Noel

The Leadership Circle Profile Report

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2/13/2012

Average Response on a 5 point scale

	Self-Evaluation	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	4.01	3.75	-	-	-	3.53	4.13
Self-Awareness	4.13	3.89	-	-	-	3.79	4.16
Authenticity	4.38	3.82	-	-	-	3.69	4.11
Systems Awareness	3.62	3.56	-	-	-	3.22	4.16
Achieving	4.00	3.59	-	-	-	3.30	4.23
Controlling	2.09	2.38	-	-	-	2.30	2.44
Protecting	1.57	1.92	-	-	-	1.85	2.00
Complying	1.86	2.69	-	-	-	2.69	2.56
Leadership Effectiveness	4.00	3.68	-	-	-	3.42	4.23
Number of Assessors	1	10	0	0	1	6	3

2/13/2012

Percentile Scores: Comparison to the Norm Group

	Self-Evaluation	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	54 %	27 %	-	-	-	16 %	54 %
Self-Awareness	79 %	43 %	-	-	-	32 %	66 %
Authenticity	74 %	11 %	-	-	-	10 %	33 %
Systems Awareness	37 %	18 %	-	-	-	8 %	71 %
Achieving	57 %	9 %	-	-	-	5 %	58 %
Controlling	15 %	49 %	-	-	-	41 %	59 %
Protecting	10 %	54 %	-	-	-	51 %	68 %
Complying	13 %	95 %	-	-	-	92 %	86 %
Reactive-Creative Scale	87 %	21 %	-	-	-	18 %	42 %
Relationship-Task Balance	92 %	22 %	-	-	-	17 %	98 %
Leadership Potential Utilization	93 %	19 %	-	-	-	16 %	58 %
Leadership Effectiveness	77 %	21 %	-	-	-	12 %	54 %
Number of Assessors	1	10	0	0	1	6	3

THE LEADERSHIP CIRCLE PROFILE RESULTS
Creative Dimensions

Noel

2/13/2012

	Self 1	Evaluators 10	Boss's Boss 0	Boss 0	Peers 1	Direct Reports 6	Other 3
Relating	54 %	27 %	-	-	-	16 %	54 %
Average Response	4.01	3.75	-	-	-	3.53	4.13
Caring Connection	87 %	40 %	-	-	-	38 %	39 %
Average Response	4.50	3.84	-	-	-	3.79	3.91
Fosters Team Play	48 %	26 %	-	-	-	13 %	69 %
Average Response	4.00	3.79	-	-	-	3.45	4.40
Collaborator	54 %	33 %	-	-	-	23 %	53 %
Average Response	4.00	3.85	-	-	-	3.70	4.15
Mentoring & Developing	16 %	15 %	-	-	-	6 %	70 %
Average Response	3.42	3.53	-	-	-	3.03	4.34
Interpersonal Intelligence	64 %	30 %	-	-	-	25 %	35 %
Average Response	4.09	3.75	-	-	-	3.65	3.87
Self-Awareness	79 %	43 %	-	-	-	32 %	66 %
Average Response	4.13	3.89	-	-	-	3.79	4.16
Selfless Leader	64 %	21 %	-	-	-	18 %	41 %
Average Response	3.97	3.63	-	-	-	3.46	3.93
Balance	83 %	73 %	-	-	-	71 %	72 %
Average Response	4.00	4.00	-	-	-	4.05	4.06
Composure	74 %	61 %	-	-	-	51 %	59 %
Average Response	4.22	4.10	-	-	-	4.08	4.20
Personal Learner	64 %	25 %	-	-	-	16 %	76 %
Average Response	4.29	3.88	-	-	-	3.68	4.42
Authenticity	74 %	11 %	-	-	-	10 %	33 %
Average Response	4.38	3.82	-	-	-	3.69	4.11
Integrity	49 %	16 %	-	-	-	14 %	41 %
Average Response	4.31	4.04	-	-	-	3.92	4.33
Courageous Authenticity	86 %	12 %	-	-	-	11 %	22 %
Average Response	4.49	3.49	-	-	-	3.38	3.64

Relating	
Caring Connection	I connect deeply with others.
	I am compassionate.
	I form warm and caring relationships.
Fosters Team Play	I create a positive climate that supports people doing their best.
	I promote high levels of teamwork through my leadership style.
	I share leadership.
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 am a people builder/developer.
	I provide feedback focused on professional growth.
	I help people learn, improve, and change.
Interpersonal Intelligence	I take responsibility for my part of relationship problems.
	In a conflict, I accurately restate the opinions of others.
	I listen openly to criticism and ask questions to further understand.
	I directly address issues that get in the way of team performance. I
	display a high degree of skill in resolving conflict.

