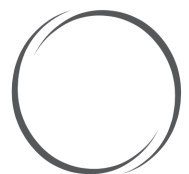


Sample Self-Survey
The Leadership Circle Profile Report
2019-01-01



The Leadership Circle®

The Leadership Circle Profile Report

Sample Self-Survey

2019-01-01

Average Response on a 5 - Point Scale

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	4.04	-	-	-	-	-	-
Self-Awareness	3.60	-	-	-	-	-	-
Authenticity	4.28	-	-	-	-	-	-
Systems Awareness	3.98	-	-	-	-	-	-
Achieving	4.03	-	-	-	-	-	-
Controlling	2.47	-	-	-	-	-	-
Protecting	1.73	-	-	-	-	-	-
Complying	1.87	-	-	-	-	-	-
Leadership Effectiveness	4.09	-	-	-	-	-	-
Number of Assessors	1	0	0	0	0	0	0

The Leadership Circle Profile Report

Sample Self-Survey

2019-01-01

Percentile Scores: Comparison to the Norm Group

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	57 %	-	-	-	-	-	-
Self-Awareness	28 %	-	-	-	-	-	-
Authenticity	64 %	-	-	-	-	-	-
Systems Awareness	71 %	-	-	-	-	-	-
Achieving	58 %	-	-	-	-	-	-
Controlling	42 %	-	-	-	-	-	-
Protecting	21 %	-	-	-	-	-	-
Complying	16 %	-	-	-	-	-	-
Reactive-Creative Scale	76 %	-	-	-	-	-	-
Relationship-Task Balance	96 %	-	-	-	-	-	-
Leadership Potential Utilization	87 %	-	-	-	-	-	-
Leadership Effectiveness	81 %	-	-	-	-	-	-
Number of Assessors	1	0	0	0	0	0	0

THE LEADERSHIP CIRCLE PROFILE RESULTS

Creative Dimensions

Sample Self-Survey

2019-01-01	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	0	0	0	0	0	0
Relating	57 %	-	-	-	-	-	-
Average Response	4.04	-	-	-	-	-	-
Caring Connection	65 %	-	-	-	-	-	-
Average Response	4.18	-	-	-	-	-	-
Fosters Team Play	35 %	-	-	-	-	-	-
Average Response	3.90	-	-	-	-	-	-
Collaborator	59 %	-	-	-	-	-	-
Average Response	4.16	-	-	-	-	-	-
Mentoring & Developing	43 %	-	-	-	-	-	-
Average Response	3.90	-	-	-	-	-	-
Interpersonal Intelligence	60 %	-	-	-	-	-	-
Average Response	4.05	-	-	-	-	-	-
Self-Awareness	28 %	-	-	-	-	-	-
Average Response	3.60	-	-	-	-	-	-
Selfless Leader	27 %	-	-	-	-	-	-
Average Response	3.52	-	-	-	-	-	-
Balance	10 %	-	-	-	-	-	-
Average Response	2.33	-	-	-	-	-	-
Composure	68 %	-	-	-	-	-	-
Average Response	4.11	-	-	-	-	-	-
Personal Learner	37 %	-	-	-	-	-	-
Average Response	4.00	-	-	-	-	-	-
Authenticity	64 %	-	-	-	-	-	-
Average Response	4.28	-	-	-	-	-	-
Integrity	37 %	-	-	-	-	-	-
Average Response	4.14	-	-	-	-	-	-
Courageous Authenticity	91 %	-	-	-	-	-	-
Average Response	4.50	-	-	-	-	-	-

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)

Sample Self-Survey

2019-01-01	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	0	0	0	0	0	0
Systems Awareness	71 %	-	-	-	-	-	-
Average Response	3.98	-	-	-	-	-	-
Community Concern	68 %	-	-	-	-	-	-
Average Response	3.95	-	-	-	-	-	-
Sustainable Productivity	48 %	-	-	-	-	-	-
Average Response	3.84	-	-	-	-	-	-
Systems Thinker	84 %	-	-	-	-	-	-
Average Response	4.23	-	-	-	-	-	-
Achieving	58 %	-	-	-	-	-	-
Average Response	4.03	-	-	-	-	-	-
Strategic Focus	51 %	-	-	-	-	-	-
Average Response	3.89	-	-	-	-	-	-
Purposeful & Visionary	59 %	-	-	-	-	-	-
Average Response	4.00	-	-	-	-	-	-
Achieves Results	50 %	-	-	-	-	-	-
Average Response	4.15	-	-	-	-	-	-
Decisiveness	81 %	-	-	-	-	-	-
Average Response	4.50	-	-	-	-	-	-

Questions Related to Each Dimension

Creative Dimensions (Continued)

