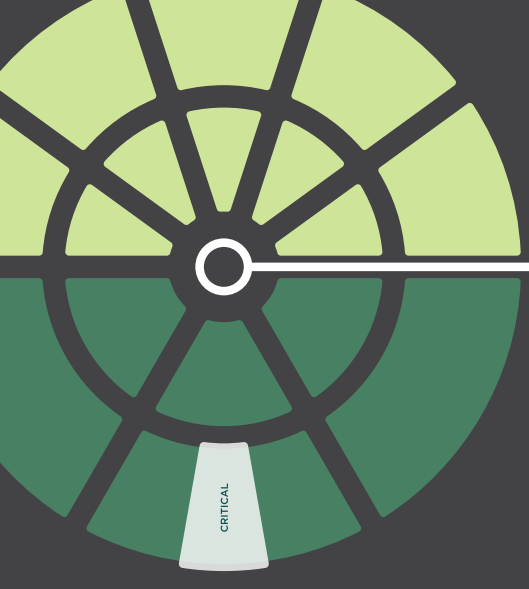


SURFACING CREATIVE LEADERSHIP

CRITICAL

Critical measures your tendency to have a critical, questioning, or somewhat cynical attitude, and to establish a sense of worth by finding fault, putting others down, or being intellectually or morally superior.

If you score high on Critical, you may:

- ***Look for what's wrong more than what's working.***
- ***Gain a sense of worth by judging, debating, or proving others wrong.***
- ***Undermine trust and creativity through faultfinding or blame.***
- ***Create defensiveness by focusing on flaws instead of possibilities.***
- ***Value being right over being effective.***

***r* = -.49**

Every jab you take at others lands a blow to your own leadership effectiveness.

CORRELATIONS WORTH NOTING

CREATIVE CORRELATIONS

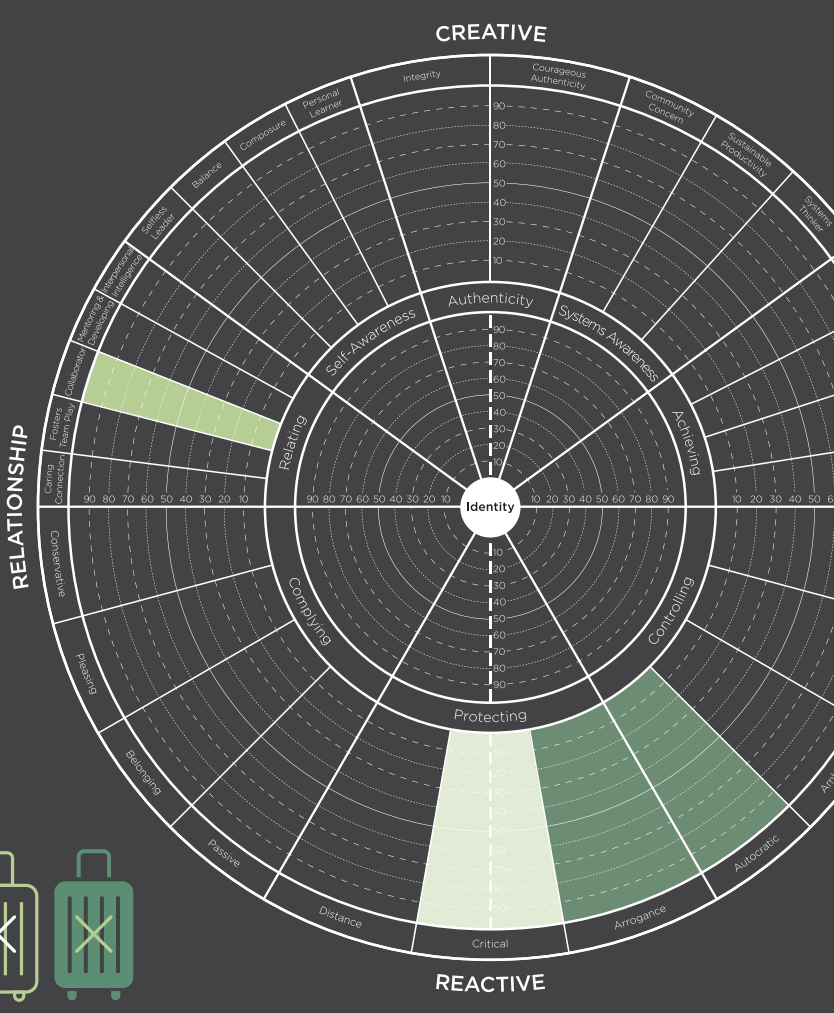
COLLABORATOR GETS SABOTAGED

Critical kills collaboration and drains the life from teamwork.

