

LEADERSHIP CIRCLE PROFILE™

You are Certified – *What's Next?*

*Mike O'Connor - Leadership Circle, United States
Conni Todd - Clearwater Consulting*

March 2022

OUR PURPOSE

We exist to evolve the conscious practice of leadership, to steward the planet, and to awaken us all to our inherent unity.

CREATIVE

INTEGRITY

COURAGEOUS
AUTHENTICITY

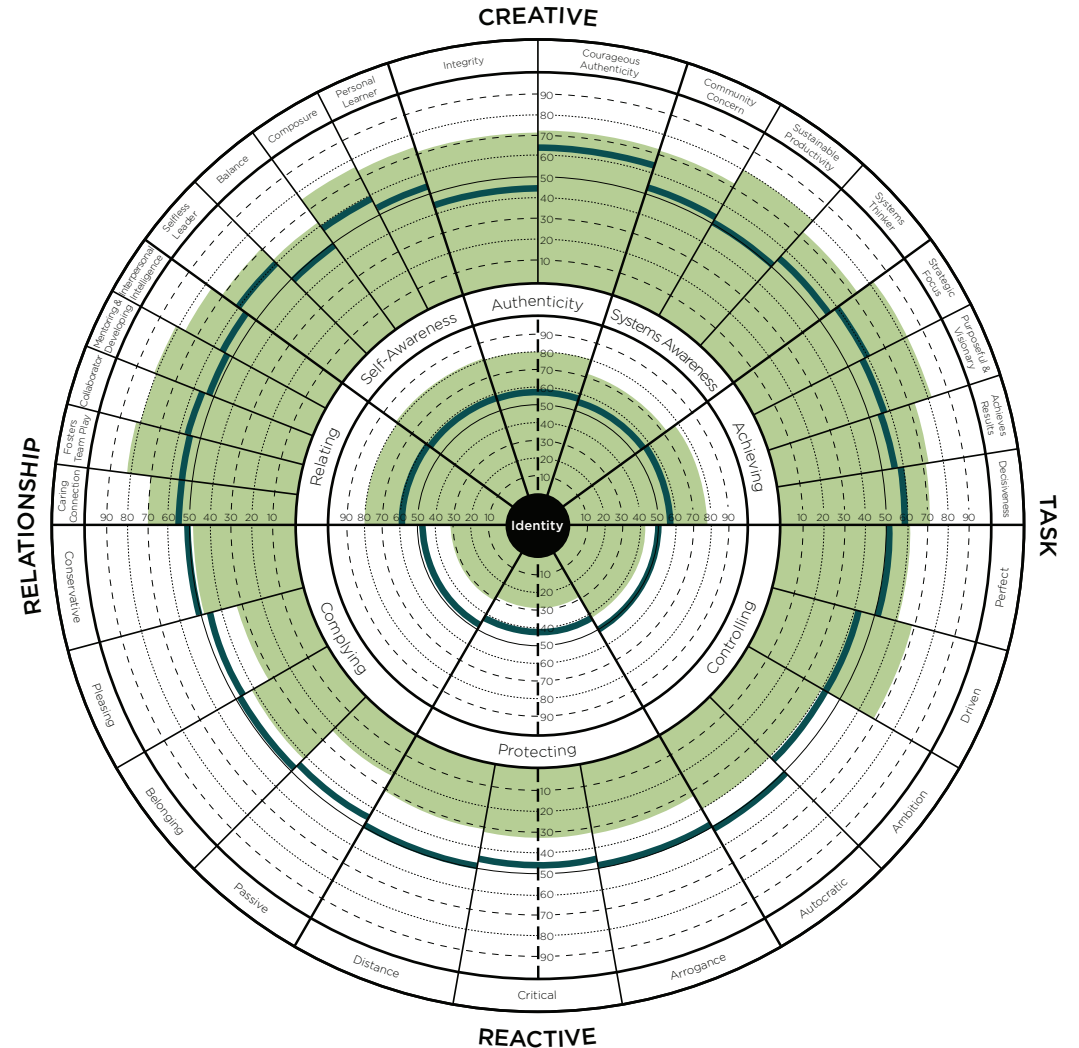
ICITY

Leadership: The Business Case

- ❑ Research confirms that leadership (and the culture it creates) is really the ONLY single differentiator between organizations.
- ❑ People (the good ones) join great companies and leave lousy bosses (*companies with ineffective leaders are vulnerable to losing the best talent*).
- ❑ A great strategy implemented by ineffective leadership is sure to fail.
- ❑ Culture ALWAYS trumps strategy.... And leadership is the Number One influence on culture.
- ❑ Research: Most effective organizations make developing leaders a strategic focus.

Common Questions

- Confidence / Don't Feel Ready
- Talking to clients (sales process)
- Not sure how to start or who to contact
- Access to resources / FAQs
- Not sure client is ready; Too Complex?



SESSION OBJECTIVES:

- Review the foundations of the Leadership Circle's Universal Model
- Differentiators
- Discuss how to use with your business/coaching partnerships
- Best Resources
 - Marketing
 - Debriefing
 - Expand Your Learning
- Discuss how to get started



Remember

**You were a great
coach before we
met you!**



Remember

You were a great coach
before we met you!

**You will always know
the Profile better than
they will ...**



Remember

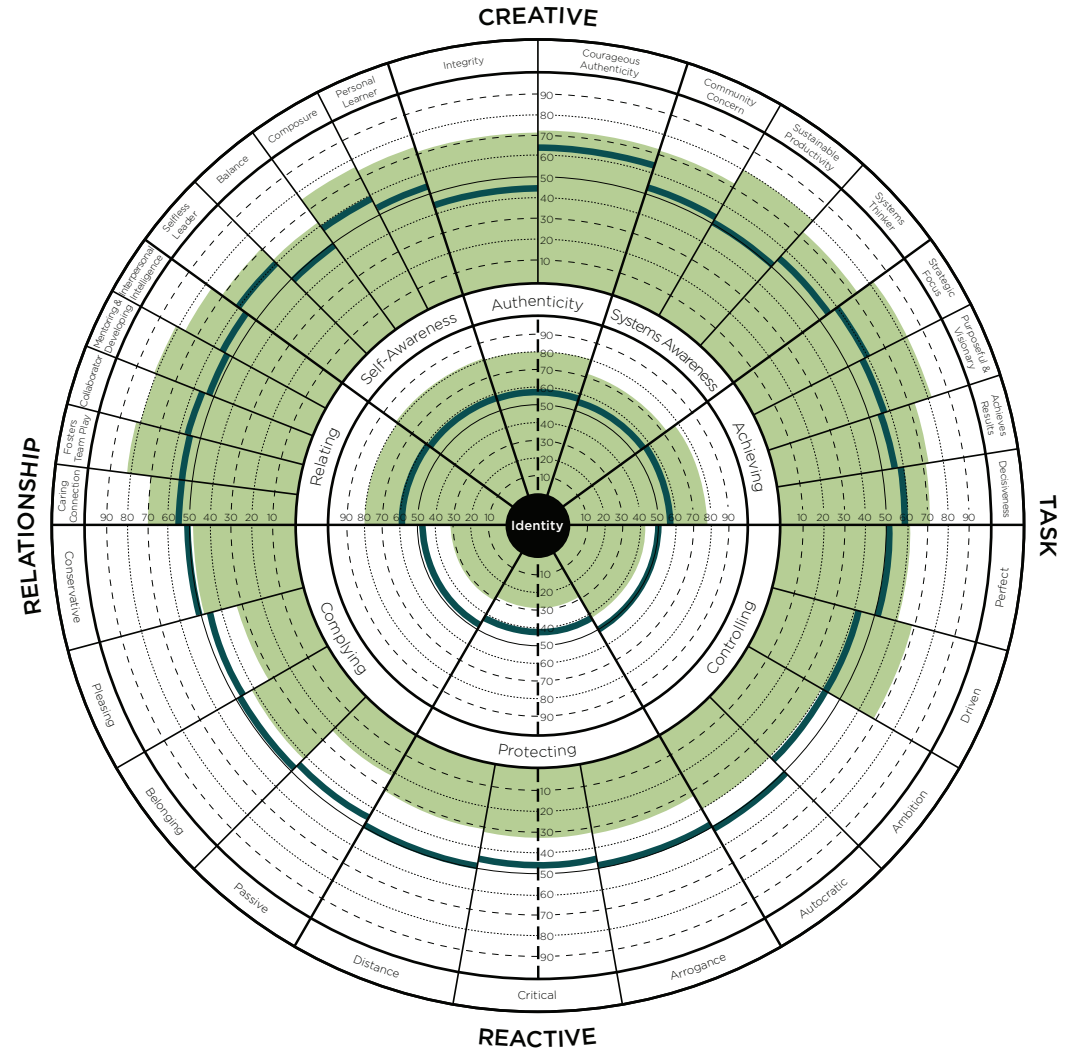
You were a great coach
before we met you!

