XLNC® LEADERSHIP DIAGNOSTIC



Web-based tools for
developing highly-effective leadership skills and
supporting sustainable culture development processes.


Our understanding.

Success through excellent leadership!

In the light of dynamic markets, complex situations of change, modern organisational structures and changing leadership demands, an effective and state-of-the-art leadership culture is needed now more than ever.

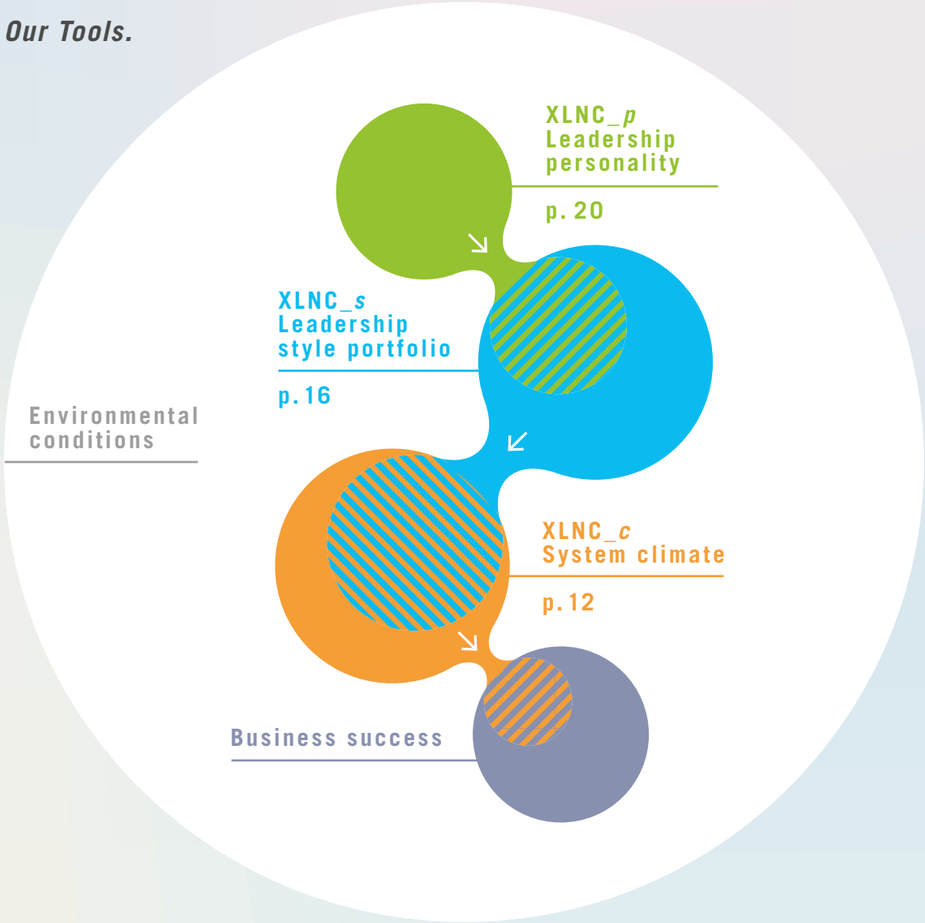
XLNC – nomen est omen.

The guiding principle of our work is excellence. And our name says it all: XLNC is the phonetic expression of our main motivation ›Excellence in Leadership‹.

XLNC offers companies and organisations a sophisticated diagnostic approach which generates substantial and demand-related insights that can be used to develop highly effective leadership cultures. Scientifically founded and validated.

Leadership is a key success figure and with XLNC it is clearly measurable in organisations.

Our Tools.



Leadership matters. Scientifically proven.

Current studies* show that leadership culture and leadership behaviour have a measurable impact on employee motivation, performance, satisfaction, loyalty and health, and ultimately also on the company's success.

The repertoire of different leadership styles applied ›naturally‹ by a manager is influenced by the underlying leadership personality. The objective is to further expand the individual leadership style portfolio to establish a ›full range of leadership‹.

Current research shows that a manager's range of active leadership styles has a significant impact on how people experience the working climate in their team, and, as a consequence, it also influences their performance, which is measurable and tangible. This means that there is a direct correlation between the leadership culture and the company's success.

Excellent leadership and its effects.

