

azure
IMPROVING LEADERSHIP PERFORMANCE
...THROUGH INSPIRATION

Psychometrics and Assessment Tools Provided by Azure Consulting



azure
Improving
leadership
performance
through
inspiration

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Note: All prices contained within this booklet are for the cost of an individual assessment, which includes the administering, admin time and costs charged by the supplier. Please note that for each assessment, it is usually required that feedback sessions with an Azure consultant are undertaken, for which there will be extra cost.

1. Occupational Personality Questionnaire (OPQ)

What is it?

The Occupational Personality Questionnaire (OPQ), published by SHL, is a 32-dimension personality assessment. It provides an indication of the candidate's perception of their preferred behavioural style at work and likely performance against important job competencies. This in-depth information will tell us how the candidate will fit within the work environment and how they will cope with different job requirements.

It is internationally recognised for its accuracy of assessment.

The assessment is easily completed online in about 45 minutes. This report will then provide us with some further information upon which to question the candidates along with finding out more about the way in which they are likely to carry out the role.

When is it best used?

- Selection for professional, management and leadership positions
- On-boarding of new employees
- Leadership development
- Teambuilding

Why use it?

- Provides in-depth insight across the key competencies required in graduate, management and leadership positions
- Underpinning performance on job competencies are 32 specific personality characteristics
- Extensive range of business relevant reports, suitable for line managers
- Available in 30 languages
- Supported by a wide range of norm groups allowing for comparison to a specific level or cultural group or to an international comparison group
- Bias resistant forced choice question format

2. Team Management Profile (TMP)



What is it?

A 5,000-word personal Profile is compiled from a candidate's responses to an expert Questionnaire about your approach to situations at work.

The Profile displays a candidate's major and related roles on the Margerison-McCann Team Management Wheel and shows the range and strength of your work preferences.

The detailed feedback explores what this means for your personal and career development as well as your strengths as a team member and as a leader.

When is it best used?

- To learn about the strengths of your current team, in order to work out how best to complement each other's styles
- When formulating new teams, so they can be made up of people whose strengths and work preferences complement each other
- To learn how individuals may fit into already existing teams and work out how their strengths may be utilised

Why use it?

- Offers an easy-to-use framework that accelerates teambuilding. Information is vivid and memorable; people instantly start using the language and the visual models to explore issues and move forward.
- Detailed information about the individual's major and related roles on the Team Management Wheel
- Spread of work preferences in bold, easy to understand graphics
- Full range of preferences around our Types of Work Model
- Analysis of potential leadership, decision-making, interpersonal and teambuilding strengths
- Linking and pacing guidelines to facilitate team communication
- Extensive comparative data from our global norm database
- Currently available in International and US English, French, German, Danish, Dutch, Italian, Norwegian, Russian, European and Latin American Spanish, and Swedish.

3. Myers Briggs Type Indicator (MBTI)



What is it?

The Myers-Briggs® (MBTI®) instrument is a psychometric questionnaire that enables participants to learn their personality type. It measures psychological preferences, how people perceive the world and how people make decisions.

How participants decide to answer each item on the MBTI assessment determines their reported MBTI type. Since each of the preferences can be represented by a letter, a four-letter code is used as a shorthand for indicating type. When the four dichotomies are combined in all possible ways, sixteen different types result. The dichotomies are Extraversion/Introversion, Thinking/Feeling, Sensing/Intuition, and Judging/Perceiving.

When is it best used?

- During team development, to ensure teams are comprised of complementary personality types
- Leadership development, to increase self-awareness
- Career development, in that participants may gain a greater understanding of what roles may interest them based on their personality type
- As part of coaching, so coachees improve their levels of self-awareness

Why use it?

- Uniquely combines deep personality insight with broad coverage of business issues
- Sorts people into one of 16 easy-to-remember types, providing a common language that acknowledges that all types have value
- Carries outstanding credentials, backed by over 6,000 independent research papers
- Provides powerful problem-solving with comprehensive application reports that let you get straight to the heart of a single issue, or work through a broad spectrum of applications
- Available online in many languages

4. Emotional and Social Competency Inventory (ESCI)



What is it?

