

COLLECTIVE  
LEADERSHIP  
ASSESSMENT™

**CBEYOND CASE**

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Cbeyond is a voice and broadband internet provider founded in 1999 in Atlanta, Georgia. The CEO made leadership development an integral part of their business agenda. The senior leaders had been committed to their own development and had been working on it for 9 years.

We began working with the entire executive team Q1 of 2003 – our first goal was focused solely on top team effectiveness. The team has completed 3 LCPs and 2 CLAs. Retreats with the extended leadership team happened every year. Team building and strategy was a core element of alignment.

In 2007, development efforts expanded to conducting the LCP with the first 3 levels of leadership, which included about 69 participants. At this time, Cbeyond had 1500 employees / 500 direct sales and an HR team of about 25 people. In addition, the leadership team took part in a CLA as part of a 3-day session. The results were about 60% on the Reactive-Creative scale. At that time, the sales CLA showed complying as its biggest element with mid-achieving as results.

In 2009, the leadership team took part in a L2L and cohort-based learning session. Cbeyond has grown rapidly but recently its growth began to stall.

Significant questions regarding the business model began to surface, particularly regarding the direct sales force. Conversations between the CEO and the head of sales were not going well, and the COO and Sales leader were also not aligning.

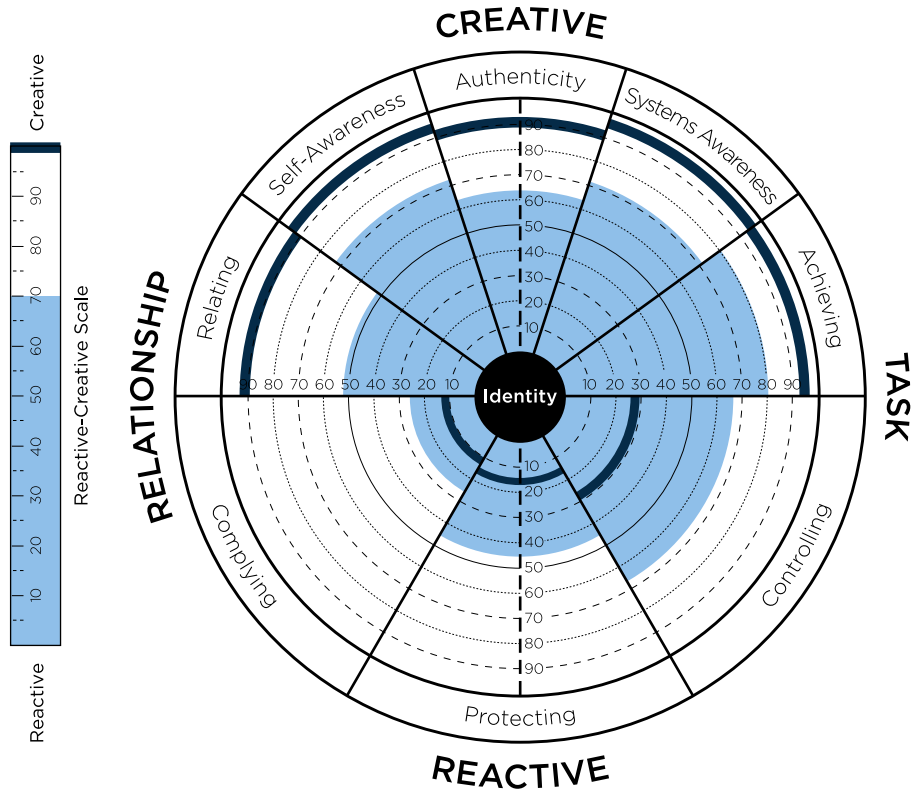
The sales leadership team had developed some highly effective leaders in their organization and created a robust performance system, but they were not getting any recognition. Questions were flying, interpersonal dynamics on the senior team were strained, various fixes were being proposed, and alignment on the team continued to erode. Lagging growth caused much of the executive team to double down on their Reactive, particularly clamping down on control but the sales leadership team felt confident in their own direction and refused to deviate from their leadership agenda.

This is the juncture at which they took the Collective Leadership Assessment. There were four slices of the data: The Senior Leadership Team of about 16 raters, the Sales Leadership Team and the Operations Leadership Team, both of which had 85 raters, and a roll-up of the 3 teams.

When the results came in, the question and rallying cry was “What is it that Sales is doing that the rest of us are not? And how can we all begin to work more like the Sales Team?” Now, the Sales Team was not collaborating as well with others as they could. They still had issues with their own control (underneath), and this is one aspect that came out of the debrief. The leadership leveraged this CLA data and did the necessary development work that resulted in taking Cbeyond to the next level and prepared it for the \$323M sale to Birch Communication.



# CBeyond CASE: LEADERSHIP TEAM GRAPH



## COLLECTIVE LEADERSHIP ASSESSMENT

### CBeyond Leadership 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

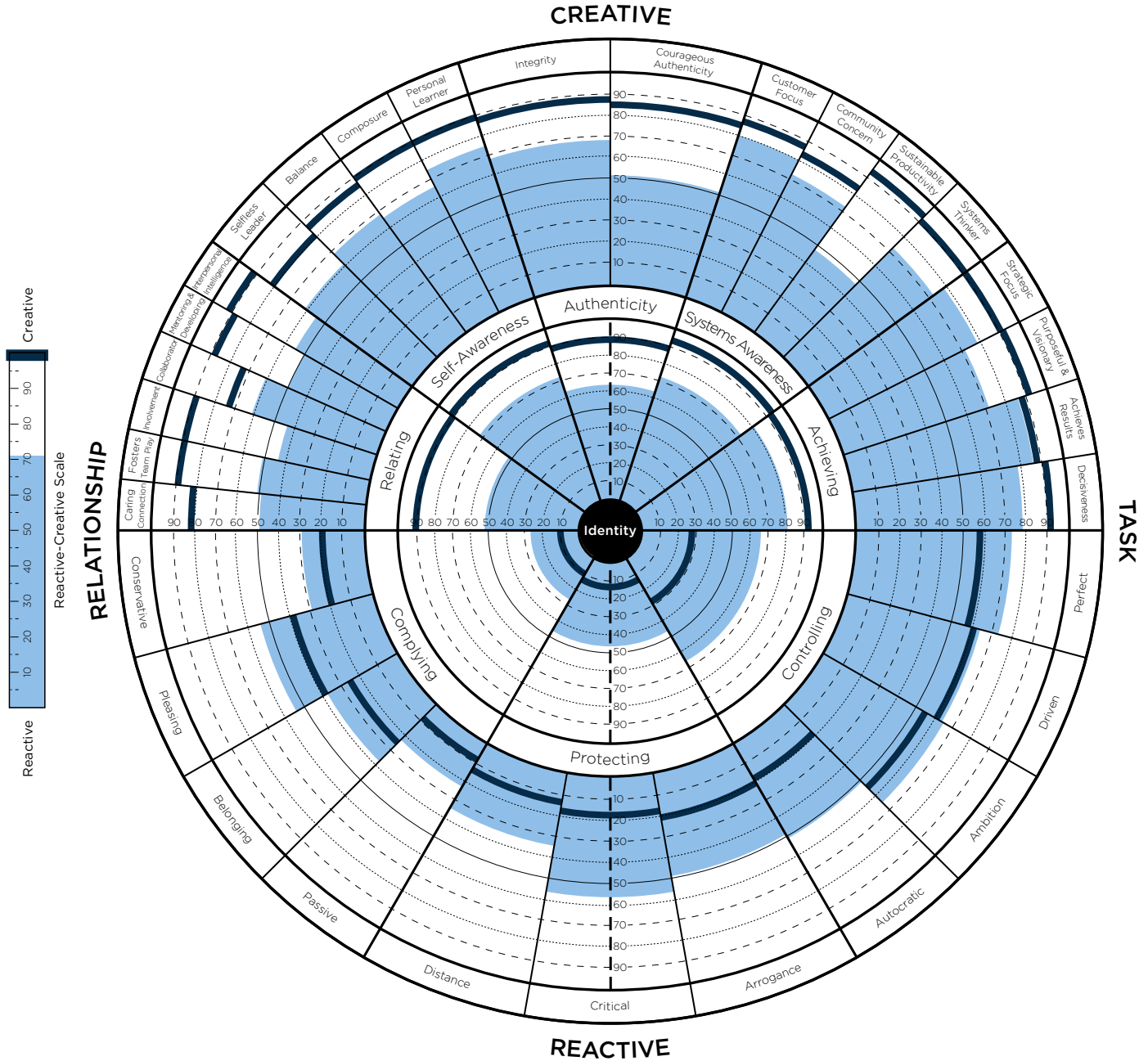
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## NOTES



