Statistics and Validity of the Leadership Circle Profile™

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Sue Hornblow: Leadership Plus, New Zealand

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OUR PURPOSE

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

LEADERSHIP CIRCLE

Leadership: The Business Case

❑ Research confirms that leadership (and the culture it creates) is really the ONLY single differentiator between organizations.

❑ People (the good ones) 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.

CREATIVE

INTEGRITY

COURAGEOUS AUTHENTICITY

ICITY

LEADERSHIP CIRCLE

SESSION OBJECTIVES:

- Deepen your knowledge and confidence in the statistics of the Leadership Circle Assessment

- Quick review the theoretical underpinnings, research, and validation of The Universal Model of Leadership

- Refresh your understanding of the fundamentals to utilize all of the data available in the LCP feedback reports

LEADERSHIP CIRCLE

Statistical Credibility:

❑ **How Bob Anderson Designed the LCP**

❑ **Internal Research**

❑ **External Research**

❑ **Ongoing Research**
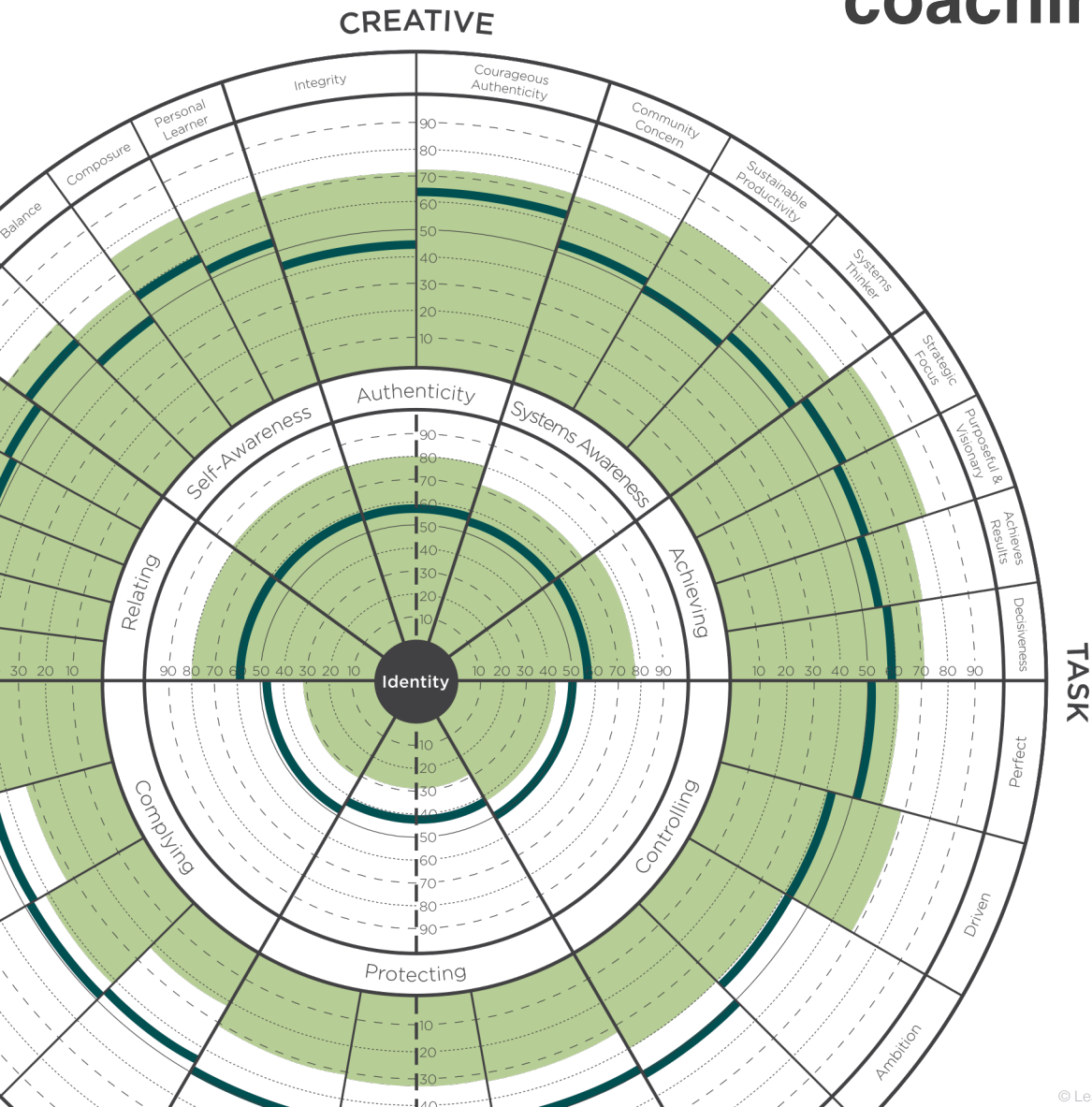
LEADERSHIP
CIRCLE

Theory Base

- **The Creative and Reactive Orientations**: Fritz, Senge, and Kiefer
  - Cognitive Psychology – Rational Emotive Therapy: Burns, Ellis
  - Vision; dependency and ambition; political scripts: Peter Block

- **Character Structure:** Karen Horney (moving toward, away, against)
  - Enneagram – 9 different personality types each organized by a core delusion
  - Ego/Shadow: Carl Jung
  - Body Psychotherapy/Somatic Psychology: Riech, Kurtz, Lowen, Pirrakos

- **Stage Development Frameworks:** Kohlberg, Kegan, Wilber, Torbert, Cook-Greuter
  - Covey 3 Paradigms (Dependent, Independent, Interdependent)

- **Mystical Literature/ Wisdom Traditions**

- **Leadership Literature & Competency Research**

Leadership Circle
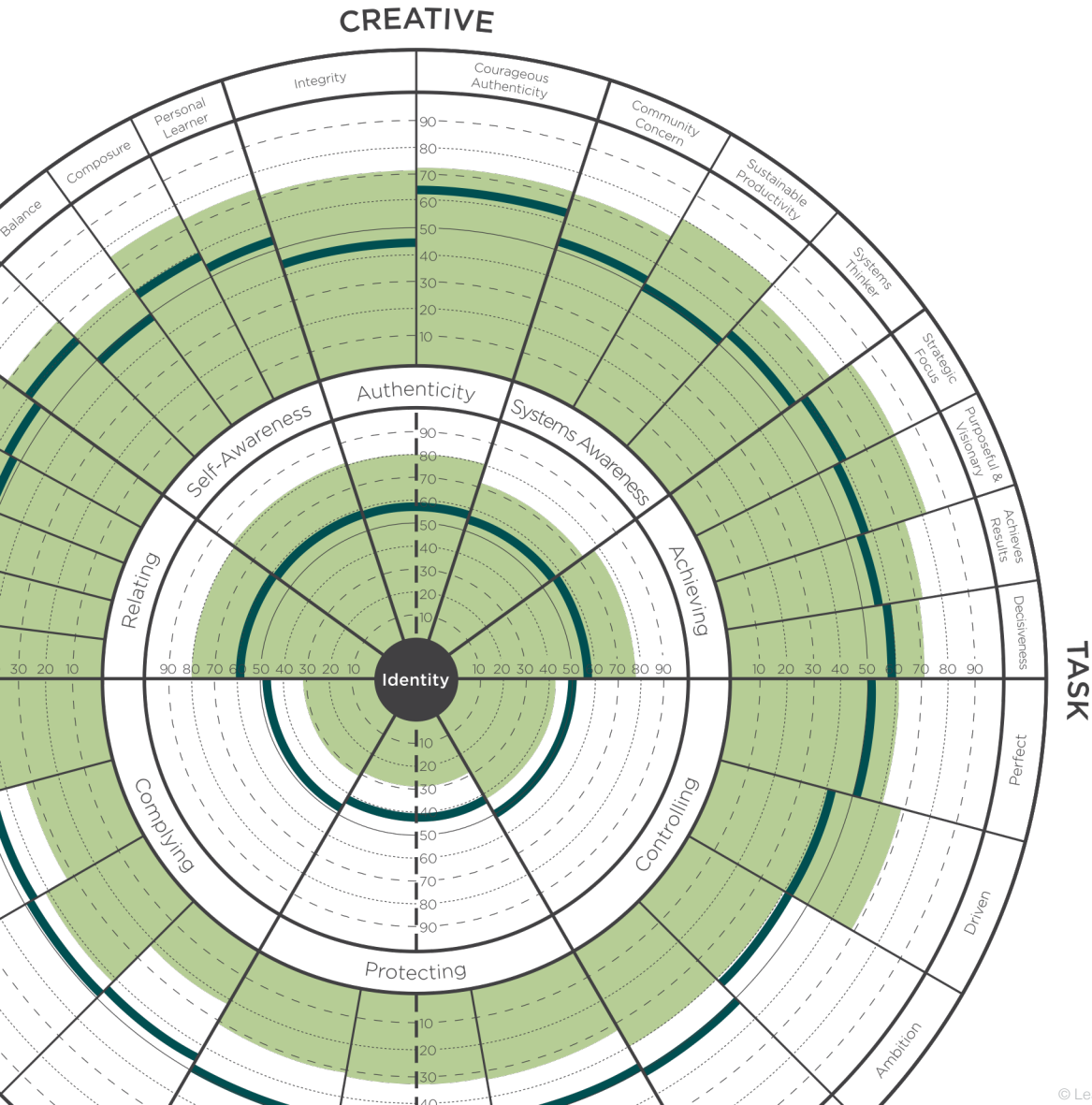
- Context matters

- Identity matters

- Honors and respects: your profile is exactly what it should be

- There is nothing here that suggests there's a problem that needs fixing

- An invitation to explore and co-create

- Strengths and development opportunities

LEADERSHIP CIRCLE

Leadership Circle, coupled with your coaching skills, experience, and intention:

- Creative, Resourceful, and Whole

- Curious, Intuitive, Purposeful, Present

- Creates a "Safe Container"

- Not Attached to Outcomes

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External Validity

Leadership
Effectiveness
Business Performance

THIS SESSION

**VIDEOS &
WHITE PAPERS**

Construct Validity

Theoretical Framework

Internal Validity

Alpha Coefficients
Correlation Coefficients
Factor Analysis

9

LEADERSHIP
CIRCLE

BREAKOUT
5 minutes

What Reactive "triggers" do you experience when the conversation turns to the statistics?

LEADERSHIP CIRCLE PROFILE™

Low Balance | 10 20 30 40 50 60 70 80 90 | High Balance
Relationship-Task Balance

CREATIVE

To understand the layout of the Profile Graphic, please read the following steps:

1 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 outer circle dimensions into 8 summary scores. Dimension definitions can be found on the following pages.

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

2 PERCENTILE SCORES

HIGH
MEDIUM
LOW

All scores are displayed as percentile scores compared to a global norm base. High scores are beyond the 67th percentile. Low scores are below the 33rd percentile.

3 KEY

Self Assessment
Others' Assessment

RELATIONSHIP

Creative
Reactive-Creative Scale
Reactive

Identity

Self-Awareness · Authenticity · Systems Awareness
Relating · Achieving
Complying · Controlling
Protecting

TASK

Leadership Potential Utilization
High
Low

REACTIVE

Leadership Effectiveness
Low | 10 20 30 40 50 60 70 80 90 | High

4 SUMMARY DIMENSIONS

In addition to all the dimensions displayed in the inner and outer circle, the rectangular scales located around the circle are intended to bring everything together. They provide useful 'bottom-line' measures as well as measures of key patterns within the data.

Reactive-Creative Scale reflects the degree of balance between the Creative dimensions and the Reactive dimensions. The percentile score here gives the leader a sense of how he/she compares to other leaders with respect to the amount of energy he/she puts into Reactive versus Creative behaviors. It suggests the degree to which his/her leadership, relationships, and goal-oriented behaviors come out of a Creative or Reactive orientation. It also suggests the degree to which his/her self-concept and inner motivation come from within or are determined by external expectations, rules, or conditions.

Relationship-Task Balance measures the degree of balance a leader shows between the Achieving and Relating competencies. It is a measure of the over, under or balanced development of either half of the equation (the people half or the task half) that makes for great leadership.

Leadership Potential Utilization is a bottom line measure that compares the overall score of the dimensions measured to that of other leaders who have taken this survey. It sorts through all the high and low scores to answer the question, "So, in the end, how am I doing?"

Leadership Effectiveness measures the leader's perceived level of overall effectiveness. Research has shown it to be significantly correlated to business outcomes. It gives the leader an overall measure of how all of the above is translating into perceived effectiveness.

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Validity and Reliability

Validity is concerned with the extent to which an instrument measures what it is intended to measure.

Reliability is concerned with the ability of an instrument to measure consistently.

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VALIDITY AND RESEARCH

Internal Validity: Internal validity relates to how well a study is conducted

- Alpha Co-efficient
- Correlation Coefficients
- Factor Analysis
- Near Enemies

External Validity: External validity relates to how applicable the findings are to the real world.

- Leadership Effectiveness
- Business Performance Index
- Near Enemies
- Gender and Culture
- Adult Development Research

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Correlation

Relationship between two variables

Relationship
R=

.2 = Weak
.3 = Trend emerging
.4 = Moderate/
     Becoming meaningful
.6 = Strong
.8+ = Very strong

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Correlation Coefficients

A number between −1 and +1 calculated to represent the relationships of two variables or sets of data.

Data moves in a predictable direction.

