



Don Eash Coaching

# COACHED 360

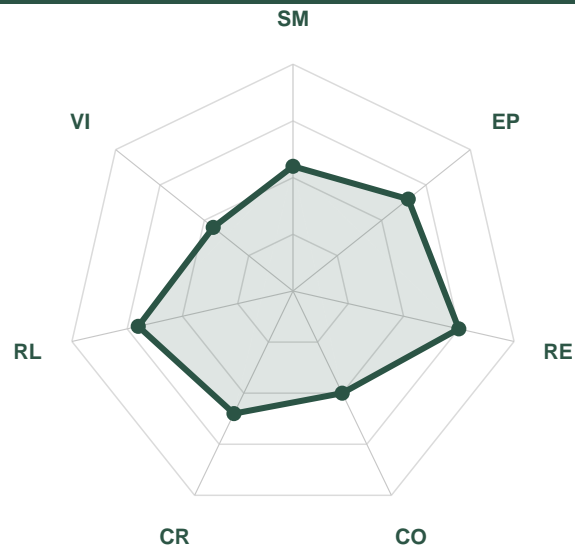
THE RIGHT ALTITUDE

Influence Shape Report

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# YOUR INFLUENCE SHAPE



DIMENSION	SCORE	RANGE
Self-Management (Dim 1 of 7)	11/20	Developing
Executive Presence (Dim 2 of 7)	13/20	Functional
Results (Dim 3 of 7)	15/20	Functional
Communication (Dim 4 of 7)	10/20	Developing
Credibility (Dim 5 of 7)	12/20	Functional
Relationships (Dim 6 of 7)	14/20	Functional
Visibility (Dim 7 of 7)	9/20	Developing

**Total: 84/140 (60%)**

**Strongest: Results (15/20)**

**Biggest Gap: Visibility (9/20)**

## HOW TO READ THIS REPORT

This report measures perception — yours and your raters'. That's not a limitation. It's the point. Leadership influence doesn't run on self-assessment. It runs on how people experience you. The gap between your intention and their experience is where most leadership development actually happens.

Your self-scores tell you how you think you're showing up. Your rater scores tell you how you're actually landing. When those two numbers match, you have accurate self-awareness on that dimension. When they don't, you have a signal worth investigating — not because you're wrong, but because something in the translation between what you intend and what people receive is getting lost.

A few things to keep in mind as you read this report. First, all scores reflect behavior over the last 90 days — not potential, not career averages, not who you are at your best. Second, rater scores are aggregated by category. You'll never see an individual rater's responses. Third, blind spots (where your self-score exceeds your rater average by 3 or more points) aren't accusations — they're invitations to look closer. The most useful thing you can do with a blind spot is get curious about it, not defensive.

Finally, this is a development tool. Not a performance evaluation. Not a report card. The scores don't determine your value as a leader. They reveal where your influence is working and where it's leaking — and they give you specific places to focus your attention for the next 90 days.

## YOUR ARCHETYPE

### The Invisible Achiever

You deliver. Consistently, reliably, and at a level most of your peers don't reach. When a launch is on the line, your name is the one people trust to get it across. That track record is real — your raters confirm it, your boss confirms it, your peers confirm it. Results at 15 is your strongest dimension for a reason. But here's what's happening: the work lands and nobody outside your immediate orbit knows it was you.

Your Visibility score of 9 isn't a mystery — it's a consequence. You've built a pattern where the quality of the output is supposed to speak for itself. It doesn't. Not at the level where decisions about your career get made. The people in sales, marketing, and the executive team who shape opportunities and allocate influence — they don't have a clear picture of what you do or why it matters. Your Results feed a machine that someone else gets credit for operating.

The interdependence between these two dimensions is where the trap lives. Strong Results without Visibility means you become essential but overlooked — the person everyone relies on but nobody sponsors. The harder you work, the more indispensable you become in your current role, which paradoxically makes it harder to move beyond it. You're building a career ceiling out of your own competence.

#### THE COST

While you're over-preparing for the next executive conversation — the one a rater specifically called out — someone with a thinner track record but a louder signal is getting the seat at the table you've earned. That cross-functional initiative, that product strategy role, that invitation to the leadership offsite — it's going to the person your VP can picture in the room. Right now, that person isn't you. Not because you can't do it. Because they don't know you can.

