

9/6/2006

Self	Other	B.Boss	Boss	Peers	Dir.Rep	Misc.
	13	0	1	3	4	5

Relating	61 %	61 %	NA	75 %	40 %	46 %	69 %
Caring Connection	54 %	65 %	NA	65 %	29 %	64 %	80 %
Fosters Team Play	63 %	54 %	NA	84 %	47 %	30 %	61 %
Collaborator	47 %	38 %	NA	64 %	25 %	34 %	45 %
Mentoring & Developing	81 %	77 %	NA	80 %	56 %	60 %	76 %
Interpersonal Intelligence	44 %	64 %	NA	69 %	57 %	40 %	71 %
Self-Awareness	28 %	69 %	NA	69 %	36 %	79 %	60 %
Selfless Leader	34 %	61 %	NA	27 %	35 %	73 %	65 %
Balance	44 %	80 %	NA	91 %	59 %	86 %	54 %
Composure	76 %	68 %	NA	76 %	44 %	74 %	53 %
Personal Learner	3 %	54 %	NA	62 %	19 %	65 %	56 %
Authenticity	98 %	74 %	NA	90 %	58 %	37 %	81 %
Integrity	100 %	56 %	NA	100 %	27 %	42 %	63 %
Courageous Authenticity	93 %	85 %	NA	72 %	91 %	32 %	93 %
Systems Awareness	65 %	62 %	NA	70 %	18 %	67 %	69 %
Community Concern	33 %	60 %	NA	67 %	19 %	67 %	67 %
Sustainable Productivity	97 %	71 %	NA	81 %	19 %	79 %	70 %
Systems Thinker	51 %	50 %	NA	54 %	27 %	39 %	60 %
Achieving	94 %	62 %	NA	75 %	35 %	39 %	72 %
Strategic Focus	87 %	55 %	NA	83 %	27 %	29 %	72 %
Purposeful & Visionary	98 %	84 %	NA	88 %	54 %	65 %	86 %
Achieves Results	87 %	35 %	NA	28 %	24 %	34 %	44 %
Decisiveness	82 %	51 %	NA	47 %	47 %	33 %	59 %
Controlling	13 %	57 %	NA	42 %	71 %	57 %	53 %
Perfect	12 %	14 %	NA	10 %	21 %	23 %	25 %
Driven	1 %	23 %	NA	29 %	23 %	32 %	33 %
Ambition	28 %	72 %	NA	63 %	63 %	81 %	61 %
Autocratic	22 %	58 %	NA	43 %	77 %	52 %	54 %
Protecting	36 %	60 %	NA	45 %	68 %	66 %	53 %
Arrogance	61 %	70 %	NA	78 %	75 %	62 %	68 %
Critical	43 %	72 %	NA	60 %	59 %	79 %	69 %
Distance	26 %	40 %	NA	16 %	68 %	56 %	29 %
Complying	1 %	29 %	NA	32 %	49 %	55 %	22 %
Passive	4 %	38 %	NA	35 %	43 %	57 %	40 %
Belonging	1 %	27 %	NA	38 %	46 %	60 %	14 %
Pleasing	5 %	33 %	NA	42 %	75 %	43 %	20 %
Conservative	36 %	13 %	NA	15 %	30 %	17 %	14 %
Reactive-Creative Scale	91 %	57 %	NA	74 %	33 %	44 %	66 %
Relationship-Task Balance	22 %	56 %	NA	87 %	74 %	10 %	89 %
Leadership Potential Utilization	77 %	58 %	NA	83 %	42 %	26 %	77 %
Leadership Effectiveness	96 %	79 %	NA	73 %	48 %	63 %	82 %

