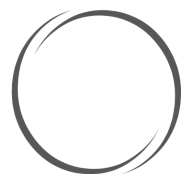




Andrew
The Leadership Circle Profile Report



The Leadership Circle®

The Leadership Circle Profile Report

Andrew

Average Response on a 5 - Point Scale

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	3.98	3.57	-	3.66	3.27	3.90	-
Self-Awareness	4.12	3.76	-	3.91	3.47	3.98	-
Authenticity	4.37	3.96	-	4.12	3.73	4.18	-
Systems Awareness	3.99	3.68	-	3.26	3.57	3.81	-
Achieving	4.49	3.71	-	3.86	3.58	3.85	-
Controlling	3.41	2.82	-	2.21	2.95	2.83	-
Protecting	2.46	2.26	-	2.31	2.54	2.08	-
Complying	2.19	2.45	-	2.32	2.57	2.34	-
Leadership Effectiveness	3.80	3.48	-	4.00	3.17	3.70	-
Number of Assessors	1	16	0	1	6	7	2

The Leadership Circle Profile Report

Andrew

Percentile Scores: Comparison to the Norm Group

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	50 %	17 %	-	29 %	10 %	37 %	-
Self-Awareness	81 %	31 %	-	52 %	16 %	51 %	-
Authenticity	73 %	25 %	-	47 %	15 %	42 %	-
Systems Awareness	71 %	32 %	-	15 %	29 %	41 %	-
Achieving	93 %	18 %	-	44 %	18 %	21 %	-
Controlling	93 %	79 %	-	44 %	82 %	76 %	-
Protecting	68 %	80 %	-	77 %	87 %	70 %	-
Complying	39 %	83 %	-	62 %	85 %	78 %	-
Reactive-Creative Scale	49 %	17 %	-	35 %	11 %	28 %	-
Relationship-Task Balance	15 %	85 %	-	49 %	29 %	39 %	-
Leadership Potential Utilization	29 %	30 %	-	41 %	14 %	29 %	-
Leadership Effectiveness	61 %	14 %	-	50 %	10 %	21 %	-
Number of Assessors	1	16	0	1	6	7	2

THE LEADERSHIP CIRCLE PROFILE RESULTS

Creative Dimensions

Andrew

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	16	0	1	6	7	2
Relating	50 %	17 %	-	29 %	10 %	37 %	-
Average Response	3.98	3.57	-	3.66	3.27	3.90	-
Caring Connection	7 %	12 %	-	16 %	5 %	33 %	-
Average Response	3.00	3.28	-	3.22	2.86	3.71	-
Fosters Team Play	37 %	19 %	-	44 %	11 %	33 %	-
Average Response	4.00	3.64	-	4.00	3.30	3.92	-
Collaborator	83 %	18 %	-	47 %	10 %	42 %	-
Average Response	4.35	3.64	-	4.00	3.28	3.99	-
Mentoring & Developing	38 %	23 %	-	23 %	18 %	33 %	-
Average Response	3.85	3.63	-	3.49	3.41	3.82	-
Interpersonal Intelligence	93 %	22 %	-	26 %	19 %	48 %	-
Average Response	4.52	3.65	-	3.56	3.50	4.00	-
Self-Awareness	81 %	31 %	-	52 %	16 %	51 %	-
Average Response	4.12	3.76	-	3.91	3.47	3.98	-
Selfless Leader	86 %	32 %	-	56 %	28 %	42 %	-
Average Response	4.26	3.70	-	3.98	3.55	3.82	-
Balance	48 %	64 %	-	35 %	36 %	78 %	-
Average Response	3.35	3.90	-	3.50	3.58	4.15	-
Composure	52 %	33 %	-	50 %	16 %	52 %	-
Average Response	4.00	3.80	-	4.00	3.34	4.12	-
Personal Learner	87 %	18 %	-	48 %	11 %	35 %	-
Average Response	4.57	3.70	-	4.00	3.47	3.94	-
Authenticity	73 %	25 %	-	47 %	15 %	42 %	-
Average Response	4.37	3.96	-	4.12	3.73	4.18	-
Integrity	40 %	26 %	-	59 %	12 %	49 %	-
Average Response	4.19	4.12	-	4.50	3.81	4.36	-
Courageous Authenticity	94 %	26 %	-	27 %	28 %	35 %	-
Average Response	4.66	3.70	-	3.50	3.61	3.87	-

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)

