



## **Sample Report**

**ALQ 360**

**19 Apr 2020**

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# Dimensions of Authentic Leadership

## **Self-Awareness**

Being aware of, and understanding, one's own thoughts, beliefs, values and feelings, and knowing how these influence our own mental and emotional states, including being aware of how we may deliberately or inadvertently influence others via our moods, words or actions. Highly self-aware leaders have the meta-cognitive capacity to predict their own thinking processes and resultant behaviours and also those of the people they lead and influence.

## **Self-Regulation**

The conscious and deliberate control of our own thoughts, behaviours and emotional states. As well as our emotional discipline however, self-regulation also includes physical discipline. Highly authentic leaders actively manage their physical, emotional and mental well-being, influencing others by being a role model.

## **Ethical Virtue and Ethical Action**

Our principles and integrity as a leader and our internal sense of the 'right' thing to do in any situation. Viewing ethics as a conscious choice rather than as a compromise and the belief that our role as a leader includes an ethical responsibility to others and to the wider community. Having the courage to share our ethical beliefs privately and publicly and our moral courage to remain ethically steadfast in the face of challenges or dissent from others.

## **Relationships**

One of the foundations of Authentic Leadership is the strength of the relationships that an Authentic Leader has with those people they influence; which is everyone they come into contact with plus everyone who hears about them or reads something that they've written.

## **Leadership: Influence, Service Ethos, Trust and Development**

Those other core areas of Authentic Leadership not statistically measured in the first half of the 360 report: Influence, Service Ethos, Trust and Development.

## The Scale used by your Rater Groups

As you may remember, the scale that was used by each of your raters within the Authentic Leadership Questionnaire was:

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Sometimes Agree
- 4 – Agree
- 5 – Strongly Agree
- 6 – Unable to Comment

Therefore, within your report, the nearer to 5 you have scored, the more highly a rater group has Strongly Agreed that you possess the qualities of Authentic Leadership associated with each specific question or overall dimension.

This report represents ‘a moment in time’ of your personal leadership style. You may find that in a year's time, should you decide to review your Authentic Leadership style, that your scores will change depending on future experience and the focus you place on your personal and professional development.

### **A note on ‘gap analysis’.**

It is human nature to dismiss what we already know (or think we know), and to focus instead on what more there is to learn. It is also common, from my experience of working with the military, that service personnel tend to dismiss what they are already doing well and only want to focus on what is ‘wrong’ or on what they could be doing ‘better’.

From a multi-perspective approach, it is extremely valuable to review and consider those areas where you have scored ‘poorly’ or where there is a significant difference between your self-perception and that of your raters, particularly if this review and reflection generates a call to action that leads to improvements in relationships, leadership style and overall effectiveness.

However, a word of caution; I would like to remind you to remember to focus on your Authentic Leadership strengths. These are those areas that others will value about your contribution. They are also the areas where you will be a role model to others regarding their own leadership style and where you will therefore wield the most influence.

