[Leader Pre-Treatment Survey 2]

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.

When you have finished the questionnaire you can print out your reply.
LEDELSESADÆRF ØG PERFORMANCE
LEADERSHIP AND PERFORMANCE

[Leadership domain identification]

The following questions are about you as a leader and how important you believe leadership is. Please declare to what degree you agree with the following statements.

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat disagree</th>
<th>Neither agree nor disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I am a leadership-oriented person</td>
<td>(1) ☐</td>
<td>(2) ☐</td>
<td>(3) ☐</td>
<td>(4) ☐</td>
<td>(5) ☐</td>
<td>(6) ☐</td>
<td>(7) ☐</td>
</tr>
<tr>
<td>2. I am a good leader</td>
<td>(1) ☐</td>
<td>(2) ☐</td>
<td>(3) ☐</td>
<td>(4) ☐</td>
<td>(5) ☐</td>
<td>(6) ☐</td>
<td>(7) ☐</td>
</tr>
<tr>
<td>3. Leadership is important to me</td>
<td>(1) ☐</td>
<td>(2) ☐</td>
<td>(3) ☐</td>
<td>(4) ☐</td>
<td>(5) ☐</td>
<td>(6) ☐</td>
<td>(7) ☐</td>
</tr>
<tr>
<td>4. Leadership skills will be important for my career</td>
<td>(1) ☐</td>
<td>(2) ☐</td>
<td>(3) ☐</td>
<td>(4) ☐</td>
<td>(5) ☐</td>
<td>(6) ☐</td>
<td>(7) ☐</td>
</tr>
</tbody>
</table>

[Strategy focus]

The questions on the following pages are about the use of strategy in your [organization type]. By strategy we mean the way [organization type] chooses its long-term goals, actions and allocation of resources to achieve the goals.

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat disagree</th>
<th>Neither agree nor disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. We seek to be first to identify new modes of delivery</td>
<td>(1) ☐</td>
<td>(2) ☐</td>
<td>(3) ☐</td>
<td>(4) ☐</td>
<td>(5) ☐</td>
<td>(6) ☐</td>
<td>(7) ☐</td>
</tr>
<tr>
<td>6. Searching for new opportunities is a major part of our overall strategy</td>
<td>(1) ☐</td>
<td>(2) ☐</td>
<td>(3) ☐</td>
<td>(4) ☐</td>
<td>(5) ☐</td>
<td>(6) ☐</td>
<td>(7) ☐</td>
</tr>
<tr>
<td>7. We often change our focus to new areas of service provision</td>
<td>(1) ☐</td>
<td>(2) ☐</td>
<td>(3) ☐</td>
<td>(4) ☐</td>
<td>(5) ☐</td>
<td>(6) ☐</td>
<td>(7) ☐</td>
</tr>
<tr>
<td>8. We seek to</td>
<td>(1) ☐</td>
<td>(2) ☐</td>
<td>(3) ☐</td>
<td>(4) ☐</td>
<td>(5) ☐</td>
<td>(6) ☐</td>
<td>(7) ☐</td>
</tr>
<tr>
<td></td>
<td>Strongly disagree</td>
<td>Disagree</td>
<td>Somewhat disagree</td>
<td>Neither agree nor disagree</td>
<td>Somewhat agree</td>
<td>Agree</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>---</td>
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</tr>
<tr>
<td>9.</td>
<td>We only focus on our core activities</td>
<td>(1) ❑</td>
<td>(2) ❑</td>
<td>(3) ❑</td>
<td>(4) ❑</td>
<td>(5) ❑</td>
<td>(6) ❑</td>
</tr>
<tr>
<td>10. We change provision only when under pressure from external agencies</td>
<td>(1) ❑</td>
<td>(2) ❑</td>
<td>(3) ❑</td>
<td>(4) ❑</td>
<td>(5) ❑</td>
<td>(6) ❑</td>
<td>(7) ❑</td>
</tr>
<tr>
<td>11. We pay little attention to new opportunities for service delivery</td>
<td>(1) ❑</td>
<td>(2) ❑</td>
<td>(3) ❑</td>
<td>(4) ❑</td>
<td>(5) ❑</td>
<td>(6) ❑</td>
<td>(7) ❑</td>
</tr>
<tr>
<td>12. The service explores new opportunities only when under pressure from external agencies</td>
<td>(1) ❑</td>
<td>(2) ❑</td>
<td>(3) ❑</td>
<td>(4) ❑</td>
<td>(5) ❑</td>
<td>(6) ❑</td>
<td>(7) ❑</td>
</tr>
</tbody>
</table>
[Organizational self-esteem]

Think of the signals you receive as a consequence of your opinions and behavior. Please declare to what degree you agree with the following statements.

