

Next-Generation 360

Beyond Competencies and the Five-point Scale

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Major Disconnects

What we know
about leadership

How we
assess leaders



Major Disconnects

What we know
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How we
assess leaders



Major Disconnects

What we know

- Strengths can become weaknesses
- Tensions and trade-offs make leadership a balancing act

How we assess

- With 5-point scales that assume “more is better”
- With models that don’t reflect paradox and contradiction

○ ● ● | Strengths become weaknesses





Frequency scale

How often does this manager do the following?

1. Pays attention to detail—
has a finger on the pulse of
day-to-day activities.



never



rarely



sometimes



often



always



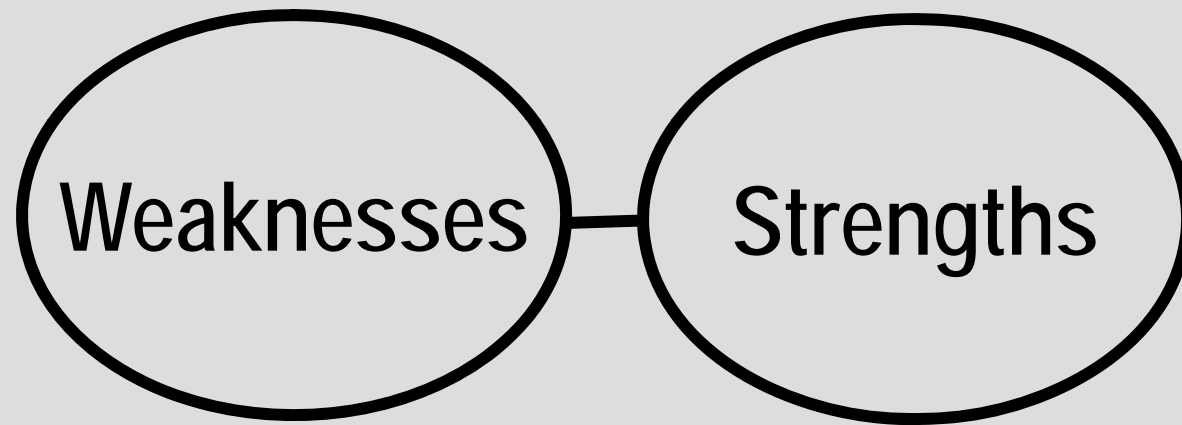
Evaluation scale

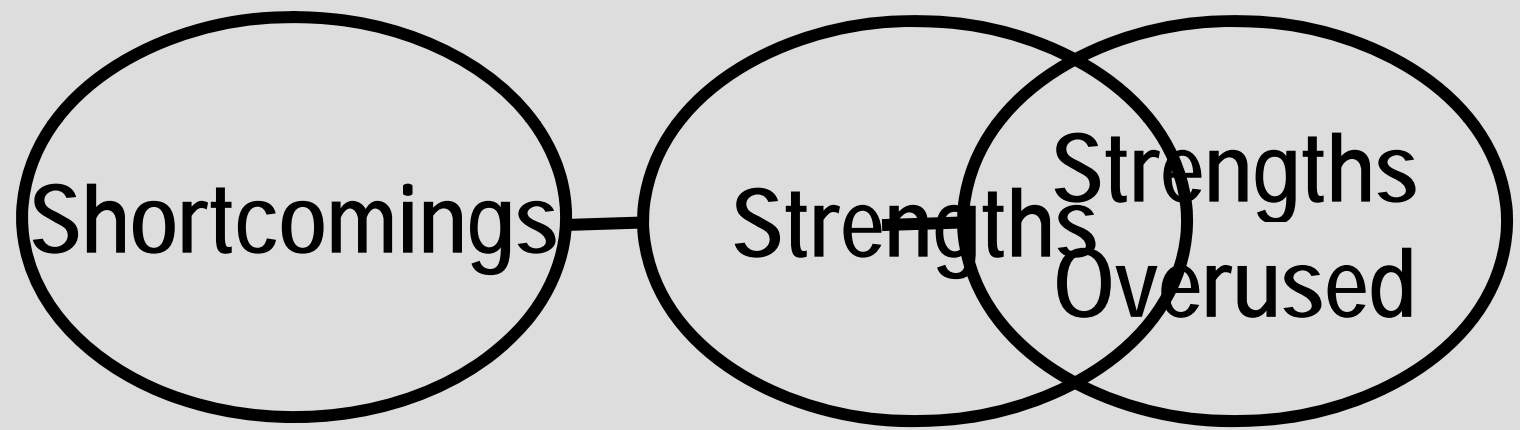
How effective is this manager at the following?

1. Pays attention to detail—
has a finger on the pulse of
day-to-day activities.

☐ *ineffective* ☐ *adequate* ☒ *effective* ☐ *very effective* ☐ *extraordinarily effective*

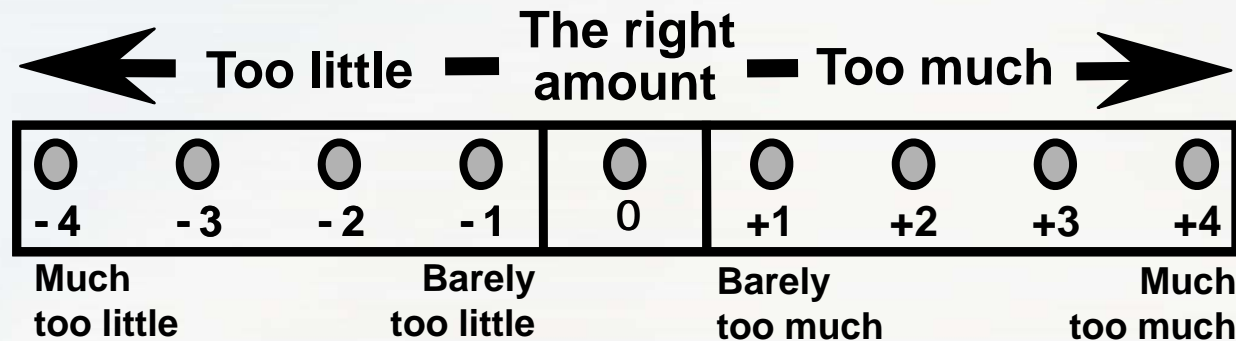






Kaplan & Kaiser (2006). *The Versatile Leader*. (Pfeiffer/Wiley)

How to measure strengths overused



Kaiser & Kaplan (2005). Overlooking overkill. *Human Resources Planning*.

Kaiser & Kaplan (2005). On the folly of linear scales. *Performance appraisal: A critical view*.

“Too Little/Too Much” scale



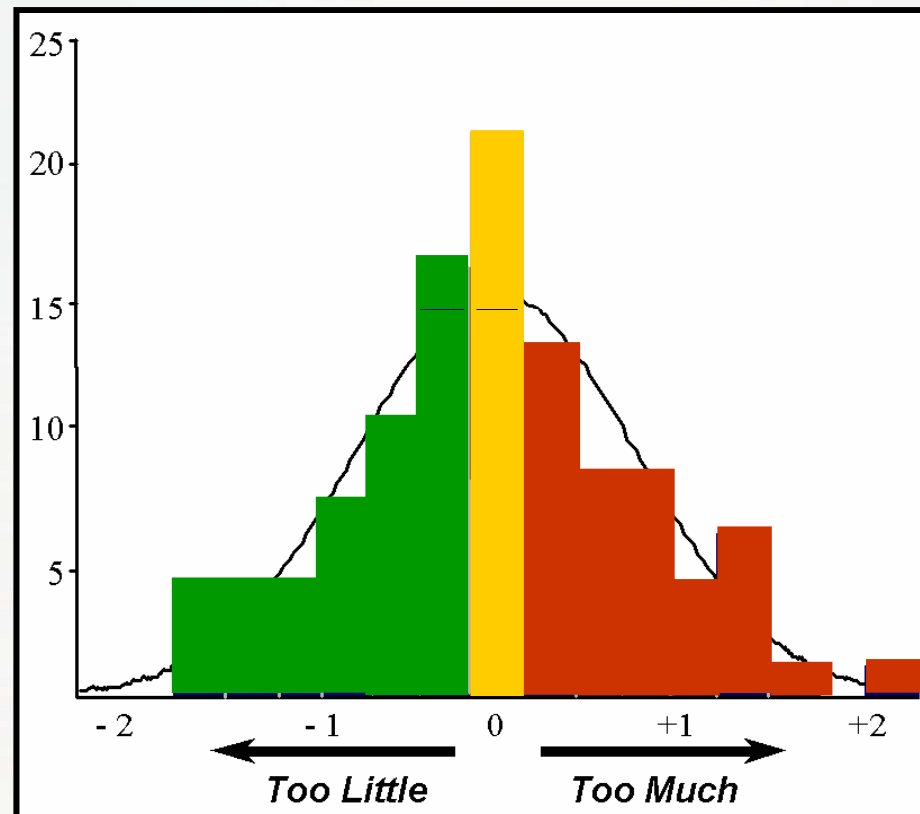
1. Pays attention to detail—
has a finger on the pulse
of day-to-day activities.