In the traditional leadership culture, also known as **transactional leadership**, managers motivate their employees mainly by agreeing targets, assigning tasks and delegating responsibility to them. At the same time, they monitor their employees' performance, reward them through material and immaterial compensation, and sanction undesired behaviours with criticism. Such a working relationship is characterised by a rational exchange (transaction) of services for compensation.

By contrast, the modern **transformational leadership** style describes a broadened and enhanced concept of transactional leadership. Transformational managers develop

Excellent Leadership =
Transactional plus transformational leadership!
A modern, effective leadership culture inspires people in their personal development – for instance, through trust and confidence, reflection and sense of purpose. It thus transforms and enhances employee skills and behaviour over the long term.

(transform) their employees both on a technical as well as personal level. They are perceived as socially competent role models and highlight the purpose and importance of common goals and ideals. In other words, transformational managers know how to create enthusiasm and optimism, and thus how to foster followership.

In order to truly live such transformational leadership, managers need to change their attitude. But they also need to develop a broader range of leadership styles they use actively and appropriately whilst taking into account the individual situation, people involved, context and resources available.

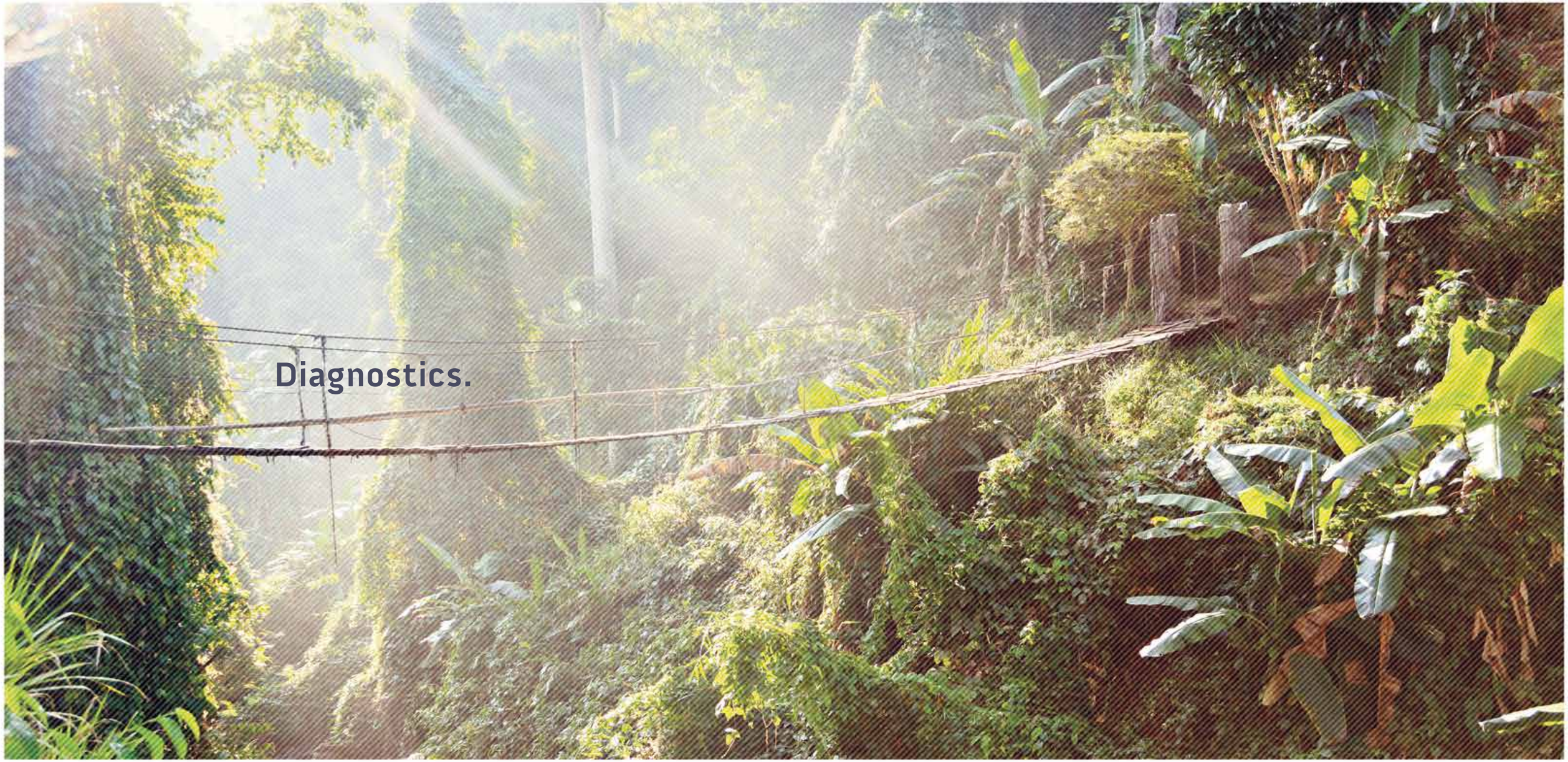
High Performance Leadership = Creating followership!