R= .93
Rsq= .865

R= -.68
Rsq= .462
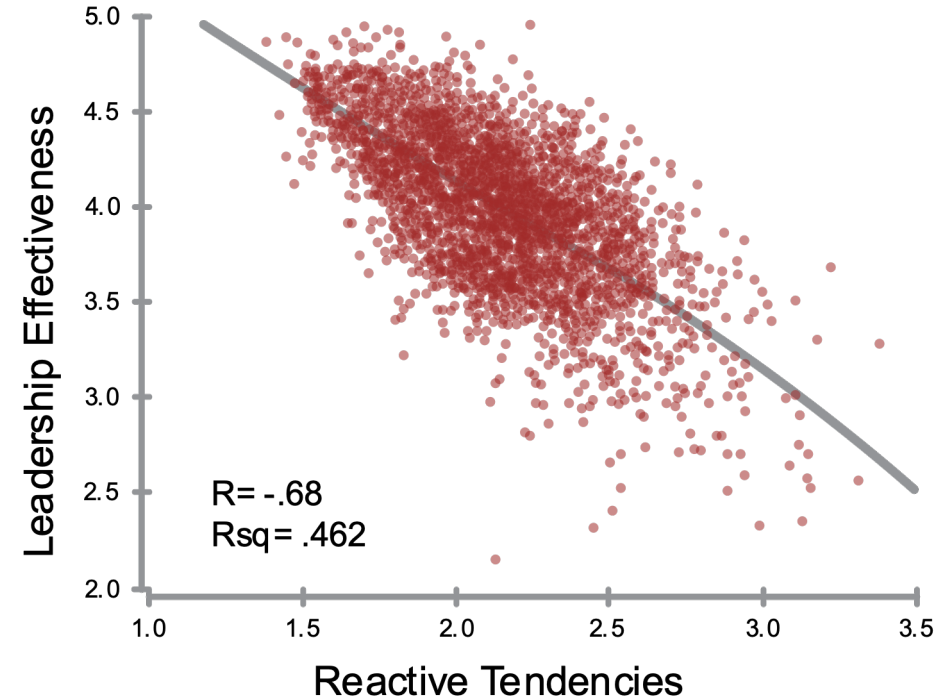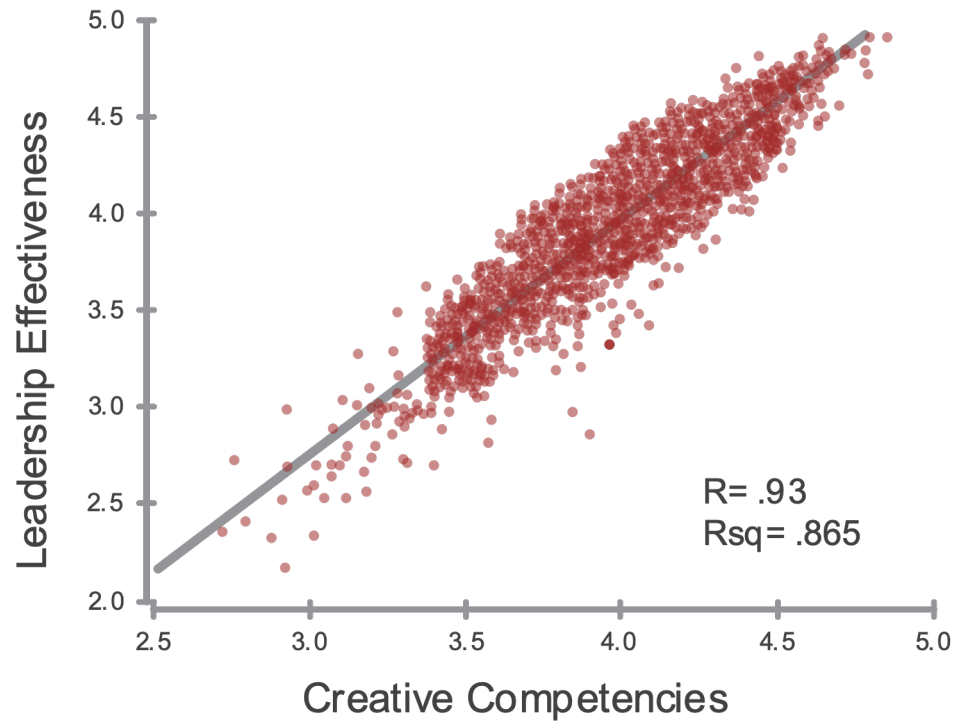
Correlations: Inner Circle Dimensions

	RELATING	SELF-AWARENESS	AUTHENTICITY	SYS-AWARENESS	ACHIEVING	CONTROLLING	PROTECTING	COMPLYING	Reactive-Creative Scale
RELATING	1	0.90	0.75	0.80	0.80	-0.62	-0.73	-0.50	0.93
SELF-AWARENESS	0.90	1	0.72	0.81	0.75	-0.66	-0.70	-0.46	0.90
AUTHENTICITY	0.75	.72	1	0.75	0.79	-0.37	-0.48	-0.62	0.77
SYSTEMS AWARENESS	**0.80**	0.81	0.75	1	0.83	-0.45	-0.52	-0.54	0.82
ACHIEVING	0.80	0.75	0.79	0.83	1	-0.33	-0.48	-0.69	0.81
CONTROLLING	-0.62	-0.66	-0.37	-0.45	-0.33	1	0.79	0.33	-0.76
PROTECTING	-0.73	-0.70	-0.48	-0.52	-0.48	0.79	1	0.43	-0.85
COMPLYING	-0.50	-0.46	-0.62	-0.54	-0.69	0.33	0.43	1	-0.67
Reactive-Creative Scale	0.93	0.90	0.77	0.82	0.81	-0.76	-0.85	-0.67	1

Available on LC Go! ... Practitioner Resources

LEADERSHIP CIRCLE

The Debrief   Development Planning   **Data Correlations & Validity**   Theory & Framework

Manager Eo...

White Papers Available to You

VIDEO LINK

LCP Profile
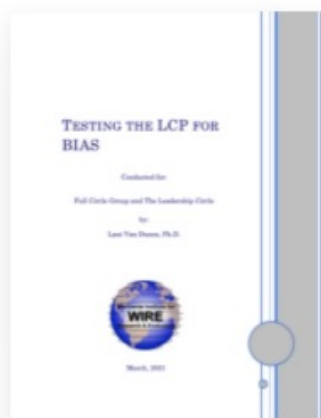
TESTING THE LCP FOR BIAS

Conducted for:
Full Circle Group and The Leadership Circle
by:
Loni Van Dam, Ph.D.

WIRE

Statistics &

THE LEADERSHIP CIRCLE PROFILE:

Breakthrough Leadership Assessment Technology

Bob Anderson
Founder, Chairman & Chief Development Officer
The Leadership Circle®

HOW DOES THE LEADERSHIP CIRCLE PROFILE COMPARE TO OTHER 360° ASSESSMENTS?

Instrument Validation Study

REGARDING LEADERSHIP CIRCLE PROFILE™

By Industrial Psychology Department
Bowling Green State University

Available on LC Go! …
Practitioner Resources

LEADERSHIP CIRCLE

The Debrief   Development Planning   **Data Correlations & Validity**   Theory & Framework

Manager Ec...

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WIRE

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The Leadership Circle Feedback Report
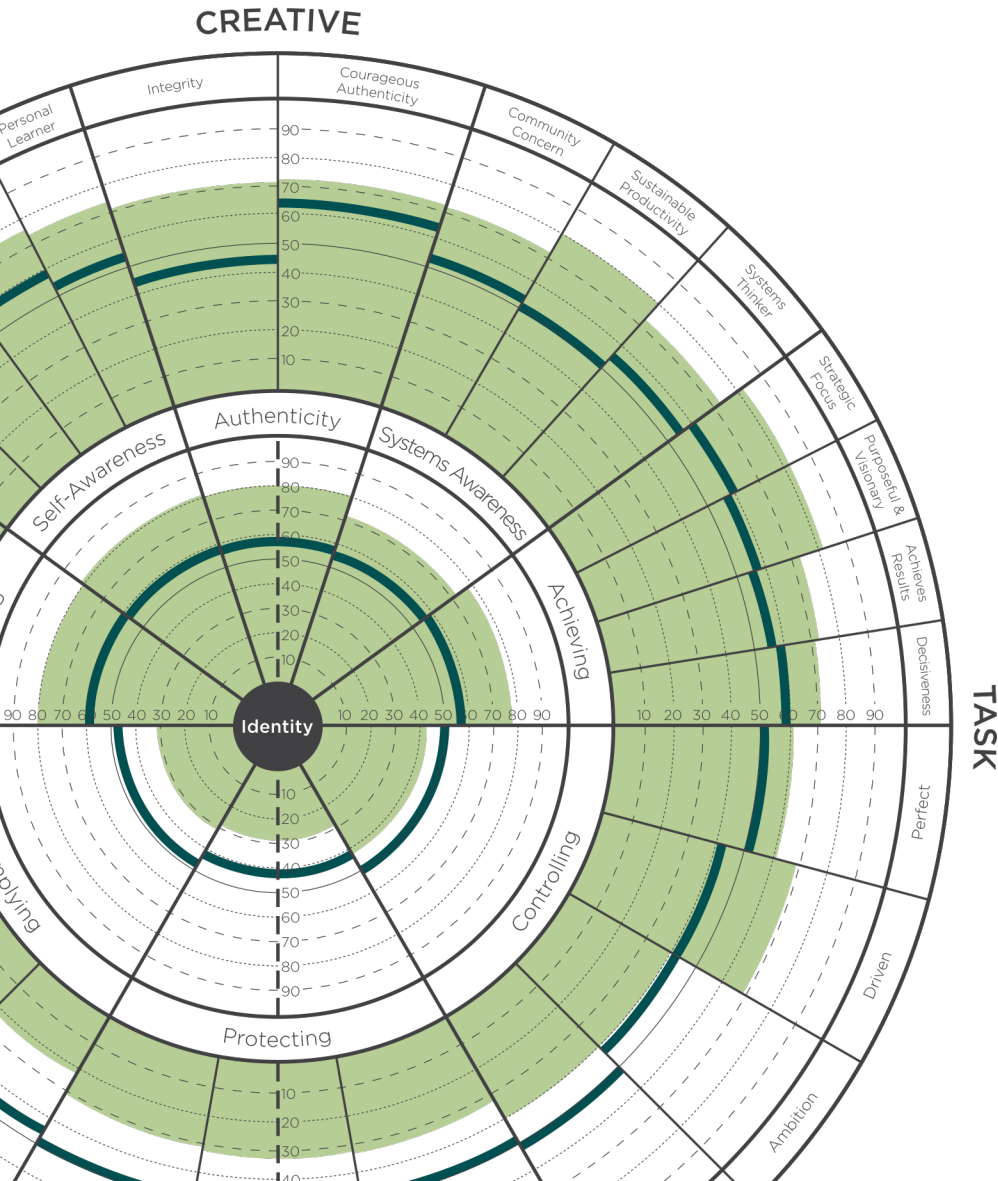
Graph:

Inner Circle and Outer Circle

Summary Scales (Bar Graphs)

Feedback Report:

Raw Data and Percentiles

Rank Ordering / Sorted (Self and Evaluators)

Normative Data (open ended questions)

LEADERSHIP CIRCLE
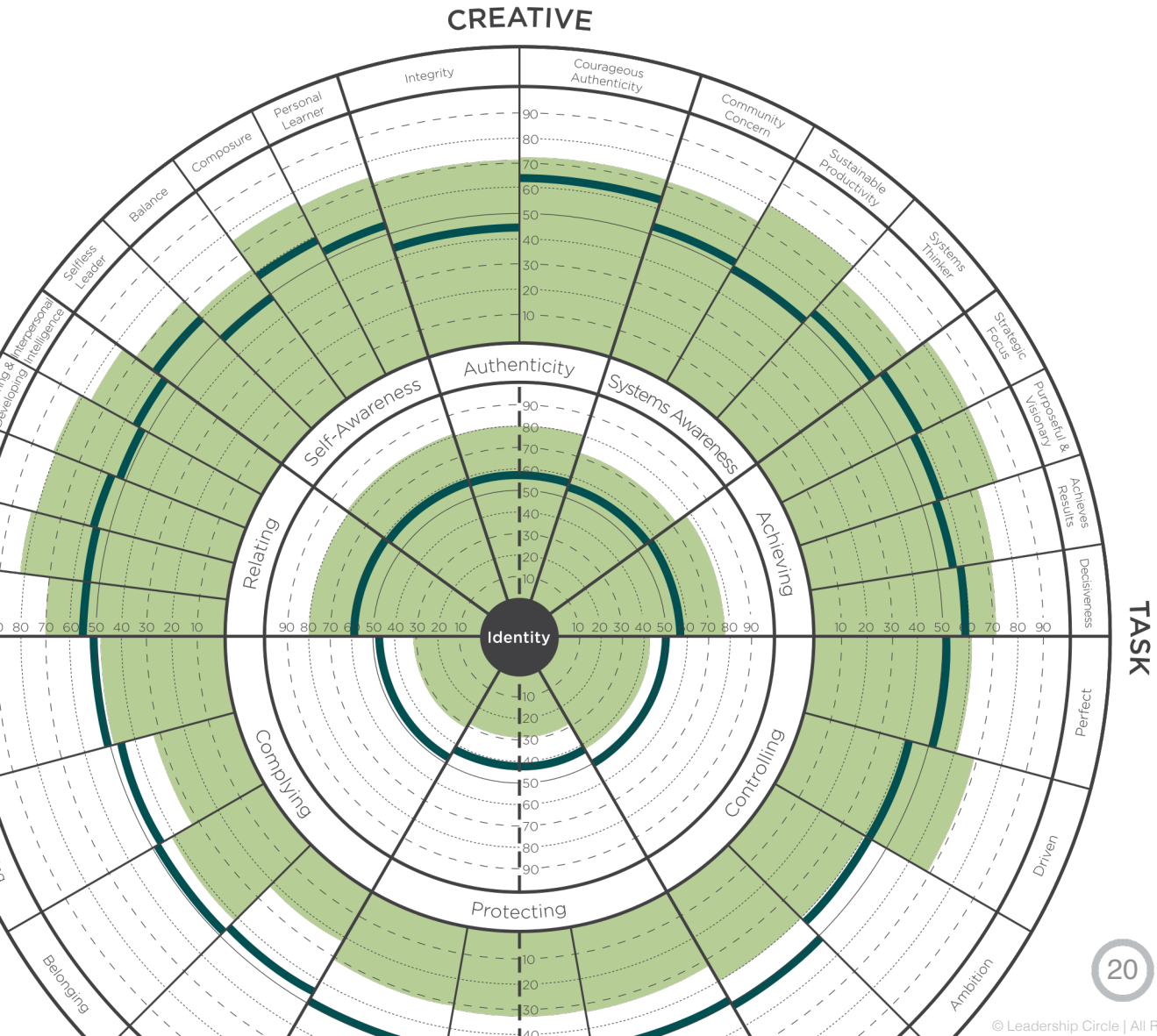
Rating Scale:

5 = Always
4 = Often
3 = Sometimes
2 = Rarely
1 = Never

5 Point Scale Results

	Self-Evaluation	Evaluator Scores	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	3.85	3.98	NA	3.59	3.84	NA	4.16
Self-Awareness	3.71	3.85	NA	3.48	3.76	NA	3.99
Authenticity	3.86	4.08	NA	3.45	3.91	NA	4.35
Systems Awareness	3.86	3.66	NA	2.85	3.40	NA	4.07
Achieving	4.02	3.88	NA	3.43	3.53	NA	4.30
Controlling	3.33	2.58	NA	2.79	2.50	NA	2.75
Protecting	2.14	1.96	NA	2.55	2.10	NA	1.76
Complying	2.39	2.12	NA	2.59	2.27	NA	1.91
Leadership Effectiveness	4.09	4.12	NA	3.60	3.86	NA	4.42
Number of Assessors	1	12	0	1	6	1	4

(Inner Circle Summary Scores)

LEADERSHIP CIRCLE

Comparison to Norm Group (approx. 250,000 leaders)

	Self-Evaluation	Evaluator Percentiles	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	37 %	48 %	NA	25 %	41 %	NA	55 %
Self-Awareness	35 %	37 %	NA	18 %	34 %	NA	45 %
Authenticity	25 %	34 %	NA	8 %	25 %	NA	59 %
Systems Awareness	60 %	26 %	NA	4 %	15 %	NA	60 %
Achieving	58 %	28 %	NA	17 %	13 %	NA	64 %
Controlling	89 %	67 %	NA	75 %	58 %	NA	78 %
Protecting	43 %	60 %	NA	85 %	65 %	NA	52 %
Complying	52 %	48 %	NA	78 %	61 %	NA	34 %
Reactive-Creative Scale	39 %	37 %	NA	13 %	28 %	NA	50 %
Relationship-Task Balance	50 %	52 %	NA	42 %	14 %	NA	85 %
Leadership Potential Utilization	44 %	40 %	NA	18 %	20 %	NA	62 %
Leadership Effectiveness	80 %	55 %	NA	28 %	40 %	NA	67 %
Number of Assessors	1	12	0	1	6	1	4

LEADERSHIP CIRCLE

Dynamics of Norming the Raw Scores

MENTORING & DEVELOPING = 3.8

Raw Score
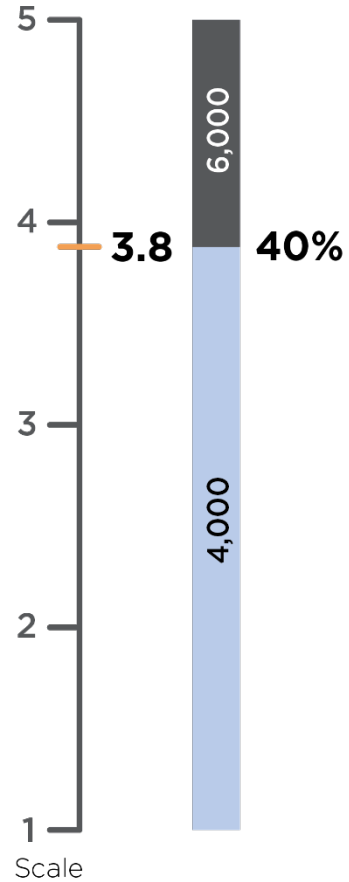
PERCENTILES: SELF SCORE
Norm Base e.g. = 10,000

CREATIVE HALF
Example: Relating = 4
(50%)
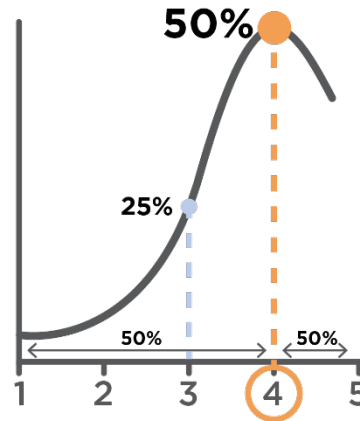
REACTIVE HALF
Example: Controlling = 3
(75%)
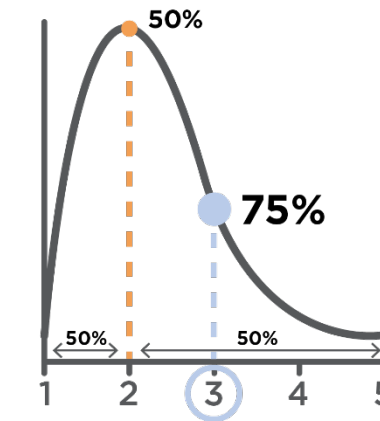
Integrity @ 4.4 = 50%

Percentiles and Raw Scores Example

RAW SCORE

4.05

AVERAGE

of all scores in database from that rater group (B, P, DR, O)

3.8
3.9
4.0
4.05
4.1
4.2
4.3

So, compared to database, your score is average.

Meaning half the people in the database scored higher than you and half scored lower on this dimension.

50th percentile

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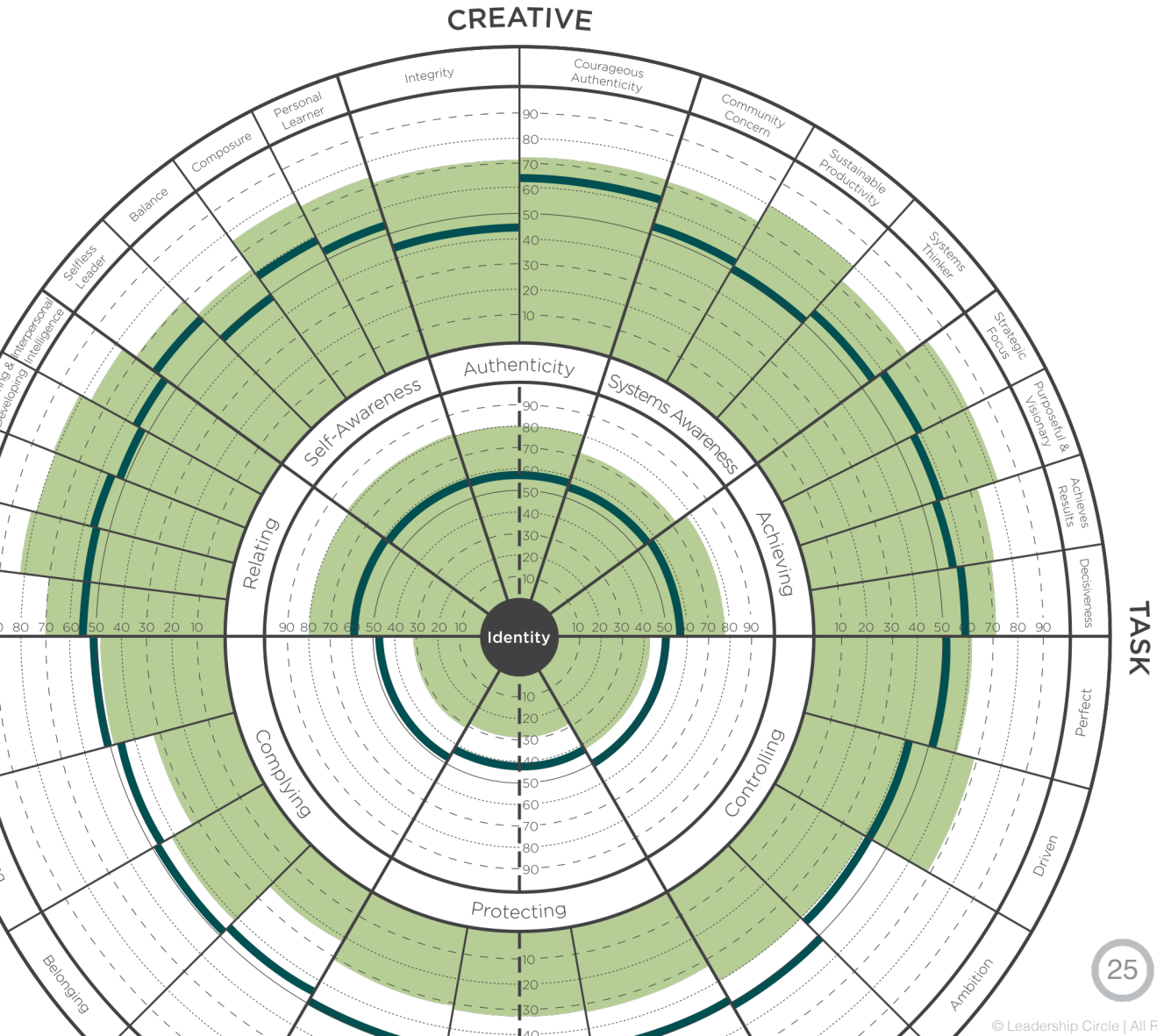
Gaps of 25% or more are considered **Significant**

Creative Results

Bill Smith 2/17/2010	Self	Evals	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	12	0	1	6	1	4
Relating	37 %	48 %	NA	25 %	41 %	NA	55 %
Average Response	3.85	3.98	NA	3.59	3.84	NA	4.16
Caring Connection	54 %	46 %	NA	27 %	43 %	NA	61 %
Average Response	4.00	3.92	NA	3.54	3.82	NA	4.26
Fosters Team Play	18 %	45 %	NA	26 %	43 %	NA	42 %
Average Response	3.64	4.03	NA	3.64	3.93	NA	4.11
Collaborator	53 %	43 %	NA	16 %	40 %	NA	54 %
Average Response	4.00	3.96	NA	3.34	3.86	NA	4.17
Mentoring & Developing	54 %	53 %	NA	17 %	43 %	NA	56 %
Average Response	4.00	4.00	NA	3.32	3.83	NA	4.19
Interpersonal Intelligence	27 %	53 %	NA	58 %	36 %	NA	56 %
Average Response	3.68	3.97	NA	4.01	3.76	NA	4.12

LEADERSHIP CIRCLE

Creative Questions

Relating	
Caring Connection	I connect deeply with others.
	I am compassionate.
	I form warm and caring relationships.
Fosters Team Play	I create a positive climate that supports people doing their best.
	I promote high levels of teamwork through my leadership style.
	I share leadership.
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 am a people builder/developer.
	I provide feedback focused on professional growth.
	I help people learn, improve, and change.
Interpersonal Intelligence	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.
	I directly address issues that get in the way of team performance.
	I display a high degree of skill in resolving conflict.

LEADERSHIP CIRCLE

Reactive Results

Bill Smith 2/17/2010	Self	Evals	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	12	0	1	6	1	4
Controlling	89 %	67 %	NA	75 %	58 %	NA	78 %
Average Response	3.33	2.58	NA	2.79	2.50	NA	2.75
Perfect	63 %	44 %	NA	19 %	33 %	NA	56 %
Average Response	3.79	3.21	NA	2.68	3.04	NA	3.37
Driven	93 %	82 %	NA	64 %	63 %	NA	89 %
Average Response	4.55	3.45	NA	3.27	3.18	NA	3.83
Ambition	74 %	52 %	NA	34 %	40 %	NA	77 %
Average Response	3.34	2.73	NA	2.27	2.52	NA	3.17
Autocratic	88 %	68 %	NA	83 %	62 %	NA	74 %
Average Response	3.14	2.40	NA	2.88	2.38	NA	2.46

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Reactive Questions

Controlling	
Perfect	I believe average is definitely not good enough.
	I need to perform flawlessly.
	I expect extremely high standards of others.
	I am a perfectionist.
	I try to do everything perfectly well.
	I need to excel in every situation.
	I am critical of myself when things don't go as well as expected.
Driven	I try too hard to be the best at everything I take on.
	I drive myself excessively hard.
	I push myself too hard.
	I am a workaholic.
Ambition	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 tend to control others.
	I have to get my own way.
	I dictate rather than influence what others do.
	I am domineering.
	I pursue results at the expense of people.