Sorted by Self

Sample Report - Bill Smith 9/6/2006	Self Percentile	Other Percentile
Dimensions		
Integrity	100 %	56 %
Purposeful & Visionary	98 %	84 %
Sustainable Productivity	97 %	71 %
Courageous Authenticity	93 %	85 %
Strategic Focus	87 %	55 %
Achieves Results	87 %	35 %
Decisiveness	82 %	51 %
Mentoring & Developing	81 %	77 %
Composure	76 %	68 %
Fosters Team Play	63 %	54 %
Arrogance	61 %	70 %
Caring Connection	54 %	65 %
Systems Thinker	51 %	50 %
Collaborator	47 %	38 %
Interpersonal Intelligence	44 %	64 %
Balance	44 %	80 %
Critical	43 %	72 %
Conservative	36 %	13 %
Selfless Leader	34 %	61 %
Community Concern	33 %	60 %
Ambition	28 %	72 %
Distance	26 %	40 %
Autocratic	22 %	58 %
Perfect	12 %	14 %
Pleasing	5 %	33 %
Passive	4 %	38 %
Personal Learner	3 %	54 %
Driven	1 %	23 %
Belonging	1 %	27 %
Summary Dimensions		
Authenticity	98 %	74 %
Achieving	94 %	62 %
Systems Awareness	65 %	62 %
Relating	61 %	61 %
Protecting	36 %	60 %
Self-Awareness	28 %	69 %
Controlling	13 %	57 %
Complying	1 %	29 %
Summary Measures		
Leadership Effectiveness	96 %	79 %
Reactive-Creative Scale	91 %	57 %
Leadership Potential Utilization	77 %	58 %
Relationship-Task Balance	22 %	56 %

Sorted by Other

Sample Report - Bill Smith 9/6/2006	Self Percentile	Other Percentile
Dimensions		
Courageous Authenticity	93 %	85 %
Purposeful & Visionary	98 %	84 %
Balance	44 %	80 %
Mentoring & Developing	81 %	77 %
Ambition	28 %	72 %
Critical	43 %	72 %
Sustainable Productivity	97 %	71 %
Arrogance	61 %	70 %
Composure	76 %	68 %
Caring Connection	54 %	65 %
Interpersonal Intelligence	44 %	64 %
Selfless Leader	34 %	61 %
Community Concern	33 %	60 %
Autocratic	22 %	58 %
Integrity	100 %	56 %
Strategic Focus	87 %	55 %
Fosters Team Play	63 %	54 %
Personal Learner	3 %	54 %
Decisiveness	82 %	51 %
Systems Thinker	51 %	50 %
Distance	26 %	40 %
Collaborator	47 %	38 %
Passive	4 %	38 %
Achieves Results	87 %	35 %
Pleasing	5 %	33 %
Belonging	1 %	27 %
Driven	1 %	23 %
Perfect	12 %	14 %
Conservative	36 %	13 %
Summary Dimensions		
Authenticity	98 %	74 %
Self-Awareness	28 %	69 %
Systems Awareness	65 %	62 %
Achieving	94 %	62 %
Relating	61 %	61 %
Protecting	36 %	60 %
Controlling	13 %	57 %
Complying	1 %	29 %
Summary Measures		
Leadership Effectiveness	96 %	79 %
Leadership Potential Utilization	77 %	58 %
Reactive-Creative Scale	91 %	57 %
Relationship-Task Balance	22 %	56 %



PROFILE
REPORT

Sample Report - Bill Smith

Wednesday, September 06, 2006

The Leadership Circle Profile Report
for
Sample Report - Bill Smith
9/6/2006

Average Response on a 5 point scale

	Self-Evaluation	As seen by Others	Boss's Boss	Boss	Peers	Direct Reports	Misc.
Relating	4.10	4.14	NA	4.33	3.90	4.00	4.35
Self-Awareness	3.61	4.12	NA	4.16	3.82	4.30	4.14
Authenticity	4.87	4.39	NA	4.74	4.27	4.12	4.61
Systems Awareness	3.91	3.98	NA	4.12	3.49	4.07	4.18
Achieving	4.51	4.19	NA	4.32	3.90	4.08	4.42
Controlling	2.02	2.46	NA	2.19	2.74	2.52	2.30
Protecting	2.03	1.92	NA	1.71	2.10	2.05	1.74
Complying	1.29	1.99	NA	1.97	2.16	2.13	1.78
Number of Assessors	1	13	0	1	3	4	5

