

LEADERSHIP KPI

- ● **Key**
- ● **Polarity**
- ● **Indicator**

READING YOUR
RESULTS

HOW TO READ YOUR RESULTS

Your results indicate how often you demonstrate the behaviors likely to get the benefits or overuses associated with the pole of a polarity.

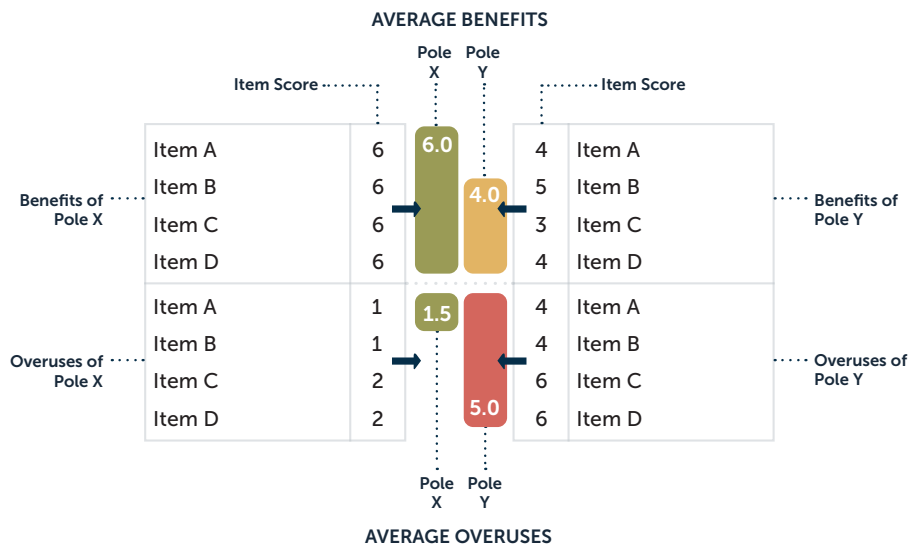
When taking the assessment, you (and others if you participated in a 360) were asked to rate how often you demonstrate behaviors described by each of the assessment items.



These items correspond to the benefits and overuses of the poles of the six key leadership polarities.

Scores of the four individual items in each benefit and overuse are combined for an average score in that quadrant represented by the bars in the middle.

A dash in place of a number [-] means there was no data for that item. In those cases, averages are calculated using only the items that received responses.



A central focus of the KPI are the bars representing the average benefits and average overuses of each pole.

A good rule of thumb:
Benefits—the more, the better.
Overuses—the less, the better.

