



LEADERSHIP 4

HIGH PERFORMING TEAMS

**L₄ OTHER
FEEDBACK**

L4 Other Sample

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YOUR ACTUAL LEADERSHIP 4 PROFILE

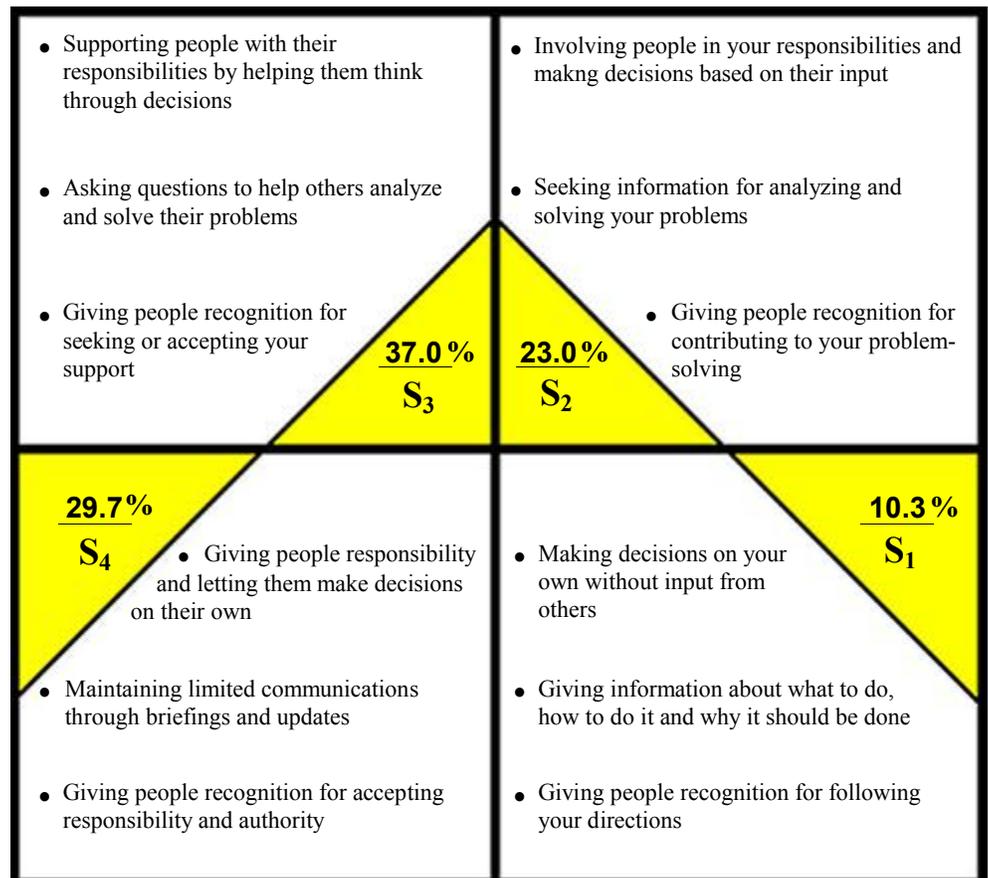
the percentage of time each feedback giver sees you ACTUALLY using the 4 leadership styles

PERSON	S ₁	S ₂	S ₃	S ₄
1	<u>0</u>	<u>9</u>	<u>49</u>	<u>42</u>
2	<u>27</u>	<u>46</u>	<u>24</u>	<u>3</u>
3	<u>4</u>	<u>14</u>	<u>38</u>	<u>44</u>
4	<u> </u>	<u> </u>	<u> </u>	<u> </u>
5	<u> </u>	<u> </u>	<u> </u>	<u> </u>
6	<u> </u>	<u> </u>	<u> </u>	<u> </u>
7	<u> </u>	<u> </u>	<u> </u>	<u> </u>
8	<u> </u>	<u> </u>	<u> </u>	<u> </u>
9	<u> </u>	<u> </u>	<u> </u>	<u> </u>
10	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTALS	<u>31</u>	<u>69</u>	<u>111</u>	<u>89</u>
	S ₁	S ₂	S ₃	S ₄

total points per style

Your ACTUAL PERCENTAGES are in the triangles of each window with a description of the behaviors associated with each style.

