



**ME Sample Report 1**

**The Leadership Circle Manager Profile Report**

Monday, September 29, 2014



The Leadership Circle

# The Leadership Circle Manager Profile Report

## ME Sample Report 1

9/29/2014

Average Response on a 5 point scale

	Self-Evaluation	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	4.40	4.20	4.41	4.48	3.72	4.42	4.34
Being	4.33	4.17	4.12	4.44	3.82	4.39	4.31
Achieving	3.50	3.76	3.35	3.61	3.30	4.31	3.90
Controlling	1.93	1.68	1.67	1.56	1.95	1.42	1.71
Protecting	1.06	1.42	1.23	1.15	1.97	1.22	1.16
Complying	2.33	2.10	2.96	1.65	2.41	1.49	2.15
Leadership Effectiveness	3.89	4.05	3.84	4.39	3.55	4.46	4.19
Number of Assessors	1	17	2	1	5	5	4

## The Leadership Circle Manager Profile Report

### ME Sample Report 1

9/29/2014

Percentile Scores: Comparison to the Norm Group

	Self-Evaluation	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	84 %	72 %	84 %	87 %	31 %	80 %	71 %
Being	86 %	66 %	62 %	86 %	30 %	78 %	68 %
Achieving	18 %	22 %	20 %	29 %	8 %	63 %	29 %
Controlling	11 %	5 %	18 %	10 %	22 %	3 %	13 %
Protecting	0 %	10 %	13 %	7 %	56 %	7 %	5 %
Complying	50 %	53 %	91 %	13 %	76 %	7 %	65 %
Reactive-Creative Scale	90 %	76 %	61 %	87 %	32 %	93 %	74 %
Relationship-Task Balance	5 %	8 %	4 %	8 %	12 %	48 %	12 %
Leadership Potential Utilization	44 %	42 %	20 %	47 %	20 %	89 %	47 %
Leadership Effectiveness	68 %	52 %	44 %	76 %	24 %	71 %	51 %
Number of Assessors	1	17	2	1	5	5	4

# THE LEADERSHIP CIRCLE MANAGER PROFILE RESULTS

## Creative Dimensions

ME Sample Report 1

9/29/2014

	Self 1	Evaluators 17	Boss's Boss 2	Boss 1	Peers 5	Direct Reports 5	Other 4
<b>Relating</b>	<b>84 %</b>	<b>72 %</b>	<b>84 %</b>	<b>87 %</b>	<b>31 %</b>	<b>80 %</b>	<b>71 %</b>
Average Response	4.40	4.20	4.41	4.48	3.72	4.42	4.34
<b>Caring</b>	<b>87 %</b>	<b>82 %</b>	<b>91 %</b>	<b>85 %</b>	<b>47 %</b>	<b>82 %</b>	<b>86 %</b>
Average Response	4.50	4.35	4.68	4.50	3.88	4.45	4.60
<b>Mentoring</b>	<b>70 %</b>	<b>59 %</b>	<b>48 %</b>	<b>77 %</b>	<b>28 %</b>	<b>78 %</b>	<b>56 %</b>
Average Response	4.24	4.06	3.86	4.33	3.61	4.44	4.17
<b>Teamwork</b>	<b>86 %</b>	<b>61 %</b>	<b>86 %</b>	<b>90 %</b>	<b>25 %</b>	<b>74 %</b>	<b>50 %</b>
Average Response	4.50	4.17	4.52	4.67	3.63	4.47	4.17
<b>Interpersonal</b>	<b>74 %</b>	<b>72 %</b>	<b>88 %</b>	<b>81 %</b>	<b>30 %</b>	<b>73 %</b>	<b>76 %</b>
Average Response	4.36	4.19	4.52	4.42	3.76	4.30	4.38
<b>Being</b>	<b>86 %</b>	<b>66 %</b>	<b>62 %</b>	<b>86 %</b>	<b>30 %</b>	<b>78 %</b>	<b>68 %</b>
Average Response	4.33	4.17	4.12	4.44	3.82	4.39	4.31
<b>Balance</b>	<b>75 %</b>	<b>57 %</b>	<b>40 %</b>	<b>18 %</b>	<b>42 %</b>	<b>53 %</b>	<b>96 %</b>
Average Response	3.98	3.83	3.58	3.00	3.66	3.83	4.55
<b>Composure</b>	<b>81 %</b>	<b>57 %</b>	<b>34 %</b>	<b>88 %</b>	<b>33 %</b>	<b>65 %</b>	<b>70 %</b>
Average Response	4.39	4.06	3.67	4.56	3.69	4.26	4.33
<b>Integrity</b>	<b>79 %</b>	<b>68 %</b>	<b>85 %</b>	<b>92 %</b>	<b>30 %</b>	<b>75 %</b>	<b>57 %</b>
Average Response	4.52	4.42	4.75	4.88	4.03	4.58	4.44
<b>Courage</b>	<b>65 %</b>	<b>58 %</b>	<b>42 %</b>	<b>90 %</b>	<b>37 %</b>	<b>81 %</b>	<b>41 %</b>
Average Response	4.14	4.04	3.75	4.52	3.76	4.42	3.95
<b>Achieving</b>	<b>18 %</b>	<b>22 %</b>	<b>20 %</b>	<b>29 %</b>	<b>8 %</b>	<b>63 %</b>	<b>29 %</b>
Average Response	3.50	3.76	3.35	3.61	3.30	4.31	3.90
<b>Vision</b>	<b>36 %</b>	<b>27 %</b>	<b>24 %</b>	<b>33 %</b>	<b>9 %</b>	<b>68 %</b>	<b>35 %</b>
Average Response	3.61	3.65	3.15	3.47	3.09	4.30	3.82
<b>Strategy</b>	<b>12 %</b>	<b>19 %</b>	<b>19 %</b>	<b>23 %</b>	<b>12 %</b>	<b>62 %</b>	<b>17 %</b>
Average Response	3.00	3.59	3.05	3.25	3.24	4.24	3.56
<b>Results</b>	<b>13 %</b>	<b>18 %</b>	<b>22 %</b>	<b>42 %</b>	<b>4 %</b>	<b>53 %</b>	<b>35 %</b>
Average Response	3.70	3.95	3.77	4.10	3.38	4.39	4.18
<b>Decisions</b>	<b>49 %</b>	<b>34 %</b>	<b>26 %</b>	<b>37 %</b>	<b>17 %</b>	<b>61 %</b>	<b>45 %</b>
Average Response	4.00	3.97	3.65	3.83	3.61	4.35	4.16

