

**COLLECTIVE
LEADERSHIP
ASSESSMENT™**

CERTIFICATION

**EVOLVING THE
CONSCIOUS PRACTICE
OF LEADERSHIP**

**LEADERSHIP
CIRCLE®**

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WELCOME TO CLA CERTIFICATION

Each of us is on a different journey. Consider what has brought you to CLA Certification NOW, at this very time and the energy calling you. Why are you here now? In your LCP Certification, you learned the Universal model of leadership (UML), and how to use the LCP as a pathway for leader development. Now, you will incorporate the CLA for working in the collective field with teams and organizations. Collective Leadership is a differentiator – accomplishing breakthroughs that only come with the collective “we.”

LEADER BENEFITS

The CLA allows you:

- To develop as a team in a safe space.
- To create a leadership agenda for change.
- To build a collective leadership advantage.
- To identify the gaps between your current and ideal leadership.

COURSE OBJECTIVES FOR CHANNEL PARTNERS (YOU)

- Know how to utilize the Collective Leadership Assessment (CLA) to bring collective clarity for the tension that rests between “what is and what is desired”, enabling clients to establish a strategic leadership agenda for development and performance.
- Understand the CLA as distinct from an LCP group report and learn its magic for collective leadership.
- Understand the power of collective leadership as a differentiator for breakthrough results, development and effectiveness.
- Know the basics of the CLA: Graph, scoring, norm base, percentiles, data sorts, gaps and movements.
- Be equipped and build confidence through practice, practice, practice with case studies and tools for how to design and facilitate engagements.
- Gain “real-time experience” by taking the CLA, pre-session, and debriefing results as a cohort.
- Increase knowledge and gain tools to guide transformative conversations to create change desired by your clients.
- Receive a free CLA for 10 as part of your certification to put your knowledge to work right away!

INVITATION TO INTEGRAL AGREEMENTS

- ✓ Relating to others in an authentic, courageous, and inclusive way.
- ✓ Help each other learn and grow with openness.
- ✓ Investigate the deeper reality that lies behind events/circumstances.
- ✓ Help each other in holding complexity.
- ✓ Participate with a deep sense of purpose.
- ✓ Holding a vision that goes beyond this circle to include having a positive impact in the world.
- ✓ _____
- ✓ _____
- ✓ _____

NOTES





LEARNING TOGETHER:

Understand what collective leadership is and why it is needed.

A TEACHING POINT:

- As we work together to create change, we experience Collective Leadership.
- What is Collective Leadership?
- When have you experienced positive Collective Leadership?
- Why is Collective Leadership meaningful to you?



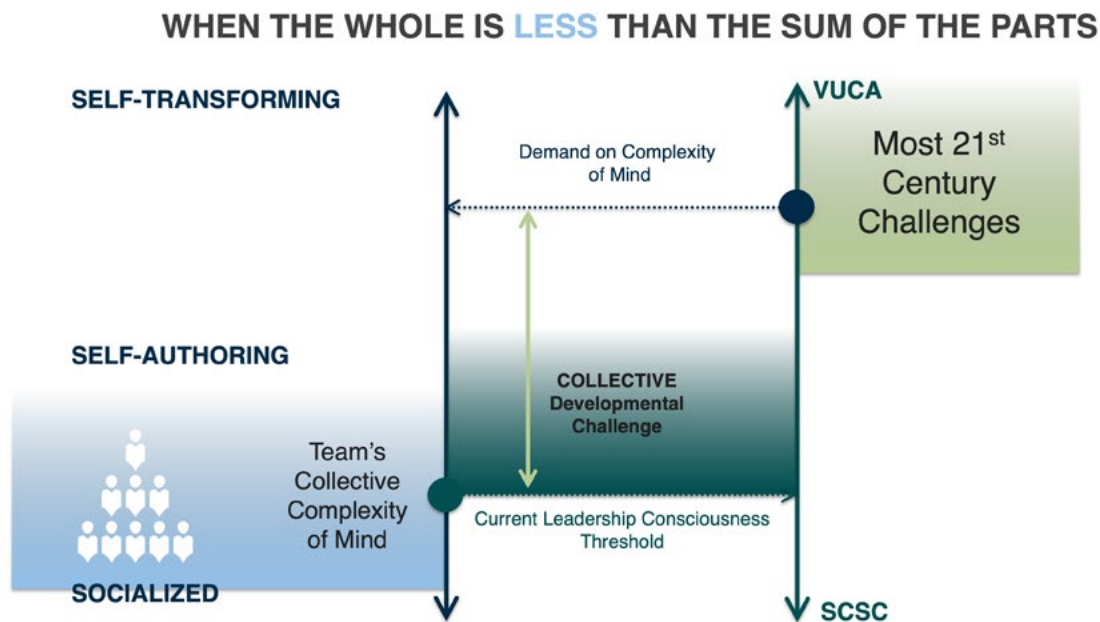
NOTES

LEARNING TOGETHER:

Understand the benefits of Collective Leadership.

A TEACHING POINT:

- When we are less than the sum of our parts. We are less powerful together than we are apart.
- Individuals may be more likely to conform to the opinions of others, rather than challenging assumptions and thinking critically.
- This can lead to groupthink and a lack of innovation.



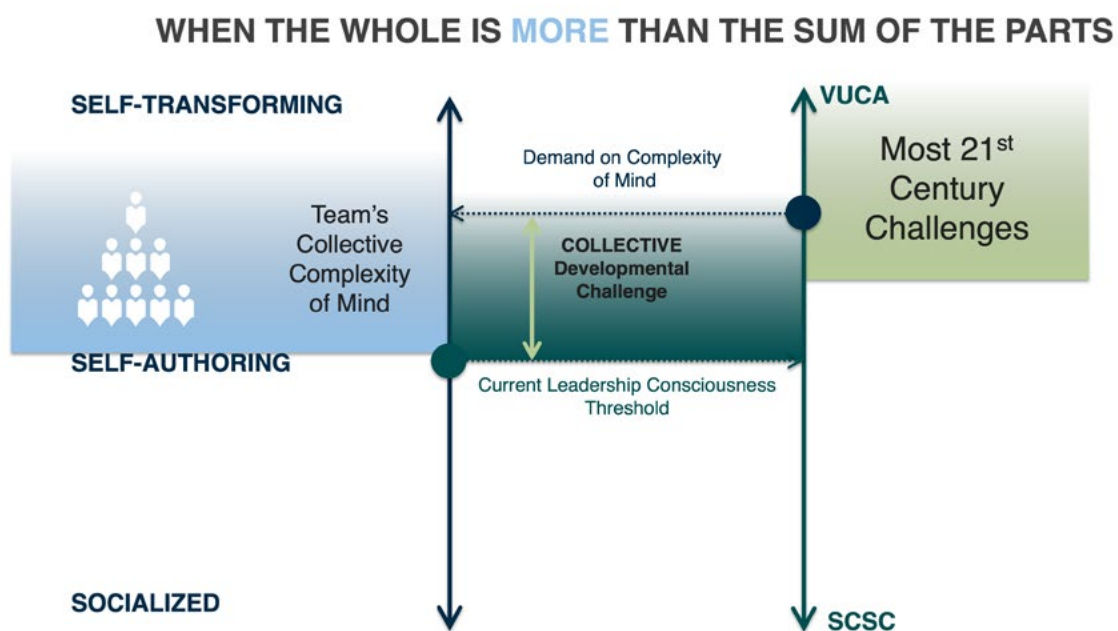
NOTES

LEARNING TOGETHER:

Understand the benefits of Collective Leadership.

A TEACHING POINT:

- Collectively, as a group, we have the potential to achieve far more than the sum of our individual efforts.
- When we work together, we can bring our unique skills, perspectives, and experiences to the table, allowing us to solve complex problems, generate new ideas, and achieve goals that would be impossible for any one person to accomplish alone.



NOTES



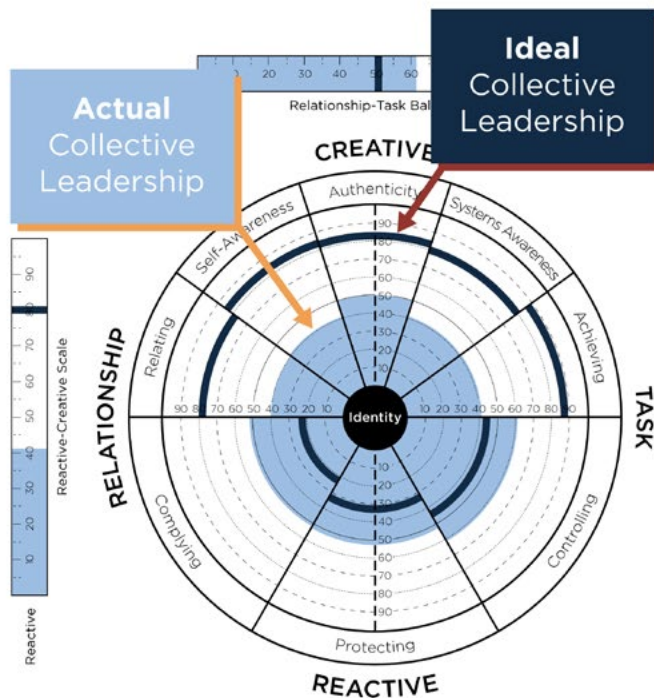
LEARNING TOGETHER:

Understand the Basic Construct of the CLA.

A TEACHING POINT:

The CLA, based on the UML, provides a powerful picture of the Actual, current state and the desired, Ideal state of the organization.

- The light blue shading shows Actual current state summary scores.
- The dark blue lines reflect the Ideal state summary scores.
- Note: This example shows a “collective group” that has a desire for more creative leadership together.



Collective Leadership Assessment

- Focuses on collective leadership using a **team** or **organizational** lens.
- Introduces the Leadership Circle model for leadership development.
- Like doing a collective leadership “MRI” on the team or organization.
- Provides insights on where the most energy for change is in the system and the strength of the vision and desire.
- Directs leaders to hold the strategic imperative conversations for greatest effectiveness.

NOTES

LEARNING TOGETHER:

Understand the basic construct of the CLA.

TAKING THE CLA:

- The CLA is taken twice by each rater in one survey: first for how this collective Actually leads and then for how they would like this collective to “Ideally” lead.
- The same questions are asked for both – identically.
- This provides meaningful ways to compare and contrast results.

CLA DESIGN DISTINCTIONS

Questions

- Two highest questions from each LCP dimension
- Two additional dimensions
- 31 dimensions X 2 questions = 62 questions
- Same number of questions for Actual and Ideal
- One Survey - Not complete until both Actual and Ideal questions are answered
- 124 total questions

Additional Competencies

Customer Focus (in Systems Awareness)

Measures customer satisfaction focus of your business and the extent to which customers are invited to shape organizational direction, decision and processes.

A whole system view in which the customer is included.

Involvement (in Relating)

Measures how well leaders involve people in decision making, problem solving and planning down to the appropriate level.

NOTES

LEARNING TOGETHER:

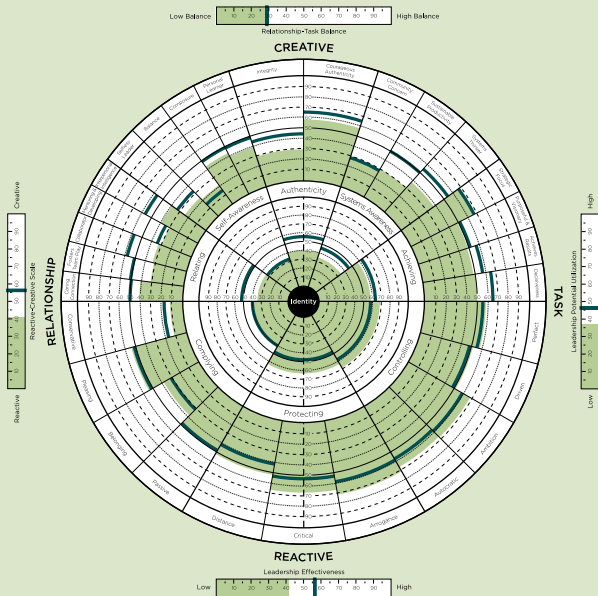
Know the distinctions between the LCP Group Report and CLA.

A TEACHING POINT:

- There is a distinct purpose for the LCP Group Report and the CLA Report.
- The Group Report is an aggregate of individuals.
- The CLA is a different norm base, of groups/teams assessing groups/teams.

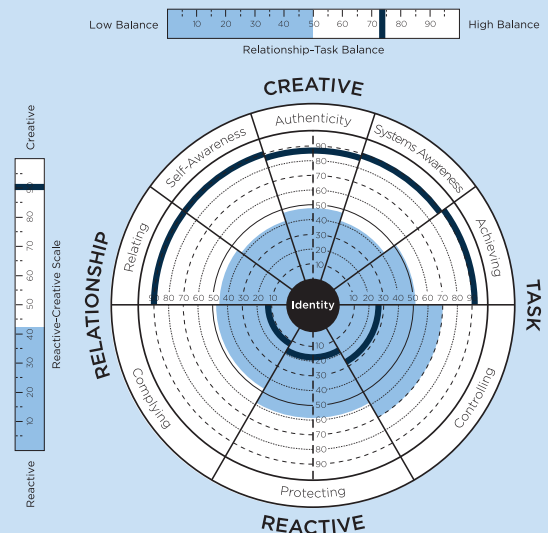
Leadership Circle Profile Group Report

- Rollup of a collection of individual Leadership Circle Profiles
- Is diagnostic in nature, allows a team or group to contemplate impact,
- Effectiveness, and Reactive and Creative patterns when aggregated together.



Collective Leadership Assessment

- Measures gap between current leadership effectiveness (Actual) and aspirational leadership effectiveness (Ideal)
- Focus is on collective leadership, not individuals
- Is directional in nature and deeply informs the Collective Leadership Development Agenda



LEARNING TOGETHER:

Understand the basic construct of the CLA.

PITCHING THE CLA:

Consider sharing specific reasons why the CLA will benefit your client. Ideas could include a challenge they are facing, a transformation they desire, or an exploration into a new situation or challenge.

Remember:

UML - Reactive / Creative

Creative Tension

Power of Collective Leadership Advantage

The Conversation

The best conversations are fluid and continue back and forth building rapport and trust. As you build a relationship with your client and discuss what the Collective Leadership Assessment has to offer for their business, focus on that pivotal moment and consider:

- How will you convey the main message to them?
- What would you say?
- How would that sound?
- What goals do you want them to understand?

What key points will you include in your pitch for the CLA?

- 1.
- 2.
- 3.
- 4.

NOTES

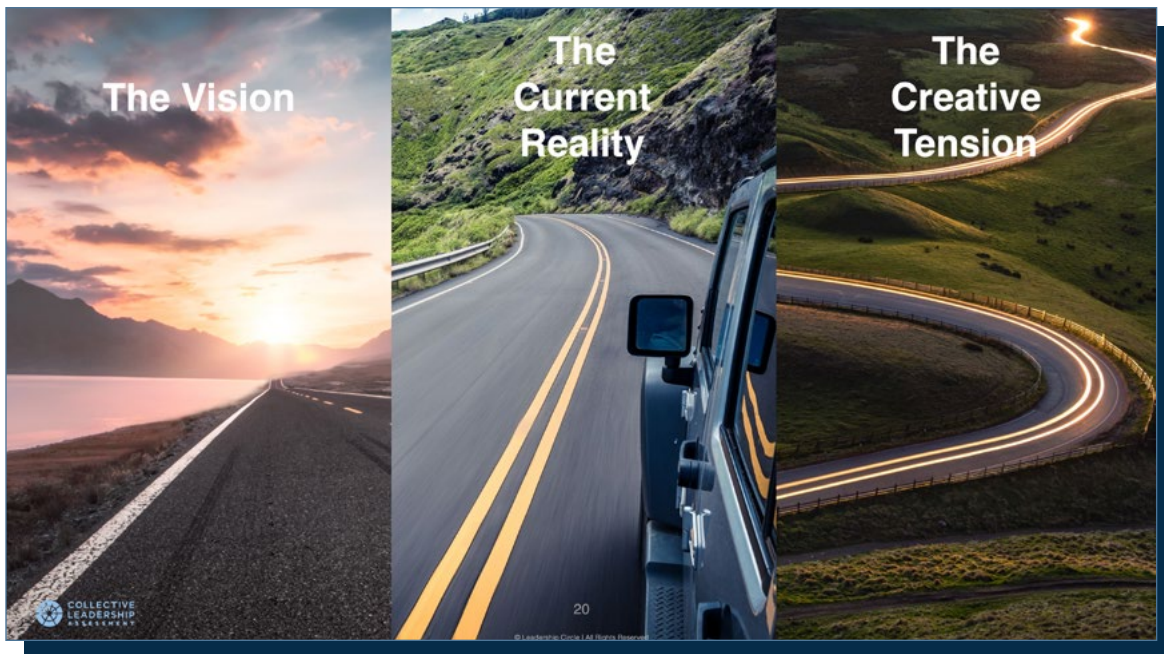


LEARNING TOGETHER:

Understand the creative tension as it relates to the CLA.

A TEACHING POINT:

- Creative tension exists between what is keeping us safe and what we want to become.
- Mindset work is a foundational shift in adaptive change.



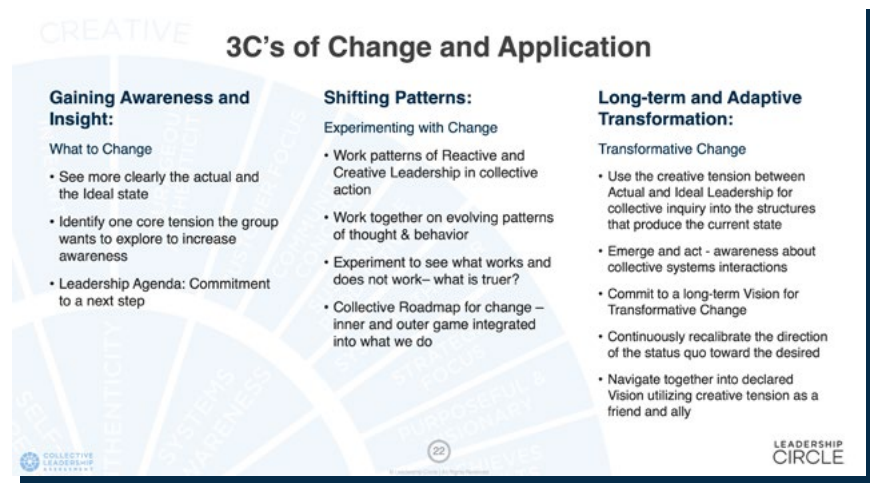
NOTES

LEARNING TOGETHER:

Identify client needs and match them to a CLA intervention.

A TEACHING POINT:

As consultants, we need to be aware of the change model we have in mind and how that will work for the client. Consider the readiness, commitment, and experience the team has for change and the type of change.



Gain Awareness and Insight: What to Change

Sessions 1-2

Shifting Patterns: Experimenting with Change

Sessions 3-4 may combine with individual coaching or peer to peer coaching with leadership goals

Long-term and Adaptive Transformation: Transformative Change

Sessions 5-12 may combine with coaching, peer to peer coaching with and organization

LEARNING TOGETHER:

- Understand the scoring, and design of the CLA.
- Get comfortable with data and search for the story between the lines.

A TEACHING POINT:

The CLA is designed, using a scale of 1-15, with rankings from very strongly agree to very strongly disagree.

