

LEADERSHIP KPI 360

- ● Key
- ● Polarity
- ● Indicator

Client Name
360 Report

Organization Name
Month Year

Administered by:
KPI Practitioner Name





Navigating polarities is a vital competency in today's complex world. Knowing how to harness the creative tension in competing values by holding a "Both/And" mindset, heartset, and skillset supports us to be wiser in the midst of complexity, braver to ask different questions in a polarized world, and more effective when leading transformation. Most importantly, it enables us to see ourselves and others more fully - increasing our capacity to live and lead with greater consciousness, courage, and compassion.

The Key Polarity Indicator™ (KPI) helps individuals and teams deepen their awareness and better understand their relationship to six key polarities that commonly show up in life and leadership. This powerful tool helps people explore and unlock these polarities in order to increase their effectiveness for the good of their clients, their families, their organizations, and ultimately themselves.

This report contains your survey feedback. We hope by taking a look at how you see yourself through these six polarities, you are affirmed in who you are, inspired to expand your perspective, and thrilled to know you don't have to be less of yourself as you make your impact on the world.

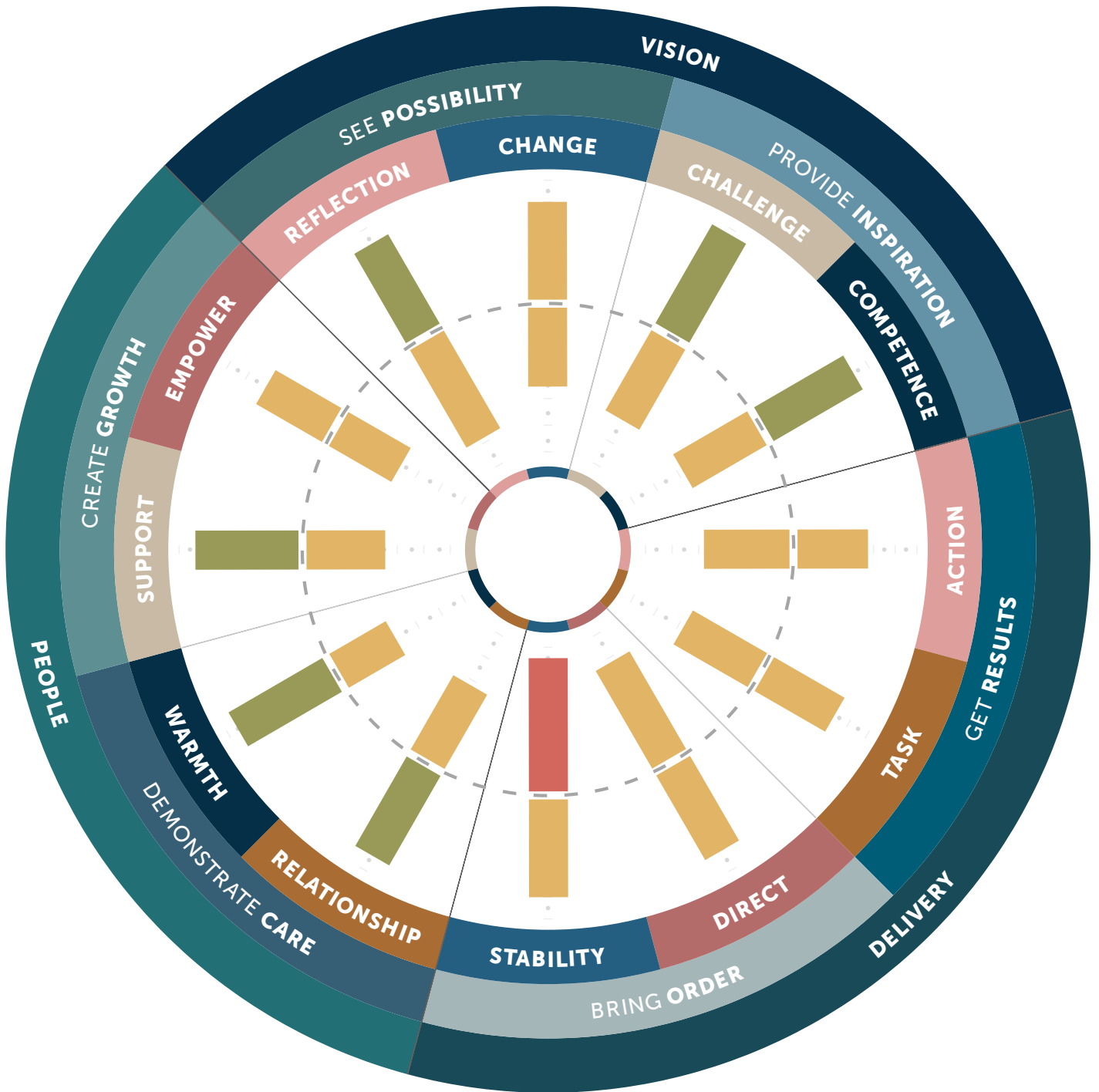


SELF RESULTS

LEADERSHIP KPI 360

SELF-ASSESSMENT

CLIENT NAME





VISION



VISION

SEE POSSIBILITY	Reflection Benefits	I take time to look back on lessons learned	4	4.75
		I pause to wonder about different approaches	5	
		I think things through thoroughly before I act	5	
		I step back to think strategically about the future	5	
	Change Benefits	I actively seek out ways to make things better	6	4.5
		I can easily pivot to do things differently	3	
		I try new things to stay on the cutting edge	4	
	Reflection Overuses	I get excited by pursuing new opportunities	5	4.25
		I can be slow to act because I overthink things	4	
		I think of great ideas but don't follow through on them	5	
		I wait for the path to be crystal clear before moving forward	4	
	Change Overuses	My desire to consider all the possibilities impedes momentum	4	3
		I change things that end up not being worth the effort	2	
		My drive to do things differently can create stress for others	3	
		I can forget to appreciate what is working	5	
	PROVIDE INSPIRATION	Challenge Benefits	My ongoing desire to change things hinders efficiency	2
I set the bar higher than others to motivate exceptional performance			5	
I challenge people to go where they haven't gone before			5	
I actively encourage people to think bigger			6	
Exude Competence Benefits		I engage people in the pursuit of excellence	5	4.75
		I readily share my thoughts and ideas	5	
		I express my knowledge and insight with confidence	5	
Challenge Overuses		I show up strong and compelling	4	3.5
		I am straightforward and tell it as I see it	5	
		I push people too far, too fast	2	
		My drive for excellence can create stress for others	5	
Exude Competence Overuses		I move on to the next thing without taking time to celebrate	3	3.25
		I tire people out because I constantly set such a high bar	4	
		I make my point regardless of other people's feelings	4	
		I ensure people are aware of my expertise and know-how	4	
			I leave little room for other people's ideas	2
	I am hesitant to share my shortcomings		3	



DELIVERY



DELIVERY

GET RESULTS	Action Benefits	I promptly take action to make things happen	3	3.25
		I act quickly to take advantage of new opportunities	3	
		I exhibit energy to move things forward	4	
		I make decisions quickly so things can keep moving	3	
	Task Focus Benefits	I persevere and overcome obstacles to get the job done	4	3.75
		I easily make the hard calls, even when people's emotions are involved	3	
		I move tasks along as quickly as possible	3	
		I push to exceed expectations	5	
	Action Overuses	I create overload by saying yes to too many things	4	3.25
		My actions are more reactive than strategic	2	
		I create stress by jumping in without thinking things through	3	
		My drive for results can leave people drained	4	
	Task Focus Overuses	I can step on people's toes in pursuit of getting the job done	4	3.25
		I treat people's feelings as secondary to the task at hand	3	
		I get so task-focused that I forget to focus on the people	4	
		I can appear uninterested in my relationships with coworkers	2	
BRING ORDER	Direct Benefits	I set well-defined expectations	4	4.5
		I make it clear what direction we'll take	5	
		I monitor progress to keep things on track	4	
		I set boundaries for people to operate within	5	
	Stability Benefits	I establish processes to ensure consistency	5	4.5
		I look for ways to reduce uncertainty	5	
		I follow the established process or plan	4	
		I check to ensure things are working as they should	4	
	Direct Overuses	I can micromanage the process	4	4.25
		I intervene to tell people how I think it should be done	4	
		I can be particular and want things done my way	5	
		I neglect to ask others how they think it should be done	4	
	Stability Overuses	I get bothered when people don't follow established procedures	5	5
		I can get attached to the proven way of doing things	5	
		I can be resistant to new or different approaches	5	
		I am skeptical of proposed improvements	5	