## Questions Related to Each Dimension

### Creative Dimensions

#### Relating

Caring	<p>I connect deeply with others.</p> <p>I am compassionate.</p> <p>I form warm and caring relationships.</p>
Mentoring	<p>I help direct reports create development plans.</p> <p>I am a people builder/developer.</p> <p>I provide feedback focused on professional growth.</p> <p>I help people learn, improve, and change.</p>
Teamwork	<p>I create a positive climate that supports people doing their best.</p> <p>I promote high levels of teamwork through my leadership style.</p> <p>I share leadership.</p>
Interpersonal	<p>I learn from mistakes.</p> <p>I take responsibility for my part of relationship problems.</p> <p>In a conflict, I accurately restate the opinions of others.</p> <p>I listen openly to criticism and ask questions to further understand.</p>

#### Being

Balance	<p>I balance work and personal life.</p> <p>I find enough time for personal reflection.</p>
Composure	<p>I am composed under pressure.</p> <p>I am a calming influence in difficult situations.</p> <p>I handle stress and pressure very well.</p>
Integrity	<p>I am a good role model for the vision I espouse.</p> <p>I exhibit personal behavior consistent with my values.</p> <p>I hold to my values during good and bad times.</p> <p>I lead in a manner that is completely aligned with my values.</p>
Courage	<p>I surface the issues others are reluctant to talk about.</p> <p>I speak directly even on controversial issues.</p> <p>I am courageous in meetings.</p>

#### Achieving

Vision	<p>I communicate a compelling vision.</p> <p>I inspire others with vision.</p> <p>I provide strategic vision for the organization.</p> <p>I articulate a vision that creates alignment within the organization.</p>
Strategy	<p>I have a firm grasp of the market place dynamics.</p> <p>I provide strategic direction that is thoroughly thought through.</p> <p>I am a gifted strategist.</p> <p>I establish a strategic direction that helps the organization to thrive.</p>
Results	<p>I am quick to seize opportunities upon noticing them.</p> <p>I pursue results with drive and energy.</p> <p>I am proficient at achieving high quality results on key initiatives.</p> <p>I strive for continuous improvement.</p>
Decisions	<p>I am an efficient decision maker.</p> <p>I make the tough decisions when required.</p> <p>I make decisions in a timely manner.</p>

