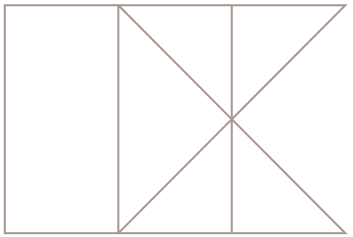

KETS DE VRIES
INSTITUTE

LAQ™

Leadership Archetype Questionnaire

Confidential
Participant Name
360° Feedback Report

About The Leadership Archetype Questionnaire

The Leadership Archetype Questionnaire (LAQ™) is based on the belief that an individualistic notion of leadership is inadequate, given the increased complexity of the work environment. Although the "Great Man or Woman" theories still linger, most scholars of leadership now recognise that successful organisations are characterised by a distributive, collective, complementary form of leadership. To further explore this form of leadership, eight leadership archetypes have been defined:

- Strategist
- Change-catalyst
- Transactor
- Builder
- Innovator
- Processor
- Coach
- Communicator

These archetypes are representations of ways of leading in the complex organisational environment. They are prototypes that provide us with models for understanding leadership behavior. By completing the LAQ™ leaders should be able to identify their role in their team.

Interpreting the Results

When helping leaders interpret the results of the LAQ™, and determining what to make of those results, keep the following in mind:

- The *variances among the scores* of the observers and the scores of the participants can be very revealing, showing the different ways the participants can appear to different people.

- The LAQ™ results are based on the perceptions of an individual and his or her observers at a single point in time. Although individuals may "drift" toward one particular archetype, it is more common for a person to possess characteristics of *a number of archetypes*. Usually, leaders who have mastered a number of styles (revealed by high scores) will be more effective in the organisation.

- Leadership behaviour is a highly complex process in which many factors play a part, and a leadership archetype is an outcome of an interactive process between the individual and the environment. *Archetypes can change* as our life changes.

- Serious *discontinuities in the organisation*, such as restructuring or a merger, can affect the way a participant will be scored by others. Such discontinuities may also create a different organisational context for the team, necessitating a new leadership role constellation to make the team effective.

For more information on the development and validation of the LAQ™, please refer to Kets de Vries, M. Vrignaud, P., Agrawal, A. and Florent-Treacy E. (2009). *Development and Application of the Leadership Archetype Questionnaire*, Journal of Human Resource Management.

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Understanding the Dimensions

The Strategist: Leadership as a Game of Chess

Strategists function best in turbulent times, when changes in the environment necessitate new directions. They have a long-term orientation, can see the big picture and plan accordingly. They excel at anticipating future developments in the organisation's environment and are very agile in response to change. Although strategists are very talented, they do not always make the best people managers. Furthermore, despite their talent for aligning vision with strategy, strategists are not always good at aligning strategy with values and behaviour, because this would entail people interventions. The result could lead to interpersonal problems in the organisation.

The Change-Catalyst: Leadership as a Turnaround Activity

Change-catalysts function best in the integration of two organisational cultures after a merger or acquisition or when spearheading re-engineering or turnaround projects. They are also excellent at managing rapidly growing organisational units and recognising opportunities for organisational transformation. They are quick to identify and sell the need for change. They specialise in turning messy situations around and handling ambiguous predicaments. However, change-catalysts can also quickly become bored in stable situations. They need challenging assignments that provide feedback on how well they are doing; otherwise, they may become irritable, difficult to deal with and even depressed.

The Transactor: Leadership as Deal-making

Transactors like making acquisitions or other deals. They constantly identify and tackle new opportunities. Extremely dynamic and enthusiastic, they have considerable adaptive capacity, thriving on new challenges and negotiations. They like novelty, adventure and exploration and have high risk-tolerance. They are driven by the accumulation of wealth. Like change-catalysts, transactors need constant stimulation or they can become very restless, which introduces the risk of their initiating ventures that make little or no economic sense. They can be seduced by the excitement of mergers and takeovers, thus taking other people on a very risky journey.

The Builder: Leadership as an Entrepreneurial Activity

Builders like setting up "skunkworks" (a term sometimes used by engineers or other technicians to describe loosely structured projects primarily for the sake of radical innovation) or other intrapreneurial ventures inside a large organisation. Also, they want to start and build their own organisations. They have a powerful need for independence and to be in control of their lives. However, builders' social skills occasionally leave something to be desired and many have difficulty dealing with authority. They can be too assertive, too dominant, and too controlling, which can make interacting with people who work for them (or with them) difficult.

