COLLECTIVE LEADERSHIP ASSESSMENT™ CERTIFICATION

EVOLVING THE CONSCIOUS PRACTICE OF LEADERSHIP

The Leadership Circle®

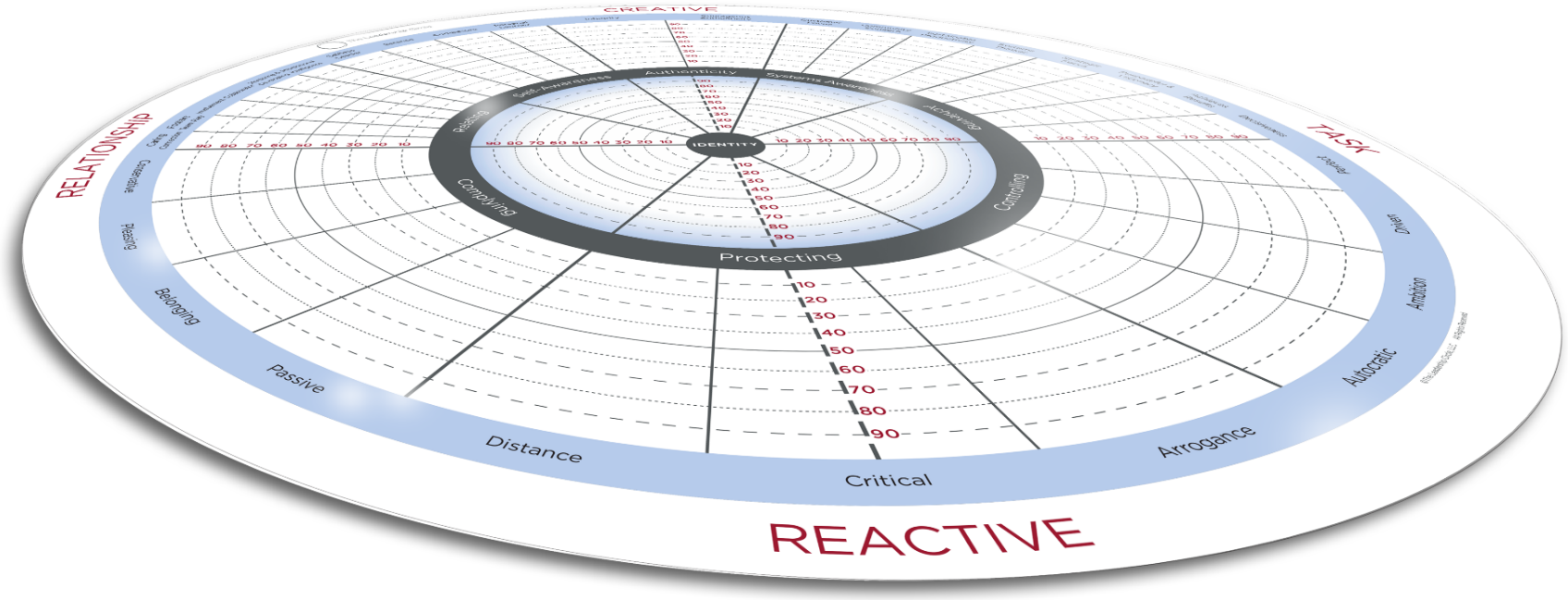
Our Purpose

We exist to evolve the conscious practice of leadership, to steward the planet, and to awaken us all to our inherent unity.

Watch the Video

INTRODUCTIONS Around the Mat

How does the collective leadership work you do with teams and organizations connect with the purpose statement?



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AGENDA

COLLECTIVE LEADERSHIP ASSESSMENT CERTIFICATION – Day 1

Our Purpose & Introductions

Universal Model – Moving from 1:1 Coach to Collective Leadership

Scaling Leadership

Homework: Client Application

AGENDA

COLLECTIVE LEADERSHIP ASSESSMENT CERTIFICATION – Day 2

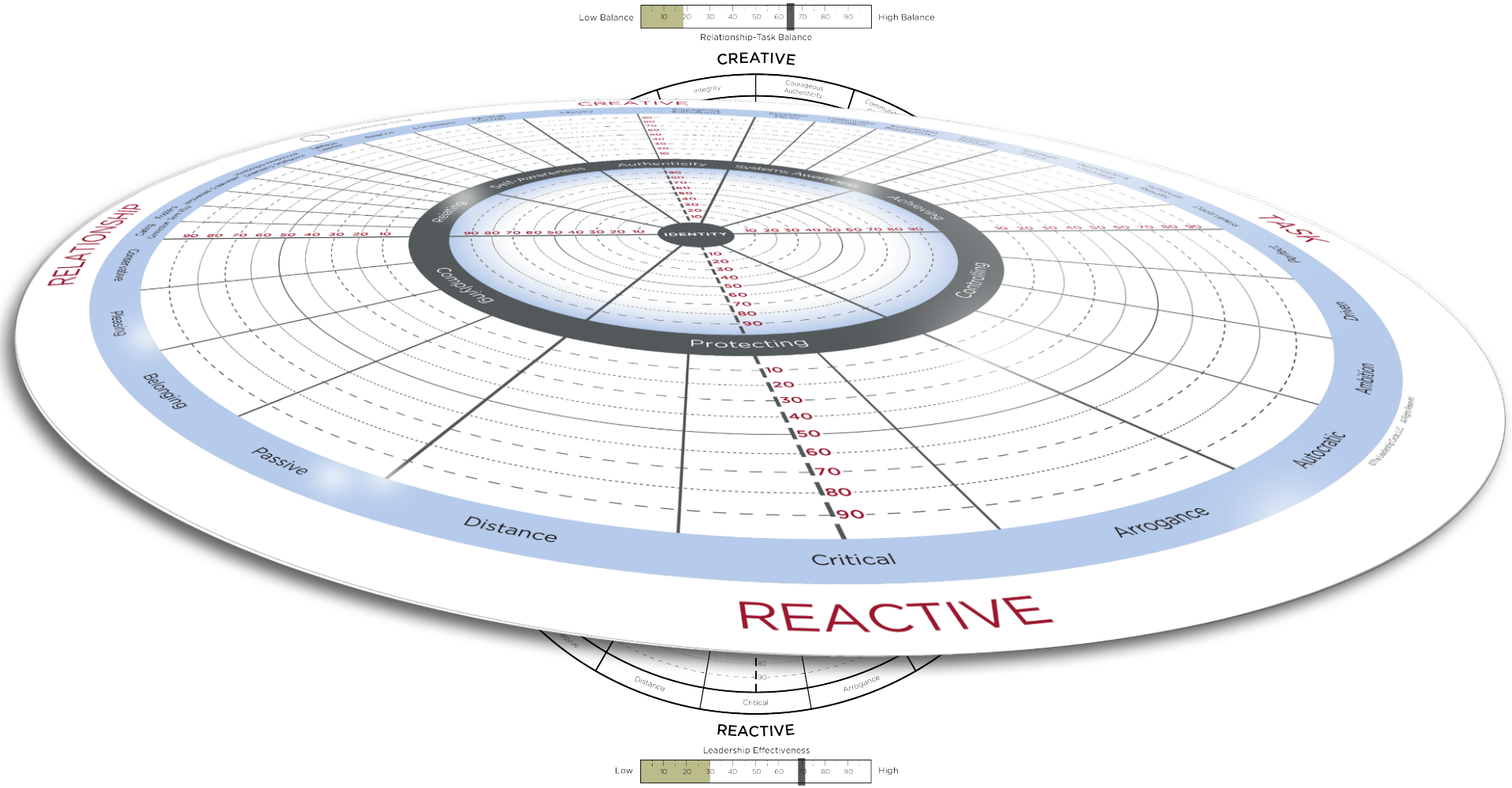
Exploring the Collective Leadership Assessment

Case Study

Client Application

Closing Circle

The Universal Model of Leadership – Understand to Teach



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UM Model and LCP Overview/Teach

- Get into groups of 3-4
- Take 20 minutes to prepare an 8 - 10 minute “teach” on the UM of Leadership/LCP using your group profile. Use the mat and make it an interactive teach (work us on the Mat)
  - Incorporate the mat into the teach and work the basics of the model
  - Reactive and Creative Orientation – Top Half (18 Creative competencies) and Bottom Half (11 Reactive tendencies)
  - Task / Relationship
  - Percentiles, Inner and Outer Dimensions
  - Inner/Outer Game of Leadership, Authored by others and Authored by Self
  - Inner Circle and Outer Circle (Dimensions, Competencies and Reactive Tendencies)
  - Complying (Heart), Protecting (Head) and Controlling (Will)
  - Executive team (collective framing)

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Scaling LEADERSHIP

What the Comment Analysis Reveals

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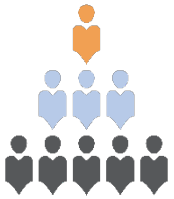
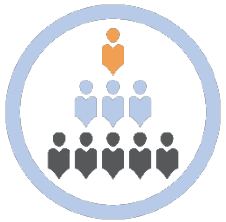
How Leaders Scale Leadership

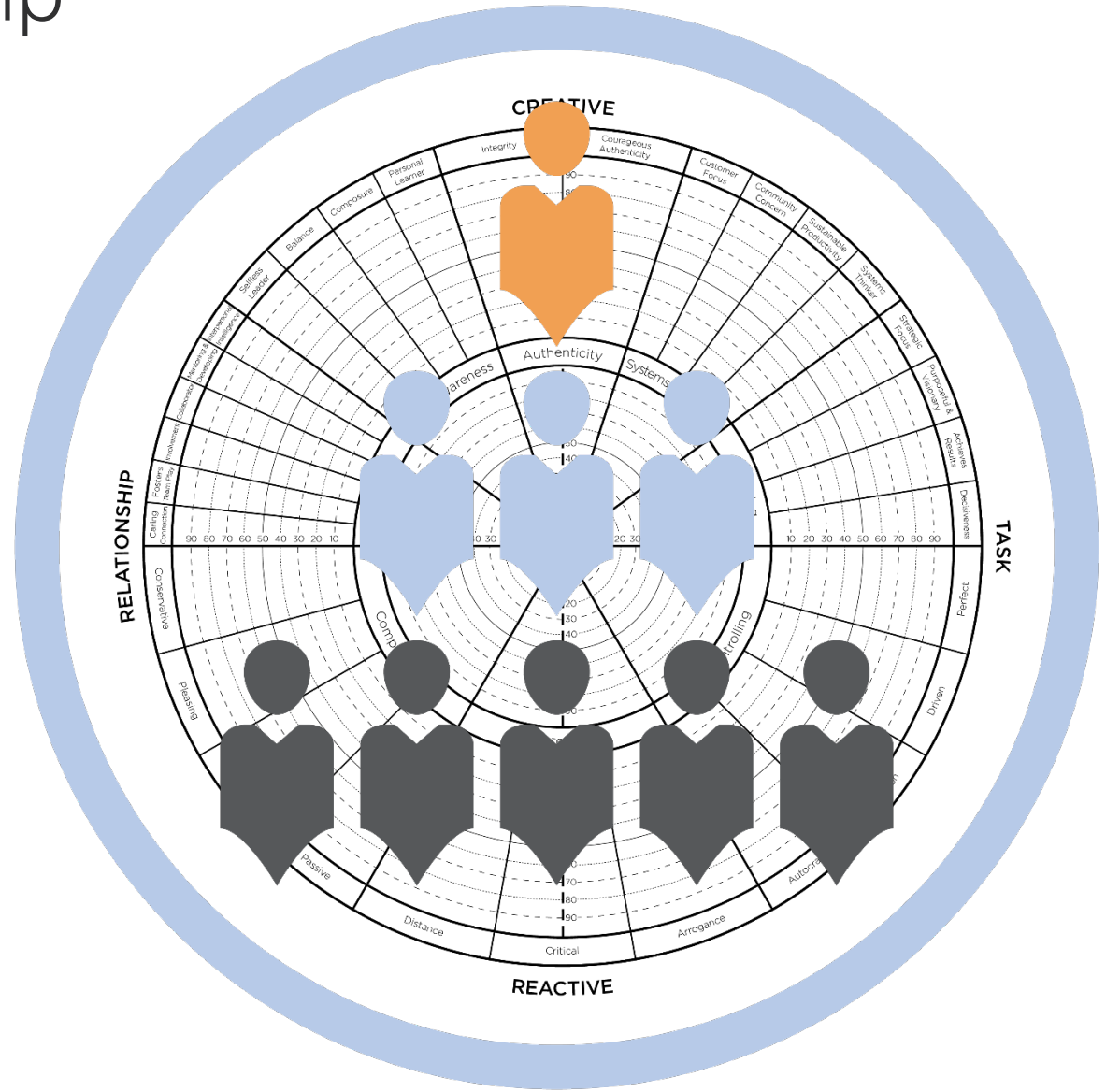
Start with Self – *"I am the project"*



Develop Your Team and Teams



Connect the Leadership System



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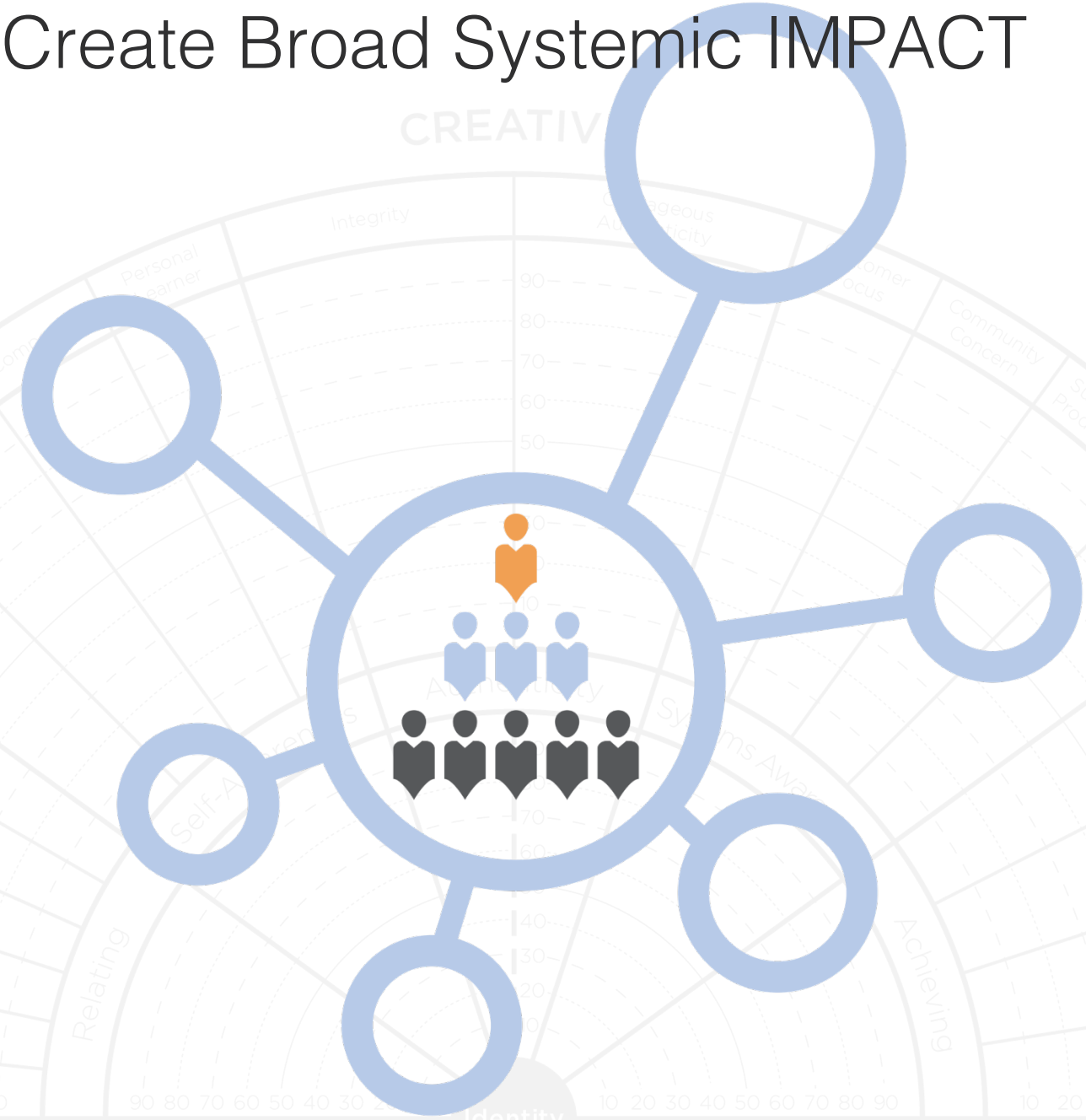
Create Broad Systemic IMPACT



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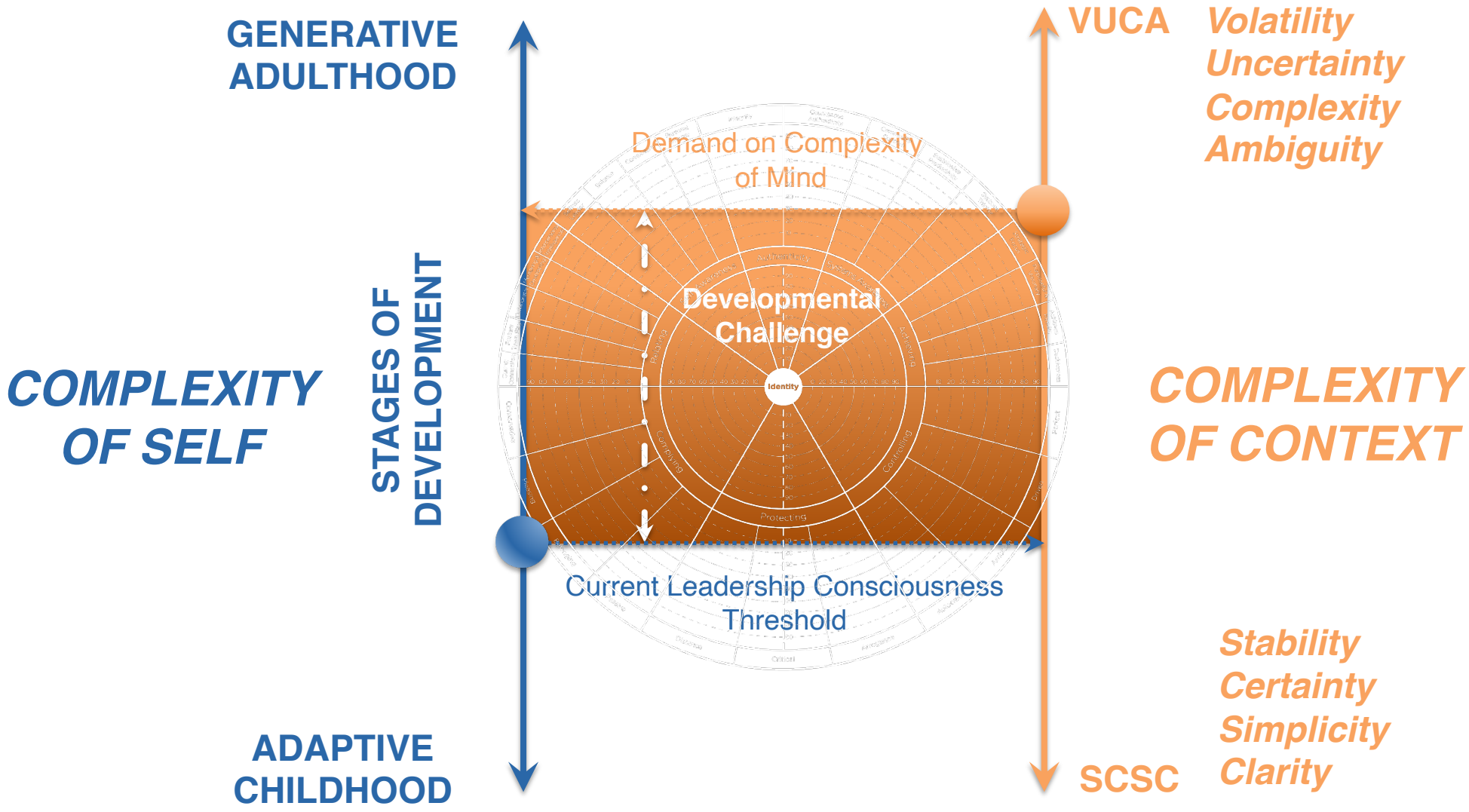
An organization cannot perform
at a level higher than the CONSCIOUSNESS
of the leadership