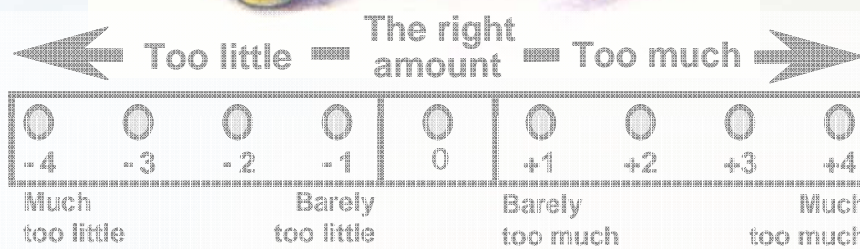
Detecting “too much of a good thing”

Item text:

"Pays attention to detail—
has a finger on the pulse
of day-to-day activities."



Average subordinate ratings for 107 executives.



○ ● ● | Leadership is a balancing act



Competency Model

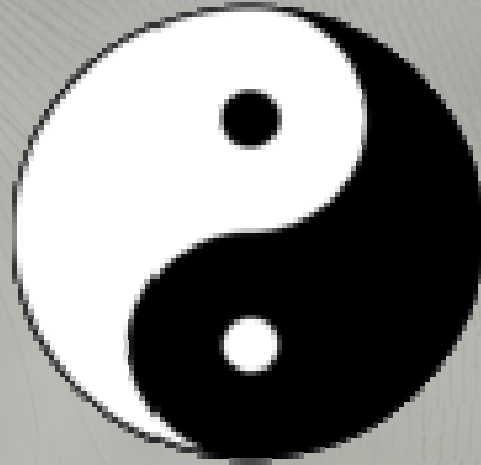
- | | |
|-------------------------|-----------------------|
| 1. Drive for results | 17. Resourcefulness |
| 2. Team player | 18. Public speaking |
| 3. Visionary | 19. Business acumen |
| 4. Upward influence | 20. Empowering |
| 5. Political savvy | 21. Stress tolerance |
| 6. Decisive | 22. Honesty |
| 7. Action-oriented | 23. Master complexity |
| 8. Customer focus | 24. Manage self |
| 9. Delegation | 25. Composure |
| 10. Participative | 26. Emotional IQ |
| 11. Networking | 27. Learning agility |
| 12. Integrity | 28. Diversity |
| 13. Mentoring | 29. Culturally Aware |
| 14. Coaching | 30. Change agent |
| 15. Negotiation | 31. Courage |
| 16. Interpersonal skill | 32. Creativity |

1. Conceptual structure of a shopping list

2. Ignores relationships among competencies

3. Doesn't reflect tensions and trade-offs

Initiation
Autocratic
Task-oriented
Transactional
Short-term
Stability
Efficiency



Consideration
Participative
People-oriented
Transformational
Long-term
Change
Innovation

Management

*Realizing efficiency through
command and control*

Leadership

*Inspiring people with a
vision for change*

Forceful Leadership

*taking the lead and
pushing for performance*

Enabling Leadership

*creating conditions for others
to lead and contribute*

*Interpersonal
How*

Operational Leadership

*focusing the organization
on the near term*

Strategic Leadership

*positioning the organization
for the future*

*Organizational
What*

How You Lead

Forceful Leadership

vs.

Enabling Leadership

*taking the lead and pushing
for performance*

- **Takes charge**
- **Declares/decides**
- **Pushes**

*creating conditions for others to
lead and contribute*

- **Empowers**
- **Listens/includes**
- **Supports**

What You Lead

Strategic Leadership

vs.

Operational Leadership

*positioning the organization
for the future*

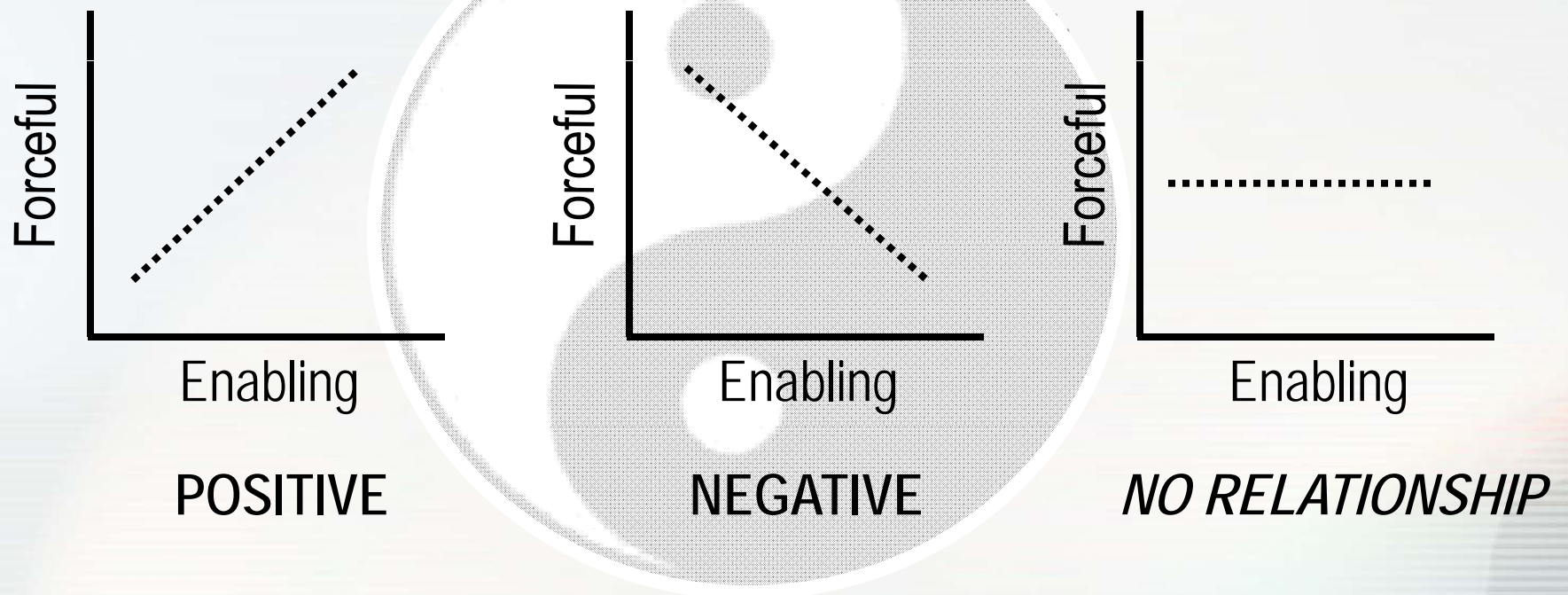
- **Direction**
- **Growth**
- **Innovation**

