

SIGNAL PROFILE 360™ — SELF + OBSERVER VIEWS

The signals you send.

A development profile of your self-reported leadership behaviors, and what the people you work with observed, across the three signals — Inner, Outward, and Grounded — with patterns worth building on, questions to test in practice, and one suggested place to begin.

Prepared for **Sample Leader**

Feedback period: **1–21 September 2026** · For the leader named above; not shared with anyone else by default.

SAMPLE REPORT · FICTIONAL LEADER · ILLUSTRATIVE OBSERVER DATA

Three takeaways

A strength to build on. Developmental Stretch reads Distinctive in your self-report; your raters report less of it than you do, so it may be a strength to make more visible.

Where to start. Change Discipline reads Developing and is the suggested focus (page 11). Your raters' view of it is similar to yours, which supports starting here.

What your raters see differently. On **Adaptive Leadership**, observers report more than you do. Ask which examples shaped their view; something may already be in place (page 7).

The takeaways come from your self-report bands and the observer patterns on page 7; they separate what was reported from what is interpreted.

Inner Signal

Mindset & Adaptability

Outward Signal

People Practices

Grounded Signal

Judgment & Governance

Diagnostic: **Signal Profile™** — generated from responses · Instrument: **v2026.2** · Bands: **v2026_2_refperc**

Before you read

Signalead reads signals through the leadership behaviors you report. Read your Snapshot, Signal System, and how the observer view compares with yours, then take one focus into a 90-day development sequence. This report sets your self-report beside what the people you work with observed. The bands on this page apply to your self-report only.

FOUR THINGS TO KNOW

- ✓ These results are **developmental** — built for growth, never for hiring or rating.
- ✓ They read your behaviors against **the relevant reference sample** from a study of 601 working leaders — not identity, and not a fixed ceiling.
- ✓ They describe **one point in time** — signals change as your practice changes, so treat today's read as your baseline.
- ✓ They are **confidential to you** — your self-report and a pooled observer view, never shared with anyone else by default.

The four bands, before you meet yours

Every dimension in this report is read in one of four bands, set at published reference percentiles. Learn them once here — every later page uses this language.

Developing

BELOW THE 25TH
PERCENTILE



A place to explore. Your self-report falls below the 25th reference percentile. That doesn't establish a deficit or explain its cause. Often it reflects a routine that hasn't formed yet, or few chances to use the behavior, which is why it can be a useful place to start.

Established

25TH-75TH PERCENTILE



The middle reference range. Your self-report falls between the 25th and 75th percentiles, where half of working leaders read. The behavior is present in your practice; the question is where a deliberate routine would help.

Strong

75TH-90TH PERCENTILE



A relative self-reported strength. Your self-report falls between the 75th and 90th percentiles. Consider how to use it well, and ask others what they notice.

Distinctive

90TH PERCENTILE AND
ABOVE



A distinctive self-reported pattern. Your self-report is at or above the 90th percentile. Explore where it helps, where it may be overused, and whether others see it as you do.

Cut points differ by dimension. Bands locate your self-report against the relevant reference sample, not a fixed performance standard or a population norm. Track widths illustrate the percentile intervals (25 · 50 · 75 · 90). Reference: Initial Validation Sample, 601 working leaders (v2026.2).

Three signals, eleven dimensions

The eleven dimensions in this report sit in three signals that follow the path from individual AI use to changed work: adapt, adopt, scale. These are the definitions used in every Signalead™ report.

ADAPT Inner Signal — Mindset & Adaptability

Developmental Stretch	A leader's disposition to use AI in leadership work in ways that stretch current capability, stay open when AI challenges expertise or prior judgment, and use feedback and evidence from working with AI to improve leadership practice over time.
Adaptive Leadership	A leader who takes timely action on how AI is used under incomplete information, then revises decisions, leadership behavior, and AI tactics when evidence or conditions indicate a better path.
Outside-In Learning	A leader who looks beyond the team's usual domain for AI signals, perspectives, and practices, brings those external inputs into the team's conversations, and translates them into team-relevant learning.

