



Collective Leadership Assessment Report

Bank Survey

Wednesday, September 24, 2014



The Leadership Circle®

Collective Leadership Assessment Report

Bank Survey

Average Response on a 15 point scale

	Actual Avg	Actual %	Ideal Avg	Ideal %
Relating	8.07	31 %	11.33	74 %
Self-Awareness	8.52	34 %	11.27	79 %
Authenticity	7.78	25 %	11.97	81 %
Systems Awareness	6.81	19 %	10.59	72 %
Achieving	8.06	28 %	12.36	83 %
Controlling	7.68	47 %	6.45	34 %
Protecting	6.39	49 %	3.55	16 %
Complying	7.70	58 %	4.30	11 %
Reactive-Creative Scale	15.92	38 %	22.02	85 %
Relationship-Task Balance	0.86	43 %	0.92	73 %

How percentile scores are calculated:

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

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

Completed Surveys: 7

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

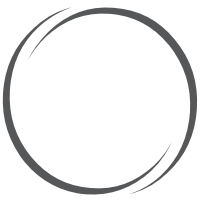
bring everything together. They summarize the above into a few useful measures.

Creative-Reactive Scale

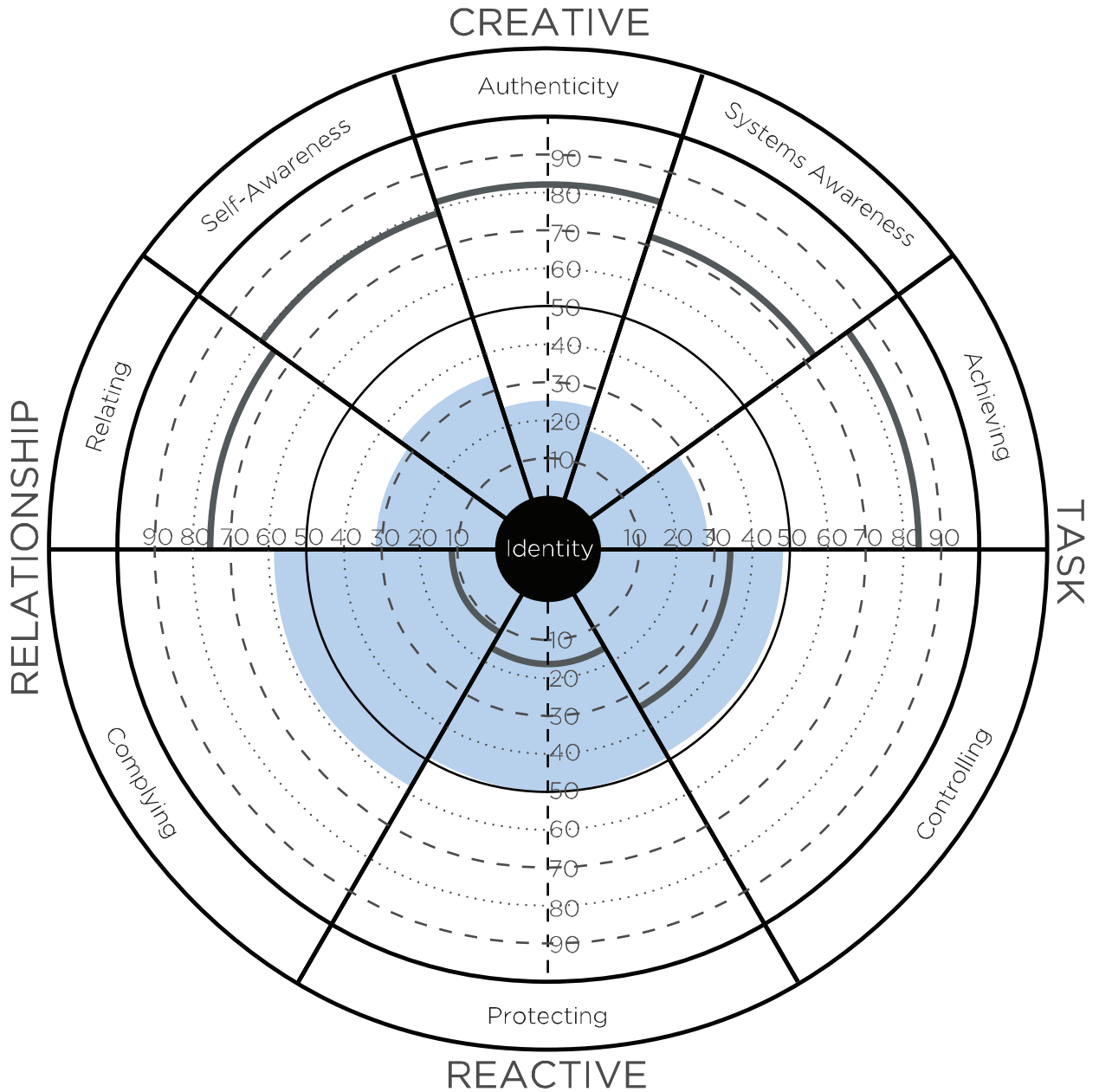
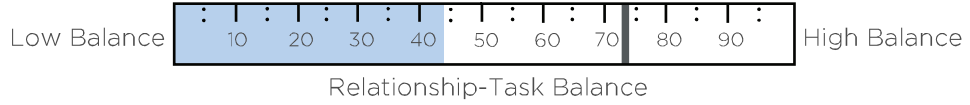
reflects the degree of balance between the creative dimensions and the reactive dimensions. The percentile score here gives you a sense of how your leadership culture compares to that of other organizations. It measures the amount of energy your organization puts into reactive versus creative behavior. 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.



