

LJI-2

Leadership Judgement Indicator – Standard
Technical Report

A Sample

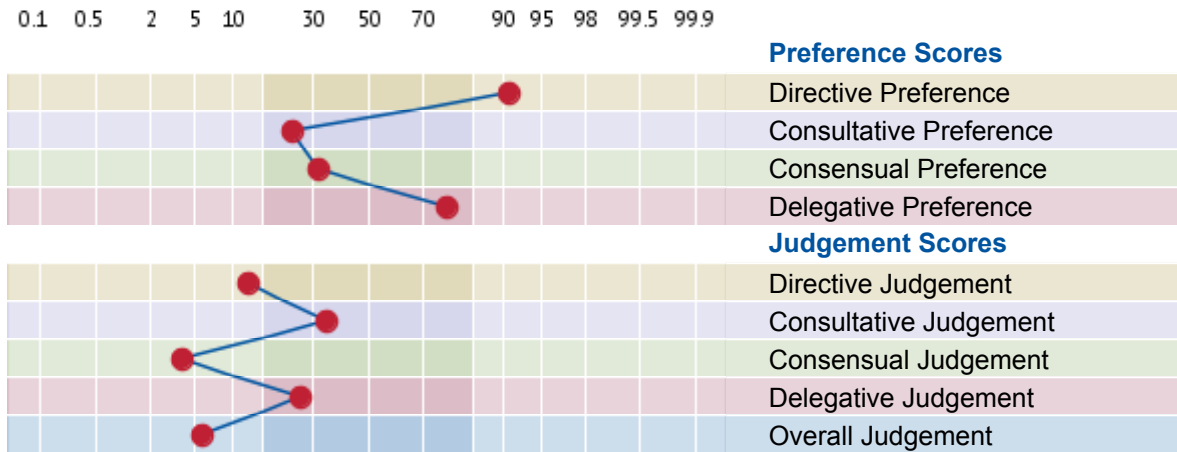
ID 8603-231

Date 18/11/2015

Standard

OVERVIEW

Summary profile



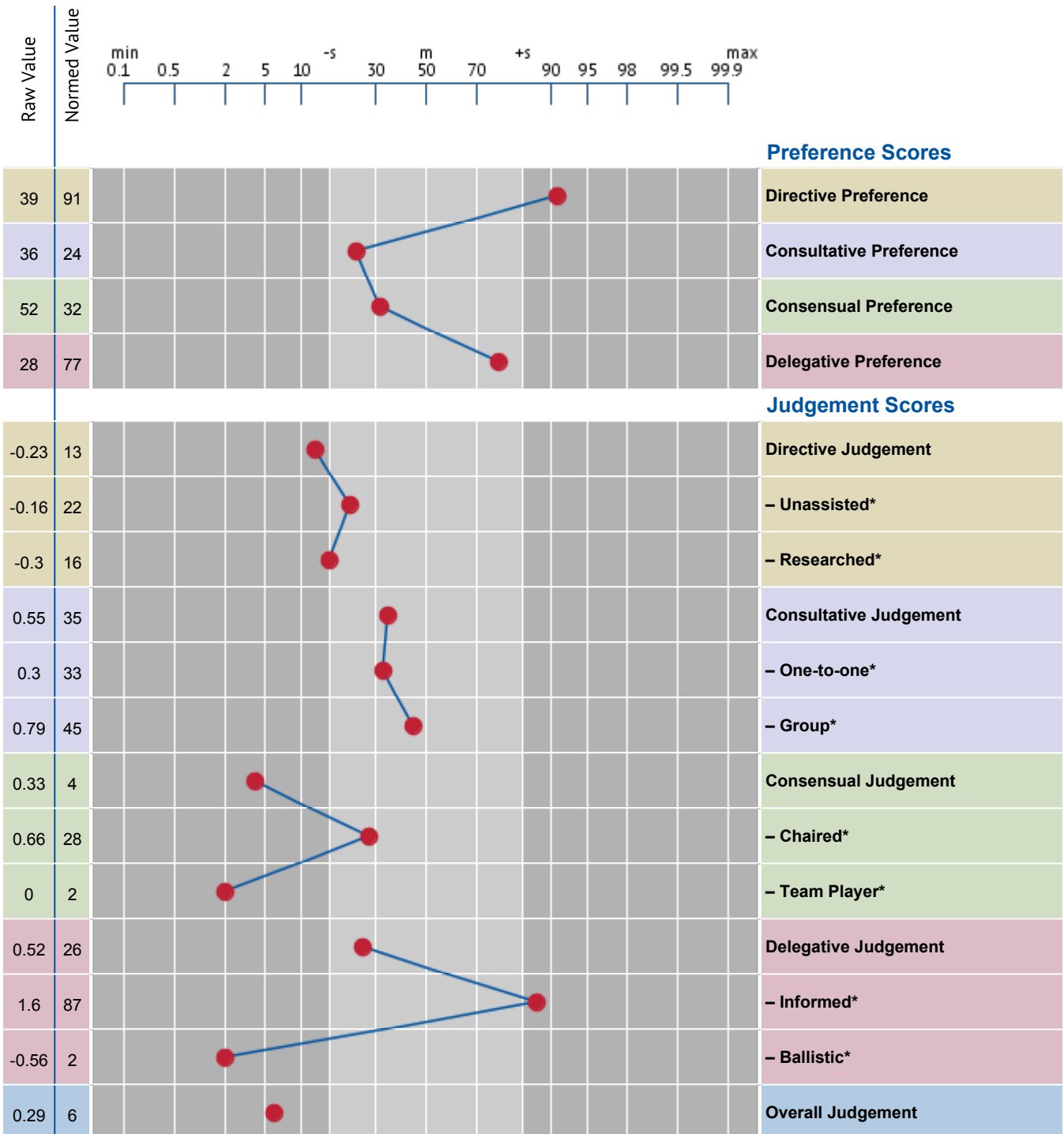
Structure of this report

- Profile sheet
- Table of scores
- Scale details
- Response statistics

Only qualified psychologists or appropriately trained test administrators should interpret psychometric test results. Please follow the relevant guidelines from the appropriate professional body.

PROFILE SHEET

Leadership Judgement Indicator | Standard
 Managerial population (N = 1340) - Percentile



Leadership Judgement Indicator | Standard Managerial population (N = 1340) - Percentile



TABLE OF SCORES

Leadership Judgement Indicator | Standard
 Managerial population (N = 1340) - Percentile

Scale	Raw val	Normed val
Preference Scores		
Directive Preference	39	91
Consultative Preference	36	24
Consensual Preference	52	32
Delegative Preference	28	77
Judgement Scores		
Directive Judgement	-0.23	13
Consultative Judgement	0.55	35
Consensual Judgement	0.33	4
Delegative Judgement	0.52	26
Overall Judgement	0.29	6
Judgement Substyle Scores		
Directive Judgement – Unassisted*	-0.16	22
Directive Judgement – Researched*	-0.3	16
Consultative Judgement – One-to-one*	0.3	33
