

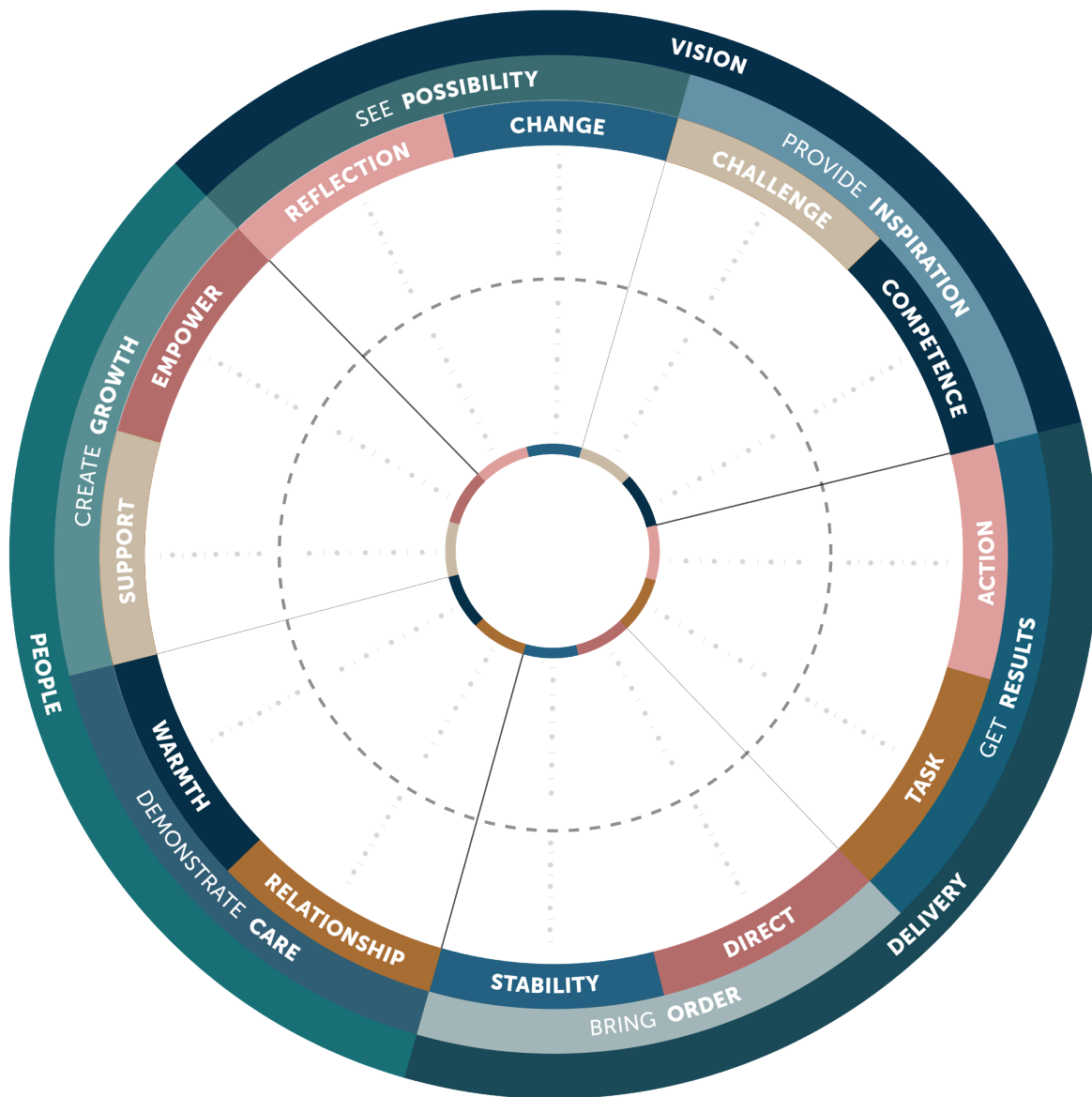
# Leadership KPI



## The Wheel



# 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.

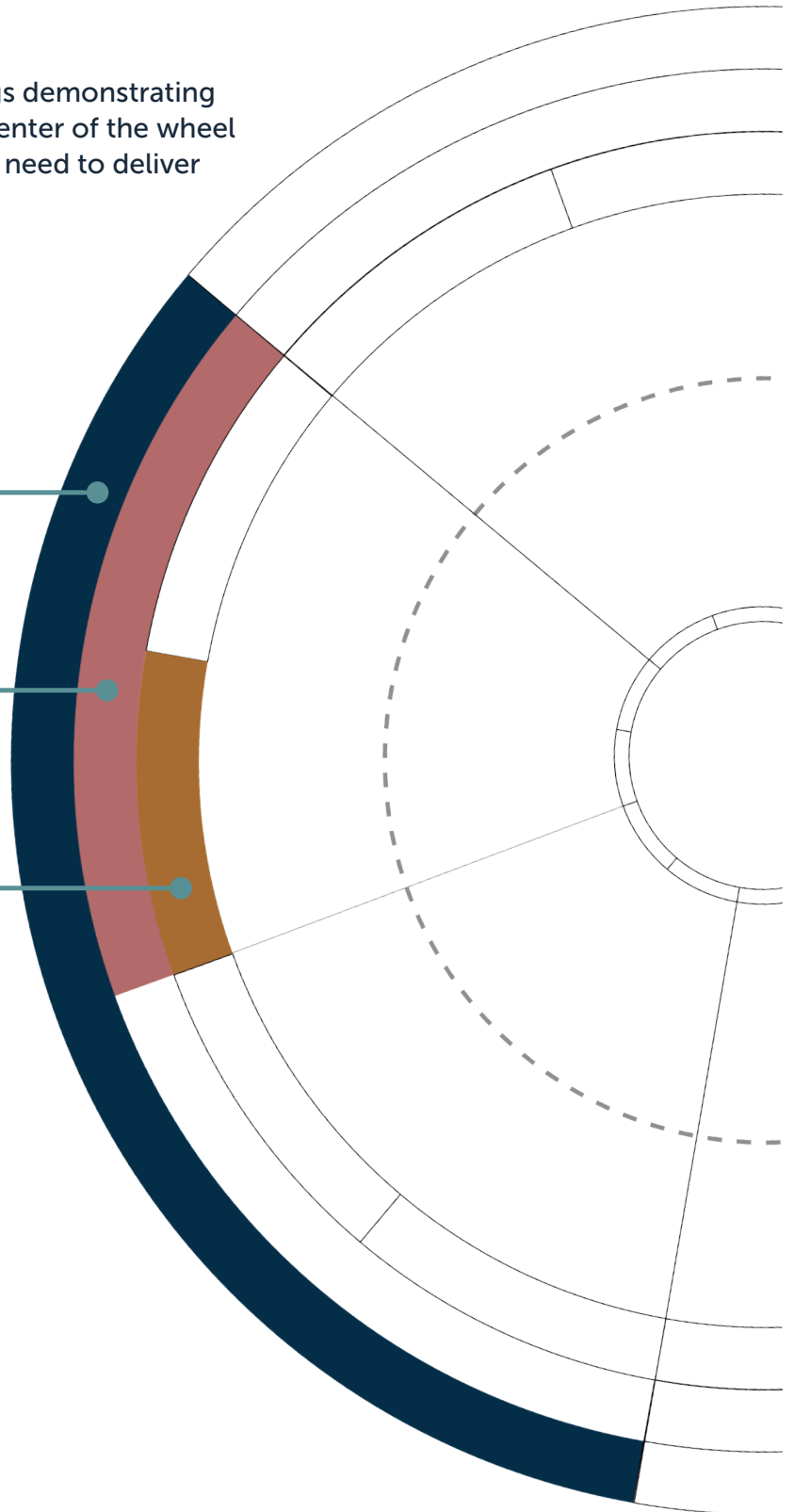
# THE RINGS

The Leadership KPI consists of three rings demonstrating how the six leadership polarities at the center of the wheel interplay to drive the capabilities leaders need to deliver on three vital leadership responsibilities.

