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Share Leadership Circle Benefits

Give You Personal Experience With The Profile
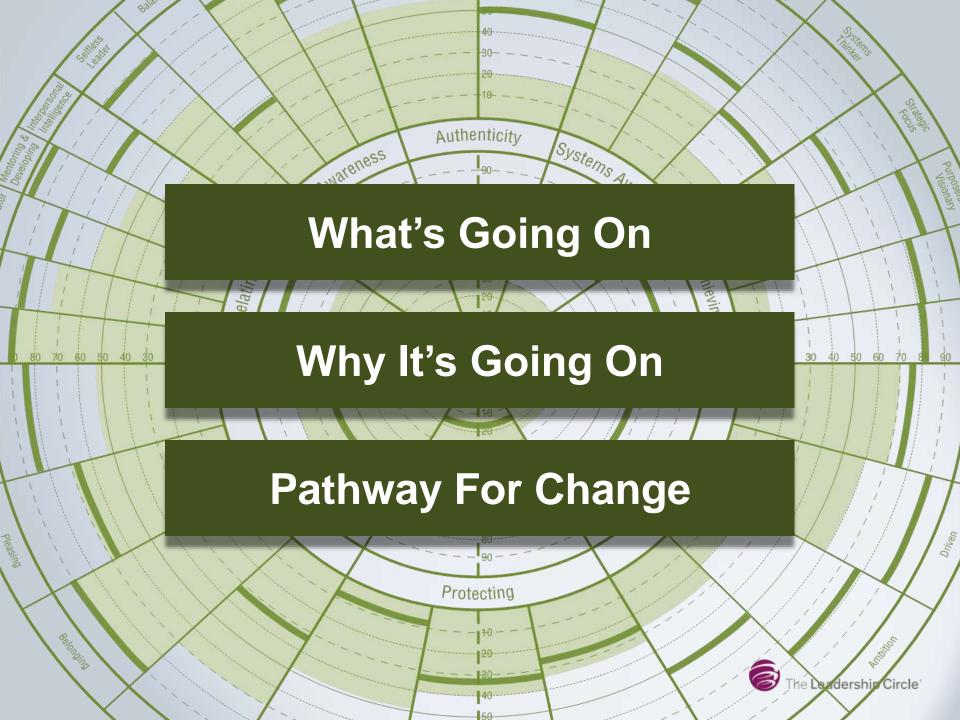
Enable You to See Leadership Through a New Lens

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3 Leadership Assessment Categories
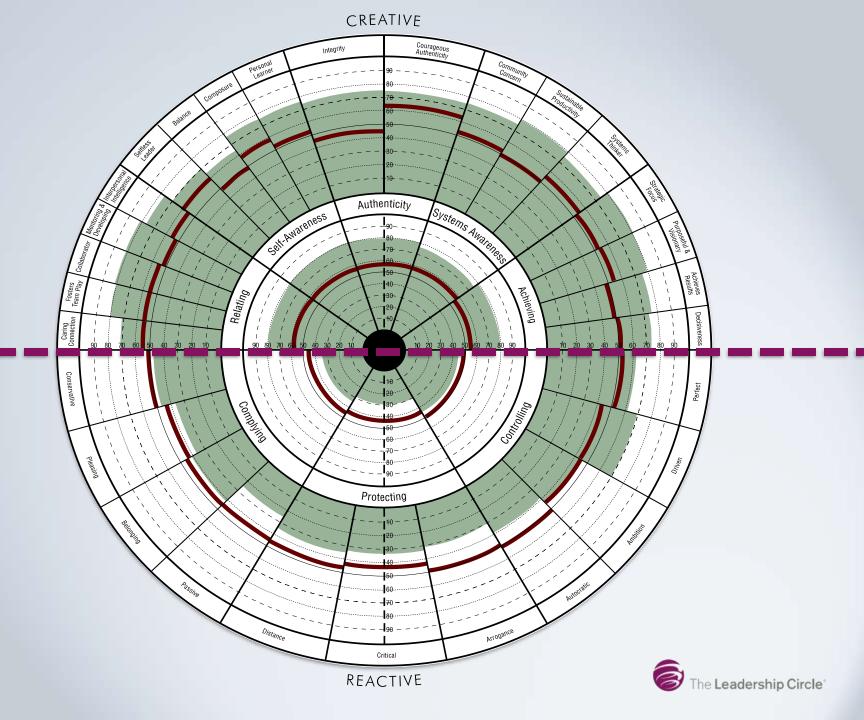
Competencies

Assumptions

Style-Type-Personality

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Competencies

What's Going On

Why It's Going On

Pathway For Change

Administered and debriefed by certified executive coach
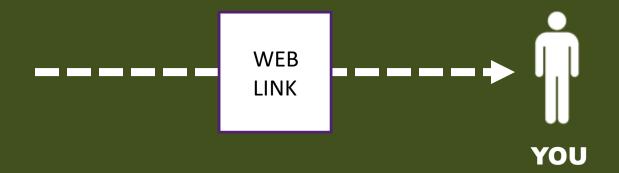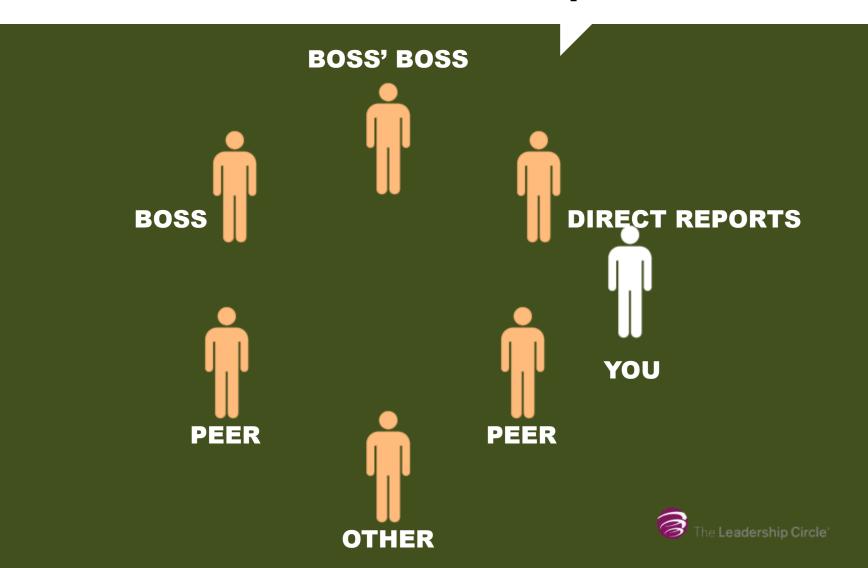
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Creative Questions

