

EXCELLENCE_c

The System Climate Profile

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Table of Contents

1. Introduction	3
2. Correlations between the system climate & company success	4
3. The different climate factors and dimensions	7
4. Sample Size	11
5. Interpretation of the results	12
6. Self-assessment	14
7. Assessment by the team members	16
8. Comparison of "actual" values	18
9. The biggest deviations between the assessments of the actual and the target situation	19
10. The biggest deviations between your self- image and how the situation is perceived by others	20
11. Recommendations for improving the team climate	21
12. My personal conclusions	24
13. What to do with these results	25

1. Introduction

Dear Mr Doe,

This is your XLNC_c leadership profile. Over the past few days, the feedback providers chosen by you have made their personal assessment of the climate within your team in various day-to-day situations. In parallel, you also assessed the climate in your team.

We would like to emphasise that this feedback reflects different perceptions at a certain point in time. Therefore, it should not be seen as an absolute, unalterable truth but as a valuable “snapshot” that can be very helpful in supporting your personal development. The XLNC_c system climate profile thus gives you an opportunity to analyse the current situation with regard to the team climate and to identify potential areas for action.

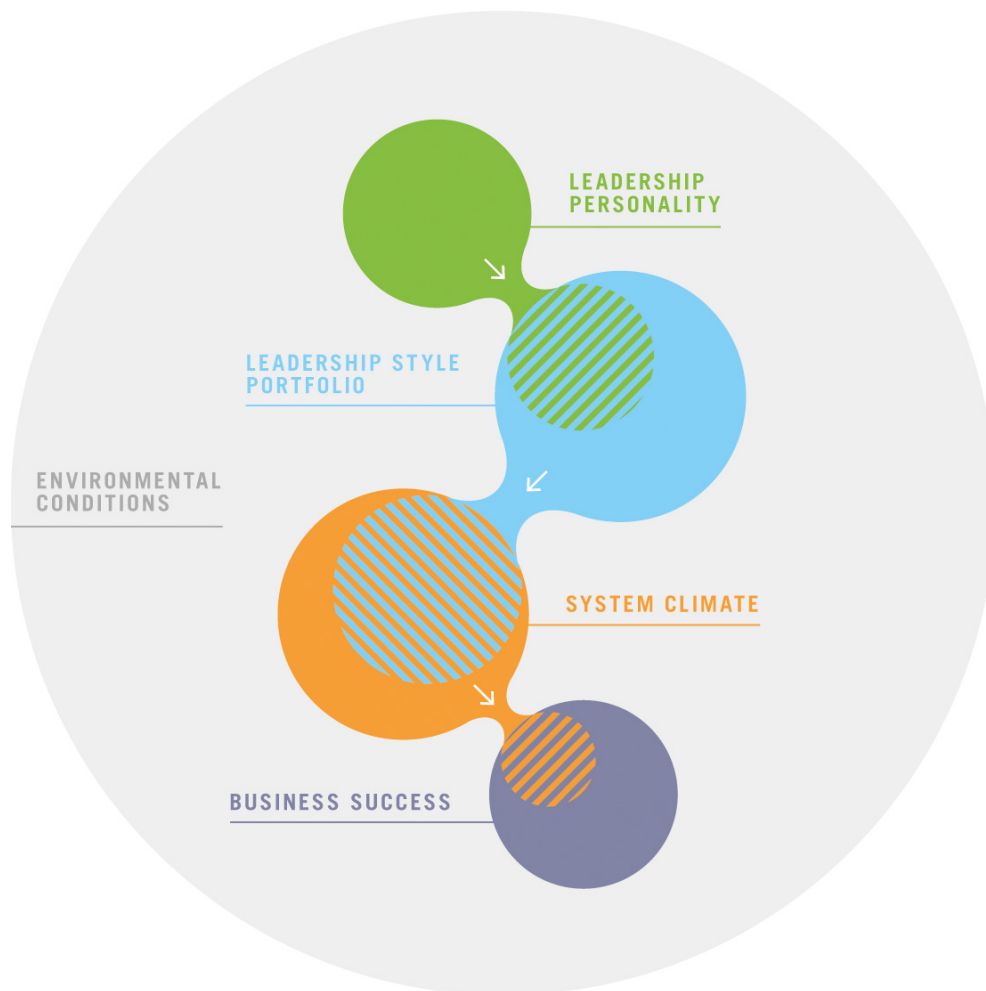
Purpose of the questionnaire

The instrument XLNC_c stands for 'excellence in system climate'. Existing models that try to assess and describe the system climate in teams and organisations often focus either one-sidedly on performance components or on very soft criteria regarding cooperation and satisfaction.

The objective of the XLNC_c survey, therefore, is to provide substantial insights on how the leadership work of a manager is reflected directly in the climate factors and its corresponding climate dimensions. Both the manager in charge and their employees are asked to make an anonymous assessment of the manager's behaviour. Their responses are then matched and compared in a comprehensive profile evaluation.

2. Correlations between the system climate & company success

Recent studies show that a company's success very much depends on the system climate experienced by employees. This system climate in turn is greatly influenced by managers' behaviours, i.e. the leadership styles practiced by them.



