



Ron Sample

The Leadership Circle Profile Report

Monday, April 25, 2017



The Leadership Circle

The Leadership Circle Profile Report

Ron Sample

4/25/2017

Average Response on a 5 point scale

	Self-Evaluation	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	3.97	4.41	4.59	4.06	4.34	4.62	-
Self-Awareness	3.99	4.31	4.38	4.20	4.27	4.42	-
Authenticity	3.87	4.25	4.43	3.77	4.28	4.26	-
Systems Awareness	3.28	4.05	4.25	3.60	4.10	4.02	-
Achieving	3.62	4.14	4.22	3.49	4.14	4.29	-
Controlling	2.32	1.75	1.87	1.68	1.81	1.59	-
Protecting	2.39	1.39	1.52	2.00	1.43	1.13	-
Complying	3.00	1.97	2.02	3.18	1.89	1.81	-
Leadership Effectiveness	3.49	4.28	4.60	3.80	4.21	4.48	-
Number of Assessors	1	15	1	1	9	4	0

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Percentile Scores: Comparison to the Norm Group

	Self-Evaluation	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	49 %	91 %	93 %	59 %	85 %	92 %	-
Self-Awareness	67 %	93 %	87 %	78 %	88 %	91 %	-
Authenticity	26 %	58 %	75 %	20 %	65 %	52 %	-
Systems Awareness	16 %	76 %	84 %	30 %	79 %	63 %	-
Achieving	21 %	61 %	76 %	20 %	65 %	61 %	-
Controlling	30 %	5 %	27 %	13 %	11 %	5 %	-
Protecting	63 %	8 %	33 %	60 %	14 %	3 %	-
Complying	91 %	30 %	38 %	96 %	23 %	24 %	-
Reactive-Creative Scale	30 %	91 %	84 %	38 %	87 %	93 %	-
Relationship-Task Balance	30 %	18 %	31 %	12 %	33 %	20 %	-
Leadership Potential Utilization	28 %	73 %	71 %	22 %	79 %	76 %	-
Leadership Effectiveness	36 %	74 %	91 %	39 %	72 %	72 %	-
Number of Assessors	1	15	1	1	9	4	0

THE LEADERSHIP CIRCLE PROFILE RESULTS

Creative Dimensions

Ron Sample

4/25/2017

	Self 1	Evaluators 15	Boss's Boss 1	Boss 1	Peers 9	Direct Reports 4	Other 0
Relating	49 %	91 %	93 %	59 %	85 %	92 %	-
Average Response	3.97	4.41	4.59	4.06	4.34	4.62	-
Caring Connection	86 %	94 %	88 %	59 %	86 %	98 %	-
Average Response	4.50	4.58	4.64	4.04	4.48	4.92	-
Fosters Team Play	67 %	89 %	95 %	57 %	80 %	93 %	-
Average Response	4.26	4.47	4.83	4.10	4.34	4.77	-
Collaborator	71 %	94 %	90 %	82 %	84 %	95 %	-
Average Response	4.18	4.44	4.50	4.34	4.33	4.71	-
Mentoring & Developing	21 %	84 %	86 %	32 %	84 %	77 %	-
Average Response	3.56	4.34	4.50	3.69	4.36	4.43	-
Interpersonal Intelligence	14 %	83 %	91 %	60 %	77 %	77 %	-
Average Response	3.47	4.23	4.50	4.04	4.18	4.32	-
Self-Awareness	67 %	93 %	87 %	78 %	88 %	91 %	-
Average Response	3.99	4.31	4.38	4.20	4.27	4.42	-
Selfless Leader	39 %	89 %	89 %	74 %	82 %	82 %	-
Average Response	3.69	4.25	4.61	4.22	4.20	4.26	-
Balance	36 %	92 %	79 %	77 %	88 %	88 %	-
Average Response	3.02	4.22	4.00	4.00	4.22	4.33	-
Composure	94 %	91 %	87 %	74 %	86 %	87 %	-
Average Response	4.67	4.45	4.50	4.28	4.40	4.60	-
Personal Learner	64 %	82 %	72 %	65 %	73 %	85 %	-
Average Response	4.27	4.31	4.29	4.21	4.25	4.48	-
Authenticity	26 %	58 %	75 %	20 %	65 %	52 %	-
Average Response	3.87	4.25	4.43	3.77	4.28	4.26	-
Integrity	73 %	74 %	100 %	15 %	74 %	67 %	-
Average Response	4.50	4.50	5.00	3.84	4.50	4.54	-
Courageous Authenticity	6 %	34 %	29 %	36 %	45 %	32 %	-
Average Response	2.85	3.82	3.49	3.67	3.87	3.84	-

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 lie 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)

