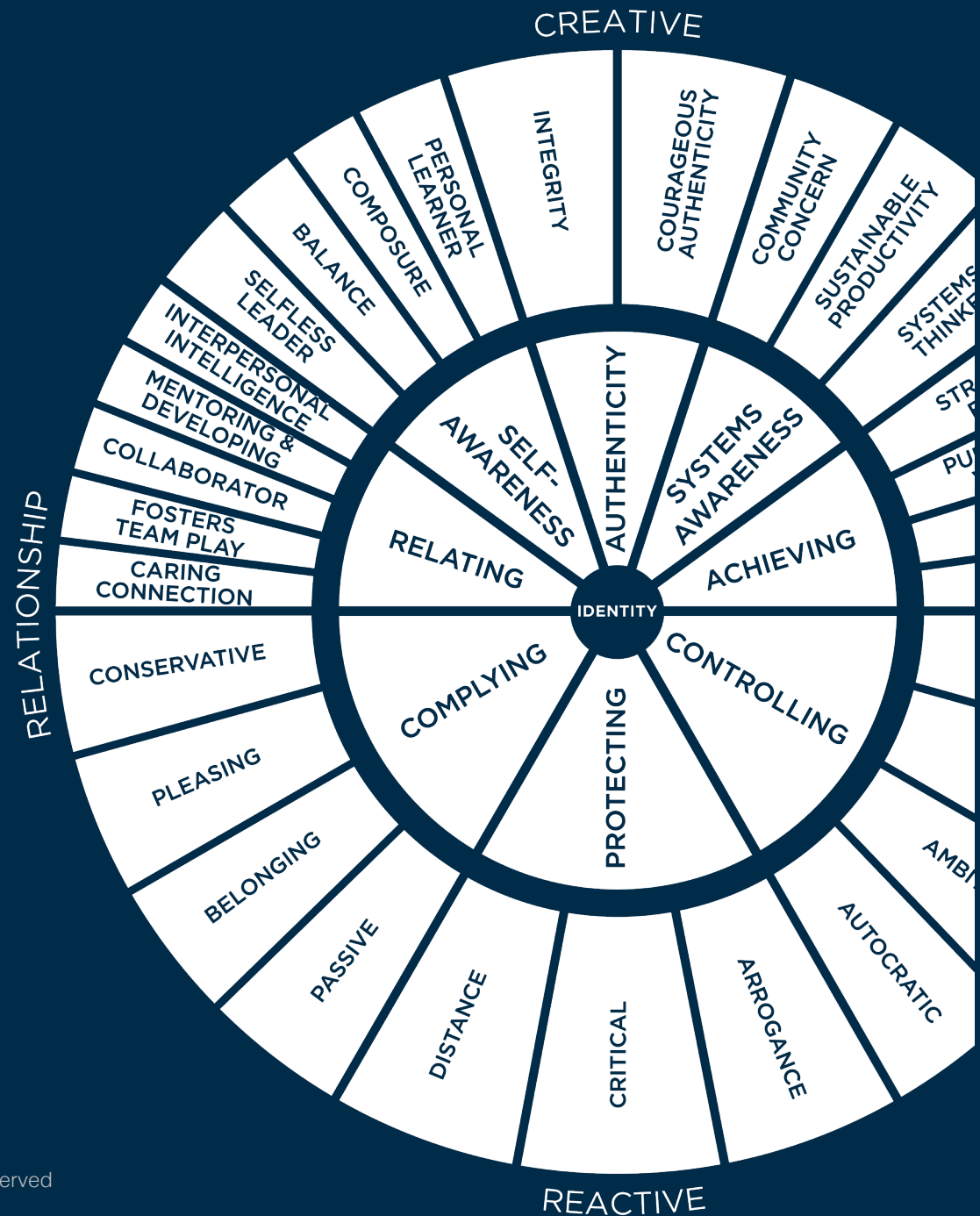


Scale Your Influence Beyond Individual Coaching

Expand your reach with the Collective Leadership Assessment™

Michael O'Connor - Summer 2023

LEADERSHIP CIRCLE®



OUR PURPOSE

We exist to evolve the conscious practice of leadership, to steward the planet, and to awaken us all to our inherent unity.



SESSION OBJECTIVES

During this 60-minute session, we will explore:

- *How to use the Universal Model of Leadership™ with groups and organizations for collective change.*
- *Ways to expand your practice beyond individual coaching.*
- *Leveraging the Collective Leadership Assessment™ to reinforce key insights.*
- *Conclude with a Q&A session.*

Placeholder for Polling Question 1:

How many Leadership Circle Profiles have you debriefed?

1 - None yet

2 – Up to 5

3 – Between 5 and 10

4 – More than 10

5 – Dozens!

Which statement best describes your current practice?

1- Internal company leaders

2 – Mostly one-on-one coaching


3 – Mostly group/team-based coaching

4- Combination of one-on-one and group coaching



Meta-Data: Building The Business Case for Leadership

- ❑ Most research confirms that leadership (and the culture it creates) is really the **ONLY** single differentiator between organizations.
- ❑ Research confirms effective leadership (*Creative*) outperforms ineffective (*Reactive*) leadership.
- ❑ People (ose with choice) join great companies and leave lousy bosses (companies with ineffective leaders are vulnerable to losing the best talent).
- ❑ A great strategy implemented by ineffective leadership is sure to fail.
- ❑ Culture **ALWAYS** trumps strategy.... And leadership is the *Number One* influence on culture.
- ❑ Research: Most effective organizations make developing leaders a strategic focus.

A landscape photograph of mountains at sunset. The sky is a deep blue, with a band of bright orange and yellow light from the setting sun behind the mountains. The mountains are silhouetted against the bright light, creating a layered effect. The foreground is dark and mostly obscured by the mountains.

An organization cannot perform
at a level higher than the
CONSCIOUSNESS
of its leadership

A scenic background image showing a sunset over a mountain range. The sun is low on the horizon, casting a warm orange and yellow glow across the sky. The mountains are silhouetted against the bright light, and the foreground shows dark, rocky terrain.

What is Group Coaching?

- ❑ Cohort/group - based offerings with multiple leaders participating.
- ❑ Guided experience through the same experience at the same time.
- ❑ Using the power of community to help leaders learn from each other, keep each other accountable, and grow together.
- ❑ Often includes a combination of synchronous and asynchronous learning.

Benefits to Leader / Organization

Scale:

Your offerings from one-on-one.... To one-to-many.

Lower per person cost than 1:1 coaching.

Impact:

Collaboration, shared learning, organizational knowledge sharing, trust, accountability, commitment, team building, learning tension...



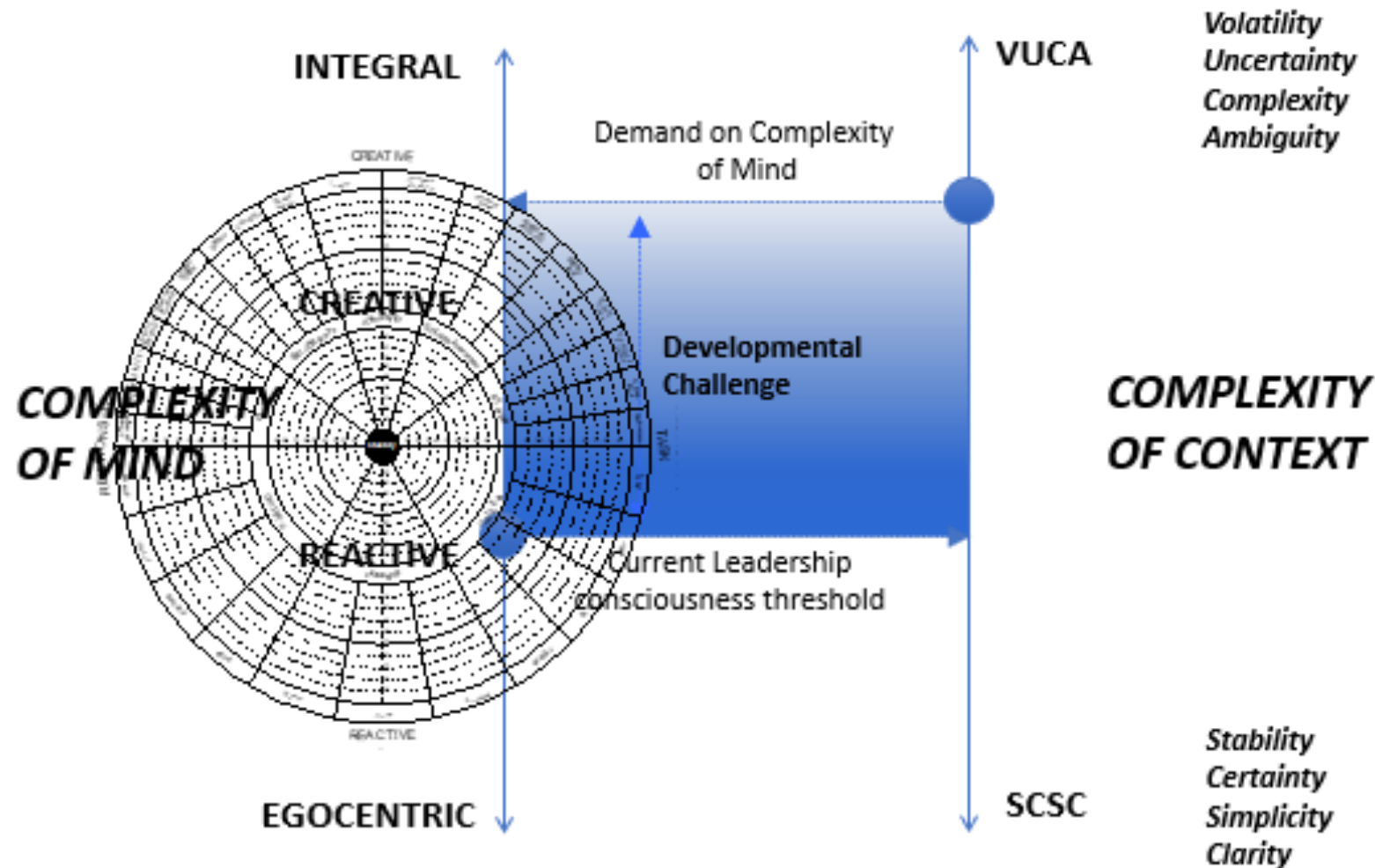
Benefits to You



- Your impact – at scale!
- Better use of your time
- Increased and more predictable income
- Capacity to reach more clients
- Faster business growth
- Better value for your clients
- Less complicated scheduling
- Possibilities of up-selling to next-level coaching programs

