

EXCELLENCE_s

The Leadership Style Profile

John Doe

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1. Introduction

Dear Mr Doe,

This is your XLNC_s leadership style profile. Over the past few days, the feedback givers chosen by you have made their personal assessment of your leadership styles in various day-to-day situations. In parallel, you also assessed your own leadership style. You will find the results in the evaluation below.

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_s leadership style profile thus gives you an opportunity to expand your repertoire of different leadership styles and use them in a way that is even more appropriate to the situation.

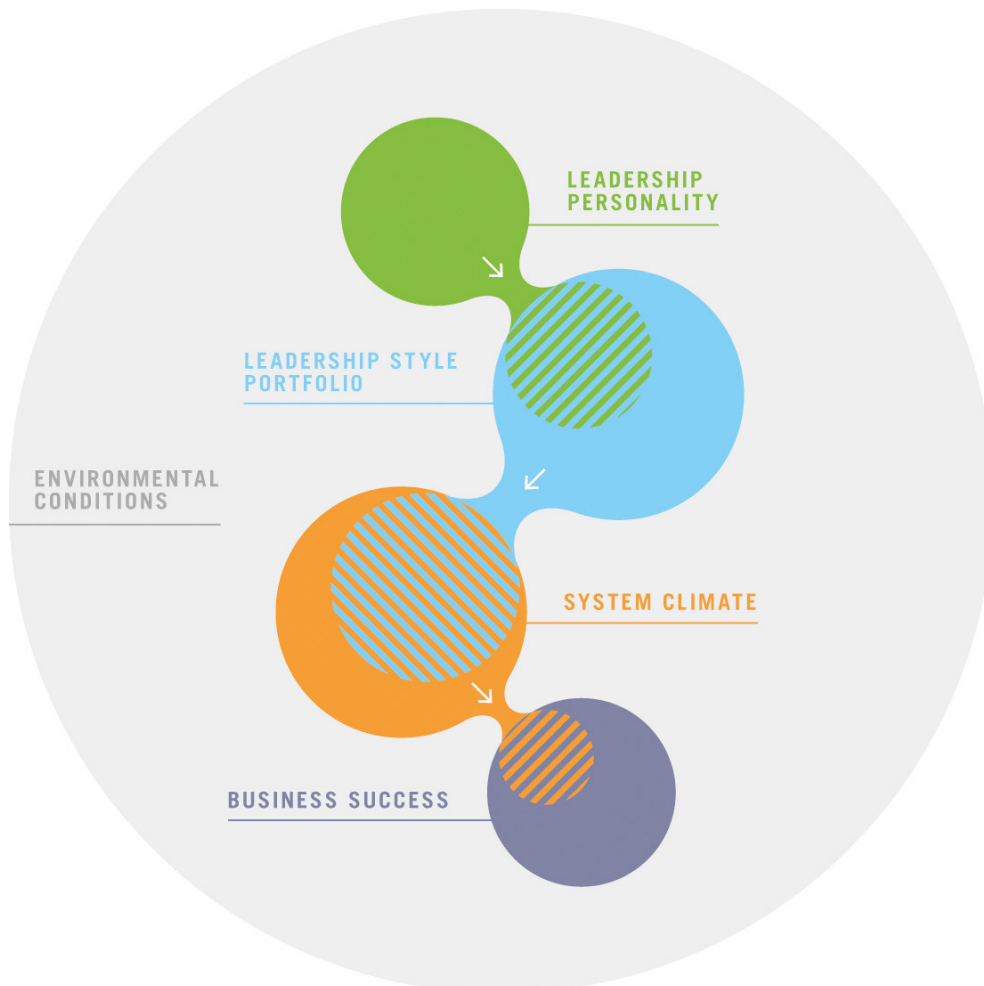
Purpose of the questionnaire

XLNC_s stands for 'excellence in leadership styles' and helps to assess the leadership behaviour displayed by a manager, represented by the different leadership styles used in various everyday situations.

The purpose of the XLNC_s questionnaire, therefore, is to understand which leaderships styles are (preferably) used by the manager and experienced by employees, and whether these styles are perceived as appropriate in individual situations. In the diagnostic process, the manager's and their employees' responses are matched and subsequently compared.

2. A matter of style – leadership and its impact on the company's 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.

Transactional and transformational leadership

In the transactional leadership model, managers motivate their employees mainly by agreeing targets, clarifying tasks and delegating responsibility to them. At the same time, they monitor their employees' performance, reward them through material and immaterial compensation, and sanction undesired behaviours with criticism and feedback. The relationship is based on a rational exchange (transaction) between an employee's performance and their manager's reaction to that performance (e.g. in the form of compensation, praise or criticism).

By contrast, the concept of transformational leadership describes a leadership model where employees respect their manager, feel loyal to and admire them, and, consequently, deliver an excellent performance.

In this sense, transformational leadership is the broadened and enhanced concept of transactional leadership. Transactional leadership changes (transforms) employees' behaviour and awareness, raising it to a new, higher level. Transformational leadership means to highlight the purpose and importance of common goals and ideals. Managers and employees alike are challenged, inspired and motivated to make a meaningful contribution to the organisation's success and to realising the common mission. In other words, transformational managers know how to create enthusiasm and optimism, they are an inspiration for others, they are perceived as socially competent role models and make their team members feel proud and appreciated.

