LCP DATA MANUAL

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LEADERSHIP CIRCLE®

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INTRODUCTION

The Leadership Circle Profile® (LCP) is a comprehensive 360-degree leadership assessment tool that evaluates an individual's leadership competencies and underlying belief systems. It combines feedback from bosses, peers, direct reports, and others who work directly with a leader to provide a detailed overview of a leader's strengths and areas for development. The profile emphasizes both creative competencies, which contribute to effective leadership, and reactive tendencies, which may hinder it, offering insights to foster personal growth and enhance organizational performance.

More than 400,000 leaders worldwide and 3 million evaluators have completed the assessment. This includes leaders in 278 countries and from 68 different industries.

The data presented in this manual are based on LCP responses gathered from January 2019 through May 2024. The demographic breakouts provided in this manual are based on self-identified characteristics. Data for all individual leaders who report belonging to a specific demographic category have been aggregated to represent the finding for that unique characteristic.

Leadership Circle Dimensions

The Leadership Circle Profile® (LCP) provides results according to 18 creative competencies and 11 reactive tendencies (known as dimensions). These dimensions are further aggregated into summary dimensions, which are then combined into overall measures of **Creative** and **Reactive** performance.

The **Relating Dimension** measures the leader's capability to relate to others in a way that brings out the best in people, groups and organizations. It is composed of:

- **Caring Connection** measures the leader's interest in and ability to form warm, caring relationships.
- **Fosters Team Play** measures the leader's ability to foster high-performance teamwork among team members that report to the leader, across the organization, and within teams in which the leader participates.
- **Collaborator** measures the extent to which the leader engages others in a manner that allows the parties involved to discover common ground in conflict situations, find mutually beneficial agreements, develop synergy, and create win-win situations.
- **Mentoring & Developing** measures the leader's 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 the leader listens, engages in conflict and controversy, deals with the feelings of others, and manages own feelings.

The **Self-Awareness Dimension** measures the leader's orientation to ongoing professional and personal development, as well as the degree to which inner self-awareness is expressed through high integrity leadership. It is composed of:

- **Selfless Leader** measures the extent to which the leader pursues service over self-interest. It measures a very high state of personal awareness where the need for credit and personal ambition is far less important than creating results in collaborative relationships which serve a common good.
- **Balance** measures the leader's ability, in the midst of the conflicting tensions of modern life, to keep a healthy balance between business and family, activity and reflection, work and leisure.
- **Composure** measures the leader's 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 the leader demonstrates a strong and active interest in learning, personal and professional growth.

The **Authenticity Dimension** measures the leader's capability to relate to others in an authentic, courageous, and high integrity manner. It is composed of:

- **Integrity** measures how well the leader adheres to the set of values and principles espoused; that is, how well the leader can be trusted to "walk their talk."
- **Courageous Authenticity** measures the leader's willingness to take tough stands, bring up the "un-discussibles" (risky issues the group avoids discussing), and openly deal with difficult relationship problems.

The **Systems Awareness Dimension** measures the degree to which the leader's awareness is focused on whole system improvement and on community welfare (the symbiotic relationship between the long-term welfare of the community and the interests of the organization). It is composed of:

- **Community Concern** measures the service orientation from which the leader leads. It measures the extent to which the leader links their legacy to service of community and global welfare.
- **Sustainable Productivity** measures the leader'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 the leader thinks and acts from a whole system perspective as well as the extent to which the leader makes decisions in light of the long-term health of the whole system.

The **Achieving Dimension** measures the extent to which the leader offers visionary, authentic, and high achievement leadership. It is composed of:

- **Strategic Focus** measures the extent to which the leader thinks strategically.
- **Purposeful & Visionary** measures the extent to which the leader clearly communicates and models commitment to personal purpose and vision.
- **Achieves Results** measures the degree to which the leader is goal directed and has a track record of goal achievement and high performance.
- **Decisiveness** measures the leader's ability to make decisions on time, and the extent to which the leader is comfortable moving forward in uncertainty.

The **Controlling Dimension** measures the extent to which the leader establishes a sense of personal worth through task accomplishment and personal achievement. It is composed of:

- **Perfect** is a measure of the leader's need to attain flawless results and perform to extremely high standards in order to feel secure and worthwhile as a person.

- **Driven** is a measure of the extent to which the leader is in overdrive.
- **Ambition** measures the extent to which the leader needs to get ahead, move up in the organization, and be better than others.
- **Autocratic** measures the leader's tendency to be forceful, aggressive, and controlling.

The **Protecting** Dimension measures the belief that you can protect yourself and establish a sense of worth through withdrawal, remaining distant, hidden, aloof, cynical, superior, and/or rational. It is composed of:

- **Arrogance** measures the leader's tendency to project a large ego – behavior that is experienced as superior, egotistical, and self-centered.
- **Critical** is a measure of the leader's tendency to take a critical, questioning, and somewhat cynical attitude.
- **Distance** is a measure of the leader's tendency to establish a sense of personal worth and security through withdrawal, being superior and remaining aloof, emotionally distant and above it all.

The **Complying** Dimension measures the extent to which the leader gets a sense of self-worth and security by complying with the expectations of others rather than acting on what the leader intends and wants. It is composed of:

- **Conservative** measures the extent to which the leader thinks and acts conservatively, follows procedure, and lives within the prescribed rules of the organization.
- **Pleasing** measures the leader's need to seek others' support and approval in order to feel secure and worthwhile as a person.
- **Belonging** measures the leader's need to conform, follow the rules, and meet the expectations of those in authority.
- **Passive** measures the degree to which the leader gives away their power to others and to circumstances outside their control.

Additionally, the LCP offers a separate measure of overall **Leadership Effectiveness**, giving a comprehensive view of a leader's capabilities and areas for growth. More information about the LCP can be found at: https://leadershipcircle.com/leadership-assessment-tools/leadership-circle-profile/

Data Tables

The results of all analyses are presented in data tables. Findings for each demographic group are detailed in twelve tables, organized by LCP Summary Dimension, with the final table displaying Summary Scores, including Creative, Reactive, and Leadership Effectiveness.

The tables present data in two formats.

- **Average scores** reflect the aggregated raw score response on a 5-point scale (which includes half-points).
- **Percentile rankings** provide a comparison of the raw score to the global norm group – a representative sample of leaders from across the world. Percentiles are presented with a percent sign to indicate the specific ranking. Rankings between 34% and 66% indicate

average performance. Rankings falling at or below 33% demonstrate below average findings, and rankings at or above 67% reflect above average performance.

Distribution of Demographics for the Sample Included in Report

To ensure the findings in this report accurately represent specific demographic subgroups, we excluded any unique group with fewer than 200 leaders. Consequently, not all countries or industries are represented in this report. In addition, we categorized countries into two tiers based on the strength of representation. **Tier 1** includes countries with more than one thousand leaders who completed the LCP within the past five years. **Tier 2** consists of countries with more than 200 but fewer than 1,000 leaders who completed the LCP.

The distribution of each demographic variable, listed alphabetically, along with the number of leaders whose LCP results are included in the report, are presented in the following six tables. These are followed by the data tables for each demographic grouping.

Tier 1 Countries	N
Australia	16,797
Brazil	1,059
Canada	9,878
Chile	1,319
China	1,925
Colombia	1,517
France	1,698
Germany	5,316
India	1,339
Japan	2,572
Mexico	1,781
Netherlands	2,053
New Zealand	2,049
Singapore	1,324
South Africa	3,790
Spain	4,380
Switzerland	4,955
United Arab Emirates	1,106
United Kingdom	4,399
United States	50,484

Tier 2 Countries	N
Argentina	361
Austria	471
Belgium	513
Costa Rica	604
Denmark	403
Ecuador	219
Hong Kong	403
Hungary	303
Ireland	443
Israel	311
Italy	816
Kenya	728
Lithuania	272
Malaysia	413
Norway	423
Pakistan	202
Peru	480
Philippines	570
Poland	488
Portugal	450
Russia	277
Saudi Arabia	681
South Korea	408
Sweden	492
Turkey	448
Ukraine	263

Industry	N
Advertising & Marketing	1,791
Agriculture	1,337
Arts, Entertainment, & Recreation	1,228
Banking & Finance	10,489
Communication & Media	1,454
Construction	3,384
Consumer Products & Services	2,139
Education	5,993
Energy	3,168
Engineering	1,675
Food Service	2,251
Government/Municipalities/Military	12,112
Healthcare	15,675
Information Technology & Services	6,864
Insurance	2,687
Manufacturing	6,656
Nonprofit/Charity	4,248
Pharmaceutical	12,158
Professional Services	7,508
Real estate/Property Management	1,380
Research & Scientific Technology	6,659
Retail	1,778
Service & Consulting	8,660
Transportation	2,186
Telecommunications & Utilities	2,312

Management Level	N
Board Member	1,139
C-Suite (CEO, CFO, etc.)	15,988
Officer (President, SVP, VP)	13,446
Executive Director	6,018
General Manager	6,497
Director	27,370
Manager	31,031
Lower-Level Manager (Supervisor, Team Leader, Foreperson)	11,775

Gender	N
Self-Identified Female	59,469
Self-Identified Male	76,163

Age	N
21 - 25	914
26 - 30	5,765
31 - 35	17,017
36 - 40	25,365
41 - 45	27,950
46 - 50	24,552
51 - 55	17,219
56 - 60	8,372
61 - 65	2,604
66 and above	600

COUNTRY DATA

RELATING DIMENSION (Table on this page represents Tier 1, table on next page represents Tier 2)

Country	RELATING Average	RELATING Percentile	Caring Connection Average	Caring Connection Percentile	Fosters Team Play Average	Fosters Team Play Percentile	Collaborator Average	Collaborator Percentile	Mentoring & Developing Average	Mentoring & Developing Percentile	Interpersonal Intelligence Average	Interpersonal Intelligence Percentile
Australia	3.96	59%	3.94	61%	4.06	60%	3.97	57%	3.95	57%	3.90	56%
Brazil	3.94	57%	3.87	55%	4.03	57%	3.98	58%	3.96	57%	3.89	55%
Canada	4.00	62%	3.97	63%	4.09	63%	4.01	60%	3.98	59%	3.94	59%
Chile	4.02	64%	3.92	59%	4.09	62%	4.06	65%	4.03	63%	4.00	66%
China	3.98	60%	3.98	64%	4.02	57%	4.01	61%	4.01	62%	3.89	54%
Colombia	4.07	69%	3.93	60%	4.14	66%	4.13	72%	4.11	70%	4.05	71%
France	3.95	57%	3.94	61%	4.02	57%	3.97	57%	3.91	53%	3.88	53%
Germany	3.93	56%	3.76	44%	4.02	56%	3.97	57%	3.94	56%	3.95	60%
India	4.00	63%	4.00	65%	4.07	61%	3.99	58%	4.03	63%	3.94	59%
Japan	3.79	38%	3.81	49%	3.74	30%	3.79	35%	3.80	40%	3.81	43%
Mexico	3.98	60%	3.81	48%	4.04	58%	4.02	62%	4.00	61%	4.01	66%
Netherlands	3.85	44%	3.80	47%	3.93	46%	3.88	44%	3.84	44%	3.81	43%
New Zealand	3.94	57%	3.92	59%	4.03	58%	3.94	54%	3.94	56%	3.87	52%
Singapore	3.88	48%	3.85	53%	3.94	48%	3.91	47%	3.85	45%	3.85	48%
South Africa	3.94	57%	3.91	59%	4.03	58%	3.94	53%	3.96	58%	3.88	53%
Spain	3.96	59%	3.88	56%	4.01	56%	4.03	63%	3.98	59%	3.92	58%
Switzerland	3.95	58%	3.84	53%	4.05	59%	4.00	60%	3.92	53%	3.93	59%
United Arab Emirates	4.05	67%	4.04	68%	4.13	66%	4.04	64%	4.07	66%	3.99	65%
United Kingdom	3.95	58%	3.91	58%	4.05	59%	3.95	55%	3.95	57%	3.89	54%
United States	4.01	64%	3.98	64%	4.12	65%	4.02	61%	4.00	60%	3.96	62%