Ron Sample

4/25/2017

	Self	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	15	1	1	9	4	0
Systems Awareness	16 %	76 %	84 %	30 %	79 %	63 %	-
Average Response	3.28	4.05	4.25	3.60	4.10	4.02	-
Community Concern	43 %	81 %	88 %	19 %	81 %	77 %	-
Average Response	3.53	4.14	4.41	3.27	4.18	4.22	-
Sustainable Productivity	8 %	68 %	71 %	27 %	73 %	59 %	-
Average Response	3.17	4.06	4.16	3.66	4.09	4.08	-
Systems Thinker	13 %	66 %	79 %	71 %	70 %	42 %	-
Average Response	3.04	3.91	4.14	4.00	3.96	3.73	-
Achieving	21 %	61 %	76 %	20 %	65 %	61 %	-
Average Response	3.62	4.14	4.22	3.49	4.14	4.29	-
Strategic Focus	43 %	56 %	58 %	26 %	66 %	48 %	-
Average Response	3.81	4.06	3.93	3.50	4.11	4.12	-
Purposeful & Visionary	38 %	67 %	81 %	27 %	70 %	65 %	-
Average Response	3.75	4.17	4.32	3.50	4.16	4.31	-
Achieves Results	1 %	51 %	88 %	8 %	47 %	79 %	-
Average Response	3.10	4.25	4.65	3.36	4.14	4.62	-
Decisiveness	6 %	68 %	89 %	25 %	65 %	73 %	-
Average Response	3.20	4.27	4.50	3.65	4.21	4.49	-

Questions 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

Ron Sample

4/25/2017

	Self	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	15	1	1	9	4	0
Controlling	30 %	5 %	27 %	13 %	11 %	5 %	-
Average Response	2.32	1.75	1.87	1.68	1.81	1.59	-
Perfect	4 %	11 %	57 %	8 %	24 %	7 %	-
Average Response	2.15	2.75	3.34	2.28	2.85	2.51	-
Driven	36 %	14 %	34 %	13 %	22 %	20 %	-
Average Response	3.17	2.51	2.59	2.15	2.56	2.47	-
Ambition	47 %	31 %	40 %	23 %	40 %	25 %	-
Average Response	2.76	2.34	2.22	1.94	2.42	2.27	-
Autocratic	33 %	3 %	26 %	17 %	7 %	3 %	-
Average Response	2.10	1.41	1.60	1.52	1.45	1.24	-
Protecting	63 %	8 %	33 %	60 %	14 %	3 %	-
Average Response	2.39	1.39	1.52	2.00	1.43	1.13	-
Arrogance	32 %	8 %	35 %	28 %	16 %	10 %	-
Average Response	1.68	1.23	1.33	1.33	1.28	1.08	-
Critical	52 %	10 %	10 %	52 %	18 %	7 %	-
Average Response	2.23	1.39	1.09	1.81	1.45	1.22	-
Distance	85 %	17 %	54 %	80 %	23 %	4 %	-
Average Response	3.00	1.53	1.96	2.59	1.56	1.09	-
Complying	91 %	30 %	38 %	96 %	23 %	24 %	-
Average Response	3.00	1.97	2.02	3.18	1.89	1.81	-
Passive	90 %	47 %	34 %	97 %	29 %	58 %	-
Average Response	2.75	1.74	1.57	3.11	1.60	1.76	-
Belonging	91 %	24 %	26 %	93 %	27 %	11 %	-
Average Response	3.36	2.11	2.00	3.33	2.13	1.79	-
Pleasing	53 %	14 %	84 %	65 %	16 %	7 %	-
Average Response	3.03	2.21	3.46	3.02	2.17	1.79	-
Conservative	72 %	89 %	63 %	90 %	84 %	81 %	-
Average Response	3.50	3.70	3.41	4.00	3.69	3.73	-

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 Percentile

	Self Percentile	Evaluator Percentile
Dimensions		
Composure	94 %	91 %
Belonging	91 %	24 %
Passive	90 %	47 %
Caring Connection	86 %	94 %
Distance	85 %	17 %
Integrity	73 %	74 %
Conservative	72 %	89 %
Collaborator	71 %	94 %
Fosters Team Play	67 %	89 %
Personal Learner	64 %	82 %
Pleasing	53 %	14 %
Critical	52 %	10 %
Ambition	47 %	31 %
Community Concern	43 %	81 %
Strategic Focus	43 %	56 %
Selfless Leader	39 %	89 %
Purposeful & Visionary	38 %	67 %
Balance	36 %	92 %
Driven	36 %	14 %
Autocratic	33 %	3 %
Arrogance	32 %	8 %
Mentoring & Developing	21 %	84 %
Interpersonal Intelligence	14 %	83 %
Systems Thinker	13 %	66 %
Sustainable Productivity	8 %	68 %
Courageous Authenticity	6 %	34 %
Decisiveness	6 %	68 %
Perfect	4 %	11 %
Achieves Results	1 %	51 %
Summary Dimensions		
Complying	91 %	30 %
Self-Awareness	67 %	93 %
Protecting	63 %	8 %
Relating	49 %	91 %
Controlling	30 %	5 %
Authenticity	26 %	58 %
Achieving	21 %	61 %
Systems Awareness	16 %	76 %
Summary Measures		
Leadership Effectiveness	36 %	74 %
Reactive-Creative Scale	30 %	91 %
Relationship-Task Balance	30 %	18 %
Leadership Potential Utilization	28 %	73 %

