

# LEADERSHIP CIRCLE PROFILE™

V1.5

LEADERSHIP CIRCLE PROFILE™

**Tim Sample** - English

2020

# The Leadership Circle Profile Report

Tim Sample

2020

Average Response on a 5 - Point Scale

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	4.04	4.39	-	4.43	4.54	4.28	4.42
Self-Awareness	4.15	4.30	-	4.31	4.41	4.12	4.41
Authenticity	4.33	4.22	-	4.38	4.31	4.07	4.27
Systems Awareness	4.03	4.11	-	3.97	4.29	4.01	4.15
Achieving	3.92	4.09	-	4.18	4.44	3.97	4.01
Controlling	1.06	1.59	-	1.83	1.49	1.73	1.44
Protecting	1.31	1.61	-	1.45	1.34	1.78	1.62
Complying	1.60	1.99	-	2.11	1.60	2.15	1.98
Leadership Effectiveness	3.29	4.23	-	4.50	4.63	4.07	4.10
Number of Assessors	1	17	0	2	3	6	6

# The Leadership Circle Profile Report

## Tim Sample

2020

Percentile Scores: Comparison to the Norm Group

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	59 %	92 %	-	86 %	95 %	76 %	83 %
Self-Awareness	84 %	95 %	-	87 %	96 %	74 %	90 %
Authenticity	69 %	67 %	-	74 %	77 %	43 %	63 %
Systems Awareness	72 %	84 %	-	68 %	91 %	66 %	74 %
Achieving	47 %	66 %	-	73 %	91 %	39 %	44 %
Controlling	-	3 %	-	15 %	3 %	7 %	4 %
Protecting	5 %	19 %	-	19 %	9 %	37 %	31 %
Complying	7 %	29 %	-	40 %	6 %	56 %	39 %
Reactive-Creative Scale	98 %	94 %	-	86 %	98 %	74 %	86 %
Relationship-Task Balance	73 %	35 %	-	61 %	75 %	25 %	25 %
Leadership Potential Utilization	96 %	67 %	-	82 %	96 %	45 %	54 %
Leadership Effectiveness	30 %	77 %	-	84 %	94 %	54 %	57 %
Number of Assessors	1	17	0	2	3	6	6

# THE LEADERSHIP CIRCLE PROFILE RESULTS

## Creative Dimensions

### Tim Sample

2020	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	17	0	2	3	6	6
Relating	59 %	92 %	-	86 %	95 %	76 %	83 %
Average Response	4.04	4.39	-	4.43	4.54	4.28	4.42
Caring Connection	37 %	95 %	-	86 %	91 %	88 %	87 %
Average Response	3.64	4.54	-	4.50	4.51	4.54	4.57
Fosters Team Play	78 %	88 %	-	84 %	95 %	73 %	71 %
Average Response	4.43	4.45	-	4.55	4.72	4.38	4.34
Collaborator	22 %	93 %	-	82 %	91 %	75 %	88 %
Average Response	3.65	4.42	-	4.39	4.45	4.30	4.55
Mentoring & Developing	73 %	83 %	-	66 %	87 %	66 %	75 %
Average Response	4.32	4.28	-	4.11	4.40	4.18	4.36
Interpersonal Intelligence	69 %	88 %	-	88 %	97 %	62 %	75 %
Average Response	4.15	4.28	-	4.47	4.61	4.07	4.27
Self-Awareness	84 %	95 %	-	87 %	96 %	74 %	90 %
Average Response	4.15	4.30	-	4.31	4.41	4.12	4.41
Selfless Leader	91 %	92 %	-	80 %	95 %	64 %	91 %
Average Response	4.36	4.23	-	4.23	4.44	3.92	4.44
Balance	49 %	67 %	-	42 %	50 %	77 %	53 %
Average Response	3.33	3.84	-	3.50	3.63	4.11	3.72
Composure	83 %	96 %	-	89 %	97 %	80 %	90 %
Average Response	4.39	4.59	-	4.64	4.76	4.41	4.66
Personal Learner	63 %	83 %	-	74 %	92 %	56 %	77 %
Average Response	4.21	4.26	-	4.23	4.48	4.05	4.35
Authenticity	69 %	67 %	-	74 %	77 %	43 %	63 %
Average Response	4.33	4.22	-	4.38	4.31	4.07	4.27
Integrity	78 %	84 %	-	81 %	92 %	63 %	73 %
Average Response	4.64	4.54	-	4.68	4.73	4.39	4.54
Courageous Authenticity	48 %	34 %	-	48 %	36 %	22 %	42 %
Average Response	3.81	3.69	-	3.77	3.62	3.56	3.83

# Questions Related to Each Dimension

## Creative Dimensions

### Relating

Caring Connection

I connect deeply with others.  
I form warm and caring relationships.  
I am compassionate.