## YOUR STRONGEST DIMENSION

### Results — 15/20

#### THE ADVANTAGE

Results at 15 gives you something most leaders spend years chasing — a track record that people trust without qualification. Your raters call out on-time delivery and quality in the same sentence. That's rare. Use it as currency, not just a habit.

#### THE RISK

Results becomes a hiding place when you use the next deliverable as a reason not to do the uncomfortable work — the visibility meeting, the direct conversation with your boss, the moment where you advocate for yourself instead of the product. Shipping is your comfort zone.

#### PROTECT IT

Keep connecting your team's output to business outcomes — that instinct is sharp. But start narrating the strategic choices behind the results, not just the results themselves. The shift from delivering to explaining why you delivered what you delivered is what moves Results from functional to influential.

## DIMENSION-BY-DIMENSION ANALYSIS

### Self-Management — Dimension 1 of 7

#### 11/20 · Developing

You scored yourself at 11, and your raters see it at 9. That gap is small but telling — you think you're managing stress better than the people around you experience it. The rater comments make this concrete: when pressure rises, you go quiet. You stop communicating. Your team doesn't learn about changes until after the fact. That silence feels like self-regulation from the inside. From the outside, it looks like withdrawal.

The cost isn't emotional — it's informational. Your team loses context at the exact moment they need it most. You're absorbing pressure to protect them, which is admirable, but the side effect is that they're operating in the dark. The instinct to shield your team is strong. The execution of it needs work — protecting people from noise is different from cutting them off from signal.

#### WHAT YOUR RATERS ARE TELLING YOU

*You rated yourself at 11 — Developing but managing. Your raters scored you at 9. The gap is slight but the direction matters: the people around you experience your stress responses more acutely than you realize. What feels to you like absorbing pressure reads to them as disappearing. Your boss at 10 sees it a bit more generously than your peers at 9, which suggests your team is bearing the cost of your withdrawal more than your manager is.*

### Executive Presence — Dimension 2 of 7

#### 13/20 · Functional

You rated yourself at 13 — functional. Your raters see you at 9, which lands squarely in Developing. That four-point gap is one of the largest in your profile and it qualifies as a blind spot. You believe you're showing up with more weight than people are receiving. This isn't about posture or wardrobe — it's about the signal you send when you enter a room, particularly rooms outside your product org.

One rater noted you over-prepare for executive conversations. Over-preparation is often a symptom of not trusting that you belong in the room. The result is that your presence reads as cautious rather than authoritative. You have the strategic instincts — multiple raters confirmed that. But strategic instincts wrapped in tentative delivery get discounted. The gap between what you know and how you carry what you know is where your Executive Presence score lives.

#### WHAT YOUR RATERS ARE TELLING YOU

*This is your largest blind spot — four points between your self-score of 13 and the rater average of 9. You believe you're showing up as functional. Your boss and peers both see you in Developing range. The over-preparation pattern one rater flagged is a signal: you're compensating for a presence you don't fully trust. The result is that you enter rooms with more preparation and less authority than the situation requires. People see caution where you intend thoroughness.*

## Results — Dimension 3 of 7

### 15/20 · Functional

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At 15, this is your strongest dimension and the foundation of your professional identity. Raters scored you at 13 — still functional, still strong. The slight gap reflects a normal pattern: you feel the effort behind the results more than others see it. What they see is that launches ship on time and quality holds. What you feel is the cost of making that happen.

The rater comments here are unambiguous — your ability to connect features to business outcomes and your instincts about customer problems are exceptional. This dimension isn't your problem. It's your proof. The risk isn't that Results will decline — it's that you'll keep investing here because it's where you feel most competent, at the expense of the dimensions that would turn your track record into career momentum.

#### WHAT YOUR RATERS ARE TELLING YOU

*The rater average of 13 against your self-score of 15 is a small and healthy gap. Both numbers sit in Functional range. Your raters confirm what you believe about your delivery — this is real, not inflated. The two-point difference likely reflects the invisible effort you put in that others don't see. They see the outcome. You feel the cost. This dimension is solid. The work is ensuring the rest of your profile catches up to it.*

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## Communication — Dimension 4 of 7

### 10/20 · Developing

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You scored yourself at 10 — Developing. Your raters see you at 7, pushing toward Gap territory. That three-point spread is a blind spot, and it's your boss who scored you lowest at 6. Read that again. The person who most directly controls your trajectory rates your communication lower than anyone else in your circle.

