

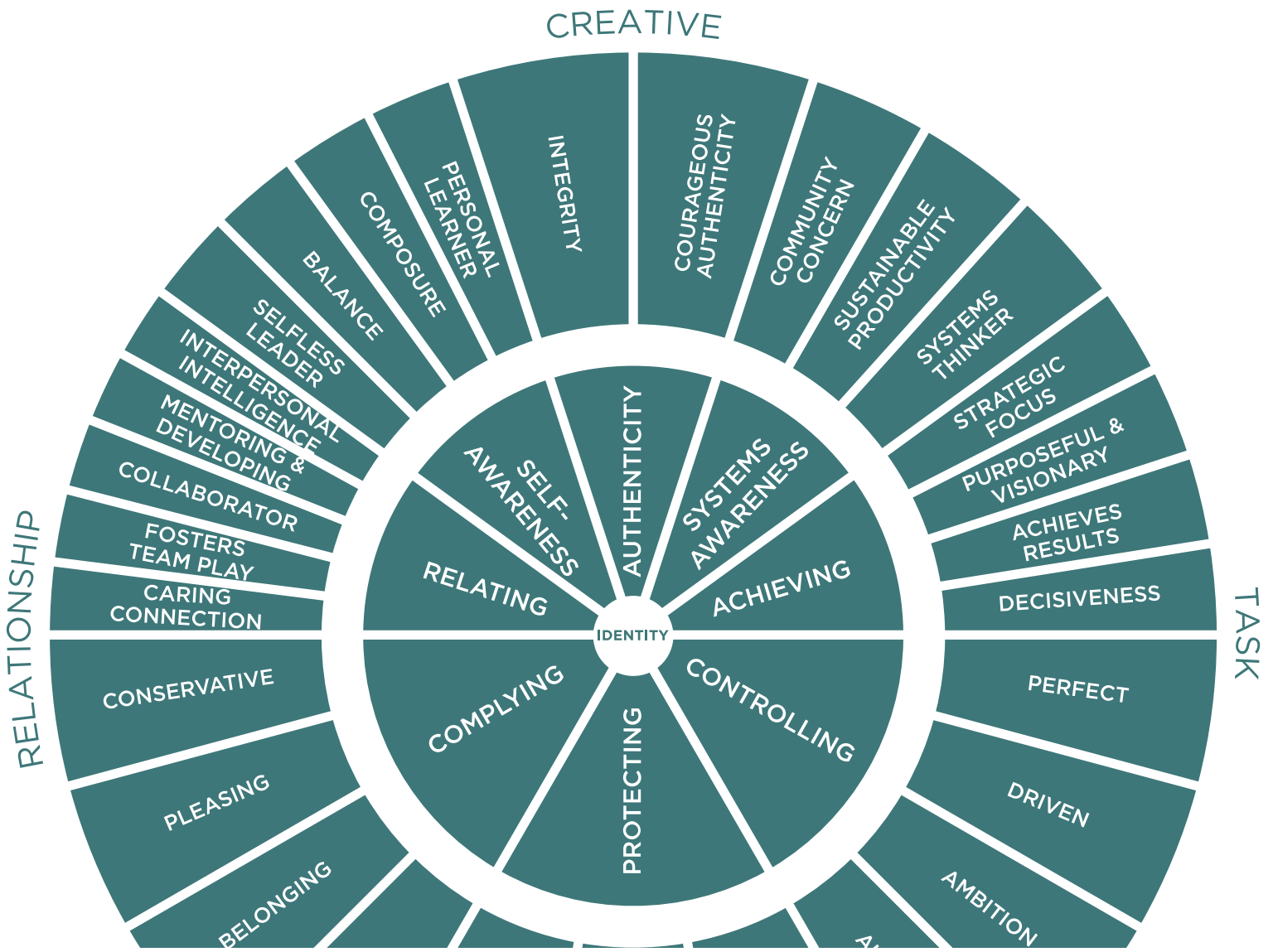
# LEADERSHIP CIRCLE.™

## Leadership Circle Profile™

v1.1.0

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Congratulations! You are participating in the most comprehensive leadership assessment system available. The Leadership Circle Profile is unique for two reasons. First, we all know that great leadership is a complex mix of competency and inner states of being. This is the first competency tool to measure both the inner and outer aspects of leadership. Second, your report is much more than just a list of behavioral competencies. It is organized into a very powerful system for understanding human behavior and development, as well as for making sense of the interrelationships between the many dimensions of your self that are being evaluated.

All your results are profiled in one large circular graph. This is to symbolize wholeness— your wholeness. We start with the assumption that you are a marvelously complex and beautifully integrated whole person. This Profile tries to do justice to that.

What follows is your LCP report. Each section of the report is associated with an icon you can find in the header.

## TABLE OF CONTENTS

-  **LEADERSHIP CIRCLE PROFILE:** Description of the profile.
-  **WRITTEN COMMENTS:** Write in Comments from evaluators.
-  **GRAPH RESULTS:** Self and evaluator results on LCP graph.
-  **REPORT SUMMARY:** High level summary of your leadership.
-  **DATA AND GRAPHS BY RATER CATEGORY:** Graphs by rater category and data on each dimension in this report as well as the items associated with each dimension.
-  **SORTS:** Results are sorted from highest to lowest.

## LEADERSHIP CIRCLE PROFILE DESCRIPTION

### CREATIVE AND REACTIVE LEADERSHIP

The Leadership Circle Profile (LCP) is divided into two hemispheres. The top half of the Profile is labeled Creative, and the lower half, Reactive. The top half displays your results on an array of 18 Creative Competencies that contribute to your effectiveness. The bottom half displays your results on an array of 11 Reactive Tendencies that limit your effectiveness.

The inner circle displays eight dimensions. Each of these dimensions is a summary score for the dimensions in the outer circle. The location of dimensions within the circle illustrates the relationship between dimensions. Adjacent dimensions describe similar behavior patterns that are positively correlated. Dimensions on opposite sides of the circle are opposing behavior patterns and are inversely correlated.



The LCP is unique in that it reveals your Operating System: Internal assumptions (beliefs) that run behavior in both domains. This allows you to see how your inner world of thought translates into a productive or unproductive style of leadership. Ultimately, the LCP increases the inner awareness that affects outward behavior.

### RELATIONSHIP AND TASK LEADERSHIP

The left half of the Profile has to do with the nature of your Relationships with people and groups. The right half of the Profile has to do with achieving Tasks (getting the job done creatively and effectively). The goal here is good balance so that you can achieve results and develop people simultaneously.



