

VERSION
2021

LEADERSHIP STYLE INVENTORY

SAMPLE REPORT

BY

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Types of Leadership Styles

One of the most important tasks of a Leader is to manage the team. This requires an understanding of the capabilities of team members, assigning them appropriate tasks, helping them to acquire new capabilities, maintaining their motivation level, and structuring the work so that each team member can derive some satisfaction from his or her work.

The effectiveness of the Leader depends on both the nature of the interaction and the Leader's style. Based on the research conducted by Prof. T.V. Rao, leadership styles were classified into three distinct categories.

A. Benevolent Style:

- ▶ This type of leader protects team members, continuously tells them what they should and should not do, and comes to their rescue whenever needed.
- ▶ Such Leaders cater to the team member's need for security. In turn, they are generally liked by their team.
- ▶ They are effective as long as they are physically present. In their absence, employees may experience a lack of direction and motivation.
- ▶ Such Leaders tend to have dependent followers, and initiative-taking behavior may not be reinforced.

Impact: Dependency and Personal Loyalty

B. Critical Style:

- ▶ This type of Leader demonstrates a critical approach to employees and does not tolerate mistakes, low quality work, undisciplined behavior, or individual peculiarities.
- ▶ Finding mistakes, criticizing team members, and making them feel incompetent are characteristic behaviors of critical managers or leaders.
- ▶ While team members may produce acceptable work out of fear, they do not like this type of leader or manager.

Impact: Fear, Resentment, and Tension

C. Developmental Style:

- ▶ This type of leader has confidence in his team, helps them to set broad goals, and allows them to work on their own.
- ▶ Guidance is provided only when requested by team members.
- ▶ Competent employees who have this kind of supervision are likely to feel confident about their work. They are free to work both independently and interdependently with their colleagues.

- ▶ In this style of leadership, the leader is involved in developing the department or unit and hence such leaders are also called institution builders because they ensure the growth and development of their units and team members by incorporating processes that help people to give their best and to grow with the organization.

Impact: Team members feel capable of independent action, they learn a lot, there is high job satisfaction, morale, and 'we' feeling.

The development style of leadership is the most desirable as such managers are self-dispensing but are flexible in their use of styles. They are likely to create a highly motivating work environment in their organization.

In the LSI instrument, the predominant Leadership style of the participant and the IMPACT that is being generated has been captured. In this instrument, 10 different work situations were taken. Each of these 10 situations had three different ways to act or react. The participant and his team members had to allocate a total of 6 points between a, b, and c options for each of the 10 situations. All 'a' items deal with a Benevolent style of leadership, 'b' with Critical, and 'c' with the Development style of leadership.

As a part of the Leadership Style Inventory, team members of the participant were also asked to share a few adjectives to describe the leader.

Scoring the LSI

The scores have been converted into percentages using the formula:

- ▶ % Benevolent=(Average of all 'a' item scores for all 10 situations) X 100.
- ▶ % Critical=(Average of all 'b' item scores for all 10 situations) X 100

This is the least desirable style of leadership. Scores below 15-20% are ideal

- % Developmental=(Average of all 'c' item scores for all 10 situations) X 100

This is the most desirable style of leadership. High scores of 60% and above are good

Also, the impact of these styles on those who work with you has been assessed over 6 dimensions in the section titled 'Impact of Style'.

This is a moderately desirable style of leadership. Scores up to 25% are acceptable

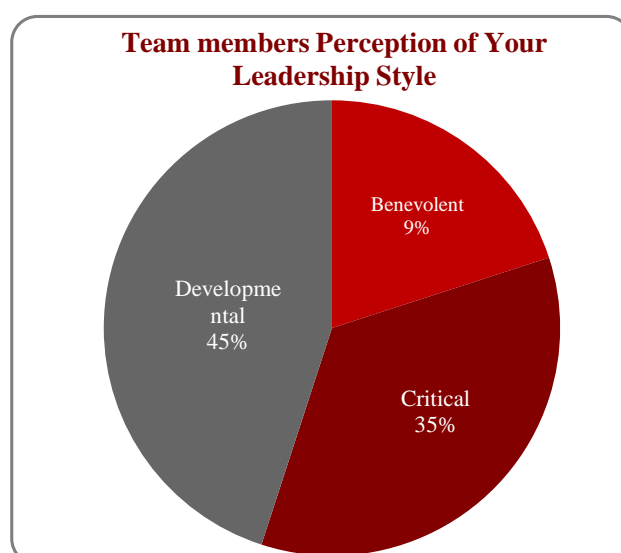
The original ratings have been converted into percentages using the formula:

Percentage score = (Average Rating-1) x 25

- ▶ Scores as close to '0' are desirable on the impact that results in Dependence (**Item 1**), Resentment (**Item 3**), and Tension (**Item 4**)
- ▶ Scores as close to '100' are desirable on the impact item numbers **2, 5 and 6**

Your style as seen by you and as seen by your reportees or team members has been represented in the following two pie diagrams.

Sr.	Leadership Style	Self	Overall
1	Benevolent	15	20
2	Critical	10	35
3	Developmental	75	45
		100	100



IMPACT OF YOUR STYLE		Self	Rep.
		1	3
1	Creates <u>dependency</u> . Her/His team members do things only after checking with her/him.	25	67
2	Creates <u>personal loyalty</u> . They admire her/him and are very loyal to her/him	75	58
3	Creates <u>resentment</u> . Her/His subordinates tend to dislike her/his style.	0	67
4	Creates <u>tension</u> . Her/His subordinates work more out of fear than out of joy for the work	0	83
5	Creates <u>empowerment</u> . Her/His subordinates feel capable of independent action.	100	58
6	Creates a high degree of <u>learning</u> . Her/His subordinates seem to learn a lot.	100	50
7	Creates a high degree of <u>job satisfaction</u> amongst team members	100	50
8	Her/His team members exhibit a high degree of <u>morale</u> and 'we' feeling	100	50

As a part of the Leadership Style Inventory, respondents were asked to share a few adjectives to describe them. Given below is a reproduction of the statements made by your respondents. Along with minor editing, your feedback has also been sorted in ascending order for ease of reference.

Adjectives you have used to describe yourself

- ▶ Inspiring
- ▶ Collaborative
- ▶ Encouraging
- ▶ Developing others

Adjectives used by your Team Members to describe you

- ▶ Always completes the task assigned despite problems and challenges
- ▶ Argues
- ▶ Benevolent
- ▶ Cooperates with everyone
- ▶ Cooperative
- ▶ Does not analyze all the facts before concluding.
- ▶ He should lead from the front and take the ownership
- ▶ More concerned about himself and his needs
- ▶ Needs to trust others more
- ▶ Not at all approachable.
- ▶ Partial to a few team members
- ▶ Pushes the Team Members to achieve their goals
- ▶ Quick decision-maker
- ▶ Quick to blame others
- ▶ Strict
- ▶ Strong
- ▶ Too much of a perfectionist.
- ▶ Very aggressive
- ▶ Very experienced

INTERPRETATION AND INFERENCES FROM LSI

- ▶ While the participant has rated himself as a predominantly 'Development' oriented leader, his team has rated him as adopting a predominantly 'Critical' style of leadership.
- ▶ The participant appears to give importance to rules with limited tolerance to deviations in the rules set. He is also very restricted in sharing information with others and has low tolerance when errors or mistakes are made and tends to lose his cool.
- ▶ It appears that the participant also does not trust his team members and hence may be spending a lot of time in reviews and monitoring them.
- ▶ As a result of his 'Critical' style of leadership, the impact appears to be more of tension and resentment and low learning and empowerment.
- ▶ The participant is invited to explore a more developmental style of leadership that helps his team learn from mistakes and share more information with the team. He may like to assess the current business situation and the team that he leads and explore a strategy to make a gradual shift from the existing critical style to a more empowering style. This will ensure that it is a win-win for the leader as well as for his team.

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