

—LG-LJI

Local Government Leadership Judgement Indicator Personal Insight Report

Name of respondent:	Chris Smith
Date of completion :	April 2016
Reference group:	Standard

The Local Government Leadership Judgement Indicator (LG-LJI) is based on the Formula 4 Leadership model. This provides a unique way of depicting different leadership styles that can be selected to offer the greatest likelihood of success in a specific situation. The range of styles is summarised in Figure 1. If this is the respondent's first exposure to the LJI Leadership decision making model, they are advised to spend a few minutes studying it as the report is based upon these styles.

No one leadership style is universally applicable or inherently better than any other. Effective leaders adapt their style to the nature of the task and the characteristics of the people involved, guided by the Principles described in the Appendix.

Figure 1 - The Model of Leadership Decision Making Styles underpinning the LG-LJI.



INTRODUCTION

This report is based on completion of the Local Government Leadership Judgement Indicator (LG-LJI). The LG-LJI is a powerful way of gaining insight about a person's ability to work effectively with and through people in a leadership role. The LG-LJI measures leadership judgement by asking the respondent to assume the role of the leader in 16 given scenarios. The respondent must decide upon the appropriateness of four different options in relation to each situation. Each option represents one of the four styles shown in Figure 1.

A number of key principles underpin the Formula 4 Leadership Judgement model upon which the LG-LJI is based:

- No single leadership style is universally effective in all decision making situations.
- No single style is inherently better than others; the appropriateness of a style depends on the nature of the task and the characteristics of the people involved.
- All decision-making situations can be analysed systematically to determine the most appropriate leadership style for that situation.
- Effective leadership involves the capacity to judge which style is best and a willingness to adopt the most effective style even when it does not come naturally.

The purpose of this report is to help create a Leadership Development Plan*It draws conclusions by comparing the respondent's ratings with the LG-LJI's Leadership Decision Making Model and a reference group of managers. The findings in the report should be considered alongside other relevant sources of information when constructing the Leadership Development Plan.

The report is structured as follows:

1. **Preference across the four styles** – describes the strength of the respondent's inclination to use each of the four different leadership styles measured by the LG-LJI.
2. **Judgement in choosing leadership styles** – describes the extent to which the respondent has been able to identify the goodness of fit of each style to the situations presented in the LG-LJI.

* **Formula 4 Leadership Ltd's Personal Development Planner** is a structured tool which allows the respondent to take the key aspects of this report and turn them into a detailed, written personal development plan.

3. **How Preferences impact on Judgement** – describes the interaction between the Preferences and the Judgement demonstrated by the respondent when completing the LG-LJI.
4. **Validity of findings** – compares the way in which the respondent used the rating scale with how the reference group have used it. Over or under use of parts of the rating scale (for example, rarely using the extremes of the rating scale) may distort the findings and affect the validity (authenticity) of the profile.

THE PATTERN OF PREFERENCE SCORES ACROSS THE FOUR STYLES

Preference scores indicate how strongly a person is drawn to each of the four leadership styles in the LG-LJI. The preference score derives from how frequently a style is rated by the respondent as either 'appropriate' or 'highly appropriate' across situations. The frequency of rating each style in this way is compared to the typical rating frequency in the reference group.

Leadership Preference - Directive Style

Analysis of the responses to the 16 scenarios in the LG-LJI shows that the respondent rated the **Directive** style as appropriate far more than the reference group and often did so when it was not an appropriate response, given the nature of the task and the characteristics of the people involved as described in the scenario. This suggests that the respondent has a natural affinity or comfort with the Directive approach which means they may use it more than is appropriate, almost as a default option. Of course there are situations when the Directive style is likely to be the most suitable option. It is most generally effective with a newly formed team, or one that is facing unfamiliar situations. It is likely to be particularly efficient in situations where the leader faces a lot of decisions, many of which are of a type that he or she has experienced before. However, too much directive leadership can establish a 'leader-decision' culture where the team members develop low esteem and do only as they are told. Wrong decisions may be made because insufficient questions are asked and little or no development takes place. The danger is an autocratic or authoritarian style that only appeals to the most receptive of colleagues. Leaders who remain in this mode can quickly find themselves overwhelmed by large numbers of small repetitive decisions. They can also find themselves surrounded by a compliant team but one that lacks initiative, creativity or self-confidence. The respondent is advised to reflect on the extent to which they use the Directive style as a default option and why this style feels so comfortable. They should examine instances when they have used the style inappropriately and what the contraindications were for its effective use in terms of the tasks and people characteristics.

involved.