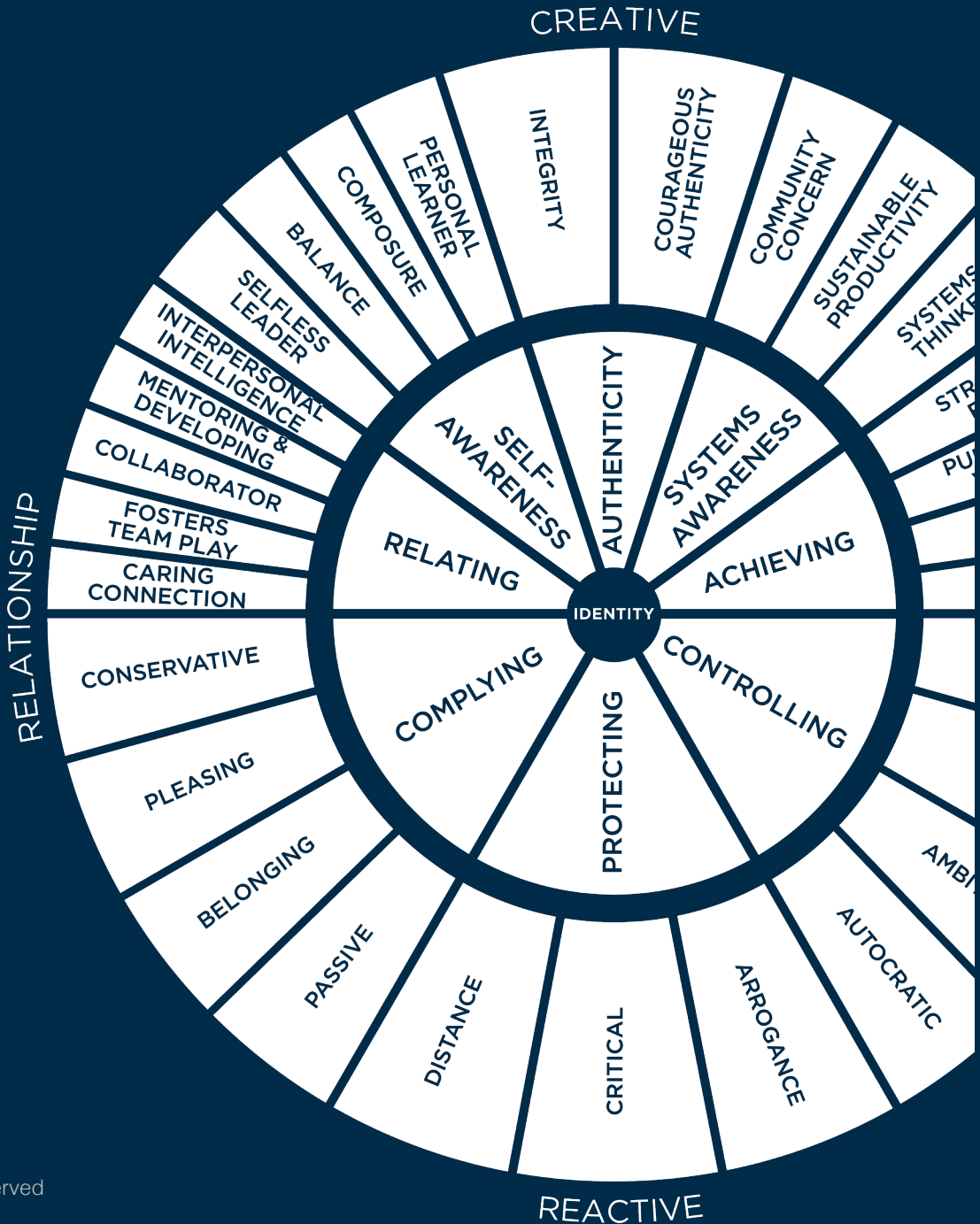
Development Journey

LEADERSHIP EFFECTIVENESS IS MEDIATED BY GAP BETWEEN SELF AND CIRCUMSTANCE



Collective Leadership Assessment

LEADERSHIP CIRCLE®



FAQ: Intended Audience:

Leadership - Deploying Self into Circumstances to Create Outcomes that Matter to Us.

Leadership Circle Profile: generally, Middle Manger / Director level or above

LC: Manager Edition: Leadership roles that are less complex (e.g. first line supervisor)

Collective Leadership Assessment: Groups, Teams or Entire Organizations



Key Differences Between Leadership Circle Profile and the Collective Leadership Assessment

Leadership Circle 360 Assessment

- A 360 measuring leadership domains for an individual leader.
Self scores vs Total Evaluators
- **At one point in time**
- Is **diagnostic** in nature, allows a senior leader or group to contemplate potential Reactive and Creative patterns as individuals.

Collective Leadership Effectiveness Assessment

- Focus of analysis is on collective leadership (or team)
- Measures gap between current leadership effectiveness (Actual) and aspirational (future) leadership effectiveness (Ideal)
- Is directional / **prescriptive** in nature and deeply informs the Collective Lead Dev Agenda

CREATIVE

INTEGRITY

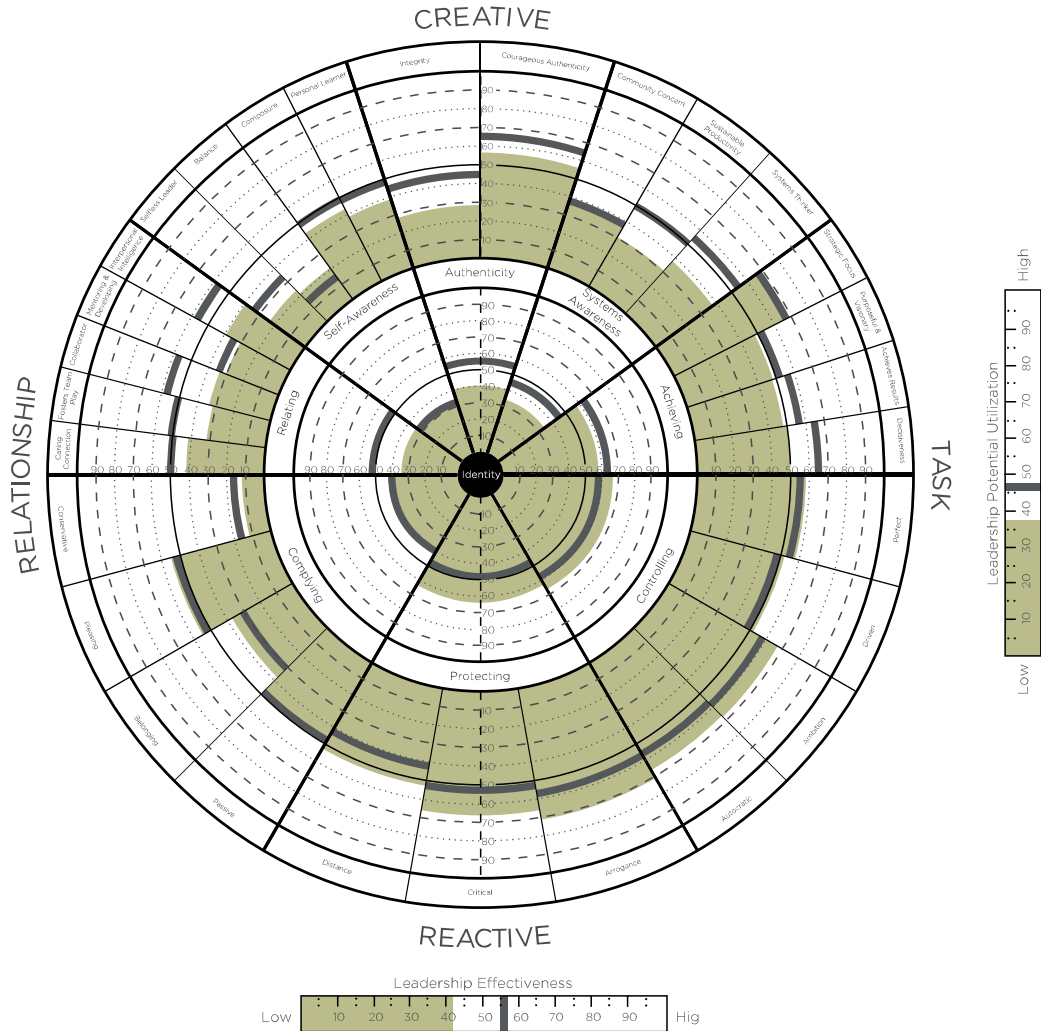
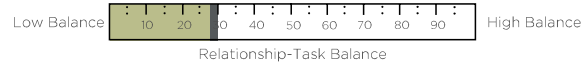
COURAGEOUS
AUTHENTICITY

ICITY

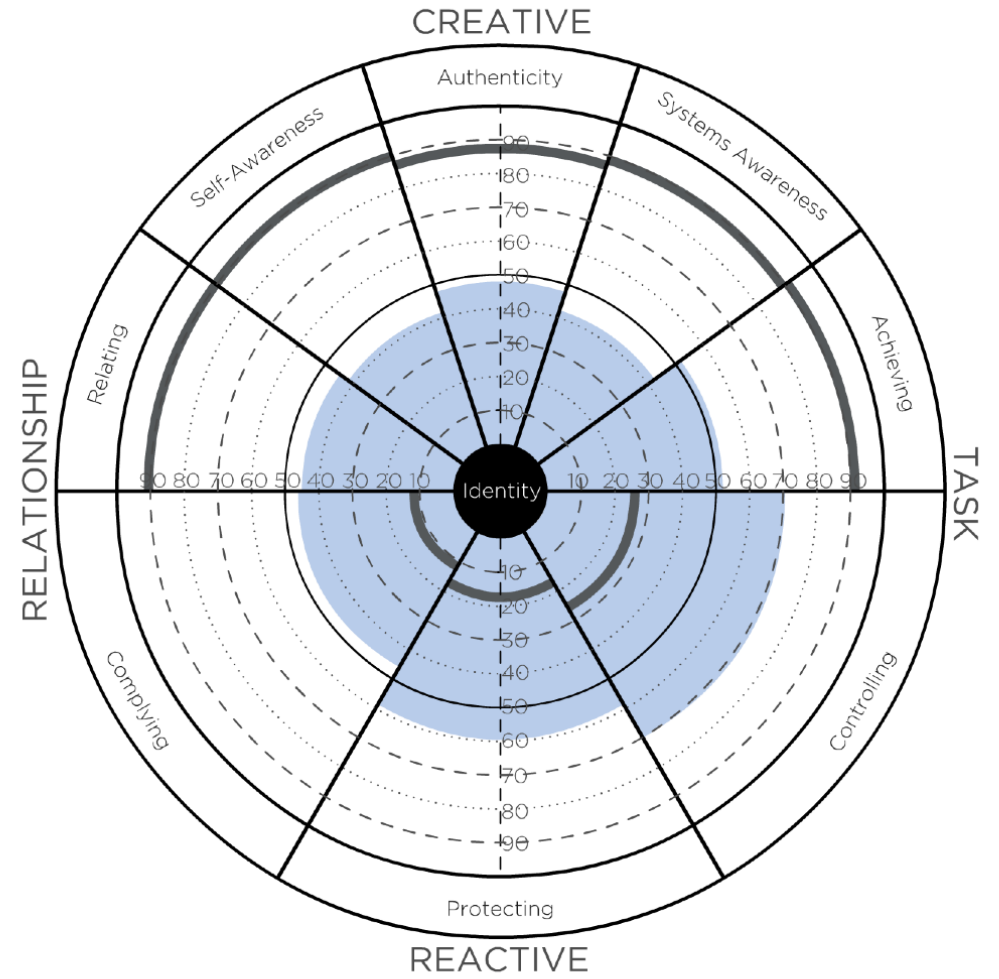
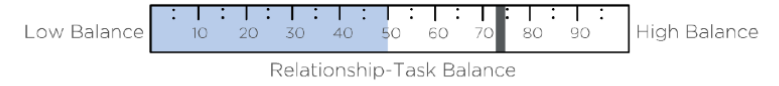
Two Doorways for Consideration:

- Start with *Leadership Circle 360's* with all participating leaders.
- Start with the *Collective Leadership Assessment*
- Group Debrief
- Ongoing Group Coaching
- Offer the individual 360's a few months later

