



# **Claiming Your True Gift: Balancing Qualities and Skills**

**Michael O'Connor – VP Global Community  
November 2023**

**LEADERSHIP  
CIRCLE®**

# OUR PURPOSE

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



## Claiming Your True Gift: Balancing Qualities and Skills

### Session Objectives:

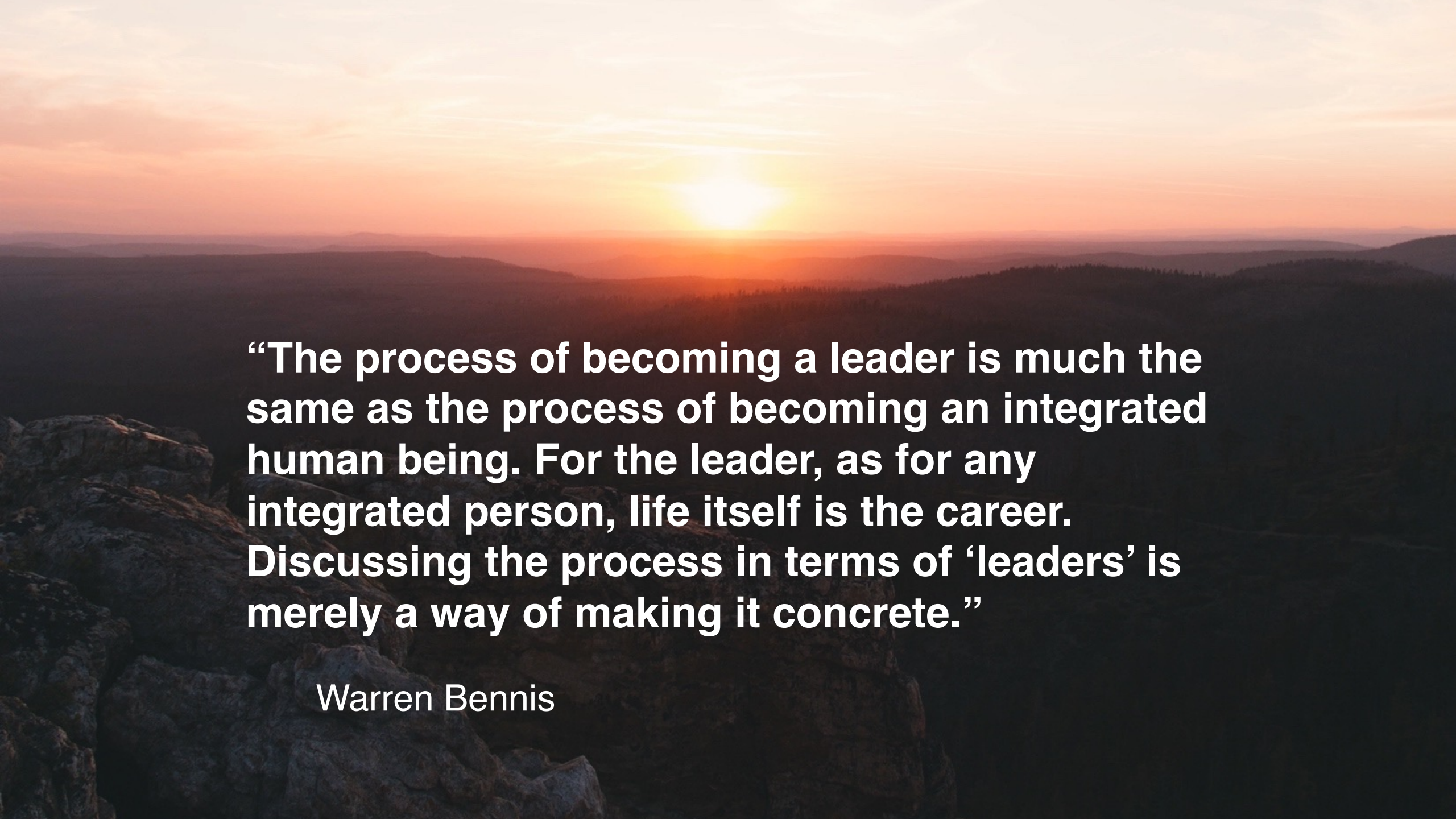
- ✓ Review how the UML™ aligns with adult development theory.
- ✓ Discuss the dimensions of the Reactive Tendencies, reviewing the inner assumptions, beliefs, and gifts, and their correlation to leadership effectiveness.
- ✓ Dive into the research on the benefits and liabilities of Reactive Tendencies.
- ✓ Learn ways to build a development plan that aids leaders in leveraging and managing their Reactive Tendencies.





## **Poll 1: What is your experience in using the Leadership Circle 360 Assessment?**

- 1) Newly certified
- 2) Haven't used it yet, but wanting to
- 3) I've used it with 1-10 leaders
- 4) I've used it with more than 10 leaders.
- 5) I've used it with more than 25 leaders



**“The process of becoming a leader is much the same as the process of becoming an integrated human being. For the leader, as for any integrated person, life itself is the career. Discussing the process in terms of ‘leaders’ is merely a way of making it concrete.”**

Warren Bennis



## History of Leadership Circle – Bob Anderson

Bob Anderson saw the work as a random collective and embarked on integrating it. 20 years to create UML™, which then became the LCP™.

- Robert Fritz: Creative and Reactive.
- Larry Wilson: Play to Win/ Play not to lose
- Above the Line / Below the Line
- External and Internal Locus of Control
- Enneagram – 9 types (in 3 groups)
- Bob Kegan – Immunity to Change: He saw these frameworks vertically integrated; adults grow (if they grow) through a predictable pattern.

All of this happens across the world (cross-culturally validated),

Later stages look like creative, lower stages look like reactive.

*All underpinned in a consciousness of leadership.*

*How we as leaders “show up”.*

# Karen Horney

was a Neo-Freudian psychologist known for her theory of neurotic needs, her research on feminine psychology, and her critiques of Freud's emphasis on the concept of penis envy.



## Three-character structures:

- Toward – Complying – Heart
  - *Complying has a commitment to serving others. But the cost is giving up our power. I will be kind if you see me as likeable. My identity is founded on this (from the outside).*
- Against – Controlling - Will
- Away – Protecting – Head;

*While each having a limiting factor about them, each comes with inherent gifts.*

