

Leadership Judgement Indicator Narrative Report

Name Of Respondent:

A Sample

Job Title:

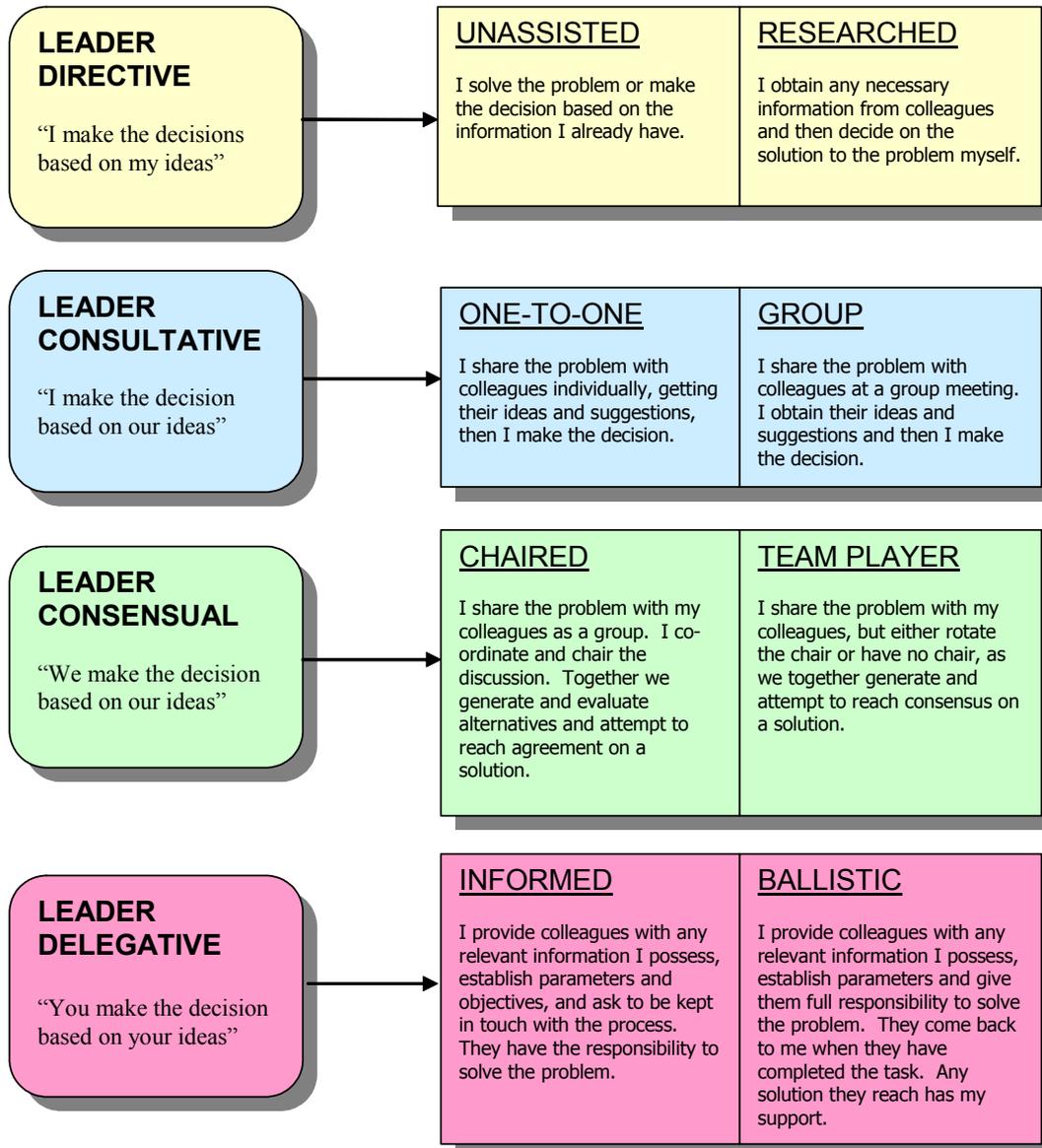
General Manager

Date Of Completion:

02 March 2006



The questionnaire you completed (Leadership Judgement Indicator or LJI) is based on the Formula 4 Leadership Model. This provides a uniquely powerful way of describing different leadership styles and then selecting the approach that has the best likelihood of success in any specific situation. The range of styles is summarised in the table at the end of the report. No one leadership style is universally applicable or inherently better than any other. Effective leaders gear their style to the nature of the task and the characteristics of the people involved, guided by the Principles that are described in the table. If this is your first exposure to the Formula 4 Leadership model, you are now recommended to spend a few minutes looking at the table - as your report will be based upon these styles.



Introduction

This is your personal Formula 4 report, based upon the way in which you completed the Leadership Judgement Indicator (LJI). The LJI asked you to put yourself in the position of the leader in 16 scenarios and decide upon the appropriateness of different ways of approaching each situation.

