



# LVI

LEADERSHIP  
VERSATILITY  
INDEX

## Guide to Team Behavior Report

The LVI Team Behavior Report summarizes aggregate trends across a group of participants who work interdependently on an intact team. This can be helpful to gauge how the group stacks up to norms as well as to identify shared strengths, complementary strengths for compensating for each other, and common strengths overused and shortcomings that could derail a team if not better managed.

### Reference Table (next two pages in this PDF; comes as a separate PDF file)

The PDF document is a table that provides summary statistics for all LVI scales and items in terms of the participants' scores for the 360 View (the overall scores presented in their individual feedback reports). It includes norms for the Effectiveness Indicators and Versatility Scores. The table can be used as a simple reference guide since it is easy to systematically look up any score.

### Summary Slides (page 4 on in this PDF; comes as a separate PPT file)

The PowerPoint slides systematically walk through group LVI results by first reviewing the effectiveness indicators and then the leadership behaviors. Average ratings from each rater group are presented for the effectiveness indicators (slide 5) and the versatility scores (slide 9), which can identify whether any group provided particularly favorable or unfavorable feedback.

The "Item Sorts" section (slides 10-13) provides a more granular look at specific behaviors. The data slides (10-12) present a rank-order of items within the Forceful, Enabling, Strategic, and Operational categories. The percentages represent what proportion of the group was rated "too little," "the right amount," or "too much" on each item. Items are rank-ordered from those where a significant proportion of the group were rated "too much" (top), to those where the majority were rated "the right amount" (middle), to those where a significant proportion were rated "too little" (bottom).

Percentages are presented in **bold** when the majority (50%+) of participants were rated either "too little," "the right amount," or "too much" on that item.

Slide 13 provides a summary of the key themes from the item sorts in terms of Shared Strengths and (Common) Developmental Needs.

The last slide presents a rank-order of the most "underdone" and "overdone" items in the full set of 48 items. The cut-off is > 33% for "too little" and > 25% for "too much" (a lower bar for "too much" ratings because they are less common than "too little" ratings).

### Interpreting Group Scores Relative to Norms

Norms are provided in the PDF Table and PPT Slides to aid interpretation of the group averages on the Effectiveness Indicators and the Versatility Scores.

The convention in statistics is to consider how many Standard Deviations (*SDs*) an observed score is away from the average (or "mean, *M*") in the norm group. (Source: Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences*. Routledge.)

Rules of thumb for interpreting a difference from the average in a norm sample are:

+/- .2 SDs	Small difference
+/- .5 SDs	Medium difference
+/- .8 SDs	Large difference
+/- 1.2 SDs	Very large difference







Effectiveness Indicators	This Group				Global Norms		
	M	SD	Low	High	M	SD	difference
Overall Effectiveness (10-pt scale)	7.31	.81	6.45	8.39	7.84	.69	- .53
Team Productivity (5-pt scale)	3.67	.35	3.22	4.18	3.77	.41	- .11
Team Vitality (5-pt scale)	3.56	.45	2.98	4.13	3.72	.45	- .15

Versatility	This Group				Global Norms		
	M	SD	Low	High	M	SD	difference
Overall Versatility	77%	6%	68%	85%	79%	8%	-2%
Forceful-Enabling Versatility	74%	7%	65%	85%	77%	9%	-3%
Strategic-Operational Versatility	79%	6%	71%	86%	80%	8%	-1%

Dimensions	M	SD	This Group				
			Low	High	Too Little	Right Amt	Too Much
Forceful	- .17	.44	- .99	+ .21	33%	50%	17%
Enabling	- .21	.15	- .43	- .05	50%	50%	0%
Strategic	- .43	.26	- .81	- .11	83%	17%	0%
Operational	- .13	.12	- .29	+ .02	33%	67%	0%

Sub-dimensions	M	SD	This Group					
			Low	High	Too Little	Right Amt	Too Much	
Forceful	- Take charge	- .27	.40	- .94	+ .14	50%	50%	0%
	- Decisive	+ .09	.53	- .96	+ .44	17%	17%	67%
	- Demanding	- .36	.49	- 1.08	+ .12	50%	50%	0%
Enabling	- Empowering	+ .04	.30	- .29	+ .50	17%	50%	33%
	- Participative	- .27	.41	- .98	+ .15	67%	33%	0%
	- Supportive	- .41	.25	- .82	- .10	83%	17%	0%
Strategic	- Direction	- .57	.37	- 1.04	- .15	83%	17%	0%
	- Expansion	- .31	.22	- .66	- .08	67%	33%	0%
	- Innovation	- .41	.33	- .85	- .03	67%	33%	0%
Operat'l	- Execution	- .05	.18	- .29	+ .16	33%	67%	0%
	- Focus	- .07	.18	- .25	+ .20	33%	50%	17%
	- Order	- .27	.17	- .54	- .05	67%	33%	0%

Based on 360 scores for 6 participants.

