



*Leadership/  
Impact*

*Product Overview*

*Strengthening Organizations*

*through*

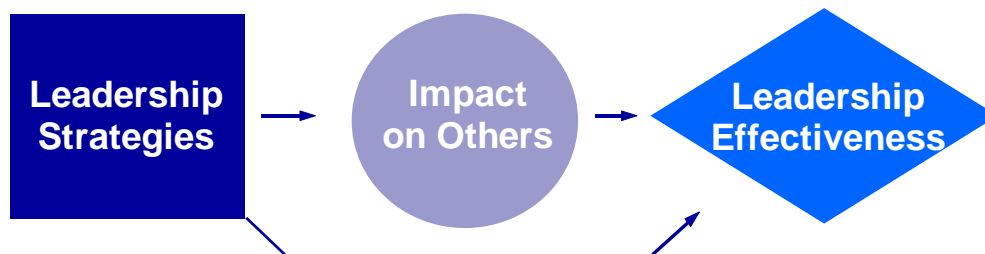
*Individual Effectiveness*



human synergistics/  
center for applied  
research, inc.

## Leadership Impact (L/I)

Leadership Impact (L/I) is a feedback system that provides managers and executives with unique insights into their leadership strategies and the impact of those strategies on the behavior and performance of others. Such insights can be used as the basis for promoting the development of leadership strategies and techniques that contribute to the long-term effectiveness, performance, and productivity of the organization and its members.



Leadership/Impact feedback is based on responses to the **L/I Self-Report** and **Descriptions by Others** inventories. The responses are summarized in a personalized feedback report that also guides the manager in using the results to identify and develop more effective leadership approaches.

**L/I SELF-REPORT INVENTORY** is completed by focal managers to identify their self-perceptions of the leadership strategies that they currently employ and the impact that they would ideally like to have on the behavior of others.

**L/I DESCRIPTION BY OTHERS INVENTORY** is completed by approximately eight people with whom each focal manager works and who have been selected to describe his or her overall effectiveness, leadership strategies, and impact on their own behavior.

**L/I CONFIDENTIAL FEEDBACK REPORT** includes narrative descriptions, tables, bar charts, circumplexes (circular diagrams), and plots that describe the focal manager's results in three major areas: Leadership strategies, impact on others, and leadership effectiveness.

L/I is based on extensive research and has been used by organizations operating in a variety of industries and countries. Its reliability and validity as a management development tool is described in the Center for Creative Leadership's *Feedback to Managers*, 3<sup>rd</sup> edition.

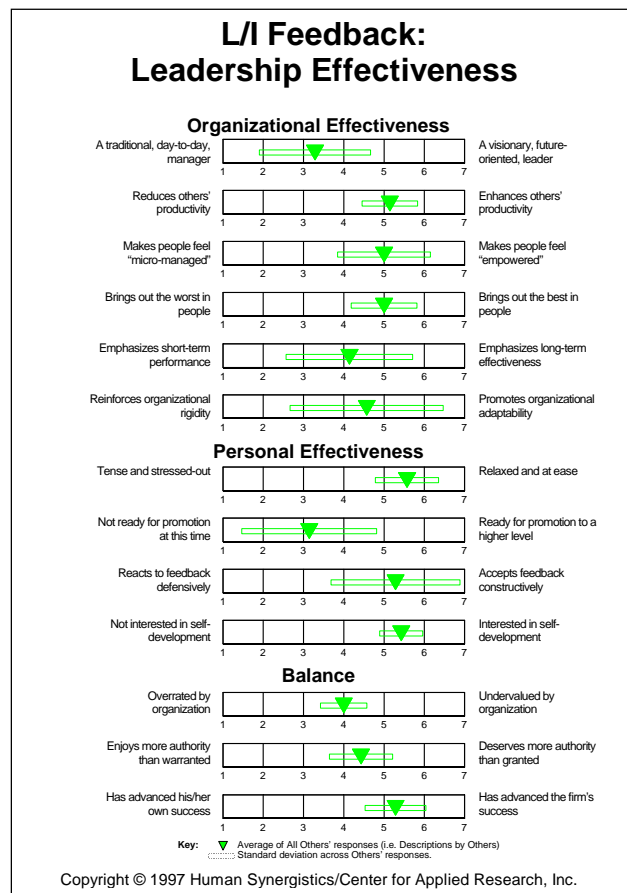
# Leadership Effectiveness

Based on reports by others, L/I provides feedback on the effectiveness of the leader along multiple criteria, including:

**ORGANIZATIONAL EFFECTIVENESS** in terms of the extent to which the leader is viewed by others as visionary and future-oriented, empowering and motivating, and concerned with long-term performance.

