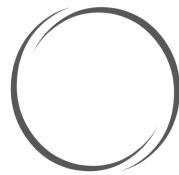




Florzaireth Da Silva

The Leadership Circle Self Assessment Report

2017-04-28



The Leadership Circle®

The Leadership Circle Self Assessment Report

Florzaireth Da Silva

2017-04-28

Average Response on a 5 - Point Scale

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	4.95	-	-	-	-	-	-
Self-Awareness	4.86	-	-	-	-	-	-
Authenticity	4.64	-	-	-	-	-	-
Systems Awareness	4.39	-	-	-	-	-	-
Achieving	4.88	-	-	-	-	-	-
Controlling	2.87	-	-	-	-	-	-
Protecting	1.85	-	-	-	-	-	-
Complying	2.22	-	-	-	-	-	-
Leadership Effectiveness	5.00	-	-	-	-	-	-
Number of Assessors	1	0	0	0	0	0	0

The Leadership Circle Self Assessment Report

Florzaireth Da Silva

2017-04-28

Percentile Scores: Comparison to the Norm Group

	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
Relating	100 %	-	-	-	-	-	-
Self-Awareness	100 %	-	-	-	-	-	-
Authenticity	91 %	-	-	-	-	-	-
Systems Awareness	94 %	-	-	-	-	-	-
Achieving	99 %	-	-	-	-	-	-
Controlling	69 %	-	-	-	-	-	-
Protecting	26 %	-	-	-	-	-	-
Complying	40 %	-	-	-	-	-	-
Reactive-Creative Scale	93 %	-	-	-	-	-	-
Relationship-Task Balance	92 %	-	-	-	-	-	-
Leadership Potential Utilization	94 %	-	-	-	-	-	-
Leadership Effectiveness	100 %	-	-	-	-	-	-
Number of Assessors	1	0	0	0	0	0	0

THE LEADERSHIP CIRCLE SELF ASSESSMENT RESULTS

Creative Dimensions

Florzaireth Da Silva

04-28-2017	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	0	0	0	0	0	0
Relating	100 %	-	-	-	-	-	-
Average Response	4.95	-	-	-	-	-	-
Caring Connection	98 %	-	-	-	-	-	-
Average Response	5.00	-	-	-	-	-	-
Fosters Team Play	-	-	-	-	-	-	-
Average Response	5.00	-	-	-	-	-	-
Collaborator	97 %	-	-	-	-	-	-
Average Response	4.84	-	-	-	-	-	-
Mentoring & Developing	98 %	-	-	-	-	-	-
Average Response	5.00	-	-	-	-	-	-
Interpersonal Intelligence	99 %	-	-	-	-	-	-
Average Response	4.91	-	-	-	-	-	-
Self-Awareness	100 %	-	-	-	-	-	-
Average Response	4.86	-	-	-	-	-	-
Selfless Leader	95 %	-	-	-	-	-	-
Average Response	4.51	-	-	-	-	-	-
Balance	99 %	-	-	-	-	-	-
Average Response	5.00	-	-	-	-	-	-
Composure	98 %	-	-	-	-	-	-
Average Response	5.00	-	-	-	-	-	-
Personal Learner	99 %	-	-	-	-	-	-
Average Response	5.00	-	-	-	-	-	-
Authenticity	91 %	-	-	-	-	-	-
Average Response	4.64	-	-	-	-	-	-
Integrity	-	-	-	-	-	-	-
Average Response	5.00	-	-	-	-	-	-
Courageous Authenticity	63 %	-	-	-	-	-	-
Average Response	4.04	-	-	-	-	-	-

Questions Related to Each Dimension

Creative Dimensions

Relating

Caring Connection	I connect deeply with others. I form warm and caring relationships. I am compassionate.
Fosters Team Play	I create a positive climate that supports people doing their best. I share leadership. I promote high levels of teamwork through my leadership style.
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 help people learn, improve, and change. I provide feedback focused on professional growth. I am a people builder/developer.
Interpersonal Intelligence	I display a high degree of skill in resolving conflict. I take responsibility for my part of relationship problems. I directly address issues that get in the way of team performance. I listen openly to criticism and ask questions to further understand. In a conflict, I accurately restate the opinions of others.

