

# ***Leadership Impact Survey™***

*A Management Practices Assessment*



## **A Diagnostic Tool for:**

- Manager Competency Needs Analysis
- Benchmarking/Trending/ROI
- Focused Management Development

*The* **Assessment**  
*Advantage™*

# The Leadership Impact Survey™ Measures Five Distinct Performance Management Elements

## How Do You Know?

Today, the competitive advantage will go to those companies that attract good people, develop their talent, and retain their sustained high levels of performance. This cannot be accomplished without a gauge of the characteristics in the workplace that correlate with this objective. The Leadership Impact Survey™ is designed to efficiently survey two critical organizational performance areas:

- **Assessment by manager's/supervisor's direct reports regarding how appropriately and effectively they are managed on a daily basis.**
- **Assessment of the current working environment of the organization from the employee's perspective.**

The areas most affected by the employee relationship with their manager/supervisor are:

- **Employee Performance**
- **Discretionary Effort**
- **Retention**

Without valid feedback, managers/supervisors can, even with good intentions, behave in ways that have a negative influence on the individuals they manage. Measurement and tracking are critical elements for ensuring a positive work environment.

### Tracking/ROI

Annual use of this survey is an excellent way to track management effectiveness and ROI. By benchmarking a “present state” baseline profile, the impact of training and other developmental interventions can be measured and tracked over time.

“People Leave Managers...  
Not Organizations!”



### Part I Employee Engagement

Based on the 12 critical elements that research indicates talented performers require in their workplace.

This part of the report provides employee perceptions of the twelve key areas that high performers say correspond to their best efforts and their long term commitment in particular jobs. Research indicates a direct correlation between employee ratings and productivity and retention. The employee's manager /supervisor has the most significant impact on these issues. The implications are profound. Those managers and supervisors who improve the competencies related to these questions will be the ones who receive the best efforts of their employees.

### Part II Performance Accountability

Provides feedback on the perception of consistent and fair performance accountability in the workplace.

This part of the report provides employee perceptions of the level of performance accountability in the workplace. Effective performance management requires managers and supervisors to make a commitment to hold people accountable. Balancing the paradox of enforcing performance standards and being concerned and empathetic to employee issues is the mark of highly successful managers and supervisors. The issue of accountability is strongly related to employee motivation. Research consistently indicates that having to work side-by-side with someone who doesn't care or who doesn't perform their required responsibilities, is the number one characteristic in the workplace that frustrates and demotivates people during working hours.

### Part III Effective Communications

The quality of the performance discussions managers/supervisors have with direct reports.

This section of the report provides feedback regarding the quality of the performance discussions managers have with their direct reports. Managers and HR professionals report that the most influential aspect of their formal performance management process is the non-formal, routine, face-to-face performance discussions managers and supervisors have with their direct reports. Ironically, when asked, “What is the weakest part of your performance review process?” managers, HR professionals, and employees concur—the face-to-face performance discussions (quality of or failure to hold them). When one of the most critical skills a manager can possess is also the weakest skill a significant challenge is present. To improve feedback on the quality of these discussions is an imperative part of a manager's development.

### Part IV Managing Performance Problems

The skill level of the manager/supervisor to conduct effective performance problem discussions.

This part of the report provides feedback on the effectiveness of performance problem discussions. Managers and supervisors report that a substantial amount of their time is consumed dealing with performance problems and/or repeated performance issues with the same employee. This takes time away from those performance management issues that need the manager's/supervisor's attention. Skill development in the area of dealing with performance problems or recurring performance problems with specific employees is a critical part of manager and supervisor development. The feedback in this report allows one to target the areas in handling performance problems that will provide the highest leverage and return time that can be devoted to those people who need time for their development.

### Part V Coaching Style Flexibility

Based on the 4 basic coaching styles validated to impact performance levels.

This segment provides feedback on the appropriateness and effectiveness of performance coaching styles used with direct reports. Flexibility of coaching style is critical for engaging and accelerating performance with all employees. Feedback is provided on the alignment of the following coaching styles routinely faced in performance management situations.

#### Coaching Styles

COACHING STYLE 1:

**Structure**

COACHING STYLE 2:

**Structured Involvement**

COACHING STYLE 3:

**Collaborative Participation**

COACHING STYLE 4:

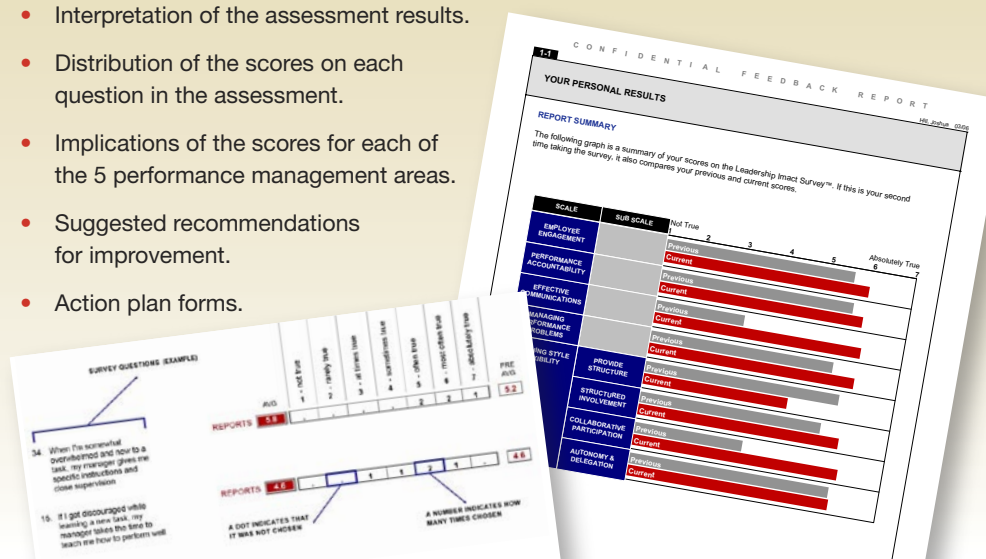
**Autonomy & Delegation**

## Deliverables: Tools to Document and Visualize Progress for the Individual and the Organization

### The Manager Report

Each manager/supervisor who participates in the Leadership Impact Survey™ will receive a comprehensive feedback guide which provides:

- Interpretation of the assessment results.
- Distribution of the scores on each question in the assessment.
- Implications of the scores for each of the 5 performance management areas.
- Suggested recommendations for improvement.
- Action plan forms.



### The Organization Report

The Organization Report will provide a comprehensive snapshot for any level of department/division/organization or company. As the survey is administered on a regular cycle, the organizational climate and management practices will be assessed and trended. Specific areas of vulnerability will be highlighted for focused attention.



### The Action Plan

Each manager/supervisor receives an action plan format that can be used as a focal point or integrated into the organization's standard format.

# Impact Achievement Group Workshop Solutions

## ***Balancing the Paradoxes of Leadership™***

Self-awareness and an understanding of one's personal behavioral responses to workplace situations are essential to effective management. Routinely, managers are faced with resolving paradoxical behavioral choices that determine the effectiveness of themselves and everyone around them. Using the unique *Harrison Assessment™*, combined with a series of interactive activities that provide self-awareness and self-reflection, managers gain insight to their behavioral tendencies and learn self-management skills to dramatically improve how they impact their workplace.

## ***Performance Based Management™***

The primary responsibility of managers and supervisors is to inspire high performing direct reports. This requires a clear grounding in what truly motivates high performers and management practices that influence employees to give their discretionary effort. The *Performance Advantage™* method taught in this workshop energizes managers at all levels with a performance management method that focuses on accurate diagnosis of employee performance issues. This results in a performance management approach that is grounded in leadership and performance principles that correlate with high performance and employee retention.

## ***Managing Workplace Discussions™***

Research indicates that effective workplace conversations are simply not taking place as needed in the work environment. Filling the conversation gap creates a healthy and high-performance work environment. Dialogue is the place where objectives are set, problems are managed, feedback and praise is given and received, support is offered, and where trust and relationships hang in the balance. This is an activity based session that will develop the manager's interpersonal communication skills and provide a framework for holding effective performance and workplace conversations.

## ***Performance Based Coaching™***

One-size-fits-all coaching does not work. Managers must adapt their coaching styles to the performance needs of their direct reports. Research confirms that performance coaching must vary with the individual and the situation in order to maximize performance levels and maintain strong manager/employee relationships. This challenging and highly engaging workshop includes personal assessments, case studies, coaching simulations, and performance diagnostic activities. *Performance Based Coaching™* is a tactical coaching model results in the required flexibility managers need to deal effectively with the variety of performance situations they face.

## ***Performance Problem Discussions™***

Managers and supervisors consistently ask for help dealing with performance problems in the workplace. Without the use of effective skills, performance problem discussions are either put off or, when done, do not result in effective outcomes. To be effective in these situations and have a chance of turning problem performance around, managers must feel confident and competent dealing with conflict, using confrontation skills, keeping control of performance discussions, and making timely interventions. This interactive workshop develops these competencies and provides extensive practice to ensure mastery.

## ***Expectations, Measurement, & Accountability™***

Effective Performance Management is dependent on three critical variables: clarity on what is expected, clarity on acceptable standards of performance, and clarity regarding how performance will be measured against the standards. Clear performance expectations continually shows up in the research as the number one workplace characteristic that (1) influences high performers to give their best and (2) improves employee retention. This workshop will provide the framework and skills to ensure that the foundational elements of effective performance management are transferred to the workplace.

## ***Managing Delegation & Initiative™***

Initiative and responsibility for performance are often escalated too high in the organizational hierarchy, resulting in a slow-paced performance culture where responsibility is avoided and time and money are wasted as people "wait" to be told what to do. Learning how to delegate effectively and avoiding micro-managing, while ensuring that upward delegation is prevented, are the keys to developing personal responsibility and personal initiative in the organization. This workshop will assist managers in understanding how to properly delegate tasks and create an initiative-driven culture.

## ***Applied Performance Based Coaching™***

This highly interactive, case-study based workshop integrates the competencies developed throughout the *Performance Advantage™* Series, focusing on the manager's ability to effectively diagnose performance issues, provide clarity regarding performance expectations, select appropriate leadership actions and styles, conduct effective performance discussions, and sustain accountability.

Visit our website [www.impactachievement.com](http://www.impactachievement.com) or call 1 888-248-5553

