



**The Leadership Circle®**

*Changing the Global Leadership Mind*

**Leadership Team**

**The Leadership Circle Profile Report**

Tuesday, January 29, 2013

## The Leadership Circle Profile Report

### Leadership Team

1/29/2013

Average Response on a 5 point scale

	Self-Evaluation	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	4.06	3.82	4.08	3.87	3.76	3.86	3.93
Self-Awareness	3.88	3.79	3.86	3.88	3.77	3.85	3.87
Authenticity	4.30	4.07	4.02	4.16	4.07	4.14	4.13
Systems Awareness	3.68	3.69	3.92	3.78	3.64	3.75	3.81
Achieving	3.88	3.84	3.86	3.89	3.75	3.97	3.97
Controlling	2.48	2.33	2.12	2.44	2.28	2.52	2.21
Protecting	1.93	1.82	1.54	1.67	1.82	1.95	1.74
Complying	2.17	2.06	1.93	1.93	2.07	2.09	1.94
Leadership Effectiveness	3.88	3.84	3.74	3.95	3.74	3.93	3.95
Number of Assessors	15	262	4	16	93	75	74

## The Leadership Circle Profile Report

### Leadership Team

1/29/2013

Percentile Scores: Comparison to the Norm Group

	Self-Evaluation	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	59 %	33 %	63 %	44 %	36 %	35 %	35 %
Self-Awareness	54 %	30 %	45 %	49 %	37 %	36 %	34 %
Authenticity	66 %	35 %	40 %	50 %	44 %	41 %	37 %
Systems Awareness	44 %	32 %	60 %	47 %	35 %	37 %	38 %
Achieving	44 %	26 %	47 %	46 %	27 %	31 %	34 %
Controlling	41 %	47 %	41 %	57 %	42 %	57 %	45 %
Protecting	29 %	47 %	33 %	39 %	44 %	59 %	50 %
Complying	34 %	43 %	30 %	30 %	40 %	55 %	38 %
Reactive-Creative Scale	67 %	43 %	63 %	56 %	47 %	38 %	46 %
Relationship-Task Balance	33 %	40 %	41 %	44 %	36 %	39 %	44 %
Leadership Potential Utilization	57 %	41 %	59 %	55 %	44 %	38 %	47 %
Leadership Effectiveness	65 %	32 %	39 %	47 %	35 %	33 %	34 %
Number of Assessors	15	262	4	16	93	75	74

