Introduction

Reddin Assessments’ Effective Leadership Report is a tool that subjects the respondent to an assessment experience and enables a 360° view of the outcomes generated by her leadership styles. Those outcomes correspond to the behaviors that the people around her can perceive.

The terms for those leadership styles are taken from W.J. Reddin’s model, which posits the existence of 4 basic leadership styles and the consequences of bringing these styles to bear in one’s current work situation. We know that people will tend to be more effective if they adapt their behavior to the demands of their current situation.

W.J. Reddin removes personality from his model because it is a poor predictor of performance. He found that behavior is a more precise predictor. Effective leadership is thus redefined as the intelligent application of behavior.

The basic or preferred styles are:

- Separated: Leadership focus is control
- Related: Leadership focus is personal development
- Dedicated: Leadership focus is productivity
- Integrated: Leadership focus is innovation

These different styles point to some aspects of the person’s preferences. These preferences may change if the situation or the person changes.
W.J. Reddin showed there is no connection between a person’s preferences and effective leadership, which instead depends on intelligent application of behavior to a specific situation. If a person is capable of adapting her leadership style to the current situation, she will be more effective.

Reddin’s studies were incorporated into his thesis and eventually led to a theory known as 3-D, which posits the following notion: if a person employs a single style drawn from within, this behavior will be one-dimensional; if a person employs behaviors chosen for their form, it will be two-dimensional; however, if a person employs the behavioral style that’s required, it will be three-dimensional and thus more effective.

The 3-D theory makes two important contributions to leadership theory; it maintains that the situation can be evaluated and also demonstrates that the most appropriate behaviors are identifiable. Depending on the appropriateness of the managerial style employed in a particular real-life situation, eight Managerial Styles are possible: 4 that are highly effective due to their suitability to the real-life situation in which they are employed and 4 that are highly ineffective due to their lack of suitability. We also have included the impact produced by each style.

For example, if the Separated style is used in a situation in which that style is needed, the impact will be Bureaucrat and efficiency will be achieved. However, if the Separated style is employed in a situation in which a different style is needed, the impact will be Deserter and there will be stagnation. This contrast in outcomes occurs with all the styles.
The Report

This report allows up-to-date information to be gathered about the impact of the person’s behavior on her current work situation and enables the impact of her behavior to be diagnosed. It bears mentioning that we recommend using this assessment as an evaluation tool once a year if your work situation has been in flux.

The report is to serve as a document that allows individuals to reflect and undertake:

- Behavioral changes that allow them to be more effective and less prone to burnout.
- Structural changes that allow them to migrate to a more effective style.

This document also will enable this individual to confirm some behaviors perceived by others, as she may not necessarily be aware of the impact they are having.

The Effective Leadership Report is frequently used as a 360° exercise that contrasts one’s self-perception with other people’s perception; in so doing, it becomes a part of formal evaluation and development processes.
Leveraging a candidate’s preferred style can be an easy way to influence her. Furthermore, in a conversation, that is the language that is most meaningful to the candidate. The person will be encouraged to incorporate aspects of her basic style in developing her action plan. This in turn will make it easier for the individual to incorporate new approaches.

Information About Her Preferred Style

Her management style is characterized by an insistence on getting maximum benefit from the most highly trained people’s knowledge and experience, which continually produces work overloads on talented personnel. In her inner conscience, Kristen Burns (Sample Report) recognizes the value of her employees’ contribution but does not express it orally to avoid excessive confidence. She prefers to retain the right of demanding at any time, instead of creating instances where she would have to grant concessions. The work pressure produced stimulates a certain amount of creativity and relative freedom of action. Due to her ample repertory of conducts, Kristen Burns (Sample Report) leans more toward responsibilities with low administration and paperwork requirements, for which reason her communication tends to be more oral than written and her interaction rather informal. She is willing to participate at any time, though sometimes immaturely and without originality.
Predictive Style

- Bureaucrat
- Developer
- Benevolent Autocrat
- Executive
- Deserter
- Missionary
- Autocrat
- Compromiser

The predictive style gauges how the candidate will conduct herself in unknown situations. Sometimes it represents the person’s immediate response to a challenge. It is important to include this variable when establishing the development plan because we will be able to predict some strengths and weaknesses pertaining to the individual’s behavioral reactions.

