COLLECTIVE LEADERSHIP ASSESSMENT™

BANK SURVEY CASE

LEADERSHIP CIRCLE®

BANK SURVEY CASE

Your friend and network partner Dave says, “It is an old institution with a long history, they have been in business here, since they started collecting funds for ships crossing the Atlantic. A jewel from better times right here in London”.

He tells you that he just started working with this new client. He proposed a Collective Leadership Assessment for the top team and asks you to look at the data. “You know, it is the first time I am doing this. I love working with individuals. Now, with the team, it gets more complex. So, I thought sharing perspectives would be great!”

The private bank has been family owned for seven generations. Dave met the CEO twice. He is full of stories from these conversations, so it is not easy to keep him on track. It sounds like Dave has created a good relationship with the CEO and they share a passion for history.

The CFO came in three years ago. He brings a lot of experience from previous jobs in London. Dave is wondering if the small family bank is too much like “a pair of shoes that are too tight for him” after working for much larger financial institutions. He explains, however, that he enjoys applying everything he learned in his previous jobs. One experience he brings is the Leadership Circle Profile. He recalled the instrument being helpful in a company he worked for before, and so his small HR team searched for a coach with experience using the 360 instrument and brought Dave in.

The first time he spoke with HR, he realized the leadership had problems with each other. The HR manager stated, “It would be helpful if you could give them your point of view, they could use someone from the outside looking in; to see how the team is doing.”

Dave took the time to have a conversation with each member of the executive team. The Head of Risk appears quite critical, but unspecific. There seems to be a conflict between him and the Head of Operations. “It sounds like the Head of Operations is the biggest risk for the bank. You know it is a family-run institute; it is not about your performance,” Dave cites the Head of Risk with a teaching tone.

There are other family members on the team and Dave mentions their introverted style. Private customers are handled by one, and corporate customers by the other. The newest change to the company is “New IT” where they do early-stage experiments with start-ups about new apps reaching out to customers.

You ask about diversity in the team, Dave mentions that the “Head of Corporate Customers” and the “New IT” are female family members, while the rest of the team are male. Most team members are between the ages of 50 and 60, while the “Head of Operations” and the “Head of New IT” are in their early 40s.

You ask Dave about the business challenges, and he says, “They survived the financial crises, but it took every buffer they had. The CFO mentioned that they need to be faster and may take on some more risk, and the CEO says the most important project is to leave the bank in the hands of the next generation while staying on a successful road.”

“I believe they need to see themselves as a team, with the CLA I hope to give them a mirror to see the collective impact they have.”

Dave then asks you, “What do you see in the data?”

© Leadership Circle • Version 2023.04

BANK SURVEY

LEARNING TOGETHER:

- Practice the debrief.
- Understand and explain the data.

A TEACHING POINT:

The bank survey will allow you to explore the data and identify key items to guide the collective to achieve their desired results. The data alone is not enough. Your client needs you to utilize your expertise and present the data in a manner that is relevant and unique to them.

While each column of the report can bring some value, the data itself is not the meaning. The meaning needs to be generated by you and the client together. For this it needs your willingness to engage with them, ask questions, and explore as you absorb the data and get curious about what the meaning is and how it best meets your client's needs.

Over the next few pages, you will begin to understand your client, recognize their needs and customize solutions using the CLA.

For the full report, access the following link Mural-Bank Case.

NOTES

© Leadership Circle • Version 2023.04

Collective Leadership Assessment

Bank Case Study

Average Response on a 15 - Point Scale

	Actual Avg	Actual %	Ideal Avg	Ideal %
Relating	8.03	25 %	11.41	76 %
Self-Awareness	8.53	28 %	11.02	73 %
Authenticity	7.76	18 %	12.01	80 %
Systems Awareness	6.85	13 %	10.51	73 %
Achieving	8.11	22 %	12.38	83 %
Controlling	7.74	51 %	6.42	29 %
Protecting	6.36	54 %	3.53	17 %
Complying	7.69	65 %	4.57	13 %
Reactive-Creative Scale	15.92	18 %	21.97	96 %