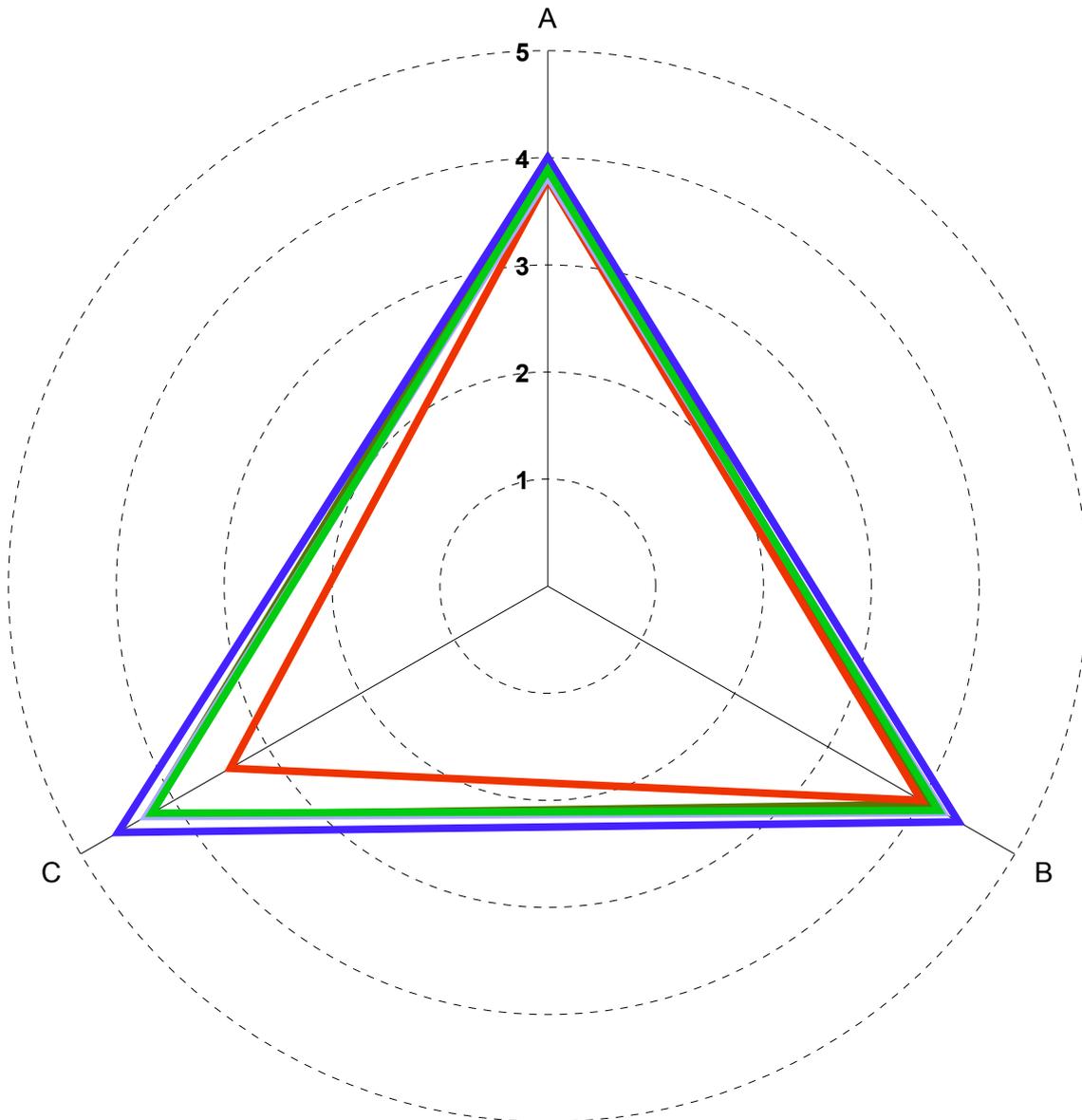
# Spider Graph by Dimension

This page shows your summary scores for the three dimensions of Authentic Leadership, which are: Self-Awareness, Self-Regulation and Ethics.

These scores are the aggregated mean scores from each of your rater groups; the nearer to '5' you have scored, the more a particular rater group Strongly Agrees that you possess the specific qualities associated with each dimension.

Competency	Score
A Self-Awareness	3.89
B Self-Regulation	4.19

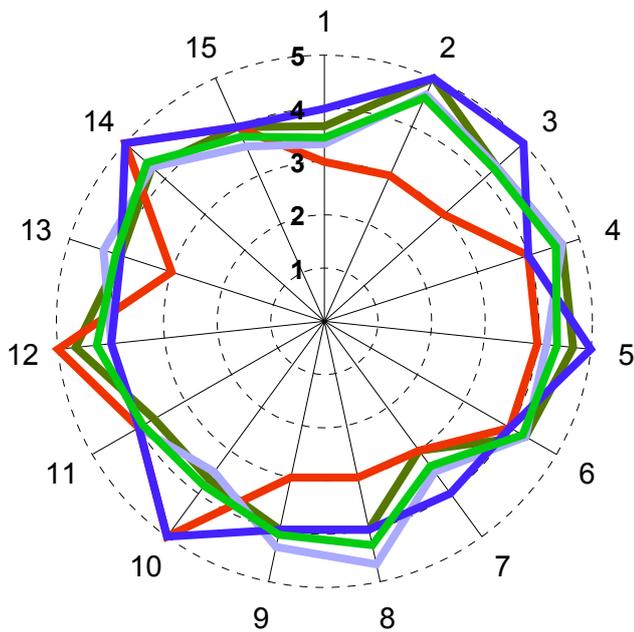
Competency	Score
C Ethical Virtue and Ethical Action	4.24



# Spider Graph by Question

This page shows you your aggregated mean score for each specific question within the three Authentic Leadership dimensions of Self-Awareness, Self-Regulation and Ethics.

The scores shown on this page are generated from the sum of ALL of your scores from the people who have rated your Authentic Leadership style.



Behaviour	Score
1 Always puts themselves "in other people's shoes" and looks at things from their perspective	3.45
2 Remains ethically steadfast in the face of dissent from others	4.60
3 Is clear about their core values; those values they are not prepared to negotiate on	4.27
4 Is aware of their own feelings, beliefs and motives	4.55
5 Believes that their role as a leader includes an ethical responsibility to others	4.36
6 Displays self-discipline	4.27
7 Is aware of how their moods and actions affect other people	3.36
8 Doesn't suffer from mood swings	4.30
9 Remains approachable even when facing significant challenges	4.10
10 Consistently acts as a role model for others	3.82
11 Discusses difficult ethical issues with others	3.91
12 Uses what happens to them as an opportunity to learn more about themselves	4.27
13 Views ethics as an active choice rather than as a compromise	4.09
14 Keeps their ego in check	4.45
15 Stays in touch with their feelings so they are aware of how they are being affected	3.80

## Introduction to Your Summary Scores by Dimension - Bar Charts

The next page shows an aggregated summary score of how you have been rated for each dimension of Authentic Leadership by each rater group.

Your scores are represented by a set of coloured bars with the rater group name identified within the bar.

If you would like to know how you have scored compared to a comparative sample of UK RAF officers, page 8 of this report shows the RAF aggregated mean score of each question.

These are the mean scores achieved by the RAF officers who generously participated in the 2009/2010 PhD research conducted by Fiona Beddoes-Jones in collaboration with GETC at Cranwell, sponsored by Group Captain John Jupp.

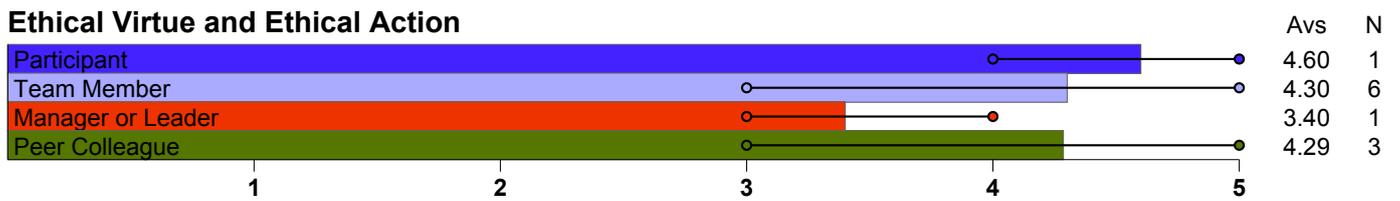
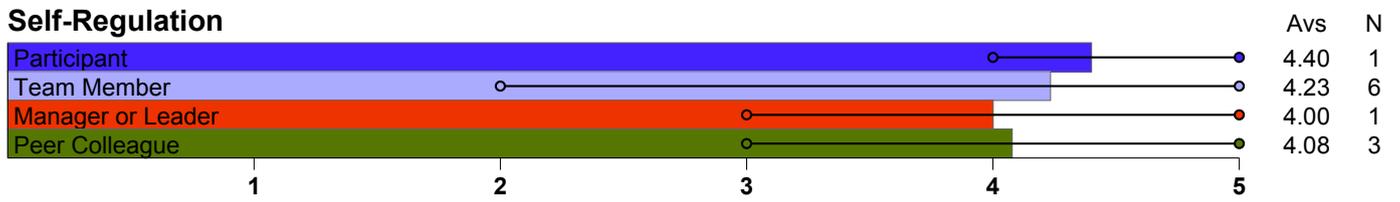
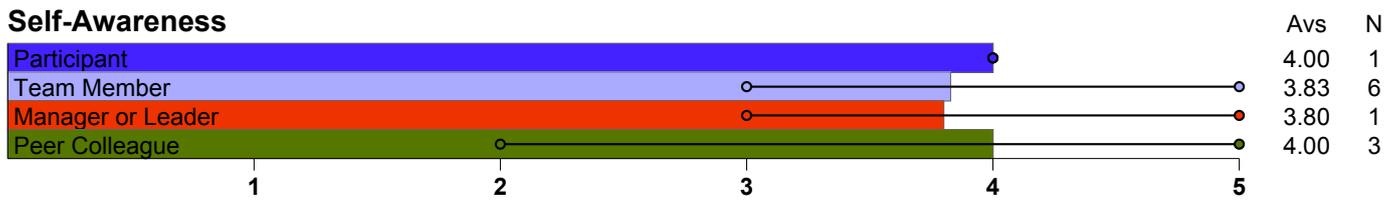
**Avs** is the average score and corresponds with the bar length.