*focusing the organization
on the near term*

- **Execution**
- **Efficiency**
- **Order**

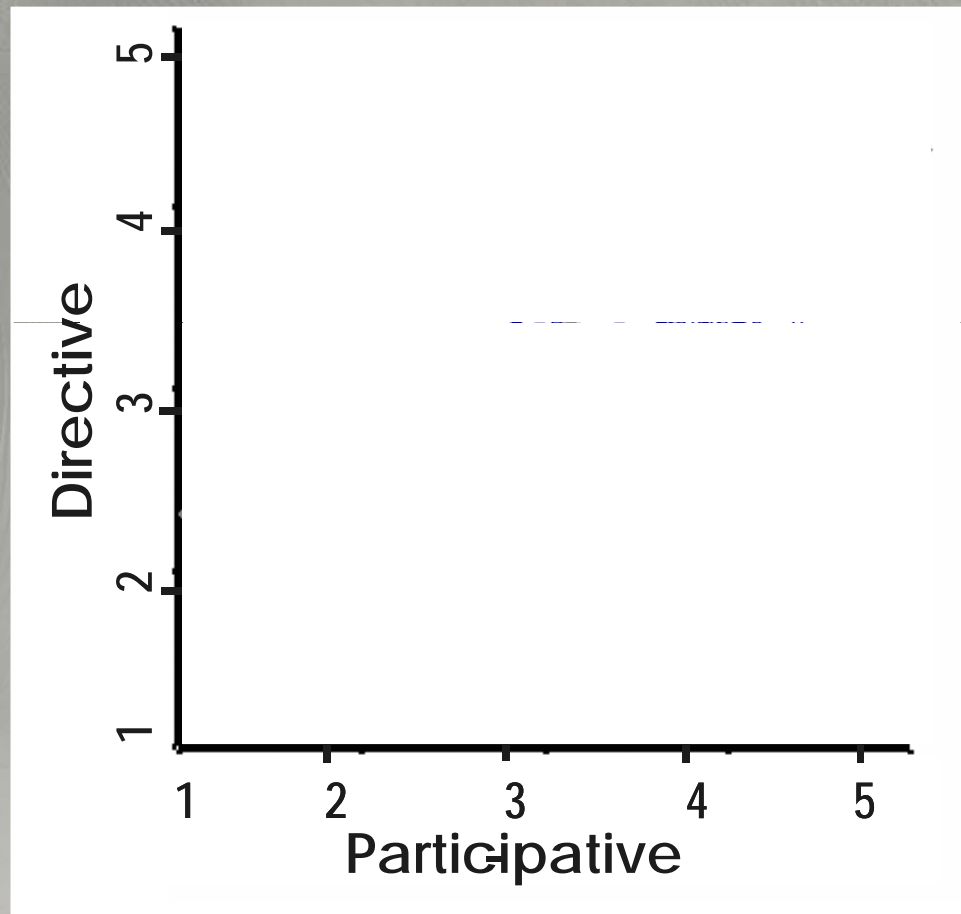
Relationship between “opposites”

How do Forceful and Enabling relate?



1-to-5 scales

"Opposites" are positively related

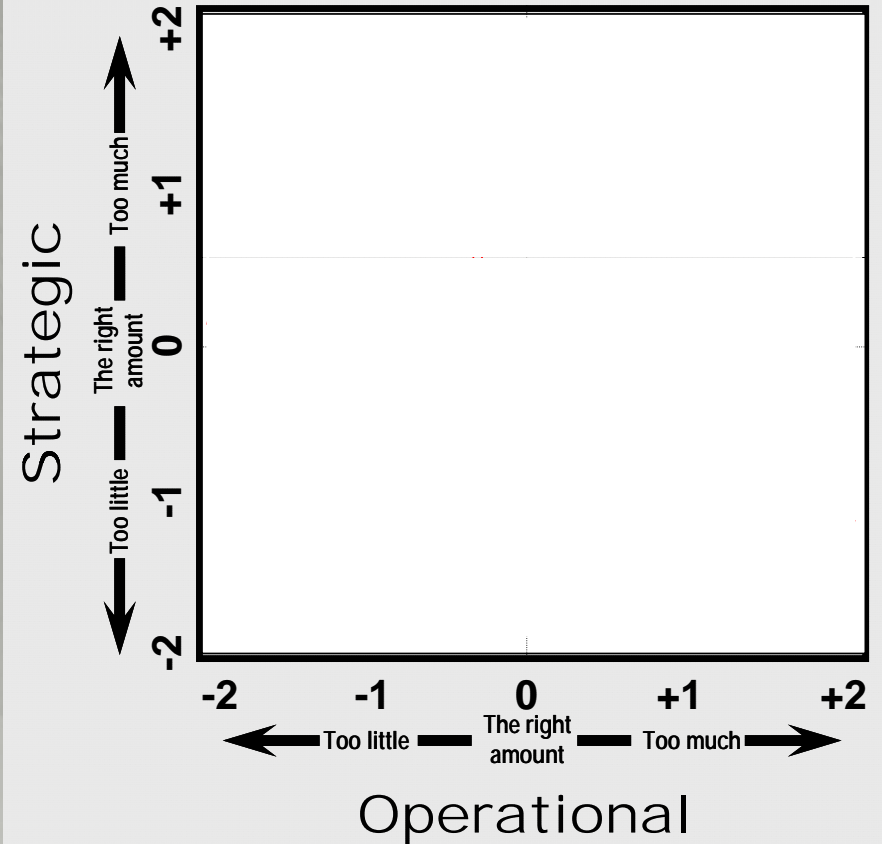
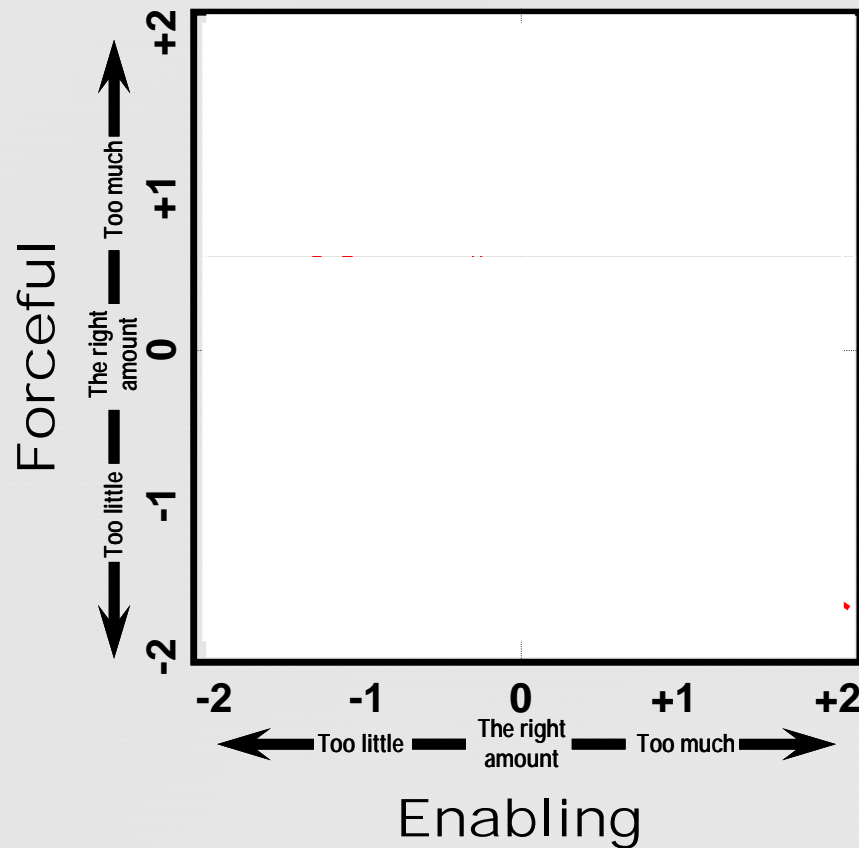


N = 493 executives

Kaiser & Kaplan (2005). On the folly of linear scales. *Performance Appraisals: A Critical View*

