

# Campbell™ Leadership Index (CLI®)

Assesses Leadership Characteristics as seen by both the  
“Self” and “Observers”



Center for  
Creative  
Leadership

[www.ccl.org](http://www.ccl.org)

# A Definition of Leadership

***ACTIONS*** that focus ***RESOURCES***  
to create desirable ***OPPORTUNITIES***.

~ *David P. Campbell*



# Leadership

**Leadership ACTIONS** (such as planning, organizing, controlling, cajoling, communicating, disciplining, motivating, creating, encouraging, persisting, training, rehearsing, enthralling...)

**Leadership RESOURCES** (such as people, money, time, space, materials, public opinion, personal contacts, geographical advantages, legislative action, accidents of history, luck...)

**Leadership OPPORTUNITIES** (such as higher profits, better performance, higher probability of peace, truth, and beauty, better health, greater happiness...)

# Leadership in Organizations

## Seven Crucial, Constant, Continuing tasks

### VISION

To clarify the general overall goals of the organization.

### MANAGEMENT

To focus resources on these goals.

### EMPOWERMENT

To select and develop subordinates committed to these goals.

### POLITICS

To forge coalitions with peers, superiors, and important outside decision makers.

### FEEDBACK

To listen carefully to clients, customers, or voters.

### ENTREPRENEURSHIP

To find future opportunities.

### PERSONAL STYLE

By personal example, to set an overall organizational tone of competence, optimism, and integrity.

A photograph of a lush green tea plantation in the foreground, with rolling hills and a blue sky with white clouds in the background.

# CLI<sup>®</sup>

**A self-plus-observer descriptive survey  
focused on leadership characteristics.**



# CLI<sup>®</sup>

- 100 Items
- 22 Scales
- 5 Orientations



# Examples of CLI<sup>®</sup> Items



<b>A</b>	= ALWAYS	or	VERY DESCRIPTIVE
<b>U</b>	= Usually	or	Descriptive
<b>So</b>	= Sometimes	or	Somewhat descriptive
<b>O</b>	= Occasionally	or	Somewhat undescriptive
<b>Se</b>	= Seldom	or	Undescriptive
<b>N</b>	= NEVER	or	VERY UNDESCRIPTIVE

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- 1.** Active - In motion, on the go.
- 2.** Adaptable - Easily adjusts to changing conditions.
- 8.** Calm - Unhurried, unruffled.
- 31.** Effective - Gets projects done well and on time.
- 52.** Healthy - Physically fit, seldom sick.

# Examples of CLI<sup>®</sup> Clusters

## Dynamic

**Dynamic:** Inspires others through energy and enthusiasm

**Enthusiastic:** Has an eager, spontaneous approach

**A Leader:** Takes charge, influences and motivates others

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## Entertaining

**Entertaining:** Good at amusing others

**Extraverted:** Outgoing, wants to be around other people

**Humorous:** A funny person, quick with jokes

***Introverted:*** *Prefers being alone*

**Witty:** Clever and amusing with words

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## Optimistic

***Depressed:*** *Feels gloomy, discouraged, and hopeless*

***Moody:*** *Shows sudden changes of emotion*

**Optimistic:** Sees the best in people and situations

**Resilient:** Recovers quickly from failures or adversity

***Temperamental:*** *Moody, irritable, and overly sensitive*

# Leadership Subscales

**Leadership:** Ambitious, Daring, Dynamic, Enterprising, Experienced, Farsighted, Original, Persuasive

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**Energy:** No subscales

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**Affability:** Affectionate, Considerate, Empowering, Entertaining, Friendly

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**DEpendability:** Credible, Organized, Productive, Thrifty

---

**Resilience:** Calm, Flexible, Optimistic, Trusting

# Leadership Orientations

**Leadership:** The act of being out in front, making new and creative things happen.

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**Energy:** A recognition of the physical demands that acts of leadership often require.

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**Affability:** Acknowledgment that people are important in the leadership process.

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**DEpendability:** The ability to allocate resources and manage details.

---

**Resilience:** The need for optimism, mental durability, and emotional balance.

# Campbell™ Leadership Index (CLI®)

CONFIDENTIAL RESULTS FOR  
Carol Core IRIS-QC3

*See the CLI Development Planning Guide enclosed with your results for help in reviewing your scores.*

Please Note: Insufficient numbers of raters were obtained for the peer or subordinate categories. To protect confidentiality, raters were pooled together in the "Other" category.

**Scored December 20, 2012**  
**1 Superior, 0 Peers, 3 Subordinates, 3 Others**  
**Survey Version: B.L.4.1196.12**

By David P. Campbell, PhD  
Center for Creative Leadership  
Colorado Springs, CO 80906

VANGENT 



An assessment of  
leadership characteristics

*Enhanced Version*

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The Campbell Leadership Index instrument is one of the Campbell Development Surveys by David P. Campbell, PhD. "CLI" is a registered trademark and "Campbell" is a trademark owned by David P. Campbell, PhD.

Overall, your observer scores on the Campbell Leadership Index (CLI®) are typical compared to those of other leaders. Most of the ratings you received from your observers fall into the mid-range or below. On the Overall Index, your observers gave you a score of 45.

In general, you rated yourself more favorably than your observers rated you. Your self-ratings may be based on a legitimate belief in yourself, but they suggest that you might be missing opportunities to learn and grow.

### Leadership Strengths

Although the natural tendency is to focus on your low scores, it is important to identify and celebrate what you do well. Reflect on your positive qualities and consider how you can use them in the future. In terms of your leadership strengths, your CLI profile suggests that you:

- Promote your ideas clearly and convincingly. You are persuasive and able to influence others toward a plan of action.
- Have a warm interpersonal style. Because you relate well to others, you are likely to stay in touch with people at all levels of your organization.
- Can remain composed and unruffled while handling tense situations. When you are under stress and pressure, your outlook remains objective.

### Areas for Improvement

On the other hand, like most leaders, you have areas where you can improve. For example, your CLI profile suggests that you could increase your leadership effectiveness by focusing on the following:

- Set aside time to focus on the future. Open yourself to future possibilities, forgetting current limitations. Participate in long-range or strategic planning.
- Carefully justify your expenditures. Give due consideration to budgetary issues when planning expenses. Explain unusual expenditures.
- Listen to others and be willing to change your opinion. When working in a group, don't state your opinions as facts; preface them with "I think." Actively seek and consider input from a wide variety of people.

