



TEAM LEADER SKILLS INVENTORY

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& Associates

*Team Leaders need to understand their leadership behaviors and gain insight into what specific behaviors they employ well – and which they don't. Unfortunately, behavioral insight is often missing from performance appraisal feedback which focuses primarily on results rather than behavior. To gain equally necessary behavioral understanding and insight – either your own or that of a colleague – turn to the **Team Leader Skills Inventory (TLSI)**.*

The TLSI provides behavioral skills feedback for team leaders in eight areas:

- Performance
- Team Development/Orientation
- Interpersonal Skills
- Technical Competence
- Communications Skills
- Problem Solving Skills
- Priority Setting/Organization
- Flexibility & Adaptability

The TLSI has a sound research foundation, using data from [Team Manager Development Centers](#) over a 10-year period and trial tests with numerous client companies. [Dr. Paul Marciano](#), who developed this leadership assessment instrument, has given great care to ensure the instrument measures valid behavioral requirements of team leadership and that it is psychometrically sound.

The TLSI has many uses: for intermittent leadership skills feedback; for developmental coaching and mentoring with current or potential leaders; to pinpoint skills requirements and set stretch objectives; to supplement traditional appraisal tools.

The TLSI can be completed by different people. In addition to the team leader's direct manager, others can complete this team leader assessment and offer feedback. The team leader can complete it as a self-assessment. There is also merit in receiving feedback from peers and subordinates whose daily interactions have a great impact on the team leader (360° feedback).

The TLSI is simple to administer. The team leadership areas are measured using 40 brief statements. The on-line instrument takes about 15 minutes to complete. Results are computed in our office and a profile is promptly returned to you (5 business days max, depending on the version you select).

The TLSI is cost effective. An on-line package of 10 surveys is only \$40. Sample the TLSI by doing a free self-assessment.

The TLSI easily meets the team leader’s need for more specific and ongoing feedback. And it meets the manager’s (and colleagues’) need for a simple tool to give specific feedback on a more frequent basis.

The TLSI is uniquely different from the normal performance appraisal.

TLSI	Performance Appraisals
Focuses on behaviors that affect the “bottom line” and impacts overall success.	Focus on specific outcomes more than behaviors, thus leaving the individual still absent behavioral understanding.
Can be used as frequently as every 3-4 months for ongoing development.	Typically occur annually – too infrequent to be an effective reinforcer of behavioral change.
Designed for development only, the TLSI removes the emotional element of pay.	Used as the basis for pay increases – prompting an emotional level of attack/defend.
Goes straight to the heart of leadership skills and behaviors.	Typically fail to identify underlying skills required for leadership success.

Who should complete the TLSI?

There is great merit in gaining feedback from multiple sources. The best single individual to provide feedback is usually the manager. However, by gathering feedback from multiple sources, the individual gains an even wider perspective. Additional feedback sources include peers, subordinates, customers, mentors and coaches who have frequent interactions with the team leader and are impacted by the team leader. In every case, the team leader self-assessment critically serves to identify discrepancies between the team leader's self-perception and the view of others.

Thus we offer the TLSI in three versions: SR (self-rater), DR (dual rater), and MR (multi-rater).

The Development of the TLSI

The TLSI was created through ten years of research and direct interaction with over 1000 first line supervisors and team leaders who attended the E.C. Davis & Associates **Team Manager Development Center**. During this time, we conducted several internal studies and reviewed a variety of competency models. *One finding is clear: there is not a single or "right" model or group of competencies – many can be supported both theoretically and empirically.* In building the TLSI, we wanted a comprehensive yet easy to use tool. We found models with 15 or more competencies quite cumbersome and they often have overlapping constructs; those with less than five competencies are either missing critical skill areas or have categories so broad that more than one construct was being measured under each label. We believe that the eight categories measured by the TLSI are relatively unique from one another and cover the majority of key leadership behaviors.

Once we had identified our eight competencies, we reviewed and tested hundreds of individual items and several different item formats. We wanted the TLSI to be psychometrically sound as well as simple to take and score. Great care was taken during our pilot studies to ensure that items were clear and unambiguous, and focused on behaviors rather than feelings or attitudes. In order to enhance reliability and to more fully capture the scope of each competency, we used five items per area. To reduce responder bias and enhance validity, we used three "positively" and two "negatively" worded statements per competency area and alternated the forms that statements took (e.g., verb vs. adjective). In addition, items were rotated by competency area, positive/negative phrasing, and by form.