



Andie
The Leadership Circle Profile Report

The Leadership Circle Profile Report Andie

Average Response on a 5 - Point Scale

| | Self Evaluations | Evaluators | Boss's Boss | Boss | Peers | Direct Reports | Other |
|--------------------------|---------------------|------------|-------------|------|-------|-------------------|-------|
| Relating | 4.20 | 3.28 | - | 3.53 | - | 3.05 | - |
| Self-Awareness | 3.68 | 3.26 | - | 3.46 | - | 3.23 | - |
| Authenticity | 4.04 | 3.93 | - | 3.97 | - | 3.80 | - |
| Systems Awareness | 4.02 | 3.56 | - | 3.72 | - | 3.52 | - |
| Achieving | 4.33 | 4.13 | - | 4.08 | - | 4.03 | - |
| Controlling | 2.83 | 3.59 | - | 3.91 | - | 3.48 | - |
| Protecting | 2.55 | 3.15 | - | 2.96 | - | 3.30 | - |
| Complying | 2.27 | 1.98 | - | 2.46 | - | 1.94 | - |
| Leadership Effectiveness | 3.60 | 3.40 | - | 4.00 | - | 3.02 | - |
| Number of Assessors | 1 | 9 | 0 | 1 | 2 | 6 | 0 |

The Leadership Circle Profile Report

Andie

Percentile Scores: Comparison to the Norm Group

| | Self Evaluations | Evaluators | Boss's Boss | Boss | Peers | Direct Reports | Other |
|----------------------------------|------------------|------------|-------------|------|-------|----------------|-------|
| Relating | 72 % | 7 % | - | 22 % | - | 4 % | - |
| Self-Awareness | 35 % | 5 % | - | 19 % | - | 6 % | - |
| Authenticity | 42 % | 21 % | - | 34 % | - | 14 % | - |
| Systems Awareness | 74 % | 21 % | - | 41 % | - | 19 % | - |
| Achieving | 84 % | 55 % | - | 62 % | - | 35 % | - |
| Controlling | 68 % | 97 % | - | 98 % | - | 95 % | - |
| Protecting | 74 % | 98 % | - | 94 % | - | 99 % | - |
| Complying | 46 % | 37 % | - | 71 % | - | 40 % | - |
| Reactive-Creative Scale | 48 % | 6 % | - | 10 % | - | 6 % | - |
| Relationship-Task Balance | 61 % | 3 % | - | 16 % | - | 1 % | - |
| Leadership Potential Utilization | 56 % | 3 % | - | 10 % | - | 2 % | - |
| Leadership Effectiveness | 47 % | 11 % | - | 49 % | - | 5 % | - |
| Number of Assessors | 1 | 9 | 0 | 1 | 2 | 6 | 0 |

