Leadership Development Assessments

The LMAP 360 Assessment

Unlike any other multi-rater instrument, the LMAP assessment provides highly personalized narrative feedback that has an immediate, positive impact.

> *My senior leadership team and I found the LMAP experience to be quite powerful and a catalyst for our team moving to another level of performance. The comprehensiveness of the instrument coupled with the quality and depth of the feedback was extraordinary. I think all leadership teams that want to be better aligned and more effective could greatly benefit from using LMAP.*
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> **— Jack Stephens, President and CEO**
> *Lakeland Regional Medical Center, Lakeland FL*

Most multi-rater assessments generate bar charts and numbers representing little more then a "data dump," that too often leave participants asking, *"What does this all mean? Why should I care? What can I start doing today to be less stressed and more successful?"* LMAP provides easy to understand graphic profiles of assessment results and a highly personalized narrative report, to definitively and concretely provide each leader with a clear picture of their strengths and areas of improvement. Participants are frequently stunned by how accurately the feedback narratives depict them, and immediately comprehend both their 'face-validity' and their practical use-value.

Research: The LMAP multi-rater assessment was developed within the context of a large, growing body of research showing a set of personality traits consistently associated with leadership effectiveness, along with common personality traits that derail performance. The LMAP Assessment is supported by extensive evidence of reliability and validity.

LMAP analyses use **The High Performance Leadership Profile**, an empirically-based benchmark supported by research with the 13 LMAP traits. Six traits are associated with high performance as depicted below (and many different combinations of these six traits can create a high-performance leadership style), five traits interfere with performance, and two traits operate as either assets or liabilities depending on what other traits are prominent in the profile.
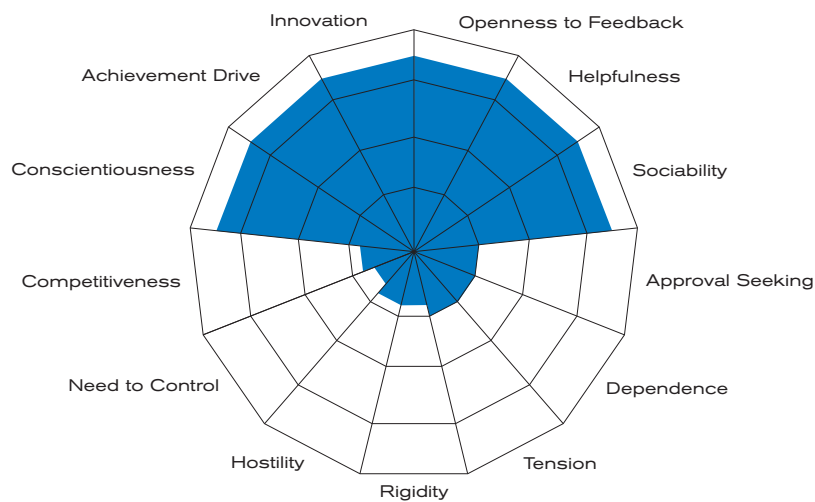
The High Performance Leadership Profile

The LMAP 360 Assessment   continued

An **LMAP Profile** typically includes a mix of behavioral assets and liabilities; few people have only high performance traits – most leaders have areas to develop where effective behaviors do not come naturally. Moreover, personality traits interact with and are influenced by the presence or absence of the other personality characteristics, which impacts effectiveness. LMAP proprietary technology analyzes these complex relationships, explicitly addressing areas of conflict or ambivalence, and focuses on how each unique combination of traits interact and impact leadership effectiveness. What makes LMAP unique is that from these complex analyses we produce an easy to understand narrative report.

> *I have participated in many assessments, but never one that had this profound an impact and a significant number of clear, easy to implement suggestions for improvement.*
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> *LMAP was the best value added feedback I have ever received … Great developmental tool.*
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> *I found the LMAP exercise to be particularly useful. I will take lessons from it with me for the rest of my life (may sound like an exaggeration, but I really believe it)*
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> — *from evaluations at Yale School of Management Executive Education Programs*

For each LMAP participant, an analysis of over 240 permutations of the 13 LMAP traits allows for the selection of the components that form a LMAP report, creating a highly personalized, compelling, in-depth narrative.

LMAP Reports compare a leader's profile to a large normative database for benchmarking and interpretation to examine:

- A leader's most prominent personality traits and notable blind spots
- How clusters of traits interact and create a unique leadership style
- How personality clusters operate in the real world as assets or as liabilities
- Ways to leverage strengths and manage counterproductive tendencies
- A range of resources for action planning and monitoring behavior change including:
    - Conversations to initiate, questions to ask, and ways to manage key discussions
    - Behaviors to use and to avoid
    - Exercises done independently and interactively with co-workers
    - Practical methods to maximize talents and take control of ineffective behaviors
    - Ways to keep motivated and stay interested in self-development
    - Websites, books, audio, video

The LMAP Assessment: Available in English, French, German, Simplified Chinese, Japanese, Korean, Portuguese; other languages by request.

LMAP Pulse Surveys: The LMAP Assessment *includes* automated Pulse follow-up surveys to measure and promote post-assessment behavior change. Most multi-rater assessments are one-time events; LMAP assessments are modeled on best-practices and include automated surveys for on-going feedback that drive behavior change.

Competency Models: The LMAP is personality-based and can be paired with competency models. Organizations can add custom competencies or use an extensive library of norm-based, validated competencies created by LMAP.

Assessment Audience: The LMAP Assessment is appropriate for use by Executives, Managers and Individual Contributor Professionals and is being used by a growing number of organizations, consultants, and University-based executive education programs.