Understanding the Leadership of the Financial Group at XYZ Company

Results based on the Leadership Circle Profile™

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A business cannot consistently perform at a level higher than the collective effectiveness of its leadership.

William Adams
Co-Author, Mastering Leadership

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Methodology

Leadership Circle Profile^{TM} (LCP)

- 360^0 tool that validly and reliably solicits feedback directly from leaders and their bosses, peers, and direct reports, as well as others working closely with the leaders

- Rating Scale Items are aggregated into

  – 5 Creative dimensions built on 18 core competencies

  – 3 Reactive dimensions built on 11 reactive tendencies

- Summary scores reflect

  – Comparison of Reactive to Creative

  – Balance in the focus between Relationships and Task Achievement

- Includes a measure of overall Leadership Effectiveness

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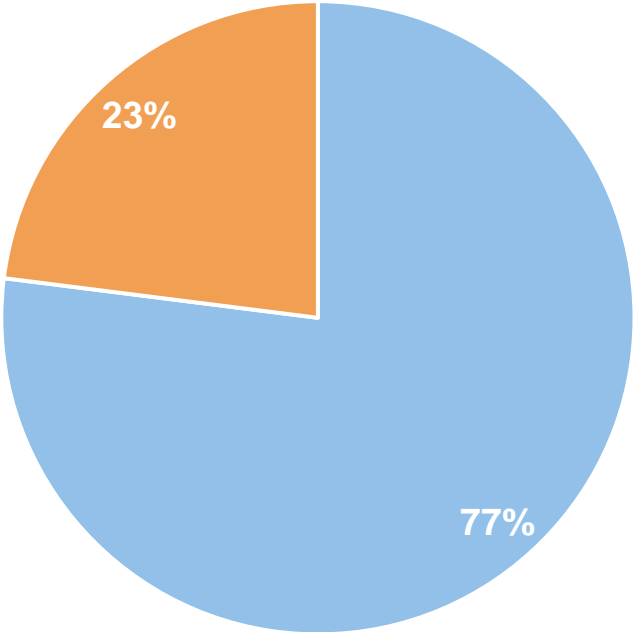CIRCLE

Financial Group Leadership Sample

30 Leaders completed the LCP

- – 2 located in Australia
- – 5 located in Columbia
- – 2 located in France
- – 4 located in Germany
- – 3 located in India
- – 3 located in Japan
- – 11 located in USA

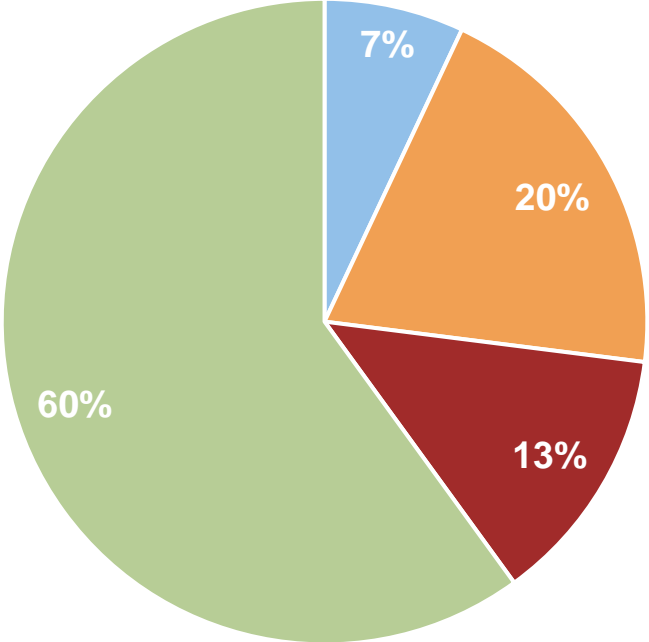**416** Evaluators provided feedback on the leaders

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Demographics of Financial Group Sample

Gender

- Male Leaders — 77%
- Female Leaders — 23%

Management Level

- C-Suite — 7%
- Directors — 20%
- General Managers — 13%
- Managers — 60%

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Analyses

- **Descriptive Analyses –** identifying typical performance and trends

  – Averages aggregated from LCP profile ratings

  – Ranges and frequencies based on the distribution of scores across leaders

  – Correlations conducted on standard score performance

- **Comparative Analyses –** analysis of Effect Sizes conducted on the performance of subgroups of leaders to determine meaningful differences