THE LEADERSHIP CIRCLE PROFILE RESULTS

Creative Dimensions

Andie

| 2019-02-28 | Self Evaluations | Evaluators | Boss's Boss | Boss | Peers | Direct Reports | Other |
|----------------------------|------------------|------------|-------------|------|-------|----------------|-------|
| | 1 | 9 | 0 | 1 | 2 | 6 | 0 |
| Relating | 72 % | 7 % | - | 22 % | - | 4 % | - |
| Average Response | 4.20 | 3.28 | - | 3.53 | - | 3.05 | - |
| Caring Connection | 22 % | 6 % | - | 37 % | - | 2 % | - |
| Average Response | 3.50 | 2.99 | - | 3.72 | - | 2.60 | - |
| Fosters Team Play | 50 % | 5 % | - | 44 % | - | 2 % | - |
| Average Response | 4.07 | 3.10 | - | 4.00 | - | 2.60 | - |
| Collaborator | 91 % | 7 % | - | 6 % | - | 6 % | - |
| Average Response | 4.51 | 3.35 | - | 3.00 | - | 3.25 | - |
| Mentoring & Developing | 87 % | 17 % | - | 30 % | - | 12 % | - |
| Average Response | 4.53 | 3.51 | - | 3.64 | - | 3.31 | - |
| Interpersonal Intelligence | 83 % | 11 % | - | 17 % | - | 11 % | - |
| Average Response | 4.34 | 3.41 | - | 3.36 | - | 3.39 | - |
| Self-Awareness | 35 % | 5 % | - | 19 % | - | 6 % | - |
| Average Response | 3.68 | 3.26 | - | 3.46 | - | 3.23 | - |
| Selfless Leader | 37 % | 1 % | - | 13 % | - | 2 % | - |
| Average Response | 3.65 | 2.70 | - | 3.24 | - | 2.75 | - |
| Balance | 42 % | 34 % | - | 35 % | - | 30 % | - |
| Average Response | 3.31 | 3.55 | - | 3.50 | - | 3.47 | - |
| Composure | 23 % | 15 % | - | 32 % | - | 13 % | - |
| Average Response | 3.44 | 3.41 | - | 3.61 | - | 3.38 | - |
| Personal Learner | 53 % | 9 % | - | 19 % | - | 8 % | - |
| Average Response | 4.16 | 3.52 | - | 3.53 | - | 3.46 | - |
| Authenticity | 42 % | 21 % | - | 34 % | - | 14 % | - |
| Average Response | 4.04 | 3.93 | - | 3.97 | - | 3.80 | - |
| Integrity | 46 % | 6 % | - | 16 % | - | 3 % | - |
| Average Response | 4.29 | 3.66 | - | 3.86 | - | 3.46 | - |
| Courageous Authenticity | 31 % | 85 % | - | 67 % | - | 77 % | - |
| Average Response | 3.64 | 4.36 | - | 4.16 | - | 4.35 | - |

Questions Related to Each Dimension

Creative Dimensions

Relating

Caring Connection

I connect deeply with others.
I form warm and caring relationships.
I am compassionate.

Fosters Team Play

I create a positive climate that supports people doing their best.
I share leadership.
I promote high levels of teamwork through my leadership style.

Collaborator

I negotiate for the best interest of both parties.
I work to find common ground.
I create common ground for agreement.

Mentoring & Developing

I help direct reports create development plans.
I help people learn, improve, and change.
I provide feedback focused on professional growth.
I am a people builder/developer.

Interpersonal Intelligence

I display a high degree of skill in resolving conflict.
I take responsibility for my part of relationship problems.
I directly address issues that get in the way of team performance.
I listen openly to criticism and ask questions to further understand.
In a conflict, I accurately restate the opinions of others.

Self-Awareness

Selfless Leader

I act with humility.
I get the job done with no need to attract attention to myself. I lead in ways that others say, 'we did it ourselves.' I am relatively uninterested in personal credit.
I take forthright action without needing recognition.

Balance

I find enough time for personal reflection.
I balance work and personal life.

Composure

I am composed under pressure.
I handle stress and pressure very well.
I am a calming influence in difficult situations.

Personal Learner

I personally search for meaning.
I investigate the deeper reality that lies behind events/circumstances.
I learn from mistakes.
I examine the assumptions that lay behind my actions.

Authenticity

Integrity

I lead in a manner that is completely aligned with my values.
I exhibit personal behavior consistent with my values.
I hold to my values during good and bad times.

Courageous Authenticity

I speak directly even on controversial issues.
I am courageous in meetings.
I surface the issues others are reluctant to talk about.