## THE LEADERSHIP CIRCLE PROFILE RESULTS

### Creative Dimensions

Leadership Team 1/29/2013	Self 15	Evaluators 262	Boss's Boss 4	Boss 16	Peers 93	Direct Reports 75	Other 74
<b>Relating</b>	<b>59 %</b>	<b>33 %</b>	<b>63 %</b>	<b>44 %</b>	<b>36 %</b>	<b>35 %</b>	<b>35 %</b>
Average Response	4.06	3.82	4.08	3.87	3.76	3.86	3.93
<b>Caring Connection</b>	<b>31 %</b>	<b>22 %</b>	<b>42 %</b>	<b>30 %</b>	<b>26 %</b>	<b>26 %</b>	<b>27 %</b>
Average Response	3.67	3.59	3.82	3.57	3.53	3.57	3.72
<b>Fosters Team Play</b>	<b>66 %</b>	<b>35 %</b>	<b>68 %</b>	<b>43 %</b>	<b>37 %</b>	<b>40 %</b>	<b>33 %</b>
Average Response	4.26	3.90	4.25	3.94	3.83	4.02	3.96
<b>Collaborator</b>	<b>58 %</b>	<b>40 %</b>	<b>63 %</b>	<b>44 %</b>	<b>44 %</b>	<b>40 %</b>	<b>43 %</b>
Average Response	4.14	3.92	4.12	3.93	3.89	3.95	4.02
<b>Mentoring &amp; Developing</b>	<b>58 %</b>	<b>35 %</b>	<b>43 %</b>	<b>49 %</b>	<b>36 %</b>	<b>32 %</b>	<b>39 %</b>
Average Response	4.09	3.82	3.86	3.93	3.74	3.79	3.95
<b>Interpersonal Intelligence</b>	<b>66 %</b>	<b>40 %</b>	<b>77 %</b>	<b>51 %</b>	<b>41 %</b>	<b>44 %</b>	<b>39 %</b>
Average Response	4.12	3.85	4.24	3.92	3.79	3.92	3.93
<b>Self-Awareness</b>	<b>54 %</b>	<b>30 %</b>	<b>45 %</b>	<b>49 %</b>	<b>37 %</b>	<b>36 %</b>	<b>34 %</b>
Average Response	3.88	3.79	3.86	3.88	3.77	3.85	3.87
<b>Selfless Leader</b>	<b>57 %</b>	<b>28 %</b>	<b>31 %</b>	<b>36 %</b>	<b>38 %</b>	<b>32 %</b>	<b>31 %</b>
Average Response	3.89	3.71	3.69	3.76	3.73	3.72	3.78
<b>Balance</b>	<b>41 %</b>	<b>39 %</b>	<b>22 %</b>	<b>48 %</b>	<b>45 %</b>	<b>45 %</b>	<b>42 %</b>
Average Response	3.25	3.67	3.25	3.69	3.70	3.70	3.71
<b>Composure</b>	<b>61 %</b>	<b>33 %</b>	<b>59 %</b>	<b>50 %</b>	<b>36 %</b>	<b>39 %</b>	<b>37 %</b>
Average Response	4.03	3.81	4.07	3.98	3.74	3.91	3.94
<b>Personal Learner</b>	<b>47 %</b>	<b>33 %</b>	<b>62 %</b>	<b>53 %</b>	<b>37 %</b>	<b>39 %</b>	<b>39 %</b>
Average Response	4.12	3.93	4.16	4.05	3.90	4.02	4.04
<b>Authenticity</b>	<b>66 %</b>	<b>35 %</b>	<b>40 %</b>	<b>50 %</b>	<b>44 %</b>	<b>41 %</b>	<b>37 %</b>
Average Response	4.30	4.07	4.02	4.16	4.07	4.14	4.13
<b>Integrity</b>	<b>62 %</b>	<b>32 %</b>	<b>20 %</b>	<b>41 %</b>	<b>44 %</b>	<b>42 %</b>	<b>33 %</b>
Average Response	4.46	4.20	3.96	4.22	4.22	4.29	4.25
<b>Courageous Authenticity</b>	<b>64 %</b>	<b>44 %</b>	<b>65 %</b>	<b>62 %</b>	<b>47 %</b>	<b>40 %</b>	<b>45 %</b>
Average Response	4.04	3.91	4.12	4.08	3.89	3.94	4.00

## Questions Related to Each Dimension

### Creative Dimensions

#### Relating

Caring Connection

I connect deeply with others.  
I am compassionate.  
I form warm and caring relationships.

Fosters Team Play

I create a positive climate that supports people doing their best.  
I promote high levels of teamwork through my leadership style.  
I share leadership.

Collaborator

I negotiate for the best interest of both parties.  
I work to find common ground.  
I create common ground for agreement.

Mentoring & Developing

I help direct reports create development plans.  
I am a people builder/developer.  
I provide feedback focused on professional growth.  
I help people learn, improve, and change.

Interpersonal Intelligence

I take responsibility for my part of relationship problems.  
In a conflict, I accurately restate the opinions of others.  
I listen openly to criticism and ask questions to further understand.  
I directly address issues that get in the way of team performance.  
I display a high degree of skill in resolving conflict.

#### Self-Awareness

Selfless Leader

I am relatively uninterested in personal credit.  
I lead in ways that others say, 'we did it ourselves.'  
I act with humility.  
I get the job done with no need to attract attention to myself.  
I take forthright action without needing recognition.

Balance

I balance work and personal life.  
I find enough time for personal reflection.

Composure

I am composed under pressure.  
I am a calming influence in difficult situations.  
I handle stress and pressure very well.

Personal Learner

I learn from mistakes.  
I personally search for meaning.  
I investigate the deeper reality that lies behind events/circumstances.  
I examine the assumptions that lay behind my actions.

#### Authenticity

Integrity

I exhibit personal behavior consistent with my values.  
I hold to my values during good and bad times.  
I lead in a manner that is completely aligned with my values.

