



# LEIPA FACILITATOR ACCREDITATION PROGRAMME

## COACHING BEYOND THE EGO.

Building performance through being  
Radical, Ethical and Authentic.

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# LOOKING FOR A TOOL TO TAKE YOUR COACHING BUSINESS TO THE NEXT LEVEL?

## Become a LEIPA® Accredited Facilitator

### WHAT IS A LEIPA®?

#### LEIPA® IS A LEADERSHIP EMOTIONAL INTELLIGENCE PERFORMANCE ACCELERATOR

- Uniquely, measures actual vs desired frequency of observation for EI associated behaviours and correlates them against leadership styles.
- Compares the individual's EI and habitual leadership styles with those that will be most valuable in their role.
- Pinpoints specific behaviours to develop or change for performance improvement and provides a clear action plan.
- Using best practice in a 360 format, it is culturally neutral, and can be used in any organisational context or geography.



### WHY BECOME A LEIPA® FACILITATOR?



*LEIPA is fantastic at identifying the key behaviours the coachee needs to develop to have the greatest positive impact on their leadership capability. Once acknowledged as a goal to attain, these behaviours bring coaching to its most productive level for organisations.*

Caroline Lansbury, L&D Consultant, Executive Coach



#### ENHANCES

your client offering and client loyalty.



#### ADDS

value and revenue to your practice.



#### ACCELERATES

leadership performance for your clients.



#### PROVIDES

an action plan and framework for ongoing coaching.

### HOW TO BECOME A LEIPA® FACILITATOR?

#### COMPLETE THE ACCREDITATION PROGRAMME (20 HOURS LEARNING) WHICH INCLUDES:

- Completing your own LEIPA®.
- Online ALIVE® interactive learning courses with reflective exercises and feedback.
- Tutor led group workshop video conference ALIVE® calls.
- Working in triads as candidate/coach/observer to practice facilitating the LEIPA® process and provide client feedback (observed by tutor), via video conference.

Course accredited for 20 ICF CCEUs\*



\* International Coach Federation - Continuing Coach Education Units

Intrigued? Email Danielle: [dgrant@leadershapeglobal.com](mailto:dgrant@leadershapeglobal.com)





## Leadership and Emotional Intelligence Performance Accelerator

Accelerates the performance of leaders by building  
Emotional Intelligence and leadership capability

### How Does LEIPA® work?

LEIPA®, provides a precise, defined plan for behavioural change, tailored to the individual's role within your organisation. The process ensures a rounded view from both self-perception and colleagues, focusing on Emotional Intelligence and leadership styles.

Using best practice in a 360° format, LEIPA® identifies and compares the individual's habitual leadership styles to those which will have the greatest positive impact. Specific behaviours to change, producing significant performance improvement are pinpointed, delivering a framework for action.

### Key Features

- Uniquely correlates EI competencies against the most important leadership styles for the circumstances
- Developed from the proven Emotional Intelligence and Leadership Style Framework (Goleman Boyatzis 2001)
- Objective focus on observed against desired behaviours within the organisation, backed by verbatim comments
- Not reliant on 'norms', LEIPA® is culturally neutral, so it can be used across any organisation or geography
- Creates a specific action plan for immediate and future development
- An on-line tool that is easy to set up, manage and deliver

“ LEIPA® made a strong contribution to improving my self-awareness and provided an excellent tool to identify very specific areas I could work on to improve my leadership capability. ”

**Managing Partner –  
International consultancy**

“ Found LEIPA® an incredible experience and think it's something everyone should have the opportunity to do. It taught me a lot about self-imposed barriers and gave me the necessary skills to overcome them. My stress levels used to be 8/10; I have now been maintaining a constant 4 since taking part. ”

**Head of Operations – Global Energy Trading**

### Benefits for your leaders

- Clear, contextual information creates positive commitment to change
- Provides practical ways to develop new habits and flex their leadership style range
- Increases confidence, strengths, relationships and improves engagement
- Deeper understanding of their environment and how to influence it
- Becomes an integral part of a personal development plan

### Benefits for your organisation

- Commitment to make real changes required to deliver improved performance
- Opens up communications
- Involvement, collaboration and awareness grows in boards, teams and groups
- More effective leadership drives sustained improvement and builds a culture that delivers a return on investment