**N** shows the number of respondents who answered the question.

**AP** means anonymity protection i.e., if fewer than a specified minimum number of people from a particular group have responded, the score is not shown to protect anonymity.

Range Bars show the highest and lowest ratings received for a question or competency from a given group.

# Your Summary Scores by Dimension - Bar Charts



Avs - Average Score N - Number of Responses AP - Anonymity Protected

# Introduction to Your Detailed Scores by Rater Group

The following pages show how you have been scored for each question by each of your different rater groups.

Below are the RAF Mean Scores for each Question if you would like to compare your average score with that of the sample RAF officer population of the PhD research used to develop the Authentic Leadership 360 Questionnaire and Report. (N = 387)

## Self-Awareness

1 - 3.24  
4 - 3.75  
7 - 3.47  
12 - 3.50  
15 - 3.00

## Self-Regulation

6 - 4.28  
8 - 3.61  
9 - 4.13  
10 - 3.90  
14 - 3.87

## Ethical Virtue and Ethical Action

2 - 3.63  
3 - 3.87  
5 - 4.10  
11 - 3.18  
13 - 3.26

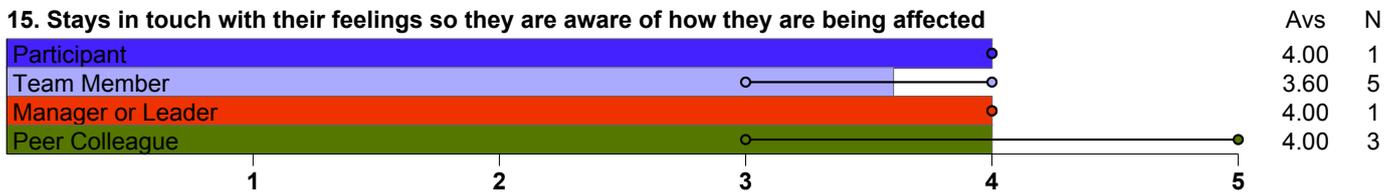
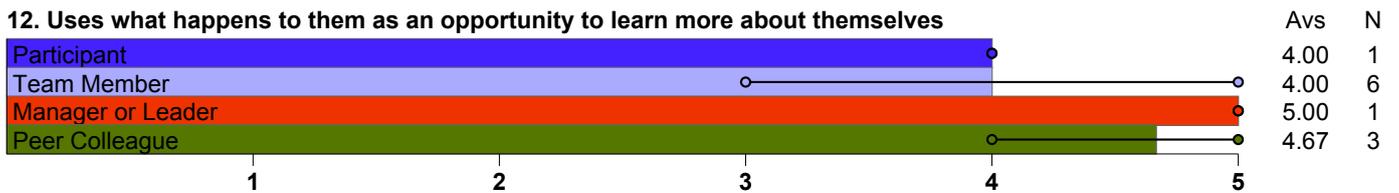
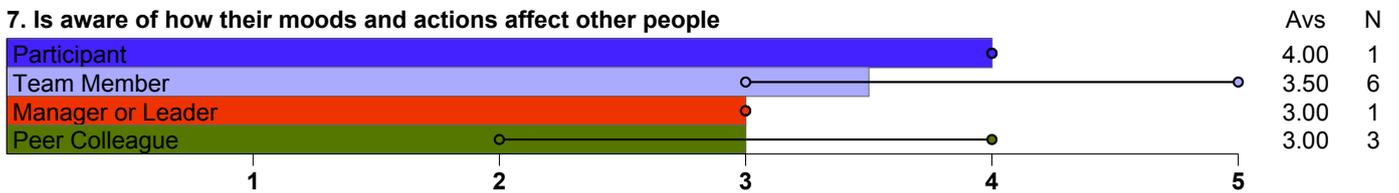
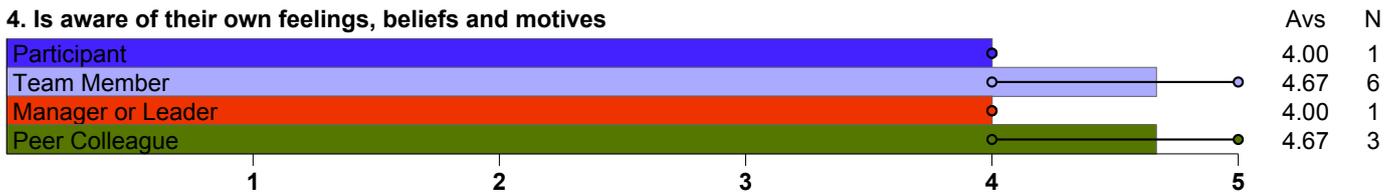
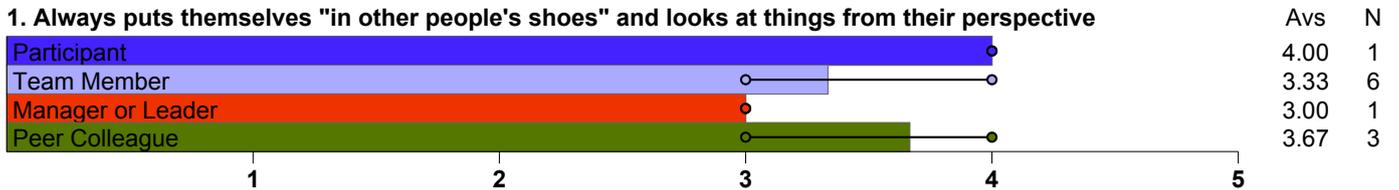
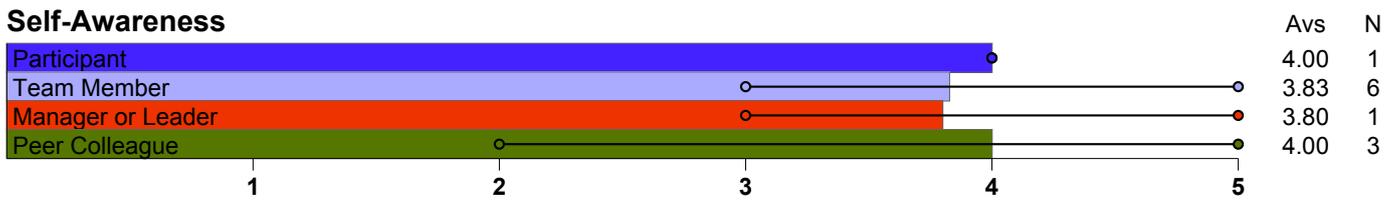
**Avs** is the average score and corresponds with the bar length.

