

Leadership Effectiveness
Analysis™

Strategic Directions Audit
ABC Industries

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Overview

The Leadership Effectiveness Analysis (LEA) Strategic Directions methodology is designed to help an organization prioritize the leadership sets that seem to have the greatest likelihood for long-term payoffs within the context of its basic strategic plan. As part of a Strategic Directions program, senior management at ABC Industries identified nine leadership sets vital to their organizational growth and development. The sets and their ranges are given below.

Leadership Set	Lower Bound	Upper Bound
Strategic	65	85
Persuasive	65	85
Communication	65	85
Control	60	80
Feedback	65	85
Management Focus	60	80
Production	65	85
Consensual	65	85
Empathy	50	70

This report evaluates two aspects of the process. Specifically:

1. To what degree are the Strategic Directions ranges set by upper level management congruent with employees perceptions of effectiveness?
2. How are individuals performing relative to the Strategic Directions ranges set at ABC Industries?

Participants

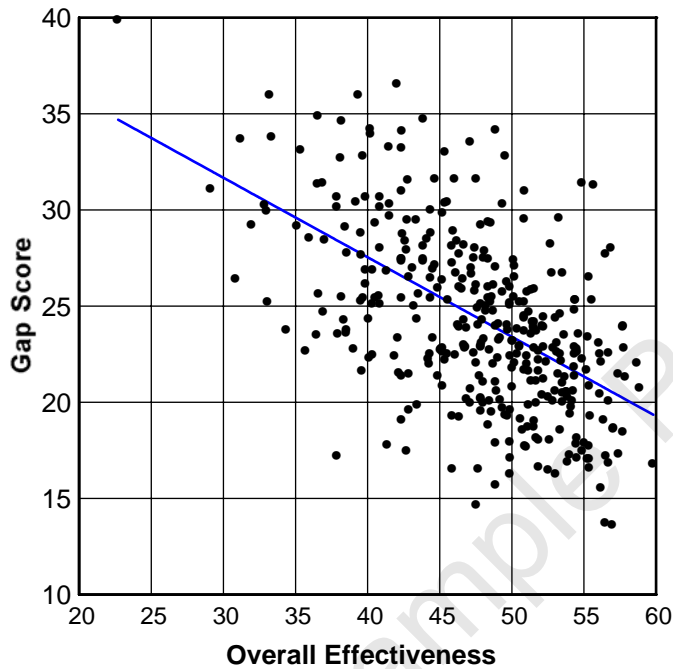
A description of the individuals included in the current study are given below. All are employees of ABC Industries who have undergone an Leadership 360® developmental process.

Management Level	Frequency	Percent
President/CEO	2	0.3
Senior or Exec VP	6	1.0
Division Head/VP	41	6.9
Department/Unit Manager	274	46.1
Supervisor/Foreman	13	2.2
Professional/Technical	146	24.6
Administrative/Clerical	1	0.2
Other Non-management	34	5.7
Missing	77	13.0

Conclusions

Individuals who were perceived by observers (boss, peer, direct reports) as being congruent with ABC Industries' Strategic Leadership Directions tended to be rated as higher in Overall Effectiveness, Business Skills, and People Skills than individuals who were perceived as being less congruent with these Strategic Directions. This is particularly true for the Overall Effectiveness measure.

