

The Leadership Tolerance Test[®]

Factsheet

What is The Leadership Tolerance Test[®]?

The Leadership Tolerance Test[®] is a self-conducted profiling tool that aims to evaluate the extent to which an actual or potential leader can accept a range of situations centred on staff attitude, conduct, behaviour, mindset and capability. The results of the test aim to form the basis of one-to-one coaching for that leader or a form of needs analysis identifying areas of training required. The results of the test also aim at increasing self-awareness and help leaders to consider how their actions shape the culture around them. Furthermore, increased self-awareness can allow a leader to better manage themselves, consider their strengths and how they use them, and their weaknesses.

How was The Leadership Tolerance Test[®] Developed?

The Leadership Tolerance Test[®] was developed by LTT Analytics Director Ben Dobbs - a leadership trainer and executive coach with years of experience in the field working with major companies and organisations internationally on intensive training, coaching and development courses and programmes in the UK, Saudi Arabia, the UAE, Oman, Qatar, Kuwait, Bahrain, Sri Lanka, Switzerland, Italy, Poland, Macedonia, Russia and China.

Through extensive experience training and coaching leaders, Ben designed The Leadership Tolerance Test[®] to assess the impact an actual or potential leader has or could have based on the principle that it is what a leader can or cannot accept (and therefore the action that a leader does or does not take) that shapes the culture of an organisation.

The Scope of The Leadership Tolerance Test[®]:

The Leadership Tolerance Test[®] covers 10 dimensions. The Leadership Tolerance Test[®] does not deal with absolutes. It focuses on deficiencies in the performance and conduct of team members. This is not an indicator of preferences but of what a leader will accept. The Leadership Tolerance Test[®] can target real or hypothetical tolerances.

The Uses of The Leadership Tolerance Test[®]:

The Leadership Tolerance Test[®] has a range of benefits for individuals and organisations:

Benefits for individuals:

- Improves self-awareness and therefore self-management of leaders
- Identifies, in part, a leader's developmental needs
- Highlights areas in which a leader needs to adapt their approach
- Draws attention to areas in which a leader needs to act differently
- Affirms areas in which a leader needs to continue

Benefits for Organisations

- Aids in recruitment processes to give a fuller understanding of leadership style(s)
- Indicates what a real or potential leader will and will not accept
- Reflective of a leader's actual or potential impact on the organisation and its culture
- Can form the basis of executive or leadership coaching programmes

What are 10 Dimensions / Categories of The Leadership Tolerance Test ®?

Each dimension / category of The Leadership Tolerance Test ® has a subset of behaviours that form the basis of the questions. The dimensions / categories are:

1. Performance and results
2. Communication, interaction and appropriacy
3. Growth, development and competence
4. Teamwork and collaboration
5. Motivation, mindset and attitude
6. Organisation and resource management
7. Service and representing
8. Obedience, compliance and opposition
9. Critical thinking, analysis and objectivity
10. Change and agility

What is Outside the Scope of The Leadership Tolerance Test ®?

The Leadership Tolerance Test ® is focused on negatives and not behaviours deemed unacceptable that warrant serious disciplinary action as these are unambiguous and, as such, cannot be tolerated in any way. Factors outside of the scope of The Leadership Tolerance Test ® include:

- Bullying
- Harassment
- Discrimination
- Theft
- Corruption
- Violence
- Criminal acts
- Dangerous behaviour
- Negligence and endangerment

What do the Questions look like on The Leadership Tolerance Test ®?

Each dimension / category of The Leadership Tolerance Test ® has a subset of behaviours and it is these behaviours that are targetted in the questions. Each behaviour has two questions. Questions are answered along a scale of 1 to 7 from completely disagree to completely agree. Below is a sample of The Leadership Tolerance Test ®:

Category 1 – Performance and Results

Tolerance – Error:

1. Team members make repeated errors as part of workplace processes.

1 2 3 4 5 6 7

2. Training and support are provided; however, some members of my team do not seem to be bothered by errors they are making.

1 2 3 4 5 6 7

Contact:

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