

LEADERSHIP CIRCLE PROFILE™ MANAGER EDITION

V1.5

LEADERSHIP CIRCLE PROFILE™
Manager Edition

LCP-ME Sample - English
Tuesday, December 31, 2019

The Leadership Circle Manager Report

LCP-ME Sample

2019-12-31

Average Response on a 5 - Point Scale

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	4.40	4.21	4.41	4.48	3.74	4.41	4.35
Being	4.33	4.17	4.12	4.44	3.83	4.36	4.33
Achieving	3.50	3.75	3.35	3.61	3.29	4.29	3.91
Controlling	1.93	1.69	1.67	1.56	1.95	1.44	1.72
Protecting	1.05	1.42	1.23	1.15	1.99	1.22	1.16
Complying	2.33	2.12	2.96	1.65	2.41	1.53	2.15
Leadership Effectiveness	3.89	4.05	3.84	4.39	3.55	4.46	4.21
Number of Assessors	1	17	2	1	5	5	4

The Leadership Circle Manager Report

LCP-ME Sample

2019-12-31

Percentile Scores: Comparison to the Norm Group

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	86 %	81 %	85 %	87 %	43 %	80 %	78 %
Being	87 %	77 %	70 %	87 %	43 %	77 %	77 %
Achieving	25 %	39 %	31 %	42 %	13 %	70 %	43 %
Controlling	15 %	10 %	21 %	13 %	25 %	7 %	18 %
Protecting	2 %	14 %	15 %	10 %	55 %	12 %	10 %
Complying	54 %	47 %	89 %	14 %	71 %	12 %	60 %
Reactive-Creative Scale	88 %	81 %	66 %	89 %	41 %	89 %	78 %
Relationship-Task Balance	6 %	21 %	7 %	16 %	19 %	65 %	28 %
Leadership Potential Utilization	28 %	44 %	28 %	55 %	24 %	86 %	52 %
Leadership Effectiveness	72 %	68 %	62 %	83 %	37 %	76 %	67 %
Number of Assessors	1	17	2	1	5	5	4

THE LEADERSHIP CIRCLE MANAGER RESULTS

Creative Dimensions

LCP-ME Sample

2019-12-31	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	17	2	1	5	5	4
Relating	86 %	81 %	85 %	87 %	43 %	80 %	78 %
Average Response	4.40	4.21	4.41	4.48	3.74	4.41	4.35
Caring	85 %	87 %	90 %	85 %	63 %	83 %	88 %
Average Response	4.50	4.37	4.68	4.50	3.93	4.45	4.60
Mentoring	72 %	70 %	59 %	81 %	41 %	77 %	67 %
Average Response	4.24	4.09	3.86	4.33	3.66	4.44	4.21
Teamwork	82 %	69 %	84 %	87 %	34 %	75 %	60 %
Average Response	4.50	4.17	4.52	4.67	3.63	4.47	4.18
Interpersonal	78 %	77 %	86 %	82 %	42 %	71 %	80 %
Average Response	4.36	4.18	4.52	4.42	3.76	4.27	4.38
Being	87 %	77 %	70 %	87 %	43 %	77 %	77 %
Average Response	4.33	4.17	4.12	4.44	3.83	4.36	4.33
Balance	78 %	60 %	44 %	18 %	41 %	54 %	91 %
Average Response	3.98	3.80	3.58	3.00	3.56	3.81	4.55
Composure	84 %	69 %	45 %	88 %	43 %	68 %	76 %
Average Response	4.39	4.05	3.67	4.56	3.69	4.23	4.33
Integrity	80 %	77 %	88 %	92 %	42 %	76 %	67 %
Average Response	4.52	4.41	4.75	4.88	4.03	4.56	4.44
Courage	74 %	73 %	56 %	88 %	53 %	84 %	57 %
Average Response	4.14	4.04	3.75	4.52	3.76	4.42	3.95
Achieving	25 %	39 %	31 %	42 %	13 %	70 %	43 %
Average Response	3.50	3.75	3.35	3.61	3.29	4.29	3.91
Vision	43 %	42 %	35 %	45 %	14 %	73 %	47 %
Average Response	3.61	3.62	3.15	3.47	3.09	4.27	3.83
Strategy	15 %	35 %	27 %	33 %	18 %	68 %	28 %
Average Response	3.00	3.57	3.05	3.25	3.21	4.21	3.57
Results	19 %	35 %	36 %	57 %	7 %	65 %	50 %
Average Response	3.70	3.94	3.77	4.10	3.38	4.38	4.18
Decisions	52 %	54 %	42 %	51 %	27 %	68 %	59 %
Average Response	4.00	3.97	3.65	3.83	3.61	4.35	4.16

