



Bestuursontwikkeling Beperk  
Executive Development Ltd

# Using the LBI for leadership development

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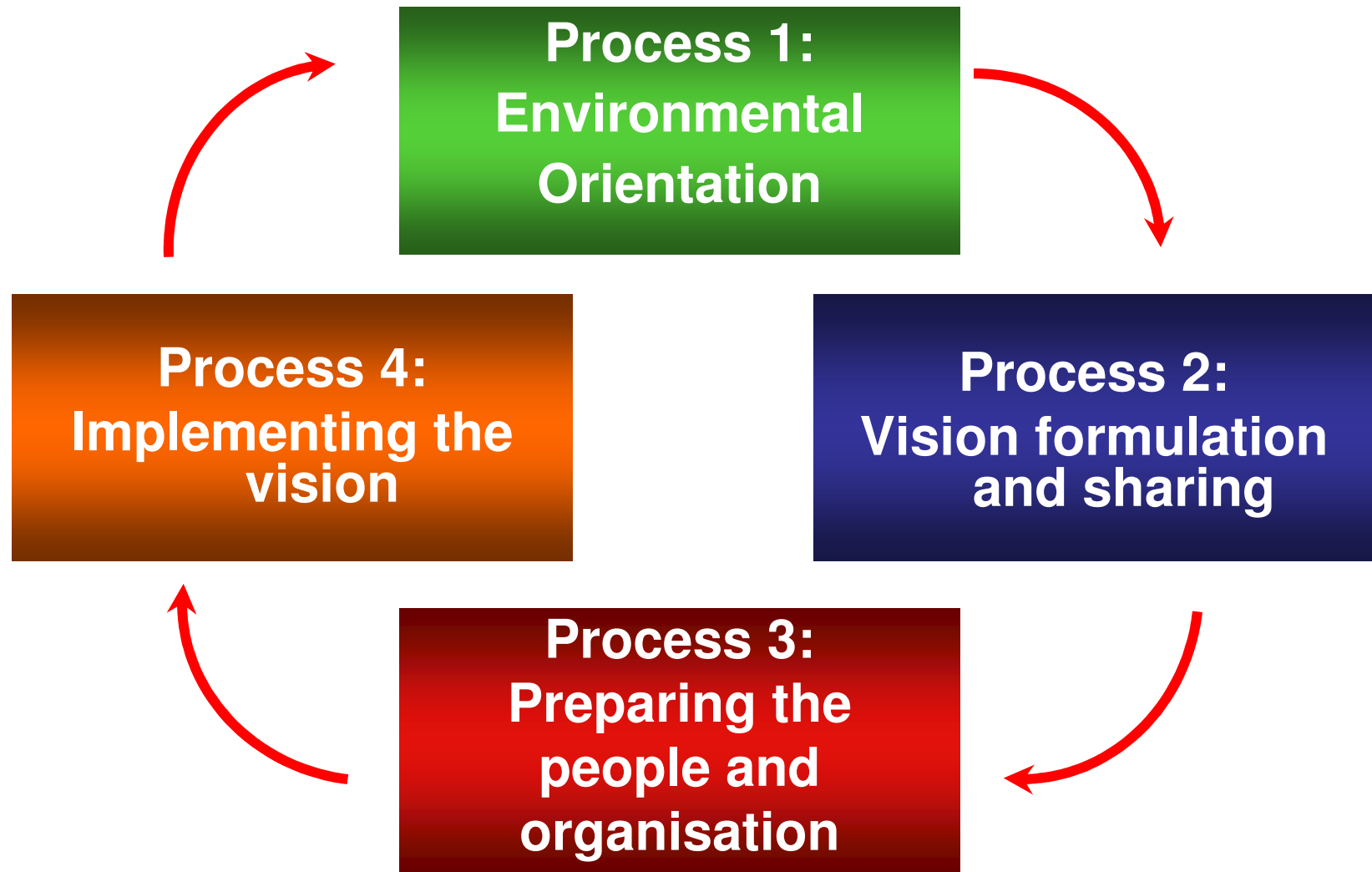
# Discussion points

