
THE ENGAGING LEADER^{REPORT}

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Making Leaders More Engaging

Leadership is the ability to build and maintain a high performing team, and is the fundamental resource for team survival and effectiveness. Engagement is the tie that binds the leader to a high performing team. Great leaders engage followers and harness their energy to perform to their highest ability.

Why Engagement Matters

A team's engagement is the single greatest indicator of its potential success or failure. From making money to winning wars, the most engaged teams prosper. The strongest influence on an individual's engagement is his or her direct boss. As a leader, you influence your employees' performance and your team's success.

A leader's personality and values have tremendous impact on an individual's ability to meet the three basic needs.

To have good relationships- A leader can foster teamwork, friendship, and collaboration through modeling healthy conflict and good relationships, or they can divide and isolate employees through manipulation, micromanaging, or command-and-control leadership.

To be successful- A leader can promote employee contributions and champion their successes, or they can blame them for failures and compete with them.

To find meaning in work and life- A leader's individual values will have a significant impact on his or her ability to connect with others.



REPORT FOR: JOHN SMITH

n = 12 Employees



EMPLOYEE ENGAGEMENT: WHAT IS IT?

Employee Engagement is the extent to which employees think, feel, and act in ways that represent high levels of commitment to their organization. Engaged employees are motivated to contribute 100% of their knowledge, skills, and abilities to help their organization succeed. They care deeply about their company, want to contribute to its success, and regularly have peak experiences at work.

WHY IS EMPLOYEE ENGAGEMENT IMPORTANT?

Engagement represents the motivational capital that exists within an individual, a unit, or an organization. It is a valuable resource that can boost company performance. Our research shows that engagement is linked to a number of important business outcomes, including higher levels of customer service, an environment of better collaboration and creativity, and fewer workplace accidents.

- **Employees** cite their main source of disengagement as their direct supervisor.
- **As managers**, we are often unaware of our disengaging behaviors.
- **Through strategic self-awareness**, we can become more engaging.

Emotionally engaged employees are passionate and enthusiastic about the work they do.

Engagement is not merely about making employees happier at work; it is about bringing out the best in people and tapping their full potential on a day-to-day basis.

HOW TO READ THIS REPORT

The Engaging Leader Report has three sections. All elements are equally important. Together they give you a picture of your underlying motives and values and how these influence your behaviour at work. Plus, you'll see what your team thinks about working for you – and how engaged they feel as a result. Engagement drives performance, so the more engaged and effective you make your team feel, the better their performance will be. Interpretive guidelines are shown alongside each section to help make sense of your scores.

YOUR VALUES

First, you'll see your values, which impact the type of culture you create for your team and how employees relate to your underlying motives that influence how you behave.

WHO YOU ARE AND HOW YOU BEHAVE

Then you'll see how you set goals and establish clarity, whether you create effective team processes, what sort of team climate you create, and how you foster an agile and open culture.

You'll see the personality characteristics which can help or hinder you in each area, and how your team rates your effectiveness.

HOW YOU AFFECT YOUR TEAM

The last section brings together the views of your team around their experience of working for you and shows how engaged all this makes them feel.

Interpreting Team Survey Graphs



Interpreting Team Survey Scores

>75% Favorable	Strength
50-74% Favorable	Opportunity
<50% Favorable	Concern

YOUR VALUES

Introduction

Your values have a tremendous impact on the type of working culture you'll create for your team, as well as how you'll relate to individual employees. You will heavily emphasize the values which are most important to you, which are your driving values. You will have unconscious biases around the values which are least important to you, or your indifferent values. Think of each of your employees individually and how you are engaging and disengaging them through your driving and indifferent values.

Driving Values:

- You tend to create a culture that evaluates its members based mostly on tangible results and what they are able to achieve. However, at times this highly results-focused this atmosphere may be detrimental to the employee experience.
- Your motivation toward commercial interests will drive you to pursue financial performance for your team and to compensate team members appropriately. However, employees may perceive you as overly interested in money or lacking concern for the human element.
- Due to your desire to be part of something greater, you are likely to create an open door policy with your team and encourage the open sharing of information in group settings. However, some employees may perceive that you are overly concerned with reaching consensus decisions or achieving status.

99

Power

Authority, top-down influence, impact

99

Commerce

Making money, focus on bottom line

98

Affiliation

Networking, relationships, teamwork, belonging

Indifferent Values:

- You prefer to work in a relaxed, flexible, and informal business environment where your employees feel empowered to challenge policies and procedures that make no sense. However, some employees may feel you lack a sense of decorum and allow too much ambiguity.
- You may value practicality and functionality over look, feel, and experience. At times you may fail to recognize the importance of the employee experience in decision making.
- You typically create an environment where employees are given freedom to take chances and test the limits, but your more flexible nature can cause many employees to feel unstable and insecure.

