

## How to Interpret Results of Family Business Polarity Assessment

Congratulations! You've completed the family business polarity assessment connected to **Hug of War: How to Lead a Family Business with both Love and Logic** by Cathy Carroll.

This document is designed to help you interpret your results. At the end of the document, you will see the names of consultants who may support your continued learning.

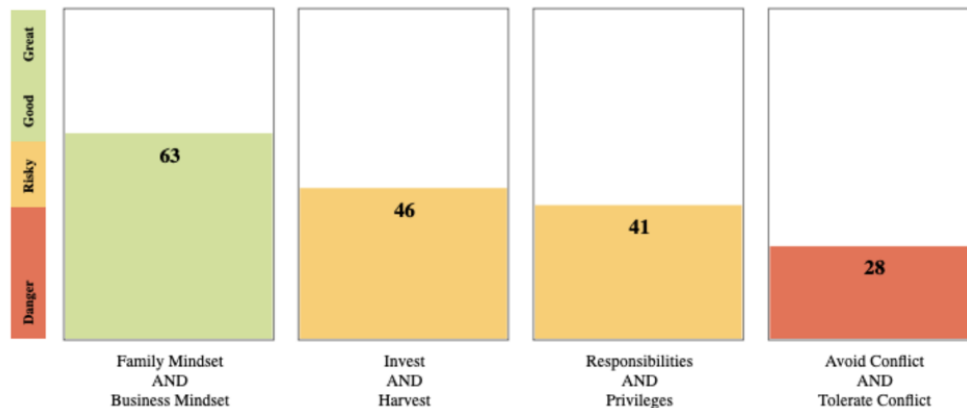


At the top of your results, you will see four rectangles, one for each of the following polarities:

- Family Mindset and Business Mindset
- Invest and Harvest
- Responsibilities and Privileges
- Avoid Conflict and Tolerate Conflict

### Polarity Results for **Sample Client**

#### Polarity Summary



Within each rectangle, you will see a color and a number, both of which indicate of how well you are leveraging this polarity:

- **Green:** If you see a 60 or better, you are managing the polarity well. A number above 85 indicates you are managing it very well! The rectangle is green.
- **Yellow:** A number between 40-59 indicates you have some risk areas in this polarity. The rectangle is yellow.

- **Red:** A number below 40 implies you are experiencing significant downsides of either or both poles in the polarity. The rectangle is red.

The next section displays the polarity maps. Let’s begin by interpreting the Family Mindset and Business Mindset polarity map. Above the map, you will see this:

**Family Mindset AND Business Mindset**

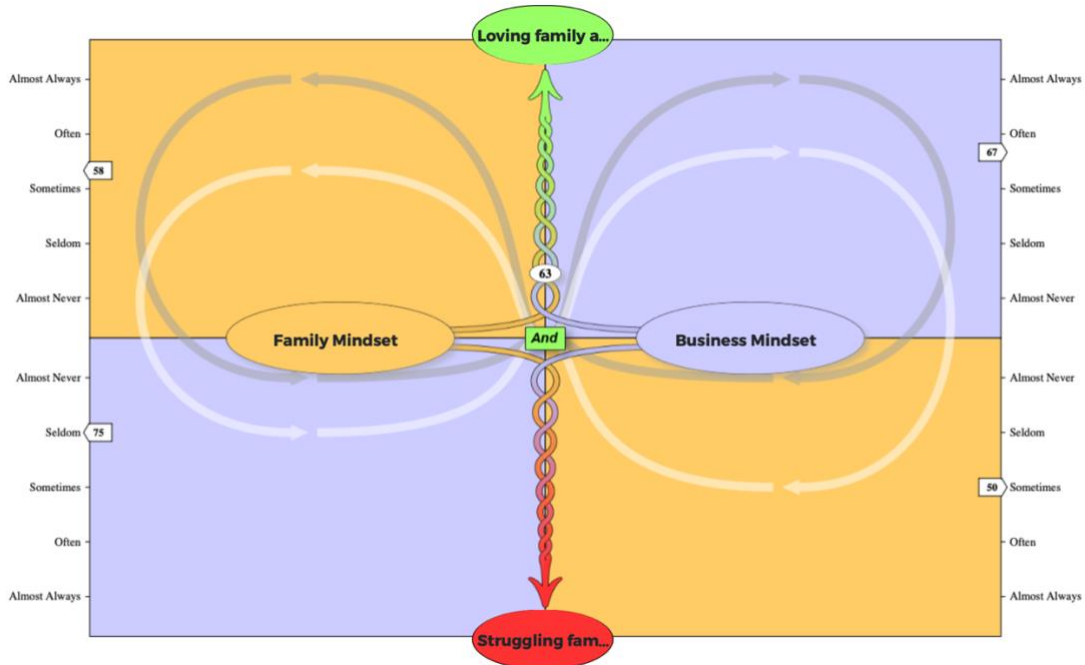
Well Leveraged Loop  
  Polarity Items  
  As Rated Loop  
  Item Scores  
  Strengths/Vulnerabilities

To start, let’s simplify the view by unclicking “Polarity Items.”

