




LEADERSHIP 4

HIGH PERFORMING TEAMS

**L₄ SELF
FEEDBACK**

L4 Self Sample

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Charter Oak

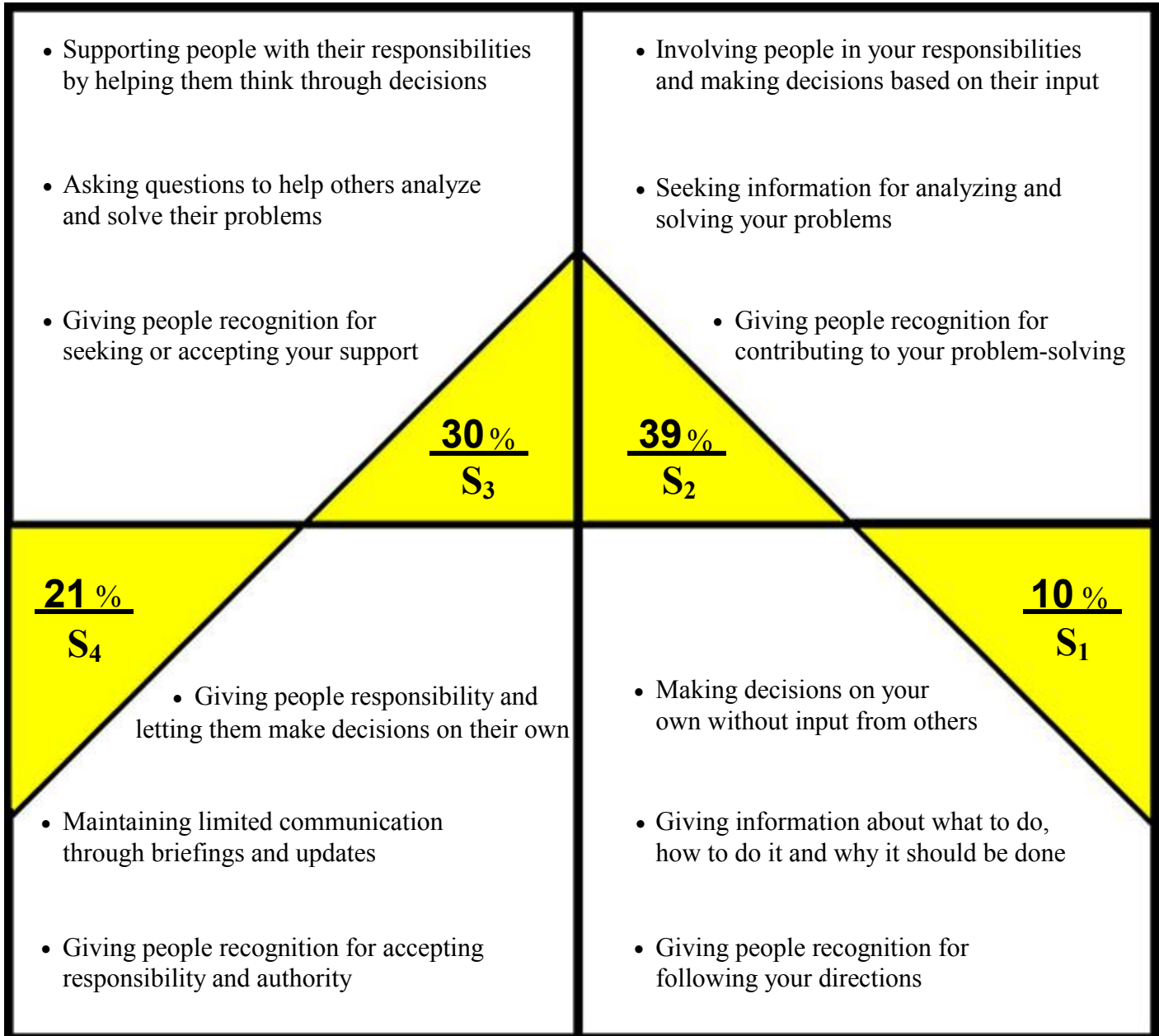
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YOUR SELF PROFILE

The totals inside the shaded corners of each Window of Leadership show the percentage of time you selected each of the LEADERSHIP 4 styles. Read the descriptions in each window to interpret the mix of styles you selected.