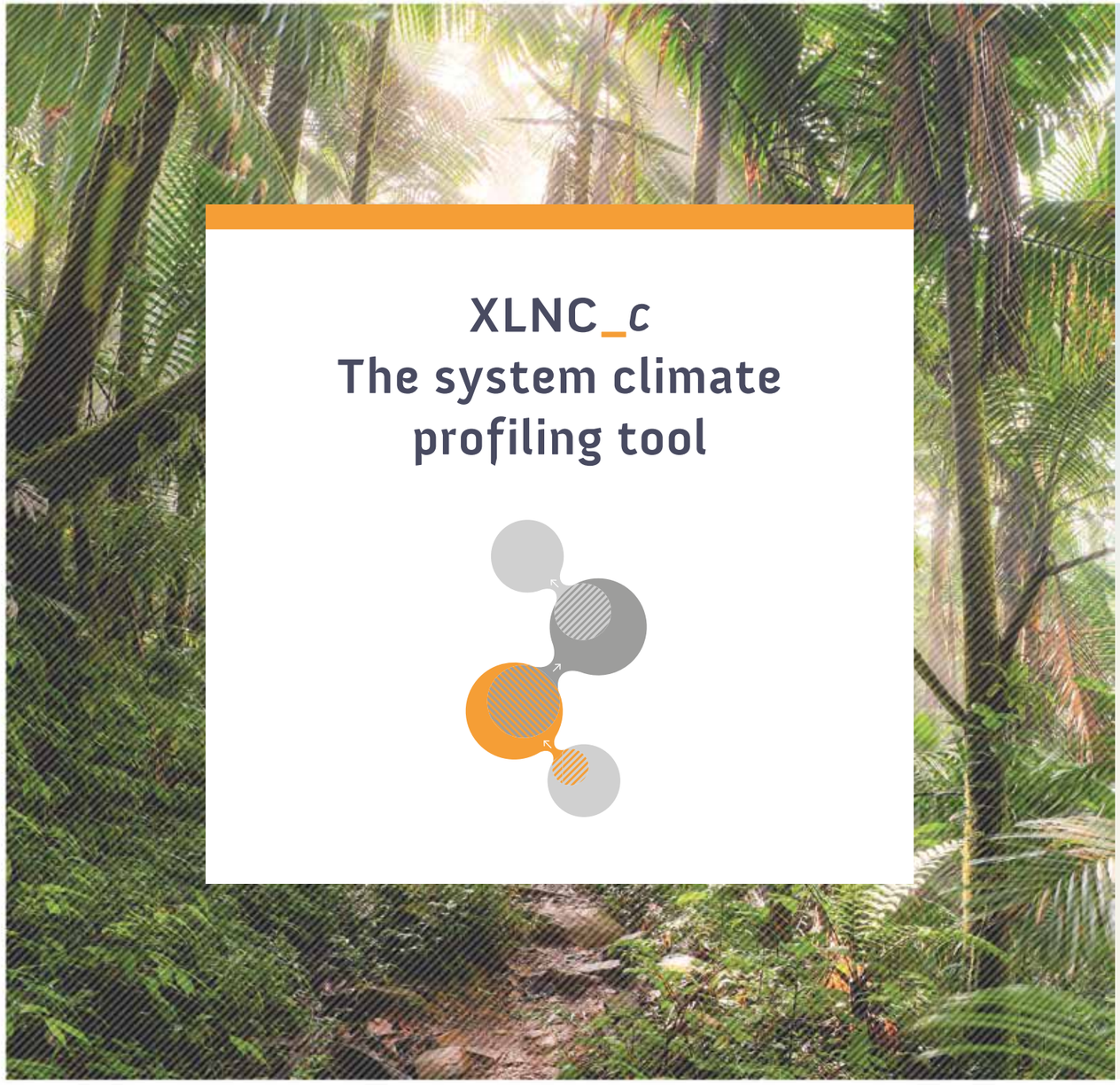
Only when technical and social skills are combined in a manager's leadership style, will employees be motivated to show initiative, a proactive way of working and loyalty – and a genuine commitment to perform at their best.

