

## HOW TO READ YOUR LCP

**CONGRATULATIONS** on completing your Leadership Circle Profile (LCP)! Now sit back, relax, and your coach will guide you through your profile in your upcoming LCP Debrief. If you want to get a jump-start understanding your LCP and results, you are welcome to use this quick-start guide for reference.



### STEP

1

Please go into your copy of your **Participant Report**, starting on page 11 you'll find your **Feedback Comments** - the written feedback your raters gave you. What captures your attention and why? Is it resonating with how you see yourself? Or not?



### STEP

2

Next, turn to your **Leadership Circle Profile Graph**. Here you will see your scores displayed as percentiles compared to the global LCP norm base. Scores include a "Self" percentile score, as well as an "Evaluators" percentile score. This enables you to have a measure of your own internal leadership perception, as well as a measure of how others see you. What in the graph is catching your eye? Please notice that just looking and exploring the graph can be insightful.

### STEP 3



1. Consider moments of influence (people, events, situations) on how your leadership style has developed over time. What are some of these key moments and how are they impacting you today? Do you see the impact of those in the way your results appear?

2. What questions have begun to surface which you would like to discuss with your coach? Your coach will help you understand your LCP and can help you explore next steps in your personal & leadership development using the LCP model.

### STEP 4



Finally, please refer to the following pages for information on the LCP and what to expect in your LCP Debrief. You will also receive a link to the Interpretation Manual which provides further detail around the LCP model, dimensions, and potential next steps. Its helpful to have a printed version of your graph available for yourself during your virtual debrief.

Additional Reference Videos

[The Leadership Circle Profile Model \(3:57\)](#)

[What to Expect in Your Debrief \(1:35\)](#)

# A QUICK GUIDE TO YOUR LCP



LEADERSHIP CIRCLE  
PROFILE™

*Please know that there is **no need** to prepare for the LCP debrief with your coach. Your coach will explain the LCP model, the report, and the graph.*

*However, if you would like to, you may use this guide to get started understanding the LCP and your results. Enjoy!*

The Leadership Circle Profile (LCP) gives you key data on how you are doing as a leader. It measures your overall effectiveness, including your current orientation to leadership and the quality of leadership you are providing.

The LCP measures two primary leadership domains – **Creative** and **Reactive**:

- **Creative Competencies** look at 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** look at leadership styles that prioritize 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.

You will receive two reports of your results by electronic PDF. The first is the **Participant Report** - this Report is broken out into two sections:

1. **LCP Profile Results** which consists of both your raw scores and your percentile scores compared to the global norm base. Scores include a “*Self*” percentile score, as well as an “*Evaluators*” percentile score. These scores enable you to have a measure of your own internal leadership perception, as well as a measure of how others see you.
2. **Feedback Comments** Anonymous written comments from your evaluators on your key strengths and development gaps.

The second report is your **LCP Graph** - which plots both your “*Self*” percentile scores, as well as “*Evaluators*” percentile scores compared to our global norm base onto the LCP Graph for easy understanding. The Graph can be seen as a high level summary of the feedback you have received.

To understand the definition of the words used in the Graph for each dimension, you can read the related survey questions in your report. It will be easier to understand “Arrogance” or “Integrity” by reading the questions related to these dimensions.

