

COLLECTIVE  
LEADERSHIP  
ASSESSMENT™

UTK-TECH CASE



## UTK-TECH CASE

In recent years, the IT market has undergone profound and continuous changes associated with the highly uncertain and volatile social, economic, and political environment in Western countries. Companies in the IT sector have had to adapt quickly to these changes in order to survive.

UTK-TECH is an Indian-American technology consulting firm that is in the midst of adapting to the new environment in 2022. To this end, it has decided to acquire another technology consulting firm, PCT, which operates mainly in Latin America.

The company's decision is to manage the entire Latin American business from its headquarters in Spain, thus expanding the management responsibilities of Spanish leaders.

The UTK-TECH office in Spain has 71 employees while the acquired company, PCT, has 553 employees spread across different locations in Spain, the US, Mexico, Colombia, Argentina, & Chile.

The new UTK-TECH organization will have a total of 624 employees.

The board in the US headquarters has decided to retain two executive leaders from PCT that will now be part of the new and extended UTK-TECH leadership team.

This decision has not been fully implemented as the current leadership team has not invited the new leaders to any of their monthly meetings. Clearly, there is a hostile environment and the integration of two very different cultures is something to work on.

With this context in mind, the CEO for Spain & LATAM has decided to set the cultural integration process as one of the key strategic priorities for the next two years. Consequently, she has asked the CHRO to launch an internal project to work on the integration and evolution of the two cultures, and this is exactly where you come into play.

As an external consultant, you have been asked to work on this project with the new UTK-TECH leadership team.

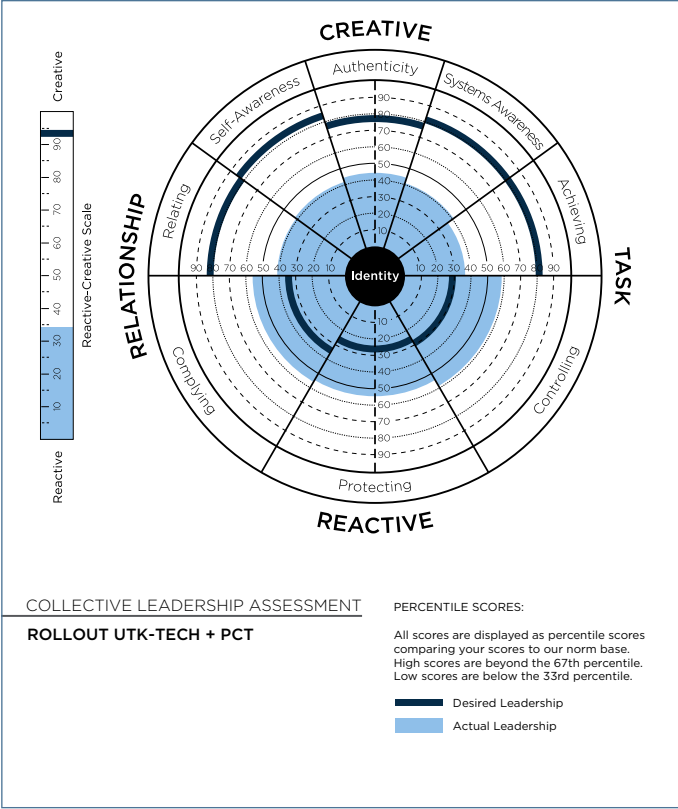
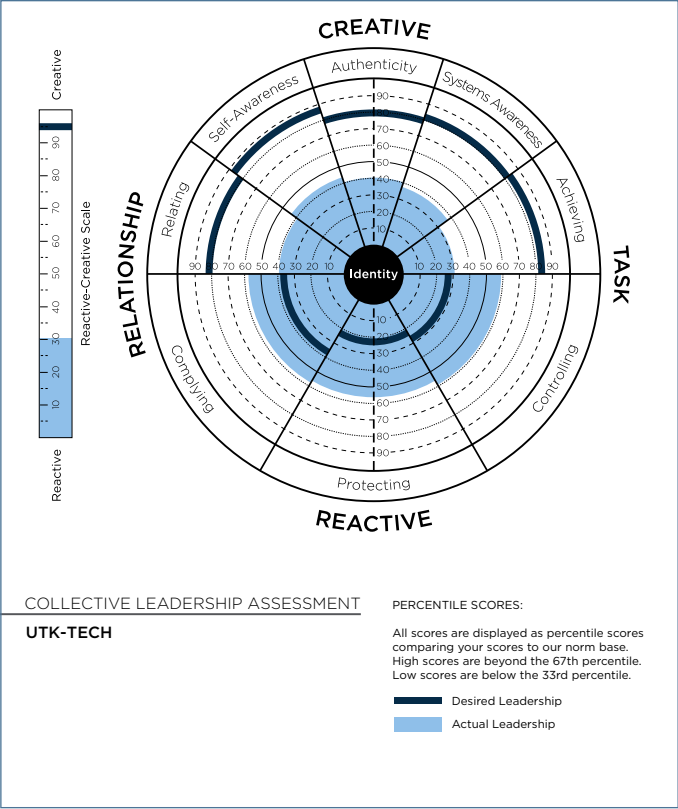
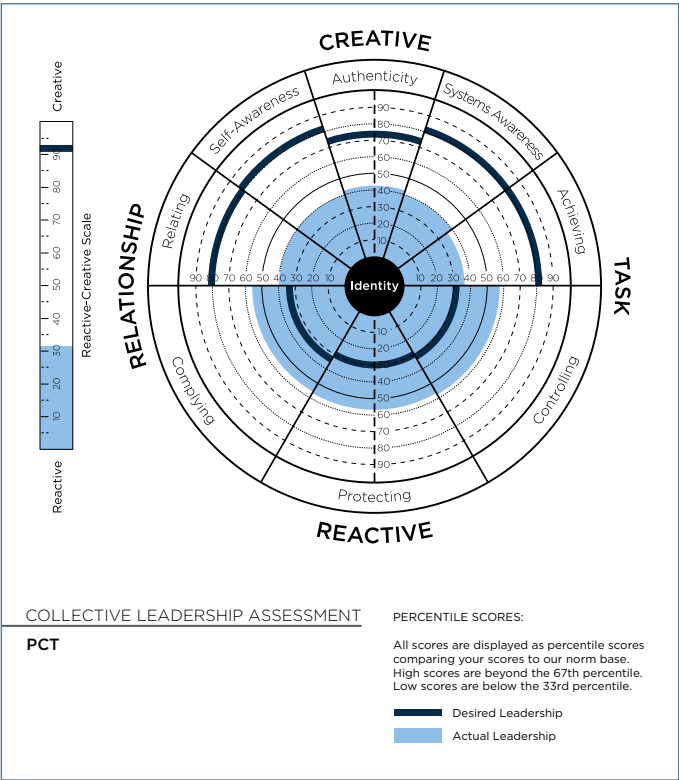
Due to your profound knowledge of the Collective Leadership Assessment, you have proposed to run the CLA survey for the whole organization in order to observe the potential tensions between the two teams as well as their different views on the collective leadership needed to take the organization to the ONE UNITED culture required to maximize synergies and keep growing at double-digit rates.

