

Executive Assessment for Coaching and Development

Bob Kaplan & Rob Kaiser

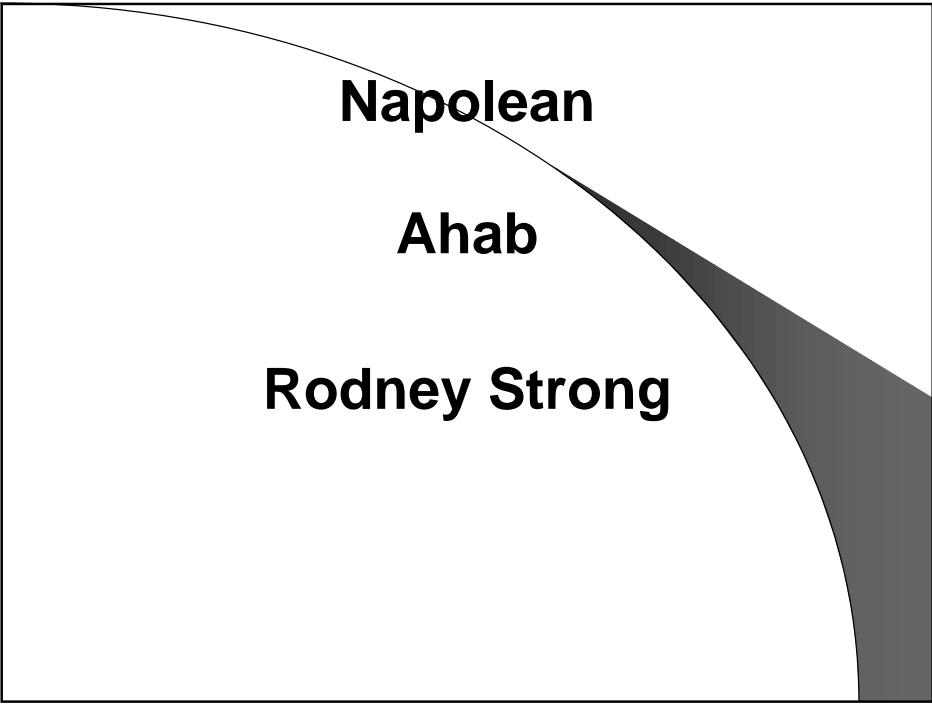
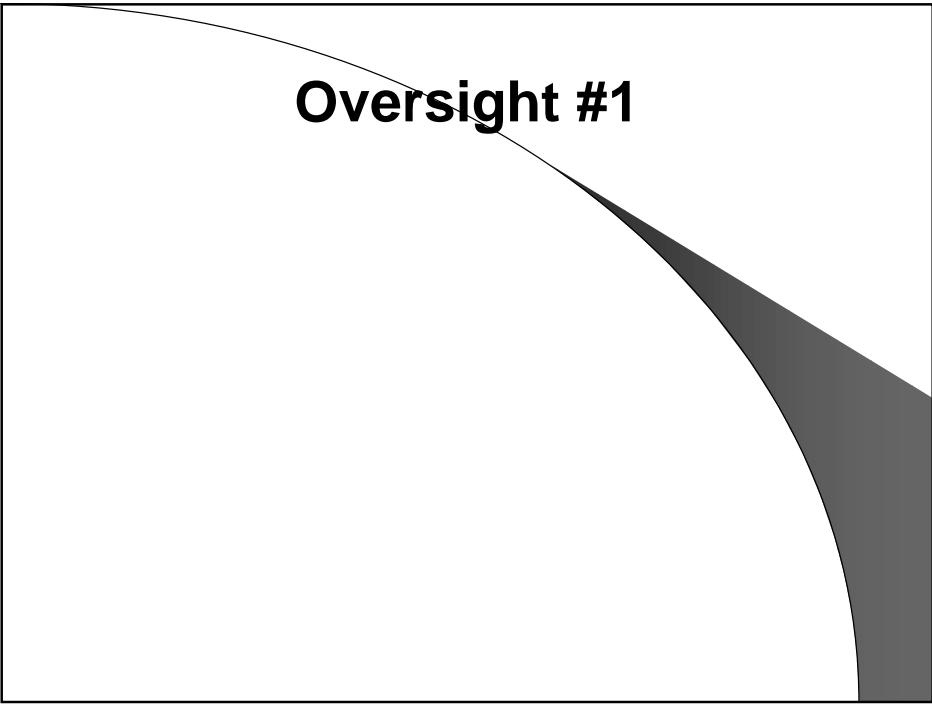
KAPLAN DEVRIES INC.

