Enterprise Leadership Report

Name **Sample Candidate**

Date: **02.08.2023**

Contents

What is Enterprise Leadership?

Enterprise Leaders achieve their individual performance objectives, contribute towards and draw from the performance of others, and encourage their teams to do the same. Put another way, they are *enterprise contributors themselves* and they *enable their teams to be enterprise contributors*.

SHL research shows that Enterprise Leaders effectively:

- contribute to and use expertise from other leaders in order to drive organisational performance;

- recognise that their primary role in the team is to guide team performance, whilst leaving employees in control; and

- expand the focus and impact of their teams' performance to the broader organisation.

Collectively, Enterprise Leaders achieve better team outcomes and organisational outcomes than other leaders. Specifically, Enterprise Leaders are more likely to have teams that are more innovative, adaptable, collaborative, and more effective at resolving conflict. Additionally, organisations with higher percentages of Enterprise Leaders have higher year-on-year profit and revenue growth.

Enterprise Leaders propel their organisations by focusing on multiple aspects of performance, including their own and their teams' **task performance** – or how effectively they complete tasks and assignments, and **network performance** – or how effectively they improve others' performance and use others' contributions to improve their own performance.

How is Enterprise Leadership measured?

Identifying the individuals who have the potential to become Enterprise Leaders is not a simple task. For decades, companies have been identifying leaders to guide and execute organisational strategy, using a time-tested model of leadership competence. In this model, leaders have two primary functions:

- **Transformational Leadership** – Setting direction and inspiring others to foster change. Shaping the organisation's mission, culture, and strategy, driving change across the organisation, and motivating others to perform beyond expectations.

- **Transactional Leadership** – Organising and directing employees to ensure efficient strategy execution. Setting objectives, monitoring performance, managing employee work, and distributing rewards.

However, as work becomes more collaborative and information-dependent, organisations need to be more fluid and adaptable. Leaders today are then compelled to build and enable employee networks and help employees maximise their enterprise contribution through the use of Network Leadership, defined as the following:

- **Network Leadership** – Establishing strong network performance by building, aligning, and enabling broad networks both internal and external to the organisation, as well as creating a work climate in which autonomy, empowerment, trust, sharing, and collaboration can exist.

These three Leadership Foundations provide the key to an individual's potential for Enterprise Leadership. As these foundations are multidimensional, leaders may demonstrate strengths in some areas and not others. Understanding how these leadership foundations relate to components of enterprise leadership is the first step towards developing enterprise leaders.

