

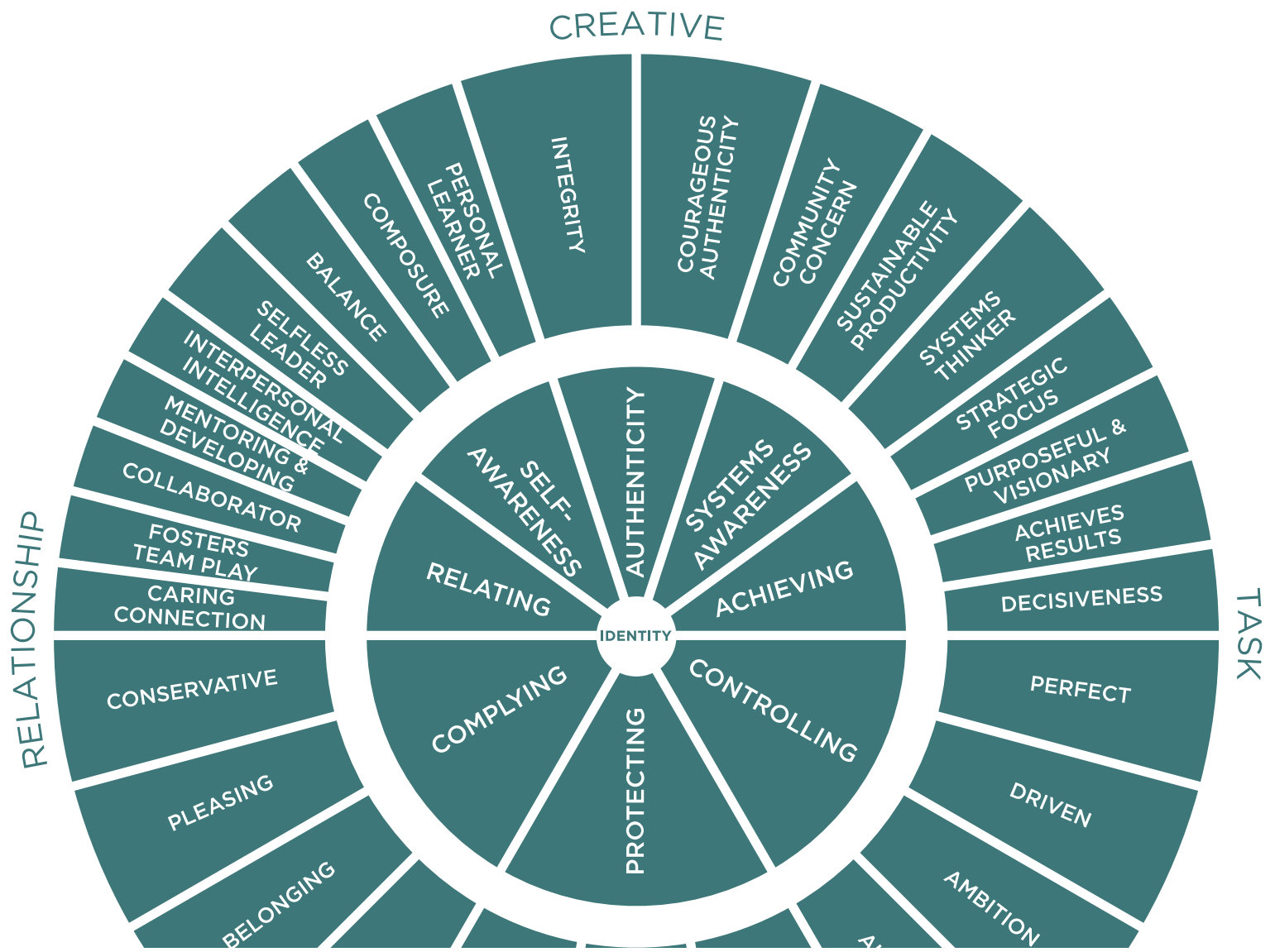
LEADERSHIP CIRCLE.®

Leadership Circle Profile™

v1.1.0

CHRIS DARCY - English

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Congratulations! You are participating in the most comprehensive leadership assessment system available. The Leadership Circle Profile is unique for two reasons. First, we all know that great leadership is a complex mix of competency and inner states of being. This is the first competency tool to measure both the inner and outer aspects of leadership. Second, your report is much more than just a list of behavioral competencies. It is organized into a very powerful system for understanding human behavior and development, as well as for making sense of the interrelationships between the many dimensions of your self that are being evaluated.

All your results are profiled in one large circular graph. This is to symbolize wholeness— your wholeness. We start with the assumption that you are a marvelously complex and beautifully integrated whole person. This Profile tries to do justice to that.

What follows is your LCP report. Each section of the report is associated with an icon you can find in the header.

TABLE OF CONTENTS

-  **LEADERSHIP CIRCLE PROFILE:** Description of the profile.
-  **WRITTEN COMMENTS:** Write in Comments from evaluators.
-  **GRAPH RESULTS:** Self and evaluator results on LCP graph.
-  **REPORT SUMMARY:** High level summary of your leadership.
-  **DATA AND GRAPHS BY RATER CATEGORY:** Graphs by rater category and data on each dimension in this report as well as the items associated with each dimension.
-  **SORTS:** Results are sorted from highest to lowest.

LEADERSHIP CIRCLE PROFILE DESCRIPTION

CREATIVE AND REACTIVE LEADERSHIP

The Leadership Circle Profile (LCP) is divided into two hemispheres. The top half of the Profile is labeled Creative, and the lower half, Reactive. The top half displays your results on an array of 18 Creative Competencies that contribute to your effectiveness. The bottom half displays your results on an array of 11 Reactive Tendencies that limit your effectiveness.

The inner circle displays eight dimensions. Each of these dimensions is a summary score for the dimensions in the outer circle. 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.

The LCP is unique in that it reveals your Operating System: Internal assumptions (beliefs) that run behavior in both domains. This allows you to see how your inner world of thought translates into a productive or unproductive style of leadership. Ultimately, the LCP increases the inner awareness that affects outward behavior.



RELATIONSHIP AND TASK LEADERSHIP

The left half of the Profile has to do with the nature of your Relationships with people and groups. The right half of the Profile has to do with achieving Tasks (getting the job done creatively and effectively). The goal here is good balance so that you can achieve results and develop people simultaneously.



PERCENTILES

The Percentile indicates where you rank compared with global leaders in our norm group. Scores above the 67th percentile are to be considered high, and scores below the 33rd percentile are to be considered low. Any scores that fall between 33% to 67% suggest that you will need to do some reflection on which aspects of high descriptions and which aspects of low descriptions apply to you.

SCORES

The survey asked you and your evaluators to answer questions using the below rating scale.



Leadership Circle Profile : Feedback Comments

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

Chris Darcy is one of the best I know at BC in making people feel cared-for and that they matter. There are very few people at BC who would say they don't know Chris. He takes the time to connect and to make people feel like they matter and at a place like BC that is so highly relational, this is a critical asset. "For the people" is a common phrase to hear coming from his mouth and, sure, it's a funny catchphrase to adopt and one that makes people chuckle. The truth is, though, that the vast majority of what Chris does is not for himself, his ego, his stature, or his own satisfaction. I have seen him in multiple different settings and the story remains the same: Chris is a selfless and devoted member of the BC community, someone who will do whatever he can to help you whether you're a student in need, a staff member who needs to talk, or a manager who needs help with a program. He is as committed to this place and its people as anyone I have met in my time at BC.

Chris is incredibly good at connecting with people and making them feel instantly heard and cared for. He also brings a high energy to almost every space he is in, which creates a shared enthusiasm for the work. I think this could be leveraged by coaching other upcoming leaders in the organization on leading in this way, as Chris is exceptionally talented at navigating the tricky parts of the BC culture while also doing what is ultimately best for the University and for students -- that is a skill we need more of, and if there is a way for Chris to share how he does that, I think other upcoming leaders would benefit tremendously.

