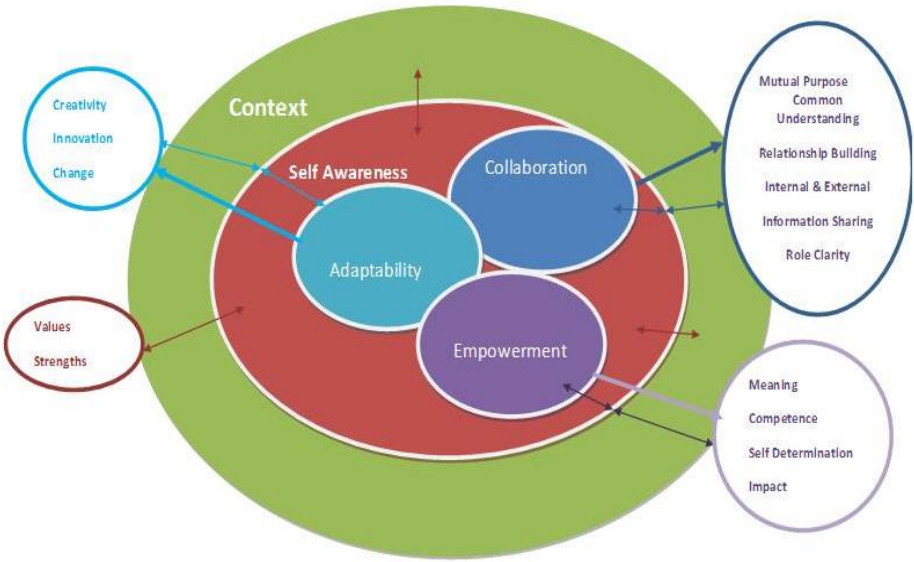


Contextual Leadership Principles[®]

Report for: *Siniora Leader*



Brenda@org-cd.com



PO Box 123 Buderim 4556
Suite 21 / 13 Norval Court Maroochydore 4558

Organisational Change
and Development Pty Ltd



0422 808 515



www.org-cd.com.au

ABN: 46009622324

Introduction

The *Contextual Leadership Principles* are centred around the proposition that effective leaders are capable of leadership in multiple contexts. The extent to which a leader is capable of applying their adaptive capacity will determine sustainable success in their selected leadership context. Effective leadership occurs consistently when contextual factors are analysed and the required leadership profile is designed and aligned accordingly. It is the alignment of the self and context that is a significant factor.

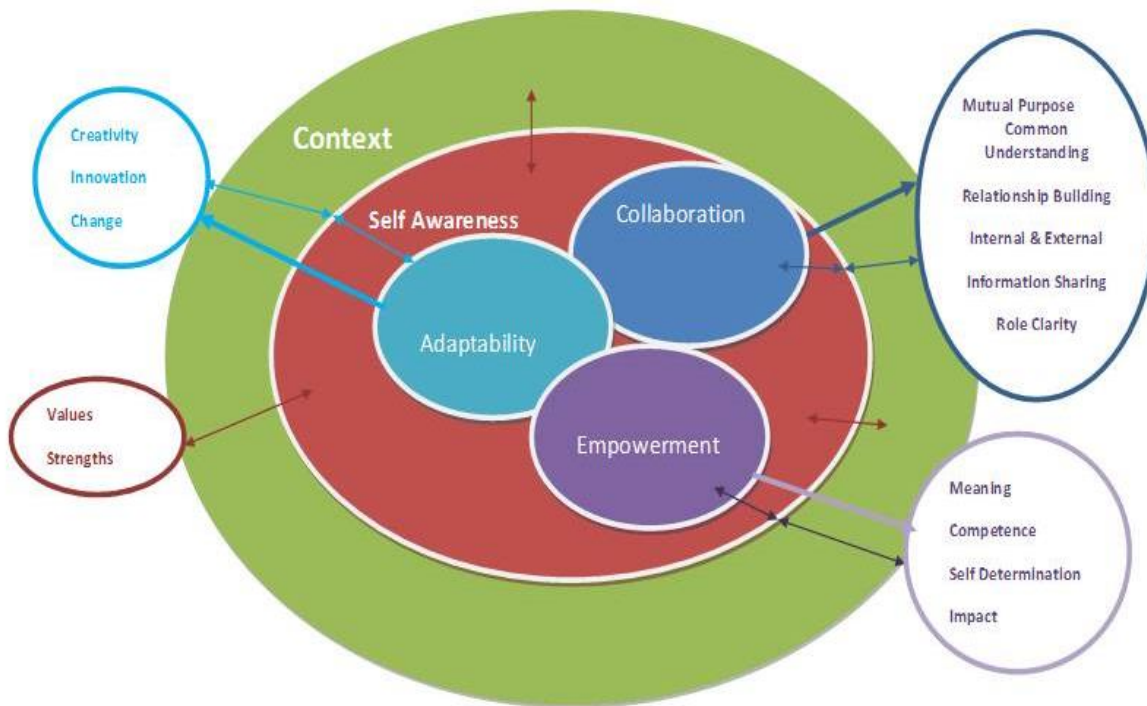
The key to successful leadership in different contexts is self-awareness. Self-awareness enables leaders to understand their strengths and the type of environment that will support these strengths and lead to self-supporting performance improvement. Leaders are required to continually improve themselves and their practices through self-awareness and awareness of the needs of others. Self-awareness is the fundamental overarching principle of *Contextual Leadership* that then supports leadership adaptability, collaboration and empowerment in the appropriate context. Additionally self-awareness reinforces that there are some contexts that do not align to your natural or preferred working contexts which is the interdependency with context.