*My assumptions (about my identity) limit my ability to contribute on my terms.*

PURPOSE  
(LOVE)  
ASPIRATION

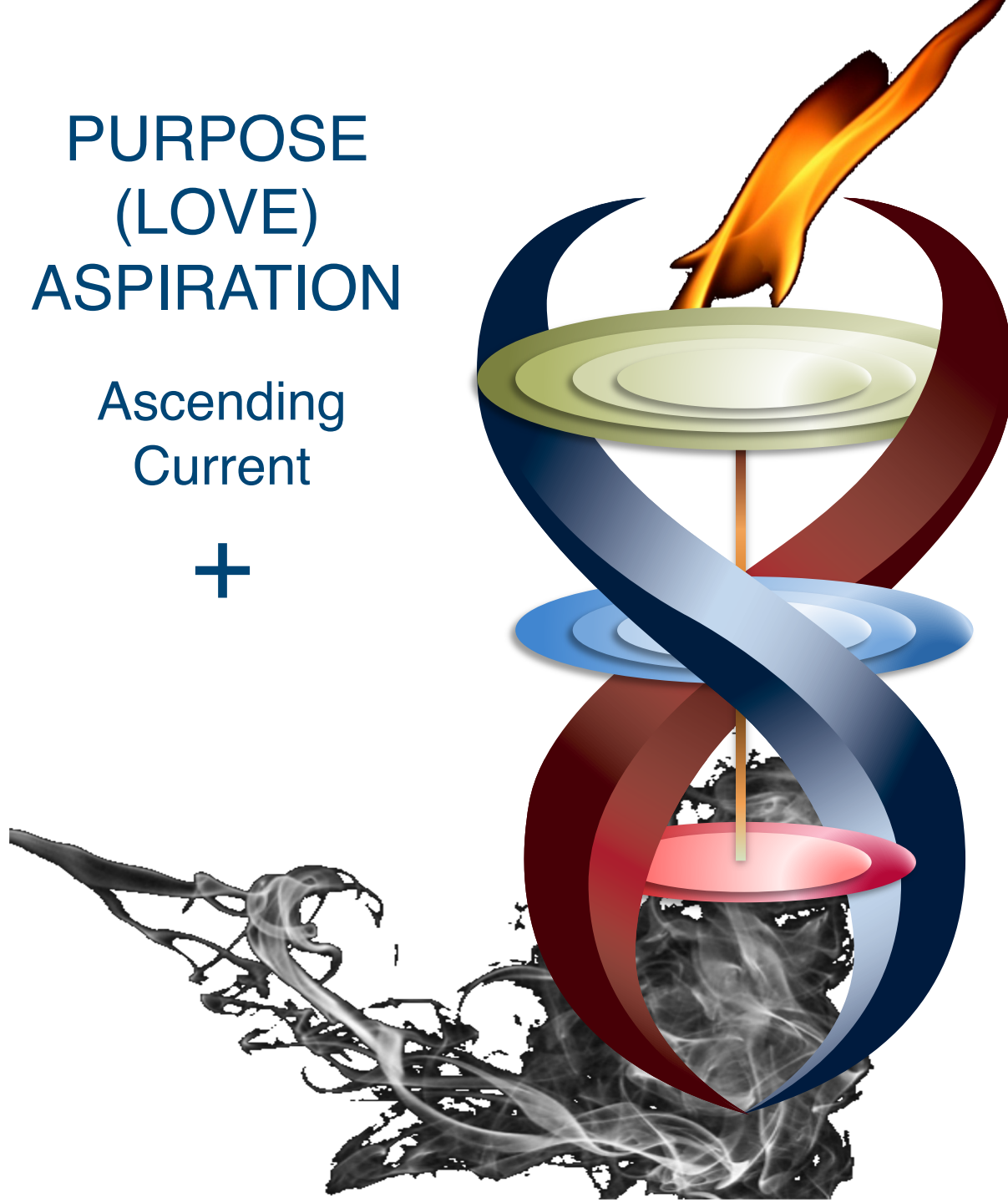
Ascending  
Current

+

Descending  
Current

—

SAFETY  
(FEAR)  
SHADOW





## My “Aha Moment”

I met with Bob Anderson, not for coaching, but more for his “academic view” of my profile .

*See any Pleasing or Driven in this very request?*

Bob reviewed my graph for about 10 seconds, was then quiet, and then started laughing.



Bob Anderson  
Founder Leadership Circle

He shared the following:

*Mike this profile is EXACTLY how I know you! I see you as intentional, dependable, dedicated and committed. This profile defines **exactly what I love about you.***



He makes a reference to Kintsugi , indicating that my “dings and dents” are what he loves most about me.



For (really) the first time, I started to appreciate the gifts in the Reactive.

Bob reminded me that I was Creative, Resourceful and Whole.... And these (Reactive) gifts have been useful to me in the past and are significant in why I am seen as successful in my role.

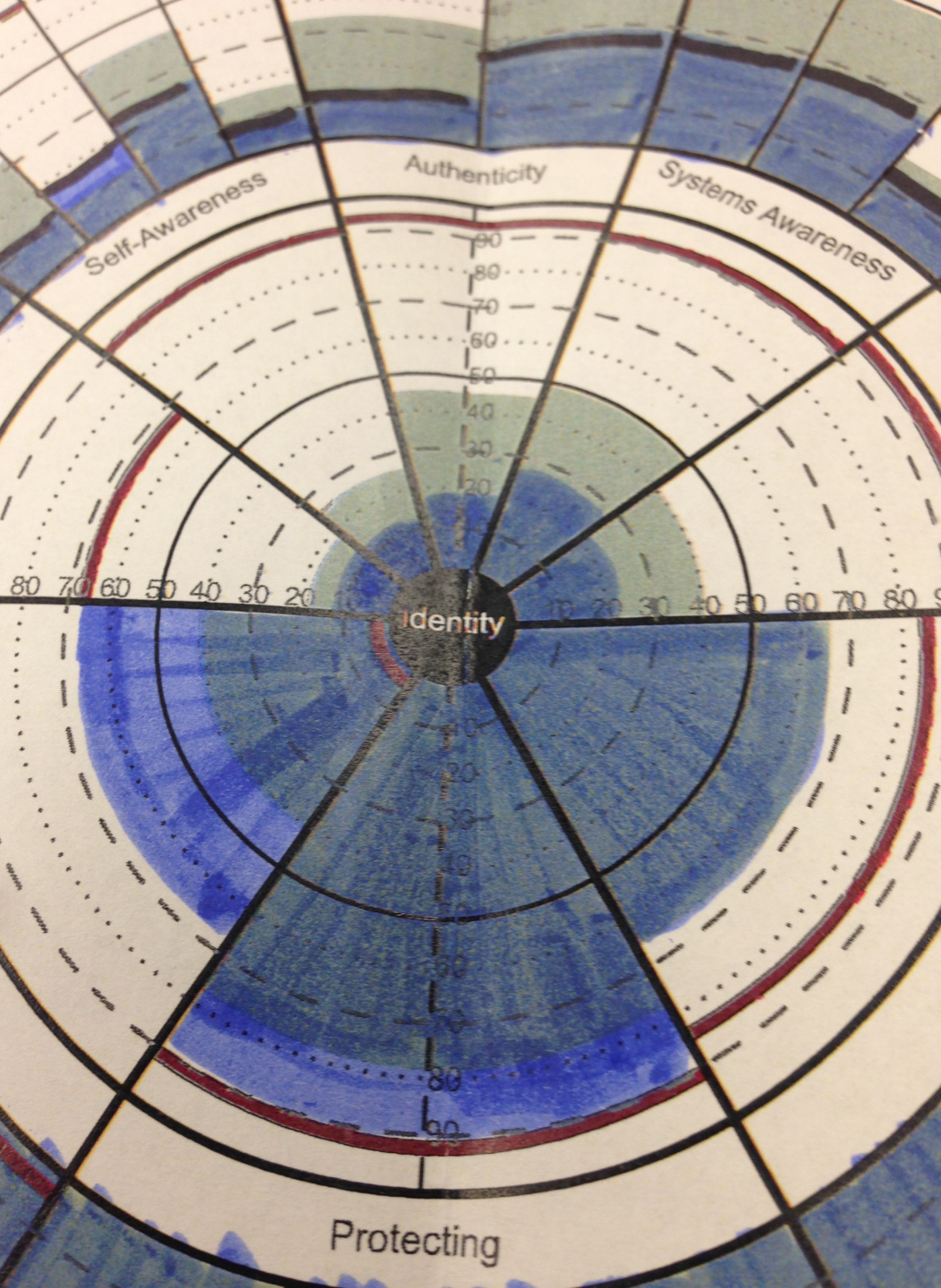
He then offers this.....