November 21, 2003
Chicago I/O Psychologists

A Curious Disconnect

What we know
about leadership

How we
assess leaders



Overkill is rampant

Frequency Rating Scale

How often does this manager do the following?

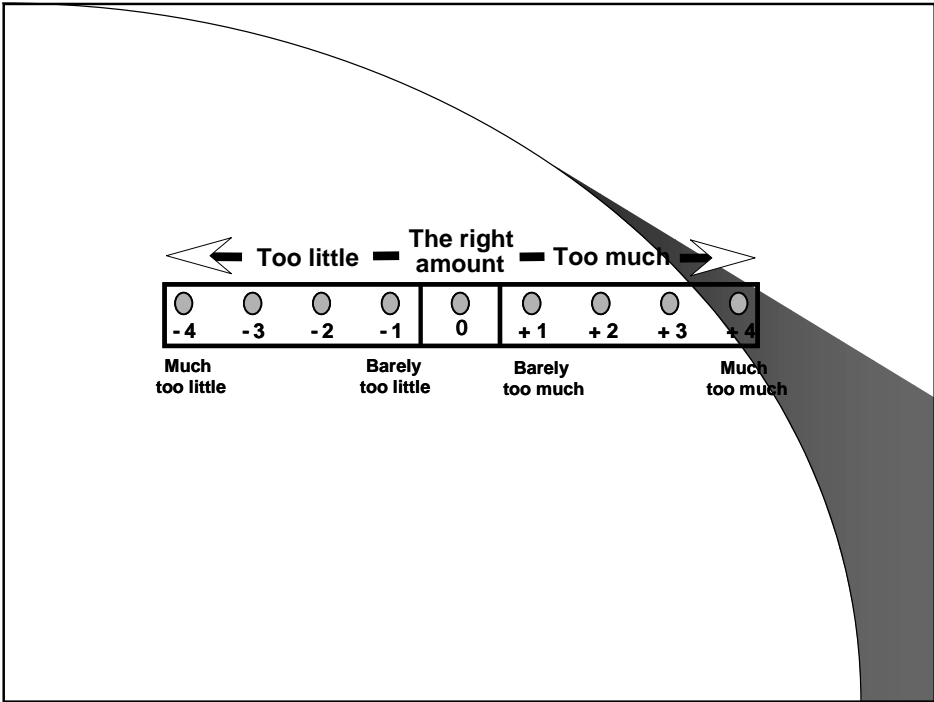
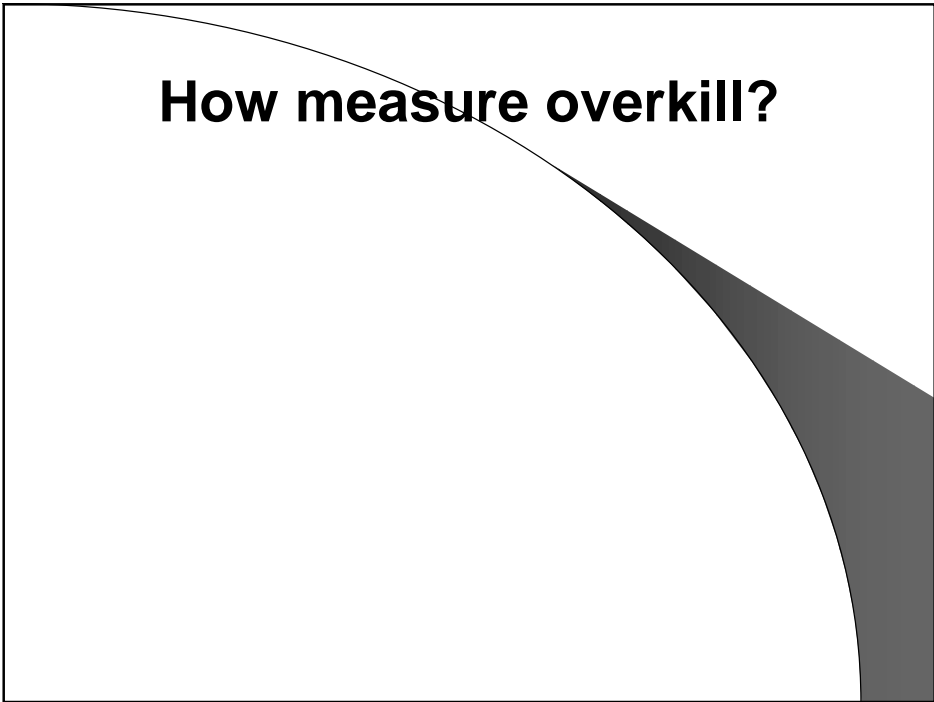
- | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------------|
| 1. Lets people know clearly where he stands on issues. Declares himself. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> |
| | <i>never</i> | <i>rarely</i> | <i>sometimes</i> | <i>often</i> | <i>always</i> |
| 2. Direct; a straight-shooter. Tells people candidly what he thinks. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> |
| | <i>never</i> | <i>rarely</i> | <i>sometimes</i> | <i>often</i> | <i>always</i> |