The report's purpose is to help you create a Leadership Development Plan. It draws conclusions by comparing your answers with the Formula 4 Leadership Model and a population of highly achieving and successful managers who have previously taken the Indicator. In constructing your Plan you should take this report and all other relevant forms of information into account.

The report is structured as follows:

Your Preference for each of the Styles - describes your inclination to use the different Leadership styles.

Your Judgement in choosing each Style - describes the extent to which your responses agreed with the Formula 4 Leadership model.

How your Preferences impact upon your Judgement - provides developmental advice, based upon the interaction between the Preference and the Judgement you demonstrated in completing the LJI.

Validity of findings - compares the way in which you used the rating scale with how others have used it. Over or under use of parts of the scale may affect the validity of the findings.

Your Preference for each of the Styles

Analysis of your responses to the 16 scenarios in the Indicator shows that you chose a **Directive** approach rather more than other highly achieving and successful managers. To use Directive Leadership when a task should have been delegated leads to subordinates feeling undervalued and potentially resentful. Using Directive Leadership when a more democratic style would have been appropriate, reduces both the development of subordinates and the quality of decisions. You should now seek more balance in your use of this style.

Turning next to the **Consultative** style of Leadership decision-making, you chose this approach as often as other successful managers. As a result, you are less likely to run the risk of appearing to 'rail-road' decision-making, or alternatively,



lower morale by giving the impression of lacking trust in others. Nevertheless, if a situation were to present itself, which truly demanded much higher or lower levels of consultation, could you adapt and meet that challenge? There may be occasions in the development of your team when this is necessary, so your ability to choose the right times will be important. You can get more information about this in the Judgement section below.

You selected the **Consensual** style somewhat less often than other highly achieving managers. If you use the Consensual style too little, it can lead to inferior decisions, especially in circumstances where 'everybody has a piece of the jigsaw'. Further, if a judgement is demanded in an unfamiliar situation, group consensus can be invaluable to you. While it can be tempting not to involve others in a fast-paced environment, this can undermine attempts to create a participative culture. You might consider whether a more 'roundedness' as a leader is needed.

The Indicator also allows your preparedness to choose **Delegative** decision-making to be benchmarked. Your scores suggest you do this as often as others. This is an interesting finding, for it means that you are unlikely to be criticised for abrogating your responsibilities, or for failing to allow more talented and maturer members of your team to have some 'elbow room'. Even so, the question is, are you able to be much less or much more Delegative if that were necessary?

Your Judgement in choosing each Style

Introduction

Your ability to select the appropriate leadership style, in accordance with the Formula 4 Leadership Model, will have a large impact on personal and team effectiveness. There was information available in each of the scenarios to identify the decision-making style that was likely to work best. The LJI identifies your judgement in singling out that style from the other three options. The LJI assess how wisely you have been able to analyse the 16 scenarios and have been able to isolate the correct responses. People who reveal the best Leadership Judgement are able to select the 'best bet' items and rate them as 'highly appropriate' (ie 5 on the rating scale) and rate competing items as having lesser merit. The following paragraphs compare your decision-making with other highly achieving and successful managers.

Overall Leadership Judgement Compared with the Managerial Reference Group



You demonstrate a very good ability in the Indicator to select which style would be appropriate. This ability to differentiate when to use each style is a real strength and a sound basis for developing a good reputation for effective leadership. Deliberately using the styles that you feel to be appropriate; rather than being constrained by traditional habits, may be an appropriate way to capitalise upon this strength.

Directive Leadership

Your Judgement in selecting Directive Leadership was more accurate than the large majority of managers. When used at its best, this style can establish guidelines and limits, provide a focus on clearly understood goals, reduce duplication and can enhance respect for the leader. It has the advantage of achieving quick results and is particularly valued by other team members when they are working in unfamiliar situations.

In considering your Leadership Development Plan and Directive Leadership, there were indications that you were able to recognise the need for both the Unassisted and Researched styles.

Consultative Leadership

You demonstrated better Judgement than the large majority of managers in choosing Consultative Leadership. Your strength in selecting this style can raise the level of commitment and enhance feelings of ownership among the team. It ensures that problems are understood, profiting from the experience of everybody. The generation of more information and ideas from the team leads to increased awareness of the current situation by everyone and also can lead directly to development opportunities. Your potential to develop others is considerable for you could act as role model to others in the area of Consultative leadership and usefully coach those who are.

In considering your Leadership Development Plan and Consultative Leadership, there were indications that you were able to recognise the need for the Group style.

