

The Cardinal Leadership Inventory®

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The Cardinal Leadership Inventory™

The study of leadership has contributed greatly to our understanding of how leaders emerge and why some are able to provide greater interpersonal influence over others in the pursuit of a goal or mission. Many evidence based leadership theories have emerged to provide outstanding clarity to the investigation of the leadership dynamic. We now have a better understanding that leaders are developed and not born, and that leaders can achieve a greater holistic impact on followers and organizational effectiveness through inspiration.

The vast majority of leadership assessment has focused on two major areas. The first is what leaders do while leading; specifically what knowledge, skills and abilities are desirable. The second is the role of personality. While knowledge can be gained, and skills and abilities developed through training, personality remains relatively stable over time. Character has also been explored and assessed, but mostly in terms of moral reasoning.

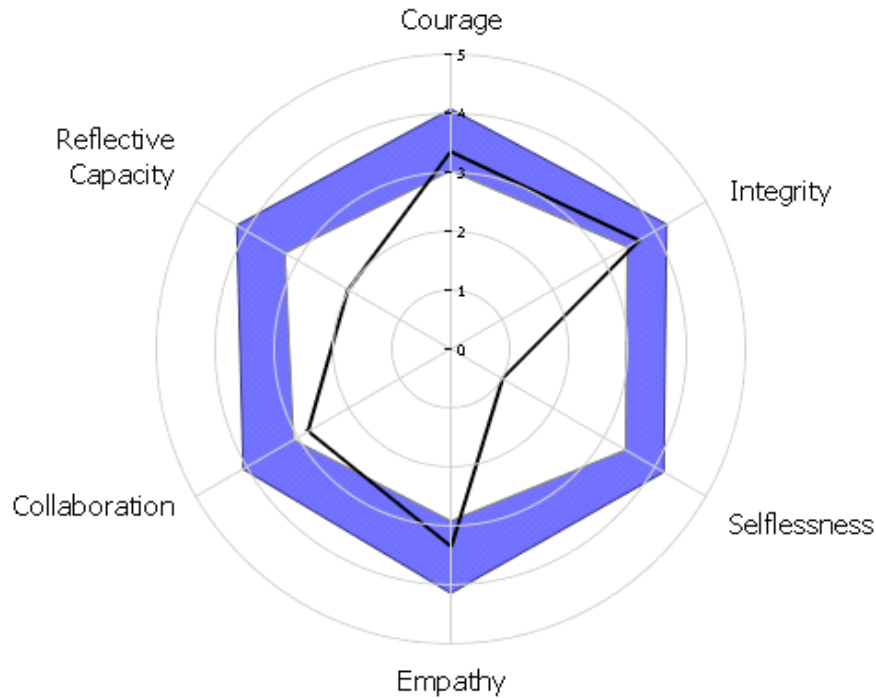
The Cardinal Leadership Inventory™ provides an assessment of leadership that goes beyond what leaders do and provides insight and feedback for development of the heart and soul of a leader. Leaders must never underestimate their potential to positively impact the lives of those they lead while optimizing organizational performance. The Cardinal Leadership Inventory™ helps leaders move from seeing leadership as something they do to the truth that being a leader is a major part of who they are.

The use of the term *cardinal* comes from the definition of primary importance, having chief or principal significance. Your feedback provides you valid and reliable data on the cardinal elements of leadership character: courage, integrity, selflessness, empathy, collaboration, and reflection. You will also receive critical insight into how you see yourself as a leader in terms of your perceived ability to lead, your desire to lead others, and your level of needing to lead in all facets of your life.

