

Company Team Leadership

Results based on the Leadership
Circle Profile™

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

William Adams
Author, Mastering Leadership



Methodology

Company Leadership Team

14 leaders completed the LCP (which includes ratings of 18 leadership competencies and 11 reactive tendencies)

122 Bosses, Peers, Direct Reports, and Others working closely with leaders provided ratings and written comments

Collective Leadership Team Effectiveness

Leadership Competency

The collective skill level of leaders to engage in purposeful leadership that encourages:

- Quality conversations
- Effective decision making
- Achievement of results

Team Synergy

The collective ability to engage in collaborative interactions that encourage:

- Alignment on vision and strategic priorities
- Joint execution and shared accountability

Measuring Collective Leadership Team Effectiveness

Key Indicators of Leadership Competency:

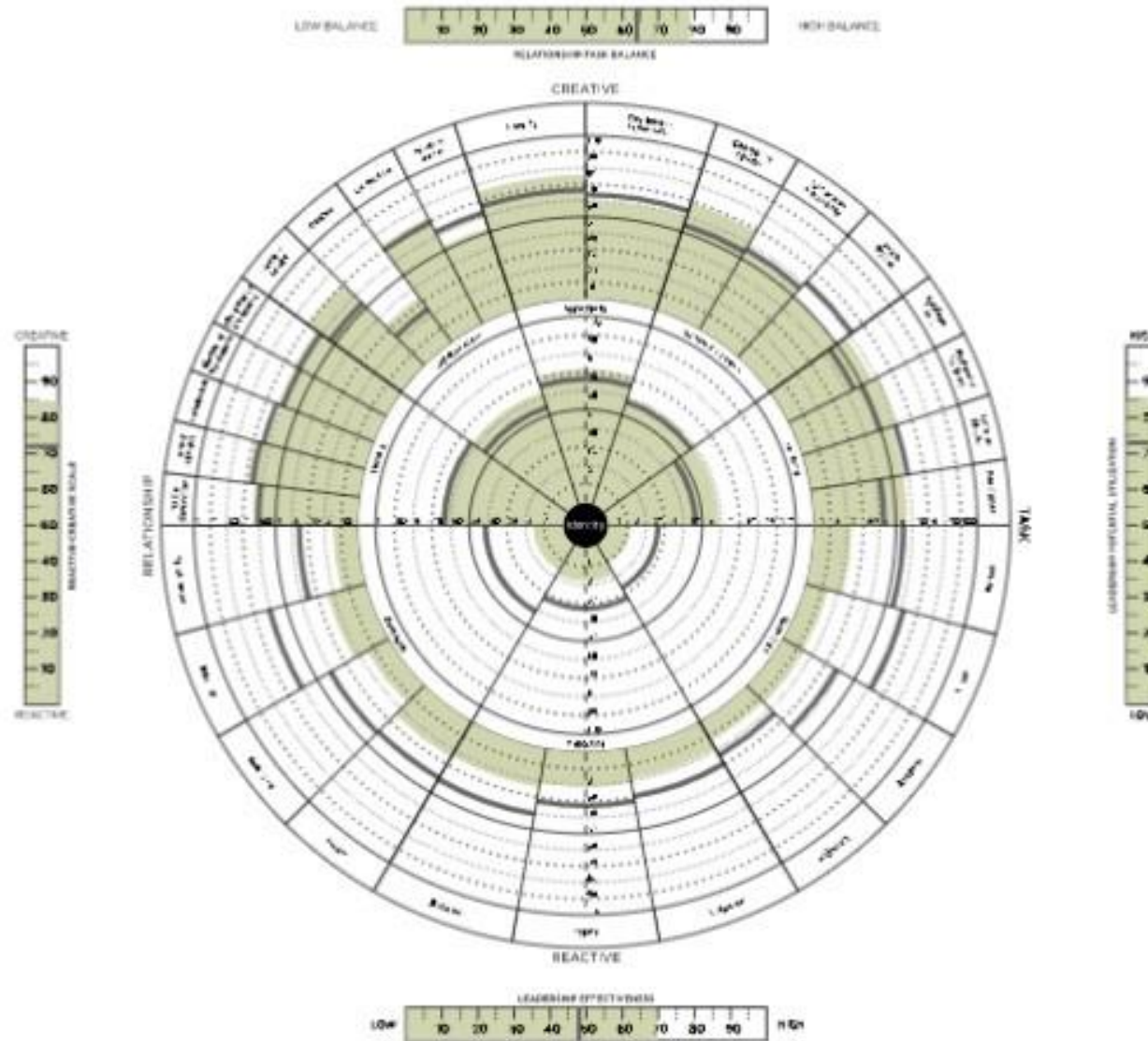
- Creative leadership
- Focus on both relationships and –task achievement
- Overall leadership effectiveness