Consultative Judgement – Group*	0.79	45
Consensual Judgement – Chaired*	0.66	28
Consensual Judgement – Team Player*	0	2
Delegative Judgement – Informed*	1.6	87
Delegative Judgement – Ballistic*	-0.56	2
Scale Pair Scores		
Task Preference	67	92
Task Judgement	0.15	14
Involvement Preference	88	25
Involvement Judgement	0.44	9
Control Preference	75	70
Control Judgement	0.16	17
Empowerment Preference	80	53
Empowerment Judgement	0.43	9

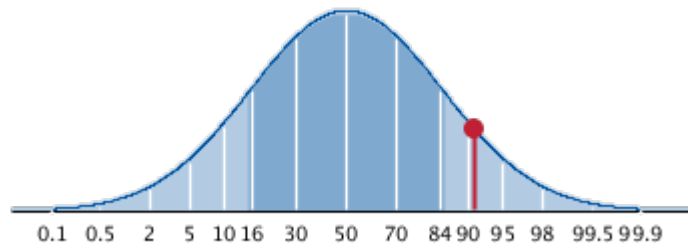
* Note that judgement substyle scores are based upon only two scenarios; interpretation should therefore be made with caution and only after discussion with the respondent. These scores are provided for the very purpose of facilitating such a discussion.

SCALE DETAILS

Directive Preference

Managerial population (N = 1340) - Percentile

Raw val	39
Normed val	91
Missing vals	0



Directive: 'I make the decision based on my ideas'

Low Value

Very low scores suggest that the respondent has rarely rated the Directive option as appropriate. Failure to use the Directive leadership style, if the leader is the best-qualified person, may be perceived as a lack of focus and direction, and could result in tasks not being completed in an optimum way. Colleagues may feel that there is a 'talking-shop' culture rather than an action-oriented one.

