



**Leadership Profile (Section 1 of 2.) Please note that if you have completed a TLC 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.

**PROCEED TO SURVEY**

Self Survey for <Participant Name>	Always		Often	Sometimes		Seldom		Never	N/A
I am quick to seize opportunities upon noticing them.	5	4.5	4	3.5	3	2.5	2	1.5	1
I am an efficient decision maker.	5	4.5	4	3.5	3	2.5	2	1.5	1
I investigate the deeper reality that lies behind events/circumstances.	5	4.5	4	3.5	3	2.5	2	1.5	1
I am sarcastic and/or cynical.	5	4.5	4	3.5	3	2.5	2	1.5	1
I stress the role of the organization as corporate citizen.	5	4.5	4	3.5	3	2.5	2	1.5	1
I act with humility.	5	4.5	4	3.5	3	2.5	2	1.5	1
I form warm and caring relationships.	5	4.5	4	3.5	3	2.5	2	1.5	1
I am a workaholic.	5	4.5	4	3.5	3	2.5	2	1.5	1
I integrate multiple streams of information into a coherent strategy.	5	4.5	4	3.5	3	2.5	2	1.5	1
I lack drive.	5	4.5	4	3.5	3	2.5	2	1.5	1
I provide strategic vision for the organization.	5	4.5	4	3.5	3	2.5	2	1.5	1
I create common ground for agreement.	5	4.5	4	3.5	3	2.5	2	1.5	1
I am conservative.	5	4.5	4	3.5	3	2.5	2	1.5	1
I share leadership.	5	4.5	4	3.5	3	2.5	2	1.5	1
I am excessively ambitious.	5	4.5	4	3.5	3	2.5	2	1.5	1
I handle stress and pressure very well.	5	4.5	4	3.5	3	2.5	2	1.5	1
I help people learn, improve, and change.	5	4.5	4	3.5	3	2.5	2	1.5	1
I try to do everything perfectly well.	5	4.5	4	3.5	3	2.5	2	1.5	1
I strive for continuous improvement.	5	4.5	4	3.5	3	2.5	2	1.5	1
I need to be admired by others.	5	4.5	4	3.5	3	2.5	2	1.5	1
I display a high degree of skill in resolving conflict.	5	4.5	4	3.5	3	2.5	2	1.5	1
I pursue results at the expense of people.	5	4.5	4	3.5	3	2.5	2	1.5	1
I directly address 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 I provide.	5	4.5	4	3.5	3	2.5	2	1.5	1
I exhibit personal behavior consistent with my values.	5	4.5	4	3.5	3	2.5	2	1.5	1

<b>Self Survey for &lt;Participant Name&gt;</b>	<b>Always</b>		<b>Often</b>		<b>Sometimes</b>		<b>Seldom</b>		<b>Never</b>	<b>N/A</b>
I get the job done with no need to attract attention to myself.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am passive.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I help direct reports create development plans.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I worry about others' judgment.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I tend to control others.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am a good role model for the vision I espouse.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am courageous in meetings.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I establish a strategic direction that helps the organization to thrive.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I create a positive climate that supports people doing their best.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I try to please others by going along to get along.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I negotiate for the best interest of both parties.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I adopt others' points of view so as not to disappoint them.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am critical of myself when things don't go as well as expected.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I see the integration between all parts of the system.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I articulate a vision that creates alignment within the organization.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I lack passion.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I try too hard to be the best at everything I take on.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I take forthright action without needing recognition.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am critical.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I examine the assumptions that lay behind my actions.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am an example of an ideal leader.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am composed under pressure.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I surface the issues others are reluctant to talk about.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I balance 'bottom line' results with other organizational goals.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I believe to feel good, one must constantly move up.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I provide strategic direction that is thoroughly thought through.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I conform to rules.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I pursue results with drive and energy.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I believe average is definitely not good enough.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I learn from mistakes.	5	4.5	4	3.5	3	2.5	2	1.5	1	
Overall, I provide very effective leadership.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I take responsibility for my part of relationship problems.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I live and work with a deep sense of purpose.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am self-centered.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am aloof.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I hold to my values during good and bad times.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I have to get my own way.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am proficient at achieving high quality results on key initiatives.	5	4.5	4	3.5	3	2.5	2	1.5	1	

