



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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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

Sample Report - Bob Jones	Creative Dimensions						Direct Reports	Other
	Self	Evaluators	Boss's Boss	Boss	Peers			
	1	9	0	0	9			
Relating	20 %	64 %	-	-	68 %	-	-	-
Average Response	3.64	4.11	-	-	4.11	-	-	-
Caring Connection	21 %	70 %	-	-	70 %	-	-	-
Average Response	3.40	4.18	-	-	4.18	-	-	-
Fosters Team Play	12 %	67 %	-	-	70 %	-	-	-
Average Response	3.49	4.22	-	-	4.22	-	-	-
Collaborator	55 %	48 %	-	-	53 %	-	-	-
Average Response	4.00	3.99	-	-	3.99	-	-	-
Mentoring & Developing	39 %	88 %	-	-	86 %	-	-	-
Average Response	3.83	4.39	-	-	4.39	-	-	-
Interpersonal Intelligence	17 %	38 %	-	-	46 %	-	-	-
Average Response	3.51	3.84	-	-	3.84	-	-	-
Self-Awareness	39 %	11 %	-	-	19 %	-	-	-
Average Response	3.69	3.49	-	-	3.49	-	-	-
Selfless Leader	36 %	24 %	-	-	33 %	-	-	-
Average Response	3.24	3.22	-	-	3.22	-	-	-
Balance	73 %	3 %	-	-	5 %	-	-	-
Average Response	3.83	2.79	-	-	2.79	-	-	-
Composure	36 %	39 %	-	-	46 %	-	-	-
Average Response	3.71	3.86	-	-	3.86	-	-	-
Personal Learner	20 %	11 %	-	-	20 %	-	-	-
Average Response	3.74	3.67	-	-	3.67	-	-	-
Authenticity	0 %	24 %	-	-	34 %	-	-	-
Average Response	2.86	3.97	-	-	3.97	-	-	-
Integrity	0 %	21 %	-	-	30 %	-	-	-
Average Response	2.79	4.12	-	-	4.12	-	-	-
Courageous Authenticity	6 %	30 %	-	-	38 %	-	-	-
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
Systems Awareness	43 %	36 %	-	-	44 %	-	-
Average Response	3.66	3.73	-	-	3.73	-	-
Community Concern	66 %	60 %	-	-	62 %	-	-
Average Response	3.90	3.90	-	-	3.90	-	-
Sustainable Productivity	31 %	29 %	-	-	37 %	-	-
Average Response	3.67	3.76	-	-	3.76	-	-
Systems Thinker	21 %	17 %	-	-	25 %	-	-
Average Response	3.27	3.43	-	-	3.43	-	-
Achieving	5 %	43 %	-	-	52 %	-	-
Average Response	3.33	4.03	-	-	4.03	-	-
Strategic Focus	11 %	17 %	-	-	26 %	-	-
Average Response	3.51	3.70	-	-	3.70	-	-
Purposeful & Visionary	35 %	80 %	-	-	81 %	-	-
Average Response	3.73	4.29	-	-	4.29	-	-
Achieves Results	1 %	67 %	-	-	71 %	-	-
Average Response	3.10	4.37	-	-	4.37	-	-
Decisiveness	1 %	9 %	-	-	16 %	-	-
Average Response	2.82	3.59	-	-	3.59	-	-

