Truist Leadership Institute

Leadership Communication
Strategies Indicator™

Supplement

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The Leadership Communication Strategies Indicator™ (LCSI™) provides insight into how your thoughts, feelings, and actions default under two different conditions or situations:

- When things are going well – productive stress/no conflict
- When things are not going well – unproductive stress/conflict

Theory behind the LCSI™

The LCSI™ is a tool based on Dr. Eric Berne's Transactional Analysis Theory. Transactional Analysis Theory describes how ego states and personality operate in our interactions with each other on a daily basis. Dr. Berne identified three separate ego states and defined the ways in which which people think, feel, and act when operating in those ego states. This has great value for understanding communication and interactions from a leadership perspective.

The LCSI™ as a Tool for Self-Awareness

We define awareness as where you focus your attention within yourself and in your environment. From a leadership perspective, heightened awareness aids in realizing your strengths and opportunities for executing in an intentional way. Conversely, unawareness is defined as what you ignore or don't pay attention to within yourself and in your environment. Ultimately, you have control and a choice in where you direct your attention. Over time, multiple research studies have reinforced that the effectiveness of a leader is directly tied to their self-awareness. The LCSI™ can provide you with insights about your natural preferences for where you tend to direct your attention, and where you might be neglecting your attention, specifically related to communication behaviors.

Ego States, Personality, and Awareness

Being aware of how you are perceived by others is a critical part of being an effective leader. Much of how you are perceived by others is dependent on your ego states and personality. As already discussed, ego states are defined as ways in which people think, feel, and act. We all have different ways of thinking, feeling, and acting in different situations. The sum total of all of these thoughts, feelings, and actions are what makes up your unique personality. Two thirds (your thoughts and feelings) of what makes up who you are cannot be directly seen by others. Since your intentions are related to your thoughts and feelings, others cannot see your intention, either. They can, however, see your behavior, from which they infer your intention, and then create perceptions of you that may or may not be accurate.

Increasing Leadership Effectiveness through Your LCSI™ Results

Understanding other people's potential perceptions of you is one of the most important factors to focus on if you want to increase your leadership capacity and leadership effectiveness. The pattern revealed to you in your LCSI™ results will give you a picture of how you view yourself as well as insight into how you may be perceived by others.

The results can provide you with an understanding of the potential strengths of a preference when utilized in an appropriate situation or moment. It can also provide you with information about your potential blind spots when strengths are over-utilized or are utilized without awareness and intention. Similarly, it can give you information about potentially under-utilized skills and approaches.

Limitations of the LCSI™

While the LCSI™ can provide you with information about your leadership communication preferences, your scores do not reflect your inherent abilities to demonstrate these leadership skills. The tool indicates your preferences for each of the behaviors identified in the model. Lower scores do not mean that you hold a belief that these behaviors are not important, nor do they mean that you are unable to practice these behaviors. Lower scores simply indicate how you prefer some behaviors versus others.

The LCSI™ is designed to guide you toward choosing what to pay more attention to in your leadership. The good news is, as we have already discussed, you have control over what you do with your attention and where you direct it.

LCSI™ Results

There is no perfect mix of results for the LCSI™; rather, it is a barometer for where your preferences default.

▲ **Higher** Scores ▲	▼ **Lower** Scores ▼	► **Tied** Scores ◄
May be inherent strengths for you in your leadership communication behaviors. These preferences may be automatic for you and you may utilize these skills without thinking. They may also be blind spots/challenge areas if you overuse these behaviors or if you miss opportunities to utilize a behavior more appropriate for the situation.	May be opportunities for you to be more intentional about using that leadership communication behavior because it may not be as comfortable for you to practice as the other behaviors. These preferences may be blind spots/challenge areas for you.	May mean you have some inherent versatility in the preferences you choose in any given situation. This does not mean that you will consistently choose the most appropriate behavior for any given situation.

Part 1

When Things are Going Well

Leadership preferences are largely influenced by your personality and the preferences your personality creates when it comes to communicating and interacting with others. Your results in this section of the report describe your preferences for how you think, feel, and act in your leadership during those times when things are going as planned, stress levels are productive, and no significant obstacles or problems are in the forefront. There is little or no negative emotion present for you in these interactions. In fact, your emotional state is more likely positive and upbeat.

Operating in this leadership mode might be described as your default or natural approach to how you lead. Increasing your awareness regarding this leadership preference can help you build more versatility to choose the most appropriate preference for any given situation.