The rater feedback is specific: you soften your message upward, you build consensus offline instead of disagreeing openly, and when stress hits, you stop communicating altogether. This isn't a skills problem — you clearly can articulate product strategy and connect dots. The issue is that you edit yourself based on audience and anxiety. Your communication is strong when it's safe. It fades when the stakes rise or the audience has authority over you. That pattern is costing you more than you realize.

#### WHAT YOUR RATERS ARE TELLING YOU

*Your boss scored your Communication at 6. Your peers at 7. Your self-score is 10. This is the blind spot with the highest career cost. You think you're communicating at a Developing level — your boss experiences it closer to a Gap. The rater comments connect the dots: softening messages upward, building consensus offline instead of stating positions publicly, going quiet under pressure. You are editing yourself out of conversations that matter.*

## Credibility — Dimension 5 of 7

### 12/20 · Functional

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At 12, Credibility sits in the functional range — solid but not distinctive. Your raters see you at 10, a slight gap that's consistent with a pattern across your profile. You believe your reliability registers more strongly than it does. The good news is that nobody questions your judgment or your follow-through. The bad news is that credibility at this level is table stakes — it keeps you in the game but doesn't differentiate you.

Credibility compounds with Visibility and Communication. When people trust your judgment but rarely hear it expressed — or hear it expressed cautiously — the trust stays local. Your immediate team knows you're reliable. The people two levels up or one function over have less data to work with. Credibility doesn't travel on its own. It needs a voice and a stage, and right now both of those are underdeveloped.

#### WHAT YOUR RATERS ARE TELLING YOU

*At 12 self versus 10 from raters, the slight inflation here is consistent with your overall profile pattern. Your credibility is real but quiet. People trust your judgment when they're close enough to see it in action. The gap suggests that your reliability doesn't fully translate into the kind of trust that earns you new responsibilities — because it's not visible or articulated widely enough for people to reference it with confidence.*

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## Relationships — Dimension 6 of 7

### 14/20 · Functional

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You scored Relationships at 14 — your second-highest self-score. Your raters see you at 11, a three-point blind spot. You believe the depth of connection you feel with your team is fully mutual. It's not — at least not to the degree you think. One rater described you as invested in people's growth, which is real. But investment that people experience intermittently — because you go quiet under stress or avoid difficult conversations — gets discounted over time.

The peer scores at 11 suggest your relationships are warm but not deep enough to create advocacy. People like working with you. The question is whether they'd go to bat for you when you're not in the room. That kind of relational capital requires more than care — it requires candor, consistency, and presence during the hard moments. Your instinct to protect and support is genuine. It needs to be paired with a willingness to be direct and visible even when it's uncomfortable.

#### WHAT YOUR RATERS ARE TELLING YOU

*You see your relationships at 14 — your raters see them at 11. That three-point blind spot deserves attention. Your care is real — a rater confirmed it. But care experienced inconsistently gets discounted. When you go quiet under stress or avoid directness, the relational trust you've built erodes without you noticing. Your peers at 11 suggest warmth without depth — people appreciate you but may not fully trust the connection when it counts most.*

## Visibility — Dimension 7 of 7

9/20 · Developing

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At 9 — Developing — Visibility is your lowest dimension. Your raters scored you at 7, which means the people around you see you as even less visible than you see yourself. Peers scored you at 6. That's not a blind spot — it's a confirmed reality that both you and your raters agree on. Nobody outside your product org knows what you do.

The rater comments are blunt: sales and marketing don't know your name or your work. You're building strategic product outcomes that drive the business, and the people who allocate resources and opportunities in other functions have no awareness of it. Visibility at 9 doesn't mean you're bad at self-promotion — it means the system you're operating in literally cannot reward you because the decision-makers don't have the information. This is the dimension most likely to cap everything else in your profile.

### WHAT YOUR RATERS ARE TELLING YOU

*Both you and your raters agree: you're not visible. Your self-score of 9 and rater average of 7 tell the same story — with peers at 6 being the most stark. The slight gap isn't the problem here. The problem is that the number is low from every direction. This isn't a perception issue. Nobody outside your immediate team has line of sight to your work or your capability. The consensus is the message.*

## HOW YOUR GAPS COMPOUND

Your three biggest gaps — Visibility, Communication, and Self-Management — don't exist in isolation. They interact, and those interactions create patterns that are bigger than any single gap. Here's how your specific combination compounds.