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>13. I count around here</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>14. I am taken seriously</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>15. I am important</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>16. I am trusted</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>17. There is faith in me</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>18. I can make a difference</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>19. I am valuable</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>20. I am helpful</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>21. I am efficient</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>22. I am cooperative</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
</tbody>
</table>
The following questions are about your relationship with your job. Please choose the answers to each question, which best apply to you.

23. At my work, I feel bursting with energy
   - Never (1) □
   - Almost never (2) □
   - Sometimes (3) □
   - Frequently (4) □
   - Often (5) □
   - Almost always (6) □
   - Always (7) □

24. At my job, I feel strong and vigorous
   - Never (1) □
   - Almost never (2) □
   - Sometimes (3) □
   - Frequently (4) □
   - Often (5) □
   - Almost always (6) □
   - Always (7) □

25. When I get up in the morning, I feel like going to work
   - Never (1) □
   - Almost never (2) □
   - Sometimes (3) □
   - Frequently (4) □
   - Often (5) □
   - Almost always (6) □
   - Always (7) □

26. I am enthusiastic about my job
   - Never (1) □
   - Almost never (2) □
   - Sometimes (3) □
   - Frequently (4) □
   - Often (5) □
   - Almost always (6) □
   - Always (7) □

27. My job inspires me
   - Never (1) □
   - Almost never (2) □
   - Sometimes (3) □
   - Frequently (4) □
   - Often (5) □
   - Almost always (6) □
   - Always (7) □

28. I am proud of the work that I do
   - Never (1) □
   - Almost never (2) □
   - Sometimes (3) □
   - Frequently (4) □
   - Often (5) □
   - Almost always (6) □
   - Always (7) □

29. I feel happy when I am working intensely
   - Never (1) □
   - Almost never (2) □
   - Sometimes (3) □
   - Frequently (4) □
   - Often (5) □
   - Almost always (6) □
   - Always (7) □

30. I am immersed in my work
   - Never (1) □
   - Almost never (2) □
   - Sometimes (3) □
   - Frequently (4) □
   - Often (5) □
   - Almost always (6) □
   - Always (7) □

31. I get carried away when I’m working
   - Never (1) □
   - Almost never (2) □
   - Sometimes (3) □
   - Frequently (4) □
   - Often (5) □
   - Almost always (6) □
   - Always (7) □
[Social support]

The following question is about your collaboration with your colleagues (With colleagues we mean people you perceive as your colleagues). Please choose the answers to each question, which best apply to you.

32. If necessary, can you ask your colleagues for help?
   Never (1) □  Rarely (2) □  Sometimes (3) □  Often (4) □  Always (5) □

33. Can you count on your colleagues to support you if difficulties arise in your work?
   Never (1) □  Rarely (2) □  Sometimes (3) □  Often (4) □  Always (5) □

34. In your work, do you feel valued by your colleagues?
   Never (1) □  Rarely (2) □  Sometimes (3) □  Often (4) □  Always (5) □

[Affectivity]

This scale consists of a series of words describing feelings. Read each point and mark the answer that fits. Indicate to which degree you generally feel that way, i.e. how you feel on average.