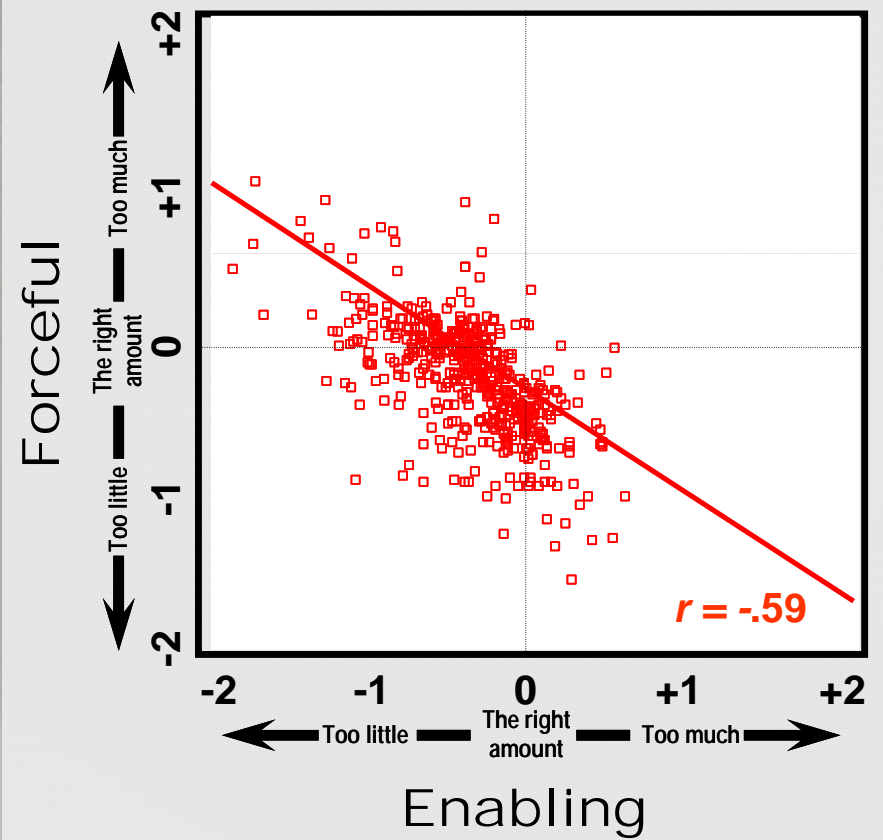
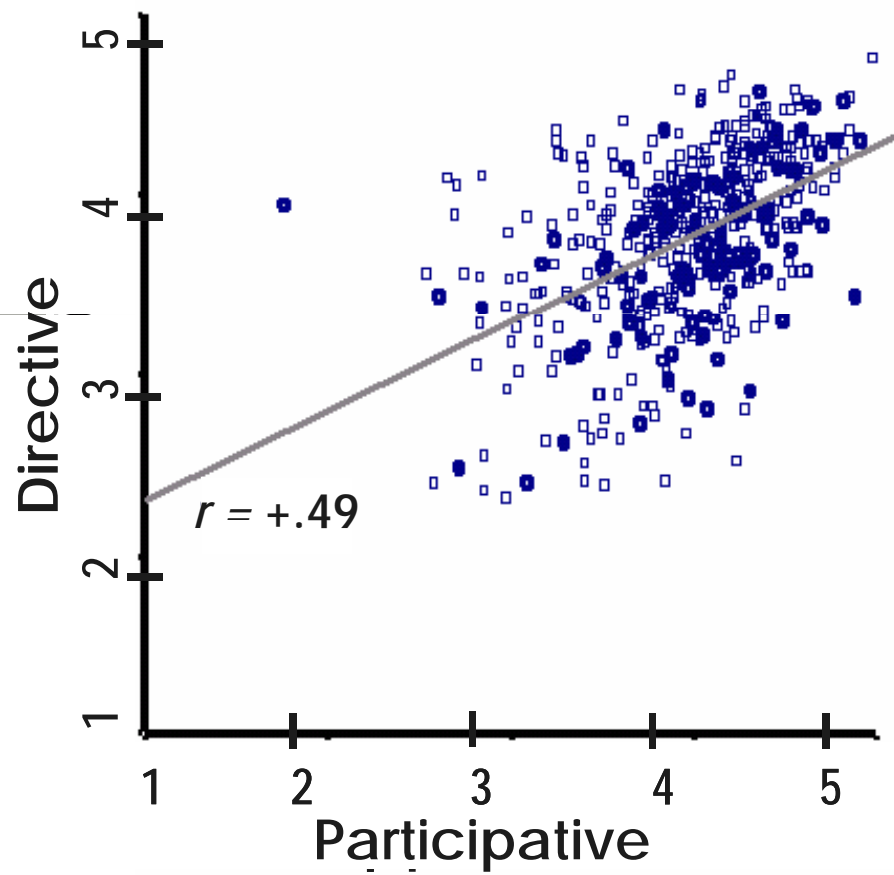
Too Little/Too Much scale

"Opposites" are negatively related

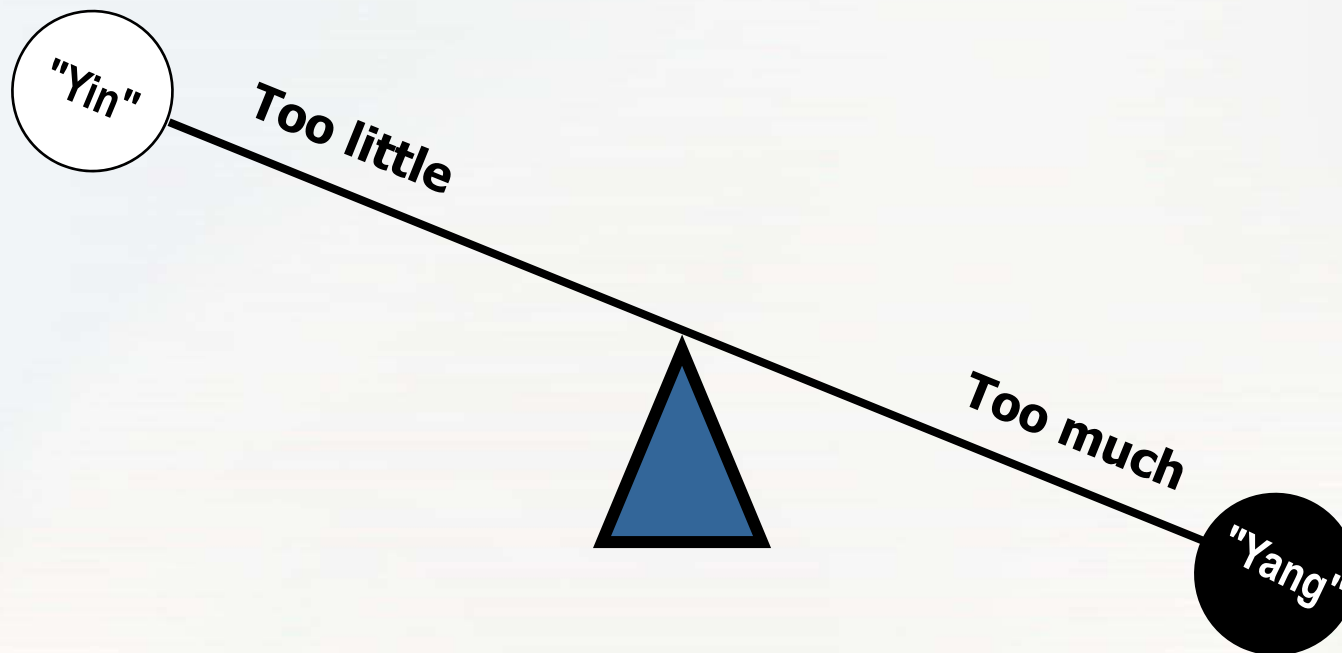


N = 484 middle to senior managers

Kaiser & Overfield (2010). Assessing flexible leadership as a mastery of opposites. *CPJ*.



Lopsided Leadership



Kaplan & Kaiser (2009). Stop overdoing your strengths. *Harvard Business Review*.

