



COLLECTIVE LEADERSHIP ASSESSMENT™

1.5 Sample Reports for Leadership and
Marketing Teams

LEADERSHIP
CIRCLE®

COLLECTIVE LEADERSHIP ASSESSMENT™

1.5 Sample Reports for Leadership and Marketing Teams

The Collective Leadership Assessment™ delivers a powerful “litmus” test of collective leadership effectiveness for teams or the organization. Used for your entire organization, or just a leadership team, the Collective Leadership Assessment™ is a robust view of where employees view current collective leadership effectiveness compared to the desired collective effectiveness.

The Collective Leadership Assessment™ reports are designed to provide a comprehensive evaluation of leadership dynamics within an organization. These assessments focus on understanding how leadership teams function both internally and in relation to other teams. For this particular engagement, the emphasis was on the Leadership Team itself, with the leadership team adopting an inward focus on their collective performance, while the Marketing Team provided an outward perspective on the leadership team.

When analyzing the data, it became evident that the Leadership Team exhibited very small gaps in their self-assessment. However, the Marketing Team’s assessment revealed significant gaps, highlighting a disparity in perceptions. This underscores the importance of using comparable data in Collective Leadership Assessments™, as the team under evaluation may not fully recognize the impact they have on other teams. Several factors can contribute to these discrepancies, including:

- **Siloed Team Culture:** Teams operating in isolation may not see the broader impact of their actions.
- **Blind Spots:** Leaders may be unaware of how their behaviors affect the wider team.
- **Toxic Harmony:** A facade of agreement that masks underlying issues.
- **Lack of Cohesion/Collaboration:** Insufficient teamwork and collaboration within the leadership team.
- **Blame on Specific Members:** Problems are attributed to individuals rather than addressed collectively.

These insights are captured in the **Collective Leadership Assessments™ Best Practices** document, which provides guidelines to help teams recognize and address these challenges effectively.

COLLECTIVE LEADERSHIP ASSESSMENT™

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Leadership Team SAMPLE - CLA - English

Collective Leadership Assessment

Leadership Team SAMPLE - CLA

Average Response on a 15 - Point Scale

	Actual Avg	Actual %	Ideal Avg	Ideal %
Relating	11.42	86 %	12.74	98 %
Self-Awareness	11.01	88 %	12.63	100 %
Authenticity	11.21	80 %	12.92	99 %
Systems Awareness	10.72	87 %	11.84	99 %
Achieving	12.21	95 %	13.53	100 %
Controlling	6.27	15 %	5.27	3 %
Protecting	4.19	12 %	2.43	1 %
Complying	5.16	5 %	3.58	0 %
Reactive-Creative Scale	21.46	92 %	24.35	100 %

How percentile scores are calculated:

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

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

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

Completed Surveys: 8

THE CREATIVE LEADERSHIP COMPETENCIES

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

The Relating Dimension

measures the extent to which leaders in your organization relate to others in a way that brings out the best in people, groups and organizations. It measures how well the collective leadership of the organization builds quality relationships, fosters teamwork, collaborates, develops people, involves people in decision making and planning, and demonstrates a high level of interpersonal skill.

The Self-Awareness Dimension

measures leadership's orientation to ongoing professional and personal development, as well as the degree to which inner self-awareness is expressed through high integrity leadership. It is a measure of emotional and interpersonal maturity. It also measures the extent to which leadership encourages the kind of personal/professional development that results in personal mastery.

The Authenticity Dimension

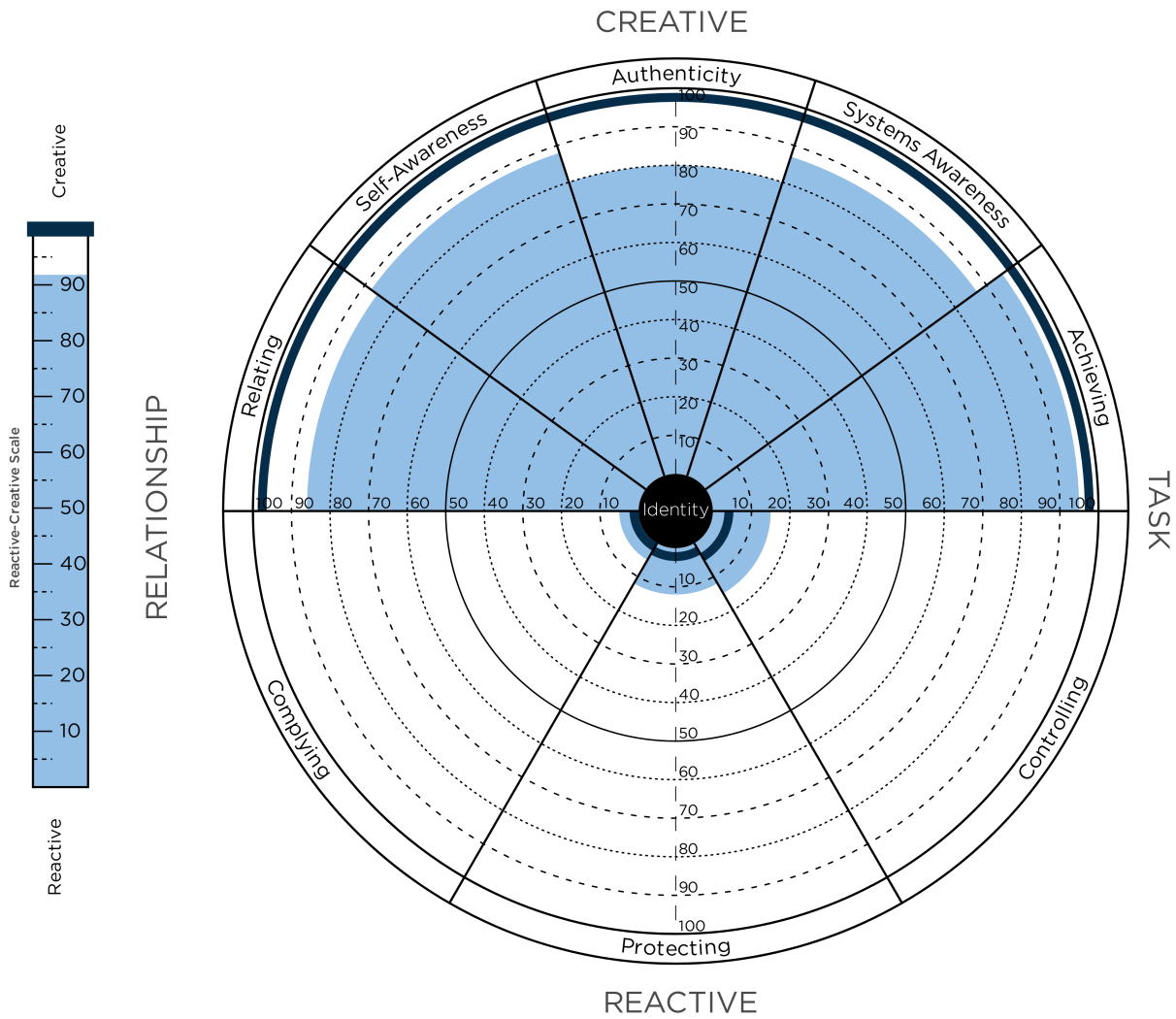
measures your leaders' capability to relate to others in an authentic, courageous, and high-integrity manner. It measures the extent to which their leadership is authentic—not masked by organizational politics, looking good, winning approval, etc. It also measures their ability to take tough stands, bring up the undiscussables (risky issues the group avoids discussing), to openly deal with relationship problems, and share personal feelings/vulnerabilities about a situation. Courage in the workplace involves authentically and directly dealing with risky issues in one-to-one and group situations.