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: 7

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

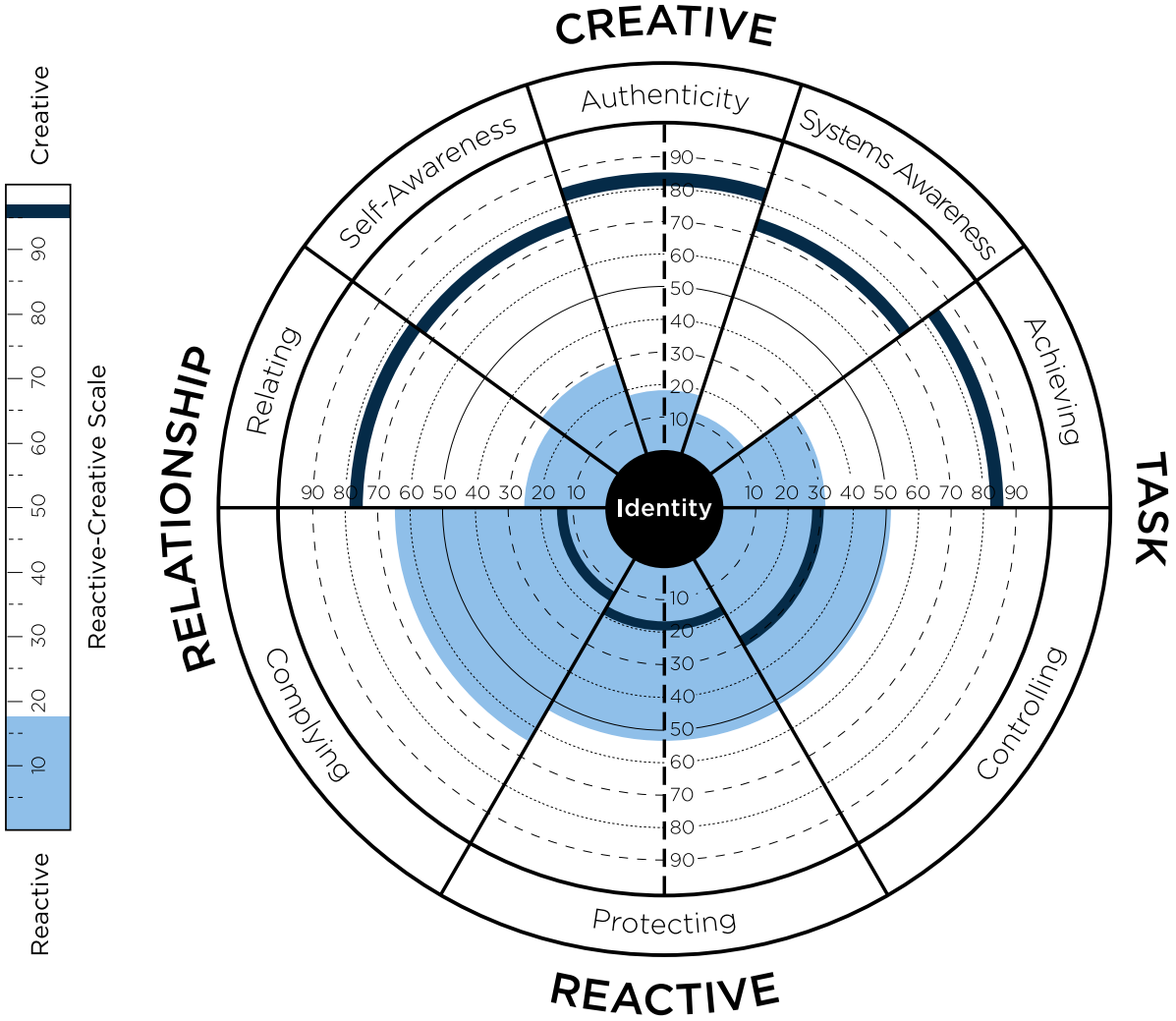
measures your leaders' capability to relate to others in an authentic, courageous, and high integrity manner. It measures the extent to which their leadership is authentic—not masked by organizational politics, looking good, winning approval, etc. It also measures their ability to take tough stands, 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

