



Don Eash Coaching

# FLIGHT TEST

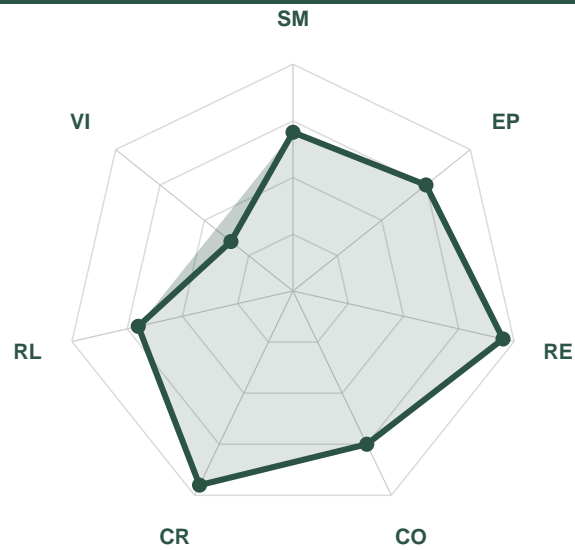
THE RIGHT ALTITUDE · INFLUENCE SERIES

Influence Shape Report

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June 1, 2026

## 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)**

## YOUR ARCHETYPE

### The Invisible Engine

You are the person who makes things happen — and almost no one above you knows it. Your Results score (19/20) and Credibility score (19/20) tell a clear story: you deliver, you follow through, and the people close to you trust you completely. You are not someone who overpromises or underperforms. You are the engine in the room — quiet, consistent, essential.

#### THE COST

The specific career cost here is concrete: the next significant opportunity — a promotion, a high-visibility project, a seat at a strategic table — is most likely going to someone whose work is less consistent than yours, but whose name is more present. You will not lose because you underperformed. You will lose because you were invisible at the moment someone was looking.

## DIMENSION-BY-DIMENSION ANALYSIS

### Self-Management — Dimension 1 of 7

**14/20 · Functional**

Self-Management (Dim 1 of 7) at 14/20 is functional — you are not derailing in obvious ways. But a closer read of your individual answers shows some unevenness. The pattern here is likely one of controlled tension: you manage the surface well, but there are moments — under pressure, in high-stakes conversations — where something leaks. A reaction that runs slightly longer than it should, a withdrawal that reads as disengagement. Not crisis behavior. But visible enough to register.

### Executive Presence — Dimension 2 of 7

**15/20 · Functional**

Executive Presence (Dim 2 of 7) at 15/20 is a real asset. At this score, you are reading the room, calibrating your signal, and showing up with credibility in most contexts. The question is not whether you have presence — you do. The question is whether your presence is being seen by the right people, in the right rooms.

## Results — Dimension 3 of 7

**19/20 · Strong**

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Results (Dim 3 of 7) at 19/20 is your clearest differentiator in this profile. This is not someone who has fluked a high score — the answer pattern across this dimension is consistent and high-conviction. You know how to define what success looks like, align your team to it, and close the loop. That is rarer than organizations tend to admit.

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## Communication — Dimension 4 of 7

**15/20 · Functional**

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Communication (Dim 4 of 7) at 15/20 is solid. You can articulate your thinking, handle difficult conversations, and deliver a clear message when it matters. The score at Q16 (3/5) suggests some inconsistency — there are moments where the message softens, qualifies, or loses its edge at the moment it most needs to land.

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## Credibility — Dimension 5 of 7

**19/20 · Strong**

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Credibility (Dim 5 of 7) at 19/20 is a foundation everything else in this profile depends on. People who work with you closely do not question your judgment, your follow-through, or your consistency. That is not a small thing — it is the reason your influence works at all within your current orbit.

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## Relationships — Dimension 6 of 7

**14/20 · Functional**

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Relationships (Dim 6 of 7) at 14/20 is functional — you maintain connections, you are not burning bridges, and people generally like working with you. But the answer pattern, particularly at Q22 and Q24, points to something more transactional than invested. The relationships are maintained. They are not particularly deepened.

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## Visibility — Dimension 7 of 7

**7/20 · Gap**

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Visibility (Dim 7 of 7) at 7/20 is the defining gap in this profile. The individual answers here — Q25 at 2, Q26 at 2, Q27 at 1, Q28 at 2 — are not a borderline score. This is a clear and consistent pattern: the right people do not know your name, your work, or your impact at the level needed for your career to move. This is not about self-promotion in the way that phrase often lands. It is about whether the people shaping your future have enough signal to act on.

## HOW YOUR GAPS COMPOUND

Your three biggest gaps 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 Visibility is low and Self-Management has uneven moments, the combination creates a specific kind of ceiling: you rarely get in the rooms where your reputation could expand, and on the occasions you do, a moment of visible tension or reaction can become the defining data point for someone who had limited prior exposure to you. The people who know you well discount those moments — they have context. The people who only see you occasionally don't. One meeting where you appear reactive or tightly wound can outweigh months of strong delivery for someone who wasn't watching the delivery.

