

LEADERSHIP CIRCLE PROFILE™

V1.5

LEADERSHIP CIRCLE PROFILE™

Sample LCP - English

Saturday, February 22, 2020

The Leadership Circle Profile Report

Sample LCP

2020-02-22

Average Response on a 5 - Point Scale

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	3.87	4.27	4.19	4.18	-	4.36	4.37
Self-Awareness	3.93	4.20	4.01	4.25	-	4.23	4.28
Authenticity	3.85	4.33	4.68	4.41	-	4.23	4.40
Systems Awareness	3.58	4.02	3.37	4.02	-	4.26	3.94
Achieving	3.83	4.26	3.96	4.10	-	4.33	4.33
Controlling	2.40	2.07	1.82	1.90	-	2.04	1.96
Protecting	2.04	1.56	1.25	1.50	-	1.68	1.30
Complying	2.68	1.95	2.14	1.96	-	2.07	1.72
Leadership Effectiveness	3.60	4.45	4.51	4.56	-	4.23	4.66
Number of Assessors	1	17	1	3	2	6	5

The Leadership Circle Profile Report

Sample LCP

2020-02-22

Percentile Scores: Comparison to the Norm Group

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	40 %	85 %	75 %	74 %	-	81 %	81 %
Self-Awareness	66 %	89 %	68 %	84 %	-	82 %	84 %
Authenticity	28 %	80 %	91 %	77 %	-	61 %	74 %
Systems Awareness	34 %	77 %	28 %	71 %	-	83 %	58 %
Achieving	39 %	82 %	62 %	68 %	-	71 %	73 %
Controlling	32 %	18 %	19 %	18 %	-	19 %	19 %
Protecting	38 %	16 %	15 %	21 %	-	31 %	12 %
Complying	79 %	24 %	42 %	30 %	-	46 %	18 %
Reactive-Creative Scale	46 %	90 %	81 %	85 %	-	81 %	87 %
Relationship-Task Balance	84 %	84 %	64 %	76 %	-	69 %	75 %
Leadership Potential Utilization	76 %	92 %	77 %	88 %	-	81 %	86 %
Leadership Effectiveness	50 %	89 %	85 %	86 %	-	63 %	87 %
Number of Assessors	1	17	1	3	2	6	5

THE LEADERSHIP CIRCLE PROFILE RESULTS

Creative Dimensions

Sample LCP

2020-02-22	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	17	1	3	2	6	5
Relating	40 %	85 %	75 %	74 %	-	81 %	81 %
Average Response	3.87	4.27	4.19	4.18	-	4.36	4.37
Caring Connection	61 %	80 %	62 %	72 %	-	79 %	75 %
Average Response	4.00	4.20	4.00	4.18	-	4.30	4.31
Fosters Team Play	33 %	85 %	79 %	76 %	-	79 %	81 %
Average Response	3.83	4.39	4.40	4.36	-	4.47	4.51
Collaborator	51 %	84 %	70 %	59 %	-	80 %	84 %
Average Response	4.00	4.27	4.16	3.99	-	4.36	4.47
Mentoring & Developing	42 %	84 %	76 %	69 %	-	85 %	63 %
Average Response	3.90	4.30	4.26	4.16	-	4.57	4.16
Interpersonal Intelligence	29 %	83 %	74 %	76 %	-	67 %	82 %
Average Response	3.67	4.19	4.15	4.20	-	4.14	4.37
Self-Awareness	66 %	89 %	68 %	84 %	-	82 %	84 %
Average Response	3.93	4.20	4.01	4.25	-	4.23	4.28
Selfless Leader	55 %	77 %	64 %	66 %	-	51 %	84 %
Average Response	3.76	4.00	3.99	4.01	-	3.76	4.29
Balance	66 %	73 %	43 %	66 %	-	87 %	61 %
Average Response	3.65	3.92	3.50	3.87	-	4.36	3.84
Composure	72 %	92 %	83 %	89 %	-	82 %	85 %
Average Response	4.17	4.47	4.44	4.63	-	4.45	4.53
Personal Learner	47 %	87 %	56 %	80 %	-	85 %	70 %
Average Response	4.05	4.32	3.94	4.32	-	4.47	4.26
Authenticity	28 %	80 %	91 %	77 %	-	61 %	74 %
Average Response	3.85	4.33	4.68	4.41	-	4.23	4.40
Integrity	27 %	70 %	83 %	71 %	-	47 %	75 %
Average Response	3.98	4.40	4.69	4.52	-	4.24	4.56
Courageous Authenticity	38 %	83 %	92 %	75 %	-	70 %	67 %
Average Response	3.65	4.22	4.65	4.23	-	4.20	4.14