<b>Self Survey for &lt;Participant Name&gt;</b>	<b>Always</b>		<b>Often</b>		<b>Sometimes</b>		<b>Seldom</b>		<b>Never</b>	<b>N/A</b>
I stay 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	
I play it too safe.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am relatively uninterested in personal credit.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am hard to get to know.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I attend to the long-term impact of strategic decisions on community.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I drive myself excessively hard.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I believe winning is what really matters.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I make the tough decisions when required.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I work too hard for others' acceptance.	5	4.5	4	3.5	3	2.5	2	1.5	1	
My leadership helps this organization to thrive.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I hurt people's feelings.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I find enough time for personal reflection.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I need to perform flawlessly.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I accurately anticipate future consequences to current action.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I need the approval of others.	5	4.5	4	3.5	3	2.5	2	1.5	1	
In a conflict, I accurately restate the opinions of others.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am aggressive.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I balance work and personal life.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I allocate resources appropriately so as not to use people up.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am wishy-washy in decision making.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am a gifted strategist.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I dictate rather than influence what others do.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am a people builder/developer.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I need to excel in every situation.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I evolve organizational systems until they produce envisioned results.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am compassionate.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I follow conventional ways of doing things.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I personally search for meaning.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I connect deeply with others.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I balance community welfare with short-term profitability.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I have too big of an ego.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I communicate a compelling vision.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I speak directly even on controversial issues.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am overly conservative.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I promote high levels of teamwork through my leadership style.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am a calming influence in difficult situations.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I put people down.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I focus in quickly on the key issues.	5	4.5	4	3.5	3	2.5	2	1.5	1	

<b>Self Survey for &lt;Participant Name&gt;</b>	<b>Always</b>		<b>Often</b>		<b>Sometimes</b>		<b>Seldom</b>		<b>Never</b>	<b>N/A</b>
I create 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	
I balance short-term results with long-term organizational health.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am emotionally distant.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am arrogant.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I live an ethic of service to others and the world.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I expect extremely high standards of others.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I listen openly to criticism and ask questions to further understand.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I make decisions in a timely manner.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am domineering.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I provide feedback focused on professional growth.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I lead in ways that others say, 'we did it ourselves.'	5	4.5	4	3.5	3	2.5	2	1.5	1	
I remain standoffish.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I redesign the system to solve multiple problems simultaneously.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I push myself too hard.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I inspire others with vision.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I work to find common ground.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am the kind of leader that others should aspire to become.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I am a perfectionist.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I have a firm grasp of the market place dynamics.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I lead in a manner that is completely aligned with my values.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I try too hard to conform to the group's rules/norms.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I reduce activities that waste resources.	5	4.5	4	3.5	3	2.5	2	1.5	1	
I need to be accepted by others.	5	4.5	4	3.5	3	2.5	2	1.5	1	

**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 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**

<b>Providing feedback for The Most Effective Leader I know ...</b>	<b>Always</b>		<b>Often</b>		<b>Sometimes</b>		<b>Seldom</b>		<b>Never</b>
This leader is the kind of leader that others should aspire to become.	5	4.5	4	3.5	3	2.5	2	1.5	1
This leader promotes high levels of teamwork through their leadership style.	5	4.5	4	3.5	3	2.5	2	1.5	1
Overall, this leader provides very effective leadership.	5	4.5	4	3.5	3	2.5	2	1.5	1
This leader is a good role model for the vision they espouse.	5	4.5	4	3.5	3	2.5	2	1.5	1
This leader 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

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