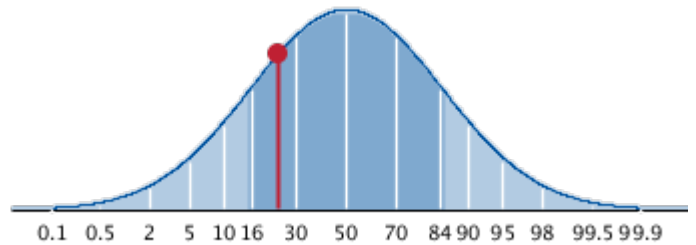
High Value

Very high scores suggest that the respondent has frequently rated the Directive option as appropriate. Too much directive leadership can result in a compliant team but one that lacks initiative, creativity or self-confidence. Wrong decisions may be made because insufficient questions are asked and little to no development takes place. The danger is an autocratic or authoritarian style that only appeals to the most receptive of colleagues.

Consultative Preference

Managerial population (N = 1340) - Percentile

Raw val	36
Normed val	24
Missing vals	0



Consultative: 'I make the decision based on our ideas'

Low Value

Very low scores suggest that the respondent has rarely rated the Consultative option as appropriate. Not consulting at appropriate times can drive morale down as there may be a perceived lack of trust. Moreover, if colleagues have relevant ideas, better-quality decisions are possible if they are involved. Low levels of consultation can lead to team members lacking an understanding of decisions and finding that their skills are underutilised.

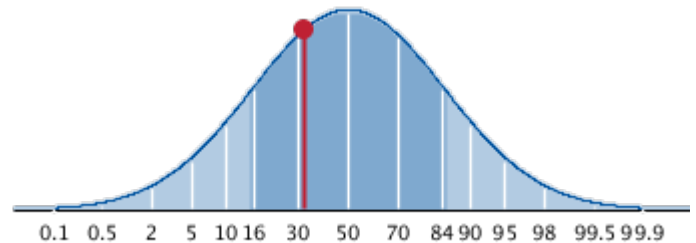
High Value

Very high scores suggest that the respondent has frequently rated the Consultative option as appropriate. Overuse of consultative leadership is very time-consuming and can result in reduced respect for the leader, especially if another style would be more appropriate to the situation. Consultative decision making can appear to be a manipulative style of leadership if there are many meetings and yet the outcome still depends on the leader's own view. Therefore, the leader is likely to run the risk of appearing to 'railroad' decision making, or may lower morale by giving the impression of lacking trust in others.

Consensual Preference

Managerial population (N = 1340) - Percentile

Raw val	52
Normed val	32
Missing vals	0



Consensual: 'We make the decision based on our ideas'

Low Value

Very low scores suggest that the respondent has rarely rated the Consensual option as appropriate. Insufficient use of consensual leadership can result in lower-quality decisions and loss of team skills. The resulting reduction in involvement can have a detrimental effect on morale and motivation. It could give the impression that the leader does not value the input of others or that to seek it would be a waste of time. Such a leader is often criticised as lacking empathy and not really understanding what makes reporting colleagues 'tick'.

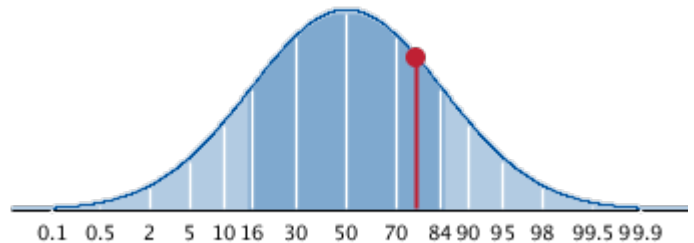
High Value

Very high scores suggest that the respondent has frequently rated the Consensual option as appropriate. Overuse of the Consensual style can lead to a perceived lack of clear leadership, too little work being done and low productivity. Feelings of poor time management are common in this situation, both for the leader and the rest of the team. There can be a danger that the leader is perceived as being unable to make a decision without referring to others first.

Delegative Preference

Managerial population (N = 1340) - Percentile

Raw val	28
Normed val	77
Missing vals	0



Delegative: 'You make the decision based on your ideas'

Low Value

Very low scores suggest that the respondent has rarely rated the Delegative option as appropriate. Underuse of this style can result in too little sharing of responsibility. This could lead both to stress and overload for the leader, and to lower self-confidence and a loss of team skills for the team members if they are not given the opportunity to work under their own direction. Such leaders are often criticised for being too controlling and restrictive, and they can lose their more talented and mature colleagues, who may look elsewhere for personal and professional growth.