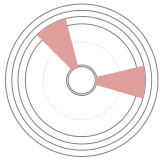


PEOPLE



PEOPLE

PEOPLE	DEMONSTRATE CARE	Relationship Focus Benefits	I am responsive to how people are feeling	5	4.75
			I bring others along in my decisions	5	
			I make it a priority to show people they're valued	5	
			I am tactful and considerate when expressing my ideas	4	
	Exude Warmth Benefits	I share my knowledge and know-how with humility	4	5	
		I actively look for ways to connect with people	6		
		I ask questions to understand people's perspectives	6		
		I am approachable and put others at ease	4		
	Relationship Focus Overuses	My concern for people can slow things down or impede progress	I hesitate before saying 'no' for fear of disappointing others	4	3.25
			I get hindered by worrying about other people's feelings	4	
			I let people slide and delay addressing performance issues	3	
			I let people slide and delay addressing performance issues	2	
	Exude Warmth Overuses	I can be taken advantage of because of my good nature	I undersell my capabilities	2	2.5
			I hesitate to take a stand that might make others uncomfortable	3	
			I neglect to make my point of view known	3	
			I neglect to make my point of view known	2	
PEOPLE	CREATE GROWTH	Support Benefits	I support people as they work through challenges	5	4.75
			I look for ways to build people's confidence	5	
			I intentionally remove obstacles for others to succeed	5	
			I make it safe for people to try new things	4	
	Empower Benefits	I let people figure out their own plans to meet the goal	I am ok giving up control of the process	2	3.5
			I let others know I have confidence in their abilities	3	
			I give people autonomy and freedom	5	
			I give people autonomy and freedom	4	
	Support Overuses	I make it too comfortable for others to fall short	I hesitate asking people to stretch if it makes them uncomfortable	2	3
			I overpraise people's capabilities in an effort to build their confidence	3	
			I rescue people when they struggle to figure something out	3	
			I rescue people when they struggle to figure something out	4	
	Empower Overuses	I can be so hands-off that I leave people guessing	I neglect to provide clear direction	3	2.75
			I can lose touch with how people's work is progressing	3	
			My lack of direction can create inefficiencies	3	
			My lack of direction can create inefficiencies	2	



ACTION :: REFLECTION

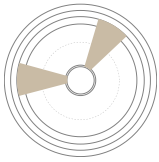


Category	Statement	Target	Actual	Category
Action Benefits	I promptly take action to make things happen	3		Reflection Benefits
	I act quickly to take advantage of new opportunities	3	4.75	
	I exhibit energy to move things forward	4	3.25	
	I make decisions quickly so things can keep moving	3		
Action Overuses	I create overload by saying yes to too many things	4		Reflection Overuses
	My actions are more reactive than strategic	2		
	I create stress by jumping in without thinking things through	3	4.25	
	My drive for results can leave people drained	4		
	I take time to look back on lessons learned	4		
	I pause to wonder about different approaches	5		
	I think things through thoroughly before I act	5		
	I step back to think strategically about the future	5		
	I can be slow to act because I overthink things	4		
	I think of great ideas but don't follow through on them	5		
	I wait for the path to be crystal clear before moving forward	4		
	My desire to consider all the possibilities impedes momentum	4		



STABILITY :: CHANGE

Category	Statement	Target	Actual	Category
Stability Benefits	I establish processes to ensure consistency	5		Change Benefits
	I look for ways to reduce uncertainty	5	4.5	
	I follow the established process or plan	4	4.5	
	I check to ensure things are working as they should	4		
Stability Overuses	I get bothered when people don't follow established procedures	5		Change Overuses
	I can get attached to the proven way of doing things	5	3	
	I can be resistant to new or different approaches	5		
	I am skeptical of proposed improvements	5	5	
	I actively seek out ways to make things better	6		
	I can easily pivot to do things differently	3		
	I try new things to stay on the cutting edge	4		
	I get excited by pursuing new opportunities	5		
	I change things that end up not being worth the effort	2		
	My drive to do things differently can create stress for others	3		
	I can forget to appreciate what is working	5		
	My ongoing desire to change things hinders efficiency	2		



CHALLENGE :: SUPPORT



Category	Statement	Target	Actual	Score	Category
Challenge Benefits	I set the bar higher than others to motivate exceptional performance	5	5.25	5	Support Benefits
	I challenge people to go where they haven't gone before	5	4.75	5	
	I actively encourage people to think bigger	6		5	
	I engage people in the pursuit of excellence	5		4	
Challenge Overuses	I push people too far, too fast	2		2	Support Overuses
	My drive for excellence can create stress for others	5	3.5	3	
	I move on to the next thing without taking time to celebrate	3		3	
	I tire people out because I constantly set such a high bar	4		4	
Support Benefits	I support people as they work through challenges	5		5	Support Benefits
	I look for ways to build people's confidence	5		5	
	I intentionally remove obstacles for others to succeed	5		5	
	I make it safe for people to try new things	4		4	
Support Overuses	I make it too comfortable for others to fall short	2		2	Support Overuses
	I hesitate asking people to stretch if it makes them uncomfortable	3		3	
	I overpraise people's capabilities in an effort to build their confidence	3		3	
	I rescue people when they struggle to figure something out	4		4	



EXUDE COMPETENCE :: EXUDE WARMTH

Category	Statement	Target	Actual	Score	Category
Exude Competence Benefits	I readily share my thoughts and ideas	5	4.75	5	Exude Warmth Benefits
	I express my knowledge and insight with confidence	5		5	
	I show up strong and compelling	4		6	
	I am straightforward and tell it as I see it	5		6	
Exude Competence Overuses	I make my point regardless of other people's feelings	4	3.25	2	Exude Warmth Overuses
	I ensure people are aware of my expertise and know-how	4		3	
	I leave little room for other people's ideas	2		3	
	I am hesitant to share my shortcomings	3		2	
Exude Warmth Benefits	I share my knowledge and know-how with humility	4		4	Exude Warmth Benefits
	I actively look for ways to connect with people	6		6	
	I ask questions to understand people's perspectives	6		6	
	I am approachable and put others at ease	4		4	
Exude Warmth Overuses	I can be taken advantage of because of my good nature	2		2	Exude Warmth Overuses
	I undersell my capabilities	3		3	
	I hesitate to take a stand that might make others uncomfortable	3		3	
	I neglect to make my point of view known	2		2	



TASK FOCUS :: RELATIONSHIP FOCUS



Category	Statement	Rating	Score	Category
Task Focus Benefits	I persevere and overcome obstacles to get the job done	4		Relationship Focus Benefits
	I easily make the hard calls, even when people's emotions are involved	3	3.75	
	I move tasks along as quickly as possible	3	4.75	
	I push to exceed expectations	5		
Task Focus Overuses	I can step on people's toes in pursuit of getting the job done	4	3.25	Relationship Focus Overuses
	I treat people's feelings as secondary to the task at hand	3	3.25	
	I get so task-focused that I forget to focus on the people	4		
	I can appear uninterested in my relationships with coworkers	2		
	I am responsive to how people are feeling	5		
	I bring others along in my decisions	5		
	I make it a priority to show people they're valued	5		
	I am tactful and considerate when expressing my ideas	4		
	My concern for people can slow things down or impede progress	4		
	I hesitate before saying 'no' for fear of disappointing others	4		
	I get hindered by worrying about other people's feelings	3		
	I let people slide and delay addressing performance issues	2		



DIRECT :: EMPOWER

Category	Statement	Rating	Score	Category
Direct Benefits	I set well-defined expectations	4		Empower Benefits
	I make it clear what direction we'll take	5	4.5	
	I monitor progress to keep things on track	4	3.5	
	I set boundaries for people to operate within	5		
Direct Overuses	I can micromanage the process	4	4.25	Empower Overuses
	I intervene to tell people how I think it should be done	4	2.75	
	I can be particular and want things done my way	5		
	I neglect to ask others how they think it should be done	4		
	I let people figure out their own plans to meet the goal	2		
	I am ok giving up control of the process	3		
	I let others know I have confidence in their abilities	5		
	I give people autonomy and freedom	4		
	I can be so hands-off that I leave people guessing	3		
	I neglect to provide clear direction	3		
	I can lose touch with how people's work is progressing	3		
	My lack of direction can create inefficiencies	2		



360 RESULTS

360 RESPONSE SUMMARY

The people you work with have insight into how you lead and interact with others. They have their own experience of your abilities and impact. Feedback from diverse rater groups helps you consider these different perspectives.



