These leadership development tools cultivate a very specific type of change – the kind that evolves authentically from the inside out.

They help people become more actualized leaders, standing transformed, having changed their old patterns of action and habits of thought for new ones that yield more positive outcomes.

TAKE YOUR ORGANIZATION TO THE NEXT LEVEL

The Leadership Circle®

Changing the Global Leadership Mind

MOST CHANGE EFFORTS FAIL

not because they are ill conceived, but because at the center of those efforts is an implicit and unrecognized requirement that people behave in ways associated with higher levels of consciousness. We now realize that this is a much bigger demand than we ever understood.

The kind of cultural change we have been striving for requires far more than mere skill development from our leaders. It requires that they grow – that they significantly upgrade their inner 'operating system' to be able to embody the kind of leadership that can create the envisioned culture.

We now recognize that leadership is a process of transformation whereby leaders are encouraged to make a profound shift – to gain a deeper understanding of themselves, the world, and their relationship to others. This deeper work is what The Leadership Circle brings to the table, what we stand for, and the kind of work we invite organizations to experience.

Bob Anderson,
Founder and CEO

Bob Anderson

The Leadership Circle

INTRODUCING THE BREAKTHROUGH 360 DEGREE PROFILE THAT GIVES YOU THE WHOLE PICTURE:

IT CONNECTS
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.

Now Your Leader's Opportunities for Development Rise to the Surface Instantly

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.

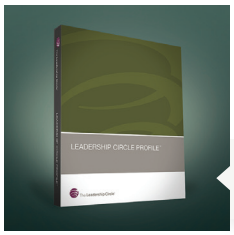
Reactive Tendencies are leadership styles emphasizing caution over creating results, self-protection over productive engagement, and aggression over building alignment. These self-limiting styles over emphasize the focus on gaining the approval of others, protecting yourself, and getting results through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

THE LEADERSHIP CIRCLE PROFILE

This Profile is So Unique, It Defines A New Standard for Leadership Development

Unlike most surveys, the Leadership Circle Profile is a world beyond a mere laundry list of behaviors. LCP integrates well-researched leadership competencies into a unified framework.



This accelerates insight, deepens awareness, and highlights leverage points for change.

Leadership Circle Profile displays results within a high impact framework, not just in the rank order scores found in most surveys. LCP's framework springs from the best models of adult development. This framework shows leaders how they are doing and spotlights hidden motivators driving successful/unsuccessful behavior. It enables a coach who works with the leader "to meet them where they are"–at the depth at which they have the capacity to work.

Leadership Circle Profile's focus and accessibility never overwhelms managers with unrelated data. Managers see the whole picture at a glance, without laboring over volumes of data. LCP elegantly displays critical relationships between strengths/weaknesses, creative competencies /reactive tendencies, and the interaction between inner assumptions and outer behavior.

Benefits

- Reveals to a leader what is going on beneath the surface (what may be keeping him/her stuck in old patterns of behavior), as it cultivates deeper personal awareness
- Enhances the value of coaching and saves time. A coach instantly sees the whole integrated picture. Coaching can start at an advanced level
- Aids in developing teamwork and in succession planning
- Provides a comprehensive metric for tracking leadership development and cultural change and facilitates ongoing performance management
- Allows an organization to measure itself against a large norm-base of similar companies

Within the pages of this binder, your manager enjoys a comprehensive and easy-to-grasp explanation of results, terms, data and patterns. Managers love the clarity and accessibility of this tool.

Elegant, Powerful, Insightful Display of Data

The Leadership Circle Profile reveals how certain assumptions distort or enhance the expression of leadership competencies. The distorting assumptions we call Reactive. The enhancing assumptions we call Creative.

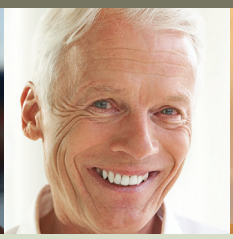
"LCP opened my eyes to my unseen leadership potential."

For example, the leader depicted on the center spread has many competencies. Among these is Decisiveness. However, the high Controlling scores indicate that this individual is reactively driven and will tend to express the Reactive side of the Decisiveness competency by rushing to judgment, shutting out differing views, and confusing expediency with vision. Most surveys would rate him/her as high on Decisiveness. And s/he is high—too high, in fact— because the Decisiveness is being pushed beyond constructive limits by the person's Reactive operating system. In addition, the Relating Competencies are underdeveloped because of the same Reactive bias.

