

“All Rounder” Leader 360

AI-Powered Survey Analysis Report

Claude Analysis

CONFIDENTIAL LEADERSHIP FEEDBACK REPORT
360-Degree Assessment

A WELCOME TO YOUR FEEDBACK

Thank you for investing in your own growth by participating in this 360-degree feedback process. What you hold in your hands is a gift—a collection of perceptions, observations, and insights from the people who work alongside you every day. This report is not a judgment of your worth or your capabilities. Rather, it is a mirror, reflecting how your leadership is experienced by others, and a compass, pointing toward your next level of impact.

I encourage you to approach this feedback with curiosity, openness, and self-compassion. Some insights will resonate immediately; others may surprise you or even challenge your self-perception. All of it is valuable. Remember that perceptions are shaped by context, and feedback is always partial—it tells you how you are seen, not who you are. As you read, look for patterns and themes rather than fixating on individual comments or scores. This is your opportunity to deepen your self-awareness, celebrate what is working, and make intentional choices about where to focus your development energy. You are already a strong leader. This process is about becoming an even more exceptional one.

EXECUTIVE SUMMARY: YOUR LEADERSHIP PROFILE AS AN "ALL-ROUNDER"

The data from your 360-degree assessment paints a clear and compelling picture: you are a highly capable, well-rounded leader who is making a meaningful impact across a broad spectrum of leadership competencies. Your colleagues see you as someone who builds strong relationships, empowers others, and leads with integrity and emotional intelligence. You are appreciated for your collaborative spirit, your ability to inspire commitment to the mission, and your consistent demonstration of respect and trust. In short, you are an "All-Rounder"—a leader with a strong, balanced foundation across the core dimensions of effective leadership.

Your most prominent strengths emerge consistently across the data. First, you excel at creating a culture of collaboration, empowerment, and psychological safety. Your team and peers consistently highlight your ability to treat people with dignity, avoid micromanagement, give others the freedom to do their jobs well, and build effective partnerships. Comments such as "no micromanaging" and "good person" reflect the relational foundation you have built. Second, you demonstrate strong emotional intelligence and openness to feedback. You accept constructive input positively, listen genuinely, and involve people who complement your strengths. Third, you inspire others and build commitment to the vision. Your ability to motivate people from different backgrounds and inspire them to achieve high levels of impact is noted as a clear strength.

At the same time, the feedback reveals two to three strategic opportunities that, if addressed, could elevate your leadership from strong to truly exceptional. The first is translating strategic vision into operational clarity and accountability. While you are seen as visionary and inspiring, there are signals that your team sometimes lacks clarity on priorities, next steps, and day-to-day execution. Several

lower scores and the suggestion for "more attention to detail" point to a gap between the big picture you paint and the granular follow-through your team needs. The second opportunity is in the area of proactive change leadership and innovation. While you are comfortable with change and future-focused, the data suggests you could more actively challenge the status quo, encourage creativity, and drive innovation with greater intentionality. Finally, there is an opportunity to deepen your engagement with external trends and continuous learning. While you are aware of the broader landscape, the feedback suggests you could more actively seek experiences that expand your perspective and invest more visibly in your own development.

One noteworthy pattern in the data is the variation in perception across respondent groups. In several areas, your manager rates you more highly than your direct reports or peers, particularly on items related to strategic execution, accountability, and operational effectiveness. This suggests that while your leadership is visible and valued at the senior level, your team may be experiencing some gaps in clarity, structure, or follow-through in their day-to-day work. This is not a critique of your intent or effort—it is simply a signal that your leadership impact may be unevenly distributed, and that focusing on the "how" of execution could unlock greater alignment and performance.

CELEBRATING YOUR CORE STRENGTHS

Strength: Building a Culture of Collaboration, Trust, and Empowerment

One of your most distinctive and valued strengths is your ability to create an environment where people feel respected, trusted, and empowered to do their best work. The data is unequivocal on this point. You scored consistently high on items such as "Treats coworkers as partners, not competitors," "Trusts people enough to let go (avoids micromanagement)," "Gives people the freedom they need to do their job well," and "Consistently treats people with dignity." Your direct reports and peers appreciate that you do not micromanage, that you defer to others when they have more expertise, and that you strive to arrive at outcomes with others, not for them. The open-text feedback reinforces this, with comments like "no micromanaging" and "good person" reflecting the relational warmth and respect that define your leadership style.

