

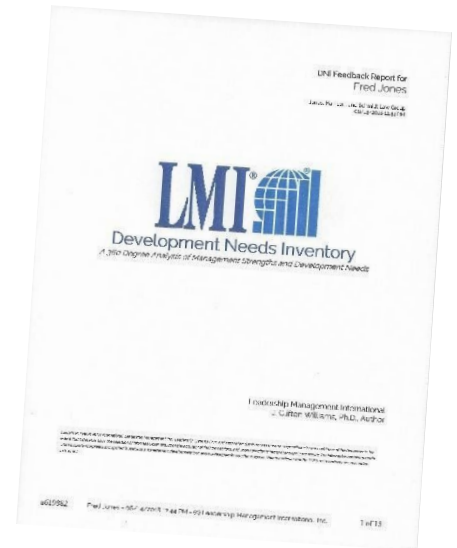


Leadership Management International, Inc.

DNi – Development Needs Inventory®

What is a Development Needs Inventory® (DNi)?

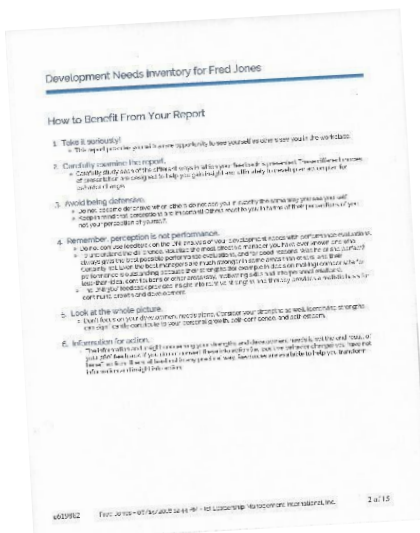
The Development Needs Inventory (DNi) is a 360 degree feedback tool developed by Leadership Management International, Inc. (LMI). Individuals receive feedback on their strengths and development needs across a comprehensive list of leadership and management competencies as perceived by others in the organization including managers, peers, and direct reports who have had an opportunity to observe the individual's behaviors on the job. The participating individual also completes a self-evaluation as part of the process. As a result, this approach became popularized as a 360 degree feedback technique.



Can the DNi be used as a performance evaluation or performance appraisal process?

The DNi is designed to enable managers to identify their leadership strengths and development needs. The DNi is based on three assumptions: 1) that every manager can become a more effective leader, 2) that improvement can best be made if managers are aware of their development needs, and 3) managers can best identify their development needs by comparing their self-perceptions with the perceptions of others. Even outstanding performers can grow and develop. In fact, it is often high performing managers who are most open to improvement. Therefore, the DNi is recommended for developmental purposes only and is not recommended as part of a performance evaluation or performance appraisal process.

Who should participate in a DNi?



The DNi is most commonly used to get performance feedback on managers and leaders in an organization encompassing ALL levels. It is a well-known fact, very few managers actually receive leadership training throughout their career. Instead, they tend to model or emulate those around them without knowing if the results are effective or they attempt a cookie-cutter approach to leading people even though each employee is uniquely different. The truth is that nobody is perfect and a manager's strengths tend to compensate for and mask their weaknesses.

Since the DNi does not result in a performance evaluation, most individuals do not object to participating in a DNi. If the process is properly explained, there is no reason for anyone to be threatened by it. The report produced helps managers, along with others, identify which areas of development are most likely to make their performance even more outstanding.

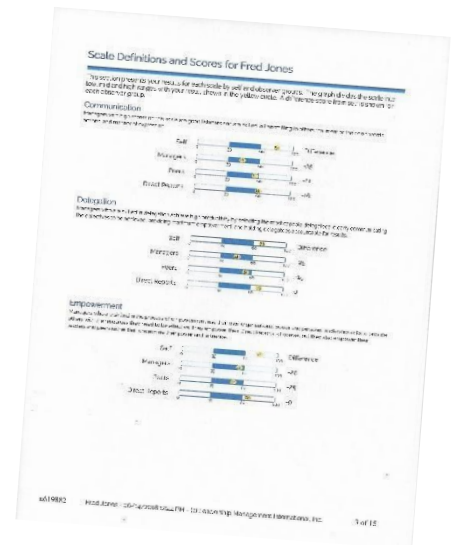
It is recommended that the individual being evaluated be in their current leadership role a minimum of six months prior to participating in a DNi. Please contact your LMI Representative for alternative options available for individuals with less than six months experience.