Questions Related to Each Dimension

Creative Dimensions

Relating

Caring Connection

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

Fosters Team Play

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

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

Interpersonal Intelligence

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

Self-Awareness

Selfless Leader

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

Balance

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

Composure

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

Personal Learner

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

Authenticity

Integrity

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

Courageous Authenticity

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

THE LEADERSHIP CIRCLE PROFILE RESULTS

Creative Dimensions (Continued)

Sample LCP

2020-02-22	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	17	1	3	2	6	5
Systems Awareness	34 %	77 %	28 %	71 %	-	83 %	58 %
Average Response	3.58	4.02	3.37	4.02	-	4.26	3.94
Community Concern	40 %	66 %	20 %	69 %	-	72 %	55 %
Average Response	3.50	3.90	3.11	4.01	-	4.11	3.89
Sustainable Productivity	61 %	85 %	65 %	71 %	-	88 %	63 %
Average Response	4.00	4.20	4.00	4.13	-	4.47	4.07
Systems Thinker	12 %	76 %	14 %	66 %	-	81 %	54 %
Average Response	3.13	3.96	2.91	3.90	-	4.19	3.84
Achieving	39 %	82 %	62 %	68 %	-	71 %	73 %
Average Response	3.83	4.26	3.96	4.10	-	4.33	4.33
Strategic Focus	41 %	82 %	70 %	73 %	-	73 %	63 %
Average Response	3.78	4.23	4.05	4.14	-	4.33	4.17
Purposeful & Visionary	37 %	77 %	39 %	60 %	-	69 %	78 %
Average Response	3.73	4.18	3.56	3.94	-	4.27	4.39
Achieves Results	38 %	81 %	51 %	68 %	-	71 %	76 %
Average Response	4.00	4.41	4.04	4.32	-	4.47	4.50
Decisiveness	46 %	83 %	80 %	58 %	-	62 %	87 %
Average Response	4.00	4.34	4.33	4.00	-	4.25	4.65

Questions Related to Each Dimension

Creative Dimensions (Continued)

Systems Awareness

Community Concern	<ul style="list-style-type: none">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.I create vision that goes beyond the organization to include making a positive impact on the world.
Sustainable Productivity	<ul style="list-style-type: none">I balance 'bottom line' results with other organizational goals.I balance short-term results with long-term organizational health.I allocate resources appropriately so as not to use people up.
Systems Thinker	<ul style="list-style-type: none">I redesign the system to solve multiple problems simultaneously.I evolve organizational systems until they produce envisioned results.I reduce activities that waste resources.

Achieving

Strategic Focus	<ul style="list-style-type: none">I have a firm grasp of the market place dynamics.I provide strategic direction that is thoroughly thought through.I focus in quickly on the key issues.I accurately anticipate future consequences to current action.I see the integration between all parts of the system.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.I integrate multiple streams of information into a coherent strategy.I am a gifted strategist.
Purposeful & Visionary	<ul style="list-style-type: none">I articulate a vision that creates alignment within the organization.I live and work with a deep sense of purpose.I communicate a compelling vision.I am a good role model for the vision I espouse.I provide strategic vision for the organization.I inspire others with vision.
Achieves Results	<ul style="list-style-type: none">I pursue results with drive and energy.I strive for continuous improvement.I am proficient at achieving high quality results on key initiatives.I am quick to seize opportunities upon noticing them.
Decisiveness	<ul style="list-style-type: none">I make the tough decisions when required.I am an efficient decision maker.I make decisions in a timely manner.