> **Your Assessment Results**
>
> Your Enterprise Leadership potential is summarised in terms of the Leadership Foundations. These simple summary scores (presented in the Leadership Summary section) indicate your potential to drive critical leadership outcomes. In addition, detailed findings presented throughout the report provide an in-depth look at your strengths and developmental opportunities.
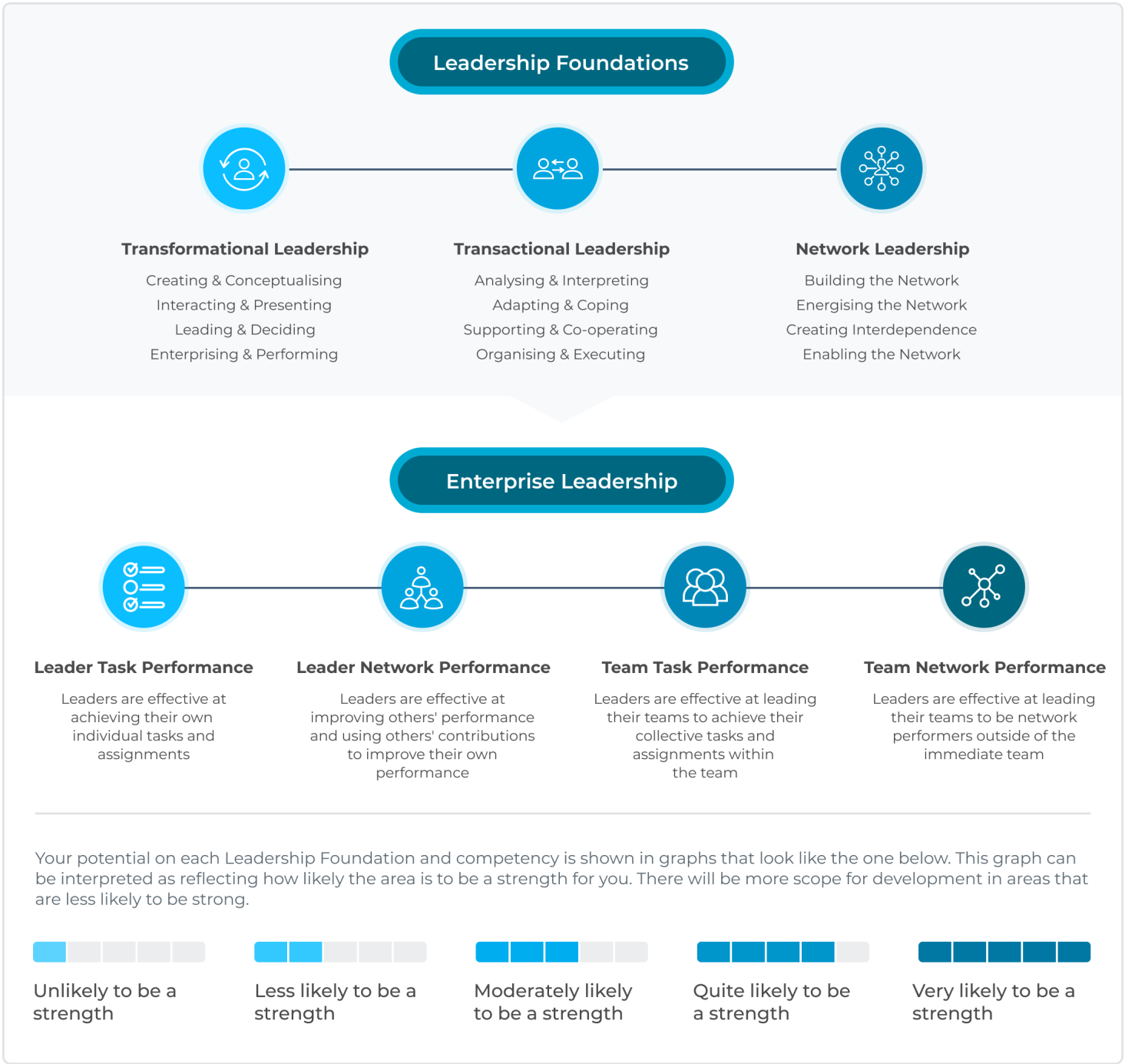
2. About this Report

You recently completed the Occupational Personality Questionnaire (OPQ32) that describes preferences and attitudes in relation to different aspects of working life. It is not a test, and is primarily concerned with preferences and personal style in the workplace. The questionnaire is not infallible and, as with all self-report questionnaires, its accuracy depends on the honesty and frankness with which it is completed.

This report can be used as a starting point for understanding your development opportunities for becoming a more effective Enterprise Leader in your organisation.

Key to the Report

The Leadership Foundations are related to components of Enterprise Leadership through their underlying competencies.

Each of the competencies is related to one or more components of Enterprise Leadership; it is through the expression of these competencies that one becomes a successful Enterprise Leader. These relationships are described in the Leadership Detail section. They are also summarised in the figure below:

Leadership Foundations

Transformational Leadership

Creating & Conceptualising
Interacting & Presenting
Leading & Deciding
Enterprising & Performing

Transactional Leadership

Analysing & Interpreting
Adapting & Coping
Supporting & Co-operating
Organising & Executing

Network Leadership

Building the Network
Energising the Network
Creating Interdependence
Enabling the Network

Enterprise Leadership

Leader Task Performance

Leaders are effective at achieving their own individual tasks and assignments

Leader Network Performance

Leaders are effective at improving others' performance and using others' contributions to improve their own performance

Team Task Performance

Leaders are effective at leading their teams to achieve their collective tasks and assignments within the team

Team Network Performance

Leaders are effective at leading their teams to be network performers outside of the immediate team

Your potential on each Leadership Foundation and competency is shown in graphs that look like the one below. This graph can be interpreted as reflecting how likely the area is to be a strength for you. There will be more scope for development in areas that are less likely to be strong.