### Visibility + Communication

Communication and visibility gaps together mean the rare moments you could create impact — a proactive update, a well-placed insight — aren't happening because you're not communicating them. Your best thinking stays in your head instead of reaching the people who need to hear it.

### Visibility + Self-Management

Self-management and visibility gaps together mean the limited exposure senior leaders have to you is disproportionately likely to include an unregulated moment. You need more visibility — but not until the regulation is consistent enough to survive scrutiny.

### Communication + Self-Management

Self-management and communication gaps together mean the conversations you most need to have are the ones most likely to go sideways. Hard feedback requires regulation. Without it, you either avoid the conversation entirely or deliver it in a way that damages the relationship.

## READING YOUR RATER DATA

The next few pages compare how you see yourself with how your raters see you. Before you look at the numbers, a few things worth understanding about how 360 data works — and how it doesn't.

Self-scores measure intention. Rater scores measure impact. Neither is more 'true' than the other, but rater scores are more useful for development because influence doesn't run on what you intend — it runs on what people experience. When your self-score is higher than your raters' average, the question isn't 'who's right?' The question is 'what are they seeing that I'm not?'

Blind spots (marked with an asterisk) occur when your self-score exceeds your raters' average by 3 or more points. These aren't failures — they're the dimensions where your self-perception and your impact have the widest gap. Most leaders have at least one. The ones who develop fastest are the ones who investigate their blind spots instead of explaining them away.

Category breakdowns show how different groups experience you. Your boss, your peers, and your direct reports each see a different version of your leadership — and the differences between those versions are often more revealing than the scores themselves. Pay attention to where the biggest category gaps appear. That's where the version of you that shows up changes the most depending on the audience.

## SELF VS. ALL RATERS

DIMENSION	SELF	RATERS	GAP
Self-Management	11	9	+2
Executive Presence	13	9	+4 *
Results	15	13	+2
Communication	10	7	+3 *
Credibility	12	10	+2
Relationships	14	11	+3 *
Visibility	9	7	+2

\* = Blind spot (self-score exceeds rater average by 3+ points)

Based on 5 completed rater responses.

## CATEGORY BREAKDOWN

### Self vs. Boss (1 rater)

Self-Management	11	10	+1
Executive Presence	13	10	+3
Results	15	13	+2
Communication	10	6	+4
Credibility	12	10	+2
Relationships	14	11	+3
Visibility	9	7	+2

### Self vs. Peer (3 raters)

Self-Management	11	9	+2
Executive Presence	13	9	+4
Results	15	13	+2
Communication	10	7	+3
Credibility	12	10	+2
Relationships	14	11	+3
Visibility	9	6	+3

## CROSS-CATEGORY PATTERNS

DIMENSION	SELF	BOSS	PEER	VAR
Self-Management	11	10	9	1
Executive Presence	13	10	9	1
Results	15	13	13	0
Communication	10	6	7	1
Credibility	12	10	10	0
Relationships	14	11	11	0
Visibility	9	7	6	1

! = High variance: you are being experienced differently by different groups.

## WHAT THE PATTERN TELLS YOU

Your boss and peers are remarkably aligned — there's no meaningful split between them. Both see you lower than you see yourself across every dimension. Your boss gives you slightly higher marks in Self-Management (10 vs. 9) and Executive Presence (10 vs. 9), which may reflect more exposure to you in one-on-one settings where you're more comfortable. But Communication is where the boss-peer alignment is most damning: 6 from your boss, 7 from peers. The person with the most power to advocate for you is the one least satisfied with how you communicate. That's not a peer problem — that's a career problem.

## WHAT YOUR RATERS SAID

### What does this person do best as a leader?

*"Sees the product strategy clearly and can connect the dots between features and business outcomes."*

*"Protects the team from noise. We don't get pulled into fire drills because she handles it before it reaches us."*

*"Her instincts about customer problems are better than most data I've seen."*

*"She delivers. When Nadia owns a launch, it ships on time and the quality is there. That's not common."*

*"Genuinely cares about the people on her team. You can tell she's invested in your growth."*

### What one thing would make the biggest difference in their effectiveness?

*"Needs to be more direct with her boss. I think she softens her message and then wonders why nothing changes."*

*"Would benefit from being visible outside of the product org. Nobody in sales or marketing knows what she does."*

*"Learning to disagree openly in cross-functional meetings instead of building consensus offline."*

*"Trusting that her track record speaks and she doesn't need to over-prepare for every executive conversation."*

*"When she's stressed, she stops communicating. The team finds out about changes after the fact."*

Comments are displayed in random order with no attribution. Raters were told their written responses would be shared anonymously.