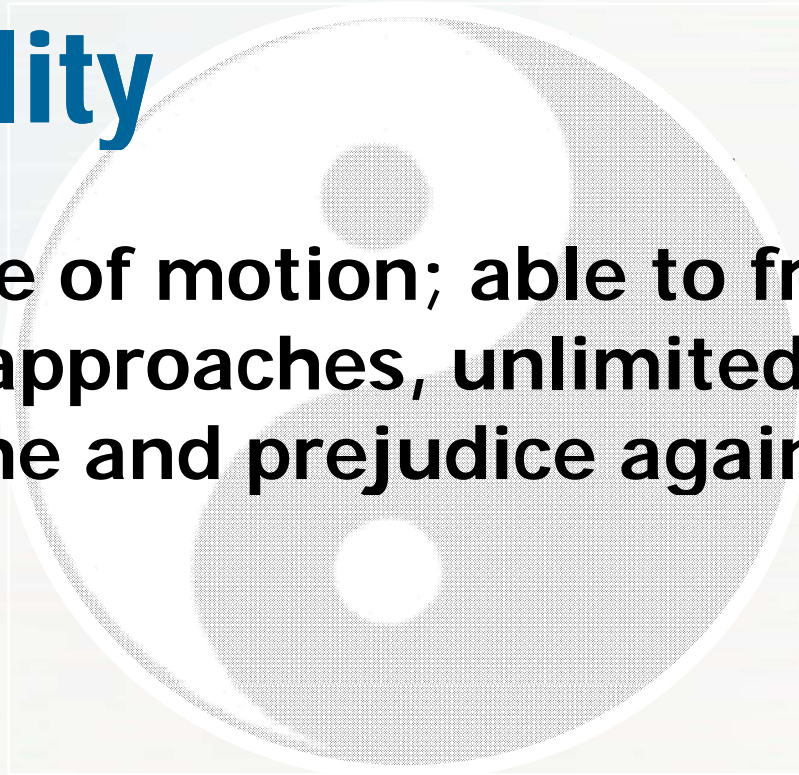


Flexibility is essential



Versatility

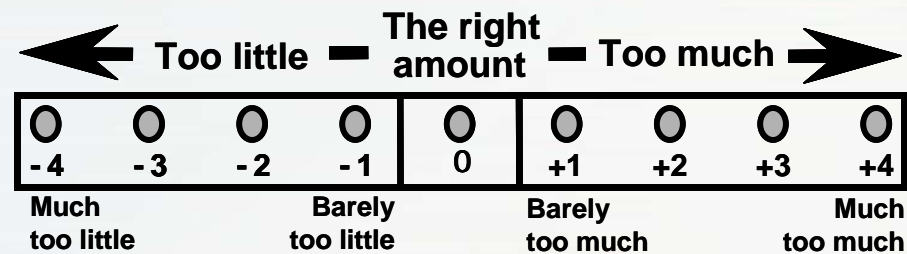
a full range of motion; able to freely use opposing approaches, unlimited by bias in favor of one and prejudice against the other.



Kaplan & Kaiser (2003). Developing versatile leadership. *MIT Sloan Management Review*.

Leadership Versatility Index®

version 3.0



How You Lead

Forceful Leadership

vs.

Enabling Leadership

taking the lead and pushing for performance

- Takes charge
- Declares/decides
- Pushes

creating conditions for others to lead and contribute

- Empowers
- Listens/includes
- Supports

What You Lead

Strategic Leadership

vs.

Operational Leadership

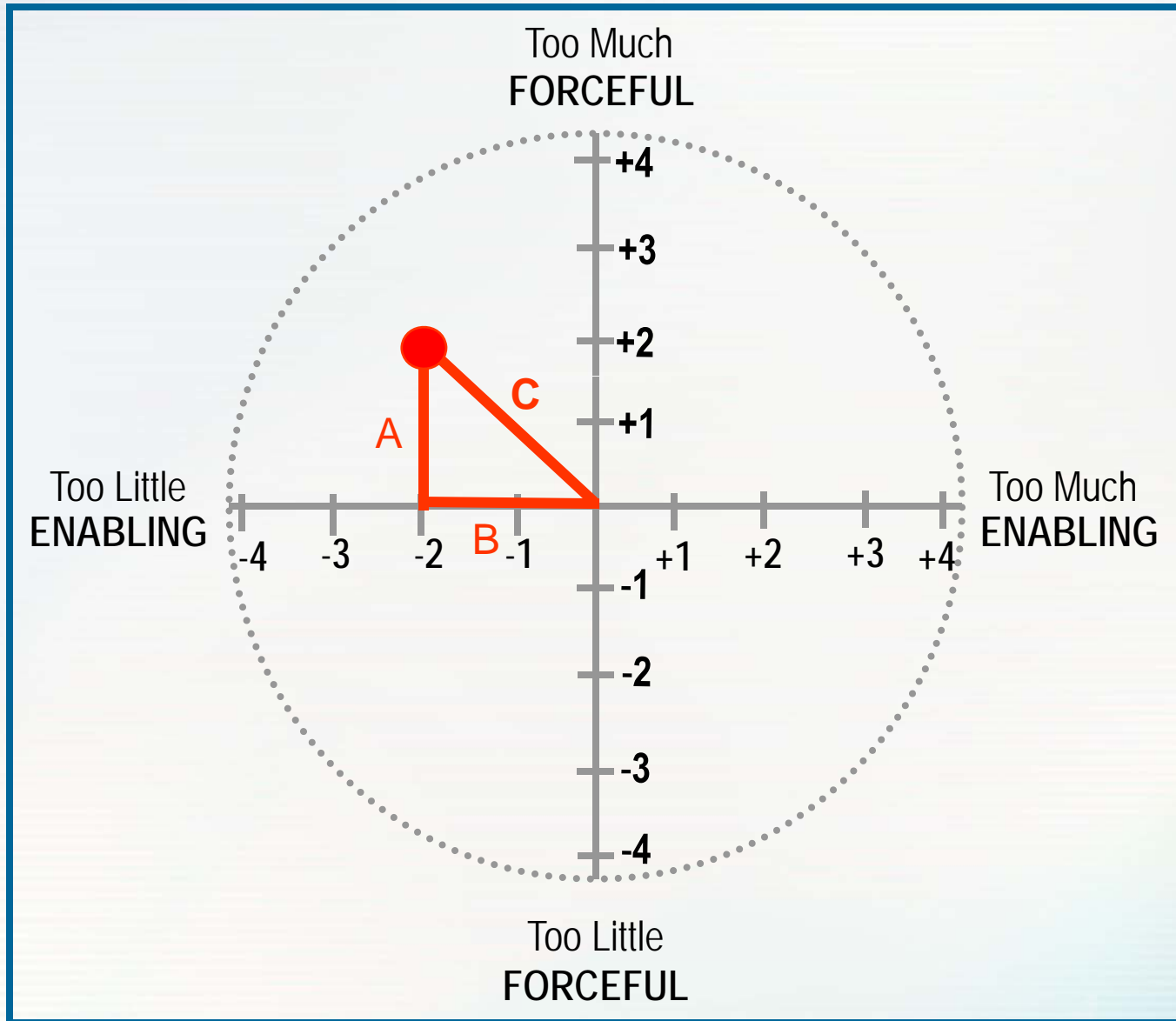
positioning the organization for the future