# CBeyond Case: Leadership Team Graph



## COLLECTIVE LEADERSHIP ASSESSMENT

### Leadership Team

- 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.



# CBeyond CASE: LEADERSHIP TEAM

## Sorted by Actual

Cbeyond Leadership Team	Actual %	Ideal %
<b>Dimensions</b>		
Achieves Results	86 %	87 %
Customer Focus	80 %	87 %
Strategic Focus	79 %	91 %
Decisiveness	78 %	92 %
Personal Learner	74 %	89 %
Perfect	73 %	57 %
Systems Thinker	72 %	91 %
Community Concern	72 %	84 %
Purposeful & Visionary	71 %	92 %
Integrity	68 %	87 %
Balance	68 %	86 %
Composure	66 %	89 %
Ambition	64 %	55 %
Driven	63 %	61 %
Autocratic	61 %	18 %
Selfless Leader	61 %	81 %
Collaborator	61 %	74 %
Critical	56 %	17 %
Interpersonal Intelligence	55 %	92 %
Pleasing	53 %	38 %
Courageous Authenticity	51 %	85 %
Fosters Team Play	51 %	89 %
Mentoring & Developing	50 %	88 %
Arrogance	49 %	21 %
Caring Connection	49 %	82 %
Sustainable Productivity	47 %	94 %
Involvement	44 %	89 %
Belonging	38 %	25 %
Distance	34 %	14 %
Conservative	29 %	19 %
Passive	22 %	8 %
<b>Summary Dimensions</b>		
Achieving	81 %	93 %
Systems Awareness	72 %	94 %
Self-Awareness	72 %	92 %
Controlling	66 %	27 %
Authenticity	63 %	89 %
Relating	52 %	89 %
Protecting	46 %	14 %
Complying	26 %	10 %
<b>Summary Measures</b>		
Reactive-Creative Scale	71 %	99 %

## Sorted by Ideal

Cbeyond Leadership Team	Actual %	Ideal %
<b>Dimensions</b>		
Sustainable Productivity	47 %	94 %
Decisiveness	78 %	92 %
Purposeful & Visionary	71 %	92 %
Interpersonal Intelligence	55 %	92 %
Strategic Focus	79 %	91 %
Systems Thinker	72 %	91 %
Personal Learner	74 %	89 %
Composure	66 %	89 %
Involvement	44 %	89 %
Fosters Team Play	51 %	89 %
Mentoring & Developing	50 %	88 %
Achieves Results	86 %	87 %
Customer Focus	80 %	87 %
Integrity	68 %	87 %
Balance	68 %	86 %
Courageous Authenticity	51 %	85 %
Community Concern	72 %	84 %
Caring Connection	49 %	82 %
Selfless Leader	61 %	81 %
Collaborator	61 %	74 %
Driven	63 %	61 %
Perfect	73 %	57 %
Ambition	64 %	55 %
Pleasing	53 %	38 %
Belonging	38 %	25 %
Arrogance	49 %	21 %
Conservative	29 %	19 %
Autocratic	61 %	18 %
Critical	56 %	17 %
Distance	34 %	14 %
Passive	22 %	8 %
<b>Summary Dimensions</b>		
Systems Awareness	72 %	94 %
Achieving	81 %	93 %
Self-Awareness	72 %	92 %
Authenticity	63 %	89 %
Relating	52 %	89 %
Controlling	66 %	27 %
Protecting	46 %	14 %
Complying	26 %	10 %
<b>Summary Measures</b>		
Reactive-Creative Scale	71 %	99 %



