



Context Based 360 Leadership Assessment (c360)

Prepared For

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Acme, Inc.

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Context Based 360 Leadership Assessment

The c360 is a serious advance in the ability of Executives, Managers, and Leaders to understand their impact on their subordinates. What sets the c360 apart is its ability to contextualize the performance on leader behaviors with the group of subordinates they are charged with supervising. This important distinction means that with the c360, not only are we able to develop an understanding of an executive's use of certain key leadership styles and behaviors, we are also able to develop a clear understanding of their ability to read and understand what their subordinates need to be influenced. This is a critical distinction, as traditional leadership assessments are fraught with assumptions that are simply not acceptable. That is, most people looking at outcomes of leadership assessments tend to focus on what they believe to be "good" about a particular leadership behavior in a particular context. This means that they have to guess about the efficacy of certain Leader Behaviors rather than truly understanding if the leader really understands the level of leadership required to influence their subordinates.

For example, if an assessment Subject Matter Expert saw a very high Directive Leadership Composite Score, without having any other information this expert may come to the conclusion that this leader fails to understand that too much Directive Leadership is difficult and challenging. However, with the contextualization of the level through the c360's Directive Leadership Influence score, it will be more clear whether that level of leadership is appropriate or not. This is a unique advantage for the c360—allowing for a much clearer understanding of not only the Performance of certain Leadership Styles but also the level of that leadership style needed to influence a distinct set of subordinates. This contextualization allows for a better understanding of both the performance and the needs of a particular subordinate. Because of this, we are able to give much more specific feedback to the leader on their ability to influence their subordinates.

The c360 also includes other key variables that relate to the Leadership efforts of those who lead. It includes an Invective Leadership Score which tells us the extent to which the leader engages in deleterious or toxic leader behaviors. This is a critical aspect of understanding overall leadership. A Leader that engages in such leader behaviors should be assessed carefully and coached for key aspects of their engagement with subordinates.

Finally, this output report wraps up with crucial understanding of the extent to which followers are resisting these particular leaders. Resistance by followers boils down to two actions on their part. First, direct resistance, which is a direct refusal or other conscious effort on the part of the follower simply not to do what is being requested by the leader on some regular basis. Second, negotiation, or the effort on the part of the follower to alter requests of the Leader. This is a much more functional resistance type than Direct Resistance. However, both resistance types can be used functionally by both Followers and Leaders and the c360 contextualizes both.



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From an interpretation perspective, we focus on three key sets of metrics in four key steps:

1. First, we suggest that you carefully check the Reliability Index to understand the level of agreement between the respondents. Validity Coefficient Scores below 0.70 should be examined and understood. Scores below 0.55 should be carefully examined and interviews should be conducted to understand the basis of the disagreement.
2. Second, we look at the GAP scores between the Leadership Styles and Behavior Performance Scores and the Leadership Styles and Behaviors Influence Scores. Significant GAPS either higher or lower than the Influence Scores indicates that the Leader is using more or less of the Leadership Style or Leader Behavior necessary for their particular set of subordinates.
3. Finally, we suggest that you take a close look at the Invective Leadership Score Graph. If it is significantly elevated we suggest that you take time to do a careful evaluation of the subject Leader. Interviews are probably necessary in this situation to understand how this particular Leader Behavior is manifested in this particular Leader. In addition, a careful look at the Resistance scores indicates how their subordinates resist them and what specific tactics are used. It is critical to understand how the combination of Invective Leadership and Resistance Tactics are used.
4. It is critical that the assessor take a careful look at all of the ratings. Leaders that understand the needs of their followers and deliver the needed level of the leadership styles across the board are leaders that are interesting, powerful, and developable. We consider these leaders "Balanced Leaders" capable of leading in many different situations. It is critical that Leaders be assessed as a whole and that the data subject matter expert clearly understands all aspects of a leader. A balanced leader that uses Invective Leadership is going to be severely impacted even though they are capable of such Leadership Balance.

General Overview:

There are four distinct types of leadership which include directive, transformational, transactional, and empowering. Participants in this process were asked to answer a series of questions about how much of a particular leadership behavior they felt would be adequate and then asked how much of that behavior was actually received by the subordinates from their leader. Each of these leadership styles are presented in detail below with the respective data results.

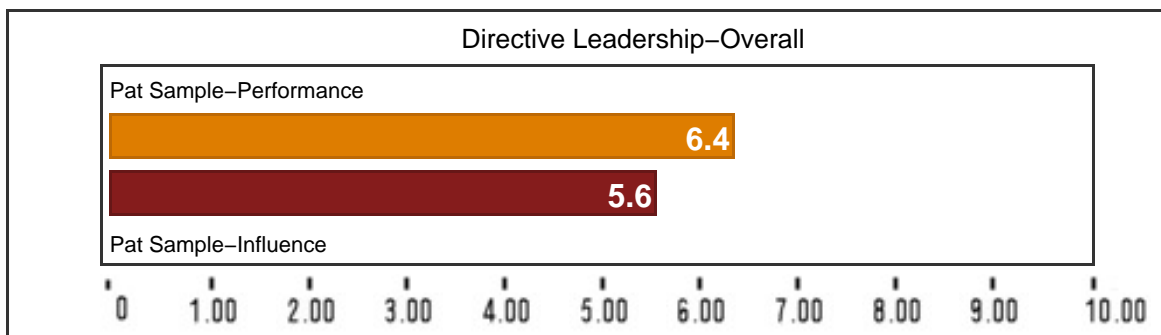
Context Based 360 Leadership Assessment

Directive Leadership

Definitions and Output:

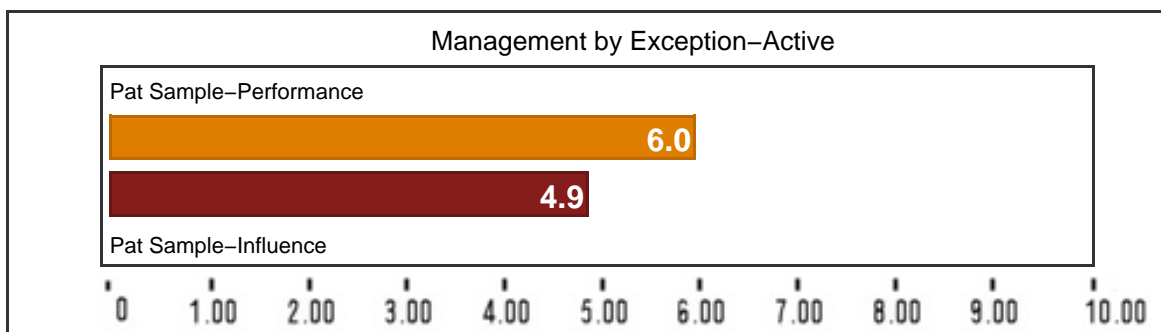
Directive Leadership: This is an overall measure for directive leadership which encompasses the ability to give direct orders and commands, set goals, manage by exception actively, manage by exception passively, create working boundaries for subordinates, and reprimand underperformance.