The Leadership Circle™



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.

- Desired
- Actual

COLLECTIVE LEADERSHIP ASSESSMENT™

Bank Survey

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	Actual Avg	Actual %	Ideal Avg	Ideal %	Ideal to Ideal %
Relating	8.07	31 %	11.33	74 %	30 %
Caring Connection	6.65	27 %	8.55	47 %	21 %
Fosters Team Play	7.42	27 %	12.13	79 %	37 %
Involvement	7.58	37 %	10.94	79 %	39 %
Collaborator	9.43	48 %	11.07	65 %	36 %
Mentoring & Developing	8.81	35 %	12.42	78 %	41 %
Interpersonal Intelligence	8.56	43 %	12.66	87 %	49 %
Self-Awareness	8.52	34 %	11.27	79 %	28 %
Selfless Leader	9.44	46 %	10.72	61 %	39 %
Balance	8.05	39 %	10.11	66 %	25 %
Composure	9.73	48 %	12.49	82 %	52 %
Personal Learner	7.47	32 %	12.01	82 %	39 %
Authenticity	7.78	25 %	11.97	81 %	41 %
Integrity	7.57	24 %	12.07	80 %	44 %
Courageous Authenticity	8.12	38 %	11.79	81 %	43 %
Systems Awareness	6.81	19 %	10.59	72 %	27 %
Customer Focus	7.43	33 %	10.21	65 %	47 %
Community Concern	5.42	17 %	8.71	45 %	21 %
Sustainable Productivity	6.42	23 %	11.79	84 %	38 %
Systems Thinker	8.02	35 %	11.75	78 %	44 %
Achieving	8.06	28 %	12.36	83 %	36 %
Strategic Focus	8.00	35 %	12.07	81 %	33 %
Purposeful & Visionary	6.71	20 %	12.03	78 %	39 %
Achieves Results	9.83	37 %	12.60	73 %	47 %
Decisiveness	7.76	38 %	12.91	88 %	53 %

Bank Survey

	Actual Avg	Actual %	Ideal Avg	Ideal %	Ideal to Ideal %
Controlling	7.68	47 %	6.45	34 %	61 %
Perfect	7.17	28 %	8.78	48 %	55 %
Driven	7.16	39 %	8.07	51 %	61 %
Ambition	7.26	38 %	8.16	50 %	59 %
Autocratic	8.02	56 %	5.16	28 %	63 %
Protecting	6.39	49 %	3.55	16 %	54 %
Arrogance	5.83	44 %	2.57	13 %	45 %
Critical	6.44	58 %	3.45	26 %	66 %
Distance	6.82	51 %	4.46	25 %	58 %
Complying	7.70	58 %	4.30	11 %	44 %
Passive	8.07	73 %	3.64	24 %	62 %
Belonging	5.92	33 %	4.01	11 %	27 %
Pleasing	8.47	49 %	6.16	23 %	38 %
Conservative	7.76	46 %	4.42	8 %	26 %
Relationship-Task Balance	0.86	43 %	0.92	73 %	64 %
Reactive-Creative Scale	15.92	38 %	22.02	85 %	35 %