- Direction
- Growth
- Innovation

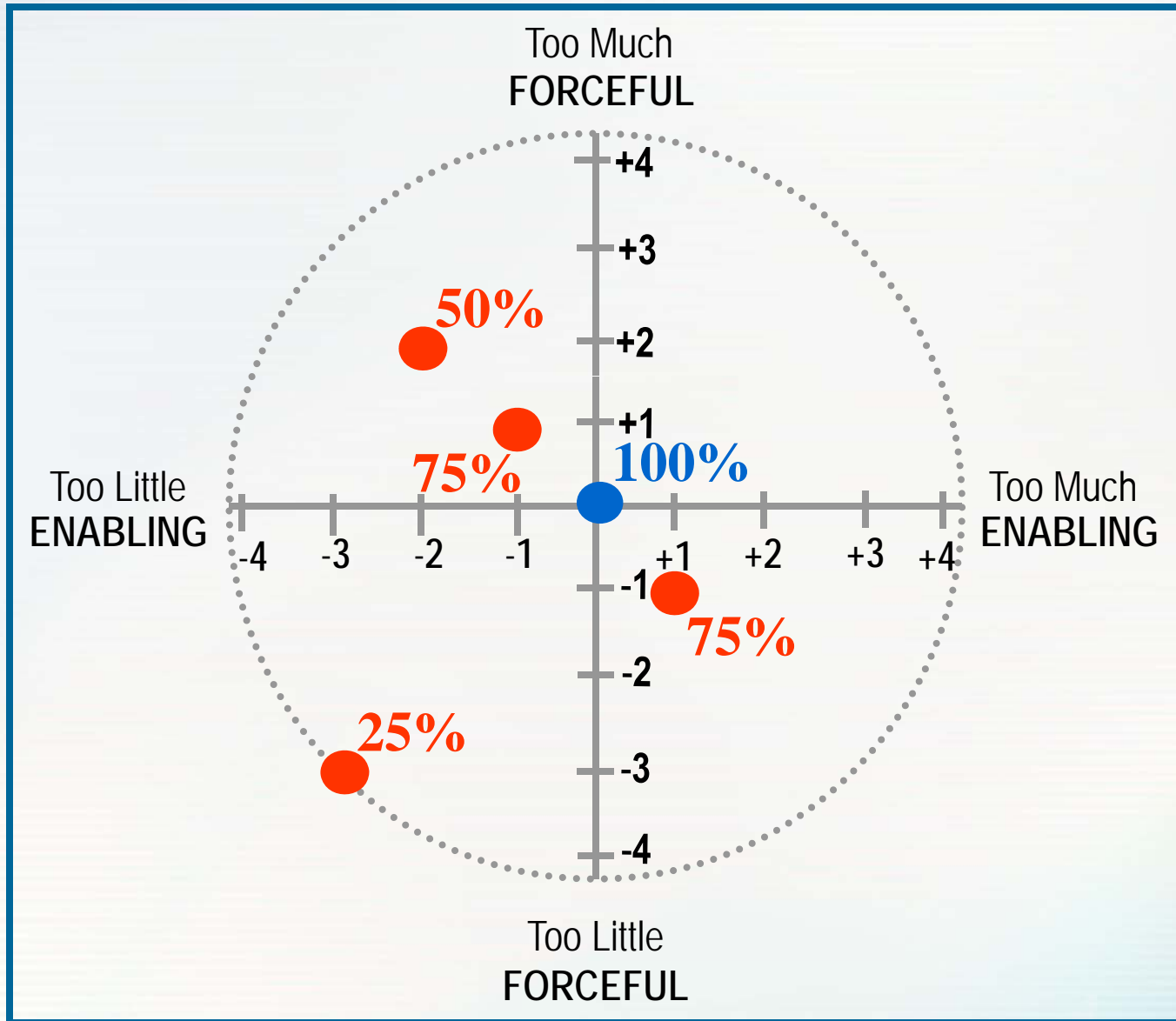
focusing the organization on the near term

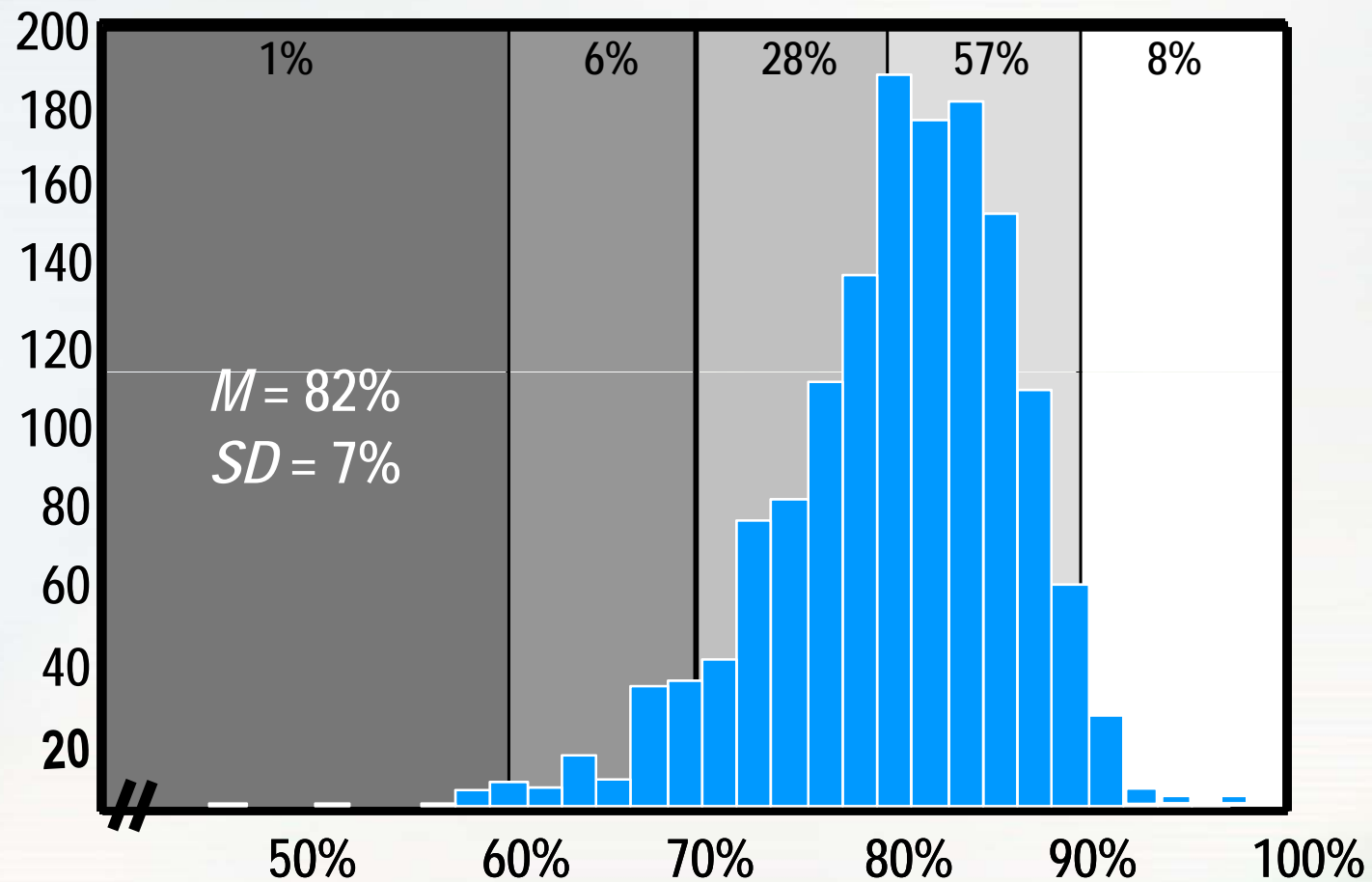
- Execution
- Efficiency
- Order

Versatility Score



Versatility Score





Overall Versatility

$N = 1,425$ managers and executives

LVI norm data base (only includes managers with ratings on both F-E and S-O).

What versatility predicts...

- **Subordinate job satisfaction, commitment, engagement, & sense of empowerment**
- **Team morale, engagement, cohesion, & efficacy/"potency"**
- **Variety of business process methods**
- **Team and business unit productivity**
- **Overall leadership effectiveness**

see Kaplan & Kaiser (2006). *The Versatile Leader*. (Pfeifer/Wiley).
and Kaiser, Overfield, & Kaplan (2010). *LVI3.0 Facilitator's Guide*.

