



LEADERSHIP CIRCLE
PROFILE[®]

CERTIFICATION

LEADERSHIP
CIRCLE[®]

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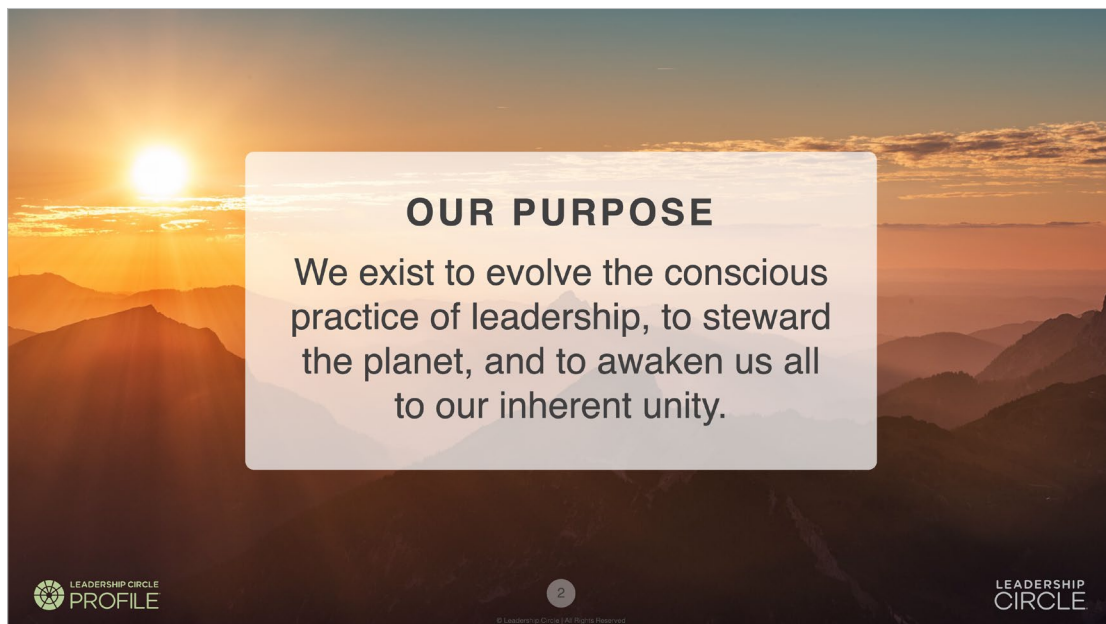


WELCOME TO LEADERSHIP CIRCLE PROFILE CERTIFICATION

The purpose of this Leadership Circle (LC) session is to introduce the Leadership Circle Profile and present the core purpose of the organization, which is to advance conscious leadership, steward the planet, and awaken unity among individuals.

Session Goals

- Understand the LCP as a model for leadership, as a 360° assessment tool, and as a pathway for development.
- Be stretched in your own development, with your own LCP assessment, to understand its power for insight and growth.
- Understand how high levels of leadership effectiveness require development into higher levels of creative leadership competencies.
- Experience how deeply the reactive structure operates.
- Utilize the LCP report to conduct a basic debrief, through practice.
- Understand how to use the LCP and debrief as a part of your coaching engagements.
- Deepen your knowledge of Leadership Circle Profile (LCP) theories and understand how they are integrated, layered, and strength-based within the LC framework.
- Develop confidence in the LC framework as a universal model of leadership, providing a dependable foundation for leadership development approaches.
- Explore various theories and ideas contributing to the LC framework, recognizing their interconnectedness and applicability in leadership contexts.
- Identify personal resonances and connections between the discussed theories/models and their current or future leadership practices.





WELCOME TO LEADERSHIP CIRCLE PROFILE CERTIFICATION

INVITATION TO INTEGRAL AGREEMENTS

- Relating to others in an authentic, courageous, and inclusive way.
- Help each other learn and grow with openness.
- Investigate the deeper reality that lies behind events/circumstances.
- Help each other in holding complexity.
- Participate with a deep sense of purpose.
- Holding a vision that goes beyond this circle to include having a positive impact in the world.

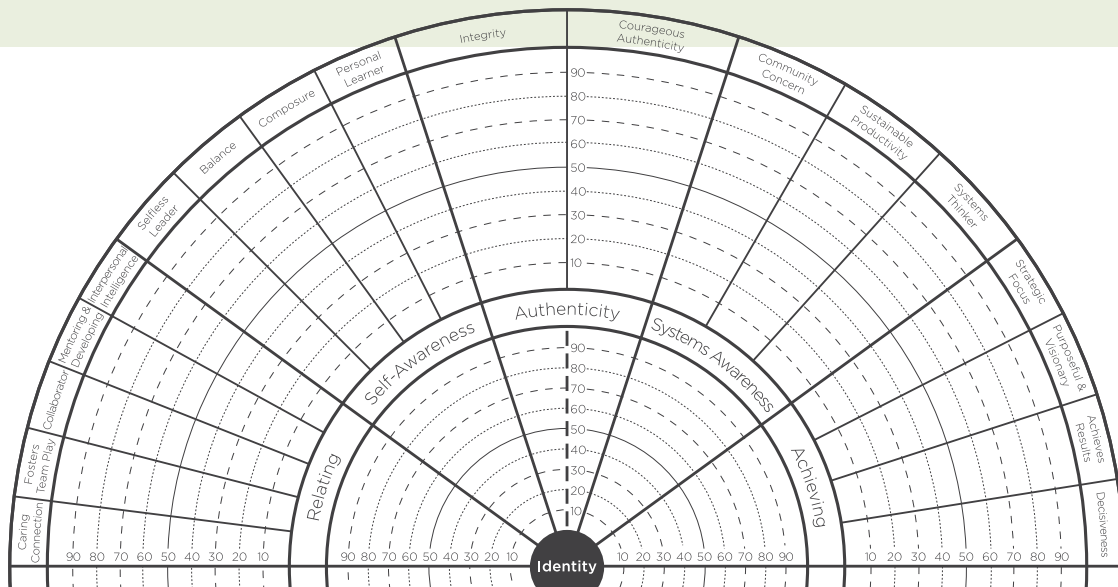
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INTEGRATION FROM OUR PRE-WORK

What stood out to you about the model?



- **Core Elements of the Model:** The LCP integrates **Creative Competencies** (effective leadership behaviors that enhance performance) and **Reactive Tendencies** (self-limiting behaviors driven by internal fears and beliefs). These elements are measured across dimensions such as Relating, Achieving, and Self-Awareness, providing a holistic view of leadership.
- **Horizontal Line:** Divides the chart into **Creative** (upper half) and **Reactive** (lower half) dimensions, symbolizing the balance between effective leadership practices and limiting tendencies. Leaders strive to increase creative behaviors while minimizing reactive patterns.
- **Vertical Line:** Separates dimensions focused on **task orientation** (right side, emphasizing results, strategy, and competence) from **relationship orientation** (left side, emphasizing relationships, communication, and collaboration). This reflects a balance between achieving results and building strong relationships.
- **Integration of the Model and Its Uniqueness:** The LCP Chart differs from other leadership assessments by integrating **behavioral** (what leaders do) and **internal mindset** (why they do it) dimensions. This integration reveals not only a leader's effectiveness but also the underlying patterns driving their behavior, enabling deeper insight and more transformational development.



INTEGRATION FROM OUR PRE-WORK

As you may recall from your prework, the Leadership Circle 360 Profile is grounded in decades of research across psychology, systems thinking, emotional intelligence, and adult development. Drawing on the work of Robert Fritz, Peter Senge, Charlie Kiefer, Clay Lafferty, and others, the model weaves together the concepts of Creative and Reactive orientations, highlighting the powerful connection between beliefs, behaviors, and leadership effectiveness.

Insights from cognitive psychology, authentic leadership, emotional intelligence, and developmental theory add depth to the framework, while perspectives from adult development and spiritual traditions broaden its understanding of leadership growth.

Together, these influences form the foundation of the Leadership Circle Profile—an integrated model that reflects how leaders think, relate, and show up within complex systems.



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INTEGRATION FROM OUR PRE-WORK



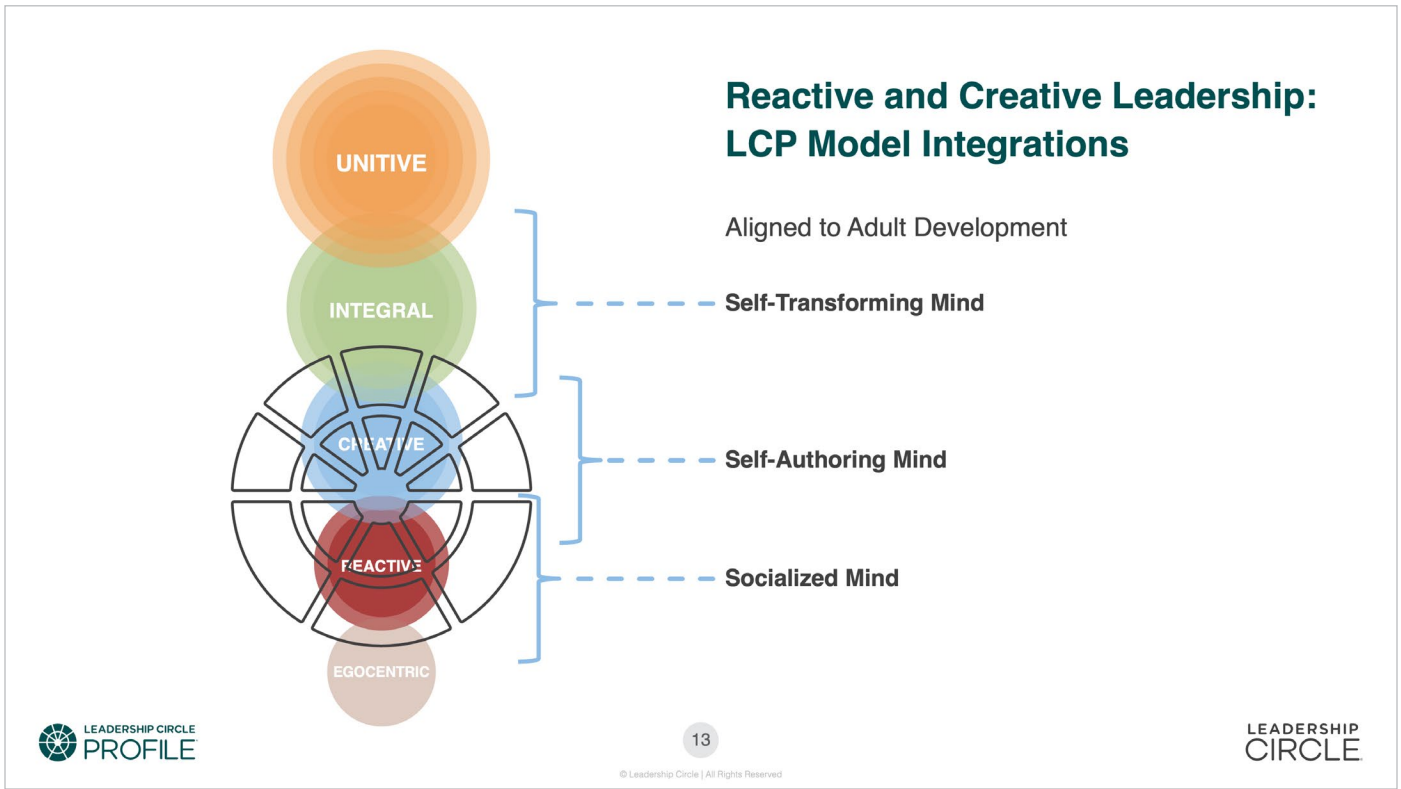
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INTEGRATION FROM OUR PRE-WORK



The stages of adult development are essential to understand as you desire to move from a reactive to Creative mindset.

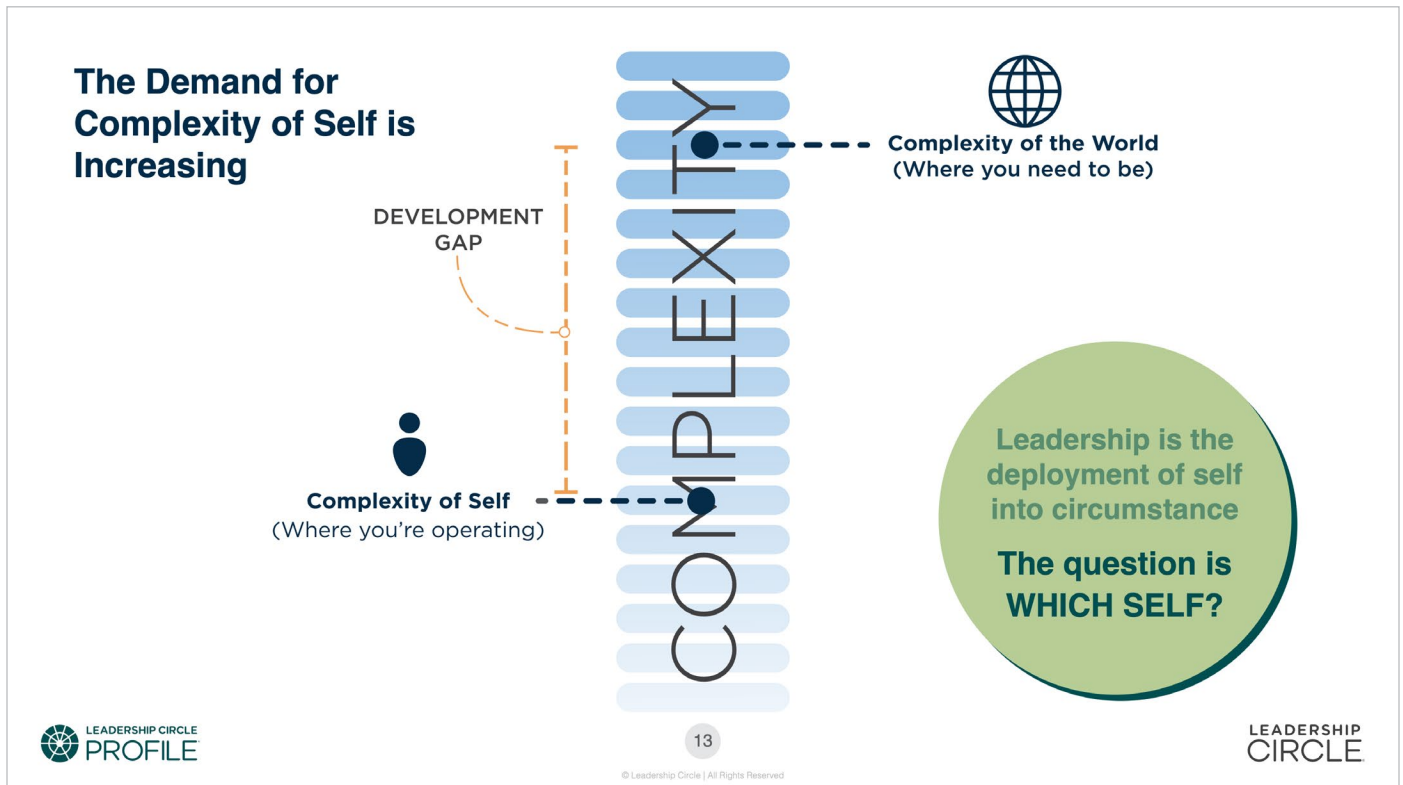
- 1. Egocentric (Self-Sovereign Mind):** This stage is characterized by a focus on meeting one’s own needs and gaining independence.
- 2. Reactive (Socialized Self):** In this stage, individuals learn to take on the rules, values, and expectations of society and build their identity by living up to these expectations.
- 3. Creative (Self-Authoring Mind):** In this stage, individuals begin to orient their life and leadership based on their own sense of personal purpose and vision, rather than the expectations of others.
- 4. Integral (Self-Transforming Mind):** In this stage, individuals begin to integrate all aspects of their personality, including their shadow side, and are able to lead through complex challenges.
- 5. Unitive stage:** In this stage, individuals experience a sacred union with all that is and function as global visionaries for the universal good.



INTEGRATION FROM OUR PRE-WORK

The demand for complexity of self in today's world stems from the increasing interconnectedness and multifaceted nature of our global society. As we navigate through a landscape marked by rapid technological advances, cultural diversity, and intricate social dynamics, a more nuanced and adaptable sense of self becomes crucial.

This complexity allows individuals to better understand and integrate diverse perspectives, solve multifaceted problems, and thrive in environments that are constantly evolving. However, there exists a developmental gap between our current state and the level of self-complexity required.



Many educational and social systems still emphasize traditional, linear thinking and rigid identities, which fail to equip individuals with the necessary skills for fluid, integrative, and adaptive thought processes.

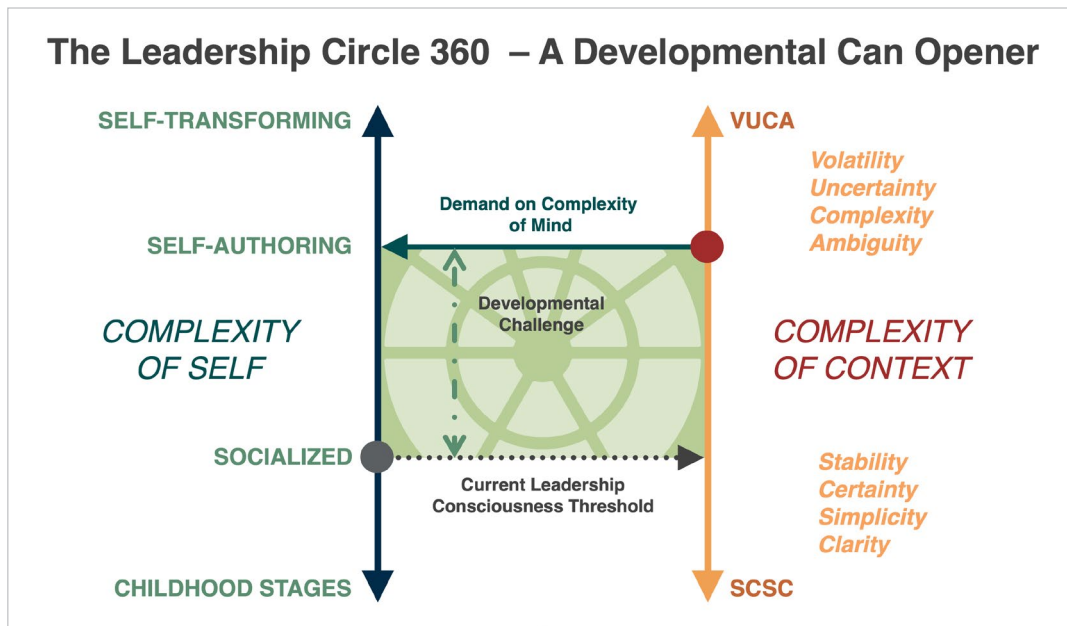
Bridging this gap necessitates a shift towards more holistic and experiential learning, fostering emotional intelligence, critical thinking, and a deeper understanding of the interconnected nature of global issues.

This evolution is essential for cultivating individuals who can navigate and contribute positively to the complexities of the modern world.



INTEGRATION FROM OUR PRE-WORK

Understanding leadership is a complex endeavor, and the Leadership Circle Profile (LCP) offers a nuanced approach to this challenge by providing context-specific leadership data. It is crucial to recognize the contextual nature of the LCP, which prevents direct comparisons between different leaders' profiles and underscores the unique circumstances influencing each leader's effectiveness. Furthermore, the LCP debrief serves as a powerful catalyst for developmental conversations, helping to reveal any misalignment between a leader's worldview and the context in which they operate. This process not only fosters deeper self-awareness but also promotes targeted growth and alignment within organizational settings.

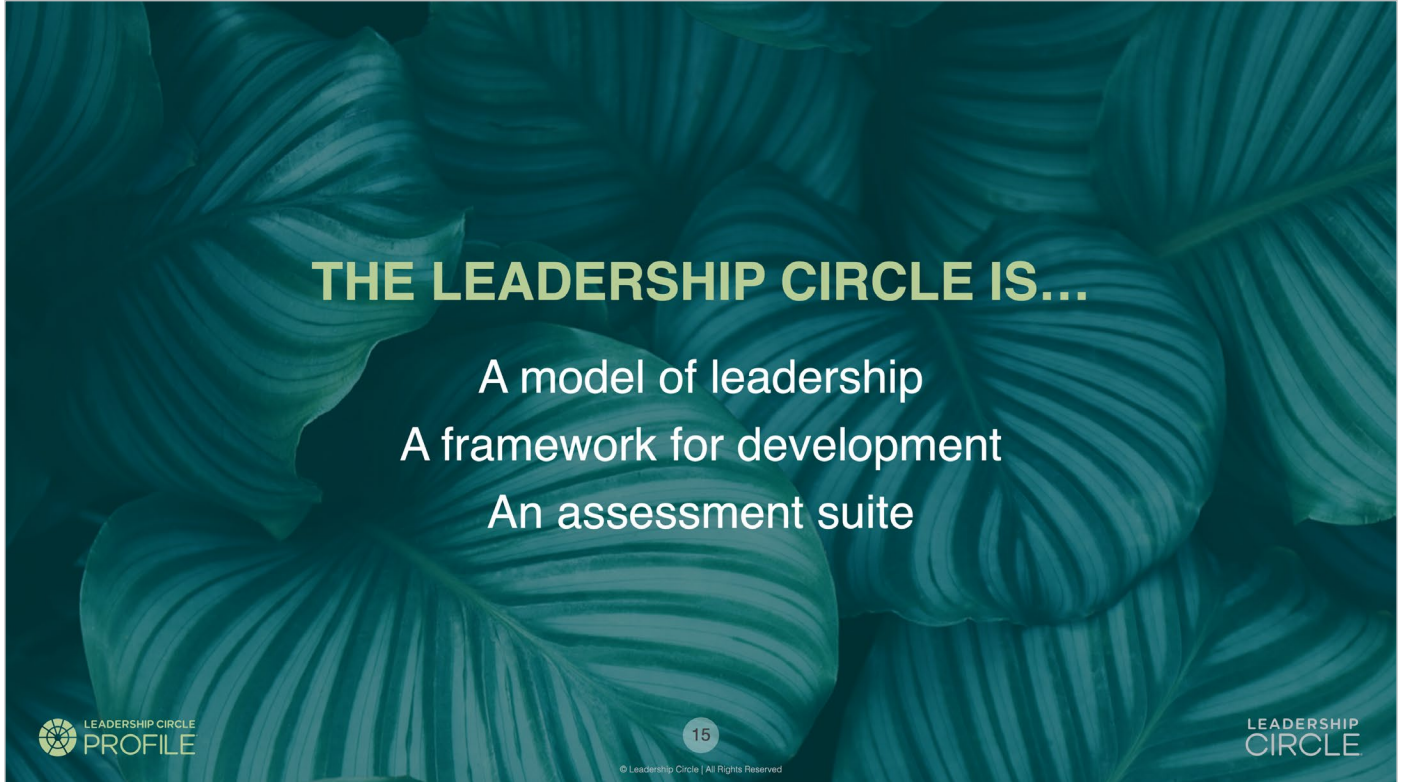


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INTEGRATION FROM OUR PRE-WORK

The theories in these models have been built upon over time and have been cross-validated across time, culture, and place.