Fosters Team Play

I create a positive climate that supports people doing their best.  
I share leadership.  
I promote high levels of teamwork through my leadership style.

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 help people learn, improve, and change.  
I provide feedback focused on professional growth.  
I am a people builder/developer.

Interpersonal Intelligence

I display a high degree of skill in resolving conflict.  
I take responsibility for my part of relationship problems.  
I directly address issues that get in the way of team performance.  
I listen openly to criticism and ask questions to further understand.  
In a conflict, I accurately restate the opinions of others.

### Self-Awareness

Selfless Leader

I act with humility.  
I get the job done with no need to attract attention to myself.  
I lead in ways that others say, 'we did it ourselves.'  
I am relatively uninterested in personal credit.  
I take forthright action without needing recognition.

Balance

I find enough time for personal reflection.  
I balance work and personal life.

Composure

I am composed under pressure.  
I handle stress and pressure very well.  
I am a calming influence in difficult situations.

Personal Learner

I personally search for meaning.  
I investigate the deeper reality that lies behind events/circumstances.  
I learn from mistakes.  
I examine the assumptions that lay behind my actions.

### Authenticity

Integrity

I lead in a manner that is completely aligned with my values.  
I exhibit personal behavior consistent with my values.  
I hold to my values during good and bad times.

Courageous Authenticity

I speak directly even on controversial issues.  
I am courageous in meetings.  
I surface the issues others are reluctant to talk about.

# THE LEADERSHIP CIRCLE PROFILE RESULTS

## Creative Dimensions (Continued)

### Tim Sample

2020	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	17	0	2	3	6	6
Systems Awareness	72 %	84 %	-	68 %	91 %	66 %	74 %
Average Response	4.03	4.11	-	3.97	4.29	4.01	4.15
Community Concern	89 %	96 %	-	87 %	96 %	82 %	90 %
Average Response	4.42	4.41	-	4.40	4.55	4.27	4.50
Sustainable Productivity	61 %	74 %	-	55 %	84 %	55 %	69 %
Average Response	4.00	4.07	-	3.88	4.22	3.94	4.16
Systems Thinker	30 %	38 %	-	10 %	73 %	40 %	30 %
Average Response	3.46	3.59	-	2.87	3.94	3.64	3.54
Achieving	47 %	66 %	-	73 %	91 %	39 %	44 %
Average Response	3.92	4.09	-	4.18	4.44	3.97	4.01
Strategic Focus	44 %	68 %	-	68 %	93 %	42 %	49 %
Average Response	3.82	4.08	-	4.06	4.48	3.97	4.01
Purposeful & Visionary	65 %	74 %	-	82 %	89 %	58 %	47 %
Average Response	4.09	4.14	-	4.33	4.40	4.11	3.98
Achieves Results	12 %	45 %	-	64 %	78 %	19 %	45 %
Average Response	3.64	4.10	-	4.25	4.37	3.88	4.16
Decisiveness	73 %	53 %	-	71 %	86 %	28 %	37 %
Average Response	4.35	4.01	-	4.22	4.44	3.80	3.93

## Questions Related to Each Dimension

### Creative Dimensions (Continued)

#### Systems Awareness

Community Concern	<ul style="list-style-type: none"><li>I attend to the long-term impact of strategic decisions on the community.</li><li>I balance community welfare with short-term profitability.</li><li>I live an ethic of service to others and the world.</li><li>I stress the role of the organization as corporate citizen.</li><li>I create vision that goes beyond the organization to include making a positive impact on the world.</li></ul>
Sustainable Productivity	<ul style="list-style-type: none"><li>I balance 'bottom line' results with other organizational goals.</li><li>I balance short-term results with long-term organizational health.</li><li>I allocate resources appropriately so as not to use people up.</li></ul>
Systems Thinker	<ul style="list-style-type: none"><li>I redesign the system to solve multiple problems simultaneously.</li><li>I evolve organizational systems until they produce envisioned results.</li><li>I reduce activities that waste resources.</li></ul>