Courageous Authenticity

I surface the issues others are reluctant to talk about.  
I speak directly even on controversial issues.  
I am courageous in meetings.

## THE LEADERSHIP CIRCLE PROFILE RESULTS

### Creative Dimensions (Continued)

Leadership Team	Self	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
1/29/2013	15	262	4	16	93	75	74
<b>Systems Awareness</b>	<b>44 %</b>	<b>32 %</b>	<b>60 %</b>	<b>47 %</b>	<b>35 %</b>	<b>37 %</b>	<b>38 %</b>
Average Response	3.68	3.69	3.92	3.78	3.64	3.75	3.81
Community Concern	30 %	26 %	59 %	41 %	23 %	37 %	32 %
Average Response	3.33	3.57	3.97	3.65	3.39	3.69	3.68
<b>Sustainable Productivity</b>	<b>51 %</b>	<b>30 %</b>	<b>49 %</b>	<b>37 %</b>	<b>35 %</b>	<b>36 %</b>	<b>38 %</b>
Average Response	3.88	3.77	3.92	3.81	3.73	3.83	3.90
Systems Thinker	55 %	45 %	60 %	58 %	52 %	42 %	48 %
Average Response	3.84	3.72	3.89	3.87	3.75	3.72	3.84
<b>Achieving</b>	<b>44 %</b>	<b>26 %</b>	<b>47 %</b>	<b>46 %</b>	<b>27 %</b>	<b>31 %</b>	<b>34 %</b>
Average Response	3.88	3.84	3.86	3.89	3.75	3.97	3.97
Strategic Focus	35 %	23 %	47 %	48 %	25 %	28 %	31 %
Average Response	3.72	3.76	3.78	3.84	3.66	3.89	3.89
<b>Purposeful &amp; Visionary</b>	<b>39 %</b>	<b>27 %</b>	<b>37 %</b>	<b>38 %</b>	<b>28 %</b>	<b>29 %</b>	<b>35 %</b>
Average Response	3.76	3.76	3.64	3.72	3.64	3.86	3.92
Achieves Results	64 %	33 %	72 %	58 %	36 %	36 %	39 %
Average Response	4.31	4.11	4.43	4.28	4.04	4.23	4.22
<b>Decisiveness</b>	<b>65 %</b>	<b>36 %</b>	<b>43 %</b>	<b>41 %</b>	<b>39 %</b>	<b>46 %</b>	<b>38 %</b>
Average Response	4.27	3.99	3.87	3.95	3.93	4.18	4.07

## Questions Related to Each Dimension

### Creative Dimensions (Continued)

#### Systems Awareness

Community Concern

- I create vision that goes beyond the organization to include making a positive impact on the world.
- I attend to the long-term impact of strategic decisions on the community.
- I balance community welfare with short-term profitability.
- I live an ethic of service to others and the world.
- I stress the role of the organization as corporate citizen.

Sustainable Productivity

- I balance 'bottom line' results with other organizational goals.
- I allocate resources appropriately so as not to use people up.
- I balance short-term results with long-term organizational health.

Systems Thinker

- I reduce activities that waste resources.
- I redesign the system to solve multiple problems simultaneously.
- I evolve organizational systems until they produce envisioned results.

#### Achieving

Strategic Focus

- I see the integration between all parts of the system.
- I accurately anticipate future consequences to current action.
- I focus in quickly on the key issues.
- I have a firm grasp of the market place dynamics.
- I provide strategic direction that is thoroughly thought through.
- I am a gifted strategist.
- I integrate multiple streams of information into a coherent strategy.
- I establish a strategic direction that helps the organization to thrive.
- I stay abreast of trends in the external environment that could impact the business currently and in the future.

Purposeful & Visionary

- I am a good role model for the vision I espouse.
- I live and work with a deep sense of purpose.
- I communicate a compelling vision.
- I inspire others with vision.
- I provide strategic vision for the organization.
- I articulate a vision that creates alignment within the organization.

Achieves Results

- I am quick to seize opportunities upon noticing them.
- I pursue results with drive and energy.
- I am proficient at achieving high quality results on key initiatives.
- I strive for continuous improvement.

Decisiveness

- I am an efficient decision maker.
- I make the tough decisions when required.
- I make decisions in a timely manner.

