

Leadership is influence and impact. So how are your leaders affecting your organization? Are they creating the type of culture that effectively unleashes the potential of your human resources? If not, transform your organization—from the top down—with Leadership/Impact.



Leadership/Impact® (L/I)

A unique development tool for mid-to senior-level managers.

There's no denying leadership's role in determining how well (or how poorly) your organization performs. The cumulative impact of each leader's day-to-day actions is what brings success...or setbacks. *How are your leaders affecting your organization?* Are they having a positive or negative impact on the work and performance of others?

Shaping Others' Behavior

To be effective, your leaders need to know if what they're doing (and how they're doing it) is moving your organization forward. This requires understanding the influence or *impact* they are having on their direct reports and others.

Leadership/Impact (L/I) is a 360° assessment that provides your leaders with targeted feedback on this impact—specifically, the leader's influence on how those around him or her approach their work and interact with others. This informative “window” reveals not only the direction of the leader's impact, but also its implications for his or her effectiveness—and that of the organization as a whole.

PRODUCT APPLICATION

Use Leadership/Impact to:

- Identify the need for leadership development, as well as a direction for change
- Provide the foundation for cultural change through leadership development
- Help leaders understand the implications of their behavior, and adopt strategies to increase their personal and organizational effectiveness

Available Online

Ideal for large-scale applications and/or geographically dispersed groups, the L/I Web-based version enables your managers to respond to assessment items and submit their responses via the Web.

Successful Strategies?

L/I adds an important new dimension to the feedback typically made available to managers and executives. Direct reports and peers use L/I to describe not only the strategies used by the leader, but also how these strategies affect their own on-the-job behavior and ability to perform to their potential.

L/I assesses two types of leadership strategies:

Prescriptive. Guiding activities and behaviors toward goals, opportunities, and task accomplishment—leading to a **Constructive** impact.

Restrictive. Constraining or prohibiting activities and behaviors with respect to goals, opportunities, and methods—leading to a **Defensive** impact.

L/I measures strategies in ten domains of leadership:

Envisioning	Role Modeling
Mentoring	Stimulating Thinking
Referring	Monitoring
Providing Feedback	Reinforcing
Influencing	Creating a Setting

How Leadership/Impact® Works

L/I assesses a leader's impact in terms of the Circumplex (see page 8). Thus, a leader can motivate or drive others to behave in:

**Constructive,
Passive/Defensive, or
Aggressive/Defensive ways**

To target areas needing improvement, L/I enables the leader to determine the impact he or she ideally would like to have on others. The Circumplex is used to highlight areas of difference between one's current and ideal impact.

By comparing the "current" to the "ideal" impact profile, the leader can identify opportunities for change that will move his or her impact toward the "ideal." This involves increasing **Prescriptive** strategies (which lead to a Constructive impact) and decreasing **Restrictive** strategies.

One-of-a-Kind Resource

Following the L/I assessment and scoring processes, each leader receives his or her own L/I **Personalized Feedback Report**.

In addition to presenting assessment results, this helpful resource enables the leader to plan and implement the changes needed to improve his or her impact—for enhanced personal and organizational effectiveness.

Please refer to the back of the catalog for the Pricing Guide.

Leadership/Impact (L/I)

PARTICIPANT MATERIALS

L/I Assessment Package

- DI 13100
 - 1 Self-Report Inventory
 - 8 Description by Others Inventories plus scoring
 - Personalized Feedback Report

L/I Description by Others Inventory

- DI 13102
 - Extra surveys for obtaining feedback from additional respondents.

FACILITATOR MATERIALS

L/I Facilitator's Guide

- DI 13110
 - Includes CD & information for using the L/I in group sessions or in one-on-one coaching sessions. The CD contains electronic copies of the administration forms, group exercises, and transparencies in PowerPoint®.

L/I Composite Report

- DI 13115
 - Optional summary of leadership strategies, impact, and effectiveness results for all participants in your leadership development program. Includes full-color transparencies for presenting results.

L/I PowerPoint® Presentation

- DI 13117
 - Set of 26 full-color slides assists with debriefing of L/I results.