	Raters Requested	Responses Received	Responses Reported
SELF	1	1	1
MANAGER	1	1	1
PEERS	3	2	2
PEOPLE I LEAD	3	3	3
STAKEHOLDERS	3	3	3

With the exception of your Manager, the anonymity of other types of raters is protected by combining their responses. In order to show a score, a rater group must have two or more people from that group respond. In cases where only one rater from a group responded, that person's responses are included in the total average but not broken out by rater group.

RATERS:

The following people were asked to complete the survey on your behalf:

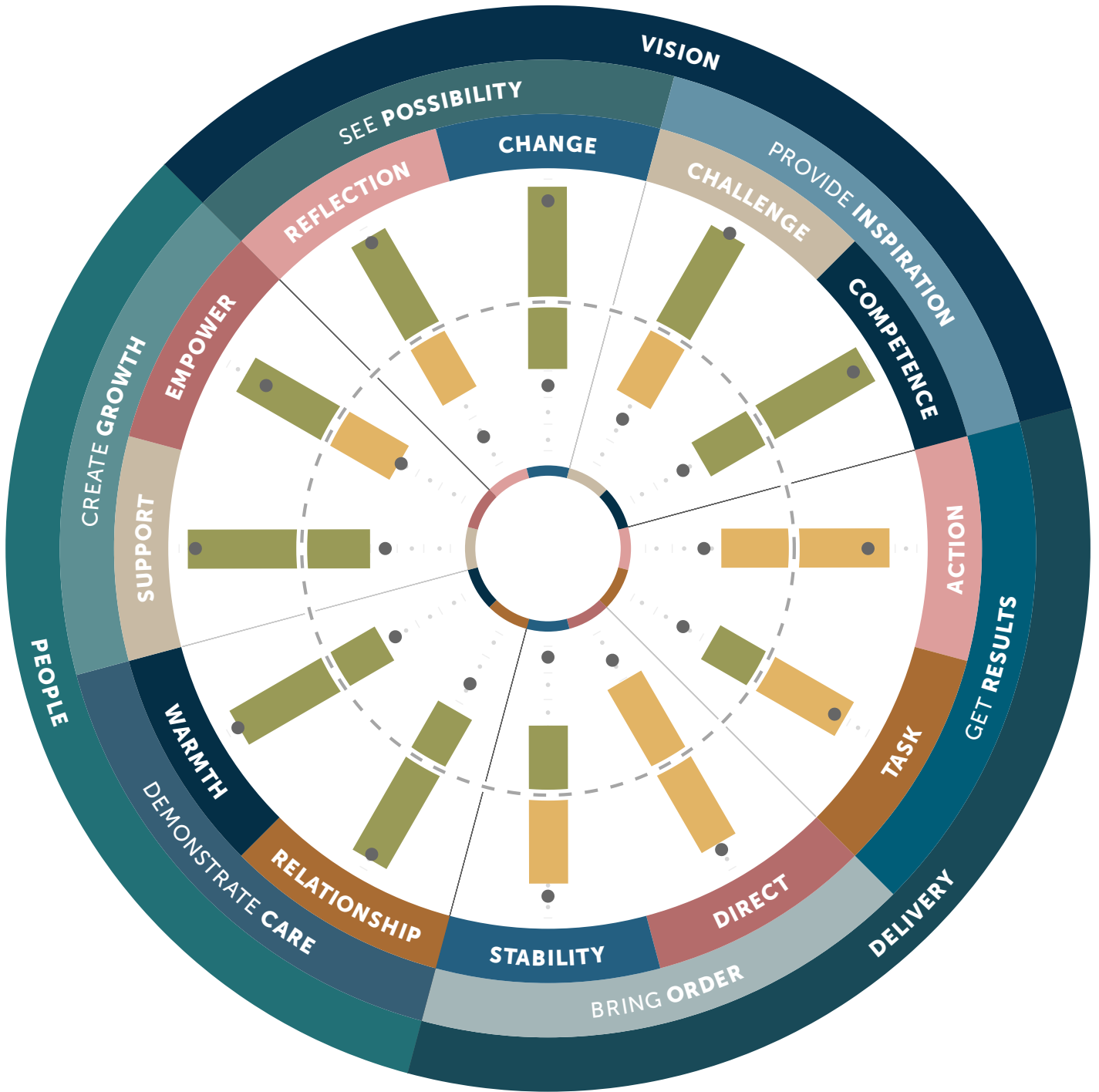
MANAGER	PEERS	PEOPLE I LEAD	STAKEHOLDERS
Manager Name	Peer #1 Name	People I Lead #1 Name	Stakeholder #1 Name
	Peer #2 Name	People I Lead #2 Name	Stakeholder #2 Name
	Peer #3 Name	People I Lead #3 Name	Stakeholder #3 Name

LEADERSHIP KPI 360
360 ASSESSMENT



CLIENT NAME

KEY





VISION



VISION

		Self	Self Avg	All Raters	All Raters Avg	Manager	Peers	People Lead	Stakeholders	
SEE POSSIBILITY	Reflection Benefits	I take time to look back on lessons learned	4		5.17					
		I pause to wonder about different approaches	5	4.75	4.38	5.03	5.75	5.13	5	4.46
		I think things through thoroughly before I act	5		5.22					
		I step back to think strategically about the future	5		5.33					
	Change Benefits	I actively seek out ways to make things better	6		5.22					
		I can easily pivot to do things differently	3	4.5	4.88	5.15	5.75	5.13	5	5.08
		I try new things to stay on the cutting edge	4		5.13					
		I get excited by pursuing new opportunities	5		5.38					
	Reflection Overuses	I can be slow to act because I overthink things	4		2.63					
		I think of great ideas but don't follow through on them	5	4.25	2.88	2.51	2.75	2.13	2.92	2.13
		I wait for the path to be crystal clear before moving forward	4		2.38					
		My desire to consider all the possibilities impedes momentum	4		2.13					
	Change Overuses	I change things that end up not being worth the effort	2		2.29					
		My drive to do things differently can create stress for others	3	3	2.63	2.39	3.33	2.5	2.33	2
		I can forget to appreciate what is working	5		2.75					
		My ongoing desire to change things hinders efficiency	2		1.88					
PROVIDE INSPIRATION	Challenge Benefits	I set the bar higher than others to motivate exceptional performance	5		4.75					
		I challenge people to go where they haven't gone before	5	5.25	5.33	5.16	5.75	5.38	4.75	5.25
		I actively encourage people to think bigger	6		5.44					
		I engage people in the pursuit of excellence	5		5.13					
	Exude Competence Benefits	I readily share my thoughts and ideas	5		5.89					
		I express my knowledge and insight with confidence	5	4.75	5.89	5.42	5.75	5.5	5.58	5.09
		I show up strong and compelling	4		4.67					
		I am straightforward and tell it as I see it	5		5.22					
	Challenge Overuses	I push people too far, too fast	2		1.75					
		My drive for excellence can create stress for others	5	3.5	2.75	2.67	3.25	2.75	2.75	2
		I move on to the next thing without taking time to celebrate	3		3.43					
		I tire people out because I constantly set such a high bar	4		2.75					
	Exude Competence Overuses	I make my point regardless of other people's feelings	4		2					
		I ensure people are aware of my expertise and know-how	4	3.25	3.88	2.47	2	2.13	2.67	2.63
		I leave little room for other people's ideas	2		1.78					
		I am hesitant to share my shortcomings	3		2.22					



