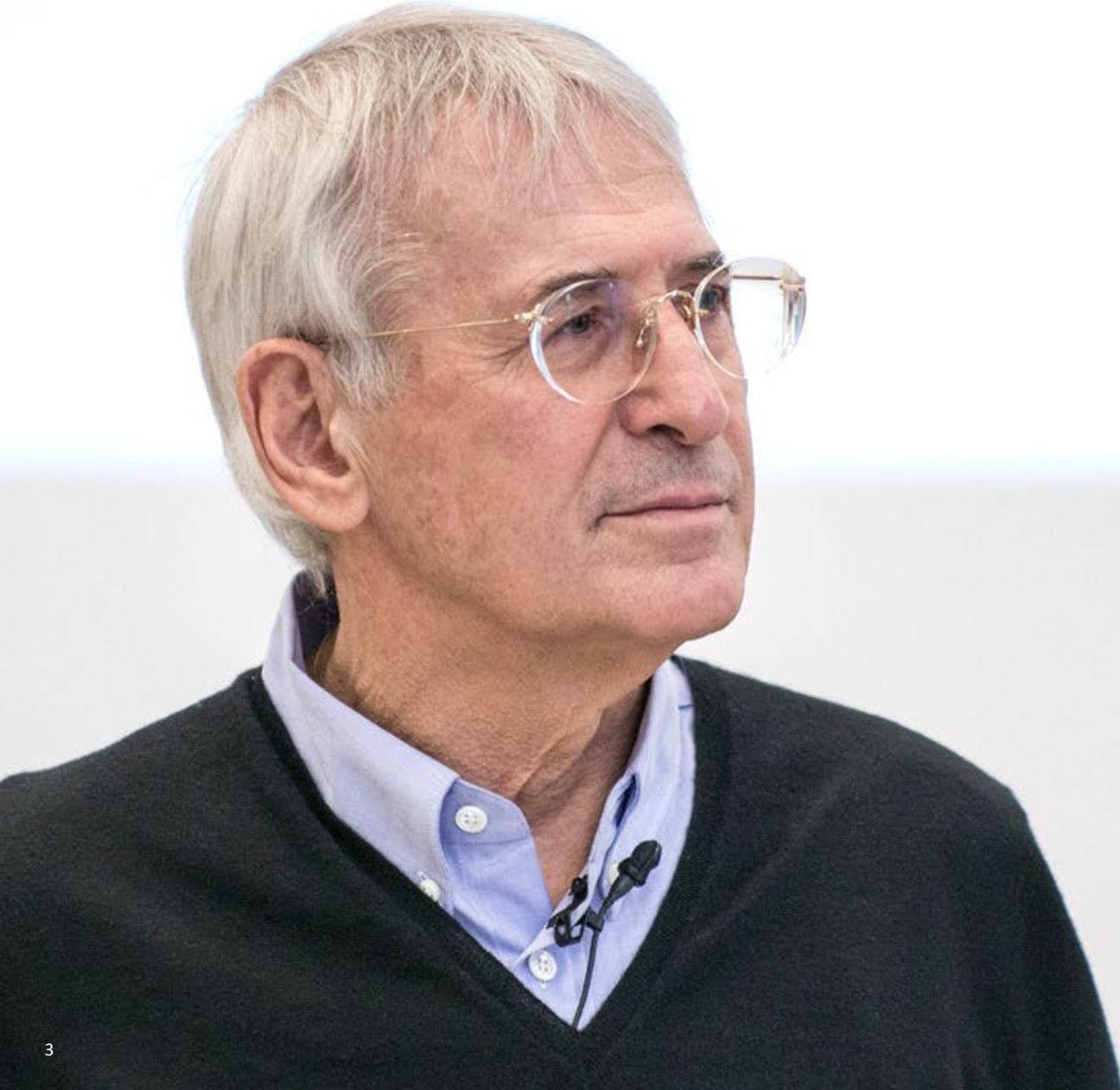




KETS DE VRIES
INSTITUTE

Diagnostics



“Diagnosis and feedback can be the beginning of an introspective journey and set into motion honest self-evaluation. Self-exploration can help executives with one of the most difficult leadership tasks they may ever face: changing themselves.”

Diagnostics

Diagnostics help us understand the context and specific needs of leaders and the organisation. Feedback is used to tie the learning and development journey to specific goals, objectives and interventions.

