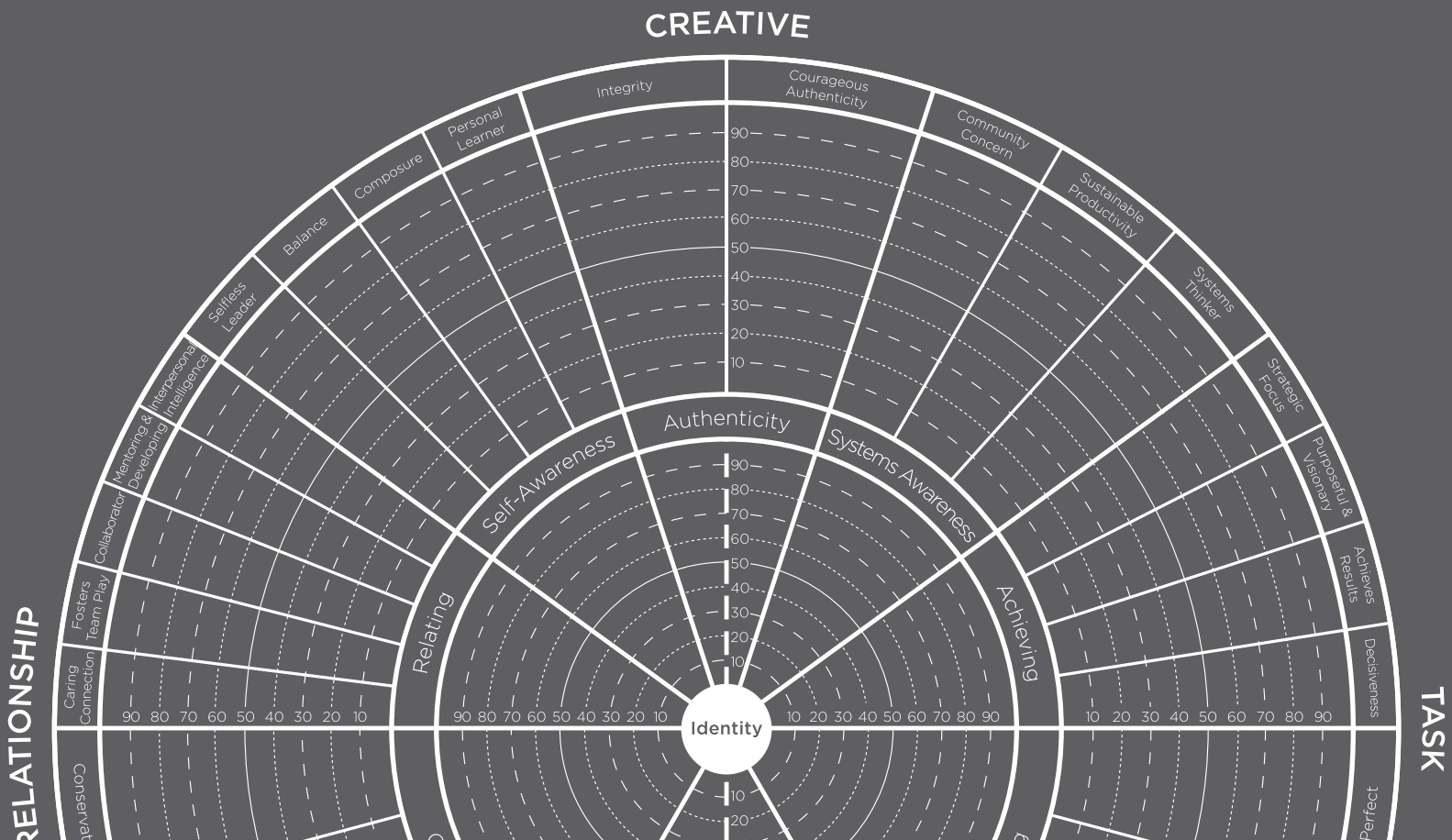


LEADERSHIP CIRCLE PROFILE: SELF-ASSESSMENT INTERPRETATION GUIDE



LEADERSHIP CIRCLE PROFILE™

The *Leadership Circle Profile* is the most comprehensive leadership assessment system available. It is unique for two reasons. First, it is the first competency tool to measure both the inner and outer aspects of leadership. Second, it is organized into a very powerful system for understanding human behavior and development, and for making sense of the interrelationships between the many dimensions being evaluated in you.



