

Development Report

Ken Sample 25 April 2015



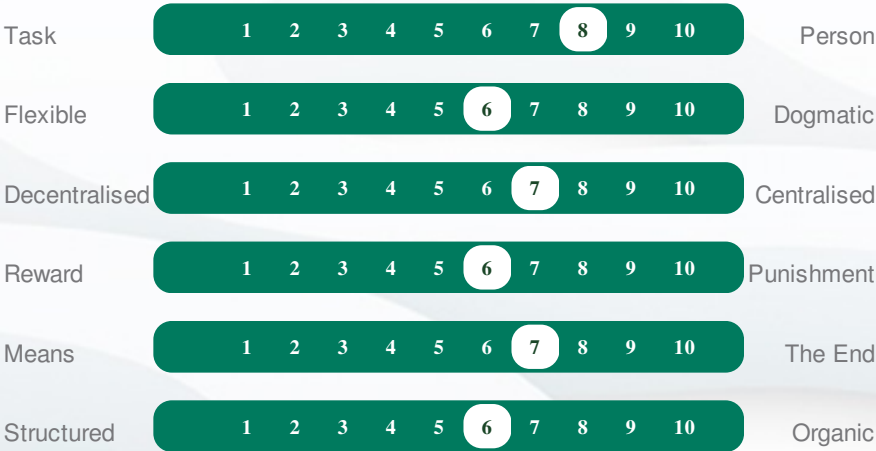
This Development Report provides candidates with :

Feedback on their ILM72 scores

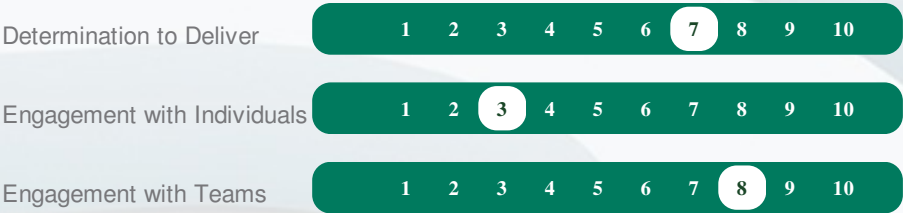
Suggestions for their own development

Summary

SPECIFIC SCALES - LEADERSHIP STYLE



GLOBAL SCALES



Integrated Leadership Style Report for:

Ken Sample

How to use this report

The information used to generate this report was obtained solely from the questionnaire you completed. It represents only one source of information and it is important to recognise that other forms of evidence about your preferred leadership styles will exist. The report should be interpreted within this wider context.

This report has two goals:

Firstly to provide you with feedback about your results – providing you with a set of “scores” and an explanation of what they might mean.

Secondly, its purpose is to give you developmental feedback on your preferred leadership style and behaviours should this be appropriate in some way. This is for you to consider. The report does not imply that you should or could change your preferred style.

Both goals have been achieved by comparing your scores with scores obtained from a very large sample of people in leadership roles in the general population.

The best way to maximise the usefulness of this report is to:

Read the text with an open mind. Consider the findings carefully. Factor in other information from other sources. For example you may wish to discuss the report with your manager, assessor, friend or member of your family. The report gives you a starting point - the discussion allows you to really get to the truth!

Then choose to accept all, some or none of findings presented here. No questionnaire is infallible and you may feel that this report does not represent your preferred leadership style and behaviours. That is fine! However, it should provide you a useful insight into one aspect of the way you interact with the world.

The findings presented here represent a snapshot in time. Your preferred leadership style and behaviours can be developed in a number of ways. In this report there are suggestions as to how you can develop some aspects of your preferred leadership style, if this is appropriate. They are presented in the various sections of the report. They are designed to give you some ideas, but you may know of many other ways of developing your skills - use these in conjunction with the ideas presented here.

Understanding the Scales and Scores

Generally Psychometric data of this type is analysed by reference to the normal distribution curve. Most qualities and traits of this type are distributed normally in nature.

In this case the distribution is unlikely to be a normal distribution. We are not looking at a random normal population.

The distribution is split into deciles. This simply means that the population is split into ten equal percentiles. Each of these splits is called a sten. So the first sten represents the first 10% of the population.