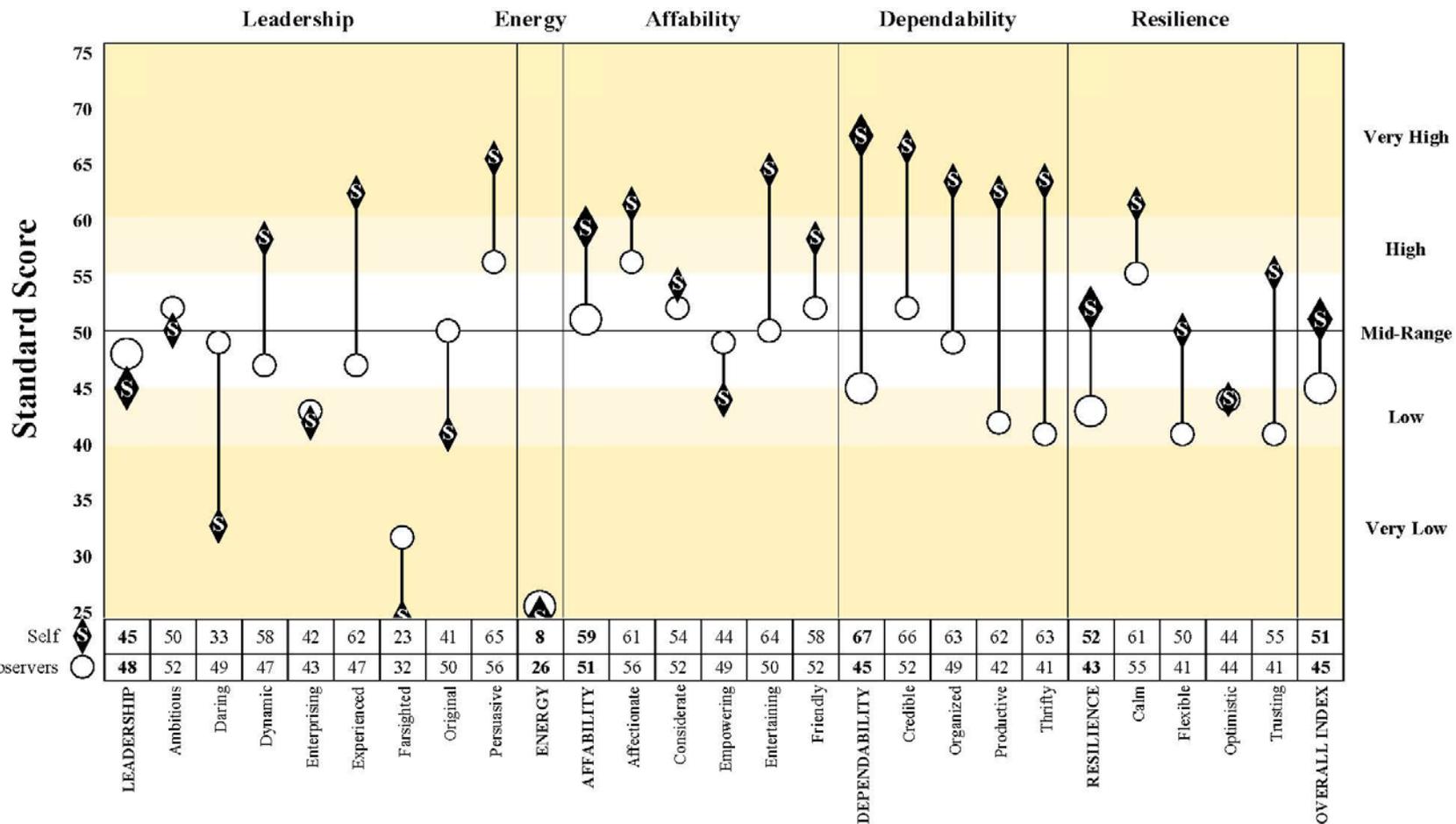
The CLI Development Planning Guide can assist you in identifying your development goals. When identifying your goals, consider areas in which you would like to improve and areas in which you could more fully capitalize on your strengths.