Completed Surveys: 7

COLLECTIVE LEADERSHIP ASSESSMENT RESULTS

Creative Dimensions

Actual % Ideal %

Relating Average Response	31 % 8.07	74 % 11.33	Dimension Questions
Caring Connection Average Response	27 % 6.65	47 % 8.55	Connect deeply with others. Form warm and caring relationships.
Fosters Team Play Average Response	27 % 7.42	79 % 12.13	Create a positive climate that supports people doing their best. Promote high levels of teamwork through their leadership style.
Involvement Average Response	37 % 7.58	79 % 10.94	Extensively involve people in decision making. Push decision making and problem solving down to the appropriate level.
Collaborator Average Response	48 % 9.43	65 % 11.07	Create common ground for agreement. Work to find common ground.
Mentoring & Developing Average Response	35 % 8.81	78 % 12.42	Help people learn, improve, and change. Are people builders/developers.
Interpersonal Intelligence Average Response	43 % 8.56	87 % 12.66	Display a high degree of skill in resolving conflict. Take responsibility for their part of relationship problems.
Self-Awareness Average Response	34 % 8.52	79 % 11.27	Dimension Questions
Selfless Leader Average Response	46 % 9.44	61 % 10.72	Take forthright action without needing recognition. Get the job done with no need to attract attention to themselves.
Balance Average Response	39 % 8.05	66 % 10.11	Balance work and personal life. Find enough time for personal reflection.
Composure Average Response	48 % 9.73	82 % 12.49	Are composed under pressure. Handle stress and pressure very well.
Personal Learner Average Response	32 % 7.47	82 % 12.01	Investigate the deeper reality that lies behind events/circumstances. Learn from mistakes.

COLLECTIVE LEADERSHIP ASSESSMENT RESULTS

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.

Involvement

measures how well leaders involve people in decision making and planning.

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.

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.

COLLECTIVE LEADERSHIP ASSESSMENT RESULTS

Creative Dimensions (Continued)

Actual % Ideal %

Authenticity Average Response	25 % 7.78	81 % 11.97	Dimension Questions
Integrity Average Response	24 % 7.57	80 % 12.07	Lead in a manner that is completely aligned with their values. Are good role models for the vision they espouse.
Courageous Authenticity Average Response	38 % 8.12	81 % 11.79	Are courageous in meetings. Speak directly even on controversial issues.
Systems Awareness Average Response	19 % 6.81	72 % 10.59	Dimension Questions
Customer Focus Average Response	33 % 7.43	65 % 10.21	Allow customers to shape our decisions and direction. Solicit customer input that often results in organizational change.
Community Concern Average Response	17 % 5.42	45 % 8.71	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	23 % 6.42	84 % 11.79	Allocate resources appropriately so as not to use people up. Balance short-term results with long-term organizational health.
Systems Thinker Average Response	35 % 8.02	78 % 11.75	Evolve organizational systems until they produce envisioned results. Redesign the system to solve multiple problems simultaneously.
Achieving Average Response	28 % 8.06	83 % 12.36	Dimension Questions
Strategic Focus Average Response	35 % 8.00	81 % 12.07	Establish a strategic direction that helps the organization to thrive. Provide strategic direction that is thoroughly thought through.
Purposeful & Visionary Average Response	20 % 6.71	78 % 12.03	Articulate a vision that creates alignment within the organization. Inspire others with vision.
Achieves Results Average Response	37 % 9.83	73 % 12.60	Are proficient at achieving high quality results on key initiatives. Pursue results with drive and energy.
Decisiveness Average Response	38 % 7.76	88 % 12.91	Are efficient decision makers. Make decisions in a timely manner.

COLLECTIVE LEADERSHIP ASSESSMENT RESULTS

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.

Systems Awareness

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.

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.

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.

