

LEADERSHIP CIRCLE PROFILE™

V1.5

LEADERSHIP CIRCLE PROFILE™

Jane Sample - English

2020

The Leadership Circle Profile Report

Jane Sample

2020

Average Response on a 5 - Point Scale

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	3.70	3.91	2.97	3.07	3.19	4.39	4.10
Self-Awareness	3.48	3.76	2.93	3.06	3.14	4.19	3.94
Authenticity	3.92	4.17	3.24	3.34	3.63	4.52	4.33
Systems Awareness	3.73	3.94	3.37	3.38	3.23	4.34	4.11
Achieving	3.78	4.00	3.25	3.20	3.28	4.46	4.17
Controlling	3.03	2.33	2.87	2.97	2.95	1.93	2.19
Protecting	2.94	2.07	2.83	2.74	2.74	1.57	1.97
Complying	2.46	1.91	2.67	2.80	2.32	1.46	1.90
Leadership Effectiveness	3.69	4.07	2.80	2.90	3.22	4.61	4.37
Number of Assessors	1	20	1	1	4	7	7

The Leadership Circle Profile Report

Jane Sample

2020

Percentile Scores: Comparison to the Norm Group

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	26 %	53 %	5 %	6 %	7 %	82 %	61 %
Self-Awareness	21 %	41 %	5 %	5 %	5 %	80 %	56 %
Authenticity	33 %	61 %	6 %	6 %	14 %	84 %	68 %
Systems Awareness	46 %	69 %	28 %	25 %	12 %	87 %	71 %
Achieving	35 %	57 %	15 %	10 %	7 %	81 %	61 %
Controlling	76 %	36 %	77 %	77 %	76 %	14 %	33 %
Protecting	91 %	61 %	94 %	89 %	92 %	23 %	58 %
Complying	63 %	20 %	81 %	86 %	61 %	6 %	32 %
Reactive-Creative Scale	18 %	65 %	7 %	6 %	9 %	92 %	67 %
Relationship-Task Balance	70 %	84 %	36 %	67 %	84 %	82 %	86 %
Leadership Potential Utilization	43 %	81 %	13 %	24 %	39 %	93 %	82 %
Leadership Effectiveness	57 %	64 %	7 %	7 %	14 %	83 %	73 %
Number of Assessors	1	20	1	1	4	7	7

THE LEADERSHIP CIRCLE PROFILE RESULTS

Creative Dimensions

Jane Sample

2020	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	20	1	1	4	7	7
Relating	26 %	53 %	5 %	6 %	7 %	82 %	61 %
Average Response	3.70	3.91	2.97	3.07	3.19	4.39	4.10
Caring Connection	41 %	41 %	19 %	18 %	13 %	68 %	42 %
Average Response	3.72	3.72	3.23	3.18	3.15	4.11	3.80
Fosters Team Play	13 %	53 %	8 %	18 %	8 %	83 %	56 %
Average Response	3.50	3.98	3.00	3.33	3.16	4.57	4.11
Collaborator	23 %	53 %	6 %	5 %	12 %	82 %	62 %
Average Response	3.66	3.94	3.00	2.84	3.30	4.41	4.13
Mentoring & Developing	59 %	67 %	11 %	14 %	16 %	87 %	70 %
Average Response	4.10	4.07	3.01	3.18	3.30	4.61	4.27
Interpersonal Intelligence	21 %	50 %	5 %	5 %	5 %	78 %	68 %
Average Response	3.57	3.86	2.68	2.90	3.08	4.30	4.17
Self-Awareness	21 %	41 %	5 %	5 %	5 %	80 %	56 %
Average Response	3.48	3.76	2.93	3.06	3.14	4.19	3.94
Selfless Leader	38 %	74 %	29 %	19 %	32 %	88 %	73 %
Average Response	3.56	3.97	3.47	3.30	3.46	4.31	4.10
Balance	67 %	14 %	18 %	16 %	8 %	26 %	26 %
Average Response	3.67	3.18	3.00	3.00	2.91	3.27	3.33
Composure	19 %	33 %	5 %	5 %	5 %	68 %	50 %
Average Response	3.28	3.68	2.50	2.72	2.79	4.21	3.97
Personal Learner	8 %	48 %	5 %	7 %	6 %	84 %	59 %
Average Response	3.47	3.94	2.74	3.16	3.26	4.43	4.12
Authenticity	33 %	61 %	6 %	6 %	14 %	84 %	68 %
Average Response	3.92	4.17	3.24	3.34	3.63	4.52	4.33
Integrity	29 %	44 %	5 %	5 %	15 %	73 %	57 %
Average Response	4.00	4.20	3.19	3.34	3.77	4.52	4.35
Courageous Authenticity	46 %	75 %	28 %	25 %	23 %	88 %	78 %
Average Response	3.79	4.11	3.32	3.35	3.44	4.52	4.30