ADOPT Outward Signal — People Practices

Proactive Transparency	A leader who openly and proactively explains and documents why AI is being used, how it works, and how it informs decisions, while clearly communicating the implications to their team and others affected by the decisions, without intentionally hiding or withholding information — even when the truth is uncomfortable.
Role & Skill Evolution	A leader who develops team capabilities, redesigns roles, and coaches critical AI discernment so team members move into higher-value human contributions as AI changes the work.
Team Learning Experiences	A leader who helps the team systematically turn AI-use experience into shared learning, improved work practices, and applied team capability.
Psychologically Safe Climate	The active work a leader does to create a team climate where members can speak up, experiment, ask for help, and share concerns about AI's effects on their work, roles, autonomy, expertise, and value — enabling them to engage with AI openly without fear of blame, dismissal, embarrassment, or loss of respect.
Purposeful Communication	A leader who makes AI transformation intelligible and meaningful for the team by supporting shared interpretation of AI-related change and preserving human purpose, role meaning, and continuity as work changes.

SCALE Grounded Signal — Judgment & Governance

Contextual Calibration	A leader's ability to interpret, question, and calibrate AI output in light of organizational context, situational realities, and future implications before relying on it for decisions.
Ethical Guardrails & Accountability	A leader who sets clear ethical boundaries for AI use, enforces those boundaries under pressure, and accepts personal accountability for AI outcomes under their authority.
Change Discipline	A leader's disciplined structuring of AI implementation so the change is paced to team capacity, coordinated across stakeholders, governed by clear decision criteria, sustained through setbacks, responsive to concerns, and evaluated with success measures that fit AI-enabled work.

Three kinds of evidence

This report adds what the people you work with observed to your own self-report. Each finding is labelled so you can tell who reported it and what is being interpreted.

YOUR VIEW What you reported about your own behavior. The four bands apply only to this evidence.	OBSERVER VIEW What your raters reported observing during the feedback period. Another perspective, not an objective verdict.	INTERPRETATION TO EXPLORE A reading of both perspectives, with a question or practice to test. A hypothesis, not a finding.
---	---	--

How the two views are compared

●	Similar to your view	The two perspectives are similar under the reporting rule. Explore the examples behind that similarity.
▼	Observers report less	Observers report less of this behavior than you do. Explore differences in opportunity, context, and what is visible to them.
▲	Observers report more	Observers report more of this behavior than you do. Ask which examples shaped their view.
≈	Observer responses vary	Observer responses vary. Explore whether work context or the chance to observe helps explain the range.
—	Not enough observer evidence	There is not enough reportable observer evidence to interpret this dimension. No conclusion about the behavior should be drawn from the missing result.

WHAT THE OBSERVER VIEW IS NOT

Observer results are not given bands and are not compared with the self-report reference sample. A difference between the views is a reason to talk, not evidence of a blind spot, a capability gap, or an inaccurate self-view. “Not seen enough to rate” is never counted as a low rating. Agreement between the views is not validation.

PRIVACY

Raters are pooled into one observer view. Nothing is shown for a dimension with fewer than 3 usable ratings. Individual responses and rater groups’ separate results are never shown. Your manager, Jordan Ellis, agreed to be identified as a rater before the feedback period; their ratings are pooled with everyone else’s.

Your Signal Snapshot

Inner Signal Mindset & Adaptability 2 of 3 at Strong+

Developmental Stretch	Outside-In Learning	Adaptive Leadership
DISTINCTIVE	STRONG	ESTABLISHED

Developmental Stretch is Distinctive; Outside-In Learning is Strong; Adaptive Leadership is Established.

Outward Signal People Practices 4 of 5 Established

Role & Skill Evolution	Proactive Transparency	Psychologically Safe Climate	Purposeful Communication	Team Learning Experiences
ESTABLISHED	ESTABLISHED	ESTABLISHED	ESTABLISHED	DEVELOPING

Four dimensions are Established; Team Learning Experiences is Developing.

