

# LPP360 PROFILES

## INCLUDES:

- 1 Team Leadership Profile (TLP)
- 2 Executive Leadership Profile (ELP)
- 3 Senior Leadership Profile (SLP)
- 4 Emotional and Social Intelligence Profile (ESIP)
- 5 Strategic Intelligence Profile (SIP)

Feedback tools for the Australian Public Service based on or consistent with the Integrated Leadership System (ILS)

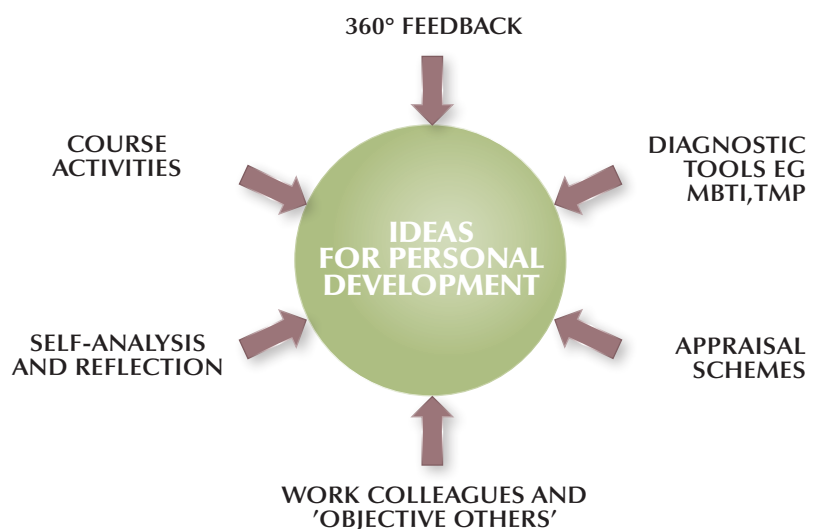


# Why is 360° Feedback important?

360° feedback is a process whereby leaders and staff members can receive confidential, anonymous feedback from the people they work with. Typically this includes the person's manager, peers and direct reports. Key stakeholders can also be included.

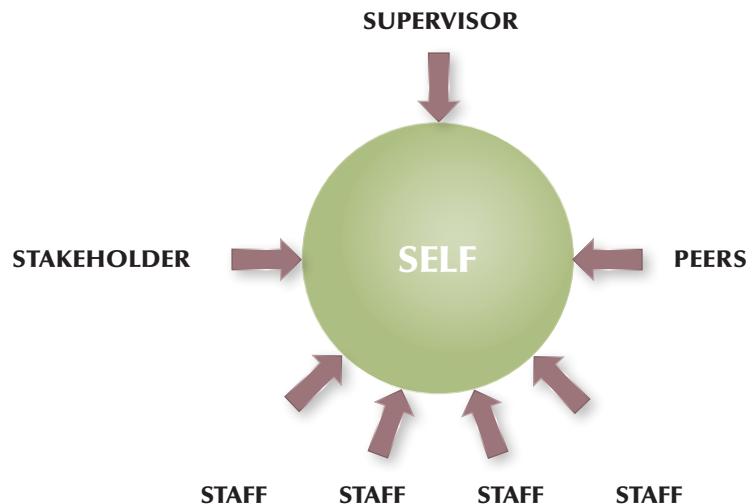
Daniel Goleman has stated "Emotional intelligence includes self awareness and impulse control, persistence, zeal and motivation, empathy and social awareness. These are the qualities that mark people who excel; whose relationships flourish; who are stars in the workplace."

We can gain this self awareness in a number of ways, including the use of a 360° feedback profile.



360° feedback overcomes the disadvantages of single person feedback. Multiple raters answering questions across a broad range of capabilities give us a far more objective assessment than that gained from a single rater. Feedback from multiple perspectives also has a sense of fairness about it and provides high levels of motivation to help us tackle challenges. It enables clear and quantified feedback on strengths and areas needing development.

The power of 360° feedback as a means of raising self awareness stems from its fairness and believability. Feedback from multiple perspectives, and from credible work associates, is powerful in motivating behavioural change.



360° feedback is also important in that it emphasises self responsibility and encourages self development. The presentation of the feedback information makes drawing up personal development plans easy. Measurement through feedback also allows continuous learning.

## Applications of 360° Feedback Instruments

360° leadership feedback profiles can be used for a range of purposes:

- To provide feedback to individual work group members and at the same time improve group understanding
- To help develop self awareness within leadership and other training programs
- Within assessment centres to provide feedback and assist participants' development and career planning
- As a complement to performance feedback within a structured performance feedback system
- To identify and prioritise personal development needs
- As a valuable input to mentoring and coaching processes.

