COLLECTIVE LEADERSHIP ASSESSMENT™ CERTIFICATION

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EVOLVING THE CONSCIOUS PRACTICE OF LEADERSHIP

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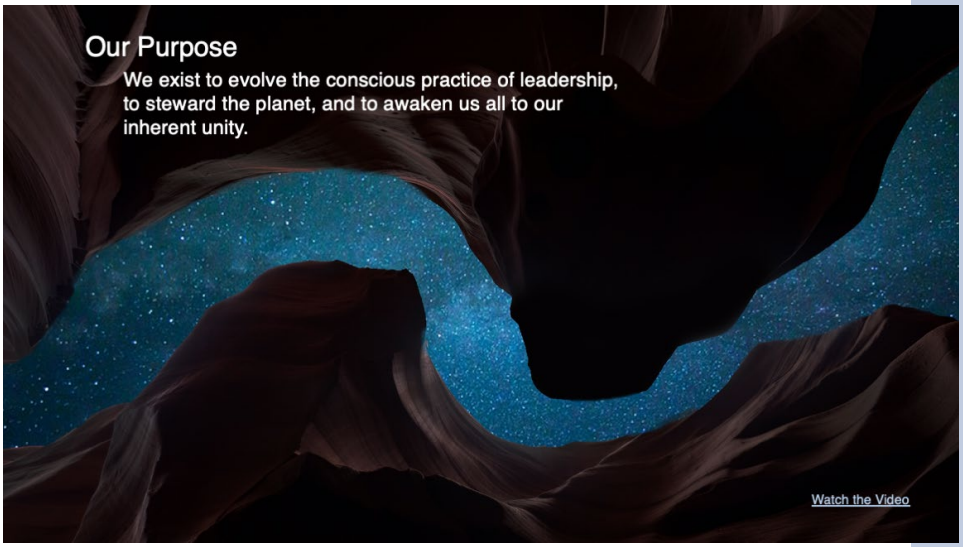
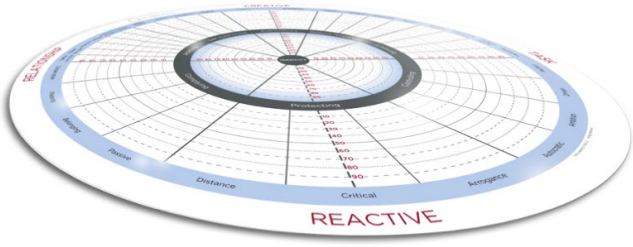


INTRODUCTIONS Around the Mat

How does the collective leadership work you do with teams and organizations connect with the purpose statement?



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AGENDA

COLLECTIVE LEADERSHIP ASSESSMENT CERTIFICATION – Day 1

Our Purpose & Introductions

Universal Model – Moving from 1:1 Coach to Collective Leadership

Scaling Leadership

Homework: Client Application

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AGENDA

COLLECTIVE LEADERSHIP ASSESSMENT CERTIFICATION – Day 2

Exploring the Collective Leadership Assessment

Case Study

Client Application

Closing Circle

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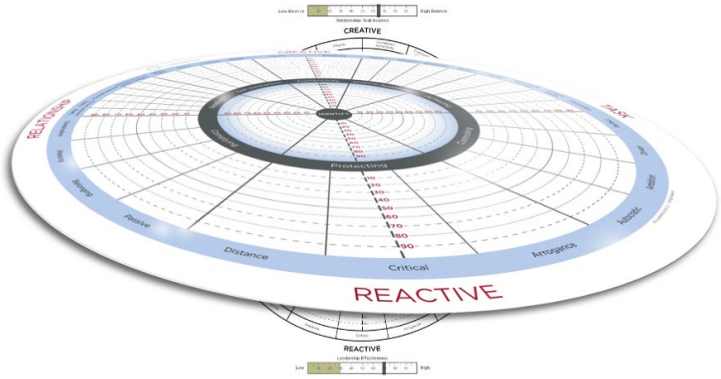
The Universal Model of Leadership – Understand to Teach



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UM Model and LCP Overview/Teach

- Get into groups of 3-4
- Take 20 minutes to prepare an 8 - 10 minute "teach" on the UM of Leadership/LCP using your group profile. Use the mat and make it an interactive teach (work us on the Mat)
  - Incorporate the mat into the teach and work the basics of the model
  - Reactive and Creative Orientation – Top Half (18 Creative competencies) and Bottom Half (11 Reactive tendencies)
  - Task / Relationship
  - Percentiles, Inner and Outer Dimensions
  - Inner/Outer Game of Leadership, Authored by others and Authored by Self
  - Inner Circle and Outer Circle (Dimensions, Competencies and Reactive Tendencies)
  - Complying (Heart), Protecting (Head) and Controlling (Will)
  - Executive team (collective framing)

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Scaling LEADERSHIP

What the Comment Analysis Reveals

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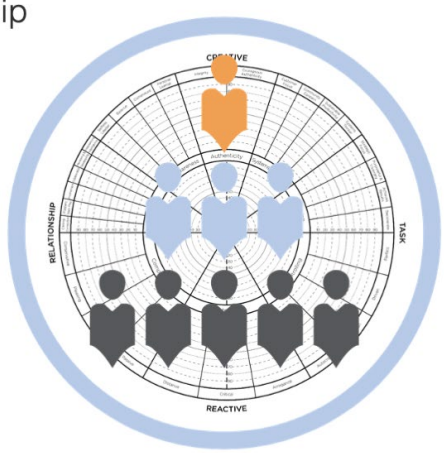
How Leaders Scale Leadership

Start with Self – *"I am the project"*

Develop Your Team and Teams

Connect the Leadership System



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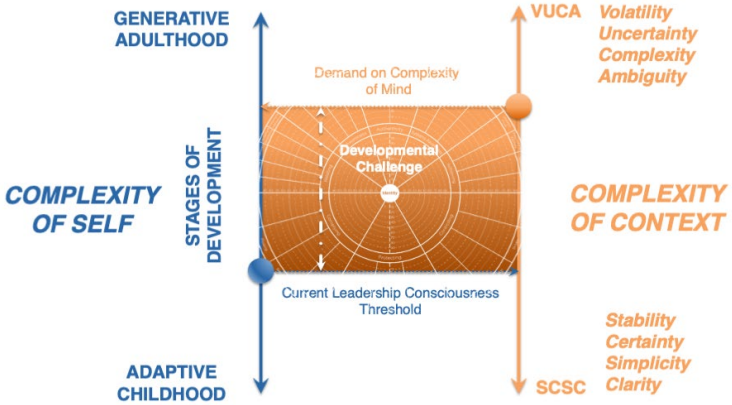
Create Broad Systemic IMPACT

Starting with Self – I am the Project



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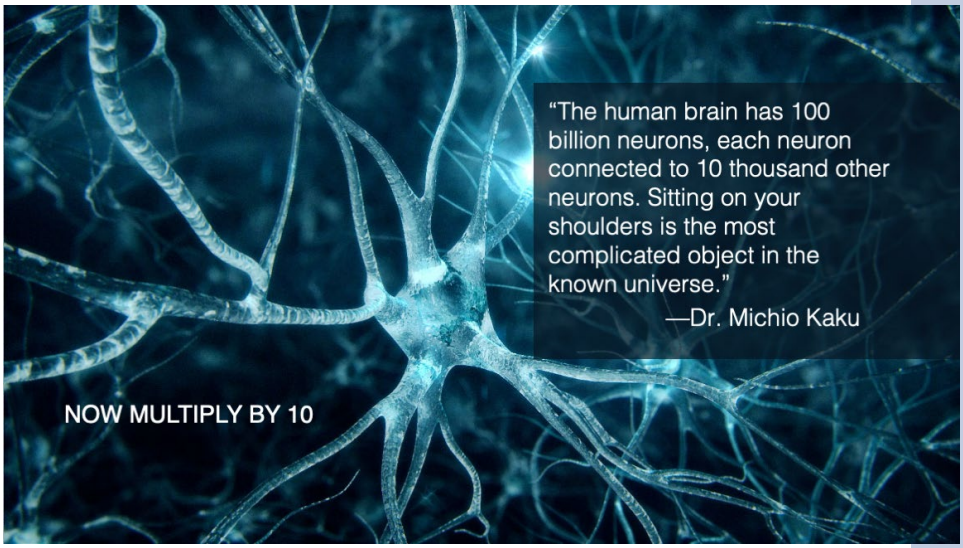
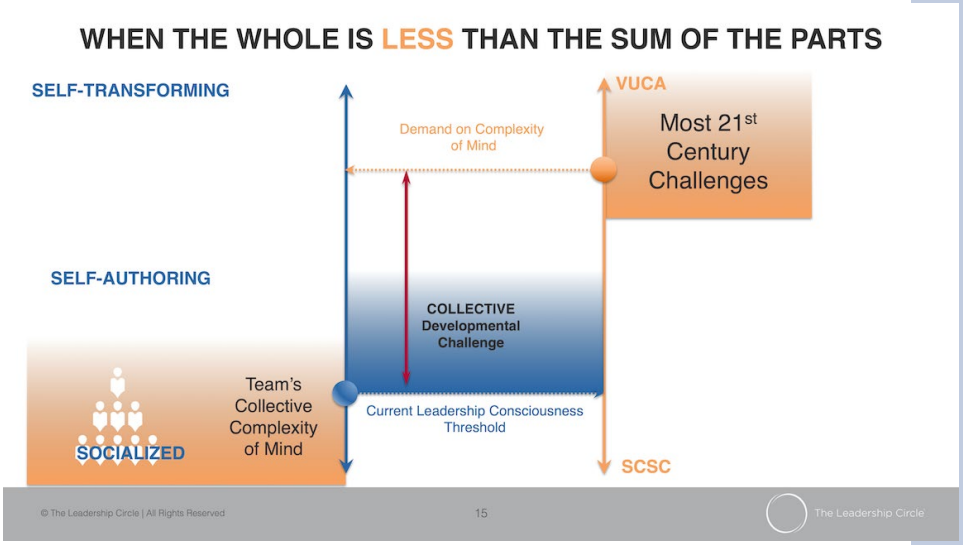

"The human brain has 100 billion neurons, each neuron connected to 10 thousand other neurons. Sitting on your shoulders is the most complicated object in the known universe."
—Dr. Michio Kaku
NOW MULTIPLY BY 10


WHEN THE WHOLE IS LESS THAN THE SUM OF THE PARTS
SELF-TRANSFORMING
SELF-AUTHORING
SOCIALIZED
VUCA
Most 21st Century Challenges
Demand on Complexity of Mind
COLLECTIVE Developmental Challenge
Team's Collective Complexity of Mind
Current Leadership Consciousness Threshold
SCSC
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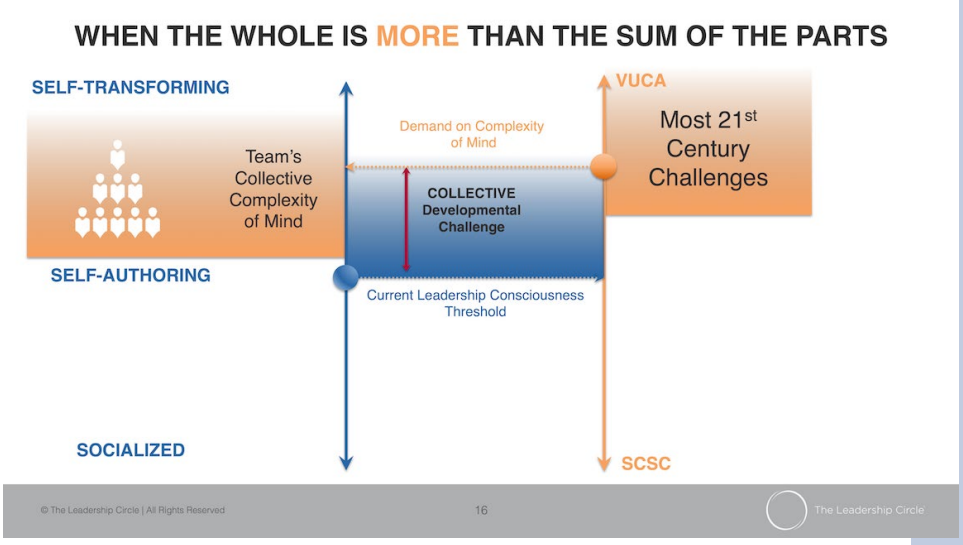
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SELF-AUTHORING
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Demand on Complexity of Mind
COLLECTIVE Developmental Challenge
Team's Collective Complexity of Mind
Current Leadership Consciousness Threshold
SCSC
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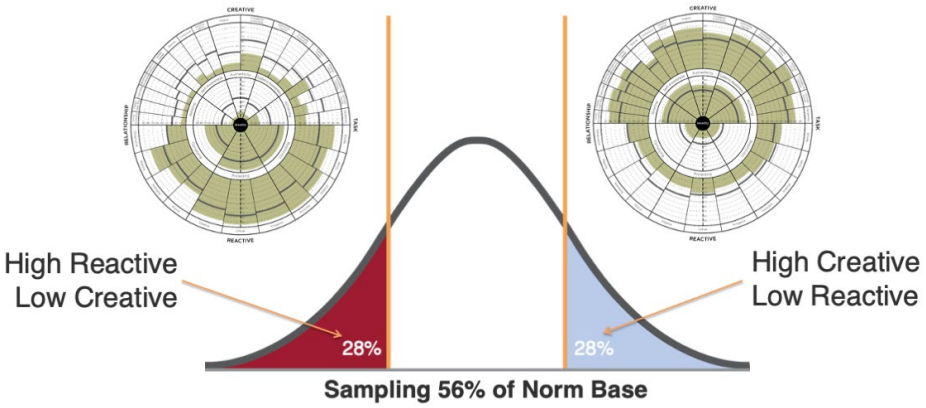
Two Samples



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Biggest Gaps Between Creative and Reactive Leaders' Strengths

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Top 10 Liabilities of Reactive Leaders

High-Reactive leaders endorsed **6.5 times** more often than High-Creative leaders

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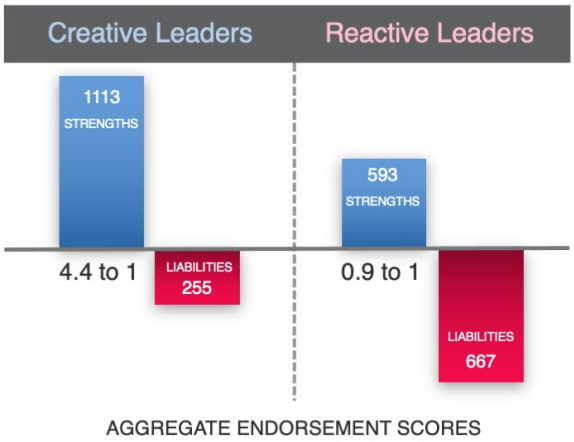

AGGREGATE ENDORSEMENT SCORES

Questions for Teams:

What's the Ratio on our Collective Leadership?

What's the impact of this Ratio on our Collective Effectiveness?

How might the organization experience these strengths and liabilities?

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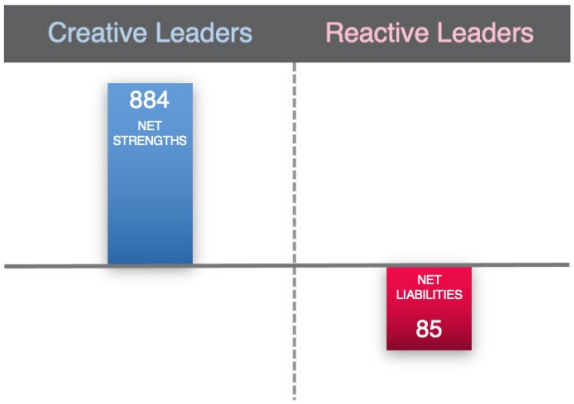

STRENGTHS MINUS LIABILITIES

Questions for Teams:

Does our Collective Leadership give us a multiple or cancel out?

What's the likely cultural/organizational impact of these net strengths?

What's the likely cultural/organizational impact of these net liabilities?