Self-Awareness	
Selfless Leader	I am relatively uninterested in personal credit.
	I lead in ways that others say, 'we did it ourselves.'
	I act with humility.
	I get the job done with no need to attract attention to myself.
	I take forthright action without needing recognition.
Balance	I balance work and personal life.
	I find enough time for personal reflection.
Composure	I am composed under pressure.
	I am a calming influence in difficult situations.
	I handle stress and pressure very well.
Personal Learner	I learn from mistakes.
	I personally search for meaning.
	I investigate the deeper reality that lies behind events/circumstances.
	I examine the assumptions that lay behind my actions.

Authenticity	
Integrity	I exhibit personal behavior consistent with my values.
	I hold to my values during good and bad times.
	I lead in a manner that is completely aligned with my values.
Courageous Authenticity	I surface the issues others are reluctant to talk about.
	I speak directly even on controversial issues.
	I am courageous in meetings.

Creative Dimensions (Continued)

Noel

2/13/2012

	Self	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	10	0	0	1	6	3
Systems Awareness	37 %	18 %	-	-	-	8 %	71 %
Average Response	3.62	3.56	-	-	-	3.22	4.16
Community Concern	65 %	24 %	-	-	-	10 %	61 %
Average Response	3.92	3.53	-	-	-	3.17	4.06
Sustainable Productivity	66 %	23 %	-	-	-	12 %	76 %
Average Response	4.00	3.70	-	-	-	3.44	4.28
Systems Thinker	6 %	12 %	-	-	-	6 %	68 %
Average Response	2.81	3.35	-	-	-	2.98	4.08
Achieving	57 %	9 %	-	-	-	5 %	58 %
Average Response	4.00	3.59	-	-	-	3.30	4.23
Strategic Focus	65 %	10 %	-	-	-	5 %	60 %
Average Response	4.05	3.56	-	-	-	3.30	4.20
Purposeful & Visionary	60 %	9 %	-	-	-	4 %	59 %
Average Response	4.00	3.47	-	-	-	3.11	4.22
Achieves Results	23 %	11 %	-	-	-	5 %	44 %
Average Response	3.86	3.83	-	-	-	3.59	4.28
Decisiveness	50 %	10 %	-	-	-	6 %	57 %
Average Response	4.02	3.62	-	-	-	3.34	4.28

Noel

Creative Dimensions (Continued)

Systems Awareness	
Community Concern	I create vision that goes beyond the organization to include making a positive impact on the world.
	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.
Sustainable Productivity	I balance 'bottom line' results with other organizational goals.
	I allocate resources appropriately so as not to use people up.
	I balance short-term results with long-term organizational health.
Systems Thinker	I reduce activities that waste resources.
	I redesign the system to solve multiple problems simultaneously.
	I evolve organizational systems until they produce envisioned results.

Achieving	
Strategic Focus	I see the integration between all parts of the system.
	I accurately anticipate future consequences to current action.
	I focus in quickly on the key issues.
	I have a firm grasp of the market place dynamics.
	I provide strategic direction that is thoroughly thought through.
	I am a gifted strategist.
	I integrate multiple streams of information into a coherent strategy.
	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.
Purposeful & Visionary	I am a good role model for the vision I espouse.
	I live and work with a deep sense of purpose.
	I communicate a compelling vision.
	I inspire others with vision.
	I provide strategic vision for the organization.
	I articulate a vision that creates alignment within the organization.
Achieves Results	I am quick to seize opportunities upon noticing them.
	I pursue results with drive and energy.
	I am proficient at achieving high quality results on key initiatives.
	I strive for continuous improvement.
Decisiveness	I am an efficient decision maker.
	I make the tough decisions when required.
	I make decisions in a timely manner.