- Please remember that “fixing yourself” is a Reactive Tendency....
- Your Pleasing and Driven might be at the heart of your requesting this time with me (looking for external validation).
- I hope you allow yourself to consider the cost... I imagine you sometimes feeling over-burdened, fatigued, and sometimes not quite good enough. Perhaps there are long and hard days, where you do not stop and see all that you contributed.

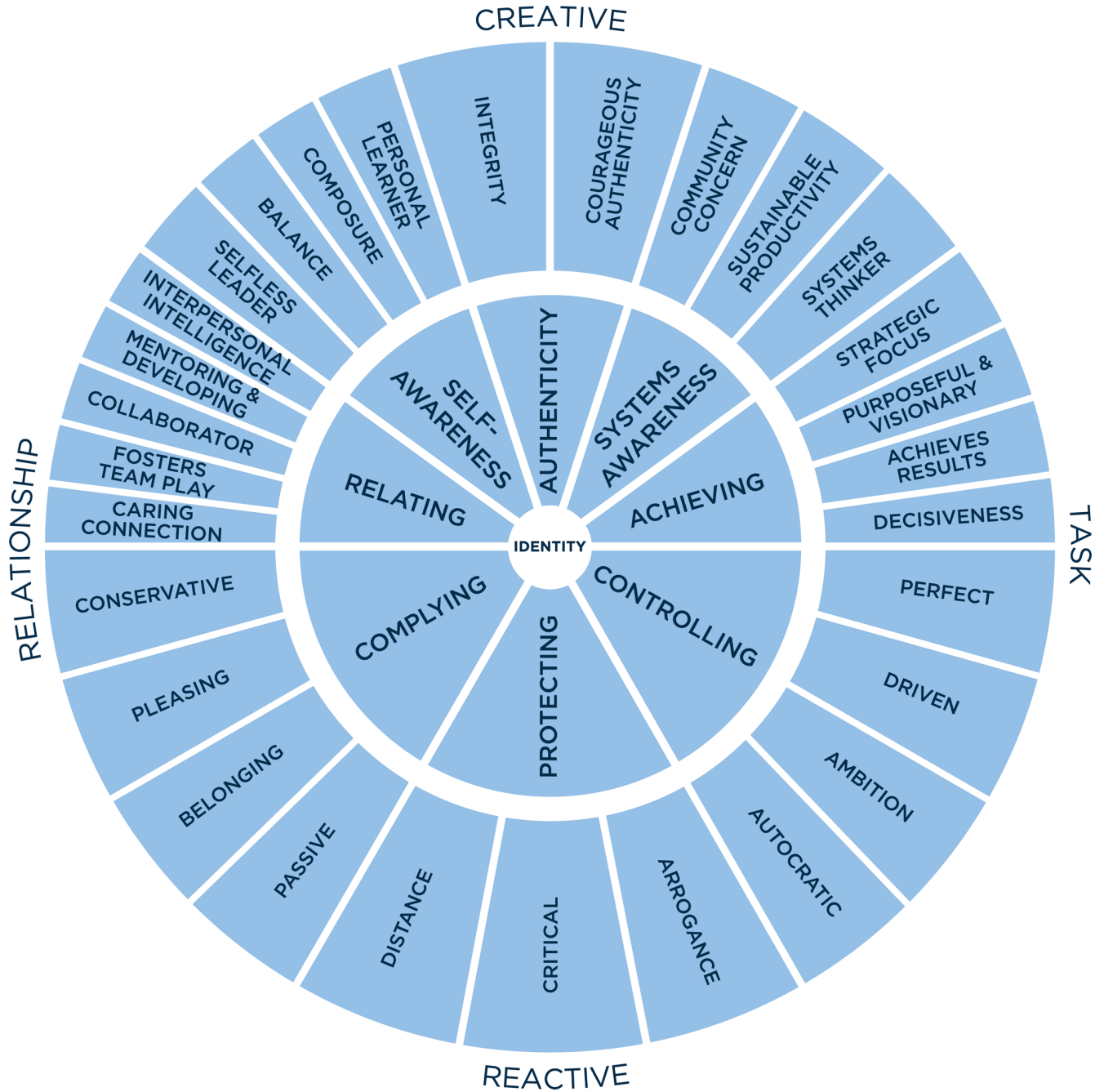
***Kintsugi:*** the art of precious scars (see picture): By repairing broken ceramics it’s possible to give a new lease of life to pottery that becomes even more refined thanks to its “scars”.

*The Japanese art of kintsugi teaches that broken objects are not something to hide but to display with pride.*