The second represents the second 10% of the population and so on. If an individual's score falls into the range of scores scored by people in the second decile, the individuals score is deemed to fall into sten 2.

STEN									
1	2	3	4	5	6	7	8	9	10
PERCENTILE									
10%	10%	10%	10%	10%	10%	10%	10%	10%	10%

Global Scales

The 3 (second order) global factors are uni-polar. This means that the two ends of the scales are different and one end is low with the other end (usually the higher scoring end) being high.

- Stens 1 – 3 (30%) typically represent “low” scores
- Stens 8 - 10 (30%) typically represent “high” scores
- Stens 4 -7 (40%) typically represent the typical or average or normal person. This covers 40% of the population. These people often provide evidence of behaviour from both ends of the scale.

Specific Scales

The 6 specific style factors are bi-polar. This means that the two ends of the scales are different and in this case there is no high or low end. They are two ends of a continuum between related positions. These scales show adopted style – the extent to which the person has adopted a particular position in the workplace. It might not always reflect preferred style.

- Stens 1 – 3 (30%) typically represent a preference for the style factor associated with this end of the scale
- Stens 8 - 10 (30%) typically represent a preference for the style factor associated with that end of the scale
- Stens 4 -7 (40%) typically represent the typical or average or normal person. This covers 40% of the population and these people will not have strong or persistent preferences – they may be demonstrating behaviours associated with both ends.

If we are looking at different populations we could expect to see slightly different norms. The more senior the person the greater the leadership challenge. In terms of the second order factors you might expect to see typical scores rising in line with seniority.

MOTIVATION (Task vs. Person)

What the leader believes is the prime path to motivation

1 2 3 4 5 6 7 **8** 9 10

This scale reflects and measures the extent to which the leader is orientated towards meeting the needs of the task or is concerned with the needs of individuals.

This features directly in many leadership models and is therefore widely examined and is well understood. If leadership is thought to be about delivering high performance through people, this scale seeks to identify how the leader balances these two interests.

Description of Score

The leader whose approach is to be person focused will be much more concerned about the well being of the team and with developing and preserving meaningful relationships than with the completion of the task.

They will feel that the task is important but that it is not the main driver. Their view is that developing a happy and motivated team and good relationships is what gives satisfaction and creates the capability for performance.

Their view is likely to be that people make organisations work and not the other way around.

Motivation will come from working with people and attending to their personal development needs rather than focusing on goals and objectives.

Developing a more task focused style

Focusing on people and relationships can create a good atmosphere which is good basis for success. However ignoring the need to complete key tasks can lead to problems too:

- People may develop the notion that the task is not important and fail to grasp it's significance
- Processes for task completion are unlikely to be supported and compliance will suffer

Both of these can have an impact on task completion – which can be critical to creating focus and a sense of achievement.

There can be benefits to providing more focus on the task:

- People may understand better their role in the organisation – it has a purpose and that they are key to its success.
- Task completion is also satisfying, which is an important need for many people – creating security and a sense of achievement.

Development suggestions include:

- Set up processes to develop goals and targets for teams and individuals – and monitor them
- Setting SMART (Specific, Measurable, Achievable, Realistic (Relevant) and Time bound) goals and targets for all activities – introduce the idea that anything worthwhile must and should be measured.
- Introduce project management disciplines (training)
- Celebrate and publicise success – particularly the role of teams and individuals in achieving that success
- Provide training in problem solving and decision making – encourage establishment of task finish groups
- Involve everyone/most in business planning activities

ENGAGEMENT (Flexible vs. Dogmatic)

How leaders will engage with others

1 2 3 4 5 **6** 7 8 9 10

This scale measures the extent to which the leader prefers to involve others in analysis and decision making in the organisation. Sometimes referred to as a measure of autocracy.

Description of Score

The person whose approach is balanced between being dogmatic on the one hand and flexible on the other will have awareness that both approaches have their merits.

They will recognise that on occasions a decision has to be made and any further discussion is pointless – the decision has to be implemented.

On the other hand there are often consequences of making a hasty or ill thought out decision so taking time to consult and involve others to get their ideas and their contribution may be equally valuable – particularly where decisions need to be implemented by others.

Developing a more dogmatic or a more flexible style.

There may be advantages in developing a style which is less balanced and more focused on one of the poles of this scale.