Starting with Self – I am the Project



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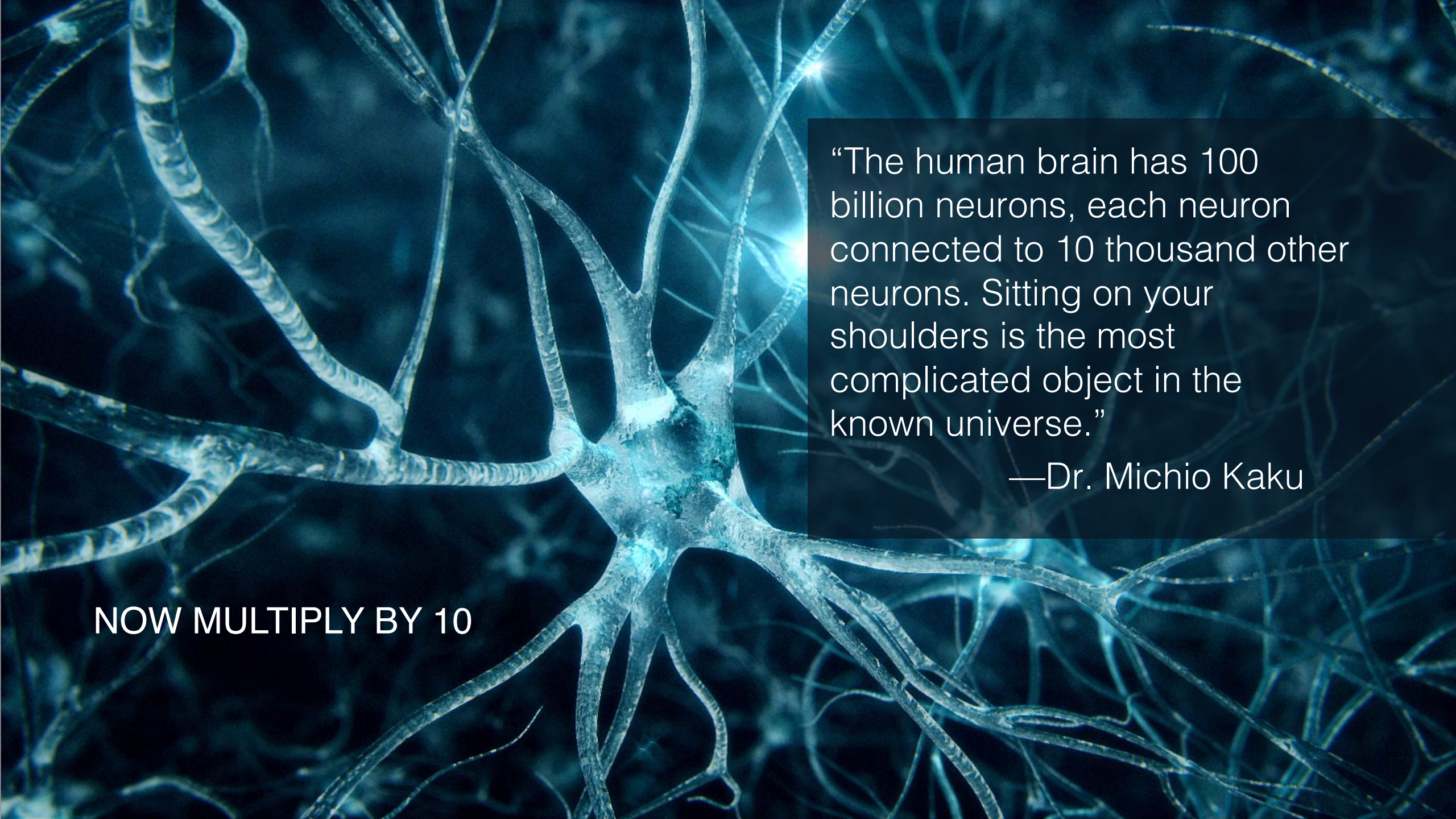
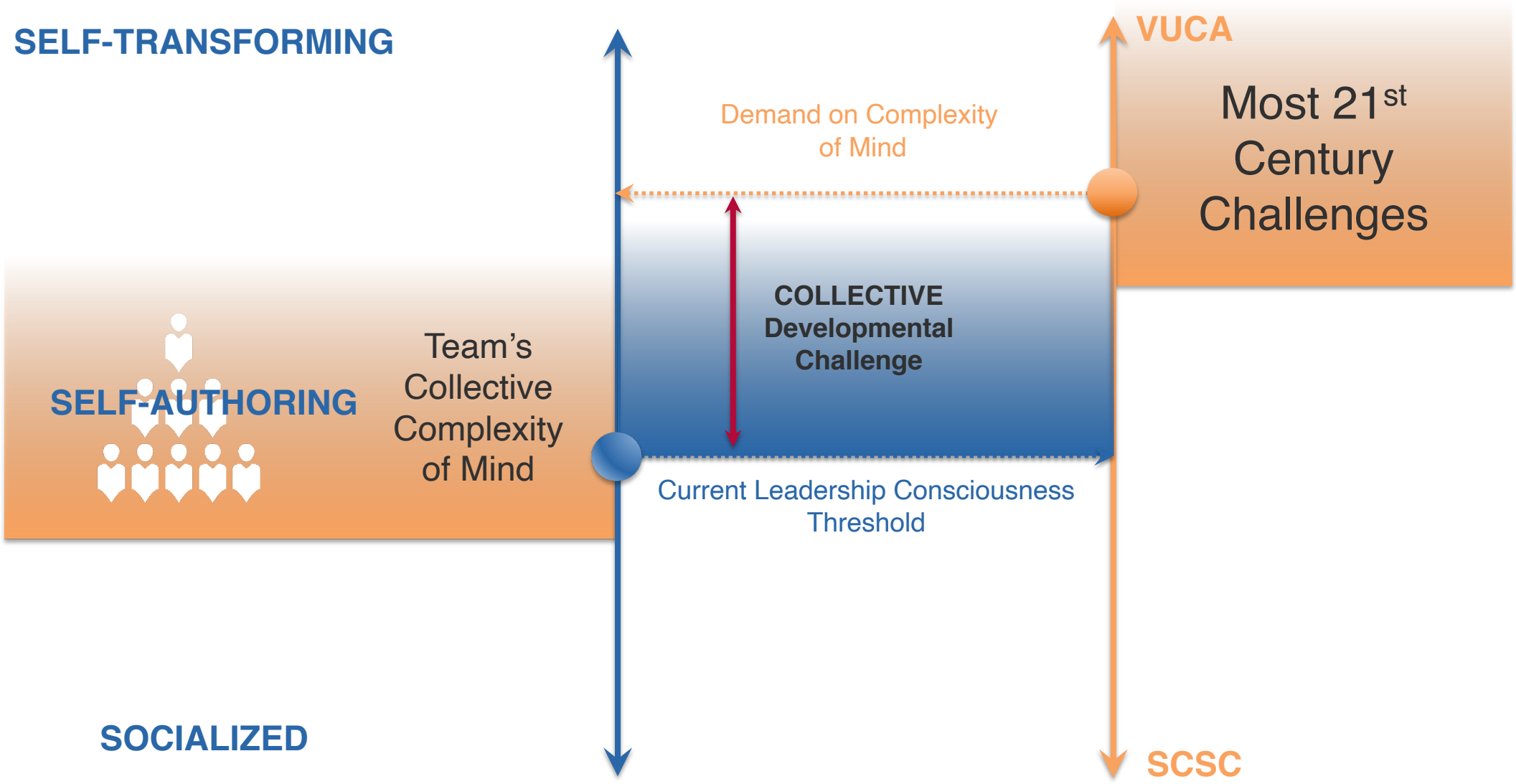

“The human brain has 100 billion neurons, each neuron connected to 10 thousand other neurons. Sitting on your shoulders is the most complicated object in the known universe.”
—Dr. Michio Kaku
NOW MULTIPLY BY 10

WHEN THE WHOLE IS LESS THAN THE SUM OF THE PARTS



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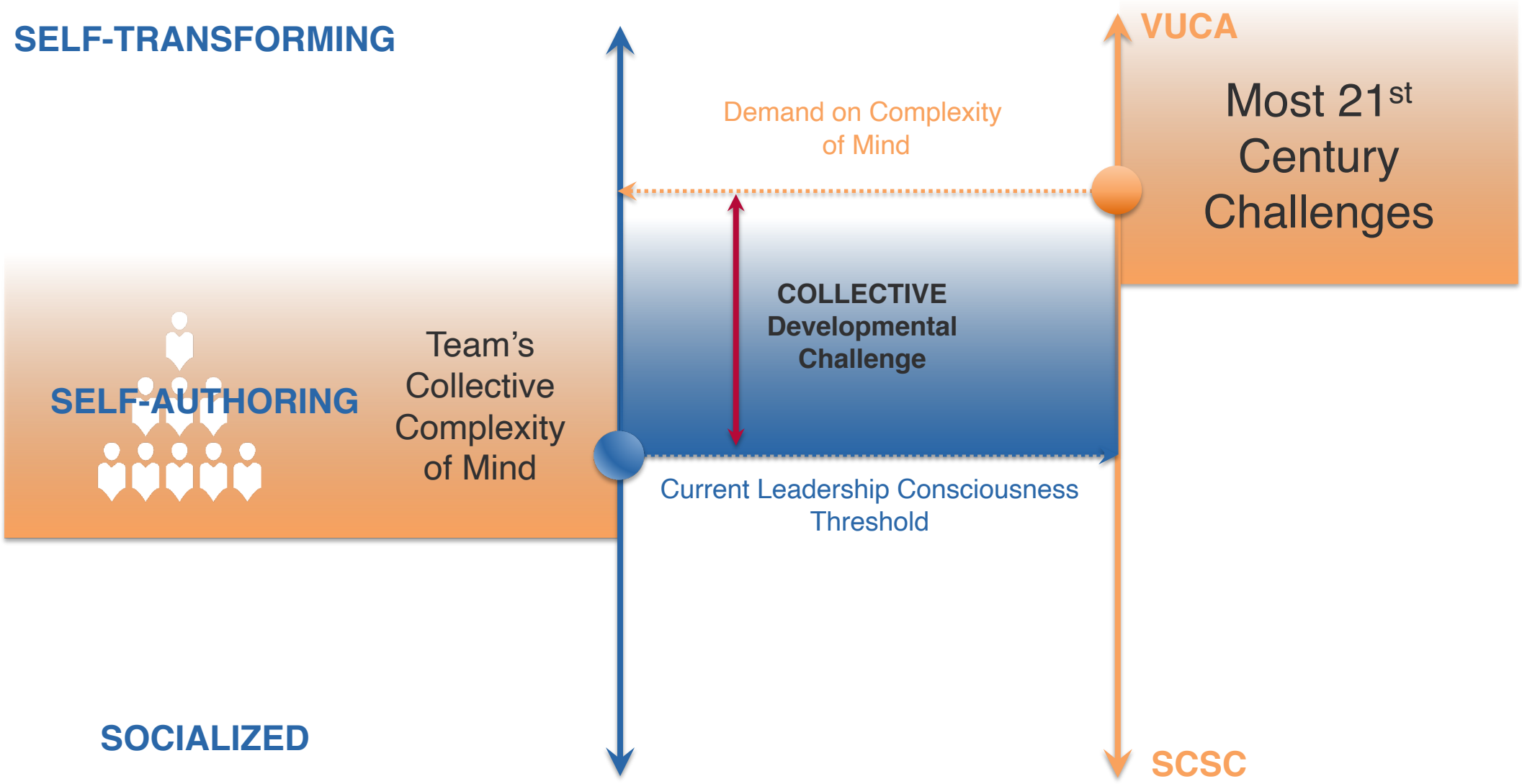
WHEN THE WHOLE IS MORE THAN THE SUM OF THE PARTS



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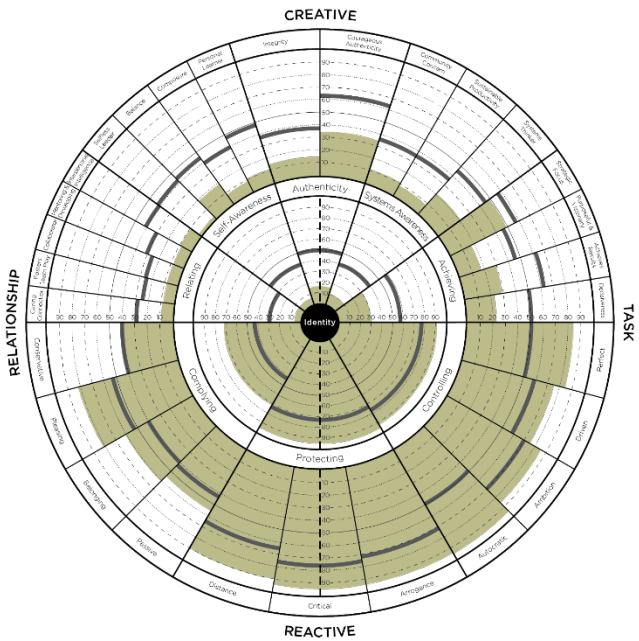
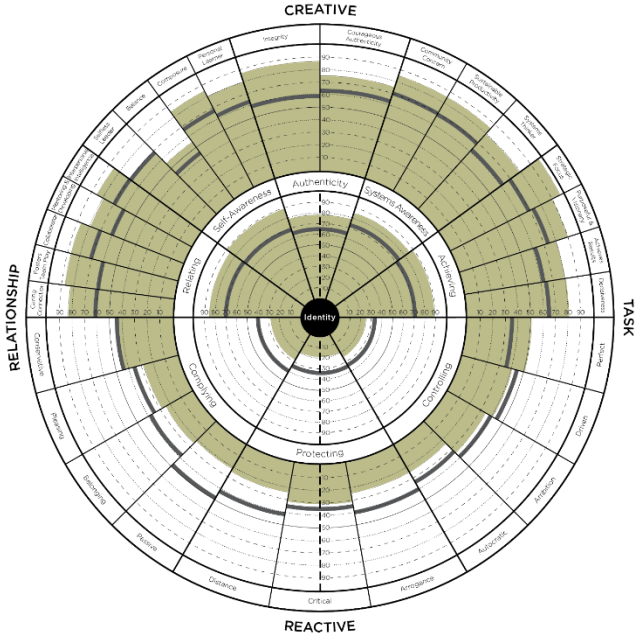
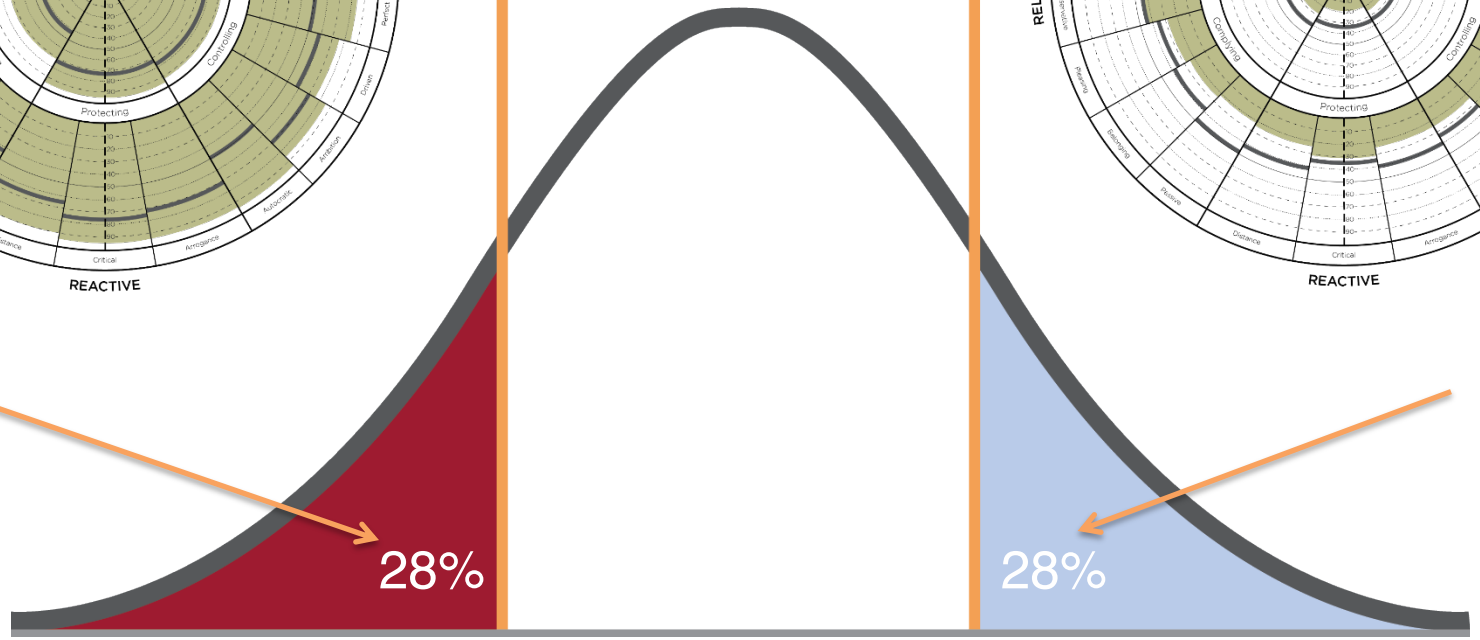
Two Samples





High Reactive
Low Creative



High Creative
Low Reactive

Sampling 56% of Norm Base

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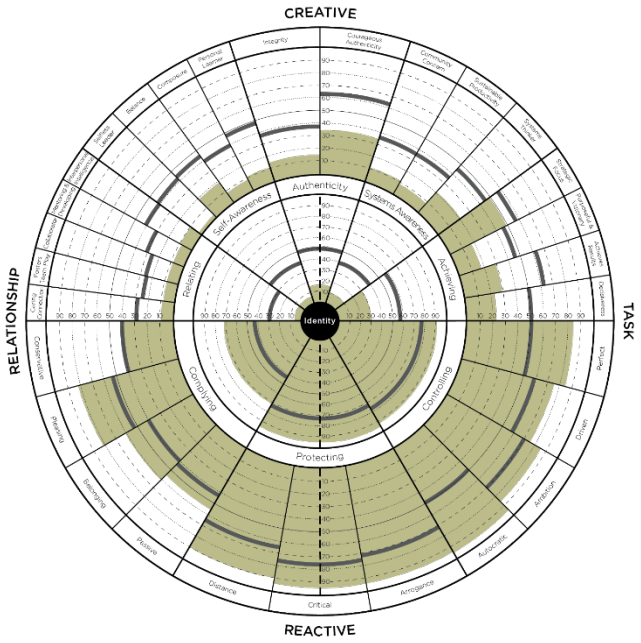
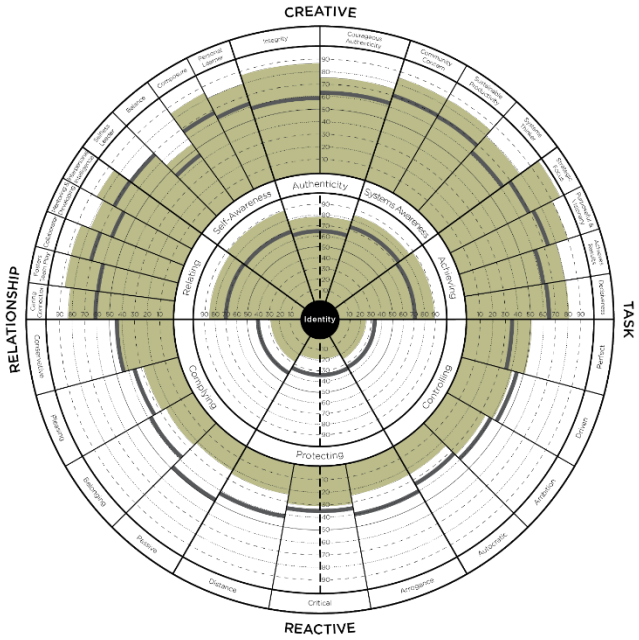
Biggest Gaps Between Creative and Reactive Leaders' Strengths



THEMATIC STRENGTHS	GAP
Strong People Skills	51
Good Listener	43
Team Builder	43
Leads by Example	42
Develops People	35
Personable/Approachable	33
Calm Presence	26
Empowers People	25
Person of Integrity	24
Visionary	22



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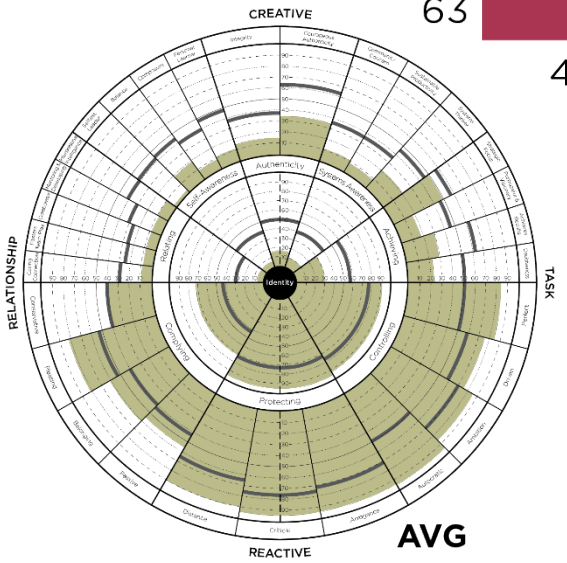
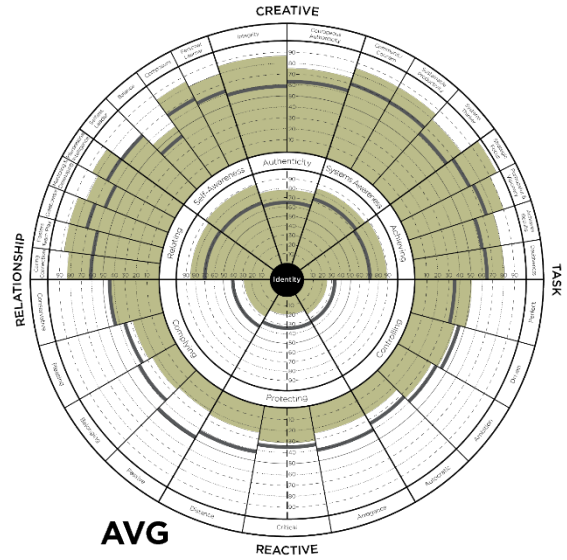
Top 10 Liabilities of Reactive Leaders



AVG 33.7

REACTIVE	THEMATIC LIABILITY	CREATIVE
63	Ineffective Interaction Style	6
42	Not a Team Player	3
36	Team Not Fully Developed	6
36	Over Demanding	10
33	Micromanages	11
29	Team Not Held Accountable	8
26	Inattentive/Poor Listener	4
25	Too Self Centric	0
25	Lacks Emotional Control	4
22	Impatient	0



AVG 5.2

High-Reactive leaders endorsed **6.5 times** more often than High-Creative leaders

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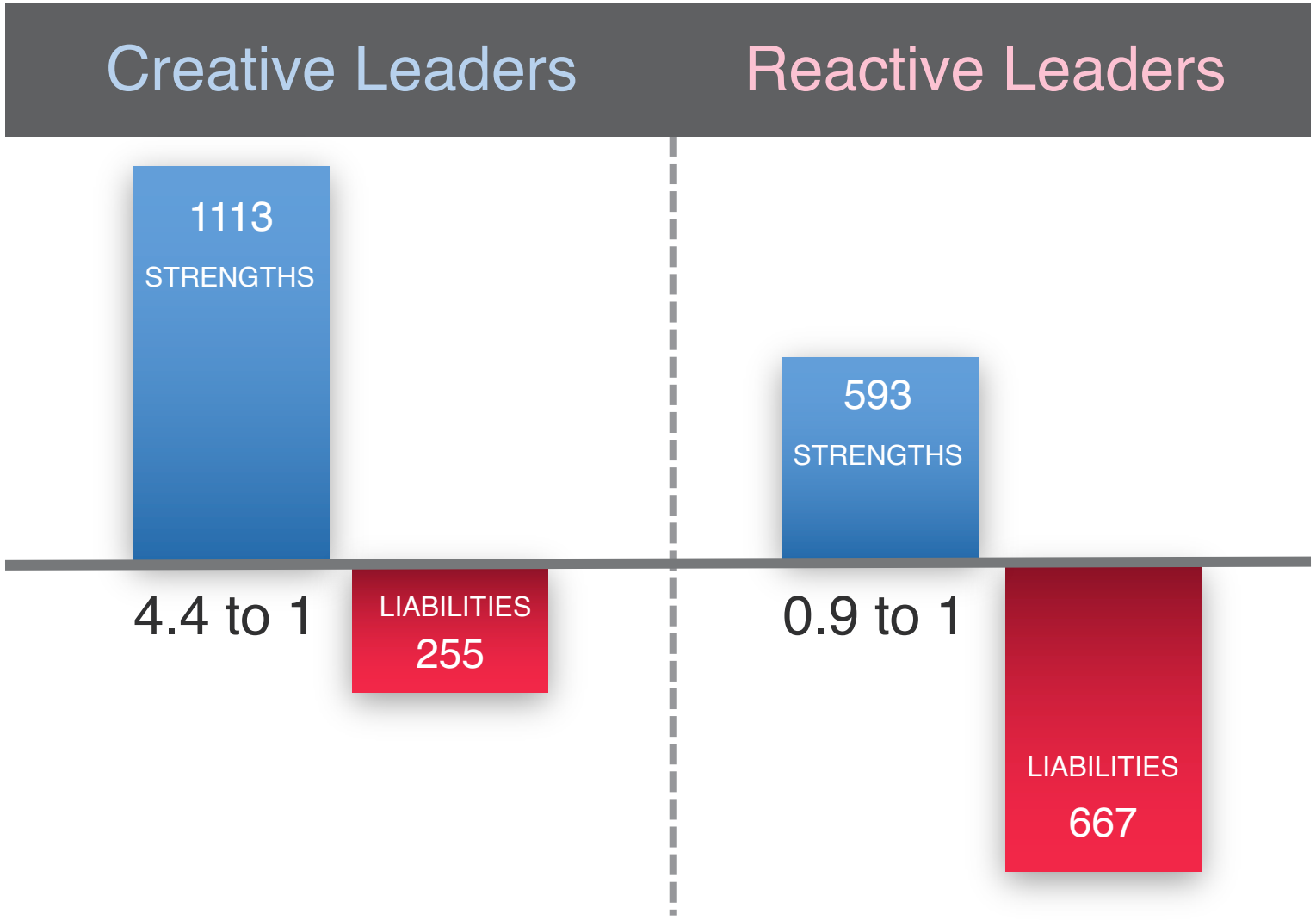


