



## The Polarities of the Leadership KPI™: A Brief Literature Review

Leaders who effectively navigate polarities—seemingly opposite, yet interrelated, tensions—consistently outperform those who don’t.<sup>1,2</sup> The Leadership Key Polarity Indicator™ (KPI) was created to help individuals in this regard by increasing their understanding and effectiveness at navigating six of the polarities central to leadership: Action::Reflection, Stability::Change, Challenge::Support, Exude Competence::Exude Warmth, Task Focus::Relationship Focus, and Direct::Empower. The KPI shows one way the poles from the six polarities interact to impact six leadership capabilities that help deliver on three ubiquitous leadership responsibilities (see Attachment A for an overview and definition of the polarities, capabilities, and responsibilities of the Leadership KPI). This article outlines how the model was created and offers a brief literature review highlighting the centrality of the six polarities to leadership. It provides insight into why these polarities were chosen for the model and offers a springboard for those wanting to dig more deeply into any of the polarities in the Leadership KPI.

It is important to note at the outset that the KPI examines six of the key polarities of leadership, not the six key polarities of leadership, which would be impossible to ascertain. There are a multitude of polarities leaders must navigate in order to be effective, and in any given situation, some may be more important than any of the six examined in the Leadership KPI (see Attachment B for an overview of polarities that show up for leaders at the personal and

### 6 KEY POLARITIES OF LEADERSHIP

**ACTION :: REFLECTION**

**STABILITY :: CHANGE**

**CHALLENGE :: SUPPORT**

**EXUDE COMPETENCE :: EXUDE WARMTH**

**TASK FOCUS :: RELATIONSHIP FOCUS**

**DIRECT :: EMPOWER**

organizational levels in the Human and Organizational KPIs). However, lived experience, coaching and work with thousands of leaders in development programs, extensive reading and research, and exploration with a multitude of brilliant thought partners all provide confidence that the polarities identified in this model are six of the most common tensions leaders must navigate in order to be successful. This assertion holds true for the six capabilities and three responsibilities included in the model as well.

## The Creation of the Leadership KPI

The creation of the KPIs began as an effort to help people “see” polarities—which is one of the most difficult parts of learning to help others navigate them. Leaders and coaches often ask, “What polarities should I be paying attention to?” and “How can I help my client quickly identify a polarity to work?” The KPI wheel was originally developed as a diagnostic tool to help answer those questions. The process was much messier, maddening, laughter-filled, and Post-It-Note consuming than possible to convey here, but at a high level, the process was as follows.

**A list of leadership polarities was compiled and narrowed.** As mentioned above, a mix of lived and work experience, conversations with super-smart clients and colleagues, and research of the literature yielded an exhaustive list of polarities central to leadership. Unsurprisingly, various tensions were mentioned repeatedly and quite naturally rose in prominence on the list. After an initial analysis, it appeared several of the polarities were important not just for leaders but for anyone in relationship with others and it was decided to create a Human KPI Model as well as a Leadership KPI Model (see Attachment B for a description of the Human KPI).

**Polarities were mapped, stacked, named, and aligned to leadership capabilities.** Since the point of the effort was to help people “see” polarities, providing a simple list of “Leadership Polarities to Look For” (while tempting) would have been only partially helpful. To develop the model, it was necessary to determine what it looks like when a leader navigates the polarities well, or not. What might a leader be doing effectively, or struggling with, depending on how they are navigating a polarity that contributes to specific capabilities?

This led to the creation of behavioral maps of the six polarities—maps that outlined not the actual benefits and overuses of each pole, but the behaviors a leader with a preference for a pole might demonstrate that would elicit the benefits or result in the overuses. This was followed by a trial and error (after error, after error) stacking of the poles in countless combinations to see which pattern of behaviors contributed most to a list of top leadership capabilities and responsibilities compiled from various competency models and other research.

**Creation and testing of the KPI Wheel.** It was initially hoped the stacks would yield a two-by-two model (what consultants don’t want a two-by-two framework?), but through continued experimentation and questioning, the stacks began to fall out under six capabilities (See Possibility, Provide Inspiration, Bring Order, Get Results, Demonstrate



Care, and Create Growth) that contributed to three broad areas of leadership responsibility (Vision, Delivery, and People).

For ease of use, these categories were placed into a wheel in order to see all of the polarities, capabilities, and responsibilities in one glance. The models, as diagnostics, were then pressure tested for face validity and usefulness with various colleagues and participants in multiple leadership development programs.

**Development of the Assessment.** Somewhat unexpectedly, as people started to use the KPI wheels as diagnostic tools, it became natural to turn them into assessments. To do this, the behavioral maps were revisited and compared to similar maps created with clients, colleagues, and students. The items from these maps were narrowed to develop the four benefits and four overuses of each pole that would be assessed as part of the KPI. After an extensive pilot in the summer of 2020, the face validity of all statements and the usefulness of the maps as a way to make sense of the polarities were confirmed by hundreds of users. Using that data, a proper statistical analysis of all statements is currently underway.

## The Six Key Polarities

While the Leadership KPI does not claim the six polarities are the six most important polarities of leadership, it is important to understand how they rose to the top to be six of the key polarities of leadership. First, they repeatedly emerged in prominence during the research and were clearly supported by the literature. Second, they explicitly contributed to the capabilities needed to deliver on the leadership responsibilities. And third, the polarity had to “stand alone,” meaning it could not be overly impacted by or perhaps be an outcome of other polarities on the list.

To illustrate, two polarities not included in the Leadership KPI are Expressive::Contained and Candor::Diplomacy. While Expressive::Contained is an important polarity many leaders must be intentional about navigating, it did not meet either of the first two criteria. It was not consistently among those mentioned in the research, nor does it clearly add a significant degree of unique variance to any of the KPI capabilities. Candor::Diplomacy, while extremely important for leaders, does not meet the third criteria. It is greatly impacted by and may even be a result of how someone navigates Task Focus::Relationship Focus and Exude Competence::Exude Warmth (two of the six key polarities). Said differently, an output of a leader preferencing Relationship Focus as well as Exude Warmth would likely be Diplomacy.

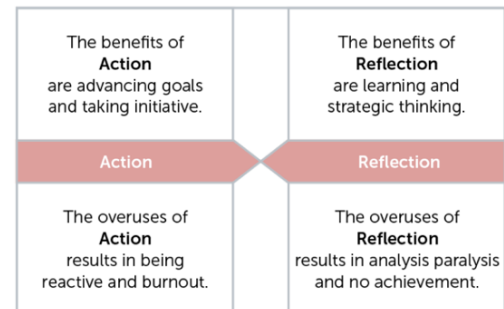
## The Six Polarities in the Literature

What follows is a brief description of some of the literature supporting the importance of each of the six polarities. It aims to provide a sufficient, not necessarily exhaustive, amount of information to serve as a starting point for those interested in learning more about any of the polarities.