THE GRAPH

All your results are profiled in one large circular graph. This is to symbolize wholeness—your wholeness. We start with the assumption that you are a marvelously complex and beautifully integrated whole person. This Profile tries to do justice to that.

The circle also quickly shows how all of the dimensions integrate with each other. The interactions among dimensions are represented by their placement in the circle. These interactions will be referenced throughout the report.

The top half of the circle represents **Creative** competencies and the lower half represents **Reactive** tendencies. In the left half are those dimensions – creative or reactive – that are **Relationship** oriented; on the right are those

Considered to be **Task**

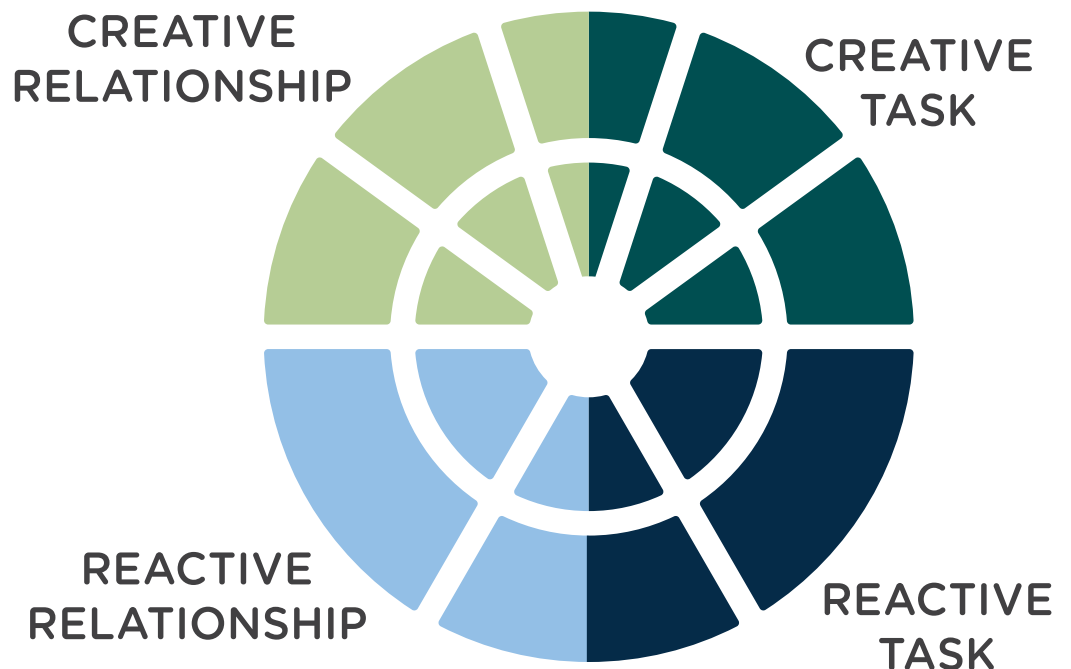
oriented. These

orientations

Represent the

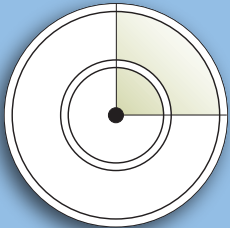
Four quadrants

Of the graph:



LEADERSHIP CIRCLE PROFILE™

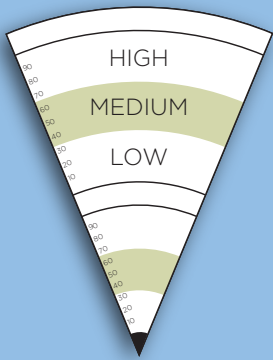
CIRCLE WITHIN A CIRCLE



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.