Unlikely to be a strength

Less likely to be a strength

Moderately likely to be a strength

Quite likely to be a strength

Very likely to be a strength

3. Leadership Summary

This section provides a summary view of your potential across the Leadership Foundations. Keep in mind that the scores are wholly based on responses to the OPQ and may not reflect other influences on actual performance, such as prior leadership experience, skills, and ability. This guide can be used to identify areas in which personality tendencies may pose inherent challenges or reflect potential for becoming a strong enterprise leader.

Transformational Leadership

Transformational leadership is **less likely to be a strength** for you. This means that you may at times find it difficult to: effectively inspire both people and the organisation to become proactive and achieve beyond expectations; support the exchange of ideas across the business; empower your team to be network performers; and improve the quality and quantity of your and your team's work outputs by incorporating ideas and information from other parts of the organisation.

Transactional Leadership

Transactional leadership is **unlikely to be a strength** for you. This means that you may struggle to: keep existing systems running effectively; deliver dependable performance from the team; meet operational objectives; handle changing priorities, pressures, and setbacks; support your teams in the execution of their tasks; and lead teams in times of ambiguity or uncertainty.

Network Leadership

Network leadership is **less likely to be a strength** for you. This means that you may at times find it difficult to: create a work environment based on autonomy, empowerment, trust, sharing, and collaboration; grow and build people networks; use tension and conflict strategically to spur innovation; empower others to problem solve and make decisions autonomously; and advocate for others within and outside the organisation while eliminating barriers to effective performance.

Transformational Leadership Results
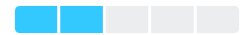
Inspiring both people and the organisation to become proactive and to achieve beyond expectations.

Transformational leadership is important in leadership roles that require setting direction and inspiring others to foster change, and focuses on shaping the organisation's mission, culture, and strategy.
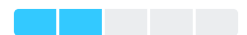
Creating & Conceptualising
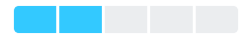
Producing innovative ideas and thinking strategically.

Likely to relate to effective **leader network performance and team network performance** as leaders who score high on this competency can be expected to support the exchange of ideas across the business, import and apply new ideas from inside and outside the organisation to their work, and see beyond the need to simply achieve assigned tasks.

| People with **lower** scores work most effectively in situations requiring the application of established methods and ways of working; tend to apply tried and tested approaches to the resolution of problems; uphold the status quo.	People with **higher** scores work well in situations requiring openness to new ideas and experiences; seek out learning opportunities; handle situations and problems with innovation, creativity and a strategic view; support and drive organisational change.

Interacting & Presenting

Communicating with, persuading and influencing others.

Likely to relate to effective **leader network performance, team network performance, and team task performance** as leaders who score high on this competency can be expected to communicate ideas effectively with their teams and others within and outside the organisation, and influence their teams to be network performers.

People with **lower** scores value time for personal thought and reflection; tend to be somewhat private and socially reserved; may dislike public speaking and may miss opportunities to socialise and build relationships.	People with **higher** scores communicate effectively; successfully persuade and influence others; and relate to others in a confident and relaxed manner.

Leading & Deciding
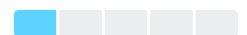
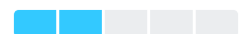*Initiating action, giving direction and taking responsibility.*

Likely to relate to effective **team task performance and team network performance** as leaders who score high on this competency can be expected to provide direction, make decisions, and supervise, coach, and empower their teams to achieve higher levels of performance.

| People with **lower** scores are generally comfortable taking direction from others; prefer not to operate in a directive manner towards others; are inclined to avoid situations requiring active personal leadership and control.	People with **higher** scores prefer to take control and exercise personal leadership; initiate action, give direction and take responsibility.

Enterprising & Performing

Focusing on results and on achieving goals.

Likely to relate to effective **leader task performance and team task performance** as leaders who score high on this competency can be expected to demonstrate drive for improving their own and their teams' performance, commitment to setting and achieving challenging goals, and improving the quality and quantity of their own and their team's work outputs.

| People with **lower** scores derive satisfaction from taking part and are less driven by competition or the need for personal recognition or achievement. This may make it more likely that commercial opportunities are not recognised or acted upon.	People with **higher** scores focus on results and the achievement of personal work goals and objectives; their competitive drive may support an active interest in business, commerce and finance; they seek opportunities for self-development and career advancement.