This Leader tends to use Directive Leadership too often and could be viewed as overbearing or difficult with which to work.



Management by Exception Active Form: This Leader Behavior is characterized by a Leader who is actively engaged in constant feedback and correction of subordinates on an ongoing basis. This form of MBE allows Leaders to positively engage subordinates on key issues in a subordinate's performance.

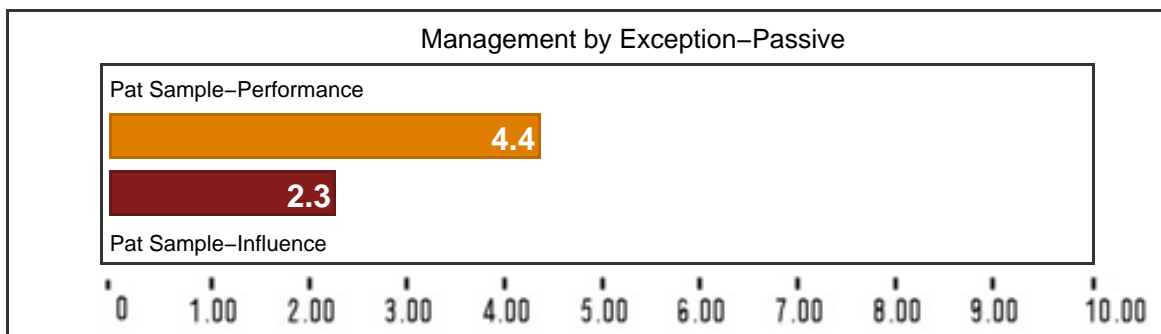
This Leader tends to be in an unending mode of delivering feedback and will tend to do so a bit too much. This Leader could be seen as a “micro-manager.”



Context Based 360 Leadership Assessment

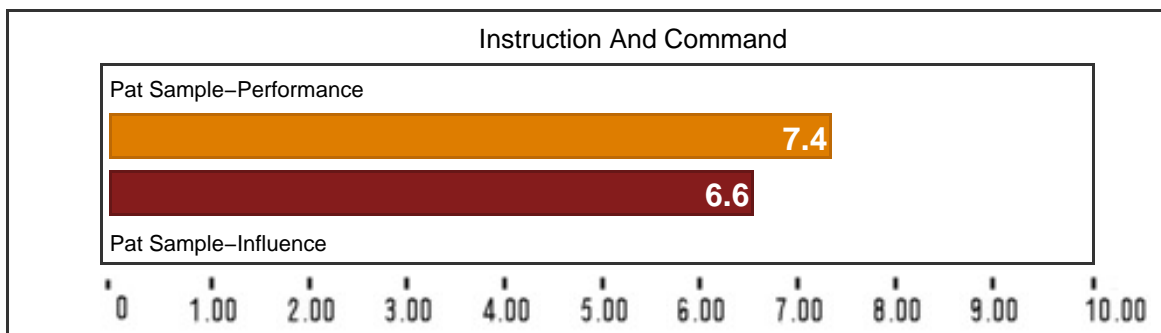
Management by Exception Passive Form: This Leader Behavior is characterized by a Leader who waits until there are significant performance issues before acting to correct the behaviors of their subordinates.

This Leader tends to overreact to failure or errors on the part of followers. This Leader uses more of this Leader Behavior than this set of followers actually requires.



Instruction and Command: This Leader Behavior is characterized by a Leader who effectively gives subordinates direct Instructions and Commands them to action.

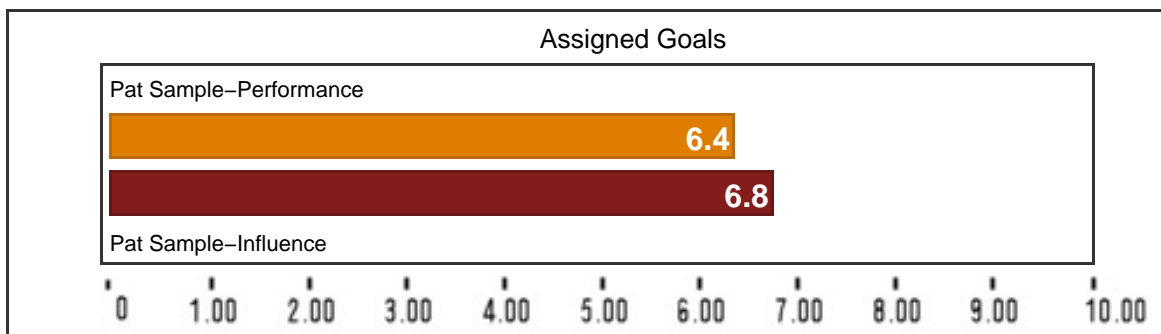
This Leader is giving the appropriate level of direction, commands, and specific instructions to their followers.



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Assigned Goals: This Leader Behavior is characterized by a Leader who Assigns Goals to Subordinates.