Leadership Circle Profile Group Report



Collective Leadership Assessment



Key Differences Between LCP Group Profile and the Collective Leadership Effectiveness Assessment

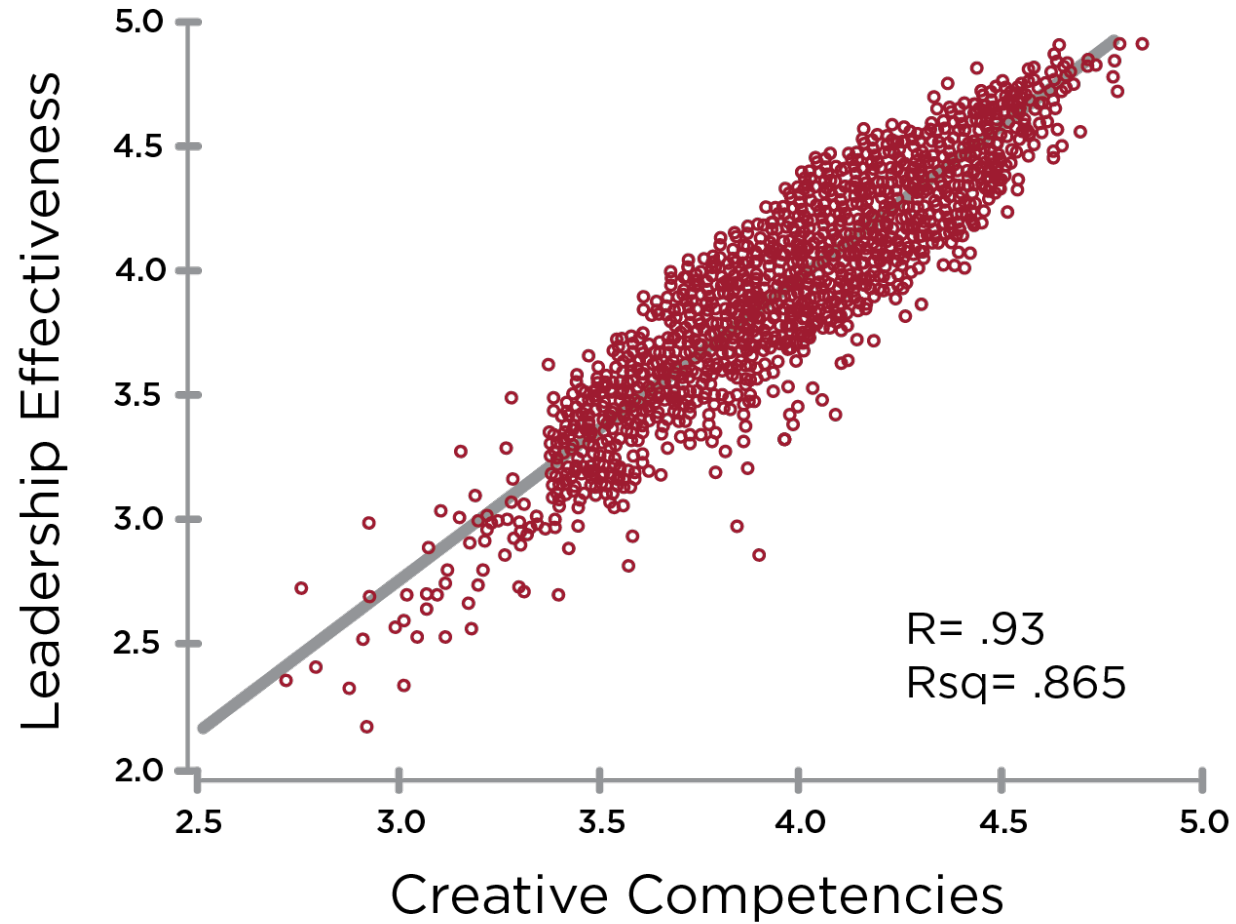
Leadership Circle Aggregate Group Profile

- Is a group rollup of a collection of individual Leadership Circle Profiles
- Focus of analysis is on the individual, and then scores are aggregated across the selected group

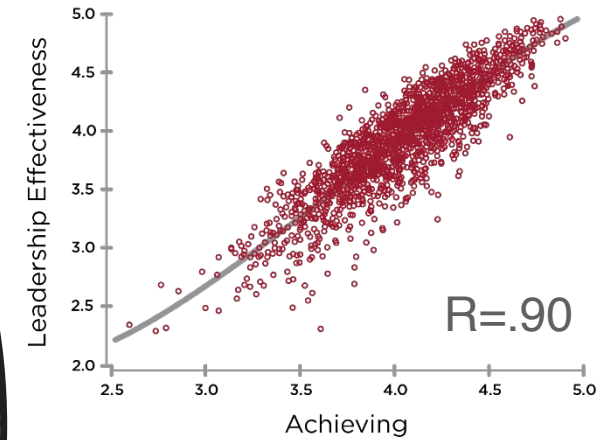
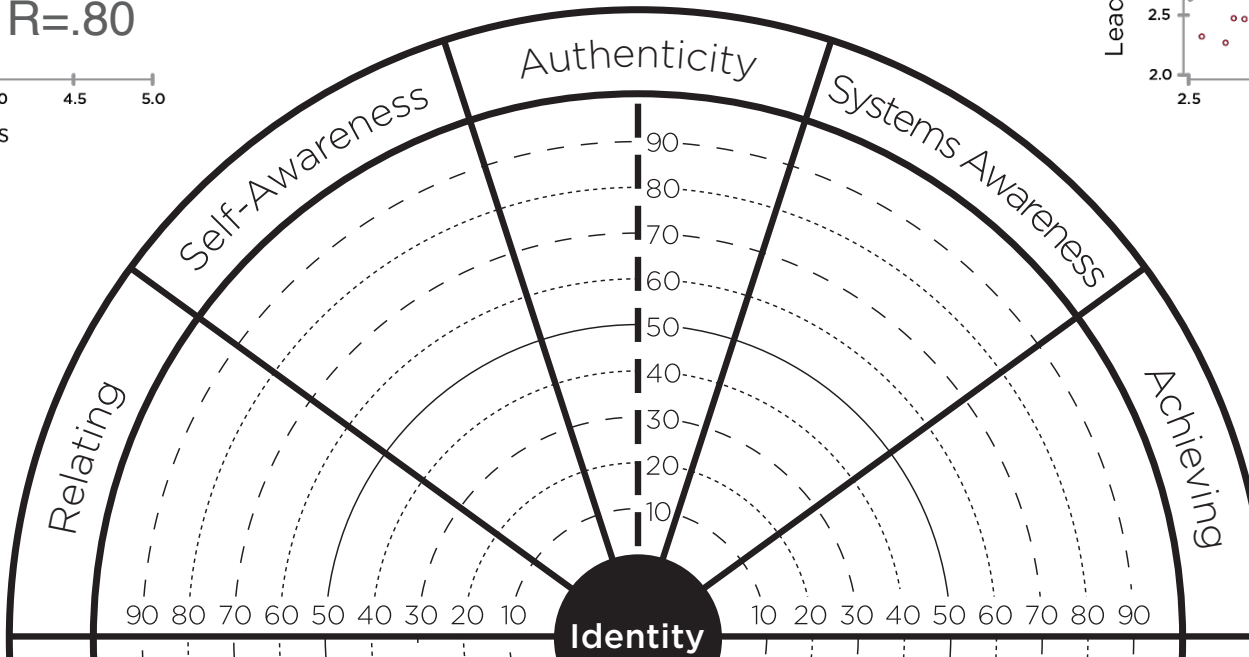
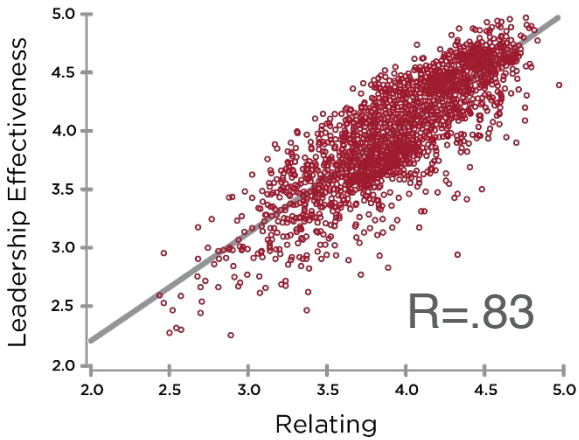
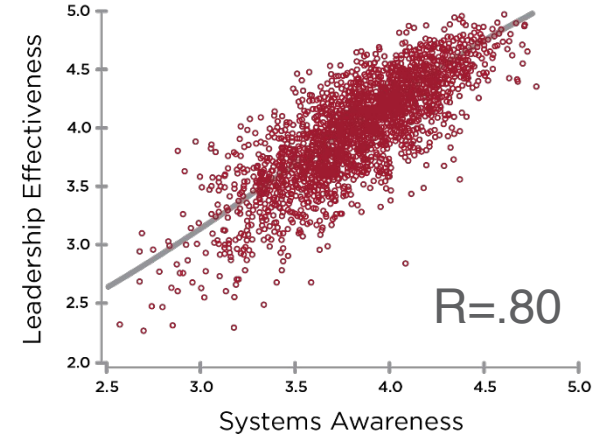
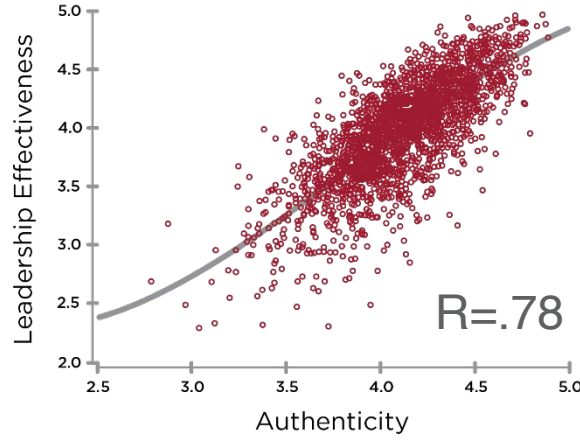
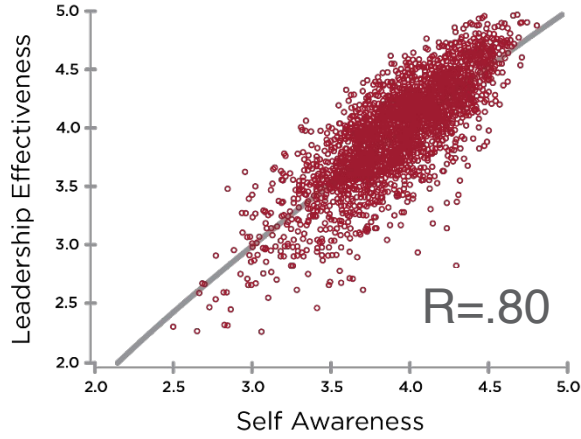
Collective Leadership Effectiveness Assessment

- Measures gap between current leadership effectiveness (Actual) and aspirational leadership effectiveness (Ideal)
- Focus of analysis is on collective leadership

