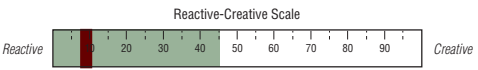




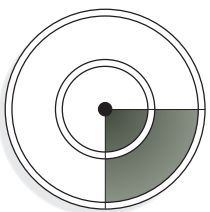
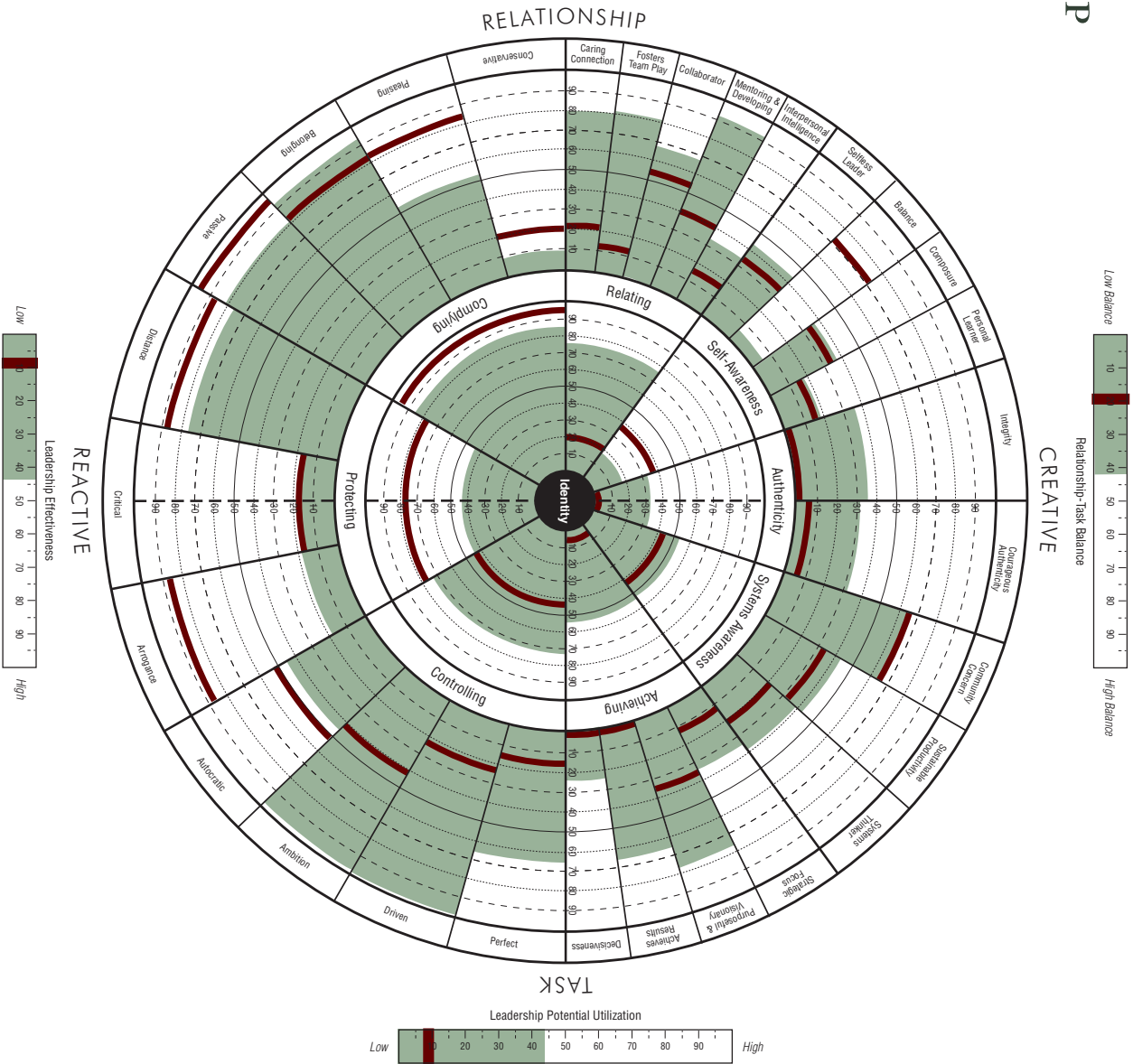
PROFILE REPORT

Sample Report - Bob Jones

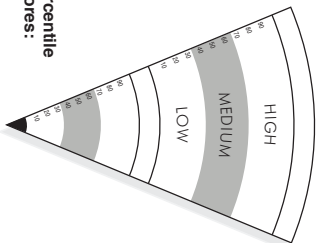
Sunday, January 23, 2011



Sample Report – Bob Jones



Circle Within a Circle:
The inner circle profiles a percentile summary score for all dimensions in that section of the outer circle.





