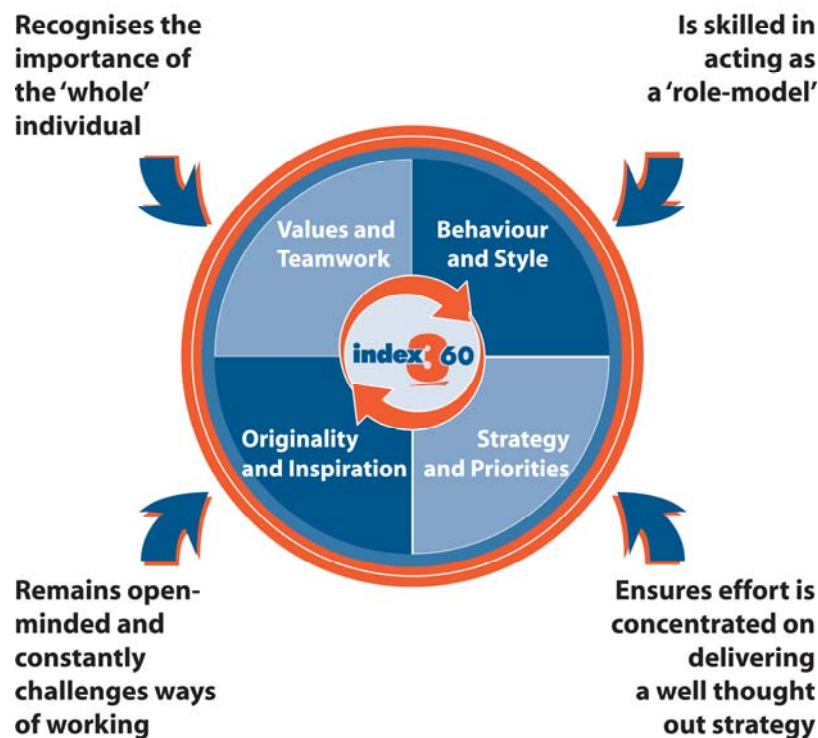


A crucial aspect of managing change and teams is the effectiveness and quality of leadership. Do leaders focus on strategy and the right priorities for their teams; do they have the necessary skills, and are they able to translate that into appropriate behaviours and management style? Good leaders are able to demonstrate originality and inspiration, and work in ways that recognise the importance of the 'whole' individual.

leadershipindex360© provides leaders with the opportunity to obtain feedback on (and self-diagnose) their skills and behaviours. They will be able to find out how far they act as a 'role-model' for their teams; and whether their behaviour is a source of strength or weakness for managing change with their teams. It will help them to identify areas for development to improve their performance.



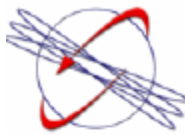
leadershipindex360© was developed in 2004 in response to a need from clients who were using changeindex360© and coachingindex360© and had identified that leadership is key to managing change effectively.

When to use it

- For organisations who wish to improve their leaders skills. To highlight the individuals within an organisation who are good leaders and then utilise them to improve performance. To provide a means of measuring progress on a regular basis.
- To improve performance by raising awareness among all leaders.
- To enable leaders to focus on the areas 'that really matter' not on assumptions.
- To help retain top performers.
- To motivate leaders to work to improve their performance.
- To highlight strengths and skills gaps.
- To highlight where training interventions are needed.

"leadershipindex360© is an integral part of our Management Development Programme. It has provided our Managers with honest and reliable feedback on a key skill area that is seen by the Company as an essential part of their job and a critical element in their Performance Development Programme".

Example of the Questionnaire



leadershipindex360 - The Questionnaire

AN Other, Test Dept,
TestCo Ltd

The 33 statements in the Questionnaire are simple and direct, focusing on key leadership skills.