The Leadership Circle is more than just a “tool.” It’s a complete approach to working with and developing leadership that includes everything mentioned above.

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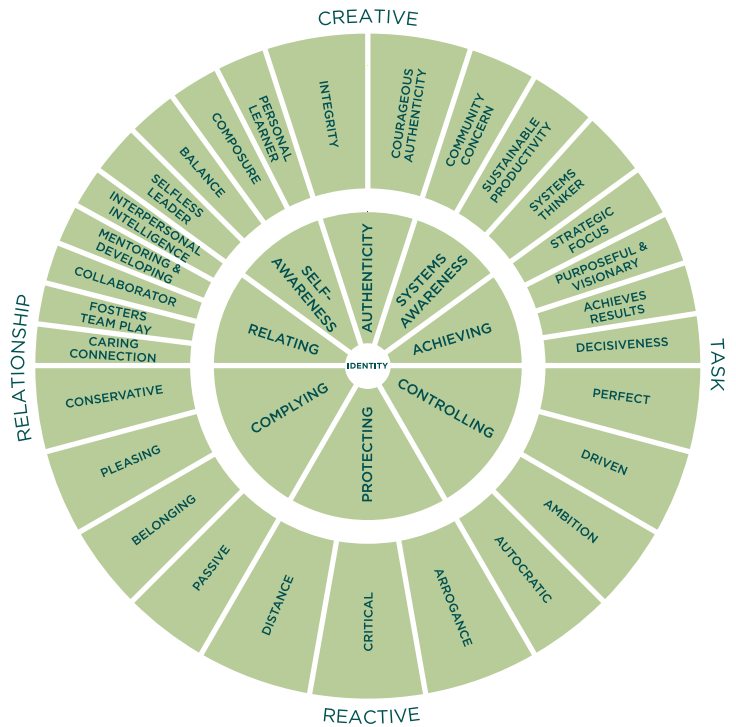
EXPLORING THE FRAMEWORK

Top-Half/Bottom Half

- Top: 18 Creative Competencies: Well-researched and positively correlated to Leadership Effectiveness and Business Performance. Leadership that is engaging, inspiring, and energy and performance unleashing.
- Bottom: Strengths run Reactively. 11 Reactive Strategies we default to under pressure. Got us where we are. Reaching limits. Have associated liabilities. Interrupt Creative Competencies. Consumptive.

Task and Relationship:

- Task orientation focuses on achieving goals, making decisions, and managing resources effectively. High task-oriented leaders are seen as effective in driving performance but may neglect relational aspects, impacting team morale.
- Relationship orientation measures a leader’s ability to build strong interpersonal connections, foster collaboration, and create a positive team environment.
- The LCP emphasizes balancing both orientations for effective leadership, as leaders who integrate both are more likely to achieve sustainable success. Task-oriented leaders may need to develop relational skills, while relationship-oriented leaders may need to enhance their task management abilities.
- This balance helps leaders recognize their strengths and areas for development, leading to more holistic and effective leadership.



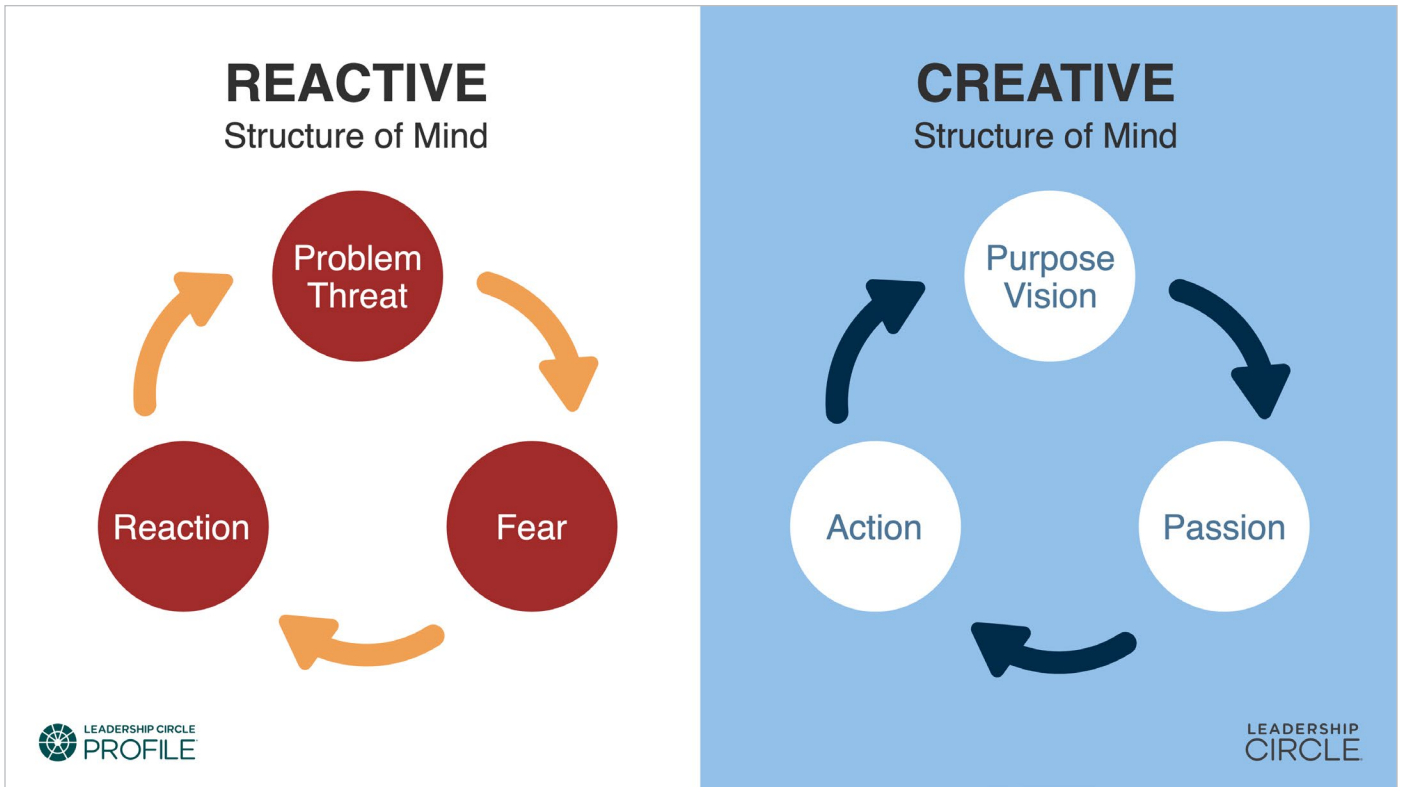
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EXPLORING THE FRAMEWORK

A generative structure builds momentum over time with each success becoming a platform for future success.

An oscillating structure is designed to contain movement between certain limits and boundaries, like a thermostat. Within this structure, forward momentum is not the design.



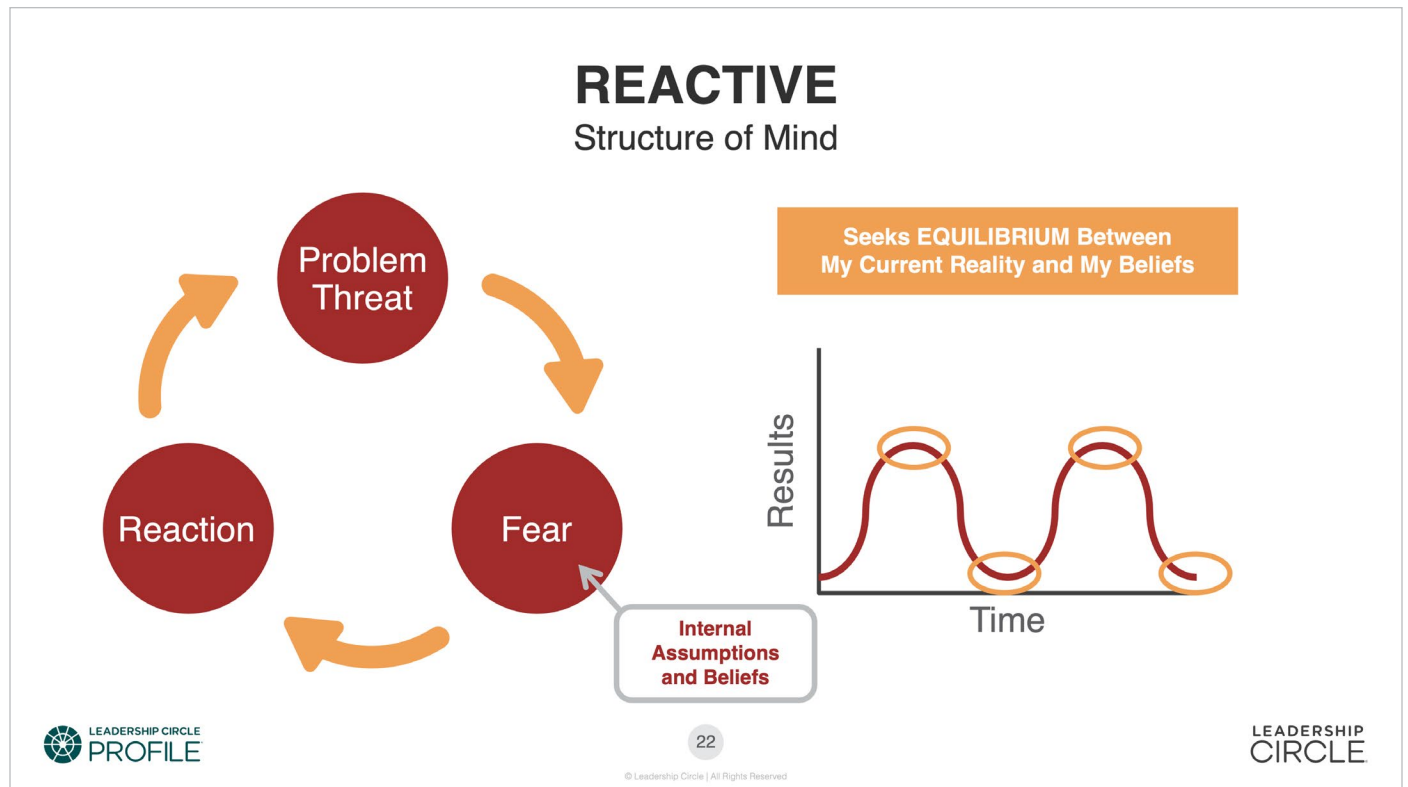
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EXPLORING THE FRAMEWORK

A structure is a complete and whole entity that behaves and works in certain ways. In our lives, there are two basic structural patterns: generative and oscillating (Reactive).

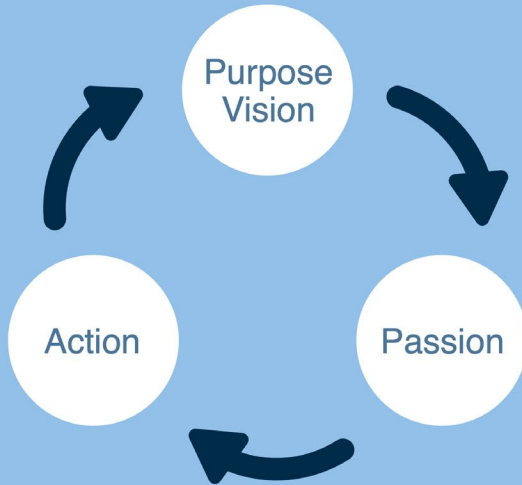
A reactive loop is like being stuck on a never-ending rollercoaster ride with a mind of its own. Imagine you're at an amusement park, and you hop on a rollercoaster called "The Reactive Loop".



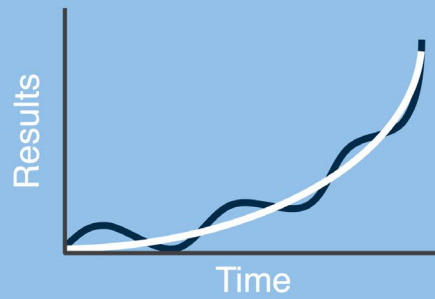


EXPLORING THE FRAMEWORK

CREATIVE Structure of Mind



Seeks VISION



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EXPLORING THE FRAMEWORK

In session you listened to a story from the perspective of the facilitator. Take some time to reflect on a persistent reactive loop in your life and articulate it here.

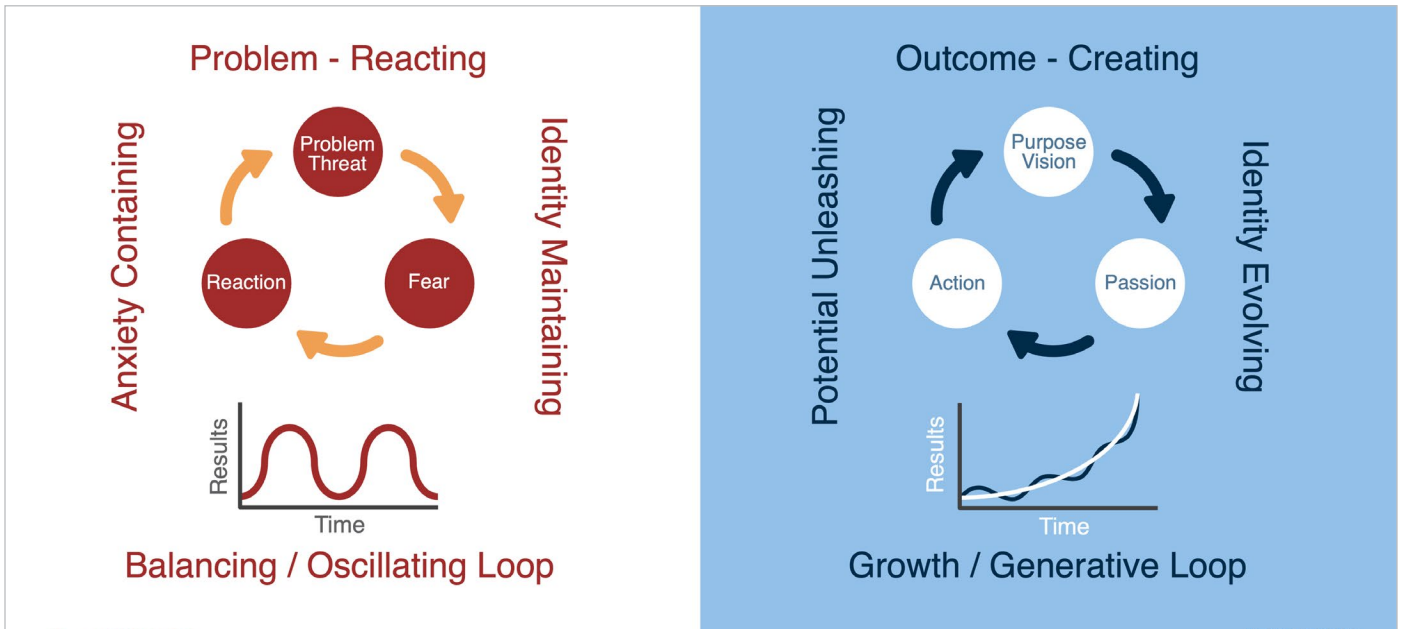
Problem/Threat

Fear

Reaction



EXPLORING THE FRAMEWORK



Reactive Loop: Key Points

- Automatic Responses: Behaviors driven by deep-seated fears or insecurities.
- Triggered by Stress: Reacting to challenges with default patterns (e.g., defensiveness, controlling, avoidance).
- Repetitive Cycle: Patterns repeat, leading to similar outcomes and limited growth.
- Lack of Awareness: Often unconscious, making it difficult to change.
- Impact on Leadership: Hinders effectiveness, damages relationships, and limits innovation.
- Stuck in Routine: Continuously brought back to the same reactions and behaviors.

Creative Loop: Key Points

- Intentional Actions: Deliberate and conscious responses based on values and vision.
- Guided by Purpose: Clear goals and purpose drive actions.
- Collaboration and Support: Engaging others, valuing their input, and working together.
- Flexibility and Adaptability: Open to new ideas and able to pivot as needed.
- Continuous Growth: Focus on personal development and learning.
- Positive Outcomes: Leads to partnership with others, innovation, fulfillment, and effective leadership.
- Self-Awareness: Recognizing and reflecting on actions to make continuous conscious shifts.

NOTES



EXPLORING THE FRAMEWORK

Complying

Problem: Declining Sales
Solution: Build a Strategy

People are pushing back on the strategy I put forth. Some are really unhappy.

*The strategy gets watered down or abandoned.
People move onto to other things, attention moves off me, conflict dissipates.*

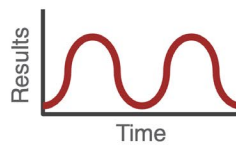
I back off the strategy, appease individuals with compromise. Signal to others that I won't stand firm or push back.

I tell myself that I should learn to pick my battles. I wonder why certain people are so hard to deal with.



I am increasingly anxious. People are starting to dislike me. There is so much tension in meetings now.

Harmony returns, I feel calmer and connected to others. Feel more like myself again.



NOTES



EXPLORING THE FRAMEWORK

Complying

Problem: Sales Continue to Decline
Solution: Build a Strategy

I need to create a strategy, but it didn't go very well last time I tried it.

The conversations go round and round, no decisions are made, progress grinds to a halt. Without a strategy we stay tactical.

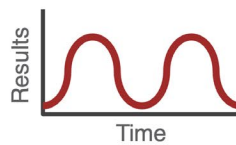
I resurrect my strategy, but this time I over-involve all the stakeholders—seek input from all who might have an opinion.

That strategy stuff was going to be risky, we're better off sticking to the tried and true.



I am afraid this is not going to go well; I don't have much credibility. People aren't going to like me or respect me. I need to be extra careful.

No one had to sacrifice anything, conflict has dissipated. I am feeling relieved.



NOTES



EXPLORING THE FRAMEWORK

Protecting (without Positional Power)

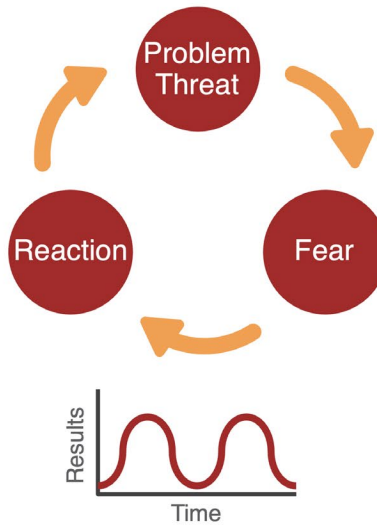
Problem: Declining Sales
Solution: Build a Strategy

People are pushing back on the strategy I put forth. Some are really unhappy.

My strategy gets abandoned. The organization moves ahead with other plans. My ideas get forgotten or co-opted by others.

I take my ball and go home—retreat from the field but I continue my internal conversation that reinforces the rightness of my ideas and the wrongness of other's.

The strategy they adopted is idiotic and it is never going to work. It's totally maddening but I'm really going to enjoy watching it fail.



I am increasingly stirred up. People are challenging my plans (my intelligence) as if I haven't thought this all through.

I settle into a familiar resignation. The situation is annoying but so predictable. I really don't care anyway.

NOTES



EXPLORING THE FRAMEWORK

Protecting (with Positional Power)

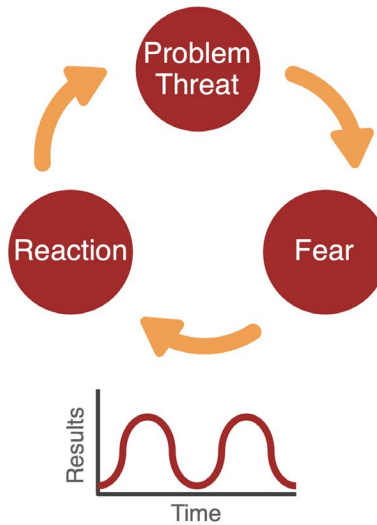
Problem: Declining Sales
Solution: Build a Strategy

People are pushing back on the strategy I put forth. Some are really unhappy.

My strategy gets adopted. The dissent didn't get fully aired or resolved it just went underground, but technically we are moving forward with my plan.

I get more strident about my belief in the strategy. I vigorously defend my ideas and focus my energy on strongly attacking the weaknesses in other's thinking.

Now I'm worried people are going to screw up the implementation of my strategy, but at least we have the right plan in place.



I am increasingly stirred up. People are challenging my plans (my intelligence) as if I haven't thought this all through.

I feel calmer and back in my groove. Superior ideas usually win the day and once that becomes obvious, people get in line.

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EXPLORING THE FRAMEWORK

Controlling

Problem: Declining Sales
Solution: Build a Strategy

People are pushing back on the strategy I put forth. Some are really unhappy.

My strategy gets adopted. Everyone is exhausted and most people finally give up in the wake of my intensity and perseverance.

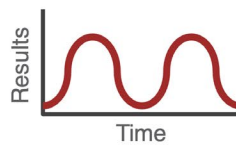
I redouble my efforts, put more energy into convincing others that this is where we are heading. I play fast and loose with the facts and wear people down.

There is nothing that can't be solved with energy and grit. It's too bad some people have to be dragged along.



I am increasingly frustrated. People don't recognize how hard I've worked to make this happen.

We're finally moving so I feel pretty good. Just had to push through and make it happen.



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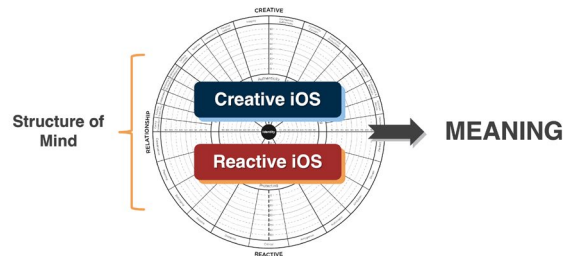
EXPLORING THE FRAMEWORK

Our internal operating system is composed of our beliefs, values, and past experiences, continuously generates meanings that shape our behaviors and influence how others perceive us and how we see ourselves.

Understanding this process is crucial for effective leadership and personal development. Developing the ability to observe and understand how we construct these meanings—essentially, looking inside our operating system—is a critical skill. Without this self-awareness, we remain trapped in repetitive, self-justifying narratives that drive our thoughts, feelings, and behaviors, preventing growth and change.

Meaning Making and Our Internal Operating Systems

What is our capacity to witness this meaning-making in action?



By learning to witness these processes, we can break free from these cycles and foster more intentional, creative, and positive interactions and self-perceptions.