			<i>M</i>	<i>SD</i>	Low	High	Too Little	Right Amt	Too Much
 Forceful	Take Charge	1 In control	-0.32	.38	-0.85	+0.06	33%	67%	0%
		2 Assumes authority	-0.21	.67	-1.50	+0.39	17%	67%	17%
		3 Gives direction	-0.30	.57	-1.29	+0.16	33%	67%	0%
		4 Steps in	-0.27	.35	-0.63	+0.15	50%	50%	0%
	Decisive	5 Takes a position	-0.03	.61	-1.11	+0.46	33%	33%	33%
		6 Speaks up	+0.19	.68	-1.11	+0.78	17%	17%	67%
		7 Decisive	-0.22	.50	-1.17	+0.21	33%	67%	0%
		8 Doesn't back down	+0.39	.45	-0.44	+0.78	17%	17%	67%
	Demanding	9 Pushes people hard	-0.47	.43	-1.06	+0.04	67%	33%	0%
		10 Expects a lot	-0.10	.64	-0.89	+0.56	33%	33%	33%
		11 Provides critical feedback	-0.55	.61	-1.51	+0.19	67%	33%	0%
		12 Holds people accountable	-0.30	.64	-1.11	+0.72	33%	50%	17%
 Enabling	Participative	1 Empowers	-0.06	.20	-0.28	+0.20	0%	100%	0%
		2 Delegates	-0.01	.41	-0.32	+0.76	0%	83%	17%
		3 Hands-off	+0.13	.33	-0.23	+0.58	0%	67%	33%
		4 Stands back	+0.08	.42	-0.47	+0.73	17%	50%	33%
	Supportive	5 Asks for input	-0.30	.72	-1.37	+0.72	67%	17%	17%
		6 Listens	-0.27	.48	-1.16	+0.21	33%	67%	0%
		7 Participative	-0.34	.31	-0.73	-0.05	50%	50%	0%
		8 Open to influence	-0.17	.51	-0.70	+0.67	67%	17%	17%
	Supportive	9 Shows empathy	-0.42	.37	-0.96	+0.06	50%	50%	0%
		10 Coaches people	-0.71	.45	-1.27	-0.08	83%	17%	0%
		11 Shows appreciation	-0.36	.28	-0.77	0.00	67%	33%	0%
		12 Gives people a chance	-0.25	.25	-0.50	+0.10	50%	50%	0%
 Strategic	Direction	1 Thinks strategically	-0.74	.58	-1.61	-0.04	83%	17%	0%
		2 Big-picture perspective	-0.64	.55	-1.50	-0.02	67%	33%	0%
		3 Externally aware	-0.45	.09	-0.61	-0.33	100%	0%	0%
		4 Looks ahead	-0.45	.32	-0.96	-0.06	67%	33%	0%
	Expansion	5 Takes risks	-0.44	.33	-0.89	+0.12	83%	17%	0%
		6 Growth-oriented	-0.17	.51	-0.70	+0.67	67%	17%	17%
		7 Entrepreneurial	-0.36	.30	-0.77	+0.03	50%	50%	0%
		8 Builds capacity	-0.32	.38	-0.85	0.00	33%	67%	0%
	Innovation	9 Question the status quo	-0.31	.48	-1.00	+0.17	50%	50%	0%
		10 Early adopter	-0.51	.43	-1.25	-0.05	50%	50%	0%
		11 Creative	-0.57	.39	-1.10	-0.03	67%	33%	0%
		12 Encourages innovation	-0.29	.33	-0.90	+0.03	33%	67%	0%
 Operational	Execution	1 Head-down	-0.07	.19	-0.46	+0.06	17%	83%	0%
		2 Involved in tactical details	-0.05	.24	-0.40	+0.32	17%	83%	0%
		3 Internally focused	+0.09	.31	-0.35	+0.52	17%	50%	33%
		4 Jumps on problems	-0.15	.22	-0.35	+0.15	33%	67%	0%
	Focus	5 Conservative about risk	+0.12	.24	-0.20	+0.50	0%	83%	17%
		6 Practical about change	+0.02	.34	-0.45	+0.44	17%	50%	33%
		7 Focused on priorities	-0.30	.14	-0.48	-0.17	33%	67%	0%
		8 Contains costs	-0.08	.12	-0.23	+0.04	0%	100%	0%
	Order	9 Relies on what works	+0.25	.36	-0.27	+0.63	0%	50%	50%
		10 Disciplined	-0.45	.31	-1.04	-0.13	67%	33%	0%
		11 Structured	-0.45	.32	-0.89	-0.15	50%	50%	0%
		12 Follows up	-0.45	.24	-0.86	-0.15	67%	33%	0%

