


LEIPA

Leadership & Emotional Intelligence 360° Profile Assessment




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Purpose

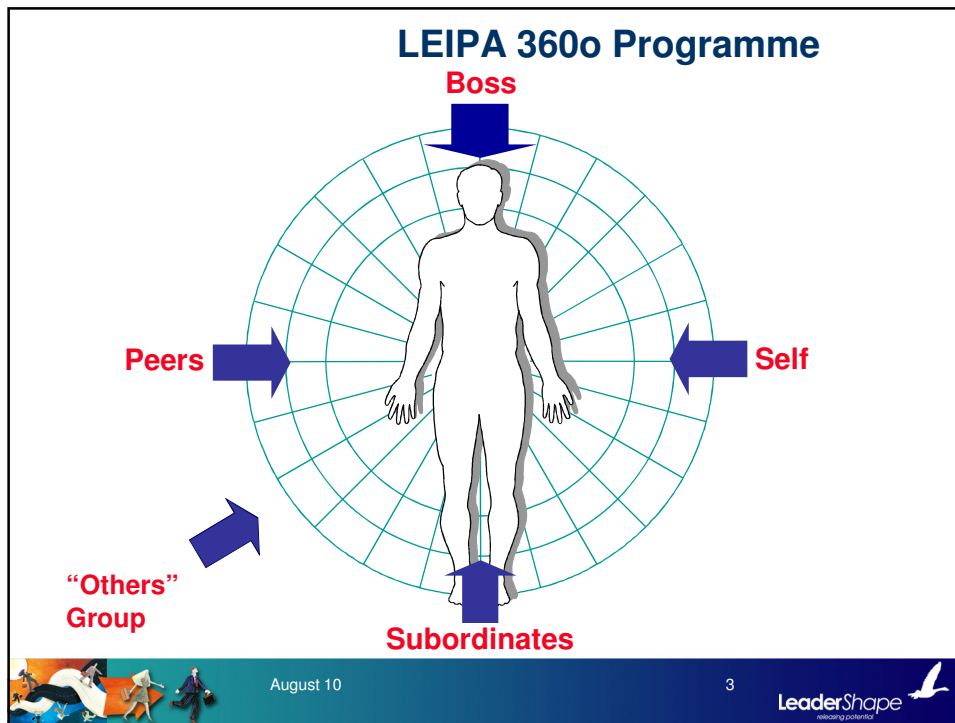
- **To give each individual the opportunity to maximise their development & potential**
 - **Especially when Managers want to improve and develop their leadership capabilities.**
 - **The best way to know where they need to improve and develop is to ask the people they work with.**
 - **And involve them in the development**
 - **In turn this will improve the performance and profitability of the company.**



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WHAT IS 360o

360 Degree Feedback is a means of obtaining frank and honest feedback on work related skills and behaviours from the people in the best position to observe it

- *work colleagues*

NB:

**Measures behaviours – not personality traits.
Therefore feedback is objective, not personal**

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What are COMPETENCIES?

- **Threshold Competence:**

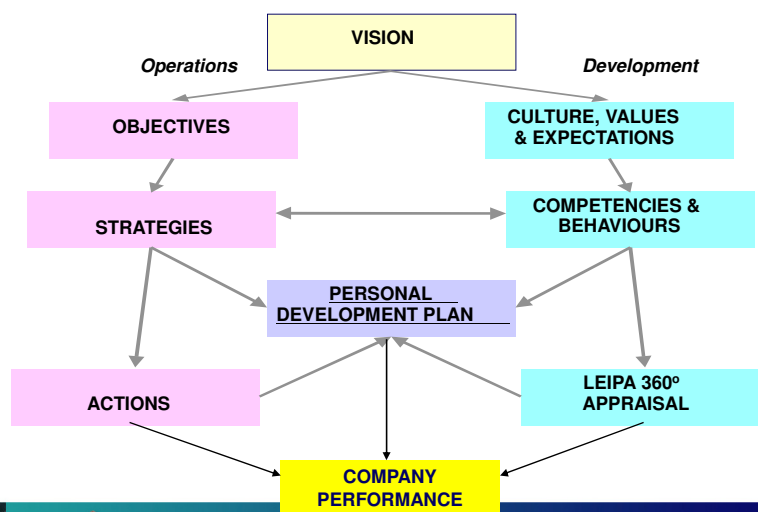
- The **skill** NEEDED to do the job
- Usually some form of process