**Family Mindset AND Business Mindset**

Well Leveraged Loop  
  Polarity Items  
  As Rated Loop  
  Item Scores  
  Strengths/Vulnerabilities

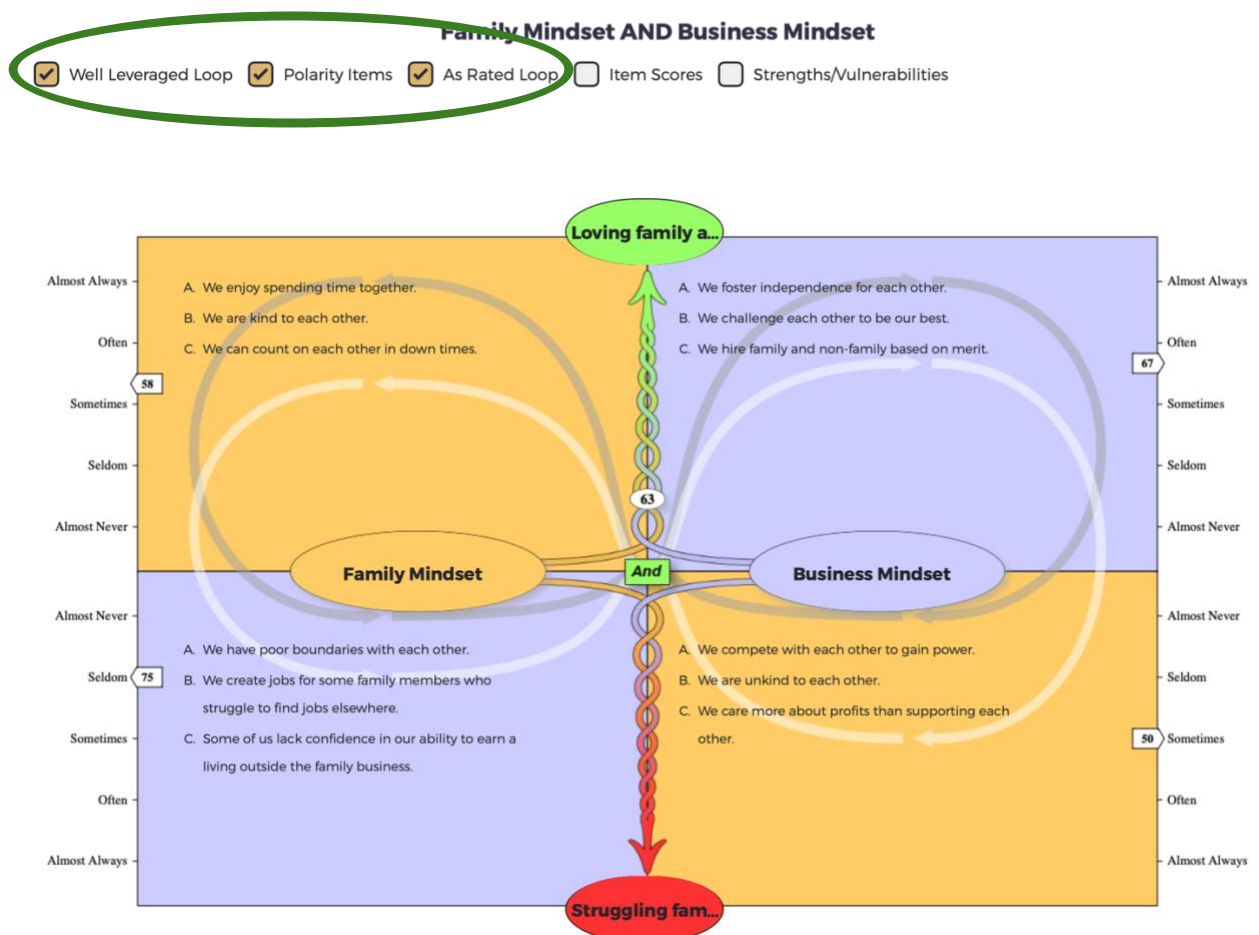
You will see something like this:



The darker gray infinity loop represents the “Well Leveraged Loop,” an ideal result (i.e., Almost Always in *both* the upsides of the Family Mindset and Business Mindset, while Almost Never experiencing the downsides of either quadrant).