Scientific studies show that in today's complex and constantly changing world, aspects of transformational leadership have a significant impact on key performance indicators such as employee satisfaction, retention and turnover, customer satisfaction and even a company's earnings. However, statistics also reveal that transformational leadership is implemented in only 15% of German companies.

Followership – the pull-principle of leadership

Other studies have shown that the combination of a manager's "competency in their role" (technical, methodological skills and skills relating to the subject matter, i.e. the more transactional leadership aspects) and their "social competency" (i.e. the more transformational leadership aspects) is a decisive factor. It will determine whether employees are committed to delivering outstanding performance, work with initiative, take a proactive approach, identify with and are loyal to the company and show a high level of motivation, in other words, whether a manager can create what is known as "followership".

While the classic elements of transactional leadership have an impact as they trigger a reaction, they take up a lot of resources both emotionally and in concrete terms. The modern counterpart of transactional leadership, namely transformational leadership, works with a pull effect that saves resources on both sides (!). That pull effect causes employees to feel intrinsically motivated to follow their manager's lead and be fully committed to supporting them and their ideas. This is a leadership approach that is highly relevant – and even more so in times of a Generation Y that is on a constant search for meaning.

What does “leadership style” mean?

In their daily work, managers are faced with a wide variety of situations and challenges, and the specific behaviours when dealing with these situations and challenges are just as varied.

The leadership style is therefore a specific pattern of (similar) behaviours that can be identified to describe a manager’s individual type of leadership behaviour. In this context, six characteristically defined behavioural patterns, i.e. leadership styles, can be distinguished. These leadership styles represent, to a different extent, the key elements of transactional and transformational leadership.



What is the right style? The one that is appropriate for the situation

Current research shows that a manager’s behaviour (i.e. their leadership style) has a significant impact on how people experience the working climate in their team, and, as a consequence, also has a major impact on its measurable success. This means that there is a direct correlation – on different systemic scales – between the leadership culture and the company’s success. However, there is no such thing as the one “right” leadership style that promotes a good working climate in the team. Therefore, it is sensible to apply different leadership styles, i.e. choose the leadership style that is appropriate for the situation, depending on:

- *the specific context (e.g. the general conditions, complexity, time pressure, or the pressure to deliver results)*
- *the resources available (e.g. in quantitative or qualitative terms)*
- *the people involved (e.g. their level of maturity, personality, preferences, expectations, motivation and ability to cooperate)*

A key factor for successful leadership behaviour is thus a person’s ability to actively apply a broad repertoire of different leadership styles and, therefore, be able to choose the style that is appropriate for the situation.

3. Different leadership styles

The normative style

A key characteristic of the normative style is that the manager uses their own performance standards as a benchmark, and guides and assesses their team members based on that norm. In doing so, they focus above all on high quality expectations and the best possible performance of tasks. Managers who regularly use the normative style often show a high level of commitment – but also expect the same performance-orientation from others. They define a clear scope of action, quickly push forward the completion of subjects and tasks and follow up on them.

<i>Favourable conditions/situations for using this leadership style:</i>	<i>Less favourable conditions/situations:</i>
• <i>With employees who are very performance-oriented.</i> • <i>In situations that require that processes are clearly adhered to.</i> • <i>With employees who show a less developed level of maturity and who require a tight leadership.</i>	• <i>With employees who show a highly developed level of maturity and who are able to complete tasks independently.</i> • <i>In complex situations where there is no clear understanding of the best possible solution.</i> • <i>With tasks that require a delegation of responsibility and where it is not possible for the manager to „take care of most things themselves“.</i>

The directive style

What is characteristic of this leadership style is that the manager sets clear targets, delegates tasks and responsibilities clearly and communicates their expectations. The manager takes a clear and powerful stand and makes their own decisions. Managers who prefer the directive leadership style usually are able to consistently implement the decisions they made.

<i>Favourable conditions/situations for using this leadership style:</i>	<i>Less favourable conditions/situations:</i>
• <i>When clear targets have to be met even in light of resistance.</i> • <i>When a problematic situation calls for swift and resolute action, e.g. in case of a crisis.</i> • <i>With employees who are less able to make decisions and who wish to obtain guidance.</i>	• <i>With employees who are not able to complete their tasks independently.</i> • <i>With volatile objectives that require flexibility and creativity.</i> • <i>When employees have to support the results of decisions in the long-term, e.g. with regard to change processes.</i>

The participative style

When managers use the participative style, they are keen to involve employees in processes at an early stage and share responsibility with them, let them participate in setting targets, take decisions jointly, or explain and provide reasons for decisions. The manager gives their team members a lot of freedom and scope for personal initiative and is very collaborative. Their approach is democratic. They communicate current issues in the company to their team members at an early stage.