Sorted by Evaluator Percentile

	Self Percentile	Evaluator Percentile
Dimensions		
Caring Connection	86 %	94 %
Collaborator	71 %	94 %
Balance	36 %	92 %
Composure	94 %	91 %
Fosters Team Play	67 %	89 %
Selfless Leader	39 %	89 %
Conservative	72 %	89 %
Mentoring & Developing	21 %	84 %
Interpersonal Intelligence	14 %	83 %
Personal Learner	64 %	82 %
Community Concern	43 %	81 %
Integrity	73 %	74 %
Decisiveness	6 %	68 %
Sustainable Productivity	8 %	68 %
Purposeful & Visionary	38 %	67 %
Systems Thinker	13 %	66 %
Strategic Focus	43 %	56 %
Achieves Results	1 %	51 %
Passive	90 %	47 %
Courageous Authenticity	6 %	34 %
Ambition	47 %	31 %
Belonging	91 %	24 %
Distance	85 %	17 %
Driven	36 %	14 %
Pleasing	53 %	14 %
Perfect	4 %	11 %
Critical	52 %	10 %
Arrogance	32 %	8 %
Autocratic	33 %	3 %
Summary Dimensions		
Self-Awareness	67 %	93 %
Relating	49 %	91 %
Systems Awareness	16 %	76 %
Achieving	21 %	61 %
Authenticity	26 %	58 %
Complying	91 %	30 %
Protecting	63 %	8 %
Controlling	30 %	5 %
Summary Measures		
Reactive-Creative Scale	30 %	91 %
Leadership Effectiveness	36 %	74 %
Leadership Potential Utilization	28 %	73 %
Relationship-Task Balance	30 %	18 %

Feedback Comments

In your opinion, what is this person's greatest leadership asset, skill or talent and what suggestions do you have for leveraging this?

Ron has a good gauge of staff morale and the team seems to trust him. I depend on Ron to keep the pulse of the team and it's workload, as well as significant events/activities in the agency and outside that may affect our workload and work process.

Ron is a great listener and always cares about other people. He wants to see others succeed and be happy and healthy in their work environment.

Ron brings balance to our team. We work in an overworked, high-paced, very stressful, time consuming , overbooked environments. As we all have occasional meltdowns, Ron brings the sense of peace, caring and stability needed to calm our spirits and help us to be able to talk among one another until we are settled. He is our Rock....

He has the ability to make even the worst situation good, he keeps calm and never lets them see him sweat.

Ron listens and cares about his subordinates. He encourages subordinates to grow in their interest.

Extremely personable and approachable.

He is someone who is non-judgmental and can provide a perspective that may you didn't quite see at first.

He's honest and not above rolling up his own sleeves to assist.

Mr. Sample is highly driven and dedicated leader with exceptional communication, interpersonal and organization skills. He really excels at building and maintaining relationships.

Ron,

You are a very compassionate person who cares about making sure the job/task is completed in a professional manner but you also care about people who you work with. You relate to people in a warm and welcoming manner.

Even faced with difficult situations and people, you are still able to exhibit a calm demeanor during these situations. You display calm in the middle of a storm. As a result, you are able to meet challenges then turn those challenges into successes in spite of the obstacles.

I believe you are already a leader even though your professional title may not indicate that. I strongly recommend you for this leadership opportunity.

Ron is the epitome of the term "Speak softly and carry a big stick". His manner is strong but not overwhelming. He is one of the most dependable colleagues in our organization and stays humble. He exhibits grace under pressure and deescalates situations. Ron also knows when to relax and how to enjoy himself and his work. He is the ultimate team player, and I know that I can count on him for big and small things, regardless of the turnaround time. He makes coming to work a pleasure, personally and professionally.

Ron is very much a people-person who gets along with everyone and who can help people work together well toward a common goal. He would be an excellent supervisor/leader.

Mr. Sample makes people on a team feel comfortable in his knowledge and approach. He minimizes stress, sets clear goals, and stays focused on those goals. He expresses his opinion when it is important to do so, but always in a respectful way. He works hard and is respected by his colleagues. He has integrity and maintains a strong work ethic. He is accountable for his actions and reflects thoughtfully on how his work can be improved. He is a trusted colleague and goes beyond what is expected of him to contribute to a positive organizational culture.