Grounded Signal Judgment & Governance 2 of 3 at Strong+

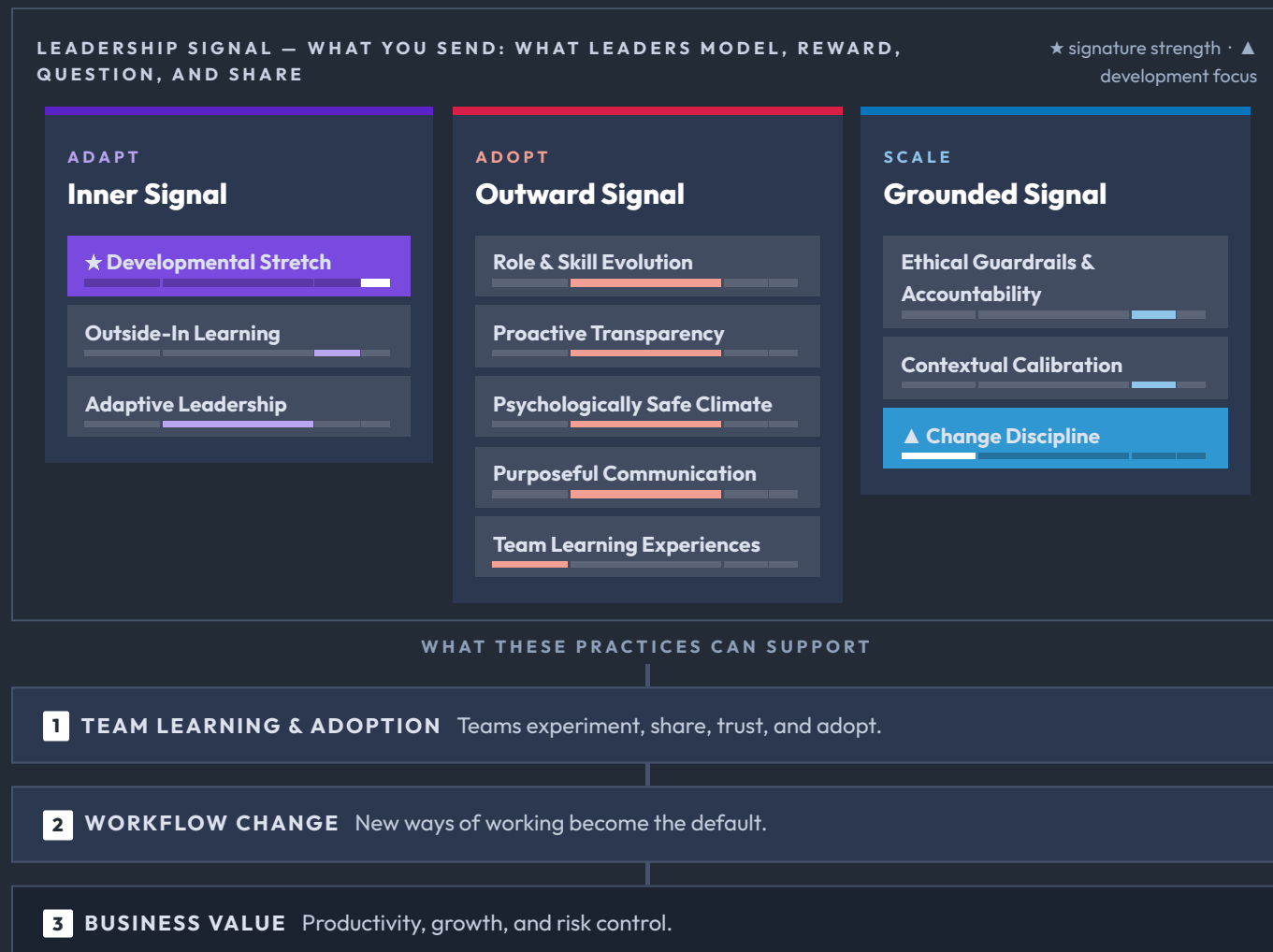
Ethical Guardrails & Accountability	Contextual Calibration	Change Discipline
		
STRONG	STRONG	DEVELOPING

Ethical Guardrails & Accountability and Contextual Calibration are Strong; Change Discipline is Developing and is the suggested starting focus.