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Understanding the Dimensions

The Innovator: Leadership as Creative Idea Generation

Innovators live in a world of imagination. They are endlessly inventive and always on the lookout for new projects, new activities or new procedures. Free-spirited and imaginative, they lose themselves in solving complex problems. Adept at logic and reason, innovators may not always express their feelings appropriately. They are poor social sensors, unskilled at decoding body language, sensing others' feelings, or recognising hidden agendas, thus making a rather "nerdy" impression. Because of their eccentric behaviour, the subtleties of organisational political life may escape them.

The Processor: Leadership as an Exercise in Efficiency

Processors like to create order out of disorder. They excel at turning organisations into smoothly running, well-oiled machines, and they are particularly adept at helping organisations to make an effective transition from an entrepreneurial to a more professionally-managed stage. What may cause many problems for processors is their potential lack of spontaneity. Deviating from the rules makes them anxious. They are followers, not innovators. Although they have no problem handling continuous change, they may find it difficult to cope with discontinuous change. They are not truly visionary.

The Coach: Leadership as People Development

Coaches are very good at instituting culture-change projects to address organisational alienation and loss of trust. They are exceptional people developers who possess a lot of empathy; are extremely good listeners; and have high emotional intelligence. With their positive, constructive outlook on life, they inspire confidence and trust. However, coaches are sometimes not tough enough when toughness is needed, and their sensitivity to others' feelings can make them overly careful when giving feedback. They may even avoid telling people about their true performance, in an attempt to preserve the self-esteem of underperformers.

The Communicator: Leadership as Stage Management

Communicators can express a vision strongly and powerfully. They are able to inspire people individually at all levels, and they know how to appeal to other organisational stakeholders. They are good at projecting optimism in times of adversity or crisis and are strongly influential with the various constituencies in the organisation. However, communicators can appear to lack the ability to follow through. When it's time to deliver, very little happens, and everything they have been saying can seem like empty rhetoric.

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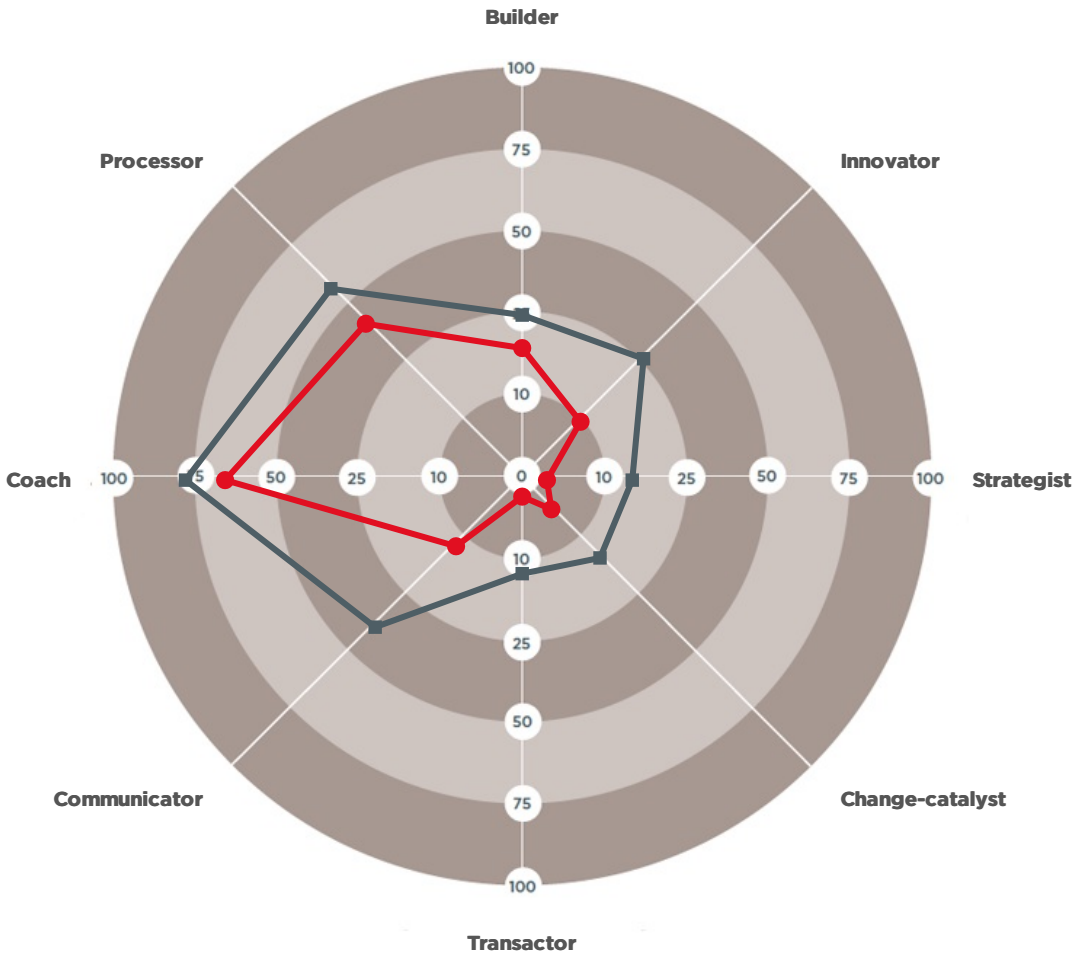
Group Average Graph



