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Development Report

SUMMARY

STEN GRAPH - Ms Marry Sample

SPECIFIC SCALES - LEADERSHIP STYLES

TASK	1 2 3 **4** 5 6 7 8 9 10	**PERSON**
FLEXIBLE	1 2 3 4 5 6 7 8 9 **10**	**DOGMATIC**
DE-CENTRALISED	1 2 3 4 5 6 7 **8** 9 10	**CENTRALISED**
REWARD	1 2 3 4 5 6 7 **8** 9 10	**PUNISHMENT**
THE MEANS	1 2 3 4 5 6 7 8 **9** 10	**THE END**
STRUCTURED	1 2 3 4 **5** 6 7 8 9 10	**ORGANIC**

GLOBAL SCALES

DETERMINATION TO DELIVER	1 2 3 4 5 6 7 8 9 **10**
INDIVIDUAL COHESION	1 2 3 4 **5** 6 7 8 9 10
TEAM WORKING	1 2 3 **4** 5 6 7 8 9 10

Integrated
Leadership
Measure

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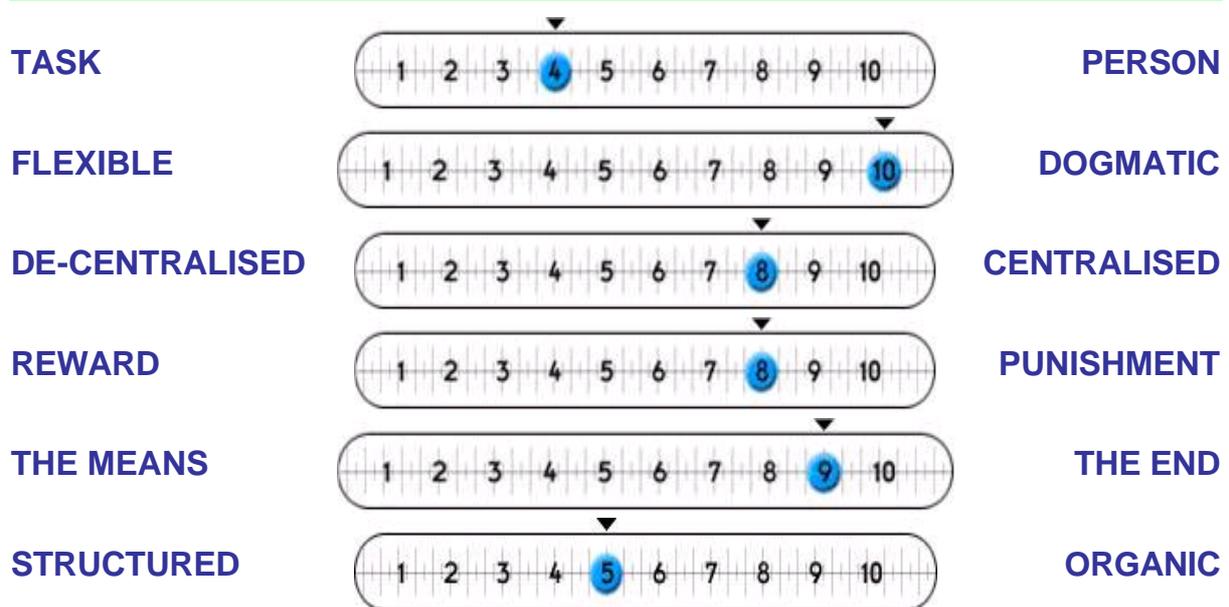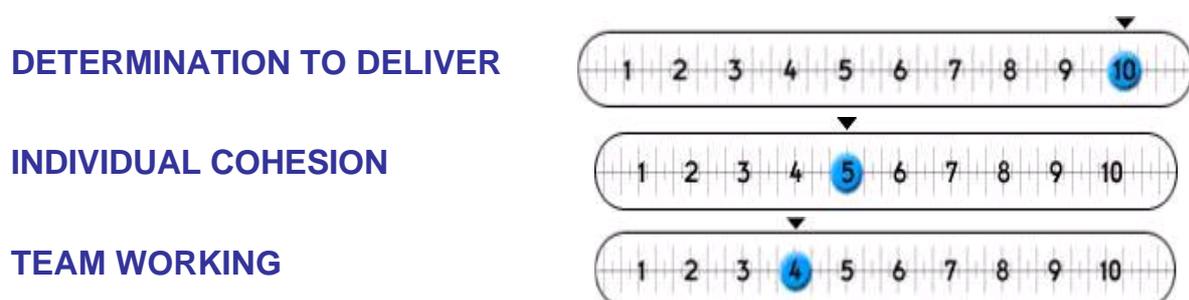
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HOW TO USE THIS REPORT

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 adapted 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 adapted 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 adapted 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 adapted 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 adapted 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.