**N** shows the number of respondents who answered the question.

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Range Bars show the highest and lowest ratings received for a question or competency from a given group.

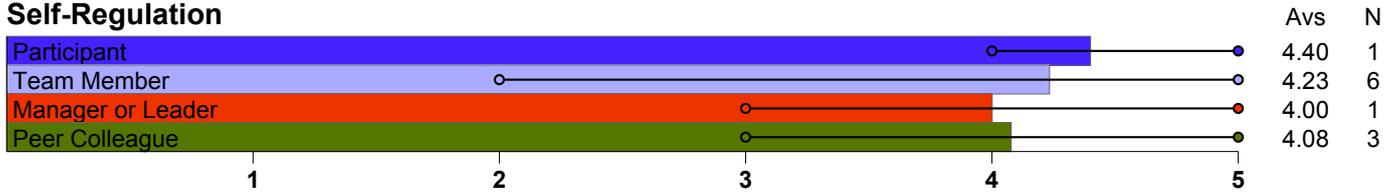
# Your Detailed Scores by Rater Group



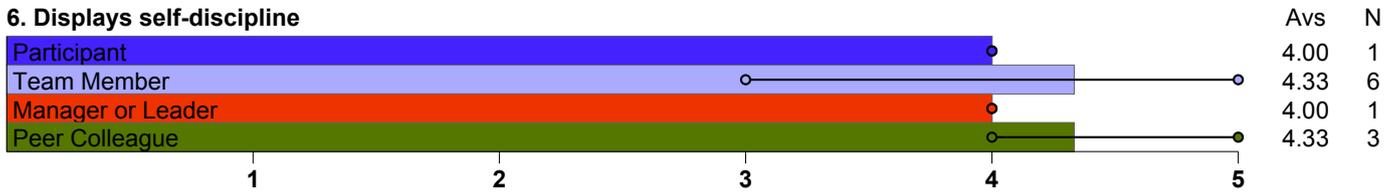
Avs - Average Score N - Number of Responses AP - Anonymity Protected