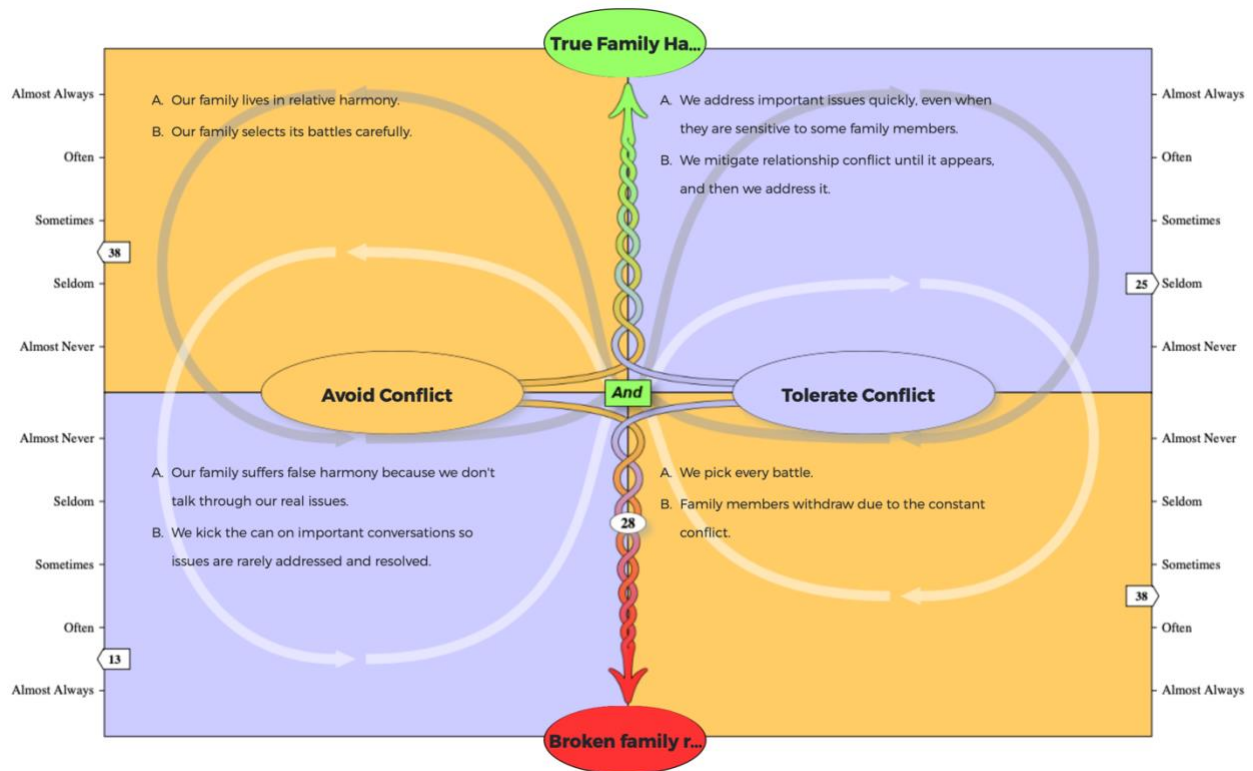
The lighter gray loop represents your actual results, which you can compare to the darker gray (optimal performance) loop. On the left side (the Family Mindset), the result (58) shows that you are better than *Sometimes* experiencing the upsides of the Family Mindset and *Seldom* (75) experiencing the downsides of an overfocus on the Family Mindset. On the right side (the Business Mindset), you are less than *Often* (67) experiencing the upsides of the Business Mindset and *Sometimes* (50) experiencing the downsides of an overfocus on the Business Mindset. The OVERALL result is calculated by averaging the four quadrant scores:  $(58+75+67+50) \div 4 = 63$ . Although the results are “good,” they’re not “great.”

For additional detail on quadrant scores, click on the “Polarity Items” to reveal the questions for that quadrant.