Questions Related to Each Dimension Creative Dimensions (Continued)

Andie

| 2019-02-28 | Self Evaluations | Evaluators | Boss's Boss | Boss | Peers | Direct Reports | Other |
|--------------------------|------------------|------------|-------------|------|-------|----------------|-------|
| | 1 | 9 | 0 | 1 | 2 | 6 | 0 |
| Systems Awareness | 74 % | 21 % | - | 41 % | - | 19 % | - |
| Average Response | 4.02 | 3.56 | - | 3.72 | - | 3.52 | - |
| Community Concern | 55 % | 13 % | - | 24 % | - | 18 % | - |
| Average Response | 3.75 | 3.29 | - | 3.37 | - | 3.39 | - |
| Sustainable Productivity | 89 % | 19 % | - | 38 % | - | 14 % | - |
| Average Response | 4.34 | 3.63 | - | 3.83 | - | 3.50 | - |
| Systems Thinker | 64 % | 56 % | - | 51 % | - | 42 % | - |
| Average Response | 4.00 | 3.84 | - | 3.77 | - | 3.74 | - |
| Achieving | 84 % | 55 % | - | 62 % | - | 35 % | - |
| Average Response | 4.33 | 4.13 | - | 4.08 | - | 4.03 | - |
| Strategic Focus | 85 % | 71 % | - | 65 % | - | 55 % | - |
| Average Response | 4.33 | 4.24 | - | 4.06 | - | 4.20 | - |
| Purposeful & Visionary | 87 % | 23 % | - | 56 % | - | 10 % | - |
| Average Response | 4.42 | 3.72 | - | 3.99 | - | 3.45 | - |
| Achieves Results | 73 % | 67 % | - | 73 % | - | 49 % | - |
| Average Response | 4.40 | 4.41 | - | 4.45 | - | 4.33 | - |
| Decisiveness | 50 % | 56 % | - | 39 % | - | 46 % | - |
| Average Response | 4.02 | 4.20 | - | 3.85 | - | 4.18 | - |

THE LEADERSHIP CIRCLE PROFILE RESULTS

Creative Dimensions (Continued)

Systems Awareness

Community Concern

- I attend to the long-term impact of strategic decisions on the community.
- I balance community welfare with short-term profitability.
- I live an ethic of service to others and the world.
- I stress the role of the organization as corporate citizen.
- I create vision that goes beyond the organization to include making a positive impact on the world.

Sustainable Productivity

- I balance 'bottom line' results with other organizational goals.
- I balance short-term results with long-term organizational health.
- I allocate resources appropriately so as not to use people up.

Systems Thinker

- I redesign the system to solve multiple problems simultaneously.
- I evolve organizational systems until they produce envisioned results.
- I reduce activities that waste resources.

Achieving

Strategic Focus

- I have a firm grasp of the market place dynamics.
- I provide strategic direction that is thoroughly thought through.
- I focus in quickly on the key issues.
- I accurately anticipate future consequences to current action.
- I see the integration between all parts of the system.
- I establish a strategic direction that helps the organization to thrive.
- I stay abreast of trends in the external environment that could impact the business currently and in the future.
- I integrate multiple streams of information into a coherent strategy.
- I am a gifted strategist.

Purposeful & Visionary

- I articulate a vision that creates alignment within the organization.
- I live and work with a deep sense of purpose.
- I communicate a compelling vision.
- I am a good role model for the vision I espouse.
- I provide strategic vision for the organization.
- I inspire others with vision.

Achieves Results

- I pursue results with drive and energy.
- I strive for continuous improvement.
- I am proficient at achieving high quality results on key initiatives.
- I am quick to seize opportunities upon noticing them.

Decisiveness

- I make the tough decisions when required.
- I am an efficient decision maker.
- I make decisions in a timely manner.

