LEADERSHIP CIRCLE

PROFILE™

MANAGER EDITION

Comparing the Leadership Circle Profile™ and
Leadership Circle Profile Manager Edition™

LEADERSHIP
CIRCLE.

Leadership Circle Profile™ Manager Edition is an innovation. It is as powerful as the Leadership Circle Profile™; however, Profile Manager Edition is designed for an audience that is different from that of Leadership Circle Profile:

Profile Manager Edition is a tool for understanding leadership competencies and limitations for those who are in roles that are less complex than those of senior leaders.

Profile Manager Edition is NOT a management competencies assessment. Profile Manager Edition does not assess traditional management skills such as planning, organizing, directing, and controlling.

Before reading about Leadership Circle Profile™ Manager Edition (Profile Manager Edition), please first review a brief outline of the Leadership Circle Profile below. Additional information can be found at **www.theleadershipcircle.com/assessment-tools**

OVERVIEW

- Measures well researched, key leadership competencies—those behaviors and skill sets that result in effective leadership.

- Reveals the habits of thought that are giving rise in the patterns of behavior that limit a leader's effectiveness and ability to improve.

- Enhances the value of coaching and saves time. A coach instantly sees the whole integrated picture. Coaching can start at a breakthrough and at an advanced level

- Provides a comprehensive metric for tracking leadership development and cultural change and facilitates ongoing performance management.

- Allows an organization to measure itself against a large norm-base (over 225,000 evaluators) of similar companies.

WHAT MAKES THIS 360° ASSESSMENT UNIQUE

- Leadership Circle Profile offers insight that no other leadership assessment can. It reveals a leader's core barriers to effectiveness in relationship to the key drivers of effective leadership.

- Leadership Circle Profile facilitates a fundamental shift in mindset—from a Reactive mindset to a Creative mindset.

- Leadership Circle Profile provides the most advanced technical platform for administration of assessments, giving coaches and consultants a great deal of control and access to resources.

- Powerful education is available to strengthen coaching and consulting capability in working with the Leadership Circle Profile.

AUDIENCE AND APPLICATION: SIDE BY SIDE COMPARISON

	LEADERSHIP CIRCLE PROFILE™	LEADERSHIP CIRCLE PROFILE MANAGER EDITION

RESPONSIBILITIES FOR PEOPLE WHO TAKE THE ASSESSMENT	*Those with primary responsibility for:*
	
	• Articulating the organization's overarching direction, including:
	  – Purpose
	  – Vision of the preferred future
	  – Strategies for accomplishing purpose and vision
	  – Organizational goals
	• Key metrics
	  – Values
	• Designing and evolving the organizational system - new structures, policies, etc.
		Those with primary responsibility for:
		
		• Deployment and execution of the overarching direction
		  – Translating it into a localized framework of purpose, vision, strategies, goals, and metrics for their level of responsibility
		  – Managing execution
		• Developing others
		• Attracting and retaining talent
		• Bridging the communication gap between senior leadership and the front line
		• Working within existing structures, policies, etc.

TITLES AND ROLES FOR PEOPLE WHO TAKE THE ASSESSMENT	• Executives: "C-suite" leaders – CEO, COO, CFO… • Presidents • Vice Presidents • Directors • Executive MBA students • High potential managers who have demonstrated strong leadership potential	• Mid-level managers • Project managers • Supervisors • Non-executive MBA students • Managers considered "emerging leaders" • Team leaders

APPLICATION

• Both instruments are based on The Leadership Circle's Core Model—the most advanced and integrated model of leadership development in the field.

• Complexity of instruments matches complexity of an individual's role.

• Leadership Circle Profile is more suited to the complexity of senior leadership roles.

• Leadership Circle Profile Manager Edition is a better fit for people whose roles are less complex.

