



Performance
Leader Identifier

Jim Sample

Individual Report

Welcome to your Performance Leader Identifier Report

This report presents the results of your responses to Real World Group's Performance Leader Identifier. The results are based on your self-report, rather than how another person might describe your leadership.

Your responses have been compared against those of a large comparison group of senior leaders to give a description of the leadership behaviours you report enacting more and less often.

It is important to note that this is a computer-generated interpretation of your responses. The findings are not intended to sift you out of a selection or development process. They are designed to assist an organisation in gaining further insight into your typical leadership approach by contributing to an interview or development process, alongside other sources of information.

The report is valid for between 12-24 months. Major changes to your role or nature of work sooner than this may make it necessary to complete the questionnaire again.

The questionnaire is based on Real World Group's Engaging Leadership model, customised and further researched for this type of application. The responses are split into 12 dimensions, organised into three clusters, as shown below:



Performance Enhancing Leadership



Performance
Leader Identifier

Real World Group's Performance Leader Identifier helps organisations and individuals assess and identify the kind of leadership that maximises performance.

While managerial or leadership "competencies" (i.e. what one needs to be effective at to perform their role) form the foundation of successful performance, extensive research has found that **it is those people who lead by enacting their competencies in an engaging way who are able to transform performance.**

Our widely published research demonstrates that Engaging Leaders achieve this outcome because their leadership approach enhances others'

- positive attitudes to work (including motivation, commitment and satisfaction)
- wellbeing at work (including increased self-confidence and reduced stress)
- willingness and ability to innovate at work
- openness to change.

Unique, longitudinal research shows that our Engaging Leadership model directly enhances performance and increases employee engagement. Employee engagement is the foundation upon which people willingly go the extra mile for their team and organisation. Highly engaged teams outperform others in a sustainable, rather than short term way.

Engaging Leadership goes beyond enhancing employee engagement, to assess a wide range of leadership behaviours, values and attitudes that are observable by others and which contribute more widely to organisational success.

Importantly, leadership factors such as influencing stakeholders, communicating a compelling vision, strategic thinking, resolving complexity, being decisive and taking calculated risks are also assessed by the model.

You can find out more about Real World Group's Engaging Leadership model here – <https://realworld-group.com/about/engaging-leadership>

About the Report



To complete the assessment, you were required to choose which Engaging Leadership behaviours are most and least reflective of your leadership approach generally.

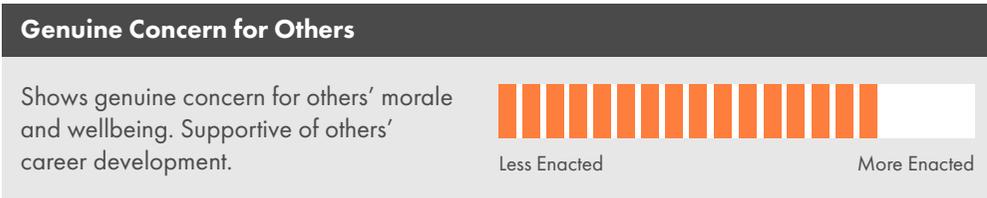
• Overview Report

The first page of feedback is your Overview Report. This is a one-page summary of how you responded to the assessment. As you were forced to choose between which behaviours “most reflects me” and which “least reflects me” there will always be a range in how the dimensions were rated overall.

In other words, it is **not possible for all the dimensions to be “most reflects me”**.

Thus, when the overall ratings are presented in the graphs, **no one completing the tool could have an overview report that shows very high levels of ‘more enacted’ behaviours across all the dimensions**. This is an important part of the tool’s design, as a “forced choice” approach like this provides more discerning and reflective information than a simple rating scale could.

Below is an example graph that illustrates how an individual’s responses translate into how likely they are to enact a particular Engaging Leadership dimension compared to other dimensions.



• Your Most Enacted Behaviours

The second section describes the three Engaging Leadership dimensions that you report enacting most often, relative to other Engaging Leadership dimensions. With each of these is a description of the business impact of the leadership behaviours in the dimension*, as well as a description of the potential impact for you based on your responses. These potential impact statements are calculated based on comparison of your responses with the norm group.