Your MAIN style is the one with the highest %. It is the one you used most often in the L4 Self cases.

A BACK-UP style is any other style with 15% or more. You used these styles frequently in these cases.

A LIMITED style is any one with less than 15%. You used these styles occasionally or not at all.

The main, back-up, and limited styles you selected are highlighted below. These paragraphs describe your L₄ SELF PROFILE. Read the descriptions, then think about the following questions.

- Is this profile what you really do or what you think you should do?
- Is this the right mix of styles for the people who work with you?

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 EFFECTIVENESS WITH P₁ CASES

The L₄ Self Assessment includes five P₁ cases (3, 14, 8, 17, 11) involving people who are:

**A₁M₀ - moderate on ability, low on motivation; or
A₀M₁ - low on ability, moderate on motivation.**

S₁ DIRECTING is the most effective style in these P₁ situations. **S₂ PROBLEM-SOLVING** is the second best choice. The other styles are less effective.

	S ₁	S ₂	S ₃	S ₄
the points you assigned to each style	<u>7</u>	<u>11</u>	<u>6</u>	<u>1</u>
the percentage of time you selected each style	28%	44%	24%	4%
4 points for matching style to potential, 3 for the second best choice	28 x4	+ 33 x3	= 61	

Why is S₁ the most effective style in P₁ situations?

S₁ is DIRECTING. In these situations people need instructions, explanations, and frequent feedback. By providing specific directions, you can get them focused on small, achievable tasks. Your close supervision enables them to learn the job and gain experience while performing successfully.

Why are the other styles less effective in P₁ situations?

S₂ is OVER-INVOLVING. You are asking team members for input in situations that call for you to make up your own mind. Getting input may be serving your need and not theirs. Still, this is the second best choice because you are providing the directions that are needed.

S₃ is OVER-ACCOMMODATING. You are trying too hard to make everyone happy and listening to team members when it isn't necessary. You are perceived as friendly and your support is appreciated, but you are not providing enough direction to make these people productive.

S₄ is ABDICATING. It is inappropriate to give so much responsibility to team members who have a low performance potential. They need clear directions and close supervision. Without this, they will flounder, feel discouraged, and direct their efforts in the wrong places.

How can you increase your effectiveness in your own P₁ cases?

What P₁ situations do you face at work?
What mix of styles do you actually use in these situations?
What steps can you take to be more effective in P₁ situations?

YOUR EFFECTIVENESS WITH P₂ CASES

The L₄ Self Assessment includes five P₂ cases (4, 13, 2, 7, 12) involving people who are:

- A₁M₁ - moderate on ability and motivation; or
- A₂M₀ - high on ability, low on motivation; or
- A₀M₂ - low on ability, high on motivation.

S₂ **PROBLEM-SOLVING** is the most effective style in these P₂ situations. S₁ **DIRECTING** is the second best choice. The other styles are less effective.

	S ₁	S ₂	S ₃	S ₄
the points you assigned to each style	P₂ SUBTOTALS <u>3</u>	<u>16</u>	<u>5</u>	<u>1</u>
the percentage of time you selected each style	12%	64%	20%	4%
4 points for matching style to potential, 3 for the second best choice	9 x3	64 x4	=	73

Why is S₂ the most effective style in P₂ situations?

S₂ is PROBLEM-SOLVING. Since these team members only have a moderate performance potential, it is appropriate to seek their input to your decision-making. This gives you the benefit of their ability and/ or motivation while helping them learn the steps for identifying and solving problems.

Why are the other styles less effective in P₂ situations?

S₁ is DOMINATING. This is the second best choice because you are taking charge in situations that require direction. However, if you listened first, others would appreciate your taking control. Without having a chance to provide input, they may see you as too autocratic.