“ LEIPA® was incredibly helpful in learning how others see me and in pin-pointing areas for change and development to maximise my effectiveness. LEIPA® offers its greatest value when combined with on-going coaching and development. ”

**CEO - NGO**

## When to use LEIPA®

1. For individual leadership development
2. Board, team and group development
3. Confidence building
4. As part of a culture change programme
5. To build trust and reduce conflict

“ LEIPA® helped me to realise the changes I needed to make personally, and those needed in order to become a better leader professionally. The peer review was of huge value in identifying the professional element, but to put it in to practice I needed the coaching and mentoring to help me plot a course from where I was to where I am now, on the brink of what I believe is success! ”







Head of Technology – Global Energy Trading

## Team LEIPA

- Aggregated analysis of all individuals' EI and
- Leadership style profiles to provide the team profile
- Enables behavioural and cultural 'fit' of the team to be understood and developed
- Provides a specific basis for an action plan for team development work
- Integrates with the individual action plans

## The Leadership Style Report

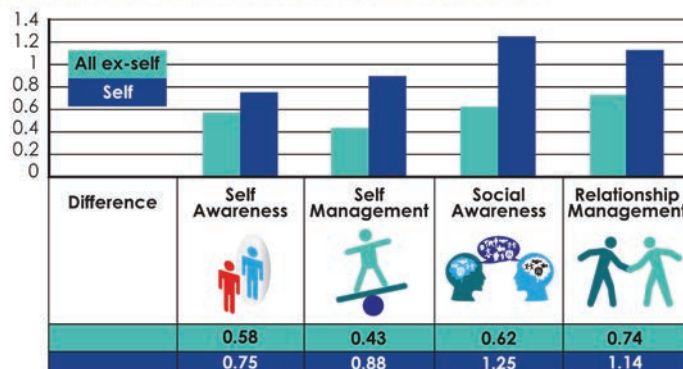
The table below highlights the precise areas of focus to provide the biggest improvement in performance and ranks different leadership styles in the context of the person's role to build an all-round picture of the organisation's climate.

Leadership Style	Level of importance as scored by raters	PRIME:	SECONDARY:	TERTIARY:	Overall score:
 Visionary	1	Self-confidence: -0.1 Inspirational leadership: 0.3 Change catalyst: 0.6 Transparency: 0.3	Emotional self-awareness: 1.0 Optimism: 0.4	Initiative: 0.7 Empathy: 1.3 Influence: 0.7	0.4
 Coaching	5	Emotional self-awareness: 1.0 Empathy: 1.3 Developing others: 1.1	Initiative: 0.7 Emotional self-control: 0.3	Accurate self-assessment: 0.8 Optimism: 0.4 Organisational awareness: 0.3	0.9
 Affiliative	3	Empathy: 1.3 Conflict management: 1.0 Building bonds: 0.3	Emotional self-awareness: 1.0 Initiative: 0.7	Accurate self-assessment: 0.8 Transparency: 0.3	0.8
 Democratic	2	Teamwork & collaboration: 1.1 Conflict management: 1.0 Influence: 0.7 Accurate self-assessment: 0.8	Empathy: 1.3 Adaptability: 0.5	Organisational awareness: 0.3 Service orientation: 0.3	0.9
 Pace-setting	4	Achievement: 0.3 Initiative: 0.7	Self-confidence: -0.1	Sub-total +ve: 0.4 <b>NEGATIVE EFFECT IF MISSING:</b> Emotional self-awareness: 1.0 Emotional self-control: 0.3 Empathy: 1.3 Teamwork & collaboration: 1.1	0.7
 Commanding	6	Achievement: 0.3 Initiative: 0.7 Influence: 0.7		Sub-total: 0.6 <b>NEGATIVE EFFECT IF MISSING:</b> Emotional self-awareness: 1.0 Emotional self-control: 0.3 Empathy: 1.3	0.7
<b>Overall score:</b>				<b>Sub-total:</b> 0.9	<b>0.7</b>

## EI Competency Summary

A gap analysis between observed and desired scores for self, compared with those of colleagues for all EI competencies. Uncovers hidden strengths and blind spots.

