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LEDELSESADFÆRD OG PERFORMANCE
LEADERSHIP AND PERFORMANCE

[Leader Pre-Treatment Survey 1]

Welcome to the questionnaire!

In the questionnaire you will be asked a series of questions regarding your leader's leadership style. If you are in doubt about your reply, please reply as well as you can rather than skip the question.

The survey is directed towards [leaders] (or the person with top leadership responsibility) in [area]. To get the best screen picture please maximize this window. When you have filled out the answers on one page you can move on to the next page by pressing the button 'Næste' (next) in the bottom of the page. Your answers will be saved as you progress through the questionnaire. If you are interrupted, or if any problems occur, you can always log on and proceed from where you ended.

You can continuously see how far you progress through the survey, but please be aware that you are not exposed to the full survey, so you will see some large skips in the counter. Furthermore, the last questions are factual and therefore quicker to answer.

When you have finished the questionnaire you can print out your reply.

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[Performance expectations]

The following questions concern your leadership style. The point of the questions is to get an idea of how you exercise leadership. Do not worry about what is seen as politically correct leadership, but answer based on what you actually do.

As a leader, I…

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
1.	Insist on only the best performance	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
2.	Do not expect much from employees in terms of performance	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
3.	Will not settle for second best	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
4.	Show that I expect a lot from the employees	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

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[Transformational leadership]

The next questions are about your focus on clarifying the [unit's] goals and future for the employees.
By vision we mean a concrete description of the shared goals for all employees in the unit. Some leaders prioritize to use visions, whereas others prioritize other tasks higher. We are interested in hearing to which degree you do the former.

As a leader, I…

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
5.	Concretize a clear vision for the [ORGANIZATION TYPES] future	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
6.	Communicate a vision of the [ORGANIZATION TYPES] future	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
7.	Have a clear sense of where I believe our [ORGANIZATION TYPE] should be in 5 years	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
8.	Make a continuous effort to generate enthusiasm for the [ORGANIZATION TYPES] vision	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
9.	Seek to make employees accept the [ORGANIZATION TYPES] common goals	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
10.	Strive to get the [ORGANIZATION TYPE] to work together in the direction of the vision	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
11.	Strive to clarify for the employees how they can contribute to achieve the [ORGANIZATION TYPES] goals	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

[Transactional leadership – Contingent non-pecuniary rewards]

The next questions regard your focus on the use of recognition.

As a leader, I…

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
12.	Give individual employees positive feedback when they perform well	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
13.	Actively show my appreciation of employees who do their jobs better than expected	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
14.	Generally do not acknowledge individual employees even though they perform as required	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
15.	Personally compliment employees when they do outstanding work	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

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[Transactional leadership – Contingent pecuniary rewards]

The next questions are about your focus on the use of rewards. With rewards we mean for example wage bonuses, education, fringe benefits, and promotions.

As a leader, I…

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
16.	Reward the employees' performance, when they live up to my requirements	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
17.	Reward the employees dependent on how well they perform their jobs	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
18.	Point out what employees will receive if they do what is required	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
19.	Let employees' effort determine received rewards	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

[Transactional leadership – Contingent sanctions]

The next questions are about your use of consequences for individual employees if they do not live up to expectations and agreements. With consequences we mean for example informal and formal reprimands and dismissals.

As a leader, I…

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
20.	Give negative consequences to the employees if they perform worse than their colleagues	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
21.	Make sure that it has consequences for the employees, if they do not consistently perform as required	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
22.	Take steps to deal with poor performers who do not improve	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
23.	Give negative consequences to my employees if they do not perform as I require	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

[Leadership intention]

The two questions below are about your use of two strategies: 1) making it beneficial for the individual employee to contribute to the achievement of the unit's goals through the use of either rewards or sanctions, 2) sharing the unit's goals with the employees so that employees endorse them as their own goals.

As a leader, I…

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
24.	Seek to make sure that it has consequences for individual employees whether they work towards achieving the goals of the [ORGANIZATION TYPE]	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
25.	Seek to make it a goal in itself for the employees to work towards achieving the goals of the [ORGANIZATION TYP9E	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

[Contingent tools to reward employees' good results]

How often do you use the following tolls to *reward employees' good results and follow up on employees' bad results?* **Please disregard times you've used the tools independently of the employees' effort.**

		Not at all	To lesser extent	To some extent	To a high extent	To a very high extent
26.	General wage supplements	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
27.	One-time bonuses	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
28.	Promotions	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
29.	Courses and education	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
30.	Degree of self-determination	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
31.	Assignment of attractive work tasks	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
32.	Fringes (e.g. work phone, tablet, newspapers)	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
33.	Informal reprimands	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
34.	Formal reprimands	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
35.	Dismissal	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

[Stakeholder influence]

Please declare to which degree you agree with the following.

In my [organization] we are focused on continually adjusting our internal activities and structures in response to demands or requests from ….

