

Leadership/Impact®

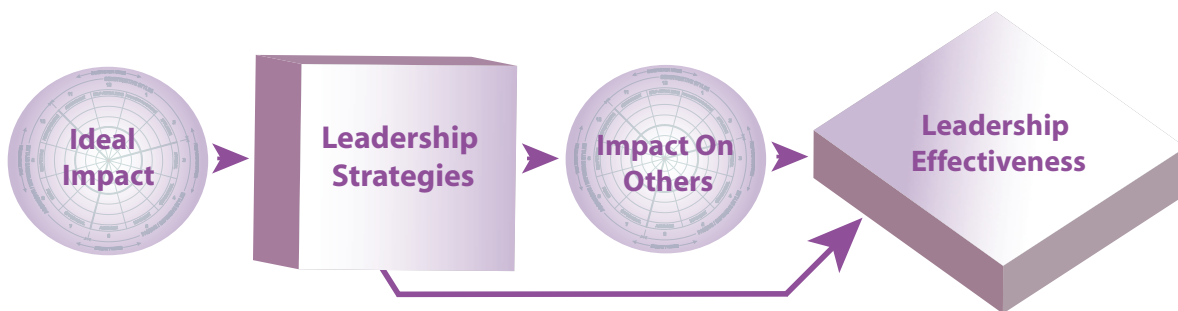


What is Leadership/Impact?

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 managers in using their results to identify and develop more effective leadership strategies.

Figure 1: L/I Impact Model



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L/I Self-Report Inventory is completed by participants 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 selected by the participant to describe his or her overall effectiveness, leadership strategies, and impact on their behavior.

L/I Confidential Feedback Report includes narrative descriptions as well as tables, bar charts, and circumplexes that present the participant's results in three major areas measured by the tool: 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 have been cited in various publications (see Leslie, J.B. (2013). *Feedback to Managers: A Guide to Reviewing and Selecting Multirater Instruments for Leadership Development*, 4th ed. Greensboro, NC: Center for Creative Leadership Press.).

LEADERSHIP EFFECTIVENESS

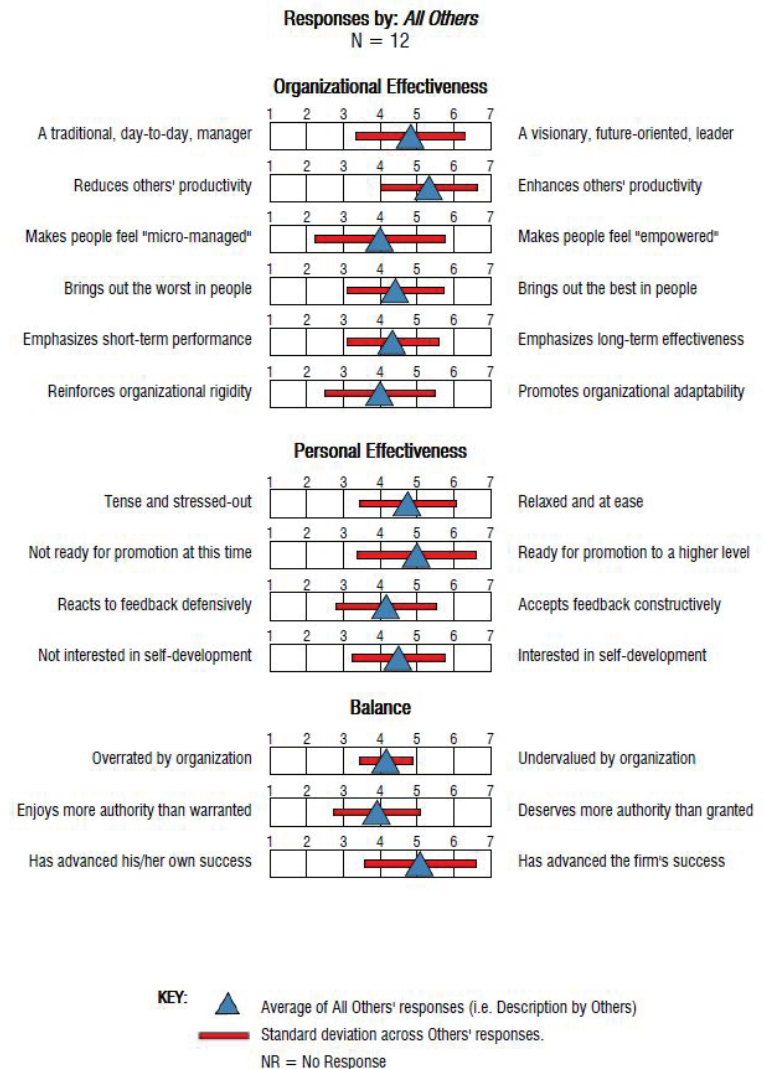
Based on reports by others, L/I provides feedback on the effectiveness of the leader along multiple criteria, including:

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 properly valued by the organization, exercising an appropriate amount of authority, and maintaining a proper equilibrium between advancing his or her own success and that of the organization.

Figure 2: Example of L/I Leadership Effectiveness Feedback



Leaders receive feedback on their effectiveness based on the averaged descriptions by others (indicated by the inverted triangles) and the amount of variation in their responses (indicated by the width of the band around the triangles). Leaders can plot their own aspirations along these criteria of effectiveness in the Feedback Report. Effectiveness results that fall short of what the leader desires 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 Constructive, Passive/Defensive, and 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.

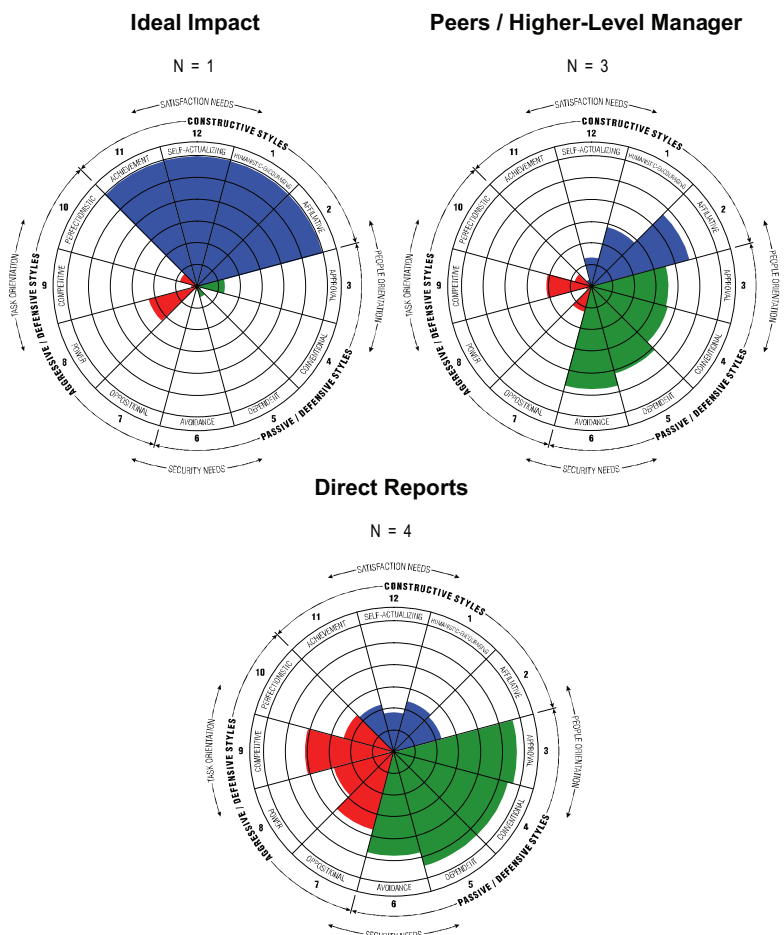
Leaders who have a Passive/Defensive impact

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 required by 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: Example of L/I Impact on Others Feedback