Effectiveness Rating Scale

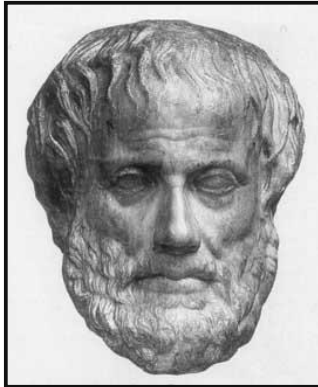
How effective is this manager on the following?

- | | | | | | |
|---|---|---|---|--|---|
| 1. Lets people know clearly where he stands on issues. Declares himself. | <input type="radio"/>
<i>ineffective</i> | <input checked="" type="radio"/>
<i>adequate</i> | <input type="radio"/>
<i>effective</i> | <input type="radio"/>
<i>very effective</i> | <input type="radio"/>
<i>extraordinarily effective</i> |
| 2. Direct; a straight-shooter. Tells people candidly what he thinks. | <input type="radio"/>
<i>ineffective</i> | <input checked="" type="radio"/>
<i>adequate</i> | <input type="radio"/>
<i>effective</i> | <input type="radio"/>
<i>very effective</i> | <input type="radio"/>
<i>extraordinarily effective</i> |

Overkill overlooked



Aristotle's notion of virtue



The "Curvilinear" Rating Scale

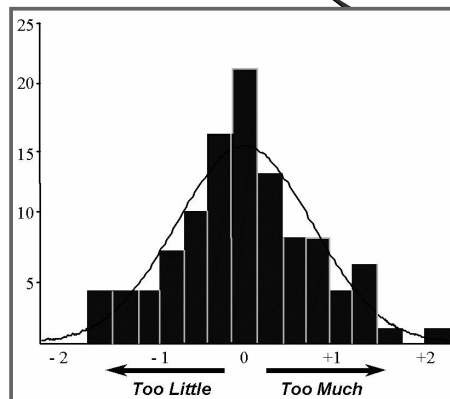


<p>1. Lets people know clearly where he stands on issues. Declares himself.</p>	
<p>2. Direct; a straight-shooter. Tells people candidly what he thinks.</p>	

Detecting Excess Too

Item text:

"Lets people know clearly
and with feeling where
she stands on issues.
Declares herself."



*Average subordinates' ratings for 107
executives.*

Versatility

The ability to turn the volume up or
down depending on the situation.

Versatility isn't moderation in all
things.

Window on a Leader's Psychology

What throws off a leader's form?

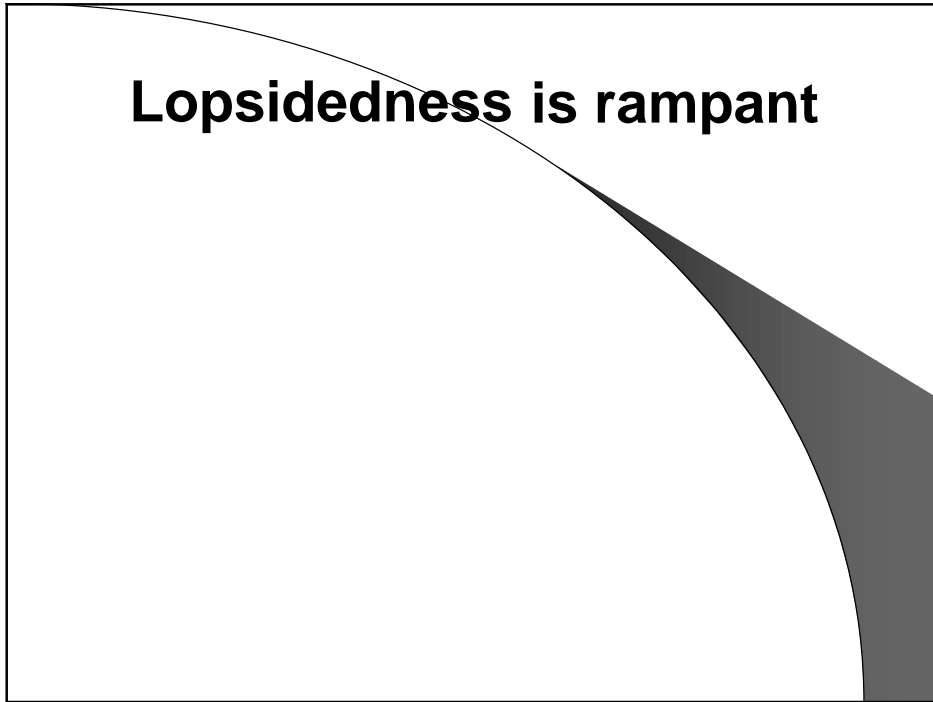
**What are the truths about
effective leaders?**