# Self-Observer Comparison for Carol Core IRIS-QC3

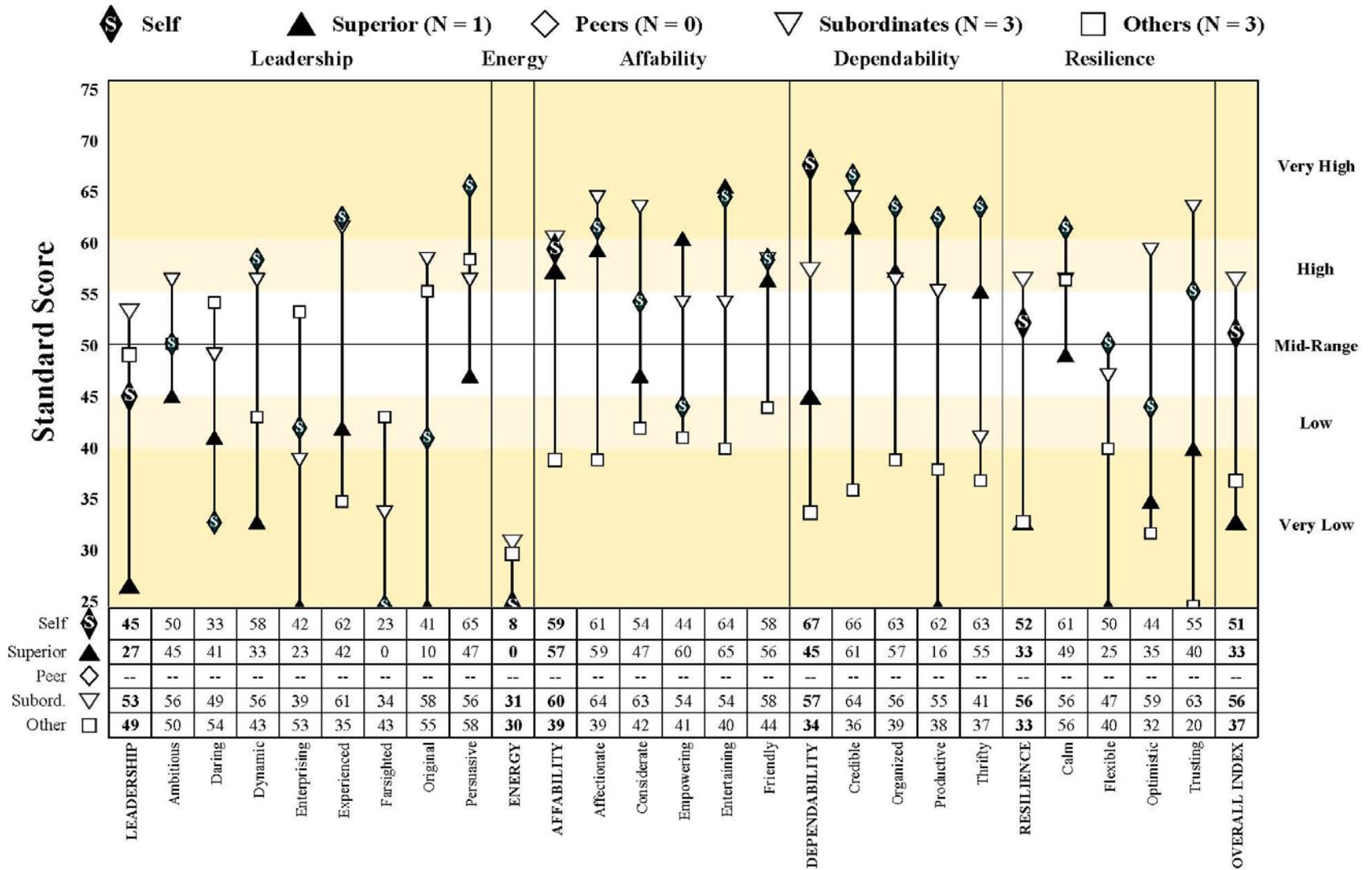
(7 Observers)

 Self

 Observer Average



**Campbell™ Leadership Index - Scale Score Comparisons by Observer Level**  
for Carol Core IRIS-QC3 (7 Observers)



Response Options	
Nev	= Never
Sel	= Seldom
Occ	= Occasionally
Som	= Sometimes
Usu	= Usually
Alw	= Always

Responses to Items
The number of responses for each option is reported for each item. <i>Items in italics are negatively weighted.</i> Responses considered favorable are outlined.

Percent Favorable
The percentage answering in a favorable way (Always or Usually to positive statements or Never or Seldom to negative statements) is listed at the far right.

**LEADERSHIP ORIENTATION** The Leadership Orientation measures the ability to imagine a new direction and then lead people there.

**Ambitious Scale**

6. Ambitious - Highly motivated, determined to make progress.

13. Competitive - Likes to take on challenges and win.

27. Driven - Has a burning, overwhelming passion to succeed.

46. Forceful - Appears strong and assertive in front of others.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs			1	1	1	2	60
Superior				1			0
Peer							
Subord			1		1	1	67
Other						1	100

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs			1		1	4	83
Superior			1				0
Peer							
Subord					1	2	100
Other						2	100

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs		1	1	1	2	2	57
Superior					1		100
Peer							
Subord			1		1	1	67
Other		1		1		1	33

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self					1		100
All Obs			1	2	2	2	57
Superior					1		100
Peer							
Subord				1	1	1	67
Other			1	1		1	33

**Daring Scale**

3. Adventurousome - Likes to try new and novel activities.

22. Daring - Willing to try new experiences.

80. Risk-taking - Takes on new untested or hazardous activities.

15. Conservative - Cautious about changing the status quo.

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs		1		1	2	1	60
Superior		1					0
Peer							
Subord				1	1	1	67
Other					1		100

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs			2	2	3		43
Superior					1		100
Peer							
Subord			2	1			0
Other				1	2		67

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self		1					0
All Obs		1		3	2	1	43
Superior				1			0
Peer							
Subord		1		1	1		33
Other				1	1	1	67

	Nev	Sel	Occ	Som	Usu	Alw	%Fav
Self				1			0
All Obs		2	1	2	1	1	29
Superior				1			0
Peer							
Subord		1	1	1			33
Other		1			1	1	33

## Procedural Checks

These checks are designed to confirm the accuracy and relevance of the ratings.

If many response checks read "doubtful" or "invalid," see your survey administrator.

	Consistency <sup>1</sup>	Completion <sup>2</sup>	Response Pattern <sup>3</sup>	How Well Your Observers Say They Know You
Self	Valid	Valid	Valid	
Observer 1	Valid	Valid	Valid	Reasonably well
Observer 2	Valid	Valid	Valid	Very well
Observer 3	Valid	Valid	Valid	Reasonably well
Observer 4	Valid	Valid	Valid	Very well
Observer 5	Valid	Valid	Valid	Casually
Observer 6	Valid	Doubtful	Valid	Casually
Observer 7*	Valid	Invalid	Valid	Not well at all
Observer 8	Valid	Valid	Valid	Very well
Percent Valid:	100%	75%	100%	

1 "Consistency" is invalid if the observer tended to give different responses to similar items.

2 "Completion" is invalid if the observer skipped over many of the questions.

