



Don Eash Coaching

THE ALTIMETER

THE RIGHT ALTITUDE

Full 360 Reading

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Leader Track — Director > Senior Director

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Your Reading

Leader Track — Director > Senior Director

Raters completed: 3 of 3

Reliable | Thorough | Steady | Indispensable | Demanding

WHAT SHIFTED

Previous: Reliable | Thorough | Steady | Indispensable | Demanding

5 held: Reliable, Thorough, Steady, Indispensable, Demanding

How others described you

reliable thorough steady demanding hands-on protective

behind-the-scenes dependable strategic underleveraged capable

senior-director Presence Analysis

How You See Yourself Landing

Here's what I see in your five words: Reliable, Thorough, Steady, Indispensable, Demanding. This is the self-portrait of someone people count on. When the work has to be right, it lands on your desk - and you deliver. That's not nothing. Most careers stall because people can't trust the output. Yours never has.

But look at the shape of these words. Four of them describe what you produce. One describes what you demand of others. None of them describe what you make possible for the people around you. That's the tension running through the whole set.

Reliable maps to Reliability and Follow-Through. At Director, this is foundational - you don't get the room without it. But here's the catch: reliability is a table-stakes trait at your current level and the next. It gets you in the door. It doesn't get you promoted. Nobody makes Senior Director because they're dependable. They make it because dependability freed them up to do something larger.

Thorough maps to Depth and Execution Discipline. It's a strength that has quietly become a tax. Thoroughness at Director means the work is airtight. At Senior Director, the question shifts - can you tell the difference between what needs to be airtight and what needs to be 80% and shipped? Thoroughness applied uniformly is no longer rigor. It's a refusal to prioritize.

Steady maps to Composure Under Pressure and Consistency. This is real, and it travels well. Steadiness is what makes people calm in a storm, and the rooms only get stormier from here. Keep it. But watch that steady doesn't shade into static - composure that never produces movement reads as caution at the senior table.

Indispensable is the word I want to stop on. You mean it as a compliment to yourself, and at one level it is. But indispensability is the single clearest signal that you have not built what Senior Director requires. If you're indispensable, the work can't move without you. That's not strength - that's a ceiling you built yourself. The 70% rule applies hard here: if someone else can do it at 70%, that's better than 100% of you, because their 70% becomes 80% and you get your time back. Indispensable people don't get promoted. They get protected in place.

Demanding maps to Accountability to Others and Feedback Delivery. It's your only outward-facing word, and it's the one that needs the most calibration. Demanding can mean you hold a high bar - that builds people. Or it can mean you're hard to work for - that drains them. The word alone doesn't tell me which. At Senior Director, the difference between those two is the difference between developing leaders and losing them.

What's Not in the Room

Look at what's missing. There's no word about other people growing. No word about influence beyond your own desk. No word about strategy, narrative, or the future. No word about relationships.

Your five words describe a high-performing operator. What they don't describe is a leader who multiplies. That absence is the gap, and at the Director-to-Senior-Director line, it's the whole game.

Senior Director is where invisible, heads-down excellence stops scaling. The level demands judgment under ambiguity, influence without authority, the ability to develop other leaders, and narrative skill - the capacity to shape how senior rooms understand what's happening. None of that lives in reliable, thorough, steady, indispensable, demanding.

Here's what the absence tells me. You've built your identity on being the one who carries the load. That's served you. But it's also kept you from the harder, less concrete work of building people who can carry it without you. Until that changes, you'll stay valuable - and stuck.

The 5 Traits That Matter Most at senior-director

Delegation. This is your top lever, and it's the direct antidote to indispensable. At Director, delegation means handing off tasks. At Senior Director, it means handing off decisions - letting someone else own the outcome and live with how they got there. Your thoroughness makes this hard; you'd rather do it right than watch someone do it 80% right. But that 80% is how you build a bench, and a bench is how you prove you're ready for more scope. The leader who can't let go of decisions stays the bottleneck, and bottlenecks don't get promoted.

Developing Leaders. None of your words point here, which is exactly why it matters most. Senior Director is the first level where your value is measured less by your output and more by the output of the leaders you build. Demanding could be the seed of this - a high bar develops people when it's paired with belief and support. But demand without development just burns people out. The shift is from "I hold you to a standard" to "I hold you to a standard and I'm invested in you clearing it."