## QUESTIONS WORTH ASKING

The most useful thing you can do with this data isn't read it — it's act on it. These questions are generated from your specific gap dimensions and blind spots. Ask them of real people — your boss, your peers, your direct reports. Ask them one at a time, not all at once. And listen to the answer without defending.

### Visibility

1. "If I asked the VP of Sales to describe my team's impact on the business, what would they say — and how confident are you they could say anything at all?"
2. "When you think about who gets mentioned in leadership conversations about high performers, what would it take for my name to come up?"

### Communication (blind spot)

3. "When I bring you a recommendation, does my message land clearly enough that you can act on it — or do you have to decode what I actually think?"
4. "Can you tell me about a time I softened my point and it cost us momentum or a decision?"

### Self-Management

5. "When things get stressful on a project, do you feel like you have enough information from me — or does my communication drop off in ways that leave you guessing?"
6. "What does it look like from your side when I'm under pressure — and is there something I do that signals I've checked out of the conversation?"

## YOUR 90-DAY ROADMAP

Three priorities. Three phases each. Specific actions for the next 90 days — not aspirations, not habits to build 'someday.' Each phase builds on the one before it. Start with Phase 1 this week.

### PRIORITY 1

## Get Known Outside Your Org — Visibility (9/20)

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### PHASE 1: WEEKS 1-4

Weeks 1-4: Write one sentence that describes your team's most important impact this quarter. Tie it to an organizational priority your boss's boss cares about. Send it to your boss proactively with one line of context: 'Wanted to make sure you have this for the leadership discussion.' You're not self-promoting — you're giving your boss a tool.

### PHASE 2: MONTHS 2-3

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Months 2-3: Create a monthly visibility practice: one proactive communication per month to someone above your boss about your team's impact. Not a status report — a specific, strategic message that connects your output to something they care about. Separately, volunteer for one cross-functional initiative that gives you exposure to a different audience.

#### 90-DAY MILESTONE

At 90 days: your boss's boss should be able to describe your team's impact without prompting. If they can, your visibility practice is working. If they can't, the message isn't reaching the right altitude yet.

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### PRIORITY 2

## Say the Hard Thing First — Communication (10/20)

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#### PHASE 1: WEEKS 1-4

Weeks 1-4: Identify the one conversation you've been avoiding. This week, have it. Use the two-sentence framework: specific behavior + specific impact. No preamble, no softening. After the conversation, ask the other person to tell you what they heard. The gap between what you said and what they received is the development data.

#### PHASE 2: MONTHS 2-3

Months 2-3: Institute a feedback habit — one piece of direct, specific feedback per week to a different person. Track whether you're delivering the honest version or the comfortable version. Start closing the loop on important conversations: 24 hours later, send a brief follow-up confirming what was discussed and what was agreed.

#### 90-DAY MILESTONE

At 90 days: the people around you should describe you as direct. Not harsh — direct. If they're still using words like 'supportive' or 'thoughtful' without also saying 'clear' and 'honest,' the communication work isn't landing yet.

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### PRIORITY 3

## Name the Stress Before It Silences You — Self-Management (11/20)

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#### PHASE 1: WEEKS 1-4

Weeks 1-4: Identify your top two triggers by name — specific situations, not categories. Track the physical early warning signal (tight jaw, faster breathing, heat in chest) for each one. Practice the 5-second pause: when you feel the signal, stop and breathe before responding. Keep a brief daily log of moments where regulation worked and moments where it didn't. The log creates the self-awareness the score says you're missing.

#### PHASE 2: MONTHS 2-3

Months 2-3: Share your trigger patterns with one trusted person. Ask them to give you a subtle signal when they see you approaching a reaction — not to manage you, but to help you build the muscle of catching it earlier. Begin practicing response calibration: in lower-stakes situations, deliberately choose a response tone before speaking. The goal is to make intentional regulation a habit, not an effort.

### 90-DAY MILESTONE

At 90 days: your team should be bringing you harder truths with less hesitation. That's the behavioral indicator that your regulation has shifted from functional to consistent.

