THE LEADERSHIP CIRCLE ™

LEADERSHIP
CULTURE SURVEY
REPORT

Leadership Culture Survey Report

for
Sample Company
(Entire Organization)

13-Jun-05

Average Response on a 15 point scale

	Actual Avg.	Actual %	Ideal Avg.	Ideal %
Relating	8.62	41	11.53	79
Self-Awareness	9.08	41	11.94	83
Authenticity	9.28	50	11.85	83
Systems Awareness	8.31	43	11.37	82
Achieving	8.97	43	12.58	85
Controlling	8.07	62	7.28	46
Protecting	6.30	55	4.26	33
Complying	7.80	56	5.75	22
Creative-Reactive Scale	1.30	42	5.92	80
Relationship-Task Balance	0.93	59	0.90	51

Results based on responses from 15 employees of Sample Company.

How percentile scores are calculated:

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

The **Ideal %** score is calculated by comparing your Ideal Ave. 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 Ave. score to our data base of Ideal scores.

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 leadership culture 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 the culture 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 un-discussibles (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.

THE REACTIVE LEADERSHIP STYLES measure ways of leading that have significant strengths associated with them, but also reflect inner beliefs and behavior 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.
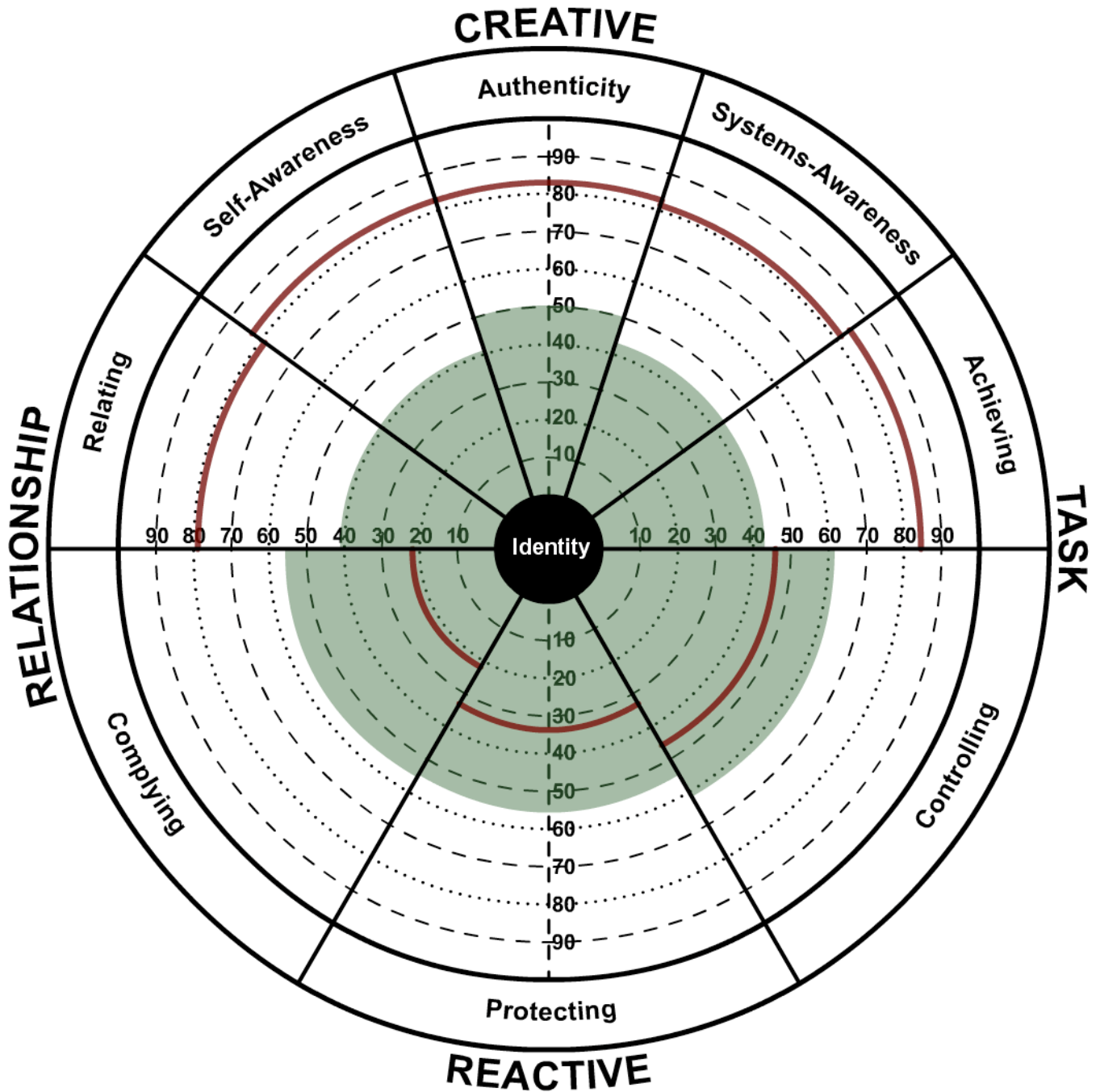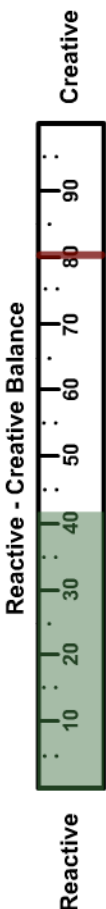
The Protecting Dimension measures how leaders act to protect themselves and establish a sense of worth/security by emotionally withdrawing and remaining distant, hidden, aloof, cynical, superior, and/or rational. This stance is often intellectually bright, but overly critical and cold.