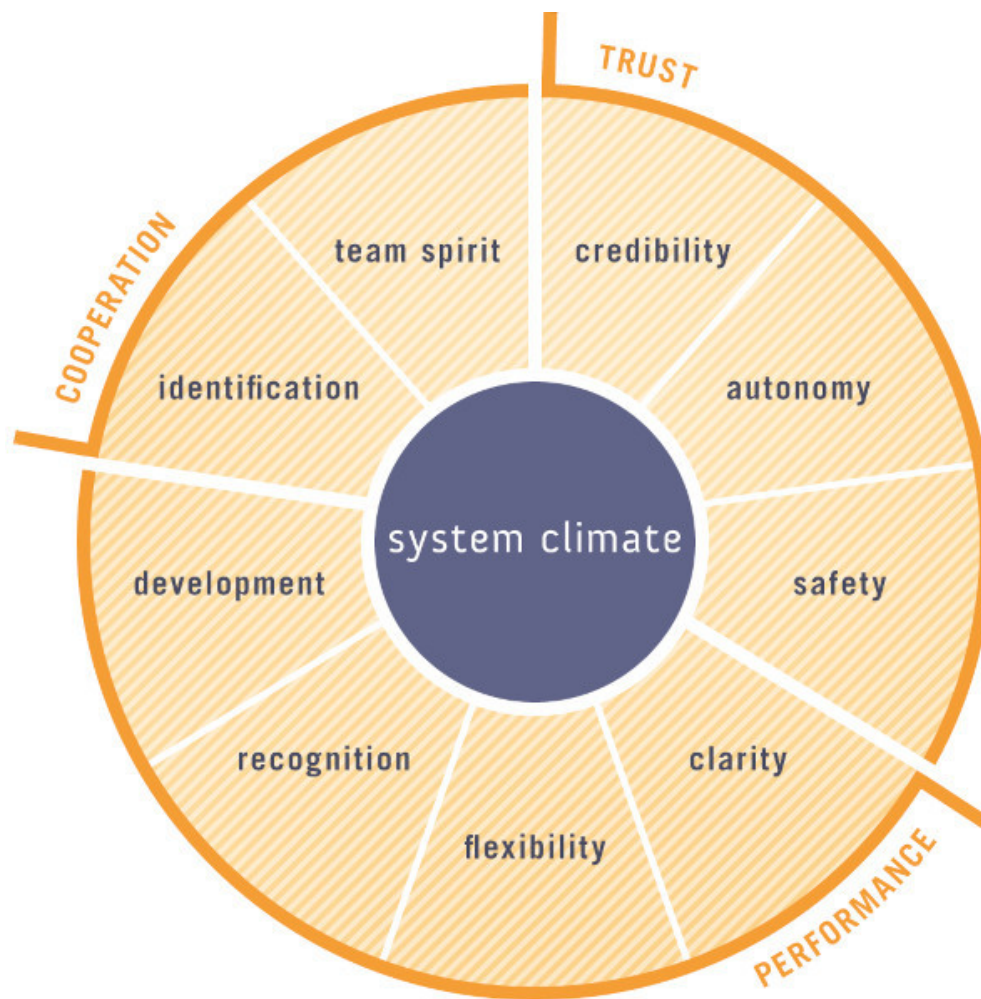
Leadership personality (= qualities, motives), leadership style portfolio (= behaviour)

At the same time, a change in leadership culture is needed as leadership expectations of employees are increasingly changing.

What is the system climate?

How employees experience the overall conditions, leadership, culture and the climate in their work environment is reflected in what is called the “system climate”. The system climate – i.e. the climate in the company as a whole – is a systemic concept where the climate in the system can be assessed by performing a cumulative analysis of the climate in smaller system units, e.g. in a division, department or team.

The subjective perception in the smallest systemic unit – the team – can greatly differ, and it depends on different influencing factors, often ones relating to the respective person. Beyond these highly personal aspects, there are also some that relate to the work environment and cooperation, which are perceived similarly by most employees and are often heavily influenced by the leadership style of the manager in charge. These aspects make up the team climate, which can be broken down into three overarching climate factors and nine climate dimensions attributed to these factors:



The model of the XLNC_c system climate profile

Existing models to assess and describe the climate in teams and organisations tend to focus either on performance aspects or on the very soft criteria of cooperation and satisfaction. The XLNC_c system climate profiling tool is designed to combine these aspects. The tool places a particular focus on aspects that are influenced directly by the manager and their individual leadership style profile.

Other factors that are managed by the organisation, such as compensation, career opportunities and attractiveness of the employer brand, are not taken into account. This classification allows managers to develop their leadership behaviour further and to ensure it has a positive influence on the climate.

How important is the team climate for the company's success?

Recent organisation theory research shows that a climate of confidence, where performance and collaboration are valued and promoted and where employees can personally grow and develop, has a positive impact on productivity and satisfaction of the workforce – and a measurable impact on the success of the team and the entire company.

Such a positive leadership culture enhances employees' motivation, commitment and willingness to perform. It also leads to a greater sense of ownership and helps to build employee loyalty over the long term. This results in greater performance effectiveness and efficiency and has a positive impact on the measurable success of the company.

If individual climate factors or dimensions are almost non-existent or very weak, concrete steps can be taken to improve the team climate and enhance the effects mentioned above.

3. The different climate factors and dimensions

Trust

The 'trust' climate factor, a central aspect of corporate culture, is greatly influenced by the quality of the relationship between employees and their manager. Trust is the key to achieving work satisfaction and employee loyalty and motivation.

In the XLNC system climate model, the 'trust' climate factor is mainly based on three central dimensions:

- **Credibility:** To what extent is the manager a role model for their employees (in terms of values)?
- **Autonomy:** How much decision-making space do employees have?
- **Safety:** To what extent do employees experience psychological safety, sufficient information transparency, dare to make mistakes and openly express their opinion?

Trust/Credibility

A dimension that is important for building a culture of trust is the manager's credibility. A manager comes across as credible when they act as a role model, demonstrate a clear focus on values, and stick to their statements and decisions and act accordingly.

Key questions:

- *Can team members rely on their manager's statements and promises?*
- *Does the manager give clear guidance and stay true to their opinions?*
- *Does the manager's behaviour towards team members incorporate consistency in the messages given and the behaviour shown?*

Trust/Autonomy

In this climate dimension, the employees' self-responsibility and scope for action are essential for building trust. In a climate that is based on autonomy, employees have the freedom to shape their own work and decide independently.

Key questions:

- *Are team members encouraged to work independently?*
- *Are team members free to decide how and when and by which means they perform their tasks?*
- *Are team members expected and encouraged to take on personal responsibility?*

Trust/Safety

When it comes to building trust, the level of psychological safety perceived by employees is an equally important dimension. In a climate that is characterised by a sense of safety, employees feel well informed about the company's goals and the manager in charge represents the team's interests externally. Members of the team also dare to admit mistakes and insecurities.

Key questions:

- *Are team members informed by their manager on a regular basis about upcoming changes – and do they have the space to openly comment on them?*
- *Does the manager make sure that the company's decisions and strategies are transparent to everyone?*
- *Can team members make mistakes and talk about them openly to their managers without fear of getting a negative reaction?*
- *Do team members feel fully supported externally? And do the team members trust each other as well?*

Performance

The 'performance' climate factor includes those aspects and, above all, conditions that must be in place to enable and promote good performance in a team. When every team member knows exactly what is expected from them through clear guidance, they are given the opportunity to introduce new ideas, and good performance is rewarded consistently, this helps to create a climate that is conducive to good performance.