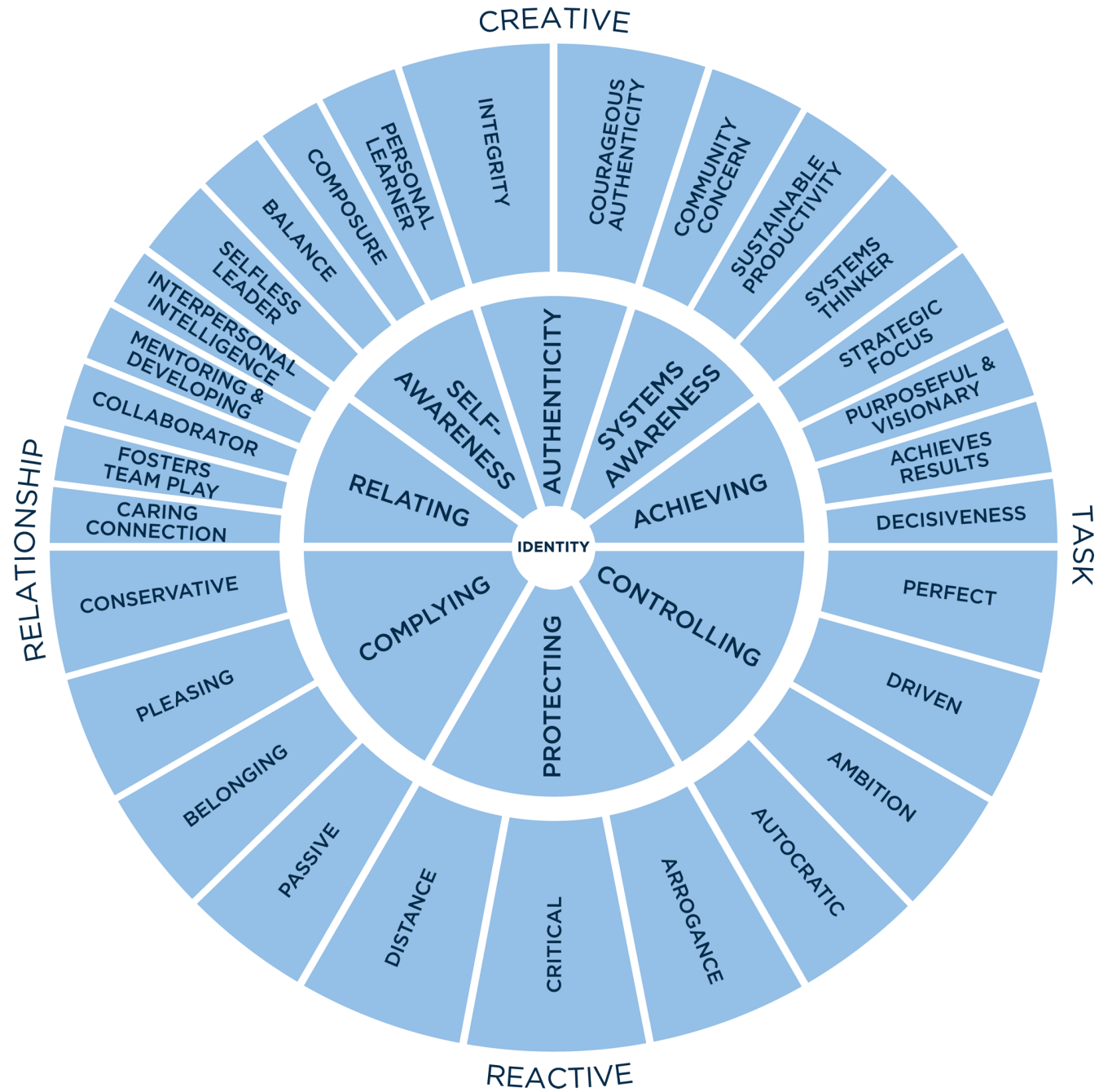
**You will always know
the Profile better than
they will ...**

