

HUMAN KPI 360

- ● Key
- ● Polarity
- ● Indicator

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Sample Report
Month Year

Administered by:
KPI Practitioner





Welcome to the Human KPI 360.

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 be more effective when leading transformation. Most importantly, this 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.

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.

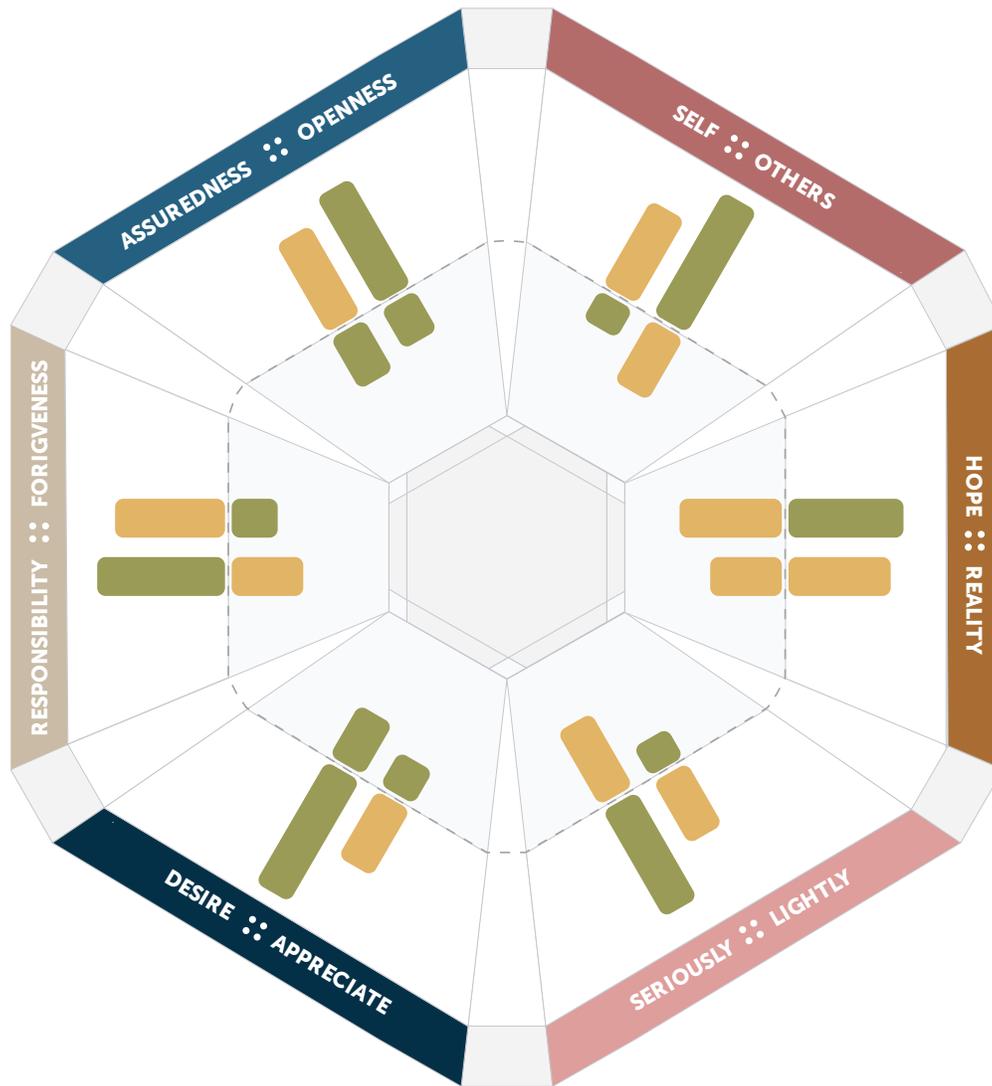
We hope and trust you will enjoy exploring your key polarities!

The KPI Team



PART 1

SELF-RESULTS



The six key Polarities presented in the Human KPI Diamond are:

ASSUREDNESS :: OPENNESS
 FOCUS ON SELF :: FOCUS ON OTHERS
 HOPE :: REALITY

TAKE SERIOUSLY :: HOLD LIGHTLY
 DESIRE MORE :: APPRECIATE WHAT IS
 RESPONSIBILITY :: FORGIVENESS

The Human KPI Diamond is a visual summary of your data for the six polarities in the Human KPI.

- A central focus of the KPI are the bars representing the average of the behavioral statements that contribute to the benefits and overuses of a pole.
- Bars in the outer ring indicate the average of the behavioral statements that lead to the benefits of the pole.
- Bars in the inner ring indicate the average of the behavioral statements that lead to the overuses of the pole.
- A good rule of thumb is: the more benefits the better and the less overuses the better.

Your Polarity Charts provide a deeper look at how often you say you exhibit the behaviors that contribute to the benefits or overuses of a pole.

This score is your response to a behavior associated with the benefits of the *Assuredness* pole.

This bar is the average of your four responses to the behaviors associated with the benefits of the *Openness* pole.



This score is your response to a behavior associated with the overuses of the *Assuredness* pole.

This bar is the average of your four responses to the behaviors associated with the overuses of the *Openness* pole.

Your scores are based on the rating scale below, which was used in the survey:

①

Almost Never
You would hardly ever see me do it

②

Occasionally
You might see me do it, but quite rarely

③

Sometimes
You would see me do it every now and then

④

Quite Often
You would see me do it more often than not

⑤

Frequently
You would see me do it a lot of the time

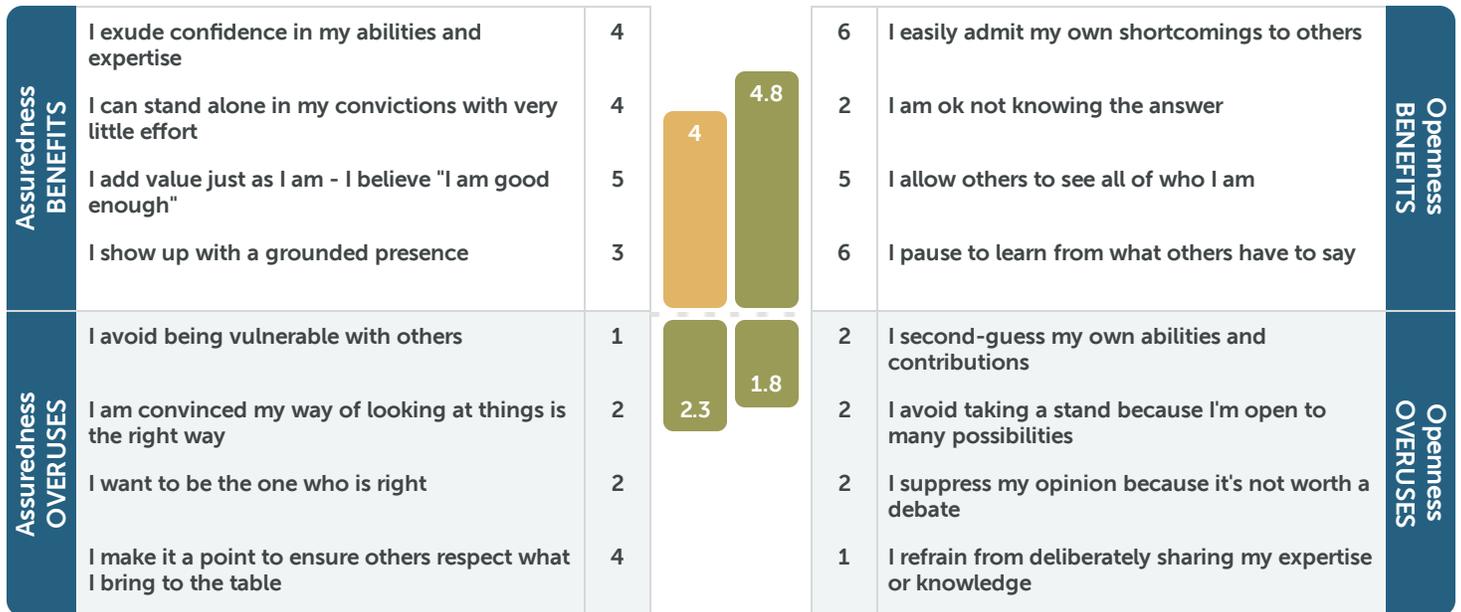
⑥

Almost Always
You would see me do it nearly all the time



YOUR POLARITY CHARTS

ASSUREDNESS :: OPENNESS



FOCUS ON SELF :: FOCUS ON OTHERS





YOUR POLARITY CHARTS

HOPE :: REALITY



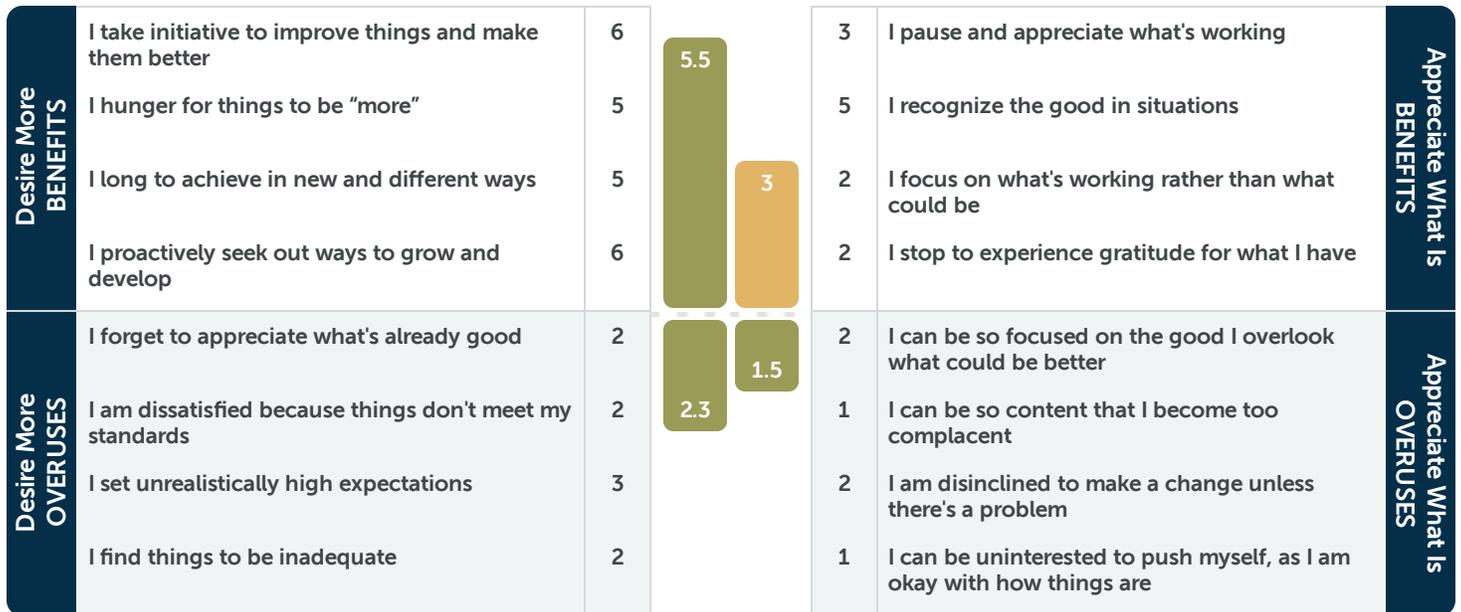
TAKE SERIOUSLY :: HOLD LIGHTLY





YOUR POLARITY CHARTS

DESIRE MORE :: APPRECIATE WHAT IS



RESPONSIBILITY :: FORGIVENESS



HOW TO READ YOUR KPI WHEEL

Your *Human KPI Wheel* shows how your scores contribute to the six *Human Capacities* needed to fulfill three important *Human Aspirations*. It decodes your polarity data into a unique developmental perspective.

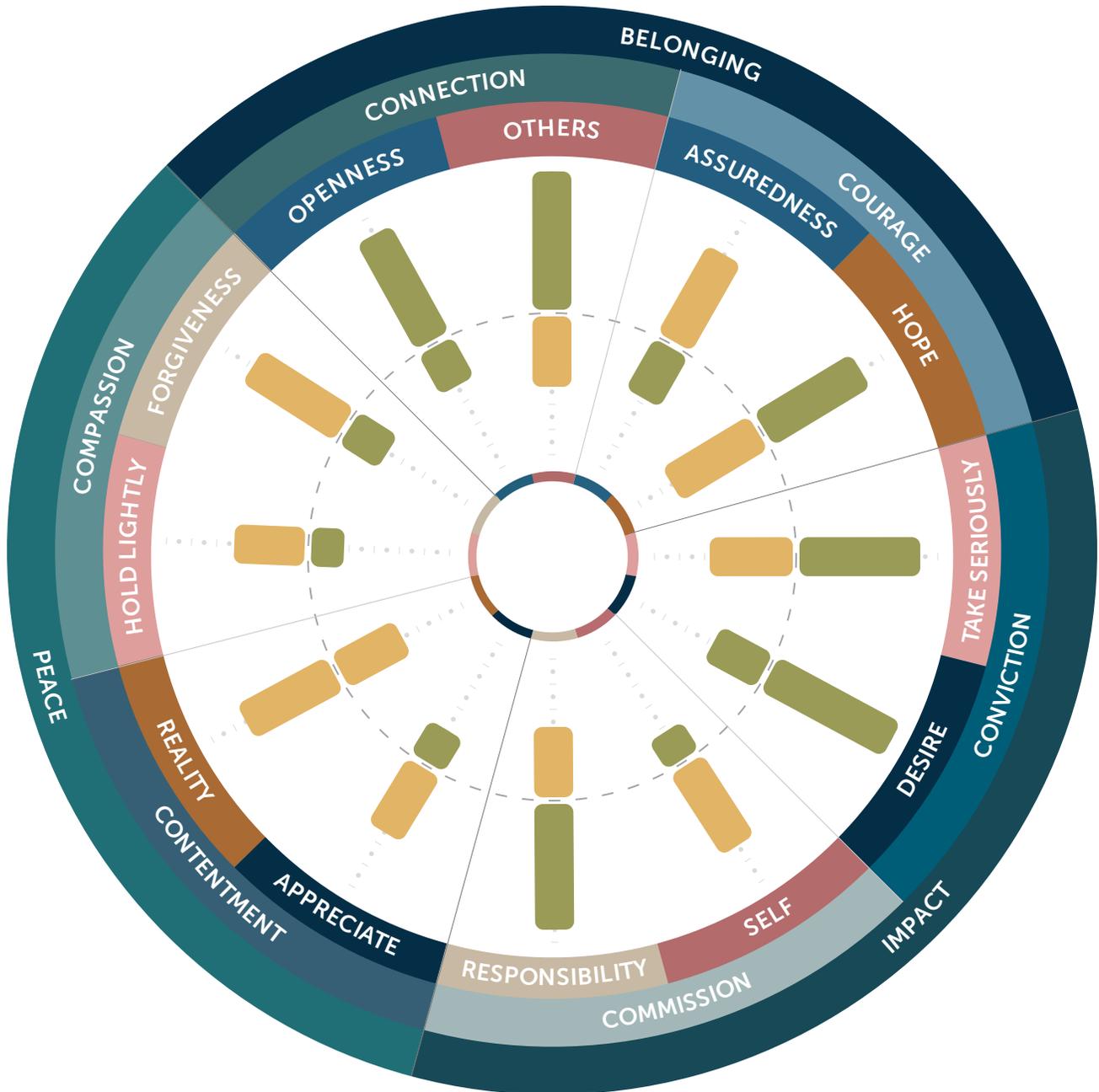


The bars from your Polarity Charts are represented here. Benefits in the outer ring, overuses in the inner ring.

In the Human KPI Wheel, you will note the poles of the six polarities are not side by side.

Instead, they are organized under a *Human Capacities* circle. For example, *Conviction* is influenced by the specific poles: *Desire More* in combination with *Take Seriously*.

Finally, the Wheel's outer ring contains three *Human Aspirations*. Each of these is impacted by two *Human Capacities*.



This KPI Wheel contains your polarity data organized in terms of six Human Capacities and three Human Aspirations. This perspective lets you explore the *implications* of your unique polarity profile.



