

# LJI-2

Leadership Judgement Indicator – Standard  
Personal Insight Report

**Sample Report**  
**ID 10033-2352**  
**Date 07/07/2015**

Standard

# OVERVIEW

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## INTRODUCTION

The Leadership Judgement Indicator (LJI) is based on the Formula 4 Leadership approach. This provides a unique way of depicting different leadership styles that can be selected to offer the greatest likelihood of success in a specific situation. The range of styles is summarised in Figure 1. If this is your first exposure to the Formula 4 Leadership Decision Making Model, you are advised to spend a few minutes studying it, as the report is based upon these styles.

No single leadership style is universally applicable or inherently better than any other. Effective leaders adapt their style to the nature of the task and the characteristics of the people involved, guided by the principles described in the Appendix.

Figure 1 – The Formula 4 Leadership Decision Making Model



This report is based on completion of the Leadership Judgement Indicator – Standard. The LJI is a powerful way of gaining insight into a person's ability to work effectively with and through people in a leadership role. The LJI measures leadership judgement by asking the respondent to assume the role of the leader in 16 given scenarios. When you took the LJI, you were asked to decide upon the appropriateness of four different options in relation to each situation. Each option you were provided with represented one of the four styles shown in Figure 1.

A number of tenets underpin the Formula 4 Leadership approach upon which the LJI is based:

- No single leadership style is universally effective in all decision making situations.
- No single style is inherently better than any other; the appropriateness of a style depends on the nature of the task and the characteristics of the people involved.
- All decision making situations can be analysed systematically to determine the most appropriate leadership style for that situation.
- Effective leadership involves the capacity to judge which style is best and a willingness to adopt the most effective style, even when it does not come naturally.

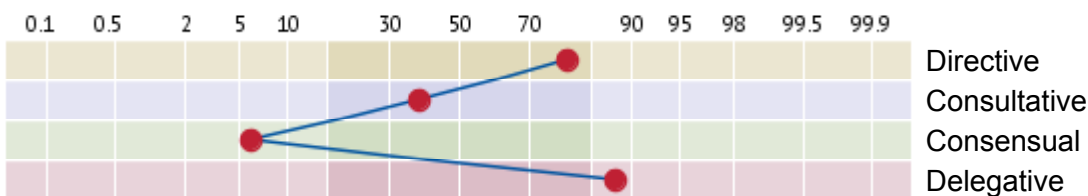
This report draws conclusions by comparing your ratings with the LJI's Decision Making Model and a reference group of managers. The findings in the report can be used, alongside other relevant sources of information, when constructing a professional development plan.

The report is structured as follows:

1. Preference scores – describes the strength of your inclination to use each of the four different leadership styles measured by the LJI.
2. Judgement scores – describes the extent to which you have been able to identify the goodness of fit of each style to the situations presented in the LJI.
3. Interaction between Preference and Judgement – describes the interaction between the preferences and the judgement you demonstrated when completing the LJI.
4. Use of the rating scale – compares the way in which you used the rating scale with how the reference group have used it. Overuse or underuse of parts of the rating scale (for example, rarely using the extremes of the rating scale) may distort the findings and affect the validity (authenticity) of the profile.

## PREFERENCE SCORES

Preference scores indicate how strongly a person is drawn to each of the four leadership styles in the LJI. The Preference score is derived from how frequently you have rated a style as either 'appropriate' or 'highly appropriate' across the scenarios. The score obtained in this way has been compared to the spread of scores in the reference group.



### Leadership Preference – Directive style

You rated the Directive style as appropriate more frequently than the reference group. This suggests that you feel comfortable with the Directive approach, but you may err on the side of overusing it. 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 experienced before. To use directive leadership when a task would best be delegated can lead to members of staff feeling undervalued and potentially resentful. Using directive leadership when a more democratic style would be appropriate reduces staff development and the quality of decisions. Too much directive leadership can also establish a 'leader-decision' culture where team members develop low esteem and do only as they are told. 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. Moreover, 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. You are advised to review any times when you might have used the Directive style inappropriately and reflect on the characteristics of the task and people involved that could have suggested contraindications for the use of this leadership style.