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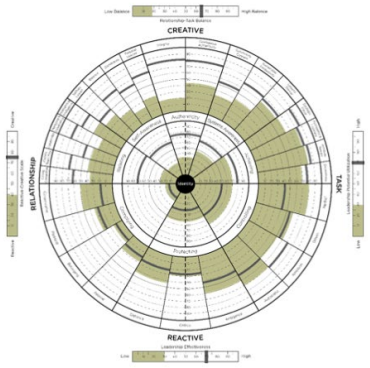
How Leaders Scale Leadership

Start with Self – *"I am the project"*

Develop Your Team and Teams

Build the Leadership System – Extended Leadership Team



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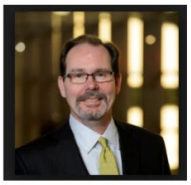
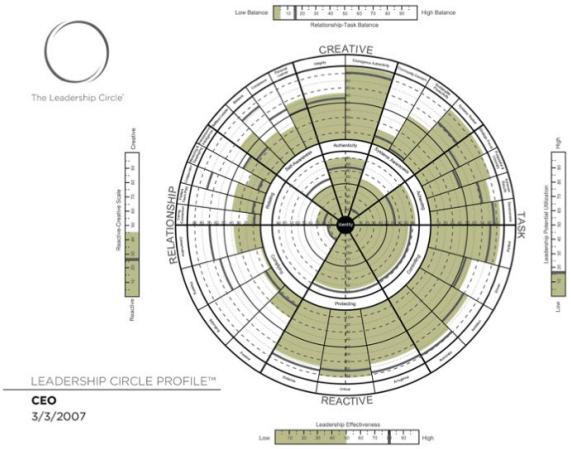
Jeff Hilzinger
2007





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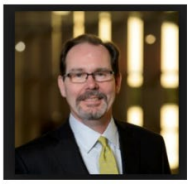
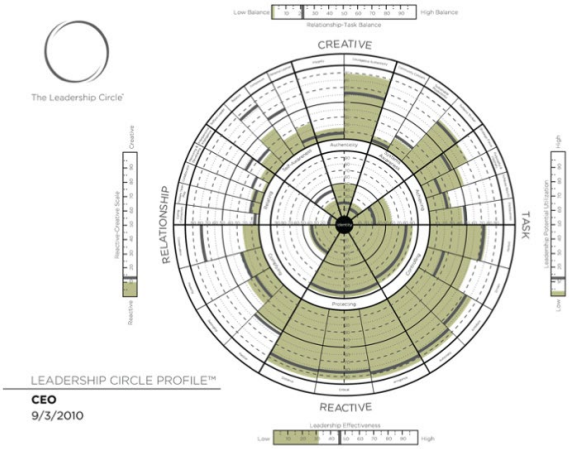
Jeff Hilzinger
2010





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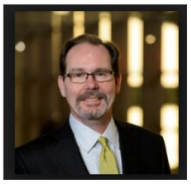
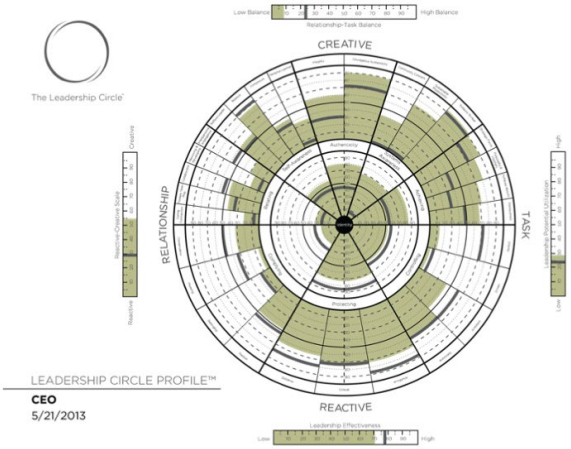
Jeff Hilzinger
2013





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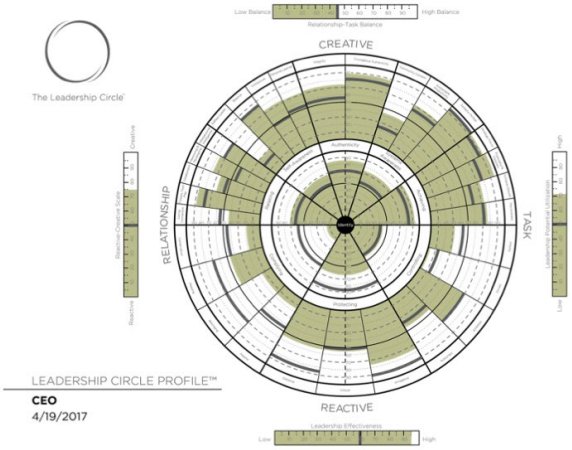
Jeff Hilzinger
2017



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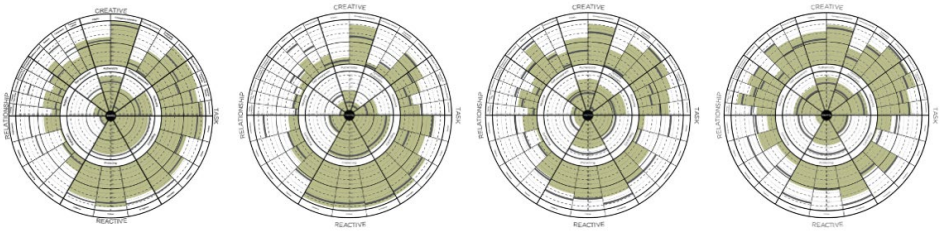
Jeff Hilzinger: A Ten year History



MIKE JETT: Honda
Functional Regional Head for Supply Chain

- Vice President / Plant Manager
- Honda Precision Parts of Georgia (HPPG)
  - 250,000-square-foot transmission manufacturing facility in Tallapoosa, Georgia.
  - $100 million facility supports production of Honda vehicles.

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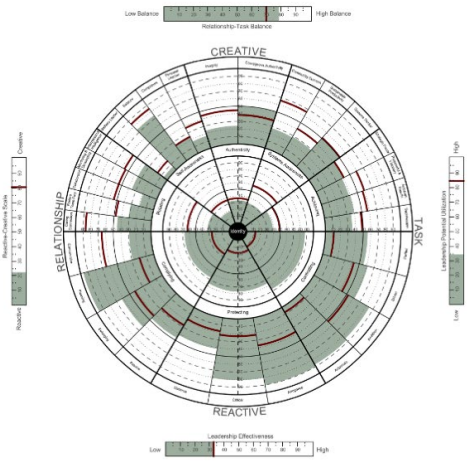
Mike Jett
2012



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MIKE JETT

Learning to yield.
I had to give up my right to speak first, to always be right, to make the final decision and to control everything.

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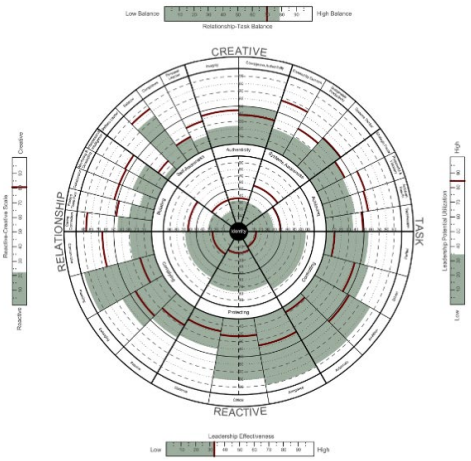
Mike Jett
2012



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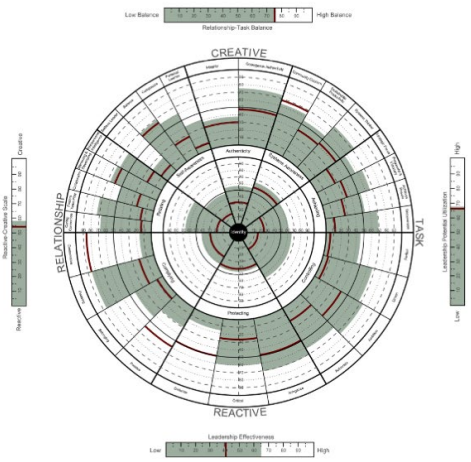
Mike Jett
2014



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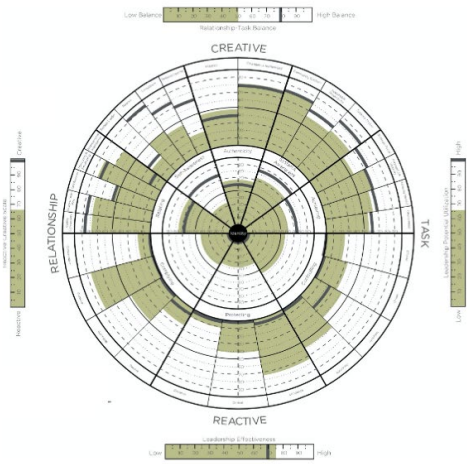
Mike Jett
2017



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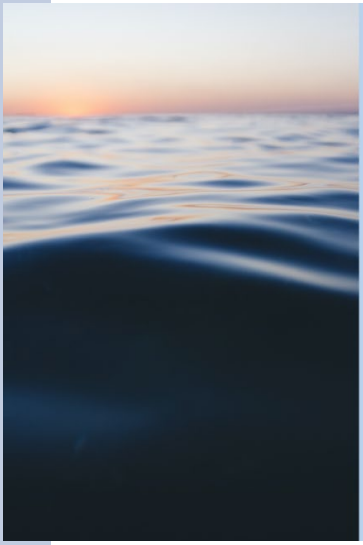
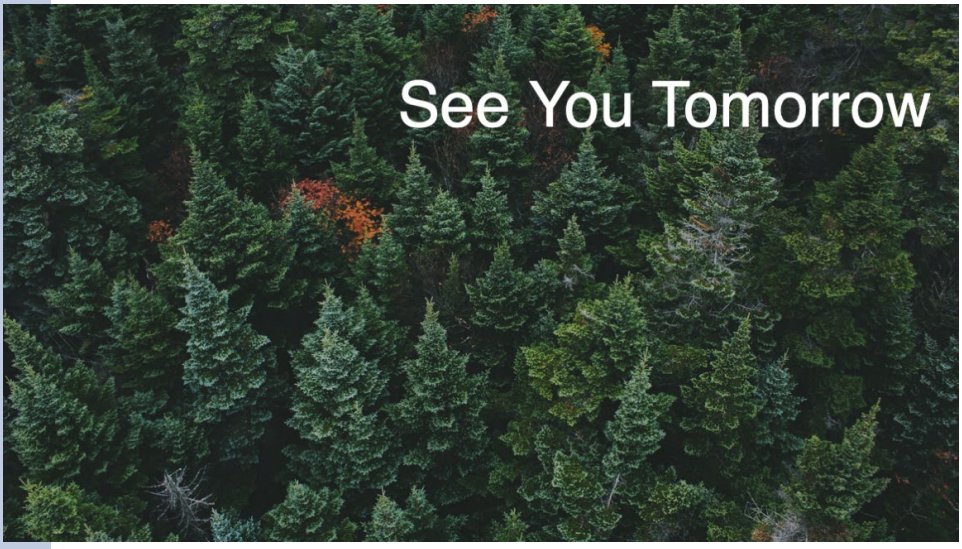


CLIENT APPLICATION:
FIRST STEPS

- Which of your client teams is ready for collective development and the Collective Leadership Assessment?



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COLLECTIVE LEADERSHIP ASSESSMENT™ CERTIFICATION

DAY 2

EVOLVING THE CONSCIOUS PRACTICE OF LEADERSHIP

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AGENDA

COLLECTIVE LEADERSHIP ASSESSMENT CERTIFICATION – Day 2

Exploring the Collective Leadership Assessment

Case Study

Client Application

Closing Circle

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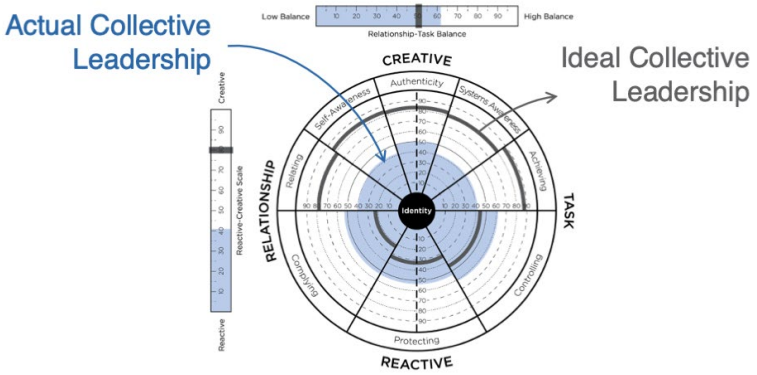
Collective Leadership Assessment



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Design Distinctions: Number of Questions

The two highest correlated questions from each LCP competence were shaped into questions focusing on how collective leadership shapes culture.

Added 2 further Competencies – CUSTOMER FOCUS & INVOLVEMENT

31 outer circle dimensions x 2 questions each = 62 questions
- 62 questions for Actual
- 62 questions for Ideal

Actual and Ideal questions in ONE survey – participants finish Actual questions and then asked to rate Ideal questions. Survey not complete until Ideal questions are complete.

124 questions in total

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Design Distinctions: Additional Creative Competencies

31 Outer Circle Competencies/Behaviors:

CUSTOMER FOCUS (in SYSTEMS AWARENESS)

- Measures the extent to which customer satisfaction is the focus of your business, and extent to which customers are invited to shape organizational direction, decisions, and processes – a whole systems view in which the customer is included

INVOLVEMENT (in RELATING)

- Measures how well leaders involve people in decision making, problem solving and planning down to the appropriate level

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Design Distinctions:

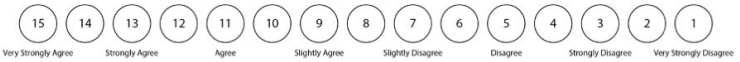
Reactive-Creative Scale

is calculated by adding the (Maximum value in LCS scale of 15) + (Creative Score - Reactive Score). So for Example: 15 + (11.66 - 4.82).

Therefore, the Reactive-Creative Scale can be higher than 15 because we add the top value (15) to the (Creative minus Reactive Score) value. This is done to prevent negative scores and does not change the rank order of scores when it comes to calculating percentiles.

15 Point Scale

The Collective Leadership Assessment measures on a 15-point scale with 0.5 intervals



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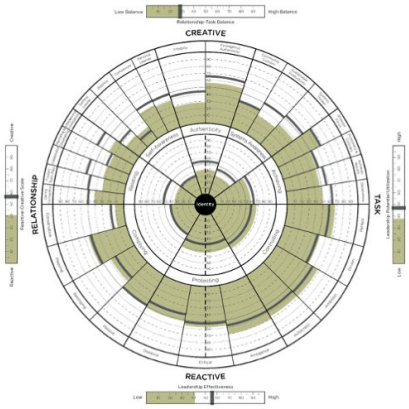
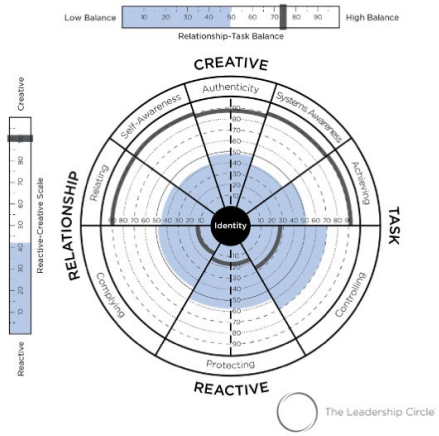
Leadership Circle Profile Group Report



Collective Leadership Assessment



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Key Differences Between LCP Group Profile and the Collective Leadership Effectiveness Assessment

Leadership Circle Aggregate Group Profile

- Rollup of a collection of individual Leadership Circle Profiles
- Focus of analysis is on the individual, and then scores are aggregated across the selected group
- Is diagnostic in nature, allows a senior team or group to contemplate potential Reactive and Creative patterns as a team or group

Collective Leadership Effectiveness Assessment

- Measures gap between current leadership effectiveness (Actual) and aspirational leadership effectiveness (Ideal)
- Focus of analysis is on collective leadership
- Is directional in nature and deeply informs the Collective Leadership Development Agenda

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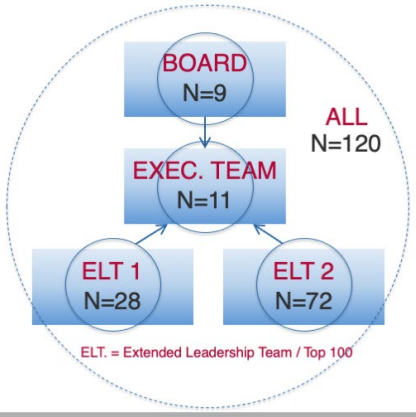
A Typical Collective Leadership Assessment

Focus:
Executive Team



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Collective Leadership Assessment Example

Inner Circle Data

Average Response on a 15 point scale

	Actual Avg	Actual %	Ideal Avg	Ideal %
Relating	8.07	31 %	11.33	74 %
Self-Awareness	8.52	34 %	11.27	79 %
Authenticity	7.78	25 %	11.97	81 %
Systems Awareness	6.81	19 %	10.59	72 %
Achieving	8.06	28 %	12.36	83 %
Controlling	7.68	47 %	6.45	34 %
Protecting	6.39	49 %	3.55	16 %
Complying	7.70	58 %	4.30	11 %
Reactive-Creative Scale	15.92	38 %	22.02	85 %
Relationship-Task Balance	0.86	43 %	0.92	73 %

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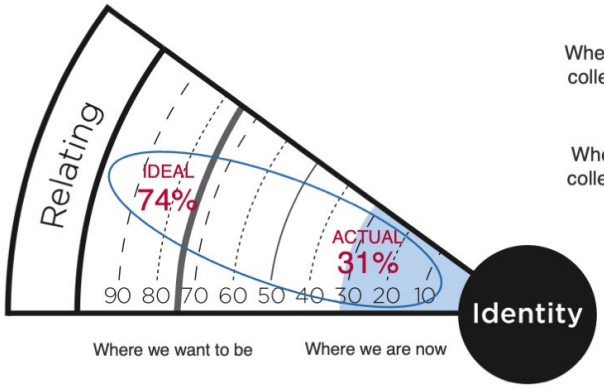
Relating: Actual and Ideal



Actual

Where we see our current collective leadership now

Ideal

Where we want/need our collective leadership to be in the future

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Collective Leadership Assessment Example

Inner Circle Data

Average Response on a 15 point scale

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Relationship-Task Balance	0.86	43 %	0.92	73 %

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Relating Average Response	31 % 8.07	74 % 11.33	Dimension Questions
Caring Connection Average Response	27 % 6.65	47 % 8.55	Connect deeply with others. Form warm and caring relationships.
Fosters Team Play Average Response	27 % 7.42	79 % 12.13	Create a positive climate that supports people doing their best. Promote high levels of teamwork through their leadership style.
Involvement Average Response	37 % 7.58	79 % 10.94	Extensively involve people in decision making. Push decision making and problem solving down to the appropriate level.

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Relating
Caring Connection measures leadership's interest in and ability to form warm, caring relationships.
Fosters Team Play measures leadership's ability to foster high-performance teamwork among team members that report to you, across the organization, and within teams in which you participate.
Involvement measures how well leaders involve people in decision making and planning.
Collaborator measures the extent to which leaders model and create a culture that encourages collaboration within teams and across the organization.
Mentoring & Developing measures your leaders' ability to develop others through mentoring, maintain growth-enhancing relationships, and help people grow and develop personally and professionally.
Interpersonal Intelligence measures the interpersonal effectiveness with which leaders listen, engage in conflict and controversy, deal with the feelings of others, and manage their own feelings.