## ACTION::REFLECTION

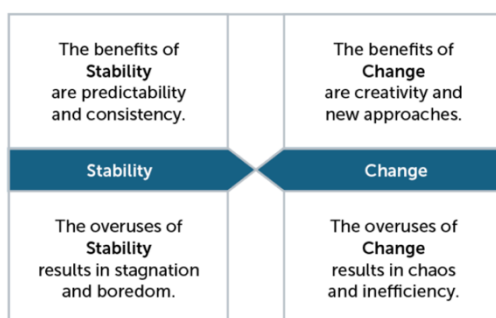
While not actually referred to as a polarity, the relationship between Action and Reflection, and its link to effectiveness, is frequently discussed in leadership literature. Jonathan Gosling and Henry Mintzberg highlight both an action mindset and a reflective mindset as two of their five leadership mindsets, saying, “action without reflection is thoughtless; reflection without action is passive.”<sup>3</sup> Every manager has to find a way to combine these two mind-sets.” Research by Marilyn Laiken, who writes about Action::Reflection through a polarity lens, suggests while leaders and organizations have a propensity for Action, and difficulty focusing on Reflection, growth and advancement depend on being intentional about both.<sup>4</sup>

The proclivity for Action is likely the driver behind writers such as Margaret Wheatley telling leaders that to deal with complexity they must “reflect often” for “without reflection we go blindly on our way, creating more unintended consequences and failing to achieve anything useful.”<sup>5</sup> It is also partially the reason for scores of other writers, such as Chade-Made Tan advocating reflection and mindfulness as a key contributor to effectiveness.<sup>6</sup> When viewed as a polarity, it is obvious leaders need to focus on reflection without losing their drive for action, or as Peter Drucker advocated, to “follow effective action with quiet reflection. From the quiet reflection will come even more effective action,” which makes Action::Reflection a key polarity for leaders to navigate.<sup>7</sup>



## STABILITY::CHANGE

According to Saboochi Nasim and Sushil, scholars and practitioners are increasingly discussing Stability::Change as a polarity to be navigated not a problem to be solved.<sup>8</sup> Perhaps the most notable reference is Jim Collins’ notion of “preserve the core and stimulate progress,” in which he suggests leaders in sustainable organizations must protect the organization’s fundamental values while simultaneously pushing progress forward and embracing change.<sup>9</sup> This is supported by Noel Burchell and Darl Kolb’s study that shows how a firm’s ability to survive and thrive relies on its leaders’ appetite for both stability and change, because “organisations need to change, but at the same time they need to maintain some of those stabilising elements that served them well in the past and may preserve them in the future.”<sup>10</sup>

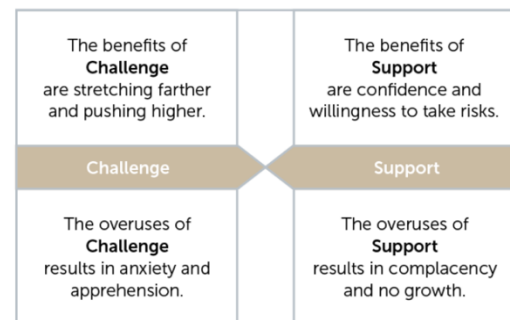


According to Jennifer Sparr, organizational change is a direct source of paradoxical tension inside organizations. She contends a leader’s responsibility is to not only navigate that tension, but to also work to minimize its impact on employees, for “both leaders and followers experience tensions between the old and the new, are required to learn and develop while at the same time perform at their best, and struggle between the need to change and

adapt and their desire for order and stability.”<sup>11</sup> The Center for Creative Leadership suggests navigating the Stability::Change polarity by having the ability to maintain consistency and embrace changes with a both/and mindset is a key leadership skill needed to successfully guide any organization.<sup>12</sup>

## CHALLENGE::SUPPORT

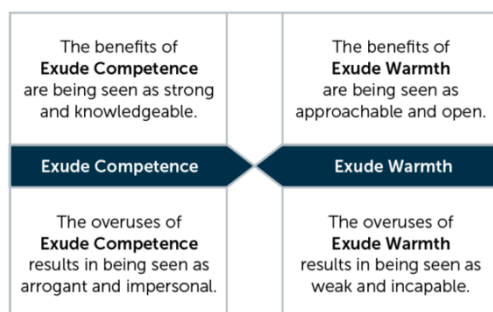
Effective leaders apply energy to both supporting and challenging employees. For over 50 years, Edwin Locke and Gary Latham have advocated the importance of setting challenging goals by suggesting the “highest or most difficult goals produce the highest levels of effort and performance.”<sup>13</sup> While Wanjau Mary Ngima and Joanes Kyongo agree, they point out motivation of employees relies not only on setting challenging goals, but also on creating an environment that provides the support needed to accomplish those goals.<sup>14</sup> All of this supports Nevitt Sanford’s theory of challenge and support, which has been widely adapted in writings on leadership to suggest growth, success, and engagement of employees occurs when leaders effectively navigate the tension between challenging their employees and supporting them in their efforts.<sup>15</sup>



The polarity of challenge::support is also central to the concept of transformational leadership, which has continued to gain in popularity during recent years. According to Bernard Bass and Ronald Riggio, transformational leadership occurs when a leader “inspires followers with challenge [that] is intellectually stimulating...expanding the followers’ use of their abilities” while also being “individually considerate, providing the follower with the support, mentoring, and coaching” they need to succeed.<sup>16</sup> According to Rui Gomes’ review, transformational leadership positively impacts employee commitment, loyalty, satisfaction, and performance, underscoring the importance of challenge::support to effective leadership.<sup>17</sup>

## EXUDE COMPETENCE::EXUDE WARMTH

Amy Cuddy, Matthew Kohut, and John Neffinger contend when we judge leaders, “we look first at two characteristics: how lovable they are (their warmth, communion, or trustworthiness) and how fearsome they are (their strength, agency, or competence).”<sup>18</sup> In the literature, however, these attributes are often discussed from an either/or perspective.