Drawing on the work of Boyatzis and Goleman, and research at Hay Group, the ESCI is a 360° tool, avoiding the distortion of self-assessment questionnaires.

Emotional and social intelligence makes the difference between a highly effective leader and an average one. The real benefit comes from the 360° view into the behaviours that differentiate outstanding from average performers. It helps managers and professionals create competitive advantage for their organizations by increasing performance, innovation and teamwork, ensuring time and resources are used effectively, and building motivation and trust.

When is it best used?

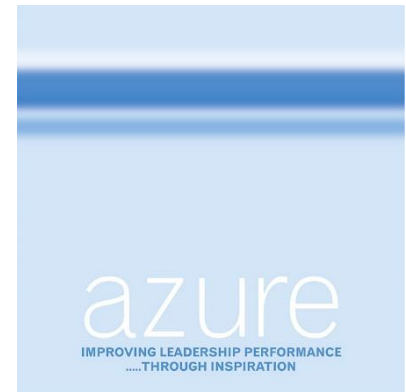
- Measuring emotional intelligence in leaders and professionals
- Raising awareness through powerful feedback
- Focus your coaching and development on crucial capabilities
- To bring out the best in individuals and teams

Why use it?

- One of the most validated behavioural measures of emotional and social intelligence, based on hundreds of competency studies conducted in organizations throughout the world.
- Because it is behavioural, it enables you to assess, develop and coach your leaders and embed emotional and social intelligence within your organization.
- Hay Group analyses the results and produces a feedback report
- A team composite report can also be created, which shows a group's profile against the competencies.
- The verbatim comments section of the report, where respondents comment on a participant's key strengths and areas for development, is particularly appreciated by our clients. For many people this is the first real, confidential feedback they have received.

Can be used alongside Inventory of Leadership Styles (ILS) - see page 8.

5. Azure Insightful Leader 360°



What is it?

Based on the Operating Styles model, this 360° tool measures an individual's emotional intelligence and core leadership attributes, as well as four key operating styles: Leading, Managing, Coaching and Influencing.

Graphs, tables and visual summaries enable participants to become more aware of their performance as a Leader or a Manager, identifying areas where further development may be beneficial. Participants are also able to easily view the amount of variance in their results, meaning it is clear whether respondents have a consistent or mixed view of the competence of the individual.

When is it best used?

- Measuring emotional intelligence in leaders and professionals
- Raising awareness through powerful feedback
- Focus your coaching and development on crucial capabilities
- To bring out the best in individuals and teams

Why use it?

- 360° tools are powerful ways to raise self-awareness
- Less costly than the ESCI – provides a value for money way of assessing and developing the leadership capability of individuals
- Easy to understand, visually appealing report
- Provides list of strengths and priority needs, greatly aiding the creation of Personal Development Plans

6. Inventory of Leadership Styles (ILS)

What is it?

The Inventory of Leadership Styles (ILS) feedback, gathered through a 180° survey, shows how the manager thinks they are behaving and compares it with their team's experience. It has 68 questions and takes about 20 minutes to complete. The feedback report consists of two profiles, a self-profile (how the manager thinks they are behaving) and a feedback profile (the styles their team experience).

It is based on the six styles of leadership which drive team performance: Coercive, Authoritative, Affiliative, Democratic, Pacesetting and Coaching.

When is it best used?

- To improve the effectiveness of leaders – widen their repertoire
- To help leaders respond better to business changes and to their team members' needs
- To enhance one-to-one feedback and group development programs
- To improve the work climate in your company, team or division – and ultimately boost financial performance

Why use it?

- Provides specific insights on the behaviour of individual managers, and how it impacts their team's performance
- Helps managers make choices in their leadership behaviour and offers clear 'next steps' for development
- Based on the seminal work of psychologists Litwin and Stringer at Harvard University, and supported by decades of research amongst top organisations worldwide
- Because it is benchmarked against tens of thousands of managers from around the world, you can compare your leaders with those in other organizations.

7. Leadership Impact (LI)



What is it?

