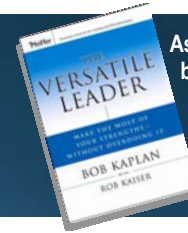


Leadership Versatility Index®

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Robert E. Kaplan & Robert B. Kaiser



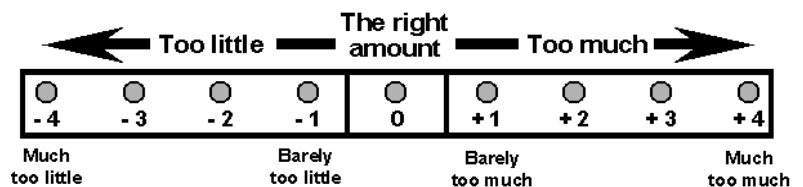
As featured in the breakthrough book, *The Versatile Leader: Make the Most of Your Strengths—Without Overdoing It.*

The **Leadership Versatility Index® (LVI)** is the thinking manager's 360° survey. It's based on a leadership model that offers a simple, compact framework to account for the complexities of the manager's job—the tensions and trade-offs, the balances to be struck. While based on research, the **LVI** came out of years of consulting to senior managers about their leadership. This work formed the basis of the book, *The Versatile Leader*. The book and the 360 are a matched set—the book explains the conceptual model of leadership and development and the 360 is the vehicle for applying it.

DISTINCT ADVANTAGES

We all know that one way managers get themselves into trouble is by overdoing it—doing too much of a good thing, whether that be talking too much, pushing too hard, delegating too much authority, getting bogged down in the details, and so on. That's how strengths become weaknesses.

Yet most 360 instruments do not directly measure overdoing. Their rating scales are only designed to pick up deficiencies. Our new, patent pending scale captures *both* underdoing it *and* overdoing it, as well as optimal performance.



We are all familiar with lopsidedness in managers. They do too much of one thing and too little of the opposite thing. For example, some drive hard for results but neglect the people side. To identify lopsidedness, a two-sided thing, the model of leadership must also be two-sided. Most aren't. Ours is.

The **LVI** is built around the two most basic pairs of opposing dimensions in leadership. There are 12 pairs of forceful-enabling items and 12 pairs of strategic-operational items—as well as a brief measure of overall effectiveness.

How You Lead		
Forceful Leadership	vs.	Enabling Leadership
<i>exercising power and authority to push for performance.</i>		<i>creating conditions for other people to be influential and contribute.</i>
<ul style="list-style-type: none">• Takes charge• Declares/decides• Pushes		<ul style="list-style-type: none">• Empowers• Listens/includes• Supports
What You Lead		
Strategic Leadership	vs.	Operational Leadership
<i>positioning the organization for the future.</i>		<i>driving the organization to get results in the near term.</i>
<ul style="list-style-type: none">• Direction• Growth• Innovation		<ul style="list-style-type: none">• Execution• Efficiency• Order

While respondents rate items one at a time, the results are presented in pairs—for example, *takes charge* versus *empowers*. This provides a precise, behavior-specific read of where the leader is well-rounded and where the flat-spots are. So the road to expanded versatility is obvious.

OPTIONS

The power of the **LVI** can be boosted by adding five behavioral interview questions to supplement the ratings with verbatim comments. The words bring the numbers to life. Items can also be added to tailor the **LVI** to fit an organization's competencies. A customized instrument built on a foundation of innovation.

FULLY WEB-ENABLED

Purchasing, administering, scoring, and reporting the **LVI** is done over the internet. To learn more, go to www.versatileleader.com or email us at lvi@kaplandevries.com.