YOUR CAPACITY CHARTS

HUMAN CAPACITY - CONNECTION

CONNECTION	Openness	BENEFITS	I easily admit my own shortcomings to others	6	4.8
			I am ok not knowing the answer	2	
			I allow others to see all of who I am	5	
			I pause to learn from what others have to say	6	
	Focus On Others	BENEFITS	I am generous	6	5.5
			I inquire about other people's needs	6	
			I intentionally consider others' interests when making decisions	6	
			I seek to make sure others get what they want	4	
	Openness	OVERUSES	I second-guess my own abilities and contributions	2	1.8
			I avoid taking a stand because I'm open to many possibilities	2	
			I suppress my opinion because it's not worth a debate	2	
			I refrain from deliberately sharing my expertise or knowledge	1	
Focus On Others	OVERUSES	I hesitate to ask for what I want	3	2.8	
		I am uncomfortable when I need to inconvenience people	4		
		I sacrifice my needs for the needs of others	3		
		I am tired from spending too much time doing for others	1		

BELONGING

HUMAN CAPACITY - COURAGE

COURAGE	Assuredness	BENEFITS	I exude confidence in my abilities and expertise	4	4
			I can stand alone in my convictions with very little effort	4	
			I add value just as I am - I believe "I am good enough"	5	
			I show up with a grounded presence	3	
	Hope	BENEFITS	I trust that anything is possible	5	4.5
			I am excited and optimistic when considering new options	6	
			I am undeterred about what's possible, even after a few setbacks	5	
			I am unafraid to step into the unknown	2	
	Assuredness	OVERUSES	I avoid being vulnerable with others	1	2.3
			I am convinced my way of looking at things is the right way	2	
			I want to be the one who is right	2	
			I make it a point to ensure others respect what I bring to the table	4	
Hope	OVERUSES	I am overly optimistic	5	4	
		I get so focused on future possibilities that I overlook current realities	5		
		I tend to overestimate what's possible	3		
		I can be too idealistic about the reality of the situation	3		



YOUR CAPACITY CHARTS

HUMAN CAPACITY - CONVICTION

CONVICTION	Take Seriously	BENEFITS	I am intentional and deliberate about my actions	5	4.8
			I take things seriously and treat them with importance	5	
			I am earnest and diligent in all that I do	5	
			I stay focused and move things towards the goal	4	
	Desire More	BENEFITS	I take initiative to improve things and make them better	6	5.5
			I hunger for things to be "more"	5	
			I long to achieve in new and different ways	5	
			I proactively seek out ways to grow and develop	6	
Take Seriously	OVERUSES	I can make a bigger deal of things than is necessary	2	3.3	
		My intensity can get in the way of fun	2		
		I feel weighted down by all there is to do	4		
		I create stress because I take things so seriously	5		
Desire More	OVERUSES	I forget to appreciate what's already good	2	2.3	
		I am dissatisfied because things don't meet my standards	2		
		I set unrealistically high expectations	3		
		I find things to be inadequate	2		



IMPACT

HUMAN CAPACITY - COMMISSION

COMMISSION	Focus On Self	BENEFITS	I think it's important my needs get satisfied	4	3.8
			I make choices that prioritize my needs	5	
			I try to ensure I get what I want	4	
			I advocate for things to go my way	2	
	Responsibility	BENEFITS	I take ownership of situations to make sure things get done	4	5
			I complete my commitments just as promised	6	
			I hold myself accountable for the goals I've set	5	
			I take responsibility and don't blame others for my situation	5	
Focus On Self	OVERUSES	I can be inflexible to get things to go my way	1	1.3	
		I can neglect to consider the needs and desires of others	1		
		I can be uninterested in the perspective of others	1		
		I make sure my needs are met first	2		
Responsibility	OVERUSES	I feel like I'm the one who has to do everything	2	2.8	
		I feel guilty when I'm unable to fulfill a commitment	5		
		I am critical when people don't live up to my expectations	2		
		I take on too many things that are other people's responsibility	2		



YOUR CAPACITY CHARTS

HUMAN CAPACITY - CONTENTMENT

CONTENTMENT	Appreciate What Is	BENEFITS	I pause and appreciate what's working	3	3
			I recognize the good in situations	5	
			I focus on what's working rather than what could be	2	
			I stop to experience gratitude for what I have	2	
	Reality	BENEFITS	I pay attention to the data and don't fool myself	4	4
			I am solidly grounded in the present	3	
			I pause to thoroughly weigh the benefits and risks of situations	5	
			I am realistic about what can get done by when	4	
	Appreciate What Is	OVERUSES	I can be so focused on the good I overlook what could be better	2	1.5
			I can be so content that I become too complacent	1	
			I am disinclined to make a change unless there's a problem	2	
			I can be uninterested to push myself, as I am okay with how things are	1	
Reality	OVERUSES	I am tentative about new ideas and possibilities	2	2.8	
		I look at what could go wrong more than what could go right	3		
		I am wary of opportunities if I can't see a way to get there	2		
		I am uncomfortable taking risks	4		



PEACE

HUMAN CAPACITY - COMPASSION

COMPASSION	Hold Lightly	BENEFITS	I easily let things roll off my back	2	2.8
			I am lighthearted and laid back	3	
			I'm unattached to outcomes – however it works out is fine	2	
			I approach things playfully, with a sense of humor	4	
	Forgiveness	BENEFITS	I allow others to be imperfect and accept them as they are	5	4.3
			I can let things go	4	
			I am understanding when people fall short of my expectations	4	
			I ungrudgingly give people second chances	4	
	Hold Lightly	OVERUSES	I can disregard commitments when something else becomes more appealing	2	1.3
			My carefree nature can create issues	1	
			I leave opportunities on the table because I am too laid back	1	
			I can appear uncommitted because I hold things so lightly	1	
Forgiveness	OVERUSES	I let people off the hook too easily	2	1.8	
		I can feel taken advantage of	2		
		I allow people to take it easy while I do it for them	1		
		I make it too easy for people to sidestep their responsibility	2		



PART 2

360 RESULTS

The people in your life have insight into how you show up 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
KEY STAKEHOLDER	1	1	1
GROUP 1	5	3	3
GROUP 2	6	4	4
OTHER STAKEHOLDERS	5	5	5

With the exception of your Key Stakeholder, the anonymity 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:

KEY STAKEHOLDER

Key Stakeholder Rater

GROUP 1

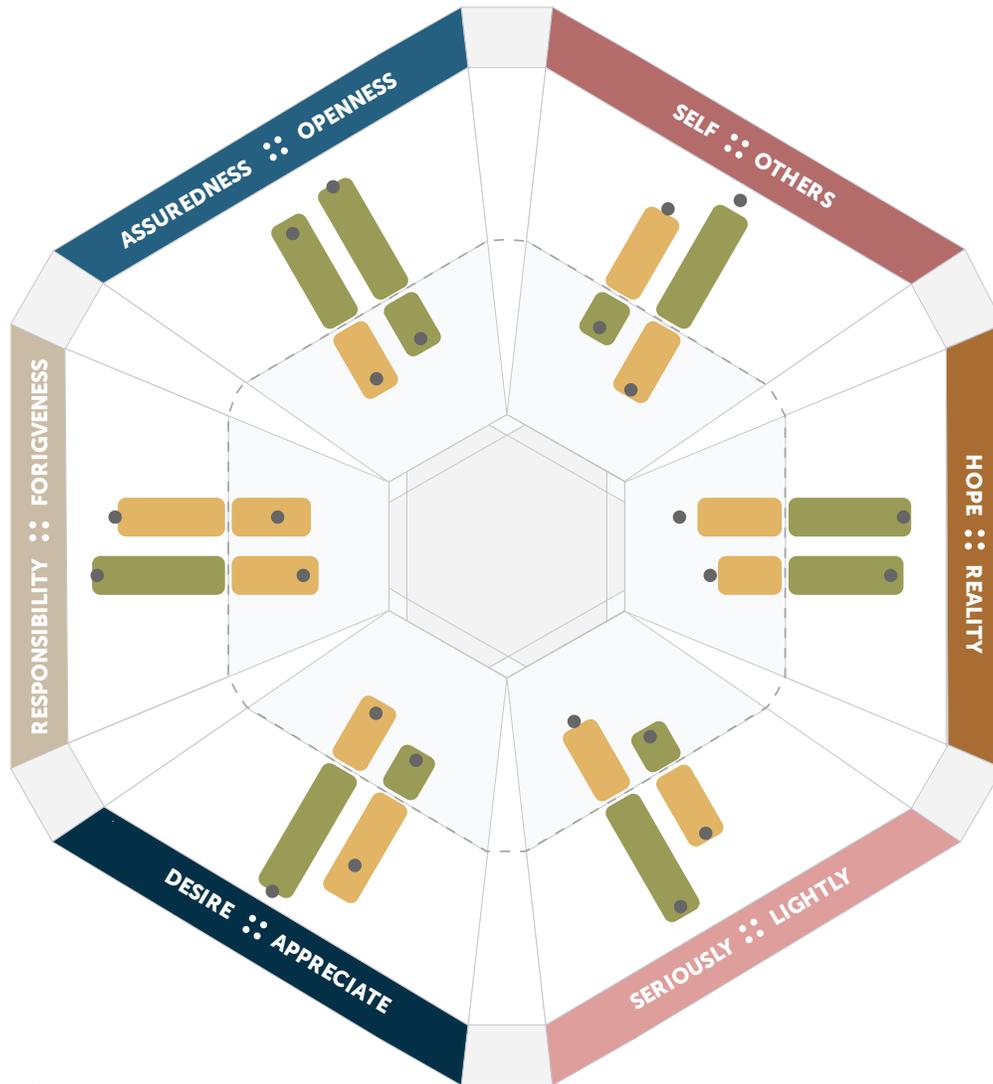
Group 1 Rater #12 , Group 1 Rater #17 , Group 1 Rater #10 , Group 1 Rater #9 , Group 1 Rater #11