Group Self (9 Participants)
Group Observers (76 Observers)

Group Average Graph - Percentile (%) Scores

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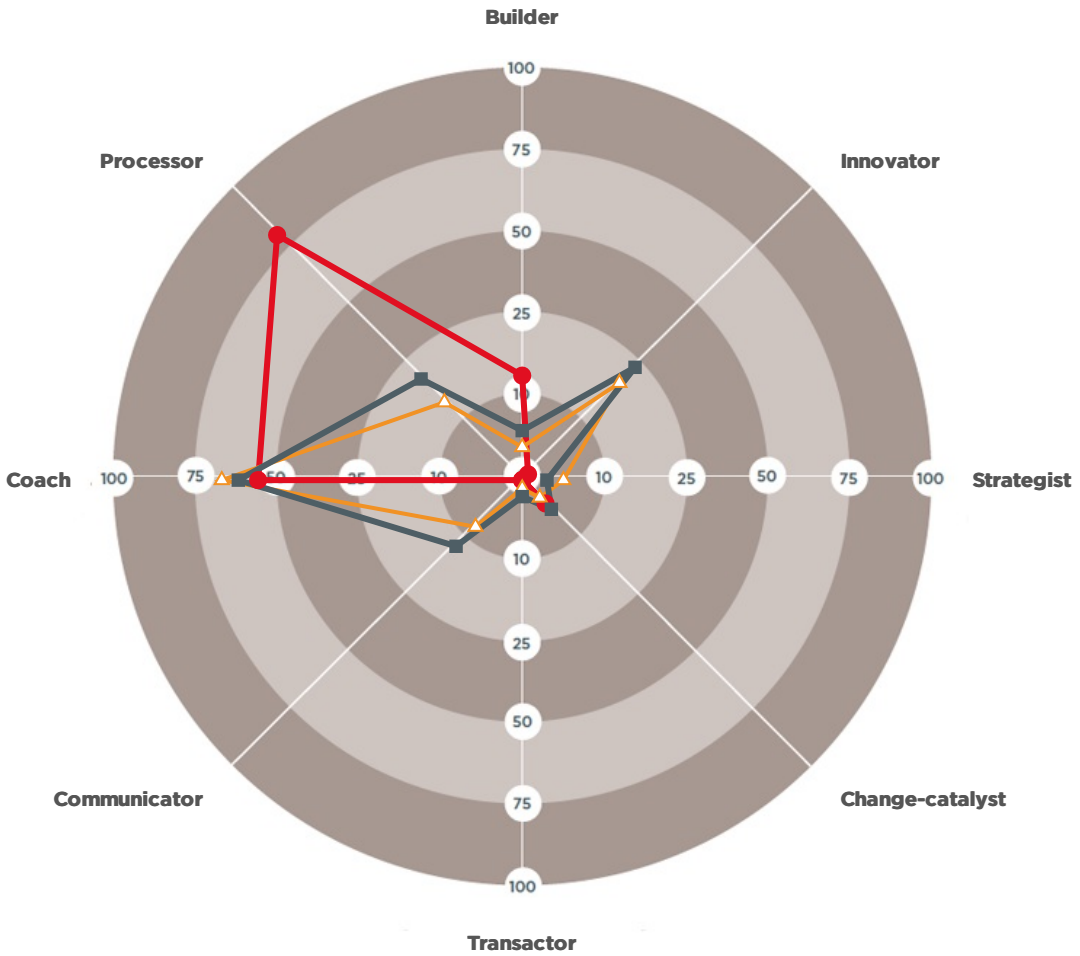
Personal Graph



Self
Observers (5 Observers)
Main (4)

Personal Graph - Percentile (%) Scores

Observer Comments

What skills does this person add to the teams she/he works in?

