



**Sample Report - Bob Jones**  
**The Leadership Circle Profile Report**  
Wednesday, September 24, 2014



# The Leadership Circle Profile Report

## Sample Report - Bob Jones

9/24/2014

Average Response on a 5 point scale

	Self-Evaluation	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	3.64	4.11	-	-	4.11	-	-
Self-Awareness	3.69	3.49	-	-	3.49	-	-
Authenticity	2.86	3.97	-	-	3.97	-	-
Systems Awareness	3.66	3.73	-	-	3.73	-	-
Achieving	3.33	4.03	-	-	4.03	-	-
Controlling	2.49	2.79	-	-	2.79	-	-
Protecting	2.68	1.96	-	-	1.96	-	-
Complying	3.17	2.64	-	-	2.64	-	-
Leadership Effectiveness	-	3.29	-	-	3.29	-	-
Number of Assessors	1	9	0	0	9	0	0

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9/24/2014

Percentile Scores: Comparison to the Norm Group

	Self-Evaluation	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	20 %	64 %	-	-	68 %	-	-
Self-Awareness	39 %	11 %	-	-	19 %	-	-
Authenticity	0 %	24 %	-	-	34 %	-	-
Systems Awareness	43 %	36 %	-	-	44 %	-	-
Achieving	5 %	43 %	-	-	52 %	-	-
Controlling	44 %	80 %	-	-	75 %	-	-
Protecting	79 %	61 %	-	-	55 %	-	-
Complying	95 %	94 %	-	-	88 %	-	-
Reactive-Creative Scale	9 %	30 %	-	-	39 %	-	-
Relationship-Task Balance	18 %	39 %	-	-	46 %	-	-
Leadership Potential Utilization	9 %	30 %	-	-	41 %	-	-
Leadership Effectiveness	-	7 %	-	-	14 %	-	-
Number of Assessors	1	9	0	0	9	0	0

## THE LEADERSHIP CIRCLE PROFILE RESULTS

### Creative Dimensions

Sample Report - Bob Jones

9/24/2014

	Self 1	Evaluators 9	Boss's Boss 0	Boss 0	Peers 9	Direct Reports 0	Other 0
<b>Relating</b>	<b>20 %</b>	<b>64 %</b>	-	-	<b>68 %</b>	-	-
Average Response	3.64	4.11	-	-	4.11	-	-
<b>Caring Connection</b>	<b>21 %</b>	<b>70 %</b>	-	-	<b>70 %</b>	-	-
Average Response	3.40	4.18	-	-	4.18	-	-
<b>Fosters Team Play</b>	<b>12 %</b>	<b>67 %</b>	-	-	<b>70 %</b>	-	-
Average Response	3.49	4.22	-	-	4.22	-	-
<b>Collaborator</b>	<b>55 %</b>	<b>48 %</b>	-	-	<b>53 %</b>	-	-
Average Response	4.00	3.99	-	-	3.99	-	-
<b>Mentoring &amp; Developing</b>	<b>39 %</b>	<b>88 %</b>	-	-	<b>86 %</b>	-	-
Average Response	3.83	4.39	-	-	4.39	-	-
<b>Interpersonal Intelligence</b>	<b>17 %</b>	<b>38 %</b>	-	-	<b>46 %</b>	-	-
Average Response	3.51	3.84	-	-	3.84	-	-
<b>Self-Awareness</b>	<b>39 %</b>	<b>11 %</b>	-	-	<b>19 %</b>	-	-
Average Response	3.69	3.49	-	-	3.49	-	-
<b>Selfless Leader</b>	<b>36 %</b>	<b>24 %</b>	-	-	<b>33 %</b>	-	-
Average Response	3.24	3.22	-	-	3.22	-	-
<b>Balance</b>	<b>73 %</b>	<b>3 %</b>	-	-	<b>5 %</b>	-	-
Average Response	3.83	2.79	-	-	2.79	-	-
<b>Composure</b>	<b>36 %</b>	<b>39 %</b>	-	-	<b>46 %</b>	-	-
Average Response	3.71	3.86	-	-	3.86	-	-
<b>Personal Learner</b>	<b>20 %</b>	<b>11 %</b>	-	-	<b>20 %</b>	-	-
Average Response	3.74	3.67	-	-	3.67	-	-
<b>Authenticity</b>	<b>0 %</b>	<b>24 %</b>	-	-	<b>34 %</b>	-	-
Average Response	2.86	3.97	-	-	3.97	-	-
<b>Integrity</b>	<b>0 %</b>	<b>21 %</b>	-	-	<b>30 %</b>	-	-
Average Response	2.79	4.12	-	-	4.12	-	-
<b>Courageous Authenticity</b>	<b>6 %</b>	<b>30 %</b>	-	-	<b>38 %</b>	-	-
Average Response	2.95	3.77	-	-	3.77	-	-