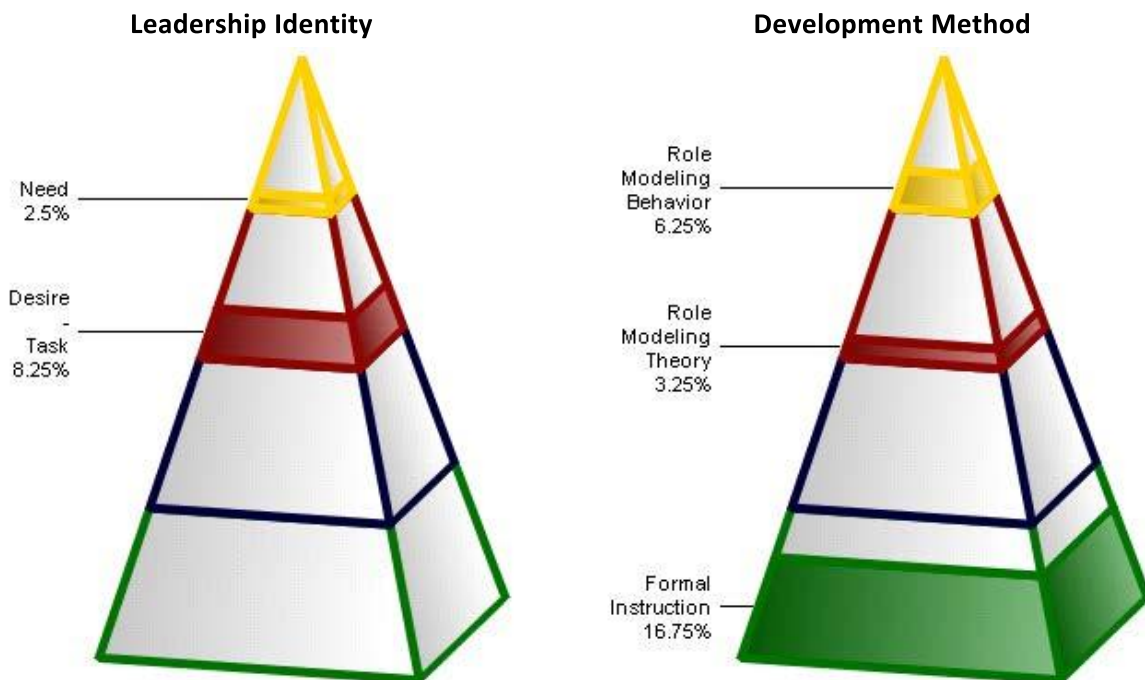
In order for you to take ownership of your own leader development, you'll receive feedback on how you perceive your development as a leader to occur. People develop at different rates in different areas, and at different times in their lives. Some leaders use formal instruction, some rely on personal experience, while others role model the behavior of other leaders. Finally, we provide you a framework for continuing your personal developmental journey as a leader.

Graphical Presentation of Results

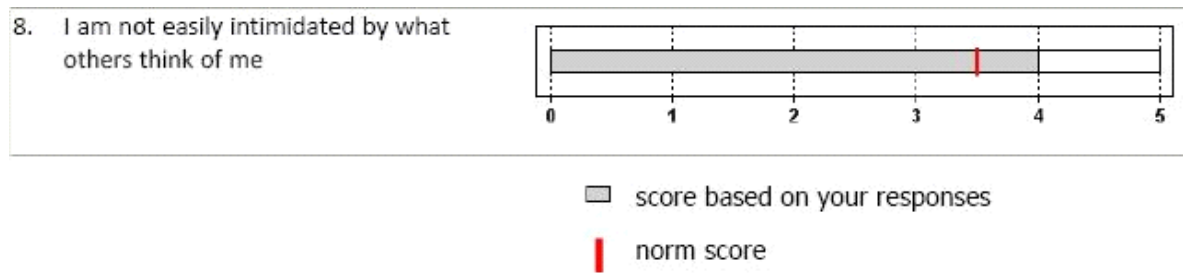
Your report is in 3 distinct sections. In the first section, Character, you will see an overview as a circle graph:



In the second and third sections, "Leadership Identity" and "Development Method" respectively, the overview is provided as a pyramid:



In all sections, more detailed results down to the item level are represented by this visual snapshot of your item/question scores in each category. The graph below is an example and does not provide actual results.



The response scale used is shown below.

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree

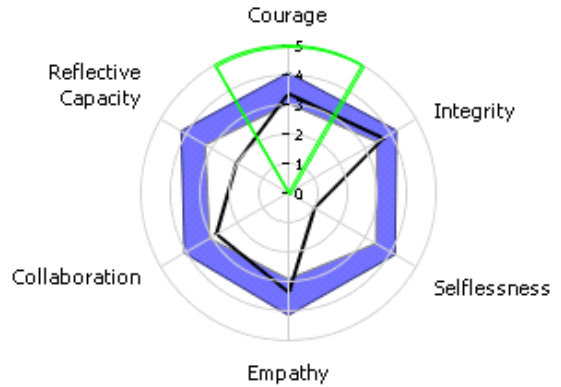
Follow the gray bar from left to right, where it ends is your score on a particular item or question from the inventory. Given this scale, a score from 0 to 3 is generally considered a low, a score between 3 and 4 is generally considered a medium score, and a score between 4 and 5 is generally considered high. Item scores are combined to form scale scores for the dimensions of Character, Leadership Identity, and Development Method.