Another leader, anchored in the Creative assumptions, will express the best aspects of the Decisiveness competency. S/he will make decisions in a timely manner, including the tough decisions. S/he will make decisions in the face of uncertainty. In addition, s/he will empower others through delegation, shared decision making, and by allowing others to grow through trial and error. In short, decision making is used as a strategic competency to forward both organizational outcomes and people development.

NOW YOU CAN SEE THE WHOLE PICTURE

The information in the Leadership Circle Profile is rich, thorough, and elegantly organized to elucidate patterns and interactions among all dimensions. The leader can quickly see the whole story and gain insights into his/her creative strengths, the competencies that need development, and the deeper issues that are giving rise to the patterns of competency over/under utilization. Like any well-crafted recipe, the ingredients come together as a complex but integrated whole. To symbolize this, the results are graphically displayed in a circle (see the following page). The placement of dimensions in the circle quickly shows how all of the dimensions interact with each other. The whole picture (strength and weakness, balance and imbalance, internal operating system and external competency) is immediately apparent.



State of the Art Internet Capable

The Leadership Circle Profile is completely administered through the internet. In a very user-friendly environment, participants can fill out the profile on themselves and request feedback from others. Assessors easily log in and provide feedback.

Extensive Support Materials

Feedback reports are included in an extensive binder of support material. Detailed numeric data is efficiently organized for digging into the specifics. All dimensions are described in sufficient depth and clarity so as to support ongoing learning and reflection. Extensive awareness and action planning guides are included. Learning resources and contact information are provided. Leaders also have access to an interactive web site for further learning. In short, support materials facilitate reflection, learning, and behavior change long into the future.

Research Basis

The Leadership Circle Profile is a world class, thoroughly researched and validated instrument. Consultants, coaches, Human Resource and Organizational Development professionals report that LCP is superior to any 360 degree tool they have previously used. Leaders consistently report that LCP was the highlight of their workshop experience.

Organizational Data

The organization can receive summary data on any division, department, or team that will support organizational measurement needs. This turns the profile into a powerful culture assessment and development tool

Normative Data

All results are reported in comparison to an ever-growing norm base. Consequently, the Leadership Circle Profile is a powerful way for a leader to compare him/herself to others inside and outside the organization. It also provides a stable base for year-to-year metrics.

Versatile

Data report-out options are available. Self-report data can be compared to an average score of all those providing feedback, and/or feedback can be split out by boss, peer, and direct reports. In addition, the norm base used for percentile comparisons can be selected. Results can be compared to the entire norm base, a select industry group, and/or organizational level.

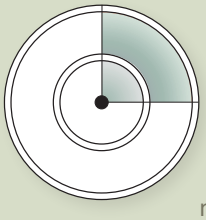
The Complete System

The Leadership Circle Profile is the most complete system for enhancing leadership, organizational assessment, feedback, and development that is available today.

LEADERSHIP CIRCLE PROFILE

To understand the layout of the Profile Graphic, read steps 1 through 4.

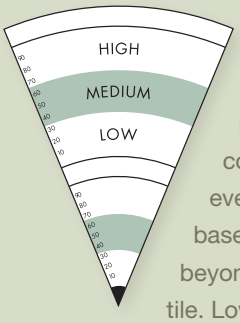
1 CIRCLE WITHIN A CIRCLE



The outer circle displays the results for each of the 29 dimensions measured by LCP. The inner circle dimension summarizes the outer circle dimension into 8 summary scores for the dimensions in the outer circle. The definitions of all these dimensions are found on the next 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

