

Leadership Effectiveness Analysis™

Best Leadership Practices
ABC Industries

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A **Best Practices Leadership Assessment** was conducted with 181 managers from within ABC Industries. The purpose of this assessment was to determine the specific leadership attributes which distinguished highly effective from less effective leaders within this group. This report summarizes the project and presents relevant findings.

Leadership Performance: A “Best Practices” Assessment

Many years of research and practice suggest that there is a direct connection between leadership effectiveness and organizational performance. Organizations, however, differ widely in terms of their culture, history, business strategy, and people. Because organizations present unique “cultural signatures”, there is no “one best” model or profile of leadership effectiveness. The traits which comprise effective leadership performance in an organization are specific to that particular organization. The Best Practices Assessment is designed to determine which specific leadership characteristics and attributes significantly differentiate high performing leaders from less effective leaders within an organization.

The purpose of this report is to summarize the results of a Best Practices Assessment of leadership performance for leaders within ABC Industries.

Because a Best Practices Assessment is specific to the organization, it provides the following applications and benefits:

- **Leadership Development**
Once it is known what highly successful leaders actually do, in terms of specific practices and orientations, it becomes possible to design a variety of developmental systems and programs to foster the use of desired behaviors.
- **Succession Planning**
In addition to developing existing leaders, the Best Practices model can become the foundation for identifying those key leadership resources within the organization who may require special developmental consideration to prepare for higher level managerial responsibility.
- **Selection**
Because the Best Practices Assessment is performance-based, it can be useful in designing selection systems and criteria to evaluate the job suitability of those candidates being considered for positions in the organization.

Method and Approach

As part of the ABC Industries Leadership Development Program a group of 181 individuals from participated in a leadership development process entitled **Leadership 360®**. Leadership 360® is an assessment-based system which provided each participant with quantitative feedback on twenty-two (22) leadership attributes from the perspective of three key observer groups – boss, peers, and direct reports (subordinates). A demographic description of this group is provided in *Chapter 2*.

The 22 leadership behaviors were measured by a questionnaire procedure (*Leadership Effectiveness Analysis™ – Observer Questionnaire*). As a function of receiving this personal feedback, each participant generated specific developmental plans designed to sustain strengths and address weaknesses. Brief descriptions of the leadership characteristics measured are provided in *Appendix A*.

In addition to describing the participants on the 22 leadership behaviors, observers rated each individual on 22 anchored rating scales assessing effectiveness. These rating scales are provided in *Appendix B*. The 22 rating scales can be combined to provide three summary effectiveness scores:

- Business Skills
- People Skills
- Overall Effectiveness

Based on these ratings, it is possible to identify individuals who are perceived as highly effective vs. those individuals who are seen as less effective. This can be done for each of the three effectiveness dimensions. Analyses can also be completed for each of the three observer groups (boss, peers, and direct reports).

Once the highly effective and less effective groups are identified, it is possible to determine which of the 22 leadership characteristics significantly differentiate the two groups. This report presents these findings for leaders within ABC Industries.

Analyses of Business Skills, People Skills, and Overall Effectiveness are provided in *Chapters 3, 4, and 5* respectively. Since organizations may be interested in different aspects of effectiveness, all three effectiveness measures are reported. Analyses are completed separately for Boss, Peer, and Direct Report ratings. This is has been done so that results from these two constituencies can be compared.

Overall Effectiveness

Overall Effectiveness was evaluated using all twenty two rating scales described in Chapters 3 and 4 (and listed in Appendix B).

For each observer, the ratings on these twenty-two evaluative scales were averaged, yielding an **Overall Effectiveness Rating**. Possible scores ranged from 1 (poor) to 7 (exceptional).

Observers also evaluated each individual on the twenty-two leadership dimensions measured by the *Leadership Effectiveness Analysis - Observer Questionnaire*.