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Country	RELATING Average	RELATING Percentile	Caring Connection Average	Caring Connection Percentile	Fosters Team Play Average	Fosters Team Play Percentile	Collaborator Average	Collaborator Percentile	Mentoring & Developing Average	Mentoring & Developing Percentile	Interpersonal Intelligence Average	Interpersonal Intelligence Percentile
Argentina	4.03	65%	3.93	60%	4.11	64%	4.07	66%	4.04	64%	4.01	66%
Austria	3.98	60%	3.85	53%	4.07	60%	4.03	62%	3.97	59%	3.95	61%
Belgium	3.87	46%	3.77	44%	3.97	51%	3.91	49%	3.85	45%	3.83	45%
Costa Rica	3.99	61%	3.92	59%	4.05	59%	4.03	63%	3.96	57%	3.97	63%
Denmark	3.89	49%	3.83	51%	4.02	57%	3.91	48%	3.86	46%	3.81	43%
Ecuador	3.95	57%	3.81	48%	4.02	57%	4.01	60%	3.95	56%	3.94	60%
Hong Kong	3.90	51%	3.86	55%	3.96	50%	3.91	49%	3.90	51%	3.86	49%
Hungary	4.04	66%	3.98	63%	4.11	64%	4.12	72%	3.98	59%	3.99	65%
Ireland	4.00	62%	3.96	63%	4.10	63%	4.01	61%	3.99	60%	3.93	59%
Israel	3.95	58%	3.98	63%	4.01	56%	3.96	56%	3.96	57%	3.88	52%
Italy	3.94	57%	3.80	47%	4.05	59%	3.99	59%	3.97	58%	3.91	57%
Kenya	4.08	70%	4.09	72%	4.17	69%	4.04	64%	4.13	71%	3.99	64%
Lithuania	3.92	54%	3.84	52%	4.01	56%	4.02	62%	3.86	46%	3.85	48%
Malaysia	3.91	53%	3.90	58%	3.98	53%	3.93	52%	3.90	51%	3.86	51%
Norway	3.99	61%	3.89	57%	4.14	66%	4.04	64%	3.99	60%	3.88	52%
Pakistan	3.90	51%	3.90	58%	3.97	51%	3.89	45%	3.93	54%	3.83	45%
Peru	4.00	62%	3.90	58%	4.06	60%	4.05	64%	3.99	60%	4.00	66%
Philippines	4.00	62%	3.96	62%	4.07	61%	4.02	61%	4.00	61%	3.96	61%
Poland	4.04	66%	3.82	49%	4.12	65%	4.17	76%	4.04	64%	4.02	67%
Portugal	3.92	55%	3.82	49%	4.03	57%	3.96	56%	3.96	57%	3.87	51%
Russia	4.02	64%	3.95	61%	4.10	63%	4.12	72%	3.99	60%	3.94	60%
Saudi Arabia	4.00	62%	3.97	63%	4.05	59%	4.04	64%	3.99	60%	3.95	61%
South Korea	3.86	45%	3.80	47%	3.91	44%	3.89	45%	3.86	46%	3.84	46%
Sweden	4.01	64%	3.95	62%	4.14	67%	4.02	62%	4.02	62%	3.94	60%
Turkey	4.04	66%	3.95	62%	4.09	62%	4.07	66%	4.04	64%	4.02	68%
Ukraine	3.95	58%	3.83	51%	4.03	57%	4.04	64%	3.96	57%	3.90	56%

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SELF-AWARENESS DIMENSION (Table on this page represents Tier 1, table on next page represents Tier 2)

Country	SELF-AWARENESS Average	SELF-AWARENESS Percentile	Selfless Leader Average	Selfless Leader Percentile	Balance Average	Balance Percentile	Composure Average	Composure Percentile	Personal Learner Average	Personal Learner Percentile
Australia	3.88	59%	3.86	63%	3.70	56%	4.00	62%	3.90	42%
Brazil	3.87	58%	3.83	60%	3.75	60%	3.89	53%	3.96	52%
Canada	3.90	61%	3.86	62%	3.77	61%	4.01	63%	3.93	47%
Chile	3.93	64%	3.87	64%	3.88	70%	3.99	61%	3.98	55%
China	3.84	53%	3.63	36%	3.77	61%	3.95	59%	3.98	55%
Colombia	3.97	68%	3.89	66%	3.91	72%	3.99	61%	4.07	64%
France	3.82	50%	3.74	48%	3.69	54%	3.87	49%	3.94	47%
Germany	3.84	53%	3.70	43%	3.67	53%	3.94	57%	3.98	55%
India	3.88	58%	3.76	52%	3.81	64%	3.93	57%	3.97	53%
Japan	3.64	28%	3.56	29%	3.40	28%	3.79	41%	3.73	25%
Mexico	3.87	58%	3.79	56%	3.81	64%	3.90	53%	3.98	55%
Netherlands	3.72	37%	3.59	32%	3.64	48%	3.83	45%	3.79	32%
New Zealand	3.87	58%	3.87	63%	3.70	56%	3.98	61%	3.87	40%
Singapore	3.80	47%	3.72	45%	3.69	54%	3.90	53%	3.87	39%
South Africa	3.85	56%	3.79	55%	3.75	59%	3.92	56%	3.93	46%
Spain	3.87	57%	3.79	56%	3.75	59%	3.96	59%	3.93	47%
Switzerland	3.87	57%	3.76	52%	3.76	60%	3.93	56%	3.97	53%
United Arab Emirates	3.89	60%	3.79	55%	3.78	62%	3.95	58%	4.01	58%
United Kingdom	3.85	55%	3.81	58%	3.66	51%	3.98	61%	3.87	40%
United States	3.94	65%	3.90	66%	3.81	64%	4.02	64%	3.97	53%

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Country	SELF-AWARENESS Average	SELF-AWARENESS Percentile	Selfless Leader Average	Selfless Leader Percentile	Balance Average	Balance Percentile	Composure Average	Composure Percentile	Personal Learner Average	Personal Learner Percentile
Argentina	3.92	63%	3.91	67%	3.82	65%	3.95	58%	3.98	54%
Austria	3.86	56%	3.69	42%	3.75	60%	3.94	57%	4.02	60%
Belgium	3.75	40%	3.67	40%	3.60	44%	3.82	44%	3.85	38%
Costa Rica	3.92	63%	3.89	66%	3.86	68%	3.92	56%	3.99	56%
Denmark	3.79	44%	3.71	44%	3.65	51%	3.87	49%	3.86	39%
Ecuador	3.89	59%	3.82	59%	3.81	64%	3.94	57%	3.95	50%
Hong Kong	3.78	43%	3.64	37%	3.70	56%	3.86	49%	3.87	40%
Hungary	3.88	58%	3.77	53%	3.81	64%	3.88	51%	4.03	60%
Ireland	3.90	61%	3.85	62%	3.69	55%	4.03	65%	3.93	47%
Israel	3.82	49%	3.68	41%	3.64	48%	3.89	53%	3.99	56%
Italy	3.85	55%	3.72	45%	3.76	61%	3.91	55%	3.99	56%
Kenya	3.96	67%	3.90	66%	3.89	71%	4.01	63%	4.02	59%
Lithuania	3.75	40%	3.54	27%	3.78	62%	3.78	40%	3.91	44%
Malaysia	3.78	43%	3.68	41%	3.71	57%	3.87	50%	3.84	36%
Norway	3.88	59%	3.72	45%	3.74	59%	4.02	64%	4.00	57%
Pakistan	3.74	39%	3.59	32%	3.67	52%	3.81	43%	3.87	39%
Peru	3.91	61%	3.82	59%	3.86	68%	3.96	59%	3.97	54%
Philippines	3.93	65%	3.86	63%	3.89	71%	3.96	59%	4.02	59%
Poland	3.96	67%	3.83	60%	3.79	63%	4.06	67%	4.10	67%
Portugal	3.83	51%	3.76	51%	3.65	49%	3.87	49%	3.96	52%
Russia	3.82	51%	3.59	32%	3.69	55%	3.94	57%	4.02	60%
Saudi Arabia	3.86	57%	3.75	49%	3.80	63%	3.92	56%	3.96	52%
South Korea	3.66	30%	3.50	23%	3.70	56%	3.68	33%	3.78	30%
Sweden	3.87	57%	3.84	60%	3.67	52%	3.98	61%	3.91	43%
Turkey	3.85	56%	3.69	42%	3.74	59%	3.87	51%	4.07	64%
Ukraine	3.78	44%	3.55	28%	3.73	58%	3.87	49%	3.98	55%

AUTHENTICITY DIMENSION (Table on this page represents Tier 1, table on next page represents Tier 2)

Country	AUTHENTICITY Average	AUTHENTICITY Percentile	Integrity Average	Integrity Percentile	Courageous Authenticity Average	Courageous Authenticity Percentile
Australia	4.12	56%	4.29	58%	3.84	49%
Brazil	4.17	61%	4.35	64%	3.88	54%
Canada	4.13	56%	4.29	57%	3.87	53%
Chile	4.21	66%	4.43	73%	3.86	51%
China	4.03	41%	4.20	44%	3.76	40%
Colombia	4.24	69%	4.46	76%	3.87	53%
France	4.13	57%	4.27	55%	3.92	58%
Germany	4.07	46%	4.21	45%	3.86	52%
India	4.07	46%	4.20	44%	3.85	49%
Japan	3.70	8%	3.80	7%	3.53	20%
Mexico	4.14	58%	4.35	64%	3.80	43%
Netherlands	3.98	35%	4.13	35%	3.75	39%
New Zealand	4.12	55%	4.29	57%	3.84	48%
Singapore	3.99	36%	4.13	35%	3.76	40%
South Africa	4.08	49%	4.22	47%	3.86	51%
Spain	4.10	52%	4.28	56%	3.81	44%
Switzerland	4.09	50%	4.25	51%	3.85	50%
United Arab Emirates	4.13	57%	4.27	55%	3.90	56%
United Kingdom	4.10	52%	4.25	52%	3.85	50%
United States	4.16	60%	4.34	63%	3.88	54%

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Country	AUTHENTICITY Average	AUTHENTICITY Percentile	Integrity Average	Integrity Percentile	Courageous Authenticity Average	Courageous Authenticity Percentile
Argentina	4.19	63%	4.40	70%	3.84	48%
Austria	4.11	53%	4.25	52%	3.89	55%
Belgium	4.05	43%	4.19	43%	3.81	44%
Costa Rica	4.14	57%	4.36	65%	3.78	41%
Denmark	4.03	41%	4.19	42%	3.77	41%
Ecuador	4.15	59%	4.35	64%	3.84	48%
Hong Kong	3.96	33%	4.11	33%	3.72	36%
Hungary	4.12	54%	4.31	60%	3.81	44%
Ireland	4.13	57%	4.28	57%	3.88	54%
Israel	4.15	59%	4.30	58%	3.91	57%
Italy	4.12	55%	4.29	57%	3.83	48%
Kenya	4.18	62%	4.29	58%	4.00	65%
Lithuania	4.05	43%	4.17	40%	3.85	50%
Malaysia	3.92	28%	4.09	31%	3.65	30%
Norway	4.11	54%	4.31	59%	3.79	43%
Pakistan	3.94	30%	4.06	27%	3.75	39%
Peru	4.17	61%	4.38	67%	3.82	46%
Philippines	4.08	47%	4.21	44%	3.86	51%
Poland	4.19	63%	4.32	61%	3.98	63%
Portugal	4.11	54%	4.28	56%	3.85	50%
Russia	4.18	63%	4.36	65%	3.91	57%
Saudi Arabia	4.07	46%	4.21	45%	3.83	47%
South Korea	3.82	18%	3.93	15%	3.63	29%
Sweden	4.11	53%	4.27	55%	3.85	49%
Turkey	4.14	57%	4.26	54%	3.93	59%
Ukraine	4.12	55%	4.27	55%	3.88	54%

LEADERSHIP CIRCLE

SYSTEMS-AWARENESS DIMENSION (Table on this page represents Tier 1, table on next page represents Tier 2)

