



When handing out this survey, please fill in participant's name and rater's relationship to participant (Boss, Direct Report, Peer, Other).
Relationship:

Leadership Profile (Section 1 of 3). Please note that if you have completed a previous TLC Survey before, you will not be asked to Complete Section 2 again - you will only have this Section and the Comments Section to complete.

This section is designed to build a Leadership Profile for <Participant Name>. Work quickly through the questions using your first impression. Use the N/A option if you do not know the answer to the question or the question doesn't apply.

You will be able to review and modify your answers at the end of this section.

PROCEED TO SURVEY

Providing feedback for <Participant Name>	Always		Often		Sometimes		Seldom		Never	N/A
This leader is quick to seize opportunities upon noticing them.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader is an efficient decision maker.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader investigates the deeper reality that lies behind events/circumstances.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader is sarcastic and/or cynical.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader stresses the role of the organization as corporate citizen.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader acts with humility.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader forms warm and caring relationships.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader is a workaholic.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader integrates multiple streams of information into a coherent strategy.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader lacks drive.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader provides strategic vision for the organization.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader creates common ground for agreement.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader is conservative.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader shares leadership.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader is excessively ambitious.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader handles stress and pressure very well.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader helps people learn, improve, and change.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader tries to do everything perfectly well.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader strives for continuous improvement.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader needs to be admired by others.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader displays a high degree of skill in resolving conflict.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader pursues results at the expense of people.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader directly addresses issues that get in the way of team performance.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am satisfied with the quality of leadership that this leader provides.	5	4.5	4	3.5	3	2.5	2	1.5	1	

Providing feedback for <Participant Name>	Always		Often	Sometimes		Seldom		Never	N/A
This leader exhibits personal behavior consistent with his/her values.	5	4.5	4	3.5	3	2.5	2	1.5	1
This leader gets the job done with no need to attract attention to himself/herself.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI is passive.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI helps direct reports create development plans. □	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI worries about others' judgment.	5	4.5	4	3.5	3	2.5	2	1.5	1
This leader tends to control others.	5	4.5	4	3.5	3	2.5	2	1.5	1
This leader is a good role model for the vision they espouses.	5	4.5	4	3.5	3	2.5	2	1.5	1
This leader is courageous in meetings.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI establishes a strategic direction that helps the organization to thrive.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI creates a positive climate that supports people doing their best.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI tries to please others by going along to get along. □	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI negotiates for the best interest of both parties.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI adopts others' points of view so as not to disappoint them.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI is critical of himself/herself when things don't go as well as expected. □	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI sees the integration between all parts of the system.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI articulates a vision that creates alignment within the organization.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI lacks passion.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI tries too hard to be the best at everything W/ take on.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI takes forthright action without needing recognition.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI is critical.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI examines the assumptions that lay behind W/ actions.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI is an example of an ideal leader.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI is composed under pressure.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI surfaces the issues others are reluctant to talk about.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI balances 'bottom line' results with other organizational goals.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI believes to feel good, one must constantly move up.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI provides strategic direction that is thoroughly thought through.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI conforms to rules.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI pursues results with drive and energy.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI believes average is definitely not good enough.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI learns from mistakes.	5	4.5	4	3.5	3	2.5	2	1.5	1
Overall, W/ provides very effective leadership.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI takes responsibility for his/her part of relationship problems.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI lives and works with a deep sense of purpose.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI is self-centered. □	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI is aloof.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI holds to his/her values during good and bad times.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI has to get his/her own way.	5	4.5	4	3.5	3	2.5	2	1.5	1
LMOHDGHI is proficient at achieving high quality results on key initiatives.	5	4.5	4	3.5	3	2.5	2	1.5	1