Furthermore, companies that are thinking and acting in terms of classic structures and perspectives are now facing a momentous challenge. They have to be able to respond with even greater **agility and flexibility** to the rapidly increasing levels of complexity of today's world (of work). Despite existing examples of best practice, generally it is up to each organisation to find its very own way. And this process usually is accompanied by a serious agony of change. In this regard, excellent leadership, which means a combination of transactional and in particular transformational leadership, serves as a type of preventive therapeutic strategy which can help companies find gentle pathways into the **agile world of work**. Excellent leadership boosts the organisational immune system which is able to respond independently to new challenges and master them.

Transformational Leadership = The gentle way towards an agile organisation!

As a starting point for agile change in organisations, transformational leadership gently but effectively implements the required values and specific behaviours – without necessarily questioning existing hierarchical systems.


Diagnostics.



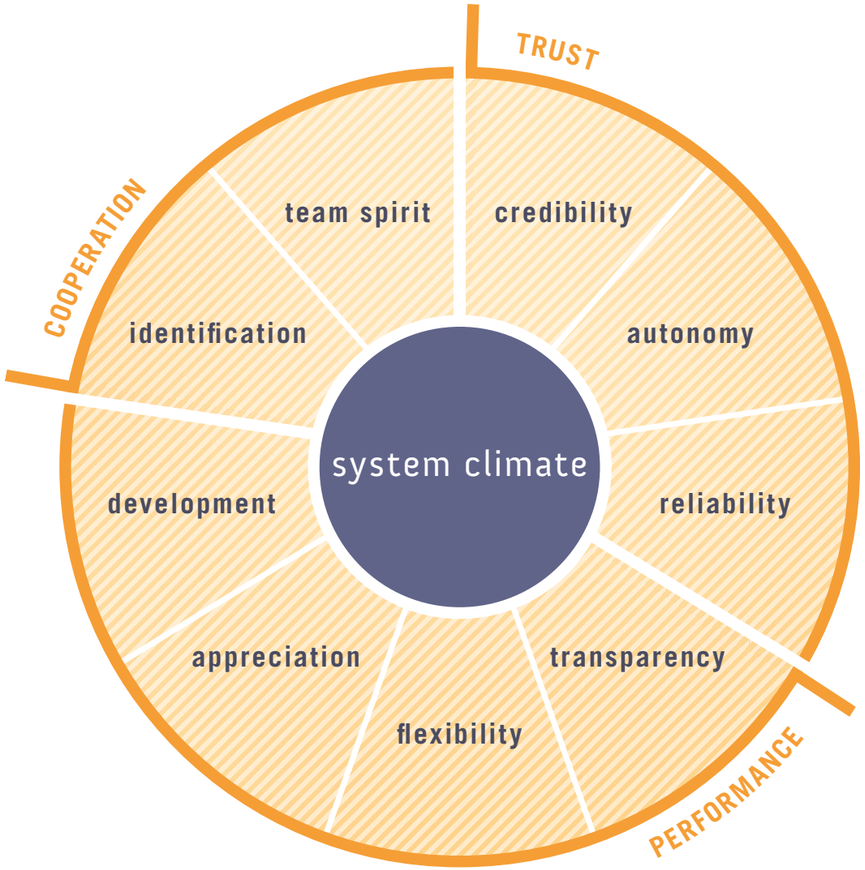
XLNC_*c*
The system climate profiling tool

Business success?
It's all a matter of good climate!

XLNC_*c* is an innovative diagnostic tool that allows managers to measure their system climate profile created by their leadership behaviour.

How trusting and motivating do employees experience the overall leadership, culture and climate in their work environment? Do they perceive their workplace as an environment that promotes performance and cooperation? These aspects are reflected in what is called the ›system climate‹ which is greatly influenced by the leadership behaviour of the manager in charge.

The system climate can be divided into three overarching climate factors and nine climate dimensions attributed to these factors:



The XLNC_*c* diagnostic tool.