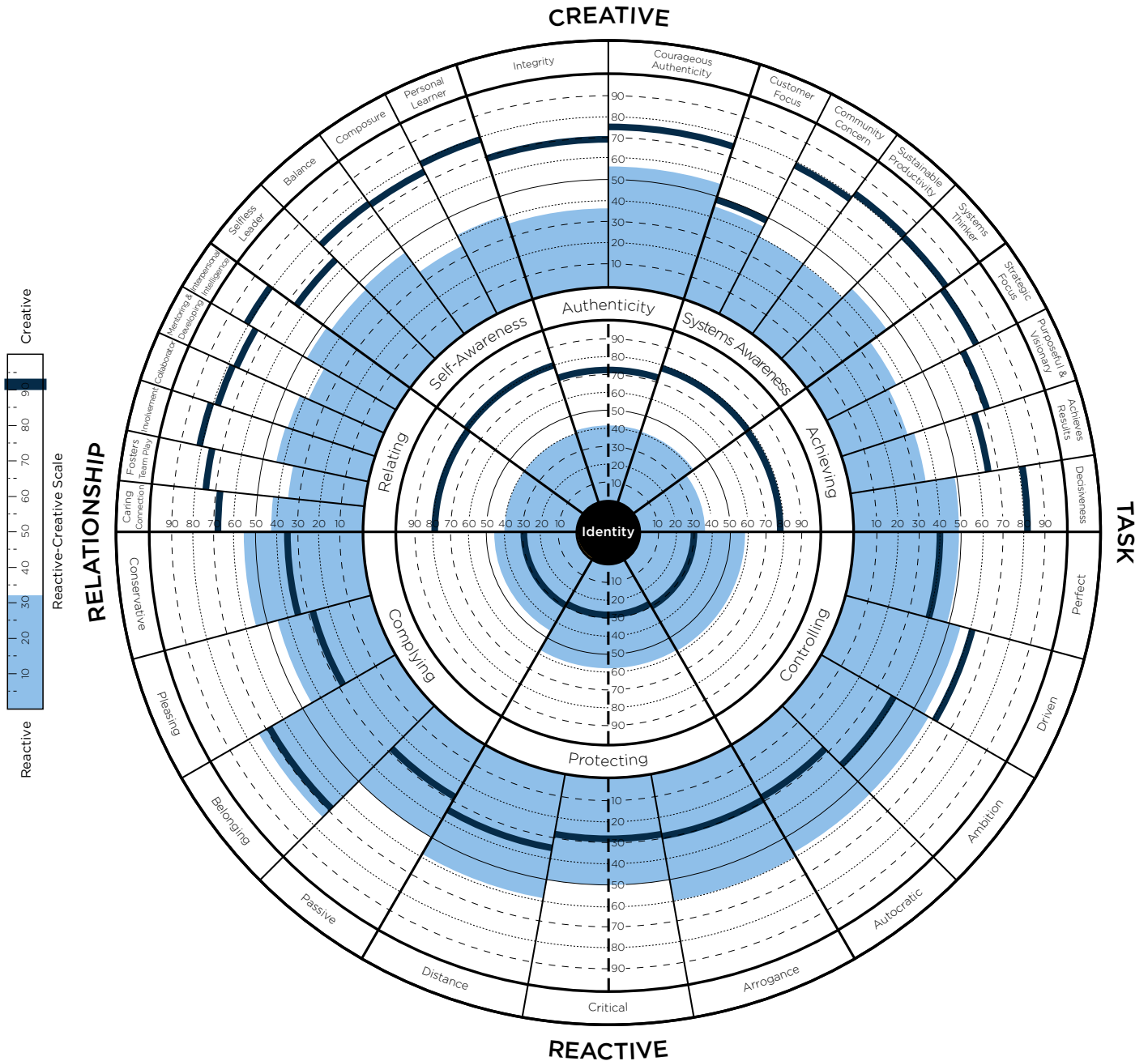
For Access to the full reports use the following links:

**UTK-TECH**

**PCT**

**ROLLOUT UTK-TECH + PCT**





## COLLECTIVE LEADERSHIP ASSESSMENT

### PCT

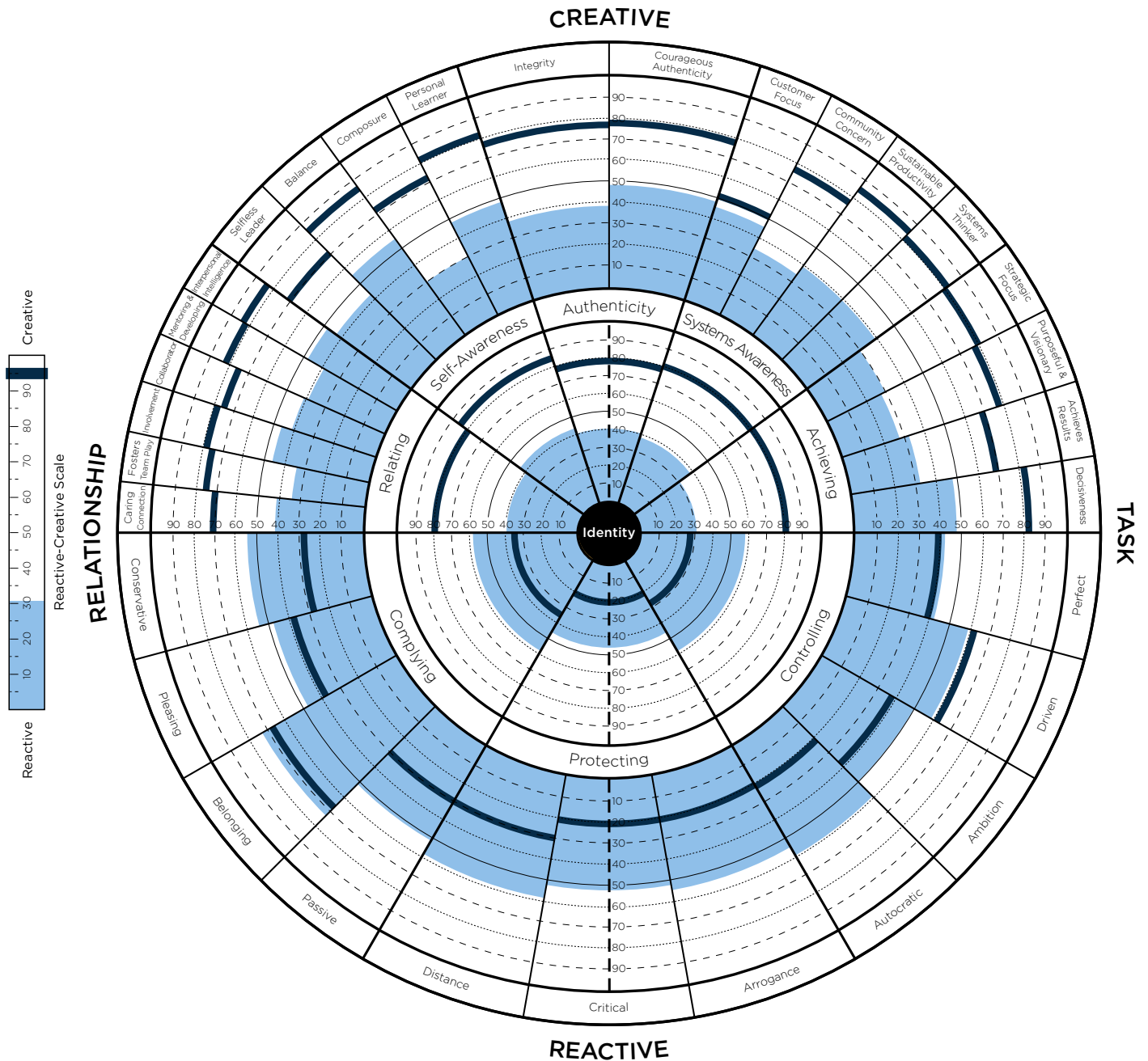
- Desired Leadership
- Actual Leadership

