

## TLC Summary Scales

Relationship-Task Balance

Leadership Potential Utilization

Summary Scales Distinctions

## LCP & Manager Edition

### **SUMMARY SCALES: RELATIONSHIP-TASK BALANCE**

The Relationship-Task Balance Scale creates a lot of questions because:

1. **Relationship-Task Balance Scale (R-T Balance) is only measuring the degree of balance between the Inner Circle summary dimensions of Achieving and Relating** and not the balance between the entire right side of the Profile (Task Orientation) and the entire left side of the Profile (Relationship Orientation). This measure does, however, provide a good indication of the degree of balance between Task and Relationship capability that is Creatively available.

2. **Sometimes what we see with our eyes is that the R-T Balance scale does not seem to coincide with what we see in the Inner Circle between Relating and Achieving.** For example, when we look at the Inner Circle, it looks like a close balance, but when we look at the R-T Balance scale, it shows a significant imbalance.

- This usually happens when Relating and Achieving are both very high, or both very low. To understand why the R-T balance is sometimes not as high as it looks to the eye in the Inner Circle we need to understand what happens to the relationship between raw scores and percentile scores in the tails of the bell curve (normal distribution) when percentile scores for Relating and Achieving are either very high or very low.
- **In the tails of the bell curve, large changes in raw scores result in small changes in percentile scores. Whereas in the middle of the bell curve small differences in raw score go a long way in percentile scores.**
- For example, let's say that a person's average Relating score is very low at 1.5 and their Achieving Score is also low at 3.0. This is a very large imbalance in raw score, but a small imbalance in percentile score. When we look at the Inner Circle we will see a very low score for Relating at say, 3%. When we look at Achieving the score might be around 10%. This does not look like much imbalance. **But the R-T Balance score is calculated on the balance between the raw scores**, so when we look at the R-T Balance score it will be quite low, even though the InnerCircle scores look balanced.

While the Inner Circle Relating and Achieving scores may not visually look imbalanced, there is a large imbalance in the underlying raw scores. Also in the case mentioned above, when looking at the percentile scores, there is more than three times as much Achieving than Relating. Imagine if Relating were 30% and Achieving were more than three times that at 90%, you would conclude that there is a lot of imbalance. But when the Percentile scores are 3% and 10%, it does not look like a lot of imbalance, but it is.

- The above example shows what happens in the low end of the bell curve's tail. The same thing happens with very high raw scores at the other end of the spectrum. You may see that Relating and Achieving are both beyond 80% and look relatively balanced in the Inner Circle. This does not mean that the underlying raw scores are balanced, so you may see the R-T Balance score lower.
- In cases like these we suggest you use the R-T Balance score as a flag for the patterns in the Profile. **With more Reactive Profiles:** Often in profiles where Relating and Achieving are low and the RT Balance score is low, there are strong Reactive scores that are driving both the overall low scores in the Creative half of the Profile, and the low R-T Balance scores. In this case, the R-T Balance score is flagging important patterns that need to be attended to.

**With more Creative Profiles:** When both Relating and Achieving are high and R-T Balance is low, since both Relating and Achieving are high, we recommend that you not worry about, or focus on the R-T Balance score as much. The R-T Balance scale is picking up a larger than normal difference in the raw scores between Relating and Achieving, but this may not be important to interpreting the Profile.

The low R-T Balance Score may, however, be flagging a moderate imbalance in the Profile that may suggest a next level of improvement from an already strong/Creative Profile.

**In conclusion, the T-R Balance score needs to be interpreted in relationship to the whole Profile.**

## LCP & Manager Edition

### ***SUMMARY SCALES: LEADERSHIP POTENTIAL UTILIZATION***

#### **Question: How do I explain to a client the Leadership Potential Utilization Summary Scale?**

Leadership Potential Utilization is made up of a combination of the Reactive-Creative Scale and the Relationship-Task Balance through a mathematical formula. It is not a straight average. So, sometimes it looks higher or lower than you expect..

**Leadership Potential Utilisation** mathematical calculation is:

- The Creative/Reactive Score multiplied by the Task/Relationship Balance score, and then the resulting number is expressed as a percentile against the normed database.

Occasionally this scale confuses clients. For example, a client might ask for an explanation about the following combination of scores for the Summary Scales:

- Reactive-Creative Scale is scoring at 70%
- Relationship-Task Balance is scoring at 5%
- Leadership Potential Utilization is scoring at 55%

**Answer:** Sometimes the percentile score is not what we expect (as is the case with Relationship-Task Balance). You cannot just average them up, because percentiles work in nonlinear ways.

## LCP & Manager Edition

### ***SUMMARY SCALES: SOME ADDITIONAL DISTINCTIONS***

#### **Following are the mathematical ratios for each of the Summary Scales:**

- **Creative/Reactive Scale** = The average Creative raw score minus the average Reactive raw score, and then expressed as a percentile against the normed data base.
- **Relationship/Task Balance** = The lower raw score (uses the Inner Circle Dimensions of Relating and Achieving) divided by the higher raw score (Relating or Achieving), and then expressed as a percentile against the normed data base.
- **Leadership Potential Utilisation** = The Creative/Reactive Score multiplied by the Task/Relationship Balance score, and then expressed as a percentile against the normed data base.
- **Leadership Effectiveness Scale** = This scale is calculated differently to the other Summary Scales. It provides a summary in percentile terms of the five Leadership Effectiveness questions embedded into LCP or Manager Edition.

#### **The Leadership Effectiveness questions are:**

- I am satisfied with the quality of leadership that he/she provides
- He/she is the kind of leader that others should aspire to become
- He/she is an example of an ideal leader
- His/her leadership helps this organization to thrive
- Overall, he/she provides very effective leadership.