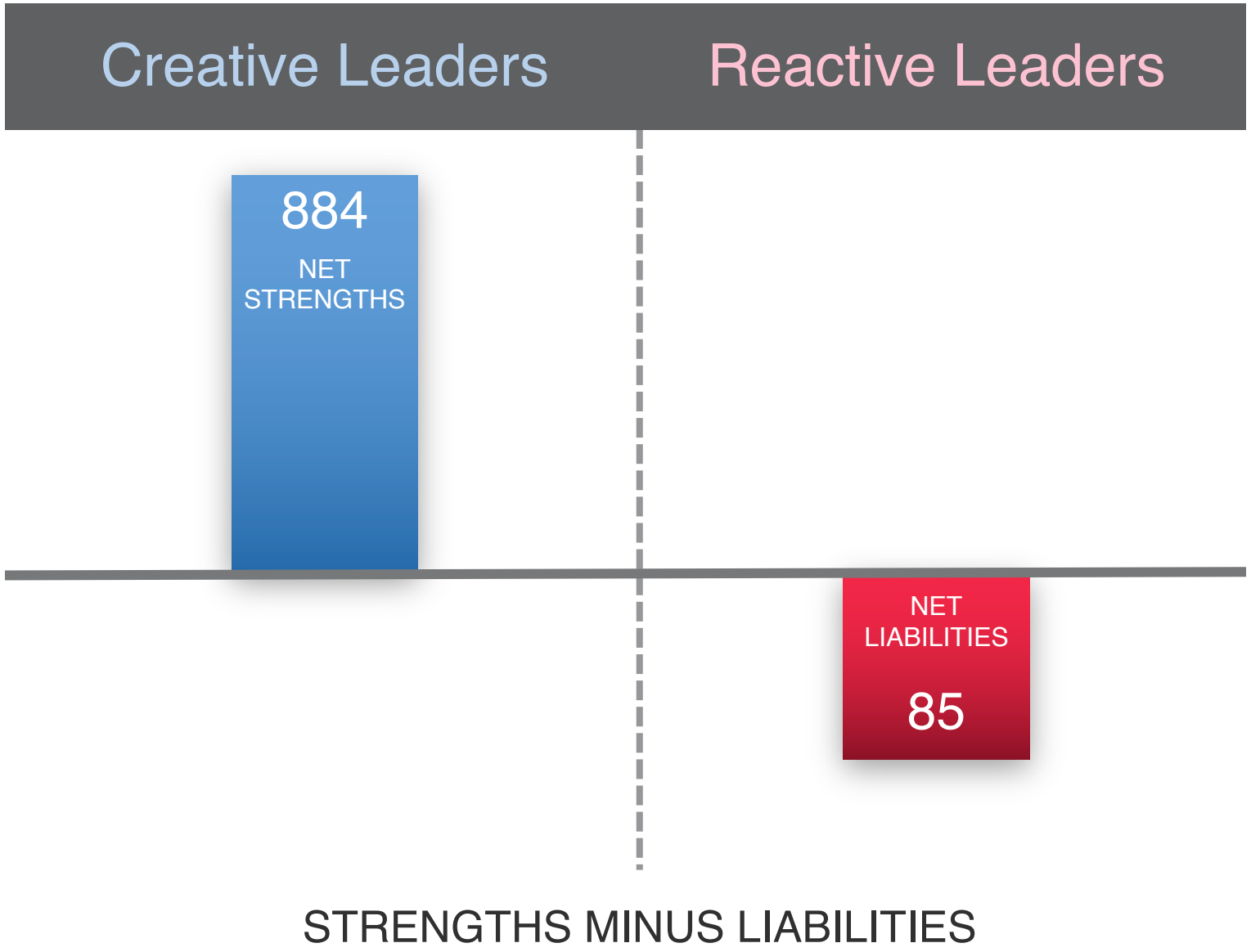
AGGREGATE ENDORSEMENT SCORES

Questions for Teams:

What's the Ratio on our Collective Leadership?

What's the impact of this Ratio on our Collective Effectiveness?

How might the organization experience these strengths and liabilities?



Questions for Teams:

Does our Collective Leadership give us a multiple or cancel out?

What's the likely cultural/organizational impact of these net strengths?

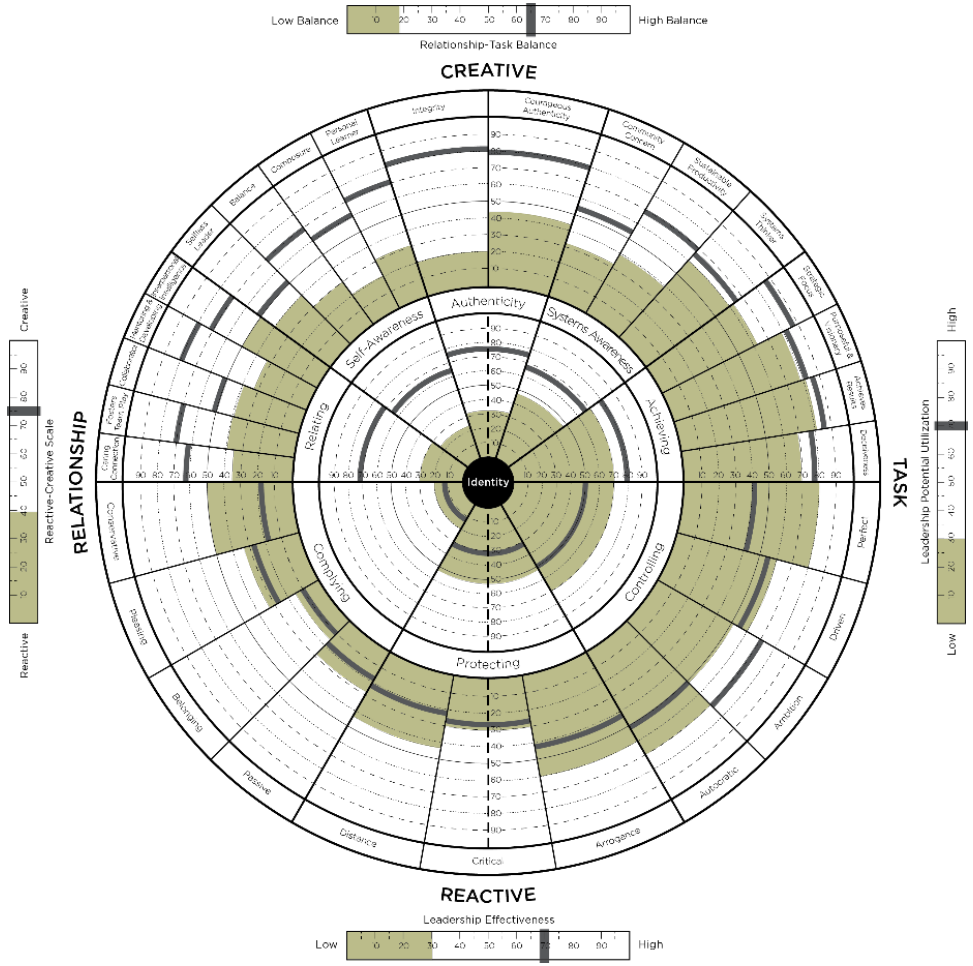
What's the likely cultural/organizational impact of these net liabilities?

How Leaders Scale Leadership

Start with Self – *"I am the project"*

Develop Your Team and Teams

Build the Leadership System – Extended Leadership Team



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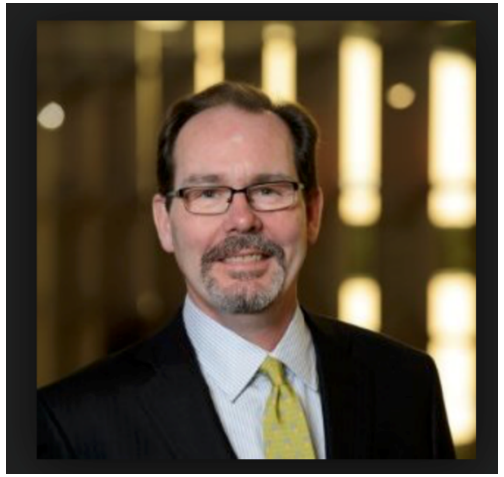
Jeff Hilzinger
2007



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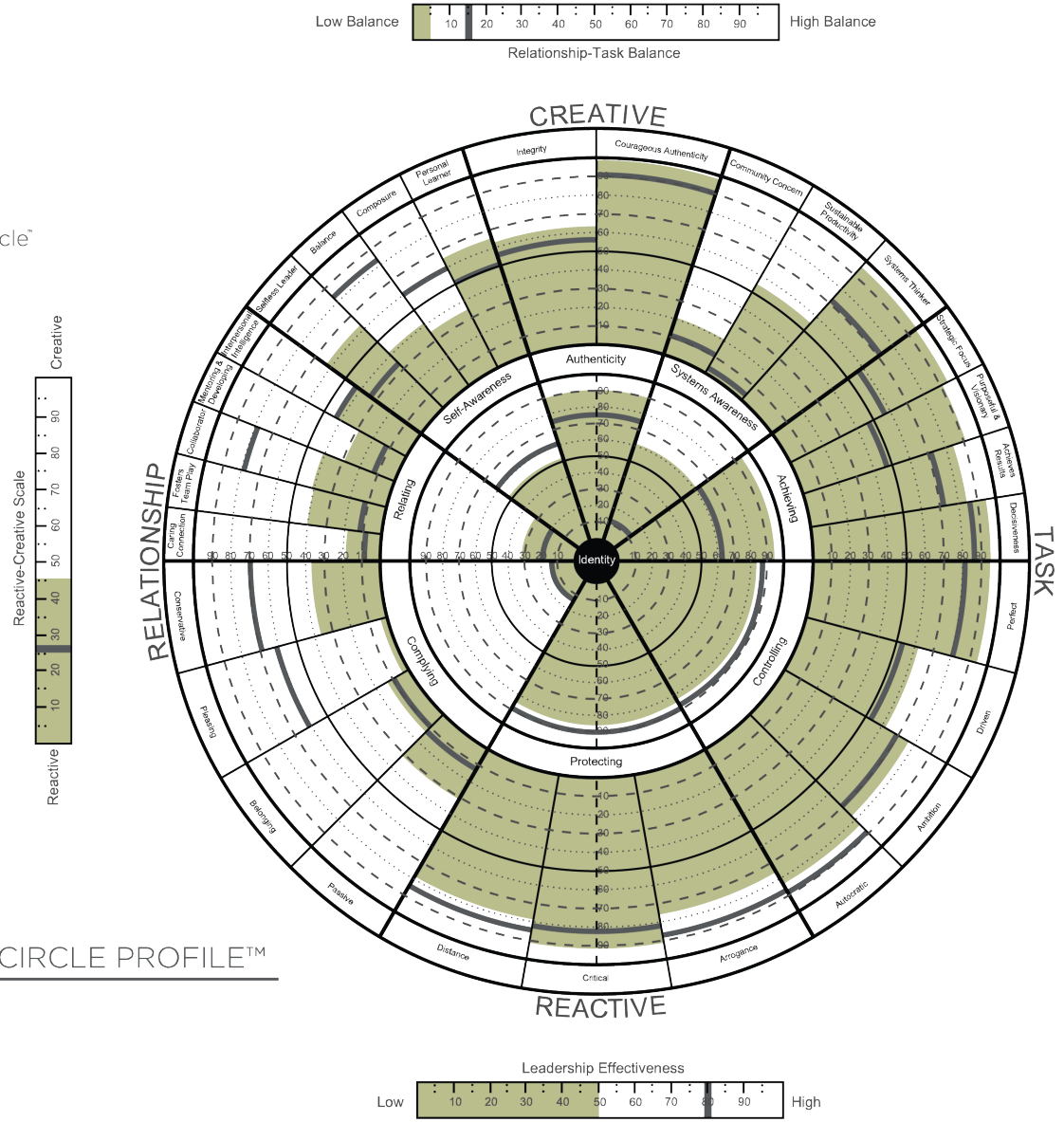

LEADERSHIP CIRCLE PROFILE™

CEO

3/3/2007

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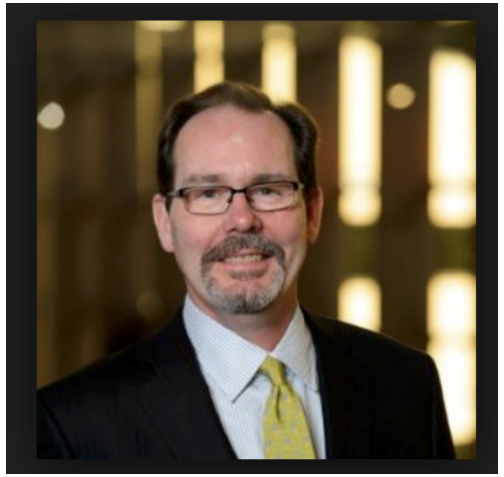
2010



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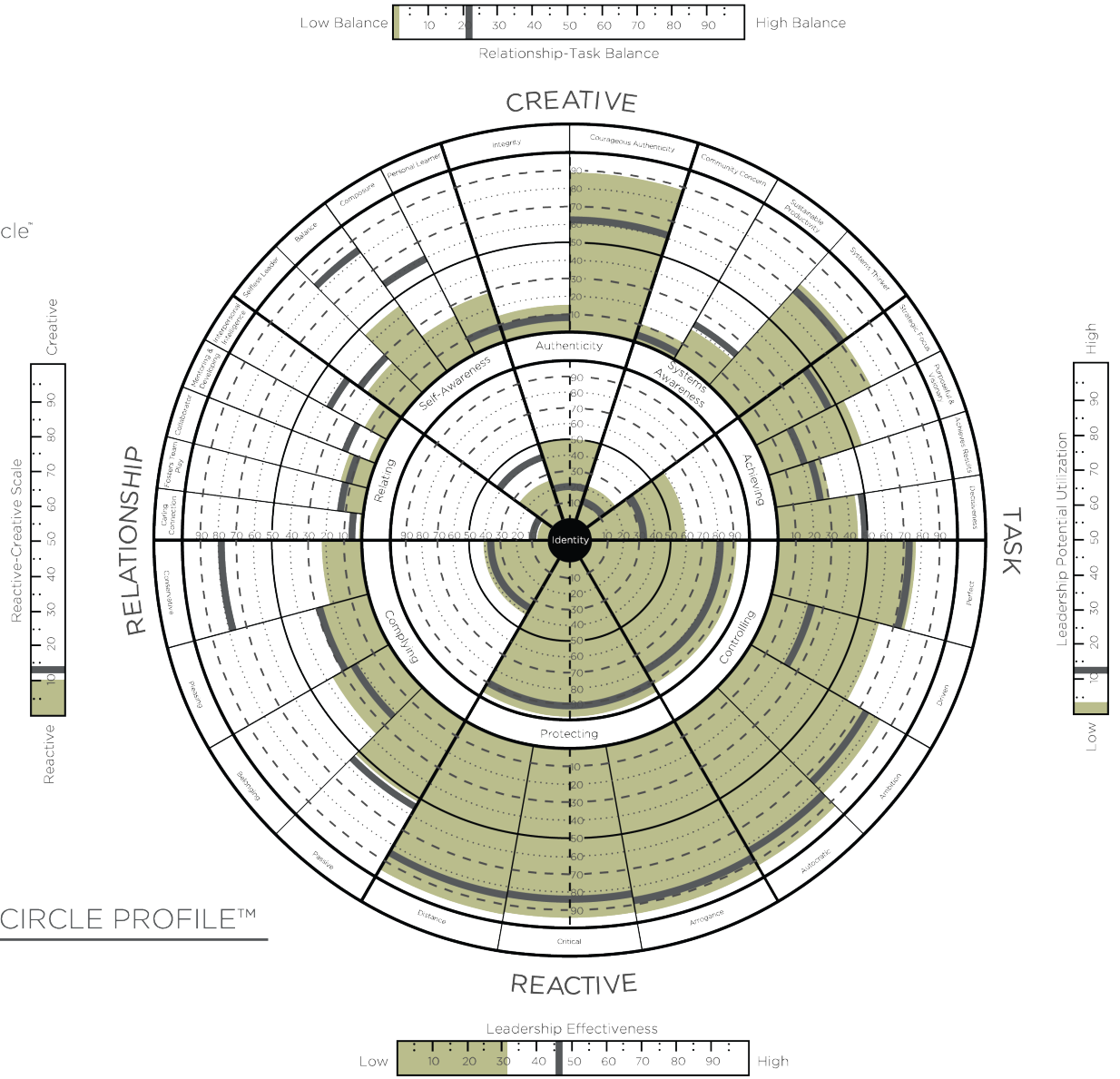

LEADERSHIP CIRCLE PROFILE™

CEO

9/3/2010

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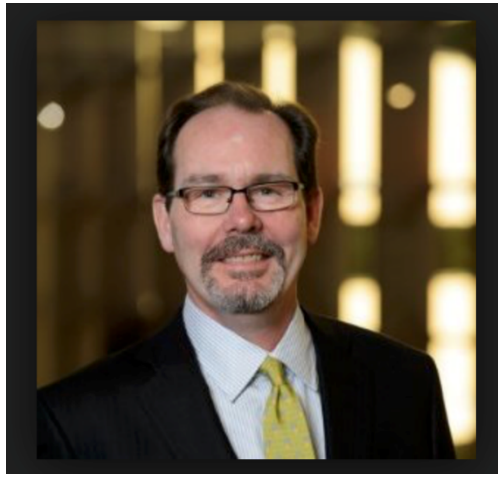
Jeff Hilzinger
2013



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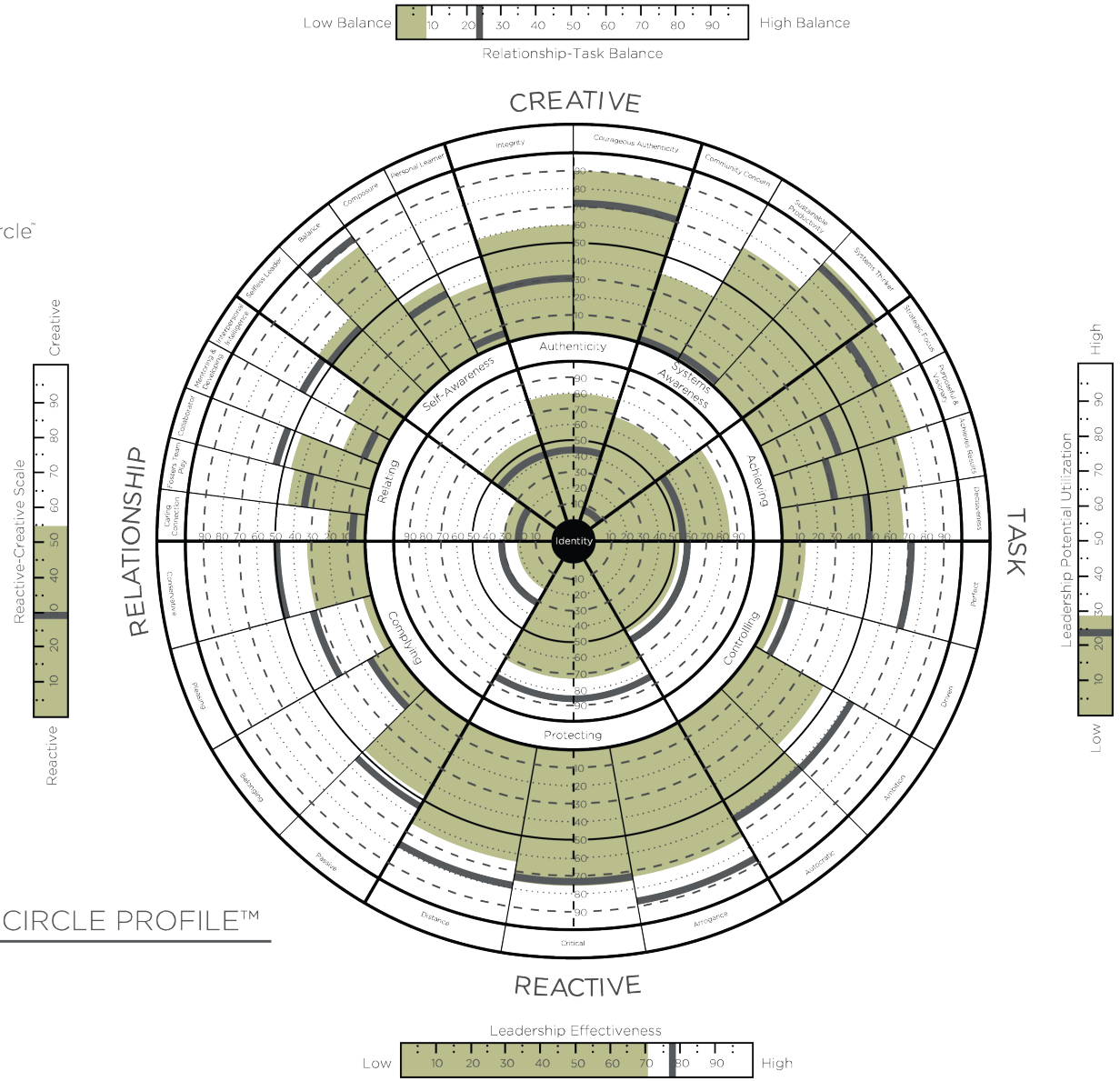