THE LEADERSHIP CIRCLE PROFILE RESULTS

Reactive Dimensions

Sample LCP

2020-02-22	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	17	1	3	2	6	5
Controlling	32 %	18 %	19 %	18 %	-	19 %	19 %
Average Response	2.40	2.07	1.82	1.90	-	2.04	1.96
Perfect	11 %	19 %	13 %	64 %	-	12 %	10 %
Average Response	2.62	2.94	2.47	3.53	-	2.73	2.62
Driven	19 %	12 %	6 %	34 %	-	7 %	15 %
Average Response	2.78	2.50	1.79	2.76	-	2.15	2.39
Ambition	45 %	29 %	19 %	47 %	-	12 %	36 %
Average Response	2.81	2.41	1.89	2.63	-	2.06	2.45
Autocratic	37 %	19 %	29 %	12 %	-	29 %	20 %
Average Response	2.23	1.87	1.78	1.49	-	1.98	1.74
Protecting	38 %	16 %	15 %	21 %	-	31 %	12 %
Average Response	2.04	1.56	1.25	1.50	-	1.68	1.30
Arrogance	62 %	33 %	19 %	38 %	-	56 %	16 %
Average Response	2.34	1.65	1.16	1.66	-	1.95	1.17
Critical	52 %	27 %	26 %	24 %	-	33 %	31 %
Average Response	2.21	1.61	1.37	1.46	-	1.64	1.55
Distance	21 %	9 %	14 %	18 %	-	18 %	9 %
Average Response	1.72	1.46	1.22	1.41	-	1.51	1.21
Complying	79 %	24 %	42 %	30 %	-	46 %	18 %
Average Response	2.68	1.95	2.14	1.96	-	2.07	1.72
Passive	84 %	33 %	31 %	37 %	-	56 %	25 %
Average Response	2.48	1.65	1.57	1.67	-	1.79	1.41
Belonging	64 %	22 %	68 %	33 %	-	32 %	19 %
Average Response	2.75	2.16	2.78	2.21	-	2.17	1.95
Pleasing	59 %	24 %	34 %	23 %	-	58 %	19 %
Average Response	3.14	2.40	2.49	2.29	-	2.73	2.12
Conservative	68 %	74 %	93 %	70 %	-	72 %	45 %
Average Response	3.26	3.36	4.11	3.44	-	3.40	3.00

Questions Related to Each Dimension

Reactive Dimensions

Controlling

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

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

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

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

Protecting

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

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

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

Complying

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

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

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

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

Sorted by Self Percentile

Sample LCP	Self Percentile	Evaluator Percentile
Dimensions		
Passive	84 %	33 %
Composure	72 %	92 %
Conservative	68 %	74 %
Balance	66 %	73 %
Belonging	64 %	22 %
Arrogance	62 %	33 %
Sustainable Productivity	61 %	85 %
Caring Connection	61 %	80 %
Pleasing	59 %	24 %
Selfless Leader	55 %	77 %
Critical	52 %	27 %
Collaborator	51 %	84 %
Personal Learner	47 %	87 %
Decisiveness	46 %	83 %
Ambition	45 %	29 %
Mentoring & Developing	42 %	84 %
Strategic Focus	41 %	82 %
Community Concern	40 %	66 %
Achieves Results	38 %	81 %
Courageous Authenticity	38 %	83 %
Autocratic	37 %	19 %
Purposeful & Visionary	37 %	77 %
Fosters Team Play	33 %	85 %
Interpersonal Intelligence	29 %	83 %
Integrity	27 %	70 %
Distance	21 %	9 %
Driven	19 %	12 %
Systems Thinker	12 %	76 %
Perfect	11 %	19 %
Summary Dimensions		
Complying	79 %	24 %
Self-Awareness	66 %	89 %
Relating	40 %	85 %
Achieving	39 %	82 %
Protecting	38 %	16 %
Systems Awareness	34 %	77 %
Controlling	32 %	18 %
Authenticity	28 %	80 %
Summary Measures		
Relationship-Task Balance	84 %	84 %
Leadership Potential Utilization	76 %	92 %
Leadership Effectiveness	50 %	89 %
Reactive-Creative Scale	46 %	90 %

Sorted by Evaluator Percentile

Sample LCP	Self Percentile	Evaluator Percentile
Dimensions		
Composure	72 %	92 %
Personal Learner	47 %	87 %
Sustainable Productivity	61 %	85 %
Fosters Team Play	33 %	85 %
Collaborator	51 %	84 %
Mentoring & Developing	42 %	84 %
Decisiveness	46 %	83 %
Courageous Authenticity	38 %	83 %
Interpersonal Intelligence	29 %	83 %
Strategic Focus	41 %	82 %
Achieves Results	38 %	81 %
Caring Connection	61 %	80 %
Purposeful & Visionary	37 %	77 %
Selfless Leader	55 %	77 %
Systems Thinker	12 %	76 %
Conservative	68 %	74 %
Balance	66 %	73 %
Integrity	27 %	70 %
Community Concern	40 %	66 %
Passive	84 %	33 %
Arrogance	62 %	33 %
Ambition	45 %	29 %
Critical	52 %	27 %
Pleasing	59 %	24 %
Belonging	64 %	22 %
Perfect	11 %	19 %
Autocratic	37 %	19 %
Driven	19 %	12 %
Distance	21 %	9 %
Summary Dimensions		
Self-Awareness	66 %	89 %
Relating	40 %	85 %
Achieving	39 %	82 %
Authenticity	28 %	80 %
Systems Awareness	34 %	77 %
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Leadership Potential Utilization	76 %	92 %
Reactive-Creative Scale	46 %	90 %
Leadership Effectiveness	50 %	89 %
Relationship-Task Balance	84 %	84 %