Derrick

The Leadership Circle Manager Report

Regional Sales Manager NBL

Sample

The Leadership Circle®

The Leadership Circle Manager Report

Derrick

Sample

Average Response on a 5 - Point Scale

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	3.52	2.85	-	3.26	-	-	-
Being	3.93	3.71	-	4.20	-	-	-
Achieving	4.29	3.82	-	3.73	-	-	-
Controlling	3.41	3.80	-	3.60	-	-	-
Protecting	3.16	3.34	-	2.73	-	-	-
Complying	1.64	1.88	-	1.80	-	-	-
Leadership Effectiveness	3.49	3.42	-	4.09	-	-	-
Number of Assessors	1	7	0	1	2	2	2

The Leadership Circle Manager Report

Derrick

Sample

Percentile Scores: Comparison to the Norm Group

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	13 %	3 %	-	14 %	-	-	-
Being	56 %	19 %	-	74 %	-	-	-
Achieving	87 %	36 %	-	48 %	-	-	-
Controlling	96 %	97 %	-	96 %	-	-	-
Protecting	97 %	98 %	-	91 %	-	-	-
Complying	9 %	32 %	-	24 %	-	-	-
Reactive-Creative Scale	25 %	3 %	-	20 %	-	-	-
Relationship-Task Balance	3 %	3 %	-	15 %	-	-	-
Leadership Potential Utilization	6 %	2 %	-	16 %	-	-	-
Leadership Effectiveness	39 %	16 %	-	65 %	-	-	-
Number of Assessors	1	7	0	1	2	2	2

THE LEADERSHIP CIRCLE MANAGER RESULTS

Creative Dimensions

Derrick

Sample	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	7	0	1	2	2	2
Relating	13 %	3 %	-	14 %	-	-	-
Average Response	3.52	2.85	-	3.26	-		
Caring	6 %	2 %	-	11%	-	-	-
Average Response	2.86	2.23	-	2.95	-	-	-
Mentoring	33 %	5 %	-	11%	-		
Average Response	3.74	3.07	-	2.99	-		
Teamwork	23 %	4 %	-	26%	-	-	-
Average Response	3.74	3.00	-	3.54	-	-	-
Interpersonal	22 %	3 %	-	22%	-		
Average Response	3.70	3.08	-	3.50	-		
Being	56 %	19 %	-	74%	-		
Average Response	3.93	3.71	-	4.20	-		
Balance	69 %	72 %	-	84%	-	-	-
Average Response	3.83	4.01	-	4.33	-	-	-
Composure	26 %	18 %	-	56%	-		
Average Response	3.44	3.48	-	4.00	-		
Integrity	29 %	4 %	-	45%	-	-	-
Average Response	3.98	3.44	-	4.13	-	-	-
Courage	89 %	88 %	-	89%	-		
Average Response	4.49	4.31	-	4.50	-		
Achieving	87 %	36 %	-	48%	-		
Average Response	4.29	3.82	-	3.73	-		
Vision	48 %	16 %	-	28%	-	-	-
Average Response	3.71	3.31	-	3.21	-	-	-
Strategy	94 %	63 %	-	48%	-		
Average Response	4.49	3.99	-	3.62	-		
Results	85 %	31 %	-	63%	-	-	-
Average Response	4.51	3.98	-	4.25	-	-	-
Decisions	82 %	46 %	-	53%	-		
Average Response	4.47	4.01	-	4.00	-		

Questions Related to Each Dimension

Creative Dimensions

Relating

Caring	I form warm and caring relationships. I am compassionate. I connect deeply with others.
Mentoring	I help people learn, improve, and change. I provide feedback focused on professional growth. I am a people builder/developer. I help direct reports create development plans.
Teamwork	I share leadership. I promote high levels of teamwork through my leadership style. I create a positive climate that supports people doing their best.
Interpersonal	I learn from mistakes. I take responsibility for my part of relationship problems. I listen openly to criticism and ask questions to further understand. In a conflict, I accurately restate the opinions of others.