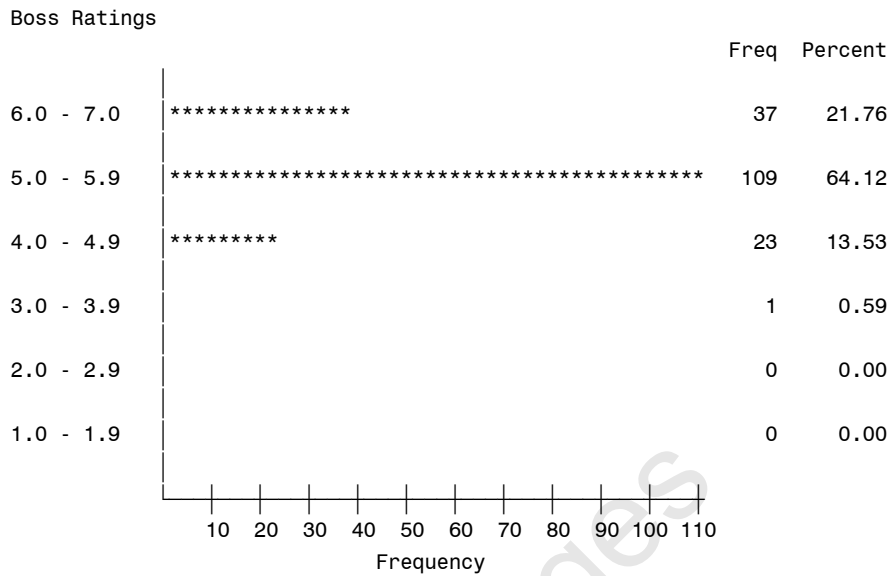
Based on their Overall Effectiveness ratings, individuals were placed into a **Highly Effective** group or a **Less Effective** group. The two groups were then compared on each of the twenty-two leadership dimensions.

Listed below are the leadership practices that most distinguished the highly effective individuals from the less effective individuals on this dimension. In addition, frequency distributions for the Overall Effectiveness ratings are given. Results are reported separately for Boss and Peer ratings.

A guide to understanding these tables is provided in *Appendix C*.

Overall Effectiveness: Boss Ratings

Frequency Distribution

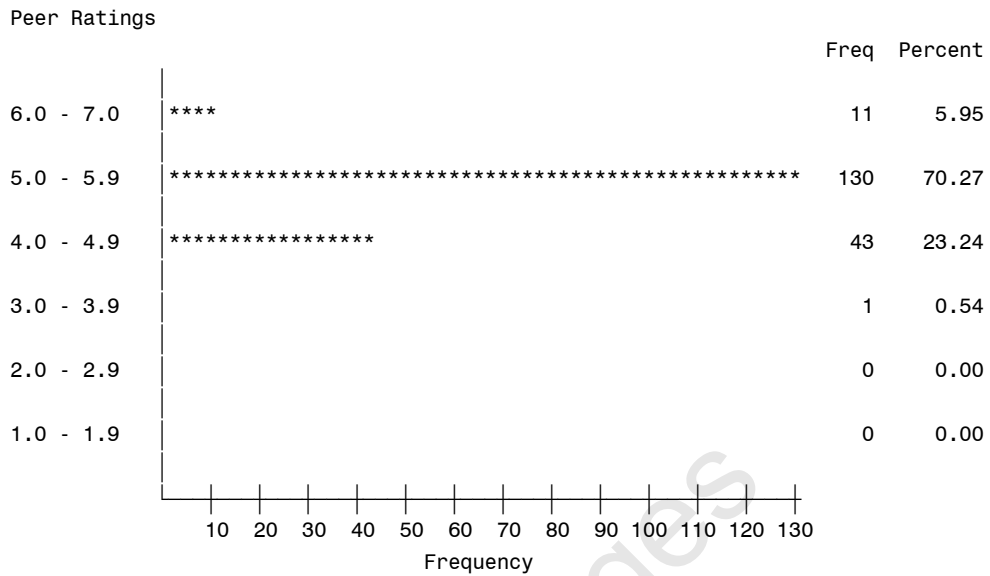


Based on Boss Ratings, 93 (55%) out of 170 individuals were rated as highly effective (5.5+) on this dimension. The leadership practices most related to effectiveness were:

LEADERSHIP SET	DIRECTION OF EFFECTIVENESS	EFFECT SIZE
Strategic	Higher Scores	0.74
Authority	Lower Scores	0.53
Communication	Higher Scores	0.42
Tactical	Lower Scores	0.39
Technical	Higher Scores	0.37
Self	Lower Scores	0.33

Overall Effectiveness: Peer Ratings

Frequency Distribution

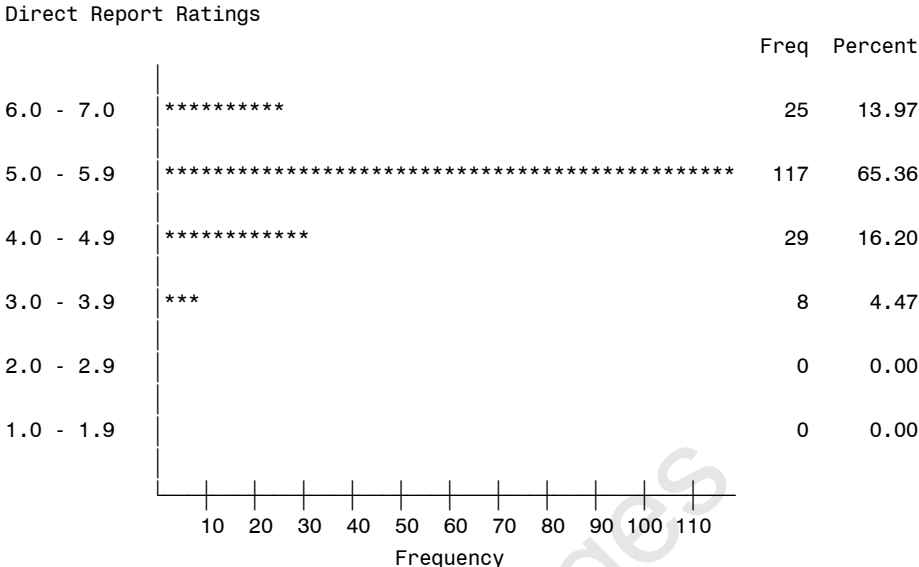


Based on Peer Ratings, 73 (39%) out of 185 individuals were rated as highly effective (5.5+) on this dimension. The leadership practices most related to effectiveness were:

LEADERSHIP SET	DIRECTION OF EFFECTIVENESS	EFFECT SIZE
Strategic	Higher Scores	0.77
Consensual	Higher Scores	0.66
Empathy	Higher Scores	0.54
Dominant	Lower Scores	0.52
Authority	Lower Scores	0.47
Self	Lower Scores	0.47
Innovative	Higher Scores	0.42
Cooperation	Higher Scores	0.37
Technical	Higher Scores	0.36
Communication	Higher Scores	0.33

Overall Effectiveness: Direct Report Ratings

Frequency Distribution



Based on Direct Report Ratings, 93 (52%) out of 179 individuals were rated as highly effective (5.5+) on this dimension. The leadership practices most related to effectiveness were:

LEADERSHIP SET	DIRECTION OF EFFECTIVENESS	EFFECT SIZE
Communication	Higher Scores	1.00
Technical	Higher Scores	0.91
Strategic	Higher Scores	0.86
Authority	Lower Scores	0.68
Self	Lower Scores	0.59
Dominant	Lower Scores	0.56
Innovative	Higher Scores	0.48
Empathy	Higher Scores	0.44
Consensual	Higher Scores	0.41
Excitement	Higher Scores	0.35

Summary and Conclusions

As can be seen from previous chapters, numerous leadership practices differentiate highly effective from less effective leaders within this ABC Industries study. There are also some notable differences among Bosses, Peers, and Direct Reports with regard to the relative importance of these practices. Areas of agreement are summarized below:

With regard to **Business Skills**, all three observer groups agreed that highly effective individuals had:

- Higher Scores on Strategic
- Higher Scores on Technical
- Lower Scores on Authority
- Lower Scores on Outgoing

than less effective individuals.