***... and they will always
know themselves
better than you do!***

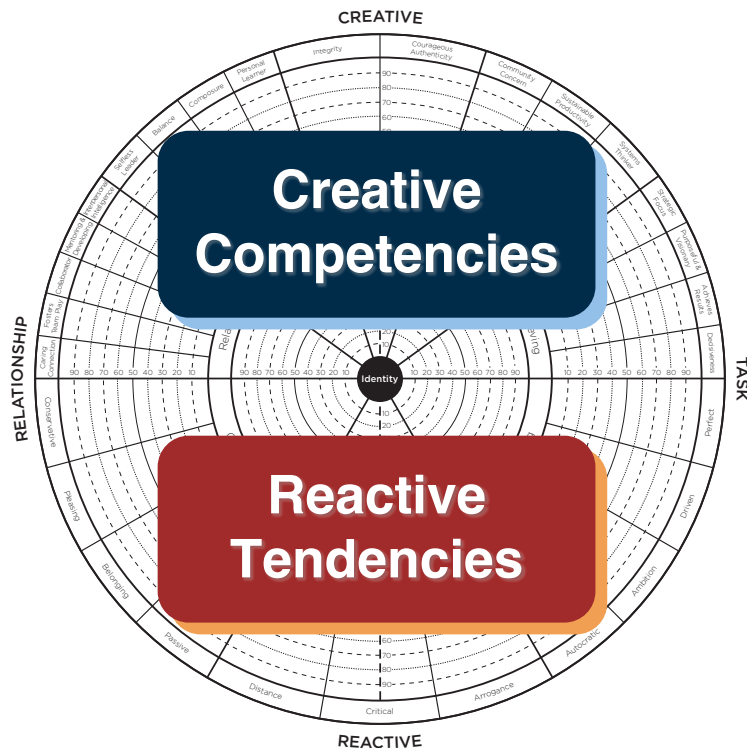
Leadership Circle Profile™

- Creative Competencies
- Reactive Tendencies
- Relationship
- Task



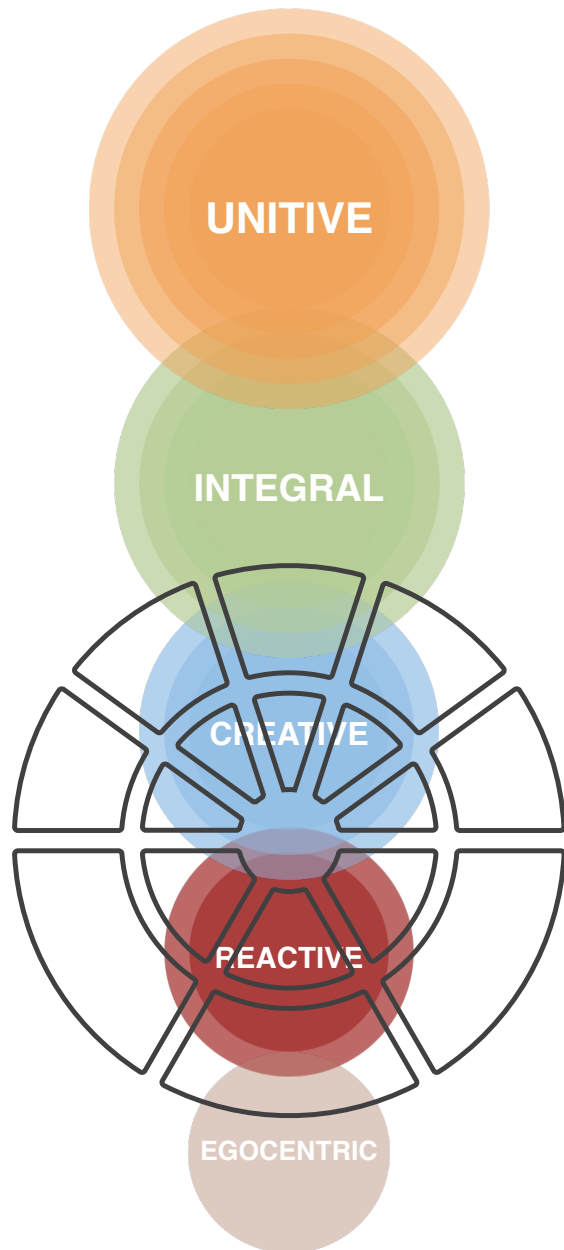


Create your Story: Creative and Reactive



Creative:

- When Creative, we are focused on Mission, Purpose, things we love and care about
- Focus on long- term impact, truly scaling capacity and capability
- We are working in collaboration with others and in a “playing to win” mindset (*Engaging, Inspiring, Unleashing*)
- We are mindful of what people want or need in leadership
- Less dependent on the outside for validation
- We can work more autonomously in collaboration without all the fear, aggression or self-protection



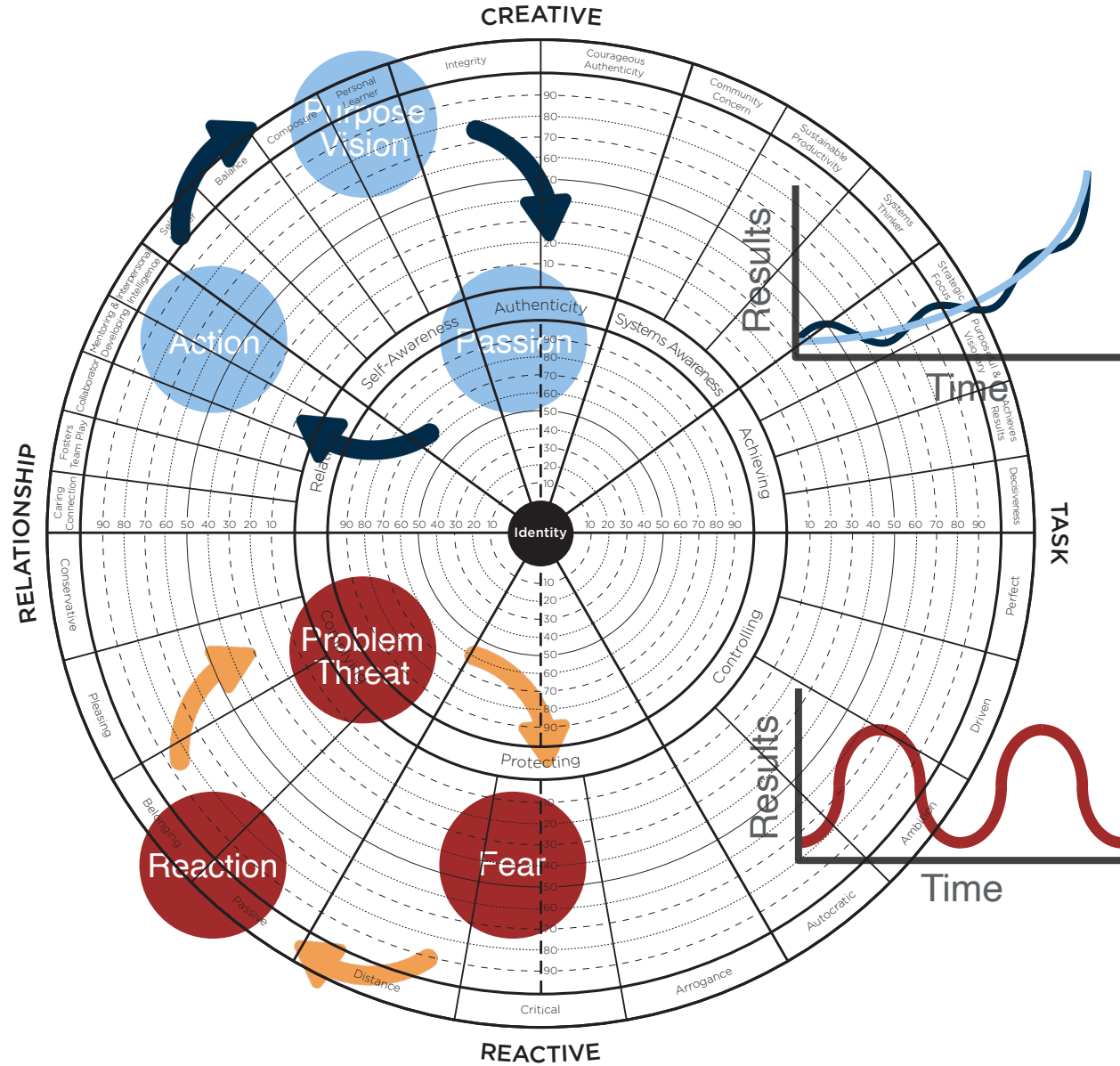
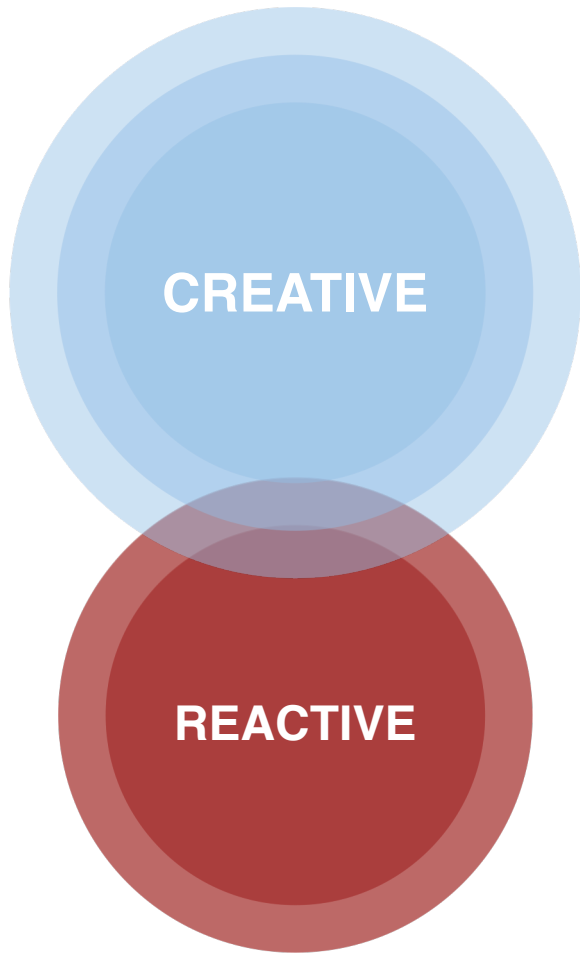
Breakout Discussion – 10 minutes