Percentile Scores:

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

Medium: Scores between the 66th and the 33rd percentile show a mix of strength and areas for improvement.

Low: Scores below the 33rd percentile are low scores.

Key:

-  Self Assessment
-  Others' Assessment

The Leadership Circle Profile Report
for
Sample Report - Bob Jones
1/23/2011

Average Response on a 5 point scale

	Self-Evaluation	Evaluator Scores	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	3.64	4.24	NA	NA	4.24	NA	NA
Self-Awareness	3.69	3.61	NA	NA	3.61	NA	NA
Authenticity	2.86	4.05	NA	NA	4.05	NA	NA
Systems Awareness	3.66	3.87	NA	NA	3.87	NA	NA
Achieving	3.33	4.14	NA	NA	4.14	NA	NA
Controlling	2.49	2.64	NA	NA	2.64	NA	NA
Protecting	2.68	1.79	NA	NA	1.79	NA	NA
Complying	3.17	2.46	NA	NA	2.46	NA	NA
Number of Assessors	1	12	0	0	12	0	0

The Leadership Circle Profile Report

for

Sample Report - Bob Jones

1/23/2011

Percentile Scores: Comparison to the Norm Group

	Self-Evaluation	Evaluator Percentiles	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	20 %	77 %	NA	NA	77 %	NA	NA
Self-Awareness	37 %	18 %	NA	NA	25 %	NA	NA
Authenticity	0 %	33 %	NA	NA	40 %	NA	NA
Systems Awareness	42 %	52 %	NA	NA	56 %	NA	NA
Achieving	5 %	54 %	NA	NA	59 %	NA	NA
Controlling	43 %	72 %	NA	NA	68 %	NA	NA
Protecting	78 %	43 %	NA	NA	41 %	NA	NA
Complying	95 %	85 %	NA	NA	77 %	NA	NA
Reactive-Creative Scale	9 %	45 %	NA	NA	51 %	NA	NA
Relationship-Task Balance	19 %	42 %	NA	NA	41 %	NA	NA
Leadership Potential Utilization	9 %	44 %	NA	NA	50 %	NA	NA
Number of Assessors	1	12	0	0	12	0	0

THE LEADERSHIP CIRCLE PROFILE RESULTS

Creative Dimensions

Sample Report - Bob Jones

1/23/2011

	Self	Evals	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	12	0	0	12	0	0
Relating	20 %	77 %	NA	NA	77 %	NA	NA
Average Response	3.64	4.24	NA	NA	4.24	NA	NA
Caring Connection	21 %	80 %	NA	NA	78 %	NA	NA
Average Response	3.40	4.35	NA	NA	4.35	NA	NA
Fosters Team Play	12 %	81 %	NA	NA	80 %	NA	NA
Average Response	3.49	4.39	NA	NA	4.39	NA	NA
Collaborator	53 %	68 %	NA	NA	70 %	NA	NA
Average Response	4.00	4.17	NA	NA	4.17	NA	NA
Mentoring & Developing	40 %	92 %	NA	NA	90 %	NA	NA
Average Response	3.83	4.49	NA	NA	4.49	NA	NA
Interpersonal Intelligence	16 %	45 %	NA	NA	50 %	NA	NA
Average Response	3.51	3.90	NA	NA	3.90	NA	NA
Self-Awareness	37 %	18 %	NA	NA	25 %	NA	NA
Average Response	3.69	3.61	NA	NA	3.61	NA	NA
Selfless Leader	34 %	43 %	NA	NA	48 %	NA	NA
Average Response	3.24	3.40	NA	NA	3.40	NA	NA
Balance	71 %	6 %	NA	NA	10 %	NA	NA
Average Response	3.83	3.06	NA	NA	3.06	NA	NA
Composure	34 %	37 %	NA	NA	44 %	NA	NA
Average Response	3.71	3.85	NA	NA	3.85	NA	NA
Personal Learner	17 %	18 %	NA	NA	26 %	NA	NA
Average Response	3.74	3.78	NA	NA	3.78	NA	NA
Authenticity	0 %	33 %	NA	NA	40 %	NA	NA
Average Response	2.86	4.05	NA	NA	4.05	NA	NA
Integrity	0 %	36 %	NA	NA	43 %	NA	NA
Average Response	2.79	4.27	NA	NA	4.27	NA	NA
Courageous Authenticity	6 %	31 %	NA	NA	37 %	NA	NA
Average Response	2.95	3.79	NA	NA	3.79	NA	NA