Strategic Narrative. This is the skill of shaping how the room understands what's happening - connecting your team's work to the enterprise story, framing decisions before they're questioned. Your words are all about doing the work. None are about explaining why the work matters or where it's headed. At Senior Director, the people who rise are the ones who can stand up in a room of executives and make the strategy legible. Thorough gives you the substance. Narrative gives it reach. Right now you have one without the other.

Influence Without Authority. Senior Director demands that you move things across functions where you have no formal power. Your word demanding works when you have authority. It backfires the moment you don't. Build the muscle of persuasion, trade, and relationship - the levers that work when you can't direct.

Prioritization. This is the discipline your thorough needs most. Knowing what deserves your full rigor and what deserves 80% is the senior skill. Treating everything as equally important is how thoroughness becomes a liability. Pick the fights that matter.

The Gap

Your words describe an operator at the top of their craft. What Senior Director demands is a leader who has shifted from carrying the work to extending through other people. That's the distance.

Notice the pattern: four of five words point inward, at what you do. One points outward, and it's about what you require of others, not what you give them. There's no reciprocity in your self-portrait, no growth, no narrative, no influence beyond your own reach. You see yourself as the engine. Senior Director needs you to become the thing that builds engines.

Now the 40% rule, because it applies directly to demanding. At senior levels, people remember the negative 40% of how you show up - the sharp moment, the impatience, the bar that felt impossible. Demanding lives in that risk zone. If your demanding is the thing people remember about you, it doesn't matter how reliable the other 60% is. Carry this as a check: when people describe you to others, does demanding come up before develops people? If it does, your 40% is winning, and you have work to do.

The One Thing

Make yourself dispensable on purpose.

Pick the one thing you're most known for owning - the thing where you're indispensable - and hand it to someone on your team this quarter. Not the task. The whole decision. Let them own it, get it 80% right, and live with the result while you coach instead of correct.

This single move hits four dimensions at once. It breaks the bottleneck. It develops a leader. It frees you for the strategic work that's been crowded out. And it proves to the people above you that your scope can grow because your team can hold what you let go of. That's the Senior Director signal in one act.

What to Do With This

Week 1. Name the thing you'll hand off. Pick the work where you're most indispensable and identify the one person who could carry it at 70%. Have the conversation this week - tell them it's theirs now, the decision included. Watch your own reflex to step back in. The discomfort you feel is the exact muscle you're building.

Weeks 2-3. Deepen it. When they bring you something at 80%, resist fixing it - ask one question instead: "What would make this stronger?" and let them answer. Track how often you take the pen back versus hand it forward. Find one peer in another function and ask them where your demanding lands - develops people, or wears them down? You need data, not your own story about it.

Week 4. Self-check. By now the thing you handed off should have moved without you touching it. If it stalled and waited for you, you didn't actually let go - you delegated the task and kept the decision. And go back to the 40% test: if you asked three people to describe you, would develops people now show up alongside demanding? If it's starting to, your 40% is shifting. If demanding still stands alone, that's your next month's work.

When you're ready, retake the assessment. Your code is saved, and the comparison will show you exactly what moved - whether the operator words have started making room for the multiplier ones.

What Others Actually See

Start with the word that shows up everywhere: Reliable. Every rater used it. That's rare, and it tells you something clean - your reliability is not a story you tell yourself. It's the load-bearing wall of how you're perceived. Thorough and Steady repeat too. The picture the room paints matches the picture you painted of yourself, almost trait for trait.

That alignment is worth naming before anything else. Most people get a 360 back and discover the world sees a stranger. You didn't. Your self-awareness on the core of who you are is accurate. Reliable, thorough, steady - you said it, they said it, no daylight between.

But look at the words that crept in around the edges. Hands-on. Behind-the-scenes. Protective. Dependable. These aren't compliments about scope. They're descriptions of someone close to the work, doing the work, shielding the work - present in the machinery rather than above it. Behind-the-scenes is the one I'd circle. At Senior Director, behind-the-scenes is a quiet alarm.

And then there's the word that changes the whole reading: Strategic. Somebody sees it. Paired with Underleveraged and Capable, a different read surfaces - there's a leader in here who could operate higher, and the room knows it, and the room is watching that capacity sit unused.

So here's the composite. Raters see a reliable, thorough, steady operator who is close to the work, protective of it, and almost certainly capable of more than the role currently asks. The capacity is visible. The deployment isn't.

