



Clear Impact

Simple truths. Consistently applied.

Leadership Versatility Model

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The proprietary method of assessment used by the LVI is covered by
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What is the Leadership Versatility Model?

We at Clear Impact have been working with the Leadership Versatility Model as Certified Practitioners for over 15 years. To us, this model reflects what we see as the essential elements of leadership. **Versatile Leadership** (Kaplan & Kaiser) is the ability to respond effectively to a variety of different and changing conditions by having a wide range of possible responses, as well as the wisdom to know how and when to apply them. The model focuses on two specific polarities that account for most of what it takes to be an effective leader. Many leaders see them as opposed to each other. The most effective leaders, however, are those who can fluidly integrate seemingly contradictory approaches. They're the ones who can listen well and also take a strong stand, the ones who can hold people clearly accountable while also creating a deeply engaging context.

The first polarity is **what you lead: Operational Leadership** (driving execution, meeting short-term goals, aligning resources) & **Strategic Leadership** (setting direction, being visionary, big picture and long-term focus). The second is **how you lead: Forceful Leadership** (taking a tough stand, holding others accountable, taking charge) & **Enabling Leadership** (delegating, empowering, collaborating, helping people feel valued). These dimensions alone account for so much of what it takes to be an effective leader. If a leader is balanced on these dimensions, he or she is almost certainly in the top 10% of all leaders on multiple factors including ability to drive sustainable results. The power of this model, coupled with its elegant simplicity, makes it an ideal choice for integrating into the organizational culture

What does it mean for a leader to be “balanced”?

This model is one of the very few that explores over-doing as well as under-doing, and that presents leadership competencies as paired complements. Most leaders are imbalanced on these key polarities (too much of one, not enough of the other). Even more important, they are often out of touch with the direction of these imbalances, and thus greatly benefit from a 360-degree feedback tool based on this model. Otherwise, even the most earnest of leaders will often be addressing the wrong behaviors. Productively addressing imbalances requires attention to the biases of the organizational context, as well as individual beliefs and assumptions that drive leadership behavior. We provide customized support for organizations to develop effective leadership strategies, including the development of versatile leaders who can think contextually and build and maintain effective high performance organizational cultures.

How does developmental capacity impact leadership ability?

Leaders who function at a higher level of adult development are generally more inner-directed, fulfilled, versatile and effective. They make decisions that are aligned with their deepest values and the good of multiple stakeholders. At lower levels of personal development, leaders are overly driven by a combination of their context and their self-oriented wants and needs, rather than being driven by what's right for the organization from a larger perspective and aligned with their deepest values and wisdom. For this reason, we integrate the Leadership Versatility Model with other developmental approaches.

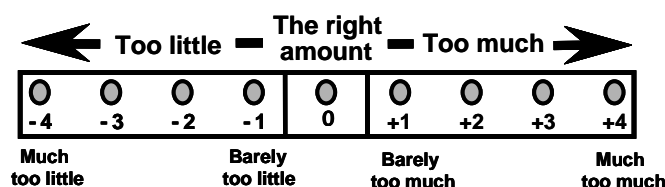
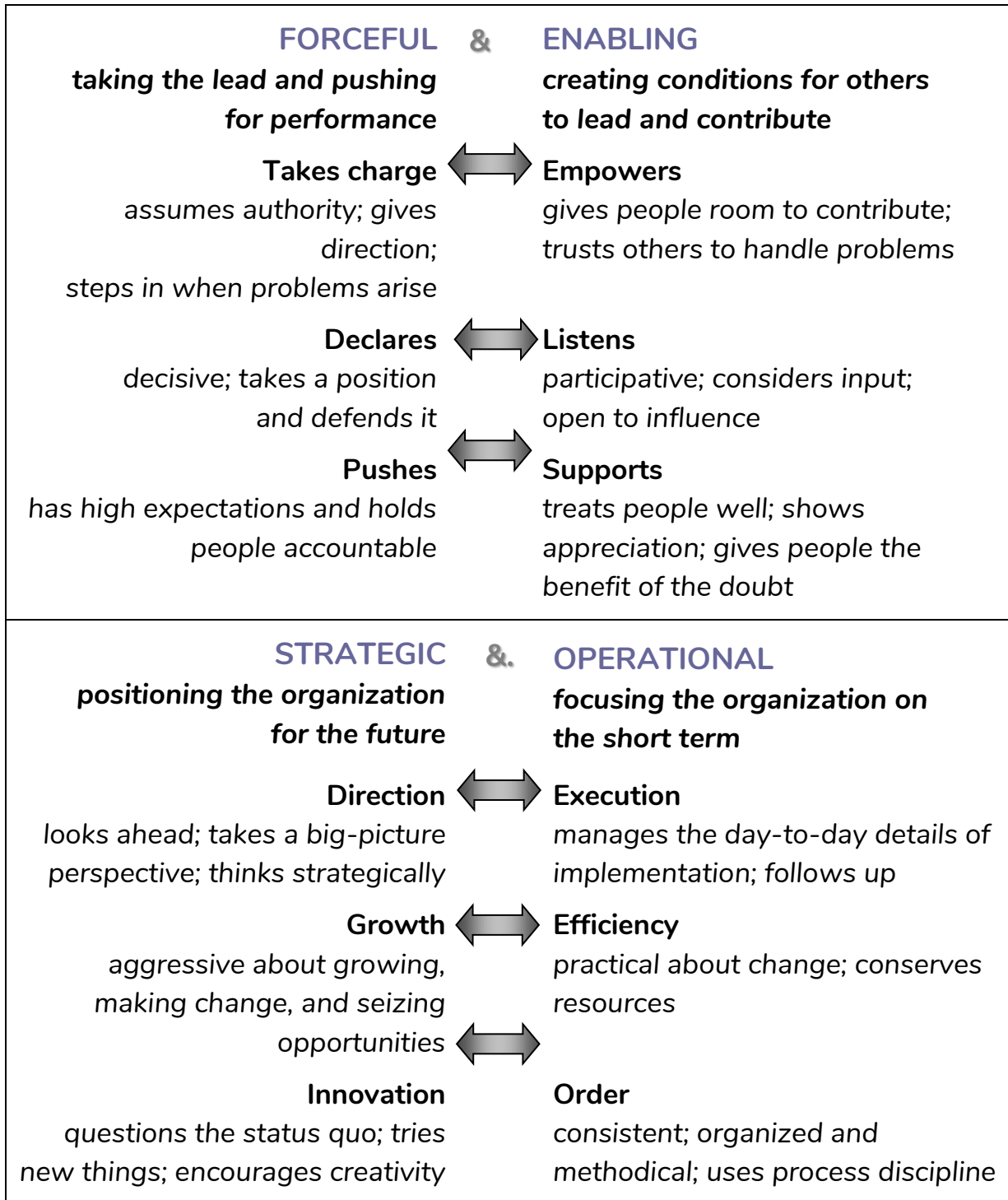
Information on the next two pages