LEADERSHIP CIRCLE PROFILE™

CEO

5/21/2013

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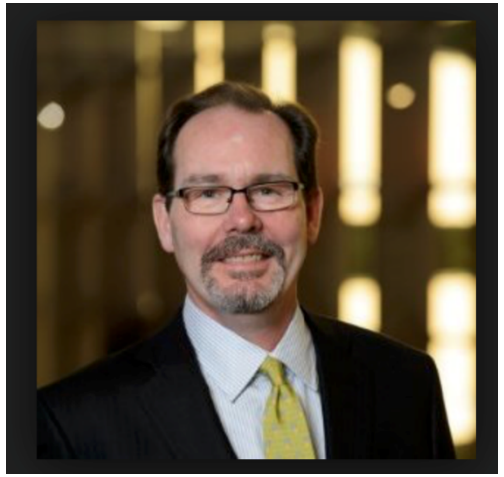
Jeff Hilzinger
2017



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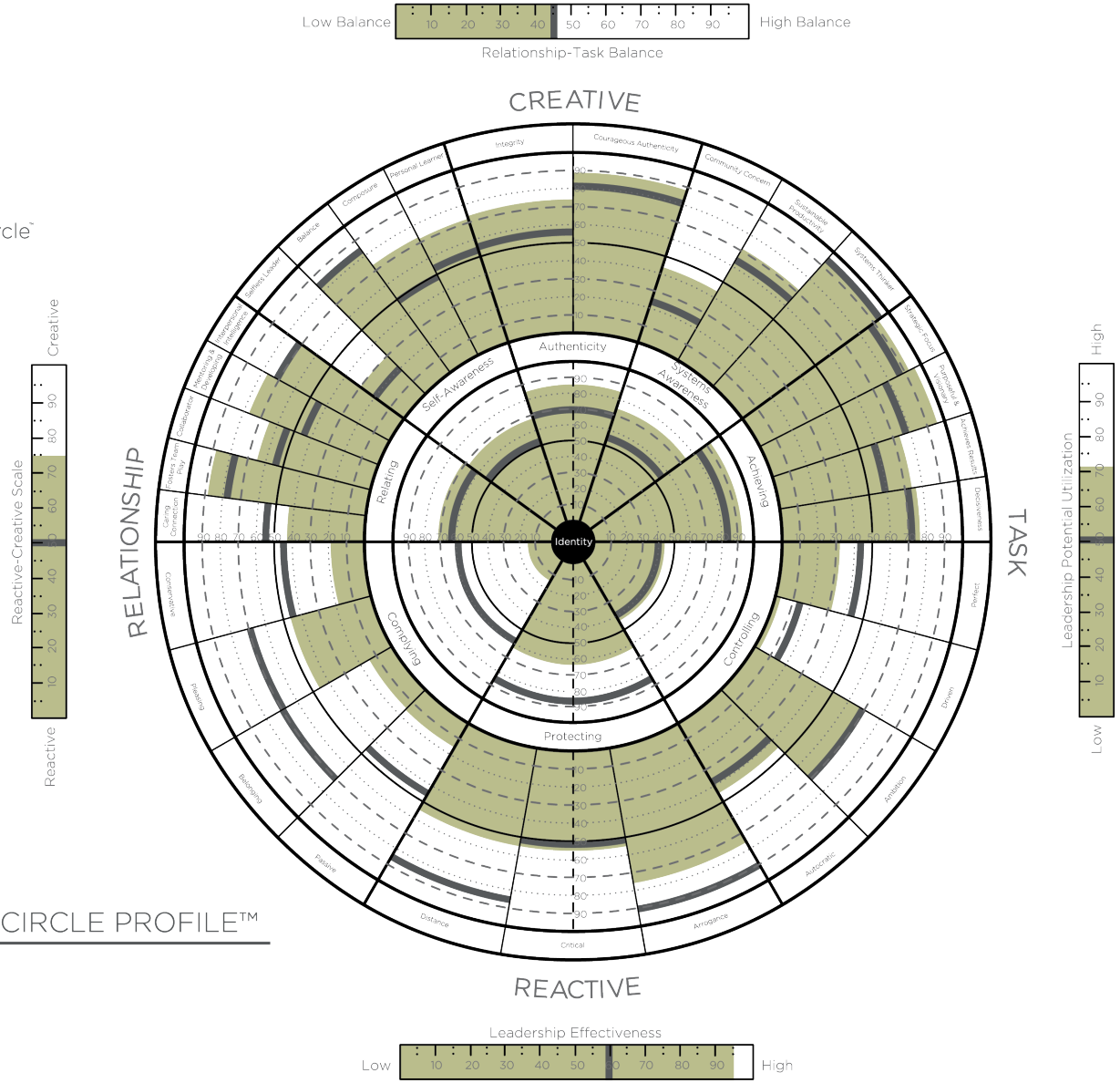

LEADERSHIP CIRCLE PROFILE™

CEO

4/19/2017

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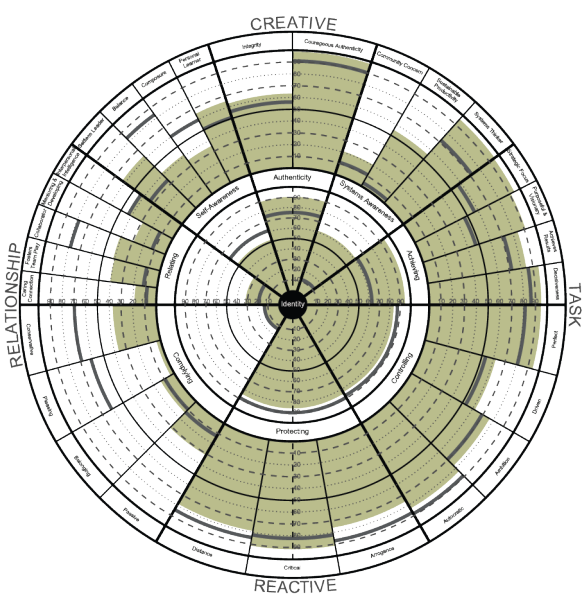
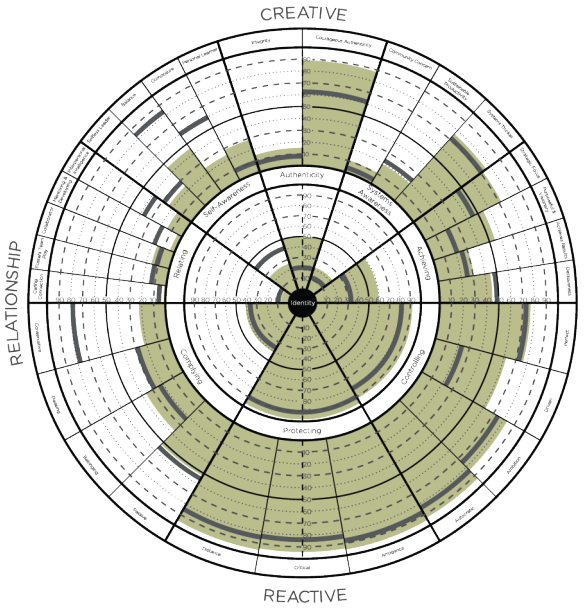
Jeff Hilzinger: A Ten year History



2007



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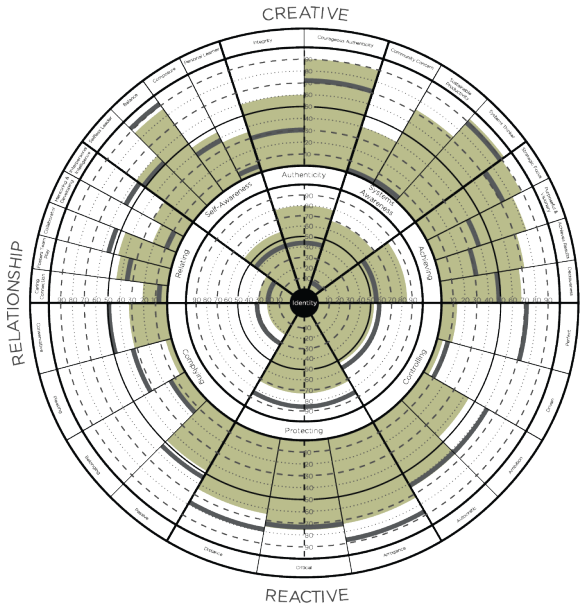
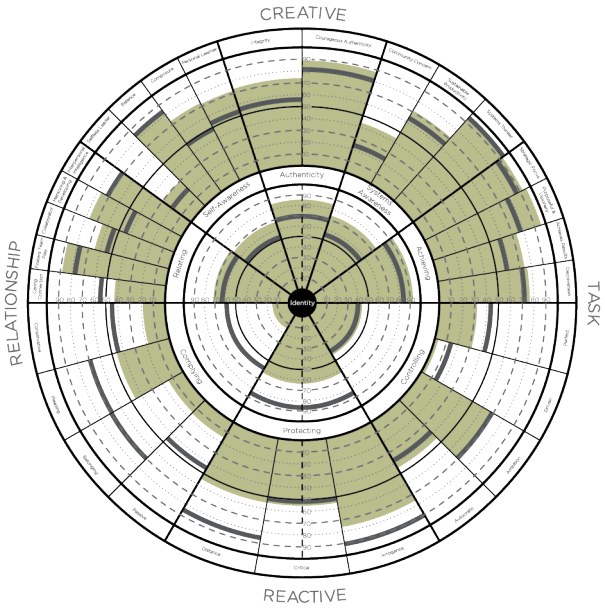


2013



2017

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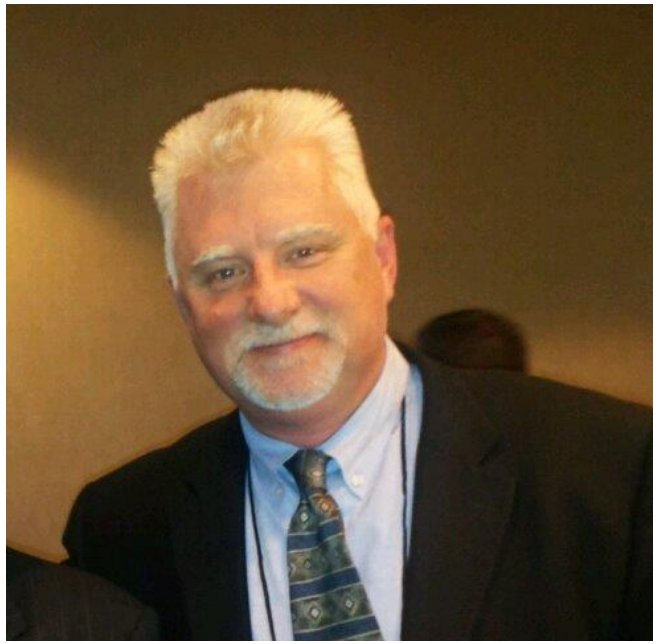
MIKE JETT: Honda
Functional Regional Head for Supply Chain



- Vice President / Plant Manager
- Honda Precision Parts of Georgia (HPPG)
  - 250,000-square-foot transmission manufacturing facility in Tallapoosa, Georgia.
  - $100 million facility supports production of Honda vehicles.

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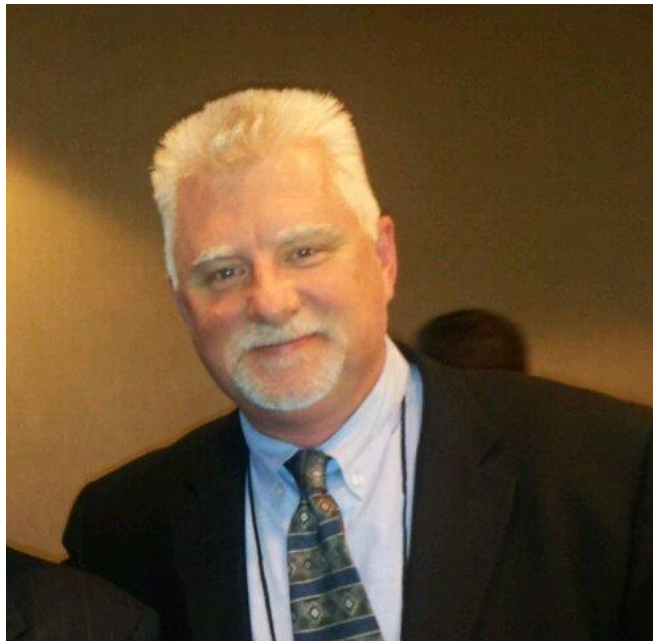
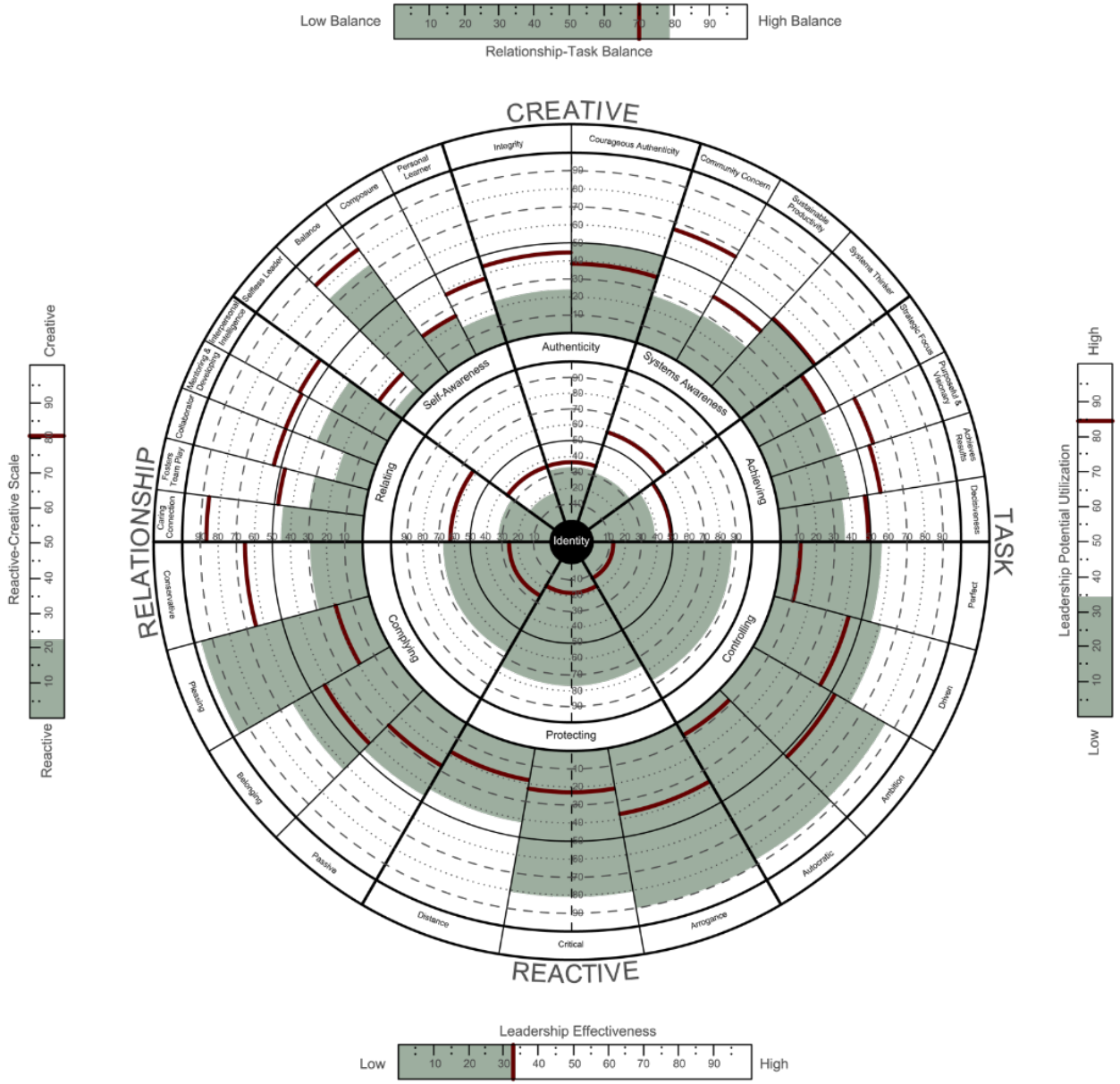
Mike Jett
2012





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Mike Jett
REG. LEAD FOR SUPPLY SHIPPING
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MIKE JETT

Learning to yield.
I had to give up my right to speak first, to always be right, to make the final decision and to control everything.

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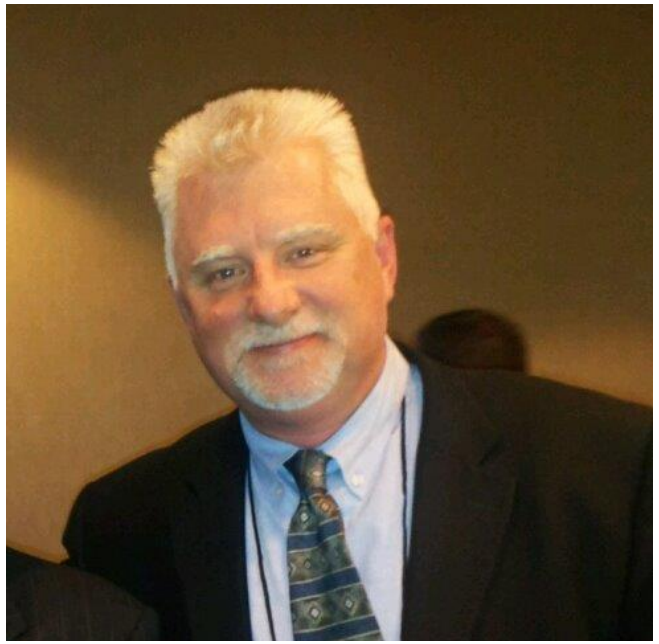
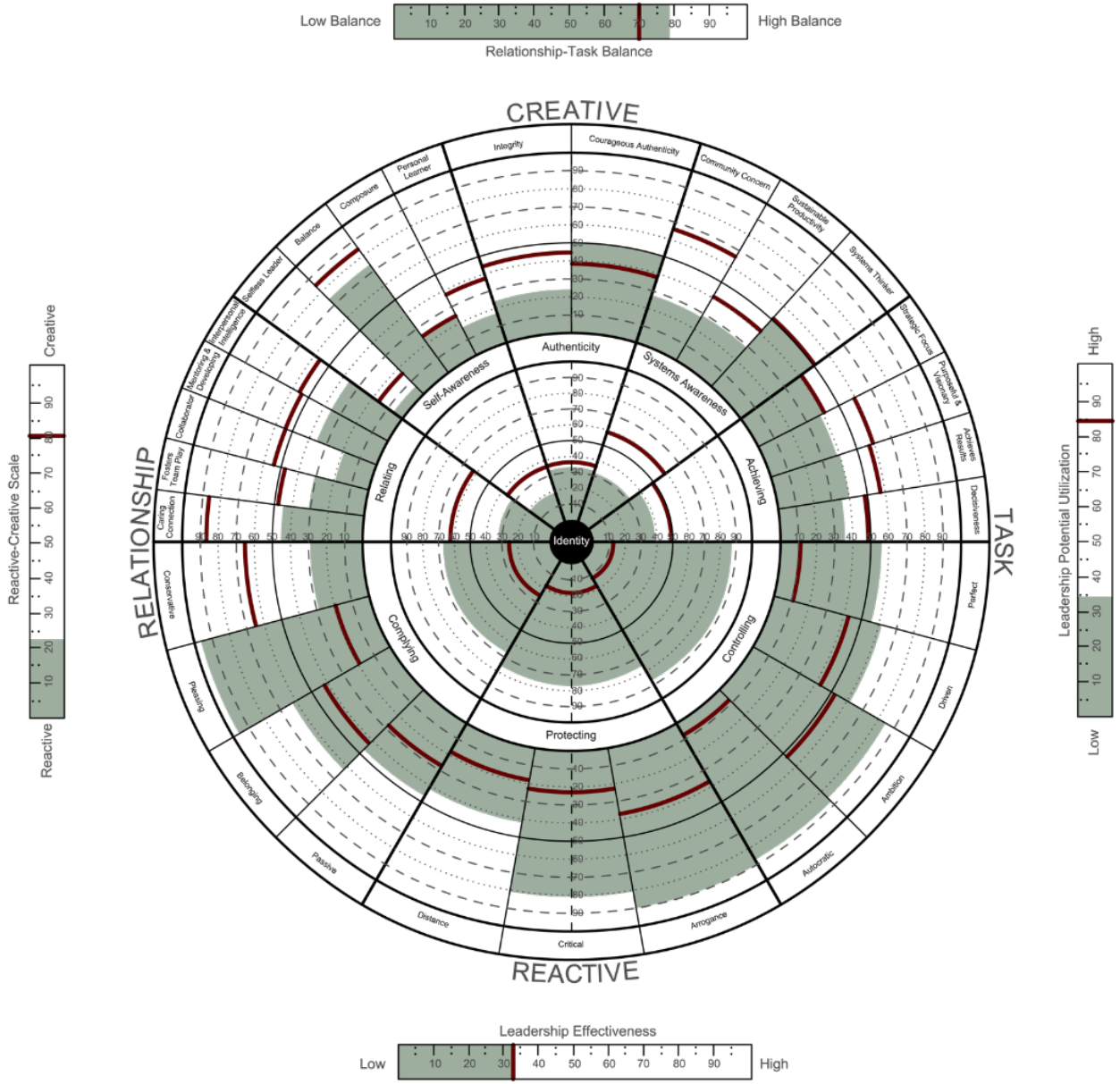
2012