THE LEADERSHIP CIRCLE PROFILE RESULTS

Reactive Dimensions

Noel	Self	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Controlling	15 %	49 %				41 %	59 %
Average Response	2.09	2.38	-	-	-	2.30	2.44
Perfect	76 %	38 %	-	-	-	15 %	85 %
Average Response	4.03	3.13	-	-	-	2.75	3.89
Driven	83 %	61 %	-	-	-	29 %	90 %
Average Response	4.22	3.16	-	-	-	2.67	3.98
Ambition	77 %	75 %	-	-	-	45 %	94 %
Average Response	3.41	3.07	-	-	-	2.70	3.75
Autocratic	3 %	37 %	-	-	-	45 %	25 %
Average Response	1.35	2.02	-	-	-	2.11	1.73
Protecting	10 %	54 %	-	-	-	51 %	68 %
Average Response	1.57	1.92	-	-	-	1.85	2.00
Arrogance	13 %	59 %	-	-	-	66 %	46 %
Average Response	1.33	1.85	-	-	-	1.99	1.50
Critical	71 %	48 %	-	-	-	40 %	62 %
Average Response	2.58	1.82	-	-	-	1.67	1.87
Distance	3 %	57 %	-	-	-	50 %	89 %
Average Response	1.00	2.06	-	-	-	1.92	2.70
Complying	13 %	95 %	-	-	-	92 %	86 %
Average Response	1.86	2.69	-	-	-	2.69	2.56
Passive	3 %	85 %	-	-	-	91 %	28 %
Average Response	1.00	2.17	-	-	-	2.40	1.41
Belonging	57 %	95 %	-	-	-	85 %	97 %
Average Response	2.67	3.02	-	-	-	2.85	3.39
Pleasing	51 %	94 %	-	-	-	90 %	88 %
Average Response	3.00	3.29	-	-	-	3.30	3.28
Conservative	12 %	52 %	-	-	-	33 %	76 %
Average Response	2.41	3.36	-	-	-	3.17	3.66

Reactive Dimensions

Controlling	
Perfect	I believe average is definitely not good enough.
	I need to perform flawlessly.
	I expect extremely high standards of others.
	I am a perfectionist.
	I try to do everything perfectly well.
	I need to excel in every situation.
	I am critical of myself when things don't go as well as expected.
Driven	I try too hard to be the best at everything I take on.
	I drive myself excessively hard.
	I push myself too hard.
	I am a workaholic.
Ambition	I believe winning is what really matters.
	I believe to feel good, one must constantly move up.
	I am aggressive.
	I am excessively ambitious.
Autocratic	I tend to control others.
	I have to get my own way.
	I dictate rather than influence what others do. I am domineering.
	I pursue results at the expense of people.

Protecting	
Arrogance	I am self-centered.
	I am arrogant.
	I have too big of an ego.
Critical	I am critical.
	I hurt people's feelings.
	I put people down.
	I am sarcastic and/or cynical.
Distance	I am emotionally distant.
	I am hard to get to know.
	I am aloof.
	I remain standoffish.

Complying	
Passive	I am passive.
	I lack passion.
	I am wishy-washy in decision making.
	I lack drive.
Belonging	I adopt others' points of view so as not to disappoint them.
	I try to please others by going along to get along.
	I work too hard for others' acceptance.
	I am overly conservative.
	I try too hard to conform to the group's rules/norms.
	I play it too safe.
Pleasing	I worry about others' judgment.
	I need the approval of others.
	I need to be accepted by others.
	I need to be admired by others.
Conservative	I am conservative.
	I conform to rules.
	I follow conventional ways of doing things.

Sorted by Self Percentile

Dimensions	Self Percentile	Evaluator Percentile
Caring Connection	87 %	40 %
Courageous Authenticity	86 %	12 %
Balance	83 %	73 %
Driven	83 %	61 %
Ambition	77 %	75 %
Perfect	76 %	38 %
Composure	74 %	61 %
Critical	71 %	48 %
Sustainable Productivity	66 %	23 %
Strategic Focus	65 %	10 %
Community Concern	65 %	24 %
Selfless Leader	64 %	21 %
Personal Learner	64 %	25 %
Interpersonal Intelligence	64 %	30 %
Purposeful & Visionary	60 %	9 %
Belonging	57 %	95 %
Collaborator	54 %	33 %
Pleasing	51 %	94 %
Decisiveness	50 %	10 %
Integrity	49 %	16 %
Fosters Team Play	48 %	26 %
Achieves Results	23 %	11 %
Mentoring & Developing	16 %	15 %
Arrogance	13 %	59 %
Conservative	12 %	52 %
Systems Thinker	6 %	12 %
Autocratic	3 %	37 %
Passive	3 %	85 %
Distance	3 %	57 %

Summary Dimensions		
Self-Awareness	79 %	43 %
Authenticity	74 %	11 %
Achieving	57 %	9 %
Relating	54 %	27 %
Systems Awareness	37 %	18 %
Controlling	15 %	49 %
Complying	13 %	95 %
Protecting	10 %	54 %