Developing a more dogmatic style

Whereas many people respond well to consultation and involvement can be empowering and motivating, it can carry potential downsides:

- Where the culture is flexible it can appear that the leadership is indecisive. Keeping decisions open to harness a wide range of views is useful but there is often a need to strike a greater sense of urgency and importance.
- Encouraging debate and discussion can encourage people to continue to dwell on an issue even when a decision has been made – potentially undermining commitment
- Similarly a consultative process can be slow at times, and consumes time and resource.
- Both of these can have a negative impact on the organisation, reducing its capability to perform when needed.

There can be benefits to adopting a firmer more dogmatic style.

- It provides clear focus i.e. people know what is wanted
- It provides the sense of urgency often needed to develop momentum in an organisation. Most people like to know that the organisation is going somewhere – there is a sense of purpose.

Development suggestions include:

- Limit the amount of consultation on some topics and make decisions on the basis of what is known.
- Identify your own vision and set of values and decide where you will consult and where you want to set the tone for the organisation.
- Once a decision is made stick with it - unless there is a cast iron reason for not doing that.
- Identify one or two key goals and commit to achieving them whatever happens - “come hell or high water” – and prohibit debate once the plan is set

Developing a more flexible consultative style

Whereas many people do respond well to firm leadership of this type and It can be very effective as a means of doing things quickly (particularly in a high pressure situation where action must be taken quickly) it does carry several potential flaws:

- Where the culture is that one persons view holds sway all the time, this can create a form of “learned helplessness”. People begin to feel that they have no role in problem solving or decision making and fail to recognise the opportunity to do so when it arises.
- A dogmatic approach can result in reducing challenge and discussion from subordinates and staff. It can be easy for sycophancy to develop – favouring staff who regularly and unquestioningly support the leaders views. This can impact on the quality of decisions made and on the perception of people who have to live with those decisions.
- Similarly the responsibility for coming with all the ideas falls to one person – the dogmatic leader. No-one is perfect and over time some poor decisions may be made and probably will be made. These can be evident to everyone else and can undermine the leader’s credibility in the eyes of colleagues and clients.

Both of these have the capability to undermine performance in the long term – and it is more difficult to operate an effective dogmatic style in a larger or a growing organisation.

- There can be benefits to adopting a more flexible consultative style.
- It widens the pool of ideas from which plans actions can be drawn
- The process of involvement is motivating for a lot of people. If they participate in some way in the decision they are more likely to be fully committed to its implementation.

Development suggestions include

- Set up processes to channel ideas and suggestions to the leader. Take time to consider each before commenting.
- Identify by when a decision should be made and leave the time open for discussion etc
- Allowing problem solving and action planning events to be facilitated by someone other than you
- Avoiding criticism of the work of others. Making mistakes is part of the process of learning.

CONTROL (De-centralised vs. Centralised)

The extent to which leaders need to be in control

1 2 3 4 5 6 **7** 8 9 10

This scale measures the extent to which the leader feels they are central to the operation and to what extent they will empower others to exercise authority.

Description of Score

The person whose approach is balanced between being centralised and decentralised is someone who is aware that sometime it is appropriate or useful to control things from the centre and at other times the situation calls for delegation and empowerment.

They will recognise that they are not necessarily central to every aspect of the operation but that the situation may demand that they adopt a central role.

Equally they are aware of the capability of the people around them and are happy to delegate authority to them and to support them in the delegation of that authority.

Their perception of the capability of the people around them may be a factor in determining the preferred approach.

Developing a more centralised or de-centralised style. There may be advantages in developing a style which is less balanced and more focused on one of the poles of this scale.

Developing a more centralised style

A de-centralised style can be very effective in creating an organisation which has a strong capability to solve problems and perform without the need for control from above. However this approach can develop problems over time, including:

- Not everyone will be comfortable about making decisions without some steer and guidance from above.
- Most people appreciate some degree of visibility from the leadership of the organisation – and will accept a reasonable degree of control for all the signals it sends – indicating direction, pace, etc.