The Systems Awareness Dimension

measures the degree to which your leaders' awareness is focused on whole system improvement and on community welfare (the symbiotic relationship between the long-term welfare of the community and the interests of the organization).

The Achieving Dimension

measures the extent to which leaders offer visionary, authentic, and high achievement leadership. It measures the extent to which leaders encourage a focus on achieving end results that are at once purposeful and strategic. It measures the creative use of power and effective decision-making.



COLLECTIVE LEADERSHIP ASSESSMENT™

Leadership Team SAMPLE - CLA

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PERCENTILE SCORES:

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

■ Desired Leadership

■ Actual Leadership

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THE REACTIVE LEADERSHIP STYLES

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

The Controlling Dimension

measures the extent to which leaders establish a sense of personal worth through task accomplishment and personal achievement. It measures the extent to which leaders push themselves and others hard and use overly driven and aggressive tactics to get others to do what they want.

The Protecting Dimension

measures how leaders act to protect themselves and establish a sense of worth/security by emotionally withdrawing and remaining distant, hidden, aloof, cynical, superior, and/or rational. This stance is often intellectually bright, but overly critical and cold.

The Complying Dimension

measures the extent that leaders act in ways that are overly conservative, cautious, and/or polite. It measures the extent to which leaders get a sense of self-worth and security by complying with the expectations of others rather than acting on what they intend and want.

REACTIVE-CREATIVE SCALE

Reactive-Creative Scale

reflects the degree of balance between the reactive dimensions and the creative dimensions. The percentile score here gives you a sense of how your collective leadership compares to that of other organizations. It measures the amount of energy your organization puts into reactive versus creative behavior. It suggests the degree to which your leadership, relationships, and goal-oriented behaviors are coming out of a reactive or creative orientation. It also suggests the degree to which leaders self-concepts and inner motivations come from within or are determined by external expectations, rules, or conditions.

Leadership Team SAMPLE - CLA

	Actual Avg	Actual %	Ideal Avg	Ideal %	Ideal to Ideal %
Relating	11.42	86 %	12.74	98 %	75 %
Fosters Team Play	12.06	88 %	13.20	97 %	65 %
Interpersonal Intelligence	11.15	85 %	13.12	99 %	82 %
Caring Connection	11.78	93 %	12.44	97 %	82 %
Mentoring & Developing	12.30	92 %	13.32	98 %	72 %
Collaborator	11.06	72 %	12.25	95 %	64 %
Involvement	9.74	59 %	11.91	97 %	66 %
Self-Awareness	11.01	88 %	12.63	100 %	82 %
Composure	11.83	91 %	12.88	99 %	81 %
Selfless Leader	11.25	85 %	11.81	94 %	66 %
Personal Learner	11.33	84 %	13.36	100 %	89 %
Balance	9.91	74 %	12.37	99 %	73 %
Authenticity	11.21	80 %	12.92	99 %	73 %
Courageous Authenticity	10.93	81 %	12.25	97 %	59 %
Integrity	11.38	76 %	13.31	99 %	80 %
Systems Awareness	10.72	87 %	11.84	99 %	63 %
Community Concern	9.74	47 %	10.37	65 %	7 %
Systems Thinker	11.89	96 %	13.24	100 %	92 %
Sustainable Productivity	10.07	70 %	12.38	99 %	61 %
Customer Focus	11.27	97 %	11.53	98 %	82 %
Achieving	12.21	95 %	13.53	100 %	85 %
Purposeful & Visionary	12.90	98 %	13.32	99 %	75 %
Achieves Results	12.75	92 %	13.80	99 %	91 %
Decisiveness	11.66	91 %	13.50	100 %	87 %
Strategic Focus	11.69	86 %	13.50	99 %	82 %