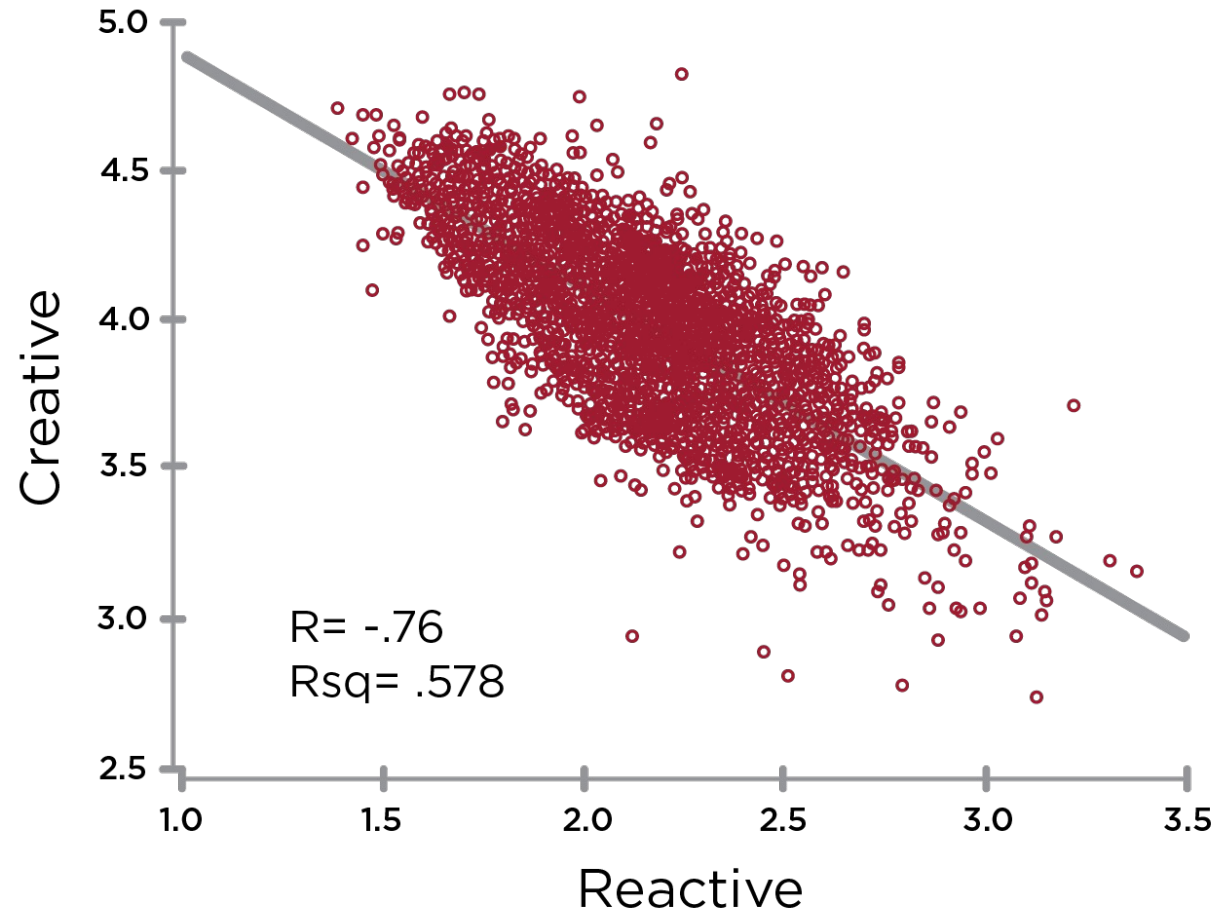
Leadership Effectiveness & Creative Competencies

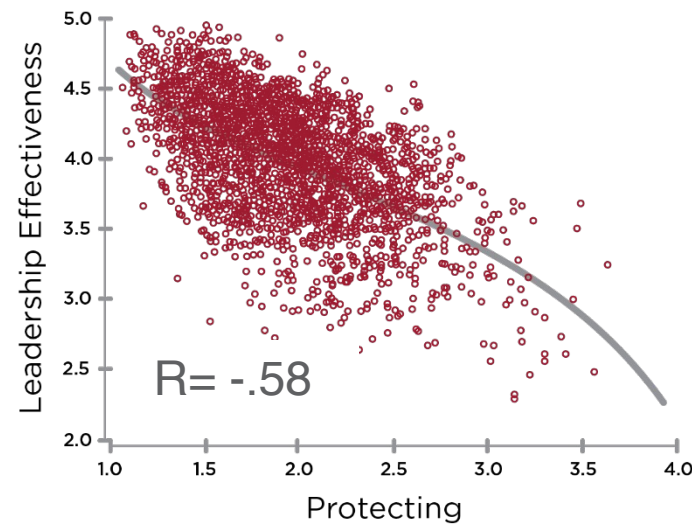
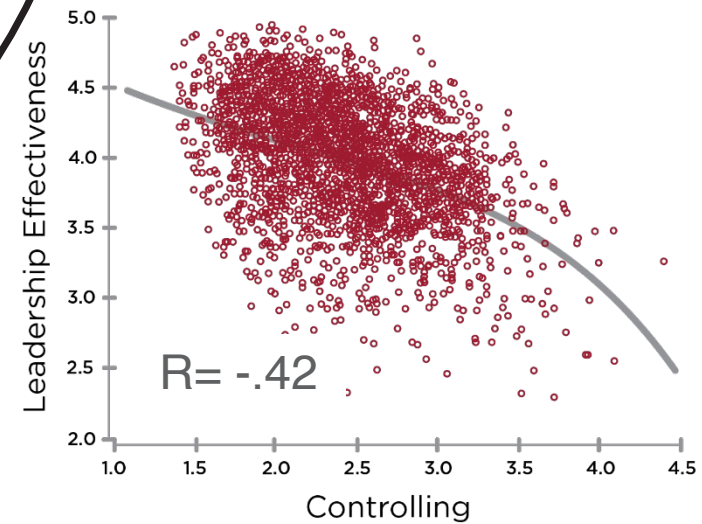
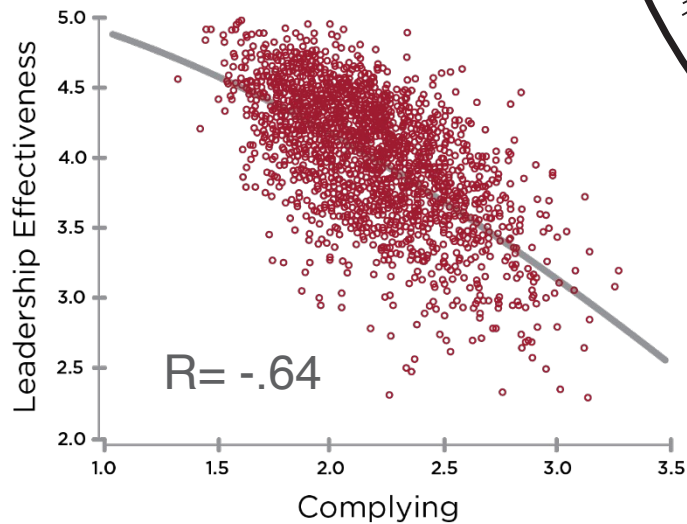
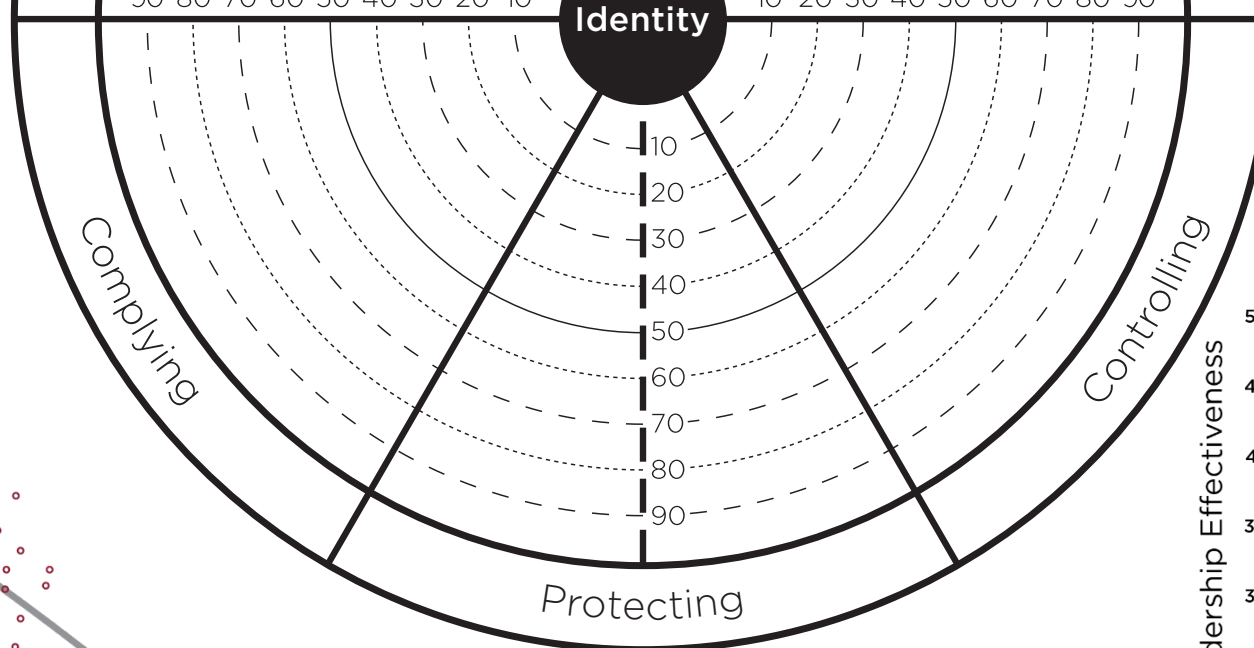


CREATIVE Correlations to Leadership Effectiveness



Creative Competencies & Reactive Tendencies





REACTIVE Correlations to Leadership Effectiveness

Self-Awareness Average Response	34 % 8.52	79 % 11.27	Dimension Questions
Selfless Leader Average Response	46 % 9.44	61 % 10.72	Take forthright action without needing recognition. Get the job done with no need to attract attention to themselves.
Balance Average Response	39 % 8.05	66 % 10.11	Balance work and personal life. Find enough time for personal reflection.
Composure Average Response	48 % 9.73	82 % 12.49	Are composed under pressure. Handle stress and pressure very well.
Personal Learner Average Response	32 % 7.47	82 % 12.01	Investigate the deeper reality that lies behind events/circumstances. Learn from mistakes.

Achieving Average Response	28 % 8.06	83 % 12.36	Dimension Questions
Strategic Focus Average Response	35 % 8.00	81 % 12.07	<p>Establish a strategic direction that helps the organization to thrive.</p> <p>Provide strategic direction that is thoroughly thought through.</p>
Purposeful & Visionary Average Response	20 % 6.71	78 % 12.03	<p>Articulate a vision that creates alignment within the organization.</p> <p>Inspire others with vision.</p>
Achieves Results Average Response	37 % 9.83	73 % 12.60	<p>Are proficient at achieving high quality results on key initiatives.</p> <p>Pursue results with drive and energy.</p>
Decisiveness Average Response	38 % 7.76	88 % 12.91	<p>Are efficient decision makers.</p> <p>Make decisions in a timely manner.</p>



Controlling Average Response	47 % 7.68	34 % 6.45	Dimension Questions
Perfect Average Response	28 % 7.17	48 % 8.78	Need to perform flawlessly. Need to excel in every situation.
Driven Average Response	39 % 7.16	51 % 8.07	Push themselves too hard. Try too hard to be the best at everything they take on.
Ambition Average Response	38 % 7.26	50 % 8.16	Are excessively ambitious. Believe winning is what really matters.
Autocratic Average Response	56 % 8.02	28 % 5.16	Have to get their own way. Pursue results at the expense of people.