Performance Difference Desired less Observed



Competency	Self	Average ex-self
<b>Self-awareness</b>	<b>0.75</b>	<b>0.58</b>
Emotional self-awareness	1.00	0.98
Accurate self-assessment	0.75	0.81
Self-confidence	0.50	HS -0.06
<b>Self-management</b>	<b>0.88</b>	<b>0.43</b>
Achievement orientation	0.75	0.31
Optimism	1.00	HS 0.38
Emotional self-control	1.50	HS 0.33
Transparency	0.50	0.31
Adaptability	0.75	0.52
Initiative	0.75	0.71
<b>Social awareness</b>	<b>1.25</b>	<b>0.62</b>
Empathy	1.75	1.25
Organisational awareness	0.75	0.33
Service orientation	1.25	HS 0.27
<b>Relationship management</b>	<b>1.14</b>	<b>0.74</b>
Developing others	1.75	1.08
Inspirational leadership	0.75	0.33
Influence	2.00	0.73
Change catalyst	0.75	0.58
Conflict management	1.25	1.02
Building bonds	1.00	HS 0.29
Teamwork and collaboration	0.50	BS 1.10
<b>Communications</b>	<b>0.67</b>	<b>1.00</b>
Trustworthiness	0.50	0.17
Conscientiousness	0.00	0.00

BS = Potential Blind Spot, HS = Potential Hidden Strength

## LEIPA® Facilitator Accreditation Programme Outline

Total time commitment : 10 weeks (plus your own personal LEIPA and client trial LEIPA), 20 hours

Stage one of the TLC training programme involves qualifying as a LEIPA® accredited facilitator. The process includes your own personal LEIPA with 1-2-1 feedback for 2 hours, which is usually priced at £720.

### The process

The process will be as follows (dates are subject to agreement of cohort members):

Stage	Detail	Timing	Individual learning	Tutor led learning	Total time / CCE hours
Personal LEIPA®	Undertake own LEIPA® with feedback from tutor to experience process personally	2 - 6 weeks prior to course start	1 hr survey prep and completion	2 hr feedback	3 hrs
<b>ALIVE® Prep</b> Emotional Intelligence for Leadership & The Six Emotionally Intelligent Leadership Styles	2 courses of ALIVE® interactive learning with reflective exercises and feedback	Week 1	1.25 hrs interactive online learning		1.25 hrs
ALIVE® Workshop 1	Reflective group Video call to embed and consolidate EI Prep	Week 3		2 hr reflective call	2 hrs
<b>ALIVE® Prep</b> LEIPA Facilitator Training	1 course of ALIVE® theory and stimulus materials on LEIPA®	Week 4	1.25 hrs interactive online learning		1.25 hrs
ALIVE® Workshop 2	Reflective ALIVE® call to ensure learning from Prep is deepened and extended	Week 6		2 hr reflective call	2 hrs
Triad Work	Each cohort to be split into triads with candidate/coach/observer - each feeding back their own LEIPA® to one another with the observer listening in and providing reflective feedback on the process – tutor observing and leading final reflections	Week 8		6 hrs coaching feedback triad work	6 hrs

Stage	Detail	Timing	Individual learning	Tutor led learning	Total time commitment
Own client LEIPA®	Facilitating LEIPA® process and providing client feedback – observed or prepped with tutor depending on client contract	Week 16	1.5 hrs preparation for client feedback	1.5 hrs tutor led 'dry run' for client feedback	1.5 hr prep for client feedback plus tutor 'dry run'
Total commitment			<b>4.5 hrs</b> individual learning	<b>15.5 hrs</b> tutor led	<b>20 hrs total</b> learning plus delivering own client feedback (paid)

## Delivering LEIPA®

Each LEIPA® facilitator will be expected to deliver one LEIPA® to a client, with the feedback process being prepped via a dry run or shadowed by a LeaderShape Director with post-event feedback, in order to gain their accreditation. This first LEIPA ('Guinea Pig') that you undertake as a facilitator with a client, but under supervision as part of the training programme, is considered as satisfying the minimum requirements in the first year.

