



Don Eash Coaching

# INFLUENCE 360

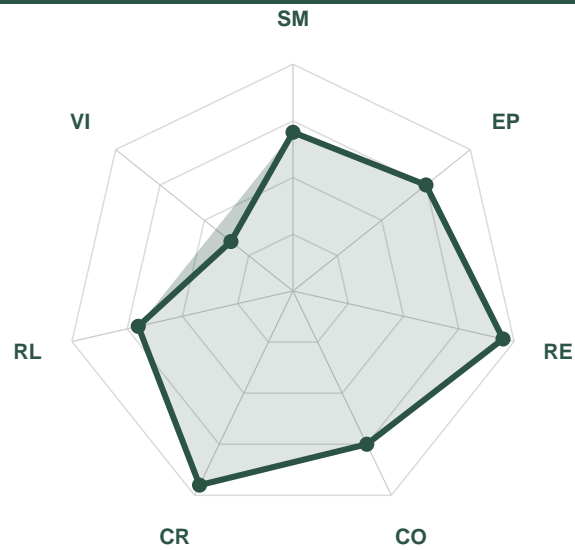
THE RIGHT ALTITUDE · INFLUENCE SERIES

Influence Shape Report

**Jordan Hale**

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## YOUR INFLUENCE SHAPE



| DIMENSION                       | SCORE | RANGE      |
|---------------------------------|-------|------------|
| Self-Management (Dim 1 of 7)    | 14/20 | Functional |
| Executive Presence (Dim 2 of 7) | 15/20 | Functional |
| Results (Dim 3 of 7)            | 19/20 | Strong     |
| Communication (Dim 4 of 7)      | 15/20 | Functional |
| Credibility (Dim 5 of 7)        | 19/20 | Strong     |
| Relationships (Dim 6 of 7)      | 14/20 | Functional |
| Visibility (Dim 7 of 7)         | 7/20  | Gap        |

**Total: 103/140 (74%)**

**Strongest: Results (19/20)**

**Biggest Gap: Visibility (7/20)**

## 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 Engine

You are the person organizations run on. Results at 19, Credibility at 19 — that combination is rare, and it means people trust you with the hardest problems and you deliver. Your track record is real. The work is real. The follow-through is real. What's missing is the signal that broadcasts any of it beyond the people who already know you.

The trap is this: because the work speaks for itself inside your immediate circle, you've concluded it speaks for itself everywhere. It doesn't. The rooms where your next opportunity gets decided often don't include anyone who has watched you work. Visibility at 7 out of 20 isn't modesty — it's a structural gap. The people who could advocate for you, sponsor you, or position you for what's next don't have enough of a picture to do it.

This pattern costs leaders the most at the exact moment they've earned the most. You are not underperforming. You are under-seen. And the longer the gap between your output and your visibility, the more likely it is that someone doing slightly less work — but showing it more — gets the call you should have gotten.

#### THE COST

The specific cost isn't abstract. Right now, someone in your organization is being considered for a stretch assignment, a promotion, or a visible project — and your name isn't in the conversation. Not because you aren't qualified. Because the person doing the deciding doesn't have enough data on you to make the case. Your Results and Credibility scores say you've earned it. Your Visibility score says no one is saying so out loud.

## YOUR STRONGEST DIMENSION

### Results — 19/20

#### THE ADVANTAGE

A 19 on Results means you are the person leaders come back to. Not because you manage up well, but because things get done when you're attached to them. That kind of reliability builds organizational gravity over time — people route problems to you, trust you with priority work, and use your name when they need certainty. That is real currency.

#### THE RISK

The risk is that Results becomes the thing you hide behind. When you know you can outperform the conversation, you stop having the conversation. You let the output substitute for the relationship, the visibility, the direct communication that a broader influence requires. High Results with low Visibility creates a ceiling — you become indispensable at your current level without ever signaling readiness for the next one.

#### PROTECT IT

Keep delivering, but start attaching your name to the delivery more deliberately. When a project lands well, say so — clearly, without apology, to the people who need to know. Results without attribution is charity. Your strength is real; make sure the people with decision-making authority can trace it back to you.

## DIMENSION-BY-DIMENSION ANALYSIS

### Self-Management — Dimension 1 of 7

#### 14/20 · Functional

Self-Management at 14 (Functional, Dim 1 of 7) means you're generally steady — but there are conditions that pull you off your footing. The pattern in your individual responses suggests the gap shows up under pressure or in high-stakes moments, not in routine work. That distinction matters. It means your Self-Management is situational, not chronic — which is both easier to address and more dangerous to ignore, because it tends to surface precisely when the stakes are highest.