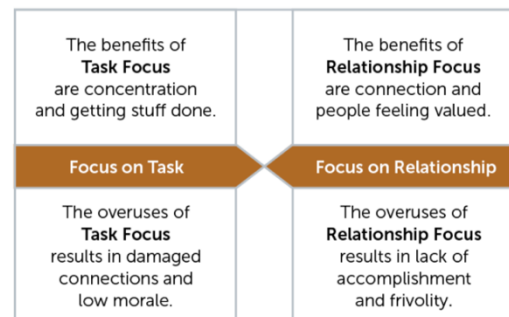
Emma Seppälä and Kim Cameron suggest productivity increases when leaders are encouraging, helpful, and empathetic<sup>19</sup>, Adam Grant links overall effectiveness to the kindness and warmth of leaders<sup>20</sup>, and Sait Dinc and Vesna Plakalovic suggest an increase in commitment and performance when leaders create a caring and

warm environment.<sup>21</sup> On the other side of the equation, Steve Swanson and Aubrey Kent suggest what “is of the utmost importance in the leadership process” is a leader’s credibility, which James Kouzes and Barry Posner link directly to a leader’s perceived level of intelligence and knowledge.<sup>22, 23</sup>

When viewed through a polarity lens, all of these are correct. Two of the seven tensions Jennifer Jordan, Michael Wade, and Elizabeth Teracino suggest are key for leaders to navigate (“Teller vs. Listener” and “Expert vs. Learner”) relate directly to Competence::Warmth.<sup>24</sup> Robert Goffee and Gareth Jones are clear in the assertion that to maximize effectiveness leaders need to express care and empathy balanced with authority and competence.<sup>25</sup> This supports Cuddy, Kohut, and Neffinger’s perspective that the best leaders are those who can simultaneously express both warmth and competence.

## TASK FOCUS::RELATIONSHIP FOCUS

The need for leaders to focus on both task and relationship is a widely accepted notion. Over 60 years ago, Robert Blake and Jane Mouton suggested two major focuses of leadership are 1) paying attention to the results, or the task at hand, and 2) tending to the relationships, or people, involved in accomplishing the task.<sup>26</sup> The impact of this tension continues to be the focus of researchers such as Carmen Tabernero, José Chambel, Luis Curral, and José Arana and is built upon by those like Tope Oni who suggest combining a task focus with a relationship focus yields positive impact, but negative results occur when either is used in excess or in absence of the other.<sup>27, 28</sup> This concept has become a common tenet of various leadership models such as Donelson Forsyth’s Task-Relationship Model and as the foundational tension in Robert Anderson and William Adams’ Universal Model of Leadership.<sup>29, 30</sup>



The necessity of learning to navigate Task::Relationship is further heightened by the research of Richard Boyatzis, Kylie Rochford, and Anthony Jack that demonstrates how opposing neural domains of the brain, one wired to focus on task and the other wired to focus social interactions, are in conflict with one another and that leadership requires learning how to use both.<sup>31</sup> Thus, “the challenge for education and leadership training is to help people cultivate both skill sets,” to increase their leadership effectiveness.<sup>32</sup>

## DIRECT::EMPOWER

“In typical day-to-day situations, leaders often...ask themselves, ‘Should I be directive or empowering?’” (emphasis added). Thoughts like this by Henry Sims, Samer Faraj, and Seokhwa Yun prevail in the literature and seemingly drive the wealth of research aimed at discovering which style achieves the greatest level of leadership effectiveness—being directive or empowering.<sup>33</sup>

When summarizing the benefits of a directive approach, Natalia Lorinkova, Matthew Pearsall, and Henry Sims suggest directive leadership resolves ambiguity, ensures feedback, reduces waste, and increases speed.<sup>34</sup> Meanwhile, Xiaomeng Zhang and Kathryn Bartol suggest



The benefits of <b>Direct</b> are clear guidance and keeping things under control.		The benefits of <b>Empower</b> are people thinking for themselves and engagement.
<b>Direct</b>		<b>Empower</b>
The overuses of <b>Direct</b> result in micromanagement and stifling creativity.		The overuses of <b>Empower</b> result in people feeling confused and no focus.

an empowering leadership style increases psychological empowerment, intrinsic motivation, and creativity.<sup>35</sup>

From a polarity perspective, effective leadership requires doing both. This is supported by research like that of Anders Skogstad, Ståle Einarsen, Torbjørn Torsheim, Merethe Schanke Aasland, and Hilde Hetlandthe which suggests the overuse of empowerment and absence of direction has negative

repercussions including employee conflict, role ambiguity, and higher stress levels.<sup>36</sup> Just as direction, in the absence of empowerment, becomes micro-management. Jennifer Jordan, Michael Wade, and Elizabeth Teracino refer to it as navigating the tension of “Power Holder versus Power Sharer” and warn that when Power Holder is overused, “leaders run the risk of alienating and marginalizing promising talent. Alternatively, [if they overfocus on empowerment] they may undermine their own authority by sharing power too broadly.” Thus, leaders benefit from being both directive and empowering.<sup>37</sup>

## Conclusion

The references here are just a small window into the wealth of information about the polarities of the Leadership KPI. The growing interest in polarities in the field of leadership guarantees that in the years ahead there will be increasing references to the six polarities of the Leadership KPI in the literature. If you run across any in your travels, we’d love to hear from you.

George Box had an excellent point when he said, “All models are wrong, but some are useful.” Through a both/and perspective, we prefer to say, “all models are incomplete, and some are useful.” Creating a model such as the KPI involves art::science, head::heart, and hard data::intuition, to name just a few. With confidence::humility, we can say the Leadership KPI is useful and it is incomplete. Evidence shows the KPI, and the practitioners that administer it, help people better see and understand themselves in relationship to six of the key polarities of leadership so they can navigate them more effectively. The hope is that this usefulness makes up for any of the ways the model might flatten the beauty, nuance, and complexity of the human experience and what it takes to be a leader.

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# **REFERENCES**



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## Action::Reflection

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## Stability::Change

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# **ATTACHMENT A**

Polarities, capabilities, and responsibilities of the Leadership KPI

# 6 KEY POLARITIES OF LEADERSHIP

This report is built upon six polarities of effective leadership and assesses how often leaders demonstrate the benefits and overuses of each. All polarities work the same way—every pole has benefits but when overused, unproductive things happen. Candor has many benefits, but its overuse can be harmful when it's not blended with diplomacy.

The six polarities in this indicator were chosen because they are frequently discussed by leadership experts and serve as the foundation for core leadership responsibilities and capabilities.

**ACTION :: REFLECTION**

**STABILITY :: CHANGE**

**CHALLENGE :: SUPPORT**

**EXUDE COMPETENCE :: EXUDE WARMTH**

**TASK FOCUS :: RELATIONSHIP FOCUS**

**DIRECT :: EMPOWER**

## ACTION :: REFLECTION

Leaders get things done. They move fast to make progress against an ever-growing list of to-dos and initiatives. But this focus on action, when overused, drives an “I’m so busy” culture that leaves no time or space for the strategic reflection vital to innovation and growth. When leaders navigate Action::Reflection, the importance of taking action and getting things done is matched by the importance of stepping back and taking time to reflect on what is and what could be. This drives the strategic action leaders need for sustained success.