### Leadership Preference – Consultative style

You rated the Consultative style as appropriate to an average extent when compared with the reference group. The Consultative approach is useful for generating information and ideas from a developing team, as the team members' levels of knowledge and understanding will be increasing but they may not yet have the necessary experience or alignment with the organisation's values to be relied upon to make optimum decisions on important unfamiliar issues. It is likely to be particularly valuable when the leader needs to take others' views into account but when the ultimate decision needs to rest in the leader's own hands. A person with this score is less likely to run the risk of appearing to 'railroad' decision making or lower morale by giving the impression of lacking trust in others. You appear to be reasonably comfortable with this style and balanced in terms of assessing its appropriateness in different situations.

## Leadership Preference – Consensual style

You rated the Consensual style as appropriate much less frequently than the reference group, suggesting you have a tendency to discount it as an approach even when an analysis of the nature of the task and the characteristics of the people involved suggests that it would be the best option. The Consensual style is most effective for creating 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 lead using influence rather than authority. 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 really value the input of others or that to do so would be a waste of time. Such a leader is often criticised as lacking empathy and not really understanding what makes reporting colleagues ‘tick’. You are advised to reflect on why you feel uncomfortable with this style, seek a more balanced evaluation of its merits in certain situations, and be actively mindful of situations in your own working life when adopting a consensual approach would be the most appropriate option.

## Leadership Preference – Delegative style

You rated the Delegative style as appropriate more often than the reference group, suggesting a comfort with this approach and perhaps a need to guard against overusing it. The Delegative style can produce 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 used too much it can cause lack of control and loss of authority. It 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. Such leaders are sometimes criticised for doing away with their responsibilities and undermining the confidence of their team. Overuse of the Delegative style could result in poor decisions if the leader has valuable experience, skills, or knowledge about a particular issue which should have been more prominently brought to bear. You are advised to review the characteristics of the task and people involved in past situations where you may have used the Delegative style inappropriately.

## Balance and roundedness of Preference scores

Preference score patterns can be evaluated for ‘balance’ and ‘roundedness’:

- Balanced patterns are where a person has no greater liking for or aversion to any one style, or cluster of styles, than any other.
- Roundedness is said to exist when a leader is able to adjust their style to the nature of the task and the characteristics of the people involved, and shows no great preference for one style over another.

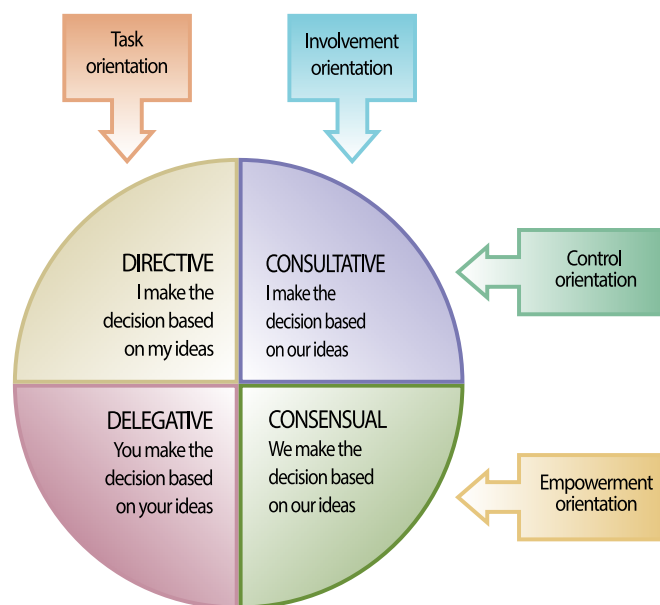
Your results show that one Preference score is much lower than the others. This might indicate

that you have an aversion to working with reporting colleagues in this way. You should consider why you find this option so unappealing, as the underuse of one style can undermine working relationships. Not recognising the utility of this way of decision making in leadership practice could have implications for the efficiency of team-working, development of reporting staff, its 'ripple effect' on the surrounding culture and ethos, and the view others take of the leader.

