Performance Leader Identifier

Jim Sample

Organisation Report

Introduction

This report presents the results of Jim Sample's responses to Real World Group's Performance Leader Identifier. It is based on self-report, rather than how another person might describe Jim's leadership. It is important to note this is a computer generated interpretation of Jim's responses. As such, it should be considered within the broader context in which Jim works. Responses have been compared against those of a large comparison group of senior leaders to give a description of the leadership behaviours Jim enacts most and least often. The report should be treated confidentially.

The results are not intended to sift people out of a selection or development process. They are designed to assist an organisation in gaining further insight into an individual's typical leadership approach by contributing to an interview or development process, alongside other sources of information. The report is valid for 12-24 months. Major changes to Jim's 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

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, Jim was required to choose which Engaging Leadership behaviours are most and least reflective of their leadership approach generally.

• **Overview Report**
The first page of feedback is Jim's Overview Report. This is a one-page summary of how Jim responded to the assessment. As respondents are forced to choose between which behaviours "most reflect me" and which "least reflect 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.

Genuine Concern for Others	
Shows genuine concern for others' morale and wellbeing. Supportive of others' career development.	Less Enacted ▮▮▮▮▮▮▮▮▮▮▮▮▮▮ More Enacted

• **Most Enacted Behaviours**
The second section describes the three Engaging Leadership dimensions that Jim reports 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 potential impact statements based on Jim Sample's responses. These potential impact statements are calculated based on comparison of Jim's responses with the norm group.

• **Least Enacted Behaviours**
The following section describes the three Engaging Leadership dimensions that Jim reports enacting least often, relative to other Engaging Leadership dimensions. Here, too, possible impact is provided based on comparison of responses with the norm group.

• **Interview or Discussion Questions**
The final section of the report provides questions that you will find useful for interview (in the case of recruitment) or discussion (in the case of development).

• **Further Business Impact Information**
If you would like further information about the business impact of the leadership dimensions in this report, you can find a full description of each of the 12 leadership dimensions in the *PLI Selection & Development guide*.

*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.
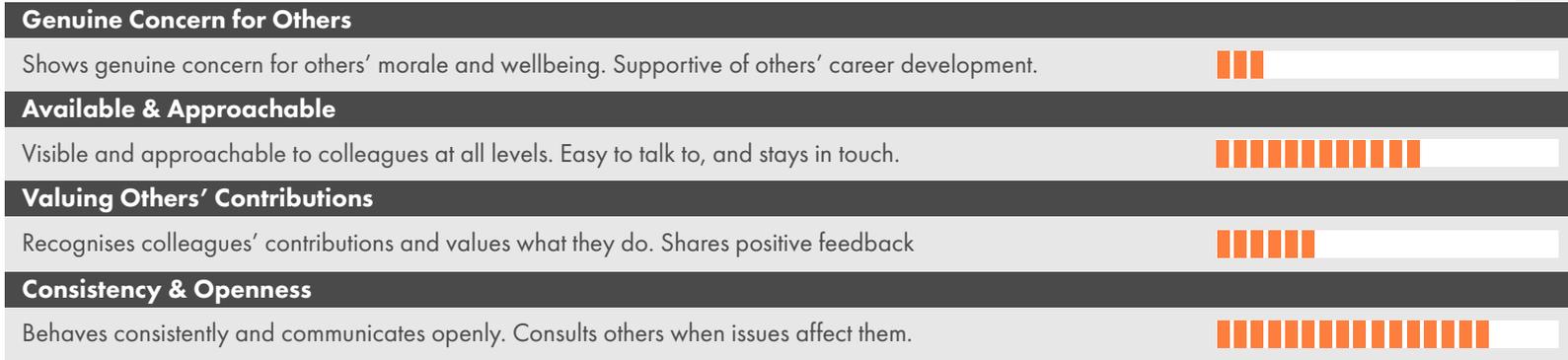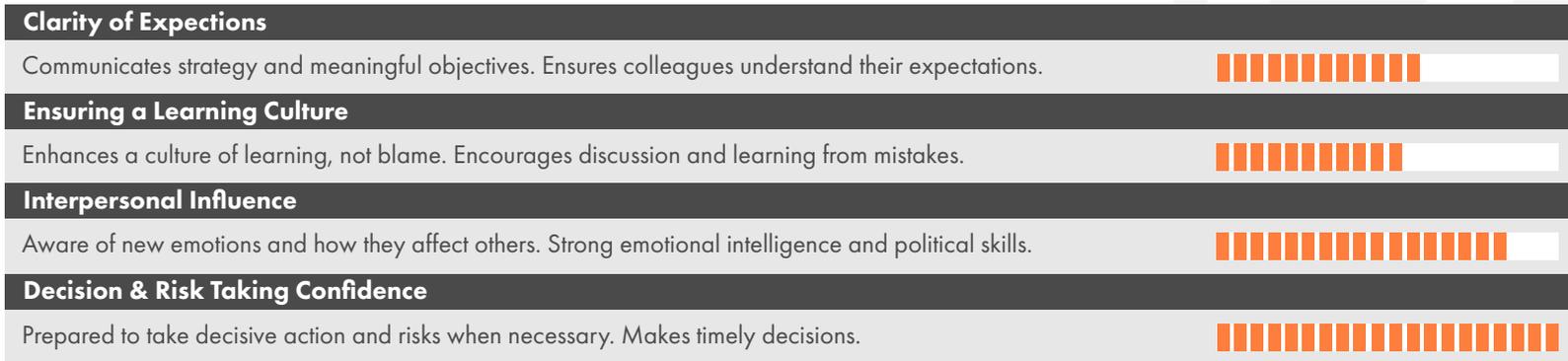
Overview Report