**PERSONAL EFFECTIVENESS** in terms of the extent to which the leader is viewed by others as relaxed and at ease, ready for promotion to a higher level, accepting of feedback, and interested in self-development.

**BALANCE** in terms of the extent to which the leader is viewed by others as being properly valued by the organization, as exercising an appropriate amount of authority, and as having achieved an equilibrium between advancing his or her own success and that of the organization.



*Focal managers receive feedback on their effectiveness that describes the average of all others' responses (indicated on the plot by the inverted triangles) and the amount of variation in the responses of others (indicated by the width of the band around the triangles). Managers plot their own aspirations along these criteria of effectiveness in the Feedback Report. Effectiveness results that fall short of what focal managers desire signal a need for change.*

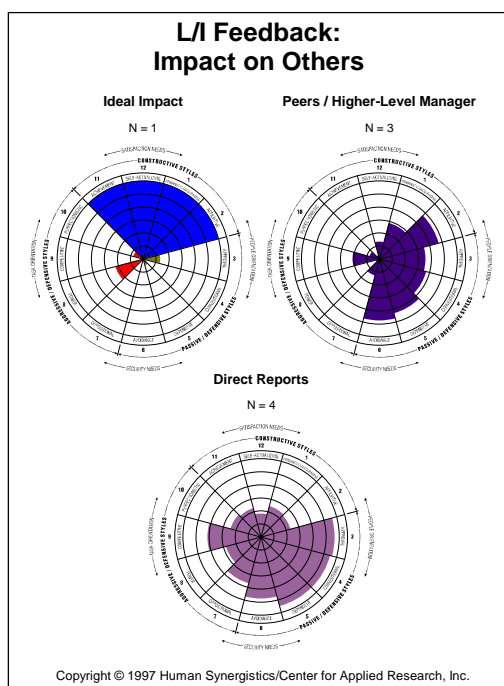
## Impact on Others

Using the L/I Description by Others Inventory, peers, direct reports, and higher-level managers describe the impact of the leader on behavior of others in terms of four Constructive, four Passive/Defensive, and four Aggressive/Defensive styles. These results are compared to the impact that the leader would ideally like to have, as measured by the L/I Self-Report Inventory.

**LEADERS WHO HAVE A CONSTRUCTIVE IMPACT** encourage and motivate others to relate to people and approach their work in ways that will help them to personally meet their higher-order needs for growth and satisfaction. Specific Constructive behaviors that can be promoted by a leader include Achievement, Self-Actualizing, Humanistic/Encouraging, and Affiliative.

**LEADERS WHO HAVE A PASSIVE/DEFENSIVE IMPACT** drive and reinforce others to interact with the people around them in self-protective ways that will not threaten their own security. Specific Passive/Defensive behaviors that can be attributed to a leader include Approval, Conventional, Dependent, and Avoidance.

**LEADERS WHO HAVE AN AGGRESSIVE/DEFENSIVE IMPACT** drive and implicitly require others to approach their task-related activities in forceful ways to protect their status and security. Specific Aggressive/Defensive behaviors that can be promoted by a leader include Oppositional, Power, Competitive, and Perfectionistic.



*Focal managers receive feedback that compares their overall impact on others (all respondents) to the impact that they ideally would like to have.*

*Feedback can also be broken down by groups (peers, direct reports, higher-level managers).*

*Impact results are presented on the Human Synergistics' Circumplex and reveal the behaviors encouraged by the focal manager, as well as his or her impact on the organization's culture.*

# Leadership Strategies

L/I focuses on two general types of leadership strategies—Prescriptive and Restrictive—as they are reflected in the ways in which leaders carry out activities and responsibilities in ten domains relevant to most managers and executives. **PREScriptive STRATEGIES** are those that communicate and reinforce directions and behaviors that the leader expects or desires on the part of others. **RESTRICTIVE STRATEGIES** are those that constrain or prohibit directions and behaviors that the leader does not want others to pursue. While both types of strategies are important, Prescriptive strategies have a more positive impact on others (and the relative frequency with which the strategies are therefore can be used as levers for change).