Being

Balance	I find enough time for personal reflection. I balance work and personal life.
Composure	I handle stress and pressure very well. I am composed under pressure. I am a calming influence in difficult situations.
Integrity	I hold to my values during good and bad times. I exhibit personal behavior consistent with my values. I lead in a manner that is completely aligned with my values. I am a good role model for the vision I espouse.
Courage	I speak directly even on controversial issues. I surface the issues others are reluctant to talk about. I am courageous in meetings.

Achieving

Vision	I provide strategic vision for the organization. I inspire others with vision. I communicate a compelling vision. I articulate a vision that creates alignment within the organization.
Strategy	I am a gifted strategist. I establish a strategic direction that helps the organization to thrive. I have a firm grasp of the market place dynamics. I provide strategic direction that is thoroughly thought through.
Results	I am quick to seize opportunities upon noticing them. I am proficient at achieving high quality results on key initiatives. I strive for continuous improvement. I pursue results with drive and energy.
Decisions	I make decisions in a timely manner. I am an efficient decision maker. I make the tough decisions when required.

THE LEADERSHIP CIRCLE MANAGER RESULTS

Reactive Dimensions

Derrick

Sample	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	7	0	1	2	2	2
Controlling	96 %	97 %	-	96 %	-	-	-
Average Response	3.41	3.80	-	3.60	-	-	-
Perfectionist	99 %	93 %	-	85 %	-	-	-
Average Response	4.90	4.08	-	3.85	-	-	-
Ambitious	89 %	95 %	-	96 %	-	-	-
Average Response	3.60	3.73	-	3.88	-	-	-
Autocratic	93 %	99 %	-	95 %	-	-	-
Average Response	3.18	3.79	-	3.50	-	-	-
Protecting	97 %	98 %	-	91 %	-	-	-
Average Response	3.16	3.34	-	2.73	-	-	-
Arrogant	97 %	99 %	-	91 %	-	-	-
Average Response	3.50	3.76	-	2.98	-	-	-
Critical	95 %	98 %	-	90 %	-	-	-
Average Response	3.20	3.58	-	2.82	-	-	-
Distant	83 %	96 %	-	77 %	-	-	-
Average Response	2.89	2.89	-	2.48	-	-	-
Complying	9 %	32 %	-	24 %	-	-	-
Average Response	1.64	1.88	-	1.80	-	-	-
Passive	5 %	34 %	-	17 %	-	-	-
Average Response	1.09	1.60	-	1.34	-	-	-
Belonging	25 %	29 %	-	25 %	-	-	-
Average Response	2.17	2.10	-	2.00	-	-	-
Pleasing	33 %	48 %	-	64 %	-	-	-
Average Response	2.51	2.39	-	2.85	-	-	-

Questions Related to Each Dimension

Reactive Dimensions

Controlling

Perfectionist	I need to perform flawlessly. I am a perfectionist. I try to do everything perfectly well. I need to excel in every situation. I try too hard to be the best at everything I take on.
Ambitious	I believe winning is what really matters. I am excessively ambitious. I am aggressive. I believe to feel good, one must constantly move up.
Autocratic	I have to get my own way. I dictate rather than influence what others do. I pursue results at the expense of people. I tend to control others. I am domineering.

Protecting

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

Complying

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

Sorted by Self Percentile

Derrick	Self Percentile	Evaluator Percentile
Dimensions		
Perfectionist	**99 %**	93 %
Arrogant	**97 %**	99 %
Critical	**95 %**	98 %
Strategy	**94 %**	63 %
Autocratic	**93 %**	99 %
Ambitious	**89 %**	95 %
Courage	**89 %**	88 %
Results	**85 %**	31 %
Distant	**83 %**	96 %
Decisions	**82 %**	46 %
Balance	**69 %**	72 %
Vision	**48 %**	16 %
Pleasing	**33 %**	48 %
Mentoring	**33 %**	5 %
Integrity	**29 %**	4 %
Composure	**26 %**	18 %
Belonging	**25 %**	29 %
Teamwork	**23 %**	4 %
Interpersonal	**22 %**	3 %
Caring	**6 %**	2 %
Passive	**5 %**	34 %
Summary Dimensions		
Protecting	**97 %**	98 %
Controlling	**96 %**	97 %
Achieving	**87 %**	36 %
Being	**56 %**	19 %
Relating	**13 %**	3 %
Complying	**9 %**	32 %
Summary Measures		
Leadership Effectiveness	**39 %**	16 %
Reactive-Creative Scale	**25 %**	3 %
Leadership Potential Utilization	**6 %**	2 %
Relationship-Task Balance	**3 %**	3 %

