**TLC REFLECTIVE LEARNING EXERCISE**

**Introduction**

The Leadership Circle strongly holds a philosophy that developmental change needs to start with, and be demonstrated by, the consultant or change agent, as this is what they are requiring of others. It is within this ‘walking of the talk’ that the integrity of the practice is held.

Swedish Psychologist, K Anders Ericsson, considered to be the “expert on experts”, showed that there was little evidence that superior performance can be explained by giftedness or inherent talent. However, it was those who spend time devoted, specifically, to reaching for objectives “just beyond one’s level of proficiency” that developed mastery and superior performance.

Ericsson’s formula for developing expertise has 5 elements:

1. Learn, experience and practice the learning.
2. Reflect on what needs improving
3. Develop objectives for development
4. Engage in deliberate practice for reaching these objectives.
5. Reflect on this practice to get feedback from self and others to highlight developmental points (Repeat steps 3 -5)

This exercise is a vehicle for you to practice these steps with regard to your knowledge of the theory and practice of The Leadership Circle Tools. It is designed to help you to embed your new learning and thus support you to more effectively coach and facilitate using The Leadership Profile.

Information to help you answer these questions can be found in your Certification materials, any notes you may have taken and by accessing any digital materials related to the certification in TLCGo!

***Please note:*** This exercise is part of the requirements to becoming fully certified. Please complete and submit it to The Leadership Circle East Africa. We highly recommend that you complete this open book exercise within two weeks of the day of receipt.

***Please complete and return your Reflective Learning Exercise*** to Eddah Towett by email: admin-eastafrica@theleadershipcircle.com

***Instructions to how to save your submission are overleaf.***

**Please Complete Your Details:**

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| --- | --- |
| **Name:** |  |
| **Company:** |  |
| **Address:** |  |
| **Mobile:** |  |
| **Email:** |  |
| **Date & Location of LCP Certification Attendance:** |  |

**Instructions:**

1. Before starting Reflective Learning Exercise (RLE), click File > Save As and save with RLE and your First and Last Name eg. RLE - Bob Smith.
2. Please return your RLE via email to admin-eastafrica@theleadershipcircle.com

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| 1 | **When introducing the Leadership Circle Profile (LCP 360) to your client for the first time, how do you answer the question “How is this 360 different from other 360 assessments?”** |
| **Please list at least 4 key differences that you would highlight.** |

*Enter your response here*

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| 2 | **What does the Leadership Circle Profile point to, measure and assess specifically that makes it distinctive as a leadership assessment?** |
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*Enter your response here*

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| 3 | **What does the Inner Circle measure, and how does it relate to the Outer Circle?** |
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*Enter your response here*

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| 4 | **In your own words, write a one sentence description of the following elements of the Leadership Circle Profile:** |
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| RELATING: |

*Enter your response here*

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| SELF AWARENESS: |

*Enter your response here*

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| --- |
| AUTHENTICITY: |

*Enter your response here*

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| SYSTEM AWARENESS: |

*Enter your response here*

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| ACHIEVING: |

*Enter your response here*

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| CONTROLLING: |

*Enter your response here*

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| PROTECTING: |

*Enter your response here*

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| COMPLYING: |

*Enter your response here*

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| 5a | Think back to the gravity stick exercise, what is your understanding of why the stick moved in the way that it did when the group was given instructions that the new vision was ‘stick on the ground’? *If you did not do this exercise at your certification leave this question and the next one blank.* |
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*Enter your response here*

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| 5b | How might you have contributed to this? Reflect on your ‘inner’ felt sense / physiological response, and your internal dialogue / beliefs and assumptions? What ‘outer’ actions did you take? Which orientation were you responding from (Reactive / Creative)? *No need to answer this if this exercise was not part of your certification.* |
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*Enter your response here*

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| 6a | What is a percentile? How would you describe percentiles to a client? |
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*Enter your response here*

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| 6b | **Why are the raw scores in The Leadership Circle assessments converted to percentiles?** |
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*Enter your response here*