## Leadership orientation

It is possible to identify common themes across pairs of styles, as shown in Figure 2, to provide broad information about leadership orientation. The down arrows in Figure 2 show that Task Orientation is the combined preference for the Directive and Delegative styles, and Involvement Orientation is the combined preference for the Consultative and Consensual styles. Going across, Control Orientation is the combined preference for the Directive and Consultative styles, and Empowerment Orientation is the combined preference for Delegative and Consensual styles. The text below reports your leadership orientation as generated by your LJI Preference scores and, where relevant, raises potential leadership implications.

Figure 2 – Leader Orientation Model



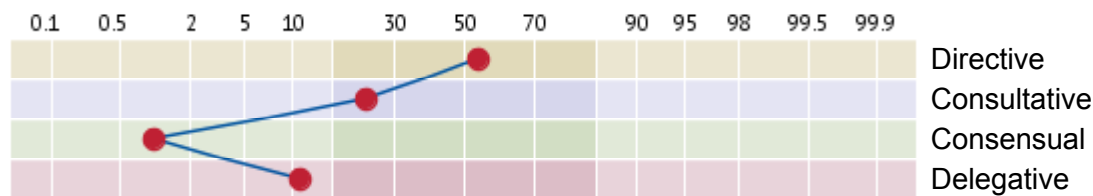
Your pattern of Orientation scores indicates a relatively strong Task Orientation. The preference indicated is towards getting the job done: either by telling colleagues what needs doing, or letting them get on with it. You might have a tendency to be drawn to a task-focused approach whatever the situation. This, combined with a relatively weak Involvement Orientation, suggests that your personal involvement with the team in decision making may too often take second place to a Task approach, and therefore the team may infer that their opinions are not valued. It is recommended that you reflect on this and consider how a better balance between task and involvement focus might be achieved.



## JUDGEMENT SCORES

Your ability to select the appropriate leadership style in accordance with the Formula 4 Leadership Decision Making Model that underpins the LJI will have a large impact on your personal and team effectiveness. There is information available in each of the scenarios to identify the decision making style that would be likely to work best. The LJI identifies your judgement in singling out the appropriate style from the other three options.

You have obtained a separate Judgement score for each of the individual styles. Higher scores are generated when you have recognised the styles that are appropriate and also identified the styles that are inappropriate across the scenarios. Conversely, low scores can be expected if you have incorrectly identified styles as either appropriate or inappropriate across the scenarios. Note that, in this section, Judgement scores are considered in isolation from Preference scores. (In a later section, Preference and Judgement scores are considered in combination, to identify ways in which preference might be impacting on judgement.)



### Leadership Judgement – Directive style

Your judgement in determining when and when not to use the Directive style was average when compared to the reference group. This suggests that you will be about as effective as the average respondent with a newly formed team or one that is facing unfamiliar situations. This will support your leadership judgement if you work in situations where you are faced with a lot of decisions, many of which are of a type that you have experienced before, that demand an immediate response. This is a style that, in the short term, is very efficient in the use of the leader's time. It is a particularly useful style, therefore, when an experienced leader is faced with an emergency. Therefore, you should continue to develop your discernment in the use of this style.

### Leadership Judgement – Consultative style

Your judgement in determining when and when not to use the Consultative style was below average when compared to the reference group. This suggests that you will be less effective than the average respondent with a developing team. This style is 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. This is an important style to employ when team members' levels of knowledge and understanding are still developing. In such circumstances they may not yet have the necessary experience, or even alignment with the organisation's values, to be relied upon to make the best decisions in important and unfamiliar circumstances. Therefore, you should make it a priority to develop your discernment in the use of this style.