Bank Survey

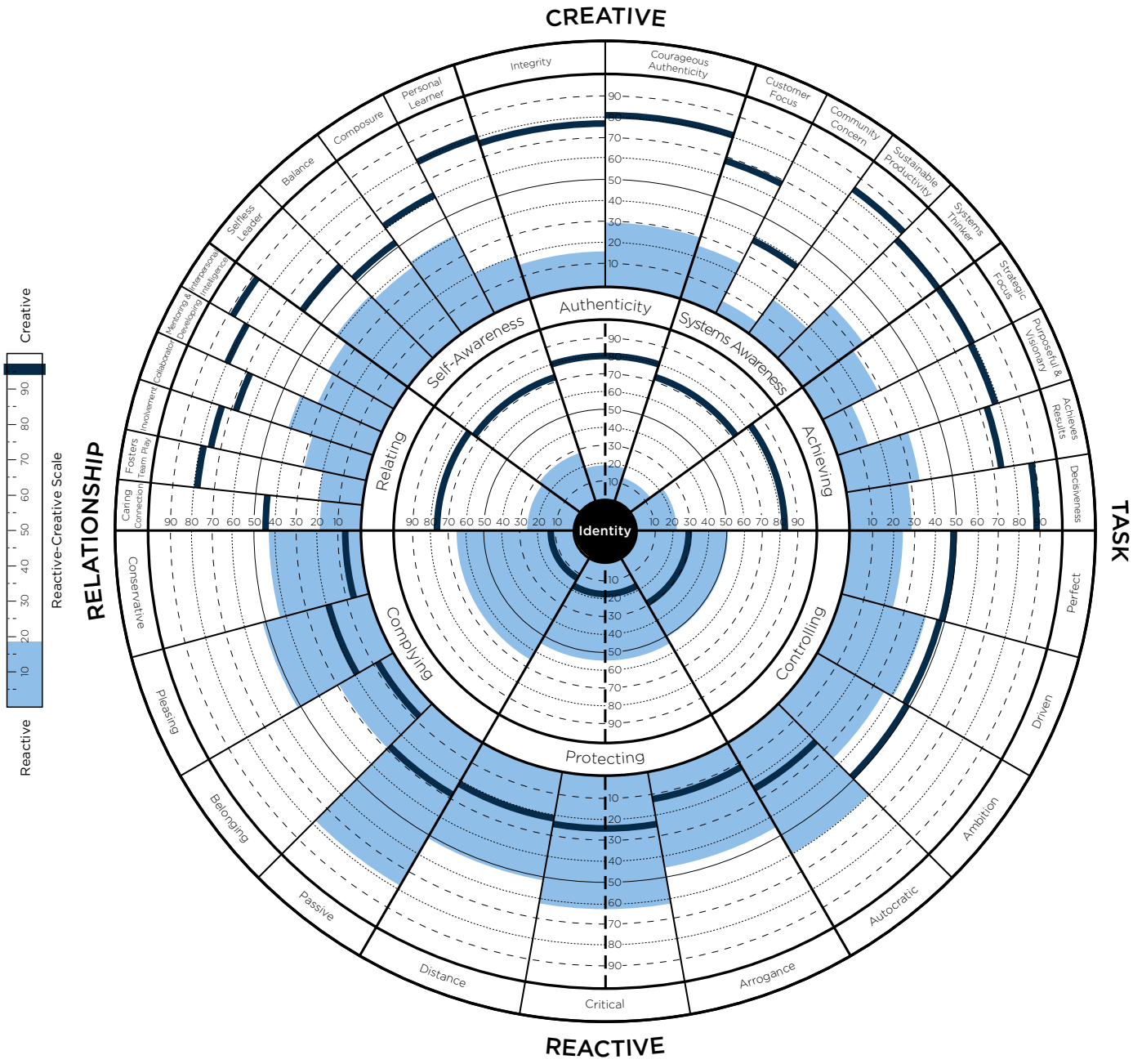
PERCENTILE SCORES:

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

BANK SURVEY



COLLECTIVE LEADERSHIP ASSESSMENT

Bank Survey

Desired Leadership

Actual Leadership

PERCENTILE SCORES:

High:
Scores from the 66th to the 100th percentile are strong scores.

Medium:
Scores between the 66th and the 33rd percentile show a mix of strength and areas of improvement.

Low:
Scores below the 33rd percentile are low scores.

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.

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.

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.

Bank Case Study

	Actual Avg	Actual %	Ideal Avg	Ideal %	Ideal to Ideal %
Relating	8.03	25 %	11.41	76 %	35 %
Fosters Team Play	7.37	20 %	12.22	78 %	39 %
Interpersonal Intelligence	8.46	35 %	12.65	87 %	55 %
Caring Connection	6.60	18 %	8.92	45 %	16 %
Mentoring & Developing	8.78	32 %	12.49	80 %	44 %
Collaborator	9.43	41 %	11.07	67 %	35 %
Involvement	7.55	29 %	10.85	75 %	40 %
Self-Awareness	8.53	28 %	11.02	73 %	30 %
Composure	9.70	41 %	12.46	81 %	53 %
Selfless Leader	9.44	41 %	10.74	61 %	37 %
Personal Learner	7.39	20 %	11.93	80 %	43 %
Balance	8.18	37 %	9.30	53 %	14 %
Authenticity	7.76	18 %	12.01	80 %	45 %
Courageous Authenticity	8.08	29 %	11.91	81 %	48 %
Integrity	7.57	16 %	12.07	76 %	44 %
Systems Awareness	6.85	13 %	10.51	73 %	29 %
Community Concern	5.43	6 %	8.71	37 %	10 %
Systems Thinker	8.23	35 %	11.48	79 %	42 %
Sustainable Productivity	6.43	18 %	11.79	84 %	43 %
Customer Focus	7.40	25 %	10.14	67 %	45 %
Achieving	8.11	22 %	12.38	83 %	46 %
Purposeful & Visionary	6.76	14 %	12.07	78 %	40 %
Achieves Results	10.05	34 %	12.57	74 %	50 %
Decisiveness	7.69	28 %	12.96	88 %	58 %
Strategic Focus	8.00	27 %	12.07	79 %	40 %