The Leadership Circle Profile Report

for

Sample Report - Bill Smith

9/6/2006

Percentile Scores: Comparison to the Norm Group

	Self-Evaluation	As seen by Others	Boss's Boss	Boss	Peers	Direct Reports	Misc.
Relating	61 %	61 %	NA	75 %	40 %	46 %	69 %
Self-Awareness	28 %	69 %	NA	69 %	36 %	79 %	60 %
Authenticity	98 %	74 %	NA	90 %	58 %	37 %	81 %
Systems Awareness	65 %	62 %	NA	70 %	18 %	67 %	69 %
Achieving	94 %	62 %	NA	75 %	35 %	39 %	72 %
Controlling	13 %	57 %	NA	42 %	71 %	57 %	53 %
Protecting	36 %	60 %	NA	45 %	68 %	66 %	53 %
Complying	1 %	29 %	NA	32 %	49 %	55 %	22 %
Reactive-Creative Scale	91 %	57 %	NA	74 %	33 %	44 %	66 %
Relationship-Task Balance	22 %	56 %	NA	87 %	74 %	10 %	89 %
Leadership Potential Utilization	77 %	58 %	NA	83 %	42 %	26 %	77 %
Leadership Effectiveness	96 %	79 %	NA	73 %	48 %	63 %	82 %
Number of Assessors	1	13	0	1	3	4	5

THE LEADERSHIP CIRCLE PROFILE RESULTS

Creative Dimensions

Sample Report - Bill Smith

9/6/2006

	Self	Others	Boss's Boss	Boss	Peers	Direct Reports	Misc.
	1	13	0	1	3	4	5
Relating	61 %	61 %	NA	75 %	40 %	46 %	69 %
Average Response	4.10	4.14	NA	4.33	3.90	4.00	4.35
Caring Connection	54 %	65 %	NA	65 %	29 %	64 %	80 %
Average Response	4.00	4.20	NA	4.18	3.63	4.18	4.55
Fosters Team Play	63 %	54 %	NA	84 %	47 %	30 %	61 %
Average Response	4.24	4.18	NA	4.64	4.07	3.87	4.39
Collaborator	47 %	38 %	NA	64 %	25 %	34 %	45 %
Average Response	4.00	3.94	NA	4.18	3.72	3.87	4.09
Mentoring & Developing	81 %	77 %	NA	80 %	56 %	60 %	76 %
Average Response	4.40	4.28	NA	4.42	4.00	4.21	4.46
Interpersonal Intelligence	44 %	64 %	NA	69 %	57 %	40 %	71 %
Average Response	3.91	4.11	NA	4.24	4.05	3.89	4.30
Self-Awareness	28 %	69 %	NA	69 %	36 %	79 %	60 %
Average Response	3.61	4.12	NA	4.16	3.82	4.30	4.14
Selfless Leader	34 %	61 %	NA	27 %	35 %	73 %	65 %
Average Response	3.56	4.02	NA	3.68	3.74	4.16	4.14
Balance	44 %	80 %	NA	91 %	59 %	86 %	54 %
Average Response	3.33	4.14	NA	4.50	3.94	4.41	3.97
Composure	76 %	68 %	NA	76 %	44 %	74 %	53 %
Average Response	4.34	4.22	NA	4.44	3.95	4.43	4.18
Personal Learner	3 %	54 %	NA	62 %	19 %	65 %	56 %
Average Response	3.15	4.10	NA	4.18	3.71	4.24	4.22
Authenticity	98 %	74 %	NA	90 %	58 %	37 %	81 %
Average Response	4.87	4.39	NA	4.74	4.27	4.12	4.61
Integrity	100 %	56 %	NA	100 %	27 %	42 %	63 %
Average Response	5.00	4.40	NA	5.00	4.10	4.28	4.56
Courageous Authenticity	93 %	85 %	NA	72 %	91 %	32 %	93 %
Average Response	4.66	4.38	NA	4.32	4.56	3.86	4.69

