



Leadership/Impact [L/I]

Individual Development

A powerful
 tool that
 measures
 the impact of
 leaders on
 organizational
 performance

For managers and executives to truly lead an organization, they must transform, shape and influence:

- the organizational context
- employee interaction
- how employees approach their work

Leadership Impact is a transformational tool, developed for leaders to become aware of the impact of their own leadership strategies and how these affect the performance of their organizations.

Measuring Leadership Performance

Leadership strategies – this instrument measures the extent to which the leader personally acts in prescriptive versus restrictive ways.

Impact on others – this instrument measures the extent to which the leader motivates or drives people to behave in constructive versus defensive ways.

Leadership effectiveness – this instrument measures current performance using both personal and organizational criteria.

Leadership Impact provides the necessary information to develop change and improvement strategies.

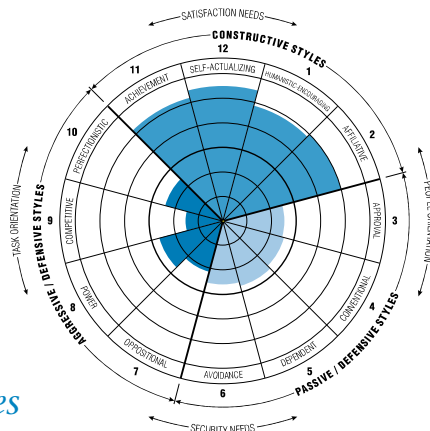
Benefits for Leaders and their Organizations

The text and graphics feedback report provides essential information for leaders and organizations interested in improving performance:

- compares the current impact leaders have on people to the ideal impact they envision
- reviews manager's own perception of their leadership strategies compared to description by others
- reveals how current leadership styles and strategies are shaping the behaviour and performance of others throughout the organization - and indicates how to move toward leadership strategies that positively impact organizational effectiveness, performance and productivity



Leadership/Impact [L/I]



Impact on Others

Constructive

Leadership Effectiveness

Personal

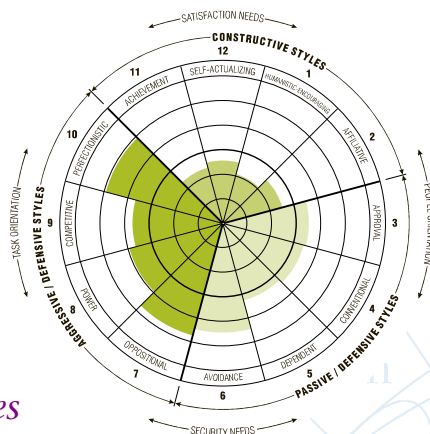
Relaxed and at ease
Ready for promotion
Accepts feedback constructively
Interested in self-development

Organizational

A visionary, a future-oriented leader
Enhances others' productivity
Makes people feel empowered
Brings out the best in others
Emphasizes long-term effectiveness

Leadership Strategies

	Prescriptive
<i>Envisioning</i>	Defining
<i>Role Modelling</i>	Exemplifying
<i>Mentoring</i>	Active
<i>Stimulating Thinking</i>	Lateral
<i>Referring</i>	Positive Referents
<i>Monitoring</i>	Managing by Excellence
<i>Providing Feedback</i>	Positive
<i>Reinforcing</i>	Rewarding
<i>Influencing</i>	Reciprocal
<i>Creating a Setting</i>	Facilitating



Impact on Others

Defensive

Leadership Effectiveness

Personal

Tense and stressed out
Not ready for promotion
Reacts to feedback defensively
Not interested in self-development

Organizational

Traditional, day-to-day manager
Reduces others' productivity
Makes others feel "micro-managed"
Brings out the worst in people
Emphasizes short-term performance

Leadership Strategies

	Restrictive
<i>Envisioning</i>	Delimiting
<i>Role Modelling</i>	Circumscribing
<i>Mentoring</i>	Passive
<i>Stimulating Thinking</i>	Vertical
<i>Referring</i>	Negative Referents
<i>Monitoring</i>	Managing by Exception
<i>Providing Feedback</i>	Negative
<i>Reinforcing</i>	Punishing
<i>Influencing</i>	Unilateral
<i>Creating a Setting</i>	Constraining



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