GROUP 2

Group 2 Rater #16 , Group 2 Rater #1 , Group 2 Rater #15 , Group 2 Rater #2 , Group 2 Rater #4 , Group 2 Rater #5

OTHER STAKEHOLDERS

Other Stakeholder #8 , Other Stakeholder #13 , Other Stakeholder #14 , Other Stakeholder #3 , Other Stakeholder #6



The KPI 360 Diamond summarizes the Self-Results you saw earlier in your report, and the 360 (All Raters) results in your six 360 Polarity Charts.

The color bars now show the All Raters average score, and the dots represent your Self-Results.

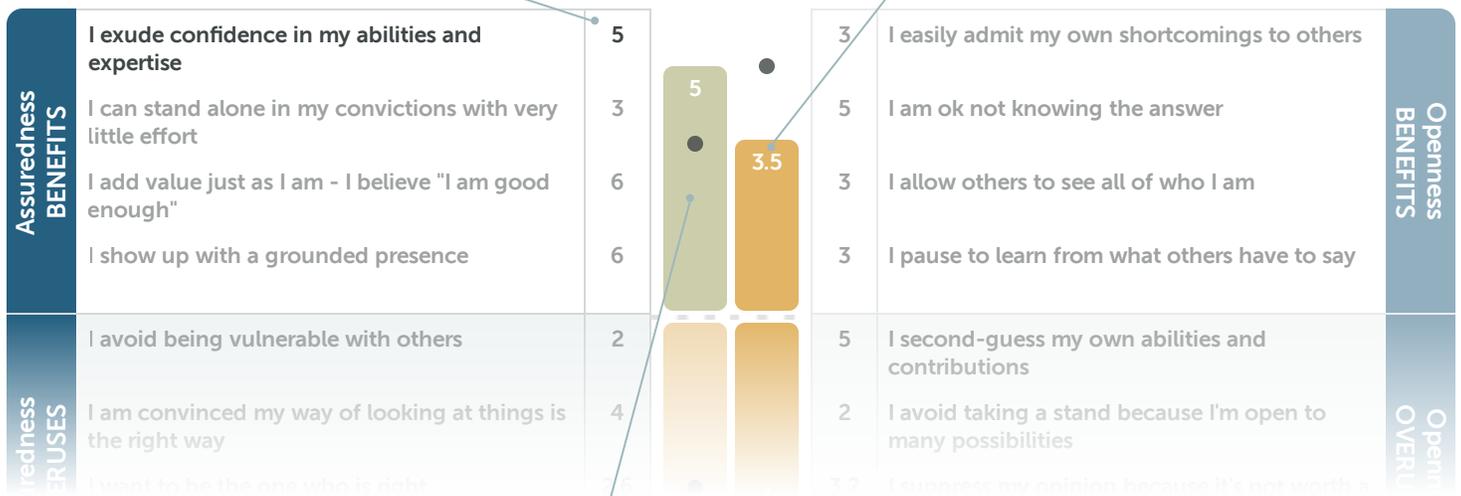
HOW TO READ YOUR 360 POLARITY CHARTS



The 360 Polarity Charts include the average scores for All Raters and your Self-Results.

This score is the average of how all raters scored the behavioral statement associated with the benefits of the *Assuredness* pole.

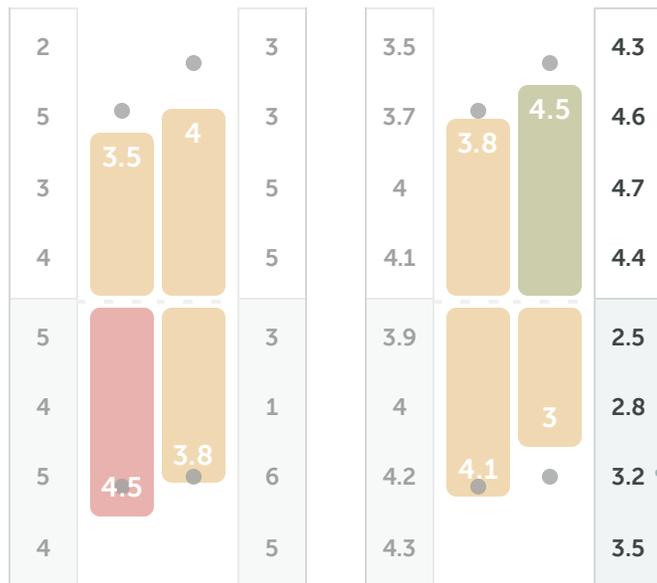
This bar is the average of the four statement scores.



This dot represents your self-rated average score.

Key Stakeholder

Group 1



Below each Polarity Chart, the 360 Results are separated by rater groups.

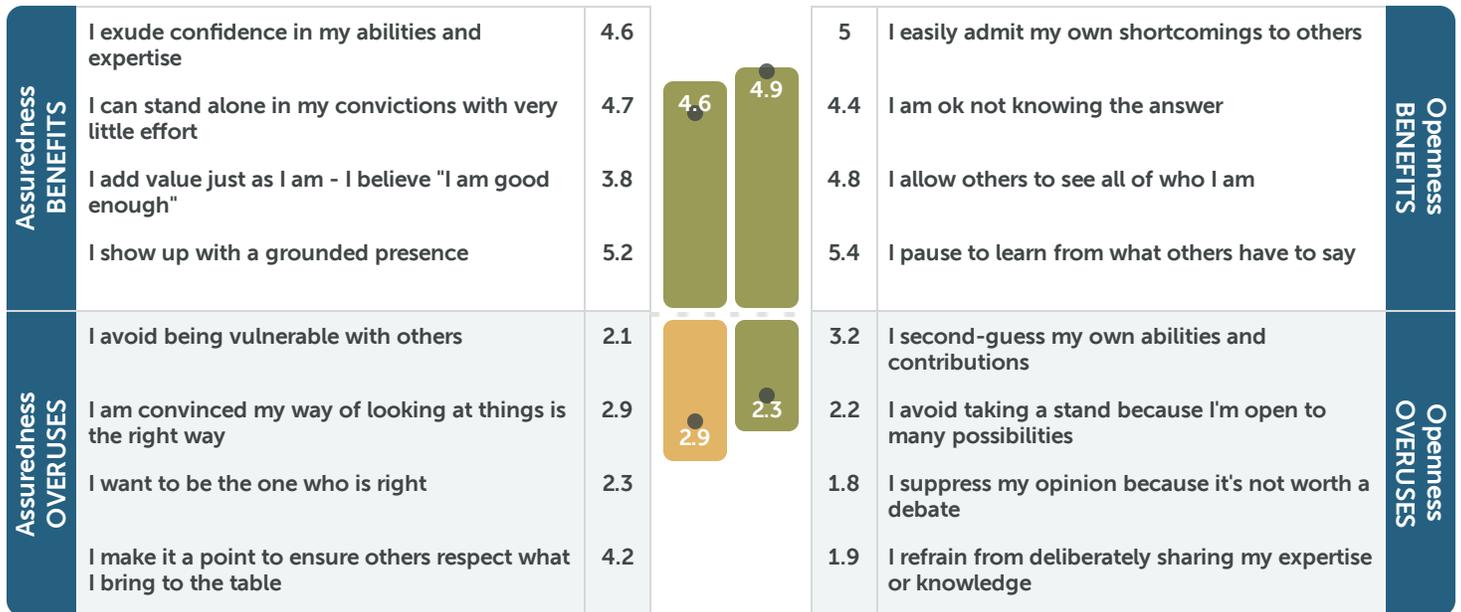
Each rater group's response set corresponds to the behavioral statements in the chart at the top of the page.