<table>
<thead>
<tr>
<th>Feeling</th>
<th>Very slightly or not at all</th>
<th>A Little</th>
<th>Moderately</th>
<th>Quite a bit</th>
<th>Extremely</th>
</tr>
</thead>
<tbody>
<tr>
<td>35. Enthusiastic</td>
<td>(1) □</td>
<td>(2) □</td>
<td>(3) □</td>
<td>(4) □</td>
<td>(5) □</td>
</tr>
<tr>
<td>36. Excited</td>
<td>(1) □</td>
<td>(2) □</td>
<td>(3) □</td>
<td>(4) □</td>
<td>(5) □</td>
</tr>
<tr>
<td>37. Inspired</td>
<td>(1) □</td>
<td>(2) □</td>
<td>(3) □</td>
<td>(4) □</td>
<td>(5) □</td>
</tr>
<tr>
<td>38. Joyful</td>
<td>(1) □</td>
<td>(2) □</td>
<td>(3) □</td>
<td>(4) □</td>
<td>(5) □</td>
</tr>
<tr>
<td>39. Dejected</td>
<td>(1) □</td>
<td>(2) □</td>
<td>(3) □</td>
<td>(4) □</td>
<td>(5) □</td>
</tr>
<tr>
<td>40. Depressed</td>
<td>(1) □</td>
<td>(2) □</td>
<td>(3) □</td>
<td>(4) □</td>
<td>(5) □</td>
</tr>
<tr>
<td>41. Despondent</td>
<td>(1) □</td>
<td>(2) □</td>
<td>(3) □</td>
<td>(4) □</td>
<td>(5) □</td>
</tr>
<tr>
<td>42. Hopeless</td>
<td>(1) □</td>
<td>(2) □</td>
<td>(3) □</td>
<td>(4) □</td>
<td>(5) □</td>
</tr>
</tbody>
</table>

[Work load]
The following question is about your workload. Please choose the answers to each question, which best apply to you.

43. My work requires me to working very hard
   Never (1) □ Rarely (2) □ Sometimes (3) □ Often (4) □ Always (5) □

44. I have a lot of work to do
   Never (1) □ Rarely (2) □ Sometimes (3) □ Often (4) □ Always (5) □

45. I have to work extra hard to finish something
   Never (1) □ Rarely (2) □ Sometimes (3) □ Often (4) □ Always (5) □

[Self-efficacy]

The following statements are about your thoughts and feelings in different situations. Please choose the answers to each question, which best apply to you. Read each question carefully before answering and answer as honest as possible.

46. I am confident that I could deal efficiently with unexpected events
   Does not fit (1) □ Fits a little bit (2) □ Fits fairly well (3) □ Fits completely (4) □

47. Thanks to my resourcefulness, I can handle unforeseen situations
   Does not fit (1) □ Fits a little bit (2) □ Fits fairly well (3) □ Fits completely (4) □

48. If I am in trouble, I can usually think of a good solution
   Does not fit (1) □ Fits a little bit (2) □ Fits fairly well (3) □ Fits completely (4) □

49. I can handle whatever comes my way
   Does not fit (1) □ Fits a little bit (2) □ Fits fairly well (3) □ Fits completely (4) □

[Subjective performance I]

The statements on this page are about how you do your job.
Please choose the answers to each question, which best apply to you

*In the last three months…*

<table>
<thead>
<tr>
<th>Question</th>
<th>Never</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>50. I took on extra responsibilities</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>51. I started new tasks myself, when my old ones were finished</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>52. I took on challenging work tasks, when available</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>53. I came up with creative solutions to new problems</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>54. I kept looking for new challenges in my job</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
</tbody>
</table>
[Subjective performance II]

Please declare to what degree you agree in the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat disagree</th>
<th>Neither agree nor disagree</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>55. I achieve the objectives of the job</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
<td>(6)</td>
<td>(7)</td>
</tr>
<tr>
<td>56. I meet the criteria for performance</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
<td>(6)</td>
<td>(7)</td>
</tr>
<tr>
<td>57. I fulfill all the requirements of the job</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
<td>(6)</td>
<td>(7)</td>
</tr>
<tr>
<td>58. I perform well in the overall job by carrying out tasks as expected</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
<td>(6)</td>
<td>(7)</td>
</tr>
<tr>
<td>59. I carry out tasks as expected</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
<td>(6)</td>
<td>(7)</td>
</tr>
</tbody>
</table>
[Goal prioritization (only secondary education)]

The following questions regard how you prioritize different goals.

How would you prioritize the following goals?

60. Assign priority to the goals on a scale from 1-7. 1 is given to the highest prioritized goal and 7 given to the lowest prioritized goal. Each number can only be assigned once.

