

LEADERSHIP KPI 360

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

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Sample Report
Month Year

Administered by:
KPI Practitioner





Welcome to the Leadership 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.

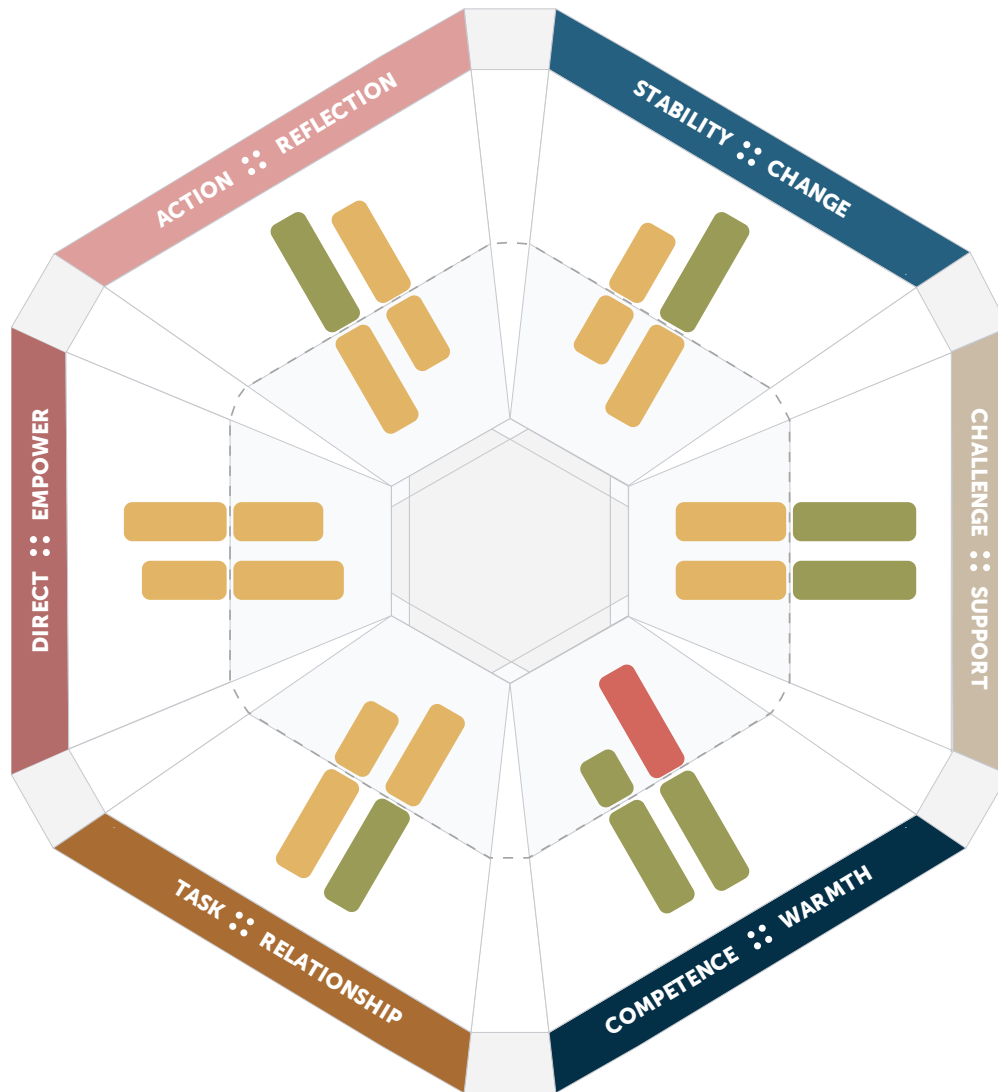
We hope and trust you will enjoy exploring your key polarities!

The KPI Team



PART 1

SELF-RESULTS



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

ACTION :: REFLECTION
STABILITY :: CHANGE
CHALLENGE :: SUPPORT

EXUDE COMPETENCE :: EXUDE WARMTH
TASK FOCUS :: RELATIONSHIP FOCUS
DIRECT :: EMPOWER

The Leadership KPI Diamond is a visual summary of your data for the six polarities in the Leadership 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 *Stability* pole.

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



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

This bar is the average of your four responses to the behaviors associated with the overuses of the *Change* 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

ACTION :: REFLECTION



STABILITY :: CHANGE





YOUR POLARITY CHARTS

CHALLENGE :: SUPPORT

Challenge BENEFITS	I set the bar higher than others to motivate exceptional performance	5	4.8	4.8	5	I support people as they work through challenges	Support BENEFITS
	I challenge people to go where they haven't gone before	4			5	I look for ways to build people's confidence	
	I actively encourage people to think bigger	5			4	I intentionally remove obstacles for others to succeed	
	I engage people in the pursuit of excellence	5			5	I make it safe for people to try new things	
Challenge OVERUSES	I push people too far, too fast	3	4.3	4.3	5	I make it too comfortable for others to fall short	Support OVERUSES
	My drive for excellence can create stress for others	5			4	I hesitate asking people to stretch if it makes them uncomfortable	
	I move on to the next thing without taking time to celebrate	5			4	I overpraise people's capabilities in an effort to build their confidence	
	I tire people out because I constantly set such a high bar	4			4	I rescue people when they struggle to figure something out	