EXAMPLES OF SOME COMBINATIONS

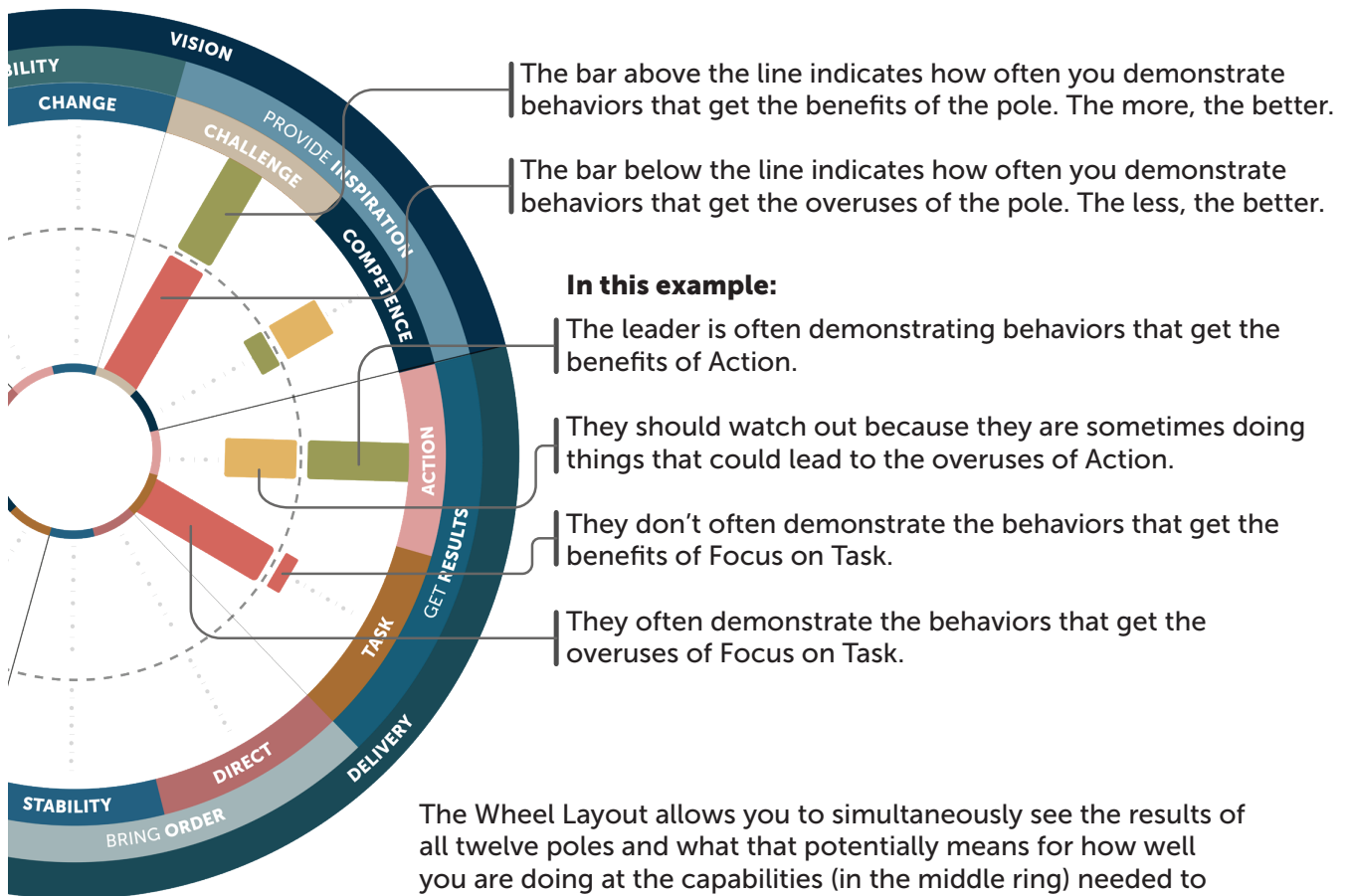


THE THREE SELF-ASSESSMENT RESULTS LAYOUTS

Your self-assessment results are presented in three different layouts. The data is the same in all three, it is simply represented differently to help make sense of the results in different ways.