PERCENTILE SCORES

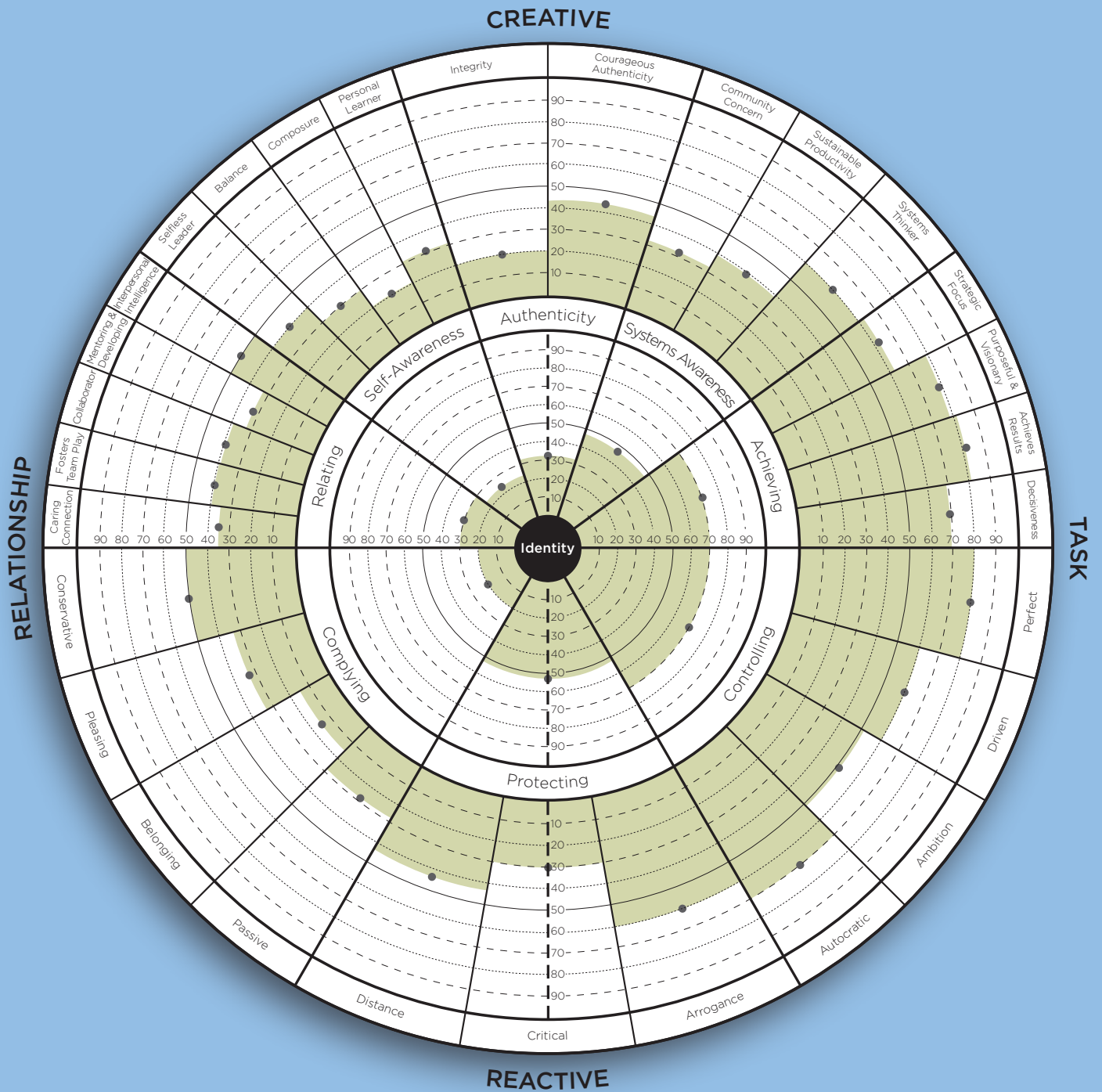


What do the numbers mean? All scales display a percentile score – that is, how you compare to a large group of other leaders who have taken this survey (your numerical score of 1, 2, 3, 4, or 5 does not translate directly to your percentile score...the percentile score is relative to other profile participants). Low scores are close to the center and higher scores radiate further out from the center.