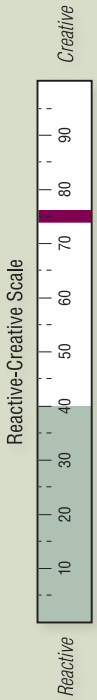


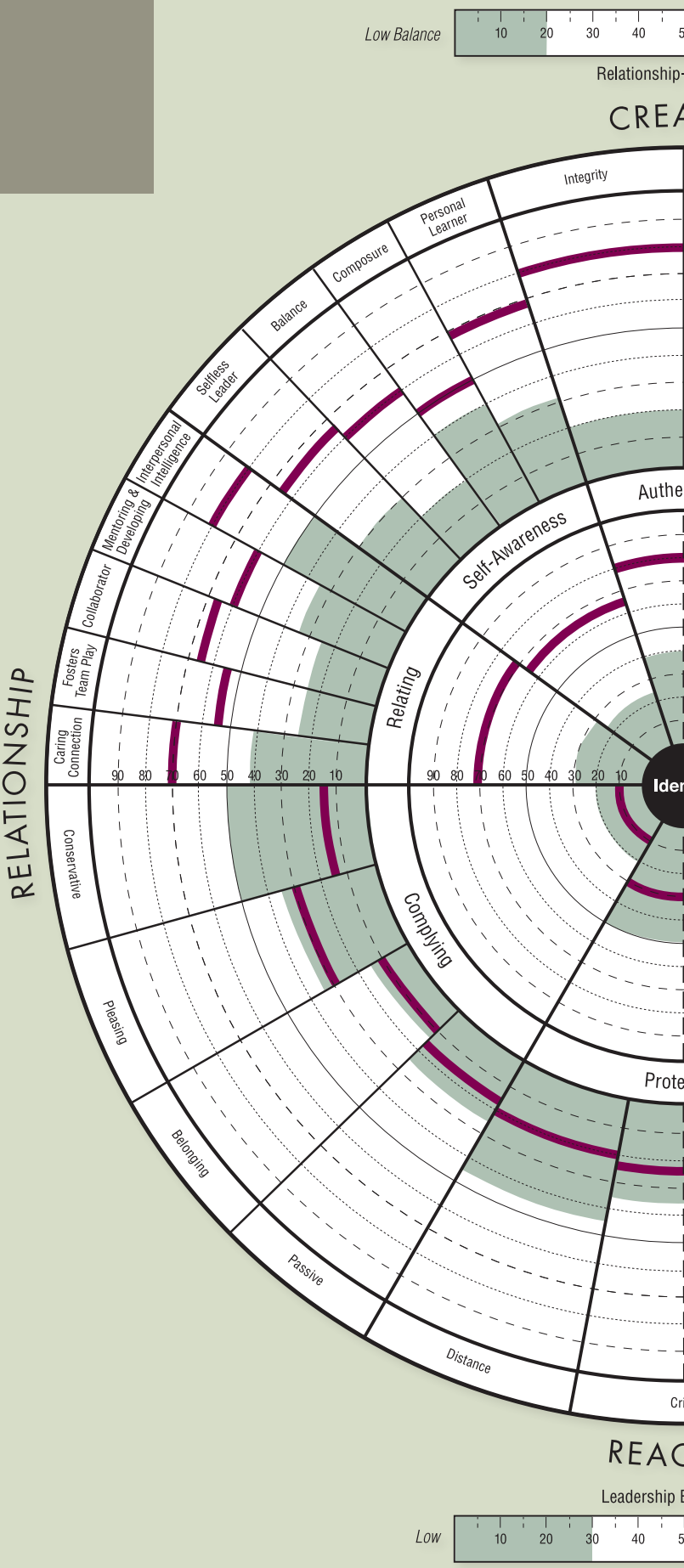
All scores are displayed as percentile scores compared to an ever-growing norm base. High scores are beyond the 67th percentile. Low scores are below the 33rd percentile.