#### Achieving

Strategic Focus	<ul style="list-style-type: none"><li>I have a firm grasp of the market place dynamics.</li><li>I provide strategic direction that is thoroughly thought through.</li><li>I focus in quickly on the key issues.</li><li>I accurately anticipate future consequences to current action.</li><li>I see the integration between all parts of the system.</li><li>I establish a strategic direction that helps the organization to thrive.</li><li>I stay abreast of trends in the external environment that could impact the business currently and in the future.</li><li>I integrate multiple streams of information into a coherent strategy.</li><li>I am a gifted strategist.</li></ul>
Purposeful & Visionary	<ul style="list-style-type: none"><li>I articulate a vision that creates alignment within the organization.</li><li>I live and work with a deep sense of purpose.</li><li>I communicate a compelling vision.</li><li>I am a good role model for the vision I espouse.</li><li>I provide strategic vision for the organization.</li><li>I inspire others with vision.</li></ul>
Achieves Results	<ul style="list-style-type: none"><li>I pursue results with drive and energy.</li><li>I strive for continuous improvement.</li><li>I am proficient at achieving high quality results on key initiatives.</li><li>I am quick to seize opportunities upon noticing them.</li></ul>
Decisiveness	<ul style="list-style-type: none"><li>I make the tough decisions when required.</li><li>I am an efficient decision maker.</li><li>I make decisions in a timely manner.</li></ul>

# THE LEADERSHIP CIRCLE PROFILE RESULTS

## Reactive Dimensions

### Tim Sample

2020	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	17	0	2	3	6	6
Controlling	-	3 %	-	15 %	3 %	7 %	4 %
Average Response	1.06	1.59	-	1.83	1.49	1.73	1.44
Perfect	-	9 %	-	37 %	29 %	19 %	4 %
Average Response	1.24	2.73	-	3.06	2.97	2.90	2.36
Driven	1 %	5 %	-	14 %	1 %	15 %	14 %
Average Response	1.59	2.26	-	2.24	1.75	2.44	2.35
Ambition	-	1 %	-	9 %	1 %	5 %	2 %
Average Response	1.00	1.49	-	1.66	1.21	1.74	1.32
Autocratic	1 %	5 %	-	23 %	7 %	12 %	7 %
Average Response	1.00	1.49	-	1.80	1.45	1.58	1.33
Protecting	5 %	19 %	-	19 %	9 %	37 %	31 %
Average Response	1.31	1.61	-	1.45	1.34	1.78	1.62
Arrogance	6 %	15 %	-	20 %	7 %	39 %	18 %
Average Response	1.00	1.36	-	1.25	1.05	1.69	1.22
Critical	10 %	13 %	-	33 %	12 %	24 %	18 %
Average Response	1.41	1.40	-	1.63	1.30	1.49	1.31
Distance	12 %	38 %	-	20 %	16 %	50 %	61 %
Average Response	1.45	1.92	-	1.49	1.56	2.04	2.12
Complying	7 %	29 %	-	40 %	6 %	56 %	39 %
Average Response	1.60	1.99	-	2.11	1.60	2.15	1.98
Passive	28 %	56 %	-	46 %	20 %	72 %	63 %
Average Response	1.57	1.85	-	1.82	1.49	2.00	1.88
Belonging	4 %	15 %	-	59 %	5 %	30 %	22 %
Average Response	1.53	2.05	-	2.60	1.73	2.14	2.01
Pleasing	5 %	16 %	-	28 %	2 %	53 %	25 %
Average Response	1.78	2.29	-	2.39	1.64	2.66	2.22
Conservative	10 %	30 %	-	81 %	18 %	36 %	25 %
Average Response	2.11	2.83	-	3.65	2.58	2.88	2.67

# Questions Related to Each Dimension

## Reactive Dimensions

### Controlling

Perfect  
I try to do everything perfectly well.  
I am critical of myself when things don't go as well as expected.  
I believe average is definitely not good enough.  
I need to perform flawlessly.  
I am a perfectionist.  
I need to excel in every situation.  
I expect extremely high standards of others.

Driven  
I drive myself excessively hard.  
I am a workaholic.  
I try too hard to be the best at everything I take on.  
I push myself too hard.

Ambition  
I am aggressive.  
I believe to feel good, one must constantly move up.  
I believe winning is what really matters.  
I am excessively ambitious.

Autocratic  
I have to get my own way.  
I tend to control others.  
I am domineering.  
I dictate rather than influence what others do.  
I pursue results at the expense of people.

### Protecting

Arrogance  
I am self-centered.  
I have too big of an ego.  
I am arrogant.

Critical  
I am sarcastic and/or cynical.  
I am critical.  
I hurt people's feelings.  
I put people down.