The benefits of <b>Action</b> are advancing goals and taking initiative.	The benefits of <b>Reflection</b> are learning and strategic thinking.
<b>Action</b>	<b>Reflection</b>
The overuses of <b>Action</b> results in being reactive and burnout.	The overuses of <b>Reflection</b> results in analysis paralysis and no achievement.

## STABILITY :: CHANGE

The ability to lead change is a leadership imperative. Change management, leading transformation, and being a change leader are written about everywhere—without it, leaders and their organizations become stagnant and fall behind. However, when leaders focus too much on change and neglect to focus on stability, order, and continuity, they can create chaos and instability in the organization. Being able to navigate Stability::Change is central to a leader’s ability to preserve the core as they simultaneously work to stimulate progress – it’s how great leaders make great organizations.

The benefits of <b>Stability</b> are predictability and consistency.	The benefits of <b>Change</b> are creativity and new approaches.
<b>Stability</b>	<b>Change</b>
The overuses of <b>Stability</b> results in stagnation and boredom.	The overuses of <b>Change</b> results in chaos and inefficiency.

## CHALLENGE :: SUPPORT

To excel, leaders need to set a high bar and push people to accomplish bigger and better things. While challenge like this is necessary to achieve excellence, it quickly pushes people too hard, too far, and too fast if it is not mixed with the support and reassurance people need while reaching for new heights. To achieve both excellence and growth, leaders must provide Challenge::Support. This means daring people to reach higher while also providing the encouragement and instilling the confidence needed to clear the high bar that’s been set.

The benefits of <b>Challenge</b> are stretching farther and pushing higher.	The benefits of <b>Support</b> are confidence and willingness to take risks.
<b>Challenge</b>	<b>Support</b>
The overuses of <b>Challenge</b> results in anxiety and apprehension.	The overuses of <b>Support</b> results in complacency and no growth.

## EXUDE COMPETENCE :: EXUDE WARMTH

There are two big things people look for in leaders—do you have the ability, skills, and strength to lead me where we're going, and will you care about and support me as a person while we get there? Showing up strong and competent is crucial. Leaders need to be confident with their expertise and ideas. But without warmth, care, and connection, confidence becomes arrogance and limits leadership effectiveness. Exude Competence::Exude Warmth is about showing up strong and assured while also having humility and finding ways to connect.

The benefits of <b>Exude Competence</b> are being seen as strong and knowledgeable.	The benefits of <b>Exude Warmth</b> are being seen as approachable and open.
<b>Exude Competence</b>	<b>Exude Warmth</b>
The overuses of <b>Exude Competence</b> results in being seen as arrogant and impersonal.	The overuses of <b>Exude Warmth</b> results in being seen as weak and incapable.

## TASK FOCUS :: RELATIONSHIP FOCUS

We all have jobs to do—things to check off the list. And we need to do them in a way that doesn't leave people trampled and bruised. While leaders shouldn't be everyone's best friend or let people off the hook for the things they're accountable for, they do have to connect with the people they work with. Leaders need to balance their drive to achieve with their concern for the people they lead. Sustainable results requires hitting targets while caring for those doing the work by navigating Task Focus::Relationship Focus.

The benefits of <b>Task Focus</b> are concentration and getting stuff done.	The benefits of <b>Relationship Focus</b> are connection and people feeling valued.
<b>Focus on Task</b>	<b>Focus on Relationship</b>
The overuses of <b>Task Focus</b> results in damaged connections and low morale.	The overuses of <b>Relationship Focus</b> results in lack of accomplishment and frivolity.

## DIRECT :: EMPOWER

If leaders didn't provide direction, no one would be in charge, nothing would get accomplished, and organizations would be in disarray. However, while maintaining order is an important leadership characteristic, taking it too far leads to micromanagement and over-controlling which have negative impacts on engagement and creativity. To succeed, leaders need to provide control and direction while also empowering their people to think and do on their own. This blending of Direct::Empower provides employees clear direction and the freedom to make decisions.

The benefits of <b>Direct</b> are clear guidance and keeping things under control.	The benefits of <b>Empower</b> are people thinking for themselves and engagement.
<b>Direct</b>	<b>Empower</b>
The overuses of <b>Direct</b> results in micromanagement and stifling creativity.	The overuses of <b>Empower</b> results in people feeling confused and no focus.



# THE THIRD WAY

Each polarity contains several mindsets, or points of view. Many leaders choose one of two—either my role is to 1) provide Direction or 2) Empower others. However, when the poles are blended, a third way of seeing the world appears. For example, combining the benefits of Direct::Empower can create a mindset that says, my role is to construct



appropriate guardrails that give people freedom yet drive accountability. This assessment measures how well you are navigating each of the six key polarities and identifies the ones where you might benefit from harnessing more of the third mindset. You can then develop strategies to increase your overall effectiveness in those areas.