In the XLNC system climate model, the aspect of performance builds on four central aspects:

- **Clarity:** How transparent are the company's goals and the processes and tasks within the team?
- **Flexibility:** To what extent are new ideas and reasonable changes promoted?
- **Recognition:** To what extent is an employee's good performance recognised and rewarded?
- **Development:** To what extent are team members supported in using their potential?

Performance/Clarity

Clarity is an important dimension of the 'performance' climate factor. In a climate that is characterised by clarity, employees have a clear, overarching picture of goals and expectations and know their contribution to the team and the company's success. Procedures and processes as well as roles and responsibilities within the team are transparent and comprehensible, and tasks are reasonably structured and planned.

Key questions:

- *Do team members know and understand the company's short and long-term goals and strategy?*
- *Are team members clear about their specific contribution to achieving the team and company goals?*
- *Are roles and responsibilities assigned clearly within the team?*

Performance/Flexibility

In a climate that is characterised by flexibility, the manager encourages their employees to bring in ideas of their own and explore new avenues. Efficiency and performance are promoted by new procedures or processes, and the manager is flexible in dealing with new challenges. There is room for making flexible adjustments – be they proactive or reactive.

Key questions:

- *Are new and innovative ideas that are put forward by team members given enough space and recognition?*
- *Is the manager open to changes and modified approaches?*
- *Is it permitted to question the usefulness of established processes?*

Performance/Recognition

The question “Does performance pay off?” is at the heart of this climate dimension. When individual performance is recognised and valued, when employees are assessed using similar performance benchmarks and when good results are acknowledged and appreciated, the essential conditions for a climate characterised by recognition are in place.

Key questions:

- *Is good performance recognised and praised?*
- *Do team members respect each other?*
- *Is performance treated and rewarded fairly within the team?*
- *Is it generally tolerated by the manager in charge if a member of the team gives less than their best?*

Performance/Development

A climate dimension that has become more and more important in recent years is the topic of ‘development’. Employees are increasingly looking for opportunities for professional and personal development and for enhancing their skills by working on new and challenging tasks. They want to realise themselves and use their potential. That is why development is the fourth central dimension of the ‘performance’ climate factor.

Key questions:

- *Are team members supported in their personal development?*
- *Are they told about individual development opportunities?*
- *Is there an open, constructive feedback culture?*

Cooperation

Cooperation is another central climate factor that highlights the interpersonal level between team members and the relationship with their individual work and the company as a whole. The 'cooperation' climate factor describes to what extent employees identify with their team, the company and their task, and how they perceive the interaction between team members. The team atmosphere, a constructive approach to resolving conflict, and mutual support are central aspects in this context.

In the XLNC system climate model, the 'cooperation' climate factor is mainly based on two central dimensions:

- **Identification:** How strong is the emotional bond with the team and the company?
- **Team spirit:** How strong is the feeling of togetherness within the team?

Cooperation/Identification

This entails a high level of identification with the team, tasks and objectives. In a climate that is characterised by a high level of identification, employees take pride in their work and their team, talk positively about the team and demonstrate strong commitment to the company.

Key questions:

- *Do team members talk positively about their company and their colleagues?*
- *Do team members want to be part of the team also in the future?*
- *Do team members share the same values that are lived within the team?*

Cooperation/Team spirit

In a climate that is characterised by great team spirit, there is a strong feeling of solidarity and a positive and tolerant interaction between team members. Team members give each other (also moral) support, enjoy working together, stand up for one another and resolve conflicts in a constructive manner.

Key questions:

- *Do team members support each other?*
- *Is the team atmosphere positive and appreciative?*
- *Are conflicts addressed openly and resolved in a constructive manner?*

4. Sample size

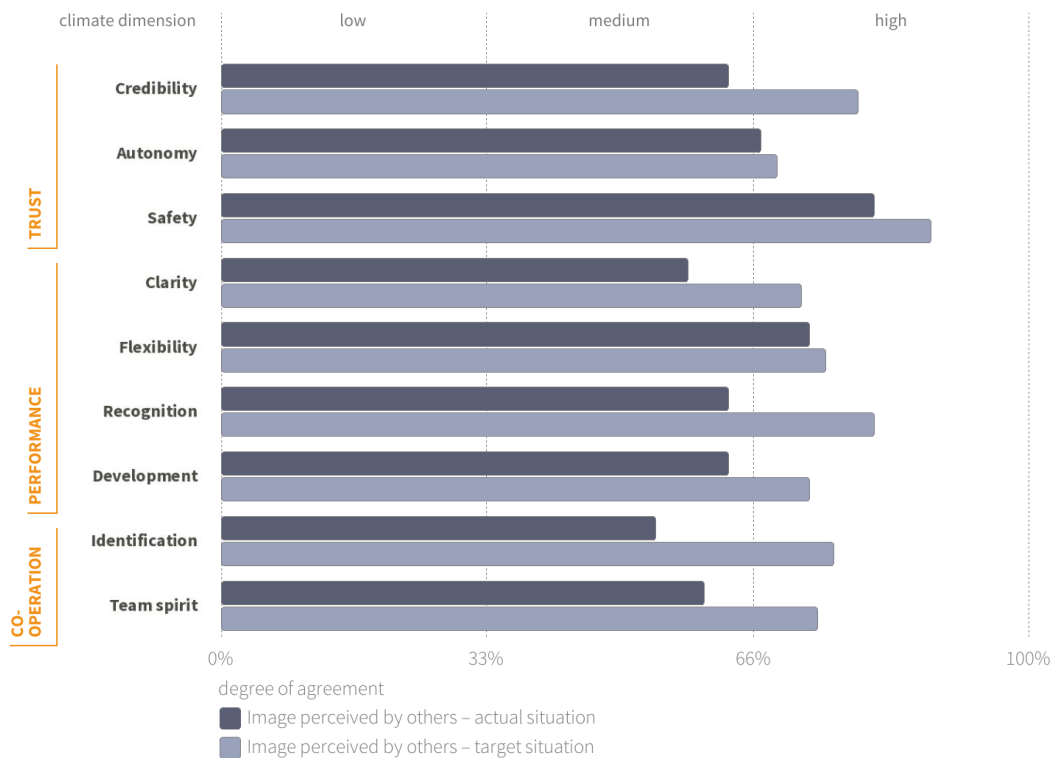
Number of processed questionnaires

The results are based on your and your team members' answers. The higher the response rate, the more representative are the results.

