



Information Guide for the
Leadership Insight Inventory
(LII)

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Introduction to Leadership Insight Inventory (LII)

The Leadership Insight Inventory (LII) is used in the selection and hiring process for managers and directors at Sempra Energy. Candidates for manager and director roles are invited to take and complete the LII assessment online. The LII contains a variety of question types and formats. These formats range from selecting whether you agree or disagree with a statement, to more interactive formats, such as reading a scenario and responding to a set of questions based on what you observed. By presenting job-related experiences in a variety of formats, the assessment is designed to measure the behaviors and competencies that are needed to be successful in leadership roles.

General Test Taking Strategies

The following information includes tips for taking a wide variety of tests and should be practiced alongside any tips provided for the individual test you are being asked to complete.

Before the Test

- **Set Aside Focused Time.** You should set aside time (up to 2 hours) and a quiet space in which to complete the assessment. You will do your best if you are not distracted and you have enough time to reflect and answer the questions thoughtfully on the assessment.

When You Begin

- **Be positive!** The tests are not designed to trick you or be unnecessarily difficult. In fact, if you've taken other tests in school or at work, you'll probably find these very familiar. Start with a positive attitude and don't give up! Try to remember the hints that are outlined in this booklet and don't get discouraged if there are questions for which you don't know the answer. If you can't answer one, don't let that discourage you for the next items. Begin each section/test with the same positive attitude. No one is expected to get every answer right!
- **Read the directions and pay close attention to all test instructions!** Sometimes we assume we know what type of question we are answering, but many times test takers struggle because they did not read the directions. An example of this would be the differences between *mark all that apply*, *answer only one*, and *mark the one that does not belong*.
- **Relax.** Feeling high amounts of stress or tension will cause you to forget what you know or think irrationally. Ways to reduce feelings of stress include preparing in advance, not talking with others who are stressed about the test immediately beforehand, making sure you understand the directions, and reviewing this guide.

During the Test

- **Don't spend too much time on any question.** Don't spend too much time on any one question. You should pace yourself and answer as honestly as you can.

- **Read each question carefully.** After reading each question, make sure you understand it clearly.
 - **Be aware of key words:** “always,” “never,” “all,” or “none.” Consider these options carefully.
 - **Trust your “gut”:** Usually your first reaction is right.
 - **Do not over-analyze questions:** read each question and answer without over-thinking

- **Monitor your time.** While there should be ample time to complete the assessment, you should monitor your time and ensure you are not rushed at the end of the assessment.

Accommodations

In accordance with the Americans with Disabilities Act (ADA), if you have a disability, you have the right to request an accommodation in the hiring and testing process. If you believe that your disability requires special arrangements to take the test(s), please contact talentacquisition@sdge.com prior to taking the test(s).

Test Preparation Guide

The Leadership Insight Inventory is an online assessment which has a time limit of 1 hour and 40 minutes. You should have ample time to complete the test in that time. Please make sure you have a quiet space and enough time to complete it in one sitting. You don't need to study for this assessment. You just require a computer/laptop with internet access and supported browser (please see Technical Specifications at the end of this manual).

Sample Test Items

Following are examples of the various types of item formats on the Leadership Insight Inventory. These are not meant to be representative of the content or difficulty of the actual items; they are meant to give you an idea of the format and types of questions.

Demonstrating Effective Approaches Items

These sets of items ask about life and work experiences and can also include other factors such as values, opinions, attitudes and beliefs.

Example item

How often do you listen to or watch educational videos about improving leadership capabilities?

- a. Less than once a year.
- b. Less than once a month to once a year.
- c. Approximately once a month.
- d. Approximately once a week.
- e. More than once a week.

Demonstrating Judgment Items

Items that demonstrate judgment are intended to assess an individual's ability to make effective judgments in situations involving a variety of factors related to success in the job. This can include, but is not limited to, effective approaches to rational decision-making processes, problem solving, leadership potential, etc.

These items will be presented to you in two different formats. You will either read a scenario and identify your chosen approach in a multiple-choice format (example 1) or you will be presented with a scenario where you must utilize a variety of sources of information (e.g. emails, charts, tables) and make a decision by identifying the **most** and **least** appropriate action (example 2).

Example item 1

You are an operational manager who must implement a new corporate policy in your department. Some of the employees in your department agree with the change and some do not. One of your employees openly criticizes the idea to your director. What would you do? Choose ONE option.

- a. You decide not to respond to the critics to avoid unnecessary conflict.
- b. You reprimand the employee for going over your head to the director and work to promote your idea with even more enthusiasm.
- c. You meet the employee for a talk and explain that bypassing your authority is unacceptable.
- d. Employees' trust in their manager is important so you decide to implement only some of the changes to keep my employees satisfied.