DELIVERY



DELIVERY

			Self	Self Avg	All Raters	All Raters Avg	Manager	Peers	People Lead	Stakeholders	
GET RESULTS	Action Benefits	I promptly take action to make things happen	3		4.5						
		I act quickly to take advantage of new opportunities	3	3.25	4.14						
		I exhibit energy to move things forward	4		4.44	4.24	4.75	3.5	4.33	4.54	
		I make decisions quickly so things can keep moving	3		3.88						
	Task Focus Benefits	I persevere and overcome obstacles to get the job done	4		4.5						
		I easily make the hard calls, even when people's emotions are involved	3	3.75	4.5	4.25	4.5	3.88	4.5	4.13	
		I move tasks along as quickly as possible	3		3.25						
		I push to exceed expectations	5		4.75						
	Action Overuses	I create overload by saying yes to too many things	4		3.33						
		My actions are more reactive than strategic	2		2.22						
		I create stress by jumping in without thinking things through	3	3.25	2.44	2.61	3.25	2.13	2.83	2.58	
		My drive for results can leave people drained	4		2.43						
	Task Focus Overuses	I can step on people's toes in pursuit of getting the job done	4		2.29						
		I treat people's feelings as secondary to the task at hand	3	3.25	1.88	2.08	1.25	3	1.84	1.88	
		I get so task-focused that I forget to focus on the people	4		2.13						
		I can appear uninterested in my relationships with coworkers	2		2						
	BRING ORDER	Direct Benefits	I set well-defined expectations	4		4.38					
			I make it clear what direction we'll take	5	4.5	4.38	4.18	3.75	3.25	4.59	4.75
			I monitor progress to keep things on track	4		3.38					
			I set boundaries for people to operate within	5		4.57					
Stability Benefits		I establish processes to ensure consistency	5		3.88						
		I look for ways to reduce uncertainty	5	4.5	3.86	3.92	3.5	3.25	4.25	4.5	
		I follow the established process or plan	4		4.38						
		I check to ensure things are working as they should	4		3.57						
Direct Overuses		I can micromanage the process	4		3.25						
		I intervene to tell people how I think it should be done	4	4.25	2.75	3.39	3.25	2.75	3.83	3.5	
		I can be particular and want things done my way	5		5						
		I neglect to ask others how they think it should be done	4		2.56						
Stability Overuses		I get bothered when people don't follow established procedures	5		3.57						
		I can get attached to the proven way of doing things	5	5	2.5	2.48	2	2.38	2.92	2.17	
		I can be resistant to new or different approaches	5		2.11						
		I am skeptical of proposed improvements	5		1.75						

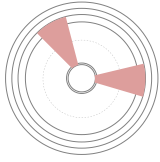


PEOPLE



PEOPLE

		Self	Self Avg	All Raters	All Raters Avg	Manager	Peers	People Lead	Stakeholders	
DEMONSTRATE CARE	Relationship Focus Benefits	I am responsive to how people are feeling	5		5.44					
		I bring others along in my decisions	5	4.75	4.75	5	5.25	4.88	5.5	4.38
		I make it a priority to show people they're valued	5		4.38					
		I am tactful and considerate when expressing my ideas	4		5.44					
	Exude Warmth Benefits	I share my knowledge and know-how with humility	4		5.11					
		I actively look for ways to connect with people	6	5	4.22	4.95	5.75	5.25	5.08	4.34
		I ask questions to understand people's perspectives	6		5.67					
		I am approachable and put others at ease	4		4.78					
	Relationship Focus Overuses	My concern for people can slow things down or impede progress	4		1.86					
		I hesitate before saying 'no' for fear of disappointing others	4	3.25	2	2.13	2.25	1.88	2.17	2.21
		I get hindered by worrying about other people's feelings	3		2.22					
		I let people slide and delay addressing performance issues	2		2.43					
	Exude Warmth Overuses	I can be taken advantage of because of my good nature	2		2.63					
		I undersell my capabilities	3	2.5	2.13	2.03	2	2	2.29	1.83
		I hesitate to take a stand that might make others uncomfortable	3		1.78					
		I neglect to make my point of view known	2		1.56					
CREATE GROWTH	Support Benefits	I support people as they work through challenges	5		5.56					
		I look for ways to build people's confidence	5	4.75	5.11	5.1	5.5	4.75	5.17	5.21
		I intentionally remove obstacles for others to succeed	5		5.25					
		I make it safe for people to try new things	4		4.5					
	Empower Benefits	I let people figure out their own plans to meet the goal	2		4.13					
		I am ok giving up control of the process	3	3.5	4	4.56	4.75	4.63	4.67	4.25
		I let others know I have confidence in their abilities	5		5.38					
		I give people autonomy and freedom	4		4.75					
	Support Overuses	I make it too comfortable for others to fall short	2		1.75					
		I hesitate asking people to stretch if it makes them uncomfortable	3	3	2	2.44	2.25	2.38	2.75	1.88
		I overpraise people's capabilities in an effort to build their confidence	3		3					
		I rescue people when they struggle to figure something out	4		3					
	Empower Overuses	I can be so hands-off that I leave people guessing	3		3					
		I neglect to provide clear direction	3	2.75	1.75	2.67	3.25	3.38	2.42	1.75
		I can lose touch with how people's work is progressing	3		3.43					
		My lack of direction can create inefficiencies	2		2.5					

