LEADERSHIP CIRCLE PROFILE™

Crothers HR Consulting

The Leadership Circle®

“Effective **leaders**
outperform
ineffective leaders
EVERY TIME™”

~W. A. (BILL) ADAMS

LEADERSHIP
CIRCLE PROFILE™

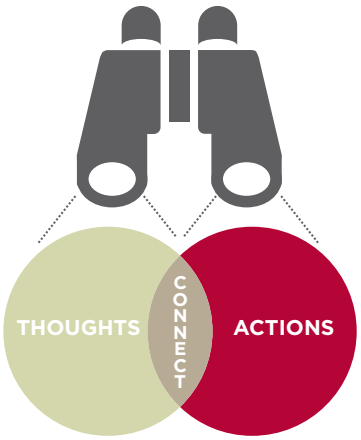
THE LEADERSHIP ASSESSMENT THAT ILLUMINATES LEADER EFFECTIVENESS

CONNECTING PATTERNS OF ACTION WITH HABITS OF THOUGHT

The Leadership Circle Profile™ (LCP) is a true breakthrough among 360 degree profiles. It is the first to connect a well-researched battery of competencies with the underlying and motivating habits of thought. It reveals the relationship between patterns of action and internal assumptions that drive behavior. Ultimately, LCP goes to the source of behavior to get greater leverage on change. Furthermore, unlike most profiles that take hours to interpret, LCP integrates all this information in a way that brings the key issues to the surface instantly.

The data in LCP reveals itself in seconds. At a glance, the whole gestalt is accessible – putting leaders in touch with what is working, what is not, and why! In most organizations, this treasure trove of information remains buried. LCP makes it easily accessible while it creates a foundation on which ground breaking change can occur at a higher level and sustainable pace.

New Awareness, Perception, Recognition & Focus



HIGHLIGHTING YOUR LEADER'S OPPORTUNITIES FOR DEVELOPMENT

The LCP is the only instrument that measures the two primary leadership domains – *Creative Competencies* and *Reactive Tendencies* – and integrates this information so that key opportunities for development immediately rise to the surface.

Creative Competencies are well-researched competencies measuring how you achieve results, bring out the best in others, lead with vision, enhance your own development, act with integrity and courage, and improve organizational systems.

Reactive Tendencies are leadership styles emphasizing caution over creating results, self-protection over productive engagement, and aggression over building alignment. These self-limiting styles over emphasize the focus on gaining the approval of others, protecting yourself, and getting results through high control tactics.

LCP is unique in that it reveals a leader's Operating System: Internal assumptions (beliefs) that run behavior in both domains. This allows the manager to see how his/her inner world of thought translates into a productive or unproductive style of leadership. Ultimately, LCP increases the inner awareness that affects outward behavior.

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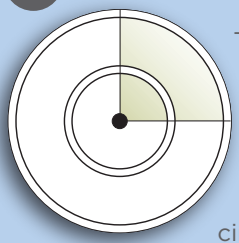
LEADERSHIP CIRCLE PROFILE™

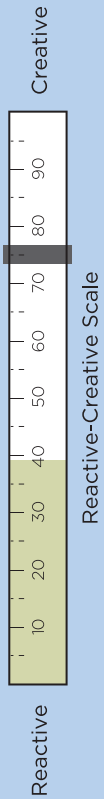
To understand the layout of the Profile Graphic, please read the following steps:

1 CIRCLE WITHIN A CIRCLE

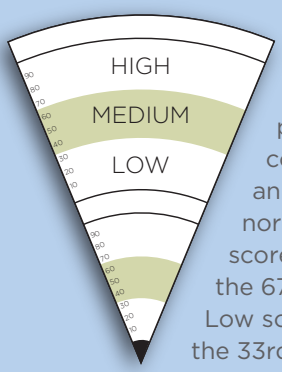


The outer circle displays the results for each of the 29 dimensions measured by the LCP. The inner circle dimensions summarize the outer circle dimensions into 8 summary scores. Dimension definitions can be found on the following pages.

The location of dimensions within the circle illustrates the relationship between dimensions. Adjacent dimensions describe similar behavior patterns that are positively correlated. Dimensions on opposite sides of the circle are opposing behavior patterns and are inversely correlated.