© Leadership Circle • Version 2023.04

Bank Case Study

	Actual Avg	Actual %	Ideal Avg	Ideal %	Ideal to Ideal %
Controlling	7.74	51 %	6.42	29 %	62 %
Autocratic	8.00	60 %	5.13	24 %	58 %
Driven	7.59	41 %	8.03	47 %	63 %
Ambition	7.34	36 %	8.13	48 %	61 %
Perfect	7.12	24 %	8.72	48 %	59 %
Protecting	6.36	54 %	3.53	17 %	46 %
Critical	6.42	62 %	3.39	25 %	56 %
Distance	6.76	52 %	4.46	22 %	49 %
Arrogance	5.80	45 %	2.56	13 %	35 %
Complying	7.69	65 %	4.57	13 %	43 %
Belonging	5.97	29 %	3.65	7 %	20 %
Passive	8.07	78 %	4.27	27 %	62 %
Conservative	7.67	43 %	4.35	6 %	23 %
Pleasing	8.39	51 %	6.25	21 %	40 %
Reactive-Creative Scale	15.92	18 %	21.97	96 %	30 %

Completed Surveys: 7

© Leadership Circle • Version 2023.04

Collective Leadership Assessment

Creative Dimensions

	Actual %	Ideal %	
Relating Average Response	25 % 8.03	76 % 11.41	**Dimension Questions**
Fosters Team Play Average Response	20 % 7.37	78 % 12.22	Create a positive climate that supports people doing their best. Promote high levels of teamwork through their leadership style.
Interpersonal Intelligence Average Response	35 % 8.46	87 % 12.65	Display a high degree of skill in resolving conflict. Take responsibility for their part of relationship problems.
Caring Connection Average Response	18 % 6.60	45 % 8.92	Form warm and caring relationships. Connect deeply with others.
Mentoring & Developing Average Response	32 % 8.78	80 % 12.49	Help people learn, improve, and change. Are people builders/developers.
Collaborator Average Response	41 % 9.43	67 % 11.07	Create common ground for agreement. Work to find common ground.
Involvement Average Response	29 % 7.55	75 % 10.85	Push decision making and problem solving down to the appropriate level. Extensively involve people in decision making.
Self-Awareness Average Response	28 % 8.53	73 % 11.02	**Dimension Questions**
Composure Average Response	41 % 9.70	81 % 12.46	Handle stress and pressure very well. Are composed under pressure.
Selfless Leader Average Response	41 % 9.44	61 % 10.74	Get the job done with no need to attract attention to themselves. Take forthright action without needing recognition.
Personal Learner Average Response	20 % 7.39	80 % 11.93	Learn from mistakes. Investigate the deeper reality that lies behind events/circumstances.
Balance Average Response	37 % 8.18	53 % 9.30	Balance work and personal life. Find enough time for personal reflection.

Collective Leadership Assessment

Relating
Fosters Team Play 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.
Interpersonal Intelligence measures the interpersonal effectiveness with which leaders listen, engage in conflict and controversy, deal with the feelings of others, and manage their own feelings.
Caring Connection measures leadership's interest in and ability to form warm, caring relationships.
Mentoring & Developing measures your leaders ability to develop others through mentoring, maintain growth-enhancing relationships, and help people grow and develop personally and professionally.
Collaborator measures the extent to which leaders model and create a culture that encourages collaboration within teams and across the organization.
Involvement measures how well leaders involve people in decision making and planning.
Self-Awareness
Composure 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.
Selfless Leader 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.
Personal Learner 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.
Balance 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	18 %	80 %	**Dimension Questions**
Average Response	7.76	12.01	
Courageous Authenticity	29 %	81 %	Are courageous in meetings.
Average Response	8.08	11.91	
			Speak directly even on controversial issues.
Integrity	16 %	76 %	Are good role models for the vision they espouse.
Average Response	7.57	12.07	
			Lead in a manner that is completely aligned with their values.
Systems Awareness	13 %	73 %	**Dimension Questions**
Average Response	6.85	10.51	
Community Concern	6 %	37 %	Attend to the long-term impact of strategic decisions on community.
Average Response	5.43	8.71	
			Create a vision that goes beyond the organization to include making a positive impact on the world.
Systems Thinker	35 %	79 %	Evolve organizational systems until they produce envisioned results.
Average Response	8.23	11.48	
			Redesign the system to solve multiple problems simultaneously.
Sustainable Productivity	18 %	84 %	Balance short-term results with long-term organizational health.
Average Response	6.43	11.79	
			Allocate resources appropriately so as not to use people up.
Customer Focus	25 %	67 %	Solicit customer input that often results in organizational change.
Average Response	7.40	10.14	
			Allow customers to shape our decisions and direction.
Achieving	22 %	83 %	**Dimension Questions**
Average Response	8.11	12.38	
Purposeful & Visionary	14 %	78 %	Inspire others with vision.
Average Response	6.76	12.07	
			Articulate a vision that creates alignment within the organization.
Achieves Results	34 %	74 %	Pursue results with drive and energy.
Average Response	10.05	12.57	
			Are proficient at achieving high quality results on key initiatives.
Decisiveness	28 %	88 %	Are efficient decision makers.
Average Response	7.69	12.96	
			Make decisions in a timely manner.
Strategic Focus	27 %	79 %	Provide strategic direction that is thoroughly thought through.
Average Response	8.00	12.07	
			Establish a strategic direction that helps the organization to thrive.

