

Electronic Self Assessment of Leadership Behavior (e-SALB) Results

Introduction

This report displays your ratings for each category. This information will help you identify your leadership strengths and areas for improvement. Gaining an understanding of both can help you become an even more effective leader by capitalizing on your strengths and by focusing on development needs, experiences, assignments and training and educational opportunities to help overcome weaknesses.

Summary of Results

Absence of Leadership

Laissez Faire: 3.8

Transactional Leadership

Management: 2.46

Contingent: 3.66

Transformational Leadership

Idealized: 2.73

Inspirational: 4.08

Intellectual 3.42

Stimulation:

Individual: 4.14

¹ High scores indicate strengths, except for Laissez Faire, where low scores are desired

² Class Average is the average of all students in your class only who have taken the e-SALB as of the date of this report.

³ Composite Average, based on 100% scale, is the average of all students who have taken the e-SALB as of the date of this report.

How to Read Your Report

This report provides scores based on your answers for each of the four dimensions of Transformational Leadership, the two dimensions of Transactional Leadership, and the Absence of Leadership. This report also provides composite scores for each of the dimensions so that you may compare your scores to others who have taken the e-SALB. The self-response and class average scores derive from a 5-point Likert scale and the percentile rank compares you to your peers in the current class. The composite average and composite percentile allow you to see how you compare to the general population of people who have taken the e-SALB as of the date of this report. In general, higher scores equal greater effectiveness in that area, except for Laissez Faire, where low scores are desirable. This report includes an explanation of each leadership style, along with a short explanation of how you might enhance your ability to be more effective across the range of FRLD areas. This information is especially important for individuals who wish to create a personal leadership development plan (PLDP).

What do my scores mean?

Absence of Leadership:	A low score is good because it indicates less use/reliance on this leadership style.
Transactional Leadership:	These scores indicate your level of ability/willingness to use/exhibit transactional leadership behaviors. Scores of 1-2 indicate a major area for improvement while scores of 3-4 indicate a minor area for improvement.
Transformational Leadership:	These scores indicate your level of ability/willingness to use/exhibit transformational leadership behaviors. Scores of 1-2 indicate a major area for improvement while scores of 3-4 indicate a minor area for improvement.

Using Psychometric Assessments To Measure Leadership

Air Force Institute of Technology (AFIT) delivered and validated the original version (called LPM-360) of this instrument. They subjected the instrument to more than four years of rigorous scientific study and benchmarked it against other leading leadership development instruments. They found the LPM-360 to be superior in almost every way.

However, because AFIT designed the original instrument for military officers, it contained a great deal of officer-centric language. With this in mind, we developed the e-SALBI with language to encompass all members of society.

CAUTION: Regardless of its design and validity, no instrument can possibly measure every dimension associated with something as broad and as complex as leadership. In addition, psychometric assessments are 'self-assessments', therefore, results are only as accurate as the honesty of the individual completing the instrument. Keep this in mind as you interpret your results. Just because your e-SALBI results are lower (or higher) than expected, that does not necessarily mean you are an ineffective (or a very effective) leader. First, ask yourself whether you were completely honest when completing the instrument. If not, consider re-accomplishing it. Next, by looking at how you compare to others, you can choose areas to include in your PLDP.

Full-Range Leadership

Leadership is the process of influencing others to achieve specific goals. Although there are myriad of leadership theories, the Full Range Leadership theory encompasses both the transformational and transactional leadership concepts.

Described as charismatic or visionary leadership, transformational leaders maintain a strong personal connection with followers. They consistently practice Idealized Influence (II), Inspirational Motivation (IM), Intellectual Stimulation (IS), and Individual Consideration (IE).

Describes as reward and mistake oriented, transactional leaders view their relationship with subordinates as a contract void of emotion. This leader sets performance expectations, monitors progress, and then rewards those who achieve the agreed upon outcome(s).

Finally, leaders should avoid (in most circumstances) Laissez-Faire leadership, which is described as the absence of leadership.