The norm score is represented by |. It is the average of the scores of participants who have taken the assessment. It is provided for your reference and is not intended to be judgmental of your scores.

If your scores are consistently lower than your peers, this does not mean that you have a character deficiency when compared to your peers. It may merely signal that you were generally more conservative in your responses when taking the inventory. Likewise, if your scores are consistently higher than your peers, this does not mean that you have character superior to your peers. It may merely signal that you were generally more extreme in your responses when taking the inventory.

Courage - Moral Courage

This scale measures the degree to which you demonstrate resiliency when facing internal friction or uncertainty. Leaders with high scores are able to accept criticism and face adversity without feeling threatened or intimidated. Leaders with lower scores may worry more about negative consequences of their actions as leaders, especially in the face of competing demands.



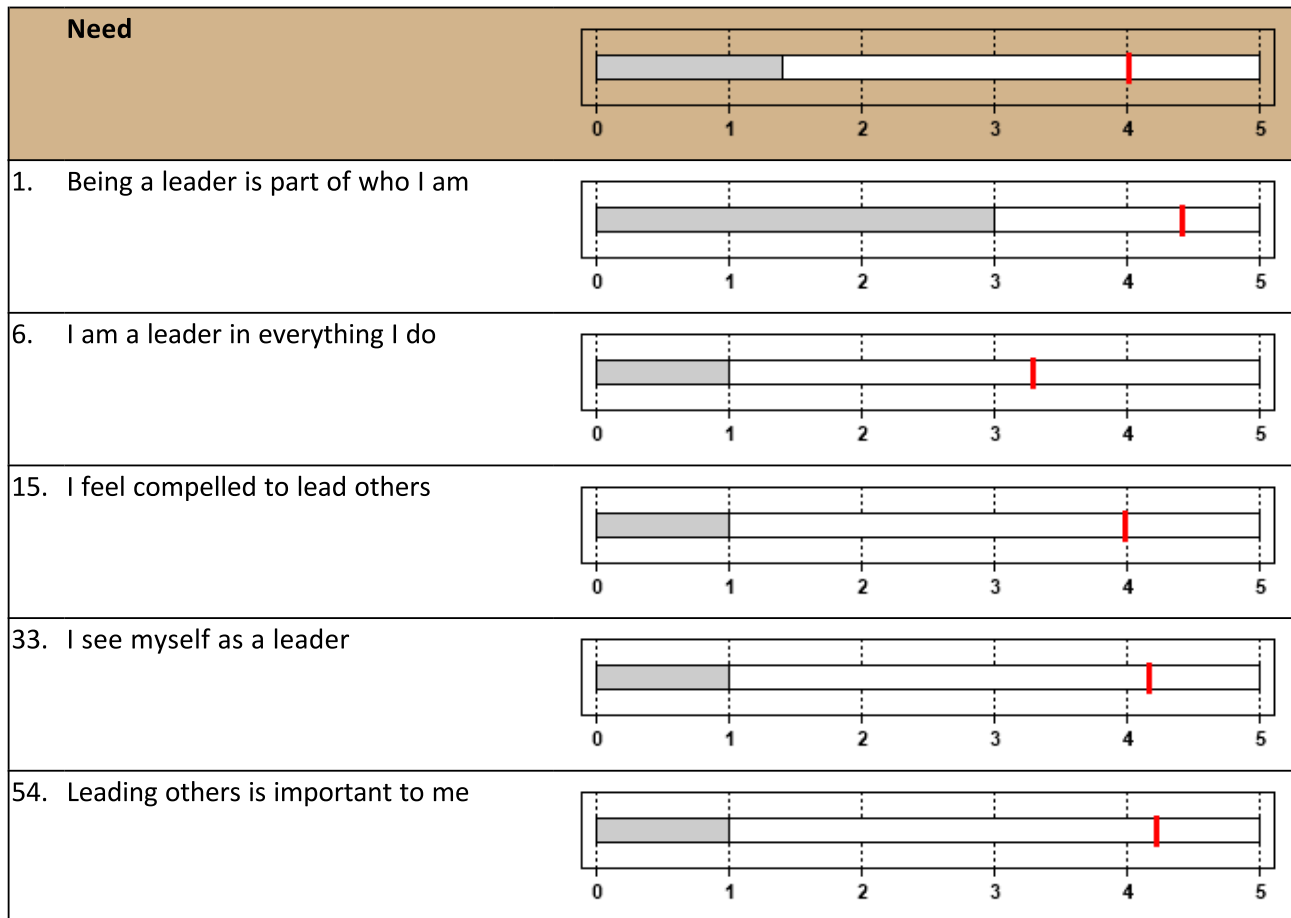
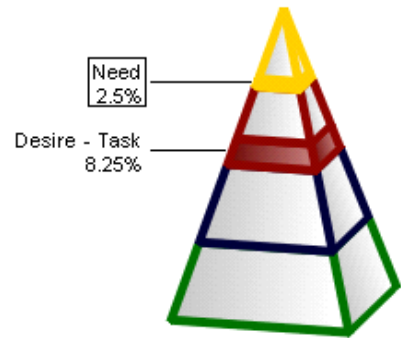
Moral Courage	
8. I am not easily intimidated by what others think of me	
12. Criticism doesn't threaten me, especially if I can learn from it	
40. I don't worry about what others will do to me if they disagree, especially if I feel I am in the right	