Leadership Preference - Consultative Style

The frequency with which the respondent rated the **Consultative** style as appropriate is at the high end of the average range in the reference group. This suggests that the respondent feels comfortable with the approach but the slightly elevated score warrants reflection over whether it is appropriate or not for the situation. The Consultative style is useful for generating information and ideas from a developing team. It is likely to be particularly valuable where the leader needs to take others' views into account but when the ultimate decision needs to rest in the leader's own hands. Over-use of consultative leadership can be time-consuming and can result in reduced respect for the leader if another style of leadership would suit the situation better. To use consultative leadership when a more task-oriented style would be suitable is very demanding of the leader's time; if it is used when consensual leadership would be more appropriate, it can reduce the team's feelings of ownership about the decision. It can also appear to be a manipulative style of leadership if there are many meetings (either collectively or one-to-one) but the outcome depends on the leader's own view.

Leadership Preference - Consensual Style

The respondent rated the **Consensual** style as appropriate more frequently than the reference group which suggests that they feel comfortable using this approach and may need to guard against over-using it. The Consensual style is most effective for creating a feeling of ownership when the team is facing situations that require a breadth of view, and where the team members have as much expertise as the leader. It is likely to be particularly valuable when the leader is working with an experienced or varied team or where it is necessary to lead using influence rather than authority. Over-use of the Consensual style can lead to a perceived lack of clear leadership, too little work being done and low productivity. Feelings of poor use of time are common in this situation, both for the leader and the rest of the team. There can sometimes be a danger that the leader is perceived as being unable to make a decision without referring to others first. To use consensual leadership when the Consultative style would be appropriate is to risk making decisions which are the 'lowest common denominator' - something that all the team will go along with, but will not necessarily be of the best quality. Also, if used when task-oriented leadership would be more suitable, it can be seen both as a waste of time and as demotivating for the most skilled team members. The respondent is advised to reflect on the task and people characteristics involved in past situations where they used the Consensual style inappropriately.

Leadership Preference - Delegative Style

The **Delegative** style was selected by the respondent much more often than by the reference group suggesting great comfort with this approach and as a result a tendency to over-use it to the detriment of effective leadership. The Delegative style can produce high levels of motivation and morale if used in situations where the team is competent and therefore able to thrive on greater autonomy. It is likely to be particularly valuable when working with an experienced team, especially where individuals may have greater technical expertise than the leader on certain aspects of the job. If used too much it can cause lack of control and loss of authority. It may lead to lower respect for the leader owing to a perceived under-involvement. It can produce the feeling that the ‘buck is being passed’ in circumstances where more hands-on responsibility should be taken. Equally, it may result in stress for the people being led, as they may be unsure of their readiness for the whole responsibility for the specific task. If this approach produces poor results on a frequent basis, it can be damaging for the credibility of both the leader and the team. Such leaders are sometimes criticised for doing away with their responsibilities and undermining the confidence of their team. It could result in poor decisions if the leader has valuable experience, skills, or knowledge about a particular issue which should have been more prominently brought to bear. It would be useful for the respondent to review times when they have used the Delegative style inappropriately and reflect on aspects of situations which suggested contraindications for its use.

Balance and Roundedness of Preference Scores

Preference Score patterns can be evaluated for ‘balance’ and ‘roundedness’:

- **Balanced patterns** are where the person has no greater liking or aversion to any one style, or cluster of styles, than any other.
- **Roundness** is said to exist when a leader is able to adjust their style to the nature of the task and the characteristics of the people involved, and shows no great preference for one style over another.