Collective Leadership Assessment

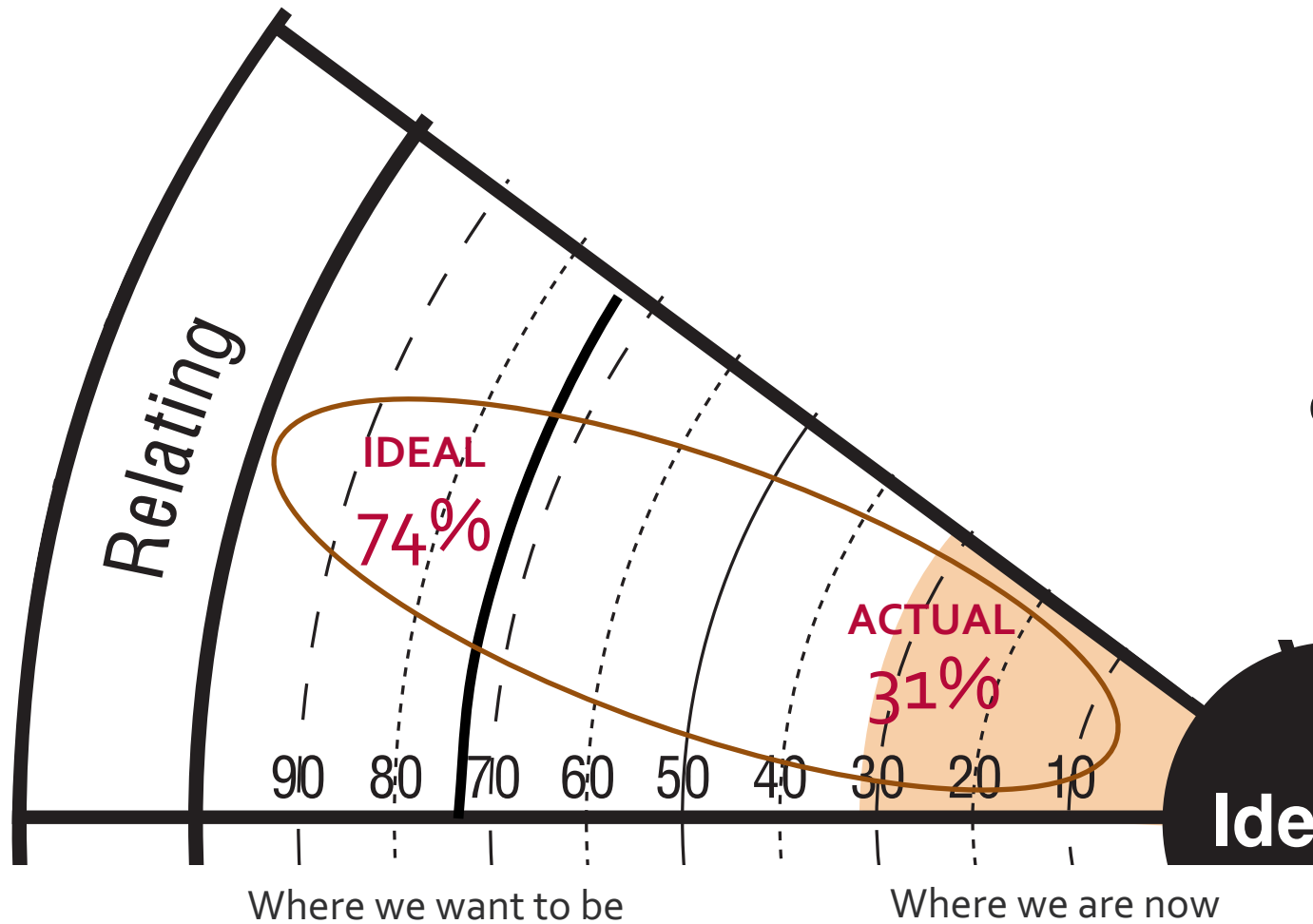
Bank Collective Leadership Assessment

Average Response on a 15 point scale

	Actual Avg	Actual %	Ideal Avg	Ideal %
Relating	8.07	31 %	11.33	74 %
Self-Awareness	8.52	34 %	11.27	79 %
Authenticity	7.78	25 %	11.97	81 %
Systems Awareness	6.81	19 %	10.59	72 %
Achieving	8.06	28 %	12.36	83 %
Controlling	7.68	47 %	6.45	34 %
Protecting	6.39	49 %	3.55	16 %
Complying	7.70	58 %	4.30	11 %
Reactive-Creative Scale	15.92	38 %	22.02	85 %
Relationship-Task Balance	0.86	43 %	0.92	73 %



RELATING (Creative)



Actual

Where we see our current collective leadership now

Ideal

Our aspiration of where we want/need our collective leadership to be

CLA Report Summary (page 15)

Shows gap between Actual and Ideal for all dimensions.

Gaps of 25%+ are “significant”.

Red Negative Numbers indicate Reactive Tendencies (wanting less).

Sorted by Gap Between Actual and Ideal

Senior Team	Actual %	Ideal %	Gap %
Dimensions			
Balance	21 %	89 %	68
Decisiveness	38 %	88 %	50
Integrity	42 %	92 %	50
Sustainable Productivity	44 %	92 %	48
Courageous Authenticity	38 %	85 %	47
Involvement	42 %	87 %	45
Fosters Team Play	44 %	88 %	43
Systems Thinker	49 %	89 %	40
Personal Learner	48 %	88 %	40
Interpersonal Intelligence	49 %	89 %	40
Mentoring & Developing	47 %	86 %	39
Strategic Focus	53 %	92 %	38
Purposeful & Visionary	56 %	92 %	35
Customer Focus	54 %	90 %	35
Collaborator	50 %	81 %	30
Caring Connection	57 %	87 %	29
Composure	57 %	85 %	28
Selfless Leader	30 %	54 %	24
Community Concern	70 %	92 %	21
Achieves Results	63 %	76 %	12
Distance	34 %	8 %	-25
Perfect	61 %	30 %	-31

Sorts Tables from CLA Report

Sorted By Actual

Bank Culture Survey	Actual %	Ideal %
Dimensions		
Passive	73 %	24 %
Critical	58 %	26 %
Autocratic	56 %	28 %
Distance	51 %	25 %
Pleasing	49 %	23 %
Collaborator	48 %	65 %
Composure	48 %	82 %
Selfless Leader	46 %	61 %
Conservative	46 %	8 %
Arrogance	44 %	13 %
Interpersonal Intelligence	43 %	86 %
Balance	39 %	66 %
Driven	39 %	51 %
Courageous Authenticity	38 %	81 %
Ambition	38 %	50 %
Decisiveness	38 %	88 %
Involvement	37 %	79 %
Achieves Results	37 %	73 %
Strategic Focus	35 %	81 %
Mentoring & Developing	35 %	78 %
Systems Thinker	35 %	78 %
Customer Focus	33 %	65 %
Belonging	33 %	11 %
Personal Learner	32 %	82 %
Perfect	28 %	48 %
Fosters Team Play	27 %	79 %
Caring Connection	27 %	47 %
Integrity	24 %	80 %
Sustainable Productivity	23 %	84 %
Purposeful & Visionary	20 %	78 %
Community Concern	17 %	45 %
Summary Dimensions		
Complying	58 %	11 %
Protecting	49 %	16 %
Controlling	47 %	34 %
Self-Awareness	34 %	79 %
Relating	31 %	74 %
Achieving	28 %	83 %
Authenticity	25 %	81 %
Systems Awareness	19 %	72 %
Summary Measures		
Relationship-Task Balance	43 %	73 %
Reactive-Creative Scale	38 %	85 %

Sorted By Ideal

Bank Culture Survey	Actual %	Ideal %
Dimensions		
Decisiveness	38 %	88 %
Interpersonal Intelligence	43 %	86 %
Sustainable Productivity	23 %	84 %
Personal Learner	32 %	82 %
Composure	48 %	82 %
Strategic Focus	35 %	81 %
Courageous Authenticity	38 %	81 %
Integrity	24 %	80 %
Fosters Team Play	27 %	79 %
Involvement	37 %	79 %
Purposeful & Visionary	20 %	78 %
Mentoring & Developing	35 %	78 %
Systems Thinker	35 %	78 %
Achieves Results	37 %	73 %
Balance	39 %	66 %
Collaborator	48 %	65 %
Customer Focus	33 %	65 %
Selfless Leader	46 %	61 %
Driven	39 %	51 %
Ambition	38 %	50 %
Perfect	28 %	48 %
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Complying	58 %	11 %
Summary Measures		
Reactive-Creative Scale	38 %	85 %
Relationship-Task Balance	43 %	73 %

Sorted By Ideal to Ideal

Bank Culture Survey	Ideal %	Ideal to Ideal %
Dimensions		
Critical	26 %	66 %
Autocratic	28 %	63 %
Passive	24 %	62 %
Driven	51 %	61 %
Ambition	50 %	59 %
Distance	25 %	58 %
Perfect	48 %	55 %
Decisiveness	88 %	53 %
Composure	82 %	52 %
Interpersonal Intelligence	86 %	49 %
Achieves Results	73 %	47 %
Customer Focus	65 %	47 %
Arrogance	13 %	45 %
Systems Thinker	78 %	44 %
Integrity	80 %	44 %
Courageous Authenticity	81 %	43 %
Mentoring & Developing	78 %	41 %
Personal Learner	82 %	39 %
Selfless Leader	61 %	39 %
Involvement	79 %	39 %
Purposeful & Visionary	78 %	39 %
Sustainable Productivity	84 %	38 %
Pleasing	23 %	38 %
Fosters Team Play	79 %	37 %
Collaborator	65 %	36 %
Strategic Focus	81 %	33 %
Belonging	11 %	27 %
Conservative	8 %	26 %
Balance	66 %	25 %
Caring Connection	47 %	21 %
Community Concern	45 %	21 %
Summary Dimensions		
Controlling	34 %	61 %
Protecting	16 %	54 %
Complying	11 %	44 %
Authenticity	81 %	41 %
Achieving	83 %	36 %
Relating	74 %	30 %
Self-Awareness	79 %	28 %
Systems Awareness	72 %	27 %
Summary Measures		
Relationship-Task Balance	73 %	64 %
Reactive-Creative Scale	85 %	35 %

Sorted By Gap Between Actual and Ideal

Bank Culture Survey	Actual %	Ideal %	Gap %
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Customer Focus	33 %	65 %	32
Critical	58 %	26 %	-32
Arrogance	44 %	13 %	-31
Community Concern	17 %	45 %	28
Autocratic	56 %	28 %	-28
Balance	39 %	66 %	27
Distance	51 %	25 %	-26
Pleasing	49 %	23 %	-26
Belonging	33 %	11 %	-22
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Perfect	28 %	48 %	20
Collaborator	48 %	65 %	17
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Achieving	28 %	83 %	55
Systems Awareness	19 %	72 %	53
Complying	58 %	11 %	-47
Self-Awareness	34 %	79 %	45
Relating	31 %	74 %	43
Protecting	49 %	16 %	-33
Controlling	47 %	34 %	-13
Summary Measures			
Reactive-Creative Scale	38 %	85 %	47
Relationship-Task Balance	43 %	73 %	30

Leadership Circle Profile™

Interpretation Manual



LEADERSHIP
CIRCLE.

