

[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.

[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.

		Strongly	Disagree	Some-	Neither	Some-	Agree	Strongly
		disagree		what	agree nor	what		agree
				disagree	disagree	agree		
1.	I am a leadership-	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	oriented person							
2.	I am a good leader	(1)	(2)	(3)	(4)	(5)	(6)	(7)
3.	Leadership is	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	important to me							
4.	Leadership skills	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	will be important							
	for my career							

[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 it's long-term goals, actions and allocation of resources to achieve the goals.

		Strongly disagree	Disagree	Some- what	Neither agree nor	Some- what	Agree	Strongly agree
		uisugi ee		disagree	disagree	agree		mg. vv
5.	We seek to be first to identify new modes of delivery	(1)	(2)	(3)	(4)	(5)	(6)	(7)
6.	Searching for new opportunities is a major part of our overall strategy	(1)	(2)	(3)	(4)	(5)	(6)	(7)
7.	We often change our focus to new areas of service provision	(1)	(2)	(3)	(4)	(5)	(6)	(7)
8.	We seek to	(1)	(2)	(3)	(4)	(5)	(6)	(7)

		Strongly disagree	Disagree	Some- what	Neither agree nor	Some- what	Agree	Strongly agree
				disagree	disagree	agree		
	intain stable vice priorities							
	e only focus on core activities	(1)	(2)	(3)	(4)	(5)	(6)	(7)
pro wh pre	e change ovision only en under essure from ernal agencies	(1)	(2)	(3)	(4)	(5)	(6)	(7)
atte opp	e pay little ention to new portunities for vice delivery	(1)	(2)	(3)	(4)	(5)	(6)	(7)
exp opp wh pre	e service blores new portunities only en under essure from ernal agencies	(1)	(2)	(3)	(4)	(5)	(6)	(7)

[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.

	Strongly	Disagree	Neither	Agree	Strongly
	disagree		agree		agree
			nor		
			disagree		
13. I count around here	(1)	(2)	(3)	(4)	(5)
14. I am taken seriously	(1)	(2)	(3)	(4)	(5)
15. I am important	(1)	(2)	(3)	(4)	(5)
16. I am trusted	(1)	(2)	(3)	(4)	(5)
17. There is faith in me	(1)	(2)	(3)	(4)	(5)
18. I can make a difference	(1)	(2)	(3)	(4)	(5)
19. I am valuable	(1)	(2)	(3)	(4)	(5)
20. I am helpful	(1)	(2)	(3)	(4)	(5)
21. I am efficient	(1)	(2)	(3)	(4)	(5)
22. I am cooperative	(1)	(2)	(3)	(4)	(5)

Work engagement]

The following questions are about your relationship with your job. Please choose the answers to each question, which best apply to you.

	Never	Almost never	Some- times	Fre- quently	Often	Almost always	Always
23. At my work, I feel bursting with energy	(1)	(2)	(3)	(4)	(5)	(6)	(7)
24. At my job, I feel strong and vigorous	(1)	(2)	(3)	(4)	(5)	(6)	(7)
25. When I get up in the morning, I feel like going to work	(1)	(2)	(3)	(4)	(5)	(6)	(7)
26. I am enthusiastic about my job	(1)	(2)	(3)	(4)	(5)	(6)	(7)
27. My job inspires me	(1)	(2)	(3)	(4)	(5)	(6)	(7)
28. I am proud of the work that I do	(1)	(2)	(3)	(4)	(5)	(6)	(7)
29. I feel happy when I am working intensely	(1)	(2)	(3)	(4)	(5)	(6)	(7)
30. I am immersed in my work	(1)	(2)	(3)	(4)	(5)	(6)	(7)
31. I get carried away when I'm working	(1)	(2)	(3)	(4)	(5)	(6)	(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.

	Never	Rarely	Sometimes	Often	Always
32. If necessary, can you	(1)	(2)	(3)	(4)	(5)
ask your colleagues for					
help?					
33. Can you count on your	(1)	(2)	(3)	(4)	(5)
colleagues to support					
you if difficulties arise					
in your work?					
34. In your work, do you	(1)	(2)	(3)	(4)	(5)
feel valued by your					
colleagues?					

[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.

	Very	A Little	Mode-	Quite a	Extre-
	slightly or		rately	bit	mely
	not at all				
35. Enthusiastic	(1)	(2)	(3)	(4)	(5)
36. Excited	(1)	(2)	(3)	(4)	(5)
37. Inspired	(1)	(2)	(3)	(4)	(5)
38. Joyful	(1)	(2)	(3)	(4)	(5)
39. Dejected	(1)	(2)	(3)	(4)	(5)
40. Depressed	(1)	(2)	(3)	(4)	(5)
41. Despondent	(1)	(2)	(3)	(4)	(5)
42. Hopeless	(1)	(2)	(3)	(4)	(5)
[Work load]					

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

	Never	Rarely	Sometimes	Often	Always
43. My work requires me to	(1)	(2)	(3)	(4)	(5)
working very hard					
44. I have a lot of work to	(1)	(2)	(3)	(4)	(5)
do					
45. I have to work extra	(1)	(2)	(3)	(4)	(5)
hard to finish something					

[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.