Leadership Team SAMPLE - CLA

	Actual Avg	Actual %	Ideal Avg	Ideal %	Ideal to Ideal %
Controlling	6.27	15 %	5.27	3 %	33 %
Autocratic	5.43	16 %	4.26	4 %	38 %
Driven	6.95	11 %	6.00	2 %	20 %
Ambition	7.71	39 %	6.98	22 %	42 %
Perfect	7.08	8 %	6.48	3 %	15 %
Protecting	4.19	12 %	2.43	1 %	9 %
Critical	4.19	31 %	2.29	4 %	28 %
Distance	4.02	4 %	2.66	0 %	5 %
Arrogance	4.40	19 %	2.31	1 %	13 %
Complying	5.16	5 %	3.58	0 %	6 %
Belonging	5.60	6 %	4.39	1 %	10 %
Passive	3.92	8 %	2.38	0 %	11 %
Conservative	5.47	4 %	4.38	0 %	10 %
Pleasing	7.68	29 %	5.50	1 %	12 %
Reactive-Creative Scale	21.46	92 %	24.35	100 %	85 %

Completed Surveys: 8

Collective Leadership Assessment

Creative Dimensions

	Actual %	Ideal %	
Relating	86 %	98 %	Dimension Questions
Average Response	11.42	12.74	
Fosters Team Play	88 %	97 %	Create a positive climate that supports people doing their best.
Average Response	12.06	13.20	Promote high levels of teamwork through their leadership style.
Interpersonal Intelligence	85 %	99 %	Display a high degree of skill in resolving conflict.
Average Response	11.15	13.12	Take responsibility for their part of relationship problems.
Caring Connection	93 %	97 %	Form warm and caring relationships.
Average Response	11.78	12.44	Connect deeply with others.
Mentoring & Developing	92 %	98 %	Help people learn, improve, and change.
Average Response	12.30	13.32	Are people builders/developers.
Collaborator	72 %	95 %	Create common ground for agreement.
Average Response	11.06	12.25	Work to find common ground.
Involvement	59 %	97 %	Push decision making and problem solving down to the appropriate level.
Average Response	9.74	11.91	Extensively involve people in decision making.
Self-Awareness	88 %	100 %	Dimension Questions
Average Response	11.01	12.63	
Composure	91 %	99 %	Handle stress and pressure very well.
Average Response	11.83	12.88	Are composed under pressure.
Selfless Leader	85 %	94 %	Get the job done with no need to attract attention to themselves.
Average Response	11.25	11.81	Take forthright action without needing recognition.
Personal Learner	84 %	100 %	Learn from mistakes.
Average Response	11.33	13.36	Investigate the deeper reality that lies behind events/circumstances.
Balance	74 %	99 %	Balance work and personal life.
Average Response	9.91	12.37	Find enough time for personal reflection.

Collective Leadership Assessment

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

Collective Leadership Assessment

Creative Dimensions (Continued)

	Actual %	Ideal %	
Authenticity	80 %	99 %	Dimension Questions
Average Response	11.21	12.92	
Courageous Authenticity	81 %	97 %	Are courageous in meetings.
Average Response	10.93	12.25	Speak directly even on controversial issues.
Integrity	76 %	99 %	Are good role models for the vision they espouse.
Average Response	11.38	13.31	Lead in a manner that is completely aligned with their values.
Systems Awareness	87 %	99 %	Dimension Questions
Average Response	10.72	11.84	
Community Concern	47 %	65 %	Attend to the long-term impact of strategic decisions on community.
Average Response	9.74	10.37	Create a vision that goes beyond the organization to include making a positive impact on the world.
Systems Thinker	96 %	100 %	Evolve organizational systems until they produce envisioned results.
Average Response	11.89	13.24	Redesign the system to solve multiple problems simultaneously.
Sustainable Productivity	70 %	99 %	Balance short-term results with long-term organizational health.
Average Response	10.07	12.38	Allocate resources appropriately so as not to use people up.
Customer Focus	97 %	98 %	Solicit customer input that often results in organizational change.
Average Response	11.27	11.53	Allow customers to shape our decisions and direction.
Achieving	95 %	100 %	Dimension Questions
Average Response	12.21	13.53	
Purposeful & Visionary	98 %	99 %	Inspire others with vision.
Average Response	12.90	13.32	Articulate a vision that creates alignment within the organization.
Achieves Results	92 %	99 %	Pursue results with drive and energy.
Average Response	12.75	13.80	Are proficient at achieving high quality results on key initiatives.
Decisiveness	91 %	100 %	Are efficient decision makers.
Average Response	11.66	13.50	Make decisions in a timely manner.
Strategic Focus	86 %	99 %	Provide strategic direction that is thoroughly thought through.
Average Response	11.69	13.50	Establish a strategic direction that helps the organization to thrive.

Collective Leadership Assessment

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

Collective Leadership Assessment

Reactive Dimensions

	Actual %	Ideal %	
Controlling	15 %	3 %	Dimension Questions
Average Response	6.27	5.27	
Autocratic	16 %	4 %	Have to get their own way.
Average Response	5.43	4.26	Pursue results at the expense of people.
Driven	11 %	2 %	Try too hard to be the best at everything they take on.
Average Response	6.95	6.00	Push themselves too hard.
Ambition	39 %	22 %	Believe winning is what really matters.
Average Response	7.71	6.98	Are excessively ambitious.
Perfect	8 %	3 %	Need to perform flawlessly.
Average Response	7.08	6.48	Need to excel in every situation.
Protecting	12 %	1 %	Dimension Questions
Average Response	4.19	2.43	
Critical	31 %	4 %	Hurt people's feelings.
Average Response	4.19	2.29	Put people down.
Distance	4 %	0 %	Are emotionally distant.
Average Response	4.02	2.66	Remain standoffish.
Arrogance	19 %	1 %	Have egos that are too big.
Average Response	4.40	2.31	Are arrogant.
Complying	5 %	0 %	Dimension Questions
Average Response	5.16	3.58	
Belonging	6 %	1 %	Try too hard to conform to the group's rules/norms.
Average Response	5.60	4.39	Work too hard for others' acceptance.
Passive	8 %	0 %	Are wishy-washy in decision making.
Average Response	3.92	2.38	Lack passion.
Conservative	4 %	0 %	Follow conventional ways of doing things.
Average Response	5.47	4.38	Are too conservative.
Pleasing	29 %	1 %	Need to be accepted by others.
Average Response	7.68	5.50	Need the approval of others.