I think Chris's greatest asset is his love of the institution. He is fully committed to the mission, the students, and the entire BC community and this dedication is shown in how he shows up every day -- with enthusiasm, joy, humor, and a seriousness of purpose that is infectious. His energy, drive, and passion for everything he does is a model for all of us. I don't think he's ever had a bad day - at least not one that is obvious to anyone around him. He is well-respected across campus in all divisions and everyone who works with him wants to do their best thanks to his leadership.

Chris' greatest asset is the compassion he displays for others. When he interacts with people, he makes them feel as if they are the most important person in the world. He listens to others and offers guidance to build them up. He has 'worn many hats' and played many roles while at Boston College, in each he puts the interests of others above his own. He always has the ideals

Leadership Circle Profile : Feedback Comments

of Boston College in mind. To leverage this asset, keep exposing Chris to students, parents and visitors at BC; they will benefit from his compassion and spread it to others.

Chris's greatest leadership asset is that he is very welcoming, genuine, and authentic; and through this, he works to find ways so that individuals have their voices heard. I think Chris can leverage this by recognizing that even in situations when you don't agree with someone or need to make a suggestion based on what's best for the team or the group that his approach to it is very open and welcoming. Even when needing to give feedback or "disappoint" individuals, if done with his greatest asset the individual on the receiving end will feel cared for.

Chris' greatest leadership talent is his ability to connect with people from all different backgrounds, identities, and interests. This allows him to create a safe, inclusive space for staff and students -- and identifies him as a safe person to confide in, connect with, and/or trust. Chris has the unique ability to make people feel comfortable and feel like they can just come as they are.

Pardon the cliché, but Chris is the ultimate people person. His unofficial motto is "for the people" and that is how he conducts himself. He also has a gift in that he gets others to adopt the "for the people" attitude and look for outside-the-box ways to help people. He should continue being himself, spreading this attitude, and improving things one interaction at a time.

Chris is a deeply caring and compassionate leader he connects easily with students, parents and colleagues and you cannot be with him without experiencing his commitment to caring for our students. I think he could lend his charisma to his team-- eg when parents follow up with him bc they loved him, how can he use that connection to not be the one they always go to?

Chris has great knowledge and information from his time at BC working in a variety of departments. He intentionally forms and develops good relationships with colleagues across campus as well, which then makes it easier to trouble shoot issues and collaborate on initiatives. These two pieces assist him with navigating different offices, people and potential politics.

Chris is extremely passionate about the work he does and committed to the mission of BC. He combines context with true values and is able to get others onboard. He can continue to do

Leadership Circle Profile : Feedback Comments

this with his team and the parents and students he serves, I think Chris is in a perfect role for him that will expand his audience and impact.

Developing a positive and encouraging environment for their team. Providing direct support to those they supervise on ways to grow and thrive at their organization. Chris is a true team player that thinks about the good of the whole.

Chris is a unifier. He goes out of his way to bring people together, to seek feedback for improvement, and to collaborate across University divisions - all in service to our students. He is a servant leader in every sense of the word.

Chris is a "people person" who establishes relationships with everyone at the University. This relationship building can be effective if and when something is required in his division or with cross-sectional relationships

Chris is a true bridge-maker. By this I mean, Chris has a superior talent of crossing departmental lines, making relationships across the organization that turn into valuable resources in the future.

Energy and relationship building. Is compassionate and caring. Can probably balance that with other areas that might be a bit weaker such as strategic forward thinking, workflow, and task management

Chris has a way with words that puts people at ease and gets them to open up. His personality also gets folks to listen to him and feel that he is listening to them so a resolution can be found.

Darcy's ability to connect with people (students, campus partners, faculty, staff). He makes you feel like you are the most important person to him in each interaction.

Leadership Circle Profile : Feedback Comments

Chris cares deeply for his colleagues, and for the University as a whole. He has very strong relationships across campus, which serve him and the department well.

Chris is charismatic, personable, energetic, and caring. He is a natural helper and these are the skills that he needs to leverage in being a better leader.

Passion for the work they are doing is a great asset and strength. Share your passion and experience to continue to develop other employees growth.

Chris is enthusiastic and his investment, presence, and involvement are full-hearted and questionable.

Chris has a gregarious personality and he genuinely values the people who work with him.

Chris is very relational. This quality is critical in his leadership position

Hard Working, Compassionate and willing to whatever he can to help someone

Chris, is very kind and compassionate. He is a people person always.

Leadership Circle Profile : Feedback Comments

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

Chris's greatest leadership challenge is trying to include everyone at the table for decisions and opinions and advocating for what he believes to be the best path forward. As a direct report of Chris', I often find that the work we do in our office is too collaborative, thus making it inefficient at times. As a director, there are some moments/times when a decision is made and you communicate it down to the staff as opposed to ensuring everyone is included. While that is a good skill to have, it sometimes takes additional time and then diminishes the various leadership roles that some may have in the office. Additionally, when representing the department/team at the table with other campus stakeholders, Chris can tend to be agreeable vs. giving insights and ideas on behalf of the department. In these conversations it is important to think critically about the work the department is involved in and continue to find ways of engagement.

Chris is always striving to make sure everyone is on board and that all collaborating/partnering departments are happy with final decisions. While this is certainly a positive trait and allows Chris to find harmony and common ground, it can also be an area for improvement as sometimes he may need to make decisions that may have positive impact on the larger community, but may slightly inconvenience individual departments/partnering organizations. He is great at hearing and listening to everyone's concerns and finding ways to negotiate all competing priorities, but this is a hard balance to manage and I think this is an area he can continue to develop.

Chris is an incredibly nice, genuine, and welcoming colleague. At times because of the relationships developed, it feels as though he is asking for a favor or to get around a policy/practice. I am comfortable holding a line, but I'm not sure that all people would be comfortable with saying "no" and potentially feeling as though they have damaged the relationship. He is always willing to help and try to problem solve, and sometimes that means he is getting into another office's business and operation, when it's information he shouldn't know or he should just direct a student to the other office.

Chris has inherited an Orientation program that has been the model of success for decades, yet he realizes that not every aspect of the program serves all of our students equitably. Change at Boston College is not always easy and comes with risk. I've found that change at BC is made easier with data. In areas where he may see a need for change, I'd encourage using surveys and

Leadership Circle Profile : Feedback Comments

interviews with student to build a case for moving in a new direction. Additionally, using the many campus partners he's built as allies in this work will further set him up for success.

Heavy is the head that wears the crown, no? I think as Chris has taken on more responsibility and leadership, there have been and will be more difficult decisions that will be made. You can't please everyone all the time. Chris knows this, but I also know that it is not in his nature to have people feel disappointed. That tension will continue to exist and I think this may be the area that he will need to attend to the most as he continues in his position as Director of First Year Experience.

The biggest opportunity for Darcy is to learn how to manage and lead in this director-level position. FYE brings different challenges - 7 Summer Orientation Sessions, young staff who want more WFH flexibility, and the pressure from Executive Leadership to consider changing the Summer Orientation model. Being involved in the Ignatian Leadership Development Program is an excellent chance to hone in on the skills to lead a larger organization than his Associate Director Campus Ministry Role.

Similarly, because of Chris's drive, energy, and dedication to his work, I imagine that it's a challenge to balance his life outside of work. I hope that he can take the time needed for himself, his family, and his community outside of BC as well. It's probably difficult to do that because of the joy he finds in his work, but to maintain that sort of energy, I think it's something to remember to do -- what are the things that are needed to refuel?

