COLLECTIVE LEADERSHIP ASSESSMENT™

The Leadership Circle®

See the whole picture and discover a compelling rationale for change

The COLLECTIVE LEADERSHIP ASSESSMENT™ delivers a powerful "litmus" test of collective leadership effectiveness for teams or the organization. Used for your entire organization, or just a leadership team, the Collective Leadership Assessment is a robust view of where employees view current collective leadership effectiveness compared to the desired collective effectiveness. The "gap" in collective effectiveness, between current and desired, instantly reveals opportunities for development. Additionally, the Collective Leadership Assessment compares the effectiveness of your team or organization against our global database.

GET A THOROUGH AND VALID ASSESSMENT OF YOUR TEAM OR ORGANIZATIONAL CULTURE

The Collective Leadership Assessment provides an affordable, web-based, and user-friendly insight into organizational or team leadership as influenced by the *collective group*. Results are downloadable for immediate access.

With the Collective Leadership Assessment, you can conduct a thorough and valid assessment of the impact that *collective leadership* has on your organizational culture. With the ability to choose options assessing the entire organization, business units, or team collective effectiveness, the Collective Leadership Assessment provides targeted results.

> *"Effective, collective leadership is your one competitive and strategic advantage that no one can copy."*
>
> *~Dave Schrader, PhD*

The Leadership Circle

THE COLLECTIVE LEADERSHIP ASSESSMENT WORKS SEAMLESSLY WITH THE LEADERSHIP CIRCLE PROFILE 360° ASSESSMENT

The survey uses the same integral framework that makes the Leadership Circle Profile™ so powerful and effective. The Collective Leadership Assessment is a lens for effectiveness that sparks change at the group level, while the Leadership Circle Profile provides in-depth feedback for individual leadership development. The Leadership Circle Profile measures both behavior and the leader's inner operating system that runs their behavior, while the Collective Leadership Assessment measures the collective impact of group effectiveness.

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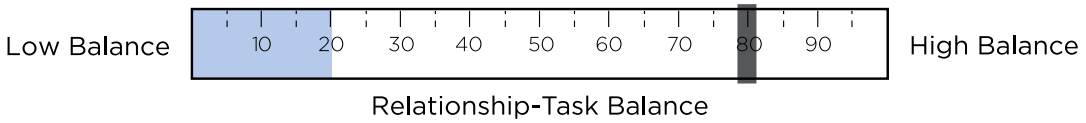
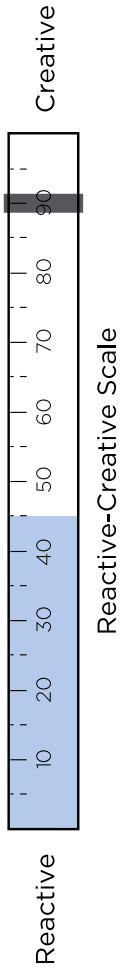
THE COLLECTIVE LEADERSHIP ASSESSMENT WILL:

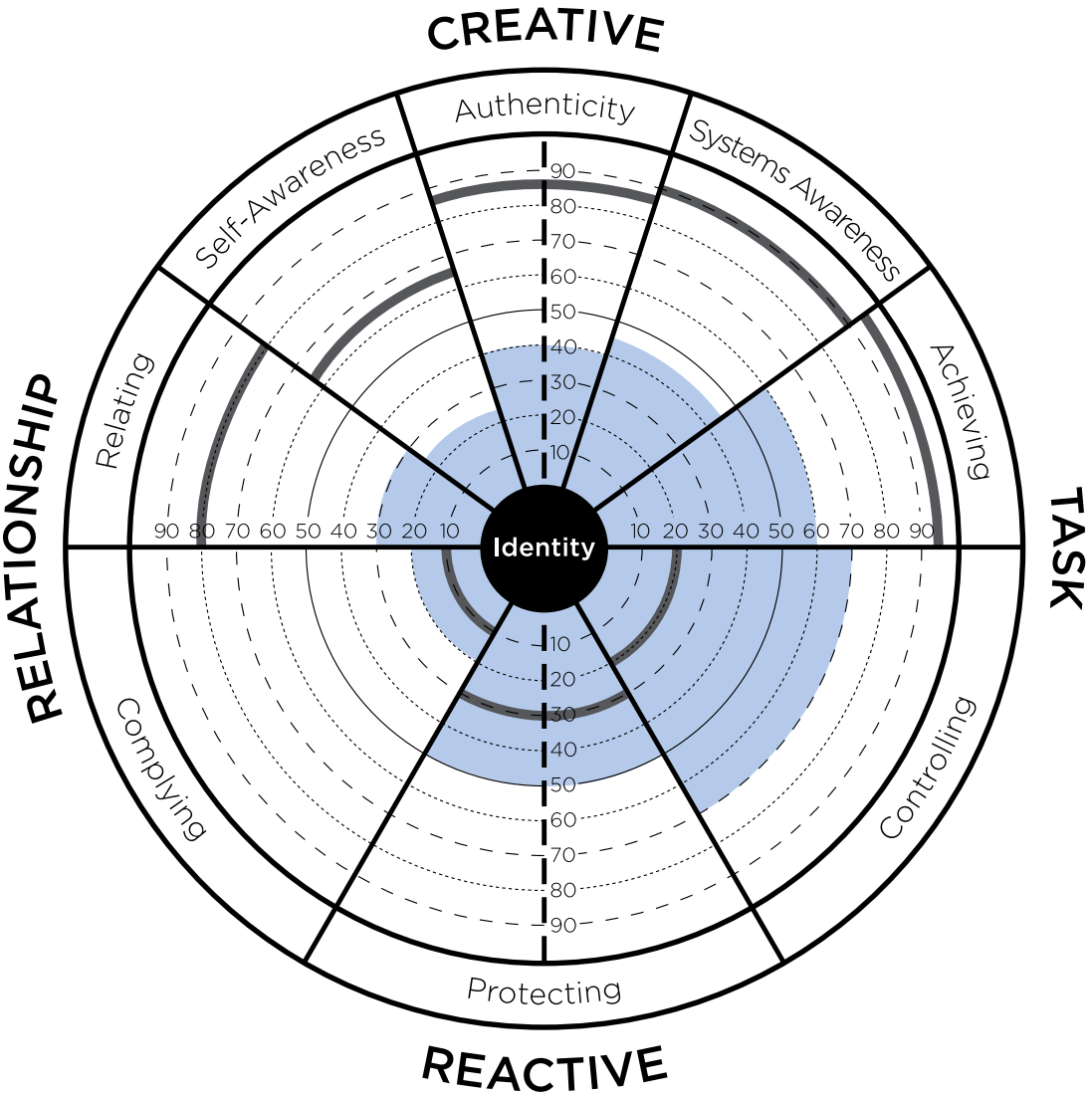
- Establish a compelling rationale for change.
- Focus leadership development efforts.
- Delineate cultural challenges associated with acquisitions, mergers, and restructuring plans.
- Correlate leadership to productivity, profits, turnover, and other bottom-line metrics.

OVERVIEW AND BENEFITS:

- **Measures the current collective leadership effectiveness and the desired leadership effectiveness** by asking the respondents to fill out the same 62 questions twice—once for the way things are, and once for the way they want them to be. When results are displayed, the gap between current reality and desired effectiveness is highlighted. This focuses the conversation immediately on those aspects that most need to be addressed.
- **Measures 31 dimensions of leadership effectiveness** which are organized into eight summary dimensions and displayed in the same circular format as the inner circle of the Leadership Circle Profile. The eight dimensions are further summarized into two measures of overall organizational health. Altogether, when you add it all up, the Collective Leadership Assessment provides 31 different dimensions through which to understand your current and desired collective leadership effectiveness.
- **Taps into an ever-growing norm base** that allows for your organization to be compared to our global norm base and to any industry group(s) available for valid comparisons.
- **Break out reports can easily be produced on every sub-group** in an organization from business units, intact teams, leadership teams, all the way up through the entire organization.
- **Is user-friendly, administered over the internet,** and results are immediately downloadable. This means that over a lunch break, you can conduct a thorough and valid assessment of your team's leadership style and effectiveness.
- **Data display is vivid, precise, and easy to understand** which allows for the immediate, in-depth understanding of this valuable information.
- **Is completely confidential.**
- **Is accessible for the visually disabled.**







Key

Desired Culture

Actual Culture

Percentile Scores:

All scores are displayed as percentile scores comparing your scores to our norm base. High scores are above the 67th percentile. Low scores are below the 33rd percentile.