- **The LBI model and report**
- **How the LBI is used at USB-ED**
  - Lessons learnt
  - How to get the most from the LBI
- **Discussion: Benefits and limitations of 360°'s**
- **Discussion: The LBI as part of Development Centers?**
- **Future developments**

# What the LBI measures

**An assessment of the range of capabilities needed by leaders and managers to implement change whilst sustaining unit performance**

# The LBI model



# The LBI model

## Process 1: Environmental Orientation

- **Awareness of the External Environment**
- **Awareness of the Internal Environment**

# The LBI model

- **Developing a challenging vision**
- **Building trust**
- **Articulating the vision and enlisting followers**
- **Conceptualising strategy**

**Process 2:  
Vision formulation  
and sharing**

# The LBI model

- **Enabling the leader: personal growth**
- **Enabling the leader: self-discovery and self-management**
- **Empowering followers**
- **Optimising structures and systems**
- **Building culture**

**Process 3:  
Preparing the  
people and  
organisation**

# The LBI model

## Process 4: Implementing the vision

- 1. Acting with courage and integrity**
  - Acting honestly & with integrity
  - Demonstrating decisiveness and hardiness
  - Acting entrepreneurial
- 2. Leading with compassion and inspiration**
  - Displaying sound interpersonal skills
  - Showing concern for others
  - Inspiring people

# The LBI model

**Process 4:  
Implementing the  
vision**

## **3. Managing learning**

- **Challenging current reality**
- **Facilitating learning**

## **4. Leading across boundaries**

- **Facilitating interdepartmental co-ordination**
- **Influencing the external environment**

