

Questionnaires & Diagnostics

the science & soul of leadership

The Service Spirit offers a range of questionnaires and diagnostics. A selection of these questionnaires and diagnostics are utilised as an integral component of our Leadership Development Programs. All questionnaires and diagnostics are processed within strict confidentiality boundaries

Leadership Style Questionnaire (LSQ)

The purpose of the LSQ is to provide feedback on the frequency of use of various leadership styles. The questionnaire is completed by participants and a minimum of three direct reports. The output is a graphical self assessment and combined direct report perception of observed leadership style.

The model that underpins this survey holds that there is no optimum leadership style. Each leadership style is appropriate in different situations with different people. The base model for this questionnaire is supported by significant research and data that provides an unambiguous business case for leadership development. This research clearly demonstrates that organisational climate has a significant impact on performance. The single biggest determinate of climate is leadership style. Thus a leader's style (or suite of behaviours) is a key driver of performance.

The LSQ is often completed alongside the Team Effectiveness Survey (see below). Integration of the data gives leaders a deep understanding of how their leadership style impacts their team environment and therefore results.

Team Effectiveness Survey (TES)

The purpose of the TES is to give feedback regarding the team fundamentals that underpin a positive working environment and high performance. This survey is often completed along with the LSQ and can also be completed independently by discrete teams. Typically five to seven team members complete the survey, the results of which are then combined. The results from the survey give a quantitative measure of a team's effectiveness.

The model underpinning this survey looks at effectiveness in four key areas:

- Team set up - purpose, boundaries, goals and protocol
- Team meetings - productivity and effectiveness
- Team processes - communication, use of resources, decision making, delivering and continuous improvement
- Team relationships - dialogue, consultation, support and climate

Leadership Effectiveness Survey (LES)

The purpose of the LES is to give individuals detailed feedback on a range of specific leadership and influencing behaviours. This survey can be used for leaders that have direct reports or for those who are key influencers. Drawing on emotional intelligence research, the LES is typically completed by five to seven colleagues and the results are combined.

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The output from the survey gives a graphical representation of the individual's effectiveness in six key areas:

- Self Awareness
- Self Management
- Impactful Communications
- Relationship Management
- Performance Delivery
- Building Capability.

The survey results highlight the strengths and challenges for the individual enabling them to build and leverage their strengths together with clear areas to focus on and improve.

Myers-Briggs Type Indicator (MBTI®)

The purpose of the MBTI® is to provide insight and understanding into some of one's innate preferences and how these preferences translate into behaviour. As such, the indicator assists to increase levels of self awareness. Self awareness in turn helps to understand others and thus value difference and diversity within a team / organisation.

After more than 50 years of research and development the MBTI® is the most widely used instrument for understanding personality differences. The MBTI® has a multitude of applications including: enhanced team effectiveness, improved communication, development of influencing strategies, managing projects, improved problem solving / decision making and dealing with change.

® MBTI is a registered trademark of CPP, Inc

BarOn Emotional Intelligence (BarOn EQ-i® and EQ-360™)

Emotional intelligence reflects the way a person interacts with and applies their knowledge to daily life. Emotional intelligence is concerned with understanding oneself and others, relating effectively to people, as well as adapting to and coping with environmental demands. The ability to harness emotional intelligence is a predictor of greater success in one's personal and professional life.

The purpose of the BarOn Emotional Quotient questionnaires is to help understand how emotional and social functioning impacts work performance. The BarOn Emotional Quotient Inventory (EQ-i®) is the world's first scientifically validated indicator of emotional intelligence. It is used by many organisations around the world to predict and improve individual and organisational performance.

The BarOn Emotional Quotient-360 (EQ-360™) provides emotional intelligence feedback to the participant by others. It is generally completed by the participant's manager, direct reports and peers /colleagues. Family and friends can also be invited to respond.

The BarOn model of emotional intelligence consists of five composite scales:

- Intrapersonal Skills
- Interpersonal Skills
- Adaptability
- Stress Management
- General Mood

These competencies and skills influence one's ability to achieve positive results in the face of environmental demands and pressures.

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Herrmann Brain Dominance Instrument (HBDI®)

The purpose of the HBDI® is to provide an increased level of personal understanding regarding one's preferred modes of thinking in four unique quadrants of the brain. This indicator gives insights into brain functioning and identifies preferred approaches to emotional, analytical, structural and strategic thinking.

The HBDI® is a validated and well-researched indicator. Based on Nobel Prize winning research, the HBDI® is utilised in many of the world's leading organisations. Its applications include: higher levels of creativity and innovation, enhanced strategy development, effective communication and improved ability to resolve conflict.

® The Herrmann Brain Dominance Indicator and HBDI are registered trademarks of Herrmann International in the USA.

Fundamental Interpersonal Relations Orientation-Behaviour (FIRO-B®)

The FIRO-B® instrument is a personality assessment designed to measure behaviour that derives from interpersonal needs. The interpretation of the instrument can dramatically increase understanding of behaviour in the following areas: how others perceive you in relation to the impression you intend to make, how and why conflict develops between well-meaning people, how to manage interpersonal needs in interactions with others.

The FIRO-B® instrument measures three fundamental interpersonal needs:

- Inclusion – recognition, participation and contact with others
- Control – influence, responsibility and decision making
- Affection – openness, closeness and personal warmth

For each of the three interpersonal needs, the FIRO-B® instrument also provides a measure of how much each need is 'Expressed' or 'Wanted' by the individual.

Results from the FIRO-B® can assist in improved self understanding, maximising the impact of one's actions and one to one relationships. It can also assist in identifying options for increasing job satisfaction and productivity, personal development and exploration of alternative ways to achieve goals.

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