Compare your ACTUAL PROFILE to your SELF PROFILE (Self Feedback p.1). Then think about any differences between the styles you think you use and the styles you ACTUALLY use.



Your **ACTUAL** main, back-up, and limited styles are highlighted below. These paragraphs describe your **ACTUAL LEADERSHIP 4 PROFILE** - the way you are perceived by others. As you read the descriptions, think about the following questions.

- How do you use these styles at work?
- How do your actions affect people and their performance?

MAIN STYLE
(highest %)

BACK-UP STYLES
(15% or more)

LIMITED STYLES
(less than 15%)

S₁

Your strength is **DIRECTING** people with clear assignments and complete information about how to proceed. Your weakness is that you can be **DOMINATING** when people already know what they need to do.

You are willing to do some **DIRECTING** when you need to but may not do it as often as you should. You may also be **DOMINATING** on occasion, especially when team members have high ability and/or motivation.

You do not provide much **DIRECTING** and may not make decisions when you should. You also may not give clear directions when you do make decisions.

S₂

Your strength is getting people involved in the right steps of the **PROBLEM-SOLVING** process. Your weakness is that you can be **OVER-INVOLVING** by inserting yourself or others into the process unnecessarily.

You involve people in your **PROBLEM-SOLVING** at times but may miss some opportunities when you should. You also may be guilty of **OVER-INVOLVING** yourself in others' decisions or them in yours.

You do not engage in much **PROBLEM-SOLVING** and may miss opportunities when you should involve others in your decision-making.

S₃

Your strength comes from **DEVELOPING** people by helping them think through their responsibilities. Your weakness is that you can be **OVER-ACCOMMODATING** by supporting relationships at the expense of results or helping when it's not needed.

You are frequently available for **DEVELOPING** people by supporting them with their problem-solving efforts. At times you may be too soft or **OVER-ACCOMMODATING**. At other times you may not be as supportive as you should.

You do not provide people with much **DEVELOPING** and may not spend enough time giving them support with their decision-making.

S₄

Your strength comes from **DELEGATING** authority and responsibility to people who can handle it. Your weakness is that you can come across as **ABDICATING** when people are not ready for independent decision-making.

You are capable of some **DELEGATING** in certain situations but you may not do it as often as you could. You also might be perceived as **ABDICATING** on some occasions, especially when people need directions.

You do not do very much **DELEGATING** and may not let others have as much responsibility or authority as they could handle.

YOUR IDEAL LEADERSHIP 4 PROFILE

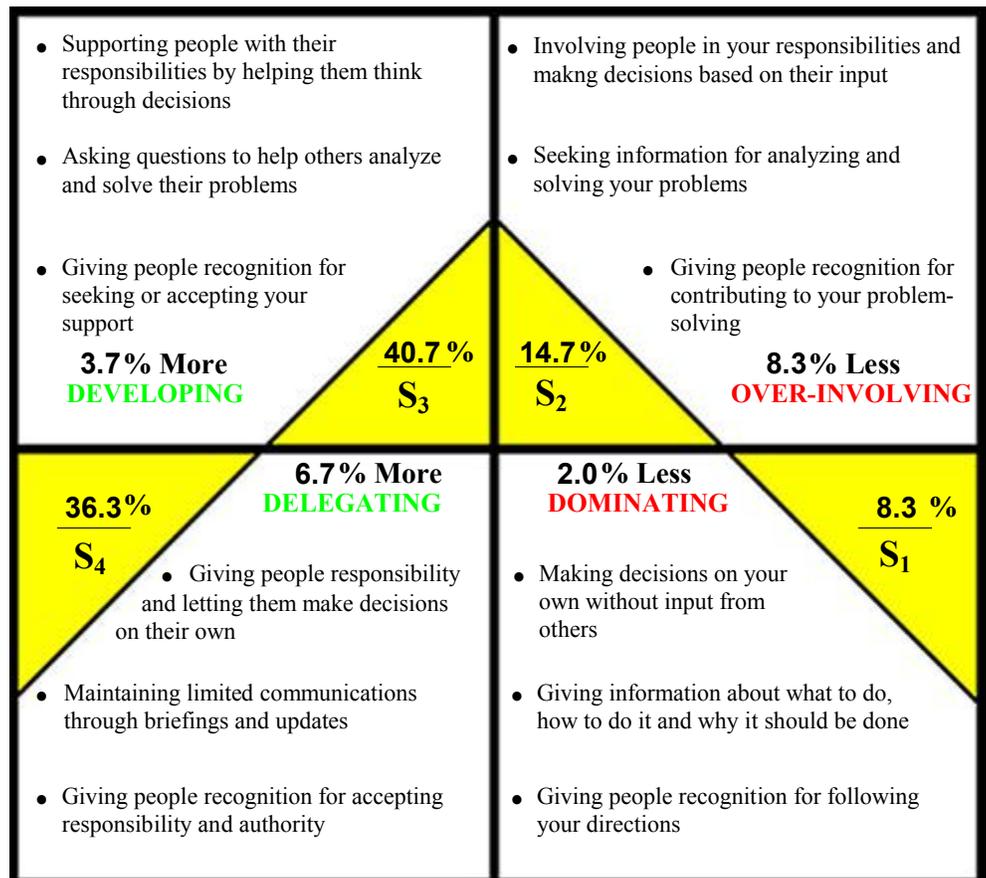
the percentage of time each feedback giver IDEALLY needs you to use the 4 leadership styles

