LEADERSHIP CIRCLE PROFILE™

V1.5

LEADERSHIP CIRCLE PROFILE™

GROUP REPORT - English

Friday, May 22, 2020

The Leadership Circle Profile Report
LCP Sample Group Report
2020-05-22

Average Response on a 5 - Point Scale

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	3.96	4.08	4.36	3.98	3.95	4.12	4.12
Self-Awareness	3.83	3.99	4.19	3.92	3.82	4.06	4.03
Authenticity	4.17	4.27	4.48	4.30	4.15	4.29	4.23
Systems Awareness	3.81	3.99	4.28	3.97	3.84	3.99	4.00
Achieving	3.93	4.15	4.27	4.07	3.98	4.22	4.17
Controlling	2.42	2.16	1.83	2.34	2.32	2.10	1.96
Protecting	1.98	1.68	1.42	1.70	1.88	1.67	1.49
Complying	2.22	1.83	1.70	1.72	1.94	1.82	1.80
Leadership Effectiveness	3.63	4.24	4.39	4.08	4.01	4.30	4.28
Number of Assessors	22	261	9	23	60	112	57

The Leadership Circle Profile Report
LCP Sample Group Report
2020-05-22

Percentile Scores: Comparison to the Norm Group

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	50 %	70 %	84 %	60 %	63 %	65 %	62 %
Self-Awareness	57 %	71 %	81 %	62 %	57 %	69 %	63 %
Authenticity	57 %	73 %	82 %	69 %	63 %	66 %	59 %
Systems Awareness	56 %	74 %	85 %	68 %	62 %	64 %	63 %
Achieving	49 %	72 %	81 %	66 %	60 %	63 %	61 %
Controlling	34 %	24 %	19 %	40 %	35 %	21 %	19 %
Protecting	34 %	25 %	22 %	33 %	39 %	30 %	21 %
Complying	42 %	14 %	15 %	16 %	25 %	25 %	24 %
Reactive-Creative Scale	66 %	85 %	90 %	76 %	71 %	78 %	79 %
Relationship-Task Balance	85 %	86 %	80 %	76 %	82 %	82 %	84 %
Leadership Potential Utilization	85 %	90 %	91 %	83 %	82 %	85 %	86 %
Leadership Effectiveness	53 %	78 %	82 %	64 %	65 %	67 %	68 %
Number of Assessors	22	261	9	23	60	112	57

THE LEADERSHIP CIRCLE PROFILE RESULTS

Creative Dimensions

LCP Sample Group Report

2020-05-22	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	22	261	9	23	60	112	57
Relating	50 %	70 %	84 %	60 %	63 %	65 %	62 %
Average Response	3.96	4.08	4.36	3.98	3.95	4.12	4.12
Caring Connection	57 %	68 %	82 %	67 %	56 %	62 %	65 %
Average Response	3.93	4.03	4.41	4.07	3.83	4.00	4.14
Fosters Team Play	64 %	72 %	83 %	57 %	66 %	69 %	62 %
Average Response	4.22	4.20	4.51	4.00	4.08	4.31	4.21
Collaborator	39 %	65 %	78 %	48 %	59 %	61 %	58 %
Average Response	3.87	4.05	4.31	3.86	3.93	4.10	4.08
Mentoring & Developing	44 %	72 %	83 %	62 %	62 %	68 %	64 %
Average Response	3.92	4.13	4.41	4.03	3.96	4.21	4.17
Interpersonal Intelligence	47 %	67 %	75 %	60 %	63 %	58 %	56 %
Average Response	3.90	4.01	4.18	3.94	3.94	4.01	4.00
Self-Awareness	57 %	71 %	81 %	62 %	57 %	69 %	63 %
Average Response	3.83	3.99	4.19	3.92	3.82	4.06	4.03
Selfless Leader	58 %	71 %	74 %	66 %	55 %	74 %	66 %
Average Response	3.80	3.94	4.16	4.01	3.72	4.05	4.01
Balance	50 %	60 %	79 %	54 %	56 %	58 %	58 %
Average Response	3.34	3.75	4.10	3.66	3.70	3.76	3.79
Composure	66 %	74 %	68 %	62 %	61 %	69 %	69 %
Average Response	4.06	4.15	4.11	3.99	3.94	4.23	4.23
Personal Learner	39 %	58 %	80 %	50 %	53 %	57 %	44 %
Average Response	3.95	4.01	4.34	3.90	3.91	4.06	3.98
Authenticity	57 %	73 %	82 %	69 %	63 %	66 %	59 %
Average Response	4.17	4.27	4.48	4.30	4.15	4.29	4.23
Integrity	58 %	74 %	83 %	63 %	67 %	70 %	64 %
Average Response	4.36	4.44	4.70	4.40	4.34	4.48	4.43
Courageous Authenticity	51 %	63 %	71 %	71 %	52 %	56 %	46 %
Average Response	3.84	3.98	4.10	4.14	3.82	3.99	3.88