Self-Awareness

Selfless Leader	I get the job done with no need to attract attention to myself. I lead in ways that others say, 'we did it ourselves.' I am relatively uninterested in personal credit. I act with humility. I take forthright action without needing recognition.
Balance	I find enough time for personal reflection. I balance work and personal life.
Composure	I am composed under pressure. I handle stress and pressure very well. I am a calming influence in difficult situations.
Personal Learner	I personally search for meaning. I investigate the deeper reality that lies behind events/circumstances. I learn from mistakes. I examine the assumptions that lay behind my actions.

Authenticity

Integrity	I lead in a manner that is completely aligned with my values. I exhibit personal behavior consistent with my values. I hold to my values during good and bad times.
Courageous Authenticity	I speak directly even on controversial issues. I am courageous in meetings. I surface the issues others are reluctant to talk about.

THE LEADERSHIP CIRCLE SELF ASSESSMENT RESULTS

Creative Dimensions (Continued)

Florzaireth Da Silva

04-28-2017	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	0	0	0	0	0	0
Systems Awareness	94 %	-	-	-	-	-	-
Average Response	4.39	-	-	-	-	-	-
Community Concern	95 %	-	-	-	-	-	-
Average Response	4.57	-	-	-	-	-	-
Sustainable Productivity	68 %	-	-	-	-	-	-
Average Response	4.02	-	-	-	-	-	-
Systems Thinker	96 %	-	-	-	-	-	-
Average Response	4.60	-	-	-	-	-	-
Achieving	99 %	-	-	-	-	-	-
Average Response	4.88	-	-	-	-	-	-
Strategic Focus	99 %	-	-	-	-	-	-
Average Response	4.89	-	-	-	-	-	-
Purposeful & Visionary	99 %	-	-	-	-	-	-
Average Response	4.92	-	-	-	-	-	-
Achieves Results	91 %	-	-	-	-	-	-
Average Response	4.72	-	-	-	-	-	-
Decisiveness	98 %	-	-	-	-	-	-
Average Response	5.00	-	-	-	-	-	-

Questions Related to Each Dimension

Creative Dimensions (Continued)

Systems Awareness

Community Concern	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	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	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	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	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	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	I make the tough decisions when required. I am an efficient decision maker. I make decisions in a timely manner.
--------------	--

THE LEADERSHIP CIRCLE SELF ASSESSMENT RESULTS

Reactive Dimensions

Florzaireth Da Silva

04-28-2017	Self Evaluations	Evaluators	Boss's Boss	Boss	Peers	Direct Reports	Other
	1	0	0	0	0	0	0
Controlling	69 %	-	-	-	-	-	-
Average Response	2.87	-	-	-	-	-	-
Perfect	52 %	-	-	-	-	-	-
Average Response	3.56	-	-	-	-	-	-
Driven	61 %	-	-	-	-	-	-
Average Response	3.73	-	-	-	-	-	-
Ambition	93 %	-	-	-	-	-	-
Average Response	3.98	-	-	-	-	-	-
Autocratic	53 %	-	-	-	-	-	-
Average Response	2.42	-	-	-	-	-	-
Protecting	26 %	-	-	-	-	-	-
Average Response	1.85	-	-	-	-	-	-
Arrogance	58 %	-	-	-	-	-	-
Average Response	2.32	-	-	-	-	-	-
Critical	0 %	-	-	-	-	-	-
Average Response	1.14	-	-	-	-	-	-
Distance	42 %	-	-	-	-	-	-
Average Response	2.04	-	-	-	-	-	-
Complying	40 %	-	-	-	-	-	-
Average Response	2.22	-	-	-	-	-	-
Passive	23 %	-	-	-	-	-	-
Average Response	1.57	-	-	-	-	-	-
Belonging	75 %	-	-	-	-	-	-
Average Response	2.94	-	-	-	-	-	-
Pleasing	28 %	-	-	-	-	-	-
Average Response	2.59	-	-	-	-	-	-
Conservative	100 %	-	-	-	-	-	-
Average Response	4.78	-	-	-	-	-	-

Questions Related to Each Dimension

Reactive Dimensions

Controlling

Perfect

I try to do everything perfectly well.
I am critical of myself when things don't go as well as expected.
I believe average is definitely not good enough.
I need to perform flawlessly.
I am a perfectionist.
I need to excel in every situation.
I expect extremely high standards of others.