PERSON	S ₁	S ₂	S ₃	S ₄
1	<u>0</u>	<u>7</u>	<u>46</u>	<u>47</u>
2	<u>2</u>	<u>15</u>	<u>44</u>	<u>39</u>
3	<u>23</u>	<u>22</u>	<u>32</u>	<u>23</u>
4	<u> </u>	<u> </u>	<u> </u>	<u> </u>
5	<u> </u>	<u> </u>	<u> </u>	<u> </u>
6	<u> </u>	<u> </u>	<u> </u>	<u> </u>
7	<u> </u>	<u> </u>	<u> </u>	<u> </u>
8	<u> </u>	<u> </u>	<u> </u>	<u> </u>
9	<u> </u>	<u> </u>	<u> </u>	<u> </u>
10	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTALS	<u>25</u> S ₁	<u>44</u> S ₂	<u>122</u> S ₃	<u>109</u> S ₄

total points per style

Your IDEAL PERCENTAGES are in the triangles of each window. The styles you need to do more/less of (on average) are beside each triangle.

Compare your IDEAL PROFILE to your ACTUAL PROFILE and your SELF PROFILE. Then think about any differences among the styles you think you use, the styles you ACTUALLY use, and the styles you IDEALLY need to use.



Your IDEAL main, back-up, and limited styles are highlighted below. These paragraphs describe your IDEAL LEADERSHIP 4 PROFILE - what other people need from you. As you read the descriptions, think about the following questions.

- Why do people prefer this mix of styles?
- How would these actions affect people and their performance?

	MAIN STYLE (highest %)	BACK-UP STYLES (15% or more)	LIMITED STYLES (less than 15%)
S₁	Your main style should be DIRECTING people with clear assignments and complete information about how to proceed. You should still be careful to avoid DOMINATING when people already know what they need to do.	Your back-up style should be DIRECTING people in situations when they need clear assignments and complete information.	You should not do much DIRECTING . Instead of making decisions on your own, you should get others involved in decisions-making as much as possible.
S₂	Your main style should be PROBLEM-SOLVING by getting people involved in critical steps of your decision-making. You should be careful to avoid OVER-INVOLVING yourself or others in the problem-solving process unnecessarily.	Your back-up style should be to engage people in PROBLEM-SOLVING at times when they can make a contribution to your decision-making.	You should not do much PROBLEM-SOLVING . Instead of involving people in your decision-making, either make the decision yourself or support other with their decision-making.
S₃	Your main style should be DEVELOPING people by asking them questions that help them with handling their responsibilities. Even so, don't become overly supportive by encouraging bad ideas or ACCOMMODATING feelings at the expense of results.	Your back-up style should be to ask guiding questions and provide support when people need help DEVELOPING their own problem-solving capabilities.	You should not do much DEVELOPING . Instead of supporting people with their decision-making, you should make decisions based on their input or let them make decisions on their own.
S₄	Your main style should be DELEGATING authority and responsibility to people who can handle it. You should still be careful to avoid ABDICATING when people are not ready for independant decision-making.	You back-up style should be DELEGATING whenever people have the ability and motivation to handle the responsibility.	You should not do much DELEGATING . Instead of giving people responsibilities to handle on their own, you should involve yourself in the decision-making process.