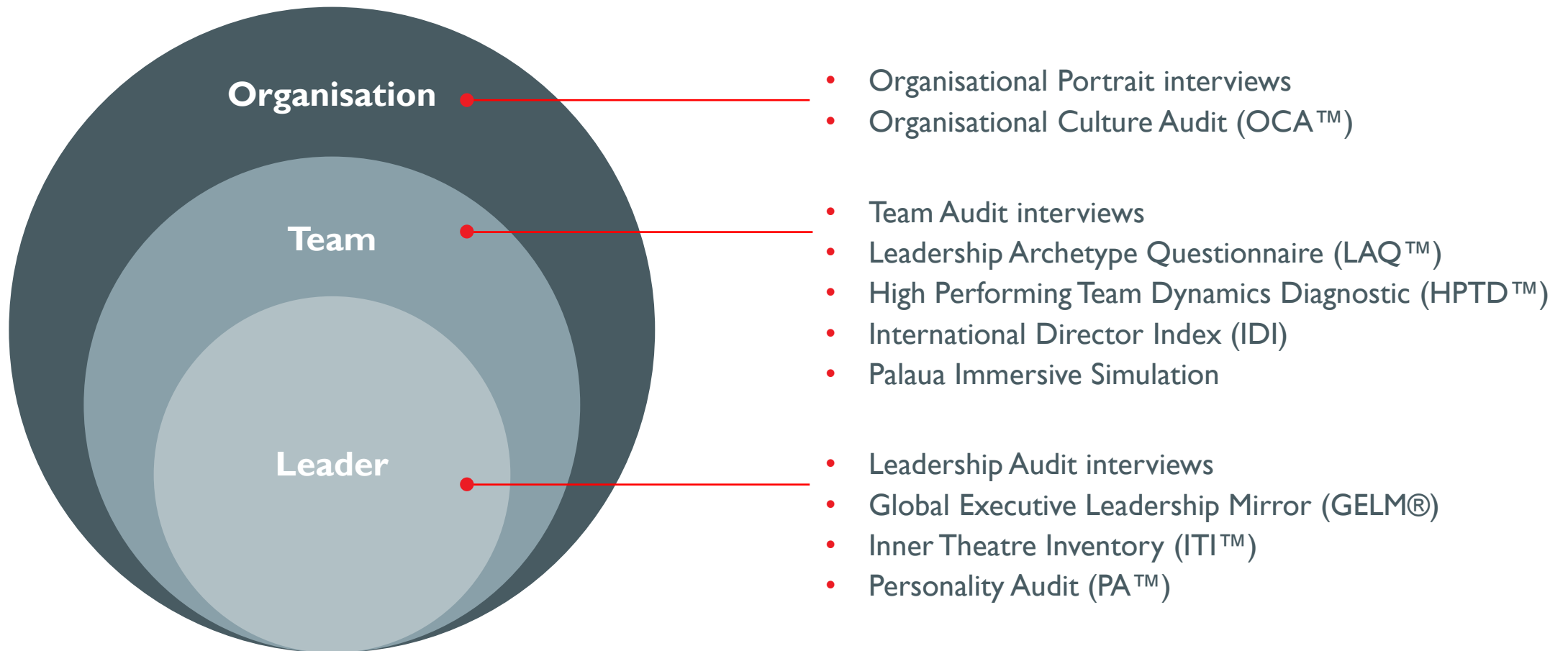
Our solutions include:

- **Stakeholder interviews**
- Psychometrically validated **360° feedback tools**
- **Immersive simulation** on leadership, group and organisational dynamics
- Additional **data analysis**
- **Client-specific** diagnostics



Diagnostics

Our diagnostics support leadership development and organisational effectiveness on three levels:



Our ethics

We strive to ensure that our diagnostic tools are used in an ethical, responsible manner. Our guidelines ensure that respondents receive accurate and meaningful information about their results.

How we structure the diagnostic process

- We use diagnostics for development rather than assessment
- We strive to create an open environment for critical and honest feedback
- We seek broad organisational engagement
- Participation in the process is voluntary
- Responses are confidential, unless agreed upon

How we interpret the results

- We develop a relationship of mutual trust with our clients
- Our clients play an active role in sense-making
- We focus on strengths and areas of development
- We help clients explore and deal with defensive reactions



THE KETS DE VRIES INSTITUTE

For Leaders



For Leaders

We offer the following diagnostics to help leaders to better understand strengths and areas for development.

