

Effective leadership development and coaching demand measurement and feedback that is valid, relevant, and personalized. Provide your leaders with a 360° feedback experience that meets all these criteria and, in doing so, offers them a clear and meaningful direction for growth.



Acumen Leadership WorkStyles™ (LWS)

A multi-rater feedback tool for developing the personal styles that provide the foundation for effective leadership.

Leadership involves a complex set of intellectual and emotional activities that include visioning, planning, problem solving, and inspiring others. While the effective execution of these activities depends on various factors, among the most important are the leader's thinking and behavioral styles. Thus, one of the most meaningful strategies for development is to help leaders understand and adjust their particular combination of personal styles.

Promoting Self-Awareness and Change

Building on the *Life Styles Inventory™*, LWS uses 94 survey items, all oriented toward individual behavior in organizational settings, to assess leaders along the 12 Circumplex styles. This Web-based system provides leaders with highly personalized feedback on how their ways of acting and reacting to people and situations shape their effectiveness.

LWS is a best-of-class 360° feedback tool for coaching and development in view of:

- Its well documented reliability and validity in predicting leadership effectiveness
- Its large norming base which enables leaders to compare their own styles to those of a meaningful group of peers
- Its customized and richly detailed feedback reports—which are received as credible, relevant, and motivating

PRODUCT APPLICATION

Use Leadership WorkStyles to:

- Provide those with leadership responsibilities—at the organizational, project, or team levels—with insights into their personal styles and how these styles combine to shape their leadership performance
- Develop their capacity to monitor and modify their behavior, to more skillfully develop and empower others, and to more effectively focus the efforts of peers and subordinates on the attainment of organizational goals
- Offer them the sensitive, insightful, and tailored feedback they need to more effectively carry out their current leadership roles and develop themselves for positions with greater responsibilities

How Acumen's Leadership WorkStyles Works

LWS offers self-motivated leaders a personal styles assessment, with feedback from self and others, that is unparalleled in terms of personalization. The detail and accuracy of the reports leads to acceptance and commitment which, in turn, facilitates the job of the coach or consultant in developing the leader.

LWS survey results are analyzed to develop standardized scores for the leader along the 12 Circumplex styles. Profiles based on self-reports and descriptions by others are generated to graphically illustrate the leader's behavior along such styles as Self-Actualization, Approval, and Competitive.

Next, the leader's profile is analyzed in terms of 6 clusters or sets of styles. For example, scores along the Humanistic and Affiliative style are combined to estimate the leader's "Sociability." Similarly, results along the Achievement and Self-Actualizing styles are considered together to gauge the leader's "Achieving/Confident" orientation. These cluster scores are then compared to one another to determine their relative strength.

The shape of the leader's overall profile is determined by his or her primary, secondary and, in many cases, tertiary clusters. In this way, a feedback report can be developed for the leader in consideration of his/her particular combination of styles (as opposed to being based on simply one or two styles).

LWS draws on a large database of information about how leaders with particular combinations of styles tend to behave in a variety of management situations. This information is used to generate a detailed feedback report that describes the relative effectiveness or ineffectiveness of these patterns of behavior.

The feedback report, averaging about 25 pages, is professional in content and presentation. Feedback is provided on both self and others' results, and the latter can be broken down by peers, direct reports, and boss.

Major sections of the feedback report include Self Profile, Feedback (from others) Profile, Breakout Profiles of Ratings from Different Sources, interpretations of Self and Co-Workers Perceptions, Comparing Self and Co-Workers Perceptions, Spread of Opinion Profile, Results of Each Scale, Suggestions for Development, and Comments from Co-Workers.

leadership development

Please refer to the back of the catalog for the Pricing Guide.

Acumen Leadership WorkStyles™

PARTICIPANT MATERIALS

Leadership WorkStyles Self Report

Web Assessment Package

AI 20400

Inventory, processing, workbook and report.

Paper Assessment Package

AI 20100

1 paper inventory, processing, workbook and report.

Leadership WorkStyles Feedback Report

Web Assessment Package

AI 30400

Inventory, processing, workbook and report.

Allows up to 30 Web raters plus Self Report.

Paper Assessment Package

AI 30100

9 paper inventories, processing, workbook and report.

Includes 8 paper & pencil raters plus Self Report.

FACILITATOR MATERIALS

Leadership WorkStyles Facilitator Guide

AI 20110

Leadership WorkStyles Facilitator Guide CD

AI 20111

Leadership WorkStyles Workbook

AI 20112

Leadership WorkStyles Group Report

AI 30500

Processing and composite report for multiple leaders.

