

CIRCUMPLEX LEADERSHIP SCAN 360° PRODUCT OVERVIEW

Are your leaders looking to enhance their effectiveness? The *Circumplex Leadership Scan 360°* (CLS360) is the first evidence-based interpersonal circumplex leadership tool that scientifically measures the full range of interpersonal leadership behaviours, providing insight into a leader's unique ability to influence others. This insight empowers the leader to create measurable behaviour change linked to improved performance.

The CLS360 is an evidence-based, scientifically rigorous assessment of leadership styles and behaviours, designed for leaders—those who lead a team with direct reports.

With the CLS360, leaders get insight into their current leadership behaviours and how they would ideally like to lead. Feedback from their manager/s, direct reports, peers, and other stakeholders—that is 360° feedback—provides a clear picture of how others experience their leader behaviour.

LEADERSHIP—AN INTERPERSONAL ENDEAVOUR

At the core of recent leadership research is the idea of influence. A leader's unique role is to influence others—if leaders aren't influencing, they aren't leading. To influence others is to interact with others, and this is expressed distinctively in a leader's interpersonal behaviour. Leadership is then an interpersonal endeavor and is about interpersonal interaction between the leader and the led. Personality researchers have identified two dimensions of this interpersonal interaction: *Agency* (or striving for dominance/control) and *Communion* (or striving for affiliation/friendship). These two dimensions are the basis of one of the most well

known conceptualisations of interpersonal theory—the *Interpersonal Circumplex*. The CLS360 is an integrative, comprehensive, and continuous model of leadership styles.

THE CLS360 LEADERSHIP STYLES

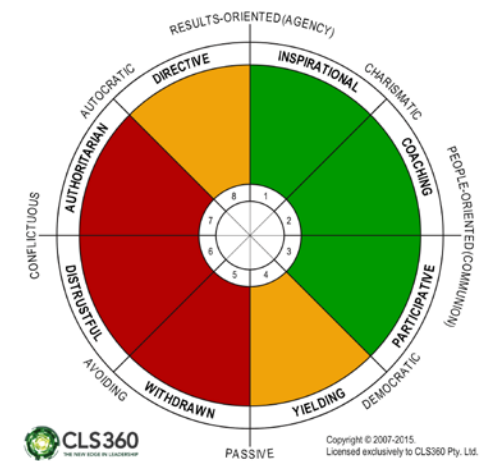
The Agency or "Results-Oriented" dimension on the CLS360 is positioned on the vertical or y-axis, and the Communion or "People-Oriented" dimension is positioned on the horizontal or x-axis. These two axes further divide the circumplex into four quadrants, which in turn are each divided in half, forming octants of eight equally spaced scales in a circular structure around the circumplex, representing eight different leadership styles. Mathematically the midpoint of each of these octants must be at 45 degrees of the midpoint of the adjacent octants.

Starting at the positive pole (top) of the Agency axis and going clockwise, the upper-right *Charismatic* quadrant has behaviours both high in Agency and high in Communion with the *Inspirational* and *Coaching* leadership styles; the lower-right *Democratic* quadrant, with the *Participative* and *Yielding* styles, is characterised by leaders who supervise from a distance, monitor results, and take action only when necessary: 'leadership by exception—active'; the lower-left *Avoiding* quadrant has behaviours that are

low in Communion and low in Agency with *Withdrawn* and *Distrustful* leadership styles; and the upper-left *Autocratic* quadrant represents the negative or darker side of leadership with the *Authoritarian* and *Directive* leadership styles.

The styles on opposite poles of the axes are negatively related; styles on orthogonal (right angle) poles are unrelated, while styles next to each other are closely related. Each style differs in its degree of Agency and Communion. All forms of these eight interpersonal leadership behaviour styles can in turn be viewed as a specific blend of the two basic dimensions of Agency and Communion.

The colours green, amber, and red are used as a traffic light metaphor to communicate and reflect the research findings pertaining to the effectiveness of the styles. Amber and red are also used to indicate/identify more extreme scores compared to the norm group. The green styles—*Inspirational*, *Coaching*, and *Participative*—create positive leadership outcomes as described in the leadership literature. The red styles—*Authoritarian*, *Distrustful*, and *Withdrawn*—whilst they might be part of a leader's behavioural repertoire, create less desirable leadership outcomes. The amber styles—*Directive* and *Yielding*—might be appropriate in some situations, but need to be used with caution and not over used.





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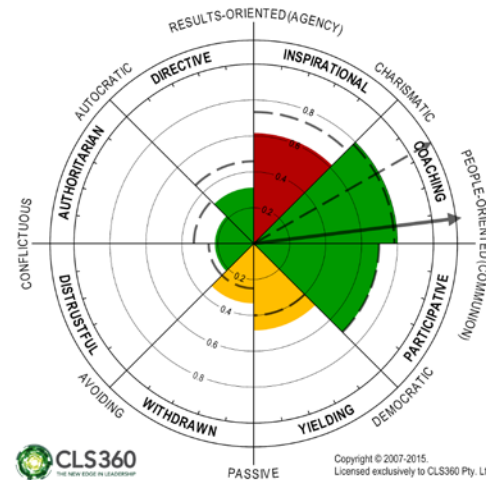
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8 LEADERSHIP STYLES

INSPIRATIONAL	Leaders stimulate and persuade employees through a clear vision, act decisively when performance and/or organisational problems arise, and motivate employees to perform optimally.
COACHING	Leaders show their appreciation for their employees and let them know how important they are; they stimulate through positive communication and listen to employees' opinions.
PARTICIPATIVE	Leaders include employees in all decisions and processes, easily accept and incorporate employees' suggestions, and show they understand the feelings and emotions of their employees.
YIELDING	Leaders are very flexible when interacting with employees and hesitate to provide guidance; they tend to put the employees' interests above the company's and avoid being the centre of attention.
WITHDRAWN	Leaders are personally and professionally absent, tend to avoid confrontations and responsibilities, and act too late when problems arise.
DISTRUSTFUL	Leaders are suspicious of employees' motives, tend to be quick and negative in their judgment, and stay distant from their employees.
AUTHORITARIAN	Leaders force employees to obey them, tend to be harsh on employees, and do not accept criticism.
DIRECTIVE	Leaders try to reach success in a competitive way, tend to actively monitor and correct employees, and behave firmly towards employees.

A defining feature of the CLS360 is the arrow or vector, which represents the direction and strength of the leader's use of all eight styles combined. The vector tells a lot about a leader's overall behavioural repertoire and flexibility to use these behaviours. The vector is a combination of the two axes—Agency, the vertical axis, and Communion, the horizontal axis.



FULL 360° VIEW

The CLS360 enables leaders to receive true 360° feedback on their leadership styles and behaviours through self-assessment and assessment by others. A unique characteristic of the CLS360 is that individual rater feedback is displayed. Raters can choose to be anonymous.

Circumplex Results Summary from CLS360 Feedback Report