- Quisque fringilla aliquet nibh ac commodo. Aliquam adipiscing rutrum pulvinar. Suspendisse euismod metus sed nunc sagittis a venenatis leo varius. Nullam sit amet sapien orci. Nulla placerat, massa at condimentum vulputate, eros nunc molestie turpis, ut venenatis neque est eget nisl. In egestas gravida ornare.
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- Vestibulum eu nibh mauris, ut consequat diam. Vivamus lacinia vulputate nisl, acimperdiet enim pellentesque sit amet. Nam non lectus eros. Nunc tristique, dui et pulvinar rhoncus, massa justo fermentum nunc, nec eleifend mauris nunc eget elit. Nullam tristique erat quis dui fermentum imperdiet. Aliquam fermentum sapien vitae felis rutrum elementum. Sed quis sapien vitae dui venenatis porta id eget eros. Suspendisse cursus aliquam sem.
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What can this person do to be more effective in a team setting?

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Observer Comments

What more could this person do to contribute to the success of their organisation?

- Donec semper tempor tellus et suscipit. Aenean gravida erat eu purus suscipit sit amet vehicula velit laoreet. Praesent lacinia estin augue semper nec aliquet nibh feugiat.
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Any other observations?

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- Vestibulum eu nibh mauris, ut consequat diam. Vivamus lacinia vulputate nisl, acimperdiet enim pellentesque sit amet. Nam non lectus eros. Nunc tristique, dui et pulvinar rhoncus, massa justo fermentum nunc, nec eleifend mauris nunc eget elit. Nullam tristique erat quis dui fermentum imperdiet. Aliquam fermentum sapien vitae felis rutrum elementum. Sed quis sapien vitae dui venenatis porta id eget eros. Suspendisse cursus aliquam sem.
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- Donec semper tempor tellus et suscipit. Aenean gravida erat eu purus suscipit sit amet vehicula velit laoreet. Praesent lacinia estin augue semper nec aliquet nibh feugiat.

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Highest Rated Questions: Self

Dimension	Question	Self	Observer
Builder	9. The freedom to make my own choices and do things my way is extremely important to me.	7	5.00
Coach	3. The people I work with find me easily approachable.	7	6.80
Coach	47. I believe I have a genuine concern for the people I work with.	7	6.20
Processor	21. I am proud of being very self-disciplined and efficient in whatever I do.	7	5.80
Processor	48. I am always very well organised.	7	5.20
Builder	17. In creating something, I like setting my own goals.	6	4.60
Processor	6. In whatever I do, I place a heavy emphasis on control and discipline.	6	2.20
Processor	20. I am very good at implementing action plans and managing the workflow.	6	5.40
Builder	1. I feel a strong need to make my mark in whatever I am doing.	5	3.20
Builder	29. In whatever I do, I am truly a self-starter.	5	6.20

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Lowest Rated Questions: Self

Dimension	Question	Self	Observer
Builder	23. When I think about the future, I see myself as the head of my own organisation.	1	1.80
Transactor	24. I am usually the one asked to lead difficult negotiations.	1	2.20
Transactor	42. I am considered to be an excellent negotiator.	1	2.80
Communicator	13. I am very good at drawing attention to myself.	1	2.20
Communicator	41. I am often viewed as the great communicator in our organisation.	1	5.00
Builder	40. I enjoy building an organisation from scratch.	2	2.40
Innovator	33. I am always on the lookout for new projects, new activities or new procedures.	2	3.80
Strategist	10. I am very accomplished at fostering strategic thinking in our organisation.	2	3.40
Strategist	14. My ideas are long-term oriented and visionary.	2	4.20
Strategist	26. I am at my best conceptualising long-term scenarios.	2	3.20

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Highest Rated Questions: Observer

Dimension	Question	Self	Observer
Coach	3. The people I work with find me easily approachable.	7	6.80
Builder	29. In whatever I do, I am truly a self-starter.	5	6.20
Coach	47. I believe I have a genuine concern for the people I work with.	7	6.20
Innovator	11. People see me as extremely free spirited and imaginative.	3	6.00
Coach	15. I make it a habit to thank people for work well done.	5	5.80
Coach	27. I always demonstrate that I value the contributions of the people I work with.	5	5.80
Coach	31. I always recognise each individual's achievements.	5	5.80
Processor	21. I am proud of being very self-disciplined and efficient in whatever I do.	7	5.80
Innovator	38. I am always the one who is most passionate where new ideas or inventions are concerned.	3	5.60
Communicator	8. It is easy for people to understand me as I am a very good communicator.	2	5.60

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Lowest Rated Questions: Observer

Dimension	Question	Self	Observer
Processor	25. I strongly believe that tighter organisational controls will solve many of our organisation's problems.	3	1.20
Transactor	7. Nothing exhilarates me more than being in the middle of a tough negotiation.	2	1.40
Builder	23. When I think about the future, I see myself as the head of my own organisation.	1	1.80
Transactor	24. I am usually the one asked to lead difficult negotiations.	1	2.20
Communicator	13. I am very good at drawing attention to myself.	1	2.20
Processor	6. In whatever I do, I place a heavy emphasis on control and discipline.	6	2.20
Builder	40. I enjoy building an organisation from scratch.	2	2.40
Strategist	32. Scenario building to create a more exciting future for our organisation is one of my major strengths.	2	2.40
Change-catalyst	46. I enjoy the challenge of implementing turnaround plans for our organisation	2	2.40
Communicator	12. People often see me as the spokesperson for the organisation.	2	2.40