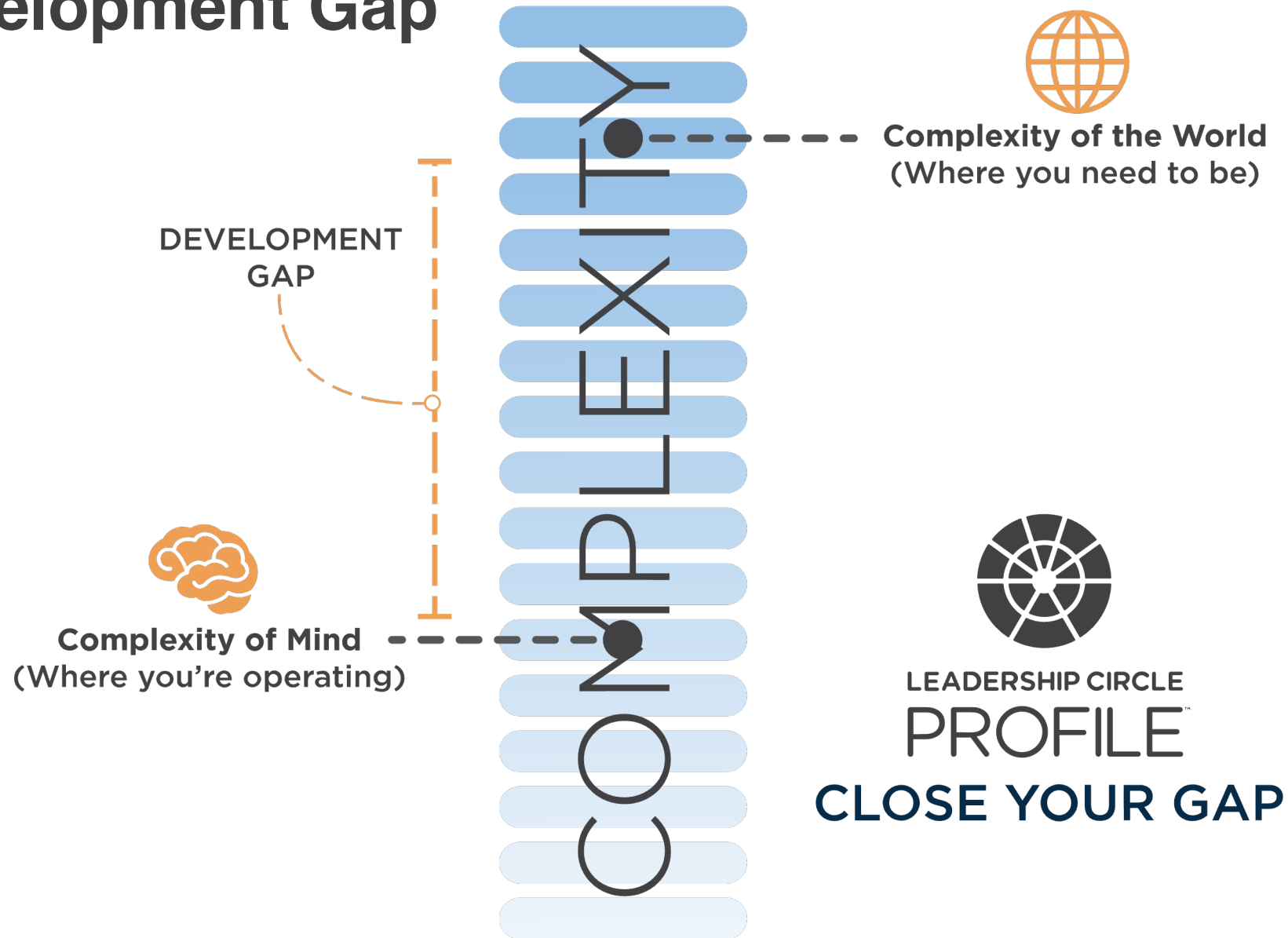




**“As I was looking through my feedback last night the angel of death appeared...”**



# The Development Gap



# Creative Competencies

## Relating

*Caring Connection  
Fosters Team Play  
Collaborator  
Mentoring & Developing  
Interpersonal Intelligence*

## Self-Awareness

*Selfless Leader  
Balance  
Composure  
Personal Learner*

## Authenticity

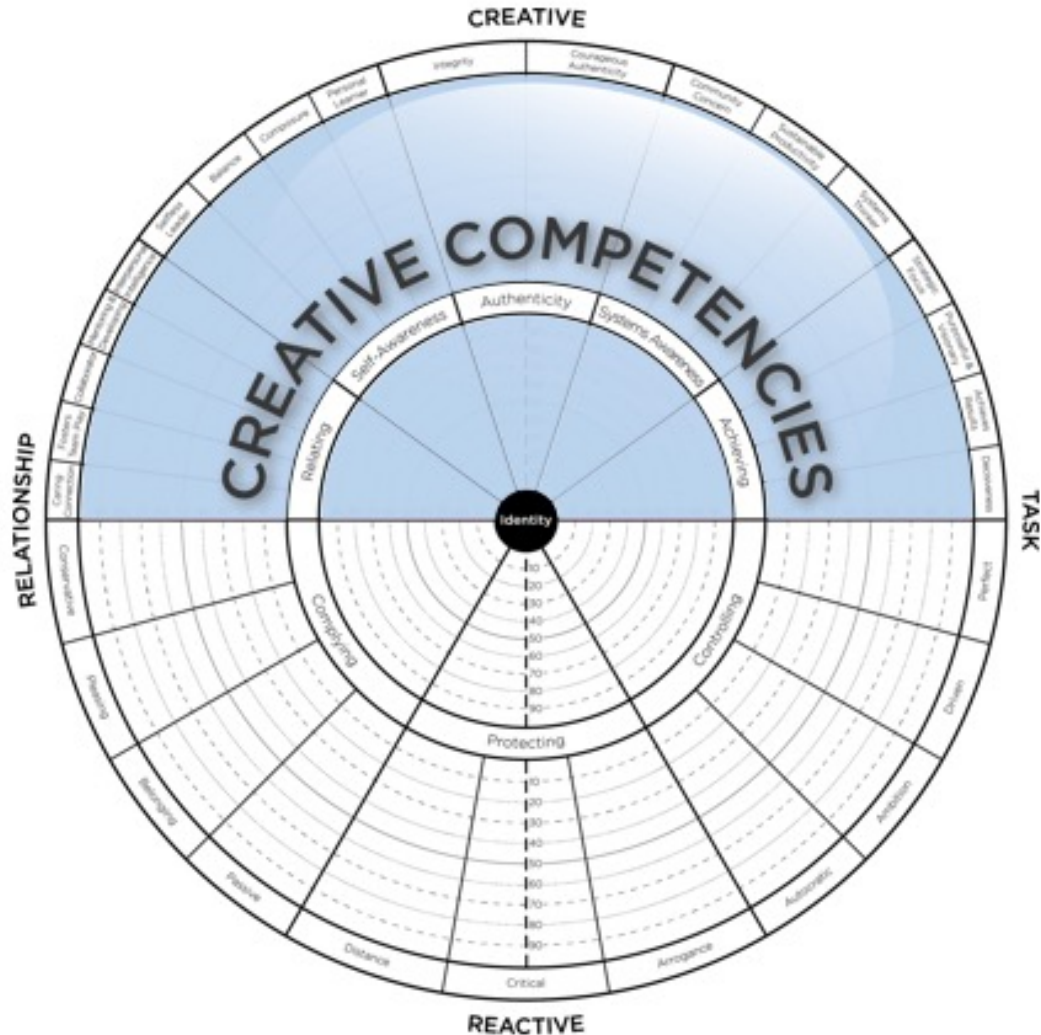
*Integrity  
Courageous Authenticity*

## Systems Awareness

*Community Concern  
Sustainable Productivity  
System Thinker*

## Achieving

*Strategic Focus  
Purposeful and Visionary  
Achieves Results  
Decisiveness*



# Creative Leadership

- A focus on Mission, Purpose, things we love and care about.
- Invites a more authentic version of ourselves, as we liberate ourselves from the limitations of the Reactive; we are less dependent on the outside for validation.
- We work more autonomously in collaboration without all the fear, aggression, or self-protection.
- Highly correlated to Business effectiveness: truly scale the long-term capacity and capability to achieve meaningful outcomes.
- Collaboration and winning mindset: engaging, inspiring, and unleashing energy.
- The kind of leaders that others aspire to; mindful of what people want or need in leadership.