**For every truth about leadership there
is an equal and opposing truth.**

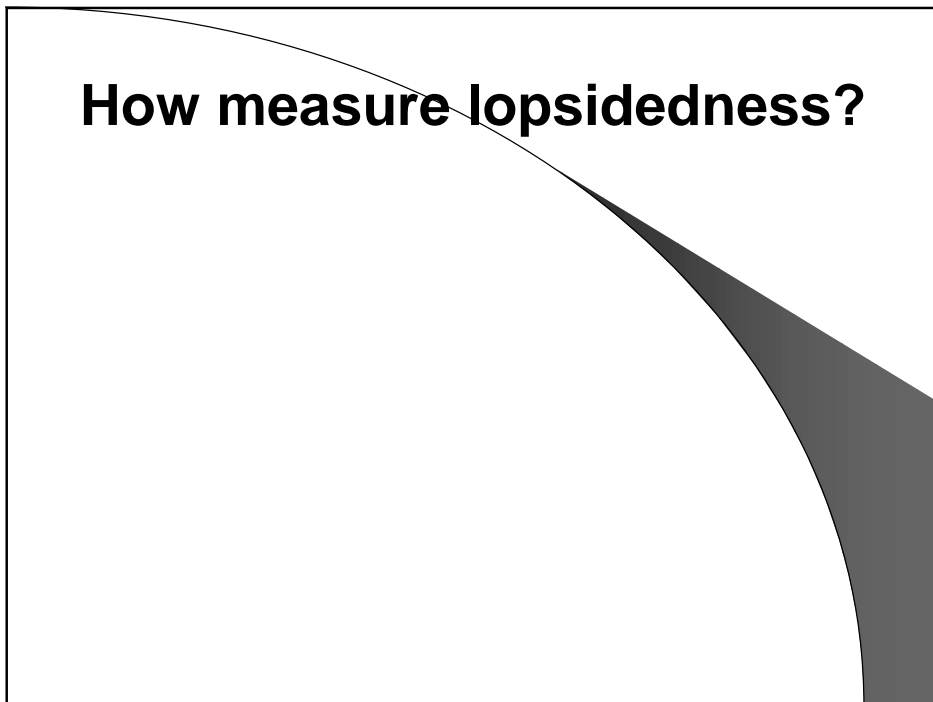
Oversight #2

Lynda Lovecraft

Lopsidedness is rampant



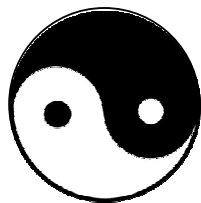
How measure lopsidedness?



Two things

- 1. Have to measure overdoing.**
- 2. Have to conceptualize leadership as two-sided.**