Andrew

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	16	0	1	6	7	2
Systems Awareness	71 %	32 %	-	15 %	29 %	41 %	-
Average Response	3.99	3.68	-	3.26	3.57	3.81	-
Community Concern	50 %	38 %	-	0 %	45 %	47 %	-
Average Response	3.68	3.68	-	1.73	3.69	3.83	-
Sustainable Productivity	89 %	25 %	-	51 %	14 %	35 %	-
Average Response	4.34	3.70	-	4.00	3.44	3.84	-
Systems Thinker	64 %	38 %	-	64 %	38 %	43 %	-
Average Response	4.00	3.66	-	4.00	3.59	3.74	-
Achieving	93 %	18 %	-	44 %	18 %	21 %	-
Average Response	4.49	3.71	-	3.86	3.58	3.85	-
Strategic Focus	96 %	17 %	-	56 %	21 %	18 %	-
Average Response	4.57	3.65	-	3.95	3.59	3.74	-
Purposeful & Visionary	76 %	29 %	-	31 %	27 %	33 %	-
Average Response	4.24	3.78	-	3.59	3.62	3.93	-
Achieves Results	79 %	13 %	-	33 %	6 %	28 %	-
Average Response	4.50	3.81	-	3.96	3.44	4.11	-
Decisiveness	94 %	16 %	-	45 %	21 %	17 %	-
Average Response	4.70	3.69	-	4.00	3.67	3.76	-

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

Andrew

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	16	0	1	6	7	2
Controlling	93 %	79 %	-	44 %	82 %	76 %	-
Average Response	3.41	2.82	-	2.21	2.95	2.83	-
Perfect	87 %	83 %	-	63 %	84 %	81 %	-
Average Response	4.24	3.76	-	3.49	3.75	3.84	-
Driven	63 %	83 %	-	84 %	70 %	85 %	-
Average Response	3.74	3.54	-	3.83	3.27	3.74	-
Ambition	92 %	86 %	-	28 %	78 %	93 %	-
Average Response	3.85	3.36	-	2.03	3.13	3.76	-
Autocratic	90 %	73 %	-	42 %	81 %	65 %	-
Average Response	3.20	2.54	-	1.97	2.80	2.42	-
Protecting	68 %	80 %	-	77 %	87 %	70 %	-
Average Response	2.46	2.26	-	2.31	2.54	2.08	-
Arrogance	25 %	67 %	-	57 %	73 %	65 %	-
Average Response	1.65	1.95	-	1.82	2.17	1.90	-
Critical	86 %	71 %	-	15 %	76 %	65 %	-
Average Response	2.88	2.08	-	1.25	2.26	1.96	-
Distance	75 %	86 %	-	96 %	94 %	75 %	-
Average Response	2.78	2.61	-	3.40	2.98	2.30	-
Complying	39 %	83 %	-	62 %	85 %	78 %	-
Average Response	2.19	2.45	-	2.32	2.57	2.34	-
Passive	52 %	81 %	-	31 %	83 %	80 %	-
Average Response	1.98	2.10	-	1.54	2.26	2.05	-
Belonging	34 %	89 %	-	92 %	84 %	87 %	-
Average Response	2.32	2.91	-	3.27	2.84	2.88	-
Pleasing	25 %	45 %	-	54 %	74 %	16 %	-
Average Response	2.50	2.52	-	2.81	2.97	2.00	-
Conservative	49 %	72 %	-	84 %	43 %	88 %	-
Average Response	3.11	3.46	-	3.85	3.11	3.80	-

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

Andrew	Self Percentile	Evaluator Percentile
Dimensions		
Strategic Focus	96 %	17 %
Decisiveness	94 %	16 %
Courageous Authenticity	94 %	26 %
Interpersonal Intelligence	93 %	22 %
Ambition	92 %	86 %
Autocratic	90 %	73 %
Sustainable Productivity	89 %	25 %
Perfect	87 %	83 %
Personal Learner	87 %	18 %
Critical	86 %	71 %
Selfless Leader	86 %	32 %
Collaborator	83 %	18 %
Achieves Results	79 %	13 %
Purposeful & Visionary	76 %	29 %
Distance	75 %	86 %
Systems Thinker	64 %	38 %
Driven	63 %	83 %
Passive	52 %	81 %
Composure	52 %	33 %
Community Concern	50 %	38 %
Conservative	49 %	72 %
Balance	48 %	64 %
Integrity	40 %	26 %
Mentoring & Developing	38 %	23 %
Fosters Team Play	37 %	19 %
Belonging	34 %	89 %
Pleasing	25 %	45 %
Arrogance	25 %	67 %
Caring Connection	7 %	12 %
Summary Dimensions		
Controlling	93 %	79 %
Achieving	93 %	18 %
Self-Awareness	81 %	31 %
Authenticity	73 %	25 %
Systems Awareness	71 %	32 %
Protecting	68 %	80 %
Relating	50 %	17 %
Complying	39 %	83 %
Summary Measures		
Leadership Effectiveness	61 %	14 %
Reactive-Creative Scale	49 %	17 %
Leadership Potential Utilization	29 %	30 %
Relationship-Task Balance	15 %	85 %