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.

THE SUMMARY MEASURES bring everything together. They summarize the above into a few useful measures.

Creative-Reactive Scale reflects the degree of balance between the creative dimensions and the reactive dimensions. The percentile score here gives you a sense of how your leadership culture 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 creative or reactive 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.

Relationship-Task Balance measures the degree of balance your organization shows between the achievement competencies and the relationship 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. Good balance results in high percentile scores.

CULTURE SURVEY

Low Balance | Relationship - Task Balance | High Balance

Reactive - Creative Balance

Creative

Reactive

CREATIVE

Authenticity

Self-Awareness

Systems-Awareness

Relating

RELATIONSHIP

Identity

TASK

Achieving

Complying

Controlling

Protecting

REACTIVE

Sample Company
(Entire Organization)

**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.

Key:

━━━ **Desired Culture**

▨ **Actual Culture**

Sample Company	Actual	Actual	Ideal	Ideal	Ideal to Ideal
(Entire Organization)	Avg.	%	Avg.	%	%
13-Jun-05					
Relating	8.6	41	11.5	79	42
Caring Connection	7.8	39	8.7	49	30
Fosters Team Play	8.3	43	12.6	84	54
Collaborator	9.3	46	11.5	76	46
Mentoring & Developing	9.4	44	13.0	86	58
Interpersonal Intelligence	8.7	47	12.1	84	53
Involvement	8.3	48	11.3	79	53
Self-Awareness	9.1	41	11.9	83	56
Selfless Leader	9.4	43	11.9	77	61
Balance	8.8	49	11.4	79	54
Composure	8.7	39	12.3	80	58
Personal Learner	9.4	52	12.2	83	55
Authenticity	9.3	50	11.9	83	51
Integrity	9.7	51	11.3	73	48
Courageous Authenticity	8.9	52	12.4	88	58
Systems Awareness	8.3	43	11.4	82	51
Community Concern	7.1	30	10.7	69	40
Sustainable Productivity	8.7	53	12.1	86	51
Systems Thinker	8.1	44	11.9	82	58
Customer Focus	9.3	59	10.8	74	59
Achieving	9.0	43	12.6	85	57
Strategic Focus	8.5	45	12.4	85	57
Purposeful & Visionary	8.2	43	12.0	81	55
Achieves Results	10.4	48	12.9	81	65
Decisiveness	8.8	46	13.0	88	65
Controlling	8.1	62	7.3	46	75
Perfect	8.5	61	8.6	61	68
Driven	8.1	55	7.7	50	69
Ambition	8.3	67	8.5	67	77
Autocratic	7.3	58	4.3	29	61
Protecting	6.3	55	4.3	33	66
Arrogance	5.7	52	3.9	36	65
Critical	6.2	59	4.2	39	75
Distance	6.9	59	4.7	36	63
Complying	7.8	56	5.8	22	60
Conservative	9.1	66	6.2	30	55
Pleasing	8.6	55	7.1	34	61
Belonging	6.8	52	6.0	44	65
Passive	6.7	57	3.6	26	59
Creative-Reactive Scale	1.3	42	5.9	80	39
Relationship-Task Balance	0.9	59	0.9	51	41