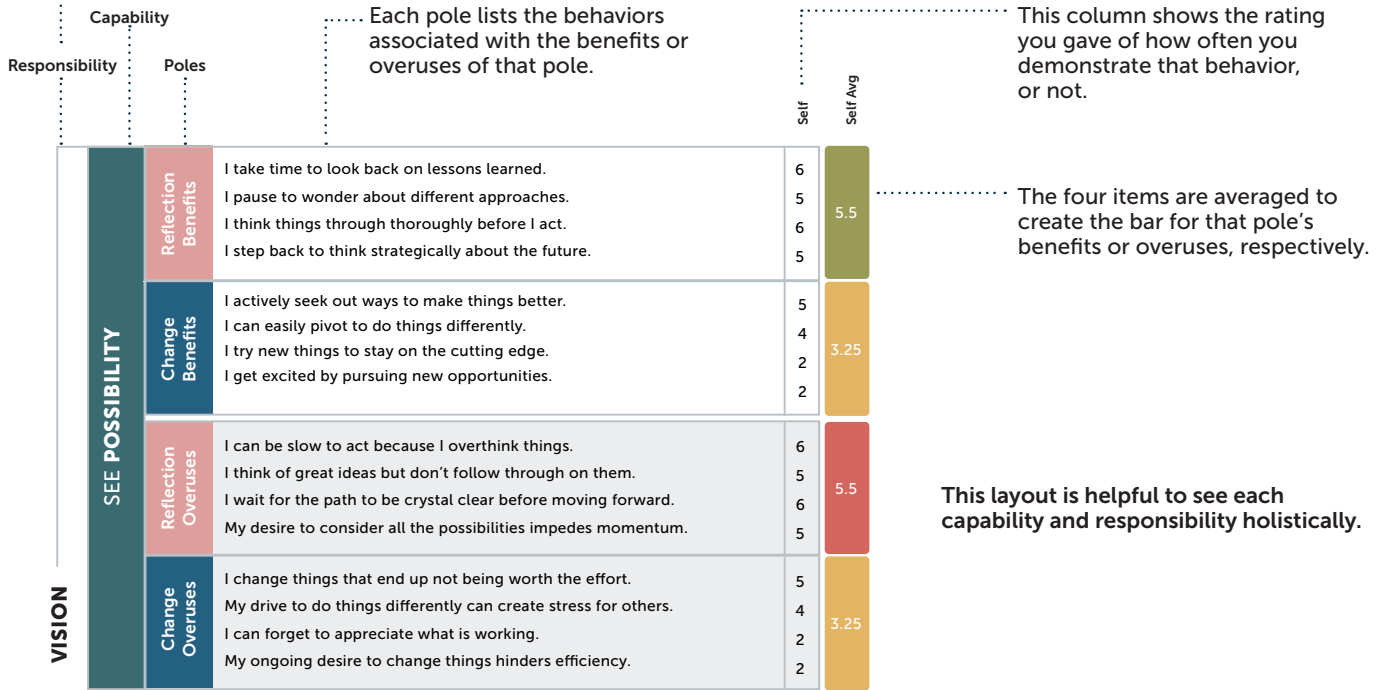
THE WHEEL LAYOUT

The first layout shows the bars for each of the poles in the center ring of the wheel. The bars work in the same way described on previous page. **Benefits—the more the better.** **Overuses—the less the better.**



THE RESPONSIBILITY LAYOUT

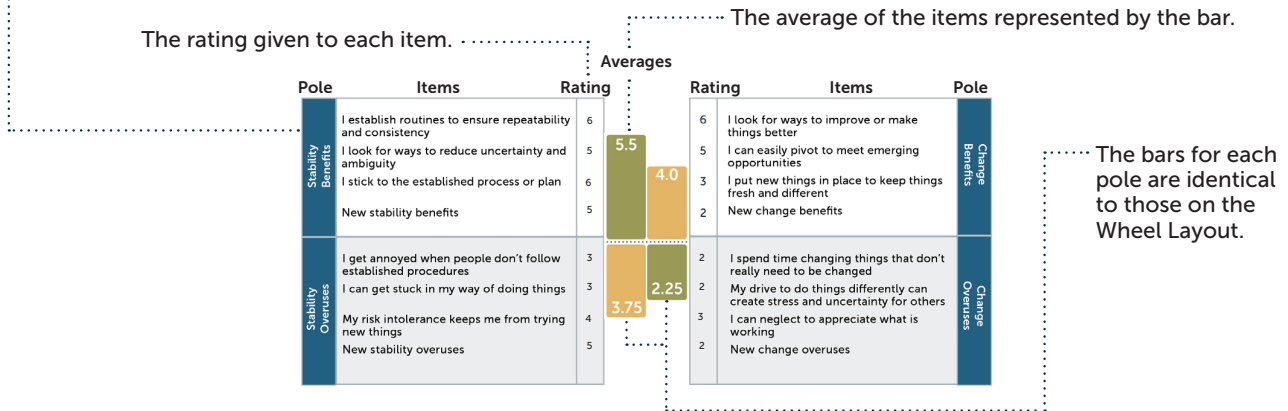
The Responsibility Layout takes each of the three Responsibilities of the outer ring and lays them out on individual pages along with their corresponding Capabilities and Poles.



THE POLARITY LAYOUT

The final layout of the self-assessment report brings each of the poles back together with its interdependent pair. All of the items and ratings in this layout are the same as previous layouts – they are simply presented differently here to make different sense of the data.

Behaviors associated with the benefits and overuses of each pole.



This layout shows how well you are navigating each of the polarities. It is helpful for identifying your preferred pole of a polarity and better understanding how you show up based on those preferences.

THE THREE 360 RESULTS LAYOUTS

Your 360 results contain three layouts similar to those in the self-assessment results. The data is the same in all three layouts, it is simply represented differently to help make sense of the results in different ways.