Leadership Audit interviews

The Leadership Audit consists of in-depth conversations with key stakeholders on leadership, team dynamics and organisational culture. Through customised interviews, we gather contextualised feedback to inform the development needs of a leader.

- **The Global Executive Leadership Mirror (GELM[®])** investigates the daily actions and behaviours of effective global executives and enables leaders to gain better awareness of their strengths and areas of development.
- **Inner Theatre Inventory (ITI[™])** can be used by individual leaders to identify the anchors that drive their behaviour, understand what motivates them and develop a lifestyle congruent with their values and belief systems.
- **Personality Audit (PA[™])** is an individual instrument oriented around personality traits that are influential in organisational and personal relationships, which supports a better understanding of interpersonal relationships, recurring conflict patterns and the meaning of one's actions and experiences.

Leadership Audit interviews

The Leadership Audit consists of interviews with the leader and selected observers to gain a sharper focus on long-term leadership goals and development needs.

These interviews are a high-touch diagnostic approach often utilised with senior leaders for whom a personalised conversation can be more appropriate.

A participative interview process increases self-awareness and can be a dynamic process to trigger reflection and change.

A report summarising key findings can be used in leadership coaching and development sessions.

The stakeholder interviews outline a set of priority development areas anchored in the current reality and aspirations of leaders.

Topics covered include:

- Strategy and role
- Achievement and challenges
- Leadership strengths
- Developmental areas
- Future challenges
- Explicit and underlying issues
- Broader context – the leader within a system
- Client-specific questions or areas to explore

Global Executive Leadership Mirror (GELM®)

Ideal for examining leadership behaviour roadblocks and taking steps toward improvement.

The **GELM®** is the result of a decade-long research project spearheaded by Manfred Kets de Vries at INSEAD to investigate the daily actions and behaviours of effective global leaders. Designed for executives, this 360° feedback tool can help leaders compare their self-perceptions to how others perceive them to gain better awareness of their strengths and areas of development.

- 110 questions, 20-25 minutes to complete
- Observers from four categories: superior, co-worker, direct report & other
- Language: English, French, Russian, Spanish, German, Dutch, Italian, Bulgarian and Korean (Chinese in development)

Leading Self

1. Emotional intelligence
2. Being exemplary
3. Tenacity & courage

Leading Teams

4. Team building
5. Empowering
6. Coaching & feedback

Leading the Organisation

7. Visioning
8. Energising
9. Ability to Execute
10. Change Orientation

Leveraging Networks

11. Client & stakeholder orientation
12. Networks & alliances

Life Indicators

13. Life stressors
14. Well-being resources

Perceived Performance

15. Achieving results
16. Developing people

Personality Audit (PA™)

Supports a better understanding of interpersonal relationships, recurring conflict patterns and the meaning of our actions and experiences.

The **PA™** is a 360° feedback instrument that helps leaders reflect on their motivations and the way they relate to others, both inside and outside the work environment. It provides insights into interpersonal relationships, recurring conflict patterns, and the motivation for one's actions and experiences.

- 42 questions, 15 minutes to complete
- Observers from seven categories:
 - Work:* superior, co-worker, direct report, other
 - Personal:* Spouse, family members, friend
- Not anonymous (to allow for specific follow up)
- Language: English, French, Russian, Spanish & German

7 major personality dimensions presented as polarities

1. Low / High Self-Esteem
2. Vigilant / Trust
3. Laissez-faire / Conscientious
4. Self-Effacing / Assertive
5. Introverted / Extroverted
6. Low-Spirited / High-Spirited
7. Prudent / Adventurous

Inner Theatre Inventory (ITI™)

Understand the key drivers in our life and develop a lifestyle congruent with our values and belief systems.

The **ITI™** is designed to help leaders identify and reflect on what motivates them, the major life anchors in their inner theatre, and discover how to create a life that is congruent with their values and beliefs.