REACTIVE RECONNAISSANCE

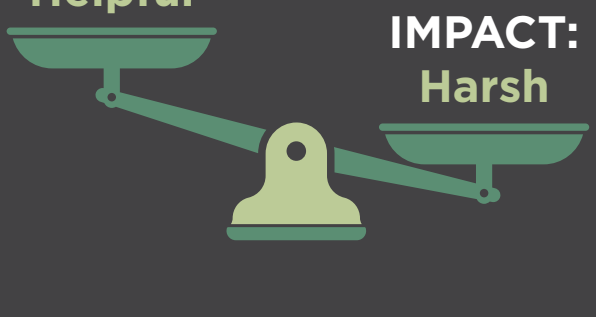
CRITICAL COMES WITH BAGGAGE

Leaders who score high in Critical are likely to score high in Autocratic and Arrogance, making trust tough.



INTENT: Helpful

IMPACT: Harsh

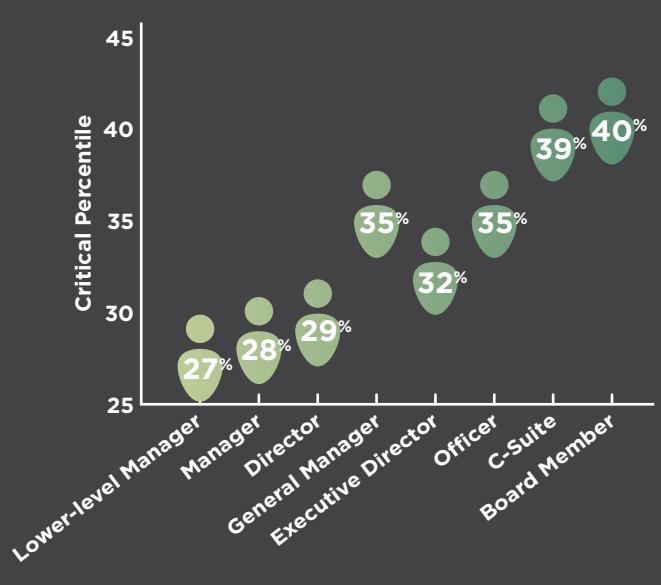


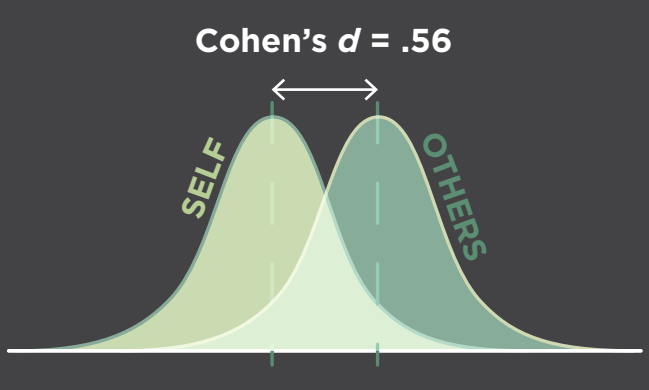
INTENT ≠ IMPACT

Critical's strong ties to Autocratic (.84) and Arrogance (.85) show how quickly "helpful feedback" can morph into something else. You may think you're offering sharp insight, but others just feel the sting.

CRITICAL RISES WITH THE RANKS

The higher the role, the more likely leaders are to be seen as critical—from 27% at lower management to 40% at the board level. As you rise, stay alert to how Critical may creep into your leadership. You may feel the pressure to be more exacting or tough-minded at the top, but don't let that pressure erode your effectiveness.





MIND THE PERCEPTION GAP

Leaders consistently underestimate how critical they seem to others, rating themselves lower in Critical than their evaluators do by more than half a standard deviation. That's one of the largest perception gaps in the LCP and statistically, it's both significant and substantial. This lack of awareness leads to a lack of effectiveness.

A GLOBAL VIEW

Critical shows up differently around the world. Our global data shows wide variation, with China and South Korea ranking highest, in the 51st percentile, and Argentina (19th) ranking lowest, followed close behind by Peru (20th) and Hungary (22nd).

THE DATA IS CLEAR:

You can't lead people you're too busy judging. When criticism replaces connection, leaders lose credibility—and teams lose heart.

SURFACING CREATIVE LEADERSHIP

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