Key Underpinnings of Team Synergy:

- Collaboration
- Focus on teamwork
- Selfless pursuit of goals
- Courageous authenticity
- Systems thinking

Leadership Team Effectiveness

Aggregate Profile of Company Leadership



CREATIVE

INTEGRITY

COURAGEOUS
AUTHENTICITY

ICITY

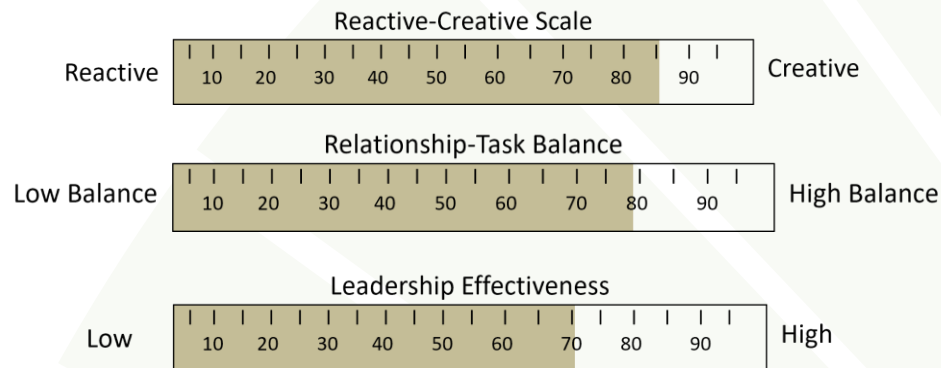
Strengths and Challenges of Company Leadership

- On average, leaders on this team exhibit leadership skills at a level that is typical of most global leadership teams
- However, collective leadership has developed competency in *Authenticity* at a level that surpasses most leaders in our global database
- Interestingly, this team is less challenged by Reactive Tendencies than most leadership teams in our global database and may be why the team is viewed as more effective than most leadership teams
- The area in which the team is most challenged is in being too *Passive*