Due to the possibility of negative numbers, we add 15 to the raw score. While the raw score is important, the percentile score is where the crucial discussion lies, as well as the key information to share with the client.

Design Distinctions

Reactive-Creative Scale

is calculated by adding the (Maximum value in CLA scale of 15) + (Creative Score - Reactive Score).
So, for Example: $15 + (11.66 - 4.82)$.

Therefore, the Reactive-Creative Scale can be higher than 15 because we add the top value (15) to the (Creative minus Reactive Score) value. This is done to prevent negative scores and does not change the rank order of scores when it comes to calculating percentiles.

15 Point Scale

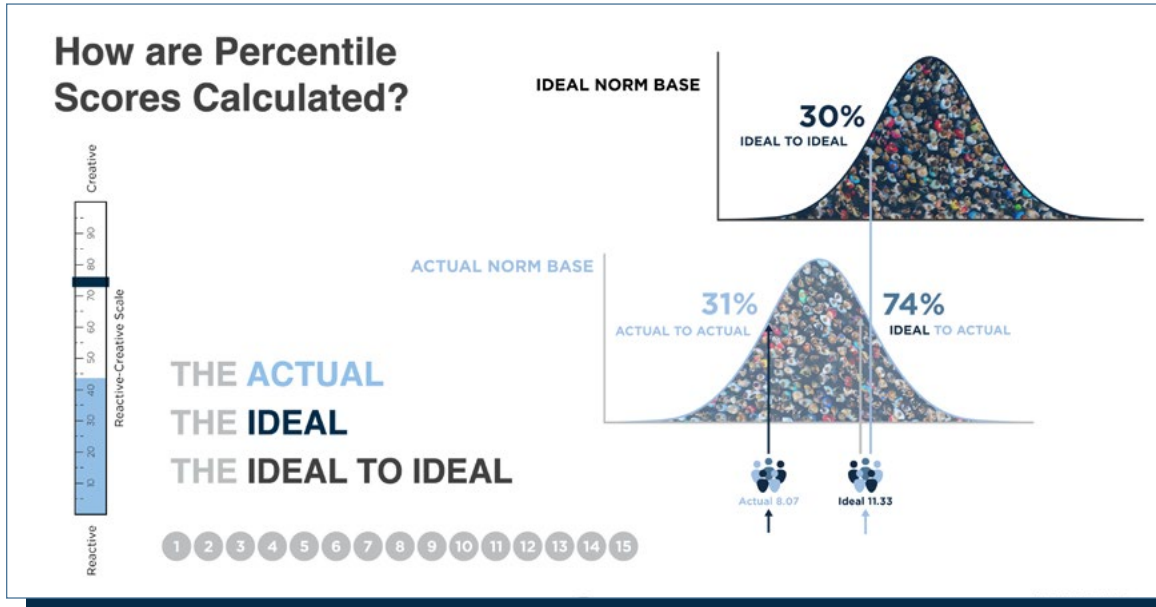
The Collective Leadership Assessment measures on a 15-point scale.

Score	Description
15	Very Strongly Agree
14	
13	Strongly Agree
12	
11	Agree
10	
9	Slightly Agree
8	
7	Slightly Disagree
6	
5	Disagree
4	
3	Strongly Disagree
2	
1	Very Strongly Disagree

NOTES

LEARNING TOGETHER:

Understand how percentile scores are calculated.



How are percentile scores calculated

The Collective Leadership Assessment has a database of actual Collective Leadership scores and a database of Ideal Collective Leadership scores. **Current norm base is over 9311 groups/teams.**

The ACTUAL percentile score is calculated by comparing your Actual Average score to the database of Actual Average (current reality) scores. This score shows you how your actual Collective Leadership culture compares to our norm base of all other actual Collective Leadership cultures.

The IDEAL percentile score is calculated by comparing your Ideal Average score to the database of Actual average (current reality) scores. This score shows you where you would be if you achieved your Ideal Collective Leadership, in comparison with our norm base of actual Collective Leadership cultures.

The IDEAL-to-IDEAL percentile score is calculated by comparing your Ideal Average score to the database of Ideal scores. This score shows you how your vision of optimal Collective Leadership compares to the vision of others in our norm base.

NOTES



BANK SURVEY

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?”

[View Full Bank Survey Case](#)



LEARNING TOGETHER:

Applying the UML to Collective Leadership.

A TEACHING POINT:

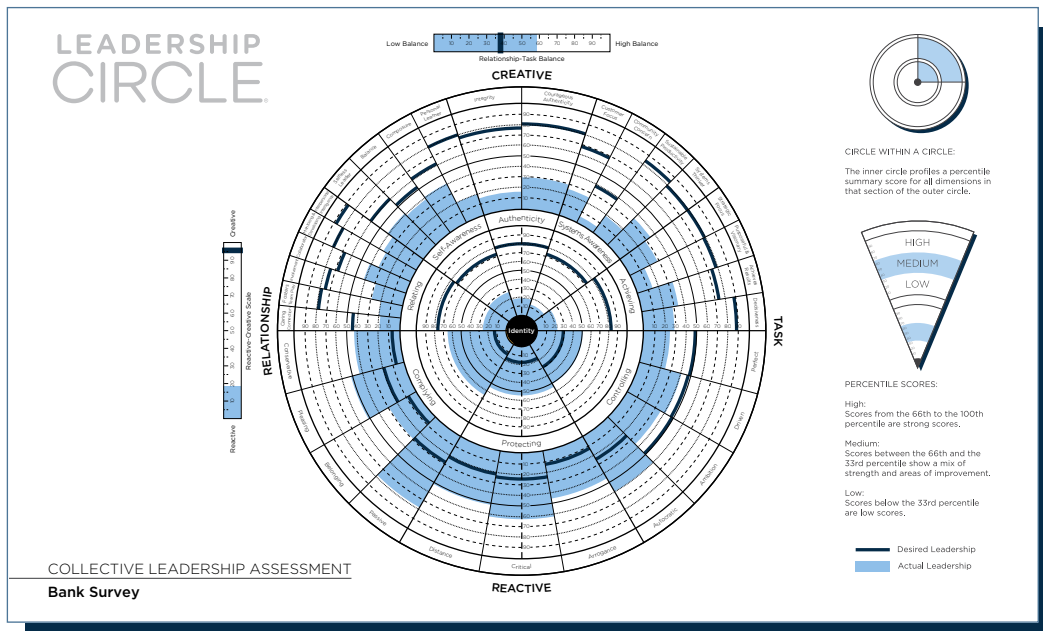
Actual Leadership Effectiveness:

- Shows where an organization is currently based on the views of the organization.

Desired Leadership Effectiveness:

- Shows where an organization wants to be ideally.

When you look at the following graph what do you see?



NOTES

Bank Survey Actual Data

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		
Relationship-Task Balance	58 %	37 %
Reactive-Creative Scale	18 %	96 %

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 %

Top 5

The Middle

Bottom 5



Bank Survey Actual Data

Creative & Reactive Inner & Outer Dimensions

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		
Relationship-Task Balance	58 %	37 %
Reactive-Creative Scale	18 %	96 %

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 %

Reactive Top

Reactive Middle

Reactive Bottom



NOTES

Bank Survey Ideal to Actual Gaps Data

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
Relationship-Task Balance	58 %	37 %	-21



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



Bank Survey Ideal to Ideal Data

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 %
Relationship-Task Balance	37 %	9 %



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 %



NOTES

LEARNING TOGETHER:

Applying the UML to Collective Leadership.

A TEACHING POINT:

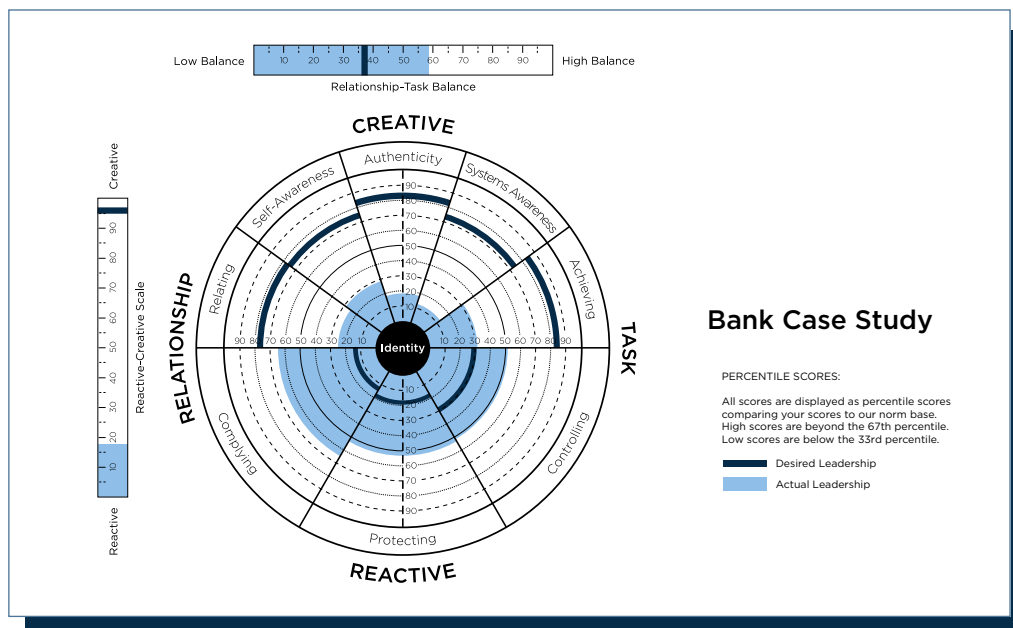
Looking at the Ideal to Ideal

Who we want to become as an organization can provide us with a unique lens to view our results.

Looking at the Gaps

The gaps between the Actual and the Ideal can provide you with useful information. While we are tempted to only look at the largest gaps, the client may see greater movement by focusing on a smaller one.

How can you use these lenses?



NOTES



LEARNING TOGETHER:

Structuring a CLA.

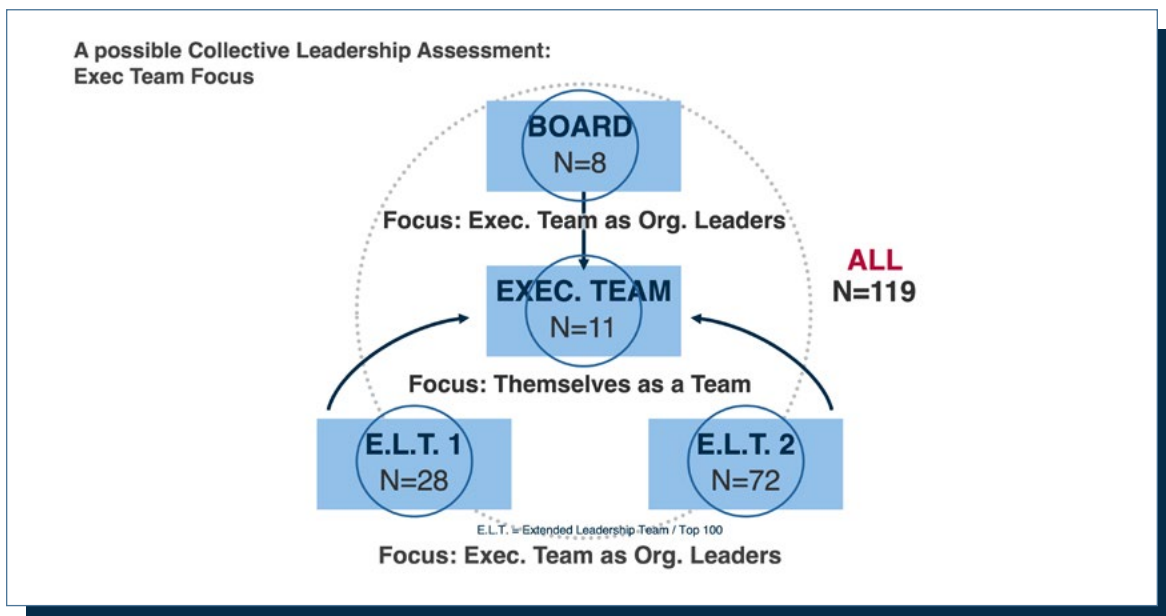
A TEACHING POINT:

There are several ways to design the CLA survey.

The image provides a visual description of the different methods the group can use to analyze their results. You can choose to point a CLA at a team focus, or an organizational focus.

In a **team focus** a team such as the executive team focuses on how they are doing as a collective.

In an **organizational focus**, results can be gathered from the board looking down at a sub team and analyzing how they are doing, or a group of leaders can look up and analyze the board. Results can be organized in breakout groups in whatever manner will provide the best snapshot of the organization.



NOTES

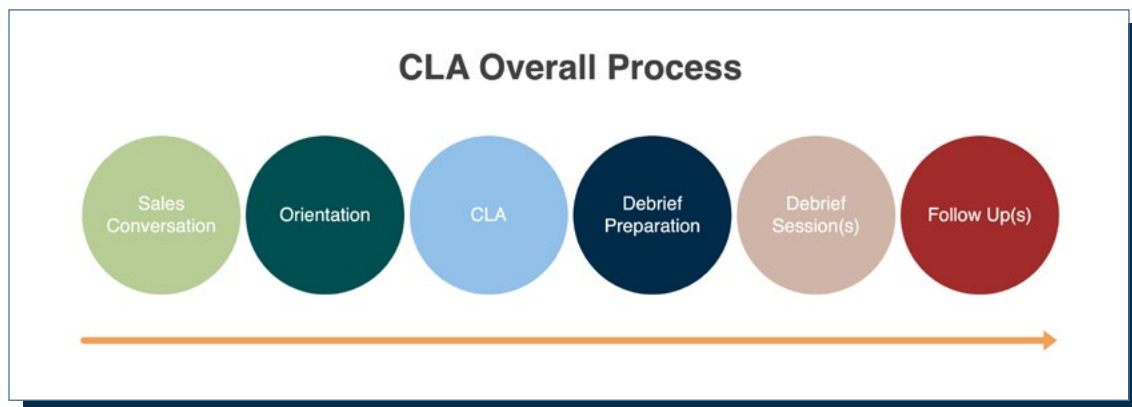


LEARNING TOGETHER:

Identify and demonstrate each step in the CLA process.

A TEACHING POINT:

When we believe that changing the organization is about engaging in an intentional dialog in the organization, with the organization with itself, we can think about starting the conversation already when we start to shape the context of the CLA intervention.



Sales Conversation:

- The communication before the survey is your first intervention to change the conversation about leadership.

Orientation:

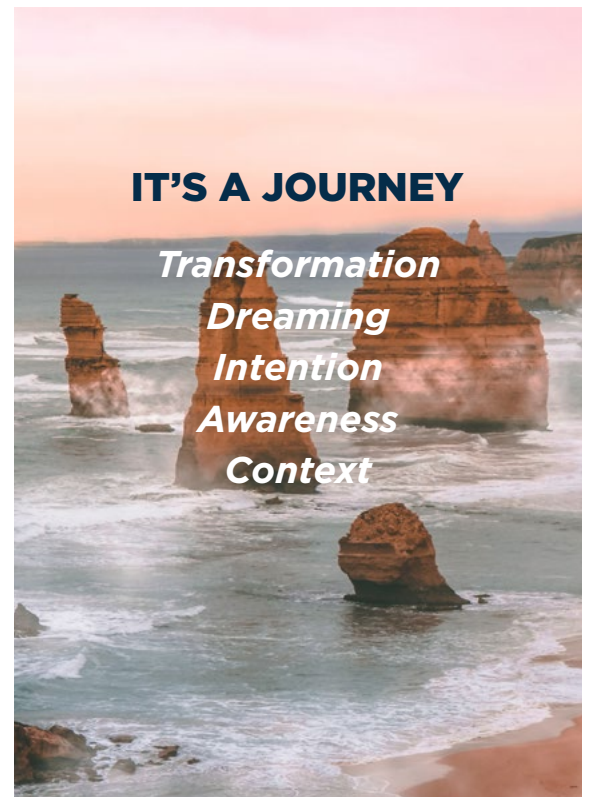
- In the Orientation Session, you have a three goals, these are explained in further detail on the next page.

Debrief Preparation and Debrief:

- Prepare your materials and the client reports.
- Choose which information to highlight.
- Together with your client discuss the results and create a plan for collective change.

Follow-up:

- The CLA includes a wrap-around process to develop leadership habits with accountability.





LEARNING TOGETHER:

Conducting the Orientation Experiential.

A TEACHING POINT:

Identify the three goals in the orientation session.

One, ensure clarity for “whom” we are rating.

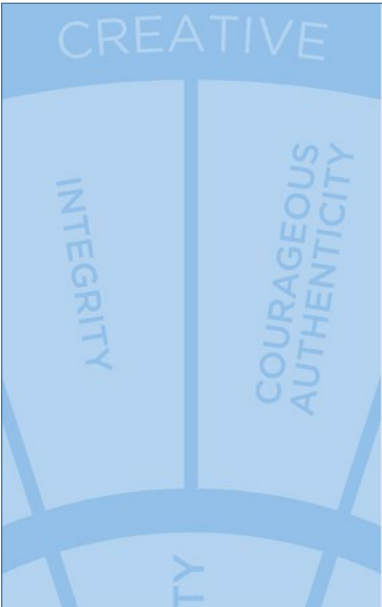
- Look at the different ways to see into collective impact.
 - The Leadership that happens through all of us in the organization.
 - The Leadership that happens through formal leaders.
 - The Leadership that happens through the Top Team.

Two, create understanding around:

- Collecting the data and gathering responses.
- Emails and information they will receive.

Three, conduct an experience around the UML.

- Use the mat or an experience that safely brings them into curiosity about the model and what they might see.



Preparing for an Orientation

- Assessing the Collective
 - What/Whom are we assessing?
 - What is the CLA measuring?
- A basic understanding of The UML - Reactive and Creative Orientation & Creative Tension
 - Playing together – Experiential
- Next steps:
 - How do we take the assessment – what to expect
 - Timing
 - Emails to expect
 - What happens after the assessment is taken?

NOTES



LEARNING TOGETHER:

Work through a debrief of our own CLA.

A TEACHING POINT:

What did you learn from doing and debriefing?

After the debrief, consider:

- What would you have done differently?
- How did the approaches from different groups change the debrief experience?
- What was suggested that you did not originally consider?
- What tips or suggestions did you gain from other groups?

