witty kitty coaching

Dear Elena,

I read your seven responses on a rainy Tuesday, with a cup of tea going cold next to me, because I couldn't stop reading. Here's the headline: the people around you think you're wonderful, and they're a little worried about you.

Six colleagues answered. When I asked them for one word to describe you, this is what they said:

Calm · Trusted · Wise · Warm · Stretched · Stretched

Hold on to both, because both are true. You picked "trusted" for yourself, by the way. Good choice, and one of your colleagues agrees with you word for word.

Something made me smile. On 12 of the 20 questions, your colleagues rated you higher than you rated yourself. You gave yourself a careful 4 almost everywhere. They gave you 4.8 for listening without getting defensive. Elena, that's nearly top marks.

The 5 questions where you rated yourself higher than they did all tell one small story, about saying yes. We'll get to that on page 3, gently.

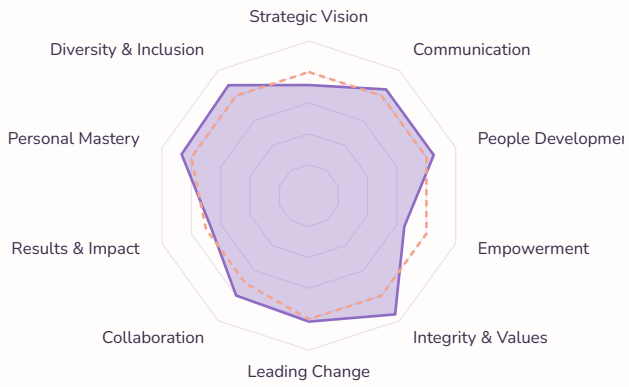
Overall, your colleagues gave you 4.2 out of 5 for how effective you've been these past months. You gave yourself 4. I think they're right.

Let's look at the good stuff first →

What people love about working with you

Your five highest scores, out of 5. Every one of them is higher than the score you gave yourself.

4.8	4.8	4.7	4.7	4.7
Listens without defensiveness	Honest and ethical	Role model for the values	Composed under pressure	Values diverse perspectives
you said 4	you said 4	you said 4	you said 4	you said 4



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

"Stay the person people bring hard things to."

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

Integrity & Values is your strongest area at 4.8, and you stay composed under pressure (4.7). People feel safe bringing you difficult things. That's rare, and it's yours.

Where they'd like more of you

Three asks, all made kindly. Each one is about the team taking a bigger share, so you can stop carrying it all.

"Tell us your three priorities"

Clear vision and priorities: 3.2 from them, 4 from you. They want to know where you're taking things this year.

"Let us carry the big stuff"

Trusting people to take over: 3.3. Sharing leadership: 3.2. Three colleagues ask you to hand over big projects.

"Say not yet"

Delivers on commitments: 3.0, your lowest score. They link it to deadlines agreed before checking the team's capacity, and to weekends spent catching up.

Everything they wrote, word for word

START OR DO MORE

Stay the person people bring hard things to

START OR DO MORE

Say no or not yet to some requests

START OR DO MORE

Hand big projects to the team

START OR DO MORE

Let the team own the engagement survey end to end

START OR DO MORE

Set the year's three people priorities

START OR DO MORE

Delegate the big projects with full authority

STOP OR DO LESS

Taking every escalation herself

STOP OR DO LESS

Agreeing deadlines before checking capacity

STOP OR DO LESS

Working weekends to catch up

STOP OR DO LESS

Agreeing yes without checking with the team first

STOP OR DO LESS

Taking every escalation herself

STOP OR DO LESS

Working weekends, it puts pressure on everyone

Your experiment for this month

Give the engagement survey away.

One of your colleagues suggested it, and I think they're right. Hand it to a team lead with the budget and the final say, end to end. Your job: one check-in every two weeks, and cheering. We'll talk about how it felt when we next meet.

And 3 small habits

1

The overnight yes

New requests get an answer tomorrow, after you've checked with the team.

2

Who else?

Before you take an escalation, ask: who else could handle this? Two colleagues asked for this one.

3

The quiet weekend

One weekend a month, no work email. Tell the team, so they feel free to do the same.

That's it, Elena. I'm really glad you asked for this feedback. Not many leaders do, and it shows in how your colleagues answered.

See you soon, Mia

Mia Tanaka, witty kitty coaching

P.S. You're allowed to feel proud of a 4.8.

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, 7 responses: Elena and 6 colleagues, Standard confidentiality).