

The Leader Challenge Index (LCI)



**A Supplemental Resource
in Leveraging Your LCI Feedback Report**

Mark J. Sullivan, Ph.D., LCI Author

OBJECTIVE

Leader Challenge Index

Aims to provide guidance to build capacity, sharpen purpose, create impact and provide insight and support in functioning in demanding, high-challenge environments.



**Strength-Building
Capacity**



**Influence
& Impact Oriented**



**Perseverance
& Purpose- Driven**



**Insight
& Guidance**

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With LCI statistical, technical, clinical, legal, and computer science design support from:

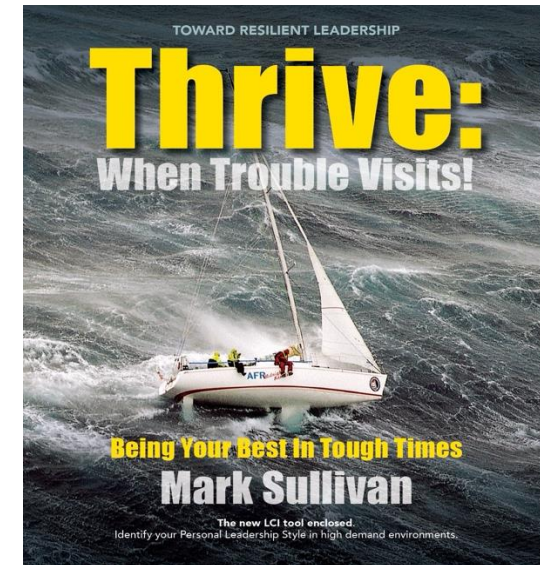
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Sample Tools Used In Cultivating Actionable Insights!



SUPPORT MATERIAL THRIVE Book & LCI Leadership Assessment Tool



- Embedded in the new popular press edition of THRIVE is the acclaimed complementary personal leadership assessment tool, the 12-minute online *Leader Challenge Index (LCI)*, with a confidential customized *Feedback Report*.

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Order it here if interested



INTENTIONS

The LCI seeks to generate useful insights into our everyday interactions to help us:

- address conflict in a more constructive manner.
- persevere under harsh conditions.
- maintain focus and objectivity.
- be empathic and heart-centered.
- be agile and responsive to changing conditions.
- understand social boundaries.
- face reality as it is for relevant problem solving.



The LCI as a Science-Based Instrument

It is an extensive eight-year research effort that involved interviewing over 100 high-notable achievers about their engaging and recovering from significant life struggles. It included astronauts, four-star generals, governors, CIA field operatives, billionaires, celebrity entertainers, university presidents, CEO's, emergency doctors, media icons, combat special operations warriors, clergy, a congresswoman, and a US Senator.


Also included were focus groups and surveys of very diverse individuals from all walks of life from all over the world. A disciplined qualitative thematic analysis was used to construct five personal leadership mindsets as a key component to the LCI. This research approach included an experiential, grounded, story-based method to cultivate and confirm themes in demanding situations for determining the resilient growth practices and each of the mindsets.



ToolKit Purpose

To provide further guidance in maximizing results and impact in functioning in high-demand environments after taking the Leader Challenge Index (LCI) and reviewing the confidential customized *LCI Feedback Report*.

What You Have Already Done...

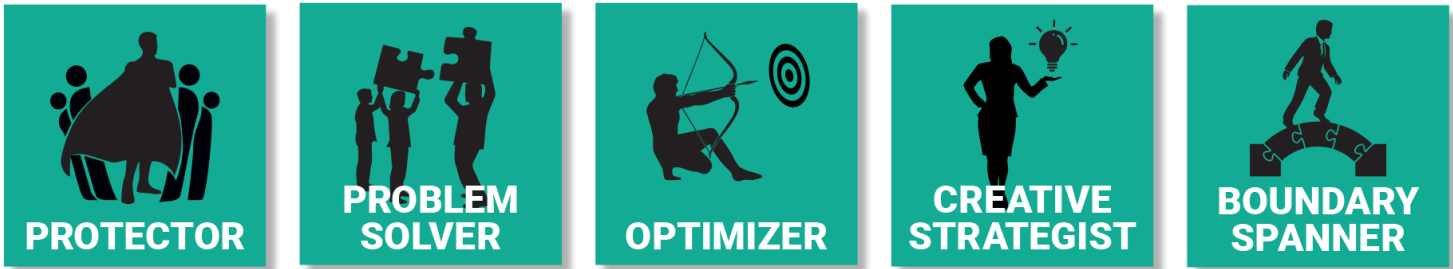
- You have taken the 12-minute online Leader Challenge Index (LCI).
If not, you can take the LCI by using this link to order and do it now:
<https://performancelearningacademy.com/product/leader-challenge-index-lci/> or 
- You have spent some time carefully and thoughtfully reviewing your confidential *LCI Feedback Report*.
- You have started to ask questions about what stands out about the report. Questions such as:
 - What can I do differently that will have an impact?
 - How will I go about making the kind of meaningful change that will be sustainable for the long run?

What You Can Now Do...

You will further familiarize yourself with how the LCI is structured and how to best use it for impact.

Specifically, you will be attentive to the meaning of the:

Five Mindsets



Four Factors



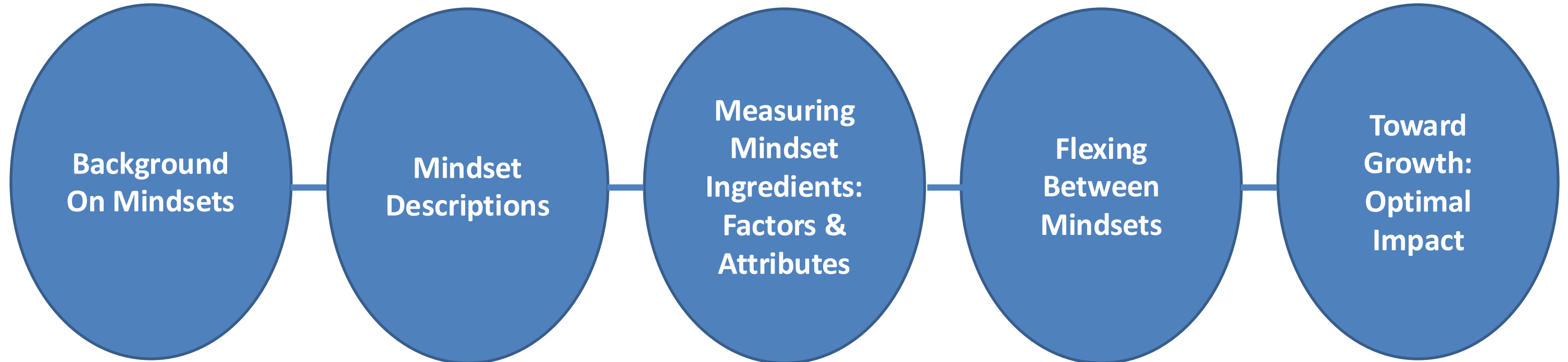
Sixteen Attributes

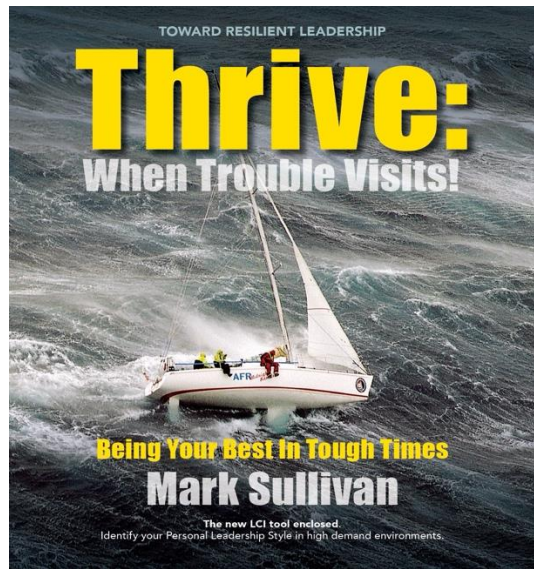
KNOWING	VALUING	BELIEVING	RELATING
Active	Empathy	Perseverance	Purposeful
Reflective	Doing Good	Affirmation	Engagement
Conceptual	Integrity	Spirit	Agility
Concrete	Care	Courage	Influential

You will reflect on where you want to focus to continue to improve your impact in high-demand, high-challenge environments.

TOPIC AREAS

*Toward Better Understanding How To Use Your
Personal Leadership Style When It Matters Most*





Behind the Curtain!

Background on Mindsets

That Influences our
Personal Leadership Style
in High-Demand
Environments

Mindset Summary

- ❖ Protector
- ❖ Problem Solver
- ❖ Optimizer
- ❖ Creative Strategist
- ❖ Boundary Spanner

After Reading Your LCI Feedback Report Which Highlights Your Mindset:

Review all five of the Mindsets to better gain a perspective of how your individual Mindset relates to and is differentiated by certain unique characteristics in comparison to the other Mindsets. Each Mindset is neither better or worse than the others (i.e., non-normative) and has different capacities that are expressed in a given circumstance in comparison to the other Mindsets.

Mindsets: A way of making sense in demanding times

--Five Personal Leadership Styles--

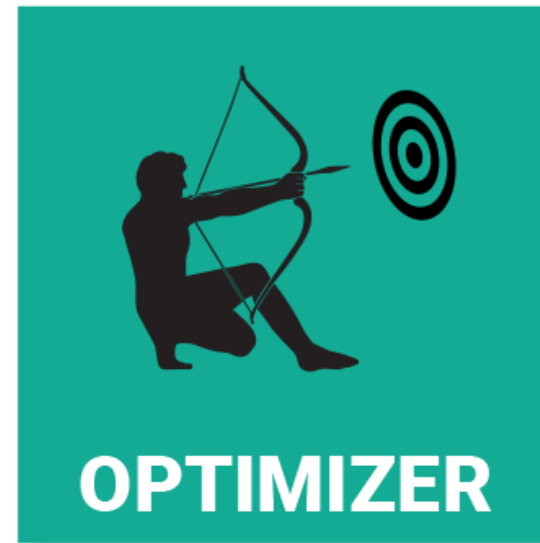
Style #1



Style #2



Style #3



Style #4



Style #5



Deeper Focus

Personal Orientation

- *Facts*
- *Outcomes*
- *Hands-On*
- *Near Term View*



Integrative Focus

Institutional Orientation

- *Efficiency*
- *Excellence*
- *Principles & Practices*
- *Immersive & Experiential View*



Broader Focus

Community Orientation

- *Ideas*
- *Patterns*
- *Creativity -Innovation*
- *Longer Term View*

Mindset operating assumptions in high-demand environments

Each Personal Leadership Style or Mindset has a leading or primary trait that characterizes its preference in demanding environments. As a backup it has secondary or tertiary trait options that functions to varying degrees as determined by the size of the pie slice in the illustration below..



PROTECTOR



Tactician

Focuses on targeted interests for self/others like self. Near term, immediate action. Strong-willed, results-focused. Skillfully maneuvers for impact.

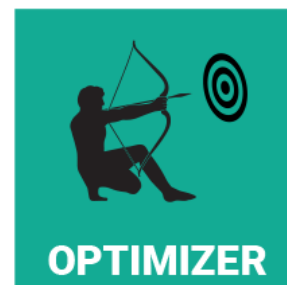


PROBLEM SOLVER

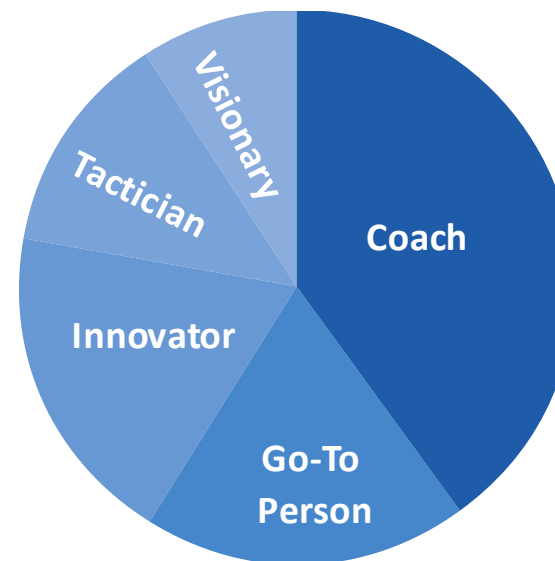


Go-To Person

Multi-task and shape-shift a mix of details, deadlines, resources to loyally serve/support a mix of key individuals (the inner circle) for maximum satisfaction.



OPTIMIZER

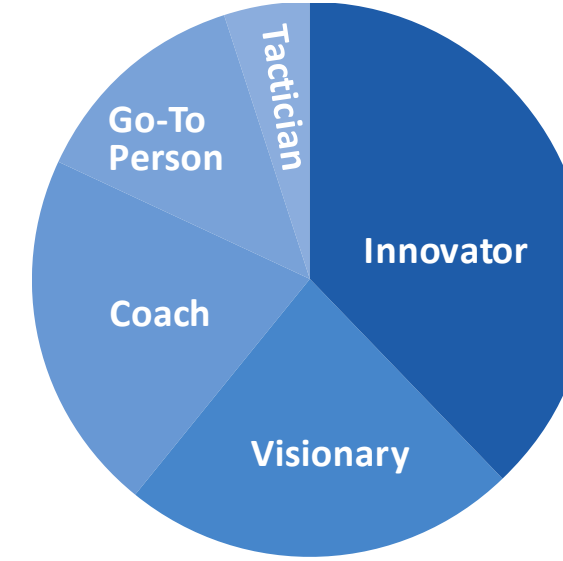


Coach

Finds new, effective ways to improve performance. Fair-minded, demanding, caring, open but guardian of institutional practices and norms. Questions but respects authority.



CREATIVE STRATEGIST



Innovator

Imaginative, tolerant, creative, empathic, open, inclusive. Sees trends and patterns. Embraces and interprets ambiguity and paradox for novel, nuanced meaning and solutions.



