



LEADERSHIP CIRCLE
PROFILE
MANAGER EDITION

LEADERSHIP CIRCLE PROFILE SELF SURVEY FOR PARTICIPANTS - MANAGER EDITION

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

INSTRUCTIONS TO LEADER

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

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

Self Survey for <Participant Name>

I am quick to seize opportunities upon noticing them. I am an efficient decision maker.

I am sarcastic and/or cynical.

I form warm and caring relationships.

I lack drive.

I provide strategic vision for the organization.

I share leadership.

I am excessively ambitious.

I handle stress and pressure very well.

I help people learn, improve, and change.

I try to do everything perfectly well.

I strive for continuous improvement.

I need to be admired by others.

LCP Self Survey Questions for Participants - Manager Edition

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

I pursue results at the expense of people.

I am satisfied with the quality of leadership that I provide.

I exhibit personal behavior consistent with my values.

I am passive.

I help direct reports create development plans.

I worry about others' judgment.

I tend to control others.

I am a good role model for the vision I espouse.

I am courageous in meetings.

I establish a strategic direction that helps the organization to thrive. I create a positive climate that supports people doing their best.

I try to please others by going along to get along.

I adopt others' points of view so as not to disappoint them.

I articulate a vision that creates alignment within the organization.

I lack passion.

I try too hard to be the best at everything I take on.

I am critical.

I am an example of an ideal leader.

I am composed under pressure.

I surface the issues others are reluctant to talk about.

I believe to feel good, one must constantly move up.

I provide strategic direction that is thoroughly thought through. I pursue results with drive and energy.

I learn from mistakes.

Overall, I provide very effective leadership.

I take responsibility for my part of relationship problems.

I am self-centered.

I am aloof.

I hold to my values during good and bad times.

I have to get my own way.

I am proficient at achieving high quality results on key initiatives. I play it too safe.

I am hard to get to know.

I believe winning is what really matters.

LCP Self Survey Questions for Participants - Manager Edition

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

- I make the tough decisions when required.
- I work too hard for others' acceptance.
- My leadership helps this organization to thrive. I hurt people's feelings.
- I find enough time for personal reflection.
- I need to perform flawlessly.
- I need the approval of others.
- In a conflict, I accurately restate the opinions of others.
- I am aggressive.
- I balance work and personal life.
- I am wishy-washy in decision making.
- I am a gifted strategist.
- I dictate rather than influence what others do.
- I am a people builder/developer.
- I need to excel in every situation. I am compassionate.
- I connect deeply with others.
- I have too big of an ego.
- I communicate a compelling vision.
- I speak directly even on controversial issues.
- I promote high levels of teamwork through my leadership style.
- I am a calming influence in difficult situations. I put people down.
- I am emotionally distant.
- I am arrogant.
- I listen openly to criticism and ask questions to further understand.
- I make decisions in a timely manner. I am domineering.
- I provide feedback focused on professional growth.

LCP Self Survey Questions for Participants - Manager Edition

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

I remain standoffish.

I inspire others with vision.

I am the kind of leader that others should aspire to become.

I am a perfectionist.

I have a firm grasp of the market place dynamics.

I lead in a manner that is completely aligned with my values. I try too hard to conform to the group's rules/norms.

I need to be accepted by others.

Most Effective Leader (Section 2 of 2). 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.

Overall, this leader provides very effective leadership.

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

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?

***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.