	Invited	Processed
Self-assessment	1	1
Assessment by team members	9	8

Consistency of submitted assessments

The following chart indicates how consistent your team members' answers were, i.e. to what degree the assessments by your team members match each other or differ from each other.



High values indicate a high degree of agreement in your team members' assessments. Low values indicate a low degree of agreement and thus strong differences in the assessment concerning the individual climate dimensions. Low values in agreement may be due to the climate being perceived differently by different team members, but also to you showing different behaviour with different team members and thus influencing the climate in different ways.

The degree of conformity is assessed based on the variations in response behaviours of participating employees. For that purpose the standard variation is determined across all questions that refer to a particular climate dimension and subsequently converted into a percentage scale.

5. Interpretation of the results

Over the next few pages you will find the results from the survey. For the individual aspects your self- assessment (self-image) will be compared to the climate in the team as perceived by your team members. The results are displayed in standardised mode. This means that your individual results are compared to the results of over 2,000 managers. This way, you receive an indication as to whether your results are above or below average in comparison to this norm group.

Development of the climate dimensions

As the sample diagram shows, the development of the climate dimensions has been divided into three categories: strong, medium and low. A strongly developed climate dimension indicates that many of the factors that are relevant for this dimension are present in your team. By contrast, a less developed dimension shows potential for the climate within the team to be developed further with regard to this aspect.

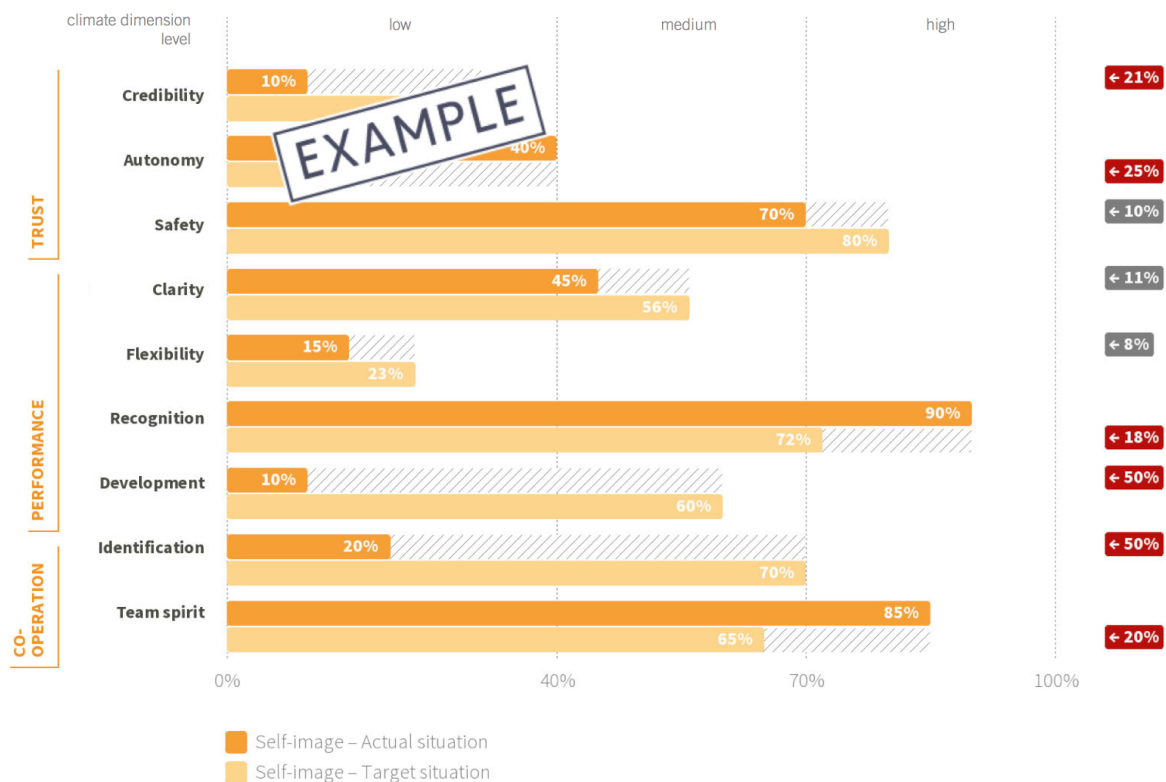
The XLNC climate dimensions in particular focus on aspects that are directly influenced by the manager and that exert major influence on the company's key figures, such as employee motivation and fluctuation. Further entrepreneurial aspects, e.g. employer image or compensation model, have been deliberately excluded and are not considered.

Target-actual comparison of the climate dimensions

In addition to the assessment of the current climate within the team (assessment of the actual situation), some feedback has been collected on the target situation as well. By comparing these results, conclusions can be drawn as to where you and your team members would like to see more aspects from particular climate dimensions. In particular, differences between the two assessments that exceed 15% are to be regarded as noteworthy. For climate dimensions where the actual and target situation differ by more than 15%, the difference is highlighted in red.

There is no "ideal" target situation, because the "target situation" depends on the needs and the level of maturity of the team members. The displayed "target situation", however, represents the climate as desired within the team and provides information as to which aspects are regarded as particularly important for a high employee satisfaction, level of performance and bonding within this target group.