| 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.
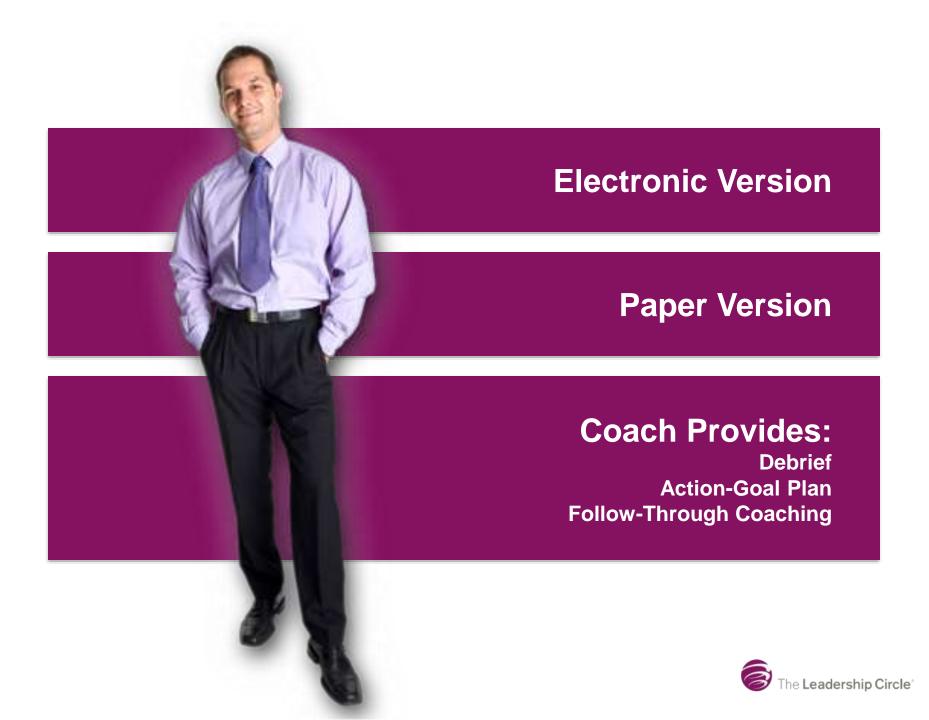
5 Point Scale Results

	Self-Evaluation	Evaluator Scores	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	4.22	3.74	NA	3.85	4.07	3.77	3.31
Self-Awareness	3.97	3.73	NA	3.86	3.76	3.85	3.39
Authenticity	4.40	4.11	NA	4.26	4.31	4.09	3.74
Systems Awareness	4.52	4.01	NA	4.22	4.06	3.93	3.68
Achieving	4.65	4.25	NA	4.39	4.12	4.37	3.99
Controlling	3.12	2.90	NA	2.93	2.08	3.29	3.05
Protecting	2.26	2.30	NA	2.38	1.78	2.26	2.53
Complying	1.85	1.92	NA	1.85	1.89	1.85	2.10
Number of Assessors	1	32	0	12	6	6	8