## THE LEADERSHIP CIRCLE PROFILE RESULTS

### Reactive Dimensions

Leadership Team	Reactive Dimensions						
1/29/2013	Self	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	15	262	4	16	93	75	74
<b>Controlling</b>	<b>41 %</b>	<b>47 %</b>	<b>41 %</b>	<b>57 %</b>	<b>42 %</b>	<b>57 %</b>	<b>45 %</b>
Average Response	2.48	2.33	2.12	2.44	2.28	2.52	2.21
<b>Perfect</b>	<b>44 %</b>	<b>25 %</b>	<b>24 %</b>	<b>40 %</b>	<b>22 %</b>	<b>38 %</b>	<b>40 %</b>
Average Response	3.43	3.03	2.72	3.10	2.91	3.18	3.17
<b>Driven</b>	<b>54 %</b>	<b>32 %</b>	<b>58 %</b>	<b>56 %</b>	<b>31 %</b>	<b>35 %</b>	<b>38 %</b>
Average Response	3.59	2.78	3.10	3.11	2.71	2.78	2.78
<b>Ambition</b>	<b>46 %</b>	<b>46 %</b>	<b>47 %</b>	<b>57 %</b>	<b>44 %</b>	<b>56 %</b>	<b>45 %</b>
Average Response	2.77	2.61	2.45	2.70	2.53	2.87	2.50
<b>Autocratic</b>	<b>38 %</b>	<b>52 %</b>	<b>40 %</b>	<b>56 %</b>	<b>46 %</b>	<b>61 %</b>	<b>49 %</b>
Average Response	2.21	2.18	1.87	2.24	2.13	2.39	2.03
<b>Protecting</b>	<b>29 %</b>	<b>47 %</b>	<b>33 %</b>	<b>39 %</b>	<b>44 %</b>	<b>59 %</b>	<b>50 %</b>
Average Response	1.93	1.82	1.54	1.67	1.82	1.95	1.74
<b>Arrogance</b>	<b>31 %</b>	<b>56 %</b>	<b>45 %</b>	<b>45 %</b>	<b>59 %</b>	<b>64 %</b>	<b>52 %</b>
Average Response	1.80	1.81	1.50	1.56	1.92	1.94	1.65
<b>Critical</b>	<b>42 %</b>	<b>52 %</b>	<b>48 %</b>	<b>51 %</b>	<b>44 %</b>	<b>61 %</b>	<b>56 %</b>
Average Response	2.11	1.85	1.69	1.81	1.79	1.96	1.81
<b>Distance</b>	<b>33 %</b>	<b>39 %</b>	<b>25 %</b>	<b>36 %</b>	<b>37 %</b>	<b>55 %</b>	<b>46 %</b>
Average Response	1.90	1.80	1.46	1.63	1.77	1.96	1.75
<b>Complying</b>	<b>34 %</b>	<b>43 %</b>	<b>30 %</b>	<b>30 %</b>	<b>40 %</b>	<b>55 %</b>	<b>38 %</b>
Average Response	2.17	2.06	1.93	1.93	2.07	2.09	1.94
<b>Passive</b>	<b>31 %</b>	<b>51 %</b>	<b>51 %</b>	<b>35 %</b>	<b>48 %</b>	<b>57 %</b>	<b>47 %</b>
Average Response	1.71	1.79	1.85	1.59	1.81	1.77	1.66
<b>Belonging</b>	<b>43 %</b>	<b>35 %</b>	<b>22 %</b>	<b>36 %</b>	<b>32 %</b>	<b>49 %</b>	<b>33 %</b>
Average Response	2.48	2.22	1.95	2.19	2.19	2.29	2.10
<b>Pleasing</b>	<b>45 %</b>	<b>42 %</b>	<b>18 %</b>	<b>31 %</b>	<b>42 %</b>	<b>59 %</b>	<b>38 %</b>
Average Response	2.95	2.54	2.09	2.43	2.56	2.67	2.41
<b>Conservative</b>	<b>53 %</b>	<b>42 %</b>	<b>14 %</b>	<b>42 %</b>	<b>45 %</b>	<b>49 %</b>	<b>44 %</b>
Average Response	3.25	3.26	2.64	3.13	3.24	3.35	3.24



## Questions Related to Each Dimension

### Reactive Dimensions

#### Controlling

Perfect  
I believe average is definitely not good enough.  
I need to perform flawlessly.  
I expect extremely high standards of others.  
I am a perfectionist.  
I try to do everything perfectly well.  
I need to excel in every situation.  
I am critical of myself when things don't go as well as expected.

