

# LJI-2

Leadership Judgement Indicator – Global  
Personal Insight Report

**Report Sample**  
**ID 13235-3319**  
**Date 28/10/2015**

Global

# 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 – Global. 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.

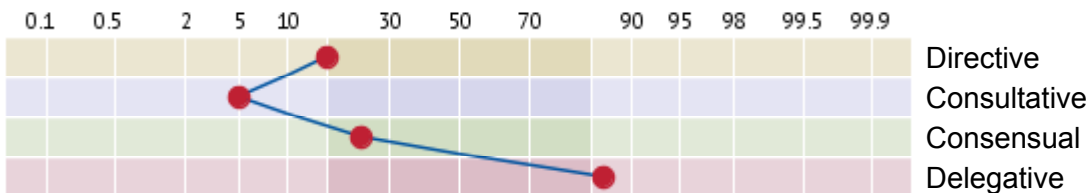
This report draws conclusions by comparing your ratings with the LJI's Decision Making Model and a reference group of managers. The findings in the report can be used, alongside other relevant sources of information, when constructing a professional development plan.

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 less frequently than the reference group. This suggests that the Directive style is not an approach with which you feel naturally comfortable, so you may be missing opportunities where its use would lead to the best outcome. The Directive style is 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. Not using directive leadership, if the leader is the best-qualified person, may be perceived as a lack of focus and direction. It could result in tasks not being completed in the optimum fashion. Colleagues may feel that there is a 'talking-shop' culture rather than an action-oriented one. You are advised to review how balanced you are in considering the merits of this style and to reflect on occasions in your own working life when you might have arrived at a more effective outcome had you adopted a directive approach.

### Leadership Preference – Consultative style

You rated the Consultative style as appropriate much less frequently than the reference group, which suggests a lack of comfort with this approach. The Consultative style is useful for generating information and ideas from a developing team. If colleagues have relevant ideas, better-quality decisions might be possible if they are involved. The Consultative style 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. Not consulting at appropriate times can drive morale down, as there may be a perceived lack of trust. Low levels of consultation can lead to team members lacking an understanding of decisions and finding that their skills are underutilised. 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 more mindful of situations in your own working life when adopting a consultative approach would be the most appropriate option.

### Leadership Preference – Consensual style

You rated the Consensual style as appropriate less frequently than the reference group, suggesting a certain amount of discomfort with this approach. 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 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'. It is a style that requires time to make decisions. However, this time loss can often be recovered during the later stages of a project if it is a situation where the team's commitment is required for implementation. You are advised to review how balanced you are in considering the merits of the Consensual style, as well as to reflect on occasions in your own working life when you may have arrived at a more effective outcome had you adopted a consensual approach.

### 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.

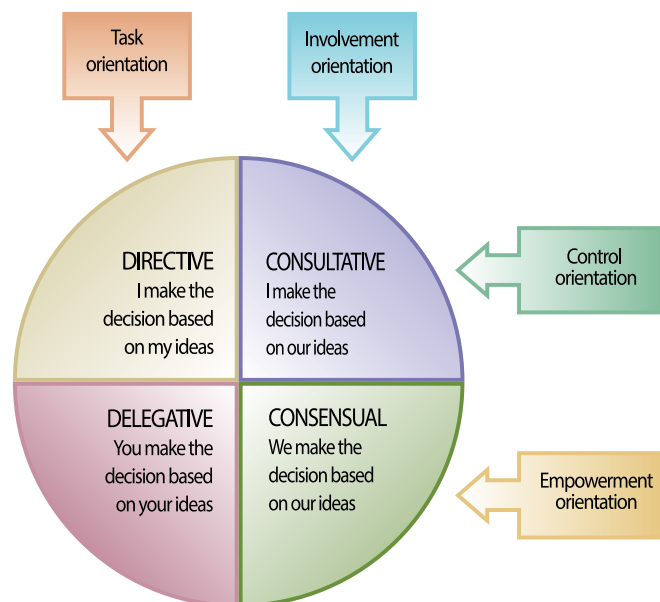
- Roundedness is said to exist when a leader is able to adjust their style to the nature of the task and the characteristics of the people involved, and shows no great preference for one style over another.

Your results display a pattern that reveals a reliance on one style over the others. Overuse of one style may suggest that you have a one-track approach to leadership decision making. This may arise from a particular philosophical stance towards leadership; alternatively, you might consider whether your pattern of responding on the LJI is a reflection of your personality. You should also consider whether this represents your habitual way of engaging with reporting staff; if so, it is recommended that you consider bringing more balance to your leadership.

## 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 Delegation 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



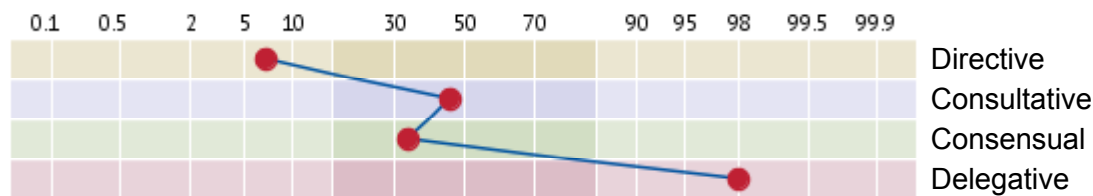
Your scores display a 'spiky' orientation profile. This suggests that you might need to work on obtaining greater balance between the four types of leadership orientation. Achieving roundedness in the use of power and the extent to which colleagues are involved in decision making can improve your ability to face any scenario effectively.