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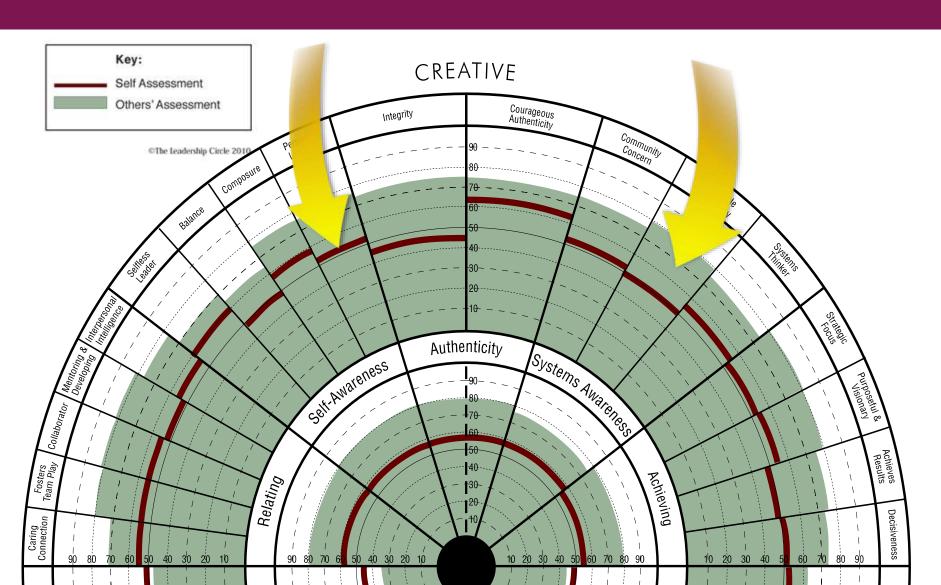
Comparison to Norm Group
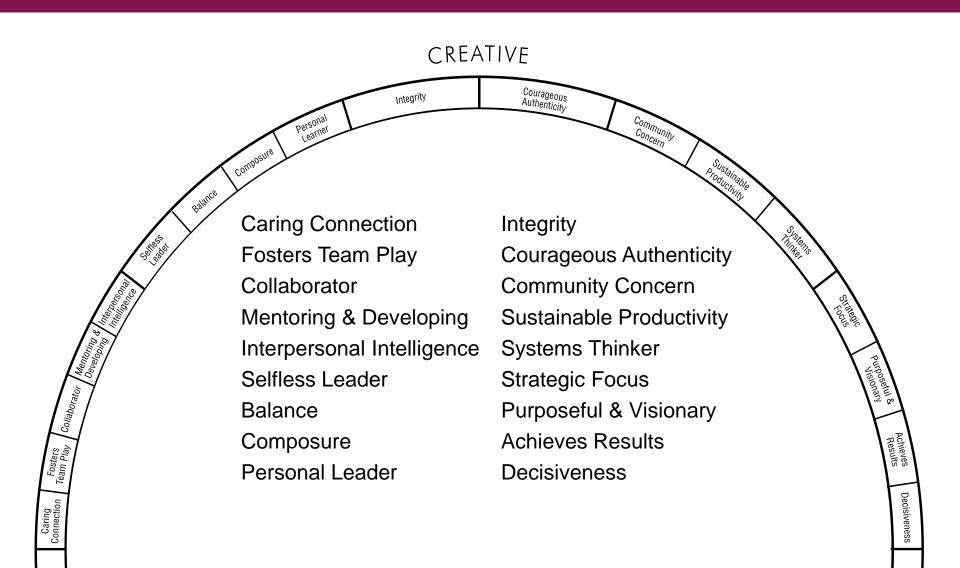
	Self-Evaluation	Evaluator Percentiles	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	74 %	25 %	NA	42 %	63 %	30 %	6 %
Self-Awareness	67 %	30 %	NA	51 %	41 %	43 %	8 %
Authenticity	77 %	40 %	NA	59 %	69 %	36 %	10 %
Systems Awareness	97 %	69 %	NA	81 %	75 %	54 %	25 %
Achieving	95 %	68 %	NA	80 %	57 %	66 %	30 %
Controlling	83 %	85 %	NA	81 %	28 %	90 %	89 %
Protecting	52 %	83 %	NA	79 %	40 %	76 %	90 %
Complying	13 %	19 %	NA	23 %	19 %	26 %	55 %
Reactive-Creative Scale	76 %	30 %	NA	45 %	70 %	31 %	10 %
Relationship-Task Balance	32 %	15 %	NA	30 %	74 %	12 %	5 %
Leadership Potential Utilization	65 %	21 %	NA	40 %	76 %	21 %	6 %
Number of Assessors	1	32	0	12	6	6	8

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Electronic Version

Paper Version

Coach Provides:
Debrief
Action-Goal Plan
Follow-Through Coaching

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Top half measures 18 creative dimensions:
Key Leadership Competencies

CREATIVE

Key:
— Self Assessment
▨ Others' Assessment

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Integrity
Courageous Authenticity
Community Concern
Composure
Balance
Selfless Leader
Systems Thinker
Mentoring & Developing
Interpersonal Intelligence
Strategic Focus
Collaborator
Purposeful & Visionary
Fosters Team Play
Achieves Results
Caring Connection
Decisiveness

Self-Awareness
Authenticity
Systems Awareness
Relating
Achieving

Top half measures 18 creative dimensions:
Key Leadership Competencies

CREATIVE

Integrity

Courageous Authenticity

Personal Learner

Community Concern

Composure

Sustainable Productivity

Balance

Selfless Leader

Systems Thinker

Interpersonal Intelligence

Mentoring & Developing

Strategic Focus

Collaborator

Purposeful & Visionary

Fosters Team Play

Achieves Results

Caring Connection

Decisiveness

Caring Connection	Integrity
Fosters Team Play	Courageous Authenticity
Collaborator	Community Concern
Mentoring & Developing	Sustainable Productivity
Interpersonal Intelligence	Systems Thinker
Selfless Leader	Strategic Focus
Balance	Purposeful & Visionary
Composure	Achieves Results
Personal Leader	Decisiveness

CREATIVE COMPETENCIES
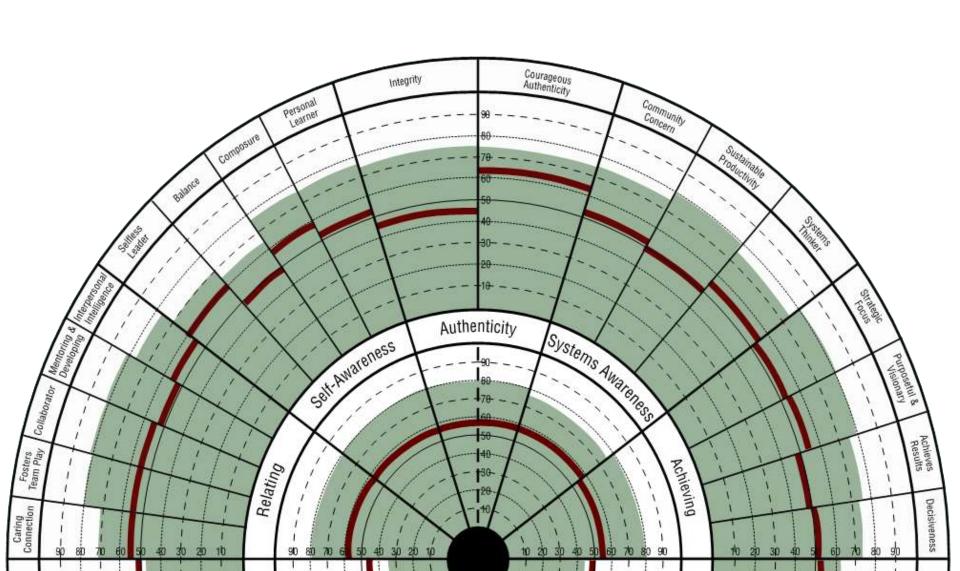
Create rather than react

