Leadership Climate Indicator

Group report

Sample company

September 2016

Respondents
All job levels 1–5 (n=x)

Comparison group
Senior Managers (n=x)

sample

jca global.

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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.

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 front page of this report shows the leadership group being rated and who are the survey respondents. The results have also been compared with the leadership ratings of a comparison group (shown on the front cover).

Sample

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 survey respondents on each of the twelve Leadership Climate Indicator scales (as shown by the **green** and **red** bars). The **blue** line shows the average score for the leadership comparison group. 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

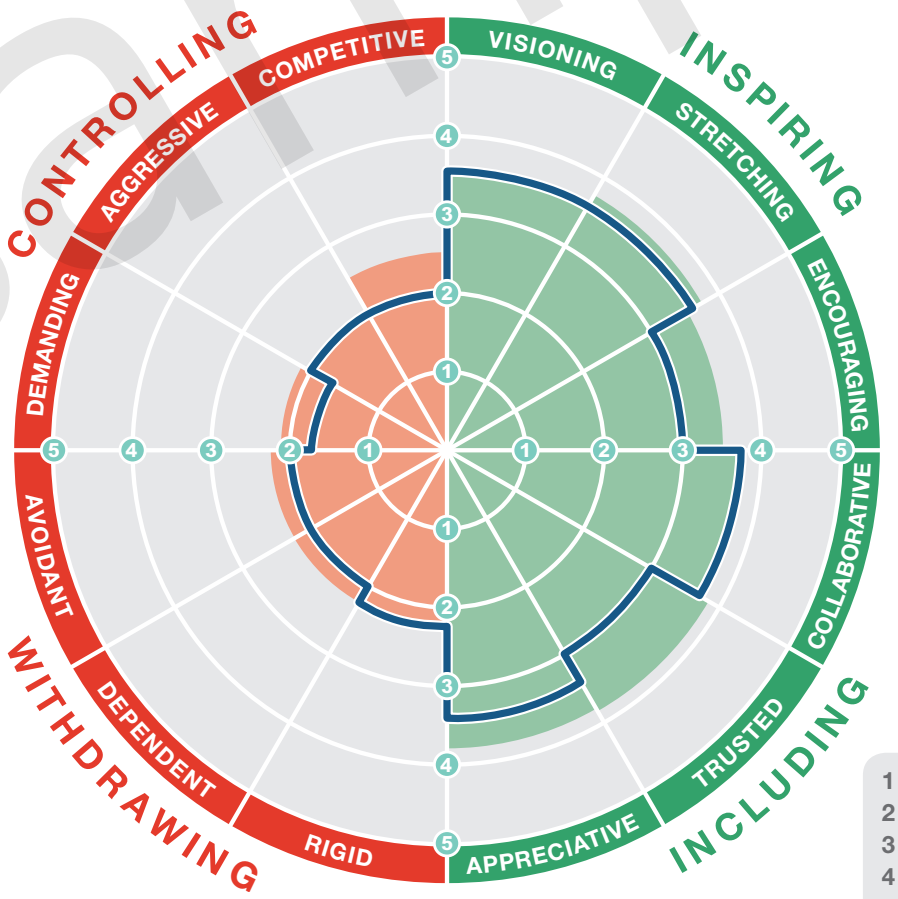
Indicates the extent to which senior leaders are seen to demonstrate positive behaviours and attitudes (shown in green) in terms of how **Visioning, Stretching** and **Encouraging** they are. When leaders act in this way they generate a positive climate where people feel inspired, motivated and challenged 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
4 – Agree
5 – Strongly agree

sample

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 leadership group scored higher, lower or the same as the comparison group.

Red	Your leadership group scored within the **lowest third** of the comparison group
Amber	Your leadership group scored within the **middle third** of the comparison group
Green	Your leadership group scored within the **highest third** of the comparison group

Inspiring

	Percentage of respondents		
Visioning	**Disagree**	**Neutral**	**Agree**
1. Articulate a clear and compelling vision	20	5	75
2. Engender a feeling of optimism and a positive view of the future	12	15	73
3. Provide people with a sense of meaning and purpose to their work	10	24	66
4. Energise and motivate people to strive for the vision	20	20	60
Stretching			
1. Set challenging but realistic goals	10	22	68
2. Inspire others to strive for optimal performance	15	24	61
3. Promote continuous improvement and innovation	7	15	78
4. Empower people and hold them accountable for performance	22	17	61
Encouraging			
1. Build confidence in those they lead	20	27	53
2. Provide on-going formal and informal constructive feedback	34	27	39
3. Invest time and resources in developing people	31	32	37
4. Encourage and reward good performance	15	26	59
Inspiring overall average	**18**	**21**	**61**