Collective Leadership Assessment

Authenticity
Courageous Authenticity 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.
Integrity 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
Community Concern 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.
Systems Thinker 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.
Sustainable Productivity measures your organization’s ability to achieve results in a way that maintains or enhances the overall long-term effectiveness of the organization.
Customer Focus 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
Purposeful & Visionary 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.
Achieves Results measures the degree to which your organization is goal directed and has a track record of goal achievement and high performance.
Decisiveness measures leaders ability to make decisions on time, and the extent to which they are comfortable moving forward in uncertainty.
Strategic Focus 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	51 %	29 %	**Dimension Questions**
Average Response	7.74	6.42	
Autocratic	60 %	24 %	Have to get their own way.
Average Response	8.00	5.13	Pursue results at the expense of people.
Driven	41 %	47 %	Try too hard to be the best at everything they take on.
Average Response	7.59	8.03	Push themselves too hard.
Ambition	36 %	48 %	Believe winning is what really matters.
Average Response	7.34	8.13	Are excessively ambitious.
Perfect	24 %	48 %	Need to perform flawlessly.
Average Response	7.12	8.72	Need to excel in every situation.
Protecting	54 %	17 %	**Dimension Questions**
Average Response	6.36	3.53	
Critical	62 %	25 %	Hurt people's feelings.
Average Response	6.42	3.39	Put people down.
Distance	52 %	22 %	Are emotionally distant.
Average Response	6.76	4.46	Remain standoffish.
Arrogance	45 %	13 %	Have egos that are too big.
Average Response	5.80	2.56	Are arrogant.
Complying	65 %	13 %	**Dimension Questions**
Average Response	7.69	4.57	
Belonging	29 %	7 %	Try too hard to conform to the group's rules/norms.
Average Response	5.97	3.65	Work too hard for others' acceptance.
Passive	78 %	27 %	Are wishy-washy in decision making.
Average Response	8.07	4.27	Lack passion.
Conservative	43 %	6 %	Follow conventional ways of doing things.
Average Response	7.67	4.35	Are too conservative.
Pleasing	51 %	21 %	Need to be accepted by others.
Average Response	8.39	6.25	Need the approval of others.

Collective Leadership Assessment

Controlling
Autocratic 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.
Driven 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.
Ambition 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.
Perfect 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
Critical 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.
Distance measures leadership's tendency to protect themselves through a strategy of withdrawal, being superior and remaining aloof, emotionally distant and above it all.
Arrogance measures your leadership's tendency to project a large ego through behavior that is experienced as superior, egotistical, and self-centered.
Complying
Belonging 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.
Passive 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.
Conservative 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.
Pleasing 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.

BANK SURVEY

Sorted by Actual

Bank Case Study	Actual %	Ideal %
Dimensions		
Passive	**78 %**	27 %
Critical	**62 %**	25 %
Autocratic	**60 %**	24 %
Distance	**52 %**	22 %
Pleasing	**51 %**	21 %
Arrogance	**45 %**	13 %
Conservative	**43 %**	6 %
Driven	**41 %**	47 %
Selfless Leader	**41 %**	61 %
Composure	**41 %**	81 %
Collaborator	**41 %**	67 %
Balance	**37 %**	53 %
Ambition	**36 %**	48 %
Systems Thinker	**35 %**	79 %
Interpersonal Intelligence	**35 %**	87 %
Achieves Results	**34 %**	74 %
Mentoring & Developing	**32 %**	80 %
Belonging	**29 %**	7 %
Courageous Authenticity	**29 %**	81 %
Involvement	**29 %**	75 %
Decisiveness	**28 %**	88 %
Strategic Focus	**27 %**	79 %
Customer Focus	**25 %**	67 %
Perfect	**24 %**	48 %
Personal Learner	**20 %**	80 %
Fosters Team Play	**20 %**	78 %
Sustainable Productivity	**18 %**	84 %
Caring Connection	**18 %**	45 %
Integrity	**16 %**	76 %
Purposeful & Visionary	**14 %**	78 %
Community Concern	**6 %**	37 %
Summary Dimensions		
Complying	**65 %**	13 %
Protecting	**54 %**	17 %
Controlling	**51 %**	29 %
Self-Awareness	**28 %**	73 %
Relating	**25 %**	76 %
Achieving	**22 %**	83 %
Authenticity	**18 %**	80 %
Systems Awareness	**13 %**	73 %
Summary Measures		
Reactive-Creative Scale	**18 %**	96 %