The system climate profiling tool **XLNC_*c*** combines aspects of performance directly influenced by the manager in charge with criteria of cooperation and satisfaction in teams. This classification allows managers to develop their leadership behaviour further to ensure it has a positive influence on the climate. Both the manager in charge and their employees are asked to make an anonymous assessment of the manager's behaviour. Their responses are then matched and compared in a comprehensive profile evaluation.



XLNC_*s*
The leadership style profiling tool

Successful leadership? It's all about style!

XLNC_*s* is a state-of-the-art diagnostic tool that allows managers to identify their individual **leadership style profile**!

In their daily work, managers are faced with a wide variety of different situations, and their behaviours in response to these challenges are just as varied. Specific behaviour patterns can be identified to describe a manager's individual type of leadership behaviour. These patterns are their leadership styles.

XLNC_*s* differentiates between six characteristic behaviour patterns, or leadership styles. They represent, to a different extent, the key elements of transactional and transformational leadership.



The ›right‹ style is the one that is appropriate to the situation!

A key factor for successful leadership behaviour is the ability to actively apply a broad repertoire of different leadership styles and to choose the style that is appropriate to the situation.

The XLNC_*s* diagnostic tool.

XLNC_*s* helps to assess the leadership behaviour displayed by a manager, represented by the different leadership styles used in various everyday situations.

The purpose of the **XLNC_*s*** survey is to understand which leaderships styles are (preferably) used by the manager and can be experienced by the employees, and whether these styles are perceived as appropriate to the situation. There are two options: The **self-image**, a self-assessment performed by the manager according to a validated questionnaire, and the **self-image + image by others**, a comparison of the manager's self-assessment with the anonymous assessment by their employees.



XLNC_*p*
The personality profiling tool

Leadership?
It's a matter of personality!

XLNC_*p* allows managers to obtain a valid diagnostic profile of their own ›unique‹ personality. This profile provides comprehensive information about a manager's own ›typical‹ behaviours and gives reasons for possible preferences for certain leadership styles that are ›naturally‹ applied. Managers are thus given the opportunity to better understand their own (leadership) skills, and to stimulate individual and target-oriented development at a high level.

Scientists believe that the human personality, in its fundamentals, tends to remain relatively stable over time and is independent of culture. The specific characteristics of a personality can be regarded as a flowing continuum without any kind of evaluation.



The XLNC_*p* diagnostic tool.

XLNC_*p* is a diagnostic tool that allows managers to reflect on the very essence of their personality. Following the diagram ›from the outside in‹, the tool is characterised by four personality traits which are each divided into several sub layers: The outer layer shows the personality factors or preferences which are based upon the so called Big Five. The underlying adjustable outer core layer displays the socialised, explicit or acquired values. The solid inner core reflects the implicit, unconscious inner motivational structure of a personality.

Application areas.

... for the use of XLNC as an effective diagnostic toolset:

Leadership Development

➔ XLNC is used to survey in detail the status quo of an active leadership culture pattern. On this basis, demand-related and customised leadership programmes can be designed without wasting time or effort.

➔ XLNC helps evaluate the impact/sustainability of leadership programmes (learning/development progress in a before/after comparison).

Cultural Change/Transformation

➔ XLNC is used to accompany fundamental cultural transformation processes as it helps organisations to identify the current leadership culture applied and experienced. On this basis, and taking into account the strategic corporate objectives, specific and demand-related measures of development and change are defined.

Leadership Feedback

➔ XLNC provides a targeted – and if needed level-specific – reflection of the leadership behaviour applied in an organisation (90 to 180 degree feedback).

