

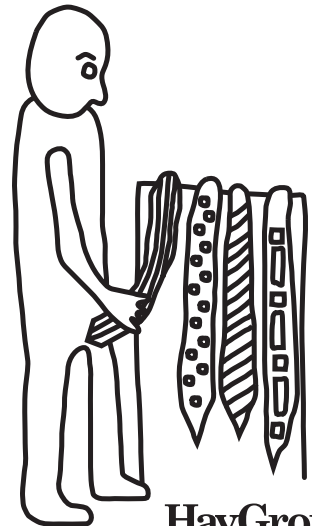
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Inventory of Leadership Styles

You don't lead by hitting people over the head - that's assault, not leadership.

Dwight Eisenhower

What do effective leaders do? Do they berate, do they cajole, do they plead, do they collude, or do they simply lead by example? The truth is that they probably use a variety of different techniques to get the best out of their people. Hay Group research suggests that the most effective executives use a collection of distinct leadership styles – each in the right measure, at just the right time. The ability to combine these styles and put them into action is not easy, but does pay off in performance and, what's more, you can learn how to do it.



Effective leadership eludes many people and organisations. One of the reasons has been a lack of understanding about the precise leadership behaviours that yield the best results. Fortunately we have the research and the data to remedy that problem.

Over-rated?

A recent study by Hay Group's McClelland Center suggests that the higher individuals move up in an organisation, the more likely they are to over-rate themselves and develop blind spots that hinder their effectiveness as leaders. In a survey of 1,214 individuals from organisations worldwide, we found that the higher they were in an organisation the more they over-rated themselves compared to how they were rated by others - and the wider the gap between how they saw themselves and how their peers, subordinates, and managers saw them.

This tendency to develop executive blind spots can be overcome by establishing 360 degree feedback processes such as the Inventory of Leadership Styles.

A short history of Leadership.

The Inventory of Leadership Styles (ILS) is the culmination of decades of research and the use of multi-rater surveys amongst top organisations worldwide. It has its genesis in the pioneering work done by McBer and Company in the 1970's. In 68 questions, this multi-rater survey provides leaders and managers with a profile of their leadership styles in six dimensions. The ILS will help them discover whether their strengths and weaknesses are Directive, Visionary, Affiliative, Participative, Pacesetter or Coaching. The ILS is available in English and other languages.

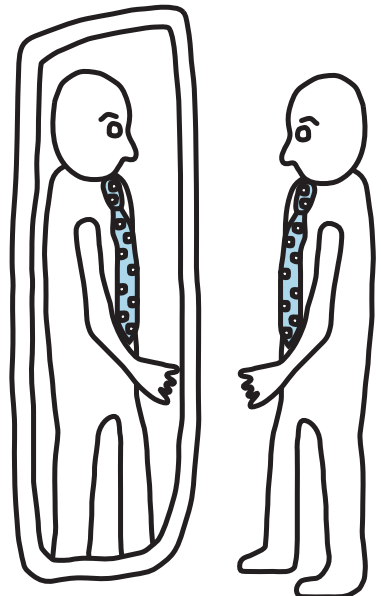
You rate yourself but how do others rate you?

The ILS feedback consists of two profiles—the leadership style the leader intends and the leadership style experienced by the leader's direct reports.

Our feedback tool measures the leadership styles that the leader believes he or she demonstrates in the workplace. These are the leader's intended styles, but they may not be what others experience. These scores are sometimes interpreted as indicating the styles that the leader values.

The feedback tool measures the leadership styles that others see the leader demonstrate. This is how the leader actually comes across, versus how he or she intends to come across.

So, this is powerful feedback to receive - we don't just want to dish it out. We make it available to clients through people who we've trained to deliver this kind of feedback: either our own consultants or clients who are accredited (see our ILS Accreditation programme). This is because you need to know how the science behind the tool actually works, if you're going to explain it to others.



How you'll learn to lead by example.

It is really valuable for leaders to be able to quantify where their dominant styles are and the styles they need to work on. But measuring is only the first step.

We'd love you to call us to talk about how our consultants can design something that meets your specific needs around leadership styles. Or how you might become accredited to take this tool into your organisation. Either way we want you to be able to:

- * have a direct and unique impact on the working atmosphere of your company, team or division – and ultimately on your financial performance.
- * use our reports in one-on-one feedback and group development programmes.
- * have a much clearer picture of what it takes to lead effectively and how you can make that happen.
- * respond better to continually changing business environments, using leadership styles at the right time, to the right measure to achieve results.

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