Summary Measures		
Leadership Potential Utilization	93 %	19 %
Relationship-Task Balance	92 %	22 %
Reactive-Creative Scale	87 %	21 %
Leadership Effectiveness	77 %	21 %

Sorted by Evaluator Percentile

Dimensions	Self Percentile	Evaluator Percentile
Belonging	57 %	95 %
Pleasing	51 %	94 %
Passive	3 %	85 %
Ambition	77 %	75 %
Balance	83 %	73 %
Composure	74 %	61 %
Driven	83 %	61 %
Arrogance	13 %	59 %
Distance	3 %	57 %
Conservative	12 %	52 %
Critical	71 %	48 %
Caring Connection	87 %	40 %
Perfect	76 %	38 %
Autocratic	3 %	37 %
Collaborator	54 %	33 %
Interpersonal Intelligence	64 %	30 %
Fosters Team Play	48 %	26 %
Personal Learner	64 %	25 %
Community Concern	65 %	24 %
Sustainable Productivity	66 %	23 %
Selfless Leader	64 %	21 %
Integrity	49 %	16 %
Mentoring & Developing	16 %	15 %
Courageous Authenticity	86 %	12 %
Systems Thinker	6 %	12 %
Achieves Results	23 %	11 %
Decisiveness	50 %	10 %
Strategic Focus	65 %	10 %
Purposeful & Visionary	60 %	9 %

Summary Dimensions		
Complying	13 %	95 %
Protecting	10 %	54 %
Controlling	15 %	49 %
Self-Awareness	79 %	43 %
Relating	54 %	27 %
Systems Awareness	37 %	18 %
Authenticity	74 %	11 %
Achieving	57 %	9 %

Summary Measures		
Relationship-Task Balance	92 %	22 %
Reactive-Creative Scale	87 %	21 %
Leadership Effectiveness	77 %	21 %
Leadership Potential Utilization	93 %	19 %

What should he/she stop doing?

Nothing

He should stop getting involved with the small detail of issues. This can become very derailing.

- Focusing on the detail. However set and drive high level strategies
- Dealing directly with departmental staff on issues without informing the Manager. The Manager is in a position to elicit accurately what the need is and decide on the best way and person to address it
- Not sure, but perhaps being too overly cautious about sharing certain events or commitments which could impact the manager/team/information/our positioning. Be candid; together we can make it a very successful/ impactful event/information piece/etc.

He should not be afraid or overly concerned what other people especially his peers would think of him if he takes a clear stand.

He should have more faith in himself and be able to take criticism as a lesson to learn and not a personal attack.

What should he/she start doing?

Communicating more, not be afraid of stepping on people's toes or taking chances.

Noel should rely more on the expertise /experience of his team. A clear vision and strategy should be set for HR that involves all the team members. He should foster a culture of learning from one another and allowing himself and the rest to make mistakes and constructively learn from them.

Focus on overall strategic HR strategy
Work through the department manager for information/assistance
Share information/events/presentations, so as to be in a better position to support where needed. Not sure if it's not important to share but believe it creates a more open work environment and an awareness of what's happening.

Do more to focus the HR Management team in line with a clear collective goal.
Work on the communication of business strategic information impacting on the various departments.

Do more short personal discussions with direct reports
Get to grips with some hindering factors/challenges by getting involved

Give more strategic direction
Noel, Sometimes we (HR) lack direction and I need the rebel in you to not conform to the Company way and start establishing a different way for those that needs to take the business into the next decade.

Noel

What should he/she keep doing?

Noel, personally I feel that my company experience have improved 100 fold since you have arrived. You provided me with the space to be myself. Your calm under pressure and your (sometimes I think blind) faith in us is liberating. Thank you!!!

Being involved in what I do, expressing a genuine interest.
Help creating a platform for me to be effective

Keep engaging in a personal way at all levels Keep
at open and frank discussions

Continue liaising with other executives to position the role of HR and the benefits of including HR management in future decision making.

- Retain good calming composure
- Sometimes unknowingly or by way of conversation address key touch points (ends up being good discussion) - Generally liked by people (chatty, happy, approachable)
- Good public image
- Realistic about what we should focus on

- Supportive

Noel should keep on allowing the team the space to make their own decisions. He has the ability to connect with people on all levels of the organisation and should keep on doing so. His unruffled demeanor in conflict situations should remain; it has a calming effect on the people around him.

Self development