Questions Related to Each Dimension

Creative Dimensions

Relating

Caring Connection	<ul style="list-style-type: none">I connect deeply with others.I am compassionate.I form warm and caring relationships.
Fosters Team Play	<ul style="list-style-type: none">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	<ul style="list-style-type: none">I negotiate for the best interest of both parties.I work to find common ground.I create common ground for agreement.
Mentoring & Developing	<ul style="list-style-type: none">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	<ul style="list-style-type: none">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.

Self-Awareness

Selfless Leader	<ul style="list-style-type: none">I am relatively uninterested in personal credit.I lead in ways that others say, 'we did it ourselves.'I act with humility.I get the job done with no need to attract attention to myself.I take forthright action without needing recognition.
Balance	<ul style="list-style-type: none">I balance work and personal life.I find enough time for personal reflection.
Composure	<ul style="list-style-type: none">I am composed under pressure.I am a calming influence in difficult situations.I handle stress and pressure very well.
Personal Learner	<ul style="list-style-type: none">I learn from mistakes.I personally search for meaning.I investigate the deeper reality that lies behind events/circumstances.I examine the assumptions that lay behind my actions.

Authenticity

Integrity	<ul style="list-style-type: none">I exhibit personal behavior consistent with my values.I hold to my values during good and bad times.I lead in a manner that is completely aligned with my values.
Courageous Authenticity	<ul style="list-style-type: none">I surface the issues others are reluctant to talk about.I speak directly even on controversial issues.I am courageous in meetings.

THE LEADERSHIP CIRCLE PROFILE RESULTS

Creative Dimensions (continued)

Sample Report - Bill Smith

9/6/2006

	Self	Others	Boss's Boss	Boss	Peers	Direct Reports	Misc.
	1	13	0	1	3	4	5
Systems Awareness	65 %	62 %	NA	70 %	18 %	67 %	69 %
Average Response	3.91	3.98	NA	4.12	3.49	4.07	4.18
Community Concern	33 %	60 %	NA	67 %	19 %	67 %	67 %
Average Response	3.37	3.96	NA	4.10	3.38	4.07	4.19
Sustainable Productivity	97 %	71 %	NA	81 %	19 %	79 %	70 %
Average Response	4.67	4.14	NA	4.34	3.61	4.33	4.27
Systems Thinker	51 %	50 %	NA	54 %	27 %	39 %	60 %
Average Response	3.73	3.81	NA	3.87	3.52	3.71	4.05
Achieving	94 %	62 %	NA	75 %	35 %	39 %	72 %
Average Response	4.51	4.19	NA	4.32	3.90	4.08	4.42
Strategic Focus	87 %	55 %	NA	83 %	27 %	29 %	72 %
Average Response	4.29	4.08	NA	4.39	3.74	3.91	4.37
Purposeful & Visionary	98 %	84 %	NA	88 %	54 %	65 %	86 %
Average Response	4.84	4.39	NA	4.57	4.03	4.33	4.62
Achieves Results	87 %	35 %	NA	28 %	24 %	34 %	44 %
Average Response	4.64	4.18	NA	3.96	3.99	4.21	4.32
Decisiveness	82 %	51 %	NA	47 %	47 %	33 %	59 %
Average Response	4.50	4.18	NA	4.00	4.11	4.05	4.35

Questions Related to Each Dimension

Creative Dimensions (continued)

Systems Awareness

Community Concern

- I create vision that goes beyond the organization to include making a positive impact on the world.
- I attend to the long-term impact of strategic decisions on community.
- I balance community welfare with short-term profitability.
- I live an ethic of service to others and the world.
- I stress the role of the organization as corporate citizen.

Sustainable Productivity

- I balance 'bottom line' results with other organizational goals.
- I allocate resources appropriately so as not to use people up.
- I balance short-term results with long-term organizational health.

