



## **Leadership and Emotional Intelligence Profile Assessment (LEIPA)**

An on-line tool to assess Leadership Skills in the context of Emotional Intelligence

For further information on our services contact us on **0870 990 5576** or visit our website at [www.leadershape.biz](http://www.leadershape.biz)



## The importance of Leadership in Organisations

The demands of leadership today must be considered in the context of our changing world. Thanks to the availability of new technology, the pace of change is becoming increasingly more rapid and successful organisational competitiveness is largely dependent upon its application – a people driven ability. This requires continual learning and implies that only those organisations that manage their learning processes will be successful – or even survive.

Put this against a backdrop of a radically different attitude of people towards their employers. Respect and loyalty must be earned, continual development is demanded and it is accepted that careers will be a series of experiences. Commitment and retention become a real challenge.

Compared to Leadership, the ‘hard’ skills of business management are becoming increasingly well defined and recognised. However, it is the ‘soft’ skills – the people skills that increasingly determine the climate and performance of an organisation. This picture creates a need for high performing leaders in today’s organisations.

## The relationship between Leadership and Emotional Intelligence

Leadership is a matter of perception. Who, for example determines who is a great leader, the individual or those that follow? So leadership is about having an awareness of what those around desire from you in order to be motivated and perform at their best in a situation.

Great leaders have abilities that allow them to connect with the way those around them feel about things and are able to harness this to move forward. This purposeful connection stems from a well developed sense of self-awareness and self management complemented by a similarly well developed sense of social awareness and ability to manage relationships.

Collectively, these attributes form the basis of a well researched body of knowledge known as Emotional Intelligence (EI). In more detail each of the four elements consists of a number of individual competencies.

The most successful leaders learn to behave differently at different times, in different organisations and in different environmental situations. They are skilled in a repertoire of leadership styles recognising which to use and which to avoid for any given situation. Each leadership style relates closely with a blend of different Emotional Intelligence competencies. Through developing key EI competencies one can therefore influence an individual’s leadership abilities. LEIPA provides a mechanism to map one’s Emotional Intelligence against that required to successfully deploy a variety of leadership styles.

### EI associated leadership styles

- Visionary
- Coaching
- Affiliative
- Democratic
- Pace-Setting
- Commanding



## How does LEIPA work?

By using 360° feedback, LEIPA provides an accurate assessment of the Emotional Intelligence of an individual (which includes: Self-awareness, Self-management, Awareness-of-others, and their Management-of-others) as perceived by the people he / she interfaces with in the workplace. It identifies specific areas where the individual performs successfully as well as those where there are opportunities to develop certain capabilities to increase overall performance.

LEIPA uses these results to identify the observed and desired competence of each Leadership Style. It then compares competence with the relative importance of each style in the current role to clearly identify areas where improved leadership performance may be developed.

The person being assessed only receives feedback in an anonymous format so that the confidentiality of the raters is secured. The detail of the feedback report is confidential to the individual and his / her Coach or Facilitator.

### When to use LEIPA

- To develop strategically important people & groups including Boards
- To facilitate targeted self-development together with a coaching and self-development programme
- In order to change / develop organisational culture
- To align staff with organisational standards and values

## How does LEIPA help?

-for the leader

- Provides a balanced perspective not skewed by an overly critical or lenient self-impression
- Builds self-awareness, the first step in developing EI
- Provides an accurate and contextual assessment of leadership skills highlighting strengths and pointing to behaviours which if developed can broaden the leadership style repertoire
- Enables targeting of self-development to meet identified needs
- Creates an awareness of competence levels and developmental needs
- Provides a framework for an effective development programme providing both the coach and individual greater insight to a leader's potential effectiveness

-for the organisation

- Helps create performance-enhancing cultures by focusing on the values, skills and behaviours important in the company
- A means of opening up communications and reducing stress
- Individuals are more in control of their self development
- Group & team needs can be identified
- Development progress can be monitored
- Leadership effectiveness significantly increases following 360° appraisals linked to a development plan

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- Increased leadership effectiveness leads to improved climate and organisational performance

## What LEIPA does not do

Leadership is a highly individual, contextual concern and LEIPA is designed to be situationally specific. It is used to support an individual in developing their personal leadership skills by enhancing emotional intelligence and does not provide a score or an index against which the individual is ranked against 'norms'.

## How can I get the best from LEIPA?

LEIPA should only be used by a trained and accredited Coach/Facilitator who will explain the process to the Raters, discuss the report in detail with the individual and support him / her in preparing an individual development plan.

LEIPA provides most benefit when the output is used to provide a framework for a coaching programme focusing on the development of new behaviours relating to EI competencies.

### Key Outputs from LEIPA

- A "blue-print" of the "critical success" competencies, behaviours and leadership styles in a particular role
- Accurate identification of the strengths of the individual and the key developmental areas which will impact performance
- Obtaining unbiased and relevant feedback

## LEIPA Features and Benefits

### LEIPA:

- Is based upon a wide body of knowledge whose development has spanned 80 years
- Is designed specifically for the enhancement of leadership skills and performance
- Provides an accurate assessment of the strengths of the individual and the key developmental areas which will impact leadership performance
- Focuses specifically on an individual's situation and associated issues
- Provides all round feedback of how leaders see themselves and how others see them
- Identifies leadership styles desired by the organisation to improve climate and performance
- Provides anonymous feedback on what the leader does well, what they should do more of and what they should start doing
- Raters complete the assessment on screen and anonymity is assured
- Enables the important people around the individual to be involved in supporting the individual in his / her continued development

## LeaderShape Contact Information

If you are interested in using LEIPA in your organisation, would like further information about LeaderShape services or would like to speak with a LeaderShape coach please call:  
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