Collective Leadership Assessment

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

Sorted by Actual

Leadership Team SAMPLE - CLA	Actual %	Ideal %
Dimensions		
Purposeful & Visionary	98 %	99 %
Customer Focus	97 %	98 %
Systems Thinker	96 %	100 %
Caring Connection	93 %	97 %
Achieves Results	92 %	99 %
Mentoring & Developing	92 %	98 %
Decisiveness	91 %	100 %
Composure	91 %	99 %
Fosters Team Play	88 %	97 %
Strategic Focus	86 %	99 %
Selfless Leader	85 %	94 %
Interpersonal Intelligence	85 %	99 %
Personal Learner	84 %	100 %
Courageous Authenticity	81 %	97 %
Integrity	76 %	99 %
Balance	74 %	99 %
Collaborator	72 %	95 %
Sustainable Productivity	70 %	99 %
Involvement	59 %	97 %
Community Concern	47 %	65 %
Ambition	39 %	22 %
Critical	31 %	4 %
Pleasing	29 %	1 %
Arrogance	19 %	1 %
Autocratic	16 %	4 %
Driven	11 %	2 %
Passive	8 %	0 %
Perfect	8 %	3 %
Belonging	6 %	1 %
Conservative	4 %	0 %
Distance	4 %	0 %
Summary Dimensions		
Achieving	95 %	100 %
Self-Awareness	88 %	100 %
Systems Awareness	87 %	99 %
Relating	86 %	98 %
Authenticity	80 %	99 %
Controlling	15 %	3 %
Protecting	12 %	1 %
Complying	5 %	0 %
Summary Measures		
Reactive-Creative Scale	92 %	100 %

Sorted by Ideal

Leadership Team SAMPLE - CLA	Actual %	Ideal %
Dimensions		
Decisiveness	91 %	100 %
Systems Thinker	96 %	100 %
Personal Learner	84 %	100 %
Strategic Focus	86 %	99 %
Achieves Results	92 %	99 %
Purposeful & Visionary	98 %	99 %
Sustainable Productivity	70 %	99 %
Integrity	76 %	99 %
Balance	74 %	99 %
Composure	91 %	99 %
Interpersonal Intelligence	85 %	99 %
Customer Focus	97 %	98 %
Mentoring & Developing	92 %	98 %
Courageous Authenticity	81 %	97 %
Involvement	59 %	97 %
Caring Connection	93 %	97 %
Fosters Team Play	88 %	97 %
Collaborator	72 %	95 %
Selfless Leader	85 %	94 %
Community Concern	47 %	65 %
Ambition	39 %	22 %
Critical	31 %	4 %
Autocratic	16 %	4 %
Perfect	8 %	3 %
Driven	11 %	2 %
Pleasing	29 %	1 %
Belonging	6 %	1 %
Arrogance	19 %	1 %
Conservative	4 %	0 %
Passive	8 %	0 %
Distance	4 %	0 %
Summary Dimensions		
Achieving	95 %	100 %
Self-Awareness	88 %	100 %
Systems Awareness	87 %	99 %
Authenticity	80 %	99 %
Relating	86 %	98 %
Controlling	15 %	3 %
Protecting	12 %	1 %
Complying	5 %	0 %
Summary Measures		
Reactive-Creative Scale	92 %	100 %

Sorted by Ideal to Ideal

Leadership Team SAMPLE - CLA	Ideal %	Ideal to Ideal %
Dimensions		
Systems Thinker	100 %	92 %
Achieves Results	99 %	91 %
Personal Learner	100 %	89 %
Decisiveness	100 %	87 %
Strategic Focus	99 %	82 %
Customer Focus	98 %	82 %
Caring Connection	97 %	82 %
Interpersonal Intelligence	99 %	82 %
Composure	99 %	81 %
Integrity	99 %	80 %
Purposeful & Visionary	99 %	75 %
Balance	99 %	73 %
Mentoring & Developing	98 %	72 %
Selfless Leader	94 %	66 %
Involvement	97 %	66 %
Fosters Team Play	97 %	65 %
Collaborator	95 %	64 %
Sustainable Productivity	99 %	61 %
Courageous Authenticity	97 %	59 %
Ambition	22 %	42 %
Autocratic	4 %	38 %
Critical	4 %	28 %
Driven	2 %	20 %
Perfect	3 %	15 %
Arrogance	1 %	13 %
Pleasing	1 %	12 %
Passive	0 %	11 %
Conservative	0 %	10 %
Belonging	1 %	10 %
Community Concern	65 %	7 %
Distance	0 %	5 %
Summary Dimensions		
Achieving	100 %	85 %
Self-Awareness	100 %	82 %
Relating	98 %	75 %
Authenticity	99 %	73 %
Systems Awareness	99 %	63 %
Controlling	3 %	33 %
Protecting	1 %	9 %
Complying	0 %	6 %
Summary Measures		
Reactive-Creative Scale	100 %	85 %