2 PERCENTILE SCORES

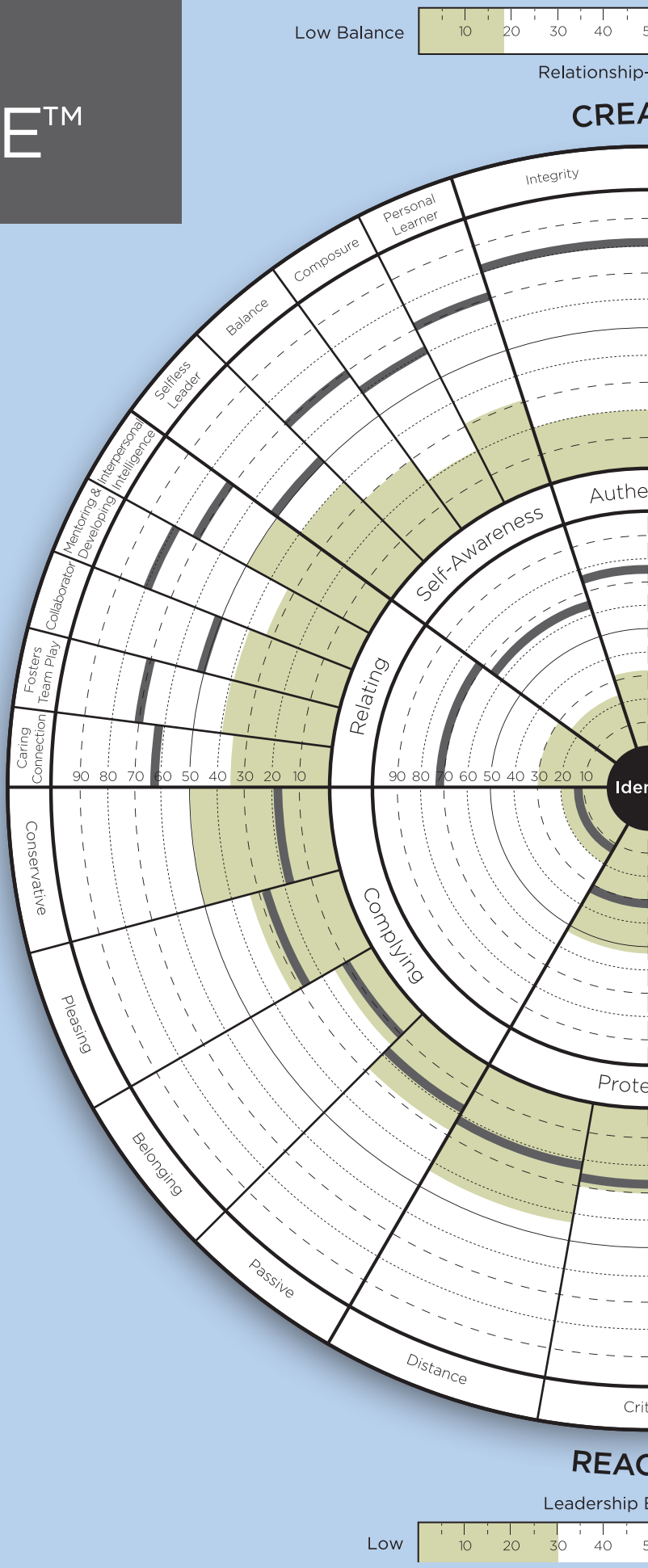


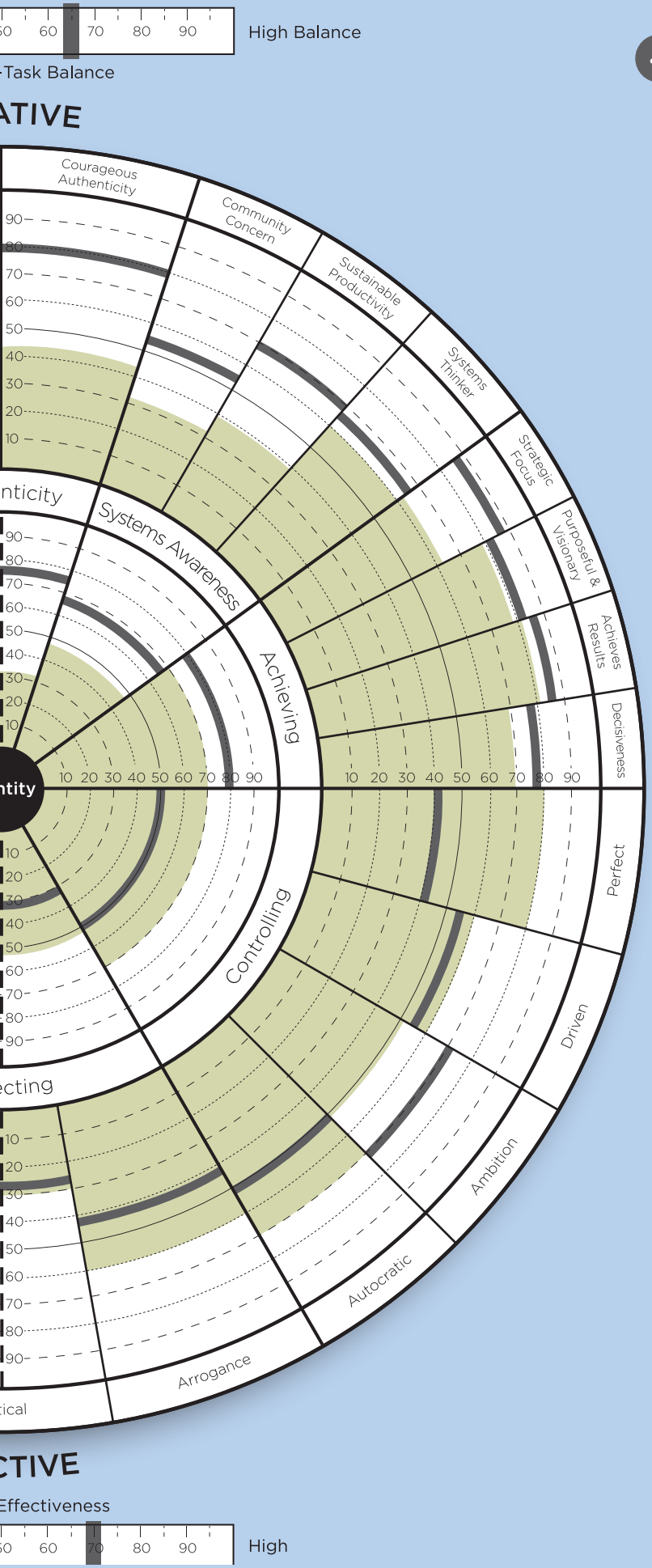
All scores are displayed as percentile scores compared to an ever-growing norm base. High scores are beyond the 67th percentile. Low scores are below the 33rd percentile.

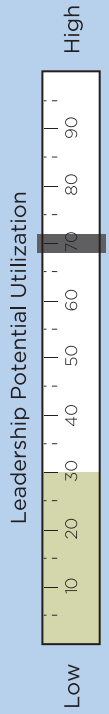
3 KEY

Self Assessment

Others' Assessment







4 SUMMARY DIMENSIONS

In addition to all the dimensions displayed in the inner and outer circle, the rectangular scales located around the circle are intended to bring everything together. They provide useful 'bottom-line' measures as well as measures of key patterns within the data.

Reactive-Creative Scale reflects the degree of balance between the Creative dimensions and the Reactive dimensions. The percentile score here gives the leader a sense of how s/he compares to other leaders with respect to the amount of energy s/he puts into Reactive versus Creative behaviors. It suggests the degree to which his/her leadership, relationships, and goal-oriented behaviors come out of a Creative or Reactive orientation. It also suggests the degree to which his/her self-concept and inner motivation come from within or are determined by external expectations, rules, or conditions.