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INDEX

## TEAM BEHAVIOR REPORT

Executive Committee

Jan 2020

DELIVERED TO



POWERED BY



**KAISER**  
leadership solutions



Executive Committee

6 leaders

Rated by: **81** coworkers

22 Superiors

34 Peers

25 Direct Reports



**NORM GROUP:****21,559 PARTICIPANTS****RATED BY:****291,961 OBSERVERS****LEVEL**

C-suite	8.1%
Executive	36.8%
Director	30.3%
Manager	17.0%
Supervisor	7.7%

**REGION**

US/Canada	41.9%
Europe	27.1%
Asia/Pacific	14.6%
Middle East/Africa	9.2%
Latin America	4.6%
Other	2.6%

**DEMOGRAPHICS**

	<b>AVG</b>	<b>RANGE</b>
Age (years)	43.3	19 - 80
Managerial experience (years)	12.5	0.25 - 50
Time in current job (years)	3.7	0.25 - 30
Male   Female	68.6%   31.4%	

**INDUSTRY**

Aerospace & Defense	2.4%
Agriculture & Forestry	0.2%
Chemicals	2.4%
Construction & Materials	2.7%
Consumer Goods	5.3%
Education & Training	0.8%
Entertainment	3.6%
Financial Services	7.9%
Food & Beverage	2.9%
Government Agency	5.1%
Health Care	5.7%
Hospitality	1.3%
Internet	6.2%
Manufacturing & Industrials	13.3%
Media	2.3%
Medical Equipment	2.6%
Oil & Gas	3.1%
Pharmaceuticals & Biotechnology	4.1%
Professional Services	1.3%
Retail	3.7%
Sport Organizations	0.5%
Technology	10.5%
Telecommunications	4.1%
Transportation	2.6%
Utilities	0.4%
Other	5.0%