Sorted by Gap Between Actual and Ideal

Leadership Team SAMPLE - CLA	Actual %	Ideal %	Gap %
Dimensions			
Involvement	59 %	97 %	38
Sustainable Productivity	70 %	99 %	29
Balance	74 %	99 %	25
Integrity	76 %	99 %	23
Collaborator	72 %	95 %	23
Community Concern	47 %	65 %	18
Courageous Authenticity	81 %	97 %	16
Personal Learner	84 %	100 %	16
Interpersonal Intelligence	85 %	99 %	14
Strategic Focus	86 %	99 %	13
Decisiveness	91 %	100 %	9
Selfless Leader	85 %	94 %	9
Fosters Team Play	88 %	97 %	9
Composure	91 %	99 %	8
Achieves Results	92 %	99 %	7
Mentoring & Developing	92 %	98 %	6
Systems Thinker	96 %	100 %	4
Caring Connection	93 %	97 %	4
Purposeful & Visionary	98 %	99 %	1
Customer Focus	97 %	98 %	1
Conservative	4 %	0 %	-4
Distance	4 %	0 %	-4
Belonging	6 %	1 %	-5
Perfect	8 %	3 %	-5
Passive	8 %	0 %	-8
Driven	11 %	2 %	-9
Autocratic	16 %	4 %	-12
Ambition	39 %	22 %	-17
Arrogance	19 %	1 %	-18
Critical	31 %	4 %	-27
Pleasing	29 %	1 %	-28
Summary Dimensions			
Authenticity	80 %	99 %	19
Systems Awareness	87 %	99 %	12
Self-Awareness	88 %	100 %	12
Relating	86 %	98 %	12
Achieving	95 %	100 %	5
Complying	5 %	0 %	-5
Protecting	12 %	1 %	-11
Controlling	15 %	3 %	-12
Summary Measures			
Reactive-Creative Scale	92 %	100 %	8

COLLECTIVE LEADERSHIP ASSESSMENT™

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Marketing SAMPLE - CLA - English

Collective Leadership Assessment

Marketing SAMPLE - CLA

Average Response on a 15 - Point Scale

	Actual Avg	Actual %	Ideal Avg	Ideal %
Relating	9.45	33 %	11.79	92 %
Self-Awareness	9.42	37 %	11.01	88 %
Authenticity	10.16	47 %	11.38	83 %
Systems Awareness	9.49	53 %	10.96	92 %
Achieving	10.25	51 %	11.98	92 %
Controlling	8.14	69 %	4.91	2 %
Protecting	6.15	61 %	3.52	5 %
Complying	6.87	54 %	4.77	2 %
Reactive-Creative Scale	17.87	38 %	22.41	97 %

How percentile scores are calculated:

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

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

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Completed Surveys: 11

THE CREATIVE LEADERSHIP COMPETENCIES

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

The Relating Dimension

measures the extent to which leaders in your organization relate to others in a way that brings out the best in people, groups and organizations. It measures how well the collective leadership of the organization builds quality relationships, fosters teamwork, collaborates, develops people, involves people in decision making and planning, and demonstrates a high level of interpersonal skill.

The Self-Awareness Dimension

measures leadership's orientation to ongoing professional and personal development, as well as the degree to which inner self-awareness is expressed through high integrity leadership. It is a measure of emotional and interpersonal maturity. It also measures the extent to which leadership encourages the kind of personal/professional development that results in personal mastery.

The Authenticity Dimension

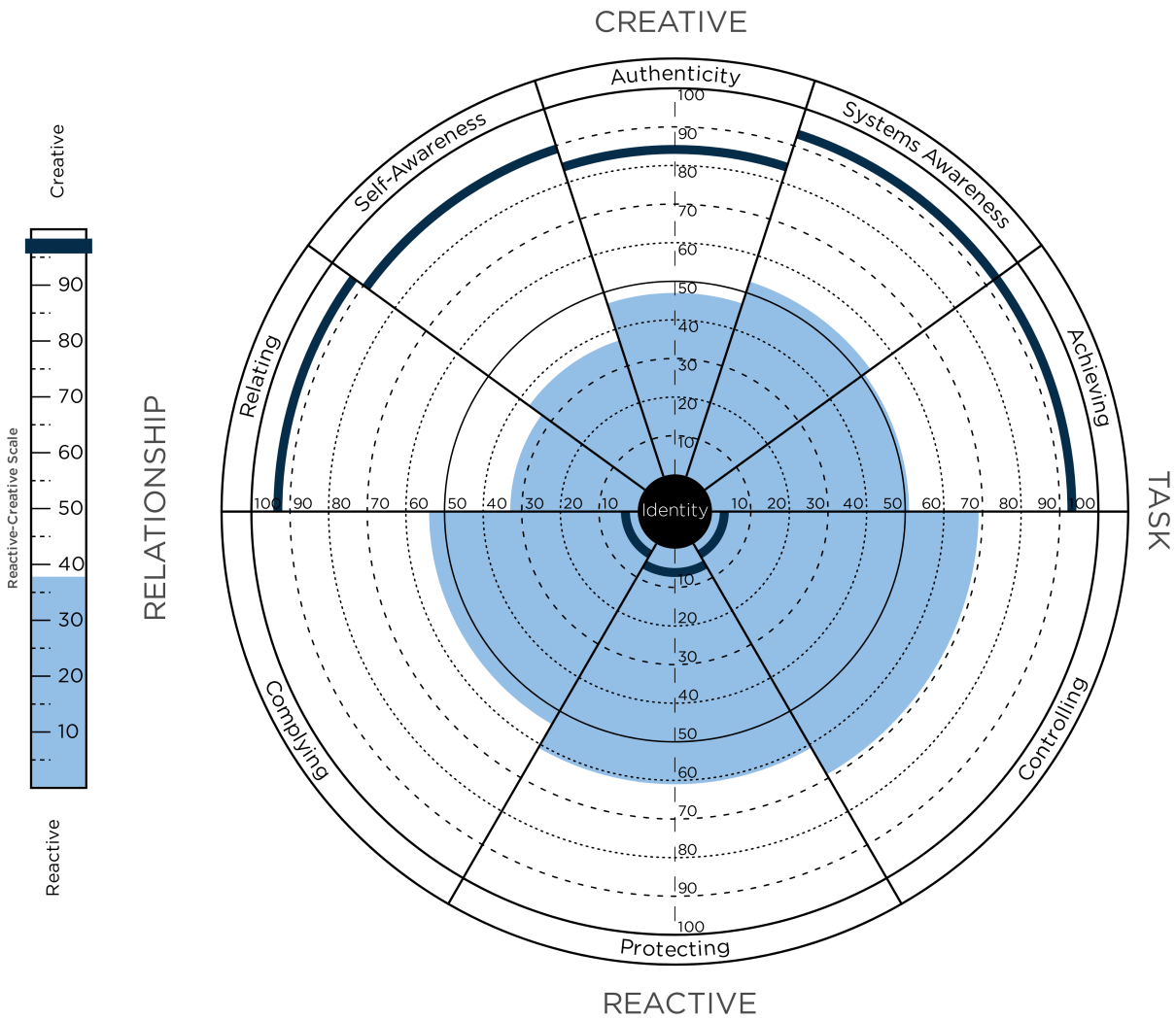
measures your leaders' capability to relate to others in an authentic, courageous, and high-integrity manner. It measures the extent to which their leadership is authentic—not masked by organizational politics, looking good, winning approval, etc. It also measures their ability to take tough stands, bring up the undiscussables (risky issues the group avoids discussing), to openly deal with relationship problems, and share personal feelings/vulnerabilities about a situation. Courage in the workplace involves authentically and directly dealing with risky issues in one-to-one and group situations.