This represents the average score of this group for each statement.

YOUR 360 POLARITY CHARTS



ASSUREDNESS :: OPENNESS

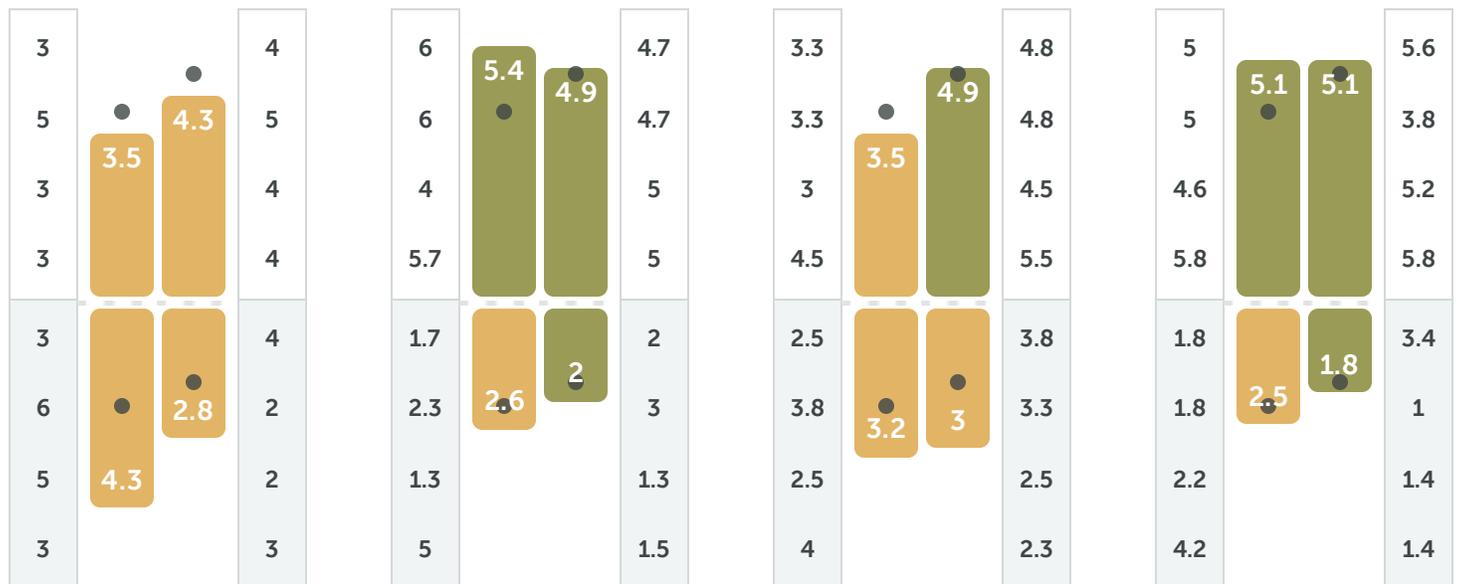


Key Stakeholder

Group 1

Group 2

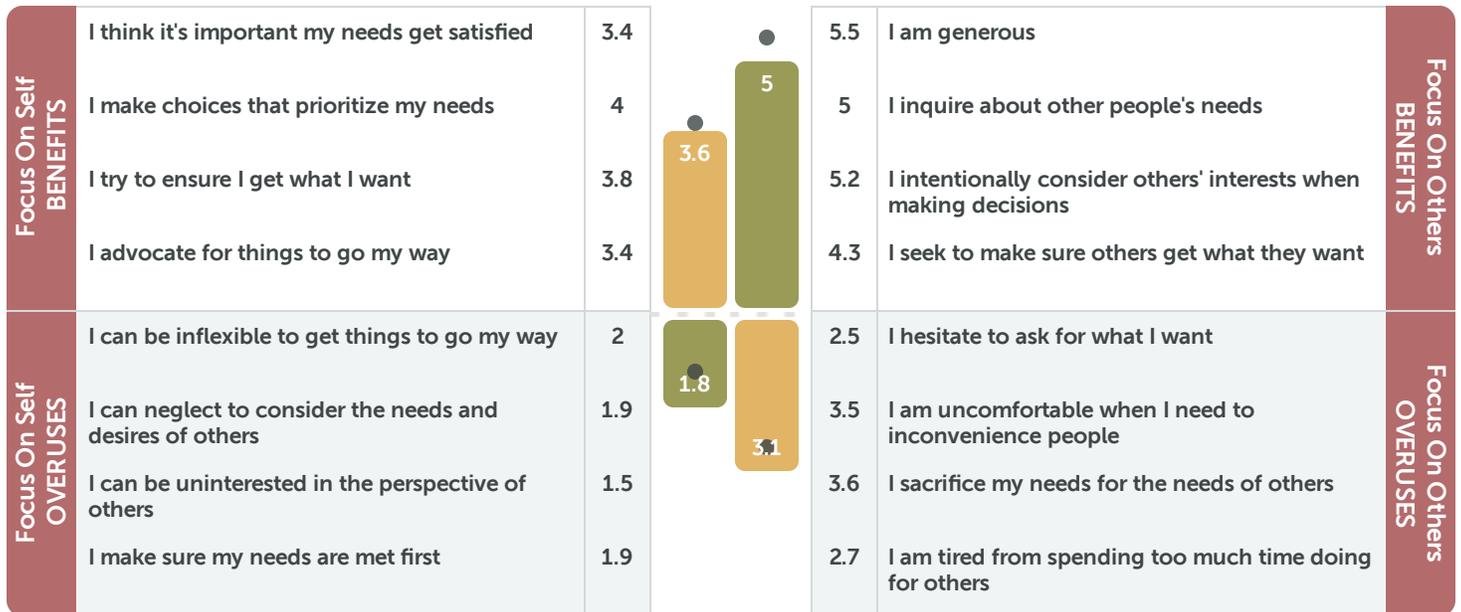
Other Stakeholders



YOUR 360 POLARITY CHARTS



FOCUS ON SELF :: FOCUS ON OTHERS



Key Stakeholder

Group 1

Group 2

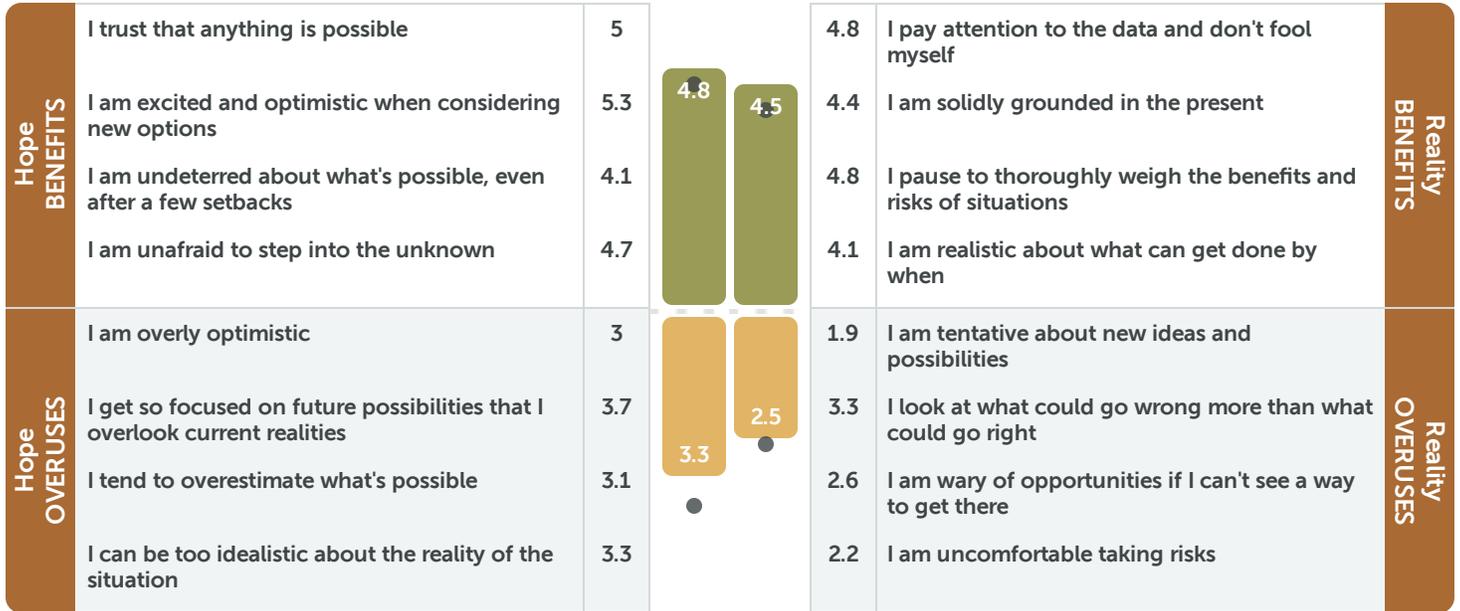
Other Stakeholders



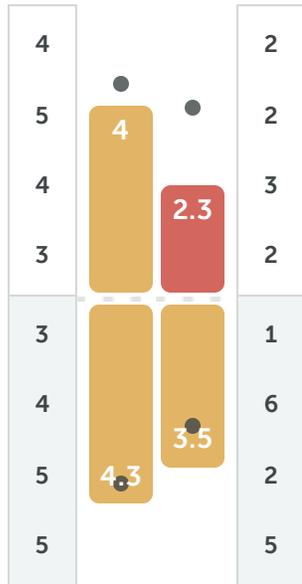
YOUR 360 POLARITY CHARTS



HOPE :: REALITY



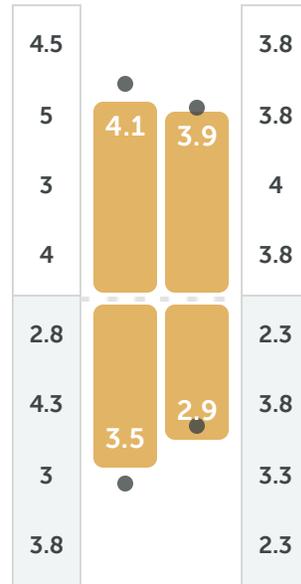
Key Stakeholder



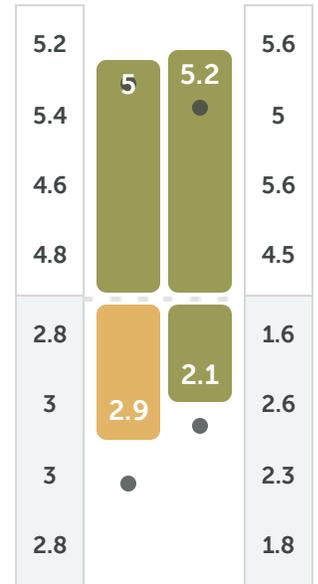
Group 1



Group 2



Other Stakeholders



YOUR 360 POLARITY CHARTS



TAKE SERIOUSLY :: HOLD LIGHTLY

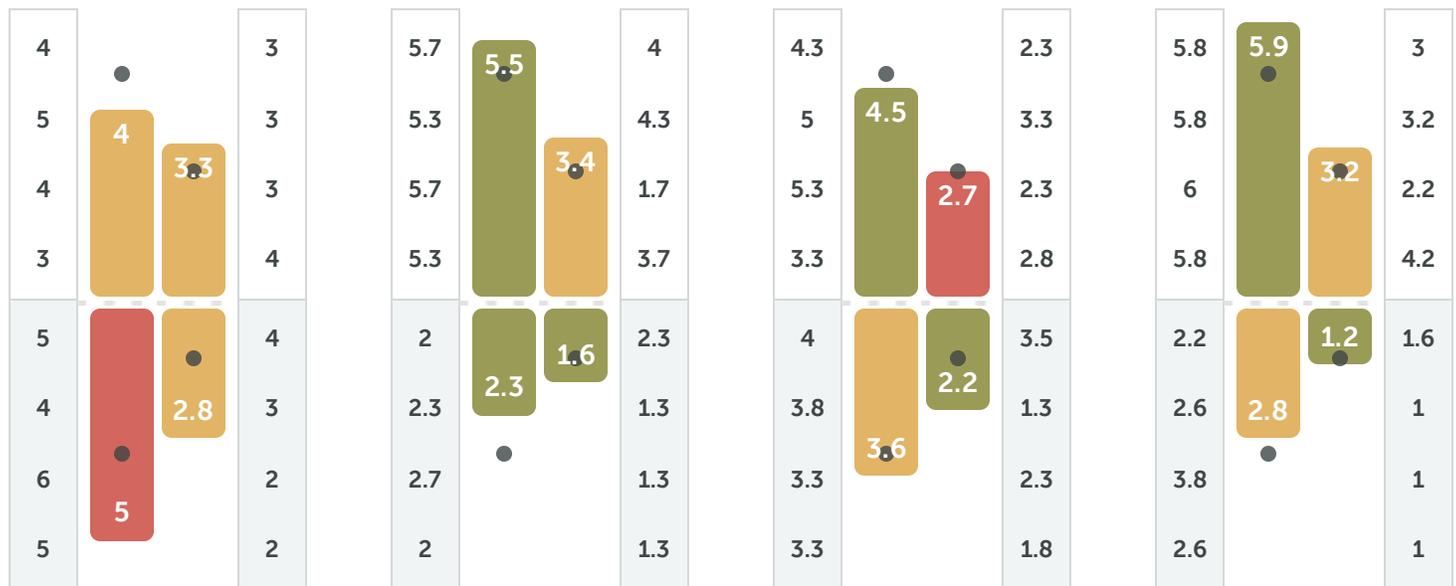


Key Stakeholder

Group 1

Group 2

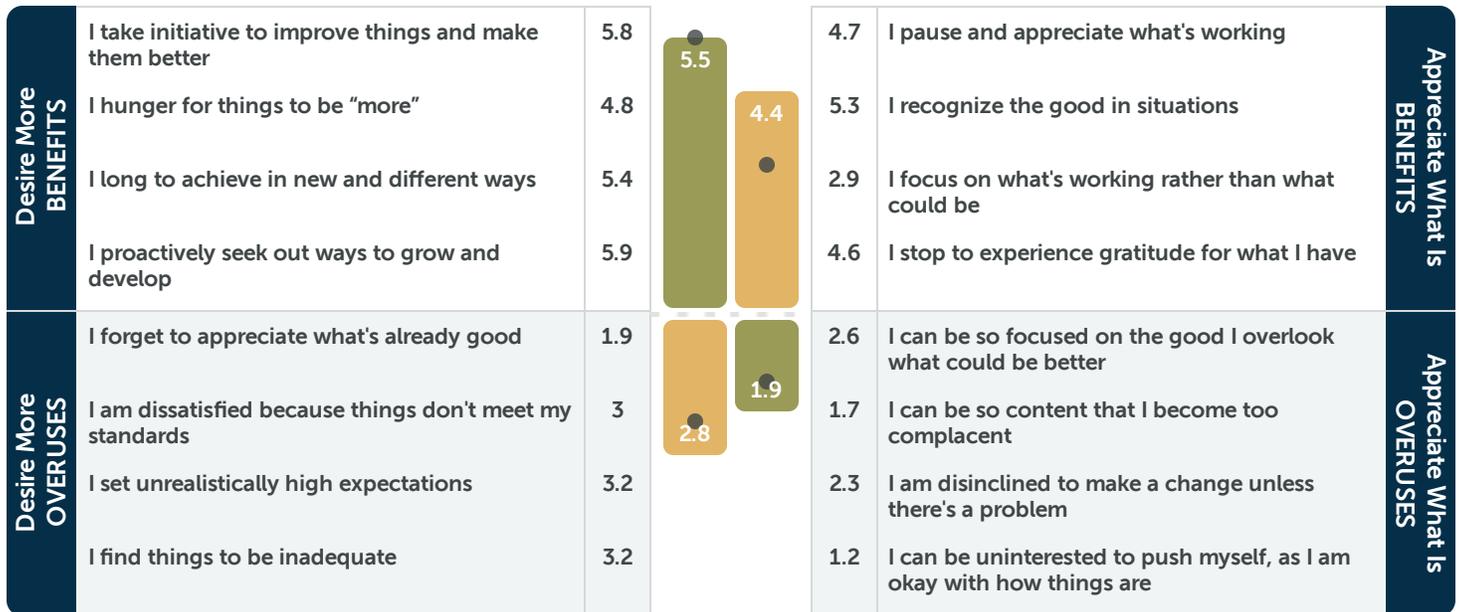
Other Stakeholders



YOUR 360 POLARITY CHARTS



DESIRE MORE :: APPRECIATE WHAT IS



Key Stakeholder

Group 1