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)

LCP Sample Group Report

2020-05-22	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	22	261	9	23	60	112	57
Systems Awareness	56 %	74 %	85 %	68 %	62 %	64 %	63 %
Average Response	3.81	3.99	4.28	3.97	3.84	3.99	4.00
Community Concern	64 %	81 %	88 %	72 %	68 %	71 %	71 %
Average Response	3.86	4.08	4.48	4.07	3.92	4.09	4.13
Sustainable Productivity	47 %	63 %	78 %	64 %	57 %	55 %	54 %
Average Response	3.85	3.97	4.21	4.02	3.86	3.94	3.96
Systems Thinker	45 %	68 %	72 %	61 %	54 %	63 %	53 %
Average Response	3.70	3.87	4.00	3.82	3.68	3.92	3.83
Achieving	49 %	72 %	81 %	66 %	60 %	63 %	61 %
Average Response	3.93	4.15	4.27	4.07	3.98	4.22	4.17
Strategic Focus	43 %	66 %	71 %	60 %	54 %	60 %	57 %
Average Response	3.81	4.06	4.07	3.93	3.88	4.15	4.08
Purposeful & Visionary	61 %	80 %	87 %	73 %	65 %	67 %	68 %
Average Response	4.02	4.21	4.44	4.18	4.00	4.25	4.24
Achieves Results	50 %	66 %	77 %	68 %	59 %	60 %	58 %
Average Response	4.13	4.27	4.43	4.32	4.14	4.34	4.27
Decisiveness	48 %	72 %	75 %	65 %	64 %	61 %	62 %
Average Response	4.02	4.21	4.26	4.11	4.09	4.24	4.23

Creative Dimensions (Continued)

Systems Awareness

Community Concern	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	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	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	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	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	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	I make the tough decisions when required.
	I am an efficient decision maker.
	I make decisions in a timely manner.

LCP Sample Group Report

2020-05-22	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	22	261	9	23	60	112	57
Controlling	34 %	24 %	19 %	40 %	35 %	21 %	19 %
Average Response	2.42	2.16	1.83	2.34	2.32	2.10	1.96
Perfect	55 %	43 %	61 %	56 %	48 %	40 %	32 %
Average Response	3.52	3.25	3.44	3.37	3.24	3.25	3.06
Driven	51 %	32 %	45 %	44 %	36 %	34 %	27 %
Average Response	3.43	2.84	2.97	2.99	2.84	2.85	2.65
Ambition	19 %	19 %	16 %	32 %	31 %	19 %	15 %
Average Response	2.22	2.25	1.81	2.31	2.42	2.25	1.99
Autocratic	39 %	26 %	20 %	43 %	36 %	25 %	25 %
Average Response	2.28	1.99	1.59	2.21	2.17	1.90	1.81
Protecting	34 %	25 %	22 %	33 %	39 %	30 %	21 %
Average Response	1.98	1.68	1.42	1.70	1.88	1.67	1.49
Arrogance	39 %	30 %	21 %	38 %	37 %	30 %	28 %
Average Response	1.94	1.60	1.21	1.67	1.76	1.52	1.42
Critical	38 %	32 %	37 %	36 %	37 %	35 %	31 %
Average Response	2.01	1.68	1.60	1.70	1.78	1.68	1.54
Distance	34 %	25 %	20 %	32 %	44 %	31 %	20 %
Average Response	1.97	1.74	1.40	1.73	2.04	1.75	1.50
Complying	42 %	14 %	15 %	16 %	25 %	25 %	24 %
Average Response	2.22	1.83	1.70	1.72	1.94	1.82	1.80
Passive	44 %	20 %	23 %	21 %	32 %	32 %	30 %
Average Response	1.84	1.52	1.42	1.41	1.66	1.51	1.48
Belonging	42 %	18 %	16 %	16 %	25 %	29 %	31 %
Average Response	2.44	2.09	1.89	1.89	2.15	2.12	2.14
Pleasing	50 %	12 %	22 %	23 %	23 %	19 %	18 %
Average Response	2.98	2.21	2.23	2.28	2.33	2.12	2.08
Conservative	65 %	59 %	72 %	43 %	55 %	58 %	63 %
Average Response	3.20	3.16	3.50	2.98	3.12	3.17	3.24

