Performance
Leader Identifier

Sam 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:

Engaging with Individuals
Genuine Concern for Others
Available & Approachable
Valuing Others' Contributions
Consistency & Openness

Developing the Organisation
Clarity of Expectations
Ensuring a Learning Culture
Interpersonal Influence
Decision & Risk-Taking Confidence

Leading the way Forward
Strategic Approach
Inspiring Vision
Co-Creating the Future
Networking Influence

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, 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.
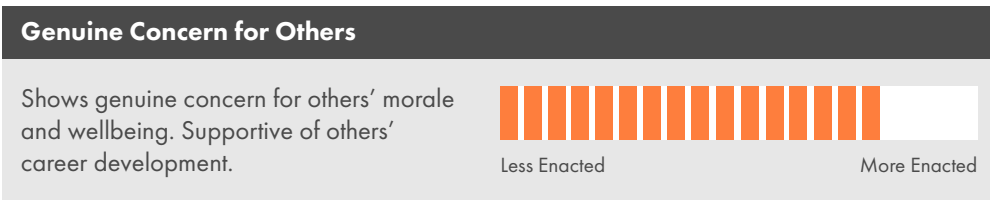
  • **Your Most Enacted Behaviours**
The second section describes the three Engaging Leadership dimensions that you report enacting most often, relative to other Engaging Leadership dimensions. With each of these is a description of the business impact of the leadership behaviours in the dimension*, as 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.

Genuine Concern for Others

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

Less Enacted   More Enacted

*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.
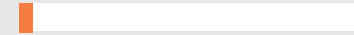
Overview Report

Engaging with Individuals
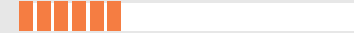
Less Enacted   More Enacted

Genuine Concern for Others

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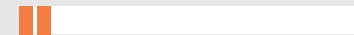
Available & Approachable

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 own 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 you are **more likely** to enact:

- Networking Influence
- Decision & Risk-taking Confidence
- Strategic Approach

You are **less likely** to enact:

- Genuine Concern for Others
- Valuing Others' Contributions
- Ensuring a Learning Culture

Your Most Enacted Behaviours

Networking Influence

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.

Business Impact of 'Networking Influence'

Being able to enhance the influence of one's teams or organisation through networking and cultivating beneficial relationships and support is a critical element of effective leadership. "Networking" in this domain is about building and maintaining advantageous relationships within and outside the organisation for the achievement of organisational goals. It is not about doing so purely for one's own career benefit.

We increasingly understand organisations as complex and interconnected systems, and this further underlines the need for all leaders to be actively involved in helping to "join the dots" between their area of work and the wider system within which they operate. Research also demonstrates that the most effective teams are those in which others are made aware of the success of the team. The leader is well placed to publicise this – another behaviour that this leadership domain emphasises.

As more external people and organisations become aware of, and enthusiastic about, what the leader's organisation or team achieves, more opportunities to work with others are likely to be generated, and influence grown.

Networking Influence

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

Less Enacted   More Enacted

Your responses to the questionnaire suggest that you are more active than most other leaders in cultivating professional networks and developing a wide range of relationships that are beneficial to the organisation. You probably understand the benefit these activities can have for your teams and the organisation. You appear to regularly create opportunities to promote the achievements of your teams, and to build mutually beneficial relationships with others outside of your area of work. Enhancing the influence of your teams beyond traditional boundaries, and garnering positive publicity, will enable you to collectively achieve more in the future.

Your Most Enacted Behaviours

Decision & 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

Your responses to the questionnaire suggest that you are more likely than most leaders to take decisive action when necessary. You appear able to make tough decisions, and to make timely decisions under pressure. You also seem 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

Strategic Approach

This is about leaders being able to think strategically, and developing and influencing strategy. They are able to resolve complex problems, including through creative, lateral thinking.

Business Impact of 'Strategic Approach'

Strategic leadership is highly valued by employers because it is critical to organisational success. A leader with a strategic approach is more equipped than others to turn the vision for the organisation into a reality, compared with a leader with a more short-term focus.

Through strategic planning, environmental scanning, and the ability to anticipate threats and opportunities, a strategic approach allows an organisation to anticipate and plan for the future. This is much more effective than purely reacting to the position it finds itself in. Engaging with others, both within and outside the organisation, provides essential breadth and depth of information, and creates the relationships necessary for the successful implementation of strategy.

In addition to being able to think strategically, complex problem solving ability is also a key part of this leadership domain. Senior leaders continually face complex problems, often involving multiple goals as well as a range of possible actions. Therefore, the ability to resolve these problems is of critical importance to organisational success.

Effective leaders, then, need to be able to cope with ambiguity, think creatively, and fully consider the options. Ensuring that due consideration is applied to complex problems will make sure that the action taken is informed, rather than a "knee-jerk" reaction that could have unforeseen consequences for the organisation.

A leader who is regarded as an effective problem solver by their colleagues positively affects levels of employee engagement, and the esteem in which the leader is held.

Strategic Approach

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

Less Enacted   More Enacted

Your responses to the questionnaire suggest you are more likely than most leaders to engage in strategic thinking. You appear inclined to take ownership of the strategy for your area of work, and to identify and prioritise the strategic goals. You seem to take a step back, see the 'bigger picture', and plan for the future, rather than being entrenched in operational matters. Your responses also suggest that you are comfortable dealing with ambiguity and/or resolving difficult problems. You appear confident in your ability to identify the core issues in complex problems, and to think creatively or laterally about how such problems can be overcome. Others are likely to see your problem solving ability as a key strength, and to have particular faith in you during challenging times.

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.

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

Ensuring a Learning Culture

This is about leaders creating a culture of trust and respect rather than blame. They create the conditions for colleagues to discuss and learn from mistakes, to maximise learning.

How you might enhance this behaviour

• Reflect on how you react when other people have made mistakes. Reflect also on how you react when people ask for support.
- In order to aid this reflection, think about 3 or 4 interactions you have had over the last week(s) with colleagues that relate to these issues.
- Do you think your reactions promoted a sense of trust and support within the team?
- If not, what might be the implications of your reactions on staff wellbeing and team effectiveness? What might you do differently next time?

• If you feel people do not approach you very often for support, or to own up to mistakes, consider the reasons for this – might they be afraid to do so?

• A good starting point for increasing the extent to which people are willing to own up to mistakes or asking for support would be to talk to colleagues on a more regular basis. You could start by asking how they are, and move on to whether there are any issues they want to raise. Starting to build more trust in this way should provide them with a platform to talk to you.

• Arrange a conversation with a trusted colleague or mentor, ideally someone that people regularly go to when they need support. Ask them for feedback on your performance in this area and try and identify actions that will help you develop and improve.

About Real World Group

Real World Group transforms organisational performance through our internationally respected leadership expertise. We have been working across all industry and public 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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