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PERSONAL REPORT

Lederindikator

A self-assessment of leadership behaviour – from relations and renewal to results and stability.

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Relations
Involvement · Presence · Feedback and employee development · Psychological safety ·

Renewal
Learning orientation · Change leadership · AI leadership and digital judgement · Strategic outlook and direction ·

Results
Leadership motivation and responsibility · Performance leadership and results · Decision-making and timeliness · Clear communication ·

Stability
Delegation and accountability · Boundaries and priorities · Conflict management · Emotional balance and self-regulation ·

16 behavioural areas · 4 perspectives · 64 statements

ABOUT THIS REPORT

How to read your report

Lederindikator is a self-assessment of leadership behaviour, not a personality test or selection instrument. There is no norm group. A higher score means more of the behaviour, not automatically better leadership. “From the team’s perspective” is a hypothesis based on your answers, not an employee survey.

The report uses 64 statements about concrete leadership behaviour during the last three months. Each area uses four statements on a 1–5 scale. Use the pattern as a starting point for reflection and conversation.

Relations

Involvement · Presence · Feedback and employee development · Psychological safety

Renewal

Learning orientation · Change leadership · AI leadership and digital judgement · Strategic outlook and direction

Results

Leadership motivation and responsibility · Performance leadership and results · Decision-making and timeliness · Clear communication

Stability

Delegation and accountability · Boundaries and priorities · Conflict management · Emotional balance and self-regulation

Note what you recognise, what surprises you and what you disagree with. The questions matter more than ranking the scores.

BACKGROUND

Quinn’s competing values framework

The four perspectives are inspired by the Competing Values Framework developed by Robert E. Quinn and John Rohrbaugh. The model describes tensions between flexibility and stability and between internal and external focus.

Perspective	Focus
Relations	Internal · flexibility
Renewal	External · flexibility
Results	External · stability
Stability	Internal · stability

Lederindikator uses the model as a conceptual structure. It is not a translation of Quinn’s own instruments. Areas can pull in different directions; a uniform profile is not an objective in itself.

SCORE OVERVIEW

Your pattern and perspectives

Your profile describes behaviour, not a fixed type. Each perspective is the average of four areas.

Area	Mean	Level
1 · Involvement	4.5	Very high
2 · Presence	4.3	Very high
3 · Feedback and employee development	4.5	Very high
4 · Psychological safety	4.3	Very high
5 · Learning orientation	3.8	High
6 · Change leadership	3.3	Medium
7 · AI leadership and digital judgement	2.5	Medium
8 · Strategic outlook and direction	3.3	Medium
9 · Leadership motivation and responsibility	4.3	Very high
10 · Performance leadership and results	3.8	High
11 · Decision-making and timeliness	3.5	High
12 · Clear communication	4.0	High
13 · Delegation and accountability	3.0	Medium
14 · Boundaries and priorities	3.3	Medium
15 · Conflict management	3.5	High
16 · Emotional balance and self-regulation	3.8	High

Relations 4.4 · Very high

Renewal 3.2 · Medium

Results 3.9 · High

Stability 3.4 · Medium

1.0–2.4 Low · 2.5–3.4 Medium · 3.5–4.2 High · 4.3–5.0 Very high. Descriptive levels without a norm group.

