



LEAD FORWARD

Feedback report

Leader:	John Doe
Number of surveys:	7 st
Number of answers:	6 st
Administrator:	Christopher Svensson
Date:	2019-02-20

Sample report



Introduction

This report summarizes the results of a feedback survey conducted using the **LEAD FORWARD** feedback tool.

LEAD FORWARD consists of a feedback survey conducted through a manager's employees. The survey contains statements about different aspects of the manager's leadership. Employees provide their view of the manager's leadership by responding to the statements. The employees' responses are summarized in this report.

LEAD FORWARD is not a measurement tool in the sense that it provides a statistically significant evaluation of a director's or manager's leadership. Because the tool is solely intended to form the basis for development initiatives and conversations about the manager's leadership, it should not be used for purposes such as performance evaluations or personnel selection.

Contents of LEAD FORWARD

All of the statements in the feedback survey that form the basis for this report are designed to address the various leadership behaviours covered by the **Full range leadership model**.

The full range leadership model seeks to describe a broad spectrum of leadership behaviours. The model covers both constructive and non-constructive leadership.

The leadership behaviours included in the model serve different purposes and have different goals. The different leadership behaviours can be split into a number of categories based on these purposes and goals. LEAD FORWARD focuses on three of these categories.

Leadership behaviours

LEAD FORWARD focuses on increasing the frequency of constructive leadership behaviours, which is why both the feedback survey and the presentation of results in this report consist solely of those behaviours associated with effective leadership.

In LEAD FORWARD, these behaviours are split into three categories:

Management by Exception refers to the behaviours that focus on managing departures from desired behaviours, performance and results.

Contingent reward leadership refers to the behaviours aimed at clarifying for employees what is expected of them and what they can expect in return.

Transformational leadership refers to behaviour that seeks to develop employees and working groups to create the conditions for increased motivation and job satisfaction.

How are the results presented?

This report contains four sections. The first section (Summary) on page 3 provides an overall summary of the survey responses submitted by the employees. It shows how employee responses are distributed across the survey's four alternative answers. The responses to all questions have been added together in each of the leadership behaviour categories.

This is followed by three sections where the results are presented separately for each of the three leadership behaviour categories. In each category, the way employee responses are distributed across the survey's four alternative answers is reported for each one of the survey's statements.

In every case, the response summaries only show how many employees chose each alternative answer, but not who has responded.

Summary

The table below presents an overall summary of the answers your co-workers submitted in the feedback survey distributed across the 3 categories of leadership behaviours:

- » Management by exception
- » Contingent reward leadership
- » Transformational leadership

The table shows how large a proportion of co-workers who have marked their answer options in total for the issues included in each category.

Great need of development	Some need of development	No need for development	Unable to / Unwilling to answer
○	◐	●	⊗





	Management by exception	Contingent reward leadership	Transformational leadership
○	11 %	8 %	4 %
◐	11 %	40 %	17 %
●	69 %	40 %	73 %
⊗	9 %	12 %	6 %

















Management by exception 1 of 2

Great need of development	Some need of development	No need for development	Unable to / Unwilling to answer
○	①	●	?

Gives me constructive criticism.	<table border="1"> <tr><td>○</td><td>1</td></tr> <tr><td>①</td><td>1</td></tr> <tr><td>●</td><td>4</td></tr> <tr><td>?</td><td>0</td></tr> </table>	○	1	①	1	●	4	?	0
○	1								
①	1								
●	4								
?	0								
Gets to grips with problems that arise.	<table border="1"> <tr><td>○</td><td>2</td></tr> <tr><td>①</td><td>0</td></tr> <tr><td>●</td><td>4</td></tr> <tr><td>?</td><td>0</td></tr> </table>	○	2	①	0	●	4	?	0
○	2								
①	0								
●	4								
?	0								
Creates procedures that enable serious errors and mistakes to be avoided.	<table border="1"> <tr><td>○</td><td>0</td></tr> <tr><td>①</td><td>1</td></tr> <tr><td>●</td><td>3</td></tr> <tr><td>?</td><td>2</td></tr> </table>	○	0	①	1	●	3	?	2
○	0								
①	1								
●	3								
?	2								
Gives me the opportunity to reflect on and learn from mistakes and errors.	<table border="1"> <tr><td>○</td><td>0</td></tr> <tr><td>①</td><td>1</td></tr> <tr><td>●</td><td>4</td></tr> <tr><td>?</td><td>1</td></tr> </table>	○	0	①	1	●	4	?	1
○	0								
①	1								
●	4								
?	1								
Clarifies which behaviours are not acceptable in our workplace.	<table border="1"> <tr><td>○</td><td>2</td></tr> <tr><td>①</td><td>0</td></tr> <tr><td>●</td><td>4</td></tr> <tr><td>?</td><td>0</td></tr> </table>	○	2	①	0	●	4	?	0
○	2								
①	0								
●	4								
?	0								

Management by exception 2 of 2

Great need of development 	Some need of development 	No need for development 	Unable to / Unwilling to answer 
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Allows me to speak openly about errors and mistakes.	 0  1  5  0
Identifies problems and deviations.	 0  1  5  0
Takes problems that occur in our work seriously.	 1  0  3  2
Manages conflicts between co-workers.	 0  1  5  0

Contingent reward leadership 1 of 2

Great need of development



Some need of development



No need for development



Unable to / Unwilling to answer



Clarifies what is expected of me.