LEADERSHIP
CIRCLE

Dimensions Sorted by Self (left) and Evaluators (right)

Bill Smith 2/17/2010	Self Percentile	Evals Percentile
Dimensions		
Driven	93 %	82 %
Systems Thinker	92 %	70 %
Autocratic	88 %	68 %
Ambition	74 %	52 %
Achieves Results	73 %	37 %
Perfect	63 %	44 %
Arrogance	62 %	54 %
Pleasing	61 %	27 %
Composure	59 %	73 %
Strategic Focus	59 %	25 %
Caring Connection	54 %	46 %
Mentoring & Developing	54 %	53 %
Collaborator	53 %	43 %
Passive	52 %	44 %
Purposeful & Visionary	50 %	28 %
Belonging	50 %	66 %
Community Concern	49 %	7 %
Decisiveness	48 %	47 %
Critical	45 %	69 %
Conservative	45 %	52 %
Selfless Leader	40 %	56 %
Distance	38 %	58 %
Personal Learner	37 %	35 %
Sustainable Productivity	36 %	38 %
Courageous Authenticity	32 %	39 %
Integrity	30 %	33 %
Interpersonal Intelligence	27 %	53 %
Balance	23 %	3 %
Fosters Team Play	18 %	45 %
Summary Dimensions		
Controlling	89 %	67 %
Systems Awareness	60 %	26 %
Achieving	58 %	28 %
Complying	52 %	48 %
Protecting	43 %	60 %
Relating	37 %	48 %
Self-Awareness	35 %	37 %
Authenticity	25 %	34 %
Summary Measures		
Leadership Effectiveness	80 %	55 %
Relationship-Task Balance	50 %	52 %
Leadership Potential Utilization	44 %	40 %
Reactive-Creative Scale	39 %	37 %

Bill Smith 2/17/2010	Self Percentile	Evals Percentile
Dimensions		
Driven	93 %	82 %
Composure	59 %	73 %
Systems Thinker	92 %	70 %
Critical	45 %	69 %
Autocratic	88 %	68 %
Belonging	50 %	66 %
Distance	38 %	58 %
Selfless Leader	40 %	56 %
Arrogance	62 %	54 %
Mentoring & Developing	54 %	53 %
Interpersonal Intelligence	27 %	53 %
Ambition	74 %	52 %
Conservative	45 %	52 %
Decisiveness	48 %	47 %
Caring Connection	54 %	46 %
Fosters Team Play	18 %	45 %
Perfect	63 %	44 %
Passive	52 %	44 %
Collaborator	53 %	43 %
Courageous Authenticity	32 %	39 %
Sustainable Productivity	36 %	38 %
Achieves Results	73 %	37 %
Personal Learner	37 %	35 %
Integrity	30 %	33 %
Purposeful & Visionary	50 %	28 %
Pleasing	61 %	27 %
Strategic Focus	59 %	25 %
Community Concern	49 %	7 %
Balance	23 %	3 %
Summary Dimensions		
Controlling	89 %	67 %
Protecting	43 %	60 %
Relating	37 %	48 %
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Leadership Effectiveness	80 %	55 %
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Leadership Potential Utilization	44 %	40 %
Reactive-Creative Scale	39 %	37 %

30

LEADERSHIP CIRCLE

How you think you are leading…

Other people's primary experience of you…

Dimensions	Self Percentile	Evaluator Percentile
Integrity	100 %	24 %
Purposeful & Visionary	98 %	28 %
Strategic Focus	89 %	32 %
Achieves Results	87 %	30 %
Decisiveness	86 %	35 %
Fosters Team Play	86 %	32 %
Community Concern	84 %	34 %
Systems Thinker	84 %	40 %
Sustainable Productivity	80 %	28 %
Caring		
Selfless Leader	71 %	28 %
Courageous Authenticity	68 %	45 %
Mentoring & Developing	64 %	26 %
Ambition	59 %	59 %
Interpersonal Intelligence	58 %	20 %
Balance	53 %	48 %
Pleasing	51 %	55 %

Dimensions	Self Percentile	Evaluator Percentile
Critical	33 %	74 %
Arrogance	50 %	72 %
Autocratic	25 %	67 %
Ambition	59 %	59 %
Pleasing	51 %	55 %
Distance	30 %	54 %
Balance	53 %	48 %
Passive	22 %	48 %
Driven	48 %	48 %
Courageous Authenticity	68 %	45 %
Belonging	39 %	41 %
Systems Thinker	84 %	40 %
Decisiveness	86 %	35 %
Community Concern	84 %	34 %
Strategic Focus	89 %	32 %
Perfect	46 %	32 %
Caring Connection	80 %	32 %

your current leadership brand

31

LEADERSHIP CIRCLE

PROFILE INTERPRETATION MANUAL

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	25	1	1	12	6	5
Systems Awareness	75 %	52 %	66 %	64 %	70 %	32 %	33 %
Average Response	4.06	3.79	3.92	3.91	3.94	3.62	3.67
Community Concern	71 %	68 %	71 %	65 %	81 %	47 %	43 %
Average Response	4.00	3.92	4.04			3.77	3.77
Sustainable Productivity	73 %	50 %	54 %			34 %	29 %
Average Response	4.17	3.86	3.82			3.70	3.68
Systems Thinker	68 %	29 %	-			14 %	26 %
Average Response	4.00	3.50	-			3.23	3.47
Achieving	88 %	44 %	23 %			42 %	13 %
Average Response	4.45	3.91	3.40	4.16	4.00	4.00	3.59
Strategic Focus	89 %	52 %	31 %	77 %	65 %	45 %	22 %
Average Response	4.45	3.93	3.45	4.22	4.02	4.01	3.68
Purposeful & Visionary	73 %		36 %	67 %	62 %	43 %	16 %
Average Response	4.20	3.86	3.50	4.06	3.95	3.94	3.53
Achieves Results	86 %	27 %	16 %	44 %	45 %	38 %	5 %
Average Response	4.61	3.92	3.50	4.00	4.01	4.12	3.52
Decisiveness	94 %	39 %	8 %	78 %	61 %	39 %	9 %
Average Response	4.82	3.89	3.00	4.35	4.05	3.97	3.47

5 = Always
4 = Often
3 = Sometimes
2 = Rarely
1 = Never

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	25	1	1	12	6	5
Systems Awareness	75 %	52 %	66 %	64 %	70 %	32 %	33 %
Average Response	4.06	3.79	3.92	3.91	3.94	3.62	3.67
Community Concern	71 %	68 %	71 %	65 %	81 %	47 %	43 %
Average Response	4.00	3.92	4.04			3.77	3.77
Sustainable Productivity	73 %	50 %	54 %			34 %	29 %
Average Response	4.17	3.86	3.82			3.70	3.68
Systems Thinker	68 %	29 %	-			14 %	26 %
Average Response	4.00	3.50	-			3.23	3.47
Achieving	88 %	44 %	23 %			42 %	13 %
Average Response	4.45	3.91	3.40	4.16	4.00	4.00	3.59
Strategic Focus	89 %	52 %	31 %	77 %	65 %	45 %	22 %
Average Response	4.45	3.93	3.45	4.22	4.02	4.01	3.68
Purposeful & Visionary	73 %	40 %	36 %	67 %	62 %	43 %	16 %
Average Response	4.20	3.86	3.50	4.06	3.95	3.94	3.53
Achieves Results	86 %	27 %	16 %	44 %	45 %	38 %	5 %
Average Response	4.61	3.92	3.50	4.00	4.01	4.12	3.52
Decisiveness	94 %	39 %	8 %	78 %	61 %	39 %	9 %
Average Response	4.82	3.89	3.00	4.35	4.05	3.97	3.47

5 = Always
4 = Often
3 = Sometimes
2 = Rarely
1 = Never

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	25	1	1	12	6	5
Systems Awareness	75 %	52 %	66 %	64 %	70 %	32 %	33 %
Average Response	4.06	3.79	3.92	3.91	3.94	3.62	3.67
Community Concern	71 %	68 %	71 %	65 %	81 %	47 %	43 %
Average Response	4.00	3.92	4.04			3.77	3.77
Sustainable Productivity	73 %	50 %	54 %			34 %	29 %
Average Response	4.17	3.86	3.82			3.70	3.68
Systems Thinker	68 %	29 %	-			14 %	26 %
Average Response	4.00	3.50	-			3.23	3.47
Achieving	88 %	44 %	23 %			42 %	13 %
Average Response	4.45	3.91	3.40	4.16	4.00	4.00	3.59
Strategic Focus	89 %	52 %	31 %	77 %	65 %	45 %	22 %
Average Response	4.45	3.93	3.45	4.22	4.02	4.01	3.68
Purposeful & Visionary	73 %	48 %	36 %	67 %	62 %	43 %	16 %
Average Response	4.20	3.86	3.50	4.06	3.95	3.94	3.53
Achieves Results	86 %	27 %	16 %	44 %	45 %	38 %	5 %
Average Response	4.61	3.92	3.50	4.00	4.01	4.12	3.52
Decisiveness	94 %	39 %	8 %	78 %	61 %	39 %	9 %
Average Response	4.82	3.89	3.00	4.35	4.05	3.97	3.47

5 = Always
4 = Often
3 = Sometimes
2 = Rarely
1 = Never

Breakout Groups – 10 minutes

- What are you noticing with this report?

- Where does your curiosity go?

Business Performance Index

Research based on 486 organizations and organizational units.
There were six categories for evaluating business performance:

Sales / Revenue

Market Share

Profitability / ROA

Quality of Products & Services

New Product Development

Overall Performance

LEADERSHIP CIRCLE

Leadership Effectiveness & Business Performance

R= .61
Rsq= .372

LEADERSHIP CIRCLE
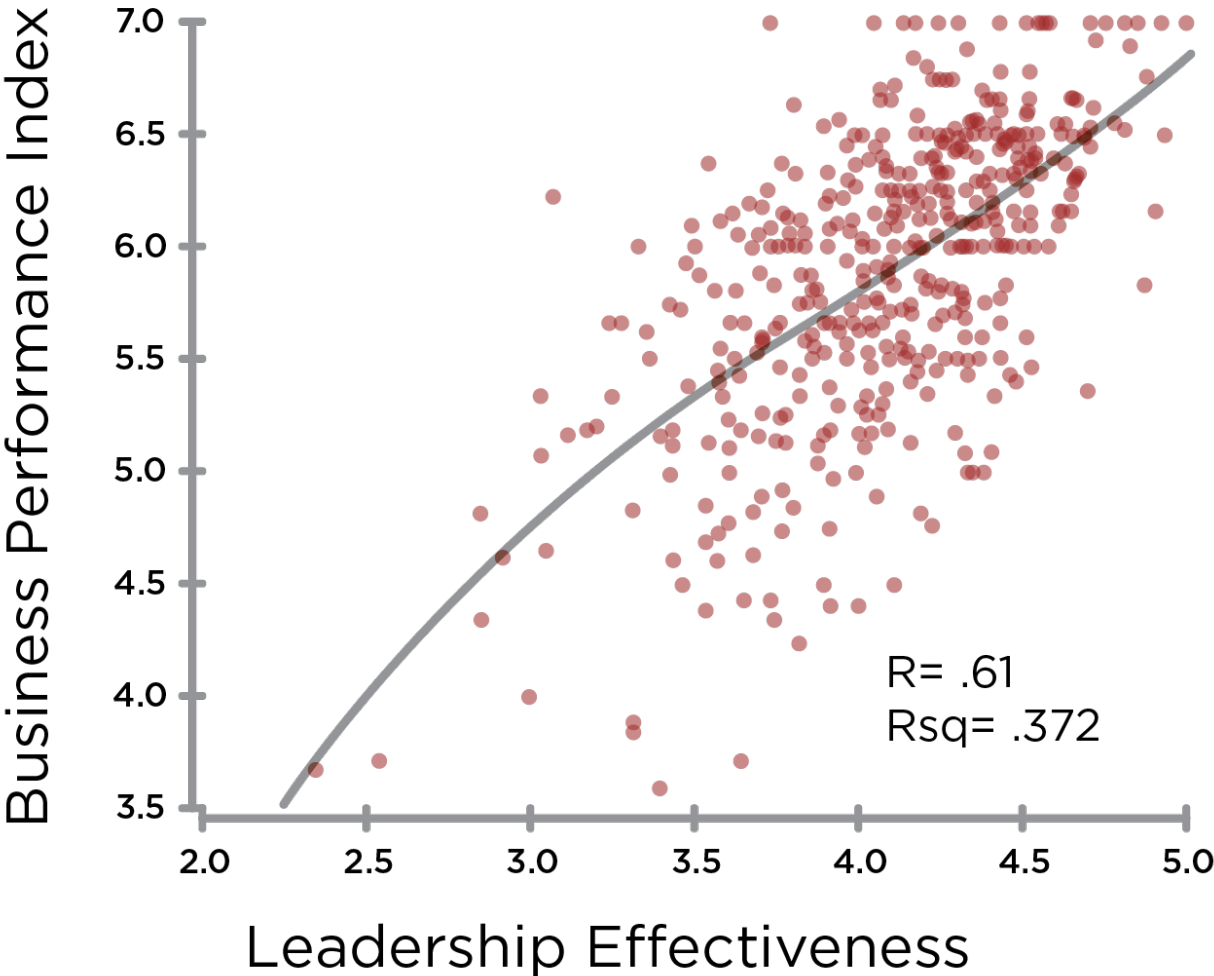
CREATIVE Correlations to Leadership Effectiveness