Executive Coaching

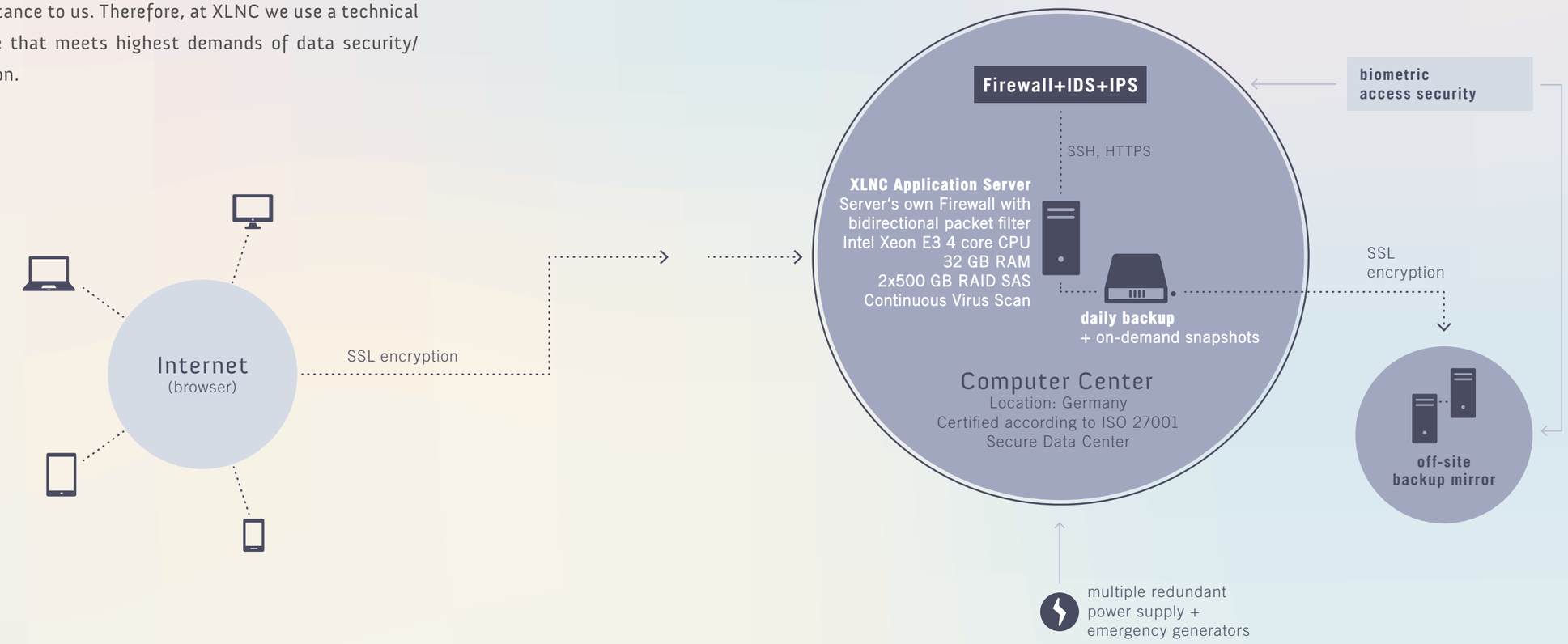
➔ XLNC serves as a basis for a targeted leadership coaching process: Managers reflect upon their own personality structure, the leadership style portfolio they ›naturally‹ apply as well as its impact on the system climate.

