

COLLECTIVE LEADERSHIP ASSESSMENT™

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Senior Team - English

Monday, February 03, 2020

Collective Leadership Assessment

Senior Team

Average Response on a 15 - Point Scale

	Actual Avg	Actual %	Ideal Avg	Ideal %
Relating	9.32	48 %	12.67	90 %
Self-Awareness	8.72	33 %	12.05	88 %
Authenticity	9.12	40 %	13.25	92 %
Systems Awareness	9.43	56 %	12.74	95 %
Achieving	10.04	53 %	13.36	92 %
Controlling	7.99	53 %	3.88	4 %
Protecting	6.00	45 %	2.10	6 %
Complying	7.03	50 %	3.70	5 %
Relationship-Task Balance	0.93	49 %	0.95	59 %
Reactive-Creative Scale	17.65	45 %	24.90	100 %

How percentile scores are calculated:

The Actual % score is calculated by comparing your Actual Avg. score to our data base of Actual (current reality) scores.

The Ideal % score is calculated by comparing your Ideal Avg. score to our data base of Actual (current reality) scores.

The Ideal to Ideal % score (not shown on this page, but shown throughout the report) is calculated by comparing your Ideal Avg. score to our data base of Ideal scores.

Completed Surveys: 16

THE CREATIVE LEADERSHIP COMPETENCIES

measure key leadership behaviors and internal assumptions that lead to a high fulfillment, high achievement organizational culture.

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 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 leadership encourages the kind of personal/professional development that results in personal mastery.

The Authenticity Dimension

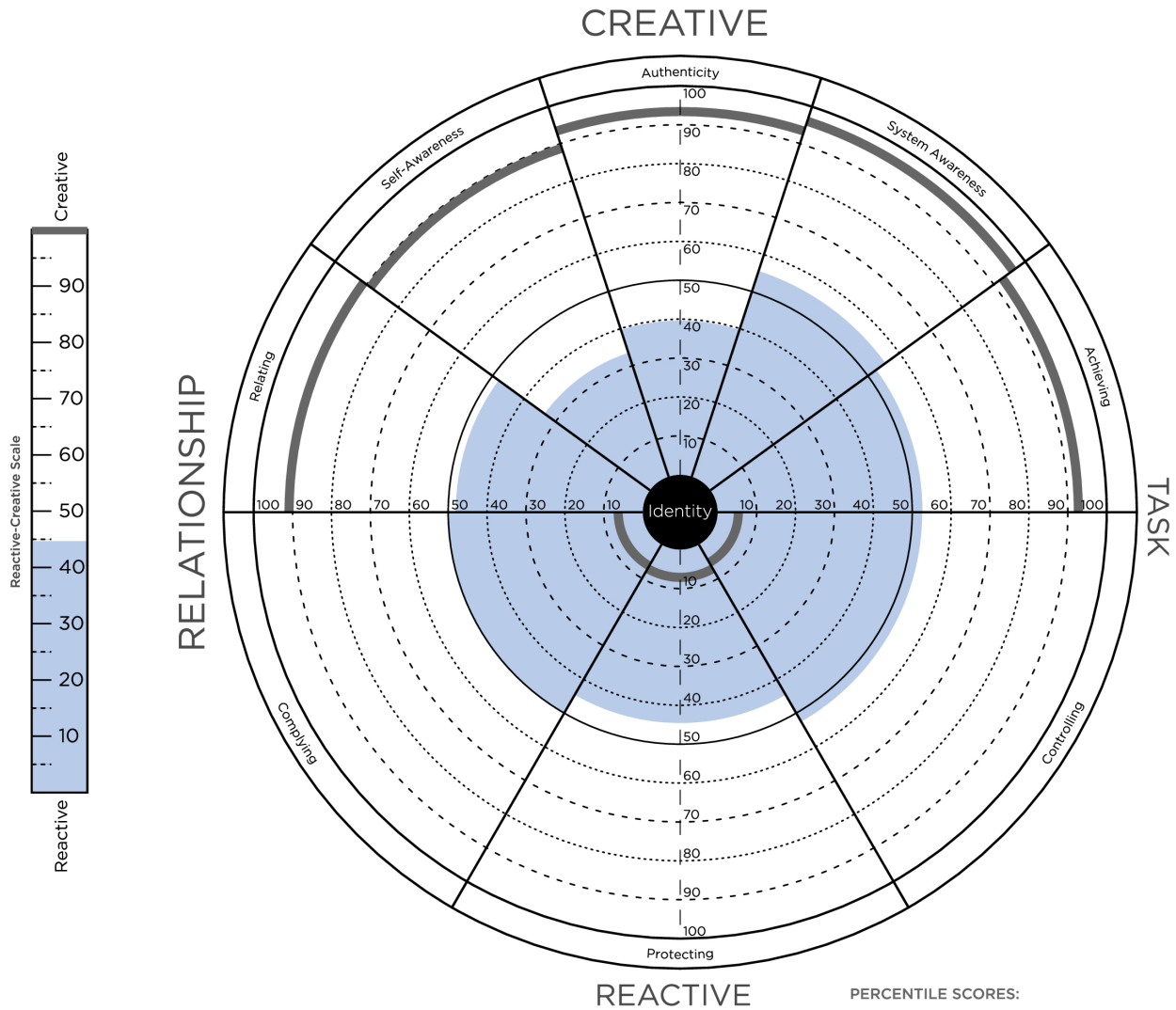
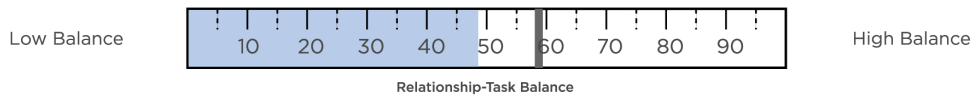
measures your leaders' capability to relate to others in an authentic, courageous, and high integrity manner. It measures the extent to which their leadership is authentic—not masked by organizational politics, looking good, winning approval, etc. It also measures their ability to take tough stands, bring up the un-discussibles (risky issues the group avoids discussing), to 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-to-one and group situations.