*What drew you to
Leadership Circle?*

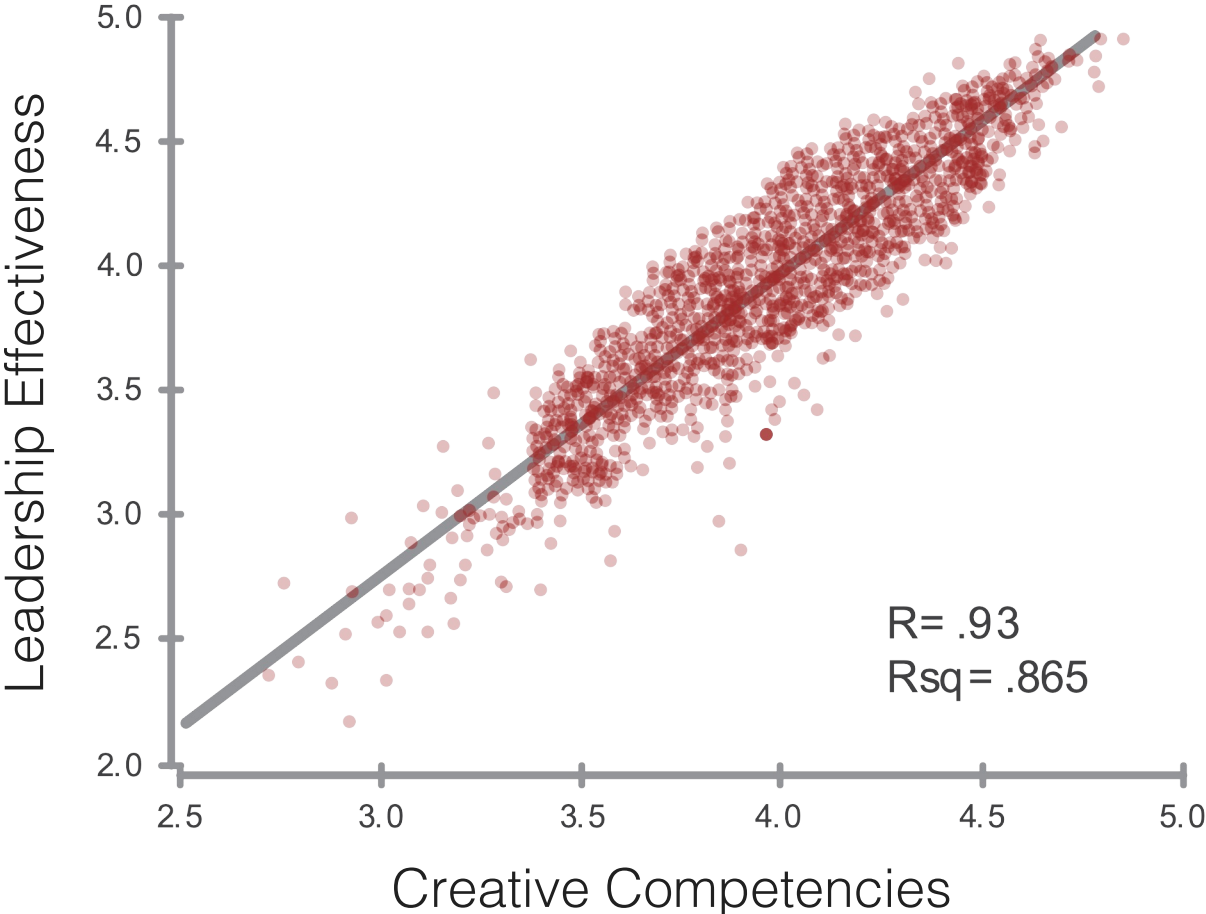
or

*How does the LC
Framework support the
work you do?*

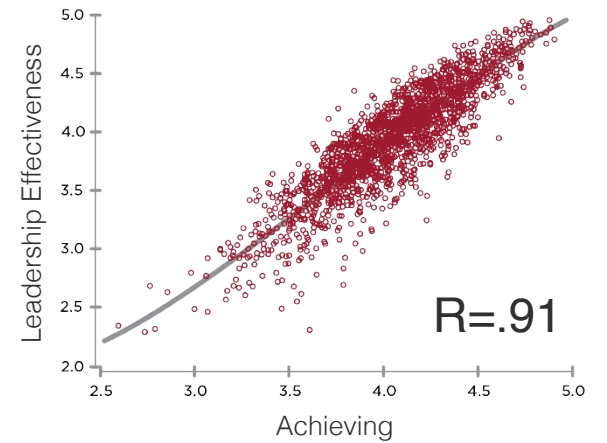
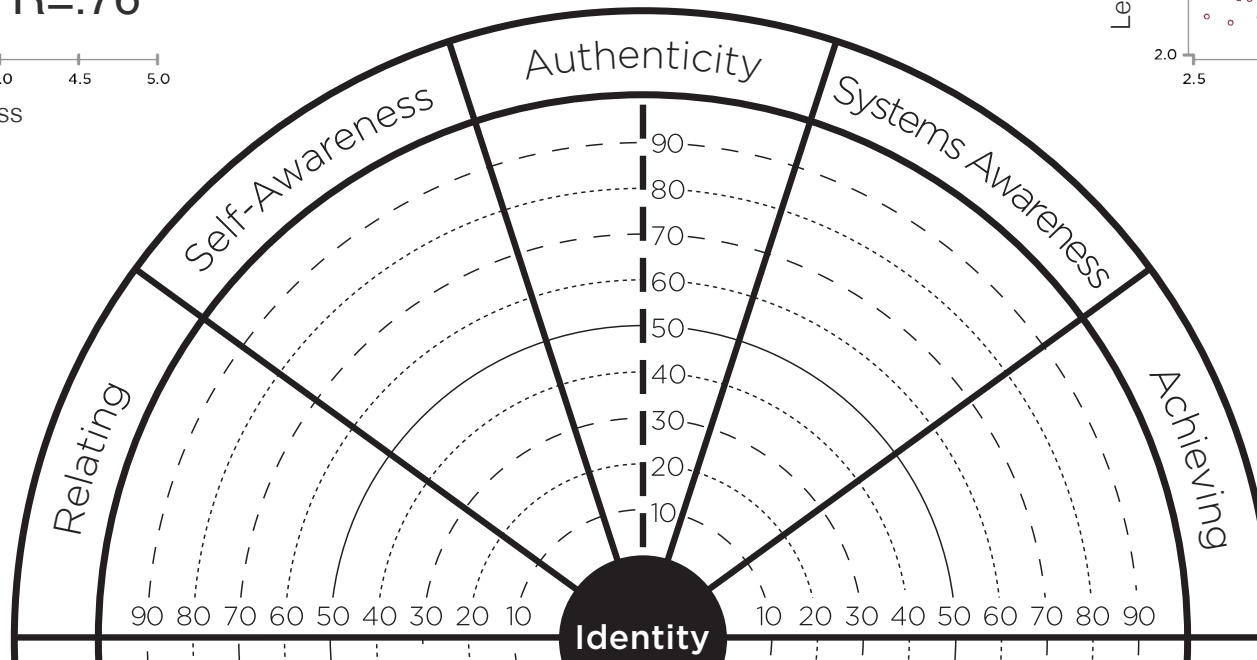
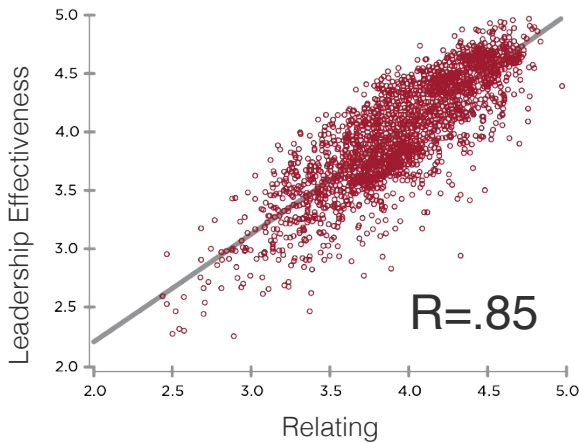
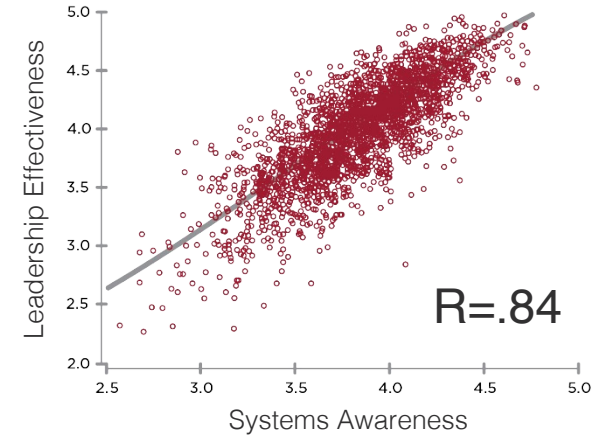
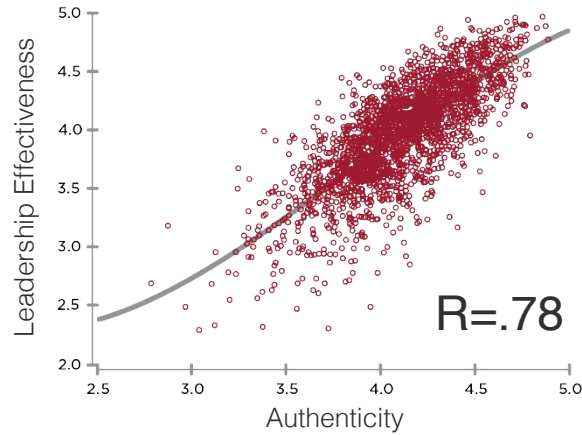
Two Structures of Mind