### PERCENTILES

The Percentile indicates where you rank compared with global leaders in our norm group. Scores above the 67th percentile are to be considered high, and scores below the 33rd percentile are to be considered low. Any scores that fall between 33% to 67% suggest that you will need to do some reflection on which aspects of high descriptions and which aspects of low descriptions apply to you.

### SCORES

The survey asked you and your evaluators to answer questions using the below rating scale.



## Leadership Circle Profile : Feedback Comments

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

Jenny's greatest leadership asset is her exceptional ability to build strong relationships and foster teamwork. Her talent for connecting with team members on a personal level creates a positive and collaborative work environment. To leverage this asset further, Jenny can focus on cultivating strong interpersonal relationships by actively engaging with her team, showing genuine care and empathy, and promoting a sense of belonging. By fostering strong relationships, Jenny can enhance trust, collaboration, and overall team performance.

In my opinion, Jenny's greatest leadership asset is her ability to communicate effectively with her team. She has a talent for explaining complex ideas in simple terms, and she also listens actively to her team's ideas and concerns. To leverage this skill, I suggest that Jenny continues to prioritize communication, by holding regular team meetings and one-on-one check-ins to ensure that everyone is on the same page.

In my assessment, Jenny's greatest leadership asset is her exceptional problem-solving skills. She has an innate ability to analyze complex situations, identify key issues, and generate innovative solutions. Her sharp intellect and analytical mindset enable her to navigate challenges effectively and make well-informed decisions.

Jenny's greatest leadership asset is her exceptional ability to inspire and motivate her team. She creates a positive work environment and fosters collaboration through strong relationships. To leverage this asset, Jenny can focus on cultivating interpersonal connections and promoting a sense of belonging.

Jenny's greatest leadership asset is her ability to listen to others. She should leverage this skill by continuing to create an environment where people feel comfortable sharing their ideas and opinions.

## Leadership Circle Profile : Feedback Comments

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

One of Jenny's greatest leadership challenges or areas for development is the ability to delegate effectively. I suggest that Jenny identify the strengths and weaknesses of her team members. She should assign tasks that align with the team member's strengths, which will help them build their skills and confidence. She should provide regular feedback to ensure that team members are performing well and that the work is aligned with the organization's goals. By delegating effectively, Jenny can free up time to focus on more significant tasks and empower her team members to develop their skills and take on more responsibilities.

Jenny's greatest leadership challenge lies in managing conflict and difficult conversations. While she excels in building relationships, she may struggle when faced with conflicts or addressing sensitive issues. To address this challenge, Jenny can focus on developing her skills in conflict resolution and constructive feedback. Additionally, creating a culture of open communication and providing a safe space for team members to express concerns can help in addressing conflicts early on and preventing escalation.

Jenny's greatest leadership challenge or area for development is delegation. While she excels in problem-solving and taking ownership of tasks, she tends to take on too much herself, which can lead to overwhelm and limited team engagement.

Jenny's greatest leadership challenge is her tendency to avoid conflict. She should handle this by learning how to address issues head-on in a respectful and constructive way.

## Leadership Circle Profile : Feedback Comments

***What have you observed about this leader that may not have been previously addressed in this assessment and for which you would like to provide additional feedback?***

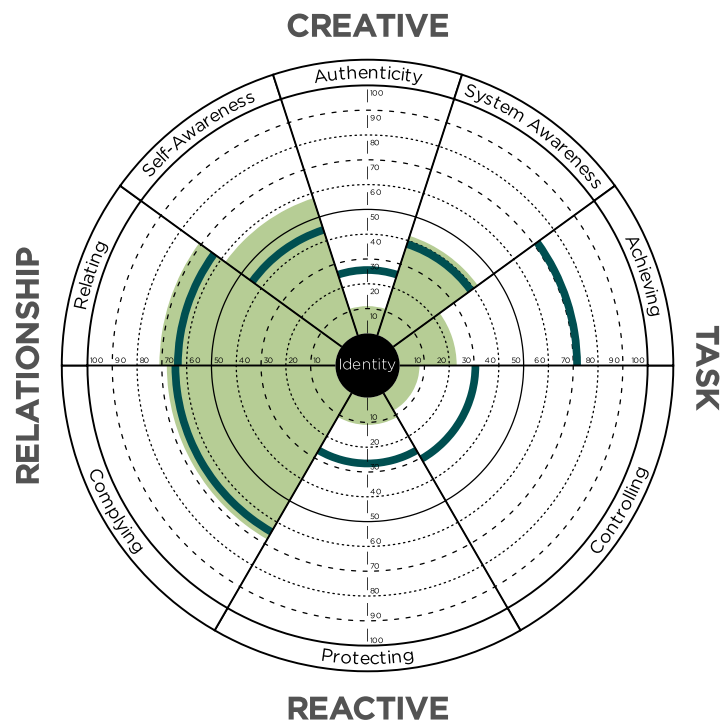
In addition to the strengths and challenges mentioned, one observation about Jenny is her exceptional ability to adapt to change. She readily embraces new ideas, approaches, and challenges, and demonstrates flexibility in adjusting strategies as needed. This adaptability allows her to navigate through uncertain situations with ease. To further enhance this quality, Jenny can continue fostering a growth mindset within herself and her team, encouraging a culture of learning and resilience. By embracing change and encouraging others to do the same, Jenny can foster an environment that thrives on innovation and continuous improvement.

Regarding this leader, one notable observation that hasn't been addressed in this assessment is her ability to inspire and motivate her team. She possesses a charismatic presence and a natural talent for energizing others towards a common goal. Her enthusiasm and positive attitude have a significant impact on team morale and productivity.

Jenny is a very effective and empathetic leader. She is great at listening to her team members and providing them with the support and guidance they need to succeed. She is an excellent leader.