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Sorts Tables from CLA Report

Sorted by Actual

Senior Team	Actual %	Ideal %
Dimensions		
Driven	79 %	22 %
Community Concern	70 %	92 %
Belonging	63 %	11 %
Achieves Results	63 %	76 %
Perfect	61 %	30 %
Conservative	59 %	8 %
Composure	57 %	85 %
Caring Connection	57 %	87 %
Purposeful & Visionary	56 %	92 %
Pleasing	55 %	15 %
Arrogance	54 %	8 %
Customer Focus	54 %	90 %
Strategic Focus	53 %	92 %
Ambition	51 %	6 %
Collaborator	50 %	81 %
Critical	49 %	9 %
Systems Thinker	49 %	89 %
Interpersonal Intelligence	49 %	89 %
Personal Learner	48 %	88 %
Mentoring & Developing	47 %	86 %

Sorted by Ideal

Senior Team	Actual %	Ideal %
Dimensions		
Strategic Focus	53 %	92 %
Purposeful & Visionary	56 %	92 %
Sustainable Productivity	44 %	92 %
Community Concern	70 %	92 %
Integrity	42 %	92 %
Customer Focus	54 %	90 %
Systems Thinker	49 %	89 %
Balance	21 %	89 %
Interpersonal Intelligence	49 %	89 %
Decisiveness	38 %	88 %
Personal Learner	48 %	88 %
Fosters Team Play	44 %	88 %
Involvement	42 %	87 %
Caring Connection	57 %	87 %
Mentoring & Developing	47 %	86 %
Courageous Authenticity	38 %	85 %
Composure	57 %	85 %
Collaborator	50 %	81 %
Achieves Results	63 %	76 %
Selfless Leader	30 %	54 %

The Leadership Circle

Sorts Tables from CLA Report

Sorted by Ideal to Ideal

Senior Team	Ideal %	Ideal to Ideal %
Dimensions		
Customer Focus	90 %	76 %
Integrity	92 %	75 %
Community Concern	92 %	73 %
Purposeful & Visionary	92 %	68 %
Strategic Focus	92 %	67 %
Caring Connection	87 %	67 %
Systems Thinker	89 %	60 %
Involvement	87 %	58 %
Interpersonal Intelligence	89 %	58 %
Sustainable Productivity	92 %	57 %
Balance	89 %	57 %
Composure	85 %	56 %
Personal Learner	88 %	55 %
Fosters Team Play	88 %	55 %
Mentoring & Developing	86 %	54 %
Decisiveness	88 %	53 %
Courageous Authenticity	85 %	52 %
Achieves Results	76 %	51 %
Collaborator	81 %	49 %
Perfect	30 %	42 %

Sorted by Gap Between Actual and Ideal

Senior Team	Actual %	Ideal %	Gap %
Dimensions			
Balance	21 %	89 %	68
Decisiveness	38 %	88 %	50
Integrity	42 %	92 %	50
Sustainable Productivity	44 %	92 %	48
Courageous Authenticity	38 %	85 %	47
Involvement	42 %	87 %	45
Fosters Team Play	44 %	88 %	43
Systems Thinker	49 %	89 %	40
Personal Learner	48 %	88 %	40
Interpersonal Intelligence	49 %	89 %	40
Mentoring & Developing	47 %	86 %	39
Strategic Focus	53 %	92 %	38
Purposeful & Visionary	56 %	92 %	35
Customer Focus	54 %	90 %	35
Collaborator	50 %	81 %	30
Caring Connection	57 %	87 %	29
Composure	57 %	85 %	28
Selfless Leader	30 %	54 %	24
Community Concern	70 %	92 %	21
Achieves Results	63 %	76 %	12

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Ideal to Ideal Relating Scores - Example

Summary Dimensions	Ideal	Ideal to Ideal
Controlling	34%	61%
Protecting	16%	54%
Complying	11%	44%
Authenticity	81%	41%
Achieving	83%	36%
Relating	74%	30%
Self-Awareness	79%	28%
Systems Awareness	72%	27%

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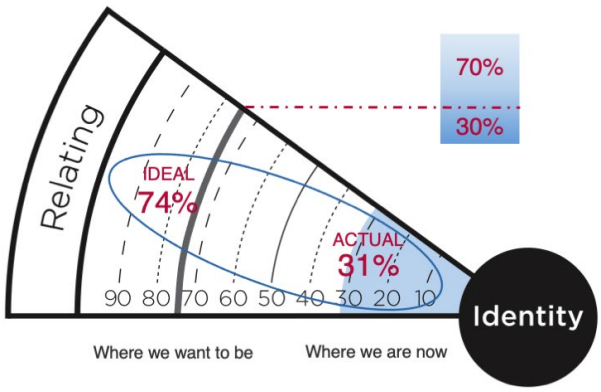
Relating: Ideal to Ideal



IDEAL TO IDEAL

Our Ideal / Aspirations compared to that of other organizations

Their IDEAL to IDEAL score for Relating is at the 30th Percentile when compared to all the other IDEAL scores for Relating in the database. So 70% of organizations in CLA database score their IDEAL Relating higher than this team (who scored at the 74th Percentile)

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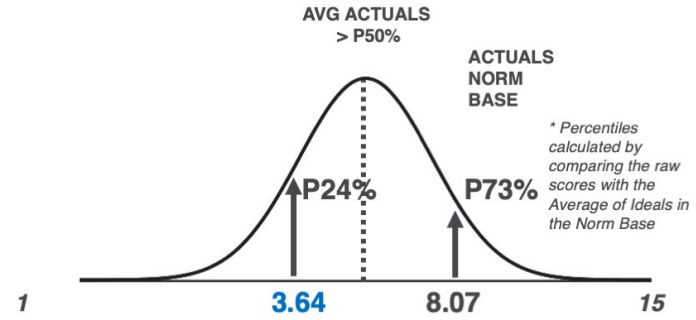
Visual Representation of Actual-to-Ideal : Passive (Reactive)



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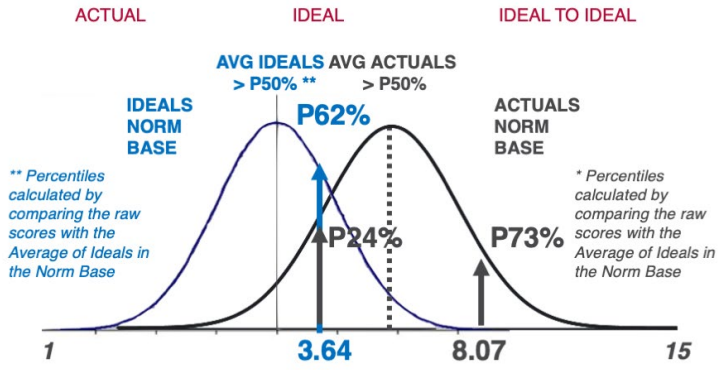
Visual Representation of Ideal-to-Ideal : Passive (Reactive)



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Ideal to Ideal Relating Scores - Example

Summary Dimensions	Ideal	Ideal to Ideal
Controlling	34%	61%
Protecting	16%	54%
Complying	11%	44%
Authenticity	81%	41%
Achieving	83%	36%
Relating	74%	30%
Self-Awareness	79%	28%
Systems Awareness	72%	27%

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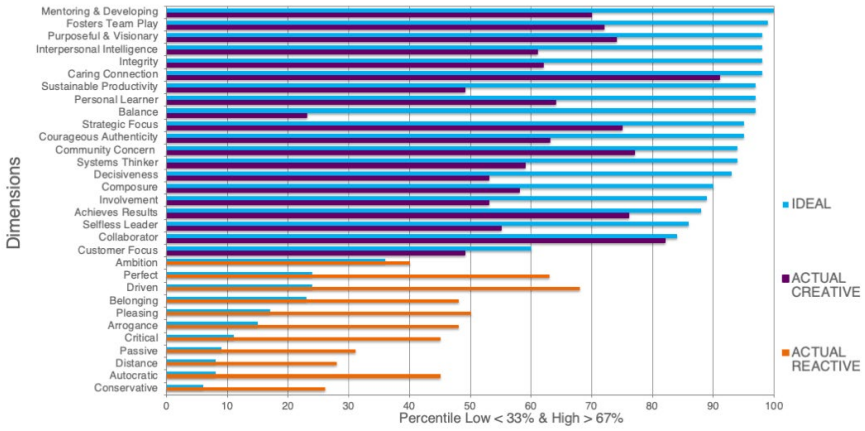
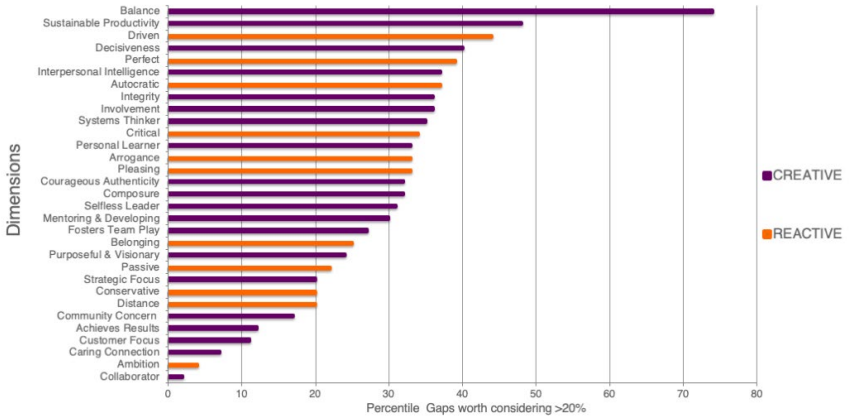
Ideal sorted Highest to Lowest compared to Actual



Gaps sorted Highest to Lowest between Ideal & Actual

The Amount Of Change We Want



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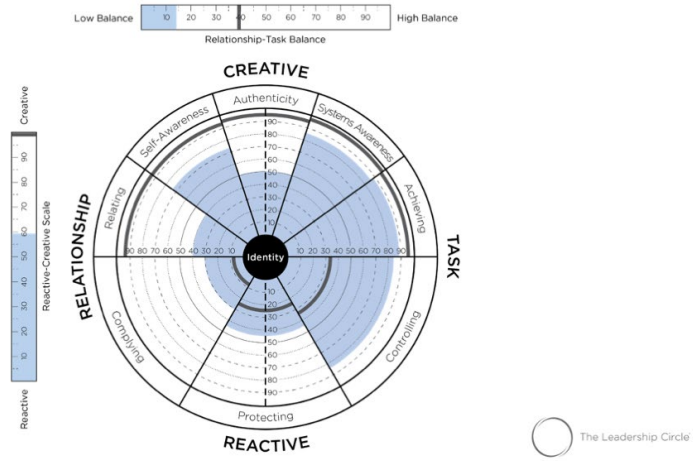
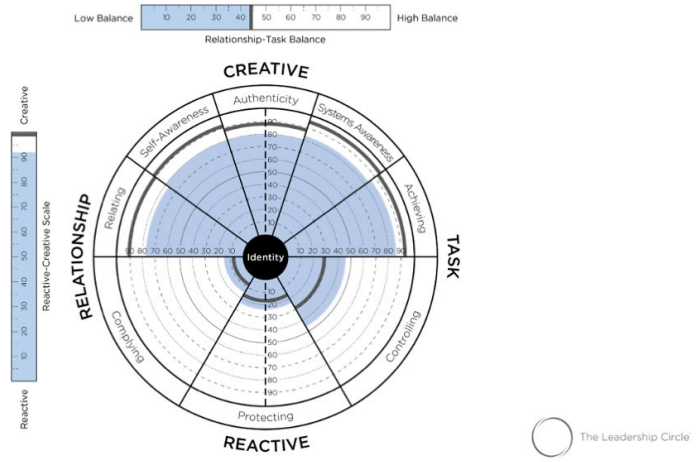
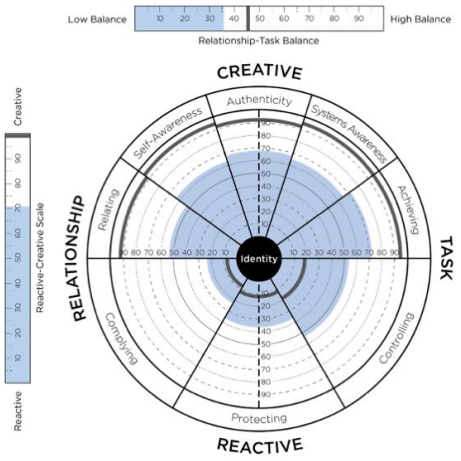
Cbeyond – Senior Leadership Team



Cbeyond – Sales Leadership Team



Cbeyond – Operations Leadership Team



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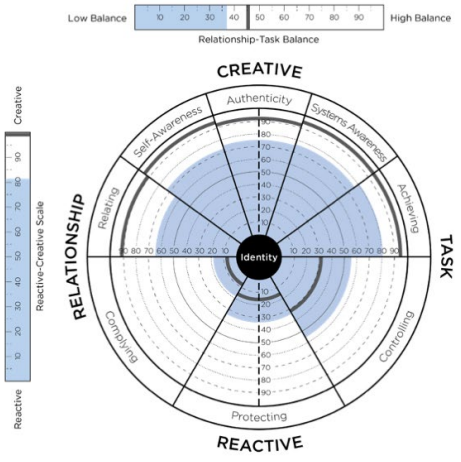
Cbeyond – All Leaders Roll-up



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Working Collective Leadership

In 3 small groups, take 20 minutes to prepare a 10-minute learning for one of the three Cbeyond Leadership Teams.

- ✓ Group 1: Senior Leadership Team
- ✓ Group 2: Sales Leadership Team
- ✓ Group 3: Operations Leadership Team

Consider this to be your Leadership Team's initial debrief of their CLA data. The other participants will play the role of your Leadership Team. Consider:

- ✓Exploring their current Leadership Effectiveness as a team (ACTUAL). *What does it feel like to work here? What are the Reactive team dynamics?*
- ✓ Exploring their aspirational Leadership Effectiveness as a team (IDEAL). *What would need to be true for this kind of leadership to emerge? What developmental moves might they want to contemplate.*

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Client Application Exercise

5 MINUTES

1. Review your Client that you selected yesterday
2. Using a blank Collective Leadership Effectiveness Assessment draw your *best guess* as to their ACTUAL Reactive and Creative and their IDEAL Reactive and Creative

15 MINUTES

3. IN TRIOS: Using your *best guess CLA* create 3 powerful questions that would generate a powerful developmental dialogue for the team

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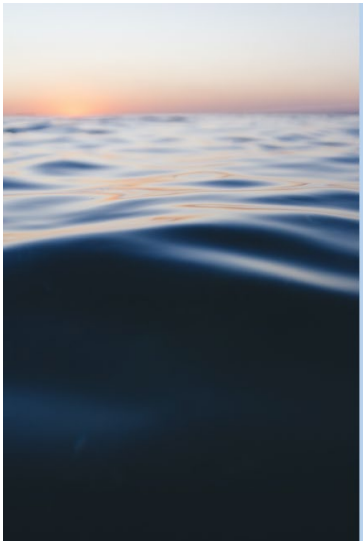
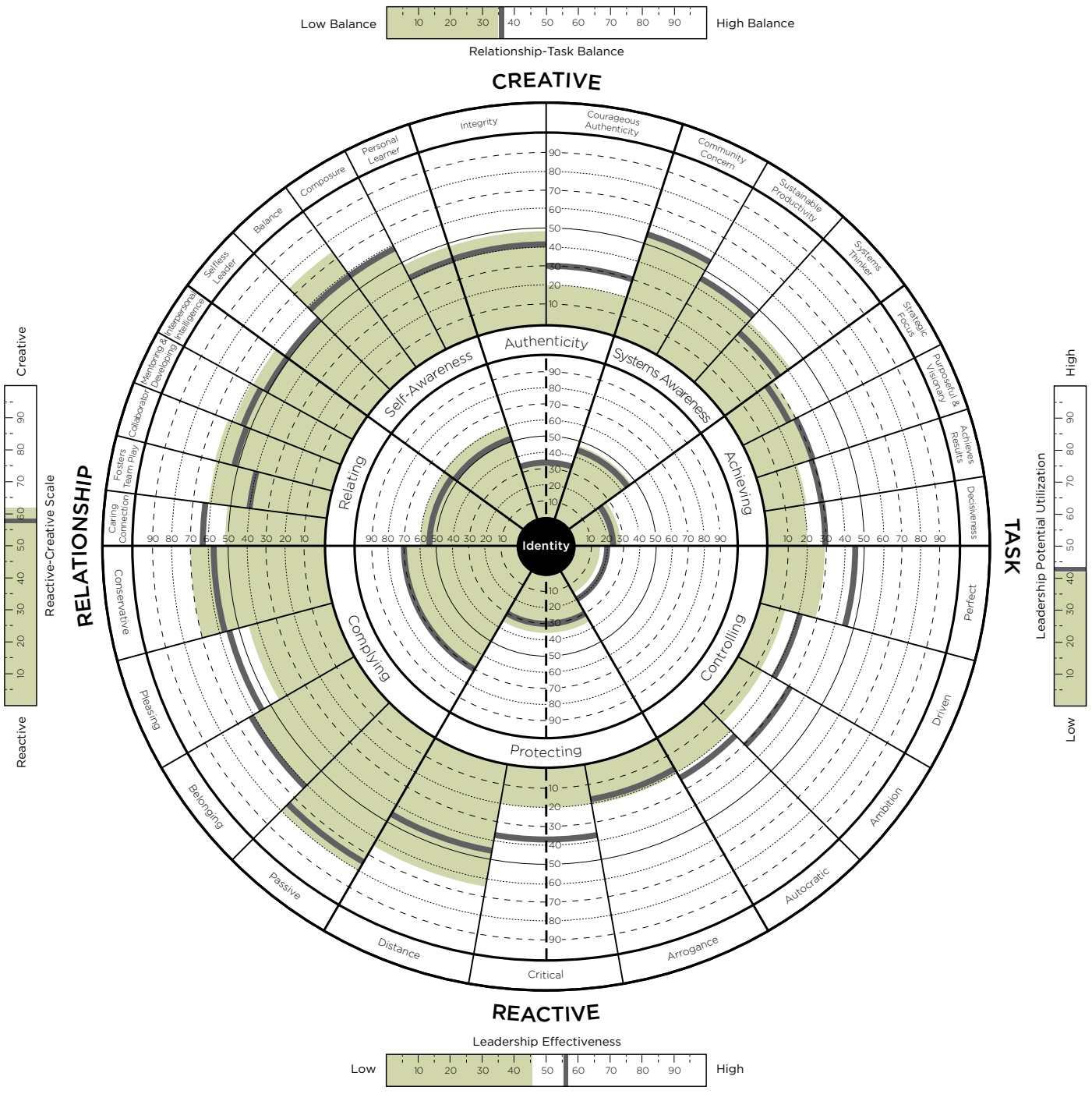


WHAT CAN YOU SAY NOW?