These bands are your self-report. How your raters' view compares, dimension by dimension: page 7.

Your Leadership Signal System

The three signals form one development framework. What leaders model, reward, question, and share can support team learning, changes in how work gets done, and organizational value. This page shows that pathway, and where your strength and your focus sit on it.



★ **Developmental Stretch** is a self-reported strength to build on. **Change Discipline** is one of two dimensions in your lowest band and your suggested starting focus. Your 90-day focus tests whether a routine there helps carry what you learn into lasting practice.

Tracks show your self-report bands. The pathway is a development hypothesis to test in practice, not a measure of causality or business impact.

Your view and the observer view

Each row shows your self-report band, and how your raters' answers compared with your own answers to the same items. The two are side by side, never combined: there is no blended result.

COVERAGE FIRST

7 raters responded (manager 1 of 1, direct reports 6 of 8). 10 of the 11 dimensions had 3 or more usable raters; Contextual Calibration did not, so nothing is concluded there. Raters are pooled; individual responses and rater groups' separate results are never shown.

Your raters' view is similar to yours on 7 of 10 reported dimensions; on Developmental Stretch, observers report less; on Adaptive Leadership, observers report more; on Psychologically Safe Climate, observer responses vary.

Your raters, compared with your answers to the same items: ■ Observers report less ■ Similar to your view ■ Observers report more

Each row one dimension	Your view your self-report band	Your raters no block when there is no direction	Raters usable of responding
INNER SIGNAL — MINDSET & ADAPTABILITY			2 of 3 at Strong+
★ Developmental Stretch		DISTINCTIVE ▼ Observers report less	7 of 7 raters
Outside-In Learning		STRONG ● Similar to your view	7 of 7 raters
Adaptive Leadership		ESTABLISHED ▲ Observers report more	7 of 7 raters
OUTWARD SIGNAL — PEOPLE PRACTICES			4 of 5 Established
Role & Skill Evolution		ESTABLISHED ● Similar to your view	7 of 7 raters
Proactive Transparency		ESTABLISHED ● Similar to your view	7 of 7 raters
Psychologically Safe Climate		ESTABLISHED <i>Responses vary · no direction</i>	7 of 7 raters
Purposeful Communication		ESTABLISHED ● Similar to your view	7 of 7 raters
Team Learning Experiences		DEVELOPING ● Similar to your view	7 of 7 raters
GROUNDED SIGNAL — JUDGMENT & GOVERNANCE			2 of 3 at Strong+
Ethical Guardrails & Accountability		STRONG ● Similar to your view	7 of 7 raters
Contextual Calibration		STRONG <i>Not enough observer evidence</i>	fewer than 3 usable ratings
▲ Change Discipline		DEVELOPING ● Similar to your view	7 of 7 raters

★ signature strength · ▲ development focus. A difference means the raters' average on the same items differs from your own answers by at least 0.7 scale points (provisional); "responses vary" means the raters' spread is 1.0 or more, so no direction is read. Observer results have no bands; a difference is a reason to talk, not a finding about you (page 4).

Inside your Inner Signal

★ Developmental Stretch

YOUR VIEW: DISTINCTIVE

Using AI to stretch your capability while staying steady when it challenges your judgment.

Observer view

▼ Observers report less · 7 of 7 raters

Interpretation

Observers report less of this behavior than you do. Explore differences in opportunity, context, and what is visible to them.

Question

Which recent stretch improved your judgment, and when might further stretch be unhelpful?

