Leadership Effectiveness Questionnaire

The Diamond Series©

Leadership & Organisational Development

"Leadership is a journey, not a destination"

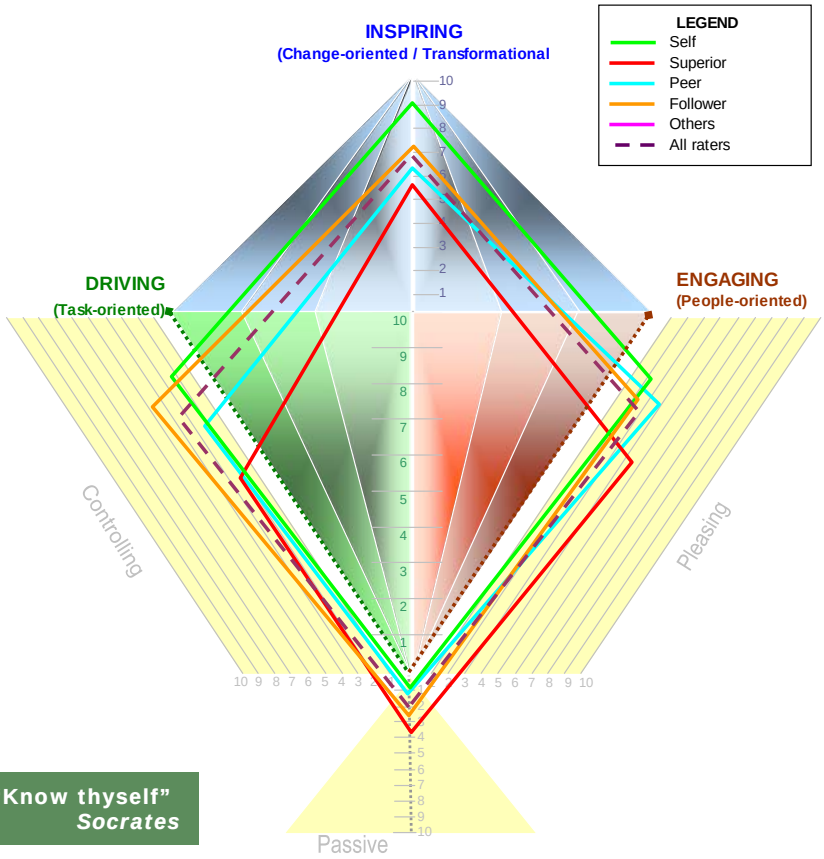
- Psychology at Work

As the context in which leaders operate is not stagnant or predictable, a leader's development is better described as a *journey* without a final destination. On this journey, traditional leadership training may provide some important input at certain junctions. The most powerful development tool, however, will be your own ability to identify where you are on the journey, map out where you want to be and identify how you want to proceed. This is how the Leadership Effectiveness Questionnaire can really contribute to a leader's development.

How the LEF-360 assists leaders on their journey

- The **Leadership Effectiveness questionnaire (LEF-360)** is a 360-degree assessment designed to measure the well-established leadership behaviours encapsulated in Psychology at Work's Diamond Model.
- It provides leaders with insight into how they are perceived in action, by gathering the opinions of multiple raters (most often peers, superiors, and subordinates but may include clients, etc).
- By comparing their self-assessment with other ratings, leaders easily identify areas of agreement and differences in opinion with regards to what behaviours are contributing towards their effectiveness, what behaviours may need to be further developed and what behaviours they may need to let go of.
- Whilst the results are easy to understand and action, the true value of the LEF-360 process comes from using highly skilled coaches who have a deep understanding of the Diamond Model and significant experience in leadership development.
- Leaders are not left to decipher their feedback on their own; rather coaches work with each leader to help them make sense of their feedback in relation to their specific work context. They empower the leader to appreciate and work with sometimes quite 'touchy' feedback in a practical way, rather than discard it. Thus companies are far more likely to see return for the time and money spent on this process.
- As the LEF-360 is part of a diamond series, leaders can easily benefit from other Diamond Series offerings (for example: coaching, psychometric assessments, career planning or specialised training) as they will directly relate to the LEF-360 feedback they have received.

LEF-360 Administration, reports and feedback



- Each leader who wants to complete the LEF-360 is asked to nominate a *minimum* of 1 superior, 2 peers and 2 followers to evaluate them. It is best to have more raters, although the guiding rule is that raters must know the leader well enough to be able to provide quality input.
- Psychology at Work manages the administration and follow-up process. Once we have the contact details of the raters, we send questionnaires as email attachments to each rater.
- Raters who do not have email access will be sent a paper version which they can fax back to us. Alternative arrangements can be made for large projects.
- Raters complete the LEF-360 and email it back to us. This ensures confidentiality. Weekly reminders are sent to raters.
- Each leader has a one-on-one feedback session with a suitably trained coach. During the feedback session leaders receive a full colour report and interpretation guide for development planning.
- The **Leadership Effectiveness questionnaire – Abridged (LEF-A)** is a short self-assessment used during training to help individuals plot themselves on the Diamond Model.

"Know thyself"
Socrates

For more information on these and other services contact either Hazel Dunbar-Isaacson (hazel@psychologyatwork.co.za) or Justine Jackson-Fraser (justine@psychologyatwork.co.za).
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