The first page summarizes the three factors under each overall competency of the **Leadership Versatility Model** (© 2012, Kaiser Leadership Systems). Note that they're always paired. For example, on the first pairing, the most versatile leaders are able to effectively balance **taking charge** and **empowering**. Versatile on both ends of the polarity and along the full continuum, they are able to take strong leadership when appropriate while also having their team members feel able to truly make a difference. Most leaders, however, over-do one side and under-do the other. The second page shows each item within the Leadership Versatility model. Notice again how they are always paired in ways that non-versatile leaders would see as contradictory, e.g. **assumes authority** and **gives people room**.

How do we measure the versatility of an organizational culture?

We have pioneered the use of the Leadership Versatility Model to assess perceptions of leadership at different levels of the organizational culture. When doing so, we've adapted the questions and used an internet-based program to have employees assess what is typical of leaders at different levels. This is very important, as culture drives most organizational behavior.

3.2



Model Behaviors

FORCEFUL	ENABLING
<p>Takes Charge</p> <ul style="list-style-type: none"> 1f. In control 2f. Assumes authority 3f. Gives direction 4f. Steps in <p>Declares</p> <ul style="list-style-type: none"> 5f. Decisive 6f. Takes stands 7f. Speaks up 8f. Doesn't back down easily <p>Pushes</p> <ul style="list-style-type: none"> 9f. Pushes people hard 10f. Expects a lot 11f. Direct when dissatisfied 12f. Holds people accountable 	<p>Empowers</p> <ul style="list-style-type: none"> 1e. Empowers people 2e. Gives people room 3e. Hands-off 4e. Trusts people <p>Listens</p> <ul style="list-style-type: none"> 5e. Participative 6e. Relies on input 7e. Open to influence 8e. Receptive to push-back <p>Supports</p> <ul style="list-style-type: none"> 9e. Shows appreciation 10e. Treats people well 11e. Sensitive to people's feelings 12e. Gives the benefit of the doubt

STRATEGIC	OPERATIONAL
<p>Direction</p> <ul style="list-style-type: none"> 1s. Future-oriented 2s. Thinks strategically 3s. Big-picture perspective 4s. Anticipates change <p>Growth</p> <ul style="list-style-type: none"> 5s. Aggressive about growth 6s. Launches many changes 7s. Bold moves 8s. Entrepreneurial <p>Innovation</p> <ul style="list-style-type: none"> 9s. Questions the status quo 10s. Embraces change 11s. Open to new ideas 12s. Encourages innovation 	<p>Execution</p> <ul style="list-style-type: none"> 1o. Short-term focus 2o. Tactical 3o. Attention to detail 4o. Follows up <p>Efficiency</p> <ul style="list-style-type: none"> 5o. Conservative about risk 6o. Practical about change 7o. Incremental change 8o. Efficient <p>Order</p> <ul style="list-style-type: none"> 9o. Goes by the book 10o. Stays with tried and true 11o. Organized 12o. Process-oriented