Questions Related to Each Dimension

Creative Dimensions

Relating

Caring	I connect deeply with others. I am compassionate. I form warm and caring relationships.
Mentoring	I help direct reports create development plans. I am a people builder/developer. I provide feedback focused on professional growth. I help people learn, improve, and change.
Teamwork	I create a positive climate that supports people doing their best. I promote high levels of teamwork through my leadership style. I share leadership.
Interpersonal	I learn from mistakes. I take responsibility for my part of relationship problems. In a conflict, I accurately restate the opinions of others. I listen openly to criticism and ask questions to further understand.

Being

Balance	I balance work and personal life. I find enough time for personal reflection.
Composure	I am composed under pressure. I am a calming influence in difficult situations. I handle stress and pressure very well.
Integrity	I am a good role model for the vision I espouse. I exhibit personal behavior consistent with my values. I hold to my values during good and bad times. I lead in a manner that is completely aligned with my values.
Courage	I surface the issues others are reluctant to talk about. I speak directly even on controversial issues. I am courageous in meetings.

Achieving

Vision	I communicate a compelling vision. I inspire others with vision. I provide strategic vision for the organization. I articulate a vision that creates alignment within the organization.
Strategy	I have a firm grasp of the market place dynamics. I provide strategic direction that is thoroughly thought through. I am a gifted strategist. I establish a strategic direction that helps the organization to thrive.
Results	I am quick to seize opportunities upon noticing them. I pursue results with drive and energy. I am proficient at achieving high quality results on key initiatives. I strive for continuous improvement.
Decisions	I am an efficient decision maker. I make the tough decisions when required. I make decisions in a timely manner.

THE LEADERSHIP CIRCLE MANAGER RESULTS

Reactive Dimensions

LCP-ME Sample

2019-12-31	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	17	2	1	5	5	4
Controlling	15 %	10 %	21 %	13 %	25 %	7 %	18 %
Average Response	1.93	1.69	1.67	1.56	1.95	1.44	1.72
Perfectionist	27 %	6 %	35 %	42 %	12 %	4 %	15 %
Average Response	2.95	2.24	2.68	2.90	2.27	1.83	2.29
Ambitious	24 %	13 %	14 %	11 %	28 %	8 %	34 %
Average Response	2.21	1.94	1.53	1.55	2.16	1.70	2.23
Autocratic	18 %	13 %	26 %	13 %	28 %	10 %	18 %
Average Response	1.73	1.56	1.58	1.36	1.86	1.34	1.49
Protecting	2 %	14 %	15 %	10 %	55 %	12 %	10 %
Average Response	1.05	1.42	1.23	1.15	1.99	1.22	1.16
Arrogant	7 %	16 %	19 %	20 %	41 %	16 %	18 %
Average Response	1.00	1.28	1.09	1.16	1.72	1.10	1.13
Critical	6 %	20 %	19 %	21 %	53 %	18 %	18 %
Average Response	1.18	1.43	1.20	1.34	1.90	1.24	1.24
Distant	4 %	15 %	19 %	7 %	63 %	13 %	8 %
Average Response	1.00	1.51	1.35	1.00	2.22	1.28	1.13
Complying	54 %	47 %	89 %	14 %	71 %	12 %	60 %
Average Response	2.33	2.12	2.96	1.65	2.41	1.53	2.15
Passive	40 %	60 %	88 %	11 %	84 %	19 %	67 %
Average Response	1.78	1.93	2.74	1.20	2.36	1.31	1.94
Belonging	68 %	45 %	96 %	24 %	51 %	14 %	58 %
Average Response	2.91	2.42	3.68	2.03	2.48	1.82	2.52
Pleasing	61 %	29 %	46 %	36 %	43 %	18 %	34 %
Average Response	3.09	2.31	2.62	2.44	2.47	1.90	2.26