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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%

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 and these people will often provide evidence of behaviour from both ends of the scale.

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 simply two ends of a continuum between to related positions.

- 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.

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SPECIFIC SCALES

1. TASK VS. PERSON

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.
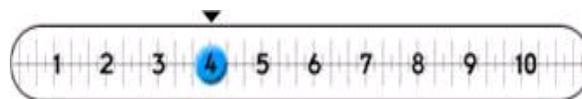
Description of Score

The person whose approach is balanced between task and the person will recognise that the task is important and ultimately success may be meaningless without completion of the task.

However they will also recognise that the welfare and satisfaction of staff is also important – if that is not managed then even competent and motivated staff will wilt in their enthusiasm for the task and performance will fall away.

The response may be situational – the challenge comes with making the right call when achieving the task or achieving a happy workforce is most important.

Developing a more task focused or a more people focused 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 people focused style

Focusing on the task can ensure that you and the organisation achieve a great deal and can create a sense of success. Attending to the needs of people can often be secondary in importance in achieving that success. This can either be a conscious and deliberate approach or can be a by–product of an intensely focused approach.

However, ignoring the needs of people can lead to problems too:

- People will get satisfaction from success but may feel that much of this success is being achieved at the expense of their personal goals.
- People may feel under equipped to contribute fully to success and not feel able to draw that to the attention of a leader.
- People may feel that the success has little to do with them – and won't be able to share in the success with all the benefits that this brings.
- People may feel undervalued and unimportant and their (development) needs are ignored

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All of these can have a negative impact on morale and motivation – performance can suffer

There can be benefits to attending to peoples needs:

- People will feel more valued – and this can translate into commitment
- Developing people to support achievement of key goals will help to achieve those goals

Development suggestions include

- Translate developing people and developing relationships into tasks – introduce an appraisal /performance review scheme and an employee development programme
- "Walk the talk". Regularly visit each part of the organisation and speak with people – about their needs and yours – and how important they are to success
- Measure staff attitudes and behaviours through surveys. Monitor key HR indicators (absence, turnover, accidents, etc). Identify root causes and address these … not the symptoms.
- Encourage task completion by teams as well as by individuals – increase the emphasis on teamworking
- Identify or develop key people who are people sensitive and work with them to attend to people issues.
- Introduce a process for learning about significant happenings to staff – and act on these
- Introduce regular meetings with staff where they present their work to you … and listen!

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)

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- 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

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2. FLEXIBLE V. DOGMATIC

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.
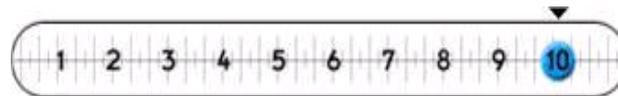
Description of Score

The person whose approach is dogmatic will be someone who will believe that they know how things should work around the organisation. They will be slow to involve others in decision making. Once a decision has been made or position has been adopted they will be reasonably single minded about sticking with that position.

They are not easily swayed and do not readily change their minds once committed. This person doesn't waver once a decision is made and will tend to ignore the opinions or views of others – even if they contain some degree of value.

They have a belief that being decisive is important and valuable. They can also believe that if you dither or are unsure you may send the wrong message to others. Sticking to a firm view can project an aura of confidence which has the same impact on the followers. Hesitation can lead to concern or worry or even panic.

They can appear to promote the view that it's a case of any decision is a good decision as long as it's a decision.

The dogmatic approach may be underpinned by a belief that "there's only one way of doing things around here … and it's my way"

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

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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.

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3. DE-CENTRALISED VS. CENTRALISED

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.
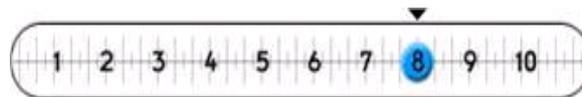
Description of Score

The person whose approach is centralised is someone who prefers that everything in the organisation goes though them. They tend to believe they are the hub of the operation.

They have a strong sense that they are at the heart of everything that happens and without their direct involvement and intervention things just would not happen - at least to the extent needed. They are likely to believe that things happen better (and faster) because of their direct involvement.

These people can believe they are central to the team in another sense – without them it would fall apart.

They have a strong need to control and can prevent decisions being made without their say so.

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

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4. REWARD VS. PUNISHMENT

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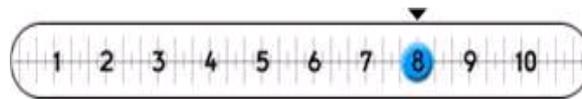
Description of Score

The person whose approach is focused on punishment is someone who accepts good or high performance as the norm. It's the expectation ("that's what I pay them for") and the leader will be sensitive to any shortcoming in performance – and is more likely to punish this shortcoming in some way.

