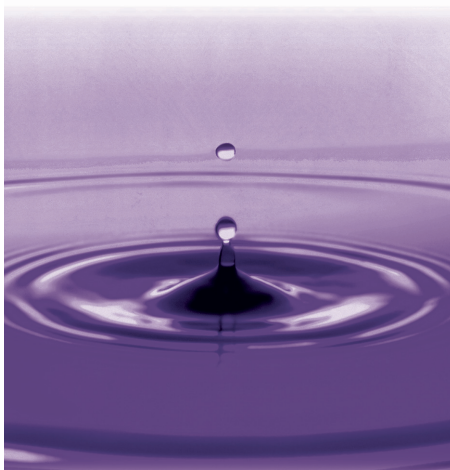


Leadership/Impact®

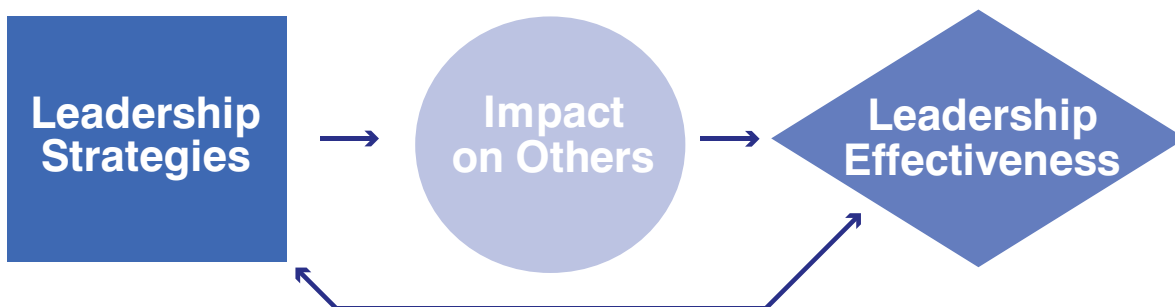


What is Leadership/Impact?

Developed by Dr. Robert A. Cooke, *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 to promote the development of leadership strategies that lead to a more Constructive culture and contribute to the long-term effectiveness 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 guides the manager in using the results to identify and develop more effective leadership approaches.

Figure 1: L/I Model



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L/I Self-Report Inventory is completed by focal managers to identify their self-perceptions of the leadership strategies they currently employ and the impact they would ideally like to have on the behavior of others.

L/I Description by Others Inventory is completed by up to 12 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 along with tables, bar charts, and circumplexes that present 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 are described in the *Feedback to Managers: A Review and Comparison of Multi-rater Instruments for Management Development*, 3rd edition.

LEADERSHIP EFFECTIVENESS

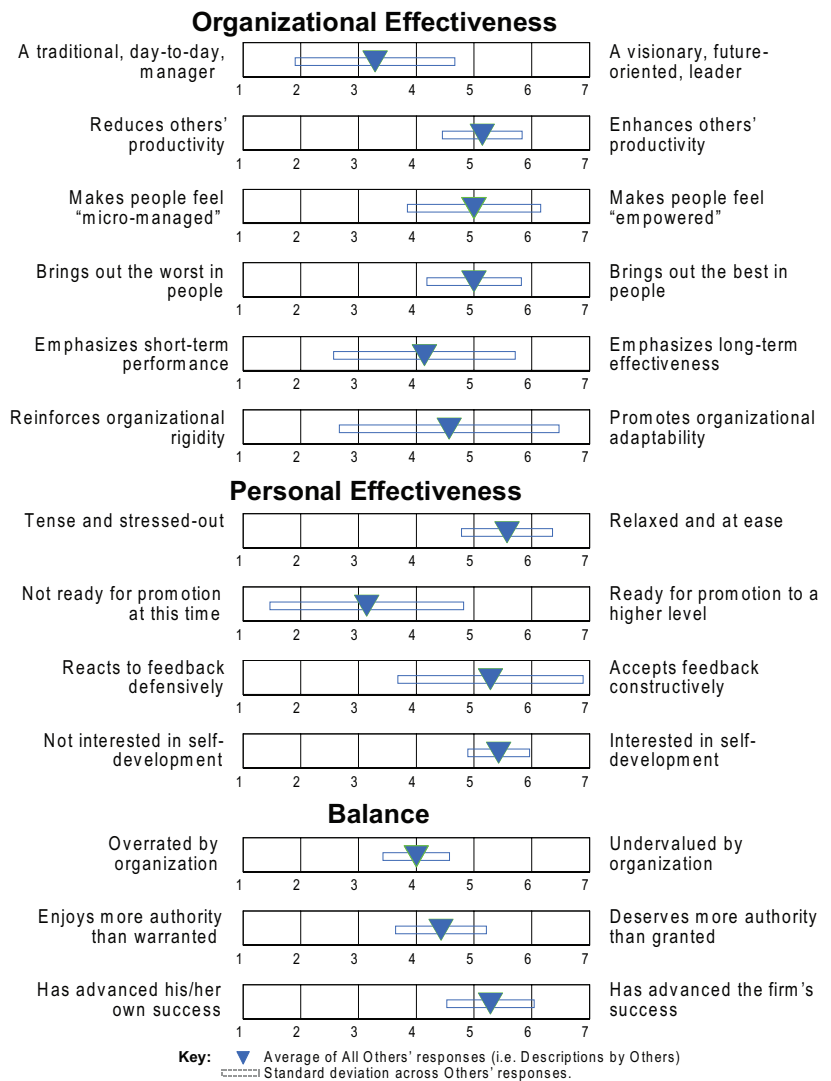
Based on reports by others, L/I provides feedback on the effectiveness of the leader along multiple criteria, including:

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, exercising an appropriate amount of authority, and having achieved an equilibrium between advancing his or her own success and that of the organization.

Figure 2: L/I Feedback: Leadership Effectiveness



Focal managers receive feedback on their effectiveness based on the average of others' responses (indicated by the inverted triangles) and the amount of variation in their responses (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 the 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. Constructive behaviors that can be promoted by a leader include Achievement, Self-Actualizing, Humanistic/Encouraging, and Affiliative.

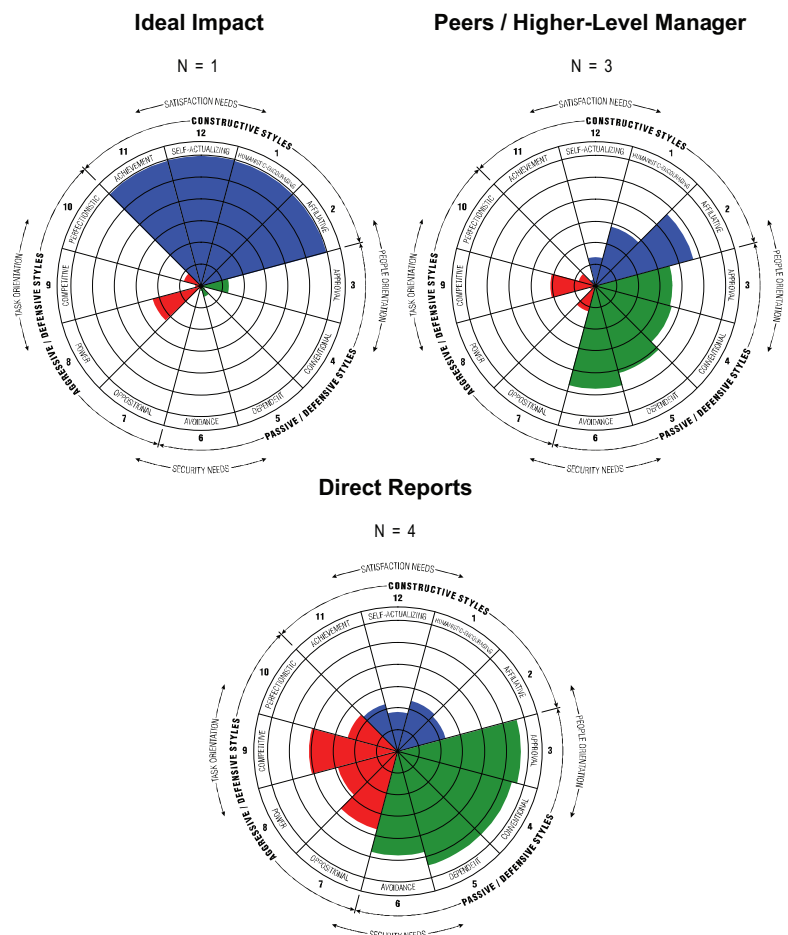
Leaders who have a Passive/Defensive impact

drive and reinforce others to interact with the people around them in self-protective ways that will not threaten their own security. 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. Aggressive/Defensive behaviors that can be driven by a leader include Oppositional, Power, Competitive, and Perfectionistic.