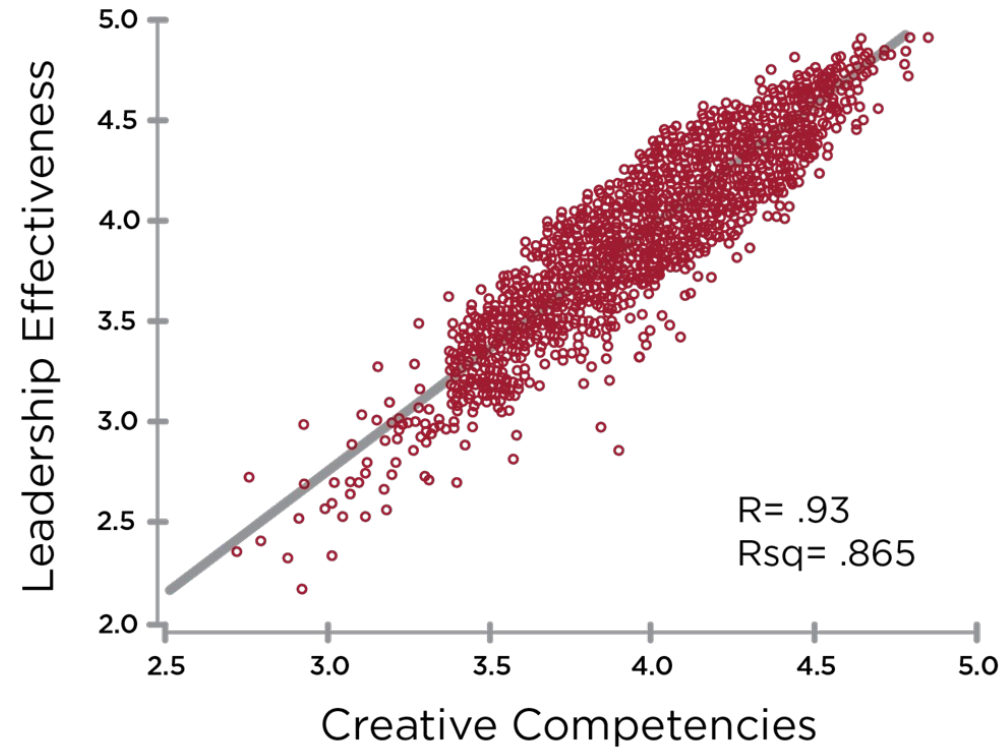
CREATIVE

INTEGRITY

COURAGEOUS  
AUTHENTICITY

ICITY

# Leadership Effectiveness and Creative

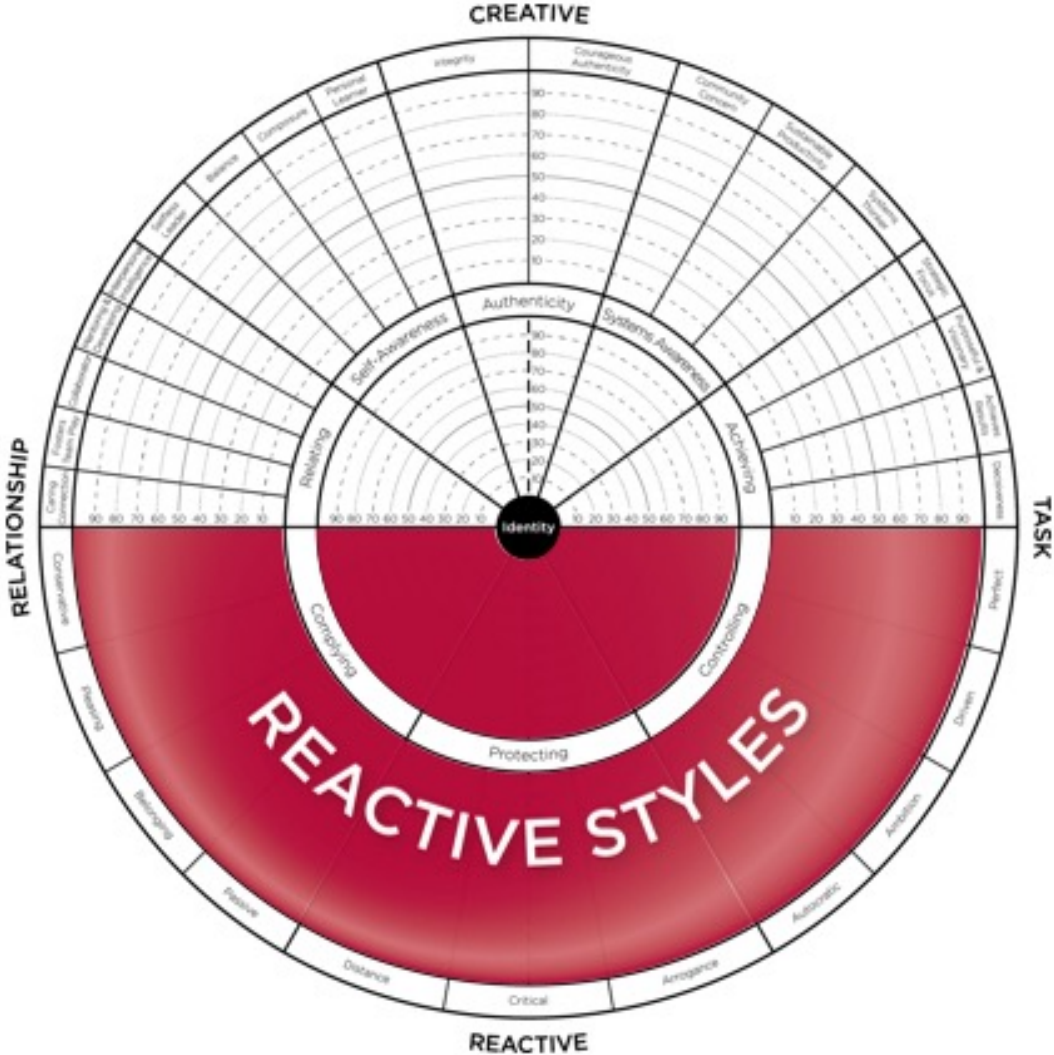




# Building The Business Case for Leadership

- ❑ 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 confirms effective leadership (*Creative*) outperforms ineffective (*Reactive*) leadership
- ❑ Research: Most effective organizations make developing leaders a strategic focus.

# Reactive Tendencies



**Complying**  
*Conservative  
 Pleading  
 Belonging  
 Passive*

**Protecting**  
*Distance  
 Critical  
 Arrogance*

**Controlling**  
*Autocratic  
 Ambition  
 Driven  
 Perfect*

# Reactive Leadership

- ❑ Merge with societal and corporate expectations of us.
- ❑ The Reactive is running our strengths from a reactive place... a play it safe or “play not to lose” manner.
- ❑ One’s validation (safety, affirmation, self-worth) comes from OUTSIDE of them (from others, from results, from being in the know). “I am looking to you for validation”.
- ❑ Supports immediate results, during times of stress or uncertainty (VUCA); they often come at a significant cost to the system and/or the leader.
- ❑ The short-term results can be quite compelling during times of stress or uncertainty; comes from a place of fear, self-protection or risk aversion.
  - *It’s like driving a car with one foot on the brake pedal. You will still reach your destination, but at a higher cost (time, energy, emotion, health, stress on team, etc.)*
- ❑ Reactive Tendencies are NOT BAD in and of themselves (despite a common misperception); Goal is not so much “improving the Reactive” but learning what triggers them and learn to **manage** them.
  - There are gifts, much of it has been well earned and part of one’s journey; they have contributed to where we are today; one can take advantage of the “gifts” if used with intention.
  - If not managed, and these dimensions of ourselves are managing us, can create unintended consequences that limit our effectiveness.



