

# Dimension Definitions

## THE CREATIVE LEADERSHIP COMPETENCIES

assess 20 dimensions of leadership culture. They measure key leadership behaviors and internal assumptions that lead to an organizational culture where fulfillment and achievement are high. These dimensions are summarized into five dimensions:

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-discussables” (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 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.

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## THE REACTIVE LEADERSHIP STYLES

measure 11 dimensions of leadership culture that are reactive. They measure ways of leading that have strengths associated with them, but also reflect inner beliefs and behaviors that significantly limit effectiveness, authentic expression, and empowering leadership. These dimensions are summarized into three dimensions:

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 exert too much control, push themselves and others excessively hard, pursue results at the expense of people, and use overly aggressive tactics to get others to do what they want.

The **Protecting Dimension** measures the extent to which 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 to which 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.

## SUMMARY MEASURES

The following measures are intended to bring everything together. They summarize all dimensions of The Leadership Culture Survey into the following:

**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.

**Task-Relationship 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.



ADVANCED LEADERSHIP DEVELOPMENT TECHNOLOGY

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# Get a Powerfully Insightful Read of Your Leadership Culture



Quickly  
& Easily



## THE LEADERSHIP CULTURE SURVEY™

delivers a powerful “litmus” test of your leadership culture. Used for your entire organization, or just a leadership team, TLCS reveals valuable data: It tells you how your people view their current leadership culture, and compares that reality to the optimal culture they desire. The “gap” between data on their current culture and their desired culture instantly reveals key opportunities for leadership development. Furthermore, The Leadership Culture Survey measures how your leadership culture compares to that of other organizations.

### Get a thorough and valid assessment over a lunch break

TLCS is quick, very affordable, web based, and user friendly. Results are downloadable. This means that over a lunch break, you can conduct a thorough and valid assessment of your team's leadership style.



ADVANCED LEADERSHIP DEVELOPMENT TECHNOLOGY

### The Leadership Culture Survey works seamlessly with The Leadership Circle Profile 360° Assessment

The survey uses the same integral framework that makes The Leadership Circle Profile so powerful and effective. The Leadership Culture Survey builds readiness for change at the group level and The Leadership Circle Profile provides in-depth feedback for individual leadership development.

The profile measures behavior plus a leader's inner operating system that runs that behavior, and the survey measures the impact of that behavior on the culture.