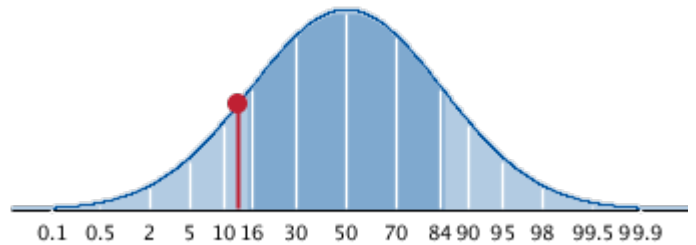
High Value

Very high scores suggest that the respondent has frequently rated the Delegative option as appropriate. If used too much, the Delegative style can result in a lack of control and loss of authority, and may lead to lower respect for the leader owing to the leader's perceived under-involvement. It can produce the feeling that the 'buck is being passed' in circumstances where more hands-on responsibility should be taken. Equally, it may result in stress for the people being led, as they may be unsure of their readiness to shoulder the whole responsibility for the specific task. If this approach produces poor results on a frequent basis, it can be damaging to the credibility of both the leader and the team.

Directive Judgement

Managerial population (N = 1340) - Percentile

Raw val	-0.23
Normed val	13
Missing vals	0



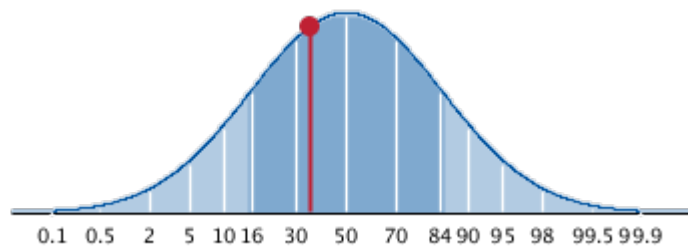
Directive: 'I make the decision based on my ideas'

The Directive style is likely to be most generally effective with a newly formed team, or one that is facing unfamiliar situations. It is likely to be particularly efficient in situations where the leader faces a lot of decisions, many of which are of a type that he or she has personally faced before. However, leaders who remain in this mode can quickly find themselves overwhelmed by large numbers of small repetitive decisions. They can also find themselves surrounded by a compliant team, but one that lacks initiative, creativity or self-confidence. Conversely, failure to use Directive leadership in situations where the leader is the best qualified person may be perceived as a lack of focus and direction.

Consultative Judgement

Managerial population (N = 1340) - Percentile

Raw val	0.55
Normed val	35
Missing vals	0



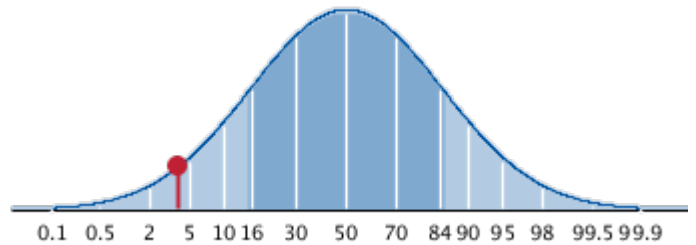
Consultative: 'I make the decision based on our ideas'

The Consultative style is good for generating information and ideas from a developing team. It is likely to be particularly valuable where the leader needs to take others' views into account but when the ultimate decision needs to rest in the leader's own hands. Failing to consult at appropriate times can drive morale down, as there may be a perceived lack of trust. Overuse of Consultative leadership, however, can be seen as poor decision making and is very time-consuming.

Consensual Judgement

Managerial population (N = 1340) - Percentile

Raw val	0.33
Normed val	4
Missing vals	0



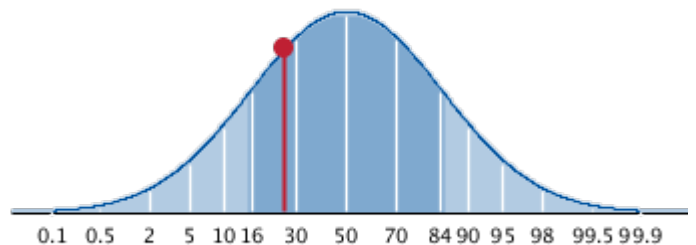
Consensual: 'We make the decision based on our ideas'

The Consensual style is best for engendering a feeling of ownership when the team is facing situations that require a breadth of view and where the team members have as much expertise as the leader. It is likely to be particularly valuable when the leader is working with an experienced or varied team, or where it is necessary to work through influence rather than authority. Insufficient use of Consensual leadership can result in lower quality decisions and loss of team skills. However, overuse of the Consensual style can lead to a perceived lack of clear leadership, too little work being done and low productivity.