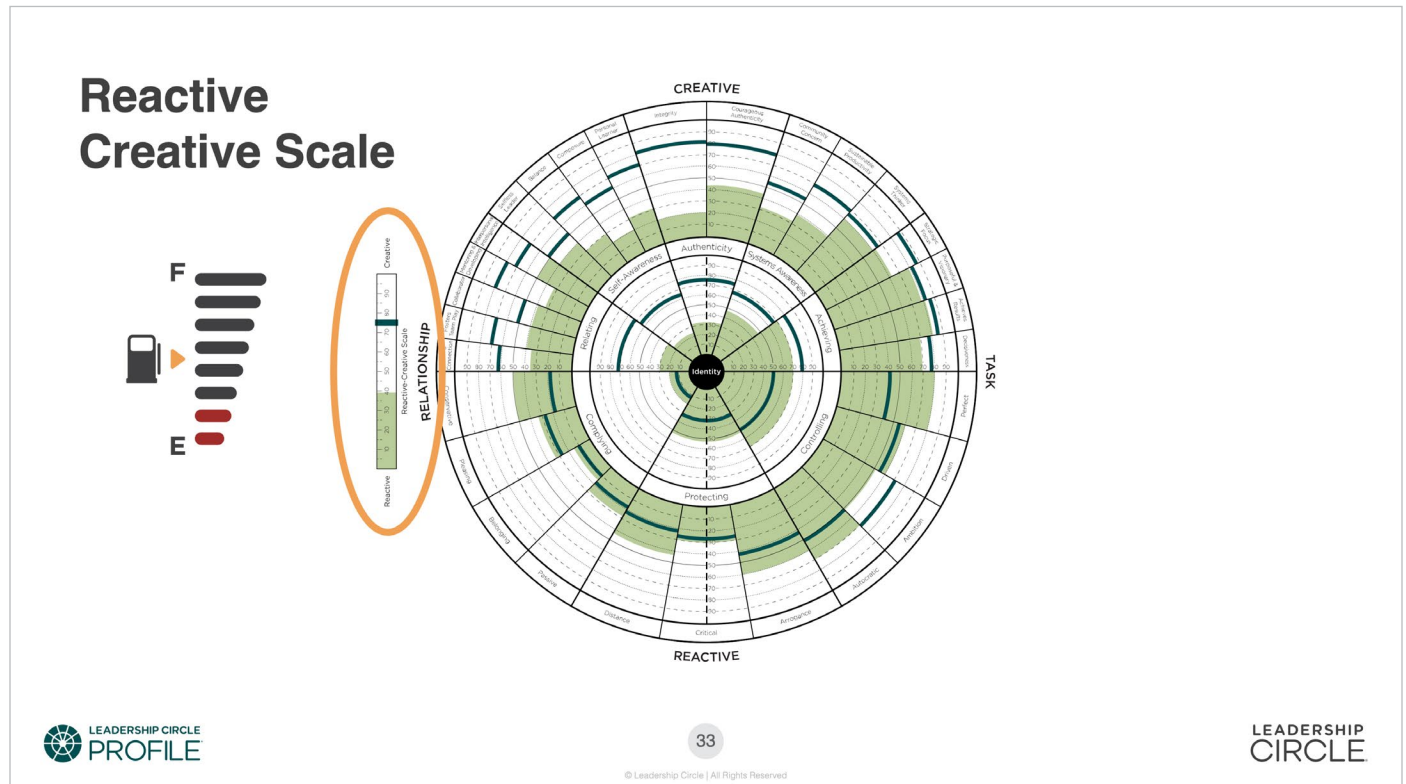
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SUMMARY SCALES, LEADERSHIP EFFECTIVENESS, & CORRELATIONS

1. Reactive-Creative Scale: The Reactive-Creative Scale shows a leader’s utilization of reactive and creative leadership in a summary measure.

What is fueling your leadership? Reactive Fuel or Creative fuel?



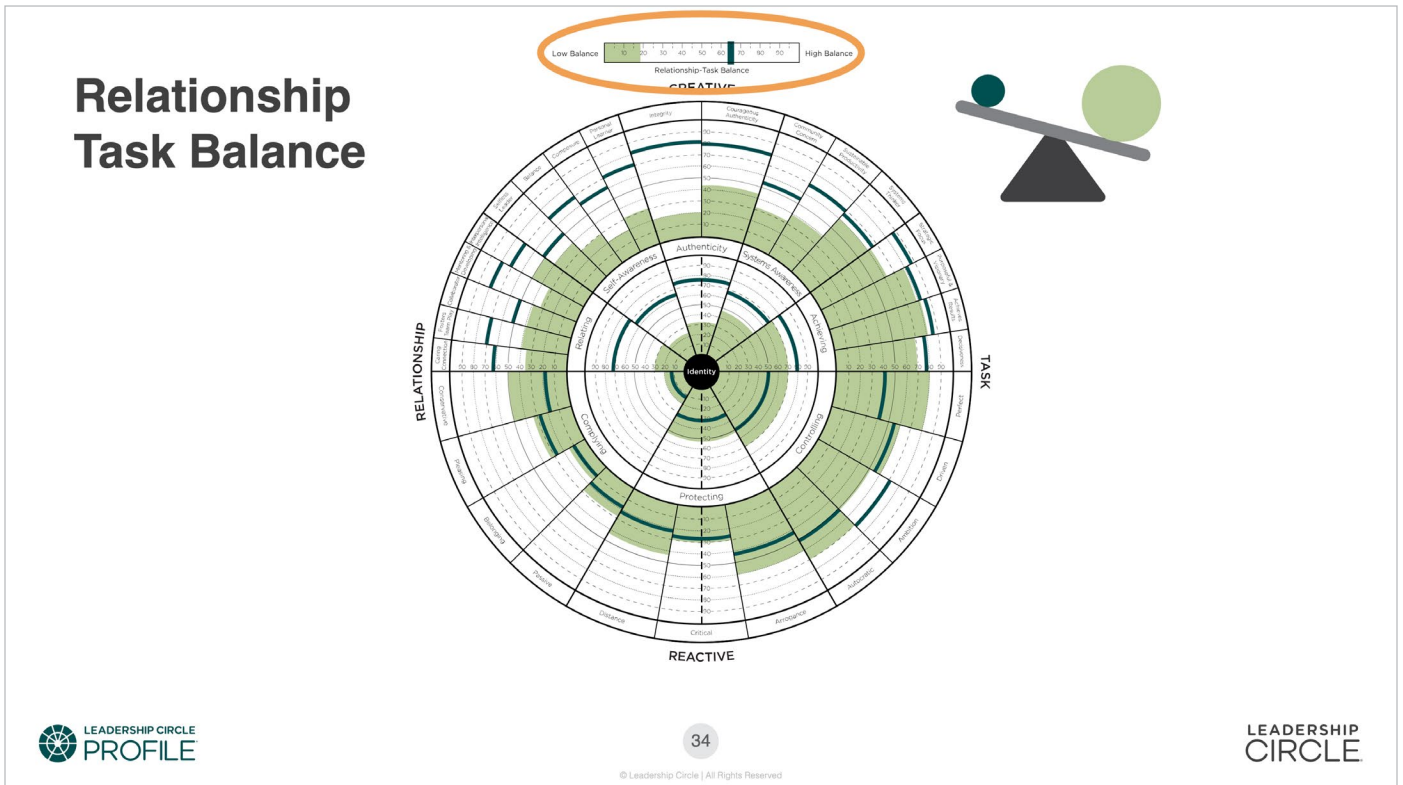
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SUMMARY SCALES, LEADERSHIP EFFECTIVENESS, & CORRELATIONS

2. Relationship-Task Balance:

- This scale measures how well a leader balances relationship-building with driving results. Strong leaders foster trust and collaboration while staying focused on goals—creating a motivated, high-performing team.
- Are you distributing your leadership energy where it matters most?



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SUMMARY SCALES, LEADERSHIP EFFECTIVENESS, & CORRELATIONS

3. Leadership Potential Utilization

This scale assesses how well a leader is using their full potential in their current role—leveraging strengths, skills, and experience to drive performance and impact. Recognizing underused potential helps guide focused development.

What path are you walking?



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SUMMARY SCALES, LEADERSHIP EFFECTIVENESS, & CORRELATIONS

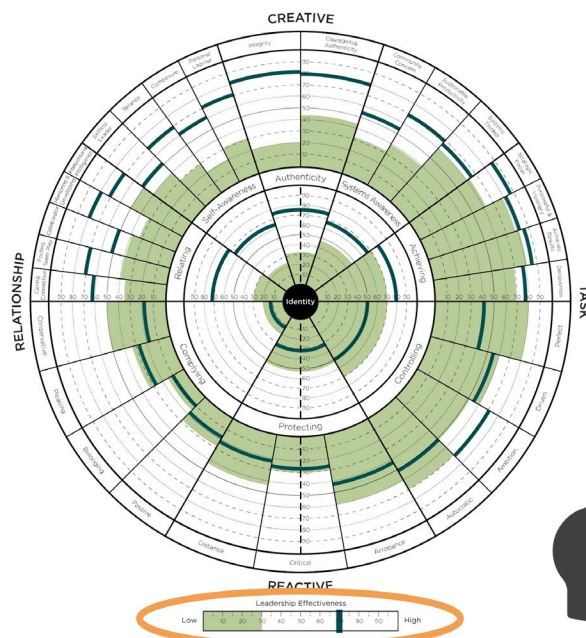
4. Leadership Effectiveness Scale:

The **Leadership Effectiveness Scale** offers a comprehensive view of a leader’s performance across key competencies like communication, decision-making, and team development. It highlights strengths and growth areas to guide targeted development.

Used in tools like the **Leadership Circle Profile**, these scales provide insights into leadership behavior and effectiveness, supporting ongoing growth and improvement.

What do you see reflected in the mirror?

Leadership Effectiveness



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SUMMARY SCALES, LEADERSHIP EFFECTIVENESS, & CORRELATIONS

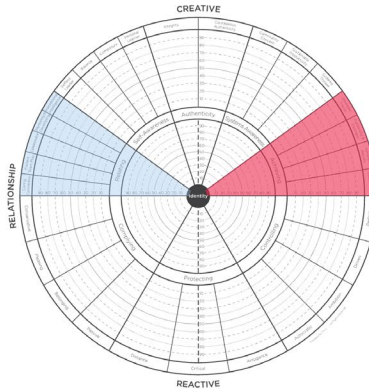
Summary Scales



RELATIONSHIP-TASK BALANCE



REACTIVE-CREATIVE SCALE



LEADERSHIP POTENTIAL UTILIZATION



LEADERSHIP EFFECTIVENESS



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Leadership Effectiveness Scale Questions

- I am satisfied with the quality of leadership that this leader provides.
- This leader is the kind of leader that others should aspire to become.
- This leader is an example of an ideal leader.
- This leader's leadership helps this organization to thrive.
- Overall, this leader provides very effective leadership.

NOTES



SUMMARY SCALES, LEADERSHIP EFFECTIVENESS, & CORRELATIONS

I practiced more this week, and so I made more baskets and scored more points!

That's a positive correlation! When one thing goes up, the other goes up too!

R = +0.8! A very strong connection!

R = -0.6
A strong negative connection!
The more time I spend watching TV, the lower my grades get.

That's a negative correlation!

Sometimes, when one thing goes up, the other goes down.

Look how the dots are scattered, but there's an upward trend!

Positive Correlation

The graph shows a low R-score, or a weak connection, but the connection is starting. If the dots were closer to the line, the connection would be stronger.

Oh, so it's like seeing if my basketball practice actually helps my score!

RR-squared tells us how well one variable predicts the other variable. The higher the r^2 the more confidence we can have in the prediction. It's important to remember, however, that no prediction is ever perfect.

High Rsq = Strong Pattern!

R-SCORES:
0.2 = WEAK
0.4 = MODERATE
0.6 = STRONG
0.8 = VERY STRONG

CORRELATIONS: MAKING SENSE OF THE CONNECTIONS IN LIFE!

Now I know! Correlations help us understand how things are connected!

And practicing more really does help me score more points!

What's the Connection? Understanding Correlations!

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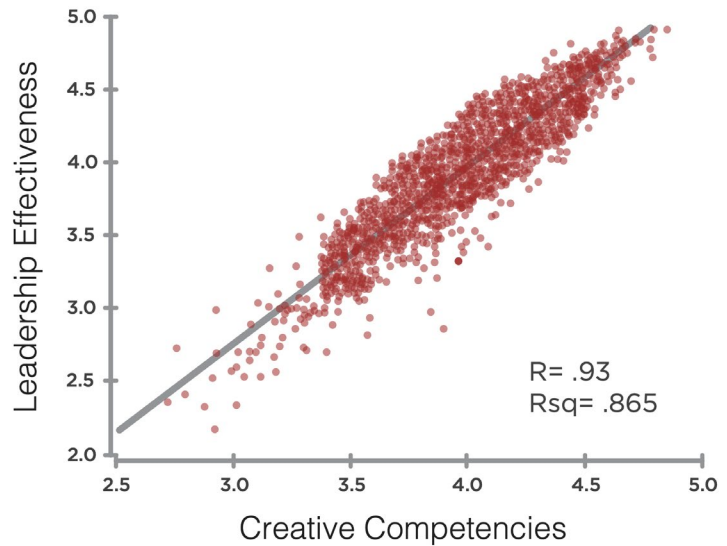
SUMMARY SCALES, LEADERSHIP EFFECTIVENESS, & CORRELATIONS

This score indicates a very high correlation between the summary scales and overall leadership effectiveness.

Tightness of Dots: When the dots on the graph are close together, it shows a positive correlation. This means that as one variable increases, the other tends to increase as well.

LCP Correlations to Leadership Effectiveness

- I am satisfied with the quality of leadership that this leader provides.
- This leader is the kind of leader that others should aspire to become.
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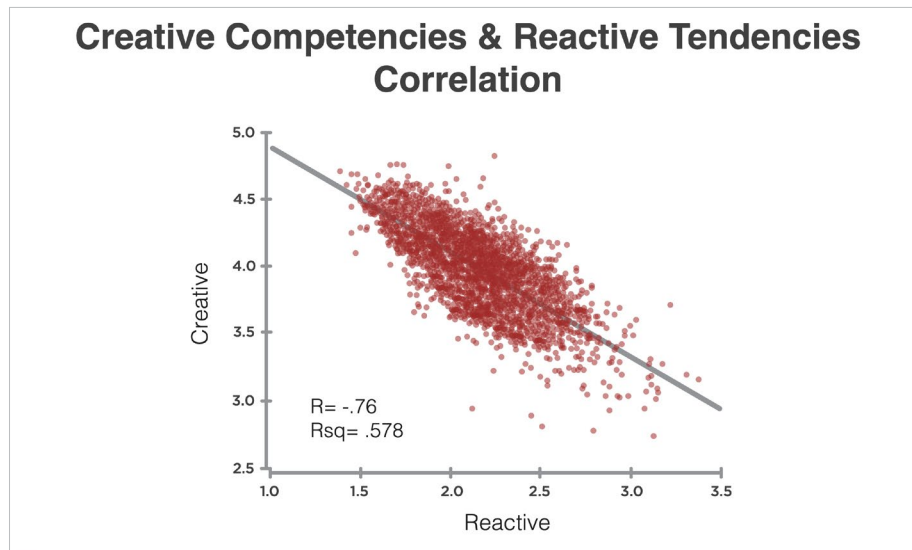
SUMMARY SCALES, LEADERSHIP EFFECTIVENESS, & CORRELATIONS

Correlation explains how two things relate to each other.

R= -.76 (Correlation Coefficient): Imagine you're measuring how closely the length of a person's legs correlates with their height. A correlation coefficient of $R=.76$ means there's a strong positive relationship between leg length and height. As height increases, leg length tends to increase as well, and vice versa. The closer R is to 1, the stronger and more consistent this relationship is.

Rsq=.578 (Coefficient of Determination): Coefficient of determination (R-squared) explains the proportion of the variance in one variable (leg length) that is predictable from the other variable (height). An $Rsq=.578$ means that approximately 57.8% of the variation in leg length can be explained by variation in height. In other words, knowing someone's height helps you predict about 57.8% of their leg length variability.

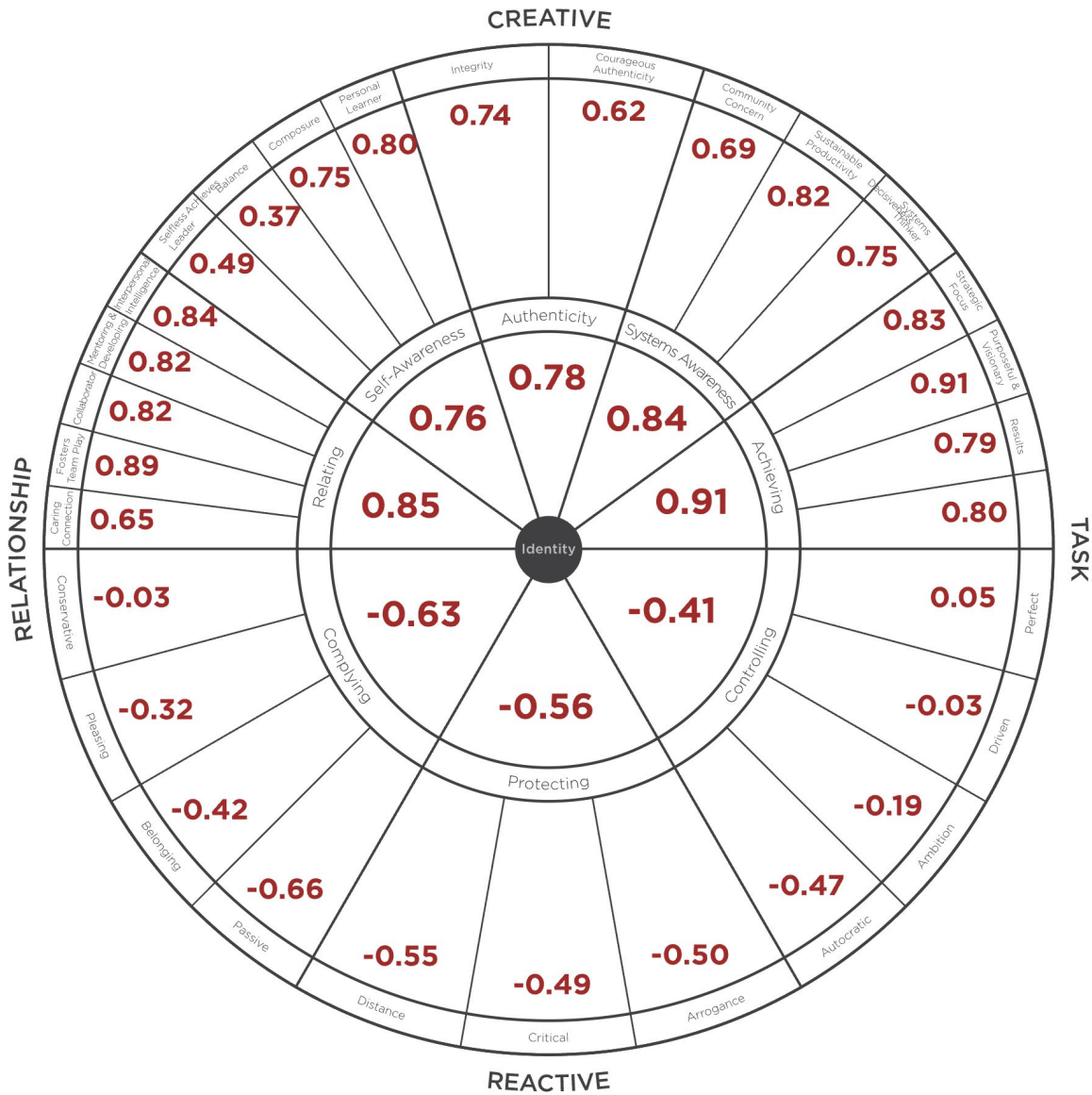
Analogy: Think of $R= -.76$ as how closely the rising tide (height) is correlated with the water level on the beach (leg length). When the tide goes up, the water level on the beach tends to rise; when the tide goes down, the water level on the beach goes down. $Rsq=.578$ then explains how much of the changes in water level on the beach (leg length variability) can be attributed to changes in the tide (height). If you know the tide level, you can predict a significant portion of the water level on the beach, but other factors (like wind or sand dunes) also play a role in determining the exact water level at any given time.



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SUMMARY SCALES, LEADERSHIP EFFECTIVENESS, & CORRELATIONS



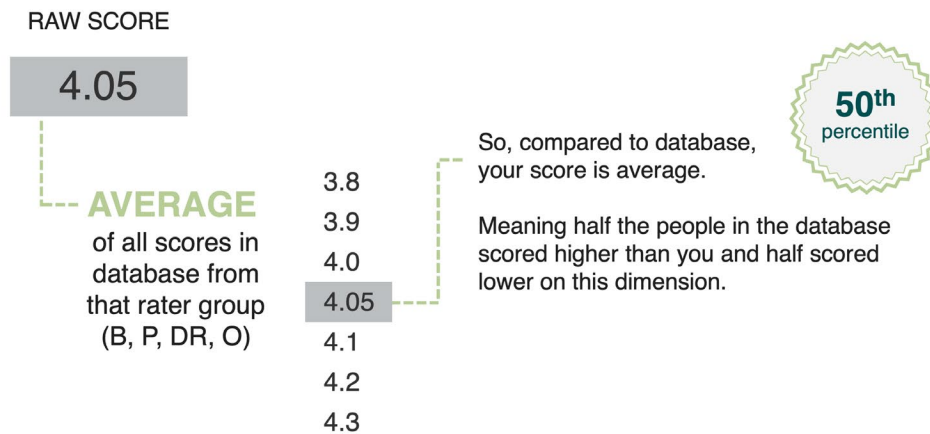
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- This leader is an example of an ideal leader.
- This leader’s leadership helps this organization to thrive.
- Overall, this leader provides very effective leadership.



PERCENTILES & RAW SCORES

When interpreting the scoring breakdown in the Leadership Circle Profile, it's important to understand the impact of using a 9-point scale with half-point increments. This scale is highly precise, providing nuanced feedback.

Percentiles and Raw Scores Example



Key Points:

1. 9-Point Scale with Half Points:

1. The use of a 9-point scale with half-point increments allows for greater precision in scoring. For instance, instead of just scoring a 7 or 8, a score could be 7.5.

2. Smaller Standard Deviation:

1. **Standard Deviation** measures the spread or variability of scores. A smaller standard deviation indicates that the scores are more closely clustered around the mean, showing consistency in responses.
2. The precision of the 9-point scale contributes to this smaller standard deviation because it captures subtle differences in perceptions and behaviors more accurately than broader scales.

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PERCENTILES & RAW SCORES

Understanding Percentiles

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NOTES









PERCENTILES & RAW SCORES

Norm groups provide a comparative framework by which individual scores are evaluated against a larger dataset of similar individuals. Essentially, a norm group consists of a reference population against which an individual's scores, or performance is measured.