Distance  
I am emotionally distant.  
I remain standoffish.  
I am hard to get to know.  
I am aloof.

### Complying

Passive  
I am wishy-washy in decision making.  
I lack drive.  
I lack passion.  
I am passive.

Belonging  
I am overly conservative.  
I work too hard for others' acceptance.  
I adopt others' points of view so as not to disappoint them.  
I play it too safe.  
I try too hard to conform to the group's rules/norms.  
I try to please others by going along to get along.

Pleasing  
I need to be accepted by others.  
I need to be admired by others.  
I worry about others' judgment.  
I need the approval of others.

Conservative  
I am conservative.  
I follow conventional ways of doing things.  
I conform to rules.

## Sorted by Self Percentile

Tim Sample	Self Percentile	Evaluator Percentile
<b>Dimensions</b>		
Selfless Leader	91 %	92 %
Community Concern	89 %	96 %
Composure	83 %	96 %
Integrity	78 %	84 %
Fosters Team Play	78 %	88 %
Decisiveness	73 %	53 %
Mentoring & Developing	73 %	83 %
Interpersonal Intelligence	69 %	88 %
Purposeful & Visionary	65 %	74 %
Personal Learner	63 %	83 %
Sustainable Productivity	61 %	74 %
Balance	49 %	67 %
Courageous Authenticity	48 %	34 %
Strategic Focus	44 %	68 %
Caring Connection	37 %	95 %
Systems Thinker	30 %	38 %
Passive	28 %	56 %
Collaborator	22 %	93 %
Distance	12 %	38 %
Achieves Results	12 %	45 %
Conservative	10 %	30 %
Critical	10 %	13 %
Arrogance	6 %	15 %
Pleasing	5 %	16 %
Belonging	4 %	15 %
Driven	1 %	5 %
Autocratic	1 %	5 %
Perfect	-	9 %
Ambition	-	1 %
<b>Summary Dimensions</b>		
Self-Awareness	84 %	95 %
Systems Awareness	72 %	84 %
Authenticity	69 %	67 %
Relating	59 %	92 %
Achieving	47 %	66 %
Complying	7 %	29 %
Protecting	5 %	19 %
Controlling	-	3 %
<b>Summary Measures</b>		
Reactive-Creative Scale	98 %	94 %
Leadership Potential Utilization	96 %	67 %
Relationship-Task Balance	73 %	35 %
Leadership Effectiveness	30 %	77 %

## Sorted by Evaluator Percentile

Tim Sample	Self Percentile	Evaluator Percentile
<b>Dimensions</b>		
Community Concern	89 %	96 %
Composure	83 %	96 %
Caring Connection	37 %	95 %
Collaborator	22 %	93 %
Selfless Leader	91 %	92 %
Interpersonal Intelligence	69 %	88 %
Fosters Team Play	78 %	88 %
Integrity	78 %	84 %
Personal Learner	63 %	83 %
Mentoring & Developing	73 %	83 %
Purposeful & Visionary	65 %	74 %
Sustainable Productivity	61 %	74 %
Strategic Focus	44 %	68 %
Balance	49 %	67 %
Passive	28 %	56 %
Decisiveness	73 %	53 %
Achieves Results	12 %	45 %
Distance	12 %	38 %
Systems Thinker	30 %	38 %
Courageous Authenticity	48 %	34 %
Conservative	10 %	30 %
Pleasing	5 %	16 %
Belonging	4 %	15 %
Arrogance	6 %	15 %
Critical	10 %	13 %
Perfect	-	9 %
Driven	1 %	5 %
Autocratic	1 %	5 %
Ambition	-	1 %
<b>Summary Dimensions</b>		
Self-Awareness	84 %	95 %
Relating	59 %	92 %
Systems Awareness	72 %	84 %
Authenticity	69 %	67 %
Achieving	47 %	66 %
Complying	7 %	29 %
Protecting	5 %	19 %
Controlling	-	3 %
<b>Summary Measures</b>		
Reactive-Creative Scale	98 %	94 %
Leadership Effectiveness	30 %	77 %
Leadership Potential Utilization	96 %	67 %
Relationship-Task Balance	73 %	35 %

## Feedback Comments

**In your opinion, what is this person's greatest leadership asset, skill or talent and what suggestions do you have for leveraging this?**

Building relationships and valuing the contribution of each individual.

His ability to establish and grow relationships with others - particularly our key stakeholders (donors and funders and audience). His knowledge and passion for our products. makes him a great advocate for the work the company does.

