

## Does Experience Equal Competence?



Does having extensive experience in a management skill also mean that the person is truly competent in that area?

Webster's Dictionary defines *competence* as "the right combination of skills, knowledge, and behavior correctly applied to perform a specific job." When it comes to performing the wide range of critical supervisory functions, having both experience and the right knowledge is required. Experience practicing error is not a strategy for success!

Is there a way to assess the level of knowledge an individual possesses, to perform key supervisory skills such as project management, handling conflict, delegating, and managing performance?

This is the question plaguing many organizations as they wrestle with the challenges of assuring their leadership team is equipped with the necessary skills to lead. Relying on experience as the only indicator they possess the right skills is too great a risk.

## LLQ Answers the Question

Every supervisor, from the front line to the C-suite, is confronted daily by a myriad of situations through which they must manage. There is often little or no time to step back and "huddle with the boss" to talk things through. And the right decisions need to be made consistently.

The LLQ-II (Leatherman Leadership Questionnaire) is an online assessment that measures knowledge of best practices job behaviors. Twenty-seven critical supervisory and leadership proficiencies are measured. The only *knowledge-based* instrument of its kind, the LLQ-II uses realistic, everyday situations in asking participants to choose the *best answer* from among four correct options.

Participant responses are measured against an international database to indicate how the individual compares to the tens of thousands of leaders and managers tested. Results are compared to other individuals from the same organization as well as to the entire international database.

Participants are scored in each of the twenty-seven proficiencies, and the scores indicate an area of strength, need area, or where the participant has an adequate grasp. As a result, both individual and group development plans can be created and implemented with confidence.

## Development, Retention & Productivity in One Tool!

The LLQ-II makes it simple to create custom development plans for each employee. At a glance, you see precisely the need areas on which to focus. Training becomes very specific, without wasting time and resources on generic training that may not be needed.

Research by the Gallup Organization finds that organizations that invest in the career development of their employees are significantly more likely to retain talented people.

When you know for certain that a particular employee possesses best practices knowledge in a certain area, you can turn them loose with confidence. Rather than guessing, you know with that things will be done right, and that he or she is able to achieve high levels of productivity.

The LLQ-II is also ideal for helping you make better decisions when hiring or promoting. Now you can know who among a group of candidates possesses the right skills and knowledge for the job. Consistently making better hiring and promotion decisions can add tens of thousands of dollars to your bottom line.



**Unleash The Power of the LLQ-II!**



## Key Leadership Proficiencies the LLQ-II Measures

For more than a quarter century, the Leatherman Leadership Questionnaire has been used to measure the leadership proficiencies of individuals in these twenty seven important areas:

- Assigning Work
- Mentoring
- Coaching Employees
- One-on-One Communication
- Managing Change
- Handling Complaints
- Managing Conflict & Grievances
- Counseling Employees
- Helping Employees Make Decisions
- Delegating
- Taking Disciplinary Action
- Vision and Strategic Planning
- Setting Goals and Objectives With Employees
- Building and Maintaining Trust and Loyalty
- Conducting Employee Meetings
- Giving Positive Feedback
- Negotiating
- Conducting Performance Appraisals
- Establishing Performance Standards
- Persuading and Influencing Employees
- Ethics in the Organization
- Problem Solving With Employees
- Conducting Selection Interviews
- Team Building
- Organizational Culture
- Project Management
- One-on-One Training

Participants receive a detailed report that, along with their scoring, identifies their specific strengths and need areas.

## Specifications

- Assessment is taken online (requires Internet connection)
- Consists of 339 questions
- May be completed in multiple sessions over a 30 day period
- Report in PDF format
- Decades of research on the LLQ has confirmed its validation:
  - .9706 Reliability and .8909 Valid
- Offered individually, as a group or as an entire organization
- In use since 1986; last updated in 2002

## 100% ROI in 6 Months!

Consider the financial benefits of:

- A clear personal development path for employees
- Increased productivity per person
- Increased employee retention
- Improved employee morale

What investment can you make that will pay for itself in just six months? With the insights you'll gain with the LLQ-II, your modest investment will keep on delivering benefits for years.

For more than a decade, Boyer Management Group has worked with businesses and organizations to help them get the very best out of their people, and with senior managers to improve their effectiveness.

## Accelerate Your Growth

Boyer Management Group also offers these associated LLQ resources:

- The LLQ Development Manual, ideal for individual or team study
- The LLQ Personal Action Planner
- Integrates fully with our 360-Degree Assessments
- Personal / Executive Coaching

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**A better solution is just a phone call or email away!** If you're ready to improve your organization through Leadership Assessments, please email us today at [hank@boyermanagement.com](mailto:hank@boyermanagement.com) or call us at 215-942-0982.



*BMG is your added value source for Leatherman Leadership products!*



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