Based on your scores:

- Criticism does not bother you.
- You are a resilient leader
- You are unlikely to give in to peer pressure

Need

This scale measures the degree to which you see yourself as a leader, regardless of the context or your assigned organizational role. Leaders with high scores see themselves as capable of influencing others in all facets of their lives; at home and in their community as well as in the workplace. Leaders with lower scores enjoy separation between their role as a leader in the workplace and their private life. Being a leader does not define who they are.

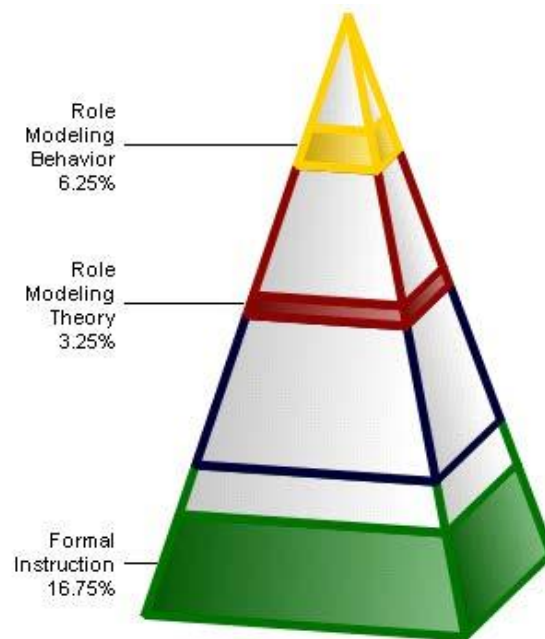


Based on your scores:

- Being a leader is something you could probably take or leave without much worry
- Leadership is something you do, not part of who you are
- When in charge, you take charge, but if not formally labeled as the leader, you're more comfortable letting someone else take charge