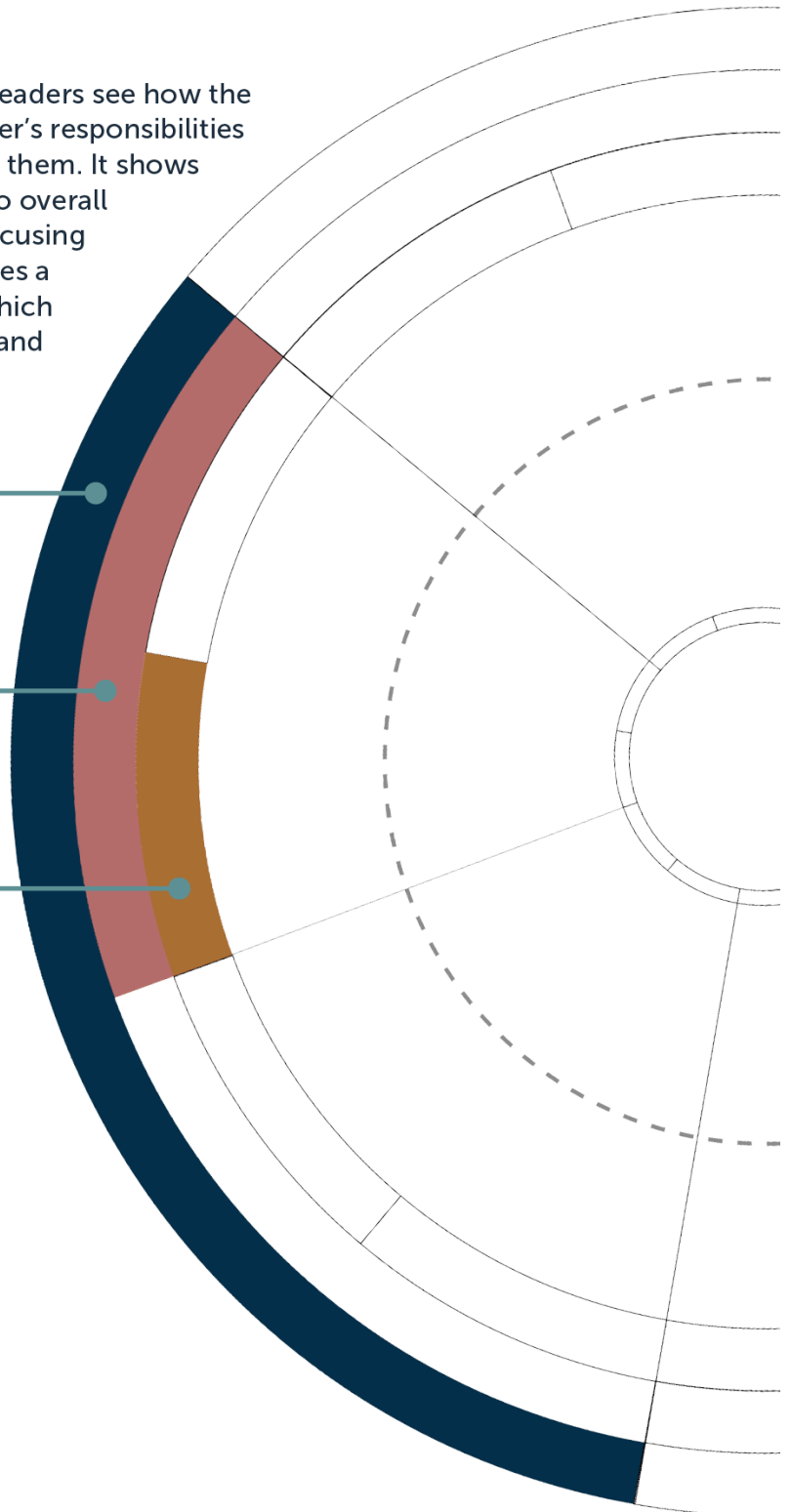
# THE WHEEL

The Leadership KPI was created to help leaders see how the six key polarities lie at the heart of a leader's responsibilities and the capabilities needed to deliver on them. It shows the practical ways polarities contribute to overall success and lessens the complexity of focusing on six polarities simultaneously. It provides a way for leaders to identify the areas in which adopting a both/and mindset would expand their abilities while ensuring they don't overuse any of their strengths.

RESPONSIBILITY RING

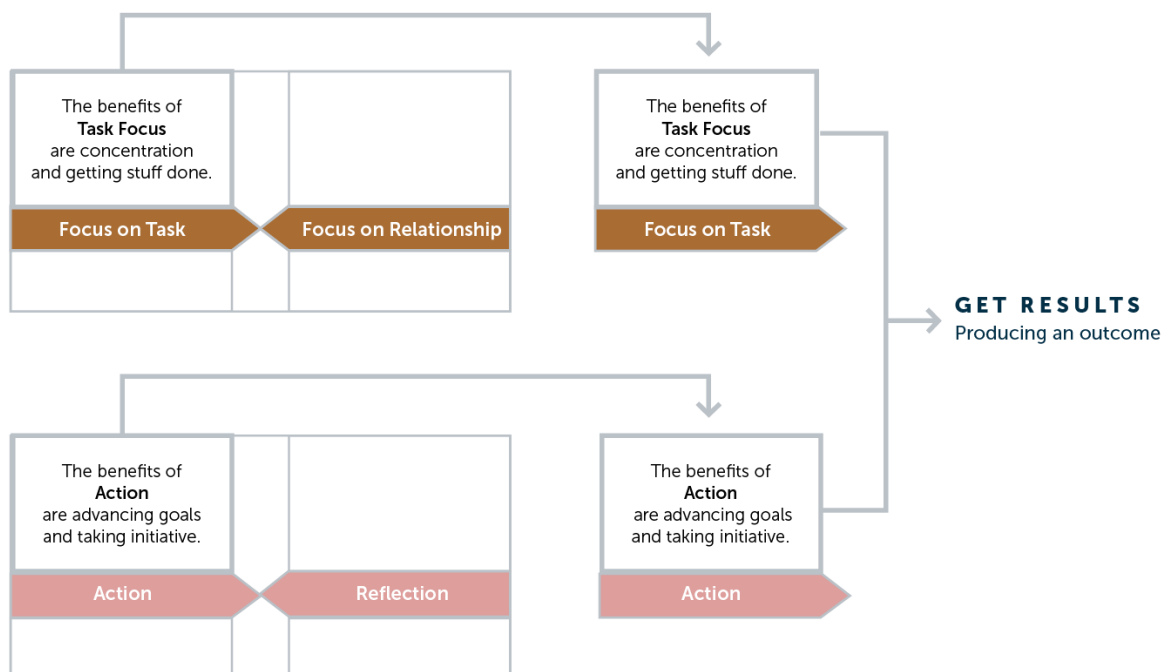
CAPABILITY RING

MINDSET RING



# UNDERSTANDING HOW THE WHEEL IS BUILT

The model is built on a concept called stacking. Combining, or stacking, poles of different polarities produces a unique outcome. Stacking the benefits of Task from Task::Relationship and Action from Action::Reflection increases a leader's ability to get results—focusing on the Task and taking Action will help drive Results. Note that Task and Action are not a polarity—they are poles from two different polarities that stack for a unique outcome.



The Leadership KPI looks at how poles from the six key polarities stack to impact leadership responsibilities and capabilities needed for success. This is depicted by a wheel made of three rings, each described below.

# THE RESPONSIBILITY RING

The Leadership KPI consists of three rings demonstrating how the six leadership polarities shape the mindsets that drive the capabilities leaders need to deliver on three vital leadership responsibilities.

The outer ring of the wheel, the Responsibility Ring, contains three essential responsibilities leaders have in any organization—casting a Vision, ensuring the Delivery of that vision, and leading the People who make it all happen.

## PEOPLE

**Having concern for people and keeping them engaged.**

Leaders must connect with the people delivering the vision and find ways to increase their commitment to organizational success.