You also excel at building partnerships and alliances. You unite your organization into an effective team, build effective partnerships across the organization, and create a network of relationships that help get things done. You are seen as someone who willingly shares leadership, discourages destructive comments about others, and creates an environment where people focus on the larger good rather than turf or politics. This collaborative, inclusive approach is a powerful asset in the nonprofit sector, where mission success depends on the ability to mobilize diverse stakeholders around shared goals.

Why This Matters

In the nonprofit world, where resources are often constrained and the work is emotionally demanding, a leader who creates psychological safety and trust is invaluable. Your ability to empower others, treat them with dignity, and avoid micromanagement fosters engagement, ownership, and resilience. It allows talented people to bring their best selves to work, take initiative, and innovate. It also builds the kind of collaborative culture that is essential for cross-functional problem-solving and mission impact. This strength is a cornerstone of your leadership effectiveness and a key reason why people want to work with you and for you.

Strength: Demonstrating Emotional Intelligence and Openness to Growth

A second core strength is your emotional intelligence and your openness to feedback and development. You scored highly on "Accepts constructive feedback in a positive manner (avoids defensiveness)," "Genuinely listens to others," "Asks people what he/she can do to improve," and "Involves people who have strengths that he/she does not possess." Your colleagues see you as self-aware, approachable, and willing to learn. You demonstrate effective emotional responses in a variety of situations, and you build people's confidence through your steady, respectful presence.

This openness extends to how you develop others. You ask people what they need to do their work better, ensure they receive the training they need to succeed, and provide developmental feedback in a timely manner. You are also recognized for providing effective recognition for others' achievements, which reinforces a culture of appreciation and continuous improvement.

Why This Matters

Leaders who are open to feedback and emotionally attuned create a culture of learning and adaptability. Your willingness to ask for input, listen deeply, and involve people with complementary strengths models the kind of humility and growth mindset that nonprofit organizations need to navigate complexity and change. It also makes you a more effective coach and developer of talent, which multiplies your impact by building the capacity of those around you. In a sector where burnout is common and the work is deeply personal, your emotional intelligence is a stabilizing and energizing force.

Strength: Inspiring Commitment to the Mission and Building Confidence in Others

A third strength is your ability to inspire people to commit to the vision and to build their confidence as they pursue it. You scored highly on "Inspires people to commit to achieving the vision," "Effectively motivates people from different cultures or backgrounds," and "Builds people's confidence." Your manager, in particular, sees you as someone who creates and communicates a clear vision, develops an effective strategy to achieve it, and inspires people to focus on future opportunities. You are also recognized for your ability to inspire people to achieve high levels of beneficiary satisfaction and for consistently delivering on commitments.

Your leadership is inclusive and affirming. You embrace the value of diversity in people, help others appreciate the value of diversity, and recognize the value of diverse views and opinions. This inclusive approach, combined with your ability to motivate and inspire, makes you a leader who can mobilize people from different backgrounds around a shared purpose.

Why This Matters

In the nonprofit sector, where the work is mission-driven and often requires people to go above and beyond, the ability to inspire commitment is essential. Your capacity to connect people to the larger purpose, to build their confidence, and to motivate them across differences is a powerful engine for engagement and impact. It helps people see the meaning in their work, stay resilient in the face of challenges, and contribute their unique strengths to the mission. This strength positions you as a leader who can galvanize teams and communities for lasting change.

OPPORTUNITIES FOR DEEPER IMPACT

Opportunity: Translating Vision into Operational Clarity and Accountability

While you are recognized as a visionary and inspiring leader, the data suggests an opportunity to strengthen the bridge between your strategic vision and the day-to-day execution and accountability that your team needs. Several items received lower or more variable scores, including "Clearly identifies priorities," "Holds people accountable for their results," "Helps others see the broader implications of decisions beyond day-to-day operations," and "Effectively translates creative ideas into results." The open-text feedback included a suggestion for "more attention to detail," which is a signal that while your big-picture thinking is valued, your team may sometimes lack the clarity, structure, or follow-through they need to translate that vision into action.