## 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 low when compared to the reference group. This suggests that you will be much less effective than the average respondent with a newly formed team or one that is facing unfamiliar situations. It is very likely that you will need to improve this aspect of 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 make it a high priority 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 average when compared to the reference group. This suggests that you will be about as effective as 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 continue 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 'low average' when compared to the reference group. This suggests that you will be a little 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 consider developing your discernment in the use of this style.

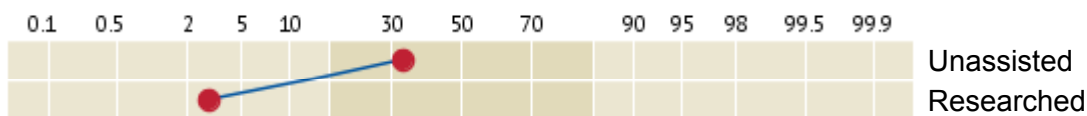
### Leadership Judgement – Delegative style

Your judgement in determining when and when not to use the Delegative style was very high when compared to the reference group. This suggests that you will be far more 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 ensure that you are a role model to others 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.

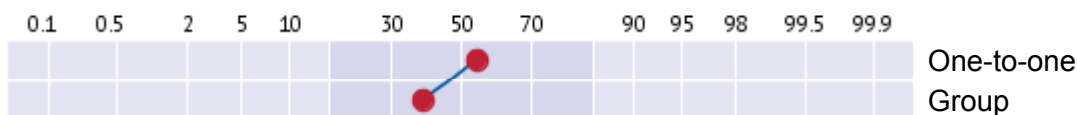
### Directive substyles



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 lower than the reference group's. It might be useful to reflect on effectiveness when 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. Effective leaders usually choose this approach when it is better to keep control of things, even though the leader needs to draw on the information possessed by others.

### Consultative substyles

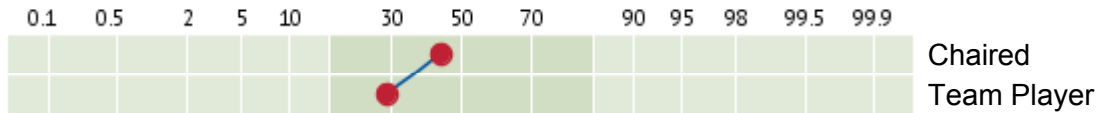


Your judgement in determining when and when not to use the One-to-One Consultative substyle was very broadly in line with the reference group. With the one-to-one approach, the team does not meet as a group; the problem is discussed with team members individually, either face-to-face or remotely. The 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.

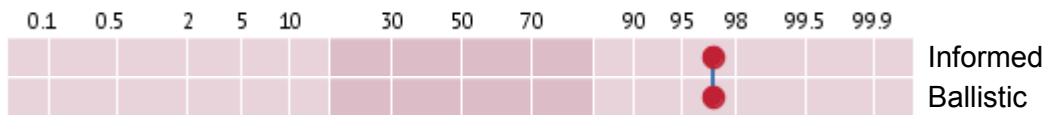
### Consensual substyles



Your judgement in determining when and when not to use the Chaired Consensual substyle was very broadly in line with the reference group. 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 very broadly in line with the reference group. 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.

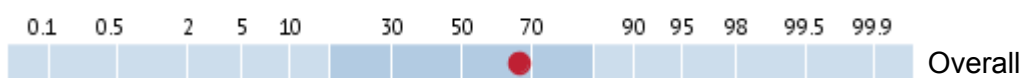
### Delegative substyles



Your judgement in determining when and when not to use the Informed Delegative substyle was higher than the reference group's. 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 higher than the reference group's. 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



Your scores demonstrate a 'high average' level of ability to rate the appropriateness of the styles when compared with the reference group. This capacity to gauge when to use each style

is a sound basis for developing a good reputation for effective leadership. By deliberately using the styles that you feel are appropriate, rather than being constrained by traditional habits, you may be able to capitalise upon this strength. Given that leadership judgement is an attribute that can be strengthened, you should aim to develop your discernment still further by employing the principles described in the Appendix more consciously.

## 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 lower Directive 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 Directive style as appropriate very frequently. Thus, whilst you lack some discernment in the application of directive 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 directive judgement whilst becoming more open to this as an appropriate style in some circumstances.

### Consultative Preference and Judgement

Compared to the reference group, you have obtained a broadly average Consultative Judgement score but your preference for this style is low. The fact that you have been drawn towards rating this style as appropriate only infrequently suggests that this could be inhibiting your deployment of the Consultative style in settings where it is the best way to engage with colleagues. Therefore, you are advised to become more open to this being an appropriate way of engaging with others in some circumstances.

### Consensual Preference and Judgement

Compared to the reference group, you have obtained a broadly average Consensual Judgement score but your preference for this style is low. The fact that you have been drawn towards rating the Consensual style as appropriate only infrequently suggests that this could be inhibiting your deployment of this style in settings where it is the best way to engage with colleagues. Therefore, you are advised to become more open to this being an appropriate way of engaging with others in some circumstances.

### Delegative Preference and Judgement

Compared to the reference group, you have obtained a higher Delegative Judgement score and your preference for this style is also elevated. Therefore, although good judgement was displayed when the style was called for, this may be 'watered down' by the high Preference score, as you were drawn towards rating the Delegative style as appropriate rather frequently. While you often select the approach correctly, you may be so drawn to it that you may employ it when a different style is called for. Therefore, you may need to become more discriminating in your use of the Delegative approach.

## 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 'Appropriate' rating less often than most people in the reference group. Given that the decision choices for each scenario have varying degrees of merit, and that some have much greater value 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.

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.