Relationship-Task Balance measures the degree of balance a leader shows between the Achieving and Relating competencies. It is a measure of the over, under or balanced development of either half of the equation (the people half or the task half) that makes for great leadership.

Leadership Potential Utilization is a bottom line measure that compares the overall score of the dimensions measured to that of other leaders who have taken this survey. It sorts through all the high and low scores to answer the question, "So, in the end, how am I doing?"

Leadership Effectiveness measures the leader's perceived level of overall effectiveness. Research has shown it to be significantly correlated to business outcomes. It gives the leader an overall measure of how all of the above is translating into perceived effectiveness.

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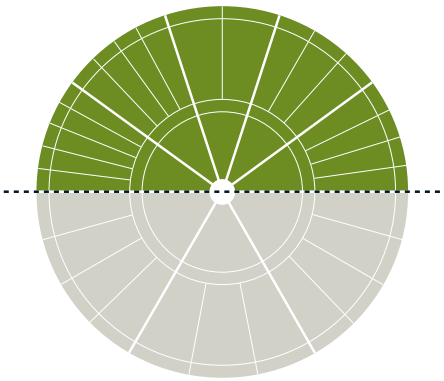
THE CREATIVE LEADERSHIP COMPETENCIES



The top half of the circle maps Creative Competencies that contribute to a leader's effectiveness. They measure key leadership behaviors and internal assumptions that lead to high fulfillment, high achievement leadership. They are as follows:

RELATING

summary 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 who report to him/her, across the organization, and within teams in which s/he participates.

Collaborator measures the extent to which the leader engages others in a manner that allows the parties involved to discover common ground.