CHANGING YOUR LEADERSHIP 4 PROFILE

the differences between ACTUAL and IDEAL for each feedback giver

PERSON	S ₁	S ₂	S ₃	S ₄
1	<u>0</u>	<u>-2</u>	<u>-3</u>	<u>5</u>
2	<u>-25</u>	<u>-31</u>	<u>20</u>	<u>36</u>
3	<u>19</u>	<u>8</u>	<u>-6</u>	<u>-21</u>
4	<u> </u>	<u> </u>	<u> </u>	<u> </u>
5	<u> </u>	<u> </u>	<u> </u>	<u> </u>
6	<u> </u>	<u> </u>	<u> </u>	<u> </u>
7	<u> </u>	<u> </u>	<u> </u>	<u> </u>
8	<u> </u>	<u> </u>	<u> </u>	<u> </u>
9	<u> </u>	<u> </u>	<u> </u>	<u> </u>
10	<u> </u>	<u> </u>	<u> </u>	<u> </u>

What do these differences mean?

A positive (+) difference means that people need you to use more of that style. This would INCREASE your EFFECTIVE use of that style.

A negative (-) difference means that people need you to use less of that style. This would REDUCE your INEFFECTIVE use of that style.

The number of people who need each style INCREASED (+'s)?

1	1	1	2
S ₁	S ₂	S ₃	S ₄

The number of people who need each style REDUCED (-'s)?

1	2	2	1
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Read the descriptions on the next page to find out what changes these people think you should make.

PERSON

MESSAGES

Go back to the top of this page to think about the changes that each person needs. What messages are you getting from each feedback giver? Use the suggestions on the next page to identify ways to increase your effectiveness with each of them?

1	<hr/>
2	<hr/>
3	<hr/>
4	<hr/>
5	<hr/>
6	<hr/>
7	<hr/>
8	<hr/>
9	<hr/>
10	<hr/>

Below you will find recommended **ACTIONS** for each style that people want you to **INCREASE** or **REDUCE**. As you read these suggestions, highlight the borders for any style that several people would like you to change.

STYLES YOU SHOULD INCREASE

STYLES YOU SHOULD REDUCE

S₁

These people want more **DIRECTING** from you. Increased information, explanations, and feedback would make these people more productive.

These people see you as **DOMINATING**. You are doing more telling than is needed. More listening and/or sharing of responsibility may be appropriate.

S₂

These people want more **PROBLEM-SOLVING** from you. You should look for opportunities to use their input into decisions you have been making on your own. You also should look for cues that they need you to make some decisions in areas where you have been trying to support their decision-making.

These people see you as **OVER-INVOLVING**. You may be asking for input when it would be more effective to give people more information about what to do and how you want them to proceed. You may also be making some decisions that these people could make. If so, you should look for ways to support them with their own decision-making.

S₃

These people want more **DEVELOPING**. You should look for opportunities to guide and support them in assuming increased responsibilities. You should also look for cues that they need support in areas where you have been leaving them alone with their decision-making.