Questions Related to Each Dimension

Reactive Dimensions

Andie

| 2019-02-28 | Self Evaluations | Evaluators | Boss's Boss | Boss | Peers | Direct Reports | Other |
|------------------|------------------|------------|-------------|------|-------|----------------|-------|
| | 1 | 9 | 0 | 1 | 2 | 6 | 0 |
| Controlling | 68 % | 97 % | - | 98 % | - | 95 % | - |
| Average Response | 2.83 | 3.59 | - | 3.91 | - | 3.48 | - |
| Perfect | 64 % | 84 % | - | 84 % | - | 81 % | - |
| Average Response | 3.75 | 3.79 | - | 3.97 | - | 3.82 | - |
| Driven | 71 % | 61 % | - | 86 % | - | 42 % | - |
| Average Response | 3.93 | 3.15 | - | 3.92 | - | 2.88 | - |
| Ambition | 68 % | 97 % | - | 98 % | - | 96 % | - |
| Average Response | 3.15 | 3.96 | - | 4.17 | - | 3.98 | - |
| Autocratic | 62 % | 97 % | - | 98 % | - | 95 % | - |
| Average Response | 2.55 | 3.55 | - | 3.83 | - | 3.41 | - |
| Protecting | 74 % | 98 % | - | 94 % | - | 99 % | - |
| Average Response | 2.55 | 3.15 | - | 2.96 | - | 3.30 | - |
| Arrogance | 82 % | 98 % | - | 98 % | - | 99 % | - |
| Average Response | 2.84 | 3.71 | - | 3.83 | - | 3.67 | - |
| Critical | 64 % | 98 % | - | 94 % | - | 98 % | - |
| Average Response | 2.40 | 3.23 | - | 3.12 | - | 3.35 | - |
| Distance | 62 % | 91 % | - | 67 % | - | 95 % | - |
| Average Response | 2.46 | 2.71 | - | 2.24 | - | 3.01 | - |
| Complying | 46 % | 37 % | - | 71 % | - | 40 % | - |
| Average Response | 2.27 | 1.98 | - | 2.46 | - | 1.94 | - |
| Passive | 65 % | 44 % | - | 42 % | - | 60 % | - |
| Average Response | 2.16 | 1.67 | - | 1.69 | - | 1.76 | - |
| Belonging | 37 % | 26 % | - | 86 % | - | 21 % | - |
| Average Response | 2.38 | 2.09 | - | 3.06 | - | 1.96 | - |
| Pleasing | 21 % | 58 % | - | 89 % | - | 41 % | - |
| Average Response | 2.38 | 2.66 | - | 3.70 | - | 2.39 | - |
| Conservative | 25 % | 31 % | - | 69 % | - | 30 % | - |
| Average Response | 2.70 | 3.00 | - | 3.50 | - | 2.98 | - |

Questions Related to Each Dimension

Reactive Dimensions

Controlling

Perfect

- I try to do everything perfectly well.
- I am critical of myself when things don't go as well as expected.
- I believe average is definitely not good enough.
- I need to perform flawlessly.
- I am a perfectionist.
- I need to excel in every situation.
- I expect extremely high standards of others.

Driven

- I drive myself excessively hard.
- I am a workaholic.
- I try too hard to be the best at everything I take on.
- I push myself too hard.

Ambition

- I am aggressive.
- I believe to feel good, one must constantly move up.
- I believe winning is what really matters.
- I am excessively ambitious.

Autocratic

- I have to get my own way.
- I tend to control others.
- I am domineering.
- I dictate rather than influence what others do.
- I pursue results at the expense of people.

Protecting

Arrogance

- I am self-centered.
- I have too big of an ego.
- I am arrogant.

Critical

- I am sarcastic and/or cynical.
- I am critical.
- I hurt people's feelings.
- I put people down.

Distance

- I am emotionally distant.
- I remain standoffish.
- I am hard to get to know.
- I am aloof.

Complying

Passive

- I am wishy-washy in decision making.
- I lack drive.
- I lack passion.
- I am passive.

Belonging

- I am overly conservative.
- I work too hard for others' acceptance.
- I adopt others' points of view so as not to disappoint them.
- I play it too safe.
- I try too hard to conform to the group's rules/norms.
- I try to please others by going along to get along.

Pleasing

- I need to be accepted by others.
- I need to be admired by others. I worry about others' judgment.
- I need the approval of others.

Conservative

- I am conservative.
- I follow conventional ways of doing things.
- I conform to rules.