There may be benefits in adopting a more centralised style:

- Employees may have a better sense of direction and thus are better able to prioritise and plan as a result
- There may be some decisions and problems which need input from a higher level in the organisation
- Consistency of decision making may be enhanced and this may be important particularly during a period of upheaval or dramatic change

Development suggestions include:

- Identify areas or aspects of the business where your direct involvement is critical and/or beneficial – and where decisions need to be made by you or can be usefully made by you.
- Identify guidelines and criteria for decision making and monitor their application
- Introduce reporting meetings where staff report on key decisions they have made (not decisions they wish to make) and why they made them.

Developing a more de-centralised style

This style can be very effective where the organisation is comparatively small and/or where others are not as experienced or as competent as the leader. However it can carry disadvantages too which can grow over time if not checked. These include:

- Speed of decision making can slow and comparatively trivial decisions are made at too high a level in the organisation.
- Development of the team is inhibited and their capacity to solve problems at the level at which they occur diminishes – which can become very inefficient over time.

The development of the leader may slow too. The leader's time is taken with issues and tasks which should be handled elsewhere.

There may be benefits to adopting a more de-centralised style.

- Problems are solved more quickly and at the point where they occur – usually the best people to do that
- Capability and response ability of the whole organisation is enhanced

Development suggestions include:

- Delegating specific areas of responsibility – to teams and to individuals
- Allowing problem solving and action planning events to be facilitated by someone other than you
- Defining responsibility and accountability for others & identify boundaries
- Provide guidance for decision making

RECOGNITION (Reward v. Punishment)

The leaders preferred approach to recognition

1 2 3 4 5 **6** 7 8 9 10

This scale measures the extent to which the leader believes that people are motivated by reward or by punishment.

Description of Score

The person whose approach is balanced between reward and punishment will be aware that there is value in the “carrot and the stick”.

They will recognise that some situations will call for a firm approach where there is little or no scope for failure – and dealing with that may need a harsh approach.

In other situations there may be more scope for encouraging better levels of performance by focusing on reward & recognition as a motivating factor.

Developing a more reward or punishment orientated style.

There may be advantages in developing a style which is less balanced and more focused on one of the poles of this scale.

Developing a more punishment orientated style

Whereas it is true that use of the “carrot” can be effective in making people aware of the need to do things right and of setting standards, persistent use of this style can create complacency and create problems.

These could include:

- People begin to expect reward – even when their achievement is minor – the value of the reward subsequently diminishes in their eyes
- Poor performers are not dealt with – except in the sense that they do not receive a reward
- There may be benefits to adopting a more punishment orientated style.
- Being over-generous or lavish with praise and recognition diminishes its worth. People need to earn it for their efforts and their achievements.
- People learn that there are consequences to poor performance and to making mistakes
- People learn from their mistakes if these are drawn to their attention as much as through any other process
- From a young age the “naughty corner” works

Development suggestions include:

- Create a clear set of standards and introduce a disciplinary process to support their attainment – setting out consequences of failure
- Avoid being overgenerous or lavish with praise and recognition. People need to earn it for their efforts and their achievements.
- Learn to think about standards and expect people to observe them. Be determined to ensure they are maintained on a consistent basis.
- Learn to confront unacceptable behaviour or performance

Developing a more reward orientated style

Whereas it is true that use of the “stick” can be effective in making people aware of the need to do things right and can support establishing standards, there will be situations where persistent use of this style can wear people down and create problems.

These include:

- People adopt a minimalist approach – they do as little as possible because there is less risk of punishment for getting it wrong.
- People learn to hide mistakes and errors; these don't get solved and are repeated.
- Others take their cue from the leader and punishment becomes a cultural feature of the organisation creating a blame culture.

There may be benefits to adopting a more reward orientated style.

- People can be motivated by recognition and reward – even when the achievements are modest.
- Success often breeds success and feeling successful can have the same impact.
- A more open culture can emerge which helps problem solving and continuous improvement

Development suggestions include:

- Creating a strategy and plan for reward and recognition – identify what you are prepared to reward (perhaps tangible things that are important to you and to the organisation) and set up a process to identify when those opportunities present themselves.
- Publicise successes and the people involved with them
- Create role models in the organisation and support them.

GOAL ORIENTATION (The Means vs. The End)

How important achieving goals is to the leader

1 2 3 4 5 6 **7** 8 9 10

This scale measures how important hitting goals and targets are to the leader – and what they are prepared to sacrifice to get there.

