
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.

 **SIROTA**

REPORT FOR: Test Manager

n = 5 Employees

 **HOGAN**

 **SIROTA**

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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.

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 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.

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.

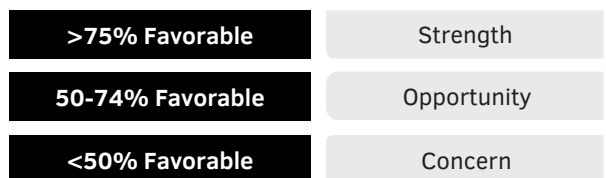
HOW YOU AFFECT YOUR TEAM

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.

Interpreting Team Survey Graphs



Interpreting Team Survey Scores



WHO YOU ARE 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 enjoy research and problem solving, prefer to make data-based decisions, and are willing to revisit them periodically. However, your concern with choosing the right direction every time may paralyze your decision-making and delay the progress of your team.
- 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.
- You value quality design and an attractive work environment. You will likely foster innovative thinking and creativity in your team, but some employees may feel that you tend to emphasize style over function.

86

Science

Analytics, data-driven decision making, and quest for knowledge

49

Hedonism

Fun, lighthearted, and open-minded

44

Aesthetics

Quality, image, and product "look and feel"

Indifferent Values:

- You may be reluctant to push others for results and may seem satisfied with good enough performance. Because of this, you may not push your team to perform as well as they could.
- You may not think it is important to regularly recognize the performance of your employees. Because you don't see the point in publicly acknowledging and highlighting the good work of staff, some may feel undervalued.
- 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.

9

Power

Status, accomplishment, and the control of key resources

7

Recognition

Appreciation, visibility, and public attention

2

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. Due to your attention to processes and details, you will likely set clear goals and provide structure for your team. 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 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. Your conscientiousness may cause you to micromanage your team and hold them to unreasonably high standards. When under pressure, you may withdraw from your team and stop communicating. This may cause your team to think you are disengaged or unclear about future actions. Because you value staying current with developments in business and technology, you may become impatient with employees who are less well-informed.

- 78** **Ambition**
Self-confidence, drive, energy, strategic-mindedness
- 83** **Prudence**
Dependable, process-focused, organized
- 67** **Learning Approach**
Oriented to formal learning, broad array of knowledge
- 80** **Reserved**
Socially withdrawn, tough, uncommunicative
- 80** **Imaginative**
Eccentric, impractical, lacking focus

BRINGS PEOPLE ALONG: 75%

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



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

SETS EFFECTIVE PLANS: 71%

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.



Regularly establishes effective plans for our team



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.

INSPIRES WITH VISION: 65%

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



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.



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

HOW YOU AFFECT YOUR TEAM

CLEAR GOALS & VISION: 71%

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.



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



HOW YOU BEHAVE

PERFORMANCE ENABLEMENT

How you engage – Strengths:

You handle stress and pressure well; others should see you as composed and reliable. You excel at maintaining relationships and diffusing conflict due to your diplomatic and sensitive communication style.

How you disengage - Blind Spots:

At times, you may lack a sense of urgency regarding task completion and decision-making. 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.

- 98** **Adjustment**
Self confidence, drive, energy, strategix-mindedness
- 80** **Interpersonal Sensitivity**
Diplomatic, warm, friendly, sensitive
- 82** **Skeptical**
Cynical, negative, distrustful & fault-finding
- 55** **Leisurely**
Privately irritable & passive-resistant

DRIVES PERFORMANCE: 82%

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: 81%

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.



Accessible to me when I need him/her



Makes decisions in a timely and effective way



BUILDS BRIDGES: 74%

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: 77%

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 consistently communicate in a respectful and courteous manner, and seem careful even when communicating "off the cuff." 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:

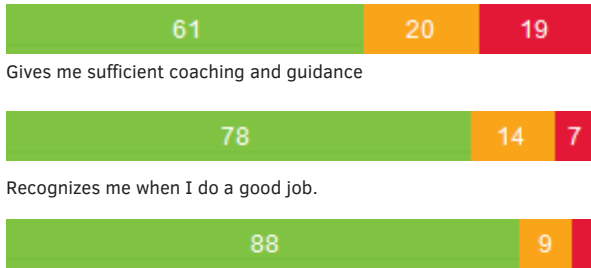
Unless you monitor your behavior, you may become excessively controlling, fail to delegate properly, and disempower your team. Some may think your style of interacting and communicating to be unnecessarily formal and by the book. If you don't check your behavior, you may sometimes seem suspicious and 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.