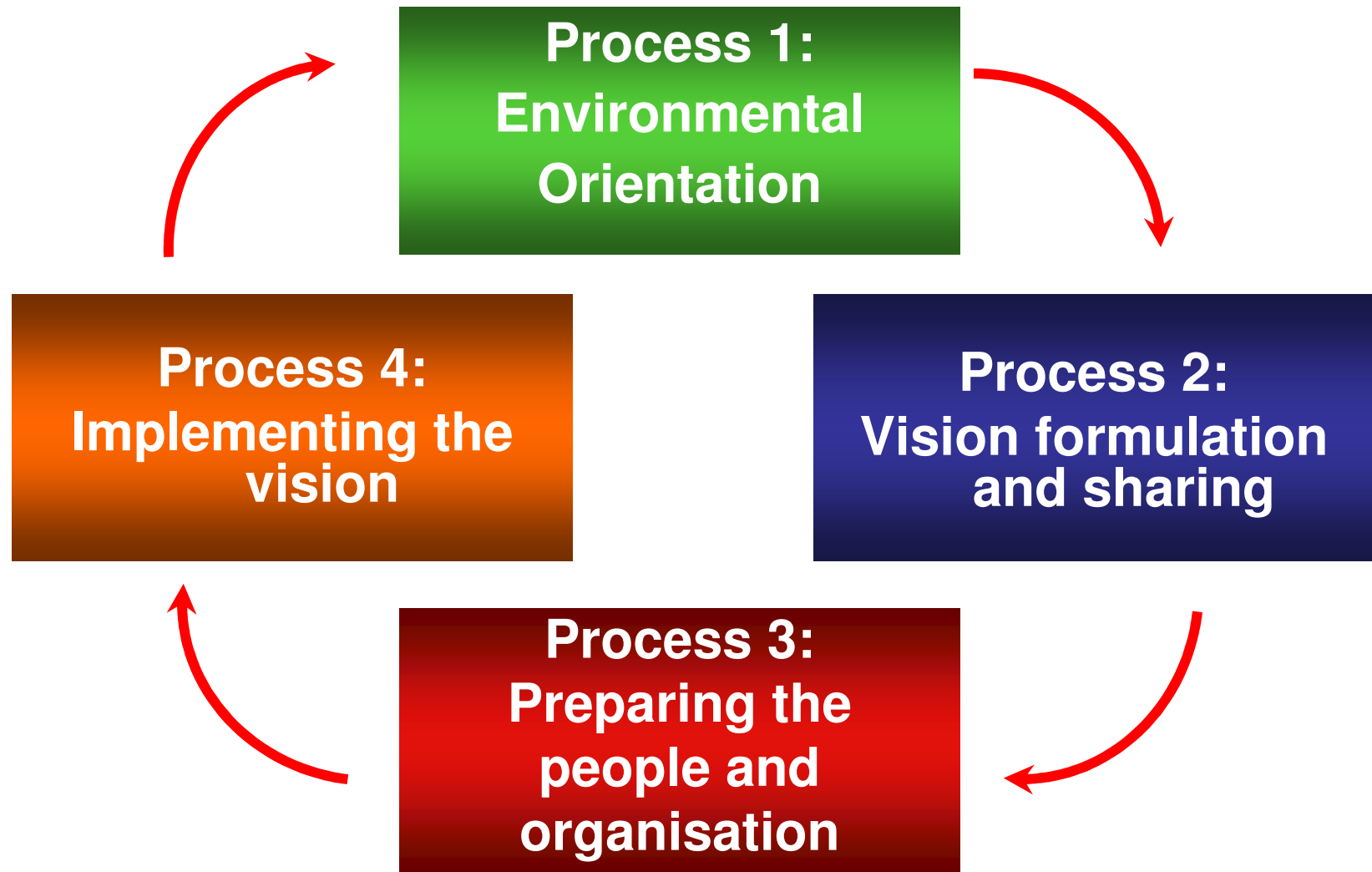
# The LBI model

**Process 4:  
Implementing the  
vision**

## **5. Managing and rewarding performance and behaviour**

- **Developing and implementing performance and behaviour**
- **Reviewing performance**
- **Rewarding performance**

# The LBI model



# How results are displayed

		Self	Follower	Superior	Peer		Combined Others	Percentile rank (combined others)	<i>Perception gap</i>
<b>ENVIRONMENTAL ORIENTATION</b>									
1	Awareness external environment	3.50	4.50	2.00	3.50		3.33	45	
2	Awareness internal environment	2.50	- 2.00	3.00	- 4.30		3.10	20	

- **Average scores**
- **Benchmarking**
  - Percentile ranks
  - Leadership normbase: 943 including 5229 LBI's
- **Gap analysis**

# Interpretation exercise

## The do's and don'ts of interpreting & giving feedback on 360's?

### DO:

- ?

### DON'T:

- ?