Reliability, helpfulness and willingness to try new things.

Feedback Comments

In your opinion, what is this person's greatest leadership asset, skill or talent and what suggestions do you have for leveraging this?

Ron's greatest leadership asset is that he is reasonable. Ron is open to suggestions and does not function as though there is never room for improvement. He has a talent for including others and is very skilled at making certain his team members see the value they bring to projects.

Ron could benefit from being a better self advocate. He is not confrontational and will often concede a valid position in an effort to direct energies elsewhere and move a conflict along instead of resolving.

I can think of no one I've met with more integrity, dedication to duty and ability to overcome difficult situations than Ron. His abilities, attitude, and potential were the exception, even among our distinguished ranks of professionals. He is a role model for all to emulate and I consider myself extremely lucky to have worked side by side with this outstanding professional. Ron is a renaissance leader with a unique ability to bring out the best in people and programs with breathtaking results.

In conclusion, I'd like to say that Ron Sample is truly a cut above his peers. He is a proven leader with superb teambuilding skills with a rock solid trail of successes.

I offer Ron my highest recommendation.

Feedback Comments

In your opinion, what is this person's greatest leadership challenge or area for development and what suggestions do you have for handling this?

N/A

Ron's greatest leadership challenge is being more assertive in his own work product. Ron is the project lead for multiple items and often has to report to leadership not nearly as involved as he is in the work. Ron could benefit by developing stronger advocacy skills and learn to better leverage and promote the successes of events and meetings and projects he has led.

Mr. Sample's greatest challenge is staying challenged so that he does not get bored with his work. He is energetic and should feel comfortable looking for new ways to approach his work. He could look toward "managing up" so that he comes out of the shadow of his supervisor.

N/A

He knows that he can "do it all," and his confidence (and ability to deliver) makes him a point of contact for colleagues. This sounds like a backhanded compliment, but it really points to his dependability. Openly delegating to other staff would help take things off his plate and help those of us who work with him to know that we can go to others and not have to come directly to him for our needs.

I believe Ron's greatest leadership challenge is the lack of recognition for his hard work and dedication by leadership. Ron is not a person who brags about his successes so management may not be aware of his outstanding qualities.

Mr. Sample works both hard and smart. Ron constantly strives to stay abreast of the latest trends in technology.

Become less of the worker bee and more of the delegator.

I believe one challenge is working with so many alpha males and females on his team makes it difficult sometimes, but he handles each situation differently and honestly. Good management skills, peace keeping and leveler.

He needs to learn to say no to some people concerning work issues. I suggest that he listen to the customers needs and requirements and make it a policy not to give the person an answer until he has discussed it with his team and Director before committing the team to the work/event.

I think that Ron is a great team leader, however, if he were to transition into being the leader of that same team, it would be difficult. Although I clearly think that Ron understands the requirements of the process, I feel that he could work on determining how to manage with less emotional/personal thinking and focus more on the requirements of the task/operations in front of you and the best process and people to make it happen. While ensuring that there is a good work life balance for employees is very important, it needs to be a component, not lead factor in leadership decision-making.

Feedback Comments

What have you observed about this person about which you would like to provide additional feedback to him/her that may not have been previously addressed in this assessment?

I feel that this is the right time and opportunity for Ron. I'm not sure that leadership is necessarily what he ultimately will aspire to do, but definitely having an opportunity to explore this as an option is essential as he evolves in his career. I'd like to see him gain more techniques and awareness how to manage from the team leader, as well as supervisor perspective so that he further develop some better balance between being a team leader and deputy. As it stands, servicing as a deputy is secondary to servicing as a team leader/team spoke person.

Ron needs to personally evaluate his "love of his job" and motivation to continue to work in this position and find happiness/purpose. I've seen a subtle difference in his leadership over the years. He is normally always positive and energetic 90% of the time and lately he seems to be going through the motions a little more than usual. We all have our low spots in the year and he is usually very good about always being positive and energetic however, that has been slightly lacking lately.

I believe the assessment has captured everything. He is good at his job, no additional feedback needed.

He lives up to his values. He inspires and motivates others.

Ron is an all-around great person. His leadership is top notch, as is his friendship. There truly aren't many people like that in the workplace.

N/A

Mr. Sample has a great deal of empathy, which makes him easy to work with. He has skill, but also heart--two very strong characteristics that fit well with the culture of the agency.

Ron is thoughtful and courteous. He possesses a great sense of self and camaraderie with his colleagues. We could benefit from his additional feedback and suggestions for how to improve process and outcomes.

N/A

End of Ron Sample's Report