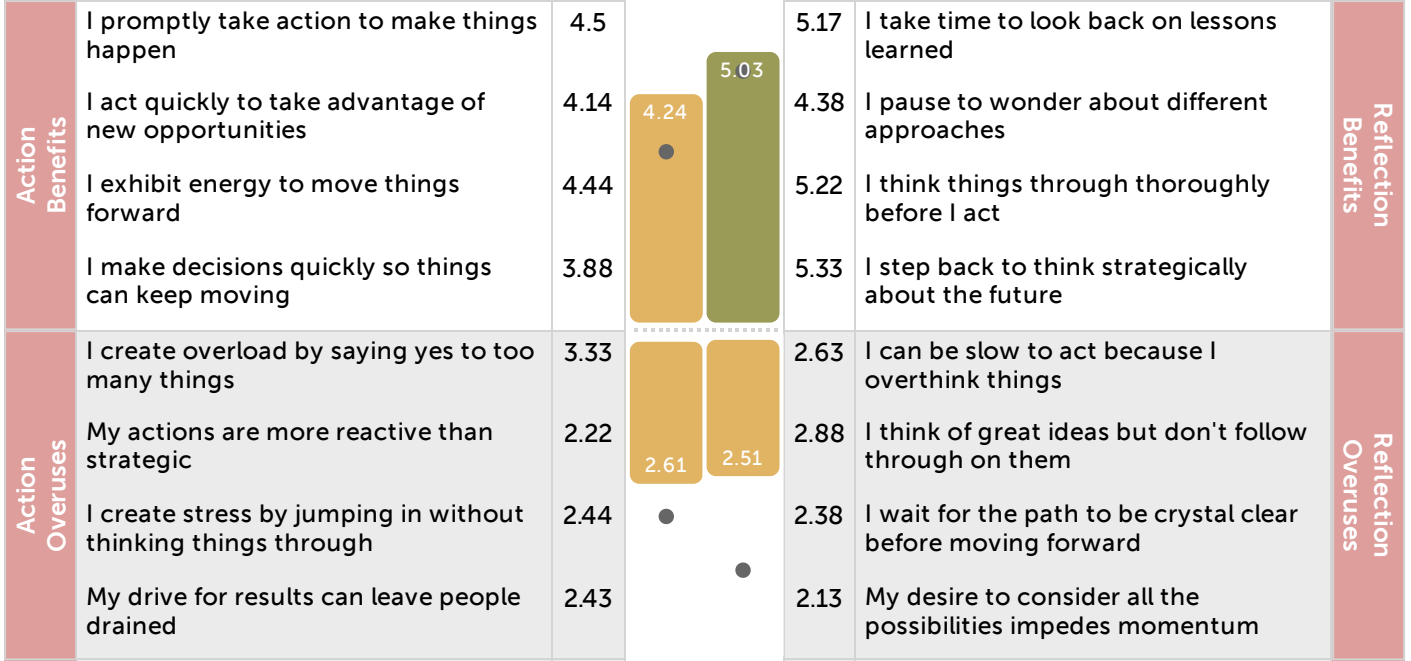


ACTION :: REFLECTION



All Raters

● self-assessment

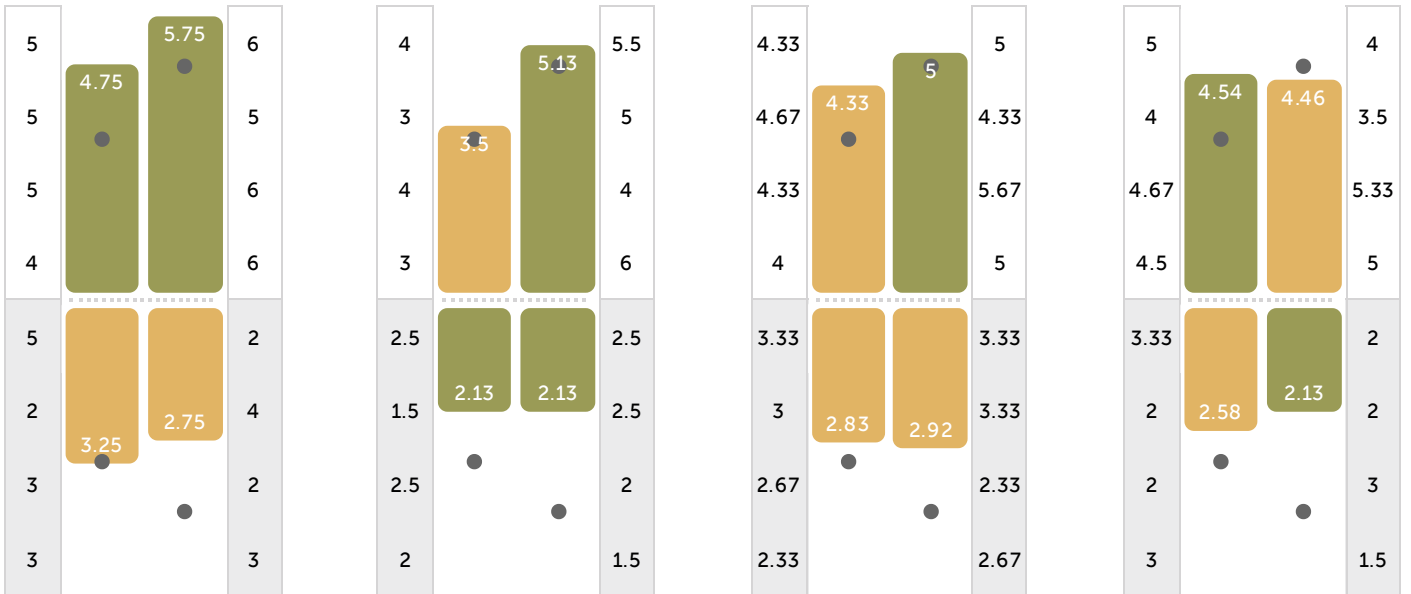


Manager

Peers

People I Lead

Stakeholders



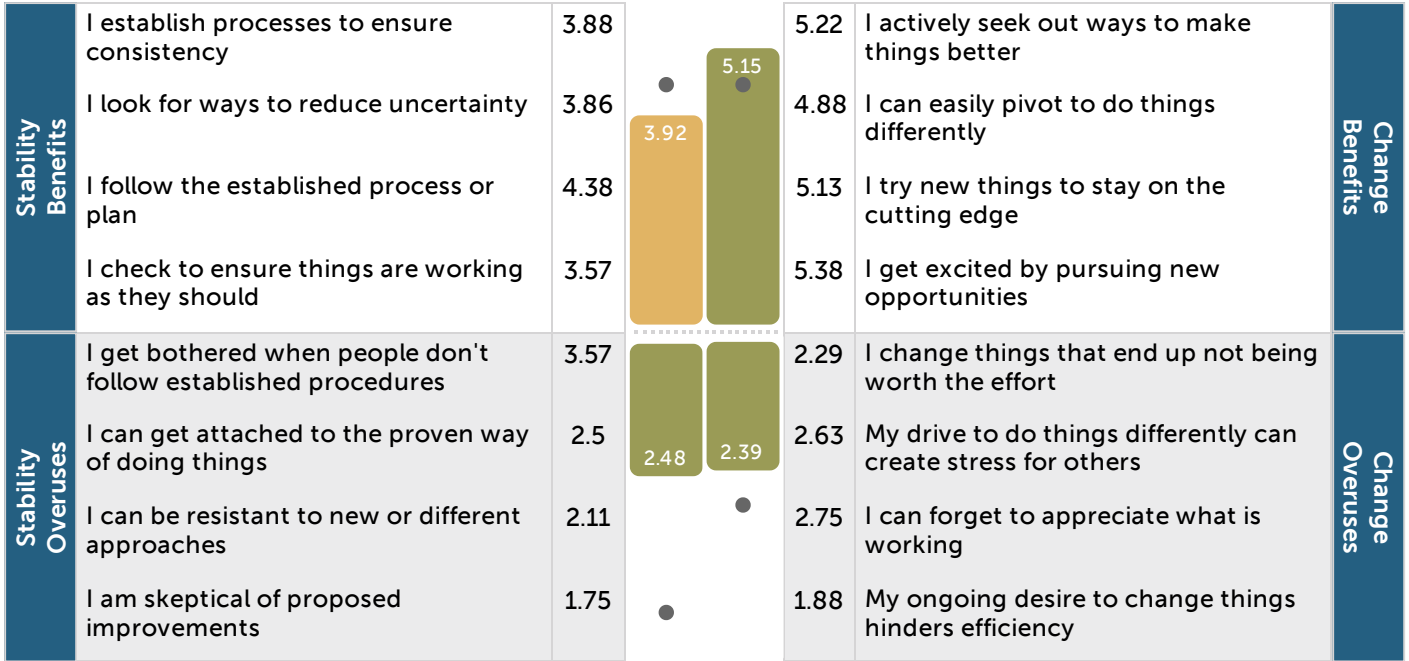


STABILITY :: CHANGE



All Raters

● self-assessment

