



Don Eash Coaching

COACHED 360

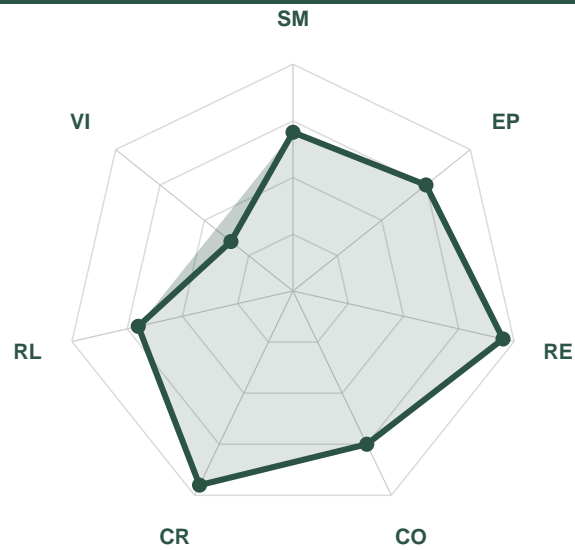
THE RIGHT ALTITUDE · INFLUENCE SERIES

Influence Shape Report

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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 deliver. Consistently, credibly, at a level most people in your organization can't match. Jordan, your Results score of 19 and Credibility score of 19 paint a picture of someone who has built real trust through real output — not politics, not positioning, not self-promotion. You are the person leaders point to when they need something done, and you have never let them down. That track record is rare.

THE COST

The trap is this: the engine keeps running, but nobody outside the room knows who's driving it. Your Visibility score of 7 isn't a small gap — it's the gap that makes everything else invisible. At 103 total, you are not underperforming. You are underexposed. And in most organizations, those two things eventually produce the same outcome: someone else gets the opportunity you earned.

YOUR STRONGEST DIMENSION

Results — 19/20

THE ADVANTAGE

A Results score of 19 means you are one of the most reliable people in your orbit. You connect your work to what the organization actually needs — not just activity, not just effort. People trust you to finish what you start, deliver what you promise, and figure out the parts that weren't mapped. That kind of reliability builds a specific type of currency that takes years to earn and is almost impossible to fake.

THE RISK

The risk is that Results becomes your entire identity — and your entire strategy. When your output is strong enough, you stop needing to advocate for yourself, build relationships outside your immediate lane, or make your work visible. The work speaks for itself, until the day it doesn't. That day usually arrives when a promotion decision is made by people who don't know your name.

PROTECT IT

Keep your Results sharp by staying connected to why the work matters at the organizational level — not just your team's level. The leaders who sustain high Results over time do it by raising the ceiling, not just clearing the current bar. That means investing in the people around you, communicating what you're building and why, and letting others share the win visibly — even when you did the heavy lifting.

DIMENSION-BY-DIMENSION ANALYSIS

Self-Management — Dimension 1 of 7

14/20 · Functional

Self-Management at 14/20 (Dim 1 of 7) is functional — you're managing well enough to operate at a high level. But the Q1–Q4 answers (4, 3, 4, 3) suggest some inconsistency. There are moments where the gap between trigger and response closes faster than you'd like, particularly under pressure or when the stakes are high. At a 19 Results level, that pressure is frequent.

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 15/20 (Dim 2 of 7) is your second-highest functional score. You show up in a way that signals competence and steadiness. The questions in this dimension scored consistently — 4, 4, 4, 3 — which tells me your presence is reliable but not yet differentiated. You read as capable. The question is whether you read as a leader others want to follow into the next level.

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

Results at 19/20 (Dim 3 of 7) is the defining dimension of this profile. The Q9–Q12 answers (5, 5, 4, 5) are some of the highest in the assessment. You are not just performing — you are connected to organizational priorities at a level that most contributors your level haven't reached yet. This is not small.

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.

Communication — Dimension 4 of 7

15/20 - Functional

Communication at 15/20 (Dim 4 of 7) is functional and close to the top of that range. The answers (4, 3, 4, 4) suggest you can say the hard thing — but there may be moments where you soften the edge or wait longer than the situation calls for. At your Results level, clear and direct communication is the tool that extends your impact beyond your immediate team.

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

Credibility at 19/20 (Dim 5 of 7) is your other anchor score, matching Results almost exactly. The Q17–Q20 answers (5, 4, 5, 5) show someone who follows through, holds consistent judgment, and is seen as reliable across multiple contexts. People trust what you say because you've earned that trust through what you've done.

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.

Relationships — Dimension 6 of 7

14/20 · Functional

Relationships at 14/20 (Dim 6 of 7) is functional, but the Q21–Q24 answers (4, 3, 4, 3) suggest the connections outside your core work are shallower than the ones inside it. You likely have strong working relationships with the people you deliver results alongside — and less investment in the relationships that don't have an immediate transactional payoff.

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

Visibility at 7/20 (Dim 7 of 7) is the defining gap in this profile — and the Q25–Q28 answers (2, 2, 1, 2) make the picture clear. This isn't a mild underinvestment. You are functionally invisible at the levels and in the rooms where your future gets decided. You know it. The score confirms it.