The Two-Sidedness of Leadership

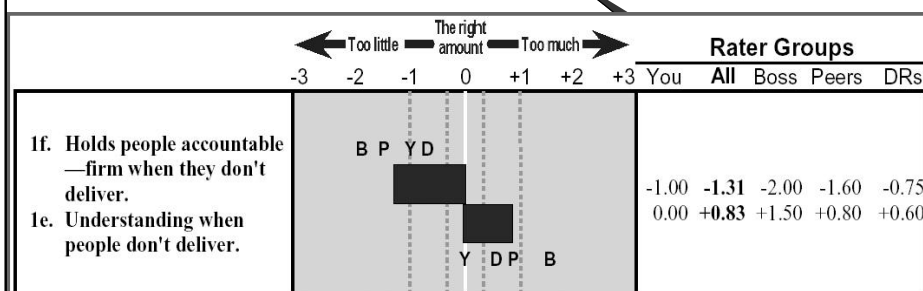


Leadership Versatility Index™



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Lynda Lovecraft



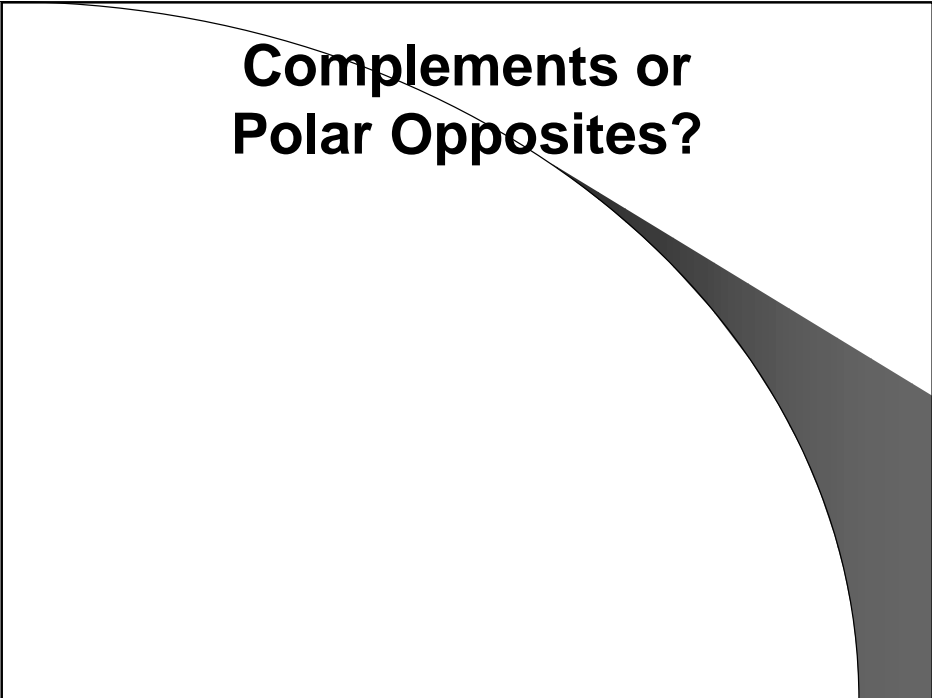
Versatility

A higher-order concept.

The ability to freely draw upon opposing virtues, unrestricted by bias in favor of one and prejudice against the other.

**A two-sided model of leadership
opens another window**

Complements or Polar Opposites?