For example, efficiency is the predicted outcome of the bureaucrat style, while stagnation is predicted of the deserter. Development of others’ potential is predicted of the developer, whereas tolerance is predicted of the missionary. Productivity is predicted of the benevolent autocrat and authoritarianism of the autocrat. Synergy is predicted of the executive, while complacency is the predicted outcome of the compromiser.

Recommended Responsibilities

- Responsibilities in functional supervision of competent and competitive groups, in charge of complex tasks that the person clearly masters.
- Responsibilities in areas where results depend directly upon applying authority over superior and employee personnel, with reserved authority over same-level colleagues (peers).
- High level of interaction with organizational sub-units in areas where the person is strong, with well-defined authority limits.
- Direction of complex structured tasks where productivity and quality are important.
- Responsibility for optimizing task processes.
- Variable, unpredictable and tense environment.
Effective Leadership Index

- **Very Low**
- **Low**
- **Moderate**
- **High**
- **Very High**

Effective leadership index measures how suitable the person's behavior is to her current situation. A highly effective person is able to achieve results with less effort, and this allows her to spend more time on the future than on the present.

**Information About Her Leadership**

This is a person of high effectiveness who likes to direct her own efforts and those of the persons who work around her to get results in the shortest time possible. Kristen Burns (Sample Report) is concerned with satisfying determinate purposes; she is demanding but shows trust in her employees and opens communication channels with them if she can thus achieve foreseen results. She influences her people through her own dedication to intense work, motivating them by means of different incentive plans based on quality and quantity.

Similarly, Kristen Burns (Sample Report) is interested both in people and the specific task. She obtains results by adequately coordinating the work of the people around her, and seeks to effectively maximize the efforts of others, setting high performance standards. Her high effectiveness helps her influence others to obtain high production standards, managing for them to identify with organizational objectives in order to generate integration.

The impression is that of a self-reliant person, who defends her knowledge and conviction with determination and fierceness, attacking continually with the same intensity. This self-confidence and the authority figure it represents do not always get good results, because on many occasions Kristen Burns (Sample Report) uses authority even when the situation demands another type of behavior, she then exhibits aggressiveness, criticism and threats. She demands immediate results over and above any other consideration. Kristen Burns (Sample Report) is found to be an impulsive, impetuous, vehement, obsessive and intransigent person. She leads people to develop their maximum effort, which almost never receives recognition at the proper time.

When the situation so requires it, her characteristic is orderly and scrupulous action. Kristen Burns (Sample Report) then functions apart from others, and may even exhibit obsession and fussiness with details. She is inclined toward the correction of deviations, use of logic, rationality, as well as the exercise of strict controls. Kristen Burns (Sample Report) keeps the enterprise in order and is less personally involved with the problems of others, so that she obtains results and is recognized in the area of basic administration.
Resistance to Change Index

- Very High Level
- High Level
- Moderate Level
- Low Level
- Very Low Level

The resistance to change index provides a summary of the behaviors through which the person resists the organization’s change efforts, whether by preferring that other people change, that the structure changes, or that relationships within the organization change, or by conforming to an unnecessarily extreme degree. A very resistant person lacks coherence. By contrast, a person who shows very little resistance comes across as very coherent in the face of change, leaving aside emotions to focus exclusively on what really adds value and enables change to be carried out most effectively.

Information About Her Resistance to Change

Because of her mental structure, Kristen Burns (Sample Report) is a person who resists change only when it goes against her own values or she is unconvinced about the capability and knowledge of whoever proposes it. However, her high effectiveness and interest in individual needs indicate that she manages to adapt her behavior to new or changing situations, even if this requires a change in her decisions. Kristen Burns (Sample Report) is perceived to be someone who generally likes to listen to the opinions of others before arriving at conclusions.