  – Based on demographic characteristics

  – Most and Least Effective Leaders (based on the top and bottom five leaders using the leadership effectiveness score)

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Collective Leadership Effectiveness

Aggregate Profile of the Financial Leader

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Financial Leadership vs. Global Leadership

Leadership Dimension	Percentile Ranking	# Leaders Below Average	# Leaders Average	# Leaders Above Average
Creative Competencies Relating	70%	3	7	20
Self-Awareness	71%	5	5	20
Authenticity	67%	3	11	16
Systems Awareness	71%	3	8	19
Achieving	72%	4	4	22
Reactive Tendencies Controlling	36%	15	10	5
Protecting	34%	19	7	4
Complying	27%	20	7	3

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Strengths of Leadership

72% of leaders score above average on *Strategic Focus* – aware of current trends in the market and adept at developing innovative strategies that ensure organizational success.

68% of leaders score above average on *Achieves Results* – action-oriented and results focused; take well-calculated risks and have a track record of achieving high quality results on key initiatives.

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Lowest Performing Leadership Competency

Courageous Authenticity – willingness, one-on-one and in groups, to take tough stands, bring up the "un-discussible" (risky issues the group avoids discussing), openly deal with relationship problems, and share personal feelings/vulnerabilities about a situation.

Note: 38% of leaders perform below average on this dimension.
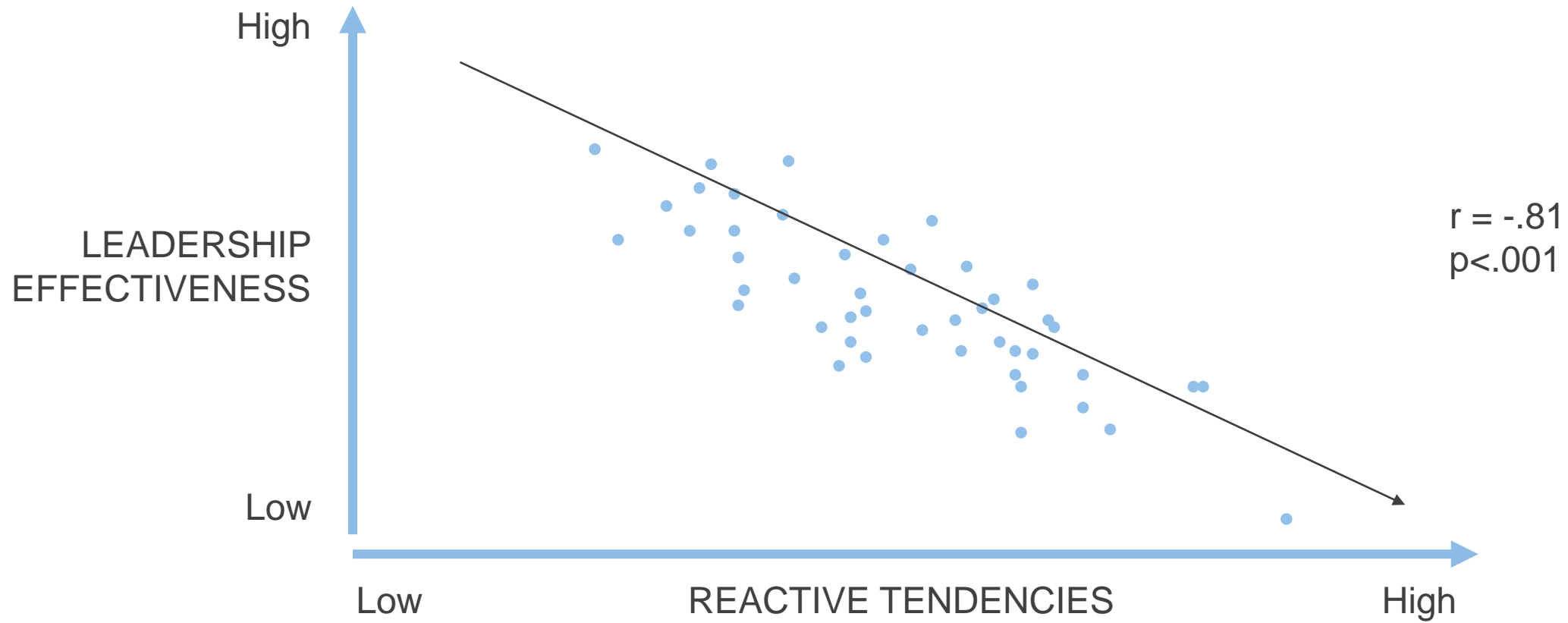
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Greatest Challenge of Leadership

Distance – tendency to withdraw or remain emotionally uninvolved to protect themselves.