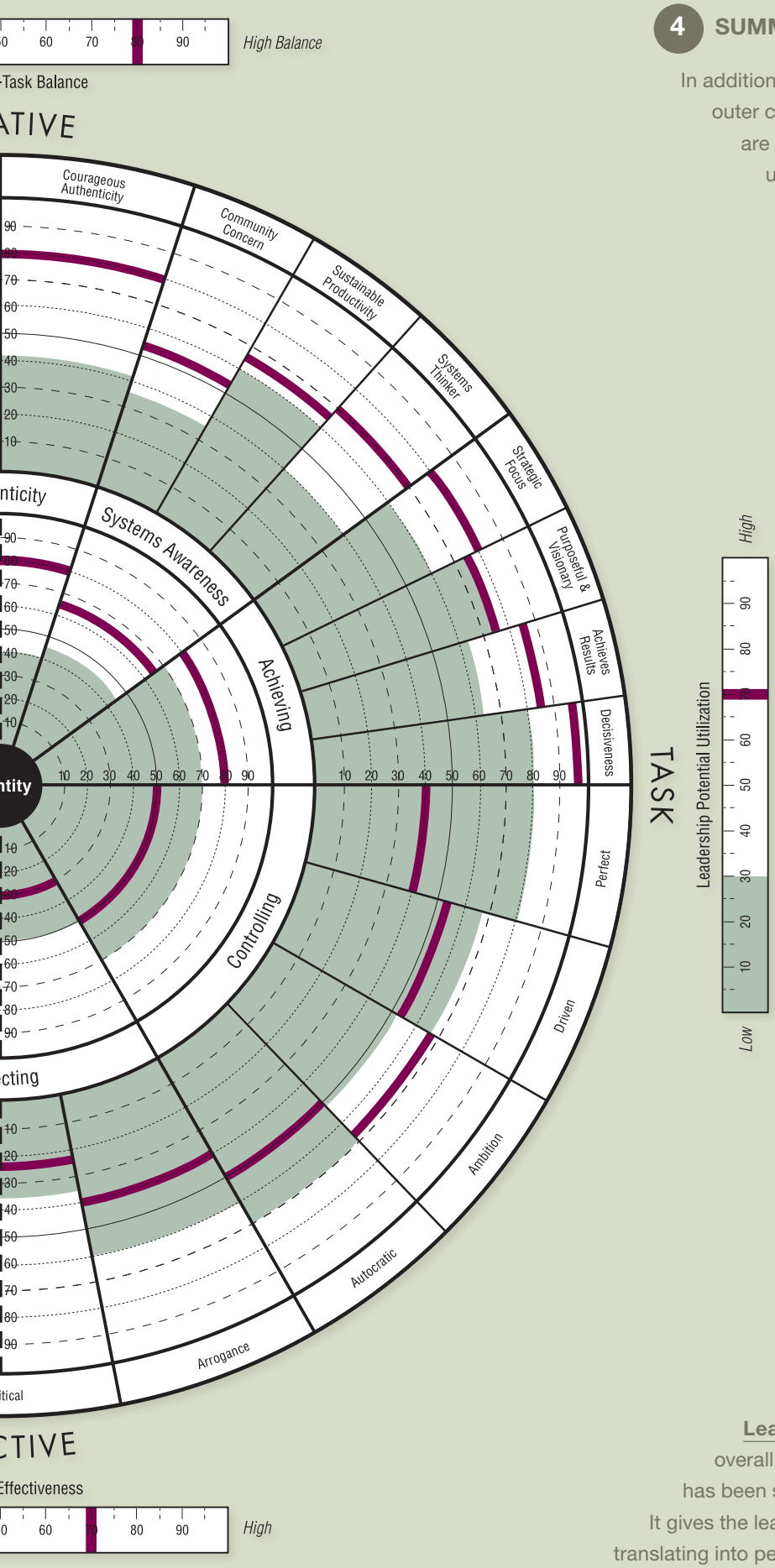
3 KEY

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.

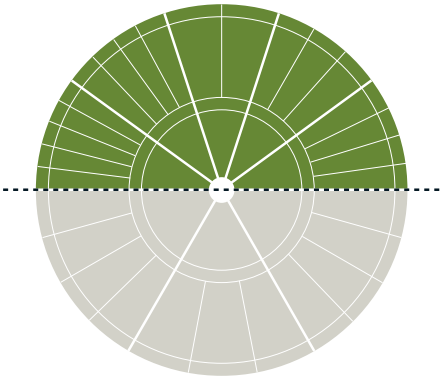
Reactive-Creative Scale reflects the degree of balance between the Creative dimensions and the Reactive dimensions. The percentile score here gives the leader a sense of how s/he compares to other leaders with respect to the amount of energy s/he puts into Reactive versus Creative behavior. It suggests the degree to which his/her leadership, relationships, and goal oriented behavior 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 you show 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. It looks at all the dimensions measured above and compares that overall score to 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 overall effectiveness. It is an outcome research scale and has been shown to be solidly correlated to business outcomes. It gives the leader an overall measure of how all of the above is translating into perceived effectiveness.

THE CREATIVE LEADERSHIP COMPETENCIES



The top half of the circle maps Creative Competencies that contribute to a leader's effectiveness. They measure key leadership behavior 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—which 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 his/her talk."