- ◆◆ 01. Encourages people to feel free to ask for help

Disagree 1 ○ 2 ○ 3 ○ 4 ○ 5 ○ 6 ○ 7 ○ Agree ○ Not Observed
- ◆◆ 02. Is enthusiastic about finding new ways of working

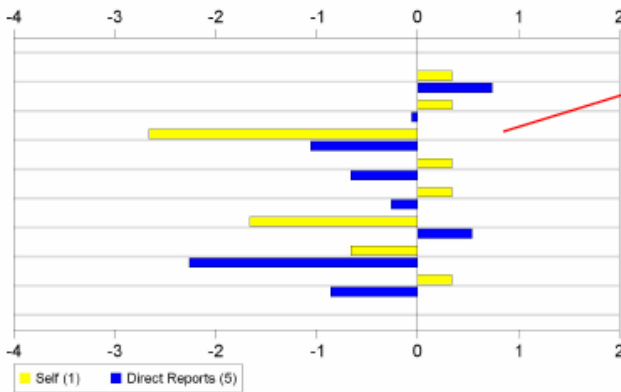
Disagree 1 ○ 2 ○ 3 ○ 4 ○ 5 ○ 6 ○ 7 ○ Agree ○ Not Observed
- ◆◆ 03. Does not avoid constructive conflict

Disagree 1 ○ 2 ○ 3 ○ 4 ○ 5 ○ 6 ○ 7 ○ Agree ○ Not Observed
- ◆◆ 04. Balances short-term priorities against long-term plans

Disagree 1 ○ 2 ○ 3 ○ 4 ○ 5 ○ 6 ○ 7 ○ Agree ○ Not Observed

Example of report

Benchmark: Average Response (5.66)



VALUES AND TEAMWORK

Quite differing views in this section between 'Self' and 'Direct Reports', especially around showing respect for other peoples feelings

- ✓ (01) Encourages people to feel free to ask for help
- ✓ (23) Agrees challenging but achievable objectives
- ★ ★ (31) Is readily available to provide support and encouragement
- ✓ 1 (14) Encourages others to build strong relationships
- ✓ (32) Acknowledges the achievements of others
- ◇ ✓ (19) Shows respect for other peoples feelings
- ★ (27) Appreciates the importance of work-life balance
- ✓ (15) Encourages the sharing of best practice

Key: ✓ Strength ★ Development Need
 ** Low Consensus ◇ Not Observed ◇ Gap in Perception

VALUES AND TEAMWORK

VALUES AND TEAMWORK

- 01) Encourages people to feel free to ask for help
- 23) Agrees challenging but achievable objectives
- 31) Is readily available to provide support and encouragement
- 14) Encourages others to build strong relationships
- 32) Acknowledges the achievements of others
- 19) Shows respect for other peoples feelings
- 27) Appreciates the importance of work-life balance
- 15) Encourages the sharing of best practice

Self (1)

	1	2	3	4	5	6	7
01)	0	0	13	13	13	83	0
23)	0	0	0	0	0	100	0
31)	0	0	100	0	0	0	0
14)	0	0	0	0	0	100	0
32)	0	0	0	0	0	100	0
19)	0	0	0	100	0	0	0
27)	0	0	0	0	100	0	0
15)	0	0	0	0	0	100	0

Direct Reports (5)

	1	2	3	4	5	6	7
01)	0	8	5	13	26	33	15
23)	0	0	0	0	60	20	20
31)	0	20	0	20	40	0	20
14)	0	0	25	0	25	50	0
32)	0	0	0	20	20	60	0
19)	0	0	0	0	20	40	40
27)	0	40	0	40	20	0	0
15)	0	0	20	20	20	40	0

Key: % Low % Neutral % High

SUMMARY

All Questions

- STRATEGY AND PRIORITIES
- BEHAVIOUR AND STYLE
- ORIGINALITY AND INSPIRATION
- VALUES AND TEAMWORK

All Responses (6)	Self (1)	Manager (1)	Peers (2)	Direct Reports (5)	% Answered
5.66	5.38	6.27	6.31	5.32	98%
5.49	5.38	6.25	6.73	4.90	99%
5.65	5.11	6.22	6.00	5.50	96%
5.96	5.86	6.25	6.53	5.70	97%
5.52	5.25	6.38	6.06	5.18	99%

'Direct Reports' are not as positive as 'Manager' and 'Peers'; they are more aligned to 'Self'