## VISION

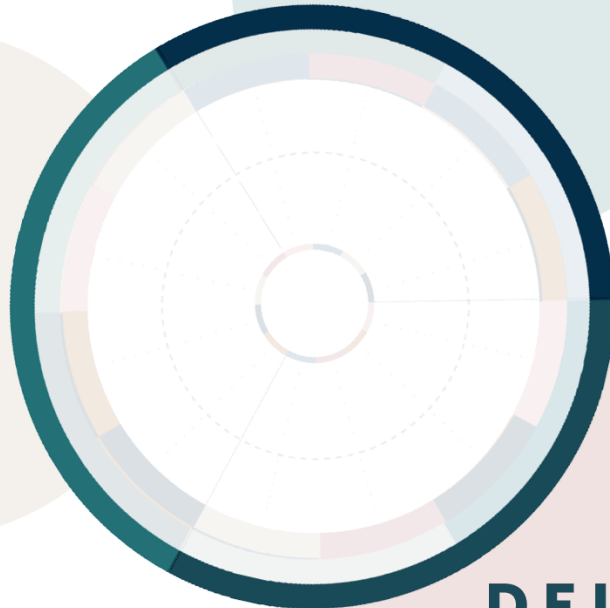
**Getting people to see exciting prospects for the future.**

Leaders are responsible for casting a vision of what's possible—what the team or organization is moving towards achieving.

## DELIVERY

**Producing the promised, desired, or expected outcomes.**

Above all, leaders are accountable for results. Without results, vision is pointless, and the organization would disappear.



# THE CAPABILITY RING

The second ring contains six leadership capabilities needed to deliver on the three responsibilities in the outer ring. Each of the responsibilities, Vision, Delivery, and People, is driven by two distinct competencies in the Capabilities Ring.

## VISION

To cast a vision, leaders need the ability to see possibilities and provide the inspiration to get there.

## PEOPLE

To create engagement, leaders must connect with the people delivering the vision and support their growth and development.

### CREATE GROWTH

Developing people and their ideas. To create engagement and energy in the organization, leaders must provide the space and support for people to grow.

### DEMONSTRATE CARE

Being concerned and attending to others. Sustained success requires leaders to generate commitment by connecting with people and showing they are valued as human beings.

### SEE POSSIBILITY

Considering options and identifying new prospects. Leaders must look ahead, seek improvements, find what's next, and identify changes in order to create a vision for the future.

### PROVIDE INSPIRATION

Motivating others to feel or do something. To become reality, visions require people—leaders must create the desire and aspiration for people to join the journey.

### GET RESULTS

Producing the desired outcome or effect. Above all, leaders are responsible for delivering the outcomes required for success—without results, the organization would cease to exist.

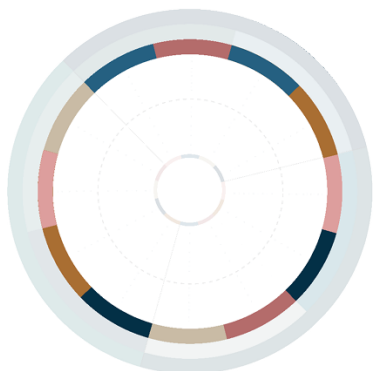
### BRING ORDER

Maintaining structure and reliability of the system. Leaders must create and maintain order between the numerous pieces and parts of the organization to ensure efficiency, quality, and repeatability.

## DELIVERY

To ensure consistent and reliable delivery, leaders have to focus on getting results and bringing order to the organization.

# THE MINDSET RING



The Mindset Ring is in the center and contains the poles of the six key polarities arranged in stacks, not paired as polarities. Each of the poles is like a mindset leaders must hold to demonstrate the capabilities in the middle ring. Without these mindsets, delivering on the responsibilities of the outer ring would be difficult, if not impossible. The poles of each polarity share an identical color to easily identify the polarity pairs in the ring.