Where this intersects with Visibility: the moments you most need to show up with clarity and composure — a senior room, a cross-functional conversation where your work is being evaluated — are the same moments where a regulation gap makes you pull back or come across as less assured than you are. Self-Management doesn't operate in isolation here. It's the internal governor on whether your presence expands or contracts when it counts most.

#### WHAT YOUR RATERS WILL LIKELY REVEAL

*When your raters score this dimension, watch for whether they see the same patterns you flagged — or different ones entirely. Self-management is the dimension where the gap between self-perception and rater perception tends to be widest, because the moments where regulation breaks down are the same moments where self-awareness breaks down. Your raters see the impact of your reactions in ways you can't from inside them.*

### Executive Presence — Dimension 2 of 7

#### 15/20 · Functional

Executive Presence at 15 (Functional, Dim 2 of 7) is close to Strong — and that proximity matters. You likely read well in familiar contexts. The challenge is consistency across contexts where you're less comfortable or less known. Presence isn't only about bearing or vocabulary; it's about the confidence signal you send when you walk into a room where the power dynamics are unclear or the audience doesn't already trust you.

Your Credibility and Results scores give you strong material to work with — the substance is there. The functional gap in Presence suggests the packaging doesn't always match the product. As Visibility becomes more intentional, Presence will need to carry more weight. That's a solvable gap, but it requires you to rehearse the discomfort of being seen, not just being effective.

#### WHAT YOUR RATERS WILL LIKELY REVEAL

*Your raters will score how you show up — not how you intend to show up. Presence is the dimension most affected by audience and context, so pay attention to whether different rater categories experience your presence differently. A gap between how your boss rates your presence and how your peers do is one of the most common — and most useful — patterns in 360 data.*

## Results — Dimension 3 of 7

19/20 · Strong

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Results at 19 (Strong, Dim 3 of 7) is your clearest differentiator and your most consistent asset. This isn't about effort or intention — it's about execution. Your scores indicate that you're connected to what actually matters to the organization, that your team delivers, and that you know how to close things. That combination is harder to find than most organizations admit.

The interaction to watch is between Results and Communication. At 15, Communication is functional — meaning you likely deliver the right outcome but don't always frame it in a way that lands with maximum clarity for the people above you. The results exist. The narrative around those results is thinner than it should be. Closing that gap is how you convert a strong execution reputation into a visible leadership brand.

### WHAT YOUR RATERS WILL LIKELY REVEAL

*Your raters will tell you whether your output is landing or just happening. The most common discovery here is a visibility gap disguised as a results gap — you're delivering, but your raters don't see the full picture. If your self-score ends up higher than your rater average on this dimension, the question isn't whether your results are real. It's whether they're reaching the right audiences.*

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## Communication — Dimension 4 of 7

15/20 · Functional

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Communication at 15 (Functional, Dim 4 of 7) means you can do it — but there's friction somewhere in the chain. Your responses suggest you know what you want to say; the gap is more likely in how often you say it, or in whether you say the hard thing at the moment it needs to be said rather than after the window has passed. Functional communicators rarely go wrong — they just don't go as far as they could.

For Jordan, this dimension connects directly to Visibility. The ability to communicate your work, your perspective, and your judgment clearly — to people outside your immediate circle — is the mechanism by which Visibility improves. You can't separate them. Better Communication doesn't mean more talking. It means being more deliberate about when to speak, what to say, and who needs to hear it.

### WHAT YOUR RATERS WILL LIKELY REVEAL

*Communication is the most common blind spot in 360 data. Most leaders rate their own communication two to three points higher than their raters do — not because they're poor communicators, but because they're counting the intention while their raters are counting the impact. When your 360 data arrives, the gap between your self-score and your rater average on this dimension will likely be some of the most useful data in the entire report.*

## Credibility — Dimension 5 of 7

19/20 · Strong

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Credibility at 19 (Strong, Dim 5 of 7) is the other pillar of your profile. People trust you because you do what you say you'll do. Your judgment is sound, your follow-through is visible, and your consistency has built a track record that holds up under scrutiny. That is the kind of trust that takes years to build and survives most setbacks.