Systems Awareness

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

Achieving

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

THE LEADERSHIP CIRCLE PROFILE RESULTS

Reactive Dimensions

Sample Self-Survey

2019-01-01	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	0	0	0	0	0	0
Controlling	42 %	-	-	-	-	-	-
Average Response	2.47	-	-	-	-	-	-
Perfect	75 %	-	-	-	-	-	-
Average Response	3.96	-	-	-	-	-	-
Driven	74 %	-	-	-	-	-	-
Average Response	4.00	-	-	-	-	-	-
Ambition	77 %	-	-	-	-	-	-
Average Response	3.37	-	-	-	-	-	-
Autocratic	24 %	-	-	-	-	-	-
Average Response	1.94	-	-	-	-	-	-
Protecting	21 %	-	-	-	-	-	-
Average Response	1.73	-	-	-	-	-	-
Arrogance	31 %	-	-	-	-	-	-
Average Response	1.67	-	-	-	-	-	-
Critical	57 %	-	-	-	-	-	-
Average Response	2.30	-	-	-	-	-	-
Distance	10 %	-	-	-	-	-	-
Average Response	1.37	-	-	-	-	-	-
Complying	16 %	-	-	-	-	-	-
Average Response	1.87	-	-	-	-	-	-
Passive	22 %	-	-	-	-	-	-
Average Response	1.50	-	-	-	-	-	-
Belonging	13 %	-	-	-	-	-	-
Average Response	1.96	-	-	-	-	-	-
Pleasing	44 %	-	-	-	-	-	-
Average Response	2.89	-	-	-	-	-	-
Conservative	12 %	-	-	-	-	-	-
Average Response	2.31	-	-	-	-	-	-

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

Sample Self-Survey	Self Percentile	Evaluator Percentile
Dimensions		
Courageous Authenticity	91 %	-
Systems Thinker	84 %	-
Decisiveness	81 %	-
Ambition	77 %	-
Perfect	75 %	-
Driven	74 %	-
Community Concern	68 %	-
Composure	68 %	-
Caring Connection	65 %	-
Interpersonal Intelligence	60 %	-
Purposeful & Visionary	59 %	-
Collaborator	59 %	-
Critical	57 %	-
Strategic Focus	51 %	-
Achieves Results	50 %	-
Sustainable Productivity	48 %	-
Pleasing	44 %	-
Mentoring & Developing	43 %	-
Integrity	37 %	-
Personal Learner	37 %	-
Fosters Team Play	35 %	-
Arrogance	31 %	-
Selfless Leader	27 %	-
Autocratic	24 %	-
Passive	22 %	-
Belonging	13 %	-
Conservative	12 %	-
Distance	10 %	-
Balance	10 %	-
Summary Dimensions		
Systems Awareness	71 %	-
Authenticity	64 %	-
Achieving	58 %	-
Relating	57 %	-
Controlling	42 %	-
Self-Awareness	28 %	-
Protecting	21 %	-
Complying	16 %	-
Summary Measures		
Relationship-Task Balance	96 %	-
Leadership Potential Utilization	87 %	-
Leadership Effectiveness	81 %	-
Reactive-Creative Scale	76 %	-

Sorted by Evaluator Percentile

Sample Self-Survey	Self Percentile	Evaluator Percentile
Dimensions		
Pleasing	44 %	-
Conservative	12 %	-
Passive	22 %	-
Belonging	13 %	-
Arrogance	31 %	-
Distance	10 %	-
Critical	57 %	-
Perfect	75 %	-
Ambition	77 %	-
Driven	74 %	-
Autocratic	24 %	-
Strategic Focus	51 %	-
Decisiveness	81 %	-
Achieves Results	50 %	-
Purposeful & Visionary	59 %	-
Sustainable Productivity	48 %	-
Systems Thinker	84 %	-
Community Concern	68 %	-
Integrity	37 %	-
Courageous Authenticity	91 %	-
Balance	10 %	-
Personal Learner	37 %	-
Selfless Leader	27 %	-
Composure	68 %	-
Collaborator	59 %	-
Mentoring & Developing	43 %	-
Caring Connection	65 %	-
Interpersonal Intelligence	60 %	-
Fosters Team Play	35 %	-
Summary Dimensions		
Complying	16 %	-
Protecting	21 %	-
Controlling	42 %	-
Achieving	58 %	-
Systems Awareness	71 %	-
Authenticity	64 %	-
Self-Awareness	28 %	-
Relating	57 %	-
Summary Measures		
Leadership Effectiveness	81 %	-
Leadership Potential Utilization	87 %	-
Relationship-Task Balance	96 %	-
Reactive-Creative Scale	76 %	-

End of Sample Self-Survey's Report