68

Tradition

Role clarity, conservative, principled cultures

66

Aesthetics

Quality, image, and product "look & feel"

53

Security

Structure, order, predictability

WHO YOU ARE AND HOW YOU BEHAVE

CLEAR GOALS & VISION

How you engage - Strengths:

Because of your ambitious nature, you are likely to set clear vision and strategy for your team. You are goal-oriented and inspire confidence. You can design and implement plans and goals for your team, yet you are also capable of flexibility and adaptation.

How you disengage - Blind Spots:

Because you are highly ambitious, you may compete with your own team, and you may be less likely to solicit their input in decision-making. Due to your detail-oriented approach, you may be inclined to micromanage your team or hold them to unreasonably high standards. When stressed, you may set performance expectations or goals that too broad, too vague, or impractical. You may look for out-of-the-box solutions when none are necessary, causing stress and confusion in your team.

73	Ambition	Self confidence, drive, energy, strategix-mindedness
52	Prudence	Dependability, process-focus, organization
75	Imaginative	Eccentric, impractical, lacking focus
30	Reserved	Socially withdrawn, tough, uncommunicative

BRINGS PEOPLE ALONG: 56%

Refers to your ability as a leader to create an inclusive environment where people feel that they can work effectively together towards a common goal

My Immediate Manager/Supervisor:

Communicates effectively with our team



Gives me a clear picture of the direction the company is headed



Involves me in decisions that affect my work



INSPIRES WITH VISION: 64%

Refers to the degree to which you can translate the company's goals and vision in a way that inspires your team to perform

My Immediate Manager/Supervisor:

Communicates in a way that makes me feel confident about the future of this organization



Inspires me to do my best



Articulate's the organizations strategy and goals in an effective way



SETS EFFECTIVE PLANS: 31%

Refers to your ability as a leader to establish effective plans and link each member's contribution to the team goals

My Immediate Manager/Supervisor:

Manages and prioritizes the work for our team effectively



Ensures I understand how my work contributes to achieving the goals of the team



Regularly establishes effective plans for our team



CLEAR GOALS & VISION: 50%

Refers to team members' perceptions of how well the team is organised to achieve its goals

My team has a clear sense of direction (i.e., goals and priorities have been well defined)



Where I work, the work is well organized (smooth work flow, good methods and procedures, etc.)



On my team, we are clear about who is responsible for what.



WHO YOU ARE AND HOW YOU BEHAVE

PERFORMANCE ENABLEMENT

How you engage - Strengths:

You handle stress and pressure well, and you are likely to remove obstacles for your team. You excel in building relationships, collaborating across boundaries, and diffusing conflict thanks to your diplomatic and sensitive communication style.

How you disengage - Blind Spots:

At times you may lack a sense of urgency or responsiveness when it comes to making timely decisions. You may struggle to have necessary conflicts, set clear expectations, or hold people accountable. Under stress, you may struggle to make your real priorities clear to your team, and fail to set consistent expectations, hold people accountable, or make definite decisions. During times of high pressure, you may become excessively perfectionistic and controlling, and you may fail to delegate tasks to your team or collaborate with other departments.

89	Adjustment	Self confidence, drive, energy, strategix-mindedness
69	Interpersonal Sensitivity	Diplomatic, warm, friendly, sensitive
99	Leisurely	Privately irritable & passive-resistant
85	Diligent	Micromanaging, perfectionistic & nit-picking

DRIVES PERFORMANCE: 55%

Refers to your ability to remove barriers to performance while holding people accountable for results

My Immediate Manager/Supervisor:

Clearly communicates what is expected of me



Works to remove obstacles that impede our work processes



Holds people accountable for their performance



EMPOWERS OTHERS: 50%

Refers to the extent to which you can make and delegate decisions appropriately in order to empower your team to perform

My Immediate Manager/Supervisor:

Delegates responsibility when it's appropriate.



Is accessible to me when I need him/her



Makes decisions in a timely and effective way



BUILDS BRIDGES: 81%

Refers to the degree to which you enable cross-team collaboration and networking in order to drive performance

My Immediate Manager/Supervisor:

Enables cooperation between our team and other teams



Builds strong networks and relationships throughout the organization



Is effective at managing and resolving conflicts



PERFORMANCE ENABLEMENT: 55%

Refers to team members' perceptions of empowerment and performance

I have enough information to do my job well



On my team, we make decisions without undue delay



On my team, we regularly discuss how we can improve the way we do things.



HOW YOU AFFECT YOUR TEAM

POSITIVE TEAM CLIMATE

How you engage - Strengths:

Because you are very relationship-oriented, you will communicate well with your team, promote camaraderie, and be present and available for their developmental success. You consistently demonstrate decorum and adhere to social conventions when communicating. You usually avoid taking the unnecessary risks of communicating “off the cuff.” You are likely to highly value professional development for your employees and promote personal learning plans.