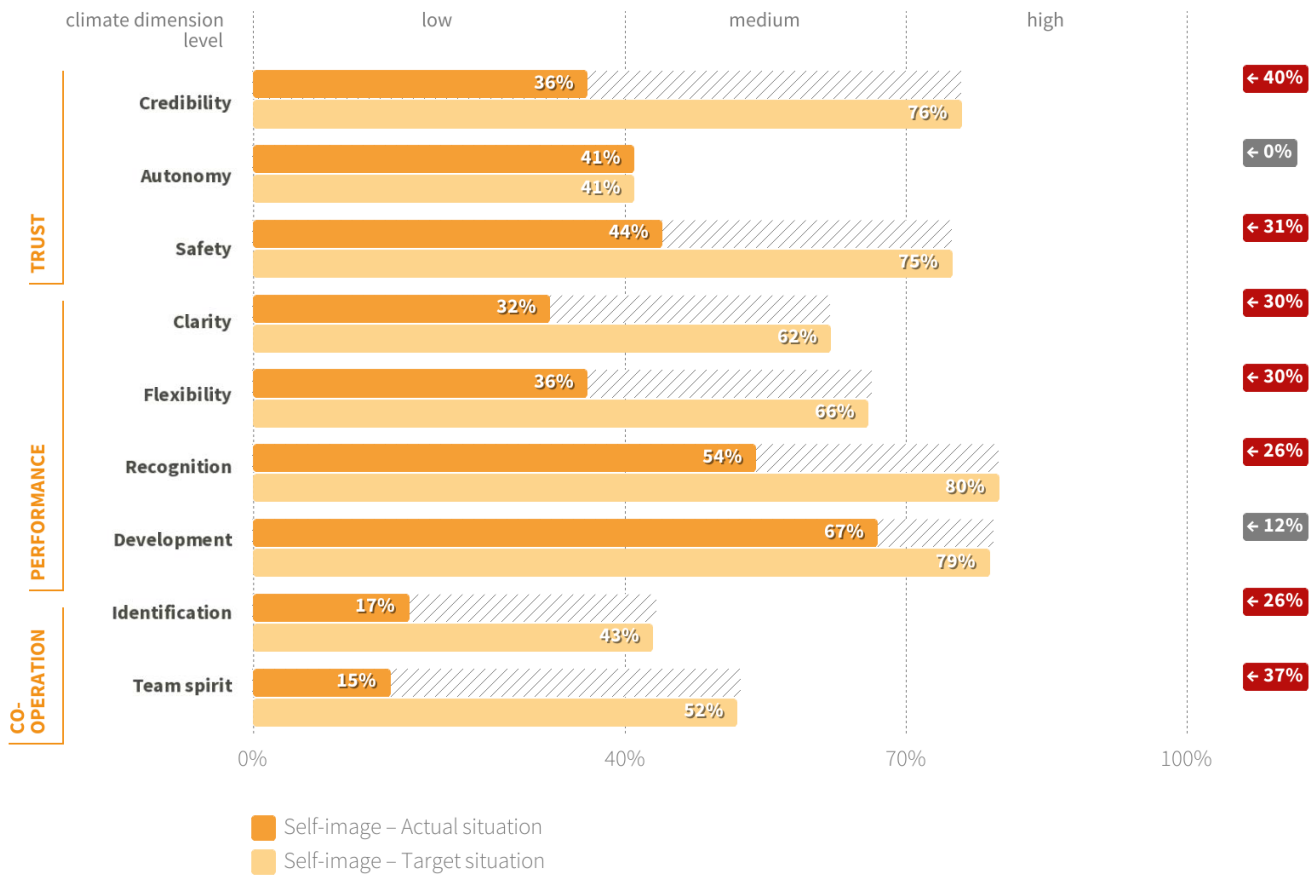
The employees' perspective is very important, but of course also other aspects are relevant for the manager, e.g. the manager's own individual understanding of leadership, the business requirements or the resources provided for the "correct" leadership behaviour.



The results of the sample size show that the highest discrepancy between the "actual" and "target" situation is to be found in the climate dimensions Development and Identification. This indicates that according to these two dimensions, the perceived reality is entirely different from the desired reality. In addition, it is noticeable that for the dimensions Recognition and Team spirit the actual value is higher than the desired target value. This shows that certain behaviour patterns of the manager or the team are more developed than would be necessary for the own subjective level of satisfaction.

6. Self-assessment

The following diagram compares the values concerning the actual and target situations from your personal assessment of the climate within the team. The objective is to achieve a high level of conformity between the actual and target situations as this accounts for a high satisfaction regarding the climate dimensions. The results are displayed in standardised mode. This means that your individual results are compared to the results of over 2,000 managers.



Self-assessment of actual situation

Strongly developed climate dimensions: none

Averagely developed climate dimensions: In your assessment the autonomy, reliability, appreciation and development climate dimensions already characterise the team climate to some extent. It already shows to some extent that you as a manager support the personal development of your team members, reward performance and create transparency and tolerate mistakes.

Weakly developed climate dimensions: You, as a manager, should emphasise credibility, transparency, flexibility, identification and team spirit even more, these could potentially be developed even further.

Self-assessment of target situation

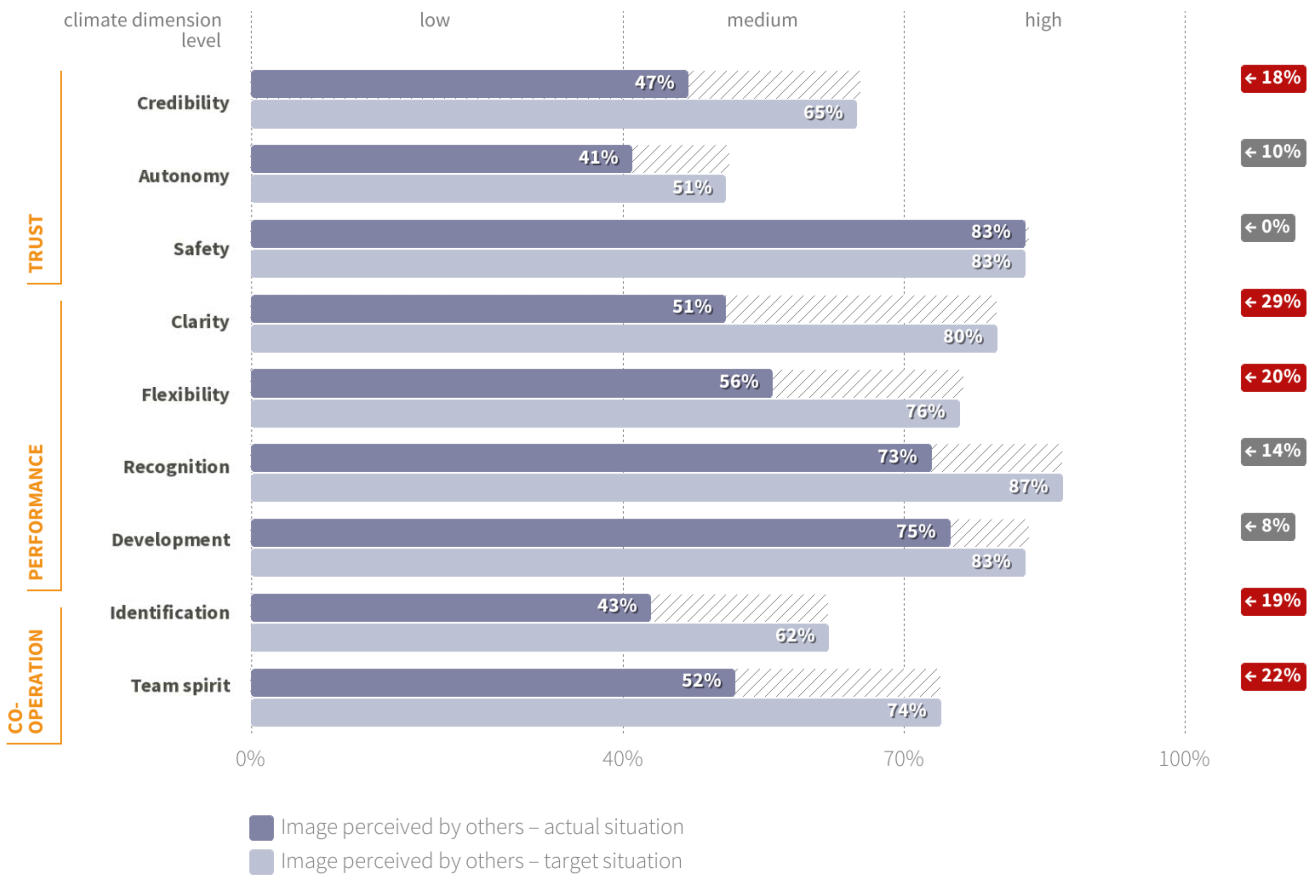
The appreciation, development and credibility climate dimensions need to be highlighted.