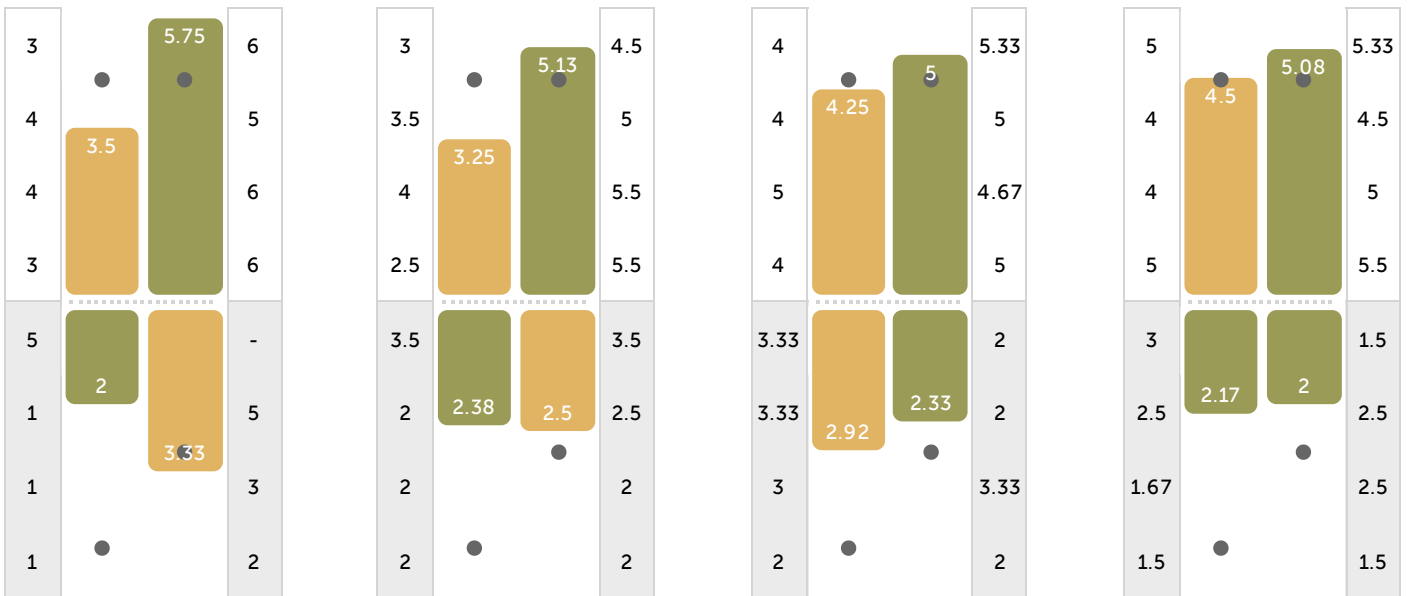


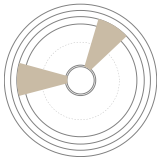
Manager

Peers

People I Lead

Stakeholders



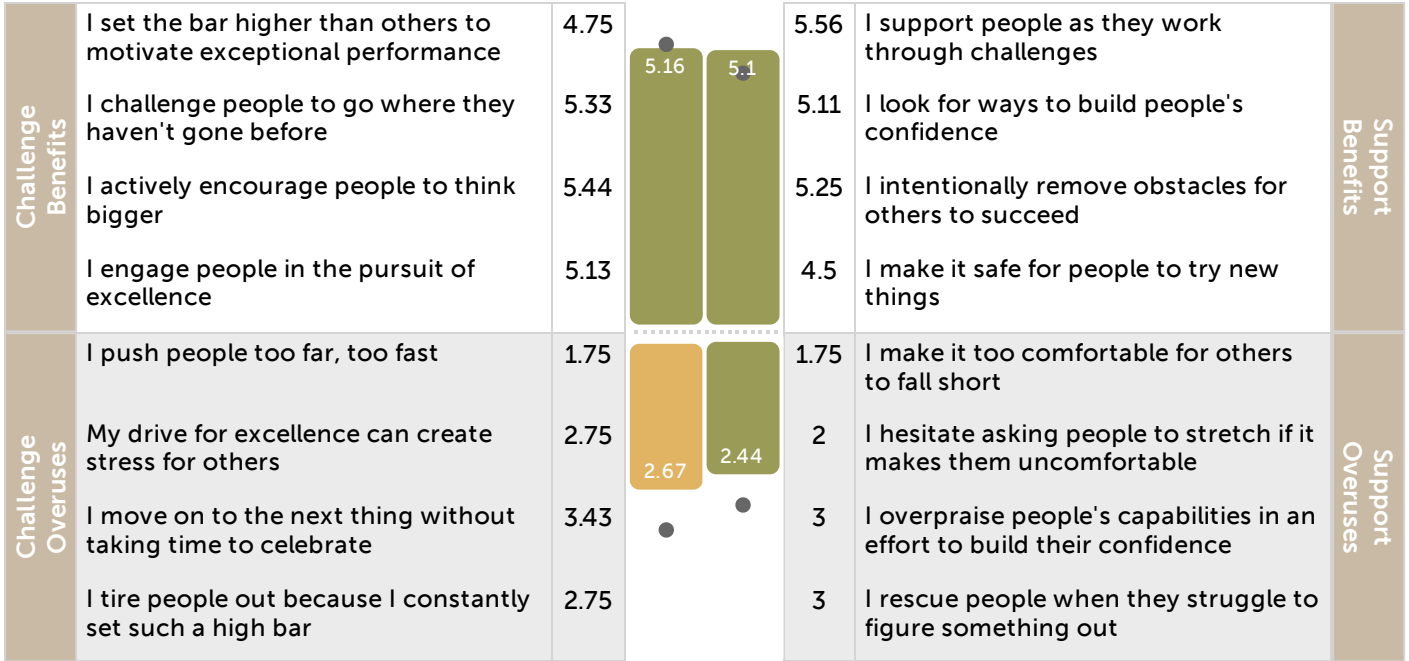


CHALLENGE :: SUPPORT



All Raters

● self-assessment

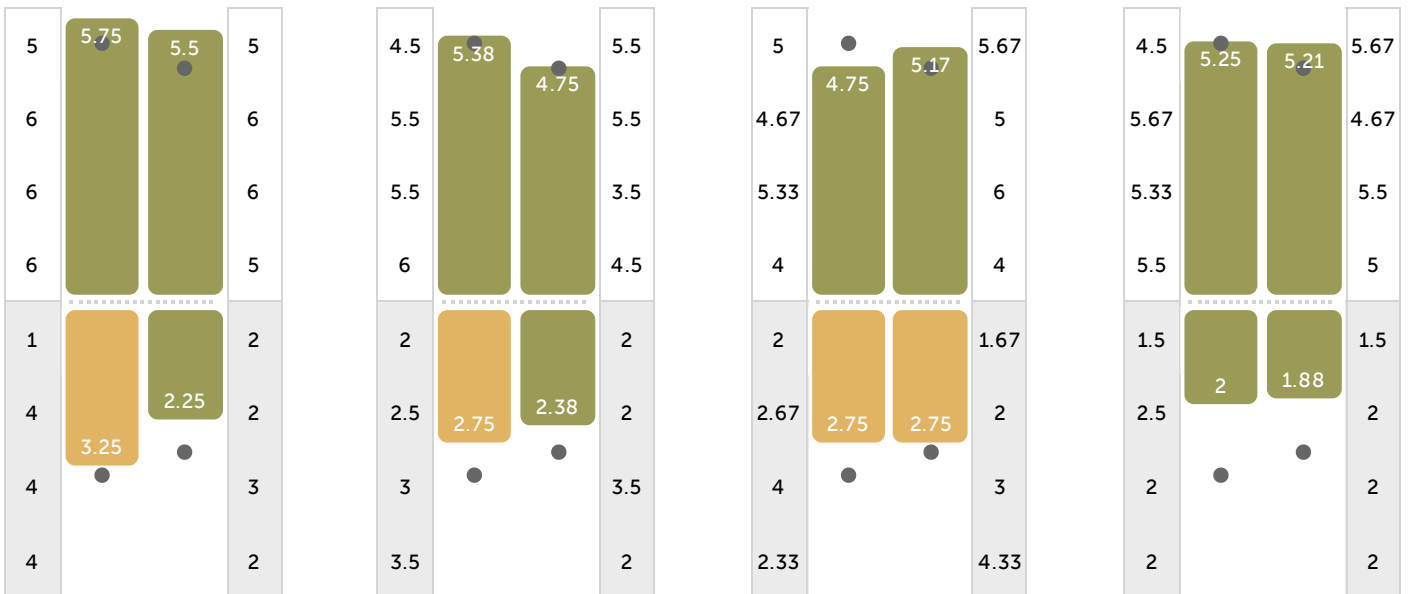


Manager

Peers

People I Lead