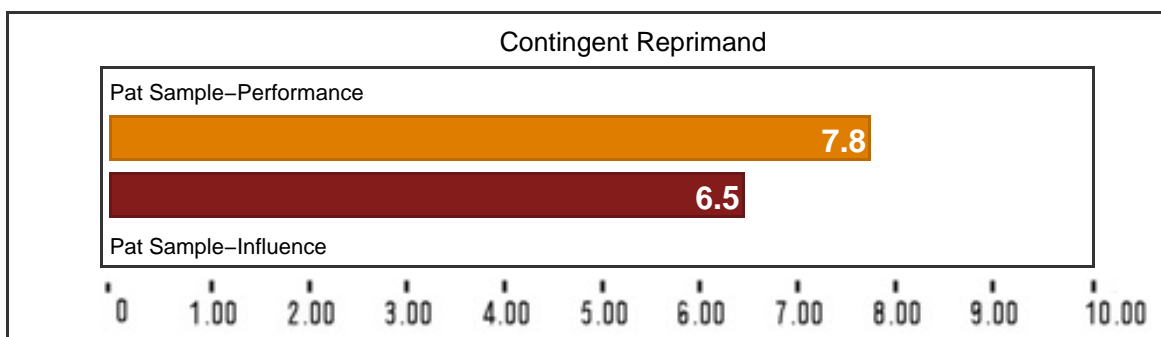
This Leader assigns goals in the proper way and in the amount needed by their set of followers.



Context Based 360 Leadership Assessment

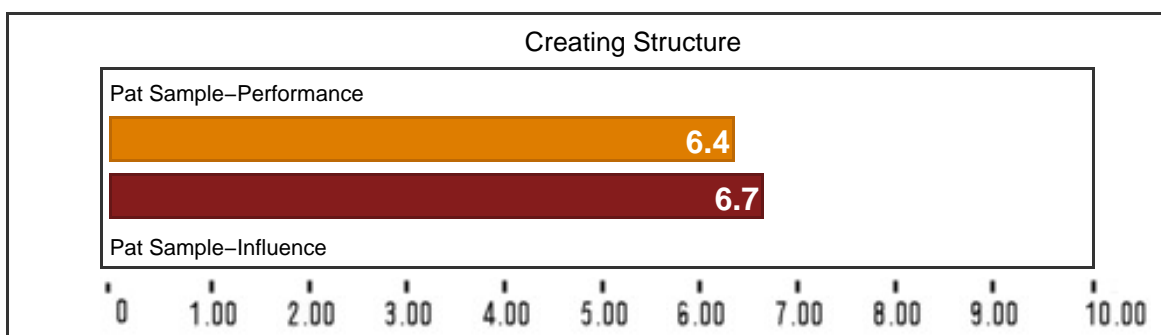
Contingent Reprimand: This Leader Behavior is characterized by a Leader who corrects or reprimands their subordinates when they do something wrong.

This Leader tends to use too much correction when followers make mistakes. The Leader is seen as coming down too hard or too often on their followers.



Creating Structure: This Leader Behavior is characterized by a Leader who sets operational rules and boundaries for subordinates. They create a clear set of heuristics for subordinates.

This Leader creates the correct level of bounds, norms, and rules within which their followers can operate.



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Presented below are Summary Tables of the findings for Directive Leadership. The first column of data, Leadership Influence Rating, is the amount of leadership behavior that is felt to be adequate. The second column of data, Leadership Performance Rating is the amount of leadership behavior actually received by the subordinates. The Fortune 1000 Rating has been included for comparison purposes. The column labeled GAP Index shows the difference between the Performance and Influence Ratings. The final column is the Reliability Index, which is a measure of the level of agreement between the respondents.

Directive Leadership Overall Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index	Reliability Index
Directive Leadership	5.65	6.42	6.24	.77*	.90
▶ Management by Exception–Active	4.92	6.00	6.91	1.08*	.86
▶ Management by Exception–Passive	2.33	4.42	5.77	2.08*	.29
▶ Instruction and Command	6.56	7.44	5.34	.88	.81
▶ Assigned Goals	6.83	6.42	6.82	–.42	.56
▶ Contingent Reprimand	6.50	7.83	7.01	1.33*	.81
▶ Structure	6.75	6.42	8.37	–.33	.83

Directive Leadership Self Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index
Directive Leadership	5.85	5.52	6.24	–.33
▶ Management by Exception–Active	5.50	5.00	6.91	–.50
▶ Management by Exception–Passive	2.00	3.00	5.77	1.00
▶ Instruction and Command	5.13	5.13	5.34	0
▶ Assigned Goals	8.50	8.00	6.82	–.50
▶ Contingent Reprimand	7.50	5.50	7.01	–2.00
▶ Structure	6.50	6.50	8.37	0

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Directive Leadership Subordinate Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index	Reliability Index
Directive Leadership	5.65	5.97	6.24	.32	.93
▶ Management by Exception–Active	5.33	5.67	6.91	.33	.83
▶ Management by Exception–Passive	3.50	4.50	5.77	1.00	.38
▶ Instruction and Command	6.88	6.63	5.34	–.25	.77
▶ Assigned Goals	5.67	5.67	6.82	0	.31
▶ Contingent Reprimand	6.17	6.83	7.01	.67	.76
▶ Structure	6.33	6.50	8.37	.17	.74

Directive Leadership Supervisor/Peer Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index	Reliability Index
Directive Leadership	5.65	6.88	6.24	1.22	.92
▶ Management by Exception–Active	4.50	6.33	6.91	1.83	.89
▶ Management by Exception–Passive	1.17	4.33	5.77	3.17	.06
▶ Instruction and Command	6.25	8.25	5.34	2.00	.89
▶ Assigned Goals	8.00	7.17	6.82	–.83	.77
▶ Contingent Reprimand	6.83	8.83	7.01	2.00	.97
▶ Structure	7.17	6.33	8.37	–.83	.96

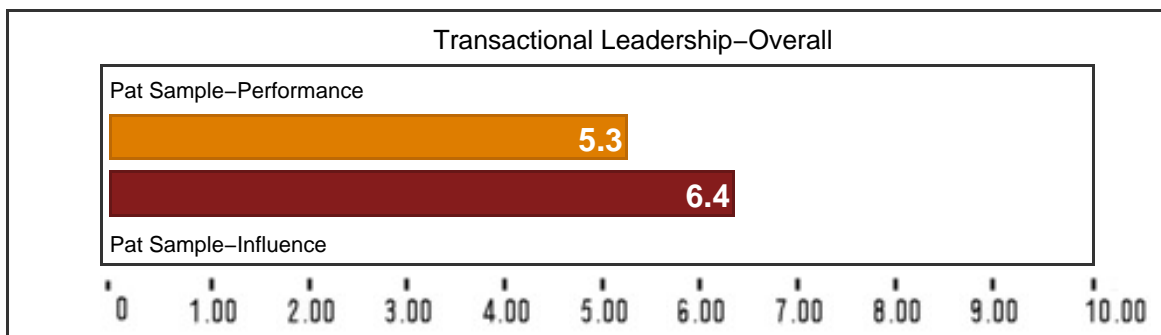
Context Based 360 Leadership Assessment

Transactional Leadership

Definitions and Output:

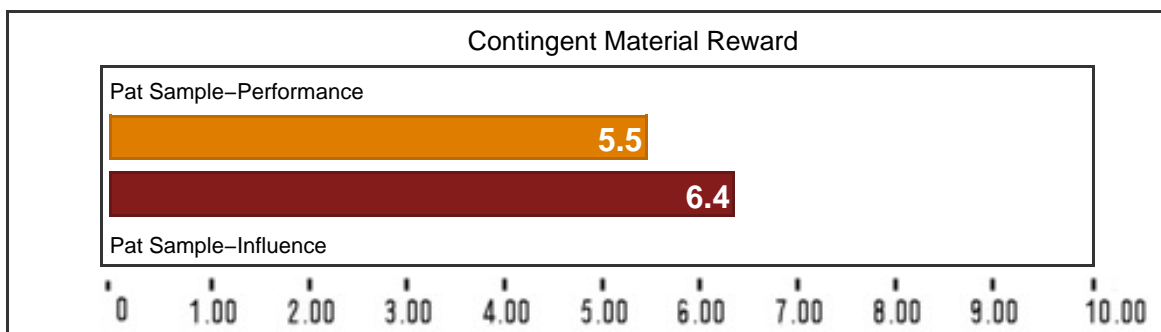
Transactional Leadership: This is an overall measure for transactional leadership which encompasses the leader using rewards, both material and personal, to motivate employees to comply or be influenced. This includes the use of salary or other monetary or material rewards that encourage the subordinates to comply with needed directives and development activities.

This Leader tends to use the correct amount of Transactional Leadership. They appropriately use personal and material rewards often enough and in the right amounts for their followers.



Contingent Material Reward: This Leader Behavior is characterized by the utilization of material rewards such as cash, power, salary, or benefits in exchange for acting in a particular way or completing a particular request.

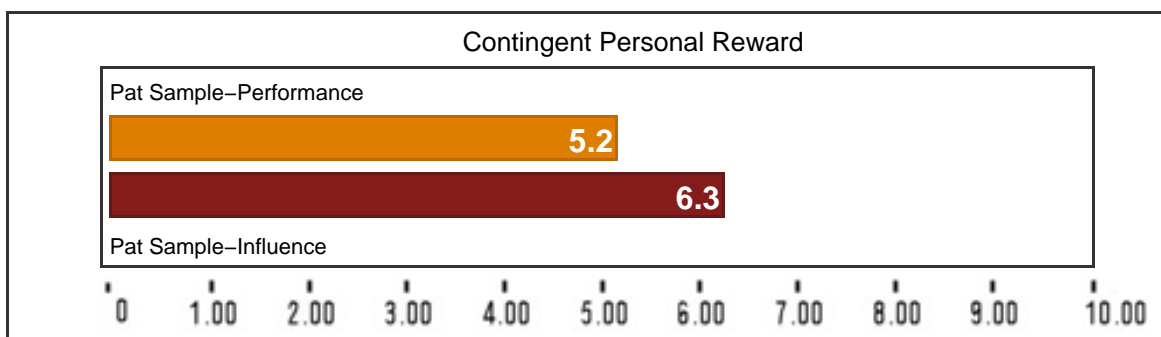
This Leader uses the correct level of material rewards to motivate subordinates.



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Contingent Personal Reward: This Leader Behavior is characterized by the utilization of personal rewards such as complements, pats on the back, or other efforts to give personal recognition for positive performance and completion of certain tasks.

This Leader tends not to use personal rewards as often enough to sufficiently motivate their followers.



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Presented below are Summary Tables of the findings for Transactional Leadership. The first column of data, Leadership Influence Rating, is the amount of leadership behavior that is felt to be adequate. The second column of data, Leadership Performance Rating is the amount of leadership behavior actually received by the subordinates. The Fortune 1000 Rating has been included for comparison purposes. The GAP Index shows the difference between the Performance and Influence Ratings. The last column, Reliability Index, is a measure of the level of agreement between the respondents.

Transactional Leadership Overall Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index	Reliability Index
Transactional Leadership	6.35	5.33	9.25	-1.02	.57
▶ Contingent Material Reward	6.38	5.50	7.70	-.88	.55
▶ Contingent Personal Reward	6.33	5.17	8.91	-1.17*	.50

Transactional Leadership Self Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index
Transactional Leadership	8.50	7.00	9.25	-1.50
▶ Contingent Material Reward	8.50	8.50	7.70	0
▶ Contingent Personal Reward	2.00	3.00	8.91	1.00

Transactional Leadership Subordinate Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index	Reliability Index
Transactional Leadership	5.04	4.79	9.25	-.25	.28
▶ Contingent Material Reward	4.75	4.25	7.70	-.50	.29
▶ Contingent Personal Reward	5.33	5.33	8.91	0	.27

Transactional Leadership Supervisor/Peer Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index	Reliability Index
Transactional Leadership	7.67	5.88	9.25	-1.79	.97
▶ Contingent Material Reward	8.00	6.75	7.70	-1.25	.78
▶ Contingent Personal Reward	7.33	5.00	8.91	-2.33	.73

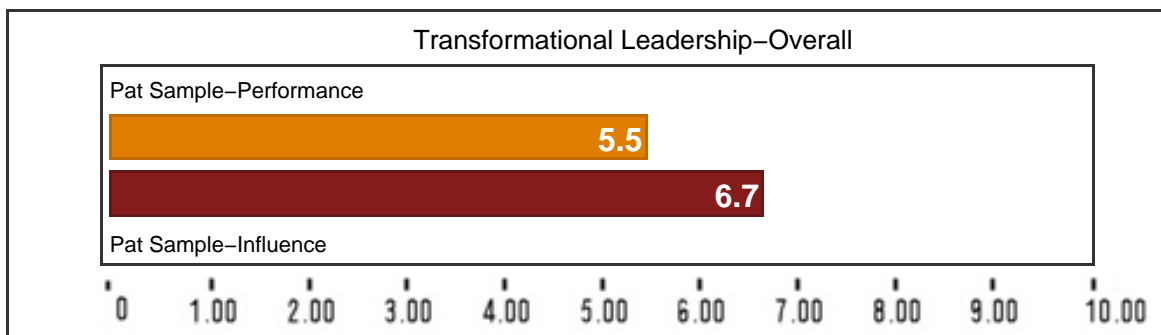
Context Based 360 Leadership Assessment

Transformational Leadership

Definitions and Output:

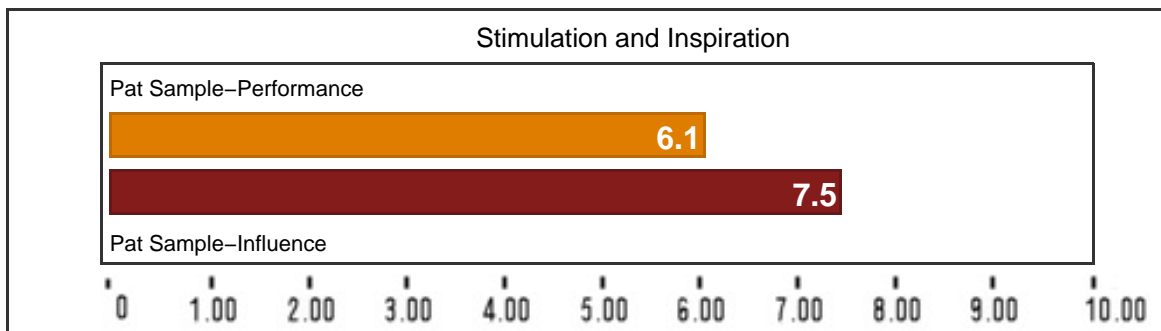
Transformational Leadership: This is an overall measure for transformation leadership which measures the use of leader behaviors that work cooperatively with subordinates to facilitate the accomplishment of goals. Problems are identified by supervisors and cooperatively solved by leaders and followers.

This Leader tends to use Transformational Leader behaviors in a way that fits with their followers needs. They will be effective at motivating others using stimulation, inspiration, and vision.



Stimulation and Inspiration: This Leader Behavior is characterized by the ability to Stimulate thinking in subordinates and Inspire subordinates to accomplish tasks and rise above their current capabilities.

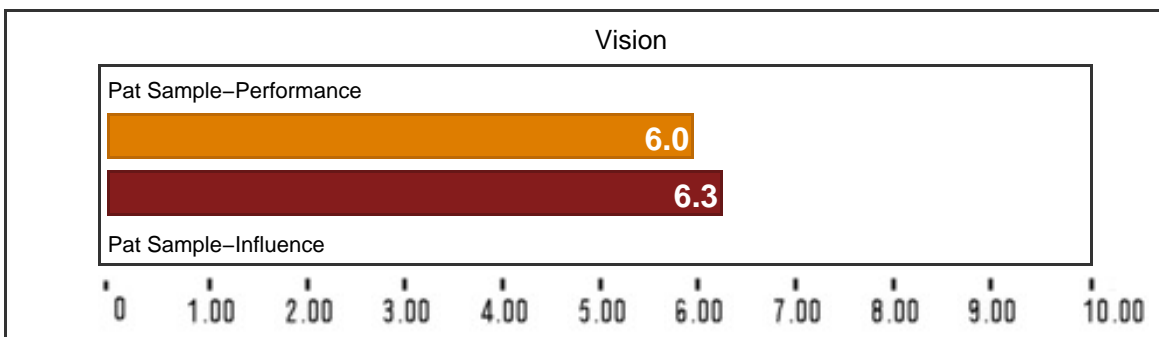
This Leader tends to be less stimulating or inspiring to followers than they need to feel motivated.



Context Based 360 Leadership Assessment

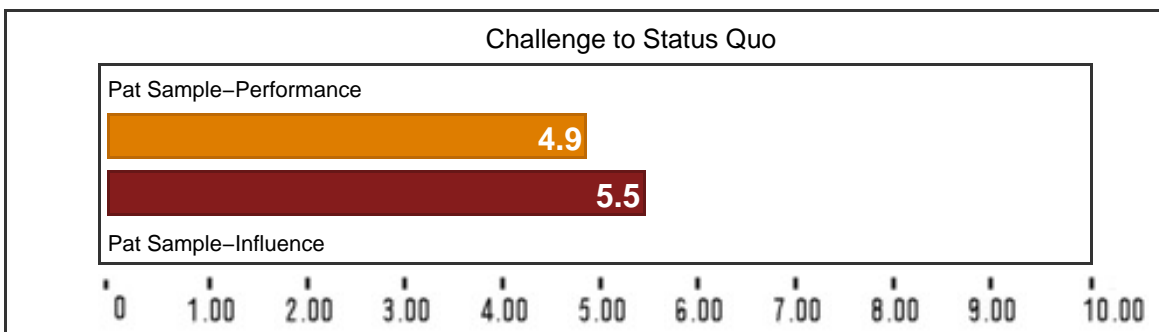
Vision: This Leader Behavior is characterized by the ability to "see what is not there" or to envision what the future organization can be.

This Leader is sufficiently visionary for the role that they are in and they have an adequate conceptual gap of what is possible and what could be.



Challenge to Status Quo: This Leader Behavior is characterized by the willingness of the Leader to challenge the standard, or that which is acceptable to them and the group.

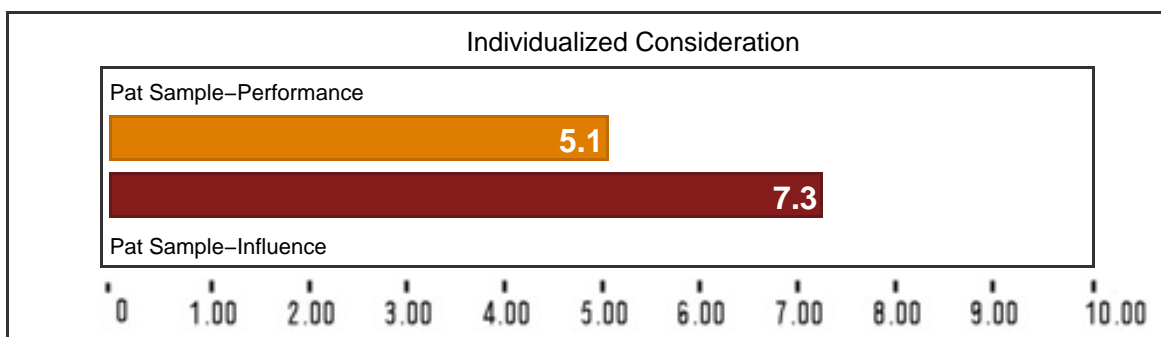
This Leader tends to challenge the standard sufficiently to keep their followers motivated.