COLLECTIVE LEADERSHIP ASSESSMENT RESULTS

Reactive Dimensions

Actual % Ideal %

Controlling Average Response	47 % 7.68	34 % 6.45	Dimension Questions
Perfect Average Response	28 % 7.17	48 % 8.78	Need to perform flawlessly. Need to excel in every situation.
Driven Average Response	39 % 7.16	51 % 8.07	Push themselves too hard. Try too hard to be the best at everything they take on.
Ambition Average Response	38 % 7.26	50 % 8.16	Are excessively ambitious. Believe winning is what really matters.
Autocratic Average Response	56 % 8.02	28 % 5.16	Have to get their own way. Pursue results at the expense of people.
Protecting Average Response	49 % 6.39	16 % 3.55	Dimension Questions
Arrogance Average Response	44 % 5.83	13 % 2.57	Are arrogant. Have egos that are too big.
Critical Average Response	58 % 6.44	26 % 3.45	Hurt people's feelings. Put people down.
Distance Average Response	51 % 6.82	25 % 4.46	Are emotionally distant. Remain standoffish.
Complying Average Response	58 % 7.70	11 % 4.30	Dimension Questions
Passive Average Response	73 % 8.07	24 % 3.64	Lack passion. Are wishy-washy in decision making.
Belonging Average Response	33 % 5.92	11 % 4.01	Try too hard to conform to the group's rules/norms. Work too hard for others' acceptance.
Pleasing Average Response	49 % 8.47	23 % 6.16	Need to be accepted by others. Need the approval of others.
Conservative Average Response	46 % 7.76	8 % 4.42	Are too conservative. Follow conventional ways of doing things.

COLLECTIVE LEADERSHIP ASSESSMENT RESULTS

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

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.

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.

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.

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.

Sorted By Actual

Bank Survey	Actual %	Ideal %
Dimensions		
Passive	73 %	24 %
Critical	58 %	26 %
Autocratic	56 %	28 %
Distance	51 %	25 %
Pleasing	49 %	23 %
Collaborator	48 %	65 %
Composure	48 %	82 %
Selfless Leader	46 %	61 %
Conservative	46 %	8 %
Arrogance	44 %	13 %
Interpersonal Intelligence	43 %	86 %
Balance	39 %	66 %
Driven	39 %	51 %
Courageous Authenticity	38 %	81 %
Ambition	38 %	50 %
Decisiveness	38 %	88 %
Involvement	37 %	79 %
Achieves Results	37 %	73 %
Strategic Focus	35 %	81 %
Mentoring & Developing	35 %	78 %
Systems Thinker	35 %	78 %
Customer Focus	33 %	65 %
Belonging	33 %	11 %
Personal Learner	32 %	82 %
Perfect	28 %	48 %
Fosters Team Play	27 %	79 %
Caring Connection	27 %	47 %
Integrity	24 %	80 %
Sustainable Productivity	23 %	84 %
Purposeful & Visionary	20 %	78 %
Community Concern	17 %	45 %
Summary Dimensions		
Complying	58 %	11 %
Protecting	49 %	16 %
Controlling	47 %	34 %
Self-Awareness	34 %	79 %
Relating	31 %	74 %
Achieving	28 %	83 %
Authenticity	25 %	81 %
Systems Awareness	19 %	72 %
Summary Measures		
Relationship-Task Balance	43 %	73 %
Reactive-Creative Scale	38 %	85 %

Sorted By Ideal

Bank Survey	Actual %	Ideal %
Dimensions		
Decisiveness	38 %	88 %
Interpersonal Intelligence	43 %	86 %
Sustainable Productivity	23 %	84 %
Personal Learner	32 %	82 %
Composure	48 %	82 %
Strategic Focus	35 %	81 %
Courageous Authenticity	38 %	81 %
Integrity	24 %	80 %
Fosters Team Play	27 %	79 %
Involvement	37 %	79 %
Purposeful & Visionary	20 %	78 %
Mentoring & Developing	35 %	78 %
Systems Thinker	35 %	78 %
Achieves Results	37 %	73 %
Balance	39 %	66 %
Collaborator	48 %	65 %
Customer Focus	33 %	65 %
Selfless Leader	46 %	61 %
Driven	39 %	51 %
Ambition	38 %	50 %
Perfect	28 %	48 %
Caring Connection	27 %	47 %
Community Concern	17 %	45 %
Autocratic	56 %	28 %
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Passive	73 %	24 %
Pleasing	49 %	23 %
Arrogance	44 %	13 %
Belonging	33 %	11 %
Conservative	46 %	8 %
Summary Dimensions		
Achieving	28 %	83 %
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Relating	31 %	74 %
Systems Awareness	19 %	72 %
Controlling	47 %	34 %
Protecting	49 %	16 %
Complying	58 %	11 %
Summary Measures		
Reactive-Creative Scale	38 %	85 %
Relationship-Task Balance	43 %	73 %