The Systems Awareness Dimension

measures the degree to which your leaders' awareness is focused on whole system improvement and on community welfare (the symbiotic relationship between the long-term welfare of the community and the interests of the organization).

The Achieving Dimension

measures the extent to which leaders offer visionary, authentic, and high achievement leadership. It measures the extent to which leaders encourage a focus on achieving end results that are at once purposeful and strategic. It measures the creative use of power and effective decision-making.



COLLECTIVE LEADERSHIP ASSESSMENT™

Marketing SAMPLE - CLA



PERCENTILE SCORES:

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

- Desired Leadership
- Actual Leadership

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THE REACTIVE LEADERSHIP STYLES

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

The Controlling Dimension

measures the extent to which leaders establish a sense of personal worth through task accomplishment and personal achievement. It measures the extent to which leaders push themselves and others hard and use overly driven and aggressive tactics to get others to do what they want.

The Protecting Dimension

measures how leaders act to protect themselves and establish a sense of worth/security by emotionally withdrawing and remaining distant, hidden, aloof, cynical, superior, and/or rational. This stance is often intellectually bright, but overly critical and cold.

The Complying Dimension

measures the extent that leaders act in ways that are overly conservative, cautious, and/or polite. It measures the extent to which leaders get a sense of self-worth and security by complying with the expectations of others rather than acting on what they intend and want.

REACTIVE-CREATIVE SCALE

Reactive-Creative Scale

reflects the degree of balance between the reactive dimensions and the creative dimensions. The percentile score here gives you a sense of how your collective leadership compares to that of other organizations. It measures the amount of energy your organization puts into reactive versus creative behavior. It suggests the degree to which your leadership, relationships, and goal-oriented behaviors are coming out of a reactive or creative orientation. It also suggests the degree to which leaders self-concepts and inner motivations come from within or are determined by external expectations, rules, or conditions.

Marketing SAMPLE - CLA

	Actual Avg	Actual %	Ideal Avg	Ideal %	Ideal to Ideal %
Relating	9.45	33 %	11.79	92 %	33 %
Fosters Team Play	10.13	44 %	12.73	95 %	45 %
Interpersonal Intelligence	8.73	22 %	11.40	88 %	19 %
Caring Connection	9.55	47 %	11.58	90 %	57 %
Mentoring & Developing	10.32	48 %	12.51	94 %	39 %
Collaborator	9.64	28 %	11.59	85 %	33 %
Involvement	7.79	8 %	10.43	77 %	11 %
Self-Awareness	9.42	37 %	11.01	88 %	15 %
Composure	9.36	25 %	11.09	77 %	16 %
Selfless Leader	10.87	76 %	11.36	87 %	47 %
Personal Learner	8.75	15 %	11.09	81 %	8 %
Balance	8.93	48 %	10.54	86 %	13 %
Authenticity	10.16	47 %	11.38	83 %	14 %
Courageous Authenticity	10.75	75 %	11.33	87 %	22 %
Integrity	9.82	32 %	11.41	77 %	13 %
Systems Awareness	9.49	53 %	10.96	92 %	25 %
Community Concern	8.99	29 %	10.55	69 %	9 %
Systems Thinker	9.74	55 %	10.78	82 %	12 %
Sustainable Productivity	8.69	33 %	11.64	95 %	31 %
Customer Focus	10.46	87 %	10.82	93 %	63 %
Achieving	10.25	51 %	11.98	92 %	26 %
Purposeful & Visionary	10.53	62 %	12.32	94 %	37 %
Achieves Results	11.17	52 %	11.62	67 %	12 %
Decisiveness	8.79	27 %	11.70	91 %	23 %
Strategic Focus	10.36	58 %	12.18	93 %	34 %

Marketing SAMPLE - CLA

	Actual Avg	Actual %	Ideal Avg	Ideal %	Ideal to Ideal %
Controlling	8.14	69 %	4.91	2 %	23 %
Autocratic	7.28	60 %	3.86	2 %	28 %
Driven	9.10	65 %	5.55	1 %	14 %
Ambition	9.50	81 %	6.80	19 %	39 %
Perfect	8.55	41 %	6.02	1 %	9 %
Protecting	6.15	61 %	3.52	5 %	40 %
Critical	6.63	85 %	3.26	13 %	63 %
Distance	5.25	18 %	3.69	2 %	20 %
Arrogance	6.72	71 %	3.60	9 %	54 %
Complying	6.87	54 %	4.77	2 %	37 %
Belonging	6.71	25 %	5.25	3 %	23 %
Passive	7.02	84 %	3.95	9 %	59 %
Conservative	7.03	29 %	5.01	2 %	23 %
Pleasing	6.62	7 %	6.26	4 %	29 %
Reactive-Creative Scale	17.87	38 %	22.41	97 %	46 %