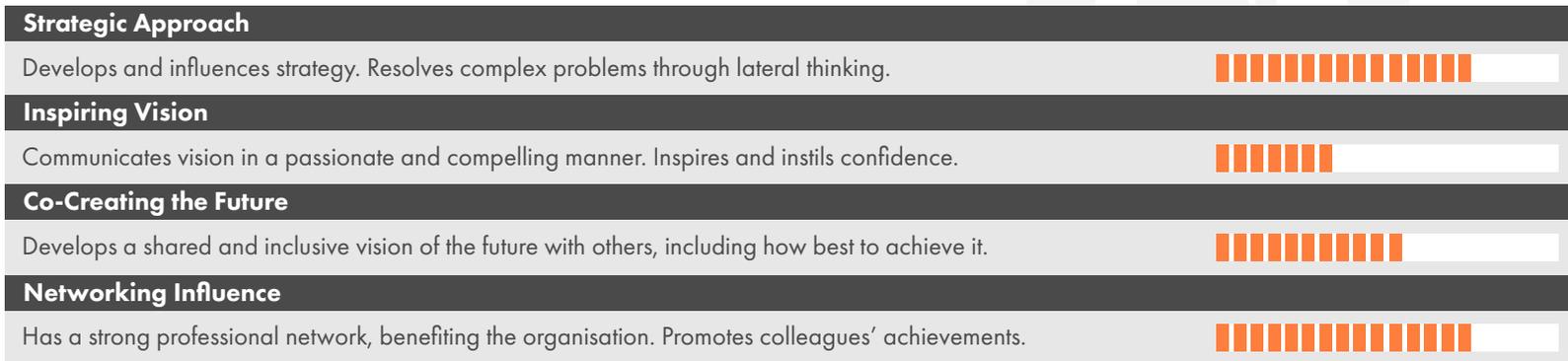## Engaging with Individuals

Less Enacted   More Enacted

Genuine Concern for Others

Shows genuine concern for others' morale and wellbeing. Supportive of others' career development.

Available & Approachable

Visible and approachable to colleagues at all levels. Easy to talk to, and stays in touch.

Valuing Others' Contributions

Recognises colleagues' contributions and values what they do. Shares positive feedback

Consistency & Openness

Behaves consistently and communicates openly. Consults others when issues affect them.

Developing the Organisation

Less Enacted   More Enacted

Clarity of Expectations

Communicates strategy and meaningful objectives. Ensures colleagues understand their expectations.

Ensuring a Learning Culture

Enhances a culture of learning, not blame. Encourages discussion and learning from mistakes.

Interpersonal Influence

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

Decision & Risk Taking Confidence

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

Leading the Way Forward

Less Enacted   More Enacted

Strategic Approach

Develops and influences strategy. Resolves complex problems through lateral thinking.

Inspiring Vision

Communicates vision in a passionate and compelling manner. Inspires and instils confidence.

Co-Creating the Future

Develops a shared and inclusive vision of the future with others, including how best to achieve it.

Networking Influence

Has a strong professional network, benefiting the organisation. Promotes colleagues' achievements.

The graphs illustrate that Jim is **more likely** to enact:

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

Jim is **less likely** to enact:

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

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.

Less Enacted   More Enacted

Jim's responses indicate they are:

- More likely than most leaders to take decisive action when necessary.

- Appears to be able to make tough decisions, and to make timely decisions under pressure.

- Seems prepared to take calculated risks when required, and so is likely to inspire more innovation and calculated risk-taking in others.

- Assuming that they usually achieve positive outcomes when they make decisions, their ability to be decisive is likely to mean that others have particular faith in their leadership in new and challenging situations.

Most Enacted Behaviours

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.

Less Enacted — More Enacted

Jim's responses indicate they are:

• Appears more aware of their behaviour and emotions, and the impact they have on others, than most other leaders.

• Comfortable managing and regulating their emotions and behaviour.

• Appears to be sensitive to the emotions of others, and able to alter their behaviour according to other people's needs.

• More likely than most leaders to deploy effective political skills to influence key stakeholders.

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.