In any organization, department or agency that has had a significant number of 360 assessments done over a 12 month period, an aggregated scoring report (with individuals anonymous) can be derived showing the overall leadership health of that entity. This base score can then be used as a key performance indicator (KPI), with the trend being monitored over time.

# ILS-Based Leadership Profiles for the APS

LPP360 offers a suite of three 360° leadership profiles designed to provide practical information on leadership behaviours at different levels of the APS. The three profiles are all built around the Integrated Leadership System (ILS):

- **TEAM LEADERSHIP PROFILE (TLP)** –  
designed for the APS 5 and APS 6 levels (and equivalents)

- **EXECUTIVE LEADERSHIP PROFILE (ELP)** –  
designed for Executive Levels 1 and 2 (and equivalents)

- **SENIOR LEADERSHIP PROFILE (SLP)** –  
designed for Senior Executive Service (and equivalents)

The ELP was first launched in 2002. Since then it has been revised several times, including to reflect the Integrated Leadership System (ILS) released by the Australian Public Service Commission (APSC) in 2004. As of late 2009 more than 4,000 participants have completed the ELP, meaning that its norms are correspondingly robust.

In 2004 the Team Leadership Profile (TLP) was released for APS level offices, followed in 2005 by the Senior Leadership Profile (SLP) for Senior Executives. All three instruments have been used by a wide range of consulting companies, both as the basis for 360° feedback workshops and as a key tool within management and leadership development programs.

## About the Profiles

Each profile compares how the person being rated, their supervisor, colleagues and staff perceive the person's leadership behaviours. At the personal level it provides an individual with a means of taking stock of how others think they are performing at work, compared with how they themselves think they are performing.

The profile, which takes the form of a 40 page feedback report, also provides helpful guidance on how an individual might modify his/her leadership behaviours and thus improve their leadership style. Feedback and reflection on their emotional intelligence quotient is also provided. In addition, comparative norms for the person's level are provided enabling them to compare their performance against the APS more broadly.

Because the TLP, ELP and SLP are all look-alike sister instruments they can be used together to enable 360° feedback for single work groups comprising staff ranging from APS 5 and 6 through to SES levels. This has been done very successfully in a number of departments and agencies.

## About the Integrated Leadership System (ILS)

The ILS was first launched in 2004 by the APS Commission and is considered to be the benchmark for leadership development in the Australian Public Sector.

The ILS is built around five key 'capability clusters' covering Strategic Thinking; Achieving Results; Productive Working Relationships; Personal Drive and Integrity; and Communicating with Influence. The ILS includes capability descriptions and behavioural indicators for APS6 through to SES Band 3 managers.

The different APS levels have also been integrated within the ILS into what is known as the Leadership Pathway. The Pathway specifically identifies behavioural elements for potential leaders at each stage of their career path, with behaviours identified at one level then becoming the 'floor level' for the levels above. In this way the Pathway supports the development of all leadership levels at the different career points.

**The ILS provides the technical basis for the TLP, ELP and SLP 360° feedback products described in this document.**

More information on the ILS is available from the APS Commission at [www.apsc.gov.au/ils](http://www.apsc.gov.au/ils)

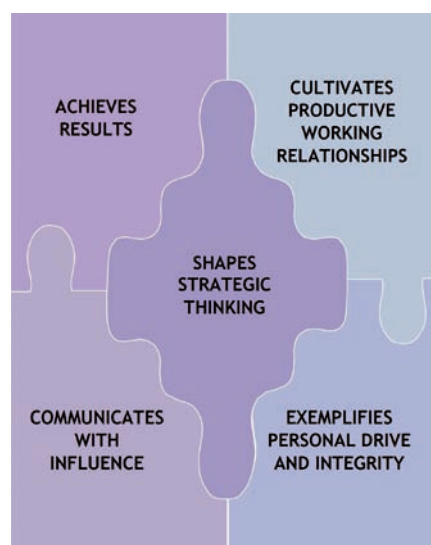


Figure 1 – the five ILS capability clusters

# Key elements of the three ILS-based reports

- **SUMMARY OF BEHAVIOURAL RESULTS –**

a coloured bar graph illustrates how you rate yourself, and collectively how others rate you against each of the five capability clusters.

- **IMPORTANCE RESULTS –**

compares how you and your supervisor rate the importance of the five capability clusters and twenty capabilities in your current work role.