	Does not fit	Fits a little bit	Fits fairly well	Fits completely
46. I am confident that I could deal efficiently with unexpected events	(1)	(2)	(3) 🗖	(4)
47. Thanks to my resourcefulness, I can handle unforeseen situations	(1)	(2)	(3)	(4)
48. If I am in trouble, I can usually think of a good solution	(1)	(2)	(3)	(4)
49. I can handle whatever comes my way	(1)	(2)	(3)	(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...

	Never	Rarely	Sometimes	Often	Always
50. I took on extra	(1)	(2)	(3)	(4)	(5)
responsibilities					
51. I started new tasks	(1)	(2)	(3)	(4)	(5)
myself, when my old					
ones were finished					
52. I took on challenging	(1)	(2)	(3)	(4)	(5)
work tasks, when					
available					
53. I came up with creative	(1)	(2)	(3)	(4)	(5)
solutions to new					
problems					
54. I kept looking for new	(1)	(2)	(3)	(4)	(5)
challenges in my job					

[Subjective performance II]

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

	Strongly disagree	Disagree	Some- what disagree	Neither agree nor	Some- what agree	Agree	Strongly agree
				disagree			
55. I achieve the objectives of the job	(1)	(2)	(3)	(4)	(5)	(6)	(7)
56. I meet the criteria for performance	(1)	(2)	(3)	(4)	(5)	(6)	(7)
57. I fulfill all the requirements of the job	(1)	(2)	(3)	(4)	(5)	(6)	(7)
58. I perform well in the overall job by carrying out tasks as expected	(1)	(2)	(3)	(4)	(5)	(6)	(7)
59. I carry out tasks as expected	(1)	(2)	(3)	(4)	(5) 🗖	(6)	(7)



[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.

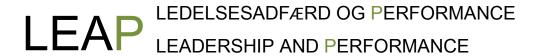
General education	
Preparation for higher education	
High academic level	
High retention rate	
Avoiding a budget deficit	
Teacher welfare	
Student welfare	

LEADERSHIP AND PERFORMANCE

[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.

		Somewh at worse	A bit worse	About just as well	A bit better	Somewh at better
61.	How would you asses that the students in your school overall performed at the exit exams in 2014 compared to the average of Danish schools?	(1)	(2)	(3)	(4)	(5)
62.	How would you asses that the students in your school overall performed at the exit exams in 2014 compared to other schools with a similar composition of students?	(1)	(2)	(3)	(4)	(5)
63.	How would you asses 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.	(1)	(2)	(3)	(4)	(5)



[Perceived organizational challenges (Only the primary education area)]

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?

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

[Subjective measures of bullying]

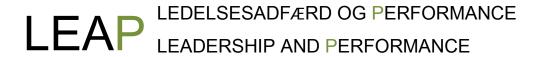
Bullying occurs when one or more individuals repeatedly and over time are exposed to negative actions or behavior, which is difficult to defend oneself against, at the workplace.

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

	Never	Now and then	Monthly	Weekly	Daily		
74. Been exposed to bullying	(1)	(2)	(3)	(4)	(5)		
75. Witnessed a person being bullied	(1)	(2)	(3)	(4)	(5)		
76. Bullied another person (alone or joined with others)	(1)	(2)	(3)	(4)	(5)		
[Who bullied you? (if not "never" to item 23)]							
77 Who bullied you? (Vou're welcome to mark more than one)							

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

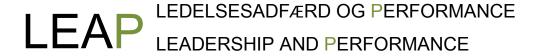
(1)	Nearest leader
(2)	Top Management
(3)	Colleagues
(4)	Subordinates
(5)	Customers/clients
(6)	Pupils/students
(7)	Relatives
(8)	Others, who



[Previous exposure to bullying]

78.	Have you	previously	been exposed t	to bullying?	(You're welcome	to mark more	than one
		1		-	(

(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

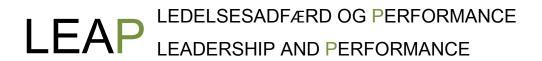


[Managerial tasks]

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).

	It is my responsibility that the task is completed		I perform	self	
	Yes	No	Yes, with regard to all employees	Yes, with regard to some employees	No
79. Career development interview	(1)	(2)	$(1) \square$	$(2) \square$	(3)
80. Wage bargaining	(1)	(2)	(1)	(2)	(3)
81. Sickness absence interview	(1)	(2)	(1)	(2)	(3)
82. Professional development	(1)	(2)	(1)	(2)	(3)
83. Daily professional	(1)	(2)	(1)	(2)	(3)
management					
84. Hire employees	(1)	(2)	(1)	(2)	(3)
85. Fire employees	(1)	(2)	(1)	(2)	(3)
86. Strategic management	(1)	(2)	(1)	(2)	(3)
87. Planning work activities	(1)	(2)	(1)	(2)	(3)
88. Budget responsibility	(1)	(2)	(1)	(2)	(3)
89. Economic priorities	(1)	(2)	(1)	(2)	(3)



90. If you have any comments, you can write them here:				
Thank you very much for replying to the question	onnaire!			
Your reply is saved and you can close this brows	er window.			
You can print your reply by pressing the printer	icon below.			