# CBeyond CASE: LEADERSHIP TEAM

## Sorted by Ideal to Ideal

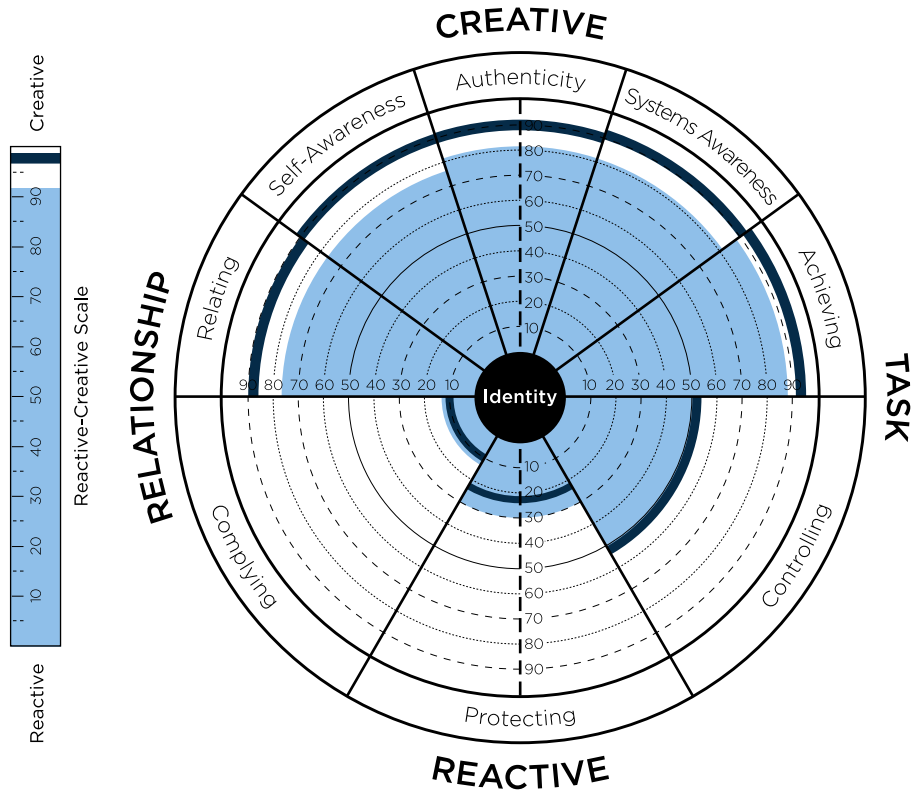
Cbeyond Leadership Team	Ideal %	Ideal to Ideal %
<b>Dimensions</b>		
Driven	61 %	74 %
Achieves Results	87 %	72 %
Customer Focus	87 %	72 %
Purposeful & Visionary	92 %	71 %
Decisiveness	92 %	69 %
Sustainable Productivity	94 %	69 %
Composure	89 %	68 %
Interpersonal Intelligence	92 %	68 %
Perfect	57 %	67 %
Ambition	55 %	67 %
Strategic Focus	91 %	67 %
Systems Thinker	91 %	67 %
Involvement	89 %	65 %
Integrity	87 %	63 %
Personal Learner	89 %	63 %
Selfless Leader	81 %	63 %
Mentoring & Developing	88 %	63 %
Fosters Team Play	89 %	62 %
Pleasing	38 %	60 %
Community Concern	84 %	60 %
Caring Connection	82 %	59 %
Courageous Authenticity	85 %	57 %
Balance	86 %	54 %
Arrogance	21 %	49 %
Autocratic	18 %	48 %
Conservative	19 %	47 %
Belonging	25 %	46 %
Collaborator	74 %	44 %
Critical	17 %	41 %
Distance	14 %	36 %
Passive	8 %	29 %
<b>Summary Dimensions</b>		
Achieving	93 %	71 %
Systems Awareness	94 %	71 %
Self-Awareness	92 %	64 %
Authenticity	89 %	62 %
Relating	89 %	62 %
Controlling	27 %	60 %
Protecting	14 %	41 %
Complying	10 %	38 %
<b>Summary Measures</b>		
Reactive-Creative Scale	99 %	66 %

## Sorted by Gap Between Actual and Ideal

Cbeyond Leadership Team	Actual %	Ideal %	Gap %
<b>Dimensions</b>			
Sustainable Productivity	47 %	94 %	47
Involvement	44 %	89 %	44
Mentoring & Developing	50 %	88 %	38
Interpersonal Intelligence	55 %	92 %	37
Fosters Team Play	51 %	89 %	37
Courageous Authenticity	51 %	85 %	34
Caring Connection	49 %	82 %	32
Composure	66 %	89 %	22
Purposeful & Visionary	71 %	92 %	20
Selfless Leader	61 %	81 %	19
Systems Thinker	72 %	91 %	18
Integrity	68 %	87 %	18
Balance	68 %	86 %	17
Personal Learner	74 %	89 %	15
Decisiveness	78 %	92 %	14
Strategic Focus	79 %	91 %	12
Community Concern	72 %	84 %	12
Collaborator	61 %	74 %	12
Customer Focus	80 %	87 %	7
Achieves Results	86 %	87 %	1
Driven	63 %	61 %	-2
Conservative	29 %	19 %	-9
Ambition	64 %	55 %	-9
Belonging	38 %	25 %	-12
Passive	22 %	8 %	-13
Pleasing	53 %	38 %	-14
Perfect	73 %	57 %	-15
Distance	34 %	14 %	-19
Arrogance	49 %	21 %	-28
Critical	56 %	17 %	-39
Autocratic	61 %	18 %	-43
<b>Summary Dimensions</b>			
Relating	52 %	89 %	37
Authenticity	63 %	89 %	25
Systems Awareness	72 %	94 %	22
Self-Awareness	72 %	92 %	19
Achieving	81 %	93 %	12
Complying	26 %	10 %	-15
Protecting	46 %	14 %	-31
Controlling	66 %	27 %	-38
<b>Summary Measures</b>			
Reactive-Creative Scale	71 %	99 %	28



# CBeyond CASE: DIRECT REPORTS SALES GRAPH



## COLLECTIVE LEADERSHIP ASSESSMENT

### CBeyond Direct Reports Sales

#### 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

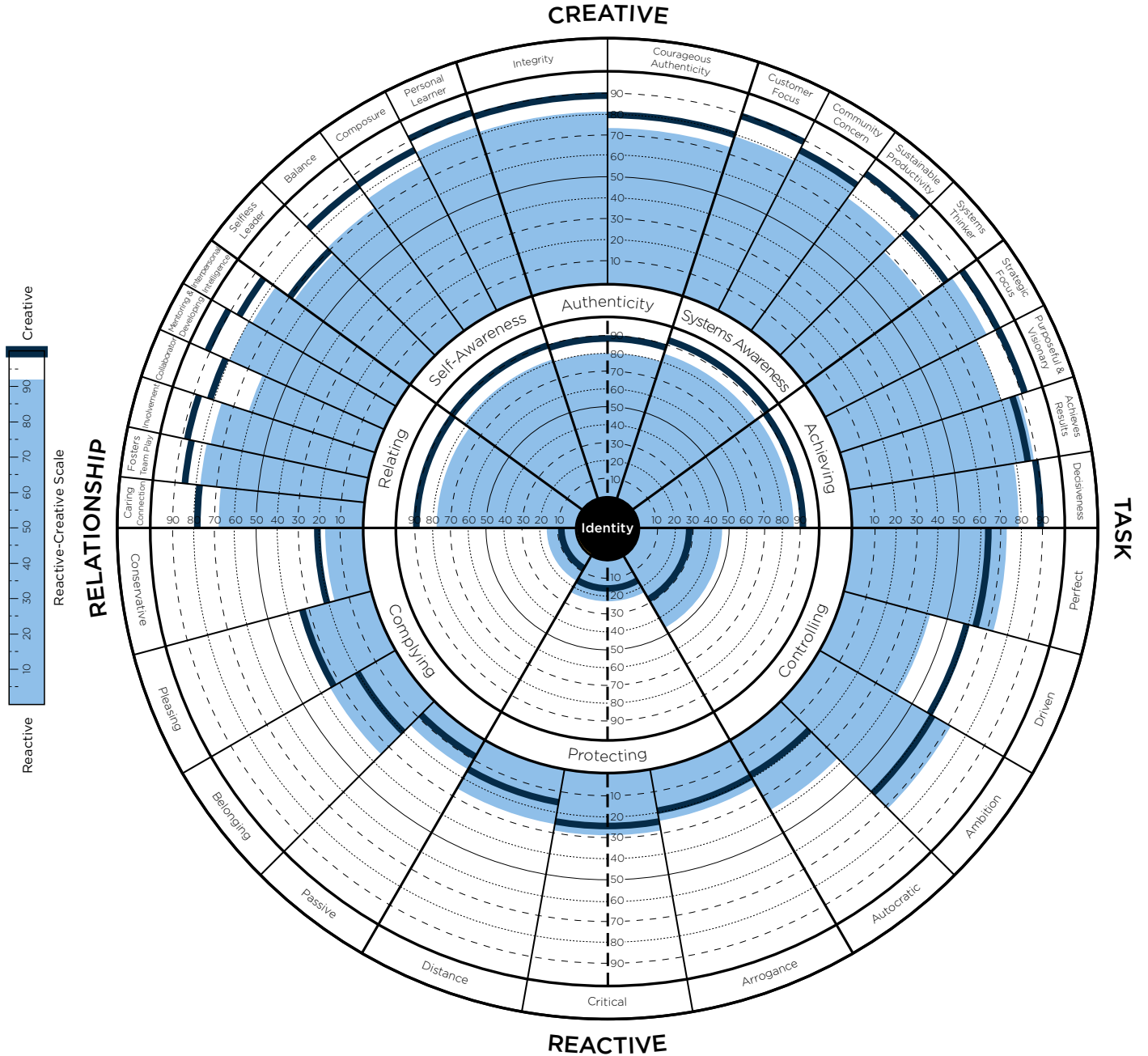
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## NOTES