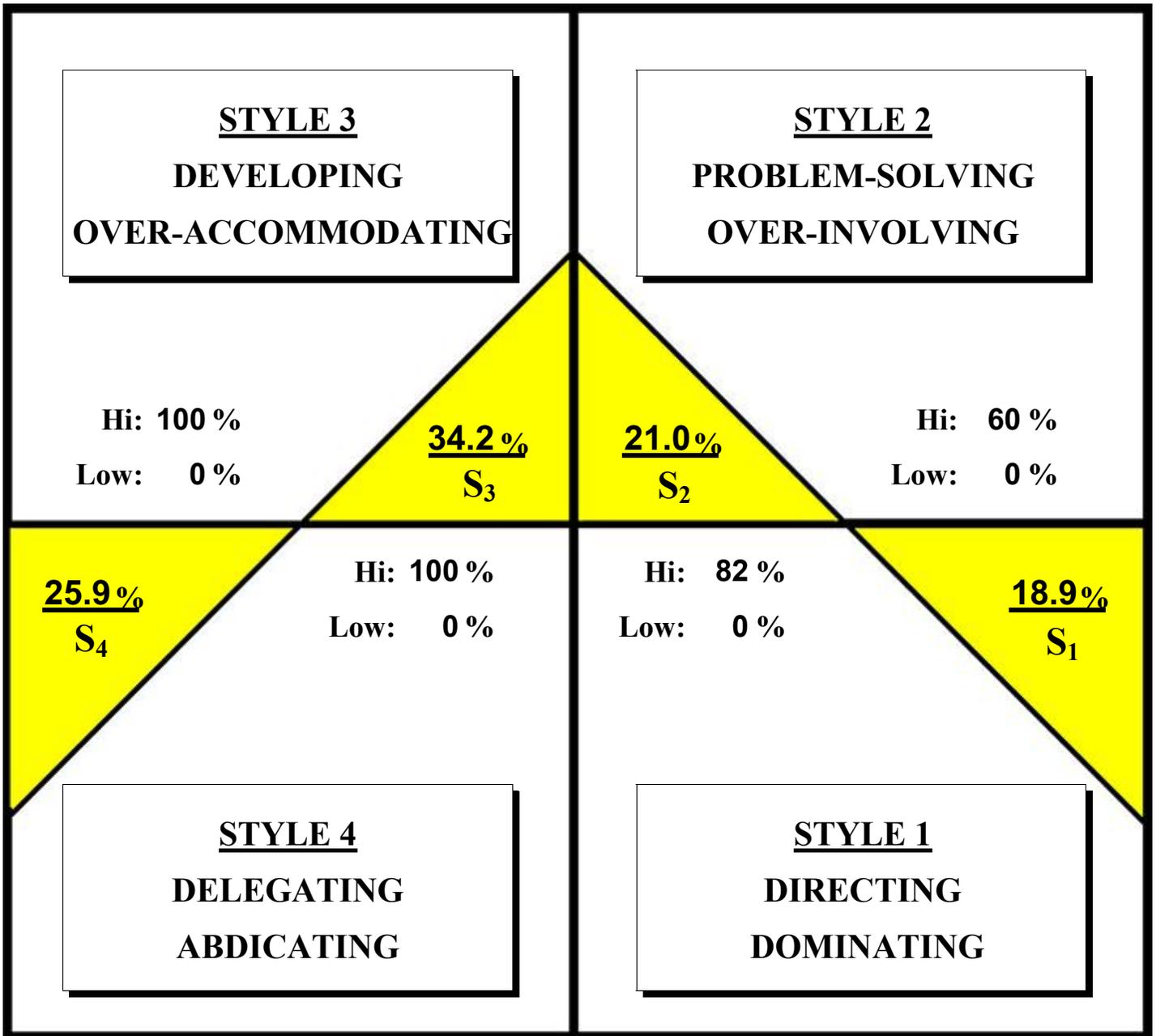
These people see you as too **ACCOMMODATING**. You are friendly and supportive but not helping to increase performance. You may be spending too much time trying to develop people in areas where you need to make the decisions. You may also be offering support to people in areas where they would be more productive with the authority to make decisions on their own.

S₄

These people want more **DELEGATING**. You should try to find opportunities to give them more responsibility as well as the authority to make decisions related to these responsibilities.