Lead rather than fix or adapt
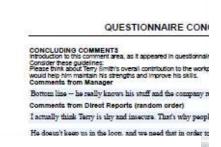
High score equals high levels of effectiveness

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The Inner Circle Brings Meaning to The Data

TYPICAL 360 REPORT

CREATIVE

RELATIONSHIP

TASK

Achieving

Identity

90 80 70 60 50 40 30 20 10   10 20 30 40 50 60 70 80 90

REACTIVE

The Leadership Circle

Systems Awareness

Achieving

Identity

90 80 70 60 50 40 30 20 10   10 20 30 40 50 60 70 80 90

The Leadership Circle

Authenticity

Systems Awareness

Achieving

Identity

90 80 70 60 50 40 30 20 10

10 20 30 40 50 60 70 80 90

90
80
70
60
50
40
30
20
10

The **Leadership** Circle

Self-Awareness

Authenticity

Systems Awareness

Achieving

Identity

The Leadership Circle

Authenticity

Self-Awareness

Systems Awareness

Relating

Achieving

Identity

90 80 70 60 50 40 30 20 10   10 20 30 40 50 60 70 80 90

90
80
70
60
50
40
30
20
10

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Reactive Dimensions

REACTIVE DIMENSIONS

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Looking externally for personal validation

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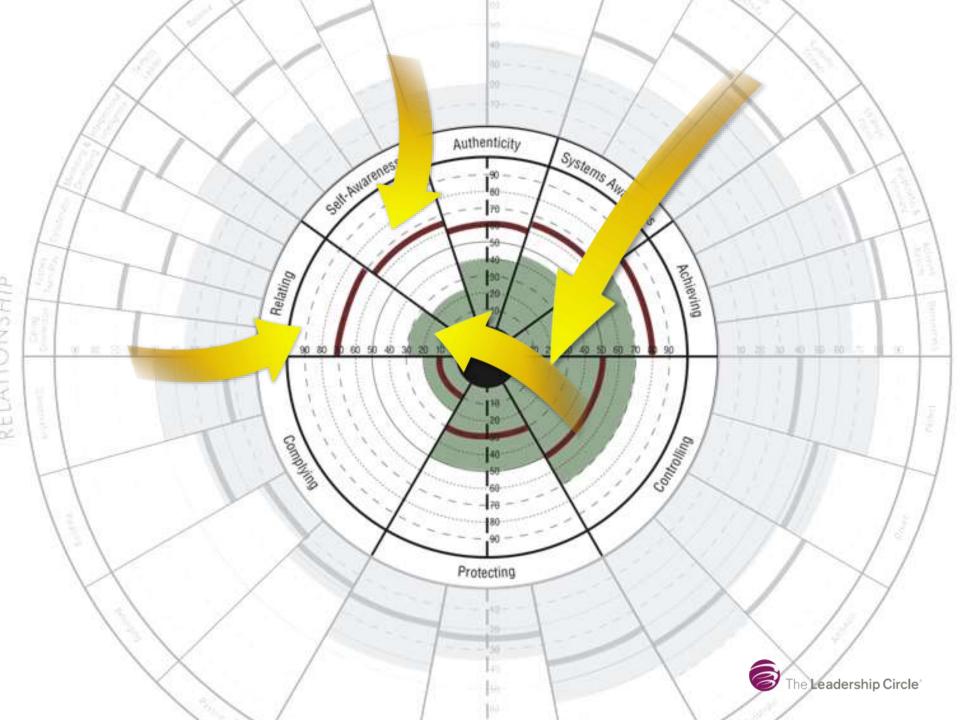
The Leadership Circle®
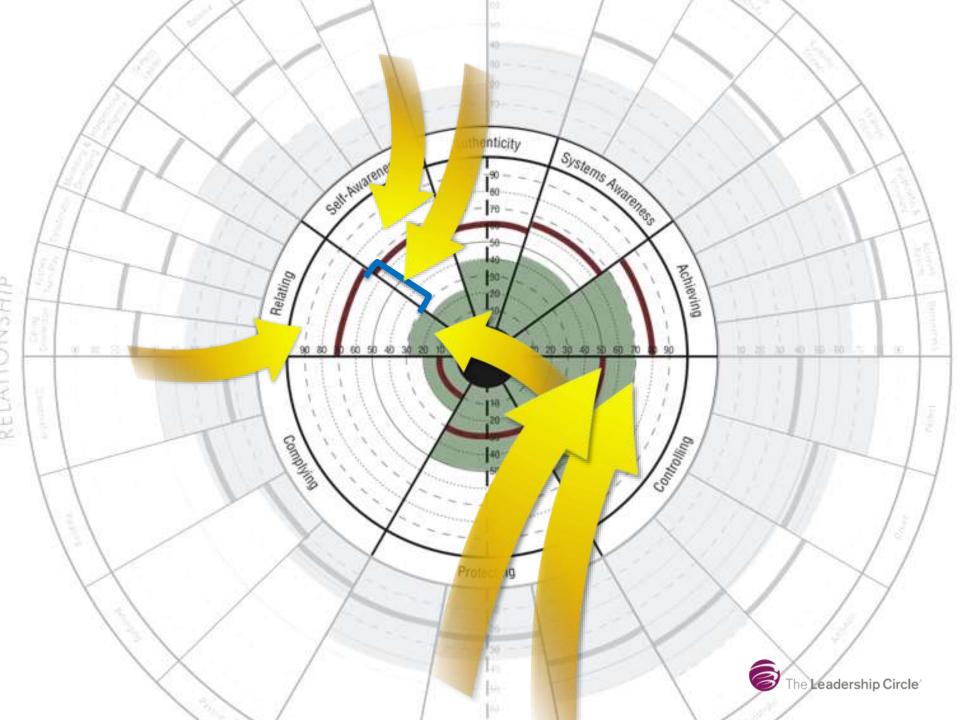
Talented