<i>Favourable conditions/situations for using this leadership style:</i>	<i>Less favourable conditions/situations:</i>
• <i>With committed employees who show a high level of maturity.</i> • <i>When goals and decisions are not precisely determined by senior management levels.</i> • <i>When there is room for manoeuvre.</i>	• <i>With inexperienced employees who are not very mature.</i> • <i>When the scope for decision-making and action is narrow, clearly defined or highly regulated.</i> • <i>When there is time pressure and quick decisions have to be made.</i>

The integrative style

The key characteristic of the integrative style is that managers promote team cohesion, good interpersonal relationships in the workplace and constructive cooperation between team members. They foster team spirit and the integration of new and different employees. They are committed to creating a positive working atmosphere, providing little cause for conflict or resolving conflicts at an early stage, and to promoting mutual support. They encourage communication within the team, embrace diversity (of opinion) and make an effort to integrate different views and interests.

<i>Favourable conditions/situations for using this leadership style:</i>	<i>Less favourable conditions/situations:</i>
• <i>When tasks can only be completed by working together as a team.</i> • <i>When there are conflicts within the team that have a negative impact on the daily work.</i> • <i>With high-diversity teams.</i>	• <i>In problem situations where target-oriented and determined leadership action is required.</i> • <i>With poor performers.</i> • <i>With employees who do not care about good working relationships.</i>

The coachive style

The coachive style takes in consideration the long-term (further) development of employees. It focuses on recognizing employees' potential and systematically promotes and encourages them to solve problems independently. The manager is error-tolerant, inspires employees to look at things from different perspectives and provides constructive and potential-oriented feedback. The manager actively explores their team members' strengths and areas of development and assigns tasks to team members that support them in their development.

<i>Favourable conditions/situations for using this leadership style:</i>	<i>Less favourable conditions/situations:</i>
• <i>With employees who are keen to develop further, both personally and professionally (learning agility).</i> • <i>When working to achieve long-term goals.</i> • <i>With employees who have a strong willingness and ability to self-reflect.</i>	• <i>When a new vision or strategy is implemented in the company.</i> • <i>When working to achieve short-term goals.</i> • <i>When coping with crisis situations or when there is great operational or time pressure.</i>

The inspirational style

A typical feature of the inspirational style is that managers convey a desirable image of what is to be achieved. They generate enthusiasm among their employees for long-term objectives and tasks and effectively provide guidance. They are able to demonstrate a positive, forward-looking approach, even in difficult situations, and to strengthen their employees' intrinsic motivation. They explain the purpose of their work to team members and like to inspire them with new, creative approaches and ideas.

<i>Favourable conditions/situations for using this leadership style:</i>	<i>Less favourable conditions/situations:</i>
• <i>When a new strategy or vision is implemented in the company.</i> • <i>When employees are in need of security and long-term orientation, e.g. in change processes.</i> • <i>When the manager has the full confidence or their employees.</i>	• <i>In situations of crisis where clear decisions and swift action are needed.</i> • <i>When employees do not trust the manager.</i> • <i>With employees with a low level of maturity who need clear instructions and tight leadership.</i>

4. Sample size

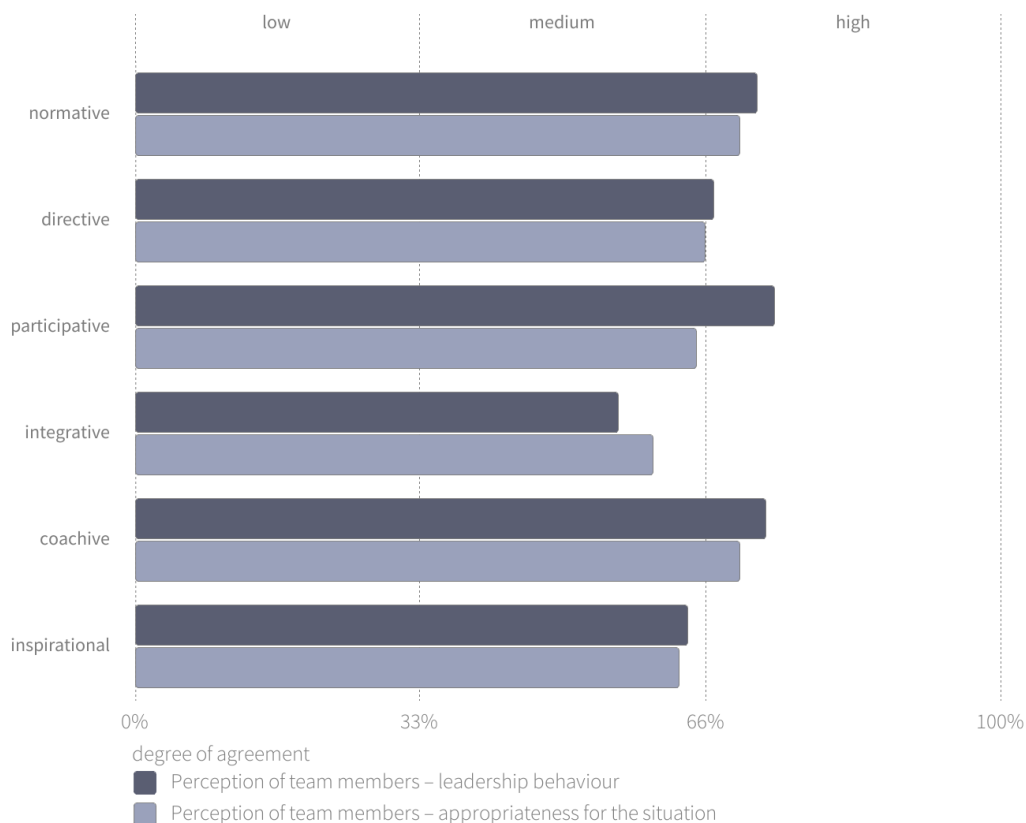
Number of processed questionnaires

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 are alike, or differ from each other. The assessment of your use of the different styles is marked as “actual assessment”.