AUDIENCE AND APPLICATION: SIDE BY SIDE COMPARISON

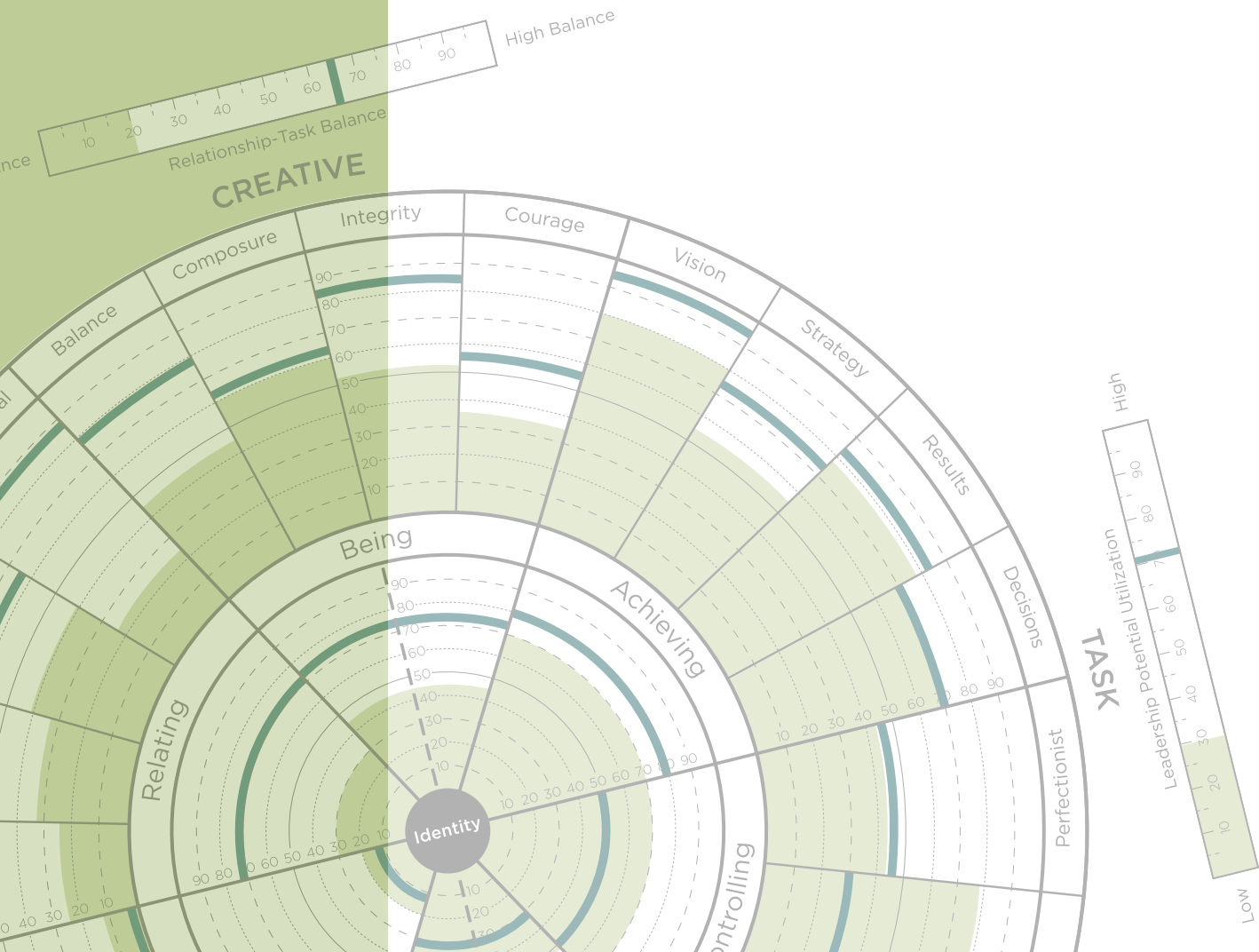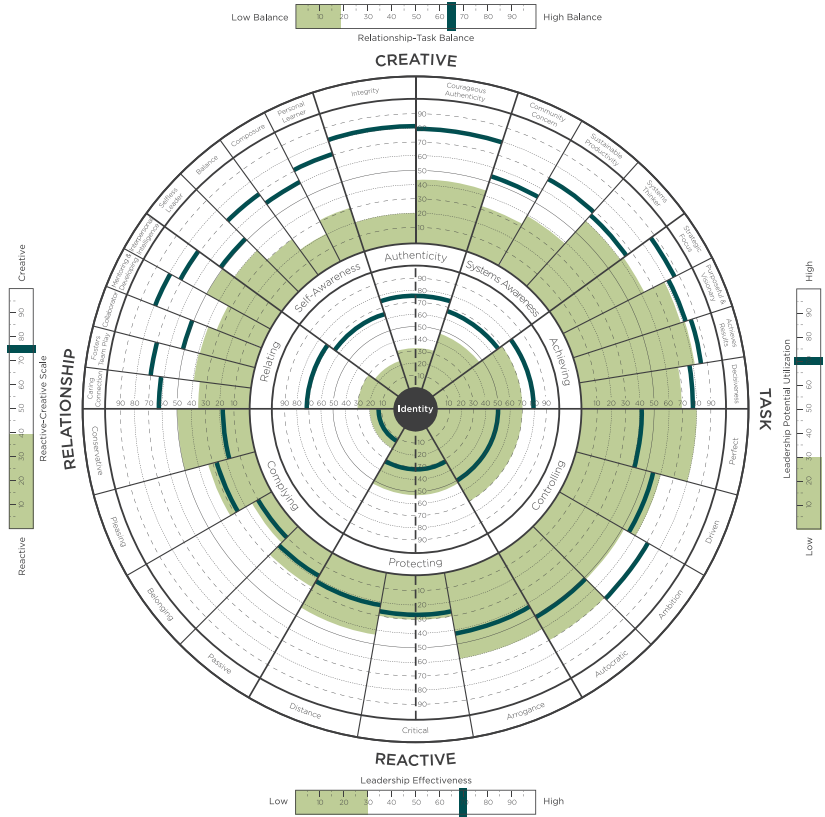