How do I determine if a score is high or low? Scores above 66% are to be considered high, and scores below 33% are to be considered low. Any scores that fall between 33% and 66% suggest that you will need to do some reflection on which aspects of “high” descriptions and which aspects of “low” descriptions apply to you.

What do these dimensions measure? The definitions of the dimensions measured by your Self-Assessment are described below.

Note: The way you perceive and assess yourself will always vary to some degree from the way others perceive and assess you, so your scores on a Self-Assessment may be quite different from those on a full Leadership Circle Profile 360° assessment. Learning how your leadership is experienced by others adds another layer of insight to the profile and deepens your understanding of your leadership style and effectiveness.



THE DIMENSIONS

RELATING

Relating measures your capability to relate to others in a way that brings out the best in people, groups, and organizations. It is composed of:

- *Caring Connection* - your interest in and ability to form warm, caring relationships.
- *Fosters Team Play* - your ability to foster high-performance teamwork among team members that report to you, across the organization, and within teams in which you participate.
- *Collaborator* - the extent to which you engage others in a manner that allows the parties involved to discover common ground in conflict situations, find mutually beneficial agreements, develop synergy, and create win-win situations.
- *Mentoring & Developing* - your ability to develop others through mentoring, maintain growth-enhancing relationships, and help people grow and develop personally and professionally.
- *Interpersonal Intelligence* - the interpersonal effectiveness with which you listen, and engage in conflict and controversy.

A **High Rating** means you are naturally inclined to help others reach their potential through individual and team development.

A **Low Rating** means you may have high Reactive scores, indicating your internal assumptions may be blocking your Relating capacity.

SELF-AWARENESS

Self-Awareness measures your orientation to ongoing professional and personal development, as well as the degree to which inner self-awareness is expressed through high-integrity leadership. It is composed of:

- *Selfless Leader* - the extent to which you pursue service over self-interest. It measures a very high state of personal awareness where the need for credit and personal ambition is far less important than creating results—in collaborative relationships—which serve a common good.
- *Balance* - your ability, in the midst of the conflicting tensions of modern life, to keep a hearty balance between business and family, activity and reflection, work and leisure.
- *Composure* - your ability, in the midst of conflict and high-tension situations, to remain composed and centered, and to maintain a calm, focused perspective.
- *Personal Learner* - the degree to which you demonstrate a strong and active interest in learning, and personal and professional growth.

A **High Rating** means you actively pursue and value personal and professional development. You are an alive and vital person. Having developed your sense of purpose, you act from your internal center, consciously expressing your core values. You are trusted to “walk your talk” and people respect you as someone who acts with integrity.

A **Low Rating** means you are limiting your leadership impact by not actively pursuing personal development. Your inner life and outer life are out of balance.

AUTHENTICITY

Authenticity measures your capability to relate to others in an authentic, courageous, and high-integrity manner. It is composed of:

- *Integrity* - how well you adhere to the set of values and principles that you espouse; that is, how well you can be trusted to “walk your talk.”
- *Courageous Authenticity* - your willingness to take tough stands, bring up the “un-discussibles” (risky issues the group avoids discussing), and openly deal with difficult relationship problems.

A **High Rating** means your inner and outer lives are congruent. Your behavior matches your values and others trust that you can be counted on to keep your word, meet your commitments, deal with them honestly and fairly, and remain true to your purpose.