# Effectiveness Indicators



## Individual Effectiveness

10-pt overall rating



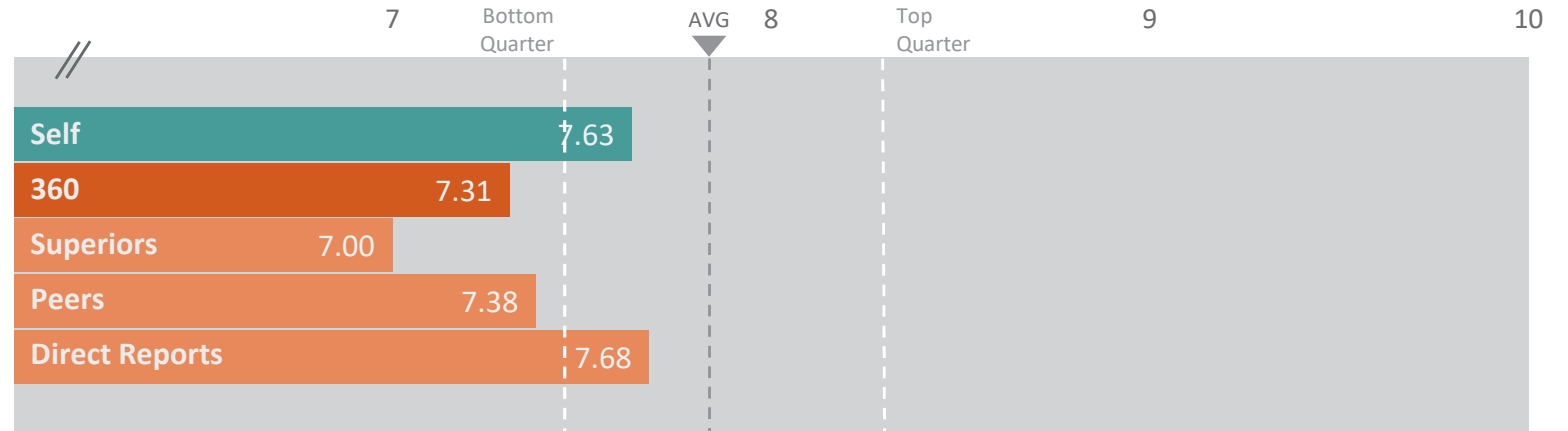
## Team Performance

**Vitality:** DRs morale, engagement, cohesion  
**Productivity:** quantity, quality, overall output

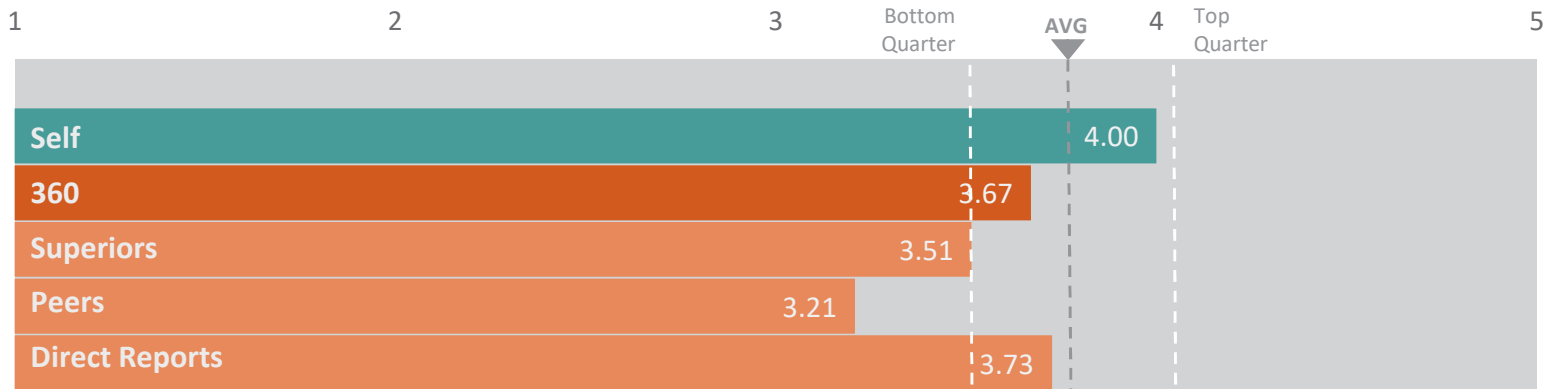


# Effectiveness Indicators

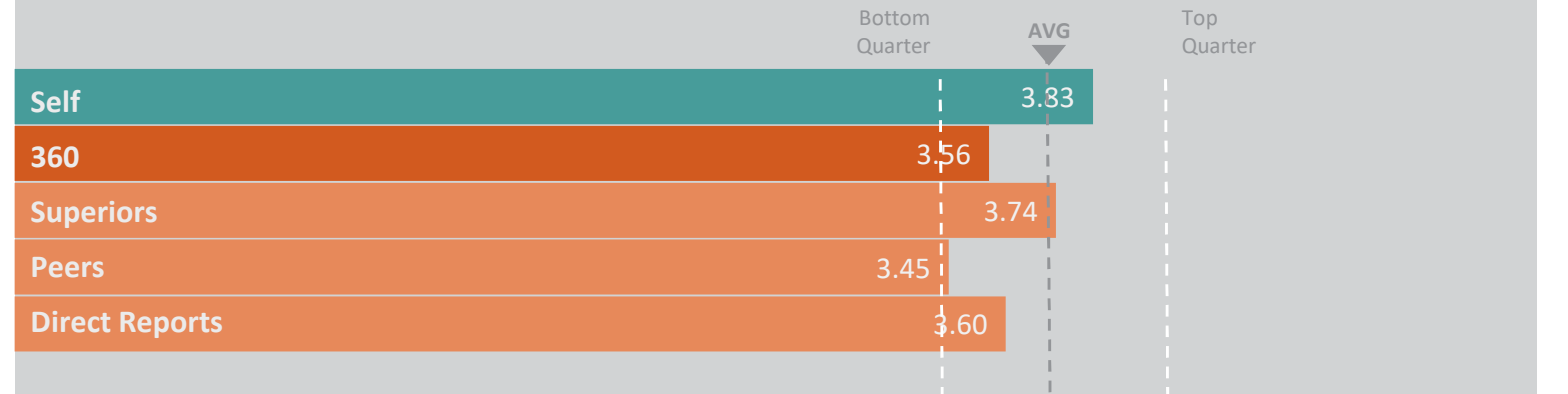