# THE LEADERSHIP CIRCLE MANAGER PROFILE RESULTS

## Reactive Dimensions

### ME Sample Report 1

9/29/2014

	Self	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	17	2	1	5	5	4
<b>Controlling</b>	<b>11 %</b>	<b>5 %</b>	<b>18 %</b>	<b>10 %</b>	<b>22 %</b>	<b>3 %</b>	<b>13 %</b>
Average Response	1.93	1.68	1.67	1.56	1.95	1.42	1.71
<b>Perfectionist</b>	<b>27 %</b>	<b>4 %</b>	<b>38 %</b>	<b>45 %</b>	<b>10 %</b>	<b>2 %</b>	<b>19 %</b>
Average Response	2.95	2.26	2.68	2.90	2.27	1.80	2.46
<b>Ambitious</b>	<b>21 %</b>	<b>7 %</b>	<b>10 %</b>	<b>9 %</b>	<b>22 %</b>	<b>3 %</b>	<b>32 %</b>
Average Response	2.21	1.89	1.53	1.55	2.14	1.58	2.23
<b>Autocratic</b>	<b>13 %</b>	<b>7 %</b>	<b>23 %</b>	<b>11 %</b>	<b>27 %</b>	<b>6 %</b>	<b>11 %</b>
Average Response	1.73	1.55	1.58	1.36	1.86	1.34	1.45
<b>Protecting</b>	<b>0 %</b>	<b>10 %</b>	<b>13 %</b>	<b>7 %</b>	<b>56 %</b>	<b>7 %</b>	<b>5 %</b>
Average Response	1.06	1.42	1.23	1.15	1.97	1.22	1.16
<b>Arrogant</b>	<b>6 %</b>	<b>11 %</b>	<b>19 %</b>	<b>22 %</b>	<b>45 %</b>	<b>10 %</b>	<b>13 %</b>
Average Response	1.00	1.28	1.09	1.16	1.67	1.10	1.13
<b>Critical</b>	<b>2 %</b>	<b>13 %</b>	<b>15 %</b>	<b>20 %</b>	<b>53 %</b>	<b>9 %</b>	<b>10 %</b>
Average Response	1.18	1.43	1.20	1.34	1.89	1.23	1.24
<b>Distant</b>	<b>3 %</b>	<b>15 %</b>	<b>21 %</b>	<b>7 %</b>	<b>68 %</b>	<b>12 %</b>	<b>7 %</b>
Average Response	1.00	1.51	1.35	1.00	2.22	1.28	1.13
<b>Complying</b>	<b>50 %</b>	<b>53 %</b>	<b>91 %</b>	<b>13 %</b>	<b>76 %</b>	<b>7 %</b>	<b>65 %</b>
Average Response	2.33	2.10	2.96	1.65	2.41	1.49	2.15
<b>Passive</b>	<b>38 %</b>	<b>68 %</b>	<b>90 %</b>	<b>12 %</b>	<b>87 %</b>	<b>14 %</b>	<b>72 %</b>
Average Response	1.78	1.93	2.74	1.20	2.36	1.31	1.94
<b>Belonging</b>	<b>70 %</b>	<b>51 %</b>	<b>96 %</b>	<b>26 %</b>	<b>54 %</b>	<b>10 %</b>	<b>65 %</b>
Average Response	2.91	2.40	3.68	2.03	2.48	1.78	2.52
<b>Pleasing</b>	<b>58 %</b>	<b>21 %</b>	<b>47 %</b>	<b>35 %</b>	<b>40 %</b>	<b>9 %</b>	<b>31 %</b>
Average Response	3.09	2.26	2.62	2.44	2.47	1.82	2.22

## Questions Related to Each Dimension

### Reactive Dimensions

#### Controlling

Perfectionist  
I need to perform flawlessly.  
I try too hard to be the best at everything I take on.  
I am a perfectionist.  
I try to do everything perfectly well.  
I need to excel in every situation.

Ambitious  
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

Arrogant  
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.

Distant  
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 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 work too hard for others' acceptance.  
I need to be admired by others.

### Sorted by Self Percentile

	Self Percentile	Evaluator Percentile
<b>Dimensions</b>		
Caring	87 %	82 %
Teamwork	86 %	61 %
Composure	81 %	57 %
Integrity	79 %	68 %
Balance	75 %	57 %
Interpersonal	74 %	72 %
Belonging	70 %	51 %
Mentoring	70 %	59 %
Courage	65 %	58 %
Pleasing	58 %	21 %
Decisions	49 %	34 %
Passive	38 %	68 %
Vision	36 %	27 %
Perfectionist	27 %	4 %
Ambitious	21 %	7 %
Results	13 %	18 %
Autocratic	13 %	7 %
Strategy	12 %	19 %
Arrogant	6 %	11 %
Distant	3 %	15 %
Critical	2 %	13 %
<b>Summary Dimensions</b>		
Being	86 %	66 %
Relating	84 %	72 %
Complying	50 %	53 %
Achieving	18 %	22 %
Controlling	11 %	5 %
Protecting	0 %	10 %
<b>Summary Measures</b>		
Reactive-Creative Scale	90 %	76 %
Leadership Effectiveness	68 %	52 %
Leadership Potential Utilization	44 %	42 %
Relationship-Task Balance	5 %	8 %

### Sorted by Evaluator Percentile

	Self Percentile	Evaluator Percentile
<b>Dimensions</b>		
Caring	87 %	82 %
Interpersonal	74 %	72 %
Integrity	79 %	68 %
Passive	38 %	68 %
Teamwork	86 %	61 %
Mentoring	70 %	59 %
Courage	65 %	58 %
Balance	75 %	57 %
Composure	81 %	57 %
Belonging	70 %	51 %
Decisions	49 %	34 %
Vision	36 %	27 %
Pleasing	58 %	21 %
Strategy	12 %	19 %
Results	13 %	18 %
Distant	3 %	15 %
Critical	2 %	13 %
Arrogant	6 %	11 %
Autocratic	13 %	7 %
Ambitious	21 %	7 %
Perfectionist	27 %	4 %
<b>Summary Dimensions</b>		
Relating	84 %	72 %
Being	86 %	66 %
Complying	50 %	53 %
Achieving	18 %	22 %
Protecting	0 %	10 %
Controlling	11 %	5 %
<b>Summary Measures</b>		
Reactive-Creative Scale	90 %	76 %
Leadership Effectiveness	68 %	52 %
Leadership Potential Utilization	44 %	42 %
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End of ME Sample Report 1's Report