At times, I think Chris talks in a high-level way that might be lacking some clarity on what next steps are or how we can strategically make changes and stick with a longer-term plan to do that. I wonder if this follow through could be improved by working on streamlining projects/priorities into a smaller list that are realistic and sustainable to work on over a period of time, rather than focusing on many things at once.

Because Chris is such a team player, he is always thinking about the good of the group. Sometimes (out of the good of his heart and wanting a result) he would overcompensate for team members who did not pull their weight. This was generous of Chris, but resulted in uneven work distribution for some members who did not adequately perform the responsibilities of their job.

Leadership Circle Profile : Feedback Comments

Chris simply does so much. I think this is an area he has grown in tremendously and able to role model for other but I think there could still be a tendency to drop everything for BC or the people at BC. This is why Chris is so good at his job and why so many people care so much for him but it can be the kind of thing that others can take advantage of.

Because Chris has such strong relationships across campus, he can, at times, seem to focus a disproportionate amount of time and energy toward people outside our immediate team. I think Chris can improve by balancing more on the needs of the office and the FYE team, and remain mindful of the time he spends meeting with various people from around campus.

I believe that Chris will continue to grow and develop while at BC. He will also continue to support and develop those that work with him and for him. One leadership challenge he may face is having the resources and support to develop his team. I suggest that the university continue to provide resources to allow this growth.

I think Chris' greatest leadership challenge is his desire to be a model "team player." While this attitude and aspiration have a definite upside, they may, at times, cause Chris to color between the lines too regularly and restrict his creativity and intellectual autonomy when these would be true assets for the task at hand.

Like me, Chris takes things personally when things don't go well (or perfectly). I have the issue and I struggle to overcome it, so I'm not the best to offer suggestions. But I would say to continue to focus on the things he can control, and not let one complaint from an event attended by hundreds bring him down.

Trying to solve everyone's problem or conflict. Find balance in your work and life. Every problem does not need to be solved before you complete your day and some problems can not be solved fully by you. Recognize your limitations of time and scope while maintaining that genuine caring and compassion.

Chris struggles with having tough conversations when they are needed. I would suggest that before he has to have a conversation, that he weighs not only what is best for the stakeholder,

Leadership Circle Profile : Feedback Comments

but also what is best for the work environment.

Chris takes on anything asked of him whether it falls under his purview or not. That is because he is a trusted decision maker and problem solver but doesn't help him with work life balance and personal responsibilities.

Sometimes , the expectation of others on him can be hard. It takes these feedback sometimes personable. He just need to know that people like working with him and that he needs to trust that he is doing a great job

Chris needs to be a bit more focused and the very skills that are his specialty i.e. relational skills, can cause him to get distracted and lose focus over a particular task. He also can spread himself too thin.

Sometimes Chris can talk too much in order to arrive at his point. I think this comes from a desire to be clear and explanatory--not a bad thing, but sometimes it would be better to get to the point.

The feeling oriented and caring leadership can inhibit progress in certain areas. Can sometimes lose the forest when focusing on certain trees.

Chris is sometime self-deprecating, which can be perceived by some as a lack of confidence in his own leadership

work life balance
It's important to model this as leaders and role models



Leadership Circle Profile : Feedback Comments

I worry Chris works too hard!

Leadership Circle Profile : Feedback Comments

What have you observed about this leader that may not have been previously addressed in this assessment and for which you would like to provide additional feedback?

Darcy is outstanding. He is Mr. BC!! Anyone who has gotten a chance to work with him knows where he stands with. He always takes care of the students and staff. Darcy always goes above and beyond and puts his heart and soul into his work. He has impacted my life and the way I approach my work and I know he has done that for countless other people around this campus.

I know the new position is bringing its own challenges but he is dealing with the turbulence with grace and dignity as always.

Darcy is not toxic positive! He is genuine, hardworking, and lets you know when something needs to be changed and how to do it with the best advice. Always smiling!!

Let me emphasize that Chris has great respect for his colleagues and a genuine interest in supporting them and expanding their professional trajectories in the workplace galaxy. This may be true because there was a time in this organization when Chris was pigeon-holed and stereotyped in ways that restricted his own professional development. He knows what it feels like not to have support or be given a chance to flourish professionally--and, luckily, he refuses to be that kind of supervisor (leader) to those who report to him.

I don't know if this hasn't been addressed yet, but it bears repeating all the same: Chris Darcy is an irreplaceable part of the fabric of the university and we are all better off for having him here with us working to deliver on the promise that we make to students and their families when they make the choice to attend BC. Good friends like him are few and far between.

Chris, like others at Boston College, truly cares about the students and staff at BC. He assists them in getting the resources they need when they face tough times or obstacles that life throws them. Chris knows how to access resources through relationships he has built. He is also a coach and mentor to many young people. These traits are assets to true leaders.

At times he can talk a lot and dominate a conversation or collaboration, which doesn't then feel like it is a true partnership or engaging conversation. It is apparent he cares and is

Leadership Circle Profile : Feedback Comments

thoughtful, but it can feel as though he might not be listening and is waiting to share his story or respond, rather than to just listen to the other person.

I am deeply grateful to Chris for routinely going out of his way to catch up for coffee or lunch in order to further strengthen relationships around campus. In our busy lives, this takes significant and deliberate effort. Chris, thank you for not only being an incredible colleague, but also for making the time to become a friend.

I think Chris is an excellent reader of the room and can relate to anyone--this is his greatest gift. People find him easy to be with and he is a wonderfully dedicated and hard worker. A key citizen of the BC community. I rely upon him for all sorts of things and find it to be absolutely consistent.

I would do anything to support Chris in his work because I know that he leads with integrity, compassion and deep care for students and our community. I think he is often too humble about his skillset and I am looking forward to seeing what his vision is for Orientation moving forward.

The assessment is pretty comprehensive but I think an area to further highlight is Chris's skill at collaborating and identifying worthy partnerships. There are only so many hours in the day and I hope Chris is able to prioritize these worthy pursuits.

The answers cover most of my observations. Balance in life is key. God grant me the serenity to accept the things I can not change, the courage to change the things I can and the wisdom to know the difference. Seems perfect for you.

Chris is a truly incredible support to so many students and employees at BC, and he lives the mission in many ways. I am grateful for him and he has so much potential to continue to impact BC as a leader.

Chris loves his job and is devoted to Boston College. He will volunteer and help in any endeavor across campus. Everyone knows him, respects him and can appreciate his genuine

Leadership Circle Profile : Feedback Comments

kindness and openness.

Chris has shown so much leadership as the Director of FYE - he is well-respected, well-liked, and has a stellar reputation across campus. Keep up the great work - thanks for all you do!

Chris is able to take a vision and run with it. He is inspiring and collaborative, always connects to everyone he is working with, considerate of others, etc.

Chris knows BC exceptionally well and practices good understanding of this particular culture in the decisions he makes and feedback he offers others.

We haven't missed anything, except he truly is a man of deep faith, and lives that faith. He is trustworthy and loyal, and can be counted on.