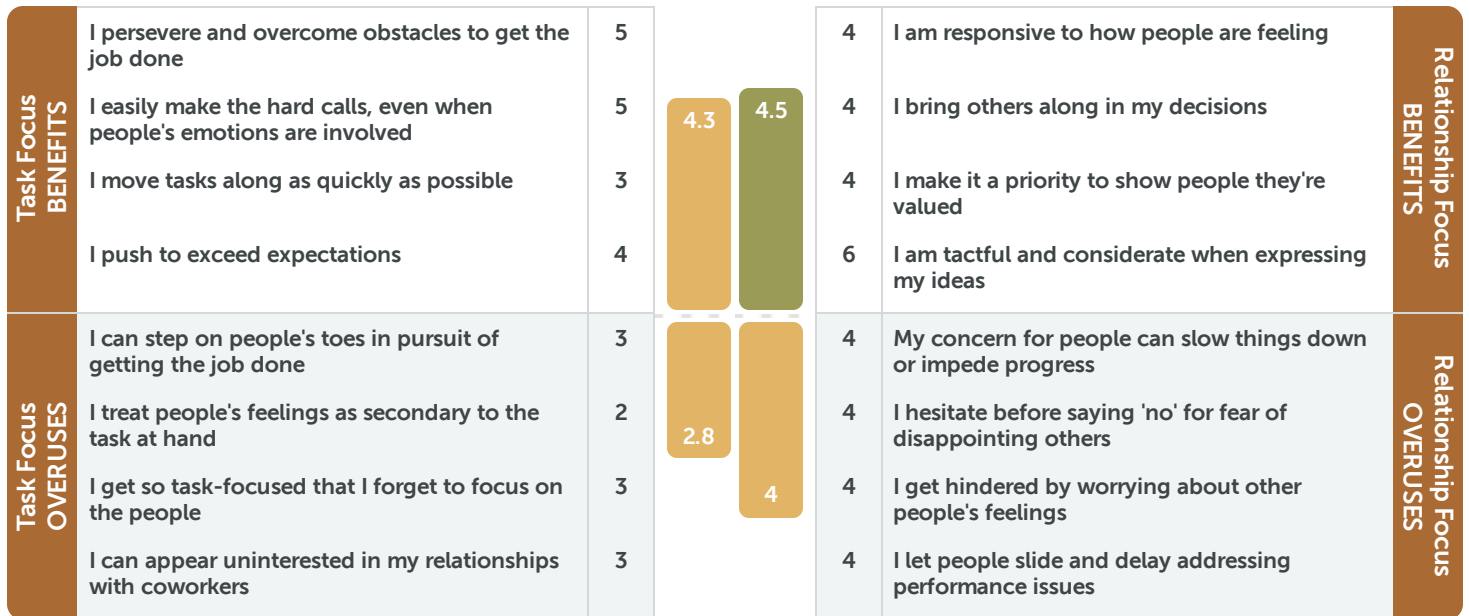
EXUDE COMPETENCE :: EXUDE WARMTH

Exude Competence BENEFITS	I readily share my thoughts and ideas	4	4.5	4.8	5	I share my knowledge and know-how with humility	Exude Warmth BENEFITS
	I express my knowledge and insight with confidence	5			4	I actively look for ways to connect with people	
	I show up strong and compelling	4			5	I ask questions to understand people's perspectives	
	I am straightforward and tell it as I see it	5			5	I am approachable and put others at ease	
Exude Competence OVERUSES	I make my point regardless of other people's feelings	3	2	4.5	5	I can be taken advantage of because of my good nature	Exude Warmth OVERUSES
	I ensure people are aware of my expertise and know-how	2			5	I undersell my capabilities	
	I leave little room for other people's ideas	1			4	I hesitate to take a stand that might make others uncomfortable	
	I am hesitant to share my shortcomings	2			4	I neglect to make my point of view known	

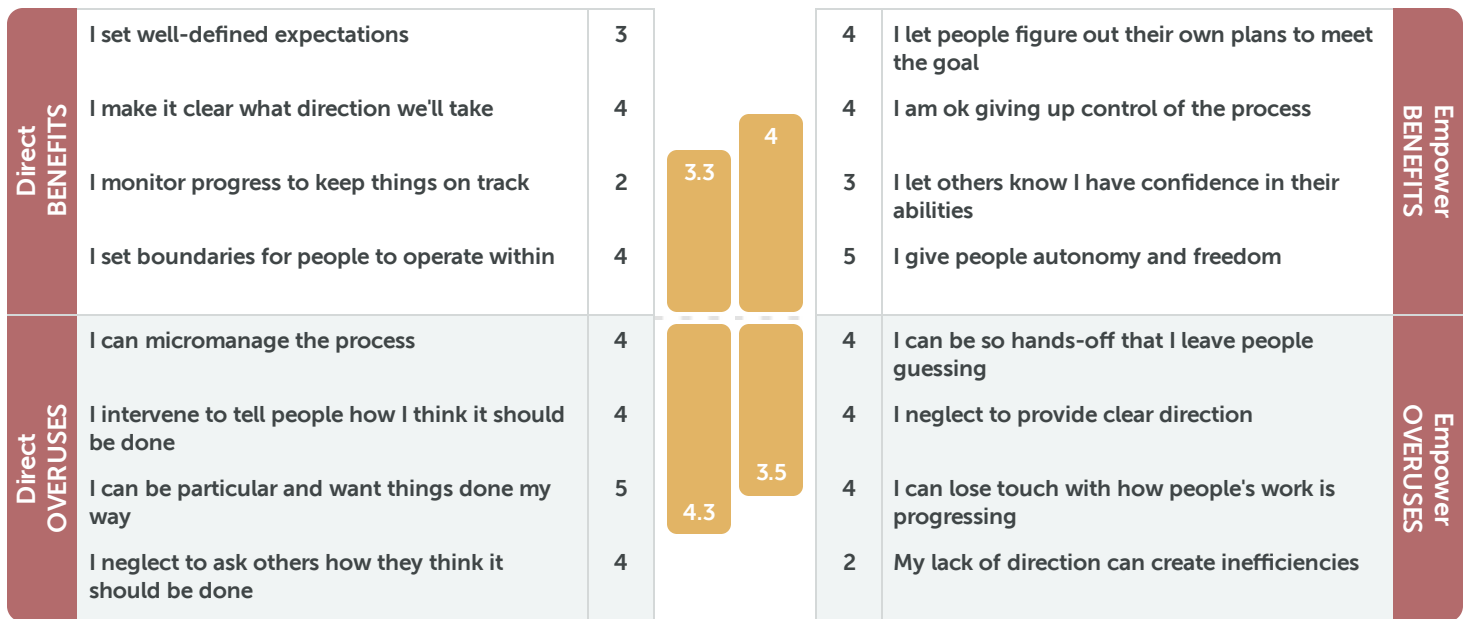


YOUR POLARITY CHARTS

TASK FOCUS :: RELATIONSHIP FOCUS



DIRECT :: EMPOWER



HOW TO READ YOUR KPI WHEEL



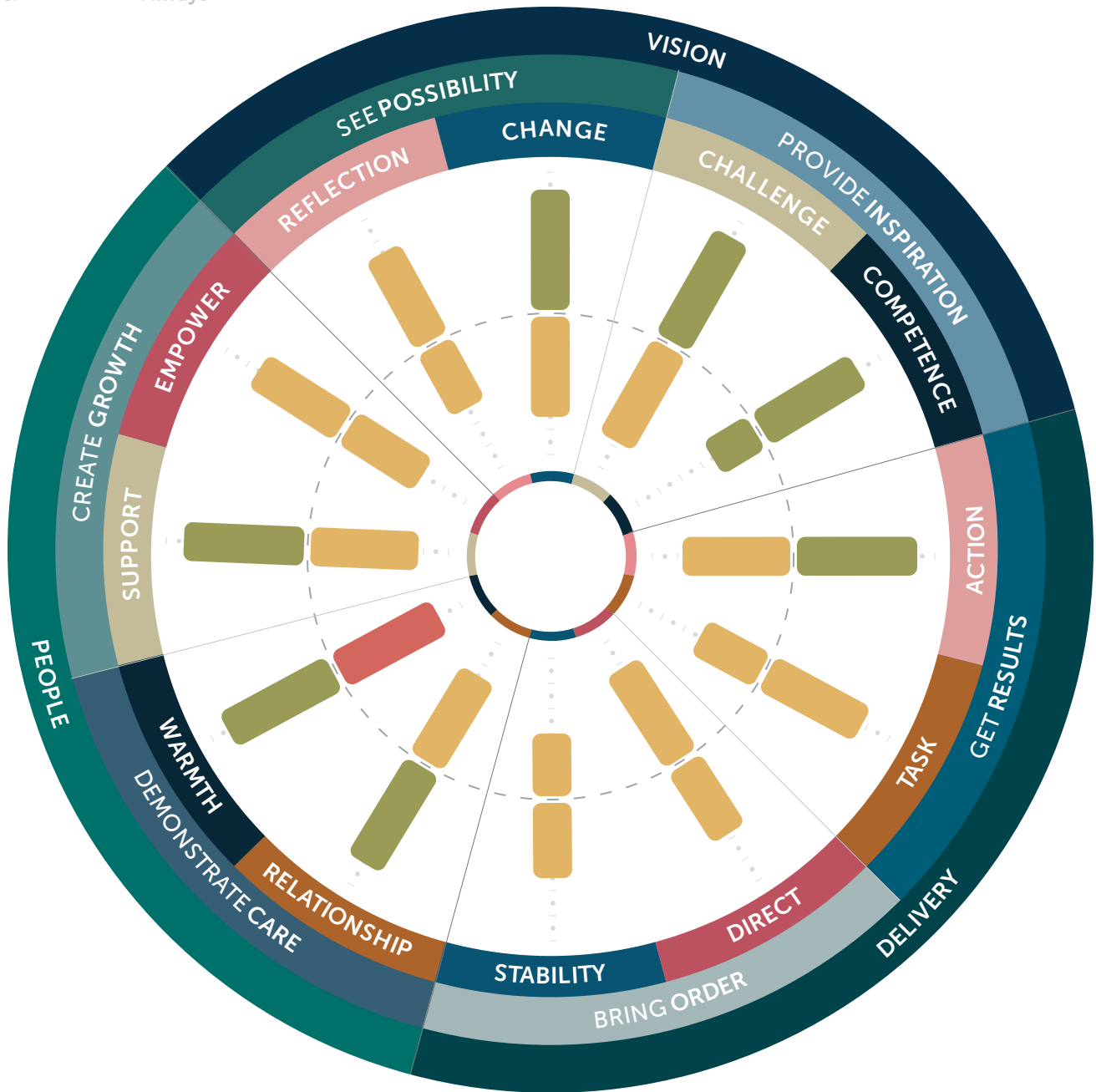
Your *Leadership KPI Wheel* shows how your scores contribute to the six *Leadership Capabilities* needed to fulfill three important *Leadership Responsibilities*. It decodes your polarity data into a unique developmental perspective.

