



LEADERSHIP CIRCLE PROFILE MANAGER EDITION

LEADERSHIP CIRCLE PROFILE EVALUATOR SURVEY - MANAGER EDITION

The following instructional content and questions are what the evaluator will encounter in their LCP-ME Survey.

INSTRUCTIONS TO EVALUATOR

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

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

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.

QUESTIONS AND RATING SCALE

1.0	1.5	2.0	2.5	3.0	3.5	4.0	4.5	5.0
Never		Seldom		Sometimes		Often		Always

Providing feedback for <Participant Name>

This leader is quick to seize opportunities upon noticing them. This leader is an efficient decision maker.

This leader is sarcastic and/or cynical.

This leader forms warm and caring relationships.

This leader lacks drive.

This leader provides strategic vision for the organization.

This leader shares leadership.

This leader is excessively ambitious.

This leader handles stress and pressure very well.

LCP Evaluator Survey Questions for Participants

1.0	1.5	2.0	2.5	3.0	3.5	4.0	4.5	5.0
Never		Seldom		Sometimes		Often		Always

This leader helps people learn, improve, and change.

This leader tries to do everything perfectly well.

This leader strives for continuous improvement.

This leader needs to be admired by others.

This leader pursues results at the expense of people.

I am satisfied with the quality of leadership that this leader provides.

This leader exhibits personal behavior consistent with his/her values.

This leader is passive.

This leader helps direct reports create development plans.

This leader worries about others' judgment.

This leader tends to control others.

This leader is a good role model for the vision they espouse.

This leader is courageous in meetings.

This leader establishes a strategic direction that helps the organization to thrive. This leader creates a positive climate that supports people doing their best.

This leader tries to please others by going along to get along.

This leader adopts others' points of view so as not to disappoint them.

This leader articulates a vision that creates alignment within the organization.

This leader lacks passion.

This leader tries too hard to be the best at everything they take on.

This leader is critical.

This leader is an example of an ideal leader.

This leader is composed under pressure.

This leader surfaces the issues others are reluctant to talk about.

This leader believes to feel good, one must constantly move up.

This leader provides strategic direction that is thoroughly thought through.

This leader pursues results with drive and energy.

This leader learns from mistakes.

Overall, this leader provides very effective leadership.

This leader takes responsibility for his/her part of relationship problems.

This leader is self-centered.

This leader is aloof.

This leader holds to his/her values during good and bad times.

LCP Evaluator Survey Questions for Participants

1.0	1.5	2.0	2.5	3.0	3.5	4.0	4.5	5.0
Never	Seldom		Sometimes		Often		Always	
This leader has to get his/her own way.								
This leader is proficient at achieving high quality results on key initiatives.								
This leader plays it too safe.								
This leader is hard to get to know.								
This leader believes winning is what really matters.								
This leader makes the tough decisions when required.								
This leader works too hard for others' acceptance.								
Their leadership helps this organization to thrive.								
This leader hurts people's feelings.								
This leader finds enough time for personal reflection.								
This leader needs to perform flawlessly.								
This leader needs the approval of others.								
In a conflict, this leader accurately restates the opinions of others.								
This leader is aggressive.								
This leader balances work and personal life.								
This leader is wishy-washy in decision making.								
This leader is a gifted strategist.								
This leader dictates rather than influences what others do.								
This leader is a people builder/developer.								
This leader needs to excel in every situation.								
This leader is compassionate.								
This leader connects deeply with others.								
This leader has too big of an ego.								
This leader communicates a compelling vision.								
This leader speaks directly even on controversial issues.								
This leader promotes high levels of teamwork through his/her leadership style. This leader is a calming influence in difficult situations.								
This leader puts people down.								
This leader is emotionally distant.								
This leader is arrogant.								
This leader listens openly to criticism and asks questions to further understand. This leader makes decisions in a timely manner.								
This leader is domineering.								

1.0	1.5	2.0	2.5	3.0	3.5	4.0	4.5	5.0
Never		Seldom		Sometimes		Often		Always

This leader provides feedback focused on professional growth.

This leader remains standoffish.

This leader inspires others with vision.

This leader is the kind of leader that others should aspire to become.

This leader is a perfectionist.

This leader has a firm grasp of the market place dynamics.

This leader leads in a manner that is completely aligned with his/her values. This leader tries too hard to conform to the group's rules/norms.

This leader needs to be accepted by others.

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 Leadership Circle 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.

Providing feedback for The Most Effective Leader I know ...

This leader is the kind of leader that others should aspire to become.

This leader promotes high levels of teamwork through his/her leadership style.

Overall, this leader provides very effective leadership.

This leader is a good role model for the vision they espouses.

This leader is an example of an ideal leader.

On questions that describe positive qualities, how often are you likely to rate this person a 4 or higher on the above scale?

On questions that describe positive qualities, what is the highest rating you are likely to give on the above scale?

1.0	1.5	2.0	2.5	3.0	3.5	4.0	4.5	5.0
Never		Seldom		Sometimes		Often		Always

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. Providing feedback for <Participant Name>.

SHORT QUESTIONS:

- What should this leader stop doing?
- What should this leader start doing?
- What should this leader keep doing?

OR COMPLETE:

LONG QUESTIONS:

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

***THANK YOU FOR COMPLETING THE LEADERSHIP
CIRCLE PROFILE PARTICIPANT (SELF) SURVEY.***

ONGOING RESEARCH:

Currently, the LCP survey displays 128 questions and three open-ended questions for comments. Among the 128 questions:

- 124 are the core LCP questions (above) - which always remain the same and are used in scoring the LCP or the LE scale
- Four are LCP 2.0 test questions - these test questions change every two or three months, are NOT used in scoring the LCP or the LE scale, and do NOT appear in the report.

The LCP 2.0 questions are new questions we are testing to strengthen correlations in a few of the LCP dimensions. This process of testing further LCP 2.0 questions involves several sets of questions and started in 2021. A current example of the 4 test questions displayed in the LCP survey is as follows:

Self

I take credit rather than share credit.

I am drawn to competition rather than cooperation.

I often take on work for myself that could have been delegated to others.

I try to do too much given the resources available.

Other

This leader takes credit rather than sharing credit.

This leader is drawn to competition rather than cooperation.

This leader often takes on work for themselves that could have been delegated to others.

This leader tries to do too much given the resources available.