Transactional Leadership Results
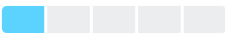
Delivering dependable performance and reaching operational objectives.

Transactional leadership is important in leadership roles that require setting objectives and goals, monitoring performance, managing employee work, and distributing rewards.
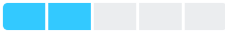
Analysing & Interpreting
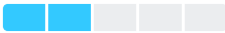
Analysing complex information and applying expertise.

Likely to relate to effective **leader task performance** as leaders who score high on this competency can be expected to draw on their technical skills and expertise and make inferences about information in their area of specialty to produce high quality work products.

| People with **lower** scores apply practical thinking to the resolution of problems. They are less inclined towards quantitative analysis, and more likely to follow intuition. | People with **higher** scores show evidence of clear analytical thinking; get to the heart of complex problems and issues; apply expertise effectively and quickly take on new technology. |

Adapting & Coping

Responding and adapting well to change and pressure.

Likely to relate to effective **leader task performance, team task performance, and team network performance** as leaders who score high on this competency can be expected to handle changing priorities, pressures, setbacks, and ambiguity associated with team members working within their own networks, and lead teams in times of ambiguity or uncertainty, whilst still delivering and facilitating high quality, on-time work outputs.

| People with **lower** scores find it harder to adapt to change and respond effectively to it. They may find it difficult to cope effectively with the personal pressures often associated with organisational change. | People with **higher** scores adapt and respond well to change, flourish under pressure and cope well with setbacks; project a calm and optimistic outlook, providing stability and security to others in times of uncertainty and change. |

Supporting & Co-operating
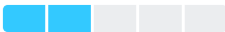
Supporting others and working effectively with people.

Likely to relate to effective **leader network performance, team task performance, and team network performance** as leaders who score high on this competency can be expected to collaborate well with others to facilitate the exchange and implementation of ideas within and outside the organisation, seek feedback from others on improving individual and team performance, and support their teams in the execution of their tasks.

| People with **lower** scores are more strongly focused on task-related rather than people-related aspects of the job and may feel uncomfortable engaging with the personal issues and concerns of others. They may find it easier to make hard choices that impact other people. | People with **higher** scores put people issues first, supporting colleagues and showing respect and positive regard towards others. |

Organising & Executing
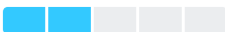
Planning, working in an organised manner and focusing on delivery.

Likely to relate to effective **leader task performance and team task performance** as leaders who score high on this competency can be expected to carefully and systematically organise and plan their own and their teams' work and leverage or create methods of tracking work progress in order to maximise productivity and deliver projects and tasks on time.

| People with **lower** scores prefer to work flexibly, exploring and addressing issues as they emerge. They may find it uncomfortable and constraining to adopt a procedural or process orientation. | People with **higher** scores follow directions and procedures and plan ahead; they work in an energetic, systematic, and organised manner; are focused on the delivery of a defined product or service to predetermined standards. |

Network Leadership Results
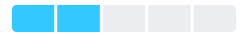
Building, aligning, and enabling of broad networks both internal and external to the organisation.

Network leadership is important in leadership roles that require the creation of conditions that encourage the achievement of organisational goals through innovation, collaboration and mutual exploration of competing interests, ideas, and goals.

Building the Network

Building connections across team and organisational boundaries.

Likely to relate to effective **leader network performance and team network performance** as leaders who score high on this competency can be expected to demonstrate commitment to growing and building their personal networks and those of others to facilitate higher levels of individual and team performance.

People with **lower** scores are focused on the responsibilities of their team and may not seek out opportunities to connect individuals on their team with those outside the team. They may keep their connections and the resources of their team to themselves and may encourage 'us against them' thinking within their team.

People with **higher** scores seek to build connections between individuals and teams that may be of mutual benefit to each other, and foster a climate that encourages cross-organisational collaboration. They freely share their connections with others and encourage their team to support others in order to maximise the overall benefit to the organisation.

Energising the Network
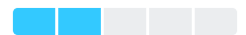
Creating the right kind of tension that spurs innovation.