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 inconsistent and Visibility is low, the combination creates a pattern of strategic withdrawal. It feels like focus. It reads, from the outside, as unavailability. You stay in your lane — because your lane is where you're confident, where the pressure is manageable, where the outcomes are predictable. But every time you choose the work over the room, Visibility stays flat. And the Self-Management work that would help you hold your composure in higher-stakes, higher-visibility situations never gets practiced. The two gaps reinforce each other quietly.

Visibility + Relationships

Low Visibility and underdeveloped Relationships outside your core team create a career that is respected but not sponsored. The people who could open a door, name you in a meeting, or advocate for your next move — they don't know you well enough to do it with conviction. And because you're not investing in those relationships, they don't know your work at the level that would make the advocacy specific and credible. The result isn't animosity. It's absence. And absence doesn't get promoted.

Self-Management + Relationships

The relationship between Self-Management and Relationships is more subtle — but it shows up in the quality of connection. When internal pressure is high and regulation is inconsistent, the natural pull is toward transactional interactions: get in, handle the task, get out. Deep relationships require a different kind of attention — one that's harder to access when you're managing your own internal state. The people who know you well may get the full version of you. The ones who don't know you yet get the busy, slightly guarded version. That's the version that doesn't build trust fast enough.

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 decisions are being made about roles or opportunities at my level, am I a name that comes up — and if not, what's missing from how I'm showing up outside my immediate team?"
2. "Is there a specific room or conversation where you think I should be present that I'm currently not in?"

Self-Management

3. "Are there moments when my reaction to pressure or challenge reads differently than I intend — and what does that look like from where you sit?"
4. "When something goes sideways on a project, do I come across as steady and clear, or do you notice me pulling back or tightening up in ways that affect the team?"

Relationships

5. "Do you think the people outside our immediate team who influence decisions about my future know my work well enough to advocate for me specifically — or just generally?"
6. "Is there someone I should be investing more time in that I've been too heads-down to prioritize?"

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 One Thing This Week That Reaches Past Your Lane — Visibility (7/20)

PHASE 1: WEEKS 1-4

This week: Identify one piece of work — a result, a decision, a project update — that has landed in the last 30 days and that someone above your direct manager does not know about. Send a single, short message to that person. Not a brag. A brief, direct connection: 'Wanted to close the loop on [X] — we completed it last week. [One-sentence result]. Happy to share more if useful.' That's it. One message. One result. One name who now knows yours.

PHASE 2: MONTHS 2-3

Weeks 2-4: Schedule two conversations with people outside your immediate team — one peer in an adjacent function, one leader at least one level above you. Frame each as a short check-in: 'I've been heads-down on [X] and realized I haven't connected with you in a while.' The goal is not to report your results — it's to be present in their field of view. By the end of week 4, three people who influence decisions about your future should have heard your voice and seen your name in the last 30 days.

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 That Sends You Inward — Self-Management (14/20)

PHASE 1: WEEKS 1-4

This week: Identify the specific situation — not a general theme, but the actual recurring scenario — where your response doesn't match the moment. Is it a meeting where you feel undervalued? A challenge to your work from someone with less context? A high-stakes deadline that shifts? Name it. Write one sentence that describes it. Then write what you typically do in the first 60 seconds. That map is where the work starts.

PHASE 2: MONTHS 2-3

Weeks 2-4: With the pattern named, practice one interruption. When the trigger shows up, introduce a deliberate pause before your default response — 5 seconds, a written note, stepping out briefly if context allows. The goal by week 4 is to have used the pause at least three times and to notice whether the response that follows is different. It doesn't have to be perfect. It has to be conscious.

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.

PRIORITY 3

Invest in One Relationship That Has No Immediate Payoff — Relationships (14/20)

PHASE 1: WEEKS 1-4

This week: Pick one person in your organization who has influence over your future and with whom your relationship is surface-level. Not an enemy — just someone you've never gone deeper with. Send a direct, brief message: 'I've been meaning to connect with you on [something specific to their work or a shared challenge]. Would you be open to 20 minutes sometime in the next two weeks?' One ask. Make it about them first.

PHASE 2: MONTHS 2-3

Weeks 2-4: Have the conversation. Come with one real question about their work, their priorities, or something they're navigating. Listen more than you report. After the conversation, follow up within 48 hours with one concrete connection — an article, a relevant observation, a brief note on something they mentioned. By the end of week 4, this relationship should be one conversation deeper than it was. That's the whole goal for now.

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.

COACH'S ANALYSIS

Jordan, 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

Your self-scores put Visibility at 7 out of 20 — the floor of your profile — while Results and Credibility sit at 19. Your raters don't see a 7. They score your Visibility high, because they watch you deliver and assume the room knows. The room doesn't, because you never tell it. The gap between your 7 and their read is the whole engagement.

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.

Coaching Priorities

First: separate claiming from self-promotion in your own head. Second: pick the lowest-risk room to practice the one-sentence claim. Third: build one advocate who speaks for you in rooms you're not in — right now you have none.

What I'd Watch For

When the discomfort of claiming shows up, you'll reach for the old move: do more, say less, let the work speak. Notice that reach. That's the pattern keeping Visibility at 7.

— Don