YOUR 16 AREAS

Relations and Renewal

Involvement

4.5

Very high

Involvement before decisions

Presence

4.3

Very high

Presence with room for direction

Feedback and employee development

4.5

Very high

Feedback for development

Psychological safety

4.3

Very high

Safety to speak up

Learning orientation

3.8

High

Learning from experience to action

Change leadership

3.3

Medium

A clear framework for change

AI leadership and digital judgement

2.5

Medium

AI with shared ground rules

Strategic outlook and direction

3.3

Medium

Direction beyond daily operations

YOUR 16 AREAS

Results and Stability

Leadership motivation and responsibility

4.3

Very high

Responsibility in the leadership role

Performance leadership and results

3.8

High

Expectations with support and follow-up

Decision-making and timeliness

3.5

High

Decisions at the right time

Clear communication

4.0

High

Messages that are understood

Delegation and accountability

3.0

Medium

Give authority with the task

Boundaries and priorities

3.3

Medium

Prioritise and decline

Conflict management

3.5

High

Address disagreement early

Emotional balance and self-regulation

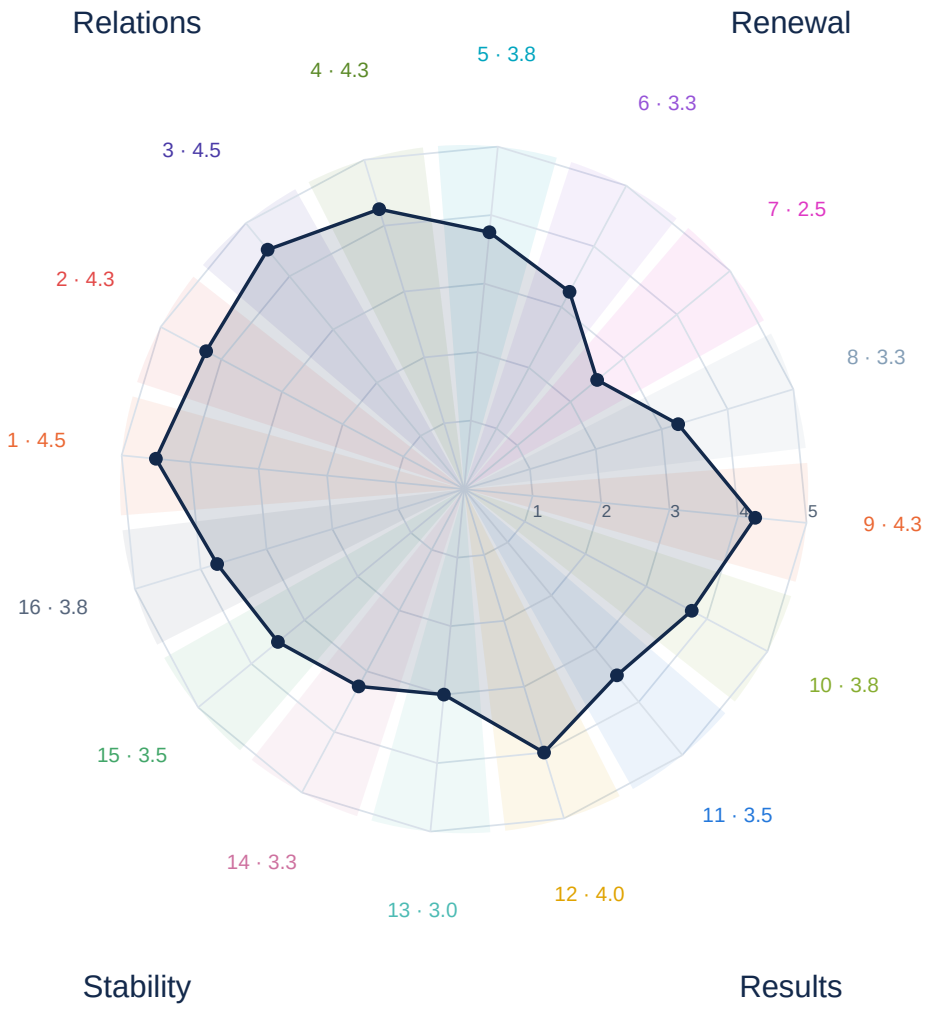
3.8

High

Calm under pressure

LEADERSHIP WHEEL

Your 16 areas in one picture



1 Involvement · 2 Presence · 3 Feedback and employee development · 4 Psychological safety · 5 Learning orientation · 6 Change leadership · 7 AI leadership and digital judgement · 8 Strategic outlook and direction · 9 Leadership motivation and responsibility · 10 Performance leadership and results · 11 Decision-making and timeliness · 12 Clear communication · 13 Delegation and accountability · 14 Boundaries and priorities · 15 Conflict management · 16 Emotional balance and self-regulation ·

The further out the point, the higher the score. The shape shows a pattern, not a measure of good leadership.

How the pattern fits together

The highest and lowest areas offer different starting points for discussion. Differences may reflect role, mandate and situation and should be explored using concrete examples.

Highest areas

Involvement · 4.5
You ask employees and allow their input to change the decision.

Feedback and employee development · 4.5
You give regular feedback, agree development goals and ask for feedback yourself.

Presence · 4.3
You describe being available and attentive to employees.

Lowest areas

AI leadership and digital judgement · 2.5
AI leadership appears less often in your answers. This alone does not establish whether AI is relevant or permitted in your organisation.

Delegation and accountability · 3.0
You describe retaining more responsibility yourself. Explore whether this is necessary or makes you a bottleneck.

Strategic outlook and direction · 3.3
The longer view appears less often in your answers. Explore what your role requires and where operations take the time.

The lowest score is not automatically the most important development area. Choose a focus based on the leadership task and what others actually experience.

PERSPECTIVE 1

Relations

Involvement 4.5

Very high · Range 1

Everyday practice

You ask employees and allow their input to change the decision.

From the team's perspective – a hypothesis

Explore with the team when they recognise your description. Ask for an example and a counterexample.

Question for reflection

Which decision did you most recently change because of employee input?

Try this: At the start of each discussion, say whether you seek input or a decision, and who decides.

