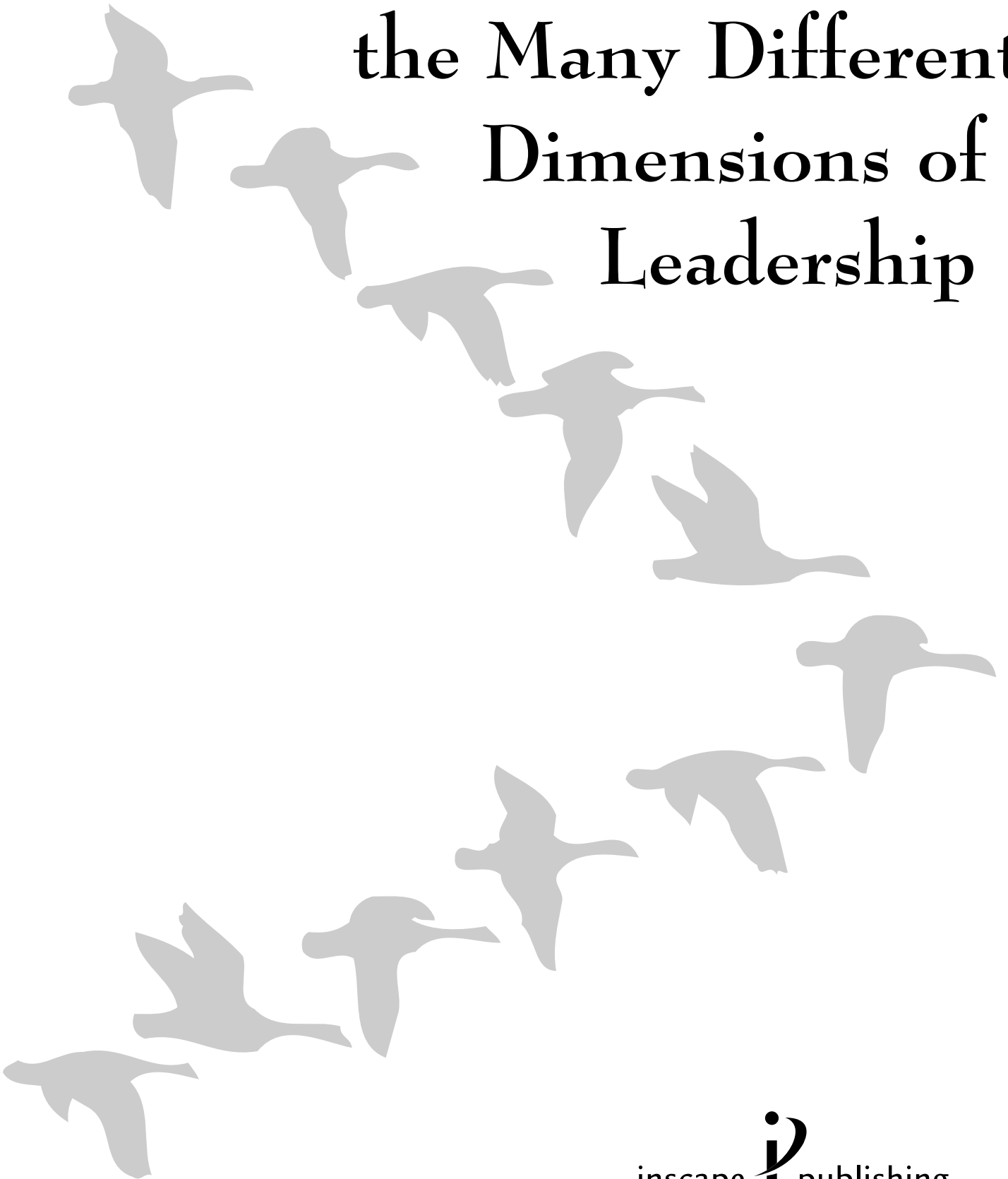
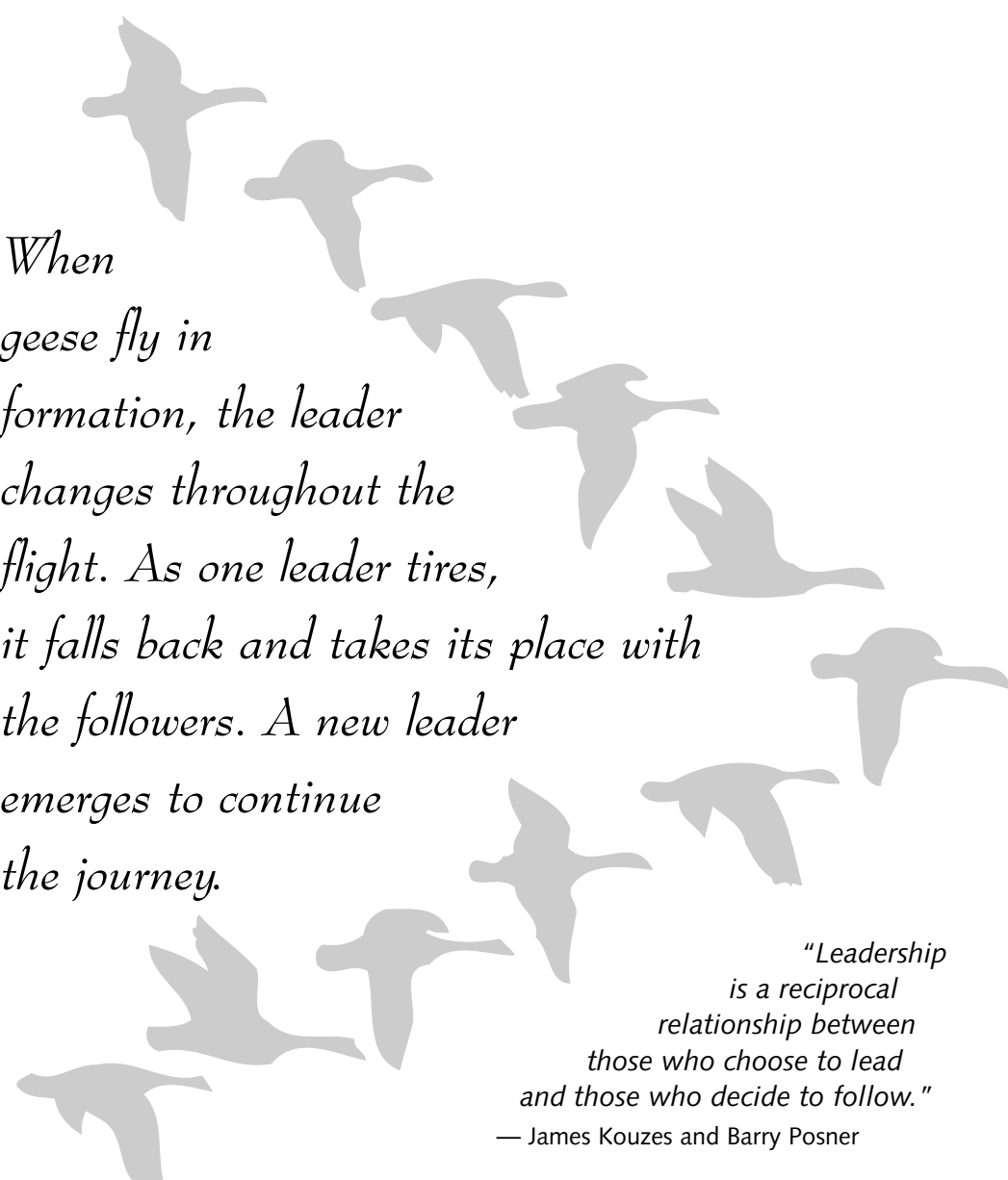


