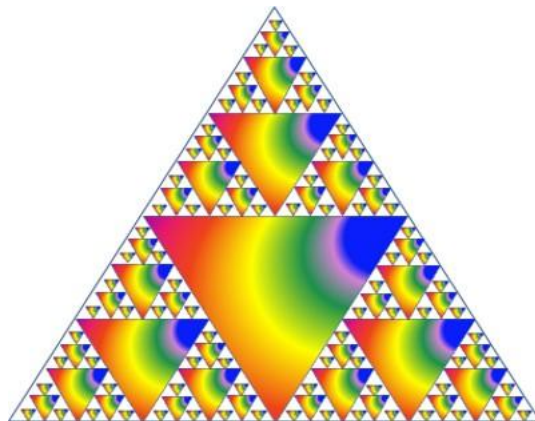


**Sample Report**  
**CAL Indicator - Standard Report (Level 1)**  
Completed on 26 September 2010  
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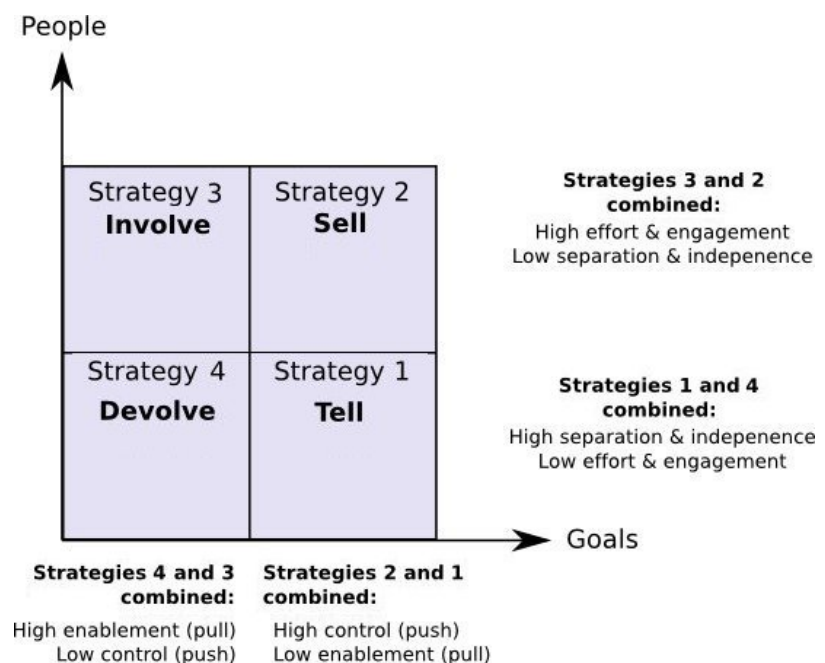


# Introduction

Complex Adaptive Leadership 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.



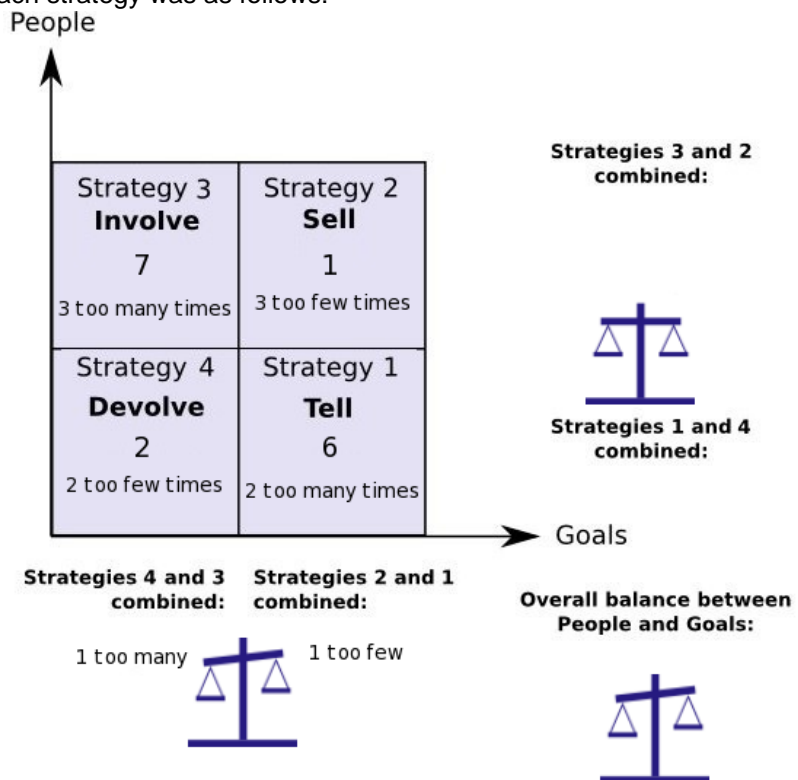
The opportunity for you to help development of people and achievement of goals will depend on the context. This context includes both the challenges facing your team and the people themselves (in terms of their willingness to perform in given circumstances and their ability so to do). The indicator has 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 optimum use of each strategy is 4. The number of times you employed each strategy was as follows:



## Interpretation

The basic interpretation of these scores is as follows:

Your overall scores are:

1. Adaptiveness - 66% which is a good score.
2. Responsiveness - 83% which is a very good score.
3. Effectiveness - 63% which is a good 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 optimum strategy 69% of the time, which is a good result. The breakdown of your 16 responses is:

1. Fully effective and have a high chance of success: 11 (69% of the time).
2. Fairly effective and have some chance of success: 4 (25% of the time).
3. Hardly effective and would have little chance of success: 1 (6% of the time).
4. Not effective and could be damaging: 0 (0% 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: 65% which is a good score.

Your most frequent use is Strategy 3: Involve, which is employed much more than it needs to be. This indicates you like your team to make suggestions and take the initiative a lot. However, this may also show that you care too much about involving them and you might depend too much on their views.

Your lowest use is Strategy 2: Sell, which you hardly used. This may indicate a desire not be seen as too pushy. However, it shows that when people need motivating you do not give enough of it.

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).

Strategies 3: Involve and 4: Devolve when added together are higher than 1: Tell and 2: Sell added together. This indicates that you tend to depend too much on people and might not provide a lead when they need it. It may lead people feeling you are not as assertive with them as perhaps you should be, and that you do not really have a strong point of view.

## Suggestions

You tend to use Strategy 3: Involve too much. Next time you feel the need to involve followers in the decision making, ask yourself if they actually have the knowledge to input. If they do not, give it to them by using strategy 1: Tell. If they have the knowledge and are motivated, let them get on with it and use strategy 4: Devolve.

You do not use Strategy 2: Sell enough. If people lack both willingness and skills to do something, focus on winning them over first with the reasons (both positive and negative consequences) of why something needs to be done.

Your effort between being engaged with people and being separate when needed is in balance. This is an important balance to maintain. Keep it up!

Your action between providing a lead, and enabling others to lead by providing supportive followership, is too geared towards enabling others. You need to assert your views a bit more. Let people see you understand what they are doing and why, give advice a little bit more where needed, and do not be afraid of being assertive when you need to be.

## 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 will soon be available. It shows:

- More detail of the underlying theory.
- More detail of how responsive you were:
  1. How responsive you were overall.
  2. Responsiveness to the needs of a team.
  3. Responsiveness to the needs of an individual.
- More detail of how effective you were in applying specific strategies:
  1. Detailed look at each strategy employed.
  2. How effective each strategy was when applied to a team scenario.
  3. How effective each strategy was when applied to an individual scenario.
- More details of how adaptive you were:
  1. How adaptive you are in a team environment.
  2. 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?