## Overall Effectiveness



## Team Vitality



## Team Productivity



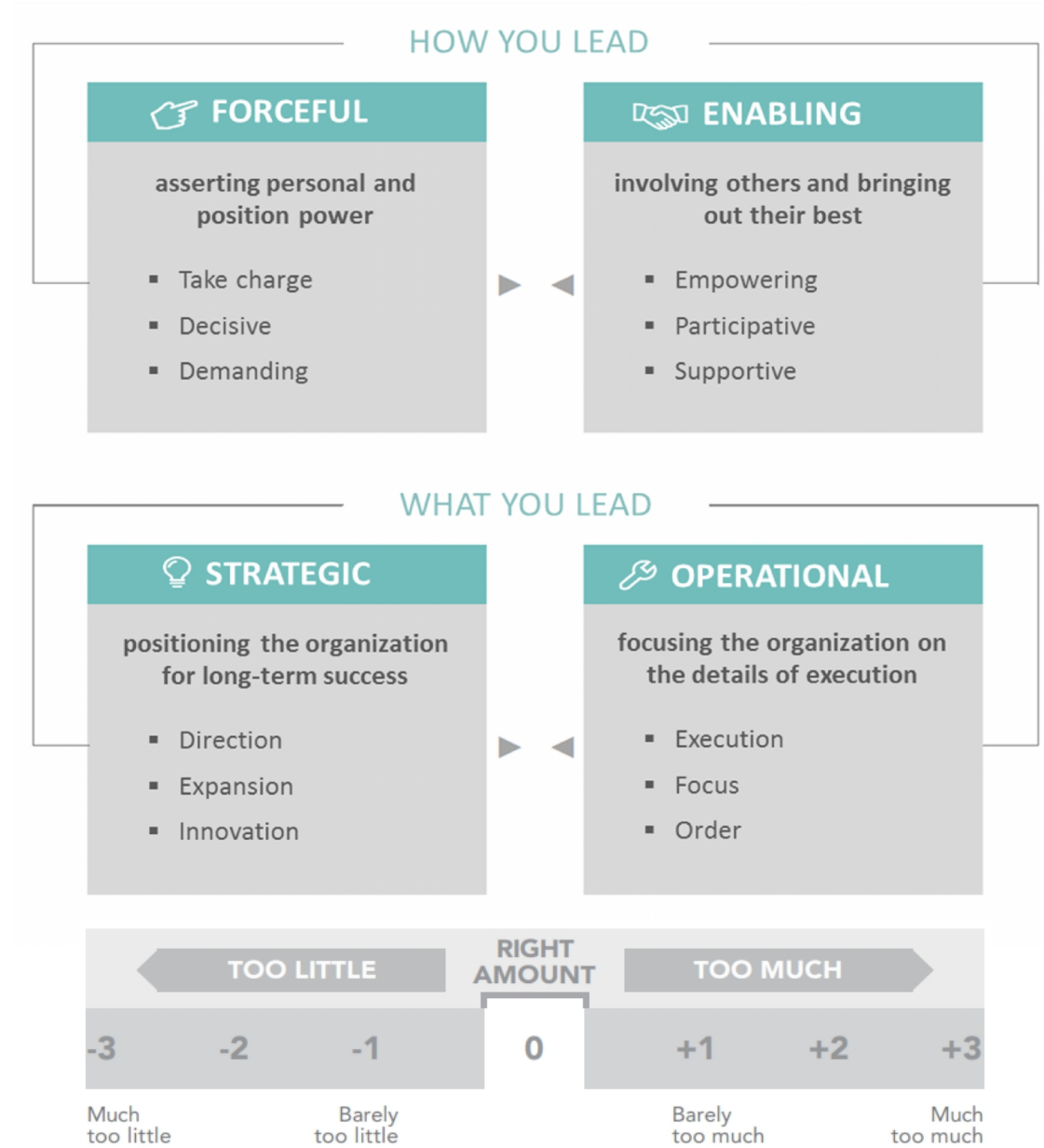




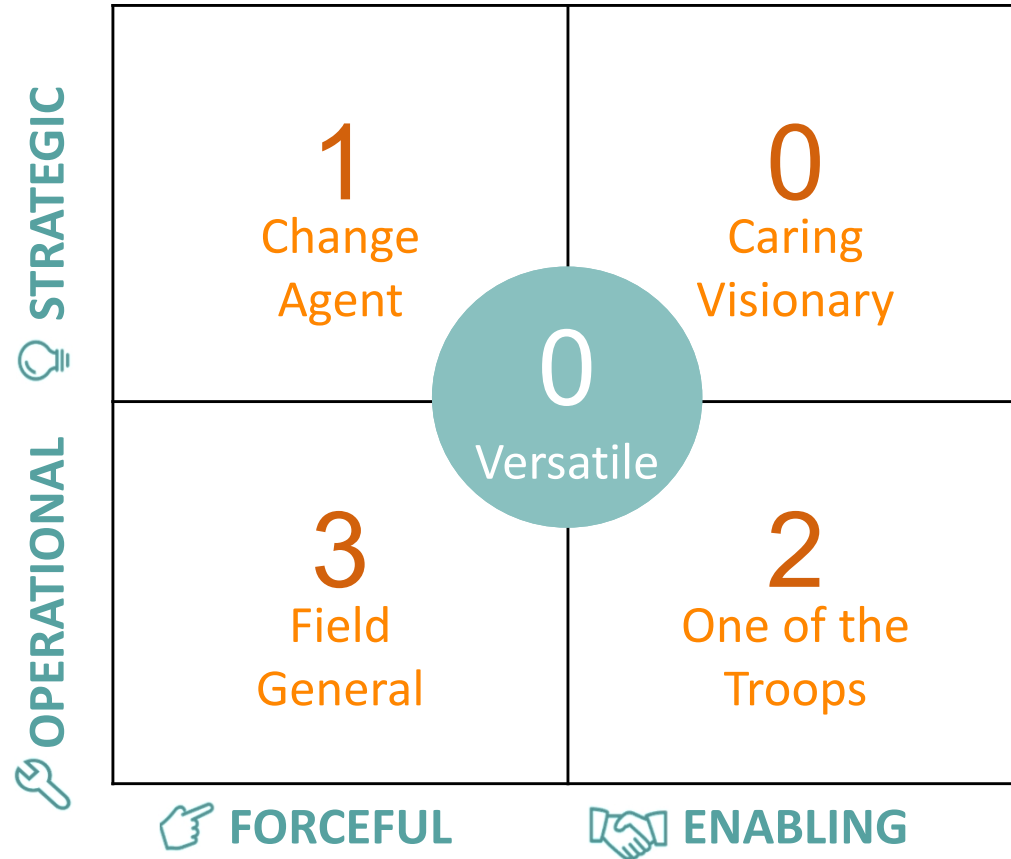
# Team Performance



# Behaviors

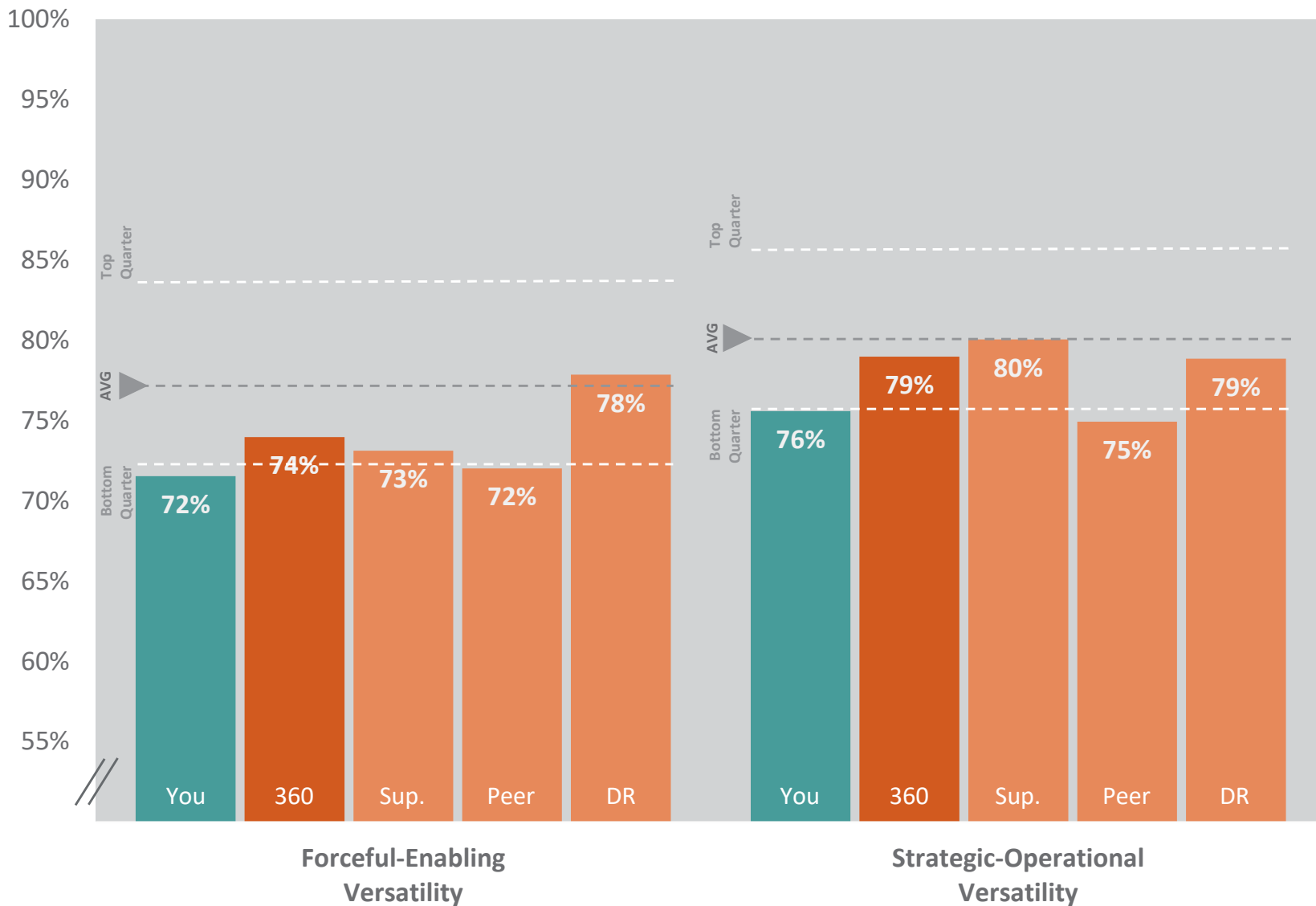


# Leadership Styles





**N = 6**


Based on 360 scores







 <b>FORCEFUL</b>	Too Little	Right Amt	Too Much
6 Speaks up	17%	17%	<b>67%</b>
8 Doesn't back down	17%	17%	<b>67%</b>
2 Assumes authority	17%	<b>67%</b>	17%
1 In control	33%	<b>67%</b>	0%
3 Gives direction	33%	<b>67%</b>	0%
7 Decisive	33%	<b>67%</b>	0%
12 Holds people accountable	33%	<b>50%</b>	17%
5 Takes a position	33%	33%	33%
10 Expects a lot	33%	33%	33%
4 Steps in	<b>50%</b>	50%	0%
9 Pushes people hard	<b>67%</b>	33%	0%
11 Provides critical feedback	<b>67%</b>	33%	0%