In pairs…5 minutes

- Produce three compelling statements that you can make about the Collective Leadership Assessment
- Use the common language of your business
- Be prepared to defend them



Virtual Group Report 1

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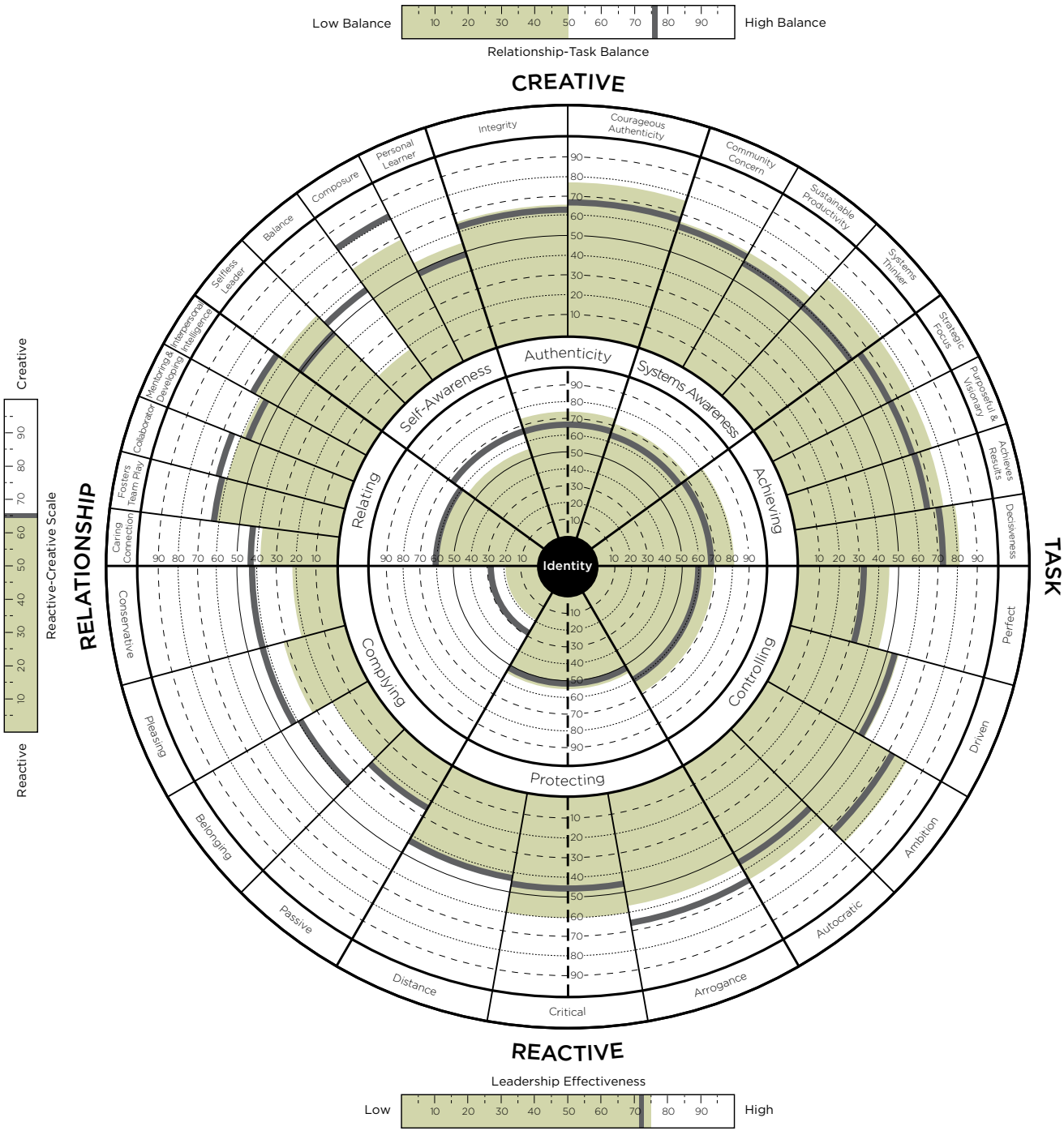
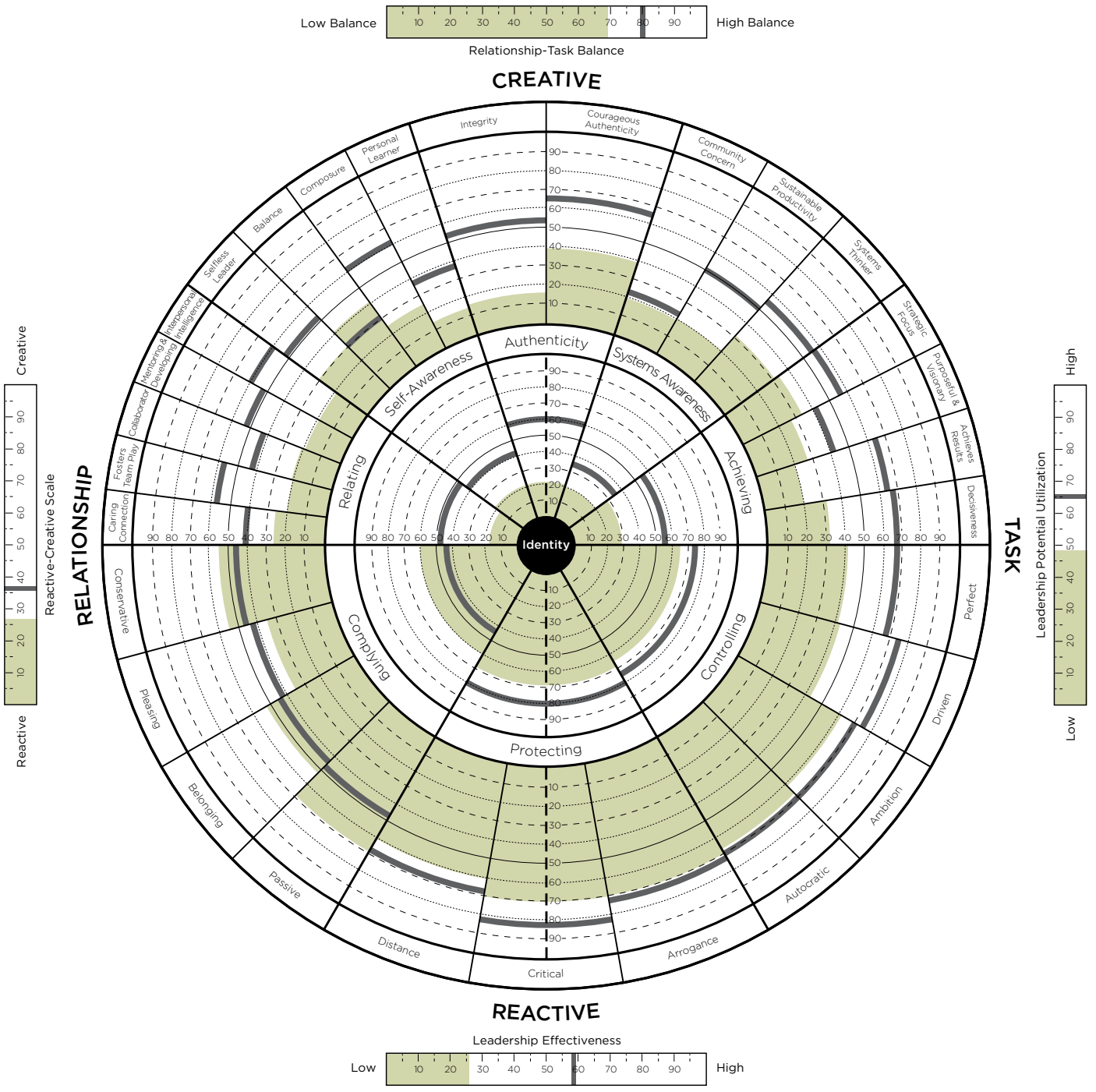


Virtual Group Report 2



Virtual Group Report 3

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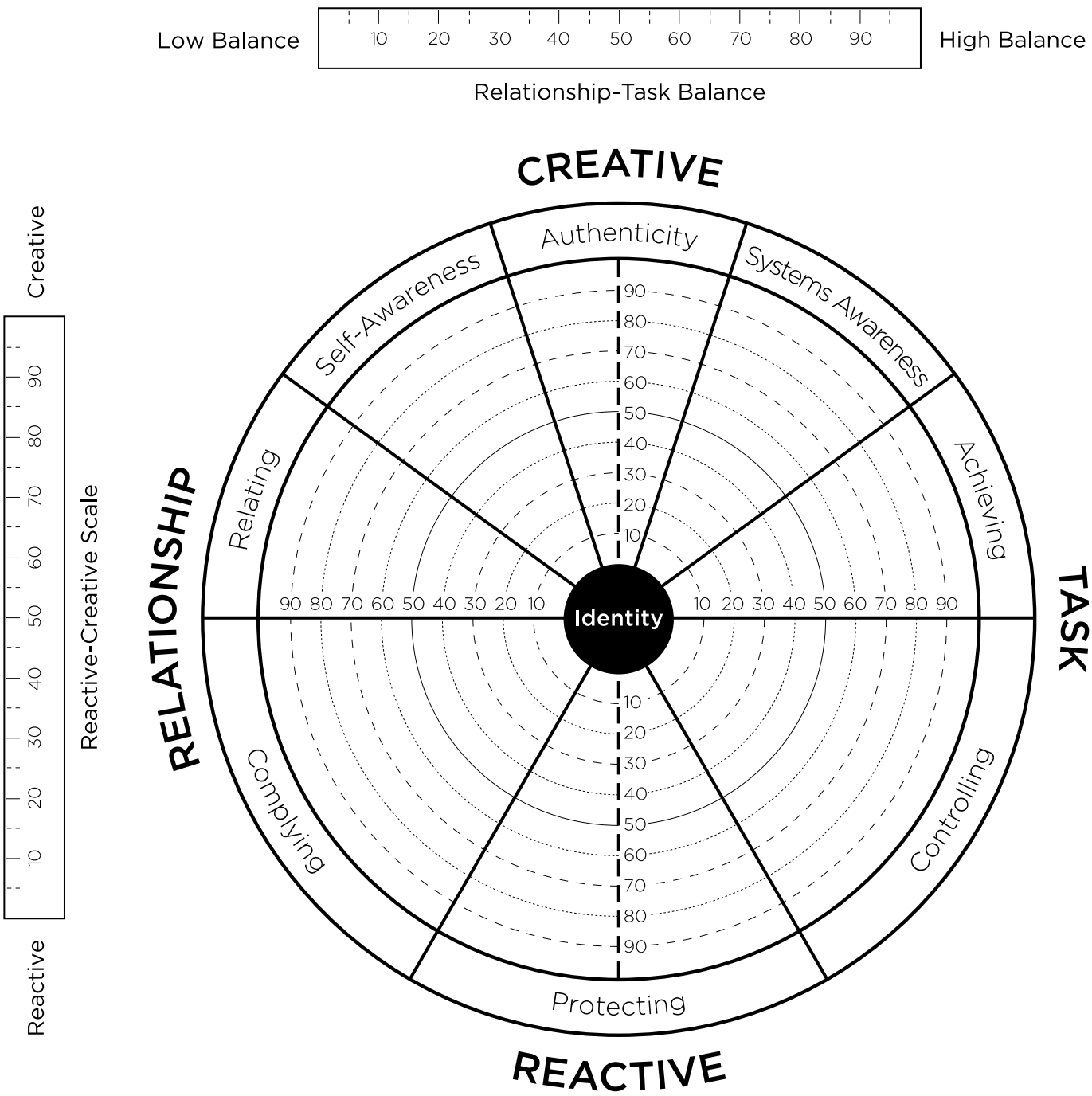
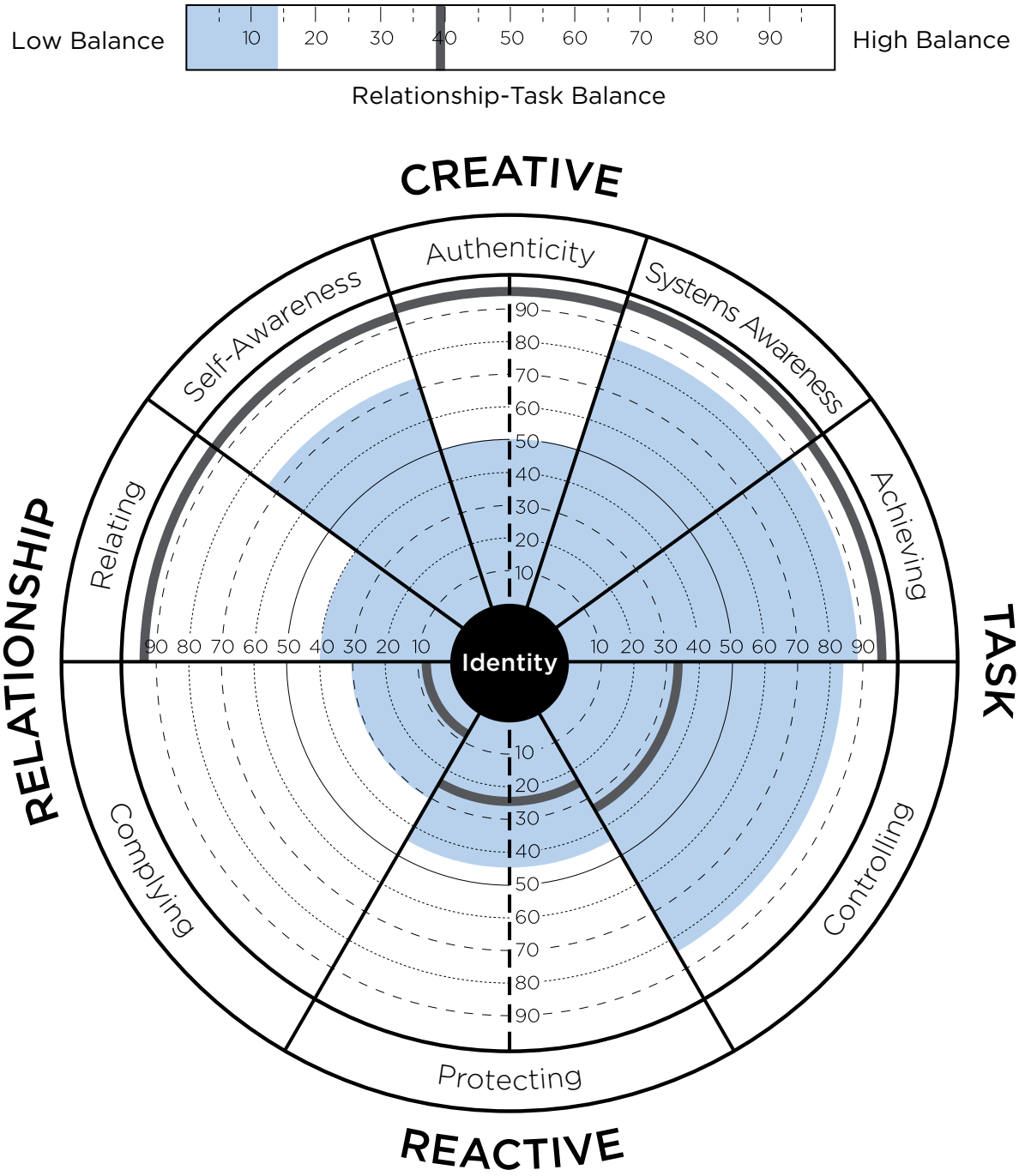


COLLECTIVE LEADERSHIP ASSESSMENT



COLLECTIVE LEADERSHIP ASSESSMENT

Cbeyond – Senior Leadership Team

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Sorted by Actual

Senior Leadership Team	Actual %	Ideal %
Dimensions		
Achieves Results	**94 %**	91 %
Community Concern	**88 %**	89 %
Strategic Focus	**86 %**	95 %
Decisiveness	**86 %**	95 %
Customer Focus	**86 %**	92 %
Perfect	**84 %**	47 %
Balance	**84 %**	91 %
Autocratic	**81 %**	23 %
Purposeful & Visionary	**79 %**	95 %
Ambition	**78 %**	67 %
Systems Thinker	**78 %**	91 %
Pleasing	**76 %**	40 %
Belonging	**68 %**	29 %
Composure	**67 %**	91 %
Sustainable Productivity	**66 %**	97 %
Driven	**65 %**	51 %
Personal Learner	**63 %**	90 %
Selfless Leader	**61 %**	73 %
Integrity	**57 %**	94 %
Distance	**54 %**	21 %
Mentoring & Developing	**53 %**	90 %
Collaborator	**51 %**	87 %
Critical	**48 %**	14 %
Conservative	**41 %**	18 %
Fosters Team Play	**39 %**	89 %
Caring Connection	**38 %**	88 %
Courageous Authenticity	**37 %**	93 %
Arrogance	**35 %**	15 %
Involvement	**35 %**	93 %
Interpersonal Intelligence	**32 %**	93 %
Passive	**14 %**	4 %
Summary Dimensions		
Achieving	**89 %**	96 %
Systems Awareness	**86 %**	97 %
Controlling	**84 %**	33 %
Self-Awareness	**75 %**	93 %
Authenticity	**50 %**	95 %
Protecting	**45 %**	13 %
Relating	**40 %**	93 %
Complying	**31 %**	6 %
Summary Measures		
Reactive-Creative Scale	**59 %**	100 %
Relationship-Task Balance	**14 %**	40 %

Sorted by Ideal

Senior Leadership Team	Actual %	Ideal %
Dimensions		
Sustainable Productivity	66 %	**97 %**
Strategic Focus	86 %	**95 %**
Decisiveness	86 %	**95 %**
Purposeful & Visionary	79 %	**95 %**
Integrity	57 %	**94 %**
Courageous Authenticity	37 %	**93 %**
Involvement	35 %	**93 %**
Interpersonal Intelligence	32 %	**93 %**
Customer Focus	86 %	**92 %**
Achieves Results	94 %	**91 %**
Systems Thinker	78 %	**91 %**
Balance	84 %	**91 %**
Composure	67 %	**91 %**
Personal Learner	63 %	**90 %**
Mentoring & Developing	53 %	**90 %**
Community Concern	88 %	**89 %**
Fosters Team Play	39 %	**89 %**
Caring Connection	38 %	**88 %**
Collaborator	51 %	**87 %**
Selfless Leader	61 %	**73 %**
Ambition	78 %	**67 %**
Driven	65 %	**51 %**
Perfect	84 %	**47 %**
Pleasing	76 %	**40 %**
Belonging	68 %	**29 %**
Autocratic	81 %	**23 %**
Distance	54 %	**21 %**
Conservative	41 %	**18 %**
Arrogance	35 %	**15 %**
Critical	48 %	**14 %**
Passive	14 %	**4 %**
Summary Dimensions		
Systems Awareness	86 %	**97 %**
Achieving	89 %	**96 %**
Authenticity	50 %	**95 %**
Self-Awareness	75 %	**93 %**
Relating	40 %	**93 %**
Controlling	84 %	**33 %**
Protecting	45 %	**13 %**
Complying	31 %	**6 %**
Summary Measures		
Reactive-Creative Scale	59 %	**100 %**
Relationship-Task Balance	14 %	**40 %**