Tim very naturally displays a quiet gravitas and dignity which can play well with our audience and stakeholders and can bring a sense of calm and measure to stressful moments in the office/with staff. I believe that staff think he leads with integrity and that as a person, not just as a leader, he lives his life with integrity and purpose.

He has experienced difficult things before, so I find him relatively calm in the face of large sudden challenges. I don't quite know what leveraging would mean here.

Emotional intelligence very high and a fantastic ability to make people feel valued and confident in their abilities. Works to strengths of others.

Ability to be unbiased and be informed by all perspectives from a neutral position. Leveraging this is difficult, as it requires careful management as to who is being consulted with at any particular point in time. I have also noted that Tim has the ability to inspire some people to be the best they can.

Tim's greatest asset is his open heart and his acceptance of, and engagement with, the strengths of others. He leverages these to create a positive atmosphere in the workplace and ensure that people feel valued and connected to others. He is very effective at creating relationships with staff and has maintained a gentle, supportive corporate culture at the company which has enabled staff to continue their work with a sincere passion that is a big part of our external success as this sincerity is felt by our constituents across all sectors, our donors and our government partners. Tim can leverage this by supporting these external relationships across all states, each of which is unique, and by continuing to protect and preserve a very rare and precious internal culture.

It's hard to articulate succinctly, but I would say that Tim is an extraordinary strategist and thinker, whose values appear to drive everything he does. I've lost count of the number of times I've had a conversation with him, seemingly about an issue in one simple area of work, the discussion of which, on reflection, resulted in new perspectives for me on my own development and possibilities for greater impact of my actions at work and in life. He is a gifted mentor and transformational leader who I'm keenly aware I may never see the like of again in my professional life. In discussing my experience of Tim's leadership with colleagues, I can also see his profound influence on their professional success and changes in them as people, even though they may not necessarily be able to see it themselves.

Tim is a remarkably sensitive leader, able to pick up on very nuanced messages and issues. His persona belies the typical ambitious, driven CEO, which makes him all the more effective. He is a brilliant spokesperson for the organisation – in both intimate gatherings, large crowds, media, and the industry.

Tim is able to connect very well with all the core constituent groups - subscribers, funding bodies, staff, donors and Board. It would be great if Tim were able to propose strategic goals toward our vision and clearly communicate them to these groups.

Tim has exceptional EQ and is able to inspire with his great communication skills.

Tim is a humble leader with strong values and a great sense of humour. He observes, hears others' views, seeks others' involvement in relevant decision-making, and considers those opinions in any final decision he needs to make. He understands how to leverage these qualities.

Being calm, listening intently and zeroing in on the real issue

Tim's greatest leadership asset is the ability to identify the skills in others and provide them with the support to excel in their skills area. To further leverage this he should look beyond the Senior Managers to the skill sets of all staff

Wonderful people person. Able to bring people together to find common ground and bring people with you.

Capacity to connect with people in a way that makes them feel valued, that it is safe to make mistakes, and that they have a shared investment and responsibility for the outcome.

## Feedback Comments

**In your opinion, what is this person's greatest leadership challenge or area for development and what suggestions do you have for handling this?**

Being spread too thinly, reducing the number of direct reports might help

Balancing the broad brushstrokes required to be across all of the organisation's business ( a lot of which is outward facing ) whilst also having the chance to drill down a little deeper into what is going on for staff (more inward facing) can often be a difficult balance to strike. Perhaps in 1-on-1s , taking the opportunity to check-in more on work loads and current activities; to acknowledge the work being done, and be more aware of the pressure points looming ( or if you are aware, voice this) Being able to work together to preempt any challenges that might arise and help guide towards positive outcomes, or simply being able to offer encouragement, can help greatly in making those personal connections deeper.

To be more open in what they're thinking, in their opinions, so colleagues have a clearer idea of strategy.

Sometimes, by having such a consultative style, it can appear that he doesn't have his own ideas or is seeking too much guidance (raising the question who's in charge). He could maybe be more up front that he's consulting but will decide? Or share his own inclinations sometimes first, rather than last?

Greatest leadership challenge, in my opinion, is performance management of senior managers and holding them accountable for the performance in their areas. This is a culture change and one that may be harder with senior management due to longer tenure.

Reluctance to make decisions or provide confidence that there is a strategic plan and vision. The impression provided is that important decisions are outsourced to other people. Suggestions for handling this include prioritising what needs direction and what doesn't.