#### PERCENTILE SCORES:

**High:**  
Scores from the 66th to the 100th percentile are strong scores.

**Medium:**  
Scores between the 66th and the 33rd percentile show a mix of strength and areas of improvement.

**Low:**  
Scores below the 33rd percentile are low scores.



## COLLECTIVE LEADERSHIP ASSESSMENT

### UTK-TECH

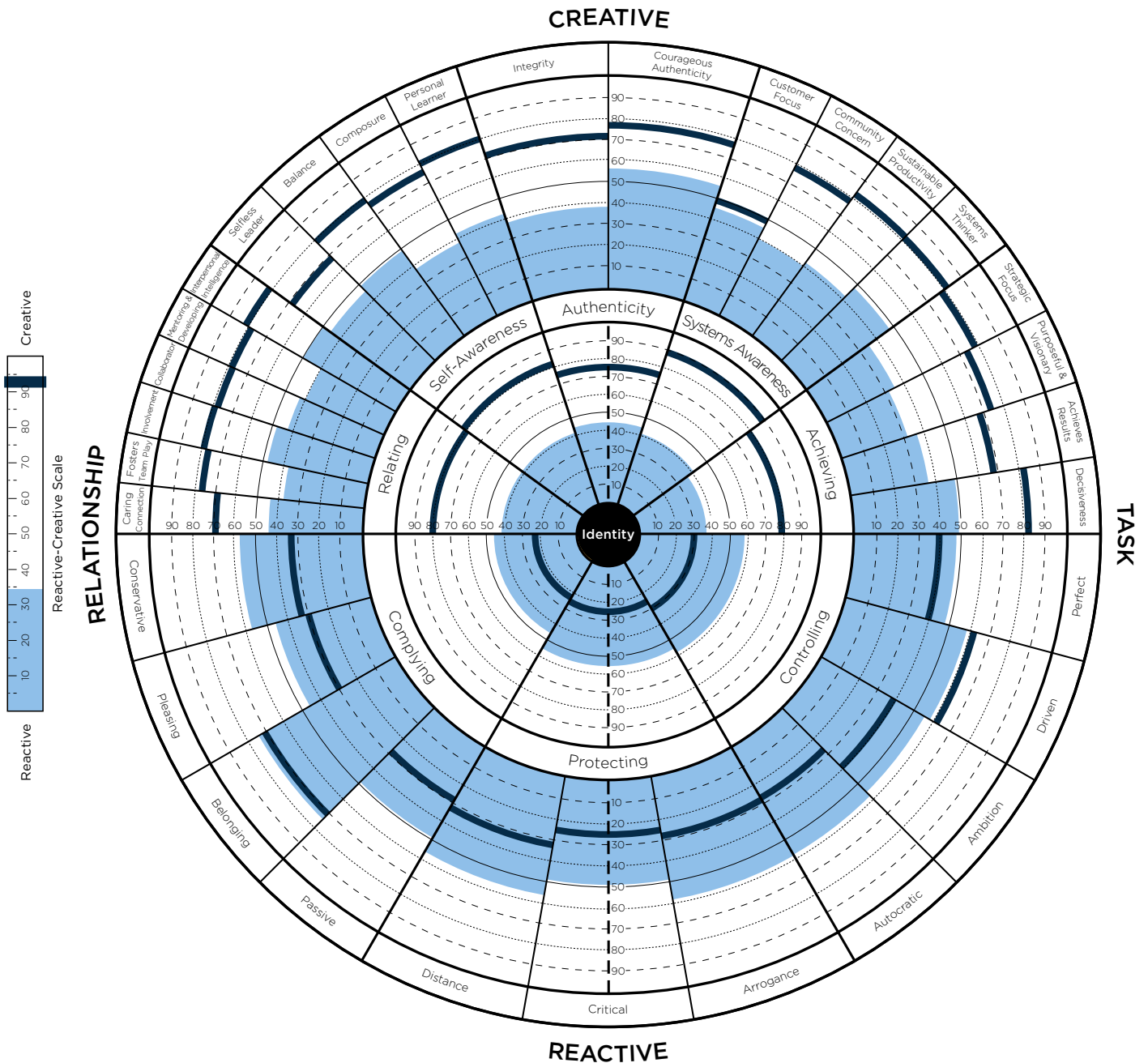
Desired Leadership  
Actual Leadership

#### PERCENTILE SCORES:

**High:**  
Scores from the 66th to the 100th percentile are strong scores.

**Medium:**  
Scores between the 66th and the 33rd percentile show a mix of strength and areas of improvement.

**Low:**  
Scores below the 33rd percentile are low scores.



## COLLECTIVE LEADERSHIP ASSESSMENT

### Rollout UTK-TECH+PCT

- Desired Leadership
- Actual Leadership

#### PERCENTILE SCORES:

**High:**  
Scores from the 66th to the 100th percentile are strong scores.

**Medium:**  
Scores between the 66th and the 33rd percentile show a mix of strength and areas of improvement.

**Low:**  
Scores below the 33rd percentile are low scores.



## Sorted by Actual

PCT	Actual %	Ideal %
<b>Dimensions</b>		
Belonging	74 %	68 %
Arrogance	60 %	29 %
Distance	58 %	35 %
Ambition	57 %	39 %
Autocratic	57 %	27 %
Courageous Authenticity	56 %	75 %
Conservative	55 %	35 %
Driven	55 %	61 %
Passive	50 %	27 %
Critical	50 %	28 %
Perfect	49 %	40 %
Decisiveness	49 %	82 %
Interpersonal Intelligence	47 %	81 %
Systems Thinker	46 %	81 %
Balance	46 %	76 %
Pleasing	45 %	27 %
Customer Focus	45 %	48 %
Selfless Leader	45 %	66 %
Involvement	44 %	81 %
Collaborator	43 %	77 %
Caring Connection	43 %	67 %
Personal Learner	41 %	79 %
Sustainable Productivity	40 %	82 %
Community Concern	40 %	77 %
Mentoring & Developing	38 %	76 %
Strategic Focus	36 %	78 %
Integrity	36 %	69 %
Achieves Results	35 %	65 %
Composure	35 %	75 %
Fosters Team Play	35 %	75 %
Purposeful & Visionary	32 %	72 %
<b>Summary Dimensions</b>		
Controlling	58 %	30 %
Protecting	57 %	28 %
Complying	56 %	31 %
Authenticity	42 %	73 %
Systems Awareness	41 %	78 %
Self-Awareness	40 %	80 %
Relating	40 %	79 %
Achieving	36 %	78 %
<b>Summary Measures</b>		
Reactive-Creative Scale	32 %	92 %