LEADERSHIP CIRCLE
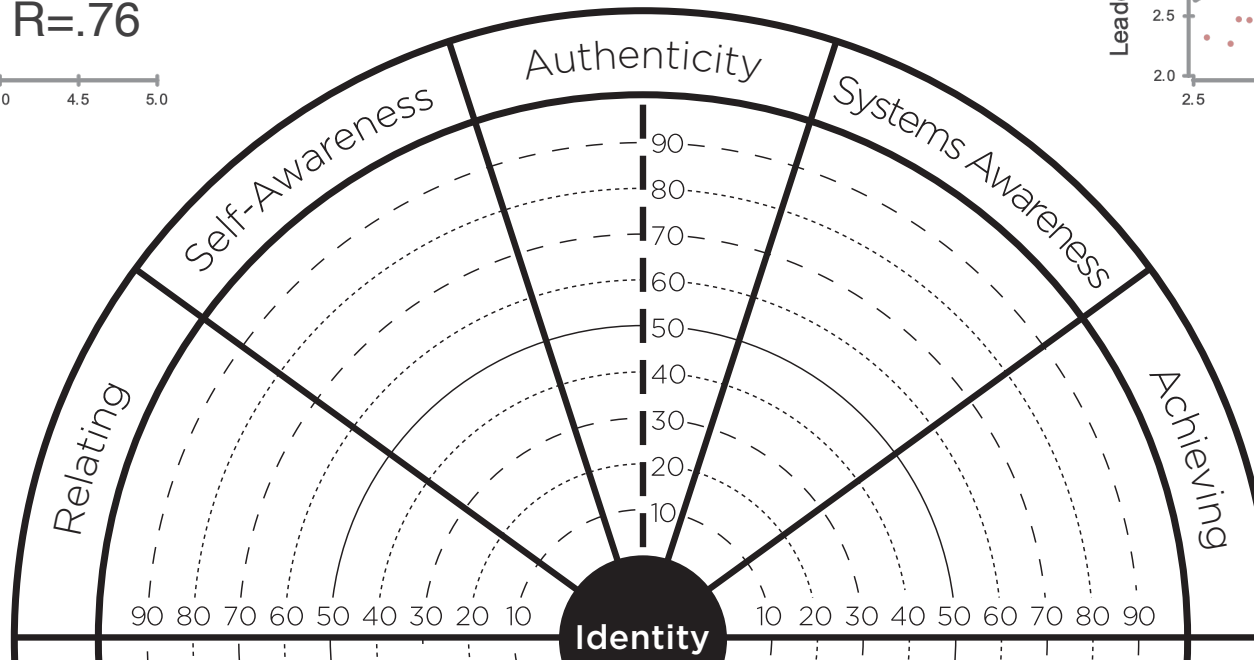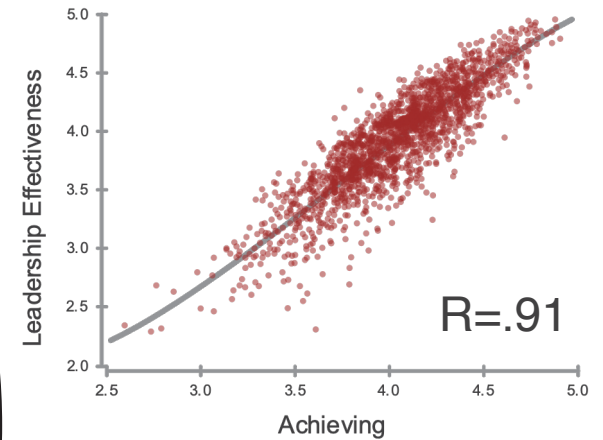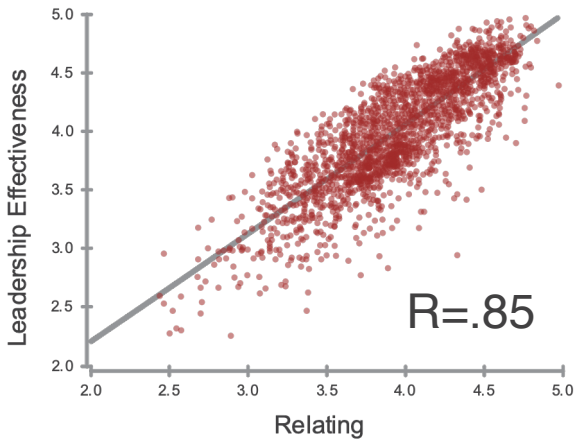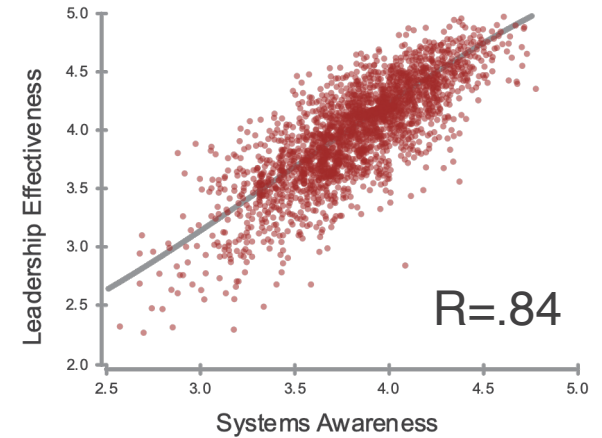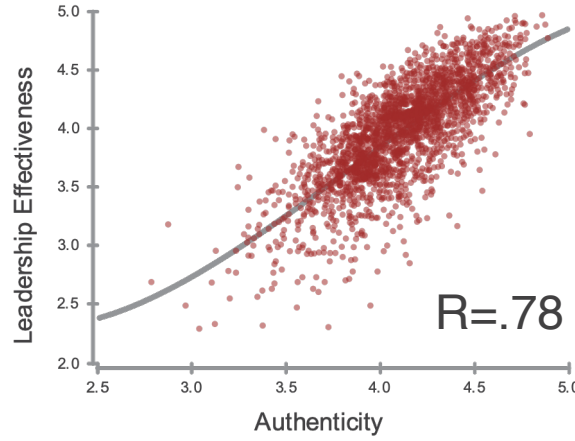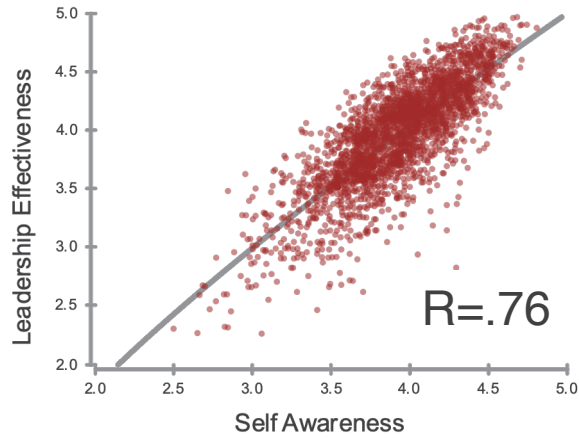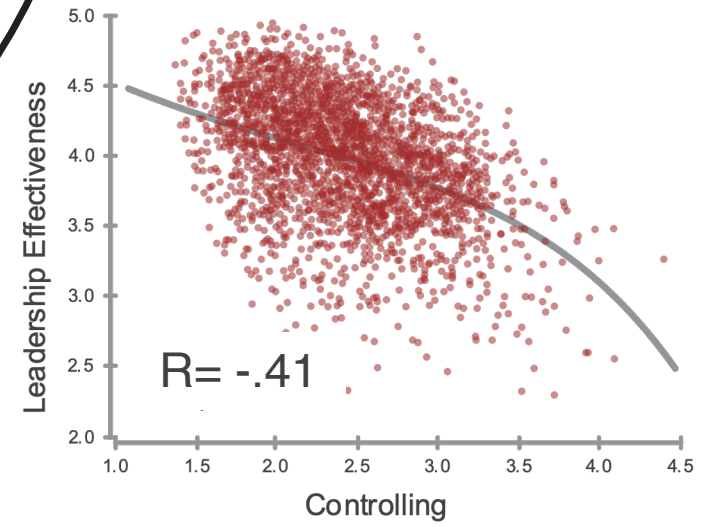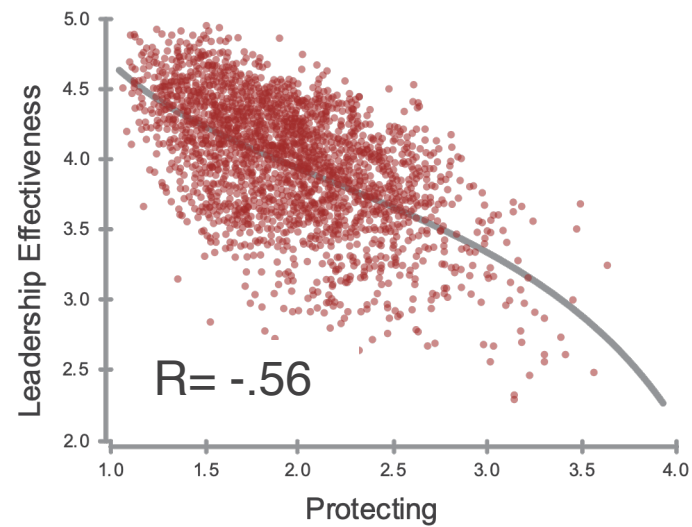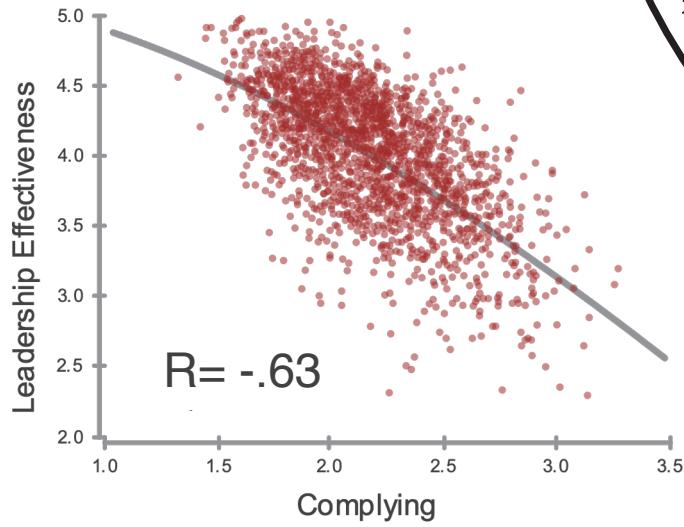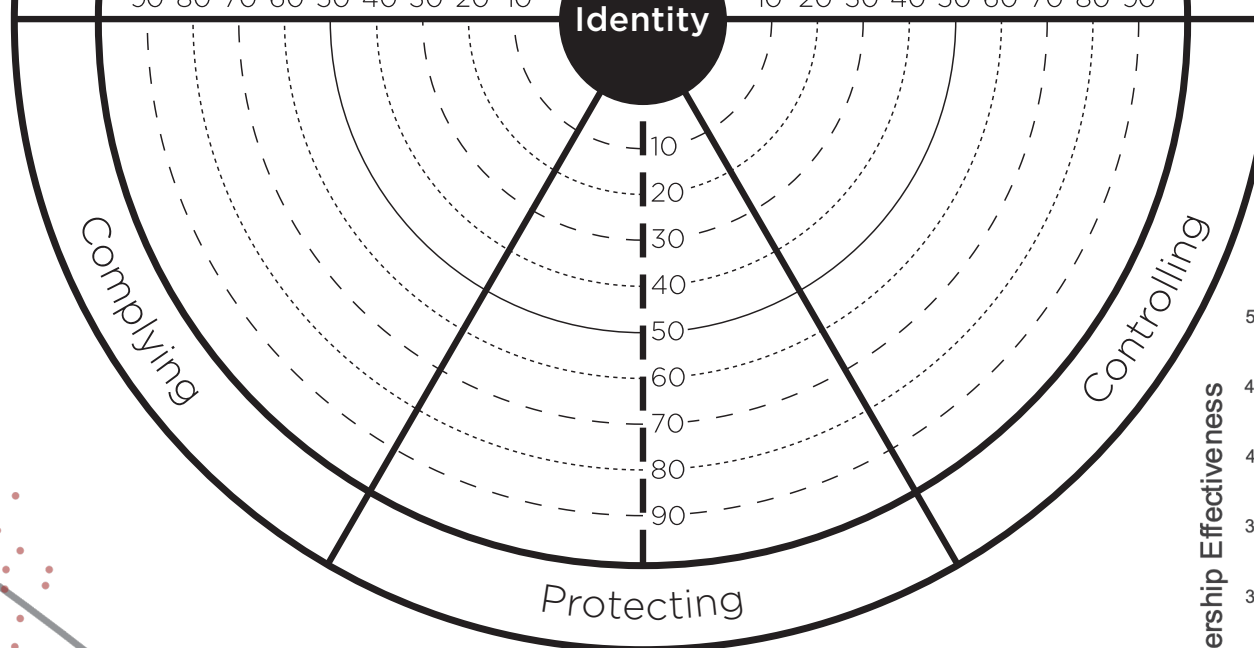
REACTIVE Correlations to Leadership Effectiveness

LEADERSHIP CIRCLE

# LCP Correlations to Leadership Effectiveness
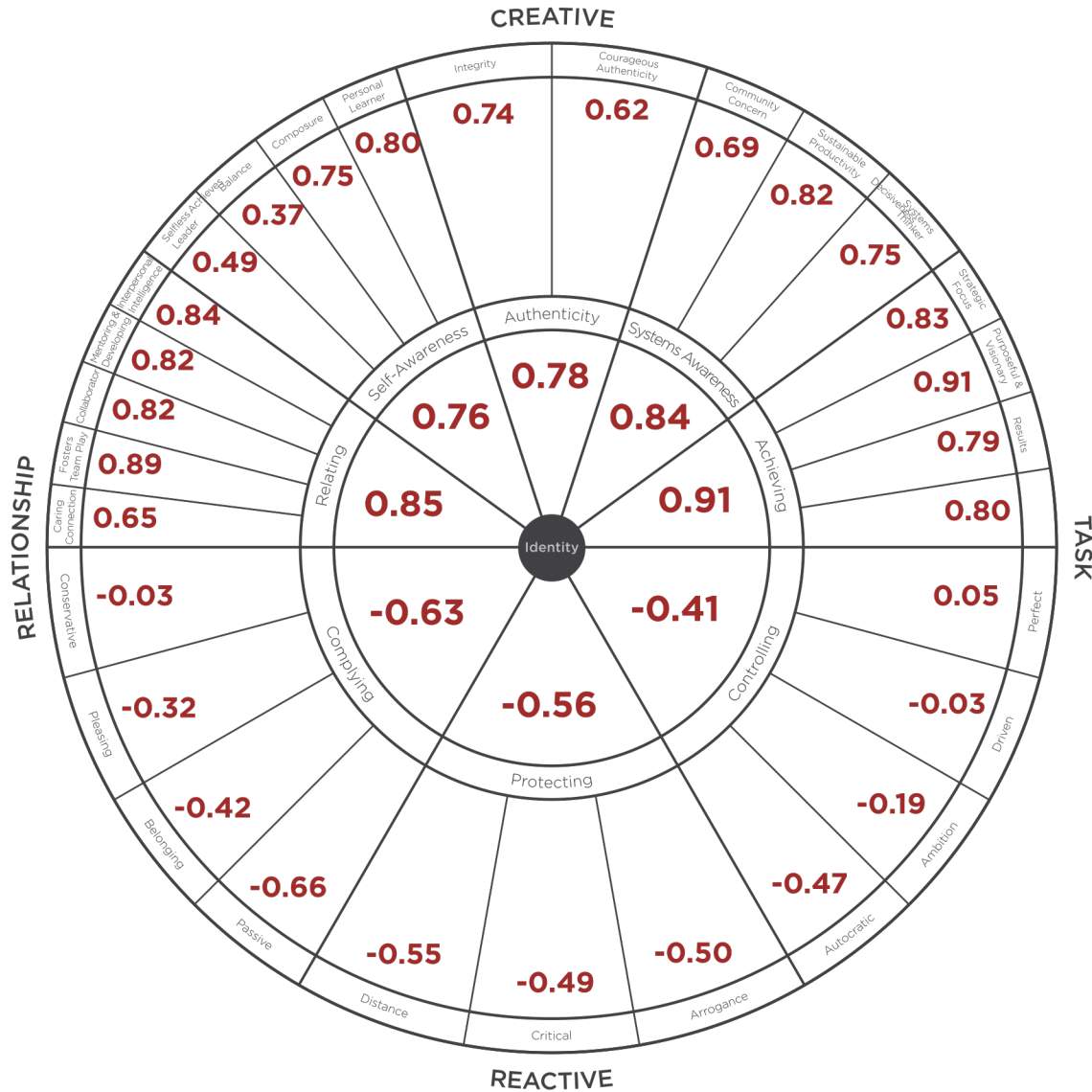
☑ I am satisfied with the quality of leadership that this leader provides.