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Gap Analysis

Top 5 disparities

Dimension	Question	Self	Observer	Difference
Communicator	41. I am often viewed as the great communicator in our organisation.	1	5.00	4.00
Processor	6. In whatever I do, I place a heavy emphasis on control and discipline.	6	2.20	3.80
Communicator	8. It is easy for people to understand me as I am a very good communicator.	2	5.60	3.60
Communicator	45. I view effective communication as a critical part of my job.	2	5.20	3.20
Innovator	11. People see me as extremely free spirited and imaginative.	3	6.00	3.00

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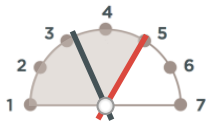
Builder

1. I feel a strong need to make my mark in whatever I am doing.

does not describe me at all  describes me very well

Self - 5.00 Observer - 3.20

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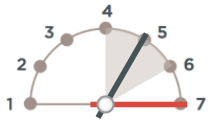
9. The freedom to make my own choices and do things my way is extremely important to me.

does not describe me at all  describes me very well

Self - 7.00 Observer - 5.00

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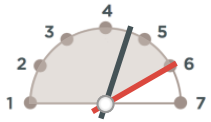
17. In creating something, I like setting my own goals.

does not describe me at all  describes me very well

Self - 6.00 Observer - 4.60

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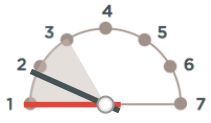
23. When I think about the future, I see myself as the head of my own organisation.

does not describe me at all  describes me very well

Self - 1.00 Observer - 1.80

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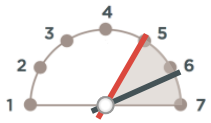
29. In whatever I do, I am truly a self-starter.

does not describe me at all  describes me very well

Self - 5.00 Observer - 6.20

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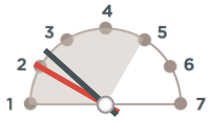
40. I enjoy building an organisation from scratch.

does not describe me at all  describes me very well

Self - 2.00 Observer - 2.40

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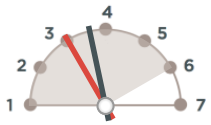
Innovator

5. I have a great capacity to ignore standard, traditional ways of doing things.

does not describe me at all  describes me very well

Self - 3.00 Observer - 3.60

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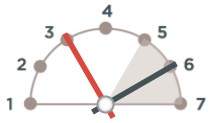
11. People see me as extremely free spirited and imaginative.

does not describe me at all  describes me very well

Self - 3.00 Observer - 6.00

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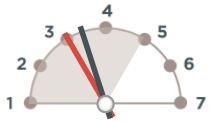
19. I am always the one to create new ways of doing things to differentiate our organisation from others.

does not describe me at all  describes me very well

Self - 3.00 Observer - 3.40

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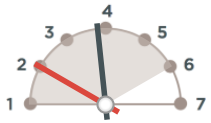
33. I am always on the lookout for new projects, new activities or new procedures.

does not describe me at all  describes me very well

Self - 2.00 Observer - 3.80

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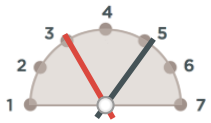
36. I am very good at coming up with new ideas.

does not describe me at all  describes me very well

Self - 3.00 Observer - 5.20

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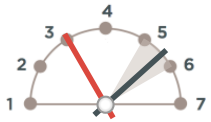
38. I am always the one who is most passionate where new ideas or inventions are concerned.

does not describe me at all  describes me very well

Self - 3.00 Observer - 5.60

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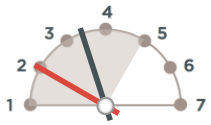
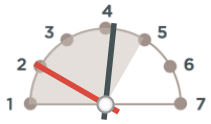
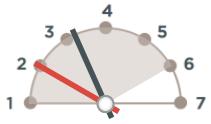
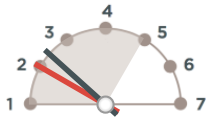
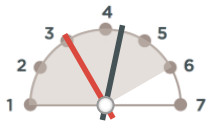
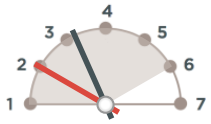
Strategist