## Questions Related to Each Dimension

### Creative Dimensions

#### 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.

#### Self-Awareness

Selfless Leader

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

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

Composure

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

Personal Learner

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

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

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 - Bob Jones

9/24/2014

	Self	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	9	0	0	9	0	0
<b>Systems Awareness</b>	<b>43 %</b>	<b>36 %</b>	-	-	<b>44 %</b>	-	-
Average Response	3.66	3.73	-	-	3.73	-	-
<b>Community Concern</b>	<b>66 %</b>	<b>60 %</b>	-	-	<b>62 %</b>	-	-
Average Response	3.90	3.90	-	-	3.90	-	-
<b>Sustainable Productivity</b>	<b>31 %</b>	<b>29 %</b>	-	-	<b>37 %</b>	-	-
Average Response	3.67	3.76	-	-	3.76	-	-
<b>Systems Thinker</b>	<b>21 %</b>	<b>17 %</b>	-	-	<b>25 %</b>	-	-
Average Response	3.27	3.43	-	-	3.43	-	-
<b>Achieving</b>	<b>5 %</b>	<b>43 %</b>	-	-	<b>52 %</b>	-	-
Average Response	3.33	4.03	-	-	4.03	-	-
<b>Strategic Focus</b>	<b>11 %</b>	<b>17 %</b>	-	-	<b>26 %</b>	-	-
Average Response	3.51	3.70	-	-	3.70	-	-
<b>Purposeful &amp; Visionary</b>	<b>35 %</b>	<b>80 %</b>	-	-	<b>81 %</b>	-	-
Average Response	3.73	4.29	-	-	4.29	-	-
<b>Achieves Results</b>	<b>1 %</b>	<b>67 %</b>	-	-	<b>71 %</b>	-	-
Average Response	3.10	4.37	-	-	4.37	-	-
<b>Decisiveness</b>	<b>1 %</b>	<b>9 %</b>	-	-	<b>16 %</b>	-	-
Average Response	2.82	3.59	-	-	3.59	-	-

## Questions Related to Each Dimension

### Creative Dimensions (Continued)

#### Systems Awareness

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

#### Achieving

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

## THE LEADERSHIP CIRCLE PROFILE RESULTS

### Reactive Dimensions

Sample Report - Bob Jones

9/24/2014

	Self	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	9	0	0	9	0	0
<b>Controlling</b>	<b>44 %</b>	<b>80 %</b>	-	-	<b>75 %</b>	-	-
Average Response	2.49	2.79	-	-	2.79	-	-
<b>Perfect</b>	<b>16 %</b>	<b>93 %</b>	-	-	<b>91 %</b>	-	-
Average Response	2.73	3.90	-	-	3.90	-	-
<b>Driven</b>	<b>23 %</b>	<b>100 %</b>	-	-	<b>99 %</b>	-	-
Average Response	2.97	4.45	-	-	4.45	-	-
<b>Ambition</b>	<b>43 %</b>	<b>99 %</b>	-	-	<b>97 %</b>	-	-
Average Response	2.69	3.91	-	-	3.91	-	-
<b>Autocratic</b>	<b>50 %</b>	<b>57 %</b>	-	-	<b>53 %</b>	-	-
Average Response	2.38	2.25	-	-	2.25	-	-
<b>Protecting</b>	<b>79 %</b>	<b>61 %</b>	-	-	<b>55 %</b>	-	-
Average Response	2.68	1.96	-	-	1.96	-	-
<b>Arrogance</b>	<b>88 %</b>	<b>30 %</b>	-	-	<b>32 %</b>	-	-
Average Response	3.01	1.50	-	-	1.50	-	-
<b>Critical</b>	<b>19 %</b>	<b>29 %</b>	-	-	<b>29 %</b>	-	-
Average Response	1.71	1.60	-	-	1.60	-	-
<b>Distance</b>	<b>89 %</b>	<b>89 %</b>	-	-	<b>83 %</b>	-	-
Average Response	3.15	2.54	-	-	2.54	-	-
<b>Complying</b>	<b>95 %</b>	<b>94 %</b>	-	-	<b>88 %</b>	-	-
Average Response	3.17	2.64	-	-	2.64	-	-
<b>Passive</b>	<b>96 %</b>	<b>91 %</b>	-	-	<b>84 %</b>	-	-
Average Response	3.05	2.28	-	-	2.28	-	-
<b>Belonging</b>	<b>82 %</b>	<b>95 %</b>	-	-	<b>91 %</b>	-	-
Average Response	3.10	3.03	-	-	3.03	-	-
<b>Pleasing</b>	<b>85 %</b>	<b>82 %</b>	-	-	<b>74 %</b>	-	-
Average Response	3.77	2.99	-	-	2.99	-	-
<b>Conservative</b>	<b>23 %</b>	<b>10 %</b>	-	-	<b>15 %</b>	-	-
Average Response	2.70	2.77	-	-	2.77	-	-