The belief is that being hard or demanding is a legitimate motivational strategy and that being soft is not good.

This person is likely to be viewed as strict, severe and even threatening and will be comfortable with that view. They may pay well and provide good staff benefits but will have high expectations in return.
They are more likely to tend to the view that people are generally not intrinsically interested in doing a good job and need a firm hand rather than gentle encouragement to fulfil that potential.

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.
- Other takes 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

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- 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.

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5. THE MEANS VS. THE END

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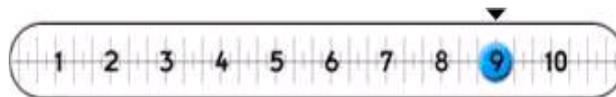
Description of Score

A leader whose style is focused on the End is someone for whom the result matters above all. They are driven by the outcome of the process rather than the process itself. Everything can be sacrificed for that goal – this is prime motivation for this person.

This does not necessarily mean that they are immoral or amoral – simply they are likely to be very focused.

They are unlikely to be worried about consequences and will accept there may be casualties in getting the done and that people might get bruised and values get "compromised" in the process.

Hitting agreed goals or targets is what drives these people – and anything less than 100% success is unacceptable.

For them the "end always justifies the means"

Developing a style more focused on the means to success – DEVELOPMENT

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**

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- 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.

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6. STRUCTURED VS. ORGANIC

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.
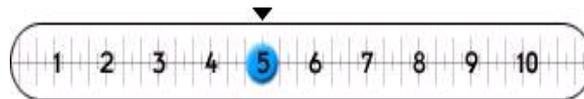
Description of Score

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.

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- 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?

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GLOBAL SCALES

A - DETERMINATION TO DELIVER

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.
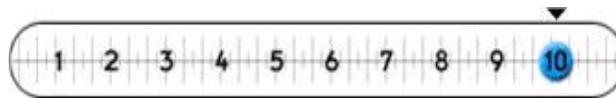

Typically leaders with high scores show a single minded determination to achieve – in the short term and in the long term. Most satisfaction is derived from this. They will often demonstrate

- Commitment to deliver on target
- A preference for "telling and selling" to get things going quickly
- A willingness to discomfort people when necessary in order to hit the target
- A sense of own importance in the scheme of things – a belief that they are important in the scheme of things
- Recognition that business is a competitive world with winners and losers.
- A believe in strong leadership – you are strong so everyone lese has to be strong too.
- Predisposition for MacGregor's Theory X – people need to be cajoled into action
- Awareness of how far you can push people
- Not worried about popularity – and not offended by a lack of popularity
- A concern with the long term as well as the short term – particularly in terms of succession planning
- Shares characteristics with Belbin's Shaper

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B –INDIVIDUAL COHESION

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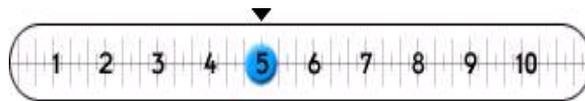
In the general population most (c.40%) of the population will achieve scores in this area. The orientation on the individual and their role in the organisation will be that of the typical or average person – sometimes they will be important - on other occasions they will appear to be less so.

Focusing on the individual will be and will seem important to them for much of the time. Sometimes it will be a priority and a driver and on other occasions other factors and issues will take precedence.

Although they will be aware of the need to develop the individual – in terms of their capability and their motivation – they can easily be distracted from attending to that. Operational issues and crises will deflect attention and people development can take a back seat.

People development can be seen as a cost – and can be amongst the first cuts in budget or spend when the going gets tough – even though the manager will be aware that future capability and potential is being compromised.

All the while the manager knows that people are important and will believe that they can and will return to attending to that need as soon as they can.

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C – FOCUS ON THE TEAM WORKING

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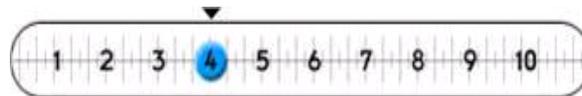
In the general population most (c.40%) of the population will achieve scores in this area. The team orientation will be that of the typical or average person – sometimes they will be team focussed - on other occasions they will appear to be less so.

On occasions the abilities of others will be recognised but their achievements may not always get the recognition they deserve. As a result their abilities may also be undervalued at times.

Although prepared to delegate, there will be occasions where things which could have been delegated are handled directly.

Similarly, although prepare to listen most of the time, they may take the view that "my way is the right way".

There may be people in the organisation who have skills and knowledge but will not have these used or recognised. Sometimes this will happen because the person doesn't stand out and sometimes because the person is not popular or is considered difficult in some way.