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CONSULTANT REPORT · CONFIDENTIAL

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

Purpose and use of the consultant 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.

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Prepare the conversation: review the score table, examine variation and conflicting answers, clarify the leader’s mandate, and ask for examples that both support and challenge the interpretation.

Score overview

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

Area	S1–S4*	Range	Mean	Level
1 · Involvement	5 · 4 · 5 · R 2	1	4.5	Very high
2 · Presence	5 · 4 · 4 · R 2	1	4.3	Very high
3 · Feedback and employee development	5 · 5 · 4 · R 2	1	4.5	Very high
4 · Psychological safety	4 · 5 · 4 · R 2	1	4.3	Very high
5 · Learning orientation	4 · 4 · 3 · R 2	1	3.8	High
6 · Change leadership	3 · 3 · 3 · R 2	1	3.3	Medium
7 · AI leadership and digital judgement	2 · 3 · 2 · 3	1	2.5	Medium
8 · Strategic outlook and direction	3 · 3 · 4 · R 3	1	3.3	Medium
9 · Leadership motivation and responsibility	5 · 4 · 4 · R 2	1	4.3	Very high
10 · Performance leadership and results	4 · 3 · 4 · 4	1	3.8	High
11 · Decision-making and timeliness	4 · 3 · 5 · 2	3 *	3.5	High
12 · Clear communication	4 · 4 · 4 · R 2	0	4.0	High
13 · Delegation and accountability	3 · 4 · 2 · R 3	2 *	3.0	Medium
14 · Boundaries and priorities	3 · 3 · 4 · R 3	1	3.3	Medium
15 · Conflict management	3 · 2 · 4 · 5	3 *	3.5	High
16 · Emotional balance and self-regulation	4 · 4 · 4 · R 3	1	3.8	High