Sorted by Evaluator Percentile

Derrick	Self Percentile	Evaluator Percentile
Dimensions		
Arrogant	97 %	**99 %**
Autocratic	93 %	**99 %**
Critical	95 %	**98 %**
Distant	83 %	**96 %**
Ambitious	89 %	**95 %**
Perfectionist	99 %	**93 %**
Courage	89 %	**88 %**
Balance	69 %	**72 %**
Strategy	94 %	**63 %**
Pleasing	33 %	**48 %**
Decisions	82 %	**46 %**
Passive	5 %	**34 %**
Results	85 %	**31 %**
Belonging	25 %	**29 %**
Composure	26 %	**18 %**
Vision	48 %	**16 %**
Mentoring	33 %	**5 %**
Teamwork	23 %	**4 %**
Integrity	29 %	**4 %**
Interpersonal	22 %	**3 %**
Caring	6 %	**2 %**
Summary Dimensions		
Protecting	97 %	**98 %**
Controlling	96 %	**97 %**
Achieving	87 %	**36 %**
Complying	9 %	**32 %**
Being	56 %	**19 %**
Relating	13 %	**3 %**
Summary Measures		
Leadership Effectiveness	39 %	**16 %**
Relationship-Task Balance	3 %	**3 %**
Reactive-Creative Scale	25 %	**3 %**
Leadership Potential Utilization	6 %	**2 %**

Feedback Comments

What should he/she stop doing?

He must stop being too direct and assess the business opportunities in from of him by considering some proposals by customers

Putting on an aggressive front towards people on occasions, especially when they are requiring assistance. Although the majority understand him, he can be intimidating at times.
To stop belittling people - especially at the lower levels. Many do not understand Derrick and take it personally. He needs to stop making fun of others that are in bad situations.

Telling people that they are useless at their jobs. Stop being critical of others and putting people down. When an employee has expired stock in the store, he insists that that person must be given a written warning. However, he has stock in his stock room which he allows to expire. He would rather let it expire than give it to people. No repercussions when this happens

He must stop being critical of others at times this can be counter productive as it breaks team moral, he needs to set the example as a leader in the region. i.e walk the talk (e.g) he has a zero tolerance on expired stock in trade and expects warnings to be issued for those that transgress , yet when he mis- manages stock in the region which is often , whereby stock , that could and should have been used to drive the business , continues to expire under his watch - he is not held accountable, this stock expiring is a result of him not being able to exercise any form of compassion /giving to others - and in my opinion borders unethical behaviour , he is a strong and influencial leader but this is his biggest weakness and flaw as a leader. Not being able to give to others and being self centered.

Feedback Comments

What should he/she keep doing?

It will be a benefit if he can start to focus more on the business strategy and then delegate tasks with responsibility to reports. It might be beneficial if he can listen a little more to others before making up his own mind especially people reporting to him

He must communicate a bit more

Needs to start having empathy with others.
Working with people in terms of assisting/developing and overcoming work related problems/issues.
Needs to start sharing info with the team to assist the entire team to achieve and not withhold info.
To listen to others and give credit where due.

Being more compassionate and kind. Be more tolerant of others. Stop talking about others

Biggest challenge will be to start giving , share more information, he has a wealth of knowledge and experience and is respected in the region

Feedback Comments

What should he/she keep doing?

Keep inspiring others by his thorough knowledge of the business and the business environment

Continue to have the passion he has for the business.

Nothing

He is brilliant at analysing data, presenting market intel and retaining key information - he has a very competitive nature and needs to keep this as others strive to meet his energy levels.

Being consistent at who they are ,assists his staff in this manner.

He should keep on driving results through strong aggressive implementation as well as manage discipline within his region.

End of Derrick's Report