- **Superior Competence:**

- CAUSED by the **behaviour** of an individual
- Observable soft skill, behaviour or attitude that causes outstanding performance in a role



ORGANISATIONAL DEVELOPMENT



Skills & Behaviours

- **Skills** are based on our IQ
- Our competency in **behaviours** depends on how we manage our emotions

..... Let's look at this in more detail



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WHAT ARE EMOTIONS?



Six Basic Emotions:

- Happiness
- Surprise
- Fear
- Sadness
- Disgust
- Anger

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EMOTIONS

- Emotions are triggered outside of our emotional control.
- Emotions have:
 - Information
 - Energy
 - Influence



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WHAT ARE EMOTIONS?

- *Emotions are mind-body states that are felt in response to a situation (real or imagined) and prepare us to take action*
 - *What am I beginning to feel?*
 - *What do I feel compelled to do?*
 - *What do I need to be aware of?*
 - *What important Goal of mine is involved?*
 - *What is the key issue and which Response shall I choose*
- *Goal Achievement or Frustration?*



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Emotional Intelligence

- Managing the development of emotions in yourself and others
- **Emotional Intelligence is about learning to manage your personality**
- The ability to allow our emotions to inform our intellect – and power our achievements



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EMOTIONAL INTELLIGENCE

Ref: Goleman – The New Leaders

- **Success at work is 80% dependent on Emotional Intelligence – only 20% on IQ**

HR Magazine – 1997 (Based on work by Goleman)

- **Personal Competencies**
 - Self-Awareness
 - Self-Management
- **Social Competencies**
 - Social Awareness
 - Relationship Management
- **EI competencies relate directly to Leadership**



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LEADERSHIP STYLES

- Leadership is a collection of behaviours
- Groups of behaviours can be combined into 6 styles:
 - Visionary
 - Coaching
 - Affiliative
 - Democratic
 - Pace-Setting
 - Commanding
- Which style to use depends on the circumstances
- A leader's ability to assess the appropriate style is dependent on their level of Emotional Intelligence



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360° APPRAISALS ARE EFFECTIVE because:

- ◆ A manager at any level usually spends less than 20% of their time with their direct reports
- ◆ Work colleagues provides a balanced and more accurate feedback of an individual's strengths and developmental areas
- ◆ Measuring relevant competencies and behaviours ensures development is related to the values of the company



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THE PROCESS

PROVIDES CONFIDENTIALITY:

- **Total Confidentiality for the Individual**
- **Only the Individual and Coach / Facilitator sees the feedback report**
- **The Rater Assessments are grouped – so response remains anonymous**



STRICTLY PRIVATE

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THE ASSESSMENT

- **To be completed by the following Raters:**
 - **Self**
 - **Boss (Max 2)**
 - **Peers / Co-workers (3 – 4)**
 - **Direct Reports (3 – 6)**
 - **Others (3 – 4)**
 - **Max: total 16 + Self**

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The Role of Raters

- Raters are asked by Candidate to participate
- It is not mandatory to participate
- Raters complete the questionnaire in confidence & anonymously
- Raters received a unique web link by email to complete the assessment

