

Zenger Folkman

Likability Index



ZENGER | FOLKMAN

Elevating Leadership Strengths

(This is the index referred to in the Harvard Business Review's blog by Jack Zenger and Joe Folkman. Here is a [link](#) to the blog about the comparison of male and female likability when promoted to higher levels in an organization.)

To create the likability index we looked at our standard Extraordinary Leader 360-degree feedback assessment and found items that had the highest correlation to our “Builds Relationships” competency. That was the first screen. As a second screen, we asked the question, “If a leader were to perform that behavior well, would it make them more likeable?” We selected 10 items that could most accurately measure a person’s likability based on assessments from themselves, peers, direct reports, and others.

Rather than merely giving you the list, we invite you to take a brief inventory of how likable you are. We are comparing your scores to the “self” scores from our 360-degree feedback instrument.

This assessment is most accurate when taken by those who work with you, but we invite you to take the test yourself and see where you stand. Rate yourself on the following scale:

- 5 Outstanding strength—comparable to someone in the top 10%
- 4 A strength, comparable to someone in the top quartile on this behavior
- 3 Competent—Good Performance on this behavior
- 2 Needs some improvement—Inconsistent performance
- 1 Needs significant Improvement—Poor performance

Question	Score
1. Do you stay in touch with issues and concerns of individuals in the work group?	
2. How well do you balance “getting results” with a concern for other’s needs?	
3. Are you trusted by all members of the work group?	
4. Do you promote a high level of cooperation between all members of the work group?	
5. Are you a role model that sets a good example for his/her work group?	
6. Do you give honest feedback in a helpful way?	
7. Are you truly concerned about developing others?	
8. How well do you inspire other to high levels of effort and performance?	
9. Are you trusted by others to use good judgment when making decisions?	
10. Do you work hard to “walk the talk” and avoid saying one thing and doing another?	
Total	

Add up all of your scores. In comparison to the “self” scores of 14,500 leaders in our database, here is how you compare to their self-scores:

- Top quartile (above 75%) if your score was 42-50
- 3rd Quartile (51st to the 75th) if your score was 39-41
- 2nd Quartile (26th to the 50th percentile) if your score was 35-38
- 1st Quartile (1st through the 25th percentile) if your score was 10-34

Usually self-scores are higher than those from others; but on these 10 items they were slightly lower. We know that self-scores are less valid than the scores of others; but this gives you a rough indication of how your self-perceptions compare to others' self-perceptions.

CONCLUSION

In order to be an inspiring leader and increase employee satisfaction and engagement a key factor is to be a “likable” leader. Being “likable” isn’t decided by your looks, personality, race, or even gender, it is something that every individual has control over. As we stated in the blog: “Aspire for positions of power and influence, and when you get promoted, it is totally your choice whether you act in a way that will have people continue to like you or not.”