- **COMBINED IMPORTANCE AND BEHAVIOUR RESULTS –**

this section reviews individual question ratings by capability and is supported by suggested options for improvement.

- **EMOTIONAL INTELLIGENCE (EI) –**

presents an overall EI quotient and identifies areas where you performed well, as well as other areas where there is scope for improvement. The EI quotient is also compared with a normal range of EI quotient scores.

- **QUALITATIVE COMMENTS –**

provides comments by yourself, your supervisor and others in terms of your major achievements over the last six months; identifies training and development needs and offers suggestions to improve your performance.

- **NORMS –**

having been in use for a number of years the TLP, ELP and SLP are all supported by very robust comparative norms. For example, in the ELP the norms are now based on more than 4,000 APS participants.

## Research basis for the three reports

The profiles are underpinned by sound research and are based on the ILS Framework. The models have also had the benefit of the combined experience of both LPP360's consultants and their affiliate organisations, who between them have many years experience in the field of leadership development and instrument design.

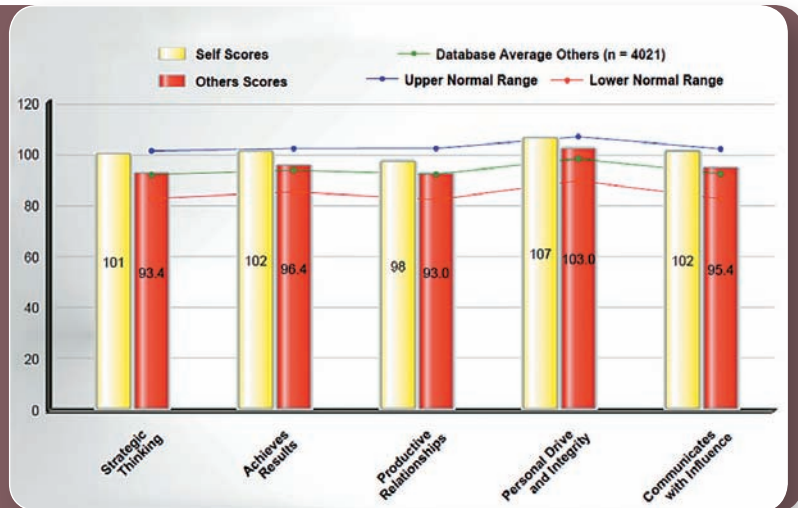
Each instrument has undergone statistical testing for internal validity, reliability, norms analysis, descriptive and comparative statistics. For example, the ELP now has over 4,000 records and shows some interesting trends in leadership across the APS. Continuous updating of this information is provided to accredited consultants by LPP360.

# Samples of ELP, TLP & SLP report content

The 360° feedback reports provide graphs and tables showing leadership behaviour against the five ILS capability clusters. Analysis is also provided against the separate capabilities within each cluster. These diagrams make self analysis and planning self development easy and straight forward.

## CLUSTER COMPARISON OF SELF, OTHERS AND NORM DATA

Figure 2 – bar chart compares self and others scores across the five ILS capability clusters.



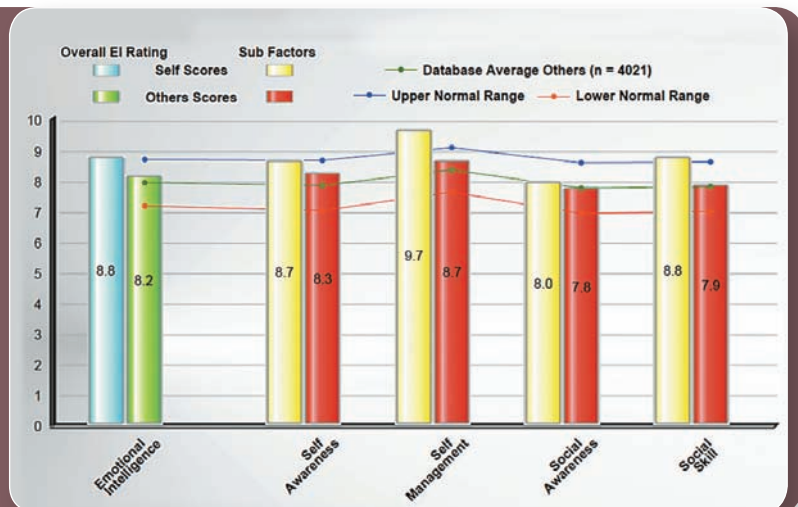
## INDIVIDUAL RATERS AT CAPABILITY CLUSTER LEVEL

