HOW DOES THE LEADERSHIP CIRCLE PROFILE COMPARE TO OTHER 360° ASSESSMENTS?

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TABLE OF CONTENTS

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The LCP Comparison

This short write-up describes how The Leadership Circle Profile (LCP) compares to other 360 assessment tools. Obviously, there is a plethora of leadership instruments from which to choose, and a comparison to all would be impossible. Most of the big 360 instruments (Benchmarks, Lominger, Profiler, Zenger-Folkman, to name a few) are all quite similar. Thus, this write-up will say how the LCP distinguishes itself from this genre of 360 tool and will not try to compare to each in detail.

Most 360 tools, like those mentioned above, measure a battery of key competencies. These competencies are well researched and shown to be correlated to business performance. The key competencies measured by these 360's are all quite similar. In fact, for the most part, each of these tools are so similar they could be considered to be interchangeable. The LCP does not attempt to distinguish itself by having a more robust set of key competencies. It measures a list of leadership competencies that are similar to most other good 360 tools.

All good 360 tools use normative comparisons but do not use percentile scores. The other tools generally compare to the mean and may report a standard deviation. This gives the leader some sense of how they compare. TLC uses percentile scores because they facilitate a more accurate interpretation of the true meaning in the data that often gets lost when the leader is two tenths below a normative average of 4.25. In this case, the leader is likely to conclude they are doing OK. A percentile score of 39% (in this example) is simply a stronger and clearer message about the meaning of the data.

None of the 360 tools are built around a developmental framework. They are behaviorally based and simply provide feedback on behavior. The LCP is theoretically dense and integrates many of the best frameworks from leadership, psychological, and spiritual development. It represents the first comprehensive and unifying theory of leadership development that exists in the field. The LCP can therefore meet the client on multiple layers of depth and allows the coach/consultant to draw on a multitude of frameworks to facilitate a breakthrough.

Most of the 360 instruments report results in a list (competencies arranged vertically down the page with bar charts to show the scores). There is no attempt to organize this information so as to distill the patterns in the data. The LCP arranges the data in a circle (within a circle). The circle itself is an elegant integration of all the theory mentioned above. So, the organization of the data displays the data in the context of powerful developmental frameworks. Furthermore, the circle arranges data in a way that visually represents the underlying correlation matrix. This means that all the relevant interrelationships between dimensions is visually displayed. When all of this is combined with percentile scores, the presentation of data immediately identifies the critical patterns in the data and naturally leads toward the key issues. Most 360's present pages and pages of question level detail so that, if the coach and the client know how to wade through all this information, they might be able to ferret out the pattern in the data and see through it for the key issues. The LCP does all this much more elegantly and without all the detail data. The net result is that the client walks into the coaching session focused on the very conversation that leads to breakthrough.

The LCP is designed to measure both behavior and thinking. In addition to measuring key competencies, it measures underlying beliefs and assumptions—the habits of thought that run much of our behavior. In this way, it naturally leads to insight into the underlying emotional/

cognitive process that runs patterns of behavior. When the client can get insight into this, they are in a much higher leverage place to make transformative change.

The LCP is the only 360 that measure both Creative (key) Competencies and Reactive Tendencies. In this way, it give the client far greater insight into how they are thinking and what they are doing that limits the full deployment of creative competencies. Everything mentioned above is unique to the LCP. The other big 360's are of a previous generation—good in their time, but the LCP sets a new standard. It is next generation leadership transformation technology. It is so much in a class by itself that most of our clients tell us not to refer to it as a 360 tool. It simply is so much more, (than the other big 360's) that we simply refer to it as a leadership transformation instrument.

Additional Information

The additional information is a series of excerpts from "The Leadership Circle Profile: Breakthrough Leadership Assessment Technology" which was published in Industrial & Commercial Training Vol 38 No 4 2006.
See https://leadershipcircle.com/whitepapers/

Design Criteria

The Leadership Circle Profile (LCP) makes major advances on the best 360 instruments. The LCP is designed to measure a battery of key leadership competencies. Most high quality 360 instruments have a solid research base and measure competencies shown to relate well to leadership effectiveness and to outcomes important to business. The LCP was designed to do this as well as any tool on the market. In the recent book, Extraordinary Leaders, Zenger and Folkman state that the research on leadership competencies can be boiled down to 16 key competencies that significantly enhance leadership effectiveness. The LCP measures a strikingly similar set of key competencies and establishes itself among the best 360 instruments available. It is the other design criteria, however, that set it apart.

The Leadership Circle Profile is designed to integrate many of the best theoretical frameworks from the Leadership, Adult Development, Psychological and Spiritual bodies of knowledge. Few, if any, 360 tools have a theoretical framework to complement their research base. The LCP has a rich and integrated theory base. This allows practitioners to use multiple frameworks that help the client connect the data to deeper insight.