# Leadership Circle Profile: Inner Dimensions Graph

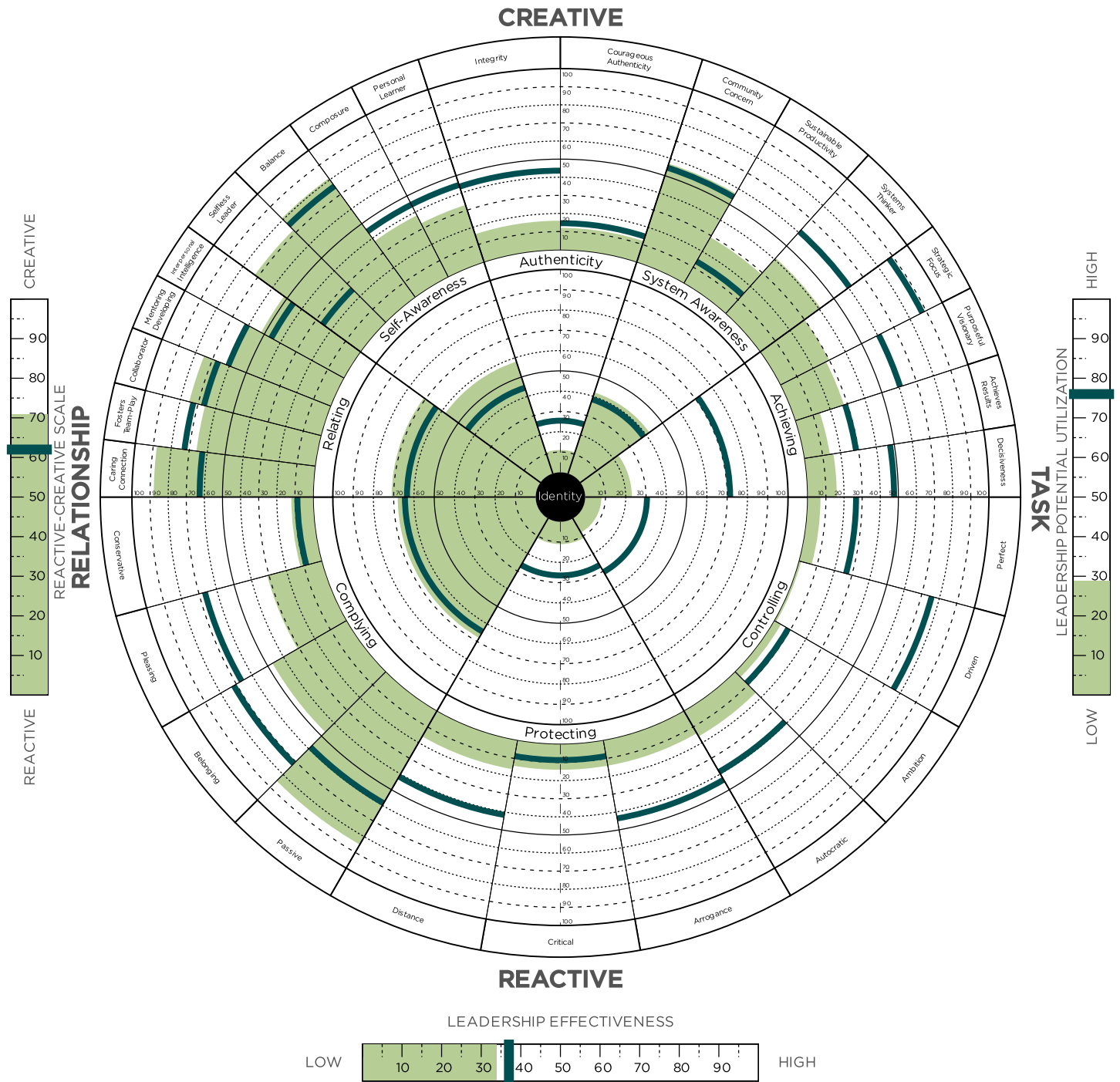
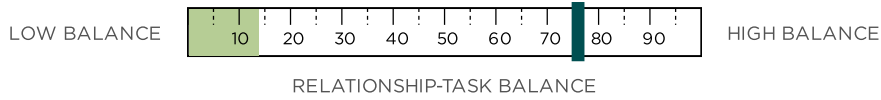


## KEY

- Self Assessment
- Others' Assessment



# Leadership Circle Profile: Outer Dimensions Graph



## KEY

- Self Assessment
- Others' Assessment



## Leadership Circle Profile: Reactive-Creative Scale

**Reactive-Creative Scale** reflects the degree of balance between the Creative dimensions and the Reactive dimensions. The percentile score here gives you a sense of how you compare to other leaders with respect to the amount of energy you put into reactive versus creative behavior. It suggests the degree to which your leadership, relationships, and goal-oriented behaviors come out of a creative or reactive orientation.

High scores in the Creative dimensions correlate to high levels of leadership effectiveness and business performance. A high score suggests that you live, relate, work and learn primarily from a creative orientation. This means that your focus is on creating—bringing into being—what you most want.

Scoring low on **Reactive-Creative Scale** does not mean that you are an unsuccessful person. It does suggest that there is another way of operating that results in higher performance and higher fulfillment.

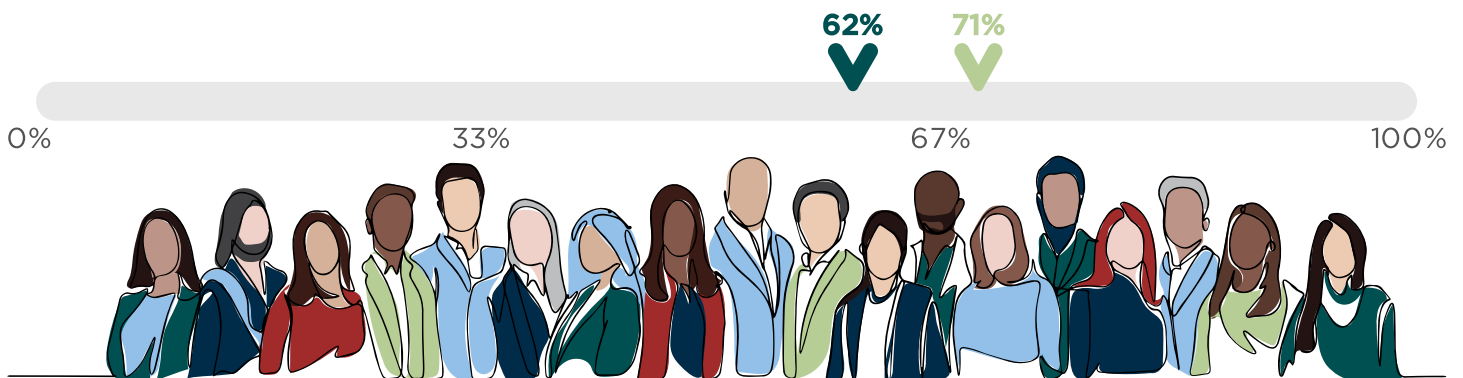


### Self Score 62<sup>th</sup> Percentile

Your self score placed at the **62<sup>th</sup> percentile** compared to how other global leaders rate themselves.

### Evaluator Score 71<sup>th</sup> Percentile

Your evaluator score is compared to the global norm group and ranks you at the **71<sup>th</sup> percentile** compared with other leaders.