• Suggestions for Enhancing Your Least Enacted Behaviours

The final section provides suggestions to assist you in enhancing aspects of your leadership approach that you report you enact least often (relative to other Engaging Leadership dimensions), should you wish to develop these dimensions further.

*Where the business impact has probability calculations (e.g. 20 times more likely) this is based on odds ratio analysis of Real World Group’s Engaging Transformational Leadership Questionnaire (TLQ) data.

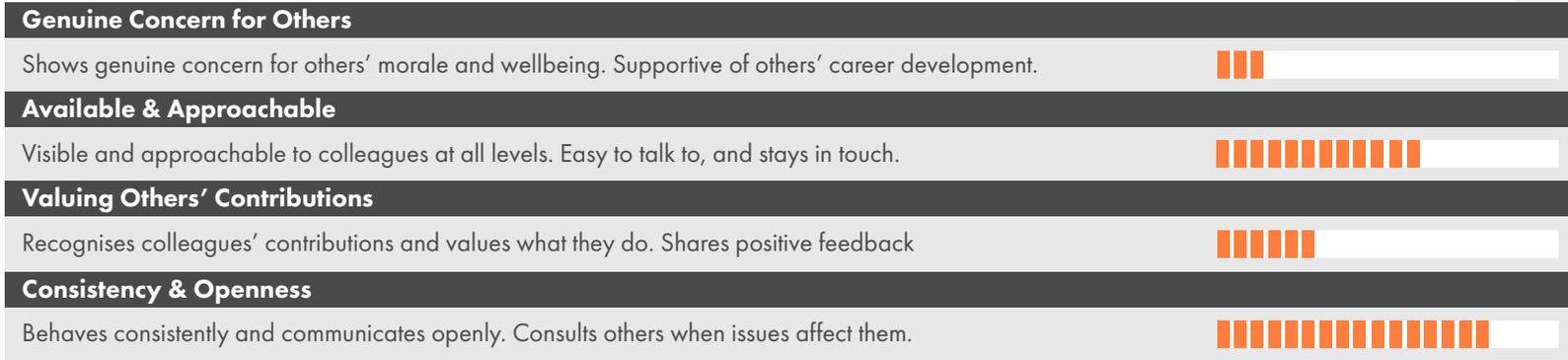
Overview Report



Performance Leader Identifier

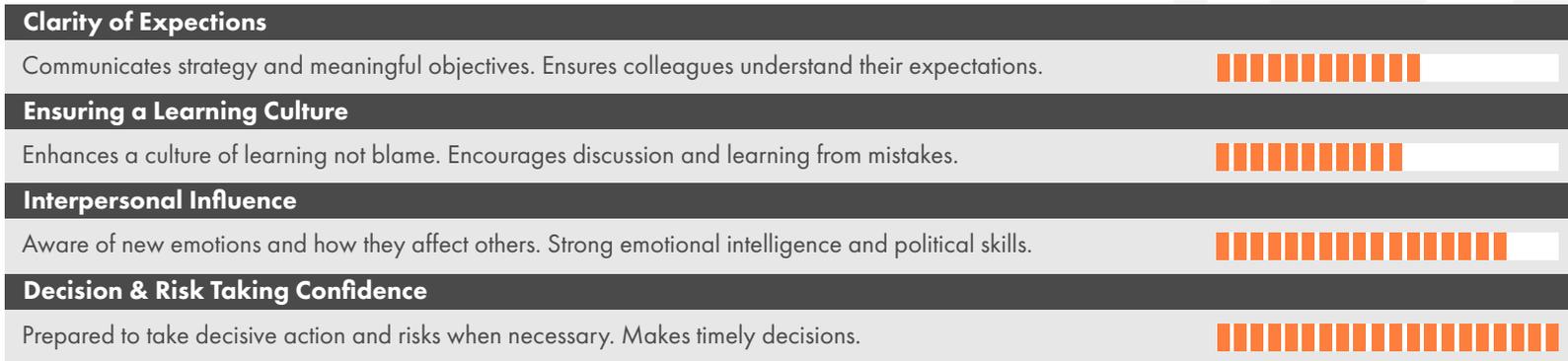
Engaging with Individuals

Less Enacted More Enacted



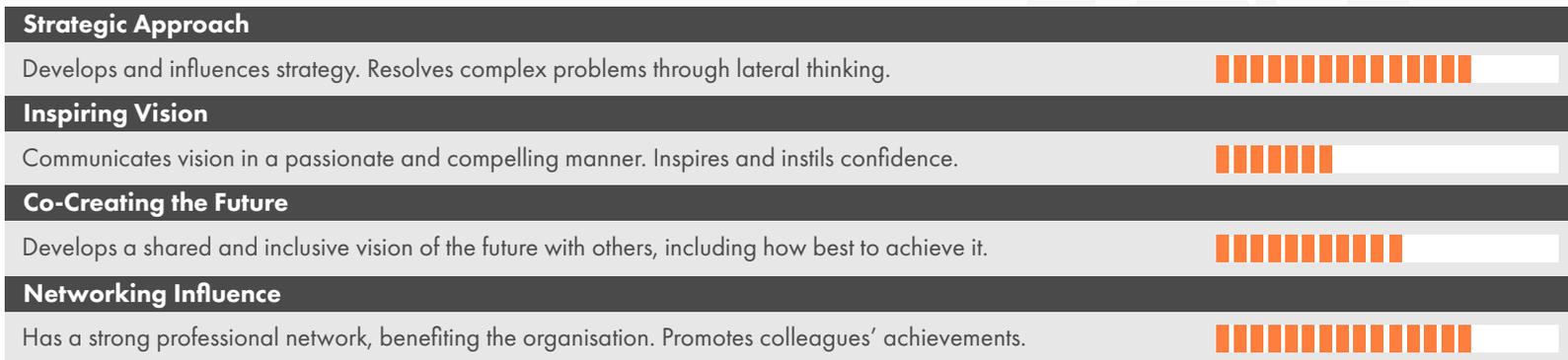
Developing the Organisation

Less Enacted More Enacted



Leading the Way Forward

Less Enacted More Enacted



The graphs illustrate that you are **more likely** to enact:

- Decision & Risk-taking Confidence
- Interpersonal Influence
- Consistency and Openness

You are **less likely** to enact:

- Genuine Concern for Others
- Valuing Others' Contributions
- Inspiring Vision

Your Most Enacted Behaviours



Decision and Risk-Taking Confidence

This is about leaders being prepared to take decisive action and risks when necessary. They make tough and timely decisions, including under pressure.

Business Impact of 'Decision & Risk-taking Confidence'

Leaders are typically required to make several important decisions a day, so being prepared to take decisive action is critical for keeping up the pace, and for the successful functioning of the organisation. Sometimes decisions are very straightforward, whereas others can often be tough – involving risk, ambiguity, and requiring a quick response.

Leaders who are prepared to make decisions, and who can deal with the complex elements of decision making, will help the organisation move forward in times where slowing down can risk being left behind. They will also gain the respect and confidence of their colleagues.

Indecision and a tendency to procrastinate can, in some situations, have disastrous consequences. Decision making and risk-taking does, however, need to be based on the appropriate level of fact-finding or due diligence, especially when the stakes are high.

Being prepared to take calculated risks oneself is a powerful way of demonstrating to others that this type of behaviour is appropriate. It is also a signal to others of a leader's self-confidence. In turn, this inspires the confidence of others in that leader. It is important to remember that true innovation and improvement can never be risk-free. Therefore, role-modelling appropriate risk-taking is an important leadership attribute.

Decision & Risk Taking Confidence

Prepared to take decisive action and risks when necessary. Makes timely decisions.



Your responses to the questionnaire suggest that you are more likely than most leaders to take decisive action when necessary. You tend to be able to make tough decisions, and to make timely decisions under pressure. You are also prepared to take risks when required. It is likely that this inspires more innovation and calculated risk-taking in others. Assuming that you usually achieve positive outcomes when you make decisions, your ability to be decisive is likely to mean that others have particular faith in your leadership in new and challenging situations.