If things do not work out as foreseen her first reaction is resistance to change, Kristen Burns (Sample Report) then becomes threatening and acts aggressive and harsh, trying to impose her own criteria. However, the experience she has makes it possible for her to become aware that this method does not produce desirable results, and she opens up to both change and the opinion of others, thereby achieving high effectiveness.
## Balance of Applied Styles

<table>
<thead>
<tr>
<th>Style</th>
<th>Rejected</th>
<th>Incipient</th>
<th>Supportive</th>
<th>Dominant</th>
<th>Net Balance</th>
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<tr>
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<td>55</td>
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<td>75</td>
<td>(20)</td>
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**Rejected Styles:** Those the person does not prefer in her current situation.

**Incipient Styles:** Those that could likely surface when she is under pressure in the future.

**Supportive Styles:** Those that are evident when she is in a stress- or pressure-filled environment.

**Dominant Styles:** Those that have been frequently evident over time in her current situation.

**Net Balance:** The result of subtracting styles of low effectiveness from those that are highly effective.
Level of Vulnerability

The vulnerability assessment measures the degree to which the person employs an inappropriate leadership style in managing the work environment, driving task execution, and managing interpersonal relations. When an individual has a high level of vulnerability, she will tend to waste energy on work environment management, task execution, and interpersonal relations. A person with a very low level of vulnerability applies energy intelligently and therefore tends to save energy and get more accomplished.

Information About Her Vulnerability

Kristen Burns (Sample Report) usually establishes interpersonal relationships for work motives exclusively and is found to be very demanding and exacting with a tolerance margin that is too strict. Any lack of compliance relating to her orders generates noisy irritation together with sharp aggressiveness; thus, her reaction for control of the situation rather takes the form of a persecution attitude. When reaching the point of confrontation upon the evident lack of compliance, she reacts in a surprising manner exhibiting unexpected understanding which she expresses in terms of transitory tolerance. She may perhaps try giving some advice, but before having finished giving it she will have again fallen into a frame of distrust and resentment.

Her vulnerability is due to her being a person who continually feels required to employ her maximum effort and thus become effective. Her normal state is striving to keep up-to-date. The small advantages she obtains represent a breathing spell for her before again facing growing pressures.
Level of Effectiveness Under Pressure

- Very Low
- Low
- Moderate
- High
- Very High

The effectiveness under pressure index measures the person’s ability to adopt the right behavior amid unexpected situations and mounting pressure. A very high level means the person is capable of responding with coherent and highly impactful leadership. A very low level means the opposite.

Information About Her Effectiveness Under Pressure

Her ample repertory of conducts makes it possible for her to be more objective under certain pressure situations. On occasions, her openness allows her to appreciate various viewpoints, thus obtaining a more complete version of reality. Kristen Burns (Sample Report) clearly identifies where to use prudence, patience and restraint, where strength and drive, and up to what point tolerance and autonomy. However, when her authority role is not well-defined or in some tense situations, it is difficult for her to distinguish when to say “yes” and when to give a negative, thus diminishing her effectiveness.

Kristen Burns (Sample Report) successfully solves complex environments. Her maturity and balance enable her to achieve integration in a highly effective manner. Her intelligence and experience enable her to most of the time face changes or pressure with calm and efficiency, as she relies on her people to achieve group solutions and decisions.

Her reliability decreases when facing problems and conflicts or when her authority role is not clearly defined. Kristen Burns (Sample Report) suppresses conflicts by the inadequate use of authority, exerting more power than her position grants. She makes decisions without consulting anyone, imposes criteria and demands immediate results by force.

Kristen Burns (Sample Report) is normally interested in complying and getting others to comply with superior decisions and orders. She then likes to work apart and remain distant from people and their tasks, as she will at all times prefer for people to respond with sufficient responsibility and common sense, following instructions. She is then highly effective in aspects of basic administration and organizes her environment to create order and discipline.
Level of Decision Making Autonomy

The decision-making autonomy index measures the degree to which the person shows the self-assurance to make decisions and take risks with or without support from the organizational structure. A high degree means the person is capable of making decisions autonomously without creating organizational risks. A low degree means the person must lean on the support provided by the organizational structure, which provides her with a feeling of security. The organizational structure includes hierarchical power, systems, policies, and procedures.