L/I measures the leader's use of Prescriptive and Restrictive strategies in carrying out activities related to:

**ENVISIONING**

**STIMULATING THINKING**

**REINFORCING**

**ROLE MODELING**

**REFERRING**

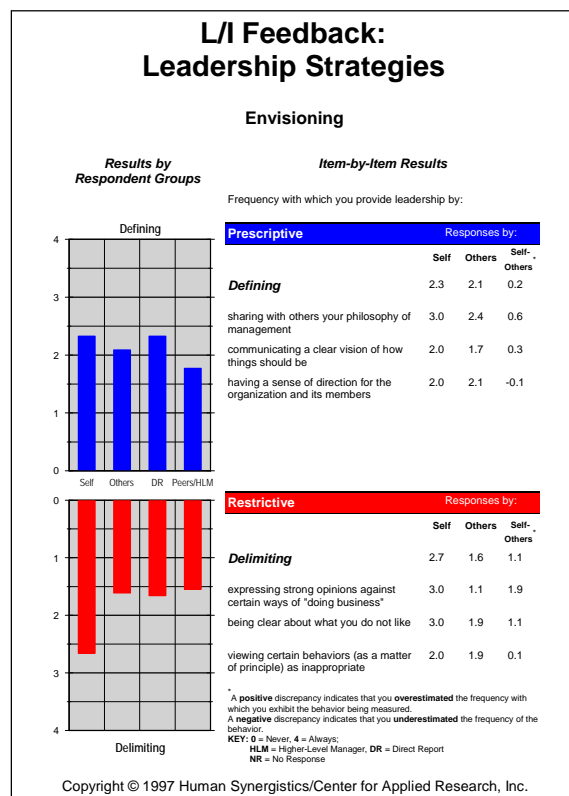
**INFLUENCING**

**MENTORING**

**MONITORING**

**CREATING A SETTING**

**PROVIDING FEEDBACK**



*L/I compares the focal managers' self descriptions of the frequency with which they use Prescriptive versus Restrictive strategies to the Description by Others in each of the ten leadership action domains. Results along the ten domains enable focal managers to identify ways in which they can adjust their leadership strategies and techniques to have the desired effect on their organization's culture and the behavior of those around them.*

## How L/I Works

L/I is designed for self-development purposes and therefore participation should be voluntary. Managers who choose to participate should select at least eight people with whom they work—peers, direct reports, higher-level managers—to describe them. Feedback can be provided by respondent groups if at least three peers and three direct (or indirect) reports complete the L/I Description by Others Inventory.

Completed inventories are scored by Human Synergistics and the results are presented to the focal manager in a 78 page Confidential Feedback Report. The feedback report guides recipients in setting goals for personal and organizational effectiveness, in understanding their impact on others, and in identifying changes in their leadership strategies that will enable them to meet their goals and have the impact that they desire.

## Applications

L/I is an appropriate tool for leadership development, self-development, cultural change, and organizational development. It can be used with several managers or executives simultaneously, as part of a leadership development program, or it can be used by only one or two managers or executives as part of a self-initiated personal development effort. It can be incorporated into a session (or set of sessions) focusing on leadership, or it can also be used as a tool for coaching individual managers.

Because L/I focuses on leadership strategies and impact on others, the unique information that it provides compliments (and can be used in conjunction with) the feedback provided by other leadership tools such as Human Synergistics' **Life Styles Inventory** (which focuses on personal styles) and **Management Effectiveness Profile System** (which focuses on more traditional managerial competencies). L/I can also be an integral component of programs designed to promote positive cultural or organizational changes because it enables managers to recognize the ways in which they personally contribute to and reinforce the current culture (as measured by Human Synergistics' **Organizational Culture Inventory**) by virtue of their leadership strategies and impact on others.

## L/I Options

Various options are available that allow L/I to be tailored to the specific needs of your organization.

**TRANSLATIONS.** In addition to the U.S. version, L/I Self Report and Descriptions by Others inventories are available in Dutch, French, German, Russian, Spanish, and Swedish.

**360° FEEDBACK.** L/I strategy and impact results can be reported for all others combined or can also be broken down in terms of boss, peers, and direct reports (3 “cuts”), boss/peers and direct reports (2 “cuts”), or boss and direct reports (2 “cuts”).

**COMPOSITE REPORTS.** L/I results for all participants in a leadership development program can be presented in a single summary report that includes color transparencies.