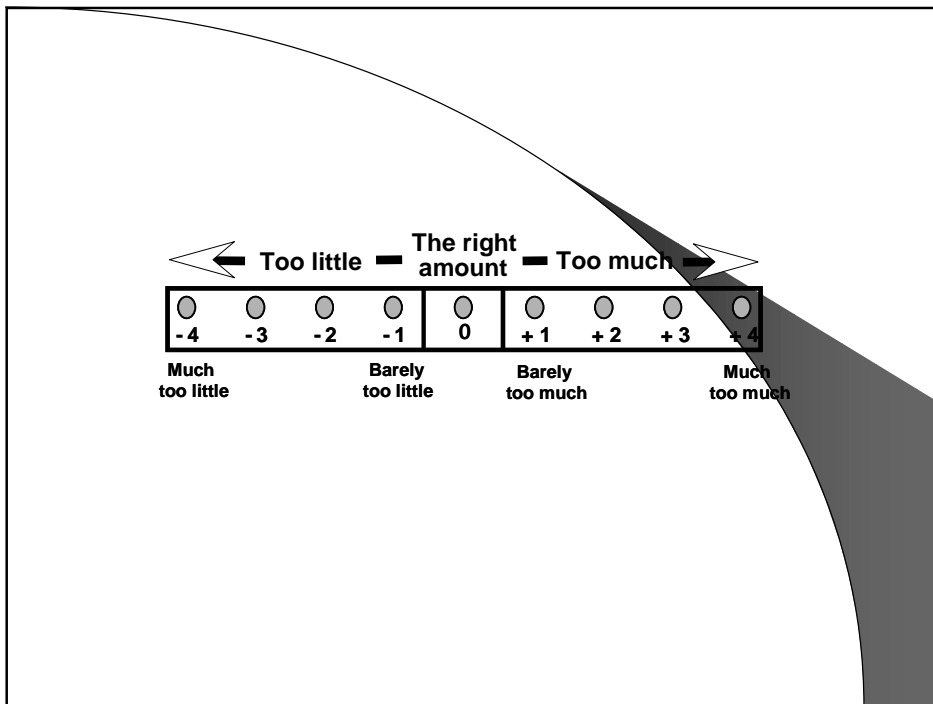
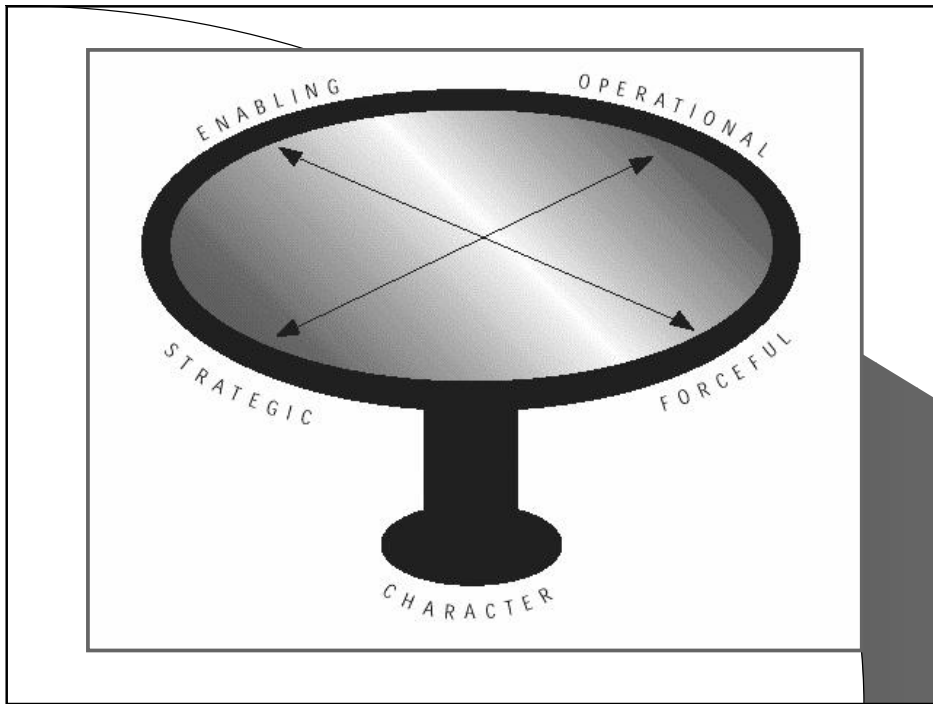


Two Overarching Balances

Forceful-Enabling (*how you lead*)

Strategic-Operational (*what you lead*)





How You Lead

- **Forceful Leadership**

Leading off of your own intellect and energy

taking charge, taking stands, having leadership presence, being decisive, setting challenging expectations for people, holding them accountable, making tough calls, asking probing questions, and so on.

- **Enabling Leadership**

Creating conditions for other people to be forces in their own right

empowering them, being receptive to where they stand on issues, being responsive to their needs, understanding when they don't deliver, sharing the limelight, and so on.