S₃ is OVER-ACCOMMODATING. You are trying to help team members make decisions that are yours to make. This is too much responsibility for their ability and motivation. By helping them think through decisions, you may be frustrating them more than encouraging them to grow.

S₄ is ABDICATING. By giving these people too much responsibility and authorizing them to make decisions on their own, you overwhelm them. They resent your abdication and are likely to do the job incorrectly. They would prefer to give input while you make the decisions.

How can you increase your effectiveness in your own P₂ cases?

What P₂ situations do you face at work?
 What mix of styles do you actually use in these situations?
 What steps can you take to be more effective in P₂ situations?

YOUR EFFECTIVENESS WITH P₃ CASES

The L₄ Self Assessment includes five P₃ cases (6, 15, 9, 18, 19) involving people who are:

**A₂M₁ - high on ability, moderate on motivation; or
A₁M₂ - moderate on ability, high on motivation.**

S₃ DEVELOPING is the most effective style in these P₃ situations. **S₄ DELEGATING** is the second best choice. The other styles are less effective.

		S ₁	S ₂	S ₃	S ₄
the points you assigned to each style	P₃ SUBTOTALS	<u>0</u>	<u>7</u>	<u>12</u>	<u>6</u>
the percentage of time you selected each style	P₃ PERCENTAGES	0%	28%	48%	24%
4 points for matching style to potential, 3 for the second best choice.	P₃ EFFECTIVENESS		66	= 48 x4	+ 18 x3

Why is S₃ the most effective style in P₃ situations?

S₃ is DEVELOPING. In these cases, the people need support to help them make good decisions. By asking questions, you are good at understanding team members' situations. By listening, you help them develop their capacity to identify, analyze, and solve current problems as well as anticipate future ones.

Why are the other styles less effective in P₃ situations?

S₁ is DOMINATING. With this style, you are giving directions when you should be asking questions and listening. By telling people what to do and how to proceed, they feel smothered. You are undermining their potential and discouraging them from taking initiative.

S₂ is OVER-INVOLVING. You are giving team members more direction than these situations require. You are more involved than you need to be and are more controlling than the followers need. At least you are listening to their ideas before you make decisions.

S₄ is ABDICATING. It is too soon to delegate this much authority. Even so, this is the second best choice because giving too much responsibility will often inspire people to rise to the challenge. The danger is that they may go too far in the wrong direction.

How can you increase your effectiveness in your own P₃ cases?

What P₃ situations do you face at work?
 What mix of styles do you actually use in these situations?
 What steps can you take to be more effective in P₃ situations?

YOUR EFFECTIVENESS WITH P₄ CASES

The L₄ Self Assessment includes five P₄ cases (5, 16, 1, 10, 20) involving people who are:

A₂M₂ - high on ability, high on motivation.

S₄ DELEGATING is the most effective style in these P₄ situations. **S₃ DEVELOPING** is the second best choice. The other styles are less effective.

		S ₁	S ₂	S ₃	S ₄
the points you assigned to each style	P₄ SUBTOTALS	<u>0</u>	<u>5</u>	<u>7</u>	<u>13</u>
the percentage of time you selected each style	P₄ PERCENTAGES	0%	20%	28%	52%
4 points for matching style to potential, 3 for the second best choice.	P₄ EFFECTIVENESS		73	= 21 x3	+ 52 x4

Why is S₄ the most effective style in P₄ situations?

S₄ is DELEGATING. In these situations, the people are high on ability and motivation. When you give them the authority to make their own decisions, they welcome the opportunity to take charge. Just remember to give them recognition for their accomplishments so they stay motivated to perform.

Why are the other styles less effective in P₄ situations?

S₁ is DOMINATING. This style is very inappropriate in these situations. You are giving explicit instructions and close supervision to people who are more motivated by making their own decisions. You are smothering these people at a time when all you need to do is praise their independence.

S₂ is OVER-INVOLVING. In these situations you are making decisions that team members could make on their own. At least you are getting their input but you are much more involved than you need to be. You are also over-involving them in meetings that are blocking them from productive work.