High values indicate a high degree of agreement in your team members' assessments. Low values indicate a low degree of agreement and thus differences in the assessment of the use of different leadership styles and how appropriately they are used in particular situations. Low values in agreement may be due to your leadership behaviour being perceived differently by different team members, but also to you showing different leadership behaviours with different team members.

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

5. Interpretation of the results

Over the next few pages you will find the results from your survey. For the individual aspects, your self- assessment (self-image) will be compared to your leadership behaviour 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 leadership style

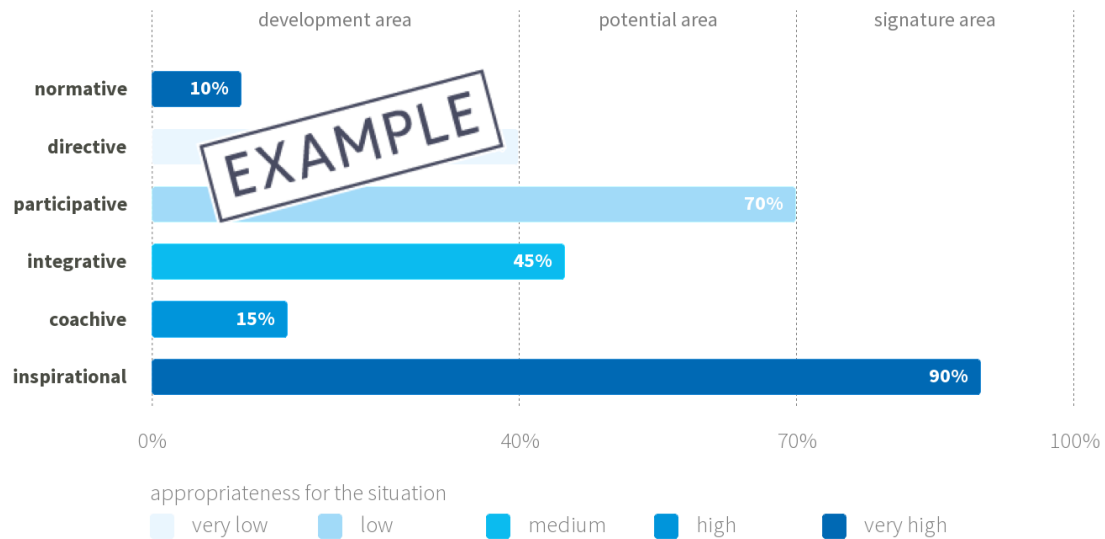
Extremely well-developed aspects of a leadership style are highlighted as your signature area. This area describes styles that are very characteristic of you and are used by you in many situations (signum = sign). Styles that are quite well developed represent your area of potential. This area describes styles that are already used to some extent in particular situations and are thus already basically present. Less developed styles are found in the area for development. This means that the styles are used in few situations and to a limited extent but would need to be used far more consciously in order to reach a level where they can be perceived by others. The percentage indicates for each case how strongly the individual leadership styles that make up your leadership behaviour are developed – relative to the highest possible score.

The "ideal" leaders are able to master a "full range of leadership" and demonstrate a high development of all six leadership styles. Studies demonstrate that managers with four or more leadership styles in the signature area, perform significantly better with their team. This relationship is reflected both with regard to "soft" factors, such as work satisfaction and attachment to the job, and with regard to the achievement of company goals and key figures.

Appropriateness for the situation

In addition, it will be assessed for each leadership style whether the style in question (i.e. the leadership behaviour) that is used is generally appropriate for the particular situation. As described earlier, there is no such thing as the one correct leadership style, but there are various styles for different situations and team members. The feedback on the individual styles thus provides you with an assessment as to which style you use to which extent.