Questions Related to Each Dimension

Creative Dimensions

Relating

Caring Connection

I connect deeply with others.
I am compassionate.
I form warm and caring relationships.

Fosters Team Play

I create a positive climate that supports people doing their best.
I promote high levels of teamwork through my leadership style.
I share leadership.

Collaborator

I negotiate for the best interest of both parties.
I work to find common ground.
I create common ground for agreement.

Mentoring & Developing

I help direct reports create development plans.
I am a people builder/developer.
I provide feedback focused on professional growth.
I help people learn, improve, and change.

Interpersonal Intelligence

I take responsibility for my part of relationship problems.
In a conflict, I accurately restate the opinions of others.
I listen openly to criticism and ask questions to further understand.
I directly address issues that get in the way of team performance.
I display a high degree of skill in resolving conflict.

Self-Awareness

Selfless Leader

I am relatively uninterested in personal credit.
I lead in ways that others say, 'we did it ourselves.'
I act with humility.
I get the job done with no need to attract attention to myself.
I take forthright action without needing recognition.

Balance

I balance work and personal life.
I find enough time for personal reflection.

Composure

I am composed under pressure.
I am a calming influence in difficult situations.
I handle stress and pressure very well.

Personal Learner

I learn from mistakes.
I personally search for meaning.
I investigate the deeper reality that lies behind events/circumstances.
I examine the assumptions that lay behind my actions.

Authenticity

Integrity

I exhibit personal behavior consistent with my values.
I hold to my values during good and bad times.
I lead in a manner that is completely aligned with my values.

Courageous Authenticity

I surface the issues others are reluctant to talk about.
I speak directly even on controversial issues.
I am courageous in meetings.

THE LEADERSHIP CIRCLE PROFILE RESULTS

Creative Dimensions (Continued)

Sample Report - Bob Jones

1/23/2011

	Self	Evals	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	12	0	0	12	0	0
Systems Awareness	42 %	52 %	NA	NA	56 %	NA	NA
Average Response	3.66	3.87	NA	NA	3.87	NA	NA
Community Concern	65 %	64 %	NA	NA	65 %	NA	NA
Average Response	3.90	3.97	NA	NA	3.97	NA	NA
Sustainable Productivity	32 %	44 %	NA	NA	49 %	NA	NA
Average Response	3.67	3.89	NA	NA	3.89	NA	NA
Systems Thinker	21 %	39 %	NA	NA	43 %	NA	NA
Average Response	3.27	3.69	NA	NA	3.69	NA	NA
Achieving	5 %	54 %	NA	NA	59 %	NA	NA
Average Response	3.33	4.14	NA	NA	4.14	NA	NA
Strategic Focus	12 %	34 %	NA	NA	42 %	NA	NA
Average Response	3.51	3.92	NA	NA	3.92	NA	NA
Purposeful & Visionary	35 %	77 %	NA	NA	77 %	NA	NA
Average Response	3.73	4.28	NA	NA	4.28	NA	NA
Achieves Results	1 %	66 %	NA	NA	69 %	NA	NA
Average Response	3.10	4.38	NA	NA	4.38	NA	NA
Decisiveness	1 %	23 %	NA	NA	30 %	NA	NA
Average Response	2.82	3.85	NA	NA	3.85	NA	NA

Question Related to Each Dimension

Creative Dimensions (Continued)

Systems Awareness

Community Concern

I create vision that goes beyond the organization to include making a positive impact on the world.
I attend to the long-term impact of strategic decisions on the community.
I balance community welfare with short-term profitability.
I live an ethic of service to others and the world.
I stress the role of the organization as corporate citizen.