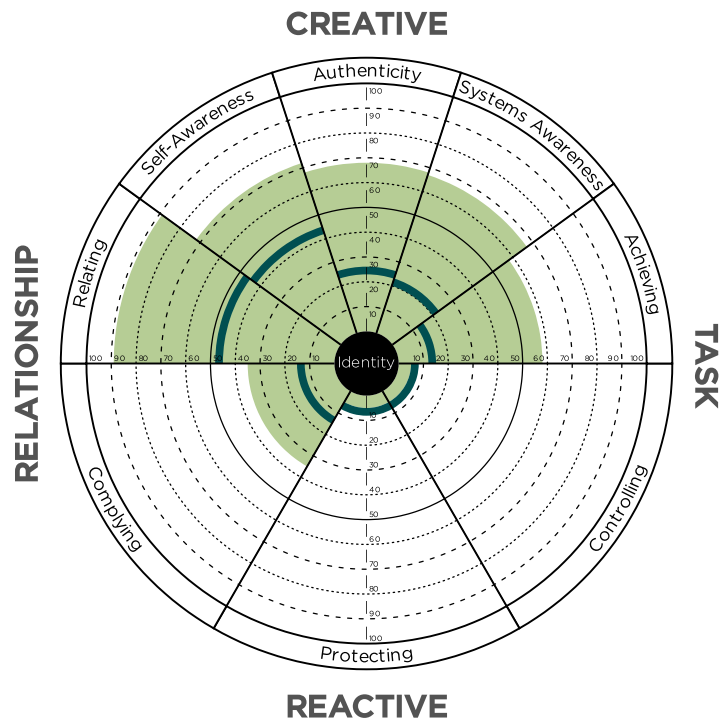
Chris, is the type of human that is rare!! nothing or no one is too low for him. He supports every one from all parts of life and ethnicity .

Chris is a very caring and kind supervisor. His dedication to the students, the staff and the University is obvious and inspiring.



Chris has great skills at collaborating with other departments. He creates buy-in and makes everyone feel important and heard.

Chris is an incredible family man who balances his personal and professional life well

Leadership Circle Profile: Inner Dimensions Graph

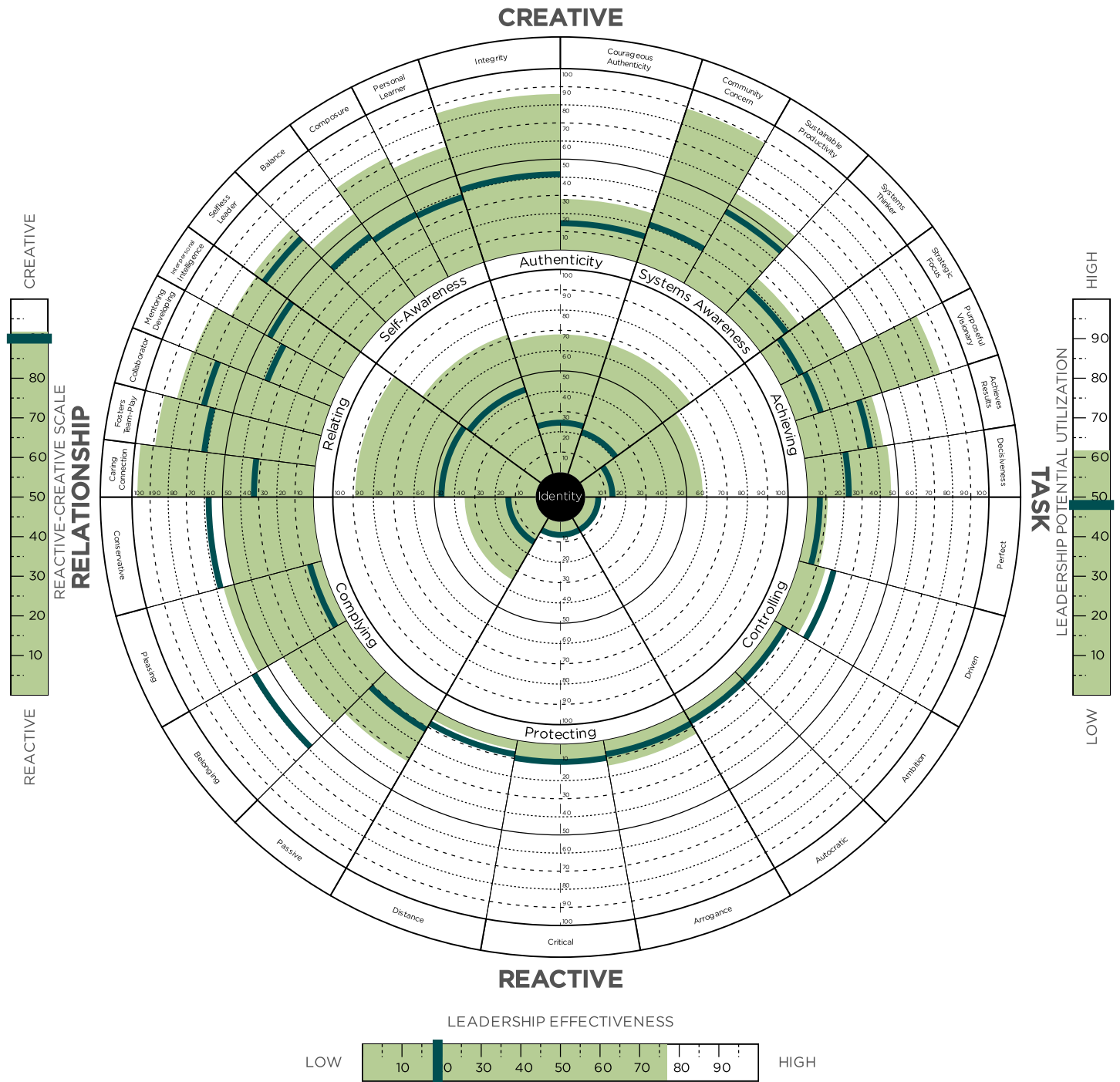
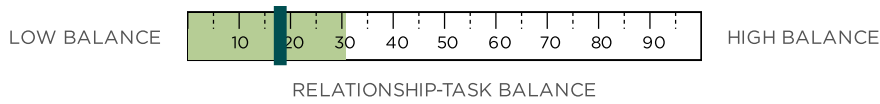


KEY

- Self Assessment 
- Others' Assessment 



Leadership Circle Profile: Outer Dimensions Graph



KEY

- Self Assessment
- Others' Assessment

Leadership Circle Profile: Reactive-Creative Scale

Reactive-Creative Scale reflects the degree of balance between the Creative dimensions and the Reactive dimensions. The percentile score here gives you a sense of how you compare to other leaders with respect to the amount of energy you put into reactive versus creative behavior. It suggests the degree to which your leadership, relationships, and goal-oriented behaviors come out of a creative or reactive orientation.

High scores in the Creative dimensions correlate to high levels of leadership effectiveness and business performance. A high score suggests that you live, relate, work and learn primarily from a creative orientation. This means that your focus is on creating—bringing into being—what you most want.

Scoring low on **Reactive-Creative Scale** does not mean that you are an unsuccessful person. It does suggest that there is another way of operating that results in higher performance and higher fulfillment.



Self Score 90th Percentile

Your self score placed at the **90th percentile** compared to how other global leaders rate themselves.

Evaluator Score 92th Percentile

Your evaluator score is compared to the global norm group and ranks you at the **92th percentile** compared with other leaders.



Leadership Circle Profile: Relationship-Task Balance

Relationship-Task Balance measures the degree of balance you show 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.

Leaders today need competencies in both the ability to achieve and the ability to form effective, growth enhancing, and synergistic relationships. Scoring high suggests that you are developing both.

Scoring low means that task and relationship are out of balance. That is, one is higher than the other is. The greater the imbalance in your scores, the lower your score will be for Relationship-Task Balance. Low scores suggest an imbalance in your leadership development.



Self Score 18th Percentile

Your self score placed at the **18th percentile** compared to how other global leaders rate themselves.

Evaluator Score 31th Percentile

Your evaluator score is compared to the global norm group and ranks you at the **31th percentile** compared with other leaders.