Questions Related to Each Dimension

Reactive Dimensions

Controlling

Perfectionist	I need to perform flawlessly. I try too hard to be the best at everything I take on. I am a perfectionist. I try to do everything perfectly well. I need to excel in every situation.
Ambitious	I believe winning is what really matters. I believe to feel good, one must constantly move up. I am aggressive. I am excessively ambitious.
Autocratic	I am domineering. I tend to control others. I have to get my own way. I dictate rather than influence what others do. I pursue results at the expense of people.

Protecting

Arrogant	I am self-centered. I am arrogant. I have too big of an ego.
Critical	I am critical. I hurt people's feelings. I put people down. I am sarcastic and/or cynical.
Distant	I am emotionally distant. I am hard to get to know. I am aloof. I remain standoffish.

Complying

Passive	I am passive. I lack passion. I am wishy-washy in decision making. I lack drive.
Belonging	I adopt others' points of view so as not to disappoint them. I try to please others by going along to get along. I try too hard to conform to the group's rules/norms. I play it too safe.
Pleasing	I worry about others' judgment. I need the approval of others. I need to be accepted by others. I work too hard for others' acceptance. I need to be admired by others.

Sorted by Self Percentile

LCP-ME Sample	Self Percentile	Evaluator Percentile
Dimensions		
Caring	85 %	87 %
Composure	84 %	69 %
Teamwork	82 %	69 %
Integrity	80 %	77 %
Interpersonal	78 %	77 %
Balance	78 %	60 %
Courage	74 %	73 %
Mentoring	72 %	70 %
Belonging	68 %	45 %
Pleasing	61 %	29 %
Decisions	52 %	54 %
Vision	43 %	42 %
Passive	40 %	60 %
Perfectionist	27 %	6 %
Ambitious	24 %	13 %
Results	19 %	35 %
Autocratic	18 %	13 %
Strategy	15 %	35 %
Arrogant	7 %	16 %
Critical	6 %	20 %
Distant	4 %	15 %
Summary Dimensions		
Being	87 %	77 %
Relating	86 %	81 %
Complying	54 %	47 %
Achieving	25 %	39 %
Controlling	15 %	10 %
Protecting	2 %	14 %
Summary Measures		
Reactive-Creative Scale	88 %	81 %
Leadership Effectiveness	72 %	68 %
Leadership Potential Utilization	28 %	44 %
Relationship-Task Balance	6 %	21 %

Sorted by Evaluator Percentile

LCP-ME Sample	Self Percentile	Evaluator Percentile
Dimensions		
Caring	85 %	87 %
Interpersonal	78 %	77 %
Integrity	80 %	77 %
Courage	74 %	73 %
Mentoring	72 %	70 %
Teamwork	82 %	69 %
Composure	84 %	69 %
Passive	40 %	60 %
Balance	78 %	60 %
Decisions	52 %	54 %
Belonging	68 %	45 %
Vision	43 %	42 %
Results	19 %	35 %
Strategy	15 %	35 %
Pleasing	61 %	29 %
Critical	6 %	20 %
Arrogant	7 %	16 %
Distant	4 %	15 %
Ambitious	24 %	13 %
Autocratic	18 %	13 %
Perfectionist	27 %	6 %
Summary Dimensions		
Relating	86 %	81 %
Being	87 %	77 %
Complying	54 %	47 %
Achieving	25 %	39 %
Protecting	2 %	14 %
Controlling	15 %	10 %
Summary Measures		
Reactive-Creative Scale	88 %	81 %
Leadership Effectiveness	72 %	68 %
Leadership Potential Utilization	28 %	44 %
Relationship-Task Balance	6 %	21 %