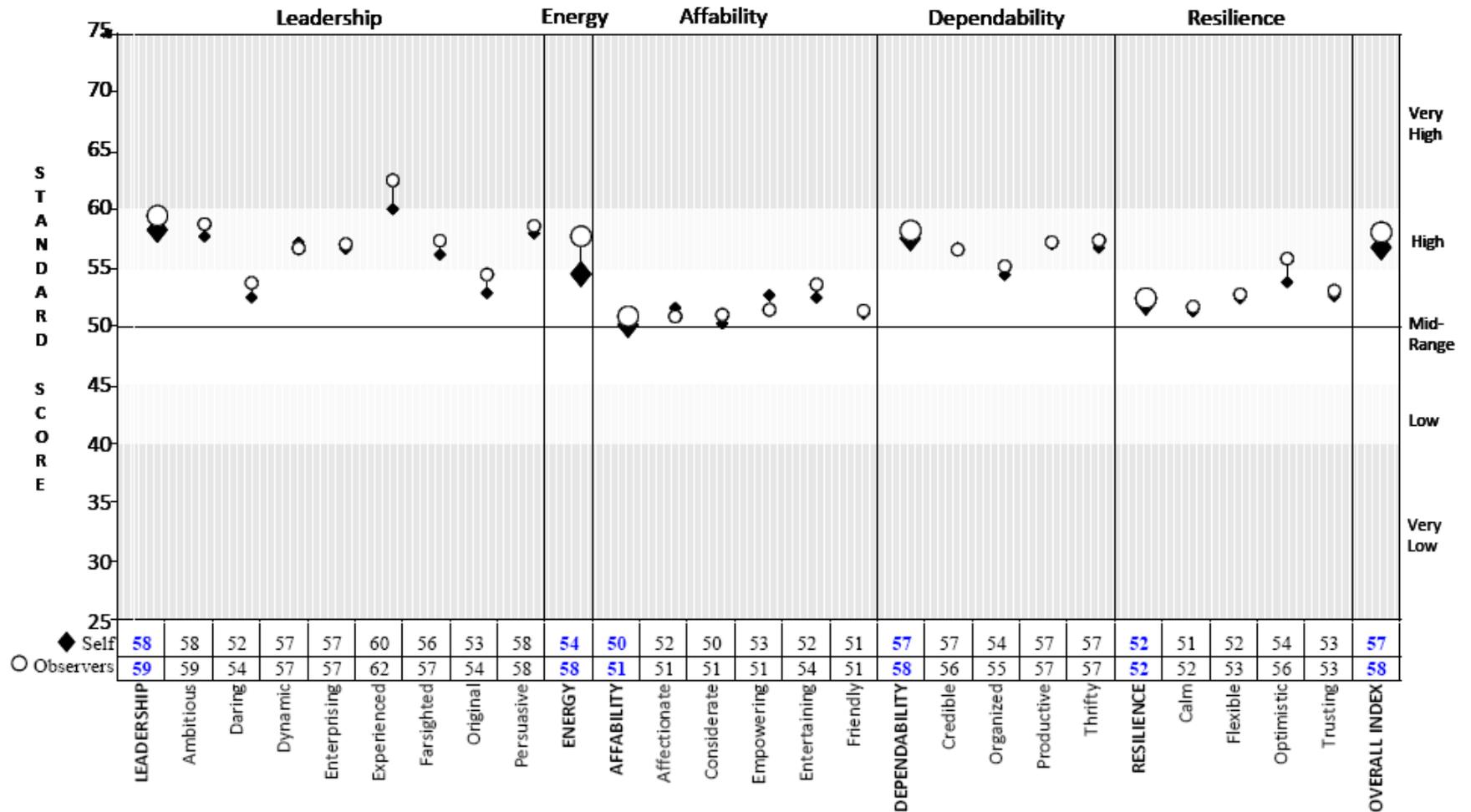
3 "Response Pattern" is invalid if the observer used the response scale (strongly agree to strongly disagree) in unusual ways.

\*The ratings of an individual were not used to calculate scores if any of the Procedural Checks were INVALID.

## Campbell™ Leadership Index - Group

### Leadership at the Peak (1/1/2000 - 2/16/2011)

◆ 2960=Self      ○ 34239=Observer



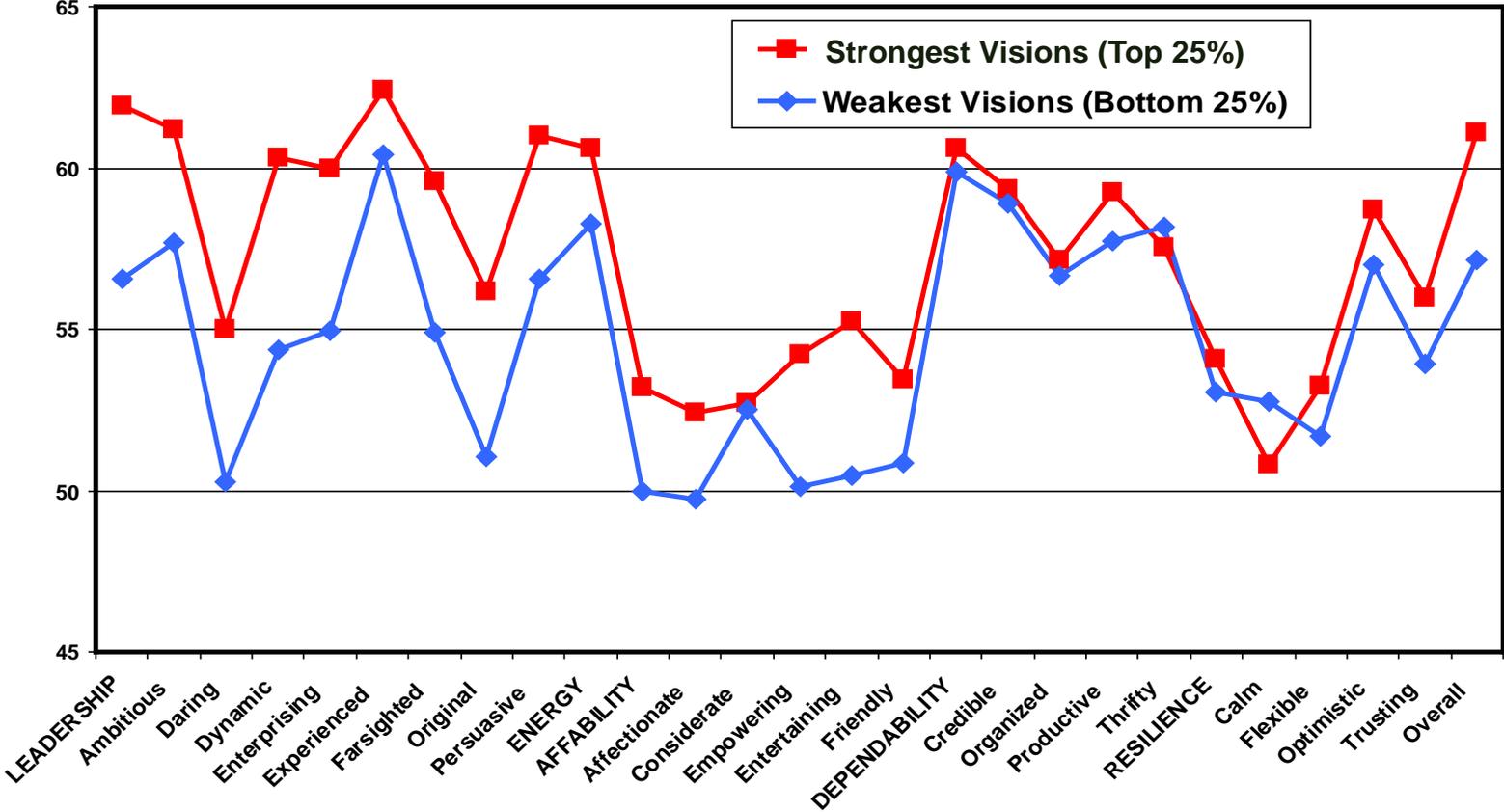
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# Samples of CLI<sup>®</sup> Explanatory Notes

