

Questions Related to Each Dimension

Creative Dimensions

Relating

Caring Connection	I connect deeply with others. I form warm and caring relationships. I am compassionate.
Fosters Team Play	I create a positive climate that supports people doing their best. I share leadership. I promote high levels of teamwork through my leadership style.
Collaborator	I negotiate for the best interest of both parties. I work to find common ground. I create common ground for agreement.
Mentoring & Developing	I help direct reports create development plans. I help people learn, improve, and change. I provide feedback focused on professional growth. I am a people builder/developer.
Interpersonal Intelligence	I display a high degree of skill in resolving conflict. I take responsibility for my part of relationship problems. I directly address issues that get in the way of team performance. I listen openly to criticism and ask questions to further understand. In a conflict, I accurately restate the opinions of others.

Self-Awareness

Selfless Leader	I act with humility. I get the job done with no need to attract attention to myself. I lead in ways that others say, 'we did it ourselves.' I am relatively uninterested in personal credit. I take forthright action without needing recognition.
Balance	I find enough time for personal reflection. I balance work and personal life.
Composure	I am composed under pressure. I handle stress and pressure very well. I am a calming influence in difficult situations.
Personal Learner	I personally search for meaning. I investigate the deeper reality that lies behind events/circumstances. I learn from mistakes. I examine the assumptions that lay behind my actions.

Authenticity

Integrity	I lead in a manner that is completely aligned with my values. I exhibit personal behavior consistent with my values. I hold to my values during good and bad times.
Courageous Authenticity	I speak directly even on controversial issues. I am courageous in meetings. I surface the issues others are reluctant to talk about.

THE LEADERSHIP CIRCLE PROFILE RESULTS

Creative Dimensions (Continued)

Ken Sample

2020	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	12	0	1	4	4	3
Systems Awareness	40 %	31 %	-	29 %	59 %	14 %	41 %
Average Response	3.65	3.62	-	3.45	3.80	3.36	3.77
Community Concern	30 %	20 %	-	13 %	46 %	6 %	43 %
Average Response	3.31	3.42	-	3.00	3.64	3.01	3.76
Sustainable Productivity	61 %	59 %	-	63 %	74 %	40 %	44 %
Average Response	4.00	3.93	-	4.00	4.08	3.79	3.88
Systems Thinker	48 %	29 %	-	35 %	49 %	12 %	39 %
Average Response	3.73	3.49	-	3.41	3.64	3.18	3.67
Achieving	66 %	42 %	-	55 %	72 %	26 %	19 %
Average Response	4.11	3.89	-	3.91	4.12	3.79	3.68
Strategic Focus	81 %	45 %	-	53 %	75 %	35 %	15 %
Average Response	4.28	3.89	-	3.83	4.15	3.88	3.57
Purposeful & Visionary	43 %	35 %	-	37 %	65 %	14 %	34 %
Average Response	3.82	3.74	-	3.60	4.00	3.49	3.80
Achieves Results	62 %	39 %	-	80 %	66 %	26 %	15 %
Average Response	4.26	4.04	-	4.50	4.22	3.97	3.77
Decisiveness	35 %	44 %	-	67 %	64 %	33 %	25 %
Average Response	3.85	3.95	-	4.15	4.10	3.88	3.77

Questions Related to Each Dimension

Creative Dimensions (Continued)