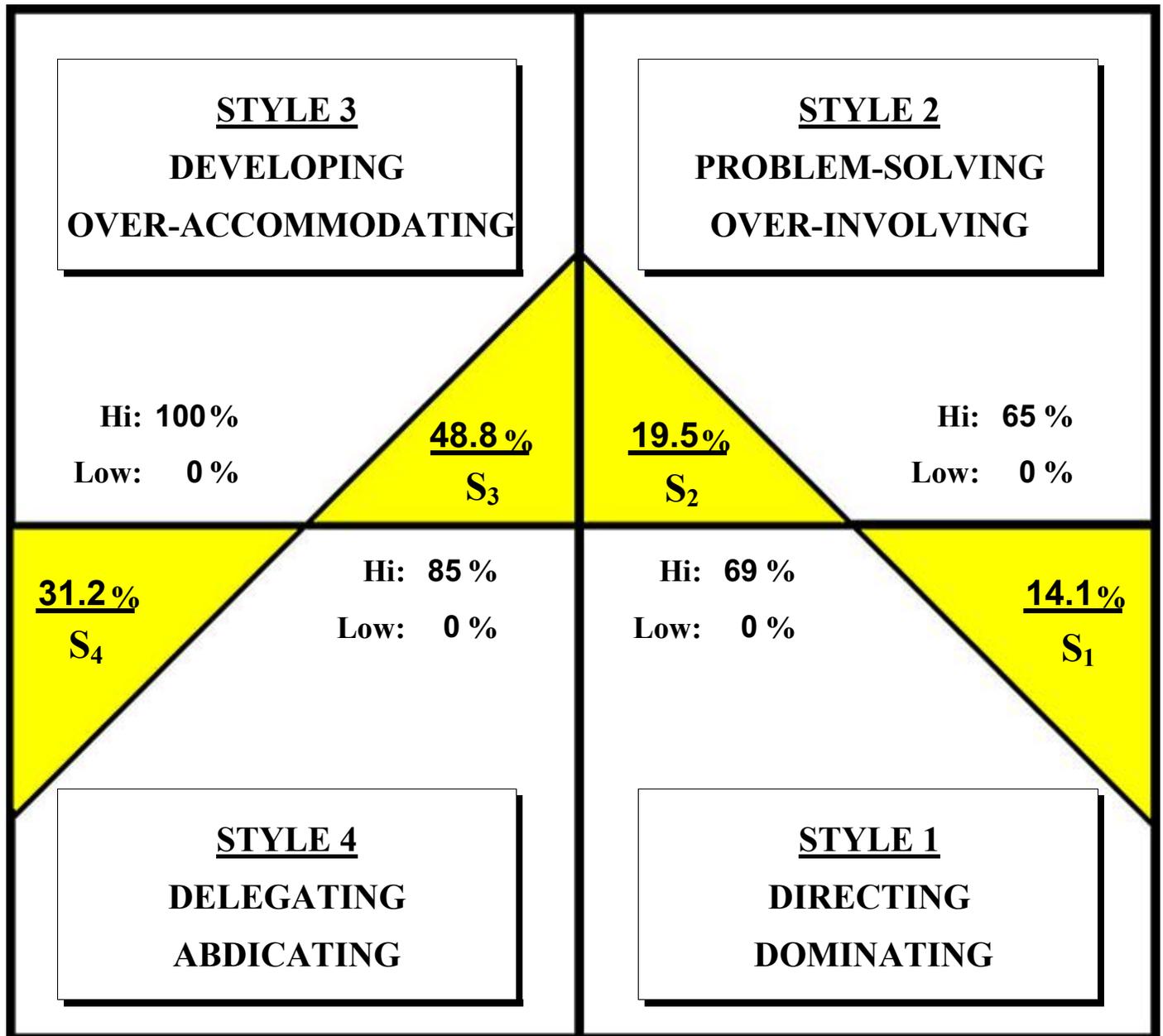
These people see you as **ABDICATING**. You are not providing sufficient information and/or doing enough listening. You should move to **S₃**, diagnose the situation by asking questions and listening. Then you can determine if it is necessary to move to **S₂**.

ORGANIZATIONAL ACTUAL PROFILE



This profile is based on the ACTUAL responses of all feedback givers from your organization who have completed the L4 Other. The percentages illustrate how the typical manager in your organization is perceived. By comparing your ACTUAL profile to the percentages and ranges, you can see if your use of leadership styles is average, near the highs/lows, or somewhere in between.

ORGANIZATIONAL IDEAL PROFILE



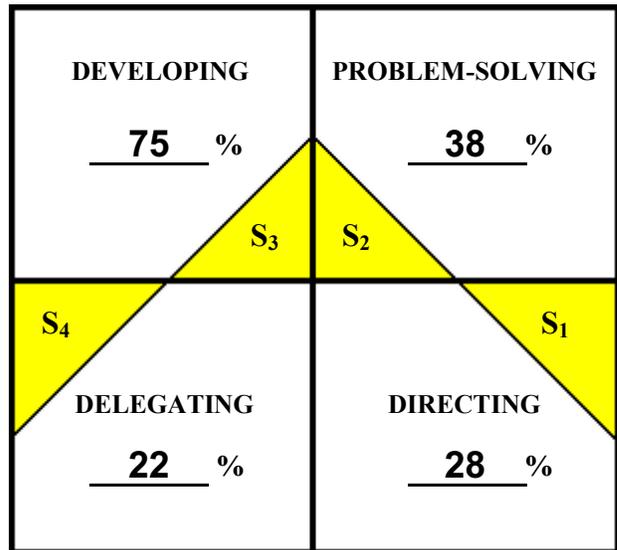
This profile is based on the IDEAL responses of all feedback givers from your organization who have completed the L4 Other. The percentages show the leadership styles that the average team member needs. By comparing your IDEAL profile to the percentages and ranges, you can see if the styles your people need are typical, near the highs/lows, or somewhere in between.