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

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

Instead, they are organized under a *Leadership Capabilities* circle. For example, *Get Results* is influenced by the specific poles: *Task* in combination with *Action*.

Finally, the Wheel's outer ring contains three *Leadership Responsibilities*. Each of these is impacted by two *Leadership Capabilities*.



This KPI Wheel contains your polarity data organized in terms of six Leadership Capabilities and three Leadership Responsibilities. This perspective lets you explore the *leadership implications* of your unique polarity profile.



LEADERSHIP CAPABILITY - SEE POSSIBILITY

SEE POSSIBILITY	Reflection	BENEFITS	I take time to look back on lessons learned	4	4
			I pause to wonder about different approaches	4	
			I think things through thoroughly before acting	3	
			I step back to think strategically about the future	5	
	Change	BENEFITS	I actively seek out ways to make things better	4	4.8
			I can easily pivot to do things differently	5	
			I try new things to stay on the cutting edge	5	
			I get excited by pursuing new opportunities	5	
	Reflection	OVERUSES	I can be slow to act because I overthink things	2	2.8
			I think of great ideas but don't follow through on them	3	
			I wait for the path to be crystal clear before moving forward	2	
			My desire to consider all the possibilities impedes momentum	4	
Change	OVERUSES	I change things that end up not being worth the effort	4	4	
		My drive to do things differently can create stress for others	4		
		I can forget to appreciate what is working	4		
		My ongoing desire to change things hinders efficiency	4		



VISION

LEADERSHIP CAPABILITY - PROVIDE INSPIRATION

PROVIDE INSPIRATION	Challenge	BENEFITS	I set the bar higher than others to motivate exceptional performance	5	4.8
			I challenge people to go where they haven't gone before	4	
			I actively encourage people to think bigger	5	
			I engage people in the pursuit of excellence	5	
	Exude Competence	BENEFITS	I readily share my thoughts and ideas	4	4.5
			I express my knowledge and insight with confidence	5	
			I show up strong and compelling	4	
			I am straightforward and tell it as I see it	5	
	Challenge	OVERUSES	I push people too far, too fast	3	4.3
			My drive for excellence can create stress for others	5	
			I move on to the next thing without taking time to celebrate	5	
			I tire people out because I constantly set such a high bar	4	
Exude Competence	OVERUSES	I make my point regardless of other people's feelings	3	2	
		I ensure people are aware of my expertise and know-how	2		
		I leave little room for other people's ideas	1		
		I am hesitant to share my shortcomings	2		



LEADERSHIP CAPABILITY - GET RESULTS

GET RESULTS	Action	BENEFITS	I promptly take action to make things happen	5	4.8	
			I act quickly to take advantage of new opportunities	4		
			I exhibit energy to move things forward	5		
			I make decisions quickly so things can keep moving	5		
	Task Focus	BENEFITS	I persevere and overcome obstacles to get the job done	5		
			I easily make the hard calls, even when people's emotions are involved	5		
			I move tasks along as quickly as possible	3		
			I push to exceed expectations	4		
	Action	OVERUSES	I create overload by saying yes to too many things	5		4.3
			My actions are more reactive than strategic	4		
			I create stress by jumping in without thinking things through	4		
			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	3	2.8		
		I treat people's feelings as secondary to the task at hand	2			
		I get so task-focused that I forget to focus on the people	3			
		I can appear uninterested in my relationships with coworkers	3			



DELIVERY

LEADERSHIP CAPABILITY - BRING ORDER

BRING ORDER	Direct	BENEFITS	I set well-defined expectations	3	3.3	
			I make it clear what direction we'll take	4		
			I monitor progress to keep things on track	2		
			I set boundaries for people to operate within	4		
	Stability	BENEFITS	I establish processes to ensure consistency	2		3
			I look for ways to reduce uncertainty	4		
			I follow the established process or plan	3		
			I check to ensure things are working as they should	3		
	Direct	OVERUSES	I can micromanage the process	4		4.3
			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	2	2.5		
		I can get attached to the proven way of doing things	2			
		I can be resistant to new or different approaches	2			
		I am skeptical of proposed improvements	4			

YOUR CAPABILITY CHARTS



LEADERSHIP CAPABILITY - DEMONSTRATE CARE

DEMONSTRATE CARE	Relationship Focus	BENEFITS	I am responsive to how people are feeling	4	4.5	
			I bring others along in my decisions	4		
			I make it a priority to show people they're valued	4		
			I am tactful and considerate when expressing my ideas	6		
	Exude Warmth	BENEFITS	I share my knowledge and know-how with humility	5		4.8
			I actively look for ways to connect with people	4		
			I ask questions to understand people's perspectives	5		
			I am approachable and put others at ease	5		
Relationship Focus	OVERUSES	My concern for people can slow things down or impede progress	4	4		
		I hesitate before saying 'no' for fear of disappointing others	4			
		I get hindered by worrying about other people's feelings	4			
		I let people slide and delay addressing performance issues	4			
Exude Warmth	OVERUSES	I can be taken advantage of because of my good nature	5	4.5		
		I undersell my capabilities	5			
		I hesitate to take a stand that might make others uncomfortable	4			
		I neglect to make my point of view known	4			



PEOPLE

LEADERSHIP CAPABILITY - CREATE GROWTH

CREATE GROWTH	Support	BENEFITS	I support people as they work through challenges	5	4.8	
			I look for ways to build people's confidence	5		
			I intentionally remove obstacles for others to succeed	4		
			I make it safe for people to try new things	5		
	Empower	BENEFITS	I let people figure out their own plans to meet the goal	4		4
			I am ok giving up control of the process	4		
			I let others know I have confidence in their abilities	3		
			I give people autonomy and freedom	5		
	Support	OVERUSES	I make it too comfortable for others to fall short	5		4.3
			I hesitate asking people to stretch if it makes them uncomfortable	4		
			I overpraise people's capabilities in an effort to build their confidence	4		
			I rescue people when they struggle to figure something out	4		
Empower	OVERUSES	I can be so hands-off that I leave people guessing	4	3.5		
		I neglect to provide clear direction	4			
		I can lose touch with how people's work is progressing	4			
		My lack of direction can create inefficiencies	2			



PART 2

360 RESULTS

The people you work with 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
MANAGER	1	1	1
PEERS	4	4	4
PEOPLE I LEAD	4	3	3
STAKEHOLDERS	4	4	4

With the exception of your Manager, 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:

MANAGER

Demo Manager

PEERS (Field Org.)