Collective Leadership Team Effectiveness

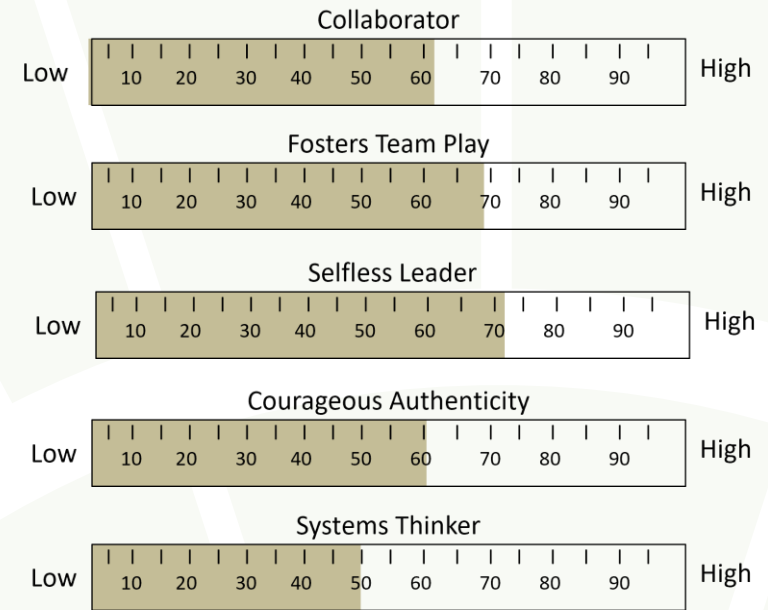
Leadership Competency

Mean Performance – 79%



Team Synergy

Mean Performance – 62%



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Top Leadership Competencies

64% of leaders score above average on *Integrity* – behavior matches espoused values and others trust that leaders can be counted on to keep their word, meet their commitments, interact honestly and fairly, and remain true to their purpose.

64% of leaders score above average on *Selfless Leader* – relationships are viewed as opportunities to serve. Stays fully engaged and humble at the same time. Works from a position of equality and seeks mutual benefits rather than personal reward. Willing to share both leadership roles and credit for achievements.

57% of leaders score above average on *Composure* – maintains high performance despite stressful environments. Stays composed, calm and focused under pressure.

Examples of Strengths Found in Evaluator Feedback

Balances humility and aspiration in a unique way that reinforces a culture of success. Has deep integrity and holds these principles consistently.

He embodies the notion that a humble leader is one that is confident enough to learn from anyone around them. I deeply appreciate this about him and believe he sets the right tone for others to follow.

She has grit, and patience for ambiguity and dynamic adjustments - and she is able to navigate through calmly and thoughtfully with clarity of expectations and outcomes.

Ability to remain calm and unwavering when dealing with emotionally charged situations.

CREATIVE

INTEGRITY

COURAGEOUS
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ICITY

Team Synergy Challenges

The team scores highly in *Selfless Leader* and *Fosters Team Play*; however, the other interactive skills that underly team synergy are not as prevalent and do not surpass what we see with other moderately effective leadership groups

29% of leaders score below average on *Courageous Authenticity* – often remain silent about their beliefs in the face of opposition; value equilibrium and keeping the peace over constructive conflict and submit to authority even at the cost of group effectiveness.

29% of leaders score below average on *Systems Thinker* – focus too narrowly, act defensively, look for quick fixes to problems, and/or protect their turf.

Examples of Challenges Found in Evaluator Feedback

She is pivotal to the team's success and her insights that will be invaluable. The more that she can use this to influence and engage with the team, the greater our combined success will be.

Push against boundaries a little more and be more of a challenger in meetings and the work we do.

Make more bold decisions and test the limits of the system in a courageous way.

Engage more and bring up different topics to the LT– have a more proactive voice on the LT. I learn from him and his market experience when he does this and appreciate how it improves the overall effectiveness and focus of the team.

Learn to better integrate the segments and functions with the Regions to drive a more integrated and balanced model and priorities.