Sorted by Ideal

Bank Case Study	Actual %	Ideal %
Dimensions		
Decisiveness	28 %	**88 %**
Interpersonal Intelligence	35 %	**87 %**
Sustainable Productivity	18 %	**84 %**
Courageous Authenticity	29 %	**81 %**
Composure	41 %	**81 %**
Personal Learner	20 %	**80 %**
Mentoring & Developing	32 %	**80 %**
Strategic Focus	27 %	**79 %**
Systems Thinker	35 %	**79 %**
Purposeful & Visionary	14 %	**78 %**
Fosters Team Play	20 %	**78 %**
Integrity	16 %	**76 %**
Involvement	29 %	**75 %**
Achieves Results	34 %	**74 %**
Customer Focus	25 %	**67 %**
Collaborator	41 %	**67 %**
Selfless Leader	41 %	**61 %**
Balance	37 %	**53 %**
Perfect	24 %	**48 %**
Ambition	36 %	**48 %**
Driven	41 %	**47 %**
Caring Connection	18 %	**45 %**
Community Concern	6 %	**37 %**
Passive	78 %	**27 %**
Critical	62 %	**25 %**
Autocratic	60 %	**24 %**
Distance	52 %	**22 %**
Pleasing	51 %	**21 %**
Arrogance	45 %	**13 %**
Belonging	29 %	**7 %**
Conservative	43 %	**6 %**
Summary Dimensions		
Achieving	22 %	**83 %**
Authenticity	18 %	**80 %**
Relating	25 %	**76 %**
Systems Awareness	13 %	**73 %**
Self-Awareness	28 %	**73 %**
Controlling	51 %	**29 %**
Protecting	54 %	**17 %**
Complying	65 %	**13 %**
Summary Measures		
Reactive-Creative Scale	18 %	**96 %**

© Leadership Circle • Version 2023.04

BANK SURVEY

Sorted by Ideal to Ideal

Bank Case Study	Ideal %	Ideal to Ideal %
Dimensions		
Driven	47 %	**63 %**
Passive	27 %	**62 %**
Ambition	48 %	**61 %**
Perfect	48 %	**59 %**
Autocratic	24 %	**58 %**
Decisiveness	88 %	**58 %**
Critical	25 %	**56 %**
Interpersonal Intelligence	87 %	**55 %**
Composure	81 %	**53 %**
Achieves Results	74 %	**50 %**
Distance	22 %	**49 %**
Courageous Authenticity	81 %	**48 %**
Customer Focus	67 %	**45 %**
Integrity	76 %	**44 %**
Mentoring & Developing	80 %	**44 %**
Sustainable Productivity	84 %	**43 %**
Personal Learner	80 %	**43 %**
Systems Thinker	79 %	**42 %**
Pleasing	21 %	**40 %**
Strategic Focus	79 %	**40 %**
Purposeful & Visionary	78 %	**40 %**
Involvement	75 %	**40 %**
Fosters Team Play	78 %	**39 %**
Selfless Leader	61 %	**37 %**
Arrogance	13 %	**35 %**
Collaborator	67 %	**35 %**
Conservative	6 %	**23 %**
Belonging	7 %	**20 %**
Caring Connection	45 %	**16 %**
Balance	53 %	**14 %**
Community Concern	37 %	**10 %**
Summary Dimensions		
Controlling	29 %	**62 %**
Protecting	17 %	**46 %**
Achieving	83 %	**46 %**
Authenticity	80 %	**45 %**
Complying	13 %	**43 %**
Relating	76 %	**35 %**
Self-Awareness	73 %	**30 %**
Systems Awareness	73 %	**29 %**
Summary Measures		
Reactive-Creative Scale	96 %	**30 %**