 <b>STRATEGIC</b>	Too Little	Right Amt	Too Much
8 Builds capacity	33%	<b>67%</b>	0%
12 Encourages innovation	33%	<b>67%</b>	0%
7 Entrepreneurial	<b>50%</b>	50%	0%
9 Question the status quo	<b>50%</b>	50%	0%
10 Early adopter	<b>50%</b>	50%	0%
6 Growth-oriented	<b>67%</b>	17%	17%
2 Big-picture perspective	<b>67%</b>	33%	0%
4 Looks ahead	<b>67%</b>	33%	0%
11 Creative	<b>67%</b>	33%	0%
1 Thinks strategically	<b>83%</b>	17%	0%
5 Takes risks	<b>83%</b>	17%	0%
3 Externally aware	<b>100%</b>	0%	0%

 <b>ENABLING</b>	Too Little	Right Amt	Too Much
1 Empowers	0%	<b>100%</b>	0%
2 Delegates	0%	<b>83%</b>	17%
3 Hands-off	0%	<b>67%</b>	33%
6 Listens	33%	<b>67%</b>	0%
4 Stands back	17%	<b>50%</b>	33%
7 Participative	<b>50%</b>	50%	0%
9 Shows empathy	<b>50%</b>	50%	0%
12 Gives people a chance	<b>50%</b>	50%	0%
11 Shows appreciation	<b>67%</b>	33%	0%
5 Asks for input	<b>67%</b>	17%	17%
8 Open to influence	<b>67%</b>	17%	17%
10 Coaches people	<b>83%</b>	17%	0%


 <b>OPERATIONAL</b>	Too Little	Right Amt	Too Much
9 Relies on what works	0%	50%	<b>50%</b>
8 Contains costs	0%	<b>100%</b>	0%
5 Conservative about risk	0%	<b>83%</b>	17%
1 Head-down	17%	<b>83%</b>	0%
2 Involved in tactical details	17%	<b>83%</b>	0%
4 Jumps on problems	33%	<b>67%</b>	0%
7 Focused on priorities	33%	<b>67%</b>	0%
3 Internally focused	17%	<b>50%</b>	33%
6 Practical about change	17%	<b>50%</b>	33%
11 Structured	<b>50%</b>	50%	0%
10 Disciplined	<b>67%</b>	33%	0%
12 Follows up	<b>67%</b>	33%	0%

 <b>FORCEFUL</b>	Too Little	Right Amt	Too Much
2 Assumes authority	17%	<b>67%</b>	17%
1 In control	33%	<b>67%</b>	0%
3 Gives direction	33%	<b>67%</b>	0%
7 Decisive	33%	<b>67%</b>	0%
12 Holds people accountable	33%	<b>50%</b>	17%


In charge; Makes quick decisions;  
Accountability

 <b>STRATEGIC</b>	Too Little	Right Amt	Too Much
8 Builds capacity	33%	<b>67%</b>	0%
12 Encourages innovation	33%	<b>67%</b>	0%

Invests in capacity;  
Supports creativity and trying new things

 <b>ENABLING</b>	Too Little	Right Amt	Too Much
1 Empowers	0%	<b>100%</b>	0%
2 Delegates	0%	<b>83%</b>	17%
3 Hands-off	0%	<b>67%</b>	33%
6 Listens	33%	<b>67%</b>	0%
4 Stands back	17%	<b>50%</b>	33%

Empowering, gives people room;  
Hears what people have to say

 <b>OPERATIONAL</b>	Too Little	Right Amt	Too Much
8 Contains costs	0%	<b>100%</b>	0%
5 Conservative about risk	0%	<b>83%</b>	17%
1 Head-down	17%	<b>83%</b>	0%
2 Involved in tactical details	17%	<b>83%</b>	0%
4 Jumps on problems	33%	<b>67%</b>	0%
7 Focused on priorities	33%	<b>67%</b>	0%
3 Internally focused	17%	<b>50%</b>	33%
6 Practical about change	17%	<b>50%</b>	33%

Fiscally responsible; Hands-on and engaged; Focused on the vital few; Meets internal needs; Pragmatic

# Common Developmental Needs

 <b>FORCEFUL</b>	Too Little	Right Amt	Too Much
6 Speaks up	17%	17%	<b>67%</b>
8 Doesn't back down	17%	17%	<b>67%</b>