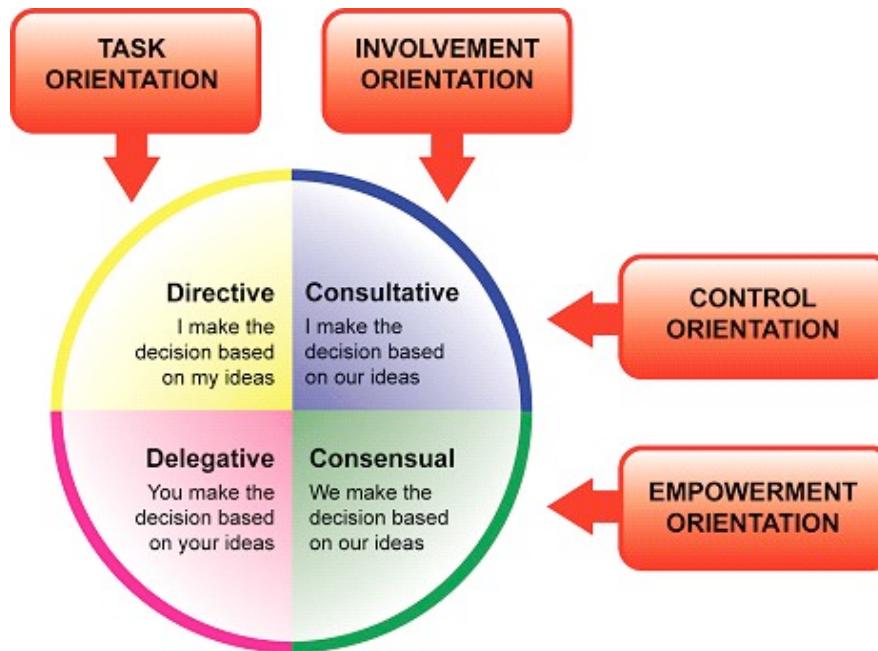
The respondent’s results display a pattern that reveals a reliance on one style over the others. Over-use of one style may suggest that the respondent has a one-track approach to leadership decision making. This may arise from a particular philosophical stance towards leadership; alternatively, the respondent might consider whether their pattern of responding on the LG-LJI is a reflection of their personality. The respondent should also consider whether this represents their habitual way of engaging with reporting staff; if so, it is recommended that they consider bringing more balance to their leadership.

Leadership Orientation

It is possible to identify common themes across pairs of styles, as shown in Figure 2, to provide

broad information about leadership orientation. The down arrows in Figure 2 show that Task Orientation is the combined preference for the Directive and Delegative styles, and Involvement Orientation is the combined preference for the Consultative and Consensual styles. Going across, Control Orientation is the combined preference for the Directive and Consultative styles, and Empowerment Orientation is the combined preference for Delegative and Consensual styles. The text below reports the respondent's leadership orientation as generated by their LG-LJI preference scores and, where relevant, raises potential leadership implications.

Figure 2 - Leadership Orientation



The respondent's scores display a 'spiky' Orientation profile. This suggests that they might need to work on obtaining greater balance between the four types of leadership orientation. Achieving roundedness in the use of power, and the extent to which colleagues are involved in decision making can improve the ability to face any scenario effectively in any circumstance.

JUDGEMENT IN CHOOSING LEADERSHIP STYLES

Introduction

The respondent's ability to select the appropriate leadership style in accordance with the Formula 4 Leadership Decision Making Model that underpins the LG-LJI will have a large impact on their

personal and team effectiveness. There was information available in each of the scenarios to identify the decision making style that was likely to work best. The LG-LJI identifies the respondent's judgement in singling out the appropriate style from the other three options.

Judgement in choosing each style

The respondent has obtained a separate judgement score for each of the individual styles. Higher scores are generated when the respondent has recognised the styles that are appropriate and also identified the styles that are inappropriate across the scenarios. Conversely, low scores can be expected if the respondent has incorrectly identified styles as either appropriate or inappropriate across the scenarios. Note that in this section judgement scores are considered in isolation from preference scores. (In a later section, preference and judgement are considered in combination to identify the ways in which preference might be impacting on judgement.)