Completed Surveys: 11

Collective Leadership Assessment

Creative Dimensions

	Actual %	Ideal %	
Relating	33 %	92 %	Dimension Questions
Average Response	9.45	11.79	
Fosters Team Play	44 %	95 %	Create a positive climate that supports people doing their best.
Average Response	10.13	12.73	Promote high levels of teamwork through their leadership style.
Interpersonal Intelligence	22 %	88 %	Display a high degree of skill in resolving conflict.
Average Response	8.73	11.40	Take responsibility for their part of relationship problems.
Caring Connection	47 %	90 %	Form warm and caring relationships.
Average Response	9.55	11.58	Connect deeply with others.
Mentoring & Developing	48 %	94 %	Help people learn, improve, and change.
Average Response	10.32	12.51	Are people builders/developers.
Collaborator	28 %	85 %	Create common ground for agreement.
Average Response	9.64	11.59	Work to find common ground.
Involvement	8 %	77 %	Push decision making and problem solving down to the appropriate level.
Average Response	7.79	10.43	Extensively involve people in decision making.
Self-Awareness	37 %	88 %	Dimension Questions
Average Response	9.42	11.01	
Composure	25 %	77 %	Handle stress and pressure very well.
Average Response	9.36	11.09	Are composed under pressure.
Selfless Leader	76 %	87 %	Get the job done with no need to attract attention to themselves.
Average Response	10.87	11.36	Take forthright action without needing recognition.
Personal Learner	15 %	81 %	Learn from mistakes.
Average Response	8.75	11.09	Investigate the deeper reality that lies behind events/circumstances.
Balance	48 %	86 %	Balance work and personal life.
Average Response	8.93	10.54	Find enough time for personal reflection.

Collective Leadership Assessment

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

Collective Leadership Assessment

Creative Dimensions (Continued)

	Actual %	Ideal %	
Authenticity	47 %	83 %	Dimension Questions
Average Response	10.16	11.38	
Courageous Authenticity	75 %	87 %	Are courageous in meetings.
Average Response	10.75	11.33	Speak directly even on controversial issues.
Integrity	32 %	77 %	Are good role models for the vision they espouse.
Average Response	9.82	11.41	Lead in a manner that is completely aligned with their values.
Systems Awareness	53 %	92 %	Dimension Questions
Average Response	9.49	10.96	
Community Concern	29 %	69 %	Attend to the long-term impact of strategic decisions on community.
Average Response	8.99	10.55	Create a vision that goes beyond the organization to include making a positive impact on the world.
Systems Thinker	55 %	82 %	Evolve organizational systems until they produce envisioned results.
Average Response	9.74	10.78	Redesign the system to solve multiple problems simultaneously.
Sustainable Productivity	33 %	95 %	Balance short-term results with long-term organizational health.
Average Response	8.69	11.64	Allocate resources appropriately so as not to use people up.
Customer Focus	87 %	93 %	Solicit customer input that often results in organizational change.
Average Response	10.46	10.82	Allow customers to shape our decisions and direction.
Achieving	51 %	92 %	Dimension Questions
Average Response	10.25	11.98	
Purposeful & Visionary	62 %	94 %	Inspire others with vision.
Average Response	10.53	12.32	Articulate a vision that creates alignment within the organization.
Achieves Results	52 %	67 %	Pursue results with drive and energy.
Average Response	11.17	11.62	Are proficient at achieving high quality results on key initiatives.
Decisiveness	27 %	91 %	Are efficient decision makers.
Average Response	8.79	11.70	Make decisions in a timely manner.
Strategic Focus	58 %	93 %	Provide strategic direction that is thoroughly thought through.
Average Response	10.36	12.18	Establish a strategic direction that helps the organization to thrive.

Collective Leadership Assessment

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

Collective Leadership Assessment

Reactive Dimensions

	Actual %	Ideal %	
Controlling	69 %	2 %	Dimension Questions
Average Response	8.14	4.91	
Autocratic	60 %	2 %	Have to get their own way.
Average Response	7.28	3.86	Pursue results at the expense of people.
Driven	65 %	1 %	Try too hard to be the best at everything they take on.
Average Response	9.10	5.55	Push themselves too hard.
Ambition	81 %	19 %	Believe winning is what really matters.
Average Response	9.50	6.80	Are excessively ambitious.
Perfect	41 %	1 %	Need to perform flawlessly.
Average Response	8.55	6.02	Need to excel in every situation.
Protecting	61 %	5 %	Dimension Questions
Average Response	6.15	3.52	
Critical	85 %	13 %	Hurt people's feelings.
Average Response	6.63	3.26	Put people down.
Distance	18 %	2 %	Are emotionally distant.
Average Response	5.25	3.69	Remain standoffish.
Arrogance	71 %	9 %	Have egos that are too big.
Average Response	6.72	3.60	Are arrogant.
Complying	54 %	2 %	Dimension Questions
Average Response	6.87	4.77	
Belonging	25 %	3 %	Try too hard to conform to the group's rules/norms.
Average Response	6.71	5.25	Work too hard for others' acceptance.
Passive	84 %	9 %	Are wishy-washy in decision making.
Average Response	7.02	3.95	Lack passion.
Conservative	29 %	2 %	Follow conventional ways of doing things.
Average Response	7.03	5.01	Are too conservative.
Pleasing	7 %	4 %	Need to be accepted by others.
Average Response	6.62	6.26	Need the approval of others.