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

LCP Sample Group Report	Self Percentile	Evaluator Percentile
Dimensions		
Composure	**66 %**	74 %
Conservative	**65 %**	59 %
Community Concern	**64 %**	81 %
Fosters Team Play	**64 %**	72 %
Purposeful & Visionary	**61 %**	80 %
Integrity	**58 %**	74 %
Selfless Leader	**58 %**	71 %
Caring Connection	**57 %**	68 %
Perfect	**55 %**	43 %
Driven	**51 %**	32 %
Courageous Authenticity	**51 %**	63 %
Pleasing	**50 %**	12 %
Achieves Results	**50 %**	66 %
Balance	**50 %**	60 %
Decisiveness	**48 %**	72 %
Sustainable Productivity	**47 %**	63 %
Interpersonal Intelligence	**47 %**	67 %
Systems Thinker	**45 %**	68 %
Passive	**44 %**	20 %
Mentoring & Developing	**44 %**	72 %
Strategic Focus	**43 %**	66 %
Belonging	**42 %**	18 %
Arrogance	**39 %**	30 %
Autocratic	**39 %**	26 %
Personal Learner	**39 %**	58 %
Collaborator	**39 %**	65 %
Critical	**38 %**	32 %
Distance	**34 %**	25 %
Ambition	**19 %**	19 %
Summary Dimensions		
Authenticity	**57 %**	73 %
Self-Awareness	**57 %**	71 %
Systems Awareness	**56 %**	74 %
Relating	**50 %**	70 %
Achieving	**49 %**	72 %
Complying	**42 %**	14 %
Protecting	**34 %**	25 %
Controlling	**34 %**	24 %
Summary Measures		
Leadership Potential Utilization	**85 %**	90 %
Relationship-Task Balance	**85 %**	86 %
Reactive-Creative Scale	**66 %**	85 %
Leadership Effectiveness	**53 %**	78 %

Sorted by Evaluator Percentile

LCP Sample Group Report	Self Percentile	Evaluator Percentile
Dimensions		
Community Concern	64 %	**81 %**
Purposeful & Visionary	61 %	**80 %**
Integrity	58 %	**74 %**
Composure	66 %	**74 %**
Decisiveness	48 %	**72 %**
Mentoring & Developing	44 %	**72 %**
Fosters Team Play	64 %	**72 %**
Selfless Leader	58 %	**71 %**
Systems Thinker	45 %	**68 %**
Caring Connection	57 %	**68 %**
Interpersonal Intelligence	47 %	**67 %**
Strategic Focus	43 %	**66 %**
Achieves Results	50 %	**66 %**
Collaborator	39 %	**65 %**
Sustainable Productivity	47 %	**63 %**
Courageous Authenticity	51 %	**63 %**
Balance	50 %	**60 %**
Conservative	65 %	**59 %**
Personal Learner	39 %	**58 %**
Perfect	55 %	**43 %**
Critical	38 %	**32 %**
Driven	51 %	**32 %**
Arrogance	39 %	**30 %**
Autocratic	39 %	**26 %**
Distance	34 %	**25 %**
Passive	44 %	**20 %**
Ambition	19 %	**19 %**
Belonging	42 %	**18 %**
Pleasing	50 %	**12 %**
Summary Dimensions		
Systems Awareness	56 %	**74 %**
Authenticity	57 %	**73 %**
Achieving	49 %	**72 %**
Self-Awareness	57 %	**71 %**
Relating	50 %	**70 %**
Protecting	34 %	**25 %**
Controlling	34 %	**24 %**
Complying	42 %	**14 %**
Summary Measures		
Leadership Potential Utilization	85 %	**90 %**
Relationship-Task Balance	85 %	**86 %**
Reactive-Creative Scale	66 %	**85 %**
Leadership Effectiveness	53 %	**78 %**