S₃ OVER-ACCOMMODATING. You come across as helpful, friendly, and supportive, but it is not really needed in these situations. In fact, you may be slowing these people down. At least you are still leaving them in charge, so it is not too damaging. This is the second-best choice in these situations.

How can you increase your effectiveness in your own P₄ cases?

What P₄ situations do you face at work?
 What mix of styles do you actually use in these situations?
 What steps can you take to be more effective in P₄ situations?

YOUR EFFECTIVENESS WITH MEN

The **L₄ Self Assessment** has eight cases about men - two at each level of performance potential. These cases are illustrated below so you can see the mix of styles you chose for men at each level of potential.

Points in the shaded steps show where you matched style to potential. Responses to the left of the steps indicate over-managing. Responses to the right show under-managing.

CASES	S ₁	S ₂	S ₃	S ₄	
P ₁	3 14	B <u> 3 </u> D <u> </u>	C <u> 2 </u> C <u> 2 </u>	D <u> </u> A <u> 3 </u>	A <u> </u> B <u> </u>
	P ₂	4 13	C <u> 1 </u> B <u> </u>	D <u> 4 </u> C <u> 3 </u>	A <u> </u> D <u> 2 </u>
P ₃		6 15	A <u> </u> C <u> </u>	D <u> 1 </u> A <u> 2 </u>	B <u> 3 </u> B <u> 2 </u>
	P ₄	5 16	C <u> </u> D <u> </u>	B <u> 2 </u> B <u> </u>	A <u> 1 </u> C <u> 1 </u>
TOTALS		<u> 4 </u>	<u> 16 </u>	<u> 12 </u>	<u> 8 </u>
	S ₁	S ₂	S ₃	S ₄	
MALE PERCENTAGES	10.0%	40.0%	30.0%	20.0%	

the points you assigned to each style

the percentage of time you selected each style

What styles did you use with the men in the **L₄ SELF** cases?

What is your **MAIN** style with men? **BACK-UP** styles? **LIMITED** styles?
How do your male percentages compare to the styles you used with women?

How do you manage men at work?

What mix of styles do you use with men at work?
Is this different from the mix you use with women?

How can you increase your effectiveness with men?

At what P levels are you most effective with men at work?
Are there any levels where you should change your mix of styles?

YOUR EFFECTIVENESS WITH WOMEN

The **L₄ Self Assessment** has eight cases about women - two at each level of performance potential. These cases are illustrated below so you can see the mix of styles you chose for women at each level of potential.

	CASES	S ₁	S ₂	S ₃	S ₄
Points in the shaded steps show where you matched style to potential. Responses to the left of the steps indicate over-managing. Responses to the right show under-managing.	P ₁	8 A _____	C <u> 2 </u>	B <u> 2 </u>	D <u> 1 </u>
		17 A <u> 3 </u>	C <u> 2 </u>	B _____	D _____
	P ₂	2 D _____	C <u> 3 </u>	B <u> 1 </u>	A <u> 1 </u>
		7 D <u> 2 </u>	C <u> 3 </u>	A _____	B _____
	P ₃	9 A _____	C <u> 2 </u>	D <u> 3 </u>	B _____
		18 B _____	A <u> 1 </u>	C <u> 1 </u>	D <u> 3 </u>
	P ₄	1 B _____	D _____	C <u> 1 </u>	A <u> 4 </u>
		10 A _____	B _____	C <u> 2 </u>	D <u> 3 </u>

the points you assigned to each style	TOTALS	<u> 5 </u>	<u> 13 </u>	<u> 10 </u>	<u> 12 </u>
		S ₁	S ₂	S ₃	S ₄
the percentage of time you selected each style	FEMALE PERCENTAGES	12.5%	32.5%	25.0%	30.0%

What styles did you use with the women in the **L₄ SELF** cases?

What is your **MAIN** style with women? **BACK-UP** styles? **LIMITED** styles?
How do your female percentages compare to the styles you used with men?