In the Leadership Circle Profile, norm groups comprise data from a diverse range of leaders across industries, functions, and organizational levels.

Dynamics of Norming the Breakouts

PERCENTILES: OTHERS' SCORE
Norm Base e.g., = 100,000 evaluators

All Evaluators (Avg. Score)	Boss's Boss (Avg. Score)	Boss (Avg. Score)	Peers (Avg. Score)	Direct Reports (Avg. Score)	Others (Avg. Score)
N = 10-16+	N = 1+	N = 1+	N = 3+	N = 3+	N = 3+
					

e.g., 100,000 evaluators assessment of 10,000 leaders

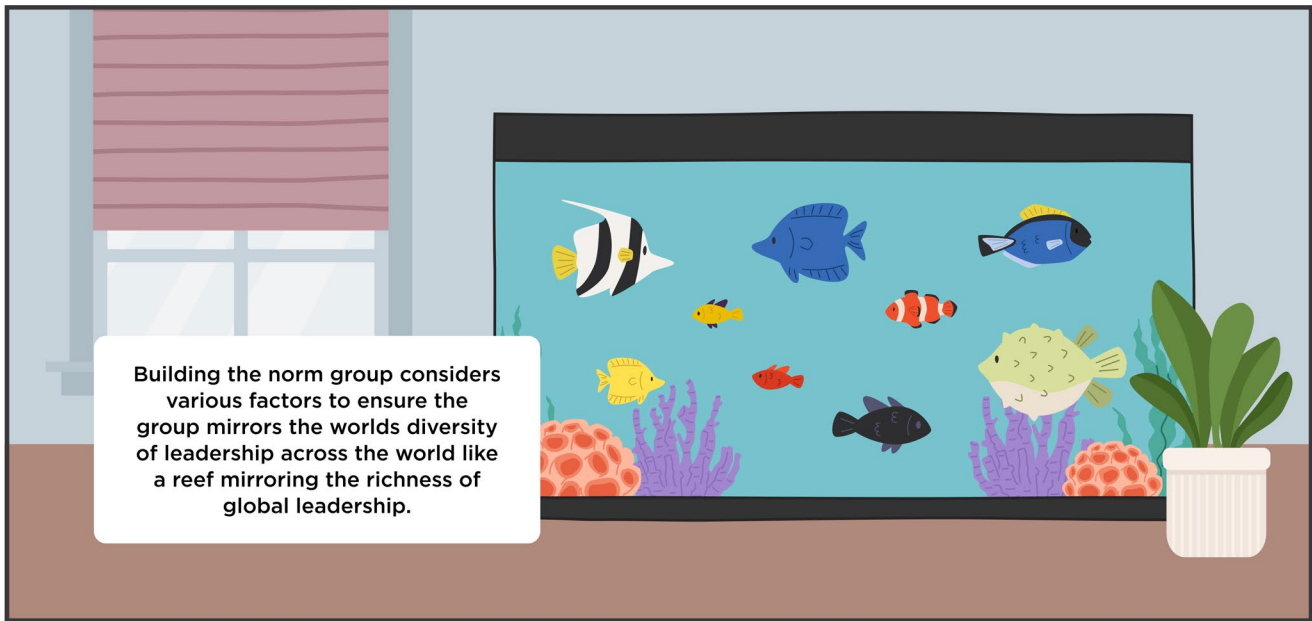
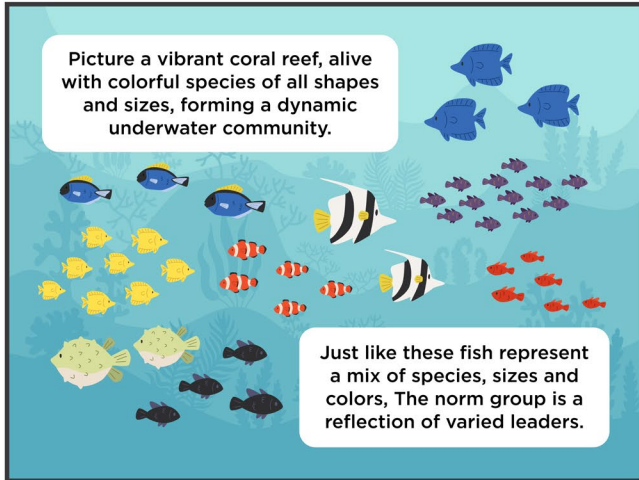
This allows participants to see how their leadership behaviors and competencies compare to those of their peers in similar roles. Norm groups provide context and meaningful benchmarks, enabling participants to gauge their strengths and areas for development within a broader professional context.

This comparative insight aids in targeted leadership development efforts and supports informed decision-making in organizational development initiatives.

NOTES



PERCENTILES & RAW SCORES



Norm Groups

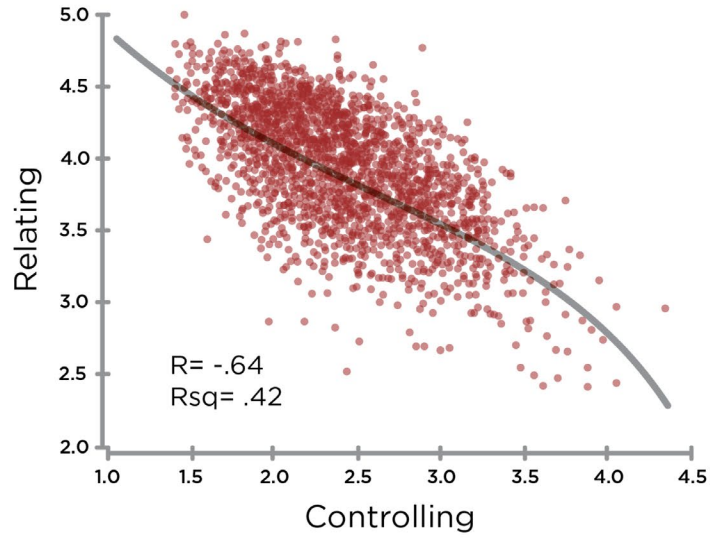
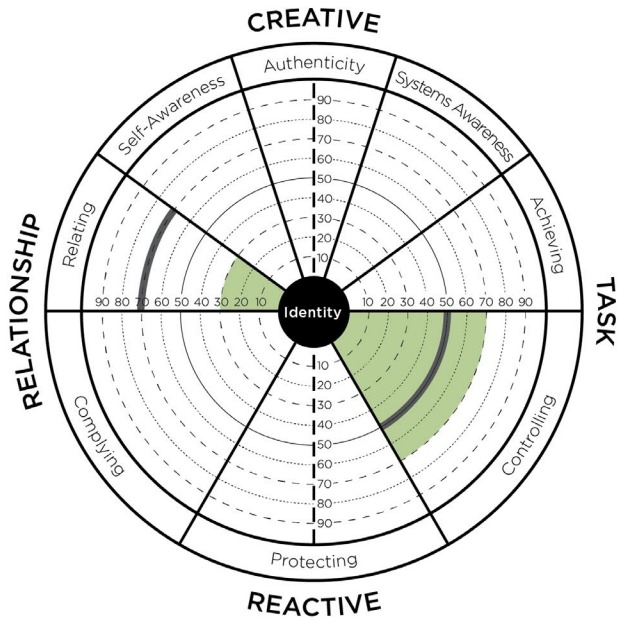
LEADERSHIP
CIRCLE

A “norm group” is a group of similar people used to compare results. In the Leadership Circle Profile (LCP), the norm group consists of leaders from various organizations who have taken the assessment. This group sets a standard for leadership effectiveness based on key competencies and behaviors.

Your LCP results are compared to this group to show how you rank in specific areas, like Collaborative Team Play. For example, scoring in the 80th percentile means you perform better than 80% of these leaders. This comparison highlights your strengths and growth opportunities using benchmarks relevant to leadership roles.



STRUCTURAL DYNAMICS: OPPOSITES: PLAYING WITH VOICES

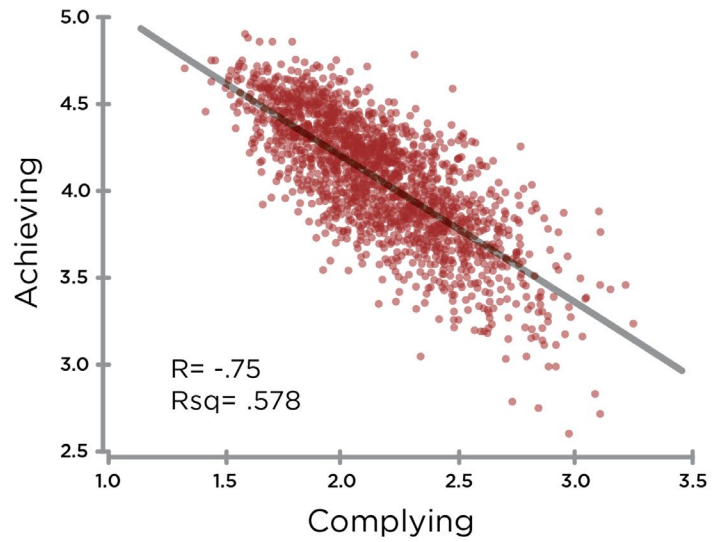
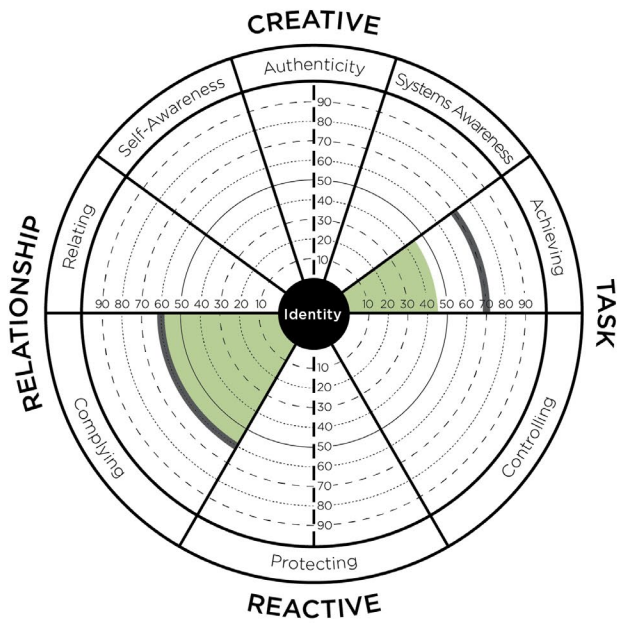


What voices do you hear?

NOTES



STRUCTURAL DYNAMICS: OPPOSITES: PLAYING WITH VOICES

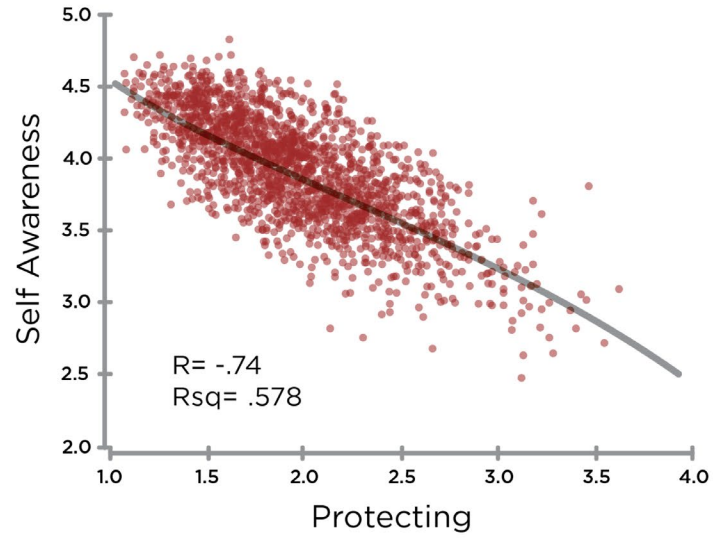
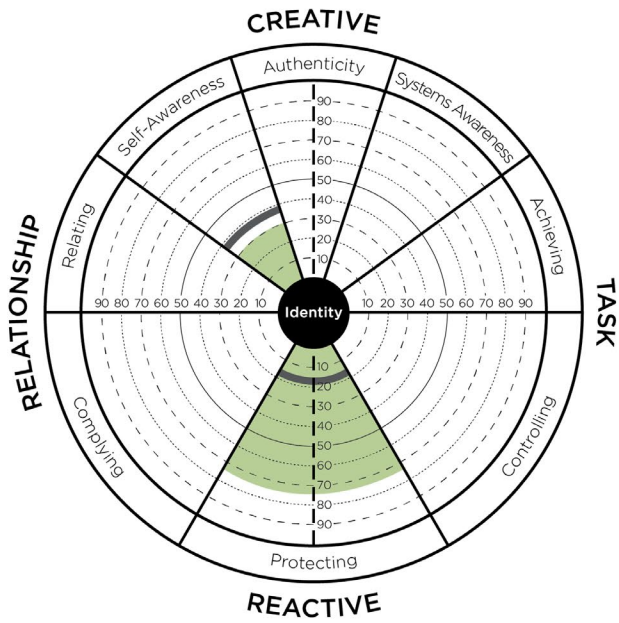


What voices do you hear?

NOTES



STRUCTURAL DYNAMICS: OPPOSITES: PLAYING WITH VOICES

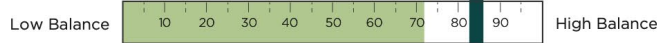


What voices do you hear?

NOTES

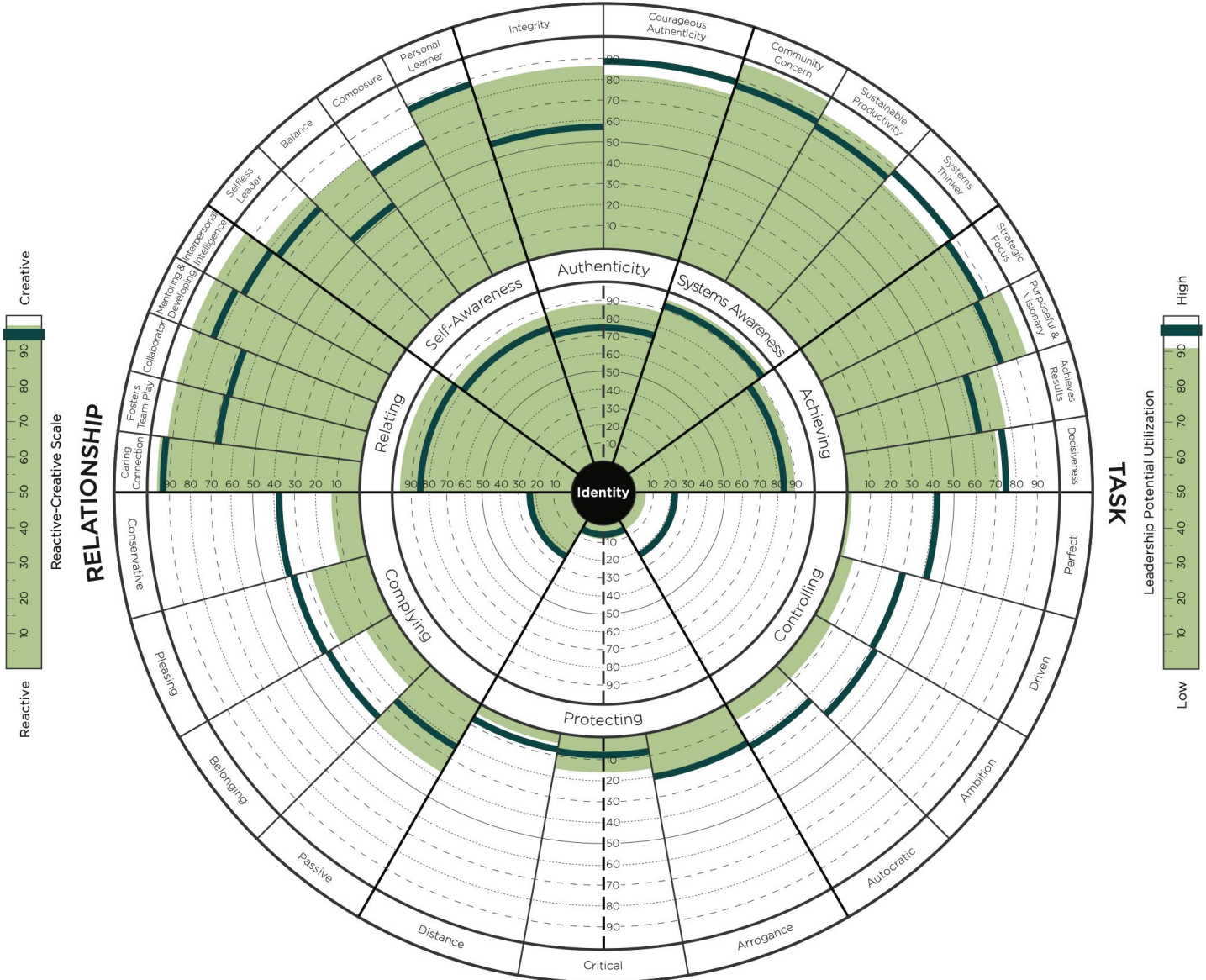


PROFILE INTERPRETATION



Relationship-Task Balance

CREATIVE



REACTIVE

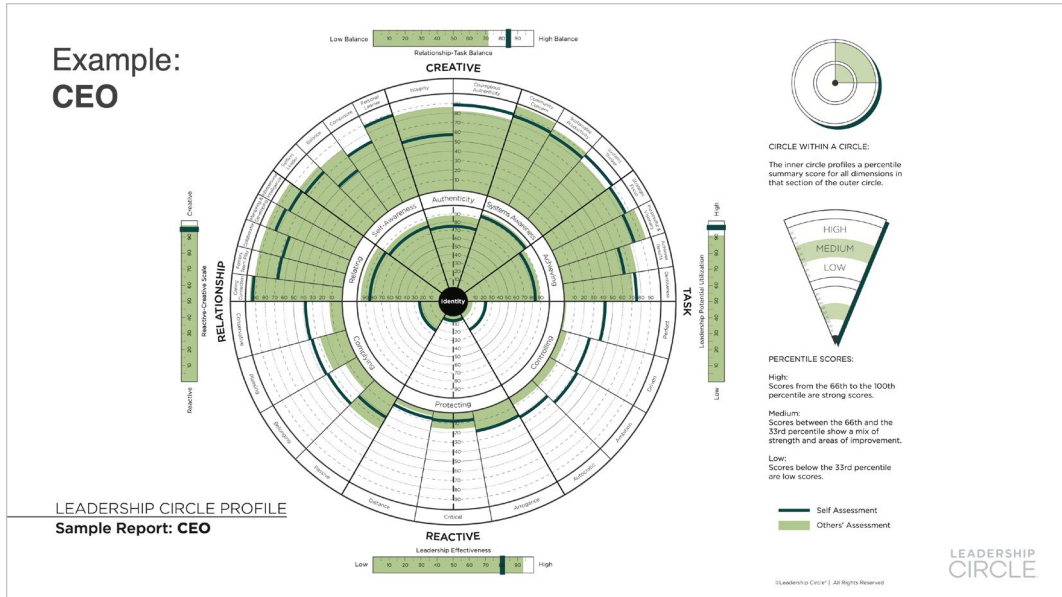


LEADERSHIP CIRCLE PROFILE

Sample Report: CEO



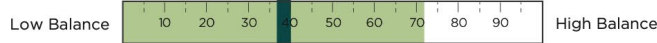
PROFILE INTERPRETATION



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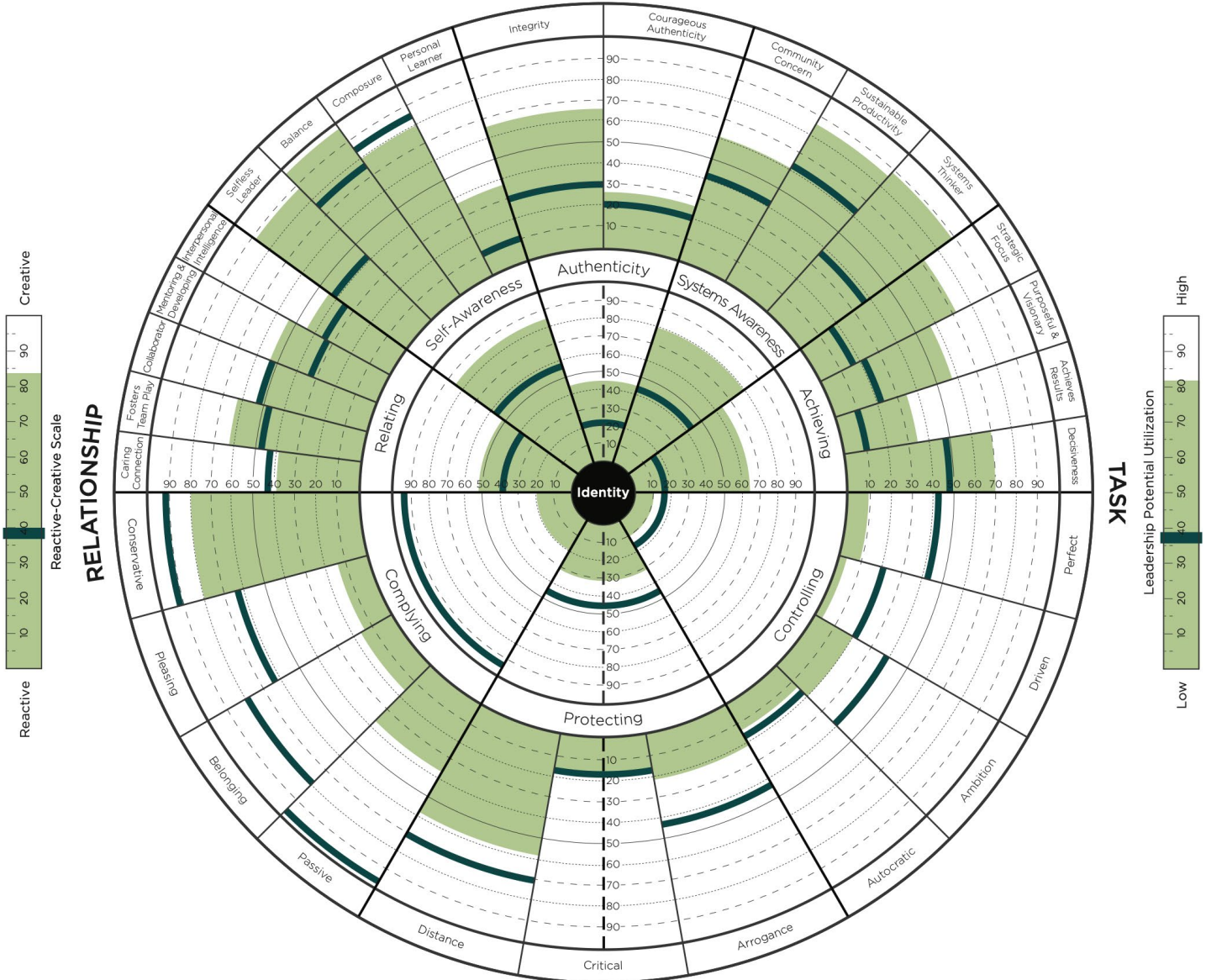