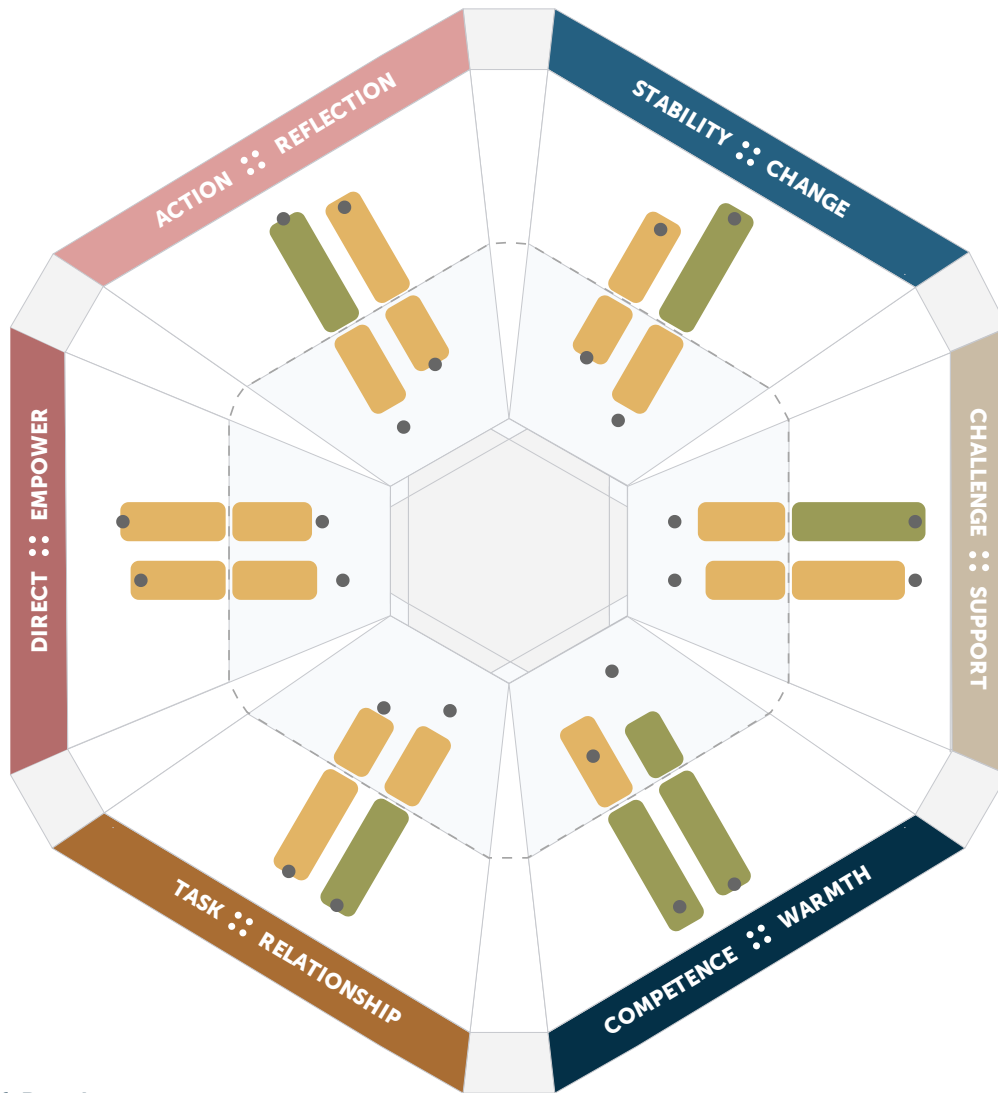
Peer 1, Peer 2, Peer 3, Peer 4

PEOPLE I LEAD (Engineering Org.)

People I Lead Rater 1, People I Lead Rater 2, People I Lead Rater 3, People I Lead Rater 4

STAKEHOLDERS (Admin Group)

Stakeholder 1, Stakeholder 2, Stakeholder 3, Stakeholder 4



KEY
■ All Raters ● Self-Results

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 *Stability* pole.

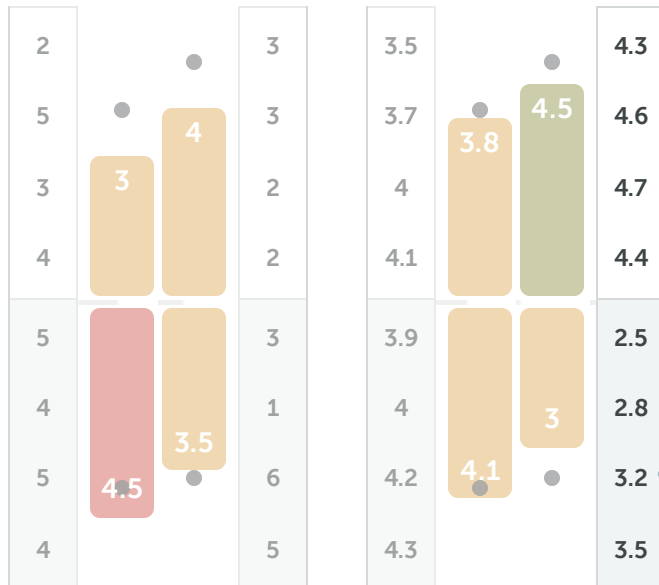
This bar is the average of the four statement scores.



This dot represents your self-rated average score.

Manager

Peers



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

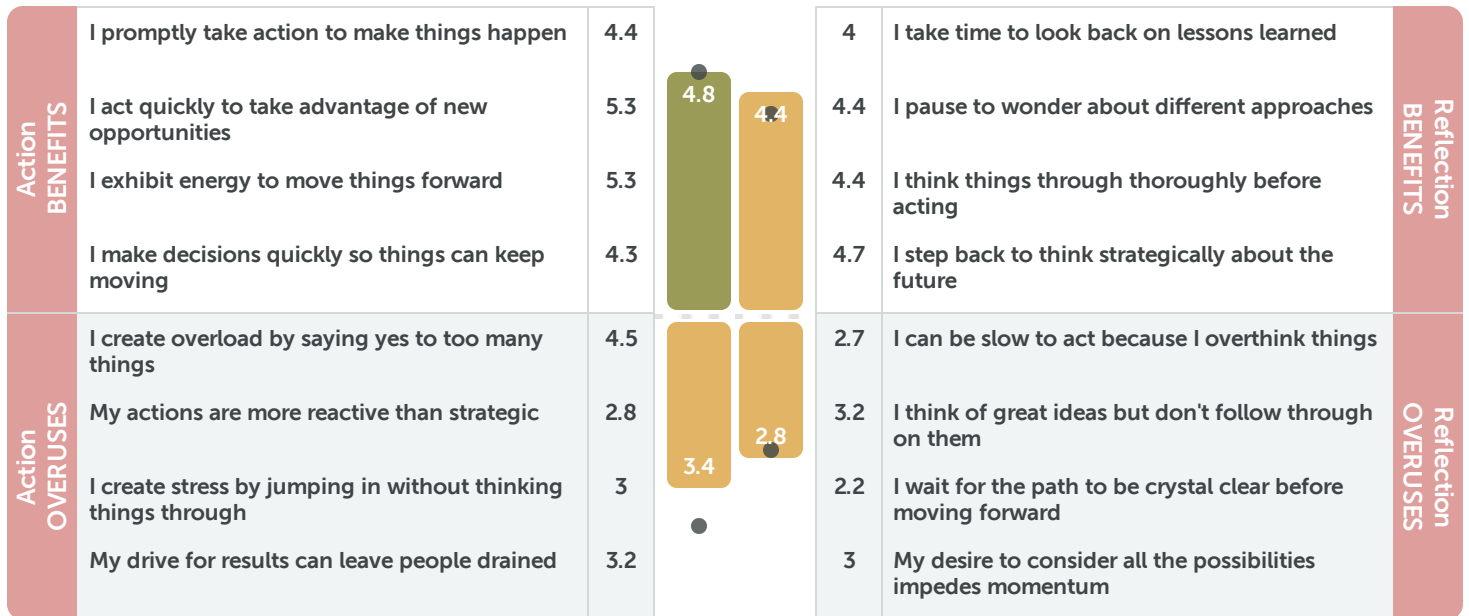
Each rater group's response set corresponds to the behavioral statements in the chart at the top of the page.