The respondent's judgement in determining when and when not to use the **Directive** style was above average when compared to the reference group. This suggests that they will be a more effective than the average respondent with a newly formed team or one that is facing unfamiliar situations. This will support their leadership judgement if they work in situations where they are faced with a lot of decisions, many of which are of a type that he or she has experienced before, that demand an immediate response. This is a style that, in the short term, is very efficient in the use of the leader's time. It is a particularly useful style, therefore, when an experienced leader is faced by an emergency. Therefore, the respondent should continue to consolidate their discernment in the use of this style.

The respondent's judgement in determining when and when not to use the **Consultative** style was low when compared to the reference group. This suggests that the respondent will be much less effective with a developing team. This style is particularly valuable where the leader needs to take others' views into account but when the ultimate decision needs to rest in the leader's own hands. This is an important style to employ when team members' levels of knowledge and understanding are still developing. In such circumstances they may not yet have the necessary experience, or even alignment with the organisation's values, to be relied upon to make the best decisions in important and unfamiliar circumstances. Therefore, the respondent should make it a high priority to develop their discernment in the use of this style.

The respondent's judgement in determining when and when not to use the **Consensual** style was above average when compared to the reference group. This suggests that the respondent will be more effective than the average respondent when the team is facing situations that require a

breadth of view and the team members have as much expertise as the leader. The Consensual style is particularly valuable when the leader is working with an experienced or varied team and it is necessary to work through influence rather than authority. This style is particularly important for engendering ownership and commitment, especially when facing situations that need to be viewed from a number of different perspectives. Therefore, the respondent should continue to consolidate their discernment in the use of this style.

The respondent's judgement in determining when and when not to use the **Delegative** style was average when compared to the reference group. This suggests that the respondent will be averagely effective in situations where the team is competent and therefore able to thrive on greater autonomy. This is a style that is particularly valuable when working with an experienced team, especially where individuals may have greater technical expertise than the leader on certain aspects of the job. Therefore, there is scope for the respondent to continue to develop their discernment in the use of this style.

The impact of item type on Leadership Judgement scores

Each of the four Leadership styles can be applied in two slightly different ways, as shown in Figure 1 at the beginning of this report. The options (or 'items') under the scenarios reflect this. In other words there are two 'item types' for each style. For example, in the items relating to Consultative style, half of the items involve getting the ideas of colleagues on a one-to-one basis while the other half involves obtaining ideas from colleagues in a group meeting. It can be useful to separate out two types of item to investigate any potential difference in accuracy of judging the appropriateness of the two different ways of applying the main styles. However, it should be noted that such comparisons of scores on the separated item types are based on too few items to constitute a robust measurement. Nevertheless such qualitative comparison can make a useful starting point for an explorative discussion to enhance understanding of what is driving the scores on the four main styles, and the analysis in this section should be approached with this in mind. For definitions of the item types referred to below, please refer to Figure 1.

The respondent's judgement in determining when and when not to use the **Unassisted Directive** item type was very broadly average when compared to the reference group. This is a very leader-centred approach to team leadership for it does not involve reporting colleagues at all. This lack of team involvement can yield quick answers and it does ensure that nobody's time is wasted on unnecessary or inappropriate issues.

The respondent's judgement in determining when and when not to use the **Researched**

Directive item type was very broadly in line with the reference group. The leader usually chooses this approach when it is better to keep control of things, even though he or she needs to draw on the information possessed by others.

The respondent's judgement in determining when and when not to use the **One-to-One Consultative** item type was lower than the reference group's. It might be useful to reflect on effectiveness when it is necessary to gather colleagues' ideas and opinions before the leader makes the decision in accordance with his or her own judgement. With the one-to-one approach, the team does not meet as a group; the problem is discussed with team members individually, either face-to-face, by telephone or perhaps by email or intranet. The approach works particularly well when intricate sequential tasks are submitted to this type of decision making.

The respondent's judgement in determining when and when not to use the **Group Consultative** item type was very broadly in line with the reference group. Getting the group together allows the leader to gather their multiple perspectives and to hear their debate about the breadth of issues. However, being very clear about the key differences between Consultative and Consensual decision making is a prerequisite to success. The respondent needs to continue to strengthen this style in their leadership decision making. In the Group Consultative style, the leader retains the final decision making power.