## **ACTION :: REFLECTION**

being in motion, doing something

contemplating what was, is, and could be

## **STABILITY :: CHANGE**

existing or operating consistently

making or becoming different

## **CHALLENGE :: SUPPORT**

raising the bar and provoking learning

encouraging others and building confidence

## **EXUDE COMPETENCE :: EXUDE WARMTH**

conveying one's expertise, ideas,  
and know-how

conveying one's care and openness

## **TASK FOCUS :: RELATIONSHIP FOCUS**

being concerned about the work  
to be performed

being concerned about the connection  
with others

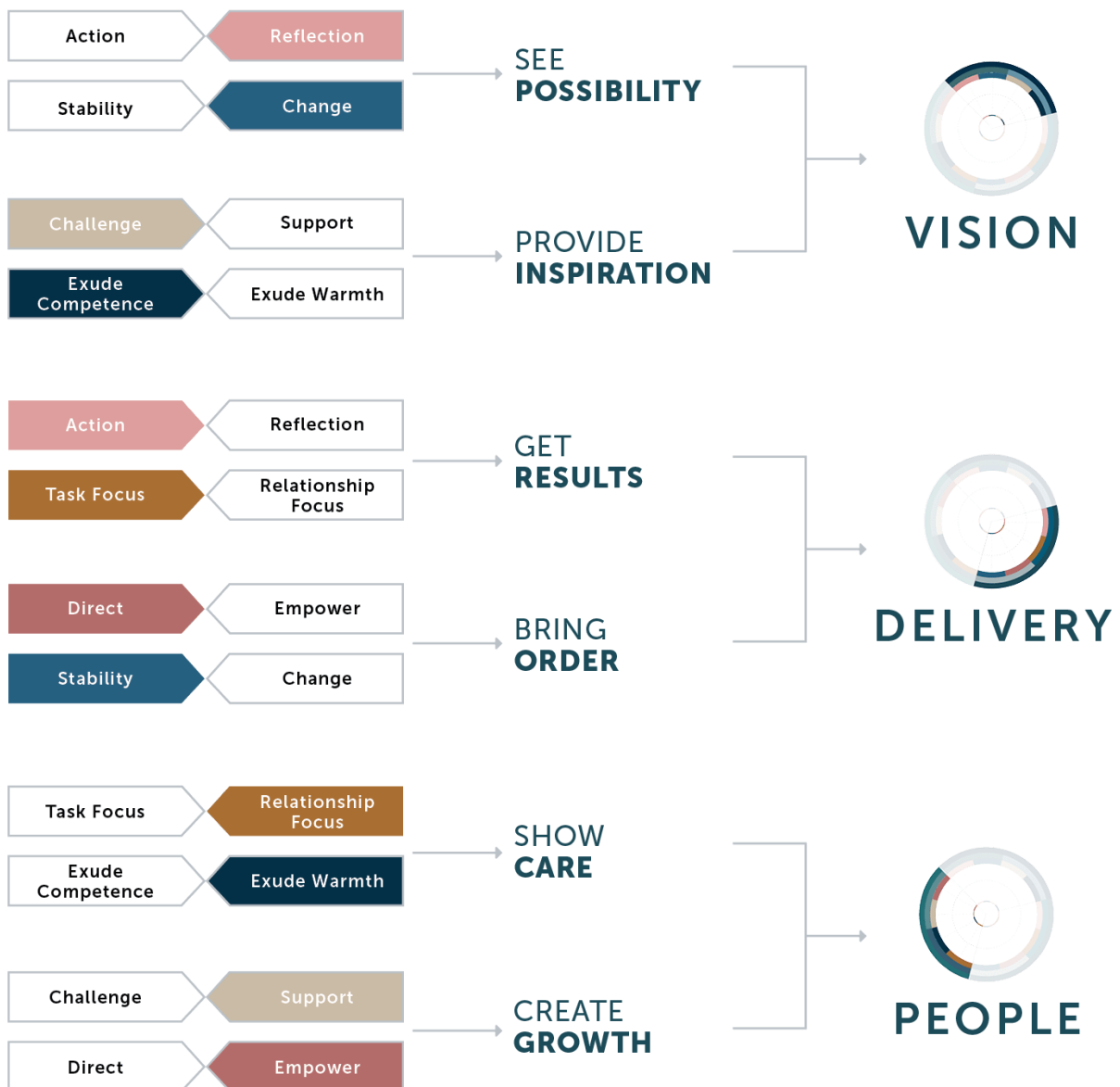
## **DIRECT :: EMPOWER**

providing guidance, authority, and focus

giving others authority and freedom  
to operate

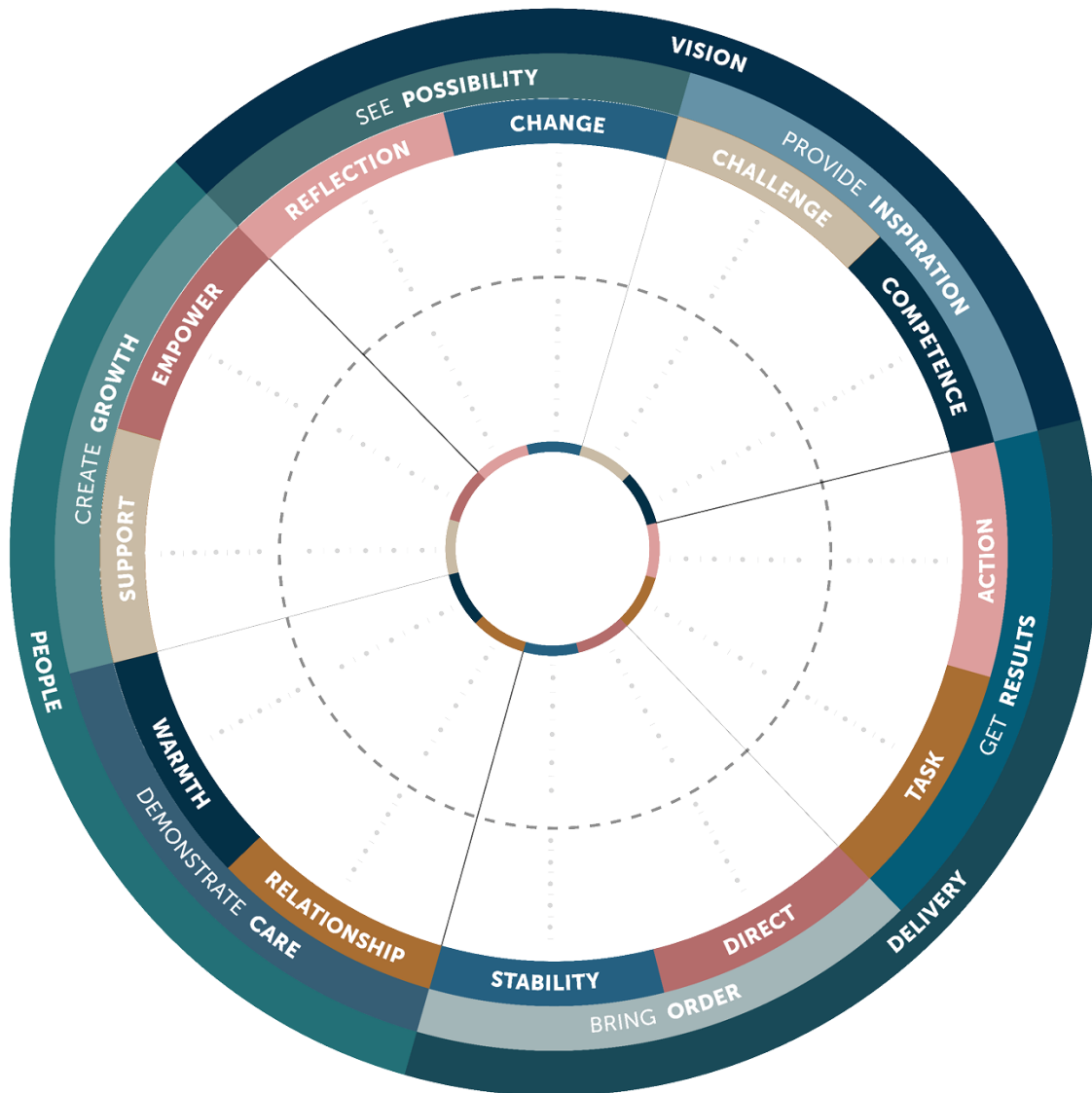
# WHEEL RELATIONSHIPS

The wheel can be pulled apart to show how the mindsets drive the capabilities that deliver each of the leadership responsibilities.





# THE WHEEL



The Leadership KPI increases a leader's awareness of their preferred mindsets, supports them in being honest about their relationship to these six interdependent pairs, and challenges them to take action to better navigate these paradoxical tensions. When used in conjunction with leadership coaching, this powerful tool helps leaders see, explore, and unlock the polarities that will allow them to use their authentic gifts for the good of their teams, their organizations, and ultimately, themselves.