> **Challenge:** negates other positive personal and intellectual qualities, creating frustrated colleagues and lost opportunities for leadership and personal growth.

Note: 75% of leaders demonstrate elevated frequencies of behaviors associated with this dimension; although only 27% score above average.

CREATIVE

INTEGRITY

COURAGEOUS AUTHENTICITY

ICITY

13

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Canceling Effect

r = -.81
p<.001

High

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EFFECTIVENESS

Low

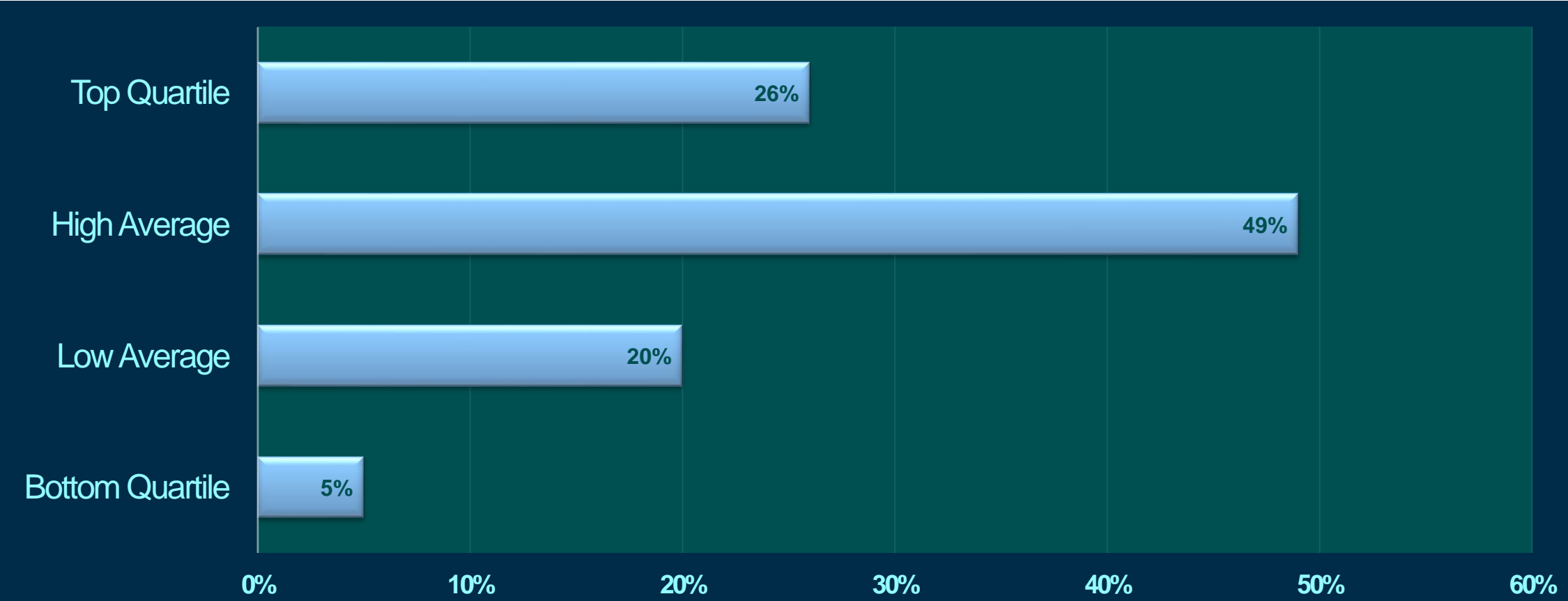Low   REACTIVE TENDENCIES   High

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Top 10 Leadership Competencies and Behaviors