PROFILE INTERPRETATION MANUAL

LEADERSHIP
CIRCLE.

Prerequisite:

Leadership Circle Assessment Certification





FAQ: CLA ASSESSMENT EXPERIENCE

- All program administration is done online with a LC security-enabled (and password protected) web portal.
- 62 questions Questions, based on a 15-point frequency scale.
- Questions answered twice, ACTUAL vs. DESIRED FUTURE.
- No Open ended Questions.
- Takes about 20 minutes to complete, including open-ended questions.

User-friendly options are built into the system to include bookmarking, review options, etc.

Next Steps:

Request a one-on-one meeting to discuss, or post a question (put a note in chat)

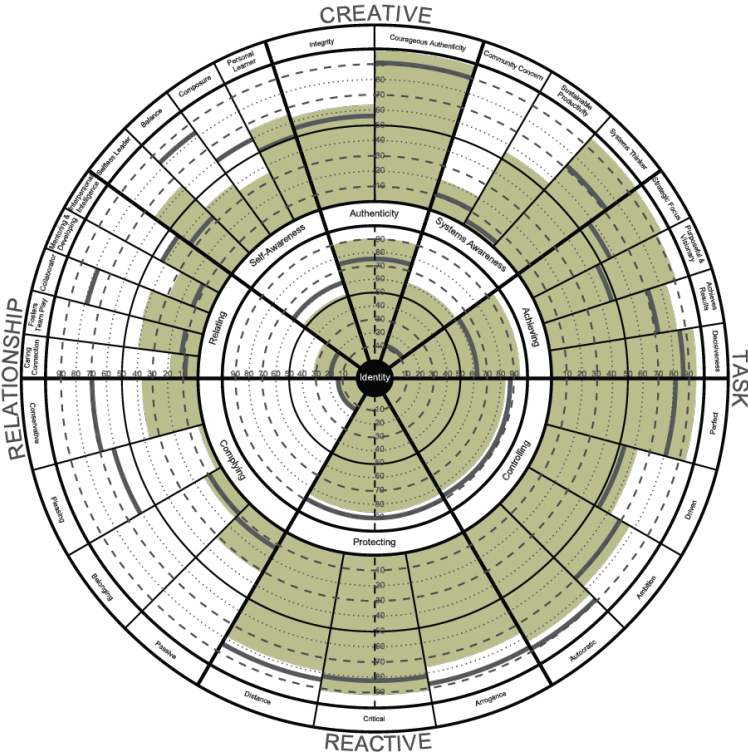
Register:

- LeadershipCircle.com
- Certifications
- Level 2: Collective Leadership Assessment
- View Calendar (by region of the world)

-North America Offerings:

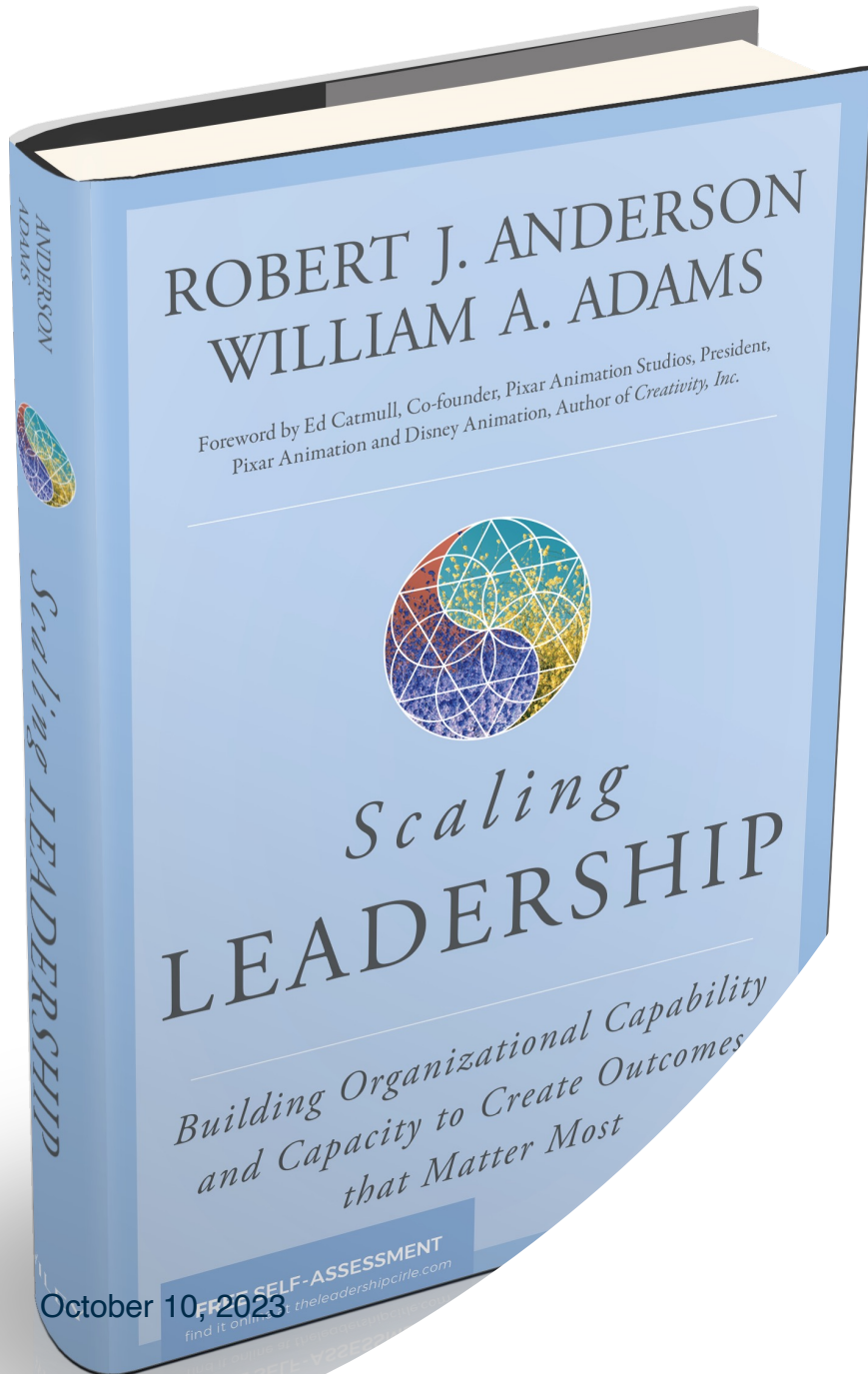
- October 3-4; 8am to 5pm ET
- November 28-29; 8am to 5pm MT

-Cost is \$1995 USD



Breakout Session:

What are some techniques you use (or have seen) in supporting group development?



Leadership is scaling the capacity and capability in the organization to create what matters most

October 10, 2023

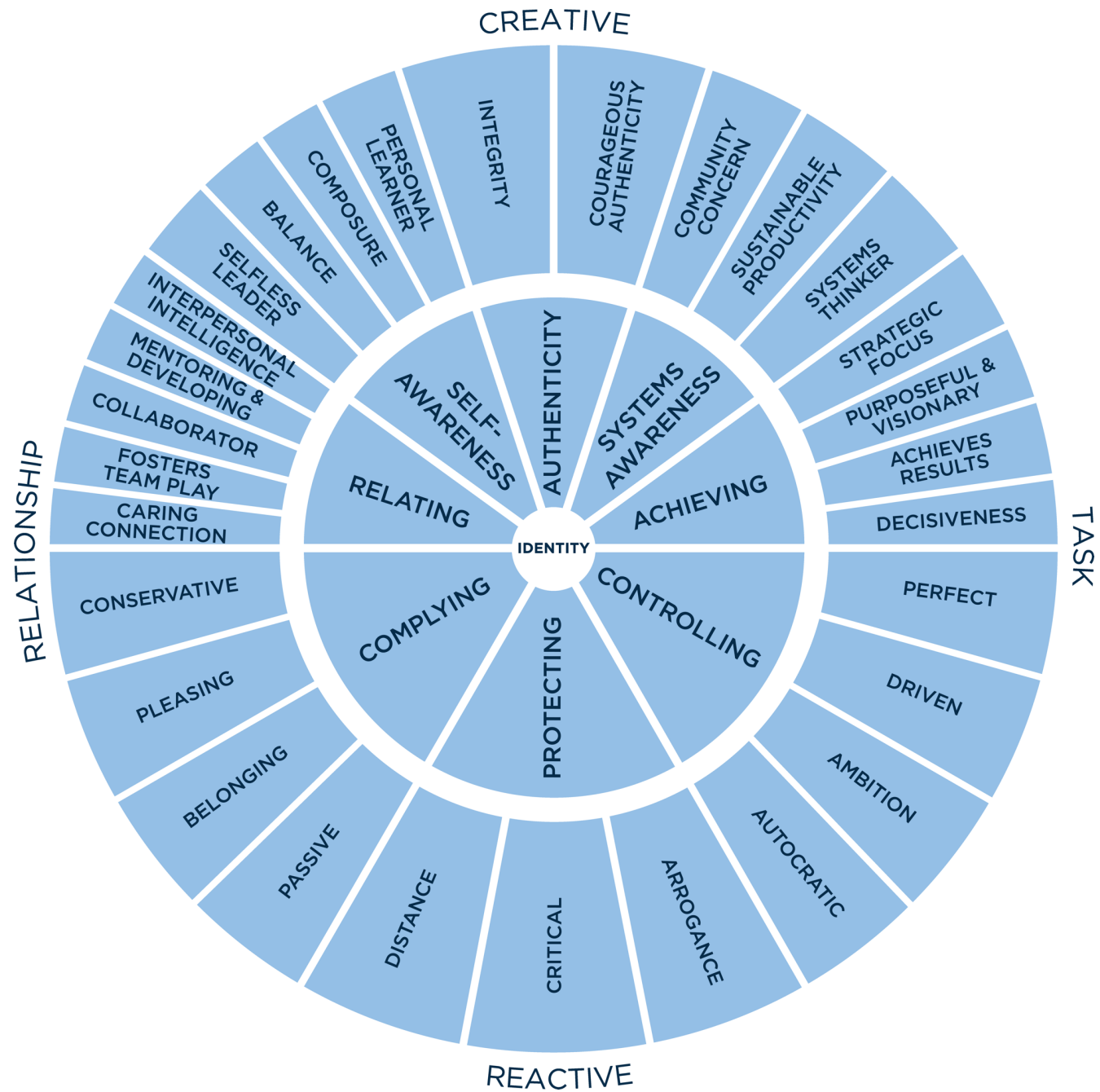
FREE SELF-ASSESSMENT
find it online at theleadershipcircle.com

Six Conditions for Scaling Conscious Leadership

- Creative Leadership
- Deep Relationship
- Radical Humanity
- Higher Purpose
- Systematize Development
- Generative Tension

