

SIGNAL PROFILE™ — DEVELOPMENT REPORT & BLUEPRINT

The signals you send.

A development profile of your self-reported leadership behaviors 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**

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 Eleven Dimensions, then take one focus into a 90-day development sequence. This report shows how you see your own practice; it does not measure how others experience you.

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 your **confidential self-report** — how you see your own practice, not a measure of how others experience you.

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.

Your Signal Snapshot

Read the three together. Each signal shows how its dimensions band — there is no single signal result. These are self-reported patterns to explore.

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

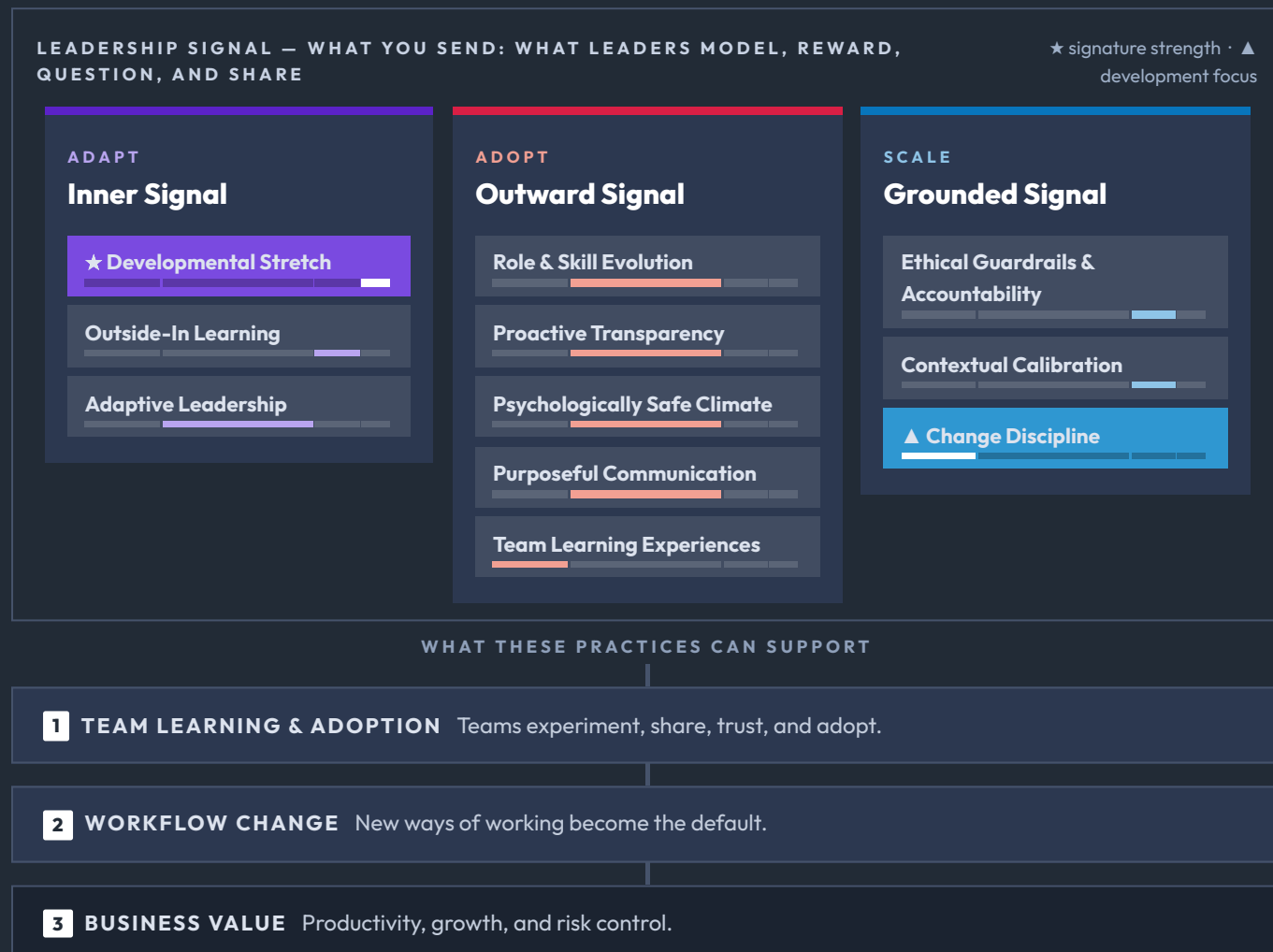
STRONG

DEVELOPING

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

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 Eleven Dimensions

Each dimension shows your self-report band and where it sits on the four-band track. The phrases at either end describe the range of the behavior to reflect on; they are not observations of your practice.