Sorted by Ideal to Ideal

Senior Leadership Team	Ideal %	Ideal to Ideal %
Dimensions		
Integrity	94 %	**80 %**
Achieves Results	91 %	**79 %**
Customer Focus	92 %	**79 %**
Sustainable Productivity	97 %	**78 %**
Decisiveness	95 %	**77 %**
Purposeful & Visionary	95 %	**77 %**
Ambition	67 %	**76 %**
Strategic Focus	95 %	**76 %**
Involvement	93 %	**73 %**
Courageous Authenticity	93 %	**72 %**
Composure	91 %	**72 %**
Interpersonal Intelligence	93 %	**71 %**
Caring Connection	88 %	**68 %**
Community Concern	89 %	**67 %**
Mentoring & Developing	90 %	**66 %**
Driven	51 %	**65 %**
Systems Thinker	91 %	**64 %**
Collaborator	87 %	**63 %**
Balance	91 %	**62 %**
Personal Learner	90 %	**62 %**
Pleasing	40 %	**61 %**
Autocratic	23 %	**61 %**
Fosters Team Play	89 %	**59 %**
Perfect	47 %	**57 %**
Belonging	29 %	**51 %**
Distance	21 %	**50 %**
Selfless Leader	73 %	**48 %**
Conservative	18 %	**46 %**
Arrogance	15 %	**41 %**
Critical	14 %	**38 %**
Passive	4 %	**16 %**
Summary Dimensions		
Achieving	96 %	**80 %**
Systems Awareness	97 %	**79 %**
Authenticity	95 %	**79 %**
Controlling	33 %	**69 %**
Relating	93 %	**69 %**
Self-Awareness	93 %	**63 %**
Protecting	13 %	**43 %**
Complying	6 %	**29 %**
Summary Measures		
Reactive-Creative Scale	100 %	**74 %**
Relationship-Task Balance	40 %	**12 %**

Sorted by Gap Between Actual and Ideal

Senior Leadership Team	Actual %	Ideal %	Gap %
Dimensions			
Interpersonal Intelligence	32 %	93 %	**61**
Involvement	35 %	93 %	**58**
Courageous Authenticity	37 %	93 %	**55**
Caring Connection	38 %	88 %	**50**
Fosters Team Play	39 %	89 %	**50**
Mentoring & Developing	53 %	90 %	**37**
Integrity	57 %	94 %	**36**
Collaborator	51 %	87 %	**35**
Sustainable Productivity	66 %	97 %	**31**
Personal Learner	63 %	90 %	**26**
Composure	67 %	91 %	**24**
Purposeful & Visionary	79 %	95 %	**15**
Systems Thinker	78 %	91 %	**13**
Selfless Leader	61 %	73 %	**11**
Decisiveness	86 %	95 %	**9**
Strategic Focus	86 %	95 %	**8**
Customer Focus	86 %	92 %	**6**
Balance	84 %	91 %	**6**
Community Concern	88 %	89 %	**1**
Achieves Results	94 %	91 %	**-3**
Passive	14 %	4 %	**-9**
Ambition	78 %	67 %	**-11**
Driven	65 %	51 %	**-13**
Arrogance	35 %	15 %	**-19**
Conservative	41 %	18 %	**-22**
Distance	54 %	21 %	**-33**
Critical	48 %	14 %	**-34**
Pleasing	76 %	40 %	**-36**
Perfect	84 %	47 %	**-37**
Belonging	68 %	29 %	**-38**
Autocratic	81 %	23 %	**-57**
Summary Dimensions			
Relating	40 %	93 %	**52**
Authenticity	50 %	95 %	**45**
Self-Awareness	75 %	93 %	**17**
Systems Awareness	86 %	97 %	**11**
Achieving	89 %	96 %	**6**
Complying	31 %	6 %	**-24**
Protecting	45 %	13 %	**-31**
Controlling	84 %	33 %	**-50**
Summary Measures			
Reactive-Creative Scale	59 %	100 %	**40**
Relationship-Task Balance	14 %	40 %	**25**

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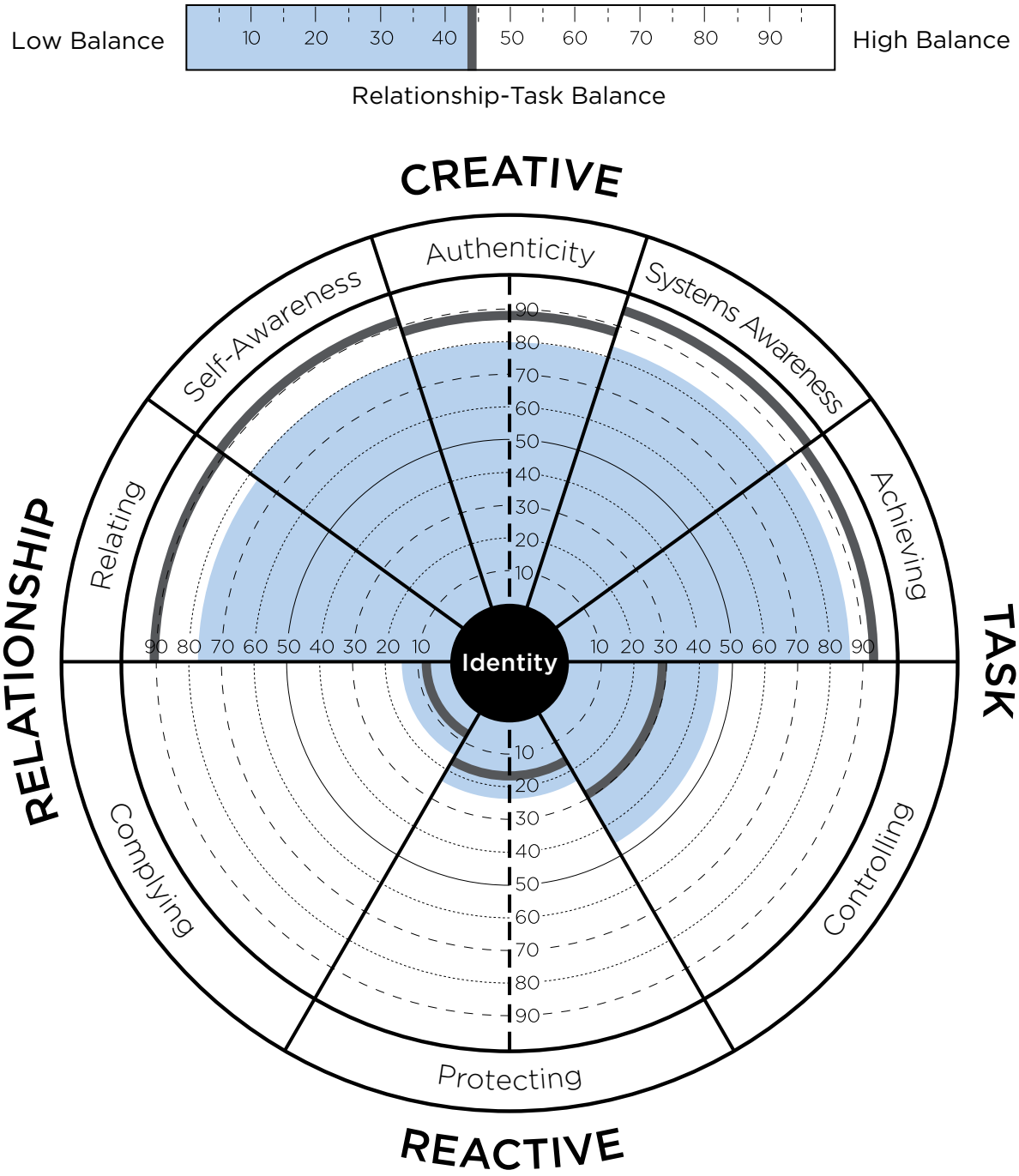

COLLECTIVE LEADERSHIP ASSESSMENT

Cbeyond – Sales Leadership Team

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Sorted by Actual

Sales Leadership Team	Actual %	Ideal %
Dimensions		
Achieves Results	**88 %**	85 %
Strategic Focus	**85 %**	91 %
Community Concern	**85 %**	85 %
Personal Learner	**83 %**	91 %
Integrity	**81 %**	88 %
Purposeful & Visionary	**80 %**	92 %
Mentoring & Developing	**80 %**	92 %
Decisiveness	**79 %**	89 %
Customer Focus	**79 %**	89 %
Sustainable Productivity	**77 %**	92 %
Composure	**77 %**	86 %
Interpersonal Intelligence	**77 %**	86 %
Fosters Team Play	**77 %**	86 %
Involvement	**76 %**	87 %
Courageous Authenticity	**73 %**	80 %
Perfect	**72 %**	64 %
Ambition	**71 %**	61 %
Balance	**71 %**	85 %
Systems Thinker	**69 %**	83 %
Selfless Leader	**68 %**	70 %
Caring Connection	**68 %**	78 %
Collaborator	**62 %**	82 %
Driven	**41 %**	59 %
Autocratic	**38 %**	18 %
Belonging	**35 %**	20 %
Pleasing	**34 %**	34 %
Critical	**29 %**	25 %
Distance	**26 %**	15 %
Arrogance	**23 %**	19 %
Conservative	**17 %**	21 %
Passive	**15 %**	8 %
Summary Dimensions		
Achieving	**86 %**	92 %
Systems Awareness	**84 %**	93 %
Self-Awareness	**81 %**	90 %
Authenticity	**80 %**	88 %
Relating	**77 %**	89 %
Controlling	**46 %**	28 %
Protecting	**23 %**	16 %
Complying	**15 %**	8 %
Summary Measures		
Reactive-Creative Scale	**92 %**	99 %
Relationship-Task Balance	**43 %**	44 %

Sorted by Ideal

Sales Leadership Team	Actual %	Ideal %
Dimensions		
Purposeful & Visionary	80 %	**92 %**
Sustainable Productivity	77 %	**92 %**
Mentoring & Developing	80 %	**92 %**
Strategic Focus	85 %	**91 %**
Personal Learner	83 %	**91 %**
Decisiveness	79 %	**89 %**
Customer Focus	79 %	**89 %**
Integrity	81 %	**88 %**
Involvement	76 %	**87 %**
Composure	77 %	**86 %**
Interpersonal Intelligence	77 %	**86 %**
Fosters Team Play	77 %	**86 %**
Achieves Results	88 %	**85 %**
Community Concern	85 %	**85 %**
Balance	71 %	**85 %**
Systems Thinker	69 %	**83 %**
Collaborator	62 %	**82 %**
Courageous Authenticity	73 %	**80 %**
Caring Connection	68 %	**78 %**
Selfless Leader	68 %	**70 %**
Perfect	72 %	**64 %**
Ambition	71 %	**61 %**
Driven	41 %	**59 %**
Pleasing	34 %	**34 %**
Critical	29 %	**25 %**
Conservative	17 %	**21 %**
Belonging	35 %	**20 %**
Arrogance	23 %	**19 %**
Autocratic	38 %	**18 %**
Distance	26 %	**15 %**
Passive	15 %	**8 %**
Summary Dimensions		
Systems Awareness	84 %	**93 %**
Achieving	86 %	**92 %**
Self-Awareness	81 %	**90 %**
Relating	77 %	**89 %**
Authenticity	80 %	**88 %**
Controlling	46 %	**28 %**
Protecting	23 %	**16 %**
Complying	15 %	**8 %**
Summary Measures		
Reactive-Creative Scale	92 %	**99 %**
Relationship-Task Balance	43 %	**44 %**

Sorted by Ideal to Ideal

Sales Leadership Team	Ideal %	Ideal to Ideal %
Dimensions		
Customer Focus	89 %	**75 %**
Perfect	64 %	**71 %**
Ambition	61 %	**71 %**
Driven	59 %	**71 %**
Mentoring & Developing	92 %	**71 %**
Achieves Results	85 %	**68 %**
Purposeful & Visionary	92 %	**67 %**
Personal Learner	91 %	**65 %**
Integrity	88 %	**63 %**
Strategic Focus	91 %	**62 %**
Critical	25 %	**61 %**
Composure	86 %	**60 %**
Sustainable Productivity	92 %	**58 %**
Community Concern	85 %	**58 %**
Involvement	87 %	**57 %**
Decisiveness	89 %	**56 %**
Pleasing	34 %	**55 %**
Autocratic	18 %	**52 %**
Collaborator	82 %	**51 %**
Conservative	21 %	**50 %**
Caring Connection	78 %	**50 %**
Fosters Team Play	86 %	**50 %**
Arrogance	19 %	**49 %**
Interpersonal Intelligence	86 %	**49 %**
Balance	85 %	**48 %**
Systems Thinker	83 %	**45 %**
Selfless Leader	70 %	**45 %**
Courageous Authenticity	80 %	**42 %**
Belonging	20 %	**40 %**
Distance	15 %	**40 %**
Passive	8 %	**30 %**
Summary Dimensions		
Achieving	92 %	**65 %**
Controlling	28 %	**64 %**
Systems Awareness	93 %	**64 %**
Authenticity	88 %	**55 %**
Self-Awareness	90 %	**55 %**
Relating	89 %	**55 %**
Protecting	16 %	**49 %**
Complying	8 %	**36 %**
Summary Measures		
Reactive-Creative Scale	99 %	**54 %**
Relationship-Task Balance	44 %	**17 %**

Sorted by Gap Between Actual and Ideal

Sales Leadership Team	Actual %	Ideal %	Gap %
Dimensions			
Collaborator	62 %	82 %	**20**
Driven	41 %	59 %	**18**
Sustainable Productivity	77 %	92 %	**15**
Systems Thinker	69 %	83 %	**14**
Balance	71 %	85 %	**14**
Purposeful & Visionary	80 %	92 %	**12**
Mentoring & Developing	80 %	92 %	**11**
Decisiveness	79 %	89 %	**10**
Customer Focus	79 %	89 %	**10**
Involvement	76 %	87 %	**10**
Composure	77 %	86 %	**9**
Caring Connection	68 %	78 %	**9**
Interpersonal Intelligence	77 %	86 %	**9**
Personal Learner	83 %	91 %	**8**
Fosters Team Play	77 %	86 %	**8**
Integrity	81 %	88 %	**7**
Courageous Authenticity	73 %	80 %	**7**
Strategic Focus	85 %	91 %	**5**
Conservative	17 %	21 %	**3**
Selfless Leader	68 %	70 %	**2**
Pleasing	34 %	34 %	**0**
Community Concern	85 %	85 %	**0**
Achieves Results	88 %	85 %	**-2**
Critical	29 %	25 %	**-3**
Arrogance	23 %	19 %	**-4**
Passive	15 %	8 %	**-7**
Perfect	72 %	64 %	**-7**
Ambition	71 %	61 %	**-9**
Distance	26 %	15 %	**-10**
Belonging	35 %	20 %	**-15**
Autocratic	38 %	18 %	**-19**
Summary Dimensions			
Relating	77 %	89 %	**11**
Systems Awareness	84 %	93 %	**9**
Self-Awareness	81 %	90 %	**9**
Authenticity	80 %	88 %	**7**
Achieving	86 %	92 %	**6**
Protecting	23 %	16 %	**-6**
Complying	15 %	8 %	**-7**
Controlling	46 %	28 %	**-17**
Summary Measures			
Reactive-Creative Scale	92 %	99 %	**6**
Relationship-Task Balance	43 %	44 %	**0**

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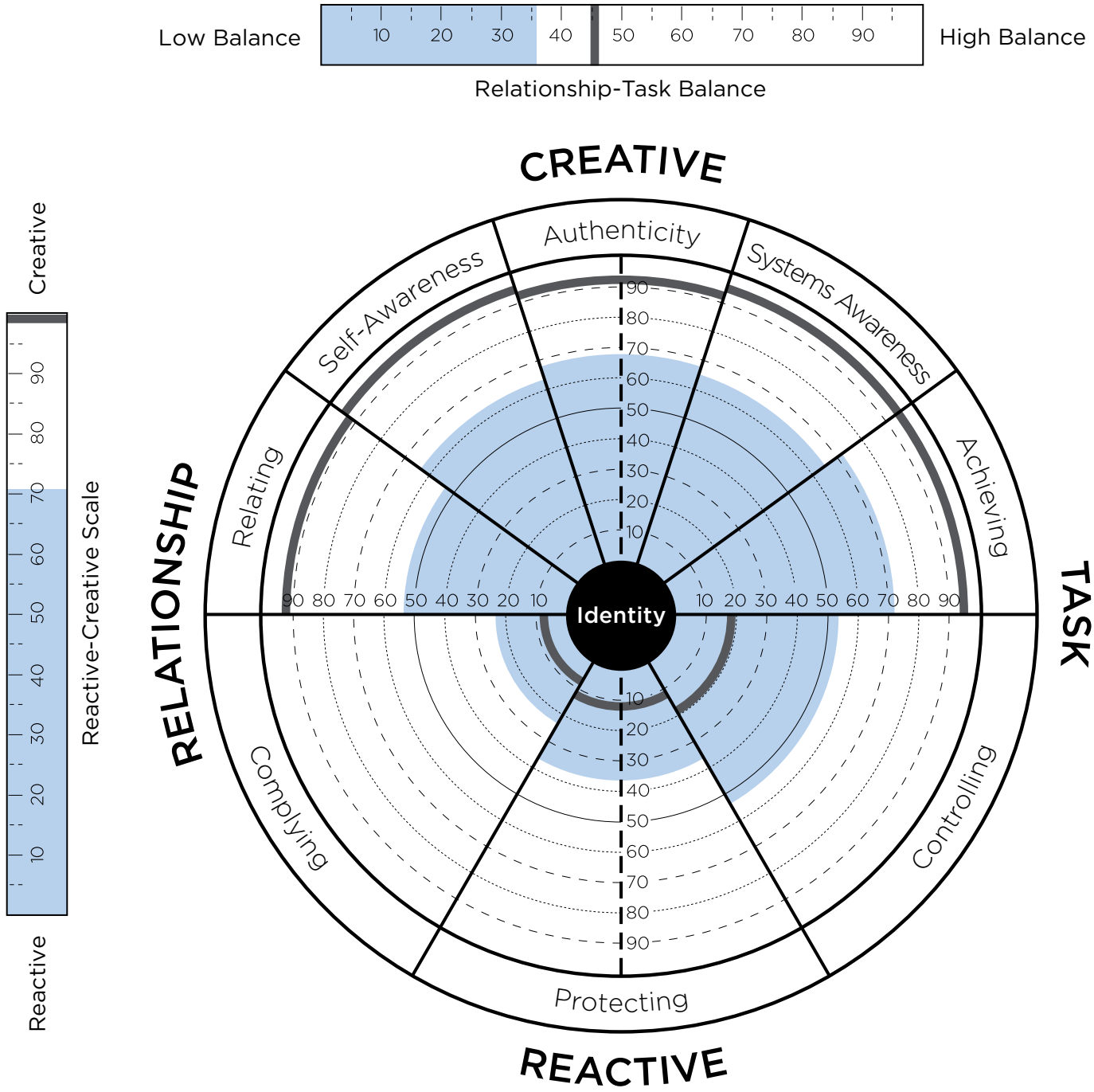