The key interaction here is between Credibility and Relationships. High Credibility without deep Relationships means you are trusted transactionally — people bring you problems and rely on your execution — but may not feel invested in your career or your growth. That's a subtle but real distinction at the senior level, where sponsorship requires someone to care about your trajectory, not just respect your work.

### WHAT YOUR RATERS WILL LIKELY REVEAL

*Credibility is the dimension your raters are least likely to give you direct feedback on — nobody says 'I don't fully trust your judgment' to your face. That makes the 360 data on this dimension especially valuable. Watch for whether your credibility scores vary by rater category — trusted by your boss but not your peers, or trusted by your direct reports but not your stakeholders — because that pattern tells you exactly where the credibility work needs to happen.*

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## Relationships — Dimension 6 of 7

14/20 · Functional

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Relationships at 14 (Functional, Dim 6 of 7) suggests your connections are present but thin. You have working relationships — people know you, respect you, collaborate with you. What's likely missing is the depth that turns a colleague into an advocate. The individual responses here point to lower investment in the connective tissue of those relationships — the check-ins, the direct curiosity about what someone else is working through, the conversations that don't have a task attached.

At your level, Relationships and Visibility are tightly linked. People can't advocate for you if they don't know you well enough to tell your story. And you can't build visibility in rooms you've never been in without someone who's already there opening the door. Deepening two or three key relationships is a higher-return move than broadening your network right now.

### WHAT YOUR RATERS WILL LIKELY REVEAL

*Relationships is the dimension where self-perception and rater perception are often furthest apart — not because leaders overstate their connections, but because the experience of a relationship looks different from each side. You may feel close to someone who experiences you as transactional. When your rater data arrives, the gap on this dimension is worth more attention than the absolute number.*

## Visibility — Dimension 7 of 7

### 7/20 · Gap

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Visibility at 7 (Gap, Dim 7 of 7) is the single most consequential number in your profile — not because it erases the strengths above it, but because it contains them. Your scores on Results and Credibility represent real assets that are currently circulating in a very small radius. The individual question responses tell the story directly: you are not being seen by senior leaders outside your chain, you are not proactively creating moments of exposure, and your work is not being framed in ways that travel beyond the people already watching.

This isn't a personality critique. Some of the most effective leaders are private and direct and uncomfortable with self-promotion — and that's fine. Visibility is not performance. It's signal management. The gap here means that the organization's picture of Jordan Hale is incomplete. And incomplete pictures get passed over, not because of what they show, but because of what they don't.

### WHAT YOUR RATERS WILL LIKELY REVEAL

*Your raters will tell you whether you're as visible as you think you are — and the answer is almost always less. Visibility is the dimension most leaders overestimate, because they're counting the moments when they felt visible while their raters are counting the moments when they actually noticed. If your raters score this lower than you do, the gap isn't about effort. It's about whether your visibility practices are reaching the right audiences consistently.*

## WHAT CHANGES WHEN YOUR RATERS COMPLETE

What you're reading now is your self-assessment — how you think you're showing up across the seven dimensions of influence. It's useful, but it's half the picture. The other half comes from the people around you.

When your raters complete their assessments, your report expands significantly. You'll see self-versus-rater comparisons for every dimension, blind spot flags where your self-score exceeds your rater average by three or more points, category-level breakdowns showing how your boss, peers, and direct reports experience you differently, cross-category pattern analysis identifying where you're investing your best energy and where you're on autopilot, and rater-informed coaching insights tailored to the specific gaps between your intention and their experience.

The 360 data doesn't replace your self-assessment — it pressure-tests it. The dimensions where your scores align with your raters' tell you where your self-awareness is strong. The dimensions where they diverge tell you where the most important development work is waiting.

## HOW YOUR GAPS COMPOUND

Your three biggest gaps — Visibility, Self-Management, and Relationships — 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 + Self-Management

When Self-Management is situational and Visibility is already low, the result is a pattern where the moments that could build exposure — a high-pressure meeting, a cross-functional presentation, a senior-level conversation — become moments where you hold back or pull inward. You avoid the visibility opportunity because the emotional cost of performing under scrutiny feels too high. And because you avoid it, the gap doesn't close. The compounding effect is avoidance disguised as humility: you tell yourself you're not the type to self-promote, when what's actually happening is that the regulation cost of high-visibility moments is steering your choices.

