

LEADERSHIP ASSESSMENT

Modified 360 Leader Report

Prepared for

Jordan Ellis

May 4, 2026

A qualitative view of leadership impact,
strengths, and opportunities for growth.

Background & Objectives

A global organization is committed to the development and growth of its leaders. In their effort to deliver on this commitment, they have asked SHIFT Coaching + Consulting to conduct a Modified 360-Leader Analysis on key leaders to ascertain management acumen, best practices, and overall effectiveness with their teams. These findings will be used to build a stronger leadership culture across the organization through management and coaching best practices.

This Modified 360-Leader Analysis is specifically written for Jordan Ellis. Through this analysis, we will explore and uncover the perceived and actual strengths / growth opportunities that exist according to Jordan's leaders, peers, and direct reports. The insights drawn from this analysis reveal not only strengths and opportunities for Jordan, but also provide a coaching roadmap for her to elevate her leadership ability and enhance both Management IQ and EQ across the team she leads.

THE PURPOSE

Turn candid feedback into a practical roadmap for greater leadership impact.

Approach

Qualitative interviews guided by the Executive Presence Model

This 360 was conducted through a qualitative lens by Lane Byrum (Director of Corporate Accounts and Executive Coach at SHIFT). 30-minute interviews were conducted with the following individuals including a battery of questions based on the Executive Presence Model.

PEOPLE INTERVIEWED BY LANE BYRUM

Participant 01

Participant 07

Participant 02

Participant 08

Participant 03

Participant 09

Participant 04

Participant 10

Participant 05

Participant 11

Participant 06

Participant 12

12

**individual perspectives
combined into one leadership view**

Interview Questions

Various laddering techniques were used in each area based on initial responses for clarity and depth.

- 01 What's it like to be on the other side of Jordan? When they walk into a room, what is that experience like for you?
- 02 How would you describe Jordan's communication style?
- 03 How is Jordan at building trust in relationships?
- 04 How is Jordan at developing people and delegating to those people?
- 05 How does Jordan manage conflict?
- 06 How does Jordan deal with change in the organization?
- 07 What is one thing that Jordan doesn't know about him/herself that everyone else knows?
- 08 What are the 3-5 things that you would like to see Jordan work on improving that would have the biggest impact on the organization or on you personally?
- 09 What questions didn't I ask that I should have?

Executive Summary

Jordan is widely recognized as an exceptionally capable and highly trusted leader, bringing a rare combination of intellectual strength, deep technical expertise, and the ability to consistently deliver results in complex environments. She is often relied upon in high-stakes situations where clarity, precision, and strong judgment are required.

At the same time, as Jordan continues to operate at increasingly senior levels, her overall effectiveness will be shaped not only by the quality of her thinking, but by how that thinking is communicated and experienced by others. The feedback in this report highlights a meaningful opportunity to expand her impact by translating her expertise in a more accessible way, creating greater space for collaboration, and ensuring her pace and delivery bring others along in the process.

With these adjustments, Jordan is well positioned to further elevate her influence and operate at the next level of leadership within the organization.

The insights below reflect consistent themes observed across multiple perspectives and are intended to support Jordan in expanding her already strong impact.

Jordan's Top 10 Strengths

1–3 of 10

S1. Exceptional Intellectual Capability

Jordan is consistently described as one of the most intellectually capable individuals in the organization, with an ability to quickly process complex information and connect ideas across domains.

"She is usually the smartest person in the room."

"Her ability to connect ideas across topics is exceptional."

"She processes things faster than most people can keep up with."

S2. Deep Technical Expertise

She brings unmatched depth in her areas of expertise, with a level of knowledge that positions her as a go-to resource for complex, high-stakes challenges.

"No one in the company can beat her technical knowledge."

"She's like an encyclopedia when it comes to these topics."

"If it's complex, she's the person you want involved."

S3. Strong Judgment and Decision-Making

Jordan demonstrates a consistent ability to arrive at the right outcomes, even in ambiguous or highly complex situations.

"Even when I don't fully understand it, I trust that she's right."

"She gets to the right outcome almost every time."

"Her judgment is very strong, especially in complex situations."

Jordan's Top 10 Strengths

4–6 of 10

S4. High Trust and Credibility

Colleagues trust her expertise and intentions, often relying on her input to ensure decisions are sound and well-informed.

"People rely on her to make sure things are done the right way."