# THE GRAPH

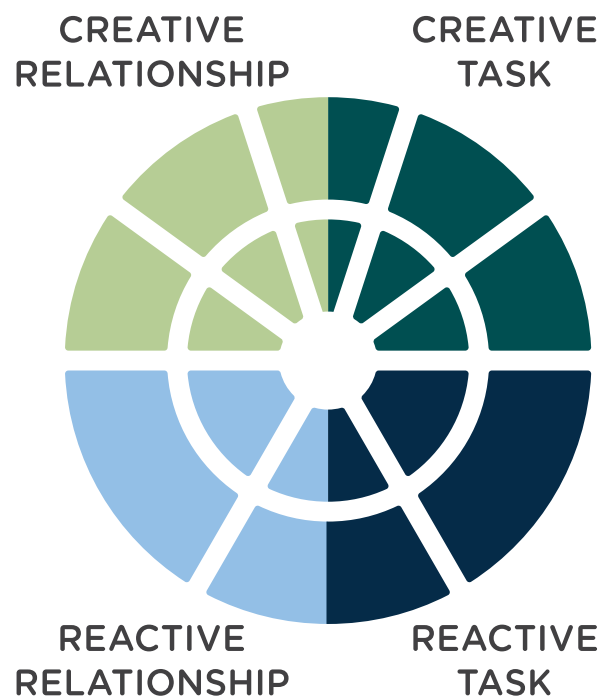
All your results are profiled in one large circular graph. This is to symbolize wholeness—your wholeness. We start with the assumption that you are a marvelously complex and beautifully integrated whole person. The Profile tries to do justice to that truth.



The circle also shows how all of the dimensions integrate with each other. The interactions among dimensions are represented by their placement in the circle.

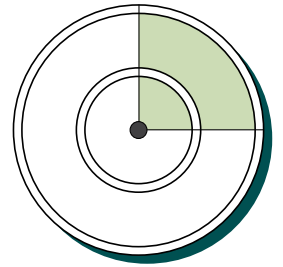
The *Creative Competencies* are leadership behaviors highly correlated with leadership effectiveness and business performance. They are inspiring, engaging and energy unleashing for the organization and the leader. The *Reactive Tendencies* are those leadership behaviors that get results in the short term, but often have unforeseen consequences for the longer term and have higher energetic costs for the leader and/or the organization. Please remember there are also positive *Gifts* in these Reactive Tendencies which are important to be aware of.

The top half of the circle represents **Creative** competencies, the lower half represents **Reactive** tendencies. The left half of the graph consists of those dimensions – creative or reactive – that are **Relationship** oriented; the right half of the graph consists of those considered to be **Task** oriented. Combined, these orientations represent the Four quadrants of the graph.



# CIRCLE WITHIN A CIRCLE

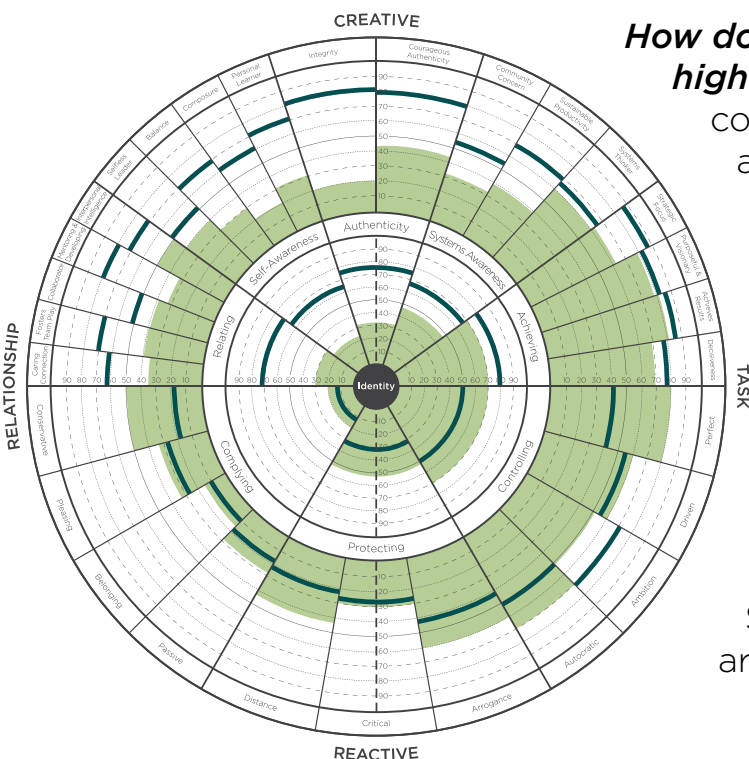
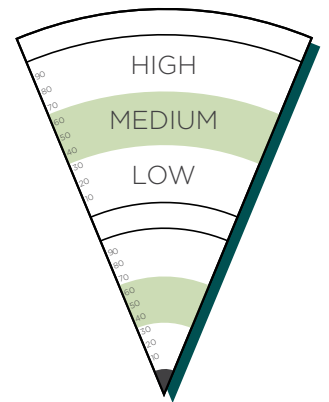
The outer circle displays the results for each of the 29 dimensions measured by the LCP. The inner circle dimensions summarize the 29 outer circle dimensions into 8 summary scores. Each dimension is explained in a summary on the following pages.