# CBeyond Case: Direct Reports Sales Graph



## COLLECTIVE LEADERSHIP ASSESSMENT

### Direct Reports Sales

- 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.



# CBeyond Case: Direct Reports Sales

## Sorted by Actual

Sales Leadership Team	Actual %	Ideal %
<b>Dimensions</b>		
Achieves Results	88 %	85 %
Strategic Focus	85 %	91 %
Community Concern	85 %	85 %
Personal Learner	83 %	91 %
Integrity	81 %	88 %
Purposeful & Visionary	80 %	92 %
Mentoring & Developing	80 %	92 %
Decisiveness	79 %	89 %
Customer Focus	79 %	89 %
Sustainable Productivity	77 %	92 %
Composure	77 %	86 %
Interpersonal Intelligence	77 %	86 %
Fosters Team Play	77 %	86 %
Involvement	76 %	87 %
Courageous Authenticity	73 %	80 %
Perfect	72 %	64 %
Ambition	71 %	61 %
Balance	71 %	85 %
Systems Thinker	69 %	83 %
Selfless Leader	68 %	70 %
Caring Connection	68 %	78 %
Collaborator	62 %	82 %
Driven	41 %	59 %
Autocratic	38 %	18 %
Belonging	35 %	20 %
Pleasing	34 %	34 %
Critical	29 %	25 %
Distance	26 %	15 %
Arrogance	23 %	19 %
Conservative	17 %	21 %
Passive	15 %	8 %
<b>Summary Dimensions</b>		
Achieving	86 %	92 %
Systems Awareness	84 %	93 %
Self-Awareness	81 %	90 %
Authenticity	80 %	88 %
Relating	77 %	89 %
Controlling	46 %	28 %
Protecting	23 %	16 %
Complying	15 %	8 %
<b>Summary Measures</b>		
Reactive-Creative Scale	92 %	99 %

## Sorted by Ideal

Sales Leadership Team	Actual %	Ideal %
<b>Dimensions</b>		
Purposeful & Visionary	80 %	92 %
Sustainable Productivity	77 %	92 %
Mentoring & Developing	80 %	92 %
Strategic Focus	85 %	91 %
Personal Learner	83 %	91 %
Decisiveness	79 %	89 %
Customer Focus	79 %	89 %
Integrity	81 %	88 %
Involvement	76 %	87 %
Composure	77 %	86 %
Interpersonal Intelligence	77 %	86 %
Fosters Team Play	77 %	86 %
Achieves Results	88 %	85 %
Community Concern	85 %	85 %
Balance	71 %	85 %
Systems Thinker	69 %	83 %
Collaborator	62 %	82 %
Courageous Authenticity	73 %	80 %
Caring Connection	68 %	78 %
Selfless Leader	68 %	70 %
Perfect	72 %	64 %
Ambition	71 %	61 %
Driven	41 %	59 %
Pleasing	34 %	34 %
Critical	29 %	25 %
Conservative	17 %	21 %
Belonging	35 %	20 %
Arrogance	23 %	19 %
Autocratic	38 %	18 %
Distance	26 %	15 %
Passive	15 %	8 %
<b>Summary Dimensions</b>		
Systems Awareness	84 %	93 %
Achieving	86 %	92 %
Self-Awareness	81 %	90 %
Relating	77 %	89 %
Authenticity	80 %	88 %
Controlling	46 %	28 %
Protecting	23 %	16 %
Complying	15 %	8 %
<b>Summary Measures</b>		
Reactive-Creative Scale	92 %	99 %



# CBeyond Case: Direct Reports Sales

## Sorted by Ideal to Ideal

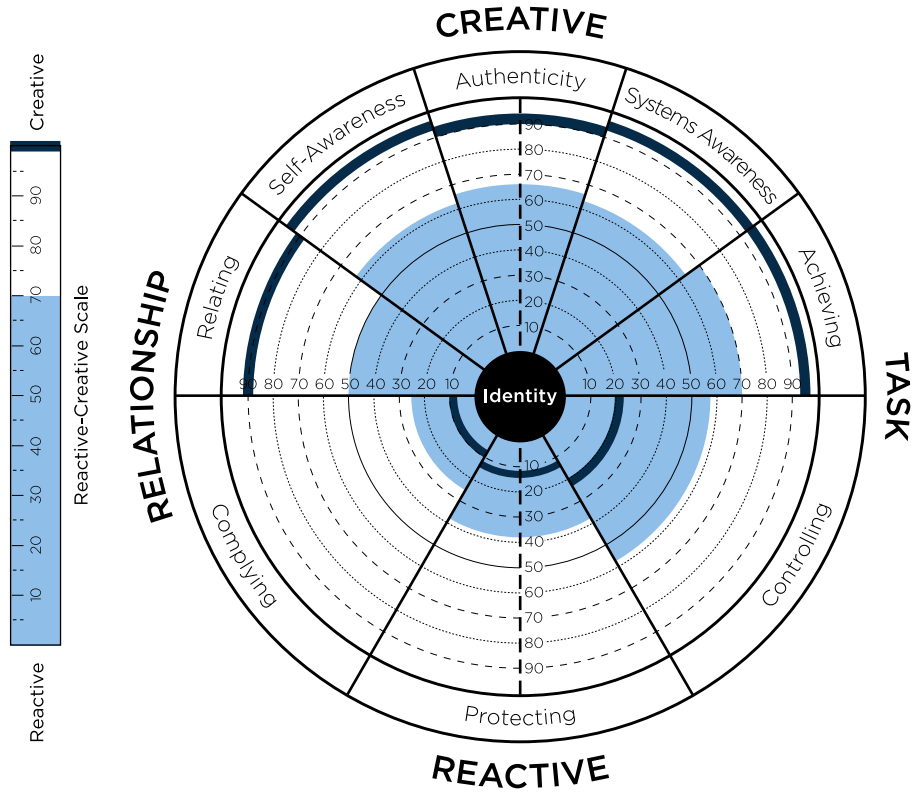
Sales Leadership Team	Ideal %	Ideal to Ideal %
<b>Dimensions</b>		
Customer Focus	89 %	75 %
Perfect	64 %	71 %
Ambition	61 %	71 %
Driven	59 %	71 %
Mentoring & Developing	92 %	71 %
Achieves Results	85 %	68 %
Purposeful & Visionary	92 %	67 %
Personal Learner	91 %	65 %
Integrity	88 %	63 %
Strategic Focus	91 %	62 %
Critical	25 %	61 %
Composure	86 %	60 %
Sustainable Productivity	92 %	58 %
Community Concern	85 %	58 %
Involvement	87 %	57 %
Decisiveness	89 %	56 %
Pleasing	34 %	55 %
Autocratic	18 %	52 %
Collaborator	82 %	51 %
Conservative	21 %	50 %
Caring Connection	78 %	50 %
Fosters Team Play	86 %	50 %
Arrogance	19 %	49 %
Interpersonal Intelligence	86 %	49 %
Balance	85 %	48 %
Systems Thinker	83 %	45 %
Selfless Leader	70 %	45 %
Courageous Authenticity	80 %	42 %
Belonging	20 %	40 %
Distance	15 %	40 %
Passive	8 %	30 %
<b>Summary Dimensions</b>		
Achieving	92 %	65 %
Controlling	28 %	64 %
Systems Awareness	93 %	64 %
Authenticity	88 %	55 %
Self-Awareness	90 %	55 %
Relating	89 %	55 %
Protecting	16 %	49 %
Complying	8 %	36 %
<b>Summary Measures</b>		
Reactive-Creative Scale	99 %	54 %