Summary of Transformational Leadership

Idealized Influence - Occurs when followers:

- see their leader exhibit high levels of ethical and moral conduct
- personally respect their leaders
- demonstrate loyalty
- believe their leader genuinely cares about their welfare
- see their leader put followers' needs ahead of leaders' desires
- see leaders who carefully consider the intended/unintended consequences of decisions

Inspirational Motivation - Occurs when followers:

- exhibit confidence in their leader
- buy into their leader's vision
- are inspired/swayed by a leader's use of symbolic elements and persuasive language
- share, or agree with their leader's ethics and principles

Intellectual Stimulation - Occurs when followers feel:

- comfortable challenging organizational norms
- encouraged to think outside the box
- confident that when their ideas do not pan out (or even fail outright), their leader will treat the incident as an opportunity to learn
- comfortable discussing positions that are different from their leader's position
- encouraged to look at problems from many different angles
- comfortable suggesting new ways of solving problems

Individual Consideration - Occurs when followers:

- believe their leader recognizes and supports individual talents, needs, and desires
- see their leader as a coach and mentor
- feel comfortable and are encouraged to seek advice from a myriad of people

Summary of Transactional Leadership

Contingent Reward - Occurs when followers:

- agree with their leader's performance expectations
- feel they are being rewarded fairly, based on level of performance
- are being rewarded according to the contract (i.e. performance and rewards agreed upon by leader and follower)
- believe their leader provides the support and resources (tangible/intangible) necessary to meet performance expectations

Management by Exception - Occurs when followers see a leader who:

- focuses on events that are not normal or expected to happen.
- sets standards and then constantly monitors for irregularities, mistakes, exceptions, and deviations in order to take corrective action
- focuses nearly all of his/her attention on failures (individual or unit) to meet standards
- does not (typically) intervene until problems become serious.
- Appear to live by the axiom "If it ain't broke, don't fix it."

Summary of Absence of Leadership

Laissez Faire Leadership - Occurs when followers see a leader who:

- is seldom, if ever, engaged in important decisions
- is often absent, especially when followers need help (crisis, stressful situation, etc.)
- appear incapable of leading or unwilling to lead

Hints for Exhibiting/Developing Transformational Leadership Behaviors

Idealized Influence

- Speak as if you are in control
- Speak with passion (i.e. display obvious commitment to your message)
- Vary tone, pace, and loudness when speaking
- Use verbal and nonverbal communication to emphasize important points
- Use strategic pauses to help drive home your point.
- Continually emphasize the purpose of the work being performed
- Ensure followers know what they need to do, why they need to do it
- Tell followers how important you consider their individual contributions
- Always consider the moral and ethical consequences of your decisions...then ensure followers know how important it is to not hurt others by making wrong decisions
- Allow for mistakes and always encourage followers to try again

Inspirational Motivation

- Articulate a strong vision for the work being performed
- Exhibit a powerful, confident, and dynamic interaction style (e.g. appropriate eye contact and facial expressions couple with effective use of body language)
- Tour your area of responsibility to visit with followers
- Express confidence in your followers' ability to achieve established goals

Intellectual Stimulation

- When you are uncertain about the most effective/appropriate course of action, never hesitate to ask peers, followers, and superiors for suggestions
- Consistently encourage followers to come up with more efficient methods for completing tasks and to consider different ways of performing a task
- Resist the 'Escalation of Commitment' syndrome...when things are not working... be open-minded and willing to change/adjust your strategy and decisions...and then eliminate the possibility for miscommunication by explaining to your team your reason(s) for the change.

Individual Consideration

- Be willing to provide individual support...but be sure your help is supportive rather than irritating and/or frustrating...do not over control!
- Ask followers what you can do or what they need to make their job easier
- Recognize individual and team accomplishments...when earned

Hints for Exhibiting/Developing Transactional Leadership Behaviors

Contingent Reward Discuss/Determine/Set:

- Specific performance criteria and targets with followers
- Who is responsible for achieving established/agreed upon performance targets
- Who is responsible for directing actions to accomplish performance targets
- Express satisfaction when followers meet performance targets/expectations and then provide appropriate and agreed upon rewards.

Management by Exception

- Inform/warn followers when they are in danger of dropping below a specific level of performance.
- Politely, but firmly bring mistakes to teams'/followers' attention, but don't dwell on the issue...help them work out effective solutions/courses of action

Hint for Reducing/Eliminating Laissez Faire Behaviors

- Engage with followers/team/unit and then remain engaged!