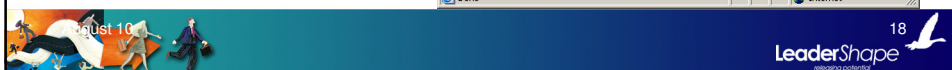
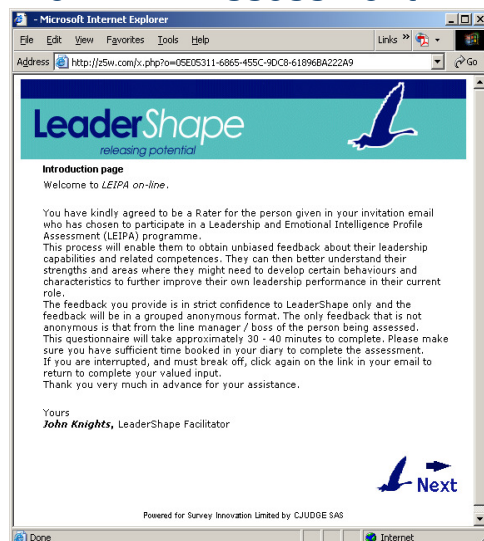


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On-line LEIPA Assessment

- Use only the link in the email YOU received
- You must complete ALL responses
- Click on the “Next” button to proceed to the next page




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On-line LEIPA Assessment



- Identify your role as a Rater
- This is to ensure that Raters are offered the Verbatim pages.
- The Candidate is not offered them




Q1. Are you the Candidate doing your self-assessment or a 'Rater' (assessing someone else)?

Candidate


Rater

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On-line LEIPA Assessment

- First Raters are introduced to the task of rating leadership styles




LEADERSHIP STYLE: RATING IN ORDER OF IMPORTANCE


It is realised that different leadership styles should be used in different circumstances. In this first section, please rate each of the leadership styles in order of importance for you, the person being assessed, to perform your current role to the highest level of competence.

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On-line LEIPA Assessment

- **Rate each leadership style**
- **Place a number from 1 to 6 in each box**
- **'1' indicates the most important**
- **Must fill all boxes**

Rating
Identify the Leadership Style you believe is most important *in their current role* and put '1' in the box. Then identify the Leadership Style you believe is 2nd most important and put a '2' in the box. Etc. Complete all 6 boxes.

Q2. Rank the leadership styles:

AFFILIATIVE Style Leadership: Creates harmony by connecting people to each other. Good for team building, to heal rifts in a team, to motivate during stressful times and to strengthen connections between people.


VISIONARY Style Leadership: Moves people towards a shared vision and goals. It is particularly appropriate when change is required or when a clear direction is needed.

COACHING Style Leadership: Interconnects what each person wants with the organisation's goals. It helps an employee improve performance and develop in order to maximise their potential by building long term capabilities.


DEMOCRATIC Style Leadership: Values people's input and gets commitment through participation. It builds buy-in and consensus and gets valuable input from employees.

PACESETTING Style Leadership: Sets high objectives and specific milestones to meet challenging and exciting goals. Can get high quality results from a motivated and competent team.


COMMANDING Style Leadership: Tells people what to do. Soothes fears by giving direction in an emergency. Is appropriate in a crisis, to kick start a turn-around or with problem employees where no other style has worked.




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On-line LEIPA Assessment

- **Your input will be validated when you click the "Next" button**

Rating
Identify the Leadership Style you believe is most important *in their current role* and put '1' in the box. Then identify the Leadership Style you believe is 2nd most important and put a '2' in the box. Etc. Complete all 6 boxes.

Rank the leadership styles:

1 AFFILIATIVE Style Leadership: Creates harmony by connecting people to each other. Good for team building, to heal rifts in a team, to motivate during stressful times and to strengthen connections between people.


3 VISIONARY Style Leadership: Moves people towards a shared vision and goals. It is particularly appropriate when change is required or when a clear direction is needed.

6 COACHING Style Leadership: Interconnects what each person wants with the organisation's goals. It helps an employee improve performance and develop in order to maximise their potential by building long term capabilities.


5 DEMOCRATIC Style Leadership: Values people's input and gets commitment through participation. It builds buy-in and consensus and gets valuable input from employees.

2 PACESETTING Style Leadership: Sets high objectives and specific milestones to meet challenging and exciting goals. Can get high quality results from a motivated and competent team.