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

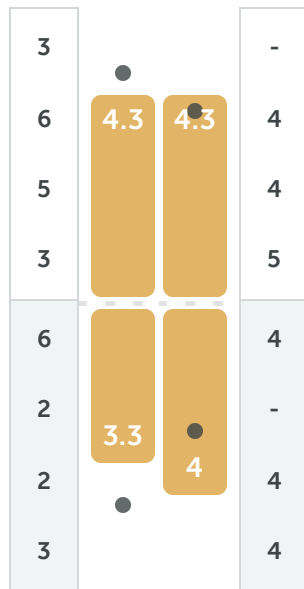
YOUR 360 POLARITY CHARTS



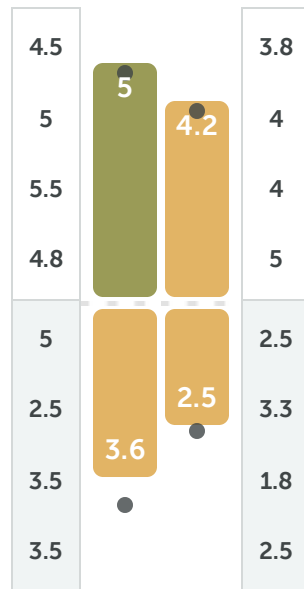
ACTION :: REFLECTION



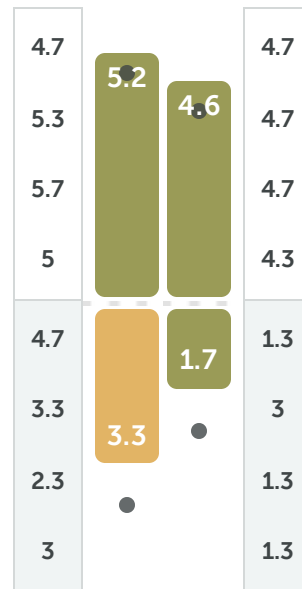
Manager



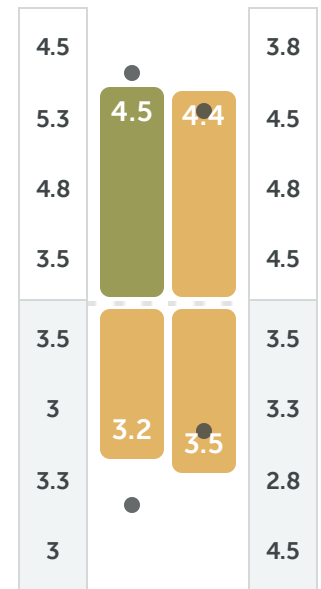
Peers



People I Lead



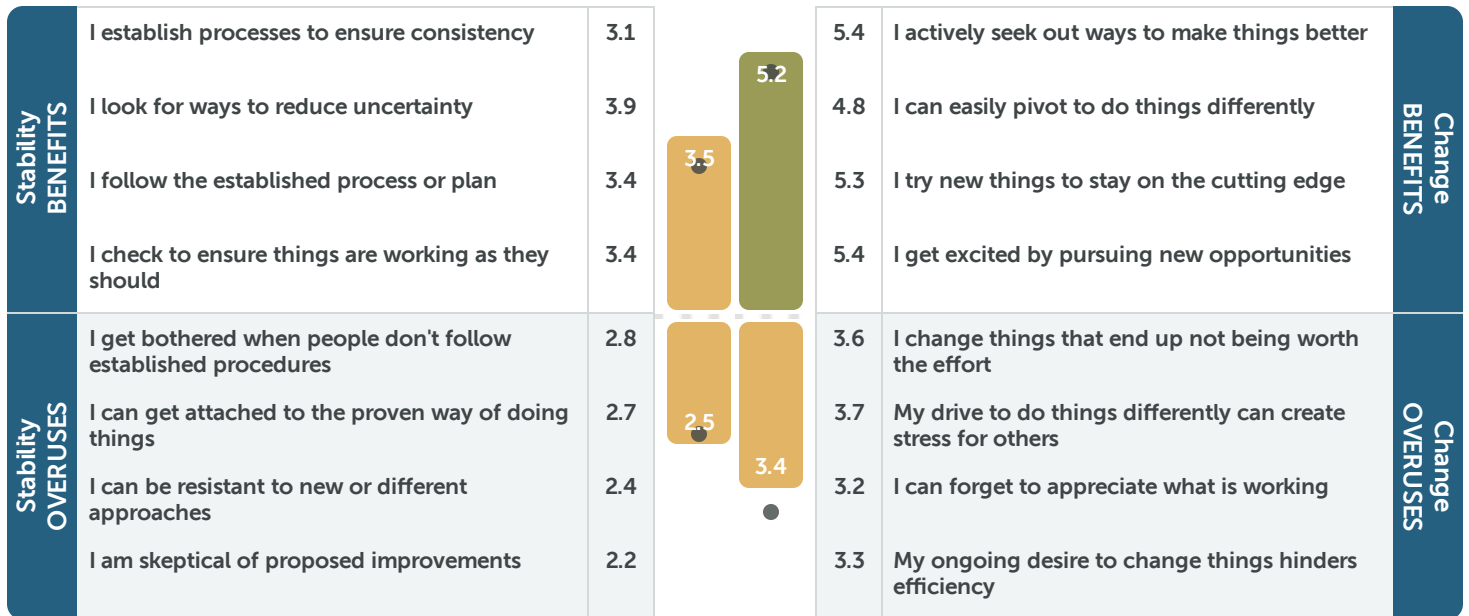
Stakeholders



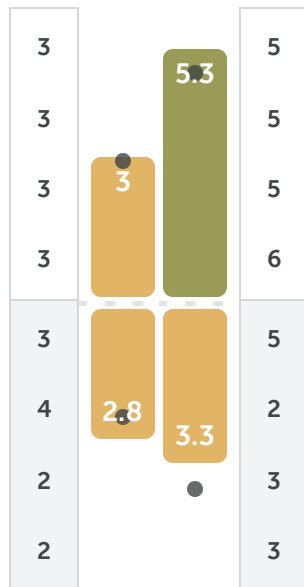
YOUR 360 POLARITY CHARTS



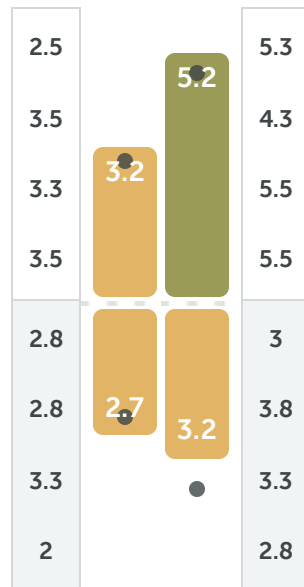
STABILITY :: CHANGE



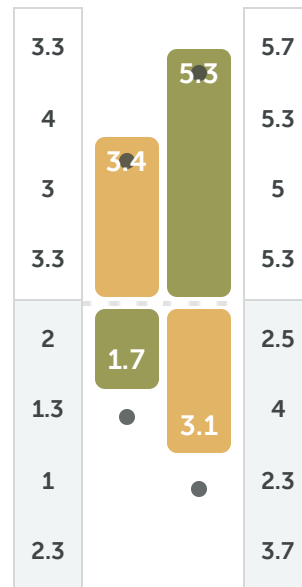
Manager



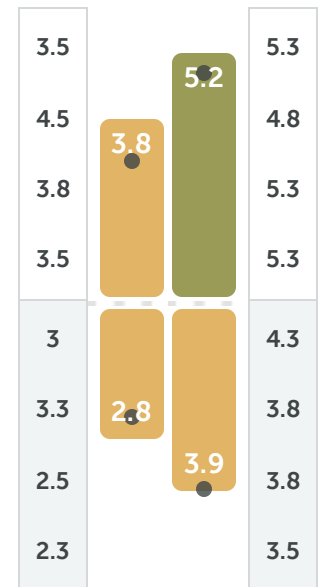
Peers



People I Lead



Stakeholders



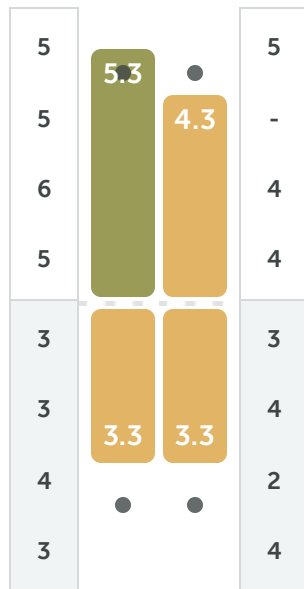
YOUR 360 POLARITY CHARTS



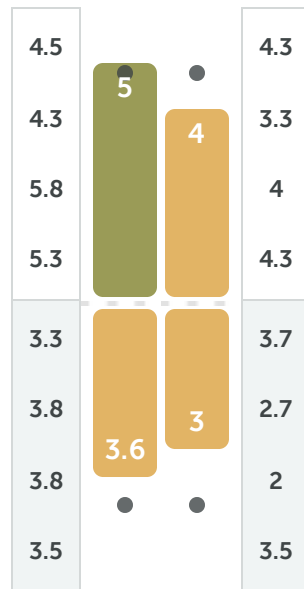
CHALLENGE :: SUPPORT



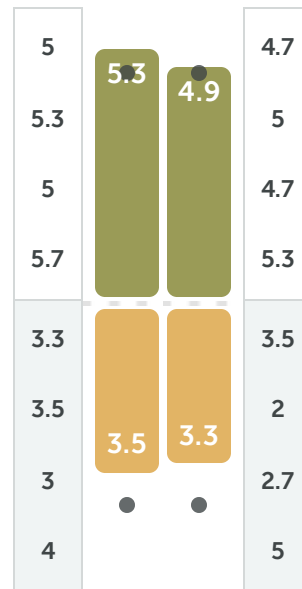
Manager



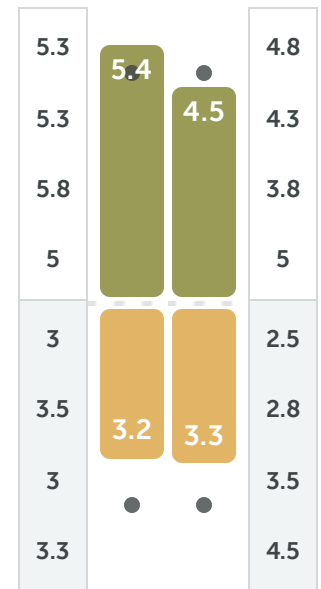
Peers



People I Lead



Stakeholders



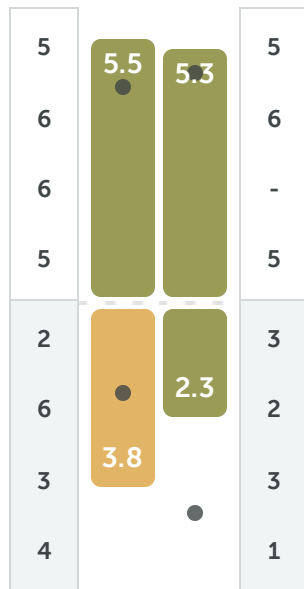
YOUR 360 POLARITY CHARTS



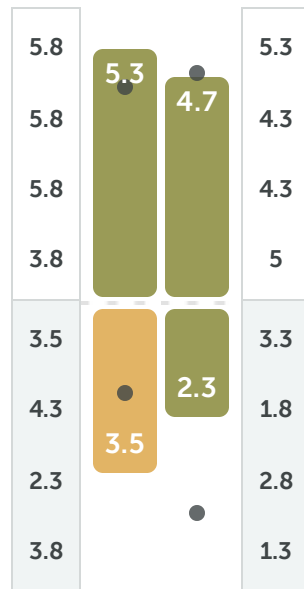
EXUDE COMPETENCE :: EXUDE WARMTH



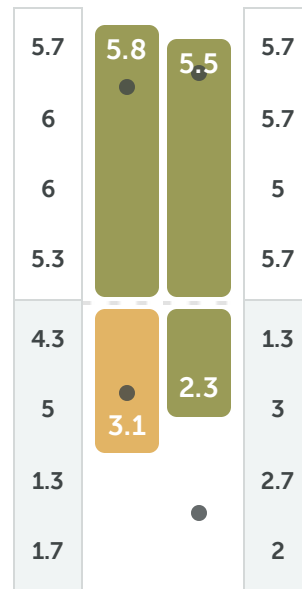
Manager



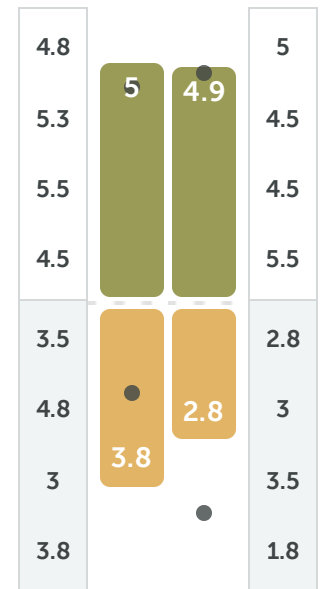