Sustainable Productivity

I balance 'bottom line' results with other organizational goals.
I allocate resources appropriately so as not to use people up.
I balance short-term results with long-term organizational health.

Systems Thinker

I reduce activities that waste resources.
I redesign the system to solve multiple problems simultaneously.
I evolve organizational systems until they produce envisioned results.

Achieving

Strategic Focus

I see the integration between all parts of the system.
I accurately anticipate future consequences to current action.
I focus in quickly on the key issues.
I have a firm grasp of the market place dynamics.
I provide strategic direction that is thoroughly thought through.
I am a gifted strategist.
I integrate multiple streams of information into a coherent strategy.
I establish a strategic direction that helps the organization to thrive.
I stay abreast of trends in the external environment that could impact the business currently and in the future.

Purposeful & Visionary

I am a good role model for the vision I espouse.
I live and work with a deep sense of purpose.
I communicate a compelling vision.
I inspire others with vision.
I provide strategic vision for the organization.
I articulate a vision that creates alignment within the organization.

Achieves Results

I am quick to seize opportunities upon noticing them.
I pursue results with drive and energy.
I am proficient at achieving high quality results on key initiatives.
I strive for continuous improvement.

Decisiveness

I am an efficient decision maker.
I make the tough decisions when required.
I make decisions in a timely manner.

THE LEADERSHIP CIRCLE PROFILE RESULTS

Reactive Dimensions

Sample Report - Bob Jones

1/23/2011

	Self	Evals	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	12	0	0	12	0	0
Controlling	43 %	72 %	NA	NA	68 %	NA	NA
Average Response	2.49	2.64	NA	NA	2.64	NA	NA
Perfect	15 %	65 %	NA	NA	64 %	NA	NA
Average Response	2.73	3.40	NA	NA	3.40	NA	NA
Driven	23 %	99 %	NA	NA	97 %	NA	NA
Average Response	2.97	4.14	NA	NA	4.14	NA	NA
Ambition	41 %	98 %	NA	NA	97 %	NA	NA
Average Response	2.69	3.93	NA	NA	3.93	NA	NA
Autocratic	51 %	45 %	NA	NA	44 %	NA	NA
Average Response	2.38	2.08	NA	NA	2.08	NA	NA
Protecting	78 %	43 %	NA	NA	41 %	NA	NA
Average Response	2.68	1.79	NA	NA	1.79	NA	NA
Arrogance	88 %	19 %	NA	NA	23 %	NA	NA
Average Response	3.01	1.39	NA	NA	1.39	NA	NA
Critical	18 %	17 %	NA	NA	19 %	NA	NA
Average Response	1.71	1.49	NA	NA	1.49	NA	NA
Distance	88 %	77 %	NA	NA	71 %	NA	NA
Average Response	3.15	2.28	NA	NA	2.28	NA	NA
Complying	95 %	85 %	NA	NA	77 %	NA	NA
Average Response	3.17	2.46	NA	NA	2.46	NA	NA
Passive	96 %	81 %	NA	NA	73 %	NA	NA
Average Response	3.05	2.11	NA	NA	2.11	NA	NA
Belonging	83 %	93 %	NA	NA	87 %	NA	NA
Average Response	3.10	2.89	NA	NA	2.89	NA	NA
Pleasing	84 %	52 %	NA	NA	49 %	NA	NA
Average Response	3.77	2.67	NA	NA	2.67	NA	NA
Conservative	21 %	9 %	NA	NA	13 %	NA	NA
Average Response	2.70	2.80	NA	NA	2.80	NA	NA

Questions Related to Each Dimension

Reactive Dimensions

Controlling

Perfect

- I believe average is definitely not good enough.
- I need to perform flawlessly.
- I expect extremely high standards of others.
- I am a perfectionist.
- I try to do everything perfectly well.
- I need to excel in every situation.
- I am critical of myself when things don't go as well as expected.

Driven

- I try too hard to be the best at everything I take on.
- I drive myself excessively hard.
- I push myself too hard.
- I am a workaholic.

Ambition

- I believe winning is what really matters.
- I believe to feel good, one must constantly move up.
- I am aggressive.
- I am excessively ambitious.

Autocratic

- I tend to control others.
- I have to get my own way.
- I dictate rather than influence what others do.
- I am domineering.
- I pursue results at the expense of people.