Driven  
I try too hard to be the best at everything I take on.  
I drive myself excessively hard.  
I push myself too hard.  
I am a workaholic.

Ambition  
I believe winning is what really matters.  
I believe to feel good, one must constantly move up.  
I am aggressive.  
I am excessively ambitious.

Autocratic  
I tend to control others.  
I have to get my own way.  
I dictate rather than influence what others do.  
I am domineering.  
I pursue results at the expense of people.

#### Protecting

Arrogance  
I am self-centered.  
I am arrogant.  
I have too big of an ego.

Critical  
I am critical.  
I hurt people's feelings.  
I put people down.  
I am sarcastic and/or cynical.

Distance  
I am emotionally distant.  
I am hard to get to know.  
I am aloof.  
I remain standoffish.

#### Complying

Passive  
I am passive.  
I lack passion.  
I am wishy-washy in decision making.  
I lack drive.

Belonging  
I adopt others' points of view so as not to disappoint them.  
I try to please others by going along to get along.  
I work too hard for others' acceptance.  
I am overly conservative.  
I try too hard to conform to the group's rules/norms.  
I play it too safe.

Pleasing  
I worry about others' judgment.  
I need the approval of others.  
I need to be accepted by others.  
I need to be admired by others.

Conservative  
I am conservative.  
I conform to rules.  
I follow conventional ways of doing things.

### Sorted by Self Percentile

	Self Percentile	Evaluator Percentile
<b>Dimensions</b>		
Fosters Team Play	66 %	35 %
Interpersonal Intelligence	66 %	40 %
Decisiveness	65 %	36 %
Achieves Results	64 %	33 %
Courageous Authenticity	64 %	44 %
Integrity	62 %	32 %
Composure	61 %	33 %
Mentoring & Developing	58 %	35 %
Collaborator	58 %	40 %
Selfless Leader	57 %	28 %
Systems Thinker	55 %	45 %
Driven	54 %	32 %
Conservative	53 %	42 %
Sustainable Productivity	51 %	30 %
Personal Learner	47 %	33 %
Ambition	46 %	46 %
Pleasing	45 %	42 %
Perfect	44 %	25 %
Belonging	43 %	35 %
Critical	42 %	52 %
Balance	41 %	39 %
Purposeful & Visionary	39 %	27 %
Autocratic	38 %	52 %
Strategic Focus	35 %	23 %
Distance	33 %	39 %
Passive	31 %	51 %
Caring Connection	31 %	22 %
Arrogance	31 %	56 %
Community Concern	30 %	26 %
<b>Summary Dimensions</b>		
Authenticity	66 %	35 %
Relating	59 %	33 %
Self-Awareness	54 %	30 %
Systems Awareness	44 %	32 %
Achieving	44 %	26 %
Controlling	41 %	47 %
Complying	34 %	43 %
Protecting	29 %	47 %
<b>Summary Measures</b>		
Reactive-Creative Scale	67 %	43 %
Leadership Effectiveness	65 %	32 %
Leadership Potential Utilization	57 %	41 %
Relationship-Task Balance	33 %	40 %

### Sorted by Evaluator Percentile

	Self Percentile	Evaluator Percentile
<b>Dimensions</b>		
Arrogance	31 %	56 %
Critical	42 %	52 %
Autocratic	38 %	52 %
Passive	31 %	51 %
Ambition	46 %	46 %
Systems Thinker	55 %	45 %
Courageous Authenticity	64 %	44 %
Conservative	53 %	42 %
Pleasing	45 %	42 %
Collaborator	58 %	40 %
Interpersonal Intelligence	66 %	40 %
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Balance	41 %	39 %
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<b>Summary Measures</b>		
Reactive-Creative Scale	67 %	43 %
Leadership Potential Utilization	57 %	41 %
Relationship-Task Balance	33 %	40 %
Leadership Effectiveness	65 %	32 %