Practice

Try AI on one task just outside what you already do well, and note what it taught you.

Evidence to review

One piece of AI work outside your usual ground, and what you changed as a result.

Outside-In Learning

YOUR VIEW: STRONG

Looking beyond your team's domain for AI signals and practices.

Observer view

● Similar to your view · 7 of 7 raters

Question

Which outside idea have you tested, and what did others notice as a result?

Practice

Bring one outside AI practice to your team and test whether it fits.

Evidence to review

One outside practice you brought in, and the team's notes on whether it fit.

Adaptive Leadership

YOUR VIEW: ESTABLISHED

Taking timely action on AI under incomplete information.

Observer view

▲ Observers report more · 7 of 7 raters

Interpretation

Observers report more of this behavior than you do. Ask which examples shaped their view.

Question

Where could a clear review point help you act now and revise on evidence?

Practice

Make one AI decision with a set review date, and revise it on the evidence.

Evidence to review

A decision record showing what you decided, when you revisited it, and why.

Inside your Outward Signal

Role & Skill Evolution

YOUR VIEW: ESTABLISHED*Developing capabilities, redesigning roles, and coaching the team through change.***Observer view****• Similar to your view** · 7 of 7 raters**Question**

Which role or skill shift needs a more deliberate development conversation?

Practice

Pick one role and name the higher-value work it should grow toward this quarter.

Evidence to review

A role or skill plan for one person, discussed with them.

Proactive Transparency

YOUR VIEW: ESTABLISHED*Openly explaining and documenting why and how AI is used.***Observer view****• Similar to your view** · 7 of 7 raters**Question**

Where would explaining AI's role before being asked make your decisions easier to understand?

Practice

Tell your team how AI shaped one recent decision before anyone asks.

Evidence to review

A recent note or meeting where you explained AI's role before being asked.

Psychologically Safe Climate

YOUR VIEW: ESTABLISHED*Creating a climate where the team can speak up and experiment with AI without fear of blame.***Observer view***Responses vary · no direction · 7 of 7 raters***Interpretation**

Observer responses vary. Explore whether work context or the chance to observe helps explain the range.

Question

When did someone last challenge an AI decision, and how did you respond?

Practice

Invite a concern or dissenting view on AI, then make your response visible.

Evidence to review

One concern or dissent raised about AI, and a record of what you did with it.

Purposeful Communication

YOUR VIEW: ESTABLISHED*Making AI change meaningful by preserving human purpose.***Observer view****• Similar to your view** · 7 of 7 raters**Question**

How would your team explain the purpose of its current AI work in its own words?

Practice

Explain what is changing and why the work still matters, then ask the team to put it in their own words.

Evidence to review

Your team's own summary of why its current AI work matters.

Team Learning Experiences

YOUR VIEW: DEVELOPING*Helping the team systematically turn AI-use experience into shared practice.***Observer view****• Similar to your view** · 7 of 7 raters**Question**

What recent learning could you turn into one shared, repeatable practice?

Practice

Use a shared debrief to turn one AI-use lesson into a practice the team can repeat.

Evidence to review

A written team debrief that turned one AI lesson into a shared practice.

Inside your Grounded Signal

Ethical Guardrails & Accountability

YOUR VIEW: STRONG

Setting clear ethical boundaries for AI and enforcing them.

Observer view

• Similar to your view

· 7 of 7 raters

Question

Can others explain the boundaries, and what happens when a concern is raised?

Practice

Write down where AI stops on one use case, and who owns the outcome.

Evidence to review

A written boundary for one AI use, with its owner named.

Contextual Calibration

YOUR VIEW: STRONG

Interpreting, questioning, and calibrating AI output against context.

Observer view

Not enough observer evidence

· fewer than 3 usable ratings

Question

When did you last question AI output and change the decision, and could the team see how you got there?

Practice

Show the team your fit-check on one AI recommendation before acting on it.