Results based on responses from 15 employees of Sample Company.

LEADERSHIP CULTURE SURVEY RESULTS

Creative Dimensions

Sample Company (Entire Organization)	Actual %	Ideal %	LEADERSHIP CULTURE SURVEY QUESTIONS
Relating Average Response	**41** 8.62	**79** 11.53	Leaders in our organization: Members of this team:
Caring Connection Average Response	39 7.77	49 8.70	Connect deeply with others. Form warm and caring relationships.
Fosters Team Play Average Response	43 8.33	84 12.57	Create a positive climate that supports people doing their best. Promote high levels of teamwork through their leadership style.
Collaborator Average Response	46 9.30	76 11.53	Work to find common ground. Create common ground for agreement.
Mentoring & Developing Average Response	44 9.37	86 12.97	Are people builders/developers. Help people learn, improve, and change.
Interpersonal Intelligence Average Response	47 8.67	84 12.13	Take responsibility for their part of relationship problems. Display a high degree of skill in resolving conflict.
Involvement Average Response	48 8.30	79 11.27	Extensively involve people in decision making. Push decision making and problem solving down to the appropriate level.
Self-Awareness Average Response	**41** 9.08	**83** 11.94	Leaders in our organization: Members of this team:
Selfless Leader Average Response	43 9.43	77 11.87	Get the job done with no need to attract attention to themselves. Take forthright action without needing recognition.
Balance Average Response	49 8.83	79 11.43	Balance work and personal life. Find enough time for personal reflection.
Composure Average Response	39 8.70	80 12.27	Are composed under pressure. Handle stress and pressure very well.
Personal Learner Average Response	52 9.37	83 12.20	Investigate the deeper reality that lies behind events/ circumstances. Learn from mistakes.
Authenticity Average Response	**50** 9.28	**83** 11.85	Leaders in our organization: Members of this team:
Integrity Average Response	51 9.70	73 11.33	Are good role models for the vision they espouse. Lead in a manner that is completely aligned with their values.
Courageous Authenticity Average Response	52 8.87	88 12.37	Speak directly even on controversial issues. Are courageous in meetings.

LEADERSHIP CULTURE SURVEY DEFINITIONS

Relating
Caring Connection measures leadership's interest in and ability to form warm, caring relationships.
Fosters Team Play 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.
Collaborator measures the extent to which leaders model and create a culture that encourages collaboration within teams and across the organization.
Mentoring & Developing measures your leaders' ability to develop others through mentoring, maintain growth-enhancing relationships, and help people grow and develop personally and professionally.
Interpersonal Intelligence measures the interpersonal effectiveness with which leaders listen, engage in conflict and controversy, deal with the feelings of others, and manage their own feelings.
Involvement measures how well leaders involve people in decision making and planning.

Self-Awareness
Selfless Leader 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.
Balance measures leadership's ability, in the midst of the conflicting tensions of modern life, to keep a hearty 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.
Composure 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.
Personal Learner 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.

Authenticity
Integrity 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."
Courageous Authenticity measures leaders' willingness to take tough stands, bring up the "un-discussibles" (risky issues the group avoids discussing), and openly deal with difficult relationship problems.