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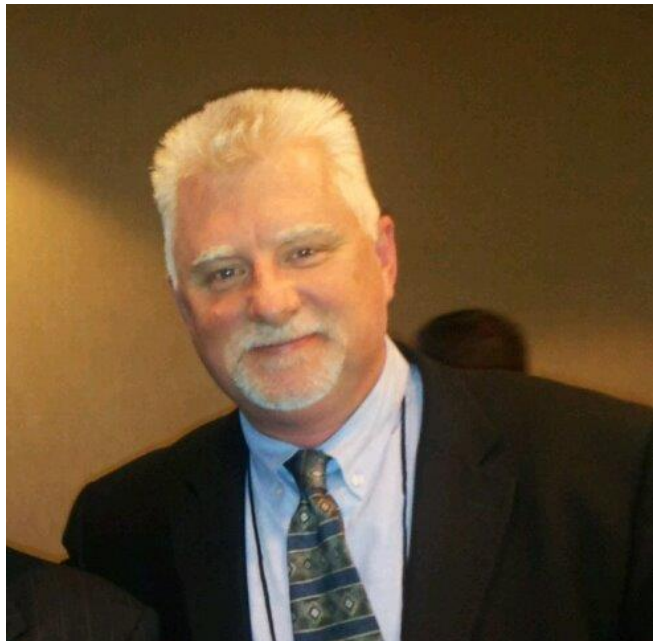
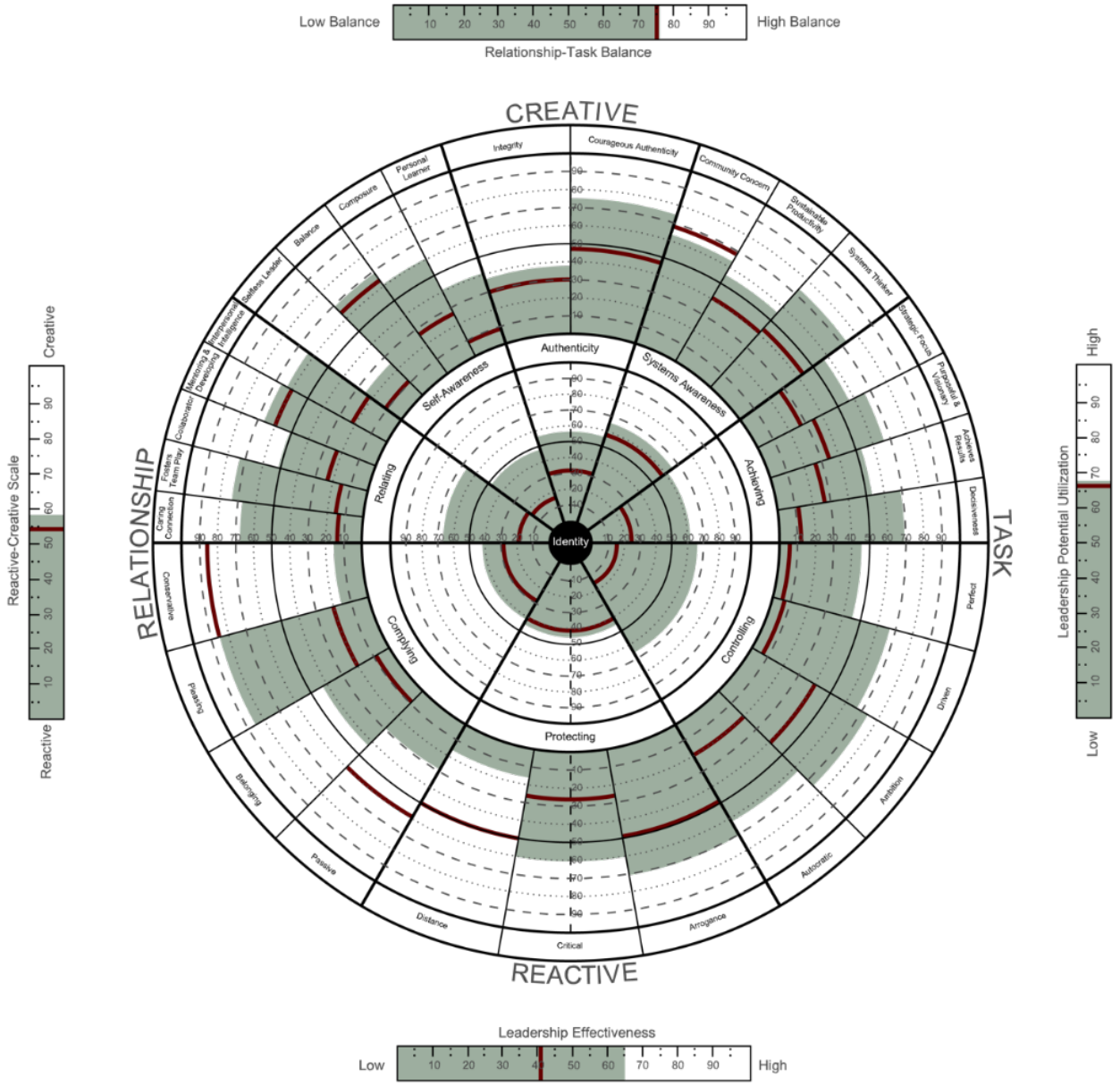
2014





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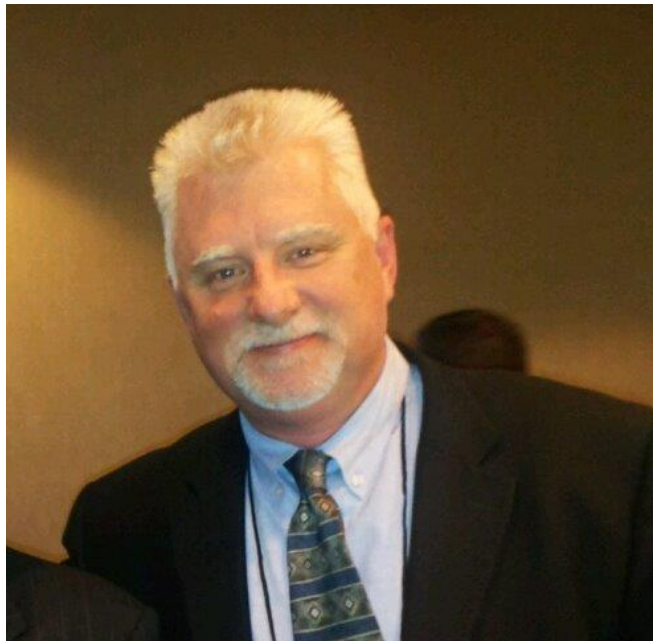
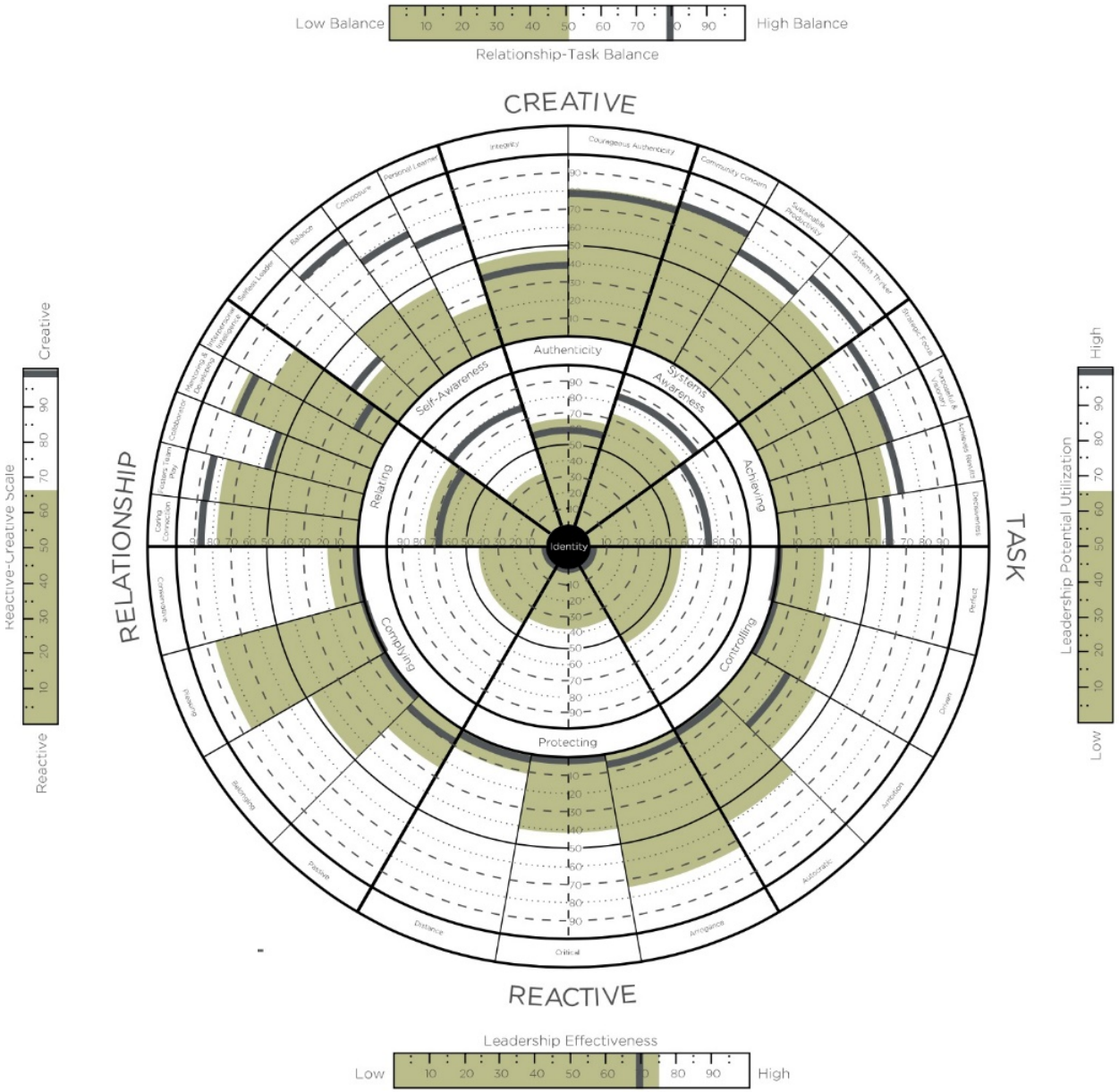
2017





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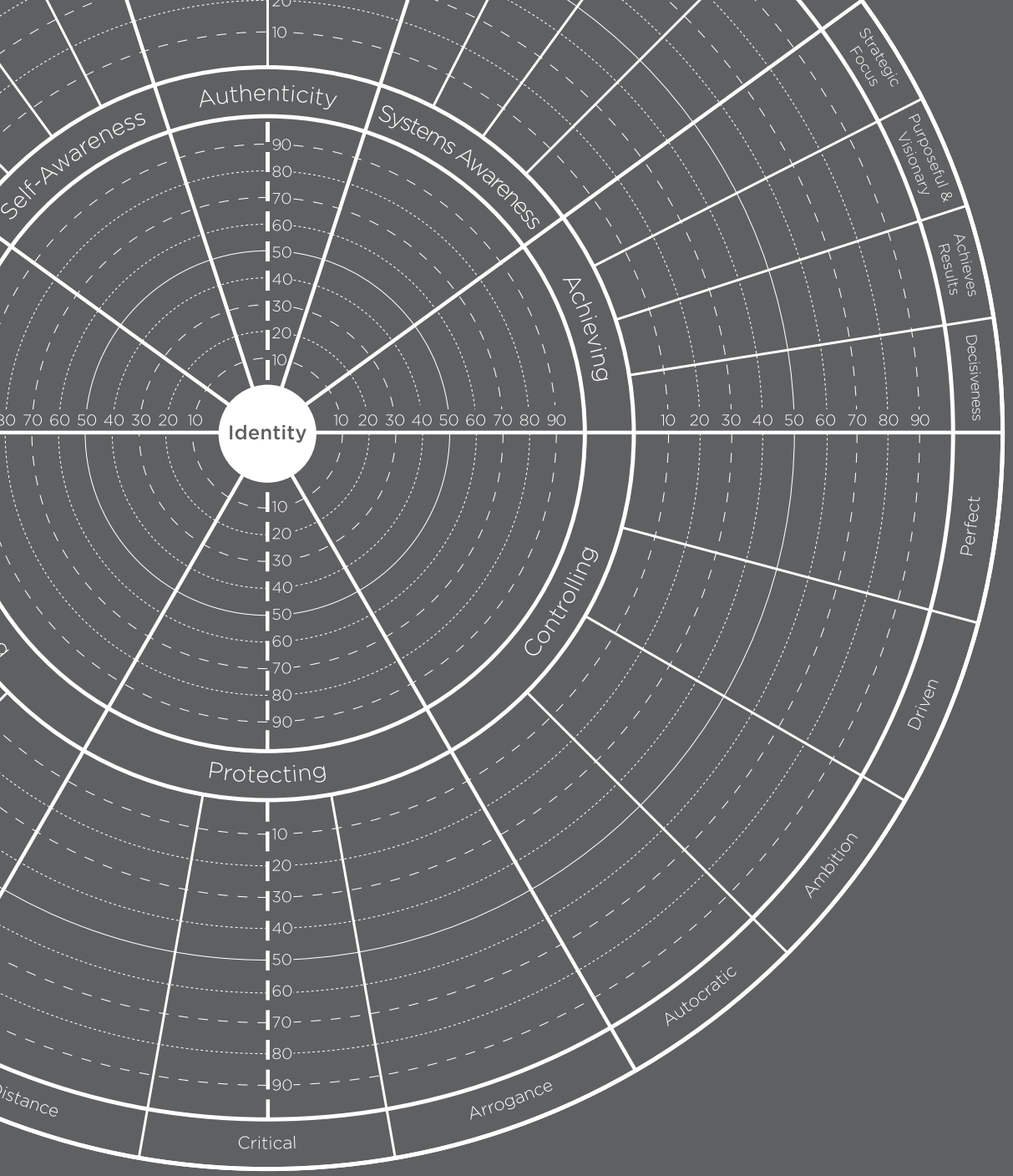

COLLECTIVE LEADERSHIP ASSESSMENT™

Homework: Client Application

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CLIENT APPLICATION:
FIRST STEPS

- Which of your client teams is ready for collective development and the Collective Leadership Assessment?

See You Tomorrow

COLLECTIVE LEADERSHIP ASSESSMENT™ CERTIFICATION

DAY 2

EVOLVING THE CONSCIOUS PRACTICE OF LEADERSHIP

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AGENDA

COLLECTIVE LEADERSHIP ASSESSMENT CERTIFICATION – Day 2

Exploring the Collective Leadership Assessment

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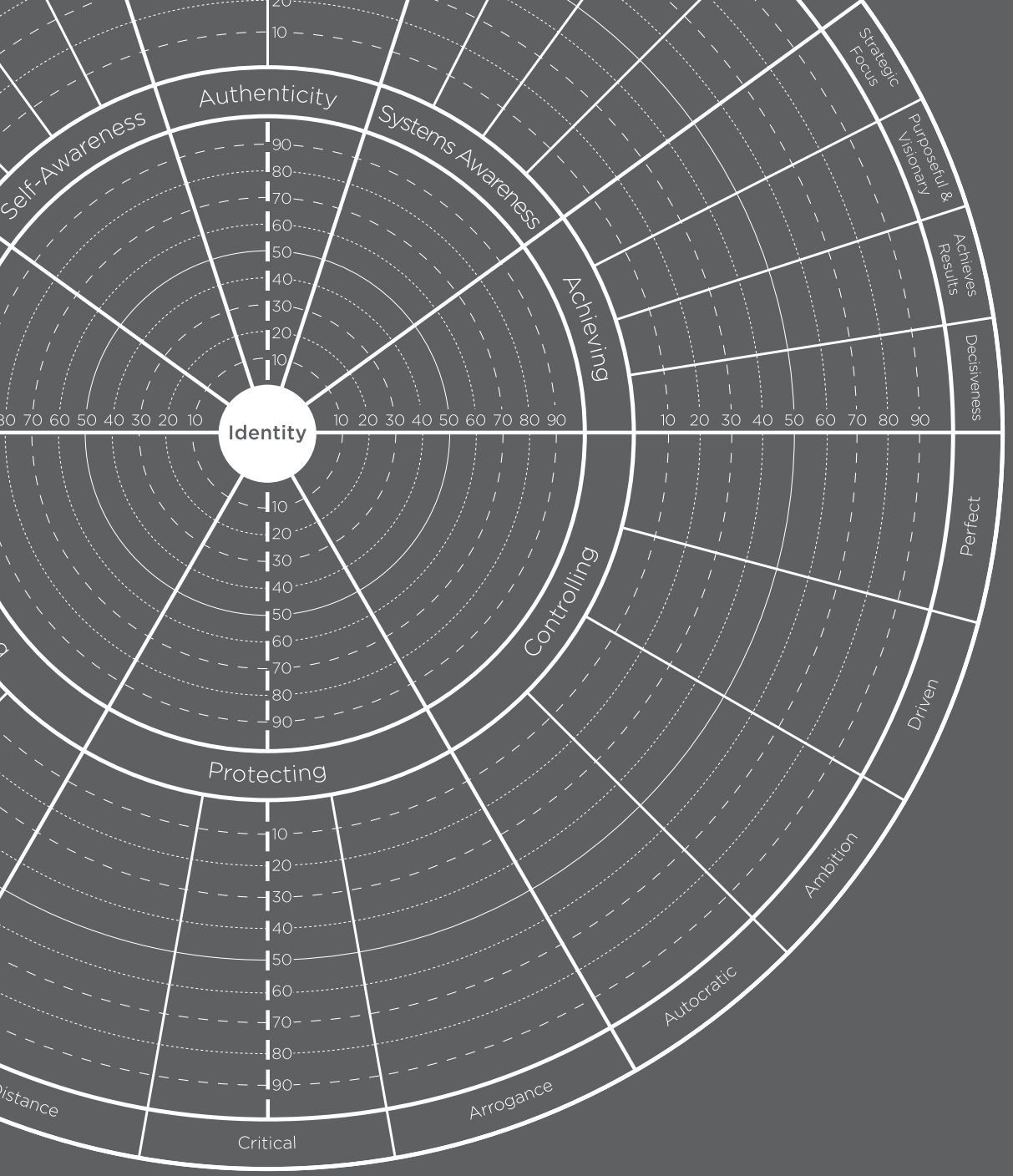

COLLECTIVE LEADERSHIP ASSESSMENT™

Collective Leadership Assessment Overview

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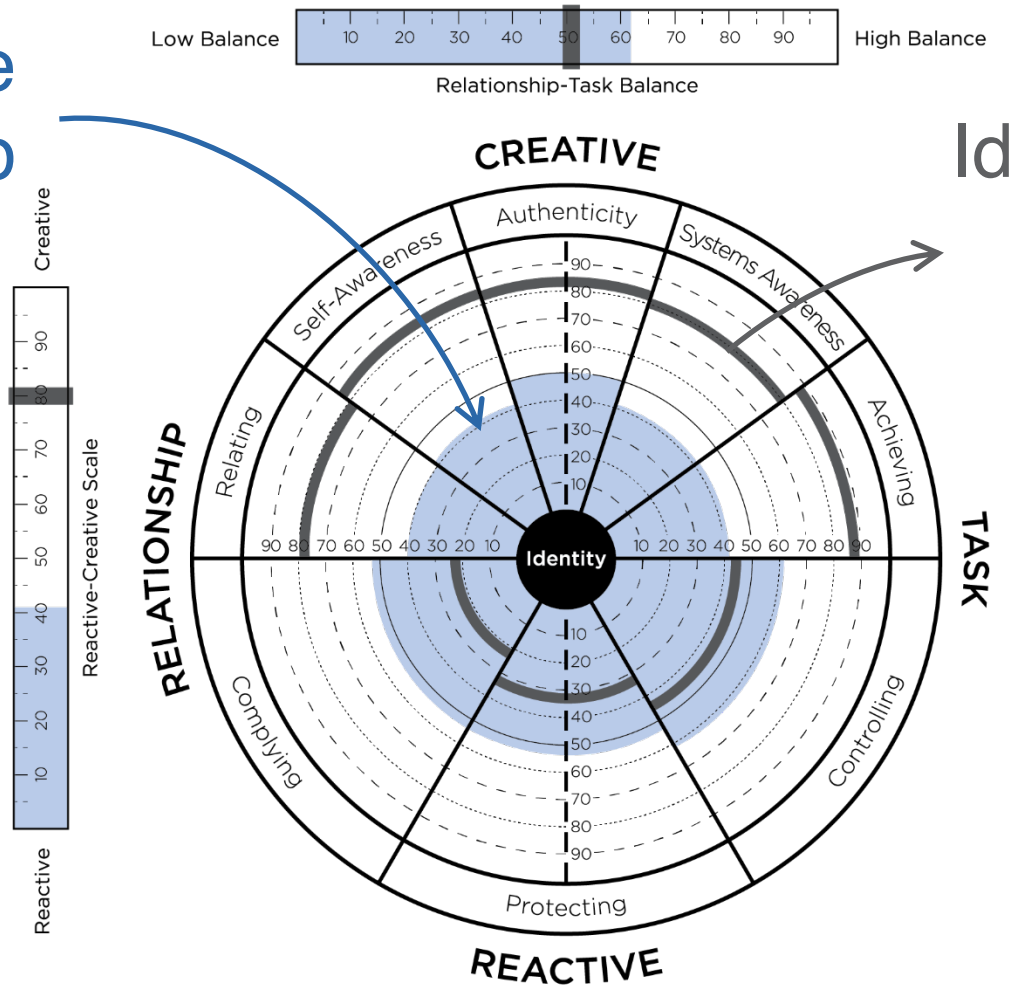
Collective Leadership Assessment

Actual Collective Leadership



Ideal Collective Leadership

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Design Distinctions: Number of Questions

The two highest correlated questions from each LCP competence were shaped into questions focusing on how collective leadership shapes culture.

Added 2 further Competencies – CUSTOMER FOCUS & INVOLVEMENT

31 outer circle dimensions x 2 questions each = 62 questions

- 62 questions for Actual
- 62 questions for Ideal

Actual and Ideal questions in ONE survey – participants finish Actual questions and then asked to rate Ideal questions. Survey not complete until Ideal questions are complete.

124 questions in total

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Design Distinctions: Additional Creative Competencies

31 Outer Circle Competencies/Behaviors:

CUSTOMER FOCUS (in SYSTEMS AWARENESS)

- Measures the extent to which customer satisfaction is the focus of your business, and extent to which customers are invited to shape organizational direction, decisions, and processes – a whole systems view in which the customer is included

INVOLVEMENT (in RELATING)

- Measures how well leaders involve people in decision making, problem solving and planning down to the appropriate level

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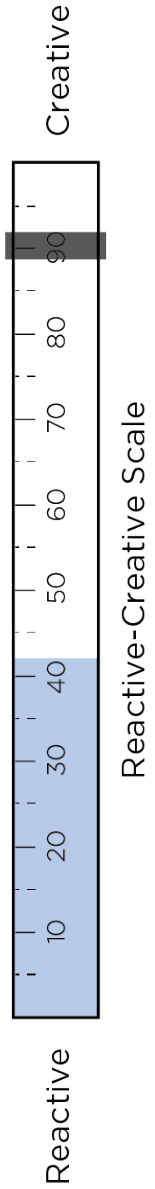


Design Distinctions:

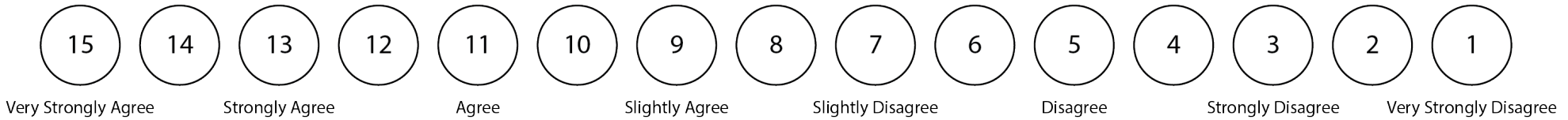
Reactive-Creative Scale

is calculated by adding the (Maximum value in LCS scale of 15) + (Creative Score - Reactive Score). So for Example: 15 + (11.66 - 4.82).