Country	SYSTEMS-AWARENESS Average	SYSTEMS-AWARENESS Percentile	Community Concern Average	Community Concern Percentile	Sustainable Productivity Average	Sustainable Productivity Percentile	Systems Thinker Average	Systems Thinker Percentile
Australia	3.82	56%	3.80	57%	3.92	58%	3.71	52%
Brazil	3.93	68%	3.98	73%	3.94	60%	3.86	67%
Canada	3.87	61%	3.87	63%	3.94	60%	3.75	57%
Chile	3.97	72%	4.00	75%	4.00	66%	3.89	69%
China	3.89	63%	3.87	64%	3.95	61%	3.83	63%
Colombia	4.09	83%	4.14	84%	4.09	76%	4.00	80%
France	3.83	57%	3.82	59%	3.86	51%	3.76	58%
Germany	3.81	55%	3.73	48%	3.91	57%	3.79	60%
India	3.90	64%	3.88	64%	3.95	61%	3.86	66%
Japan	3.57	26%	3.58	34%	3.62	22%	3.48	27%
Mexico	3.95	70%	3.98	73%	3.97	63%	3.87	68%
Netherlands	3.68	37%	3.63	38%	3.80	42%	3.57	36%
New Zealand	3.79	52%	3.77	54%	3.89	54%	3.68	46%
Singapore	3.74	43%	3.71	45%	3.81	43%	3.66	44%
South Africa	3.87	61%	3.87	63%	3.91	57%	3.81	62%
Spain	3.87	62%	3.84	61%	3.92	58%	3.85	66%
Switzerland	3.85	59%	3.83	60%	3.92	58%	3.78	59%
United Arab Emirates	3.92	67%	3.92	68%	3.96	63%	3.87	68%
United Kingdom	3.77	47%	3.73	48%	3.87	51%	3.66	44%
United States	3.91	66%	3.94	69%	3.97	64%	3.78	59%

Country	SYSTEMS-AWARENESS Average	SYSTEMS-AWARENESS Percentile	Community Concern Average	Community Concern Percentile	Sustainable Productivity Average	Sustainable Productivity Percentile	Systems Thinker Average	Systems Thinker Percentile
Argentina	3.96	71%	3.98	73%	4.00	67%	3.89	69%
Austria	3.88	62%	3.85	61%	3.96	62%	3.81	62%
Belgium	3.75	44%	3.74	50%	3.81	42%	3.66	44%
Costa Rica	3.96	71%	4.03	77%	3.97	63%	3.85	66%
Denmark	3.74	43%	3.69	43%	3.83	46%	3.65	43%
Ecuador	3.97	72%	4.03	77%	3.97	64%	3.88	68%
Hong Kong	3.74	44%	3.73	48%	3.82	44%	3.64	42%
Hungary	3.85	59%	3.88	64%	3.90	56%	3.74	56%
Ireland	3.81	55%	3.76	53%	3.92	58%	3.73	54%
Israel	3.85	59%	3.86	63%	3.88	53%	3.78	59%
Italy	3.89	63%	3.90	66%	3.93	59%	3.80	61%
Kenya	4.04	79%	4.07	81%	4.05	71%	3.98	78%
Lithuania	3.80	53%	3.76	52%	3.86	51%	3.76	58%
Malaysia	3.72	42%	3.71	45%	3.78	40%	3.65	44%
Norway	3.85	59%	3.88	64%	3.92	59%	3.69	49%
Pakistan	3.80	53%	3.80	57%	3.81	43%	3.77	58%
Peru	3.95	70%	4.00	75%	3.97	63%	3.86	66%
Philippines	3.89	64%	3.89	65%	3.94	60%	3.83	64%
Poland	3.92	67%	3.83	59%	4.02	68%	3.92	72%
Portugal	3.86	61%	3.86	62%	3.92	58%	3.78	60%
Russia	3.99	74%	3.97	72%	4.06	73%	3.92	72%
Saudi Arabia	3.90	65%	3.93	68%	3.92	58%	3.86	66%
South Korea	3.77	48%	3.75	51%	3.83	45%	3.72	53%
Sweden	3.81	55%	3.76	53%	3.92	58%	3.71	51%
Turkey	3.98	72%	3.97	72%	4.00	66%	3.95	75%
Ukraine	3.89	63%	3.80	57%	3.98	64%	3.89	69%

LEADERSHIP CIRCLE®

ACHIEVING DIMENSION (Table on this page represents Tier 1, table on next page represents Tier 2)

Country	ACHIEVING Average	ACHIEVING Percentile	Strategic Focus Average	Strategic Focus Percentile	Purposeful & Visionary Average	Purposeful & Visionary Percentile	Achieves Results Average	Achieves Results Percentile	Decisiveness Average	Decisiveness Percentile
Australia	3.99	56%	3.96	56%	3.95	57%	4.11	46%	4.02	54%
Brazil	4.02	59%	3.98	58%	4.02	64%	4.16	54%	4.02	54%
Canada	4.01	58%	3.98	58%	3.97	59%	4.11	47%	4.03	56%
Chile	4.08	65%	4.03	63%	4.08	68%	4.22	60%	4.07	59%
China	3.99	56%	3.95	55%	3.97	59%	4.13	49%	4.02	54%
Colombia	4.18	75%	4.14	73%	4.19	78%	4.29	68%	4.14	66%
France	3.98	54%	3.96	56%	3.90	51%	4.12	48%	3.98	48%
Germany	3.95	51%	3.94	53%	3.86	46%	4.10	46%	3.99	49%
India	4.01	58%	3.98	58%	3.98	60%	4.14	52%	4.02	54%
Japan	3.71	23%	3.69	25%	3.61	23%	3.89	24%	3.77	28%
Mexico	4.07	64%	4.03	62%	4.06	67%	4.21	60%	4.10	62%
Netherlands	3.83	36%	3.81	37%	3.75	35%	4.04	38%	3.84	34%
New Zealand	3.96	52%	3.93	51%	3.93	55%	4.08	43%	4.02	54%
Singapore	3.89	42%	3.87	43%	3.83	42%	4.04	38%	3.91	41%
South Africa	4.00	56%	3.96	56%	3.98	60%	4.11	46%	3.99	50%
Spain	4.03	60%	4.00	59%	4.01	62%	4.17	56%	4.05	58%
Switzerland	3.95	51%	3.93	52%	3.89	49%	4.10	46%	3.96	45%
United Arab Emirates	4.05	62%	4.02	61%	4.02	63%	4.19	58%	4.04	57%
United Kingdom	3.96	52%	3.93	52%	3.92	54%	4.09	44%	3.98	48%
United States	4.04	61%	4.01	60%	4.01	63%	4.14	52%	4.07	59%

Country	ACHIEVING Average	ACHIEVING Percentile	Strategic Focus Average	Strategic Focus Percentile	Purposeful & Visionary Average	Purposeful & Visionary Percentile	Achieves Results Average	Achieves Results Percentile	Decisiveness Average	Decisiveness Percentile
Argentina	4.05	62%	4.00	60%	4.06	67%	4.21	60%	4.03	55%
Austria	4.01	58%	3.99	59%	3.95	57%	4.16	54%	4.03	56%
Belgium	3.90	42%	3.87	43%	3.82	42%	4.08	42%	3.91	40%
Costa Rica	4.02	59%	3.97	57%	4.03	64%	4.17	56%	4.00	51%
Denmark	3.92	44%	3.88	44%	3.86	45%	4.09	43%	3.92	42%
Ecuador	4.05	62%	4.02	62%	4.05	66%	4.18	57%	4.03	55%
Hong Kong	3.89	42%	3.87	43%	3.82	41%	4.05	39%	3.92	42%
Hungary	3.91	44%	3.86	42%	3.83	43%	4.09	44%	3.96	46%
Ireland	4.00	57%	3.97	57%	3.96	58%	4.14	52%	4.04	56%
Israel	4.01	58%	3.97	57%	4.00	62%	4.12	48%	4.02	54%
Italy	4.00	57%	3.96	56%	3.97	59%	4.15	53%	3.98	49%
Kenya	4.14	71%	4.11	71%	4.17	76%	4.23	62%	4.08	60%
Lithuania	3.98	54%	3.95	54%	3.91	52%	4.12	47%	4.05	57%
Malaysia	3.83	35%	3.79	35%	3.78	38%	3.99	33%	3.85	35%
Norway	4.00	57%	3.99	58%	3.94	56%	4.09	44%	4.03	55%
Pakistan	3.87	40%	3.87	42%	3.83	42%	3.97	32%	3.86	36%
Peru	4.04	61%	4.00	59%	4.05	65%	4.16	55%	4.03	56%
Philippines	4.02	59%	4.00	60%	4.00	61%	4.12	48%	4.03	56%
Poland	4.08	65%	4.07	66%	4.04	65%	4.14	51%	4.16	67%
Portugal	3.97	52%	3.93	52%	3.93	55%	4.11	47%	3.97	47%
Russia	4.10	67%	4.08	67%	4.06	67%	4.20	59%	4.11	63%
Saudi Arabia	4.00	57%	3.97	57%	3.99	60%	4.12	47%	3.97	47%
South Korea	3.88	41%	3.87	43%	3.82	41%	3.97	31%	3.90	40%
Sweden	3.98	55%	3.94	52%	3.94	56%	4.15	53%	4.00	52%
Turkey	4.08	65%	4.08	67%	4.02	63%	4.18	57%	4.07	59%
Ukraine	4.02	59%	3.99	59%	3.98	60%	4.13	50%	4.06	58%

LEADERSHIP CIRCLE®

CONTROLING DIMENSION (Table on this page represents Tier 1, table on next page represents Tier 2)

Country	CONTROLING Average	CONTROLING Percentile	Perfect Average	Perfect Percentile	Driven Average	Driven Percentile	Ambition Average	Ambition Percentile	Autocratic Average	Autocratic Percentile
Australia	2.11	20%	3.06	29%	2.69	21%	2.25	19%	1.96	24%
Brazil	2.41	42%	3.19	39%	3.38	72%	2.59	40%	2.20	40%
Canada	2.11	20%	3.04	27%	2.70	22%	2.30	21%	1.93	22%
Chile	2.47	46%	3.36	56%	3.37	71%	2.34	24%	2.33	51%
China	2.52	52%	3.34	54%	3.13	55%	2.96	66%	2.27	45%
Colombia	2.52	52%	3.39	58%	3.60	84%	2.45	31%	2.35	53%
France	2.33	36%	3.42	60%	3.02	44%	2.41	29%	2.17	38%
Germany	2.24	30%	3.22	41%	2.71	23%	2.38	26%	2.10	33%
India	2.65	62%	3.54	70%	3.49	80%	3.29	84%	2.31	49%
Japan	2.19	26%	2.86	15%	2.94	38%	2.19	16%	2.05	30%
Mexico	2.56	56%	3.39	58%	3.46	77%	2.54	37%	2.40	57%
Netherlands	2.43	43%	3.26	44%	2.82	31%	2.62	41%	2.29	46%
New Zealand	2.13	21%	3.04	27%	2.69	21%	2.27	20%	1.98	25%
Singapore	2.38	39%	3.14	35%	2.90	36%	2.74	51%	2.17	38%
South Africa	2.40	40%	3.54	69%	3.20	60%	2.91	63%	2.09	33%
Spain	2.42	42%	3.32	51%	3.05	46%	2.36	26%	2.30	48%
Switzerland	2.18	25%	3.12	33%	2.69	21%	2.33	23%	2.03	29%
United Arab Emirates	2.53	53%	3.54	70%	3.39	73%	3.10	74%	2.20	40%
United Kingdom	2.17	24%	3.12	33%	2.73	24%	2.42	29%	1.98	26%
United States	2.11	20%	3.05	27%	2.66	20%	2.40	28%	1.91	20%