Delegative Judgement

Managerial population (N = 1340) - Percentile

Raw val	0.52
Normed val	26
Missing vals	0



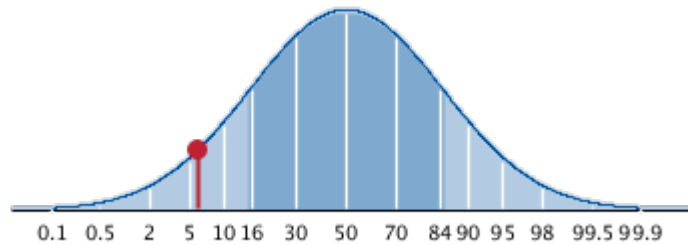
Delegative: 'You make the decision based on your ideas'

The Delegative style can lead to high levels of motivation and morale if used in situations where the team is competent and therefore able to thrive on greater autonomy. It is likely to be particularly valuable when working with an experienced team, especially where individuals may have greater technical expertise than the leader on certain aspects of the job. If underused, it can result in too little sharing of responsibility. This could lead to both stress and overload for the leader, and to lower self-confidence and a loss of team skills for the team members if they lack the opportunity to work under their own direction. If used too much, on the other hand, this style can cause lack of control and loss of authority.

Overall Judgement

Managerial population (N = 1340) - Percentile

Raw val	0.29
Normed val	6
Missing vals	0

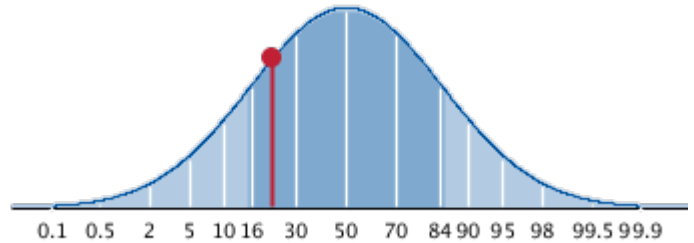


The Overall Leadership Judgement score gives a composite measure of the respondent's judgement – across all the leadership styles combined. This makes it possible to gain a picture of how the respondent's judgement in each of the four leadership styles contributes towards overall leadership judgement.

Directive Judgement – Unassisted*

Managerial population (N = 1340) - Percentile

Raw val	-0.16
Normed val	22
Missing vals	0



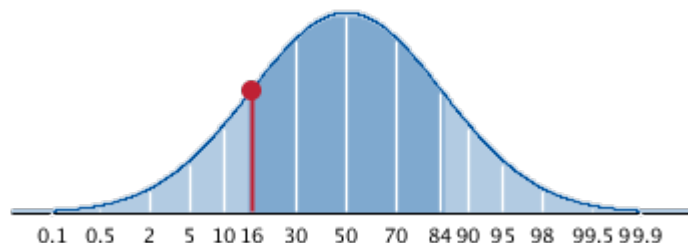
Directive – Unassisted: 'I solve the problem or make the decision based on the information I already have'

This is a Directive type of leader decision making where a solution is created based solely upon the leader's own ideas. Moreover, with the Unassisted style, he or she will generate the solution entirely 'off their own back' and will not need to collect any information from reporting colleagues.

Directive Judgement – Researched*

Managerial population (N = 1340) - Percentile

Raw val	-0.3
Normed val	16
Missing vals	0



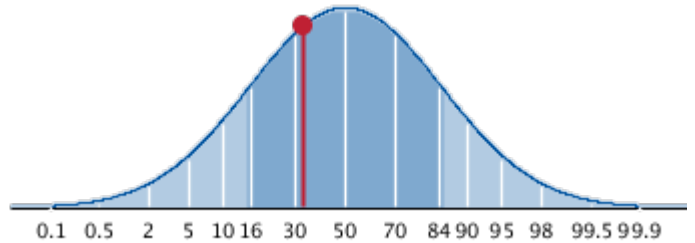
Directive – Researched: 'I obtain any necessary information from colleagues and then decided on the solution to the problem myself'

The Researched style is directive in nature, where decision making is based solely upon the leader's own ideas but any necessary information is obtained from reporting colleagues before deciding upon the solution to the problem.