COLLECTIVE LEADERSHIP ASSESSMENT

Cbeyond – Operations Leadership Team

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Sorted by Actual

Operations Leadership Team	Actual %	Ideal %
Dimensions		
Achieves Results	**81 %**	86 %
Customer Focus	**78 %**	86 %
Community Concern	**78 %**	82 %
Composure	**76 %**	90 %
Selfless Leader	**71 %**	79 %
Decisiveness	**70 %**	92 %
Integrity	**68 %**	90 %
Strategic Focus	**65 %**	92 %
Purposeful & Visionary	**65 %**	92 %
Courageous Authenticity	**65 %**	88 %
Systems Thinker	**61 %**	89 %
Personal Learner	**60 %**	92 %
Interpersonal Intelligence	**60 %**	89 %
Fosters Team Play	**60 %**	89 %
Perfect	**58 %**	44 %
Autocratic	**55 %**	13 %
Collaborator	**53 %**	82 %
Caring Connection	**53 %**	81 %
Ambition	**51 %**	55 %
Involvement	**47 %**	93 %
Driven	**46 %**	36 %
Balance	**44 %**	90 %
Pleasing	**40 %**	23 %
Mentoring & Developing	**40 %**	89 %
Arrogance	**38 %**	13 %
Critical	**37 %**	15 %
Distance	**36 %**	12 %
Sustainable Productivity	**33 %**	93 %
Conservative	**32 %**	14 %
Belonging	**30 %**	15 %
Passive	**24 %**	9 %
Summary Dimensions		
Achieving	**72 %**	94 %
Authenticity	**69 %**	91 %
Systems Awareness	**66 %**	93 %
Self-Awareness	**64 %**	94 %
Controlling	**54 %**	19 %
Relating	**53 %**	90 %
Protecting	**35 %**	10 %
Complying	**23 %**	7 %
Summary Measures		
Reactive-Creative Scale	**71 %**	100 %
Relationship-Task Balance	**36 %**	46 %

Sorted by Ideal

Operations Leadership Team	Actual %	Ideal %
Dimensions		
Sustainable Productivity	33 %	**93 %**
Involvement	47 %	**93 %**
Strategic Focus	65 %	**92 %**
Decisiveness	70 %	**92 %**
Purposeful & Visionary	65 %	**92 %**
Personal Learner	60 %	**92 %**
Integrity	68 %	**90 %**
Balance	44 %	**90 %**
Composure	76 %	**90 %**
Systems Thinker	61 %	**89 %**
Mentoring & Developing	40 %	**89 %**
Interpersonal Intelligence	60 %	**89 %**
Fosters Team Play	60 %	**89 %**
Courageous Authenticity	65 %	**88 %**
Achieves Results	81 %	**86 %**
Customer Focus	78 %	**86 %**
Community Concern	78 %	**82 %**
Collaborator	53 %	**82 %**
Caring Connection	53 %	**81 %**
Selfless Leader	71 %	**79 %**
Ambition	51 %	**55 %**
Perfect	58 %	**44 %**
Driven	46 %	**36 %**
Pleasing	40 %	**23 %**
Belonging	30 %	**15 %**
Critical	37 %	**15 %**
Conservative	32 %	**14 %**
Arrogance	38 %	**13 %**
Autocratic	55 %	**13 %**
Distance	36 %	**12 %**
Passive	24 %	**9 %**
Summary Dimensions		
Achieving	72 %	**94 %**
Self-Awareness	64 %	**94 %**
Systems Awareness	66 %	**93 %**
Authenticity	69 %	**91 %**
Relating	53 %	**90 %**
Controlling	54 %	**19 %**
Protecting	35 %	**10 %**
Complying	23 %	**7 %**
Summary Measures		
Reactive-Creative Scale	71 %	**100 %**
Relationship-Task Balance	36 %	**46 %**

Sorted by Ideal to Ideal

Operations Leadership Team	Ideal %	Ideal to Ideal %
Dimensions		
Involvement	93 %	**72 %**
Achieves Results	86 %	**70 %**
Purposeful & Visionary	92 %	**69 %**
Customer Focus	86 %	**69 %**
Integrity	90 %	**68 %**
Personal Learner	92 %	**68 %**
Composure	90 %	**68 %**
Ambition	55 %	**67 %**
Strategic Focus	92 %	**67 %**
Decisiveness	92 %	**65 %**
Sustainable Productivity	93 %	**63 %**
Mentoring & Developing	89 %	**61 %**
Courageous Authenticity	88 %	**60 %**
Fosters Team Play	89 %	**59 %**
Systems Thinker	89 %	**58 %**
Balance	90 %	**58 %**
Selfless Leader	79 %	**57 %**
Interpersonal Intelligence	89 %	**56 %**
Perfect	44 %	**55 %**
Caring Connection	81 %	**55 %**
Driven	36 %	**53 %**
Community Concern	82 %	**52 %**
Collaborator	82 %	**51 %**
Pleasing	23 %	**43 %**
Autocratic	13 %	**43 %**
Critical	15 %	**41 %**
Conservative	14 %	**40 %**
Arrogance	13 %	**38 %**
Passive	9 %	**34 %**
Belonging	15 %	**33 %**
Distance	12 %	**33 %**
Summary Dimensions		
Achieving	94 %	**69 %**
Authenticity	91 %	**66 %**
Self-Awareness	94 %	**65 %**
Systems Awareness	93 %	**64 %**
Relating	90 %	**60 %**
Controlling	19 %	**51 %**
Protecting	10 %	**35 %**
Complying	7 %	**32 %**
Summary Measures		
Reactive-Creative Scale	100 %	**74 %**
Relationship-Task Balance	46 %	**19 %**

Sorted by Gap Between Actual and Ideal

Operations Leadership Team	Actual %	Ideal %	Gap %
Dimensions			
Sustainable Productivity	33 %	93 %	**60**
Mentoring & Developing	40 %	89 %	**48**
Balance	44 %	90 %	**45**
Involvement	47 %	93 %	**45**
Personal Learner	60 %	92 %	**31**
Collaborator	53 %	82 %	**28**
Caring Connection	53 %	81 %	**28**
Interpersonal Intelligence	60 %	89 %	**28**
Fosters Team Play	60 %	89 %	**28**
Strategic Focus	65 %	92 %	**27**
Systems Thinker	61 %	89 %	**27**
Purposeful & Visionary	65 %	92 %	**26**
Courageous Authenticity	65 %	88 %	**23**
Decisiveness	70 %	92 %	**22**
Integrity	68 %	90 %	**21**
Composure	76 %	90 %	**14**
Selfless Leader	71 %	79 %	**8**
Customer Focus	78 %	86 %	**7**
Achieves Results	81 %	86 %	**5**
Community Concern	78 %	82 %	**4**
Ambition	51 %	55 %	**3**
Driven	46 %	36 %	**-9**
Perfect	58 %	44 %	**-13**
Passive	24 %	9 %	**-14**
Belonging	30 %	15 %	**-14**
Pleasing	40 %	23 %	**-17**
Conservative	32 %	14 %	**-17**
Critical	37 %	15 %	**-22**
Distance	36 %	12 %	**-24**
Arrogance	38 %	13 %	**-25**
Autocratic	55 %	13 %	**-42**
Summary Dimensions			
Relating	53 %	90 %	**37**
Self-Awareness	64 %	94 %	**29**
Systems Awareness	66 %	93 %	**27**
Authenticity	69 %	91 %	**22**
Achieving	72 %	94 %	**21**
Complying	23 %	7 %	**-16**
Protecting	35 %	10 %	**-25**
Controlling	54 %	19 %	**-35**
Summary Measures			
Reactive-Creative Scale	71 %	100 %	**29**
Relationship-Task Balance	36 %	46 %	**9**

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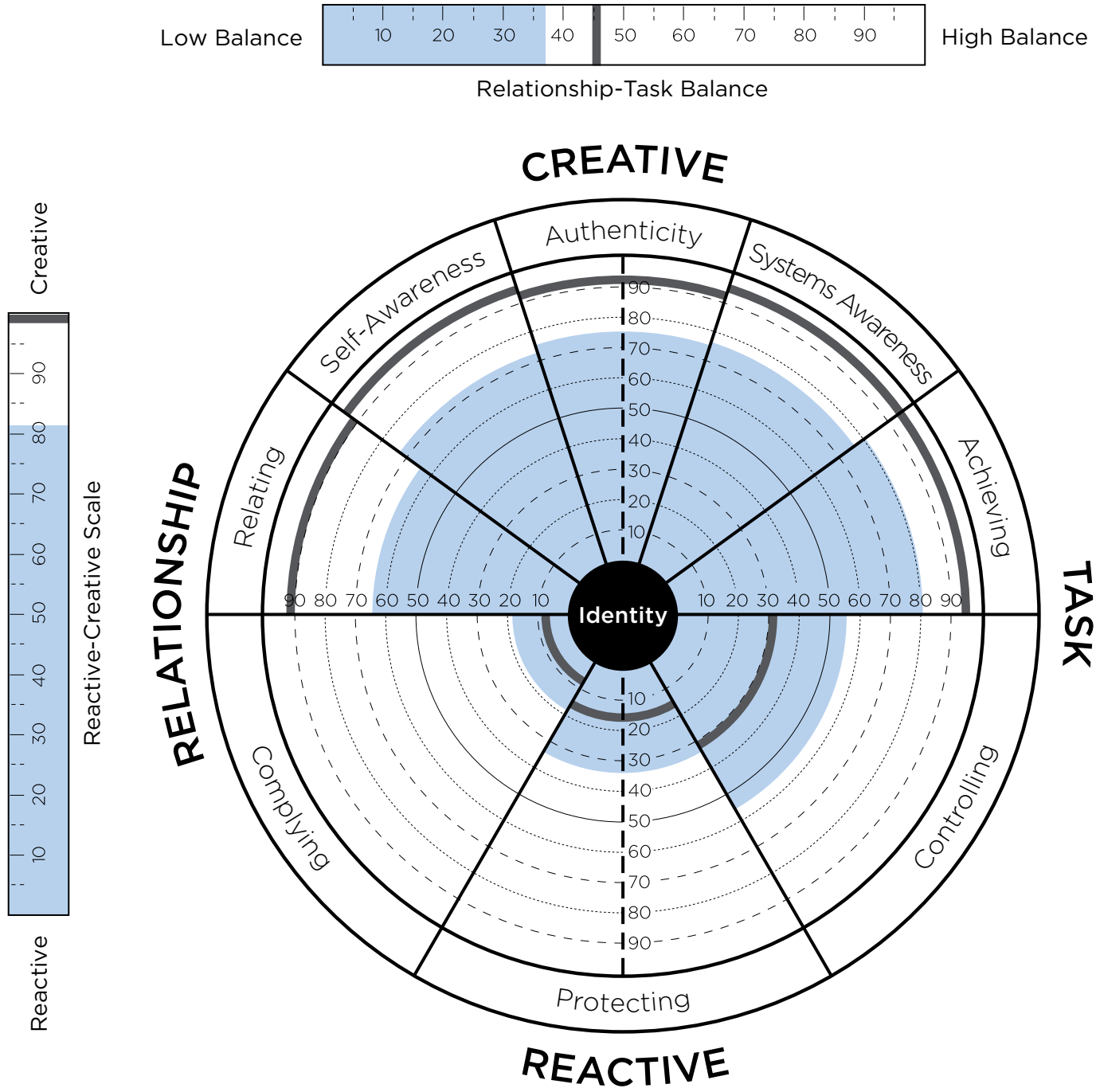

COLLECTIVE LEADERSHIP ASSESSMENT

Cbeyond – All Leaders Roll-up

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Sorted by Actual

All Leaders Roll-up	Actual %	Ideal %
Dimensions		
Achieves Results	**84 %**	86 %
Community Concern	**79 %**	83 %
Strategic Focus	**77 %**	91 %
Purposeful & Visionary	**77 %**	92 %
Customer Focus	**77 %**	83 %
Decisiveness	**76 %**	92 %
Integrity	**76 %**	89 %
Composure	**76 %**	90 %
Personal Learner	**71 %**	90 %
Perfect	**69 %**	59 %
Selfless Leader	**69 %**	76 %
Fosters Team Play	**69 %**	89 %
Systems Thinker	**68 %**	88 %
Courageous Authenticity	**68 %**	87 %
Interpersonal Intelligence	**66 %**	89 %
Ambition	**62 %**	63 %
Mentoring & Developing	**62 %**	89 %
Caring Connection	**62 %**	80 %
Balance	**59 %**	88 %
Involvement	**59 %**	90 %
Collaborator	**58 %**	78 %
Sustainable Productivity	**56 %**	93 %
Driven	**53 %**	50 %
Autocratic	**49 %**	20 %
Pleasing	**40 %**	28 %
Arrogance	**39 %**	21 %
Critical	**36 %**	17 %
Distance	**31 %**	14 %
Belonging	**30 %**	20 %
Conservative	**25 %**	18 %
Passive	**18 %**	9 %
Summary Dimensions		
Achieving	**81 %**	93 %
Systems Awareness	**75 %**	93 %
Authenticity	**75 %**	91 %
Self-Awareness	**72 %**	92 %
Relating	**65 %**	90 %
Controlling	**54 %**	30 %
Protecting	**33 %**	14 %
Complying	**18 %**	8 %
Summary Measures		
Reactive-Creative Scale	**81 %**	99 %
Relationship-Task Balance	**38 %**	46 %

Sorted by Ideal

All Leaders Roll-up	Actual %	Ideal %
Dimensions		
Sustainable Productivity	56 %	**93 %**
Decisiveness	76 %	**92 %**
Purposeful & Visionary	77 %	**92 %**
Strategic Focus	77 %	**91 %**
Personal Learner	71 %	**90 %**
Composure	76 %	**90 %**
Involvement	59 %	**90 %**
Integrity	76 %	**89 %**
Mentoring & Developing	62 %	**89 %**
Interpersonal Intelligence	66 %	**89 %**
Fosters Team Play	69 %	**89 %**
Systems Thinker	68 %	**88 %**
Balance	59 %	**88 %**
Courageous Authenticity	68 %	**87 %**
Achieves Results	84 %	**86 %**
Customer Focus	77 %	**83 %**
Community Concern	79 %	**83 %**
Caring Connection	62 %	**80 %**
Collaborator	58 %	**78 %**
Selfless Leader	69 %	**76 %**
Ambition	62 %	**63 %**
Perfect	69 %	**59 %**
Driven	53 %	**50 %**
Pleasing	40 %	**28 %**
Arrogance	39 %	**21 %**
Belonging	30 %	**20 %**
Autocratic	49 %	**20 %**
Conservative	25 %	**18 %**
Critical	36 %	**17 %**
Distance	31 %	**14 %**
Passive	18 %	**9 %**
Summary Dimensions		
Achieving	81 %	**93 %**
Systems Awareness	75 %	**93 %**
Self-Awareness	72 %	**92 %**
Authenticity	75 %	**91 %**
Relating	65 %	**90 %**
Controlling	54 %	**30 %**
Protecting	33 %	**14 %**
Complying	18 %	**8 %**
Summary Measures		
Reactive-Creative Scale	81 %	**99 %**
Relationship-Task Balance	38 %	**46 %**

Sorted by Ideal to Ideal

All Leaders Roll-up	Ideal %	Ideal to Ideal %
Dimensions		
Ambition	63 %	**73 %**
Achieves Results	86 %	**70 %**
Perfect	59 %	**67 %**
Purposeful & Visionary	92 %	**67 %**
Composure	90 %	**67 %**
Customer Focus	83 %	**66 %**
Integrity	89 %	**65 %**
Driven	50 %	**64 %**
Decisiveness	92 %	**64 %**
Involvement	90 %	**64 %**
Strategic Focus	91 %	**62 %**
Mentoring & Developing	89 %	**62 %**
Personal Learner	90 %	**61 %**
Sustainable Productivity	93 %	**60 %**
Interpersonal Intelligence	89 %	**58 %**
Fosters Team Play	89 %	**58 %**
Autocratic	20 %	**57 %**
Courageous Authenticity	87 %	**57 %**
Systems Thinker	88 %	**55 %**
Community Concern	83 %	**54 %**
Balance	88 %	**54 %**
Caring Connection	80 %	**54 %**
Arrogance	21 %	**53 %**
Selfless Leader	76 %	**53 %**
Pleasing	28 %	**49 %**
Conservative	18 %	**46 %**
Critical	17 %	**45 %**
Collaborator	78 %	**45 %**
Belonging	20 %	**40 %**
Distance	14 %	**37 %**
Passive	9 %	**33 %**
Summary Dimensions		
Achieving	93 %	**67 %**
Controlling	30 %	**65 %**
Authenticity	91 %	**63 %**
Systems Awareness	93 %	**62 %**
Self-Awareness	92 %	**60 %**
Relating	90 %	**58 %**
Protecting	14 %	**44 %**
Complying	8 %	**36 %**
Summary Measures		
Reactive-Creative Scale	99 %	**60 %**
Relationship-Task Balance	46 %	**19 %**