How does the DNi work?

Comparable data is gathered on a participating individual via an online assessment from individual(s) above them, individuals at the same level, and individuals lower in the organizational hierarchy. A self-assessment is also completed by the participating individual on himself/herself.

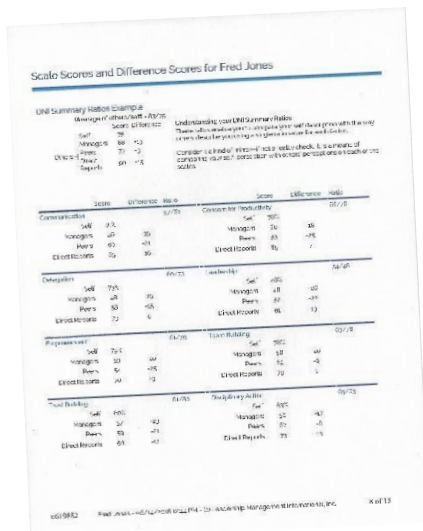
The online assessment can commonly be completed in about 20 minutes for each individual providing feedback. Thus, advanced planning and coordination are recommended to minimize the total number of assessments any one individual may be asked to complete. Observers who are called on to complete several assessments must make a time investment that is not always easy. They need to understand that their time investment is for a worthy purpose and that their investment of time can be spread out over a specified timeframe.

An LMI designated DNi Administrator will assist client companies throughout the entire process. After the 360 degree feedback assessment is complete, the individual being evaluated will meet with their manager and a certified LMI Executive Coach who will review the results of the feedback report, address questions that may arise, and assist in identifying appropriate areas of development.



What areas of leadership are evaluated?

The basic DNi assessment consists of nine Standard Scales and six Optional Scales – a total of 15 Leadership Scales or areas of leadership being measured. The DNi can be administered as a stand-alone service or can be incorporated into several of the LMI development courses. It is a standard offering with LMI's *Effective Leadership Development*® course and the 15 Leadership Scales identified compliments the course curriculum. For in-house programs, Optional Scales can be selected by the client company's designated coordinator or the Leader's immediate Supervisor/Manager. These scales should be the most important to the organization and by which the data will offer the most value and development insight for the Leader.



Standard Scales

1. *COMMUNICATION*

Managers/supervisors with high scores on this scale are good listeners and skilled in transmitting to others the intent of their own words, actions, and manner of expression.

2. *EMPOWERMENT*

Managers/supervisors who are skilled in the process of empowerment use their own organizational power and personal leadership skills to provide others with the resources they need to be highly effective. They empower their Direct Reports, of course, but they also empower their leaders and peers rather than attempt to undermine their power and influence.

3. *TRUST BUILDING*

Managers who are trust builders possess several interacting qualities such as personal integrity, technical competence, leadership skills, and excellent judgment that cause others to view them as trustworthy and make such managers centers of trust building within any organization or group of which they are a part.

4. *DECISION MAKING*

Effective managerial decisions reflect a sense of purpose, good judgment, personal integrity, and a balanced concern for organizational goals and the worth of the individual through whom those goals are achieved.

5. *INTERPERSONAL RELATIONS*

Managers/supervisors with superior interpersonal relations establish long-term relationships of trust, cooperation, mutual respect, and mutual support. When appropriate, they skillfully challenge, disagree, and confront others, but they do so without destroying these valued relationships.

6. *MOTIVATING SKILLS*

Managers/supervisors with superior motivating skills are effective in providing the rewards, inspiration, and trust that others need for peak performance. These skills are expressed in all relationships, not solely in relationships with direct reports.

7. *ADAPTABILITY*

Leaders who are adaptable serve as change agents within their organizations; they also change and grow as needed to deal realistically with current and anticipated changes—in markets, the economy, the needs and demands of individuals, and the culture in general.

8. *CONCERN FOR PRODUCTIVITY*

Managers/supervisors with a high concern for productivity accept full responsibility for achieving high productivity in the unit(s) they manage while, at the same time, fulfilling their responsibility to their employees, customers, and other stakeholders.

9. *LEADERSHIP*

By definition, effective leaders are highly influential. Whenever possible, they motivate with rewards, persuasion, trust building, and inspiration rather than intimidation and coercion. By these and other means, effective leaders transform subordinates into productive followers who share their values and goals.