## Commitment going forwards

Once qualified, it is important that you regularly practice your skills to maintain your accreditation and the credibility of the TLC programme. To do this we have set a minimum requirement per year. During the calendar year you qualify, the only requirement is to purchase one LEIPA (Guinea Pig) for your supported feedback session. In subsequent years you must purchase at least 3 LEIPAs for clients at the standard retail price less your discount.

To maintain accreditation for a single year when you have not purchased the required number of LEIPAs, a fee of £250 (\$275) will be due.

To see costs, visit <https://www.leadershapeglobal.com/leipa-accredited-facilitator>

## Learning Objectives

To understand the journey towards leading beyond the ego by:

- Enhancing knowledge and understanding of Emotional Intelligence and its correlation to 6 leadership styles and thereby be able to support coachees in developing Emotional Intelligence and related leadership styles appropriate to their role.
- To be equipped to develop clients to become Transpersonal Leaders through personal awareness and role modelling.
- To become competent and confident in the use of the tools and resources within the Transpersonal Leadership coaching model.

## Comparing LEIPA® with Psychometric and Other Tools

### Is this a validated Psychometric Tool?

Psychometric tools are tools that measure psychological profiles that are relevant to a job, including everything from specific analytical performance measures to personality traits – i.e. preferences for behaviour. Psychometrics are self-assessment tools with similar questions asked in different ways to show up and eliminate attempts to manipulate results.

LEIPA® is not a psychometric tool. It relies on the observations of other people (boss, Peers, direct reports, others), who work closely with the Candidate as well as a self-view. Its strength lies in the way that Raters are asked to quantify the frequency of observed and desired behaviours rather than to measure competence or make judgments. This allows it to be effective in any culture. A snapshot of habitual behaviour is a more useful assessment than any psychometric since it reveals how the person really behaves as a leader. It therefore gives practical feedback on what behaviours people actually see, what they would like to see and the specific behaviours that the person can choose to change or adjust.

Most classic psychometric and 360 tools tend to be a comparison against an industry or national norm, which may have little or no relevance to the candidate's context.

The multiple perspectives provided in the process enables real conversations to occur about why people might want different things from the individual and how, together, the right culture can be shaped.

### How can the candidate use the results?

The candidate can best identify the two or three specific behaviours that will have the most impact on them becoming a better leader by changing how they behave day to day, in real life.

Because the tool asks raters also to list the leadership styles in order of importance, and compare it with the candidate's competence in various styles, it allows identification of granular behaviours that most enable practicing those styles

This means that the tool integrates behavioural development and an understanding of the leadership styles that best suit the organisation.

Therefore, developing effective leadership style(s) becomes a very practical experience because of the link to the two or three specific behaviours that can be focused on rather than a more abstract or general conversation.

Most 360 tools do not go down to the level of detail that allows a candidate to identify exactly what behavioural change effort will most positively impact their ability to lead in their role.

### Is it a "proper" validated tool?

LEIPA® is a result of many years of evidence based research and experience but fundamentally based on the published research of Goleman, Boyatzis and McKee as described in the *New Leaders* (2000). This research is what connects the individual's behaviours to the leadership styles. Psychometric tools may give people a sense of having an "official stamp". However that does not necessarily mean they offer the most useful or applicable development path for an individual.



Psychometrics are often the only solution for recruiting new staff as it is impossible to do an effective 360 because of the absence of suitable raters. For the personal development of leaders, LEIPA® is far superior to any psychometric.

### **What is the methodology and academic rigor underpinning LEIPA®?**

John Knights, LeaderShape's Chairman built on the foundations of the research published by Goleman et al, (2000) that correlates EI competencies and behaviours to 6 defined leadership styles. Using a mathematical model, he 'deconstructed' these findings to create an algorithm that LEIPA® uses to determine levels of observed and desired behaviour. This profile creates a clear picture of the competency of the candidate in each of the leadership styles. This is set against the assessed importance of each style to identify the strength and development needs of the individual.

### **Is this a confidence-boosting tool?**

In our general experience it is absolutely a confidence-building tool. The majority of Candidates are rated higher overall than they rate themselves. So even if they find several development areas they will be pleased to find hidden strengths too. The main confidence boost however is a realisation that by working on just a few key specific behaviours a Candidate can significantly improve their performance.