Development Method

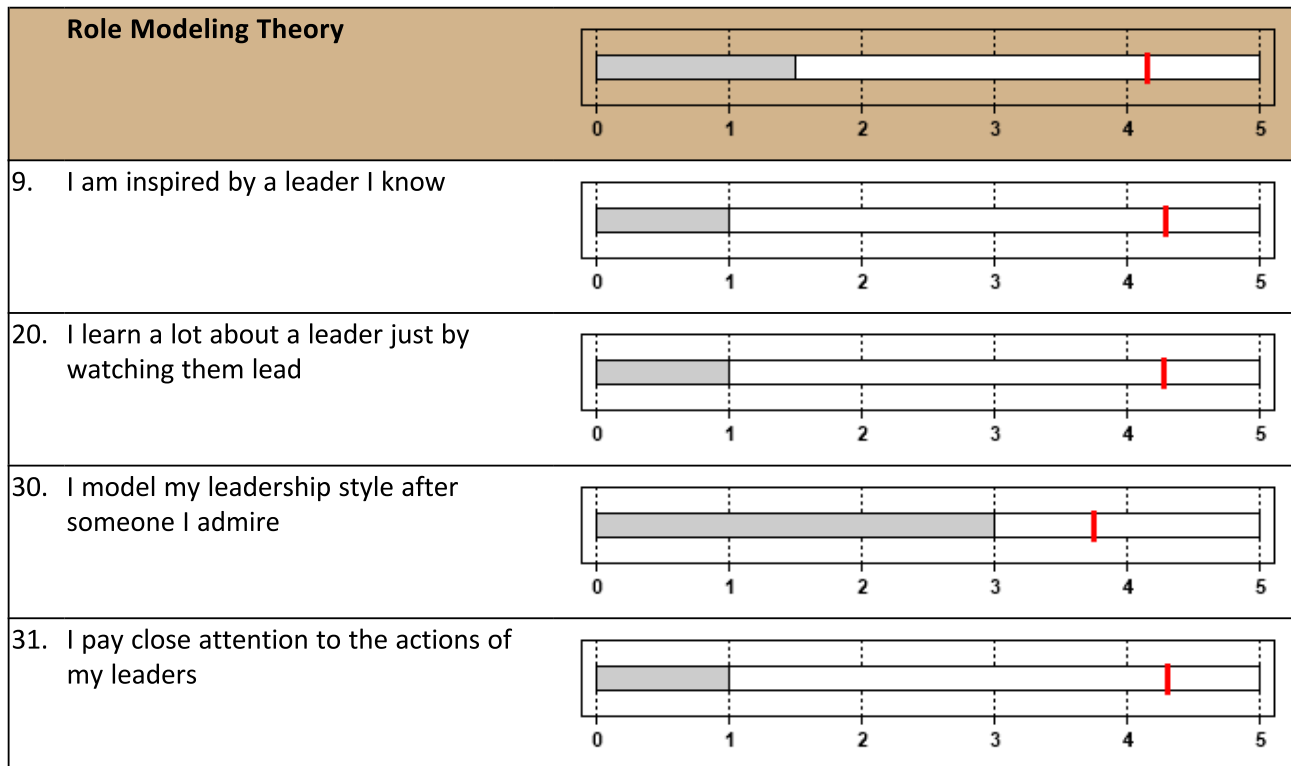
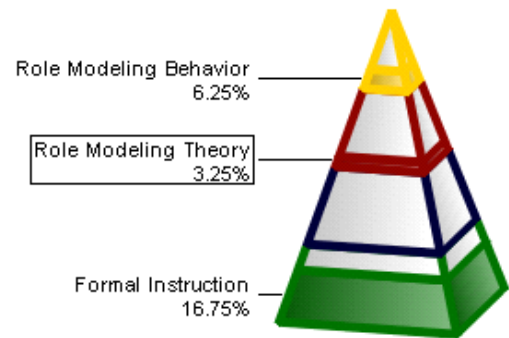
In this section an overview is provided as a pyramid with four sections, one for each method of leadership development. The green section represents the relative degree to which you see your development as a result of formal instruction. The blue section represents the relative degree to which you see your development as a result of hands-on leadership experience. The red section represents the relative degree to which you believe role modeling the behavior of other leaders is how you develop as a leader. The gold section represents the relative degree to which your current leaders provide you with the type of leadership you want to role model.



Research has demonstrated that people develop in different areas, at different rates, and at different times throughout their lives. With this in mind, we know that not all leaders develop in the same manner, but there are some common methods of leader development. Some leaders are drawn to self study of leadership by reading about leadership principles and discussing them with others. For them, the academic exchange of what we know about leadership is most important. Other leaders rely most heavily on their ability to practice being leaders. For them, practical application is paramount. Finally, others prefer to develop by emulating the leadership of others. For them, inspiration is critical to their development. The highest percentage any one colored block can achieve is 25% and the percentages are relative to each other. The pyramid provides a visual snapshot of how you believe you personally develop as a leader. Your scores on the items that comprise the methods of leadership development are defined below.

Role Modeling Theory

This scale assesses the degree to which you see role modeling the behavior of other leaders as a desired method of development. Leaders with high scores pay close attention to the actions and decisions of other leaders and are most likely inspired by a leader they personally know. Leaders with lower scores see imitating the leadership of others as unoriginal and constraining.



Based on your scores:

- Being a role model for others is not important to you because you think they should be themselves and not imitate you
- How others lead doesn't interest you
- Imitating other leaders is something you would rather not do

Personal Development Plan

Please use this worksheet as a tool to frame conversations with your mentor and to begin taking ownership of your developmental journey as a leader.

Name:	Date:
Is there anything in your feedback that surprises you? If so, why?	
What two character strengths do you see from your feedback that you want to sustain? 1. 2.	
Based on your feedback, in which two character dimensions would you like to improve? 1. 2.	
How will improving on these two character dimensions impact your leadership identity?	
How will a change in your leadership identity impact your development of other leaders?	
Which best describes your preferred method of development as a leader? <div style="display: flex; justify-content: space-around; text-align: center;"> Instruction Experience Role Modeling Balanced </div>	
How does this influence your plan to improve in the two character dimensions you've selected?	