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Leaders receive feedback that compares their overall impact on others (based on the descriptions by all of their respondents) to the impact that they ideally would like to have (based on their self-reports). Feedback can also be broken down by groups (such as peers, direct reports, higher-level managers). Results are presented on the Human Synergistics Circumplex and reveal the behaviors encouraged by the leader 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 reflected in the ways in which leaders carry out their responsibilities in 10 different domains. 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 the activities and behaviors of others with respect to goals, opportunities, and methods. While both types of strategies are important, Prescriptive strategies contribute to the effectiveness leaders both directly and through their Constructive impact on the behavior of others. On the other hand, Restrictive strategies tend to detract from a leadership effectiveness both directly and through their more defensive impact on the behavior of others. Consequently, the frequency with which the strategies are utilized can be important (and otherwise overlooked) levers for improving one's impact and leadership effectiveness.

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: Example of L/I Leadership Strategies Feedback

Envisioning



Item-by-Item Results

Frequency with which you provide leadership by:

Prescriptive	Responses by:		
	Self	Others	Self-Others*
Defining	3.00	3.42	-0.42
having a sense of direction for the organization and its members	3.00	3.58	-0.58
communicating a clear vision of how things should be	3.00	3.42	-0.42
sharing with others your philosophy of management	3.00	3.25	-0.25

Restrictive	Responses by:		
	Self	Others	Self-Others*
Delimiting	3.00	3.22	-0.22
being clear about what you don't like	2.00	3.75	-1.75
viewing certain behaviors (as a matter of principle) as inappropriate	4.00	2.83	1.17
expressing strong opinions against certain ways of "doing business"	3.00	3.08	-0.08

*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; NR = No Response

Leaders receive feedback on the strategies they use to carry out their activities and responsibilities in 10 leadership domains. In general, highly effective leaders use Prescriptive strategies often or more, as indicated by the blue bars extending upward to a score of 3.0 or greater in the top half of the barchart. In contrast, such leaders are viewed by others as rarely exhibiting Restrictive strategies. This translates into bars toward the bottom that do not extend much beyond a score of 1.0. Less frequent than often use of Prescriptive strategies or more than rare use of Restrictive strategies indicate that refinement or redirection of one's strategies could translate into a more Constructive, less defensive impact and more effective leadership.

Leadership/Impact®

HOW L/I WORKS

L/I is designed for leadership development purposes. Those who choose to participate select up to 12 people with whom they work—peers, direct reports, higher-level managers—to describe them. Feedback can be broken out by respondent groups when at least three respondents in each group complete the *L/I Description by Others Inventory*. Feedback from higher-level managers can be broken out individually when they provide their consent when answering the survey.

Completed inventories are scored by Human Synergistics and the results are presented to the participant in a *Confidential Feedback Report*. The feedback report guides recipients in identifying specific steps they will take to strengthen their Constructive impact and enhance their personal and organizational effectiveness.

Accreditation from Human Synergistics is required to purchase and use L/I.

APPLICATIONS

L/I is an appropriate tool for leadership 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 with individual managers or executives as part of a one-on-one coaching process.

Because L/I focuses on leadership strategies and impact on others, the unique information that it provides complements (and can be used in conjunction with) the feedback provided by Human Synergistics' *Life Styles Inventory*™ (which focuses on personal styles), *Management/Impact*® (which focuses on how managers carry out their management responsibilities and the impact it has on the behaviors of those around them), 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: L/I inventories are available in a number of languages. Please refer to www.humansynergistics.com/Products/LanguageAvailability for a complete list of available translations. Because new languages are continually added, be sure to check this list regularly for the most up-to-date information.

360° Feedback: L/I strategy and impact results can be broken down by respondent groups that have at least three respondents, such as peers and direct reports. Feedback from the participant's higher-level manager can be broken out separately when the HLM provides his or her consent when answering the survey.