"There's a high level of trust in her expertise."

"If she's involved, you feel confident in the outcome."

S5. Drives Outcomes in Complex Environments

She is highly effective in navigating complexity and driving progress, particularly in transformation, regulatory, or cross-functional initiatives.

"She knows how to move things forward, even in very complex situations."

"She's a problem solver in high-pressure environments."

"When things are difficult, she's the one who can get it done."

S6. Change Leadership Capability

Jordan is seen as a strong driver of change, with the ability to understand evolving landscapes and move initiatives forward with confidence.

"She's very strong when it comes to driving change."

"She understands what's coming and adapts quickly."

"She brings the right people together to move things forward."

Jordan's Top 10 Strengths

7-8 of 10

S7. Empowering Delegation Style

She demonstrates trust in her team by assuming competence and providing autonomy, which allows individuals to take ownership and grow.

"She assumes you're capable and lets you do your job."

"She doesn't micromanage, which is empowering."

"You feel trusted to take ownership of your work."

S8. Commitment to Talent Development

Jordan invests in developing her team, creating opportunities for growth and encouraging individuals to expand their capabilities.

"She genuinely cares about developing her team."

"She creates opportunities for people to grow."

"You learn a lot working with her."

Jordan's Top 10 Strengths

9-10 of 10

S9. High Standards and Accountability

She sets a high bar for performance and holds both herself and others accountable to delivering quality outcomes.

"She has very high standards, and she expects the same from others."

"She pushes people to deliver their best work."

"There's a strong sense of accountability around her."

S10. Strong Work Ethic and Discipline

Her consistency, preparation, and commitment to excellence set a strong example and contribute to her effectiveness as a leader.

"She is incredibly disciplined in how she works."

"She is always prepared and on top of things."

"Her work ethic really stands out."

Jordan's Greatest Challenges and Growth Opportunities

1–3 of 5 themes

G1. Translate Complexity into Clear, Accessible Communication

Jordan's depth of expertise is a significant strength. There is an opportunity to increase her impact by consistently translating complex ideas into clear, concise, and accessible communication that can be easily understood across a range of audiences.

"Sometimes it can be difficult to follow because there is so much detail."

"She has the knowledge, but simplifying it for others would make it even more effective."

"Not everyone is at the same level of understanding, and adjusting for that would help a lot."

G2. Create Space for Broader Contribution

Jordan brings strong ideas and direction to discussions. Expanding the space for others to contribute their perspectives can further strengthen collaboration, increase engagement, and enhance the overall quality of outcomes.

"There are times where others may hesitate to speak up."

"Giving more room for different perspectives would make discussions even stronger."

"Sometimes people are waiting for the right moment to contribute, but it can be hard to find that space."

G3. Calibrate Pace and Delivery to the Audience

Jordan's speed of thinking and communication allows her to move quickly toward solutions. Adjusting the pace and delivery to match the audience can help ensure that others are able to stay engaged, follow the conversation, and contribute effectively.

"She moves very quickly, and it can be hard to keep up at times."

"Slowing things down just slightly would help bring others along."

"The pace is high, which is great, but not everyone processes at the same speed."

Jordan's Greatest Challenges and Growth Opportunities

4–5 of 5 themes

G4. Balance Conviction with Curiosity in Discussions

Jordan brings strong conviction and clarity to her thinking. Continuing to balance that conviction with visible curiosity for alternative perspectives can strengthen alignment, encourage dialogue, and ensure all viewpoints are considered.

"She has a clear point of view, which is valuable."

"There is an opportunity to explore other perspectives a bit more before landing on a direction."

"Creating more back-and-forth in discussions could strengthen outcomes even further."

G5. Increase Awareness of Interpersonal Impact

Jordan is deeply focused on achieving the right outcomes. Increasing awareness of how her communication and delivery are experienced by others can further strengthen relationships, build engagement, and enhance her overall leadership impact.

"The intent is always to get to the right answer."

"Sometimes the delivery can land differently depending on the person."

"A bit more awareness of how messages are received would go a long way."

Understanding Jordan's Natural Leadership Style

Jordan is an Enneagram 1: The Reformer

Ones are conscientious and ethical, with a strong sense of right and wrong. They are teachers, crusaders, and advocates for change: always striving to improve things, but afraid of making a mistake. Well-organized, orderly, and fastidious, they try to maintain high standards, but can slip into being critical and perfectionistic. They typically have problems with resentment and impatience. At their Best: wise, discerning, realistic, and noble. Can be morally heroic.