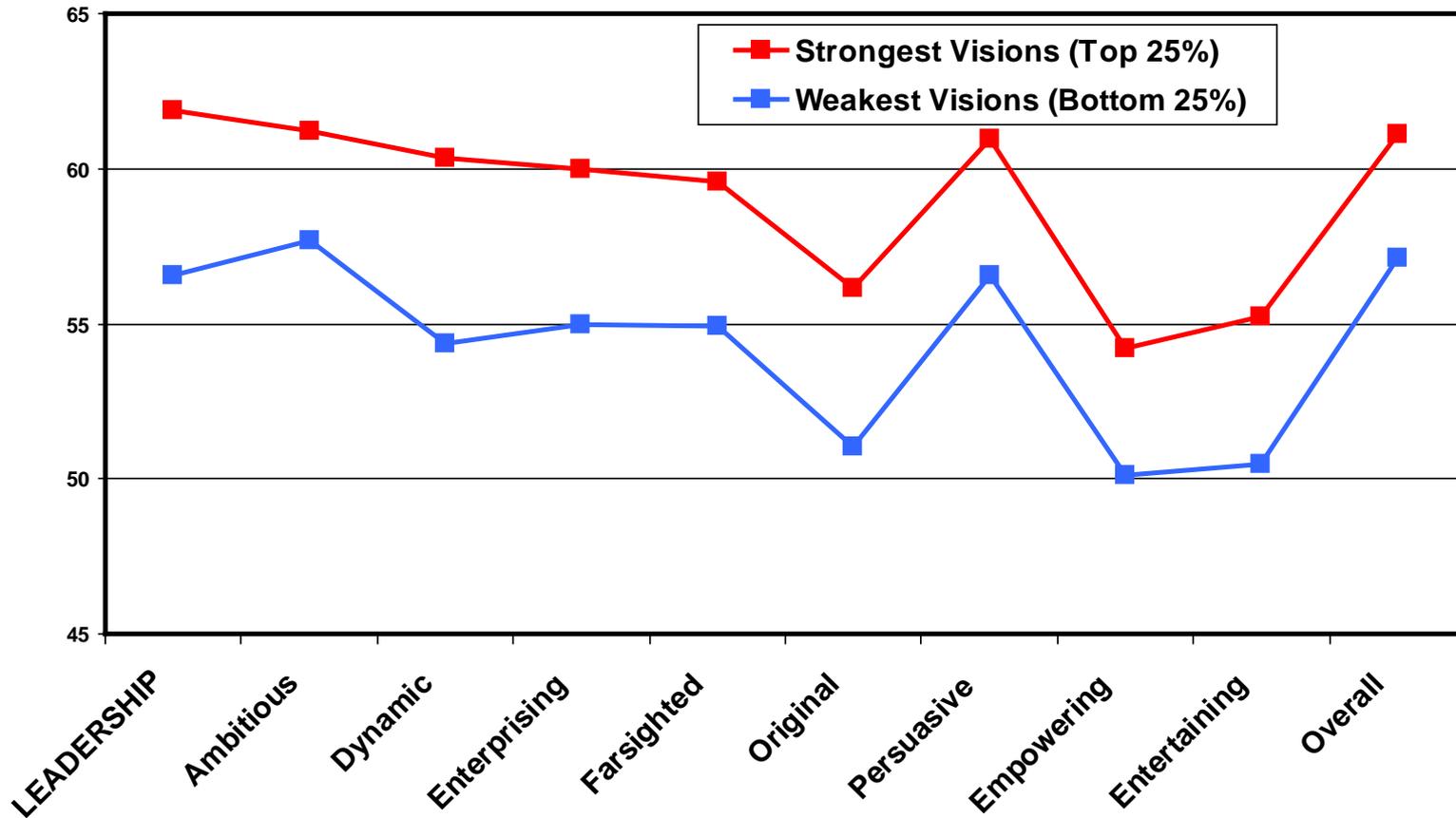
## Leadership

Scales	Typical Adjectives	Psychological Interpretation
Ambitious	Competitive, Forceful	Determined to make progress
Daring	Adventuresome	Risk oriented, willing to try
Dynamic	Enthusiastic, a Leader	Takes charge, inspires others
Enterprising	Impressive, Resourceful	Works well with change
Experienced	Savvy, Well-connected	Has a good background
Farsighted	Forward-looking	Looks ahead, plans, a visionary
Original	Creative Imaginative	Sees the world differently
Persuasive	Convincing, Fluent	Articulate and persuasive