Sorted by Gap Between Actual and Ideal

All Leaders Roll-up	Actual %	Ideal %	Gap %
Dimensions			
Sustainable Productivity	56 %	93 %	**36**
Involvement	59 %	90 %	**30**
Balance	59 %	88 %	**29**
Mentoring & Developing	62 %	89 %	**27**
Interpersonal Intelligence	66 %	89 %	**23**
Collaborator	58 %	78 %	**20**
Systems Thinker	68 %	88 %	**19**
Courageous Authenticity	68 %	87 %	**19**
Fosters Team Play	69 %	89 %	**19**
Personal Learner	71 %	90 %	**18**
Caring Connection	62 %	80 %	**18**
Decisiveness	76 %	92 %	**15**
Purposeful & Visionary	77 %	92 %	**15**
Strategic Focus	77 %	91 %	**14**
Integrity	76 %	89 %	**13**
Composure	76 %	90 %	**13**
Selfless Leader	69 %	76 %	**7**
Customer Focus	77 %	83 %	**6**
Community Concern	79 %	83 %	**3**
Achieves Results	84 %	86 %	**2**
Ambition	62 %	63 %	**1**
Driven	53 %	50 %	**-3**
Conservative	25 %	18 %	**-7**
Passive	18 %	9 %	**-9**
Belonging	30 %	20 %	**-9**
Perfect	69 %	59 %	**-9**
Pleasing	40 %	28 %	**-11**
Distance	31 %	14 %	**-16**
Arrogance	39 %	21 %	**-18**
Critical	36 %	17 %	**-19**
Autocratic	49 %	20 %	**-29**
Summary Dimensions			
Relating	65 %	90 %	**24**
Self-Awareness	72 %	92 %	**19**
Systems Awareness	75 %	93 %	**17**
Authenticity	75 %	91 %	**15**
Achieving	81 %	93 %	**12**
Complying	18 %	8 %	**-10**
Protecting	33 %	14 %	**-19**
Controlling	54 %	30 %	**-24**
Summary Measures			
Reactive-Creative Scale	81 %	99 %	**17**
Relationship-Task Balance	38 %	46 %	**8**

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COLLECTIVE LEADERSHIP ASSESSMENT™

COLLECTIVE LEADERSHIP ASSESSMENT™

Senior Team - English
Monday, February 03, 2020

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Collective Leadership Assessment

Senior Team

Average Response on a 15 - Point Scale

	Actual Avg	Actual %	Ideal Avg	Ideal %
Relating	9.32	48 %	12.67	90 %
Self-Awareness	8.72	33 %	12.05	88 %
Authenticity	9.12	40 %	13.25	92 %
Systems Awareness	9.43	56 %	12.74	95 %
Achieving	10.04	53 %	13.36	92 %
Controlling	7.99	53 %	3.88	4 %
Protecting	6.00	45 %	2.10	6 %
Complying	7.03	50 %	3.70	5 %
Relationship-Task Balance	0.93	49 %	0.95	59 %
Reactive-Creative Scale	17.65	45 %	24.90	100 %

How percentile scores are calculated:

The Actual % score is calculated by comparing your Actual Avg. score to our data base of Actual (current reality) scores.

The Ideal % score is calculated by comparing your Ideal Avg. score to our data base of Actual (current reality) scores.

The Ideal to Ideal % score (not shown on this page, but shown throughout the report) is calculated by comparing your Ideal Avg. score to our data base of Ideal scores.

Completed Surveys: 16

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THE CREATIVE LEADERSHIP COMPETENCIES

measure key leadership behaviors and internal assumptions that lead to a high fulfillment, high achievement organizational culture.

The Relating Dimension

measures the extent to which leaders in your organization relate to others in a way that brings out the best in people, groups and organizations. It measures how well the collective leadership of the organization builds quality relationships, fosters teamwork, collaborates, develops people, involves people in decision making and planning, and demonstrates a high level of interpersonal skill.

The Self-Awareness Dimension

measures leadership'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 a measure of emotional and interpersonal maturity. It also measures the extent to which leadership encourages the kind of personal/professional development that results in personal mastery.

The Authenticity Dimension

measures your leaders' capability to relate to others in an authentic, courageous, and high integrity manner. It measures the extent to which their leadership is authentic—not masked by organizational politics, looking good, winning approval, etc. It also measures their ability to take tough stands, bring up the un-discussibles (risky issues the group avoids discussing), to openly deal with relationship problems, and share personal feelings/vulnerabilities about a situation. Courage in the workplace involves authentically and directly dealing with risky issues in one-to-one and group situations.

The Systems Awareness Dimension

measures the degree to which your leaders' awareness is focused on whole system improvement and on community welfare (the symbiotic relationship between the long-term welfare of the community and the interests of the organization).

The Achieving Dimension

measures the extent to which leaders offer visionary, authentic, and high achievement leadership. It measures the extent to which leaders encourage a focus on achieving end results that are at once purposeful and strategic. It measures the creative use of power and effective decision-making.

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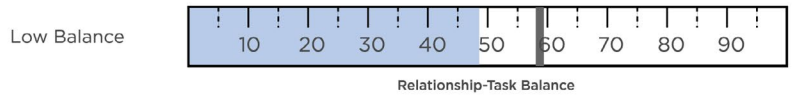

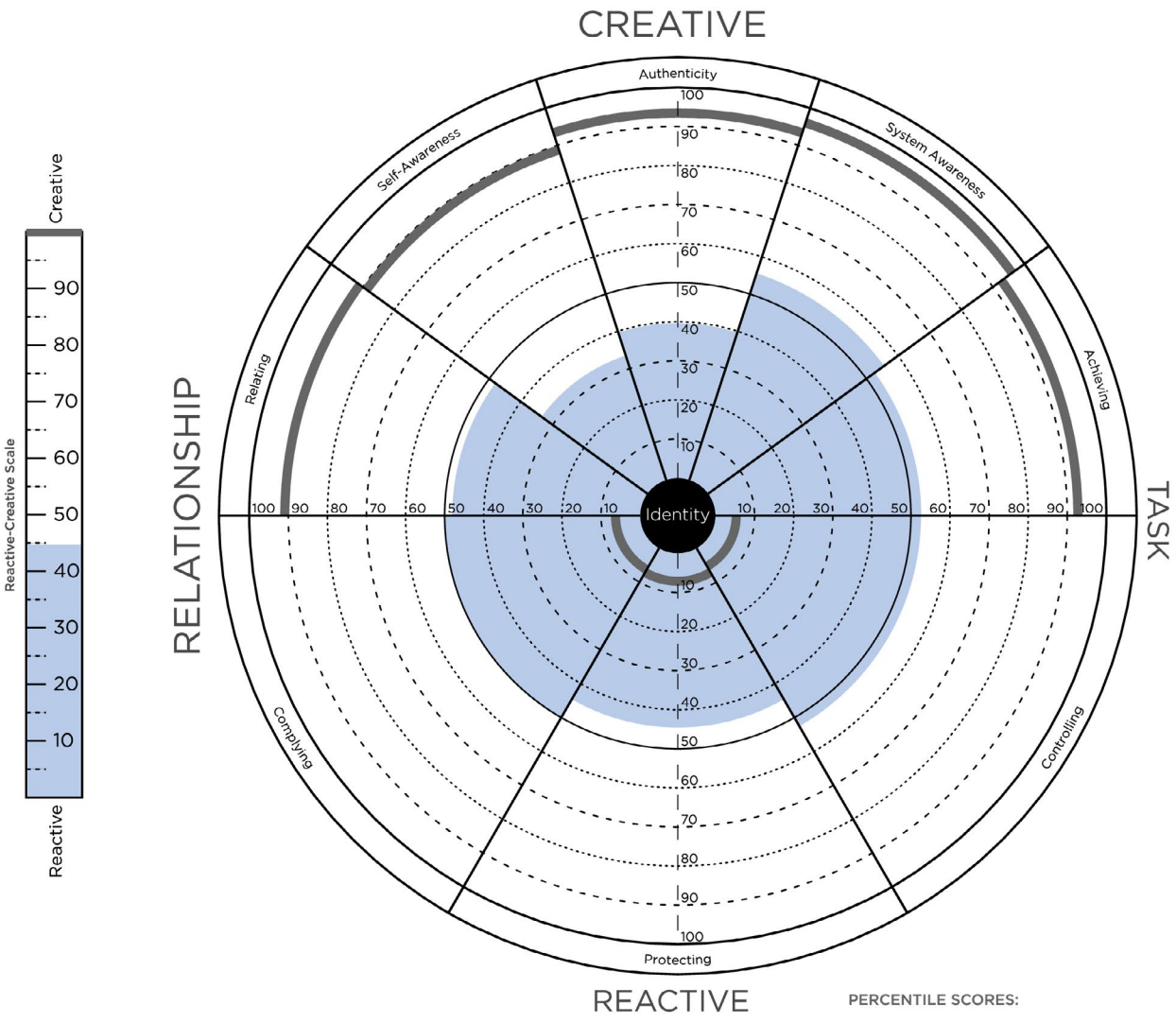

COLLECTIVE LEADERSHIP ASSESSMENT™

Senior Team

PERCENTILE SCORES:

All scores are displayed as percentile scores compari
your scores to our norm base.
High scores are beyond the 67th percentile.
Low scores are below the 33rd percentile.

Desired Leadership

Actual Leadership

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THE REACTIVE LEADERSHIP STYLES

measure ways of leading that have significant strengths associated with them, but also reflect inner beliefs and behaviors that limit effectiveness, authentic expression, and empowering leadership.

The Controlling Dimension

measures the extent to which leaders establish a sense of personal worth through task accomplishment and personal achievement. It measures the extent to which leaders push themselves and others hard and use overly driven and aggressive tactics to get others to do what they want.

The Protecting Dimension

measures how leaders act to protect themselves and establish a sense of worth/security by emotionally withdrawing and remaining distant, hidden, aloof, cynical, superior, and/or rational. This stance is often intellectually bright, but overly critical and cold.

The Complying Dimension

measures the extent that leaders act in ways that are overly conservative, cautious, and/or polite. It measures the extent to which leaders get a sense of self-worth and security by complying with the expectations of others rather than acting on what they intend and want.

THE SUMMARY MEASURES

bring everything together. They summarize the above into two useful measures.

Relationship-Task Balance

measures the degree of balance your organization shows between the achievement competencies and the relationship 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. Good balance results in high percentile scores.

Reactive-Creative Scale

reflects the degree of balance between the reactive dimensions and the creative dimensions. The percentile score here gives you a sense of how your collective leadership compares to that of other organizations. It measures the amount of energy your organization puts into reactive versus creative behavior. It suggests the degree to which your leadership, relationships, and goal-oriented behaviors are coming out of a reactive or creative orientation. It also suggests the degree to which leaders self-concepts and inner motivations come from within or are determined by external expectations, rules, or conditions.

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Senior Team

	Actual Avg	Actual %	Ideal Avg	Ideal %	Ideal to Ideal %
Relating	9.32	48 %	12.67	90 %	58 %
Fosters Team Play	9.18	44 %	13.27	88 %	55 %
Interpersonal Intelligence	9.33	49 %	13.07	89 %	58 %
Caring Connection	9.47	57 %	12.29	87 %	67 %
Mentoring & Developing	9.77	47 %	13.21	86 %	54 %
Collaborator	9.75	50 %	11.97	81 %	49 %
Involvement	8.29	42 %	11.98	87 %	58 %
Self-Awareness	8.72	33 %	12.05	88 %	48 %
Composure	10.60	57 %	12.81	85 %	56 %
Selfless Leader	8.66	30 %	10.26	54 %	27 %
Personal Learner	9.37	48 %	12.71	88 %	55 %
Balance	6.78	21 %	12.37	89 %	57 %
Authenticity	9.12	40 %	13.25	92 %	69 %
Courageous Authenticity	8.53	38 %	12.23	85 %	52 %
Integrity	9.47	42 %	13.84	92 %	75 %
Systems Awareness	9.43	56 %	12.74	95 %	72 %
Community Concern	10.81	70 %	13.22	92 %	73 %
Systems Thinker	9.21	49 %	12.75	89 %	60 %
Sustainable Productivity	8.44	44 %	12.87	92 %	57 %
Customer Focus	9.32	54 %	12.22	90 %	76 %
Achieving	10.04	53 %	13.36	92 %	62 %
Purposeful & Visionary	10.08	56 %	13.77	92 %	68 %
Achieves Results	11.90	63 %	12.80	76 %	51 %
Decisiveness	8.38	38 %	12.92	88 %	53 %
Strategic Focus	9.81	53 %	13.75	92 %	67 %

Senior Team

	Actual Avg	Actual %	Ideal Avg	Ideal %	Ideal to Ideal %
Controlling	7.99	53 %	3.88	4 %	21 %
Autocratic	7.10	46 %	2.83	7 %	27 %
Driven	10.38	79 %	6.16	22 %	38 %
Ambition	8.43	51 %	4.41	6 %	15 %
Perfect	9.76	61 %	7.73	30 %	42 %
Protecting	6.00	45 %	2.10	6 %	23 %
Critical	5.69	49 %	1.63	9 %	28 %
Distance	5.64	34 %	2.83	8 %	26 %
Arrogance	6.76	54 %	1.73	8 %	24 %
Complying	7.03	50 %	3.70	5 %	27 %
Belonging	8.36	63 %	4.21	11 %	27 %
Passive	5.56	42 %	2.44	10 %	35 %
Conservative	8.73	59 %	4.74	8 %	27 %
Pleasing	8.83	55 %	5.94	15 %	33 %
Relationship-Task Balance	0.93	49 %	0.95	59 %	40 %
Reactive-Creative Scale	17.65	45 %	24.90	100 %	87 %

Completed Surveys: 16

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Collective Leadership Assessment

Creative Dimensions

	Actual %	Ideal %	
Relating	48 %	90 %	**Dimension Questions**
Average Response	9.32	12.67	
Fosters Team Play	44 %	88 %	Create a positive climate that supports people doing their best.
Average Response	9.18	13.27	
			Promote high levels of teamwork through their leadership style.
Interpersonal Intelligence	49 %	89 %	Display a high degree of skill in resolving conflict.
Average Response	9.33	13.07	
			Take responsibility for their part of relationship problems.
Caring Connection	57 %	87 %	Form warm and caring relationships.
Average Response	9.47	12.29	
			Connect deeply with others.
Mentoring & Developing	47 %	86 %	Help people learn, improve, and change.
Average Response	9.77	13.21	
			Are people builders/developers.
Collaborator	50 %	81 %	Create common ground for agreement.
Average Response	9.75	11.97	
			Work to find common ground.
Involvement	42 %	87 %	Push decision making and problem solving down to the appropriate level.
Average Response	8.29	11.98	
			Extensively involve people in decision making.
Self-Awareness	33 %	88 %	**Dimension Questions**
Average Response	8.72	12.05	
Composure	57 %	85 %	Handle stress and pressure very well.
Average Response	10.60	12.81	
			Are composed under pressure.
Selfless Leader	30 %	54 %	Get the job done with no need to attract attention to themselves.
Average Response	8.66	10.26	
			Take forthright action without needing recognition.
Personal Learner	48 %	88 %	Learn from mistakes.
Average Response	9.37	12.71	
			Investigate the deeper reality that lies behind events/circumstances.
Balance	21 %	89 %	Balance work and personal life.
Average Response	6.78	12.37	
			Find enough time for personal reflection.

Collective Leadership Assessment

Relating
Fosters Team Play measures leadership's ability to foster high-performance teamwork among team members that report to you, across the organization, and within teams in which you participate.
Interpersonal Intelligence measures the interpersonal effectiveness with which leaders listen, engage in conflict and controversy, deal with the feelings of others, and manage their own feelings.
Caring Connection measures leadership's interest in and ability to form warm, caring relationships.
Mentoring & Developing measures your leaders ability to develop others through mentoring, maintain growth-enhancing relationships, and help people grow and develop personally and professionally.
Collaborator measures the extent to which leaders model and create a culture that encourages collaboration within teams and across the organization.
Involvement measures how well leaders involve people in decision making and planning.
Self-Awareness
Composure measures your leaders ability, in the midst of conflict and high-tension situations, to remain composed and centered, and to maintain a calm, focused perspective.
Selfless Leader measures the extent to which leaders pursue service over self-interest, where the need for credit and personal ambition is far less important than creating results which serve a common good.
Personal Learner measures the degree to which leaders demonstrate a strong and active interest in learning, personal and professional growth, as well as the extent to which they support this in the organization.
Balance measures leadership's ability, in the midst of the conflicting tensions of modern life, to keep a healthy balance between business and family, activity and reflection, work and leisure. It measures the extent to which the organization supports others maintaining this healthy balance.

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Collective Leadership Assessment

Creative Dimensions (Continued)

	Actual %	Ideal %	
Authenticity	40 %	92 %	**Dimension Questions**
Average Response	9.12	13.25	
Courageous Authenticity	38 %	85 %	Are courageous in meetings.
Average Response	8.53	12.23	
			Speak directly even on controversial issues.
Integrity	42 %	92 %	Are good role models for the vision they espouse.
Average Response	9.47	13.84	
			Lead in a manner that is completely aligned with their values.
Systems Awareness	56 %	95 %	**Dimension Questions**
Average Response	9.43	12.74	
Community Concern	70 %	92 %	Attend to the long-term impact of strategic decisions on community.
Average Response	10.81	13.22	
			Create a vision that goes beyond the organization to include making a positive impact on the world.
Systems Thinker	49 %	89 %	Evolve organizational systems until they produce envisioned results.
Average Response	9.21	12.75	
			Redesign the system to solve multiple problems simultaneously.
Sustainable Productivity	44 %	92 %	Balance short-term results with long-term organizational health.
Average Response	8.44	12.87	
			Allocate resources appropriately so as not to use people up.
Customer Focus	54 %	90 %	Solicit customer input that often results in organizational change.
Average Response	9.32	12.22	
			Allow customers to shape our decisions and direction.
Achieving	53 %	92 %	**Dimension Questions**
Average Response	10.04	13.36	
Purposeful & Visionary	56 %	92 %	Inspire others with vision.
Average Response	10.08	13.77	
			Articulate a vision that creates alignment within the organization.
Achieves Results	63 %	76 %	Pursue results with drive and energy.
Average Response	11.90	12.80	
			Are proficient at achieving high quality results on key initiatives.
Decisiveness	38 %	88 %	Are efficient decision makers.
Average Response	8.38	12.92	
			Make decisions in a timely manner.
Strategic Focus	53 %	92 %	Provide strategic direction that is thoroughly thought through.
Average Response	9.81	13.75	
			Establish a strategic direction that helps the organization to thrive.