The Systems Awareness Dimension

measures the degree to which your leaders' awareness is focused on whole system 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.



COLLECTIVE LEADERSHIP ASSESSMENT™

Senior Team

PERCENTILE SCORES:

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

- Desired Leadership
- Actual Leadership

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THE REACTIVE LEADERSHIP STYLES

measure ways of leading that have significant strengths associated with them, but also reflect inner beliefs and behaviors that limit effectiveness, authentic expression, and empowering leadership.

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 push themselves and others hard and use overly driven and aggressive tactics to get others to do what they want.

The Protecting Dimension

measures how 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 that 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.

THE SUMMARY MEASURES

bring everything together. They summarize the above into two useful measures.

Relationship-Task Balance

measures the degree of balance your organization 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.

Reactive-Creative Scale

reflects the degree of balance between the reactive dimensions and the creative dimensions. The percentile score here gives you a sense of how your collective leadership compares to that of other organizations. It measures the amount of energy your organization puts into reactive versus creative behavior. It suggests the degree to which your leadership, relationships, and goal-oriented behaviors are coming out of a reactive or creative 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.

Senior Team

	Actual Avg	Actual %	Ideal Avg	Ideal %	Ideal to Ideal %
Relating	9.32	48 %	12.67	90 %	58 %
Fosters Team Play	9.18	44 %	13.27	88 %	55 %
Interpersonal Intelligence	9.33	49 %	13.07	89 %	58 %
Caring Connection	9.47	57 %	12.29	87 %	67 %
Mentoring & Developing	9.77	47 %	13.21	86 %	54 %
Collaborator	9.75	50 %	11.97	81 %	49 %
Involvement	8.29	42 %	11.98	87 %	58 %
Self-Awareness	8.72	33 %	12.05	88 %	48 %
Composure	10.60	57 %	12.81	85 %	56 %
Selfless Leader	8.66	30 %	10.26	54 %	27 %
Personal Learner	9.37	48 %	12.71	88 %	55 %
Balance	6.78	21 %	12.37	89 %	57 %
Authenticity	9.12	40 %	13.25	92 %	69 %
Courageous Authenticity	8.53	38 %	12.23	85 %	52 %
Integrity	9.47	42 %	13.84	92 %	75 %
Systems Awareness	9.43	56 %	12.74	95 %	72 %
Community Concern	10.81	70 %	13.22	92 %	73 %
Systems Thinker	9.21	49 %	12.75	89 %	60 %
Sustainable Productivity	8.44	44 %	12.87	92 %	57 %
Customer Focus	9.32	54 %	12.22	90 %	76 %
Achieving	10.04	53 %	13.36	92 %	62 %
Purposeful & Visionary	10.08	56 %	13.77	92 %	68 %
Achieves Results	11.90	63 %	12.80	76 %	51 %
Decisiveness	8.38	38 %	12.92	88 %	53 %
Strategic Focus	9.81	53 %	13.75	92 %	67 %

Senior Team

	Actual Avg	Actual %	Ideal Avg	Ideal %	Ideal to Ideal %
Controlling	7.99	53 %	3.88	4 %	21 %
Autocratic	7.10	46 %	2.83	7 %	27 %
Driven	10.38	79 %	6.16	22 %	38 %
Ambition	8.43	51 %	4.41	6 %	15 %
Perfect	9.76	61 %	7.73	30 %	42 %
Protecting	6.00	45 %	2.10	6 %	23 %
Critical	5.69	49 %	1.63	9 %	28 %
Distance	5.64	34 %	2.83	8 %	26 %
Arrogance	6.76	54 %	1.73	8 %	24 %
Complying	7.03	50 %	3.70	5 %	27 %
Belonging	8.36	63 %	4.21	11 %	27 %
Passive	5.56	42 %	2.44	10 %	35 %
Conservative	8.73	59 %	4.74	8 %	27 %
Pleasing	8.83	55 %	5.94	15 %	33 %
Relationship-Task Balance	0.93	49 %	0.95	59 %	40 %
Reactive-Creative Scale	17.65	45 %	24.90	100 %	87 %

Completed Surveys: 16

Collective Leadership Assessment

Creative Dimensions

	Actual %	Ideal %	
Relating	48 %	90 %	Dimension Questions
Average Response	9.32	12.67	
Fosters Team Play	44 %	88 %	Create a positive climate that supports people doing their best.
Average Response	9.18	13.27	Promote high levels of teamwork through their leadership style.
Interpersonal Intelligence	49 %	89 %	Display a high degree of skill in resolving conflict.
Average Response	9.33	13.07	Take responsibility for their part of relationship problems.
Caring Connection	57 %	87 %	Form warm and caring relationships.
Average Response	9.47	12.29	Connect deeply with others.
Mentoring & Developing	47 %	86 %	Help people learn, improve, and change.
Average Response	9.77	13.21	Are people builders/developers.
Collaborator	50 %	81 %	Create common ground for agreement.
Average Response	9.75	11.97	Work to find common ground.
Involvement	42 %	87 %	Push decision making and problem solving down to the appropriate level.
Average Response	8.29	11.98	Extensively involve people in decision making.
Self-Awareness	33 %	88 %	Dimension Questions
Average Response	8.72	12.05	
Composure	57 %	85 %	Handle stress and pressure very well.
Average Response	10.60	12.81	Are composed under pressure.
Selfless Leader	30 %	54 %	Get the job done with no need to attract attention to themselves.
Average Response	8.66	10.26	Take forthright action without needing recognition.
Personal Learner	48 %	88 %	Learn from mistakes.
Average Response	9.37	12.71	Investigate the deeper reality that lies behind events/circumstances.
Balance	21 %	89 %	Balance work and personal life.
Average Response	6.78	12.37	Find enough time for personal reflection.