Group 2

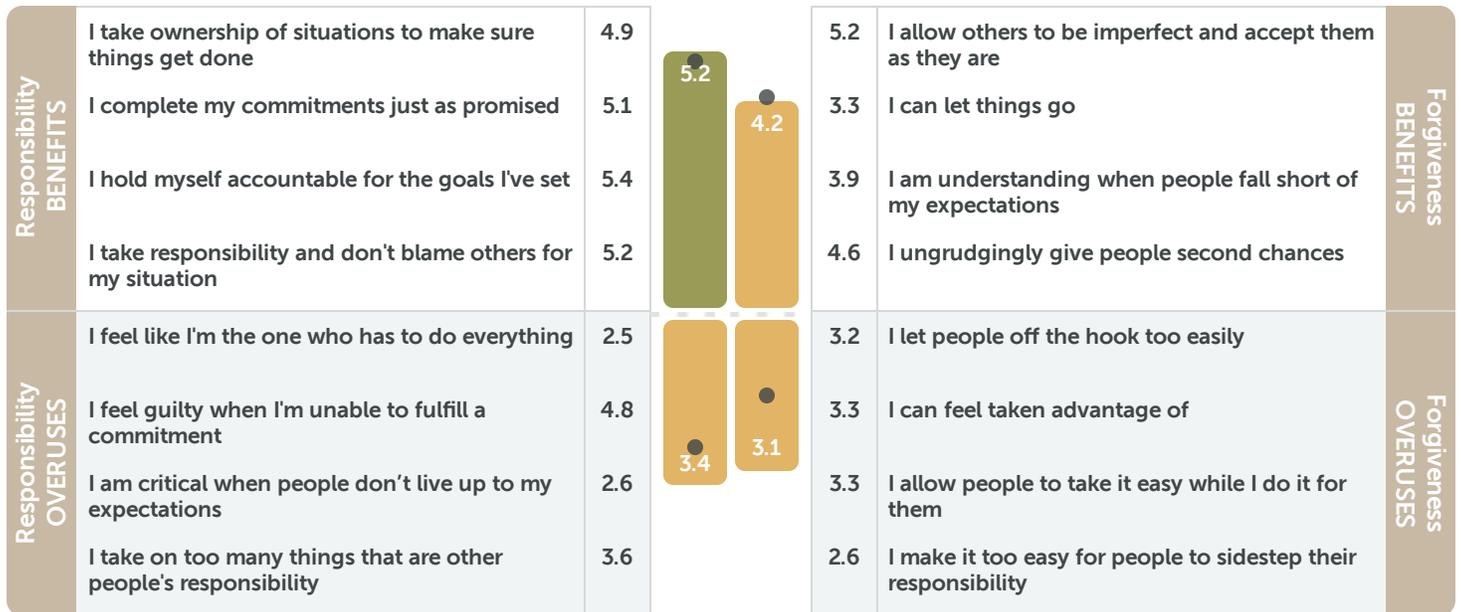
Other Stakeholders



YOUR 360 POLARITY CHARTS



RESPONSIBILITY :: FORGIVENESS

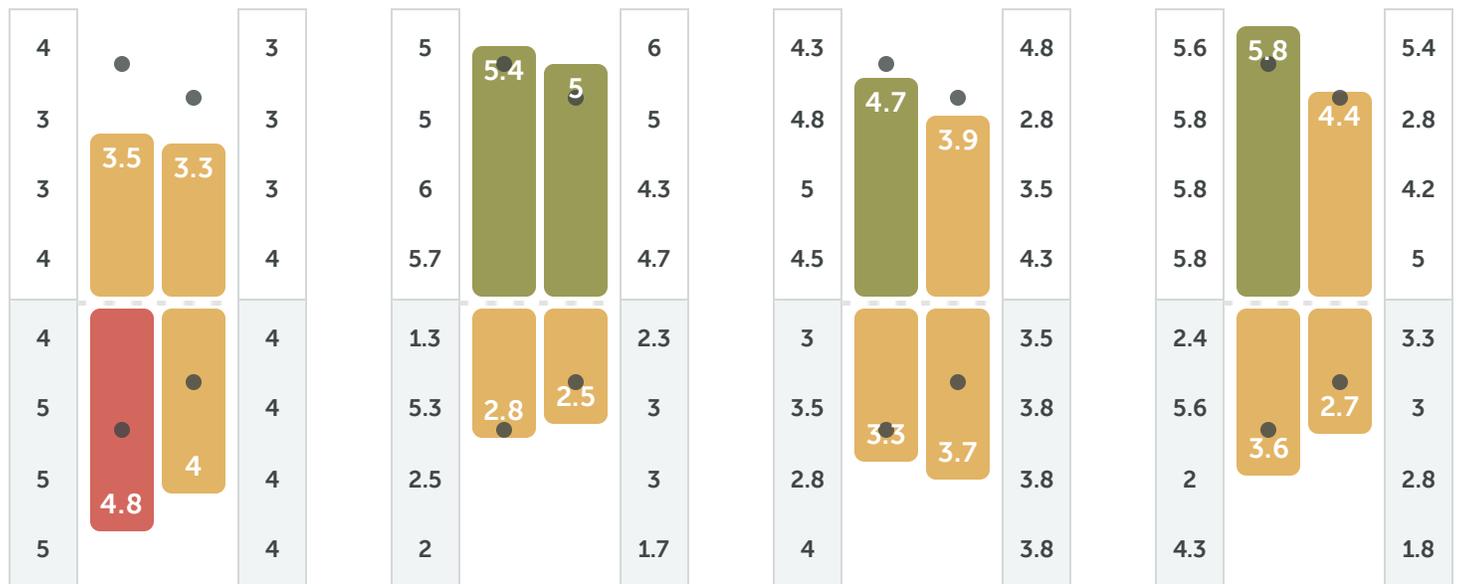


Key Stakeholder

Group 1

Group 2

Other Stakeholders





KEY
 All Raters ● Self-Results

The KPI 360 Wheel contains the polarity data from your six 360 Polarity Charts, organized in terms of Human Capacities and three Human Aspirations. This perspective lets you explore the *human implications* of your unique 360 Polarity Profile. The color bars show the average score of All Raters and the dots represent the average of your Self-Results for each pole.

YOUR 360 CAPACITY CHARTS



1
Almost
Never

6
Almost
Always

HUMAN CAPACITY - CONNECTION

		Self	Self Avg	All raters	All Raters Avg	Key Stakeholder	Group 1	Group 2	Stakeholders	
CONNECTION	Openness	I easily admit my own shortcomings to others	6		5					
		I am ok not knowing the answer	2		4.4					
		I allow others to see all of who I am	5	4.8	4.8	4.9	4.3	4.9	4.9	5.1
		I pause to learn from what others have to say	6		5.4					
	Focus On Others	I am generous	6		5.5					
		I inquire about other people's needs	6		5					
		I intentionally consider others' interests when making decisions	6	5.5	5.2	5	4.3	4.9	4.5	5.7
		I seek to make sure others get what they want	4		4.3					
	Openness	I second-guess my own abilities and contributions	2		3.2					
		I avoid taking a stand because I'm open to many possibilities	2		2.2					
		I suppress my opinion because it's not worth a debate	2	1.8	1.8	2.3	2.8	2	3	1.8
		I refrain from deliberately sharing my expertise or knowledge	1		1.9					
Focus On Others	I hesitate to ask for what I want	3		2.5						
	I am uncomfortable when I need to inconvenience people	4		3.5						
	I sacrifice my needs for the needs of others	3	2.8	3.6	3.1	3.5	1.8	3.7	3.2	
	I am tired from spending too much time doing for others	1		2.7						