- 22 questions, 15 minutes to complete
- Observers from seven categories
Work: superior, co-worker, direct report, other
Personal: spouse, family members, friend
- Not anonymous (to allow for specific follow up)
- Language: English, French & Russian

22 Life Anchors

- | | |
|---------------------------|--------------------------|
| 1. Achievement | 12. Money |
| 2. Aesthetics | 13. Order |
| 3. Affiliation/Attachment | 14. Power |
| 4. Autonomy/Independence | 15. Pride |
| 5. Care | 16. Recognition |
| 6. Exploration/Learning | 17. Revenge |
| 7. Food/Eating | 18. Security |
| 8. Health/Well-being | 19. Sensuality/Sexuality |
| 9. Honour/Integrity | 20. Spirituality |
| 10. Lifestyle Quality | 21. Status/Rank |
| 11. Meaning | 22. Voice |

Read about [The Many Colors of Success: What do executives want out of life?](#)
 View a [sample report](#)



THE KETS DE VRIES INSTITUTE

For Teams



For Teams

We offer a number of diagnostics to support team building and development.

Team Audit interviews

The Team Audit consists of in-depth conversations with team members on dynamics, challenges and development areas. Through customised interviews, we gather contextualised feedback to inform the development needs of a team.

Immersive Learning: The Palaua Simulation

The simulation allows leaders and teams to experience group dynamics, explore the challenges encountered and find ways to work together effectively.

360° Feedback Tools

- **Leadership Archetype Questionnaire (LAQ™):** Identifies the role leaders play in a team and matches leader's strengths and competencies to particular roles and challenges.
- **International Director Index (IDI):** Explores how directors operate in a Board context and how they deal with people, problems, conflict and time pressures.
- **High Performing Team Dynamics (HPTD™):** Explores team dynamics, how the team is operating and what it would like to leverage and develop to become more effective.

Team Audit interviews

The Team Audit consists of interviews by a KDVI Associate with team members and other stakeholders to gain a sharper focus on team development needs.

A report summarising key findings can be used in team coaching and development sessions.

Interviews are a high-touch diagnostic approach often employed with Board and Senior Leadership Teams for whom a personalised conversation can be more appropriate.

Topics covered include:

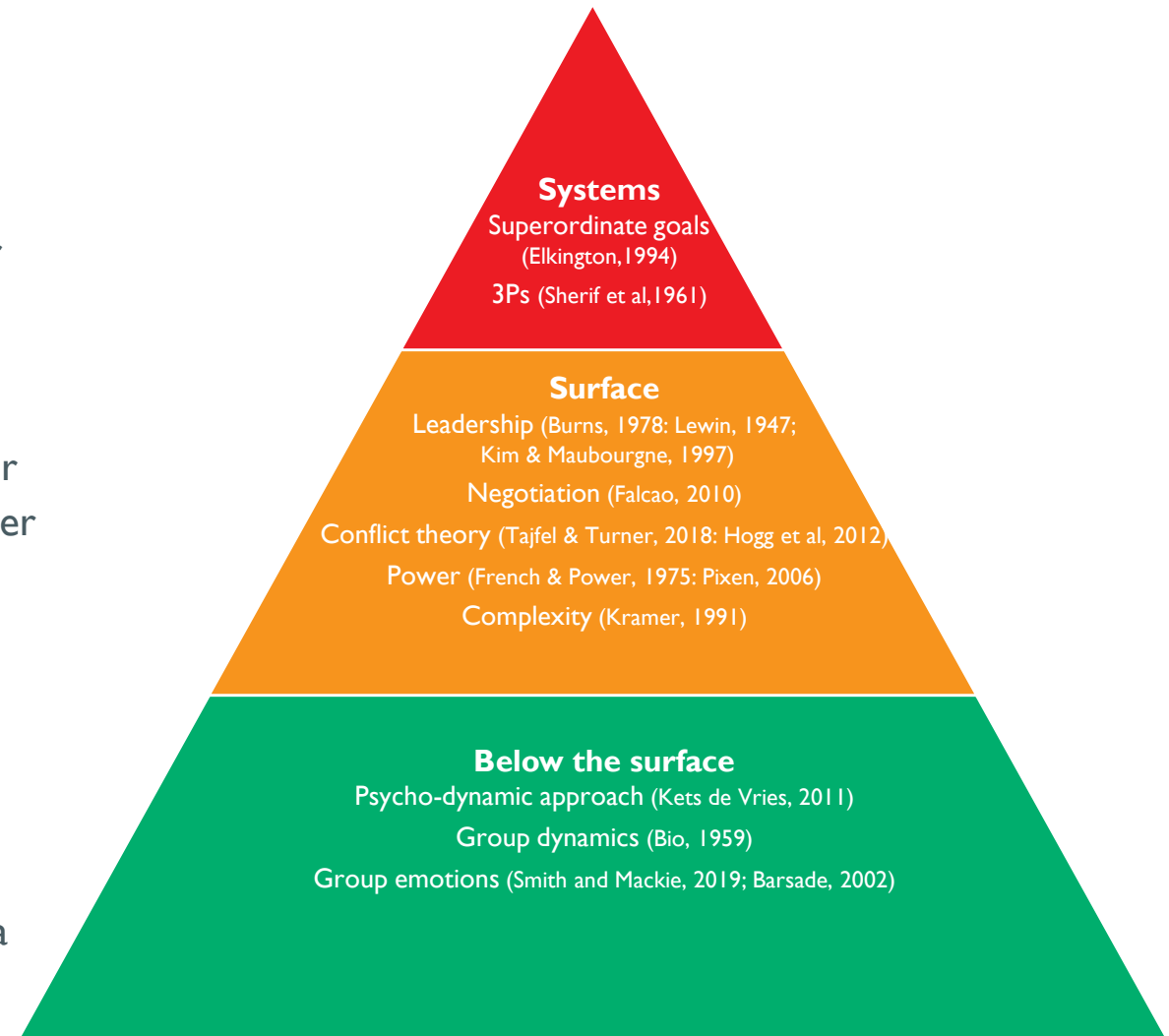
- Team purpose & objectives and individual role
- Team dynamics
 - How it functions
 - Strengths and areas of development
 - Decision making processes
 - How it resolves conflicts
 - How it deals with pressures
- Team performance
- Barriers to team performance within the organisation
- Conditions to enhance team performance

