

Signal Profile™ Debrief Guide

Sample Leader · Signal Profile™ v2026.2 · self-report only · 60-minute debrief · followed by the coach appendix

AT A GLANCE

SIGNATURE STRENGTH	TWO DEVELOPING READS	PROPOSED STARTING FOCUS
Developmental Stretch · Distinctive Inner Signal; Outside-In Learning also Strong	Team Learning Experiences · Change Discipline Outward and Grounded; the report pairs them as one question	Change Discipline Fit-check with the leader's responsibilities before confirming

OPEN WITH

Start with the Distinctive read and ask for the example behind it. The leader hears their strength named and described before anything else, which sets the tone for the two Developing reads later. Keep every sentence about one dimension at a time; the profile has no single result.

SEQUENCE

1 Their read first (5 min)

“Before I say anything: which page surprised you, and which one you would have predicted?”

Note what they name as a surprise; it is usually where the debrief will spend its time.

2 The strength · Developmental Stretch, Distinctive (10 min)

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

You may recognize this most clearly when AI challenges an area where your expertise is well established.

Watch the edge. Even at its strongest, watch the edge. Public learning can tip into a highlight reel — narrated lessons that always resolve well. If there's no live, unresolved uncertainty on display, it's performance, not modeling.

3 The two Developing reads · Team Learning Experiences and Change Discipline (15 min)

The report frames them as one question: How does what you learn become a shared routine that lasts?

Team Learning Experiences. Learning is shared on your team when someone volunteers it, and good discoveries do surface. The raw material is there — it currently depends on initiative and memory.

Change Discipline. When strain from an AI change becomes visible, you correct course — pacing, support, expectations. The discipline is real; it currently arrives after the signal, not before.

A Developing read describes a routine that has not formed yet; ask about opportunity before anything else.

4 The focus · Change Discipline (20 min)

“Does this fit the next ninety days of your responsibilities: pace one live AI change to team capacity, with a named owner and a regular review? If Team Learning Experiences fits better, say so.”

The leader chooses; the report proposes. Either Developing dimension is a sound focus. Confirm with the bridge below.

5 Commit (10 min)

“One routine, one owner, one review date. What is the first instance, and when?”

Write it into the Blueprint. Set a Day-90 review date from the completion date. A re-measure is suggested, not included with the Signal Profile™ (it comes with Signal Sprint™); if the leader adds one, it covers the focus dimension only.

Next behavior Before the next AI change launches, write three things: the pace the team can absorb, the checkpoint date, and what would make you stop. Check Could a plausible result actually trigger them?	Failure mode The stop criteria are written to be unmeetable — governance theater. Toolkit Pre-Committed Stop Criteria in the leader’s Blueprint; one instance before the first check-in.
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PROTECT AND LEAVE ALONE

Outside-In Learning, Contextual Calibration, and Ethical Guardrails & Accountability read Strong. Name them once, ask what the leader does that produces them, and move on; the development conversation belongs to the focus.

IF THE LEADER SAYS

LEADER	SAY
<i>“Why isn’t Developmental Stretch the focus? It’s my best one.”</i>	The strength is what carries the focus. The Blueprint uses it: the strength you already bring is how a Change Discipline routine gets started; the routine is what makes it last.
<i>“Is Developing bad?”</i>	It describes a self-report below the 25th reference percentile on that dimension at one point in time. It says a routine is not there yet; it says nothing about capability or cause. By the band definitions, half of the reference sample reads Established on any dimension and a quarter reads Developing.
<i>“Does my manager see this?”</i>	No. This report goes to you. Team and organization reports show counts without names. What you share with your manager is your choice, and the Blueprint is written so you can share the focus and routine without sharing the profile.

LANGUAGE

Use reads · self-report · pattern · signal · band · reference sample · routine · one point in time · to strengthen	Leave out score · weakness · blind spot · verdict · potential · fixed trait · any comparison with a named colleague · any total or overall result
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Four tonal principles: acknowledgment before diagnosis · single-pole framing · pattern, never surveillance · “to strengthen,” never “to apologize for.” Developmental use only. Not in the participant copy. Coach appendix follows on the next page; the eleven dimension definitions are on the last page. Sample: fictional leader, illustrative data.

Debrief Guide · Initial Validation Sample reference percentiles (v2026.2) · Bands v2026_2_refperc · Engine v0.7.2 · Reading rule and library ids in debrief_gaps.json.

Composite and threshold detail

BEFORE YOU READ THIS TABLE

A lower number can carry a higher band — and that’s correct. Each dimension is compared against how working leaders actually report that behavior — some behaviors are reported generously by nearly everyone, others rarely. The band tells you something the raw number can’t: how the signal reads against the field for that specific behavior.

Dimension	Composite (1–7)	Band	Reference Percentile Zone			
			0–25	25–75	75–90	90+
Inner Signal — Mindset & Adaptability						
Developmental Stretch	6.67	Distinctive				
Outside-In Learning	6.33	Strong				
Adaptive Leadership	5.22	Established				
Outward Signal — People Practices						
Role & Skill Evolution	5.56	Established				
Proactive Transparency	5.33	Established				
Psychologically Safe Climate	5.83	Established				
Purposeful Communication	5.33	Established				
Team Learning Experiences	4.07	Developing				
Grounded Signal — Judgment & Governance						
Ethical Guardrails & Accountability	6.44	Strong				
Contextual Calibration	6.42	Strong				
Change Discipline	4.00	Developing				

Focus dimension — behavior detail (Change Discipline)

Implementation of Governance and Adaptive Evaluation	3.33	Developing
Absorptive Pacing and Responsiveness	4.00	Developing ▮
Coordinated Sustainment	4.67	Established

Each bar lights the dimension’s zone between the published reference percentiles (25th, 75th, 90th): a threshold statement, not an exact standing. The ▮ development-priority flag marks composites below the published 10th percentile; it is coach-facing and is not a report band (the participant surface marks the focus with ▲). Focus-selection rule: lowest band first; ties break by the ▮ flag, then by largest distance below the band cut. Sub-dimension detail appears only in this appendix — never on participant surfaces.

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.