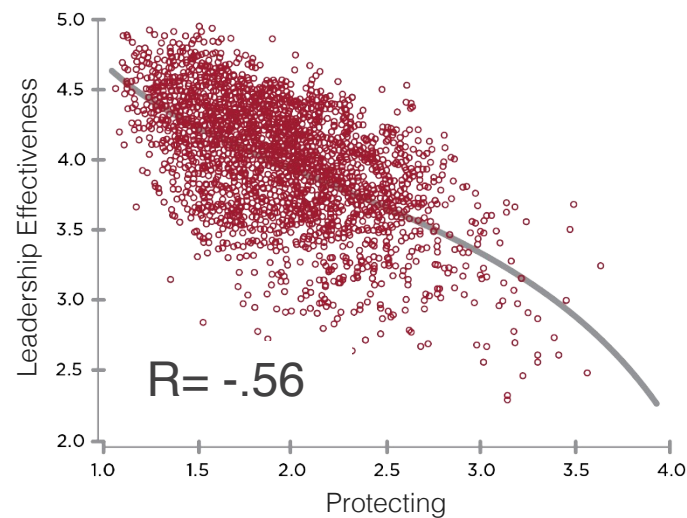
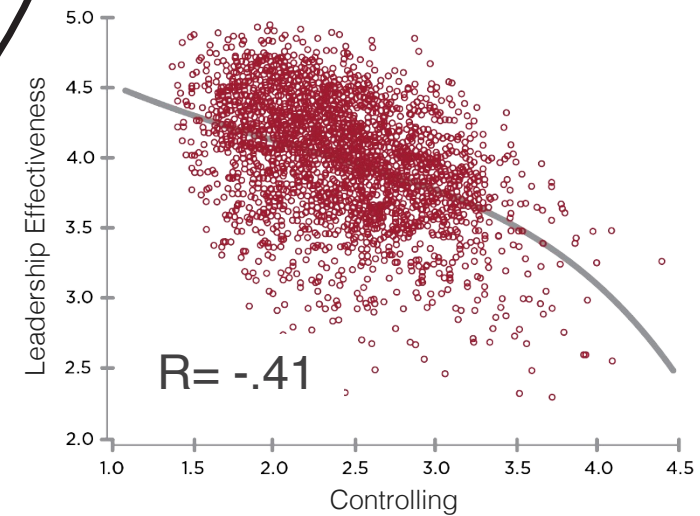
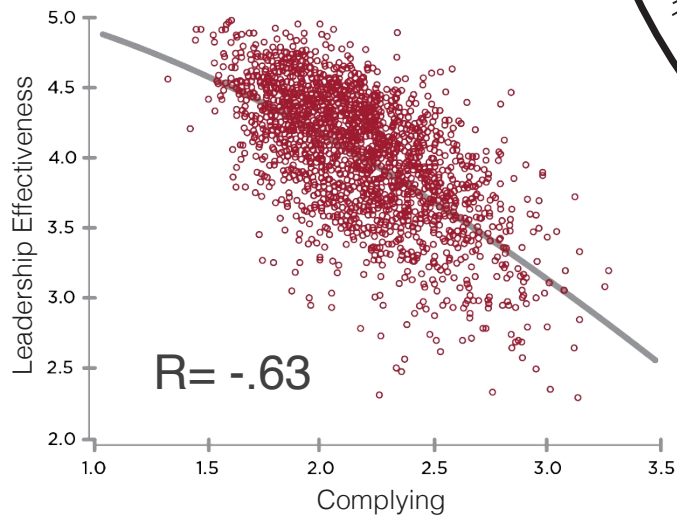
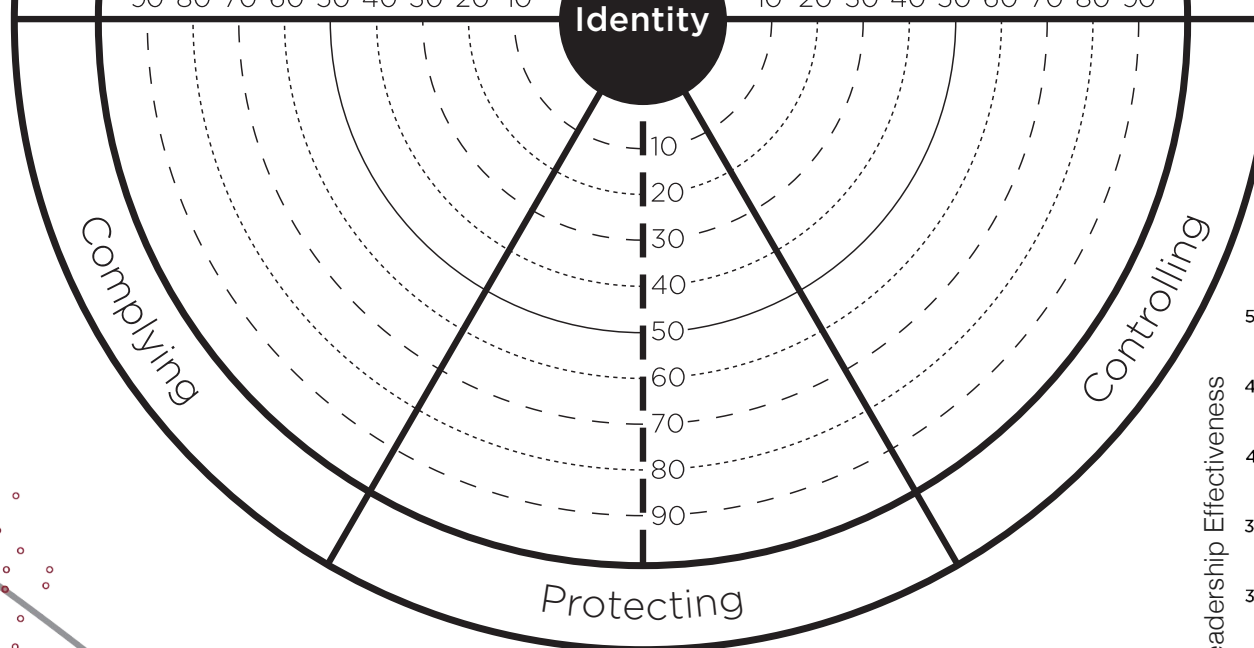