Collective Leadership Assessment

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

Sorted by Actual

Marketing SAMPLE -CLA	Actual %	Ideal %
Dimensions		
Customer Focus	87 %	93 %
Critical	85 %	13 %
Passive	84 %	9 %
Ambition	81 %	19 %
Selfless Leader	76 %	87 %
Courageous Authenticity	75 %	87 %
Arrogance	71 %	9 %
Driven	65 %	1 %
Purposeful & Visionary	62 %	94 %
Autocratic	60 %	2 %
Strategic Focus	58 %	93 %
Systems Thinker	55 %	82 %
Achieves Results	52 %	67 %
Balance	48 %	86 %
Mentoring & Developing	48 %	94 %
Caring Connection	47 %	90 %
Fosters Team Play	44 %	95 %
Perfect	41 %	1 %
Sustainable Productivity	33 %	95 %
Integrity	32 %	77 %
Conservative	29 %	2 %
Community Concern	29 %	69 %
Collaborator	28 %	85 %
Decisiveness	27 %	91 %
Belonging	25 %	3 %
Composure	25 %	77 %
Interpersonal Intelligence	22 %	88 %
Distance	18 %	2 %
Personal Learner	15 %	81 %
Involvement	8 %	77 %
Pleasing	7 %	4 %
Summary Dimensions		
Controlling	69 %	2 %
Protecting	61 %	5 %
Complying	54 %	2 %
Systems Awareness	53 %	92 %
Achieving	51 %	92 %
Authenticity	47 %	83 %
Self-Awareness	37 %	88 %
Relating	33 %	92 %
Summary Measures		
Reactive-Creative Scale	38 %	97 %

Sorted by Ideal

Marketing SAMPLE - CLA	Actual %	Ideal %
Dimensions		
Sustainable Productivity	33 %	95 %
Fosters Team Play	44 %	95 %
Purposeful & Visionary	62 %	94 %
Mentoring & Developing	48 %	94 %
Strategic Focus	58 %	93 %
Customer Focus	87 %	93 %
Decisiveness	27 %	91 %
Caring Connection	47 %	90 %
Interpersonal Intelligence	22 %	88 %
Courageous Authenticity	75 %	87 %
Selfless Leader	76 %	87 %
Balance	48 %	86 %
Collaborator	28 %	85 %
Systems Thinker	55 %	82 %
Personal Learner	15 %	81 %
Integrity	32 %	77 %
Composure	25 %	77 %
Involvement	8 %	77 %
Community Concern	29 %	69 %
Achieves Results	52 %	67 %
Ambition	81 %	19 %
Critical	85 %	13 %
Passive	84 %	9 %
Arrogance	71 %	9 %
Pleasing	7 %	4 %
Belonging	25 %	3 %
Conservative	29 %	2 %
Distance	18 %	2 %
Autocratic	60 %	2 %
Perfect	41 %	1 %
Driven	65 %	1 %
Summary Dimensions		
Achieving	51 %	92 %
Systems Awareness	53 %	92 %
Relating	33 %	92 %
Self-Awareness	37 %	88 %
Authenticity	47 %	83 %
Protecting	61 %	5 %
Complying	54 %	2 %
Controlling	69 %	2 %
Summary Measures		
Reactive-Creative Scale	38 %	97 %

Sorted by Ideal to Ideal

Marketing SAMPLE - CLA	Ideal %	Ideal to Ideal %
Dimensions		
Critical	13 %	63 %
Customer Focus	93 %	63 %
Passive	9 %	59 %
Caring Connection	90 %	57 %
Arrogance	9 %	54 %
Selfless Leader	87 %	47 %
Fosters Team Play	95 %	45 %
Ambition	19 %	39 %
Mentoring & Developing	94 %	39 %
Purposeful & Visionary	94 %	37 %
Strategic Focus	93 %	34 %
Collaborator	85 %	33 %
Sustainable Productivity	95 %	31 %
Pleasing	4 %	29 %
Autocratic	2 %	28 %
Conservative	2 %	23 %
Belonging	3 %	23 %
Decisiveness	91 %	23 %
Courageous Authenticity	87 %	22 %
Distance	2 %	20 %
Interpersonal Intelligence	88 %	19 %
Composure	77 %	16 %
Driven	1 %	14 %
Integrity	77 %	13 %
Balance	86 %	13 %
Achieves Results	67 %	12 %
Systems Thinker	82 %	12 %
Involvement	77 %	11 %
Perfect	1 %	9 %
Community Concern	69 %	9 %
Personal Learner	81 %	8 %
Summary Dimensions		
Protecting	5 %	40 %
Complying	2 %	37 %
Relating	92 %	33 %
Achieving	92 %	26 %
Systems Awareness	92 %	25 %
Controlling	2 %	23 %
Self-Awareness	88 %	15 %
Authenticity	83 %	14 %
Summary Measures		
Reactive-Creative Scale	97 %	46 %

Sorted by Gap Between Actual and Ideal

Marketing SAMPLE - CLA	Actual %	Ideal %	Gap %
Dimensions			
Involvement	8 %	77 %	69
Personal Learner	15 %	81 %	66
Interpersonal Intelligence	22 %	88 %	66
Decisiveness	27 %	91 %	64
Sustainable Productivity	33 %	95 %	62
Collaborator	28 %	85 %	57
Composure	25 %	77 %	52
Fosters Team Play	44 %	95 %	51
Mentoring & Developing	48 %	94 %	46
Integrity	32 %	77 %	45
Caring Connection	47 %	90 %	43
Community Concern	29 %	69 %	40
Balance	48 %	86 %	38
Strategic Focus	58 %	93 %	35
Purposeful & Visionary	62 %	94 %	32
Systems Thinker	55 %	82 %	27
Achieves Results	52 %	67 %	15
Courageous Authenticity	75 %	87 %	12
Selfless Leader	76 %	87 %	11
Customer Focus	87 %	93 %	6
Pleasing	7 %	4 %	-3
Distance	18 %	2 %	-16
Belonging	25 %	3 %	-22
Conservative	29 %	2 %	-27
Perfect	41 %	1 %	-40
Autocratic	60 %	2 %	-58
Arrogance	71 %	9 %	-62
Ambition	81 %	19 %	-62
Driven	65 %	1 %	-64
Critical	85 %	13 %	-72
Passive	84 %	9 %	-75
Summary Dimensions			
Relating	33 %	92 %	59
Self-Awareness	37 %	88 %	51
Achieving	51 %	92 %	41
Systems Awareness	53 %	92 %	39
Authenticity	47 %	83 %	36
Complying	54 %	2 %	-52
Protecting	61 %	5 %	-56
Controlling	69 %	2 %	-67
Summary Measures			
Reactive-Creative Scale	38 %	97 %	59