LEADERSHIP CULTURE SURVEY RESULTS

Creative Dimensions (continued)

Sample Company (Entire Organization)	Actual Avg.	Actual %	LEADERSHIP CULTURE SURVEY QUESTIONS
Systems Awareness Average Response	**43** 8.31	**82** 11.37	Leaders in our organization: Members of this team:
Community Concern Average Response	30 7.13	69 10.73	Attend to the long-term impact of strategic decisions on community. Create a vision that goes beyond the organization to include making a positive impact on the world.
Sustainable Productivity Average Response	53 8.73	86 12.07	Allocate resources appropriately so as not to use people up. Balance short-term results with long-term organizational health.
Systems Thinker Average Response	44 8.10	82 11.87	Evolve organizational systems until they produce envisioned results. Redesign the system to solve multiple problems simultaneously.
Customer Focus Average Response	59 9.27	74 10.80	Allow customers to shape our decisions and direction. Solicit customer input that often results in organizational change.
Achieving Average Response	**43** 8.97	**85** 12.58	Leaders in our organization: Members of this team:
Strategic Focus Average Response	45 8.50	85 12.37	Establish a strategic direction that helps the organization to thrive. Provide strategic direction that is thoroughly thought through.
Purposeful & Visionary Average Response	43 8.17	81 12.03	Articulate a vision that creates alignment within the organization. Inspire others with vision.
Achieves Results Average Response	48 10.37	81 12.90	Are proficient at achieving high quality results on key initiatives. Pursue results with drive and energy.
Decisiveness Average Response	46 8.83	88 13.00	Are efficient decision makers. Make decisions in a timely manner.

LEADERSHIP CULTURE SURVEY DEFINITIONS

Systems Awareness
Community Concern 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.
Sustainable Productivity measures your organization's ability to achieve results in a way that maintains or enhances the overall long-term effectiveness of the organization.
Systems Thinker 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.
Customer Focus 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
Strategic Focus measures the extent to which leaders establish and follow a thorough discipline of strategic planning that focuses the organization on the "right stuff."
Purposeful & Visionary 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.
Achieves Results measures the degree to which your organization is goal directed and has a track record of goal achievement and high performance.
Decisiveness measures leaders' ability to make decisions on time, and the extent to which they are comfortable moving forward in uncertainty.

LEADERSHIP CULTURE SURVEY RESULTS

Reactive Dimensions

Sample Company (Entire Organization)	Actual %	Ideal %	LEADERSHIP CULTURE SURVEY QUESTIONS
Controlling Average Response	**62** 8.07	**46** 7.28	Leaders in our organization: Members of this team:
Perfect Average Response	61 8.53	61 8.63	Need to excel in every situation. Need to perform flawlessly.
Driven Average Response	55 8.13	50 7.70	Push themselves too hard. Try too hard to be the best at everything they take on.
Ambition Average Response	67 8.27	67 8.47	Are excessively ambitious. Believe winning is what really matters.
Autocratic Average Response	58 7.33	29 4.30	Have to get their own way. Pursue results at the expense of people.
Protecting Average Response	**55** 6.30	**33** 4.26	Leaders in our organization: Members of this team:
Arrogance Average Response	52 5.73	36 3.87	Are arrogant. Have egos that are too big.
Critical Average Response	59 6.23	39 4.20	Hurt people's feelings. Put people down.
Distance Average Response	59 6.93	36 4.70	Are emotionally distant. Remain standoffish.
Complying Average Response	**56** 7.80	**22** 5.75	Leaders in our organization: Members of this team:
Conservative Average Response	66 9.10	30 6.23	Are too conservative. Follow conventional ways of doing things.
Pleasing Average Response	55 8.63	34 7.10	Need the approval of others. Need to be accepted by others.
Belonging Average Response	52 6.77	44 6.03	Try too hard to conform to the group's rules/norms. Work too hard for others' acceptance.
Passive Average Response	57 6.70	26 3.63	Are wishy-washy in decision making. Lack passion.

LEADERSHIP CULTURE SURVEY DEFINITIONS

Controlling

Perfect 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.