### Leadership Judgement – Consensual style

Your judgement in determining when and when not to use the Consensual style was very low when compared to the reference group. This suggests that you will be far less effective than the average respondent when the team is facing situations that require a breadth of view and the team members have as much expertise as the leader. This style is particularly valuable when the leader is working with an experienced or varied team and it is necessary to work through influence rather than authority. This style is particularly important for engendering ownership and commitment, especially when facing situations that need to be viewed from a number of different perspectives. Therefore, you should make it a very high priority to develop your discernment in the use of this style.

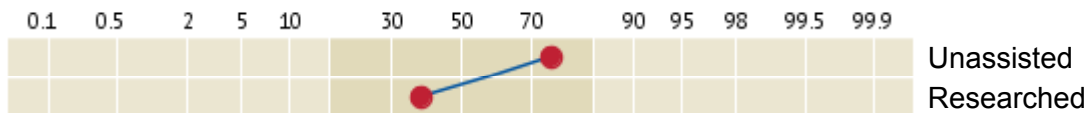
### **Leadership Judgement – Delegative style**

Your judgement in determining when and when not to use the Delegative style was below average when compared to the reference group. This suggests that you will be less effective than the average respondent in situations where the team is competent and therefore able to thrive on greater autonomy. This is a style that is 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. Therefore, you should make it a priority to develop your discernment in the use of this style.

## The impact of substyles on Judgement scores

Each of the four leadership styles can be applied in two slightly different ways, as shown in Figure 1 at the beginning of this report. The courses of action available in the scenarios reflect this. In other words, there are two 'substyles' for each style. For example, half of the actions applying the Consultative style may involve getting the ideas of colleagues on a one-to-one basis while the other half involve obtaining ideas from colleagues during a group meeting. It can be useful to separate out these two substyles to investigate any potential difference in accuracy of judging the appropriateness of the two different ways of applying the main styles. It should be noted that such comparisons of substyle scores are based on too few scenarios to constitute a robust measurement. Nevertheless, such qualitative comparison can make a useful starting point for an explorative discussion to enhance understanding of what is driving the scores on the four main styles, and the analysis in this section should be approached with this in mind. For definitions of the substyles referred to here, please refer to Figure 1.

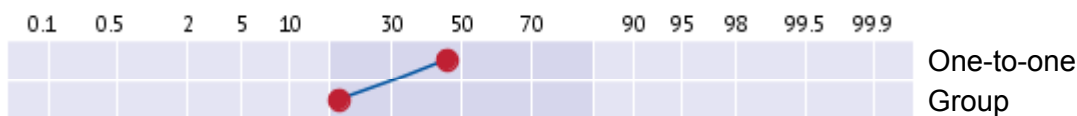
### Directive substyles



Your judgement in determining when and when not to use the Unassisted Directive substyle was very broadly average when compared to the reference group. This is a very leader-centred approach to team leadership: it does not involve reporting colleagues at all. This lack of team involvement can yield quick answers and ensures that nobody's time is wasted on unnecessary or inappropriate issues.

Your judgement in determining when and when not to use the Researched Directive substyle was very broadly in line with the reference group. The leader usually chooses this approach when it is better to keep control of things, even though he or she needs to draw on the information possessed by others.

### Consultative substyles

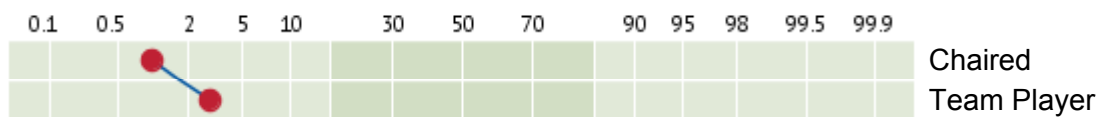


Your judgement in determining when and when not to use the One-to-One Consultative substyle was very broadly in line with the reference group. With the one-to-one approach, the team does not meet as a group; the problem is discussed with team members individually, either face-to-face or remotely. The approach works particularly well when intricate sequential tasks are submitted to this type of decision making.