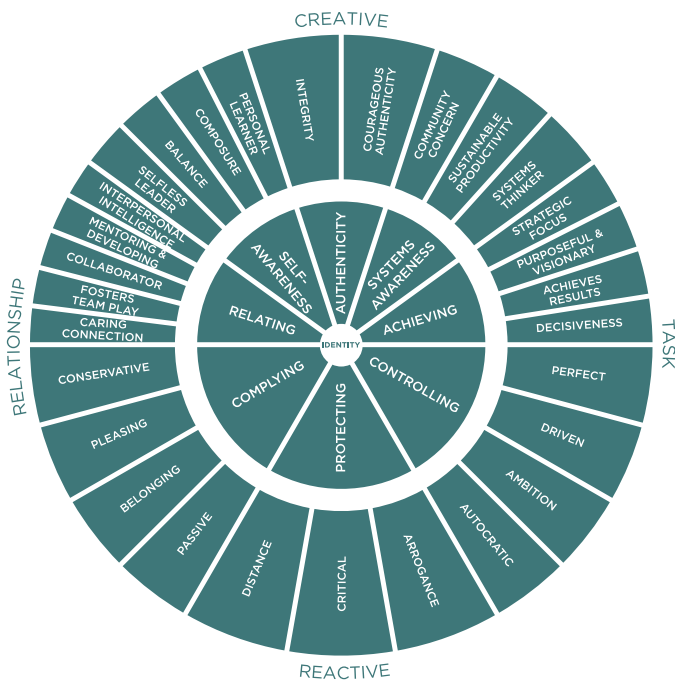


Leadership Circle Profile: Leadership Potential Utilization

Leadership Potential Utilization is a bottom line measure that compares the overall score of the dimensions measured to that of 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?"

Scoring high here simply means that when all the dimensions are taken together, the strengths will outweigh the weaknesses. You cannot score high on this dimension unless there is significant strength in the Creative dimensions and relatively low scores in the Reactive dimensions.

Scoring low suggests that when all the dimensions are taken together, the weaknesses outweigh the strengths. It means that there is more energy going in the reactive direction than in the creative and/or that there is an imbalance in people and task competencies.

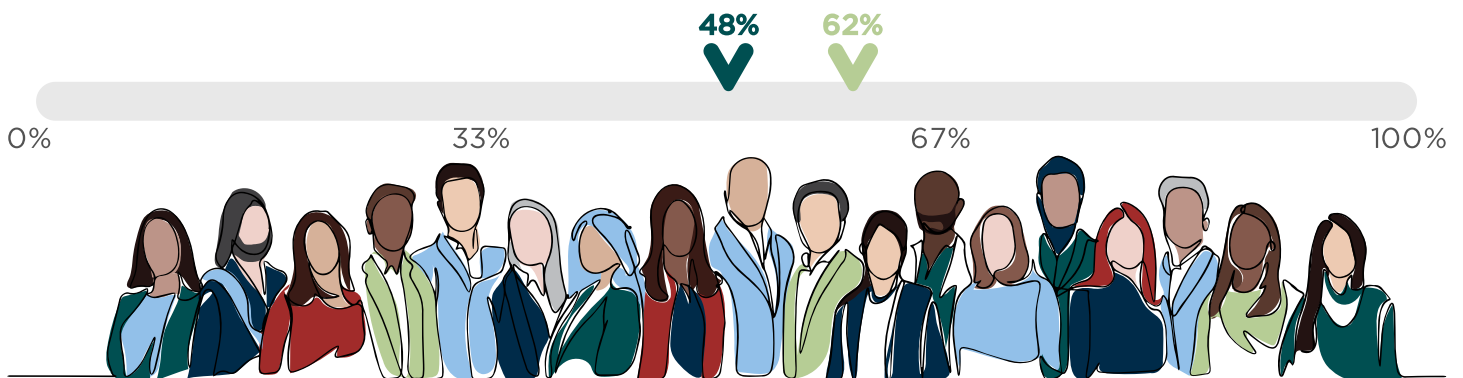


Self Score
48th Percentile

Your self score placed at the **48th percentile** compared to how other global leaders rate themselves.

Evaluator Score
62th Percentile

Your evaluator score is compared to the global norm group and ranks you at the **62th percentile** compared with other leaders.



Leadership Circle Profile: Leadership Effectiveness

Leadership Effectiveness measures your perceived level of overall effectiveness as a leader. Leadership Effectiveness (as seen by others) has been shown to be significantly correlated to business outcomes such as ROI, employee job satisfaction, employee engagement, turnover, etc. Research suggests that a high score on Leadership Effectiveness is associated with strong bottom line performance and low scores are associated with poor business performance.

Leadership Effectiveness Scale Questions

- ✓ I am satisfied with the quality of leadership that this leader provides.
- ✓ This leader is the kind of leader that others should aspire to become.
- ✓ This leader is an example of an ideal leader.
- ✓ This leader's leadership helps this organization to thrive.
- ✓ Overall, this leader provides very effective leadership.

Self Score 19th Percentile

Your self score placed at the **19th percentile** compared to how other global leaders rate themselves.

Evaluator Score 77th Percentile

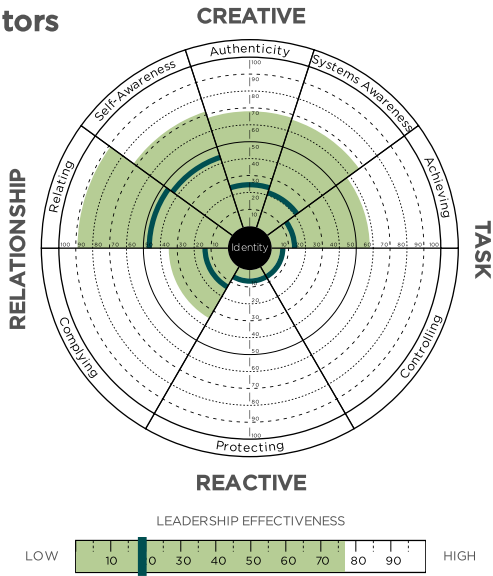
Your evaluator score is compared to the global norm group and ranks you at the **77th percentile** compared with other leaders.