Deviations in your assessment of the actual situation and the target situation

The deviations between your assessment of the actual situation and the target situation are greater for the credibility, team spirit and reliability climate dimensions.

7. Assessment by the team members

The following diagram compares the values concerning the actual and target situations from your team members' assessment of the climate within the team. Also in this evaluation, the individual results of your team are compared to the results of a norm group of the employees of over 2,000 managers. The objective is to keep the discrepancy as low as possible between the actual and target situations if the "actual" situation is lower than the "target" situation. A high level of discrepancy indicates an employee dissatisfaction in this dimension.



Evaluation of the actual situation by your team members

Strongly developed climate dimensions: According to your team members' assessment the climate within the team is characterised by reliability, appreciation and development. You as manager create transparency and tolerate mistakes, support the personal development of your team members and reward performance.

Averagely developed climate dimensions: The credibility, autonomy, transparency, flexibility, identification and team spirit climate dimensions already characterise the climate within the team to some extent according to your employees' assessments. It already becomes apparent to some extent that you as a manager make processes open and flexible, promote team spirit and put a structure in place and set targets.

Weakly developed climate dimensions: none

Evaluation of the target situation by your team members

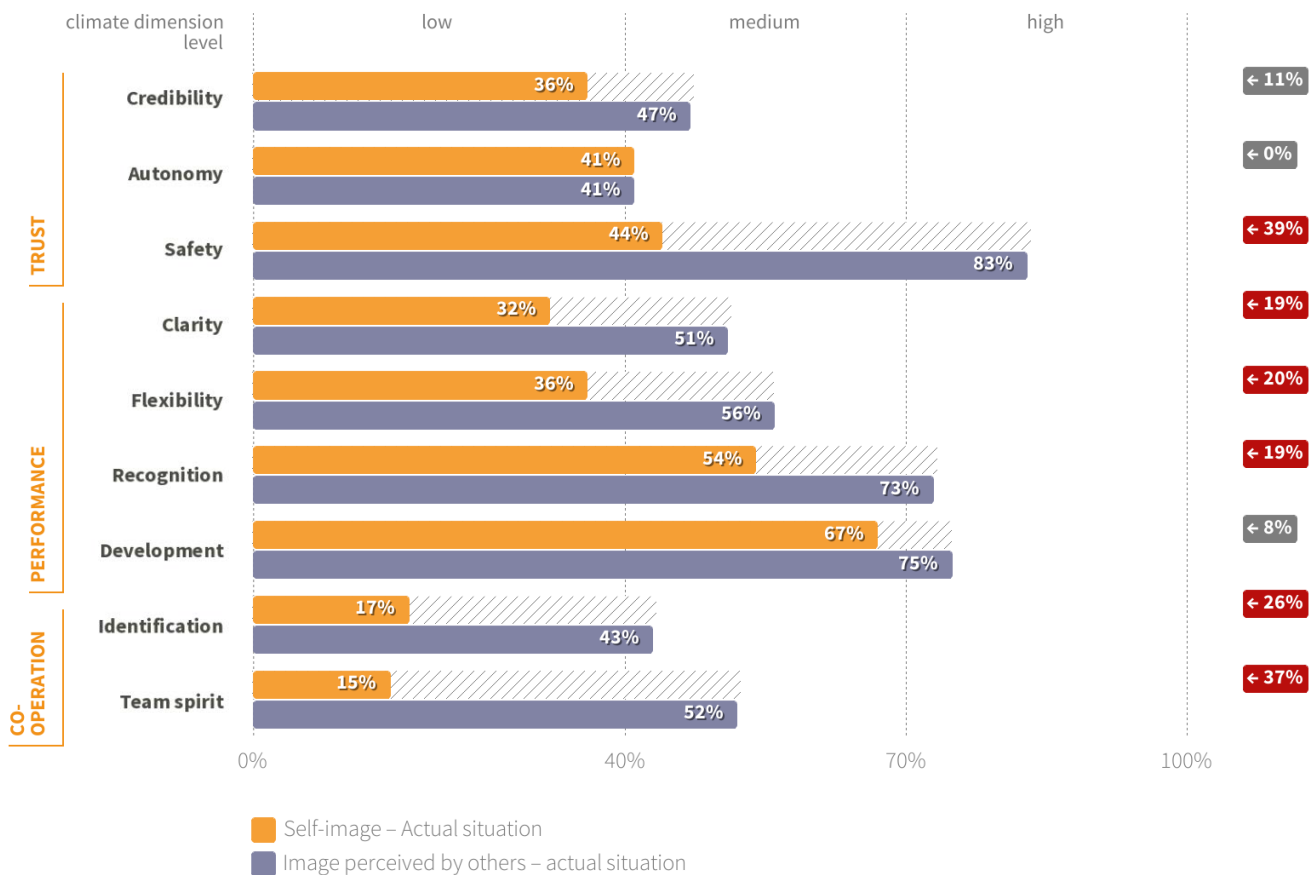
The employees would like to see the majority of all climate dimensions be developed strongly. The appreciation, development and reliability climate dimensions need be emphasised.