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Individualized Consideration: This Leader Behavior is characterized by the ability of a leader to make subordinates feel as though they are important and valuable.

This Leader tends not to be able to make subordinates feel like they are important enough or valuable contributors to the overall effort.



Context Based 360 Leadership Assessment

Presented below are Summary Tables of the findings for Transformational Leadership. For your convenience we have included the Overall Ratings, Self Ratings, Subordinate Ratings, and Supervisor/Peer Ratings. The first column of data, Leadership Influence Rating, is the amount of leadership behavior that is felt to be adequate. The second column of data, Leadership Performance Rating is the amount of leadership behavior actually received by the subordinates. The Fortune 1000 Rating has been included for comparison purposes. The column labeled GAP Index shows the difference between the Performance and Influence Ratings. The final column is the Reliability Index, which is a measure of the level of agreement between the respondents.

Transformational Leadership Overall Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index	Reliability Index
Transformational Leadership	6.66	5.53	8.64	-1.13	.60
▶ Stimulation and Inspiration	7.50	6.13	8.53	-1.38*	.62
▶ Vision	6.33	6.00	8.27	-.33	.56
▶ Challenge to Status Quo	5.50	4.94	7.81	-.56	.48
▶ Individualized Consideration	7.31	5.06	9.01	-2.25*	.53

Transformational Leadership Self Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index
Transformational Leadership	7.56	7.03	8.64	-.53
▶ Stimulation and Inspiration	7.75	6.25	8.53	-1.50
▶ Vision	8.50	7.50	8.27	-1.00
▶ Challenge to Status Quo	6.25	5.88	7.81	-.38
▶ Individualized Consideration	7.75	8.50	9.01	.75

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Transformational Leadership Subordinate Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index	Reliability Index
Transformational Leadership	6.08	5.46	8.64	-.63	.40
▶ Stimulation & Inspiration	6.50	6.00	8.53	-.50	.42
▶ Vision	5.33	5.83	8.27	.50	.37
▶ Challenge to Status Quo	5.13	4.25	7.81	-.88	.43
▶ Individualized Consideration	7.38	5.75	9.01	-1.63	.36

Transformational Leadership Supervisor/Peer Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index	Reliability Index
Transformational Leadership	7.24	5.60	8.64	-1.64	.81
▶ Stimulation and Inspiration	8.50	6.25	8.53	-2.25	.81
▶ Vision	7.33	6.17	8.27	-1.17	.69
▶ Challenge to Status Quo	5.88	5.63	7.81	-.25	.44
▶ Individualized Consideration	7.25	4.38	9.01	-2.88	.92

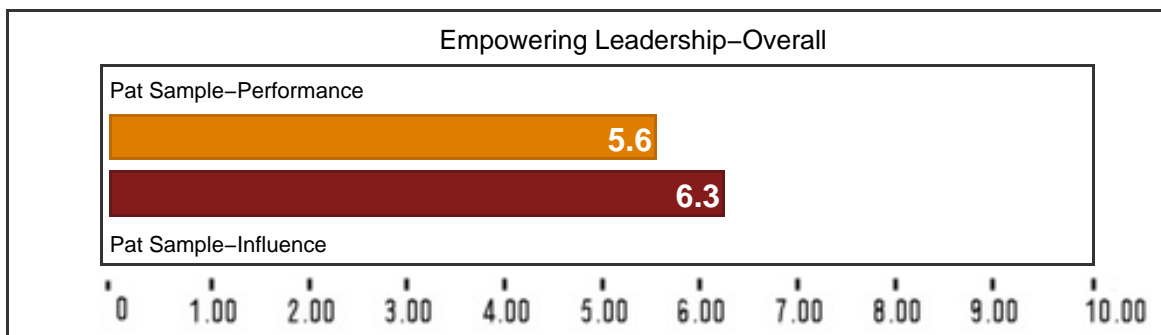
Context Based 360 Leadership Assessment

Empowering Leadership

Definitions and Output:

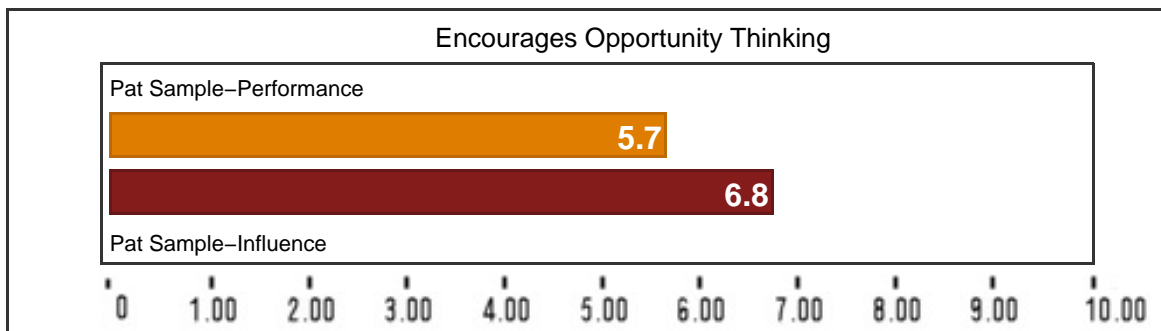
Empowering Leadership: This is an overall measure for empowering leadership which measures the use of leader behaviors that enable followers to independently identify problems, develop solutions, apply resources, and execute solutions. Empowering leadership is the focus on transferring the ability to identify and solve problems to followers.

This Leader tends to empower their followers effectively and in a way that works and is valuable for their specific group of subordinates.



