



## Factor8™ Different Leaders Assessment Tool Briefing Note for the 360 on-line Questionnaire

The F8 DLAT has been designed for use with individuals for leadership development and executive coaching, as well as a vehicle for team effectiveness and organisational development. It provides an eight Factor framework for developing competence in leveraging diversity as a strength in a multicultural workplace or global marketplace. Completion of the questionnaire takes about 20 minutes and requires between 4 and 10 Observers. A richly descriptive, comprehensive report is generated which includes calls to action for each Factor. The debrief of the results is delivered by coaches with significant experience of using the F8DLAT and in working with clients from diverse backgrounds, especially BAME and women leaders.

This briefing note provides the context for the F8 DLAT and guidance on selecting Observers to complete the questionnaire on your behalf. A separate email with your unique password for accessing the on-line questionnaire will be sent to you.

**Please aim to complete your self-assessment as soon as possible and your Observers to complete their questionnaire as soon as possible.**

### The Factor8™ Definitions

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| <b><i>Authenticity</i></b>             | A leader confidently grounded in who they are, their identity, values and beliefs, genuine and transparent         |
| <b><i>Values Driven Leadership</i></b> | A leadership approach rooted in a clearly expressed set of principles and values that positively influences others |
| <b><i>Legacy</i></b>                   | A leader whose lasting impact makes a significant difference to others   |
| <b><i>Self-Mastery</i></b>             | A resilient adaptive leader who has total belief, self-awareness and self-control                                  |
| <b><i>Presence, Passion Power</i></b>  | The ability to lead and communicate with authority, conviction and impact  |
| <b><i>Multiple Perspectives</i></b>    | A leader who motivates self and others to create a high performing inclusive environment                           |
| <b><i>Cultural Competence</i></b>      | The ability to understand, engage and effectively lead people from different cultures                              |
| <b><i>TransformActional</i></b>        | Leadership that sees the whole system, skilfully combining strategy with operational excellence                    |



## Context

The **Factor8™ Leadership Framework** emerged from a ground breaking study, *Different Women, Different Places (2007)*, the first research of its kind to focus on the career and leadership strategies of successful black and minority ethnic (BME) women in the United Kingdom and Europe. The framework draws on the fundamental premise that diversity is a distinctive leadership strength that must be leveraged by individuals, teams and organisations for competitive advantage.

The current version of the **Factor8** Different Leaders Assessment Tool and Report (updated in 2014) is as a result of the extensive experience the Diversity Practice has gained since 2008 from working with leaders from many different cultural and ethnic backgrounds across a large number of organisations. **Over 2000 people have experienced Factor 8™ as a learning tool** across the public, private and not-for profit sectors, in the UK, US and Europe. It has been validated in our training courses by the **Institute of Leadership and Management**. The evidence has built up to show that Factor8™ contributes to the success of a broad group of leaders. We use the term '**Factor8 Leaders**' to encompass all those individuals, regardless of their gender, race, ethnicity, or other dimension of diversity, who draw on diversity as an authentic strength to maximise leadership impact and deliver results.

The **Factor8 Different Leaders Assessment Tool** has been used to support the leadership development of racially/ethnically diverse individuals, managers of diverse teams, and senior management of large complex organisations. It has also provided a framework for whole system organisational dialogue and change, and successfully contributed to the development of high performing inclusive organisations across a variety of industry sectors.

In addition to providing individuals with the opportunity to self-assess against the 8 Factors, it also gives managers of diverse individuals and teams the opportunity to 'step into the shoes' of others and provides a common language and appreciative model for engaging in dialogue that focuses on the value of difference and those leadership behaviours that create high performing cultures.

## Completing the 360 F8 DLAT

This requires you and between 4 and 10 Observers to submit a completed on-line questionnaire.

- On receipt of your unique access code and password, please go to [www.Factor8assessment.com](http://www.Factor8assessment.com)
- Click on the **F8DLAT login button**, on the left hand menu of the home page. This will take you to the login page
- Enter your email address and unique password.
- For each question you will be asked to indicate the frequency to which you display this attribute or behaviour. Carefully consider what evidence you have for the choice you are making.
- The questionnaire takes between 20 and 25 minutes to complete

**On completion of your self assessment** you will be able to invite between 4 and 10 Observers to complete the questionnaire too – providing you with feedback on their observation of you against each of the 8 Factors. Select Observers who know you well, have seen you in action in a work context and you trust will



provide objective feedback. Ideally this should include your line manager, peers and those who report to you. Impress upon them the need to complete the questionnaire in a timely fashion.

Prior to your one to one session you will receive a comprehensive Factor8™ Different Leader Assessment Report.

### **Selection of organisations that have used and applied Factor8**



If you have any questions regarding completion of the F8 DLAT do not hesitate to contact

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