PROFILE INTERPRETATION



Relationship-Task Balance

CREATIVE



REACTIVE

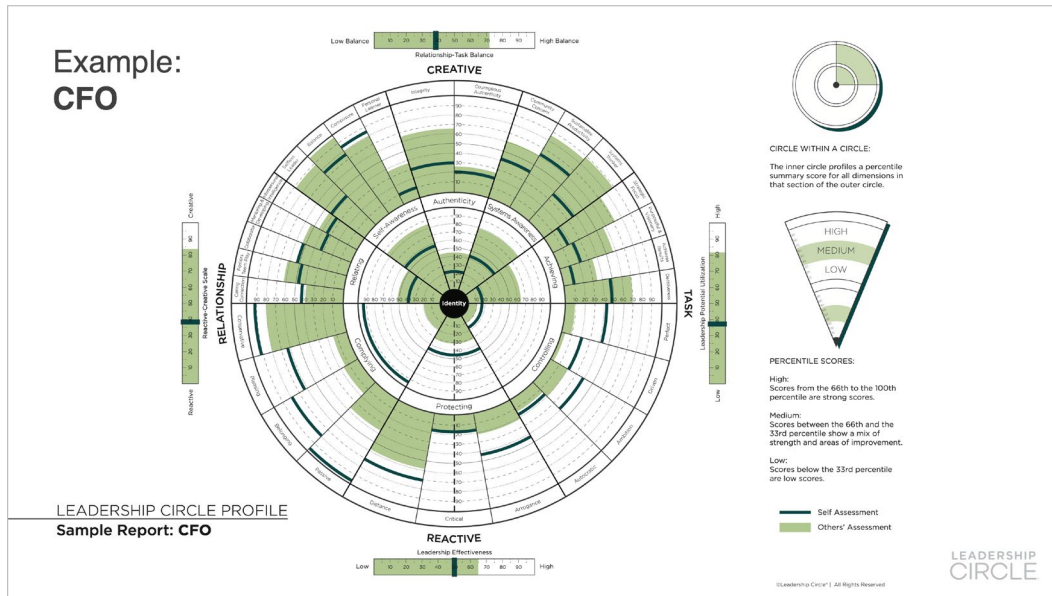


LEADERSHIP CIRCLE PROFILE

Sample Report: CFO



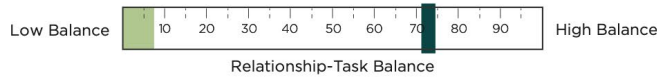
PROFILE INTERPRETATION



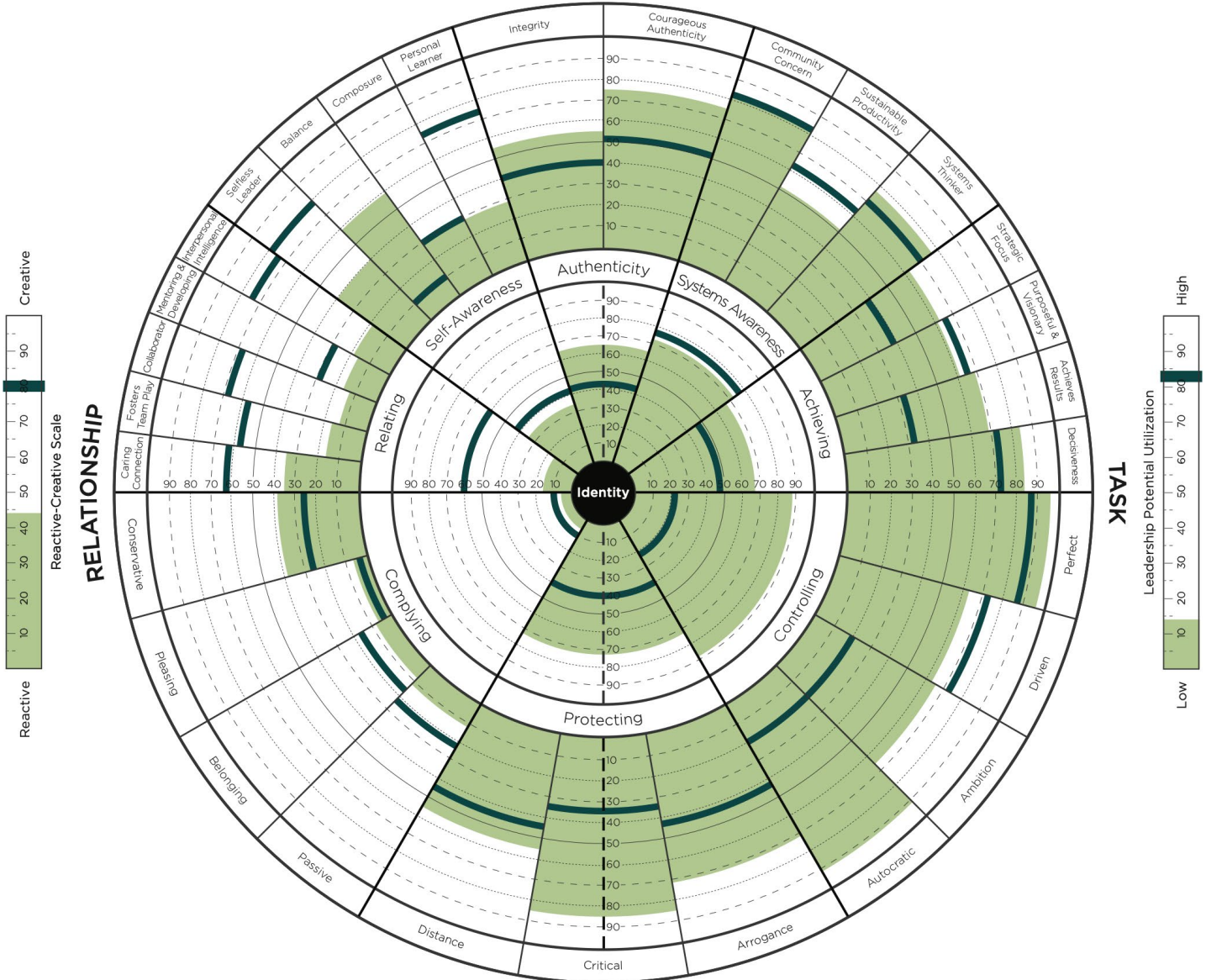
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PROFILE INTERPRETATION



CREATIVE

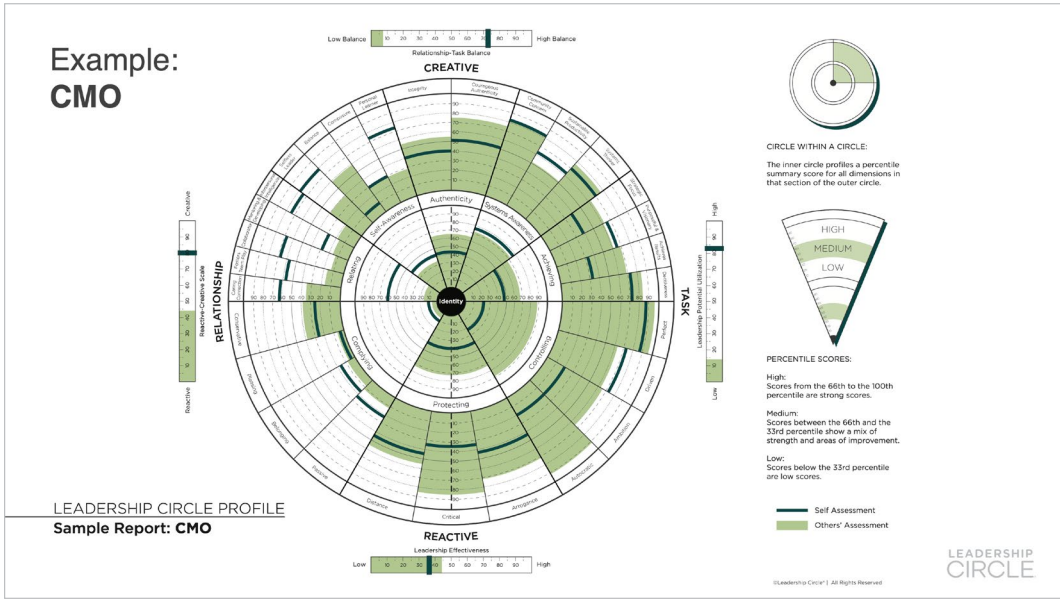


LEADERSHIP CIRCLE PROFILE

Sample Report: CMO



PROFILE INTERPRETATION



NOTES



PROFILE INTERPRETATION

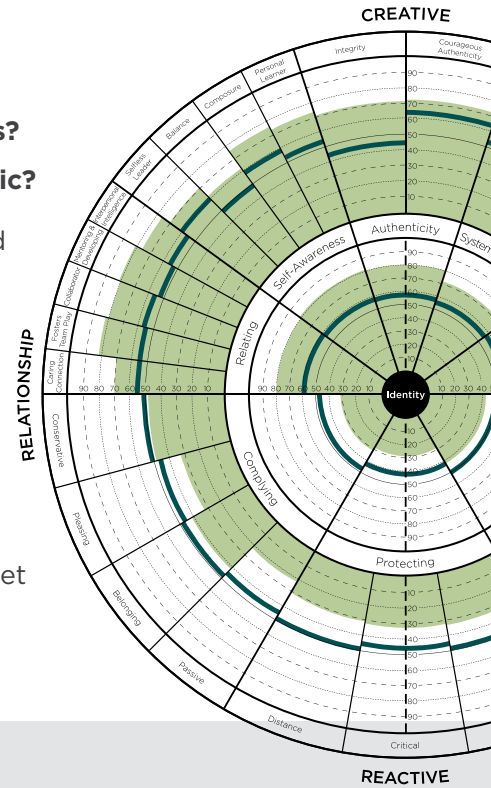
CONTEXT COUNTS!

How might the degree of complexity in your environment affect your scores?

How might side-by-side comparisons of two different leaders be problematic?

The results are NOT the truth about you, they are an indicator to be examined

- Some of it will seem accurate
- Some of it will seem inaccurate
- An opportunity for you to come up with a few key points of awareness that positively influence your future development
- You will get out of it, what you put into it
- If you don't see it, it will manage you. If you do see it, you can manage it
- Assume you have the perfect profile for the learning you came here to get
- Let go of the details and trust the pattern



NOTES



PROFILE INTERPRETATION

Since you received your LCP feedback and debrief, what **are you becoming more** aware of?

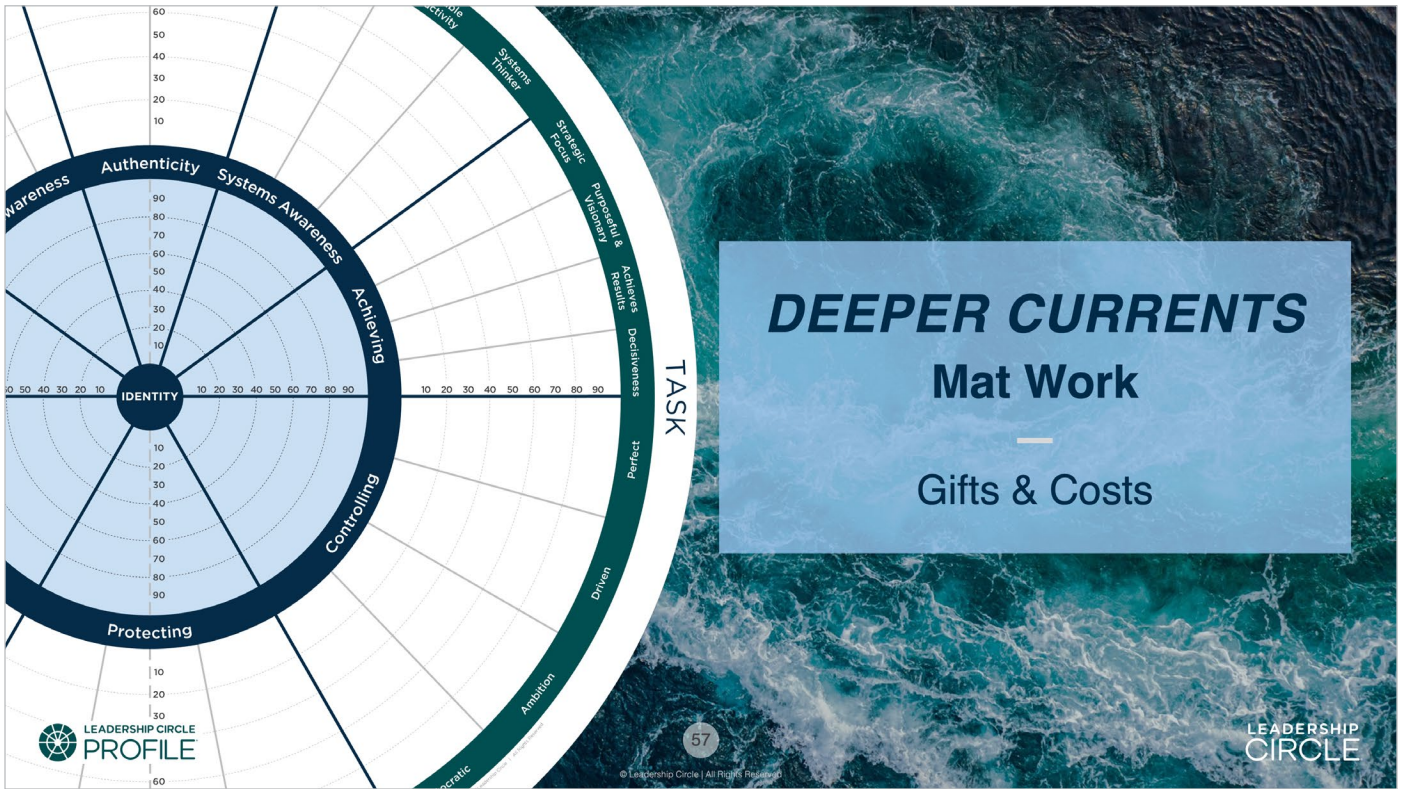
What are you learning about your own leadership effectiveness? **What is it sparking for you?**

How will your **understanding** of receiving LCP feedback affect the way you debrief and coach your clients?

What questions about the LCP have emerged for you?



INTERNAL ASSUMPTIONS



NOTES

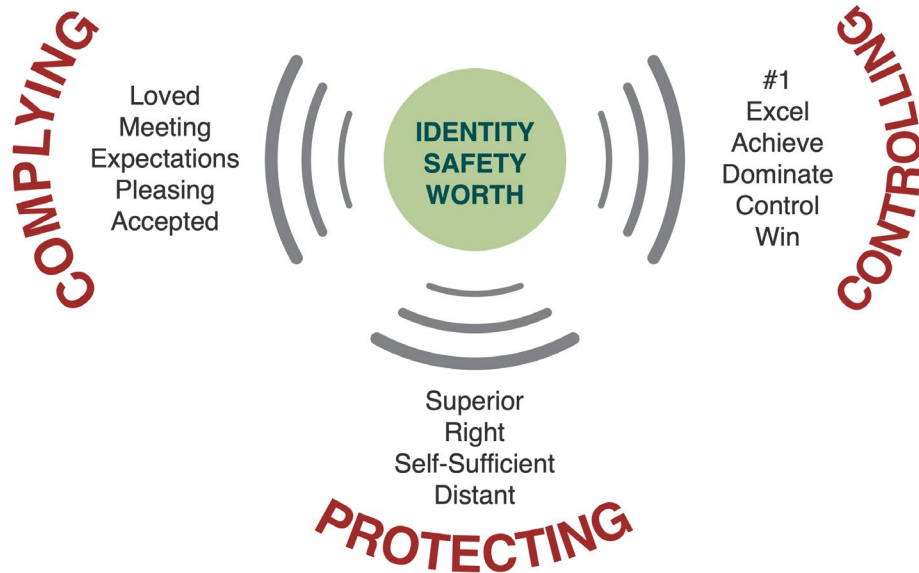


INTERNAL ASSUMPTIONS

“Gifts in the reactive” refers to the valuable qualities and strengths that emerge even when a leader operates from a reactive mindset. While reactive tendencies often stem from self-protective behaviors like controlling, complying, or protecting, they can also reveal underlying talents such as high standards, loyalty, and attention to detail.

Recognizing these gifts helps leaders understand that their reactive behaviors, while sometimes limiting, also carry potential strengths that can be harnessed and transformed into more constructive, creative leadership qualities. This perspective encourages leaders to appreciate their full range of capabilities, fostering personal growth and development.

The Reactive Character Structure



NOTES



INTERNAL ASSUMPTIONS

The Identity Hook refers to the underlying beliefs, assumptions, and self-concepts that influence a leader's behavior and decision-making.

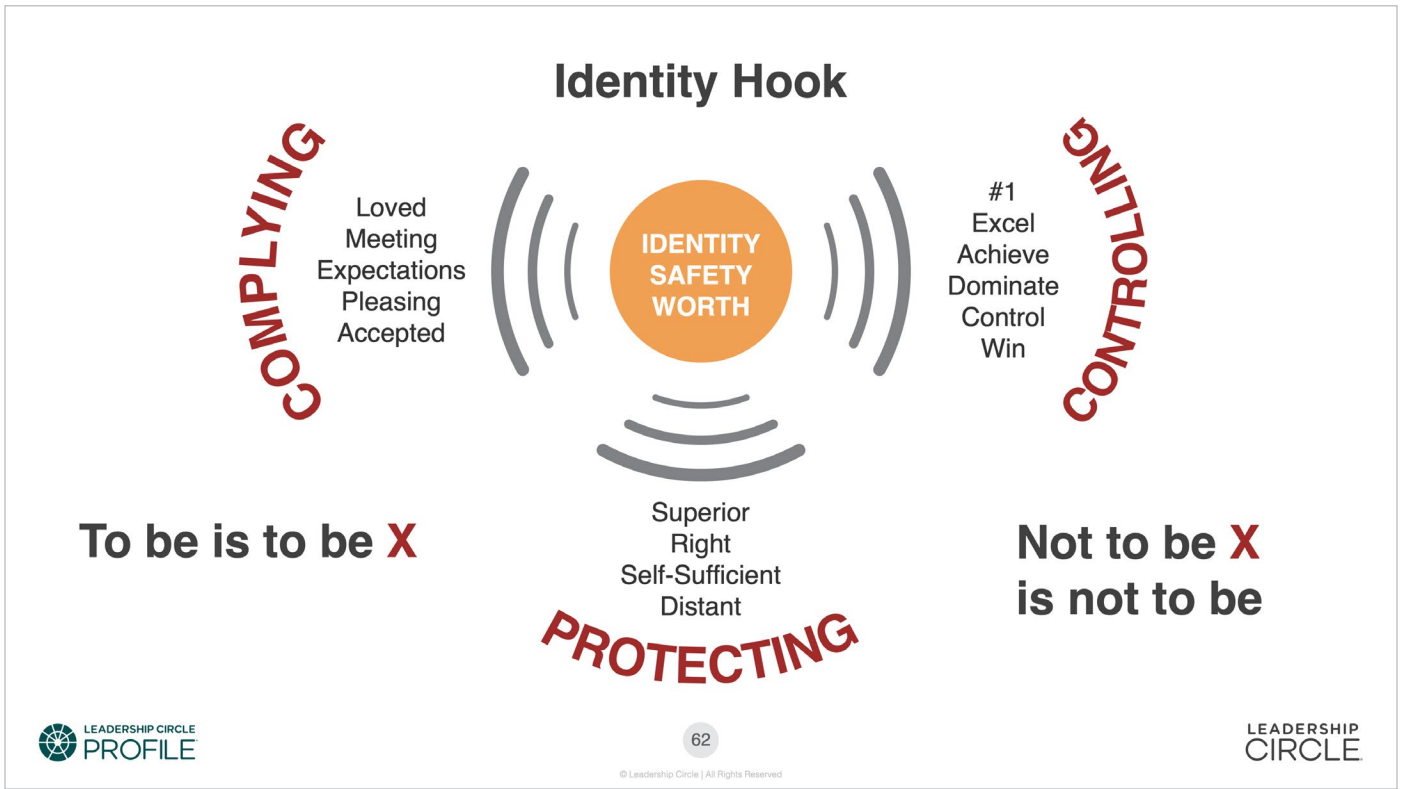
Here are the key components:

- 1. Core Beliefs:** Deeply held convictions about oneself and the world that shape how a leader perceives situations and responds to them. These beliefs can drive both positive and reactive behaviors.
- 2. Self-Concept:** The leader's sense of identity, including their strengths, weaknesses, and overall self-image. This self-concept can either empower or limit their leadership effectiveness, depending on whether it is based on realistic self-assessment or reactive patterns.
- 3. Assumptions:** Unconscious, often unexamined, assumptions about how they should behave, what others expect of them, and what is necessary to be successful. These assumptions can lead to habitual reactive behaviors.
- 4. Emotional Triggers:** Situations or interactions that activate reactive patterns due to underlying fears or insecurities tied to the leader's identity. Understanding these triggers helps leaders manage their responses more effectively.
- 5. Behavioral Patterns:** Consistent actions or reactions that stem from the leader's identity hook. Recognizing these patterns allows leaders to identify when they are operating out of a reactive mindset. Understanding and addressing the identity hook is crucial for personal and professional development, as it enables leaders to shift from reactive to creative behaviors, fostering more effective and authentic leadership.

NOTES



INTERNAL ASSUMPTIONS



NOTES



Gifts in the Reactive Character Structure

Complying Gifts

- Loyalty to purpose
- Fidelity to values
- Service to others
- Sensitivity to needs
- Builder of community and organizations
- Self-mastery
- Non-attached vision focus
- Seeds of Social and Emotional Intelligence

COMPLYING

Loved
Meeting
Expectations
Pleasing
Accepted



#1
Excel
Achieve
Dominate
Control
Win

CONTROLLING

Controlling Gifts

- Continuous improvement
- Acceptance of self & others 'as is'
- Desire for outstanding results
- Energy and drive
- Service through persistence and influence
- Integrity to do what is needed even if controversial
- Seeds of Visionary Leadership

Protecting Gifts

- Wisdom through detachment
- Care and reflection
- Discernment
- Challenging limited thinking

PROTECTING

Superior
Right
Self-Sufficient
Distant

- Strength of character—no need for credit
- Mentoring others into their "bigness"
- Seeds of Caring, Awareness, and Purposeful Courage



NOTES

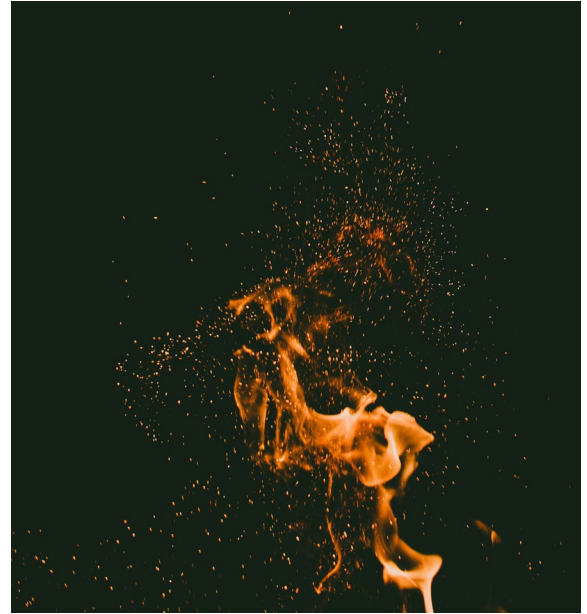


INTERNAL ASSUMPTIONS

The **Creative Spark** concept in leadership development focuses on uncovering and nurturing the intrinsic elements that drive a leader's creativity, innovation, and visionary thinking. It emphasizes connecting with core values, fostering a compelling vision and purpose, and leveraging individual strengths and talents.