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)

Jane Sample

2020	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	20	1	1	4	7	7
Systems Awareness	46 %	69 %	28 %	25 %	12 %	87 %	71 %
Average Response	3.73	3.94	3.37	3.38	3.23	4.34	4.11
Community Concern	49 %	74 %	42 %	43 %	12 %	88 %	71 %
Average Response	3.63	3.99	3.55	3.59	3.09	4.43	4.13
Sustainable Productivity	44 %	74 %	13 %	16 %	18 %	88 %	79 %
Average Response	3.83	4.07	3.16	3.33	3.41	4.45	4.28
Systems Thinker	52 %	52 %	36 %	20 %	15 %	72 %	51 %
Average Response	3.77	3.71	3.37	3.14	3.18	4.06	3.81
Achieving	35 %	57 %	15 %	10 %	7 %	81 %	61 %
Average Response	3.78	4.00	3.25	3.20	3.28	4.46	4.17
Strategic Focus	36 %	55 %	19 %	13 %	9 %	77 %	61 %
Average Response	3.72	3.95	3.22	3.17	3.27	4.38	4.14
Purposeful & Visionary	39 %	57 %	14 %	18 %	6 %	82 %	61 %
Average Response	3.75	3.95	3.05	3.25	3.06	4.47	4.14
Achieves Results	27 %	41 %	14 %	6 %	9 %	71 %	47 %
Average Response	3.86	4.06	3.46	3.25	3.50	4.47	4.18
Decisiveness	46 %	69 %	29 %	10 %	15 %	88 %	68 %
Average Response	4.00	4.18	3.50	3.15	3.46	4.71	4.31

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

Jane Sample

2020	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	20	1	1	4	7	7
Controlling	76 %	36 %	77 %	77 %	76 %	14 %	33 %
Average Response	3.03	2.33	2.87	2.97	2.95	1.93	2.19
Perfect	61 %	44 %	37 %	28 %	32 %	44 %	60 %
Average Response	3.63	3.26	3.02	2.88	3.01	3.32	3.46
Driven	78 %	63 %	52 %	48 %	64 %	48 %	70 %
Average Response	4.00	3.25	3.06	3.06	3.28	3.11	3.42
Ambition	37 %	9 %	36 %	55 %	26 %	3 %	20 %
Average Response	2.63	2.01	2.29	2.74	2.32	1.62	2.12
Autocratic	81 %	42 %	86 %	83 %	84 %	19 %	34 %
Average Response	2.98	2.23	3.00	3.02	3.02	1.78	1.98
Protecting	91 %	61 %	94 %	89 %	92 %	23 %	58 %
Average Response	2.94	2.07	2.83	2.74	2.74	1.57	1.97
Arrogance	88 %	31 %	74 %	84 %	53 %	13 %	40 %
Average Response	3.00	1.62	2.32	2.66	2.00	1.12	1.64
Critical	89 %	60 %	91 %	68 %	95 %	26 %	52 %
Average Response	2.97	2.01	2.74	2.25	2.89	1.53	1.84
Distance	81 %	79 %	95 %	94 %	96 %	40 %	70 %
Average Response	2.87	2.41	3.24	3.15	3.13	1.90	2.29
Complying	63 %	20 %	81 %	86 %	61 %	6 %	32 %
Average Response	2.46	1.91	2.67	2.80	2.32	1.46	1.90
Passive	84 %	43 %	87 %	92 %	89 %	14 %	40 %
Average Response	2.48	1.76	2.59	2.70	2.45	1.25	1.62
Belonging	41 %	14 %	65 %	74 %	26 %	6 %	35 %
Average Response	2.43	2.04	2.73	2.88	2.16	1.61	2.19
Pleasing	21 %	6 %	47 %	53 %	11 %	6 %	18 %
Average Response	2.41	2.03	2.75	2.86	2.07	1.74	2.09
Conservative	41 %	43 %	44 %	85 %	42 %	20 %	66 %
Average Response	2.81	3.01	3.00	3.80	2.97	2.62	3.29