ORGANIZATIONAL CHANGE PROFILE

These profiles are based on the differences between Actual and Ideal for all the feedback givers from your organization who have completed the L4 Others. They show the percentage of team members who would perform better with more or less of each style. As you look at this data, think about these questions:

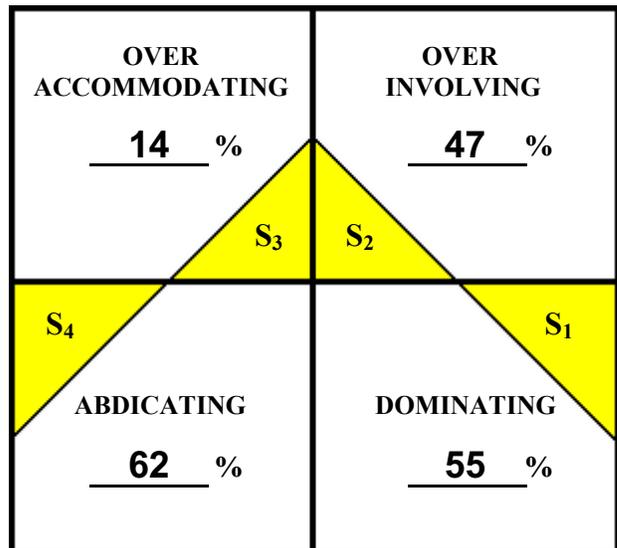
- Are there any patterns in the data?
- What are the messages?

STYLE INCREASES



the percentage of people who need each style INCREASED (+'s)

STYLE DECREASES



the percentage of people who need each style REDUCED (-'s)

L₄ OTHER FOLLOW UP

After receiving feedback like this, you probably have a lot of ideas about ways to put the feedback into action with the people who work with you. Before you do that, here are some steps you may find helpful.

- 1. Thank your feedback givers, as individuals, for taking the time and thought to complete the L₄ Other about you.**
- 2. Meet with your feedback givers, as a group, and invite other members of your team who didn't give you feedback to attend.**
 - Publicly thank the feedback givers for their feedback.
 - Give your team an overview of the 4 leadership styles and the two labels for each style.
 - Tell them about the messages you received and the styles you think you need to increase and decrease.
 - Ask them to give you specific suggestions for ways to help them perform to the best of their potential. Some teams may find it easier if you leave the room for awhile so they can talk to each other before they give you face-to-face feedback. In some cases, you may want a facilitator to lead this upward feedback process.
 - Listen to their feedback without getting defensive and thank them for sharing it with you.
- 3. While your team is together, explain the 1-4-3-2 Empowerment Cycle and the Performance Contracting process to them. Ask them to draft a Performance Contract for one area of responsibility or a specific project.**
- 4. Then meet with them one-on-one to complete the Performance Contracting process:**
 - clarify what goals need to be achieved,
 - listen to how they plan to accomplish the goal,
 - find out what they can do on their own and what support they need,
 - and set checkpoints for on-going communication.

As you identify the leadership styles you need to use for this specific responsibility, this is a good time to ask them to elaborate on their feedback about how you can be most effective with them in general.

HOW TO TAKE LEADERSHIP 4 BACK TO THE OFFICE

PERFORMANCE CONTRACTING is another way to put LEADERSHIP 4 into action. The PC guide can be used with each of the people who reports to you. It leads you through the steps of determining the right mix of leadership styles to maximize each person's performance. The PC process puts you into one-on-one conversations that are focused, goal-oriented, personal discussions. By forming PC's, you include your people on your most important decisions: how to work with them so that they can do their best for you.

For more information about Charter Oak services and programs, please write, call or e-mail:



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