Palaua Simulation

Palaua: Transformational Leadership in a Tribal World is an immersive experience in which participants work together in teams to find a win-win strategy with six other interest groups, exploring group dynamics and discovering ways to work together more effectively. During the one-day simulation, each group is given three tasks:

- **Design** a *triple bottom line (People-Profit-Planet)* strategy for their own interest group *and* reach a win-win solution with the other interest groups.
- **Analyse** how *individual, dyadic, group, and inter-group dynamics* influence the outcome of the simulation.
- **Apply** insights from the simulation to their own team or organisation.

The experience enables participants to examine and understand a range of areas including leadership styles, information asymmetry and strategic decision-making.



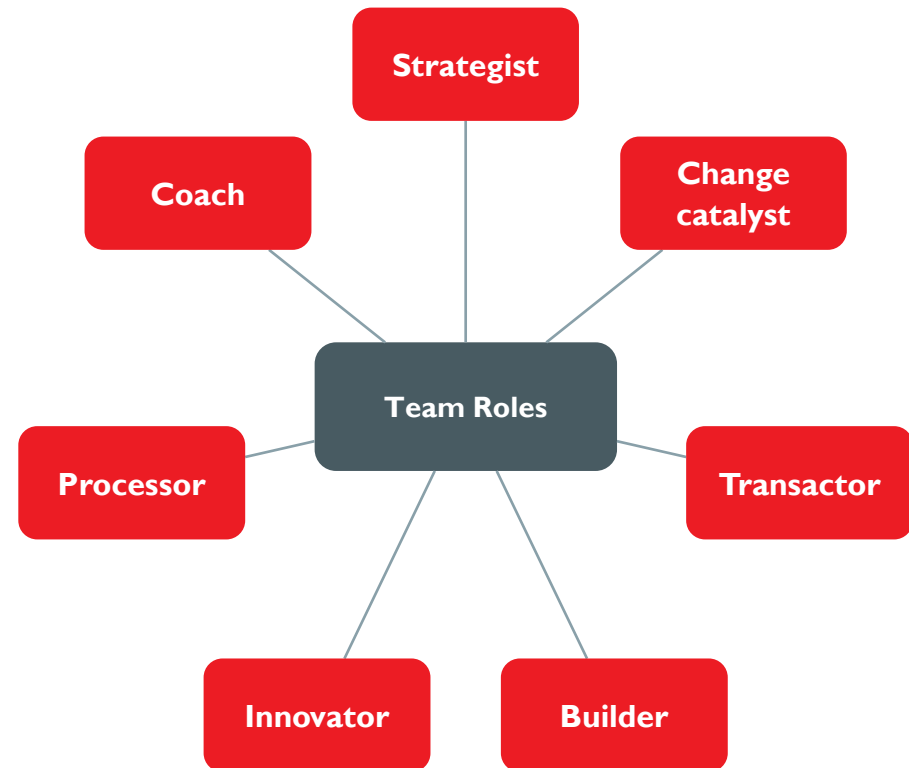
Leadership Archetype Questionnaire (LAQ™)

Determining optimal roles of team members and how to build complementary teams.