How do you manage women at work?

What mix of styles do you use with women at work?
Is this different from the mix you use with men?

How can you increase your effectiveness with women?

At what P levels are you most effective with women at work?
Are there any levels where you should change your mix of styles?

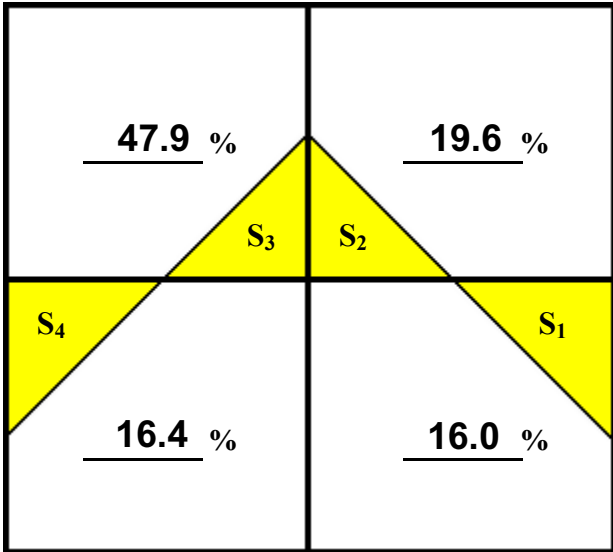
L₄ SELF RESPONSES

This page shows your responses to the L4 Self - the number of points you assigned to each style in each case, the total number of points you assigned to each style, and the percentage of time you selected each style.

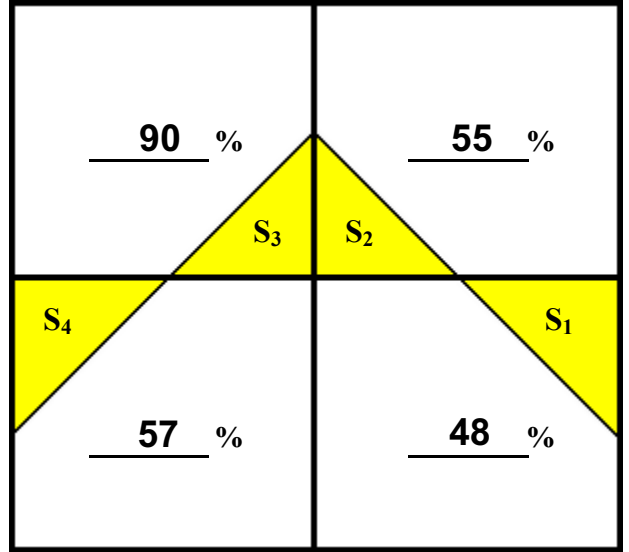
QUESTION	S1	S2	S3	S4
1	0	0	1	4
2	0	3	1	1
3	3	2	0	0
4	1	4	0	0
5	0	2	1	2
6	0	1	3	1
7	2	3	0	0
8	0	2	2	1
9	0	2	3	0
10	0	0	2	3
11	1	3	1	0
12	0	3	2	0
13	0	3	2	0
14	0	2	3	0
15	0	2	2	1
16	0	0	1	4
17	3	2	0	0
18	0	1	1	3
19	0	1	3	1
20	0	3	2	0
TOTALS	10	39	30	21
PERCENTAGES	10	39	30	21