Peers



People I Lead



Stakeholders



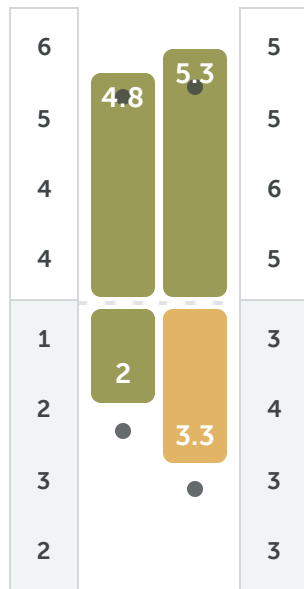
YOUR 360 POLARITY CHARTS



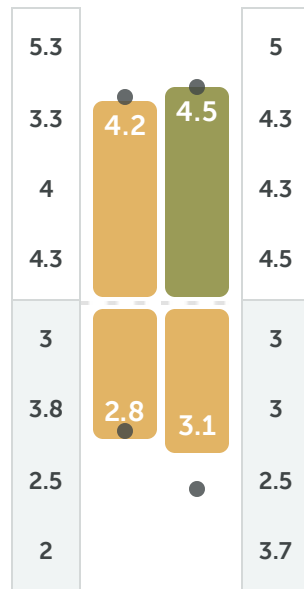
TASK FOCUS :: RELATIONSHIP FOCUS



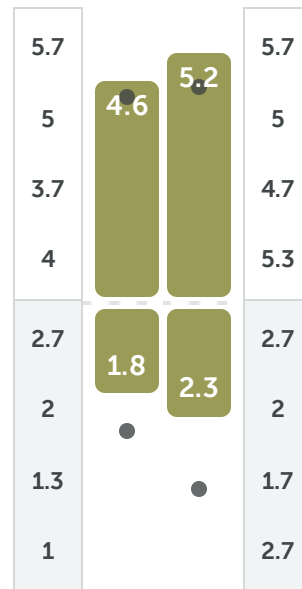
Manager



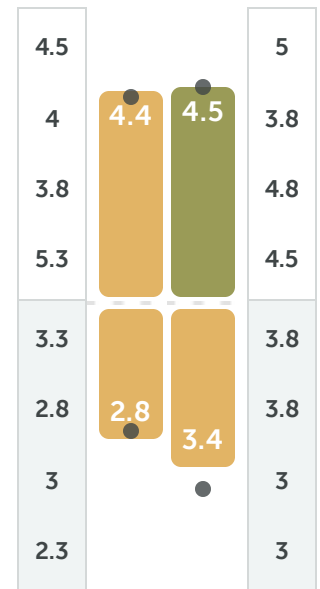
Peers



People I Lead



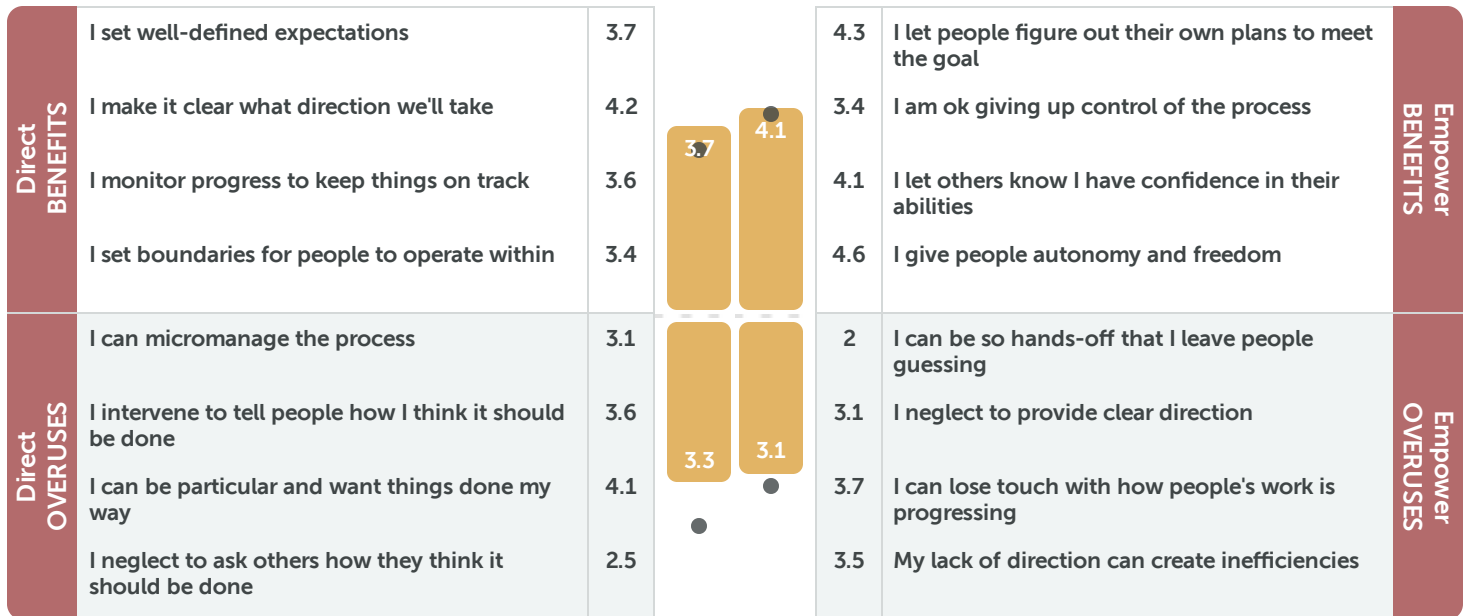
Stakeholders



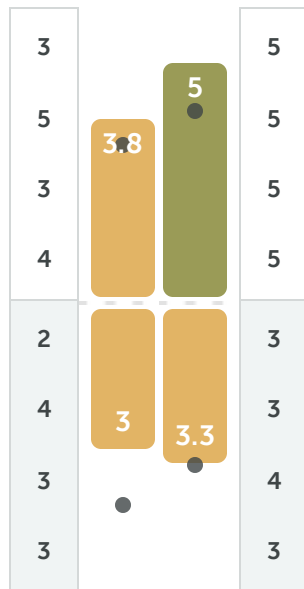
YOUR 360 POLARITY CHARTS



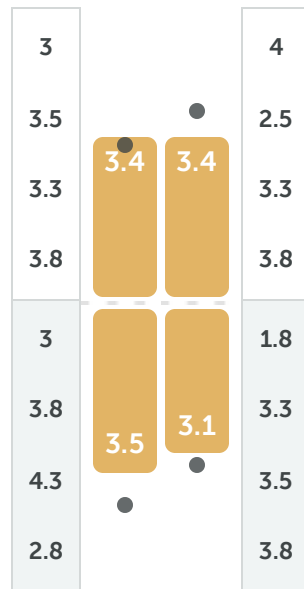
DIRECT :: EMPOWER



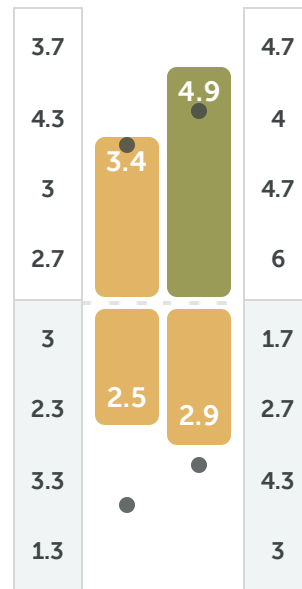
Manager



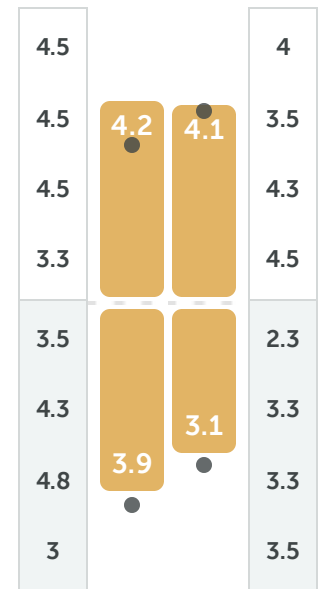
Peers



People I Lead



Stakeholders





KEY
 All Raters ● Self-Results

The KPI 360 Wheel contains the polarity data from your six 360 Polarity Charts, organized in terms of Leadership Capabilities and three Leadership Responsibilities. This perspective lets you explore the *leadership 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 CAPABILITY CHARTS

LEADERSHIP CAPABILITY - SEE POSSIBILITY

			Self	Self Avg	All raters	All Raters Avg	Manager	Peers	People I Lead	Stakeholders	
SEE POSSIBILITY	Reflection	BENEFITS									
		I take time to look back on lessons learned	4		4						
		I pause to wonder about different approaches	4		4.4						
		I think things through thoroughly before acting	3	4	4.4	4.4	4.3	4.2	4.6	4.4	
	Change	BENEFITS									
		I step back to think strategically about the future	5		4.7						
		I actively seek out ways to make things better	4		5.4						
		I can easily pivot to do things differently	5	4.8	4.8	5.2	5.3	5.2	5.3	5.2	
	OVERUSES	Reflection	I try new things to stay on the cutting edge	5		5.3					
			I get excited by pursuing new opportunities	5		5.4					
			I can be slow to act because I overthink things	2		2.7					
			I think of great ideas but don't follow through on them	3	2.8	3.2	2.8	4	2.5	1.7	3.5
Change		I wait for the path to be crystal clear before moving forward	2		2.2						
		My desire to consider all the possibilities impedes momentum	4		3						
		I change things that end up not being worth the effort	4		3.6						
		My drive to do things differently can create stress for others	4	4	3.7	3.4	3.3	3.2	3.1	3.9	
I can forget to appreciate what is working	4		3.2								
My ongoing desire to change things hinders efficiency	4		3.3								