Figure 3 – table showing scores for self and other raters for the five ILS capability clusters shown in Figure 3

Capability Clusters	Self Rating	Other Raters					Mean	Std Dev
		A	B	C	D	E		
Strategic Thinking	101	89	72	107	104	95	93.4	13.9
Achieves Results	102	98	81	105	104	94	96.4	9.7
Productive Relationships	98	99	67	113	91	95	93.0	16.7
Drive and Integrity	107	112	83	114	103	103	103.0	12.3
Communicates with Influence	102	92	79	107	105	94	95.4	11.3

## EMOTIONAL INTELLIGENCE RATING AND SUB-FACTORS

Figure 4 – bar chart compares self and others scores for Emotional Intelligence (EI) and for four sub-factors.



# The Emotional and Social Intelligence Profile (ESIP)

The ESIP is a multi-rater 360° feedback profile launched in 2009 which reports on our emotional and social intelligence as observed by self, supervisor and colleagues. It also provides specific practical information on how to address emotional and social intelligence development needs and how one might positively modify such behaviours so as to improve leadership effectiveness.

Underpinning the profile are a range of connected elements including intentions, emotions, skills and social factors that determine how well we know and master ourselves; understand our organisational, cultural, social and interpersonal context; and effectively function within the multiple layers of organisational life. The ESIP is based on the Emotional and Social Intelligence Capability Framework (ESICF) shown on the opposite page.

## KEY ELEMENTS OF THE REPORT

- **VERTICAL AND HORIZONTAL ANALYSIS –**

At the **first** level of analysis individuals are provided with a quotient for the vertical slice of the model in terms of their 'Self Accomplishment' (= self insight + self mastery) and their 'Social Accomplishment' (= social insight + social mastery). At this same level individuals are also provided with a quotient for the horizontal slice of the model in terms of their 'Insight' (= self insight + social insight) and their 'Mastery' (= self mastery + social mastery).

- **OVERALL BEHAVIOUR RESULTS –**

At the **second** level of analysis overall behavioural results are provided by comparing how individuals are scored by all their raters for the four clusters of Self Insight; Self Mastery; Social Insight and Social Mastery.

- **FEEDBACK AND COACHING ADVICE –**

At the **third** level of analysis feedback is provided in detail for each of the twelve capabilities that underpin the four clusters, together with detailed coaching advice based on the results achieved.

- **WRITTEN FEEDBACK –**

The **fourth** and final level of analysis provides the verbatim written feedback from all raters about what the person being rated has been doing well and how they might develop their emotional and social intelligence.

# The Emotional and Social Intelligence Capability Framework

The Emotional and Social Intelligence Capability Framework (ESICF) offers a model for understanding Emotional and Social Intelligence and is used as the basis for the ESIP.

The development of the framework recognises the growing awareness in the public and private sectors of the importance of both emotional and social intelligence in contributing to organisational and leadership effectiveness. The framework is built around four key criteria: Self Insight; Self Mastery; Social Insight and Social Mastery.

The four criteria underpin our Emotional and Social Intelligence, and each of them comprises three capabilities, within each of which are five behaviours. The framework was developed on the basis of extensive practical testing combined with a very extensive literature and research survey. Its orientation deliberately leans towards the specific needs of the public sector leader.



Figure 5 – the ESICF

## THE CONCEPT OF EMOTIONAL AND SOCIAL INTELLIGENCE

Daniel Goleman's work on Social Intelligence (2006) has had a significant influence on the literature search and direction of this Emotional and Social Intelligence development tool. He points in particular to some significant advances in neuroscience and draws from a range of significant scientific discoveries which have emerged since his first seminal work on Emotional Intelligence appeared in 1997.

He reveals that the brain-to-brain link-up which occurs when we interact with another person, the "neural bridge", means that we affect the brain of everyone with whom we interact and that the affect is reciprocal. Our relationships mould our experience and have significance in the world of work for the aspiring leader.

A copy of the ESICF is available at [www.lpp360.com.au/esicf](http://www.lpp360.com.au/esicf)

# The Strategic Intelligence Profile (SIP)

The SIP is a multi-rater 360° feedback profile which reports on our strategic intelligence as observed by the self, supervisor and colleagues. It also provides specific practical information on how to address our strategic intelligence development needs and how one might positively modify such behaviours so as to improve leadership effectiveness.

The importance of strategy for the public service manager is highlighted by the fact that one of the five clusters of capabilities within the Integrated Leadership System is 'Shapes Strategic Thinking'. Too often EL1 & 2 level officers find that they are deficient in this capability when seeking advancement in their careers.