Courageous Authenticity measures the leader's willingness to take tough stands, bring up the "undiscussable" (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:***

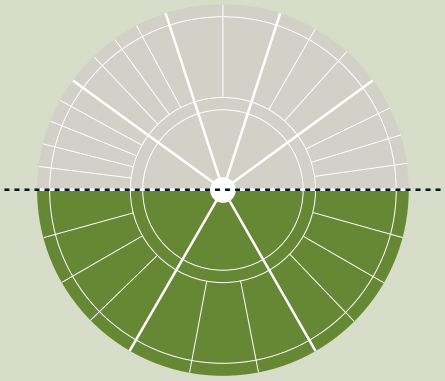
Strategic Focus measures the extent to which the leader thinks and plans rigorously and strategically to ensure that the organization will thrive in the near and long-term.

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 behavior. 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 is 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.

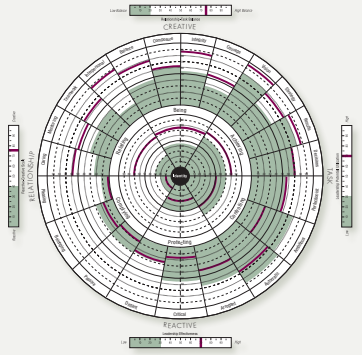
Ambition measures the extent to which the leader needs to get ahead, move up in the organization, and be better than others. Ambition is a powerful motivator. This scale assesses if that motivation is positive—furthering progress—or negative—overly self-centered and competitive.

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.

A COMPLETE SYSTEM FOR LEADERSHIP DEVELOPMENT

In addition to the Leadership Circle Profile, we offer best-in-class assessment and development tools for individuals, groups, teams, and your entire organization.



Leadership Circle Profile Manager Edition:

The New 360° for supervisors and managers

This assessment is used to create understanding around the leadership competencies and limitations of those whose roles are less complex than those of more senior leaders. We have taken our core model and modified it so that our Leadership Circle Profile and Leadership Circle Profile Manager Edition share the same foundation. This enables organizations to expand leadership development activities on the basis of a shared model and language.

AUDIENCE AND APPLICATION:

Leadership Circle Profile™ compared to Leadership Circle Profile Manager Edition™

	The Leadership Circle Profile	Leadership Circle Profile Manager Edition
Responsibilities for people who take the assessment	**Those with primary responsibility for:** • Articulating the organization's overarching direction, including: ° Purpose ° Vision of the preferred future ° Strategies for accomplishing purpose and vision ° Organizational goals ° Key metrics ° Values • Designing and evolving the organizational system - new structures, policies, etc.	**Those with primary responsibility for:** • Deployment and execution of the overarching direction ° Translating it into a localized framework of purpose, vision, strategies, goals, and metrics for their level of responsibility ° Managing execution • Managing performance • Attracting and retaining talent • Bridging the communication gap between senior leadership and the front line • Working within existing structures, policies, etc.
Titles and roles for people who take the assessment	• Executives: "C-suite" leaders – CEO, COO, CFO… • Presidents • Vice Presidents • Directors • Executive MBA students • High potential managers who have demonstrated strong leadership potential	• Mid-level managers • Project managers • Supervisors • Non-executive MBA students • Managers considered "emerging leaders" • Team Leaders
Application	• Both instruments are based on The Leadership Circle's Core Model—the most advanced and integrated model of leadership development in the field. • Complexity of instruments matches complexity of an individual's role. • Leadership Circle Profile is more suited to the complexity of senior leadership roles. • Leadership Circle Profile Manager Edition is a better fit for people whose roles are less complex.	

Leadership Circle Profile Manager Edition continued

Leadership Culture Survey:

Get an "MRI" of your leadership culture to help enhance business performance

Used for your entire organization, or just a leadership team, the Leadership Culture Survey reveals valuable data, tells you how your people view their current leadership culture, and compares that reality to the optimal culture they desire. The "gap" between the current and desired culture, instantly reveals key opportunities for leadership development. The Leadership Culture Survey also measures how your leadership culture compares to that of other organizations. A Leadership Culture Survey will:

- Establish a compelling rational for change.
- Focus leadership development efforts.
- Delineate cultural challenges associated with acquisitions, mergers and restructuring plans.
- Correlate leadership to productivity, profits, turnover, and other bottom line metrics

The Leadership Culture Survey takes participants less than 25 minutes to complete. Administration is web based and designed for ease of use. Without requiring you or your team to read through reams of documentation, at-a-glance survey results reveals data and evokes a meaningful narrative that provides new insights for increasing your organization's effectiveness.