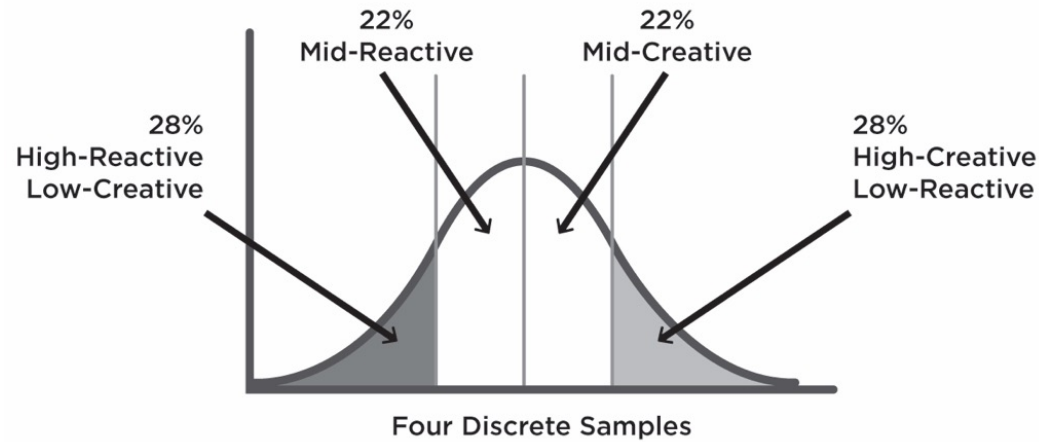
Six Conditions for Scaling Conscious Leadership

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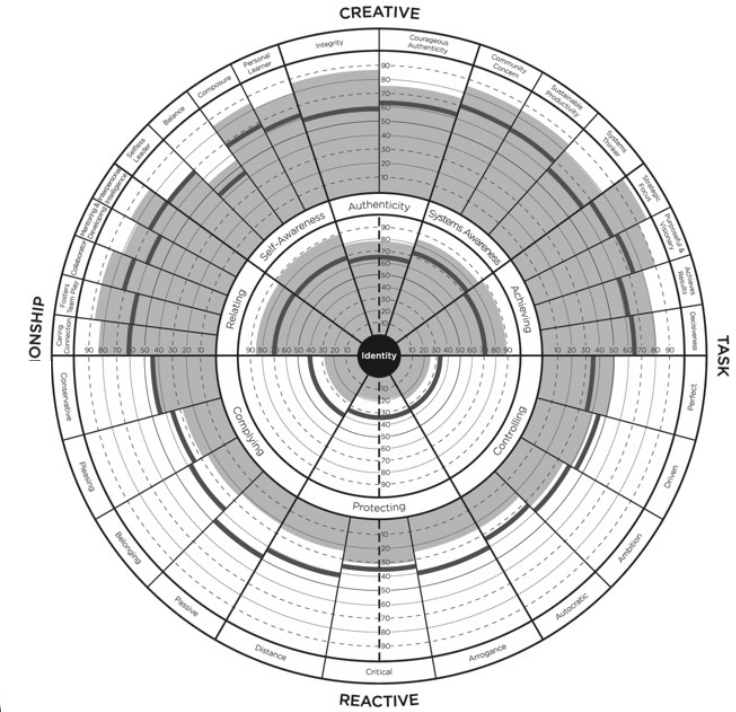
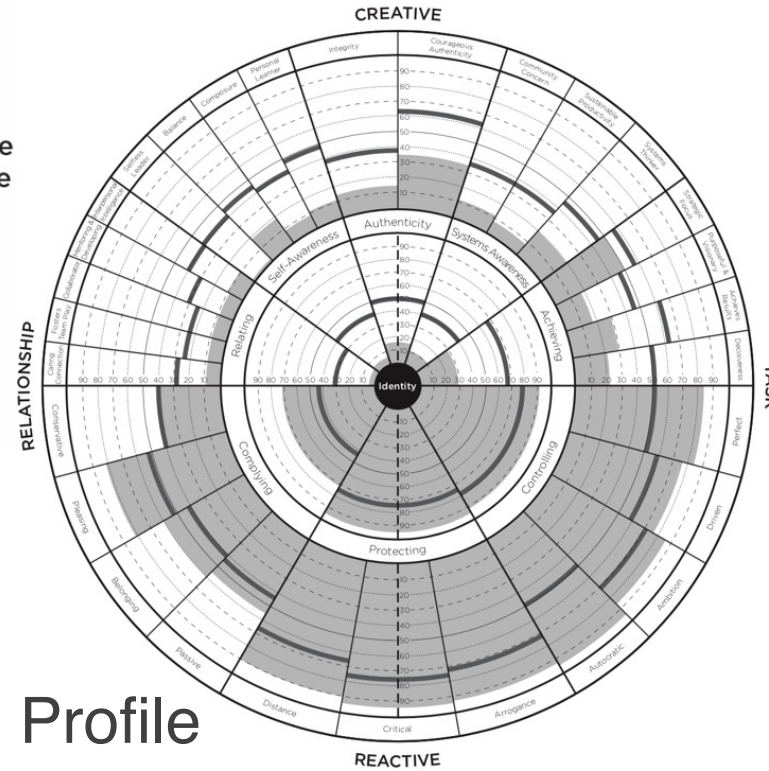


The Study

How Senior Leaders Describe Other Senior Leaders

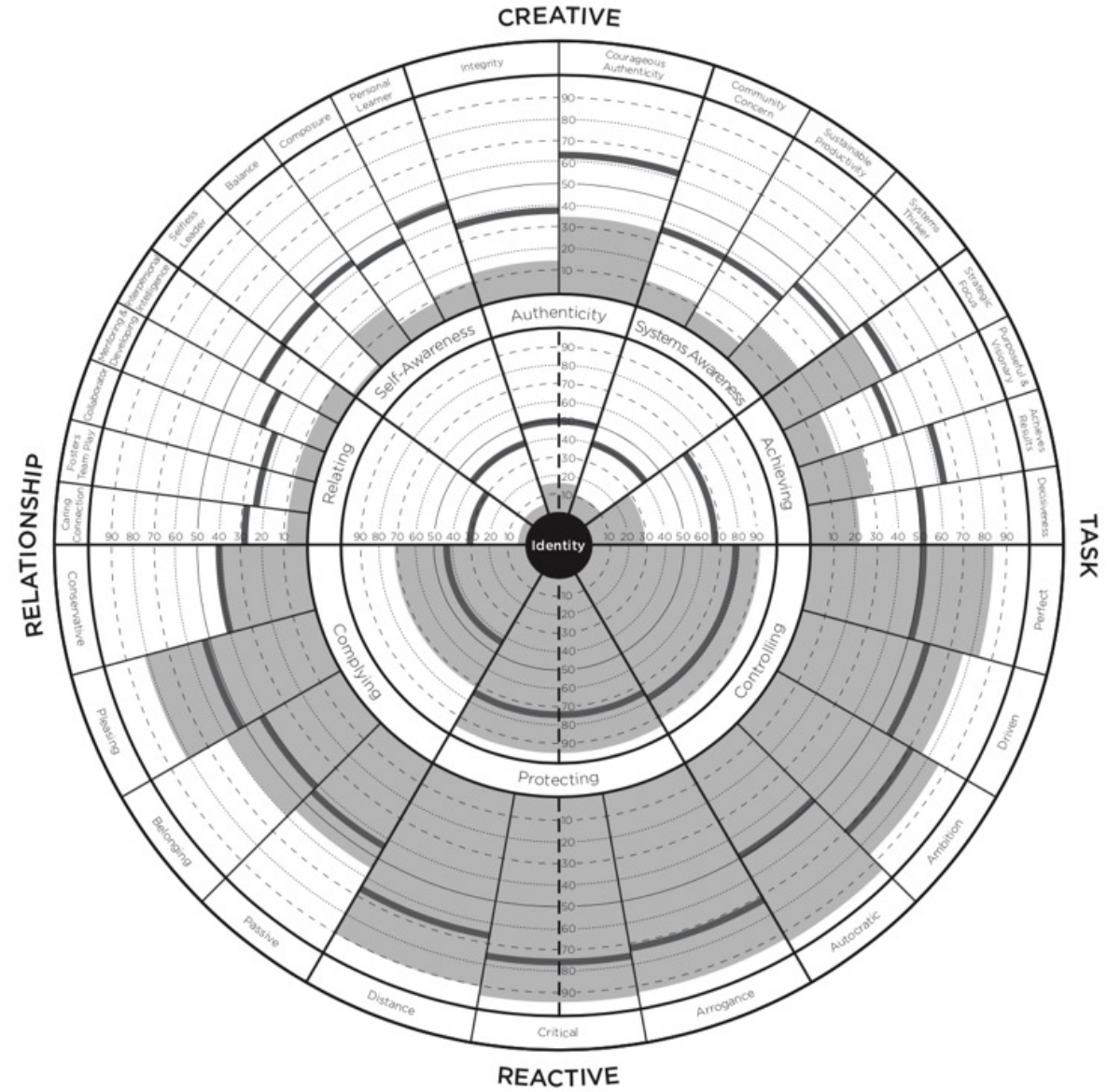
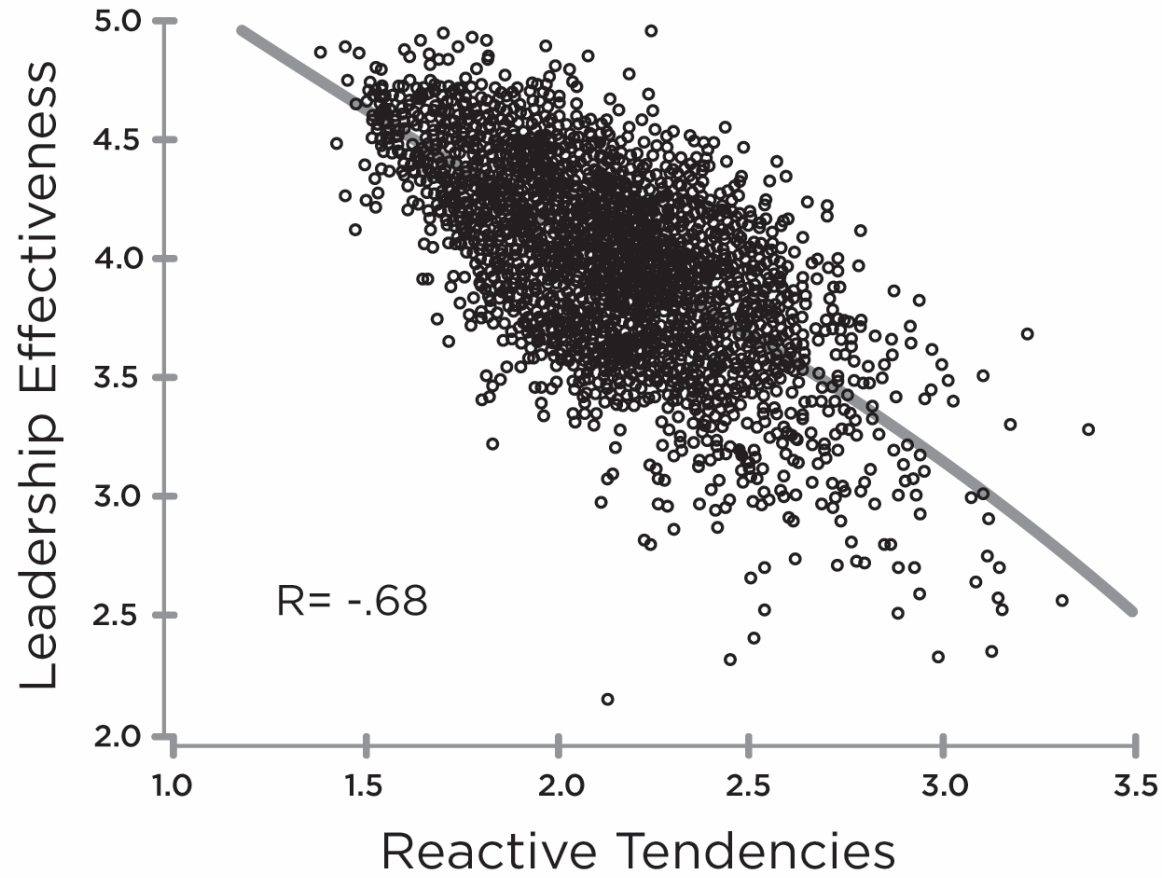