Provides strategic direction and execution on strategy

High Controlling to the point of reduced effectiveness

Self-Protective, arrogant, aloof

"JOE"

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GIFTS OF A CONTROLLER

- **Pursues continuous improvement**
- **Creates results**
- **Speaks his/her opinion even if controversial**
- **Takes charge and gets into action**

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INNER ASSUMPTIONS OF A CONTROLLER

- **I stay safe by taking charge**

- **Anything less than perfect is not okay**

- **I am a valuable person when people look up to me**
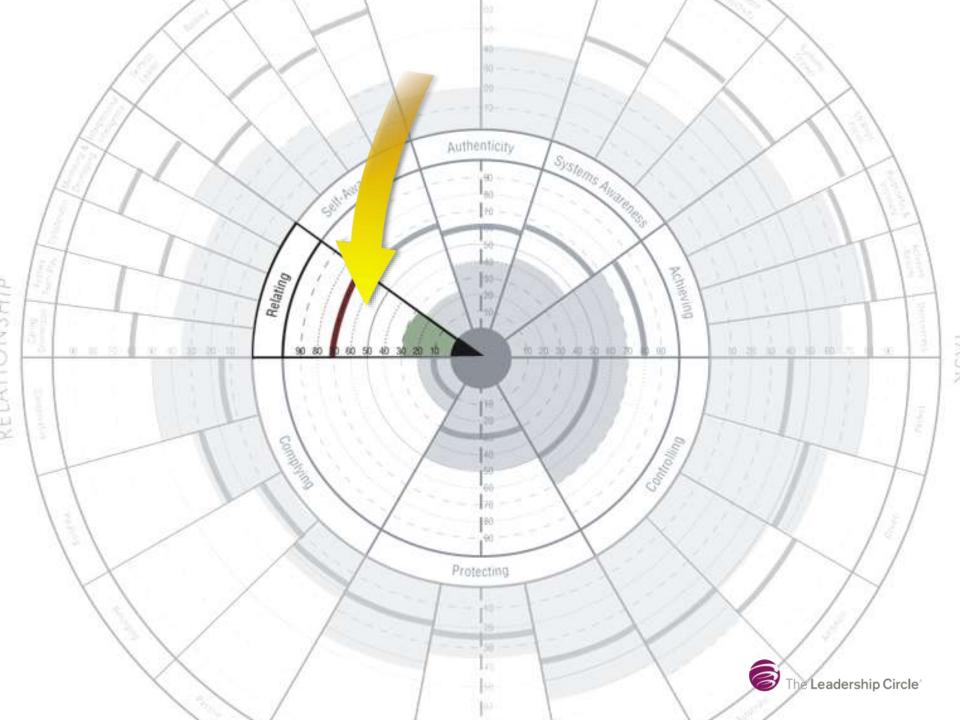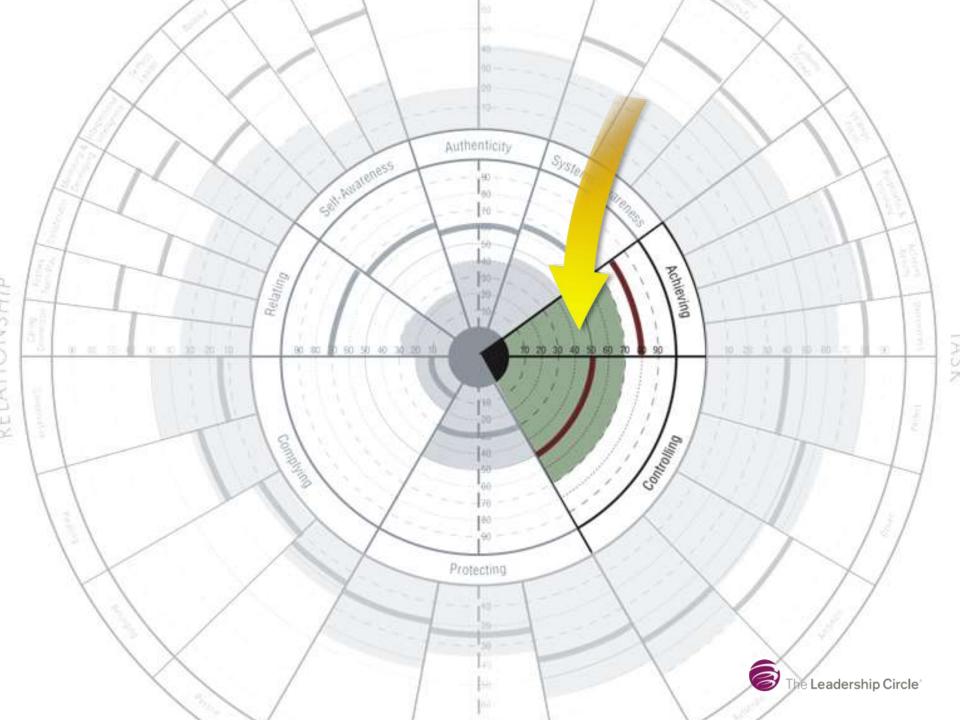
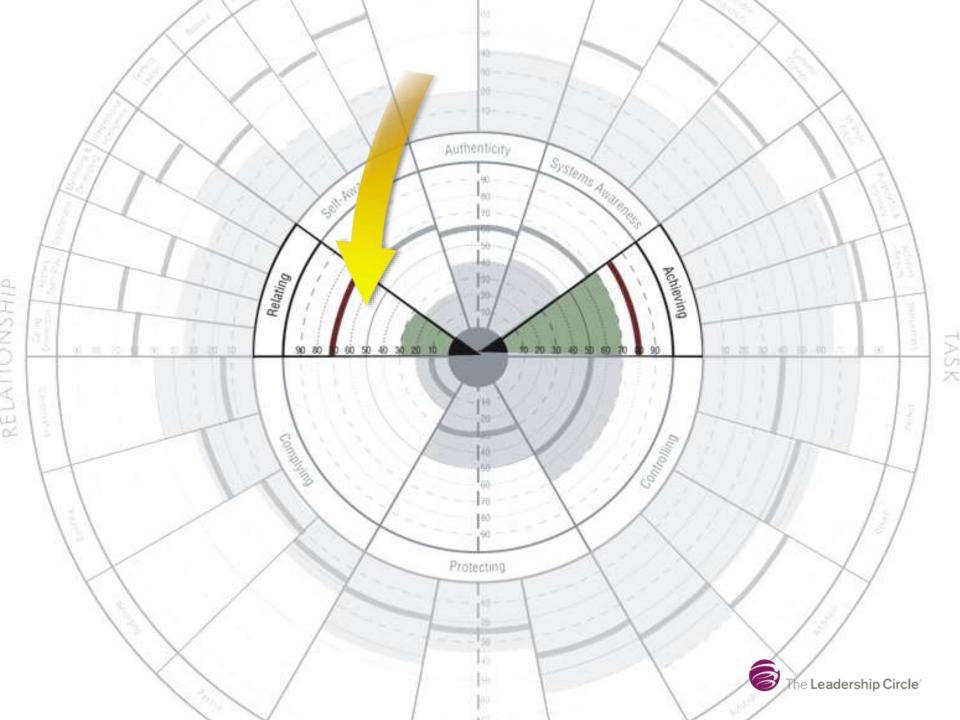- **Failure of any proportion could lead to my demise**