BASIC FEAR

Being corrupt, evil, or defective.

BASIC DESIRE

To be good, to have integrity.

ONE WITH A TWO WING

"The Advocate"

Key Motivations

Want to be right, to strive higher and improve everything, to be consistent with their ideals, to justify themselves, to be beyond criticism so as not to be condemned by anyone.

TYPE 1 THE REFORMER

Perfectionists: principled, objective, ethical, hardworking, structured, reliable, conscientious, quality minded

Motivation: The need to perfect themselves, others around them and the world.

Healthy: They are improvers and reformers. They have an eye for how to make things better, more effective, developed, stronger.

Unhealthy: They can become micromanagers, perfectionists, procrastinators, rigid, self-critical and critical of others.

DO

- Ask them to look over things that are in DRAFT form and look for opportunities to improve.
- Ask them how you can improve on projects.
- Give them deadlines: As perfectionists, their work is never good enough and they tend to be really hard on themselves.
- Be direct and concise in feedback - (not passive aggressive), implied criticism is taken as personally as direct criticism, but it's harder to resolve.
- Find ways to help them feel in control of the outcome.
- Remind them of the impact their having on the organization with their superpower of improvement.

DON'T

- Don't criticize a 1 in public.
- Don't ask them to build things from scratch.
- Don't let them re-do other people's work.
- Don't let them check and recheck their work over and over again because in their world it's never done.
- Don't use language that suggests right and wrong.
- Don't be surprised if frustration or anger erupts.

Jordan's Coaching Map

Expanding Impact Through Others

Jordan's capability and results are already well established. The focus of coaching will be on expanding her ability to deliver that same level of impact through others by refining how her ideas are communicated, received, and acted upon.

PRIORITY 01

Clarity and Communication

OBJECTIVE

Increase effectiveness by translating complex ideas into clear, structured communication that can be understood across audiences.

FOCUS AREAS

- Distill key messages before sharing (What matters most?)
- Lead with the conclusion, then provide supporting detail
- Reduce volume of information in initial communication

PRACTICAL TOOLS

- "Headline First" approach: Start with the key point in one sentence before adding detail
- "3-point structure": Limit initial communication to 3 key ideas
- Pause and check for understanding: "Does that make sense so far?"

PRIORITY 02

Creating Space for Others

OBJECTIVE

Strengthen collaboration and engagement by increasing opportunities for others to contribute.

FOCUS AREAS

- Be intentional about airtime in meetings
- Invite perspectives before finalizing direction
- Recognize when to step back to allow others forward

PRACTICAL TOOLS

- "Last to speak" rule in key discussions
- Direct invitations: "I'd like to hear your perspective first"
- Track airtime awareness (Am I speaking more than others?)

Jordan's Coaching Map

Expanding Impact Through Others

PRIORITY 03

Pacing and Presence

OBJECTIVE

Ensure others can follow, engage, and contribute by aligning communication pace with the audience.

FOCUS AREAS

- Slow down delivery in complex discussions
- Break ideas into smaller, digestible parts
- Observe real-time signals (confusion, silence, hesitation)

PRACTICAL TOOLS

- Intentional pauses (2–3 seconds) before responding
- Ask: “Should I go deeper here or stay high-level?”
- Watch for non-verbal cues (or silence on calls)

PRIORITY 04

Curiosity in Dialogue

OBJECTIVE

Enhance alignment and decision quality by incorporating broader perspectives before finalizing direction.

FOCUS AREAS

- Balance strong opinions with active inquiry
- Explore alternative approaches before deciding
- Demonstrate visible listening

PRACTICAL TOOLS

- “What am I missing?” question in discussions
- Reflect back: “What I’m hearing is...”
- Consider at least one alternative before locking direction

Jordan's Coaching Map

Expanding Impact Through Others

PRIORITY 05

Awareness of Impact

OBJECTIVE

Strengthen leadership effectiveness by aligning intent with how communication is experienced by others.

FOCUS AREAS

- Recognize how tone and delivery influence engagement
- Increase awareness of how different individuals respond
- Build real-time adjustment capability

PRACTICAL TOOLS

- End-of-meeting reflection:
 - Did people contribute?
 - Did I bring others along?
- Identify a trusted feedback partner for ongoing input
- Simple check-ins: "How did that land?"