Sorted By Ideal to Ideal

Bank Survey	Ideal %	Ideal to Ideal %
Dimensions		
Critical	26 %	66 %
Autocratic	28 %	63 %
Passive	24 %	62 %
Driven	51 %	61 %
Ambition	50 %	59 %
Distance	25 %	58 %
Perfect	48 %	55 %
Decisiveness	88 %	53 %
Composure	82 %	52 %
Interpersonal Intelligence	86 %	49 %
Achieves Results	73 %	47 %
Customer Focus	65 %	47 %
Arrogance	13 %	45 %
Systems Thinker	78 %	44 %
Integrity	80 %	44 %
Courageous Authenticity	81 %	43 %
Mentoring & Developing	78 %	41 %
Personal Learner	82 %	39 %
Selfless Leader	61 %	39 %
Involvement	79 %	39 %
Purposeful & Visionary	78 %	39 %
Sustainable Productivity	84 %	38 %
Pleasing	23 %	38 %
Fosters Team Play	79 %	37 %
Collaborator	65 %	36 %
Strategic Focus	81 %	33 %
Belonging	11 %	27 %
Conservative	8 %	26 %
Balance	66 %	25 %
Caring Connection	47 %	21 %
Community Concern	45 %	21 %
Summary Dimensions		
Controlling	34 %	61 %
Protecting	16 %	54 %
Complying	11 %	44 %
Authenticity	81 %	41 %
Achieving	83 %	36 %
Relating	74 %	30 %
Self-Awareness	79 %	28 %
Systems Awareness	72 %	27 %
Summary Measures		
Relationship-Task Balance	73 %	64 %
Reactive-Creative Scale	85 %	35 %

Sorted By Gap Between Actual and Ideal

Bank Survey	Actual %	Ideal %	Gap %
Dimensions			
Sustainable Productivity	23 %	84 %	61
Purposeful & Visionary	20 %	78 %	58
Integrity	24 %	80 %	56
Fosters Team Play	27 %	79 %	52
Personal Learner	32 %	82 %	50
Decisiveness	38 %	88 %	50
Passive	73 %	24 %	-49
Strategic Focus	35 %	81 %	46
Mentoring & Developing	35 %	78 %	43
Interpersonal Intelligence	43 %	86 %	43
Courageous Authenticity	38 %	81 %	43
Systems Thinker	35 %	78 %	43
Involvement	37 %	79 %	42
Conservative	46 %	8 %	-38
Achieves Results	37 %	73 %	36
Composure	48 %	82 %	34
Customer Focus	33 %	65 %	32
Critical	58 %	26 %	-32
Arrogance	44 %	13 %	-31
Community Concern	17 %	45 %	28
Autocratic	56 %	28 %	-28
Balance	39 %	66 %	27
Distance	51 %	25 %	-26
Pleasing	49 %	23 %	-26
Belonging	33 %	11 %	-22
Caring Connection	27 %	47 %	20
Perfect	28 %	48 %	20
Collaborator	48 %	65 %	17
Selfless Leader	46 %	61 %	15
Driven	39 %	51 %	12
Ambition	38 %	50 %	12
Summary Dimensions			
Authenticity	25 %	81 %	56
Achieving	28 %	83 %	55
Systems Awareness	19 %	72 %	53
Complying	58 %	11 %	-47
Self-Awareness	34 %	79 %	45
Relating	31 %	74 %	43
Protecting	49 %	16 %	-33
Controlling	47 %	34 %	-13
Summary Measures			
Reactive-Creative Scale	38 %	85 %	47
Relationship-Task Balance	43 %	73 %	30