LIABILITIES OF A CONTROLLER

- **Overly aggressive**

- **Discounts or ignores negative feedback**

- **Believes in his own "press"**
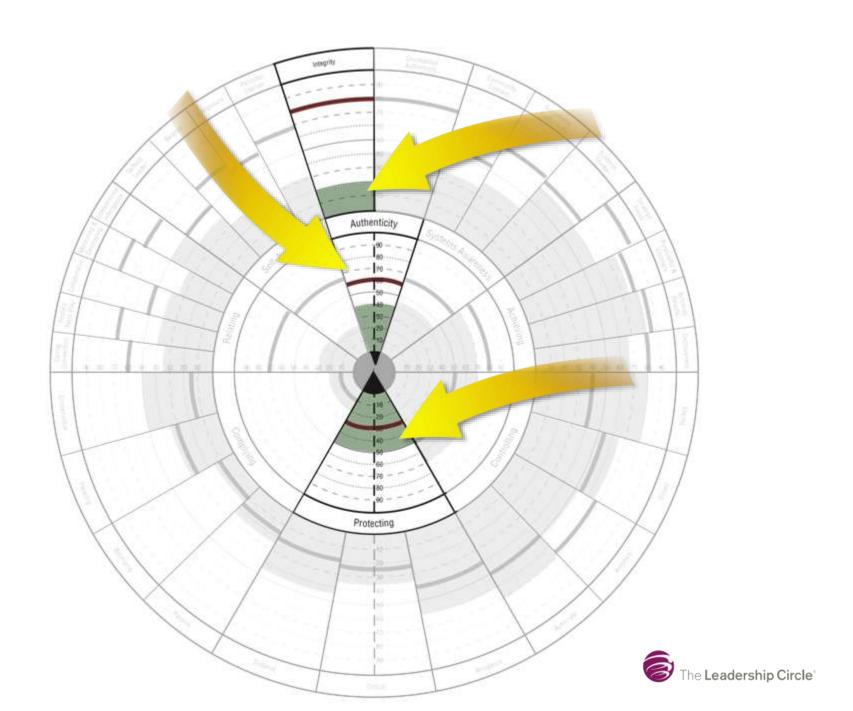
- **Demands flawless performance of himself/others**

- **Needs to compete – sees everything as winning/losing**

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INNER ASSUMPTIONS OF A PROTECTIVE LEADER

- **For me to be right, others are wrong (and vice versa)**

- **I am worthwhile if I am right and find the weaknesses in others**

- **I am valuable because of superior capability or insight**

- **I am safe and acceptable if I remain small, uninvolved, avoid risk**

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GIFTS & STRENGTHS
OF A PROTECTIVE LEADER