RESPONSIBILITY RING

CAPABILITY RING

POLARITY RING



# THE RESPONSIBILITY RING

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.

## 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.

## 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.

## 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 competencies in the Capability Ring.

## VISION

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

### 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.

## 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.

## DELIVERY

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

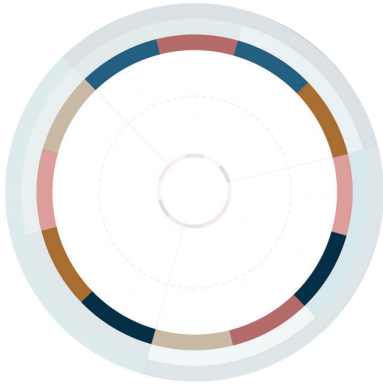
### BRING ORDER

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.

### 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.

# THE POLARITY RING



The Polarity 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

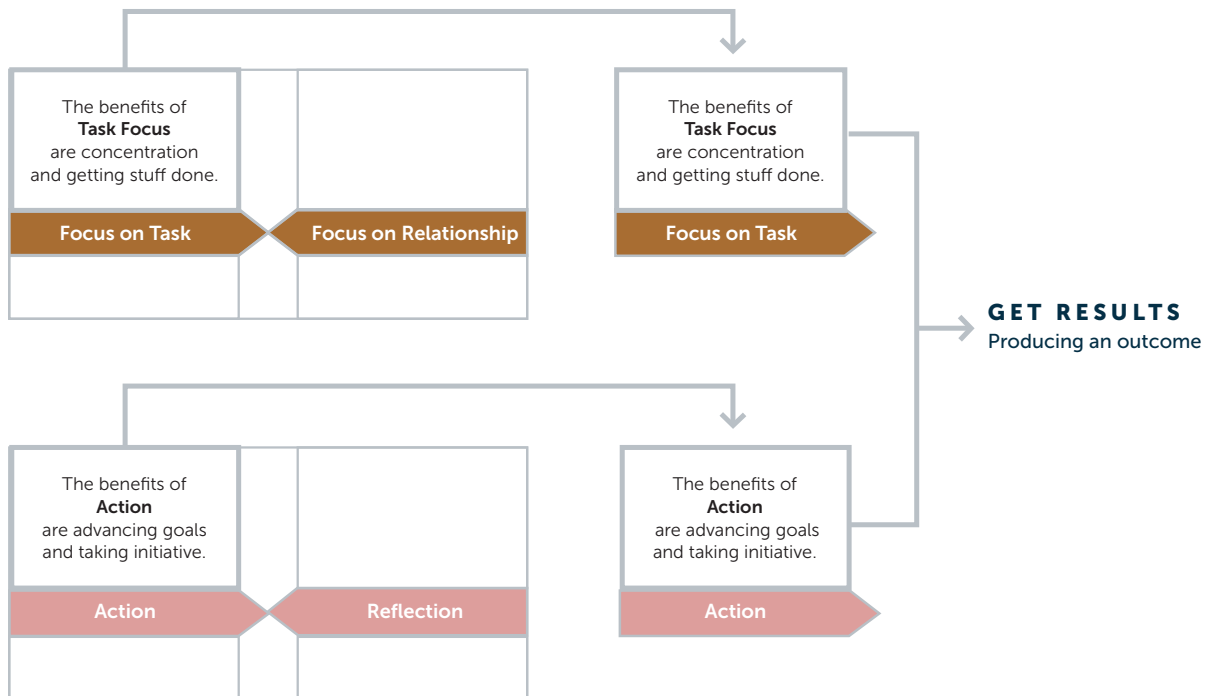
## **DIRECT :: EMPOWER**

providing guidance, authority, and focus

giving others authority and freedom  
to operate

# STACKING

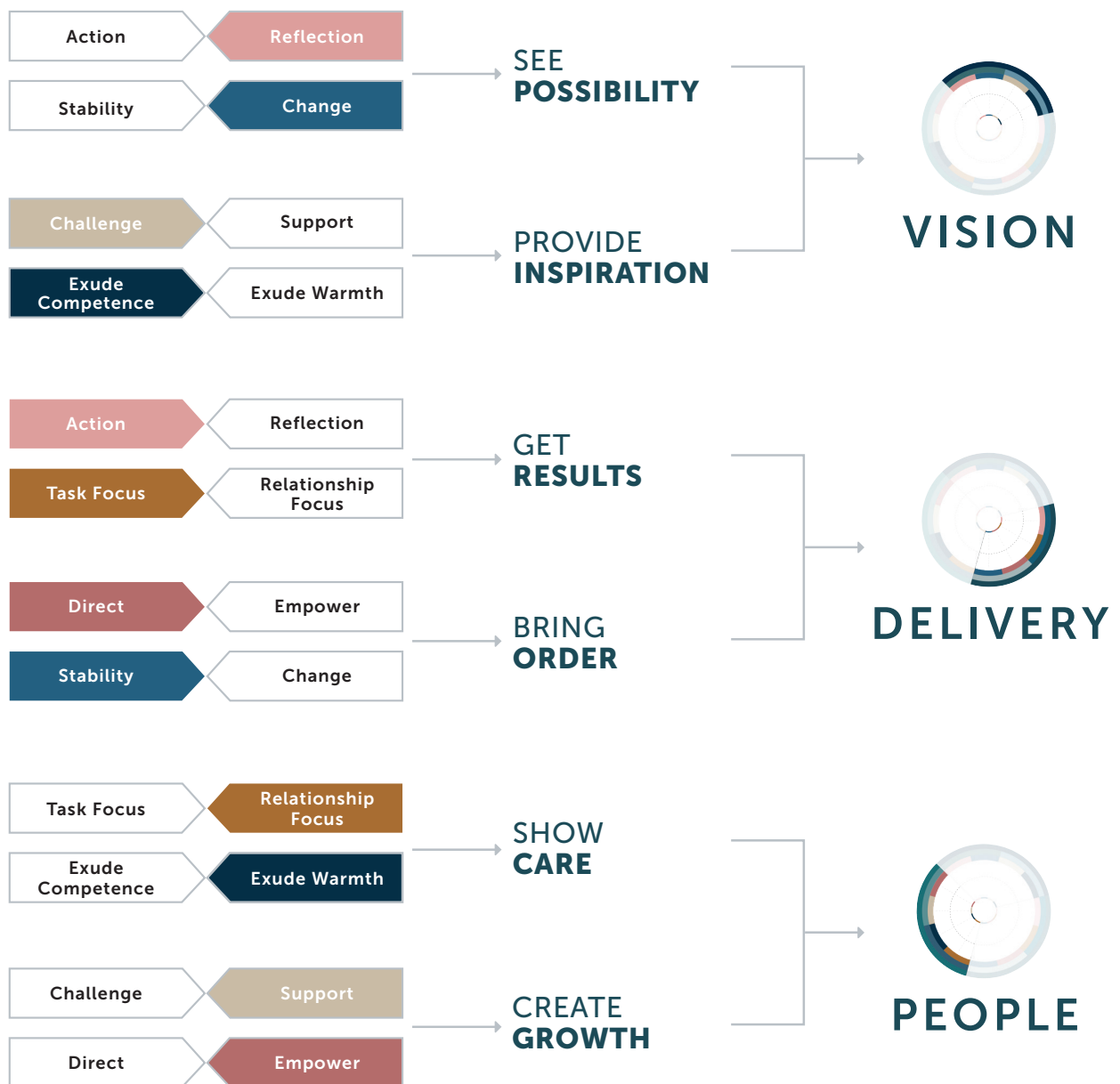
The model is built on a concept called stacking. Combining, or stacking, poles of different polarities produces a unique outcome. Stacking the benefits of Task from Task::Relationship and Action from Action::Reflection increases a leader's ability to get results—focusing on the Task and taking Action 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.