How you disengage - Blind Spots:

Due to your social nature, at times you may seem distracting to employees or talk more than you listen. Some may consider your communication tactics and interaction style unnecessarily formal or rigid. Due to emphasis on learning and knowledge acquisition, you may share information or opinions too aggressively with your employees, not allowing them the space to ideate or collaborate. During times of stress, you may expect the worst from people and give the impression that you are untrusting, making employees feel unconfident and insecure about the work environment.

- 98 Sociability**
Socially proactive, team-oriented, distractible
- 52 Prudence**
Dependable, process-focused, organized
- 94 Learning Approach**
Oriented to formal learning, broad array of knowledge
- 37 Excitable**
Moody, inconsistent, volatile & unpredictable
- 87 Skeptical**
Cynical, negative, distrustful & fault-finding

INSPIRES ACHIEVEMENT: 70%

Refers to your ability to make your team feel supported in doing a good job and developing professionally

My Immediate Manager/Supervisor:

Supports my professional development



Gives me sufficient coaching and guidance



Recognizes me when I do a good job



PROMOTES CAMARADERIE: 89%

Refers to your ability to create an inclusive environment that fosters collaboration from all team members

My Immediate Manager/Supervisor:

Encourages teamwork and collaboration



Creates an environment where all members feel welcomed & included



Celebrates our team's successes on a regular basis



ENSURES EQUITY & FAIRNESS: 92%

Refers to your ability to treat your team with equity and be sensitive about their work/life balance

My Immediate Manager/Supervisor:

Treats me with respect and dignity



Is sensitive to the need for balance between my work life and personal life



Treats employees fairly



POSITIVE TEAM CLIMATE: 86%

Refers to team members' perceptions of aspects of positive team climate

I receive enough feedback on how well I do my work.



Where I work, we feel part of a team that works together



I can maintain a reasonable balance between my personal life and work life.



HOW YOU AFFECT YOUR TEAM

AGILE & OPEN CULTURE

How you engage - Strengths:

You challenge the status quo and set stretch assignments for your team. You are likely to consistently raise the bar. Due to your open and creative nature, you consistently inspire innovation and value different perspectives.

How you disengage - Blind Spots:

Because of your driven nature, you may fail to value employees' opinions and listen to others' ideas. Due to your big-picture thinking and creative approach, employees may have trouble understanding or applying your ideas in reality. Under stress, you may let apprehension or suspicion influence your decisions about the long-term benefits of a course of action. You may frequently shoot down employees' ideas and focus on the downsides.

- 73** **Ambition**
Self confidence, drive, energy, strategix-mindedness
- 97** **Inquisitive**
Open, longer-term, big-picture, creative
- 27** **Cautious**
Risk-averse, overly careful & fearful of failure
- 87** **Skeptical**
Cynical, negative, distrustful & fault-finding

INSPIRES INNOVATION: 92%

Refers to your ability to invite and utilise diverse ideas in order to find new ways of doing things

My Immediate Manager/Supervisor:

Listens to my ideas and opinions



Takes action on employee ideas and opinions



Values diverse ideas and perspectives



LIVES THE VALUES: 86%

Refers to your ability to “walk the talk” and inspire trust in your team

My Immediate Manager/Supervisor:

Lives the company values



His/her actions are consistent with what he/she says.



I trust my immediate manager



RAISES THE BAR: 64%

Refers to your ability to challenge your team in order to develop to their full potential and raise team performance

My Immediate Manager/Supervisor:

Creates challenging assignments and growth opportunities.



Gives me feedback that helps me improve my performance



Encourages me to challenge the status quo and find better ways of doing things



AGILE AND OPEN CULTURE: 48%

Refers to team members' perceptions of participation and inclusion

My team has a climate in which diverse perspectives are valued.



My team exhibits flexibility when priorities change.



I feel free to speak my mind without fear of negative consequences.



HOW YOU AFFECT YOUR TEAM

OVERALL EFFECTIVENESS

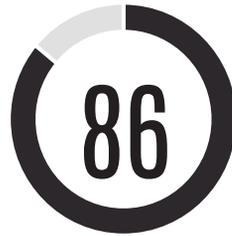
This section refers to the climate that you create within your team. It reflects group members' attitudes about working as part of your team.



Clear Goals and Vision



Effective Processes



Positive Team Climate



Agile and Open Culture

TEAM ENGAGEMENT: 92%

I am motivated to go beyond what is normally expected to help this team be successful



I would recommend my team as a good team to work on



I often think of new and better ways of doing things to help this team succeed

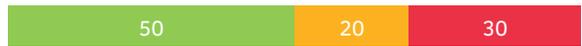


TEAM EFFECTIVENESS: 48%

I am confident in my immediate manager's ability to lead our team in the right direction.



All in all, this is an effectively, well run team



Overall, my immediate manager is doing a good job.