## Sorted by Gap Between Actual and Ideal

Sales Leadership Team	Actual %	Ideal %	Gap %
<b>Dimensions</b>			
Collaborator	62 %	82 %	20
Driven	41 %	59 %	18
Sustainable Productivity	77 %	92 %	15
Systems Thinker	69 %	83 %	14
Balance	71 %	85 %	14
Purposeful & Visionary	80 %	92 %	12
Mentoring & Developing	80 %	92 %	11
Decisiveness	79 %	89 %	10
Customer Focus	79 %	89 %	10
Involvement	76 %	87 %	10
Composure	77 %	86 %	9
Caring Connection	68 %	78 %	9
Interpersonal Intelligence	77 %	86 %	9
Personal Learner	83 %	91 %	8
Fosters Team Play	77 %	86 %	8
Integrity	81 %	88 %	7
Courageous Authenticity	73 %	80 %	7
Strategic Focus	85 %	91 %	5
Conservative	17 %	21 %	3
Selfless Leader	68 %	70 %	2
Pleasing	34 %	34 %	0
Community Concern	85 %	85 %	0
Achieves Results	88 %	85 %	-2
Critical	29 %	25 %	-3
Arrogance	23 %	19 %	-4
Passive	15 %	8 %	-7
Perfect	72 %	64 %	-7
Ambition	71 %	61 %	-9
Distance	26 %	15 %	-10
Belonging	35 %	20 %	-15
Autocratic	38 %	18 %	-19
<b>Summary Dimensions</b>			
Relating	77 %	89 %	11
Systems Awareness	84 %	93 %	9
Self-Awareness	81 %	90 %	9
Authenticity	80 %	88 %	7
Achieving	86 %	92 %	6
Protecting	23 %	16 %	-6
Complying	15 %	8 %	-7
Controlling	46 %	28 %	-17
<b>Summary Measures</b>			
Reactive-Creative Scale	92 %	99 %	6



# CBeyond CASE: DIRECT REPORTS OPERATIONS GRAPH



## COLLECTIVE LEADERSHIP ASSESSMENT

### CBeyond Direct Reports Operations

#### PERCENTILE SCORES:

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- Desired Leadership
- Actual Leadership

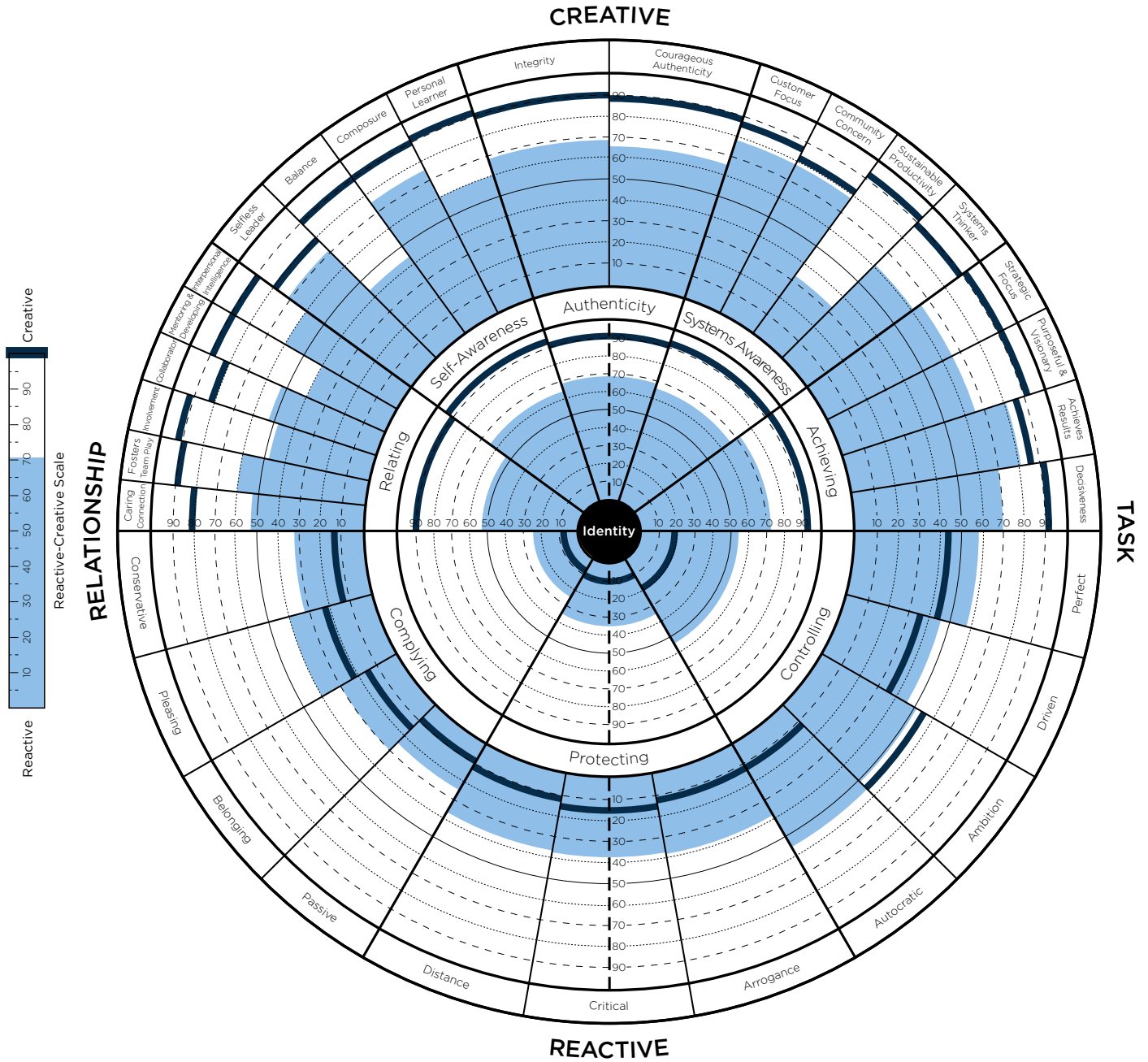
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## NOTES



