



Leadership Climate Indicator Individual report

Sample Report

12 December 2016

Respondents:

Direct Reports n=x

Comparison group:

Line Manager (Public Sector) n=318

Contents

4

About this report

5

Leadership Climate overview

6

Leadership Climate item analysis

10

Leadership Climate impact

About this report

The **Leadership Climate Indicator** is being used as a measure of the tone set by the senior leaders in your organisation. This has been introduced to enable the leaders of your organisation to build trust in the business and cultivate a leadership climate that will create a sustainable culture for performance.

The questionnaire measured the extent to which leaders exhibit **green** leadership behaviours, i.e. those that create a climate which engenders trust in leaders and in which people feel inspired to perform to their potential, and **red** leadership behaviours which erode trust and engagement if used habitually.

The Individual Report represents the rating you have been given as a leader within your organisation. These ratings are compared with ratings given to other line manager leaders in the comparison group shown on the front cover.

How to use this report

These results represent the views of respondents in terms of the leadership climate you may create.

Responses are rated against a **1** to **5** scale:

- 1 - Strongly disagree
- 2 - Disagree
- 3 - Neither agree nor disagree
- 4 - Agree
- 5 - Strongly agree

The emotional climate of an organisation starts at the top.
The role of leaders is to mobilise, focus, inspire and regularly renew the energy of those they lead.

Leadership Climate overview

The diagram below displays the average rating by your direct reports on you for each of the twelve Leadership Climate Indicator scales (as shown by the red and green bars). The blue line shows the average rating of line managers given by the comparison group (shown on front cover). The twelve scales are grouped into four clusters or quadrants described below:

Controlling

Indicates the extent to which senior leaders are seen to demonstrate negative behaviours and attitudes (shown in red) in terms of how **Competitive, Aggressive** and **Demanding** they are. Controlling behaviours can be effective and appropriate for mobilising people's energy in a short term crisis, but if used habitually they erode trust and instil fear and defensiveness in others. Over time, a controlling style can impede collaboration, innovation and can be toxic leading to burnout and disengagement.

Inspiring

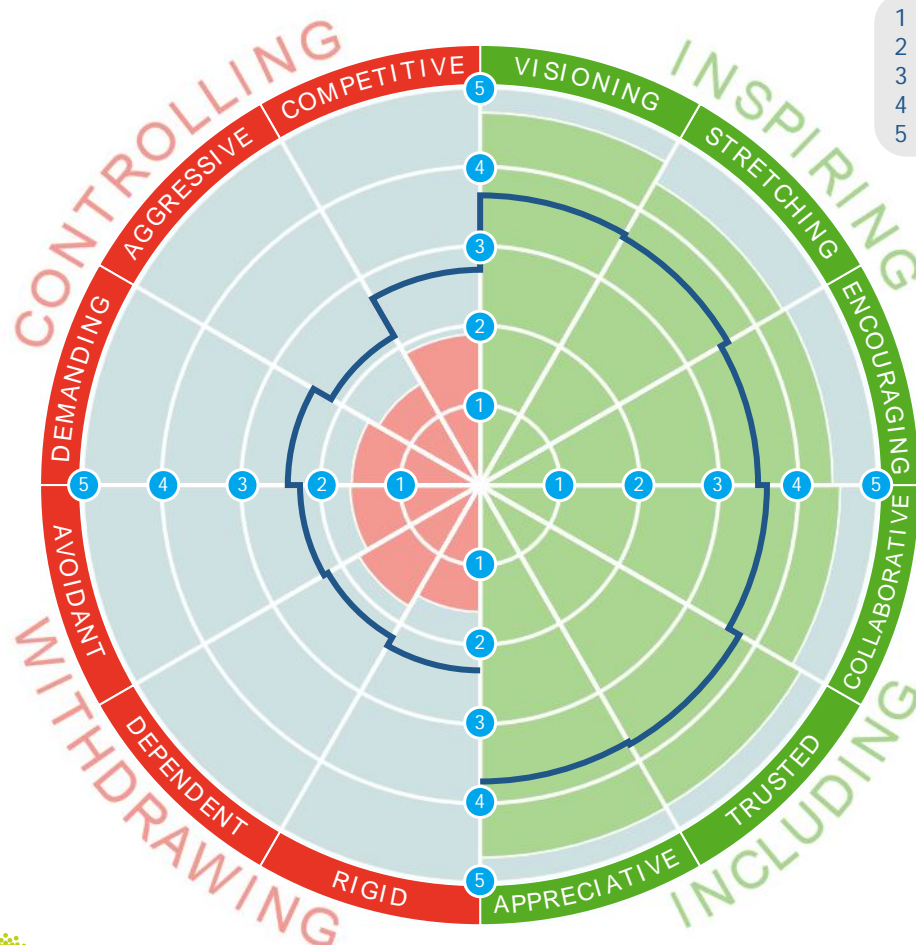
Indicates the extent to which senior leaders are seen to demonstrate positive behaviours and attitudes (shown in green) in terms of how **Visioning, Stretching** and **Encouraging** they are. When leaders act in this way they generate a positive climate where people feel inspired, motivated and challenged to move out of their comfort zones and perform at their best.

Withdrawing

Indicates the extent to which senior leaders are seen to demonstrate negative behaviours and attitudes (shown in red) in terms of how **Avoidant, Dependent** and **Rigid** they are seen to be. When leaders are operating in this quadrant they tend to detach themselves from people and issues. Energy is low and innovation, healthy conflict and connection are the victims of leaders who retreat into their comfort zones.

Including

Indicates the extent to which senior leaders are seen to demonstrate positive behaviours and attitudes (shown in green) in terms of how **Collaborative, Trusted** and **Appreciative** they are. By acting in this way, leaders generate trust, loyalty and commitment and build emotional capital which can be drawn on to sustain performance and maintain resilience in the face of pressure.