NOTES

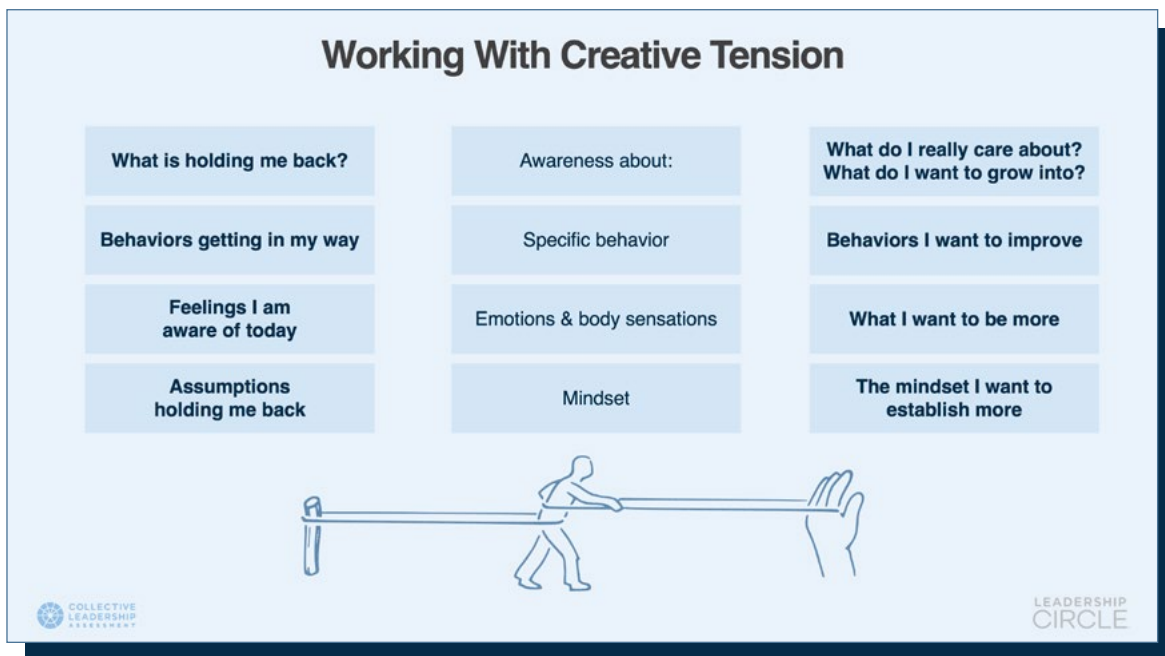


LEARNING TOGETHER:

Understand the Creative Tension as it relates to the CLA.

A TEACHING POINT:

- Creative Tension exists between what is keeping us safe and what we want to become.
- Mindset work is a foundational shift in adaptive change.



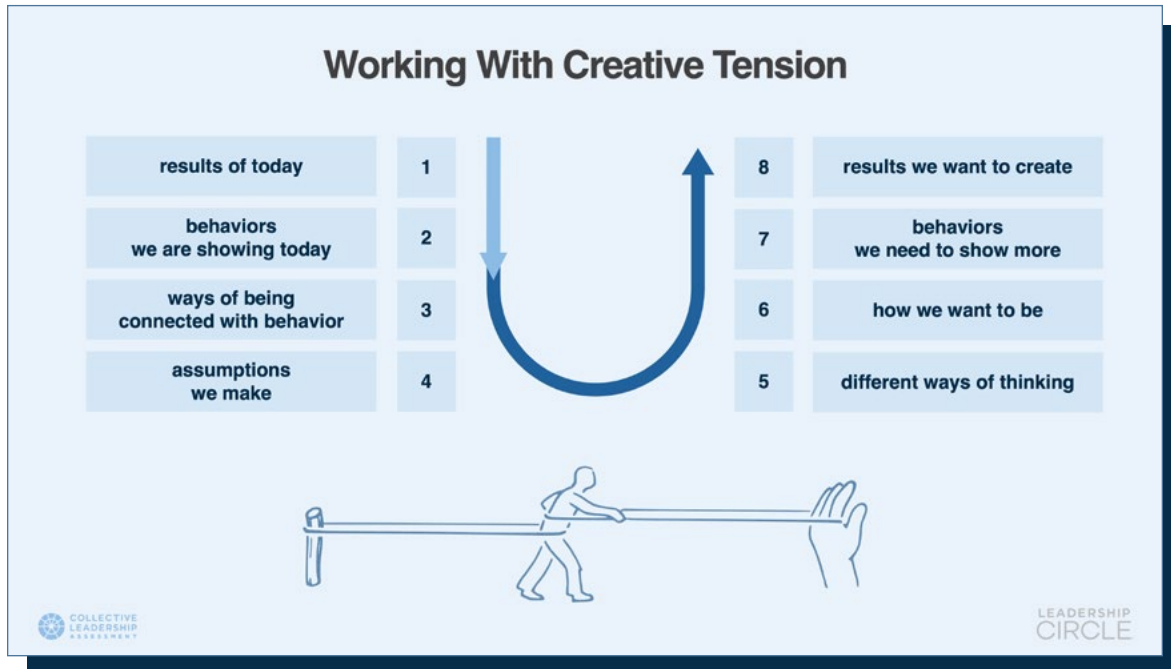
NOTES

LEARNING TOGETHER:

Learn how to work with mindset change in the Creative Tension.

A TEACHING POINT:

We never move from ___ to ___ without steps in between.




NOTES

LEARNING TOGETHER:

Understand the pricing breakouts for reports with CLA.

A TEACHING POINT:

As a consultant you will want to ensure proper pricing and billing are associated with your client. Take a moment and record the current pricing for your region. You can always verify pricing changes in your consultant resources.



Setting up CLA and Pricing

- One Group of up to 10 Participants
- Additional Cost Per Participant 11-100 in the same group
- Additional Cost Per Participant 101+ in the same group

COLLECTIVE LEADERSHIP ASSESSMENT

LEADERSHIP CIRCLE

Group Size 1-10 _____

Additional cost per participant 11-100 _____

Additional cost per participant 101+ _____

How will you sell the value of the CLA?

NOTES

LEARNING TOGETHER:

Identify the resources available to you in LCgo.

A TEACHING POINT:

- Designs
- Creating a bar chart
- Coming soon: Outer graph (You may request this through marketing for now for an additional charge.)



LCgo

LCGo Fundamentals
Leadership Circle Resource Library

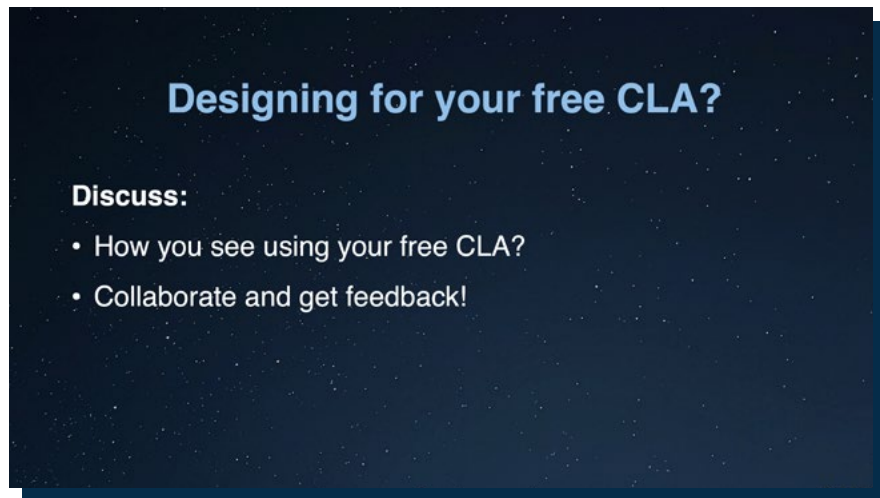
NOTES

LEARNING TOGETHER:

Create a plan to use and practice the CLA delivery with a client.

A TEACHING POINT:

As a new CLA consultant we want you to feel comfortable delivering this information to the client. After you have met with your group, identify the items below that will help you create your plan for delivery.



Designing for your free CLA?

Discuss:

- How you see using your free CLA?
- Collaborate and get feedback!

1. How do you plan to use the CLA?
2. When do you plan to use the CLA?
3. Which client do you see yourself using the CLA with?
4. What creative ways did you like from others?

What three compelling statements would you say about the CLA?

- 1.
- 2.
- 3.

What statements do you want to implement from your peers?

- 1.
- 2.

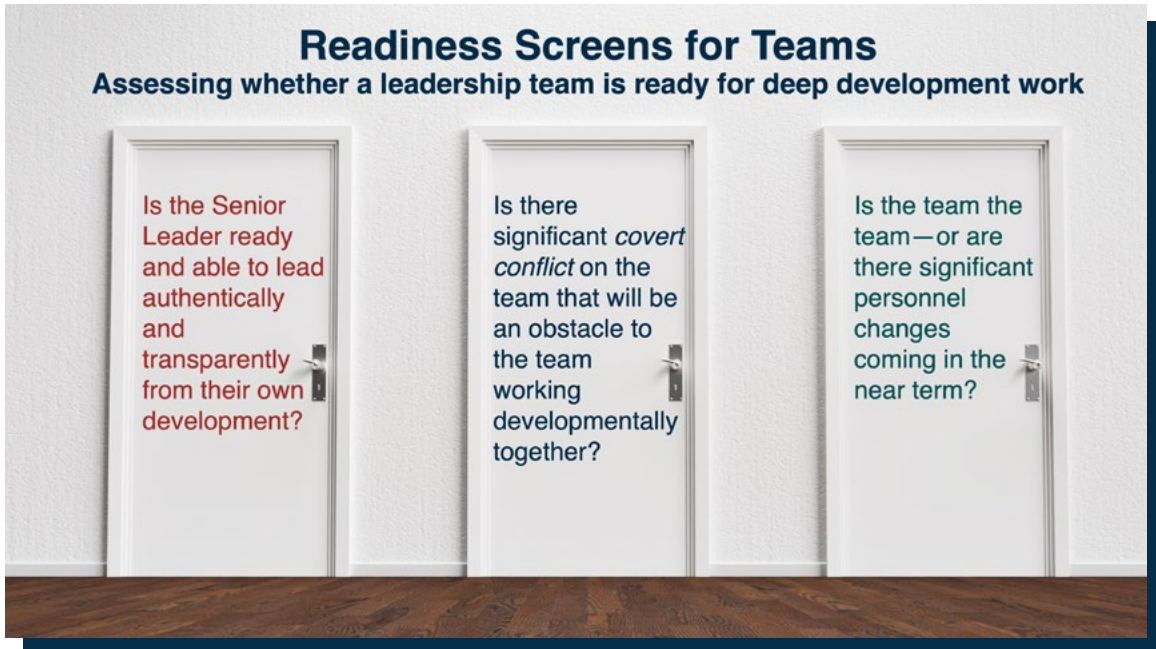
NOTES

LEARNING TOGETHER:

Assess the leadership teams' preparedness for deep development work.

A TEACHING POINT:

- Is the senior leadership team ready?
- Are there obstacles or conflicts within the team?
- Are there upcoming personnel changes?



NOTES







APPENDIX



LEARNING TOGETHER:

Connect with Edgar Schein's model of culture.

WHAT IS CULTURE

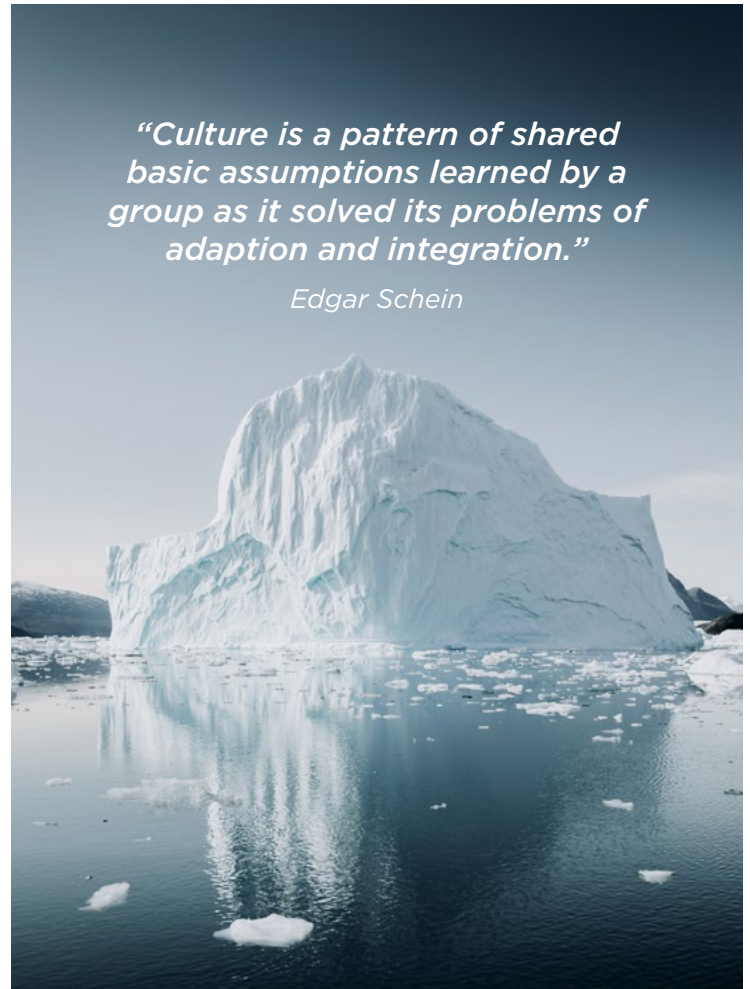
"Culture eats strategy for breakfast." This famous quote, attributed to Peter Drucker, suggests that culture is a powerful force in organizational life. When strategy and

culture are not aligned, intentional goals and execution plans run counter to the prevailing unconscious beliefs and values.

Culture is not visible. We live in a culture. Like a fish lives in the water. The fish perceives differences in the water but may not have a concept of the water itself. Like this, we perceive culture only when we want to change something.

- The culture of an organization is establishing itself over time in a learning process.
- How did the collective master the challenges of the past successfully?
- What helped the organization to survive?
- How did each individual need to behave?
- What does success and failure mean?

Past decisions that have led to "success" have been experienced as 'right' and have become part of the collective meaning making system. Culture does not only address the way "we do it over here", but culture also has some invisible parts that can be unconsciously held in the collective - and these invisible parts are key drivers of culture.



NOTES

LEARNING TOGETHER:

Connect with Edgar Schein's model of culture.

Artifacts

- Things that an internal/ external visitor could see, hear or feel.
- The external physical manifestation of culture.
- The way people behave.
- Symbols you can observe.
- Items that seem meaningful - but are just the artifacts not the meaning.

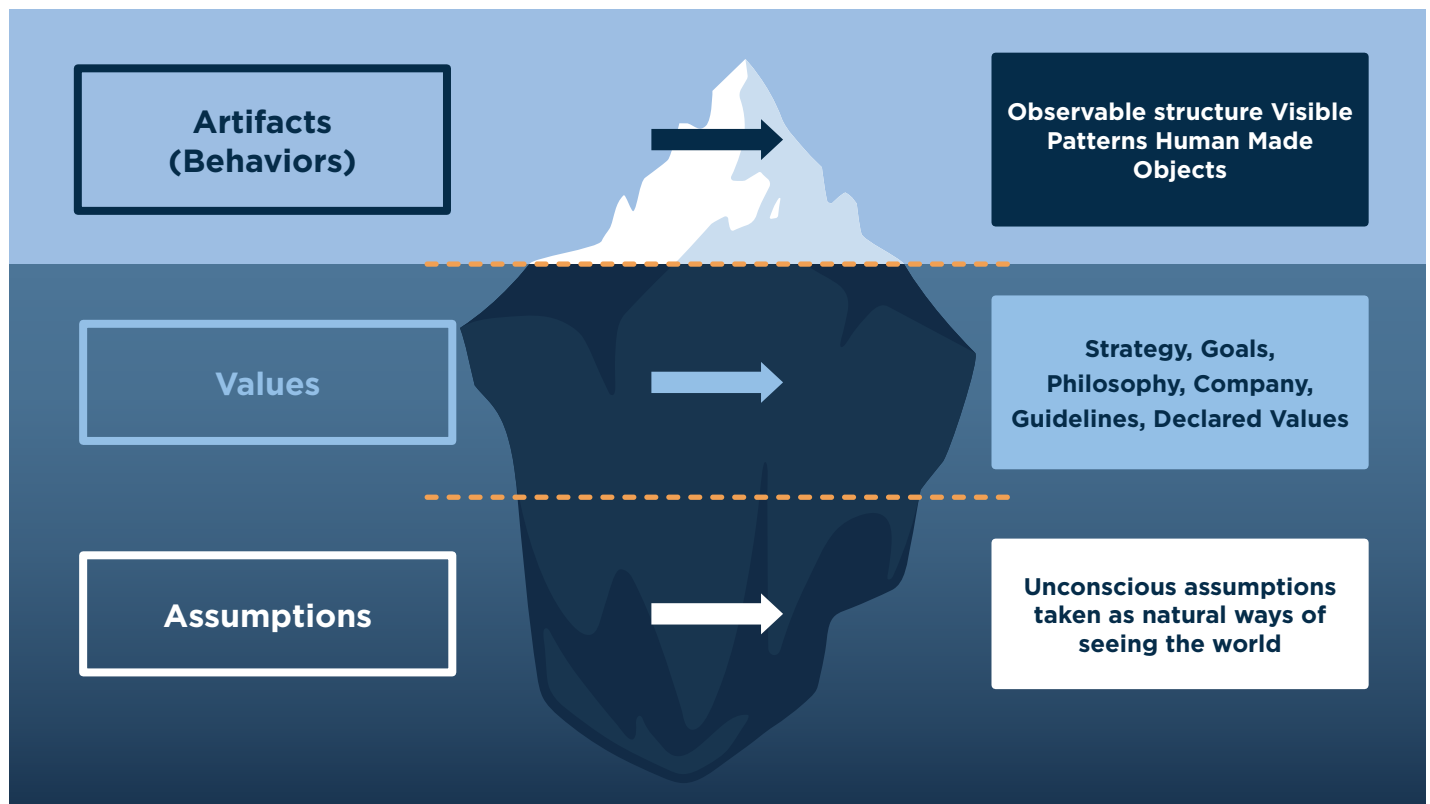
Values

- Connected with the artifacts.
- Explain and give meaning.
- Values can be declarations or rules inside an organization.
- The official stories and self-declaration about what the organization believes in.
- Unofficial values and norms.

Assumptions

- Unconscious.
- Not negotiable values and beliefs that are taken for granted.
- Explanation of why there are right and wrongs.
- Drivers of values and norms.
- Explain the differences between the espoused official values and the unofficial values and norms.

Through **Artifacts** we discover conflicting **Values** to uncover limiting **Assumptions**



LEARNING TOGETHER:

Understand what the 4Q model does to help us while using the CLA.

A TEACHING POINT:

Understanding the 4Q model adapted from Ken Wilber's model.

Meaning Making

- Self Interior.
- Cognitive, psychological, and spiritual development.
- Leaders attend to the inner development of people.

Behavior

- Science of peak performance.
- Leaders pay attention to developing peoples' skills.

Culture

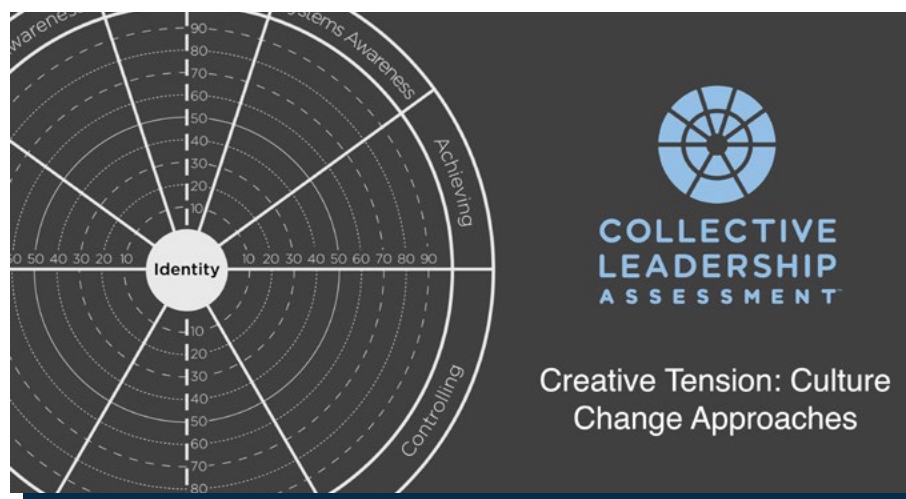
- Community.
- Interior, often hidden, territory of our shared assumptions.
- Domain of myth, unwritten rules, and beliefs.
- Leaders pay attention to the deeper meanings of symbols, purpose, vision and values.