Figure 3: L/I Feedback: Impact on Others



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Focal managers receive feedback that compares their overall impact on others (based on reports by all respondents) to the impact that they ideally would like to have. Feedback can also be broken down by groups (such as peers, direct reports, higher-level managers). Results are presented on Human Synergistics' Circumplex and reveal the behaviors encouraged by the focal manager and 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 leadership responsibilities in ten different domains are carried out. Prescriptive strategies are those that guide or direct the activities and behaviors of others toward goals, opportunities, and methods. Restrictive strategies are those that constrain or prohibit activities and behaviors with respect to goals, opportunities, and methods. While both types of strategies are important, Prescriptive strategies have a more positive impact on others and therefore the relative frequency with which the strategies are utilized can be used as levers for change.

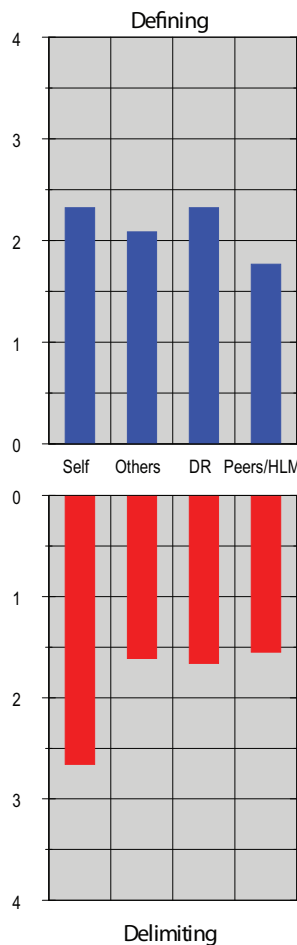
L/I measures the leader’s use of Prescriptive and Restrictive strategies in carrying out activities related to:

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

Figure 4: L/I Feedback: Leadership Strategies

Envisioning

Results by Respondent Groups



Item-by-Item Results

Frequency with which you provide leadership by:

Prescriptive	Responses by:		
	Self	Others	Self-Others
Defining			
sharing with others your philosophy of management	3.0	2.4	0.6
communicating a clear vision of how things should be	2.0	1.7	0.3
having a sense of direction for the organization and its members	2.0	2.1	-0.1

Restrictive	Responses by:		
	Self	Others	Self-Others
Delimiting			
expressing strong opinions against certain ways of "doing business"	3.0	1.1	1.9
being clear about what you do not like	3.0	1.9	1.1
viewing certain behaviors (as a matter of principle) as inappropriate	2.0	1.9	0.1

* A **positive** discrepancy indicates that you **overestimated** the frequency with which you exhibit the behavior being measured.
 A **negative** discrepancy indicates that you **underestimated** the frequency of the behavior.
KEY: 0 = Never, 4 = Always;
HLM = Higher-Level Manager, **DR** = Direct Report
NR = No Response

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Focal managers receive feedback on ten leadership strategies or domains. For each domain, a page of explanatory text is followed by bar charts and tables presenting results. In general, highly effective leaders receive scores of 3 (often) or higher on Prescriptive strategies. In contrast, such leaders are viewed by others as exhibiting Restrictive strategies rarely. This translates into a bar toward the bottom that does not extend much beyond a score of 1. Results that show less frequent use of Prescriptive strategies, or more frequent use of Restrictive strategies, suggest that refinement or redirection of one’s strategies could translate into more effective leadership.

L/I OPTIONS

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

Translations L/I inventories are available in 12 languages. For a complete list of available translations, please refer to www.humansynergistics.com

360° Feedback L/I strategy and impact results can be reported for all others combined or can also be broken down by respondent groups, such as higher-level manager, peers, and direct reports (three “cuts”), boss/peers and direct reports (two “cuts”), or boss and direct reports (two “cuts”).

Composite Reports L/I results for all participants in a leadership development program can be presented in a single summary report.