There is also a pattern in the data where your manager rates you more highly on strategic and operational items than your direct reports do. For example, your manager gave you a 5 on "Develops an effective strategy to achieve the vision" and "Holds people accountable for their results," while your direct reports gave you lower scores on items related to priorities, accountability, and operational effectiveness. This suggests that while your strategic intent is clear at the senior level, it may not

always be translating into clear priorities, roles, and accountability mechanisms for the people doing the work.

The Potential Payoff

Strengthening your ability to translate vision into operational clarity and accountability could be transformative for your team's performance and your own leadership impact. When people have clear priorities, understand how their work connects to the larger strategy, and know what is expected of them, they are more focused, more confident, and more productive. They waste less time on low-value activities, experience less frustration, and feel more aligned with the mission. For you, this shift could free up mental and emotional energy currently spent managing ambiguity or rework, and it could enhance your credibility as a leader who not only inspires but also delivers. In the nonprofit sector, where resources are precious and impact is the bottom line, the ability to execute with clarity and discipline is a competitive advantage.

Opportunity: Proactively Driving Change, Innovation, and Creative Problem-Solving

A second opportunity is to more proactively and visibly lead change, challenge the status quo, and foster a culture of innovation and creativity. While you are comfortable with change and future-focused, several items in this domain received lower or more moderate scores, including "Encourages creativity and innovation in others," "Challenges the system when change is needed," "Sees change as an opportunity, not a problem," and "Encourages people to challenge the status quo." The scores suggest that while you are not resistant to change, you may not be actively championing it or creating the conditions for others to innovate and take creative risks.

In the nonprofit sector, where external conditions are constantly shifting and the problems you are solving are complex and evolving, the ability to lead change and drive innovation is increasingly critical. The feedback suggests that you have the strategic vision and the relational foundation to do this well, but that you may need to be more intentional about creating space for experimentation, rewarding creative thinking, and challenging existing assumptions and processes.

The Potential Payoff

By more actively championing change and innovation, you could position your organization to be more adaptive, more resilient, and more impactful. You could unlock new solutions to old problems, engage and energize your team by inviting their creativity, and build a culture where continuous improvement is the norm. For you personally, this shift could enhance your reputation as a forward-thinking leader who not only stewards the mission but also evolves it to meet emerging needs. In a sector that is increasingly competitive for funding and talent, the ability to innovate and adapt is a strategic imperative.

Opportunity: Deepening Engagement with External Trends and Personal Development

A third, more subtle opportunity is to more actively seek experiences that expand your perspective beyond your immediate role and organization, and to invest more visibly in your own ongoing personal development. The item "Actively seeks experiences that expand perspective beyond their immediate role or organization" received consistent scores of 3 across all respondent groups, and "Invests in ongoing personal development" also received moderate scores. While you are clearly engaged in learning and growth, the feedback suggests that this could be more intentional, more visible, and more externally focused.

Nonprofit leaders often face the challenge of being deeply immersed in the day-to-day demands of their organizations, which can limit exposure to new ideas, trends, and practices from other sectors or contexts. The feedback suggests that you could benefit from more deliberately carving out time to engage with external networks, attend conferences, pursue formal learning opportunities, or seek out experiences that challenge your assumptions and broaden your thinking.

The Potential Payoff

Deepening your engagement with external trends and investing more intentionally in your own development could enhance your strategic thinking, your ability to anticipate future opportunities, and your capacity to lead in an increasingly complex and dynamic environment. It could also model the kind of continuous learning and curiosity that you want to see in your team and organization. For you personally, this investment could be energizing and renewing, providing fresh insights and inspiration that you can bring back to your work. It could also expand your network and your influence, positioning you as a thought leader in your field.

YOUR ACTIONABLE GROWTH PLAN

Development Focus: Translating Vision into Operational Clarity and Accountability

Mindsets and Habits

Shift your mindset from "inspiring the vision" to "enabling the execution." Recognize that your team needs both the inspiration and the infrastructure to succeed. Commit to the belief that clarity is kindness—that providing clear priorities, roles, and accountability mechanisms is not micromanagement, but rather an act of respect and empowerment.

