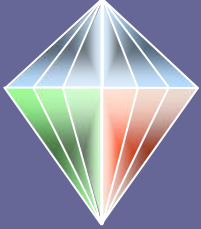


# The Diamond Series:

The Diamond Series®



## Organizational & Leadership Development

"Leadership Effectiveness is 'a person's proven capability to positively influence others to pursue a specific course of action or vision over time and across changing contexts.'"

- Psychology at Work

Leadership & Organisational Development

### Theoretical foundations of the Diamond Model

- The Diamond Model has been in development since 2004. It is the product of years of reviewing and then applying the best organisational, psychological and leadership theories in a practical, behaviour-anchored way in a variety of industries at all levels of management, thus allowing us to identify primary behaviours that drive leadership effectiveness in most settings, as well as which behaviours significantly reduce a leaders' effectiveness. This work also led to Psychology at Work's definition of leadership effectiveness given above.
- The Diamond Model integrates a wide array of theories, including: Lefton and Buzzotta's research on leadership through people skills; Participative leadership & Psychological empowerment (Conger, Kunungo & Spreitzer); Change management; Transformational leadership (Kotter, Bass & Avolio); Ethical, Servant and Authentic leadership; Freud's ego-needs; Emotional Intelligence (Goleman & Baron).



### Understanding the dynamics of the Diamond Model

- The Diamond Model enables leaders to identify and develop more effective leadership behaviours. It underpins all offerings in Psychology at Work's Diamond Series of Organisational and Leadership Development that includes assessment instruments and facilitated behaviour change processes.
- The Diamond Model has 3 dimensions: **Driving**, **Engaging** and **Inspiring**. Each dimension has 3-5 facets.
- Driving** and **Engaging** are considered **foundation skills** that have to be well developed for the leader to be effective at **Inspiring** others (as seen on the model). Individuals at lower levels of management tend to focus more energy on developing behaviours that relate to **Driving** and **Engaging**, whilst at higher levels of management, **Inspiring** behaviours become more critical.



### Dimensions

**Driving** measures 'task-oriented' behaviours that drive business performance. It indicates the extent to which the leader is able to exercise clear-minded judgement and then get others to do the right things at the right time and stay the course towards achieving results, whilst living the principles of continuous improvement and innovation.

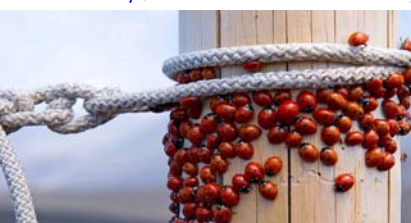
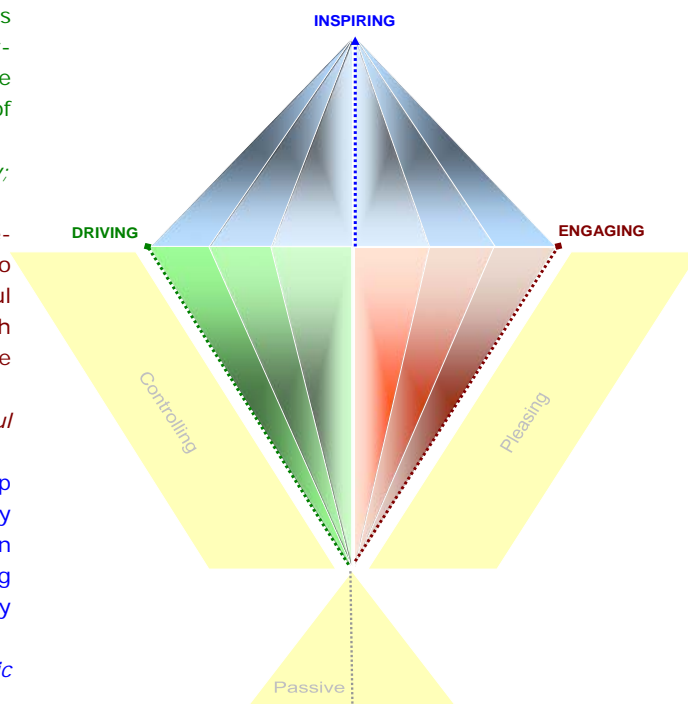
Facets: *Decisive Leadership - Clear-minded judgement / Accountability; Performance Driven Approach; Innovative Orientation.*

**Engaging** describes the extent to which the leader demonstrates 'people-oriented' behaviours maximise performance. These behaviours relate not only to communication skills that allow the leader to build trusting and respectful relationships, but also to how the leader gets others to engage in their work with both their hearts and minds through true participative management and effective coaching techniques.

Facets: *Interpersonal Effectiveness - Active Listening / Respectful Responding; Participative Management; Coaching Style.*

**Inspiring** measures 'change-oriented', transformational leadership behaviours that allow the leader to consistently and authentically inspire/motivate others to share the vision of the organisation. This dimension examines how well the leader is able to collaborate with others towards achieving a sustainable organisation within a changing environment, and if they display emotional resilience under pressure.

Facets: *Motivational Leadership; Emotional Self-management; Authentic Leadership; Collaborative Leadership; Sustainable Interdependence.*



### Negative indicators

The Diamond Model also measures negative behaviours that have been proven to limit leadership effectiveness and often have to be 'unlearned'. These **negative indicators** include being **too**:

- Controlling** - puts business needs before people, overly critical, aggressive, disempowering.
- Pleasing** - fears disapproval, rescues, lenient, avoids conflict, works to stay in favour, politicking.
- Passive** - waits for others to take the lead, withdraws, negative to change, low commitment.