4 COMMANDING Style Leadership: Tells people what to do. Soothes fears by giving direction in an emergency. Is appropriate in a crisis, to kick start a turn-around or with problem employees where no other style has worked.




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On-line LEIPA Assessment

- An explanation is provided at the start of the 92 questions
- A reminder page occurs several times

Rating EMOTIONAL INTELLIGENCE:

The detailed assessment on the following pages is based on the comparison between **'Currently Observed'** behaviour and the reasonably **'Desired'** behaviour that the Assessor (you) would like to observe or experience from the same individual in the same role if they were performing to a high level of competence.

If you are unable to provide a score because you are unable to form an opinion on a particular behaviour or skill, please select 'Not observed'. If your response to more than 10 of the statements has to be 'Not observed', then please contact the organiser to discuss.

Remember: Score each statement based on your **OWN** current observations of working with this person.

Current Observed: How often does this occur now and in the recent past?

Desired: How often would you like this to occur?

There are 92 statements to rate, a separate one on each page.

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On-line LEIPA Assessment

- If necessary adjust your window size so you can see the full statement and responses

Knows which emotions he/she is feeling and why.

Current Observed: How often does this occur now and in the recent past?

Desired: How often would you like this to occur?

Current observed

Never, or almost never

Occasionally

Quite often

Usually

Always

Not observed

Desired

Never, or almost never

Occasionally

Quite often

Usually

Always

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On-line LEIPA Assessment

Knows which emotions he/she is feeling and why.

Current Observed: How often does this occur now and in the recent past?

Desired: How often would you like this to occur?

- Click the appropriate button for:
- Currently Observed
- Desired

Current observed

Never, or almost never

Occasionally

Quite often

Usually

Always

Not observed

Desired


Never, or almost never


Occasionally


Quite often


Usually

Always









On-line LEIPA Assessment

Realises the links between feelings and what he/she thinks, says and does

- Click "Next" and move to next page
- Note %age complete at bottom of page

Current observed

Never, or almost never

Occasionally

Quite often

Usually

Always

Not observed

Desired


Never, or almost never


Occasionally


Quite often


Usually

Always









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On-line LEIPA Assessment

- **After completing the 92 questions**
- **Raters are asked to complete verbatim comments**

Individual comments


This section provides the opportunity for you to comment on those aspects of your relationship with the person being assessed in terms what he / she does that impacts on your work and on you personally.


If you are completing this Assessment Form about YOURSELF, do NOT complete this section.

The feedback of your comments will assist the person being assessed to understand more fully what you value in what he / she does and to understand those areas where he / she could improve.


LeaderShape will produce a report that feeds back the results and analysis of the Assessment to the person being reviewed. These comments will be mixed at random with comments of other raters (assessors) in order to ensure your comments remain anonymous.

You should complete at least one comment in each of the 4 white sections below (even if it is the word 'NOTHING'), but you can include several comments in each section if you wish. However, restrict your comments to 5 rows as this is the maximum that can be transferred onto the written report.







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On-line LEIPA Assessment

- **Keep to maximum 5 lines per comment**
- **Take care if you want the comments to be anonymous**


KEEP DOING: What are the key things the person being assessed does that helps you and the company and which you hope he she will keep doing?

DO MORE OF: What are the key things the person being assessed does to some extent that you feel would be helpful to you and the company if he / she did more of it?







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On-line LEIPA Assessment

- These comments are very useful so try to complete each box.
- You can go back at any time.

START DOING: What are the key things the person being assessed does not do at all, that he / she started doing them, it would help you and the company?

DO LESS OF: What are the key things the person being assessed does which you feel he / she should do less of for the benefit of yourself and the company?

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On-line LEIPA Assessment

- At the end click on “Close”.
- Best to complete in 1 go
- Takes 30 – 40 minutes
- In an emergency you can break off and return to assessment later

Closing page
 Congratulations, you have completed the LEIPA Assessment form. Thank you for your time and interest.

Now, please click the <Close> button below to complete your entry. This will prevent any further reminder emails being sent to you.