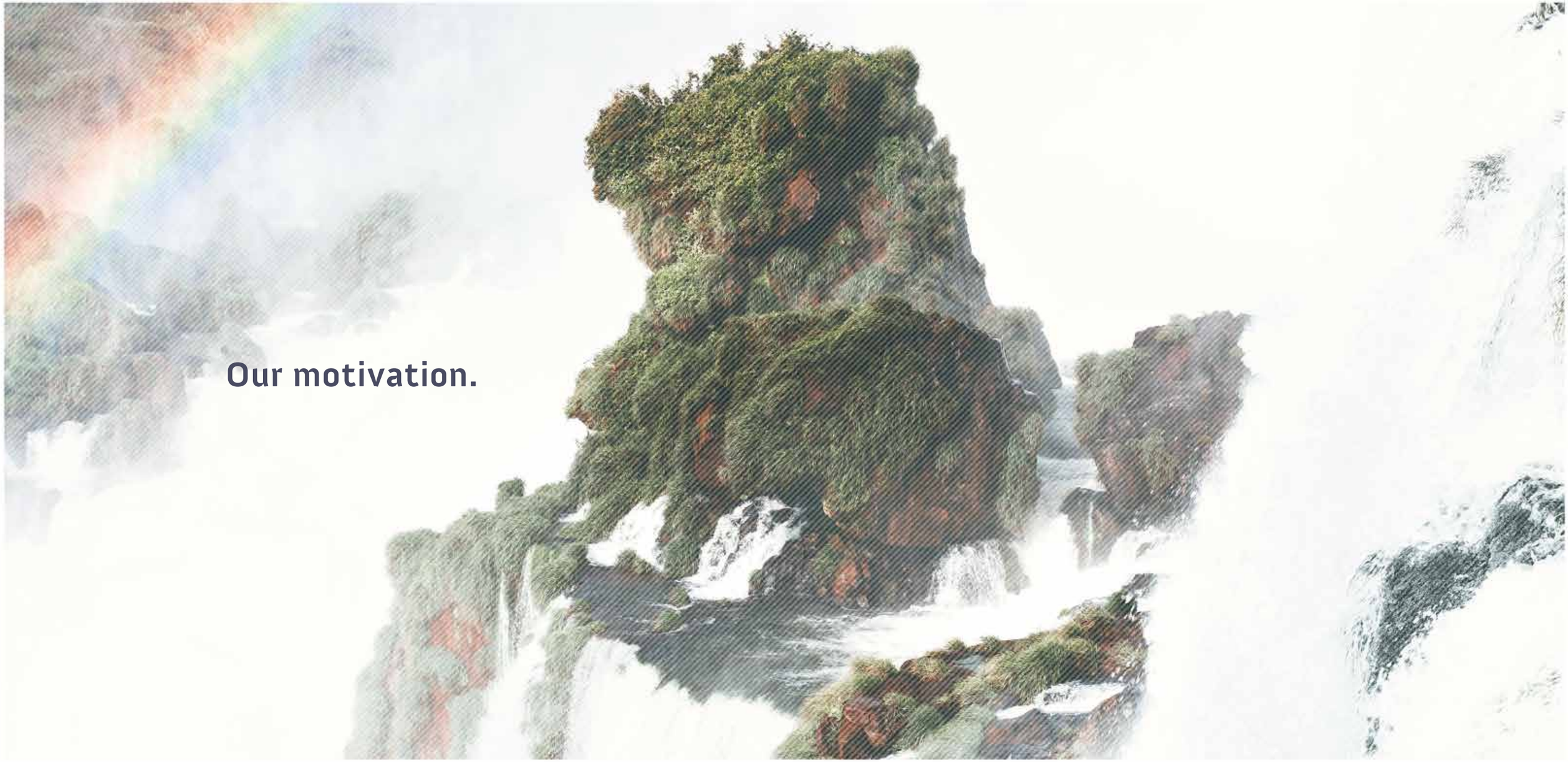
Team Development

➔ XLNC provides a substantial basis for a constructive and in-depth reflection on leadership and cooperation in a team, for example within the scope of team measures (team building, team development, etc.).

The XLNC infrastructure.

The protection of our clients' sensitive and personal data is of utmost importance to us. Therefore, at XLNC we use a technical infrastructure that meets highest demands of data security/ data protection.





Our motivation.

Who we are.

We are a team of experienced diagnostic experts, business coaches and leadership trainers. Our aim is to help companies become more successful by means of an effective and modern leadership culture. It is of utmost importance to us that our instruments are scientifically sound and show a high degree of practical relevance.

For many years we have been a valued strategic partner to companies and organisations of any size and in any industry.

What drives us.

We want to create excellent leadership!

Therefore, we offer a valid diagnostic approach that enables managers

➔ to better understand their own unique leadership personality as well as possible preferences for a certain leadership behaviour that is naturally applied,

➔ to reflect in depth on their own leadership behaviour and compare the intended leadership styles with how these styles are experienced by their employees, and

➔ to assess the direct impact of the manager's individual leadership behaviour on the perceived system climate (team, department, division, ...), in order

➔ to generate substantial and demand-related insights that can be used to create a company-specific strategic approach for management development that reflects the respective company culture!

The outcome.

Our experts have developed a diagnostic toolset with a compelling logic – scientifically founded and with the mission of creating a valid and pragmatic basis for **developing leadership culture** in a targeted manner, tailored to the situation of a specific company.


We appreciate
your interest in XLNC!

Would you like to know more about XLNC? Please get in contact with us:

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*Scientific case studies on the subject:

The full range of leadership (transactional and transformational leadership) has a positive effect on the leadership success which is experienced subjectively and can be measured objectively. (Sturm, Reiher, Heinitz & Soellner, 2011)

The success of a company is strongly related to the climate as part of the corporate culture of an organisation. (Baetge, Schewe, Schulz & Solmecke, 2007)

Leadership and climate have a positive impact on performance, job satisfaction and acceptance – especially in situations of change. (Nemaich & Keller, 2007; De Poel, Stoker & van der Zee, 2012)

Leadership That Gets Results. (Goleman, Harvard Business Review, 2000).

For more information on the sources, please have a look at our webpage.

Leadership matters.
For people, organizations
and results.

www.xlnc-leadership.com