## Sorted by Ideal

PCT	Actual %	Ideal %
<b>Dimensions</b>		
Decisiveness	49 %	82 %
Sustainable Productivity	40 %	82 %
Systems Thinker	46 %	81 %
Involvement	44 %	81 %
Interpersonal Intelligence	47 %	81 %
Personal Learner	41 %	79 %
Strategic Focus	36 %	78 %
Community Concern	40 %	77 %
Collaborator	43 %	77 %
Balance	46 %	76 %
Mentoring & Developing	38 %	76 %
Courageous Authenticity	56 %	75 %
Composure	35 %	75 %
Fosters Team Play	35 %	75 %
Purposeful & Visionary	32 %	72 %
Integrity	36 %	69 %
Belonging	74 %	68 %
Caring Connection	43 %	67 %
Selfless Leader	45 %	66 %
Achieves Results	35 %	65 %
Driven	55 %	61 %
Customer Focus	45 %	48 %
Perfect	49 %	40 %
Ambition	57 %	39 %
Conservative	55 %	35 %
Distance	58 %	35 %
Arrogance	60 %	29 %
Critical	50 %	28 %
Pleasing	45 %	27 %
Passive	50 %	27 %
Autocratic	57 %	27 %
<b>Summary Dimensions</b>		
Self-Awareness	40 %	80 %
Relating	40 %	79 %
Achieving	36 %	78 %
Systems Awareness	41 %	78 %
Authenticity	42 %	73 %
Complying	56 %	31 %
Controlling	58 %	30 %
Protecting	57 %	28 %
<b>Summary Measures</b>		
Reactive-Creative Scale	32 %	92 %





## Sorted by Ideal to Ideal

PCT	Ideal %	Ideal to Ideal %
<b>Dimensions</b>		
Belonging	68 %	84 %
Driven	61 %	73 %
Conservative	35 %	66 %
Distance	35 %	65 %
Passive	27 %	63 %
Autocratic	27 %	62 %
Arrogance	29 %	61 %
Critical	28 %	60 %
Perfect	40 %	53 %
Ambition	39 %	53 %
Involvement	81 %	50 %
Pleasing	27 %	48 %
Collaborator	77 %	48 %
Community Concern	77 %	47 %
Systems Thinker	81 %	46 %
Composure	75 %	45 %
Decisiveness	82 %	44 %
Interpersonal Intelligence	81 %	43 %
Personal Learner	79 %	42 %
Selfless Leader	66 %	42 %
Sustainable Productivity	82 %	40 %
Strategic Focus	78 %	38 %
Courageous Authenticity	75 %	38 %
Mentoring & Developing	76 %	38 %
Achieves Results	65 %	37 %
Balance	76 %	37 %
Caring Connection	67 %	37 %
Fosters Team Play	75 %	34 %
Integrity	69 %	33 %
Purposeful & Visionary	72 %	31 %
Customer Focus	48 %	28 %
<b>Summary Dimensions</b>		
Complying	31 %	69 %
Protecting	28 %	64 %
Controlling	30 %	63 %
Relating	79 %	40 %
Self-Awareness	80 %	39 %
Achieving	78 %	36 %
Systems Awareness	78 %	36 %
Authenticity	73 %	33 %
<b>Summary Measures</b>		
Reactive-Creative Scale	92 %	17 %