Less Enacted   More Enacted

Jim's responses indicate they are:

- As likely as other leaders to be open and transparent in their behaviour.

- May be scope to further develop the consistency between what they say and do, so that colleagues have full faith in their motives and intentions.

- May benefit from even more clearly demonstrating that they place the needs of the organisation above personal ambition.

- Could increase the extent to which they consult colleagues before taking decisions that affect them, which would enhance their willingness to accept resulting changes.

Least Enacted Behaviours

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

Genuine Concern for Others

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.

• May be less likely than other leaders to prioritise focusing on colleagues' morale, wellbeing, and development.

• Appears less likely than other leaders to make time for colleagues in order to find out how they are feeling, and to offer support.

• Might benefit from communicating positive expectations of what colleagues can achieve more regularly.

Valuing Others' Contributions

This is about leaders having a wide professional network, and building relationships with others outside of their own area of work. This activity benefits the organisation, and also includes promoting their colleagues' achievements widely.

• Less likely than other leaders to give praise and thanks to colleagues, or to demonstrate that they appreciate their efforts.

• Colleagues may be concerned that their good work goes unnoticed and therefore feel undervalued.

• This may have a negative impact on colleagues' motivation and morale, and deter them from going the extra mile for the leader and the organisation.

• Less likely than most leaders to encounter any unforeseen, internally-created issues in the future.

Inspiring Vision

This is about leaders developing a shared and inclusive vision of the future. They engage relevant colleagues or groups in defining and reviewing the vision and direction of their area of work, and how they will achieve success.

• As likely as most leaders to communicate a compelling vision for the future of the organisation in a way that enthuses others to join them in achieving it.

• Appears to be scope to do more to inspire and instil confidence in others regarding likely achievement of the vision, both internally and externally.

• Demonstrating commitment to an even clearer and more compelling vision will likely increase others' confidence that it will be achieved, and further increase their motivation to help build the future with the leader.

• Colleagues are likely to feel able to ask for help when needed, and to admit mistakes they have made or contributed to.

Interview or Discussion Questions

The following section suggests questions to ask the individual in an interview or discussion format in order to get a deeper understanding of their profile.

We have included the three dimensions Jim Sample reports enacting **more** often so that you can explore these in greater depth, and seek evidence to either confirm or challenge the report findings.

You may also wish to explore the dimensions that they report enacting **less** often, as well as adding questions of your own. This will enable you to more fully explore the individual's leadership behaviours, values and attitudes.

You will find the interview/discussion questions for all 12 Engaging Leadership dimensions in the Selection & Development Guide. These have been designed for exploring the individual's profile further, whether a given dimension is more or less often enacted.

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.

What has been the toughest, or most risky, decision you've needed to make in your career so far?
 • Why was it such a tough or risky decision?
 • How did you assess the risks?
 • What were the timescales?
 • What did you decide to do?
 • With hindsight, what other factors could you have considered?
 • How comfortable were you making this decision?

Describe a situation at work when you have made the wrong decision.
 • Why was it the wrong decision?
 • What did you do to lessen the impact?
 • What might have prevented you from making this decision incorrectly?
 • How do you approach decision making now?

How would you approach encouraging others in your team to take 'calculated risks'?
 • Can you give an example of where you have done this?
 • What do you see as 'acceptable risk'?
 • How do you deal with it when things go wrong?

Interview or Discussion Questions

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 successfully gain support from key stakeholders.

If your current team was asked to describe your interpersonal skills, what would they say and why?

Can you provide an example of when you have had to garner support for a potentially unpopular new initiative across a range of stakeholders?
 • How did you approach this?
 • How did you build trust and confidence?
 • How did you deal with challenges?
 • What was the outcome?
 • What did you learn?

Describe a time in your career when you have had to achieve an objective within a particularly highly charged environment.
 • What was the situation?
 • What were you trying to achieve?
 • How did you manage the situation?
 • Looking back, could you have done anything better?

Tell me about a time when you felt it necessary to present yourself contrary to how you were feeling at the time.
 • Why did you not act in line with your true feelings?
 • What would have been the impact if you had acted in line with your real feelings?
 • How did it make you feel?
 • How did others react?
 • What was the outcome?

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.

Tell me about the time in your career when you found it most challenging to act with integrity, or in line with the organisation's explicit values.
 • Why did you find it so challenging?
 • What did you decide to do?
 • Why?
 • What was the outcome?

Describe a time when you have been responsible for communicating to large groups of people during a time of uncertainty and where circumstances were changing rapidly.
 • What was your approach?
 • How did you deal with the perception that messages were constantly changing?
 • What behaviours did you feel it was important to exhibit?
 • What feedback did you receive from your team?

Talk me through how you have recently approached introducing a new initiative or change to a team you were leading.
 • Why was the change necessary?
 • How did you communicate the change?
 • At what stage was it appropriate to get your team involved in helping to plan the upcoming change, if at all?
 • How did you handle any challenges?

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

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