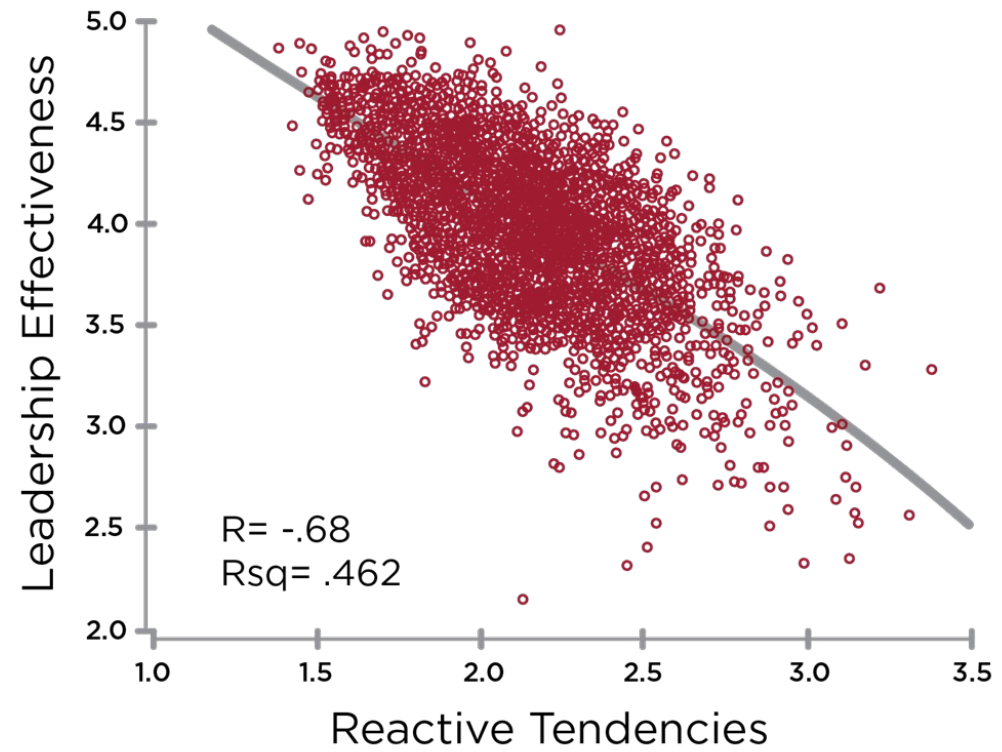
CREATIVE

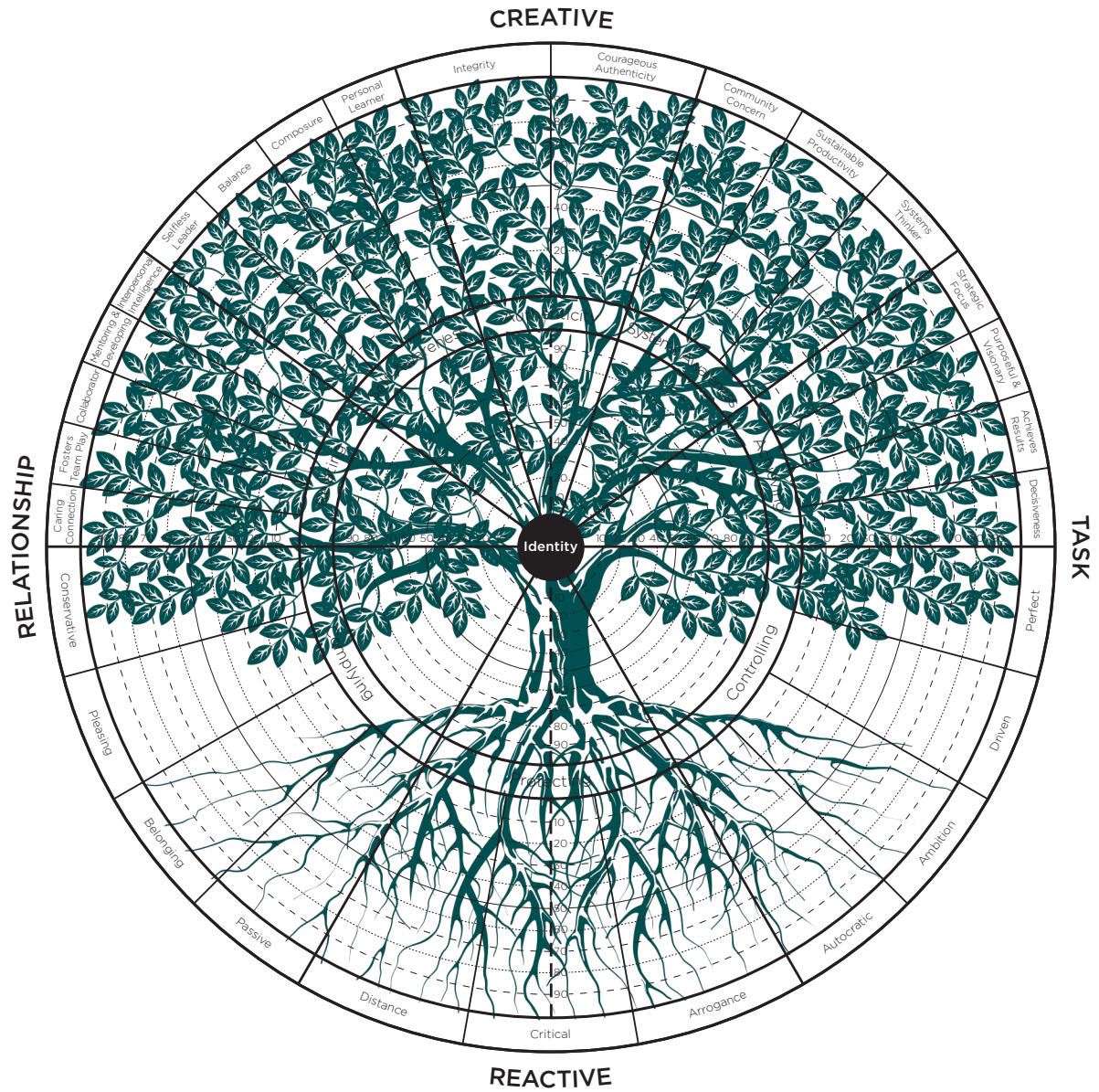
INTEGRITY

COURAGEOUS  
AUTHENTICITY

ICITY

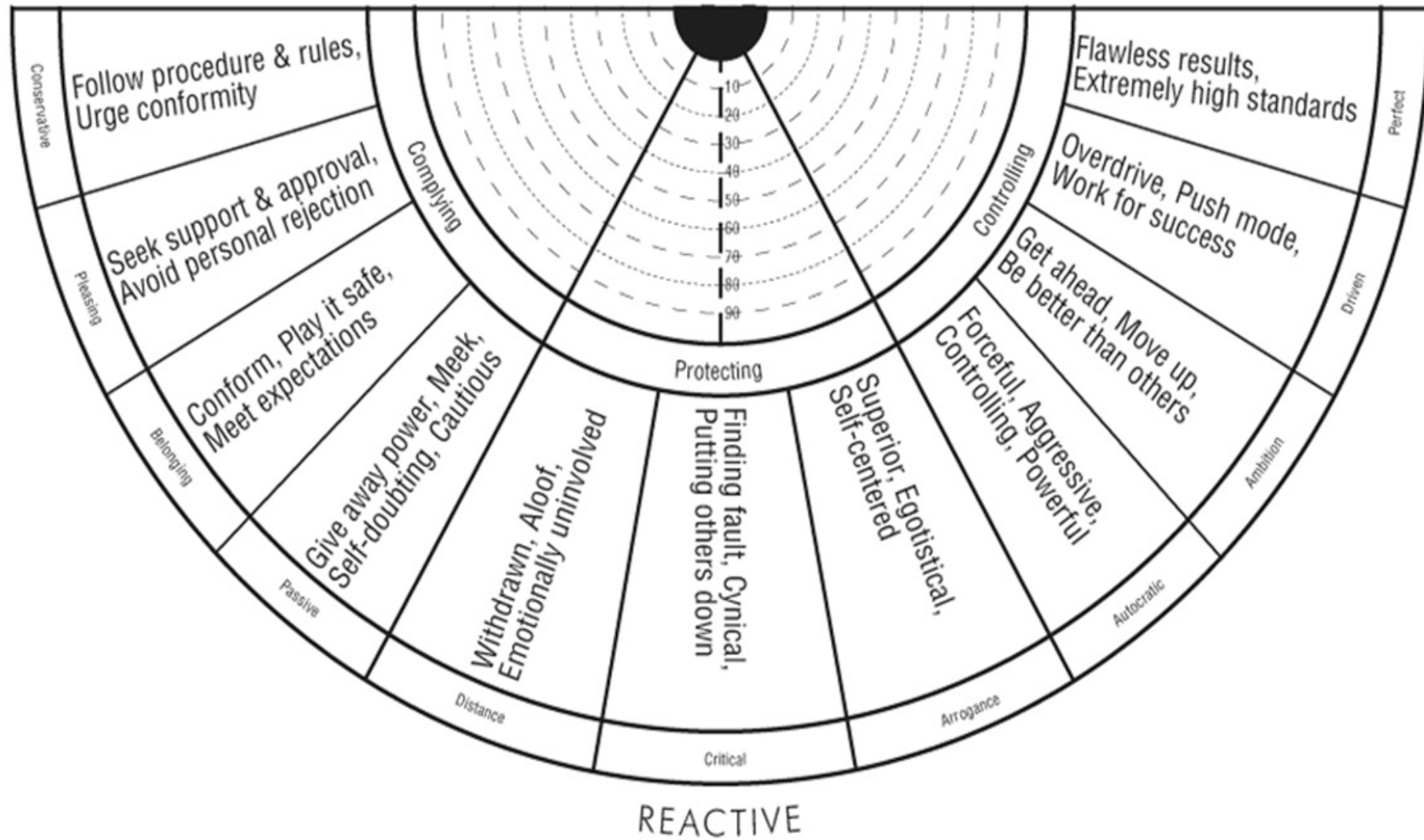
## Leadership Effectiveness and Reactive





# Gifts in the Reactive Character Structure







POLL: Which Reactive Tendency is your “go to” during times of stress, uncertainty or complexity?

- 1) Complying
- 2) Protecting
- 3) Controlling



Breakout Session: 7 minutes

Discuss a recent experience where you navigated between Safety and Purpose

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CREATIVE

# Gifts in the Reactive

INTEGRITY

COURAGEOUS AUTHENTICITY

ICITY

## CLAIMING YOUR TRUE GIFT/ HARVESTING THE SHADOW

COMPLYING	Claiming Your True Gift	Balancing Qualities and Skills
Conservative	Loyalty and fidelity to the organization's purpose. Champion of values and preserver of heritage.	Challenging the status quo, continuous improvement. Stretching self and organization to new opportunities and levels of performance.
Pleasing	Love for self and others. Willingness to give of oneself in service to others' needs	Saying no, asserting yourself, taking your stand, willingness to be unpopular.
Belonging	Builder of community and organization, committed purpose.	Independence. Championing directions that are counter to the status quo.
Passive	Mastery through self-selected goals. Non-attached, vision directed self-mastery.	Achievement for the enjoyment of it. Asserting yourself. Leading, being a creative force in your own and the organization's future.
PROTECTING	Claiming Your True Gift	Balancing Qualities and Skills
Distance	Wisdom through detachment, care and reflection.	Engagement. Self-confidence and assertion. An active group member.
Critical	Discernment through being inquisitive and challenging limited thinking.	Supporting and encouraging others. Valuing what is best about the other's position.
Arrogance	Strength of character without the need for credit. Mentoring others into their own "bigness."	Egolessness. Willingness to be unseen and unnoticed so that others can grow into their greatness.
CONTROLLING	Claiming Your True Gift	Balancing Qualities and Skills
Perfect	Constant pursuit of continuous improvement balanced with acceptance for things/people as they are. Desire to create outstanding results.	Gentle treatment of self and others. Acceptance of self and others. Detachment from the outcome. Stepping back that others may learn and grow.
Driven	Willingness to work and risk for what you love. Doing whatever it takes to realize your deepest longings.	Receptiveness. Slowing down to reflect and renew. Bringing wisdom into action.