- 1 - Strongly disagree
- 2 - Disagree
- 3 - Neither agree nor disagree
- 4 - Agree
- 5 - Strongly agree

Leadership Climate item analysis

The tables below show the percentage of responses that are **negative**, **neutral** and **positive** on each question of the **Leadership Climate Indicator**.

The colour of each question indicates whether your direct reports scored you higher, lower or the same as ratings given on line managers in the comparison group.

Red	You scored within the lowest third of the comparison group
Amber	You scored within the middle third of the comparison group
Green	You scored within the highest third of the comparison group

Inspiring Visioning

	Percentage of respondents		
	Disagree	Neutral	Agree
1. Articulate a clear and compelling vision	0	0	100
2. Engender a feeling of optimism and a positive view of the future	0	8	92
3. Provide people with a sense of meaning and purpose to their work	0	8	92
4. Energise and motivate people to strive for the vision	0	8	92

Stretching

1. Set challenging but realistic goals	8	0	92
2. Inspire others to strive for optimal performance	0	8	92
3. Promote continuous improvement and innovation	0	15	85
4. Empower people and hold them accountable for performance	8	8	85

Encouraging

1. Build confidence in those they lead	8	0	92
2. Provide on-going formal and informal constructive feedback	8	0	92
3. Invest time and resources in developing people	8	15	77
4. Encourage and reward good performance	0	15	85
Inspiring overall average	3	7	90

Including Collaborative

	Percentage of respondents		
	Disagree	Neutral	Agree
1. Invest time in creating and maintaining strong relationships	8	0	92
2. Encourage openness and sharing of information	8	0	92
3. Are willing to adapt and flex around others	8	8	85
4. Work collaboratively and seek mutual benefit	0	15	85

Trusted

1. Do what they say they will do and keep their promises	0	15	85
2. Are honest, genuine and authentic	0	8	92
3. Are open and easy to get to know	0	8	92
4. Treat others fairly and consistently	0	8	92

Appreciative

1. Listen and pay attention to others on a personal level	8	0	92
2. Give others praise and appreciation	0	8	92
3. Show care and consideration towards others	0	8	92
4. Values peoples' strengths and individual differences	8	0	92
Including overall average	3	6	90

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Controlling Competitive

	Percentage of respondents		
	Disagree	Neutral	Agree
1. Are overly competitive with colleagues	62	23	15
2. Seek personal power to the detriment of others	77	23	0
3. Can be territorial and guard their turf	77	8	15
4. Tend to be overly political	54	46	0

Aggressive

1. Can be over critical and blaming	85	8	8
2. Often appear quite hostile and aggressive	85	8	8
3. Come across as arrogant	85	8	8
4. Tend to put others down	85	15	0

Demanding

1. Set unrealistic and unachievable targets	85	8	8
2. Are overly focussed on short term goals	77	15	8
3. Tend to micromanage and be over-controlling	85	8	8
4. Place unsustainable demands on people	85	8	8
Controlling overall average	78	15	7

The table shows the percentage of responses that are **positive (disagree)**, **neutral** and **negative (agree)** on each question.

The colour of each question indicates whether your direct reports scored you higher, lower, or the same as ratings given on line managers in the comparison group. For these scales a low score is positive (**green**) and a high score is negative (**red**).

Green	You scored within the lowest third of the comparison group
Amber	You scored within the middle third of the comparison group
Red	You scored within the highest third of the comparison group

Please note that the red and green columns are reversed from pages 6 and 7.

Withdrawing

Avoidant

	Percentage of respondents		
	Disagree	Neutral	Agree
1. Are often unavailable or inaccessible	85	15	0
2. Avoid discussion and debate	85	0	15
3. Seem to lack awareness of or understanding of others	92	0	8
4. Are often unresponsive and ignore people	85	15	0

Dependent

1. Seek approval or defer decisions to others	77	8	15
2. Are passive and avoid conflict	77	15	8
3. Procrastinate and are slow to take action	85	15	0
4. Seem unsure of themselves and lack genuine conviction	100	0	0

Rigid

1. Rigidly stay within their comfort zone	92	8	0
2. Are resistant to new ways of doing things	100	0	0
3. Can be dogmatic and are hard to influence	85	8	8
4. Are somewhat intolerant and perfectionistic	85	15	0
Withdrawing overall average	87	8	4

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Leadership Climate impact



The following set of questions are completed by your direct reports. These are key indicators as to the impact of the Leadership Climate on your direct reports' **Performance**, **Engagement** and **Well-being**.

There are three levels of impact as shown by this diagram. This is based on the model of the JCA Emotional Intelligence framework, the premise being that **Well-being** (*Attitude*) drives **Engagement** (*Feeling*) which leads to **Performance** (*Behaviour*). The more **green** or positive the leadership and organisational climate, the greater the energy, commitment and resilience of leaders and their followers.

The table shows the percentage of responses that are **negative**, **neutral** and **positive** on each question.

The colour of each question indicates whether your direct reports scored higher, lower or the same as direct reports in the comparison group.

Red	Your direct reports scored within the lowest third of the comparison group
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Performance

	Percentage of respondents		
	Disagree	Neutral	Agree
1. The working environment helps me focus my attention and perform at my best	8	23	69
2. I feel able to be innovative, take risks or try new ideas	38	23	38

Engagement

1. I am satisfied and fully engaged at work	0	23	77
2. I feel appreciated and supported at work	15	8	77

Well-being

1. I have a clear sense of purpose and meaning to my work	0	8	92
2. I feel physically and emotionally full of energy	8	23	69

Impact overall average	12	18	71
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