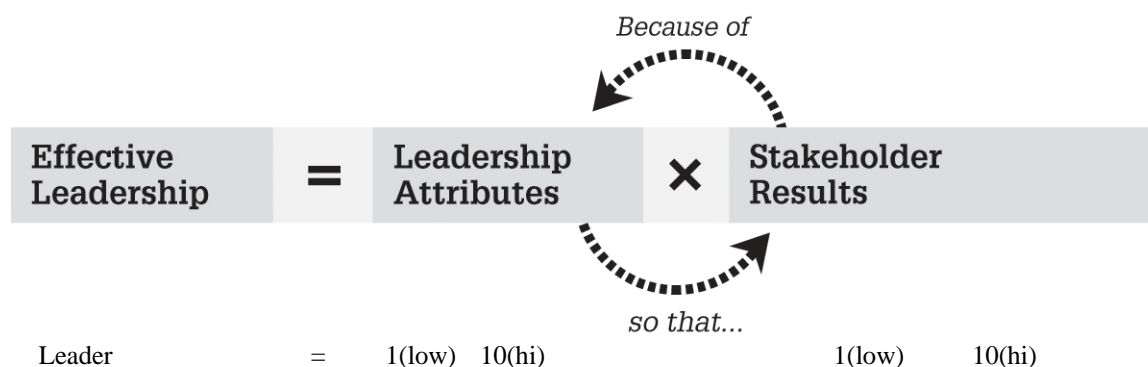


## Tool 9-1. The Virtuous Cycle of Attributes and Results

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Based on Chapter 8, “Getting Results: Our Journey to Turn Leadership Competencies into Outcomes,” in *The ASTD Leadership Handbook*, edited by Elaine Biech, © 2010 ASTD

**Purpose:** Use this chart to compare various leaders’ perspectives. Have participants think of several leaders. For example, consider these three democratic presidents: Jimmy Carter, Bill Clinton, and Barack Obama. On a scale of 1 to 10 (1 is low and 10 is high), rate each leader on attributes and results. Most score Clinton and Carter exactly the opposite—Clinton scores high on results and Carter scores high on attributes, giving them both a similar score. Obama tends to score high on both.



Leader	Leadership Attributes	Stakeholder Results	Total Score
Jimmy Carter			
Bill Clinton			
Barack Obama			