1. Strategic Focus (Achieving)
2. Mentoring and Developing (Relating)
3. Achieves Results (Achieving)
4. Community Concern (Systems Awareness)
5. Composure (Self-Awareness)
6. Integrity (Authenticity)
7. Interpersonal Intelligence (Relating)
8. Sustainable Productivity (Systems Awareness)
9. Fosters Team Play (Relating)
10. Selfless Leader (Self-Awareness)

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Differences in Leadership Effectiveness

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Differences in Creative Performance by Gender

Male Leaders (n=23)   Female Leaders (n=18)

	Relating	Self-Awareness	Authenticity	Systems Awareness	Achieving
Female Leaders	59.8	55.5	54.7	55.4	52.0
Male Leaders	56.0	54.6	53.5	54.7	54.2

Average (50)

Standard Score

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Differences in Reactive Performance by Gender

Male Leaders (n=23)   Female Leaders (n=18)

Standard Score

65
62
59
56
53
50 — Average
47
44
41
38
35

	Controlling	Protecting	Complying
Male	40.7	41.0	41.3
Female	38.8	40.1	40.8

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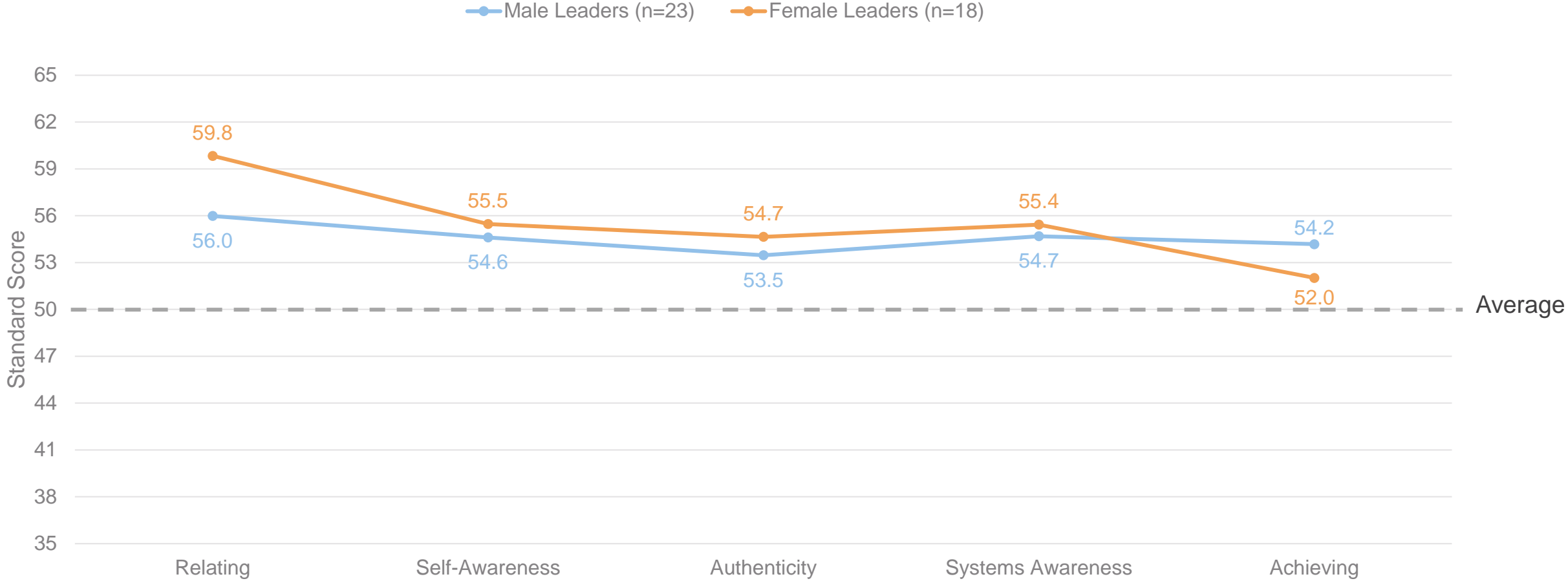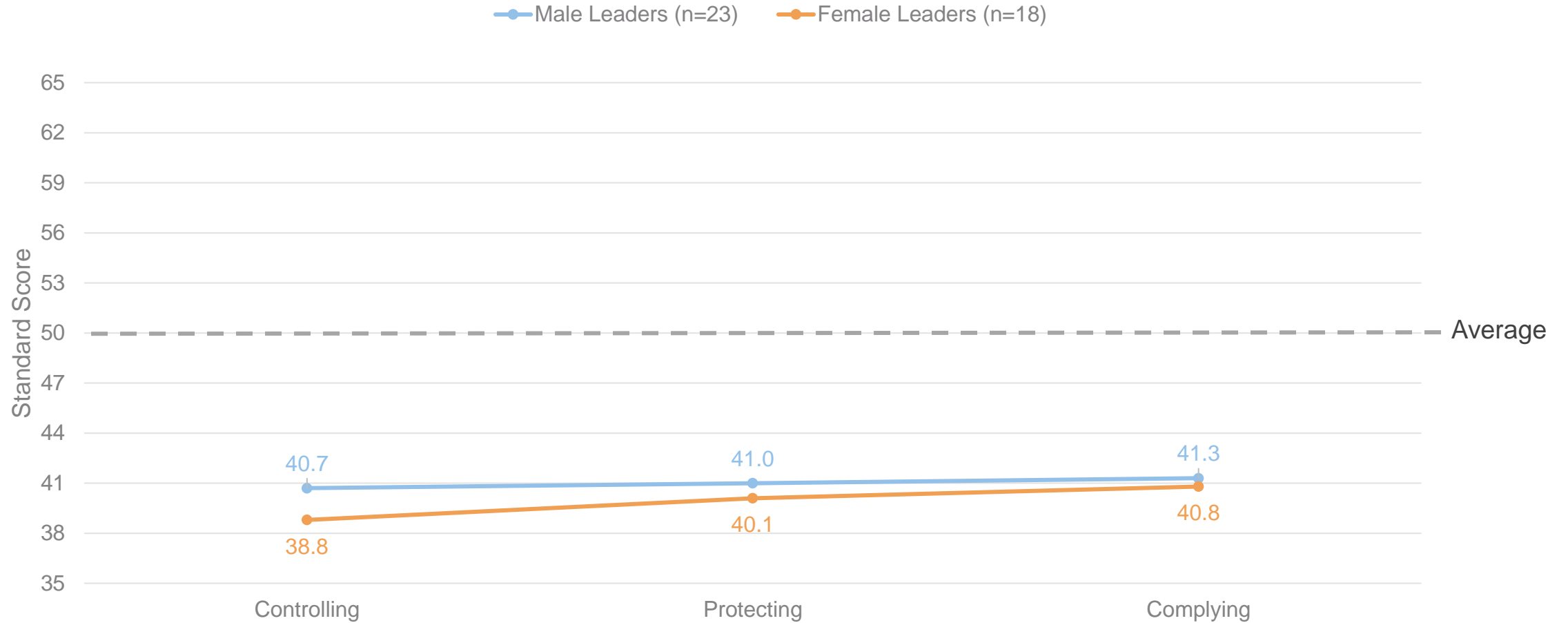
Differences in Creative Dimensions by Management Level
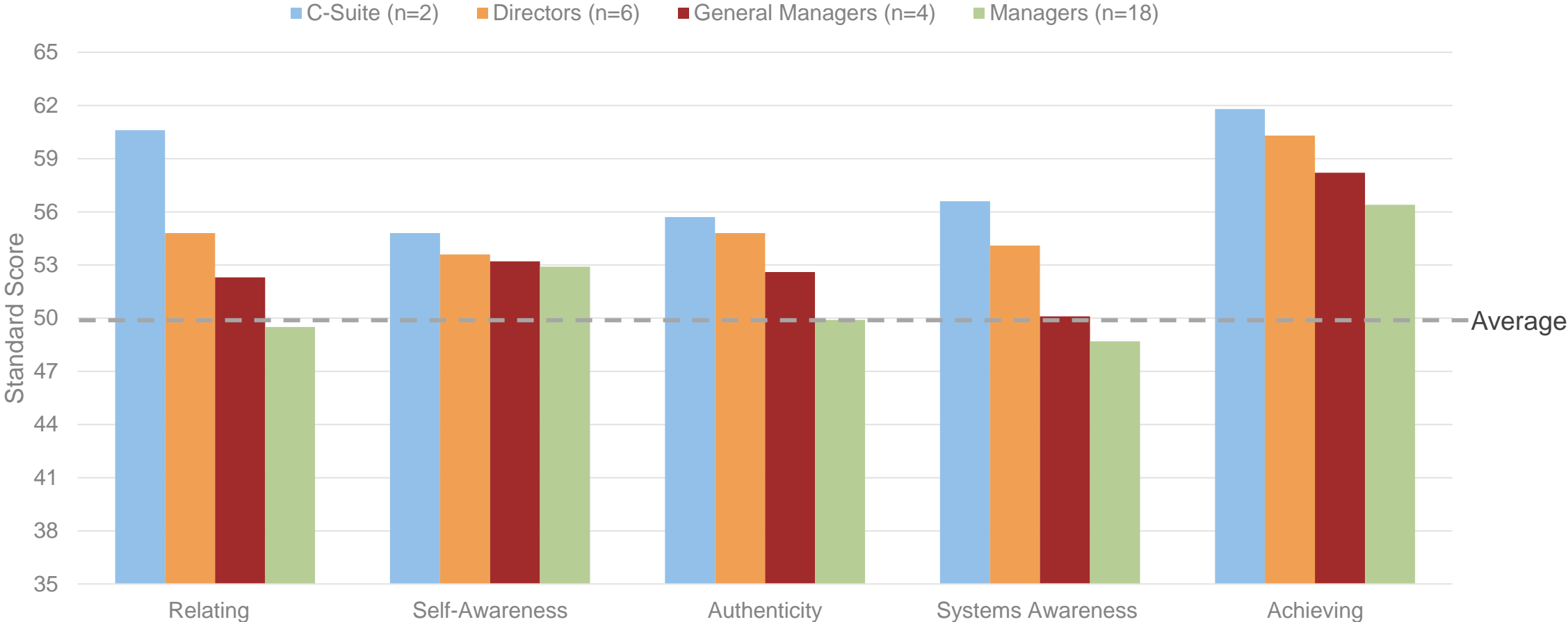
Differences in Reactive Dimensions by Management Level