- 80** **Interpersonal Sensitivity**
Diplomatic, warm, friendly, sensitive
- 80** **Sociability**
Socially proactive, team-oriented, distractible
- 68** **Prudence**
Dependable, process-focused, organized
- 56** **Excitable**
Moody, inconsistent, volatile & unpredictable
- 80** **Diligent**
Perfectionistic, micromanaging, & entangled in details

INSPIRES ACHIEVEMENT: 76%

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



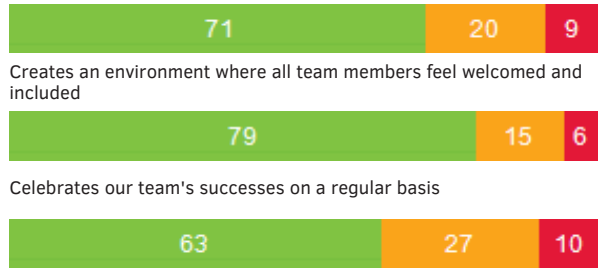
Gives me sufficient coaching and guidance

Recognizes me when I do a good job.

PROMOTES CAMARADERIE: 71%

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

My Immediate Manager/Supervisor:
Encourages teamwork and collaboration



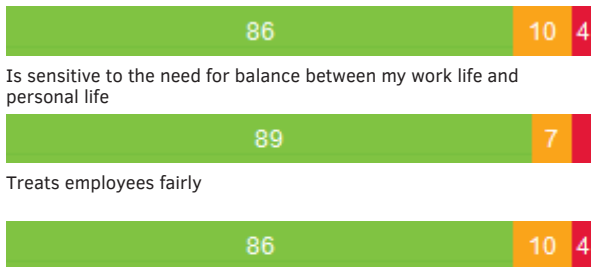
Creates an environment where all team members feel welcomed and included

Celebrates our team's successes on a regular basis

ENSURES EQUITY & FAIRNESS: 87%

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

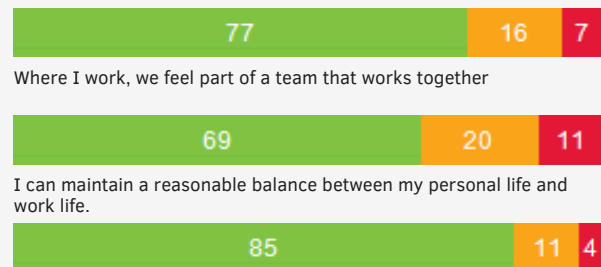
Treats employees fairly

HOW YOU AFFECT YOUR TEAM

POSITIVE TEAM CLIMATE: 77%

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 have a team-oriented approach and value employee input regarding team strategy and goal-setting. Your curiosity and open-mindedness tends to inspire innovation and appreciation for different perspectives.

How you disengage - Blind Spots:

Because you tend to be somewhat passive in setting goals and raising the performance bar, some employees may feel that you lack proactivity and vision. Your visionary and creative tendencies may sometimes cause others to think you are somewhat impractical.

- 36** **Ambition**
Self confidence, drive, energy, strategic-mindedness
- 85** **Inquisitive**
Open, longer-term, big-picture, creative
- 47** **Skeptical**
Cynical, negative, distrustful & fault-finding
- 58** **Cautious**
Risk-averse, overly careful & fearful of failure

INSPIRES INNOVATION: 80%

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



My leader values diverse ideas and perspectives



LIVES THE VALUES: 82%

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

My Immediate Manager/Supervisor:

Lives the company value



Actions are consistent with what he/she says.



I trust my immediate manager



RAISES THE BAR: 71%

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: 62%

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

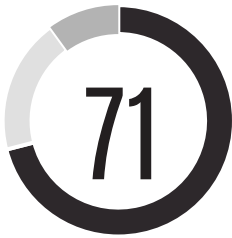
OVERALL EFFECTIVENESS AND ENGAGEMENT

Introduction

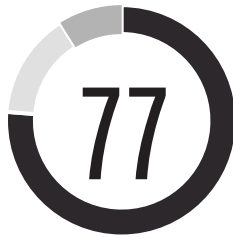
This section refers to the climate that you have been able to create within your team.

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.

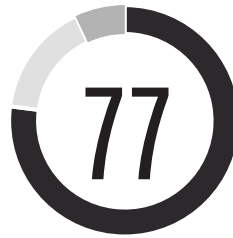
It reflects your team's attitudes about working as part of your team.



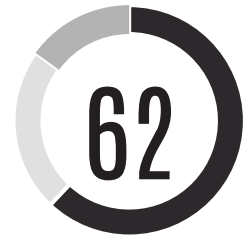
Clear Goals and Vision



Effective Processes



Positive Team Climate



Agile and Open Culture

TEAM ENGAGEMENT: 58%

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: 66%

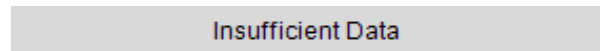
I am confident in 's ability to lead our team in the right direction.



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



Overall, is doing a good job.



*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