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
36.	[hiearachical superiors (the munipal administration/the the board, etc.)]	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
37.	Our employees	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
38.	[our users (parents, citizen/clients, customers)]	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

[The ethical identity-dilemma]

39. On a scale from 0-10, how would you assess your [trade-profession name]* identity in relation to your identity as a general leader?

(1) ❑ 0 My [trade-profession name] is clearly most important
(2) ❑ 1
(3) ❑ 2
(4) ❑ 3
(5) ❑ 4
(6) ❑ 5 My [trade-profession name] identity and my leader as a general leader are equally important
(7) ❑ 6
(8) ❑ 7
(9) ❑ 8
(10) ❑ 9
(11) ❑ 10 My identity as a general leader is clearly most important

[The moral identity-dilemma]

40. On a scale from 0-10, how would you assess your identity as [organization type] leader in comparison to your identity as [administration-area] leader?

(1) ❑ 0 My identity as a [organization type] leader is clearly most important
(2) ❑ 1
(3) ❑ 2
(4) ❑ 3
(5) ❑ 4
(6) ❑ 5 My identity as [organization type] leader and my identity as leader in [organisation-area] are equally important
(7) ❑ 6
(8) ❑ 7
(9) ❑ 8
(10) ❑ 9
(11) ❑ 10 My identity as a [organisation-area] leader is clearly most important

[The logical identity-dilemma]

41. **On a scale from 0-10, how would you assess your identity as a colleague in relation to your identity as boss? (by colleague we mean employees in the organization – not leaders at the same management level as you)**

(1) ❑ 0 My identity as a colleague is clearly most important
(2) ❑ 1
(3) ❑ 2
(4) ❑ 3
(5) ❑ 4
(6) ❑ 5 My identity as a colleague and as a boss are equally important
(7) ❑ 6
(8) ❑ 7
(9) ❑ 8
(10) ❑ 9
(11) ❑ 10My identity as a boss is clearly most important

[Chain-of-command cross-pressure – experienced]

42. **On a scale from 0-10, how often do you experience having to handle irreconcilable interests from your employees and your superiors?**

(1) ❑ 0 Never
(2) ❑ 1
(3) ❑ 2
(4) ❑ 3
(5) ❑ 4
(6) ❑ 5 About half of my working hours
(7) ❑ 6
(8) ❑ 7
(9) ❑ 8
(10) ❑ 9
(11) ❑ 10 Constantly

[Chain-of-command cross-pressure – focus]

43. **Even though we know that leadership depends on specific situations, we ask you to describe, on a scale from 0-10, how you typically react in situations where you have to handle irreconcilable interests from your employees and your superiors.**

(1) ❑ 0 I primarily focus on handling my employees' interests
(2) ❑ 1
(3) ❑ 2
(4) ❑ 3
(5) ❑ 4
(6) ❑ 5 I focus equally on handling the interests of my employees and the interests of my superiors
(7) ❑ 6
(8) ❑ 7
(9) ❑ 8
(10) ❑ 9
(11) ❑ 10 I primarily focus on handling the my superiors' interests

[Advancement ambitions]

44.   Would you at one point like to advance in your career as a leader?

(1) ❑ Yes
(2) ❑ No

[Performance based pay - percentage]

45.   If you have the opportunity to receive performance based pay or other types of supplements contingent on a specific effort (not function- or qualification supplements)*, how much would this supplement maximum correspond to in relation to your annual salary (percentages)?

_____

[Performance based pay - criteria]

46.   What criterions trigger the performance based pay or supplement (you can mark more than one criterion)?

(1) ❑ Employee satisfaction
(2) ❑ User satisfaction
(3) ❑ Budget containment
(4) ❑ Profit creation
(5) ❑ Savings
(6) ❑ Professional quality [Examples]
(7) ❑ Strategy development
(8) ❑ Other organizational goals
(9) ❑ Other subejctive assesment
(10) ❑ Other: What?   _____

[Value conflict (only day care)]

47. **Assign each of the following values a number between 1 and 5, where 1 represents the value you think is most important to strive for in your work place. You have to assign each value a number between 1 and 5, and you can only use each number once:**

Needs of individual users   _____

Optimal resource allocation   _____

General societal responsibility   _____

Compliance with professional norms   _____

Cooperation with related organizations   _____

[Goal prioritization (only primary schools)]

48. **If you had to prioritize the school's effort between the following 7 areas, how would you rank them? (The areas can overlap, but try torank them as well as you can).**

Student academic learning   _____

Preparing students for upper secondary education   _____

Parent satisfaction   _____

Students' social skills   _____

Employee welfare   _____

Students' personal development   _____

Student welfare   _____

[Job satisfaction]

49.   All in all, on a scale from 0 to 10, how satisfied are you with your current job?

(1)   ❏ 0 Very unsatisfied
(2)   ❏ 1
(3)   ❏ 2
(4)   ❏ 3
(5)   ❏ 4
(6)   ❏ 5
(7)   ❏ 6
(8)   ❏ 7
(9)   ❏ 8
(10) ❏ 9
(11) ❏ 10 Very satisfied

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[Formal performance management systems]

The following questions regard the use of Formal systems to follow up on the results in your [organization]. With the word results we mean the substantial goals, that [organization] has to reach, meaning [examples].