# Your Detailed Scores by Rater Group

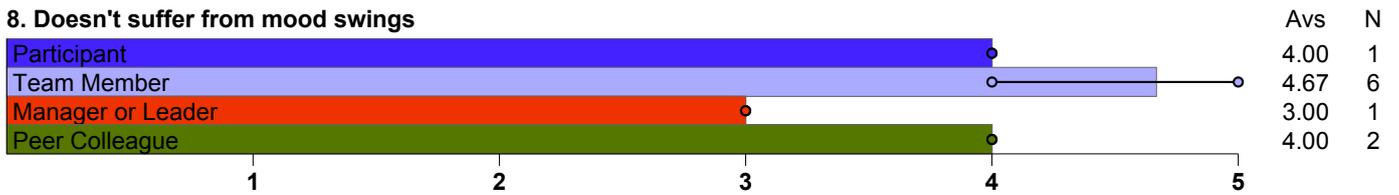
## Self-Regulation



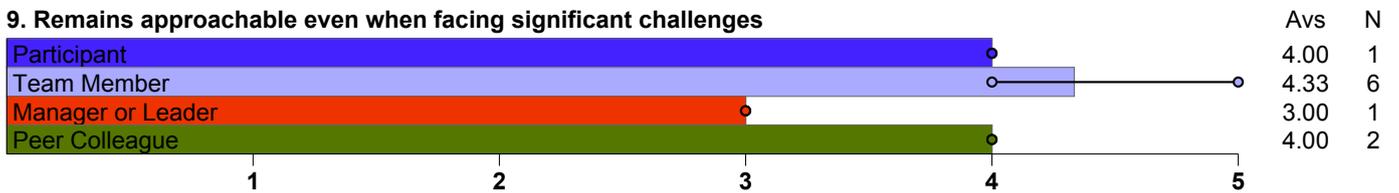
## 6. Displays self-discipline



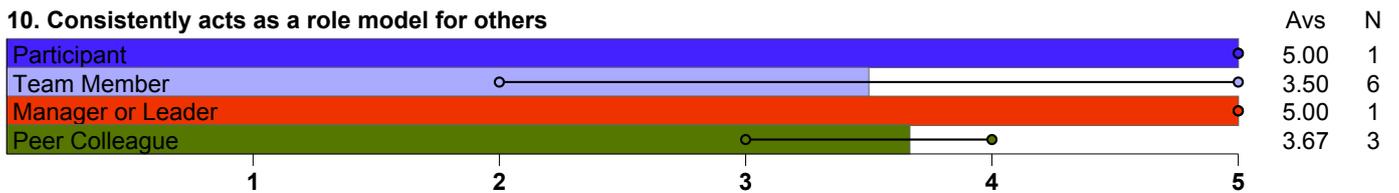
## 8. Doesn't suffer from mood swings



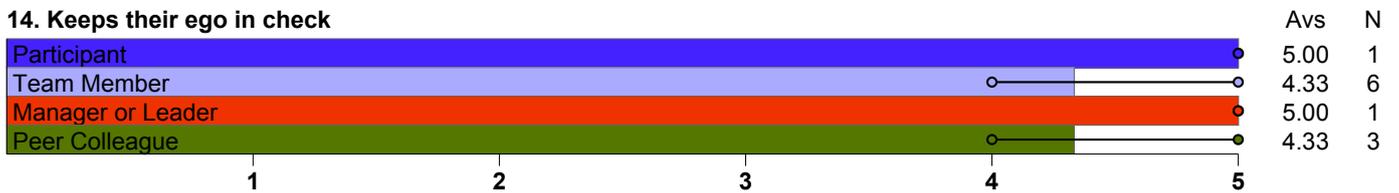
## 9. Remains approachable even when facing significant challenges



## 10. Consistently acts as a role model for others



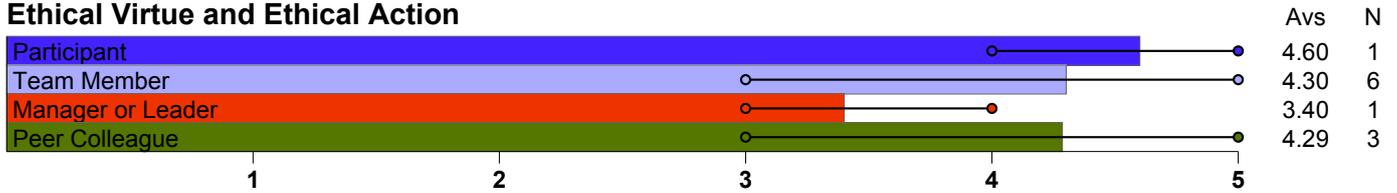
## 14. Keeps their ego in check



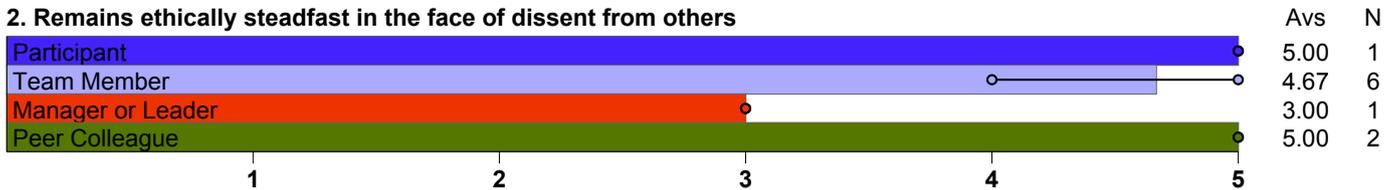
Avs - Average Score N - Number of Responses AP - Anonymity Protected

# Your Detailed Scores by Rater Group

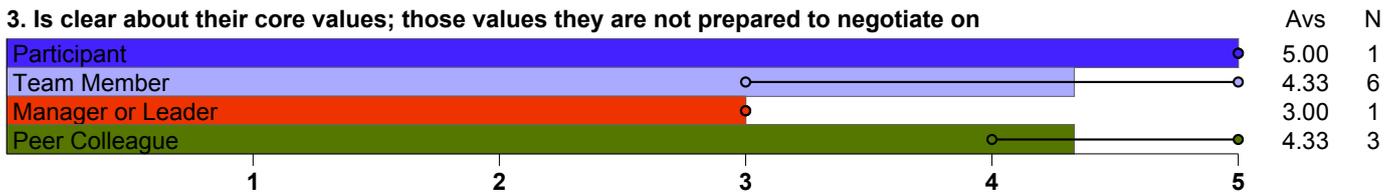
## Ethical Virtue and Ethical Action



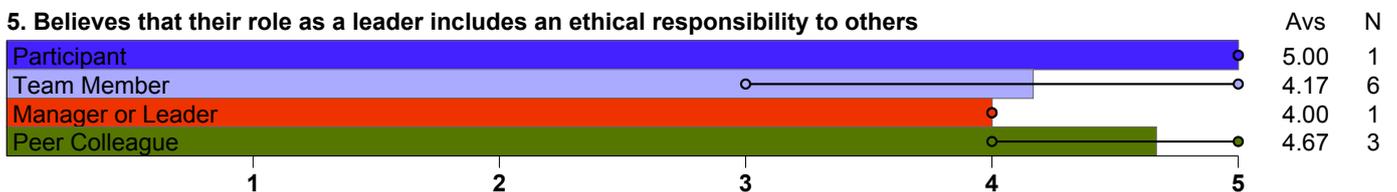
## 2. Remains ethically steadfast in the face of dissent from others