The location of dimensions within the circle are based on dimension relationships. Adjacent dimensions describe similar behavior patterns that are positively correlated. Dimensions on opposite sides of the circle describe opposing behavior patterns and are inversely correlated.

## PERCENTILE SCORES

**What do the numbers mean?** All scales display a percentile score – that is, how you compare to a large group of other leaders who have taken this survey (your numerical score of 1, 2, 3, 4, or 5 does not translate directly to your percentile score... the percentile score is relative to other profile participants). Low scores are close to the center and higher scores radiate further out from the center.



**How do I determine if a score is high or low?** Scores above 66% are to be considered high, and scores below 33% are to be considered low. Any scores that fall between 33% and 66% suggest that you will need to do some reflection on which aspects of “high” descriptions and which aspects of “low” descriptions apply to you.

**What do these dimensions measure?** The definitions of the dimensions measured by both your Self-Evaluation and your Evaluators are described below.

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

**Fosters Team Play** 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.

**Collaborator** measures the extent to which the leader engages others in a manner that allows the parties involved to discover common ground.

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

**Interpersonal Intelligence** 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.

**SELF-AWARENESS** *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:*

**Selfless Leader** measures the extent to which the leader pursues service over self-interest, where the need for credit and personal ambition is far less important than creating results that serve a common good.

**Balance** measures the leader's ability to keep a healthy balance between business and family, activity and reflec-

tion, 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.

**Personal Learner** measures the degree to which the leader demonstrates a strong and active interest in learning and personal and professional growth. It measures the extent to which he/she actively and reflectively pursues growing in self-awareness, wisdom, knowledge, and insight.

**AUTHENTICITY** *summary dimension measures the leader's capability to relate to others in an authentic, courageous and high-integrity manner. It is composed of:*

**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."

**Courageous Authenticity** 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.

**SYSTEMS AWARENESS** *summary dimension measures the degree to which the leader's awareness is focused on whole system improvement, productivity, and community welfare. It is composed of:*

**Community Concern** measures the service orientation from which the leader leads. It measures the extent to which he/she links his/her legacy to service of community and global welfare.



**Sustainable Productivity** measures the leader's ability to achieve results in a way that maintains or enhances the overall long-term effectiveness of the organization. It measures how well he/she balances human/technical resources to sustain long-term high performance.

**Systems Thinker** measures the degree to which the leader thinks and acts from a whole system perspective as well as the extent to which he/she makes decisions in light of the long-term health of the whole system.

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

**Strategic Focus** 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.

**Purposeful & Visionary** measures the extent to which the leader clearly communicates and models commitment to personal purpose and vision.

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

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



# 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:*

**Conservative** measures the extent to which the leader thinks and acts conservatively, follows procedure, and lives within the prescribed rules of the organization with which he/she is associated.

**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:*

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

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

**Distance** 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.

**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:*

**Perfect** 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.

**Driven** is a measure of the extent to which the leader is in overdrive. It is a measure of his/her belief that worth and security are tied to accomplishing



a great deal through hard work. It measures his/her need to perform at a very high level in order to feel worthwhile as a person. A good work ethic is a strength of this style, provided that the leader keeps things in balance and is able to balance helping others achieve with his/her own achievement.

**Ambition** 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.

**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.



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