Developed by Dr. Robert A. Cooke, *Leadership/Impact* (L/I) is a feedback system that provides managers and executives with unique insights into their leadership strategies and the impact of those strategies on the behaviour and performance of others. Such insights can be used as the basis for identifying strategies and techniques that leaders can employ to cultivate the long-term effectiveness, performance, and productivity of the organisation and its members. Through feedback from others and self-report, L/I informs participants about their:

- Effectiveness along personal and organisational leadership criteria;
- Impact on Others, in terms of the extent to which they motivate other people to behave in Constructive versus Defensive ways; and
- Leadership Strategies, in terms of the extent to which they act in Prescriptive versus Restrictive ways

The inventories take approximately 20 to 30 minutes to complete. Results are presented to participants in a comprehensive, confidential feedback report that includes Circumplexes, bar charts, tables, descriptive text, and recommendations for improving leadership effectiveness.

When is it best used?

For managers, executives, and others in leadership positions, to be used for:

- Initiating or promoting Leadership Development
- Coaching individual managers and executives
- Evaluating the effectiveness of leadership development efforts
- Promoting a more Constructive and less Defensive organisational culture
- Enhancing organisational effectiveness

Why use it?

L/I feedback enables participants to compare:

- Their desired future effectiveness to their current effectiveness as described by others
- The impact that they ideally would like to have on others as described by self to the impact that they currently have on others as described by others
- Their self-perceptions of their leadership strategies to the perceptions of others
- Feedback from peers, direct reports, and higher-level managers (via optional 360° feedback)

8. Life Styles Inventory (LSI)



What is it?

Developed by Dr. J. Clayton Lafferty, the *Life Styles Inventory* (LSI) measures 12 specific styles or patterns of thinking that can either contribute to or detract from personal effectiveness. The 12 styles measured by the LSI are organized into three clusters:

- Constructive, which includes Achievement, Self-Actualizing, Humanistic-Encouraging, and Affiliative thinking styles.
- Passive/Defensive, which includes Approval, Conventional, Dependent, and Avoidance styles.
- Aggressive/Defensive, which includes Oppositional, Power, Competitive, and Perfectionistic thinking styles.

When is it best used?

The LSI can be used as a coaching or self-development tool to:

- Enhance self-understanding
- Increase productivity
- Strengthen leadership capabilities
- Sharpen interpersonal skills
- Improve individual health and well-being

Why use it?

Research has shown that the styles measured by the LSI are related to a number of indicators of effectiveness and success, including:

- Management effectiveness
- Quality of interpersonal relations
- Salary
- Individual health and well-being
- Impact on organizational culture

9. Ability Tests

What are they?

The following assessments are available for a range of job levels and roles. These normally take from 5 to 25 minutes to complete, depending on the assessment. We will work with you to identify the right test combination and the right difficulty level for your requirements.

- Numerical Reasoning - measures a candidate's ability to make correct decisions or inferences from numerical or statistical data.
- Verbal Reasoning - measures a candidate's ability to evaluate the logic of various kinds of argument as presented in written form.
- Inductive Reasoning - measures a candidate's ability to draw inferences and understand the relationships between various concepts, independent of acquired knowledge.
- Deductive Reasoning - measures the ability to draw logical conclusions based on information provided, identify strengths and weaknesses of arguments, and complete scenarios using incomplete information.
- Mechanical Comprehension - measures a candidate's understanding of basic mechanical principles and their application to devices such as pulleys, gears and levers.
- Spatial Ability - measures the ability to perceive and transform visual shapes, forms, or images and/or the ability to maintain spatial orientation with regard to objects that may change or move through space.
- Checking - measures a candidate's ability to compare information quickly and accurately.
- Calculation - measures a candidate's ability to add, subtract, divide and multiply numbers quickly and accurately.
- Reading Comprehension - measures a candidate's ability to read, understand and act upon written materials.
- General Ability Screen - measures a candidate's general cognitive ability, based on numerical, inductive, verbal and abstract reasoning.

When are they best used?

During selection and recruitment, for a variety of roles dependent on your needs.

Why use them?

Combinations of the above mental abilities are expected in many roles in the modern work environment. These tests will provide objective measures of whether candidates are suitable for the role, allowing you to easily differentiate between candidates.

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