HUMAN CAPACITY - COURAGE

		Self	Self Avg	All raters	All Raters Avg	Key Stakeholder	Group 1	Group 2	Stakeholders	
COURAGE	Assuredness	I exude confidence in my abilities and expertise	4		4.6					
		I can stand alone in my convictions with very little effort	4		4.7					
		I add value just as I am - I believe "I am good enough"	5	4	3.8	4.6	3.5	5.4	3.5	5.1
		I show up with a grounded presence	3		5.2					
	Hope	I trust that anything is possible	5		5					
		I am excited and optimistic when considering new options	6		5.3					
		I am undeterred about what's possible, even after a few setbacks	5	4.5	4.1	4.8	4	5.5	4.1	5
		I am unafraid to step into the unknown	2		4.7					
	Assuredness	I avoid being vulnerable with others	1		2.1					
		I am convinced my way of looking at things is the right way	2		2.9					
		I want to be the one who is right	2	2.3	2.3	2.9	4.3	2.6	3.2	2.5
		I make it a point to ensure others respect what I bring to the table	4		4.2					
Hope	I am overly optimistic	5		3						
	I get so focused on future possibilities that I overlook current realities	5		3.7						
	I tend to overestimate what's possible	3	4	3.1	3.3	4.3	3.3	3.5	2.9	
	I can be too idealistic about the reality of the situation	3		3.3						

BELONGING

YOUR 360 CAPACITY CHARTS



1 Almost Never 6 Almost Always

HUMAN CAPACITY - CONVICTION

		Self	Self Avg	All raters	All Raters Avg	Key Stakeholder	Group 1	Group 2	Stakeholders	
CONVICTION	Take Seriously BENEFITS	I am intentional and deliberate about my actions	5	4.8	5.2	5.2	4	5.5	4.5	5.9
		I take things seriously and treat them with importance	5		5.4					
		I am earnest and diligent in all that I do	5		5.6					
		I stay focused and move things towards the goal	4		4.7					
	Desire More BENEFITS	I take initiative to improve things and make them better	6	5.5	5.8	5.5	5	5.2	5.8	5.5
		I hunger for things to be "more"	5		4.8					
		I long to achieve in new and different ways	5		5.4					
		I proactively seek out ways to grow and develop	6		5.9					
	Take Seriously OVERUSES	I can make a bigger deal of things than is necessary	2	3.3	2.9	3.1	5	2.3	3.6	2.8
		My intensity can get in the way of fun	2		3					
		I feel weighted down by all there is to do	4		3.6					
		I create stress because I take things so seriously	5		2.9					
Desire More OVERUSES	I forget to appreciate what's already good	2	2.3	1.9	2.8	4.8	1.6	3.4	2.8	
	I am dissatisfied because things don't meet my standards	2		3						
	I set unrealistically high expectations	3		3.2						
	I find things to be inadequate	2		3.2						



IMPACT

HUMAN CAPACITY - COMMISSION

		Self	Self Avg	All raters	All Raters Avg	Key Stakeholder	Group 1	Group 2	Stakeholders	
COMMISSION	Focus On Self BENEFITS	I think it's important my needs get satisfied	4	3.8	3.4	3.6	3.5	3.3	3.7	3.9
		I make choices that prioritize my needs	5		4					
		I try to ensure I get what I want	4		3.8					
		I advocate for things to go my way	2		3.4					
	Responsibility BENEFITS	I take ownership of situations to make sure things get done	4	5	4.9	5.2	3.5	5.4	4.7	5.8
		I complete my commitments just as promised	6		5.1					
		I hold myself accountable for the goals I've set	5		5.4					
		I take responsibility and don't blame others for my situation	5		5.2					
	Focus On Self OVERUSES	I can be inflexible to get things to go my way	1	1.3	2	1.8	3.5	1.8	2.3	1.1
		I can neglect to consider the needs and desires of others	1		1.9					
		I can be uninterested in the perspective of others	1		1.5					
		I make sure my needs are met first	2		1.9					
Responsibility OVERUSES	I feel like I'm the one who has to do everything	2	2.8	2.5	3.4	4.8	2.8	3.3	3.6	
	I feel guilty when I'm unable to fulfill a commitment	5		4.8						
	I am critical when people don't live up to my expectations	2		2.6						
	I take on too many things that are other people's responsibility	2		3.6						

YOUR 360 CAPACITY CHARTS



1
Almost
Never

6
Almost
Always

HUMAN CAPACITY - CONTENTMENT

CONTENTMENT		Statement	Self	Self Avg	All raters	All Raters Avg	Key Stakeholder	Group 1	Group 2	Stakeholders
Appreciate What Is	BENEFITS	I pause and appreciate what's working	3	4.7						
		I recognize the good in situations	5	5.3						
		I focus on what's working rather than what could be	2	3	2.9	4.4	2.8	5	3.5	5.1
		I stop to experience gratitude for what I have	2	4.6						
Reality	BENEFITS	I pay attention to the data and don't fool myself	4	4.8						
		I am solidly grounded in the present	3	4.4						
		I pause to thoroughly weigh the benefits and risks of situations	5	4	4.8	4.5	2.3	5.2	3.9	5.2
		I am realistic about what can get done by when	4	4.1						
Appreciate What Is	OVERUSES	I can be so focused on the good I overlook what could be better	2	2.6						
		I can be so content that I become too complacent	1	1.7						
		I am disinclined to make a change unless there's a problem	2	1.5	2.3	1.9	1.8	1.9	2.6	1.5
		I can be uninterested to push myself, as I am okay with how things are	1	1.2						
Reality	OVERUSES	I am tentative about new ideas and possibilities	2	1.9						
		I look at what could go wrong more than what could go right	3	3.3						
		I am wary of opportunities if I can't see a way to get there	2	2.8	2.6	2.5	3.5	2.3	2.9	2.1
		I am uncomfortable taking risks	4	2.2						



PEACE

HUMAN CAPACITY - COMPASSION

COMPASSION		Statement	Self	Self Avg	All raters	All Raters Avg	Key Stakeholder	Group 1	Group 2	Stakeholders
Hold Lightly	BENEFITS	I easily let things roll off my back	2	3						
		I am lighthearted and laid back	3	3.5						
		I'm unattached to outcomes – however it works out is fine	2	2.8	2.2	3.1	3.3	3.4	2.7	3.2
		I approach things playfully, with a sense of humor	4	3.6						
Forgiveness	BENEFITS	I allow others to be imperfect and accept them as they are	5	5.2						
		I can let things go	4	3.3						
		I am understanding when people fall short of my expectations	4	4.3	3.9	4.2	3.3	5	3.9	4.4
		I ungrudgingly give people second chances	4	4.6						
Hold Lightly	OVERUSES	I can disregard commitments when something else becomes more appealing	2	2.5						
		My carefree nature can create issues	1	1.3						
		I leave opportunities on the table because I am too laid back	1	1.5	1.5	1.7	2.8	1.5	2.2	1.2
		I can appear uncommitted because I hold things so lightly	1	1.4						
Forgiveness	OVERUSES	I let people off the hook too easily	2	3.2						
		I can feel taken advantage of	2	3.3						
		I allow people to take it easy while I do it for them	1	1.8	3.3	3.1	4	2.5	3.7	2.7
		I make it too easy for people to sidestep their responsibility	2	2.6						



PART 3

OPEN-ENDED RESPONSES

YOU WERE INVITED TO SELECT AN INITIAL 'POLARITY OF INTEREST', YOU SAID:

Take Seriously :: Hold Lightly

IN YOUR OWN VIEW, WHAT ARE YOUR MAIN STRENGTHS CURRENTLY?

Open-ended answer

IN YOUR OWN VIEW, WHAT ARE YOUR MAIN AREAS FOR DEVELOPMENT CURRENTLY?

Open-ended answer

WHAT ARE EVA D. SAMPLE'S MAIN STRENGTHS CURRENTLY?

- Open-ended feedback

OPEN-ENDED RESPONSES

WHAT ARE EVA D. SAMPLE'S MAIN AREAS FOR DEVELOPMENT CURRENTLY?

- Open-ended feedback
- Open-ended feedback
- Open-ended feedback



About the Key Polarity Indicator

The KPI belongs to a suite of assessment tools and programs designed to make polarities consciously accessible for your personal and professional development. It is a powerful resource for personal growth and a strategic differentiator for human systems and leadership teams.

For more information:

Visit www.keypolarityindicator.com

Read *Navigating Polarities: Using Both/And Thinking to Lead Transformation* (2019)

by B. Emerson & K. Lewis.

Paradoxical Press.