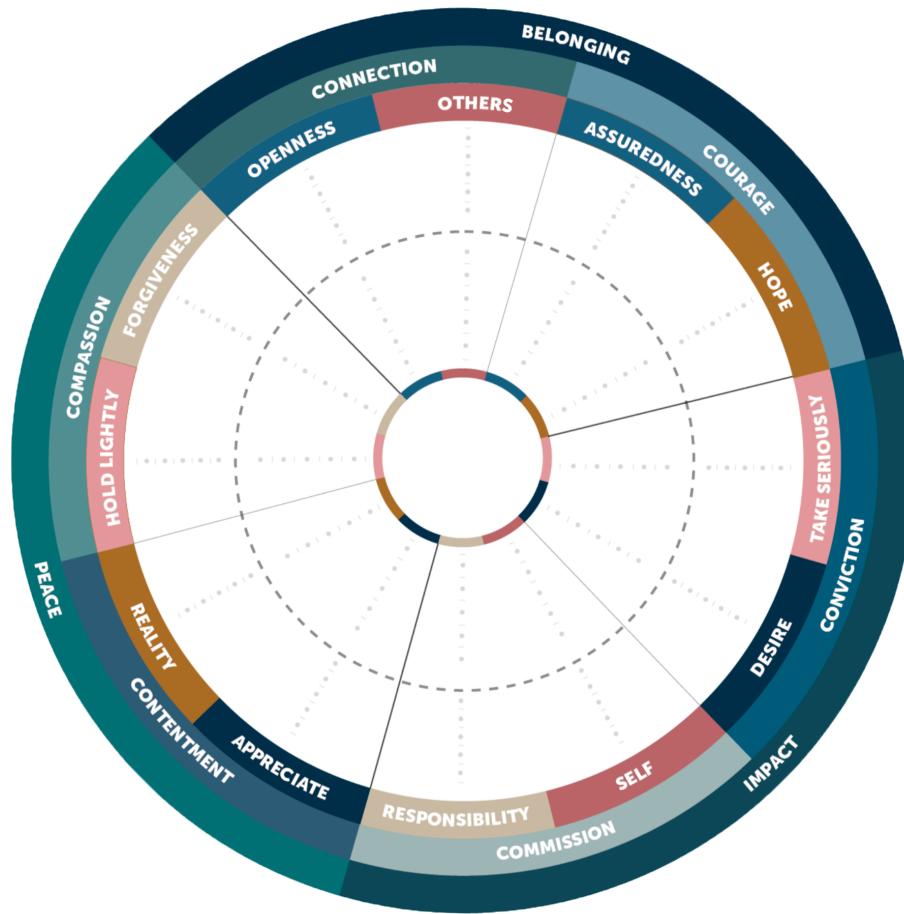


# **ATTACHMENT B**

Polarities of the Human and Organizational KPIs

# HUMAN KPI

● ● Key  
● ● Polarity  
● ● Indicator™



## SIX KEY POLARITIES OF HUMANITY

### ASSUREDNESS :: OPENNESS

trusting that I am whole and good enough

accepting and sharing my imperfection and humanity

### FOCUS ON SELF :: FOCUS ON OTHERS

taking care of oneself

caring about others

### HOPE :: REALITY

having confidence in the positivity of what will come

being in touch with things as they actually are

### TAKE SERIOUSLY :: HOLD LIGHTLY

operating with sincere and earnest conviction

being carefree and operating free of constraint

### DESIRE MORE :: APPRECIATE WHAT IS

hungering for more

seeing the full worth of something as it is

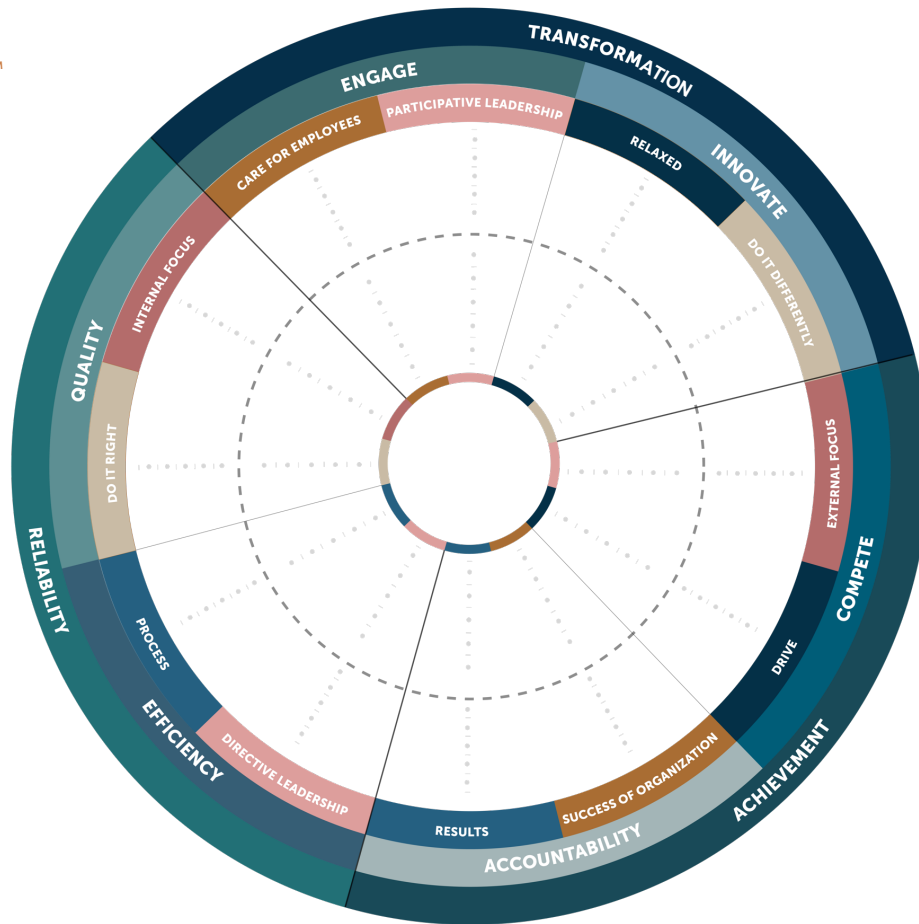
### RESPONSIBILITY :: FORGIVENESS

taking action and feeling answerable to yourself or others

letting go of pain, allowing second chances, and opening to love

# ORGANIZATIONAL KPI

● ● **Key**  
● ● **Polarity**  
● ● **Indicator™**



## SIX KEY POLARITIES OF ORGANIZATIONS

### EXTERNAL FOCUS

paying attention to what is happening  
in the outside environment



### INTERNAL FOCUS

paying attention to what is happening  
inside the organization

### DRIVE

providing the energy to set, and keep, things in motion



### RELAXED

staying open and flexible as things emerge and change

### SUCCESS OF ORGANIZATION

focusing on what is in best interest of the system



### CARE FOR EMPLOYEES

demonstrating concern for workers as people

### RESULTS

placing priority on what is produced or accomplished



### PROCESS

concentrating on how something is accomplished

### DO IT RIGHT

ensuring accuracy and precision



### DO IT DIFFERENTLY

seeking new and unique ways

### DIRECTIVE LEADERSHIP

telling and guiding the work of others



### PARTICIPATIVE LEADERSHIP

involving others and giving them a say