Country	CONTROLING Average	CONTROLING Percentile	Perfect Average	Perfect Percentile	Driven Average	Driven Percentile	Ambition Average	Ambition Percentile	Autocratic Average	Autocratic Percentile
Argentina	2.23	29%	3.14	35%	3.14	56%	2.20	16%	2.07	32%
Austria	2.27	31%	3.23	42%	2.79	28%	2.44	30%	2.11	34%
Belgium	2.40	40%	3.35	55%	2.92	37%	2.55	37%	2.24	42%
Costa Rica	2.33	36%	3.17	37%	3.20	60%	2.34	24%	2.18	39%
Denmark	2.28	32%	3.10	32%	2.73	24%	2.72	49%	2.06	31%
Ecuador	2.52	52%	3.34	53%	3.38	72%	2.51	34%	2.36	54%
Hong Kong	2.42	42%	3.17	37%	2.92	37%	2.82	57%	2.21	41%
Hungary	2.14	22%	3.17	37%	2.73	24%	2.36	26%	1.95	24%
Ireland	2.13	21%	3.18	37%	2.74	25%	2.43	30%	1.93	21%
Israel	2.47	46%	3.49	66%	2.98	41%	2.79	55%	2.26	44%
Italy	2.27	32%	3.28	46%	2.84	32%	2.56	37%	2.07	32%
Kenya	2.41	42%	3.47	64%	3.32	68%	3.07	73%	2.06	31%
Lithuania	2.72	67%	3.54	69%	3.10	52%	3.11	75%	2.52	65%
Malaysia	2.37	38%	3.16	36%	2.97	40%	2.80	56%	2.13	36%
Norway	2.15	22%	2.86	15%	2.59	16%	2.43	29%	1.98	26%
Pakistan	2.77	71%	3.46	63%	3.53	82%	3.39	88%	2.46	61%
Peru	2.37	39%	3.19	39%	3.30	67%	2.34	24%	2.21	41%
Philippines	2.45	44%	3.30	48%	3.15	57%	2.88	61%	2.20	40%
Poland	2.30	33%	3.23	42%	2.76	27%	2.57	38%	2.12	35%
Portugal	2.39	40%	3.28	47%	3.06	48%	2.57	38%	2.20	40%
Russia	2.60	59%	3.58	73%	3.15	56%	3.03	70%	2.36	54%
Saudi Arabia	2.74	69%	3.52	68%	3.59	84%	3.41	88%	2.40	57%
South Korea	2.60	59%	3.28	46%	3.13	55%	2.94	65%	2.39	57%
Sweden	2.17	25%	2.97	21%	2.81	30%	2.58	39%	1.94	23%
Turkey	2.76	70%	3.64	77%	3.60	84%	2.99	68%	2.54	66%
Ukraine	2.71	67%	3.56	71%	3.29	66%	3.09	74%	2.49	63%

LEADERSHIP CIRCLE

PROTECTING DIMENSION (Table on this page represents Tier 1, table on next page represents Tier 2)

Country	PROTECTING Average	PROTECTING Percentile	Arrogance Average	Arrogance Percentile	Critical Average	Critical Percentile	Distance Average	Distance Percentile
Australia	1.69	25%	1.57	27%	1.63	28%	1.81	30%
Brazil	1.85	39%	1.81	43%	1.70	33%	2.00	44%
Canada	1.68	24%	1.53	25%	1.61	26%	1.82	31%
Chile	1.95	49%	1.76	40%	1.58	24%	2.35	74%
China	1.93	46%	1.87	49%	1.91	51%	1.98	43%
Colombia	2.00	56%	1.80	43%	1.63	28%	2.41	78%
France	1.83	37%	1.62	31%	1.68	32%	2.08	54%
Germany	1.83	37%	1.64	32%	1.65	29%	2.09	55%
India	1.93	45%	1.79	42%	1.80	41%	2.11	56%
Japan	1.74	29%	1.74	39%	1.65	29%	1.80	29%
Mexico	1.97	52%	1.82	44%	1.67	31%	2.29	70%
Netherlands	1.93	46%	1.74	39%	1.78	39%	2.18	61%
New Zealand	1.70	27%	1.55	26%	1.66	30%	1.84	32%
Singapore	1.83	37%	1.71	37%	1.77	38%	1.96	41%
South Africa	1.82	36%	1.65	33%	1.77	38%	1.98	42%
Spain	1.91	44%	1.72	37%	1.67	31%	2.21	63%
Switzerland	1.80	35%	1.66	33%	1.64	29%	2.02	46%
United Arab Emirates	1.84	38%	1.73	38%	1.74	36%	2.00	44%
United Kingdom	1.71	27%	1.58	28%	1.66	30%	1.84	32%
United States	1.67	23%	1.56	27%	1.64	28%	1.77	27%

LEADERSHIP CIRCLE

Country	PROTECTING Average	PROTECTING Percentile	Arrogance Average	Arrogance Percentile	Critical Average	Critical Percentile	Distance Average	Distance Percentile
Argentina	1.83	37%	1.66	34%	1.51	19%	2.18	62%
Austria	1.82	36%	1.66	33%	1.67	30%	2.05	50%
Belgium	1.91	43%	1.70	36%	1.77	38%	2.15	59%
Costa Rica	1.92	44%	1.68	35%	1.56	22%	2.33	73%
Denmark	1.79	34%	1.67	34%	1.69	33%	1.96	41%
Ecuador	1.99	53%	1.78	41%	1.60	25%	2.40	78%
Hong Kong	1.89	42%	1.81	43%	1.82	42%	2.01	45%
Hungary	1.77	32%	1.56	27%	1.56	22%	2.08	53%
Ireland	1.64	21%	1.51	23%	1.59	25%	1.77	27%
Israel	1.86	40%	1.81	43%	1.80	41%	1.94	40%
Italy	1.86	40%	1.74	39%	1.69	32%	2.08	54%
Kenya	1.78	33%	1.60	29%	1.76	38%	1.91	37%
Lithuania	1.98	52%	1.89	51%	1.72	34%	2.22	65%
Malaysia	1.77	32%	1.65	33%	1.69	32%	1.91	37%
Norway	1.74	29%	1.60	29%	1.59	25%	1.95	40%
Pakistan	1.99	54%	1.88	49%	1.87	47%	2.15	59%
Peru	1.87	41%	1.66	34%	1.54	20%	2.25	66%
Philippines	1.81	35%	1.63	31%	1.81	41%	1.93	39%
Poland	1.94	47%	1.65	33%	1.60	25%	2.39	77%
Portugal	1.94	47%	1.98	58%	1.74	36%	2.05	50%
Russia	2.04	58%	1.86	48%	1.66	30%	2.43	81%
Saudi Arabia	1.98	53%	1.83	45%	1.86	45%	2.17	61%
South Korea	2.04	59%	2.06	63%	1.91	51%	2.12	57%
Sweden	1.73	29%	1.54	25%	1.61	27%	1.97	42%
Turkey	1.91	44%	1.79	42%	1.70	33%	2.14	59%
Ukraine	2.13	66%	1.93	54%	1.79	40%	2.52	85%

LEADERSHIP CIRCLE

COMPLYING DIMENSION (Table on this page represents Tier 1, table on next page represents Tier 2)

Country	COMPLYING Average	COMPLYING Percentile	Passive Average	Passive Percentile	Belonging Average	Belonging Percentile	Pleasing Average	Pleasing Percentile	Conservative Average	Conservative Percentile
Australia	2.00	29%	1.71	39%	2.22	28%	2.38	22%	3.00	42%
Brazil	2.26	61%	1.84	55%	2.68	72%	2.73	52%	3.04	46%
Canada	2.01	31%	1.72	39%	2.27	32%	2.40	23%	3.02	44%
Chile	2.31	67%	1.92	62%	2.71	75%	2.73	52%	3.22	63%
China	2.30	65%	1.86	56%	2.70	73%	2.91	67%	2.90	35%
Colombia	2.25	61%	1.80	48%	2.75	79%	2.64	42%	3.24	65%
France	2.14	45%	1.75	42%	2.51	57%	2.69	47%	2.92	36%
Germany	2.01	31%	1.71	38%	2.25	30%	2.52	33%	2.92	37%
India	2.24	60%	1.80	47%	2.64	68%	2.85	63%	2.99	42%
Japan	2.05	35%	1.69	36%	2.38	42%	2.57	37%	2.31	4%
Mexico	2.23	58%	1.82	52%	2.68	72%	2.57	37%	3.17	60%
Netherlands	2.15	46%	1.83	53%	2.40	43%	2.63	42%	2.92	36%
New Zealand	1.99	29%	1.72	40%	2.20	26%	2.38	22%	2.97	40%
Singapore	2.12	42%	1.79	47%	2.41	44%	2.55	36%	2.82	29%
South Africa	2.06	36%	1.70	37%	2.41	44%	2.47	30%	3.13	56%
Spain	2.21	56%	1.80	47%	2.63	68%	2.65	43%	3.05	47%
Switzerland	2.04	34%	1.73	41%	2.28	33%	2.53	34%	2.84	30%
United Arab Emirates	2.18	51%	1.72	39%	2.62	66%	2.71	49%	3.02	44%
United Kingdom	2.01	31%	1.71	38%	2.24	29%	2.51	32%	2.90	35%
United States	1.95	25%	1.68	36%	2.16	22%	2.35	20%	3.05	47%

Country	COMPLYING Average	COMPLYING Percentile	Passive Average	Passive Percentile	Belonging Average	Belonging Percentile	Pleasing Average	Pleasing Percentile	Conservative Average	Conservative Percentile
Argentina	2.16	48%	1.76	43%	2.57	62%	2.61	40%	2.99	41%
Austria	2.01	31%	1.69	36%	2.26	31%	2.56	36%	2.89	34%
Belgium	2.12	43%	1.76	43%	2.43	47%	2.66	44%	2.97	40%
Costa Rica	2.27	62%	1.93	64%	2.63	67%	2.57	37%	3.05	48%
Denmark	2.02	32%	1.73	40%	2.22	27%	2.57	37%	2.79	27%
Ecuador	2.28	64%	1.90	60%	2.69	73%	2.66	44%	3.08	51%
Hong Kong	2.19	53%	1.85	55%	2.46	52%	2.70	49%	2.87	33%
Hungary	2.12	42%	1.79	46%	2.42	46%	2.59	38%	2.82	29%
Ireland	1.99	28%	1.67	35%	2.23	28%	2.46	29%	2.96	40%
Israel	2.07	37%	1.70	38%	2.37	41%	2.61	40%	3.03	44%
Italy	2.07	37%	1.72	39%	2.37	41%	2.59	39%	2.86	32%
Kenya	2.03	33%	1.63	31%	2.39	42%	2.51	33%	3.15	58%
Lithuania	2.29	65%	1.97	67%	2.49	56%	2.87	64%	3.15	58%
Malaysia	2.19	53%	1.83	53%	2.53	59%	2.63	42%	2.86	32%
Norway	2.01	31%	1.74	41%	2.22	28%	2.45	28%	2.92	37%
Pakistan	2.43	80%	1.97	67%	2.89	87%	2.96	71%	2.88	33%
Peru	2.26	62%	1.90	60%	2.65	69%	2.60	39%	3.08	51%
Philippines	2.10	41%	1.72	39%	2.46	51%	2.58	37%	3.17	59%
Poland	2.02	32%	1.66	34%	2.33	37%	2.58	38%	2.86	32%
Portugal	2.18	52%	1.83	53%	2.45	49%	2.78	57%	2.90	35%
Russia	2.19	54%	1.84	54%	2.45	49%	2.85	63%	3.16	59%
Saudi Arabia	2.41	78%	1.89	60%	3.01	93%	2.79	58%	3.18	60%
South Korea	2.40	76%	1.94	65%	2.81	82%	2.99	73%	3.00	43%
Sweden	1.98	28%	1.66	34%	2.26	31%	2.43	26%	2.80	27%
Turkey	2.25	60%	1.70	38%	2.88	86%	2.71	49%	2.87	33%
Ukraine	2.29	64%	1.95	65%	2.55	61%	2.86	64%	3.20	62%

LEADERSHIP CIRCLE®

AGGREGATE SCORES & LEADERSHIP EFFECTIVENESS (Table on this page represents Tier 1, table on next page represents Tier 2)

Country	CREATIVE Average	CREATIVE Percentile	REACTIVE Average	REACTIVE Percentile	Leadership Effectiveness Average	Leadership Effectiveness Percentile
Australia	3.96	57%	1.93	25%	4.03	61%
Brazil	3.99	60%	2.18	47%	3.99	58%
Canada	3.98	60%	1.93	25%	4.06	63%
Chile	4.04	66%	2.24	56%	4.01	60%
China	3.95	56%	2.25	56%	3.94	53%
Colombia	4.11	73%	2.26	56%	4.10	66%
France	3.94	55%	2.10	39%	3.88	46%
Germany	3.92	52%	2.03	32%	3.97	57%
India	3.97	58%	2.27	57%	4.03	61%
Japan	3.68	24%	1.99	30%	3.74	35%
Mexico	4.00	62%	2.26	56%	4.00	59%
Netherlands	3.81	38%	2.17	45%	3.80	39%
New Zealand	3.94	55%	1.94	25%	4.02	61%
Singapore	3.86	43%	2.11	39%	3.90	48%
South Africa	3.95	56%	2.09	38%	4.03	61%
Spain	3.97	58%	2.18	46%	3.97	56%
Switzerland	3.94	55%	2.01	31%	3.95	54%
United Arab Emirates	4.01	62%	2.18	46%	4.05	63%
United Kingdom	3.93	53%	1.96	27%	4.00	59%
United States	4.01	63%	1.91	22%	4.10	66%