ORGANIZATIONAL SELF PROFILE

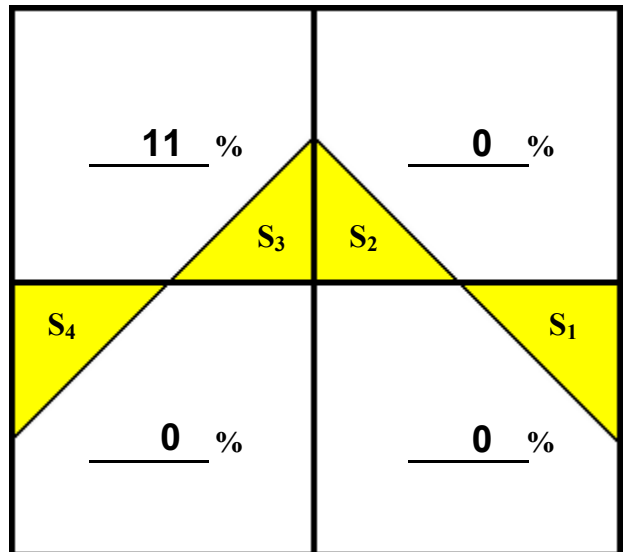
ORGANIZATIONAL AVERAGES



ORGANIZATIONAL HIGH



ORGANIZATIONAL LOW

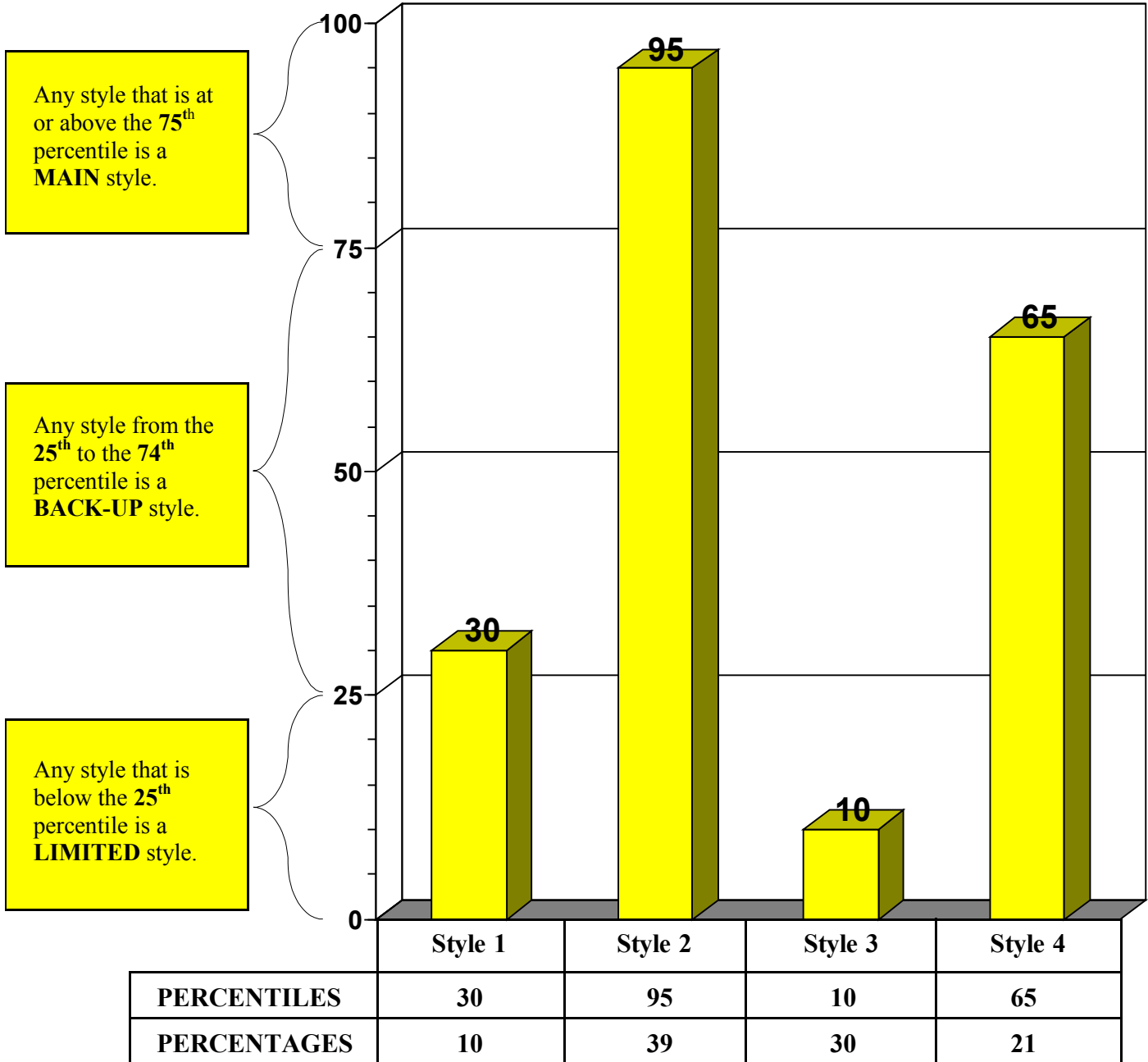


Compare your self profile to the organizational averages. If your percentages are close to the averages, you have selected an average amount of each style. If your percentage for any style is close to the high score, you may be perceived as over using that style. If it is near the low score, you may be seen as under using that style.

COMPARATIVE SELF PROFILE

In the graph below your L₄ Self Profile has been converted to percentiles. This shows how your responses to the L₄ Self Assessment compare to the responses of all the people who have taken the questionnaire.

Percentiles



Your main, back-up, and limited styles are highlighted below. These paragraphs describe your **COMPARATIVE L₄ SELF PROFILE**. Read the descriptions, then think about the following questions.