Systems Awareness

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

Achieving

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

THE LEADERSHIP CIRCLE PROFILE RESULTS

Reactive Dimensions

Ken Sample

2020	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	12	0	1	4	4	3
Controlling	43 %	86 %	-	97 %	81 %	85 %	57 %
Average Response	2.57	3.02	-	3.73	3.04	3.17	2.52
Perfect	84 %	87 %	-	91 %	95 %	83 %	30 %
Average Response	4.13	3.81	-	4.24	4.08	3.92	3.03
Driven	41 %	69 %	-	87 %	81 %	57 %	32 %
Average Response	3.27	3.34	-	4.00	3.56	3.23	2.76
Ambition	37 %	84 %	-	93 %	90 %	71 %	46 %
Average Response	2.63	3.28	-	3.78	3.57	3.23	2.64
Autocratic	44 %	85 %	-	97 %	72 %	87 %	64 %
Average Response	2.37	2.87	-	3.66	2.77	3.10	2.46
Protecting	78 %	90 %	-	95 %	74 %	97 %	55 %
Average Response	2.62	2.49	-	2.93	2.35	2.93	1.93
Arrogance	69 %	94 %	-	97 %	84 %	97 %	59 %
Average Response	2.50	2.69	-	3.34	2.63	3.18	1.94
Critical	57 %	78 %	-	68 %	50 %	87 %	75 %
Average Response	2.29	2.25	-	2.24	1.96	2.58	2.20
Distance	83 %	85 %	-	94 %	72 %	95 %	34 %
Average Response	2.94	2.53	-	3.15	2.44	3.02	1.72
Complying	30 %	37 %	-	35 %	21 %	60 %	57 %
Average Response	2.04	2.07	-	2.03	1.90	2.20	2.15
Passive	36 %	41 %	-	36 %	28 %	59 %	59 %
Average Response	1.70	1.74	-	1.66	1.60	1.83	1.82
Belonging	40 %	32 %	-	21 %	14 %	62 %	52 %
Average Response	2.41	2.27	-	2.00	1.98	2.56	2.41
Pleasing	16 %	45 %	-	72 %	38 %	54 %	48 %
Average Response	2.28	2.67	-	3.25	2.57	2.67	2.60
Conservative	82 %	75 %	-	58 %	73 %	65 %	81 %
Average Response	3.55	3.38	-	3.20	3.40	3.29	3.54

Questions Related to Each Dimension

Reactive Dimensions

Controlling

Perfect
I try to do everything perfectly well.
I am critical of myself when things don't go as well as expected.
I believe average is definitely not good enough.
I need to perform flawlessly.
I am a perfectionist.
I need to excel in every situation.
I expect extremely high standards of others.

Driven
I drive myself excessively hard.
I am a workaholic.
I try too hard to be the best at everything I take on.
I push myself too hard.

Ambition
I am aggressive.
I believe to feel good, one must constantly move up.
I believe winning is what really matters.
I am excessively ambitious.

Autocratic
I have to get my own way.
I tend to control others.
I am domineering.
I dictate rather than influence what others do.
I pursue results at the expense of people.

Protecting

Arrogance
I am self-centered.
I have too big of an ego.
I am arrogant.

Critical
I am sarcastic and/or cynical.
I am critical.
I hurt people's feelings.
I put people down.

Distance
I am emotionally distant.
I remain standoffish.
I am hard to get to know.
I am aloof.

Complying

Passive
I am wishy-washy in decision making.
I lack drive.
I lack passion.
I am passive.

Belonging
I am overly conservative.
I work too hard for others' acceptance.
I adopt others' points of view so as not to disappoint them.
I play it too safe.
I try too hard to conform to the group's rules/norms.
I try to please others by going along to get along.

Pleasing
I need to be accepted by others.
I need to be admired by others.
I worry about others' judgment.
I need the approval of others.

Conservative
I am conservative.
I follow conventional ways of doing things.
I conform to rules.

Sorted by Self Percentile

Ken Sample	Self Percentile	Evaluator Percentile
Dimensions		
Perfect	84 %	87 %
Distance	83 %	85 %
Conservative	82 %	75 %
Strategic Focus	81 %	45 %
Courageous Authenticity	72 %	70 %
Arrogance	69 %	94 %
Achieves Results	62 %	39 %
Sustainable Productivity	61 %	59 %
Interpersonal Intelligence	58 %	29 %
Critical	57 %	78 %
Composure	52 %	28 %
Systems Thinker	48 %	29 %
Autocratic	44 %	85 %
Purposeful & Visionary	43 %	35 %
Selfless Leader	42 %	5 %
Driven	41 %	69 %
Belonging	40 %	32 %
Ambition	37 %	84 %
Passive	36 %	41 %
Decisiveness	35 %	44 %
Fosters Team Play	33 %	14 %
Balance	32 %	32 %
Community Concern	30 %	20 %
Integrity	29 %	21 %
Personal Learner	26 %	30 %
Collaborator	25 %	13 %
Pleasing	16 %	45 %
Mentoring & Developing	11 %	7 %
Caring Connection	8 %	5 %
Summary Dimensions		
Protecting	78 %	90 %
Achieving	66 %	42 %
Authenticity	44 %	40 %
Controlling	43 %	86 %
Systems Awareness	40 %	31 %
Self-Awareness	34 %	15 %
Complying	30 %	37 %
Relating	19 %	10 %
Summary Measures		
Reactive-Creative Scale	44 %	19 %
Leadership Effectiveness	41 %	29 %
Leadership Potential	19 %	12 %
Utilization		
Relationship-Task Balance	14 %	14 %

