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# THE ENGAGING LEADER<sup>REPORT</sup>

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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 Doe**

*n = 3 Employees*



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# 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.

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## 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.*

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# HOW TO READ THIS REPORT

The Engaging Leader Report has six sections. All elements are equally important. Together they give you a picture of your underlying motives and values and how these influence your behavior 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.

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## WHO YOU ARE

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.

## 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

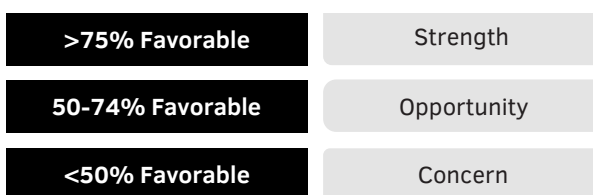
The last section brings together the views of your team around their experience of working for you and shows how engaged all this makes them feel.

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### Interpreting Team Survey Graphs



### Interpreting Team Survey Scores



# WHO YOU ARE VALUES

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## 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.

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## Driving Values

- Because you enjoy social interaction, you are likely to create an open door policy with your team and encourage sharing of information in group settings. However, some employees may think that you are too concerned with being accepted and maintaining good staff relations.
- You enjoy entertaining others, appreciate variety, and are interested in innovation and experimentation. You will promote a spontaneous environment that mixes business with pleasure, and values working hard and playing hard. However, some employees may see you as distractible and/or unfocused.
- Because you value recognition, you tend to reward employees with pats on the back and public attention, and you are likely to create a culture that celebrates and publicizes employees' achievements. However, employees who do not value recognition may suspect that you also tend to promote your own accomplishments.

87

### Affiliation

Networking, relationships, and teamwork

81

### Hedonism

Fun, lighthearted, and open-minded

74

### Recognition

Appreciation, visibility, and public attention

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## Indifferent Values:

- You are more concerned with how your decisions enhance business operations and less concerned with the perceived fairness of your decisions. This could cause employees to view you as uncaring or impersonal.
- You will tend to create an environment where employees are free to take chances and test the limits, but be aware that some employees may find flexible cultures somewhat threatening.
- You prefer to work in a relaxed, flexible, and informal business environment where your employees feel empowered to challenge established policies and procedures. However, some employees may feel you lack a sense of decorum and tolerate too much ambiguity.

5

### Altruistic

Helping others, coaching, and providing service

4

### Security

Structure, order, and predictability

1

### Tradition

Strong principles, conservative, and respectful of the past

# HOW YOU BEHAVE

# CLEAR GOALS & VISION

## How you engage – Strengths:

You are likely to set clear vision and strategy for your team. You are goal-oriented and inspire confidence in future success. Your flexibility and openness to change should allow you to adapt to new strategies and approaches as the environment changes. You probably value professional development and stay up to date on industry trends.

## How you disengage - Blind Spots:

Your ambition may prompt you to compete with your own team. You may also tend to ignore their input in decision-making. When stressed, you may set goals that are broad, vague, or impractical. You may propose unnecessary out-of-the-box solutions, causing stress and confusion in your team. Because you are flexible and tolerant, you may not set clear priorities for your team, or communicate consistent and systematic goals. Because you value staying current with developments in business and technology, you may become impatient with employees who are less well-informed.

<b>87</b>	<b>Ambition</b>
	Competitive, energetic, and driven
<b>9</b>	<b>Prudence</b>
	Dependable, process-focused, organized
<b>58</b>	<b>Learning Approach</b>
	Well-informed, knowledgeable, and up-to-date
<b>6</b>	<b>Reserved</b>
	Objective, tough, and uncommunicative
<b>80</b>	<b>Imaginative</b>
	Innovative, impractical, and unfocused

## BRINGS PEOPLE ALONG: 67%

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: 33%

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.



Articulates the organization's strategy and goals in an effective way.



## SETS EFFECTIVE PLANS: 56%

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.



## HOW YOU AFFECT YOUR TEAM

### CLEAR GOALS & VISION: 45%

Refers to team members' perceptions of how well the team is organized 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.



# HOW YOU BEHAVE

# PERFORMANCE ENABLEMENT

## How you engage – Strengths:

You have a sense of urgency regarding getting work done and making timely decisions. You excel at maintaining relationships and diffusing conflict due to your diplomatic and sensitive communication style.

## How you disengage - Blind Spots:

Because you are intense and alert for problems, people may think you overreact. At times, you may avoid necessary conflicts and seem reluctant to set expectations or hold people accountable. If you don't check your behavior, you may sometimes seem suspicious and mistrustful, which will make employees uncomfortable and/or insecure.