sample

Including

	Percentage of respondents		
Collaborative	**Disagree**	**Neutral**	**Agree**
1. Invest time in creating and maintaining strong relationships	22	17	61
2. Encourage openness and sharing of information	12	22	66
3. Are willing to adapt and flex around others	20	46	34
4. Works collaboratively and seek mutual benefit	22	29	49
Trusted			
1. Do what they say they will do and keep their promises	7	22	71
2. Are honest, genuine and authentic	10	27	63
3. Are open and easy to get to know	20	27	53
4. Treat others fairly and consistently	17	37	46
Appreciative			
1. Listen and pay attention to others on a personal level	15	41	44
2. Give others praise and appreciation	5	37	58
3. Show care and consideration towards others	17	27	56
4. Values peoples' strengths and individual differences	20	27	53
Including overall average	**15**	**30**	**55**

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

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

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Controlling

Competitive	Percentage of respondents Disagree	Neutral	Agree
1. Are overly competitive with colleagues	17	29	54
2. Seek personal power to the detriment of others	37	34	29
3. Can be territorial and guard their turf	24	10	66
4. Tend to be overly political	22	29	49

Aggressive			
1. Can be over critical and blaming	46	30	24
2. Often appear quite hostile and aggressive	61	15	24
3. Come across as arrogant	51	22	27
4. Tend to put others down	54	39	7

Demanding			
1. Set unrealistic and unachievable targets	60	20	20
2. Are overly focused on short term goals	15	15	70
3. Tend to micromanage and be over-controlling	49	17	34
4. Place unsustainable demands on people	34	20	46
Controlling overall average	**39**	**23**	**38**

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

The colour of each question indicates whether your leadership group scored higher, lower or the same as the comparison group. For these scales a low score is positive (**green**) and a high score is negative (**red**).

Green	Your leadership group scored within the **lowest third** of the comparison group
Amber	Your leadership group scored within the **middle third** of the comparison group
Red	Your leadership group scored within the **highest third** of the comparison group

Please note that the red and green columns are reversed from pages 4 and 5.

sample

Withdrawing

Avoidant	Percentage of respondents: Disagree	Neutral	Agree
1. Are often unavailable or inaccessible	51	20	29
2. Avoid discussion and debate	71	17	12
3. Seem to lack awareness of or understanding of others	51	22	27
4. Are often unresponsive and ignore people	59	29	12
Dependent			
1. Seek approval or defer decisions to others	90	10	0
2. Are passive and avoid conflict	78	15	7
3. Procrastinate and are slow to take action	71	14	15
4. Seem unsure of themselves and lack genuine conviction	90	7	3
Rigid			
1. Rigidly stay within their comfort zone	66	24	10
2. Are resistant to new ways of doing things	76	10	14
3. Can be dogmatic and are hard to influence	46	34	20
4. Are somewhat intolerant and perfectionistic	42	34	24
Withdrawing overall average	**66**	**20**	**14**

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The colour of each question indicates whether your leadership group scored higher, lower or the same as the comparison group. For these scales a low score is positive (**green**) and a high score is negative (**red**).

Green	Your leadership group scored within the **lowest third** of the comparison group
Amber	Your leadership group scored within the **middle third** of the comparison group
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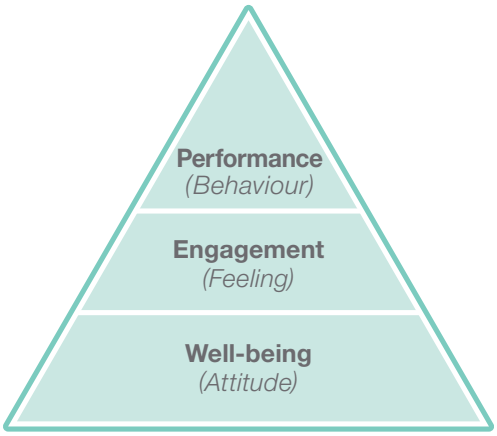
Please note that the red and green columns are reversed from pages 4 and 5.

sample

Leadership Climate impact



The following set of questions are completed by the survey respondents, these are key indicators as to the impact of the Leadership Climate on respondents' **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 the leaders and their followers.

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	Percentage of respondents		
	Disagree	Neutral	Agree
Performance			
1. The working environment helps me focus my attention and perform at my best	24	20	56
2. I feel able to be innovative, take risks or try new ideas	10	10	80
Engagement			
1. I am satisfied and fully engaged at work	7	20	73
2. I feel appreciated and supported at work	7	30	63
Well-being			
1. I have a clear sense of purpose and meaning to my work	2	0	98
2. I feel physically and emotionally full of energy	24	20	56
Overall impact	20	17	63

sample

JCA Global Ltd
The Quadrangle Imperial Square Cheltenham GL50 1PZ
Telephone: +44 1242 239 238 info@jcaglobal.com

jcaglobal.com