INNER SIGNAL — MINDSET & ADAPTABILITY

2 of 3 at Strong+

★ Developmental Stretch	stays inside known ground	seeks the stretch on purpose	DISTINCTIVE
Outside-In Learning	learns within the team's walls	imports the outside on a rhythm	STRONG
Adaptive Leadership	waits for certainty	acts, then revises on evidence	ESTABLISHED

OUTWARD SIGNAL — PEOPLE PRACTICES

4 of 5 Established

Role & Skill Evolution	roles shift when forced	redesigns roles ahead of the shift	ESTABLISHED
Proactive Transparency	explains when asked	names AI's role before anyone asks	ESTABLISHED
Psychologically Safe Climate	caution stays unspoken	speaking up is the norm	ESTABLISHED
Purposeful Communication	change is announced	change is made meaningful	ESTABLISHED
Team Learning Experiences	lessons stay with individuals	learning becomes shared practice	DEVELOPING

GROUNDING SIGNAL — JUDGMENT & GOVERNANCE

2 of 3 at Strong+

Ethical Guardrails & Accountability	boundaries are implicit	boundaries are named and enforced	STRONG
Contextual Calibration	output taken at face value	reliance calibrated to context	STRONG
▲ Change Discipline	change runs on enthusiasm	change runs on structure	DEVELOPING

★ signature strength · ▲ development focus

Inside your Inner Signal

★ Developmental Stretch

DISTINCTIVE

Using AI to stretch your capability while staying steady when it challenges your judgment. Which recent stretch improved your judgment, and when might further stretch be unhelpful?

What this can support: a leadership practice that develops as AI changes the work.

Outside-In Learning

STRONG

Looking beyond your team's domain for AI signals and practices. Which outside idea have you tested, and what did others notice as a result?

What this can support: a team that considers outside developments before they become urgent.

Adaptive Leadership

ESTABLISHED

Taking timely action on AI under incomplete information. Where could a clear review point help you act now and revise on evidence?

What this can support: decisions that move under uncertainty and improve with evidence.

Inside your Outward Signal

Role & Skill Evolution

ESTABLISHED

Developing capabilities, redesigning roles, and coaching the team through change. Which role or skill shift needs a more deliberate development conversation?

What this can support: roles and capabilities that evolve as AI changes the work.

Proactive Transparency

ESTABLISHED

Openly explaining and documenting why and how AI is used. Where would explaining AI's role before being asked make your decisions easier to understand?

What this can support: AI use that people can see, question, and discuss.

Psychologically Safe Climate

ESTABLISHED

Creating a climate where the team can speak up and experiment with AI without fear of blame. When did someone last challenge an AI decision, and how did you respond?

What this can support: earlier discussion of AI concerns, questions, and mistakes.

Purposeful Communication

ESTABLISHED

Making AI change meaningful by preserving human purpose. How would your team explain the purpose of its current AI work in its own words?

What this can support: change that people can connect to their work and purpose.

Team Learning Experiences

DEVELOPING

Helping the team systematically turn AI-use experience into shared practice. What recent learning could you turn into one shared, repeatable practice?

What this can support: learning that remains useful beyond the person who first gained it.

Inside your Grounded Signal

Ethical Guardrails & Accountability

STRONG

Setting clear ethical boundaries for AI and enforcing them. Can others explain the boundaries, and what happens when a concern is raised?

What this can support: AI use with clear boundaries and accountable decisions.

Contextual Calibration

STRONG

Interpreting, questioning, and calibrating AI output against context. When did you last question AI output and change the decision, and could the team see how you got there?

What this can support: decisions in which AI output is examined, not simply accepted.

▲ Change Discipline — your development focus

DEVELOPING · YOUR 90-DAY FOCUS

Disciplined structuring of AI implementation — paced to team capacity. Which AI change on your team is moving fastest right now, and who is checking whether the team can absorb it?

What this can support: AI change with clearer pacing, governance, and follow-through.

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 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.
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Your focus contract

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

FILL THIS IN BEFORE YOU CLOSE THE REPORT

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).

Pulling it together

The throughline. **Developmental Stretch** reads Distinctive in your self-report – your signature strength, and a practice to build on. Inner Signal and Grounded Signal each have at least two dimensions at Strong or above. Signals are read dimension by dimension; none carries an overall result.

Team Learning Experiences and **Change Discipline** read Developing. Together they suggest a question to explore: how does what you learn become a shared routine that lasts? Your results don't show whether that is already happening; your practice will.

Your proposed starting point is Change Discipline. Start here: Pace one live AI change to team capacity, with a named owner and a regular review. Check that this focus fits your responsibilities – with a coach, peer, or your manager, if you have one.

FROM ONE LEADER TO A LEADERSHIP TEAM

This profile describes one leader's self-report. It can't show how others experience you, or whether a pattern is shared across a team. Signal Profile 360™ adds what the people you work with observe. A Signalead™ team read shows patterns across a leadership team or a whole leadership population, with consent and privacy safeguards built in.

How this narrative is produced. Bands come from your self-report. The narrative is dimension-specific and band-conditional, and it separates what you reported from questions to test in practice.

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.

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™. 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™. 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.

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**