## Leadership Circle Profile: Relationship-Task Balance

**Relationship-Task Balance** measures the degree of balance you show between the achievement competencies and the relationship competencies. It is a measure of the over, under or balanced development of either half of the equation (the people half or the task half) that makes for great leadership.

Leaders today need competencies in both the ability to achieve and the ability to form effective, growth enhancing, and synergistic relationships. Scoring high suggests that you are developing both.

Scoring low means that task and relationship are out of balance. That is, one is higher than the other is. The greater the imbalance in your scores, the lower your score will be for Relationship-Task Balance. Low scores suggest an imbalance in your leadership development.



### Self Score 76<sup>th</sup> Percentile

Your self score placed at the **76<sup>th</sup> percentile** compared to how other global leaders rate themselves.

### Evaluator Score 14<sup>th</sup> Percentile

Your evaluator score is compared to the global norm group and ranks you at the **14<sup>th</sup> percentile** compared with other leaders.

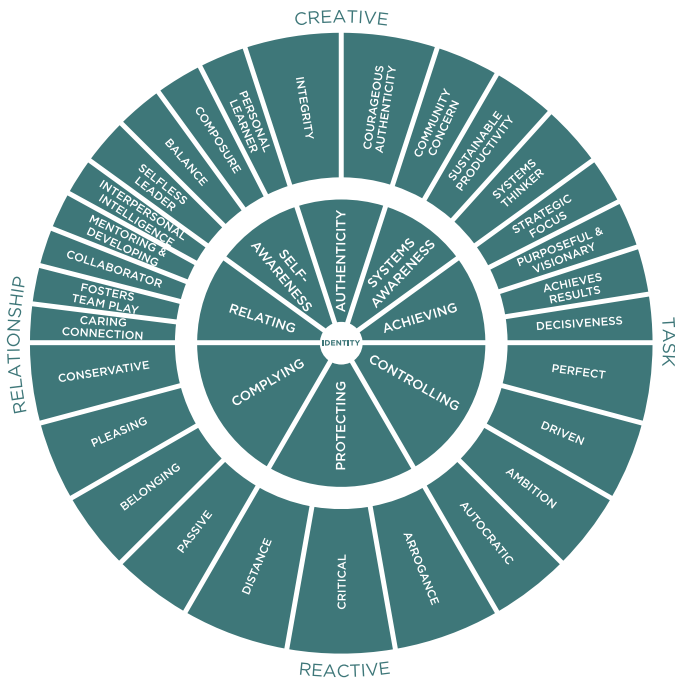


# Leadership Circle Profile: Leadership Potential Utilization

**Leadership Potential Utilization** is a bottom line measure that compares the overall score of the dimensions measured to that of other leaders who have taken this survey. It sorts through all the high and low scores to answer the question, "So, in the end, how am I doing?"

Scoring high here simply means that when all the dimensions are taken together, the strengths will outweigh the weaknesses. You cannot score high on this dimension unless there is significant strength in the Creative dimensions and relatively low scores in the Reactive dimensions.

Scoring low suggests that when all the dimensions are taken together, the weaknesses outweigh the strengths. It means that there is more energy going in the reactive direction than in the creative and/or that there is an imbalance in people and task competencies.



**Self Score**  
**76<sup>th</sup> Percentile**

Your self score placed at the **76<sup>th</sup> percentile** compared to how other global leaders rate themselves.

**Evaluator Score**  
**29<sup>th</sup> Percentile**






Your evaluator score is compared to the global norm group and ranks you at the **29<sup>th</sup> percentile** compared with other leaders.



## Leadership Circle Profile: Leadership Effectiveness

**Leadership Effectiveness** measures your perceived level of overall effectiveness as a leader. Leadership Effectiveness (as seen by others) has been shown to be significantly correlated to business outcomes such as ROI, employee job satisfaction, employee engagement, turnover, etc. Research suggests that a high score on Leadership Effectiveness is associated with strong bottom line performance and low scores are associated with poor business performance.

### Leadership Effectiveness Scale Questions

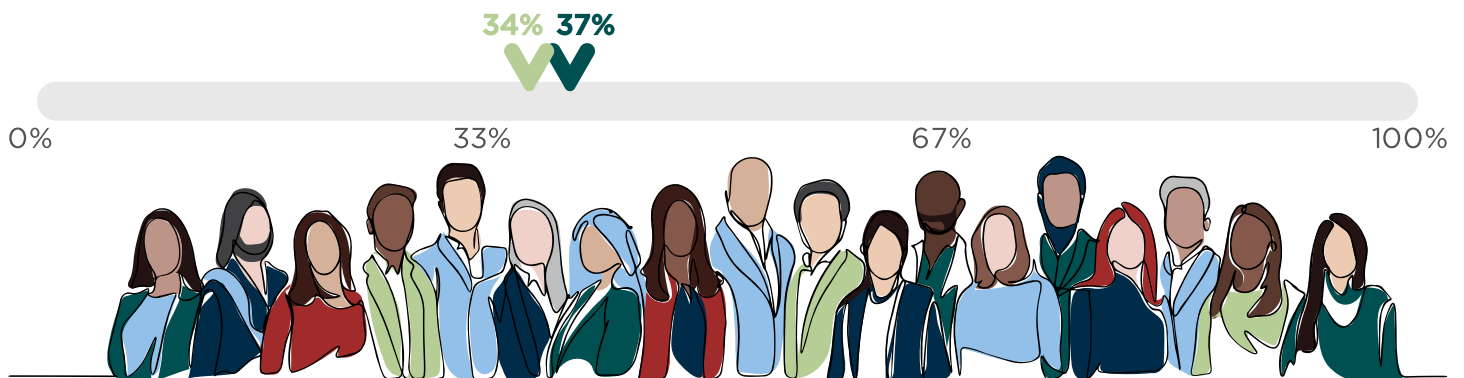
-  I am satisfied with the quality of leadership that this leader provides.
-  This leader is the kind of leader that others should aspire to become.
-  This leader is an example of an ideal leader.
-  This leader's leadership helps this organization to thrive.
-  Overall, this leader provides very effective leadership.

### Self Score 37<sup>th</sup> Percentile

Your self score placed at the **37<sup>th</sup> percentile** compared to how other global leaders rate themselves.