Sorted by Evaluator Percentile

Ken Sample	Self Percentile	Evaluator Percentile
Dimensions		
Arrogance	69 %	94 %
Perfect	84 %	87 %
Distance	83 %	85 %
Autocratic	44 %	85 %
Ambition	37 %	84 %
Critical	57 %	78 %
Conservative	82 %	75 %
Courageous Authenticity	72 %	70 %
Driven	41 %	69 %
Sustainable Productivity	61 %	59 %
Pleasing	16 %	45 %
Strategic Focus	81 %	45 %
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Protecting	78 %	90 %
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Achieving	66 %	42 %
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Relating	19 %	10 %
Summary Measures		
Leadership Effectiveness	41 %	29 %
Reactive-Creative Scale	44 %	19 %
Relationship-Task Balance	14 %	14 %
Leadership Potential	19 %	12 %
Utilization		

Feedback Comments

In your opinion, what is this person's greatest leadership asset, skill or talent and what suggestions do you have for leveraging this?

Ken is an extremely intelligent and hard working leader who sets an example for people around him through his actions and thoughts. The business could leverage this by shining a light on the benefit of seeing the strong connection between hard work and results.

Ken does not shy away from hard work. He is committed to doing what it takes to get the job done and the outcomes needed and can be relied upon to deliver. Ken is still relatively new to the role of GM, so I think he can further leverage this by taking the way he approaches his area and work/challenges/tasks, and apply to the way he looks at the PA/strategy more broadly, across whole of business

Having not worked 'for' Ken it is hard to comment on how he leads his team. However having worked 'with' Ken as both a peer and previously as a direct report, he has shown himself to be very reliable in all circumstances. He has played his role and fits well into most environments whether playing a lead or support role.

Ken is a passionate advocate for members, his attention to detail and unwavering commitment to drive the best outcomes for the organisation's membership make him an outstanding leader. He is able to simplify complex issues into simple terms that our members can understand.

Ken is a deep thinker and extremely intelligent. Ken uses this to his advantage in getting his position across to ensure those he leads are on the same page

He's a good listener and is balanced in his approach and sees both sides of an argument/issue. Keep being mindful of his role in our sport and be conscious of all parties.

Good detail focus (like all good lawyers) and perceptive enough to know his role might be different to John and Richard such that he can play a role to get balanced outcomes. Needs to use this skill more to ensure he doesn't pick every fight, and shows a willingness and capacity to get shared/balanced outcomes at times

Ken is ambitious and results driven which leads to a working environment that is often results orientated. This is a positive and also a potential negative, however to date it, in my opinion, has led to a productive leadership outcome. This can take the form of getting teams and people together to work through issues and address problems in both formal and less formal settings.

He has high emotional intelligence and is capable of great tact. He should leverage these towards greater empathy towards members and staff.

Ken is quite passionate about the cause, however he is very good at considering all aspects that go into a decision, and the opinions of others, before making the appropriate call and bringing others along.

Ken will stand up for what he thinks is right rather than go along with the flock, even if he is disagreeing with other members of the leadership team. He demonstrates strength which is important in a leader.

Ken is passionate, driven and committed - one always feels that he is invested in what he is working on. I feel he could do better sometimes in explaining the basis for his strong positions.

Feedback Comments

In your opinion, what is this person's greatest leadership challenge or area for development and what suggestions do you have for handling this?