Ambition	Desire to create outstanding results. Personal energy to pursue worthy results.	Loyal fellowship, collaboration, mutuality in relationships. Stepping back that others may learn and grow.
Autocratic	Service through personal strength, persistence, and influence. The integrity to do what is needed even if it is controversial.	Sensitivity to self and others. Respect and care, willingness to experience and share vulnerability-intimacy. Loyal fellowship and collaboration.
	As you let go of the compulsive linkage to safety and identity, you not only come into the true form of your giftedness, you become free to cultivate the opposite (shadow) side of yourself.	For controlling types that have overdeveloped the masculine side, they now engage and develop the feminine. Complying types assert the masculine parts of themselves.

NAME | Leadership Development Plan

[NAME]  
 Leadership Development Plan **DRAFT** Updated [DATE]

**INTRODUCTION**

Leadership development is a conscious effort to enhance my capacity to lead. This plan lays out my leadership improvement goals and objectives as well as actions I will take to achieve my goals. The goals in this plan are intended to be realistic and practical. At the same time, they represent a stretch for me as a leader. They will allow me to deepen my own leadership and strengthen my positive impact on others. I will update and/or modify this plan as time goes on. To fully realize my opportunities to improve, I will regularly review this plan and keep it updated to ensure it reflects my latest thinking, and that I am implementing against it.

**BACKGROUND ON MY LEADERSHIP**

I have based my development work on insights gained through my 360 assessment from the Leadership Circle, on feedback solicited and received verbally from others, and on my own candid introspection.

**Key insights about my leadership** that will inform my actions and my ongoing development:

[Enter text here]  
 [Enter text here]

**IMMEDIATE DEVELOPMENT WORK**  
*Over the next six to eight months, I will work on the following goal and behaviors.*

**One Big Thing** that will significantly advance/accelerate my leadership effectiveness:

[Enter text here].

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## Leadership Development Plan (LDP)

Key insights about your own leadership

One Big Thing and One Big Liability

Articulation of a compelling vision of leadership

Immediate development work >>> Start & Stop Behaviors

Record of development progress

0

### Pre-Debrief ?

Option: Invite client to review areas of the report in preparation for the debrief.