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| 6c | **What distinctions will clients gain from seeing their data in percentiles and what impact is this likely to have?** |
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*Enter your response here*

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| 7 | **What are the 3 sets of Neighbours in the LCP profile? Why are they Neighbours?**  NB. This relationship between competencies was previously referred to as “near enemies”. |
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*Enter your response here*

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| 8a | The typical developmental trajectory for a leader with high Controlling is usually up and across the graph to Relating. When might this developmental move be *a Bridge Too Far?* What might they work on instead that would be an easier developmental move initially? |
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*Enter your response here*

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| 8b | Why might this developmental move not only reduce  Controlling and improve Achieving but also improve  Relating? |
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*Enter your response here*

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| 8c | What is the *Bridge Too Far* developmental move for Complying? For Protecting? If that move is *a bridge too far*, what might they work on instead that would be an easier developmental move initially? What might be the associated Creative results? |
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*Enter your response here*

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| 9 | In the participant’s LCP Break Out Report why do the average percentile scores, for the 5 Evaluator Categories (Boss’s Boss, Boss, Peers, Direct Report, & Other) differ from the percentile scores in the column titled “Evaluators”?  **If a client asked you this, how would you respond?** |
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*Enter your response here*

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| 10a | **In statistical terms, what is a correlation or a correlation coefficient?** |
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*Enter your response here*

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| 10b | **What is the minimum score a correlation must have before it starts to indicate a meaningful relationship (for the purposes of psychometric assessments)?** |
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*Enter your response here*

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| 11a | Is the correlation between Complying and Achieving negative or positive? What is the correlation number? (For the LCP)  NB. You may find two different correlation numbers that are very close to each other in value - in the Correlations to Business Performance Index in the workbook and in the Slides - the number having been derived at different points in time. |
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*Enter your response here*

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| 11b | **How do you account for why these two dimensions have the correlation they have?** **Please explain in your own words how you see Complying behaviour impacting the Achieving dimension.** |
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*Enter your response here*

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| 12a | Is the correlation between Controlling and Relating negative or positive? What is the correlation number? (For the LCP)  NB. You may find two different correlation numbers that are very close to each other in value - in the Correlations to Business Performance Index in the workbook and in the Slides - the number having been derived at different points in time. |
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*Enter your response here*

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| 12b | **How do you account for why these two dimensions have the correlation they have?** **Please explain in your own words how you see Controlling behaviour impacting the Relating dimension.** |
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*Enter your response here*

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| 13 | What are the respective correlation coefficients (in the LCP) between: |
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| 1. Leadership Effectiveness and Controlling?   NB. You may find two different correlation numbers that are very close to each other in value - in the Correlations to Business Performance Index in the workbook and in the Slides - the number having been derived at different points in time. |

*Enter your response here*

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| 1. Leadership Effectiveness and Complying?   NB. You may find two different correlation numbers that are very close to each other in value - in the Correlations to Business Performance Index in the workbook and in the Slides - the number having been derived at different points in time. |

*Enter your response here*

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| 14 | **With respect to correlation coefficients which is likely to have a bigger negative effect on Leadership Effectiveness, a high Controlling score or a high Complying score and why? Please explain as you would to a client.** |
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*Enter your response here*

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| 15 | **Please explain the key differences between the Leadership Circle Profile and the Manager Edition for a and b, then answer c and d below:** |
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| 1. Inner and Outer Circle Dimensions |

*Enter your response here*

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| 1. Number of Questions |

*Enter your response here*

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| 1. With whom would you use the Manager Edition? |

*Enter your response here*

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| 1. How would you decide when the Manager Edition is more appropriate than the Leadership Circle Profile? |

*Enter your response here*

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| 16 | **Which of the resources that are available to you on TLCGo! do you think will be most useful to you and why?** |
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*Enter your response here*

Thank you for taking the time to participate in this learning opportunity

and for taking the next step in your Leadership Circle Certification

pathway.