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Dimension Definitions

THE CREATIVE LEADERSHIP COMPETENCIES *assess 20 dimensions of leadership effectiveness. They measure key leadership behaviors and internal assumptions that lead to organizations where fulfillment and achievement are high. These competencies are summarized into five dimensions:*

The **Relating Dimension** measures the extent to which leaders in your organization relate to others in a way that brings out the best in people, groups and organizations. It measures how well the collective leadership of the organization or team builds quality relationships, fosters teamwork, collaborates, develops people, involves people in decision making and planning, and demonstrates a high level of interpersonal skill.

The **Self-Awareness Dimension** measures leadership's orientation to ongoing professional and personal development, as well as the degree to which inner self-awareness is expressed through high integrity leadership. It is a measure of emotional and interpersonal maturity. It also measures the extent to which the team or group encourages the kind of personal/professional development that results in personal mastery.

The **Authenticity Dimension** measures leaders' capability to relate to others in an authentic, courageous, and high integrity manner. It measures the extent to which their leadership is authentic—not masked by organizational politics, looking good, winning approval, etc. It also measures their ability to take tough stands, bring up the "un-discussables" (risky issues the group avoids discussing), openly deal with relationship problems, and share personal feelings/vulnerabilities about a situation. Courage in the workplace involves authentically and directly dealing with risky issues in one-on-one and group situations.

The **Systems Awareness Dimension** measures the degree to which the collective leadership team awareness is focused on whole systems improvement and on community welfare (the symbiotic relationship between the long-term welfare of the community and the interests of the organization).

The **Achieving Dimension** measures the extent to which leaders offer visionary, authentic, and high achievement leadership. It measures the extent to which leaders encourage a focus on achieving end results that are at once purposeful and strategic. It measures the creative use of power and effective decision making.

THE REACTIVE LEADERSHIP STYLES *measure 11 dimensions of collective leadership that are reactive. They measure ways of leading that have strengths associated with them, but also reflect inner beliefs and behaviors that significantly limit effectiveness, authentic expression, and empowering leadership. These sub-dimensions are summarized into three primary dimensions:*

The **Controlling Dimension** measures the extent to which leaders establish a sense of personal worth through task accomplishment and personal achievement. It measures the extent to which leaders exert too much control, push themselves and others excessively hard, pursue results at the expense of people, and use overly aggressive tactics to get others to do what they want.

The **Protecting Dimension** measures the extent to which leaders act to protect themselves and establish a sense of worth/security by emotionally withdrawing and remaining distant, hidden, aloof, cynical, superior, and/or rational. This stance is often intellectually bright, but overly critical and cold.

The **Complying Dimension** measures the extent to which leaders act in ways that are overly conservative, cautious, and/or polite. It measures the extent to which leaders get a sense of self-worth and security by complying with the expectations of others rather than acting on what they intend and want.

SUMMARY MEASURES

The following measures are intended to bring everything together. They summarize all dimensions of the Collective Leadership Assessment into the following:

Creative-Reactive Scale reflects the degree of balance between the creative dimensions and the reactive dimensions. The percentile score here gives you a sense of how the collective leadership compares to that of other organizations. It measures the amount of energy your organization or team puts into reactive versus creative behavior. It suggests the degree to which your leadership, relationships, and goal-oriented behaviors are coming out of a creative or reactive orientation. It also suggests the degree to which leaders' self-concepts and inner motivations come from within or are determined by external expectations, rules, or conditions.

Task-Relationship Balance measures the degree of balance your organization or team shows between the achievement competencies and the relationship competencies. It is a measure of the over, under, or balanced development of either half of the equation (the people half or the task half) that makes for great leadership. Good balance results in high percentile scores.

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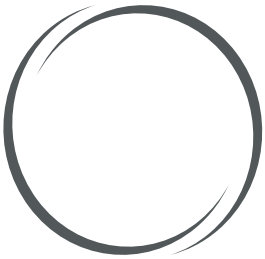

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