

SUMMARY SCALES

The Summary Scales bring everything together. They summarize all aspects of the profile into four useful measures represented on a scale which is based on percentiles.

REACTIVE-CREATIVE SCALE reflects the degree of **balance between the Creative dimensions and the Reactive dimensions**. The percentile score gives the participant a sense of their competency relative to others who have undertaken the survey.

It measures the amount of energy a leader puts into either Reactive or Creative behavior, i.e. the degree to which his/her leadership, relationships and goal-oriented behaviors are coming out of a Creative or Reactive orientation. It also suggests the degree to which their self-concepts and inner motivations come from within (Creative) or are determined by external expectations, rules, or conditions (Reactive). It is calculated as follows:

Creative-Reactive Scale = The average Creative score minus the average Reactive score, and then expressed as a percentile.

RELATIONSHIP-TASK BALANCE measures the degree of **balance 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). **High percentile balance indicates a high effectiveness / competence at being able to access Achieving or Relating as the circumstances require**

N.B. It does not compare high, medium or low scores between Achieving and Relating.

Instead, the Relationship-Task scale needs to be interpreted in combination with the visual graphic - as 100% balance could be at the 10th percentile for both dimensions, i.e. great balance but highly ineffective in either measure. It is calculated as follows:

Relationship-Task Balance = the lower score (whether it be Relating or Achieving) is divided by the higher score (Relating or Achieving), and then expressed as a percentile.



SUMMARY SCALES CONTINUED

LEADERSHIP POTENTIAL UTILIZATION is a bottom line measure. **It looks at all the dimensions measured**, i.e. self and others relative to other selves and others who have undertaken the LCP.

It sorts through all the high and low scores to answer the questions, “So, in the end, how well am I doing?”, “What potential do I possess that I do not leverage?” and “How much more effective could I be?”. It is calculated as follows:

Leadership Potential Utilization = Reactive-Creative Scale x Relationship-Task Balance, and then expressed as a percentile.

N.B. To increase the Leadership Potential Utilization score – look at the scores on the C-R and R-T scales as they will indicate opportunities for focus and development. If one or both scale is low the Leadership Potential Utilization will also be low.

LEADERSHIP EFFECTIVENESS SCORE measures the leader’s overall effectiveness. **It is an outcome research scale and has been shown to be solidly correlated to business outcomes.**

It gives the leader an overall measure of how all of the above is translating into perceived effectiveness. **This scale provides a summary in percentile terms of the five Leadership Effectiveness questions embedded into LCP.**

The Leadership Effectiveness questions are:

- I am satisfied with the quality of leadership that he/she provides
- He/she is the kind of leader that others should aspire to become
- He/she is an example of an ideal leader
- His/her leadership helps this organization to thrive
- Overall, he/she provides very effective leadership