- Does this profile reflect the styles you use, overuse, and under use?
- How does this profile compare to your profile on page two?

MAIN STYLES
(75th percentile or above)

BACK-UP STYLES
(25th to 74th percentile)

LIMITED STYLES
(below 25th percentile)

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.

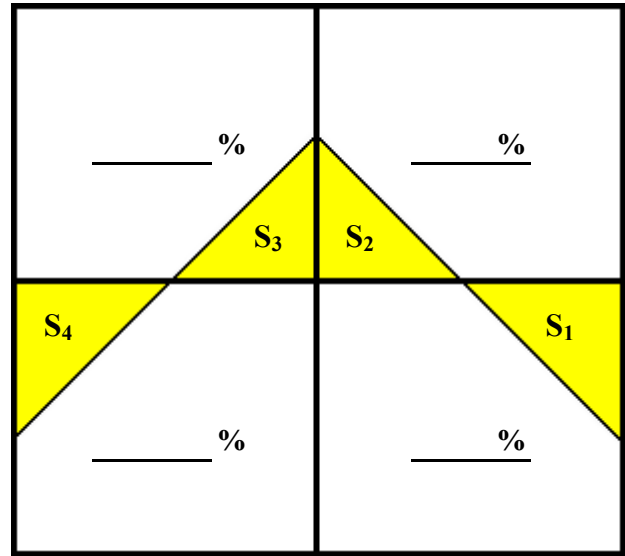
You do not do very much **DELEGATING** and may not let others have as much responsibility or authority as they could handle.

WORST LEADERS

This page will help you think about WORST leaders, the styles they use, and the way they interact with people.

YOUR WORST

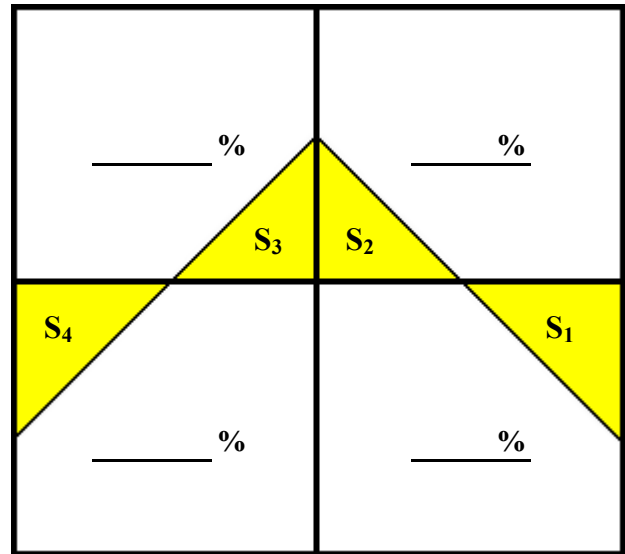
Think about the WORST leader you have seen in your organization, then identify the leadership styles this person uses. To make your thoughts concrete, distribute 100 percentage points among the LEADERSHIP 4 styles.