BOUNDARY-SPANNER



Visionary

Builds and unites differing communities of thought and practices. Inspires, guides and influences toward a collective focused future. Cares about doing the greatest good for the greatest number¹⁶

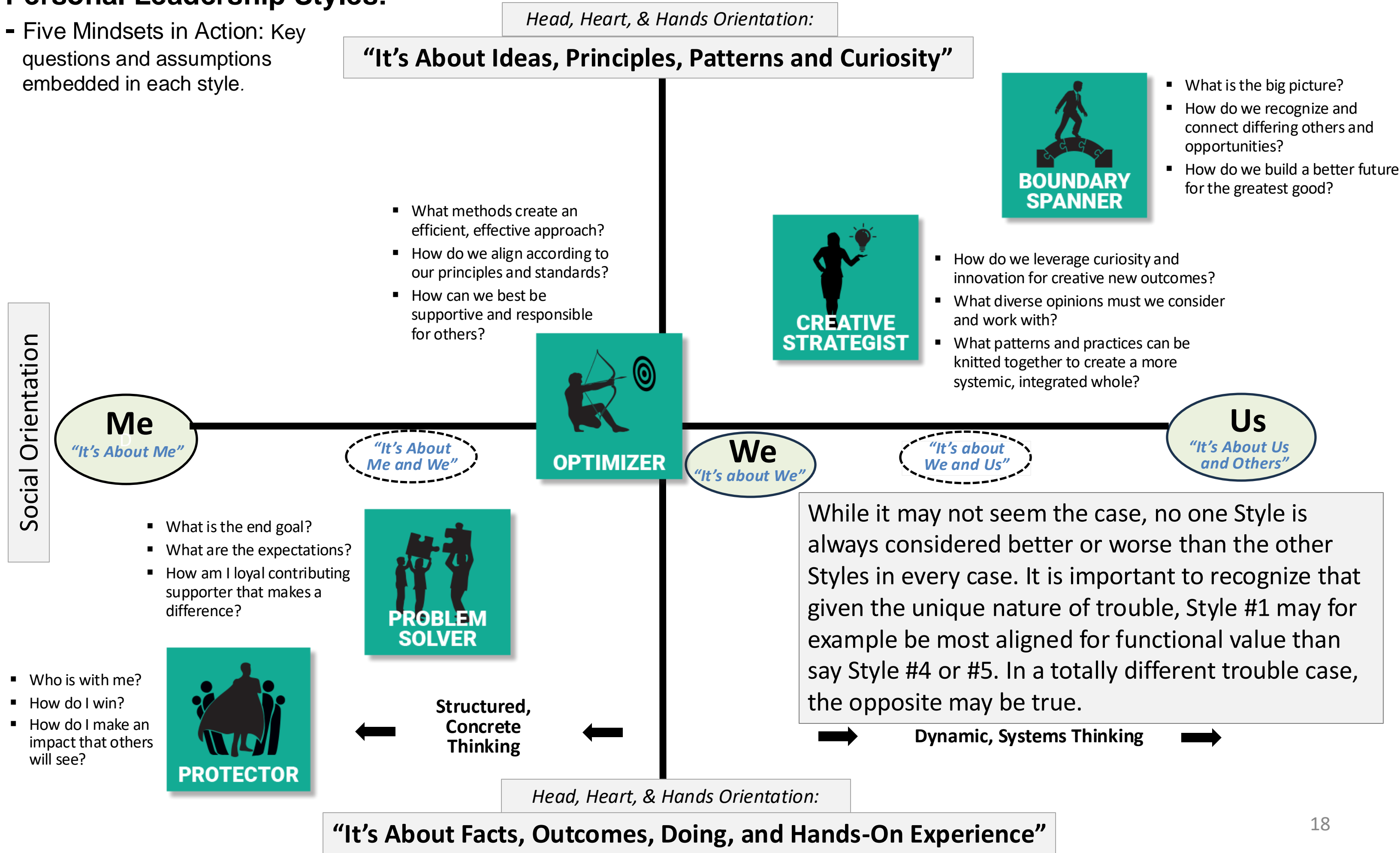
The Central Question for Each of the Five Mindsets

Style 5 (Global)	BOUNDARY SPANNER (Self as Us)	How do we make today and our future better for all of us?
Style 4 (Global)	CREATIVE STRATEGIST (Self as We/Us)	How do we create new innovative ways of functioning that transforms our way of doing and being (Leveraging stability and flexibility, sameness, and difference)?
Style 3 (Integrative)	OPTIMIZER (Self As We)	How do I use the right tools and processes to work with others to efficiently build conventional forms of progress and impact?
Style 2 (Foundational)	PROBLEM SOLVER (Self as Me/We)	How do I leverage options and opportunities to address practical issues for me and my key stakeholders?
Style 1 (Foundational)	PROTECTOR (Self as Me)	How do I control, predict, and promote the outcomes I need for what I want?

Each style has its own inner logic and can reflect its own success and satisfaction within the arc of its own operating assumptions

Personal Leadership Styles:

- Five Mindsets in Action: Key questions and assumptions embedded in each style.



The Five Mindsets: Personal Leadership Styles

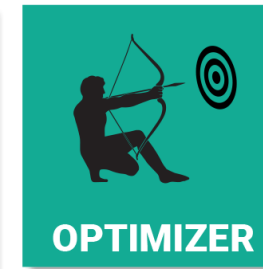
<div>Style #1</div> <div>Protector</div> <div>(Driver)</div>	<div>Style #2</div> <div>Problem Solver</div> <div>(Collaborator)</div>	<div>Style #3</div> <div>Optimizer</div> <div>(Accelerator)</div>	<div>Style #4</div> <div>Creative Strategist</div> <div>(Innovator)</div>	<div>Style #5</div> <div>Boundary Spanner</div> <div>(Visionary)</div>
<div><i>“The Muscle”</i></div> <div><ul style="list-style-type: none">• Focuses on ‘my way’ as the better way• Protective of self-interests and others like self• Focuses on the what• Prefers immediate action and results</div>	<div><i>“The Go-To Guy/Gal”</i></div> <div><ul style="list-style-type: none">• Focuses on getting things done• Avoids direct conflict• Smooths organizational /political edges• Loyal, Efficient</div>	<div><i>“The Coach”</i></div> <div><ul style="list-style-type: none">• Focuses on excellence• Provides meaningful feedback and tough messages• Recognizes and works with contrasting perspectives• Fair, affirming, supportive</div>	<div><i>“The Spark Plug”</i></div> <div><ul style="list-style-type: none">• Tolerant, inclusive and adaptive with differences, trade-offs• Comfortable with ambiguity, systems thinker• Flexible, creative capacity</div>	<div><i>“The Big Pic Player”</i></div> <div><ul style="list-style-type: none">• Can make the complex simple• Visionary, open to the unknown• Sees around corners• Builds and unites differing communities of thought</div>
<div>you get</div> <div><ul style="list-style-type: none">- Speed-Decisiveness- Results- Loyalty</div>	<div>you get</div> <div><ul style="list-style-type: none">- Alliances- Commitment- Fruitful Partnerships- Action</div>	<div>you get</div> <div><ul style="list-style-type: none">- Motivation- Accountability- Focused Attention- Elevated Practices & Standards</div>	<div>you get</div> <div><ul style="list-style-type: none">- Empathy- Insight- Blend of Strategic, Innovative Path</div>	<div>you get</div> <div><ul style="list-style-type: none">- Deep Change-Global Vision- Wisdom- Community</div>



PROTECTOR



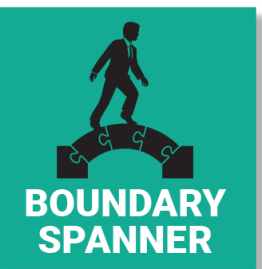
PROBLEM
SOLVER



OPTIMIZER



CREATIVE
STRATEGIST



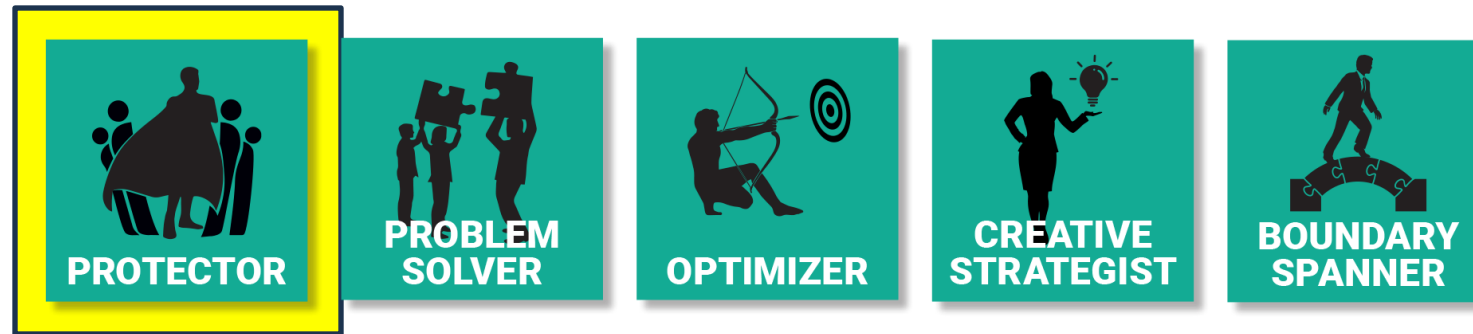
BOUNDARY
SPANNER

Behind the Curtain!

Mindset Descriptions

A Deeper Look At What Makes
Up Each Of the Mindsets

- Overview
- Developmental Actions



Protector Description

This style focuses on asserting a strong front to protect interests and advantages for both self and others like oneself. This individual can be decisive and results-oriented particularly in high-demand, high-challenge environments. This is the person you want in certain crisis's where speed and clear action is required. Particularly when specified action needs to be further reinforced when there are strong competing options and interests. In such a context, Protectors can be very focused, sometimes even stubborn or determined to have things their way. However, under pressure or threat, Protectors can also be very fluid or unstable; regularly changing their opinions if it means they will be viewed in a less than stellar, perfect manner.

Their view of the world is about winning and losing and they have little tolerance for giving-in. They can be surprised that others see the world very differently than themselves, which can be viewed as threatening or unpredictable in its' own way. In response to all the uncertainty, they compartmentalize people, propositions, motives, intentions and actions in a distinct, fixed state of either 'for-or-against-me'. This is why loyalty tests or robust compliance to themselves, or their causes is at all cost. Apologizing or acknowledging shortcomings is viewed as an unforgivable weakness or shameful.



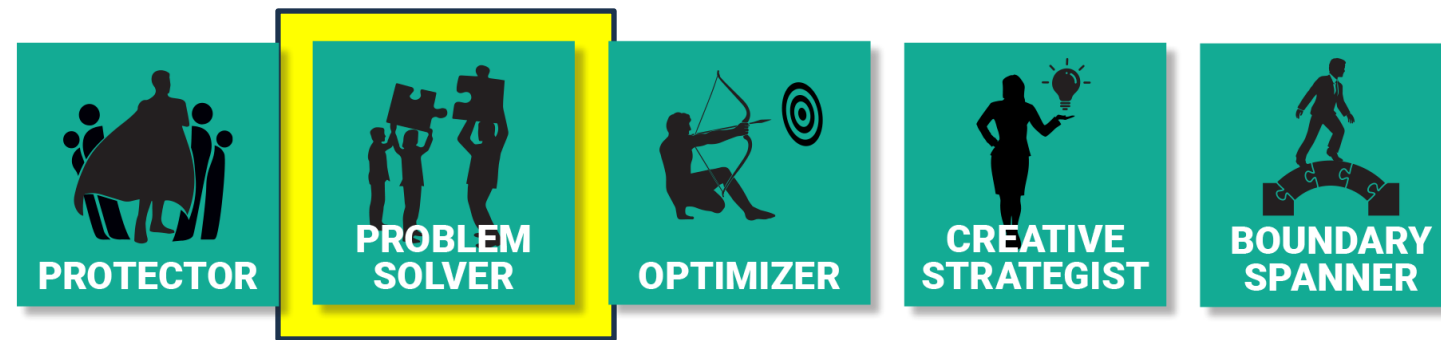
Protectors can be charming, boastful, ingratiating and/or clever in attempts to seduce or attract others to their way of seeing things. They are not afraid to strongly share their opinions or to use force -- often at either the expense or benefit of others. In this spirit, they can also build strong movements and frequently excel in difficult, highly competitive contexts. They prefer simple, clear, concrete, black-and-white answers as to why things are the way they are. They often 'go with their gut,' making decisions more on intuition than logic – sometimes in a highly imaginative, magical or fanciful manner. However, they can bring great intelligence and strategy in figuring ways to 'work the system', or to opportunistically deal with trade-offs; and seek further affirmation and validation for doing so. At times, they readily seek to be the center of attention, as it may bring much appreciated adulation and admiration for uniquely differentiated contributions.

Recommendations: Developmental Actions

- Seek other people's differing opinions and perspectives. Ask 'why' and 'how' questions to better understand their thinking.
- Attempt to suspend one's own opinion or judgement on others. Let others talk, without interruption, and try to restate what you heard them say to their level of satisfaction (not yours).
- Be affirming or forgiving of both your and others' flawed actions. Accept shortcomings for what they are, without distortions, while still appreciating self and others. *(Such a person is willing to confront shortcomings and even apologize, or ask for one, in a sincere manner.)*

Mindset: Problem Solver

Toward developing more impact and value



Problem Solver Description

Problem Solvers are the core to any organization. They focus on getting things done regardless of how difficult it is. When trouble arises as it inevitably does, the Problem Solver, unlike the Protector, assesses what's happening from a broader view. The landscape is less about 'me-against-you' and more about how to work with differing others to achieve the required results in a timely manner.

They know who are the key bosses to satisfy within 'the inner group'; and how to maintain close ties and undying support amongst them, even when pressed or challenged by them. Allegiance has the feel of being purchased at the implicit agreement of enthusiastically complying regardless. In return, they are often rewarded as the 'go-to' person. This compact affords a certain degree of trust by discerning, hard-to-please, even prickly leadership. To some extent, Problem Solvers are the 'company men/women'. Such a style is intuitively aware and accepting of what it takes to engage as a loyalist in a world of clashing political interests and obligations. They are task focused, yet seek harmonious relationships; often avoid conflict, even if it means shading or shaping the truth in a more-than-attractive manner.