Likely to relate to effective **team network performance** as leaders who score high on this competency can be expected to drive higher levels of performance in their networked teams by strategically using tension and conflict to spur better and more innovative work products.

People with **lower** scores aim to avoid or 'gloss over' all conflict and tension within the team, preferring to make decisions that help reduce uncertainty and discomfort. They fail to recognise that some types of tension or uncertainty can be productive.

People with **higher** scores energise the network by introducing new ideas or challenges, and then allowing members to find creative ways to resolve the tension within the network. They encourage network members to seek out and debate opposing perspectives, whilst discouraging personal animosity.

### Creating Interdependence

Enabling autonomy in the network and a need for members to collaborate with each other.

Likely to relate to effective **team task performance and network performance** as leaders who score high on this competency can be expected to promote higher levels of collaboration within their teams and drive higher levels of performance in their teams by empowering their teams to problem solve and make decisions autonomously.

People with **lower** scores prefer to keep a close eye on the activities of their team, and may take over at times to make sure that things are on track and the decisions they want are being made. They may make decisions they think are best for the team without involving others.

People with **higher** scores insist that network members work out their problems together rather than provide easy solutions. They are less likely to make decisions unilaterally, and more likely to trust others' wisdom in making independent decisions.

Enabling the Network
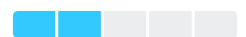
Ensuring that the network functions effectively within the larger organisational context.

Likely to relate to effective **team task performance and team network performance** as leaders who score high on this competency can be expected to remove barriers to effective team performance and drive higher levels of performance in their teams by advocating for their networks within and outside the organisation and eliminating obstacles to effective performance.

People with **lower** scores are reluctant to 'step up' and support the ideas or activities of teams or network members in the face of political resistance or other pressures.

People with **higher** scores support teams working within the network by helping to obtain needed resources or remove barriers that limit the team's effectiveness, and by promoting and disseminating the team's ideas within the rest of the organisation.

Implications for the Individual Results

This section contains development tips for each of the 12 competencies, which are categorised as either strength, moderate strength, or development need. It is strongly suggested that no more than 3-5 development tips be chosen as focus areas for development at any given time. You may want to discuss the areas to work on in conjunction with your manager, and in light of your aspirations and career goals.

Strengths

You are likely to have **strengths** in these areas:

Opportunities for building on strengths

→ **Building the Network** (Network Leadership)

- Create opportunities for the cross-pollination of ideas across departments. Designate certain team members to be a liaison to departments that rely on your team or that your team relies on, or recommend team members for special task-forces or organisation-wide mentoring programmes.
- Focus your network-building activities on individuals or teams that supply a unique perspective compared to the individuals on your team. Identify gaps in your team's skills, understanding, or experience and identify individuals from other areas who possess these qualities and encourage your team to network with them. Get your team to lead by making the connection, and be available for support if needed.

Moderate Strengths

You are likely to have **some strengths** in these areas:

Opportunities for further growth

→ **Creating Interdependence** (Network Leadership)

- Let your team know that you are relying on them to raise issues regularly with other teams to test the alignment of the plans under consideration, rather than seeking answers from you. If needed, assist your team in identifying who should be involved from other groups. If this involves periodic meetings with other groups, let those on your team determine the objectives and structure for these meetings.
- The next time two members of your network come to you with a professional disagreement, encourage them to work the solution through between them rather than arbitrating it yourself. Provide support but focus on listening and questioning them to bring them to a solution rather than giving your own ideas or decision.

Development Needs

You are likely to have **development needs** in these areas:

Opportunities for development

→ **Creating & Conceptualising** (Transformational Leadership)

- Set a goal to create or re-design a process to improve one core/frequently performed work task or activity each month. How could you make common tasks more efficient, resulting in cost or time savings? Share ideas with other managers for feedback and potential implementation in other teams.
- When responding to internal or external customer inquiries, consider alternatives to tried-and-tested responses. Analyse customer feedback and interactions for themes and identify frequent or high value issues that would benefit from a new or different approach.
- Gain wider company exposure and knowledge by volunteering your time in selected cross-functional projects. Sign up for tasks with others you do not know or frequently work with. Use the opportunities presented to develop ideas for more effective cross-functional working processes.