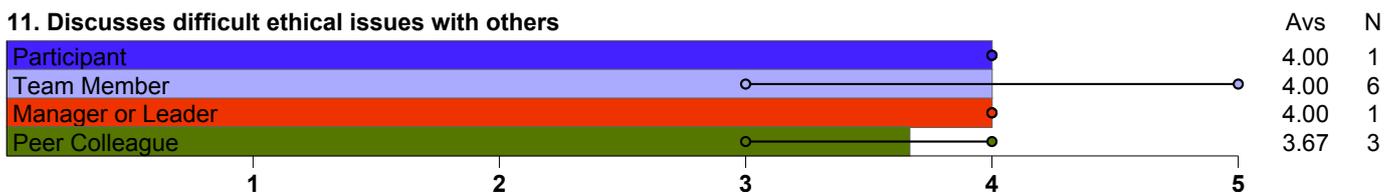
## 3. Is clear about their core values; those values they are not prepared to negotiate on



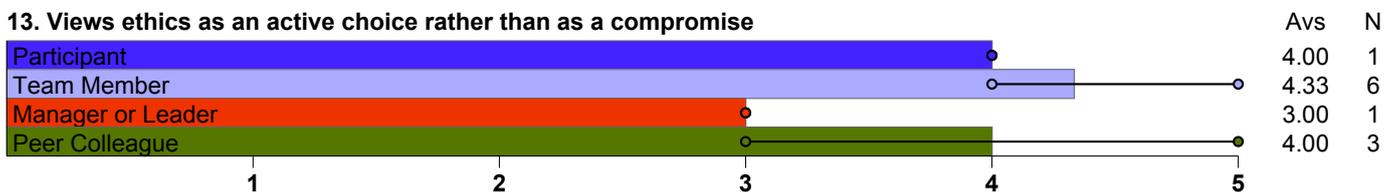
## 5. Believes that their role as a leader includes an ethical responsibility to others



## 11. Discusses difficult ethical issues with others



## 13. Views ethics as an active choice rather than as a compromise



Avs - Average Score N - Number of Responses AP - Anonymity Protected

# Your Authentic Leadership Strengths - All Raters

This page shows you the particular qualities that those people who have rated your Authentic Leadership style feel are your STRENGTHS.

Once again, the score shown is an aggregated mean score generated from the scores of ALL of those people who have completed the Authentic Leadership Questionnaire with you in mind.

The specific qualities detailed here are not only your personal STRENGTHS, they are also quite likely to be those things that your superior officers, colleagues and subordinates MOST VALUE about you.

It is also quite likely that these STRENGTHS of yours, which are clearly recognised and valued by others, will also be reflected in people's personal comments about your Authentic Leadership style, which you will find in the second half of this report.

<b>Score</b>	<b>Behaviour</b>	<b>Competency</b>
4.60	Is aware of their own feelings, beliefs and motives	Self-Awareness
4.56	Remains ethically steadfast in the face of dissent from others	Ethical Virtue and Ethical Action
4.40	Keeps their ego in check	Self-Regulation
4.33	Doesn't suffer from mood swings	Self-Regulation
4.30	Displays self-discipline	Self-Regulation
4.30	Uses what happens to them as an opportunity to learn more about themselves	Self-Awareness
4.30	Believes that their role as a leader includes an ethical responsibility to others	Ethical Virtue and Ethical Action

## Your Authentic Leadership Strengths - Participant

You identified the following 5 behaviours as your highest rated. They are rank ordered so that the first item is your highest rated behaviour. As such, you should consider ways to continue leveraging these behaviours as strengths.

<b>Score</b>	<b>Behaviour</b>	<b>Competency</b>
5.00	Consistently acts as a role model for others	Self-Regulation
5.00	Keeps their ego in check	Self-Regulation
5.00	Is clear about their core values; those values they are not prepared to negotiate on	Ethical Virtue and Ethical Action
5.00	Believes that their role as a leader includes an ethical responsibility to others	Ethical Virtue and Ethical Action
5.00	Remains ethically steadfast in the face of dissent from others	Ethical Virtue and Ethical Action

## Your Authentic Leadership 'Weaknesses' - All Raters

This page shows you the particular qualities that those people who have rated you feel are the LEAST STRONG aspects of your current Authentic Leadership style.

Once again, the score shown is an aggregated mean score generated from the scores of ALL of those people who have completed the Authentic Leadership Questionnaire with you in mind.

Each of your raters has their own perspective; 'leadership through the eyes of the beholder'. Only you, if you are being genuinely honest with yourself, (and if you are self-aware enough), will know the real impact that these weaknesses have for yourself and for those people you influence and lead.

Can you see a pattern in the specific behaviours detailed below? Do you recognise those aspects of yourself? Are there specific areas of your Authentic Leadership style that you may need to consider changing in some way?

As with your strengths, the specific qualities detailed here are also quite likely to be those things that your superior officers, colleagues and subordinates will also mention in their personal comments about your Authentic Leadership style, which you will find in the second half of this report.

<b>Score</b>	<b>Behaviour</b>	<b>Competency</b>
3.30	Is aware of how their moods and actions affect other people	Self-Awareness
3.40	Always puts themselves "in other people's shoes" and looks at things from their perspective	Self-Awareness
3.70	Consistently acts as a role model for others	Self-Regulation
3.78	Stays in touch with their feelings so they are aware of how they are being affected	Self-Awareness
3.90	Discusses difficult ethical issues with others	Ethical Virtue and Ethical Action

## Your Authentic Leadership 'Weaknesses' - Participant

You identified the following 5 behaviours as your lowest rated. They are rank ordered so that the first item is your lowest rated behaviour. As such, you should consider practising these behaviours more frequently and helping others understand and value when you do demonstrate these behaviours.