The respondent's judgement in determining when and when not to use the **Chaired Consensual** item type was very broadly in line with the reference group. With this style the leader takes the chair and facilitates a collaborative problem-solving process where all team members have a voice and participate in searching for a solution. Here power is equalised to the point where a decision is reached that is acceptable to everyone.

The respondent's judgement in determining when and when not to use the **Team Player Consensual** item type was very broadly in line with the reference group. Here, the leader becomes one of the team and allocates the position of chairperson to one of his or her colleagues, or even has no chairperson at all. The intention is to create a totally participative climate for the decision making process.

The respondent's judgement in determining when and when not to use the **Informed Delegative** item type was very broadly in line with the reference group. In this style, any necessary parameters, hopes, expectations and objectives are laid out. The reporting colleagues then proceed with resolving the problem, but keep the leader informed and in touch with their

progress.

The respondent's judgement in determining when and when not to use the **Ballistic Delegative** item type was very broadly in line with the reference group. After an initial briefing to establish the leader's hopes, expectations and objectives, reporting staff are let loose to resolve the problem under their own steam, not to return until they have done so. This approach demands high levels of trust when used in appropriate circumstances and a preparedness to release power and completely hand over responsibility to colleagues. If used discerningly it enhances the leader's standing; if used inappropriately, or not at all, it can undermine the leader and team's development.

Overall Leadership Judgement

The overall Leadership Judgement score gives a composite measure of the respondent's judgement for all the leadership styles combined and compared to that of the reference group. By doing this, it is possible to gain a picture of how the respondent's judgement for each of the four leadership styles taken together affects overall Leadership Judgement.

The respondent has demonstrated average accuracy in the selection of appropriate leadership styles within the LG-LJI when compared with the reference group. This probably means that they will be as successful as many others in choosing the most appropriate decision making style with which to engage with their team. The ability to choose the best leadership style in any situation is critical for achieving optimum performance - both for the respondent and their team. Therefore, the respondent will benefit from developing and enhancing their understanding of the underlying principles that guide the selection of leadership styles still further (see Appendix).

HOW PREFERENCES IMPACT ON JUDGEMENT

This section examines the way in which the respondent's preference impacts upon judgement in relation to each of the leadership styles and provides a useful insight into the driving force behind the respondent's leadership judgement.

Compared to the reference group, the respondent has obtained a higher **Directive** Judgement score and their preference for this style is also elevated. Therefore, although good judgement is being displayed, this may be 'watered down' by the high Preference score, for the respondent has been drawn towards rating the Directive style as appropriate rather frequently. While the

respondent often selects the approach correctly, they may be so drawn to it that they may employ it when a different style is called for. Therefore, the respondent may need to become more discriminating in their use of the Directive approach.

Compared to others in the reference group, the respondent has obtained a lower **Consultative** Judgement score but their preference for this style is broadly average. Their judgement is not as strong as the reference group's, yet the respondent is prepared to use the style to an average degree. While the respondent lacks discernment in the application of consultative leadership, the danger of making errors is somewhat decreased because they are not drawn to it strongly as a method of engaging with reporting staff. When this pattern arises, the respondent is advised to strengthen Consultative Judgement whilst maintaining a relatively economical approach towards its deployment.

Compared to others in the reference group, the respondent has obtained a higher **Consensual** Judgement score and their preference for this style is also elevated. Although good judgement is being displayed, this may be 'watered down' by the high Preference score, as the respondent has been drawn towards rating the Consensual style as appropriate rather frequently. While the respondent often selects the approach correctly, they may be so drawn to it that they may employ it when a different style is called for. Therefore, the respondent may need to become more discriminating in their use of the Consensual approach.

Compared to others in the reference group, the respondent has obtained a broadly average score for **Delegative** Judgement but their preference for this approach is elevated. It is likely that the respondent will be drawn to delegative decision making more than others but their discernment in its use does not match their preference for its use. The respondent is therefore advised to explore how they might tip the balance the other way to increase their judgement in the application of this style and become more economical in its deployment.