- 39** **Adjustment**  
Resilient, confident, and composed
- 60** **Interpersonal Sensitivity**  
Warm, pleasant, and diplomatic
- 90** **Skeptical**  
Perceptive, smart, and argumentative
- 32** **Leisurely**  
Cooperative, privately irritable, and passively resistant

## DRIVES PERFORMANCE: 56%

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: 78%

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: 78%

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.



## HOW YOU AFFECT YOUR TEAM

### PERFORMANCE ENABLEMENT: 89%

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 BEHAVE

# POSITIVE TEAM CLIMATE

## How you engage – Strengths:

You seem open minded and flexible and tend not to think about issues in black and white terms. Because you are good at building relationships, you will communicate well with your team and be available for their coaching and development. You communicate in a fair, sensitive, and inclusive way.

## How you disengage - Blind Spots:

Some of your employees may find your communication style too casual and informal. If you don't check your behavior, you may sometimes seem suspicious and mistrustful, which will make employees uncomfortable and/or insecure. Because you enjoy talking and interacting, you may at times distract others and talk more than you listen. Due to your avoidance of conflict, you may be unclear or infrequent in giving important feedback to your team.

<b>60</b>	<b>Interpersonal Sensitivity</b>
	Warm, pleasant, and diplomatic
<b>93</b>	<b>Sociability</b>
	Outgoing, approachable, and talkative
<b>9</b>	<b>Prudence</b>
	Dependable, process oriented, and organized
<b>53</b>	<b>Excitable</b>
	Passionate, volatile, and unpredictable
<b>14</b>	<b>Diligent</b>
	Meticulous, micromanager, and perfectionist

## INSPIRES ACHIEVEMENT: 45%

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: 100%

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 team members feel welcomed and included.



Celebrates our team's successes on a regular basis.



## ENSURES EQUITY & FAIRNESS: 67%

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.



## HOW YOU AFFECT YOUR TEAM

### POSITIVE TEAM CLIMATE: 78%

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 BEHAVE

# AGILE & OPEN CULTURE

## How you engage – Strengths:

You challenge the status quo and set stretch assignments for your team. You seem likely to consistently raise the bar. You help employees find practical applications and grounded solutions.

## How you disengage - Blind Spots:

Because you are competitive and driven, you may not solicit employees' opinions and/or listen to others' ideas. Because you are so practical and grounded, you may mistrust experimentation, innovation, and radically different perspectives. By focusing on the downside, you may have a tendency to shoot down employees' ideas and dismiss the long-term benefits of new programs.

<b>87</b>	<b>Ambition</b>	Competitive, energetic, and driven
<b>46</b>	<b>Inquisitive</b>	Open-minded, curious, and strategic
<b>90</b>	<b>Skeptical</b>	Perceptive, smart, and argumentative
<b>15</b>	<b>Cautious</b>	Careful, thorough, and risk-averse

## INSPIRES INNOVATION: 89%

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: 56%

Refers to your ability to «walk-the-talk» and inspire trust in your team

### My Immediate Manager/Supervisor:

Lives the company values.



Actions are consistent with what he/she says.



I trust my immediate manager.



## RAISES THE BAR: 100%

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.



## HOW YOU AFFECT YOUR TEAM

### AGILE AND OPEN CULTURE: 100%

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

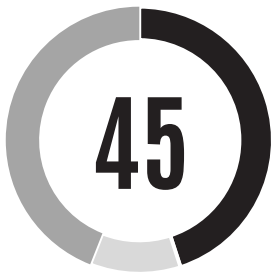
## OVERALL EFFECTIVENESS AND ENGAGEMENT

### Introduction

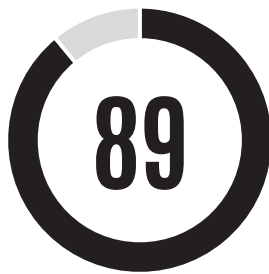
This section refers to the climate that you have been able to create within your team.

As a result of who you are and how you behave your team members end up feeling engaged or disengaged, which in turn affects the level of energy and effort they are willing to expend for the team's success.

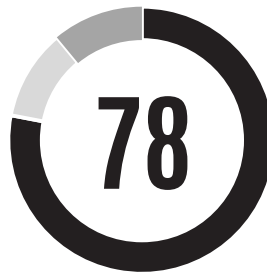
It reflects your team's attitudes about working as part of your team.



**Clear Goals and Vision**



**Performance Enablement**



**Positive Team Climate**



**Agile and Open Culture**

### TEAM ENGAGEMENT: 100%

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

100

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

100

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

100

### TEAM EFFECTIVENESS: 78%

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

67

33

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

67

33

Overall, my immediate manager is doing a good job.

100

\*The scores in the doughnut charts are the average percent favourable scores of the three final questions you saw in each of your "How You Behave" chapters