A Guide to Understanding the Many Different Dimensions of Leadership





When geese fly in formation, the leader changes throughout the flight. As one leader tires, it falls back and takes its place with the followers. A new leader emerges to continue the journey.

"Leadership is a reciprocal relationship between those who choose to lead and those who decide to follow."

— James Kouzes and Barry Posner

"The single largest barrier to improvement of one's ability to lead is the inappropriate image which most individuals carry of 'leader.' The leader . . . could be anyone in the organization."

— James Kouzes

"Management is getting people to do what needs to be done. Leadership is getting people to want to do what needs to be done. Managers push. Leaders pull. Managers command. Leaders communicate."

— Warren Bennis

RESPONDING TO MARKET NEEDS

The guiding leadership principle for most of this century has been the rigid “control and command” mentality inherent in organizations structured as pyramids. Hierarchy, lines of command and division of labor were clear. As leadership author and visionary Warren Bennis summed it up, the old style leadership can be understood in the simple acronym, **COP — control, order and predict.**

The old leadership principles are quickly outliving their usefulness and no one seems to agree on a new definition of leadership. But as organizations rapidly become more global and function as networks, clusters, cross-functional teams or ad hoc systems, our understanding of leadership is evolving in three important ways:

- **leadership is a dynamic relationship between leaders and followers,**
- **effective leaders focus on different things in response to changing needs, and**
- **leaders and followers may exchange roles as the situation demands.**

People are looking for a reliable, practical tool to help put this new understanding of leadership into practice for business results.

That tool is the Dimensions of Leadership Profile® from Inscape Publishing.

MANY DIMENSIONS OF LEADERSHIP

The Dimensions of Leadership Profile®

This unique, multi-faceted learning instrument was developed by Inscape Publishing to:

- Provide new definition and structure to the concept of leadership
- Eliminate confusion between acts that represent leadership and those that represent management
- Motivate people to become more effective leaders, who focus on different things, at different times, depending on the leadership needs of the situation
- Help clarify the meaning of leadership as a dynamic relationship between leaders and followers, who may exchange roles or share leadership