(Sections: Leadership Circle Profile, Written Comments, Graph Results)

1

### Rapport Building ?

Build connection and rapport, and confirm confidentiality.

2

### Agenda ?

Explain the flow of the debrief.

3

### Context ?

Ask for a brief overview of their business context for the LCP.

4

### Leadership Journey ?

Consider:

- **Recent years up to now:** Key moments/ events, people, lessons.
- **Career building:** Leaders, people, pivotal/ shaping experiences, lessons.
- **Formative years:** Influences, people, defining events, cultural influences.



5

### Brief Orientation to the LCP Model ?

Utilize the interactive report description pages to walk through the Leadership Circle Profile model construct.

(Section: Description of the profile)

6

### Comments ?

Invite perspective and reflection of comments

7

### Graphs and Summary Results ?

Orientation continues with client graphs and summaries - Explore inner circle results and then the outer circle graph results. Orient clients to their summary report scales.

- Inner/Outer/Full Circle - Orient & inquire - What are you noticing?
- Summary Results - Integrate and orient Summary scales
- Reactive and Creative Dynamics - Begin exploration of full graph/ breakout graphs

(Sections: Written Comments, Graph Results, Report Summary)

8

### Co-Exploration ?

Focus on enabling understanding, insight, and curiosity utilizing the full report.

#### Inquire

- What are they curious about now?
- What is challenging or frustrating?
- What do they want for their leadership and life?

#### Listen

- As possibilities emerge, ask questions for clarity and understanding.

- Name what is coming up in the session.

#### Explore

- Gaps between self and other perceptions.
- Reactive-Creative dynamics.
- Assumptions and impact - How is it getting you what you want? How might it be holding you back?

- Leadership brand. (self/others)
- What's at risk?
- What's opening up in a new way?

#### Share

- Your perspective and trust intuition.
- You are a co-explorer - not the expert about them.

(Sections: Full report, Data and Graphs by category, Sorts)

9

### Deepening Awareness ?

Finish with the Awareness assignment.



# Upcoming Sessions:

November 14, 2023,: Title: Practitioner Spotlight : Transformative Leadership Coaching—*Unlock the Strategies for Lasting Impact and Positive Change with Stacie Torres*

Dec. 7, 2023, 9–10 a.m. MDT: Set yourself up for 2024—*Learning to celebrate your growth and achievement, and learning to lean into what is/can be new*

**Thank you for joining us!**  
**Until next time.**



**Remaining slides in this draft deck are  
for possible adds to deck**

# Two Structures of Mind

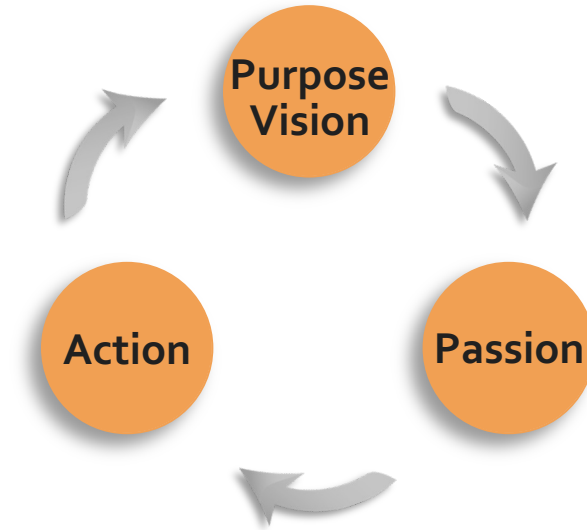
## Problem - Reacting



### Anxiety – Containing

“It” has me / “It” is managing me  
 Moving away from what I don’t want  
 Playing not to lose  
 Outside-in operating system

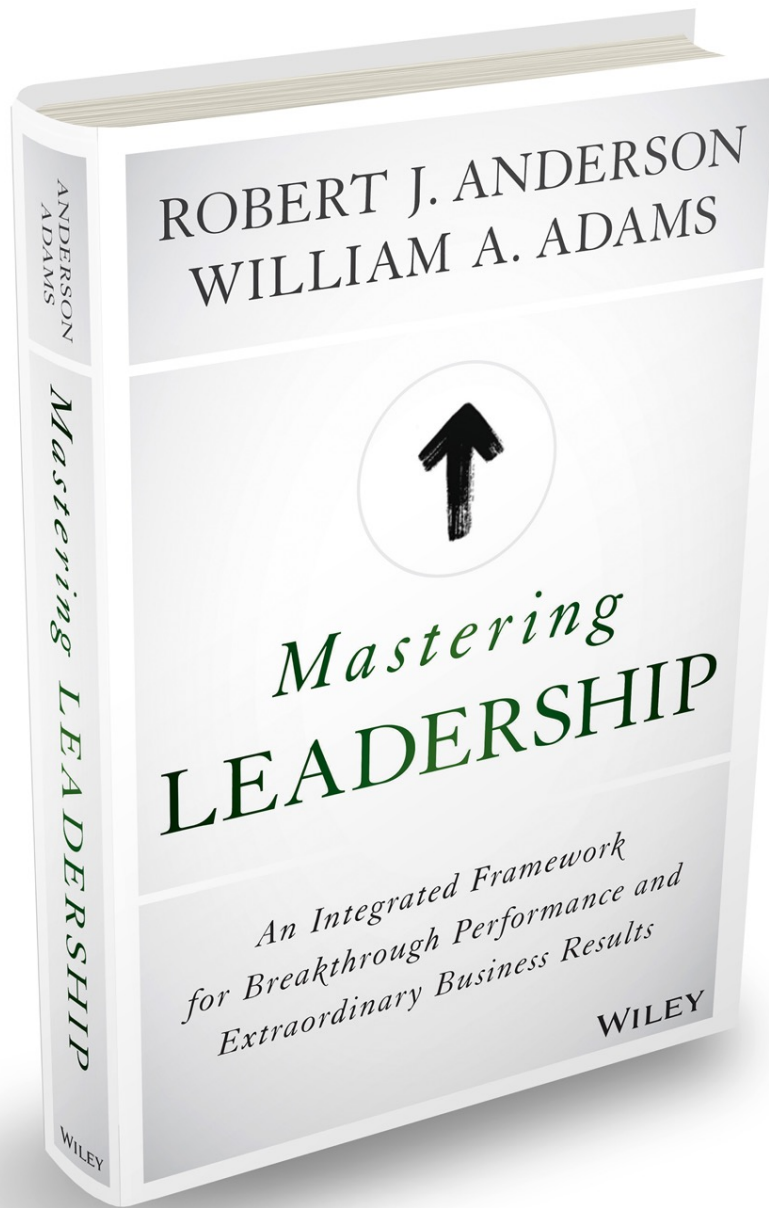
## Outcome - Creating



### Energy – Unleashing

I have “It” / I am managing “It”  
 Moving toward what matters most  
 Playing to win together  
 Inside-out operating system





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



Bill Adams

Bob Anderson

# Leadership Circle Profile™

Interpretation Manual



LEADERSHIP  
CIRCLE.

# PROFILE INTERPRETATION MANUAL



LEADERSHIP  
CIRCLE.

# 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



6



5



4



3



2

## 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