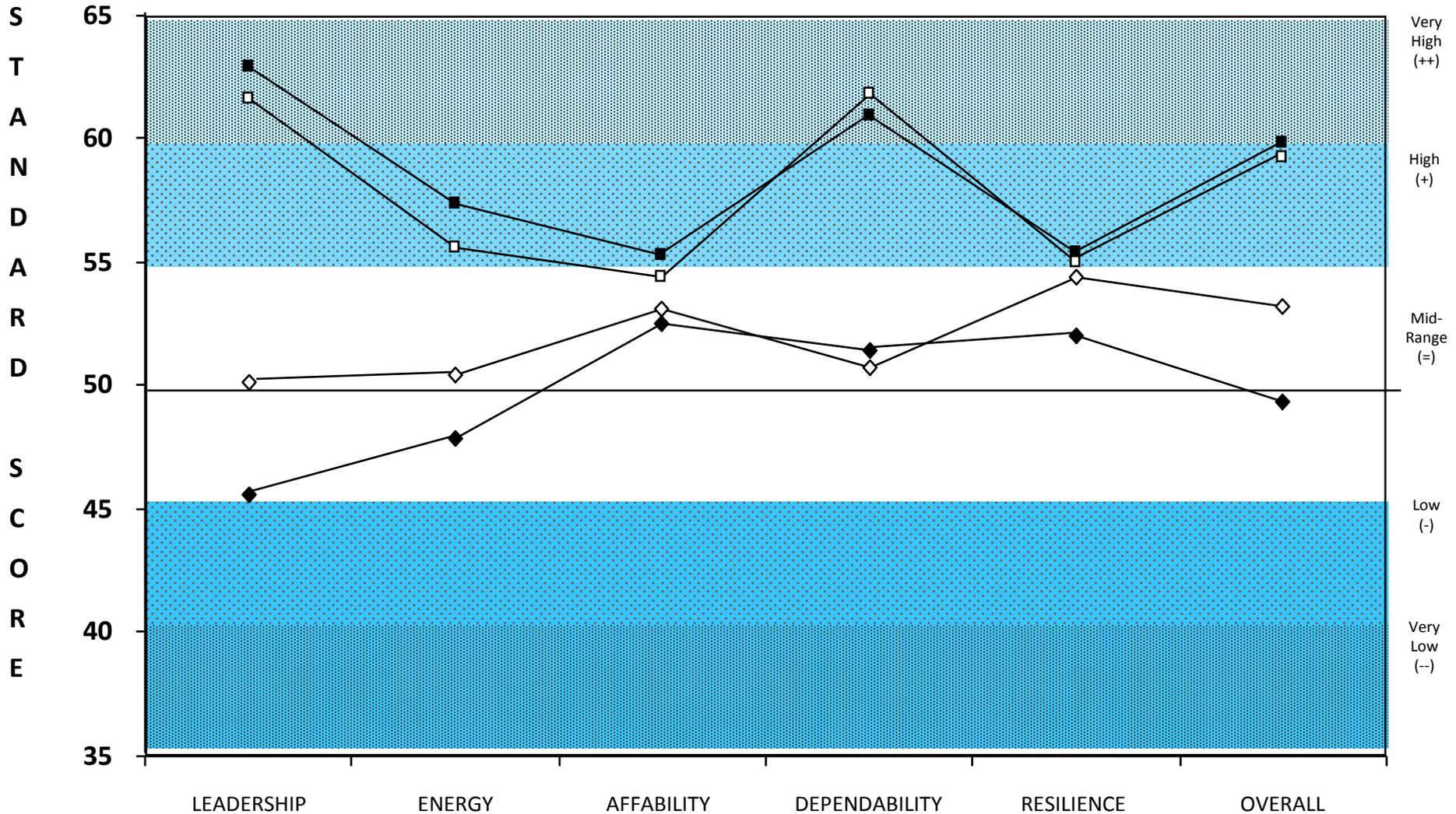
# CLI® and Vision Articulation



# CLI® and Vision Articulation: Largest Differences

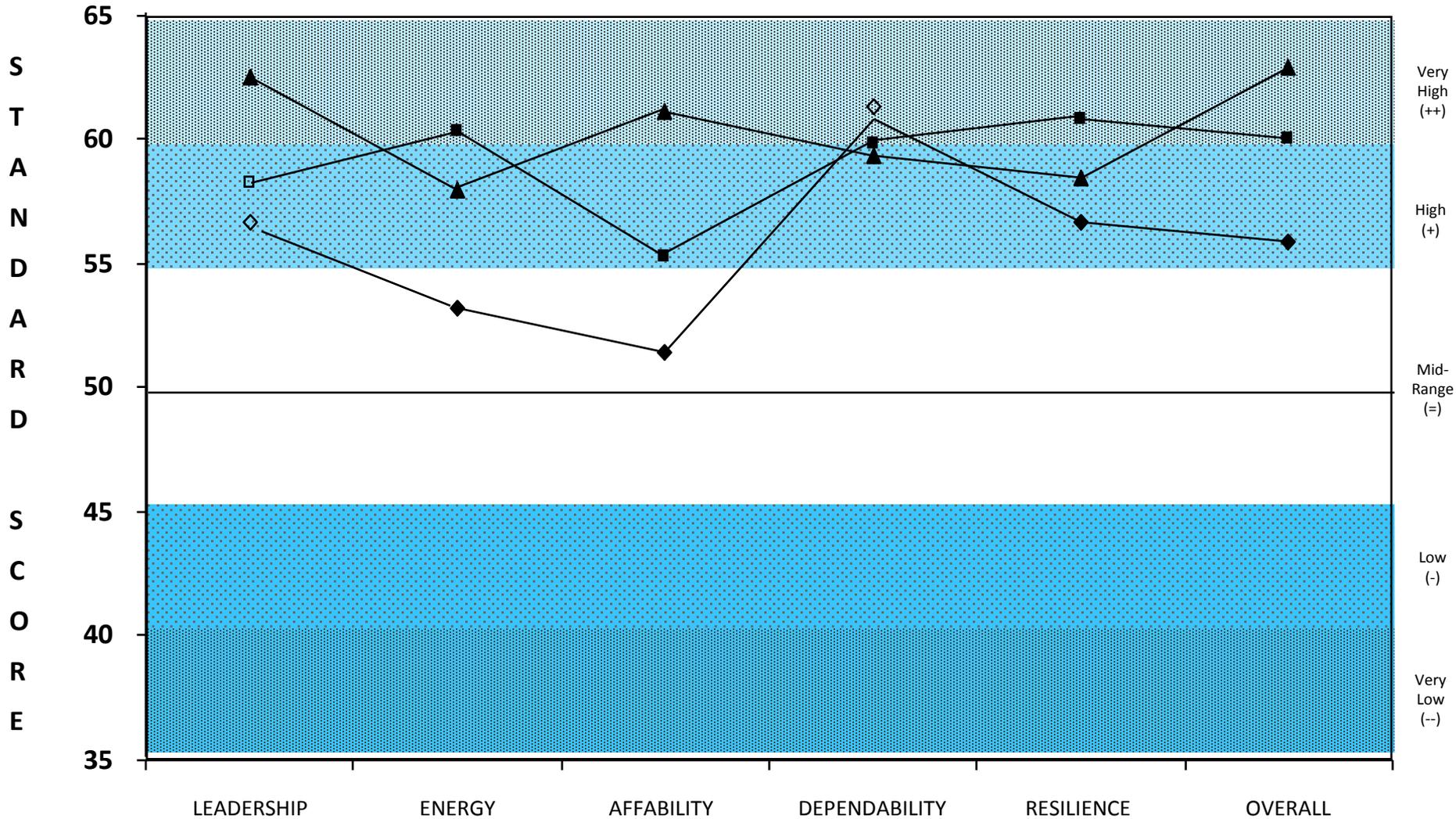


**CLI Self vs. Observer Profiles for Financial Services Managers (n Self N=26)  
( o Observer N=119) vs. First-Line Supervisors (u Self N=18) (Observer N=80)**