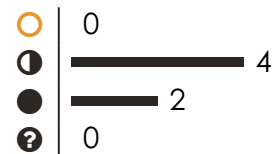
Rewards good performance.



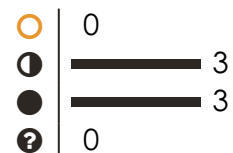
Praises good performance.



Formulates clear, challenging goals for my work.



Follows up what I do and how I perform in my work.



Contingent reward leadership 2 of 2

Great need of development	Some need of development	No need for development	Unable to / Unwilling to answer
○	①	●	②

Adapts expectations on me to prevailing circumstances.	<table border="1"> <tr><td>○</td><td>2</td></tr> <tr><td>①</td><td>1</td></tr> <tr><td>●</td><td>3</td></tr> <tr><td>②</td><td>0</td></tr> </table>	○	2	①	1	●	3	②	0
○	2								
①	1								
●	3								
②	0								
Gives me positive feedback when I perform as expected.	<table border="1"> <tr><td>○</td><td>1</td></tr> <tr><td>①</td><td>2</td></tr> <tr><td>●</td><td>1</td></tr> <tr><td>②</td><td>2</td></tr> </table>	○	1	①	2	●	1	②	2
○	1								
①	2								
●	1								
②	2								
Helps me prioritise.	<table border="1"> <tr><td>○</td><td>0</td></tr> <tr><td>①</td><td>2</td></tr> <tr><td>●</td><td>1</td></tr> <tr><td>②</td><td>3</td></tr> </table>	○	0	①	2	●	1	②	3
○	0								
①	2								
●	1								
②	3								
Clarifies the rewards I can expect if I perform what is expected of me.	<table border="1"> <tr><td>○</td><td>0</td></tr> <tr><td>①</td><td>3</td></tr> <tr><td>●</td><td>3</td></tr> <tr><td>②</td><td>0</td></tr> </table>	○	0	①	3	●	3	②	0
○	0								
①	3								
●	3								
②	0								
Communicates clearly and unambiguously.	<table border="1"> <tr><td>○</td><td>1</td></tr> <tr><td>①</td><td>2</td></tr> <tr><td>●</td><td>3</td></tr> <tr><td>②</td><td>0</td></tr> </table>	○	1	①	2	●	3	②	0
○	1								
①	2								
●	3								
②	0								

Transformational leadership 1 of 3

Great need of development



Some need of development



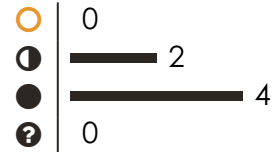
No need for development



Unable to / Unwilling to answer



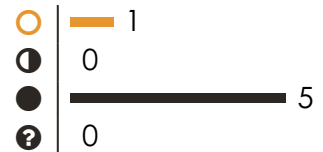
Acts in a way that he or she expects of others.



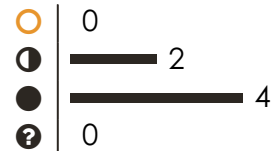
Does what he or she has undertaken to do.



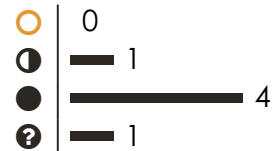
Admits his or her own errors and mistakes.







Asks me for feedback about what he or she could develop in terms of leadership.























Clarifies the values that are important to him or her.



























Transformational leadership 2 of 3

Great need of development	Some need of development	No need for development	Unable to / Unwilling to answer
			

Communicates a positive, hopeful vision of the future.	 0  1  5  0
Clarifies the purpose of the tasks I am expected to perform.	 3  0  2  1
Encourages me to try new methods and working practices.	 0  0  6  0
Stimulates me to question work procedures and assignments.	 0  2  4  0
Is attentive to what I have to say.	 0  1  5  0

Transformational leadership 3 of 3

Great need of development 	Some need of development 	No need for development 	Unable to / Unwilling to answer 
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Talks to me about my individual development.	 0  1  5  0
Develops collaboration between me and my co-workers.	 0  1  4  1
Shows me appreciation.	 0  0  6  0
Is friendly and considerate.	 0  1  4  1
Shows that he or she believes in my ability.	 0  2  4  0

Notes