Ken's intelligence often leads to him talking over others or not listening to other points of view as well as he could. I think greater openness to others' points of view will help him become a more well-rounded leader with a deeper perspective.

Ken has strong views and can articulate these well when working on an issue specific to his role/portfolio to see the issue through to the desired outcome, however his voice is not always as strong outside his immediate responsibilities. Opportunity exists for Ken to approach broader business challenges outside of his area with the same commitment that he has when working on an issue specific to his role/portfolio

Again it is hard to comment, having never worked directly for Ken. He is a 'doer' which was a terrific trait to have when he worked for me, as it meant I could delegate him work in the comfort that it would get done, and done well. It will be interesting to see how he operates with a new direct report who will essentially be performing the role he played for me, and whether he has the ability to 'let go'.

Having the time to develop his staff. Ken has a great deal of knowledge, he needs to find time to adequately develop his direct reports further. Greater investment in them personally and professionally will lead to a reduction in his volume of work

On occasion Ken needs to listen to and tap into the skill set of others within his team. Ken is somewhat of a workaholic and hence at times needs to delegate duties to those in his team.

Continue to grow and build his relationships across the industry, don't be afraid to sell himself as he has a lot to offer. Be open-minded to other roles within the industry as well.

Industry profile and industry understanding of his strengths and capacity - can be hard in his role to get the oxygen he needs for those he is working against a lot of the time to see his strengths and where he can lead, given the structure of organisation and the role he plays. He needs to understand this, embrace it and seek to build strong, understanding relationships across the industry so he can use this skill to help achieve outcomes rather than hit road blocks

I think this revolves around the way in which Ken inspires and leads people and teams. I feel that too often he will speak over the top of other people and not give them the feeling that their views and input are as valuable as his own. Either that or there might be a feeling that he has already made a decision before seeking input or feedback. In its worst form it feels like dictating rather than leading and aspiring. I'd also like to see him show more humility and vulnerability when it comes to admitting mistakes or at least acknowledging alternate views, although I think that is likely an issue not only specific for Ken.

Greatest challenge is hesitancy to share and keep others in the loop. He may wish to consider how his actions affect others.

Professional development conversations with his direct reports. Providing guidance to others in this area. This is probably more an issue across the business though.

Can perhaps sometimes seem a little aloof which may seem, to some staff, like he isn't particularly approachable?

The effectiveness of Ken's passionate articulation of his views can sometimes be a bit lost in a dogmatic and aggressive communication style. I feel like sometimes his communication style could be enhanced by being slower to judgment and more open to a compromise. That being said, I acknowledge that his role does inherently involve advocacy of positions that might be resisted by default opposition.

Feedback Comments

What have you observed about this person about which you would like to provide additional feedback to him/her that may not have been previously addressed in this assessment?

Ken has always been a great team player and in my personal view he has played his role without seeking recognition. I am not sure whether others see him this way (I may be totally wrong on this point as I've never had a conversation to this effect with anyone). If that is the case then highlighting the role played by others could be a focus going forward.

Ken is always approachable, he is respected in the industry, he is smart, intuitive and results focused

Ken is extremely intelligent and driven to achieve the best outcome possible for the organisation's members at all times. Ken doesn't cut corners and is diligent to ensure the outcome is a considered one.

Most things are covered in the survey, I would suggest he keeps growing his brand throughout the industry as he has a lot to offer and could be potentially in a role where he could be going better.

Just to be aware of industry perception. Work on his profile and brand in a positive way to ensure he doesn't get pigeon holed which might hold him back in the long run in the industry

Ken is a young leader who is learning all the time. I'd encourage him to keep trying to cultivate an environment that enables direct and honest feedback as I believe this is the best way for him to continually develop. Apart from this, and the comments made in the other sections, I think Ken has a lot of leadership potential and I wouldn't be surprised to see him in a senior leadership position at larger organisation in the future. Keep on learning and improving!

He is intelligent and good at performing the work, but does not share information even when he would be able to so do, which can negatively affect others' performance and confidence.

Ken's style is to empower others and provide support to them where he thinks he can add value. From my point of view this works well for me and my work style.

N/A.

End of Ken Sample's Report