A **Low Rating** means high *Reactive* scores may indicate that your internal assumptions are blocking your *Authenticity* capacity.

SYSTEMS AWARENESS

Systems Awareness measures the degree to which your awareness is focused on whole system improvement and on community welfare (the symbiotic relationship between the long-term welfare of the community and the interests of the organization). It is composed of:

- *Community Concern* - the service orientation from which you lead. It measures the extent to which you link your legacy to service of community and global welfare.
- *Sustainable Productivity* - your ability to achieve results in a way that maintains or enhances the overall long-term effectiveness of the organization.
- *Systems Thinker* - the degree to which you think and act from a whole system perspective as well as the extent to which you make decisions in light of the long-term health of the whole system.

A **High Rating** means you lead with the big picture in view. You do not jump to fix symptoms. You look for root cause. You know that the causes of current problems are to be found in the design of the current system out of which you operate. You know that breakthrough solutions cannot be found within the current paradigm; they require moving to new paradigms of thought and new principles of system design. You are an architect of systems that naturally manifest the results you envision. This larger perspective allows you to find leverage points—making change (perhaps seemingly small at the time) at the right place in the system that results in significant improvements in organizational performance.

A **Low Rating** means your leadership could benefit from developing more of a systems perspective. It suggests that your focus tends to be narrow and short term. While this may be necessary to ensure survival and to resolve a crisis, it may have become too ingrained. You must cultivate the ability to focus on more than one factor. You must look for the causes of problems that rise out of the complex interrelationship between multiple variables.

ACHIEVING

Achieving measures the extent to which you offer visionary, authentic, and high-achievement leadership. It is composed of:

- *Strategic Focus* - the extent to which you think strategically.
- *Purposeful & Visionary* - the extent to which you clearly communicate and model commitment to personal purpose and vision.
- *Achieves Results* - the degree to which you are goal directed and have a track record of goal achievement and high performance.
- *Decisiveness* - your ability to make decisions on time, and the extent to which you are comfortable moving forward in uncertainty.

A **High Rating** means you maintain a high standard of excellence in your work. You are recognized as a leader in your field. Your own values, beliefs, vision, and intuition motivate you from within. You take responsibility for your own actions. Risk taking is easier because you have a high sense of self-worth. Your inner self-confidence is clearly projected to the outside world.

You empower others by modeling and teaching your creative process. You know how to create vision and translate it into strategies, strategies into goals, and goals into actions that achieve results. Your optimism, creativity, and natural curiosity are contagious. Others learn this just by being around you.

You have a deep sense of purpose, and create out of love for the result or the process of creating. You do what you do because you want to be creative, learn, and grow.

A **Low Rating** means you may lack many of the competencies that help you make things happen. You should examine internal assumptions that may be blocking your creative capability.

CONTROLLING

Controlling measures the extent to which you establish a sense of personal worth through task accomplishment and personal achievement. It is composed of:

- *Perfect* - your need to attain flawless results and perform to extremely high standards in order to feel secure and worthwhile as a person.
- *Driven* - the extent to which you are in overdrive.
- *Ambition* - the extent to which you need to get ahead, move up in the organization, and be better than others.
- *Autocratic* - your tendency to be forceful, aggressive, and controlling.

A **High Rating** means you strive to take charge, be on top, and exert control over others in order to gain self-worth, personal safety, and identity. You see the world as made up of winners and losers, where powerful people stand the best chance. So, in order to survive, you must be one of them. You must excel heroically, be perfect, perform flawlessly, and/or dominate. Hence, you become one of the movers and shakers of the world.

A **Low Rating** means you have few of the characteristics described above. It further suggests (depending on your scores on other scales) that you may possess many of the strengths of this stance without the liabilities.