Collective Leadership Assessment

Relating
<u>Fosters Team Play</u> measures leadership's ability to foster high-performance teamwork among team members that report to you, across the organization, and within teams in which you participate.
<u>Interpersonal Intelligence</u> measures the interpersonal effectiveness with which leaders listen, engage in conflict and controversy, deal with the feelings of others, and manage their own feelings.
<u>Caring Connection</u> measures leadership's interest in and ability to form warm, caring relationships.
<u>Mentoring & Developing</u> measures your leaders' ability to develop others through mentoring, maintain growth-enhancing relationships, and help people grow and develop personally and professionally.
<u>Collaborator</u> measures the extent to which leaders model and create a culture that encourages collaboration within teams and across the organization.
<u>Involvement</u> measures how well leaders involve people in decision making and planning.
Self-Awareness
<u>Composure</u> measures your leaders' ability, in the midst of conflict and high-tension situations, to remain composed and centered, and to maintain a calm, focused perspective.
<u>Selfless Leader</u> measures the extent to which leaders pursue service over self-interest, where the need for credit and personal ambition is far less important than creating results which serve a common good.
<u>Personal Learner</u> measures the degree to which leaders demonstrate a strong and active interest in learning, personal and professional growth, as well as the extent to which they support this in the organization.
<u>Balance</u> measures leadership's ability, in the midst of the conflicting tensions of modern life, to keep a healthy balance between business and family, activity and reflection, work and leisure. It measures the extent to which the organization supports others maintaining this healthy balance.

Collective Leadership Assessment

Creative Dimensions (Continued)

	Actual %	Ideal %	
Authenticity	40 %	92 %	Dimension Questions
Average Response	9.12	13.25	
Courageous Authenticity	38 %	85 %	Are courageous in meetings.
Average Response	8.53	12.23	Speak directly even on controversial issues.
Integrity	42 %	92 %	Are good role models for the vision they espouse.
Average Response	9.47	13.84	Lead in a manner that is completely aligned with their values.
Systems Awareness	56 %	95 %	Dimension Questions
Average Response	9.43	12.74	
Community Concern	70 %	92 %	Attend to the long-term impact of strategic decisions on community.
Average Response	10.81	13.22	Create a vision that goes beyond the organization to include making a positive impact on the world.
Systems Thinker	49 %	89 %	Evolve organizational systems until they produce envisioned results.
Average Response	9.21	12.75	Redesign the system to solve multiple problems simultaneously.
Sustainable Productivity	44 %	92 %	Balance short-term results with long-term organizational health.
Average Response	8.44	12.87	Allocate resources appropriately so as not to use people up.
Customer Focus	54 %	90 %	Solicit customer input that often results in organizational change.
Average Response	9.32	12.22	Allow customers to shape our decisions and direction.
Achieving	53 %	92 %	Dimension Questions
Average Response	10.04	13.36	
Purposeful & Visionary	56 %	92 %	Inspire others with vision.
Average Response	10.08	13.77	Articulate a vision that creates alignment within the organization.
Achieves Results	63 %	76 %	Pursue results with drive and energy.
Average Response	11.90	12.80	Are proficient at achieving high quality results on key initiatives.
Decisiveness	38 %	88 %	Are efficient decision makers.
Average Response	8.38	12.92	Make decisions in a timely manner.
Strategic Focus	53 %	92 %	Provide strategic direction that is thoroughly thought through.
Average Response	9.81	13.75	Establish a strategic direction that helps the organization to thrive.