Therefore, the Reactive-Creative Scale can be higher than 15 because we add the top value (15) to the (Creative minus Reactive Score) value. This is done to prevent negative scores and does not change the rank order of scores when it comes to calculating percentiles.

15 Point Scale

The Collective Leadership Assessment measures on a 15-point scale with 0.5 intervals



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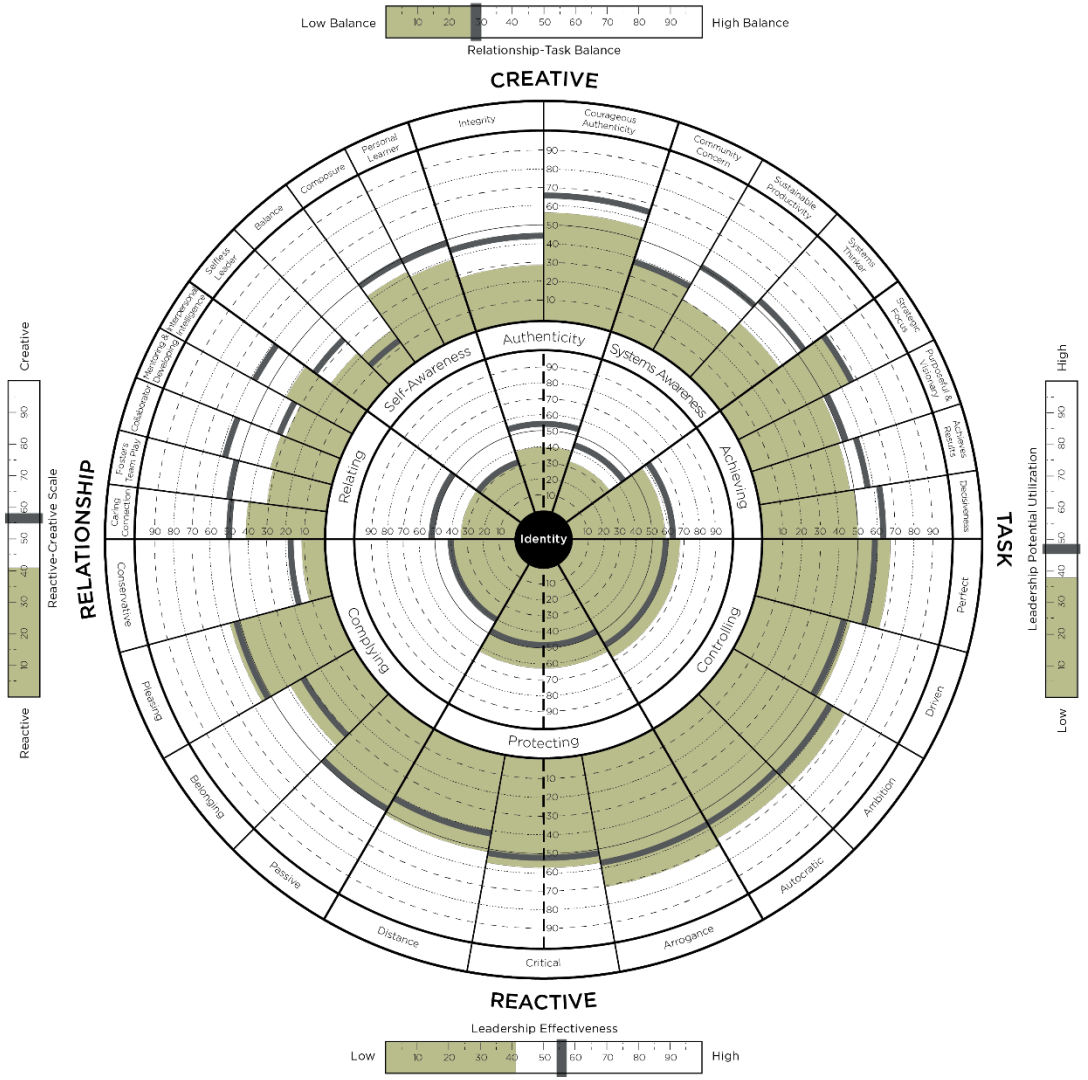
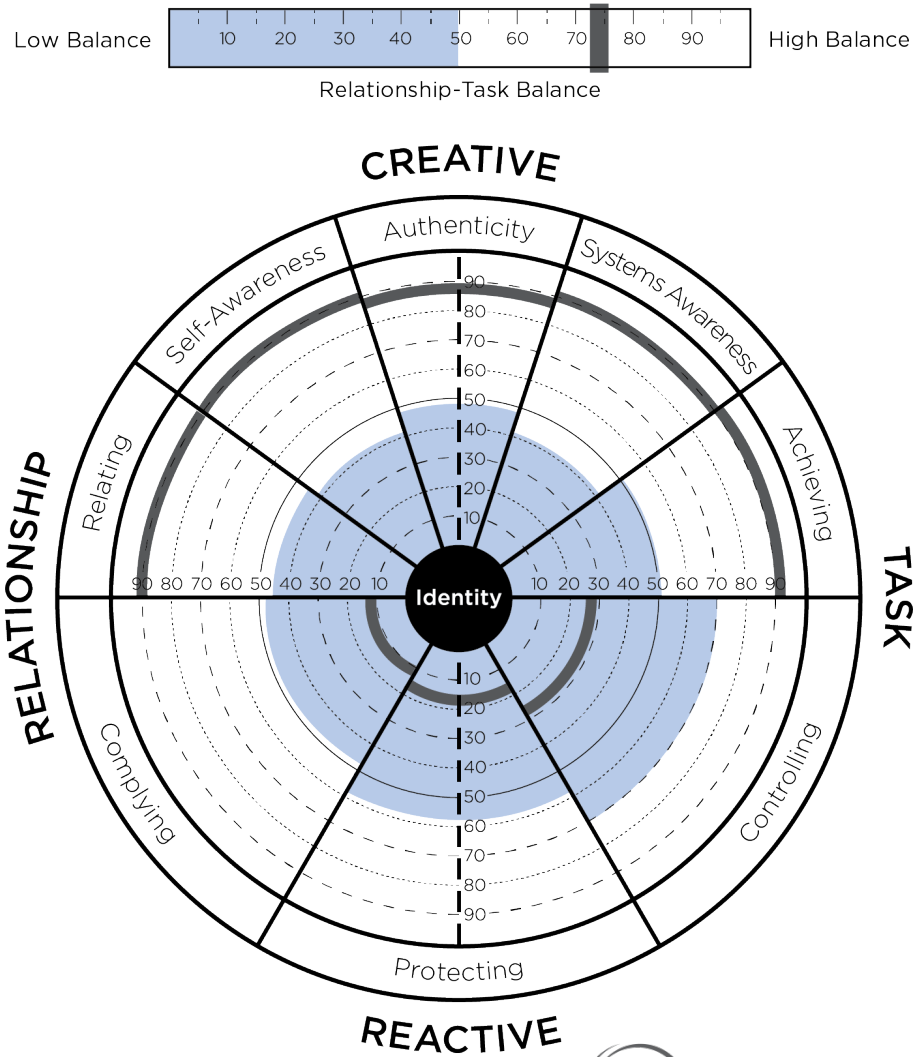
Leadership Circle Profile Group Report



Collective Leadership Assessment



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Key Differences Between LCP Group Profile and the Collective Leadership Effectiveness Assessment

Leadership Circle Aggregate Group Profile

- Rollup of a collection of individual Leadership Circle Profiles
- Focus of analysis is on the individual, and then scores are aggregated across the selected group
- Is diagnostic in nature, allows a senior team or group to contemplate potential Reactive and Creative patterns as a team or group

Collective Leadership Effectiveness Assessment

- Measures gap between current leadership effectiveness (Actual) and aspirational leadership effectiveness (Ideal)
- Focus of analysis is on collective leadership
- Is directional in nature and deeply informs the Collective Leadership Development Agenda

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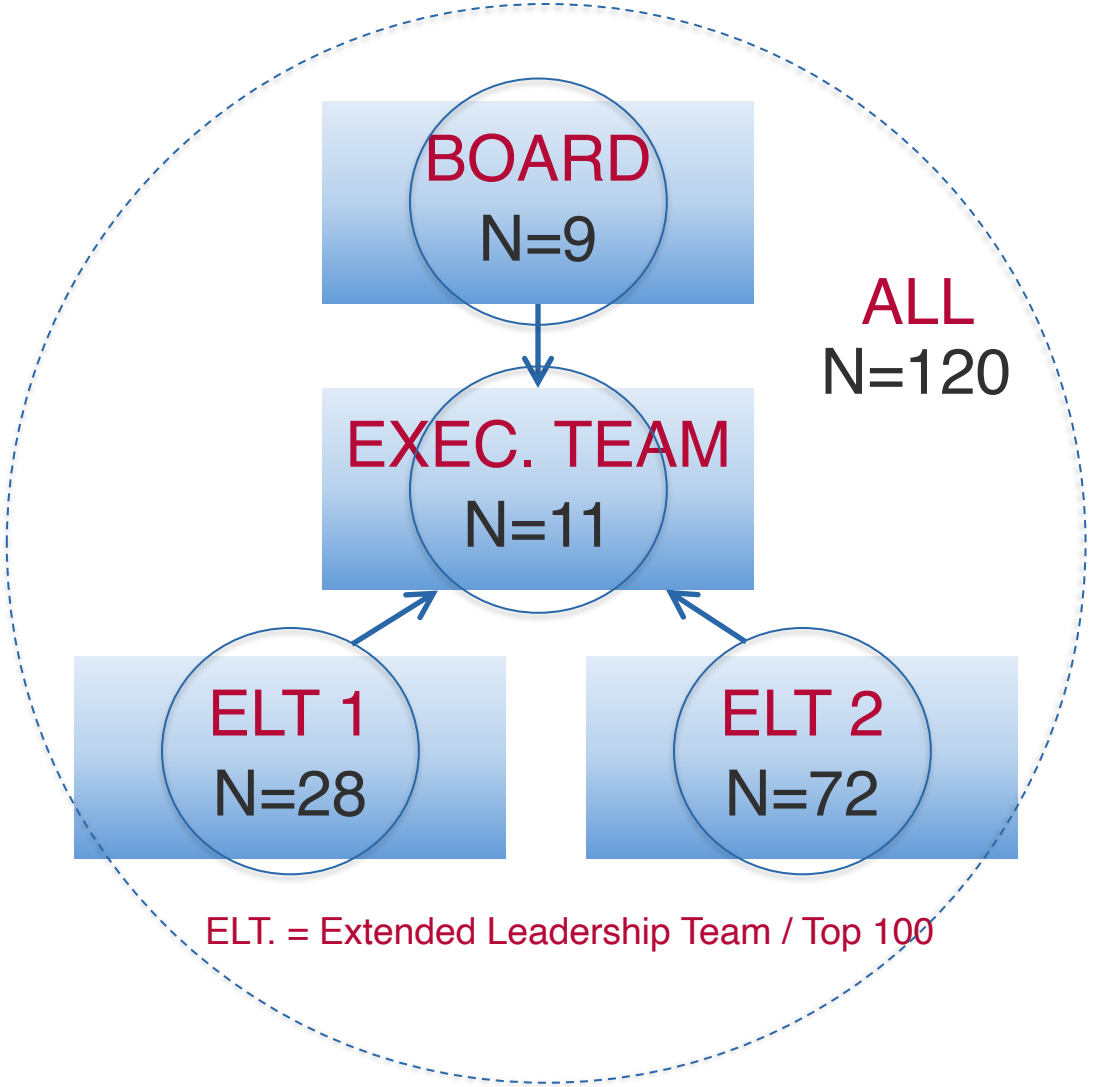
A Typical Collective Leadership Assessment

Focus:
Executive Team



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Collective Leadership Assessment Example

Inner Circle Data

Average Response on a 15 point scale

	Actual Avg	Actual %	Ideal Avg	Ideal %
Relating	8.07	31 %	11.33	74 %
Self-Awareness	8.52	34 %	11.27	79 %
Authenticity	7.78	25 %	11.97	81 %
Systems Awareness	6.81	19 %	10.59	72 %
Achieving	8.06	28 %	12.36	83 %
Controlling	7.68	47 %	6.45	34 %
Protecting	6.39	49 %	3.55	16 %
Complying	7.70	58 %	4.30	11 %
Reactive-Creative Scale	15.92	38 %	22.02	85 %
Relationship-Task Balance	0.86	43 %	0.92	73 %

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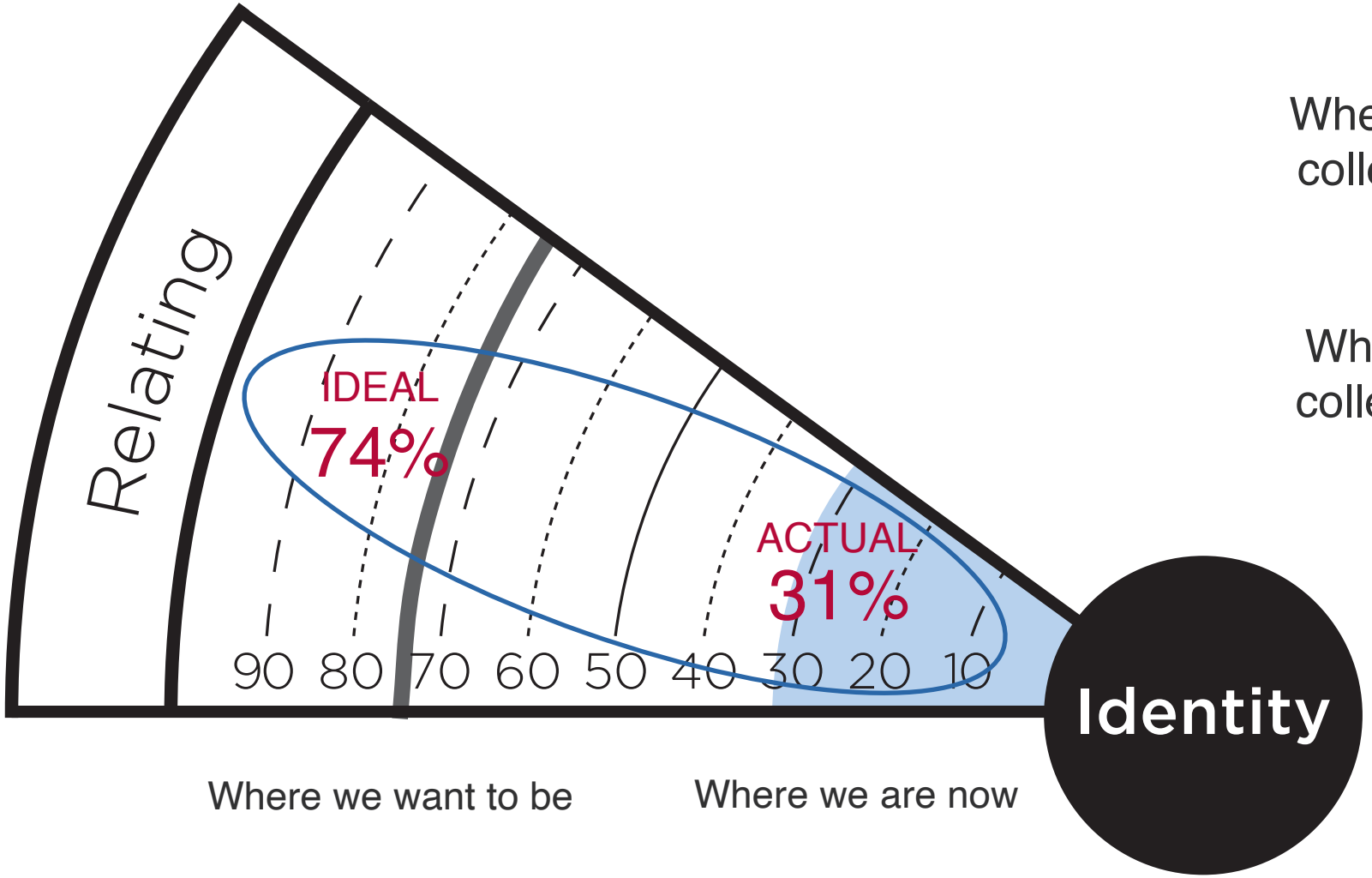
Relating: Actual and Ideal



Actual

Where we see our current collective leadership now

Ideal

Where we want/need our collective leadership to be in the future

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Collective Leadership Assessment Example

Inner Circle Data

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Relationship-Task Balance	0.86	43 %	0.92	73 %

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Relating Average Response	31 % 8.07	74 % 11.33	**Dimension Questions**
Caring Connection Average Response	27 % 6.65	47 % 8.55	Connect deeply with others. Form warm and caring relationships.
Fosters Team Play Average Response	27 % 7.42	79 % 12.13	Create a positive climate that supports people doing their best. Promote high levels of teamwork through their leadership style.
Involvement Average Response	37 % 7.58	79 % 10.94	Extensively involve people in decision making. Push decision making and problem solving down to the appropriate level.

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Relating
Caring Connection measures leadership's interest in and ability to form warm, caring relationships.
Fosters Team Play measures leadership's ability to foster high-performance teamwork among team members that report to you, across the organization, and within teams in which you participate.
Involvement measures how well leaders involve people in decision making and planning.
Collaborator measures the extent to which leaders model and create a culture that encourages collaboration within teams and across the organization.
Mentoring & Developing measures your leaders' ability to develop others through mentoring, maintain growth-enhancing relationships, and help people grow and develop personally and professionally.
Interpersonal Intelligence measures the interpersonal effectiveness with which leaders listen, engage in conflict and controversy, deal with the feelings of others, and manage their own feelings.

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Sorted by Actual

Senior Team	Actual %	Ideal %
Dimensions		
Driven	79 %	22 %
Community Concern	70 %	92 %
Belonging	63 %	11 %
Achieves Results	63 %	76 %
Perfect	61 %	30 %
Conservative	59 %	8 %
Composure	57 %	85 %
Caring Connection	57 %	87 %
Purposeful & Visionary	56 %	92 %
Pleasing	55 %	15 %
Arrogance	54 %	8 %
Customer Focus	54 %	90 %
Strategic Focus	53 %	92 %
Ambition	51 %	6 %
Collaborator	50 %	81 %
Critical	49 %	9 %
Systems Thinker	49 %	89 %
Interpersonal Intelligence	49 %	89 %
Personal Learner	48 %	88 %
Mentoring & Developing	47 %	86 %

Sorted by Ideal

Senior Team	Actual %	Ideal %
Dimensions		
Strategic Focus	53 %	92 %
Purposeful & Visionary	56 %	92 %
Sustainable Productivity	44 %	92 %
Community Concern	70 %	92 %
Integrity	42 %	92 %
Customer Focus	54 %	90 %
Systems Thinker	49 %	89 %
Balance	21 %	89 %
Interpersonal Intelligence	49 %	89 %
Decisiveness	38 %	88 %
Personal Learner	48 %	88 %
Fosters Team Play	44 %	88 %
Involvement	42 %	87 %
Caring Connection	57 %	87 %
Mentoring & Developing	47 %	86 %
Courageous Authenticity	38 %	85 %
Composure	57 %	85 %
Collaborator	50 %	81 %
Achieves Results	63 %	76 %
Selfless Leader	30 %	54 %

Sorts Tables from CLA Report

Sorted by Ideal to Ideal

Senior Team	Ideal %	Ideal to Ideal %
Dimensions		
Customer Focus	90 %	**76 %**
Integrity	92 %	**75 %**
Community Concern	92 %	**73 %**
Purposeful & Visionary	92 %	**68 %**
Strategic Focus	92 %	**67 %**
Caring Connection	87 %	**67 %**
Systems Thinker	89 %	**60 %**
Involvement	87 %	**58 %**
Interpersonal Intelligence	89 %	**58 %**
Sustainable Productivity	92 %	**57 %**
Balance	89 %	**57 %**
Composure	85 %	**56 %**
Personal Learner	88 %	**55 %**
Fosters Team Play	88 %	**55 %**
Mentoring & Developing	86 %	**54 %**
Decisiveness	88 %	**53 %**
Courageous Authenticity	85 %	**52 %**
Achieves Results	76 %	**51 %**
Collaborator	81 %	**49 %**
Perfect	30 %	**42 %**

Sorted by Gap Between Actual and Ideal

Senior Team	Actual %	Ideal %	Gap %
Dimensions			
Balance	21 %	89 %	**68**
Decisiveness	38 %	88 %	**50**
Integrity	42 %	92 %	**50**
Sustainable Productivity	44 %	92 %	**48**
Courageous Authenticity	38 %	85 %	**47**
Involvement	42 %	87 %	**45**
Fosters Team Play	44 %	88 %	**43**
Systems Thinker	49 %	89 %	**40**
Personal Learner	48 %	88 %	**40**
Interpersonal Intelligence	49 %	89 %	**40**
Mentoring & Developing	47 %	86 %	**39**
Strategic Focus	53 %	92 %	**38**
Purposeful & Visionary	56 %	92 %	**35**
Customer Focus	54 %	90 %	**35**
Collaborator	50 %	81 %	**30**
Caring Connection	57 %	87 %	**29**
Composure	57 %	85 %	**28**
Selfless Leader	30 %	54 %	**24**
Community Concern	70 %	92 %	**21**
Achieves Results	63 %	76 %	**12**

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Ideal to Ideal Relating Scores - Example

Summary Dimensions	Ideal	Ideal to Ideal
Controlling	34%	61%
Protecting	16%	54%
Complying	11%	44%
Authenticity	81%	41%
Achieving	83%	36%
Relating	74%	30%
Self-Awareness	79%	28%
Systems Awareness	72%	27%