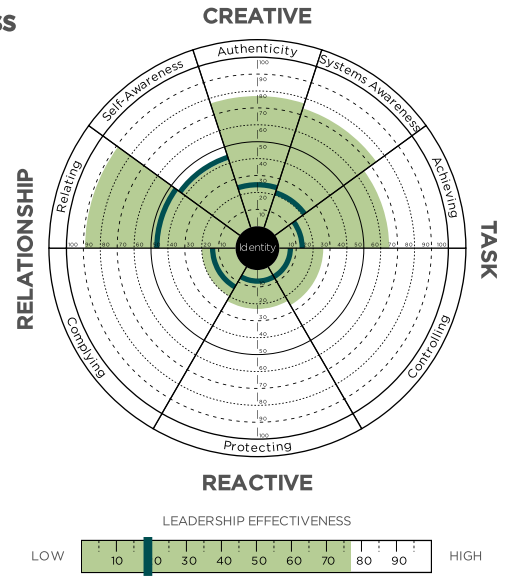


Leadership Circle Profile: GRAPHS BY RATER CATEGORY

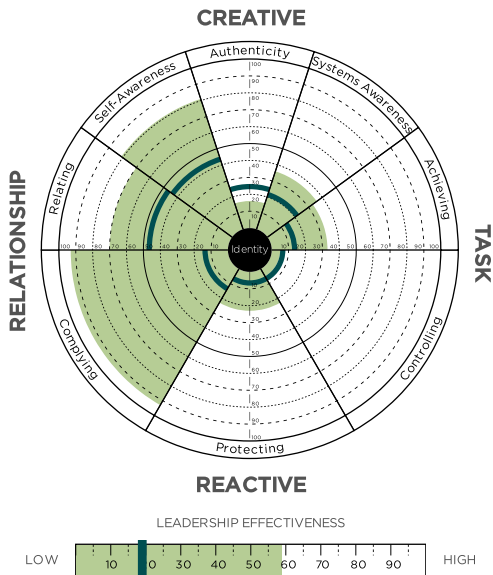
All Evaluators



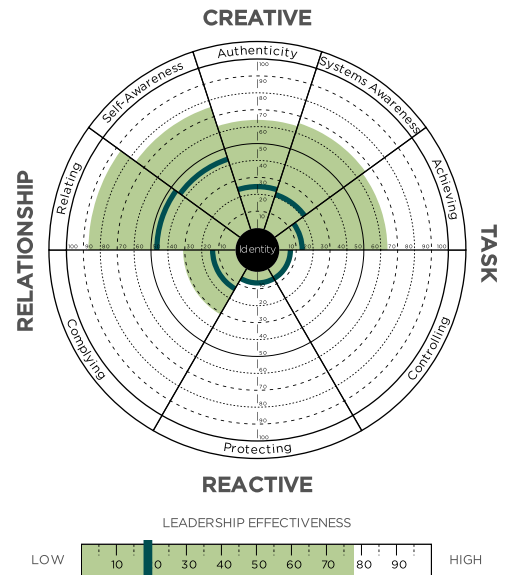
Boss' Boss



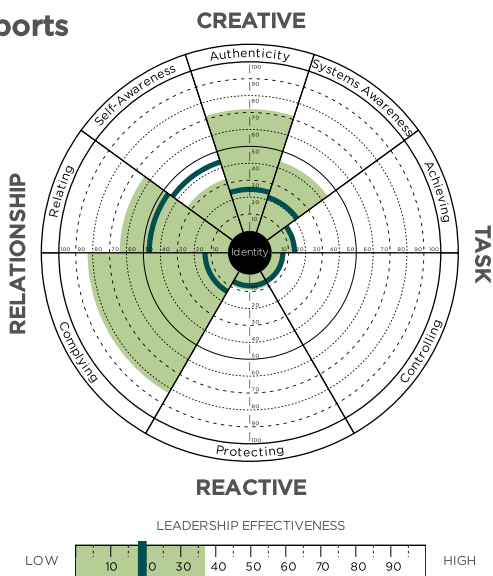
Boss



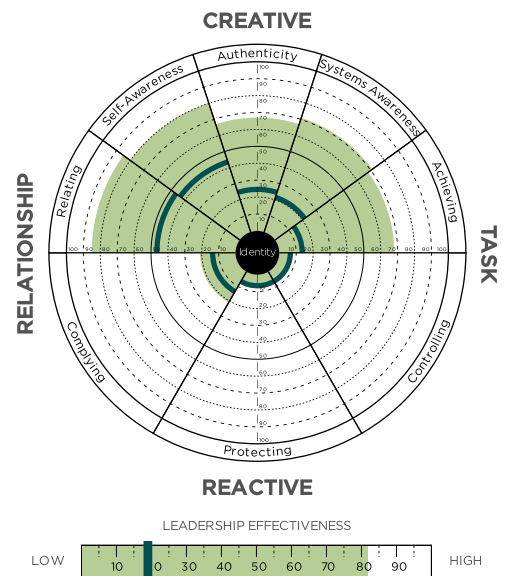
Peers



Direct Reports



Other





Leadership Circle Profile: Data

PERCENTILE SCORES: COMPARISON TO THE NORM GROUP

Average Response on a 5 - Point Scale

	Self Evaluations	Evaluators	Boss' Boss	Boss	Peers	Direct Reports	Other
Number of Assessors	1	27	2	1	14	4	6
Relating	45.0 %	89.0 %	89.0 %	70.0 %	87.0 %	64.0 %	85.0 %
Average Response	3.92	4.33	4.49	4.12	4.33	4.11	4.47
Self Awareness	42.0 %	72.0 %	42.0 %	81.0 %	76.0 %	33.0 %	80.0 %
Average Response	3.7	4.0	3.71	4.18	4.03	3.68	4.21
Authenticity	23.0 %	68.0 %	77.0 %	16.0 %	64.0 %	72.0 %	67.0 %
Average Response	3.79	4.23	4.39	3.62	4.16	4.36	4.32
Systems Awareness	20.0 %	67.0 %	74.0 %	36.0 %	66.0 %	44.0 %	71.0 %
Average Response	3.4	3.92	4.06	3.55	3.89	3.78	4.1
Achieving	12.0 %	58.0 %	65.0 %	33.0 %	64.0 %	15.0 %	68.0 %
Average Response	3.46	4.01	4.01	3.63	4.03	3.63	4.26
Controlling	5.0 %	5.0 %	26.0 %	5.0 %	8.0 %	7.0 %	7.0 %
Average Response	1.24	1.73	1.97	1.42	1.76	1.72	1.65
Protecting	5.0 %	5.0 %	23.0 %	23.0 %	7.0 %	9.0 %	7.0 %
Average Response	1.2	1.27	1.44	1.53	1.28	1.25	1.16
Complying	12.0 %	35.0 %	20.0 %	93.0 %	31.0 %	83.0 %	21.0 %
Average Response	1.75	2.05	1.81	2.98	2.01	2.49	1.77
Reactive-Creative Scale	90.0 %	92.0 %	83.0 %	64.0 %	89.0 %	69.0 %	91.0 %
Relationship-Task Balance	18.0 %	31.0 %	39.0 %	27.0 %	41.0 %	6.0 %	55.0 %
Leadership Potential Utilization	48.0 %	62.0 %	65.0 %	41.0 %	72.0 %	21.0 %	79.0 %
Leadership Effectiveness	19.0 %	77.0 %	77.0 %	59.0 %	78.0 %	37.0 %	82.0 %
Average Response	3.1	4.2	4.3	4.0	4.2	3.8	4.5



Leadership Circle Profile: Data

CREATIVE DIMENSIONS

PERCENTILE SCORES: COMPARISON TO THE NORM GROUP

	Self Evaluations	Evaluators	Boss' Boss	Boss	Peers	Direct Reports	Other
Number of Assessors	1	27	2	1	14	4	6
Relating	45.0 %	89.0 %	89.0 %	70.0 %	87.0 %	64.0 %	85.0 %
Average Response	3.92	4.33	4.49	4.12	4.33	4.11	4.47
Caring Connection	31.0 %	97.0 %	95.0 %	91.0 %	94.0 %	96.0 %	90.0 %
Average Response	3.55	4.68	4.84	4.68	4.62	4.85	4.66
Fosters Team-Play	60.0 %	89.0 %	85.0 %	70.0 %	88.0 %	72.0 %	85.0 %
Average Response	4.17	4.49	4.57	4.24	4.49	4.35	4.61
Collaborator	65.0 %	82.0 %	86.0 %	80.0 %	82.0 %	44.0 %	77.0 %
Average Response	4.16	4.24	4.5	4.34	4.25	3.91	4.34
Mentoring Developing	36.0 %	81.0 %	76.0 %	32.0 %	86.0 %	36.0 %	79.0 %
Average Response	3.81	4.24	4.27	3.56	4.38	3.73	4.41
Interpersonal Intelligence	45.0 %	71.0 %	82.0 %	52.0 %	67.0 %	39.0 %	81.0 %
Average Response	3.88	4.05	4.31	3.83	3.99	3.79	4.34
Self Awareness	42.0 %	72.0 %	42.0 %	81.0 %	76.0 %	33.0 %	80.0 %
Average Response	3.7	4.0	3.71	4.18	4.03	3.68	4.21
Selfless Leader	64.0 %	73.0 %	29.0 %	67.0 %	77.0 %	58.0 %	69.0 %
Average Response	3.88	3.96	3.47	4.03	4.02	3.83	4.05
Balance	40.0 %	57.0 %	26.0 %	73.0 %	51.0 %	37.0 %	80.0 %
Average Response	3.17	3.71	3.17	4.0	3.64	3.47	4.14
Composure	37.0 %	74.0 %	65.0 %	94.0 %	77.0 %	25.0 %	77.0 %
Average Response	3.61	4.15	4.06	4.78	4.19	3.55	4.36
Personal Learner	36.0 %	67.0 %	58.0 %	47.0 %	71.0 %	32.0 %	72.0 %
Average Response	3.92	4.09	3.98	3.87	4.12	3.8	4.29
Authenticity	23.0 %	68.0 %	77.0 %	16.0 %	64.0 %	72.0 %	67.0 %
Average Response	3.79	4.23	4.39	3.62	4.16	4.36	4.32
Integrity	40.0 %	86.0 %	77.0 %	69.0 %	82.0 %	92.0 %	77.0 %
Average Response	4.16	4.58	4.58	4.5	4.52	4.84	4.58
Courageous Authenticity	13.0 %	28.0 %	70.0 %	5.0 %	32.0 %	19.0 %	49.0 %
Average Response	3.17	3.62	4.08	2.17	3.57	3.5	3.91