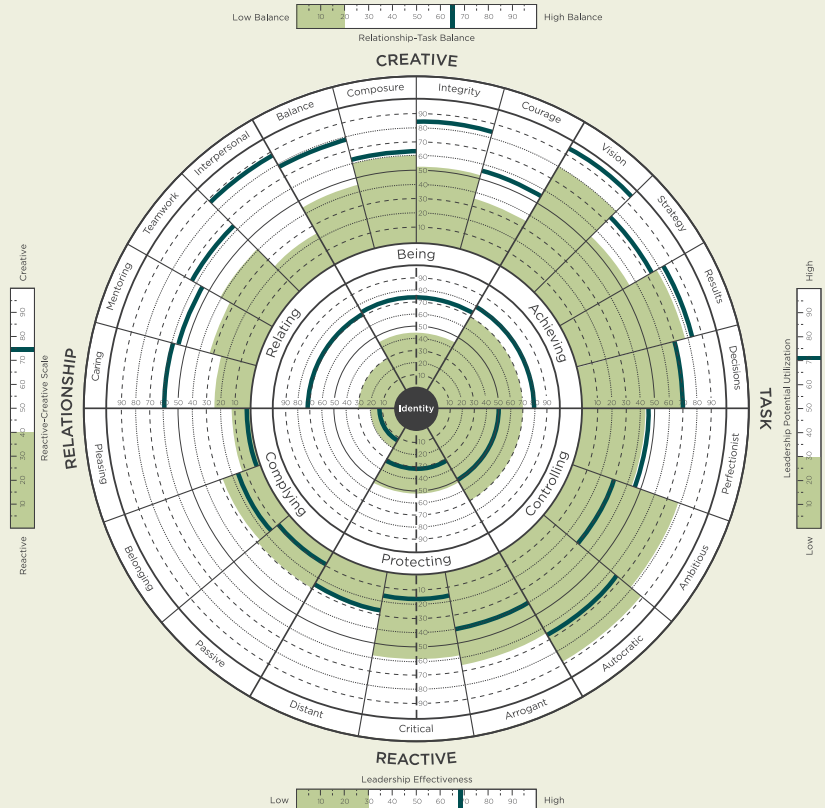|	LEADERSHIP CIRCLE PROFILE™	LEADERSHIP CIRCLE PROFILE MANAGER EDITION
NUMBER OF QUESTIONS	124	84