Mentoring & Developing measures the leader's ability to develop others through mentoring and maintaining growth-enhancing relationships.

Interpersonal Intelligence measures the interpersonal effectiveness with which the leader listens, engages in conflict and controversy, deals with the feelings of others, and manages his/her own feelings.

SELF-AWARENESS

summary 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, where the need for credit and personal ambition is far less important than creating results that serve a common good.

Balance measures the leader's ability to keep a healthy balance between business and family, activity and reflection, work and leisure—the tendency to be self-renewing, and handle the stress of life without losing the self.

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 and personal and professional growth. It measures the extent to which s/he actively and reflectively pursues growing in self-awareness, wisdom, knowledge, and insight.

AUTHENTICITY

summary 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 that s/he espouses; that is, how well s/he can be trusted to "walk the talk."

Courageous Authenticity measures the leader's willingness to take tough stands, bring up the "undiscussables" (risky issues the group avoids discussing), and openly deal with difficult relationship problems.

SYSTEMS AWARENESS

summary dimension measures the degree to which the leader's awareness is focused on whole system improvement, productivity, and community welfare. It is composed of:

Community Concern measures the service orientation from which the leader leads. It measures the extent to which s/he links his/her 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. It measures how well s/he balances human/technical resources to sustain long-term high performance.

Systems Thinker measures the degree to which the leader thinks and acts from a whole system perspective as well as the extent to which s/he makes decisions in light of the long-term health of the whole system.

ACHIEVING

summary 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 and plans rigorously and strategically to ensure that the organization will thrive in the near and long-term.

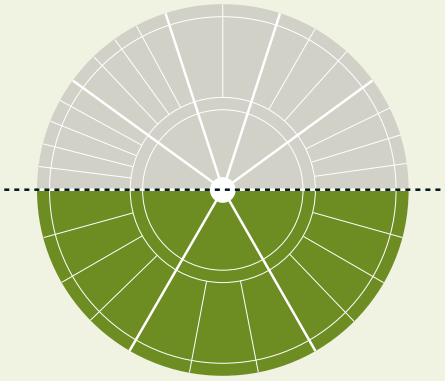
Purposeful & Visionary measures the extent to which the leader clearly communicates and models commitment to personal purpose and vision.

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 s/he is comfortable moving forward in uncertainty.

THE REACTIVE LEADERSHIP STYLES

The lower half of the circle maps self-limiting Reactive Tendencies and leadership behaviors. The Reactive dimensions reflect inner beliefs and assumptions that limit effectiveness, authentic expression, and empowering leadership. They are as follows:



COMPLYING ***summary dimension measures the extent to which a leader gets a sense of self-worth and security by complying with the expectations of others rather than acting on what s/he 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 with which s/he is associated.

Pleasing measures the leader's need to seek others' support and approval in order to feel secure and worthwhile as a person. People with strong needs for approval tend to base their degree of self-worth on their ability to gain others' favor and confirmation.

Belonging measures the leader's need to conform, follow the rules, and meet the expectations of those in authority. It measures the extent to which s/he goes along to get along, thereby compressing the full extent of his/her creative power into culturally acceptable boxes.

Passive measures the degree to which the leader gives away his/her power to others and to circumstances outside his/her control. It is a measure of the extent to which s/he believes that s/he is not the creator of his/her life experience, that his/her efforts do not make much difference, and that s/he lacks the power to create the future s/he wants.

PROTECTING ***summary dimension measures the belief that the leader can protect himself/herself 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.

CONTROLLING ***summary 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. Worth and security is equated with being perfect, performing constantly at heroic levels, and succeeding beyond all expectations.

Driven is a measure of the extent to which the leader is in overdrive. It is a measure of his/her belief that worth and security are tied to accomplishing a great deal through hard work. It measures his/her need to perform at a very high level in order to feel worthwhile as a person. A good work ethic is a strength of this style, provided that the leader keeps things in balance and is able to balance helping others achieve with his/her own achievement.

Ambition measures the extent to which the leader needs to get ahead, move up in the organization, and be better than others. Ambition is a powerful motivator. This scale assesses if that motivation is positive, furthering progress—or negative, overly self-centered and competitive.

Autocratic measures the leader's tendency to be forceful, aggressive, and controlling. It measures the extent to which s/he equates self-worth and security to being powerful, in control, strong, dominant, invulnerable, or on top. Worth is measured through comparison, that is, having more income, achieving a higher position, being seen as a most/more valuable contributor, gaining credit, or being promoted.

By shining a light on the underlying thinking patterns that drive their current behavior, clients have access to new choices and possibilities.

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