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 the 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 - Bob Jones 9/24/2014	Self	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	9	0	0	9	0	0
Controlling	44 %	80 %	-	-	75 %	-	-
Average Response	2.49	2.79	-	-	2.79	-	-
Perfect	16 %	93 %	-	-	91 %	-	-
Average Response	2.73	3.90	-	-	3.90	-	-
Driven	23 %	100 %	-	-	99 %	-	-
Average Response	2.97	4.45	-	-	4.45	-	-
Ambition	43 %	99 %	-	-	97 %	-	-
Average Response	2.69	3.91	-	-	3.91	-	-
Autocratic	50 %	57 %	-	-	53 %	-	-
Average Response	2.38	2.25	-	-	2.25	-	-
Protecting	79 %	61 %	-	-	55 %	-	-
Average Response	2.68	1.96	-	-	1.96	-	-
Arrogance	88 %	30 %	-	-	32 %	-	-
Average Response	3.01	1.50	-	-	1.50	-	-
Critical	19 %	29 %	-	-	29 %	-	-
Average Response	1.71	1.60	-	-	1.60	-	-
Distance	89 %	89 %	-	-	83 %	-	-
Average Response	3.15	2.54	-	-	2.54	-	-
Complying	95 %	94 %	-	-	88 %	-	-
Average Response	3.17	2.64	-	-	2.64	-	-
Passive	96 %	91 %	-	-	84 %	-	-
Average Response	3.05	2.28	-	-	2.28	-	-
Belonging	82 %	95 %	-	-	91 %	-	-
Average Response	3.10	3.03	-	-	3.03	-	-
Pleasing	85 %	82 %	-	-	74 %	-	-
Average Response	3.77	2.99	-	-	2.99	-	-
Conservative	23 %	10 %	-	-	15 %	-	-
Average Response	2.70	2.77	-	-	2.77	-	-

Questions Related to Each Dimension

Reactive Dimensions

Controlling

Perfect	<p>I believe average is definitely not good enough.</p> <p>I need to perform flawlessly.</p> <p>I expect extremely high standards of others.</p> <p>I am a perfectionist.</p> <p>I try to do everything perfectly well.</p> <p>I need to excel in every situation.</p> <p>I am critical of myself when things don't go as well as expected.</p>
Driven	<p>I try too hard to be the best at everything I take on.</p> <p>I drive myself excessively hard.</p> <p>I push myself too hard.</p> <p>I am a workaholic.</p>
Ambition	<p>I believe winning is what really matters.</p> <p>I believe to feel good, one must constantly move up.</p> <p>I am aggressive.</p> <p>I am excessively ambitious.</p>
Autocratic	<p>I tend to control others.</p> <p>I have to get my own way.</p> <p>I dictate rather than influence what others do.</p> <p>I am domineering.</p> <p>I pursue results at the expense of people.</p>

Protecting

Arrogance	<p>I am self-centered.</p> <p>I am arrogant.</p> <p>I have too big of an ego.</p>
Critical	<p>I am critical.</p> <p>I hurt people's feelings.</p> <p>I put people down.</p> <p>I am sarcastic and/or cynical.</p>
Distance	<p>I am emotionally distant.</p> <p>I am hard to get to know.</p> <p>I am aloof.</p> <p>I remain standoffish.</p>

Complying

Passive	<p>I am passive.</p> <p>I lack passion.</p> <p>I am wishy-washy in decision making.</p> <p>I lack drive.</p>
Belonging	<p>I adopt others' points of view so as not to disappoint them.</p> <p>I try to please others by going along to get along.</p> <p>I work too hard for others' acceptance.</p> <p>I am overly conservative.</p> <p>I try too hard to conform to the group's rules/norms.</p> <p>I play it too safe.</p>
Pleasing	<p>I worry about others' judgment.</p> <p>I need the approval of others.</p> <p>I need to be accepted by others.</p> <p>I need to be admired by others.</p>
Conservative	<p>I am conservative.</p> <p>I conform to rules.</p> <p>I follow conventional ways of doing things.</p>

Sorted by Self Percentile

	Self Percentile	Evaluator Percentile
Dimensions		
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 %
Summary Dimensions		
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 %
Summary Measures		
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
Dimensions		
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 %
Summary Dimensions		
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 %
Summary Measures		
Relationship-Task Balance	18 %	39 %
Leadership Potential Utilization	9 %	30 %
Reactive-Creative Scale	9 %	30 %
Leadership Effectiveness	-	7 %

Feedback Comments