Clicking on the “Item Scores” and “Strengths/Vulnerabilities” boxes will help you quickly identify the two highest and two lowest scored items for the map.

Here are the results for a sample Avoid Conflict and Tolerate Conflict polarity map:



These results show that you'd be between *Seldom* and *Sometimes* (38) experiencing the upsides of Avoiding Conflict and between *Often* and *Almost Always* (13) experiencing the downsides of Avoiding Conflict. On the right, Tolerate Conflict side, you'd be *Seldom* (25) experiencing the upsides of Tolerate Conflict and between *Sometimes* and *Often* (38) experiencing downsides of Tolerate Conflict. The OVERALL average  $(38+13+25+38 \div 4 = 28)$  is visually represented by how far apart the actual results (light colored loop) are from the ideal results (darker gray loop).

Below each Polarity Map is a bar chart that represents an alternative visual result from each quadrant.

The end of the survey rank orders each of the items from all the polarities assessed in the survey (in this case, each of the four polarity maps).

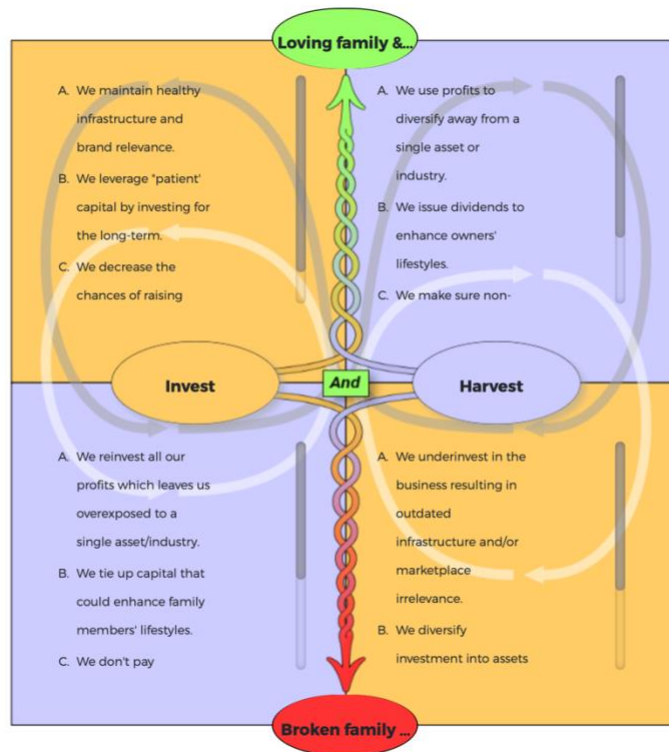
The last section invites you to brainstorm **Action Steps** you can take to maintain or improve the upside quadrants, as well as **Early Warnings** to identify measurable indicators that help you catch the downsides of the polarity before they become problematic.

### Action Steps

How will we gain or maintain the positive results from focusing on this left pole? What? Who? By when? Measures?

### Early Warnings

Measurable indicators (things you can count) that will let you know you are getting the downside of this left pole.



### Action Steps

How will we gain or maintain the positive results from focusing on this right pole? What? Who? By when? Measures?

### Early Warnings

Measurable indicators (things you can count) that will let you know you are getting the downside of this right pole.

### Please Note

I crafted these assessment questions based on my experiences coaching family business leaders. Your family is unique and therefore, you might state the upsides and downsides differently. Further, there may be some upsides and/or downsides in the assessment that aren't problematic for your family.

### Where to Go From Here

I designed the Family Business Polarity Assessment in partnership with [Polarity Partnerships](#) which provides the assessment technology. Should you be interested in designing your own family business polarity assessment, contact any of these professionals:

- Cliff Kayser, [cliff@polaritypartnerships.com](mailto:cliff@polaritypartnerships.com)
- Katie Watts, [katie@katiewatts.com](mailto:katie@katiewatts.com)

If you'd like to work with a consultant or coach who specializes in family businesses, here are some colleagues I respect (listed in alphabetical order by last name):

Melissa Mitchell-Blicht	<a href="mailto:melissa@melissamitchellblitch.com">melissa@melissamitchellblitch.com</a>
Angelika Olsen	<a href="mailto:angelika@angelikaolsen.com">angelika@angelikaolsen.com</a>
Margaret Wilson	<a href="mailto:margaret@tandem-partners.com">margaret@tandem-partners.com</a>
Richa Singh	<a href="mailto:singh@thefbcg.com">singh@thefbcg.com</a>