Encourages Opportunity Thinking: This Leader Behavior is characterized by efforts to encourage subordinates to seek and evaluate other possible opportunities.

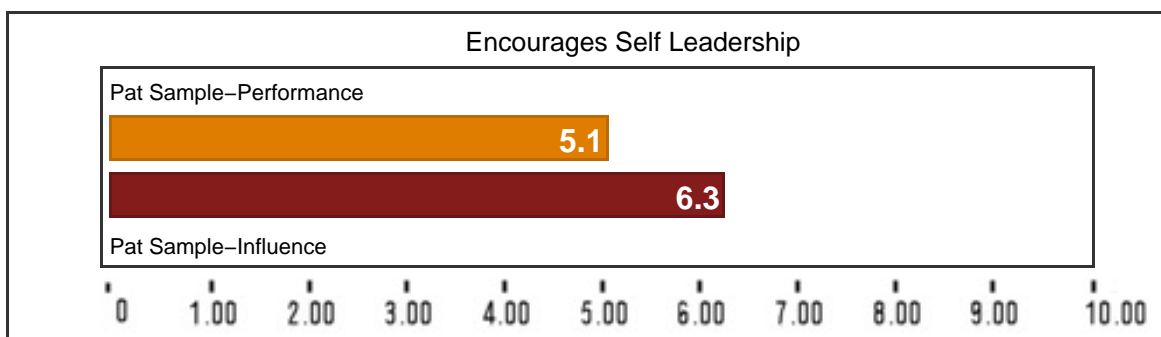
This Leader encourages followers to think about opportunities as often as they should.



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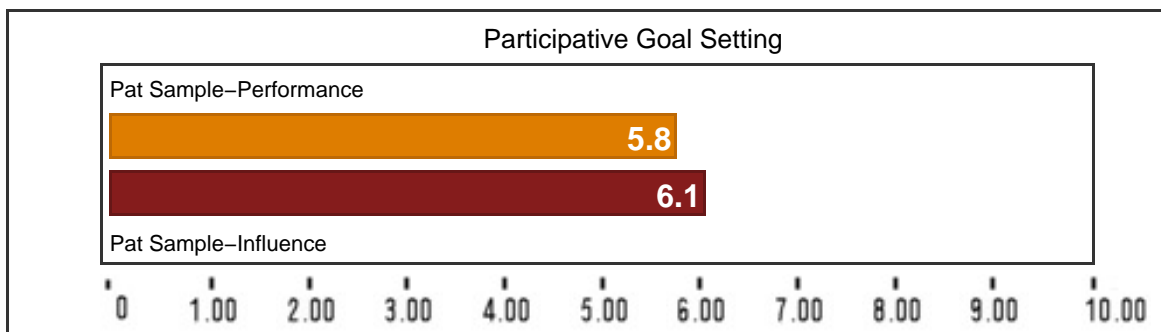
Encourages Self Leadership: This Leader Behavior is characterized by efforts to encourage subordinates to lead themselves, make their own decisions, and motivate themselves to be what they should be.

This Leader tends to fail to encourage followers to lead themselves often enough.



Participative Goal Setting: This Leader Behavior is characterized by joint efforts between leader and subordinate to develop goals that they believe are correct, challenging, and achievable.

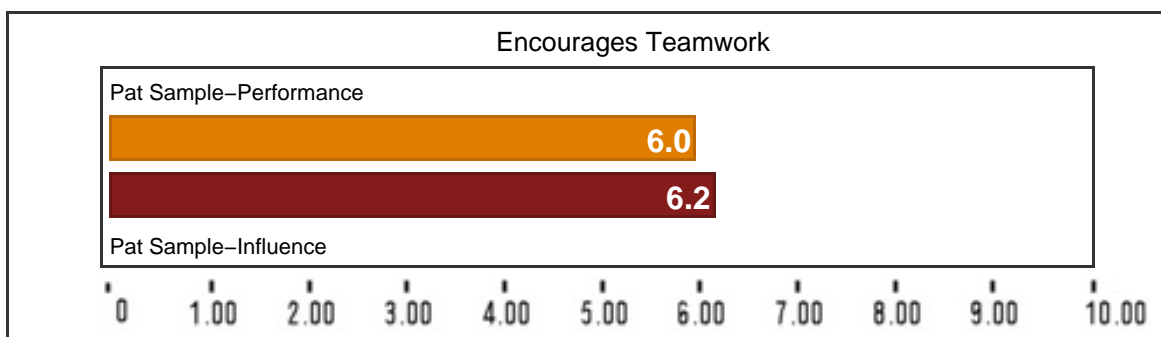
This Leader engages their subordinates in a common effort to develop realistic and achievable goals.



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Encourages Teamwork: This Leader Behavior is characterized by efforts on the part of the leader to encourage their subordinate to work as a team.

This Leader does a good job of encouraging teamwork by their subordinates and breaking down barriers to subordinates working together.



Context Based 360 Leadership Assessment

Presented below are Summary Tables of the findings for Empowering Leadership. For your convenience we have included the Overall Ratings, Self Ratings, Subordinate Ratings, and Supervisor/Peer Ratings. The first column of data, Leadership Influence Rating, is the amount of leadership behavior that is felt to be adequate. The second column of data, Leadership Performance Rating is the amount of leadership behavior actually received by the subordinates. The Fortune 1000 Rating has been included for comparison purposes. The column labeled GAP Index shows the difference between the Performance and Influence Ratings. The final column is the Reliability Index, which is a measure of the level of agreement between the respondents.