## Sorted by Gap Between Actual and Ideal

PCT	Actual %	Ideal %	Gap %
<b>Dimensions</b>			
Strategic Focus	36 %	78 %	42
Sustainable Productivity	40 %	82 %	41
Composure	35 %	75 %	40
Purposeful & Visionary	32 %	72 %	39
Fosters Team Play	35 %	75 %	39
Personal Learner	41 %	79 %	38
Mentoring & Developing	38 %	76 %	38
Involvement	44 %	81 %	37
Community Concern	40 %	77 %	36
Systems Thinker	46 %	81 %	35
Collaborator	43 %	77 %	34
Decisiveness	49 %	82 %	33
Integrity	36 %	69 %	33
Interpersonal Intelligence	47 %	81 %	33
Balance	46 %	76 %	30
Achieves Results	35 %	65 %	29
Caring Connection	43 %	67 %	23
Selfless Leader	45 %	66 %	20
Courageous Authenticity	56 %	75 %	18
Driven	55 %	61 %	5
Customer Focus	45 %	48 %	2
Belonging	74 %	68 %	-5
Perfect	49 %	40 %	-8
Pleasing	45 %	27 %	-17
Ambition	57 %	39 %	-17
Conservative	55 %	35 %	-20
Passive	50 %	27 %	-22
Critical	50 %	28 %	-22
Distance	58 %	35 %	-23
Autocratic	57 %	27 %	-29
Arrogance	60 %	29 %	-31
<b>Summary Dimensions</b>			
Achieving	36 %	78 %	41
Self-Awareness	40 %	80 %	39
Relating	40 %	79 %	39
Systems Awareness	41 %	78 %	37
Authenticity	42 %	73 %	30
Complying	56 %	31 %	-24
Controlling	58 %	30 %	-27
Protecting	57 %	28 %	-28
<b>Summary Measures</b>			
Reactive-Creative Scale	32 %	92 %	60





## UTK-TECH CASE: UTK-TECH

### Sorted by Actual

UTK-TECH	Actual %	Ideal %
<b>Dimensions</b>		
Belonging	73 %	67 %
Conservative	64 %	27 %
Driven	59 %	62 %
Autocratic	59 %	22 %
Distance	58 %	30 %
Balance	55 %	86 %
Arrogance	54 %	21 %
Critical	52 %	21 %
Passive	51 %	30 %
Ambition	50 %	37 %
Courageous Authenticity	48 %	77 %
Personal Learner	48 %	82 %
Pleasing	47 %	37 %
Decisiveness	47 %	83 %
Interpersonal Intelligence	47 %	84 %
Customer Focus	46 %	51 %
Involvement	46 %	78 %
Selfless Leader	43 %	71 %
Perfect	42 %	39 %
Collaborator	41 %	76 %
Caring Connection	41 %	71 %
Sustainable Productivity	39 %	85 %
Systems Thinker	39 %	82 %
Mentoring & Developing	38 %	83 %
Integrity	37 %	76 %
Community Concern	34 %	76 %
Fosters Team Play	34 %	76 %
Achieves Results	32 %	69 %
Strategic Focus	30 %	80 %
Composure	30 %	73 %
Purposeful & Visionary	27 %	77 %
<b>Summary Dimensions</b>		
Controlling	58 %	27 %
Complying	57 %	35 %
Protecting	55 %	21 %
Self-Awareness	44 %	85 %
Authenticity	40 %	78 %
Relating	39 %	81 %
Systems Awareness	37 %	80 %
Achieving	31 %	81 %
<b>Summary Measures</b>		
Reactive-Creative Scale	31 %	95 %

### Sorted by Ideal

UTK-TECH	Actual %	Ideal %
<b>Dimensions</b>		
Balance	55 %	86 %
Sustainable Productivity	39 %	85 %
Interpersonal Intelligence	47 %	84 %
Decisiveness	47 %	83 %
Mentoring & Developing	38 %	83 %
Systems Thinker	39 %	82 %
Personal Learner	48 %	82 %
Strategic Focus	30 %	80 %
Involvement	46 %	78 %
Purposeful & Visionary	27 %	77 %
Courageous Authenticity	48 %	77 %
Community Concern	34 %	76 %
Integrity	37 %	76 %
Collaborator	41 %	76 %
Fosters Team Play	34 %	76 %
Composure	30 %	73 %
Selfless Leader	43 %	71 %
Caring Connection	41 %	71 %
Achieves Results	32 %	69 %
Belonging	73 %	67 %
Driven	59 %	62 %
Customer Focus	46 %	51 %
Perfect	42 %	39 %
Pleasing	47 %	37 %
Ambition	50 %	37 %
Passive	51 %	30 %
Distance	58 %	30 %
Conservative	64 %	27 %
Autocratic	59 %	22 %
Arrogance	54 %	21 %
Critical	52 %	21 %
<b>Summary Dimensions</b>		
Self-Awareness	44 %	85 %
Achieving	31 %	81 %
Relating	39 %	81 %
Systems Awareness	37 %	80 %
Authenticity	40 %	78 %
Complying	57 %	35 %
Controlling	58 %	27 %
Protecting	55 %	21 %
<b>Summary Measures</b>		
Reactive-Creative Scale	31 %	95 %



