


# Leadership/Impact<sup>®</sup>

-  paper scan-form
-  internet data collection (IDC)
-  accreditation required

## LEADERSHIP DEVELOPMENT

Provide leaders with unique insights into their impact and effectiveness



***"I*** used Leadership/Impact<sup>®</sup> as a vital part of feedback for the executive leadership program at GE. It provided that 'aha moment' for execs, because it connected their strategies or what they were supposed to be doing as leaders to their impact on others. Essentially—we were showing them what kind of culture they were creating compared with the kind of culture they said they wanted to create. Then—we talked about what they were going to do about it."

*Dr. Linda Sharkey  
Executive Director of  
Executive Networks, Inc.  
Former VP HR at GE*

### WHAT IS L/I?

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 as the basis for identifying strategies and techniques that leaders can employ to cultivate the long-term effectiveness, performance, and productivity of the organization and its members.

L/I informs participants about their:

- Effectiveness along personal and organizational leadership criteria;
- Impact on Others, in terms of the extent to which they motivate other people to behave in Constructive versus Defensive ways; and
- Leadership Strategies, in terms of the extent to which they act in Prescriptive versus Restrictive ways.

### HOW DOES L/I WORK?

L/I feedback is based on information collected using two forms of the *Leadership/Impact* inventory. The L/I Description by Others Inventory is completed by approximately 12 people selected by the participant to describe his or her overall effectiveness, impact on their behavior, and leadership strategies. The L/I Self Report Inventory is

completed by participants to identify their perceptions of the leadership strategies they employ and the impact that they would ideally like to have on the behavior of others.

The inventories take approximately 20 to 30 minutes to complete. Results are presented to participants in a comprehensive, confidential feedback report that includes circumplexes, bar charts, tables, descriptive text, and recommendations for improving leadership effectiveness.

### APPLICATIONS

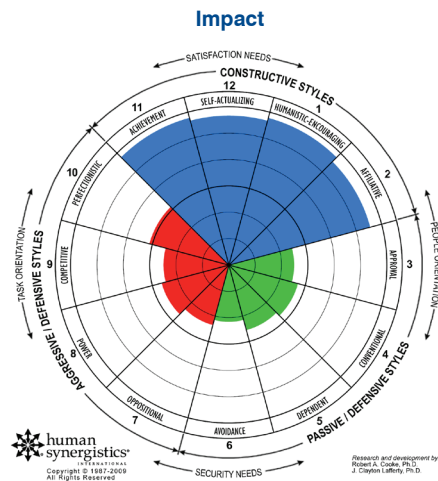
L/I can be used as the basis for:

- Initiating or promoting leadership development
- Coaching individual managers and executives
- Evaluating the effectiveness of leadership development efforts
- Promoting a more Constructive and less Defensive organizational culture
- Enhancing organizational effectiveness

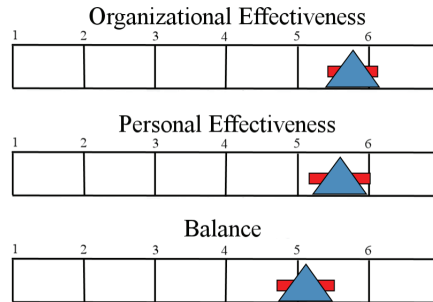
L/I feedback enables participants to compare:

- Their self-reported desired future effectiveness to their current effectiveness as described by others
- The impact that they ideally would like to have on others as described by self to

Figure 1: Most Prescriptive Leaders (N=723)

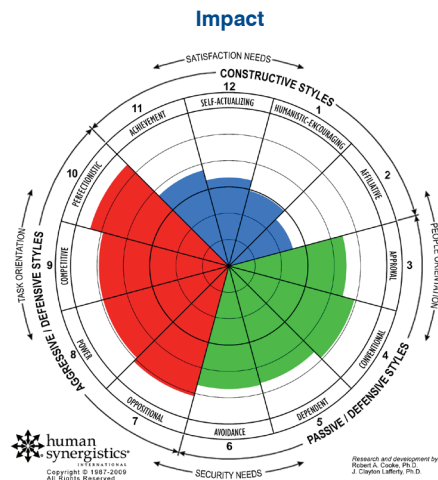


### Leadership Effectiveness

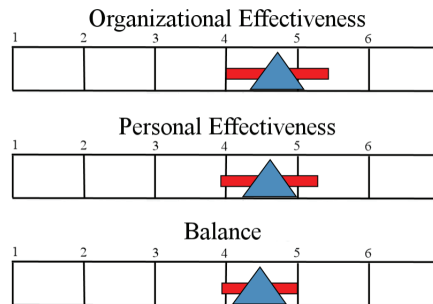


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Figure 2: Most Restrictive Leaders (N=722)



### Leadership Effectiveness



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the impact that they currently have as described by others

- Their self-perceptions of their leadership strategies to the perceptions of others
- Feedback from peers, direct reports, and higher-level managers (via optional 360° feedback)

### WHO SHOULD USE L/I?

L/I is designed for managers, executives, and others in leadership positions.

### L/I AND LEADERSHIP EFFECTIVENESS

L/I helps to explain why some leaders are more effective than others. The top 15% in terms of their use of Prescriptive strategies as described by others were identified and are compared to the top 15% in terms of their use of Restrictive strategies from a sample of 4,822 leaders from 50 different countries. As illustrated by the profiles at left, the most Prescriptive leaders primarily promote Constructive behaviors on the part of the people around them that contribute to a more Constructive culture. The most Restrictive leaders primarily promote Defensive behaviors and, in turn, a more Defensive culture. The barcharts show that these differences in impact translate into noticeable differences in the effectiveness of leaders. The most Prescriptive leaders are consistently viewed by others as highly effective, with scores above 5.5 on organizational and personal effectiveness (well above the historical averages of 5.0 for these measures) and a score just above 5.0 for balance (indicating properly valued by their organization, exercising an appropriate amount of authority, and advancing their organization's success slightly more than their own). On the other hand, the effectiveness of the most Restrictive leaders is below average, with scores below 5.0 in each of three areas of effectiveness measured by L/I.

*continued on next page*

## ACCREDITATION

L/I requires accreditation from Human Synergistics before materials can be purchased. The Impact Accreditation Program is pre-approved for International Coach Federation (ICF) Continuing Coach Education (CCE) units and HR Certification Institute® recertification credit hours.



*The use of this seal confirms that this activity has met HR Certification Institute's® (HRCI®) criteria for recertification credit pre-approval.*