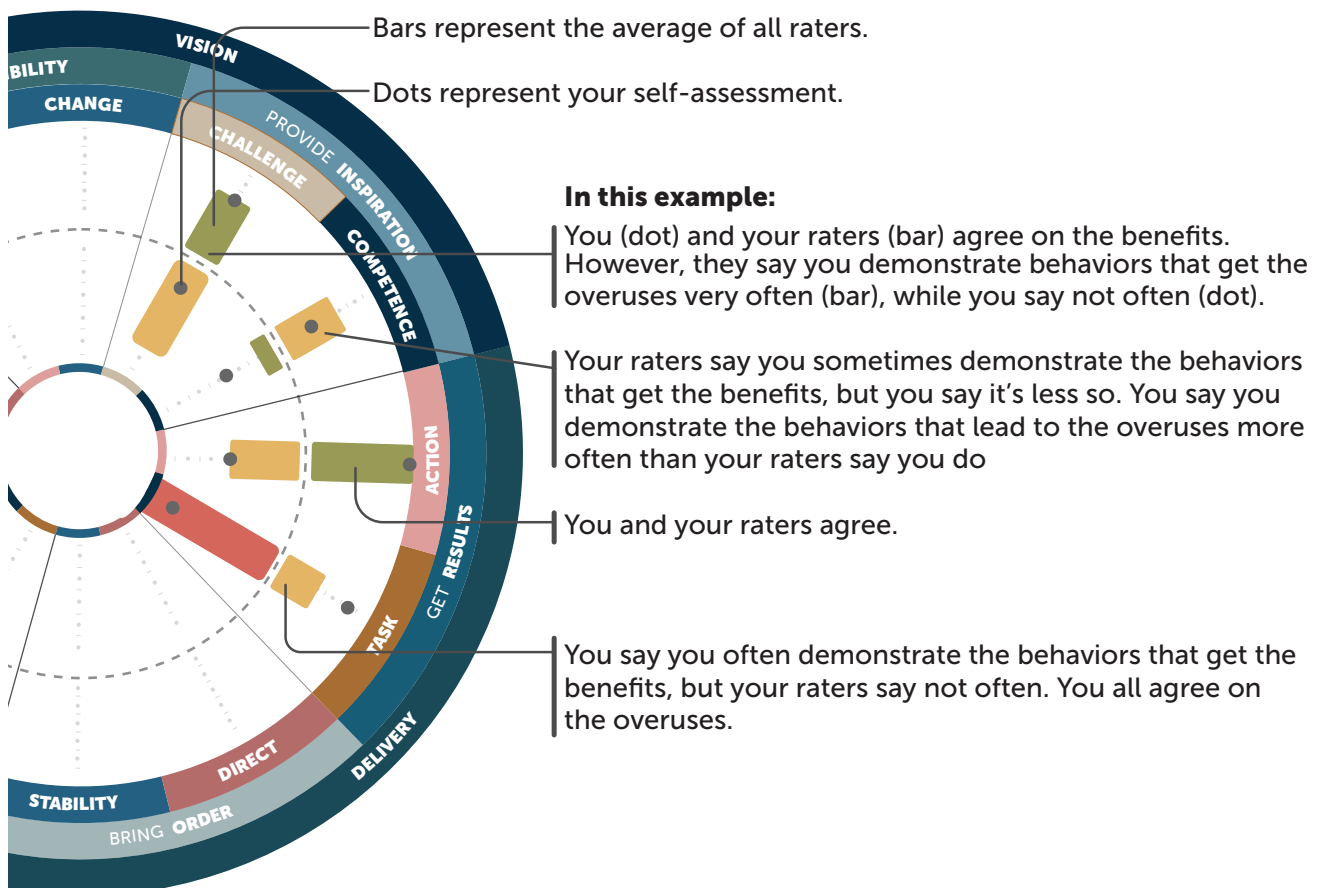
For 360 results, with the exception of Manager, all scores for a particular rater group are the average of the responses from the people in that group. In order to show a score, a rater group must have had two or more people from that group respond—this helps protect confidentiality.

Scores attributed to All Raters do not include your self-assessment scores.

THE 360 WHEEL LAYOUT

The 360-Wheel Layout contains bars that represent the average of All Raters. The dots on the bars indicate how you rated yourself in each of the areas. This allows you to see where your self-assessment aligns to, and differs from, that of your raters.

EXAMPLE WHEEL



THE 360 RESPONSIBILITY LAYOUT

The 360 Responsibility Layout reads exactly like the one in the self-assessment with additional data from each of the different rater groups – Manager, Peers, People I Lead, Stakeholders, and Average of All Raters.

The Responsibility Layout takes each of the three Responsibilities of the outer ring and lays them out on individual pages along with their corresponding Capabilities and Poles.

Each pole lists the behaviors associated with the benefits or overuses of that pole.