Leadership Circle Profile: Data

CREATIVE DIMENSIONS (CONTINUED)

Questions Related to Each Dimension

Relating	
Caring Connection	<p>I connect deeply with others.</p> <p>I form warm and caring relationships.</p> <p>I am compassionate.</p>
Fosters Team-Play	<p>I create a positive climate that supports people doing their best.</p> <p>I share leadership.</p> <p>I promote high levels of teamwork through my leadership style.</p>
Collaborator	<p>I negotiate for the best interest of both parties.</p> <p>I work to find common ground.</p> <p>I create common ground for agreement.</p>
Mentoring Developing	<p>I help Direct Reports create development plans.</p> <p>I help people learn, improve, and change.</p> <p>I provide feedback focused on professional growth.</p> <p>I am a people builder/developer.</p>
Interpersonal Intelligence	<p>I display a high degree of skill in resolving conflict.</p> <p>I take responsibility for my part of relationship problems.</p> <p>I directly address issues that get in the way of team performance.</p> <p>I listen openly to criticism and ask questions to further understand.</p> <p>In a conflict, I accurately restate the opinions of others.</p>
Self Awareness	
Selfless Leader	<p>I get the job done with no need to attract attention to myself.</p> <p>I lead in ways that others say, 'we did it ourselves.'</p> <p>I am relatively uninterested in personal credit.</p> <p>I act with humility.</p> <p>I take forthright action without needing recognition.</p>
Balance	<p>I find enough time for personal reflection.</p> <p>I balance work and personal life.</p>
Composure	<p>I am composed under pressure.</p> <p>I handle stress and pressure very well.</p> <p>I am a calming influence in difficult situations.</p>
Personal Learner	<p>I personally search for meaning.</p> <p>I investigate the deeper reality that lies behind events/circumstances.</p> <p>I learn from mistakes.</p> <p>I examine the assumptions that lie behind my actions.</p>
Authenticity	
Integrity	<p>I lead in a manner that is completely aligned with my values.</p> <p>I exhibit personal behavior consistent with my values.</p> <p>I hold to my values during good and bad times.</p>
Courageous Authenticity	<p>I speak directly even on controversial issues.</p> <p>I am courageous in meetings.</p> <p>I surface the issues others are reluctant to talk about.</p>



Leadership Circle Profile: Data

CREATIVE DIMENSIONS

PERCENTILE SCORES: COMPARISON TO THE NORM GROUP

	Self Evaluations	Evaluators	Boss' Boss	Boss	Peers	Direct Reports	Other
Number of Assessors	1	27	2	1	14	4	6
Systems Awareness	20.0 %	67.0 %	74.0 %	36.0 %	66.0 %	44.0 %	71.0 %
Average Response	3.4	3.92	4.06	3.55	3.89	3.78	4.1
Community Concern	20.0 %	89.0 %	85.0 %	74.0 %	84.0 %	75.0 %	83.0 %
Average Response	3.13	4.22	4.37	4.1	4.17	4.15	4.32
Sustainable Productivity	44.0 %	57.0 %	70.0 %	27.0 %	55.0 %	56.0 %	61.0 %
Average Response	3.83	3.91	4.08	3.5	3.84	3.95	4.05
Systems Thinker	16.0 %	26.0 %	41.0 %	7.0 %	39.0 %	5.0 %	52.0 %
Average Response	3.23	3.46	3.48	2.77	3.52	2.78	3.82
Achieving	12.0 %	58.0 %	65.0 %	33.0 %	64.0 %	15.0 %	68.0 %
Average Response	3.46	4.01	4.01	3.63	4.03	3.63	4.26
Strategic Focus	11.0 %	40.0 %	61.0 %	18.0 %	53.0 %	7.0 %	58.0 %
Average Response	3.33	3.84	3.89	3.28	3.87	3.4	4.1
Purposeful & Visionary	13.0 %	84.0 %	81.0 %	66.0 %	82.0 %	44.0 %	85.0 %
Average Response	3.32	4.27	4.28	4.05	4.25	3.96	4.54
Achieves Results	35.0 %	44.0 %	44.0 %	45.0 %	57.0 %	19.0 %	55.0 %
Average Response	3.96	4.09	3.97	4.02	4.11	3.88	4.24
Decisiveness	21.0 %	46.0 %	56.0 %	36.0 %	58.0 %	9.0 %	65.0 %
Average Response	3.65	3.96	3.91	3.68	4.01	3.43	4.27

Leadership Circle Profile: Data

CREATIVE DIMENSIONS (CONTINUED)

Questions Related to Each Dimension

Systems Awareness	
Community Concern	<ul style="list-style-type: none"> 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. I create vision that goes beyond the organization to include making a positive impact on the world.
Sustainable Productivity	<ul style="list-style-type: none"> I balance 'bottom line' results with other organizational goals. I balance short-term results with long-term organizational health. I allocate resources appropriately so as not to use people up.
Systems Thinker	<ul style="list-style-type: none"> I redesign the system to solve multiple problems simultaneously. I evolve organizational systems until they produce envisioned results. I reduce activities that waste resources.
Achieving	
Strategic Focus	<ul style="list-style-type: none"> I have a firm grasp of the market place dynamics. I provide strategic direction that is thoroughly thought through. I focus in quickly on the key issues. I accurately anticipate future consequences to current action. I see the integration between all parts of the system. 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. I integrate multiple streams of information into a coherent strategy. I am a gifted strategist.
Purposeful & Visionary	<ul style="list-style-type: none"> I articulate a vision that creates alignment within the organization. I live and work with a deep sense of purpose. I communicate a compelling vision. I am a good role model for the vision I espouse. I provide strategic vision for the organization. I inspire others with vision.
Achieves Results	<ul style="list-style-type: none"> I pursue results with drive and energy. I strive for continuous improvement. I am proficient at achieving high quality results on key initiatives. I am quick to seize opportunities upon noticing them.
Decisiveness	<ul style="list-style-type: none"> I make the tough decisions when required. I am an efficient decision maker. I make decisions in a timely manner.