Description of Score

The person whose approach is balanced between the means and the end will be aware that maintaining a strictly caring position is good behaviour but that the real world is also very competitive and challenging and sometimes the job needs to get done – irrespective of the consequences.

When that happens they may seek to moderate any negative impact by supporting those adversely affected or by providing as much explanation as possible.

Developing a more means or end orientated style. There may be advantages in developing a style which is less balanced and more focused on one of the poles of this scale.

Developing a style more focused on the end

- Focusing on the means rather than the end can be valuable in many ways. This can ensure that what you do is in line with values, ethical standpoint and standards which are important in the conduct of any organisation.

However, if insufficient attention is given to the End then in some circumstances there will be a risk of underperformance where achievement is critical:

There is a risk that “out and out” focus on the means can lead to an excessive concern with environmental, social, interpersonal and legal factors – which might mean that the ability to achieve is hampered.

There can be benefits to maintaining a better balance between the means and the end:

- The means are not seen as blockers - reasons for non-achievement
- There is a focus on delivery and the task which may result in commitment throughout the organisation being enhanced

Development suggestions include:

- Carry out Risk Analyses to identify what are the risk, costs and benefits for acknowledging each form of means and accommodating these.
- Identify what the minimum position is for each factor, what the optimum position is and what position could be adopted without seriously compromising focus on the end.
- Develop a vision and value statement - & identify implications for each. Publish it.

Developing a style more focused on the means to success

Focusing on the end rather than the means can be valuable in some circumstances. E.g. threatened liquidation, critical delivery, restructuring, merger, takeover, business failure, etc may create situations where survival and/or performance is the paramount concern.

However ignoring concerns about the means can lead to problems too:

- There is a risk that “out and out” focus on the end can lead to ignoring environmental, social, interpersonal and legal factors, all of which can have equally severe implications
- This approach touches upon peoples (customers, suppliers, employees and stakeholders) concepts of values and morality – making some unwilling to contribute to the cause

These can have an adverse impact on capability & performance.

There can be benefits to attending to the means of achievement:

- More likely to comply with social, legal and moral standards
- The means is part of the process of achievement – more likely to get participation and support in this is recognised

Development suggestions include

- Carry out PESTLE (Political, Economic, Social, Technological, Legal and Environmental) analyses – identify factors important in delivery of the end – and what should be done about each
- Appoint an “auditor” for this role. Delegate specific responsibility to someone to keep an eye on this.
- Develop a vision and value statement - & identify implications for each. Publish it. Live It. Walk the Talk.

STRUCTURE (Structured vs. Organic)

How important structure is to the leader

1 2 3 4 5 **6** 7 8 9 10

This scale measures the extent to which structure, planning and personal organisation are important to the leader and to what extent they will rely upon their presence, intuition and instinct to achieve in their role.

Description of Score

The leader whose approach is balanced between a structured approach and an organic approach will be aware that their natural personal qualities may need to be augmented (at different times and in different situations) by adopting a structured and systematic style of leadership.

Setting out vision, strategy and plans to followers will be useful where they appear to have doubts about following the leader on the basis of the leader's charisma or style.

Developing a more structured or organic orientated style. There may be advantages in developing a style which is less balanced and more focused on one of the poles of this scale.

Developing a more organic style

The structured style can be very effective because it often relies on use of well researched models, logic and structure which provides a good deal of clarity and transparency. It can be based on application of good practice and role modelling on the experience of others.

However a highly structured approach can also present problems:

- Outputs can appear dull and lifeless and semi-academic.
- It is rare that an area of interest has only one model which applies to it. This can lead to excessive debate about which model is best
- Personal presentation can also appear to be short of enthusiasm e.g. the sell is from the head and not the heart

There may be benefits to adopting a more organic style.

- People can see more clearly the passion and personal commitment of the leader – and can respond positively to that
- Breathes life into structures and processes implemented by a leader

Development suggestions include:

- "Walk the talk" – make yourself accessible to people – spend time "on the job".
- Translate models and approaches into ordinary everyday language – and use it in preference to any other.
- Participate in Road shows
- Socialise in the workplace – run breakfast meetings, etc
- Attend a wide range of others meetings and presentations – show your personal commitment.
- Develop an anecdotal style – illustrate what you want to achieve by use of case studies and stories – avoid preaching or giving lectures.