☑ This leader is the kind of leader that others should aspire to become.

☑ This leader is an example of an ideal leader.

☑ This leader's leadership helps this organization to thrive.

☑ Overall, this leader provides very effective leadership.

LEADERSHIP CIRCLE

Leadership Effectiveness Scale

LEADERSHIP CIRCLE

Leadership Effectiveness & Business Performance

LEADERSHIP CIRCLE
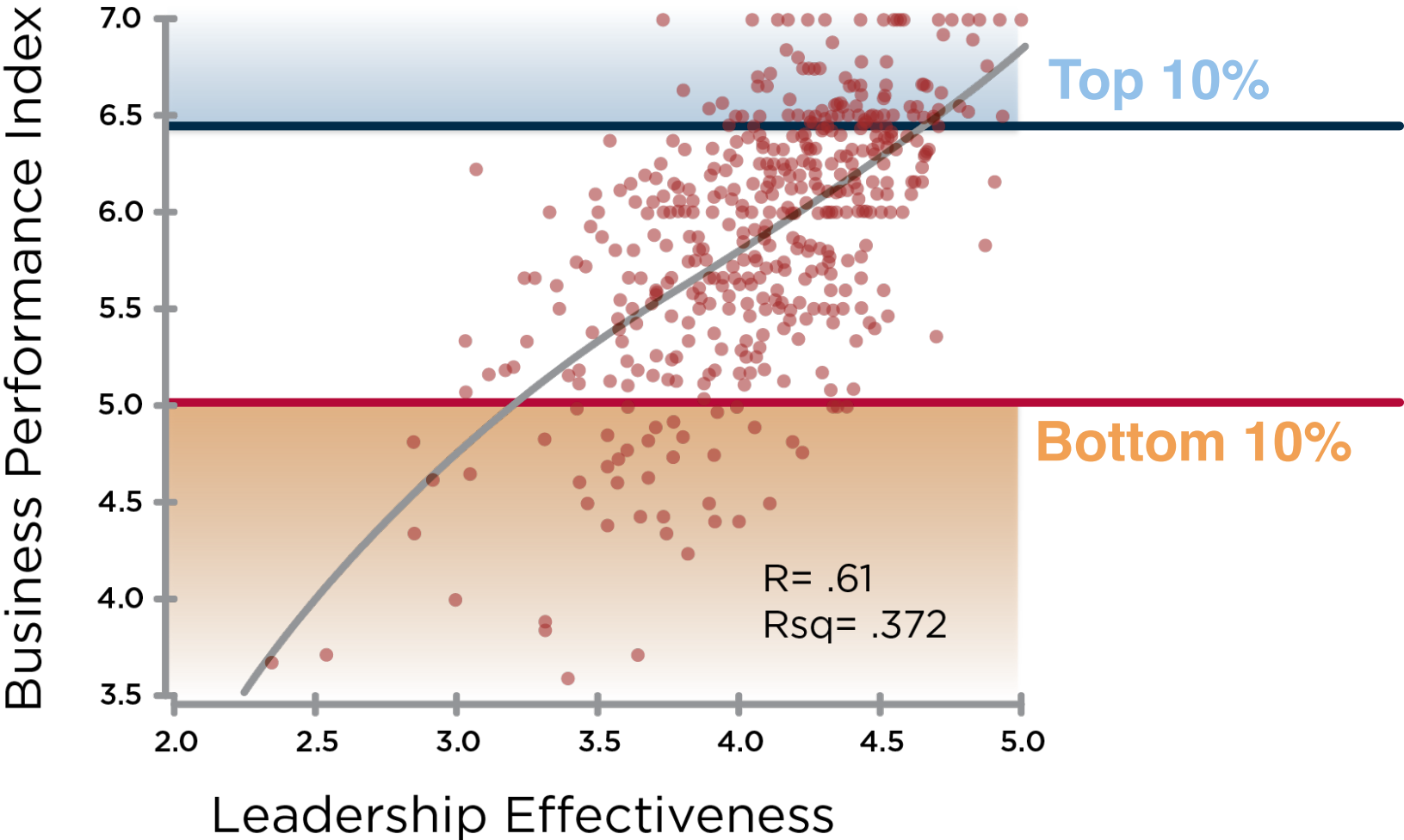
PERFORMANCE CORRELATIONS*

	Business Performance Index	Leadership Effectiveness Scale	Relating	Self-Awareness	Authenticity	Systems Awareness	Achieving	Controlling	Protecting	Complying
Business Performance Index	1	0.612	0.496	0.475	0.504	0.574	0.614	-0.212	-0.314	-0.400
Leadership Effectiveness Scale	0.612	1	0.853	0.764	0.779	0.840	0.905	-0.408	-0.560	-0.631
Relating	0.496	0.853	1	0.870	0.719	0.795	0.758	-0.642	-0.750	-0.441
Self-Awareness	0.475	0.764	0.870	1	0.645	0.734	0.661	-0.740	-0.744	-0.359
Authenticity	0.504	0.779	0.719	0.645	1	0.777	0.862	-0.234	-0.377	-0.720
Systems Awareness	0.574	0.840	0.795	0.734	0.777	1	0.883	-0.401	-0.507	-0.604
Achieving	0.614	0.905	0.758	0.661	0.862	0.883	1	-0.244	-0.413	-0.751
Controlling	-0.212	-0.408	-0.642	-0.740	-0.234	-0.401	-0.244	1	0.826	0.090
Protecting	-0.314	-0.560	-0.750	-0.744	-0.377	-0.507	-0.413	0.826	1	0.228
Complying	-0.400	-0.631	-0.441	-0.359	-0.720	-0.604	-0.751	0.090	0.228	1
Number of Observations	486	1,863	2,746	2,746	2,746	2,249	2,746	2,746	2,746	2,746

* 0.4 or more is noteworthy | 0.6 or more is strong

Scale Alpha: 0.94

LEADERSHIP EFFECTIVENESS SCALE QUESTIONS

I am satisfied with the quality of leadership that he/she provides.

He/she is the kind of leader that others should aspire to become.

He/she is an example of an ideal leader.

His/her leadership helps this organization to thrive.

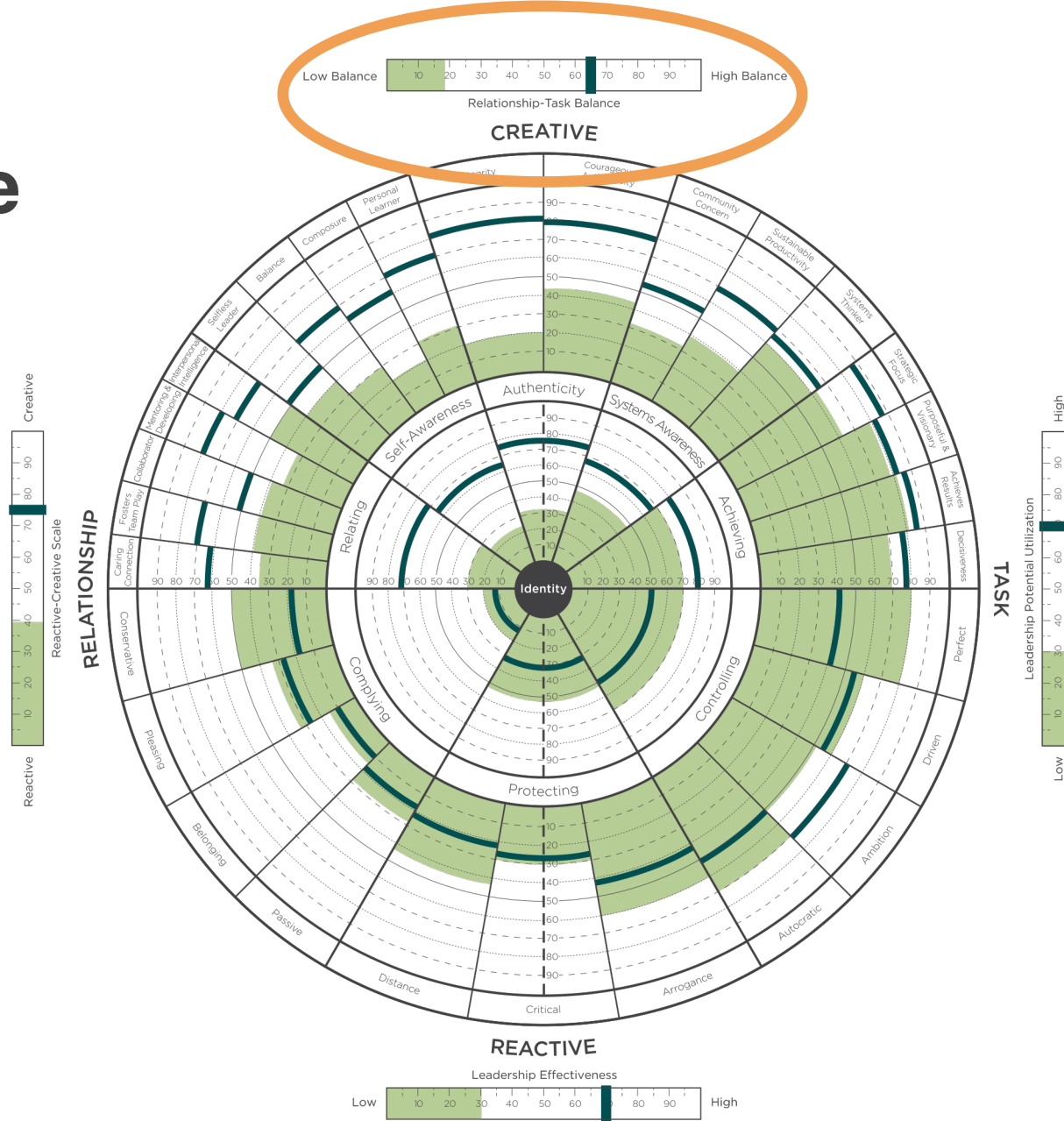Overall, he/she provides very effective leadership.