Country	CREATIVE Average	CREATIVE Percentile	REACTIVE Average	REACTIVE Percentile	Leadership Effectiveness Average	Leadership Effectiveness Percentile
Argentina	4.03	65%	2.08	38%	4.00	59%
Austria	3.97	58%	2.03	33%	4.00	59%
Belgium	3.86	43%	2.14	42%	3.86	44%
Costa Rica	4.01	62%	2.17	47%	3.95	55%
Denmark	3.87	44%	2.03	33%	3.90	49%
Ecuador	4.00	62%	2.26	57%	3.95	55%
Hong Kong	3.85	42%	2.17	45%	3.89	47%
Hungary	3.96	57%	2.01	32%	3.95	55%
Ireland	3.97	58%	1.92	23%	4.06	63%
Israel	3.96	57%	2.14	41%	3.99	58%
Italy	3.96	57%	2.07	36%	3.94	53%
Kenya	4.08	70%	2.07	36%	4.16	71%
Lithuania	3.90	48%	2.33	62%	3.95	55%
Malaysia	3.83	40%	2.11	40%	3.87	45%
Norway	3.97	58%	1.96	27%	4.06	63%
Pakistan	3.85	41%	2.40	68%	3.82	41%
Peru	4.01	63%	2.17	46%	3.97	57%
Philippines	3.99	60%	2.12	40%	4.05	63%
Poland	4.04	66%	2.09	37%	4.05	62%
Portugal	3.94	55%	2.17	45%	3.92	51%
Russia	4.02	64%	2.28	57%	4.00	59%
Saudi Arabia	3.97	58%	2.38	67%	3.99	58%
South Korea	3.80	36%	2.34	64%	3.85	44%
Sweden	3.96	57%	1.96	27%	4.02	60%
Turkey	4.02	63%	2.31	59%	4.01	60%
Ukraine	3.95	56%	2.38	66%	3.95	55%

LEADERSHIP CIRCLE

INDUSTRY DATA
RELATING DIMENSION

Industry	RELATING Average	RELATING Percentile	Caring Connection Average	Caring Connection Percentile	Fosters Team Play Average	Fosters Team Play Percentile	Collaborator Average	Collaborator Percentile	Mentoring & Developing Average	Mentoring & Developing Percentile	Interpersonal Intelligence Average	Interpersonal Intelligence Percentile
Advertising & Marketing	3.96	58%	3.95	61%	4.05	60%	3.97	57%	3.93	55%	3.90	56%
Agriculture	3.94	57%	3.87	55%	4.04	59%	3.97	56%	3.95	56%	3.90	55%
Arts, Entertainment, & Recreation	3.94	56%	3.94	60%	4.03	57%	3.95	54%	3.90	51%	3.87	51%
Banking & Finance	3.99	62%	3.94	61%	4.09	62%	4.00	60%	4.00	60%	3.95	61%
Communication & Media	3.96	58%	3.94	60%	4.05	59%	3.97	57%	3.94	56%	3.90	56%
Construction	3.88	48%	3.76	43%	3.99	53%	3.91	48%	3.88	48%	3.86	49%
Consumer Products & Services	3.88	49%	3.79	46%	3.97	51%	3.92	49%	3.89	49%	3.85	49%
Education	4.06	68%	4.07	70%	4.14	66%	4.05	65%	4.06	65%	3.97	63%
Energy	3.89	49%	3.80	47%	3.97	51%	3.91	49%	3.87	48%	3.87	51%
Engineering	3.88	49%	3.79	46%	3.98	52%	3.90	47%	3.89	49%	3.85	49%
Food Service	3.91	54%	3.82	50%	3.99	54%	3.96	55%	3.91	53%	3.88	54%
Government/Municipalities/Military	4.03	65%	3.97	63%	4.13	66%	4.04	64%	4.03	63%	3.98	63%
Healthcare	4.00	62%	3.97	63%	4.08	62%	4.02	62%	3.97	58%	3.95	60%
Information Technology & Services	3.97	59%	3.92	60%	4.04	59%	3.99	58%	3.93	55%	3.94	60%
Insurance	3.94	57%	3.89	57%	4.02	57%	3.97	56%	3.93	55%	3.90	56%
Manufacturing	3.85	44%	3.74	42%	3.94	46%	3.89	45%	3.85	44%	3.85	48%
Nonprofit/Charity	4.02	64%	4.07	70%	4.10	63%	4.02	61%	3.99	60%	3.92	58%
Pharmaceutical	3.94	56%	3.88	56%	4.02	57%	3.98	58%	3.89	49%	3.89	55%
Professional Services	4.12	74%	4.11	73%	4.21	72%	4.10	70%	4.18	75%	4.05	70%
Real estate/Property Management	3.90	51%	3.84	52%	3.99	53%	3.93	51%	3.88	48%	3.86	50%
Research & Scientific Technology	3.94	57%	3.91	58%	4.04	58%	3.97	56%	3.90	52%	3.90	56%
Retail	3.91	52%	3.84	52%	4.00	55%	3.93	52%	3.89	50%	3.86	49%
Service & Consulting	4.09	71%	4.04	68%	4.17	69%	4.08	68%	4.13	71%	4.03	68%
Transportation	3.92	54%	3.83	51%	4.01	56%	3.94	53%	3.91	52%	3.89	55%
Telecommunications & Utilities	3.96	58%	3.87	56%	4.05	59%	3.97	57%	3.95	56%	3.93	59%

LEADERSHIP CIRCLE

SELF-AWARENESS DIMENSION

Industry	SELF-AWARENESS Average	SELF-AWARENESS Percentile	Selfless Leader Average	Selfless Leader Percentile	Balance Average	Balance Percentile	Composure Average	Composure Percentile	Personal Learner Average	Personal Learner Percentile
Advertising & Marketing	3.86	56%	3.82	59%	3.68	54%	3.95	58%	3.90	3.86
Agriculture	3.87	57%	3.82	59%	3.75	60%	3.93	57%	3.92	3.87
Arts, Entertainment, & Recreation	3.85	55%	3.84	60%	3.67	52%	3.94	57%	3.88	3.85
Banking & Finance	3.90	61%	3.83	59%	3.78	62%	3.99	61%	3.95	3.90
Communication & Media	3.86	57%	3.81	58%	3.71	56%	3.96	59%	3.91	3.86
Construction	3.82	49%	3.77	53%	3.68	54%	3.91	55%	3.85	3.82
Consumer Products & Services	3.78	44%	3.69	42%	3.66	51%	3.86	48%	3.88	3.78
Education	3.96	67%	3.92	68%	3.79	63%	4.05	66%	4.00	3.96
Energy	3.83	52%	3.76	51%	3.72	57%	3.92	56%	3.89	3.83
Engineering	3.82	50%	3.78	54%	3.68	53%	3.91	55%	3.86	3.82
Food Service	3.84	53%	3.77	53%	3.72	57%	3.91	55%	3.90	3.84
Government/Municipalities/Military	3.96	67%	3.92	69%	3.85	67%	4.05	66%	3.97	3.96
Healthcare	3.91	61%	3.83	60%	3.78	62%	4.00	62%	3.96	3.91
Information Technology & Services	3.88	58%	3.83	60%	3.71	56%	3.97	60%	3.92	3.88
Insurance	3.86	56%	3.79	56%	3.75	60%	3.95	58%	3.91	3.86
Manufacturing	3.80	45%	3.73	46%	3.68	54%	3.87	50%	3.86	3.80
Nonprofit/Charity	3.92	63%	3.92	68%	3.75	59%	3.99	61%	3.97	3.92
Pharmaceutical	3.84	53%	3.76	51%	3.76	60%	3.88	51%	3.93	3.84
Professional Services	3.97	68%	3.87	64%	3.83	66%	4.08	69%	4.04	3.97
Real estate/Property Management	3.83	52%	3.77	53%	3.71	56%	3.92	56%	3.88	3.83
Research & Scientific Technology	3.86	57%	3.82	59%	3.73	58%	3.94	57%	3.91	3.86
Retail	3.83	51%	3.77	53%	3.67	52%	3.91	54%	3.89	3.83
Service & Consulting	3.94	65%	3.86	63%	3.77	61%	4.05	67%	4.01	3.94
Transportation	3.85	54%	3.78	54%	3.70	55%	3.95	58%	3.90	3.85
Telecommunications & Utilities	3.88	58%	3.80	57%	3.73	58%	3.98	61%	3.93	3.88

LEADERSHIP CIRCLE®

AUTHENTICITY DIMENSION

Industry	AUTHENTICITY Average	AUTHENTICITY Percentile	Integrity Average	Integrity Percentile	Courageous Authenticity Average	Courageous Authenticity Percentile
Advertising & Marketing	4.10	52%	4.25	51%	3.87	53%
Agriculture	4.11	53%	4.27	56%	3.84	48%
Arts, Entertainment, & Recreation	4.08	48%	4.25	51%	3.81	45%
Banking & Finance	4.15	58%	4.31	59%	3.88	55%
Communication & Media	4.11	54%	4.26	53%	3.88	54%
Construction	4.07	46%	4.22	46%	3.82	46%
Consumer Products & Services	4.06	44%	4.20	43%	3.83	47%
Education	4.17	61%	4.36	65%	3.86	52%
Energy	4.05	44%	4.20	44%	3.81	44%
Engineering	4.05	43%	4.21	45%	3.78	42%
Food Service	4.10	51%	4.25	52%	3.84	49%
Government/Municipalities/Military	4.17	61%	4.34	63%	3.89	55%
Healthcare	4.13	56%	4.29	58%	3.86	51%
Information Technology & Services	4.10	51%	4.25	51%	3.86	51%
Insurance	4.09	50%	4.26	53%	3.82	45%
Manufacturing	4.04	42%	4.18	42%	3.80	43%
Nonprofit/Charity	4.16	59%	4.35	64%	3.83	47%
Pharmaceutical	4.07	45%	4.24	49%	3.80	43%
Professional Services	4.19	64%	4.36	65%	3.92	58%
Real estate/Property Management	4.07	46%	4.23	47%	3.82	46%
Research & Scientific Technology	4.10	52%	4.26	54%	3.83	48%
Retail	4.08	48%	4.24	51%	3.82	45%
Service & Consulting	4.18	62%	4.34	63%	3.90	57%
Transportation	4.09	49%	4.23	48%	3.85	51%
Telecommunications & Utilities	4.11	53%	4.26	53%	3.87	52%

LEADERSHIP CIRCLE

SYSTEMS-AWARENESS DIMENSION

Industry	SYSTEMS-AWARENESS Average	SYSTEMS-AWARENESS Percentile	Community Concern Average	Community Concern Percentile	Sustainable Productivity Average	Sustainable Productivity Percentile	Systems Thinker Average	Systems Thinker Percentile
Advertising & Marketing	3.79	52%	3.75	51%	3.88	54%	3.72	53%
Agriculture	3.87	61%	3.86	62%	3.94	60%	3.77	58%
Arts, Entertainment, & Recreation	3.82	56%	3.83	59%	3.89	54%	3.72	52%
Banking & Finance	3.87	61%	3.85	61%	3.95	62%	3.79	60%
Communication & Media	3.83	57%	3.80	57%	3.91	57%	3.73	55%
Construction	3.76	47%	3.70	44%	3.87	52%	3.70	50%
Consumer Products & Services	3.77	48%	3.71	46%	3.87	51%	3.71	52%
Education	3.97	71%	4.05	80%	3.98	64%	3.82	63%
Energy	3.79	51%	3.76	53%	3.87	51%	3.71	51%
Engineering	3.76	46%	3.71	46%	3.85	48%	3.68	47%
Food Service	3.84	58%	3.81	58%	3.90	56%	3.78	59%
Government/Municipalities/Military	3.94	68%	3.98	73%	3.99	65%	3.79	60%
Healthcare	3.91	66%	3.94	69%	3.96	62%	3.80	61%
Information Technology & Services	3.82	56%	3.78	55%	3.90	56%	3.75	56%
Insurance	3.83	57%	3.80	57%	3.93	59%	3.75	56%
Manufacturing	3.76	46%	3.70	44%	3.85	48%	3.70	50%
Nonprofit/Charity	3.98	73%	4.13	84%	3.96	62%	3.77	58%
Pharmaceutical	3.85	59%	3.86	62%	3.90	56%	3.74	56%
Professional Services	3.93	68%	3.94	69%	4.00	66%	3.82	63%
Real estate/Property Management	3.80	53%	3.77	54%	3.89	54%	3.71	51%
Research & Scientific Technology	3.83	57%	3.83	60%	3.90	56%	3.72	52%
Retail	3.79	52%	3.75	51%	3.88	53%	3.72	53%
Service & Consulting	3.92	66%	3.91	67%	3.99	65%	3.83	63%
Transportation	3.83	57%	3.79	56%	3.91	57%	3.77	58%
Telecommunications & Utilities	3.84	58%	3.80	57%	3.92	58%	3.77	58%