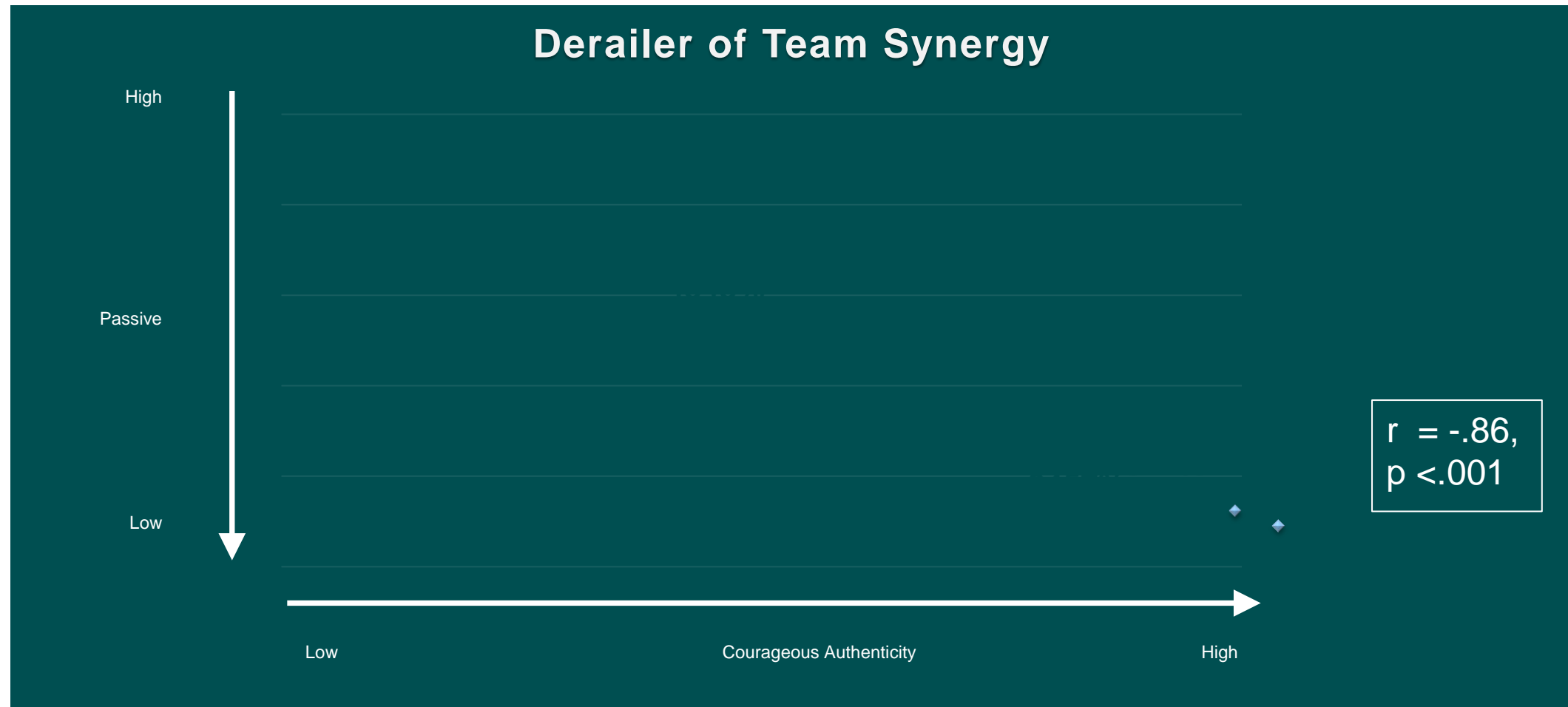
Influences on Team Effectiveness

Pervasiveness of Creative Competencies

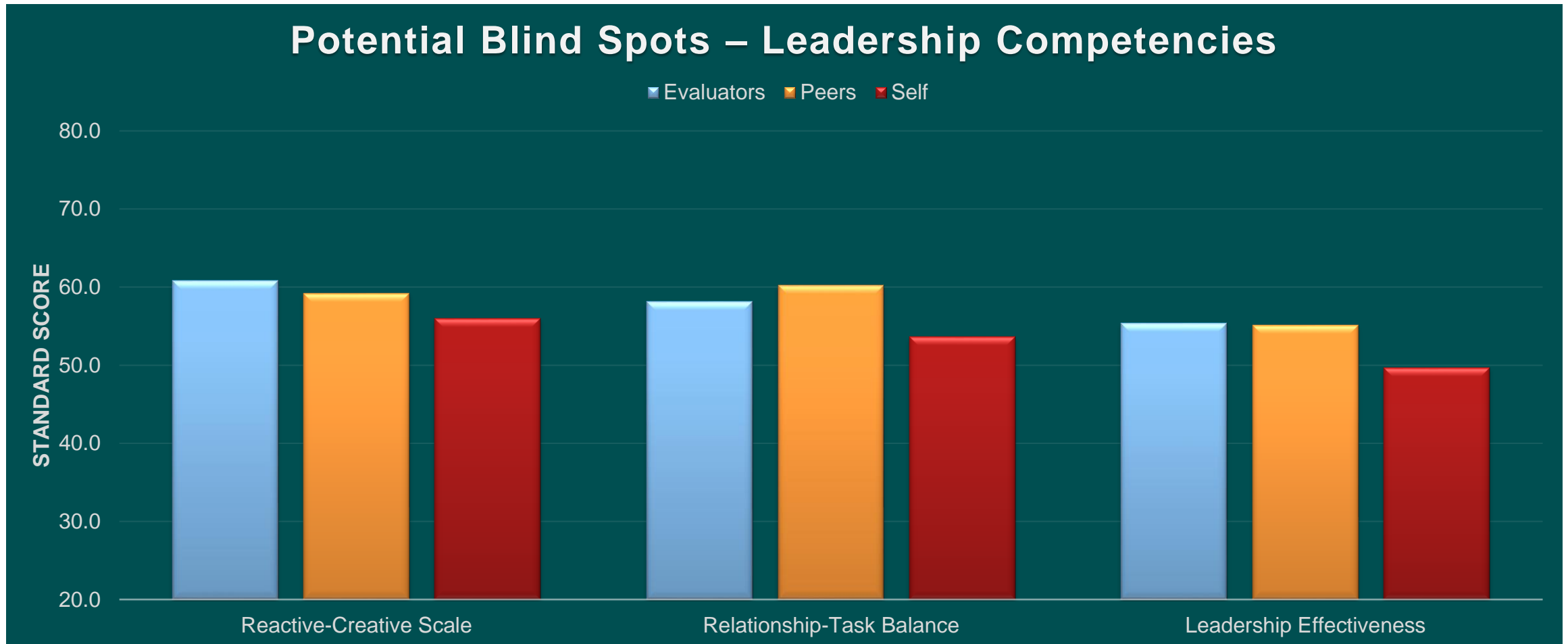
There is variance in the skill levels of leaders. For 12 of the 18 competencies, a majority of leaders scored at the average level. However, this team has many strong leaders - all competencies had at least 2 leaders who scored above average compared with other leaders in our global database.

Competency	Average Score (Percentile)	# Leaders Below Average	# Leaders at Average Level	# Leaders Above Average
Caring Connection	64%	2	6	6
Fosters Team Play	69%	0	7	7
Collaborator	61%	2	6	6
Mentoring & Developing	63%	2	5	7
Interpersonal Intelligence	64%	0	9	5
Selfless Leader	71%	1	4	9
Balance	34%	7	2	5
Composure	73%	1	5	8
Personal Learner	53%	2	10	2
Integrity	76%	0	5	9
Courageous Authenticity	60%	4	4	6
Community Concern	69%	1	6	7
Sustainable Productivity	57%	1	9	4
Systems Thinker	50%	4	6	4
Strategic Focus	57%	3	7	4
Purposeful & Visionary	61%	3	6	5
Achieves Results	57%	2	8	4
Decisiveness	57%	3	7	4