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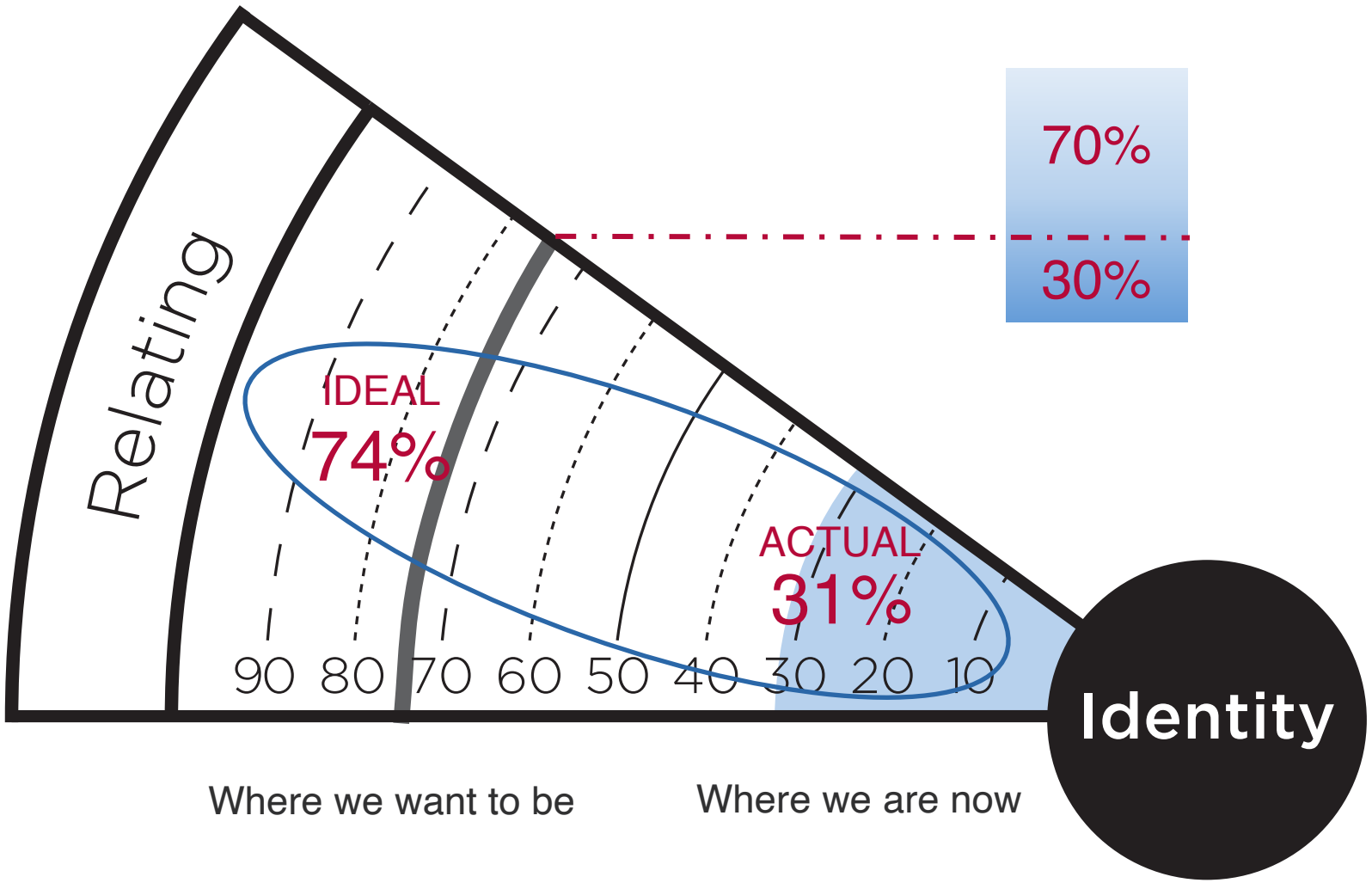
Relating: Ideal to Ideal



IDEAL TO IDEAL

Our Ideal / Aspirations compared to that of other organizations

Their IDEAL to IDEAL score for Relating is at the 30th Percentile when compared to all the other IDEAL scores for Relating in the database. So 70% of organizations in CLA database score their IDEAL Relating higher than this team (who scored at the 74th Percentile)

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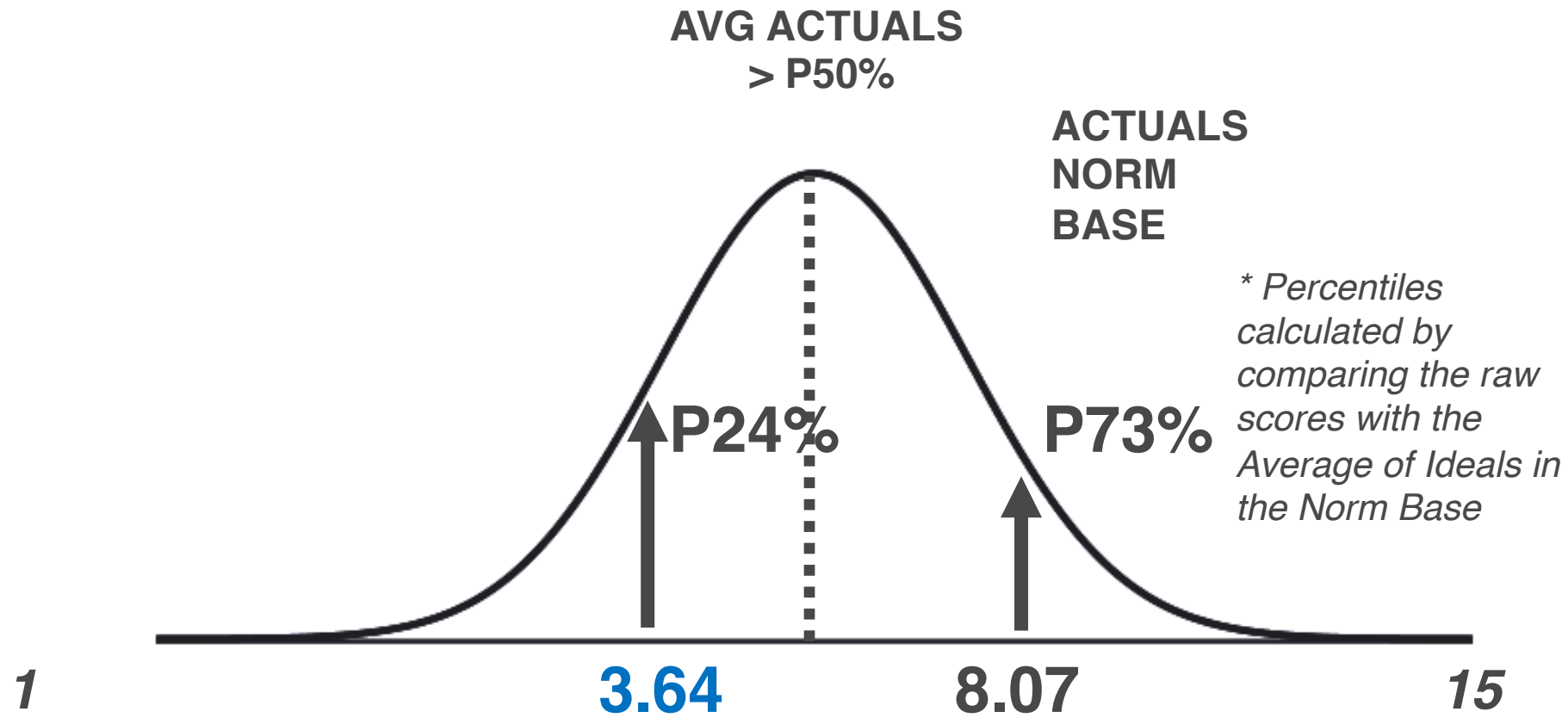
Visual Representation of Actual-to-Ideal : Passive (Reactive)



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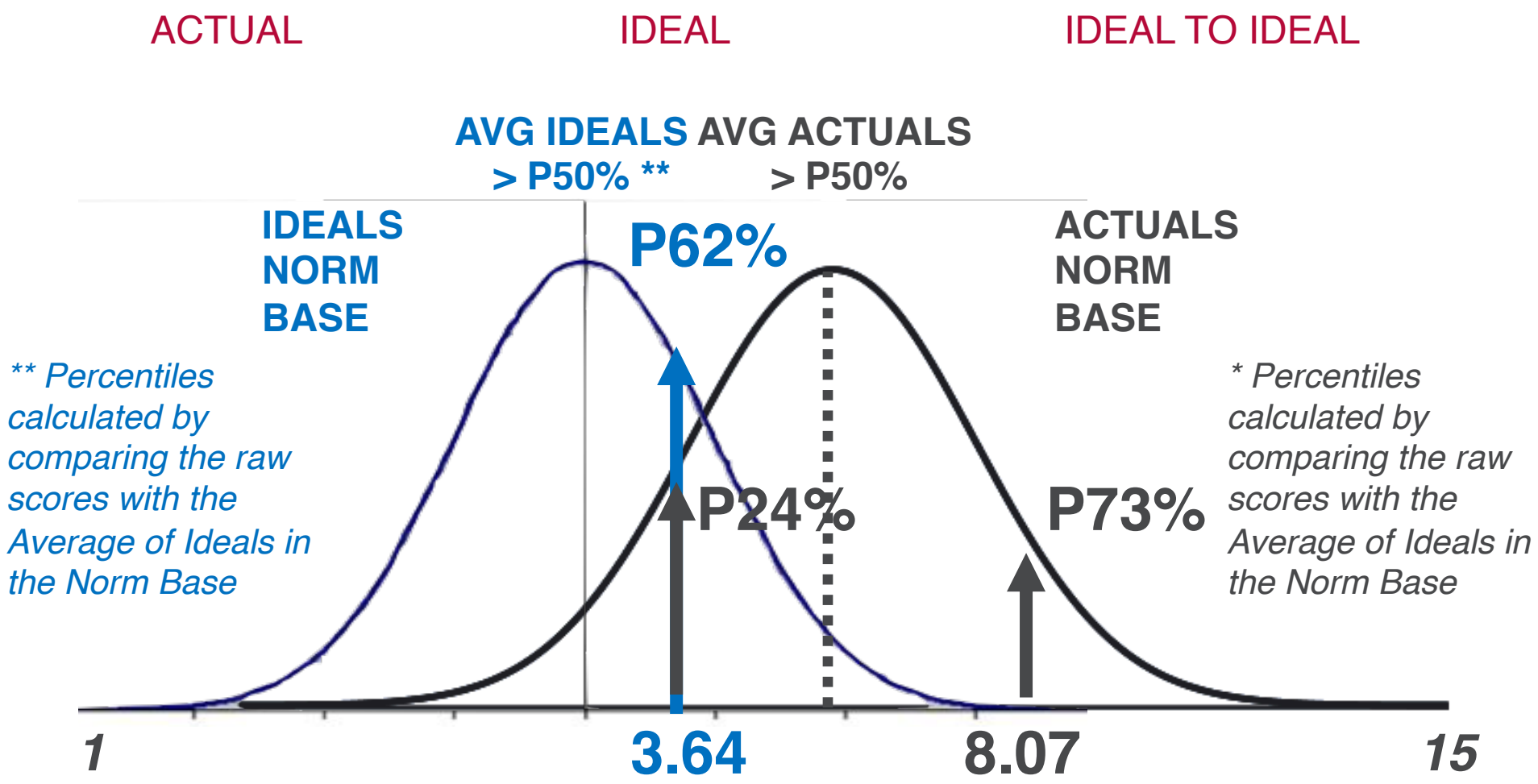
Visual Representation of Ideal-to-Ideal : Passive (Reactive)



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Ideal to Ideal Relating Scores - Example

Summary Dimensions	Ideal	Ideal to Ideal
Controlling	34%	61%
Protecting	16%	54%
Complying	11%	44%
Authenticity	81%	41%
Achieving	83%	36%
Relating	74%	30%
Self-Awareness	79%	28%
Systems Awareness	72%	27%

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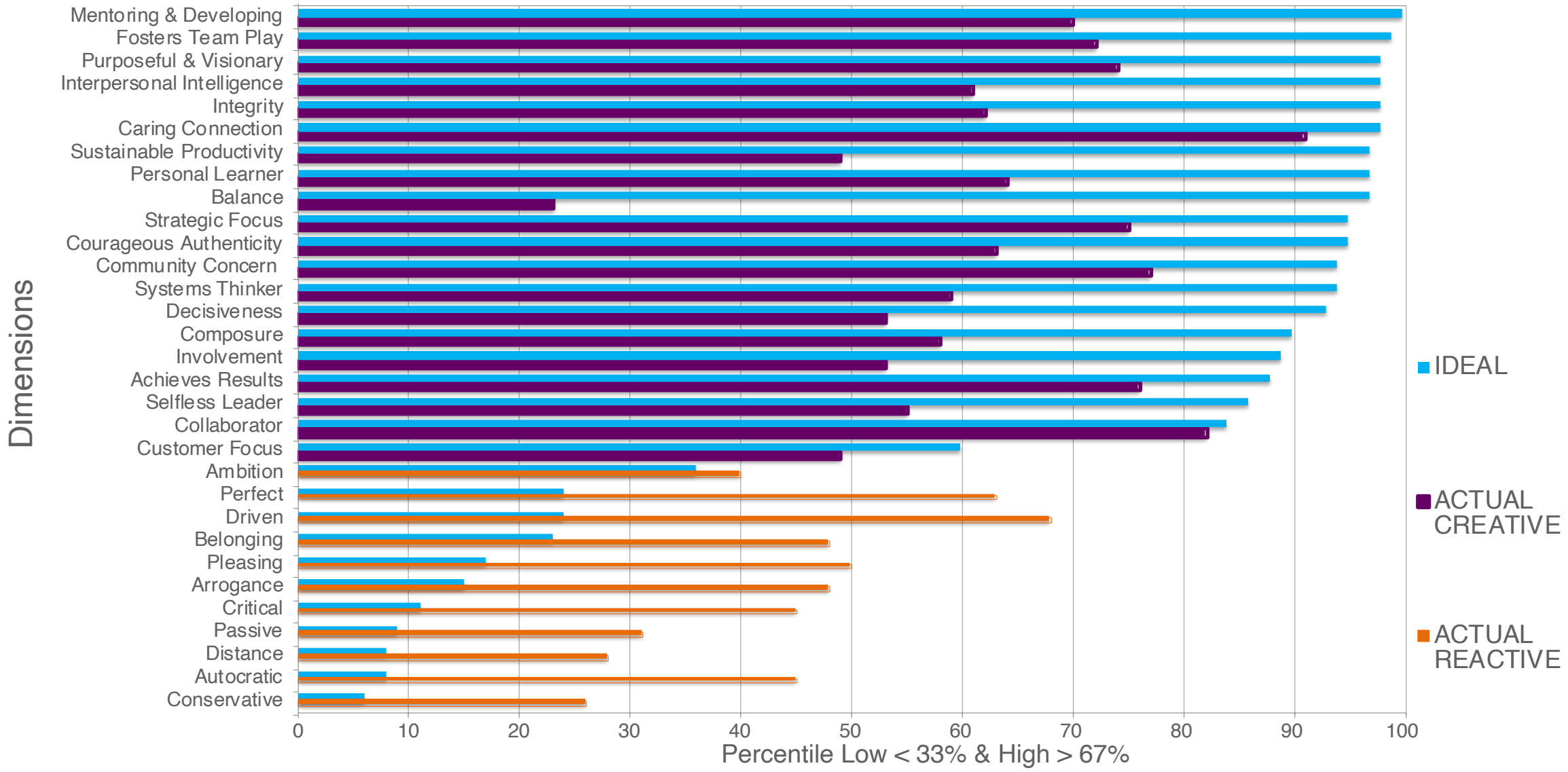
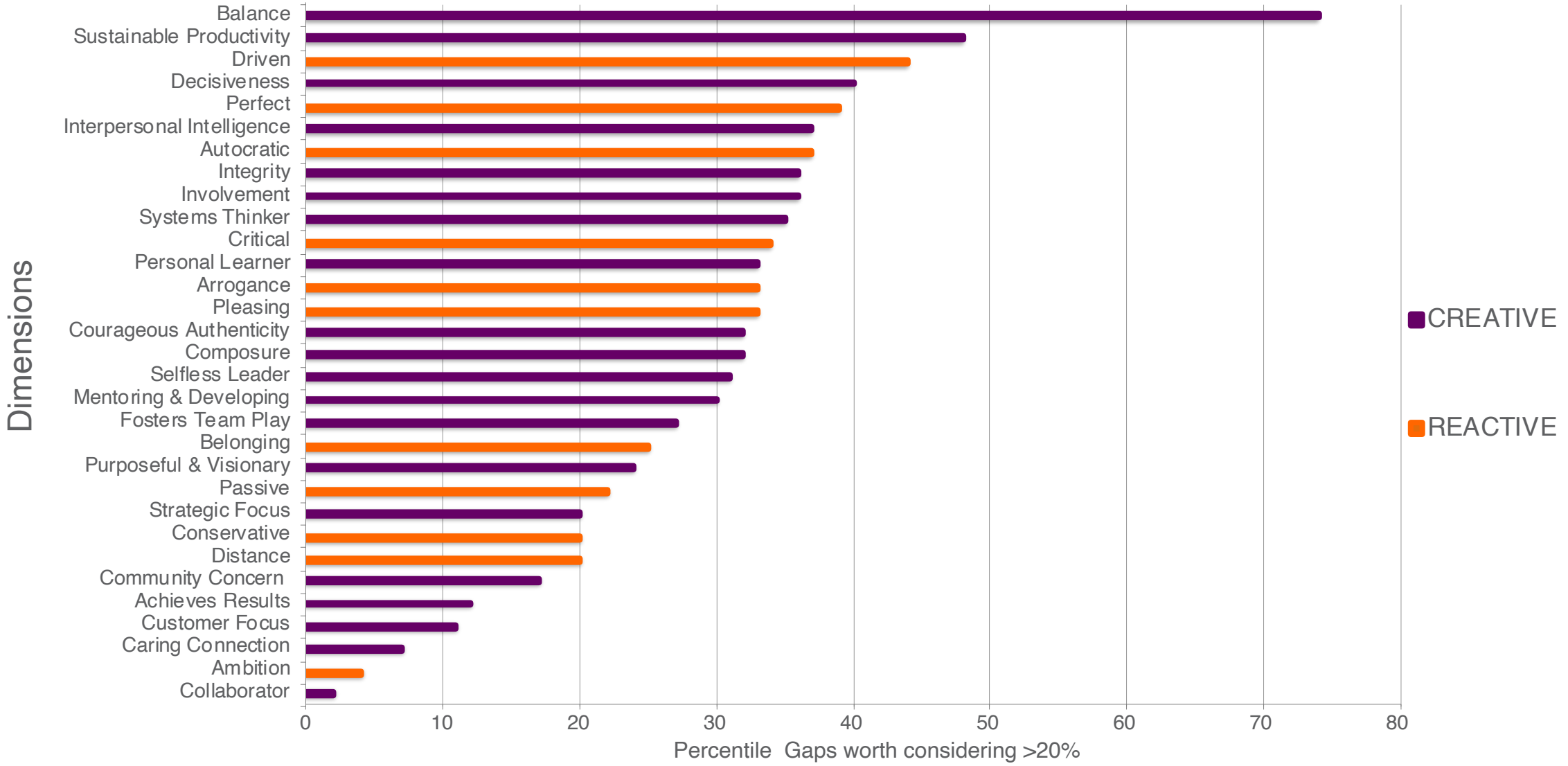
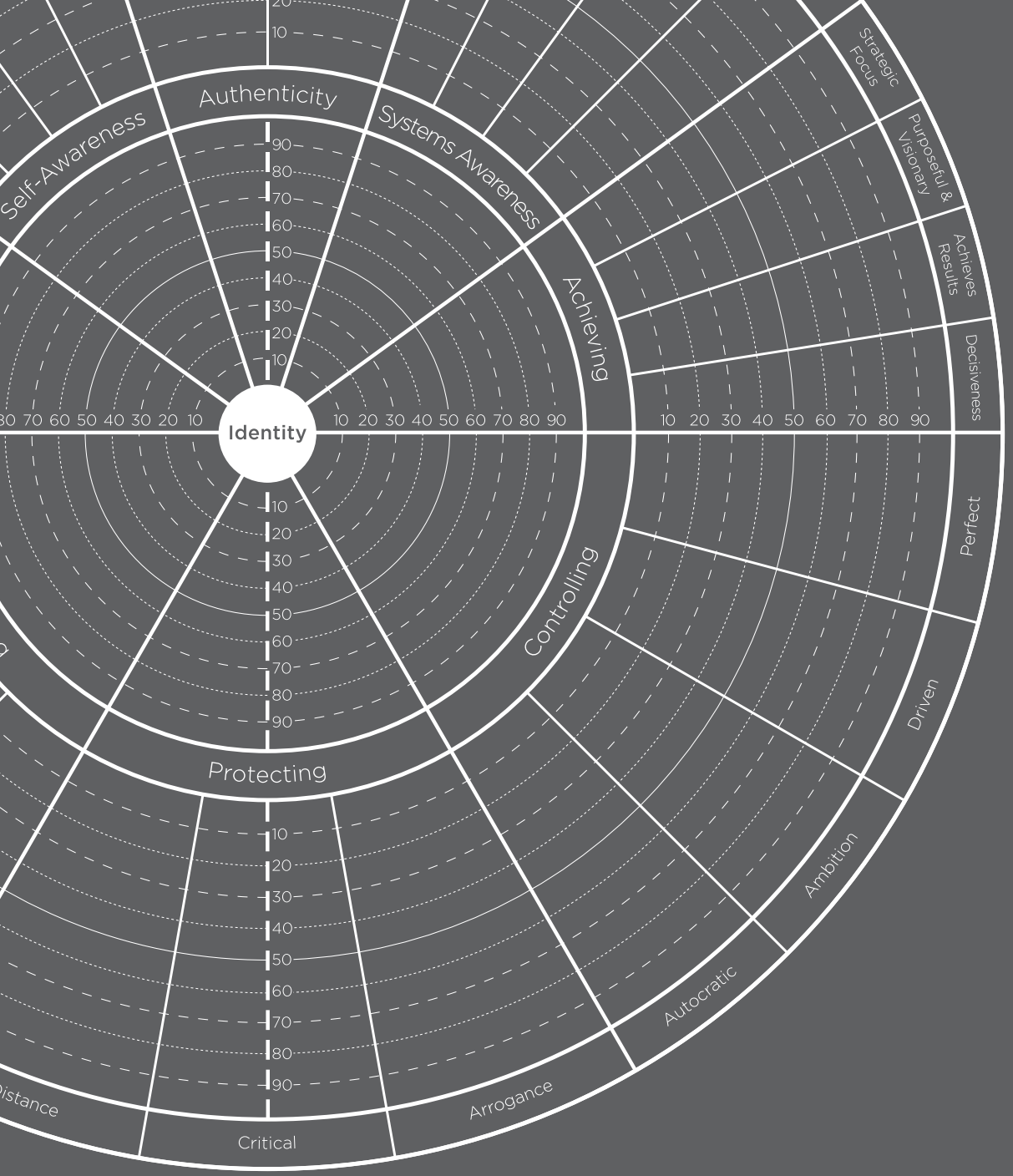
Ideal sorted Highest to Lowest compared to Actual