Consensual Leadership

In completing the LJI, you showed good Judgement in accurately selecting the Consensual Leadership style. Using this skill will lead to a shared vision among the team and development of subordinates. This style incorporates other people's ideas and reasoning. It results in decisions that are acceptable to everyone. It can lead to high degrees of ownership, buy-in to action and a clear,



shared focus. Therefore, you are likely to be applauded for your empathy and understanding about what makes colleagues 'tick' and you may be able to find opportunities to coach others in the situational analysis that you employ in determining when to adopt this style.

In considering your Leadership Development Plan and Consensual Leadership, there were indications that you were able to recognise the need for both the Chaired and Team-Player styles.

Delegative Leadership

Your responses to the LJI demonstrated somewhat better Judgement than others about when to use the Delegative style. You appear to be aware of when reporting colleagues can thrive on greater autonomy. You have the wisdom to give them the freedom to generate solutions themselves in such circumstances and the preparedness to back whatever decision they arrive at.

In considering your Leadership Development Plan and Delegative Leadership, there were indications that you were able to recognise the need for the Ballistic style.

How your Preferences impacts on your Judgement

You showed confidence in accurately selecting Directive Leadership. When used at its best, this style can establish guidelines and limits, provide a focus on clearly understood goals, reduce duplication and can enhance respect for the leader. It has the advantage of achieving quick results and is particularly valued by other team members when they are working in unfamiliar situations.

You were more accurate than the large majority of managers in choosing Consultative Leadership. Your strength in selecting this style can raise the level of commitment and enhance feelings of ownership among the team. It ensures that problems are understood, profiting from the experience of everybody. The generation of more information and ideas from the team leads to increased awareness of the current situation by everyone and also can lead directly to development opportunities.

In completing the Questionnaire, you were very successful in accurately selecting the Consensual Leadership style. Using this skill will lead to a shared vision among the team and development of subordinates. This style incorporates other people's ideas and reasoning. It results in decisions that are acceptable to everyone. It can lead to high degrees of ownership, buy-in to action and a clear,



shared focus.

You chose the Delegative style relatively frequently but were approximately only as accurate as other managers, when identifying whether it was appropriate. If you have people working for you, there will be occasions where you should allow them the freedom to deal with matters that are within their own competence. It is important, however, to consider the position from the viewpoint of the other team members. If you delegate in situations where they do not have the knowledge, skills or authority to complete the task, your delegation will perhaps be seen as abdication.

Validity Of Findings

It has been possible to analyse the way in which you used the Rating Scale when answering the 64 questions in the LJI. We can compare your pattern of responding with other people to see whether you adopted an unusual strategy. This can help us judge how much weight to place on your results.

Your use of the Rating Scale appears to be broadly in line with the majority of people completing the Indicator. There is nothing in this that might affect the validity of the findings to any great extent. You can, therefore, have more confidence in the profile obtained.

Development Assistance

In creating your Leadership Development Plan, you should consider any aspect of the Report that you find positive, negative or which you find interesting. You should think about these aspects in the context of the other things you know about your leadership experience. You may then find it beneficial to discuss it with some other person who you trust, possibly someone who knows something of your leadership style in practise. You should then seek to set yourself a small number of specific, positive, behavioural targets about the way in which you will address leadership situations in the near future.

You may find some of the following instruments helpful in particular circumstances :

The **Formula 4 Leadership Personal Development Planner** is a structured instrument which allows you to take the key aspects of this Report and turn them into a detailed, written Personal Development Plan.



The **Formula 4 Leadership Decision Tree** is a uniquely powerful computerised planning tool to assist in making the appropriate leadership choices when facing any given set of circumstances. It is designed to help you apply the Principles of Formula 4 Leadership to any problem, where you have to select the style that is most likely to be successful in handling a decision-making situation concerning you and your team.

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PRINCIPLES AND TENETS OF FORMULA 4 LEADERSHIP

Principles of Formula 4 Leadership

These principles focus a leader's time and energy to achieve optimal results.

Effective leaders -

- **always consider how important the decision is;**
- **see if the decision offers a development opportunity for their team;**
- **ensure that important decisions are worked on by the best-qualified people;**
- **stay personally close to important decisions which are unfamiliar in nature;**
- **seek to establish mutual interest so that subordinates share the same goals as those of the organisation;**
- **involve subordinates in decision making whenever their commitment is uncertain yet required;**
- **involve teams to improve the technical quality of decisions when breadth of information and multiple perspectives are called for;**
- **use appropriate individuals to improve the technical quality of decisions when intricate, sequential reasoning is required;**
- **evaluate their performance against these Principles in the short, medium and long term.**

Tenets of Formula 4 Leadership

- **No one leadership style is universally applicable to all decision making situations.**
- **No one leadership style is inherently better than any other.**
- **Effective leaders gear their style to the nature of the task and the characteristics of the people involved.**
- **Each decision-making situation can be methodically assessed to determine the most appropriate leadership style.**
- **Effective leadership involves a preparedness to adopt different styles of decision making.**