- **Cuts through complexity and see issues others miss**

- **Remains detached when things get emotional**

- **Takes wider perspective to view situations**

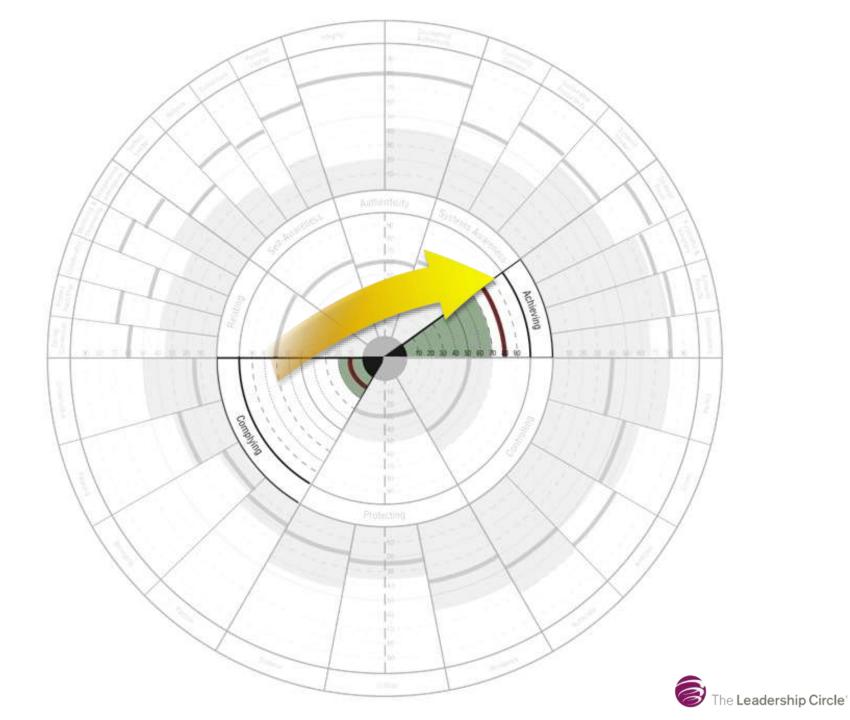- **Is capable of offering great deal of wisdom**

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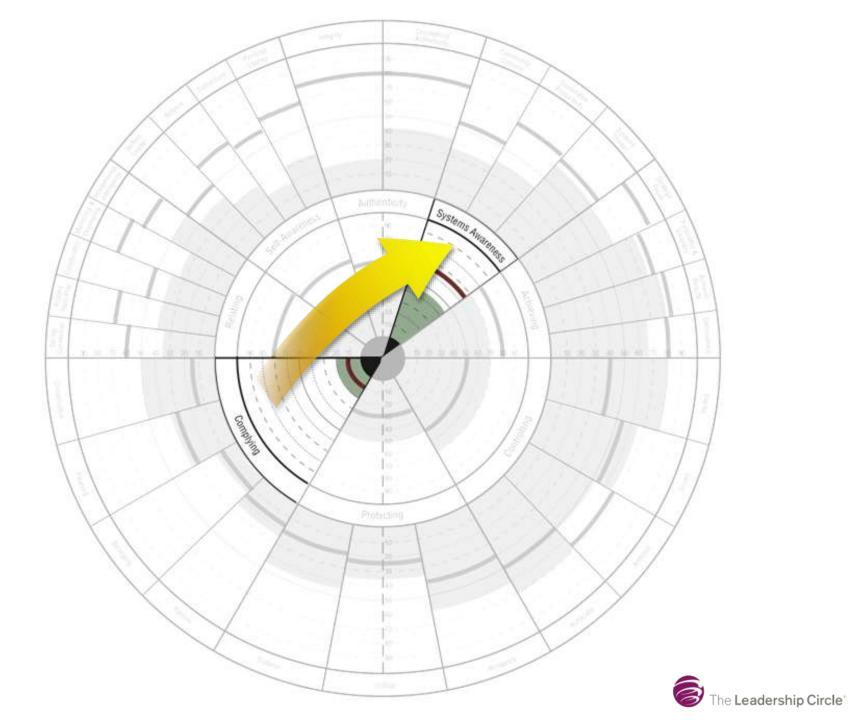# LIABILITIES OF A PROTECTIVE LEADER

- **Acts cold, aloof or uncaring**

- **Distances others by judgments**

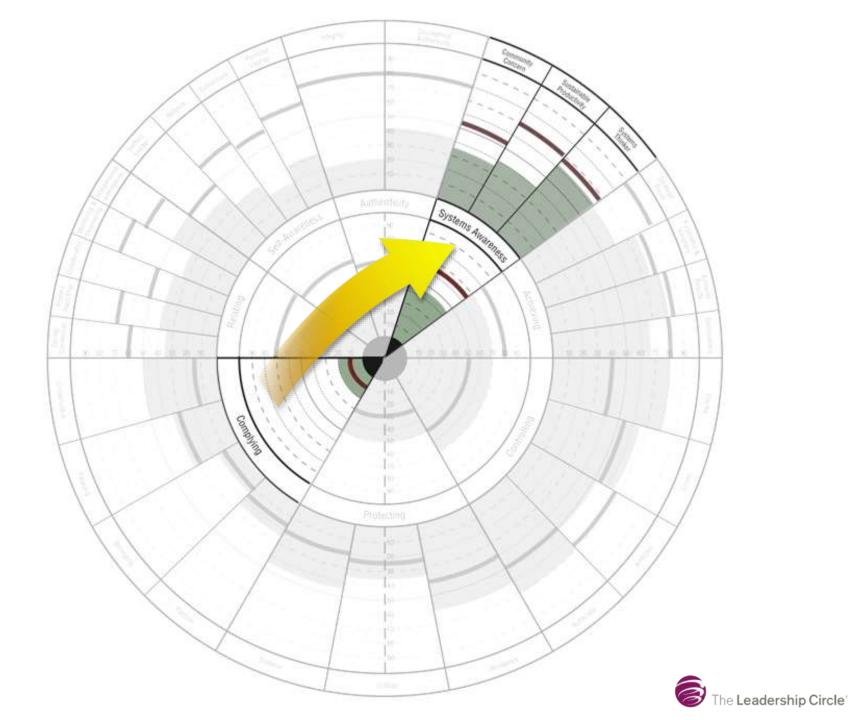- **Adopts superior, intelligent, "better" posture**