Leadership Effectiveness & Creative Competencies



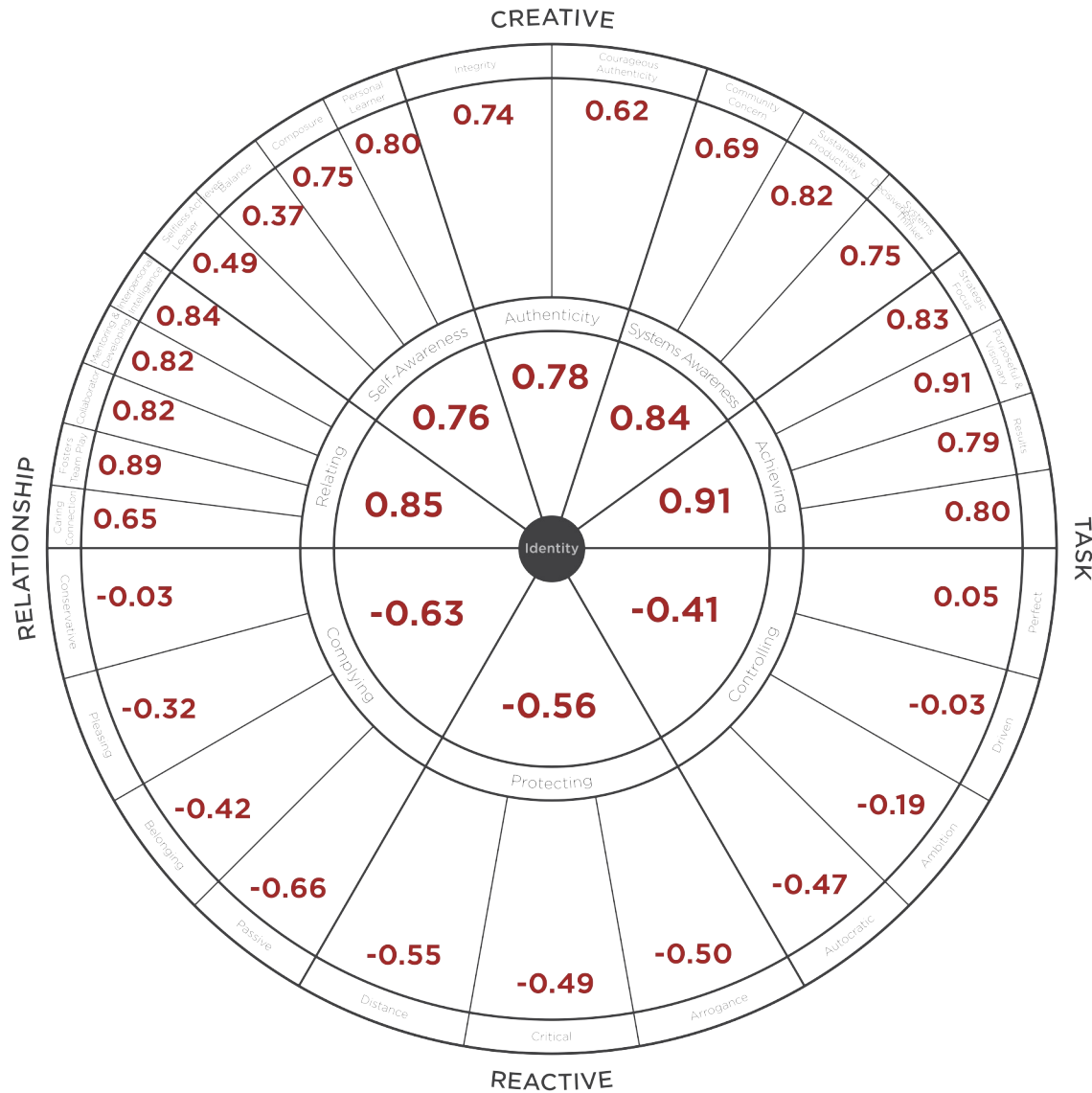
CREATIVE Correlations to Leadership Effectiveness





REACTIVE Correlations to Leadership Effectiveness

LCP Correlations to Leadership Effectiveness



I am satisfied with the quality of leadership that this leader provides.



This leader is the kind of leader that others should aspire to become.



This leader is an example of an ideal leader.

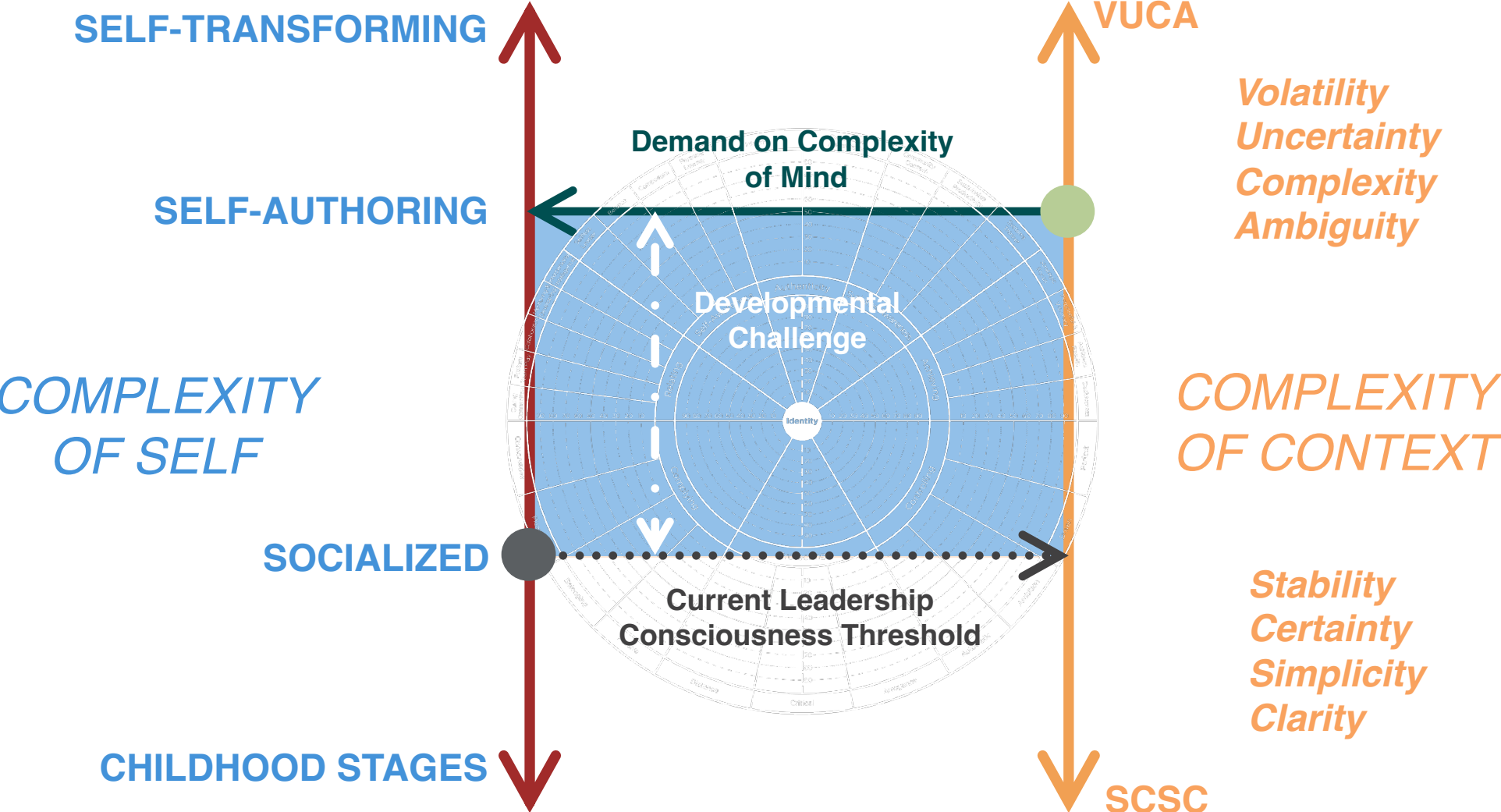


This leader's leadership helps this organization to thrive.