Collective Leadership Assessment

Authenticity
<u>Courageous Authenticity</u> measures leaders' willingness to take tough stands, bring up the "un-discussibles" (risky issues the group avoids discussing), and openly deal with difficult relationship problems.
<u>Integrity</u> measures how well leaders adhere to the set of values and principles that they espouse; that is, how well they can be trusted to walk their talk.
Systems Awareness
<u>Community Concern</u> measures the service orientation from which leaders lead. It measures the extent to which they link their legacy to service of community and global welfare.
<u>Systems Thinker</u> measures the degree to which leaders think and act from a whole system perspective as well as the extent to which they make decisions in light of the long-term health of the whole system.
<u>Sustainable Productivity</u> measures your organization's ability to achieve results in a way that maintains or enhances the overall long-term effectiveness of the organization.
<u>Customer Focus</u> measures the extent to which customer satisfaction is the focus of your business and extent to which customers are invited to shape organizational direction, decisions, and processes.
Achieving
<u>Purposeful & Visionary</u> measures the extent to which leadership provides a clearly communicated organizational purpose and vision. It measures how well they align the organization by modeling commitment to this direction.
<u>Achieves Results</u> measures the degree to which your organization is goal directed and has a track record of goal achievement and high performance.
<u>Decisiveness</u> measures leaders' ability to make decisions on time, and the extent to which they are comfortable moving forward in uncertainty.
<u>Strategic Focus</u> measures the extent to which leaders establish and follow a thorough discipline of strategic planning that focuses the organization on the "right stuff".

Collective Leadership Assessment

Reactive Dimensions

	Actual %	Ideal %	
Controlling	53 %	4 %	Dimension Questions
Average Response	7.99	3.88	
Autocratic	46 %	7 %	Have to get their own way.
Average Response	7.10	2.83	Pursue results at the expense of people.
Driven	79 %	22 %	Try too hard to be the best at everything they take on.
Average Response	10.38	6.16	Push themselves too hard.
Ambition	51 %	6 %	Believe winning is what really matters.
Average Response	8.43	4.41	Are excessively ambitious.
Perfect	61 %	30 %	Need to perform flawlessly.
Average Response	9.76	7.73	Need to excel in every situation.
Protecting	45 %	6 %	Dimension Questions
Average Response	6.00	2.10	
Critical	49 %	9 %	Hurt people's feelings.
Average Response	5.69	1.63	Put people down.
Distance	34 %	8 %	Are emotionally distant.
Average Response	5.64	2.83	Remain standoffish.
Arrogance	54 %	8 %	Have egos that are too big.
Average Response	6.76	1.73	Are arrogant.
Complying	50 %	5 %	Dimension Questions
Average Response	7.03	3.70	
Belonging	63 %	11 %	Try too hard to conform to the group's rules/norms.
Average Response	8.36	4.21	Work too hard for others' acceptance.
Passive	42 %	10 %	Are wishy-washy in decision making.
Average Response	5.56	2.44	Lack passion.
Conservative	59 %	8 %	Follow conventional ways of doing things.
Average Response	8.73	4.74	Are too conservative.
Pleasing	55 %	15 %	Need to be accepted by others.
Average Response	8.83	5.94	Need the approval of others.