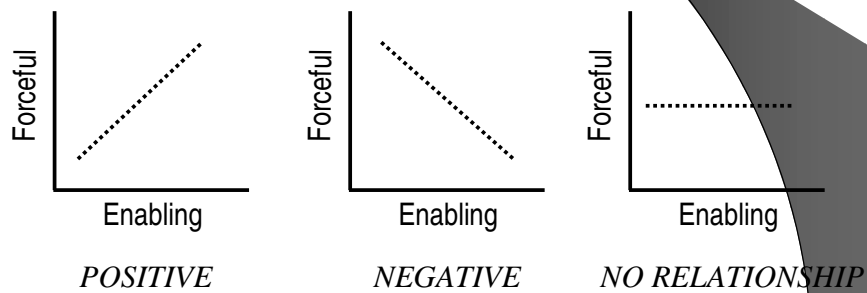
From Virtue to Vice

- **Going overboard corrupts an otherwise valued quality**

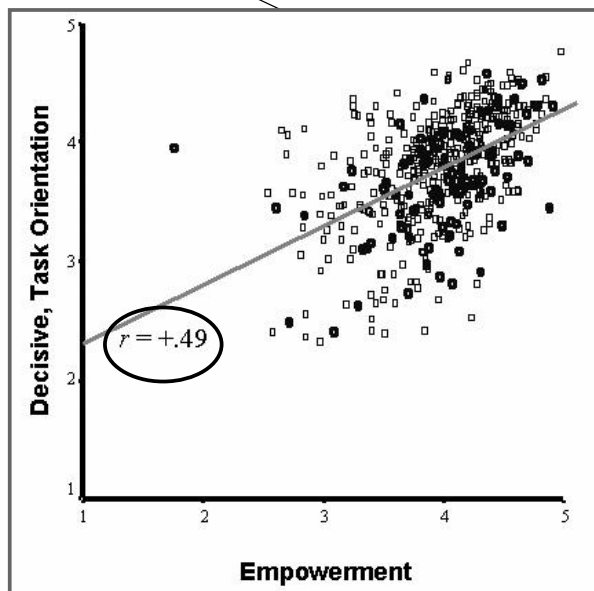
- **"Strengths become weaknesses"**

Forceful and Enabling Leadership

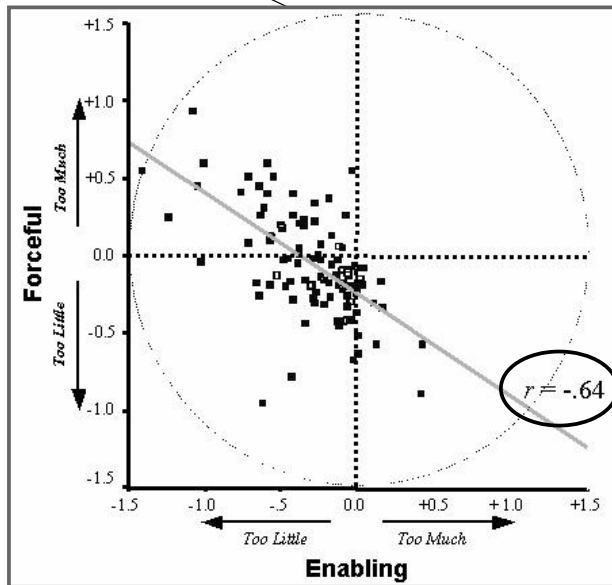
How do the two relate statistically?



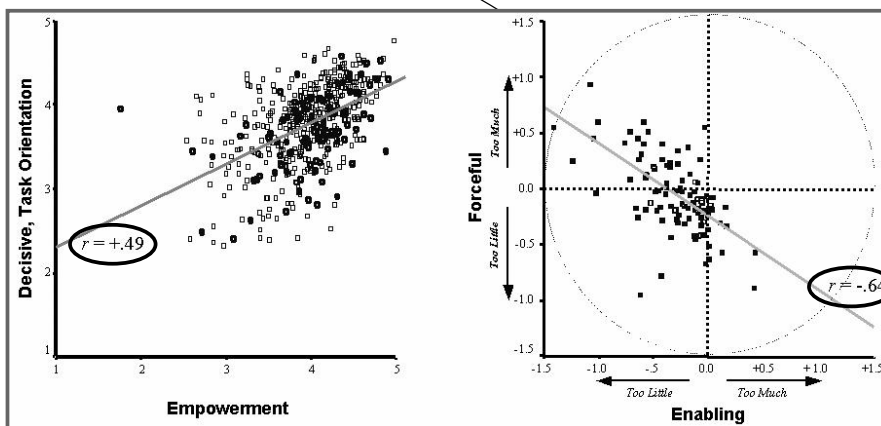
What Prior Research Has Found



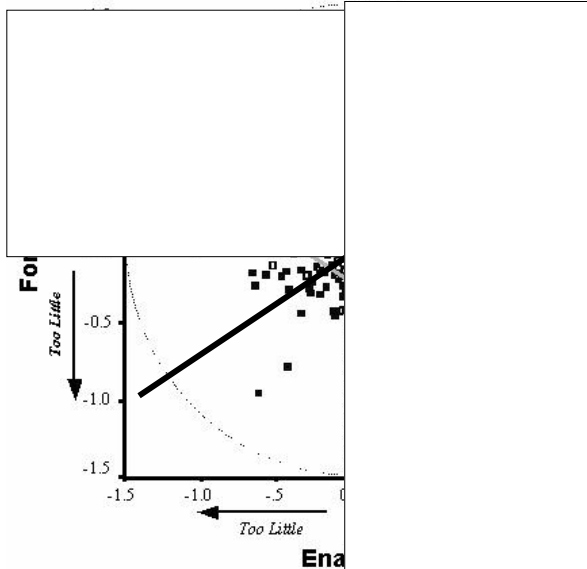
What We Have Found



Why the Difference?