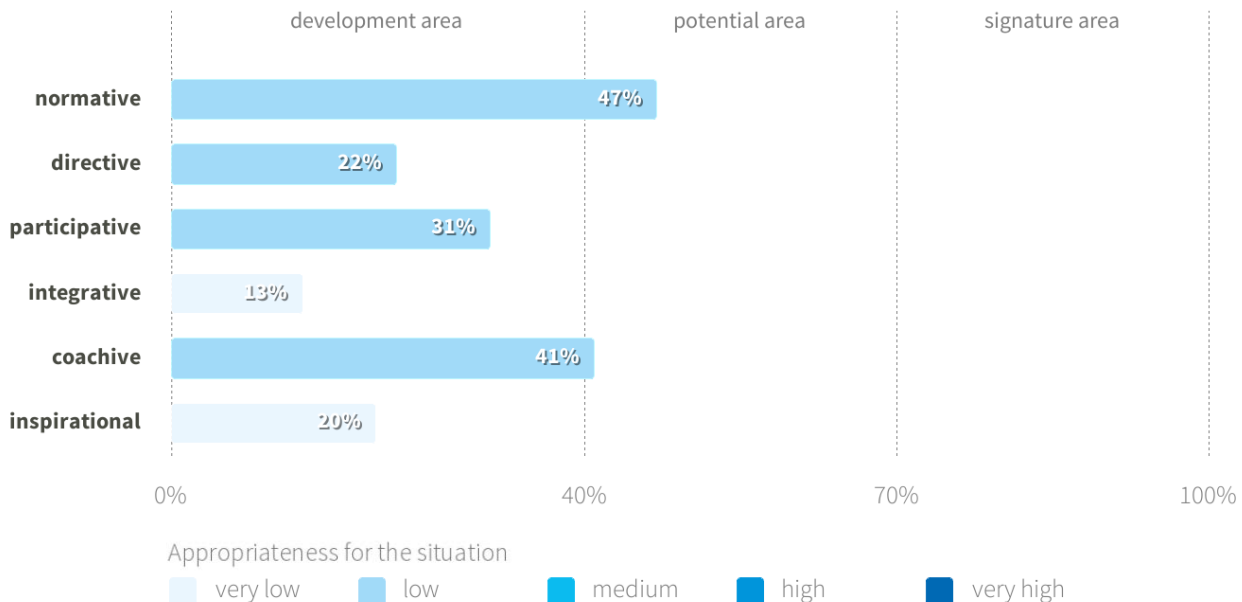
The feedback on how appropriate the behaviour is for particular situations should give you a good indication as to whether you use the respective styles appropriately for particular types of situations and with team members for whom this style is suitable. The degree of appropriateness for the situation is reflected by the different shades of colour of the bars. A high level of appropriateness for the situation (dark colour) indicates that the leadership behaviour chosen by the manager is mostly perceived as appropriate for the situation.



The results of the example diagram show that only one – the inspirational – leadership style is located in the signature area. This indicates that the manager's leadership behaviour is strongly characterised by behaviour patterns of this leadership style. At the same time, the manager very rarely shows leadership behaviour that corresponds to the normative leadership style. This could mean that the manager is able to convey purpose and enthusiasm to their team members, however, the performance standards are perceived as rather small.

6. Your self-assessment of your leadership behaviour

The following diagram shows your self-assessment with regard to your use of the different leadership styles. The objective is to develop as many leadership styles as possible in the signature area with a high level of appropriateness for the situation (darker colour). The results are displayed in standardised mode. This means that your individual results are compared to the results of over 2,000 managers.



Your self-image of your leadership behaviour

Leadership styles in the signature area: none

Leadership style in the area of potential: In certain situations, the normative and the coactive leadership style is already used by you. It already shows to some extent that you expect high performance and ensure high quality standards and support your team members and help them grow.

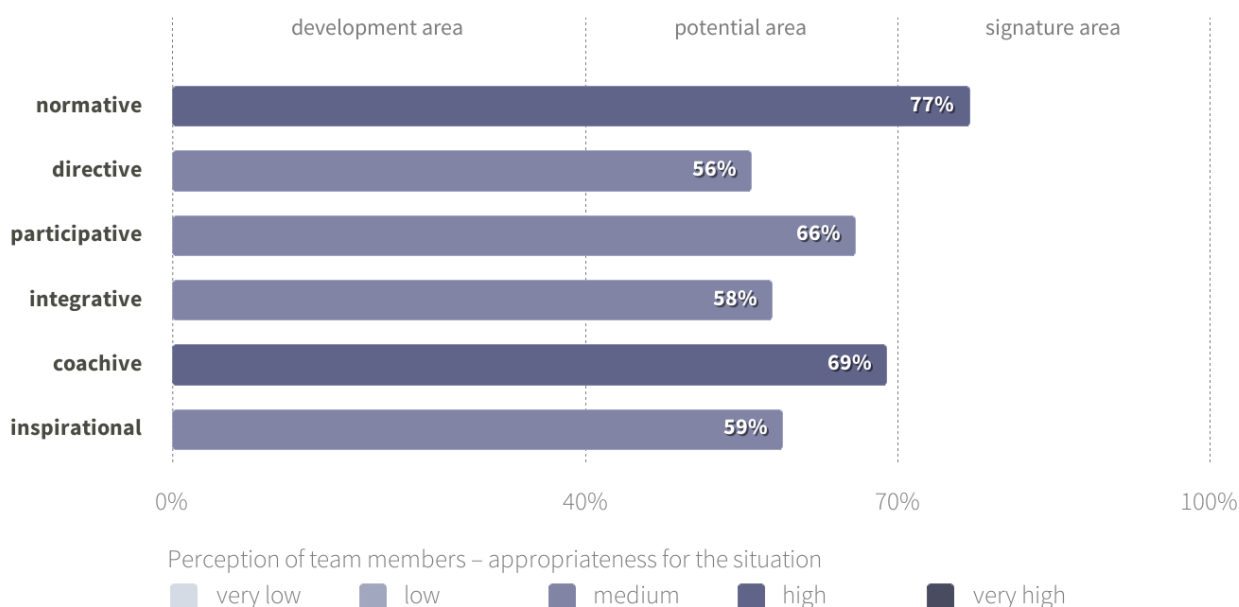
Leadership styles in the area of development: The directive, the participative, the integrative and the inspirational leadership style is used quite rarely by you. You as a manager should give clear instructions and make decisions, take a cooperative approach and involve your team members and build a team and strengthen relationships even more. In addition, it becomes apparent that you should provide long-term orientation and are a source of inspiration even more.