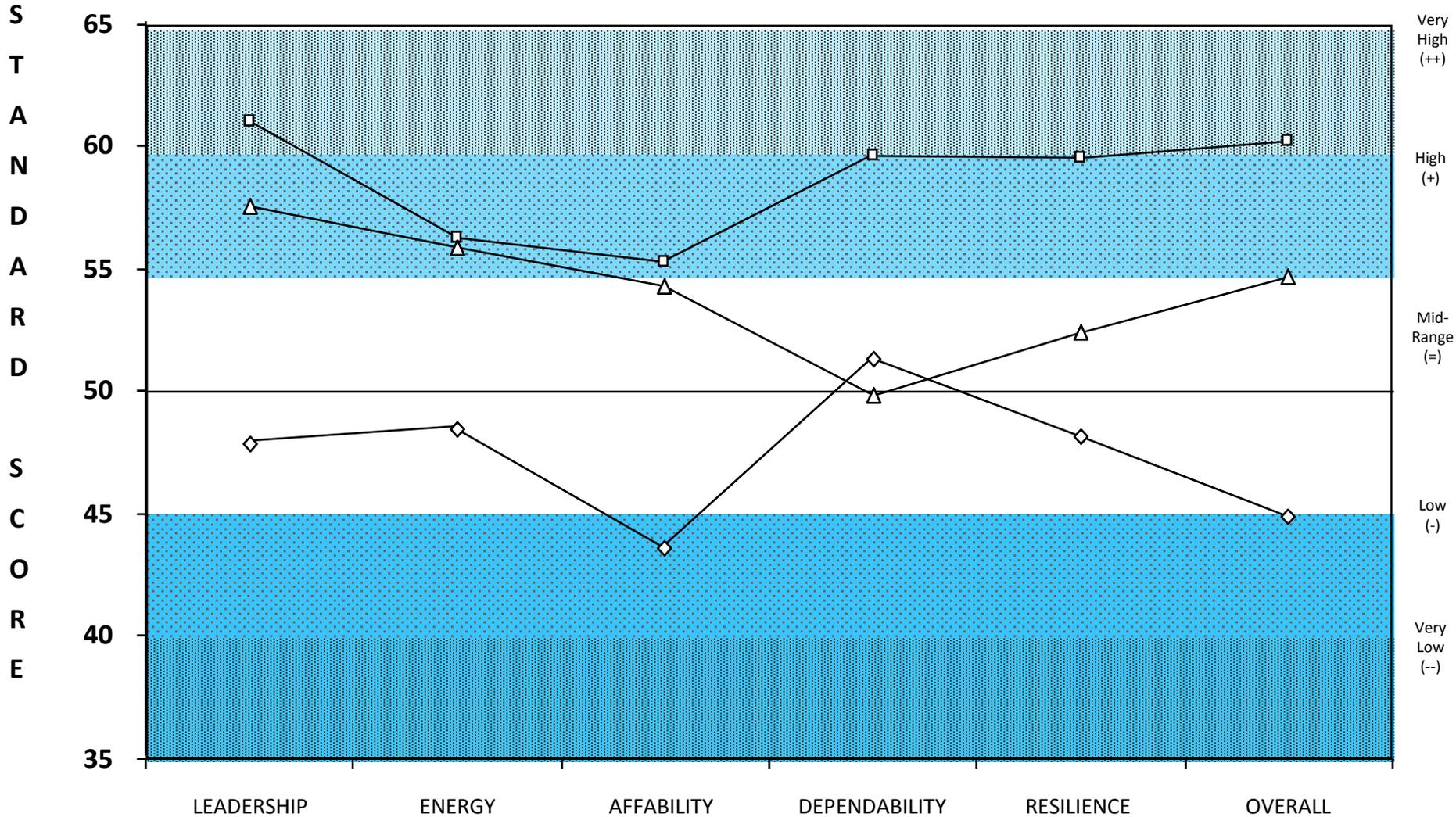


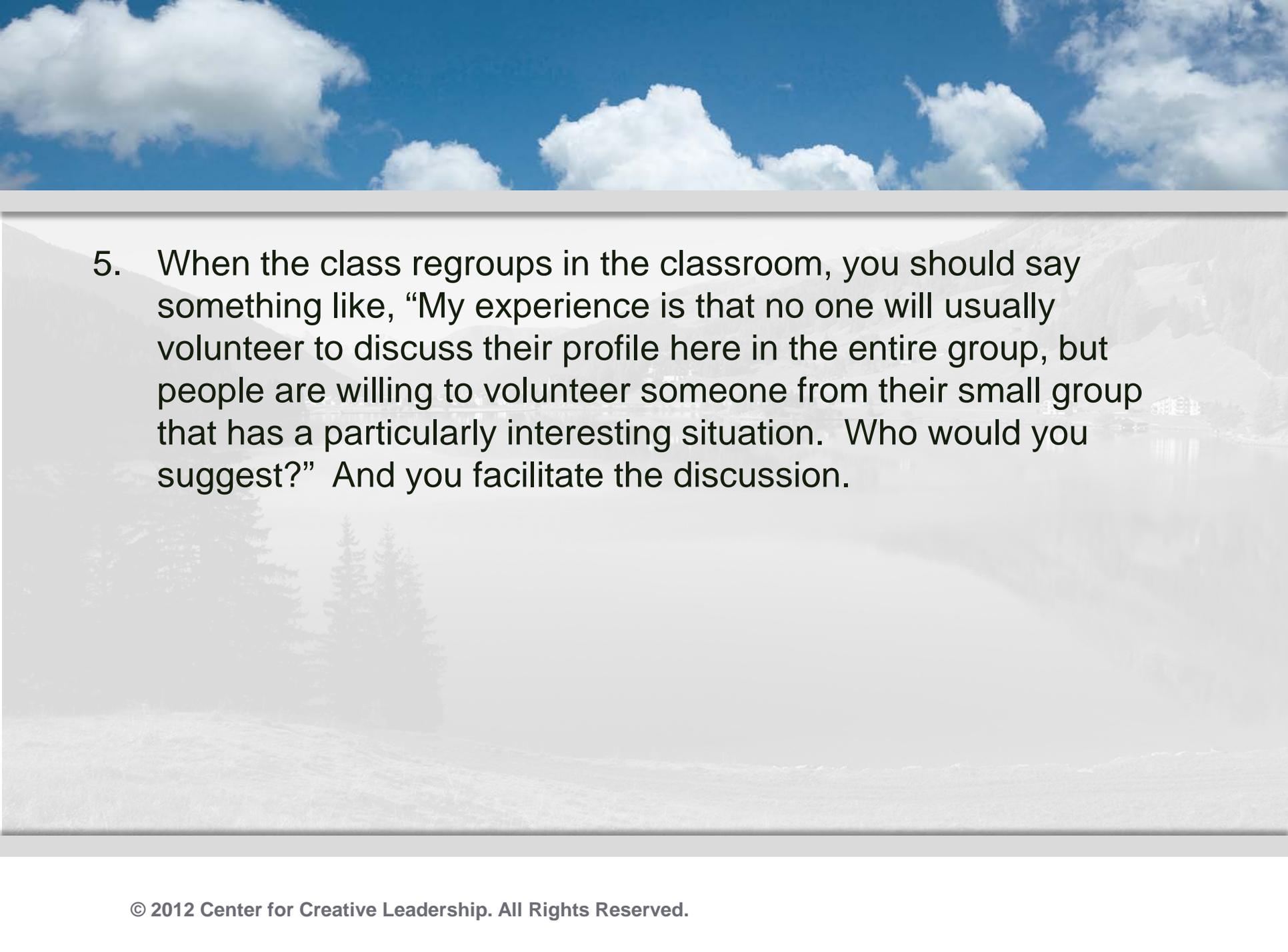
CDS\* CAMPBELL LEADERSHIP INDEX\*

Marketing Managers CLI Self Scores: Executive Potential (n ; N=11) vs. Up-and-coming (s; N=24) vs. Plateaued (u; N=16)



Marketing Managers CLI Observer Scores: Executive Potential (o ; N=110) vs. Up-and-coming (△; N=75) vs. Plateaued (◇; N=50)



- 
5. When the class regroups in the classroom, you should say something like, “My experience is that no one will usually volunteer to discuss their profile here in the entire group, but people are willing to volunteer someone from their small group that has a particularly interesting situation. Who would you suggest?” And you facilitate the discussion.

Insert scan of group profile



# Cultural Influences on Leadership and Organizations

## *Project GLOBE*

- Are transformational characteristics of leadership universally endorsed?
- 170 country co-investigators
- 65 different cultures
- What traits are universally viewed as impediments to leadership effectiveness?



## ***When:***

Since 1993

## ***Where:***

The Wharton School of Management  
University of Pennsylvania





## **GLOBE Database**

- 17,500 middle managers
- 80% male
- 65 countries
- 800 organizations

