or unreliable. One entry stands out. “Avoidant” appears twice in the never column. You said you want to work on delivering tough messages more clearly, and you rated yourself “Sometimes” on that item. Your reviewers see someone willing to name what others are avoiding.

Where the Gap Is

Your stated identity and how your reviewers describe you line up almost completely. They reach for integrity directly, use words like reliable and professional that sit next to trustworthy, and describe you as inquisitive and brilliant in ways that get at innovation from a different angle. So the gap sits in two other places: between how your reviewers describe you and how you describe yourself, and between the scope you work in now and the scope you want. If the values part of your ambition is already true in your reviewers’ eyes, what would it take to start treating it as true in your own?

REFLECTION

If you were watching a colleague you respected do the things your reviewers describe you doing (the risk-spotting, the thought-partnering, the analogy-building, the warmth), what would you say about their readiness for the broader scope you want? And what would you say to them if they hesitated to go after it?



You as a Manager

WHAT THIS SECTION COVERS

The people who report to you experience a side of your leadership that no one else does. They know whether it's safe to bring you a problem, admit a mistake, push back, or ask for help without it costing them something. That experience, often called psychological safety, is one of the strongest predictors of how well a team performs. For a leader, it's also a direct readout of how your presence, standards, and pace are landing on the people closest to your work. This section draws on the questions we ask only of people who report to you now or have in the past, along with anything else in the data about what it's like to work for you.

YOUR RESULTS

Your direct reports describe a manager who is clear about what good looks like and generous about naming it when they get there. They rated you at the top of the scale on making expectations clear before people start, on recognizing great work, and on creating a team where people don't have to hide parts of who they are to belong. Your peers rated the same three items highly. One direct report wrote that they always know what you're expecting and why, because you say so before the work starts rather than after it misses. Another described you as the first manager who noticed what they were good at and went looking for work that used it. A third said they bring you half-formed ideas without worrying about how they'll land.

The complication is in one place: handing off real responsibility and letting people run with it. Your direct reports rated that item noticeably lower than everything else here, and you rated yourself "Sometimes," so you and your team see the same thing. Two direct reports wrote that you tend to take the first pass on anything new or unclear yourself, and that by the time it reaches them the hard thinking is done. One said they'd learn more from the messy version. Nothing in the responses suggests a manager who hoards control. What they describe is someone who absorbs the load, the same pattern your peers and former direct report noticed when they raised sustainability.

The questions about what it feels like to be on your team came back strong across all three current direct reports. Mistakes aren't held against people. It's safe to raise problems. People's skills are valued and used. The one item with any variation was whether it's safe to take a risk, which makes sense next to the hand-off pattern: it's hard to take a risk on work you were handed mostly finished.

This is where the path to the broader role gets concrete. You can't take on cross-organizational scope while remaining the first pass on your team's hardest problems. Handing off is also what frees you for the relationship-building and bigger rooms this report keeps pointing toward. And your team is ready. They trust you, they know what good looks like, and at least one of them has asked for the messy version.

It's hard to take a risk on work you were handed mostly finished.

REFLECTION

What was the last piece of work that landed on your desk unclear or half-formed? What would have happened if you'd handed it to someone on your team exactly as it arrived, with one sentence about what good looks like?



● AWARENESS — ○ ALLIANCE — ○ ACTION

Awareness

YOUR RESULTS

Your reviewers see a leader with strong external awareness. They rated your ability to connect the team's work to what's happening elsewhere at the top of the Awareness items. One peer wrote that you think things through from many perspectives and spot friction twenty steps ahead. Another described you as a thought partner who helps pinpoint gaps and who crafts the analogies that help the whole team understand how pieces fit together. Your former direct report described you as effective at breaking complexity down in a clear, practical way. These are descriptions of sense-making in action: taking something complex and making it usable for the people around you.

