VOICE Leadership 360 Model

Effective and inspirational leaders are critical to an organisation's success, and so it is important to develop leadership capacity in your organisation. The VOICE Leadership Survey helps you achieve this by assessing leader behaviours and effectiveness based on 360 feedback from those 'all around' them, including peers, subordinates and managers. This multi-rater feedback informs personal strengths and development needs in order to improve leadership performance.

development of the model

Searching for the factors that best predict leadership excellence, Voice Project developed an extensive list of potential survey items mirroring existing theories of leadership and organisational behaviour. The psychometrics and validity of ratings of 3800 leaders at all levels were examined and published in a peer-reviewed scientific conference paper[1]. Survey content was then refined into a 70-item, 10 minute survey through another study involving 360-degree surveys across 210 organisations. These ratings were linked to manager reports of team performance and published in a peer-reviewed journal[2]. The 5 success factors and 22 behavioural drivers of successful leadership to assess and develop are shown in the diagram on the next page.

outcome

A leader's Perceived Effectiveness is measured as the extent to which the leader is successfully achieving their work objectives, and the extent to which they attract and motivate others.
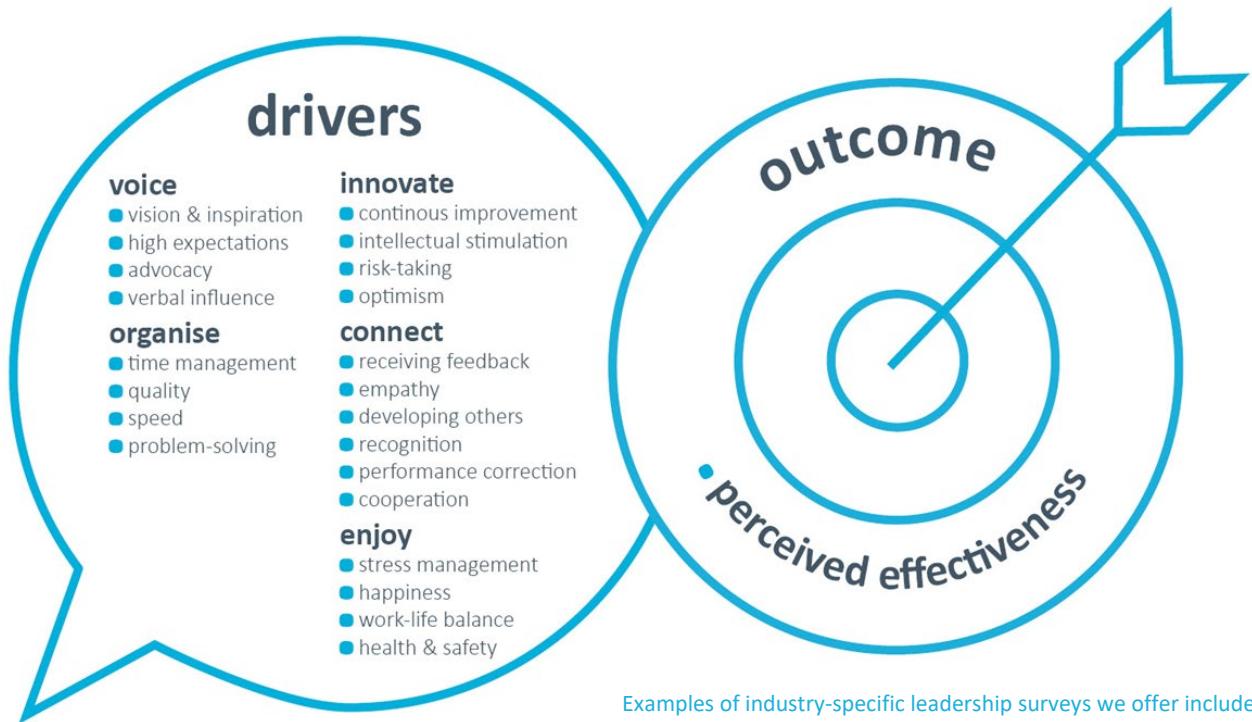
drivers

The five leadership factors to promote and develop for success are:

1. **Voice** - express and strive towards mission & values

2. **Organise** - plan, implement and monitor your approach

3. **Innovate** - explore, learn and continuously improve

4. **Connect** - involve, recognise and develop others

5. **Enjoy** - manage stress, health and wellbeing

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[1] Langford, P. H., & Fong, Y. (2008). Development of a Survey that Supports Two, Three and Five Meta-Categories of Leadership Behaviour. Proceedings of the 43rd Annual Australian Psychological Society Conference, Hobart, TAS, pp. 189-193.