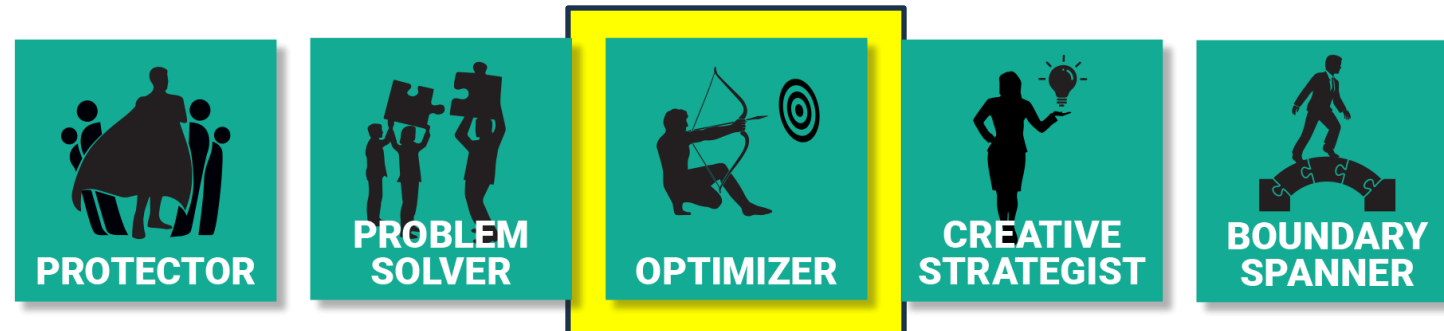
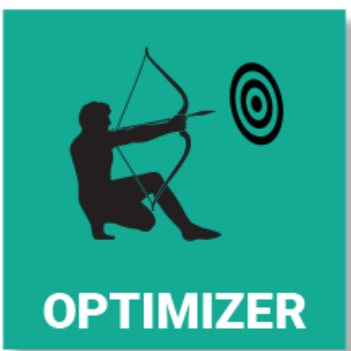
The key here is that the Problem Solver, unlike the Protector, is more aware of stakeholders unstated but present differences and motivations, which otherwise would get in the way of their cultivating understanding and cooperation. They have keen skills in harmonizing or smoothing the rough edges in relationships. They are focused on balancing trade-offs with outcomes in a somewhat transactional manner (concrete, however more than simply “you scratch my concrete, and I’ll scratch yours” as they now have an awareness of sensitivities, or emerging second person perspective, beyond simply words and actions to some base intentions). The operating environment is still somewhat concrete, yet emerging shades of gray are tolerated at the expectation of earning respect and temporary alliances for mutual gain.

Therefore, the world in this utilitarian view of means-and-ends are humanized by the recognition and integration of some differing norms (operating rules) and values not fully grasped or articulated, yet accepted, as the cost of doing business relationally or otherwise. This allows Problem Solvers to expand their networks of contacts and influencers with more of a free flow of diverse information and feedback. This contrasts with Protectors who limit and/or challenge the degree of contrarian views and positions.

Problem Solvers negotiate terms of doing and being as a robust extension of their bosses wishes. They are good at executing. Yet they privately and sometimes unconsciously bend to make things work. This, in their view, is referred to as being realistic or practical. Ethics may be situational but is justified given there is often or always an honorable intent around outcomes. Functioning with integrity and authenticity is relative to what the times require; yet Problem Solvers do have defined standards of propriety and conduct that serve as guiding benchmarks, to varying degrees. Central to this ethos is loyalty, results, harmony and persistence.

Recommendations: Developmental Actions

- Intentionally practice stating explicit identified areas of disagreement by first sharing your intent to help or support differing others in a meaningful manner.
- ‘Pay it Forward’ for no other reason than to help make a strangers’ world better.
- Prepare a time to talk simply and straightforwardly about a prickly truth by initially stating observed facts; then your unvarnished thoughts or opinion about it; followed by your genuinely soliciting their critique to your opinions in a tentative, searching, open-minded manner.

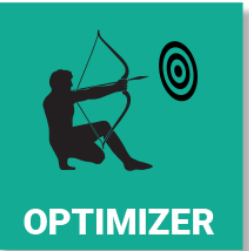


Optimizer Description

The Optimizer takes many folks up a notch. They often know how to support, fight, advocate, and solve problems, in a rather skilled manner. But most notably, they know how to inspire excellence and action in a purposeful fashion. They build brands or become one themselves. They create a tangible difference in how people experience or participate in the broader organization or community. They bring high standards and at times can create a buzz as things are different with an Optimizer in the room.

Similar to the Problem Solvers, for Optimizers, the culture and operating mantra of the enterprise still holds sway in terms of their allegiance and actions. They still follow conventional forms and routines that earn them respect and provide support for self and related groups to the Optimizer. However, they are not quite so robotic or symbiotic with their organizations. They are less apt to follow blindly as their key stakeholders and bosses are no longer an all-defining means in which to identify with. Self-fulfillment is not principally or purely fed externally by the all-powerful high status other.

There is an internal awakening and awareness of knowing and being beyond the grasp of the more concrete Protector or Problem Solver. They question authority in an ever so gentle manner. They are accepting of answers that may be a bit off script from traditional answers, or ways of doing things. They are more tolerant, flexing and adaptive to more efficient and more diverse practices. They are aware of possible options beyond the fence line.



Optimizers, are both more of an integrated and transitional leadership style (i.e. from concrete to conceptual). This is inclusive of both an immersive, hands-in- the-mud way of grass-roots involvement; while simultaneously stepping back to gain perspective. Their emerging abstract capacity allows Optimizers to question what was taken for granted, and begin exploring underlying root causes, assumptions, intentions and more subtle, salient patterns of behavior. This is an expression of a richer, unbounded view of reality that can unmask words and hype, at times serving more as artifice or illusion. Through more rigorous observation, questioning and analysis there is a difference in depth in knowing like the difference between a first date and a twenty-year marriage.

This allows Optimizers to hold others more accountable as they see beyond words and others self justifications to underlying truths. So, one can both be equally demanding and appreciative of others and their circumstances. In the process, they willingly give and solicit unconventional, intimate, personal or timely feedback with impact. There can be an emerging empathy and tough-love that is flavored throughout their questions. The challenge for Optimizers, in part, is their squaring their allegiances to their less than perfect institutions and individuals that promote operating actions in conflict with aspirational values. The integrity of living with both creates an on-going inner tension. They can be the square peg seeking to fit in the round hole as they attempt to reckon with the unfairness of the system. This deeper insight into the reality as it is, raises issues of integrity and authenticity. Who am I? What do I really stand for?

Recommendations: Developmental Actions

- Appreciate the imperfections of a flawed system recognizing that standards of excellence can only account for so much efficiency and value. Define, treasure and savor what is good in-spite of the bad in such a/n (organizational, family, financial, cultural or social) system.
- Go slow to go fast. Reflect on what you personally will let go of that is weighing you down from more fully accepting your imperfect self? What will you forgive yourself for being or doing?
- Describe three reasons why you are worthy of being a notable leader that others will value?



Creative Strategist Description

This style looks at life's puzzles and find ways to extract structure, image and order out of a mess. When confusion and complexity have arrived, Creative Strategists bring insights into ways of making life meaningful or manageable. They make the complex simple (or simpler). They are sometimes seen as organizations' magicians or wizards. Their questions are different. They embrace metaphors and patterns with natural curiosity and inquisitiveness.

They readily challenge the underlying assumptions often felt but not seen. They are comfortable and even excited at the full wonder of paradox and contradiction. They can often see around corners, making the invisible visible. They ask more 'why' questions and entertain what-if scenarios with creative jaunts into futuring and worst/best-case analysis. With them, uniformity is less interesting. Ambiguity is to be expected and anticipated.

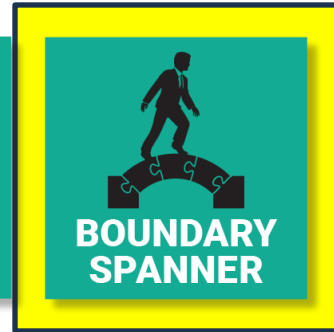
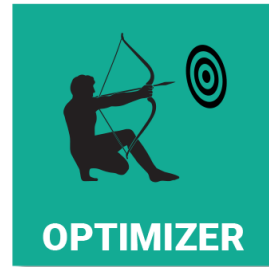
Unlike the Protector, Problem Solver and Optimizer the Creative Strategists are less linear, logical or concrete in thought. Less about who needs what, when and where. They are more conceptual, systemic, wholistic thinkers, using more abstract analysis -- shuttling between the unlikely and impossible; the possible and probable; and the predictable. Rules and perspectives are no longer absolute. The answer is not always 'yes' or 'no.' Rather it could be 'maybe' or 'it depends.' Relativism is more central to their way of being. Even humor itself can be different--more witty, original, self-effacing and less literal.

Creative Strategists recognize multiple realities; and understand things are rarely as they initially seem to be. They can debate issues and convincingly argue both sides of a point. They may in fact suspend judgement and not necessarily have a need for closure or resolution on contrasting opinions and positions. They can be good storytellers that can cultivate textured drama and its contrast, the mundane, and be curious about both. This is a different place and platform to conduct the business of living of which consultants and the creative class live. They connect and integrate common, and disparate ideas, issues, feelings and actions into a crisp, cohesive, compelling and imaginative narrative. They bring original thinking to the fore. With a broader lens, they view and appreciate competing values, interests and obligations. At times, their natural empathy and third person perspective may often facilitate or orchestrate relationships and experiences into transformative, memorable moments.

However Creative Strategists are less than perfect. Their blind side can be their affinity for ideas and images at the expense of action. At times, they may be too theoretical or detached from the underlying mechanics of how things are executed. Also, their extraordinary intellectual, social and emotive powers may unwittingly create distance from others. In so doing, at times they may be viewed as insular, condescending, or at times even a bit unforgiving. Contradicting themselves, in-spite of being agile, empathic and imaginative, Creative Strategists may under threat or a defensive posture, also on occasion be equally stubborn or perfectionistic; believing in their genius, or talent, as ruling the day overall commentary and feedback. However, they are often brought back to their better selves with their deep sense of humanity and aptitude for intimate and authentic connections.

Recommendations: Developmental Actions

- Live a day-in-a-life of an hourly employee and interview what they like most of their work? What can you appreciate as being worthy or sacred in their everyday life?
- Strategically self-disclose the fear of not doing as well as you would like to do in a project, with someone who works for you. Share what is the most vulnerable part for you; and yet ask how the other may still appreciate you for who you are?
- Imagine what is the best part of you beyond your talent or gift?



Boundary Spanner Description

This style focuses on creating the greatest good for the greatest number. They often act as a catalyst in shaping others' lives and organizations. This is serious and important to them, yet they can be both spontaneous and very disciplined in nature. Boundary Spanners are often curious, respectfully confrontational, tough, caring, candid and visionary. They are the big thinkers who can take in the landscape or create it. On an individual and deeply personal level they have heart, can be very generous and forgiving in nature, and can make others feel worthy and whole with dignity and deep respect. Boundary Spanners foster a sense of community or communitarian ethic and inspire others to be their better self. They can be humble and proud, service-minded and spiritual in a practical way; yet seek opportunity and wealth on many levels for themselves and others. They may be their brother's (sister's) keeper but can also seek advantage for good or nefarious reasons. They are not perfect, but the arc of a Boundary Spanner elevates the tone and temperament of public discourse, institutional strategy and ethos, community and country, as honest brokers for lived aspirational values.

Boundary Spanners wrestle with moral implications and broad differing communities of thought. They care about justice, benevolence, and sustainable resources and wealth for the larger community. They seek truth and relevance but generally do not 'wear their values on their sleeves.' The Boundary Spanner may be firm, tough and principled yet under threat will also be supportive, attentive and respectful of adversaries. Simultaneously candid and caring in critical moments, Boundary Spanners listen deeply and share concerns of others. Others know Boundary Spanners have their interests at heart. This intent affects the content of the conversation.



It often creates a disarming quality to the conversation and allows both sides to stay open to each other's contrarian interests, positions and needs. This is not easy to do and is why Boundary Spanners often have a reputation of being gifted in knitting together communities of conflict to one of cooperation and respect.

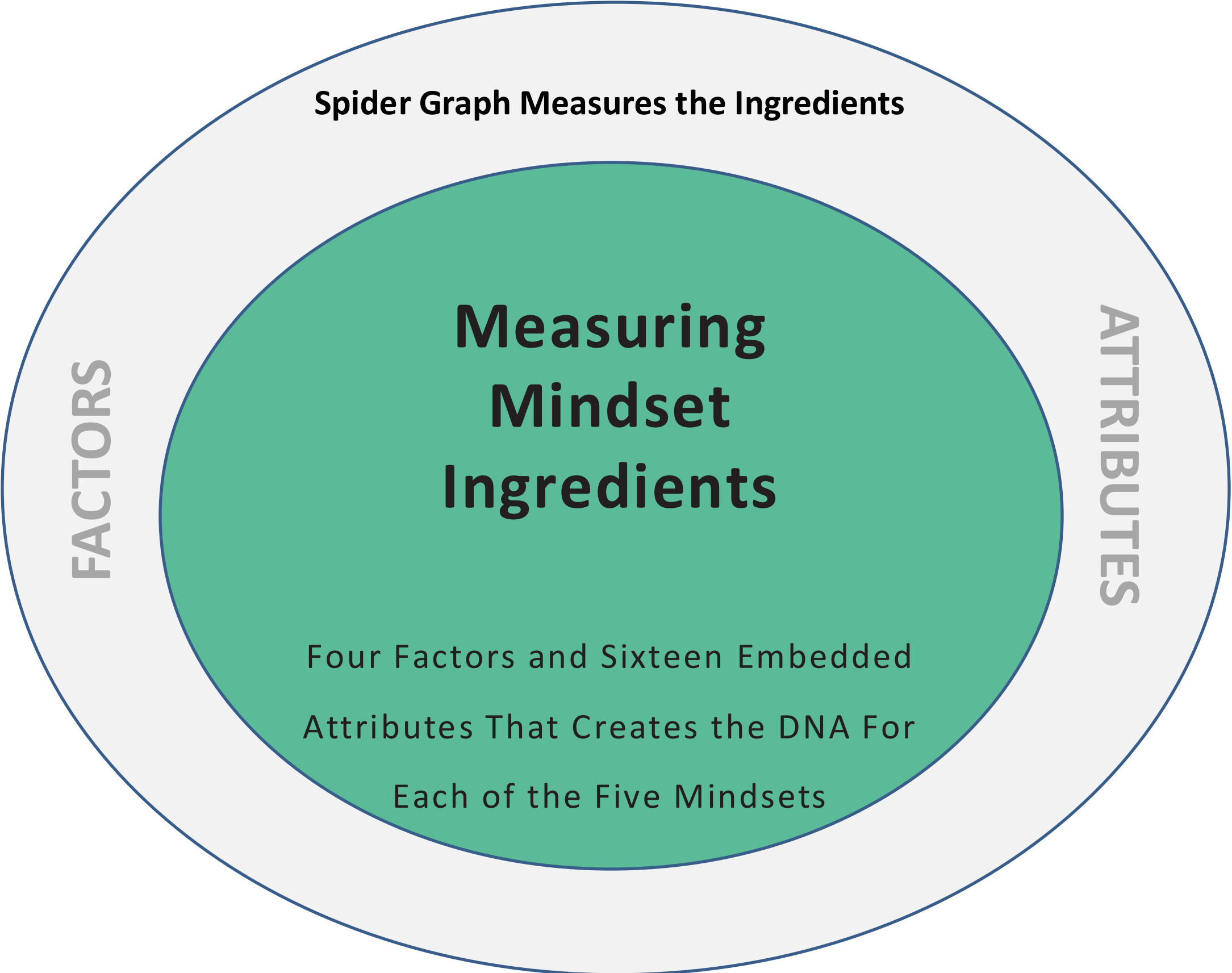
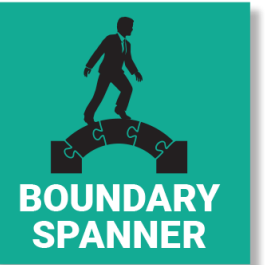
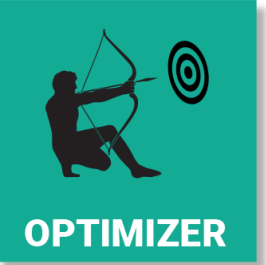
Boundary Spanners live up to their name as they span, align, embrace and translate very different boundaries, communities of thought, practice and culture allowing disparate groups better ways to understand and work together. They can build trust and credibility at a base level to further help organizations and nation-states to move from conflict and competition, to co-opition and cooperation, and finally to collaboration.