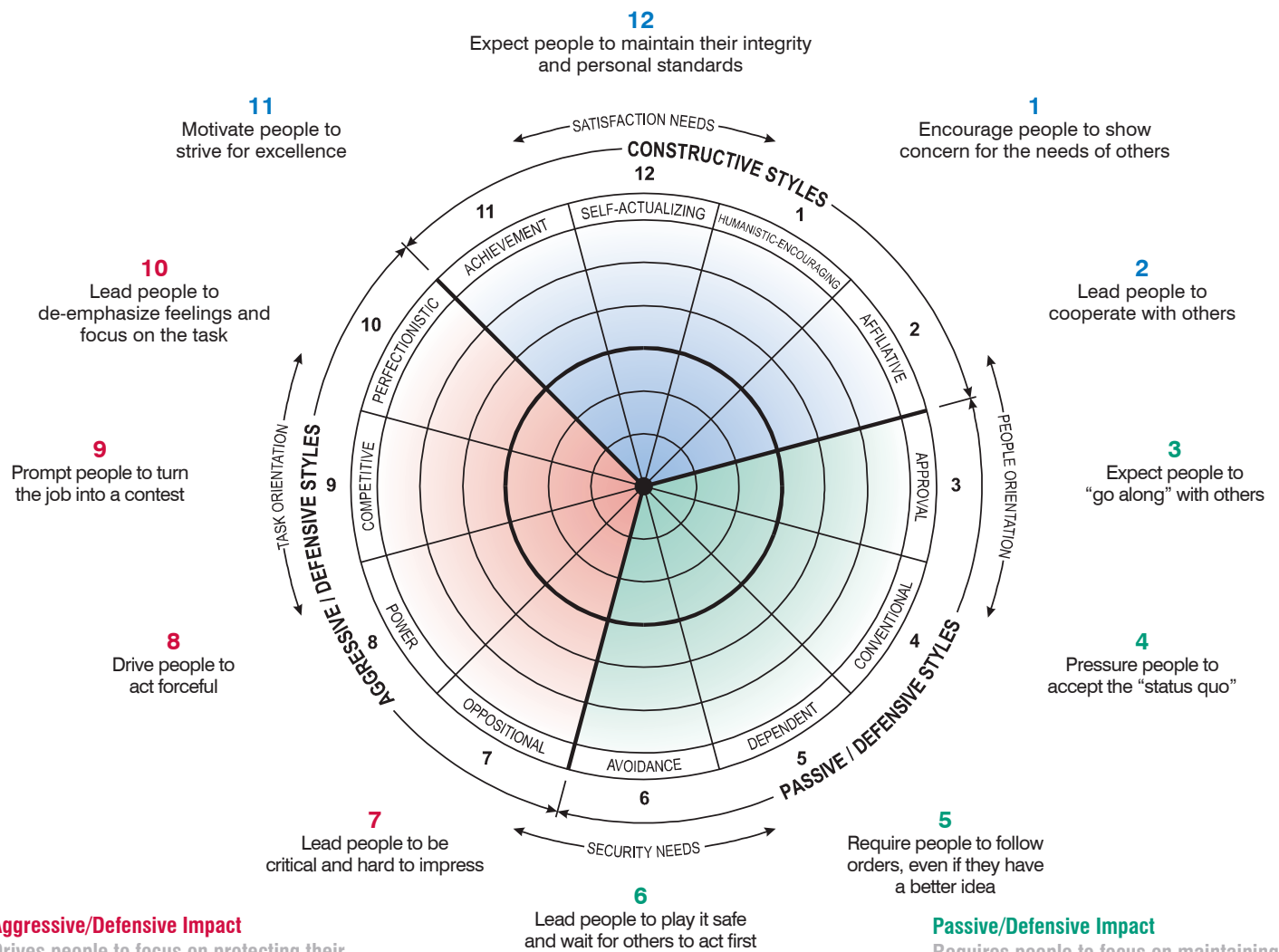
For a complete sample feedback report, please [contact us](#).

About the Circumplex

Human Synergistics International's Circumplex provides a way to "see" the impact that leaders are having on people in their organization, and ultimately, the culture they are creating. Some styles lead to effectiveness and productivity; some do not. However, all of the styles describe what's happening inside the organization and provide a direction for organizational and leadership development.

Constructive Impact

Encourages people to focus on meeting their needs for satisfaction through both the way they approach their tasks and their interactions with people



Aggressive/Defensive Impact

Drives people to focus on protecting their status and security through the way they approach their tasks

Passive/Defensive Impact

Requires people to focus on maintaining their safety and security through their interactions with people

Research & Development by Robert A. Cooke, Ph.D., and J. Clayton Lafferty, Ph.D. Copyright © by Human Synergistics International. All Rights Reserved.

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One Organization at a Time®

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Creators of the *Organizational Culture Inventory*®, *Desert Survival Situation*™, *Life Styles Inventory*™ and *Leadership/Impact*®.

HSI v. 1.0
7/2013

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