### Evaluator Score 34<sup>th</sup> Percentile

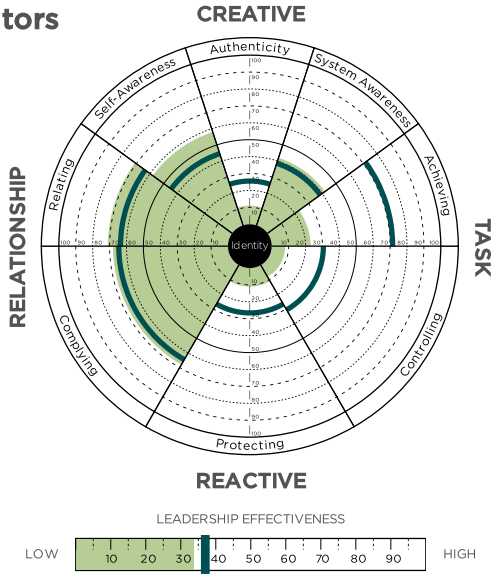
Your evaluator score is compared to the global norm group and ranks you at the **34<sup>th</sup> percentile** compared with other leaders.



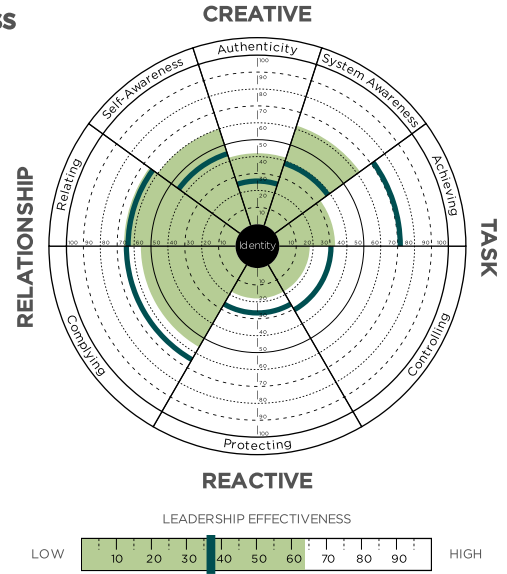


# Leadership Circle Profile: GRAPHS BY RATER CATEGORY

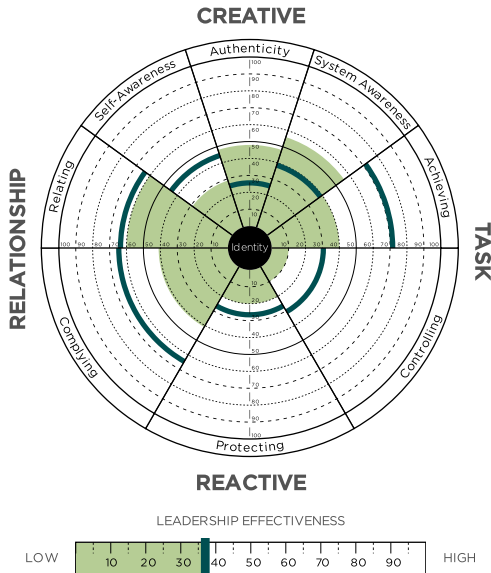
All Evaluators



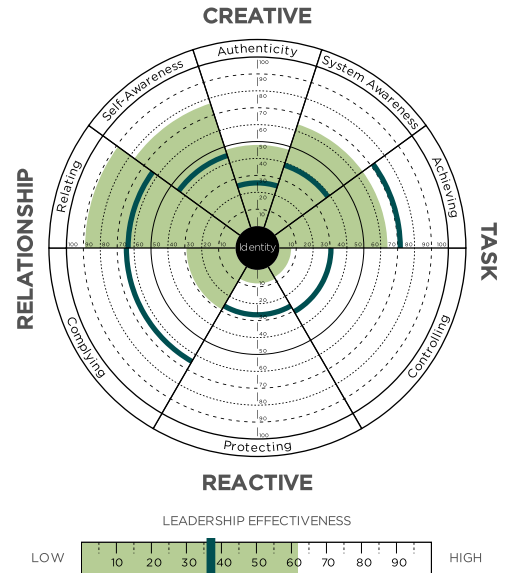
Boss' Boss



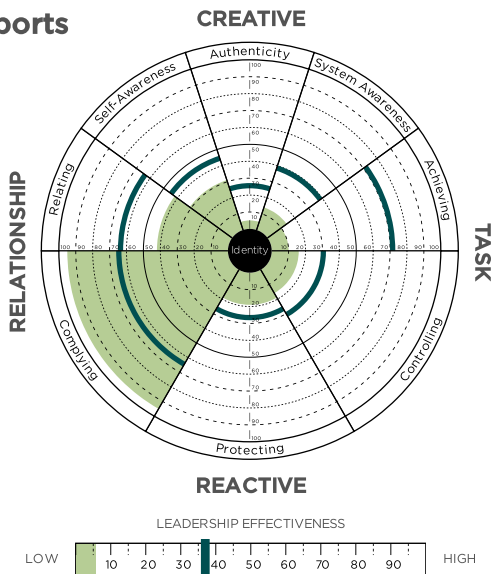
Boss



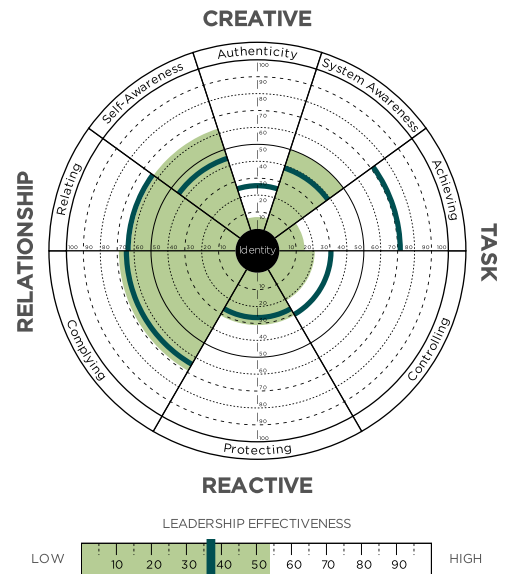
Peers



Direct Reports



Other





# Leadership Circle Profile: Data

## PERCENTILE SCORES: COMPARISON TO THE NORM GROUP

Average Response on a 5 - Point Scale

	Self Evaluations	Evaluators	Boss' Boss	Boss	Peers	Direct Reports	Other
Number of Assessors	1	11	1	1	3	3	3
Relating	62.0 %	71.0 %	66.0 %	60.0 %	89.0 %	42.0 %	62.0 %
Average Response	4.08	4.09	4.05	3.98	4.37	3.86	4.11
Self Awareness	43.0 %	58.0 %	60.0 %	29.0 %	77.0 %	31.0 %	63.0 %
Average Response	3.72	3.87	3.9	3.53	4.04	3.65	4.02
Authenticity	24.0 %	11.0 %	42.0 %	48.0 %	48.0 %	5.0 %	7.0 %
Average Response	3.8	3.74	3.93	4.05	4.02	3.43	3.61
Systems Awareness	37.0 %	42.0 %	62.0 %	56.0 %	64.0 %	14.0 %	50.0 %
Average Response	3.61	3.72	3.87	3.79	3.87	3.35	3.86
Achieving	70.0 %	23.0 %	33.0 %	40.0 %	64.0 %	10.0 %	15.0 %
Average Response	4.16	3.71	3.55	3.74	4.03	3.54	3.62
Controlling	29.0 %	8.0 %	18.0 %	10.0 %	7.0 %	16.0 %	21.0 %
Average Response	2.34	1.86	1.78	1.68	1.7	1.97	2.0
Protecting	25.0 %	11.0 %	18.0 %	20.0 %	8.0 %	19.0 %	31.0 %
Average Response	1.83	1.47	1.31	1.46	1.32	1.5	1.63
Complying	63.0 %	68.0 %	56.0 %	41.0 %	29.0 %	95.0 %	69.0 %
Average Response	2.46	2.32	2.29	2.13	1.99	2.75	2.29
Reactive-Creative Scale	62.0 %	71.0 %	71.0 %	73.0 %	89.0 %	38.0 %	55.0 %
Relationship-Task Balance	76.0 %	14.0 %	33.0 %	58.0 %	38.0 %	10.0 %	8.0 %
Leadership Potential Utilization	76.0 %	29.0 %	52.0 %	69.0 %	69.0 %	15.0 %	18.0 %
Leadership Effectiveness	37.0 %	34.0 %	64.0 %	36.0 %	62.0 %	6.0 %	54.0 %
Average Response	3.4	3.7	4.0	3.6	4.0	3.1	4.1





# Leadership Circle Profile: Data

## CREATIVE DIMENSIONS

PERCENTILE SCORES: COMPARISON TO THE NORM GROUP

	Self Evaluations	Evaluators	Boss' Boss	Boss	Peers	Direct Reports	Other
Number of Assessors	1	11	1	1	3	3	3
<b>Relating</b>	62.0 %	71.0 %	66.0 %	60.0 %	89.0 %	42.0 %	62.0 %
Average Response	4.08	4.09	4.05	3.98	4.37	3.86	4.11
Caring Connection	61.0 %	88.0 %	71.0 %	72.0 %	96.0 %	80.0 %	67.0 %
Average Response	4.0	4.38	4.18	4.18	4.77	4.32	4.17
Fosters Team-Play	71.0 %	66.0 %	58.0 %	57.0 %	82.0 %	48.0 %	58.0 %
Average Response	4.33	4.13	4.0	4.0	4.33	4.0	4.14
Collaborator	65.0 %	75.0 %	60.0 %	36.0 %	93.0 %	38.0 %	77.0 %
Average Response	4.16	4.15	4.0	3.68	4.5	3.83	4.34
Mentoring Developing	59.0 %	61.0 %	67.0 %	80.0 %	79.0 %	38.0 %	42.0 %
Average Response	4.1	4.0	4.08	4.35	4.22	3.76	3.89
Interpersonal Intelligence	44.0 %	52.0 %	65.0 %	48.0 %	75.0 %	19.0 %	56.0 %
Average Response	3.87	3.87	4.0	3.79	4.09	3.5	4.0
<b>Self Awareness</b>	43.0 %	58.0 %	60.0 %	29.0 %	77.0 %	31.0 %	63.0 %
Average Response	3.72	3.87	3.9	3.53	4.04	3.65	4.02