Under pressure, Boundary Spanners like Creative Strategists can unwittingly be a bit aloof, distant or demanding in demeanor. They can be over-confident in their ideas and answers; or coopted in judgement, based on their previous successes. This may lull them into filtering out both the noise and music that others offer; if they have already made up their mind they're right, then that's it. However, they often view failure as a learning opportunity which as a consolation, further enriches their lived-wisdom.

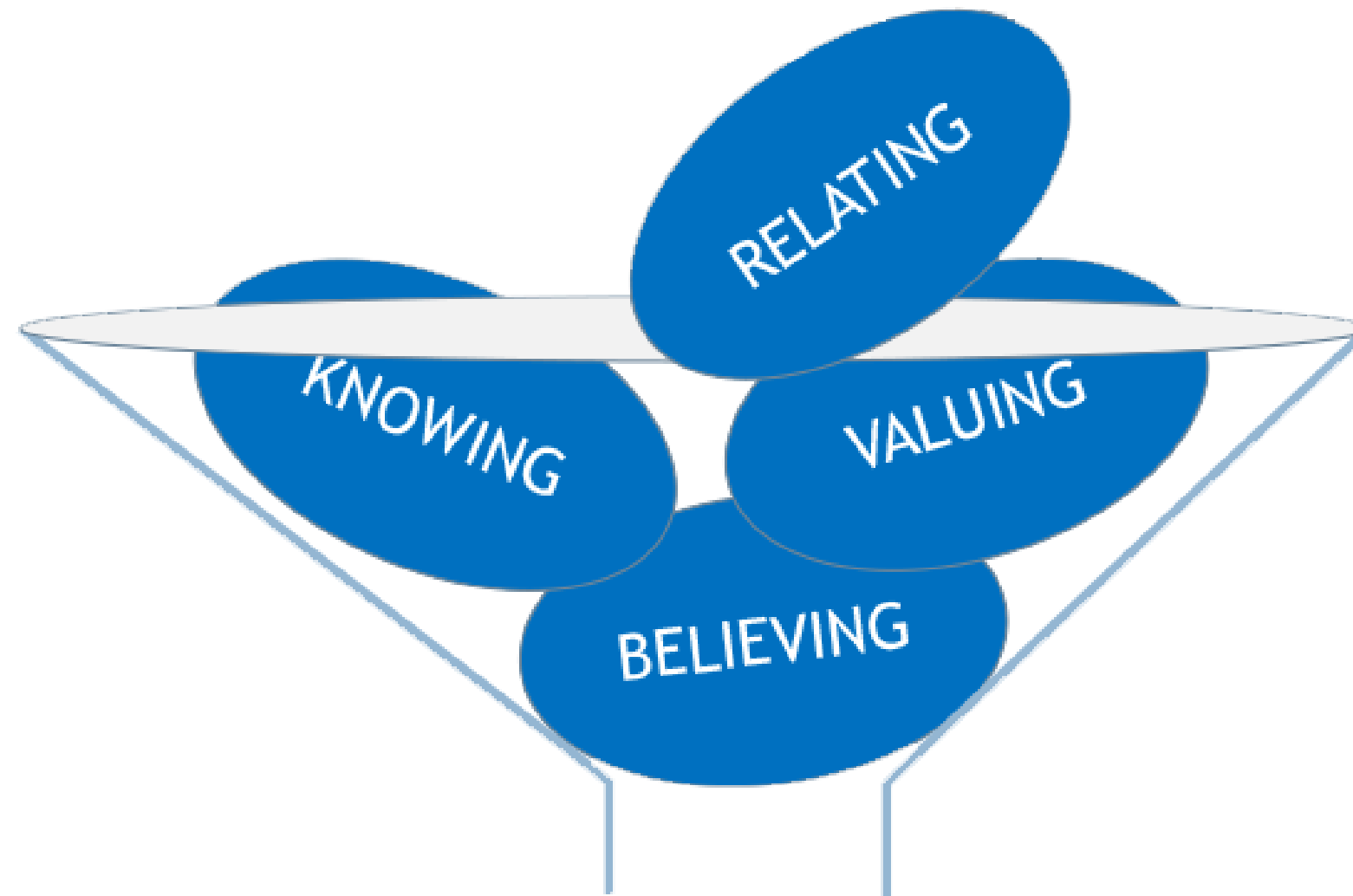
Developmental Actions

- When ignoring feedback, ask the person to give a different example of how their idea may offer a new and better way than what they have proposed? Reflect on what you learned the last time you ignored feedback to your detriment?
- Ask a trusted advisor to indicate privately when you are not listening to others? Reflect on ways you can experiment with patience and gratitude as a means of honoring your deeper self.

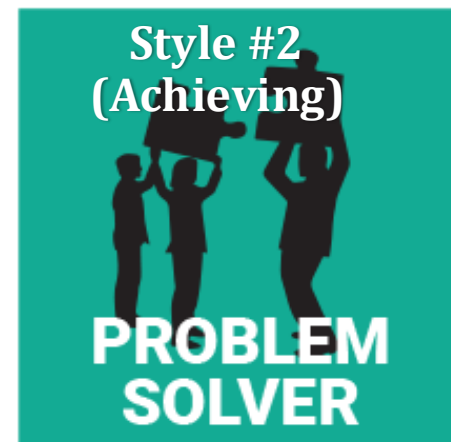
Behind the Curtain!



Four Factors that Shape the Five Mindsets

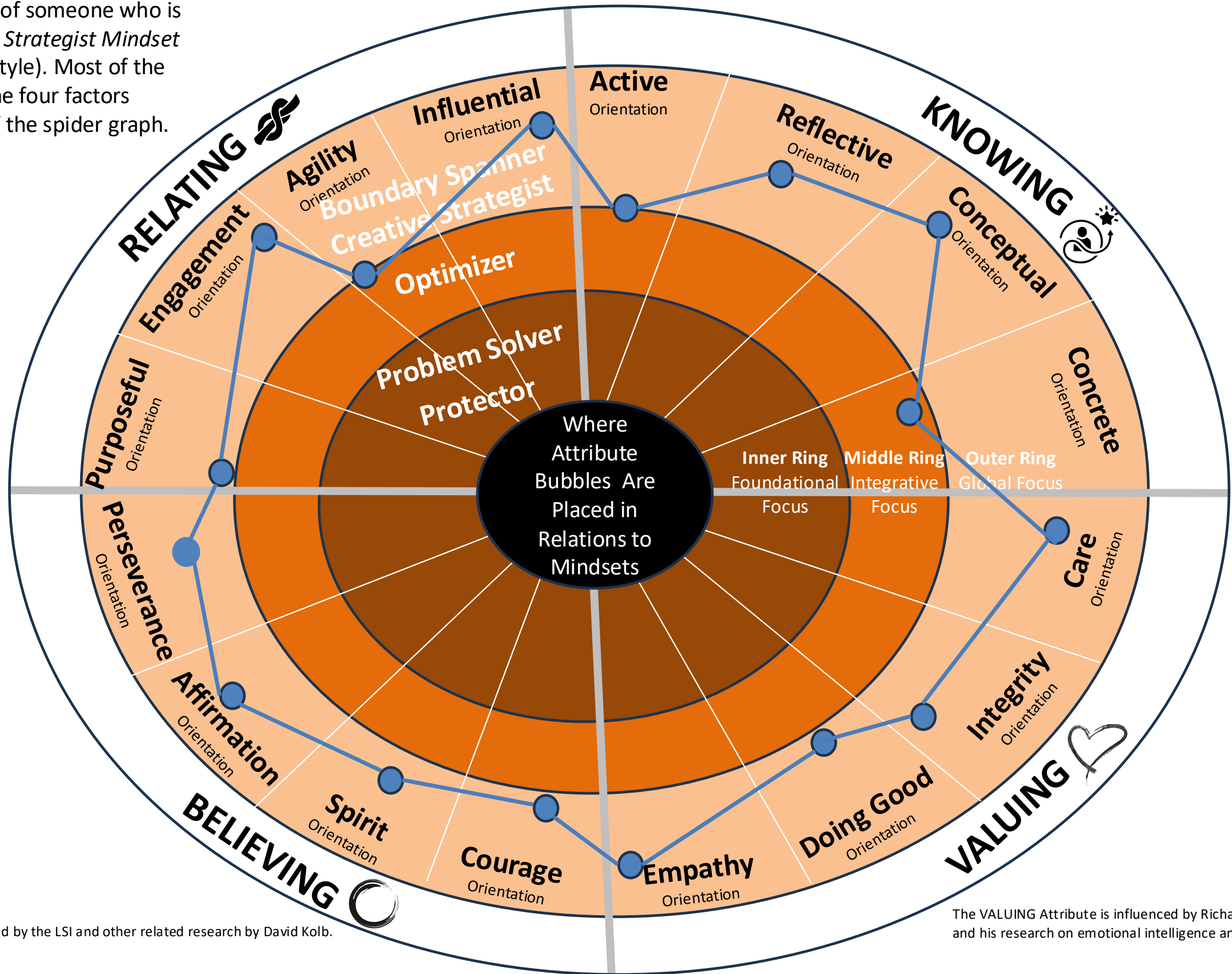


Spider Graph Measures the Factors & Attributes Embedded in the Mindsets



illustrative

This is a typical profile of someone who is scoring at the *Creative Strategist Mindset* (Personal Leadership Style). Most of the sixteen Attributes in the four factors are in the outer ring of the spider graph.



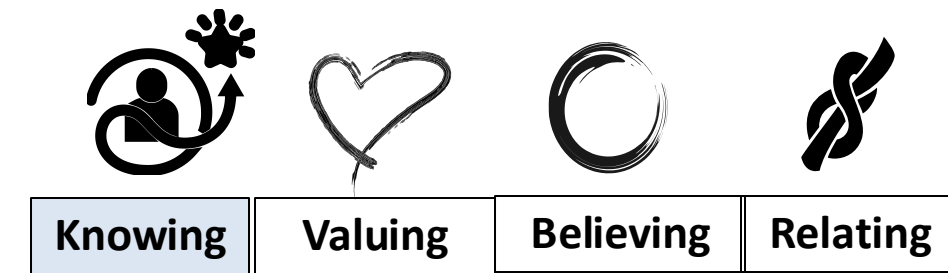
Spider Graph

The KNOWING Attribute is influenced by the LSI and other related research by David Kolb.

The VALUING Attribute is influenced by Richard Boyatzis and his research on emotional intelligence and coaching.

LCI Feedback Report

Your Answers Clustered by LCI Factors



KNOWING Factor

What is the Knowing Factor?

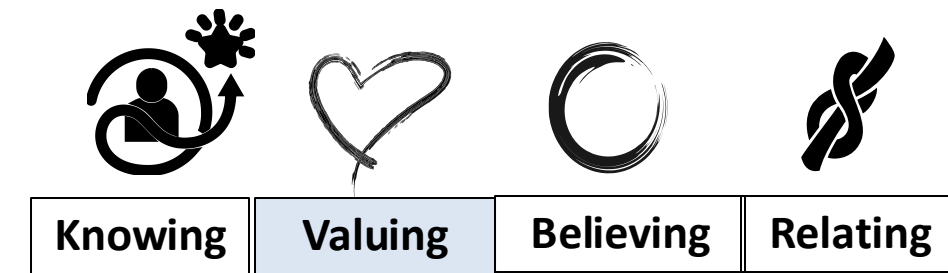
It is different ways to make sense or meaning out of experience in troubled times.

Key Criteria Embedded In the Knowing Factor: Four ATTRIBUTES

- 1. Action-Oriented:** Demonstrating a bias to act or move beyond talking or thinking when needed.
- 2. Reflective Orientation:** Looking from a far and up close; observing and interpreting causes, consequences, and themes to make sense.
- 3. Conceptual Orientation:** Cultivates ideas, theories, underlying patterns, and principles.
- 4. Concrete Orientation:** Uses facts, logic, and structured thinking to create meaning.

LCI Feedback Report

Your Answers Clustered by LCI Factors



VALUING Factor

What is the Valuing Factor?

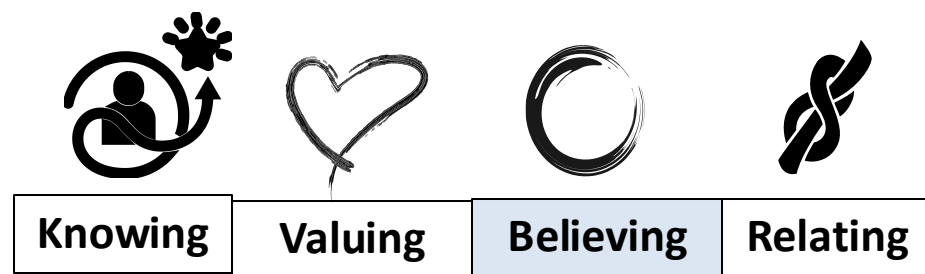
It is expressing principles and standards of who you are and what you value when it matters.

Key Criteria Embedded In the Valuing Factor: Four ATTRIBUTES

- 1. Care:** It is serving and treating others in their best interest with genuine helpfulness, dignity, and in some cases mercy.
- 2. Integrity:** Being true to self. Quietly yet confidently accepting, challenging, and sharing who you really are.
- 3. Doing Good:** Making time to enrich my community and others individually in big and small ways.
- 4. Empathy:** Going beyond self to understand, tolerate, appreciate, and support differences from their perspective.

LCI Feedback Report

Your Answers Clustered by LCI Factors



BELIEVING Factor

What is the Believing Factor?

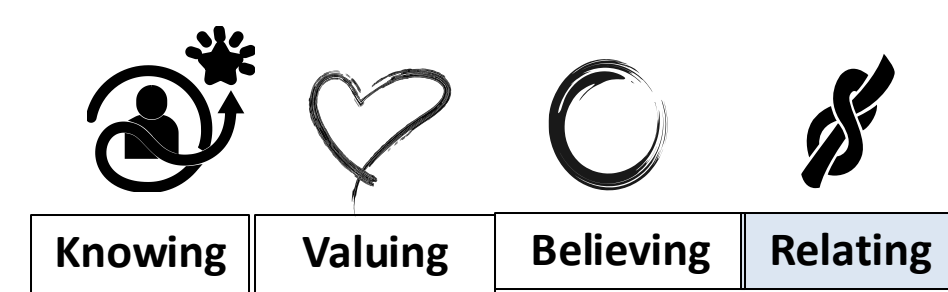
Demonstrating convictions of what you do and live by and how you show up in tough times.