NUMBER OF DIMENSIONS IN ASSESSMENT	• 8 summary ("inner circle") dimensions
	  – 5 Creative
	  – 3 Reactive
	• 29 outer dimensions
	  – 18 Creative
	  – 11 Reactive
		• 6 summary ("inner circle") dimensions
		  – 3 Creative
		  – 3 Reactive
		• 21 outer dimensions
		  – 12 Creative
		  – 9 Reactive

AUDIENCE AND APPLICATION: SIDE BY SIDE COMPARISON

LEADERSHIP CIRCLE PROFILE™

LEADERSHIP CIRCLE PROFILE
MANAGER EDITION

COMPARISON OF **CREATIVE** DIMENSIONS

LEADERSHIP CIRCLE PROFILE™	LEADERSHIP CIRCLE PROFILE MANAGER EDITION
RELATING	**RELATING**
• Caring Connection	• Caring
• Fosters Team Play	• Mentoring
• Collaborator	• Teamwork
• Mentoring & Developing	• Interpersonal
• Interpersonal Intelligence	
	BEING
SELF-AWARENESS	• Balance
• Selfless Leader	• Composure
• Balance	• Integrity
• Composure	• Courage
• Personal Learner	
	ACHIEVING
AUTHENTICITY	• Vision
• Integrity	• Strategy
• Courageous Authenticity	• Results
	• Decisions
SYSTEMS AWARENESS	
• Community Concern	
• Sustainable Productivity	
• Systems Thinker	
ACHIEVING	
• Strategic Focus	
• Purposeful & Visionary	
• Achieves Results	
• Decisiveness	

COMPARISON OF **REACTIVE** DIMENSIONS

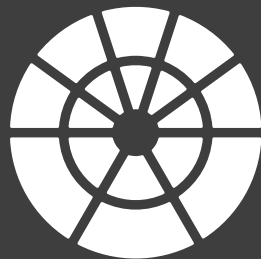| LEADERSHIP CIRCLE PROFILE™	LEADERSHIP CIRCLE PROFILE MANAGER EDITION
CONTROLLING	**CONTROLLING**
• Perfect	• Perfectionist
• Driven	• Ambitious
• Ambition	• Autocratic
• Autocratic	
	PROTECTING
PROTECTING	• Arrogant
• Arrogance	• Critical
• Critical	• Distant
• Distance	
	COMPLYING
COMPLYING	• Passive
• Passive	• Belonging
• Belonging	• Pleasing
• Pleasing	
• Conservative	

AUDIENCE AND APPLICATION: SIDE BY SIDE COMPARISON

	LEADERSHIP CIRCLE PROFILE™	LEADERSHIP CIRCLE PROFILE MANAGER EDITION
CUSTOMER BENEFITS	• Based on a thoroughly researched set of leadership competencies • The only 360-degree feedback survey that shows underlying and motivating habits of thought • Administration of survey is web based and report is user friendly • Through the group Report*, enables a leadership team to identify its collective leadership profile	• Enables managers to assess their leadership competencies • Enables managers to see their underlying and motivating habits of thought • Administration of survey is web based and report is user friendly • Through the Profile Manager Edition Group Report* managers can see two things: – The collective leadership profile of all managers who participate in the survey – How they compare to the profile of the organization's leadership team
COACH AND CONSULTANT BENEFITS	• Surpasses other leadership assessments by revealing what is going on at a deeper level. It identifies assumptions that may be keeping one stuck in limiting patterns of behavior • The elegant, efficient display of data enables the practitioner to engage client more effectively by seeing a whole, integrated picture • Coaching starts at a "Breakthrough" • Enables coach to be more effective • Credibility of an instrument backed by a norm base of over 225,000 evaluators	• Profile Manager Edition offers the same benefits as Leadership Circle Profile, plus... • While Leadership Circle Profile is designed for those in senior leadership roles, Practitioners now have a solution - Profile Manager Edition, which is a better fit for people whose roles are less complex • Profile Manager Edition, together with Leadership Circle Profile, and Leadership Culture Survey™ for groups and teams, give practitioners a powerful integrated system for assessing all aspects of leadership development throughout an organization