# See the whole picture and discover a compelling rationale for change

## The Leadership Culture Survey will:

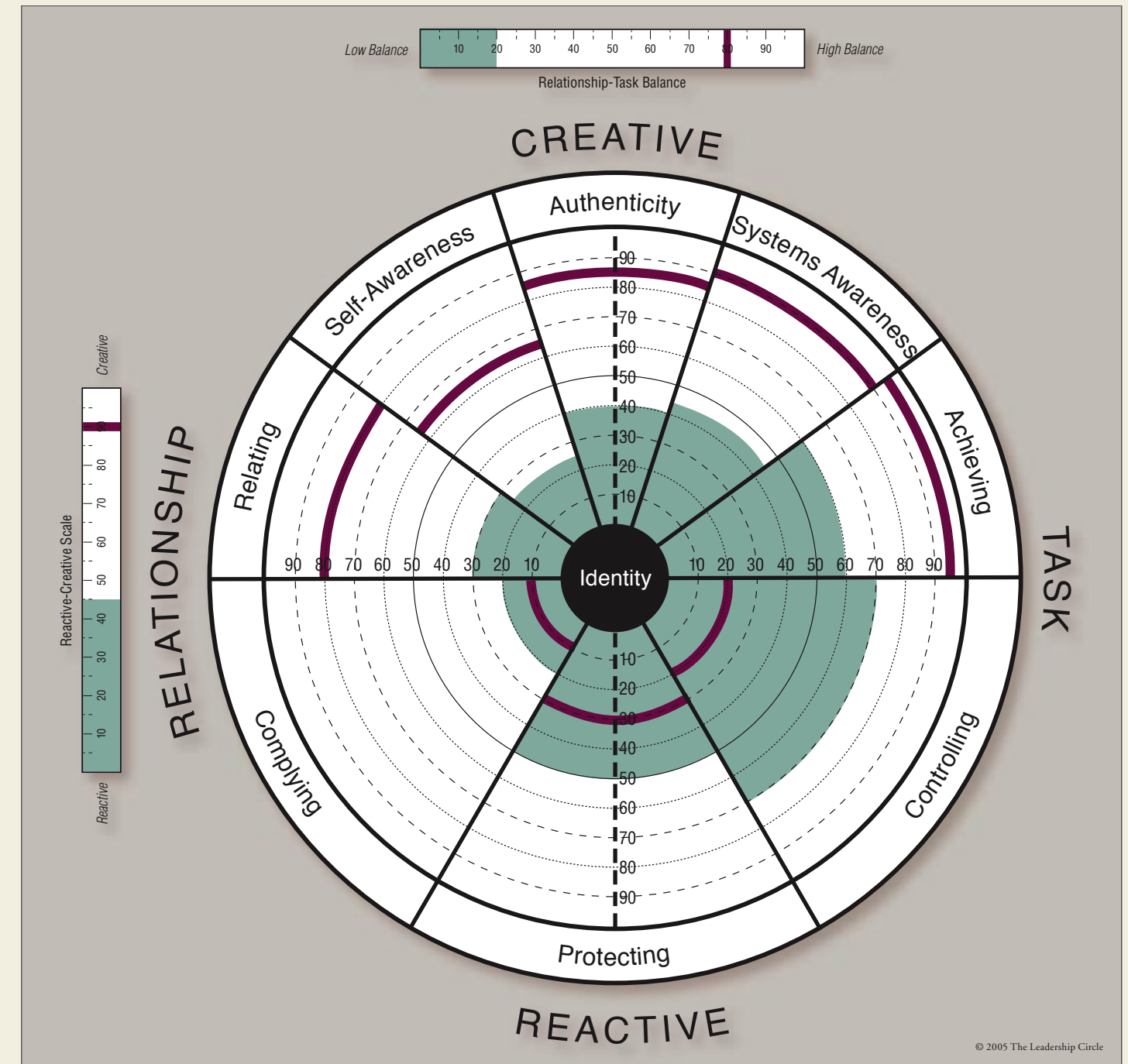
- Establish a compelling rationale for change.
- Focus leadership development efforts.
- Delineate cultural challenges associated with acquisitions, mergers and restructuring plans.
- Correlate leadership to productivity, profits, turnover, and other bottom line metrics.

## Features and Benefits:

- **Measures the current culture and the desired culture.** Respondents fill out the same 62 questions twice—once for the way things are, and once for the way they want them to be. When results are displayed, the gap between current reality and desired culture is highlighted. This focuses the conversation immediately on those aspects of the culture that most need to be addressed.
- **Measures 31 dimensions of culture.** These 31 dimensions are organized into 8 summary dimensions and displayed in the same circular format as the inner circle of The Leadership Circle Profile. The eight dimensions are further summarized into two measures of overall organizational health. Altogether, when you add it all up, The Leadership Culture Survey provides 41 different dimensions through which to understand your current and desired culture.
- **Taps into an ever-growing norm base** that allows for your organization to be compared to the total norm base and/or to any industry group(s) that provide for valid comparisons.
- **Break-out reports can easily be produced on every sub-group** in an organization from the work team to the entire organization.
- **Is user friendly, administered over the internet,** and results are immediately downloadable. This means that over a lunch break, you can conduct a thorough and valid assessment of your team's leadership style.
- **Data display is vivid, precise, and easy to understand.** It allows for immediate, in-depth understanding of this valuable information.
- **Is completely confidential.**
- **Is accessible for the visually disabled.**



## The Leadership Culture Survey



### Key

Desired Culture —————  
Actual Culture —————

### 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.