Your self-image concerning the appropriateness for the situation

Overall your self-assessment indicates that you consider your own use of leadership styles appropriate to a small extent. You perceive your leadership style to be the most appropriate for the situation for the coactive leadership style.

7. Your team members' assessment of your leadership behaviour

The following chart shows your team members' assessment with regard to your use of the different leadership styles. 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 develop as many leadership styles as possible in the signature area with a high level of appropriateness for the situation (darker colour).



Your leadership behaviour as perceived by your team members

Leadership styles in the signature area: The normative leadership style characterises your leadership behaviour in your team members' view. These results show that you as a manager frequently expect high performance and ensure high quality standards.

Leadership style in the area of potential: In employees' view, the directive, the participative, the integrative, the coachive and the inspirational leadership style is already used by you in certain situations. It already shows to some extent that you give clear instructions and make decisions, take a cooperative approach and involve your team members and build a team and strengthen relationships. In addition, it becomes apparent that you already support your team members and help them grow and provide long-term orientation and are a source of inspiration to some extent.

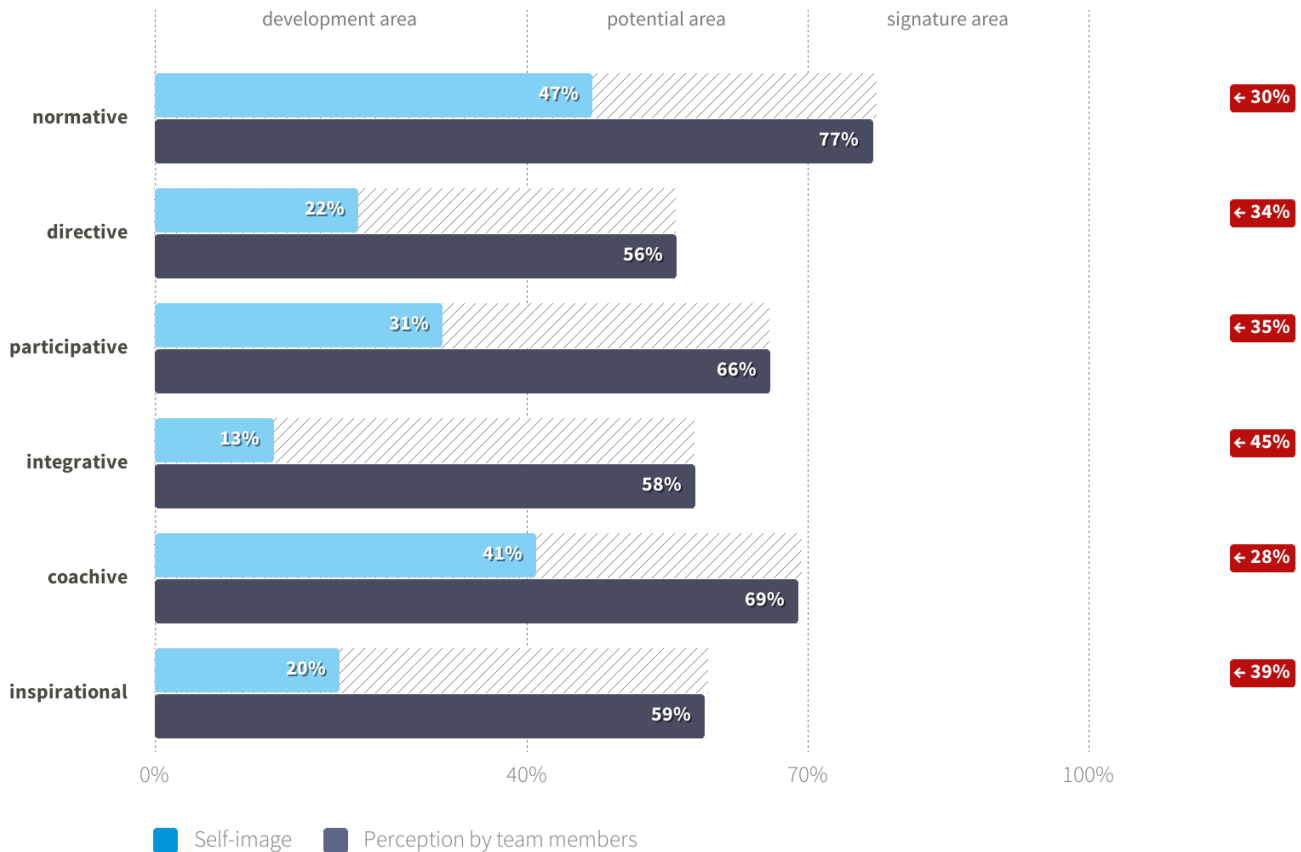
Leadership styles in the area of development: none

Appropriateness of the situation as perceived by your team members

The assessment by your employees indicates that your use of leadership styles is perceived as appropriate for the situation to a medium to large extent. When compared directly with each other, your use of the normative leadership style is perceived as the most appropriate.