Collective Leadership Assessment

Controlling
<u>Autocratic</u> measures your leadership's tendency to be overly forceful, aggressive and controlling. It measures the extent to which leader's use of power is exercised at the expense of people/team development and at the expense of high performance.
<u>Driven</u> is a measure of the extent to which leaders are in overdrive. It measures the extent to which leaders, by example, encourage workaholic levels of effort.
<u>Ambition</u> measures the extent to which leaders compete with one another out of a need to get ahead, move up in the organization, and be better than others.
<u>Perfect</u> measures the extent to which leaders push those around them to attain flawless results and perform to extremely/excessively high standards. This push is often driven by an inordinate need to look good and/or fear of failure.
Protecting
<u>Critical</u> is a measure of your leadership's tendency to take a harshly critical, questioning, and cynical attitude that hurts people's feelings and diminishes their self-confidence.
<u>Distance</u> measures leadership's tendency to protect themselves through a strategy of withdrawal, being superior and remaining aloof, emotionally distant and above it all.
<u>Arrogance</u> measures your leadership's tendency to project a large ego through behavior that is experienced as superior, egotistical, and self-centered.
Complying
<u>Belonging</u> measures leadership's need to play it safe, go along to get along, conform, follow the rules, and meet the expectations of those in authority.
<u>Passive</u> measures the degree to which leaders have given away their power to others and to circumstances outside their control. It is a measure of powerlessness and not taking accountability for and ownership of results.
<u>Conservative</u> measures the extent to which leaders think and act conservatively, follow procedure, and live within the prescribed rules of the organization. It is a measure of how much emphasis is placed on establishing and following procedures and rules.
<u>Pleasing</u> measures leadership's need to seek others support and approval in order to feel secure in acting or speaking up. It is a measure of the extent to which harmony is pursued at the expense of achieving results.

Sorted by Actual

Senior Team	Actual %	Ideal %
Dimensions		
Driven	79 %	22 %
Community Concern	70 %	92 %
Belonging	63 %	11 %
Achieves Results	63 %	76 %
Perfect	61 %	30 %
Conservative	59 %	8 %
Composure	57 %	85 %
Caring Connection	57 %	87 %
Purposeful & Visionary	56 %	92 %
Pleasing	55 %	15 %
Arrogance	54 %	8 %
Customer Focus	54 %	90 %
Strategic Focus	53 %	92 %
Ambition	51 %	6 %
Collaborator	50 %	81 %
Critical	49 %	9 %
Systems Thinker	49 %	89 %
Interpersonal Intelligence	49 %	89 %
Personal Learner	48 %	88 %
Mentoring & Developing	47 %	86 %
Autocratic	46 %	7 %
Sustainable Productivity	44 %	92 %
Fosters Team Play	44 %	88 %
Passive	42 %	10 %
Integrity	42 %	92 %
Involvement	42 %	87 %
Decisiveness	38 %	88 %
Courageous Authenticity	38 %	85 %
Distance	34 %	8 %
Selfless Leader	30 %	54 %
Balance	21 %	89 %
Summary Dimensions		
Systems Awareness	56 %	95 %
Controlling	53 %	4 %
Achieving	53 %	92 %
Complying	50 %	5 %
Relating	48 %	90 %
Protecting	45 %	6 %
Authenticity	40 %	92 %
Self-Awareness	33 %	88 %
Summary Measures		
Relationship-Task Balance	49 %	59 %
Reactive-Creative Scale	45 %	100 %

Sorted by Ideal

Senior Team	Actual %	Ideal %
Dimensions		
Strategic Focus	53 %	92 %
Purposeful & Visionary	56 %	92 %
Sustainable Productivity	44 %	92 %
Community Concern	70 %	92 %
Integrity	42 %	92 %
Customer Focus	54 %	90 %
Systems Thinker	49 %	89 %
Balance	21 %	89 %
Interpersonal Intelligence	49 %	89 %
Decisiveness	38 %	88 %
Personal Learner	48 %	88 %
Fosters Team Play	44 %	88 %
Involvement	42 %	87 %
Caring Connection	57 %	87 %
Mentoring & Developing	47 %	86 %
Courageous Authenticity	38 %	85 %
Composure	57 %	85 %
Collaborator	50 %	81 %
Achieves Results	63 %	76 %
Selfless Leader	30 %	54 %
Perfect	61 %	30 %
Driven	79 %	22 %
Pleasing	55 %	15 %
Belonging	63 %	11 %
Passive	42 %	10 %
Critical	49 %	9 %
Conservative	59 %	8 %
Arrogance	54 %	8 %
Distance	34 %	8 %
Autocratic	46 %	7 %
Ambition	51 %	6 %
Summary Dimensions		
Systems Awareness	56 %	95 %
Achieving	53 %	92 %
Authenticity	40 %	92 %
Relating	48 %	90 %
Self-Awareness	33 %	88 %
Protecting	45 %	6 %
Complying	50 %	5 %
Controlling	53 %	4 %
Summary Measures		
Reactive-Creative Scale	45 %	100 %
Relationship-Task Balance	49 %	59 %