Empowering Leadership Overall Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index	Reliability Index
Empowering Leadership	6.34	5.62	8.25	-.72	.55
▶ Encourages Opportunity Thinking	6.75	5.67	7.41	-1.08	.53
▶ Encourages Self Leadership	6.31	5.06	8.79	-1.25*	.45
▶ Participative Goal Setting	6.13	5.75	8.44	-.38	.50
▶ Encourages Teamwork	6.17	6.00	8.01	-.17	.60

Empowering Leadership Self Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index
Empowering Leadership	6.69	6.13	8.25	-.56
▶ Encourages Opportunity Thinking	5.50	5.00	7.41	-.50
▶ Encourages Self Leadership	6.25	5.50	8.79	-.75
▶ Participative Goal Setting	7.00	7.00	8.44	0
▶ Encourages Teamwork	8.00	7.00	8.01	-1.00

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Empowering Leadership Subordinate Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index	Reliability Index
Empowering Leadership	6.07	5.42	8.25	-.66	.31
▶ Encourages Opportunity Thinking	6.50	4.83	7.41	-1.67	.28
▶ Encourages Self Leadership	6.63	5.50	8.79	-1.13	.32
▶ Participative Goal Setting	5.50	5.50	8.44	0	.25
▶ Encourages Teamwork	5.67	5.83	8.01	.17	.37

Empowering Leadership Supervisor/Peer Ratings	Leadership Influence Rating	Leadership Performance Rating	Fortune 1000 Rating	GAP Index	Reliability Index
Empowering Leadership	6.60	5.82	8.25	-.78	.75
▶ Encourages Opportunity Thinking	7.00	6.50	7.41	-.50	.69
▶ Encourages Self Leadership	6.00	4.63	8.79	-1.38	.50
▶ Participative Goal Setting	6.75	6.00	8.44	-.75	.71
▶	6.67	6.17	8.01	-.50	.91

Context Based 360 Leadership Assessment

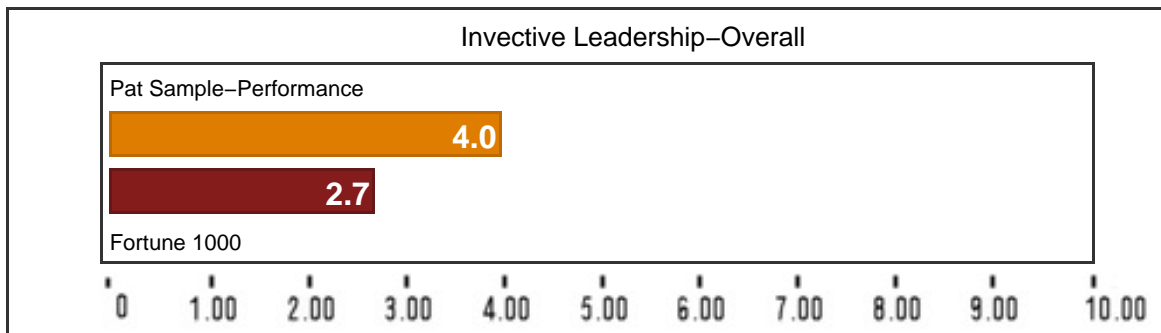
Invective Leadership and Subordinate Resistance

This section is designed to provide the Leaders with additional contextual data related to their use of certain derogatory leadership behaviors and resistance tactics utilized by their subordinates. Participants were asked how often a particular behavior by the Leader or response from the participant was actually used. Given this format, a comparison between the performance and influence score is not applicable. Presented below are the Leader's performance scores compared with Fortune 1000 benchmark.

Definitions and Output:

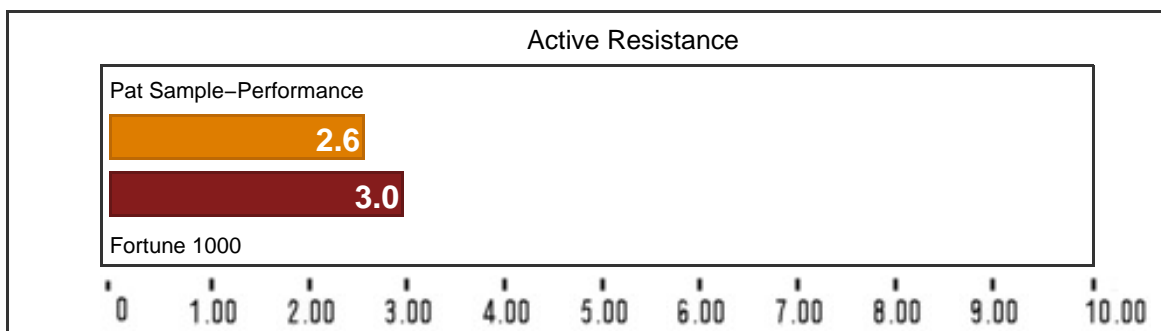
Invective Leadership: The use of deleterious, irritating, and degrading approaches to influencing subordinates.

This individual uses Invective Leadership regularly and will tend to attempt to use deleterious or harmful words to influence others.



Active Resistance: A willingness on the part of followers to "say no" to their leader and refuse to do the requested task or tasks.

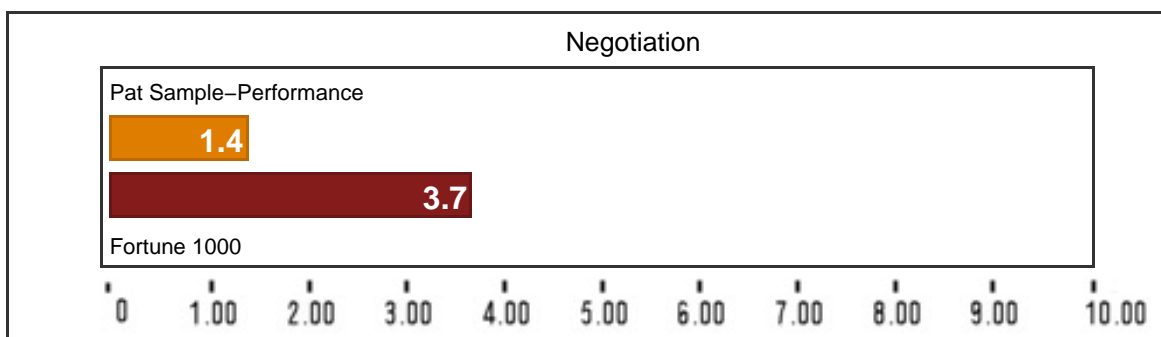
This level of resistance by subordinates indicates that this Leader's followers do not use Active Resistance in an effort to alter the task or resist the request of the Leader.



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Negotiation: An attempt by followers to negotiate a different task from their Leader than the originally requested task(s).

This level of Negotiated Resistance tends to mean that followers of this Leader tend not to try to alter the assigned task by negotiating with the Leader.





Context Based 360 Leadership Assessment

Comments and Observations

Section 1A:

none

Section 1B:

none

Section 2:

– She creates a hostile work environment with her behavior.

Section 3:

none