Evidence to review

One AI recommendation you checked against the situation, with your reasoning written down.

▲ Change Discipline

YOUR VIEW: DEVELOPING · 90-DAY FOCUS

Disciplined structuring of AI implementation — paced to team capacity.

Observer view

• Similar to your view

· 7 of 7 raters

Question

Which AI change on your team is moving fastest right now, and who is checking whether the team can absorb it?

Practice

Pace one live AI change to team capacity, with a named owner and a regular review.

Evidence to review

A decision record for one live AI change: its pace, owner, and review date.

Where to start

Not everything at once. Start with one suggested focus, check that it fits your work, and use the Blueprint to test a practical routine.

GROUNDLED SIGNAL — START HERE

Change Discipline

Change Discipline reads Developing in your self-report. It is the behavior behind whether change holds after launch, which makes it a practical place to start: a small, visible routine can be tested on real work within weeks.

WHY THIS DIMENSION

Change Discipline and Team Learning Experiences both sit in your lowest band. This report suggests Change Discipline as the starting point because it reads furthest below its reference cut point; it is not the only reasonable choice. Your Blueprint is built around Change Discipline.

WHAT THE OBSERVER VIEW ADDS

The observer view **supports** this focus. Observers' view of Change Discipline is similar to yours. That is consistent with starting here. The focus itself is chosen by the same rule as the Signal Profile™; observer evidence informs how you pursue it.

WHAT TO PRACTICE

Pacing set by team capacity, named decision criteria, and a review rhythm the team can point to. These are practice goals, not requirements for reaching a particular band.

CURRENT BAND

Developing



90-DAY DIRECTION

Build a visible routine

YOUR SIGNALEAD™ TOOLKIT

Pre-Committed Stop Criteria

A proprietary Signalead™ operational framework — built to carry this result into a repeatable practice in your weekly workflow.

[Open in your Toolkit →](#)

OTHER OPTIONS TO REVISIT AFTER CHOOSING YOUR FOCUS

Team Learning Experiences

DEVELOPING

An alternative focus: Use a shared debrief to turn one AI-use lesson into a practice the team can repeat.

[Toolkit: The AI Learning Loop →](#)

Psychologically Safe Climate

ESTABLISHED

A later practice to explore: Invite a concern or dissenting view on AI, then make your response visible.

[Toolkit: The AI Trust Conversation →](#)

A sequence, not a checklist

Four moves on Change Discipline: build a routine, collect examples, and review what changes.

BEFORE YOU BEGIN — TWO QUESTIONS

Where does Change Discipline currently live on your team — in a routine, or in a person?

On recent AI work, what told you it was working?

DAYS 1-7 Frame Name it and baseline it Choose one live piece of AI work. Note how Change Discipline shows up in it today and who owns it. Agree one visible sign of progress — with a coach, peer, or your manager, if you have one.	DAYS 8-30 Practice Put the tool to work Use Pre-Committed Stop Criteria on that work, on a regular rhythm. Record what you tried, what happened, and what you will adjust. Keep the first example as your baseline.	DAYS 31-60 Extend Make it shared Bring the routine to your team. Ask what is clearer and what is missing, and adjust it using their examples, not only your own impression.	DAYS 61-90 Embed Make it routine, then review Check whether the routine holds with less prompting. Review your examples against the first one, your baseline for Change Discipline.
---	--	--	--

Your focus contract

FILL THIS IN BEFORE YOU CLOSE THE REPORT

Three lines is the whole commitment.

THE ONE ROUTINE I WILL TEST

THE LIVE AI WORK I'LL RUN IT ON

THE EXAMPLE THAT WILL SHOW IT'S WORKING

With a 360: ask one or two of the people who rated you — if they are willing — to be the ones who see the routine at work and tell you what they notice by Day 60. Their examples are the evidence to review, alongside your own.

Progress means a useful change in practice, backed by examples. A re-measure, if you take one, adds your updated self-report — one piece of evidence, not the only sign of progress — and movement within 90 days isn't guaranteed (last page).