Deviation between your team members' assessments of the actual and target situation

The deviations between your employees' assessment of the actual situation and the target situation are stronger for the transparency, team spirit and flexibility climate dimensions.

8. Comparison of "actual" values

The following chart shows the comparison of your assessment of the actual situation with how the situation is perceived by your team members. In particular, differences between the two assessments that exceed 15% are to be regarded as noteworthy. Managers' leadership actions are most effective when there is a high level of conformity between the self-assessment and the assessment made by the team members, and managers are able to assess realistically the impact their own actions have on others. Both, overestimating and underestimating the perceived climate dimensions indicates that this is not yet the case.



Deviations between your assessment of the situation and that of your team members

Strong deviations: The deviations between your team members' assessment of the actual situation and the target situation are stronger for the reliability, transparency, flexibility, appreciation, identification and team spirit climate dimensions. Strong deviations indicate a discrepancy in how the situation is perceived by the manager and employee.

Medium deviations: A medium deviation occurs for credibility.

Small deviations: Very minor deviations occur for the autonomy and development climate dimensions. You and your team members evaluate these dimensions similarly.

9. The biggest deviations between the assessments of the actual and the target situation

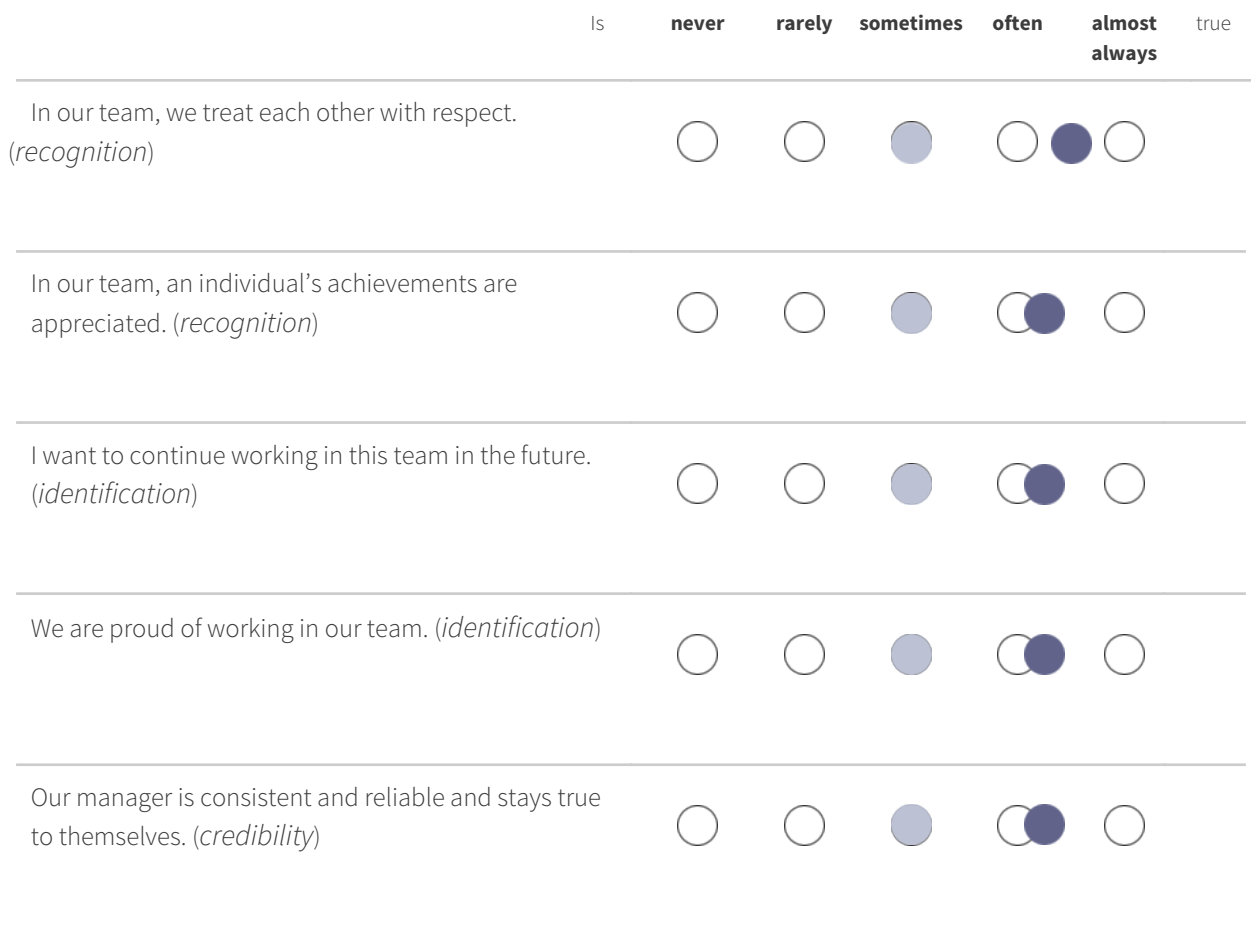
The biggest deviation between the assessment of the actual and target situation by your team members occurred with the following statements:

Is	never	rarely	sometimes	often	almost always	true
In our team, employees are motivated to contribute new and unconventional ideas. (<i>flexibility</i>)	☐	☐	☐	☒	☐	☐
I would recommend my team as a good place to work. (<i>identification</i>)	☐	☐	☐	☒	☐	☐
In our team, we deal with mistakes openly. (<i>safety</i>)	☐	☐	☐	☒	☐	☐
In our team, we deal with conflict in a constructive manner. (<i>team spirit</i>)	☐	☐	☐	☒	☐	☐
In our team, employees are clear about the purpose and goals of their work. (<i>clarity</i>)	☐	☐	☐	☒	☐	☐

☒ Actual situation
 ☐ Target situation

10. The biggest deviations between your self- image and how the situation is perceived by others

The biggest deviation between your assessment and the assessment by your team members occurred with the following statements:



☒ Self-image
 ☒ Perception by team members

11. Recommendations for improving the team climate

Trust/Credibility

This climate dimension is already developed to a medium level and could be further strengthened by you and your team implementing the following measures.