Providing feedback for <Participant Name>	Always		Often		Sometimes		Seldom		Never	N/A
He/She stays abreast of trends in the external environment that could impact the business currently and in the future.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She plays it too safe.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She is relatively uninterested in personal credit.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She is hard to get to know.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She attends to the long-term impact of strategic decisions on the community.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She drives himself/herself excessively hard.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She believes winning is what really matters.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She makes the tough decisions when required.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She works too hard for others' acceptance.	5	4.5	4	3.5	3	2.5	2	1.5	1	
His/Her leadership helps this organization to thrive.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She hurts people's feelings.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She finds enough time for personal reflection.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She needs to perform flawlessly.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She accurately anticipates future consequences to current action.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She needs the approval of others.	5	4.5	4	3.5	3	2.5	2	1.5	1	
In a conflict, he/she accurately restates the opinions of others.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She is aggressive.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She balances work and personal life.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She allocates resources appropriately so as not to use people up.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She is wishy-washy in decision making.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She is a gifted strategist.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She dictates rather than influences what others do.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She is a people builder/developer.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She needs to excel in every situation.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She evolves organizational systems until they produce envisioned results.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She is compassionate.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She follows conventional ways of doing things.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She personally searches for meaning.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She connects deeply with others.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She balances community welfare with short-term profitability.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She has too big of an ego.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She communicates a compelling vision.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She speaks directly even on controversial issues.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She is overly conservative.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She promotes high levels of teamwork through his/her leadership style.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She is a calming influence in difficult situations.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She puts people down.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She focuses in quickly on the key issues.	5	4.5	4	3.5	3	2.5	2	1.5	1	

Providing feedback for <Participant Name>	Always		Often		Sometimes		Seldom		Never	N/A
He/She creates vision that goes beyond the organization to include making a positive impact on the world.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She balances short-term results with long-term organizational health.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She is emotionally distant.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She is arrogant.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She lives an ethic of service to others and the world.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She expects extremely high standards of others.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She listens openly to criticism and asks questions to further understand.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She makes decisions in a timely manner.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She is domineering.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She provides feedback focused on professional growth.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She leads in ways that others say, 'we did it ourselves.'	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She remains standoffish.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She redesigns the system to solve multiple problems simultaneously.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She pushes himself/herself too hard.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She inspires others with vision.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She works to find common ground.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/she is the kind of leader that others should aspire to become.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She is a perfectionist.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She has a firm grasp of the market place dynamics.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She leads in a manner that is completely aligned with his/her values.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She tries too hard to conform to the group's rules/norms.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She reduces activities that waste resources.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She needs to be accepted by others.	5	4.5	4	3.5	3	2.5	2	1.5	1	

Most Effective Leader (Section 2 of 3). Note that you will not be asked to complete this Section if you have already done so before on a previous TLC Survey.

In this section, you will no longer be evaluating <Participant Name>

Instead, identify who is the most effective leader you have ever worked with (directly or indirectly). Answer these questions with THAT person in mind.

At the end of this section, you will be able to review and modify your answers.

PROCEED TO SURVEY

Providing feedback for The Most Effective Leader I know ...	Always		Often		Sometimes		Seldom		Never
He/she is the kind of leader that others should aspire to become.	5	4.5	4	3.5	3	2.5	2	1.5	1
He/she promotes high levels of teamwork through his/her leadership style.	5	4.5	4	3.5	3	2.5	2	1.5	1
Overall, he/she provides very effective leadership.	5	4.5	4	3.5	3	2.5	2	1.5	1
He/she is a good role model for the vision he/she espouses.	5	4.5	4	3.5	3	2.5	2	1.5	1
He/she is an example of an ideal leader.	5	4.5	4	3.5	3	2.5	2	1.5	1
On questions that describe positive qualities, how often are you likely to rate this person a 4 or higher on the above scale?	5	4.5	4	3.5	3	2.5	2	1.5	1
On questions that describe positive qualities, what is the highest rating you are likely to give on the above scale?	5	4.5	4	3.5	3	2.5	2	1.5	1

Write-in Feedback (Section 3 of 3)

Please ask your Profile certified consultant if free style questions are being used and, if yes, which set of questions to answer (Short or Long Questions)
In this section, please provide additional written feedback to <Participant Name>. Participants always find the write-in comments especially helpful in understanding their results.

Your feedback could include areas this survey did not cover, or examples that illustrate why you evaluated <Participant Name> the way you did, or anything else that is important for <Participant Name> to know.

Your feedback in this section is confidential and not identified by name or position.

At the end of this section, you will be able to review and modify your answers.

PROCEED TO SURVEY

Providing feedback for <Participant Name>.

SHORT QUESTIONS:

- What should he/she stop doing?
- What should he/she start doing?
- What should he/she keep doing?

OR COMPLETE:

LONG QUESTIONS:

- 1) In your opinion, what is this persons greatest leadership asset, skill or talent, and what suggestions do you have for leveraging this?
- 2) In your opinion, what is this persons greatest leadership challenge or area for development, and what suggestions do you have for handling this?
- 3) 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?