Sorted by Evaluator Percentile

Andrew	Self Percentile	Evaluator Percentile
Dimensions		
Belonging	34 %	89 %
Distance	75 %	86 %
Ambition	92 %	86 %
Perfect	87 %	83 %
Driven	63 %	83 %
Passive	52 %	81 %
Autocratic	90 %	73 %
Conservative	49 %	72 %
Critical	86 %	71 %
Arrogance	25 %	67 %
Balance	48 %	64 %
Pleasing	25 %	45 %
Systems Thinker	64 %	38 %
Community Concern	50 %	38 %
Composure	52 %	33 %
Selfless Leader	86 %	32 %
Purposeful & Visionary	76 %	29 %
Integrity	40 %	26 %
Courageous Authenticity	94 %	26 %
Sustainable Productivity	89 %	25 %
Mentoring & Developing	38 %	23 %
Interpersonal Intelligence	93 %	22 %
Fosters Team Play	37 %	19 %
Personal Learner	87 %	18 %
Collaborator	83 %	18 %
Strategic Focus	96 %	17 %
Decisiveness	94 %	16 %
Achieves Results	79 %	13 %
Caring Connection	7 %	12 %
Summary Dimensions		
Complying	39 %	83 %
Protecting	68 %	80 %
Controlling	93 %	79 %
Systems Awareness	71 %	32 %
Self-Awareness	81 %	31 %
Authenticity	73 %	25 %
Achieving	93 %	18 %
Relating	50 %	17 %
Summary Measures		
Relationship-Task Balance	15 %	85 %
Leadership Potential Utilization	29 %	30 %
Reactive-Creative Scale	49 %	17 %
Leadership Effectiveness	61 %	14 %

Feedback Comments

What should he/she stop doing?

Make sure of practicality and not just theory

Talking Softly

Judging himself harshly

Stop talking down to staff with less education. Stop trying so hard to fit in with certain people who already lost respect. Stop excluding staff from every decision being made. Stop always believing that you already know more than anyone else so your opinion is right and no one else's is.

HAVING UNPRODUCTIVE MEETINGS

Just a little bit too much meetings.

Making the same mistakes,

Stop giving sarcastic answers

Stop arguing the small stuff, use simpler words when nervous. Some times when you articulate yourself using to bigger words, your audience lose the message.

Less digging in when other come with suggestions to improve or build the business; adapt to change in environment

Failing to make deadlines

Threatening his staff

Misleading and antagonizing customers and staff

Failing to keep his staff informed

Communicating the incorrect/inconsistent message/feedback to Executive management

Thinking that he knows everything and focuses on everyone else's problems but his own

Nothing

Be cautious of being too process driven in areas where more flexibility can be allowed
Never doubt his ability and the benefits he brings to the team - he has significant intellect

Feedback Comments

What should he/she start doing?

Getting more involved with problems on the ground

cooperative leader

involving the staff more

Listen to what staff are trying to say, some do not say it well but the entire team are trying. Share the vision for the company or even better allow staff to help formulate the vision and so obtain all our co-operation and passion. Allow people to do their work with agreed and clearly formulated targets or job descriptions without being micro-managed. Don't take it personal when staff correct you, we are trying to help you learn the industry we have been in for years more than you.

Acknowledge Others by:
Help others excel,
express gratitude, and give credit where credit is due.

Upgrade our current workforce.

Building a positive customer relationship.

Listen and support employees point of view

Start building a relationship with your problem customers. Start thinking of a future bigger Hesper with you running it.

Less engineer, more overall business leader

Listen more, talk less
Become more outcomes and progress/goal orientated.
Understand the business processes
Get closer to the detail.
Understand your position before going into a negotiation and be humble.
Take matters through to a conclusion one way or the other and stop leaving things in the air.
Be more proactive.

Being more open and friendly

N/A

Focus more on relationship building
Get out of the detail just enough to guide and pass on his knowledge to grow his people and their thinking
Andrew's people need to know how much he actually cares about them, because he does but I don't think they always realise it

Feedback Comments

What should he/she keep doing?

Keep on with team building, practical project management

Assertive, forthright and visionary

Be innovative and approachable

Keep staying calm under pressure. Keep trying to learn the industry it has a lot more than any of us knows. The change over the last few months is helping(trying to regain the lost trust and actually sometimes talking to staff)

TO BE CONSISTENT AND STAY FOCUSED

Drive current workforce and respect.

Building an efficient & reputable engineering business.

being a good leader, and stick to his believes and values

Continue to put your own stamp of "special" on the business, where logic and good sense prevail.

Build the team, Hoval as one

Driving transparency through the organisation

Pushing the team to deliver when times get tough

Remain a calm and level headed leader when others are frustrated or under pressure.

Stay passionate about his vision to improving the business.

Continue with empowering others.

Having an opinion

Fight for his people

Compassionate nature

Continuous learning

End of Andrew Rodgers's Report