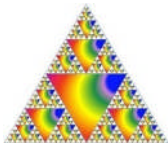


Name: Sample

Complex Adaptive Leadership Indicator – Level 1

Standard Report

Date completed questionnaire: 12<sup>th</sup> May 2010

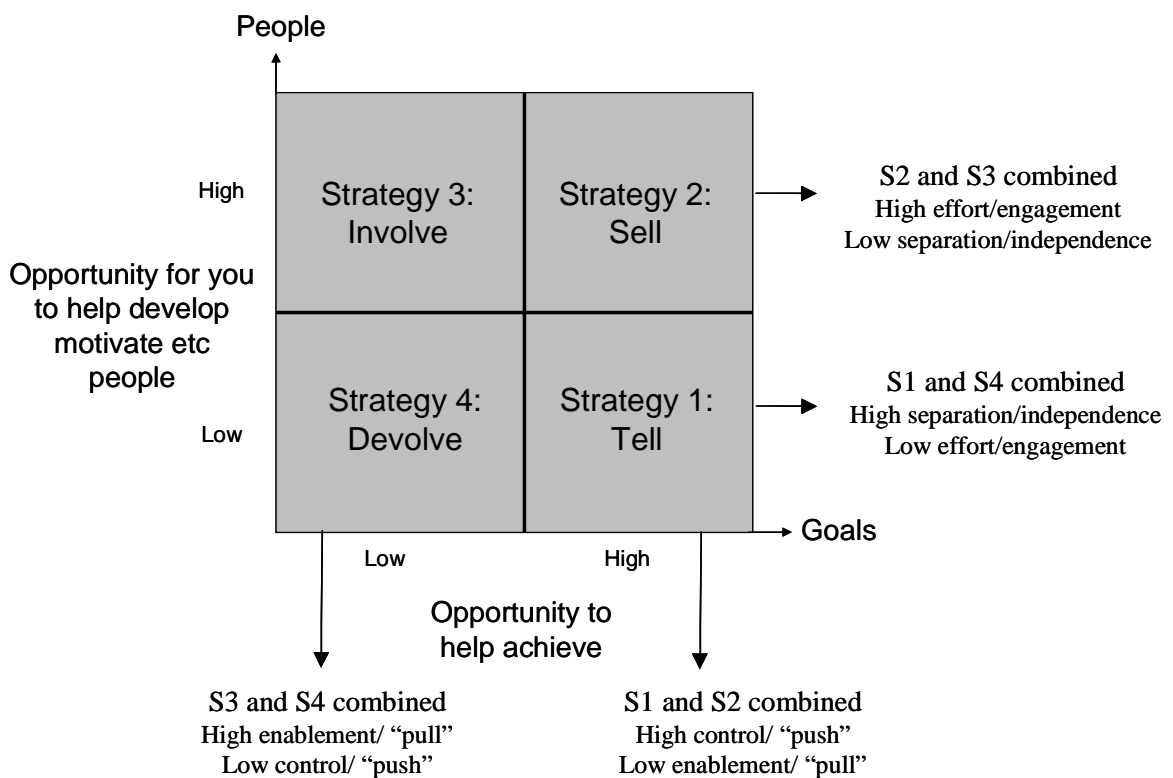


**Introduction:**

[www.ComplexAdaptiveLeadership.com](http://www.ComplexAdaptiveLeadership.com) aims to enable leaders to improve through an understanding and use of chaos theory and complex adaptive systems science. Chaos and complexity have underlying dynamics which if understood can be used to enhance performance. Leadership is a complex issue. However, chaos theory and complexity science shows that within complexity, simple rules can apply. The CAL approach is based on this.

The Complex Adaptive Leadership (CAL) Indicator assumes the following:

- Leadership is a dynamic made up of movement between a few simple strategies.
- A leader has the opportunity to add value by using a mix of strategies which:
  1. Help to develop people (e.g. motivation, capability, etc.) and
  2. Help to achieve goals (e.g. set, measure progress, allocate resources, etc).
- When plotted against the two variables of People and Goal, four broad strategies emerge which you can employ as a leader. The strategies can also be combined.