Systemic Interaction

- Social system.
- Quadrant of organizational design.
- Leaders understand that system design determines performance and to perform at a substantively higher level, we must design for it.

Consider the following questions:

- What does this item mean to you?
- What could others see you doing when...?
- What is your experience here?
- How does it feel when you do...?
- What do you need to believe when the conflict is like...? (paraphrase)
- Let me check what I think you are saying.
"It is risky to do/be/say something like this here. What is risky about that?"
- What would happen if?
- What would be the worst thing about that?
- So let me check my understanding....
There is a belief that could be framed like: "If we would then (bad things will happen)?"
- Would this be how you would say it?
- What do others think?
- Do you agree or are you seeing it differently?





LEARNING TOGETHER:

- Distinguish differences between Technical and Adaptive change.
- Understand CLA offers options to work on both types of change.

A TEACHING POINT:

Change can be approached with two main methods technical and adaptive.

- You can utilize one or both change methods to achieve results.
- Understanding the difference will allow you to identify which method is best for your client.

Technical Challenge	Adaptive Challenge
Learn New Skills	Relearn How We Make Sense
Establish New Habits	Unknown Territory
Clear Structured Problem	No Immediate Solutions
Problems To Solve	Continuous Improvement
Defined Best Practices	Evolve
Practice to Mastery	A Problem That Solves Us

Technical Challenge: With a technical challenge, we know what we need to do and do it. The team decides their expected leadership behavior to change. It is typically linked to a business goal or challenge which makes the outcome more likely to happen. But what if you can't do it or don't know how to do it?

Adaptive Challenge: With an adaptive challenge, we know we want to make a change and have an idea of what we want to become, but we do not know exactly how to make the shift, what will work and not work and what the journey looks like.

NOTES





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?”



LEARNING TOGETHER:

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

A TEACHING POINT:

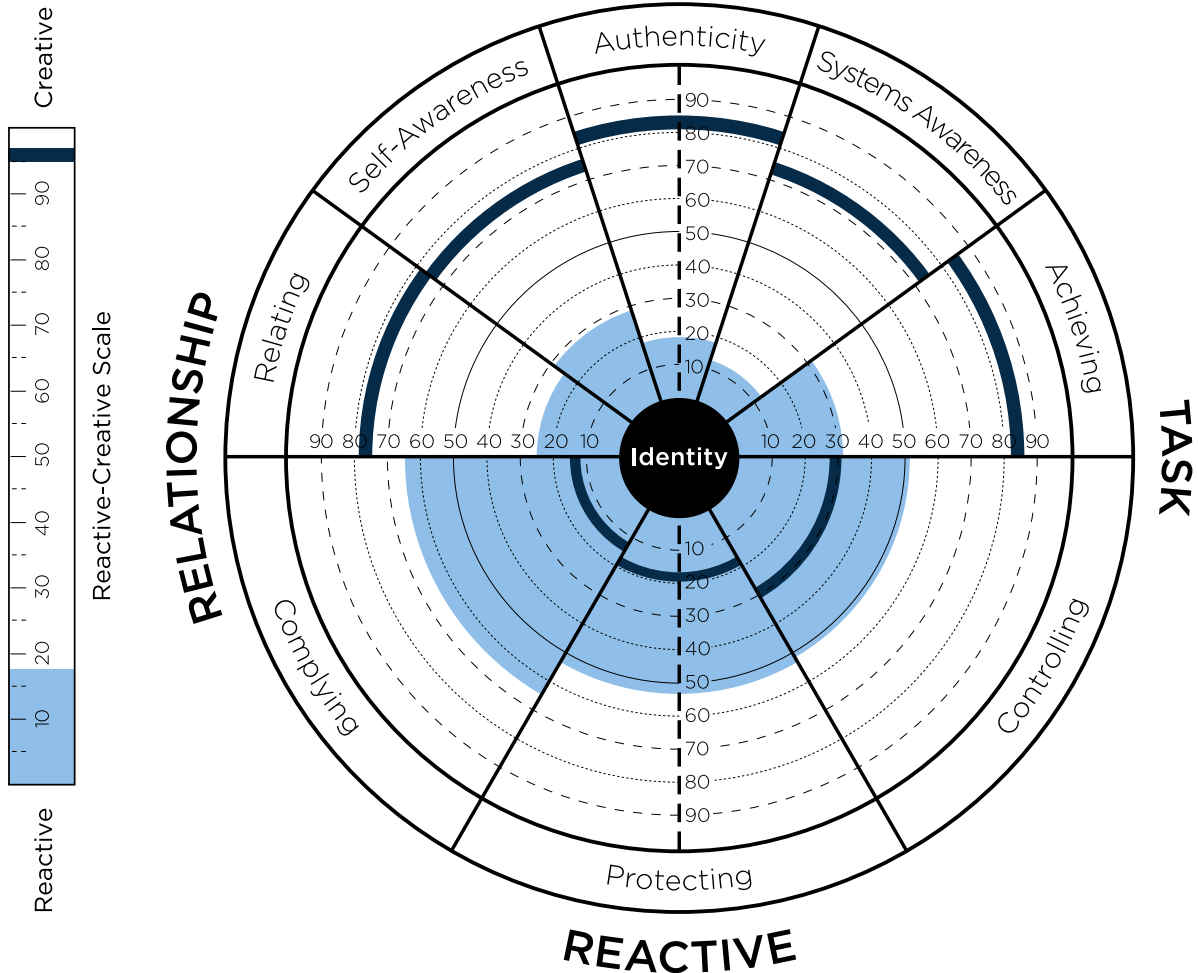
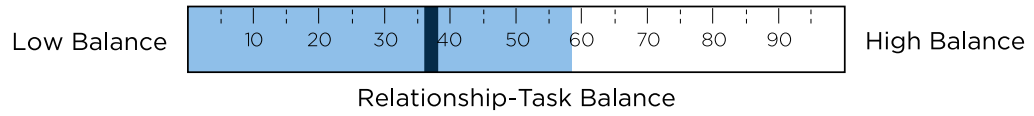
The bank survey will allow you to explore the data and identify key items to guide the collective to achieve their desired results. The data alone is not enough. Your client needs you to utilize your expertise and present the data in a manner that is relevant and unique to them.

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



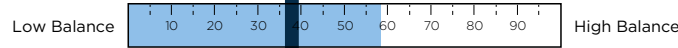
COLLECTIVE LEADERSHIP ASSESSMENT

Bank Survey

PERCENTILE SCORES:

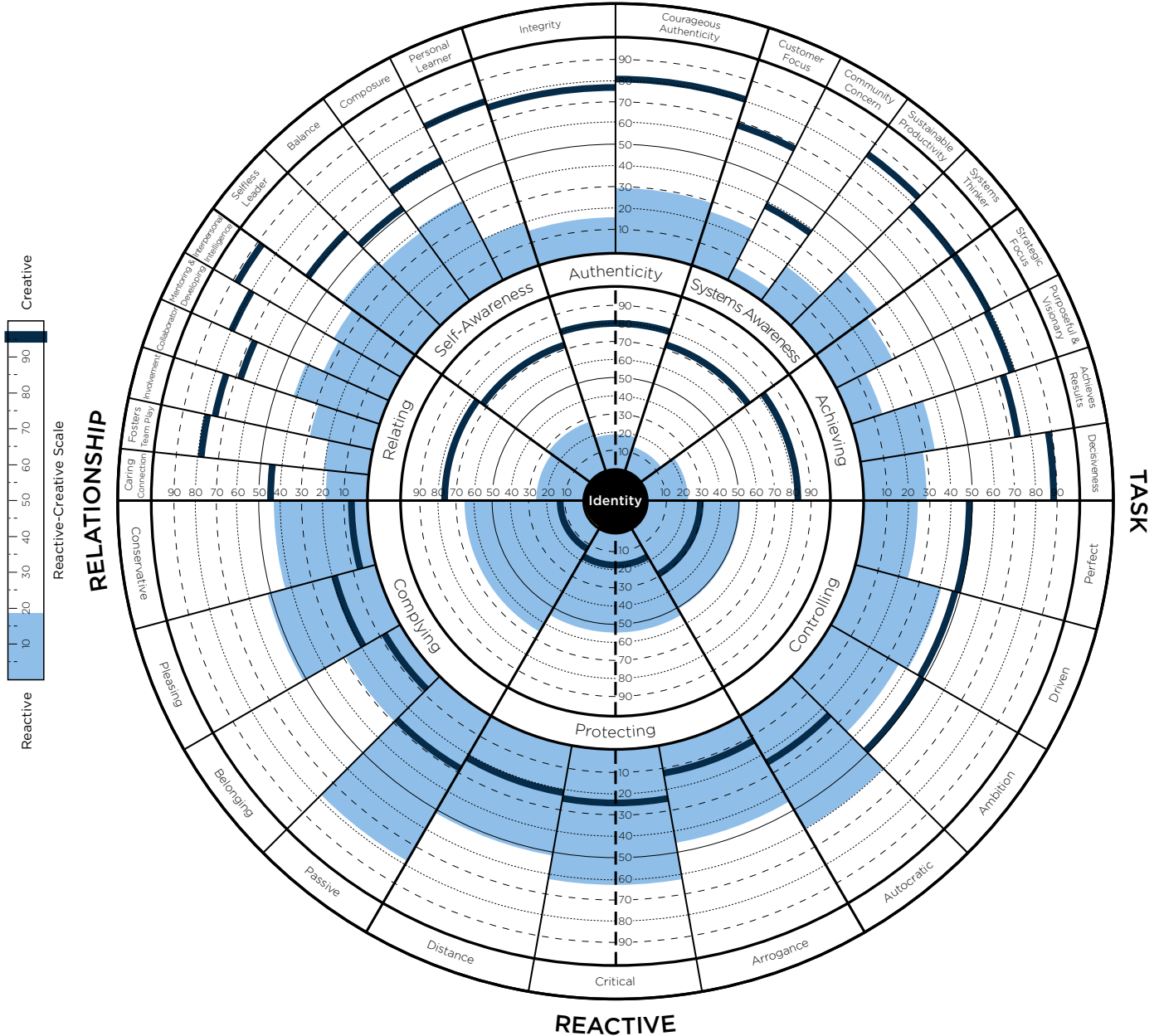
All scores are displayed as percentile scores comparing your scores to our norm base. High scores are beyond the 67th percentile. Low scores are below the 33rd percentile.

- Desired Leadership
- Actual Leadership



Relationship-Task Balance

CREATIVE



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.



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		
Relationship-Task Balance	58 %	37 %
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 %
Relationship-Task Balance	58 %	37 %



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 %
Relationship-Task Balance	37 %	9 %

Sorted by Gap Between Actual and Ideal

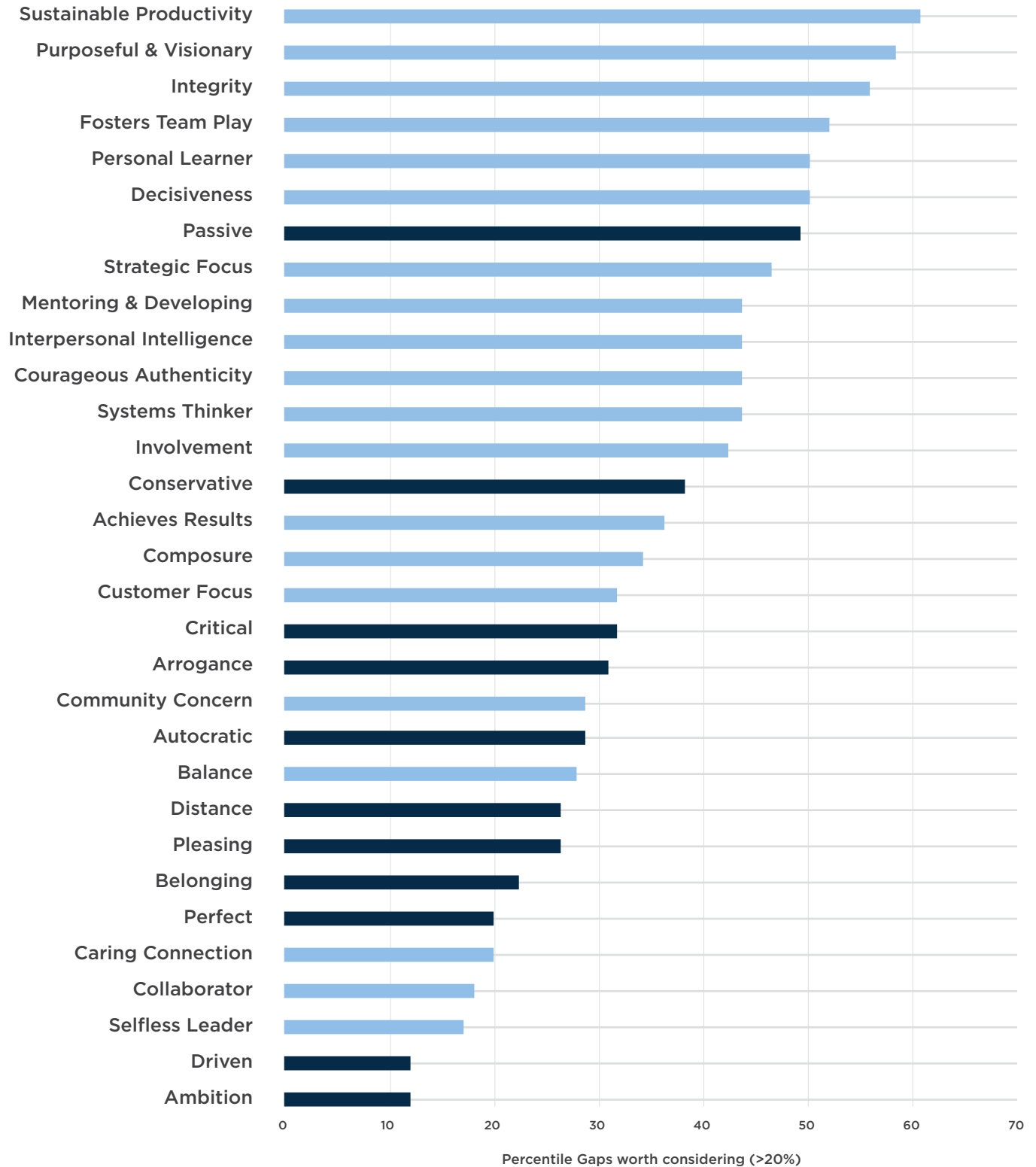
Bank Case Study	Actual %	Ideal %	Gap %
Dimensions			
Sustainable Productivity	18 %	84 %	66
Purposeful & Visionary	14 %	78 %	64
Decisiveness	28 %	88 %	60
Integrity	16 %	76 %	60
Personal Learner	20 %	80 %	60
Fosters Team Play	20 %	78 %	58
Strategic Focus	27 %	79 %	51
Courageous Authenticity	29 %	81 %	51
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
Relationship-Task Balance	58 %	37 %	-21



Sample Bank (n=7)

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

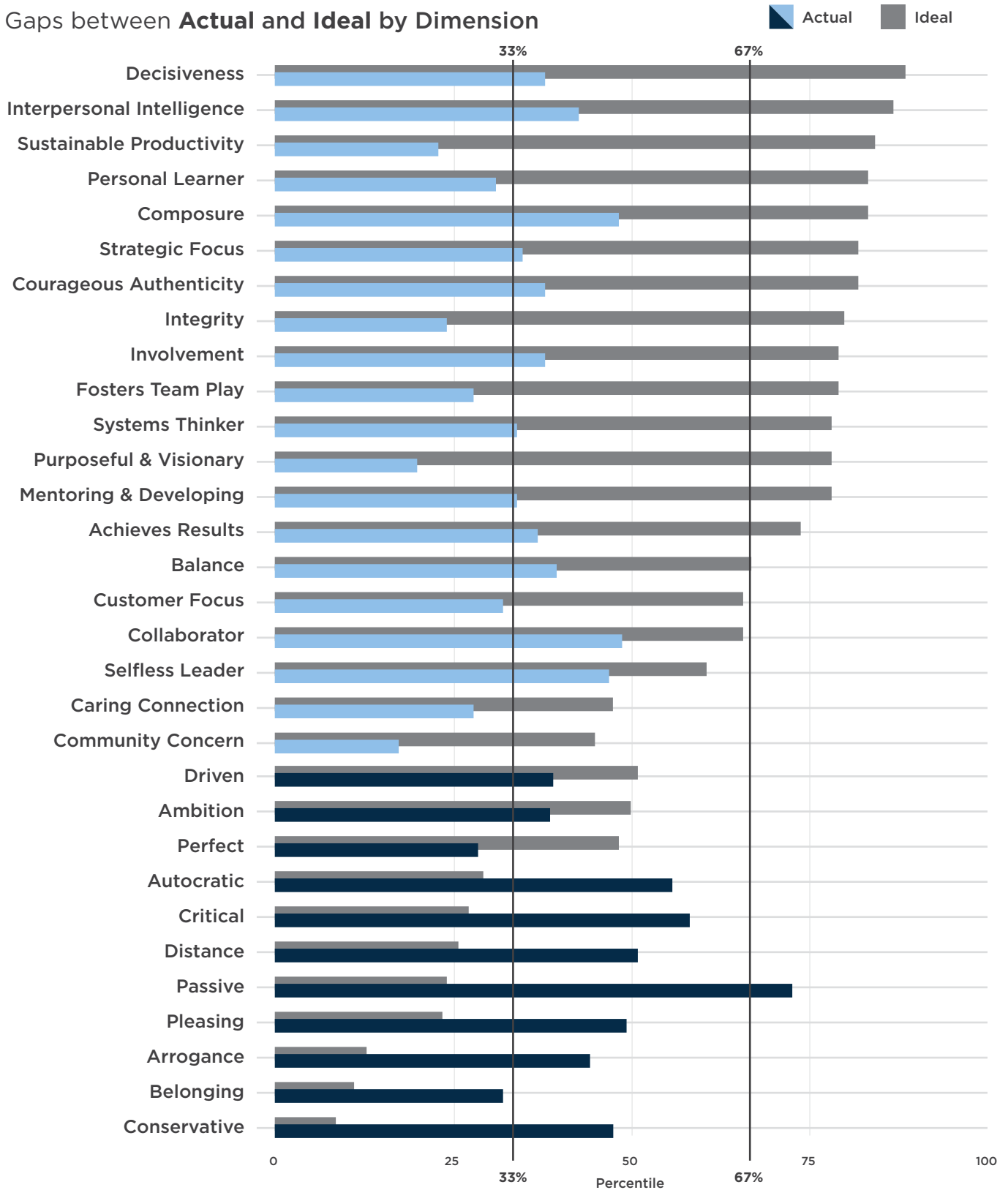
● Creative ● Reactive





Sample Bank (n=7)

Gaps between Actual and Ideal by Dimension





In recent years, the IT market has undergone profound and continuous changes associated with the highly uncertain and volatile social, economic, and political environment in Western countries. Companies in the IT sector have had to adapt quickly to these changes in order to survive.