Questions Related to Each Dimension

| Sorted by Self Percentile | | | Sorted by Evaluator Percentile | | |
|----------------------------------|-----------------|----------------------|----------------------------------|-----------------|----------------------|
| Andie | Self Percentile | Evaluator Percentile | Andie | Self Percentile | Evaluator Percentile |
| Dimensions | | | Dimensions | | |
| Collaborator | 91 % | 7 % | Arrogance | 82 % | 98 % |
| Sustainable Productivity | 89 % | 19 % | Critical | 64 % | 98 % |
| Purposeful & Visionary | 87 % | 23 % | Ambition | 68 % | 97 % |
| Mentoring & Developing | 87 % | 17 % | Autocratic | 62 % | 97 % |
| Strategic Focus | 85 % | 71 % | Distance | 62 % | 91 % |
| Interpersonal Intelligence | 83 % | 11 % | Courageous Authenticity | 31 % | 85 % |
| Arrogance | 82 % | 98 % | Perfect | 64 % | 84 % |
| Achieves Results | 73 % | 67 % | Strategic Focus | 85 % | 71 % |
| Driven | 71 % | 61 % | Achieves Results | 73 % | 67 % |
| Ambition | 68 % | 97 % | Driven | 71 % | 61 % |
| Passive | 65 % | 44 % | Pleasing | 21 % | 58 % |
| Critical | 64 % | 98 % | Decisiveness | 50 % | 56 % |
| Perfect | 64 % | 84 % | Systems Thinker | 64 % | 56 % |
| Systems Thinker | 64 % | 56 % | Passive | 65 % | 44 % |
| Distance | 62 % | 91 % | Balance | 42 % | 34 % |
| Autocratic | 62 % | 97 % | Conservative | 25 % | 31 % |
| Community Concern | 55 % | 13 % | Belonging | 37 % | 26 % |
| Personal Learner | 53 % | 9 % | Purposeful & Visionary | 87 % | 23 % |
| Decisiveness | 50 % | 56 % | Sustainable Productivity | 89 % | 19 % |
| Fosters Team Play | 50 % | 5 % | Mentoring & Developing | 87 % | 17 % |
| Integrity | 46 % | 6 % | Composure | 23 % | 15 % |
| Balance | 42 % | 34 % | Community Concern | 55 % | 13 % |
| Belonging | 37 % | 26 % | Interpersonal Intelligence | 83 % | 11 % |
| Selfless Leader | 37 % | 1 % | Personal Learner | 53 % | 9 % |
| Courageous Authenticity | 31 % | 85 % | Collaborator | 91 % | 7 % |
| Conservative | 25 % | 31 % | Integrity | 46 % | 6 % |
| Composure | 23 % | 15 % | Caring Connection | 22 % | 6 % |
| Caring Connection | 22 % | 6 % | Fosters Team Play | 50 % | 5 % |
| Pleasing | 21 % | 58 % | Selfless Leader | 37 % | 1 % |
| Summary Dimensions | | | Summary Dimensions | | |
| Achieving | 84 % | 55 % | Protecting | 74 % | 98 % |
| Protecting | 74 % | 98 % | Controlling | 68 % | 97 % |
| Systems Awareness | 74 % | 21 % | Achieving | 84 % | 55 % |
| Relating | 72 % | 7 % | Complying | 46 % | 37 % |
| Controlling | 68 % | 97 % | Systems Awareness | 74 % | 21 % |
| Complying | 46 % | 37 % | Authenticity | 42 % | 21 % |
| Authenticity | 42 % | 21 % | Relating | 72 % | 7 % |
| Self-Awareness | 35 % | 5 % | Self-Awareness | 35 % | 5 % |
| Summary Measures | | | Summary Measures | | |
| Relationship-Task Balance | 61 % | 3 % | Leadership Effectiveness | 47 % | 11 % |
| Leadership Potential Utilization | 56 % | 3 % | Reactive-Creative Scale | 48 % | 6 % |
| Reactive-Creative Scale | 48 % | 6 % | Leadership Potential Utilization | 56 % | 3 % |
| Leadership Effectiveness | 47 % | 11 % | Relationship-Task Balance | 61 % | 3 % |

Feedback Comments

What should he/she stop doing?