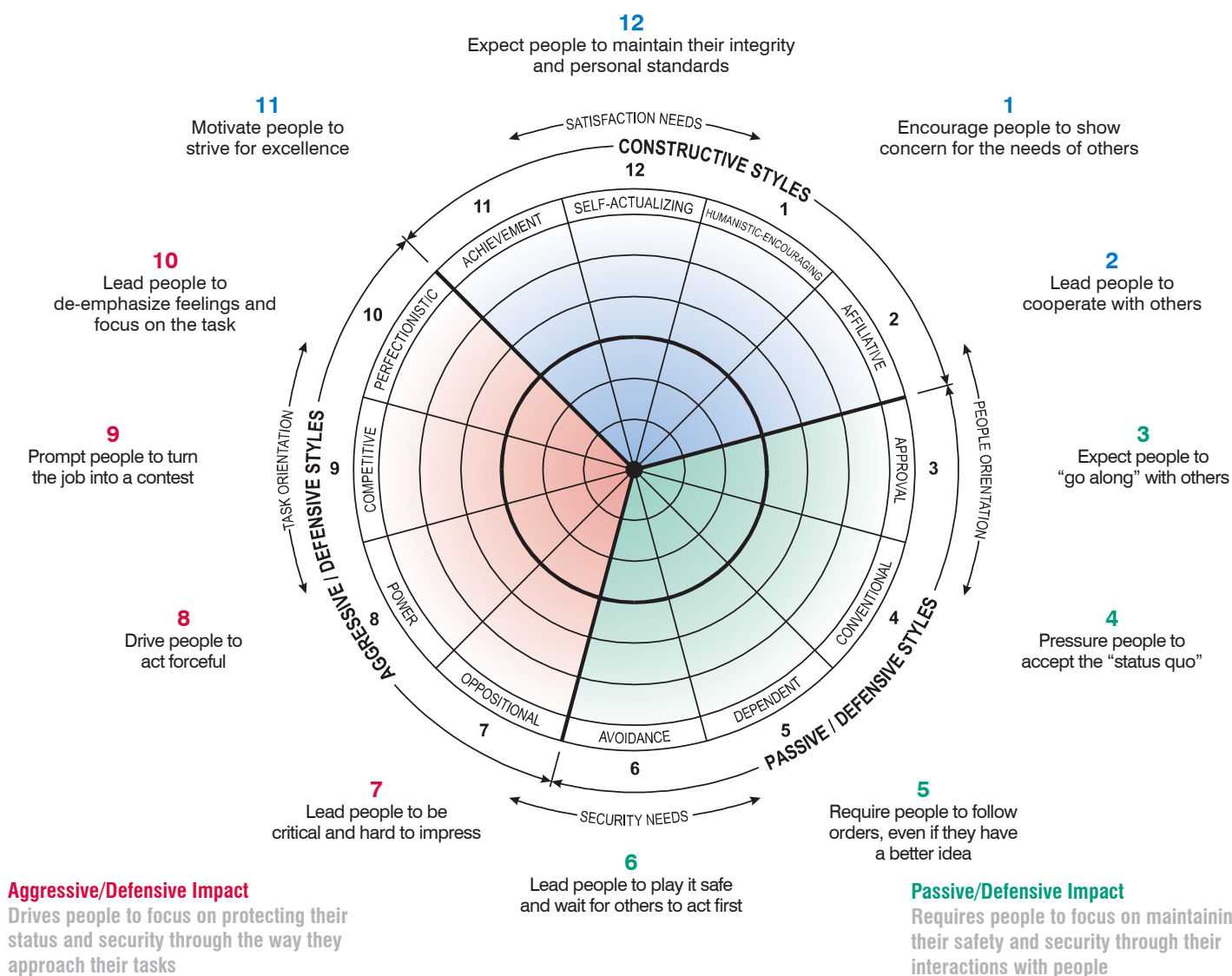
Composite Reports: The averaged L/I results for all participants in a particular project or program can be presented in a single summary report.

About the Circumplex

Human Synergistics International's Circumplex provides a way for leaders to "see" the impact that they are having on people in their organization and, ultimately, their organization's culture. Some of the styles that leaders might promote and encourage contribute to effectiveness and productivity; others do not. Consequently, L/I feedback provides insights into what's happening inside the organization and a clear direction for organizational and leadership development efforts.

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



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Changing the World—
One Organization at a Time®

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

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