Selfless Leader	24.0 %	72.0 %	76.0 %	51.0 %	76.0 %	46.0 %	71.0 %
Average Response	3.37	3.95	4.2	3.79	4.0	3.72	4.08
Balance	74.0 %	81.0 %	74.0 %	92.0 %	65.0 %	71.0 %	77.0 %
Average Response	3.83	4.03	4.0	4.5	3.83	4.0	4.11
Composure	43.0 %	38.0 %	27.0 %	5.0 %	82.0 %	38.0 %	37.0 %
Average Response	3.72	3.74	3.39	2.22	4.28	3.78	3.8
Personal Learner	43.0 %	33.0 %	59.0 %	49.0 %	61.0 %	5.0 %	58.0 %
Average Response	4.0	3.81	4.0	3.89	4.0	3.24	4.11
<b>Authenticity</b>	24.0 %	11.0 %	42.0 %	48.0 %	48.0 %	5.0 %	7.0 %
Average Response	3.8	3.74	3.93	4.05	4.02	3.43	3.61
Integrity	42.0 %	16.0 %	49.0 %	69.0 %	47.0 %	5.0 %	19.0 %
Average Response	4.19	3.95	4.19	4.5	4.15	3.5	3.95
Courageous Authenticity	13.0 %	12.0 %	37.0 %	23.0 %	52.0 %	11.0 %	5.0 %
Average Response	3.17	3.4	3.5	3.32	3.82	3.32	3.06



# Leadership Circle Profile: Data

## CREATIVE DIMENSIONS (CONTINUED)

Questions Related to Each Dimension

Relating	
Caring Connection	<p>I connect deeply with others.</p> <p>I form warm and caring relationships.</p> <p>I am compassionate.</p>
Fosters Team-Play	<p>I create a positive climate that supports people doing their best.</p> <p>I share leadership.</p> <p>I promote high levels of teamwork through my leadership style.</p>
Collaborator	<p>I negotiate for the best interest of both parties.</p> <p>I work to find common ground.</p> <p>I create common ground for agreement.</p>
Mentoring Developing	<p>I help Direct Reports create development plans.</p> <p>I help people learn, improve, and change.</p> <p>I provide feedback focused on professional growth.</p> <p>I am a people builder/developer.</p>
Interpersonal Intelligence	<p>I display a high degree of skill in resolving conflict.</p> <p>I take responsibility for my part of relationship problems.</p> <p>I directly address issues that get in the way of team performance.</p> <p>I listen openly to criticism and ask questions to further understand.</p> <p>In a conflict, I accurately restate the opinions of others.</p>
Self Awareness	
Selfless Leader	<p>I get the job done with no need to attract attention to myself.</p> <p>I lead in ways that others say, 'we did it ourselves.'</p> <p>I am relatively uninterested in personal credit.</p> <p>I act with humility.</p> <p>I take forthright action without needing recognition.</p>
Balance	<p>I find enough time for personal reflection.</p> <p>I balance work and personal life.</p>
Composure	<p>I am composed under pressure.</p> <p>I handle stress and pressure very well.</p> <p>I am a calming influence in difficult situations.</p>
Personal Learner	<p>I personally search for meaning.</p> <p>I investigate the deeper reality that lies behind events/circumstances.</p> <p>I learn from mistakes.</p> <p>I examine the assumptions that lie behind my actions.</p>
Authenticity	
Integrity	<p>I lead in a manner that is completely aligned with my values.</p> <p>I exhibit personal behavior consistent with my values.</p> <p>I hold to my values during good and bad times.</p>
Courageous Authenticity	<p>I speak directly even on controversial issues.</p> <p>I am courageous in meetings.</p> <p>I surface the issues others are reluctant to talk about.</p>