PROTECTING

Protecting measures the belief that you can protect yourself and establish a sense of worth through withdrawal, remaining distant, hidden, aloof, cynical, superior, and/or rational. It is composed of:

- *Arrogance* - your tendency to project a large ego—behavior that is experienced as superior, egotistical, and self-centered.
- *Critical* - your tendency to take a critical, questioning, and somewhat cynical attitude.
- *Distance* - your tendency to establish a sense of personal worth and security through withdrawal, being superior and remaining aloof, emotionally distant, and above it all.

A **High Rating** means you tend to keep yourself safe by acting aloof and maintaining distance in your relationships. You may also hold back from the risks that might come from fully deploying your creative abilities. Safety means being above it all. This stance can come from an inner lack of confidence, self-doubt, inferiority or its opposite, superiority. It may well be that you project an air of superiority, needing to be right, find fault, and put others down as a strategy to build yourself up. The need to build yourself up may spring from feelings of self-doubt and vulnerability. *Protecting* is an internal set of assumptions that link security with distance, and worth with either being small and uninvolved or big and superior.

A **Low Rating** means you may possess many of the gifts described above without the liabilities. It suggests that your *Achieving, Relating, Authenticity* and *Self-Awareness* are not held back by this form of *Protecting*.

COMPLYING

Complying measures the extent to which you get a sense of self-worth and security by complying with the expectations of others rather than acting on what you intend and want. It is composed of:

- *Conservative* - the extent to which you think and act conservatively, follow procedure, and live within the prescribed rules of the organization with which you are associated.
- *Pleasing* - your need to seek others' support and approval in order to feel secure and worthwhile.
- *Belonging* - your need to conform, follow the rules, and meet the expectations of authorities.
- *Passive* - the degree to which you give away your power to others and to circumstances outside your control.

A **High Rating** means you tend to relinquish power to others and to the circumstances of life. You may even experience yourself as at the mercy of circumstances over which you have little control. You tend to see the world as full of powerful people who can control or protect you. Because of this belief, you tend to submit to those in power and comply with their expectations. You do this to gain safety and win approval. You tend to equate personal worth and security with meeting and living within others' expectations.

A **Low Rating** means you have few of the characteristics described above. It further suggests (depending on your scores on other scales) that you may possess many of the strengths of this stance without the liabilities.

SUMMARY MEASURES

The top half of the circle maps **Creative** competencies that contribute to your effectiveness. The lower half of the circle maps self-limiting **Reactive** tendencies. Stronger scores in the bottom half of the circle are related to weaker scores in the top half. This is because reactive, self-limiting assumptions tend to reduce all the creative competencies.