# UTK-TECH CASE: UTK-TECH

## Sorted by Ideal to Ideal

UTK-TECH	Ideal %	Ideal to Ideal %
<b>Dimensions</b>		
Belonging	67 %	83 %
Driven	62 %	75 %
Passive	30 %	66 %
Pleasing	37 %	59 %
Distance	30 %	59 %
Conservative	27 %	58 %
Autocratic	22 %	56 %
Balance	86 %	53 %
Perfect	39 %	52 %
Ambition	37 %	51 %
Arrogance	21 %	50 %
Mentoring & Developing	83 %	50 %
Critical	21 %	49 %
Selfless Leader	71 %	48 %
Interpersonal Intelligence	84 %	48 %
Systems Thinker	82 %	47 %
Personal Learner	82 %	47 %
Collaborator	76 %	47 %
Community Concern	76 %	46 %
Decisiveness	83 %	45 %
Involvement	78 %	45 %
Sustainable Productivity	85 %	44 %
Integrity	76 %	43 %
Achieves Results	69 %	42 %
Courageous Authenticity	77 %	42 %
Caring Connection	71 %	42 %
Strategic Focus	80 %	41 %
Composure	73 %	41 %
Purposeful & Visionary	77 %	38 %
Fosters Team Play	76 %	37 %
Customer Focus	51 %	30 %
<b>Summary Dimensions</b>		
Complying	35 %	72 %
Controlling	27 %	59 %
Protecting	21 %	54 %
Self-Awareness	85 %	48 %
Relating	81 %	43 %
Authenticity	78 %	42 %
Achieving	81 %	41 %
Systems Awareness	80 %	39 %
<b>Summary Measures</b>		
Reactive-Creative Scale	95 %	27 %

## Sorted by Gap Between Actual and Ideal

UTK-TECH	Actual %	Ideal %	Gap %
<b>Dimensions</b>			
Strategic Focus	30 %	80 %	49
Purposeful & Visionary	27 %	77 %	49
Sustainable Productivity	39 %	85 %	45
Mentoring & Developing	38 %	83 %	45
Systems Thinker	39 %	82 %	42
Community Concern	34 %	76 %	42
Composure	30 %	73 %	42
Fosters Team Play	34 %	76 %	42
Integrity	37 %	76 %	38
Achieves Results	32 %	69 %	37
Interpersonal Intelligence	47 %	84 %	36
Decisiveness	47 %	83 %	35
Collaborator	41 %	76 %	35
Personal Learner	48 %	82 %	34
Involvement	46 %	78 %	32
Balance	55 %	86 %	31
Caring Connection	41 %	71 %	29
Courageous Authenticity	48 %	77 %	28
Selfless Leader	43 %	71 %	28
Customer Focus	46 %	51 %	4
Driven	59 %	62 %	3
Perfect	42 %	39 %	-2
Belonging	73 %	67 %	-5
Pleasing	47 %	37 %	-9
Ambition	50 %	37 %	-13
Passive	51 %	30 %	-21
Distance	58 %	30 %	-27
Critical	52 %	21 %	-30
Arrogance	54 %	21 %	-33
Autocratic	59 %	22 %	-36
Conservative	64 %	27 %	-37
<b>Summary Dimensions</b>			
Achieving	31 %	81 %	49
Systems Awareness	37 %	80 %	43
Relating	39 %	81 %	41
Self-Awareness	44 %	85 %	40
Authenticity	40 %	78 %	38
Complying	57 %	35 %	-22
Controlling	58 %	27 %	-31
Protecting	55 %	21 %	-34
<b>Summary Measures</b>			
Reactive-Creative Scale	31 %	95 %	64



# UTK-TECH CASE: UTK-TECH+PCT

## Sorted by Actual

ROLLOUT UTK-TECH + PCT	Actual %	Ideal %
<b>Dimensions</b>		
Belonging	74 %	69 %
Arrogance	58 %	27 %
Driven	58 %	62 %
Conservative	57 %	34 %
Autocratic	57 %	26 %
Distance	56 %	33 %
Courageous Authenticity	56 %	76 %
Ambition	55 %	39 %
Interpersonal Intelligence	50 %	82 %
Passive	49 %	28 %
Critical	49 %	26 %
Decisiveness	49 %	83 %
Balance	49 %	79 %
Perfect	48 %	41 %
Systems Thinker	47 %	82 %
Involvement	47 %	81 %
Pleasing	46 %	30 %
Selfless Leader	46 %	68 %
Customer Focus	45 %	49 %
Caring Connection	44 %	69 %
Collaborator	43 %	77 %
Sustainable Productivity	42 %	83 %
Personal Learner	42 %	80 %
Community Concern	40 %	77 %
Mentoring & Developing	40 %	78 %
Integrity	38 %	72 %
Composure	37 %	76 %
Fosters Team Play	37 %	76 %
Achieves Results	36 %	67 %
Strategic Focus	35 %	78 %
Purposeful & Visionary	32 %	74 %
<b>Summary Dimensions</b>		
Controlling	58 %	30 %
Complying	56 %	33 %
Protecting	55 %	26 %
Authenticity	44 %	75 %
Self-Awareness	42 %	82 %
Relating	42 %	80 %
Systems Awareness	41 %	79 %
Achieving	36 %	79 %
<b>Summary Measures</b>		
Reactive-Creative Scale	34 %	93 %