Advantages of the Dimensions of Leadership Profile Model

- The model was developed empirically (based on good research practice and analysis), rather than theoretically (based on someone's personal definition of leadership).
- It recognizes that leadership is based on voluntary followership unlike management, which is based on position authority. It affirms the vital role of followers who make leadership happen by choosing leaders and supporting their endeavors.
- It understands leadership **as a dynamic relationship between leaders and followers, not as a set of traits**. It does **not** measure leadership competencies, strengths and weaknesses, or "good" and "bad" leaders. Rather, it increases understanding of what leadership characteristics people emphasize in self, others, or a particular situation and the many ways leadership may be demonstrated.
- It begins with what the individual feels comfortable with and encourages development of his/her resources, expanding the opportunities for leadership experiences at all levels of the organization.
- The model was researched and developed by Miriam Kragness, who has a Ph.D. in Industrial and Organizational Psychology and an M.A. and Specialist in Education in educational and counseling psychology, both from the University of Minnesota. She has been training and consulting with private, public, and non-profit organizations for nearly twenty years and has taught Industrial and Organizational Psychology at the University of St. Thomas in Minneapolis-St. Paul, Minnesota, and has taught Psychology of Training and Organizational Development at the University of Minnesota.

Dimensions of Leadership Profile® Features

- Meets a wide range of application needs by allowing learners to respond from one of three specific points of view: *self as leader, another person as leader, leadership needs of the situation*
- Simplifies a complex issue by actively engaging the learner in the context of personal experience
- Uses an effective, self-directed scoring and interpreting process
- Provides a common, non-judgmental language for exploring leadership issues
- Meets the highest standards of research, validity and reliability
- Supported by comprehensive, three-volume *Dimensions of Leadership Profile® Facilitator's Kit*:

Volume I — complete Facilitator's Manual provides everything you need to competently and confidently administer the profile including technical and research background, profile design, interpretation and applications

Volume II — a fully-scripted seminar; *Recognizing, Understanding, and Sharing Leadership*

Volume III — reproducible transparency masters and handouts, bound and unbound

(Volume III is also available separately as a Microsoft® PowerPoint® presentation on disk, including handouts, notes and colored slides. IBM compatible PC and Microsoft PowerPoint software required.)

Dimensions of Leadership Profile Benefits

- Helps people discover and capitalize on personal leadership potential
- Reveals how individuals at all levels of the organization can actively contribute
- Creates a mutual understanding of leader-follower roles and relationships
- Provides developmental feedback to aspiring leaders
- Clarifies organizational leadership needs and expectations
- Helps organizations recognize, encourage and reward acts of leadership that are aligned with organizational goals and interests

Dimensions of Leadership Profile® Applications

Executive Leadership Development
Management Development
Employee Development and Empowerment
Team Leadership
Organizational Development
Managing Change
Creating Vision and Values
Setting Priorities for Leadership Contributions
Communication
Decision-making
Enhancing Diversity
Quality Initiatives/Continuous Improvement
Mergers & Acquisitions and Reorganization/Downsizing
Strategic Response to Competitive Threats and Opportunities

Share the Benefits of the Dimensions of Leadership Profile . . .

with Human Resources Professionals, Internal Training Managers/Coaches, External Consultants/Trainers, Executive Development Programs, and Leadership Training Institutes and Programs in . . .

Business and Industry:

Fortune 1000
Mid-size Companies
Small Business
Entrepreneurs

Public Sector/Non-Profit:

Federal, State, County, City Government Agencies
Community/Service Agencies
Professional Associations
Religious Organizations

Education:

Colleges/Universities
Community Colleges
School District Administrators
Professional Associations for Educators/Teachers

“LET’S GO!”

Leadership for the Future

Good communication, productive teamwork, customer-focused sales and service and high performance are all critical learning needs in today's workplace. But it is leadership, perhaps more than anything else, that shapes an organization's vision, values, and practices. Ultimately, it is leadership that determines the future of the organization. And success tomorrow means tapping leadership potential, and understanding the role of followers, today.

Use the *Dimensions of Leadership Profile*® to prepare for the future by discovering and capitalizing on a new understanding of leadership, in all its dimensions.

Dimensions of Leadership Profile®

Resources

Dimensions of Leadership Profile

Item Number C-278

Dimensions of Leadership Facilitator's Kit (3 volumes)

Item Number B-278

Dimensions of Leadership Profile Facilitator's Kit Vol. III Presentation Materials on Disk

Item Number W-578

Dimensions of Leadership Profile Highlighter

Item Number P-362

**Contact your authorized, independent
Inscap Publishing Distributor today!**

Managers Say “Go,” Leaders Say “Let’s Go!”

Signs that an organization needs to develop managerial talent:

- is inefficient
- can't seem to make decisions
- doesn't follow through;
produces inconsistent results
- is foundering financially
- lacks a sensible business strategy
- needs help in executing, evaluating,
communicating, and motivating people
to go along with management plans
and objectives

Signs that an organization needs to develop leadership talent:

- is trying to stay abreast of a rapidly
changing environment
- is experiencing high turnover and/or
employee dissatisfaction
- is losing customers or failing to attract
new ones
- is making mistakes over and over
- faces one or more obstacles to survival
or success, that it doesn't know how
to address
- lacks a sense of meaningful purpose
- wants to create a “learning organiza-
tion” where members can actively learn
from and build on each other's talents

Signs that an organization needs to develop followership:

- needs to sustain present effort, increase
it, or plow new ground

**. . . in other words, any
organization that wants
to survive and thrive!**