Stakeholders



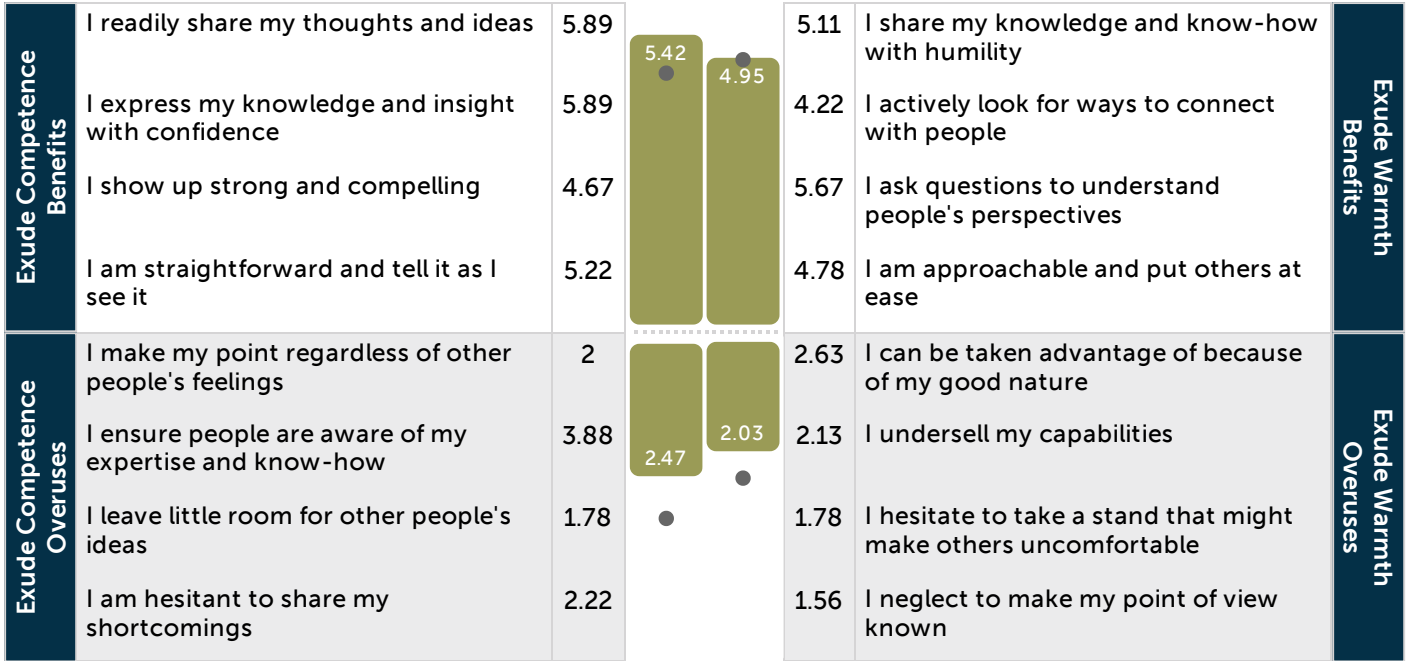


EXUDE COMPETENCE :: EXUDE WARMTH



All Raters

● self-assessment

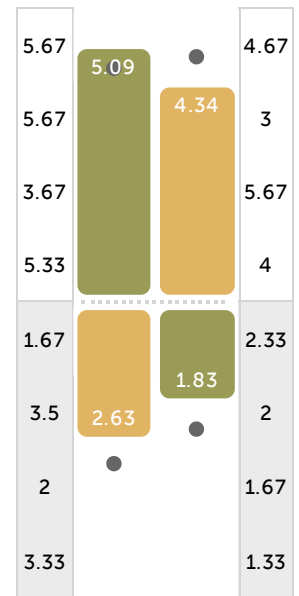
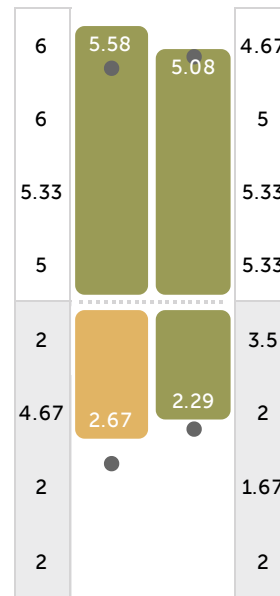
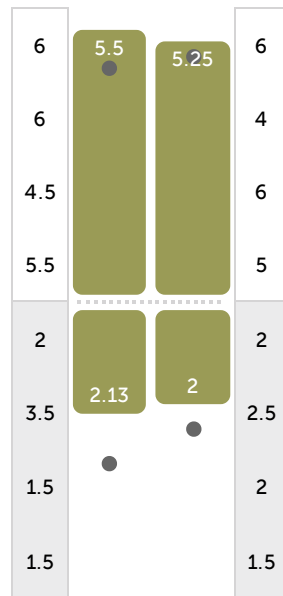
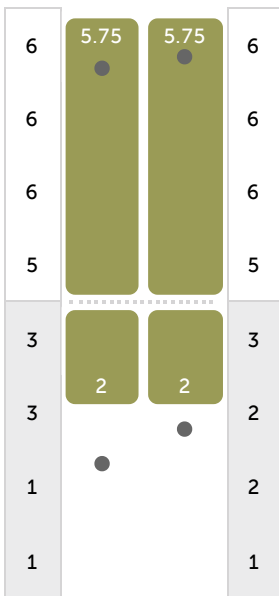