8. Comparison of assessments

The following diagram illustrates the comparison of your self-image with how your behaviour is perceived by your team members. Differences exceeding 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 development of the leadership styles used by the manager indicates that this is not yet the case.



Higher self-assessment: none

Higher assessment by others: Your team members perceive the normative, the directive, the participative, the integrative, the coachive and the inspirational leadership style as more strongly developed than you in your self-assessment.

Overall, it can be observed that the results are throughout characterised by a higher assessment by others .

The biggest differences occur with the integrative and inspirational leadership style. Overall, the team members' assessment indicates that you command a medium-wide range of leadership styles. However, these leadership styles should be developed even more in order to take their full positive effect.

9. This leadership behaviour is most characteristic of you

Your team members indicated for the five following statements that the specific leadership behaviour is most characteristic of you:

Is	never	rarely	sometimes	often	almost always	true
My manager John Doe actively informs their team members about current topics in the company. <i>(participative)</i>	☐	☐	☐	☒	☒	
John Doe is interested in developing team members over the long term. <i>(coachive)</i>	☐	☐	☐	☒	☒	☐
John Doe attaches great importance to high quality when performing tasks. <i>(normative)</i>	☐	☐	☐	☒	☒	☐
John Doe ensures high-quality implementation of tasks. <i>(normative)</i>	☐	☐	☒	☐	☒	☐
John Doe expects their team members to perform well. <i>(normative)</i>	☐	☐	☐	☒	☒	☐



Your assessment



Assessment by your team members

10. This leadership behaviour is least characteristic of you

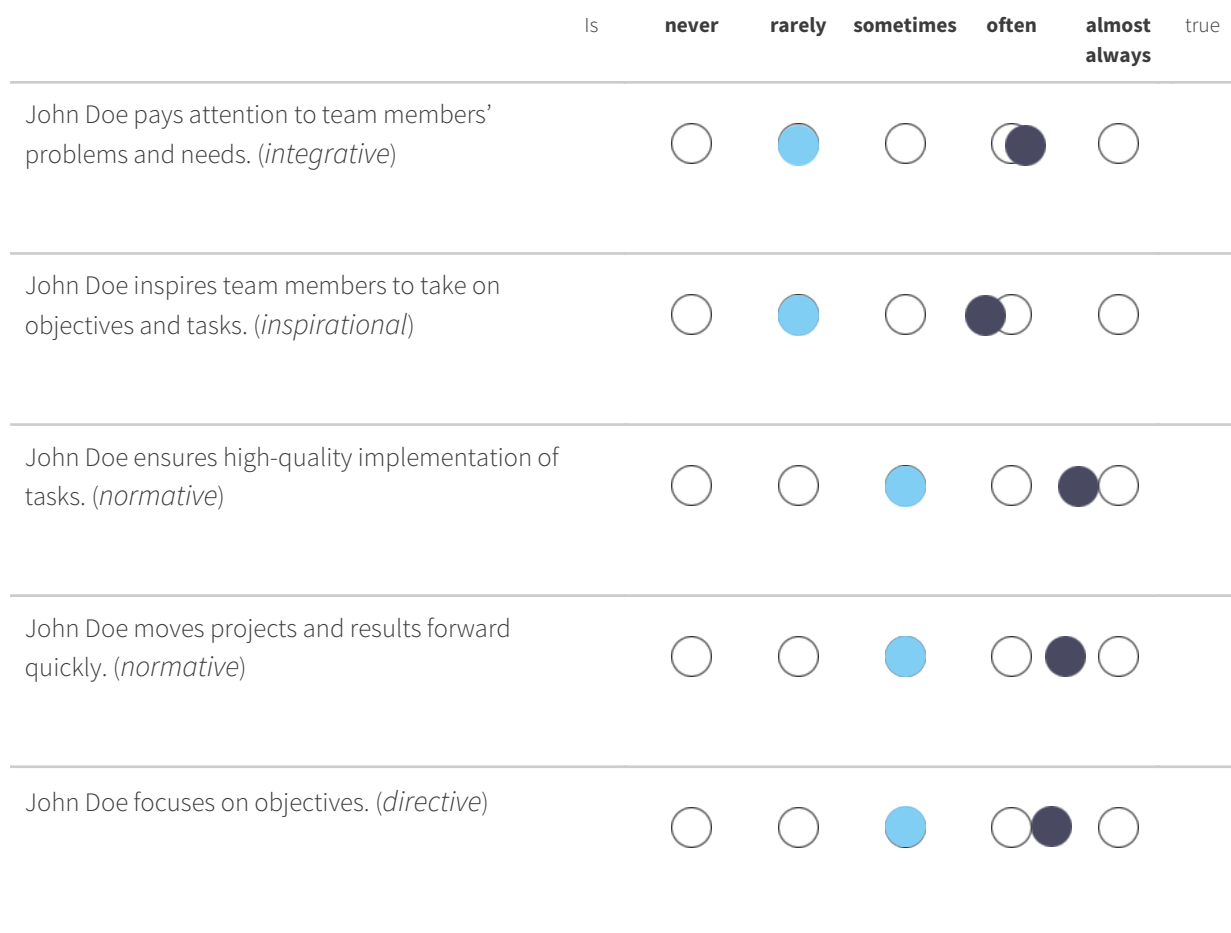
Your team members indicated for the five following statements that the specific (leadership) behaviour is least characteristic of you:

	is	never	rarely	sometimes	often	almost always	true
John Doe makes sure that team members are involved in most decision-making processes. <i>(participative)</i>		☐	☐	☒ ☒	☐	☐	
John Doe motivates team members to work together and support each other. <i>(integrative)</i>		☐	☐	☒ ☒	☐	☐	
John Doe gives clear instructions. <i>(directive)</i>		☐	☐	☒ ☒	☐	☐	
John Doe inspires team members to take on objectives and tasks. <i>(inspirational)</i>		☐	☒	☐	☒ ☐	☐	
John Doe uses their own performance expectations as a benchmark for team members. <i>(normative)</i>		☐	☐	☐	☒ ☒	☐	