# Leadership Circle Profile: Data

## CREATIVE DIMENSIONS

PERCENTILE SCORES: COMPARISON TO THE NORM GROUP

	Self Evaluations	Evaluators	Boss' Boss	Boss	Peers	Direct Reports	Other
Number of Assessors	1	11	1	1	3	3	3
<b>Systems Awareness</b>	37.0 %	42.0 %	62.0 %	56.0 %	64.0 %	14.0 %	50.0 %
Average Response	3.61	3.72	3.87	3.79	3.87	3.35	3.86
Community Concern	53.0 %	57.0 %	69.0 %	62.0 %	76.0 %	28.0 %	44.0 %
Average Response	3.68	3.8	4.0	3.87	4.04	3.5	3.78
Sustainable Productivity	12.0 %	29.0 %	65.0 %	63.0 %	38.0 %	11.0 %	40.0 %
Average Response	3.33	3.68	4.0	4.0	3.67	3.33	3.83
Systems Thinker	59.0 %	41.0 %	42.0 %	33.0 %	67.0 %	11.0 %	66.0 %
Average Response	3.86	3.62	3.5	3.37	3.86	3.14	4.0
<b>Achieving</b>	70.0 %	23.0 %	33.0 %	40.0 %	64.0 %	10.0 %	15.0 %
Average Response	4.16	3.71	3.55	3.74	4.03	3.54	3.62
Strategic Focus	86.0 %	30.0 %	48.0 %	64.0 %	68.0 %	11.0 %	18.0 %
Average Response	4.39	3.74	3.72	4.0	4.06	3.5	3.6
Purposeful & Visionary	59.0 %	28.0 %	36.0 %	31.0 %	73.0 %	19.0 %	12.0 %
Average Response	4.0	3.66	3.5	3.5	4.11	3.58	3.42
Achieves Results	27.0 %	14.0 %	12.0 %	28.0 %	29.0 %	12.0 %	20.0 %
Average Response	3.86	3.77	3.4	3.76	3.82	3.76	3.85
Decisiveness	46.0 %	16.0 %	13.0 %	10.0 %	57.0 %	7.0 %	30.0 %
Average Response	4.0	3.62	3.15	3.15	4.0	3.35	3.83



# Leadership Circle Profile: Data

## CREATIVE DIMENSIONS (CONTINUED)

Questions Related to Each Dimension

Systems Awareness	
Community Concern	<ul style="list-style-type: none"> <li>I attend to the long-term impact of strategic decisions on the community.</li> <li>I balance community welfare with short-term profitability.</li> <li>I live an ethic of service to others and the world.</li> <li>I stress the role of the organization as corporate citizen.</li> <li>I create vision that goes beyond the organization to include making a positive impact on the world.</li> </ul>
Sustainable Productivity	<ul style="list-style-type: none"> <li>I balance 'bottom line' results with other organizational goals.</li> <li>I balance short-term results with long-term organizational health.</li> <li>I allocate resources appropriately so as not to use people up.</li> </ul>
Systems Thinker	<ul style="list-style-type: none"> <li>I redesign the system to solve multiple problems simultaneously.</li> <li>I evolve organizational systems until they produce envisioned results.</li> <li>I reduce activities that waste resources.</li> </ul>
Achieving	
Strategic Focus	<ul style="list-style-type: none"> <li>I have a firm grasp of the market place dynamics.</li> <li>I provide strategic direction that is thoroughly thought through.</li> <li>I focus in quickly on the key issues.</li> <li>I accurately anticipate future consequences to current action.</li> <li>I see the integration between all parts of the system.</li> <li>I establish a strategic direction that helps the organization to thrive.</li> <li>I stay abreast of trends in the external environment that could impact the business currently and in the future.</li> <li>I integrate multiple streams of information into a coherent strategy.</li> <li>I am a gifted strategist.</li> </ul>
Purposeful & Visionary	<ul style="list-style-type: none"> <li>I articulate a vision that creates alignment within the organization.</li> <li>I live and work with a deep sense of purpose.</li> <li>I communicate a compelling vision.</li> <li>I am a good role model for the vision I espouse.</li> <li>I provide strategic vision for the organization.</li> <li>I inspire others with vision.</li> </ul>
Achieves Results	<ul style="list-style-type: none"> <li>I pursue results with drive and energy.</li> <li>I strive for continuous improvement.</li> <li>I am proficient at achieving high quality results on key initiatives.</li> <li>I am quick to seize opportunities upon noticing them.</li> </ul>
Decisiveness	<ul style="list-style-type: none"> <li>I make the tough decisions when required.</li> <li>I am an efficient decision maker.</li> <li>I make decisions in a timely manner.</li> </ul>