# CBeyond Case: Direct Reports Operations Graph



## COLLECTIVE LEADERSHIP ASSESSMENT

### Direct Reports Operations

#### 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.



# CBeyond Case: Direct Reports Operations

## Sorted by Actual

Operations Leadership Team	Actual %	Ideal %
<b>Dimensions</b>		
Achieves Results	81 %	86 %
Customer Focus	78 %	86 %
Community Concern	78 %	82 %
Composure	76 %	90 %
Selfless Leader	71 %	79 %
Decisiveness	70 %	92 %
Integrity	68 %	90 %
Strategic Focus	65 %	92 %
Purposeful & Visionary	65 %	92 %
Courageous Authenticity	65 %	88 %
Systems Thinker	61 %	89 %
Personal Learner	60 %	92 %
Interpersonal Intelligence	60 %	89 %
Fosters Team Play	60 %	89 %
Perfect	58 %	44 %
Autocratic	55 %	13 %
Collaborator	53 %	82 %
Caring Connection	53 %	81 %
Ambition	51 %	55 %
Involvement	47 %	93 %
Driven	46 %	36 %
Balance	44 %	90 %
Pleasing	40 %	23 %
Mentoring & Developing	40 %	89 %
Arrogance	38 %	13 %
Critical	37 %	15 %
Distance	36 %	12 %
Sustainable Productivity	33 %	93 %
Conservative	32 %	14 %
Belonging	30 %	15 %
Passive	24 %	9 %
<b>Summary Dimensions</b>		
Achieving	72 %	94 %
Authenticity	69 %	91 %
Systems Awareness	66 %	93 %
Self-Awareness	64 %	94 %
Controlling	54 %	19 %
Relating	53 %	90 %
Protecting	35 %	10 %
Complying	23 %	7 %
<b>Summary Measures</b>		
Reactive-Creative Scale	71 %	100 %

## Sorted by Ideal

Operations Leadership Team	Actual %	Ideal %
<b>Dimensions</b>		
Sustainable Productivity	33 %	93 %
Involvement	47 %	93 %
Strategic Focus	65 %	92 %
Decisiveness	70 %	92 %
Purposeful & Visionary	65 %	92 %
Personal Learner	60 %	92 %
Integrity	68 %	90 %
Balance	44 %	90 %
Composure	76 %	90 %
Systems Thinker	61 %	89 %
Mentoring & Developing	40 %	89 %
Interpersonal Intelligence	60 %	89 %
Fosters Team Play	60 %	89 %
Courageous Authenticity	65 %	88 %
Achieves Results	81 %	86 %
Customer Focus	78 %	86 %
Community Concern	78 %	82 %
Collaborator	53 %	82 %
Caring Connection	53 %	81 %
Selfless Leader	71 %	79 %
Ambition	51 %	55 %
Perfect	58 %	44 %
Driven	46 %	36 %
Pleasing	40 %	23 %
Belonging	30 %	15 %
Critical	37 %	15 %
Conservative	32 %	14 %
Arrogance	38 %	13 %
Autocratic	55 %	13 %
Distance	36 %	12 %
Passive	24 %	9 %
<b>Summary Dimensions</b>		
Achieving	72 %	94 %
Self-Awareness	64 %	94 %
Systems Awareness	66 %	93 %
Authenticity	69 %	91 %
Relating	53 %	90 %
Controlling	54 %	19 %
Protecting	35 %	10 %
Complying	23 %	7 %
<b>Summary Measures</b>		
Reactive-Creative Scale	71 %	100 %



# CBeyond Case: Direct Reports Operations

## Sorted by Ideal to Ideal

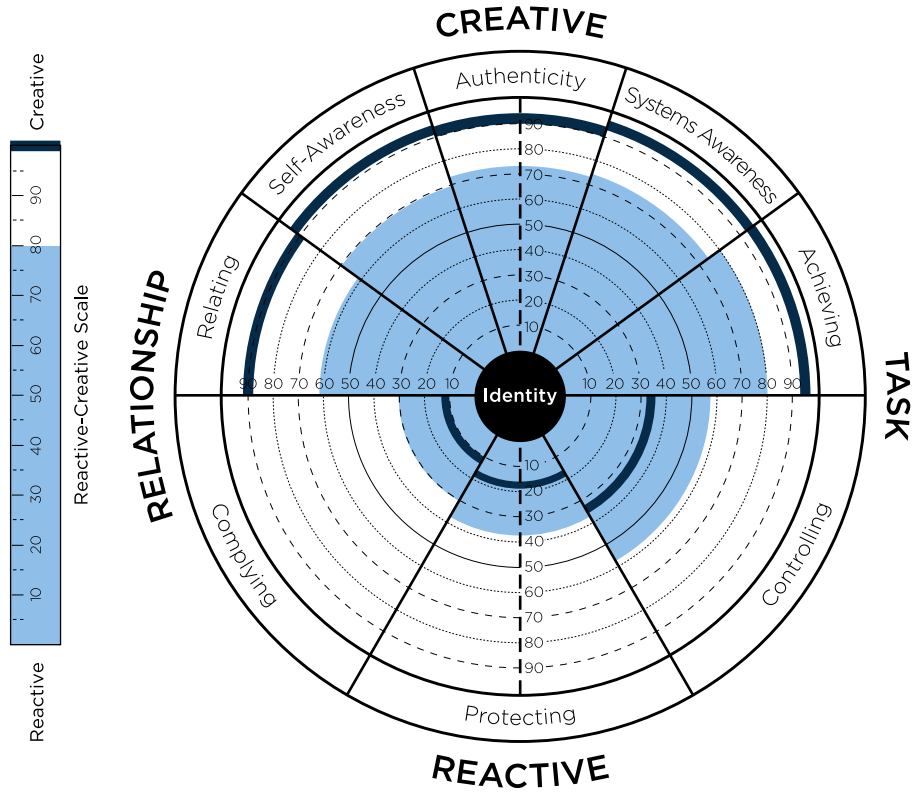
Operations Leadership Team	Ideal %	Ideal to Ideal %
<b>Dimensions</b>		
Involvement	93 %	72 %
Achieves Results	86 %	70 %
Purposeful & Visionary	92 %	69 %
Customer Focus	86 %	69 %
Integrity	90 %	68 %
Personal Learner	92 %	68 %
Composure	90 %	68 %
Ambition	55 %	67 %
Strategic Focus	92 %	67 %
Decisiveness	92 %	65 %
Sustainable Productivity	93 %	63 %
Mentoring & Developing	89 %	61 %
Courageous Authenticity	88 %	60 %
Fosters Team Play	89 %	59 %
Systems Thinker	89 %	58 %
Balance	90 %	58 %
Selfless Leader	79 %	57 %
Interpersonal Intelligence	89 %	56 %
Perfect	44 %	55 %
Caring Connection	81 %	55 %
Driven	36 %	53 %
Community Concern	82 %	52 %
Collaborator	82 %	51 %
Pleasing	23 %	43 %
Autocratic	13 %	43 %
Critical	15 %	41 %
Conservative	14 %	40 %
Arrogance	13 %	38 %
Passive	9 %	34 %
Belonging	15 %	33 %
Distance	12 %	33 %
<b>Summary Dimensions</b>		
Achieving	94 %	69 %
Authenticity	91 %	66 %
Self-Awareness	94 %	65 %
Systems Awareness	93 %	64 %
Relating	90 %	60 %
Controlling	19 %	51 %
Protecting	10 %	35 %
Complying	7 %	32 %
<b>Summary Measures</b>		
Reactive-Creative Scale	100 %	74 %