To what degree do you agree with the following statements?

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
50.	In my [organization] we have defined precise, written goals for our particular [organization's] results.	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
51.	Written evaluations are conducted of my [organizations] achieved results	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
52.	My superiors have defined clear goals regarding the results my [organization] has to achieve	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
53.	My [organization] is instructed to from above make written evaluations of our goal achievement	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

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[Performance information use]

Many managers [in the public sector] receive information about their organization's results.

To what extent do you use this information to…

		Not at all	To lesser degree	Sometimes	To a high extent	To a very high extent
54.	Make personnel decisions?	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
55.	Make decisions about ressource allocation	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
56.	Learn how to improve our work?	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

[Autonomy]

To what degree do you agree with the following statements?

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
57.	As a manager I have considerable freedom to decide on which employees to hire	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
58.	As a manager I have considerable freedom to decide on which employees to fire	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
59.	As a manager I have considerable freedom to allocate our resources within our [organization]	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
60.	My organization is free to decide how we organize our work	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

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[Managerial tasks (only day care)]

By leadership responsibility, you can distinguish between responsibility for the task being completed (without necessarily perfoming the task yourself) and a responsibility for actually performing the task. For example, it is possible to be responsible for career development interviews to be held, without doing the actual interviews yourself.

Describe yout leadership responsibility with regard to the following tasks (mark a field in each column for each task).

		It is my responsibility that the task is completed		I perform the task myself		
		Yes	**No**	**Yes, with regard to all employees**	**Yes, with regard to some employees**	**No**
61.	Career development interview	(1) ❑	(2) ❑	(1) ❑	(2) ❑	(3) ❑
62.	Wage bargaining	(1) ❑	(2) ❑	(1) ❑	(2) ❑	(3) ❑
63.	Sickness absence interview	(1) ❑	(2) ❑	(1) ❑	(2) ❑	(3) ❑
64.	Professional development	(1) ❑	(2) ❑	(1) ❑	(2) ❑	(3) ❑
65.	Daily professional management	(1) ❑	(2) ❑	(1) ❑	(2) ❑	(3) ❑
66.	Hire employees	(1) ❑	(2) ❑	(1) ❑	(2) ❑	(3) ❑
67.	Fire employees	(1) ❑	(2) ❑	(1) ❑	(2) ❑	(3) ❑
68.	Strategic management	(1) ❑	(2) ❑	(1) ❑	(2) ❑	(3) ❑
69.	Planning work activites	(1) ❑	(2) ❑	(1) ❑	(2) ❑	(3) ❑
70.	Budget responsibility	(1) ❑	(2) ❑	(1) ❑	(2) ❑	(3) ❑
71.	Economic priorities	(1) ❑	(2) ❑	(1) ❑	(2) ❑	(3) ❑

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[Background questions (item 71-74 were only given to the day care area)]

72.   Indicate, which type of day care center you are leader of.

(1)   ❑ Kindergarten (typically children aged 3-6)
(2)   ❑ Age integrated institution (typically children aged 0-6)
(3)   ❑ Nursery (typically for children less than 3 years old)
(4)   ❑ Day care (typically for children less than 3 years old)
(5)   ❑ Other, fx after school club, please specify: _____

73.   Indicate the form of day care center you are leader of.

(1)   ❑ Municipal day care (municipally owned)
(2)   ❑ Independent day care (run by private suppliers on the basis of an agreement with the
         municipal council)
(3)   ❑ Private day care (Day care owned and run by private suppliers with apporvement by the
         municipal council)

Regarding private day care center it is common to distinguish between "outsourced day care center", which are part of the municipal supply, and "approved private day care center", which is not part of the municipal supply, but created with approval from the municipality.

74.   Which type of private day care center are you leader of?

(1)   ❑ Outsourced day care center
(2)   ❑ Approved private day care center
(3)   ❑ Private day care

The following questions regard your background.

75.   How many years have you been employed at your current work place?
_____

76.   How many years have you been employed in your current position?
_____

77.   How many years have you spent working as a leader in other organizations?
 _____

78.   Have you previously completed leadership training?

(1) ❑ Yes
(2) ❑ No

79. Which type of leadership training have you completed?

(1) ❑ Masters
(2) ❑ Diploma
(3) ❑ Other leadership training (internal and external)

[If master]

80. Which master did you complete?

_____

81. If you have any comments, you can write them here:

_____
_____
_____
_____
_____
_____

Thank you very much for replying to the questionnaire!

Your reply is saved and you can close this browser window.

You can print your reply by pressing the printer icon below.