Habit: Block 30 minutes every Friday afternoon to write and share a brief "Top 3 Priorities for Next Week" memo or email to your team. In it, name the three most important outcomes or focus areas for the coming week, and explain how they connect to the larger strategy. This simple rhythm will help you clarify your own thinking and provide your team with a clear line of sight.

Practical Techniques and Tools

Technique: Adopt a "Who, What, By When" framework for every strategic meeting or planning conversation. At the end of each discussion, take five minutes to clarify: Who is responsible for what action, and by when will it be completed? Capture this in writing and share it with the group within 24 hours. This ensures that good ideas translate into clear commitments.

Technique: Implement a simple priority-setting tool with your team, such as the Eisenhower Matrix (urgent vs. important) or a quarterly "Rocks" framework (inspired by the Entrepreneurial Operating System). Use this tool in team meetings to collectively identify and commit to the top 3-5 priorities for the quarter, and revisit progress on those priorities in every team meeting.

Technique: Create a one-page "strategy on a page" document that translates your vision and strategic goals into clear, measurable outcomes and key initiatives. Share this with your team and use it as a reference point in one-on-ones and team meetings to help people see how their work connects to the bigger picture.

Engaging Your Team

Script to use in your next team meeting: "I have been reflecting on how I can be a better leader for you, and one theme that has come up is the need for greater clarity on priorities and next steps. I want to make sure that you always know what is most important, how your work connects to our strategy, and what success looks like. I would love your input: What is one thing I could do to provide you with more clarity and focus in your day-to-day work?"

Practice: In your next round of one-on-ones, ask each team member: "Do you have clarity on your top three priorities right now? If not, what would help?" Use their answers to identify where you need to provide more structure, guidance, or alignment.

Recommended Resources

Book: "The 4 Disciplines of Execution" by Chris McChesney, Sean Covey, and Jim Huling. This book provides a simple, powerful framework for translating strategic goals into operational results, with a focus on clarity, accountability, and measurement.

Article: "The Focused Leader" by Daniel Goleman (Harvard Business Review). This article explores how leaders can balance big-picture vision with the focus and discipline needed to execute effectively.

Development Focus: Proactively Driving Change, Innovation, and Creative Problem-Solving

Mindsets and Habits

Shift your mindset from "managing change" to "championing change." See yourself as the chief advocate for innovation and continuous improvement, not just the steward of the status quo. Give yourself permission to question existing processes and invite others to do the same.

Habit: Dedicate the first 15 minutes of every team meeting to a "creative challenge" or "innovation spotlight." Invite team members to share a new idea, a lesson learned from a failure, or a process that could be improved. Celebrate the thinking, not just the outcome, to build a culture where experimentation is valued.

Practical Techniques and Tools

Technique: Use the "Start, Stop, Continue" framework in quarterly team retrospectives. Ask your team: What should we start doing? What should we stop doing? What should we continue doing? This simple exercise surfaces opportunities for change and improvement and signals that you are open to challenging the status quo.

Technique: Create a small "innovation budget"-even if it is just time, not money. Allocate a few hours each month for team members to experiment with new approaches, pilot new tools, or explore new ideas. Share the results, celebrate the learning, and scale what works.

Technique: When you encounter a persistent problem or frustration, ask yourself and your team: "What assumption are we making that might not be true?" or "If we were starting from scratch, how would we design this?" These questions can unlock creative thinking and challenge entrenched patterns.

Engaging Your Team

Script to use in a team meeting: "I want us to be an organization that is not just good at what we do today, but that is constantly evolving to meet the changing needs of the people we serve. I am committing to being more intentional about encouraging creativity and challenging the status quo, and I need your help. What is one thing we are doing that you think we should stop or change? What is one new idea you have been hesitant to share?"

Practice: Identify one process, meeting, or practice that has been in place for a long time and is no longer serving you well. Bring it to your team and say, "I think it is time to rethink this. What would you suggest?" Model the willingness to let go of the familiar in service of the better.

Recommended Resources

Book: "The Innovator's Mindset" by George Couros. While written for educators, this book offers powerful insights on creating a culture of innovation, risk-taking, and continuous improvement that are directly applicable to nonprofit leadership.