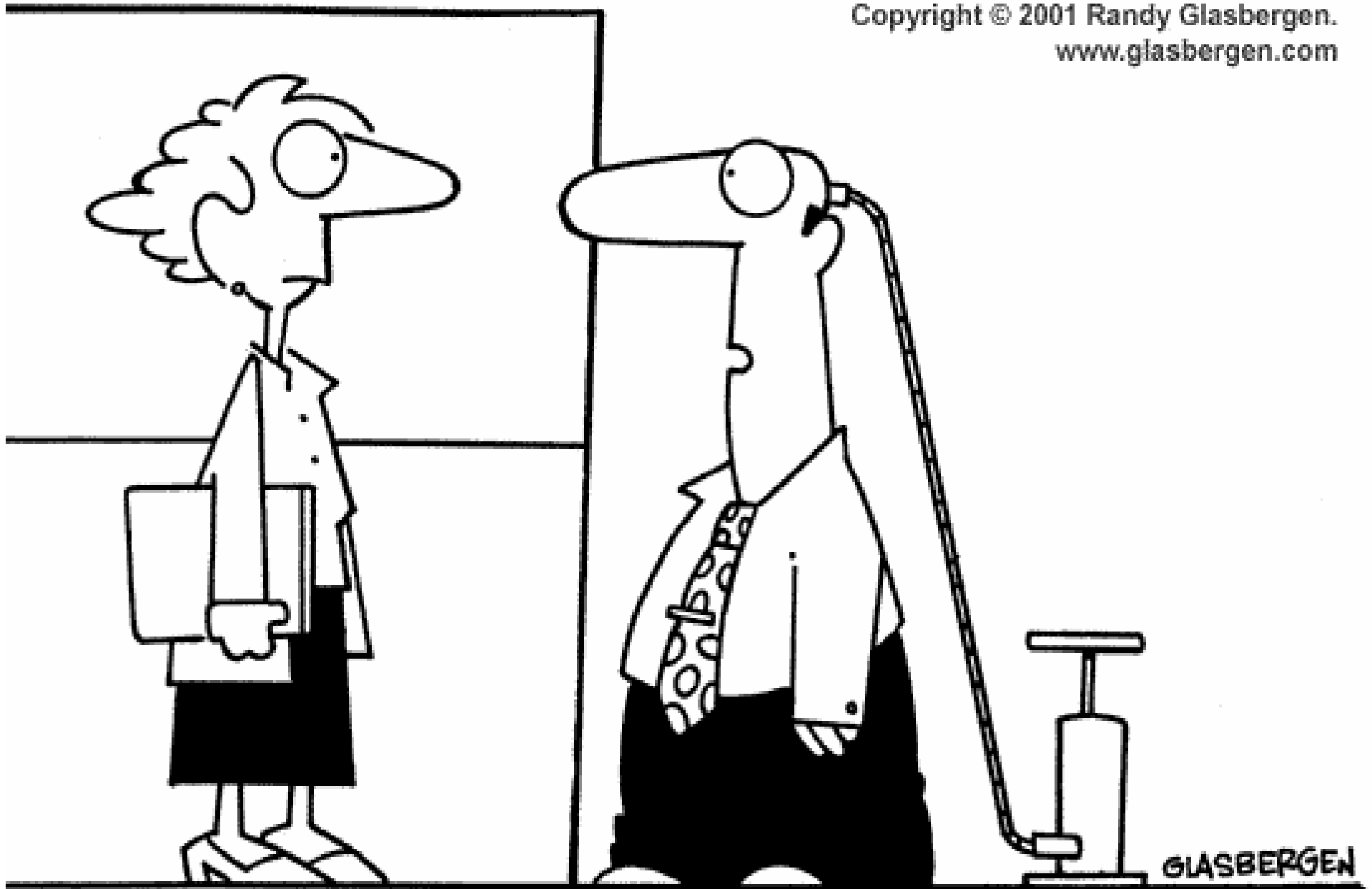
**"Yes, I have some management experience.  
When I was ten, I ran a lemonade stand.  
I had 40 lemons working for me."**

## ENVIRONMENTAL ORIENTATION

		Self		Follower		Superior		Peer		Combined Others		Perception gap
<b>2 Awareness internal environment</b>												
<i>Interprets internal dynamics and identifies weaknesses that may affect unit performance.</i>												
<b>Overall rating for dimension</b>		2.50	-	2.00		3.00	-	4.30		3.10		
Identify weaknesses in organisational culture that may obstruct accomplishment of unit objectives, e.g. work ethics		3.00		2.30		3.00		4.00		3.10		
Identify factors that prevent my unit from performing effectively	-	2.00	-	1.40		3.00		4.50		2.97	Challenge	
Am aware of internal growth or other changes that may affect the unit or organisation		2.00		2.00	+	3.00		4.50		3.17		
Identify structures that cause problem behaviour in terms of the mission		3.00		2.30		3.00	-	4.20	-	1.70		

# How the LBI is used at USB-ED

- **One-on-one feedback prior to leadership development programme**
  - Objective: Practical tools to be able to design personal development plan
- **Best practice – set goals together with workplace coach**
  - Coach and delegated have training
  - Commit to follow-up



**“Rough morning! Could you come in and reinflate my ego?”**

# Benefits and limitations of 360°'s

**Discussion point...**

# The LBI as part of Development Centers?

**Discussion point**



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# Future developments

- **The LBI and the Performance Index (measure of work unit performance)**
- ***Potential* for individuals to display these leadership behaviours?**
- **Benchmarking**
  - In-house / company norms
  - Norms for different industries
  - Norms for different levels of management