Of course, the successful implementation of strategy depends on more than simply high order strategic thinking. The strategy has to be communicated and 'sold' to others; it has to be successfully implemented. This wider ability to think, communicate and implement strategy is what we term Strategic Intelligence.

## KEY ELEMENTS OF THE REPORT

- **OVERALL BEHAVIOURAL RESULTS –**

a coloured bar graph illustrates how you rate yourself, and collectively how others rate you against each of the five criteria and fifteen capabilities. Database norms are indicated on this graph for comparison purposes.

- **OVERALL IMPORTANCE RESULTS –**

compares how you and your supervisor rate the importance of the five criteria and fifteen capabilities in your current work role.

- **COMBINED IMPORTANCE AND BEHAVIOUR RESULTS –**

capability by capability this section reviews individual question ratings and is supported by suggested options for improvement.

- **WRITTEN FEEDBACK –**

provides comments by yourself, your supervisor and others in terms of your major strategic contributions over the last six months; identifies training and development needs to improve strategic leadership performance and offers suggestions to improve your strategic leadership performance.

# The Strategic Intelligence Capability Framework

The Strategic Intelligence Capability Framework (SICF) seeks to establish a shared understanding of what constitutes strategic intelligence.

It does so in a manner as consistent as possible with the design of the Integrated Leadership System (ILS) and is used as the basis for the SIP.

The Framework identifies five key criteria which underpin strategic intelligence. Each of these criteria comprises three capabilities, within each of which there are four behaviours.

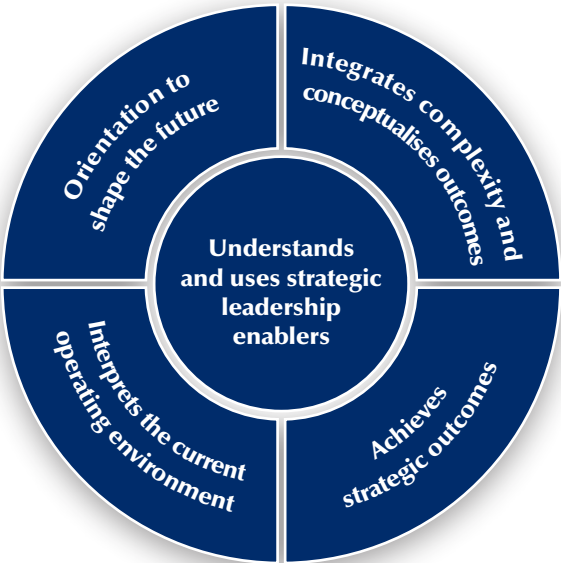


Figure 6 – the SICF

## THE CONCEPT OF STRATEGIC INTELLIGENCE

In his book 'Emotional Intelligence' Daniel Goleman developed the concept of Emotional Intelligence (EI) and argued that traditional views of human intelligence based on IQ are far too narrow, and that our emotions play a far greater role in thought, decision-making and individual success than is commonly acknowledged.

The concept of Strategic Intelligence is similarly based on the belief that strategic thinking and strategic behaviour also play a far greater role in our individual success and effectiveness, whether at home or in the workplace, than is commonly acknowledged.

A copy of the SICF is available at [www.lpp360.com.au/sicf](http://www.lpp360.com.au/sicf)

# Leadership Performance Profiles Pty Ltd

## ACCESSING LPP360 PRODUCTS

The five profiles covered in this document are available through accredited consultants or public sector specialists. Accreditation programs are run at regular intervals throughout the year by LPP360. Separate programs cater for private sector consultants and public sector agency staff.

Accreditation information is available at [www.lpp360.com.au](http://www.lpp360.com.au)

## CONFIDENTIALITY AND SECURITY

Protecting the confidentiality of information used in its 360° feedback profiles is a key priority for LPP360, with a range of steps taken to ensure the security and integrity of profile information. Profile questionnaires are completed online through a secure web site. Hard copy questionnaires are available for use by respondents who do not have ready access to the LPP360 web site due to remote geographic locations or while travelling.

The collection and storage of user information is compliant with relevant provisions under the Privacy Act.

## DEVELOPMENT AND DISTRIBUTION DETAILS

The five profiles described in this brochure were developed in a partnership with two affiliate companies, Auckland-based Team Leadership Systems (TLS) and Canberra-based Centre for Public Management (CPM).

LPP 360 is the sole distributor for the profiles across Australia.

## CONTACT DETAILS

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