VALIDITY OF FINDINGS

It has been possible to analyse the way in which the respondent used the rating scale when evaluating the appropriateness of the 64 decision choices in the LG-LJI. Their pattern of responding can be compared to others in the reference group to see whether the respondent adopted an unusual rating strategy. This can then serve as a point of enquiry when considering whether the profile is a reasonably fair and accurate representation of the person's actual behaviour in leadership situations.

The respondent has used the '4' rating much more than others in the reference group. This means they considered that more of the available decision choices were 'Appropriate' than most other respondents. Given that the decision choices for each scenario have varying degrees of merit, and some that have much less value than others, the fact that the respondent was relatively undiscerning about this suggests that they need to develop their skills in the situational analysis of real-life scenarios in order to become clearer in their judgement.

The respondent has used the '1' rating much less than others in the reference group. This means they considered that fewer of the available decision choices were 'Totally Inappropriate' than most other respondents. Given that the decision choices for each scenario have varying degrees of merit, and some that have much less merit than others, the fact that the respondent chose not to employ this point on the rating scale suggests that they need to develop their skills in the situational analysis of real-life scenarios in order to become clearer in their judgement.

NEXT STEPS

The respondent is advised to follow the guidance provided by Formula 4 Leadership Ltd's Personal Development Planner as the next step in their leadership development. Leadership Judgement is a quality that can be strengthened and developed, just as Leadership Preferences can be modified.

The appendix to this report describes the Principles upon which Leadership Judgement is cultivated and the Tenets provide the justification for the training and development interventions to follow. Formula 4 Leadership Ltd's Coach on the Desktop* is the vehicle of choice for honing Leadership Judgement so that Principles of effective leadership, that underpin the LG-LJI, can become second nature to the respondent. The aim is that this brings greater discernment to the respondent's leadership behaviour across the variety of scenarios that they will inevitably confront.

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Formula 4 Leadership Ltd, Highfield House, 124 Derby Road, Long Eaton, Nottingham NG10 4LS
T: (+44) 115 973 4888 F: (+44) 115 973 1009 E: info@formula4leadership.com www.formula4leadership.com

* **Formula 4 Leadership Ltd's Coach on the Desktop (CotD)** is an on-line development tool that supports leadership development in a measurable way. The CotD is accessible 24 hours a day. It uses a process of asking pertinent, non-directive questions about real-life leadership situations to make recommendations about the 'best' way to engage with reporting staff. It challenges existing thinking about the 'right' way to work with and through colleagues.

Each time the CotD is used a report is generated that describes the leader's thinking. This can be shared with others, so bringing greater transparency to leadership decision making. Moreover, the software keeps a history of the leader's responses and the outcomes reached over every decision they make. This provides a wealth of information about the leader's approach towards reporting staff, so providing objective evidence for analysis and assessment.

APPENDIX

PRINCIPLES AND TENETS OF THE LJI LEADERSHIP MODEL

Principles of the LJI Leadership Model

These principles focus a leader's time and energy to achieve optimal results.

Effective leaders:

- always consider how important the decision is**
- see if the decision offers a development opportunity for their team**
- ensure that important decisions are worked on by the best-qualified people**
- stay personally close to important decisions which are unfamiliar in nature**
- seek to establish mutual interest so that subordinates share the same goals as those of the organisation**
- involve subordinates in decision making whenever their commitment is uncertain yet required**
- involve teams to improve the technical quality of decisions when breadth of information and multiple perspectives are called for**
- use appropriate individuals to improve the technical quality of decisions when intricate, sequential reasoning is required**
- evaluate their performance against these Principles in the short, medium and long term.**

Tenets of the LJI Leadership Model

- No one leadership style is universally applicable to all decision making situations.**
- No one leadership style is inherently better than any other.**
- Effective leaders gear their style to the nature of the task and the characteristics of the people involved.**
- Each decision making situation can be methodically assessed to determine the most appropriate leadership style.**
- Effective leadership involves a preparedness to adopt different styles of decision making.**