Interpreting Your Results

The scores on your graph represent the likelihood you will prefer certain approaches in your communication and leadership interactions with others. The combination of scores creates your overall leadership communication approach. The three preferences making up your chart are broadly defined as follows:
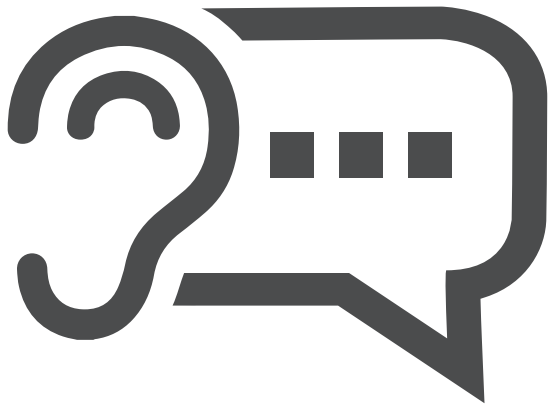
SAMPLE RESULTS

- **Listen** • Tend to lead with **people** in mind
- **Ask** • Tend to lead with **an analytical approach** in mind
- **Tell** • Tend to lead with **the goal** in mind
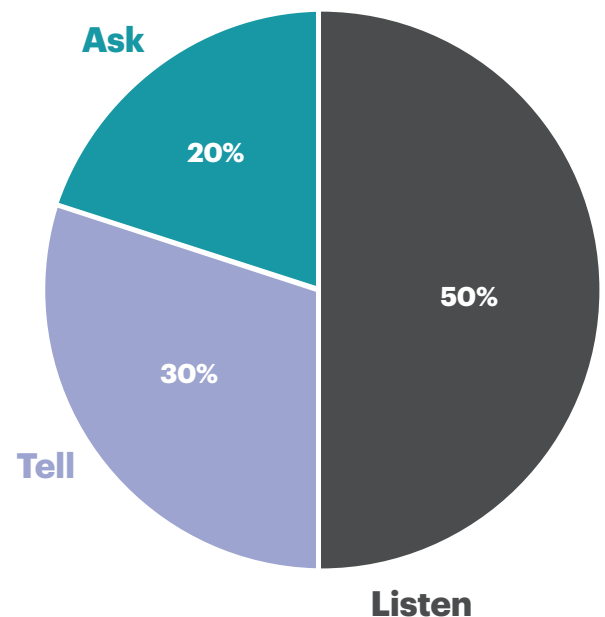
Preference for **Listen**

Summary:

- Lead with the people in mind.

- Focus on building relationships.

Typical Beliefs:

- "Their role is to "help others grow."

Typical Emotions:

- Gratitude

- Empathy

Typical Behaviors:

Tend to demonstrate relationship-oriented behaviors that help others grow and that build engagement.

- Responding to the needs of others

- Seeking ways to bring help to others

- Ensuring others reach their potential

- Ensuring others are valued

- Defending the rights of others

- Demonstrating empathy

Typical Results:

How you might be perceived by others when listening is used:

Effectively	Ineffectively
Dedicated	Naïve
Trusting	Gullible
Generous	Weak
Compassionate	Overly sympathetic
Encouraging	Smothering

Preference for **Ask**

Summary:

- Lead with the data in mind.

- Focus on finding the right solution.

Typical Beliefs:

- Their role is to "solve the problem."

Typical Emotions:

- Managed Emotion

- Curiosity

Typical Behaviors:

Tend to demonstrate behaviors that ensure others discover workable solutions and that push for accurate/optimal results.

- Being objective; being practical

- Being right; being principled

- Being in control of emotions

- Being cautious and thorough

- Thinking before acting

- Gathering and analyzing data

Typical Results:

How you might be perceived by others when asking is used:

Effectively	Ineffectively
Composed	Disconnected
Structured	Picky
Rational	Close-minded
Practical	Uncompromising
Objective	Emotionless
Analytical	Analysis Paralysis

Preference for **Tell**

Summary:

- Lead with the goal in mind.

- Focus on completing tasks.

Typical Beliefs:

- Their role is to "get things done."

Typical Emotions:

- Pride

- Excitement

Typical Behaviors:

Tend to demonstrate results-oriented behaviors that help accomplish outcomes.

- Exercising persuasion

- Being alert to opportunity

- Accepting challenges

- Accepting risk-taking as necessary

- Being assertive

Typical Results:

How you might be perceived by others when telling is used:

Effectively	Ineffectively
Confident	Cocky
Convincing	Manipulative
Assertive	Abrasive
Competitive	Overbearing
Risk Tolerant	Reckless

Part 2

When Things are Not Going Well/Under Stress

Your results in this section of the report describe your preferences for how you think, feel, and act in your leadership when conflict is present and you are under stress. In conflict, low levels of negative emotion have typically grown into high levels of negative emotion driven by a "win/lose" mentality. When the intensity of the negative emotions drives behaviors that can be perceived by others as ineffective or obstructive, the results can become counterproductive and dysfunctional.