"Effective **leaders** outperform ineffective leaders **EVERY TIME.**"™

~W. A. (BILL) ADAMS

LEADERSHIP CIRCLE
PROFILE™
MANAGER EDITION

THE LEADERSHIP ASSESSMENT THAT ILLUMINATES LEADER EFFECTIVENESS

CONNECTING PATTERNS OF ACTION WITH HABITS OF THOUGHT

The Leadership Circle Profile™ Manager Edition (LCP ME) is a true breakthrough among 360 degree profiles. It is the first to connect a well-researched battery of competencies with the underlying and motivating habits of thought. It reveals the relationship between patterns of action and internal assumptions that drive behavior. Ultimately, LCP ME goes to the source of behavior to get greater leverage on change. Furthermore, unlike most profiles that take hours to interpret, LCP ME integrates all this information in a way that brings the key issues to the surface instantly.

The data in LCP ME reveals itself in seconds. At a glance, the whole gestalt is accessible – putting leaders in touch with what is working, what is not, and why! In most organizations, this treasure trove of information remains buried. LCP ME makes it easily accessible while it creates a foundation on which ground breaking change can occur at a higher level and sustainable pace.

New Awareness, Perception, Recognition & Focus

THOUGHTS — CONNECT — ACTIONS
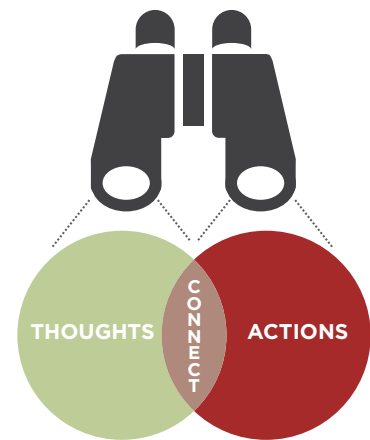
HIGHLIGHTING YOUR LEADER'S OPPORTUNITIES FOR DEVELOPMENT

The LCP ME is the only instrument that measures the two primary leadership domains – *Creative Competencies* and *Reactive Tendencies* – and integrates this information so that key opportunities for development immediately rise to the surface.

Creative Competencies are well-researched competencies measuring how you achieve results, bring out the best in others, lead with vision, enhance your own development, act with integrity and courage, and improve organizational systems.

Reactive Tendencies are leadership styles emphasizing caution over creating results, self-protection over productive engagement, and aggression over building alignment. These self-limiting styles over emphasize the focus on gaining the approval of others, protecting yourself, and getting results through high control tactics.

LCP ME is unique in that it reveals a leader's Operating System: Internal assumptions (beliefs) that run behavior in both domains. This allows the manager to see how his/her inner world of thought translates into a productive or unproductive style of leadership. Ultimately, LCP ME increases the inner awareness that affects outward behavior.
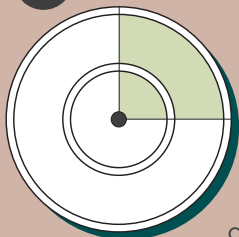
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To understand the layout of the Profile Graphic, please read the following steps:

1 — CIRCLE WITHIN A CIRCLE

The outer circle displays the results for each of the 21 dimensions measured by the LCP ME. The inner circle dimensions summarize the outer circle dimensions into 6 summary scores. Dimension definitions can be found on following pages.

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.

2 — PERCENTILE SCORES

HIGH

MEDIUM

LOW
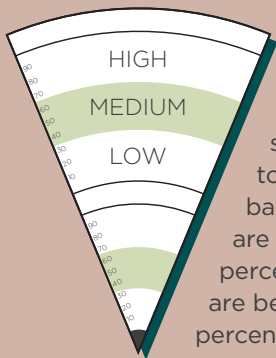
All scores are displayed as percentile scores compared to a global norm base. High scores are beyond the 67th percentile. Low scores are below the 33rd percentile.