VISION

LEADERSHIP CAPABILITY - PROVIDE INSPIRATION

			Self	Self Avg	All raters	All Raters Avg	Manager	Peers	People I Lead	Stakeholders		
PROVIDE INSPIRATION	Challenge	BENEFITS										
		I set the bar higher than others to motivate exceptional performance	5		4.9							
		I challenge people to go where they haven't gone before	4	4.8	4.9	5.2	5.3	5	5.3	5.4		
		I actively encourage people to think bigger	5		5.6							
	OVERUSES	Challenge	I engage people in the pursuit of excellence	5		5.3						
			I readily share my thoughts and ideas	4		5.4						
			I express my knowledge and insight with confidence	5	4.5	5.7	5.3	5.5	5.3	5.8	5	
			I show up strong and compelling	4		5.8						
	OVERUSES	Challenge	I am straightforward and tell it as I see it	5		4.5						
			I push people too far, too fast	3		3.2						
			My drive for excellence can create stress for others	5	4.3	3.6	3.4	3.3	3.6	3.5	3.2	
			I move on to the next thing without taking time to celebrate	5		3.4						
		OVERUSES	Exude Competence	I tire people out because I constantly set such a high bar	4		3.5					
				I make my point regardless of other people's feelings	3		3.6					
				I ensure people are aware of my expertise and know-how	2	2	4.8	3.5	3.8	3.5	3.1	3.8
				I leave little room for other people's ideas	1		2.3					
I am hesitant to share my shortcomings	2		3.3									



YOUR 360 CAPABILITY CHARTS

LEADERSHIP CAPABILITY - GET RESULTS

			Self	Self Avg	All raters	All Raters Avg	Manager	Peers	People I Lead	Stakeholders	
GET RESULTS	Action	BENEFITS	I promptly take action to make things happen	5		4.4					
			I act quickly to take advantage of new opportunities	4		5.3					
			I exhibit energy to move things forward	5	4.8	5.3	4.8	4.3	5	5.2	4.5
			I make decisions quickly so things can keep moving	5		4.3					
	Task Focus	BENEFITS	I persevere and overcome obstacles to get the job done	5		5.2					
			I easily make the hard calls, even when people's emotions are involved	5	4.3	4.1	4.4	4.8	4.2	4.6	4.4
			I move tasks along as quickly as possible	3		3.9					
			I push to exceed expectations	4		4.5					
	Action	OVERUSES	I create overload by saying yes to too many things	5		4.5					
			My actions are more reactive than strategic	4	4.3	2.8	3.4	3.3	3.6	3.3	3.2
			I create stress by jumping in without thinking things through	4		3					
			My drive for results can leave people drained	4		3.2					
Task Focus	OVERUSES	I can step on people's toes in pursuit of getting the job done	3		2.9						
		I treat people's feelings as secondary to the task at hand	2		2.9						
		I get so task-focused that I forget to focus on the people	3	2.8	2.4	2.5	2	2.8	1.8	2.8	
		I can appear uninterested in my relationships with coworkers	3		1.9						

LEADERSHIP CAPABILITY - BRING ORDER

			Self	Self Avg	All raters	All Raters Avg	Manager	Peers	People I Lead	Stakeholders	
BRING ORDER	Direct	BENEFITS	I set well-defined expectations	3		3.7					
			I make it clear what direction we'll take	4		4.2					
			I monitor progress to keep things on track	2	3.3	3.6	3.7	3.8	3.4	3.4	4.2
			I set boundaries for people to operate within	4		3.4					
	Stability	BENEFITS	I establish processes to ensure consistency	2		3.1					
			I look for ways to reduce uncertainty	4		3.9					
			I follow the established process or plan	3	3	3.4	3.5	3	3.2	3.4	3.8
			I check to ensure things are working as they should	3		3.4					
	Direct	OVERUSES	I can micromanage the process	4		3.1					
			I intervene to tell people how I think it should be done	4		3.6					
			I can be particular and want things done my way	5	4.3	4.1	3.3	3	3.5	2.5	3.9
			I neglect to ask others how they think it should be done	4		2.5					
Stability	OVERUSES	I get bothered when people don't follow established procedures	2		2.8						
		I can get attached to the proven way of doing things	2		2.7						
		I can be resistant to new or different approaches	2	2.5	2.4	2.5	2.8	2.7	1.7	2.8	
		I am skeptical of proposed improvements	4		2.2						



DELIVERY



YOUR 360 CAPABILITY CHARTS

LEADERSHIP CAPABILITY - DEMONSTRATE CARE

		Self	Self Avg	All raters	All Raters Avg	Manager	Peers	People I Lead	Stakeholders	
DEMONSTRATE CARE	Relationship Focus BENEFITS	I am responsive to how people are feeling	4		5.2					
		I bring others along in my decisions	4		4.4					
		I make it a priority to show people they're valued	4	4.5	4.7	4.7	5.3	4.5	5.2	4.5
		I am tactful and considerate when expressing my ideas	6		4.7					
	Exude Warmth BENEFITS	I share my knowledge and know-how with humility	5		5.3					
		I actively look for ways to connect with people	4		4.9					
		I ask questions to understand people's perspectives	5	4.8	4.6	5	5.3	4.7	5.5	4.9
		I am approachable and put others at ease	5		5.3					
	Relationship Focus OVERUSES	My concern for people can slow things down or impede progress	4		3.2					
		I hesitate before saying 'no' for fear of disappointing others	4		3.1					
		I get hindered by worrying about other people's feelings	4	4	2.5	3	3.3	3.1	2.3	3.4
		I let people slide and delay addressing performance issues	4		3.1					
Exude Warmth OVERUSES	I can be taken advantage of because of my good nature	5		2.6						
	I undersell my capabilities	5		2.5						
	I hesitate to take a stand that might make others uncomfortable	4	4.5	3	2.4	2.3	2.3	2.3	2.8	
	I neglect to make my point of view known	4		1.6						



PEOPLE

LEADERSHIP CAPABILITY - CREATE GROWTH

		Self	Self Avg	All raters	All Raters Avg	Manager	Peers	People I Lead	Stakeholders	
CREATE GROWTH	Support BENEFITS	I support people as they work through challenges	5		4.6					
		I look for ways to build people's confidence	5		4					
		I intentionally remove obstacles for others to succeed	4	4.8	4.1	4.4	4.3	4	4.9	4.5
		I make it safe for people to try new things	5		4.8					
	Empower BENEFITS	I let people figure out their own plans to meet the goal	4		4.3					
		I am ok giving up control of the process	4		3.4					
		I let others know I have confidence in their abilities	3	4	4.1	4.1	5	3.4	4.9	4.1
		I give people autonomy and freedom	5		4.6					
	Support OVERUSES	I make it too comfortable for others to fall short	5		3.1					
		I hesitate asking people to stretch if it makes them uncomfortable	4		2.7					
		I overpraise people's capabilities in an effort to build their confidence	4	4.3	2.7	3.1	3.3	3	3.3	3.3
		I rescue people when they struggle to figure something out	4		4.2					
Empower OVERUSES	I can be so hands-off that I leave people guessing	4		2						
	I neglect to provide clear direction	4		3.1						
	I can lose touch with how people's work is progressing	4	3.5	3.7	3.1	3.3	3.1	2.9	3.1	
	My lack of direction can create inefficiencies	2		3.5						



PART 3

OPEN-ENDED RESPONSES

OPEN-ENDED RESPONSES

WHAT ARE MATTHEW D. SAMPLE'S LEADERSHIP STRENGTHS CURRENTLY?

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

● ● Key
● ● Polarity
● ● Indicator