Your judgement in determining when and when not to use the Group Consultative substyle was very broadly in line with the reference group. Getting the group together allows the leader to

gather multiple perspectives and to hear debate about the breadth of issues. However, being very clear about the key differences between Consultative and Consensual decision making is a prerequisite to success. In the Group Consultative style, the leader retains the final decision making power.

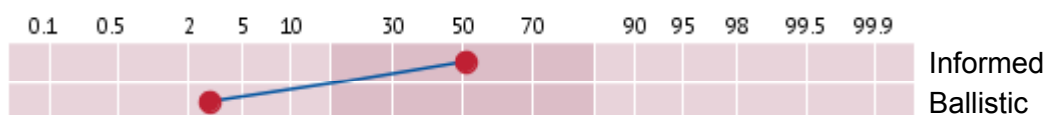
### Consensual substyles



Your judgement in determining when and when not to use the Chaired Consensual substyle was lower than the reference group's. It might be useful to reflect on effectiveness when seeking to find solutions that are acceptable to everyone in the team. With this style, the leader takes the chair and facilitates a collaborative problem-solving process where all team members have a voice and participate in searching for a solution. Here power is equalised to the point where a decision is reached that is acceptable to everyone.

Your judgement in determining when and when not to use the Team Player Consensual substyle was lower than the reference group's. It might be useful to reflect on effectiveness with this most democratic option of the eight LJI leadership substyles. Here, the leader becomes one of the team and allocates the position of chairperson to one of his or her colleagues, or even has no chairperson at all. The intention is to create a totally participative climate for the decision making process.

### Delegative substyles

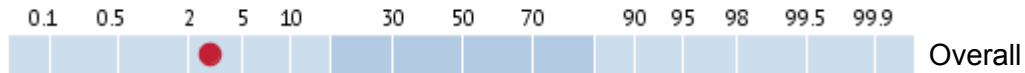


Your judgement in determining when and when not to use the Informed Delegative substyle was very broadly in line with the reference group. In this style, any necessary parameters, hopes, expectations and objectives are laid out. The reporting colleagues then proceed with resolving the problem, but keep the leader informed and in touch with their progress.

Your judgement in determining when and when not to use the Ballistic Delegative substyle was lower than the reference group's. It may be useful to reflect on effectiveness in those situations where reporting staff are given the freedom and responsibility for creating the solution without anything other than initial guidance from the leader. After an initial briefing to establish the leader's hopes, expectations and objectives, reporting staff are 'let loose' to resolve the problem under their own steam, not to return until they have done so. This approach demands high levels of trust when used in appropriate circumstances and a preparedness to release power and completely hand over responsibility to colleagues. If used discerningly, it enhances the leader's standing; if used inappropriately, or not at all, it can undermine the development of

both the leader and the team.

### Overall Leadership Judgement



Overall, your responses to the LJI demonstrate low accuracy in selecting the most appropriate leadership styles. This would suggest there is a very considerable need to develop your leadership judgement further. By developing your discernment in appreciating when and when not to use the four main leadership styles, you will enhance your effectiveness as a leader. Failing to do so may have consequences for the quality of relationships within your team and the likelihood of it achieving its goals. If you can develop your ability to select styles effectively, it will not only provide you with a basis for improving the performance of your team but also enhance the way in which your leadership skills are perceived. You should, therefore, treat this development need as a matter of high importance.

## INTERACTION BETWEEN PREFERENCE AND JUDGEMENT

This section examines the way in which your preference impacts upon your judgement in relation to each of the leadership styles, providing insight into the driving force behind your leadership judgement.

### Directive Preference and Judgement

Compared to the reference group, you have obtained a broadly average score for Directive Judgement but your preference for this approach is elevated. It is likely that you will be drawn to directive decision making, but your discernment when it is called for does not match your preference for its use. You are therefore advised to explore how you might tip the balance the other way: to increase your judgement in the application of this style whilst becoming more economical in its deployment.