Driven 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.

Ambition 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.

Autocratic 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.

Protecting

Arrogance measures your leadership's tendency to project a large ego—behavior that is experienced as superior, egotistical, and self-centered.

Critical 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.

Distance measures leadership's tendency to protect themselves through a strategy of withdrawal, being superior and remaining aloof, emotionally distant and above it all.

Complying

Conservative 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.

Pleasing 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.

Belonging 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.

Passive 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.

Sorted by Actual

Leadership Culture Survey Report

Sample Company (Entire Organization)	Actual %	Ideal %
Dimensions		
Ambition	**67**	67
Conservative	**66**	30
Perfect	**61**	61
Critical	**59**	39
Distance	**59**	36
Customer Focus	**59**	74
Autocratic	**58**	29
Passive	**57**	26
Driven	**55**	50
Pleasing	**55**	34
Sustainable Productivity	**53**	86
Courageous Authenticity	**52**	88
Arrogance	**52**	36
Belonging	**52**	44
Personal Learner	**52**	83
Integrity	**51**	73
Balance	**49**	79
Achieves Results	**48**	81
Involvement	**48**	79
Interpersonal Intelligence	**47**	84
Decisiveness	**46**	88
Collaborator	**46**	76
Strategic Focus	**45**	85
Mentoring & Developing	**44**	86
Systems Thinker	**44**	82
Selfless Leader	**43**	77
Fosters Team Play	**43**	84
Purposeful & Visionary	**43**	81
Composure	**39**	80
Caring Connection	**39**	49
Community Concern	**30**	69
Summary Dimensions		
Controlling	**62**	46
Complying	**56**	22
Protecting	**55**	33
Authenticity	**50**	83
Systems Awareness	**43**	82
Achieving	**43**	85
Self-Awareness	**41**	83
Relating	**41**	79
Summary Measures		
Creative-Reactive Scale	42	80
Relationship-Task Balance	59	51

Sorted by Ideal

Sample Company (Entire Organization)	Actual %	Ideal %
Dimensions		
Decisiveness	46	**88**
Courageous Authenticity	52	**88**
Sustainable Productivity	53	**86**
Mentoring & Developing	44	**86**
Strategic Focus	45	**85**
Fosters Team Play	43	**84**
Interpersonal Intelligence	47	**84**
Personal Learner	52	**83**
Systems Thinker	44	**82**
Purposeful & Visionary	43	**81**
Achieves Results	48	**81**
Composure	39	**80**
Balance	49	**79**
Involvement	48	**79**
Selfless Leader	43	**77**
Collaborator	46	**76**
Customer Focus	59	**74**
Integrity	51	**73**
Community Concern	30	**69**
Ambition	67	**67**
Perfect	61	**61**
Driven	55	**50**
Caring Connection	39	**49**
Belonging	52	**44**
Critical	59	**39**
Arrogance	52	**36**
Distance	59	**36**
Pleasing	55	**34**
Conservative	66	**30**
Autocratic	58	**29**
Passive	57	**26**
Summary Dimensions		
Achieving	43	**85**
Self-Awareness	41	**83**
Authenticity	50	**83**
Systems Awareness	43	**82**
Relating	41	**79**
Controlling	62	**46**
Protecting	55	**33**
Complying	56	**22**
Summary Measures		
Creative-Reactive Scale	42	80
Relationship-Task Balance	59	51