→ **Interacting & Presenting** (Transformational Leadership)

- Identify the more difficult-to-influence stakeholders from those you interact with regularly. Meet informally with these individuals and use the opportunity to explore the factors that influence their support for relevant initiatives. Use this information to better tailor your communication to their needs next time you require their buy-in.
- Watch a number of business leaders well known for their presentation skills speak. These could be within your organisation or business more generally, such as Steve Jobs, Warren Buffet, Mary Barra or Sheryl Sandberg. You could also review TED talks of great orators in politics or international affairs. Note the specific behaviours these presenters use, and incorporate these techniques into your own presentation style.
- Hone your communication skills by creating more public speaking opportunities. This could involve information sharing sessions within or across teams, signing up to speak at a trade conference, or getting on the agenda of a different function's team meeting to share updates on behalf of your own team.

→ Leading & Deciding (Transformational Leadership)

- When business challenges or opportunities call for exceptional effort from your team, accompany tasks and assignments with messages that will motivate and inspire them to achieve unprecedented levels of performance. Consider how you can best reward staff members who exhibit very high levels of performance.
- Reflect on successful projects on which your team took the lead. Determine common attributes of these projects. Facilitate discussion with your team about how to incorporate these attributes in future projects. Continue to reflect on new projects and grow the strengths of the team in this area.
- Shadow senior leaders who routinely make strategic decisions for the business. Ask them to share their experience of making difficult business decisions to understand their thought processes. What is their approach to such decisions? What factors - people, process, markets etc. - do they take into account?

→ Enterprising & Performing (Transformational Leadership)

- Read the business press, focusing particularly on major transitions and changes. Note how your competitors have dealt with these. Prepare a report for your manager on the variety of different ways in which you might handle a similar change programme, and look for opportunities to put these suggestions into practice.
- When a new competitor enters your market, build up a reference file about it, including: mission statement, products or services, market position, locations and facilities, organisational structure, total assets, turnover, profit in relation to turnover and to assets, ownership and sources of funding, technology, future developments, comparison with competitors, personnel policy in relation to recruitment, development and succession planning, and its general ethos, public image and community relationships. Share this file with colleagues and team members and encourage others to add to it.
- Develop a vision for your team in-line with the long-term strategic direction of your organisation. As you conduct planning activities, ensure your short-term plans and activities are aligned with this vision. How will you and your team know you are on track?

→ Analysing & Interpreting (Transactional Leadership)

- Look at other functions within your organisation and identify unusual but successful processes and procedures. Decide how you can apply great examples of these elsewhere in the organisation.
- Work out how much an hour of your time costs your organisation. Use this information to cost out how you use your time and the value of different activities you are involved in. Delegate activities that are 'high cost' but do not require your level of experience or skill.
- Create a dashboard or scorecard that is useful for at-a-glance performance measurement of your team. Review performance regularly and generate as many ideas as possible on how to increase efficiency and goal attainment and enhance performance. Present your findings to the team and/or team leaders and experiment with one or two initial ideas.

→ Adapting & Coping (Transactional Leadership)

- Learn to recognise and monitor your own stress symptoms (get a trusted colleague to help if necessary), such as irritability, an inability to sleep, a tendency to put things off, or keeping too much to yourself. Develop go-to strategies to manage each of your personal stress symptoms when they occur.
- Consider the meetings you attend, and your resilience in these. Are you more or less resilient in the face of negativity compared to others in these meetings? Identify someone who you regard as highly resilient when faced with stress, pressure, or negativity. Discuss their tactics with them and adopt ones that will increase your own resilience.
- Make a list of behaviours you find difficult to tolerate and the pitfalls you are vulnerable to in social situations. Make a conscious effort to control your feelings in these situations. Try to ask questions and focus on common goals rather than being led by your feelings.