3 — KEY

Self Assessment
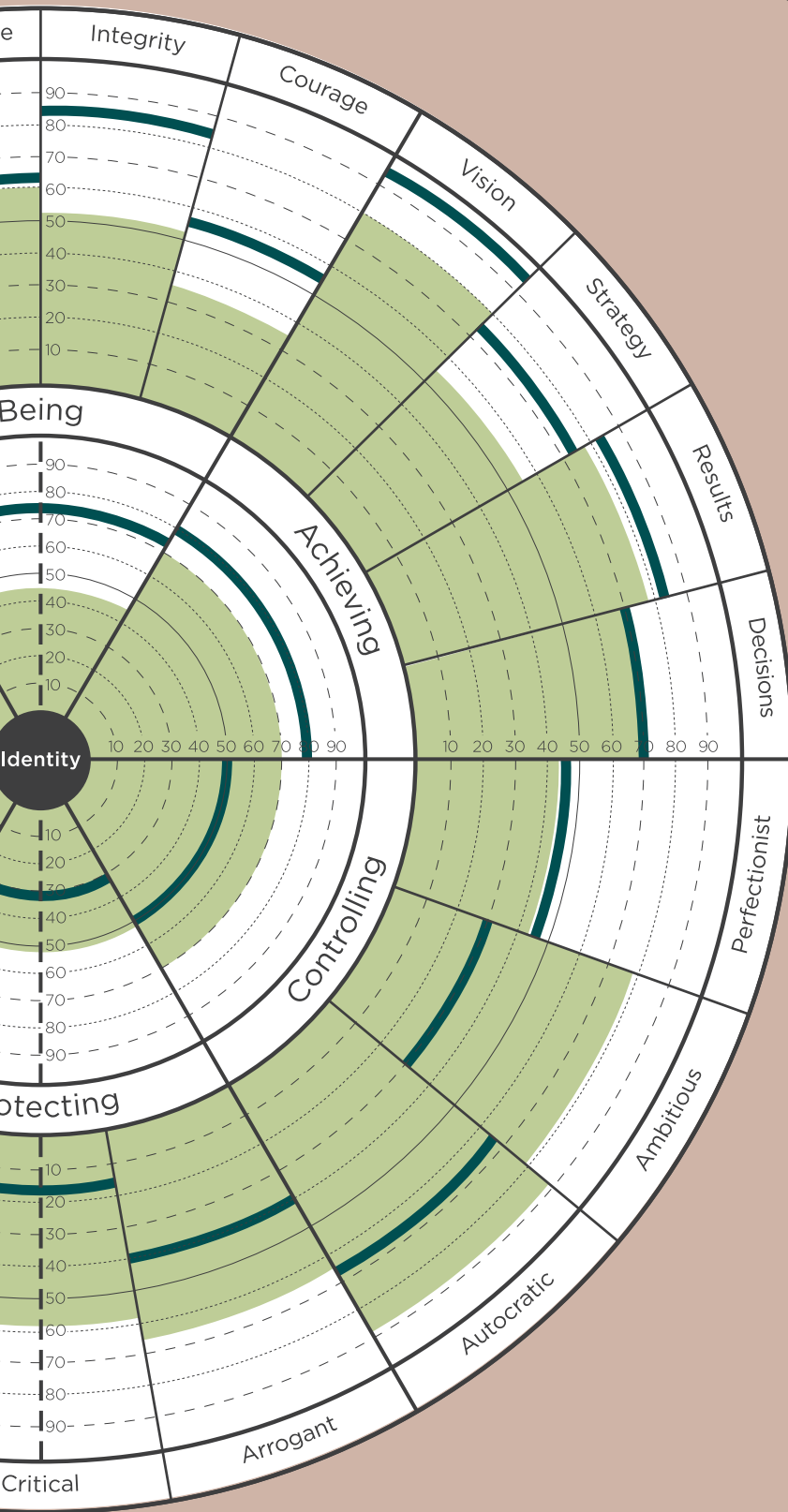Others' Assessment

Creative

90
80
70
60
50
40
30
20
10

Reactive-Creative Scale

Reactive

RELATIONSHIP

Low Balance | 10 | 20 | 30 | 40

Relations

CR

Composur

Balance

Interpersonal

Teamwork

Mentoring

Caring

Pleasing

Belonging

Passive

Distant

Relating

Complying

Pro

90 80 70 60 50 40 30 20 10   90 80 70 60 50 40 30 20 10

RE

Leadersh

Low | 10 | 20 | 30 | 40

CREATIVE

Integrity

Courage

Vision

Strategy

Results

Being

90
80
70
60
50
40
30
20
10

Achieving

Decisions

10 20 30 40 50 60 70 80 90   10 20 30 40 50 60 70 80 90

TASK

Identity

Controlling

Perfectionist

10
20
30
40
50
60
70
80
90

Protecting

Ambitious

10
20
30
40
50
60
70
80
90

Autocratic

Arrogant

Critical

REACTIVE

Leadership Potential Utilization

High

90
80
7
60
50
40
30
20
10

Low

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4 **SUMMARY DIMENSIONS**

In addition to all the dimensions displayed in the inner and outer circle, the rectangular scales located around the circle are intended to bring everything together. They provide useful 'bottom-line' measures as well as measures of key patterns within the data.

Reactive-Creative Scale reflects the degree of balance between the Creative dimensions and the Reactive dimensions. The percentile score here gives the leader a sense of how he/she compares to other leaders with respect to the amount of energy he/she puts into Reactive versus Creative behaviors. It suggests the degree to which his/her leadership, relationships, and goal-oriented behaviors come out of a Creative or Reactive orientation. It also suggests the degree to which his/her self-concept and inner motivation come from within or are determined by external expectations, rules, or conditions.
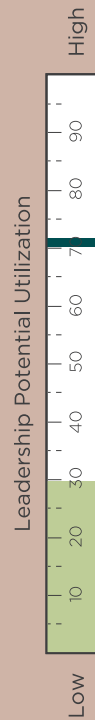
Relationship-Task Balance measures the degree of balance a leader shows between the Achieving and Relating competencies. It is a measure of the over, under or balanced development of either half of the equation (the people half or the task half) that makes for great leadership.