Key Criteria Embedded In the Believing Factor: Four ATTRIBUTES

- 1. Courage:** Willing to take a chance in a risky or unknown context requiring a new way of doing, thinking or feeling
- 2. Spirit:** Reflects positive energy and attitude toward better times
- 3. Affirmation:** Nurture authentic, appreciative value and confidence in self and others as-is
- 4. Perseverance:** Naturally demonstrates being tough, motivated, pain tolerant, and goal-oriented

LCI Feedback Report

Your Answers Clustered by LCI Factors



RELATING Factor

What is the Relating Factor?

A way of being that facilitates optimal conditions for human effort and interaction to produce constructive choices and outcomes in troubled times.

Key Criteria Embedded In the Relating Factor: Four ATTRIBUTES

- 1. Purposeful:** Connecting to people, goals, and activities with a sense of urgency and direction
- 2. Engagement:** Intentionally cultivates relationships with a hospitable, inclusive, caring spirit to create optimal contact
- 3. Agility:** Demonstrates an open-minded, responsive, timely, adaptive stance for greater impact
- 4. Influential:** Identify and shape opinions into a desired outcome in a timely, attractive manner

Summary: 16 Attributes in Four Factors

I. KNOWING FACTOR: Different ways to make sense or meaning out of experience in troubled times.

- 1) Action-Oriented: Action and interaction are keyways to know, test and understand what is going on.
- 2) Reflective Orientation: Looking from a far and up close; observing and interpreting causes, consequences, and themes to make sense.
- 3) Conceptual Orientation: Cultivates ideas, theories, underlying patterns, and principles.
- 4) Concrete Orientation: Uses facts, logic, and structured thinking to create meaning.



Knowing

II. VALUING FACTOR: Expressing principles and standards of who you are and what you value when it matters.

- 1) Care: To treat others with genuine care, dignity, and in some cases mercy.
- 2) Integrity: Being true to self. Quietly yet confidently accepting, challenging, and sharing who I really am.
- 3) Doing Good: Making time to enrich my community and others individually in big and small ways.
- 4) Empathy: Going beyond self to understand, tolerate, appreciate, and support differences.



Valuing

III. BELIEVING FACTOR: Demonstrating convictions of what you do and live by and how you show up in tough times.

- 1) Courage: Willing to take a chance; thoughtfully courageous in risky, unknown contexts
- 2) Spirit: Reflects positive energy and attitude toward better times
- 3) Affirmation: Nurture authentic, appreciative value and confidence in self and others as-is
- 4) Perseverance: Naturally demonstrates being tough, motivated, pain tolerant, and goal-oriented



Believing

IV. RELATING FACTOR: A way of being that facilitates optimal conditions for human effort and interaction to produce constructive choices and outcomes in troubled times.

- 1) Purposeful: Connecting to people, goals, and activities with a sense of urgency and direction
- 2) Engagement: Intentionally cultivates relationships with a hospitable, inclusive, caring spirit to create optimal contact
- 3) Agility: Demonstrates an open-minded, responsive, timely, adaptive stance for greater impact
- 4) Influential: Identify and shape opinions into a desired outcome in a timely, attractive manner



Relating

Developmental Quadrants: Scaffolding Capability

Over time, experience, and insight we grow in maturity with our valuing, knowing, believing, and relating.

In so doing, we go from a Foundational, V1; to Mid-Stage, V2; to Later-Stage, V3 phase of being and doing.



Behind the Curtain!



Leverage Influence, Motivation
and Coaching Roles to Connect
With Other Mindsets

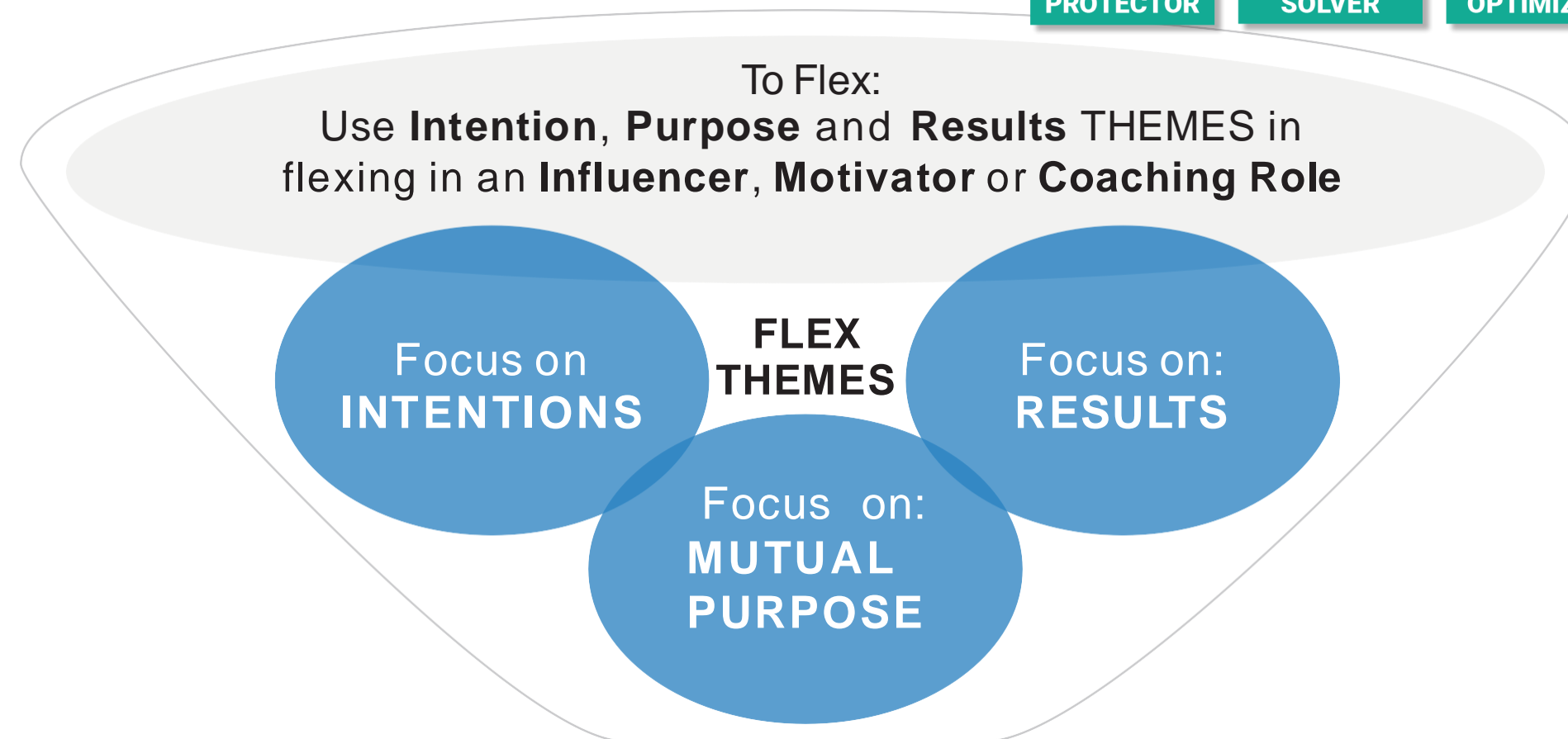
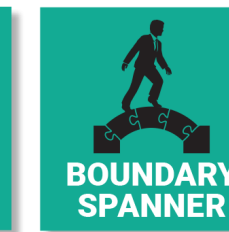
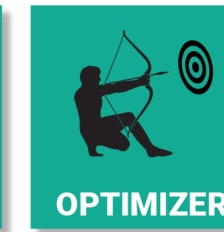
Flexing Between Mindsets

Using the *Influencer, Motivator* and
Coaching Roles To Create Safe &
Agreeable Intentions, Mutual Purpose
and Actionable Results

Competing interests and the push-pull forces at play



Ways To Flex Between Styles →



THREE FLEX ROLES

Influencer Role

(Reshape thinking in a new, different way.)

- Seek and start with their interests.
- Find common areas to focus on.
- Explore options tentatively, patiently, and in a respectful, interested manner.

Motivator Role

(Attracting interest and commitment to a set of actions in a deeper more pronounced manner.)

- Create attractive vision of a better way.
- Discuss actionable path of opportunity.
- Highlight support and resources while encouraging concrete next steps.

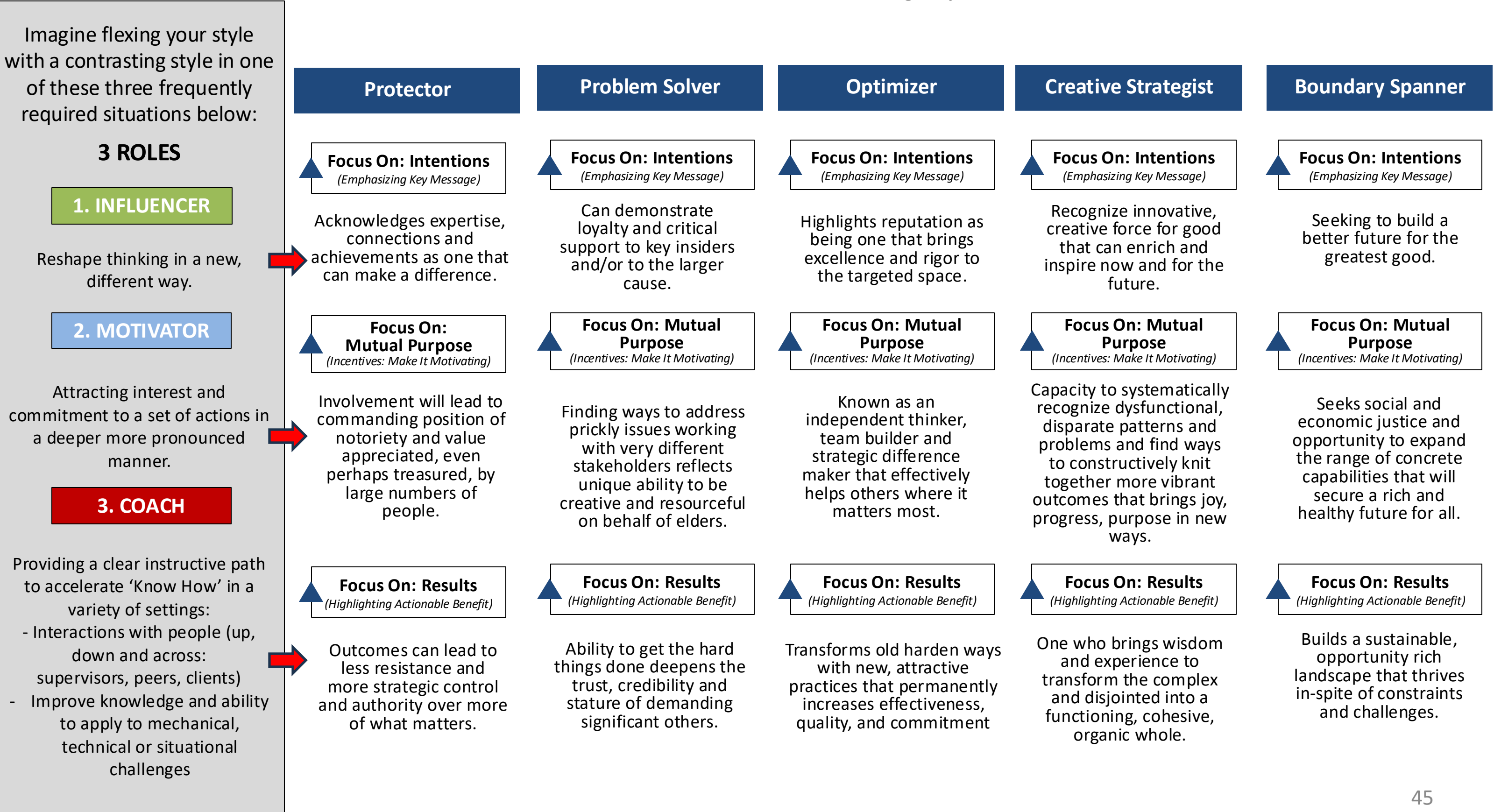
Coach Role

(Providing a clear instructive path to accelerate 'Know How' in a variety of settings)

- Make it emotionally, socially, physically safe to build high-trust environment.
- Identify motivation or ability gap in getting better.
- Tentatively explore opportunity areas for development and use tell-show-do method in mentoring and modeling.