Three-Layer Comparison

Self-Perception vs Outside Reality

The alignment is strong and it matters. Reliable, Thorough, Steady - your top words and theirs are nearly the same list. You know what you're known for, and you're right. That accuracy is currency. It means when you decide to change perception, you'll be working with a clear baseline instead of a fantasy.

Now the divergences, and they cut both ways. You said Indispensable. The room didn't use that word - but they used its cousins: Hands-on, Behind-the-scenes, Protective. That's the same trait seen from the outside. You experience it as being essential. They experience it as you being in the machinery. Same behavior, and neither of you is calling it leadership.

You said Demanding. Not one rater echoed it. That's worth sitting with. Either your high bar lands softer than you think, or people are describing the experience of being around you in gentler terms - protective, dependable - than the word you'd use for yourself. The 40% read here is reassuring: demanding is not the thing people lead with when they describe you. Your sharp edge isn't dominating the picture. That's good news you should protect, not test.

The biggest divergence runs the other direction. You did not put Strategic, Underleveraged, or Capable anywhere in your five. Someone in your circle did. The room sees headroom you didn't claim for yourself. You're underselling the exact thing that gets you to the next level.

Altitude vs Outside Reality

Senior Director wants judgment under ambiguity, influence without authority, developing leaders, and narrative skill. Hold the rater words against that list.

Strategic and Capable are the only two words pointing at that altitude, and they sit alongside Underleveraged - which is the room's way of saying the strategic capacity exists but isn't being spent at the right level. That's not a deficit read. It's a deployment read. The raw material is there.

But the weight of the rater pool sits at current altitude or below it. Hands-on, Behind-the-scenes, Protective, Dependable, Thorough - these describe a Director executing a Director's job well. None of them describe someone already operating like a Senior Director. The room isn't yet seeing you do the next level's work. They're seeing you do this level's work, thoroughly, with capacity in reserve.

So the readiness check returns a split verdict. The potential is visible. The Senior Director behaviors - influence across functions, leaders you've built, narrative in the senior room - aren't showing up in how people describe you yet. That's the work, and it's specific.

Self-Perception vs Altitude

Here's where your own words give you away. Four of your five describe execution. None reach for what Senior Director demands. You're describing the Director you already are with precision - not the Senior Director you're trying to become.

The room actually sees more headroom than you've claimed for yourself. They named strategic. You didn't. That's the rare 360 where the outside view is more ambitious about you than your own.

That's a gift and a warning. The warning: if you keep preparing for the level you're at - more reliability, more thoroughness, more being indispensable - you'll deepen the operator identity exactly when you need to shed parts of it. The gift: people are ready to see you bigger before you've claimed it. Claim it.

The Biggest Gap

The gap is the distance between Underleveraged and what you choose to do about it.

The room already sees a strategic, capable leader operating below their ceiling - close to the work, behind the scenes, protective of it. You see a reliable operator who needs to keep being reliable. Both views agree on what you are. They disagree on what's possible. And right now, your view is the one holding you in place.

Close that gap by stepping out from behind the scenes and putting the strategic capacity where people can see it work - in front of senior rooms, across functions, in the development of someone else. The capacity isn't the problem. The deployment is. People are already telling you it's wasted. Believe them faster than you'd naturally believe them.

The Work From Here

The conversation this week. Sit down with whoever owns your forward path - your manager - and say plainly: "I'm hearing that I'm underleveraged. I want to take on the strategic, cross-functional work, and I want to hand off some of what I'm currently indispensable on. What would you put in front of me?" You've earned the right to that conversation with years of reliability. Spend the credibility now. Don't wait to be recognized - that's the trap at this level, and behind-the-scenes is the symptom.

The behavior for 30 days. Step into visibility on purpose. Once a week, take a piece of your team's work into a room where senior people are, and frame it - not the status, the why. What it means for the enterprise, where it's headed, what decision it forces. Behind-the-scenes is the word to retire, and the only way to retire it is to be in front of the scenes, narrating. Thirty days of that builds the narrative muscle your self-portrait is missing.

The question to ask a rater. Ask someone who knows your work: "When you think about where I'd add the most value a level up, what am I doing now that you'd want me to stop doing - and what do you wish I'd start?" That question gets at the underleveraged read directly. It surfaces what they see being wasted, and it tells you which of your indispensable holdings is the first one to hand off. Listen for the thing they name that you'd never have given up on your own. That's your starting point.

— *Don*