# Leadership Circle Profile: Data

## REACTIVE DIMENSIONS

PERCENTILE SCORES: COMPARISON TO THE NORM GROUP

	Self Evaluations	Evaluators	Boss' Boss	Boss	Peers	Direct Reports	Other
Number of Assessors	1	11	1	1	3	3	3
<b>Controlling</b>	29.0 %	8.0 %	18.0 %	10.0 %	7.0 %	16.0 %	21.0 %
Average Response	2.34	1.86	1.78	1.68	1.7	1.97	2.0
Perfect	25.0 %	7.0 %	14.0 %	5.0 %	7.0 %	19.0 %	21.0 %
Average Response	2.98	2.69	2.5	2.14	2.53	2.89	2.88
Driven	74.0 %	1.0 %	9.0 %	1.0 %	4.0 %	5.0 %	7.0 %
Average Response	3.91	1.96	2.0	1.16	2.0	2.0	2.14
Ambition	7.0 %	4.0 %	8.0 %	5.0 %	2.0 %	11.0 %	20.0 %
Average Response	1.85	1.77	1.5	1.43	1.4	2.0	2.12
Autocratic	37.0 %	16.0 %	29.0 %	23.0 %	13.0 %	25.0 %	30.0 %
Average Response	2.24	1.82	1.79	1.79	1.69	1.91	1.9
<b>Protecting</b>	25.0 %	11.0 %	18.0 %	20.0 %	8.0 %	19.0 %	31.0 %
Average Response	1.83	1.47	1.31	1.46	1.32	1.5	1.63
Arrogance	42.0 %	14.0 %	20.0 %	16.0 %	13.0 %	29.0 %	23.0 %
Average Response	2.0	1.32	1.17	1.16	1.22	1.5	1.34
Critical	7.0 %	14.0 %	18.0 %	7.0 %	19.0 %	25.0 %	28.0 %
Average Response	1.29	1.42	1.19	1.0	1.48	1.5	1.5
Distance	40.0 %	16.0 %	25.0 %	45.0 %	7.0 %	18.0 %	46.0 %
Average Response	2.11	1.6	1.5	2.0	1.26	1.5	1.93
<b>Complying</b>	63.0 %	68.0 %	56.0 %	41.0 %	29.0 %	95.0 %	69.0 %
Average Response	2.46	2.32	2.29	2.13	1.99	2.75	2.29
Passive	57.0 %	85.0 %	66.0 %	71.0 %	51.0 %	97.0 %	81.0 %
Average Response	2.0	2.19	2.13	2.21	1.88	2.6	2.12
Belonging	70.0 %	47.0 %	44.0 %	21.0 %	20.0 %	84.0 %	53.0 %
Average Response	2.86	2.43	2.42	2.0	2.09	2.92	2.42
Pleasing	65.0 %	31.0 %	35.0 %	18.0 %	14.0 %	67.0 %	44.0 %
Average Response	3.25	2.49	2.5	2.14	2.14	2.89	2.55
Conservative	7.0 %	12.0 %	42.0 %	5.0 %	7.0 %	32.0 %	20.0 %
Average Response	1.95	2.56	2.95	2.0	2.32	2.8	2.58



# Leadership Circle Profile: Data

## REACTIVE DIMENSIONS CONTINUED

Questions Related to Each Dimension

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.



## Leadership Circle Profile: Outer Dimension Rankings

Below you will find your results sorted two different ways. Each sort contains all the Outer Circle dimensions (both Creative and Reactive) ordered from highest to lowest. The data on the left is a rank ordering of your self-scores (as you see yourself). On the right is a rank order based on how all your evaluators see you. We encourage you to look at the top and bottom of these two lists, noticing what is high and what is low. What patterns do you notice? What is high or low as you see it? What is high or low as your evaluators see you?

**Leadership Brand:** Another useful way to think of this information is through the lens of Leadership Brand. If you look at the top 10 dimensions of each list, this represents your current Leadership Brand as you see it and as your evaluators experience it. How closely does your Leadership Brand match and what insights might this provide?

### Sorted by SELF Percentile

Jenny Doe	Self Percentile	Evaluator Percentile
<b>Dimensions</b>		
Strategic Focus	<b>86.0%</b>	30.0%
Balance	<b>74.0%</b>	81.0%
Driven	<b>74.0%</b>	1.0%
Fosters Team Play	<b>71.0%</b>	66.0%
Belonging	<b>70.0%</b>	47.0%
Collaborator	<b>65.0%</b>	75.0%
Pleasing	<b>65.0%</b>	31.0%
Caring Connection	<b>61.0%</b>	88.0%
Mentoring & Developing	<b>59.0%</b>	61.0%
Purposeful & Visionary	<b>59.0%</b>	28.0%
Systems Thinker	<b>59.0%</b>	41.0%
Passive	<b>57.0%</b>	85.0%
Community Concern	<b>53.0%</b>	57.0%
Decisiveness	<b>46.0%</b>	16.0%
Interpersonal Intelligence	<b>44.0%</b>	52.0%
Composure	<b>43.0%</b>	38.0%
Personal Learner	<b>43.0%</b>	33.0%
Arrogance	<b>42.0%</b>	14.0%
Integrity	<b>42.0%</b>	16.0%
Distance	<b>40.0%</b>	16.0%
Autocratic	<b>37.0%</b>	16.0%
Achieves Results	<b>27.0%</b>	14.0%
Perfect	<b>25.0%</b>	7.0%
Selfless Leader	<b>24.0%</b>	72.0%
Courageous Authenticity	<b>13.0%</b>	12.0%
Sustainable Productivity	<b>12.0%</b>	29.0%
Ambition	<b>7.0%</b>	4.0%
Conservative	<b>7.0%</b>	12.0%
Critical	<b>7.0%</b>	14.0%

### Sorted by EVALUATOR Percentile

Jenny Doe	Self Percentile	Evaluator Percentile
<b>Dimensions</b>		
Caring Connection	61.0%	<b>88.0%</b>
Passive	57.0%	<b>85.0%</b>
Balance	74.0%	<b>81.0%</b>
Collaborator	65.0%	<b>75.0%</b>
Selfless Leader	24.0%	<b>72.0%</b>
Fosters Team Play	71.0%	<b>66.0%</b>
Mentoring & Developing	59.0%	<b>61.0%</b>
Community Concern	53.0%	<b>57.0%</b>
Interpersonal Intelligence	44.0%	<b>52.0%</b>
Belonging	70.0%	<b>47.0%</b>
Systems Thinker	59.0%	<b>41.0%</b>
Composure	43.0%	<b>38.0%</b>
Personal Learner	43.0%	<b>33.0%</b>
Pleasing	65.0%	<b>31.0%</b>
Strategic Focus	86.0%	<b>30.0%</b>
Sustainable Productivity	12.0%	<b>29.0%</b>
Purposeful & Visionary	59.0%	<b>28.0%</b>
Autocratic	37.0%	<b>16.0%</b>
Decisiveness	46.0%	<b>16.0%</b>
Distance	40.0%	<b>16.0%</b>
Integrity	42.0%	<b>16.0%</b>
Achieves Results	27.0%	<b>14.0%</b>
Arrogance	42.0%	<b>14.0%</b>
Critical	7.0%	<b>14.0%</b>
Conservative	7.0%	<b>12.0%</b>
Courageous Authenticity	13.0%	<b>12.0%</b>
Perfect	25.0%	<b>7.0%</b>
Ambition	7.0%	<b>4.0%</b>
Driven	74.0%	<b>1.0%</b>

Leadership Brand