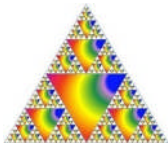


The opportunity for you to help development of people and achievement of goals will depend on the context. This context includes both the challenges facing your team and the people themselves (in terms of their willingness to perform in given circumstances and their ability so to do). The indicator has 16 scenarios and each strategy is offered as an option. When completed, the indicator indicates your CAL capability. It does this by analysing three aspects related to the overall chance of success you have given the strategies you chose:

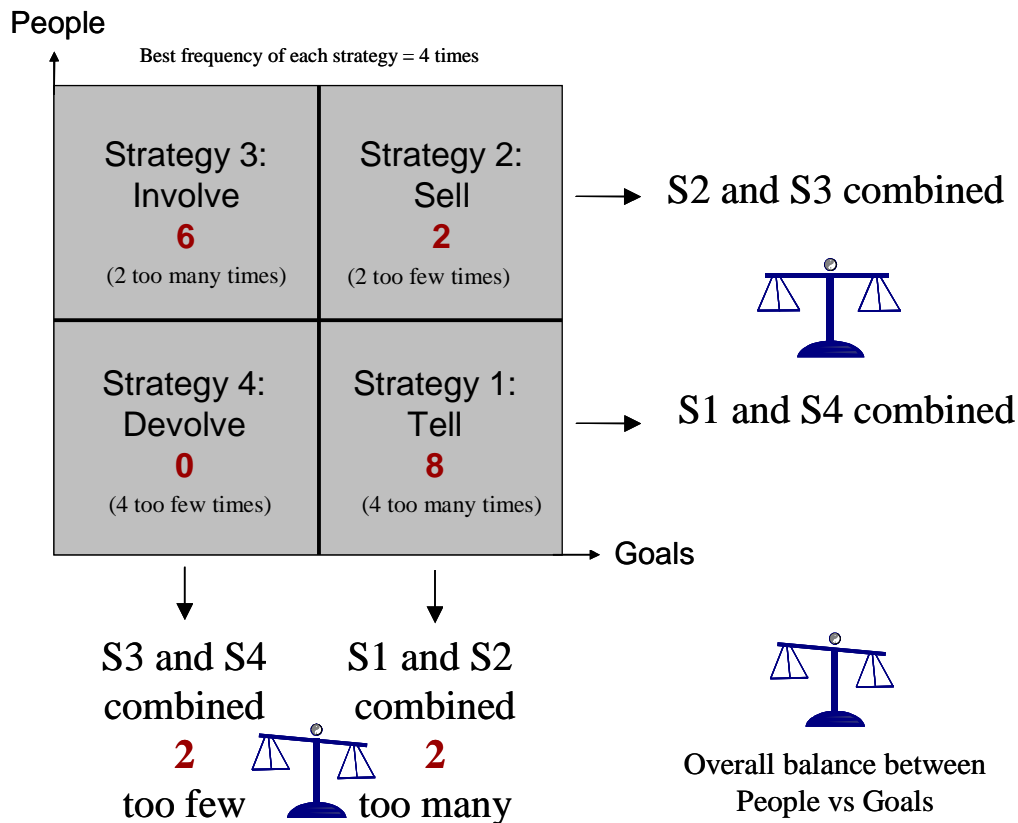
1. Adaptiveness: this is how balanced the various strategies you employed were.
2. Responsiveness: this is how well you responded to the needs of each scenario.
3. Effectiveness: this is how appropriately you used each strategy.

It should be stressed this indicator should be used only as an aid to leadership development. If you would like more details to understand this model better, information is available at:

[www.ComplexAdaptiveLeadership.com](http://www.ComplexAdaptiveLeadership.com) .

**Your score.**

This is only an indication of the strategies you tend to employ. The number of times you employed each strategy was as follows:

**Interpretation.**

The basic interpretation of these scores is as follows:

1. Your overall scores are:
  - a. Adaptiveness – 59% which is an average score.
  - b. Responsiveness – 73% which is a good score.
  - c. Effectiveness – 60% which is an average score.

Each of the four strategies can be used for each of the 16 scenarios. However, the use of some will have a better chance of success depending on the scenario. You used the best strategy 56% of the time, which is a good result. The breakdown of your 16 responses is:

- a. Fully effective and have a high chance of success: 9 (56% of the time).
- b. Fairly effective and have some chance of success: 5 (31% of the time).
- c. Hardly effective and would have little chance of success: 1 (6% of the time).
- d. Not effective and could be damaging: 1 (6% of the time).

When your three scores for adaptiveness, responsiveness and effectiveness are calculated with your overall chances of success (including penalty for using less than effective responses), your overall CAL Capability score is: 47% which is an average score.

2. Your most frequent use is Strategy 1: Tell, which is employed much more than it needs to be. This indicates you like to be on top of things. However, this may also show that you control too much and you might find it hard to trust the capability of followers.
3. Your lowest use is Strategy 4: Devolve, which you did not use at all! This may indicate a strong desire not to let go, and that you are involved in the detail/action too much. It shows that when people need to be left to get on with things you might not really give them the chance to do so.
4. Strategies 1: Tell and 4: Devolve when added together are the same as 2: Sell and 3: Involve when added together. This indicates that you have a good balance of effort between being fully engaged and being able to be distant. This does not mean that the balance between leading and enabling others to lead is as good (see point 5).
5. Strategies 1: Tell and 2: Sell when added together are higher than 3: Involve and 4: Devolve added together. This indicates that you tend to lead more than you need to and may find it hard to either let go, seek the opinions of those you lead, or both! This may lead people to see you as perhaps too overbearing, and they might be intimidated and not share what they really think..