STYLE ALIGNMENT GRID (SAG)

--Flex Between Contrasting Styles--



Multi-Style Alignment Grid (M-SAG)

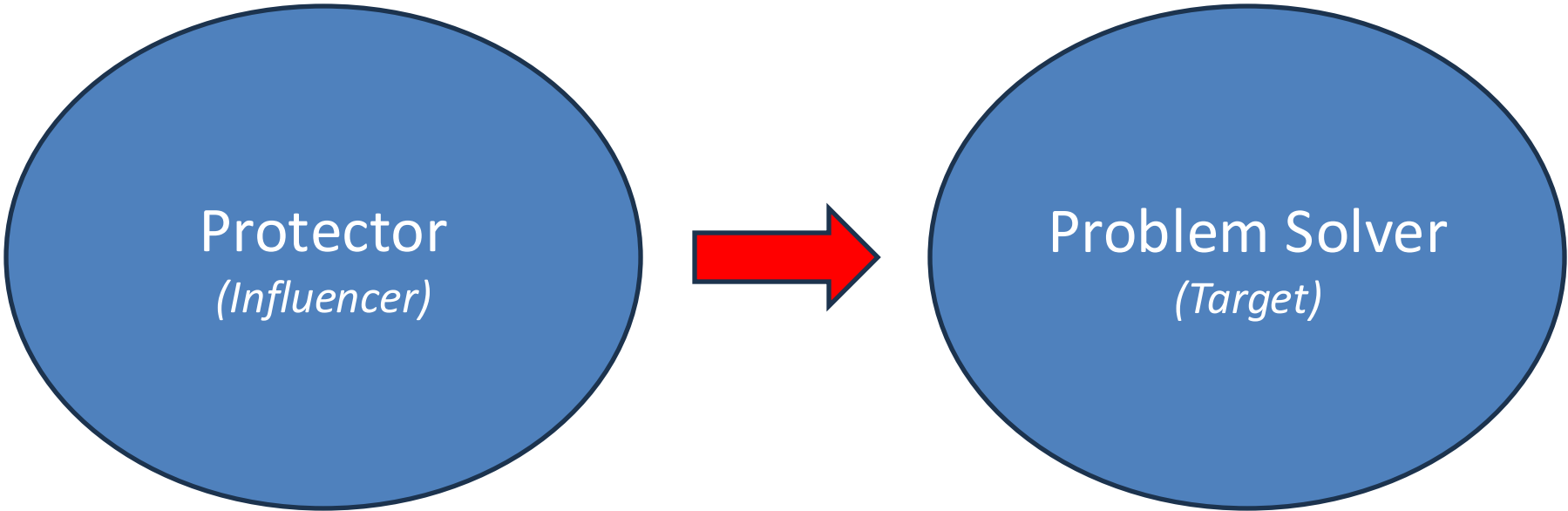
Flex Alignment Strategy Between Contrasting Styles

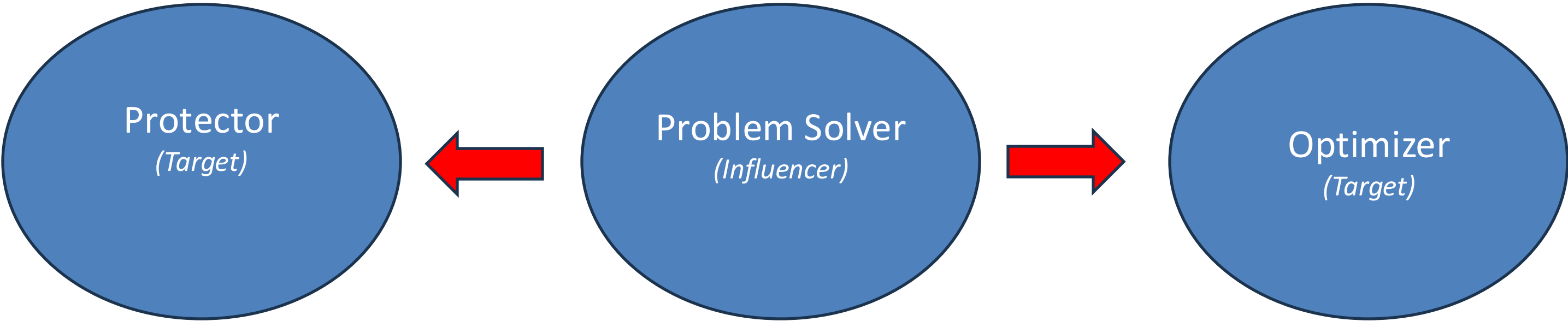
Influencer: Protector

Below are Ways of Approaching Contrasting Style Interactions: Use of Themes (Intentions, Purpose, Results)

Protector	Problem Solver	Op-mizer	Creative Strategist	Boundary Spanner
<div>Themes:</div> <div>Flex your style with contrasting others focusing themes on:</div> <ul style="list-style-type: none">• Intentions• Mutual Purpose• Results	<div>Focus On: Inten-ons</div> <div>(Emphasizing Key Message)</div> <div>Candemonstrate loyalty and critical support to key insiders and/orto the larger cause.</div>	<div>Focus On: Intentions</div> <div>(Emphasizing Key Message)</div> <div>Highlights reputa0on as being one that brings excellence and rigor tothe targeted space.</div>	<div>Focus On: Intentions</div> <div>(Emphasizing Key Message)</div> <div>Recognize innovative, creative force for goodthat can enrich and inspire now and for the future.</div>	<div>Focus On: Inten-ons</div> <div>(Emphasizing Key Message)</div> <div>Seekingto build a better future for the greatest good through an actionable vision and an inspired community .</div>
	<div>Focus On: Mutual Purpose</div> <div>(Incentives: Make It Motivating)</div> <div>Finding ways to address prickly issues working with very different stakeholders reflects uniqueability to be creative and resourceful on behalf of elders.</div>	<div>Focus On: Mutual Purpose</div> <div>(Incentives: Make It Motivating)</div> <div>Known as an independent thinker, team builder and strategic difference maker that effec0vely helps others whereit malvers most.</div>	<div>Focus On: Mutual Purpose</div> <div>(Incentives: Make It Motivating)</div> <div>Capacity to systematically recognize dysfunctional, disparate patterns and problems and find ways to constructively knit together more vibrant outcomes that brings joy, progress, purpose innew ways.</div>	<div>Focus On: Mutual Purpose</div> <div>(Incentives: Make It Motivating)</div> <div>Seeks social and economic justice and opportunity to expand the range ofstrategic capabilities that will secure a rich and healthy future for all.</div>
	<div>Focus On: Results</div> <div>(Highlighting Actionable Benefit)</div> <div>Ability to get the hard things done deepens the trust, credibility and stature of demanding significant others.</div>	<div>Focus On: Results</div> <div>(Highlighting Actionable Benefit)</div> <div>Transformsold harden ways with new, aMrac0veprac0ces that permanently increases effec0veness, quality, and commitment</div>	<div>Focus On: Results</div> <div>(Highlighting Actionable Benefit)</div> <div>One who brings wisdom and experience to transform the complex and disjointed into a functioning, cohesive, organic whole.</div>	<div>Focus On: Results</div> <div>(Highlighting Actionable Benefit)</div> <div>Builds a sustainable, opportunity richlandscape that thrives in-spite of constraints and challenges.</div>

This chart is aimed at providing ways for a *Protector* to influence a *Problem Solver* by addressing the intentions, purpose, and results in the second column (i.e., the Problem Solver style). The second column is what a Problem Solver values and would be attracted to while engaging with other styles.





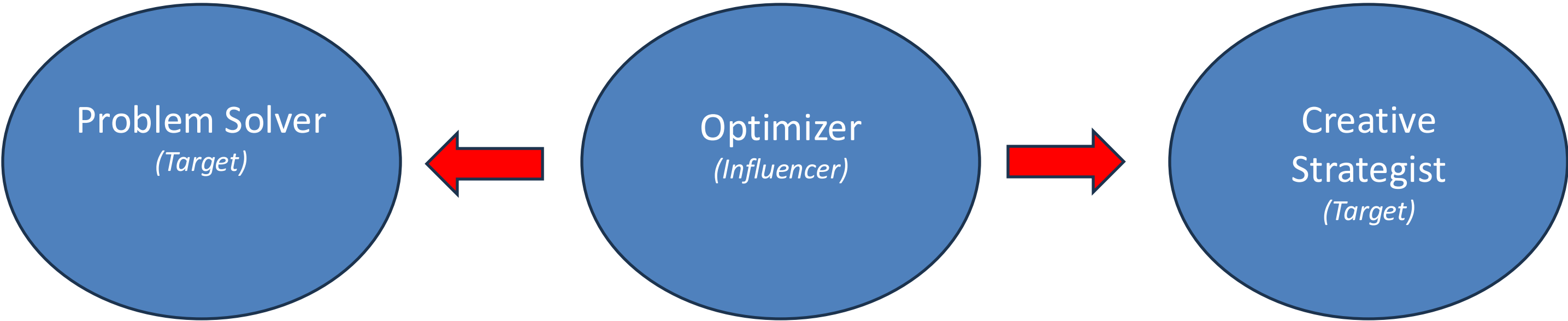
Multi-Style Alignment Grid (M-SAG)

Flex Alignment Strategy Between Contrasting Styles

Below are Ways of Approaching Contrasting Style Interactions: Use of Themes (Intentions, Purpose, Results)

Protector	Problem Solver	Op2mizer	Creative Strategist	Boundary Spanner
<div>Focus On: Inten.on.s <small>(Emphasizing Key Message)</small></div> <div>Acknowledges expertise, connections and achievements as one who can make a difference.</div>		<div>Focus On: Intentions <small>(Emphasizing Key Message)</small></div> <div>Highlights reputation as being one that brings excellence and rigor to the targeted space.</div>	<div>Focus On: Inten.on.s <small>(Emphasizing Key Message)</small></div> <div>Recognize innovative, creative force for good that can enrich and inspire now and for the future.</div>	<div>Focus On: Intentions <small>(Emphasizing Key Message)</small></div> <div>Seeking to build a beGer future for the greatest good through an ac0onable vision and an inspired community.</div>
<div>Focus On: Mutual Purpose <small>(Incentives: Make It Motivating)</small></div> <div>Involvement will lead to commanding position of notoriety and value appreciated, even perhaps treasured, by large numbers of people.</div>	<div>Themes: Flex your style with contrasting others focusing themes on:<ul style="list-style-type: none">• Intentions• Mutual Purpose• Results</div>	<div>Focus On: Mutual Purpose <small>(Incentives: Make It Motivating)</small></div> <div>Known as an independent thinker, team builder and strategic difference maker that effect0vely helps others where it maGers most.</div>	<div>Focus On: Mutual Purpose <small>(Incentives: Make It Motivating)</small></div> <div>Capacity to systematically recognize dysfunctional, disparate patterns and problems and find ways to constructively knit together more vibrant outcomes that brings joy, progress, purpose in new ways.</div>	<div>Focus On: Mutual Purpose <small>(Incentives: Make It Motivating)</small></div> <div>Seeks social and economic justice and opportunity to expand the range of strategic capabilities that will secure a rich and healthy future for all.</div>
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This chart is aimed at providing ways for a *Problem Solver* to influence an *Optimizer* and *Protector* by addressing the intentions, purpose, and results in the first and third columns (i.e., the Protector and Optimizer styles). The first and third columns are what they value and would be attracted to while engaging with other styles.



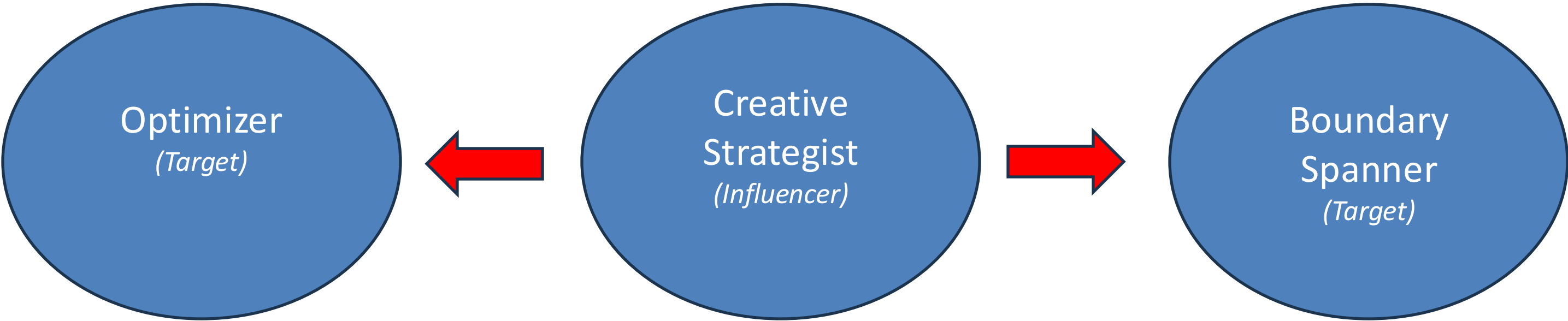
Multi-Style Alignment Grid (M-SAG)

Flex Alignment Strategy Between Contrasting Styles

Below are Ways of Approaching Contrasting Style Interactions: Use of Themes (Intentions, Purpose, Results)

Protector	Problem Solver	Optimizer	Creative Strategist	Boundary Spanner
<div>Focus On: Intentions <i>(Emphasizing Key Message)</i></div> <div>Acknowledges expertise, connections and achievements as one who can make a difference.</div>	<div>Focus On: Intentions <i>(Emphasizing Key Message)</i></div> <div>Can demonstrate loyalty and critical support to key insiders and/or to the larger cause.</div>		<div>Focus On: Intentions <i>(Emphasizing Key Message)</i></div> <div>Recognize innovative, creative force for good that can enrich and inspire now and for the future.</div>	<div>Focus On: Intentions <i>(Emphasizing Key Message)</i></div> <div>Seeking to build a better future for the greatest good through an actionable vision and an inspired community.</div>
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This chart is aimed at providing ways for an *Optimizer* to influence a *Creative Strategist* and a *Problem Solver* by addressing the intentions, purpose, and results in the fourth and second columns (i.e., the Creative Strategist and Problem Solver styles). The fourth and second columns are what they value and would be attracted to while engaging with other styles.



Multi-Style Alignment Grid (M-SAG)

Flex Alignment Strategy Between Contrasting Styles

Below are Ways of Approaching Contrasting Style Interactions: Use of Themes (Intentions, Purpose, Results,