Collective Leadership Assessment

Authenticity
Courageous Authenticity measures leaders willingness to take tough stands, bring up the "un-discussibles" (risky issues the group avoids discussing), and openly deal with difficult relationship problems.
Integrity measures how well leaders adhere to the set of values and principles that they espouse; that is, how well they can be trusted to walk their talk.
Systems Awareness
Community Concern measures the service orientation from which leaders lead. It measures the extent to which they link their legacy to service of community and global welfare.
Systems Thinker measures the degree to which leaders think and act from a whole system perspective as well as the extent to which they make decisions in light of the long-term health of the whole system.
Sustainable Productivity measures your organization’s ability to achieve results in a way that maintains or enhances the overall long-term effectiveness of the organization.
Customer Focus measures the extent to which customer satisfaction is the focus of your business and extent to which customers are invited to shape organizational direction, decisions, and processes.
Achieving
Purposeful & Visionary measures the extent to which leadership provides a clearly communicated organizational purpose and vision. It measures how well they align the organization by modeling commitment to this direction.
Achieves Results measures the degree to which your organization is goal directed and has a track record of goal achievement and high performance.
Decisiveness measures leaders ability to make decisions on time, and the extent to which they are comfortable moving forward in uncertainty.
Strategic Focus measures the extent to which leaders establish and follow a thorough discipline of strategic planning that focuses the organization on the “right stuff”.

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Collective Leadership Assessment

Reactive Dimensions

	Actual %	Ideal %	
Controlling	53 %	4 %	**Dimension Questions**
Average Response	7.99	3.88	
Autocratic	46 %	7 %	Have to get their own way.
Average Response	7.10	2.83	
			Pursue results at the expense of people.
Driven	79 %	22 %	Try too hard to be the best at everything they take on.
Average Response	10.38	6.16	
			Push themselves too hard.
Ambition	51 %	6 %	Believe winning is what really matters.
Average Response	8.43	4.41	
			Are excessively ambitious.
Perfect	61 %	30 %	Need to perform flawlessly.
Average Response	9.76	7.73	
			Need to excel in every situation.
Protecting	45 %	6 %	**Dimension Questions**
Average Response	6.00	2.10	
Critical	49 %	9 %	Hurt people's feelings.
Average Response	5.69	1.63	
			Put people down.
Distance	34 %	8 %	Are emotionally distant.
Average Response	5.64	2.83	
			Remain standoffish.
Arrogance	54 %	8 %	Have egos that are too big.
Average Response	6.76	1.73	
			Are arrogant.
Complying	50 %	5 %	**Dimension Questions**
Average Response	7.03	3.70	
Belonging	63 %	11 %	Try too hard to conform to the group's rules/norms.
Average Response	8.36	4.21	
			Work too hard for others' acceptance.
Passive	42 %	10 %	Are wishy-washy in decision making.
Average Response	5.56	2.44	
			Lack passion.
Conservative	59 %	8 %	Follow conventional ways of doing things.
Average Response	8.73	4.74	
			Are too conservative.
Pleasing	55 %	15 %	Need to be accepted by others.
Average Response	8.83	5.94	
			Need the approval of others.

Collective Leadership Assessment

Controlling
Autocratic measures your leadership's tendency to be overly forceful, aggressive and controlling. It measures the extent to which leader's use of power is exercised at the expense of people/team development and at the expense of high performance.
Driven is a measure of the extent to which leaders are in overdrive. It measures the extent to which leaders, by example, encourage workaholic levels of effort.
Ambition measures the extent to which leaders compete with one another out of a need to get ahead, move up in the organization, and be better than others.
Perfect measures the extent to which leaders push those around them to attain flawless results and perform to extremely/excessively high standards. This push is often driven by an inordinate need to look good and/or fear of failure.
Protecting
Critical is a measure of your leadership's tendency to take a harshly critical, questioning, and cynical attitude that hurts people's feelings and diminishes their self-confidence.
Distance measures leadership's tendency to protect themselves through a strategy of withdrawal, being superior and remaining aloof, emotionally distant and above it all.
Arrogance measures your leadership's tendency to project a large ego through behavior that is experienced as superior, egotistical, and self-centered.
Complying
Belonging measures leadership's need to play it safe, go along to get along, conform, follow the rules, and meet the expectations of those in authority.
Passive measures the degree to which leaders have given away their power to others and to circumstances outside their control. It is a measure of powerlessness and not taking accountability for and ownership of results.
Conservative measures the extent to which leaders think and act conservatively, follow procedure, and live within the prescribed rules of the organization. It is a measure of how much emphasis is placed on establishing and following procedures and rules.
Pleasing measures leadership's need to seek others support and approval in order to feel secure in acting or speaking up. It is a measure of the extent to which harmony is pursued at the expense of achieving results.

Sorted by Actual

Senior Team	Actual %	Ideal %
Dimensions		
Driven	**79 %**	22 %
Community Concern	**70 %**	92 %
Belonging	**63 %**	11 %
Achieves Results	**63 %**	76 %
Perfect	**61 %**	30 %
Conservative	**59 %**	8 %
Composure	**57 %**	85 %
Caring Connection	**57 %**	87 %
Purposeful & Visionary	**56 %**	92 %
Pleasing	**55 %**	15 %
Arrogance	**54 %**	8 %
Customer Focus	**54 %**	90 %
Strategic Focus	**53 %**	92 %
Ambition	**51 %**	6 %
Collaborator	**50 %**	81 %
Critical	**49 %**	9 %
Systems Thinker	**49 %**	89 %
Interpersonal Intelligence	**49 %**	89 %
Personal Learner	**48 %**	88 %
Mentoring & Developing	**47 %**	86 %
Autocratic	**46 %**	7 %
Sustainable Productivity	**44 %**	92 %
Fosters Team Play	**44 %**	88 %
Passive	**42 %**	10 %
Integrity	**42 %**	92 %
Involvement	**42 %**	87 %
Decisiveness	**38 %**	88 %
Courageous Authenticity	**38 %**	85 %
Distance	**34 %**	8 %
Selfless Leader	**30 %**	54 %
Balance	**21 %**	89 %
Summary Dimensions		
Systems Awareness	**56 %**	95 %
Controlling	**53 %**	4 %
Achieving	**53 %**	92 %
Complying	**50 %**	5 %
Relating	**48 %**	90 %
Protecting	**45 %**	6 %
Authenticity	**40 %**	92 %
Self-Awareness	**33 %**	88 %
Summary Measures		
Relationship-Task Balance	**49 %**	59 %
Reactive-Creative Scale	**45 %**	100 %

Sorted by Ideal

Senior Team	Actual %	Ideal %
Dimensions		
Strategic Focus	53 %	**92 %**
Purposeful & Visionary	56 %	**92 %**
Sustainable Productivity	44 %	**92 %**
Community Concern	70 %	**92 %**
Integrity	42 %	**92 %**
Customer Focus	54 %	**90 %**
Systems Thinker	49 %	**89 %**
Balance	21 %	**89 %**
Interpersonal Intelligence	49 %	**89 %**
Decisiveness	38 %	**88 %**
Personal Learner	48 %	**88 %**
Fosters Team Play	44 %	**88 %**
Involvement	42 %	**87 %**
Caring Connection	57 %	**87 %**
Mentoring & Developing	47 %	**86 %**
Courageous Authenticity	38 %	**85 %**
Composure	57 %	**85 %**
Collaborator	50 %	**81 %**
Achieves Results	63 %	**76 %**
Selfless Leader	30 %	**54 %**
Perfect	61 %	**30 %**
Driven	79 %	**22 %**
Pleasing	55 %	**15 %**
Belonging	63 %	**11 %**
Passive	42 %	**10 %**
Critical	49 %	**9 %**
Conservative	59 %	**8 %**
Arrogance	54 %	**8 %**
Distance	34 %	**8 %**
Autocratic	46 %	**7 %**
Ambition	51 %	**6 %**
Summary Dimensions		
Systems Awareness	56 %	**95 %**
Achieving	53 %	**92 %**
Authenticity	40 %	**92 %**
Relating	48 %	**90 %**
Self-Awareness	33 %	**88 %**
Protecting	45 %	**6 %**
Complying	50 %	**5 %**
Controlling	53 %	**4 %**
Summary Measures		
Reactive-Creative Scale	45 %	**100 %**
Relationship-Task Balance	49 %	**59 %**

Sorted by Ideal to Ideal

Senior Team	Ideal %	Ideal to Ideal %
Dimensions		
Customer Focus	90 %	**76 %**
Integrity	92 %	**75 %**
Community Concern	92 %	**73 %**
Purposeful & Visionary	92 %	**68 %**
Strategic Focus	92 %	**67 %**
Caring Connection	87 %	**67 %**
Systems Thinker	89 %	**60 %**
Involvement	87 %	**58 %**
Interpersonal Intelligence	89 %	**58 %**
Sustainable Productivity	92 %	**57 %**
Balance	89 %	**57 %**
Composure	85 %	**56 %**
Personal Learner	88 %	**55 %**
Fosters Team Play	88 %	**55 %**
Mentoring & Developing	86 %	**54 %**
Decisiveness	88 %	**53 %**
Courageous Authenticity	85 %	**52 %**
Achieves Results	76 %	**51 %**
Collaborator	81 %	**49 %**
Perfect	30 %	**42 %**
Driven	22 %	**38 %**
Passive	10 %	**35 %**
Pleasing	15 %	**33 %**
Critical	9 %	**28 %**
Conservative	8 %	**27 %**
Belonging	11 %	**27 %**
Autocratic	7 %	**27 %**
Selfless Leader	54 %	**27 %**
Distance	8 %	**26 %**
Arrogance	8 %	**24 %**
Ambition	6 %	**15 %**
Summary Dimensions		
Systems Awareness	95 %	**72 %**
Authenticity	92 %	**69 %**
Achieving	92 %	**62 %**
Relating	90 %	**58 %**
Self-Awareness	88 %	**48 %**
Complying	5 %	**27 %**
Protecting	6 %	**23 %**
Controlling	4 %	**21 %**
Summary Measures		
Reactive-Creative Scale	100 %	**87 %**
Relationship-Task Balance	59 %	**40 %**

Sorted by Gap Between Actual and Ideal

Senior Team	Actual %	Ideal %	Gap %
Dimensions			
Balance	21 %	89 %	**68**
Decisiveness	38 %	88 %	**50**
Integrity	42 %	92 %	**50**
Sustainable Productivity	44 %	92 %	**48**
Courageous Authenticity	38 %	85 %	**47**
Involvement	42 %	87 %	**45**
Fosters Team Play	44 %	88 %	**43**
Systems Thinker	49 %	89 %	**40**
Personal Learner	48 %	88 %	**40**
Interpersonal Intelligence	49 %	89 %	**40**
Mentoring & Developing	47 %	86 %	**39**
Strategic Focus	53 %	92 %	**38**
Purposeful & Visionary	56 %	92 %	**35**
Customer Focus	54 %	90 %	**35**
Collaborator	50 %	81 %	**30**
Caring Connection	57 %	87 %	**29**
Composure	57 %	85 %	**28**
Selfless Leader	30 %	54 %	**24**
Community Concern	70 %	92 %	**21**
Achieves Results	63 %	76 %	**12**
Distance	34 %	8 %	**-25**
Perfect	61 %	30 %	**-31**
Passive	42 %	10 %	**-32**
Pleasing	55 %	15 %	**-39**
Critical	49 %	9 %	**-39**
Autocratic	46 %	7 %	**-39**
Ambition	51 %	6 %	**-44**
Arrogance	54 %	8 %	**-46**
Conservative	59 %	8 %	**-51**
Belonging	63 %	11 %	**-52**
Driven	79 %	22 %	**-57**
Summary Dimensions			
Self-Awareness	33 %	88 %	**54**
Authenticity	40 %	92 %	**52**
Relating	48 %	90 %	**41**
Systems Awareness	56 %	95 %	**39**
Achieving	53 %	92 %	**38**
Protecting	45 %	6 %	**-38**
Complying	50 %	5 %	**-44**
Controlling	53 %	4 %	**-48**
Summary Measures			
Reactive-Creative Scale	45 %	100 %	**54**
Relationship-Task Balance	49 %	59 %	**9**

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COLLECTIVE LEADERSHIP ASSESSMENT QUESTIONS

I feel the team/organizational leaders:

RELATING Dimension Questions

Connect deeply with others.

Form warm and caring relationships.

Create a positive climate that supports people doing their best.

Promote high levels of teamwork through their leadership style.

Extensively involve people in decision making.

Push decision making and problem solving down to the appropriate level.

Create common ground for agreement.

Work to find common ground.

Help people learn, improve, and change.

Are people builders/developers.

Display a high degree of skill in resolving conflict.

Take responsibility for their part of relationship problems.

RELATING

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

Fosters Team Play measures leadership's ability to foster high-performance teamwork among team members that report to you, across the organization, and within teams in which you participate.

Involvement measures how well leaders involve people in decision making and planning.

Collaborator measures the extent to which leaders model and create a culture that encourages collaboration within teams and across the organization.

Mentoring & Developing measures your leaders' ability to develop others through mentoring, maintain growth-enhancing relationships, and help people grow and develop personally and professionally.

Interpersonal Intelligence measures the interpersonal effectiveness with which leaders listen, engage in conflict and controversy, deal with the feelings of others, and manage their own feelings.

SELF-AWARENESS Dimension Questions

Take forthright action without needing recognition.

Get the job done with no need to attract attention to themselves.

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Balance work and personal life.

Find enough time for personal reflection.

Are composed under pressure.

Handle stress and pressure very well.

Investigate the deeper reality that lies behind events/circumstances.

Learn from mistakes.

SELF-AWARENESS

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

Balance measures leadership's ability, in the midst of the conflicting tensions of modern life, to keep a hearty balance between business and family, activity and reflection, work and leisure. It measures the extent to which the organization supports others maintaining this healthy balance.

Composure measures your leaders' 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 leaders demonstrate a strong and active interest in learning, personal and professional growth, as well as the extent to which they support this in the organization.

AUTHENTICITY Dimension Questions

Lead in a manner that is completely aligned with their values.

Are good role models for the vision they espouse.

Are courageous in meetings.

Speak directly even on controversial issues.

AUTHENTICITY

Integrity measures how well leaders adhere to the set of values and principles that they espouse; that is, how well they can be trusted to "walk their talk."

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

SYSTEMS AWARENESS Dimension Questions

Allow customers to shape our decisions and direction.

Solicit customer input that often results in organizational change.

Attend to the long-term impact of strategic decisions on community.

Create a vision that goes beyond the organization to include making a positive impact on the world.

Allocate resources appropriately so as not to use people up.

Balance short-term results with long-term organizational health.

Evolve organizational systems until they produce envisioned results.

Redesign the system to solve multiple problems simultaneously.

SYSTEMS AWARENESS

Customer Focus measures the extent to which customer satisfaction is the focus of your business and extent to which customers are invited to shape organizational direction, decisions, and processes.

Community Concern measures the service orientation from which leaders lead. It measures the extent to which they link their legacy to service of community and global welfare.

Sustainable Productivity measures your organization's ability to achieve results in a way that maintains or enhances the overall long-term effectiveness of the organization.

Systems Thinker measures the degree to which leaders' think and act from a whole system perspective as well as the extent to which they make decisions in light of the long-term health of the whole system.

ACHIEVING Dimension Questions

Establish a strategic direction that helps the organization to thrive.

Provide strategic direction that is thoroughly thought through.

Articulate a vision that creates alignment within the organization.

Inspire others with vision.

Are proficient at achieving high quality results on key initiatives.

Pursue results with drive and energy.

Are efficient decision makers.

Make decisions in a timely manner.

ACHIEVING

Strategic Focus measures the extent to which leaders establish and follow a thorough discipline of strategic planning that focuses the organization on the "right stuff."

Purposeful & Visionary measures the extent to which leadership provides a clearly communicated organizational purpose and vision. It measures how well they align the organization by modeling commitment to this direction.

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

Decisiveness measures leaders' ability to make decisions on time, and the extent to which they are comfortable moving forward in uncertainty.

CONTROLLING DIMENSION QUESTIONS

Need to perform flawlessly.

Need to excel in every situation.

Push themselves too hard.

Try too hard to be the best at everything they take on.

Are excessively ambitious.

Believe winning is what really matters.

Have to get their own way.

Pursue results at the expense of people.

CONTROLLING

Perfect measures the extent to which leaders push those around them to attain flawless results and perform to extremely/excessively high standards. This push is often driven by an inordinate need to look good and/or fear of failure.

Driven is a measure of the extent to which leaders are in overdrive. It measures the extent to which leaders, by example, encourage workaholic levels of effort.

Ambition measures the extent to which leaders compete with one another out of a need to get ahead, move up in the organization, and be better than others.

Autocratic measures your leadership's tendency to be overly forceful, aggressive and controlling. It measures the extent to which leader's use of power is exercised at the expense of people/team development and at the expense of high performance.

PROTECTING Dimension Questions

Are arrogant.

Have egos that are too big.

Hurt people's feelings.

Put people down.

Are emotionally distant.

Remain standoffish.

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PROTECTING

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

Critical is a measure of your leadership's tendency to take a harshly critical, questioning, and cynical attitude that hurts people's feelings and diminishes their self-confidence.

Distance measures leadership's tendency to protect themselves through a strategy of withdrawal, being superior and remaining aloof, emotionally distant and above it all.

COMPLYING Dimension Questions

Lack passion.

Are wishy-washy in decision making.

Try too hard to conform to the group's rules/norms.

Work too hard for others' acceptance.

Need to be accepted by others.

Need the approval of others.

Are too conservative.

Follow conventional ways of doing things.

COMPLYING

Passive measures the degree to which leaders have given away their power to others and to circumstances outside their control. It is a measure of powerlessness and not taking accountability for and ownership of results.

Belonging measures leadership's need to play it safe, go along to get along, conform, follow the rules, and meet the expectations of those in authority.

Pleasing measures leadership's need to seek others' support and approval in order to feel secure in acting or speaking up. It is a measure of the extent to which harmony is pursued at the expense of achieving results.

Conservative measures the extent to which leaders think and act conservatively, follow procedure, and live within the prescribed rules of the organization. It is a measure of how much emphasis is placed on establishing and following procedures and rules.

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COLLECTIVE LEADERSHIP ASSESSMENT™ CERTIFICATION