### Visibility + Relationships

Visibility requires someone to carry your name into a room you're not in. Relationships at 14 means the people who know you well enough to do that are few, and they may not be the right people. Without depth in your relationships, you can't build the informal sponsorship network that Visibility depends on. You end up invisible not because no one respects you, but because the people who respect you don't have the access, the context, or the investment in your career to advocate actively. Low Visibility and functional Relationships create a closed loop — you stay known only where you're already known.

### Self-Management + Relationships

Relationships deepen through the moments when you're less guarded — when you share what's difficult, admit where you're uncertain, or stay in a hard conversation long enough for it to become real. A Self-Management gap can close that door. When regulation is harder under pressure, the natural response is to keep relationships at a managed, professional distance — enough warmth to function, not enough vulnerability to invest. This keeps Relationships functional rather than deep, and deep is what sponsors and allies require.

## 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. "When my name comes up in conversations I'm not part of — around projects, opportunities, or decisions — what do people actually know about the work I do and how I think?"
2. "Is there a room I should be in, or a leader I should have a relationship with, where I'm currently not on the radar — and what's your honest read on why that is?"

## Self-Management

3. "In the moments where I seem to pull back or go quiet — what does that look like from your seat, and what do you think I'm responding to?"
4. "When the pressure goes up in a meeting or a decision, do I come across as more certain or less certain — and has that ever changed how you or others read me?"

## Relationships

5. "Do you feel like you know what I'm working toward, beyond the current role — and if not, what's your sense of why we haven't had that conversation?"
6. "If you were asked to describe who I am as a leader — not just what I deliver, but how I show up for people — what would you say, and what would you leave out?"

## 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

## Put Your Name on the Work — Out Loud — Visibility (7/20)

### PHASE 1: WEEKS 1-4

This week: Identify one piece of work your team completed in the last 30 days that had real organizational impact. Write a two-paragraph summary of what was done, what it produced, and why it mattered — in plain language, no jargon. Then send it to one senior leader outside your direct chain with this note: 'Wanted to share a quick update on something my team delivered recently — I think it connects to what you're working on in [relevant area].' That's it. One email, one leader, this week.

### PHASE 2: MONTHS 2-3

Weeks 2-4: Repeat the send with two additional senior leaders, adjusting the connection point for each person's focus. By the end of week 4, you should have three senior leaders outside your chain who have received direct, substantive communication from you about your team's work. Track who responds. Those responses are your starting list for deeper Relationships work in Priority 3.

### 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.

## PRIORITY 2

### Map the Trigger, Change the Response — Self-Management (14/20)

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#### PHASE 1: WEEKS 1-4

This week: Identify the one recurring situation where you feel your composure or confidence drop — a specific meeting type, a specific person, a specific kind of ask. Write it down in one sentence. Then write the response you default to (pulling back, going quiet, over-preparing, deflecting). You're not fixing it yet — you're naming it precisely. Naming the pattern with that level of specificity is the first move, and most leaders skip it.

#### PHASE 2: MONTHS 2-3

Weeks 2-4: For the situation you named, design one concrete intervention for the next time it occurs. If you go quiet in senior meetings, commit to one spoken contribution per meeting — even a question. If you over-prepare to manage anxiety, cap your prep time and use the rest to rehearse what you'll say rather than what you know. Run the intervention at least twice before the end of week 4. After each instance, write one sentence: what happened, and what it cost or gained you.

#### 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.

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## PRIORITY 3

### Convert Respect Into Investment — Relationships (14/20)

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#### PHASE 1: WEEKS 1-4

This week: Pick one colleague — someone who respects your work but doesn't know much about your trajectory or your goals. Schedule 30 minutes with them. In that conversation, ask one direct question: 'What do you think I should be focused on to be more effective at the next level?' Don't defend, don't redirect, don't pivot to their answer with a reciprocal question. Just listen and take notes. The goal is to signal investment in the relationship without a transactional agenda.

#### PHASE 2: MONTHS 2-3

Weeks 2-4: Have the same kind of conversation with two more people — at least one of whom is at a level above yours. In each conversation, find one specific way to follow up within a week: share something relevant to what they said, make an introduction, or reference their input in a future interaction. By week 4, you should have three relationships where the other person has direct evidence that you were paying attention.

#### 90-DAY MILESTONE

At 90 days: you should be able to name five people who would advocate for you without being asked — and you should have evidence from the last quarter that at least two of them have. If you can't, the relationship depth isn't there yet.

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.