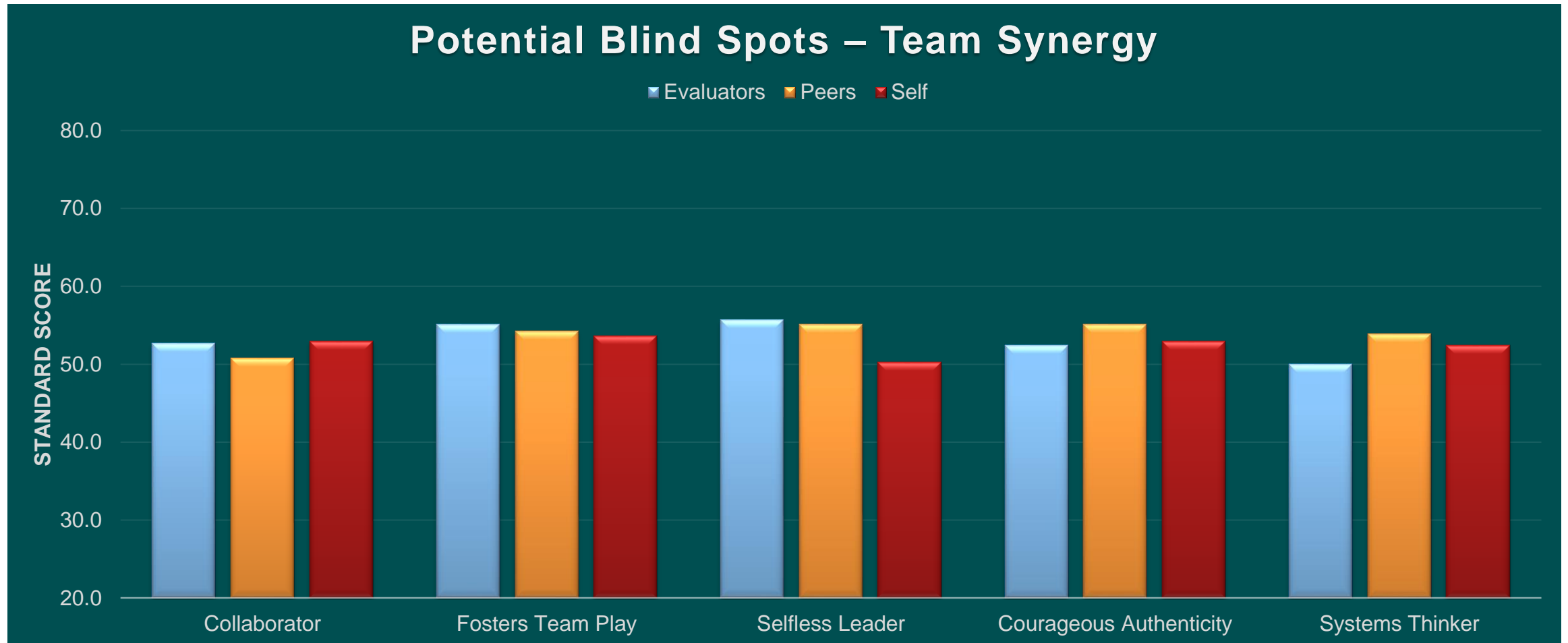
There is a significant negative or inverse relationship between leaders' skills underpinning *Courageous Authenticity* and *Passive* tendencies. Leaders who are more oriented toward playing small (being overly cautious, meek, and predictable) are also less skilled in constructively collaborating with others, engaging the tough topics, and/or creating aligned clarity on strategy. Indeed, the off-setting nature of *Passive* accounts for 74% of the variance in the *Courageous Authenticity* scores.



Across all competency measures, leaders underestimate their skill level compared to how they rate other team members and how evaluators within the organization rate them. It appears that team members devalue what they bring to the team, and this may limit their likelihood of fully showing up and contributing to the team.



The differences in the team synergy competencies were a bit mixed. This finding emphasizes the need for team members to address why their perceptions are colored as they are and how this may present challenges for interacting together.



Conclusion

- Company Leadership Team is performing as a moderately effective team, but it has yet to evolve into a world-class, synergistic leadership team.
- The team comprises a diverse group of individuals with varying skills and leadership competencies. To increase collective effectiveness, it will be important for team members with more developed competencies to share from their experiences and engage in peer coaching.
- The lack of collective strength in Systems Thinker and Courageous Authenticity, if not addressed, may inhibit team members' abilities to work constructively together and to move outside their own silos.
- Team members will want to hold one another accountable for calling out *Passive* behaviors that do not facilitate team synergy (e.g., withdrawing, not speaking up or taking a back seat in conversations, avoiding risks, etc.) when they occur.