## Sorted by Gap Between Actual and Ideal

Operations Leadership Team	Actual %	Ideal %	Gap %
<b>Dimensions</b>			
Sustainable Productivity	33 %	93 %	60
Mentoring & Developing	40 %	89 %	48
Balance	44 %	90 %	45
Involvement	47 %	93 %	45
Personal Learner	60 %	92 %	31
Collaborator	53 %	82 %	28
Caring Connection	53 %	81 %	28
Interpersonal Intelligence	60 %	89 %	28
Fosters Team Play	60 %	89 %	28
Strategic Focus	65 %	92 %	27
Systems Thinker	61 %	89 %	27
Purposeful & Visionary	65 %	92 %	26
Courageous Authenticity	65 %	88 %	23
Decisiveness	70 %	92 %	22
Integrity	68 %	90 %	21
Composure	76 %	90 %	14
Selfless Leader	71 %	79 %	8
Customer Focus	78 %	86 %	7
Achieves Results	81 %	86 %	5
Community Concern	78 %	82 %	4
Ambition	51 %	55 %	3
Driven	46 %	36 %	-9
Perfect	58 %	44 %	-13
Passive	24 %	9 %	-14
Belonging	30 %	15 %	-14
Pleasing	40 %	23 %	-17
Conservative	32 %	14 %	-17
Critical	37 %	15 %	-22
Distance	36 %	12 %	-24
Arrogance	38 %	13 %	-25
Autocratic	55 %	13 %	-42
<b>Summary Dimensions</b>			
Relating	53 %	90 %	37
Self-Awareness	64 %	94 %	29
Systems Awareness	66 %	93 %	27
Authenticity	69 %	91 %	22
Achieving	72 %	94 %	21
Complying	23 %	7 %	-16
Protecting	35 %	10 %	-25
Controlling	54 %	19 %	-35
<b>Summary Measures</b>			
Reactive-Creative Scale	71 %	100 %	29



# CBeyond CASE: LT+OPS+SALES GRAPH



## COLLECTIVE LEADERSHIP ASSESSMENT

### CBeyond LT+OPS+SALES

#### 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

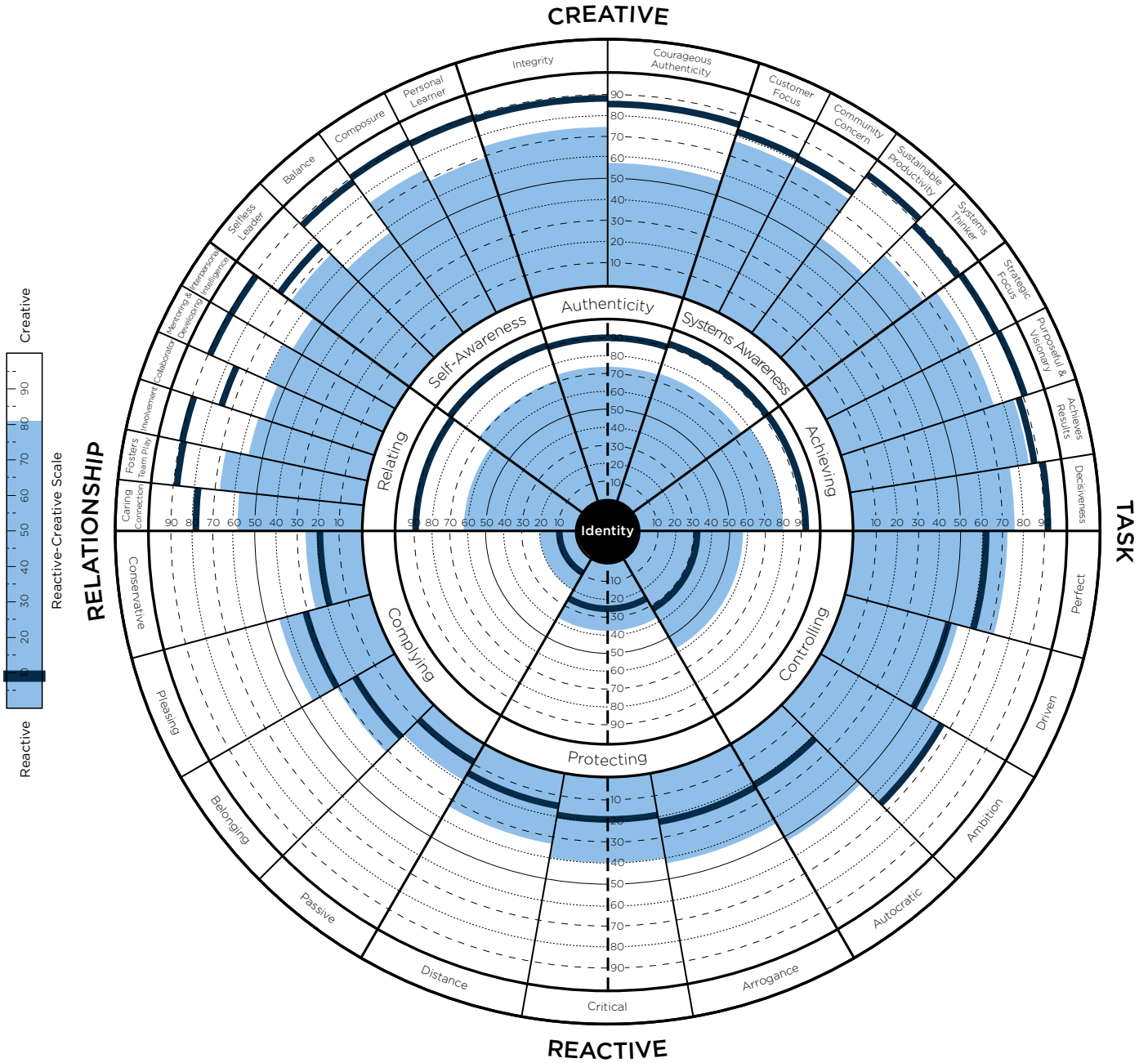
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## NOTES



# CBeyond Case: LT+OPS+SALES GRAPH



## COLLECTIVE LEADERSHIP ASSESSMENT

### LT+OPS+SALES

- 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.