10. I am very accomplished at fostering strategic thinking in our organisation.	does not describe me at all  describes me very well	Self - 2.00 Observer - 3.40
14. My ideas are long-term oriented and visionary.	does not describe me at all  describes me very well	Self - 2.00 Observer - 4.20
26. I am at my best conceptualising long-term scenarios.	does not describe me at all  describes me very well	Self - 2.00 Observer - 3.20
32. Scenario building to create a more exciting future for our organisation is one of my major strengths.	does not describe me at all  describes me very well	Self - 2.00 Observer - 2.40
34. I am one of the few people who truly understand the organisation's strategy.	does not describe me at all  describes me very well	Self - 3.00 Observer - 4.40
39. In our organisation I am always the one who encourages long-term strategy development as opposed to short-term thinking.	does not describe me at all  describes me very well	Self - 2.00 Observer - 3.20

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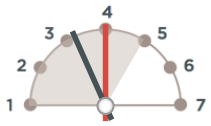
Change-catalyst

2. I really thrive on organisational change.

does not describe me at all  describes me very well

Self - 4.00 Observer - 3.20

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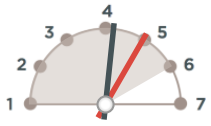
18. Overcoming blocked situations really excites me.

does not describe me at all  describes me very well

Self - 5.00 Observer - 4.20

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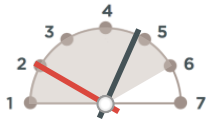
22. People always ask me for help in resolving change projects in our organisation.

does not describe me at all  describes me very well

Self - 2.00 Observer - 4.80

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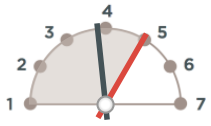
28. I am very good at overcoming resistance to change.

does not describe me at all  describes me very well

Self - 5.00 Observer - 3.80

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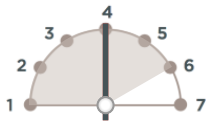
30. I am always looking for ways to solve difficult problems in our organisation.

does not describe me at all  describes me very well

Self - 4.00 Observer - 4.00

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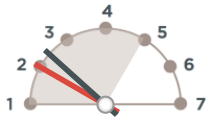
46. I enjoy the challenge of implementing turnaround plans for our organisation

does not describe me at all  describes me very well

Self - 2.00 Observer - 2.40

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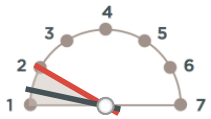
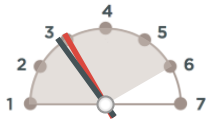
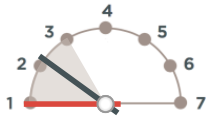
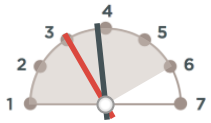
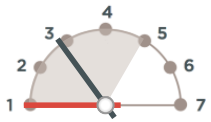
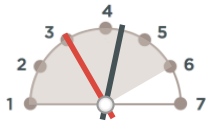
Transactor

7. Nothing exhilarates me more than being in the middle of a tough negotiation.	does not describe me at all  describes me very well	Self - 2.00 Observer - 1.40
16. Where others see problems in negotiations, I see new business opportunities.	does not describe me at all  describes me very well	Self - 3.00 Observer - 2.80
24. I am usually the one asked to lead difficult negotiations.	does not describe me at all  describes me very well	Self - 1.00 Observer - 2.20
35. In trying to make a deal I am not easily discouraged.	does not describe me at all  describes me very well	Self - 3.00 Observer - 3.80
42. I am considered to be an excellent negotiator.	does not describe me at all  describes me very well	Self - 1.00 Observer - 2.80
44. I like to prospect for new business opportunities.	does not describe me at all  describes me very well	Self - 3.00 Observer - 4.40

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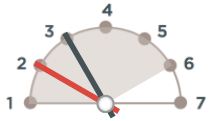
Communicator

4. I view myself as a truly inspirational speaker.

does not describe me at all  describes me very well

Self - 2.00 Observer - 3.00

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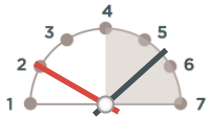
8. It is easy for people to understand me as I am a very good communicator.

does not describe me at all  describes me very well

Self - 2.00 Observer - 5.60

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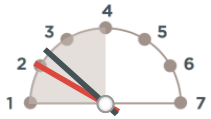
12. People often see me as the spokesperson for the organisation.

does not describe me at all  describes me very well

Self - 2.00 Observer - 2.40

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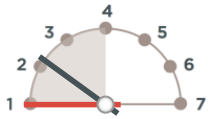
13. I am very good at drawing attention to myself.