This is how you as a **manager** can promote a climate of responsibility:

- Avoid making promises you cannot keep.
- Do not ask your team members to do anything you would not be able or willing to do yourself.
- Stay on course even when faced with resistance.
- Once a decision has been taken, go through with it.

This is how **employees** can promote a climate of credibility:

- Do not expect your manager to make binding statements or decisions if the situation does not yet allow this.

Trust/Autonomy

This climate dimension is already developed to a medium level and could be further strengthened by you and your team implementing the following measures.

This is how you as a **manager** can promote a climate of autonomy:

- Give your team members decision-making scope and scope for action.
- Encourage your team members to work independently and take (calculated) risks, and tell them it is ok to make a mistake in a while.
- Encourage your team members to take ownership by keeping rules and instructions to a minimum.

This is how **employees** can promote a climate of autonomy:

- Use the room for manoeuvre and freedoms that you have.
- Take the initiative and bring ideas and proposals of your own.

Trust/Safety

The climate within the team is greatly influenced by this climate dimension. The dimension could be maintained and strengthened by you and your team implementing the following measures.

This is how you as a **manager** can promote a climate of safety:

- Represent your team's interests to third parties, and take responsibility for any mistakes.
- Communicate background information on strategies and decisions in a timely and open manner.
- Accept the fact that employees sometimes make mistakes and refrain from excessive criticism.
- Embrace your team members' ideas and opinions in a constructive, appreciative manner, even when these ideas and opinions are not helpful.
- Accept differences within the team.

This is how **employees** can promote a climate of safety:

- Communicate openly and honestly with your colleagues.
- Respond in a constructive and appreciative manner to your colleagues' mistakes or failures.

Performance/Clarity

This climate dimension is already developed to a medium level and could be further strengthened by you and your team implementing the following measures.

This is how you as a **manager** can promote a climate of clarity :

- Define goals and expectations clearly and comprehensibly.
- Explain to your team members the company's goals and strategy and make clear how every team member and the whole team contribute to achieving them.
- Define clear processes and procedures and make sure all team members know about them.
- Plan concrete tasks and define interim goals and milestones.

This is how **employees** can promote a climate of clarity :

- Make proposals for improving procedures and processes.
- Make yourself familiar with the company's objectives and what role you can play in achieving them.
- Ask your manager to set clear objectives and define concrete tasks.

Performance/Flexibility

This climate dimension is already developed to a medium level and could be further strengthened by you and your team implementing the following measures.

This is how you as a **manager** can promote a climate of flexibility:

- Encourage your team members to challenge existing processes and bring in new ideas.
- Review existing procedures and processes in the team with your team members and, where necessary, reduce overly rigid rules and bureaucratic procedures.
- Give new ideas and proposals put forward by your team members a chance.

This is how **employees** can promote a climate of flexibility:

- Make proposals for process improvements or innovations.
- Challenge existing processes and bring in ideas of your own.

Performance/Recognition

The climate within the team is greatly influenced by this climate dimension. The dimension could be maintained and strengthened by you and your team implementing the following measures.

This is how you as a **manager** can promote a climate of recognition:

- Give your team members ambitious yet achievable targets.
- Define clear and comparable performance standards for all team members.
- Give your team members recognition and praise for good performance.
- Show a consistent reaction to poor performance.

This is how **employees** can promote a climate of recognition:

- Suggest possible rewards for individual and team achievements.
- Praise colleagues for their good work.

Performance/Development

The climate within the team is greatly influenced by this climate dimension. The dimension could be maintained and strengthened by you and your team implementing the following measures.

This is how you as a **manager** can promote a climate of development:

- Review your team members' strengths and areas for development on a regular basis and define concrete development goals.
- Talk regularly to your team members about their goals and highlight any opportunities for them to develop further.
- Create opportunities for your team members to tackle new challenges and take on new tasks.
- Offer to be a sparring partner for your team members.
- Give your team members regular feedback.
- Act as a role model and talk with team members about their personal development.

This is how **employees** can promote a climate of development:

- Explore your own strengths and development opportunities and regularly reflect on them with your manager.
- Ask others proactively for feedback.
- Take on new challenges.

Cooperation/Identification

This climate dimension is already developed to a medium level and could be further strengthened by you and your team implementing the following measures.

This is how you as a **manager** can promote a climate of identification:

- Talk positively about the team and its achievements.
- Celebrate successes with the team.
- Paint a positive picture of the future.

This is how **employees** can promote a climate of identification:

- Talk positively about the team and your workplace.
- Take your time regularly to make yourself aware of the team's successes and learning and name them.

Cooperation/Team spirit

This climate dimension is already developed to a medium level and could be further strengthened by you and your team implementing the following measures.

This is how you as a **manager** can promote a climate of team spirit:

- Interact with your team members in a respectful and appreciative manner.
- Accept the fact that all team members are different.
- Create opportunities to engage in a personal exchange with your team members.

This is how **employees** can promote a climate of team spirit:

- Support your colleagues.
- Deal respectfully with your colleagues.
- Accept the fact that all colleagues are different.

12. My personal conclusions

<i>Which of the results surprised me? To what extent do the results coincide with my expectations?</i>	
<i>Which situations in everyday contexts could be the reason behind these results? Which concrete examples of recurrent patterns can I name?</i>	
<i>Which aspects of the climate within my team do I perceive as my strengths?</i>	
<i>For which climate dimensions do I see the most urgent need for action?</i>	
<i>What could I achieve with my actions within these fields for action?</i>	
<i>How do I want to proceed? Which ambiguities remain that I need to resolve before taking further action steps?</i>	

13. What to do with these results

Start ... Based on my insights, what will I start doing immediately? What measures will I initiate?	
Stop ... Based on my insights, what will I stop doing? What will I do less of, or not do at all?	
Continue ... What will I continue to do based on my insights? What will I do more of?	
Share ... Which results and/or insights will I share with my employees? In what setting and form will I do this?	



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