How this report measures

What you completed. The Signal Profile administers the 108-item AI Leadership Battery — 36 behaviors in 11 dimensions — on a 7-point agreement scale, delivered in three blocks, untimed. Each behavior is measured by three items; a behavior is computed when at least two of its three items are answered, and a dimension only when every behavior in it is computed.

Bands are referenced to the reference distributions published in the AI Leadership Battery Technical Report (Chapter 7): provisional reference bands from the Initial Validation Sample of 601 working leaders, administered one survey form per respondent. The Signal Profile administers all three forms in a single session; band placements should therefore be read as reference points rather than exact standings. Signalead monitors product-sample distributions against the published reference values as administration data accumulates.

Reference samples, not norms. Each dimension is read against the sample that completed its survey form — n = 198, 202, and 201; 601 working leaders in total (median leadership experience 6–9 years; roughly three-quarters manager level or above). Reference distributions from the instrument's validation program, not population norms; a normative study is part of the ongoing research program.

Bands. Four bands per dimension at the published reference percentiles: Developing (below the 25th) · Established (25th–75th) · Strong (75th–90th) · Distinctive (90th and above). Cut points are used exactly as published; where two published cuts coincide, the intervening band is simply not observed for that behavior.

The observer view. Raters answered Witnessed Signal Check: three items per dimension, written as observable behavior, on the same 7-point agreement scale, with a “not seen enough to rate” option. A rater counts toward a dimension when they answered at least two of its three items. Ratings are pooled across raters; nothing is shown below 3 usable raters. Patterns follow a provisional reading rule (a difference of at least 0.7 scale points between the pooled observer average and your own answers to the same items; responses “vary” when rater spread is 1.0 or more), under review by the research lead before first fielding. Observer results are never banded or referenced to the self-report sample, and no observer result is cited as validation evidence.

Your signal is current, not fixed. Bands describe self-reported behavior at one point in time. Signalead's method is Measure · Develop · Re-measure. We suggest re-measuring after a development cycle, which can show whether your responses changed; a re-measure is not included with the Signal Profile 360™. Read any change alongside work examples, feedback, and context — a change in responses alone does not establish improvement or its cause. Results older than a development cycle should be read as history, not as a current read.

What this report doesn't claim. Your results describe self-reported behavior at one point in time, read against reference data — not a verdict on you as a leader, a prediction of future performance, or a comparison against your colleagues. The Signal Profile is a development instrument: not designed or approved for hiring, promotion, compensation, or any other employment decision.

After 90 days

This report is a baseline, not a verdict. After 90 days with your Blueprint, review what changed in practice. We suggest a re-measure then, to compare your self-report with this starting point:

Measure · Develop · Re-measure.

YOUR DAY-90 REVIEW DATE

90 days from your completion date.

A SUGGESTION, NOT INCLUDED

A re-measure is not included with the Signal Profile 360™. It is part of Signal Sprint™; to add one, write to info@signalead.ai. Nothing in your Blueprint depends on it.

WHAT A RE-MEASURE COVERS

Just Change Discipline — the dimension your Blueprint develops, not the whole profile. The same questions you answered this time, on the same scale.

WHAT SUCCESS LOOKS LIKE

The test is whether your focus contract's routine holds without you driving it, with examples to show for it. A re-measure, if you take one, adds your updated self-report — evidence to review, not proof of impact.

If you add a re-measure. The same raters can be invited to rate Change Discipline again. If raters change, the re-measure says so and shows your self-report movement only.

One more thing while it's fresh: [share 2 minutes of feedback](#) → on how this report landed — it feeds the continuous improvement of the Signal Profile™.



Decode the signal. Develop the leader.

Instrument: **v2026.2** (108-item battery, 7-point) · Bands: **v2026_2_refperc** — reference distributions, Initial Validation Sample, 601 working leaders · Engine: **v0.7.2**