does not describe me at all  describes me very well

Self - 1.00 Observer - 2.20

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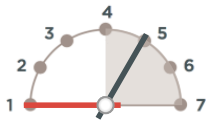
41. I am often viewed as the great communicator in our organisation.

does not describe me at all  describes me very well

Self - 1.00 Observer - 5.00

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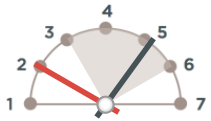
45. I view effective communication as a critical part of my job.

does not describe me at all  describes me very well

Self - 2.00 Observer - 5.20

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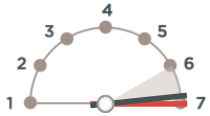
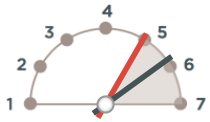
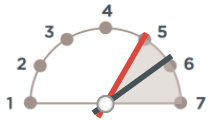
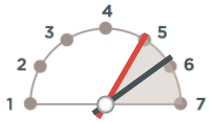
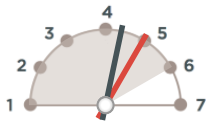
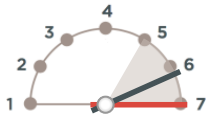
Coach

3. The people I work with find me easily approachable.	does not describe me at all  describes me very well	Self - 7.00 Observer - 6.80
15. I make it a habit to thank people for work well done.	does not describe me at all  describes me very well	Self - 5.00 Observer - 5.80
27. I always demonstrate that I value the contributions of the people I work with.	does not describe me at all  describes me very well	Self - 5.00 Observer - 5.80
31. I always recognise each individual's achievements.	does not describe me at all  describes me very well	Self - 5.00 Observer - 5.80
37. I get the best out of each person who works for me.	does not describe me at all  describes me very well	Self - 5.00 Observer - 4.40
47. I believe I have a genuine concern for the people I work with.	does not describe me at all  describes me very well	Self - 7.00 Observer - 6.20

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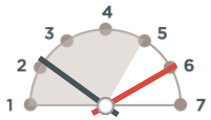
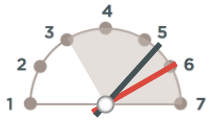
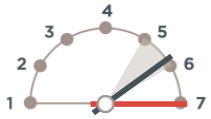
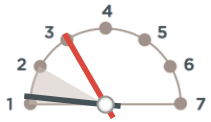
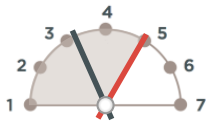
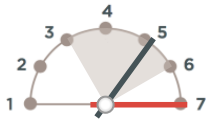
Processor

6. In whatever I do, I place a heavy emphasis on control and discipline.	does not describe me at all  describes me very well	Self - 6.00 Observer - 2.20
20. I am very good at implementing action plans and managing the workflow.	does not describe me at all  describes me very well	Self - 6.00 Observer - 5.40
21. I am proud of being very self-disciplined and efficient in whatever I do.	does not describe me at all  describes me very well	Self - 7.00 Observer - 5.80
25. I strongly believe that tighter organisational controls will solve many of our organisation's problems.	does not describe me at all  describes me very well	Self - 3.00 Observer - 1.20
43. I do my best to ensure that the people who work in our organisation follow the rules and procedures.	does not describe me at all  describes me very well	Self - 5.00 Observer - 3.20
48. I am always very well organised.	does not describe me at all  describes me very well	Self - 7.00 Observer - 5.20

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Recommendations for Action Planning and Development

Archetype	Managing Them	Working with Them
Strategist	• Do not reject bizarre suggestions out-of-hand • Help them align strategy with implementation • Assume responsibility for implementation • Help them translate abstract ideas into communicable plans • Ask their advice • Provide data to support or query their vision	• Encourage their creativity • Listen to them • Protect them from internal bureaucracy • Be patient: do not expect instant results • Do not expect compliments or interest in your work
Change-catalyst	• Help them slow down • Be prepared for insensitivity and thoughtlessness • Act as a buffer • Be prepared for action • Be ready to indicate when they are moving in the wrong direction	• Use them as trouble-shooters • Limit the risk of change for change's sake • Do not stifle their enthusiasm • Set boundaries • Develop their reflective side • Help them increase their EQ
Transactor	• Be prepared for action • Expect direction • Be prepared to take on a complementary role • Be direct • Maintain their interest • Act as a sounding board • Expect surprises • Do not overreact to volatile behaviour	• Keep them fulfiled • Help them to look at the long term • Stress the need for administrative diligence • Address volatile behaviour • Encourage transparency • Maintain attractive reward procedures
Builder	• Be a voice of reason • Demonstrate examples of professional management • Emphasise the value of delegation • Help set priorities • Be ready to play devil's advocate • Do not expect compliments/positive feedback	• Listen to them • Recognise their need for independence • Emphasise the value of delegation • Avoid over-solicitous information seeking • Watch out for over-optimism • Compliment them on their ideas