## 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.

### Sorted by Self Percentile

	Self Percentile	Evaluator Percentile
<b>Dimensions</b>		
Passive	96 %	91 %
Distance	89 %	89 %
Arrogance	88 %	30 %
Pleasing	85 %	82 %
Belonging	82 %	95 %
Balance	73 %	3 %
Community Concern	66 %	60 %
Collaborator	55 %	48 %
Autocratic	50 %	57 %
Ambition	43 %	99 %
Mentoring & Developing	39 %	88 %
Selfless Leader	36 %	24 %
Composure	36 %	39 %
Purposeful & Visionary	35 %	80 %
Sustainable Productivity	31 %	29 %
Driven	23 %	100 %
Conservative	23 %	10 %
Caring Connection	21 %	70 %
Systems Thinker	21 %	17 %
Personal Learner	20 %	11 %
Critical	19 %	29 %
Interpersonal Intelligence	17 %	38 %
Perfect	16 %	93 %
Fosters Team Play	12 %	67 %
Strategic Focus	11 %	17 %
Courageous Authenticity	6 %	30 %
Decisiveness	1 %	9 %
Achieves Results	1 %	67 %
Integrity	0 %	21 %
<b>Summary Dimensions</b>		
Complying	95 %	94 %
Protecting	79 %	61 %
Controlling	44 %	80 %
Systems Awareness	43 %	36 %
Self-Awareness	39 %	11 %
Relating	20 %	64 %
Achieving	5 %	43 %
Authenticity	0 %	24 %
<b>Summary Measures</b>		
Relationship-Task Balance	18 %	39 %
Reactive-Creative Scale	9 %	30 %
Leadership Potential Utilization	9 %	30 %
Leadership Effectiveness	-	7 %

### Sorted by Evaluator Percentile

	Self Percentile	Evaluator Percentile
<b>Dimensions</b>		
Driven	23 %	100 %
Ambition	43 %	99 %
Belonging	82 %	95 %
Perfect	16 %	93 %
Passive	96 %	91 %
Distance	89 %	89 %
Mentoring & Developing	39 %	88 %
Pleasing	85 %	82 %
Purposeful & Visionary	35 %	80 %
Caring Connection	21 %	70 %
Achieves Results	1 %	67 %
Fosters Team Play	12 %	67 %
Community Concern	66 %	60 %
Autocratic	50 %	57 %
Collaborator	55 %	48 %
Composure	36 %	39 %
Interpersonal Intelligence	17 %	38 %
Courageous Authenticity	6 %	30 %
Arrogance	88 %	30 %
Critical	19 %	29 %
Sustainable Productivity	31 %	29 %
Selfless Leader	36 %	24 %
Integrity	0 %	21 %
Systems Thinker	21 %	17 %
Strategic Focus	11 %	17 %
Personal Learner	20 %	11 %
Conservative	23 %	10 %
Decisiveness	1 %	9 %
Balance	73 %	3 %
<b>Summary Dimensions</b>		
Complying	95 %	94 %
Controlling	44 %	80 %
Relating	20 %	64 %
Protecting	79 %	61 %
Achieving	5 %	43 %
Systems Awareness	43 %	36 %
Authenticity	0 %	24 %
Self-Awareness	39 %	11 %
<b>Summary Measures</b>		
Relationship-Task Balance	18 %	39 %
Leadership Potential Utilization	9 %	30 %
Reactive-Creative Scale	9 %	30 %
Leadership Effectiveness	-	7 %

## Feedback Comments