<b>Score</b>	<b>Behaviour</b>	<b>Competency</b>
4.00	Always puts themselves "in other people's shoes" and looks at things from their perspective	Self-Awareness
4.00	Is aware of their own feelings, beliefs and motives	Self-Awareness
4.00	Is aware of how their moods and actions affect other people	Self-Awareness
4.00	Uses what happens to them as an opportunity to learn more about themselves	Self-Awareness
4.00	Stays in touch with their feelings so they are aware of how they are being affected	Self-Awareness
4.00	Remains approachable even when facing significant challenges	Self-Regulation
4.00	Doesn't suffer from mood swings	Self-Regulation
4.00	Displays self-discipline	Self-Regulation
4.00	Views ethics as an active choice rather than as a compromise	Ethical Virtue and Ethical Action
4.00	Discusses difficult ethical issues with others	Ethical Virtue and Ethical Action

# Perspectives on your Authentic Leadership Style

Welcome to the second half of your personal Authentic Leadership 360 Report; Multiple perspectives on your Authentic Leadership style. This is organised around two critical factors of Authentic Leadership not directly measured in the first part of the report. These are Successful Relationships and Perspectives on Leadership, where the characteristics of Influence, a Service Ethos, Trust and Development will be explored.

The following pages contain free entry responses to the questions that have been asked. The responses that you will read are included verbatim and have not been edited in any way. If, by any chance, you think that you can identify someone because of their candour, and they have said something that doesn't sit comfortably with you for whatever reason, please respect their honesty, and reflect on the multiple- perspective nature of both leadership and followership.

## Relationships

One of the foundations of Authentic Leadership is the strength of the relationships that a leader has with those people they influence. Which as you know, is everyone they come into contact with, plus everyone who hears about them in some way or reads something that they've written. The Authentic Leadership 360 therefore includes an opportunity for those people who are rating you to focus on how successful they think you are at developing long-term, mutually beneficial and supportive relationships.

When it comes to pro-social leadership such as Authentic Leadership, it is a truism that, "People don't care how much you know until they know how much you care". The development of successful relationships is therefore built upon this bedrock of empathy as much as it is on integrity, trust and performance.

## Perspectives on Leadership: Influence, a Service Ethos, Trust and Development

Truly Authentic Leaders; those people who possess all of the characteristics explored in this report, are rare. This may be because Authentic Leadership is an ideal; an ongoing and constant journey which requires a leader to be extra-ordinarily mindful of not only what is going on around them, but also of their place within that 'chaos'. They then need to make some kind of sense of it, both for themselves, and more critically, for others.

An Authentic Leader has their own voice. It's a voice that is recognisable by others. It's a voice that distills the essence of a leader and what they believe in so that others use it to guide and support their own actions and standards of behaviour. Authentic Leaders are pro-social; their leadership has a purpose beyond their own ego and their own advancement. They are driven by a genuine desire to serve others in the wider community.

Authentic Leaders are upbeat. They are positive and optimistic even in difficult or dark times, and they recognise that their mood profoundly influences those around them. They are therefore, always mindful to influence with positive intent.

Authentic Leaders create opportunities for their followers to grow and develop, both personally and professionally. Whilst not encouraging failure, they recognise that sometimes, allowing people to fail in a safe and supportive environment can be a way of supporting critical learning.

Finally, Authentic Leaders trust and are trusted in return. They can be trusted to tell the truth, to act with integrity, to be a role model by the quality of their thinking and their actions. And whilst recognising that people always need support, they trust other people's endeavours to be 'their best selves'.

# Perspectives on your Authentic Leadership Style

**1. "I welcome feedback, particularly if it will improve my interactions with others". To what extent is this statement true for this person and do you have any examples that would shed light on their leadership style in this respect?**

**Participant:**

To a great extent. I always feel as if I do not understand others well enough and constantly wonder if I have got it right. I also have some negative feelings when others criticise me but manage to contain them and try to learn from them. My last PhD committee session is a good example, feedback was critical and for some of it I argued on the intellectual front but took and learnt from the criticisms of style etc.

**Team Member:**

Very approachable and will always offer advice if asked. But can be rather engrossed in what he is doing and sometimes does not interact with subordinate as much as he should.

It is difficult to give feedback to a superior, but in discussions he listens to all points of view before making a decision.

John always appears welcome to receive feedback.

I agree with this statement - John is always happy to receive feedback and act on that feedback when necessary.

Ceratinly receptive to feedback, though perhaps does not actively encourage it in subordinates.

I think he would welcome feedback.

**Manager or Leader:**

It is what they do for a living!

**Peer Colleague:**

True; encourages feedback from the SLDP sessions

.

John has an open leadership style conducive to encouragement of constructive criticism - the only problem is that in the uniformed military such a style is often masked by the assumptions that more people will/may make when they see an individual of a particular rank and are (however sub-consciously) warned off making such a comment. Perhaps the maxim of "no news is good news" needs to be explored a little more by John in soliciting feedback.

# Perspectives on your Authentic Leadership Style

## 2. To what extent does this person listen carefully to different points of view before coming to a conclusion?

### **Participant:**

I feel that I carefully consider other's point of view most of the time. This is inevitably compromised when time is short. I feel that I do reconsider when time is available

### **Team Member:**

Is an effective listener, which shows through his invariably insightful answers

In group discussions, he will always let everyone give their point of view and the relevant counter arguments before coming to a decision.

This is true for this person, especially in formal meetings where he very much values the opinions of others.

John will listen to all points of view and will consider these before coming to a conclusion.

John wouldn't be as successful at his job if he didn't listen. How can you teach others about leadership if you don't listen to and consider their points of view.

I think he often listens to others ideas and takes them on board.

### **Manager or Leader:**

It is his day job!

### **Peer Colleague:**

John has time (or appears to make time) for everyone and is a very good listener appearing to take all views into account before reaching a decision. I have personal experience of a number of issues where, by a careful approach of understanding the issue and listening to people - his initial view on a way ahead moved significantly by the time he came to make a formal decision on a subject.

John always takes a considered and thoughtful approach to things

True; he is experienced in facilitating debates where different opinions are expressed and seems to offer a logical synthesis in his own input, although not to the extent of compromising his own conclusions.

# Perspectives on your Authentic Leadership Style

## 3. Do you feel that this person has a genuine desire to serve others through their leadership? How do they manifest that?

### **Participant:**

Yes. I try to ensure that others ambitions can be realised, to align organisational goals with their personal ones as far as is possible, to listen to their desires and problems and try to help.