LEADERSHIP CIRCLE®

ACHIEVING DIMENSION

Industry	ACHIEVING Average	ACHIEVING Percentile	Strategic Focus Average	Strategic Focus Percentile	Purposeful & Visionary Average	Purposeful & Visionary Percentile	Achieves Results Average	Achieves Results Percentile	Decisiveness Average	Decisiveness Percentile
Advertising & Marketing	4.02	59%	4.00	60%	3.95	57%	4.15	53%	4.03	55%
Agriculture	4.00	57%	3.97	57%	3.98	59%	4.12	48%	4.02	54%
Arts, Entertainment, & Recreation	3.98	54%	3.95	54%	3.96	58%	4.10	46%	3.98	49%
Banking & Finance	4.03	60%	4.00	60%	3.98	60%	4.15	53%	4.05	57%
Communication & Media	4.02	59%	4.00	60%	3.96	58%	4.15	53%	4.04	57%
Construction	3.96	51%	3.93	51%	3.90	52%	4.08	42%	4.02	54%
Consumer Products & Services	3.95	51%	3.94	52%	3.88	48%	4.10	46%	3.98	48%
Education	4.07	64%	4.03	62%	4.09	70%	4.17	55%	4.08	60%
Energy	3.93	47%	3.92	49%	3.87	47%	4.06	40%	3.96	45%
Engineering	3.92	44%	3.89	45%	3.86	46%	4.06	41%	3.96	45%
Food Service	4.00	57%	3.98	57%	3.97	59%	4.13	50%	4.02	54%
Government/Municipalities/Military	4.05	62%	4.03	62%	4.02	63%	4.13	50%	4.10	62%
Healthcare	4.02	59%	3.99	58%	4.00	61%	4.12	48%	4.03	56%
Information Technology & Services	3.97	53%	3.94	52%	3.92	54%	4.11	47%	4.00	51%
Insurance	3.98	55%	3.96	56%	3.93	55%	4.10	44%	4.01	52%
Manufacturing	3.92	45%	3.89	46%	3.86	45%	4.06	40%	3.98	48%
Nonprofit/Charity	4.05	62%	4.01	60%	4.09	70%	4.14	51%	4.01	53%
Pharmaceutical	3.92	46%	3.90	46%	3.88	48%	4.07	42%	3.92	42%
Professional Services	4.09	66%	4.05	65%	4.07	68%	4.22	60%	4.11	63%
Real estate/Property Management	3.99	56%	3.97	57%	3.93	56%	4.12	48%	4.01	53%
Research & Scientific Technology	3.95	49%	3.92	49%	3.91	52%	4.09	44%	3.96	46%
Retail	3.98	54%	3.95	54%	3.93	55%	4.12	49%	3.99	50%
Service & Consulting	4.08	65%	4.05	65%	4.04	65%	4.21	60%	4.09	61%
Transportation	4.00	57%	3.98	57%	3.95	57%	4.11	47%	4.04	56%
Telecommunications & Utilities	4.00	56%	3.97	57%	3.95	57%	4.12	48%	4.03	55%

LEADERSHIP CIRCLE

CONTROLING DIMENSION

Industry	CONTROLING Average	CONTROLING Percentile	Perfect Average	Perfect Percentile	Driven Average	Driven Percentile	Ambition Average	Ambition Percentile	Autocratic Average	Autocratic Percentile
Advertising & Marketing	2.29	33%	3.23	42%	2.83	31%	2.60	40%	2.09	33%
Agriculture	2.29	33%	3.15	36%	2.89	35%	2.58	39%	2.09	33%
Arts, Entertainment, & Recreation	2.21	27%	3.15	35%	2.78	28%	2.39	27%	2.04	29%
Banking & Finance	2.27	32%	3.22	41%	2.89	35%	2.58	39%	2.06	31%
Communication & Media	2.29	33%	3.25	43%	2.83	31%	2.57	38%	2.09	33%
Construction	2.36	38%	3.24	42%	2.87	34%	2.67	44%	2.17	38%
Consumer Products & Services	2.44	43%	3.30	48%	2.95	39%	2.75	52%	2.25	43%
Education	2.07	18%	3.06	28%	2.75	26%	2.21	18%	1.90	20%
Energy	2.31	35%	3.15	36%	2.87	34%	2.50	34%	2.15	37%
Engineering	2.32	35%	3.17	37%	2.88	34%	2.58	39%	2.14	36%
Food Service	2.44	43%	3.29	48%	3.06	47%	2.64	43%	2.26	44%
Government/Municipalities/Military	2.03	16%	3.00	24%	2.62	18%	2.19	16%	1.86	19%
Healthcare	2.16	23%	3.09	31%	2.77	27%	2.38	27%	1.97	25%
Information Technology & Services	2.27	31%	3.14	35%	2.87	34%	2.60	40%	2.06	31%
Insurance	2.26	31%	3.19	39%	2.87	34%	2.47	32%	2.08	32%
Manufacturing	2.38	39%	3.21	40%	2.92	37%	2.65	43%	2.19	39%
Nonprofit/Charity	2.08	18%	3.03	26%	2.72	23%	2.23	18%	1.90	20%
Pharmaceutical	2.19	26%	3.08	30%	2.83	31%	2.38	27%	2.02	28%
Professional Services	2.16	23%	3.20	39%	2.79	29%	2.43	29%	1.95	23%
Real estate/Property Management	2.37	39%	3.27	45%	2.91	36%	2.67	44%	2.18	39%
Research & Scientific Technology	2.17	25%	3.05	27%	2.73	25%	2.42	29%	1.99	26%
Retail	2.35	38%	3.24	43%	2.92	37%	2.66	44%	2.15	37%
Service & Consulting	2.21	27%	3.20	39%	2.85	32%	2.48	33%	2.01	28%
Transportation	2.34	37%	3.23	41%	2.94	38%	2.60	40%	2.16	37%
Telecommunications & Utilities	2.30	34%	3.20	39%	2.93	38%	2.54	36%	2.11	34%

PROTECTING DIMENSION

Industry	PROTECTING Average	PROTECTING Percentile	Arrogance Average	Arrogance Percentile	Critical Average	Critical Percentile	Distance Average	Distance Percentile
Advertising & Marketing	1.78	33%	1.66	34%	1.73	35%	1.89	36%
Agriculture	1.80	34%	1.66	33%	1.71	33%	1.96	41%
Arts, Entertainment, & Recreation	1.76	31%	1.63	32%	1.70	33%	1.89	36%
Banking & Finance	1.76	31%	1.63	31%	1.68	31%	1.90	37%
Communication & Media	1.78	33%	1.65	33%	1.73	35%	1.91	37%
Construction	1.84	38%	1.72	37%	1.78	39%	1.98	42%
Consumer Products & Services	1.89	42%	1.78	42%	1.78	39%	2.05	50%
Education	1.66	23%	1.52	24%	1.61	26%	1.80	29%
Energy	1.83	37%	1.69	35%	1.71	34%	2.01	45%
Engineering	1.83	37%	1.69	35%	1.72	35%	2.00	44%
Food Service	1.89	42%	1.75	39%	1.73	36%	2.10	55%
Government/Municipalities/Military	1.64	20%	1.50	23%	1.59	25%	1.76	26%
Healthcare	1.71	27%	1.59	29%	1.62	27%	1.86	33%
Information Technology & Services	1.76	31%	1.64	32%	1.68	31%	1.91	38%
Insurance	1.78	33%	1.63	32%	1.67	31%	1.96	41%
Manufacturing	1.86	39%	1.74	39%	1.76	37%	2.01	45%
Nonprofit/Charity	1.68	25%	1.54	26%	1.64	28%	1.81	30%
Pharmaceutical	1.79	34%	1.65	33%	1.61	27%	2.01	45%
Professional Services	1.67	24%	1.55	26%	1.60	26%	1.81	30%
Real estate/Property Management	1.84	38%	1.73	38%	1.76	37%	1.97	42%
Research & Scientific Technology	1.74	30%	1.62	31%	1.66	30%	1.89	36%
Retail	1.83	37%	1.69	36%	1.73	35%	1.99	44%
Service & Consulting	1.72	28%	1.59	29%	1.63	28%	1.87	35%
Transportation	1.82	37%	1.70	36%	1.73	35%	1.98	43%
Telecommunications & Utilities	1.78	33%	1.65	33%	1.68	32%	1.95	40%

LEADERSHIP CIRCLE

COMPLYING DIMENSION

Industry	COMPLYING Average	COMPLYING Percentile	Passive Average	Passive Percentile	Belonging Average	Belonging Percentile	Pleasing Average	Pleasing Percentile	Conservative Average	Conservative Percentile
Advertising & Marketing	2.02	32%	1.73	40%	2.25	30%	2.50	31%	2.82	29%
Agriculture	2.07	37%	1.76	43%	2.35	39%	2.48	30%	3.08	51%
Arts, Entertainment, & Recreation	2.02	32%	1.74	41%	2.25	30%	2.43	26%	2.88	34%
Banking & Finance	2.04	34%	1.71	39%	2.33	37%	2.49	31%	3.05	47%
Communication & Media	2.02	32%	1.72	39%	2.26	31%	2.50	31%	2.89	34%
Construction	2.08	38%	1.77	44%	2.35	39%	2.43	26%	3.20	62%
Consumer Products & Services	2.11	41%	1.76	43%	2.39	43%	2.61	40%	2.97	40%
Education	1.95	24%	1.66	34%	2.19	25%	2.37	20%	2.98	41%
Energy	2.09	40%	1.78	45%	2.38	41%	2.50	32%	3.03	45%
Engineering	2.10	41%	1.80	48%	2.38	41%	2.46	29%	3.11	55%
Food Service	2.15	47%	1.79	47%	2.49	55%	2.59	39%	3.04	47%
Government/Municipalities/Military	1.94	23%	1.67	35%	2.17	23%	2.28	16%	3.12	56%
Healthcare	2.02	32%	1.71	38%	2.29	33%	2.45	28%	3.01	44%
Information Technology & Services	2.05	35%	1.74	41%	2.33	37%	2.49	31%	2.92	36%
Insurance	2.09	39%	1.76	43%	2.38	42%	2.51	33%	3.06	48%
Manufacturing	2.10	40%	1.78	45%	2.39	42%	2.48	30%	3.09	53%
Nonprofit/Charity	1.98	28%	1.70	37%	2.19	25%	2.42	25%	2.93	37%
Pharmaceutical	2.12	43%	1.80	48%	2.40	44%	2.58	37%	2.88	33%
Professional Services	2.00	29%	1.66	34%	2.27	32%	2.50	31%	2.96	40%
Real estate/Property Management	2.07	37%	1.75	42%	2.34	38%	2.52	33%	3.07	50%
Research & Scientific Technology	2.04	34%	1.75	42%	2.27	32%	2.46	29%	2.91	36%
Retail	2.07	37%	1.74	42%	2.34	38%	2.53	34%	2.94	38%
Service & Consulting	2.01	31%	1.68	35%	2.29	34%	2.52	33%	2.92	36%
Transportation	2.06	36%	1.74	41%	2.35	39%	2.45	27%	3.08	51%
Telecommunications & Utilities	2.06	36%	1.72	39%	2.36	40%	2.48	30%	2.99	42%