Protector	Problem Solver	Optimizer	Crea2ve Strategist	Boundary Spanner
<div>Focus On: Intentions <i>(Emphasizing Key Message)</i></div> <div>Acknowledges expertise, connections and achievements as one who can make a difference.</div>	<div>Focus On: Intentions <i>(Emphasizing Key Message)</i></div> <div>Can demonstrate loyalty and critical support to key insiders and/or to the larger cause.</div>	<div>Focus On: Intentions <i>(Emphasizing Key Message)</i></div> <div>Highlights reputation as being one that brings excellence and rigor to the targeted space.</div>	<div>Themes:</div> <div>Flex your style with contrasting others focusing themes on:</div> <ul style="list-style-type: none">• Intentions• Mutual Purpose• Results	<div>Focus On: Intentions <i>(Emphasizing Key Message)</i></div> <div>Seeking to build a better future for the greatest good through an actionable vision and an inspired community.</div>
<div>Focus On: Mutual Purpose <i>(Incentives: Make It Motivating)</i></div> <div>Involvement will lead to commanding position of notoriety and value appreciated, even perhaps treasured, by large numbers of people.</div>	<div>Focus On: Mutual Purpose <i>(Incentives: Make It Motivating)</i></div> <div>Finding ways to address prickly issues working with very different stakeholders reflects unique ability to be creative and resourceful on behalf of elders.</div>	<div>Focus On: Mutual Purpose <i>(Incentives: Make It Motivating)</i></div> <div>Known as an independent thinker, team builder and strategic difference maker that effectively helps others where it matters most.</div>		<div>Focus On: Mutual Purpose <i>(Incentives: Make It Motivating)</i></div> <div>Seeks social and economic justice and opportunity to expand the range of strategic capabilities that will secure a rich and healthy future for all.</div>
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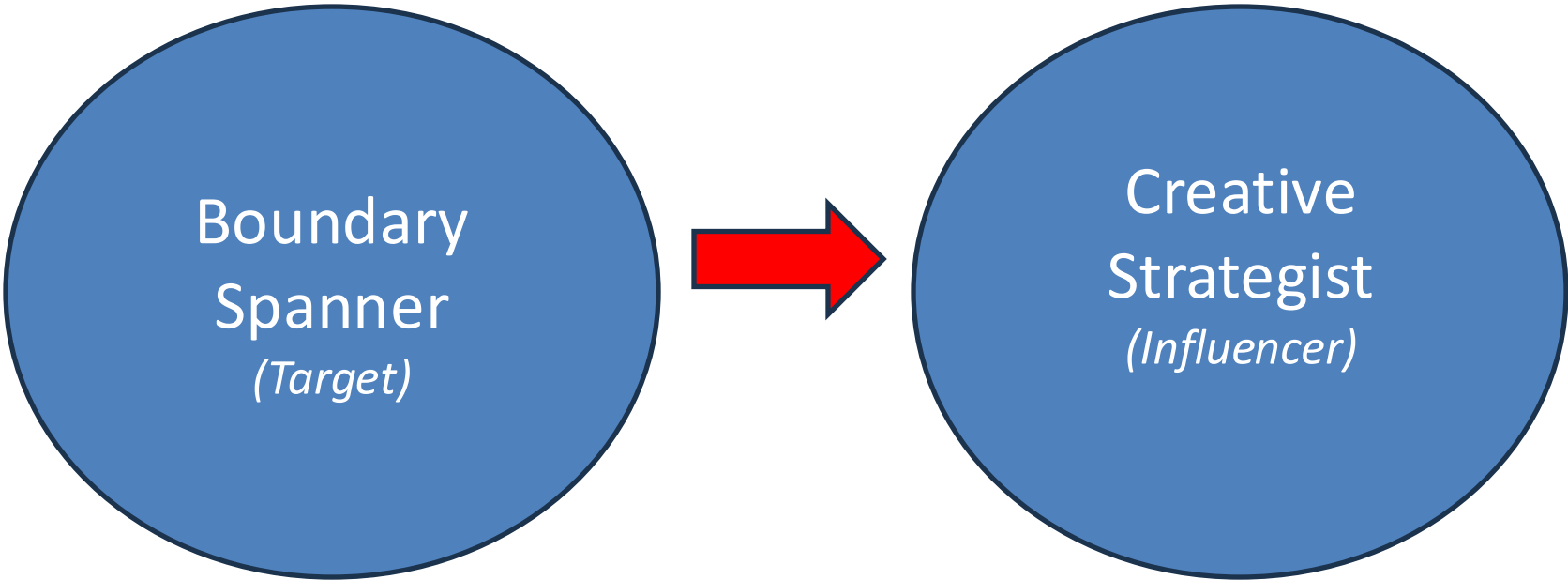
This chart is aimed at providing ways for a *Creative Strategist* to influence a *Boundary Spanner* and *Optimizer* by addressing the intentions, purpose, and results in the fifth and third columns (i.e., the Boundary Spanner and Optimizer style). The fifth and third columns are what they value and would be attracted to while engaging with other styles.

Multi-Style Alignment Grid (M-SAG)

Flex Alignment Strategy Between Contrasting Styles

Below are Ways of Approaching Contrasting Style Interactions: Use of Themes (Intentions, Purpose, Results)

Protector	Problem Solver	Op2mizer	Creative Strategist	Boundary Spanner
<div><div>Focus On: Intentions</div><div>Emphasizing Key Message</div><div>Acknowledges exper0se, conne0ons and achievements as one who can make a difference.</div></div>	<div><div>Focus On: Intentions</div><div>Emphasizing Key Message</div><div>Can demonstrate loyalty and cri0cal support to key insiders and/or to the larger cause.</div></div>	<div><div>Focus On: Intentions</div><div>Emphasizing Key Message</div><div>Highlights reputation as being one that brings excellence and rigor to the targeted space.</div></div>	<div><div>Focus On: Inten.ons</div><div>Emphasizing Key Message</div><div>Recognize innova0ve, crea0ve force for good that can enrich and inspire now and for the future.</div></div>	
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<div><div>Focus On: Results</div><div>Highlighting Actionable Benefit</div><div>Outcomes can lead to less resistance and more strategic control and authority over more of what matters.</div></div>	<div><div>Focus On: Results</div><div>Highlighting Actionable Benefit</div><div>Ability to get the hard things done deepens the trust, credibility and stature of demanding significant others.</div></div>	<div><div>Focus On: Results</div><div>Highlighting Actionable Benefit</div><div>Transforms old harden ways with new, attractive practices that permanently increases effectiveness, quality, and commitment</div></div>	<div><div>Focus On: Results</div><div>Highlighting Actionable Benefit</div><div>One who brings wisdom and experience to transform the complex and disjointed into a functioning, cohesive, organic whole.</div></div>	



This chart is aimed at providing ways for a *Boundary Spanner* to influence a *Creative Strategist* by addressing the intentions, purpose, and results in the fourth column (i.e., the Creative Strategist style). The fourth column is what a Creative Strategist values and would be attracted to while engaging with other styles.

Behind the Curtain!

Toward Growth

Leveraging Strengths and
Developmental Opportunities
For Greater Impact

Core Capabilities: Toward Building Strength & Effectiveness

Knowing Ourselves

Engaging Others for Impact

Leveraging Support & Commitment

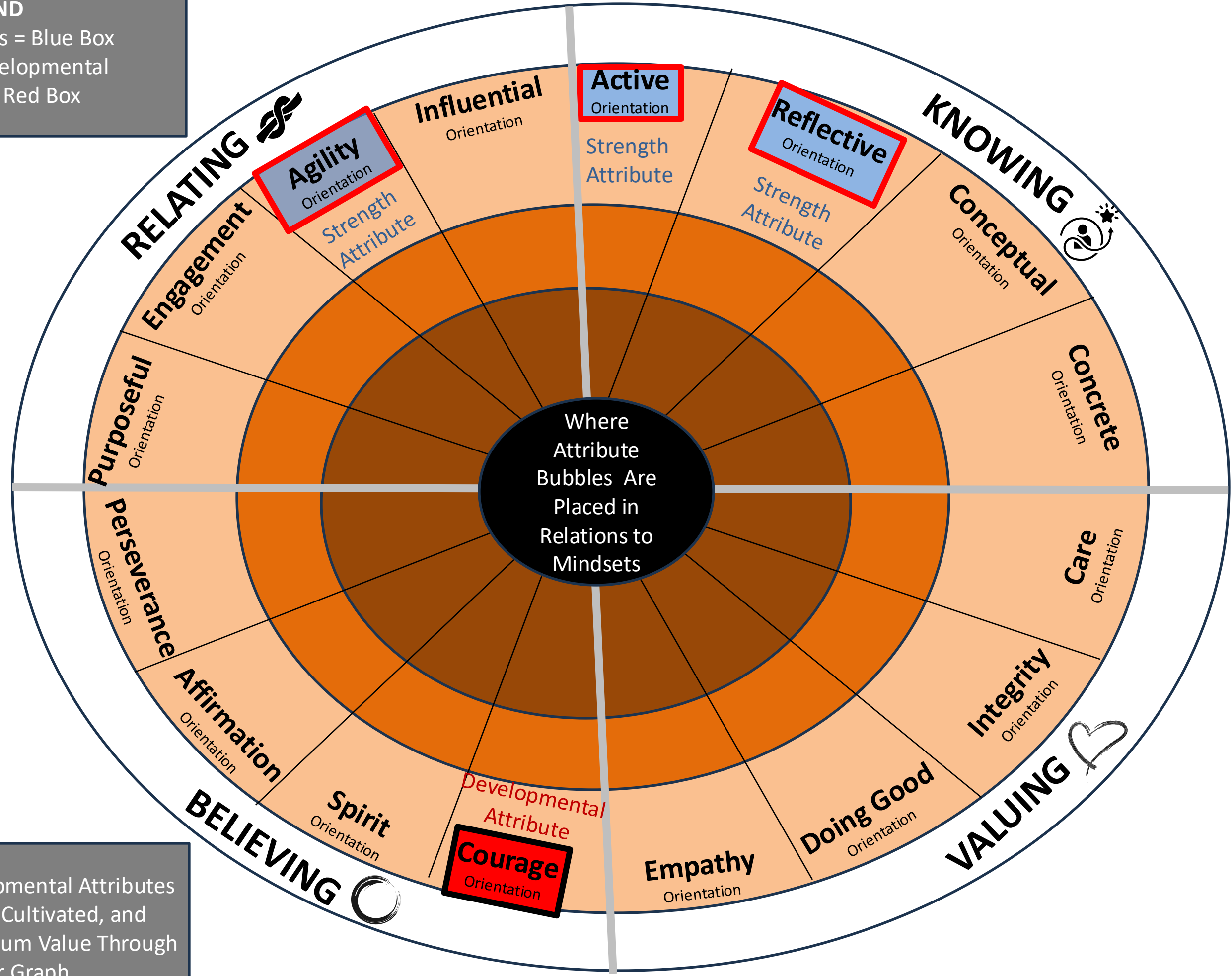
Spider Graph

Illustrative

LEGEND

Top 3 Attributes = Blue Box

Mid-Point Developmental Attribute = Red Box

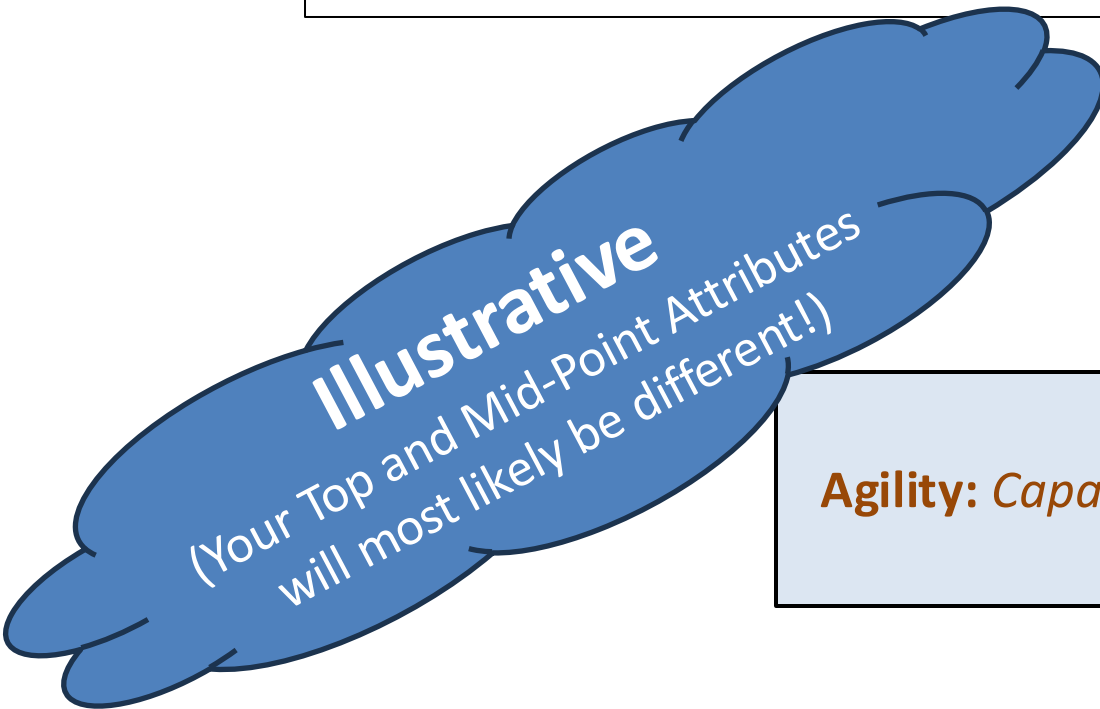


Strength and Developmental Attributes Can Be Identified, Cultivated, and Leveraged For Maximum Value Through The Spider Graph

Leveraging Key Strengths:

Top Three Attribute Areas to Use or Refine As Needed

- The LCI will identify your top three of 16 attributes that score the highest amongst the attribute pool. Integrating these select attributes into a development plan will accelerate your impact in a more decisive and faster manner than if you vaguely work with other attributes that have questionable value regarding optimal impact.
- Also, in terms of developing what is considered a weak or sub par skill or knowledge area, it is important to pick the attribute at mid-point or attribute #8 of 16 attributes. Research suggests that carefully focusing on a skill gap that is at the mid-point will be far more promising than trying to over-reach in developing a gap area that is beyond your area of interest and/or capability.



#1
Agility

Agility: *Capacity to pivot or be flexible in engaging in a new, more desirable fashion.*

#2
Reflective

Reflective: *Thoughtfully able to observe and consider underlying implications, patterns of interplay, practices or potential consequences that is of significance.*

Illustrative

(Your Top and Mid-Point Attributes will most likely be different!)

#3 Action- Oriented

Action: *Demonstrating a proclivity to act or move beyond talking or thinking when needed.*

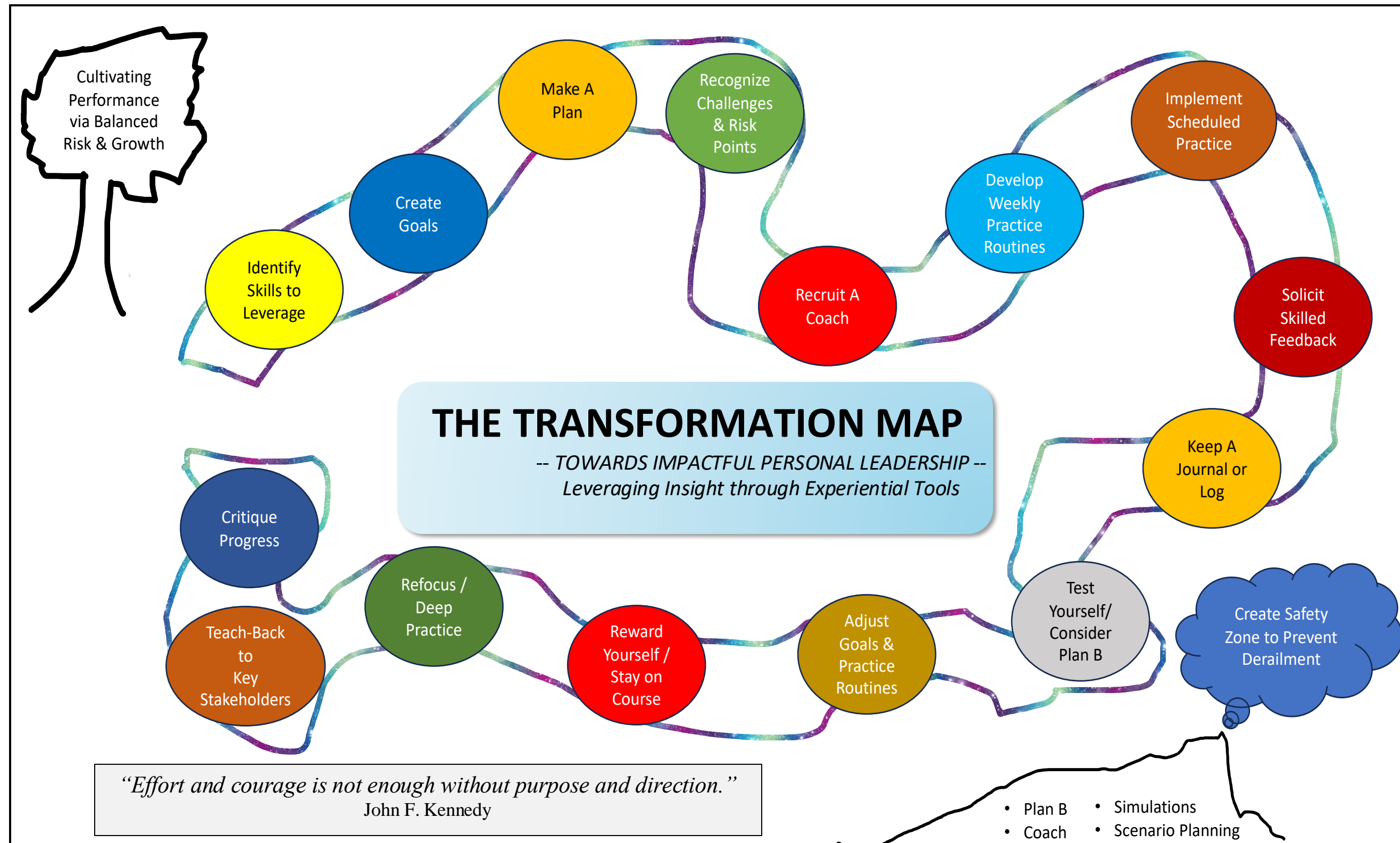
Key Mid-Point Developmental Opportunity

Consider Developing *Attribute #8 of 16 Attributes* For More Targeted Impact
(Research suggests selecting a developmental area that is at the mid-point– both possible and promising.)