Sorted by Ideal to Ideal

Senior Team	Ideal %	Ideal to Ideal %
Dimensions		
Customer Focus	90 %	76 %
Integrity	92 %	75 %
Community Concern	92 %	73 %
Purposeful & Visionary	92 %	68 %
Strategic Focus	92 %	67 %
Caring Connection	87 %	67 %
Systems Thinker	89 %	60 %
Involvement	87 %	58 %
Interpersonal Intelligence	89 %	58 %
Sustainable Productivity	92 %	57 %
Balance	89 %	57 %
Composure	85 %	56 %
Personal Learner	88 %	55 %
Fosters Team Play	88 %	55 %
Mentoring & Developing	86 %	54 %
Decisiveness	88 %	53 %
Courageous Authenticity	85 %	52 %
Achieves Results	76 %	51 %
Collaborator	81 %	49 %
Perfect	30 %	42 %
Driven	22 %	38 %
Passive	10 %	35 %
Pleasing	15 %	33 %
Critical	9 %	28 %
Conservative	8 %	27 %
Belonging	11 %	27 %
Autocratic	7 %	27 %
Selfless Leader	54 %	27 %
Distance	8 %	26 %
Arrogance	8 %	24 %
Ambition	6 %	15 %
Summary Dimensions		
Systems Awareness	95 %	72 %
Authenticity	92 %	69 %
Achieving	92 %	62 %
Relating	90 %	58 %
Self-Awareness	88 %	48 %
Complying	5 %	27 %
Protecting	6 %	23 %
Controlling	4 %	21 %
Summary Measures		
Reactive-Creative Scale	100 %	87 %
Relationship-Task Balance	59 %	40 %

Sorted by Gap Between Actual and Ideal

Senior Team	Actual %	Ideal %	Gap %
Dimensions			
Balance	21 %	89 %	68
Decisiveness	38 %	88 %	50
Integrity	42 %	92 %	50
Sustainable Productivity	44 %	92 %	48
Courageous Authenticity	38 %	85 %	47
Involvement	42 %	87 %	45
Fosters Team Play	44 %	88 %	43
Systems Thinker	49 %	89 %	40
Personal Learner	48 %	88 %	40
Interpersonal Intelligence	49 %	89 %	40
Mentoring & Developing	47 %	86 %	39
Strategic Focus	53 %	92 %	38
Purposeful & Visionary	56 %	92 %	35
Customer Focus	54 %	90 %	35
Collaborator	50 %	81 %	30
Caring Connection	57 %	87 %	29
Composure	57 %	85 %	28
Selfless Leader	30 %	54 %	24
Community Concern	70 %	92 %	21
Achieves Results	63 %	76 %	12
Distance	34 %	8 %	-25
Perfect	61 %	30 %	-31
Passive	42 %	10 %	-32
Pleasing	55 %	15 %	-39
Critical	49 %	9 %	-39
Autocratic	46 %	7 %	-39
Ambition	51 %	6 %	-44
Arrogance	54 %	8 %	-46
Conservative	59 %	8 %	-51
Belonging	63 %	11 %	-52
Driven	79 %	22 %	-57
Summary Dimensions			
Self-Awareness	33 %	88 %	54
Authenticity	40 %	92 %	52
Relating	48 %	90 %	41
Systems Awareness	56 %	95 %	39
Achieving	53 %	92 %	38
Protecting	45 %	6 %	-38
Complying	50 %	5 %	-44
Controlling	53 %	4 %	-48
Summary Measures			
Reactive-Creative Scale	45 %	100 %	54
Relationship-Task Balance	49 %	59 %	9