With regard to **People Skills**, all three observer groups agreed that highly effective individuals had:

- Higher Scores on Empathy
- Lower Scores on Self
- Lower Scores on Dominant
- Higher Scores on Excitement
- Lower Scores on Authority

than less effective individuals.

With regard to **Overall Effectiveness**, all three observer groups agreed that highly effective individuals had:

- Higher Scores on Strategic
- Lower Scores on Authority
- Lower Scores on Self
- Higher Scores on Communication
- Higher Scores on Technical

than less effective individuals.

Leadership Set Definitions

Creating A Vision

Conservative

Studying problems in light of past practices to ensure predictability, reinforce the status quo and minimize risk.

Innovative

Feeling comfortable in fast changing environments; being willing to take risks and to consider new and untested approaches.

Technical

Acquiring and maintaining in-depth knowledge in your field or area of focus; using your expertise and specialized knowledge to study issues and draw conclusions.

Self

Emphasizing the importance of making decisions independently; looking to yourself as the prime vehicle for decision making.

Strategic

Taking a long-range, broad approach to problem solving and decision making through objective analysis, thinking ahead, and planning.

Developing Followership

Persuasive

Building commitment by convincing others and winning them over to your point of view.

Outgoing

Acting in an extroverted, friendly and informal manner; showing a capacity to quickly establish free and easy interpersonal relationships.

Excitement

Operating with a good deal of energy, intensity, and emotional expression; having a capacity for keeping others enthusiastic and involved.

Restraint

Maintaining a low-key, understated and quiet interpersonal demeanor by working to control your emotional expression.

Effectiveness Rating Scales

1. Sensitivity to other people's feelings (*i.e., shows concern, has insight, is helpful, avoids hurting others' feelings*).

1	2	3	4	5	6	7	X
Very insensitive	Somewhat insensitive		Average		Moderately sensitive	Extremely sensitive	Don't Know

2. Understanding how to use organizational resources (*i.e., is able to build alliances, is sophisticated about organizational dynamics, has many contacts*).

1	2	3	4	5	6	7	X
Limited awareness	Somewhat unaware		Average		Moderately aware	Extremely aware	Don't Know

3. Capacity to get people enthusiastic and involved (*i.e., gets people on his/her side, is persuasive and inspiring*).

1	2	3	4	5	6	7	X
Little capacity	Not a great strength		Average		Moderately charismatic	Highly charismatic	Don't Know

4. Credibility with management - ability to inspire confidence with superiors (*i.e., communicates well, delivers on promises, thinks in similar ways*).

1	2	3	4	5	6	7	X
Has little credibility	Not a great strength		Average		Has good credibility	Inspires complete confidence	Don't Know

5. Credibility and ability to inspire confidence with peers and direct reports (*i.e. is trusted and respected, delivers on promises*).

1	2	3	4	5	6	7	X
Has little credibility	Not a great strength		Average		Has good credibility	Inspires complete confidence	Don't Know

6. Willingness to listen (*i.e., understands quickly, acknowledges communication, goes out of his/her way to get others' views*).

1	2	3	4	5	6	7	X
Not at all receptive	Appears inattentive		Average		Is a good listener	A really excellent listener	Don't Know

7. Ability to see the big picture perspective (*i.e., has a strategic orientation, sees interconnections between his/her own and company's objectives, anticipates problems*).

1	2	3	4	5	6	7	X
Limited vision	Somewhat narrow		Average		Better than average	Very broad-gauged	Don't Know

8. Straightforward, open communicator (*i.e., discloses fully, operates without a hidden agenda, is forthright and candid, shares information openly*).

1	2	3	4	5	6	7	X
Secretive or misleading	Rarely open and direct		Moderately open and direct		Open and direct in most situations	Instill confidence through open communication	Don't Know