Responsibility	Capability	Poles		Self	Self Avg	All Raters	All Raters Avg	Manager	Peers	People I Lead	Stakeholders
VISION	Reflection Benefits	I take time to look back on lessons learned. I pause to wonder about different approaches. I think things through thoroughly before I act. I step back to think strategically about the future.	6	5.5	5.75	5.25	5.25	5.25	5.25	5.25	5.25
			5		5						
			6		4.75						
			5		5.5						
	Change Benefits	I actively seek out ways to make things better. I can easily pivot to do things differently. I try new things to stay on the cutting edge. I get excited by pursuing new opportunities.	5	3.25	3.3	3.25	3.25	3.25	3.25	3.25	3.25
			4		2.5						
			2		3.75						
			2		3.25						
	Reflection Overuses	I can be slow to act because I overthink things. I think of great ideas but don't follow through on them. I wait for the path to be crystal clear before moving forward. My desire to consider all the possibilities impedes momentum.	6	5.5	5	5.25	5.25	5.25	5.25	5.25	5.25
			5		5.75						
			6		4.75						
			5		5.5						
	Change Overuses	I change things that end up not being worth the effort. My drive to do things differently can create stress for others. I can forget to appreciate what is working. My ongoing desire to change things hinders efficiency.	5	3.25	3	3.25	3.25	3.25	3.25	3.25	3.25
			4		2.5						
			2		3.75						
			2		3.75						

This column shows the average rating given to each item from all rater types.

This column shows the total average of all four statements from all rater types.

THE 360 POLARITY LAYOUT

The 360 Polarity Layout consists of one page for each of the six key leadership polarities. Each of the pages contains a polarity with its respective benefits and overuses along with the averaged item scores and bars for each of the rater groups.

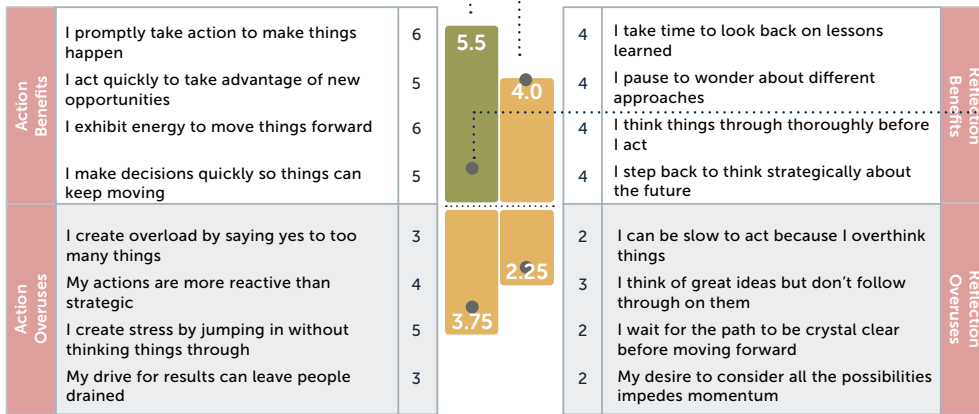
This map at the top of the page includes the average for All Raters.

The average of the four items is represented by the bar.

The average of how All Raters scored the individual items are listed in the corresponding column.

All Raters

● self-assessment



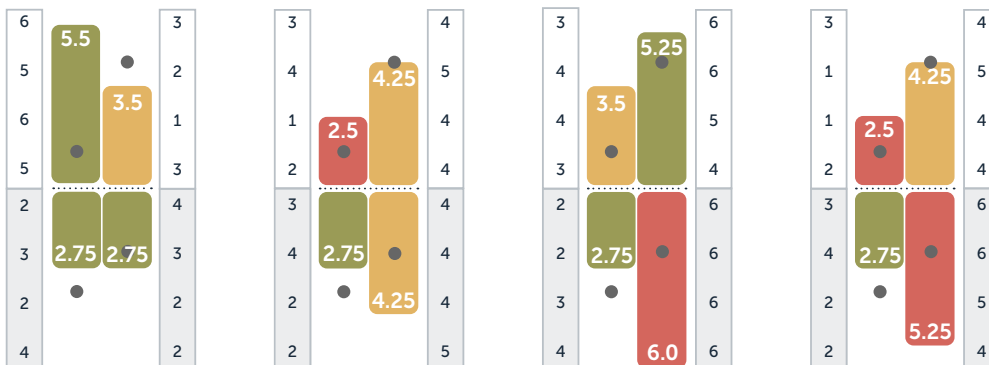
The dots represent your self-assessment scores. To see your rating for individual assessment items refer back to the 360 Responsibility Layout.

Manager

Peers

People I Lead

Stakeholders



The bottom row of figures contains data from each of the different rater groups.

Each of these figures corresponds to the benefits and overuses in the visual at the top of the page. You can imagine inserting the entire figure into the center of the visual at the top to see how that rater group evaluated you on this specific polarity.

Item scores in the columns represent the average of the ratings given to that item by all members of the rater group.