AGGREGATE SCORES & LEADERSHIP EFFECTIVENESS

Industry	CREATIVE Average	CREATIVE Percentile	REACTIVE Average	REACTIVE Percentile	Leadership Effectiveness Average	Leadership Effectiveness Percentile
Advertising & Marketing	3.95	56%	2.03	32%	4.02	60%
Agriculture	3.96	57%	2.05	35%	4.03	61%
Arts, Entertainment, & Recreation	3.93	54%	2.00	30%	4.01	59%
Banking & Finance	3.99	60%	2.02	32%	4.05	63%
Communication & Media	3.96	57%	2.03	32%	4.02	60%
Construction	3.90	48%	2.09	38%	3.99	58%
Consumer Products & Services	3.89	47%	2.15	42%	3.92	51%
Education	4.05	66%	1.89	21%	4.13	69%
Energy	3.90	48%	2.08	37%	3.94	53%
Engineering	3.89	46%	2.08	38%	3.95	54%
Food Service	3.94	55%	2.16	44%	3.96	56%
Government/Municipalities/Military	4.03	65%	1.87	20%	4.12	68%
Healthcare	3.99	61%	1.96	28%	4.04	62%
Information Technology & Services	3.95	56%	2.03	33%	4.00	58%
Insurance	3.94	55%	2.04	34%	3.98	57%
Manufacturing	3.87	44%	2.11	39%	3.92	51%
Nonprofit/Charity	4.03	64%	1.91	23%	4.09	66%
Pharmaceutical	3.92	52%	2.03	34%	3.90	48%
Professional Services	4.06	68%	1.94	26%	4.17	72%
Real estate/Property Management	3.92	52%	2.09	38%	3.98	57%
Research & Scientific Technology	3.94	55%	1.98	29%	3.97	56%
Retail	3.92	52%	2.08	37%	3.97	57%
Service & Consulting	4.04	66%	1.98	29%	4.13	69%
Transportation	3.94	55%	2.08	37%	4.00	59%
Telecommunications & Utilities	3.95	57%	2.05	34%	4.02	61%

MANAGEMENT LEVEL DATA

RELATING DIMENSION

Management Level	RELATING Average	RELATING Percentile	Caring Connection Average	Caring Connection Percentile	Fosters Team Play Average	Fosters Team Play Percentile	Collaborator Average	Collaborator Percentile	Mentoring & Developing Average	Mentoring & Developing Percentile	Interpersonal Intelligence Average	Interpersonal Intelligence Percentile
Board Member	3.89	49%	3.84	52%	3.95	48%	3.91	48%	3.88	49%	3.85	48%
C-Suite (CEO, CFO, etc.)	3.92	55%	3.87	55%	4.02	57%	3.94	53%	3.91	52%	3.88	54%
Officer (President, SVP, VP)	3.94	57%	3.86	55%	4.04	58%	3.96	56%	3.93	55%	3.91	57%
Executive Director	3.99	62%	3.94	61%	4.09	62%	4.00	60%	3.99	60%	3.94	60%
General Manager	3.93	56%	3.86	54%	4.02	57%	3.95	54%	3.94	56%	3.90	55%
Director	4.00	62%	3.95	61%	4.09	62%	4.01	61%	4.00	60%	3.95	60%
Manager	3.98	60%	3.93	60%	4.06	60%	4.00	59%	3.97	59%	3.93	59%
Lower-Level Manager (Supervisor, Team Leader, Foreperson)	4.00	62%	3.95	62%	4.08	62%	4.02	62%	4.00	61%	3.95	61%

LEADERSHIP CIRCLE®

SELF-AWARENESS DIMENSION

Management Level	SELF-AWARENESS Average	SELF-AWARENESS Percentile	Selfless Leader Average	Selfless Leader Percentile	Balance Average	Balance Percentile	Composure Average	Composure Percentile	Personal Learner Average	Personal Learner Percentile
Board Member	3.80	46%	3.70	43%	3.65	49%	3.91	54%	3.88	41%
C-Suite (CEO, CFO, etc.)	3.87	57%	3.83	59%	3.68	53%	3.96	59%	3.93	46%
Officer (President, SVP, VP)	3.87	57%	3.81	58%	3.71	57%	3.97	60%	3.93	46%
Executive Director	3.89	60%	3.83	59%	3.73	58%	3.99	62%	3.95	51%
General Manager	3.84	54%	3.77	54%	3.69	54%	3.96	59%	3.89	42%
Director	3.90	61%	3.84	60%	3.76	60%	4.00	62%	3.95	49%
Manager	3.88	58%	3.81	58%	3.77	61%	3.95	58%	3.93	46%
Lower-Level Manager (Supervisor, Team Leader, Foreperson)	3.90	60%	3.82	59%	3.81	64%	3.97	60%	3.95	50%

AUTHENTICITY DIMENSION

Management Level	AUTHENTICITY Average	AUTHENTICITY Percentile	Integrity Average	Integrity Percentile	Courageous Authenticity Average	Courageous Authenticity Percentile
Board Member	4.05	43%	4.19	42%	3.82	45%
C-Suite (CEO, CFO, etc.)	4.14	58%	4.29	57%	3.91	57%
Officer (President, SVP, VP)	4.13	57%	4.28	57%	3.89	56%
Executive Director	4.16	60%	4.31	60%	3.91	57%
General Manager	4.10	51%	4.24	49%	3.87	52%
Director	4.14	57%	4.30	59%	3.87	53%
Manager	4.09	50%	4.26	53%	3.82	46%
Lower-Level Manager (Supervisor, Team Leader, Foreperson)	4.09	49%	4.27	54%	3.80	43%

SYSTEMS-AWARENESS DIMENSION

Management Level	SYSTEMS-AWARENESS Average	SYSTEMS-AWARENESS Percentile	Community Concern Average	Community Concern Percentile	Sustainable Productivity Average	Sustainable Productivity Percentile	Systems Thinker Average	Systems Thinker Percentile
Board Member	3.79	52%	3.81	58%	3.83	45%	3.70	49%
C-Suite (CEO, CFO, etc.)	3.88	62%	3.90	66%	3.91	57%	3.79	60%
Officer (President, SVP, VP)	3.85	60%	3.84	61%	3.93	59%	3.76	57%
Executive Director	3.90	65%	3.93	68%	3.95	61%	3.79	60%
General Manager	3.82	56%	3.79	56%	3.90	56%	3.74	56%
Director	3.88	63%	3.88	64%	3.95	61%	3.78	59%
Manager	3.85	59%	3.84	60%	3.93	59%	3.75	57%
Lower-Level Manager (Supervisor, Team Leader, Foreperson)	3.87	61%	3.87	63%	3.94	60%	3.77	58%

LEADERSHIP CIRCLE®

ACHIEVING DIMENSION

Management Level	ACHIEVING Average	ACHIEVING Percentile	Strategic Focus Average	Strategic Focus Percentile	Purposeful & Visionary Average	Purposeful & Visionary Percentile	Achieves Results Average	Achieves Results Percentile	Decisiveness Average	Decisiveness Percentile
Board Member	3.97	53%	3.95	54%	3.93	55%	3.96	46%	4.08	43%
C-Suite (CEO, CFO, etc.)	4.06	63%	4.03	63%	4.05	66%	4.04	56%	4.16	55%
Officer (President, SVP, VP)	4.02	59%	4.01	60%	3.98	60%	4.04	56%	4.13	51%
Executive Director	4.06	63%	4.03	63%	4.03	64%	4.07	59%	4.16	55%
General Manager	4.00	57%	3.97	57%	3.96	58%	4.02	55%	4.11	47%
Director	4.02	59%	4.00	59%	3.98	60%	4.05	57%	4.13	50%
Manager	3.97	53%	3.94	52%	3.92	54%	4.01	52%	4.10	45%
Lower-Level Manager (Supervisor, Team Leader, Foreperson)	3.98	54%	3.94	53%	3.94	56%	4.02	55%	4.11	46%

CONTROLING DIMENSION

Management Level	CONTROLING Average	CONTROLING Percentile	Perfect Average	Perfect Percentile	Driven Average	Driven Percentile	Ambition Average	Ambition Percentile	Autocratic Average	Autocratic Percentile
Board Member	2.40	41%	3.19	38%	2.94	38%	2.60	40%	2.23	42%
C-Suite (CEO, CFO, etc.)	2.37	39%	3.22	41%	2.92	37%	2.63	42%	2.19	40%
Officer (President, SVP, VP)	2.28	32%	3.14	35%	2.79	29%	2.59	39%	2.10	33%
Executive Director	2.25	30%	3.15	36%	2.83	31%	2.48	32%	2.07	31%
General Manager	2.33	36%	3.17	37%	2.90	36%	2.58	39%	2.15	37%
Director	2.19	26%	3.12	33%	2.78	28%	2.42	29%	2.01	28%
Manager	2.20	27%	3.16	36%	2.85	32%	2.45	31%	2.01	28%
Lower-Level Manager (Supervisor, Team Leader, Foreperson)	2.18	25%	3.15	35%	2.84	32%	2.38	27%	2.00	27%

LEADERSHIP CIRCLE®

PROTECTING DIMENSION

Management Level	PROTECTING Average	PROTECTING Percentile	Arrogance Average	Arrogance Percentile	Critical Average	Critical Percentile	Distance Average	Distance Percentile
Board Member	1.91	43%	1.81	43%	1.80	40%	2.05	50%
C-Suite (CEO, CFO, etc.)	1.86	39%	1.74	39%	1.78	39%	1.99	43%
Officer (President, SVP, VP)	1.80	34%	1.69	35%	1.73	35%	1.92	38%
Executive Director	1.76	31%	1.64	32%	1.69	32%	1.89	36%
General Manager	1.81	36%	1.70	36%	1.73	35%	1.94	40%
Director	1.73	28%	1.60	29%	1.64	29%	1.87	35%
Manager	1.73	29%	1.60	29%	1.64	28%	1.90	37%
Lower-Level Manager (Supervisor, Team Leader, Foreperson)	1.73	29%	1.59	29%	1.62	27%	1.91	38%

COMPLYING DIMENSION

Management Level	COMPLYING Average	COMPLYING Percentile	Passive Average	Passive Percentile	Belonging Average	Belonging Percentile	Pleasing Average	Pleasing Percentile	Conservative Average	Conservative Percentile
Board Member	2.08	38%	1.75	42%	2.35	39%	2.59	38%	2.83	30%
C-Suite (CEO, CFO, etc.)	2.02	31%	1.71	38%	2.26	31%	2.48	30%	2.92	37%
Officer (President, SVP, VP)	2.00	30%	1.70	38%	2.24	29%	2.46	28%	2.97	40%
Executive Director	2.00	30%	1.68	35%	2.26	31%	2.48	30%	2.95	39%
General Manager	2.04	34%	1.72	39%	2.32	36%	2.48	30%	2.95	39%
Director	2.02	32%	1.71	39%	2.28	33%	2.45	28%	3.00	42%
Manager	2.07	37%	1.75	42%	2.36	40%	2.47	30%	3.07	49%
Lower-Level Manager (Supervisor, Team Leader, Foreperson)	2.08	38%	1.76	43%	2.38	42%	2.48	30%	3.09	52%

LEADERSHIP CIRCLE®

AGGREGATE SCORES & LEADERSHIP EFFECTIVENESS

Management Level	CREATIVE Average	CREATIVE Percentile	REACTIVE Average	REACTIVE Percentile	Leadership Effectiveness Average	Leadership Effectiveness Percentile
Board Member	3.90	48%	2.13	41%	3.94	54%
C-Suite (CEO, CFO, etc.)	3.97	59%	2.08	36%	4.04	62%
Officer (President, SVP, VP)	3.96	58%	2.03	32%	4.03	61%
Executive Director	4.00	62%	2.00	30%	4.07	64%
General Manager	3.94	55%	2.06	35%	4.01	60%
Director	3.99	60%	1.98	29%	4.05	63%
Manager	3.95	57%	2.00	31%	4.00	59%
Lower-Level Manager (Supervisor, Team Leader, Foreperson)	3.97	58%	2.00	31%	4.03	61%