By identifying positive triggers, cultivating a growth mindset, and building supportive relationships, leaders can enhance their creative potential. This approach aims to help leaders move beyond reactive patterns, encouraging them to embrace new ideas and innovative solutions.

Ultimately, the Creative Spark enhances a leader's ability to inspire and drive change, making their leadership more dynamic, effective, and aligned with their deepest motivations and aspirations.

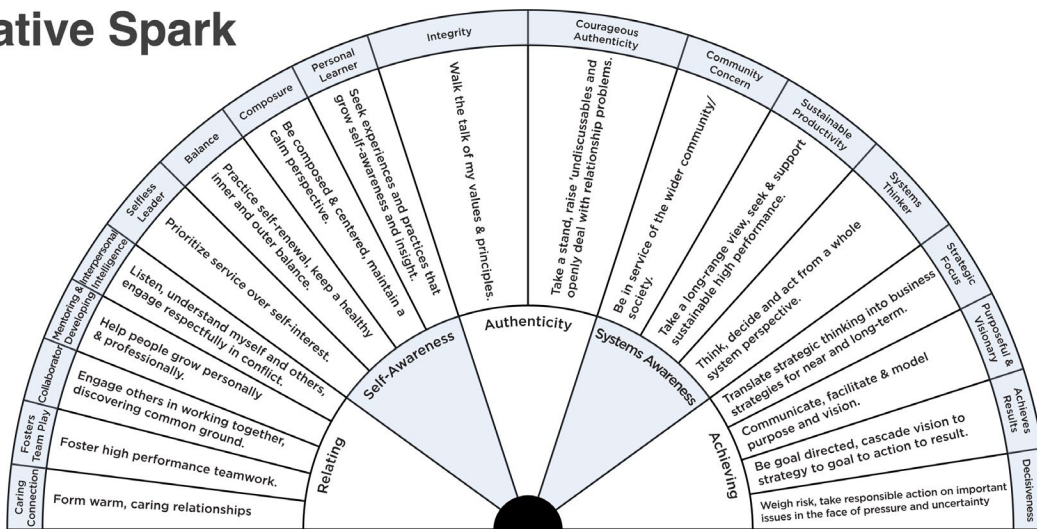


NOTES



INTERNAL ASSUMPTIONS

Creative Spark



I care to / I'm curious about / I love to _____

Because _____ (something good is brought forth)



NOTES



EXPLORING THE CREATIVE



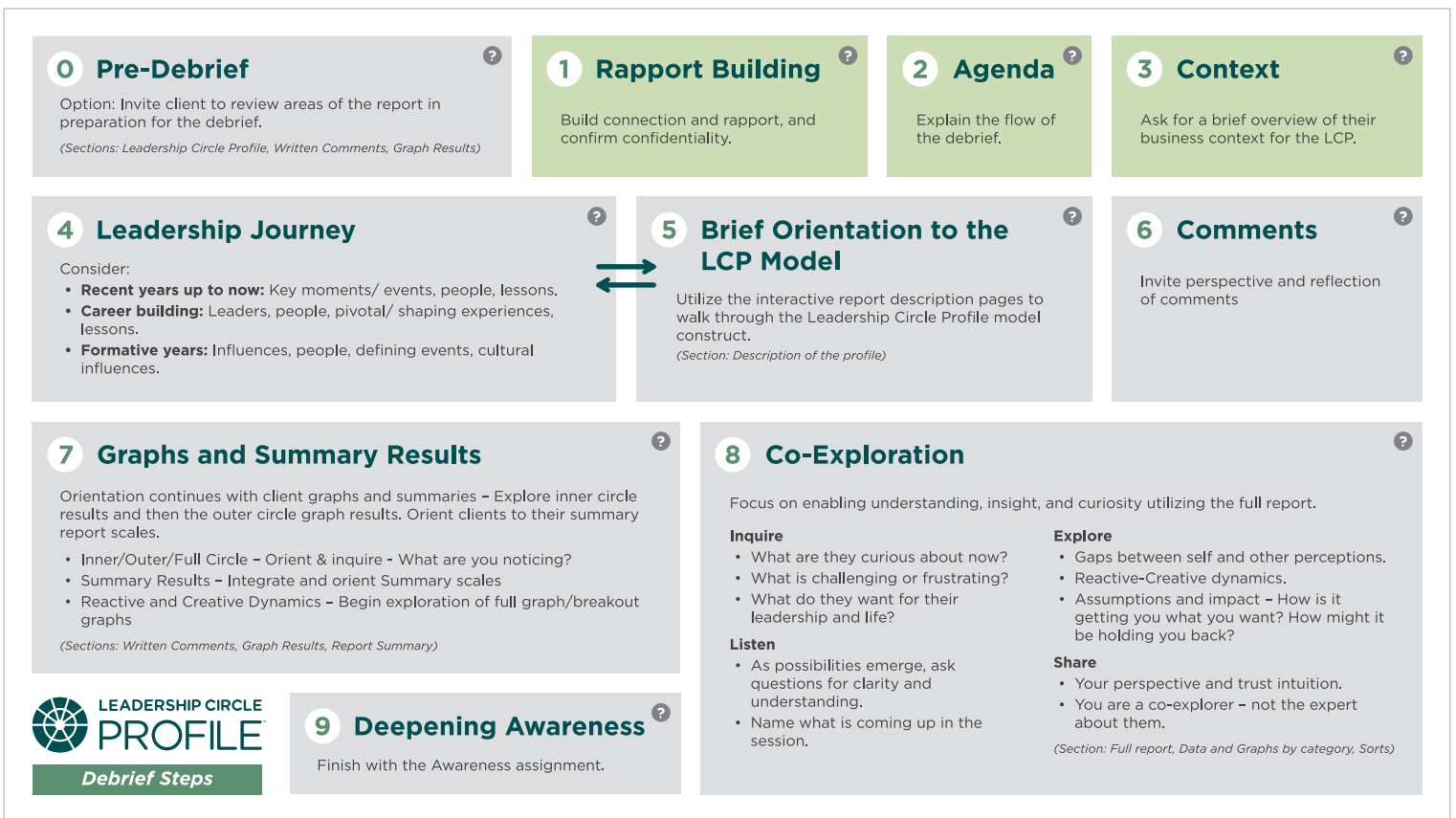
NOTES



DEBRIEFING THE LCP: STEP BY STEP

The Leadership Circle Profile (LCP) debrief is a structured session designed to help leaders interpret and apply the insights gained from their assessment results. It involves a deep dive into the various dimensions measured by the LCP, including leadership competencies, reactive tendencies, and creative capabilities.

During the debrief, facilitators guide leaders through an exploration of their strengths, developmental opportunities, and the underlying beliefs and assumptions that influence their leadership style. The session aims to foster self-awareness, identify areas for growth, and create actionable plans for leadership development. By reflecting on their LCP results, leaders gain valuable insights into how they can enhance their effectiveness, lead more authentically, and achieve greater impact within their organizations. leadershipcircle.com/lcp-debrief-process



NOTES



4 Leadership Journey

Consider:

- **Recent years up to now:** Key moments/ events, people, lessons.
- **Career building:** Leaders, people, pivotal/ shaping experiences, lessons.
- **Formative years:** Influences, story, people, defining events, cultural influences.

- Invite them to share a shaping event, story, circumstance, and/or people from the 3 timeframes
- Hold the space & manage the time
- Connect & confirm
- Thread connections



See Debrief Steps

NOTES



FORMATIVE ORIGINS



Listen for:

What were the forces, events, and circumstances in early life that shaped a reactive pattern?

How is an early story weaving into examples for other time frames?

What shifts occurred/are occurring?

NOTES



5 Brief Orientation to the LCP Model



Utilize the interactive report description pages to walk through the Leadership Circle Profile model construct.

(Section: Description of the profile)

See Debrief Steps



- Top-Half/Bottom Half
 - Top: 18 *Creative Competencies*: Well-researched and positively correlated to Leadership Effectiveness and Business Performance. Leadership that is engaging, inspiring, and energy and performance unleashing.
 - Bottom: Strengths run Reactively. 11 *Reactive Tendencies* we default to under pressure. Got us where we are. Reaching limits. Have associated liabilities. Interrupt Creative Competencies. Consumptive.
- Left/Right: Relationship and Task
- Inner circle/ Outer Circle
- Scoring & Percentiles

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NOTES



6 Comments

Consider:

- Take turns with client reading the comments aloud
- After reading comments in one section explore the themes that showed up
- Follow the client's lead, what interests them, what do they notice?

For your breakouts:

- With your coachee, have them point out and read one developmental comment and why they chose it
- Surface and co-explore thread to leadership journey if there, if not wait to co-explore comments in the data section
- Explore what is relevant and important to your coachee



See Debrief Steps

NOTES



7 Graphs and Summary Results

Orientation continues with client graphs and summaries – Explore inner circle results and then the outer circle graph results. Orient clients to their summary report scales.

- Inner/Outer/Full Circle – Orient & inquire - What are you noticing?
- Summary Results – Integrate and orient Summary scales
- Reactive and Creative Dynamics – Begin exploration of full graph/breakout graphs

(Sections: Written Comments, Graph Results, Report Summary Scales)



See Debrief Steps

• Orientation to Inner Circle Results:

- 5 Creative / 3 Reactive Dimensions (Name)
- Self and Rater Scores
- Ask “what do you see/notice?”

• Orientation to Outer Circle Dimensions

- 18 Creative Competencies/ 11 Reactive Tendencies – Walk through (may remember from video in orientation)
- Ask: “What is drawing your attention?”
- Introduce Summary Report Scales – use Interactive LCP report / bottom line it

NOTES



8

Co-Exploration



Focus on enabling understanding, insight, and curiosity utilizing the full report.

Inquire

- What are they curious about now?
- What is challenging or frustrating?
- What do they want for their leadership and life?

Listen

- As possibilities emerge, ask questions for clarity and understanding.
- Name what is coming up in the session.

Explore

- Gaps between self and other perceptions.
- Reactive-Creative dynamics.
- Assumptions and impact – How is it getting you what you want? How might it be holding you back?
- Leadership brand. (self/others)
- What's at risk?
- What's opening up in a new way?

Share

- Your perspective and trust intuition.
- You are a co-explorer – not the expert about them.

(Sections: Full report, Data and Graphs by category, Sorts)

NOTES



Co-Exploration

Join with them in the exploration – coaching skills –

- What are they curious about? What do they want for their leadership?
 - Listen for possibility and ask questions for clarity and understanding
 - Explore: gaps between self and other perceptions, Reactive-Creative dynamics
 - Share your perspective as you go along, trusting intuition and checking out hunches
 - Pay attention to and name what is coming up in the session vis-à-vis the Profile
 - Be mindful, remember you are a co-explorer with them (not the expert about them)
- Start with leading me into the data...
 - Deep listening and....
 - Powerful question / notice it
 - Articulating what is going on
 - Curiosity – double click
 - Intuition – blurt it out
 - Bottom-line / name
 - Challenge – courage/ reflection

NOTES



Leadership Brand Exercise: LCP Report – Page 28

How you think you are leading...

Sorted by SELF Percentile

Dimensions	Self Percentile	Evaluator Percentile
Selfless Leader	88.0%	52.0%
Interpersonal Intelligence	77.0%	22.0%
Balance	74.0%	62.0%
Community Concern	71.0%	44.0%
Systems Thinker	68.0%	59.0%
Integrity	67.0%	45.0%
Perfect	66.0%	73.0%
Fosters Team Play	66.0%	24.0%
Courageous Authenticity	62.0%	78.0%
Conservative	55.0%	63.0%

Other’s primary experience of you...

Sorted by EVALUATOR Percentile

Dimensions	Self Percentile	Evaluator Percentile
Autocratic	5.0%	89.0%
Critical	39.0%	80.0%
Courageous Authenticity	62.0%	78.0%
Distance	23.0%	77.0%
Decisiveness	46.0%	75.0%
Perfect	66.0%	73.0%
Conservative	55.0%	63.0%
Strategic Focus	20.0%	63.0%
Balance	74.0%	62.0%
Systems Thinker	68.0%	59.0%

Leadership Brand

KEY QUESTIONS:

1. How do the two top-five lists compare?
2. What do you want or need your brand to be?



NOTES

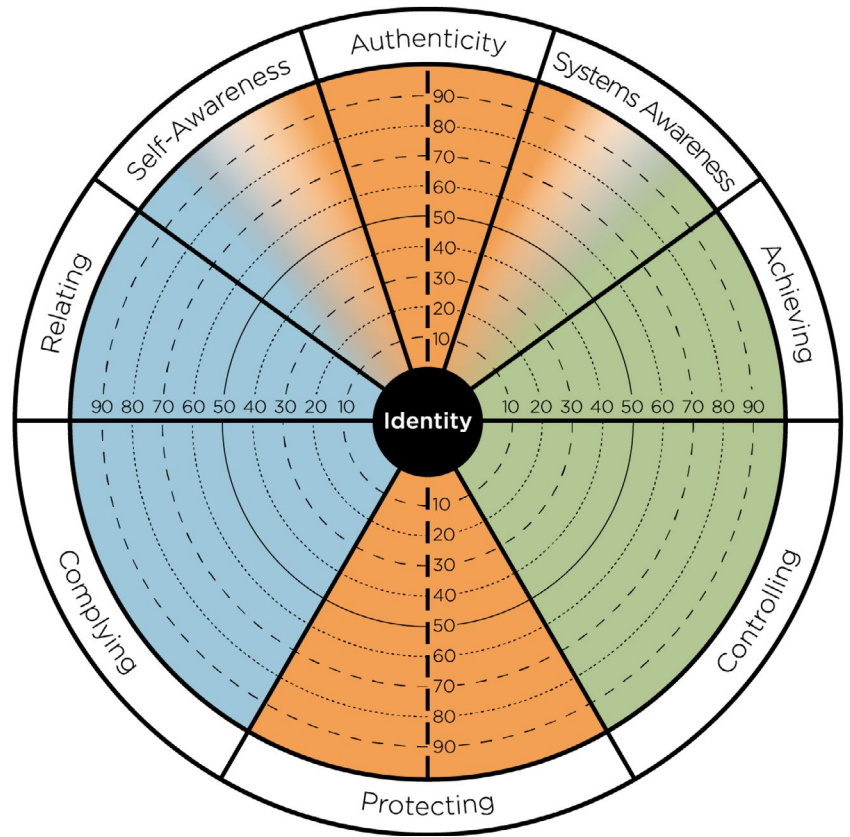


LEADERSHIP BRAND

Dynamic neighbors are adjacent dimensions that interact and influence each other.

Controlling–Achieving: reflects a results-driven, assertive style that enables execution but can become overbearing

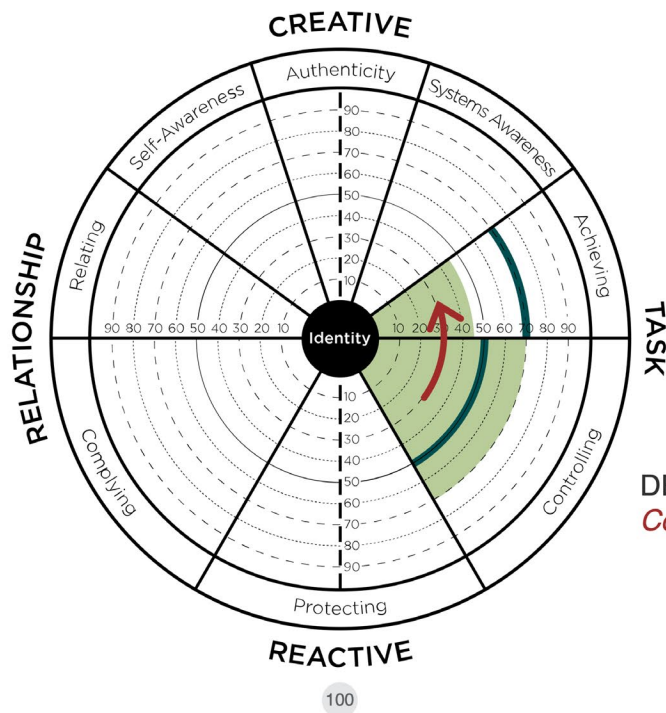
Complying–Relating fosters harmony and trust but may lead to people-pleasing—highlighting how unbalanced strengths can become liabilities.



NOTES



Controlling & Achieving

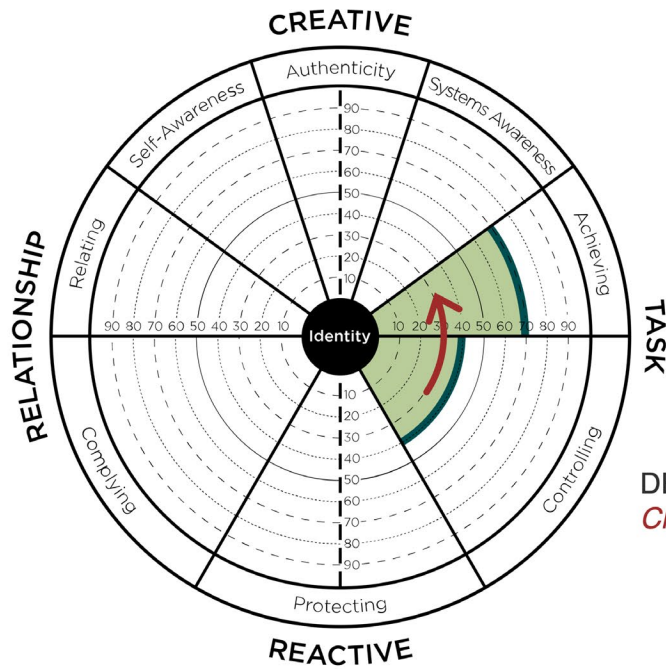


DEVELOPMENTAL PATH –
Controlling to Achieving

NOTES



Controlling & Achieving

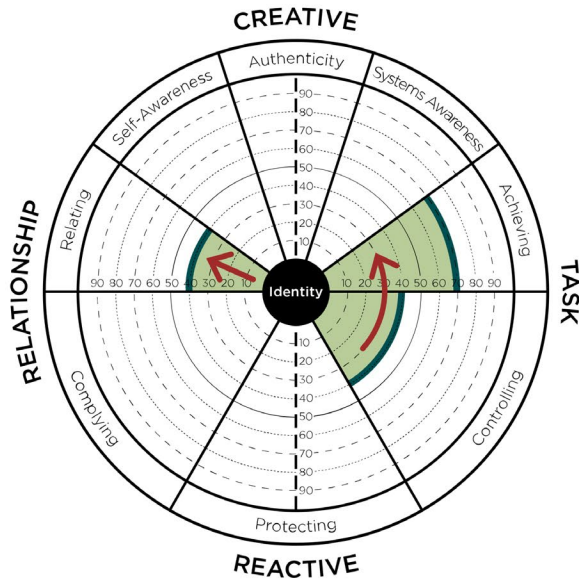


DEVELOPMENTAL TASK – *Cleaning Up Controlling*

NOTES



Developmental Result – Improved Relating



	RELATING	SELF AWARENESS	AUTHENTICITY	SYS-AWARENESS	ACHIEVING
RELATING	1.0	0.90	0.75	0.80	0.80
SELF AWARENESS	0.90	1.0	0.72	0.81	0.75
AUTHENTICITY	0.75	0.72	1.0	0.75	0.79
SYS-AWARENESS	0.80	0.81	0.75	1.0	0.83
ACHIEVING	0.80	0.75	0.79	0.83	1.0

NOTES



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The Reactive Coach

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PROFILE

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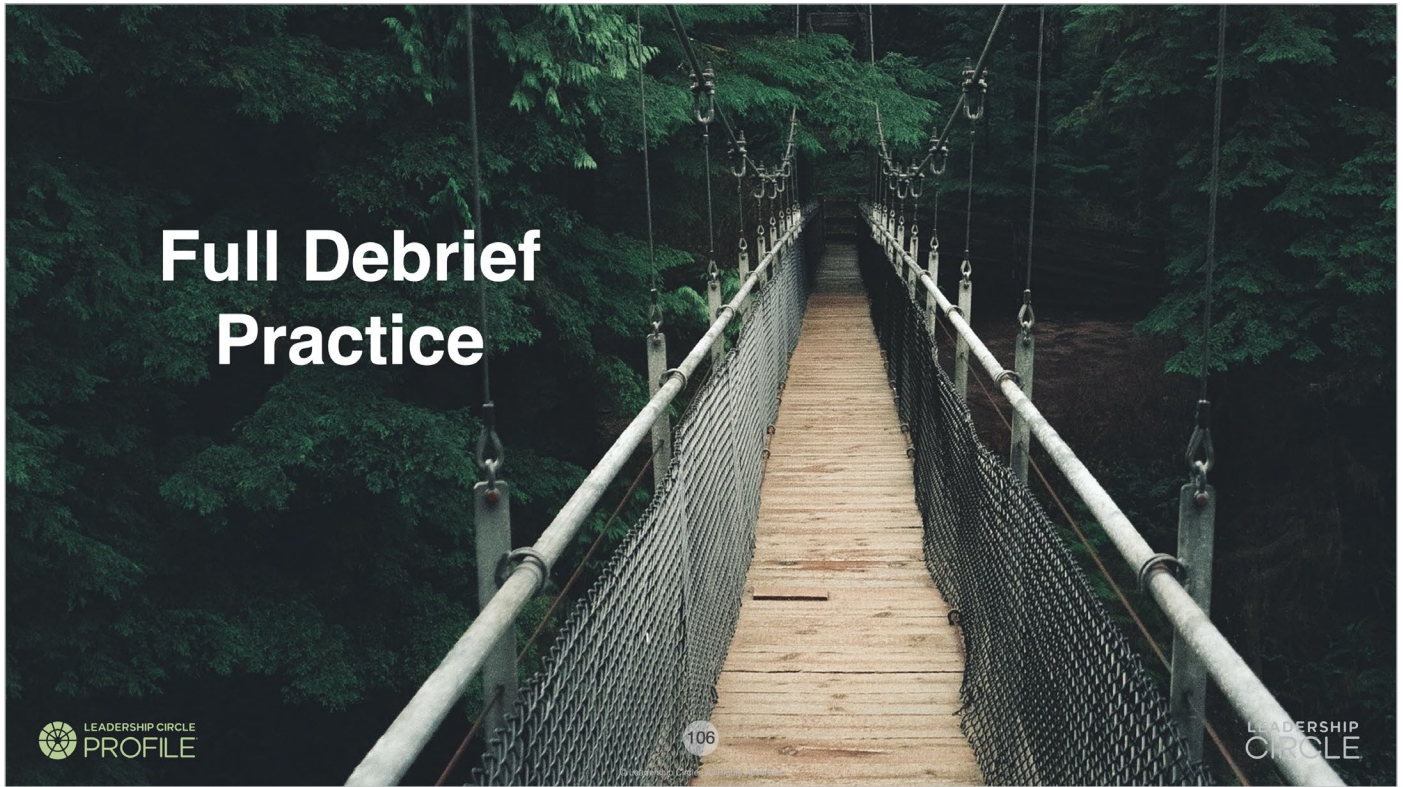
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NOTES