### Consultative Preference and Judgement

Compared to the reference group, you have obtained a lower Consultative Judgement score but your preference for this style is broadly average. Your judgement is not as strong as the reference group's, yet you are prepared to use the style to an average degree. While you lack some discernment in the application of consultative leadership, the danger of making errors is somewhat decreased because you are not drawn to it strongly as a method of engaging with reporting staff. You are advised to strengthen your consultative judgement whilst maintaining your relatively economical approach towards its deployment.

### Consensual Preference and Judgement

Compared to the reference group, you have obtained a lower Consensual Judgement score and your preference for this style is also low. Although your judgement was not as strong as the reference group's, the effect of this is lessened by the lower Preference score: you were not drawn towards rating the Consensual style as appropriate very frequently. Thus, whilst you lack some discernment in the application of consensual leadership, the danger of using the style inappropriately is decreased because you are not drawn to it particularly strongly as a method of engaging with reporting staff. You are advised to strengthen consensual judgement whilst becoming more open to this as an appropriate style in some circumstances.

### Delegative Preference and Judgement

Compared to the reference group, you have obtained a below average Delegative Judgement score, yet your preference for this style is strong. It is possible that you will be drawn to delegative decision making when another approach would be more appropriate. Therefore, you are advised to explore how you can shift the balance the other way and work on increasing your judgement in the application of this style whilst becoming more economical in its use.

## USE OF THE RATING SCALE

It has been possible to analyse the way in which you used the rating scale when evaluating the appropriateness of the 64 decision choices in the LJI. Your pattern of responding can be compared to those in the reference group to see whether there is anything of note in your rating strategy. This can then serve as a point of enquiry when considering whether the profile is a reasonably fair and accurate representation of your actual behaviour in leadership situations.

You used the mid-point of the scale, 'Unsure', to a greater extent than most people in the reference group. Given that the available courses of action for each scenario have varying degrees of merit, the fact that you were frequently undecided about the appropriateness of the scenarios suggests that you need to develop your skills in the situational analysis of real-life scenarios in order to become clearer in your judgement.

You used the 'Inappropriate' rating less often than most people in the reference group. Given that the available courses of action for each scenario have varying degrees of merit, and that some have much less merit than others, the fact that you rarely chose to employ this point on the rating scale suggests that you need to develop your skills in the situational analysis of real-life scenarios in order to become clearer in your judgement.

## NEXT STEPS

You are advised to use the results presented in this report as the next step in your leadership development. Leadership judgement is a quality that can be strengthened and developed, just as leadership preferences can be modified.

The Appendix to this report describes the principles upon which leadership judgement is cultivated, as well as the tenets that provide justification for possible training and development interventions. The aim is that this brings greater discernment to your leadership behaviour across the variety of scenarios you will inevitably confront throughout your career.



## APPENDIX

### Principles of the LJI Leadership Model

These principles focus a leader's time and energy to achieve optimal results.

Effective leaders:

- always consider how important the decision is;
- see if the decision offers a development opportunity for their team;
- ensure that important decisions are worked on by the best-qualified people;
- stay personally close to important decisions which are unfamiliar in nature;
- seek to establish mutual interest so that reporting colleagues share the same goals as those of the organisation;
- involve reporting colleagues in decision making whenever their commitment is uncertain yet required;
- involve teams to improve the technical quality of decisions when breadth of information and multiple perspectives are called for;
- use appropriate individuals to improve the technical quality of decisions when intricate, sequential reasoning is required;
- evaluate their performance against these Principles in the short, medium and long term.

### Tenets of the LJI Leadership Model

- No single leadership style is universally effective in all decision making situations.
- No single leadership style is inherently better than any other; the appropriateness of a style depends on the nature of the task and the characteristics of the people involved.
- All decision making situations can be analysed systematically to determine the most appropriate leadership style for that situation.
- Effective leadership involves the capacity to judge which style is best and a willingness to adopt the most effective style, even when it does not come naturally.