# CBeyond CASE: LT+OPS+SALES

## Sorted by Actual

Cbeyond – CLA Rollup 2007 (LT+Ops+Sales)	Actual %	Ideal %
<b>Dimensions</b>		
Achieves Results	85 %	87 %
Customer Focus	77 %	83 %
Community Concern	77 %	81 %
Decisiveness	76 %	92 %
Strategic Focus	75 %	90 %
Purposeful & Visionary	75 %	91 %
Composure	75 %	90 %
Integrity	74 %	88 %
Perfect	72 %	62 %
Personal Learner	69 %	89 %
Systems Thinker	68 %	88 %
Selfless Leader	68 %	76 %
Fosters Team Play	67 %	88 %
Courageous Authenticity	66 %	86 %
Interpersonal Intelligence	65 %	89 %
Ambition	64 %	65 %
Mentoring & Developing	60 %	89 %
Balance	57 %	87 %
Caring Connection	57 %	78 %
Involvement	56 %	89 %
Driven	54 %	50 %
Sustainable Productivity	54 %	93 %
Collaborator	54 %	76 %
Autocratic	52 %	22 %
Pleasing	43 %	31 %
Arrogance	42 %	23 %
Critical	40 %	19 %
Distance	33 %	15 %
Belonging	31 %	21 %
Conservative	26 %	19 %
Passive	19 %	9 %
<b>Summary Dimensions</b>		
Achieving	80 %	93 %
Systems Awareness	74 %	92 %
Authenticity	73 %	90 %
Self-Awareness	71 %	91 %
Relating	62 %	89 %
Controlling	57 %	32 %
Protecting	37 %	16 %
Complying	20 %	9 %
<b>Summary Measures</b>		
Reactive-Creative Scale	81 %	99 %

## Sorted by Ideal

Cbeyond – CLA Rollup 2007 (LT+Ops+Sales)	Actual %	Ideal %
<b>Dimensions</b>		
Sustainable Productivity	54 %	93 %
Decisiveness	76 %	92 %
Purposeful & Visionary	75 %	91 %
Strategic Focus	75 %	90 %
Composure	75 %	90 %
Personal Learner	69 %	89 %
Involvement	56 %	89 %
Mentoring & Developing	60 %	89 %
Interpersonal Intelligence	65 %	89 %
Systems Thinker	68 %	88 %
Integrity	74 %	88 %
Fosters Team Play	67 %	88 %
Achieves Results	85 %	87 %
Balance	57 %	87 %
Courageous Authenticity	66 %	86 %
Customer Focus	77 %	83 %
Community Concern	77 %	81 %
Caring Connection	57 %	78 %
Selfless Leader	68 %	76 %
Collaborator	54 %	76 %
Ambition	64 %	65 %
Perfect	72 %	62 %
Driven	54 %	50 %
Pleasing	43 %	31 %
Arrogance	42 %	23 %
Autocratic	52 %	22 %
Belonging	31 %	21 %
Conservative	26 %	19 %
Critical	40 %	19 %
Distance	33 %	15 %
Passive	19 %	9 %
<b>Summary Dimensions</b>		
Achieving	80 %	93 %
Systems Awareness	74 %	92 %
Self-Awareness	71 %	91 %
Authenticity	73 %	90 %
Relating	62 %	89 %
Controlling	57 %	32 %
Protecting	37 %	16 %
Complying	20 %	9 %
<b>Summary Measures</b>		
Reactive-Creative Scale	81 %	99 %



# CBeyond CASE: LT+OPS+SALES

## Sorted by Ideal to Ideal

Cbeyond – CLA Rollup 2007 (LT+Ops+Sales)	Ideal %	Ideal to Ideal %
<b>Dimensions</b>		
Ambition	65 %	75 %
Achieves Results	87 %	72 %
Perfect	62 %	71 %
Composure	90 %	70 %
Purposeful & Visionary	91 %	69 %
Decisiveness	92 %	67 %
Customer Focus	83 %	66 %
Integrity	88 %	66 %
Involvement	89 %	66 %
Driven	50 %	65 %
Strategic Focus	90 %	65 %
Mentoring & Developing	89 %	65 %
Sustainable Productivity	93 %	64 %
Personal Learner	89 %	63 %
Interpersonal Intelligence	89 %	62 %
Fosters Team Play	88 %	61 %
Systems Thinker	88 %	60 %
Courageous Authenticity	86 %	59 %
Balance	87 %	56 %
Autocratic	22 %	55 %
Community Concern	81 %	54 %
Selfless Leader	76 %	54 %
Pleasing	31 %	53 %
Arrogance	23 %	53 %
Caring Connection	78 %	52 %
Conservative	19 %	47 %
Collaborator	76 %	47 %
Critical	19 %	45 %
Belonging	21 %	40 %
Distance	15 %	37 %
Passive	9 %	30 %
<b>Summary Dimensions</b>		
Achieving	93 %	69 %
Controlling	32 %	65 %
Systems Awareness	92 %	64 %
Authenticity	90 %	64 %
Self-Awareness	91 %	63 %
Relating	89 %	60 %
Protecting	16 %	44 %
Complying	9 %	35 %
<b>Summary Measures</b>		
Reactive-Creative Scale	99 %	60 %

## Sorted by Gap Between Actual and Ideal

Cbeyond – CLA Rollup 2007 (LT+Ops+Sales)	Actual %	Ideal %	Gap %
<b>Dimensions</b>			
Sustainable Productivity	54 %	93 %	38
Involvement	56 %	89 %	32
Balance	57 %	87 %	29
Mentoring & Developing	60 %	89 %	28
Interpersonal Intelligence	65 %	89 %	24
Collaborator	54 %	76 %	21
Fosters Team Play	67 %	88 %	21
Systems Thinker	68 %	88 %	20
Courageous Authenticity	66 %	86 %	20
Caring Connection	57 %	78 %	20
Personal Learner	69 %	89 %	19
Purposeful & Visionary	75 %	91 %	16
Strategic Focus	75 %	90 %	15
Decisiveness	76 %	92 %	15
Integrity	74 %	88 %	14
Composure	75 %	90 %	14
Selfless Leader	68 %	76 %	7
Customer Focus	77 %	83 %	6
Community Concern	77 %	81 %	4
Achieves Results	85 %	87 %	2
Ambition	64 %	65 %	1
Driven	54 %	50 %	-3
Conservative	26 %	19 %	-7
Perfect	72 %	62 %	-9
Passive	19 %	9 %	-10
Belonging	31 %	21 %	-10
Pleasing	43 %	31 %	-11
Distance	33 %	15 %	-17
Arrogance	42 %	23 %	-19
Critical	40 %	19 %	-20
Autocratic	52 %	22 %	-30
<b>Summary Dimensions</b>			
Relating	62 %	89 %	26
Self-Awareness	71 %	91 %	20
Systems Awareness	74 %	92 %	18
Authenticity	73 %	90 %	16
Achieving	80 %	93 %	12
Complying	20 %	9 %	-11
Protecting	37 %	16 %	-20
Controlling	57 %	32 %	-25
<b>Summary Measures</b>			
Reactive-Creative Scale	81 %	99 %	17



## **CBEYOND CASE**

What do you see?

What are you curious about?

### **ANALYSIS**

### **NOTES**