FULL DEBRIEF PRACTICE



Full Debrief Practice

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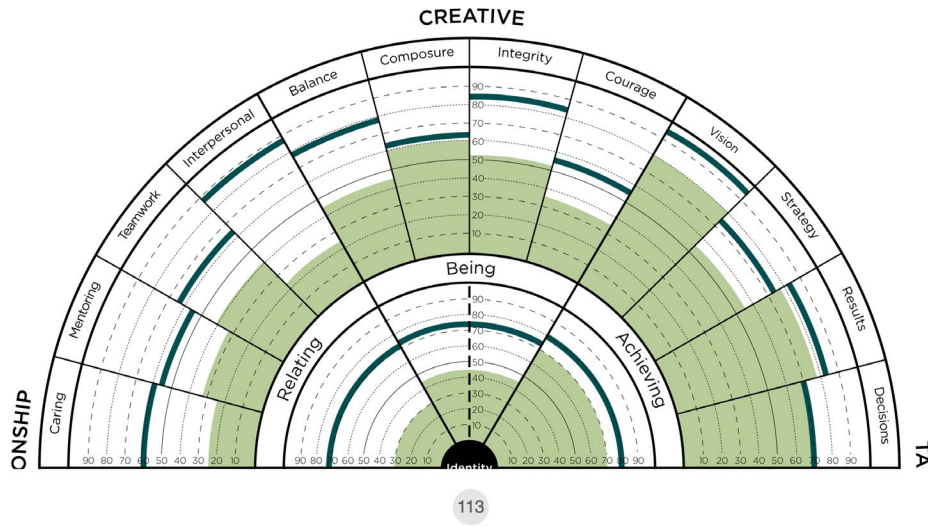


FULL DEBRIEF PRACTICE

The **LCP Manager Edition** is a streamlined version of the full Leadership Circle Profile, tailored specifically for mid-level and emerging leaders—such as supervisors, project managers, and team leads. It focuses on 6 inner dimensions and 21 competencies, delivering a data-driven 360° assessment that highlights both creative strengths and reactive tendencies in a role-appropriate scope. Unlike the standard LCP—designed for senior and executive leaders involved in shaping organizational strategies and systems—the Manager Edition zeroes in on execution, team performance, and potential pathways to higher-level roles, making the insights more immediately actionable for managers.

LCP Manager Edition - Creative

3 Creative Summary Dimensions
12 Creative Leadership Competencies



LEADERSHIP CIRCLE
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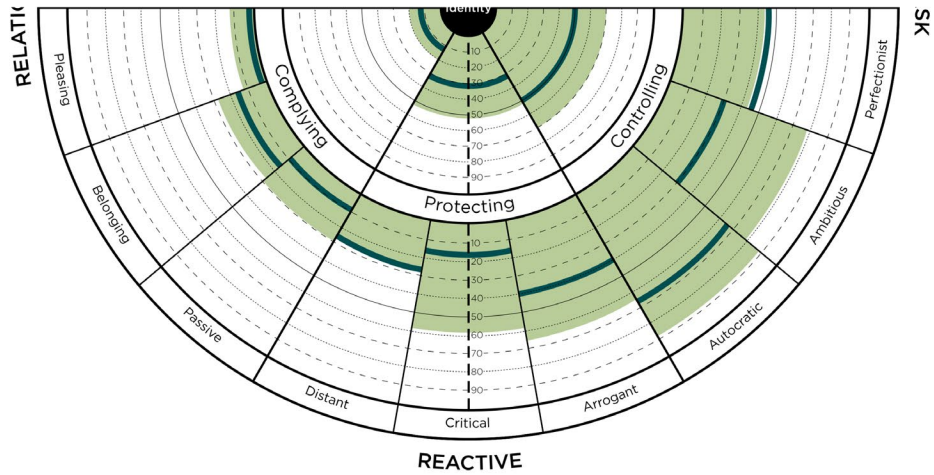
NOTES



FULL DEBRIEF PRACTICE

LCP Manager Edition - Reactive

3 Reactive Summary Dimensions
9 Reactive Tendencies



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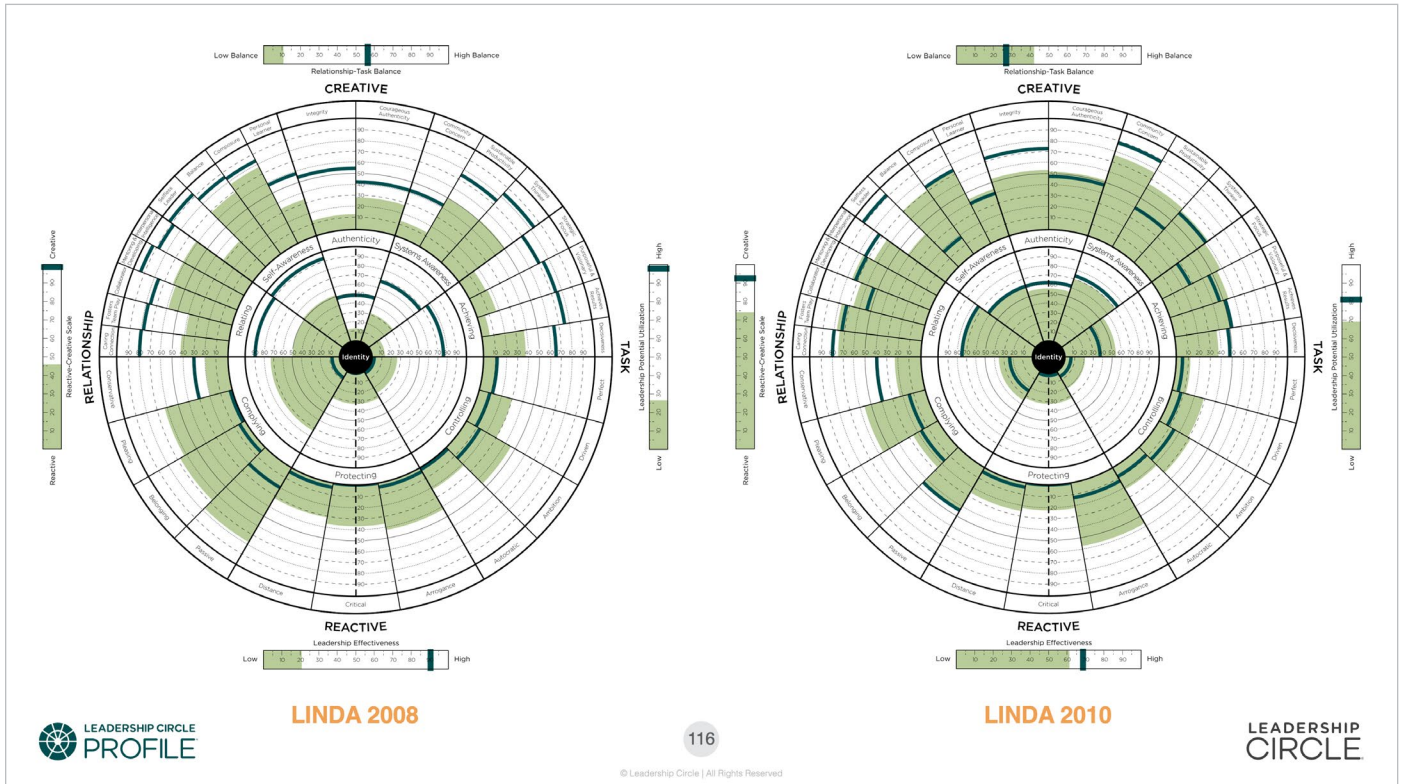


NOTES



PROFILE RETAKES OVER TIME & AGGREGATE GROUP PROFILE

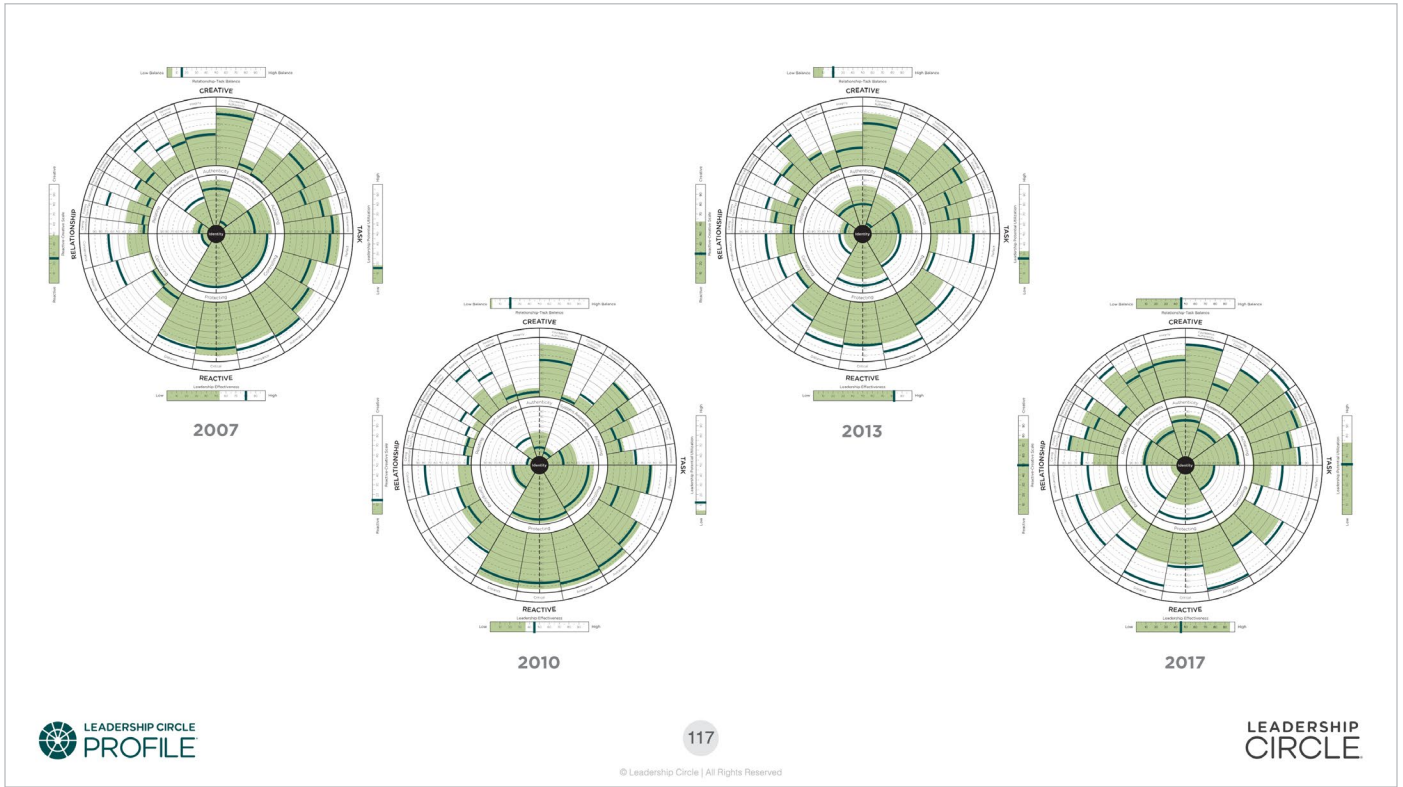
Repeating the Leadership Circle Profile every 12 to 18 months offers leaders a valuable opportunity to reflect on their growth, track meaningful changes, and stay aligned with their development goals over time.



NOTES



PROFILE RETAKES OVER TIME & AGGREGATE GROUP PROFILE



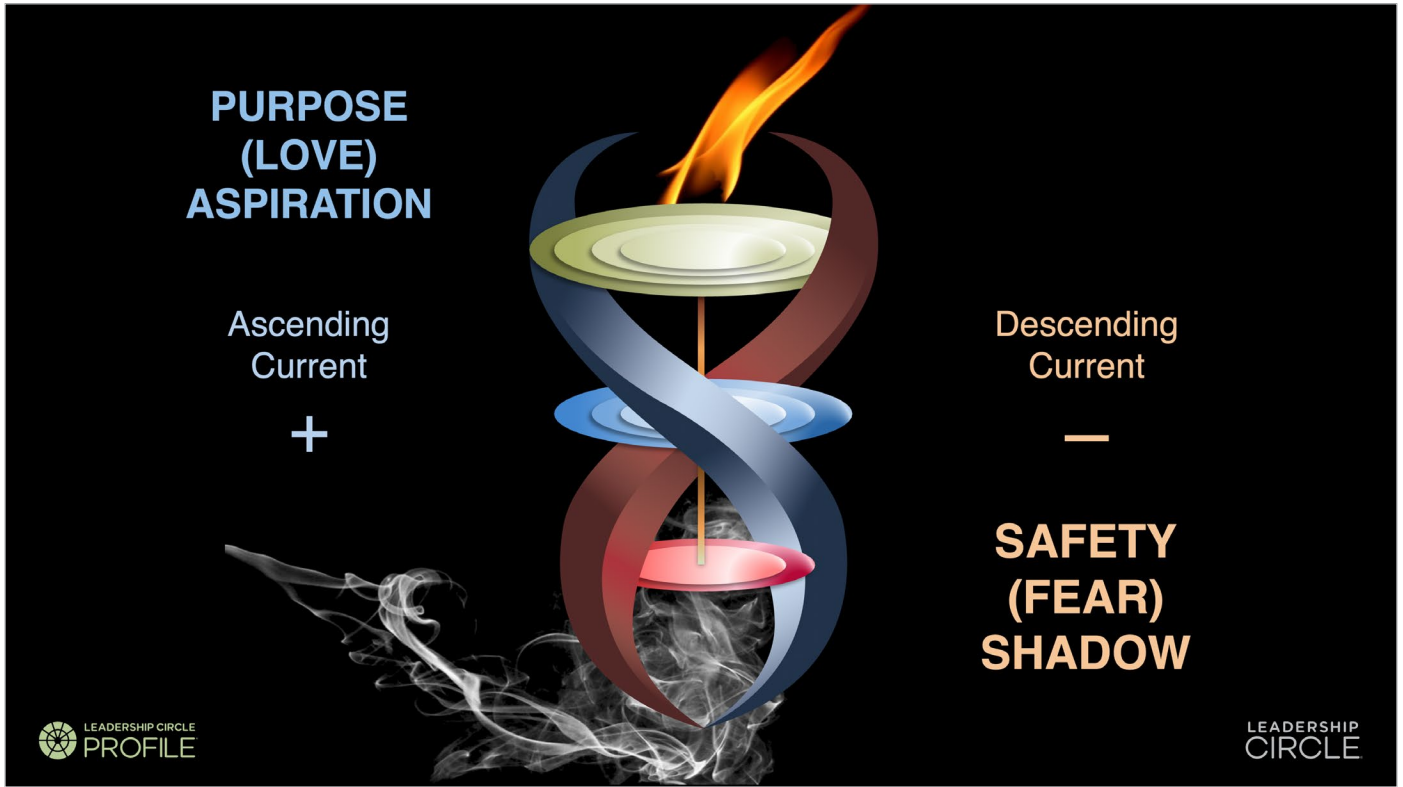
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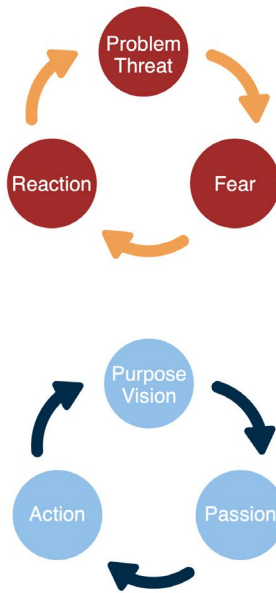


NOTES



COACHING WITH THE LCP

Reactive to Creative
Development



7. Update the Narrative - Consolidating Identity Gains
6. Create Outcomes - Generating Results
5. Experiment & Persevere - Developmental Edge Work
4. Unlocking Question #2 - What Am I Trying to Create?
3. Centering Response - Self-Care & Authorship
2. Awareness Work - Noticing & Allowing
1. Unlocking Question #1 - What Am I Up To?

NOTES



COACHING WITH THE LCP

From Pleasing to
Courageous Authenticity

*People are pushing back on the strategy I
put forth. Some are really unhappy.*

*I am increasingly anxious. People are
starting to dislike me. There is so much
tension in meetings now.*

*I back off the strategy, appease individuals
with compromise. Signal to others that I
won't stand firm or push back.*



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NOTES



COACHING WITH THE LCP

From Pleasing to Courageous Authenticity

UNLOCKING QUESTION 2:
What am I trying to create?
I know my tendency to want to please and have everyone like me; but this strategy is important and worth my developmental discomfort to see it through.

EXPERIMENT & PERSEVERE:
Exercising a new directness and courage, bring a grounded, warm and compassionate power to bear on getting everyone aligned around the strategy.

CREATE OUTCOMES:
The strategy gets adopted. The process was inclusive and robust. We compromised where appropriate and created a strong aligned result.

UPDATE THE NARRATIVE:
I build this experience into my story of myself-my identity.

UNLOCKING QUESTION 1:
What am I up to?
I embrace full accountability for my lived Reactive experience.

AWARENESS WORK:
I notice my familiar reactions (knots in my stomach, worrying about whether I hurt someone's feelings, hypervigilant, over-listening, lots of nervous energy, can't sleep).

CENTERING RESPONSE:
I go for a run to clear my head and center myself on what I am trying to achieve.

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NOTES



COACHING WITH THE LCP

From Critical/Arrogant to
Personal
Learner/Collaborator



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NOTES



COACHING WITH THE LCP

From Critical/Arrogant to
Personal
Learner/Collaborator

UNLOCKING QUESTION 2:
What am I trying to create?

I know I tend to overvalue my own ideas and can become too strident and demeaning. This strategy is important and there are lots of ways for us to achieve it (not just my way).

CENTERING RESPONSE:

I meditate to calm my mind/body—clarity begins to surface

EXPERIMENT & PERSEVERE:

Leveraging my capacities for clarity of thought and curiosity, I host radically open collaborative conversations regarding other's likes and dislikes about the plan. We have spirited, engaged, and non-defensive debate,

CREATE OUTCOMES:

The strategy gets adopted. It is brilliant and far better than my original. People feel energized, heard and all in.

UPDATE THE NARRATIVE:

I build this experience into my story of myself my identity.

UNLOCKING QUESTION 1:
What am I up to?

I embrace a full accountability for my lived Reactive experience.

AWARENESS WORK:

I notice my familiar reactions (angry energy, tightness in neck and shoulders, snapping at loved ones, mind racing, can't enjoy my usual pursuits, relitigating interactions).



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NOTES



COACHING WITH THE LCP

From Drive & Ambition to
Selfless Leader

*People are pushing back on the strategy I
put forth. Some are really unhappy.*

*I am increasingly frustrated. People don't
recognize how hard I've worked to make
this happen.*

*I redouble my efforts, put more energy
into convincing others that this is where
we are heading. I play fast and loose with
the facts and wear people down.*



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NOTES



COACHING WITH THE LCP

From Drive & Ambition to Selfless Leader

UNLOCKING QUESTION 2:
What am I trying to create?

I know in my haste to achieve great things I tend to bulldoze over people, but it breeds cynicism, mistrust, and burnout. This strategy is an important turning point for the company.
My identity has been so connected to my personal success that I've found it difficult to become a true servant leader. But I know it is what the organization needs from me now.

CENTERING RESPONSE:

I take a long slow walk with my 2-year old granddaughter. My system slows down, possibilities surface, my tunnel vision dissipates.

EXPERIMENT & PERSEVERE:

Leveraging my capacity for energy and focus, I tune into the organization, listening, appreciating, and connecting. The strategy morphs and evolves, surprising me with its depth and scope. My personal agendas seem less important and fade away.

UPDATE THE NARRATIVE:

I build this experience into my story of myself-my identity

UNLOCKING QUESTION 1:

What am I up to?

I embrace a full accountability for my lived Reactive experience.

CREATE OUTCOMES:

The company is thriving. The strategy was almost a footnote to the growth that came after, from an organization that was now aligned around purpose and each other.

AWARENESS WORK:

I notice my familiar reactions (eating terrible, pounding caffeine, working long hours, dictating versus engaging, over-explaining, cajoling and manipulating, increasingly frustrated, not exercising, not listening, not breathing).



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NOTES



Using the LCP in a Six-Month Coaching Engagement

Month One:	Debrief	Awakening Awareness <ul style="list-style-type: none"> • Leadership Impact • Reactive and creative insights • Understanding the LCP Report • Initial awareness exercise
	Follow up	Awakening Awareness – How was initial awareness exercise <ul style="list-style-type: none"> • Connection into the profile in action / canceling effects • Leadership Brand • LDP introduction
Month Two:	LDP / Beliefs Work- Identity Maintaining	<ul style="list-style-type: none"> • Deepening Awareness • LDP Goals • Deepening awareness for reactive core beliefs / identity hook
Month Three:	LCP / Creative – Expansion (1-2 sessions)	<ul style="list-style-type: none"> • Finalizing LDP – Meeting with Boss/ Sponsor • Expanding Creative expression • What must I be about? What is worth the risk? • Authoring, visioning, clarity • LDP Ready for Pulse Launch
Month Four:	Designing Experiments and approaches	<ul style="list-style-type: none"> • Experimenting: • Leading from development / expansion / assumptions in time • Working with Creative tension – Noticing, naming, changing outcomes
Month Five:	Integrating: What is opening now?	<ul style="list-style-type: none"> • Integrating • LCP – what's coming up, what's present now? • Perspective – beliefs, behaviors and results • Expanding Practices for holding Creative gains
Month Six:	Solidifying gains	<ul style="list-style-type: none"> • Taking Stock: Shifts in evolving self • The leader you are – the leader calling now • What's next?

