



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

Relationship:

Manager Edition (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
LO <input type="checkbox"/> is quick to seize opportunities upon noticing them.	5	4.5	4	3.5	3	2.5	2	1.5	1	
LMOHDHU is an efficient decision maker.	5	4.5	4	3.5	3	2.5	2	1.5	1	
LMOHDHU is sarcastic and/or cynical.	5	4.5	4	3.5	3	2.5	2	1.5	1	
This leader forms warm and caring relationships. <input type="checkbox"/>	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 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. <input type="checkbox"/>	5	4.5	4	3.5	3	2.5	2	1.5	1	
LMOHDHU tries to do everything perfectly well.	5	4.5	4	3.5	3	2.5	2	1.5	1	
LMOHDHU strives for continuous improvement.	5	4.5	4	3.5	3	2.5	2	1.5	1	
LMOHDHU needs to be admired by others.	5	4.5	4	3.5	3	2.5	2	1.5	1	
LMOHDHU pursues results at the expense of people.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am satisfied with the quality of leadership that WLMOHDHU provides.	5	4.5	4	3.5	3	2.5	2	1.5	1	
LMOHDHU exhibits personal behavior consistent with his/her values. <input type="checkbox"/>	5	4.5	4	3.5	3	2.5	2	1.5	1	
LMOHDHU is passive.	5	4.5	4	3.5	3	2.5	2	1.5	1	
LMOHDHU helps direct reports create development plans.	5	4.5	4	3.5	3	2.5	2	1.5	1	
LMOHDHU worries about others' judgment. <input type="checkbox"/>	5	4.5	4	3.5	3	2.5	2	1.5	1	
LMOHDHU tends to control others.	5	4.5	4	3.5	3	2.5	2	1.5	1	
LMOHDHU is a good role model for the vision WHe spouse.	5	4.5	4	3.5	3	2.5	2	1.5	1	
LMOHDHU is courageous in meetings.	5	4.5	4	3.5	3	2.5	2	1.5	1	
LMOHDHU establishes a strategic direction that helps the organization to thrive.	5	4.5	4	3.5	3	2.5	2	1.5	1	
LMOHDHU creates a positive climate that supports people doing their best.	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 tries to please others by going along to get along.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She adopts others' points of view so as not to disappoint them.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She articulates a vision that creates alignment within the organization.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She lacks passion.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She tries too hard to be the best at everything he/she takes on.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She is critical.	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	
He/She is composed under pressure.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She surfaces the issues others are reluctant to talk about.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She believes to feel good, one must constantly move up.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She provides strategic direction that is thoroughly thought through.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She pursues results with drive and energy.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She learns from mistakes.	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 takes responsibility for his/her part of relationship problems.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She is self-centered.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She is aloof.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She holds to his/her values during good and bad times.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She has to get his/her own way.	5	4.5	4	3.5	3	2.5	2	1.5	1	
He/She is proficient at achieving high quality results on key initiatives.	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 hard to get to know.	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 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 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 is compassionate.	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 connects deeply with others.	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 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 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 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 remains standoffish.	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 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 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 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?