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LEADERSHIP AND PERFORMANCE

Survey employees 2016

Welcome to the questionnaire!

In the questionnaire you will be asked a series of questions regarding your leader's leadership style. With your leader we mean

[Leader's name]

If you are in doubt about your reply, please reply as well as you can rather than skip the question

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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1. Is your leader still [leader's name]?

(1) ❑ Yes

(2) ❑ No [Question 2-18 are skipped]

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The questions in the following pages are about your leader's leadership style. With your leader we mean: [Leader's name]

The purpose of these questions is to get an overall picture of how your leader exerts his leadership, so even though you may find the statements very general, please reply as well as you can.

The first questions are about your leader's focus on employee performance.

My leader...

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
2. Insists on only the best performance	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
3. Does not expect much from employees in terms of performance	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
4. Will not settle for second best	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
5. Shows that he/she expect a lot from the employees	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

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The next questions are about your leader's 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 your leader does the former.

My leader...

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
6. Concretizes a clear vision for the [ORGANIZATION TYPES] future	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
7. Seeks to make employees accept common goals for the [ORGANIZATION TYPE]	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
8. Strives to get the [ORGANIZATION TYPE] to work together in the direction of the vision	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
9. Strives to clarify for the employees how they can contribute to achieve the [ORGANIZATION TYPES] goals	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

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The next questions are about your leader's focus on the use of recognition.

My leader...

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
10. Gives individual employees positive feedback when they perform well	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
11. Actively shows his/her appreciation of employees who do their jobs better than expected	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
12. Personally compliments employees when they do outstanding work	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

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The next questions are about your leader's focus on the use of rewards.

With rewards we mean for example wage bonuses, education, fringe benefits, and promotions. Later you will be asked about how your leader uses different types of rewards.

My leader...

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
13. Rewards the employees' performance, when they live up to the leader's requirements	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
14. Rewards the employees dependent on how well they perform their jobs	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
15. Points out what employees will receive if they do what is required	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

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The next questions are about your leader's 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. Later you will be asked about how your leader uses different types of consequences.

My leader...

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
16. Gives negative consequences to the employees if they perform worse than their colleagues	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
17. Makes sure that it has consequences for the employees, if they do not consistently perform as required	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
18. Gives negative consequences to his/her employees if they do not perform as the leader requires	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

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The next questions are about your motivation. Please do not consider what could be interpreted as politically correct answers and try answer as honestly as possible.

Please declare how much you agree/disagree with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
19. I am prepared to make sacrifices for the good of society	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
20. I am willing to risk personal loss to help society	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
21. I believe in putting duty before self	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

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Please declare how much you agree/disagree with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
22. It is difficult for me to contain my feelings when I see people in distress	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
23. For me, considering the welfare of others is one of the most important values	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
24. I am often reminded by daily events about how dependent we are on one another	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

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Please declare how much you agree/disagree with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
25. I generally associate politics with something positive	(1) ❏	(2) ❏	(3) ❏	(4) ❏	(5) ❏
26. I do not care much for politicians	(1) ❏	(2) ❏	(3) ❏	(4) ❏	(5) ❏

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Please declare how much you agree/disagree with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
27. Meaningful public service is very important to me	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
28. It is important for me to contribute to the common good	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
29. I consider public service my civic duty	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

Please declare how much you agree/disagree with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
30. The individual client is more important than formal rules	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
31. It gives me energy to know that I helped the client	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
32. If the client is satisfied, the job is done	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
33. If the parents are satisfied, the job is done [only primary schools and daycare]	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

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Please declare how much you agree/disagree with the following statements.

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
34. I very much enjoy my daily work	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
35. A rather large part of my tasks at work are boring	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
36. My work is very exciting	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
37. I like performing most of my work processes	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

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Please declare how much you agree/disagree with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
38. My values are very similar to the values of the organization	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
39. What this organization stands for is important to me	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
40. I feel a strong sense of 'belonging' to my organization	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

[Only primary schools]

The following questions regard how you prioritize different goals.

How would you prioritize the following goals?

41. 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.

Student academic learning _____

Preparing students for upper secondary education _____

Parent satisfaction _____

Students' social skills _____

Employee welfare _____

Students' personal development _____

Student welfare _____

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[**Only secondary schools**]

The following questions regard how you prioritize different goals.

How would you prioritize the following goals?

42. *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 _____

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[Only daycare]

The following questions regard how you prioritize different goals.

How would you prioritize the following goals?

43. Assign priority to the goals on a scale from 1-5 1 is given to the highest prioritized goal and 5 given to the lowest prioritized goal. Each number can only be assigned once.

Fulfillment of individual parent desires _____

Using the available resources to their fullest _____

Fulfillment of a general societal responsibility _____

Fulfillment of professional standards _____

Creating a close connection with the county's other
offers, e.g. schools and after school clubs _____

44. Overall, on a scale from 0 to 10, how satisfied or unsatisfied are you with your current job?

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

45. How many work days have you been absent from work due to illness within the past four work weeks? (Excluding holidays)

_____

46. **How many work days have you come to work despite illness or disease within the past four work weeks? (Excluding holidays)**

_____

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The following questions are about your intention to quit your job. Please choose the answer that fits you the best.

	Never	Rarely	Sometimes	Often	Always
47. How often do you consider to leave your job but remain in the organization?	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
48. How often do you consider leaving your organization?	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
49. How often do you consider leaving your industry?	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

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The statements on this page are about how you do your job. How often (within the recent three work months) would you say the statements characterize you as an employee?

In the last three months…

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

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To what degree do you agree that the following statements characterize you as an employee?

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
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	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑
59. I carry out tasks as expected	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑	(6) ❑	(7) ❑

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60. 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.