LEADERSHIP CIRCLE®

GENDER & AGE DATA

RELATING DIMENSION

Gender & Age	RELATING Average	RELATING Percentile	Caring Connection Average	Caring Connection Percentile	Fosters Team Play Average	Fosters Team Play Percentile	Collaborator Average	Collaborator Percentile	Mentoring & Developing Average	Mentoring & Developing Percentile	Interpersonal Intelligence Average	Interpersonal Intelligence Percentile
Self-Identified Female	4.04	66%	4.05	69%	4.12	65%	4.03	63%	4.04	64%	3.96	62%
Self-Identified Male	3.93	56%	3.84	53%	4.03	57%	3.97	56%	3.92	53%	3.91	56%
Age:												
21 - 25	4.04	66%	4.08	71%	4.15	67%	4.02	62%	3.98	59%	3.97	63%
26 - 30	4.01	63%	3.98	63%	4.11	64%	4.02	61%	3.98	59%	3.96	61%
31 - 35	4.01	63%	3.95	62%	4.10	63%	4.02	61%	4.01	61%	3.96	62%
36 - 40	4.00	62%	3.94	61%	4.09	62%	4.01	61%	3.99	60%	3.95	61%
41 - 45	3.98	60%	3.93	60%	4.07	61%	4.00	59%	3.97	59%	3.93	59%
46 - 50	3.96	59%	3.91	59%	4.05	59%	3.98	58%	3.95	57%	3.92	58%
51 - 55	3.95	57%	3.91	58%	4.03	58%	3.97	57%	3.94	56%	3.90	56%
56 - 60	3.94	57%	3.92	59%	4.02	57%	3.97	56%	3.93	55%	3.89	54%
61 - 65	3.95	57%	3.95	61%	4.02	57%	3.97	57%	3.93	55%	3.88	53%
66 and above	4.02	64%	4.06	69%	4.09	62%	4.02	62%	3.99	60%	3.93	59%

LEADERSHIP CIRCLE®

SELF-AWARENESS DIMENSION

Gender & Age	SELF-AWARENESS Average	SELF-AWARENESS Percentile	Selfless Leader Average	Selfless Leader Percentile	Balance Average	Balance Percentile	Composure Average	Composure Percentile	Personal Learner Average	Personal Learner Percentile
Self-Identified Female	3.90	61%	3.86	63%	3.75	60%	3.96	59%	3.98	54%
Self-Identified Male	3.88	58%	3.80	57%	3.76	60%	3.99	61%	3.92	44%
Age:										
21 - 25	3.93	64%	3.87	64%	3.88	69%	3.98	60%	3.98	55%
26 - 30	3.89	60%	3.83	60%	3.77	61%	3.96	59%	3.97	52%
31 - 35	3.90	60%	3.82	59%	3.76	60%	3.98	61%	3.97	53%
36 - 40	3.89	59%	3.82	58%	3.75	60%	3.98	60%	3.96	51%
41 - 45	3.88	59%	3.82	58%	3.75	59%	3.97	60%	3.94	48%
46 - 50	3.88	58%	3.82	59%	3.74	59%	3.97	60%	3.93	46%
51 - 55	3.88	58%	3.83	60%	3.75	60%	3.96	59%	3.91	44%
56 - 60	3.88	59%	3.84	61%	3.77	61%	3.97	60%	3.91	44%
61 - 65	3.90	61%	3.88	64%	3.79	63%	3.97	60%	3.92	45%
66 and above	3.98	69%	3.94	70%	3.87	69%	4.07	68%	3.98	55%

AUTHENTICITY DIMENSION

Gender & Age	AUTHENTICITY Average	AUTHENTICITY Percentile	Integrity Average	Integrity Percentile	Courageous Authenticity Average	Courageous Authenticity Percentile
Self-Identified Female	4.16	60%	4.32	61%	3.89	55%
Self-Identified Male	4.08	49%	4.25	51%	3.82	46%
Age:						
21 - 25	4.08	47%	4.29	57%	3.72	36%
26 - 30	4.09	49%	4.27	55%	3.78	42%
31 - 35	4.11	54%	4.28	56%	3.85	49%
36 - 40	4.12	55%	4.28	56%	3.86	51%
41 - 45	4.12	55%	4.28	56%	3.86	51%
46 - 50	4.12	55%	4.28	56%	3.86	51%
51 - 55	4.12	54%	4.28	56%	3.85	50%
56 - 60	4.13	56%	4.29	58%	3.86	51%
61 - 65	4.15	58%	4.32	61%	3.87	52%
66 and above	4.21	66%	4.40	69%	3.90	57%

SYSTEMS-AWARENESS DIMENSION

Gender & Age	SYSTEMS-AWARENESS Average	SYSTEMS-AWARENESS Percentile	Community Concern Average	Community Concern Percentile	Sustainable Productivity Average	Sustainable Productivity Percentile	Systems Thinker Average	Systems Thinker Percentile
Self-Identified Female	3.91	66%	3.94	70%	3.96	63%	3.79	60%
Self-Identified Male	3.83	57%	3.81	58%	3.91	57%	3.75	57%
Age:								
21 - 25	3.91	65%	3.94	70%	3.94	60%	3.80	61%
26 - 30	3.87	61%	3.85	62%	3.93	59%	3.80	61%
31 - 35	3.88	62%	3.86	62%	3.94	61%	3.81	62%
36 - 40	3.87	62%	3.86	62%	3.94	60%	3.79	60%
41 - 45	3.87	61%	3.86	63%	3.93	59%	3.77	58%
46 - 50	3.86	60%	3.86	63%	3.93	59%	3.75	56%
51 - 55	3.85	60%	3.87	64%	3.92	58%	3.72	53%
56 - 60	3.86	60%	3.90	66%	3.92	58%	3.71	52%
61 - 65	3.88	62%	3.96	71%	3.92	58%	3.69	49%
66 and above	3.94	68%	4.08	81%	3.94	61%	3.69	49%

ACHIEVING DIMENSION

Gender & Age	ACHIEVING Average	ACHIEVING Percentile	Strategic Focus Average	Strategic Focus Percentile	Purposeful & Visionary Average	Purposeful & Visionary Percentile	Achieves Results Average	Achieves Results Percentile	Decisiveness Average	Decisiveness Percentile
Self-Identified Female	4.02	59%	3.97	57%	4.00	62%	4.16	55%	4.05	58%
Self-Identified Male	3.99	56%	3.97	57%	3.94	56%	4.10	44%	4.00	52%
Age:										
21 - 25	3.98	55%	3.91	49%	3.98	60%	4.18	56%	3.99	49%
26 - 30	3.99	56%	3.94	53%	3.96	58%	4.17	56%	4.01	53%
31 - 35	4.02	59%	3.98	58%	3.98	60%	4.18	56%	4.05	57%
36 - 40	4.02	59%	3.99	59%	3.98	60%	4.15	53%	4.04	56%
41 - 45	4.01	58%	3.98	58%	3.97	59%	4.13	49%	4.03	55%
46 - 50	4.00	56%	3.97	57%	3.96	58%	4.10	45%	4.02	54%
51 - 55	3.98	55%	3.96	55%	3.95	57%	4.08	42%	4.00	52%
56 - 60	3.98	54%	3.95	55%	3.96	58%	4.06	41%	4.00	52%
61 - 65	3.99	55%	3.96	56%	3.98	60%	4.06	40%	4.00	52%
66 and above	4.04	61%	4.01	60%	4.09	69%	4.09	44%	4.04	56%

LEADERSHIP CIRCLE®

CONTROLING DIMENSION

Gender & Age	CONTROLING Average	CONTROLING Percentile	Perfect Average	Perfect Percentile	Driven Average	Driven Percentile	Ambition Average	Ambition Percentile	Autocratic Average	Autocratic Percentile
Self-Identified Female	2.16	24%	3.17	37%	2.84	32%	2.35	25%	1.97	25%
Self-Identified Male	2.26	31%	3.13	34%	2.81	30%	2.54	36%	2.07	32%
Age:										
21 - 25	2.12	20%	3.25	43%	2.88	35%	2.49	33%	1.86	18%
26 - 30	2.20	26%	3.27	44%	2.91	37%	2.56	37%	1.95	23%
31 - 35	2.23	28%	3.25	43%	2.89	35%	2.55	37%	2.00	27%
36 - 40	2.23	29%	3.19	39%	2.87	34%	2.52	35%	2.02	29%
41 - 45	2.23	29%	3.15	35%	2.84	32%	2.48	32%	2.04	30%
46 - 50	2.23	28%	3.11	32%	2.80	29%	2.43	29%	2.05	30%
51 - 55	2.21	27%	3.07	29%	2.75	26%	2.38	26%	2.06	31%
56 - 60	2.20	26%	3.04	27%	2.71	23%	2.33	23%	2.05	30%
61 - 65	2.17	24%	3.01	25%	2.69	21%	2.28	20%	2.03	29%
66 and above	2.12	20%	2.96	20%	2.64	19%	2.25	19%	1.97	25%

PROTECTING DIMENSION

Gender & Age	PROTECTING Average	PROTECTING Percentile	Arrogance Average	Arrogance Percentile	Critical Average	Critical Percentile	Distance Average	Distance Percentile
Self-Identified Female	1.67	24%	1.53	25%	1.60	26%	1.82	31%
Self-Identified Male	1.81	36%	1.70	36%	1.70	33%	1.97	42%
Age:								
21 - 25	1.68	25%	1.55	26%	1.57	23%	1.85	33%
26 - 30	1.72	28%	1.59	29%	1.59	25%	1.91	37%
31 - 35	1.74	29%	1.61	30%	1.63	28%	1.91	37%
36 - 40	1.75	30%	1.62	31%	1.65	29%	1.90	37%
41 - 45	1.75	31%	1.63	31%	1.66	30%	1.91	37%
46 - 50	1.76	31%	1.63	32%	1.68	32%	1.91	37%
51 - 55	1.76	32%	1.63	32%	1.69	32%	1.91	37%
56 - 60	1.76	31%	1.63	32%	1.70	33%	1.89	36%
61 - 65	1.76	31%	1.63	31%	1.71	34%	1.88	35%
66 and above	1.72	28%	1.61	31%	1.67	31%	1.82	31%

LEADERSHIP CIRCLE

COMPLYING DIMENSION

Gender & Age	COMPLYING Average	COMPLYING Percentile	Passive Average	Passive Percentile	Belonging Average	Belonging Percentile	Pleasing Average	Pleasing Percentile	Conservative Average	Conservative Percentile
Self-Identified Female	2.00	30%	1.67	35%	2.27	32%	2.48	30%	2.98	41%
Self-Identified Male	2.07	37%	1.77	44%	2.34	38%	2.46	29%	3.01	43%
Age:										
21 - 25	2.11	41%	1.79	46%	2.38	42%	2.56	36%	2.99	42%
26 - 30	2.07	37%	1.74	41%	2.35	39%	2.53	34%	2.97	40%
31 - 35	2.04	34%	1.71	38%	2.32	36%	2.51	32%	2.97	40%
36 - 40	2.04	34%	1.71	38%	2.32	36%	2.49	31%	2.97	40%
41 - 45	2.04	34%	1.72	39%	2.32	36%	2.49	31%	2.98	41%
46 - 50	2.04	34%	1.73	40%	2.30	35%	2.46	28%	3.00	43%
51 - 55	2.04	34%	1.74	42%	2.30	34%	2.43	26%	3.04	46%
56 - 60	2.03	33%	1.75	42%	2.28	33%	2.40	23%	3.08	51%
61 - 65	2.02	31%	1.75	42%	2.25	30%	2.35	20%	3.10	54%
66 and above	1.97	27%	1.72	39%	2.18	24%	2.29	16%	3.07	50%

AGGREGATE SCORES & LEADERSHIP EFFECTIVENESS

Gender & Age	CREATIVE Average	CREATIVE Percentile	REACTIVE Average	REACTIVE Percentile	Leadership Effectiveness Average	Leadership Effectiveness Percentile
Self-Identified Female	4.01	62%	1.95	26%	4.07	64%
Self-Identified Male	3.94	56%	2.05	35%	3.99	58%
Age:						
21 - 25	3.99	60%	1.97	29%	4.06	64%
26 - 30	3.97	58%	2.00	30%	4.04	62%
31 - 35	3.98	60%	2.00	30%	4.06	63%
36 - 40	3.98	59%	2.01	31%	4.05	63%
41 - 45	3.97	59%	2.01	31%	4.03	61%
46 - 50	3.96	58%	2.01	31%	4.02	60%
51 - 55	3.96	57%	2.01	31%	3.99	58%
56 - 60	3.96	57%	2.00	30%	3.99	58%
61 - 65	3.97	59%	1.98	29%	3.99	58%
66 and above	4.04	66%	1.94	25%	4.09	66%