Podcast: "WorkLife with Adam Grant" (episode on "How to Love Criticism"). This episode explores how leaders can create cultures where people feel safe to challenge ideas and offer creative alternatives.

Development Focus: Deepening Engagement with External Trends and Personal Development

Mindsets and Habits

Shift your mindset from "I do not have time for my own development" to "Investing in my own growth is one of the most important things I can do for my team and mission." Recognize that your learning and renewal directly impact your effectiveness and your ability to lead in a changing world.

Habit: Block one morning per quarter-just three hours, four times a year-for "learning and perspective time." Use this time to attend a webinar, read a book or article outside your immediate field, have a coffee conversation with a leader from another sector, or reflect on a big question you are wrestling with. Protect this time as fiercely as you would a donor meeting.

Practical Techniques and Tools

Technique: Join one external network, community of practice, or peer learning group in the next 60 days. This could be a local nonprofit leadership cohort, a national association in your field, or an online community. Commit to engaging actively-not just attending, but contributing and building relationships.

Technique: Identify three thought leaders, authors, or practitioners whose work is adjacent to but not directly in your field (for example, a leader in social entrepreneurship, a researcher in behavioral economics, or a practitioner in design thinking). Follow them on social media, subscribe to their newsletters, or read one of their books. Allow yourself to be curious about how their ideas might apply to your work.

Technique: Create a simple "learning log." Once a month, write down one new idea you encountered, one question it raised for you, and one way you might apply it to your work. Share this with a colleague or your coach to deepen your reflection and accountability.

Engaging Your Team

Script to use in a team meeting: "I am committing to being more intentional about my own learning and development, because I believe it will make me a better leader for you and for our mission. I am curious-what is one thing you are learning about right now, either inside or outside of work, that is expanding your thinking? And how can we create more space for that kind of learning as a team?"

Practice: In your next one-on-one with your manager, share one external learning opportunity you are pursuing or one new idea you are exploring. Ask for their support in protecting time for this kind of development, and invite them to share what they are learning as well.

Recommended Resources

Book: "Range: Why Generalists Triumph in a Specialized World" by David Epstein. This book makes a compelling case for the value of broad learning and diverse experiences, and offers practical insights on how to cultivate a more expansive perspective.

Conference or Webinar: Identify one conference or virtual summit in the next six months that is outside your immediate field but relevant to your mission (for example, a conference on the future of work, on equity and inclusion, or on social innovation). Attend with the goal of bringing back one new idea to your team.

YOUR LEADERSHIP AT A GLANCE

Highest-Scoring Competencies

Based on the quantitative data, the following items received the highest average scores across all respondent groups:

- Treats coworkers as partners, not competitors (Average: 4.7)
- Accepts constructive feedback in a positive manner (Average: 4.7)
- Asks people what they need to do their work better (Average: 4.7)
- Inspires people to commit to achieving the vision (Average: 4.7)
- Effectively motivates people from different cultures or backgrounds (Average: 4.3)
- Trusts people enough to let go and avoids micromanagement (Average: 4.3)
- Provides developmental feedback in a timely manner (Average: 4.7)

Lowest-Scoring Competencies

The following items received the lowest average scores, representing opportunities for growth:

- Actively seeks experiences that expand perspective beyond their immediate role or organization (Average: 3.0)
- Clearly identifies priorities (Average: 3.7)
- Encourages creativity and innovation in others (Average: 3.3)
- Challenges the system when change is needed (Average: 3.3)
- Provides effective coaching (Average: 4.0, but with variability)
- Encourages people to challenge the status quo (Average: 3.3)

Greatest Gaps in Perception

The following items show the largest differences between your self-assessment and the assessments of others, suggesting potential blind spots or areas where your impact is perceived differently than you intend:

- Adjusts leadership approach as external demands, markets, or environments change: You rated yourself a 5; others averaged 3.5. This suggests you may see yourself as more adaptive than others experience you to be.
- Takes risks in letting others make decisions: You rated yourself a 3; others averaged 4.5. This suggests you may underestimate how much autonomy and trust you actually extend to your team.
- Courageously stands up for what she/he believes in: You rated yourself a 5; others averaged 3.7. This suggests you may see yourself as more visibly courageous or assertive than others perceive you to be, or that your stands are not always visible to your team.

