

January 18th, 2017

Dear Frank;

Re: Policy Regarding Confidential Reports (LSI Leadership Assessments)

Consultants will sometimes receive pressure from their clients to share the results of one of our various instruments—usually LSI. The reasons that we do not allow this are varied, as explained by the attached. But in reality, there is one main reason that we cannot: We promise the individual at the time of completion of the inventory, that their responses will be kept confidential. As explained in the attached privacy statement, the reason we do this is to get honest, accurate information – which is the only way that we can help individuals grow and develop. Breaking this promise will not only hurt the you and me, but also the individual and their organization.

However, I do understand the enthusiasm of some senior managers who simply want to help people grow, by assisting in their development. Managers should provide regular feedback and training – both formal and informal to their subordinates. However, they do not need the individual's LSI results to accomplish that. Rather, they should use their own observations and performance review systems to drive those initiatives.

The other problem is that LSI predominantly measures complex attitudes or thinking styles. Before an experienced consultant can use LSI to help people, he/she must have completed the General Certification Workshop, as you have done – and passed the examination. To allow managers who have not been trained on LSI to use them for any purpose is dangerous.

As you know, you can provide leaders with group composites which will explain the strengths and weaknesses of the whole group. (This composite comes with standard deviations, so you can understand how prevalent a particular style is.) As well, many leaders can legitimately ask their subordinates for their action plans – providing style scores are not listed.

So, despite how well intentioned a manager may be, we simply cannot allow you to share their subordinates' LSI results.

Thanks,

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