Sorted by Ideal to Ideal

Sample Company (Entire Organization) 13-Jun-05	Ideal %	Ideal to Ideal %
Dimensions		
Ambition	67	**77**
Critical	39	**75**
Driven	50	**69**
Perfect	61	**68**
Belonging	44	**65**
Decisiveness	88	**65**
Achieves Results	81	**65**
Arrogance	36	**65**
Distance	36	**63**
Pleasing	34	**61**
Selfless Leader	77	**61**
Autocratic	29	**61**
Passive	26	**59**
Customer Focus	74	**59**
Courageous Authenticity	88	**58**
Mentoring & Developing	86	**58**
Composure	80	**58**
Systems Thinker	82	**58**
Strategic Focus	85	**57**
Conservative	30	**55**
Personal Learner	83	**55**
Purposeful & Visionary	81	**55**
Fosters Team Play	84	**54**
Balance	79	**54**
Interpersonal Intelligence	84	**53**
Involvement	79	**53**
Sustainable Productivity	86	**51**
Integrity	73	**48**
Collaborator	76	**46**
Community Concern	69	**40**
Caring Connection	49	**30**
Summary Dimensions		
Controlling	46	**75**
Protecting	33	**66**
Complying	22	**60**
Achieving	85	**57**
Self-Awareness	83	**56**
Systems Awareness	82	**51**
Authenticity	83	**51**
Relating	79	**42**
Summary Measures		
Creative-Reactive Scale	80	39
Relationship-Task Balance	51	41

Sorted by Gap between Actual and Ideal

Sample Company (Entire Organization) 13-Jun-05	Actual %	Ideal %	Gap %
Dimensions			