Optional Scales

- A. *DELEGATION* is a leader's ability to achieve high productivity by selecting the most capable delegates, clearly communicating the objectives to be achieved, providing maximum empowerment, and holding delegates accountable for results.
- B. *TEAM BUILDING* characterizes leaders who are themselves team players and who inspire followers to develop a broad repertoire of job-related skills, to flexibly change roles as called for by each new situation, to be highly cooperative, and to collectively focus on achieving their assigned objectives.
- C. *PARTICIPATIVE LEADERSHIP STYLE* characterizes leaders who are effective in maximizing the contributions of their direct reports by involving them in decision making, quality and productivity improvement, and other managerial functions that less participative leaders reserve for themselves.
- D. *ASSERTIVENESS* is the free expression of one's right to communicate ideas, beliefs, opinions and feelings to others (in contrast to non-assertiveness, which is a failure to express those rights, and aggressiveness, which is communication that infringes on the rights of others).
- E. *PERSUASIVENESS* is a leader's demonstrated motivation and ability to influence others through reasoning, knowledge, expertise, and earned trust in situations where less persuasive leaders would influence by means of their formal authority (command and obedience).
- F. *DISCIPLINARY ACTION* refers to a leader's effectiveness in taking disciplinary action that is appropriate for the offense, timely, typically viewed as fair, and that is generally successful in preventing the reoccurrence of undesirable behaviors.
- G. *INITIATIVE* characterizes leaders who are self-starters; they solve problems they could easily ignore; they identify and take advantage of opportunities; they need little or no direct supervision.
- H. *PLANNING* is the process, appropriate at all levels of management, by which (1) leaders decide what they want to achieve and (2) develop appropriate strategies for achieving it.
- I. *CONTROL* refers to a leader's ability to communicate an organization's standards and expectations and to take appropriate action to make sure they are met. This scale places high value on *internal controls*—a leader's ability to control by inspiring followers to internalize the organization's vision, values, and goals rather than control with bureaucratic rules and fear of punishment.
- J. *TIME ORGANIZATION*, as operationally defined by the items in this scale, is leaders' wise and efficient use of time to achieve organizational objectives and their success in motivating and training their direct reports to do likewise.

- ### *Who should be providing feedback?*

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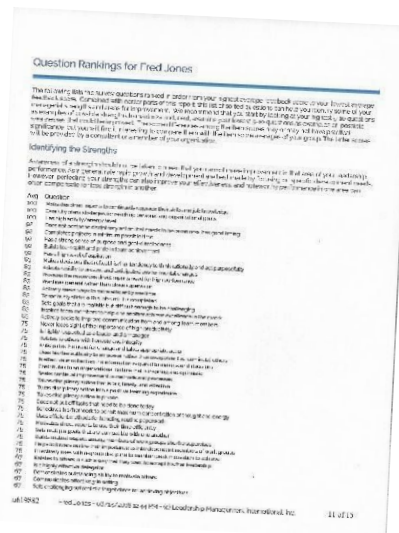
- “*Supervisor(s)/Manager(s)*”: called a “superior” or “boss” in traditional terminology; person or persons above the Leader whom the Leader reports either directly or indirectly.
- “*Peers*”: persons to the side of a Leader; individual who neither reports to the Leader nor is significantly higher or lower than the Leader in the organizational structure. The Peer need not be a line manager, but may be a staff professional, or perhaps, an administrative assistant who is qualified to give an informed and unbiased description of the Leader. Where possible, however, a Peer Observer should be a manager who occupies a position similar and parallel to the Leader and who interacts with the Leader. A minimum of three Peers are required.

- “*Direct Reports/Subordinates*”: persons below the Leader; individuals who reports to the Leader. A Direct Report may or may not be a manager depending on the position of the Leader. In some cases, individuals who are actually “indirect” reports may have valuable insights about a Leader and may, therefore, be included in the Direct Report grouping. A minimum of three Direct Reports/Subordinates are required. If a Leader has fewer than three Direct Reports, “indirect” reports can be included. These individuals may be team members directed by the Leader acting as a project champion or project leader.

Is feedback anonymous?

Individual responses are averaged across a Leadership Dimension and across an Observer group. Since the results are based on group averages, it is difficult for individual responses to be identified. Therefore, all Observer responses are anonymous, with one exception. If the Leader has only one Supervisor/Manager listed, this person’s individual responses will remain anonymous, yet the Leadership Dimension rating will have come from just one Supervisor/Manager’s individual responses.

It is critically important that the Observers be as honest as possible as their feedback provides a unique opportunity for the Leader to gain rare and valuable insights to make personal and organizational improvements. Feedback is not to be used as performance reviews or appraisals, pay adjustments, or in determining promotions.