### **Or is this a breakdown and rebuild tool?**

Occasionally! Sometimes a Candidate has a falsely positive view of themselves and their performance and a lack of understanding how others feel or a belief that everyone else is wrong. Handled by an experienced coach / facilitator this usually leads to an ultimately positive outcome where the realization of the blind spots allows the person to address the issues. LEIPA has really helped many people in this category but it is critical in such circumstances that the rebuild is continued with a programme of coaching or other developmental sessions.

### **Does LEIPA work with different cultures, for example with companies operating in several countries?**

Our experience with different cultures is that it works with any culture. This is because the tool notes the difference between observed and desired human behaviour. So if one culture expects ("desires") a different behaviour than another that will become self-evident from scores as identified by the Raters.

### **How confidential is the process?**

The LEIPA® Report is strictly confidential to the Candidate only, as is the discussion between the Candidate and the Facilitator. The only thing the Candidate has to share with their raters are the two or three key Actions they have decided to make as a result of the LEIPA output. Candidates are encouraged to share key findings with their manager and others but it is up to the Candidate with no pressurised expectations. In addition, the responses of all the Raters (except the manager(s)) are anonymized by grouping the feedback into minimum of three Raters.

### **How does liking or disliking the Candidate impact the Rater feedback?**

There is always a potential for this to happen so the effect is first minimized by explaining in advance to Raters that as the LEIPA® Report is confidential to the individual it is in everyone's interest to give honest and genuine feedback as it will only be used to help the individual to improve their performance, and not be used for performance appraisal. Secondly, whether a Rater scores with an optimistic or pessimistic view, the order of how individual behaviours are scored will not be affected. At the end of the day it is the order of the difference scores that determine which behaviours the Candidate will choose to work on.

## Can the results be used as part of a Personal Development or Assessment Programme?

The LEIPA® Report itself cannot be used (unless at the behest of the candidate) as it is confidential to the Candidate. However, once the Candidate has discussed with his/her Raters (including Managers) the 2-3 specific behaviours to be worked on and completed a behavioural Action Plan, the points in the Action Plan are very appropriate to then include in any company wide development / assessment programme.

### Process Questions : Timing

#### How quickly can we start?

It depends how quickly the Candidate compiles and gets acceptance from the Raters who are volunteers. Generally we allow about two weeks. The LEIPA® on-line process can normally be launched within 48 hours of receipt by the Administrator of an accurate Rater List and Release Form.

#### How long does the whole process take?

Our experience suggests allowing 6 - 8 weeks for the complete process though it can be done much faster if urgent and all Raters can be relied on to respond quickly.

#### How long will the on-line survey take to complete?

This varies very much between individuals. We have seen times from 12 to 60 minutes. But most raters take around 30 minutes to complete the survey.

#### How quickly do we get the results?

Again this depends on how long it takes the last Rater to complete the on-line survey. We normally allow one month for this process though often it can be quicker. Once the last Rater has completed the on-line survey the Detailed Report can normally be available within 48 hours. Each Rater is sent up to two reminders automatically if they have not completed. After that it usually requires a personal intervention from the Candidate or client administrator.

#### Where does the feedback take place, at whose office for example?

In today's busy and global environment it usually happens remotely although face-to-face can be arranged where preferred and logistically convenient. Skype or similar video conferencing is best but feedback can also be effective from an experienced Facilitator using a phone. Whether it is face-to-face or remote, both the Candidate and the Facilitator should be in a private place where no-one can hear the conversation. A remote feedback session is usually less expensive where travel and thus time is required for a face-to-face session.

It is strongly advisable to give the Candidate a personal reminder to print of the LEIPA® Report in colour as working from a computer screen or a print out in Black and White is not effective in giving the feedback.

#### How long does Feedback take?

The full feedback normally takes 1.5 - 2 hours, and occasionally a little more. It is recommended to leave 2½ hours available in the candidate's calendar to be sure the session does not have to be curtailed before it is finished.

## How time consuming is the prep?

For the Candidate, the main prep is identifying an appropriate number of Raters who will agree to complete the on-line assessment. The Facilitator will need to communicate with the

LeaderShape Administrator to provide the Rater List and Release Form (provides various parameters about the process) after which the Administrator handles the preparation.