Consultative Judgement – One-to-one*

Managerial population (N = 1340) - Percentile

Raw val	0.3
Normed val	33
Missing vals	0



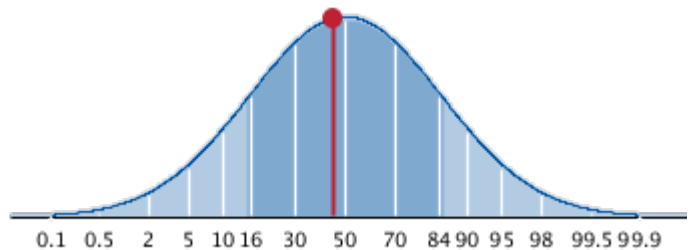
Consultative – One-to-one: ‘I share the problem with colleagues individually, getting their ideas and suggestions, then I make the decision’

As a Consultative style, the One-to-One option involves gathering colleagues’ ideas and opinions before the leader makes the decision in accordance with his or her own judgement. However, with the One-to-One approach, the team does not meet as a group. The problem is discussed with team members individually, either face-to-face or remotely.

Consultative Judgement – Group*

Managerial population (N = 1340) - Percentile

Raw val	0.79
Normed val	45
Missing vals	0



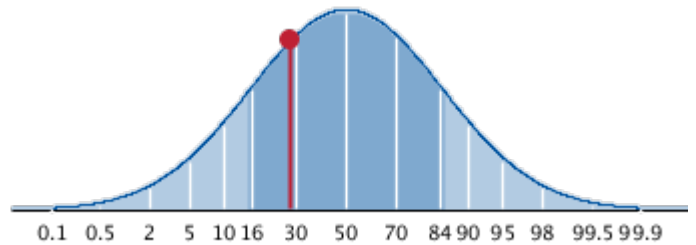
Consultative – Group: ‘I share the problem with colleagues at a group meeting. I obtain their ideas and suggestions and then I make the decision’

Consultative decision making involves leaders gathering the ideas and opinions of colleagues and then making the decision themselves in accordance with their own values and judgement. In the Group Consultative approach, as its name implies, the team gathers together and the leader listens to what people say. He or she then makes the decision.

Consensual Judgement – Chaired*

Managerial population (N = 1340) - Percentile

Raw val	0.66
Normed val	28
Missing vals	0



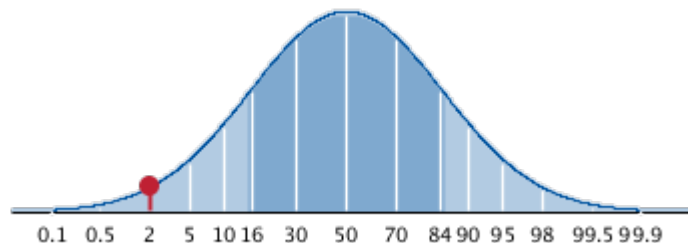
Consensual – Chaired: ‘I share the problem with my colleagues as a group. I coordinate and chair the discussion. Together we generate and evaluate alternatives and attempt to reach agreement on a solution’

Consensual decision making is the most democratic of all leadership styles, as it seeks to find solutions that are acceptable to everyone in the team. The Chaired Consensual variant of this style involves the leader taking the chair and leading a collaborative problem-solving process where all team members have a voice and participate in searching for a solution.

Consensual Judgement – Team Player*

Managerial population (N = 1340) - Percentile

Raw val	0
Normed val	2
Missing vals	0



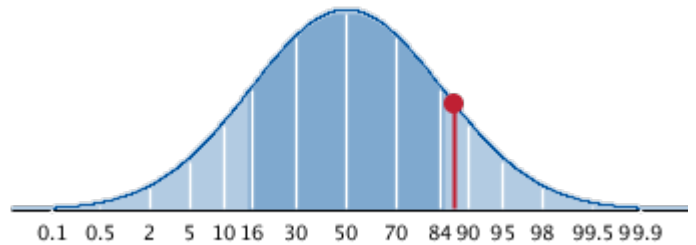
Consensual – Team Player: ‘I share the problem with my colleagues, but either rotate the chair or have no chair, as we generate alternatives and attempt to reach consensus on a solution together’

With the Team Player approach, the leader becomes one of the team. This is the most democratic option of the eight leadership styles, where the paradoxical outcome is that of gaining greater power within the team by the leader giving up control.