How are results shared?

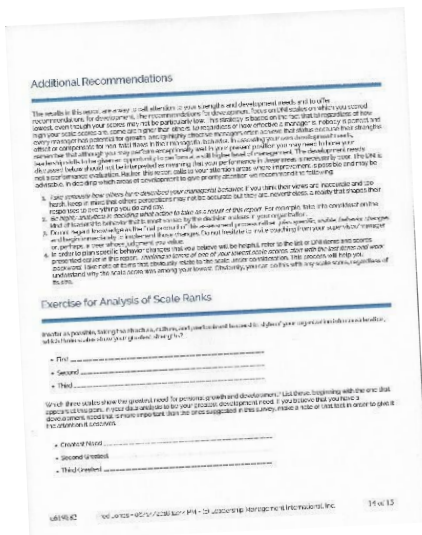
After the 360 degree feedback assessment is complete, system generated reports presenting the results in numeric and graphic formats are prepared. A certified LMI Executive Coach will meet with the individual being evaluated and their manager to review the results of the feedback report, address questions that may arise, and assist in helping Leaders bridge the gap between the insights they gain from their DNi reports and practical, on-the-job applications.

Commonly, companies utilize the DNi prior to a Leader’s participation in a leadership development program or initiative. The DNi can then be administered again approximately 12 months from the initial assessment giving enough time for constructive change to have occurred and become more or less habitual.

What are the benefits of a DNi?

When used as a development tool, the DNi offers a number of benefits. Although there is no guarantee that the potential benefits of the DNi will be realized, the probability becomes very high where the following conditions are present:

- 1) Senior management endorses the DNi process and encourages everyone involved to take it seriously;
- 2) Everyone involved understands that the objective of the DNi is constructive change, not just learning as an end in itself; and
- 3) Management follows up to make certain that Leaders receive the encouragement and support needed to make the transition from knowledge to action.



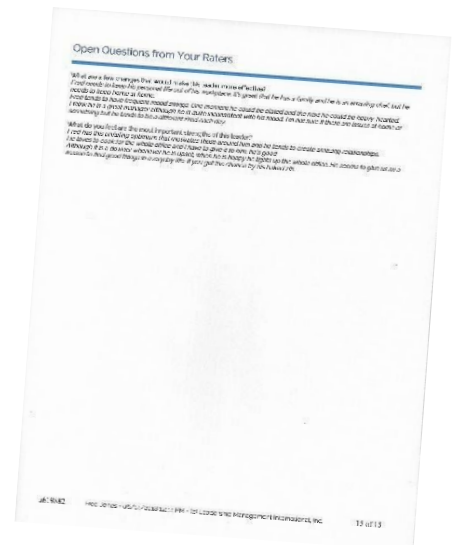
The DNi was designed with one primary objective in mind - to help Leaders lead more effectively.

Other objectives which support this primary objective are:

- To help busy Leaders identify their strengths and target the most pressing development needs.
- To guide Leaders in planning for their own leadership development and in moving from understanding to action.
- To provide information that will allow Leaders to make intelligent choices among alternative leadership practices.
- To call attention to the critical relationship between a company's structure, culture, and typical leadership practices and the success and failure of a given leadership style.
- To provide a framework within which companies can (1) make orderly transitions from traditional bureaucracies to flexible, rapid response organizations with team leadership or (2) make an informed decision not to make that transition.
- To help Leaders lead in ways that get results, are personally satisfying and morally sound, and empower rather than overpower subordinates.
- The DNi is based on the assumptions: (1) that all of a company's managers, including those who are regarded as highly effective, have potential for growth, and (2) that a company is best served when its managers at all levels are in agreement concerning a basic leadership philosophy and tend to practice essentially the same transformational leadership style.

Follow-up applications of the DNi deliver the following additional benefits:

- They identify improvement gains in leadership skills with objective numerical data and understandable graphic presentation.
- Awareness that a follow-up DNi will be forthcoming motivates Leaders to take seriously the challenge to make behavior changes.
- The actual follow-up DNi data increases motivation to accelerate the transition from ideas to action.



Disclaimer

Leadership Management, Inc. assumes no responsibility for the usefulness of DNi reports to the extent that it depends upon the selection of informed Observers, upon the accuracy of their perceptions, and upon how individuals interpret and apply the results. The information contained in the report, when properly interpreted and applied is useful as a management development tool and it is designed for no other purpose.