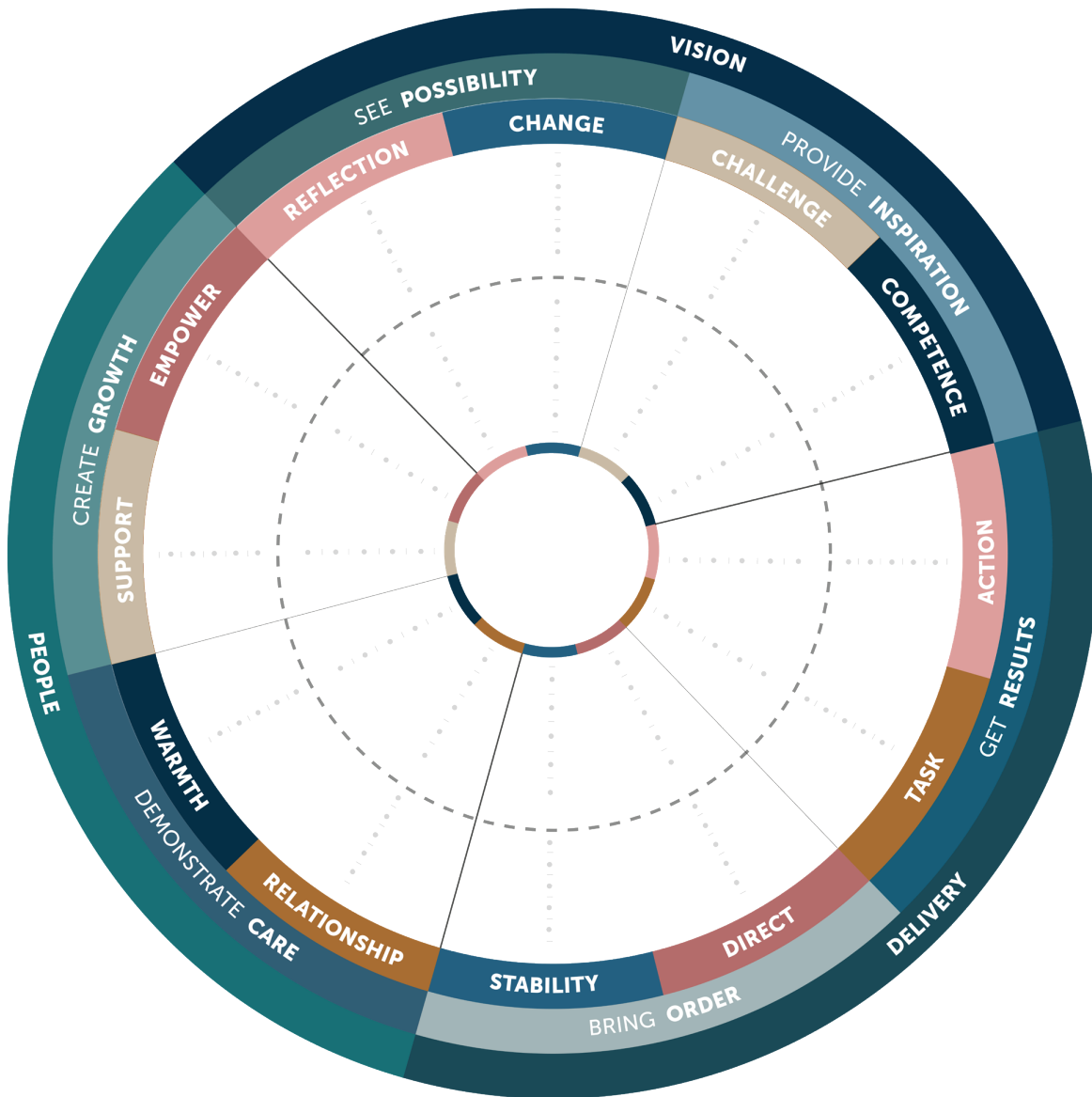
# WHEEL RELATIONSHIPS

Looking from the inside out, the wheel can be pulled apart to show how the poles of the polarities interplay to drive the capabilities that deliver each of the leadership responsibilities.





# THE WHEEL



The Leadership KPI increases a leader's awareness of their preferences, 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.