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Recommendations for Action Planning and Development

Archetype	Managing Them	Working with Them
Innovator	• Be a self-starter • Do not expect much feedback • Be a sparring partner • Keep them in touch with financial realities • Help them to achieve closure	• Encourage them to explore unorthodox ideas • Protect them from internal bureaucracy • Do not put them in management positions • Steer them towards valuable projects • Channel their enthusiasm
Processor	• Point out their negative influence on others • Be a buffer between them and creative people • Encourage them to take action and be more adventurous • Accept the need to observe established rules and procedures • Understand that conformity will be rewarded more than innovation	• Help them see the larger picture • Forestall any tendency to oversystemise • Help them speed up decision-making • Calm any distress over departures from procedure
Coach	• Be ready to play organisational "executioner" – help them to make tough decisions • Encourage them to recognise and deal with underperformance and difficult decisions • Inject a regular dose of reality	• Appreciate their ability to get the best out of people • Encourage them to recognise and deal with underperformance and difficult decisions • Help them to feel comfortable about exerting authority
Communicator	• Assume responsibility for implementation • Trust their instincts • Make sure their exposure to questioning is kept short • Prevent excessive use of external advisors • Pre-empt their tendency to go for quick-fix solutions • Inject a regular dose of reality • Make sure they understand what you expect from them	• Use them in communications roles in crisis situations • Be directive • Create a support system for implementation • Prevent excessive use of external advisors • Watch out for abuse of the system • Make sure your own achievements are recognised by others

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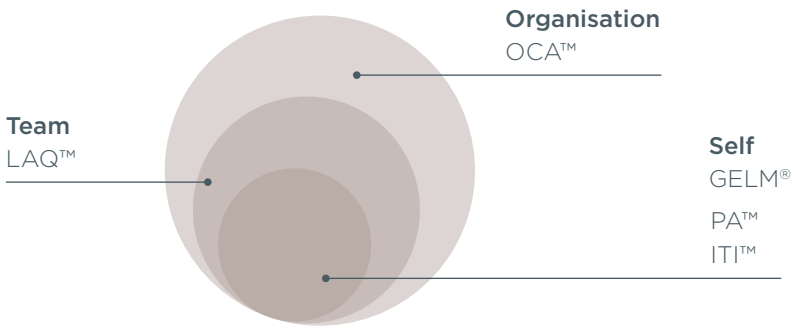
KDVI Family of Leadership Development Instruments

The Leadership Archetype Questionnaire is part of a family of leadership development instruments developed over the last decade by Manfred Kets de Vries. These instruments apply different lenses to examine organisational leadership, from individual (personality, individual leadership skills, to motivations and drivers) to teams (leadership roles and role constellations) to organisational (culture). Collectively, they provide a systemic view of leadership effectiveness within the organisation.



Individual

The Global Executive Leadership Mirror (GELM®)
The GELM® is an in-depth 360° feedback development tool to measure specific leadership behaviours and provide feedback across four main levels: Self, Teams, Organisation and Networks. It also includes life indicators such as life stressors and well-being resources, and perceived performance to add further insight into an executive's behaviours at work.

The Personality Audit (PA™)
The PA™ is a 360° feedback instrument to help participants understand their motives for what they do through looking at their key personality traits. It can be used towards an action plan for personal growth and development.

The Inner Theatre Inventory (ITI™)
The ITI™ is a 360° feedback assessment which identifies the drivers in an individual's inner theatre, consisting of the values, beliefs, and attitudes that guide their behaviour. Through the ITI™, individuals can identify the life anchors that drive them, develop greater self-awareness, and develop a lifestyle more congruent with their values and belief systems.

Team

The Leadership Archetype Questionnaire (LAQ™)
The LAQ™ is a 360° feedback assessment designed to help the participants identify his/her salient leadership behaviour through eight leadership archetypes. The assessment of leadership archetypes can help towards identifying an individual's role within a team as well as the roles needed to ensure capable executive leadership in a team.

Organisation

The Organisational Culture Audit (OCA™)
Organisational culture is the foundation upon which an organisation's vision, mission, strategy, and structure are based; it makes up the organisation's uniqueness and identity. The OCA™ provides a comprehensive diagnostic of the current corporate culture as well as a detailed understanding of the culture an organisation are aiming at, by examining employee's perceptions of the organisation's current practices and the values they consider important, and whether they are aligned with corporate strategy.

www.kdvi.com