

Leadership Styles 360°

The Leadership Styles questionnaire is an online survey designed to provide leaders with an objective view of their performance.

Based on both research and experience, Leadership Styles enables a leader to assess themselves against six different elements of the Leadership Repertoire: *Visionary, Coaching, Affiliative, Democratic, Pace Setting, and Commanding*.

Each of the six leadership elements are covered by ten questions. As well as completing a self report the leader asks a senior manager, six peers and six direct reports to answer the same questions. This means that their leadership repertoire can be reviewed taking into account feedback from a number of different sources.

Leadership Styles 360° is completed online. In order to access the survey, all team members are provided with a link to the survey and a password.

The link directs the leader and their colleagues to the survey login screen. It is then easy to log on and complete the survey.

Each leader completes the survey, simply by selecting their response to each question, as this example illustrates. Their colleagues answer similar questions with regards to how frequently the leader demonstrates each of the leadership skills.

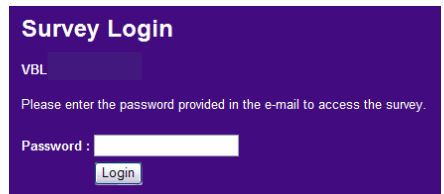


Figure 1: Example survey login screen

HOW FREQUENTLY DO YOU...

- | | Always
5 | 4 | 3 | 2 | Never
1 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1. I sense how other members of the team feel | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 2. I inspire others with my leadership to achieve the business/team vision | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 3. I ensure that the team are committed to the decisions that we make | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Figure 2: Example online questions

Once the survey has been completed, it is submitted to a centralised server. A composite report is produced after the self report and all the colleagues responses have been submitted. The report illustrates the current performance of the leader using charts and tables. The report is easy to read and analyse, and any gaps in the leadership repertoire are clear.

The report provides an overview of the leadership repertoire elements. In the example leadership styles overview it is clear that the strongest performance element for this leader is Commanding style.

The example individual question below gives you an idea of the way that the report shows the strengths and development areas of a leader.

Using the Leadership Styles data the leader can identify and produce action plans that ensure they continue to play to their strengths, and also tackle problem areas.

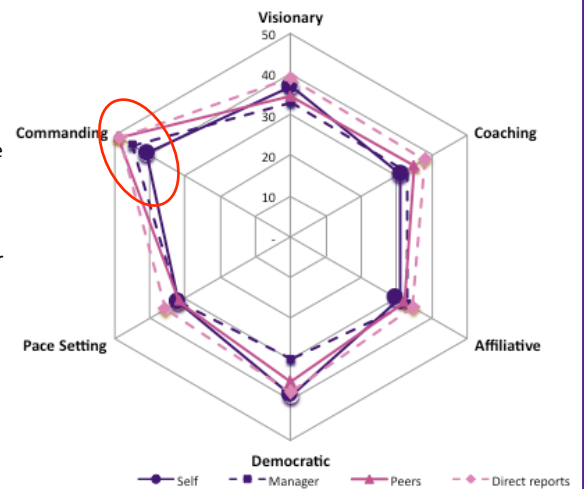


Figure 3: Example leadership styles overview

Visionary	Self	Manager	Peers	Direct reports
2. I inspire others with my leadership to achieve the company/team vision	4	4	4.8	4.2
12. I lead by example	4	5	4.6	4.3

Figure 4: Example detailed result—positive