Your Most Enacted Behaviours



Performance
Leader Identifier

Interpersonal Influence

This is about leaders being aware of their own emotions and how these affect their behaviour, and impact on others. They have high emotional intelligence as well as the political skills to be able to gain support from key stakeholders.

Business Impact of 'Interpersonal Influence'

Emotional intelligence is fundamental to Engaging Leadership. That is, people who have high levels of emotional intelligence will also be more effective at other areas of Engaging Leadership, such as 'Genuine Concern for Others' and 'Creating a Learning Culture'.

A leader who is able to perceive their own and others' emotions is likely to be more sensitive to situations, and have insight into how best to motivate and engage others. The business case for emotional intelligence is compelling, with it being strongly linked to a range of outcomes including positive customer relations, greater sales and organisational performance.

Political skills, also a key part of this domain, are a critical element of being able to lead strategically. This is especially the case in today's ever changing and increasingly complex world. These skills relate to building cooperation and support, within and outside of the organisation, for the achievement of organisational goals.

Political skills are multifaceted, and politically-skilled leaders are those who are able to influence key stakeholders for the good of their work area or organisation. These skills form an important foundation to being able to lead across boundaries, which is important in today's increasingly collaborative environment.

Interpersonal Influence

Aware of new emotions and how they affect others. Strong emotional intelligence and political skills.



Your responses to the questionnaire suggest that you are more aware of your behaviour and emotions, and the impact you have on others, than most other leaders. It is likely that you are skilled at managing and regulating your emotions, and therefore your behaviour. This is particularly beneficial in maintaining others' motivation and performance during times of stress. You appear to be sensitive to the emotions of others, and able to alter your behaviour according to other people's needs. Your responses also suggest that you have well-developed political skills to influence key stakeholders. In a time where positional power is becoming less effective, and personal influence is increasingly crucial, these are very valuable skills.

Your Most Enacted Behaviours



Consistency & Openness

This is about leaders communicating openly, acting with good intentions and being consistent in their behaviour. They also consult with others about decisions that affect them.

Business Impact of 'Consistency and Openness'

Consistency & Openness is a key leadership domain that underpins many elements of the Engaging Leadership model. Leaders who are perceived to be consistent and open in their behaviour are more trusted by others, both internally and externally. It is likely, therefore, that people will want to work with them more than with other leaders who display less consistency and openness.

Being perceived to be less consistent and open can mean that the leader has to work harder to persuade others that they should follow their guidance and instruction, particularly when using positional power is not an option.

Furthermore, recent high profile cases of organisations who were perceived to have leaders who did not necessarily act in ways that were regarded as being in line with positive values have illuminated the significant impact that this can have on the bottom line, reputation, and future sustainability.

The impact of leaders acting openly and consistently is significant at an individual level. For example, employees who feel their managers are honest and open in the way they behave are 30-40 times more likely to feel their manager acts in a way that raises their motivation, commitment, and satisfaction at work. They are approximately 35 times more likely to feel their manager acts in a way that raises their self-confidence and reduces their stress, than those employees who felt their managers are not open or honest in the way they behave.

Consistency & Openness

Communicates openly and acts with good intentions. Behaves consistently.



Your responses to the questionnaire suggest that you are as likely as most leaders to be consistent in what you say and do, and to consult colleagues before taking decisions that affect them. There is likely to be scope for you to increase your openness and consistency, so colleagues always have faith in your motives and intentions. This could further enhance your positive influence. You may also wish to consider how you can enhance others' belief that you place the needs of the organisation above your personal ambition. Further increasing consultation with colleagues before taking decisions that affect them will have a positive impact on their willingness to accept changes that take place as a result.

Suggestions for Enhancing Your Least Enacted Behaviours

These are the behaviours that you tended to describe as less typical in your leadership behaviour. There may be many role- or situation-related reasons why these are less enacted. It does not mean that you are unable to enact them.



Performance
Leader Identifier

Genuine Concern for Others

This is about leaders demonstrating that they are genuinely concerned about colleagues' morale and wellbeing. They take the time to support colleagues when needed, and actively support their career development.