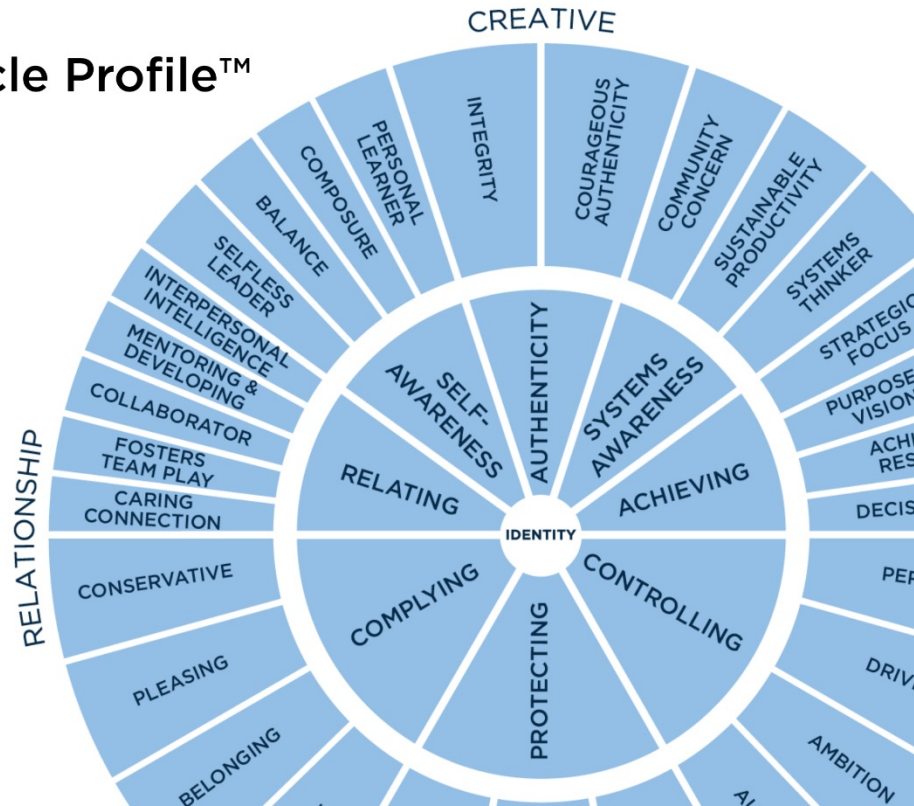
Overall, this leader provides very effective leadership.

The Leadership Circle 360 – A Developmental Can Opener



Leadership Circle Profile™

Interpretation Manual



LEADERSHIP
CIRCLE.

PROFILE INTERPRETATION MANUAL

LEADERSHIP
CIRCLE.

The Universal Model of Leadership

The Universal Model of Leadership (UML) integrates the best theory and research on leadership development available today. The science behind it magnifies why leaders do what they do and how they can transform. When your leaders transform, so does your organization. This translates into better results and a measurable impact for your business and life.

Click [here](#) to access the whitepaper “The Leadership Circle Profile – Breakthrough Leadership Assessment Technology” to learn about the design, methodology, and approach used to create The Leadership Circle Profile.

Click [here](#) to access our “Instrument Validation Study.”

Key thought leadership integrated into the foundation of the UML.

Thought Leader	Theory/Research	TLC Unified Model of Leadership
William and Cindy Adams	Whole Systems Approach	Systems Awareness Dimension, Creative and Integral Level Leadership
Peter Block	Authenticity, Caution, Control, Political Scripts	Authenticity Dimension, Reactive Dimensions
Authenticity Dimension, Reactive Dimensions	Cognitive and Rational Emotive Psychology	All Reactive Dimensions; Underlying, Self-limiting Beliefs and Assumptions and associated behaviors
Robert Fritz	Creative and Reactive Orientations	Two Stages of Development; top half and bottom half of the LCP circle
Karen Horney	Character Structure; Three Core Types	Heart, Head, Will Types; Complying, Protecting, Controlling, Relating, Awareness, Achieving
Robert Kegan and Lisa Lahey	Developmental Psychology; Stages of Adult Development; Immunity to Change	Kegan's Development model is the vertical axis of the LCP; Immunity to Change describes Reactive Structure's pattern of Performance
Peter Senge	Systems Thinking and Systems Dynamics; Personal Mastery	Systems Awareness Dimension; Reactive Structure and Creative Structure
Ken Wilber	Integral Model	The Unified Model of Leadership is an Integral Model. Ken's seminal work has greatly influenced its development

The Leadership Circle Profile Aligns With Vertical Development Theories.

[Learn more here.](#)



GLOBAL STEWARD (Level 5)

- Collaboration of (international and community) Systems
- Interdependent governance by peer teams across institutions
- Global perspective—ability to see how institution relates to other institutions in a global society

INTERDEPENDENT NETWORK (Level 4.5)

- Extensive use of flexible management structures and cross functional teams
- Collaboration between institutions and/or customers and suppliers
- Servant Leadership—leadership by the team from a systems perspective

EMPOWERED COLLABORATIVE (Level 4)

- Groups are self-managing and making decisions—leader no longer sole decision maker, but facilitator
- Shared vision and values create organizational alignment and inspire commitment
- Exclusive use of high performance teams, self-governance, self-management

ENABLING (TRANSITIONAL) (Level 3.5)

- Rules, accountabilities and leader-follower distinctions unclear
- Empowerment may be confused with license
- Heavy reliance on traditional management skills while attempting to meaningfully involve and empower followers

INSTITUTIONAL HIERARCHICAL (Level 3)

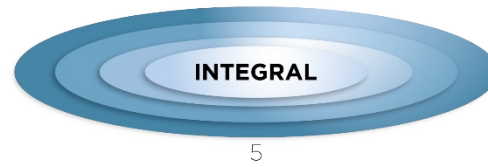
- Large, efficient, ordered, and layered bureaucracy
- Institutional authority/loyalty replaces parental authority
- Leaders listen and may genuinely care but do not relinquish decision making

BENEVOLENT HIERARCHICAL (Level 2.5)

- All decisions are top down
- Leadership is benevolent in exchange for loyalty to leader
- Employees cared about, but not asked for input-paternalistic

DICTATORIAL (Level 2)

- Loyalty is to the leader and unquestioned—fear based
- Clear roles, strict hierarchy, absolute authority
- No involvement in decision making or team processes



INTEGRAL SELF (Level 5) Less than 1% of population

IDENTITY STRUCTURE:

- Self expands to include shadow and discordant elements.
- Self is ecology (a community)
- Self is one with the whole (all)

LEADERSHIP ORIENTATION:

- Authority is plural
- Meaning is found in surrender to a purpose larger than self and collective actions
- Sees conflict as opportunity to dialogue across differences for discovery of new understanding
- Conflict seen as discord within one's self manifesting as an external reality
- Works for benefit of whole

TRANSITION (Level 4.5)

IDENTITY STRUCTURE:

- Surrender of independent self
- Cultivating the shadow
- Facing the dark side

CREATIVE SELF (Level 4) 30% of population

IDENTITY STRUCTURE:

- Internally validated worth
- I am not my relationships or achievements. I have them. They do not have me
- Independent whole self defined from within

LEADERSHIP ORIENTATION:

- Authority comes from within and is granted to others (shared)
- Meaning found in self-expression, responsibility, and co-creation
- Self-authoring capacity for vision and independent action with self-correction
- Maintains sense of self in conflict. Inquires into other's perspective, empathizes and authentically responds

TRANSITION (Level 3.5)

IDENTITY STRUCTURE:

- Death of Self
- Loss of old identity system
- Hero/Heroine's Journey

REACTIVE SELF (Level 3) 70% of population

IDENTITY STRUCTURE:

- I am my relationships. I am my achievements. They define me
- Externally validated worth
- Self defined from the outside in

LEADERSHIP ORIENTATION:

- Authority vested in an infallible guide outside of self
- Meaning and worth are found in faithful adherence to role. I am either controlling authority or careful follower
- Vision defined by others
- Defensive when challenged—reacts by aggression or withdrawal

The Leadership Circle Profile: A Breakthrough 360-Degree Assessment

Differentiators

- Research Base and Validation
- Reactive & Creative
 - Competency
 - Underlying Beliefs & Assumptions > *Habits of Thought*
- Integrated Model
- Raw Data AND Percentiles
- “Visual Elegance”

I can tell you that the LC leadership approach leads to exponential gains, not just incremental gains. In fact, in every category of our business, we’ve seen similar gains over the past two years.

*- Mike Jett,
Honda Vice President and Plant
Manager*



How To Position the LCP

YOU!!!

*New Challenges – VUCA –
nobody is immune*

Creative and Reactive

Time Efficient .. Focused

2-3 Shifts ... development focus!

TLCP Research and Validity

250,000 leaders+

Leadership Circle

- **Context Matters**
- **Identity Matters**
- **Honors and respects: *Your profile is exactly what it should be***
- **There is nothing here that suggests a *problem needing fixing***
- **An invitation to explore, and co-create**
- **Strengths and Development Opportunities**

Leadership Circle, coupled with your coaching skills, experience and intention.....

- **Creative, Resourceful and Whole**
- **Curiosity, Intuition, Purpose, Presence...**
- **Create a “safe container”**
- **No attachment to outcomes**

Available on LC Go! ... Practitioner Resources

LEADERSHIP
CIRCLE

The Debrief Development Planning Data Correlations & Validity Theory & Framework

Manager Ed

White Papers Available to You



VIDEO
LINK

LCP Profile



THE LEADERSHIP CIRCLE PROFILE:

Breakthrough Leadership
Assessment Technology

Bob Anderson
Founder, Chairman & Chief Development Officer
The Leadership Circle®

HOW DOES
THE LEADERSHIP CIRCLE
PROFILE
COMPARE TO OTHER
360° ASSESSMENTS?

Instrument Validation Study

REGARDING LEADERSHIP CIRCLE PROFILE™

By Industrial Psychology Department
Bowling Green State University

Available on LC Go! ... Practitioner Resources

Password: Creative1TLC

LEADERSHIP
CIRCLE

The Debrief Development Planning Data Correlations & Validity Theory & Framework

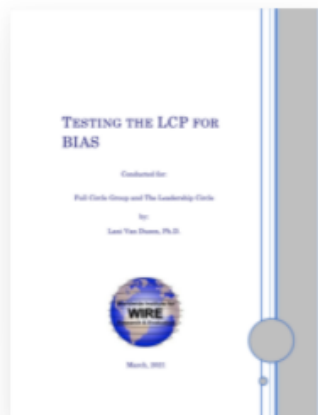
Manager Ed

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LCP Profile



THE LEADERSHIP CIRCLE PROFILE:

Breakthrough Leadership
Assessment Technology

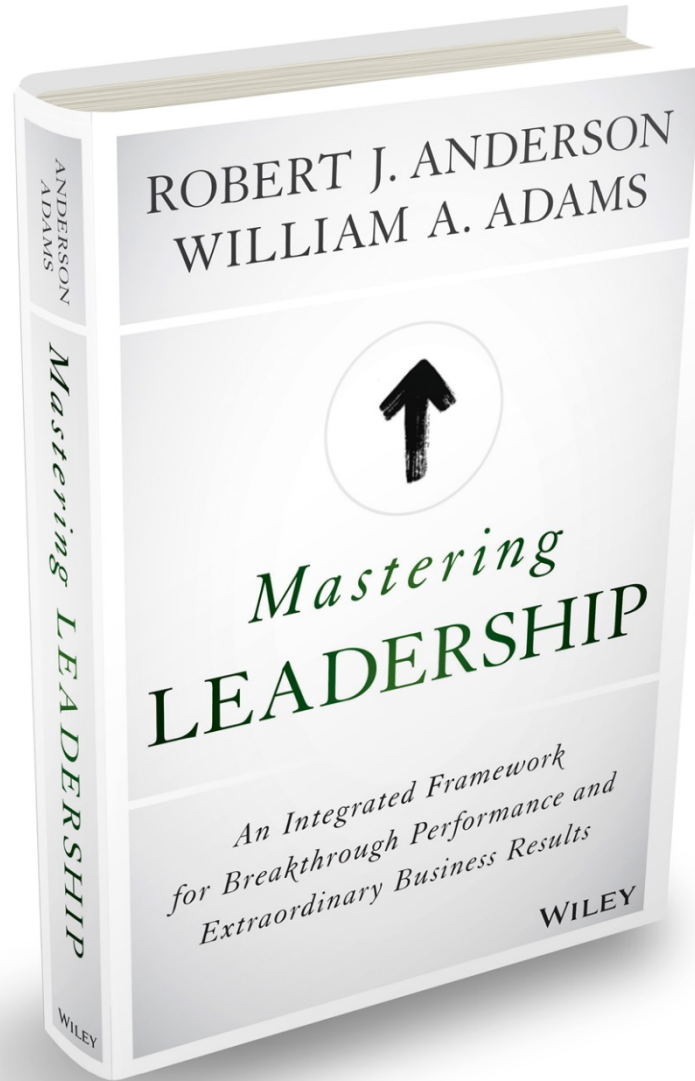
Bob Anderson
Founder, Chairman & Chief Development Officer
The Leadership Circle®

HOW DOES
THE LEADERSHIP CIRCLE
PROFILE
COMPARE TO OTHER
360° ASSESSMENTS?

Instrument Validation Study

REGARDING LEADERSHIP CIRCLE PROFILE™

By Industrial Psychology Department
Bowling Green State University



MASTERING LEADERSHIP:
*An Integrated Framework for
Breakthrough Performance and
Extraordinary Business Results*



Bill Adams

Bob Anderson

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EMAIL

support@theleadershipcircle.com



HOURS OF OPERATION

Monday- Friday
8am to 5:30pm MT

We are so proud to serve the Leadership Circle client community, supporting them in their support to the leaders they serve.

Every interaction is an opportunity to elevate the conscious practice of leadership.

Jeri Gilbert

*Director of Operations -
Leadership Circle Customer
Support Manager*

Top Tips from Seasoned Leadership Circle Practitioners

Refresh Your Knowledge:

- Set aside time learning tools on LCgo! & leadershipcircle.com. Many resources are there.
 - LCgo: <https://leadershipcircle.com/en/lcgo-fundamentals/>
- Participate in ongoing webinars.
- Become confidently conversant about Creative & Reactive. Elevator Speech.

Get Set up:

- Get your account up to date with the Customer Support Team.
 - CSR team email: support@leadershipcircle.com
- Take meaningful action with Leadership Circle right away.

Stay Connected:

- Join us on LinkedIn, Facebook & Twitter.
 - LinkedIn – The Leadership Circle Global Community: <https://www.linkedin.com/company/the-leadership-circle>
 - Leadership Circle Facebook page: <https://www.facebook.com/TheLeadershipCircle/>
 - Twitter- Leadership Circle: <https://twitter.com/LeadershipCir>

Keeping doing your own work. Share Your Story.



**Thank you for
joining us!**

Q&A