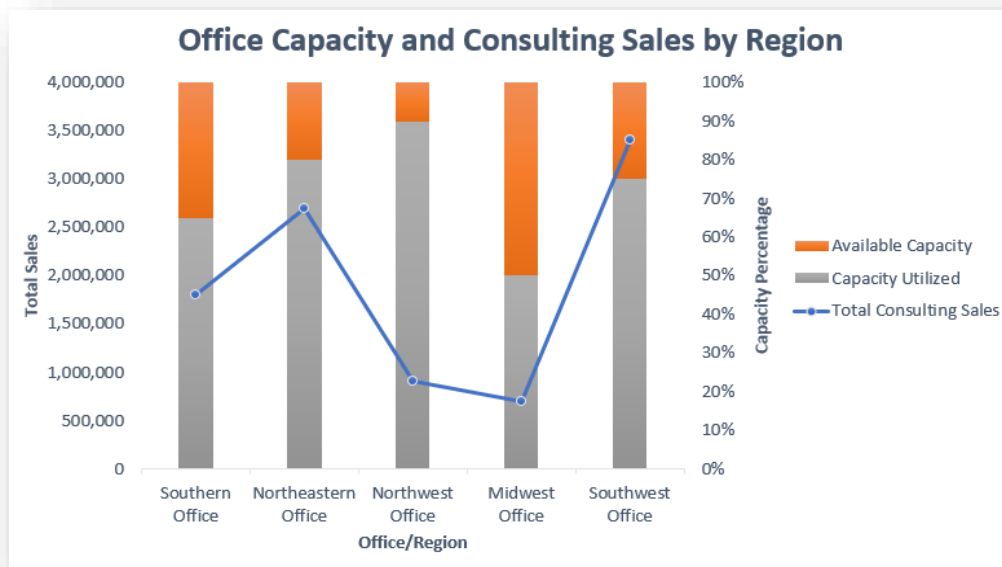
Example item 2

Your director has asked for your help to decide on the best course of action related to a new safety procedure you are considering for your field employees. The outcome of this decision will have a direct impact on how your group members do their jobs, as well as the risk of safety incidents. The best thing for you to do is:

- Meet with your director and make the decision together.
- Call a meeting with your group members and discuss the issue with them as a group.
- Work with your director to reach a decision and then meet with each employee to discuss the outcome.
- Ask your director to present the issue at the next group meeting as it will have an impact on team.

Example item 3

Your company provides engineering consulting services in 5 offices located in different regions. You would like to expand one of the offices to include an additional service offering based on capacity of the office's consultants, with the goal of maximizing profits. After reviewing the information in the graph below, decide which region would be the best and which office would be the worst choice for the expanded service offering.



Which Office/Region would be the best choice for expanding consulting service offerings?

- Southern Office
- Northeastern Office
- Northwest Office
- Midwest Office
- Southwest Office

Which Office/Region would be the worst choice for expanding consulting service offerings?

- Southern Office
- Northeastern Office
- Northwest Office
- Midwest Office
- Southwest Office

Dispositional Items

These types of questions address motivational tendencies, interests, and past behaviors related, but not limited to, working effectively with others, having a learning orientation, displaying adaptability, etc.

Example item

Rate your level of agreement with each statement. (Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree)

- a. I have many connections with important people where I work.
- b. In the long run promotions are based more on luck than a person's capabilities.
- c. I want to understand the root cause of problems that arise in my work.
- d. I am always able to concentrate on work I should be doing.
- e. I let others worry about the details at work.

Note:

The item types provided above are designed to identify experiences, qualities, and thought processes that fit best with the behaviors needed to be successful in leadership positions. **Response choices focus on the *most effective or best* response choice, since there isn't necessarily one correct answer.**

Technical specifications For Assessment

LAPTOP AND DESKTOP REQUIREMENTS

SOFTWARE Operating System

Windows® 7, Windows® 8, Windows® 8.1, or Windows® 10
Apple® Mac OS® X

Browser

The latest version of

- Microsoft® Edge
- Google® Chrome®
- Mozilla Firefox®
- Apple® Safari®

NETWORK

- Sufficient downstream bandwidth of, at minimum, 256 kbps per machine is available to support multiple simultaneous video streams.
- If you use a firewall to block web sites, in your browser security, indicate the following as trusted
 - *.ddi.com
 - *.ddiworld.com
 - *.kaltura.com (if videos are included in your activity(ies), they are provided through Kaltura.com)

OTHER

- Some elements may require the latest version of Adobe® Reader.
- Ensure the pop-blocker on your browser is disabled.
- Use a broadband internet connection (non-wireless).
- You must have Compatibility View settings turned off.

MOBILE DEVICE REQUIREMENTS (7" screen and larger only)

SOFTWARE Operating System

Microsoft® Windows® 8 or Microsoft® Windows® 8.1
Latest version of

- Apple® IOS®
- Android®

Browser

The latest version of

- Mozilla Firefox®
- Google® Chrome®
- Apple® Safari®