On average what leadership styles do the WORST leaders in your organization use?

What do the WORST leaders say and do?

ORGANIZATIONAL WORST

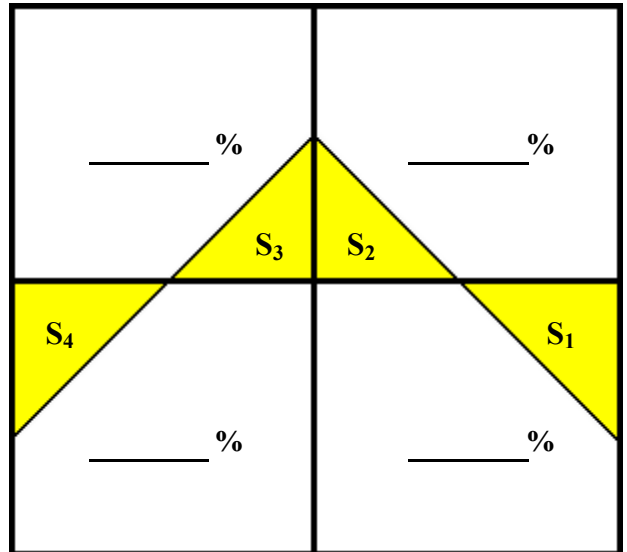


BEST LEADERS

This page will help you think about BEST leaders, the styles they use, and the way they interact with people.

Think about the BEST leader you have seen in your organization. What mix of styles does this person use? Again, distribute 100 percentage points among the LEADERSHIP 4 styles.

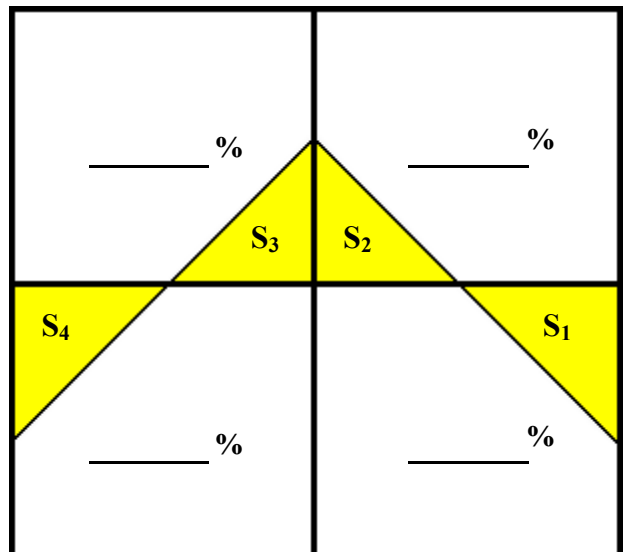
YOUR BEST



On average what leadership styles do the BEST leaders in your organization use?

What do the BEST leaders say and do?

ORGANIZATIONAL BEST



HOW TO TAKE LEADERSHIP 4 BACK TO THE OFFICE

The **L₄ OTHER**, a companion instrument to the **L₄ SELF**, is an ideal way to find out how the people who work for you really do perceive you as a leader. The **L₄ OTHER** is based on 20 cases about common work situations. It asks the people you work with to determine the actual styles you would use and the ideal styles you should use in each situation. The differences between actual and ideal can help you learn about yourself and improve your effectiveness. The feedback can also provide an easy conversation starter for discussing your leadership with the people who work with you.

PERFORMANCE CONTRACTING is another way to put the **L4 SYSTEM** into action. The Performance Contract workbook structures focused and goal-oriented conversations between you and the members of your team. The PC process enables you to clarify goals, action plans for achieving them, and the right mix of leadership styles for ensuring that team members deliver results. Performance Contracting can help you do what best leaders do: empower people to perform to the best of their potential.

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



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