Legend: C-Suite (n=2), Directors (n=6), General Managers (n=4), Managers (n=18)

Y-axis: Standard Score (35 to 65)

Average line at 50

Categories: Controlling, Protecting, Complying

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Differences in Reactive Performance by Office Location

Leadership Dimension	Australia (n=2)	Columbia (n=5)	France (n=2)	Germany (n= 4)	India (n=3)	Japan (n=3)	USA (n=11)
Relating	59.4	56.7	48.6	56.5	54.4	49.8	56.3
Self-Awareness	55.6	55.1	49.7	53.1	52.2	51.5	54.3
Authenticity	55.6	52.6	52.2	53.5	54.5	48.2	49.5
Systems Awareness	58.3	53.5	51.2	54.1	53.2	50.4	54.2
Achieving	52.5	51.9	54.5	50.7	52.7	46.3	48.9

Note: Average = 50.0

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Differences in Reactive Performance by Office Location

Leadership Dimension	Australia (n=2)	Columbia (n=5)	France (n=2)	Germany (n= 4)	India (n=3)	Japan (n=3)	USA (n=11)
Controlling	39.9	40.2	52.3	44.9	44.9	32.6	41.1
Protecting	38.7	41.1	56.8	43.8	44.5	37.4	39.4
Complying	48.3	44.7	40.5	49.5	43.0	52.1	48.9

Note: Average = 50.0

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Leveraging Leadership Effectiveness

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Comparing Aggregate LCP Profiles

Most Effective Financial Leaders (n= 5)

Least Effective Financial Leaders (n=5)