In Section 1, we were primarily interested in building awareness to increase versatility when things are going well. In this section, we are interested in building awareness as a way of better managing how we respond under stress and conflict. The challenge in these situations is to manage our beliefs, emotions and behaviors in a way that we keep our personal needs, the other person's needs, and the problem's needs in equal focus as a way to prevent the development and escalation of conflict.

Interpreting Your Results

The scores on your graph represent the likelihood you will react to stess with the beliefs, emotions, and behaviors associated with the different ego states. The three factors making up your chart are broadly defined as follows:

SAMPLE RESULTS

- **Comply** • Tend to move **toward** the person/problem
- **Avoid** • Tend to move **away from** the person/problem
- **Defy** • Tend to move **against** the person/problem
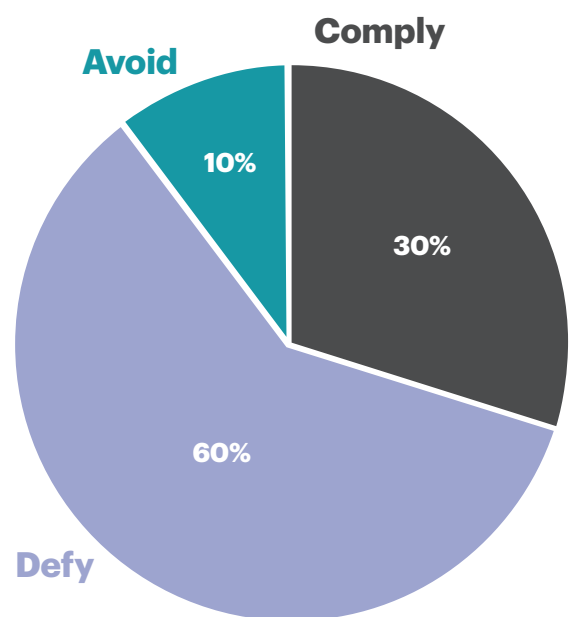
Preference for **Comply**

Summary:

- Tend to move toward the person or problem.
- Tend to focus on others' needs at the expense of one's own needs.

Typical Beliefs:

- "Go along to get along."
- "We'll just do it your way."

Typical Emotions:

- Disappointment
- Regret
- Resentment

Typical Behaviors:

- Appeasing others
- Accommodating others
- Withholding own opinion

Typical Results:

How you might be perceived by others

Wishy-washy

Indecisive

Weak

Meek

Restrained

Preference for **Avoid**

Summary:

- Tend to move away from the person and the problem.

- The problem is not addressed.

Typical Beliefs:

- "If I ignore the problem, I don't have to deal with it."

- "You do it your way; I'll do it my way."

Typical Emotions:

- Hesitation

- Worry

- Anxiety

Typical Behaviors:

- Acting on their own solutions separately from others

- Ignoring information or issues that are not fact-based

- Delaying action due to overthinking or overanalyzing

Typical Results:
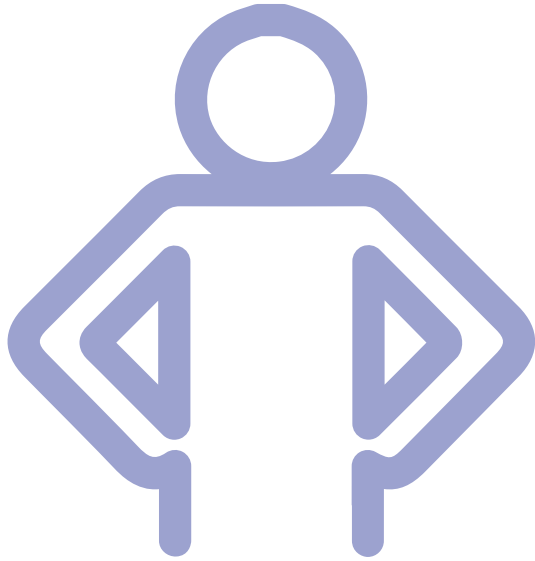
How you might be perceived by others

Distant

Picky

Uncompromising

Aloof

Unbending

Preference for **Defy**

Summary:

- Tend to move against the person and the problem.

- Tend to focus on one's own needs at the expense of others' needs.

Typical Beliefs:

- "Just do it my way – NOW!"

Typical Emotions:

- Frustration

- Anger

- Rage

Typical Behaviors:

- Taking matters into their own hands without consulting others

- Refusing to acknowledge what may already be working

- Exaggerating the importance of something for personal gain

Typical Results:

How you might be perceived by others

Cocky

Abrasive

Combative

Rebellious

Ruthless

Bossy

Defiant