Versatility & Team Performance

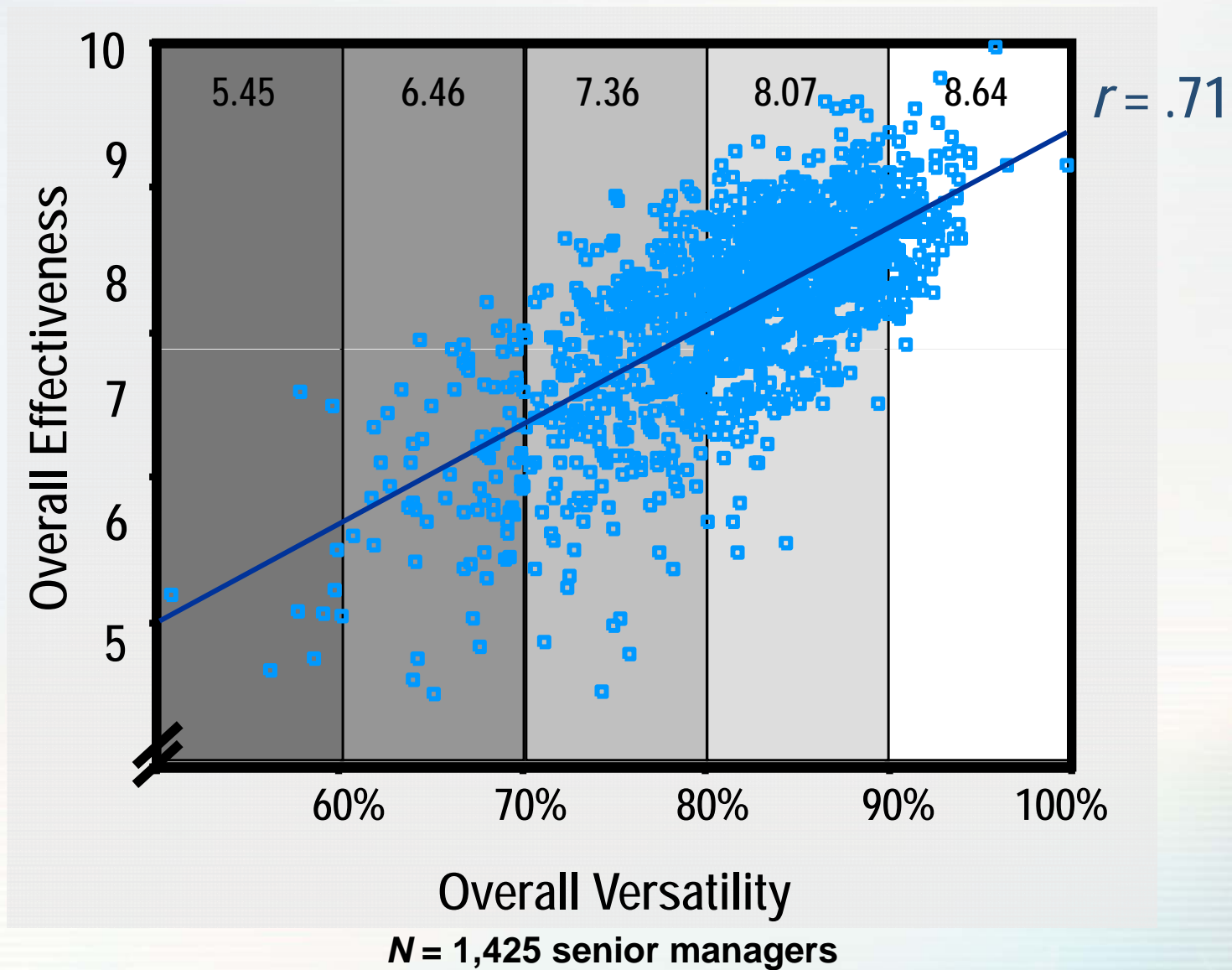


| | Team Vitality β | Team Productivity β |
|--------------------------------------|-----------------------------|---------------------------------|
| Forceful-Enabling Versatility | .32*** | - .02 |
| Strategic-Operational Versatility | .16* | .38*** |
| <i>R</i> | .46*** | .36*** |

N = 484 managers and executives. Versatility based on average rating across all coworkers.
Team Vitality based on subordinate ratings; *Team Productivity* based on superior ratings.

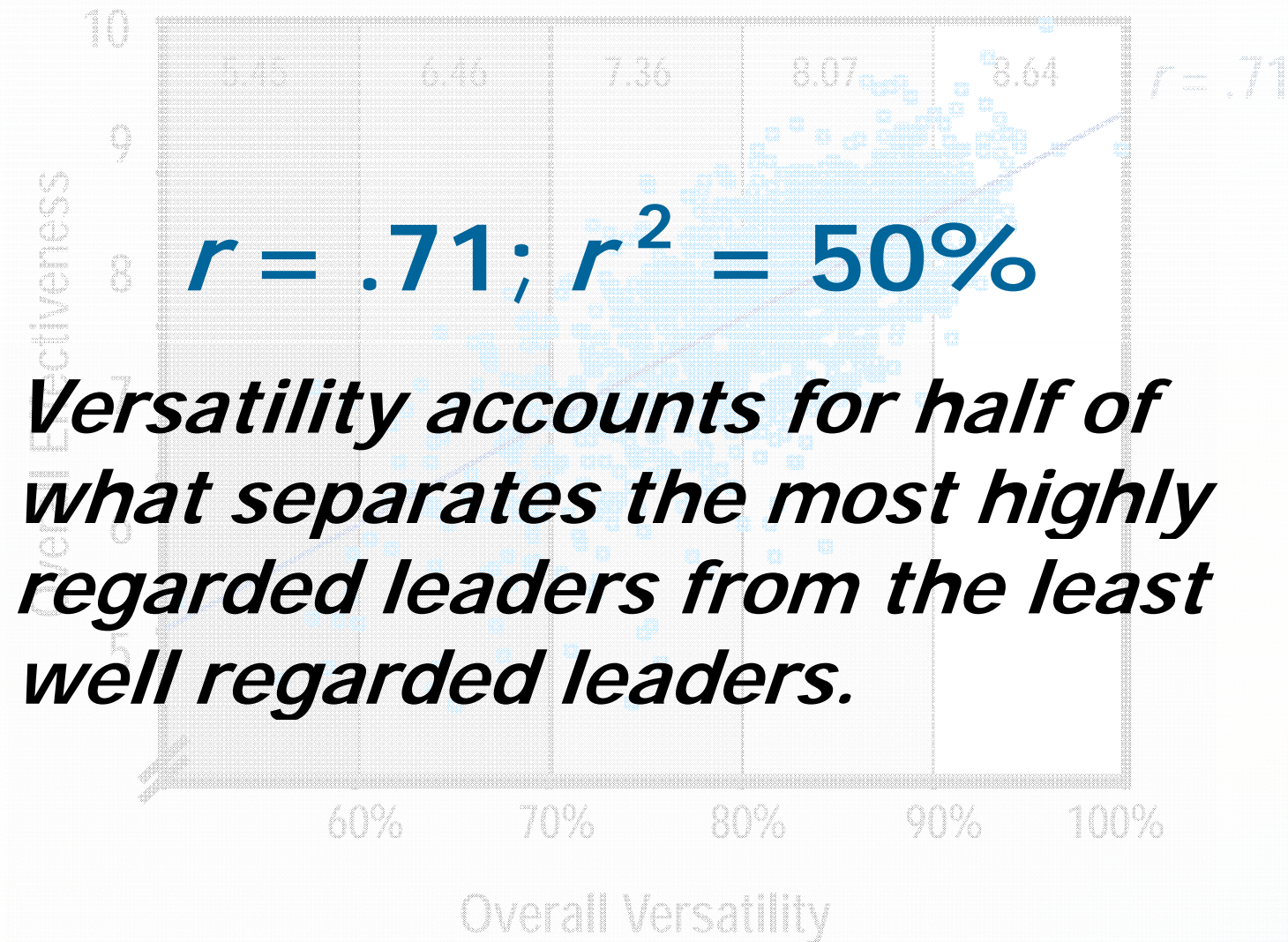
Kaiser & Overfield (2010). Assessing flexible leadership as a "mastery of opposites." *CPJ*

Versatility and Overall Effectiveness



Kaiser, Overfield, & Kaplan (2010). *LVI3.0 Facilitator's Guide*.

Versatility and Overall Effectiveness



N = 1,425 senior managers

Feedback for improving...

Perceived Leadership Effectiveness



Team/Organizational Performance



Kaiser, Hogan, & Craig (2008). Leadership and the Fate of Organizations. *American Psychologist*

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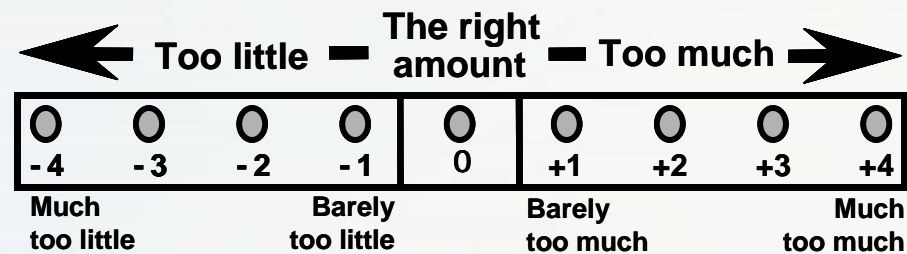
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Robert E. Kaplan & Robert B. Kaiser



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Enabling Leadership

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What You Lead

Strategic Leadership

vs.