Presence 4.3

Very high · Range 1

Everyday practice

You describe being available and attentive to employees.

From the team's perspective – a hypothesis

Explore with the team when they recognise your description. Ask for an example and a counterexample.

Question for reflection

Who in the team have you spoken with least in the past month?

Try this: Agree regular times for contact while protecting time for your own leadership work.

PERSPECTIVE 1

Relations

Feedback and employee development 4.5

Very high · Range 1

Everyday practice

You give regular feedback, agree development goals and ask for feedback yourself.

From the team's perspective – a hypothesis

Explore with the team when they recognise your description. Ask for an example and a counterexample.

Question for reflection

When did you last ask for feedback on your own leadership?

Try this: Choose one development goal with each employee and link your next feedback to it.

Psychological safety 4.3

Very high · Range 1

Everyday practice

You describe inviting reports of mistakes, learning and disagreement.

From the team's perspective – a hypothesis

Explore with the team when they recognise your description. Ask for an example and a counterexample.

Question for reflection

What did you do the last time someone brought bad news?

Try this: End the next meeting by asking what you are overlooking, and thank someone for a specific objection.

PERSPECTIVE 2

Renewal

Learning orientation 3.8

High · Range 1

Everyday practice

You seek knowledge, experiment and reflect on experience.

From the team's perspective – a hypothesis

Explore with the team when they recognise your description. Ask for an example and a counterexample.

Question for reflection

When did you last change your practice because of an experience?

Try this: Set aside 20 minutes to note what you learned this week and what you will try next week.

Change leadership 3.3

Medium · Range 1

Everyday practice

Your answers describe a mixed or situation-dependent practice. Explore the differences between statements before choosing a development goal.

From the team's perspective – a hypothesis

Explore with the team when they recognise your description. Ask for an example and a counterexample.

Question for reflection

What do you do when employees become uncertain during change?

Try this: Choose a current change, explain its purpose and agree a small trial with a follow-up date.

PERSPECTIVE 2

Renewal

AI leadership and digital judgement 2.5

Medium · Range 1

Everyday practice

Your answers describe a mixed or situation-dependent practice. Explore the differences between statements before choosing a development goal.

From the team's perspective – a hypothesis

Explore with the team when they recognise your description. Ask for an example and a counterexample.

Question for reflection

Which AI tasks are relevant in your team, and who is responsible for quality?

Try this: If AI is relevant and permitted, try an approved task and agree three ground rules on data, quality and responsibility.

Strategic outlook and direction 3.3

Medium · Range 1

Everyday practice

Your answers describe a mixed or situation-dependent practice. Explore the differences between statements before choosing a development goal.

From the team's perspective – a hypothesis

Explore with the team when they recognise your description. Ask for an example and a counterexample.

Question for reflection

When did you last decline a task to protect the longer-term direction?

Try this: Write one page on the team's direction for the next 12 months and ask two employees what it changes tomorrow.

PERSPECTIVE 3

Results

Leadership motivation and responsibility 4.3

Very high · Range 1

Everyday practice

You take on the leadership role and accept responsibility when the task is difficult.

From the team's perspective – a hypothesis

Explore with the team when they recognise your description. Ask for an example and a counterexample.

Question for reflection

When did you last take responsibility for a mistake in the team?

Try this: Choose a leadership task you have postponed and agree your mandate with your manager.

Performance leadership and results 3.8

High · Range 1

Everyday practice

You agree goals, follow up and distinguish inadequate results from inadequate support.

From the team's perspective – a hypothesis

Explore with the team when they recognise your description. Ask for an example and a counterexample.

Question for reflection

How did you respond the last time an agreed result was not achieved?

Try this: Agree two concrete goals, the support needed and a follow-up date with one employee.

Results

Decision-making and timeliness 3.5

High · Range 3

Everyday practice

You describe making and communicating decisions despite uncertainty.

From the team's perspective – a hypothesis

Explore with the team when they recognise your description. Ask for an example and a counterexample.

Question for reflection

Which decision did you last postpone, and what did the delay cost?

Try this: Choose an open decision and agree what must be known, who decides and when.

Clear communication 4.0

High · Range 0

Everyday practice

You describe clear expectations and checking whether messages are understood.

From the team's perspective – a hypothesis

Explore with the team when they recognise your description. Ask for an example and a counterexample.

Question for reflection

When did you last discover that a message had been misunderstood?

Try this: After your next important message, ask the recipient to explain in their own words what happens next.

PERSPECTIVE 4

Stability

Delegation and accountability 3.0

Medium · Range 2

Everyday practice

Your answers describe a mixed or situation-dependent practice. Explore the differences between statements before choosing a development goal.