UTK-TECH is an Indian-American technology consulting firm that is in the midst of adapting to the new environment in 2022. To this end, it has decided to acquire another technology consulting firm, PCT, which operates mainly in Latin America.

The company's decision is to manage the entire Latin American business from its headquarters in Spain, thus expanding the management responsibilities of Spanish leaders.

The UTK-TECH office in Spain has 71 employees while the acquired company, PCT, has 553 employees spread across different locations in Spain, the US, Mexico, Colombia, Argentina, & Chile.

The new UTK-TECH organization will have a total of 624 employees.

The board in the US headquarters has decided to retain two executive leaders from PCT that will now be part of the new and extended UTK-TECH leadership team.

This decision has not been fully implemented as the current leadership team has not invited the new leaders to any of their monthly meetings. Clearly, there is a hostile environment and the integration of two very different cultures is something to work on.

With this context in mind, the CEO for Spain & LATAM has decided to set the cultural integration process as one of the key strategic priorities for the next two years. Consequently, she has asked the CHRO to launch an internal project to work on the integration and evolution of the two cultures, and this is exactly where you come into play.

As an external consultant, you have been asked to work on this project with the new UTK-TECH leadership team.

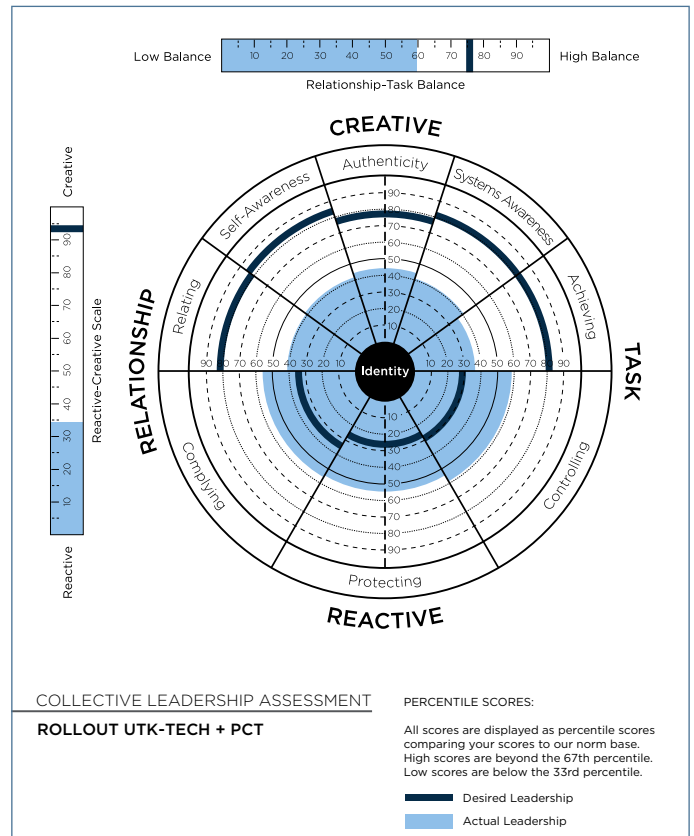
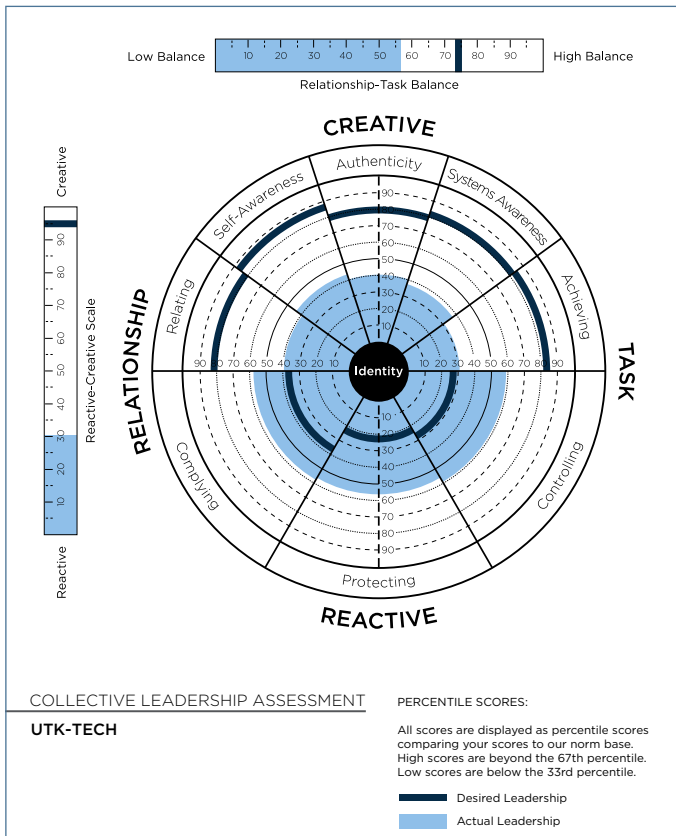
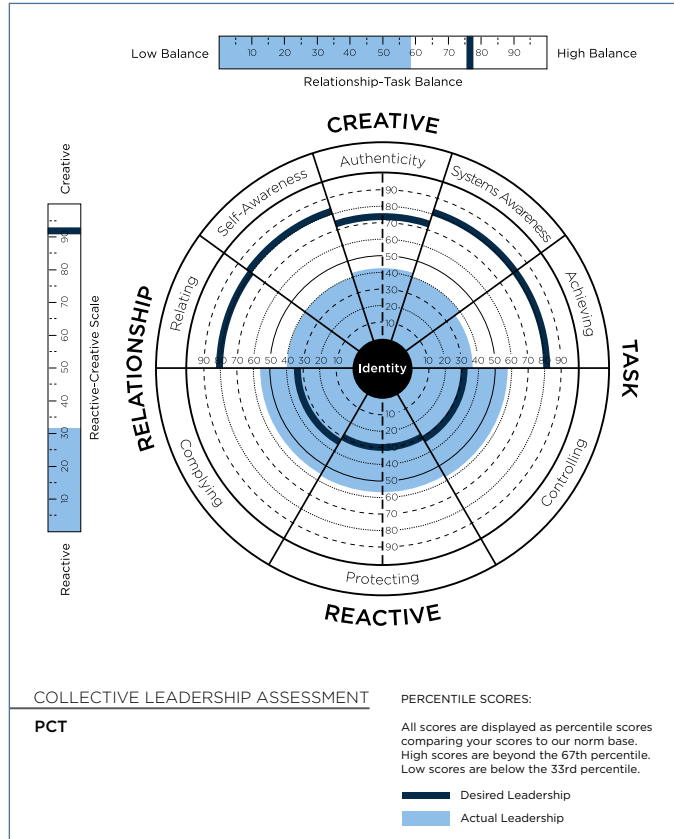
Due to your profound knowledge of the Collective Leadership Assessment, you have proposed to run the CLA survey for the whole organization in order to observe the potential tensions between the two teams as well as their different views on the collective leadership needed to take the organization to the ONE UNITED culture required to maximize synergies and keep growing at double-digit rates.

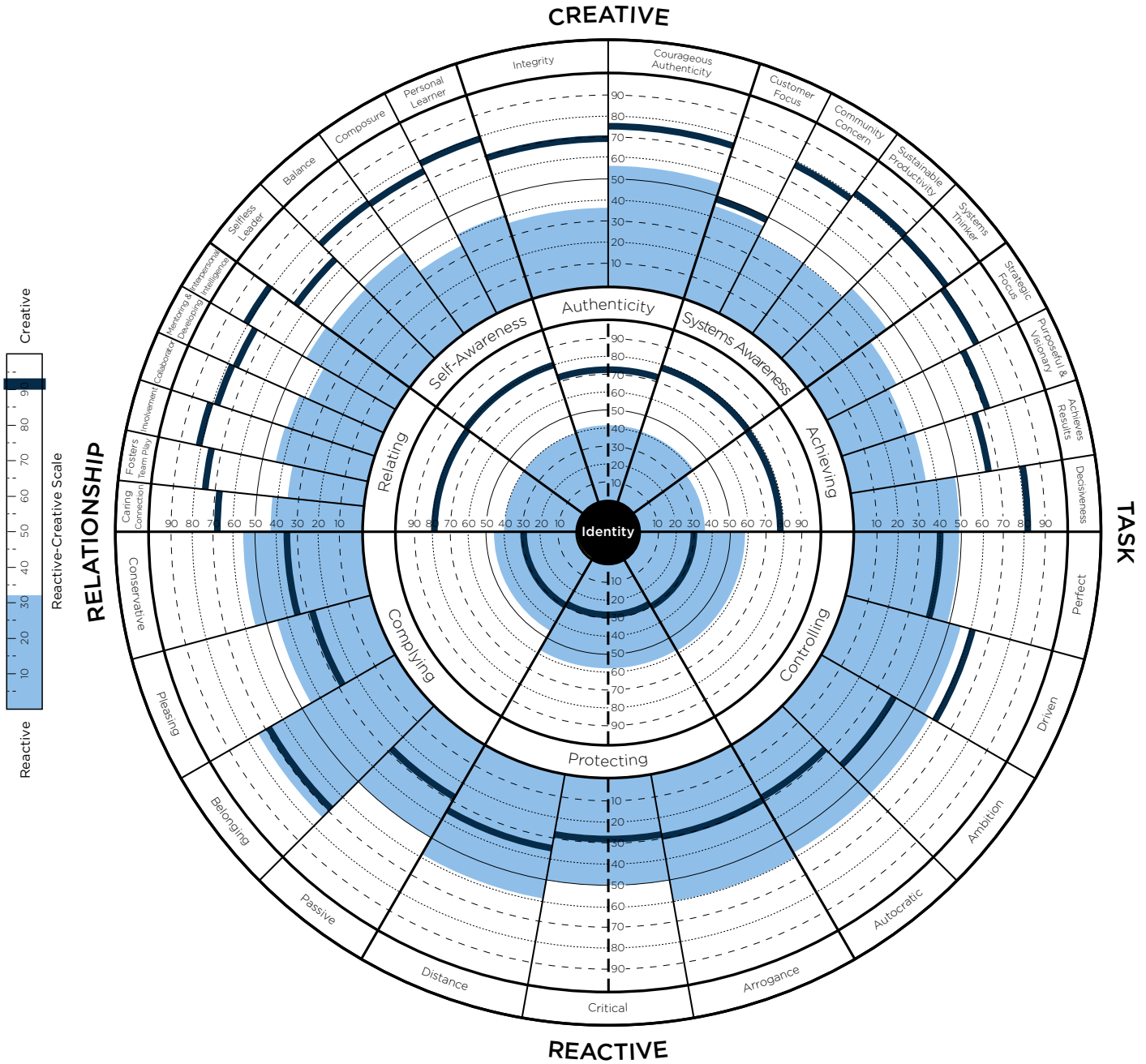
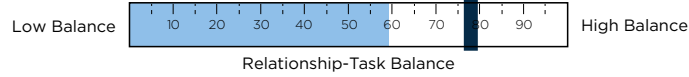
For Access to the full reports use the following links:

UTK-TECH

PCT

ROLLOUT UTK-TECH + PCT





COLLECTIVE LEADERSHIP ASSESSMENT

PCT

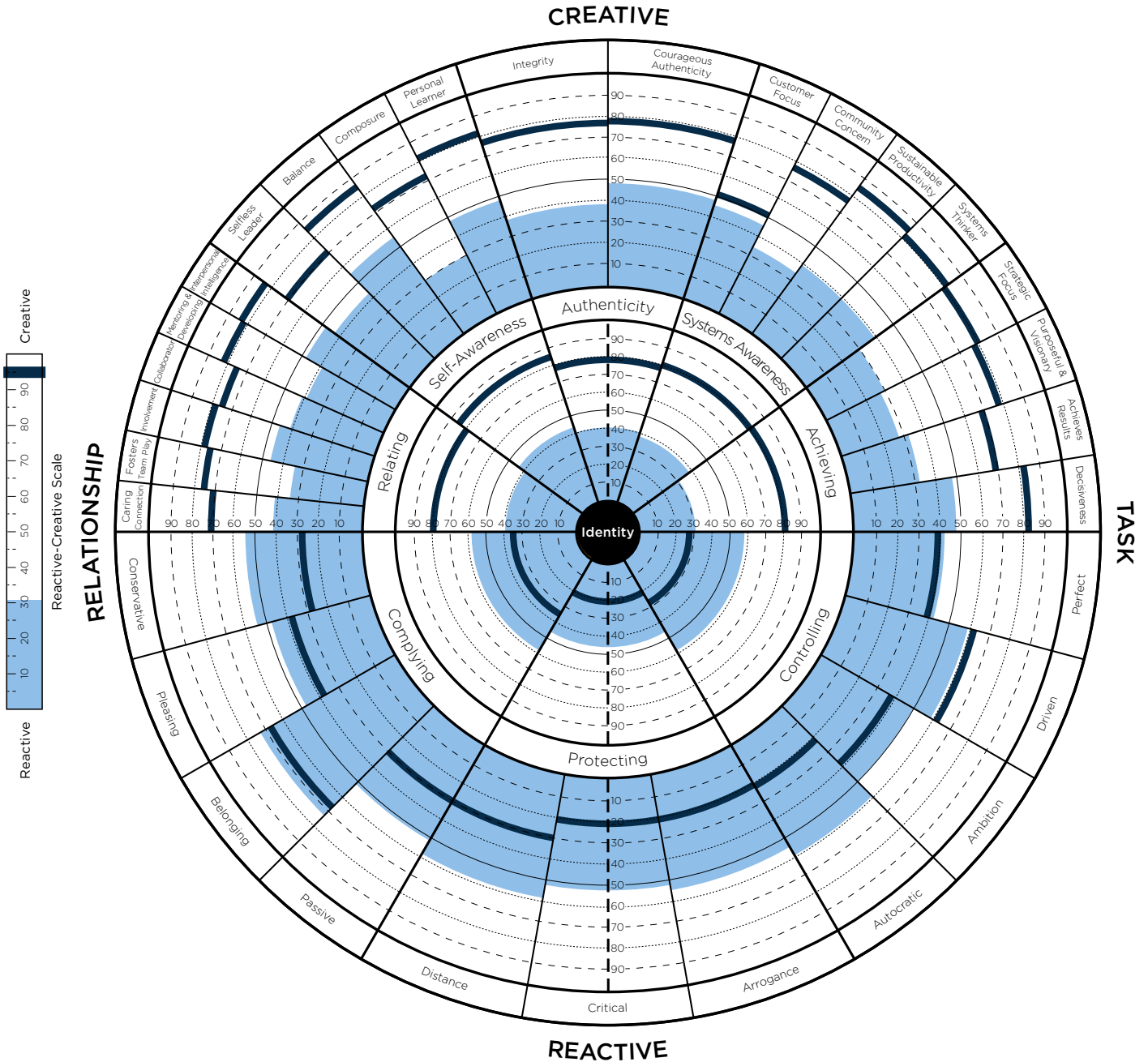
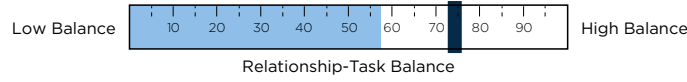
- Desired Leadership
- Actual Leadership

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.



COLLECTIVE LEADERSHIP ASSESSMENT

UTK-TECH

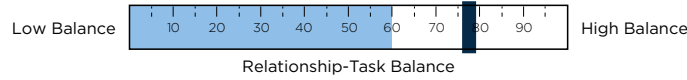
- Desired Leadership
- Actual Leadership

PERCENTILE SCORES:

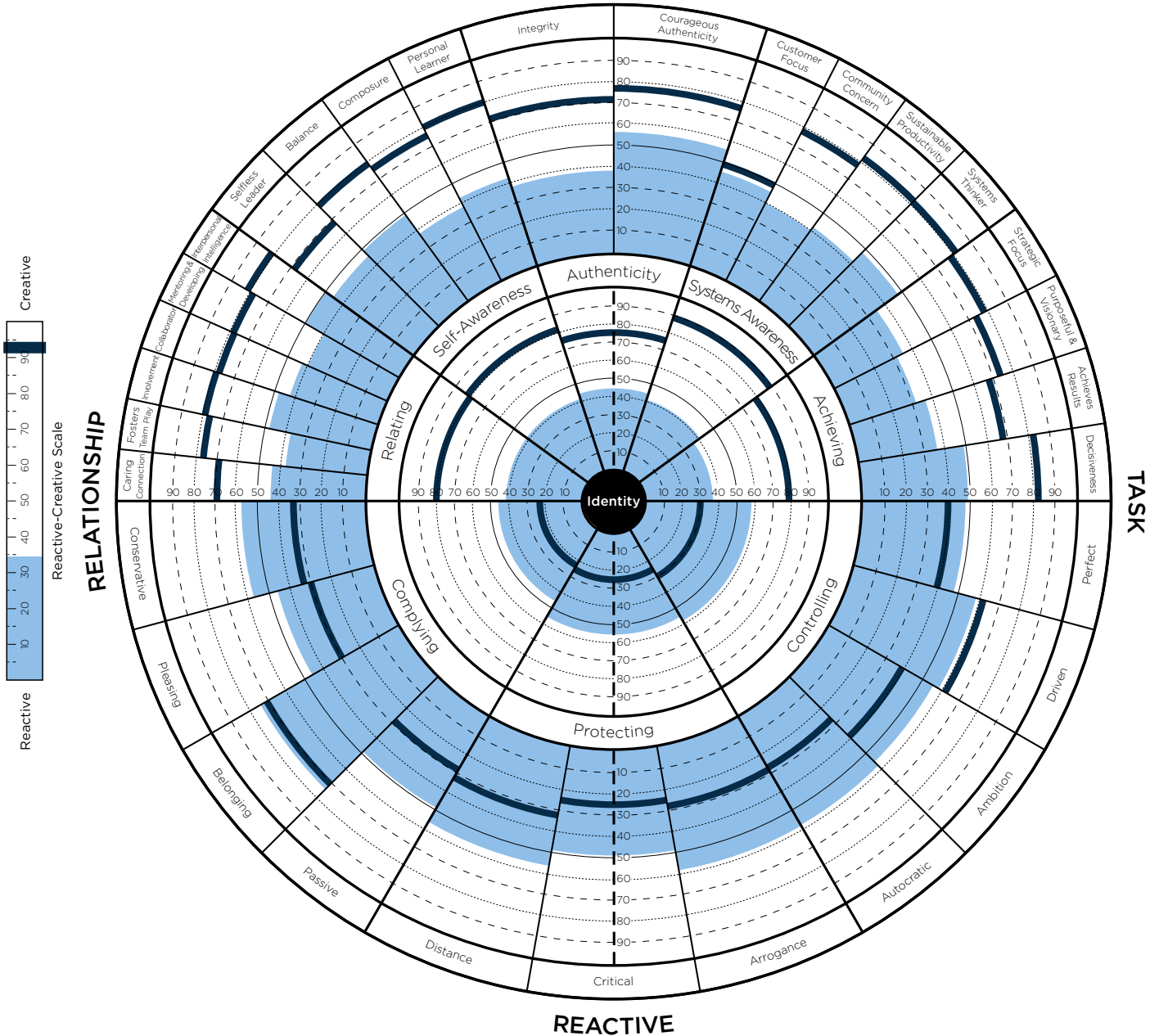
High:
Scores from the 66th to the 100th percentile are strong scores.

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.