Delegative Judgement – Informed*

Managerial population (N = 1340) - Percentile

Raw val	1.6
Normed val	87
Missing vals	0



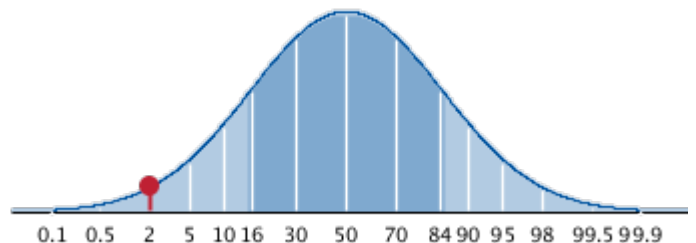
Delegative – Informed: ‘I provide colleagues with any relevant information I possess, establish parameters and objectives, and ask to be kept in touch with the process. They have the responsibility to solve the problem’

Delegative leadership involves giving reporting colleagues the freedom to generate a solution to the problem concerned and then backing whatever decision they reach. The Informed Delegative variant involves the leader holding a prior meeting with those selected for the task and fully briefing them with whatever information he or she possesses.

Delegative Judgement – Ballistic*

Managerial population (N = 1340) - Percentile

Raw val	-0.56
Normed val	2
Missing vals	0



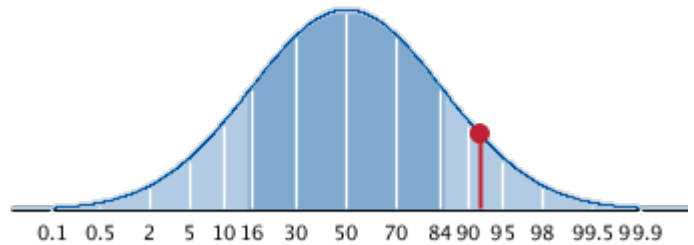
Delegative – Ballistic: ‘I provide colleagues with any relevant information I possess, establish parameters and give them full responsibility to solve the problem. They come back to me when they have completed the task. Any solution they reach has my support’

Delegative decision making involves giving reporting staff the freedom and responsibility for creating the solution, which the leader should then accept. The Ballistic variant of this involves an initial briefing and establishing of the leader’s hopes, expectations and objectives, but then letting the team loose, ‘ballistically’ sending them off to resolve the problem, not to return until they have done so.

Task Preference

Managerial population (N = 1340) - Percentile

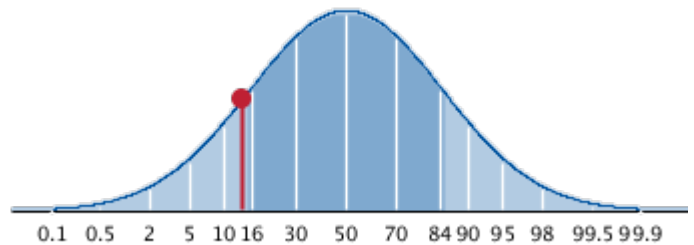
Raw val	67
Normed val	92
Missing vals	0



Task Judgement

Managerial population (N = 1340) - Percentile

Raw val	0.15
Normed val	14
Missing vals	0



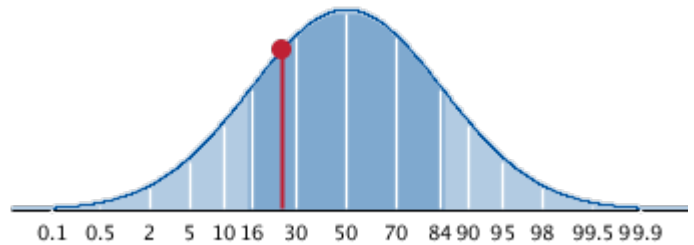
Task: Directive and Delegative leadership styles

A Task orientation reveals a preference towards getting the job done either by telling colleagues what needs doing or letting them get on with it. If a task-based approach is overused, the team may infer that their opinions are not valued.