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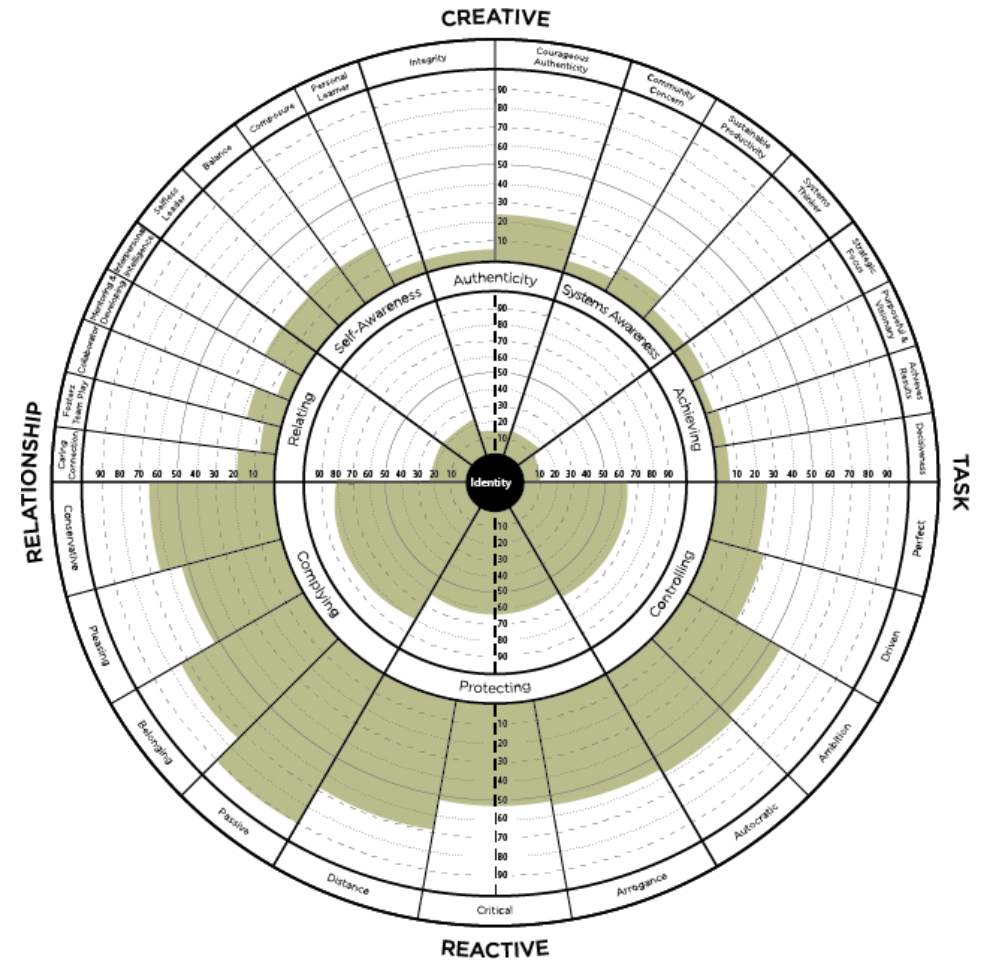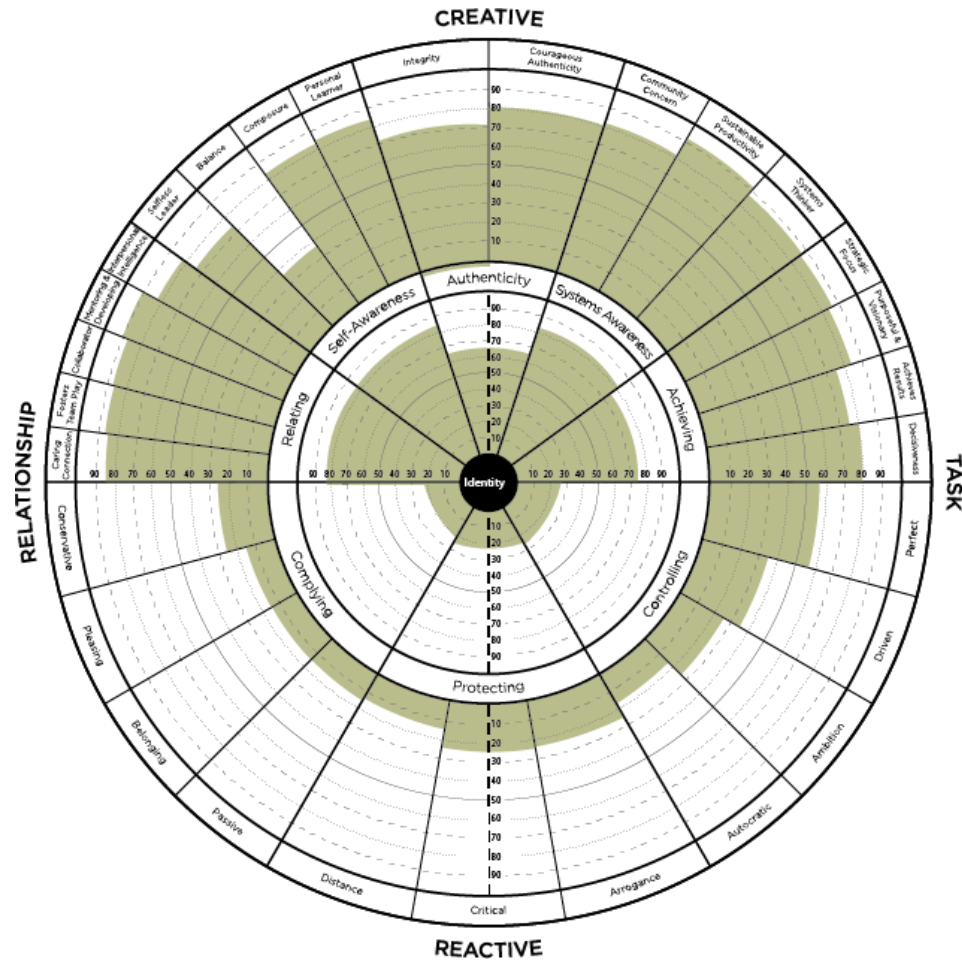
Magnitude of Differences on Creative Dimensions