The picture gets more textured around two items. On asking for feedback and changing behavior, and on delivering tough messages honestly and clearly, you rated yourself "Sometimes." Your reviewers rated both noticeably higher, and one peer specifically named your willingness to surface risks others were avoiding. There's also one piece of feedback that lines up with something you named yourself. A peer noted that your instinct to spot risks early is a strength, and that when you raise them it can sometimes feel like you're shutting an idea down rather than collaborating to refine it. You said almost the same thing in your self-review.

The collaborative intent behind your sharpness has to be visible in the moment.

For the broader role, this domain matters in two ways. The sense-making your reviewers describe is exactly what cross-organizational thought partnership asks for; you already have that. The feedback edge matters more in cross-team contexts than in your current one, because in rooms with people who don't know your track record, the collaborative intent behind your sharpness has to be visible in the moment. There's no history for it to rest on. The work in Awareness is making the intent legible at the same time as the observation.

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

Where in the last two weeks did you rate your own behavior "sometimes" or worse: a message you felt you didn't deliver cleanly, a conversation where you thought you came on too strong? Who was there who could tell you what they actually saw?



○ AWARENESS — ● ALLIANCE — ○ ACTION

Alliance

What gates the broader role is reach.

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.

REFLECTION

Who is one person outside your current team whose work intersects with product strategy, someone you'd want to be in a room with six months from now? What would a real conversation with them be about, if you had it this month?

YOUR RESULTS

Alliance is where your reviewers see you most clearly. They rated your relational behaviors near the top of the scale across the board: listening to understand, helping people learn from mistakes instead of blaming, taking disagreement seriously, and making sure everyone gets heard. One peer described bringing you concerns and getting consistent encouragement that built their confidence. Another said you remind them to learn forward, iterate, and give themselves permission. A third called you an invaluable thought partner on gaps they hadn't seen. Your former direct report wrote that you break things down in ways that help people line up their work with what's needed.

The complication is the size of the gap between how your reviewers experience you and how you rate yourself. On supporting people's growth, giving actionable feedback, helping people learn from mistakes, and addressing conflict, you rated yourself "Sometimes." Your reviewers rated those same behaviors near the top of the scale, and the pattern holds across most of the Alliance items. There is one item where your own assessment matches a real edge: building strong relationships outside the team. You rated yourself "Rarely," your lowest self-rating anywhere, and named it as a barrier to the broader role. Your reviewers' ratings on that item were the lowest in this domain too.

Alliance is where the move you want to make actually gets unlocked. Your reviewers are unambiguous that you have the relational capability. What gates the broader role is reach. Right now, the people who experience the warmth, the thought partnership, and the encouragement are the people you already work with closely. The leaders who would need to pull you into bigger initiatives don't have that experience yet. One peer named this directly: you have the expertise and vision to contribute to broader product development, and given the platform you could contribute significantly more. Then: keep advocating for opportunities.



○ 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

Action is your strongest domain, and the one where your self-perception comes closest to what your reviewers see. They rated you near the top on taking responsibility when things go wrong, doing what's right even when it's hard, and trying new approaches rather than defaulting to what's always been done. One peer described you holding a firm line to protect your team's capacity as new scope keeps arriving. Another said the more you lean into your voice and authority, the more effective their own work becomes. A third described you as someone who turns abstract vision into concrete action.

The complication is quieter. Two reviewers pointed at sustainability. Your former direct report wrote that you could help the business even more by making sure you take care of yourself. A current peer wrote that the team is operating at full capacity while absorbing more projects, and that your gatekeeping is becoming essential as new work lands outside standard practice. Both are noticing the load, and your direct reports described the same thing from inside the team.

You build, you deliver, you hold lines.

The development work in Action is pointing these strengths in a new direction. Right now your Action shows up as execution and protection. You build, you deliver, you hold lines. The broader role asks for the same strengths aimed differently: making the call on cross-organizational priorities, advocating for resources and scope across teams, and getting into rooms you haven't been pulled into yet. The strengths are there. The open question is whether you'll use them to advocate for yourself and your scope with the same conviction you use to protect your team.

REFLECTION

What's the next cross-functional meeting on your calendar where you expect to see a risk nobody else is naming? What's the one sentence you could say, before you name it, that makes your collaborative intent visible?