one — Sales / Revenue Growth

two — Market Share

three — Profitability / ROA

four — Quality of Products & Services

five — New Product Development

six — Overall Performance

44

Bottom 10%

Top 10%

LEADERSHIP CIRCLE
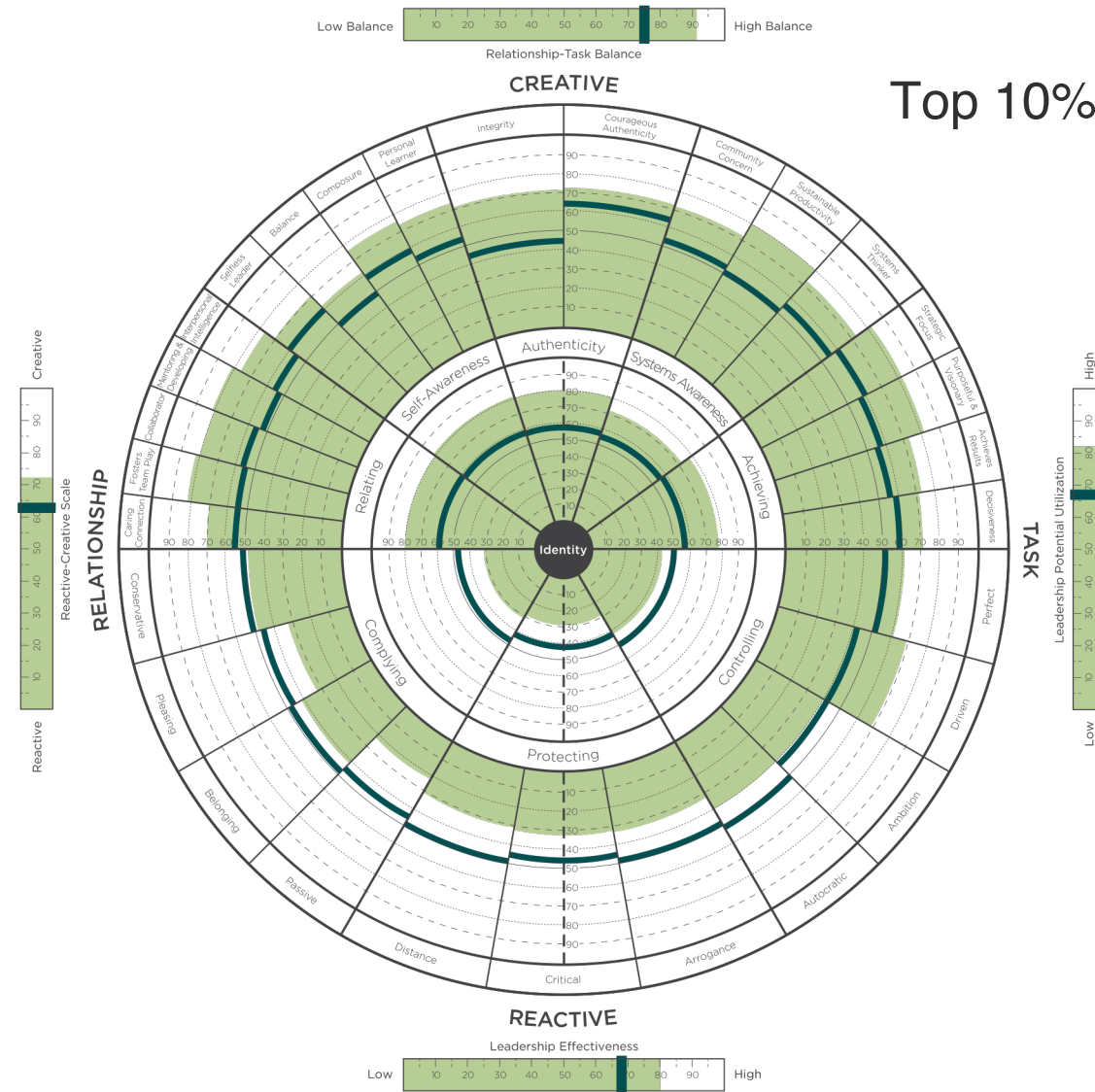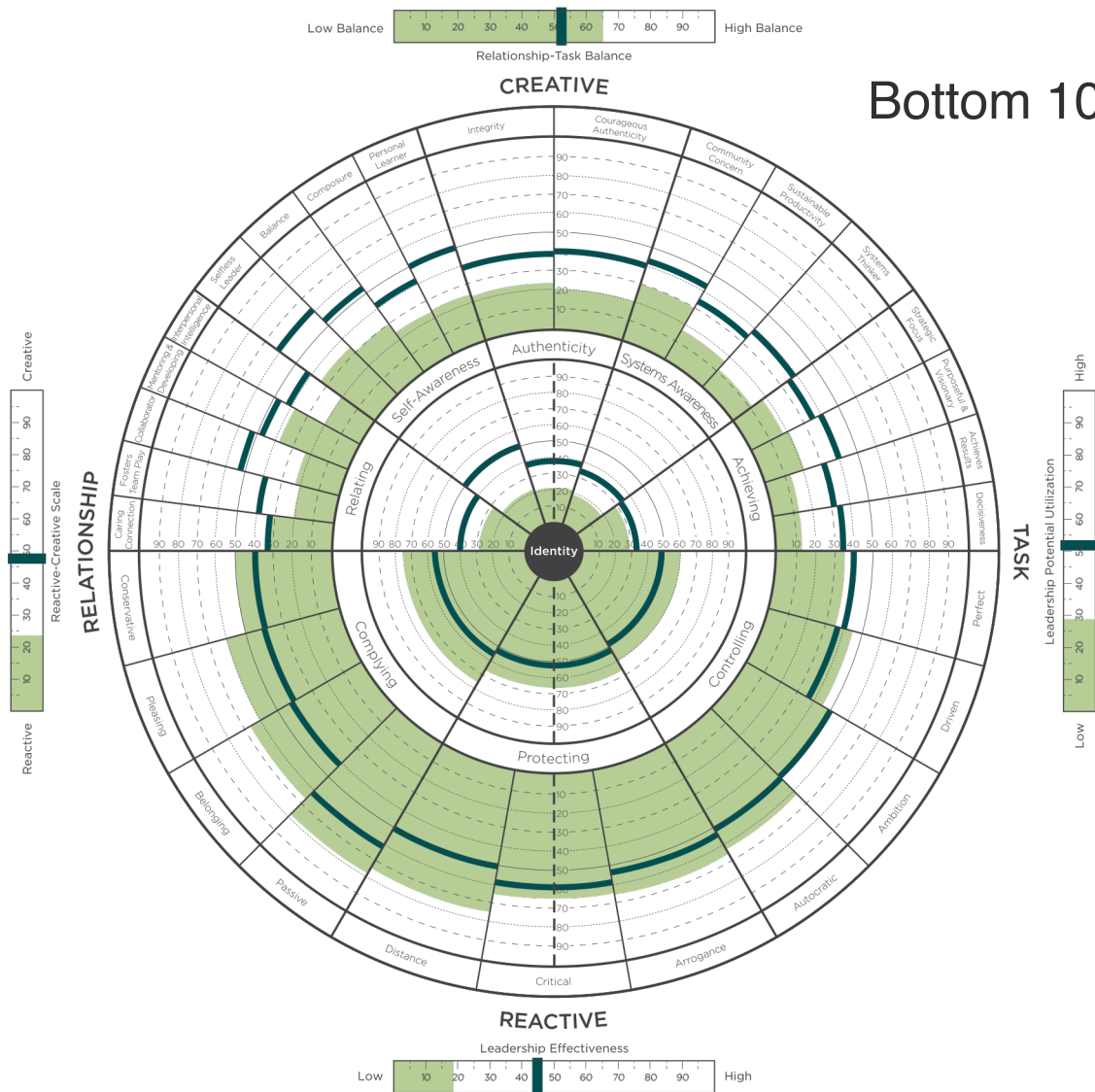
Reactive
Creative Scale

LEADERSHIP CIRCLE
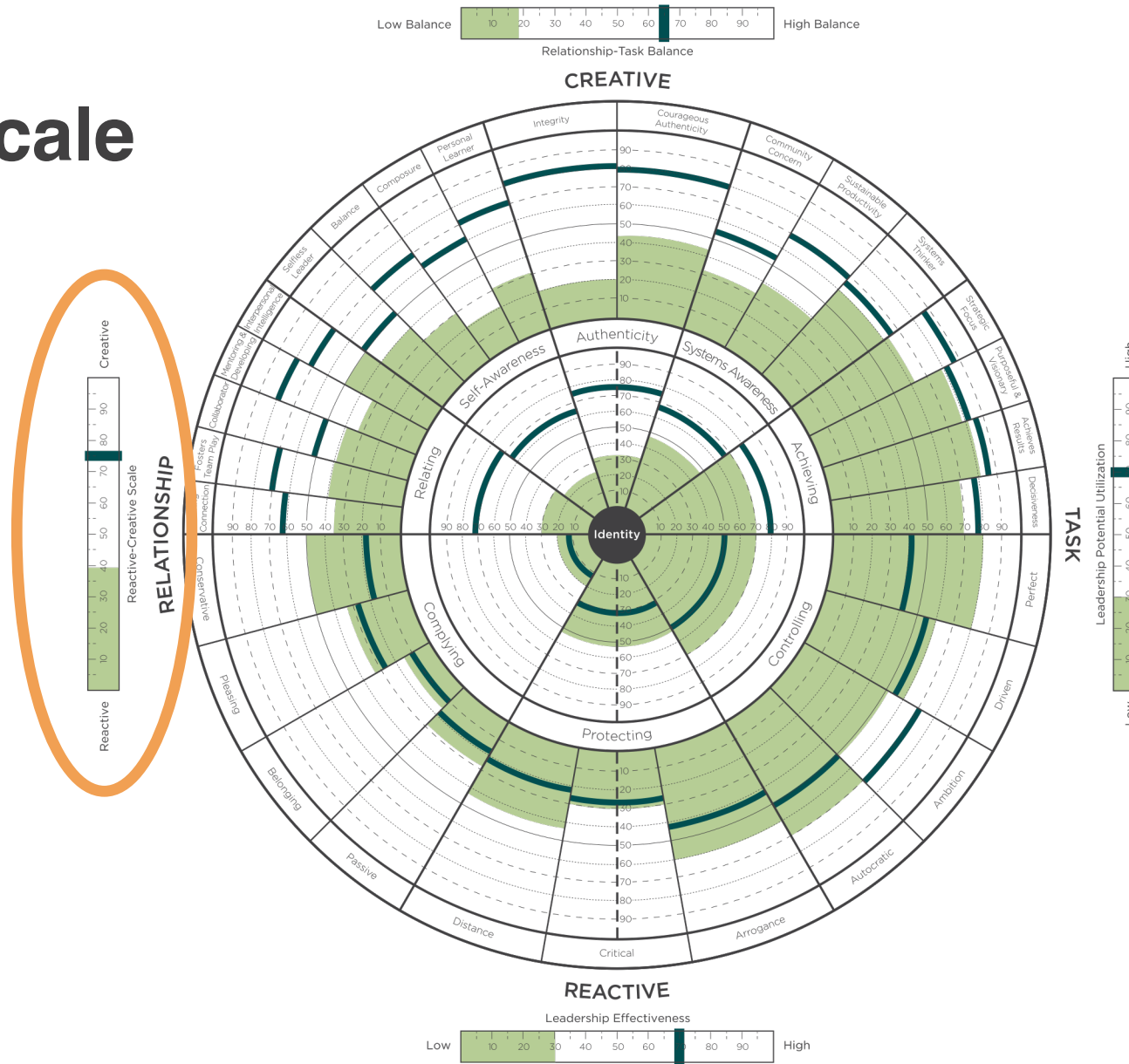
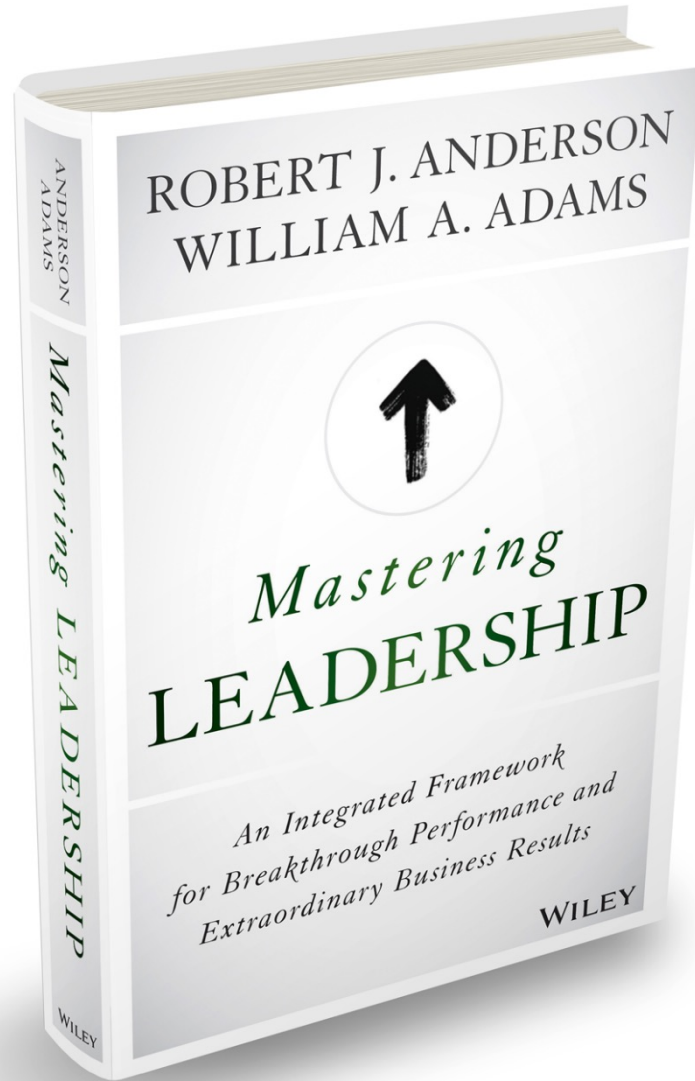# Relationship Task Balance