The Leadership Circle Profile is designed to measure behavior and assumptions simultaneously. In this way, it connects patterns of leadership behavior with habits of thoughts. The LCP measures inner assumptions, well researched by cognitive psychologists (Burns, Ellis), that are giving rise to high and low 360 results. In this way, the LCP helps the client get beneath the behavior to the automatic thought processes that underlie behavior. It facilitates far deeper insight, and as a result, more possibility for transformation.

The Leadership Circle integrates Adult Development theory and research. Kohlberg, Kegan, Gilligan, Cook-Grueter, Hall, Beck, Wilber and others have shown that adults can evolve into more complex "operating systems" through which they think and act. With greater cognitive and emotional maturity comes a greater capacity to lead effectively in the complex organizational environments leaders face today. The LCP is not designed to measure a leader's stages of development, rather it measures leadership behaviors that are common at various stages of adult development. In so doing, the LCP becomes a platform for transformation.

The Leadership Circle Profile integrates all of the above in such a way that the consultant/coach and client can immediately see the significant patterns in the data. Data is visually displayed so that the client is naturally drawn toward the most important issues. Most 360 tools display data as sequential list of competencies. The LCP organizes information in a high impact way so that the client immediately begins to inquire into the interrelationships between behaviors.

Visual Integration

The LCP is also unique in that it reports and displays results in percentile scores compared to an ever-growing norm base of leaders. This allows for much more accurate interpretation of the meaning of the data than does presenting raw scores. For example: A leader may receive a score of 4.0 for Relating and, if there were a 360 that measured controlling, a 3.0 for Controlling (on a 5 point scale). This leader is likely to conclude, "Well, I received a 4 on Relating and a 3 on Controlling. That looks pretty good to me. Relating is a full point higher than controlling so I must be doing okay." These are the conclusions that most leaders walk away from when they get 360 results typically reported on a 5.0 scale. Once this data is converted to percentile scores however, the leader will discover that his/her 4.0 score on Relating is about the 45th percentile, and his/her 3.0 score for controlling is about the 75th percentile. Now the leader is looking at data that tells a very different story—a more accurate story.

Added to this, the LCP then draws a relationship between those two dimensions in opposite quadrants, so the natural conclusion from the data is that my high Controlling scores are interrupting my ability to develop people and create teams. That's a very different starting place for a developmental conversation with the leader. Our experience suggests that the leader immediately begins to explore that relationship and to ask questions that are simply not asked using other 360 tools.

Furthermore, because the LCP links behavior to habits of thought, it provides the coach/consultant a window of opportunity to shift the conversation to the level of thinking or assumptions that is underlying the moments when a leader moves to control, or when they could allow the group to make its own decisions. Underneath that momentary behavior is often some form of inner conversation that has the leader linking this moment with future success and self-worth. Therefore, they are feeling at risk personally. When Controlling leaders feel at risk, their automatic default behavior is to control, even at the expense of the long-term development of trust, teamwork, and relationships in the organization. The LCP surfaces the habits of thought that result in habits of behavior creating opportunities for breakthroughs.

Putting It All Together

In summary, The Leadership Circle Profile is the first 360 degree assessment instrument to measure a full array of Key Creative leadership competencies, while simultaneously measuring competing Reactive tendencies. It is the first 360 of its type that measures management behavior at different developmental levels, and shows the relationship between these levels. It is the first competency-based 360 that also measures the cognitive assumptions that drive behavior. It does all this with strong correlation to real world results within a theoretical framework that supports the natural direction of development. The LCP is the first competency 360 that displays results in a way that shows the integration of all of this information. This makes the LCP a platform for transformation. Immediately, it takes consulting-client conversations deeper than is accessible using other tools. It allows for action plans that are both behavioral and self-awareness oriented. In short, The Leadership Circle Profile facilitates more rapid progress into breakthrough insights, new behavior, and greater levels of effectiveness.

Foundational thought leaders who form the core of the Universal Model of Leadership

Thought Leader	Theory/Research	TLC Unified Model of Leadership
William and Cindy Adams	Whole Systems Approach	Systems Awareness Dimension, Creative and Integral Level Leadership
Peter Block	Authenticity, Caution, Control, Political Scripts	Authenticity Dimension, Reactive Dimensions
David Burns and Albert Ellis	Cognitive and Rational Emotive Psychology	All Reactive Dimensions; Underlying, Self-limiting Beliefs and Assumptions and associated behaviors
Robert Fritz	Creative and Reactive Orientations	Two Stages of Development; top half and bottom half of the LCP circle
Karen Horney	Character Structure; Three Core Types	Heart, Head,Will Types; Complying, Protecting, Controlling, Relating, Awareness, Achieving
Robert Kegan and Lisa Lahey	Developmental Psychology; Stages of Adult Development; Immunity to Change	Kegan's Development model is the vertical axis of the LCP; Immunity to Change describes Reactive Structure's pattern of Performance
Peter Senge	Systems Thinking and Systems Dynamics; Personal Mastery	Systems Awareness Dimension; Reactive Structure and Creative Structure
Ken Wilber	Integral Model	The Unified Model of Leadership is an Integral Model. Ken's seminal work has greatly influenced its development