Relations 4.4 · Very high

Renewal 3.2 · Medium

Results 3.9 · High

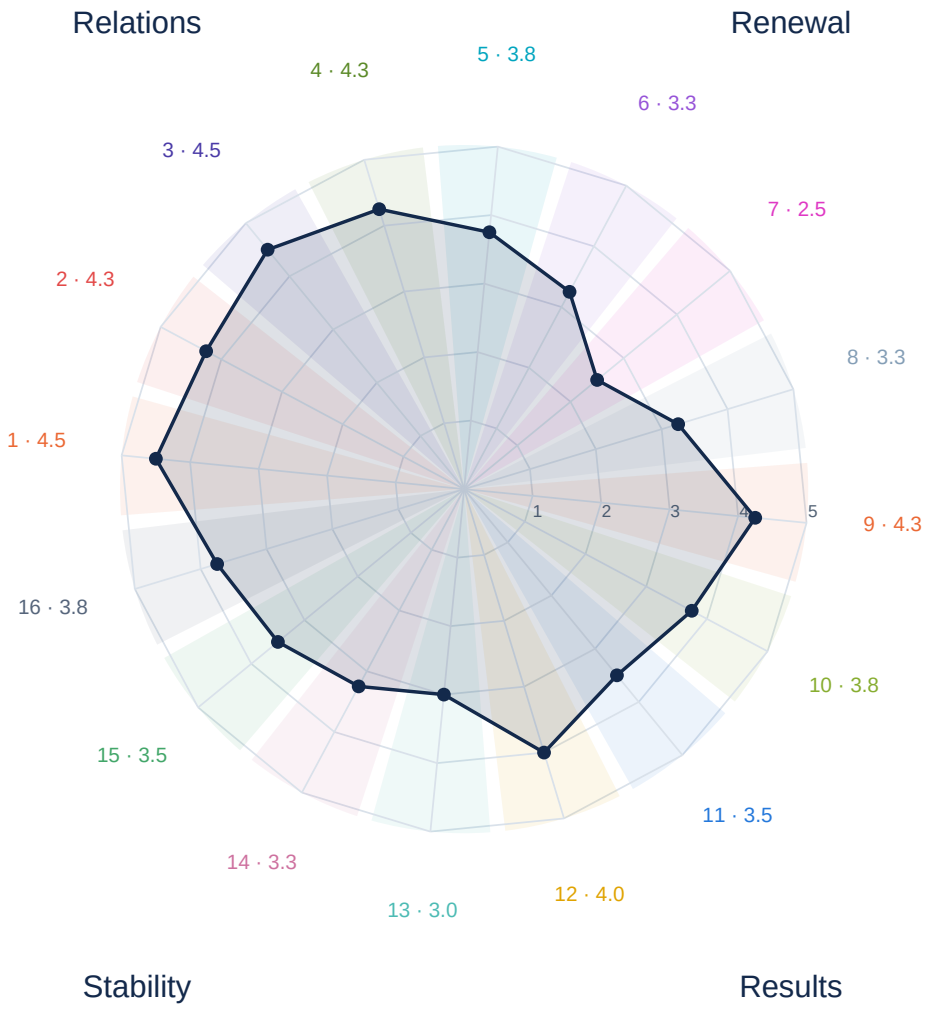
Stability 3.4 · Medium

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.

* S1–S4 are raw answers in the area's order. R is reversed before calculation. Range is calculated after reversal.

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.

THE OVERALL PROFILE

Working hypotheses for the conversation

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.

DATA QUALITY AND TENSIONS

Where averages do not tell the whole story

Flags are reasons to explore the answers, not proof of dishonesty.

Decision-making and timeliness · Range 3

Delegation and accountability · Range 2

Conflict management · Range 3

Responsibility and delegation · 1.3
Leadership motivation and responsibility 4.3 / Delegation and accountability 3.0

Involvement and decisions · 1.0
Involvement 4.5 / Decision-making and timeliness 3.5

Presence and direction · 1.0
Presence 4.3 / Strategic outlook and direction 3.3

Safety and expectations · 0.5
Psychological safety 4.3 / Performance leadership and results 3.8

PERSPECTIVE 1

Relations

Involvement 4.5

Very high · Range 1

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

Conversation question

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

You describe being available and attentive to employees.

Conversation question

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.

Feedback and employee development 4.5

Very high · Range 1

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

Conversation question

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

You describe inviting reports of mistakes, learning and disagreement.

Conversation question

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

You seek knowledge, experiment and reflect on experience.

Conversation question

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

The answers describe a mixed or situation-dependent practice. Explore the individual answers and their range.

Conversation question

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.

AI leadership and digital judgement 2.5

Medium · Range 1

The answers describe a mixed or situation-dependent practice. Explore the individual answers and their range.

Conversation question

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

The answers describe a mixed or situation-dependent practice. Explore the individual answers and their range.

Conversation question

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

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

Conversation question

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

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

Conversation question

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.

Decision-making and timeliness 3.5

High · Range 3

You describe making and communicating decisions despite uncertainty.

Conversation question

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

You describe clear expectations and checking whether messages are understood.

Conversation question

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

The answers describe a mixed or situation-dependent practice. Explore the individual answers and their range.

Conversation question

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

The answers describe a mixed or situation-dependent practice. Explore the individual answers and their range.

Conversation question

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.

Conflict management 3.5

High · Range 3

You describe addressing disagreements factually and directly with those involved.

Conversation question

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

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

Conversation question

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.

Conversation guide · 90 minutes

Time	Focus
0–10	Clarify purpose, confidentiality, role and mandate.
10–25	The participant’s own reading and concrete examples.
25–45	Explore patterns, tensions and conflicting answers.
45–60	Explore variation and situations where the pattern does not fit.
60–80	Choose up to three development areas and a concrete first action.
80–90	Agree ownership, signs of progress and follow-up.

Start with the participant’s reading. Avoid turning an average into a diagnosis or presenting a hypothesis as a fact.

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.

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.

BACKGROUND

Quinn’s competing values framework

Four perspectives inspired by Robert E. Quinn and John Rohrbaugh: internal or external focus, flexibility or stability. The model is a reflection framework, not evidence of psychometric validation of Lederindikator.

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Method and limitations

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.