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COMPLETING THE ASSESSMENT - Summary

- Leadership Styles - Order of Importance for the current Job
- Dual rating scale: currently observed vs. desired of that person in that role
- Gap analysis (Difference Index = DI) between current “observed” and desired performance for each behaviour
 - “Never or Almost Never, Occasionally, Quite Often, Usually, Always”
 - **DON'T BE TOO HARD, BUT DON'T BE TOO SOFT**
- Do not respond to a particular question if:
 - behaviour in a question has never been observed – and you don't have any expectation to observe
 - your relationship with the Appraisee is too new to have a view
- Non-judgmental scale (measures ‘how often behaviour is observed)



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CRITICAL OUTPUTS OF 360° APPRAISALS

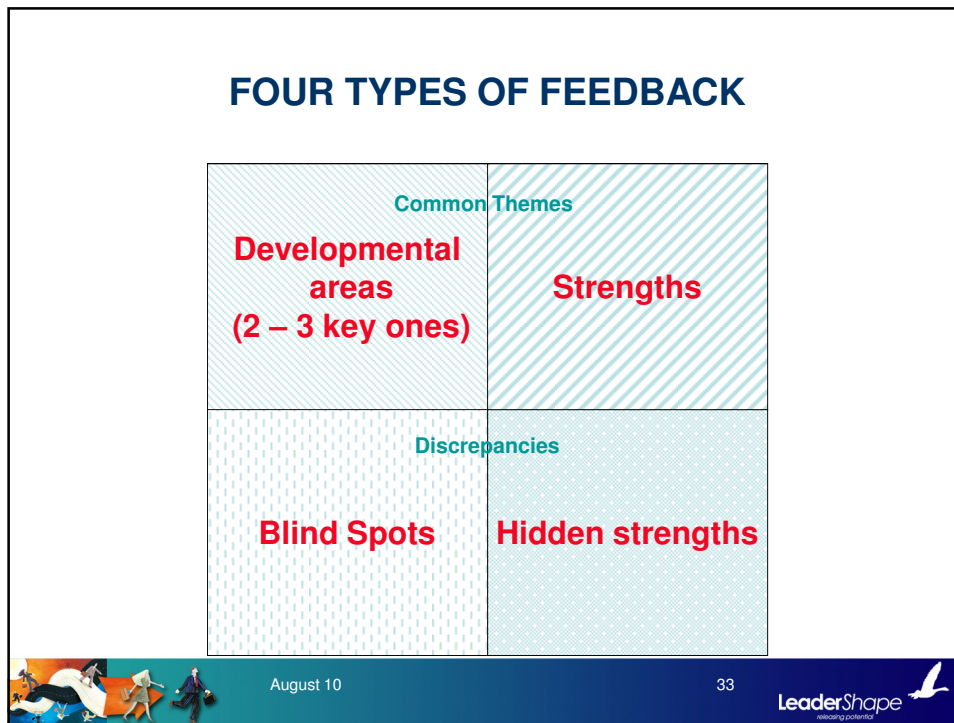
- Identifies raters' view of key leadership styles needed for the role
- Provides competence levels and Difference Index (DI) of each leadership styles
- Specifies specific EI competences required to improve key Leadership Styles
- Accurately identifies key behaviours that can be developed to impact positively on performance
- Based on unbiased and relevant feedback



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360o CHANGE PROCESS

- **There are many pitfalls when implementing a 360o assessment process. *The process of implementation is the most important determinant of its success.***
 - *Kluger & DeNisi 1996 – reviewed 600 x 360o feedback studies*

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360o CHANGE PROCESS

- Candidate shares the chosen 2 – 3 development areas with their raters
- Candidate asks each Rater “what would I need to do to become more effective?”
- Each 4 – 6 weeks, candidate reminds raters of his / her developmental plans, and whether they have noticed a change – and if so, what change




RESULTS, INTENTIONS & BEHAVIOURS

Perception is the only Reality



THE RESULT



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END

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