Developing a more structured style

The organic style can be very effective because it is such a natural style (and often has a charismatic appeal). Followers tend to see this as an expression of commitment and find it appealing.

However an organic approach can also present problems:

- Followers can find the style of leadership appealing but may not be able to see the substance. They will not always see clearly what the leader stands for and what the core strategies are.
- The highly reactive approach makes it difficult to see commitment to process and structure which guides many people –

particularly those within the organisation.

There may be benefits to adopting a more structured style.

- People can see more clearly what the leader is seeking to achieved and how that is to be achieved – and will respond positively to that.
- The introduction of structure and a framework within which followers can operate with confidence.

Development suggestions include:

- Seek to develop a vision, values and strategies which can be articulated and presented to others
- Encourage the development of simple policies and procedures which underpin core activities.
- Encourage others to present the message – so that the message becomes as important as the creator of the message.
- Carry put a risk assessment on the organisation structure – is it capable of surviving your departure? – What needs to be done to ensure its integrity?

DETERMINATION TO DELIVER

1 2 3 4 5 6 7 8 9 10

The extent to which there is a single minded determination to achieve – in the short and long term. Delivering what is promised is an over-riding requirement which leads to success and the feeling of success. The single minded person can bruise (or make uncomfortable) people who get in the way or don't respond quickly enough. This is not personal – it is to do with the task and not people.

In the general population most (c.40%) of the population will achieve scores in this area. The task orientation will be that of the typical or average person – sometimes they will be task focused - on other occasions they will appear to be less so.

Delivery of the task – on time and on target will be important to them but typically be balanced with other needs and issues. Sometimes it will be a priority and a driver and on other occasions other factors and issues will take precedence.

They will often be focused on maintaining a balance between the deliveries of the task with other things.

ENGAGEMENT WITH INDIVIDUALS – Individual Cohesion

1 2 **3** 4 5 6 7 8 9 10

The extent to which there is focus on enhancing the capability, confidence and commitment of individuals to enable them to contribute to the organisation and to fulfil themselves. The emphasis here is on ensuring the people have the skills, knowledge and behaviours to carry out their roles in the organisation. Attending to the organisations needs will normally be more of a priority than attending to the individuals needs – although an effective leader will be aware of both.

Typically people with scores at this level place a low emphasis on the individual. They may feel that the individuals needs have only a limited relevance to doing the job successfully & that these have only a limited effect on performance. . For instance, provided that people are given clear guidance and instructions and do as they are told then the job will get done.

Other things may feel more important to them – but they will still be aware of the value of effective relationships.

- Employee welfare will be relatively low on the list of priorities. Its up to people to fend for themselves
- As long as people know the basics to do the job they don't need anymore.
- People are factors of production – there's little need to focus on building relationships with them.
- Tell people only the basics of what they need to know – and no more.
- Not really interested in how people are feeling – they are here to do a job and that's all I want from them.
- If people don't get on, you are not particularly worried or scared of disharmony.

ENGAGEMENT WITH TEAMS – Team Cohesion

1 2 3 4 5 6 7 **8** 9 10

The extent to which there is focus on and attention given to harnessing all the potential in an organisation so that problem solving and decision making can occur more efficiently and more effectively.

The emphasis here is on enabling groups of people to gather their knowledge, experience and skills and apply these to managing the day to day operation within the organisation – particularly attending to problem solving and to making decisions which are at their normal limits as individuals.

An objective here is to enable decisions to be made at the appropriate level and to prevent relatively minor decisions being “sucked” up the organisation and occupying time and resource better used elsewhere.

Typically people with high scores show a strong concern with developing the capability of the organisation to deal with problems and issues. There is a firm understand of the value that team working and synergy can bring to a business and a good understanding of how it can be developed. They will demonstrate a tendency to:

- Be consultative
- Respect the abilities of others
- Encourage others to use own initiative – decentralised approach
- Believe there is value in sharing ideas & getting others points of view
- Avoid being dogmatic – prepared to be flexible and to delegate
- Maximise the use of the skills and capabilities within the work force
- Avoid feeling that they are the centre of everything – they are not irreplaceable
- Understand that this is not about being soft or particularly caring – nor is it concern for feelings. You don't have to like each other, but you do have to listen to one another and work together.

Comments/additional information

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