Protecting

Arrogance

- I am self-centered.
- I am arrogant.
- I have too big of an ego.

Critical

- I am critical.
- I hurt people's feelings.
- I put people down.
- I am sarcastic and/or cynical.

Distance

- I am emotionally distant.
- I am hard to get to know.
- I am aloof.
- I remain standoffish.

Complying

Passive

- I am passive.
- I lack passion.
- I am wishy-washy in decision making.
- I lack drive.

Belonging

- I adopt others' points of view so as not to disappoint them.
- I try to please others by going along to get along.
- I work too hard for others' acceptance.
- I am overly conservative.
- I try too hard to conform to the group's rules/norms.
- I play it too safe.

Pleasing

- I worry about others' judgment.
- I need the approval of others.
- I need to be accepted by others.
- I need to be admired by others.

Conservative

- I am conservative.
- I conform to rules.
- I follow conventional ways of doing things.

Sorted by Self

Sample Report - Bob Jones 1/23/2011	Self Percentile	Evals Percentile
Dimensions		
Passive	96 %	81 %
Arrogance	88 %	19 %
Distance	88 %	77 %
Pleasing	84 %	52 %
Belonging	83 %	93 %
Balance	71 %	6 %
Community Concern	65 %	64 %
Collaborator	53 %	68 %
Autocratic	51 %	45 %
Ambition	41 %	98 %
Mentoring & Developing	40 %	92 %
Purposeful & Visionary	35 %	77 %
Selfless Leader	34 %	43 %
Composure	34 %	37 %
Sustainable Productivity	32 %	44 %
Driven	23 %	99 %
Caring Connection	21 %	80 %
Systems Thinker	21 %	39 %
Conservative	21 %	9 %
Critical	18 %	17 %
Personal Learner	17 %	18 %
Interpersonal Intelligence	16 %	45 %
Perfect	15 %	65 %
Fosters Team Play	12 %	81 %
Strategic Focus	12 %	34 %
Courageous Authenticity	6 %	31 %
Achieves Results	1 %	66 %
Decisiveness	1 %	23 %
Integrity	0 %	36 %
Summary Dimensions		
Complying	95 %	85 %
Protecting	78 %	43 %
Controlling	43 %	72 %
Systems Awareness	42 %	52 %
Self-Awareness	37 %	18 %
Relating	20 %	77 %
Achieving	5 %	54 %
Authenticity	0 %	33 %
Summary Measures		
Relationship-Task Balance	19 %	42 %
Reactive-Creative Scale	9 %	45 %
Leadership Potential Utilization	9 %	44 %

Sorted by Evaluator Score

Sample Report - Bob Jones 1/23/2011	Self Percentile	Evals Percentile
Dimensions		
Driven	23 %	99 %
Ambition	41 %	98 %
Belonging	83 %	93 %
Mentoring & Developing	40 %	92 %
Fosters Team Play	12 %	81 %
Passive	96 %	81 %
Caring Connection	21 %	80 %
Purposeful & Visionary	35 %	77 %
Distance	88 %	77 %
Collaborator	53 %	68 %
Achieves Results	1 %	66 %
Perfect	15 %	65 %
Community Concern	65 %	64 %
Pleasing	84 %	52 %
Interpersonal Intelligence	16 %	45 %
Autocratic	51 %	45 %
Sustainable Productivity	32 %	44 %
Selfless Leader	34 %	43 %
Systems Thinker	21 %	39 %
Composure	34 %	37 %
Integrity	0 %	36 %
Strategic Focus	12 %	34 %
Courageous Authenticity	6 %	31 %
Decisiveness	1 %	23 %
Arrogance	88 %	19 %
Personal Learner	17 %	18 %
Critical	18 %	17 %
Conservative	21 %	9 %
Balance	71 %	6 %
Summary Dimensions		
Complying	95 %	85 %
Relating	20 %	77 %
Controlling	43 %	72 %
Achieving	5 %	54 %
Systems Awareness	42 %	52 %
Protecting	78 %	43 %
Authenticity	0 %	33 %
Self-Awareness	37 %	18 %
Summary Measures		
Reactive-Creative Scale	9 %	45 %
Leadership Potential Utilization	9 %	44 %
Relationship-Task Balance	19 %	42 %

Feedback Comments

End of Sample Report - Bob Jones's Report