NOTES



Next Steps to be Certified



**LCP 360
Assessment**

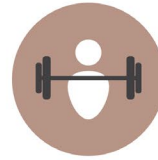


Pre-work
4 hours

- Invite evaluators
- Engage in your LCP debrief (90 min)
- Complete the online journey (90 min)



Certification
24 hours



Post-work
4.5 hours

- Complete the online journey (150 min)
- 60-minute debrief practice with a mentor, for your first LCP
- Engage in a live reflection session (60 min)



Community

Join community events and continue to grow your coaching practice

NOTES



9 Tips from Seasoned Leadership Circle Practitioners

1. Take meaningful action with the Leadership Circle right away.
2. Set aside time learning tools on Hub & leadershipcircle.com. Many resources are there - ***don't recreate the wheel!***
3. Build your Coaching and your Leadership Circle Profile elevator speech to try out
4. Become conversant about Creative & Reactive.
5. Make a new friend before you leave this room and stay connected in the community.
6. Join us on LinkedIn & Facebook.
7. Get your feet wet and try to sell the LCP to a friend, client, etc.
8. Share your story.
9. Keeping doing your own work.

NOTES



OUR PURPOSE

We exist to evolve the conscious practice of leadership, to steward the planet, and to awaken us all to our inherent unity.

NOTES



THE LEARNING CONTINUES

- **Post Course Work** - complete the post certification modules in the Learning Management System (LMS), to become fully certified.
- **Emails** - over the coming weeks with further information about Getting Started, Mastering the Debrief and Crafting the Proposal
- **Partner Center** - Your library of Leadership Circle resources
- **Customer Success Team** - at your service! Assist with orders, accessing the Project Center, answer questions post certification, can provide Assessment Services. Please email your regional support team: support.na@leadershipcircle.com, support.apac@leadershipcircle.com, support.europe@leadershipcircle.com, support.latam@leadershipcircle.com.
- **Debrief Support/Mentoring Session with LC Executive Coach** - This prepares you for your first debrief with your Included client LCP. Please email certification.na@leadershipcircle.com, certification.apac@leadershipcircle.com, certification.europe@leadershipcircle.com to arrange.
- **LC Assessment Services** - Our Customer Success Team can project manage your LCP's. to ensure you have the comprehensive data required for our assessments; to allow you to focus on your debrief.
- **Coaching and Consulting Team** - Our team can assist with customised leadership development programs for your leaders/organisation, in house certifications, and ongoing development work with executives
- **Community of Practice Events & Continuing Education** - We welcome you to connect with fellow practitioners in your region; join us for events, seminars, webinars, and Masterclasses. Look out for more information in our Newsletter and Bulletin each month. You may also follow us on [LinkedIn](#).
- **Your personal on-going work!**

NOTES



PARKING LOT QUESTIONS

NOTES



APPENDIX



NOTES



APPENDIX

The LDP Pulse by Leadership Circle is a streamlined and accessible feedback tool designed to complement the Leadership Circle Profile (LCP). It provides a quick, high-impact way to measure progress and reinforce leadership development initiatives. Key features include:

- **Quick Feedback:** Focused on specific dimensions of leadership to provide actionable insights in less time.
- **Ongoing Progress Tracking:** Enables leaders to monitor their growth and measure improvement over time.
- **Integration with LCP:** Serves as a follow-up tool to reinforce behaviors and development goals identified in the full LCP assessment.
- **Scalability:** Ideal for organizations seeking to expand leadership development efforts to more leaders without requiring the depth of the full LCP.

This product is particularly effective for reinforcing learning, enhancing accountability, and ensuring alignment with leadership objectives in an agile and scalable manner.

LDP-Pulse Certification

- *Become a coach known impactful results*
- *Learn how to deploy a systemic approach that utilizes the Leadership Development Plan and Pulse Feedback Series to secure sustainable client gains*

Tools:

- Get better utilization out of a Leadership Development Plan
- Know how to think about and craft goals that measure the right things
- Understand how to interpret and utilize the Pulse Series in your coaching and cohort journeys
- Know how to utilize accountability support that are game changing to results
- Expand coaching interventions to teams and enterprise programs utilizing this system.



NOTES



LDP-Pulse Report Series



1st Pulse Survey - Baseline

- Identifies “One Big Thing Goal” and “Start / Stop behavior” Baseline.
- Utilizes an Accountability Circle (5-8 people).
- Assesses leader’s current levels of performance in the goal areas.
- Raters provide commentary.
- Assesses Leadership Effectiveness baseline, this shows up in the last report.



2nd Pulse Survey - Interim

- Assesses leader’s current level of performance on their start and stop.
- Compares it to Baseline Survey.
- Utilizes perception of progress/lack of progress
- Raters provide commentary



3rd Pulse Survey - Final

- Assesses current level of performance.
- Demonstrates baseline, interim and current state of performance trend line
- Shows baseline OBTG and Final OBTG scores
- Compares leadership effectiveness to current leadership effectiveness.
- Rater commentary for next steps



NOTES

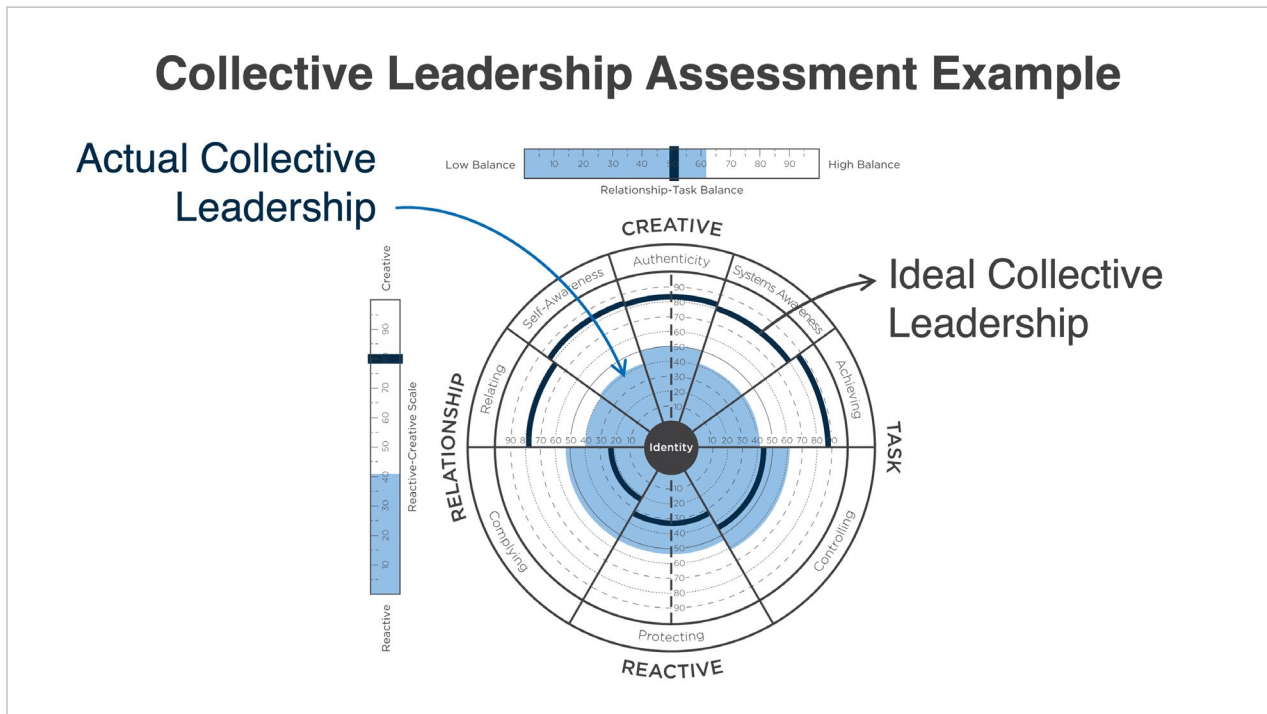


APPENDIX

The **Collective Leadership Assessment (CLA)** by Leadership Circle is a powerful tool designed to evaluate the overall leadership effectiveness of an organization or team.

It provides a comprehensive view of the collective leadership culture by measuring both creative and reactive tendencies within the group.

The CLA aligns with the Leadership Circle Profile (LCP), enabling organizations to assess how their leadership culture influences performance and strategic outcomes. By identifying strengths, gaps, and areas for growth, the CLA fosters targeted development efforts to enhance collaboration, innovation, and alignment with organizational goals. It serves as a foundation for driving cultural transformation and building a high-performing leadership environment.



NOTES



COLLECTIVE LEADERSHIP ASSESSMENT™

- Assesses Creative competencies and Reactive tendencies
- Results highlight gap between current and desired collective leadership
- Rated by others
- Meant for leadership teams



BRITE

- Assesses generative and disruptive factors related to team effectiveness
- Diagnostic tool that shows where energy is or is not flowing on a team
- Self-rated by team members
- Used for any intact team

LEADERSHIP
CIRCLE

NOTES



LEADERSHIP SYSTEM™

- *Scaling Leadership* as the framework
- An integrated "pathway" for leadership development, at scale, with business relevance
- Centers in the vertical move from Reactive to Creative
- Frames flexibility & choice to tailor the development process
- Establishes peer to peer coaching systems for development
- Makes development accessible for all of the leaders in the organization; developing the individual and collective, concurrently.
- 26+ modules
- Upskilling e-courses for personalized development
- Assessments

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NOTES



APPENDIX



NOTES



A developmental plateau refers to a stage in a person’s growth where significant progress is temporarily halted. During this phase, individuals consolidate their skills, knowledge, and behaviors before advancing to the next level of development. It’s a period of stability and integration, where existing abilities are refined and solidified, preparing the individual for future growth spurts. While on a plateau, people may feel as though they are not progressing, but this phase is essential for building a strong foundation for subsequent development.

Adult developmental plateaus include the Socialized Mind, Self-Authoring Mind, and Self-Transforming Mind. The Socialized Mind is shaped by external influences, valuing approval and conforming to social norms. The Self-Authoring Mind develops personal values and goals, allowing for greater autonomy and self-regulation. The Self-Transforming Mind recognizes perspective limitations, embraces continuous learning, and can hold multiple viewpoints, promoting adaptability and deeper self-awareness.

3 ADULT PLATEAUS

From Immunity to Change by Robert Kegan & Lisa Lahey

THE SOCIALIZED MIND

- Shaped by the definitions and expectations of our personal environment – drawn to seeking alignment between self and surroundings.
- Self coheres by its alignment with, & loyalty to, that which it identifies.
- Expressed primarily in relationships with people and with “schools of thought” (ideas and beliefs).
- Self externally validated and identity closely bound with externals (work, relationships, achievements, possessions)

THE SELF-AUTHORING MIND

- Able to step back enough from the social environment to generate an internal “seat of judgment” or personal authority that evaluates and makes choices about external expectations.
- Can take perspective on the surround - self is differentiating from that which it uses to take identity from
- Self coheres by its alignment with its own belief system/ ideology/ personal code; by its ability to self-direct, take stands, set limits, and create and regulate its boundaries on behalf of its own voice.

THE SELF-TRANSFORMING MIND

- Can step back from and reflect on the limits of our own ideology or personal authority; see that any one system or self-organization is in some way partial or incomplete; be friendlier toward contradiction and opposites; seek to hold on to multiple systems rather than projecting all but one on to the other.
- Can take perspective on their self-authored system and see it (as with all systems) as partial and incomplete. Stop trying to perfect this system and instead begin to unpack and deconstruct our own construction
- Self coheres through its ability not to confuse internal consistency with wholeness or completeness, and through its alignment with the dialectic rather than either pole.
- “Self” as a narrative and organizing structure has less hold than in previous stages



LEADERSHIP CIRCLE PROFILE®

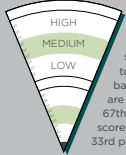
To understand the layout of the Profile Graphic, please read the following steps:

1 CIRCLE WITHIN A CIRCLE

The outer circle displays the results for each of the 29 dimensions measured by the LCP. The inner circle dimensions summarize the outer circle dimensions into 8 summary scores. Dimension definitions can be found on the following pages.

The location of dimensions within the circle illustrates the relationship between dimensions. Adjacent dimensions describe similar behavior patterns that are positively correlated. Dimensions on opposite sides of the circle are opposing behavior patterns and are inversely correlated.

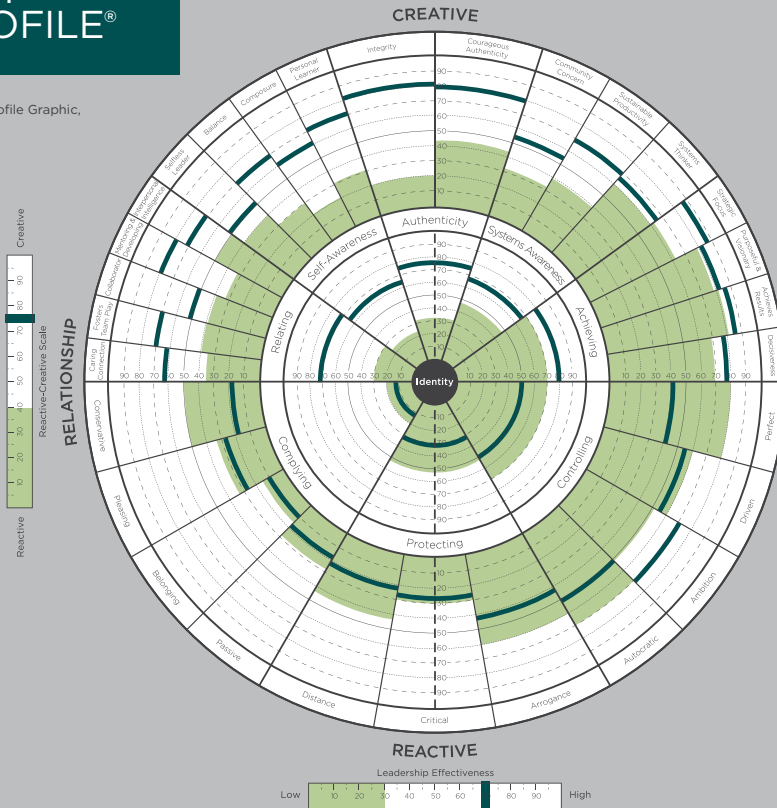
2 PERCENTILE SCORES



All scores are displayed as percentile scores compared to a global norm base. High scores are beyond the 67th percentile. Low scores are below the 33rd percentile.

3 KEY

Self Assessment (dark green)
Others' Assessment (light green)



4 SUMMARY DIMENSIONS

In addition to all the dimensions displayed in the inner and outer circle, the rectangular scales located around the circle are intended to bring everything together. They provide useful 'bottom-line' measures as well as measures of key patterns within the data.

Reactive-Creative Scale reflects the degree of balance between the Creative dimensions and the Reactive dimensions. The percentile score here gives the leader a sense of how the leader compares to other leaders with respect to the amount of energy the leader puts into Reactive versus Creative behaviors. It suggests the degree to which the leader's leadership, relationships, and goal-oriented behaviors come out of a Creative or Reactive orientation. It also suggests the degree to which the leader's self-concept and inner motivation come from within or are determined by external expectations, rules, or conditions.

Relationship-Task Balance measures the degree of balance a leader shows between the Achieving and Relating competencies. It is a measure of the over, under or balanced development of either half of the equation (the people half or the task half) that makes for great leadership.

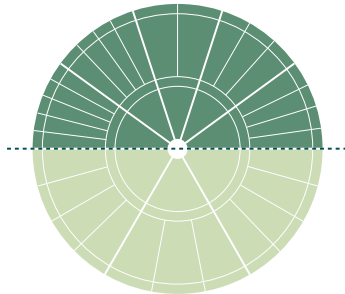
Leadership Potential Utilization is a bottom line measure that compares the overall score of the dimensions measured to that of other leaders who have taken this survey. It sorts through all the high and low scores to answer the question, "So, in the end, how am I doing?"

Leadership Effectiveness measures the leader's perceived level of overall effectiveness. Research has shown it to be significantly correlated to business outcomes. It gives the leader an overall measure of how all of the above is translating into perceived effectiveness.

NOTES



THE CREATIVE LEADERSHIP COMPETENCIES



RELATING summary dimension measures the leader's capability to relate to others in a way that brings out the best in people, groups and organizations. It is composed of:

Caring Connection measures the leader's interest in and ability to form warm, caring relationships.

Fosters Team Play measures the leader's ability to foster high-performance teamwork among team members who report to the leader, across the organization, and within teams in which the leader participates.

Collaborator measures the extent to which the leader engages others in a manner that allows the parties involved to discover common ground.

Mentoring & Developing measures the leader's ability to develop others through mentoring and maintaining growth-enhancing relationships.

Interpersonal Intelligence measures the interpersonal effectiveness with which the leader listens, engages in conflict and controversy, deals with the feelings of others, and manages the leader's own feelings.

SELF-AWARENESS summary dimension measures the leader's orientation to ongoing professional and personal development, as well as the degree to which inner self-awareness is expressed through high integrity leadership. It is composed of:

The top half of the circle maps Creative Competencies that contribute to a leader's effectiveness. They measure key leadership behaviors and internal assumptions that lead to high fulfillment, high achievement leadership. They are as follows:

Selfless Leader measures the extent to which the leader pursues service over self-interest, where the need for credit and personal ambition is far less important than creating results that serve a common good.

Balance measures the leader's ability to keep a healthy balance between business and family, activity and reflection, work and leisure — the tendency to be self-renewing, and handle the stress of life without losing the self.

Composure measures the leader's ability, in the midst of conflict and high-tension situations, to remain composed and centered, and to maintain a calm, focused perspective.

Personal Learner measures the degree to which the leader demonstrates a strong and active interest in learning and personal and professional growth. It measures the extent to which the leader actively and reflectively pursues growing in self-awareness, wisdom, knowledge, and insight.

AUTHENTICITY summary dimension measures the leader's capability to relate to others in an authentic, courageous and high-integrity manner. It is composed of:

Integrity measures how well the leader adheres to the set of values and principles that the leader espouses; that is, how well the leader can be trusted to "walk the talk."

Courageous Authenticity measures the leader's willingness to take tough stands, bring up the "undiscussables" (risky issues the group avoids discussing), and openly deal with difficult relationship problems.

SYSTEMS AWARENESS summary dimension measures the degree to which the leader's awareness is focused on whole system improvement, productivity, and community welfare. It is composed of:

Community Concern measures the service orientation from which the leader leads. It measures the extent to which the leader links the leader's legacy to service of community and global welfare.

Sustainable Productivity measures the leader's ability to achieve results in a way that maintains or enhances the overall long-term effectiveness of the organization. It measures how well the leader balances human/technical resources to sustain long-term high performance.

Systems Thinker measures the degree to which the leader thinks and acts from a whole system perspective as well as the extent to which the leader makes decisions in light of the long-term health of the whole system.

ACHIEVING summary dimension measures the extent to which the leader offers visionary, authentic, and high achievement leadership. It is composed of:

Strategic Focus measures the extent to which the leader thinks and plans rigorously and strategically to ensure that the organization will thrive in the near and long-term.

Purposeful & Visionary measures the extent to which the leader clearly communicates and models commitment to personal purpose and vision.

Achieves Results measures the degree to which the leader is goal directed and has a track record of goal achievement and high performance.

Decisiveness measures the leader's ability to make decisions on time, and the extent to which the leader is comfortable moving forward in uncertainty.

LEADERSHIP CIRCLE



THE REACTIVE LEADERSHIP STYLES

The lower half of the circle maps self-limiting Reactive Tendencies and leadership behaviors. The Reactive dimensions reflect inner beliefs and assumptions that limit effectiveness, authentic expression, and empowering leadership. They are as follows:

COMPLYING *summary dimension measures the extent to which a leader gets a sense of self-worth and security by complying with the expectations of others rather than acting on what the leader intends and wants. It is composed of:*

Conservative measures the extent to which the leader thinks and acts conservatively, follows procedure, and lives within the prescribed rules of the organization with which the leader is associated.

Pleasing measures the leader's need to seek others' support and approval in order to feel secure and worthwhile as a person. People with strong needs for approval tend to base their degree of self-worth on their ability to gain others' favor and confirmation.

Belonging measures the leader's need to conform, follow the rules, and meet the expectations of those in authority. It measures the extent to which the leader goes along to get along, thereby compressing the full extent of the leader's creative power into culturally acceptable boxes.

Passive measures the degree to which the leader gives away the leader's power to others and to circumstances outside the leader's control. It is a measure of the extent to which the leader believes that the leader is not the creator of the leader's life experience, that the leader's efforts do not make much difference, and that the leader lacks the power to create the future the leader wants.

PROTECTING *summary dimension measures the belief that the leader can protect the leader's self and establish a sense of worth through withdrawal, remaining distant, hidden, aloof, cynical, superior, and/or rational. It is composed of:*

Arrogance measures the leader's tendency to project a large ego — behavior that is experienced as superior, egotistical, and self-centered.

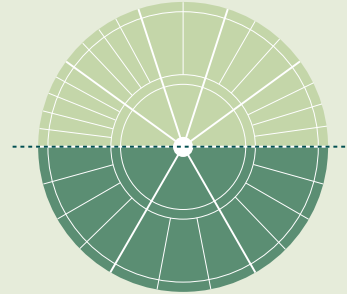
Critical is a measure of the leader's tendency to take a critical, questioning, and somewhat cynical attitude.

Distance is a measure of the leader's tendency to establish a sense of personal worth and security through withdrawal, being superior and remaining aloof, emotionally distant, and above it all.

CONTROLLING *summary dimension measures the extent to which the leader establishes a sense of personal worth through task accomplishment and personal achievement. It is composed of:*

Perfect is a measure of the leader's need to attain flawless results and perform to extremely high standards in order to feel secure and worthwhile as a person. Worth and security is equated with being perfect, performing constantly at heroic levels, and succeeding beyond all expectations.

Driven is a measure of the extent to which the leader is in overdrive. It is a measure of the leader's belief that worth and security are tied to accomplishing a great deal through hard work. It measures the leader's need to perform at a very high level in order to feel worthwhile as a person. A good work ethic is



a strength of this style, provided that the leader keeps things in balance and is able to balance helping others achieve with the leader's own achievement.

Ambition measures the extent to which the leader needs to get ahead, move up in the organization, and be better than others. Ambition is a powerful motivator. This scale assesses if that motivation is positive, furthering progress — or negative, overly self-centered and competitive.

Autocratic measures the leader's tendency to be forceful, aggressive, and controlling. It measures the extent to which the leader equates self-worth and security to being powerful, in control, strong, dominant, invulnerable, or on top. Worth is measured through comparison, that is, having more income, achieving a higher position, being seen as a most/more valuable contributor, gaining credit, or being promoted.



By shining a light on the underlying thinking patterns that drive their current behavior, clients have access to new choices and possibilities.

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