CREATIVE



COLLECTIVE LEADERSHIP ASSESSMENT

Rollout UTK-TECH+PCT

- 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.



Sorted by Actual

PCT	Actual %	Ideal %
Dimensions		
Belonging	74 %	68 %
Arrogance	60 %	29 %
Distance	58 %	35 %
Ambition	57 %	39 %
Autocratic	57 %	27 %
Courageous Authenticity	56 %	75 %
Conservative	55 %	35 %
Driven	55 %	61 %
Passive	50 %	27 %
Critical	50 %	28 %
Perfect	49 %	40 %
Decisiveness	49 %	82 %
Interpersonal Intelligence	47 %	81 %
Systems Thinker	46 %	81 %
Balance	46 %	76 %
Pleasing	45 %	27 %
Customer Focus	45 %	48 %
Selfless Leader	45 %	66 %
Involvement	44 %	81 %
Collaborator	43 %	77 %
Caring Connection	43 %	67 %
Personal Learner	41 %	79 %
Sustainable Productivity	40 %	82 %
Community Concern	40 %	77 %
Mentoring & Developing	38 %	76 %
Strategic Focus	36 %	78 %
Integrity	36 %	69 %
Achieves Results	35 %	65 %
Composure	35 %	75 %
Fosters Team Play	35 %	75 %
Purposeful & Visionary	32 %	72 %
Summary Dimensions		
Controlling	58 %	30 %
Protecting	57 %	28 %
Complying	56 %	31 %
Authenticity	42 %	73 %
Systems Awareness	41 %	78 %
Self-Awareness	40 %	80 %
Relating	40 %	79 %
Achieving	36 %	78 %
Summary Measures		
Relationship-Task Balance	59 %	77 %
Reactive-Creative Scale	32 %	92 %

Sorted by Ideal

PCT	Actual %	Ideal %
Dimensions		
Decisiveness	49 %	82 %
Sustainable Productivity	40 %	82 %
Systems Thinker	46 %	81 %
Involvement	44 %	81 %
Interpersonal Intelligence	47 %	81 %
Personal Learner	41 %	79 %
Strategic Focus	36 %	78 %
Community Concern	40 %	77 %
Collaborator	43 %	77 %
Balance	46 %	76 %
Mentoring & Developing	38 %	76 %
Courageous Authenticity	56 %	75 %
Composure	35 %	75 %
Fosters Team Play	35 %	75 %
Purposeful & Visionary	32 %	72 %
Integrity	36 %	69 %
Belonging	74 %	68 %
Caring Connection	43 %	67 %
Selfless Leader	45 %	66 %
Achieves Results	35 %	65 %
Driven	55 %	61 %
Customer Focus	45 %	48 %
Perfect	49 %	40 %
Ambition	57 %	39 %
Conservative	55 %	35 %
Distance	58 %	35 %
Arrogance	60 %	29 %
Critical	50 %	28 %
Pleasing	45 %	27 %
Passive	50 %	27 %
Autocratic	57 %	27 %
Summary Dimensions		
Self-Awareness	40 %	80 %
Relating	40 %	79 %
Achieving	36 %	78 %
Systems Awareness	41 %	78 %
Authenticity	42 %	73 %
Complying	56 %	31 %
Controlling	58 %	30 %
Protecting	57 %	28 %
Summary Measures		
Reactive-Creative Scale	32 %	92 %
Relationship-Task Balance	59 %	77 %



Sorted by Ideal to Ideal

PCT	Ideal %	Ideal to Ideal %
Dimensions		
Belonging	68 %	84 %
Driven	61 %	73 %
Conservative	35 %	66 %
Distance	35 %	65 %
Passive	27 %	63 %
Autocratic	27 %	62 %
Arrogance	29 %	61 %
Critical	28 %	60 %
Perfect	40 %	53 %
Ambition	39 %	53 %
Involvement	81 %	50 %
Pleasing	27 %	48 %
Collaborator	77 %	48 %
Community Concern	77 %	47 %
Systems Thinker	81 %	46 %
Composure	75 %	45 %
Decisiveness	82 %	44 %
Interpersonal Intelligence	81 %	43 %
Personal Learner	79 %	42 %
Selfless Leader	66 %	42 %
Sustainable Productivity	82 %	40 %
Strategic Focus	78 %	38 %
Courageous Authenticity	75 %	38 %
Mentoring & Developing	76 %	38 %
Achieves Results	65 %	37 %
Balance	76 %	37 %
Caring Connection	67 %	37 %
Fosters Team Play	75 %	34 %
Integrity	69 %	33 %
Purposeful & Visionary	72 %	31 %
Customer Focus	48 %	28 %
Summary Dimensions		
Complying	31 %	69 %
Protecting	28 %	64 %
Controlling	30 %	63 %
Relating	79 %	40 %
Self-Awareness	80 %	39 %
Achieving	78 %	36 %
Systems Awareness	78 %	36 %
Authenticity	73 %	33 %
Summary Measures		
Relationship-Task Balance	77 %	77 %
Reactive-Creative Scale	92 %	17 %

Sorted by Gap Between Actual and Ideal

PCT	Actual %	Ideal %	Gap %
Dimensions			
Strategic Focus	36 %	78 %	42
Sustainable Productivity	40 %	82 %	41
Composure	35 %	75 %	40
Purposeful & Visionary	32 %	72 %	39
Fosters Team Play	35 %	75 %	39
Personal Learner	41 %	79 %	38
Mentoring & Developing	38 %	76 %	38
Involvement	44 %	81 %	37
Community Concern	40 %	77 %	36
Systems Thinker	46 %	81 %	35
Collaborator	43 %	77 %	34
Decisiveness	49 %	82 %	33
Integrity	36 %	69 %	33
Interpersonal Intelligence	47 %	81 %	33
Balance	46 %	76 %	30
Achieves Results	35 %	65 %	29
Caring Connection	43 %	67 %	23
Selfless Leader	45 %	66 %	20
Courageous Authenticity	56 %	75 %	18
Driven	55 %	61 %	5
Customer Focus	45 %	48 %	2
Belonging	74 %	68 %	-5
Perfect	49 %	40 %	-8
Pleasing	45 %	27 %	-17
Ambition	57 %	39 %	-17
Conservative	55 %	35 %	-20
Passive	50 %	27 %	-22
Critical	50 %	28 %	-22
Distance	58 %	35 %	-23
Autocratic	57 %	27 %	-29
Arrogance	60 %	29 %	-31
Summary Dimensions			
Achieving	36 %	78 %	41
Self-Awareness	40 %	80 %	39
Relating	40 %	79 %	39
Systems Awareness	41 %	78 %	37
Authenticity	42 %	73 %	30
Complying	56 %	31 %	-24
Controlling	58 %	30 %	-27
Protecting	57 %	28 %	-28
Summary Measures			
Reactive-Creative Scale	32 %	92 %	60
Relationship-Task Balance	59 %	77 %	18



Sorted by Actual

ROLLOUT UTK-TECH + PCT	Actual %	Ideal %
Dimensions		
Belonging	74 %	69 %
Arrogance	58 %	27 %
Driven	58 %	62 %
Conservative	57 %	34 %
Autocratic	57 %	26 %
Distance	56 %	33 %
Courageous Authenticity	56 %	76 %
Ambition	55 %	39 %
Interpersonal Intelligence	50 %	82 %
Passive	49 %	28 %
Critical	49 %	26 %
Decisiveness	49 %	83 %
Balance	49 %	79 %
Perfect	48 %	41 %
Systems Thinker	47 %	82 %
Involvement	47 %	81 %
Pleasing	46 %	30 %
Selfless Leader	46 %	68 %
Customer Focus	45 %	49 %
Caring Connection	44 %	69 %
Collaborator	43 %	77 %
Sustainable Productivity	42 %	83 %
Personal Learner	42 %	80 %
Community Concern	40 %	77 %
Mentoring & Developing	40 %	78 %
Integrity	38 %	72 %
Composure	37 %	76 %
Fosters Team Play	37 %	76 %
Achieves Results	36 %	67 %
Strategic Focus	35 %	78 %
Purposeful & Visionary	32 %	74 %
Summary Dimensions		
Controlling	58 %	30 %
Complying	56 %	33 %
Protecting	55 %	26 %
Authenticity	44 %	75 %
Self-Awareness	42 %	82 %
Relating	42 %	80 %
Systems Awareness	41 %	79 %
Achieving	36 %	79 %
Summary Measures		
Relationship-Task Balance	60 %	77 %
Reactive-Creative Scale	34 %	93 %

Sorted by Ideal

ROLLOUT UTK-TECH + PCT	Actual %	Ideal %
Dimensions		
Decisiveness	49 %	83 %
Sustainable Productivity	42 %	83 %
Systems Thinker	47 %	82 %
Interpersonal Intelligence	50 %	82 %
Involvement	47 %	81 %
Personal Learner	42 %	80 %
Balance	49 %	79 %
Strategic Focus	35 %	78 %
Mentoring & Developing	40 %	78 %
Community Concern	40 %	77 %
Collaborator	43 %	77 %
Courageous Authenticity	56 %	76 %
Composure	37 %	76 %
Fosters Team Play	37 %	76 %
Purposeful & Visionary	32 %	74 %
Integrity	38 %	72 %
Belonging	74 %	69 %
Caring Connection	44 %	69 %
Selfless Leader	46 %	68 %
Achieves Results	36 %	67 %
Driven	58 %	62 %
Customer Focus	45 %	49 %
Perfect	48 %	41 %
Ambition	55 %	39 %
Conservative	57 %	34 %
Distance	56 %	33 %
Pleasing	46 %	30 %
Passive	49 %	28 %
Arrogance	58 %	27 %
Critical	49 %	26 %
Autocratic	57 %	26 %
Summary Dimensions		
Self-Awareness	42 %	82 %
Relating	42 %	80 %
Achieving	36 %	79 %
Systems Awareness	41 %	79 %
Authenticity	44 %	75 %
Complying	56 %	33 %
Controlling	58 %	30 %
Protecting	55 %	26 %
Summary Measures		
Reactive-Creative Scale	34 %	93 %
Relationship-Task Balance	60 %	77 %



Sorted by Ideal to Ideal

UTK-TECH	Ideal %	Ideal to Ideal %
Dimensions		
Belonging	67 %	83 %
Driven	62 %	75 %
Passive	30 %	66 %
Pleasing	37 %	59 %
Distance	30 %	59 %
Conservative	27 %	58 %
Autocratic	22 %	56 %
Balance	86 %	53 %
Perfect	39 %	52 %
Ambition	37 %	51 %
Arrogance	21 %	50 %
Mentoring & Developing	83 %	50 %
Critical	21 %	49 %
Selfless Leader	71 %	48 %
Interpersonal Intelligence	84 %	48 %
Systems Thinker	82 %	47 %
Personal Learner	82 %	47 %
Collaborator	76 %	47 %
Community Concern	76 %	46 %
Decisiveness	83 %	45 %
Involvement	78 %	45 %
Sustainable Productivity	85 %	44 %
Integrity	76 %	43 %
Achieves Results	69 %	42 %
Courageous Authenticity	77 %	42 %
Caring Connection	71 %	42 %
Strategic Focus	80 %	41 %
Composure	73 %	41 %
Purposeful & Visionary	77 %	38 %
Fosters Team Play	76 %	37 %
Customer Focus	51 %	30 %
Summary Dimensions		
Complying	35 %	72 %
Controlling	27 %	59 %
Protecting	21 %	54 %
Self-Awareness	85 %	48 %
Relating	81 %	43 %
Authenticity	78 %	42 %
Achieving	81 %	41 %
Systems Awareness	80 %	39 %
Summary Measures		
Relationship-Task Balance	74 %	71 %
Reactive-Creative Scale	95 %	27 %

Sorted by Gap Between Actual and Ideal

UTK-TECH	Actual %	Ideal %	Gap %
Dimensions			
Strategic Focus	30 %	80 %	49
Purposeful & Visionary	27 %	77 %	49
Sustainable Productivity	39 %	85 %	45
Mentoring & Developing	38 %	83 %	45
Systems Thinker	39 %	82 %	42
Community Concern	34 %	76 %	42
Composure	30 %	73 %	42
Fosters Team Play	34 %	76 %	42
Integrity	37 %	76 %	38
Achieves Results	32 %	69 %	37
Interpersonal Intelligence	47 %	84 %	36
Decisiveness	47 %	83 %	35
Collaborator	41 %	76 %	35
Personal Learner	48 %	82 %	34
Involvement	46 %	78 %	32
Balance	55 %	86 %	31
Caring Connection	41 %	71 %	29
Courageous Authenticity	48 %	77 %	28
Selfless Leader	43 %	71 %	28
Customer Focus	46 %	51 %	4
Driven	59 %	62 %	3
Perfect	42 %	39 %	-2
Belonging	73 %	67 %	-5
Pleasing	47 %	37 %	-9
Ambition	50 %	37 %	-13
Passive	51 %	30 %	-21
Distance	58 %	30 %	-27
Critical	52 %	21 %	-30
Arrogance	54 %	21 %	-33
Autocratic	59 %	22 %	-36
Conservative	64 %	27 %	-37
Summary Dimensions			
Achieving	31 %	81 %	49
Systems Awareness	37 %	80 %	43
Relating	39 %	81 %	41
Self-Awareness	44 %	85 %	40
Authenticity	40 %	78 %	38
Complying	57 %	35 %	-22
Controlling	58 %	27 %	-31
Protecting	55 %	21 %	-34
Summary Measures			
Reactive-Creative Scale	31 %	95 %	64
Relationship-Task Balance	57 %	74 %	17



Sorted by Actual

ROLLOUT UTK-TECH + PCT	Actual %	Ideal %
Dimensions		
Belonging	74 %	69 %
Arrogance	58 %	27 %
Driven	58 %	62 %
Conservative	57 %	34 %
Autocratic	57 %	26 %
Distance	56 %	33 %
Courageous Authenticity	56 %	76 %
Ambition	55 %	39 %
Interpersonal Intelligence	50 %	82 %
Passive	49 %	28 %
Critical	49 %	26 %
Decisiveness	49 %	83 %
Balance	49 %	79 %
Perfect	48 %	41 %
Systems Thinker	47 %	82 %
Involvement	47 %	81 %
Pleasing	46 %	30 %
Selfless Leader	46 %	68 %
Customer Focus	45 %	49 %
Caring Connection	44 %	69 %
Collaborator	43 %	77 %
Sustainable Productivity	42 %	83 %
Personal Learner	42 %	80 %
Community Concern	40 %	77 %
Mentoring & Developing	40 %	78 %
Integrity	38 %	72 %
Composure	37 %	76 %
Fosters Team Play	37 %	76 %
Achieves Results	36 %	67 %
Strategic Focus	35 %	78 %
Purposeful & Visionary	32 %	74 %
Summary Dimensions		
Controlling	58 %	30 %
Complying	56 %	33 %
Protecting	55 %	26 %
Authenticity	44 %	75 %
Self-Awareness	42 %	82 %
Relating	42 %	80 %
Systems Awareness	41 %	79 %
Achieving	36 %	79 %
Summary Measures		
Relationship-Task Balance	60 %	77 %
Reactive-Creative Scale	34 %	93 %

Sorted by Ideal

ROLLOUT UTK-TECH + PCT	Actual %	Ideal %
Dimensions		
Decisiveness	49 %	83 %
Sustainable Productivity	42 %	83 %
Systems Thinker	47 %	82 %
Interpersonal Intelligence	50 %	82 %
Involvement	47 %	81 %
Personal Learner	42 %	80 %
Balance	49 %	79 %
Strategic Focus	35 %	78 %
Mentoring & Developing	40 %	78 %
Community Concern	40 %	77 %
Collaborator	43 %	77 %
Courageous Authenticity	56 %	76 %
Composure	37 %	76 %
Fosters Team Play	37 %	76 %
Purposeful & Visionary	32 %	74 %
Integrity	38 %	72 %
Belonging	74 %	69 %
Caring Connection	44 %	69 %
Selfless Leader	46 %	68 %
Achieves Results	36 %	67 %
Driven	58 %	62 %
Customer Focus	45 %	49 %
Perfect	48 %	41 %
Ambition	55 %	39 %
Conservative	57 %	34 %
Distance	56 %	33 %
Pleasing	46 %	30 %
Passive	49 %	28 %
Arrogance	58 %	27 %
Critical	49 %	26 %
Autocratic	57 %	26 %
Summary Dimensions		
Self-Awareness	42 %	82 %
Relating	42 %	80 %
Achieving	36 %	79 %
Systems Awareness	41 %	79 %
Authenticity	44 %	75 %
Complying	56 %	33 %
Controlling	58 %	30 %
Protecting	55 %	26 %
Summary Measures		
Reactive-Creative Scale	34 %	93 %
Relationship-Task Balance	60 %	77 %



Sorted by Ideal to Ideal

ROLLOUT UTK-TECH + PCT	Ideal %	Ideal to Ideal %
Dimensions		
Belonging	69 %	85 %
Driven	62 %	74 %
Conservative	34 %	65 %
Distance	33 %	64 %
Passive	28 %	63 %
Autocratic	26 %	60 %
Arrogance	27 %	58 %
Critical	26 %	57 %
Perfect	41 %	54 %
Ambition	39 %	53 %
Pleasing	30 %	51 %
Involvement	81 %	50 %
Collaborator	77 %	49 %
Community Concern	77 %	48 %
Systems Thinker	82 %	47 %
Decisiveness	83 %	46 %
Interpersonal Intelligence	82 %	46 %
Composure	76 %	45 %
Selfless Leader	68 %	44 %
Personal Learner	80 %	43 %
Sustainable Productivity	83 %	42 %
Balance	79 %	42 %
Mentoring & Developing	78 %	42 %
Achieves Results	67 %	40 %
Courageous Authenticity	76 %	40 %
Caring Connection	69 %	40 %
Strategic Focus	78 %	39 %
Integrity	72 %	37 %
Fosters Team Play	76 %	36 %
Purposeful & Visionary	74 %	33 %
Customer Focus	49 %	29 %
Summary Dimensions		
Complying	33 %	70 %
Controlling	30 %	63 %
Protecting	26 %	61 %
Self-Awareness	82 %	42 %
Relating	80 %	42 %
Achieving	79 %	38 %
Systems Awareness	79 %	38 %
Authenticity	75 %	37 %
Summary Measures		
Relationship-Task Balance	77 %	77 %
Reactive-Creative Scale	93 %	20 %

Sorted by Gap Between Actual and Ideal

ROLLOUT UTK-TECH + PCT	Actual %	Ideal %	Gap %
Dimensions			
Strategic Focus	35 %	78 %	42
Purposeful & Visionary	32 %	74 %	41
Sustainable Productivity	42 %	83 %	41
Composure	37 %	76 %	39
Fosters Team Play	37 %	76 %	39
Mentoring & Developing	40 %	78 %	38
Community Concern	40 %	77 %	37
Personal Learner	42 %	80 %	37
Systems Thinker	47 %	82 %	35
Decisiveness	49 %	83 %	34
Involvement	47 %	81 %	34
Integrity	38 %	72 %	33
Collaborator	43 %	77 %	33
Interpersonal Intelligence	50 %	82 %	32
Achieves Results	36 %	67 %	30
Balance	49 %	79 %	30
Caring Connection	44 %	69 %	24
Selfless Leader	46 %	68 %	21
Courageous Authenticity	56 %	76 %	20
Driven	58 %	62 %	4
Customer Focus	45 %	49 %	4
Belonging	74 %	69 %	-5
Perfect	48 %	41 %	-7
Pleasing	46 %	30 %	-15
Ambition	55 %	39 %	-16
Passive	49 %	28 %	-21
Distance	56 %	33 %	-22
Conservative	57 %	34 %	-23
Critical	49 %	26 %	-23
Arrogance	58 %	27 %	-31
Autocratic	57 %	26 %	-31
Summary Dimensions			
Achieving	36 %	79 %	42
Self-Awareness	42 %	82 %	39
Relating	42 %	80 %	38
Systems Awareness	41 %	79 %	37
Authenticity	44 %	75 %	31
Complying	56 %	33 %	-22
Controlling	58 %	30 %	-28
Protecting	55 %	26 %	-29
Summary Measures			
Reactive-Creative Scale	34 %	93 %	59
Relationship-Task Balance	60 %	77 %	16



What do you see?