→ Supporting & Co-operating (Transactional Leadership)

- When a colleague shares a problem ask them what help would be useful. Use active listening and questioning skills to really understand the issue. Put yourself in your colleague's shoes and consider what support you would want or need in their place. Explain what you personally can and can't do to help and suggest other appropriate sources of support.
- Take the time to speak informally to staff, especially when things get busy. Ask people their opinions and encourage them to share their ideas. Create informal forums where people can exchange their views and ideas with you and each other. Ensure you relay back to them when and where you have taken their ideas on board.
- List all the signs that help you recognise when others are experiencing problems at work. Think of both verbal and non-verbal cues which indicate when things are not going well. Plan how you might adapt your behaviour to respond to these different cues to best support them.

→ Organising & Executing (Transactional Leadership)

- At the start of each quarter, meet with your team to agree on objectives for the forthcoming period. Ensure goals are specific and actionable, and put in place plans to meet stretch targets as well as performance targets. Decide how progress against the agreed objectives will be monitored. Follow up if you feel progress is falling short of what was agreed upon and revise the plan.

- At the outset of a year or performance period, reflect on past experiences and list all possible enhancements to improve team management. Write down challenges and opportunities for each. Prioritise these and create a plan to implement the two or three most critical enhancements.

- When delegating projects or assignments, review not only the desired outcome, but the detail of how the individual will achieve the outcome, such as the resources needed (e.g. time, access to you or others, materials, administrative support), risks, capability, and the involvement of others. Follow up at appropriate points to ensure the individual keeps their plan on track.

➡️ **Energising the Network** (Network Leadership)

- Share information about trends or issues that could represent threats or opportunities for the team or organisation as a whole. Ask the team to identify ways to address these threats or opportunities that are aligned with the organisation's goals.

- Energize the network': Create healthy and productive conflict within your networks by purposefully drawing out differences between perspectives and agendas, for example, by proactively bringing up work-related issues on which you know team members have differing viewpoints. Spur people to find creative ways to resolve tensions without resorting to personal criticism.

- Discuss, debate and speculate about the potential impact of external events on your organisation and function. Create momentum by hypothesising how the business would respond if different situations occurred. Encourage the team to bring different perspectives to these new ideas and challenges, and let them find their own creative ways to resolve disagreements and divergent points of view.

➡️ **Enabling the Network** (Network Leadership)

- As part of your leadership agenda for the next six months include an objective to support existing connections you have built across the organisation. What additional resources do you need to sustain these relationships? What are the potential barriers to the effective operation or continued leveraging of these relationships? How will you know if the 'network' of connections you have built isn't operating effectively?

- Identify and build mutually beneficial relationships with people who are seen as influencers within the company. Ask them to help you champion the need to build connections across team and organisational boundaries. Work to understand and recognise their concerns and get their input if they are sceptical, then proactively ask them for their help. Reciprocate by providing appropriate support for their ideas and objectives. Use your alliances with influential people in the organisation to help manage the opinions of detractors.

- Look for opportunities to make the contribution of others more visible than your own, particularly when the contributions arise from cross-departmental collaboration. When presenting publicly, find a way to recognise those who contributed to the ideas and the work behind your presentation. Take opportunities in meetings to bring up the accomplishments and interests of these cross-departmental collaborations, where appropriate. Make this practice a regular habit.

8. Assessment Methodology

This Profile is based upon the following sources of information for Mr Sample Candidate:

Questionnaire / Ability Test	Comparison Group
OPQ32r UK English v1 (Std Inst)	OPQ32r UK English General Population 2012 (INT)

About this report

This report was generated using SHL's Online Assessment System. It includes information from the Occupational Personality Questionnaire™ (OPQ32). The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation.

The report herein is generated from the results of a questionnaire answered by the respondent(s) and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data.

This report has been generated electronically - the user of the software can make amendments and additions to the text of the report.

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Report Version: Enterprise Leadership Report v1.0^{RE}

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Person Detail Section

Name	Mr Sample Candidate
OPQ Candidate Data	RP1=4, RP2=3, RP3=2, RP4=7, RP5=7, RP6=5, RP7=5, RP8=5, RP9=2, RP10=3, TS1=5, TS2=3, TS3=4, TS4=5, TS5=4, TS6=4, TS7=5, TS8=7, TS9=7, TS10=3, TS11=1, TS12=5, FE1=5, FE2=7, FE3=5, FE4=3, FE5=8, FE6=6, FE7=4, FE8=5, FE9=3, FE10=5, CNS=1.
Report	Enterprise Leadership Report