Sorted by Gap Between Actual and Ideal

Bank Case Study	Actual %	Ideal %	Gap %
Dimensions			
Sustainable Productivity	18 %	84 %	**66**
Purposeful & Visionary	14 %	78 %	**64**
Decisiveness	28 %	88 %	**60**
Integrity	16 %	76 %	**60**
Personal Learner	20 %	80 %	**60**
Fosters Team Play	20 %	78 %	**58**
Strategic Focus	27 %	79 %	**51**
Courageous Authenticity	29 %	81 %	**51**
Interpersonal Intelligence	35 %	87 %	**51**
Mentoring & Developing	32 %	80 %	**47**
Involvement	29 %	75 %	**46**
Systems Thinker	35 %	79 %	**44**
Customer Focus	25 %	67 %	**41**
Achieves Results	34 %	74 %	**40**
Composure	41 %	81 %	**39**
Community Concern	6 %	37 %	**30**
Caring Connection	18 %	45 %	**27**
Collaborator	41 %	67 %	**26**
Perfect	24 %	48 %	**23**
Selfless Leader	41 %	61 %	**20**
Balance	37 %	53 %	**16**
Ambition	36 %	48 %	**11**
Driven	41 %	47 %	**6**
Belonging	29 %	7 %	**-21**
Distance	52 %	22 %	**-29**
Pleasing	51 %	21 %	**-30**
Arrogance	45 %	13 %	**-32**
Conservative	43 %	6 %	**-36**
Autocratic	60 %	24 %	**-36**
Critical	62 %	25 %	**-37**
Passive	78 %	27 %	**-51**
Summary Dimensions			
Authenticity	18 %	80 %	**62**
Achieving	22 %	83 %	**61**
Systems Awareness	13 %	73 %	**59**
Relating	25 %	76 %	**50**
Self-Awareness	28 %	73 %	**45**
Controlling	51 %	29 %	**-22**
Protecting	54 %	17 %	**-36**
Complying	65 %	13 %	**-52**
Summary Measures			
Reactive-Creative Scale	18 %	96 %	**78**