General education
Preparation for higher education
High academic level
High retention rate
Avoiding a budget deficit
Teacher welfare
Student welfare
[Perceived performance (only primary schools)]

In the following questions we ask you to estimate how well the students in your school is doing at the moment, compared to both other schools and previous years.

<table>
<thead>
<tr>
<th>Question</th>
<th>Somewhat at worse</th>
<th>A bit worse</th>
<th>About just as well</th>
<th>A bit better</th>
<th>Somewhat at better</th>
</tr>
</thead>
<tbody>
<tr>
<td>61. How would you assess that the students in your school overall performed at the exit exams in 2014 compared to the average of Danish schools?</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>62. How would you assess that the students in your school overall performed at the exit exams in 2014 compared to other schools with a similar composition of students?</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>63. How would you assess that the students in your school overall performed at the exit exams in 2014 compared to how the school’s students performed in 2012 and 2013.</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
</tbody>
</table>
64. What would you say is the most important challenge for your school? (Please rank the different categories with the numbers 1-5, where 1 is the most important challenge, and five is the least important)

- Employee welfare
- Parent satisfaction
- Student academic learning
- Student welfare
- Preparing students for upper secondary education
[Bullying in the work place]

The following are often seen as examples of negative behavior at the workplace.

How often have you been exposed to following actions within the past six months?

<table>
<thead>
<tr>
<th></th>
<th>Never</th>
<th>Sometimes</th>
<th>Monthly</th>
<th>Weekly</th>
<th>Daily</th>
</tr>
</thead>
<tbody>
<tr>
<td>65. Someone withholding information which affects your performance</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>66. Spreading of gossip and rumors about you</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>67. Being ignored, excluded or being “sent to Coventry” (being ostracized)</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>68. Having insulting or offensive remarks made about your person (i.e. habits and background), your attitudes or your private life</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>69. Being shouted at or being the target of spontaneous anger (or rage)</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>70. Repeated reminders of your errors or mistakes</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>71. Being ignored or facing a hostile reaction when you approach</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>72. Persistent criticism of your work and effort</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>73. Practical jokes carried out by people you don’t get on with</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
</tbody>
</table>
[Subjective measures of bullying]

Bullying occurs when one or more individuals repeatedly and over time are exposed to negative actions or behavior, which is difficult to defend oneself against, at the workplace.

How often within the past six months, have you at your workplace:

<table>
<thead>
<tr>
<th>Question</th>
<th>Never</th>
<th>Now and then</th>
<th>Monthly</th>
<th>Weekly</th>
<th>Daily</th>
</tr>
</thead>
<tbody>
<tr>
<td>74. Been exposed to bullying</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>75. Witnessed a person being bullied</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
<tr>
<td>76. Bullied another person (alone or joined with others)</td>
<td>(1)</td>
<td>(2)</td>
<td>(3)</td>
<td>(4)</td>
<td>(5)</td>
</tr>
</tbody>
</table>

[Who bullied you? (if not "never" to item 23)]

77. Who bullied you? (You’re welcome to mark more than one)

(1) Nearest leader
(2) Top Management
(3) Colleagues
(4) Subordinates
(5) Customers/clients
(6) Pupils/students
(7) Relatives
(8) Others, who ________
78. Have you previously been exposed to bullying? (You’re welcome to mark more than one)

(1) ☐ No
(2) ☐ Yes, during elementary, secondary or high school
(3) ☐ Yes, in a previous workplace
(4) ☐ Yes, in my current workplace
(5) ☐ Yes, during my further education
(6) ☐ Yes in my leisure time/at sports/privately
(8) ☐ Yes, other __________
By leadership responsibility, you can distinguish between responsibility for the task being completed (without necessarily performing 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 your leadership responsibility with regard to the following tasks (mark a field in each column for each task).

<table>
<thead>
<tr>
<th>It is my responsibility that the task is completed</th>
<th>I perform the task myself</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>(1) □</td>
<td>(2) □</td>
</tr>
</tbody>
</table>

79. Career development interview  
80. Wage bargaining  
81. Sickness absence interview  
82. Professional development  
83. Daily professional management  
84. Hire employees  
85. Fire employees  
86. Strategic management  
87. Planning work activities  
88. Budget responsibility  
89. Economic priorities
90. If you have any comments, you can write them here:

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

Thank you very much for replying to the questionnaire!

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