Leadership Circle Profile: Data

REACTIVE DIMENSIONS

PERCENTILE SCORES: COMPARISON TO THE NORM GROUP

	Self Evaluations	Evaluators	Boss' Boss	Boss	Peers	Direct Reports	Other
Number of Assessors	1	27	2	1	14	4	6
Controlling	5.0 %	5.0 %	26.0 %	5.0 %	8.0 %	7.0 %	7.0 %
Average Response	1.24	1.73	1.97	1.42	1.76	1.72	1.65
Perfect	5.0 %	11.0 %	20.0 %	5.0 %	19.0 %	15.0 %	20.0 %
Average Response	1.72	2.78	2.67	2.1	2.81	2.8	2.86
Driven	18.0 %	15.0 %	32.0 %	5.0 %	32.0 %	31.0 %	7.0 %
Average Response	2.75	2.57	2.66	1.78	2.77	2.79	2.09
Ambition	5.0 %	8.0 %	28.0 %	10.0 %	14.0 %	6.0 %	13.0 %
Average Response	1.3	1.97	2.09	1.68	2.05	1.79	1.93
Autocratic	5.0 %	6.0 %	30.0 %	7.0 %	7.0 %	10.0 %	10.0 %
Average Response	1.0	1.51	1.81	1.26	1.5	1.52	1.45
Protecting	5.0 %	5.0 %	23.0 %	23.0 %	7.0 %	9.0 %	7.0 %
Average Response	1.2	1.27	1.44	1.53	1.28	1.25	1.16
Arrogance	6.0 %	14.0 %	46.0 %	31.0 %	20.0 %	13.0 %	12.0 %
Average Response	1.0	1.32	1.75	1.51	1.42	1.13	1.05
Critical	8.0 %	9.0 %	18.0 %	15.0 %	12.0 %	14.0 %	18.0 %
Average Response	1.34	1.31	1.2	1.25	1.32	1.29	1.32
Distance	6.0 %	5.0 %	20.0 %	32.0 %	5.0 %	10.0 %	7.0 %
Average Response	1.22	1.21	1.39	1.73	1.15	1.31	1.13
Complying	12.0 %	35.0 %	20.0 %	93.0 %	31.0 %	83.0 %	21.0 %
Average Response	1.75	2.05	1.81	2.98	2.01	2.49	1.77
Passive	10.0 %	32.0 %	20.0 %	78.0 %	32.0 %	69.0 %	20.0 %
Average Response	1.2	1.64	1.38	2.33	1.66	1.96	1.34
Belonging	57.0 %	40.0 %	24.0 %	86.0 %	31.0 %	90.0 %	32.0 %
Average Response	2.64	2.36	2.05	3.14	2.24	3.06	2.15
Pleasing	5.0 %	56.0 %	41.0 %	100.0 %	48.0 %	82.0 %	31.0 %
Average Response	1.56	2.76	2.63	4.75	2.71	3.16	2.33
Conservative	56.0 %	50.0 %	35.0 %	82.0 %	44.0 %	85.0 %	34.0 %
Average Response	3.01	3.07	2.81	3.7	3.0	3.66	2.81

Leadership Circle Profile: Data

REACTIVE DIMENSIONS CONTINUED

Questions Related to Each Dimension

Controlling	
Perfect	<p>I try to do everything perfectly well.</p> <p>I am critical of myself when things don't go as well as expected.</p> <p>I believe average is definitely not good enough.</p> <p>I need to perform flawlessly.</p> <p>I am a perfectionist.</p> <p>I need to excel in every situation.</p> <p>I expect extremely high standards of others.</p>
Driven	<p>I drive myself excessively hard.</p> <p>I am a workaholic.</p> <p>I try too hard to be the best at everything I take on.</p> <p>I push myself too hard.</p>
Ambition	<p>I am aggressive.</p> <p>I believe to feel good, one must constantly move up.</p> <p>I believe winning is what really matters.</p> <p>I am excessively ambitious.</p>
Autocratic	<p>I have to get my own way.</p> <p>I tend to control others.</p> <p>I am domineering.</p> <p>I dictate rather than influence what others do.</p> <p>I pursue results at the expense of people.</p>
Protecting	
Arrogance	<p>I am self-centered.</p> <p>I have too big of an ego.</p> <p>I am arrogant.</p>
Critical	<p>I am sarcastic and/or cynical.</p> <p>I am critical.</p> <p>I hurt people's feelings.</p> <p>I put people down.</p>
Distance	<p>I am emotionally distant.</p> <p>I remain standoffish.</p> <p>I am hard to get to know.</p> <p>I am aloof.</p>
Complying	
Passive	<p>I am wishy-washy in decision making.</p> <p>I lack drive.</p> <p>I lack passion.</p> <p>I am passive.</p>
Belonging	<p>I am overly conservative.</p> <p>I work too hard for others' acceptance.</p> <p>I adopt others' points of view so as not to disappoint them.</p> <p>I play it too safe.</p> <p>I try too hard to conform to the group's rules/norms.</p> <p>I try to please others by going along to get along.</p>
Pleasing	<p>I need to be accepted by others.</p> <p>I need to be admired by others.</p> <p>I worry about others' judgment.</p> <p>I need the approval of others.</p>
Conservative	<p>I am conservative.</p> <p>I follow conventional ways of doing things.</p> <p>I conform to rules.</p>



Leadership Circle Profile: Outer Dimension Rankings

Below you will find your results sorted two different ways. Each sort contains all the Outer Circle dimensions (both Creative and Reactive) ordered from highest to lowest. The data on the left is a rank ordering of your self-scores (as you see yourself). On the right is a rank order based on how all your evaluators see you. We encourage you to look at the top and bottom of these two lists, noticing what is high and what is low. What patterns do you notice? What is high or low as you see it? What is high or low as your evaluators see you?

Leadership Brand: Another useful way to think of this information is through the lens of Leadership Brand. If you look at the top 10 dimensions of each list, this represents your current Leadership Brand as you see it and as your evaluators experience it. How closely does your Leadership Brand match and what insights might this provide?

Sorted by SELF Percentile

Chris Darcy	Self Percentile	Evaluator Percentile
Dimensions		
Collaborator	65.0%	82.0%
Selfless Leader	64.0%	73.0%
Fosters Team Play	60.0%	89.0%
Belonging	57.0%	40.0%
Conservative	56.0%	50.0%
Interpersonal Intelligence	45.0%	71.0%
Sustainable Productivity	44.0%	57.0%
Balance	40.0%	57.0%
Integrity	40.0%	86.0%
Composure	37.0%	74.0%
Mentoring & Developing	36.0%	81.0%
Personal Learner	36.0%	67.0%
Achieves Results	35.0%	44.0%
Caring Connection	31.0%	97.0%
Decisiveness	21.0%	46.0%
Community Concern	20.0%	89.0%
Driven	18.0%	15.0%
Systems Thinker	16.0%	26.0%
Courageous Authenticity	13.0%	28.0%
Purposeful & Visionary	13.0%	84.0%
Strategic Focus	11.0%	40.0%
Passive	10.0%	32.0%
Critical	8.0%	9.0%
Arrogance	6.0%	14.0%
Distance	6.0%	5.0%
Ambition	5.0%	8.0%
Autocratic	5.0%	6.0%
Perfect	5.0%	11.0%
Pleasing	5.0%	56.0%

Leadership Brand

Sorted by EVALUATOR Percentile

Chris Darcy	Self Percentile	Evaluator Percentile
Dimensions		
Caring Connection	31.0%	97.0%
Community Concern	20.0%	89.0%
Fosters Team Play	60.0%	89.0%
Integrity	40.0%	86.0%
Purposeful & Visionary	13.0%	84.0%
Collaborator	65.0%	82.0%
Mentoring & Developing	36.0%	81.0%
Composure	37.0%	74.0%
Selfless Leader	64.0%	73.0%
Interpersonal Intelligence	45.0%	71.0%
Personal Learner	36.0%	67.0%
Balance	40.0%	57.0%
Sustainable Productivity	44.0%	57.0%
Pleasing	5.0%	56.0%
Conservative	56.0%	50.0%
Decisiveness	21.0%	46.0%
Achieves Results	35.0%	44.0%
Belonging	57.0%	40.0%
Strategic Focus	11.0%	40.0%
Passive	10.0%	32.0%
Courageous Authenticity	13.0%	28.0%
Systems Thinker	16.0%	26.0%
Driven	18.0%	15.0%
Arrogance	6.0%	14.0%
Perfect	5.0%	11.0%
Critical	8.0%	9.0%
Ambition	5.0%	8.0%
Autocratic	5.0%	6.0%
Distance	6.0%	5.0%