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?"

Leadership Effectiveness measures the leader's perceived level of overall effectiveness. Research has shown it to be significantly correlated to business outcomes. It gives the leader an overall measure of how all of the above is translating into perceived effectiveness.

THE **CREATIVE** LEADERSHIP COMPETENCIES
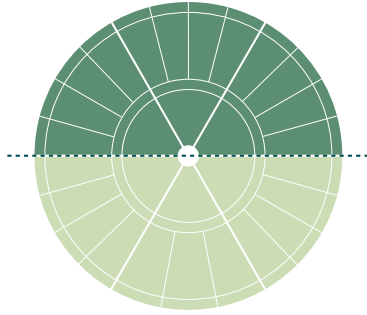
The top half of the circle maps Creative Competencies that contribute to a leader's effectiveness. They measure key leadership behaviors and internal assumptions that lead to high fulfillment, high achievement leadership. They are as follows:

RELATING *summary dimension measures the leader's capability to relate to others in a way that brings out the best in people, groups and organizations. It is composed of:*

Caring measures the leader's interest in and ability to form warm, caring relationships.

Mentoring measures the leader's ability to develop others through mentoring and maintaining growth-enhancing relationships.

Teamwork measures the leader's ability to foster high-performance teamwork among team members who report to him/her, across the organization, and within teams in which he/she participates.

Interpersonal measures the interpersonal effectiveness with which the leader listens, engages in conflict and controversy, deals with the feelings of others, and manages his/her own feelings.

BEING *summary dimension measures the leader's orientation to ongoing professional and personal development, as well as the degree to which inner self-awareness is expressed through high integrity leadership. It is composed of:*

Balance measures the leader's ability to keep a healthy balance between business and family, activity and reflection, work and leisure—the tendency to be self-renewing, and handle the stress of life without losing the self.