LEADERSHIP CIRCLE

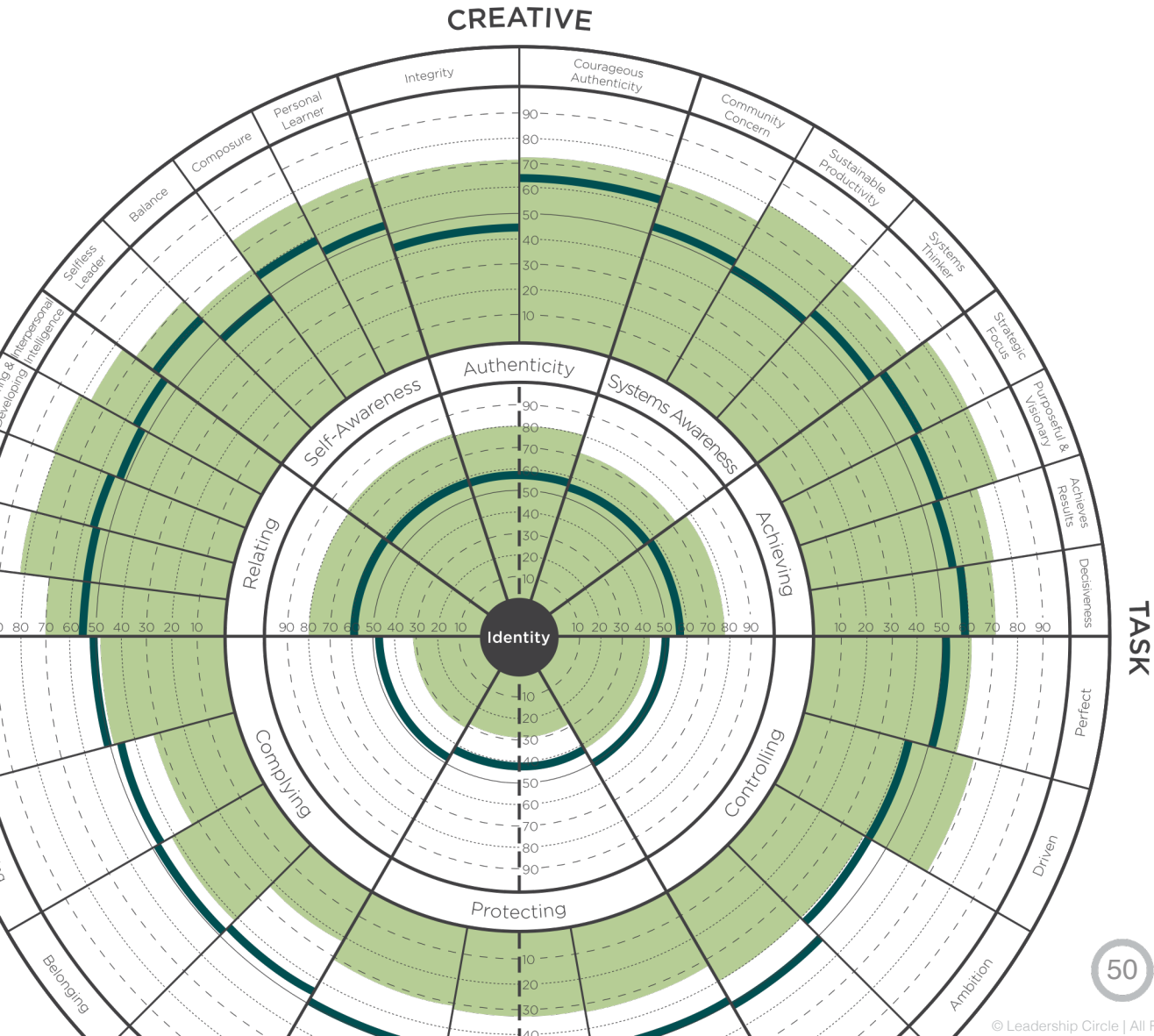# Leadership Potential Utilization Scale

LEADERSHIP CIRCLE
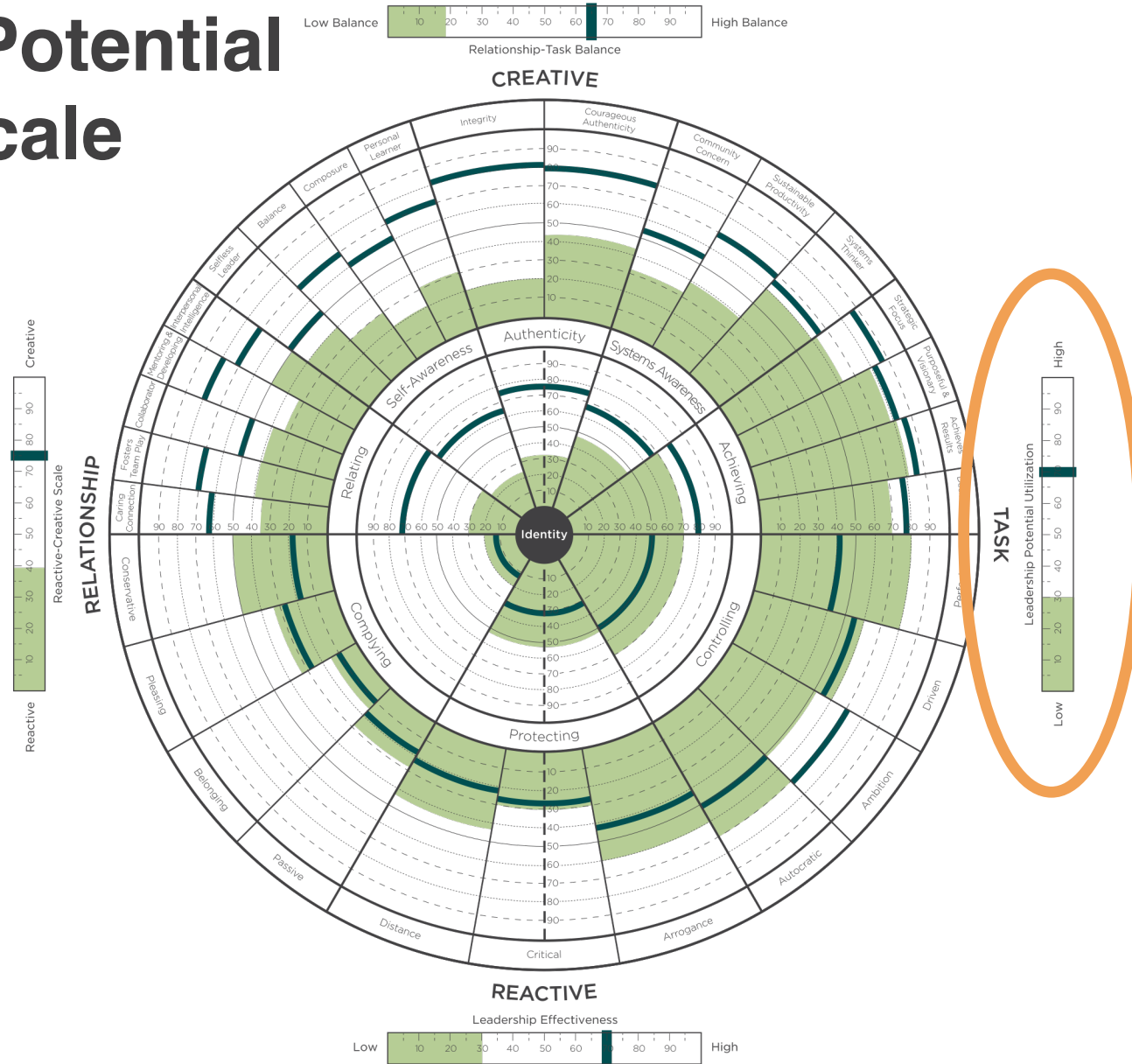
MASTERING LEADERSHIP:
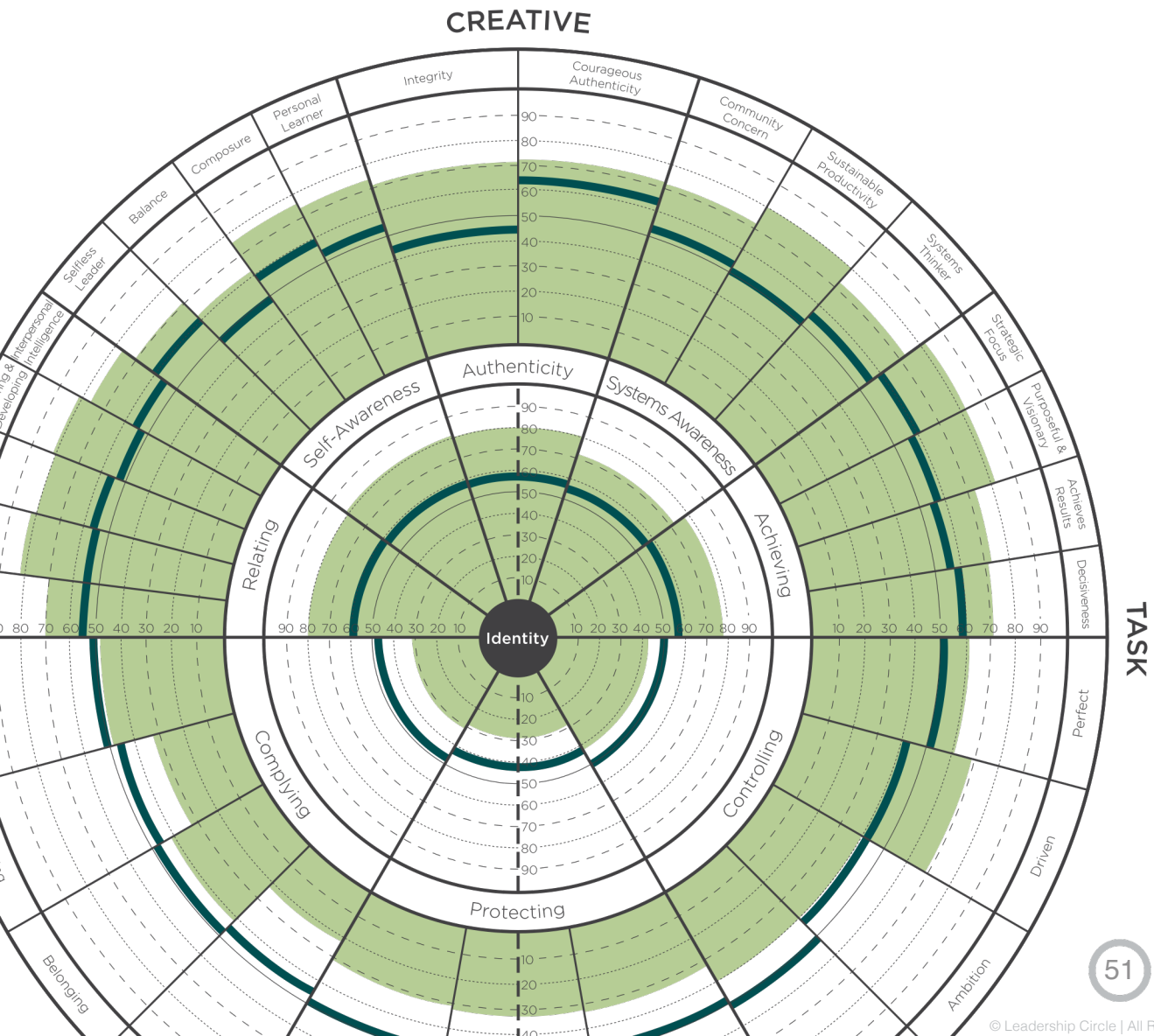*An Integrated Framework for Breakthrough Performance and Extraordinary Business Results*

Bill Adams   Bob Anderson

LEADERSHIP CIRCLE
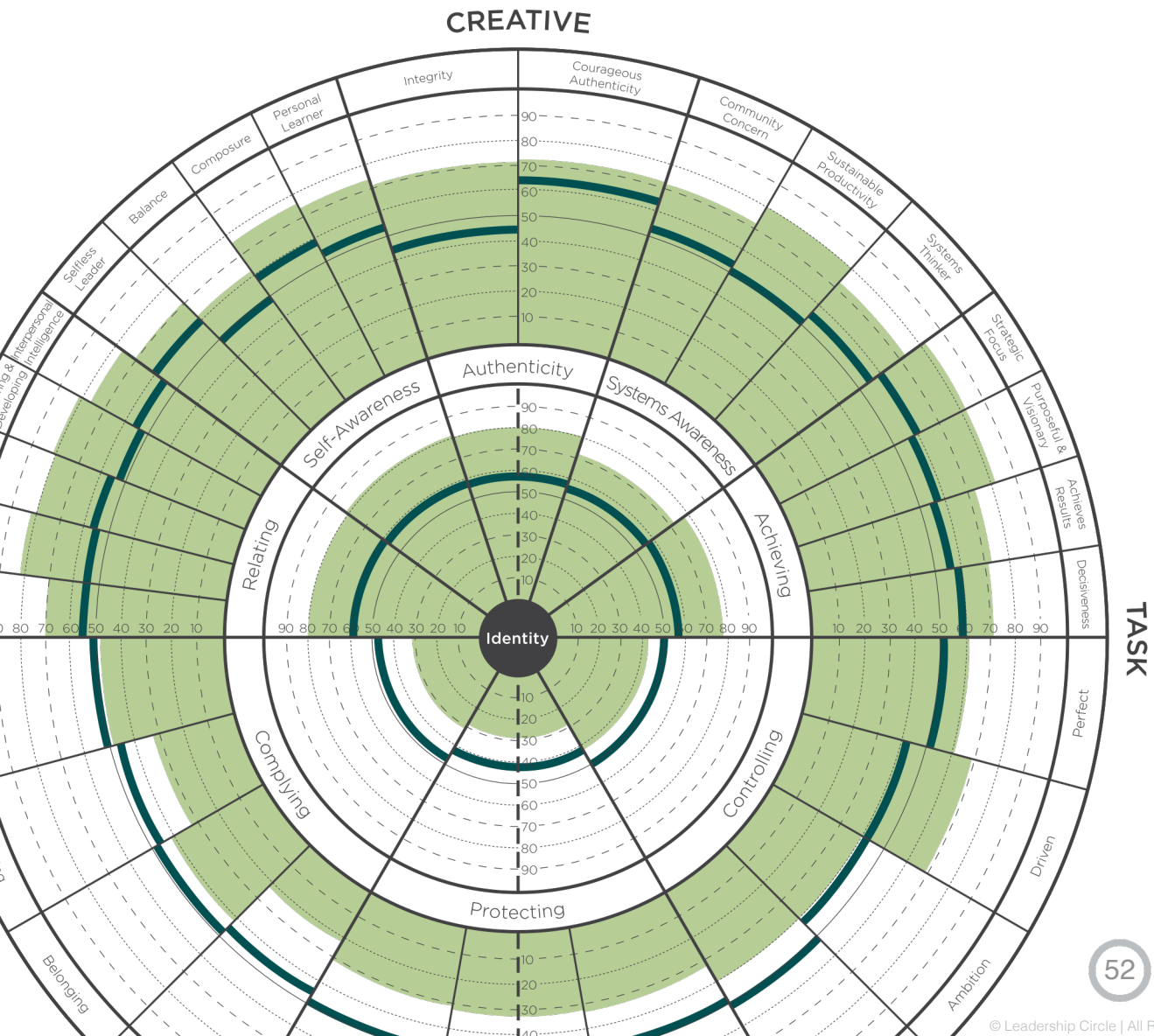
Remember:

You were a great coach before we met you!

Remember:

You will always
know the Profile
better than
the client will …

And they will
always know
themselves
better than you do!

Remember:

Commit to your development and…

Tell your story!

Thank You for joining us!

Until next time….

LEADERSHIP
CIRCLE

If time permits:

Open Discussion: *What have we not covered as it relates to these?*