What are you curious about?

ANALYSIS

NOTES



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.

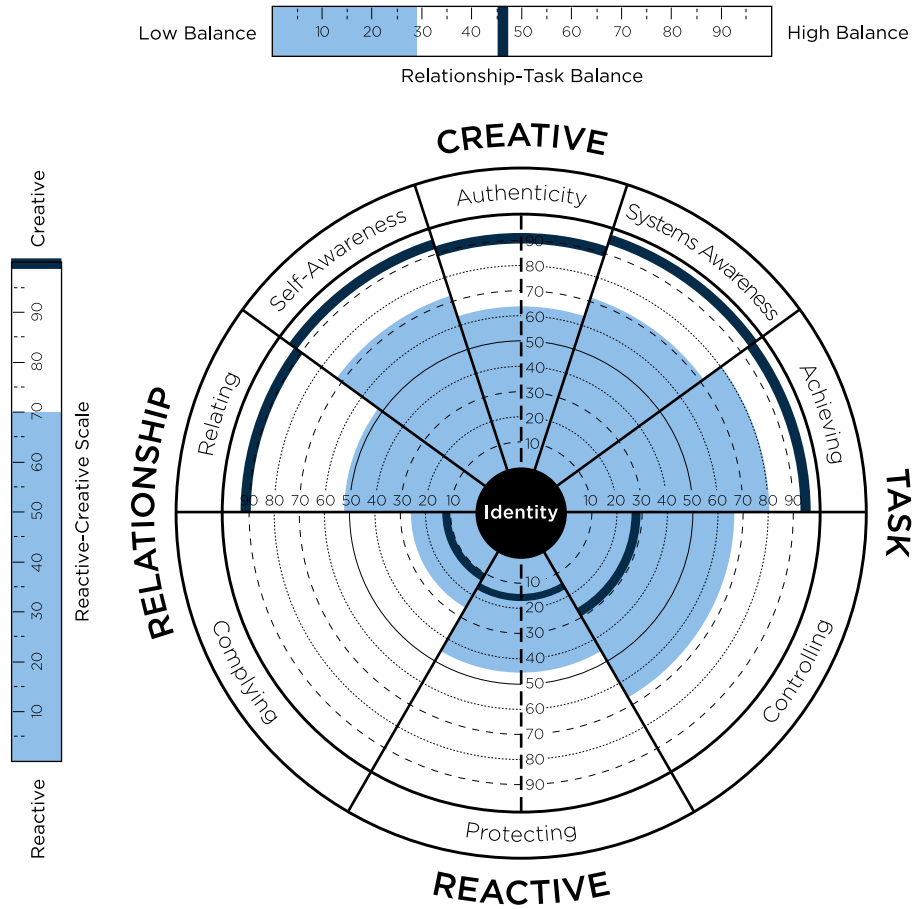
The sales leadership team had developed some highly effective leaders in their organization and created a robust performance system, but they were not getting any recognition. Questions were flying, interpersonal dynamics on the senior team were strained, various fixes were being proposed, and alignment 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

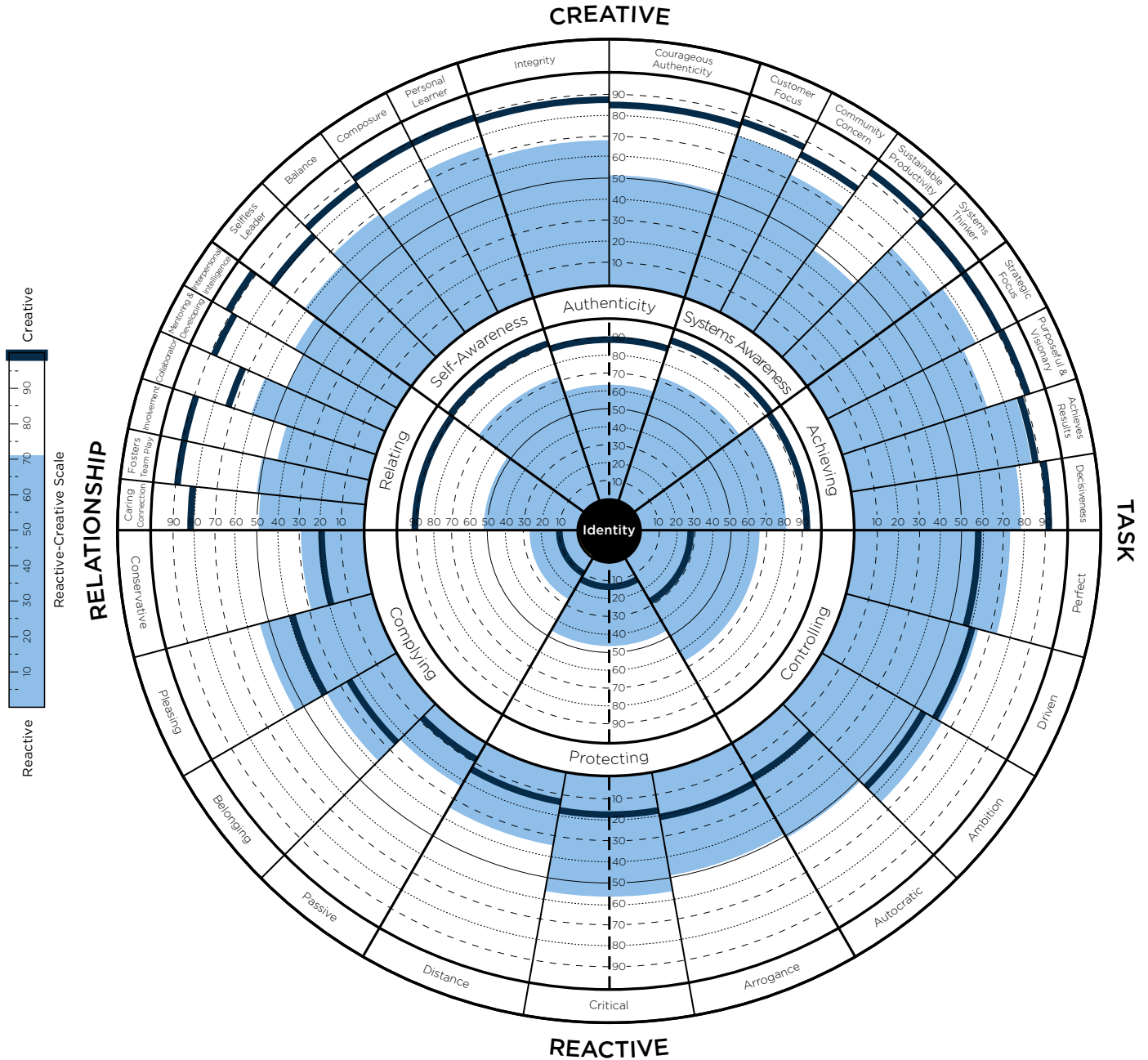
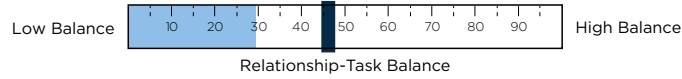
LEADERSHIP CIRCLE

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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.



Sorted by Actual

Cbeyond Leadership Team	Actual %	Ideal %
Dimensions		
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 %
Summary Dimensions		
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 %
Summary Measures		
Reactive-Creative Scale	71 %	99 %
Relationship-Task Balance	29 %	46 %

Sorted by Ideal

Cbeyond Leadership Team	Actual %	Ideal %
Dimensions		
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 %
Summary Dimensions		
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 %
Summary Measures		
Reactive-Creative Scale	71 %	99 %
Relationship-Task Balance	29 %	46 %

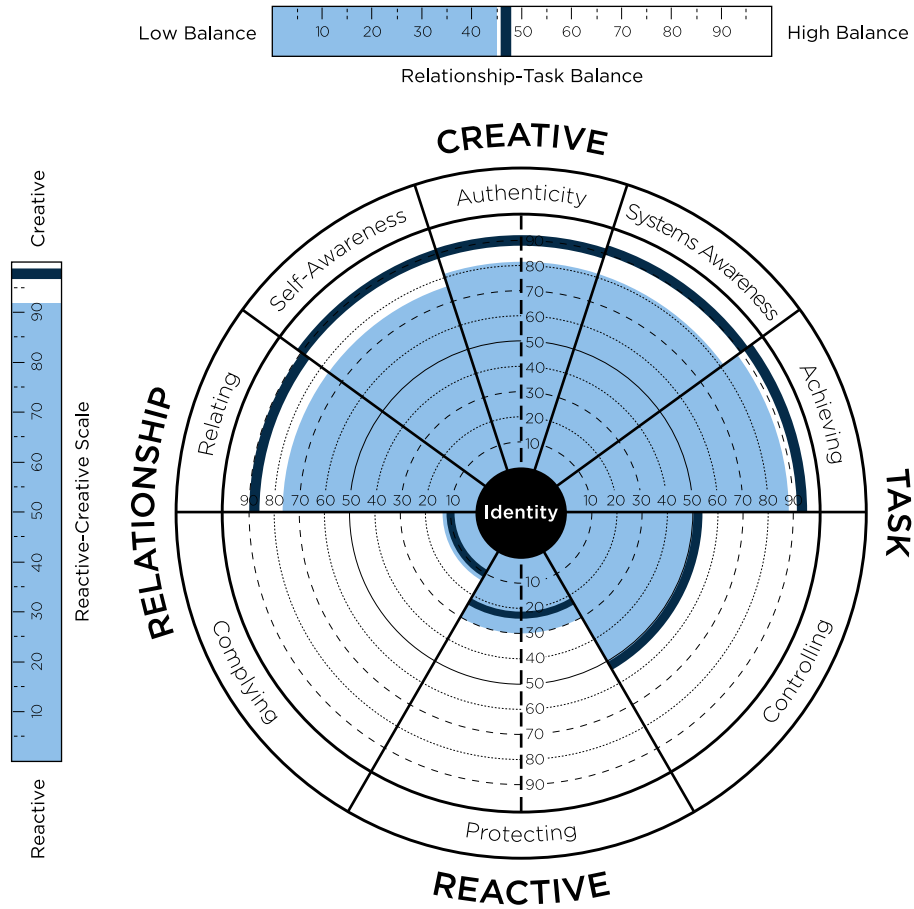


Sorted by Ideal to Ideal

Cbeyond Leadership Team	Ideal %	Ideal to Ideal %
Dimensions		
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 %
Summary Dimensions		
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 %
Summary Measures		
Reactive-Creative Scale	99 %	66 %
Relationship-Task Balance	46 %	19 %

Sorted by Gap Between Actual and Ideal

Cbeyond Leadership Team	Actual %	Ideal %	Gap %
Dimensions			
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
Summary Dimensions			
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
Summary Measures			
Reactive-Creative Scale	71 %	99 %	28
Relationship-Task Balance	29 %	46 %	16



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

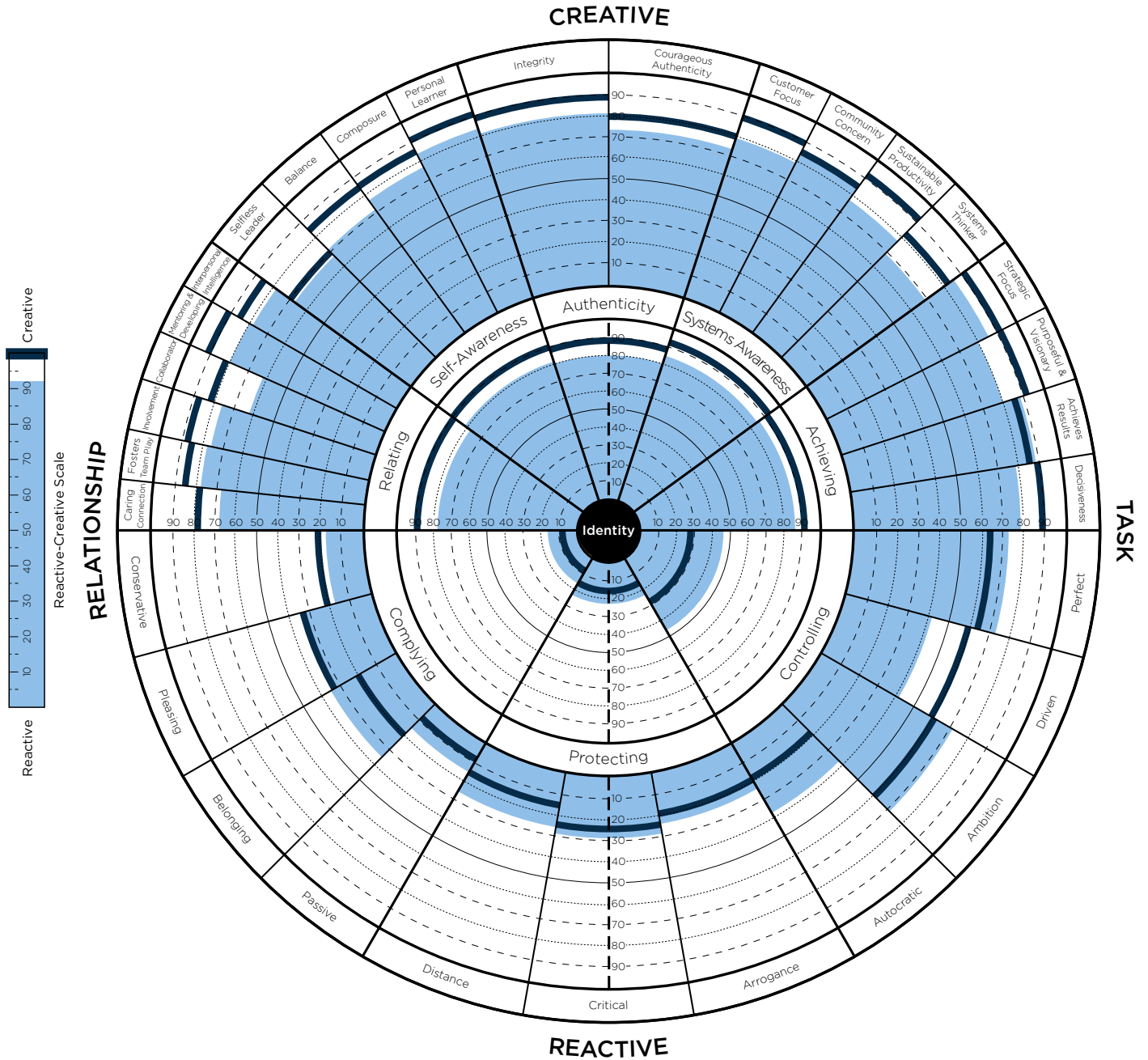
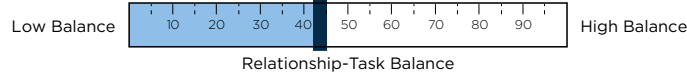
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CBeyond Case: Direct Reports Sales Graph



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.



Sorted by Actual

Sales Leadership Team	Actual %	Ideal %
Dimensions		
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 %
Summary Dimensions		
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 %
Summary Measures		
Reactive-Creative Scale	92 %	99 %
Relationship-Task Balance	43 %	44 %

Sorted by Ideal

Sales Leadership Team	Actual %	Ideal %
Dimensions		
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 %
Summary Dimensions		
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 %
Summary Measures		
Reactive-Creative Scale	92 %	99 %
Relationship-Task Balance	43 %	44 %



Sorted by Ideal to Ideal

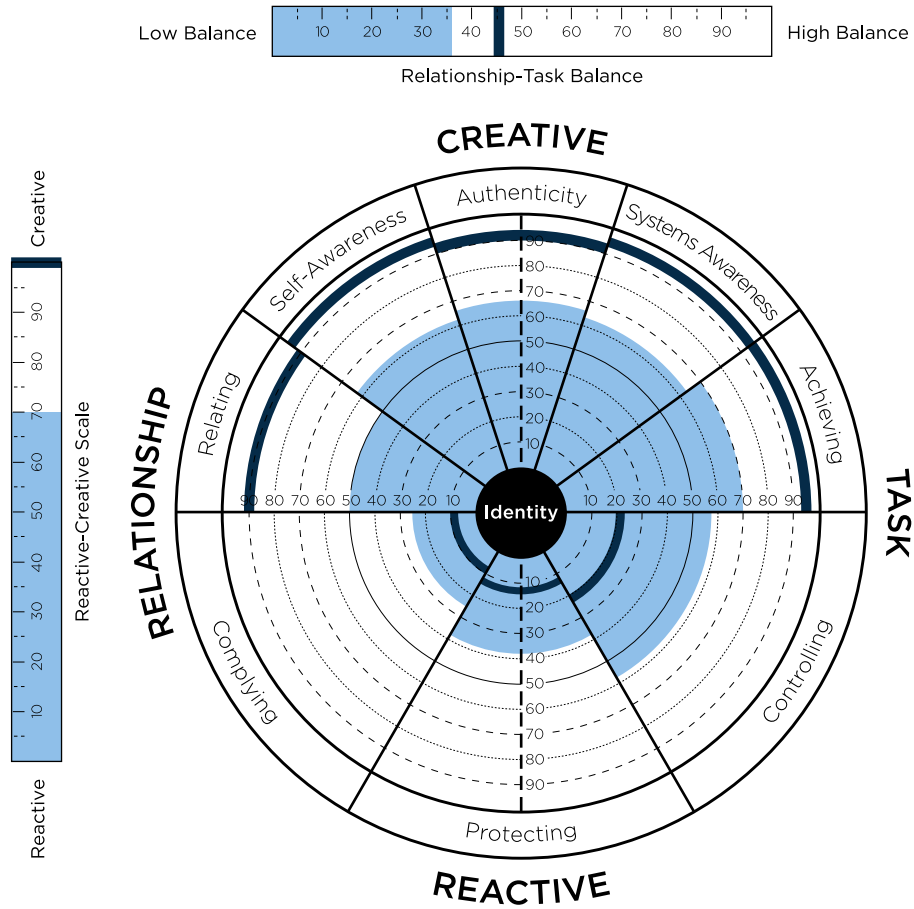
Sales Leadership Team	Ideal %	Ideal to Ideal %
Dimensions		
Customer Focus	89 %	75 %
Perfect	64 %	71 %
Ambition	61 %	71 %
Driven	59 %	71 %
Mentoring & Developing	92 %	71 %
Achieves Results	85 %	68 %
Purposeful & Visionary	92 %	67 %
Personal Learner	91 %	65 %
Integrity	88 %	63 %
Strategic Focus	91 %	62 %
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 %
Summary Dimensions		
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 %
Summary Measures		
Reactive-Creative Scale	99 %	54 %
Relationship-Task Balance	44 %	17 %