## Process Questions : Rater-related Questions

### How do we start?

Once it is agreed that a LEIPA® will be undertaken the Facilitator will help the Candidate to identify the appropriate list of raters, how to approach the raters, and a time frame.

### How many Raters are required?

In exceptional circumstances the minimum number can be as low as 4 (including the Candidate's self-assessment). The maximum is 17 (including the Candidate's self-assessment). Generally, the more Raters the better but they must be people who work with the candidate and know them reasonably well. 8 Raters including The Candidate, A Manager, 3 Peers, 3 Direct Reports or 3 Others should be the minimum where possible.

### Who will be involved?

This process is primarily between the Candidate and the LEIPA® Facilitator. The manager or other company champion (eg HR Director) may be involved to approve the investment in the LEIPA®, and one or more LeaderShape Administrators may be involved to ensure a smooth process.

### After the feedback to my Raters, what help and support is provided along this journey of improvement?

LeaderShape always recommend that Candidates receive support beyond just the LEIPA® feedback session to help them learn, practice and embed the changes required so they become a habit. If the LEIPA® is part of a team leadership development programme or an ongoing coaching programme this happens naturally.

### How many emails are sent to Raters?

Once all Raters are confirmed they receive an email to confirm their participation that includes information about the LEIPA® process. This is sent shortly before the first automatic email which gives a unique link for them to go online to complete the survey. If necessary, this is followed up by up to two automatic reminder emails about a week apart (can be customised) requesting they complete the survey. If Raters have still not completed they will receive a personal email either from the Administrator, the Facilitator or the Candidate.

### Is the link a general one or one specifically for the individual Rater?

It is specific to the individual Rater, which eliminates the chance, of any mix up between raters.

### Is the link in all the emails?

The automatic emails (initial and two reminders) all have the unique link included.

### Can I add new Raters?

New Raters can be added after the launch, but the client will be charged as this requires significant extra administration.

### **Can I replace a Rater who has withdrawn?**

Yes, you can replace a Rater after launch, but the client will be charged as this requires significant extra administration.

### **Can I withdraw a Rater?**

Yes. There is no cost to remove a Rater but the minimum number per group (ie. 3 –except for managers) must be maintained.

### **Can I ask you to send another link for a Rater who has 'lost' theirs?**

Yes, this can be done manually.

### **Once a Rater has started the assessment can they stop and continue later?**

Yes. If the Rater has to stop in the middle of the survey or the broadband signal is lost, then to continue just click on the link again and it will take you to where you were before.

### **If a Rater has partially completed but then lost their link can they continue?**

They can be resent the link manually on request.

### **What happens if a Rater starts their response and then withdraws?**

The questions completed are not used and the Rater is eliminated.

### **What happens if the Candidate does not have sufficient number of Raters for a Rater group (e.g. Peers)?**

If at the end of the process there are less than 3 per Group (Peer, Direct Reports or Other) then it will be necessary to manually regroup so that each group has 3 minimum (eg. Combine Peers and Others).

### **What are the options if a Rater does not complete before the closing date?**

In principle, the closing date can be extended with the agreement of the Candidate and the Facilitator. At the end of the day it is a judgement decision for the Candidate (with appropriate input from the client champion, Facilitator and Administrator) whether to wait or not.

### **Do I have to complete the whole things in one go or can I take a break and come back to it?**

As explained above, a Raters do not have to complete in one go but it is advisable if they can. If they wish to go back to the survey just click on the same link and they will be taken to where they left off. It is advisable to answer each question intuitively and reasonably quickly without spending too much time considering.

### **How do you deal with any 'not observed' responses from raters?**

In order to 'neutralise' the impact of any not observed responses, we give each a nominal value of 3 for "observed" and 3 for "desired" – given that each Rater group has a minimum of 3 people in it and there are 4 questions for each EI capability block, we have assessed that this treatment ensures both consistency, minimal changes to the difference scores and no difference to the order of priority for development. This avoids any possible loss of confidentiality for raters. If a Rater has scored more than 20 "not observed" then a view should be taken as to whether they are a valid Rater with consideration given to their possible elimination from the Report.