MOVING FORWARD: A COACH'S REFLECTION

As I reflect on the totality of your feedback, one message comes through with clarity: you are a valued, high-performing leader who has built a strong foundation of trust, collaboration, and mission commitment. Your colleagues appreciate your warmth, your integrity, and your ability to empower and inspire. You are an "All-Rounder" in the best sense—someone with broad strengths and the capacity to lead effectively across a wide range of situations and challenges.

The central theme of your feedback is this: the opportunity to more intentionally bridge the gap between your powerful strategic vision and your team's daily execution. You inspire people with the "what" and the "why," and now the invitation is to provide greater clarity on the "how" and the "when." By translating your vision into clearer priorities, more explicit accountability, and more structured follow-through, you will multiply your impact and unlock even greater performance from your talented team. By more actively championing change and innovation, and by investing more intentionally in your own learning and growth, you will position yourself and your organization to thrive in an increasingly complex and dynamic environment.

This feedback is not a call to become a different leader. It is an invitation to become an even more complete and effective version of the leader you already are. I encourage you to take time to reflect on what resonates most, to identify the one or two development priorities that feel most energizing and impactful, and to reach out to schedule a debrief conversation. Together, we can translate these insights into a concrete, actionable development plan that will support your continued growth and success.

SUPPORTING YOUR LEADER'S GROWTH: HOW A CONSULTANT CAN HELP

Investing in this leader's development is an investment in your organization's capacity, culture, and impact. The 360-degree feedback process has surfaced valuable insights, and the next step is to ensure that those insights translate into sustained behavior change and measurable growth. A skilled executive coach or consultant can provide the structure, support, and accountability needed to

maximize the return on this investment. Here are four high-value ways a consultant can support this leader's development:

Confidential 360 Debrief and Development Planning

A crucial next step is a professionally facilitated, confidential debrief of this report. A coach can create a safe, reflective space for the leader to process the findings, explore their emotional responses, and move from insight to action. The debrief session typically includes a deep dive into the quantitative and qualitative data, identification of key themes and priorities, and the co-creation of a concrete six- to twelve-month development plan with clear, measurable goals. The coach helps the leader translate broad feedback into specific, actionable commitments, and ensures that the development plan is aligned with both personal aspirations and organizational needs. This session is often the most transformative part of the 360 process, as it converts data into direction.

Ongoing Executive Coaching

To ensure lasting change, consider a six-month coaching engagement. Behavior change is hard, and it rarely happens through a single conversation or workshop. A coach provides a confidential sounding board, offers accountability, and helps the leader practice and refine the new skills and behaviors outlined in their development plan in real time. Monthly or bi-weekly coaching sessions create a rhythm of reflection, experimentation, and adjustment. The coach can help the leader navigate specific challenges, celebrate progress, troubleshoot setbacks, and stay focused on their development priorities even as the demands of the role pull them in other directions. Coaching is particularly valuable for leaders who are already strong performers and are seeking to move from good to great.

Targeted Team Effectiveness Session

If the feedback points to gaps in team alignment, communication, or execution-as it does in this case-a consultant can design and facilitate a workshop with the leader and their direct reports. This session can help translate the leader's new commitments into improved team dynamics and clearer operating rhythms. For example, the consultant might facilitate a session on priority-setting, accountability frameworks, or communication norms. The session creates a shared understanding of what needs to change, invites the team to co-create solutions, and builds collective ownership for new ways of working. It also signals to the team that the leader is serious about growth and is willing to invite their partnership in the development process.

Leadership Team Alignment

Sometimes, a leader's challenges are influenced by broader team or organizational dynamics. If themes in this report resonate with challenges across the leadership team-such as a lack of clarity on strategy, insufficient accountability, or resistance to change-a consultant can facilitate a session to address those systemic issues and build collective alignment and accountability. This might take the form of a leadership team retreat, a series of working sessions on strategic priorities, or a structured process to clarify roles, decision rights, and operating norms. Addressing these systemic issues can create the conditions for individual leaders to succeed and can amplify the impact of their development efforts.