The LAQ™ is based on the belief that given the increased complexity of work, successful organisations are now characterised by a distributive, collective, complementary form of leadership.

Teams can use the LAQ™ to determine the best roles for each team member, how to manage and work for people with different roles, and to configure complementary roles to improve team functioning and effectiveness.

- 48 questions, 20 minutes to complete
- Observers from two core teams
- Languages: English, French, Russian, German & Dutch



International Director Index (IDI)

Helps active and aspiring directors identify behavioural preferences and how they would fulfill the six essential roles.

The IDI offers valuable insight rather than a comprehensive diagnosis. It serves as an invitation to reflect on how directors operate in the board context – how they deal with the people, problems, conflicts, time pressure and other challenges that go with the job.

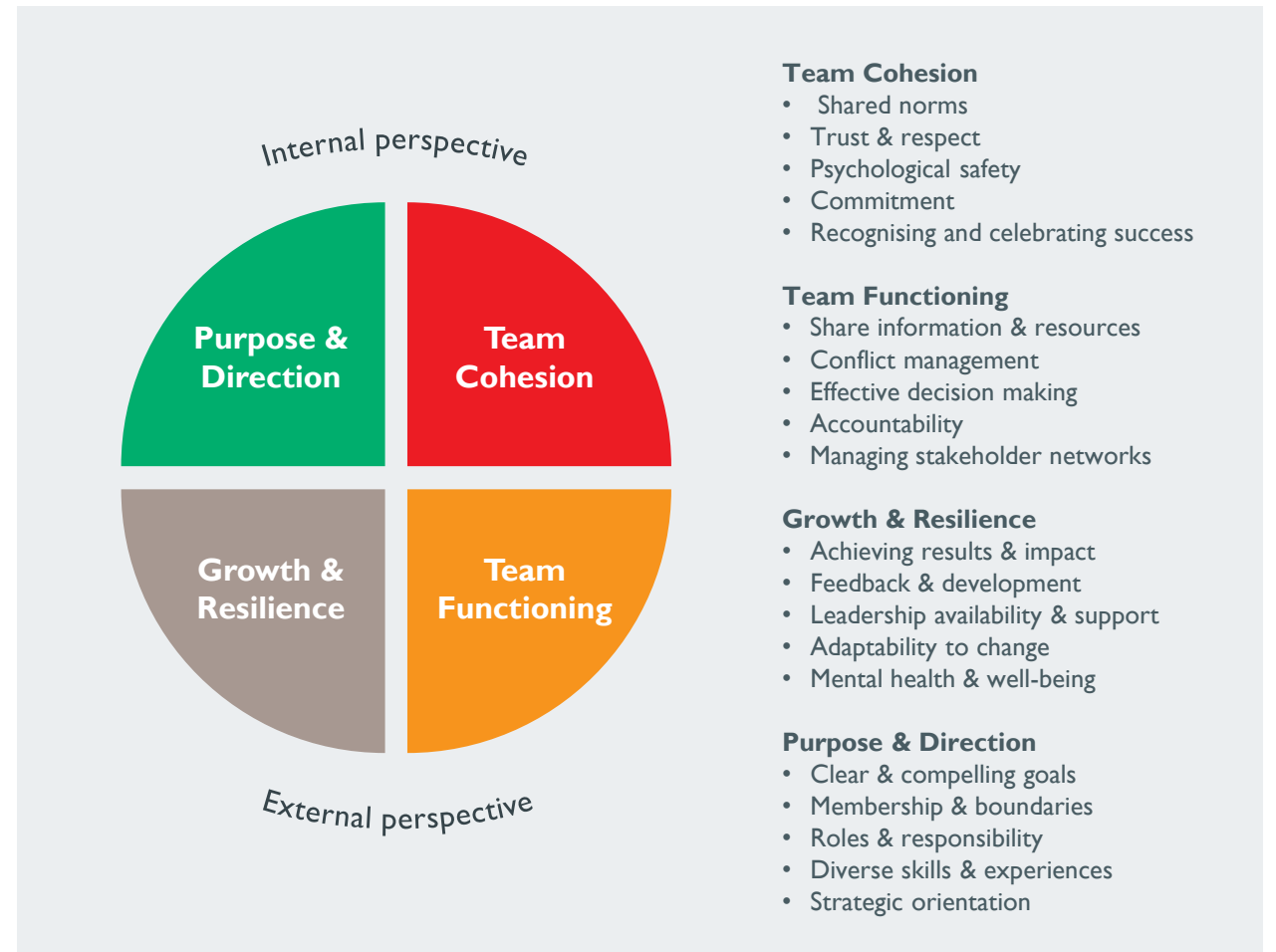
- Six director roles
- 50 questions, 20 minutes to complete
- 7-15 observers from 6 categories: Boss, Ex-Peer Director, Peer Director, Peer Executive, Subordinate and Other
- Language: English