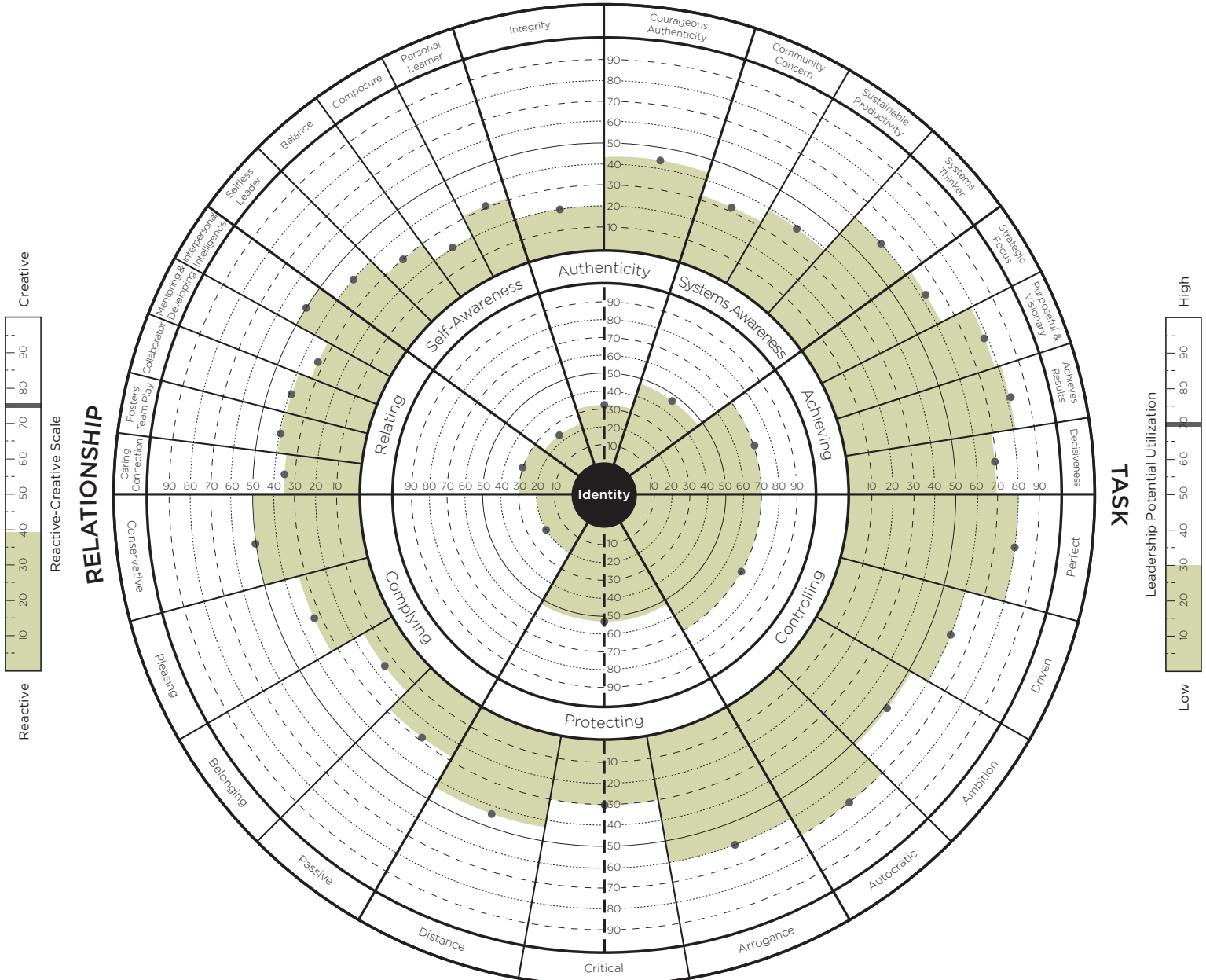
The right half of the circle has to do with **Task** (getting the job done creatively and effectively). The left half of the circle has to do with the nature of your **Relationships** with people and groups. The goal here is good balance so that you can achieve results and develop people simultaneously.

The following dimensions are intended to bring everything together. They summarize all of the above into a few useful measures.

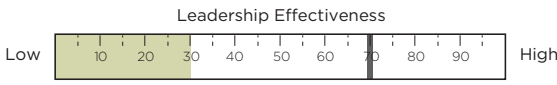
- **Reactive-Creative Scale** reflects the degree of balance between the creative dimensions and the reactive dimensions. The percentile score here gives you a sense of how you compare to other managers with respect to the amount of energy you put into reactive versus creative behavior. It suggests the degree to which your leadership, relationships, and goal-oriented behaviors are coming out of a creative or reactive orientation. It also suggests the degree to which your self-concept and inner motivation come from within or are determined by external expectations, rules, or conditions. Good balance results in high percentile scores.
- **Relationship-Task Balance** measures the degree of balance you show between the achievement competencies and the relationship 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. Good balance results in high percentile scores.
- **Leadership Potential Utilization** is a bottom-line measurement. It looks at all of the dimensions measured above and compares that overall score to the scores of other leaders who have taken this survey. It sorts through all the high and low scores in your profile to assess how much of your leadership potential you are actualizing.
- **Leadership Effectiveness** measures your perceived level of overall effectiveness as a leader. It provides a way of answering the question, “So in the end, how am I doing?”



CREATIVE



REACTIVE



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