Decisiveness	46	88	**42**
Fosters Team Play	43	84	**42**
Mentoring & Developing	44	86	**41**
Composure	39	80	**41**
Community Concern	30	69	**40**
Strategic Focus	45	85	**39**
Purposeful & Visionary	43	81	**39**
Systems Thinker	44	82	**38**
Interpersonal Intelligence	47	84	**37**
Conservative	66	30	**(36)**
Courageous Authenticity	52	88	**36**
Selfless Leader	43	77	**34**
Sustainable Productivity	53	86	**33**
Achieves Results	48	81	**33**
Personal Learner	52	83	**31**
Involvement	48	79	**31**
Balance	49	79	**30**
Passive	57	26	**(30)**
Collaborator	46	76	**30**
Autocratic	58	29	**(29)**
Distance	59	36	**(23)**
Integrity	51	73	**22**
Pleasing	55	34	**(21)**
Critical	59	39	**(20)**
Arrogance	52	36	**(16)**
Customer Focus	59	74	**15**
Caring Connection	39	49	**10**
Belonging	52	44	**(8)**
Driven	55	50	**(5)**
Perfect	61	61	**(1)**
Ambition	67	67	**0**
Summary Dimensions			
Self-Awareness	41	83	**42**
Achieving	43	85	**41**
Systems Awareness	43	82	**38**
Relating	41	79	**38**
Complying	56	22	**(34)**
Authenticity	50	83	**33**
Protecting	55	33	**(22)**
Controlling	62	46	**(16)**
Summary Measures			
Creative-Reactive Scale	42	80	**39**
Relationship-Task Balance	59	51	**(8)**
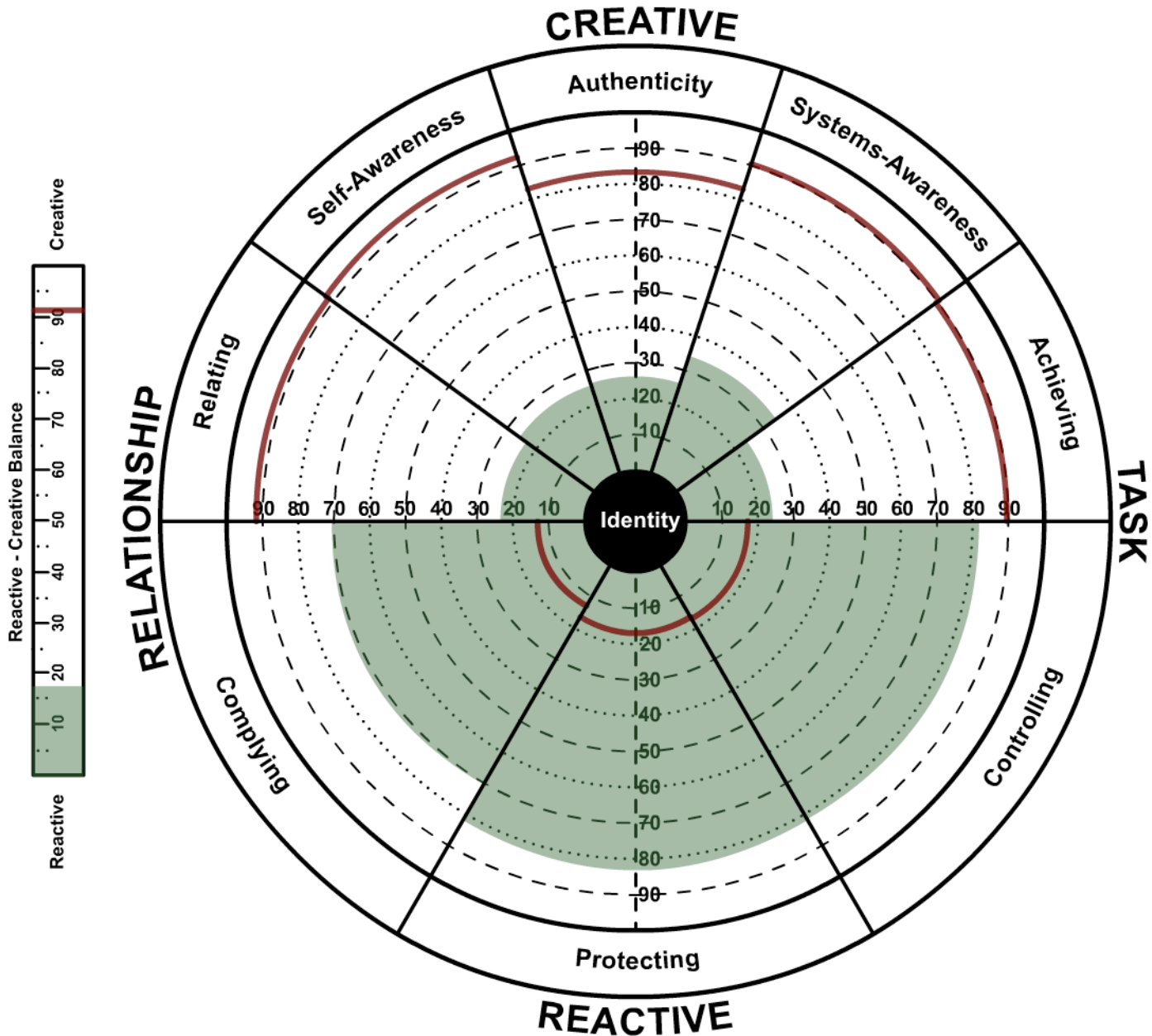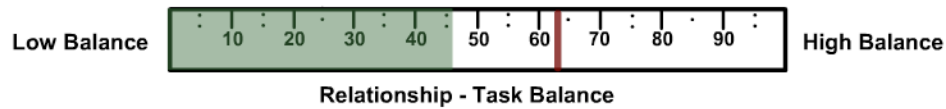
THE LEADERSHIP CIRCLE™