## Sorted by Ideal

ROLLOUT UTK-TECH + PCT	Actual %	Ideal %
<b>Dimensions</b>		
Decisiveness	49 %	83 %
Sustainable Productivity	42 %	83 %
Systems Thinker	47 %	82 %
Interpersonal Intelligence	50 %	82 %
Involvement	47 %	81 %
Personal Learner	42 %	80 %
Balance	49 %	79 %
Strategic Focus	35 %	78 %
Mentoring & Developing	40 %	78 %
Community Concern	40 %	77 %
Collaborator	43 %	77 %
Courageous Authenticity	56 %	76 %
Composure	37 %	76 %
Fosters Team Play	37 %	76 %
Purposeful & Visionary	32 %	74 %
Integrity	38 %	72 %
Belonging	74 %	69 %
Caring Connection	44 %	69 %
Selfless Leader	46 %	68 %
Achieves Results	36 %	67 %
Driven	58 %	62 %
Customer Focus	45 %	49 %
Perfect	48 %	41 %
Ambition	55 %	39 %
Conservative	57 %	34 %
Distance	56 %	33 %
Pleasing	46 %	30 %
Passive	49 %	28 %
Arrogance	58 %	27 %
Critical	49 %	26 %
Autocratic	57 %	26 %
<b>Summary Dimensions</b>		
Self-Awareness	42 %	82 %
Relating	42 %	80 %
Achieving	36 %	79 %
Systems Awareness	41 %	79 %
Authenticity	44 %	75 %
Complying	56 %	33 %
Controlling	58 %	30 %
Protecting	55 %	26 %
<b>Summary Measures</b>		
Reactive-Creative Scale	34 %	93 %



# UTK-TECH CASE: UTK-TECH+PCT

## Sorted by Ideal to Ideal

ROLLOUT UTK-TECH + PCT	Ideal %	Ideal to Ideal %
<b>Dimensions</b>		
Belonging	69 %	85 %
Driven	62 %	74 %
Conservative	34 %	65 %
Distance	33 %	64 %
Passive	28 %	63 %
Autocratic	26 %	60 %
Arrogance	27 %	58 %
Critical	26 %	57 %
Perfect	41 %	54 %
Ambition	39 %	53 %
Pleasing	30 %	51 %
Involvement	81 %	50 %
Collaborator	77 %	49 %
Community Concern	77 %	48 %
Systems Thinker	82 %	47 %
Decisiveness	83 %	46 %
Interpersonal Intelligence	82 %	46 %
Composure	76 %	45 %
Selfless Leader	68 %	44 %
Personal Learner	80 %	43 %
Sustainable Productivity	83 %	42 %
Balance	79 %	42 %
Mentoring & Developing	78 %	42 %
Achieves Results	67 %	40 %
Courageous Authenticity	76 %	40 %
Caring Connection	69 %	40 %
Strategic Focus	78 %	39 %
Integrity	72 %	37 %
Fosters Team Play	76 %	36 %
Purposeful & Visionary	74 %	33 %
Customer Focus	49 %	29 %
<b>Summary Dimensions</b>		
Complying	33 %	70 %
Controlling	30 %	63 %
Protecting	26 %	61 %
Self-Awareness	82 %	42 %
Relating	80 %	42 %
Achieving	79 %	38 %
Systems Awareness	79 %	38 %
Authenticity	75 %	37 %
<b>Summary Measures</b>		
Reactive-Creative Scale	93 %	20 %

## Sorted by Gap Between Actual and Ideal

ROLLOUT UTK-TECH + PCT	Actual %	Ideal %	Gap %
<b>Dimensions</b>			
Strategic Focus	35 %	78 %	42
Purposeful & Visionary	32 %	74 %	41
Sustainable Productivity	42 %	83 %	41
Composure	37 %	76 %	39
Fosters Team Play	37 %	76 %	39
Mentoring & Developing	40 %	78 %	38
Community Concern	40 %	77 %	37
Personal Learner	42 %	80 %	37
Systems Thinker	47 %	82 %	35
Decisiveness	49 %	83 %	34
Involvement	47 %	81 %	34
Integrity	38 %	72 %	33
Collaborator	43 %	77 %	33
Interpersonal Intelligence	50 %	82 %	32
Achieves Results	36 %	67 %	30
Balance	49 %	79 %	30
Caring Connection	44 %	69 %	24
Selfless Leader	46 %	68 %	21
Courageous Authenticity	56 %	76 %	20
Driven	58 %	62 %	4
Customer Focus	45 %	49 %	4
Belonging	74 %	69 %	-5
Perfect	48 %	41 %	-7
Pleasing	46 %	30 %	-15
Ambition	55 %	39 %	-16
Passive	49 %	28 %	-21
Distance	56 %	33 %	-22
Conservative	57 %	34 %	-23
Critical	49 %	26 %	-23
Arrogance	58 %	27 %	-31
Autocratic	57 %	26 %	-31
<b>Summary Dimensions</b>			
Achieving	36 %	79 %	42
Self-Awareness	42 %	82 %	39
Relating	42 %	80 %	38
Systems Awareness	41 %	79 %	37
Authenticity	44 %	75 %	31
Complying	56 %	33 %	-22
Controlling	58 %	30 %	-28
Protecting	55 %	26 %	-29
<b>Summary Measures</b>			
Reactive-Creative Scale	34 %	93 %	59



## UTK-TECH CASE

What do you see?

What are you curious about?

### ANALYSIS

### NOTES