Gaps sorted Highest to Lowest between Ideal & Actual

The Amount Of Change We Want





COLLECTIVE LEADERSHIP ASSESSMENT™

CBEYOND
Case Study

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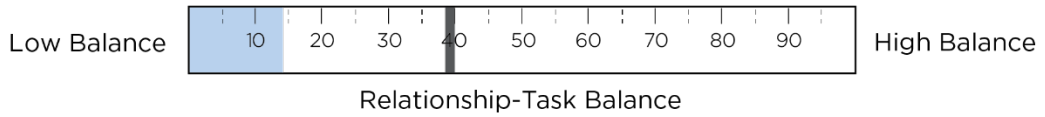
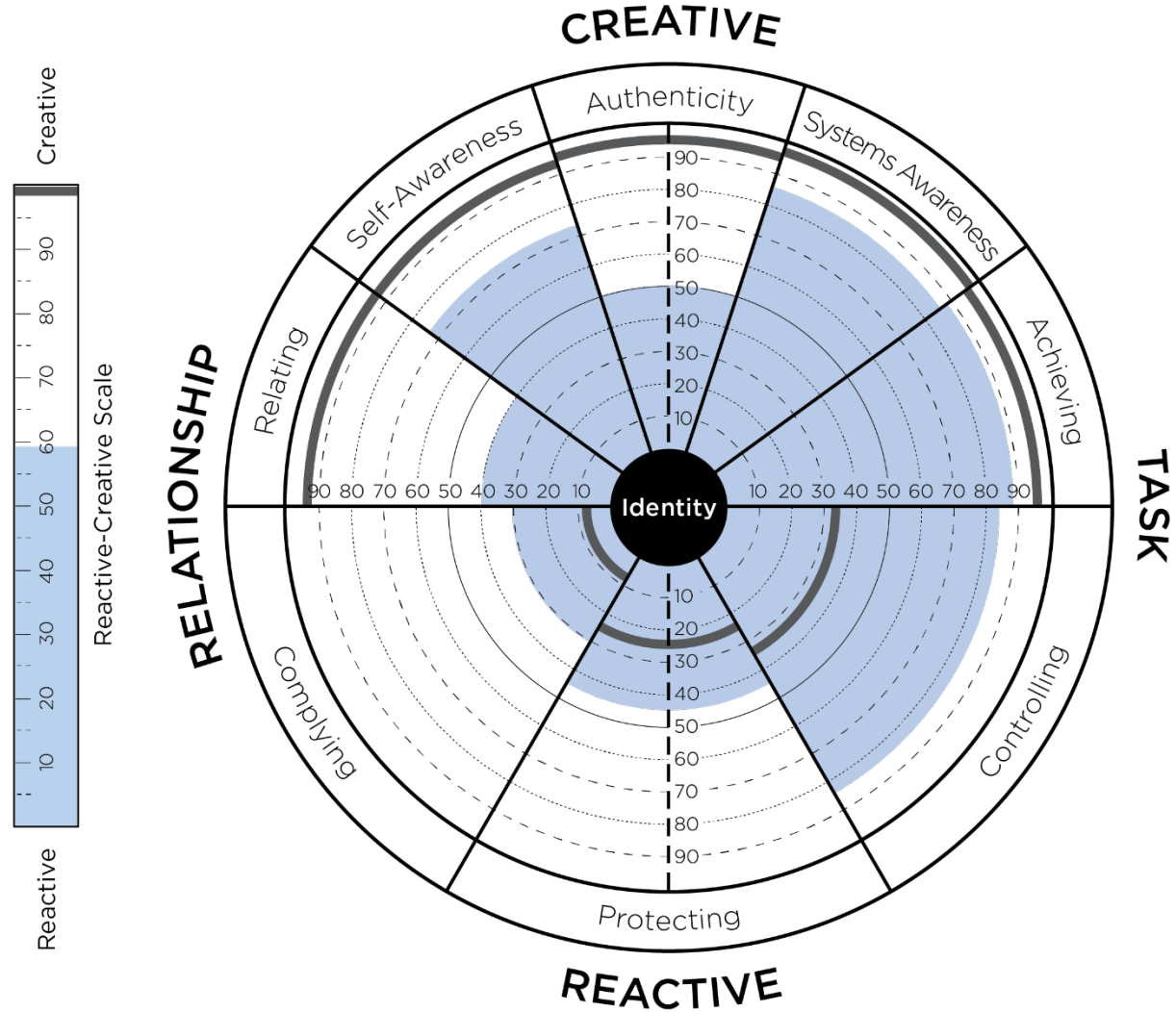
Cbeyond – Senior Leadership Team





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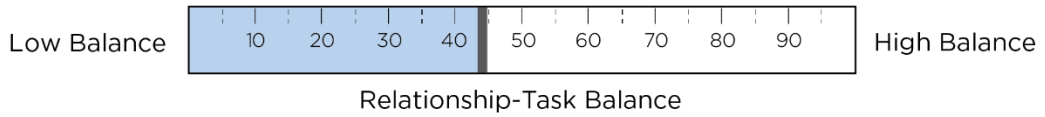
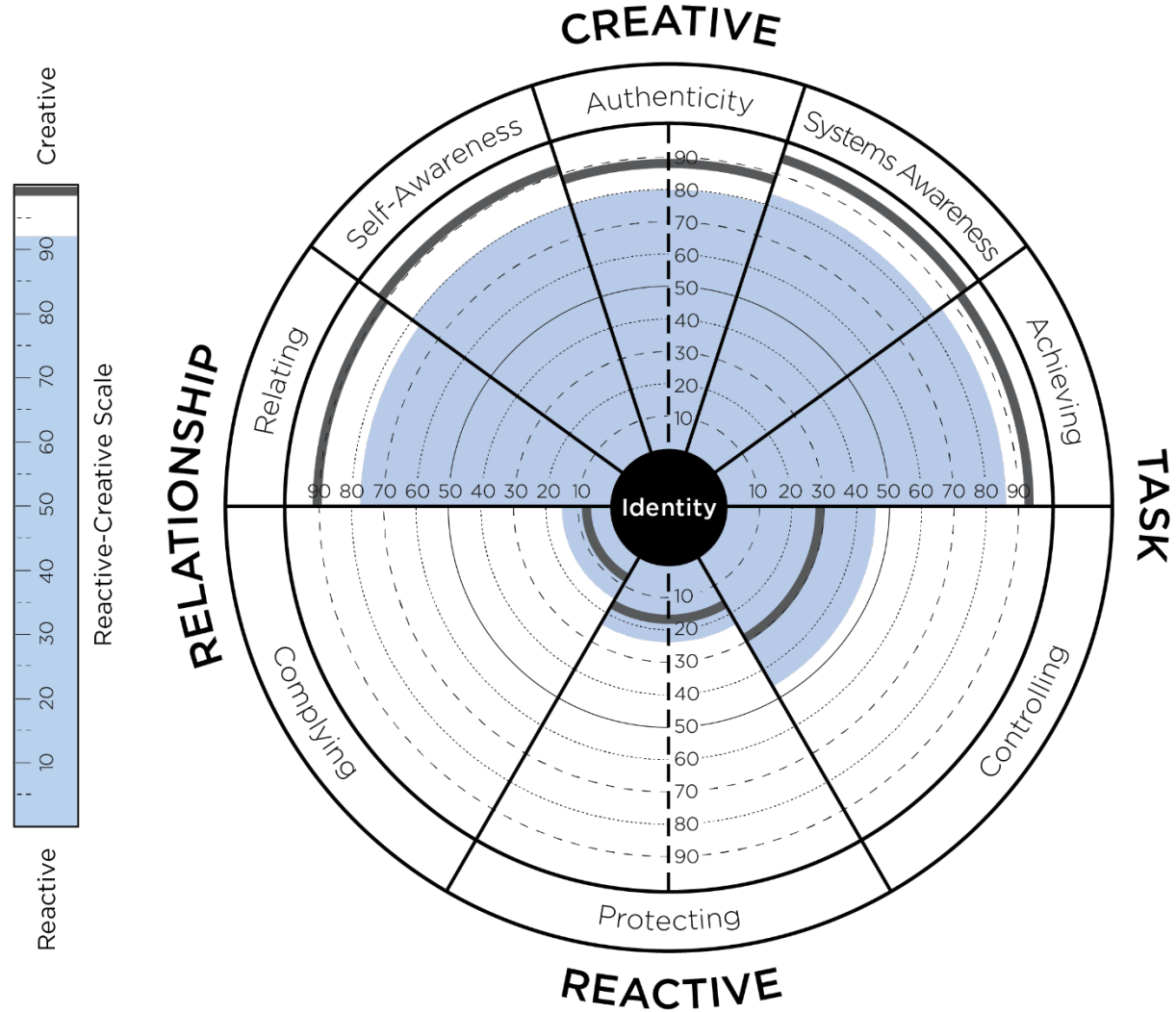
Cbeyond – Sales Leadership Team





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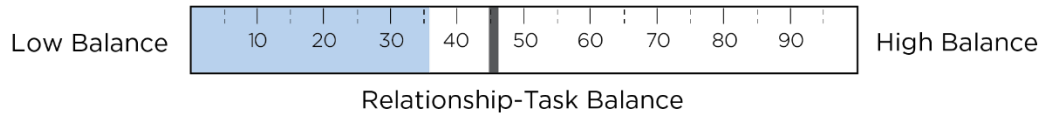
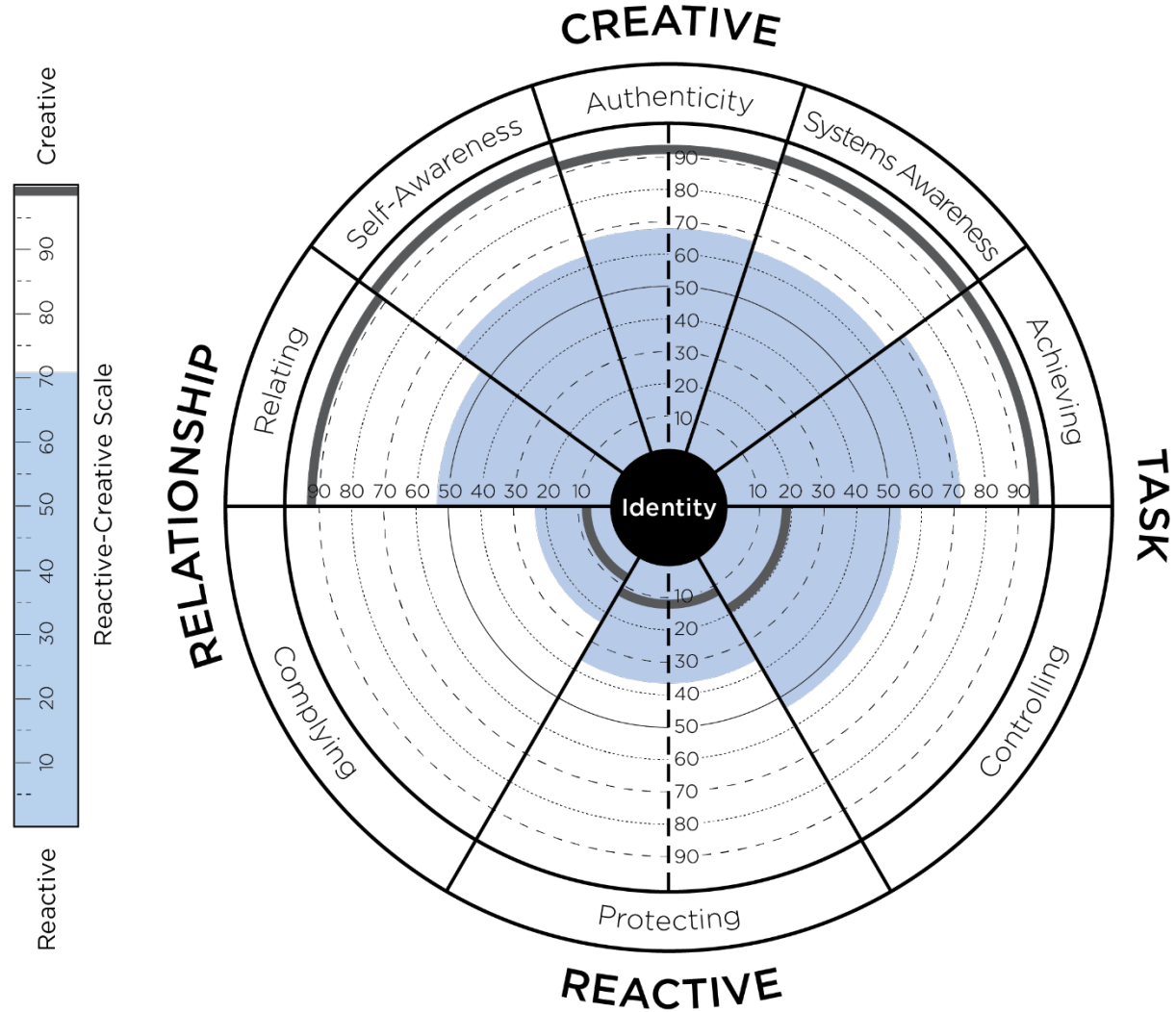
Cbeyond – Operations Leadership Team





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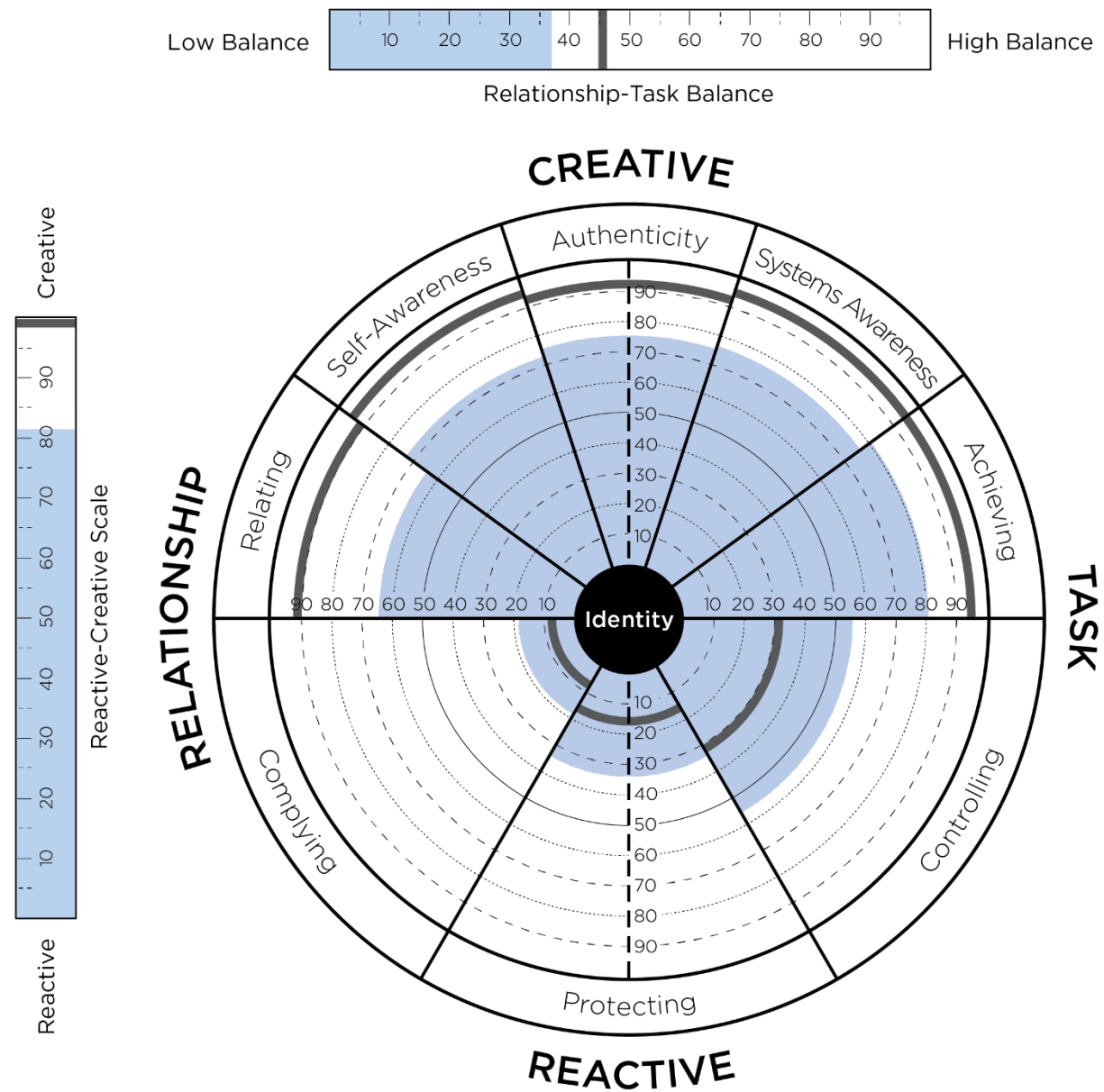
Cbeyond – All Leaders Roll-up



Working Collective Leadership

In 3 small groups, take 20 minutes to prepare a 10-minute learning for one of the three Cbeyond Leadership Teams.

- ✓ Group 1: Senior Leadership Team
- ✓ Group 2: Sales Leadership Team
- ✓ Group 3: Operations Leadership Team

Consider this to be your Leadership Team's initial debrief of their CLA data. The other participants will play the role of your Leadership Team. Consider:

- ✓ Exploring their current Leadership Effectiveness as a team (ACTUAL). *What does it feel like to work here? What are the Reactive team dynamics?*
- ✓ Exploring their aspirational Leadership Effectiveness as a team (IDEAL). *What would need to be true for this kind of leadership to emerge? What developmental moves might they want to contemplate.*

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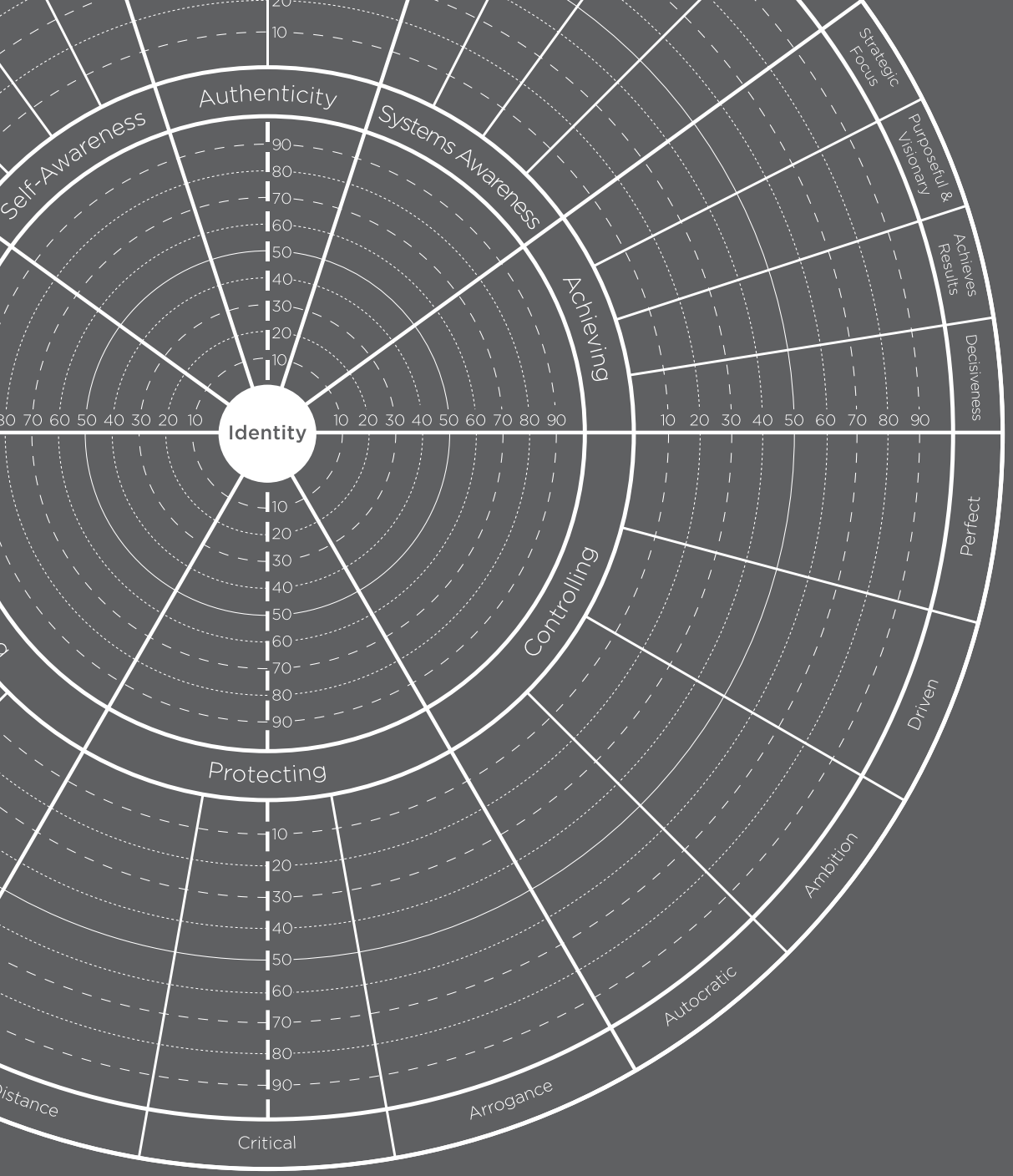

COLLECTIVE LEADERSHIP ASSESSMENT™

Client Application

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Client Application Exercise

5 MINUTES

1. Review your Client that you selected yesterday
2. Using a blank Collective Leadership Effectiveness Assessment draw your *best guess* as to their ACTUAL Reactive and Creative and their IDEAL Reactive and Creative

15 MINUTES

3. IN TRIOS: Using your *best guess CLA* create 3 powerful questions that would generate a powerful developmental dialogue for the team

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WHAT CAN YOU SAY NOW?

In pairs…5 minutes

- Produce three compelling statements that you can make about the Collective Leadership Assessment
- Use the common language of your business
- Be prepared to defend them

Check-Out
& Till Next Time…
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