High Performing Team Diagnostic (HPTD™)

HPTD is a tool to help teams understand their current dynamics, how it operates and what it would like to leverage and develop to become more effective. It is designed for management teams (SLTs, Board of Directors), functional teams (Finance, HR, Marketing, etc) and project-based teams.

- 20 team dimensions
- 45 questions, 20-25 minutes to complete
- Ideal team size: 4-8 members
- 360° version upon request with internal and external stakeholders
- Language: English



Read more about [The Hedgehog Effect: The secrets of building high performing teams](#)

View a [sample report](#)



THE KETS DE VRIES INSTITUTE

For Organisations



For Organisations

Our organisation-level interventions can be used as standalone diagnostics or in conjunction with team or leader development tools to garner a data-rich overview of how an organisation is functioning.

Organisational Portrait interviews

In-depth interviews with stakeholders from across multiple sections and levels to gain insight into the psychological forces affecting an organisation.

Organisational Culture Audit (OCA™)

The OCA™ measures the alignment between a culture's stated values and actual practice, addressing both performance and people-related dimensions.

Organisational Portrait

Organisational Portraits are in-depth interviews conducted by one of our highly-experienced consultants to gather insights from a range of stakeholders to explore business challenges and psychological forces which impede or propel an organisation.

These interviews are a high-touch diagnostic approach often utilised with senior leaders for whom a personalised conversation can be more appropriate.

Topics covered include:

- Organisational purpose & strategy
- Key leadership challenges
- Legacy culture
- Aspired (future) culture
- Current culture
- Impact of sub-cultures
- Client-specific questions or areas to explore

Organisational Culture Audit (OCA™)

What an organisation strives to be may be different from the beliefs and values that are actually being played out. It is therefore critical to find out what those beliefs and values really are before deciding what they should be.

The **OCA™** measures the alignment between a culture's stated values and actual practice, addressing both performance and people-related dimensions and giving you a comprehensive diagnostic of your current corporate culture.

- 73 questions, 20-25 minutes to complete
- Client-specific categories: For example, by division, role, region
- Language: English, French, Russian, Spanish, Chinese, German & Dutch

12 Organisational Culture Values

Performance-related

1. Competitiveness
2. Results orientation
3. Client / stakeholder orientation
4. Change orientation
5. Entrepreneurship & innovation
6. Social responsibility

People-related

7. Trust
8. Respect for the individual
9. Responsibility & accountability
10. Teamwork
11. Learning environment
12. Fun

Read more about [Authentizotic Organisations: Well-Functioning Individuals in Vibrant Companies](#). View a [sample report](#)

Data analysis

All our diagnostics services aim to draw useful, actionable insights, but sometimes it's necessary to go deeper.

If, for example, we've performed diagnostics at the leader and team level, we're able to draw from our business and social sciences experience to scrutinise data for rich and layered insights on recurring patterns and themes, integrating both quantitative feedback as well as reported experiences and perspectives of respondents.

Some of the analyses include:

- **Group-level analysis:** Analysis of quantitative and qualitative feedback to identify recurring themes and broader systemic issues
- **Comparative and/or longitudinal analysis:** Analysis of different sets of data to identify consistencies, discrepancies and recurring patterns
- **Benchmarks:** Benchmark individual, team or culture results
- **OCA™ thematic analysis:** In-depth analysis of the OCA™ report to identify emerging and recurring themes from comments, link them to the quantitative data and/or map to organisation's own values



If you're interested in any
of our diagnostic services,
drop us a line.

E: tools@kdvi.com

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