High-Reactive Profile



High-Creative Profile

High-Reactive Leadership



What Works: Creative Leaders' Strengths

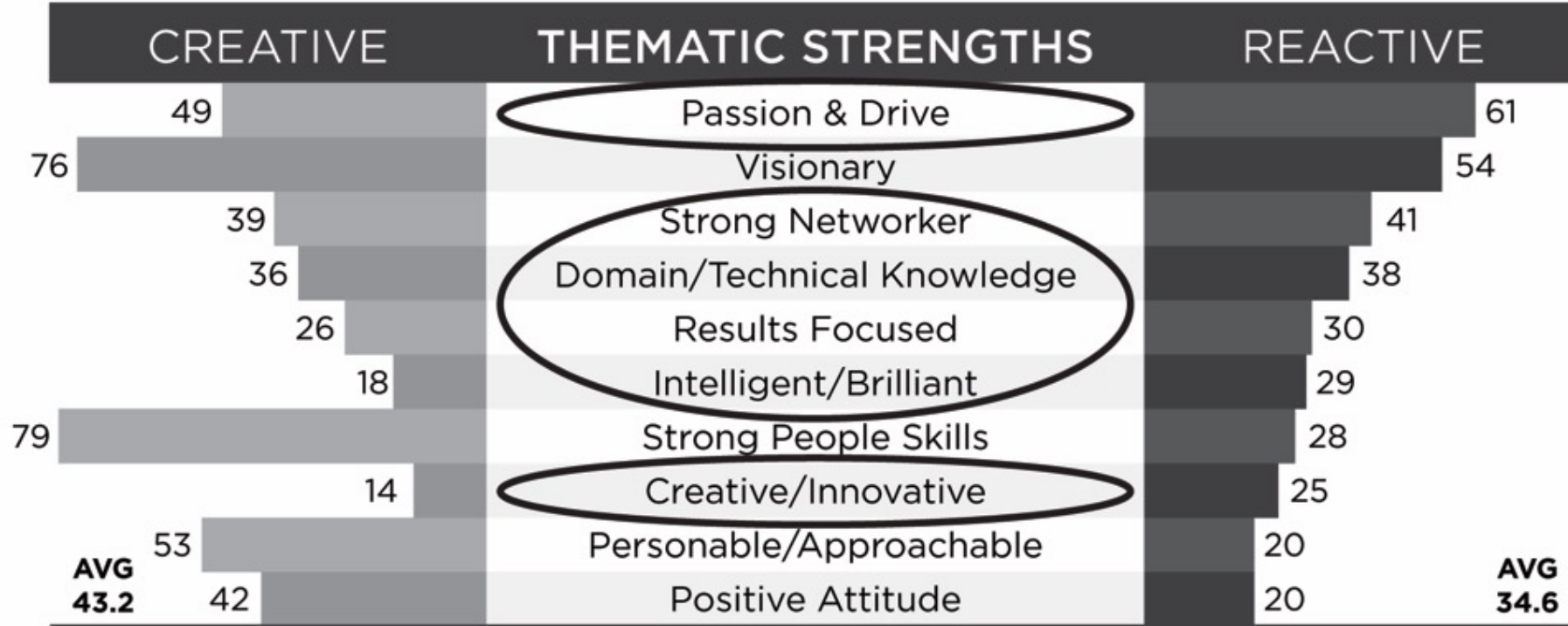
What Differentiates the Most Effective Leaders



Creative leaders endorsed **2.3 times** more often than Reactive leaders

Reactive Leaders' Strengths:

Non-Differentiating Strengths



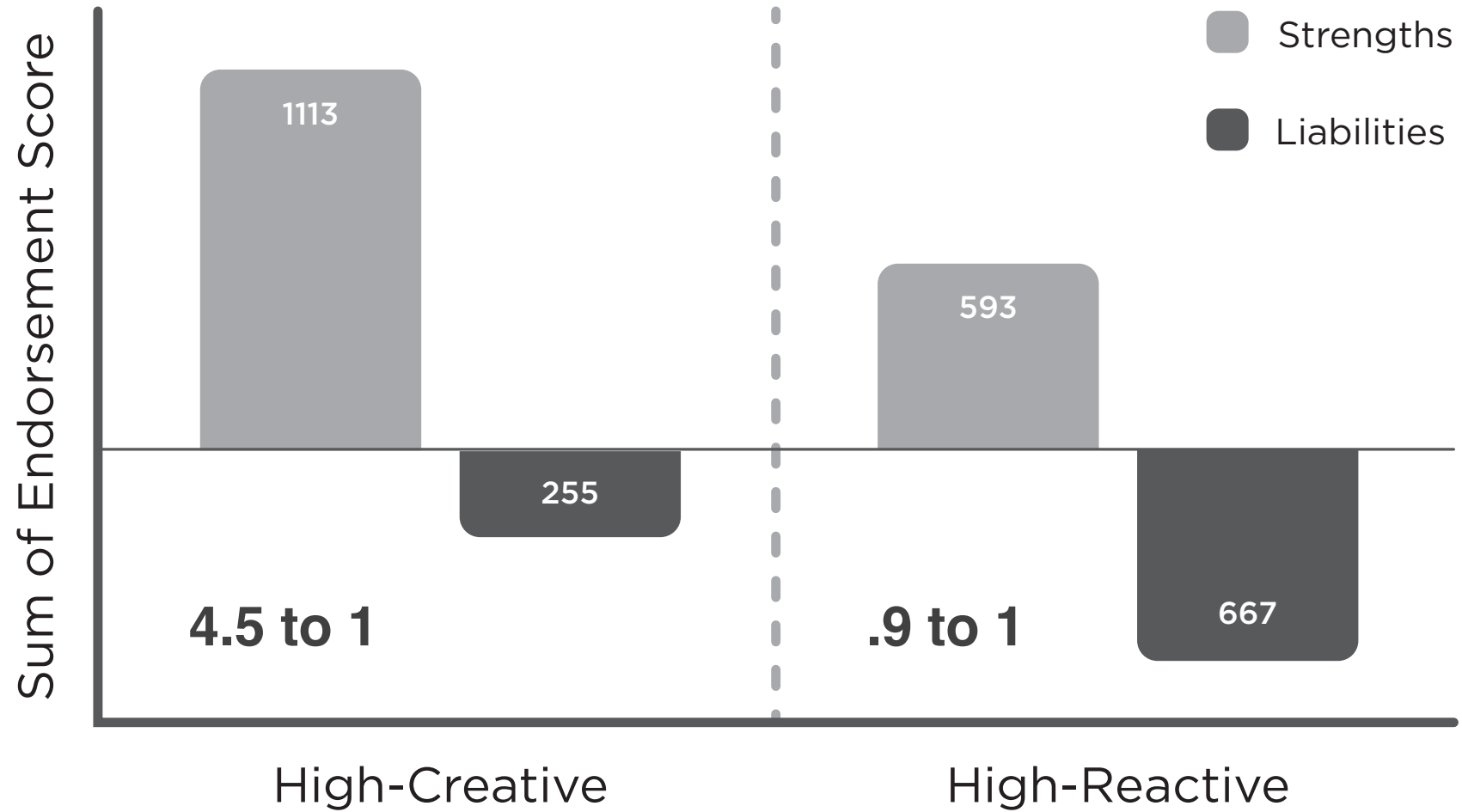
Creative leaders endorsed **1.3 times** more often than Reactive leaders

Leader Liabilities

Most Reactive versus Most Creative

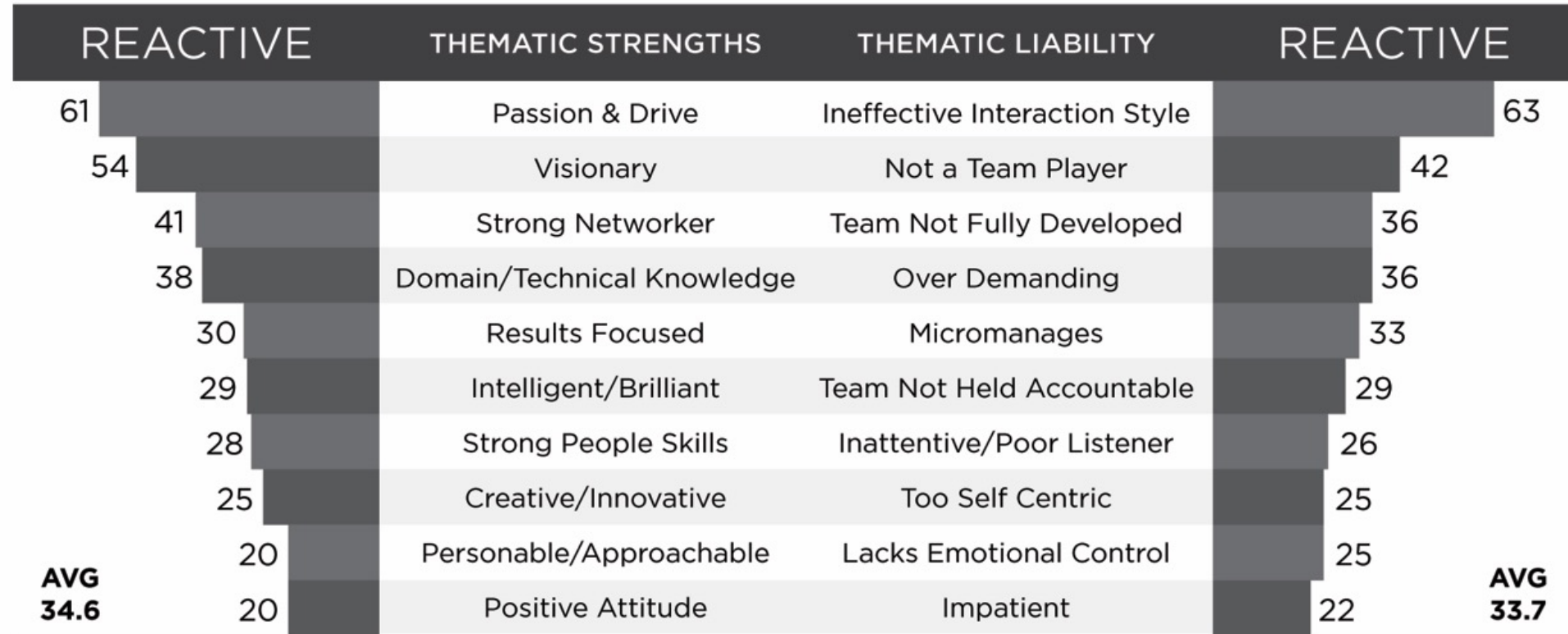


High-Reactive leaders endorsed **6.5 times** more often than High-Creative leaders



The Cancelling Effect

Are You Cancelling Yourself Out?



High-Reactive strengths are **1.0 times** liabilities - essentially equal/offsetting



Thanks for joining us!
Q & A