Composure measures the leader's ability, in the midst of conflict and high-tension situations, to remain composed and centered, and to maintain a calm, focused perspective.

Integrity measures how well the leader adheres to the set of values and principles that he/she espouses; that is, how well he/she can be trusted to "walk the talk."

Courage measures the leader's willingness to take tough stands, bring up the "undiscussables" (risky issues the group avoids discussing), and openly deal with difficult relationship problems.

ACHIEVING *summary dimension measures the extent to which the leader offers visionary, authentic, and high achievement leadership. It is composed of:*

Vision measures the extent to which the leader clearly communicates and models commitment to personal purpose and vision.

Strategy measures the extent to which the leader thinks and plans rigorously and strategically to ensure that the organization will thrive in the near and long-term.

Results measures the degree to which the leader is goal directed and has a track record of goal achievement and high performance.

Decisions measures the leader's ability to make decisions on time, and the extent to which he/she is comfortable moving forward in uncertainty.

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THE REACTIVE LEADERSHIP STYLES

The lower half of the circle maps self-limiting Reactive Tendencies and leadership behaviors. The Reactive dimensions reflect inner beliefs and assumptions that limit effectiveness, authentic expression, and empowering leadership. They are as follows:
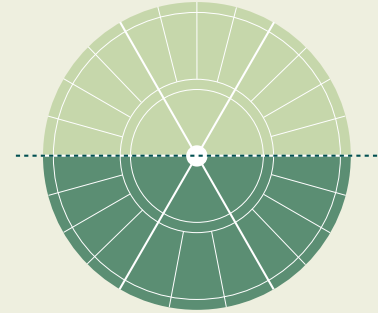
COMPLYING *summary dimension measures the extent to which a leader gets a sense of self-worth and security by complying with the expectations of others rather than acting on what he/she intends and wants. It is composed of:*

Pleasing measures the leader's need to seek others' support and approval in order to feel secure and worthwhile as a person. People with strong needs for approval tend to base their degree of self-worth on their ability to gain others' favor and confirmation.

Belonging measures the leader's need to conform, follow the rules, and meet the expectations of those in authority. It measures the extent to which he/she goes along to get along, thereby compressing the full extent of his/her creative power into culturally acceptable boxes.

Passive measures the degree to which the leader gives away his/her power to others and to circumstances outside his/her control. It is a measure of the extent to which he/she believes that he/she is not the creator of his/her life experience, that his/her efforts do not make much difference, and that he/she lacks the power to create the future he/she wants.

PROTECTING *summary dimension measures the belief that the leader can protect himself/herself and establish a sense of worth through withdrawal, remaining distant, hidden, aloof, cynical, superior, and/or rational. It is composed of:*

Distant is a measure of the leader's tendency to establish a sense of personal worth and security through withdrawal, being superior and remaining aloof, emotionally distant, and above it all.

Critical is a measure of the leader's tendency to take a critical, questioning, and somewhat cynical attitude.

Arrogant measures the leader's tendency to project a large ego—behavior that is experienced as superior, egotistical, and self-centered.

CONTROLLING *summary dimension measures the extent to which the leader establishes a sense of personal worth through task accomplishment and personal achievement. It is composed of:*

Autocratic measures the leader's tendency to be forceful, aggressive, and controlling. It measures the extent to which he/she equates self-worth and security to being powerful, in control, strong, dominant, invulnerable, or on top. Worth is measured through comparison, that is, having more income, achieving a higher position, being seen as a most/more valuable contributor, gaining credit, or being promoted.

Ambitious measures the extent to which the leader needs to get ahead, move up in the organization, and be better than others. Ambition is a powerful motivator. This scale assesses if that motivation is positive, furthering progress—or negative, overly self-centered and competitive.

Perfectionist is a measure of the leader's need to attain flawless results and perform to extremely high standards in order to feel secure and worthwhile as a person. Worth and security is equated with being perfect, performing constantly at heroic levels, and succeeding beyond all expectations.

By shining a light on the underlying thinking patterns that drive their current behavior, clients have access to new choices and possibilities.

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