# Participating GLOBE Countries

**Albania**  
**Argentina**  
**Australia**  
**Austria**  
**Bolivia**  
**Brazil**  
**Canada**  
**(English Speaking)**  
**China**  
**Colombia**  
**Costa Rica**  
**Czech Republic**  
**Denmark**  
**Ecuador**  
**Egypt**  
**El Salvador**  
**England**  
**Finland**

**Germany**  
**(FRG & GDR)**  
**Greece**  
**Guatemala**  
**Hong Kong**  
**Hungary**  
**India**  
**Indonesia**  
**Iran**  
**Ireland**  
**Israel**  
**Italy**  
**Japan**  
**Kazakhstan**  
**Kuwait**  
**Malaysia**  
**Mexico**  
**Morocco**

**Namibia**  
**Netherlands**  
**New Zealand**  
**Nicaragua**  
**Nigeria**  
**Philippines**  
**Poland**  
**Portugal**  
**Qatar**  
**Russia**  
**Singapore**  
**Slovenia**  
**South Africa**  
**(Black & White)**  
**Spain**  
**Sweden**  
**Switzerland**  
**(French & German**  
**Speaking)**

**Taiwan**  
**Thailand**  
**Turkey**  
**United States**  
**Venezuela**  
**Zambia**  
**Zimbabwe**



# Universal **Positive** Leader Attributes

- Trustworthy
- Honest
- Encouraging
- Positive
- Dynamic
- Motivator
- Dependable
- Intelligent
- Decisive
- Communicative
- Informed
- Team builder
- Win-win problem-solver
- Plans ahead
- Just



# Universal **Negative** Leader Attributes

- Loner
- Asocial
- Irritable
- Dictatorial
- Ruthless
- Non-cooperative
- Egocentric



# Culturally Contingent Items

- Intra-group conflict avoider
- Intuitive
- Logical
- Micro manager
- Risk taker
- Self-effacing
- Sensitive
- Sincere
- Worldly
- Ambitious
- Cautious
- Cunning
- Domineering
- Elitist
- Enthusiastic
- Formal
- Independent
- Individualistic
- Intra-group competitor