

Survey leaders 2016

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

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) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
2. Do not expect much from employees in terms of performance	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
3. Will not settle for second best	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
4. Show that I expect a lot from the employees	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

The next questions are about your focus on clarifying the [organization's] goals and future for the employees.

By vision we mean a concrete description of the shared goals for all employees in the [organization]. 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) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
6. Seek to make employees accept the [ORGANIZATION TYPES] common goals	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
7. Strive to get the [ORGANIZATION TYPE] to work together in the direction of the vision	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
8. Strive to clarify for the employees how they can contribute to achieve the [ORGANIZATION TYPES] goals	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

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
9. Give individual employees positive feedback when they perform well	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
10. Actively show my appreciation of employees who do their jobs better than expected	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
11. Personally compliment employees when they do outstanding work	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

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
12. Reward the employees' performance, when they live up to my requirements	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
13. Reward the employees dependent on how well they perform their jobs	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
14. Point out what employees will receive if they do what is required	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

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
15. Give negative consequences to the employees if they perform worse than their colleagues	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
16. Make sure that it has consequences for the employees, if they do not consistently perform as required	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
17. Give negative consequences to my employees if they do not perform as I require	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

[Only primary schools]

18. 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 to rank them as well as you can).

Students' social skills _____

Parent satisfaction _____

Student academic learning _____

Employee welfare _____

Students' personal
development _____

Student welfare _____

Preparing students for upper
secondary education _____

[Only secondary schools]

19. 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 to rank them as well as you can).

General education _____

Preparation for higher
education _____

High academic level _____

High retention rate _____

Avoiding a budget deficit _____

Teacher welfare _____

Student welfare _____

[Only day care]

20. 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 _____

21. 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

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 [sector examples].

To what degree do you agree with the following statements?

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
22. In my [organization] we have defined precise, written goals for our particular [organization’s] results.	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
23. Written evaluations are conducted of my [organizations] achieved results	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
24. My superiors have defined clear goals regarding the results my [organization] has to achieve	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
25. My [organization] is instructed to from above make written evaluations of our goal achievement	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

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
26. Make personnel decisions?	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
27. Make decisions about resource allocation?	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
28. Learn how to improve our work?	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

To what degree do you agree with the following statements?

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
29. As a manager I have considerable freedom to decide on which employees to hire	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
30. As a manager I have considerable freedom to decide on which employees to fire	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
31. As a manager I have considerable freedom to allocate our resources within our [organization]	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
32. My organization is free to decide how we organize our work	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
33. As a manager I have considerable freedom to use financial means to reward employees	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

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
34. I took on extra responsibilities	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
35. I started new tasks myself, when my old ones were finished	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
36. I took on challenging work tasks, when available	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
37. I came up with creative solutions to new problems	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
38. I kept looking for new challenges in my job	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

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

	Strongl y disagre e	Disagre e	Somew hat disagre e	Neither agree nor disagre e	Somew hat agree	Agree	Strongl y agree
39. I achieve the objectives of the job	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>	(7) <input type="checkbox"/>
40. I meet the criteria for performance	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>	(7) <input type="checkbox"/>
41. I fulfill all the requirements of the job	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>	(7) <input type="checkbox"/>
42. I perform well in the overall job by carrying out tasks as expected	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>	(7) <input type="checkbox"/>
43. I carry out tasks as expected	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>	(6) <input type="checkbox"/>	(7) <input type="checkbox"/>

The next questions are about your leader's focus on clarifying the [organization'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.

My leader...

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
44. Concretizes a clear vision for the [ORGANIZATION TYPES] future	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
45. Seeks to make employees accept common goals for the [ORGANIZATION TYPE]	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
46. Strives to get the [ORGANIZATION TYPE] to work together in the direction of the vision	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
47. Strives to clarify for the employees how they can contribute to achieve the [ORGANIZATION TYPES] goals	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

The following questions are about your leader's leadership style

My leader...

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
48. Establishes clear goals for results within [my organization]	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
49. Continuously monitors whether [my organization] reaches its goals	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
50. Is willing to terminate leaders who do not deliver satisfactory results	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
51. Rewards me financially if [my organization] performs well	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
52. Decreases my salary or bonus if [my organization] performs poorly	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