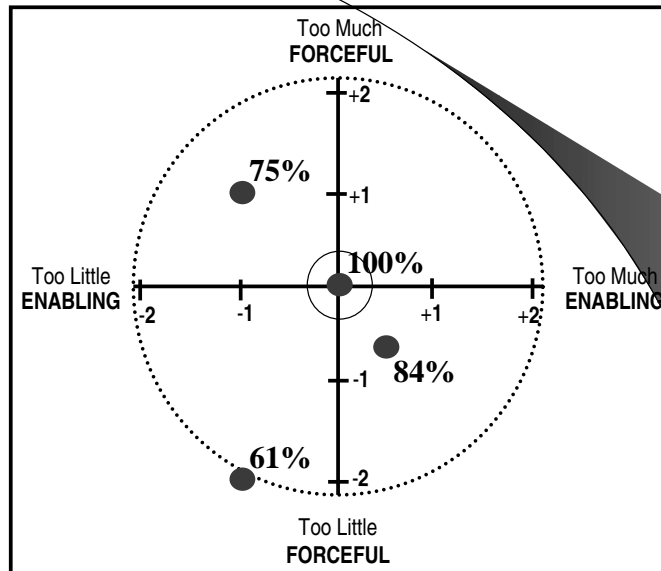
Why the Difference?



Versatility

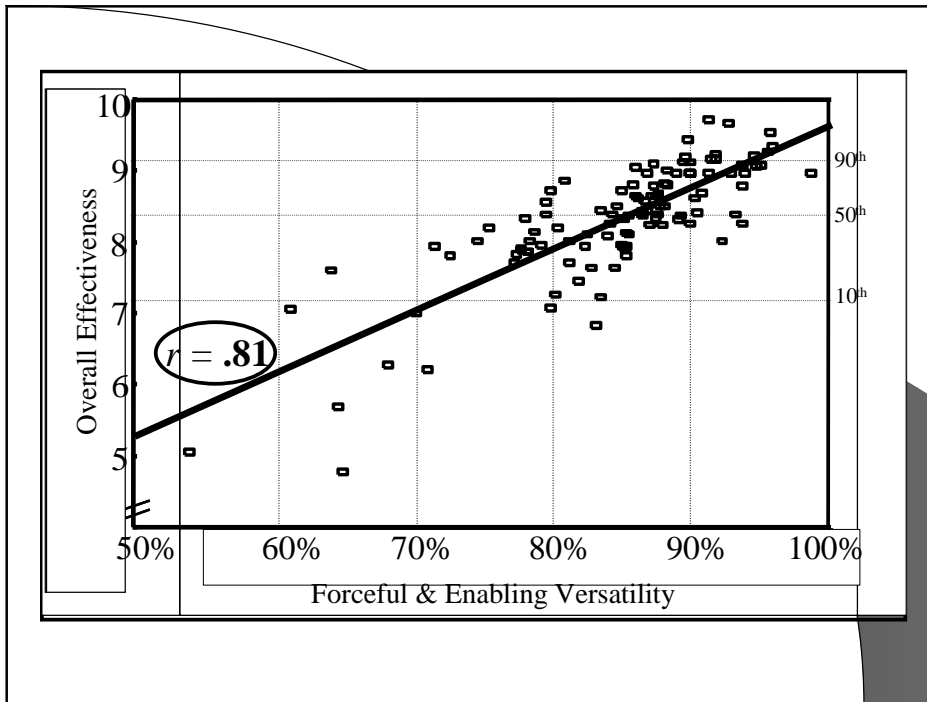
The ability to freely draw upon opposing virtues, unrestricted by bias in favor of one and prejudice against the other.

Versatility Score



Versatility & Overall Effectiveness

How do the two relate statistically?



Two Overarching Balances

Forceful-Enabling (*how you lead*)

What You Lead

- **Strategic Leadership**

Positioning the organization for the future

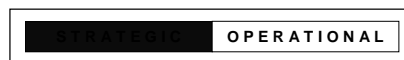
setting long-term direction, thinking broadly about the organization, seeking ways to grow the business, aligning people with the vision and strategy, and the like.

- **Operational Leadership**

Driving the organization to execute in the near term

focusing on results, getting involved in details, being grounded in the realities of implementing strategy, using processes to keep people on track, and so on.

Leadership Versatility Index™



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Case Study

Carl Kraft

The Outer Work of Dev't

Do less. Be more selective. Use a counterweight.

Do more. Don't hold back or avoid it. Compensate.

The Inner Work of Dev't

**Underrating yourself . . . get the strengths
to sink in.**

Crooked thinking . . . straighten it out.

Prejudicial attitude . . . get over it.

Blind spot . . . turn around.

Faulty gauge . . . recalibrate.

Executive Assessment for Coaching and Development

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