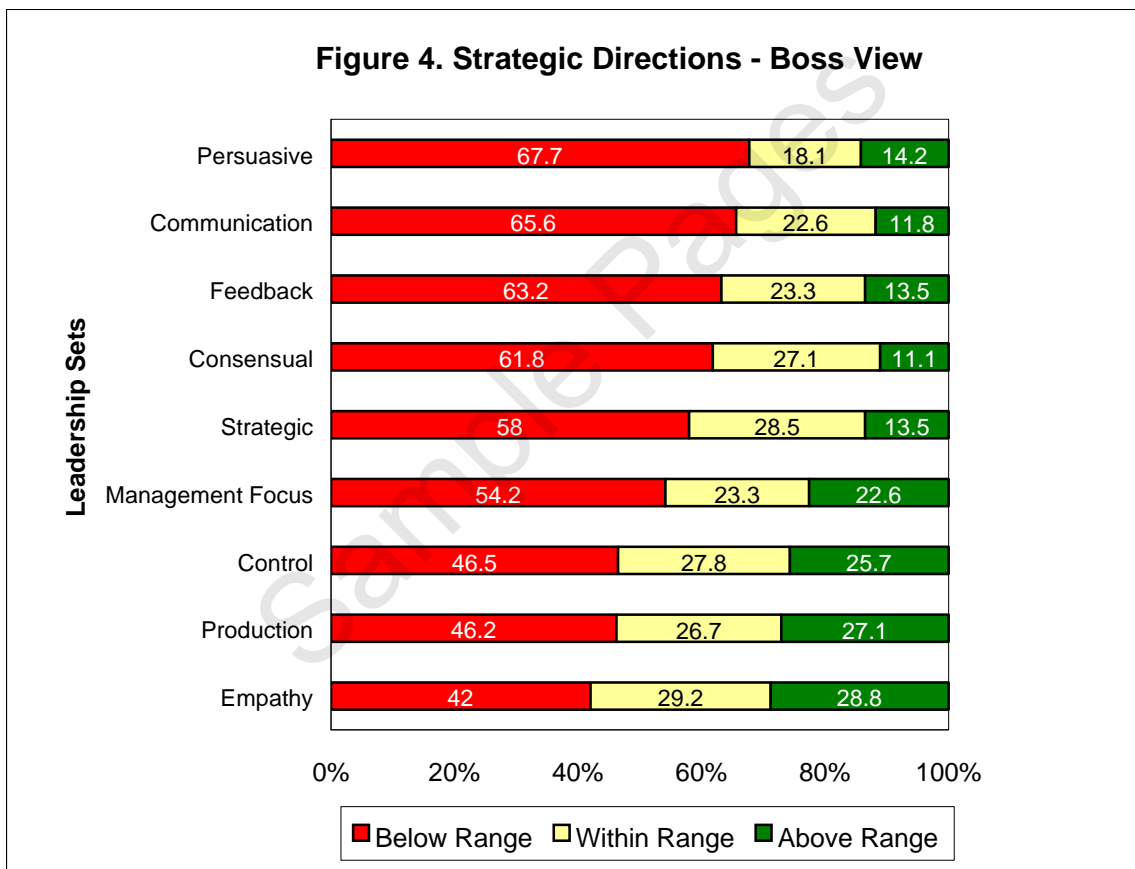
Figure 1. Gap Analysis for Overall Effectiveness ($r = -0.56$)



Performance Relative to Strategic Directions

In order to evaluate how individuals are performing relative to ABC Industries' Strategic Directions ranges, the perceptions of bosses, peer, and direct reports were examined. *Figure 4* displays the percentage of individuals rated below (red), within (yellow), or above (green) the strategic directions ranges according to boss assessment. *Figure 5* presents the same information for individuals rated by peers. Finally, *Figure 6* presents information on individuals rated by direct reports. Discrepancies in sample sizes stem from the fact that not all individuals were rated by all three observer groups.

As can be seen from these figures, Persuasive and Feedback appear to represent the top areas of developmental opportunity. Consensual is also a top area from the perspective of peers and direct reports.



Appendix. Supporting Conditions for Developing and Maintaining Leadership Sets Identified in ABC Industries Strategic Directions Process

Strategic

- A well articulated philosophy, mission and goal statement is communicated throughout the organization in order to keep thinking focused; individuals and groups understand this organizational strategy and incorporate it into their own plans and strategies.
- People are rewarded for evidence of thinking, not just “doing”; organizational culture encourages anticipating opportunities and avoiding problems, and discourages crisis management.
- The environment is constantly scanned for information that will affect strategy; information is shared with all employees to ensure that it is included in their plans and strategies.
- A future perspective is promoted in all employees by incorporating it into training and development programs; people are taught what strategic thinking is and encouraged to ask “why” and “when” questions, and the organization answers these questions with information, facts and time frames.
- Information is shared across boundaries; cross-functional teams work on strategic organizational issues, and the results of their thinking and efforts are published and shared throughout the organization.
- People are encouraged to hold regularly scheduled meetings to assess plans, coordinate efforts and share new information that should be incorporated into strategies.

Persuasive

- Persuasiveness is valued; forums are created which encourage and allow people to actively advocate and market their ideas and plans, both within and outside of the organization.
- People are trained to be articulate and convincing; seminars are provided to develop skills in selling, communicating persuasively (both orally and in writing), giving presentations, and negotiating.
- Leaders understand that an important aspect of their role is to be an advocate; they are given the opportunity to present their points of view, both within and outside of the organization.
- The roles and responsibilities of leaders at all levels are well publicized so that all employees know who to contact to share ideas and convince people of the importance and efficiency of their plans and ideas.

Communication

- The importance of the communication process is recognized; senior managers communicate extensively throughout the organization, and information is made readily available for leaders to disseminate.
- The organization’s structure facilitates the communication process and ensures that individuals are not able to increase their power within the organization by withholding