Some are a bit too domineering; Need to be more direct about problems; Could push harder; Need to be quicker to step in when problems arise

5 Takes a position	33%	33%	33%
10 Expects a lot	33%	33%	33%
4 Steps in	<b>50%</b>	50%	0%
9 Pushes people hard	<b>67%</b>	33%	0%
11 Provides critical feedback	<b>67%</b>	33%	0%

 <b>STRATEGIC</b>	Too Little	Right Amt	Too Much
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Could be more in touch with the market; Take more risks; More future-focused; More ambitious to grow

7 Entrepreneurial	<b>50%</b>	50%	0%
9 Question the status quo	<b>50%</b>	50%	0%
10 Early adopter	<b>50%</b>	50%	0%
6 Growth-oriented	<b>67%</b>	17%	17%
2 Big-picture perspective	<b>67%</b>	33%	0%
4 Looks ahead	<b>67%</b>	33%	0%
11 Creative	<b>67%</b>	33%	0%
1 Thinks strategically	<b>83%</b>	17%	0%
5 Takes risks	<b>83%</b>	17%	0%
3 Externally aware	<b>100%</b>	0%	0%

 <b>ENABLING</b>	Too Little	Right Amt	Too Much
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Need to develop people more; Need to proactively involve people more and be more open to their input; Need to be more appreciative and understanding

7 Participative	<b>50%</b>	50%	0%
9 Shows empathy	<b>50%</b>	50%	0%
12 Gives people a chance	<b>50%</b>	50%	0%
11 Shows appreciation	<b>67%</b>	33%	0%
5 Asks for input	<b>67%</b>	17%	17%
8 Open to influence	<b>67%</b>	17%	17%
10 Coaches people	<b>83%</b>	17%	0%

 <b>OPERATIONAL</b>	Too Little	Right Amt	Too Much
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9 Relies on what works	0%	50%	<b>50%</b>
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Too reliant on the tried and true; Need to be more process-disciplined and follow up

11 Structured	<b>50%</b>	50%	0%
10 Disciplined	<b>67%</b>	33%	0%
12 Follows up	<b>67%</b>	33%	0%

Based on 360 scores



## Shared Strengths

- Fiscally responsible
- Hands-on and engaged
- Focused on the vital few
- Meets internal needs
- Pragmatic
- Empowering, gives people room
- Hears what people have to say
- Invests in capacity
- Supports creativity and trying new things
- In charge
- Makes quick decisions
- Accountability

## Developmental Needs

- Some are a bit too domineering
- Too reliant on the tried and true
- Could be more in touch with the market
- Need to take more risks
- Need to be more future-focused
- Need to be more ambitious to grow
- Need to develop people more
- Need to proactively involve people more and be more open to their input
- Need to be more appreciative and understanding
- Need to be more direct about problems
- Could push harder for results
- Need to be quicker to step in
- Need to be more process-disciplined and follow up more



# Most Extreme Behaviors

## Most "Underdone" Behaviors

	Too Little	Right Amt	Too Much
💡 3 Externally aware	100%	0%	0%
🤝 10 Coaches people	83%	17%	0%
💡 1 Thinks strategically	83%	17%	0%
💡 5 Takes risks	83%	17%	0%
👉 9 Pushes people hard	67%	33%	0%
👉 11 Provides critical feedback	67%	33%	0%
🤝 5 Asks for input	67%	17%	17%
🤝 8 Open to influence	67%	17%	17%
🤝 11 Shows appreciation	67%	33%	0%
💡 2 Big-picture perspective	67%	33%	0%
💡 4 Looks ahead	67%	33%	0%
💡 6 Growth-oriented	67%	17%	17%
💡 11 Creative	67%	33%	0%
🔑 10 Disciplined	67%	33%	0%
🔑 12 Follows up	67%	33%	0%
👉 4 Steps in	50%	50%	0%
🤝 7 Participative	50%	50%	0%
🤝 9 Shows empathy	50%	50%	0%
🤝 12 Gives people a chance	50%	50%	0%
💡 7 Entrepreneurial	50%	50%	0%
💡 9 Question the status quo	50%	50%	0%
💡 10 Early adopter	50%	50%	0%
🔑 11 Structured	50%	50%	0%

## Most "Overdone" Behaviors

	Too Little	Right Amt	Too Much
👉 6 Speaks up	17%	17%	67%
👉 8 Doesn't back down	17%	17%	67%
🔑 9 Relies on what works	0%	50%	50%
👉 5 Takes a position	33%	33%	33%
👉 10 Expects a lot	33%	33%	33%
🤝 3 Hands-off	0%	67%	33%
🤝 4 Stands back	17%	50%	33%
🔑 3 Internally focused	17%	50%	33%
🔑 6 Practical about change	17%	50%	33%