Recommendations

You can't be the first pass on your team's hardest problems and also be in the cross-organizational rooms you want.

1

Build relationships outside your team before you need them

Competency: Builds partnerships and stakeholder alignment

This is the one place where your self-assessment, your stated barrier, and the written feedback all point the same way. You rated building relationships outside your team as your lowest item anywhere and named it as what stands between you and the broader role. A peer who sees your expertise clearly told you to keep advocating for opportunities. Inside your team, your reviewers describe trust, warmth, and thought partnership that make people better at their jobs. The leaders who decide who gets pulled into product strategy conversations haven't experienced any of that yet. The shift is treating relationship-building across the organization as a steady practice rather than something that happens when a project requires it.

WHAT YOU CAN DO:

- Use Coalition Building to map the five people whose support the broader role would require, and where each relationship stands today.
- Put one cross-team conversation on your calendar every two weeks, with no agenda beyond something specific you both care about.
- When you spot a risk that touches another team, bring it to them directly instead of routing it through your own.
- Ask your manager which rooms you're not in that you should be, and what it would take to get an invitation.



2

Hand your team the messy version

Competency: Communicates expectations and holds others accountable

Your direct reports and you agree on this one. Handing off real responsibility was the lowest-rated item in how you lead your team, and you rated yourself “Sometimes” on it. Two direct reports described you taking the first pass on anything new or unclear, so that by the time it reaches them the hard thinking is done. One asked for the messy version. Everything around this item is strong: your team knows what good looks like, trusts you, and feels safe raising problems. That’s the setup that makes handing off low-risk. And the capacity it frees is exactly what the broader role requires. You can’t be the first pass on your team’s hardest problems and also be in the cross-organizational rooms you want.

WHAT YOU CAN DO:

- Use Empowering Others / Delegation to sort your current work into what only you can do and what someone on your team could own.
- Once a week, hand off one unclear problem as it arrived, with one sentence about what good looks like and a date to check in.
- When someone brings you a half-formed idea, ask what they’d do before you say what you’d do.
- Tell your team you’re doing this, so they read the hand-off as trust rather than neglect.

3

Make your collaborative intent visible when you name a risk

Competency: Delivers hard messages honestly and with care

You said in your self-review that being so focused on the result means the impact of how you communicate can get ahead of you. A peer said almost the same thing back: your ability to see risks twenty steps ahead is a strength, and sometimes when you name them it lands like you’re shutting an idea down rather than helping refine it. The sharpness is something your reviewers want more of, not less. The work is making the collaborative intent behind it visible in the moment, especially in cross-organizational rooms where there’s no history for the intent to rest on yet.

WHAT YOU CAN DO:

- Use Intention Mapping as a quick prep ritual before any conversation where you’ll name a risk.
- Lead with the frame. “I want this to work, so I want to stress-test one thing” lands differently than jumping to the risk.
- After conversations where you named a concern, ask the other person whether they felt you were in it with them.



What Next

None of them require becoming a different 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 for trustworthiness, integrity, and innovation, and to build toward broader product strategy work. Your reviewers have already told you how much of that is true today. The choices in front of you are about reach, what you hand off, and what you're willing to claim. 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. If you were watching a colleague you respected do the things your reviewers describe you doing, what would you say about their readiness for the broader scope you want? And what would you say to them if they hesitated to go after it?

You as a manager. What was the last piece of work that landed on your desk unclear or half-formed? What would have happened if you'd handed it to someone on your team exactly as it arrived, with one sentence about what good looks like?

Awareness. Where in the last two weeks did you rate your own behavior "sometimes" or worse? Who was there who could tell you what they actually saw?

Alliance. Who is one person outside your current team whose work intersects with product strategy, someone you'd want to be in a room with six months from now? What would a real conversation with them be about?

Action. What's the next cross-functional meeting where you expect to see a risk nobody else is naming? What's the one sentence you could say, before you name it, that makes your collaborative intent visible?

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 Build relationships outside your team before you need them

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 Hand your team the messy version

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 collaborative intent visible when you name a risk

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.