#1 Courage

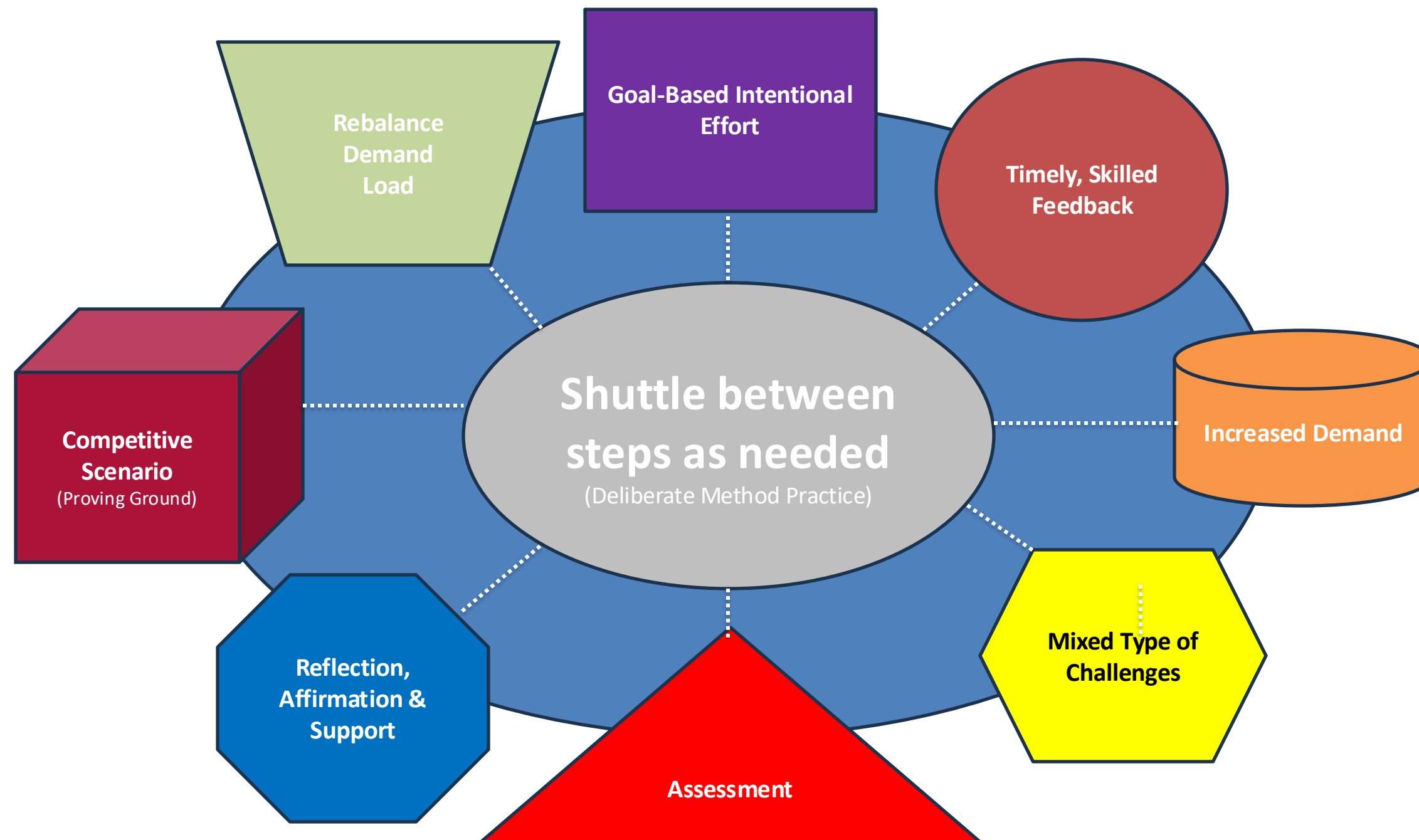
Courage: *Willing to take a chance in a risky or unknown context requiring a new way of doing, thinking or feeling*

A Planning Tool For Performance Development



Getting Better At Getting Better

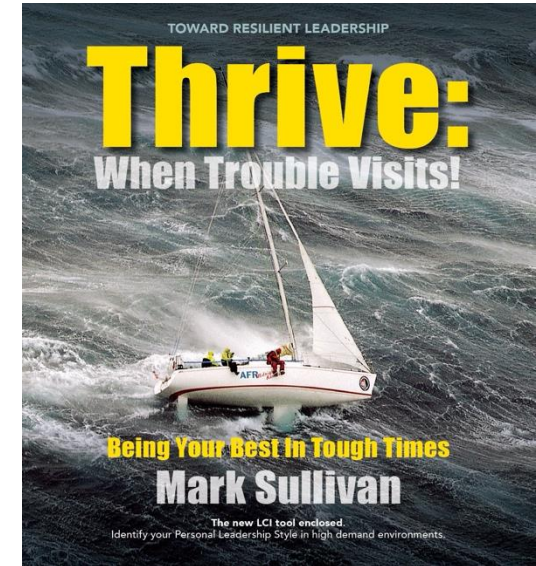
*The **DELIBERATE PRACTICE METHOD** is used everywhere from Olympic coaches and elite athletes; to award-winning teachers'; to high-performing managers and their employees.*



Using A Proven Practice Method: *To Make A Difference*

Appears in Ch 10 of *Thrive: When Trouble Visits!*

Getting Better at Getting Better^{*} Key Ingredients



Growth. It is not always pretty, or predictable.

How often have you tried to lose weight, launch an exercise regimen, speak up to a demanding boss, or share a tough message that ended less well than what you prepared for? Your preparation may have been filled with good intentions, but the results were lacking. More often than not, we cannot control all elements of our performance. We can hope for insight or enhanced skill by a set deadline. However, intent doesn't always align with outcomes. Hope in itself is not a sufficient strategy for a desired end result.

^{*}Adapted from James Surowiecki, the author of *The Wisdom of Crowds* and *Better All the Time: How the "Performance Revolution" Came to Athletics—and Beyond*, (November 10, 2014). New Yorker on X (Twitter). The phrase "getting better at getting better" was originally used by James Surowiecki in several of his presentations and publications. He is also noted as one of the original authors of the term "Deliberate Practice."

Deliberate Practice

The science of performance is periodically critiqued by James Surowiecki, author of *Wisdom of the Crowds*. He has noted a performance revolution focusing on incremental learning which has spread from athletics to manufacturing. Doing more of the same just doesn't work if you are trying to build speed or strength. So going to the gym and repeating the same one-hour exercise on the treadmill or weight room will not improve your fitness.

In some cases, it will not even maintain your fitness level. With this in mind, a few of Surowiecki's principles have been adapted beyond the fitness arena, which focus on mixing up methods and level of difficulty as a way to improve skill and competency.

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An incremental learning opportunity, where small changes can make big improvements, happens when we are trying to learn how to run a better meeting, give difficult feedback to someone, or practice how to complement or critique with care and candor. Developing our level of effectiveness is unfortunately not a rote or automatic exercise. It takes what is referred to as *deliberate practice* and includes the following:

Deliberate Practice:

- Intentional, focused effort
- Timely, targeted, skilled feedback
- Increased level of difficulty
- Assessment and affirmation
- Practice-reward-progress (PRP)



This deliberate practice method is a common tool in such diverse areas as Olympic-level coaches and athletes, award-winning teachers and students, and high-performing managers and their employees. Each deliberate practice step is important and part of what helps to get through the knowing, not knowing, new knowing, and optimal knowing as discussed in the *Change Curve* concept in the THRIVE book.

The five elements in deliberate practice are interdependent and contribute to a transformational process. They include the following:

1. Intentional, Focused Effort

Set a time, place, plan and commitment level to regularly practice and prepare for a more improved performance.



Deliberate Practice: Continued


2. Timely, Targeted, Skilled Feedback

Seek an expert or knowledgeable source; do not seek feedback from someone only because they are friendly or available!



Timely
Targeted
Feedback

3. Increased Level of Difficulty



Increased
Level of
Difficulty

1) Start easy and in a safe environment (*Beginner*)

Break desired skill or behavior into small pieces. Start with something easy and familiar. Practice with people who know and like you. Focus on appreciative effort and experience.

2) Move to a harder environment (*Intermediate Level*)

Demonstrate with more finite, detailed capacity beyond what you may originally be familiar with. Submit to higher level critique from an expert. Practice multiple times after getting initial feedback. Review specific improvement areas and consider what you will adopt going forward.

3) Move to a demanding environment (*Knowledgeable Level*)

Add more refined behavior and content that holistically improves the front, middle, and end of the skill. Demonstrate performance in front of a less forgiving, mixed audience. With added capability, recognize both new areas of competency and more insight into what is not mastered at present.

Deliberate Practice: Continued

4) Shift to easier but different task (*Seasoned Practitioner Level*)

Shift back to practicing with known and new unknown areas of competency. Mix and practice them together with structured feedback on areas requiring more attention to the gaps and how to address them at a higher performance level. Increased mastery reflects more anticipatory, in-the-moment, and post-performance awareness of nuanced differences that improve engagement.

5) Move back to hardest but also different tasks (*Expert Level*)

Demonstrate mastery in different settings. Change expectations and audience profile where in-the-moment adjustments are required without notice.⁶² Develop capacity to innovate or creatively contribute in new, more impactful ways under demanding conditions.

Deliberate Practice: Continued

4. Assessment and Affirmation

Big picture – How is this experience enriching the person you are and want to be?

Assessment
&
Affirmation

5. Practice-Reward-Progress (PRP)

Sustain practice by not only intentionally mixing up the level of difficulty and type of exercises but also by rewarding yourself in big and small ways. You are bound to get weary or bored by some of the routines. So, mixing and measuring progress can help to stimulate interest and amplify levels of satisfaction.

Practice-
Reward-
Progress

Learn more about transforming effort into impact by ordering THRIVE here:



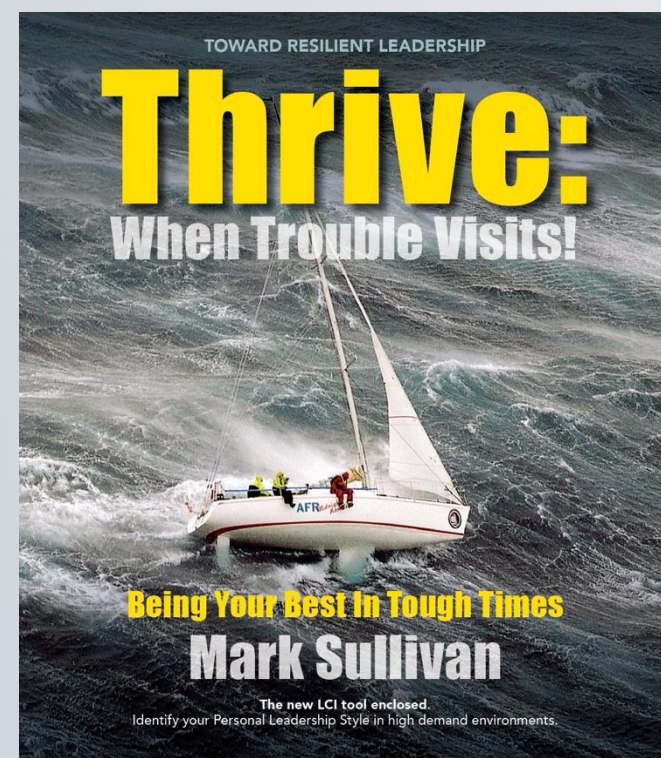
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Here are some of the qualities that matter when TROUBLE visits!





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The online ***LCI Master Class*** signature certification offering is selectively made available semi-annually during the first Friday in February and first Friday in October at 1-5pm. Register here:



Put Master Class Registration Link or QR Code Here (with a confirmation email to the recipient. Possible dates for selection for the next five years include:

2025: Oct 3rd, 1-5pm EST

2026: Feb 6th, 1-5pm; Oct 2nd, 1-5pm EST

2027: Feb 5th, 1-5pm; Oct 1st, 1-5pm EST

2028: Feb 4th, 1-5pm; Oct 6th, 1-5pm EST

2029: Feb 2nd, 1-5pm; Oct 5th, 1-5pm EST

2030: Feb 1st, 1-5pm; Oct 4th, 1-5pm EST



Career Highlights:

- International keynote speaker
- Award-winning MBA business school professor
- Senior executive in multiple Dow 30s, Fortune 50, and G1K/global 1000 companies
- Executive Coach and Board Director
- Author of signature leadership books, journals, and newsletters
- Featured in multi-channel and live media

Education:

- Fitchburg State University, BS
- Harvard University, MA
- Case Western Reserve University, Ph.D.



Mark J. Sullivan, Ph.D.

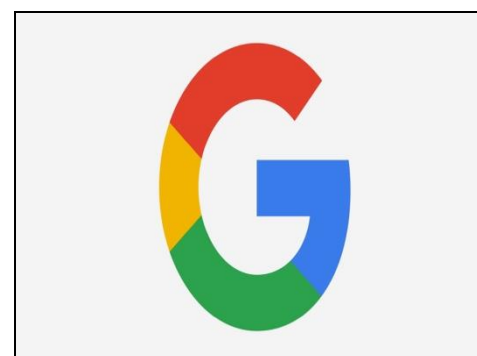
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