The greatest challenge for Tim could be the workforce diaspora and the ability to maintain open conversation and real face time and meaningful, personal relationships with each office. One or two planned days a year in each office to assist the local team with relationships with external partners etc could be helpful, as well as giving local managers access to him and time to share their thinking and strategic planning for their state.

I think Tim, like many of us, may suffer from an imposter syndrome at times, possibly because he is a relative newcomer to Australia, and without the stereotypical high-flying musical or academic background that many of our senior colleagues in the arts possess. If I were going to suggest anything, it would be that he examine whether this is a barrier to his own job satisfaction and whether it has a flow-on effect to a sense of certitude in decision making that direct reports may be looking for. I'm not looking for this as I appreciate what I see as his holistic and transformational leadership style, but others may be.

I don't see one, as I like his anti-CEO approach to being an effective and sensitive leader.

We need to empower a broader level of strategic thinking throughout the organisation toward the challenges and opportunities ahead

Understanding each facet of the company's business and the people who are responsible for delivering results. Need to match organisational goals with correct allocation of resources.

Tim's greatest leadership challenge is following in the footsteps of someone who passionately cared for and developed the company over 20 years. His style is very different but retains the passion and commitment. His understanding of and vision for the company needs to address future challenges dictated by audience dynamic and demographic, with inevitable changes that will ensue . His personal appeal to donors and supporters is strong and he is a skilled and convincing public speaker, which will be of great benefit to the company throughout the changes to come, projecting him as the leader toward an exciting future.

Ensuring the ongoing viability of the company, by telling our story and making it relevant to the wider community. Aggressively pursuing bequests, philanthropy and building the centenary fund to ensure 3 - 5 years operating costs, as well as lobbying government, to put bipartisan music education strategies/ policies in place

The shifting landscape of the organisation and the changing roles for staff within this. There has been a dramatic shift in the expectations of State Managers and how their roles are defined. This has not been communicated to State teams , who are struggling to work within shifting environments and not aware of the new expectations. Roles and expectations need to be clearly defined and lower level staff need to be given the opportunity to provide feedback on their direct reports and working environs.

Having less time available for those below senior management. Ensuring there is still the capacity for these staff members to catch up with you occasionally.

My answers to the first section have suggested to me that it may be in articulating a strong vision for the organisation. Acknowledging that it is still relatively early in Tim's time as leader and he is still shaping the vision he must also share with an artistic director. It may be worth thinking about how to find opportunities to share a vision and give people a strong sense that this is happening.

## Feedback Comments

**What have you observed about this person about which you would like to provide additional feedback to him/her that may not have been previously addressed in this assessment?**

I value how open Tim is to discussion and new ideas and the sense of us all pulling in the same direction. His approach has enabled a strong, open relationship with the Board.

Although I know this to be untrue (knowing the kind and caring person Tim is) sometimes his deliberate reticence in meetings can come across as not being interested in engaging in debate or conversation, rather than, what I imagine is intended, leaving space for others. It can be a little difficult to read at times.

The questions about articulating the vision are a bit difficult to answer given that much of this should come from the new artistic director and/or all the changes in the company. Maybe they should get together and put forward some words together? Or maybe that happens at launch.

I really value the way that Tim gives feedback. When I have had feedback from him it has been directed at strength building, not knocking someone down.

The current leadership structure at times has made the Senior Management team feel disenfranchised, as there is less discussion around important issues at Senior Management meetings. It is unclear as to what is Michelle's role and what is Tim's role, and there seems to be the impression of general indecision and a quiet-panic at the top. Some clarity would be useful.

Thank you Tim for your warmth, tolerance for difference contexts and ways of working, passion and commitment to each staff member, and to an organisation that is dear to all of us.

I feel quite strongly that Tim is an extremely courageous leader who always pushes himself, but not at the expense of other people, and understands how to influence others without belittling or restricting them. I admire this hugely and aspire to be that way.

NA

To plan well for change one must have an accurate diagnosis of the present and a rigorous assessment of what is needed to have a positive impact on the future. Tim's ability to listen is a great asset that can be effectively used both to plan and implement change and also to bring out the best in his people.

Tim's sense of fun is evident and has a good affect on morale

Tim has a beautiful calm nature that is an exceptional gift to bring into any meeting or situation, he is always able to put people at ease and rarely flustered.

Always authentic, encouraging and team focussed. You make everyone feel good about themselves and their role in the team.

There have been occasional instances where it would have been good for more clarity to be communicated about structures, for example in recent months with the Development team prior to Amanda's arrival.

End of Tim Sample Report