Retake this assessment in 90 days. The delta between your scores now and your scores then is your progress map. If you've done the work, the numbers will move — and more importantly, so will how people experience you.

## COACH'S ANALYSIS

Nadia, the story in your 360 is clear and it's fixable. Here's what I see in the data, what I'd prioritize, and a specific plan for the next 90 days.

### What I See in Your Data

The story in your 360 is clear — you're doing the work but not getting the credit. Results at 15 and Visibility at 9 is one of the most common and most costly patterns I see in coaching. You've built a career on execution, and it's served you well. But somewhere along the way you decided the work should speak for itself, and that belief is now the thing holding you back. Here's what makes your profile tricky. Your Relationships at 14 and Executive Presence at 13 mean you're not invisible because people don't like you or because you lack credibility in a room. You're invisible because you've built deep connections with the people closest to you — and that comfort has removed the urgency to build connections where it's less natural. The people two levels up, the peers in other divisions, the stakeholders who sit on talent review committees — those are the relationships that move careers, and your energy isn't reaching them. The people making decisions about your next role aren't watching your output — they're listening for your voice. And right now, it's too quiet. There's someone in your organization right now with half your results who's being considered for the opportunity you want — because they said yes to the panel, sent the recap to the VP, asked for 15 minutes on the leadership agenda. You didn't. Not because you couldn't. Because it felt unnecessary. That hesitation has a cost, and it's compounding.

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### Your Strongest Dimension

Your presence is real — and it's doing more work than you realize. But Results at 15 is your true engine, and it's the dimension that gives us the most to work with. You have proof. Not potential — evidence. Every initiative you've delivered, every target your team has hit, every project that closed on time — those are case studies for your own leadership brand. Most leaders I work with would trade two of their strengths for this kind of track record. You already have it. The risk is that you keep letting results be your whole identity. At 15, this score is strong enough to mask everything else — and that's exactly what it's been doing. You tell yourself the work speaks for itself, and that belief gives you permission to skip the uncomfortable parts. The advocacy. The communication. The rooms where the outcome isn't guaranteed. Results have become the excuse for not doing the rest. What I want you to protect is the connection between your results and the strategic priorities your leadership cares about. Right now, your output probably looks like strong execution — which is good but generic. What makes it powerful is when you tie every win back to an organizational goal out loud, not in your head. "We closed Q2 ahead of schedule" is execution. "We closed Q2 ahead of schedule, which puts us 60 days ahead on the integration timeline the board asked about" — that's influence. Same result. Completely different signal.

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## Your Biggest Risk

The gap that matters most right now isn't the lowest score — it's how your three weakest dimensions interact. Visibility at 9, Communication at 10, and Self-Management at 11 don't just sit next to each other on the page. They compound.

Visibility plus Communication means the rare moments where you could create impact — a proactive update, a well-placed insight, a clear point of view in a meeting — aren't happening because you're not communicating them. Your best thinking stays in your head instead of reaching the people who need to hear it. And when you do speak up, Communication at 10 tells me the delivery softens the message, buries the lead, or adds enough qualifiers that people walk away without a clear takeaway.

Visibility plus Self-Management means the limited exposure senior leaders have to you is disproportionately likely to include a moment where your regulation slipped. You need more visibility — but not until the regulation is consistent enough to survive scrutiny. One unfiltered reaction in front of the wrong audience can undo six months of careful positioning.

Communication plus Self-Management means the conversations you most need to have — the hard feedback, the direct ask, the pushback on a bad decision — are the ones most likely to go sideways. Those conversations require steady regulation. Without it, you either avoid them entirely or deliver them in a way that damages the relationship you need most.

This is what makes the Invisible Achiever pattern so stubborn. It's not one thing to fix. It's a system. And the system protects itself — because the safer play always feels like putting your head down and delivering more results. That's the trap.

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## Your 90-Day Plan

Weeks 1–4: Three things, starting this week. First — pick the one conversation you've been avoiding and have it. Use two sentences: specific behavior, specific impact. No preamble, no softening, no "I just wanted to check in about..." Say the actual thing. After you've said it, ask the other person to tell you what they heard. The gap between what you said and what they received is the development data.

Second — write one sentence that describes your team's most important impact this quarter. Tie it to a priority your boss's boss cares about. Send it proactively with one line of context: "Wanted to make sure you have this for the leadership discussion." You're not promoting yourself — you're giving your leader a tool. If that sentence doesn't exist yet, that's the problem. Build it.