Manager

Peers

People I Lead

Stakeholders



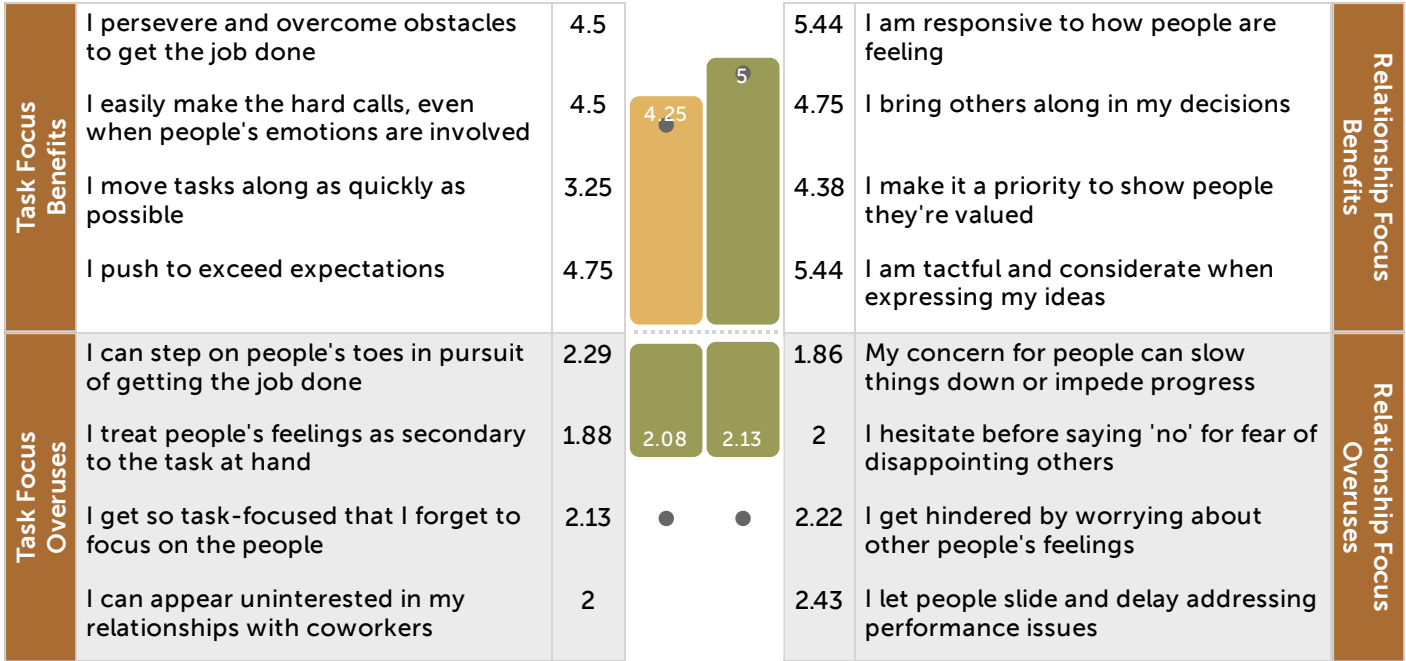


TASK FOCUS :: RELATIONSHIP FOCUS



All Raters

● self-assessment

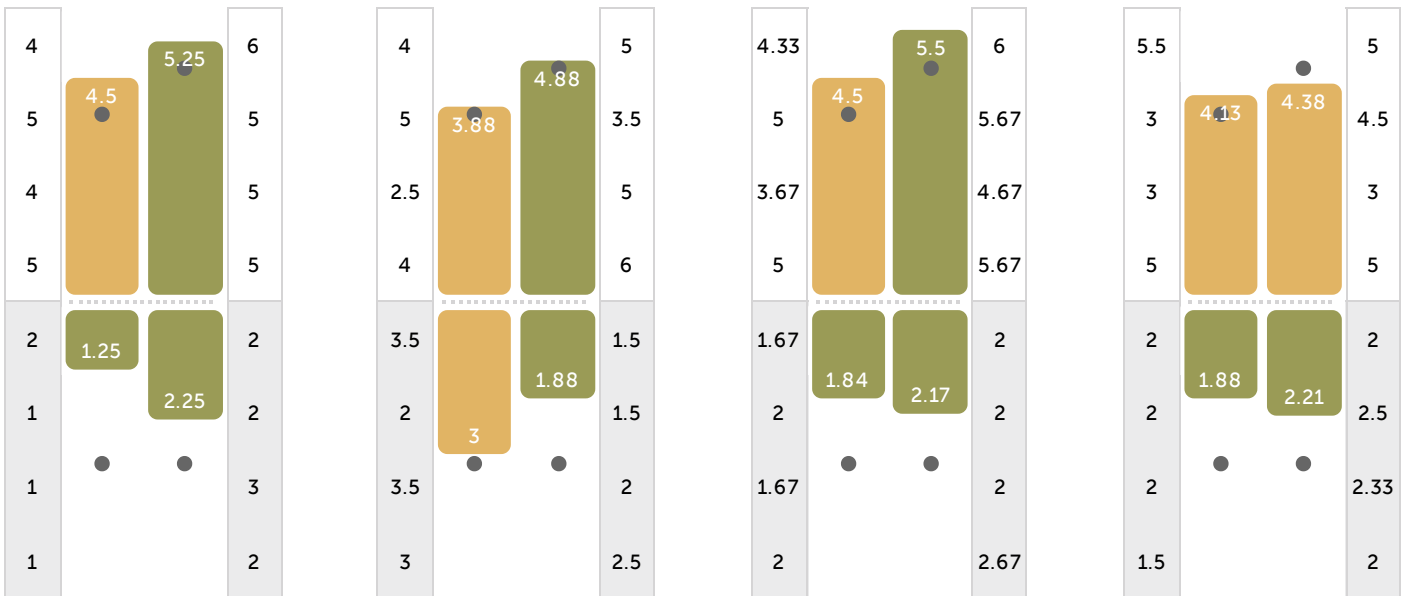


Manager

Peers

People I Lead

Stakeholders



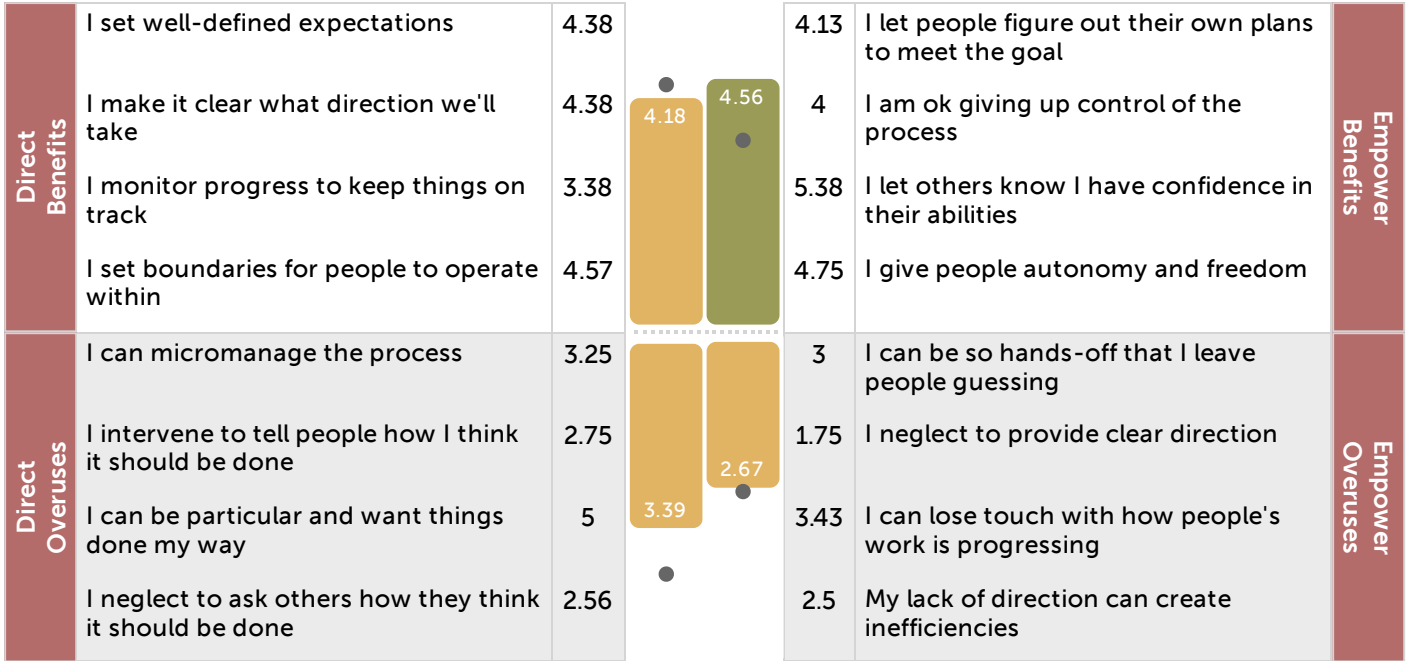


DIRECT :: EMPOWER



All Raters

● self-assessment

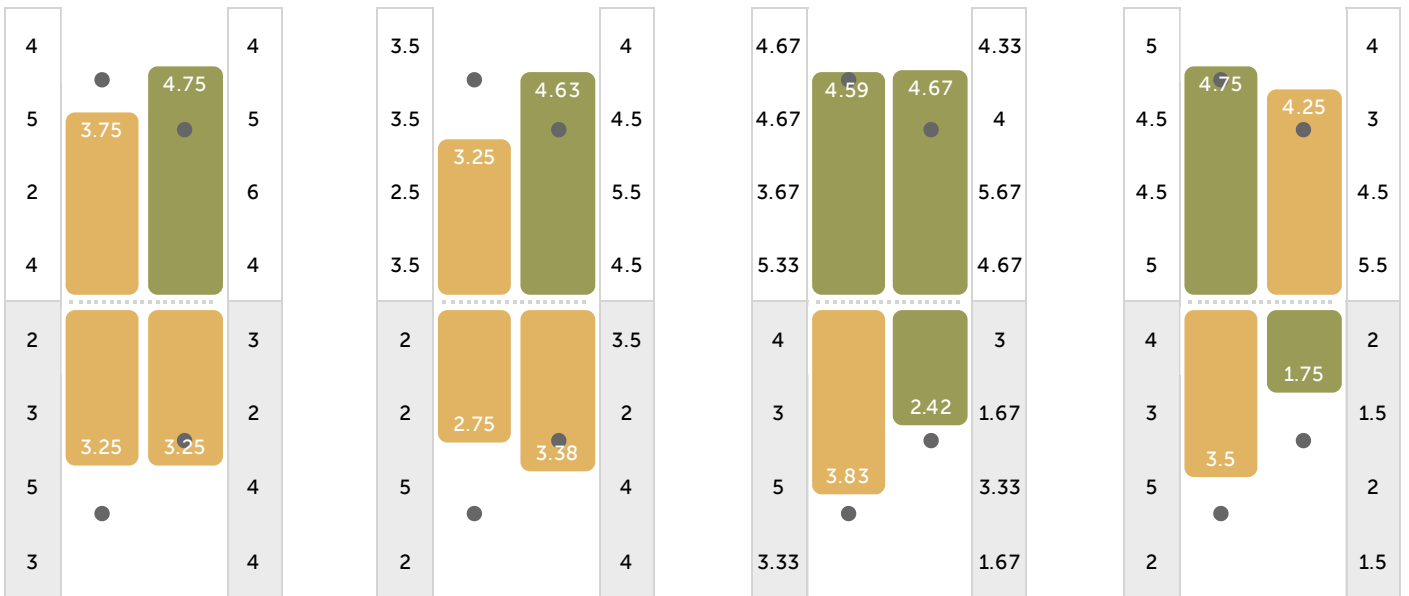


Manager

Peers

People I Lead

Stakeholders



OPEN ENDED FEEDBACK

WHAT ELSE WOULD YOU LIKE THIS PERSON TO KNOW ABOUT THEIR LEADERSHIP STRENGTHS?

- Open Ended Feedback Here
- Open Ended Feedback Here
- Open Ended Feedback Here
- Open Ended Feedback Here
- Open Ended Feedback Here

OPEN ENDED FEEDBACK

- Open Ended Feedback Here

OPEN ENDED FEEDBACK

WHAT ELSE WOULD YOU LIKE THIS PERSON TO KNOW ABOUT THEIR LEADERSHIP OPPORTUNITIES?

- Open Ended Feedback Here
- Open Ended Feedback Here
- Open Ended Feedback Here