### Visibility + Relationships

Low visibility and shallow relationships create a compounding silence. You are not in the rooms. And the people who might carry your name into those rooms don't feel the kind of investment in you that motivates advocacy. Sponsors and champions don't emerge from admiration alone — they emerge from relationships where there is real reciprocity and depth. Without both visibility and relationship depth, your career advancement depends almost entirely on your direct manager's willingness to surface you. That is a single point of failure.

### Self-Management + Relationships

When Self-Management has rough edges and Relationships are kept at a functional distance, the pattern that emerges is one of a leader who is respected but not fully trusted on a personal level. People around you may sense that you keep a lid on something — that there is a version of you that does not fully show up in the room. That perception, whether accurate or not, keeps relationships transactional. Depth in relationships requires some visible ease, some moments of candor, some evidence that you are not performing composure. That kind of openness is harder to access when Self-Management is still doing a lot of suppression work.

## YOUR FLIGHT PLAN

### PRIORITY 1

### Put One Piece of Your Work in Front of One Senior Leader This Week — Visibility (7/20)

#### PHASE 1: THIS WEEK

This week, identify one piece of completed work — a project, a decision, a result — and send a single, direct message to one person above your current level who should know about it but likely doesn't. Not a report. Not a deck. One paragraph: what you did, what it produced, and why it connects to something they care about. Use this frame: 'Wanted to flag a quick win from [project] — we [specific result], which directly supports [organizational goal]. Happy to walk through the approach if useful.' Send it. Once. This week.

## PHASE 2: WEEKS 2–4

Over weeks 2–4, establish one recurring visibility touchpoint — a brief monthly update to the same senior leader, or a standing slot in a cross-functional meeting where your work is surfaced. Track whether you have had at least one direct interaction per week with someone outside your immediate team. By the end of week 4, you should be able to name three people above or adjacent to your current level who have received direct signal from you in the last 30 days.

## PRIORITY 2

### Map Your Trigger Pattern Before It Maps You — Self-Management (14/20)

#### PHASE 1: THIS WEEK

This week, identify the one specific context that most reliably produces a reaction you later wish you had managed differently. Not a general category — a specific situation. A particular type of meeting. A particular kind of challenge. A specific person. Write it down. Then write the exact response you default to and the one you want to default to instead. This is not a journaling exercise — it is a targeting exercise. You cannot regulate what you have not precisely named.

#### PHASE 2: WEEKS 2–4

In weeks 2–4, use that named trigger as a pre-brief before high-stakes moments. Before the meeting, the conversation, or the situation that typically activates you, take 90 seconds to set your intended response. After each instance, note one thing: did you close the gap between trigger and response, even slightly? By the end of week 4, you should have at least three documented instances where you chose the response rather than defaulted to it.

## PRIORITY 3

### Convert One Transactional Connection Into an Invested One — Relationships (14/20)

#### PHASE 1: THIS WEEK

This week, identify one person — a peer, a cross-functional colleague, someone whose work intersects with yours — whose relationship with you has stayed functional but not deepened. Reach out with one specific, non-task-related message. Not a check-in for the sake of checking in — something real: a specific observation about their work, a challenge you think they are better positioned to navigate than most, or a direct question about something they are working through. Use this opener: 'I've been thinking about [specific thing you've observed about their work] — I'd value 20 minutes to hear your perspective on it.' The ask is real. The interest is real.

#### PHASE 2: WEEKS 2–4

Over weeks 2–4, repeat this with two more people. By the end of the month, you should have had three conversations that went meaningfully beyond task coordination. After each one, note one thing you learned about that person that you did not know before. Relationships deepen through specific knowledge — not frequency of contact. Track the specifics, not the count.

## 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. 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 you think about the senior leaders in this organization who are making decisions about next-level roles or high-priority projects, how often does my name come up — and what do they associate it with?"
2. "Is there a gap between what you know about my work and what others at your level or above know? If so, what's driving that gap?"

### Self-Management

3. "When I'm in a high-pressure conversation or a challenging meeting, what do you notice about how I show up — and is there a specific pattern you think I should be aware of?"
4. "Have there been moments where my reaction to something — a challenge, a setback, a disagreement — affected how others in the room perceived my readiness or steadiness? What did that look like?"

### Relationships

5. "Do you think the people who work alongside me — peers, cross-functional partners — feel invested in my success, or do they mostly respect the work without feeling personally connected to it?"
6. "Is there someone in this organization who I should have a deeper relationship with but don't — someone whose absence from my network is costing me in ways I might not see?"

*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.*

— Don