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

Jane Sample	Self Percentile	Evaluator Percentile
Dimensions		
Critical	89 %	60 %
Arrogance	88 %	31 %
Passive	84 %	43 %
Distance	81 %	79 %
Autocratic	81 %	42 %
Driven	78 %	63 %
Balance	67 %	14 %
Perfect	61 %	44 %
Mentoring & Developing	59 %	67 %
Systems Thinker	52 %	52 %
Community Concern	49 %	74 %
Decisiveness	46 %	69 %
Courageous Authenticity	46 %	75 %
Sustainable Productivity	44 %	74 %
Conservative	41 %	43 %
Belonging	41 %	14 %
Caring Connection	41 %	41 %
Purposeful & Visionary	39 %	57 %
Selfless Leader	38 %	74 %
Ambition	37 %	9 %
Strategic Focus	36 %	55 %
Integrity	29 %	44 %
Achieves Results	27 %	41 %
Collaborator	23 %	53 %
Pleasing	21 %	6 %
Interpersonal Intelligence	21 %	50 %
Composure	19 %	33 %
Fosters Team Play	13 %	53 %
Personal Learner	8 %	48 %
Summary Dimensions		
Protecting	91 %	61 %
Controlling	76 %	36 %
Complying	63 %	20 %
Systems Awareness	46 %	69 %
Achieving	35 %	57 %
Authenticity	33 %	61 %
Relating	26 %	53 %
Self-Awareness	21 %	41 %
Summary Measures		
Relationship-Task Balance	70 %	84 %
Leadership Effectiveness	57 %	64 %
Leadership Potential	43 %	81 %
Utilization		
Reactive-Creative Scale	18 %	65 %

Sorted by Evaluator Percentile

Jane Sample	Self Percentile	Evaluator Percentile
Dimensions		
Distance	81 %	79 %
Courageous Authenticity	46 %	75 %
Sustainable Productivity	44 %	74 %
Community Concern	49 %	74 %
Selfless Leader	38 %	74 %
Decisiveness	46 %	69 %
Mentoring & Developing	59 %	67 %
Driven	78 %	63 %
Critical	89 %	60 %
Purposeful & Visionary	39 %	57 %
Strategic Focus	36 %	55 %
Collaborator	23 %	53 %
Fosters Team Play	13 %	53 %
Systems Thinker	52 %	52 %
Interpersonal Intelligence	21 %	50 %
Personal Learner	8 %	48 %
Perfect	61 %	44 %
Integrity	29 %	44 %
Conservative	41 %	43 %
Passive	84 %	43 %
Autocratic	81 %	42 %
Achieves Results	27 %	41 %
Caring Connection	41 %	41 %
Composure	19 %	33 %
Arrogance	88 %	31 %
Belonging	41 %	14 %
Balance	67 %	14 %
Ambition	37 %	9 %
Pleasing	21 %	6 %
Summary Dimensions		
Systems Awareness	46 %	69 %
Protecting	91 %	61 %
Authenticity	33 %	61 %
Achieving	35 %	57 %
Relating	26 %	53 %
Self-Awareness	21 %	41 %
Controlling	76 %	36 %
Complying	63 %	20 %
Summary Measures		
Relationship-Task Balance	70 %	84 %
Leadership Potential	43 %	81 %
Utilization		
Reactive-Creative Scale	18 %	65 %
Leadership Effectiveness	57 %	64 %

Feedback Comments

In your opinion, what is this person's greatest leadership asset, skill or talent and what suggestions do you have for leveraging this?

Jane is not afraid of taking on the more difficult tasks of leadership, including performance management and disciplinary action. She has a strong work ethic and has high expectations of herself and others. She is very good at identifying scope and boundaries and ensuring that staff work within the parameters of guidelines and procedure/policies. Jane contributes well to the development of work guidelines/work instructions and could make valuable contributions to community health leadership if she was able to have more input into "how we do what we do".

Jane is committed to providing consumer focused services, and works hard to ensure clients receive a good and timely service, including undertaking clinical work herself. this is good role modelling to her team about what is expected in service delivery, though she may compromise herself at times in doing this.

Jane's greatest leadership asset is her ability to see the bigger picture and not get influenced by the negative

Her knowledge of the local setting and local culture to influence change

Honesty and having the difficult conversations.

Sound knowledge base and excellent with communication

Always remains person centred and views situations from the client perspective.

She is committed 100% to improving services provided.

The ability to communicate in a professional yet friendly manner and build trust with the people she works with. Also very approachable and supportive.

Good communicator, understands the role of the people she manages. Works hard to find solutions to complex situations. Wealth of knowledge.

Ethical frameworks, compassion for clients and energy for the job.

Great knowledge of the systems and can usually back up decisions or give explanation for what has happened. Carries work out in a timely manner. Keeps communication pathways open. respectful of family life as well as work. supportive of learning and professional development

Organised with scheduled tasks - reliability

Jane is able to effectively consider the needs of multiple parties: staff, clients and service to ensure the needs of all parties are considered and makes an informed decisions that best meet the needs of those involved. She will actively establish systems to support the work of the staff she manages to improve outcomes as best possible for all parties.

Jane is interested in listening to people and offering sound advice if it is asked for. She doesn't go with popular opinion she will give an honest answer and honest thoughts. generally she has a positive outlook on situations and recognises the impact that members of the team have on processes and team dynamics

Authenticity in communication, concern and decision making.

