

## LAQ™ FACT SHEET

Most people now recognise that successful organisations are the product of distributive, collective and complementary leadership. A diverse group of carefully selected individuals can be structured to become a highly effective team that delivers much more than the sum of its parts.

The LAQ™ is a 360° feedback instrument designed by Manfred F. R. Kets de Vries to help executives identify their dominant leadership archetypes (the way they deal with people and situations in an organisational context), match strengths and competencies to particular roles and challenges, and identify organisational situations in which a particular leadership style could be most effective. Used with an intact team, the LAQ™ can be used to explore team configurations and identify constellations are needed for team success.

### Objectives and Dimensions

The LAQ™ helps executives analyse themselves and those they work with, identify specific leadership styles, and then think about what it's like to work with people demonstrating certain dominant behaviours. Based on decades of experience teaching and consulting with executives in global companies, we have identified eight leadership archetypes within successful organisation.

These eight leadership archetypes are:

- The strategist – leadership as a game of chess
- The change-catalyst – leadership as a turnaround activity
- The transactor – leadership as deal-making
- The builder – leadership as an entrepreneurial activity
- The innovator – leadership as creative idea generation
- The processor – leadership as an exercise in efficiency
- The coach – leadership as people development
- The communicator - leadership as stage management

### Who is the LAQ™ designed for?

The LAQ™ is designed for a broad range of leaders, including CEOs and top executives, junior executives, mid-level managers, and organisational directors working in profit and non-profit organisations.

### Questionnaire structure

- 48 questions, including a comments section for observers
- Takes 10-15 minutes to complete
- Psychometrically-validated and normalised against global executives
- 360° feedback from between 7-15 observers (Members from two different teams, and a third category for people inside or outside the organisation, for example, clients or people from other departments or subsidiaries)

### **What outcomes can I expect after taking the LAQ™?**

The LAQ™ serves as an essential resource on your leadership journey and is an ideal tool for examining your leadership strengths, role in the team as well as the leadership configuration of your team and then taking steps toward improvement.

As a result of the LAQ™ feedback process you will be able to:

- Understand the eight leadership archetypes
- Assess your strengths and weaknesses against those archetypes
- Explore gaps in perceptions between the Self and Observers' scores in order to determine "blind spots"
- Develop a personal action plan to improve leadership effectiveness
- Evaluate the effectiveness of your team's role configuration
- Work with your team to develop an action plan for improving team effectiveness

### **How can I interpret the outcomes?**

For any 360° feedback system to be successful, it is advisable that KDVI instruments be used only for developmental purposes, not for making administrative decisions about promotions and remuneration. The focus is not to impose a judgement on individuals, but to open up possibilities for development and change. We also strongly recommend that the LAQ™ be used in conjunction with a coaching intervention with a professional executive coach, with a formalised action plan and follow-up as an outcome.

When the LAQ™ is undertaken by a leadership team, the debriefing is typically facilitated by the qualified coach in small subgroups enabling a mutual exchange and support process going forward and providing a collective leadership team overview that is not available otherwise. KDVI also offers an advisory service should assistance be required in the use of the instruments, understanding the reports and any other related questions that may arise. For more information, please send an e-mail to [tools@kdvi.com](mailto:tools@kdvi.com).

### **Anonymous feedback and confidentiality**

The LAQ™ is designed so that Observers remain anonymous.

Participants choose their own observers and teams. In order to preserve anonymity in the feedback report, we highly recommend that participants to choose at least 2 observers per team category. If there is only 1 observer per category, that observer category will not be visualised in the feedback report or may be combined into the "Other" category.

All information and data is treated confidentially. Results are not given to anyone without the participant's permission, except the participant and/or coach.



## Pricing

### LAQ™ - FULLY ADMINISTERED SURVEY

Fully administered service per participant	£170.00
Participant Workbook	£30.00
Facilitator's Guidebook	£100.00

For our customers who wish to purchase a large number of Development Tools we can offer volume discounts.

All our reports are now delivered as PDFs exclusively. However, if you require hard copies, we can accommodate your needs. Printing and shipping solutions can be priced upon request.

### Available Languages

The LAQ™ is available in English, French, German, Russian and Dutch.

### What services are available if I choose the LAQ™?

- Full administration of the entire survey process from start to finish, including progress reports and reminders to participants and observers at regular intervals.
- Helpdesk for participant queries by email to [support@kdvi.com](mailto:support@kdvi.com). There is normally a same day response to queries.
- Private and confidential dispatch of PDFs of reports by email at the end of the survey, or one set of printed reports and participant workbooks sent by DHL tracked delivery (at additional cost).
- Analysis and feedback on the report results on request.

Any other questions? Contact one of our advisors at [tools@kdvi.com](mailto:tools@kdvi.com) or the LAQ™ webpage at <https://www.kdvi.com/tools/19-leadership-archetype-questionnaire>.

[www.kdvi.com](http://www.kdvi.com)