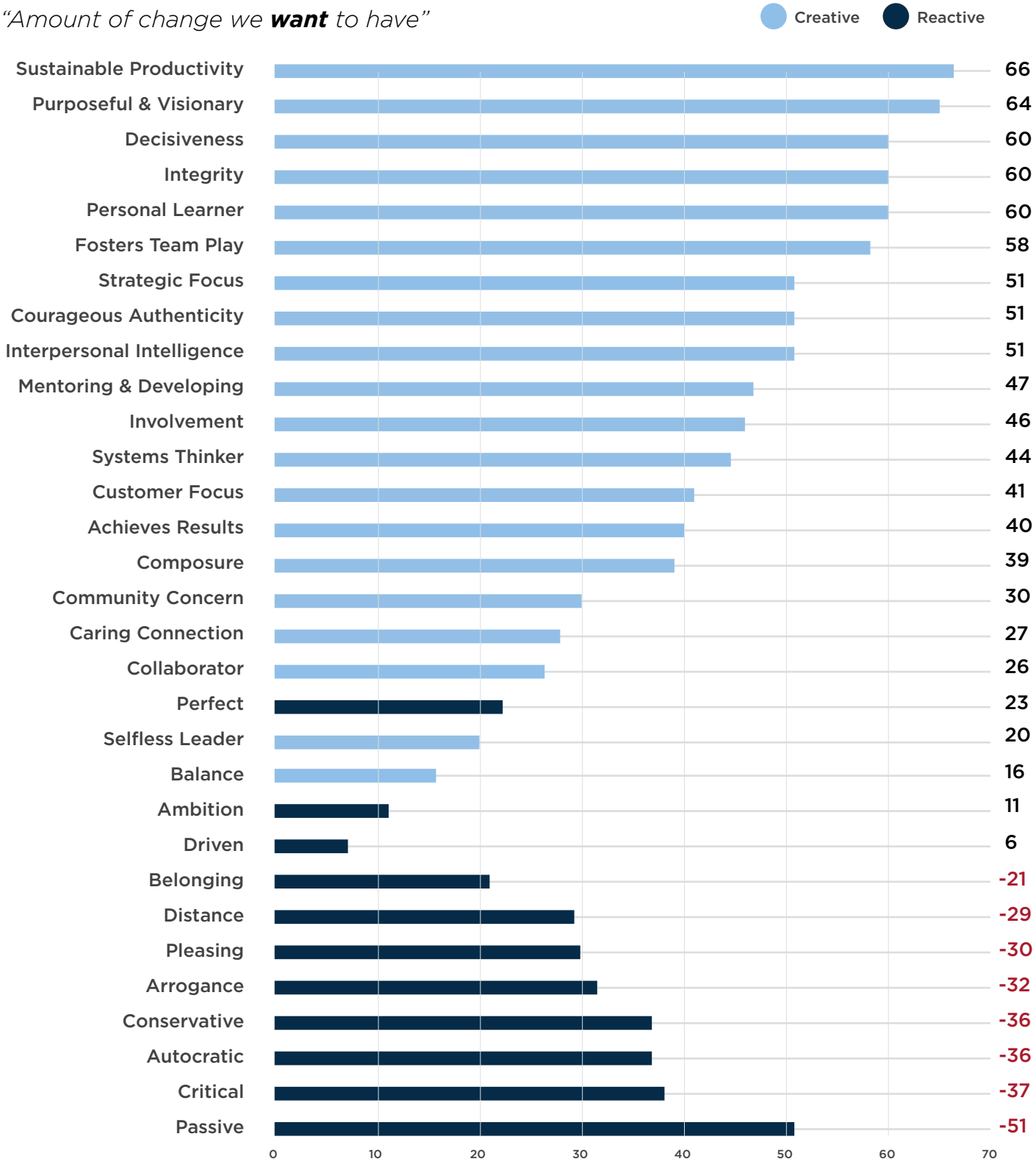
© Leadership Circle • Version 2023.04

BANK SURVEY

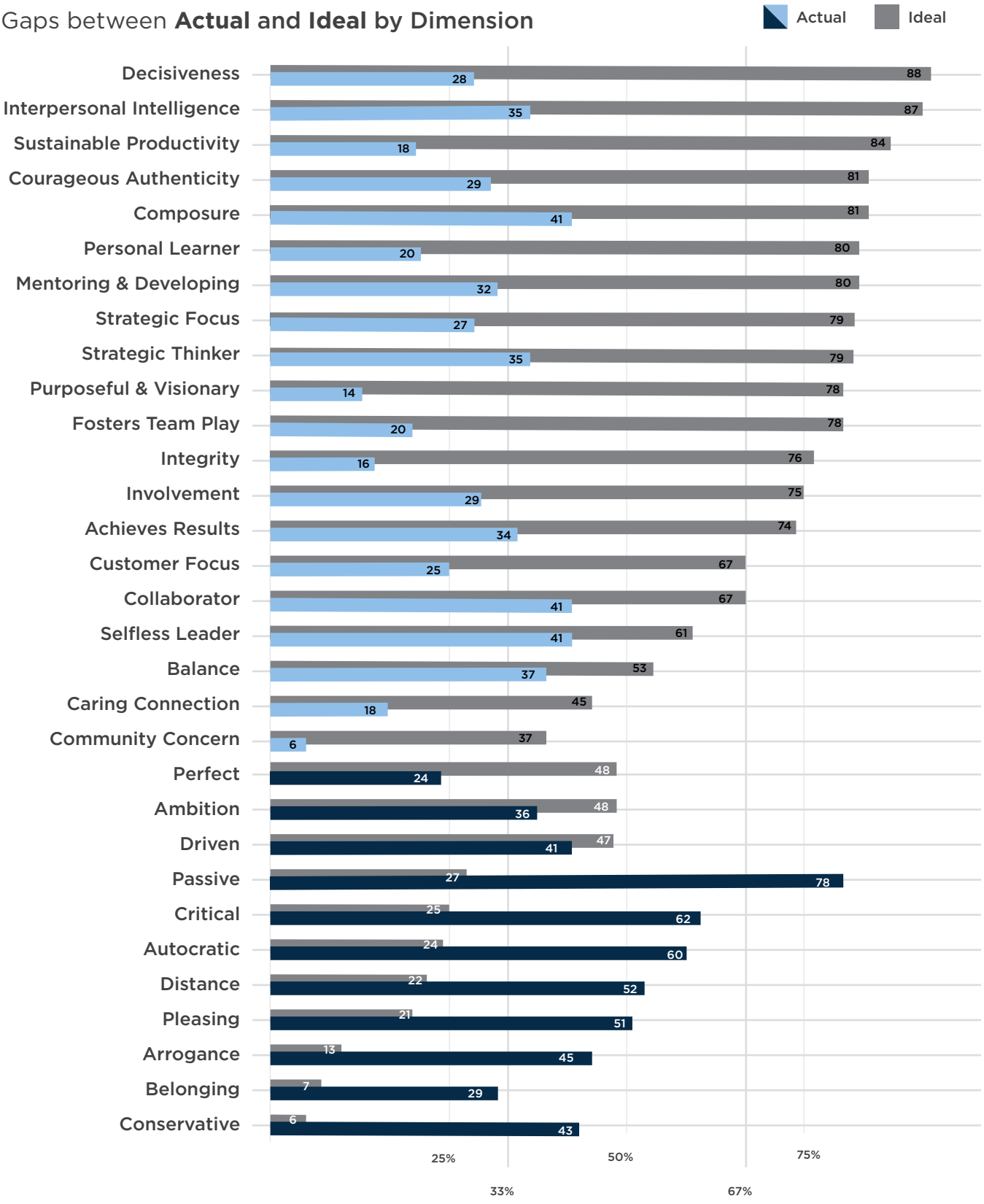
Sample Bank (n=7)

Gaps between **Actual** and **Ideal** by Dimension

*"Amount of change we **want** to have"*



© Leadership Circle • Version 2023.04

Sample Bank (n=7)

Gaps between **Actual** and **Ideal** by Dimension