[2] Langford, P.H., Dougall, C.B. & Parkes, L.P. (2017). Measuring leader behaviour: evidence for a "big five" model of leadership. Leadership & Organization Development Journal, 38 (1) p126-144.

drivers

voice
- vision & inspiration
- high expectations
- advocacy
- verbal influence

organise
- time management
- quality
- speed
- problem-solving

innovate
- continous improvement
- intellectual stimulation
- risk-taking
- optimism

connect
- receiving feedback
- empathy
- developing others
- recognition
- performance correction
- cooperation

enjoy
- stress management
- happiness
- work-life balance
- health & safety

outcome

- perceived effectiveness

Examples of industry-specific leadership surveys we offer include:
- School Leadership Surveys
- Quality Leadership Profiles
We can also develop a leadership survey specific to your industry.

Hierarchically, these factors reflect key leadership behaviours required to manage tasks, lead people, and drive change. They also meet core psychological needs of all people.

factors	managing	to meet needs of
voice	change	meaning
innovate		growth
connect	people	relationship
enjoy		security
organise	task	order

leading

Impact on leader effectiveness

managing

detailed explanation of the factors

voice

vision & inspiration, high expectations, advocacy, verbal influence

the extent to which a leader expresses and strives towards mission and values

'Voice' is the extent to which leaders share their vision, inspire others, set high expectations, communicate persuasively and promote the organisation positively. Leaders who 'voice' are prepared to risk popularity to speak up for what is right for their organisation. 'Voice' leadership is exerting power through the group, rather than power over a group, to achieve collective goals.

Leaders who exhibit 'voice' characteristics help create, and influence, a group's identity and values. This allows the group to work collectively, helping them perform at levels beyond the transactions and tasks of their daily roles. 'Voice' is particularly important for leading organisations through change, by linking changes to the organisation's purpose and values, and developing and communicating a clear vision for the future. 'Voice' differentiates leaders from managers.

organise

time management, quality, speed, problem solving

the extent to which a leader plans, implements and monitors

'Organise' is the extent to which leaders focus on the transactional and task-oriented aspect of management, and efficiently deliver quality and timely outputs. It involves monitoring performance to ensure quality standards are met, establishing work structures and procedures, minimising role ambiguity and conflict, managing workloads and timelines, and solving problems.

Leaders who exhibit 'organise' characteristics focus on the rational management of people and resources toward meeting organisational goals, and strive to make organisations as efficient and productive as possible. Goal and task focus are particularly important for success at the management level.

innovate

continuous improvement, intellectual stimulation, risk taking, optimism

the extent to which a leader is innovative, willing to explore, learn and seeks continuous improvement

'Innovate' is the extent to which leaders listen with an open mind, try new things, reflect honestly on successes and failures, create a degree of comfort with change, and help their organisation to adapt.

Innovative leaders demonstrate thought leadership, continuous improvement, intellectual stimulation, risk taking and optimism.

Organisational transformation requires leaders to be innovative and to motivate others to work towards the change. Openness to feedback (positive and negative) and risk-taking can sometimes bring bad news, uncertainty and even failure, but it can also bring great success by challenging the status-quo. Good innovators have a willingness to endure short-term pain for long-term gain. Optimism is a critical skill for motivating others to adapt to change and maintain their behaviour over time.

connect

receiving feedback, empathy, developing others, recognition, performance correction, cooperation

the extent to which a leader involves, recognises and develops others

'Connect' is the extent to which leaders empathise with and support staff. It involves consulting with employees, listening to suggestions, considering employee needs, coaching and mentoring, providing development opportunities, recognising achievements and making positive comments regarding employee capabilities all while diplomatically managing performance.

Leaders who 'connect' provide individualised support and coaching that not only improves the productivity and performance of team members, but fosters trust in and commitment to the leader.

enjoy

stress management, happiness, work-life balance, health & safety

the extent to which a leader finds pleasure in work and life, and manages stress, health and wellbeing

'Enjoy' occurs when leaders have a stable influence on their teams, focusing on stress management, happiness, work-life balance, and health and safety. Leaders who 'enjoy' demonstrate deliberate self-awareness and reflection on their own actions and reactions, particularly when they are under stress.

Leaders who are more emotionally stable are generally more effective leaders, providing a secure environment in which their team can focus and flourish. Positive emotions are contagious. The wellbeing of leaders influences the wellbeing of team members, with increasing impact over time.

Go to https://voiceproject.com/research/leadership for development guides for each of these key areas of leadership.