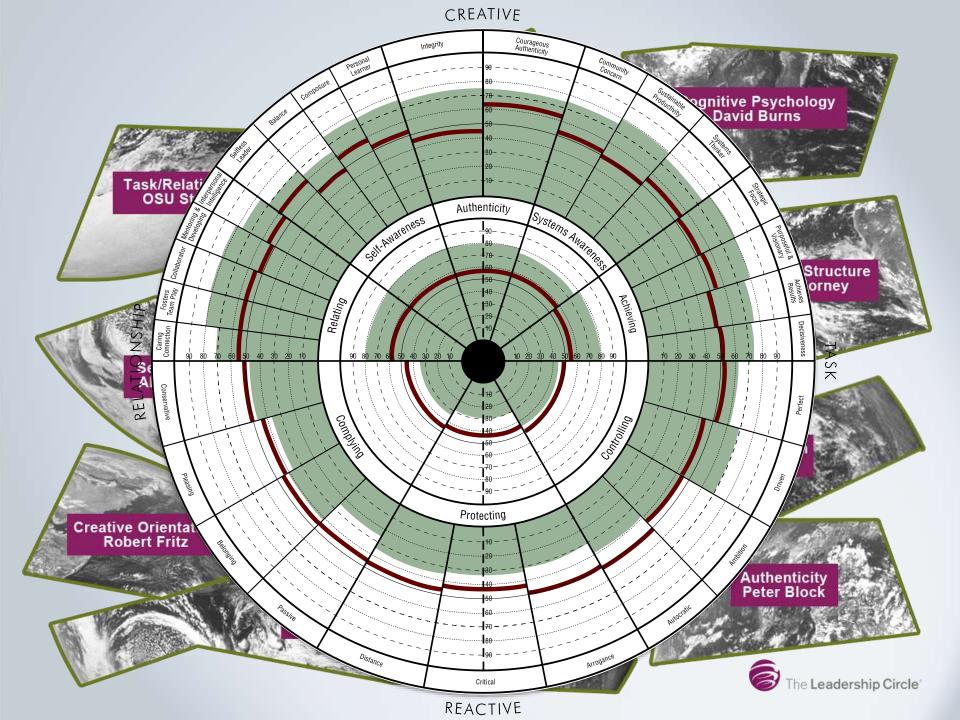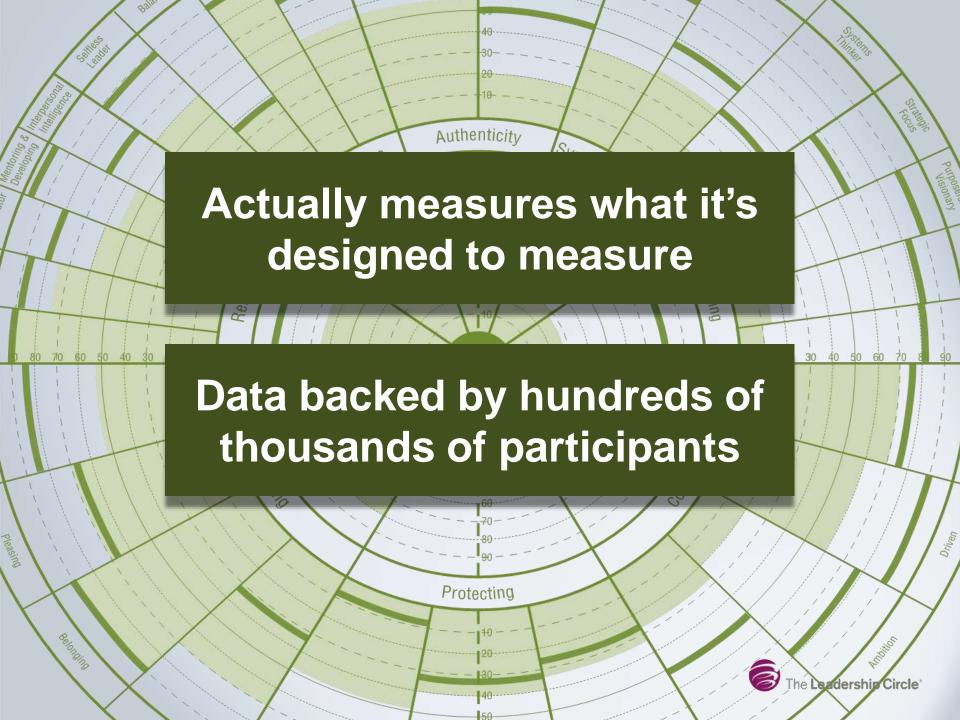- **"I am right and others are wrong"**

- **Avoids risk taking**

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Does this sound like the "Joe" you know?

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Why The Leadership Profile Works

Actually measures what it's designed to measure

Data backed by hundreds of thousands of participants

Administered Online Internet Interface

Researched and Validated

Normative and Numerical Data

The Leadership Circle®

More Revealing

Links competencies to core beliefs

More Advanced

Coaching starts at a breakthrough

More Than an Assessment

Framework provides pathway for transformation

The Leadership Circle

More Efficient

User friendly report that saves coaching time

Widely Accepted

Used by leading organizations, top universities, and government agencies