Third — start a daily trigger log. Two minutes, end of day. Name the situation that fired you up, the physical signal you felt first (tight jaw, faster breathing, heat in your chest), and whether you chose your response or your response chose you. This isn't journaling. It's data collection. The log builds the self-awareness the score says you're missing.

Months 2–3: Scale each practice. Visibility — build a monthly cadence of one strategic communication to someone above your boss about your team's impact. Not a status report. A specific, targeted message that connects your output to something they care about. Volunteer for one cross-functional initiative that puts you in front of a different audience.

Communication — deliver one piece of direct, specific feedback per week to a different person. Track whether you're delivering the real version or the comfortable version. Start closing the loop on important conversations: 24 hours later, send a brief follow-up confirming what was discussed and what was agreed. That follow-up does two things — it locks in accountability and it gives you a second chance to sharpen the message.

Self-Management — share your trigger patterns with one trusted person. Ask them to give you a quiet signal when they see you approaching a reaction. Not to manage you — to help you build the muscle of catching it earlier. In lower-stakes moments, start deliberately choosing your response tone before you speak. The goal is to make intentional regulation a habit, not an effort.

By day 90: Your boss's boss should be able to name your team's impact without being prompted. If they can, the visibility work is reaching the right altitude. If they can't, the message isn't traveling far enough yet. The people around you should describe you as direct — not just supportive, not just thoughtful, but clear and direct. If they're still reaching for soft words without also saying "clear," the communication work isn't landing. And your team should be bringing you harder truths with less hesitation — that's the behavioral proof that your regulation has shifted from functional to consistent.

*The roadmap above leads with your three lowest-scoring dimensions. The coaching priorities below may sequence differently — because coaching starts where the data creates the most movement, not necessarily where the scores are lowest.*

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## Coaching Priorities

Priority 1: Visibility — this is the cap on your career right now. Everything else in your profile is strong enough to support forward movement, but none of it matters if the right people don't know your name. You could have perfect communication, flawless regulation, and a results track record that belongs in a case study — and still get passed over because the people making talent decisions have never heard you narrate your own work. We start here because this is where the cost is highest and the behavior change is most concrete. You don't need to become a different person. You need to stop opting out of the rooms and moments where your work becomes visible.

Priority 2: Communication — this is the mechanism that makes visibility possible. You can't be seen if you can't land a clear message. Right now, your communication adds qualifiers, softens the point, and leaves people with a diluted version of what you actually think. We're not working on volume — you don't need to talk more. We're working on precision. Fewer words, sharper point, no retreat. The two-sentence framework — behavior plus impact — becomes your default, not just for feedback but for every important message you send.

Priority 3: Self-Management — this is the foundation that keeps the other two from backfiring. More visibility means more scrutiny. Sharper communication means higher stakes. Both require your regulation to be airtight, because the moments where you're most visible and most direct are also the moments where a slip costs the most. We'll build the early warning system first — name the triggers, track the signals, practice the pause — so that by the time your visibility increases, your composure is ready for the spotlight.

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## What I'd Watch For

If the work is landing, here's what you'll see in 90 days — your boss starts using your language when they describe your team's work to their peers. That means the framing you're providing is sticking. You stop editing yourself down before meetings and start saying the thing you came to say in the first 60 seconds instead of waiting to see if the room invites it. Someone senior mentions something your team accomplished that you didn't tell them about directly — which means the signal is traveling beyond your immediate circle and your visibility practice is working.

On communication — people start responding to your messages differently. Shorter replies, faster decisions, fewer clarifying questions. That's the sign that your messages are landing clean. Someone gives you feedback that feels uncomfortable and you realize you've been having the version of that conversation with other people too — that's the communication muscle transferring.

On self-management — the trigger log gets boring. Not because the triggers stop, but because your response to them becomes predictable. You catch yourself earlier. The pause becomes automatic. And the clearest signal of all: your team starts telling you things they wouldn't have told you three months ago. Not because they trust you more — they already trusted you. Because they trust your reaction more.

If it's not landing — you're still waiting for the "right moment" to send that message to leadership and the right moment keeps not arriving. You're delivering feedback but softening it so much the other person smiles and nods and nothing changes. Your trigger log has gaps because you stopped tracking on the hard days — which are exactly the days the data matters most. Those are the regression signals, and we'll name them early so they don't become patterns.

— *Don*