Follow Through Tool:

Take the steps to achieve your goals

The fastest and most effective way to improve outcomes and return on investment from development planning initiatives is to actively support and manage the follow-through process. ResultsEngine, designed to work seamlessly with the Leadership Circle Profile, provides a web-based support system for facilitating asynchronous coaching and feedback. ResultsEngine is powered by the Fort Hill Company.

- **Reminders:** Sends emails automatically to the user with a reminder of development objectives and providing a link to a personal ResultsEngine site.
- **Teaches: GuideMe**™ is a unique, just-in-time on-line mentor that suggests practical goal-specific actions the user can take to make continuous progress.
- **Coaches:** Facilitates requesting and receiving feedback. The system sends an email to the individual's executive coach and/or manager with a link to the update and a built-in feedback form. The executive coach or manager can communicate back to the user through email with targeted feedback and support based on the most recent progress update.
- **Monitors:** Provides selected leaders the ability to track progress and communicate with users.
- **Documents:** Creates a record of actions taken on the development plan, progress made and feedback received, which facilitates the evaluation of results and behavior change.

DESIGN AND CONSTRUCTION:

Leadership Circle Profile™ compared to Leadership Circle Profile Manager Edition™

	The Leadership Circle Profile	Leadership Circle Profile Manager Edition
Number of Questions	124	84
Number of Dimensions in assessment	• 8 summary ("inner circle") dimensions ° 5 Creative ° 3 Reactive • 29 outer dimensions ° 18 Creative ° 11 Reactive	• 6 summary ("inner circle") dimensions ° 3 Creative ° 3 Reactive • 21 outer dimensions ° 12 Creative ° 9 Reactive

STORIES OF ACHIEVEMENT AND SUCCESS

"The LCP is an extraordinary aid for accelerating the development of leaders. This 360° process is an integral part of both our Executive MBA programs and our non-degree leadership programs. It's absolutely world class."

~LEO BURKE, Associate Dean and Director of Executive Education, **Mendoza College of Business, University of Notre Dame**

"The coaching I received along with my LCP was one of the most impactful ninety minutes of my life. I enjoyed the process. The feedback was extremely revealing, and since then, I've experienced enhanced clarity and finer focus on the path I'm traveling. I've incorporated The LCP into an annual Leadership program we do at Foremost. The LCP has been a key to its overall success and has 'opened doorways' into a wide range of powerful conversations with others around here."

~STEVE MULDER, AVP Training and Development, **Farmers Specialty Insurance** (Foremost)

"I have conducted nearly 1,000 feedback-coaching sessions around a variety of survey instruments and I can tell you this: the LCP is a unique feedback tool that has led to the best one-on-one coaching sessions I have EVER experienced! The reason, I believe, is that it goes beyond feedback merely on behaviors and competencies to the source: the core beliefs and assumptions out of which those behaviors live. In understanding the source, more conscious change is made possible."

~DAVID WOMELDORFF, Founder, Evolutionary Management, and Former Consulting Director of **Bank One** Corporation's Learning and Leadership Development Program, and Acting Director of Executive Education

"What my clients and I find so valuable about the LCP is that it not only assesses characteristics/competencies/skills, but also provides incredible insights into what drives those behaviors that are manifested in the workplace. Having greater insights into the underlying assumptions/beliefs/values that drive behaviors enhances self-awareness which is the most important step for my coaching and for self-management."

~DENISE MCNERNEY, CEO, **IBossWell**

"The LCP is a one-stop leadership assessment instrument that helps me meet people where they are and leads them into essential conversations about their life, work, and career. It both confirms and confronts, quickly, clearly, without requiring me to read through 50 pages of gibberish. Easily, it's the most important leadership assessment tool on the market."

~DANIEL HOLDEN, President, **Daniel Holden & Associates**

"The LCP deepened my understanding of how I was operating as a leader and provided a firm indication of the competencies that needed development. The benefits were professional and personal: I was able to understand my personal values and this in turn facilitated my personal development. My senior management team also completed the LCP. This gave me invaluable insight into team and individual dynamics, enabling me to develop the team in a focused and productive manner."

~SUPT GARY THOMPSON, **Gloucestershire Constabulary**, UK

theleadershipcircle.com

"The Leadership Circle Profile is a breath of fresh air for a stale conversation about leadership development."

~DAVE SCHRADER, Consultant

The Leadership Circle®

Changing the Global Leadership Mind