### Suggestions.

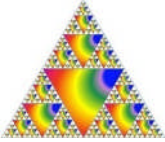
1. You tend to use Strategy 1: Tell too much. Next time you feel you need to tell someone what to do or how to do it, ask yourself firstly if the person wants to do it. If they do not then try strategy 2: Sell instead. If the person wants to do it, only use the Tell strategy if capability or knowledge is lacking.
2. You do not use Strategy 4: Devolve enough. Learn to hold back and let your followers get on with things. Ask yourself "Do they know what to do, and are they willing to do it?" - if the answer is "Yes" then hold back!.
3. Your effort between being engaged with your followers and being separate when needed is in balance. Keep up the good work!
4. Your action between providing a lead, and enabling others to lead by providing supportive followership, is too geared towards leading. Do not expect to know it all. You need to enable others more. Ask questions, let people make mistakes so they can learn, seek views and learn to hold back.

### Summary

The aim of this report has been to give you an indication of how adaptable and flexible you are in employing some basic leadership strategies. It aims to give you some insight and a few suggestions which may help you make a better difference.

A more advanced report is available. It shows:

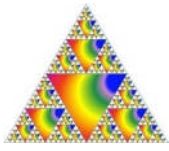
- More detail of the underlying theory.
- More detail of how responsive you were:
  - i How responsive you were overall.
  - ii Responsiveness to the needs of a team.
  - iii Responsiveness to the needs of an individual.

- 
- 
- More detail of how effective you were in applying specific strategies:
    - i Detailed look at each strategy employed
    - ii How effective each strategy was when applied to a team scenario.
    - iii How effective each strategy was when applied to an individual scenario.
  - More details of how adaptive you were:
    - i How adaptive you are in a team environment.
    - ii How adaptive you are towards individuals.
  - More detailed suggestions for how to apply each strategy, and improve adaptiveness, responsiveness and effectiveness.

Meanwhile more details of this approach can be found at:

[www.ComplexAdaptiveLeadership.com](http://www.ComplexAdaptiveLeadership.com) .

**This report should give you some idea about how to improve your leadership capabilities.  
This page that follows has a suggested framework which can help turn your ideas into  
specific action, and better results.**

**Action - KISS**

The KISS framework is simple. It stands for things you can: Keep, Increase, Stop and Start. It recognises you are doing some things well already, as well as having the opportunity to change. Pick a specific action or two you can do under each heading. Make it *action* orientated. So, for example, instead of saying “Hold back more” you could say “The next time I feel I have to say something to my team I will ask myself ‘Are they able and willing to do this?’ - If the answer is yes I will remain silent”.

**Keep**

What are your strengths? What will you keep doing?

**Increase**

What strength are you not using enough? What will you increase?

**Stop**

What behaviour is not helping? What will you stop?

**Start**

What new things could you do? What will you start?

Consider each question below. Each question has one of five possible answers (e.g. “Very useful” to “Waste of time”) and each answer has one of two possible scores. So, for example, if in question 1 you are Neutral select either a 5 (if your neutrality has a slight tendency towards disagreement) or a 6 (if your neutrality has a slight tendency towards agreement). Please add comments for improvement or observations, and e mail to info@VthDimension.com.

Many thanks.

1. The Complex Adaptive Leadership (Level 1) questionnaire was easy to complete.

Very difficult	Difficult	Neutral	Easy	Very easy
1 or 2	3 or 4	5 or 6	7 or 8	9 or 10

2. The Basic Individual Report was easy to understand..

Very difficult	Difficult	Neutral	Easy	Very easy
1 or 2	3 or 4	5 or 6	7 or 8	9 or 10

3. The report was an accurate assessment of my leadership capabilities..

Very inaccurate	Inaccurate	Neutral	Accurate	Very accurate
1 or 2	3 or 4	5 or 6	7 or 8	9 or 10

4. The report is useful for my leadership development.

Waste of time	Not useful	Neutral	Useful	Very useful
1 or 2	3 or 4	5 or 6	7 or 8	9 or 10

5. The questionnaire and report compares well to other approaches I have done.

Much worse	Worse	About the same	Better	Much better
1 or 2	3 or 4	5 or 6	7 or 8	9 or 10

Why?

6. Would you buy the advanced report given the quality and usefulness of the basic report?

No way!	Improbably	Possibly	Likely	Very much so
1 or 2	3 or 4	5 or 6	7 or 8	9 or 10

7. Any other comments/suggestions/ideas for improvement?.