☒ Your assessment ☒ Assessment by your team members

11. The biggest deviations in the "actual" assessment between your self-image and how the situation is perceived by others

The biggest deviation between your assessment and the mean value from the assessment by your team members:



☒ Your assessment
 ☒ Assessment by your team members

12. Your strengths and needs for development in your team members' view

1. Please observe your manager's leadership behaviour. What behaviours do you personally regard as strengths in the leadership role?

-

2. Where do you see potential for improvement in dealing with team members and leadership tasks? What type of behaviour would you like to see more of from your manager?

-

13. General recommendations for developing your leadership styles further

The normative style

According to your employees' assessment this leadership style is within your signature area. The following ideas and suggestions can help you maintain and further strengthen this leadership style.

- *Be a role model. Do not expect your team members to do anything that you would not be able or willing to do yourself.*
- *Clearly formulate your performance expectations.*
- *Formulate your work assignments as precisely as possible, follow up on the completion of objectives and point out deviations.*
- *Define clear processes and procedures for the work in your team and make sure these are implemented.*
- *Take on complex and challenging tasks yourself in doubt.*

The directive style

According to your employees' assessment this leadership style is an area of potential for you. The following ideas and suggestions can help you maintain and further strengthen this leadership style.

- *Set clear targets and specify precisely what you expect from your team members.*
- *Define clear views and opinions and assert them, even when faced with resistance.*
- *Take clear decisions and communicate these openly.*
- *Make sure that the decisions taken are consistently implemented.*
- *Provide direction even in times of crisis or under pressure to act.*
- *Delegate responsibilities rather than tasks, so that your team members are even more committed to achieving the goals.*

The participative style

According to your employees' assessment this leadership style is an area of potential for you. The following ideas and suggestions can help you maintain and further strengthen this leadership style.

- *Be proactive in engaging with your employees and keep them informed about current developments and their root causes.*
- *Involve your employees actively when preparing decisions and enable them to actively influence these decisions.*
- *Celebrate successes together with your team and make it clear that these are „team successes“ rather than successes achieved by individual team members or yourself.*
- *Encourage your employees to work independently and take ownership, and give them some creative leeway.*

The integrative style

According to your employees' assessment this leadership style is an area of potential for you. The following ideas and suggestions can help you maintain and further strengthen this leadership style.

- *Show that you care about your employees as individuals.*
- *Make an effort to create opportunities for cooperation within the team.*
- *Enhance personal contact between team members at the relationship level, e.g. through common activities.*
- *Watch out for potential conflicts between team members and push actively for a constructive solution.*
- *Demonstrate your interest in your team members' needs and try to ensure a good balance between their individual needs and the objectives of the team and team members.*

The coachive style

According to your employees' assessment this leadership style is an area of potential for you. The following ideas and suggestions can help you maintain and further strengthen this leadership style.

- *Take the time to explore and reflect on your employees' individual strengths and areas of development and exchange views about these with your employees on a regular basis.*
- *Define clear development plans, including interim goals and milestones, if possible, together with your team members.*
- *Encourage your team members to act autonomously and take responsibility for their actions, and tell them it is OK if they make mistakes.*
- *Take the time to reflect on success factors and sources of error with your employees.*
- *Offer to be a sparring partner for them in order to help them to help themselves, by inspiring the exchange of perspectives e.g. through questions.*
- *Create opportunities for your team members to take on new tasks and to deal with challenging situations on their own.*

The inspirational style

According to your employees' assessment this leadership style is an area of potential for you. The following ideas and suggestions can help you maintain and further strengthen this leadership style.

- *Develop a desirable picture of what can be achieved.*
- *Give your team a clear vision about the positive effects that may result from it. Talk to your team members about the reasons for strategies and decisions so that your team members can identify with them.*
- *Show your employees that you stand behind the objectives and convey your enthusiasm.*
- *Together with your team members reflect on how the whole team and each team member can contribute to achieving the goals and realising the vision.*
- *Inspire your team members with innovative and creative approaches and ideas, and motivate them to develop further ideas.*

14. My personal conclusions

*Which of the results surprised me?
To what extent do the results
coincide with my expectations?*

*Which situations in everyday
contexts could be the reason behind
these results? Which concrete
examples of recurrent patterns can I
name?*

*Which aspects of my leadership
behaviour do I perceive as my
strengths?*

*For which leadership styles do I see
the most urgent need for action?*

*How do I want to proceed? Which
ambiguities remain that I need to
resolve before taking further action
steps?*

15. 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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