How you might enhance this behaviour

- Talk to a trusted colleague, whom you see as having strong interpersonal skills about: (1) the extent to which they see you as being caring and supportive of your colleagues, and (2) ways in which they feel you could offer more care and support to others. Consider what implications this has for your behaviour going forward.
- Reflect on the extent to which you are active in supporting your colleagues to develop in their roles and in their careers. Consider having conversations with them about these in more detail than you currently do, and observe how they react when you do.
- Development is a continual process, so role and career development planning should not be isolated to formal performance appraisal processes. To enhance your focus in this area:
 - Try to build in regular one-to-ones (e.g. bimonthly) with colleagues in your team, so that you can identify and discuss their role and career aspirations.
 - Discuss with them the current opportunities they have within their roles that will contribute to fulfilling these.
 - Also try to identify opportunities that are not currently part of their role, but could be incorporated in future in order to increase their experience.
- If certain colleagues are lacking in self-belief, try and raise their career aspirations through communicating positive expectations of what they can achieve before they tackle something new.
- Offer regular, developmental feedback to colleagues, so that they are aware of what they need to do and/or improve in order to fulfil their ambitions – as well as what they are good at.

Valuing Others' Contributions

This is about leaders recognising colleagues' contributions and showing they value what colleagues do. They regularly give praise and pass on positive feedback.

How you might enhance this behaviour

- Reflect on the extent to which you show that you value colleagues, and the extent to which you give them praise and thanks for the work they do, or the effort they put in.
 - If you feel you do this, do you do it with sufficient conviction that people know it is genuine?
 - Do you do it regularly enough that they remember you appreciate them, or do you save it for the biannual appraisal, or some other formal mechanism?
 - Are you specific in giving positive feedback to individuals for their contribution, or are you more inclined to generally praise your teams? If so, can you think of reasons why this might be less powerful than focusing on individuals and what they have achieved?
- If giving praise and thanks isn't something you do regularly, what are the reasons for this? You might consider discussing this with a colleague you respect who is known for giving thanks to their colleagues more often than you.
- Try to find opportunities to show your appreciation to colleagues, even if it is just on small matters. Note the effect this has on them, and whether there is an accumulative effect as you start to do it more often.

Suggestions for Enhancing Your Least Enacted Behaviours



Performance
Leader Identifier

Inspiring Vision

This is about leaders communicating a vision for their area of work or organisation in a passionate and compelling manner which inspires others and instils confidence.

How you might enhance this behaviour

Think about people you find passionate and inspirational.

- What is it about them that makes them this way? Make a note of their defining characteristics.
- Choose one or two of these characteristics to try and emulate – this may not seem natural at first, but as you continue to practice it will start to become easier and more fluid.
- Explore online resources that offer guidance on becoming more of an inspirational communicator.
- Ask for feedback and suggestions from a trusted colleague who you find inspirational, on your ability to communicate a compelling vision. See if they have any tips and hints you can learn from.
- If the challenge for you is that you don't feel personally inspired by the vision you need to inspire others with, is there some way you can start to have more influence in future over how the vision is defined?

About Real World Group

Real World Group transforms organisational performance through our internationally respected leadership expertise. We have been working across all industry and private sectors globally, since 2001.

We offer a unique combination of academically-proven research foundations with practical understanding of the real world of organisations.

Transformation is achieved through creating effective solutions based on our suite of 360 and self-assessment diagnostic tools for individuals, teams and whole organisations.

We continually update our knowledge and expertise to enable clients to maximise their effectiveness in leadership, governance, culture, and diversity and inclusion. Significant increases in performance and efficiency can be shown, and a number have won awards as a result of utilising our tools and approaches.

To find out more, or to explore becoming an accredited provider, please visit our website – www.realworld-group.com



Performance Leader Identifier

This report has been computer generated using the Propel Talent Portal system based on your responses to the Performance Leader Identifier tool. Real World Group do not guarantee that the contents have not been modified or edited. The Propel Talent Portal is the intellectual property of and © Propel Technology Company FZ LLC.