### **Team Member:**

His work in establishing the RAF Leadership Centre has been driven by his desire to improve leadership training within the Service and make it a world-leader.

I think that he does although he is not overt in doing so which may cause others to question him as an effective leader within this organisation.

Yes. Manifested in genuine interest in how an individual is progressing with a particular job role and what barriers and issues they face.

Very much so. In my opinion, John believes strongly in what he is doing and is passionate about ensuring RAF personnel have the opportunity to practise and improve their leadership skills. His work with the Leadership Centre and contribution to RAF leadership policy demonstrates this. He readily practises Mission Command, allowing personnel to make decisions and work independantly but at the same time is always available for a chat if support or development is needed.

Yes, manifested through his devotion to the concept and management of the Senior Leadership Team. Generates respect in seniors with an impressive ability to offer complex constructive criticism without offending, through his own leadership of the senior 360 scheme.

Most certainly; he has dedicated his work for the benefit of senior leaders in the RAF. I am aware that this can be very frustrating, due to the nature of Senior Officers 'needs'; but he will go that extra mile to ensure that this leadership 'interventions' are seamless and totally fit for purpose.

### **Manager or Leader:**

Yes.

### **Peer Colleague:**

John will always go the extra mile to help others, regardless of rank - it is normally manifested in a one to one coaching/support situation rather than any more open display - but he is also essentially a private person and this attitude sits with his character.

.

Yes. He has displayed obvious motivation and enthusiasm to establish and sustain the SLDP and SLT interactions.

# Perspectives on your Authentic Leadership Style

## 4. Do you feel that you are generally trusted to do a good job by this person, and do they allow you to fail?

### Participant:

I tend to trust others to a great extent, I have a propensity to trust, and usually expect that they will do a good job. Within the RAF I have rarely been let down. On the occasions I have been I have been very upset as I have usually considered that it has been a failure of will not capability. When it has been a failure of capability or resources I have worked with the person to put it right. I have only knowingly allowed failure when I consider the risks to the organisation and hte person to be reasonable.

### Team Member:

I am trusted to do a good job, but perhaps over-trusted, and could feasibly be allowed to fail. That said, were that to happen I feel he would take responsibility and support me without question.

Yes, John allows individuals to deliver with genuine trust. Not sure about the fail - he allows individuals' work to be promulgated to higher authority under thier authorship and with minimum interference which carries risk but also engenders trust and self-worth.

Yes. Although he would never 'consciously' allow you to fail, a more proactive monitoring or guideance on a CoA would be appreciated.

Allocates tasks and trusts individuals to do a good job, but always available to offer advice, guidance and support if required.

Totally. John is quite happy for me to work independently. I've quite often made mistakes (fortunately minor) and he is never critical and only when relevant will make suggestions as to how things might be improved.

Yes, totally.

### Manager or Leader:

..

### Peer Colleague:

.

N/A.

John sends a very positive verbal and non-verbal messages about trusting people to get on with things and - by and large - this works well and people genuinely do not want to let him down. However, letting people fail is not in our team ethos and I am not sure he would go that far.

# Perspectives on your Authentic Leadership Style

## 5. To what extent does this person create opportunities for the people around them to grow and develop?

### **Participant:**

I have followed the philosophy of empowerment and Mission Command expecting people to take opportunities when they can and develop their own areas of work within the direction and guidance I have given, explicitly telling them that this is what I expect. I recently had an email that asked for some development of an orders process within a particular area of training, the email was copied to one of the most junior of my staff. I gave the drough direction and guidance of what I thought the outcome might look like and asked that that person followed the issue up and that I would leave it entirely to them.

### **Team Member:**

Creates an atmosphere of indendence, with very light strategic direction. Subordinates do feel they are free to develop themselves.

Encourages individuals to gain academic qualifications, but realises individuals limitations.

John encourages development of team personnel via MAs/Leadership courses and certainly encourages development in his work with the SLT and SLDP.

He empowers individuals to 'crack-on' and thus creates very positive opportunities to grow and develop personally. This could be organising a event or taking the initiative in a presentation opportunity.

I am not sure whether he 'creates' opportunities, but he is a great support if you identify areas for your development.

As above, he allows individuals to grow through developing thier own approach to work. Whether in the Customer Executive Board process or important studies into major training issues, he allows his subordinates to find thier way and deliver output.

### **Manager or Leader:**

It is his day job

### **Peer Colleague:**

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John, through embracing the principles of mission command, has created a host of opportunities for people to grow and develop - his leadership of the SO1 Air Power in letting him set up a governance structure for air power education curriculum management was both hands off and fully informed - the counter factual approach would have been for John to claim the initiative as his own and thereby quell the significant enthusiasm and potential of the SO1 whose project this now is.

True. He is pivotal to the SLDP.

# Perspectives on your Authentic Leadership Style

**6. Please identify one thing that you would like this person to do LESS of and one thing that you would like this person to do MORE of.**

**Participant:**

I would like to be less conciliatory all the time.

**Team Member:**

Keeping vital information to himself.

In recent months there seems to be a distance between John and the leadership team as he concentrates more on SLT/SLDP. I'd like to see less of a distance. I'm not sure about whether it's appropriate now with John's new TORs but less distance and more involvement in ground level issues would be my suggestion.

Concentrating on his individual tasks to the detriment of the overall unit mission

Nil

Being focused on the single task that he enjoys.

Not do less of, just be more aware that his 'quiet' personality makes it hard for some to get to know him.

**Manager or Leader:**

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**Peer Colleague:**

N/A. Only seen him in a mentoring context.

Not sure.

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# Perspectives on your Authentic Leadership Style

## 7. If there is anything else that you would like to add, please do so here

**Participant:**

Help!

**Team Member:**

Nothing more to add.

From a personal point of view, I can't say I've ever had a better boss. He let's me get on with things, is non-judgemental and even when under extreme pressure, never gets angry or abusive. He's a family man with a really supportive family and to me, this comes through in everything he does.

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N/A

Nothing too add.

Nil

**Manager or Leader:**

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**Peer Colleague:**

Nil

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