Driven

I drive myself excessively hard.
I am a workaholic.
I try too hard to be the best at everything I take on.
I push myself too hard.

Ambition

I am aggressive.
I believe to feel good, one must constantly move up.
I believe winning is what really matters.
I am excessively ambitious.

Autocratic

I have to get my own way.
I tend to control others.
I am domineering.
I dictate rather than influence what others do.
I pursue results at the expense of people.

Protecting

Arrogance

I am self-centered.
I have too big of an ego.
I am arrogant.

Critical

I am sarcastic and/or cynical.
I am critical.
I hurt people's feelings.
I put people down.

Distance

I am emotionally distant.
I remain standoffish.
I am hard to get to know.
I am aloof.

Complying

Passive

I am wishy-washy in decision making.
I lack drive.
I lack passion.
I am passive.

Belonging

I am overly conservative.
I work too hard for others' acceptance.
I adopt others' points of view so as not to disappoint them.
I play it too safe.
I try too hard to conform to the group's rules/norms.
I try to please others by going along to get along.

Pleasing

I need to be accepted by others.
I need to be admired by others.
I worry about others' judgment.
I need the approval of others.

Conservative

I am conservative.
I follow conventional ways of doing things.
I conform to rules.

Sorted by Self Percentile

Florzaireth Da Silva	Self Percentile	Evaluator Percentile
Dimensions		
Conservative	100 %	-
Strategic Focus	99 %	-
Purposeful & Visionary	99 %	-
Balance	99 %	-
Personal Learner	99 %	-
Interpersonal Intelligence	99 %	-
Decisiveness	98 %	-
Composure	98 %	-
Mentoring & Developing	98 %	-
Caring Connection	98 %	-
Collaborator	97 %	-
Systems Thinker	96 %	-
Community Concern	95 %	-
Selfless Leader	95 %	-
Ambition	93 %	-
Achieves Results	91 %	-
Belonging	75 %	-
Sustainable Productivity	68 %	-
Courageous Authenticity	63 %	-
Driven	61 %	-
Arrogance	58 %	-
Autocratic	53 %	-
Perfect	52 %	-
Distance	42 %	-
Pleasing	28 %	-
Passive	23 %	-
Critical	0 %	-
Integrity	-	-
Fosters Team Play	-	-
Summary Dimensions		
Self-Awareness	100 %	-
Relating	100 %	-
Achieving	99 %	-
Systems Awareness	94 %	-
Authenticity	91 %	-
Controlling	69 %	-
Complying	40 %	-
Protecting	26 %	-
Summary Measures		
Leadership Effectiveness	100 %	-
Leadership Potential	94 %	-
Utilization	-	-
Reactive-Creative Scale	93 %	-
Relationship-Task Balance	92 %	-

Sorted by Evaluator Percentile

Florzaireth Da Silva	Self Percentile	Evaluator Percentile
Dimensions		
Pleasing	28 %	-
Conservative	100 %	-
Passive	23 %	-
Belonging	75 %	-
Arrogance	58 %	-
Distance	42 %	-
Critical	0 %	-
Perfect	52 %	-
Ambition	93 %	-
Driven	61 %	-
Autocratic	53 %	-
Strategic Focus	99 %	-
Decisiveness	98 %	-
Achieves Results	91 %	-
Purposeful & Visionary	99 %	-
Sustainable Productivity	68 %	-
Systems Thinker	96 %	-
Community Concern	95 %	-
Integrity	-	-
Courageous Authenticity	63 %	-
Balance	99 %	-
Personal Learner	99 %	-
Selfless Leader	95 %	-
Composure	98 %	-
Collaborator	97 %	-
Mentoring & Developing	98 %	-
Caring Connection	98 %	-
Interpersonal Intelligence	99 %	-
Fosters Team Play	-	-
Summary Dimensions		
Complying	40 %	-
Protecting	26 %	-
Controlling	69 %	-
Achieving	99 %	-
Systems Awareness	94 %	-
Authenticity	91 %	-
Self-Awareness	100 %	-
Relating	100 %	-
Summary Measures		
Leadership Effectiveness	100 %	-
Leadership Potential	94 %	-
Utilization	-	-
Relationship-Task Balance	92 %	-
Reactive-Creative Scale	93 %	-

End of Florzaireth Da Silva's Report