Knowledge & willingness to share it
Development of team members & supportive leadership
Honesty

Feedback Comments

In your opinion, what is this person's greatest leadership challenge or area for development and what suggestions do you have for handling this?

At times, Jane struggles under the weight of her standards. She feels as if she is the only one able to complete certain tasks and this can result in her feeling isolated and overwhelmed. Jane needs to be surrounded by people she trusts so that she can delegate tasks and know that they will be completed in a way which meets her standards.

It seems to me that Jane has struggled with the changes in leadership with the formation of a new department. Jane wants to lead her team her way and feels constrained or conflicted by regional approaches or regional leadership. Jane has many challenges in her team to manage, and embracing the support offered by her manager and peers to share the load and pressures may add balance to her work life.

Jane seems to struggle with managing her own stressors or triggers at times and this can have an impact on her peers, and presumably her team. I think it would be good if Jane could use this coaching process to explore this and develop strategies for managing and maintaining equilibrium in her leadership.

Jane's greatest leadership challenge is dealing with stress caused by others. She needs to pick her battles as you can't always win them all

Capacity to listen carefully and construct collaborative outcomes

Jane can at times be too direct. Needs to consider her audience and adapt approach to achieve the desired outcomes.

To work within our limitations of the organisation

Can appear quite abrupt at times which may put staff offside.
Slowing down the conversation and listening to what the other person is saying would help foster strong relationships.

being able to handle the pressures attached to this position and continue to focus on the future. Continue to strive improvement and continue to surround yourself with likeminded people who can offer support.

On some occasions delegating tasks to others

Keeping up with the constantly changing health care changes within the outpatients/community/inpatients spheres to ensure we are providing a great cost effective service. Is not just a challenge for Jane but everybody working in community services

NII

Can sometimes fast track certain situations without listening to all details. Take time to listen to full story and negotiate problem solving or outcomes.

Managing frustration

Jane is always open and approachable. At times she can be rushed in her conversations and you feel you need to be quick in the discussions you have. While this is great to be direct and succinct it would be helpful to slow the pace of the conversation and create more space for people to feel comfortable to share their opinions without feeling rushed.

Bringing sub groups together to a united vision, as well as she currently motivates individuals.
Facilitating opportunities for joint goals to be explored and collaborated upon.

Integrating Complex team dynamics to focus on strategic future of service

Feedback Comments

What have you observed about this person about which you would like to provide additional feedback to him/her that may not have been previously addressed in this assessment?

I really enjoy working with Jane - whether she knows it or not, she has been a great support to me in my leadership journey.

Jane has a wealth of experience that she brings to the organisation and she is not frightened to challenge the status quo. At times I think she becomes exhausted by trying to change entrenched ways and frustrated about compromising with others for a regional approach that she "gives" up or puts it aside and lets things slide for a while. She probably loses momentum in this situation and then becomes more frustrated with the challenge to resume and progress again. I encourage Jane to stick with it, she is the right person to lead the nursing team and hopefully with the added time for her to focus on nursing only she will be able to achieve what she has been trying to for a while now.

Jane is a confident leader with a great deal of knowledge and experience across many areas. She fights for her staff and patients to ensure that they receive the best possible care.

High levels of commitment to clients and the organisation are clearly evident that will benefit all staff and clients when the relationships and systems are established in a collaborative manner.

She is strong consistent leader with great understanding

Dedicated, ethical and hard working despite the difficulties that she faces on a daily basis, but often doesn't ask for help from peers when they may be able to assist. This creates added pressure on her that could be alleviated, which impacts on her relationships with her team and colleagues.

That this person is passionate about all she does and needs to stand by her beliefs in a hostile environment.

Jane has great leadership skills and is a very supportive team leader who encourages growth and further development of skills while supporting each team member holistically. She is also a very understanding and empathetic person who always strives to go above and beyond for her staff on an individual and team level.

nothing else

Thank you for your commitment to us.

Very thorough in attending to incidents / tasks.

Supportive of staff and very good at allowing staff to accept responsibilities and provide care independently without constant monitoring, Trusting of staff members which is appreciated.

Jane is a supportive and considerate leader. She balances her role well in terms of best possible outcomes for all parties. She is willing to take on board areas that require change within the organisation and will actively support staff to improve work process where possible.

Jane is very open and giving in her support to others as professionals and as individuals. She is a partner in communication rather than just a deliverer of information and is able to listen to a conflicting opinion and adjust her position transparently if warranted. It is very clear in her actions that she is motivated by genuine concern for her colleagues and the community.

Does not receive the recognition deserved for the everyday supportive leadership shown to many

End of Jane Sample's Report