Involvement Preference

Managerial population (N = 1340) - Percentile

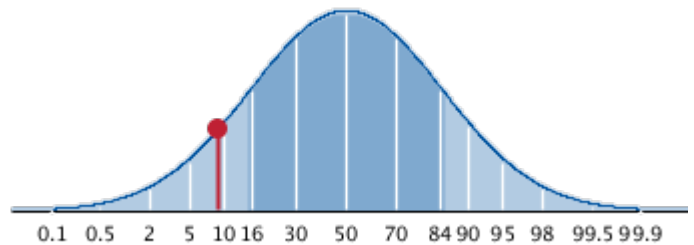
Raw val	88
Normed val	25
Missing vals	0



Involvement Judgement

Managerial population (N = 1340) - Percentile

Raw val	0.44
Normed val	9
Missing vals	0



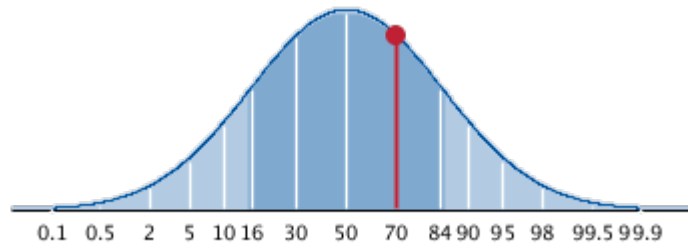
Involvement: Consultative and Consensual leadership styles

An Involvement orientation reveals a preference for involving others whatever the situation. Overuse of Involvement may be perceived as using time inefficiently and a resistance to action.

Control Preference

Managerial population (N = 1340) - Percentile

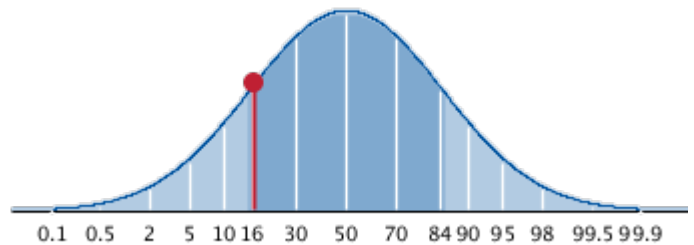
Raw val	75
Normed val	70
Missing vals	0



Control Judgement

Managerial population (N = 1340) - Percentile

Raw val	0.16
Normed val	17
Missing vals	0



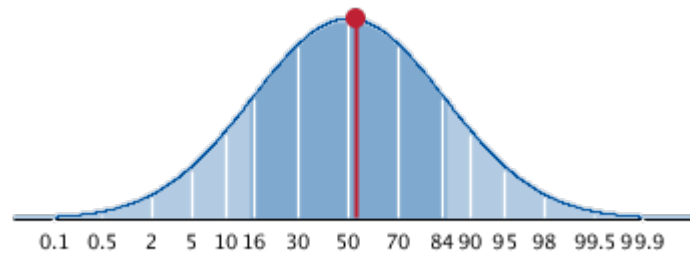
Control: Directive and Consultative leadership styles

A Control orientation suggests a preference for the retention of control and power over decision making. The team could interpret this as not being trusted, and too much retention of control by the leader could mean that opportunities for personal growth might be missed and the potential of individual team members might not be fully realised or may develop slowly. This in turn could impact negatively on team efficiency and quality orientation.

Empowerment Preference

Managerial population (N = 1340) - Percentile

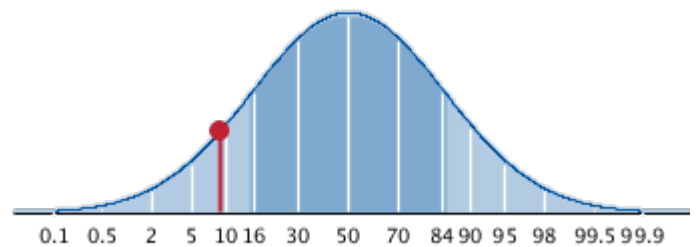
Raw val	80
Normed val	53
Missing vals	0



Empowerment Judgement

Managerial population (N = 1340) - Percentile

Raw val	0.43
Normed val	9
Missing vals	0



Empowerment: Delegative and Consensual leadership styles

An Empowerment orientation suggests a readiness to release control. Overuse of Empowerment can undermine leadership, as, when the time comes for taking control, power properly vested in the leader may have slipped so much that those with the loudest voices hold sway and an unhealthy team environment develops.

RESPONSE STATISTICS

Step	Distribution of responses	
1	9 %	
2	17 %	
3	20 %	
4	23 %	
5	30 %	