Being too hard on staff and making them feel inadequate

Be subtly less domineering allowing others' ideas or suggestion to be considered on merit and for the majority to form a consensus.

Being late for meetings and not allocating sufficient time for checking documents

Treating people/colleagues with a lack of courtesy or respect, and not taking the time to reflect on perhaps how his actions or external factors may have contributed to a situation. Assuming his belief system (political, moral) is reflected by others in the organization when addressing strategic/business decisions.

As a leader, Andie is always looking to improve both staff and company (and as a leader this is key), but he can appear to be critical "when staff don't think or act in a way he would expect, or how he would do it himself. This can create an unnerving feeling for his staff who at times feel inadequate in their response or approach. We all appreciate the guidance and most of the time are inspired, but can at time be made to feel incompetent at times. In saying this he does have the ability to build you up in other ways.

Being unempathetic to staff, being too hard in judging staff actions and communicating this to them. It kills morale and demotivates people.

Being rude /short to staff members

Whilst his criticism is constructive, at times, the delivery of it is harsh.

Perhaps listen a little more and talk a little less, especially with clients, more questioning before taking a position

Feedback Comments

What should he/she start doing?

Listen. Hear what other people have to say and try and improve the moral within the company

Build a team based on a spirit of partnership, shared responsibility, ownership and reward.

Read the room a little better sometimes, engage colleagues with more respect, particularly with regard to the daily operations that make the organization run. He is very astute at reading clients and candidates, I sometimes feel this could be translated internally with great gain. I also do understand that sometimes in the role of a leader, there isn't capacity to engage at a lower level and also overall strategy and vision need to be driven from his position, and there is much that staff are not aware of. There is a danger that staff feel sidelined or left out because they do not understand the detail/process behind decisions that have been taken.

Andie expects extremely high standards of others, and this shouldn't change, but as per previous answer, I personally think that Andie needs to understand the subtle differences between individuals and where they are in their career and manage them accordingly.

Taking a real, sincere interest in each staff member by talking to them and understanding what drives each one of them. Spend a few minutes each week with each staff member even if just corridor talk.

He should change staff policies to reflect this caring approach and understand that it may cost a few more Rand in the short term but will pay huge benefits in the long term.

Really listening to others' opinions

He should start listening to his staff and genuinely acknowledging individuals for the good work they produce. Verbal acknowledgement is given but seems superficial.

Growing a more independent team, I know this is underway, but give others the chance to develop and shine and give them lots and lots of support as they grow

Feedback Comments

What should he/she keep doing?

Andie is really good in client meetings. His commercial knowledge and experience impact positively during these engagements. He is a strategic thinker and sees opportunities where others may not.

Keep the passion and enthusiasm and bring the Watson "magic"

Sales - Continue to promote the company and dealing with potential clients and candidates

Learn to listen more and give others a chance to openly set out their ideas and/or opinions, as well as understand what their real needs are.

Having a vision for the organisation, introducing better ways of doing things and promoting the company

Having a bigger vision for the company and pursuing that with vigour.

Andie does inspire "certain" people to be the best they can, but he also needs to read his audience as some people do not heed to his advice and inspiration as well as others, and it can have a negative result. He should continue to develop and inspire staff, but be cognisant of who he is directing his influence and possibly how to adjust it. In saying that he should continue instilling strategic direction, a love of market intelligence and aspiring to be ones best

Benefiting the business through strong salesmanship, a deep knowledge of the industry and a constructive, positive approach to client management.

He is adept at marketing the organisation, bringing in business and he is good in difficult client meetings

What should he/she keep doing?

End of Andie's Report