Operational Leadership

positioning the organization for the future

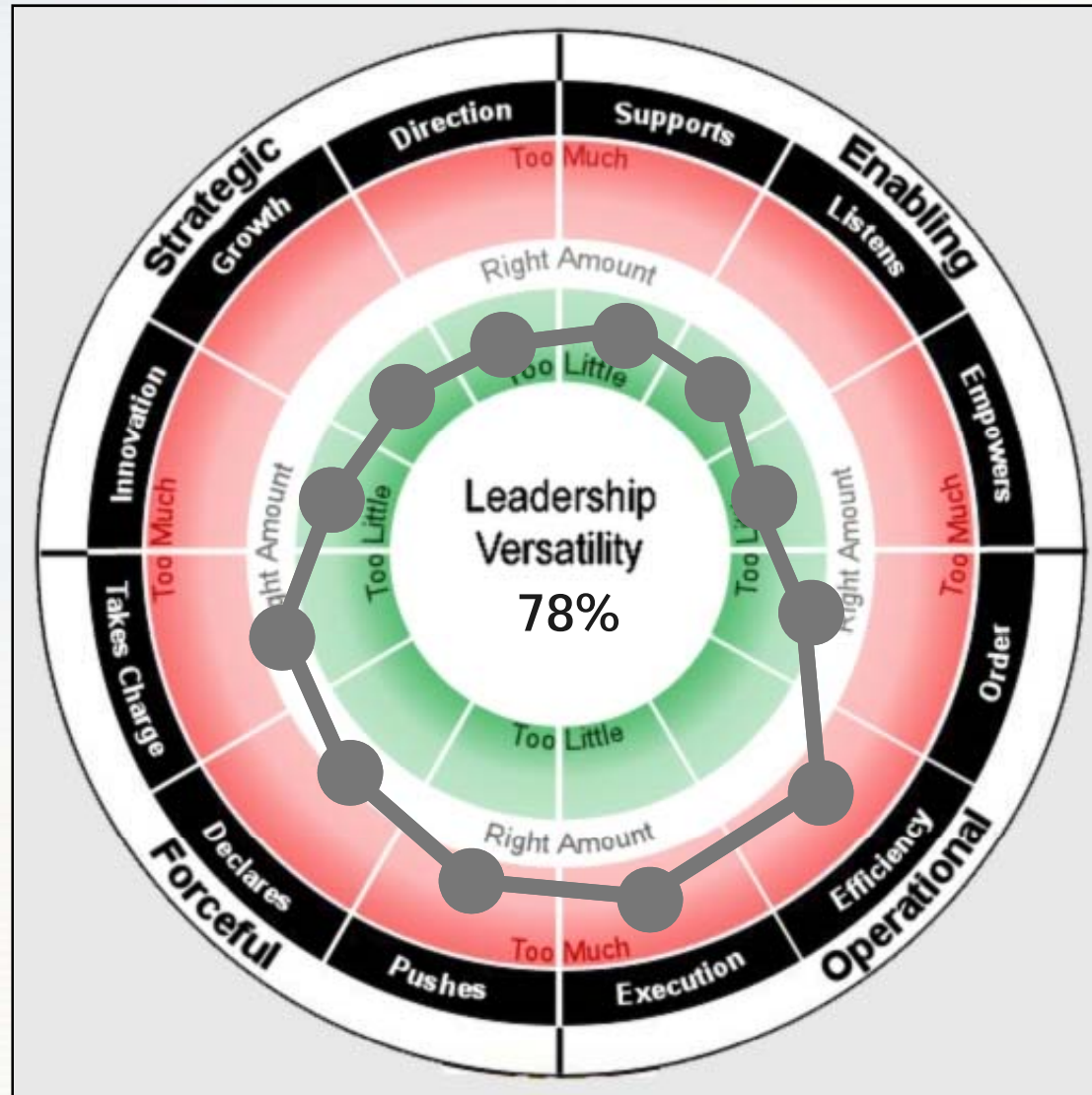
- Direction
- Growth
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focusing the organization on the near term

- Execution
- Efficiency
- Order

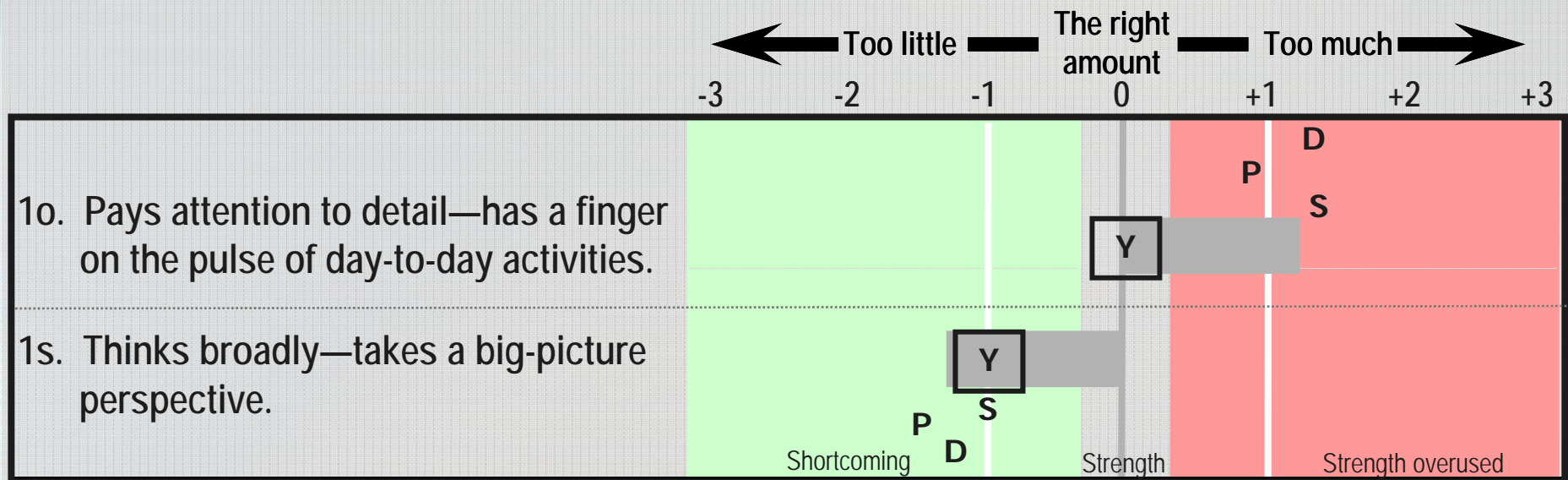
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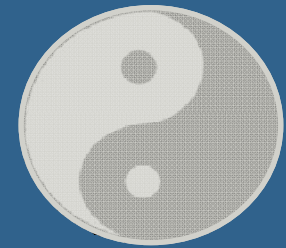
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Upshot for a better 360

- Construct leadership models in terms of opposing behaviors
- Cover *interpersonal* how and *organizational* what
- Don't assume "more is better"—assess for strengths overused



| Management <i>Realizing efficiency through command and control</i> | Leadership <i>Inspiring people with a vision for change</i> | |
|---|---|--------------------------------------|
| Self-assertive and directive <i>Taking Charge and Initiative</i> Autocratic and Decisive <i>Expansiveness and Accountability</i> | Collaborative and supportive <i>Empowerment and Delegation</i> Democratic and Participative <i>Supportive and Consultative</i> | <i>Interpersonal</i> <i>How</i> |
| Short-term execution <i>Implementation and Tactical Details</i> Efficiency and Conservation <i>Stability and Tradition</i> | Long-term strategy <i>Vision and Direction Setting</i> Growth and Expansion <i>Innovation and Adaptation</i> | <i>Organizational</i> <i>What</i> |



Start

Stop

Continue