Sorted by Gap Between Actual and Ideal

Sales Leadership Team	Actual %	Ideal %	Gap %
Dimensions			
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
Summary Dimensions			
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
Summary Measures			
Reactive-Creative Scale	92 %	99 %	6
Relationship-Task Balance	43 %	44 %	0



CBeyond CASE: DIRECT REPORTS OPERATIONS GRAPH



COLLECTIVE LEADERSHIP ASSESSMENT

CBeyond Direct Reports Operations

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

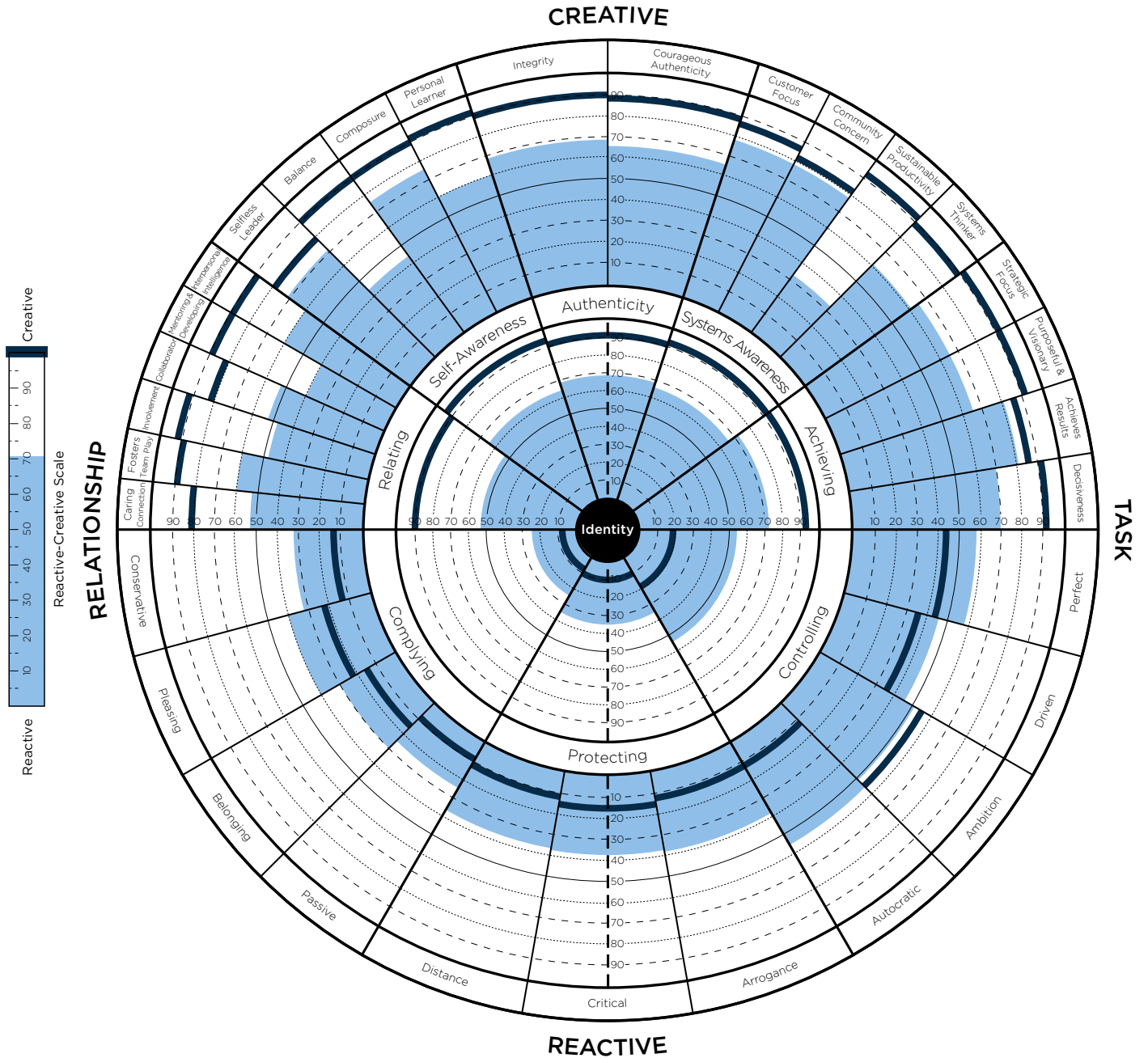
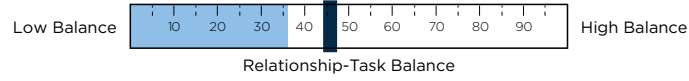
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CBeyond Case: Direct Reports Operations Graph



COLLECTIVE LEADERSHIP ASSESSMENT

Direct Reports Operations

- 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.



Sorted by Actual

Operations Leadership Team	Actual %	Ideal %
Dimensions		
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 %
Summary Dimensions		
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 %
Summary Measures		
Reactive-Creative Scale	71 %	100 %
Relationship-Task Balance	36 %	46 %

Sorted by Ideal

Operations Leadership Team	Actual %	Ideal %
Dimensions		
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 %
Summary Dimensions		
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 %
Summary Measures		
Reactive-Creative Scale	71 %	100 %
Relationship-Task Balance	36 %	46 %



Sorted by Ideal to Ideal

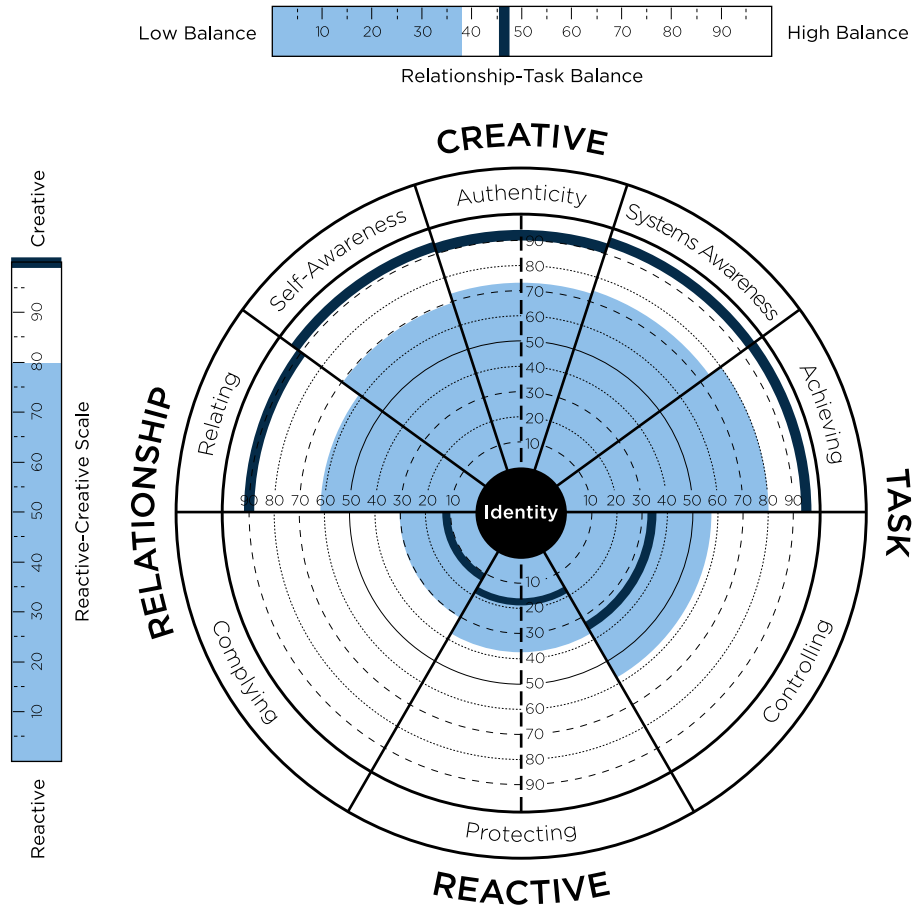
Operations Leadership Team	Ideal %	Ideal to Ideal %
Dimensions		
Involvement	93 %	72 %
Achieves Results	86 %	70 %
Purposeful & Visionary	92 %	69 %
Customer Focus	86 %	69 %
Integrity	90 %	68 %
Personal Learner	92 %	68 %
Composure	90 %	68 %
Ambition	55 %	67 %
Strategic Focus	92 %	67 %
Decisiveness	92 %	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 %
Summary Dimensions		
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 %
Summary Measures		
Reactive-Creative Scale	100 %	74 %
Relationship-Task Balance	46 %	19 %

Sorted by Gap Between Actual and Ideal

Operations Leadership Team	Actual %	Ideal %	Gap %
Dimensions			
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
Summary Dimensions			
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
Summary Measures			
Reactive-Creative Scale	71 %	100 %	29
Relationship-Task Balance	36 %	46 %	9



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

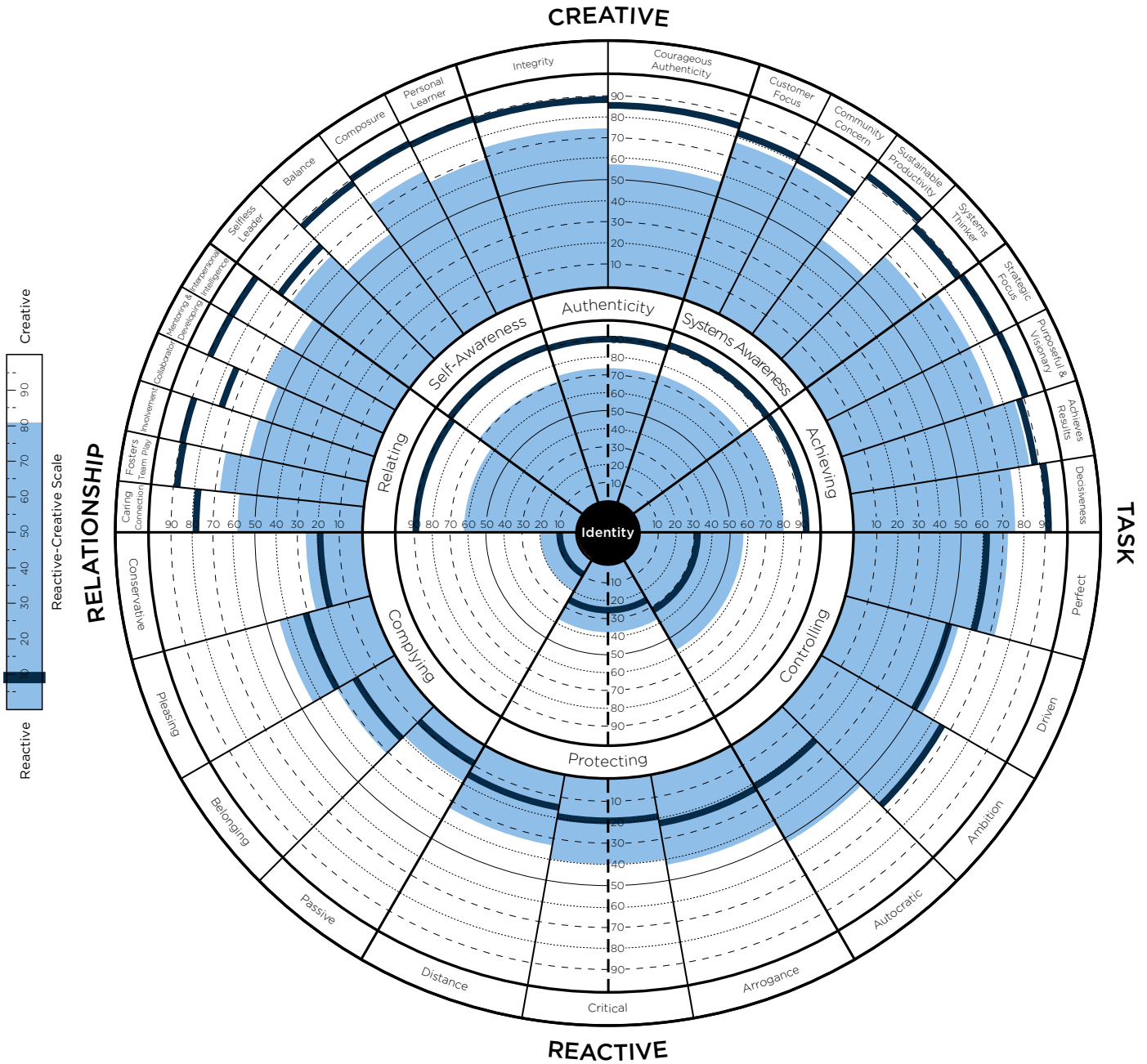
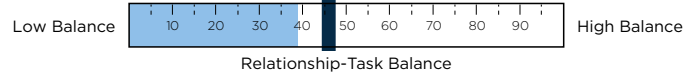
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CBeyond Case: LT+OPS+SALES GRAPH



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.



Sorted by Actual

CBeyond – CLA Rollup 2007 (LT+Ops+Sales)	Actual %	Ideal %
Dimensions		
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 %
Summary Dimensions		
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 %
Summary Measures		
Reactive-Creative Scale	81 %	99 %
Relationship-Task Balance	38 %	46 %

Sorted by Ideal

CBeyond – CLA Rollup 2007 (LT+Ops+Sales)	Actual %	Ideal %
Dimensions		
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 %
Summary Dimensions		
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 %
Summary Measures		
Reactive-Creative Scale	81 %	99 %
Relationship-Task Balance	38 %	46 %



Sorted by Ideal to Ideal

Cbeyond – CLA Rollup 2007 (LT+Ops+Sales)	Ideal %	Ideal to Ideal %
Dimensions		
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 %
Summary Dimensions		
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 %
Summary Measures		
Reactive-Creative Scale	99 %	60 %
Relationship-Task Balance	46 %	19 %

Sorted by Gap Between Actual and Ideal

Cbeyond – CLA Rollup 2007 (LT+Ops+Sales)	Actual %	Ideal %	Gap %
Dimensions			
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
Summary Dimensions			
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
Summary Measures			
Reactive-Creative Scale	81 %	99 %	17
Relationship-Task Balance	38 %	46 %	8



What do you see?

What are you curious about?

ANALYSIS

NOTES



Relating Dimension Questions

I feel the team/organizational leaders:

Connect deeply with others.

Form warm and caring relationships.

Create a positive climate that supports people doing their best.

Promote high levels of teamwork through their leadership style.

Extensively involve people in decision making.

Push decision making and problem solving down to the appropriate level.

Create common ground for agreement.

Work to find common ground.

Help people learn, improve, and change.

Are people builders/developers.

Display a high degree of skill in resolving conflict.

Take responsibility for their part of relationship problems.

RELATING DIMENSIONS

Caring Connection measures leadership's interest in and ability to form warm, caring relationships.

Fosters Team Play measures leadership's ability to foster high-performance team- work among team members that report to you, across the organization, and within teams in which you participate

Involvement measures how well leaders involve people in decision making and planning.

Collaborator measures the extent to which leaders' model and create a culture that encourages collaboration within teams and across the organization.

Mentoring & Developing measures your leaders' ability to develop others through mentoring, maintain growth-enhancing relationships, and help people grow and develop personally and professionally.

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.

NOTES



Self Awareness Dimension Questions

I feel the team/organizational leaders:

- Take forthright action without needing recognition.
- Get the job done with no need to attract attention to themselves.
- Balance work and personal life.
- Find enough time for personal reflection.
- Are composed under pressure.
- Handle stress and pressure very well.
- Investigate the deeper reality that lies behind events/circumstances.
- Learn from mistakes.

SELF AWARENESS DIMENSIONS

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.

Balance measures leadership's ability, in the midst of the conflicting tensions of modern life, to keep a hearty 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.

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.

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.

NOTES



Authenticity Dimension Questions

I feel the team/organizational leaders:

Lead in a manner that is completely aligned with their values.

Are good role models for the vision they espouse.

Are courageous in meetings.

Speak directly even on controversial issues.

AUTHENTICITY DIMENSIONS

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.”

Courageous Authenticity measures leaders’ willingness to take tough stands, bring up the “undiscussible” (risky issues the group avoids discussing), and openly deal with difficult relationship problems.

NOTES



Systems Awareness Dimension Questions

I feel the team/organizational leaders:

Allow customers to shape our decisions and direction.

Solicit customer input that often results in organizational change.

Attend to the long-term impact of strategic decisions on community.

Create a vision that goes beyond the organization to include making a positive impact on the world.

Allocate resources appropriately so as not to use people up.

Balance short-term results with long-term organizational health.

Evolve organizational systems until they produce envisioned results.

Redesign the system to solve multiple problems simultaneously.

SYSTEMS AWARENESS DIMENSIONS

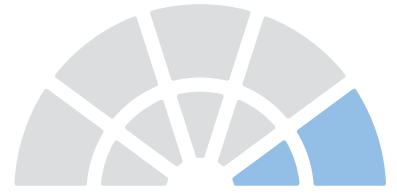
Customer Focus measures the extent to which customer satisfaction is the focus of your business and extent to which customers are invited to shape organizational direction, decisions, and processes.

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.

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.

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.

NOTES



Achieving Dimension Questions

I feel the team/organizational leaders:

Establish a strategic direction that helps the organization to thrive.

Provide strategic direction that is thoroughly thought through.

Articulate a vision that creates alignment within the organization.

Inspire others with vision.

Are proficient at achieving high quality results on key initiatives.

Pursue results with drive and energy.

Are efficient decision makers.

Make decisions in a timely manner.

ACHIEVING DIMENSIONS

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.”

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 leaders’ ability to make decision on time, and the extent to which they are comfortable moving forward in uncertainty.

NOTES



Controlling Dimension Questions

I feel the team/organizational leaders:

- Need to perform flawlessly.
- Need to excel in every situation.
- Push themselves too hard.
- Try too hard to be the best at everything they take on.
- Are excessively ambitious.
- Believe winning is what really matters.
- Have to get their own way.
- Pursue results at the expense of people.

CONTROLLING DIMENSIONS

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.

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.

Autocratic measures your leadership's tendency to be overly forceful, aggressive and controlling. It measures the extent which leader's use of power is exercised at the expense of people/team development and at the expense of high performance.

NOTES



Protecting Dimension Questions

I feel the team/organizational leaders:

Are arrogant.

Have egos that are too big.

Hurt people's feelings.

Put people down.

Are emotionally distant.

Remain standoffish.

PROTECTING DIMENSIONS

Arrogance measures your leadership's tendency to project a large ego- behavior that is experienced as superior, egotistical, and self-centered

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.

NOTES



Complying Dimension Questions

I feel the team/organizational leaders:

- Lack passion.
- Are wishy-washy in decision making.
- Try too hard to conform to the group's rules/norms.
- Work too hard for others' acceptance.
- Need to be accepted by others.
- Need the approval of others.
- Are too conservative.
- Follow conventional ways of doing things.

COMPLYING DIMENSIONS

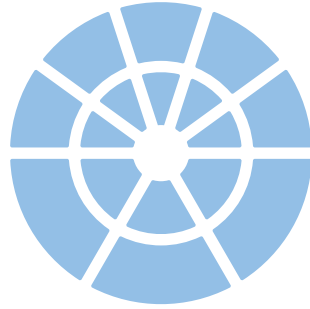
Passive measures the degree to which leaders have given away their power to others and to circumstances outside their control. It is a measure of powerlessness and not taking accountability for and ownership of results.

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

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.

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.

NOTES



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