From the team's perspective – a hypothesis

Explore with the team when they recognise your description. Ask for an example and a counterexample.

Question for reflection

Which decision could an employee make without asking you?

Try this: Hand over one task with a clear goal, authority and a follow-up date.

Boundaries and priorities 3.3

Medium · Range 1

Everyday practice

Your answers describe a mixed or situation-dependent practice. Explore the differences between statements before choosing a development goal.

From the team's perspective – a hypothesis

Explore with the team when they recognise your description. Ask for an example and a counterexample.

Question for reflection

What did you last decline to protect a more important priority?

Try this: Make a short stop-doing list and agree with your manager what will be dropped when the next task arrives.

PERSPECTIVE 4

Stability

Conflict management 3.5

High · Range 3

Everyday practice

You describe addressing disagreements factually and directly with those involved.

From the team's perspective – a hypothesis

Explore with the team when they recognise your description. Ask for an example and a counterexample.

Question for reflection

Which disagreement did you last address while it was still small?

Try this: Raise a small irritation directly with the person involved this week and focus on the issue.

Emotional balance and self-regulation 3.8

High · Range 1

Everyday practice

You describe keeping a calm tone and noticing how your mood affects others.

From the team's perspective – a hypothesis

Explore with the team when they recognise your description. Ask for an example and a counterexample.

Question for reflection

When did you last react differently under pressure than you wanted?

Try this: Write down three early signs of pressure and decide what to do when they appear.

TENSIONS

Where areas pull in different directions

Responsibility and delegation · 1.3

Leadership motivation and responsibility 4.3 / Delegation and accountability 3.0

When do these behaviours support each other, and when do they conflict? Test the interpretation against a concrete situation.

Involvement and decisions · 1.0

Involvement 4.5 / Decision-making and timeliness 3.5

When do these behaviours support each other, and when do they conflict? Test the interpretation against a concrete situation.

Presence and direction · 1.0

Presence 4.3 / Strategic outlook and direction 3.3

When do these behaviours support each other, and when do they conflict? Test the interpretation against a concrete situation.

Safety and expectations · 0.5

Psychological safety 4.3 / Performance leadership and results 3.8

When do these behaviours support each other, and when do they conflict? Test the interpretation against a concrete situation.

STRENGTHS TO BUILD ON

Use your strengths as a starting point

Involvement · 4.5

Which decision did you most recently change because of employee input?

Choose an example where this behaviour helped. What can you transfer to an area where you want to act differently? When can more of the same behaviour become too much?

Feedback and employee development · 4.5

When did you last ask for feedback on your own leadership?

Choose an example where this behaviour helped. What can you transfer to an area where you want to act differently? When can more of the same behaviour become too much?

Presence · 4.3

Who in the team have you spoken with least in the past month?

Choose an example where this behaviour helped. What can you transfer to an area where you want to act differently? When can more of the same behaviour become too much?

DEVELOPMENT FOCUS

Possible next steps

AI with shared ground rules · 2.5

AI leadership and digital judgement

Which AI tasks are relevant in your team, and who is responsible for quality?

Concrete action

If AI is relevant and permitted, try an approved task and agree three ground rules on data, quality and responsibility.

Agree an observable sign of progress and a follow-up date. Adapt the suggestion to your mandate and situation.

Give authority with the task · 3.0

Delegation and accountability

Which decision could an employee make without asking you?

Concrete action

Hand over one task with a clear goal, authority and a follow-up date.

Agree an observable sign of progress and a follow-up date. Adapt the suggestion to your mandate and situation.

DEVELOPMENT FOCUS

Possible next steps

Direction beyond daily operations · 3.3

Strategic outlook and direction

When did you last decline a task to protect the longer-term direction?

Concrete action

Write one page on the team’s direction for the next 12 months and ask two employees what it changes tomorrow.

Agree an observable sign of progress and a follow-up date. Adapt the suggestion to your mandate and situation.

FINALLY

Your next 90 days

Lederindikator is a self-assessment of leadership behaviour, not a personality test or selection instrument. There is no norm group. A higher score means more of the behaviour, not automatically better leadership. “From the team’s perspective” is a hypothesis based on your answers, not an employee survey.

Reversed answers are calculated as 6 minus the answer. Area scores are means of four recoded answers; perspective scores are means of four areas. Display uses one decimal; calculations and ranking use unrounded values. Range is the difference between the highest and lowest recoded answers.

Role Afdelingsleder

Team size 14

Your plan

Choose one action this week. Arrange a follow-up in 6–8 weeks. Consider a new self-assessment in six months.

Confidentiality

The report is confidential and shared only with the participant’s consent. It must not be used as the basis for hiring or dismissal decisions.