Creative Dimension	Most Effective Mean	Least Effective Mean	Effect Size
Relating Caring Connection	60.8	57.1	3.7
Fosters Team Play	61.4	36.4	25.0
Collaborator	62.0	41.3	20.7
Mentoring & Developing	63.3	35.9	27.4
Interpersonal Intelligence	46.7	42.2	4.5
Self-Awareness Selfless Leader	56.1	42.0	14.1
Balance	43.4	43.2	0.20
Composure	59.3	42.0	17.3
Personal Learner	60.4	34.8	25.6
Authenticity Integrity	38.2	34.6	3.6
Courageous Authenticity	58.7	54.4	4.3
Systems Awareness Community Concern	59.4	35.6	23.8
Sustainable Productivity	63.6	38.7	24.9
Systems Thinker	62.1	33.2	28.9
Achieving Strategic Focus	61.1	36.3	24.8
Purposeful & Visionary	60.2	32.0	28.2
Achieves Results	57.0	34.6	22.4
Decisiveness	58.5	35.5	23.0

Legend:

Yellow heat is a small but meaningful difference

Orange heat is a more noticeable difference

Red heat means leaders are showing up in the workplace in fundamentally different ways

Note: Negative effect sizes occur if the Least Effective leaders have higher means than the Most Effective leaders.

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Magnitude of Differences on Reactive Dimensions

Reactive Tendency	Most Effective Mean	Least Effective Mean	Effect Size
Controlling Perfect	46.5	42.9	-3.6
Driven	46.1	44.6	-1.5
Ambition	46.8	51.1	4.3
Autocratic	40.6	52.2	11.6
Protective Critical	42.6	50.9	8.3
Arrogance	45.7	50.3	4.6
Distance	38.8	55.2	16.4
Complying Passive	39.6	63.4	23.8
Pleasing	39.6	56.3	16.7
Belonging	39.2	50.3	11.1
Conservative	43.4	54.2	10.8

Legend:

Yellow heat is a small but meaningful difference

Orange heat is a more noticeable difference

Red heat means leaders are showing up in the workplace in fundamentally different ways

Note: Negative effect sizes occur when the Most Effective leaders have higher means than the Least Effective leaders

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Top 10 Leadership Competencies and Behaviors

Most Effective Leaders	Least Effective Leaders
1. Sustainable Productivity (Systems Awareness)	1. Passive (Complying)
2. Mentoring & Developing (Relating)	2. Belonging (Complying)
3. Systems Thinker (Systems Awareness)	3. Distance (Protecting)
4. Collaborator (Relating)	4. Conservative (Complying)
5. Fosters Team Play (Relating)	5. Autocratic (Controlling)
6. Strategic Focus (Achieving)	6. Ambition (Controlling)
7. Caring Connection (Relating)	7. Arrogance (Protecting)
8. Personal Learner (Self-Awareness)	8. Critical (Protecting)
9. Purposeful & Visionary (Achieving)	9. Pleasing (Complying)
10. Courageous Authenticity (Authenticity)	10. Driven (Controlling)

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Attributes with the Largest Gap Between Leaders