Information About Her Decision Making Autonomy

Because of her mental structure, Kristen Burns (Sample Report) exhibits understanding and consideration toward others' feelings, as long as their results are within established minimum expectations and have been made known previously. She upholds the principle that people should be motivated to get their maximum productivity but on no other condition. She is therefore capable with certain effectiveness handling both structured and ambiguous, complex environments.

Due to the ample repertory of conducts presented and her flexibility, Kristen Burns (Sample Report) is capable of facing unstructured environments of low definition; she likewise possesses good capability for facing violent and unexpected changes. She prefers an environment of companionship and cordiality, and at the same time adherence to basic operating rules is important for her when necessary. She understands the essence of guidelines as well as their practical application. Thanks to this ability, she generally identifies with rapidity what is important in any situation, without scrimping on resources needed for its correct implementation.

Kristen Burns (Sample Report) strives to provide an environment of security and cooperation with her people; likewise, she will when necessary be willing to comply with superiors' orders in full detail. She is a person for whom it is important to have an intelligent and effective superior, who defines clearly the scope of her authority, keeps her informed and takes into account her opinions with respect to decision-making.
Relationship with Others

Below is a list of recommendations that will help the person identify how to more effectively manage her relationship with others. These include the need for status, suggested number of direct reports, characteristics of the ideal team and information about the interaction with associates and team members, and colleagues.

Need for Status

- Not very important to the person
- Irrelevant to the person
- Important to the person
- Very important to the person

If a person has very little need for status, it’s best not to offer her status-linked incentives; by contrast, if an individual has a very elevated need for status, we recommend offering her these satisfiers.

Suggested Number of Direct Reports

- 2-4 Direct Reports
- 3-5 Direct Reports
- 4-6 Direct Reports
- 5-7 Direct Reports
- 6-8 Direct Reports
- 8-10 Direct Reports

We obtained this numerical value from a study we conducted among more than 100,000 managers worldwide. We found that people with high task orientation may be able to manage a larger number of people. This is not a reflection of how effectively they manage people, but only of how many individuals can be placed under their supervision.
Characteristics of Her Ideal Team

Kristen Burns (Sample Report) will be more effective if she associates with people who are:

- Hard-working and amenable, with some need for freedom of action.
- Noble and loyal, proud of her boss's professional competence.
- Competitive when taking part in creative initiatives
- Accessible and highly adaptable.
- Able to take on tasks aimed at boosting productivity.

Relationship with Her Team

The success of your leadership depends on your correct alignment with your team.

Situations where the person is effective in the interactions with their team:

- She relies on the weight of her hierarchy to get positive influence on her employees. She maintains impersonal relationships that are highly oriented toward results, emphasizing the continuous perfection of details and improvement of administrative efficiency. Her formality underlines relationships with her employees, with a tinge of professionalism.
- If so required, she becomes personally involved in the work of her employees and participates in planning and problem-solving. She likewise involves them in her own work and is open to influence in order to improve plans and problem-solving. She achieves integration with the organization and thus increases her capability of generating results.

Situations where the person can be vulnerable in the interactions with their team:

- She does not do what is needed in matters of her employees. Aggresiveness makes it difficult for her to have relationships with others because she easily provokes feelings of discomfort and unwillingness, thus feeding a vicious circle that gets worse with time and ends up in a frame of extreme authority and submission.

We Recommend sharing these conditions with your group colleagues.
Influence of the Environment

Work practices that are part of the organizational culture can influence the person’s managerial preferences. For example, there are organizational cultures that place greater emphasis on the management of interpersonal relations than to task execution management and the work environment. This can cause the person to adopt that same focus.

The organizational culture therefore plays a role in influencing the person’s priorities:

- Manage your managerial environment: 29.9%
- Manage managerial tasks: 30.8%
- Manage interpersonal relationships: 39.4%

These three variables are situational and enable awareness of where the person is focusing her energy. If the environment were to change and/or the person thinks that reorganizing her priorities would make her more effective, it would be worthwhile to undertake some changes and later measure their effectiveness.