Systems Thinker

- I reduce activities that waste resources.
- I redesign the system to solve multiple problems simultaneously.
- I evolve organizational systems until they produce envisioned results.

Achieving

Strategic Focus

- I see the integration between all parts of the system.
- I accurately anticipate future consequences to current action.
- I focus in quickly on the key issues.
- I have a firm grasp of the market place dynamics.
- I provide strategic direction that is thoroughly thought through.
- I am a gifted strategist.
- I integrate multiple streams of information into a coherent strategy.
- I establish a strategic direction that helps the organization to thrive.
- I stay abreast of trends in the external environment that could impact the business currently and in the future.

Purposeful & Visionary

- I am a good role model for the vision I espouse.
- I live and work with a deep sense of purpose.
- I communicate a compelling vision.
- I inspire others with vision.
- I provide strategic vision for the organization.
- I articulate a vision that creates alignment within the organization.

Achieves Results

- I am quick to seize opportunities upon noticing them.
- I pursue results with drive and energy.
- I am proficient at achieving high quality results on key initiatives.
- I strive for continuous improvement.

Decisiveness

- I am an efficient decision maker.
- I make the tough decisions when required.
- I make decisions in a timely manner.

THE LEADERSHIP CIRCLE PROFILE RESULTS

Reactive Dimensions

Sample Report - Bill Smith

9/6/2006

	Self	Others	Boss's Boss	Boss	Peers	Direct Reports	Misc.
	1	13	0	1	3	4	5
Controlling	13 %	57 %	NA	42 %	71 %	57 %	53 %
Average Response	2.02	2.46	NA	2.19	2.74	2.52	2.30
Perfect	12 %	14 %	NA	10 %	21 %	23 %	25 %
Average Response	2.60	2.84	NA	2.41	2.84	2.91	2.88
Driven	1 %	23 %	NA	29 %	23 %	32 %	33 %
Average Response	1.74	2.64	NA	2.50	2.57	2.71	2.65
Ambition	28 %	72 %	NA	63 %	63 %	81 %	61 %
Average Response	2.41	3.07	NA	2.91	2.94	3.46	2.87
Autocratic	22 %	58 %	NA	43 %	77 %	52 %	54 %
Average Response	1.92	2.25	NA	1.94	2.71	2.21	2.07
Protecting	36 %	60 %	NA	45 %	68 %	66 %	53 %
Average Response	2.03	1.92	NA	1.71	2.10	2.05	1.74
Arrogance	61 %	70 %	NA	78 %	75 %	62 %	68 %
Average Response	2.33	1.97	NA	2.19	2.17	1.88	1.87
Critical	43 %	72 %	NA	60 %	59 %	79 %	69 %
Average Response	2.09	2.07	NA	1.90	1.95	2.33	1.97
Distance	26 %	40 %	NA	16 %	68 %	56 %	29 %
Average Response	1.78	1.78	NA	1.24	2.17	1.98	1.49
Complying	1 %	29 %	NA	32 %	49 %	55 %	22 %
Average Response	1.29	1.99	NA	1.97	2.16	2.13	1.78
Passive	4 %	38 %	NA	35 %	43 %	57 %	40 %
Average Response	1.00	1.71	NA	1.61	1.77	1.81	1.60
Belonging	1 %	27 %	NA	38 %	46 %	60 %	14 %
Average Response	1.41	2.15	NA	2.18	2.31	2.41	1.83
Pleasing	5 %	33 %	NA	42 %	75 %	43 %	20 %
Average Response	1.83	2.52	NA	2.69	3.04	2.51	2.17
Conservative	36 %	13 %	NA	15 %	30 %	17 %	14 %
Average Response	3.00	2.92	NA	2.70	3.09	2.95	2.84

Questions Related to Each Dimension

Reactive Dimensions

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.

Protecting

Arrogance

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

Critical

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

Distance

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

Complying

Passive

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

Belonging

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

Pleasing

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

Conservative

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

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Feedback Comments