CULTURE SURVEY

Low Balance / High Balance

Relationship - Task Balance

CREATIVE

Authenticity

Self-Awareness

Systems-Awareness

Relating

Achieving

RELATIONSHIP

TASK

Identity

Complying

Controlling

Protecting

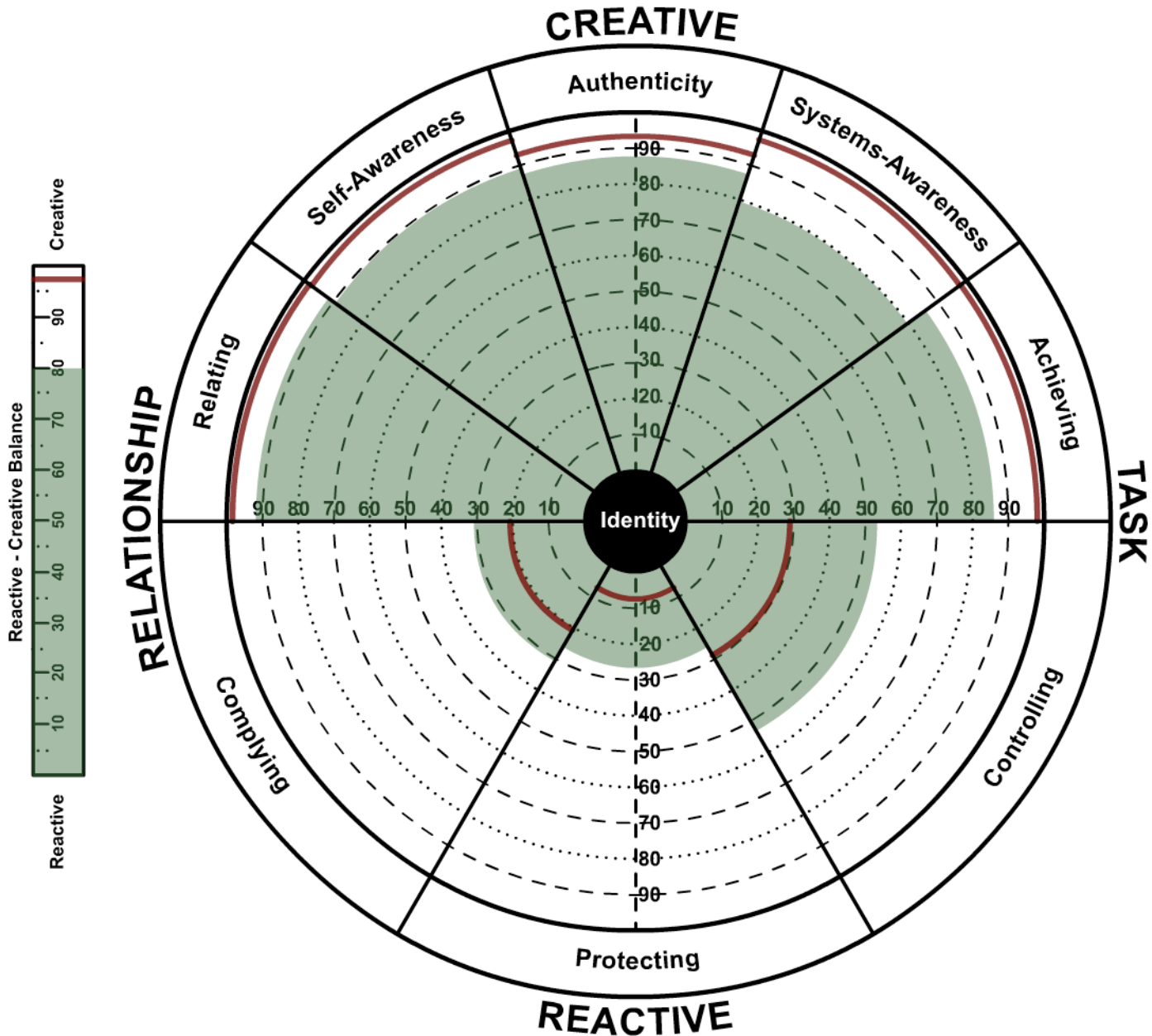**REACTIVE**

Creative

Reactive - Creative Balance

Reactive

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.

Sample Company 2
Leadership Team (only)

Key:

━━━ **Desired Culture**

▓▓▓ **Actual Culture**

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Graph Version: 2.1.6.4

THE LEADERSHIP CIRCLE™

Low Balance 10 20 30 40 50 60 70 80 90 **High Balance**

Relationship - Task Balance

CREATIVE

Authenticity

Self-Awareness

Systems-Awareness

Relating

Achieving

RELATIONSHIP

90 80 70 60 50 40 30 20 10   Identity   10 20 30 40 50 60 70 80 90

TASK

Complying

Controlling

Protecting

REACTIVE

Creative

Reactive - Creative Balance

Reactive

Sample Company 3
General Managers (only)

Key:

▬▬▬ **Desired Culture**

▓▓▓ **Actual Culture**

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Graph Version: 2.1.6.4

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.