Leadership is a set of actions whether taken directly or by empowering others to act which fulfils visions and produces results, outcomes and consequences that otherwise would not have occurred (Scherr and Jensen, 2007). The greater the leader's awareness of the implications for a leadership approach associated with a particular organisational context, and of him- or herself in that context, the more they can either adapt their leadership behaviour to foster empowerment, collaboration and adaptation to meet the needs of the organisation and its stakeholders; or exit the organisation due to lack of alignment.

Altogether, the *Contextual Leadership Principles* recognise the overarching importance of contextual awareness and self-awareness in effective leadership. Leadership context and self-awareness are the enablers of the three *Contextual Leadership* sub-principles: adaptability, empowerment, and collaboration. The markers for *Context Awareness*, *Self-Awareness*, *Adaptability Empowerment*, and *Collaboration*, are indicated below.

Contextual Leadership Principles

The Model



Contextual Leadership is the effective application of leadership by one individual in multiple contexts that align with their strengths. The model of *Contextual Leadership Principles* entails two primary principles (*Context* and *Self-Awareness*), and three sub-principles (*Adaptability*, *Collaboration*, and *Empowerment*). The markers for each are indicated on the following pages.

Context

- Applies different leadership skills according to the environment
- Responds to individual needs
- Adapts to different stakeholders
- Able to reframe and reconfigure as the context requires

Self-Awareness

- The ability to monitor one's own and other's feelings and to discriminate between them
- Balanced awareness of strengths and weaknesses
- Awareness and application of personal attributes
- Interpersonal sensitivity
- Open and responsive
- Aware of own impact

Adaptability

- Responds quickly and intelligently to change
- Manages problems and breakdowns effectively
- Faces new challenges (internal and external)
- Possesses flexibility via creativity and innovation

Collaboration

- Builds a culture of inter- and cross-team communication
- Develops relationships
- Seeks common ground and consensus
- Agrees on objectives, including roles, responsibilities and agenda
- Shares information

Empowerment

- Encourages followers to lead themselves, make decisions and carry them out
- Builds self-efficacy and confidence in followers
- Provides meaningful challenges
- Develops trust and inspires others
- Gives effective coaching and feedback
- Facilitates input and participation of followers

Contextual Leadership Principles

Assessment

Your leadership skills and approach are important personal assets that you provide to your organisation, and it is important that you reflect on your leadership to ensure it is an effective value add asset. This assessment tool provides you with the opportunity to see how your leadership skills and approach reflect and relate to the *Contextual Leadership Principles*. The tool is based on the 360° feedback approach where you and others assess your *Contextual Leadership* skills and approach. Feedback from others can include feedback from people who are at a higher or the same organisational level as you and those who are lower in the organisational level. It usually includes feedback from your team members or followers. The report is illustrated in four parts that provides you with a complete profile of *Contextual Leadership Principles* as displayed by you and observed by others.

The first part of the assessment report provides your overall *Contextual Leadership* profile based on the *Principles of Context Awareness, Self-Awareness, Adaptability Empowerment, and Collaboration*. It shows your self-ratings, how others have rated you on average on each of the five *Principles*, and some standardised research benchmarks for comparison.

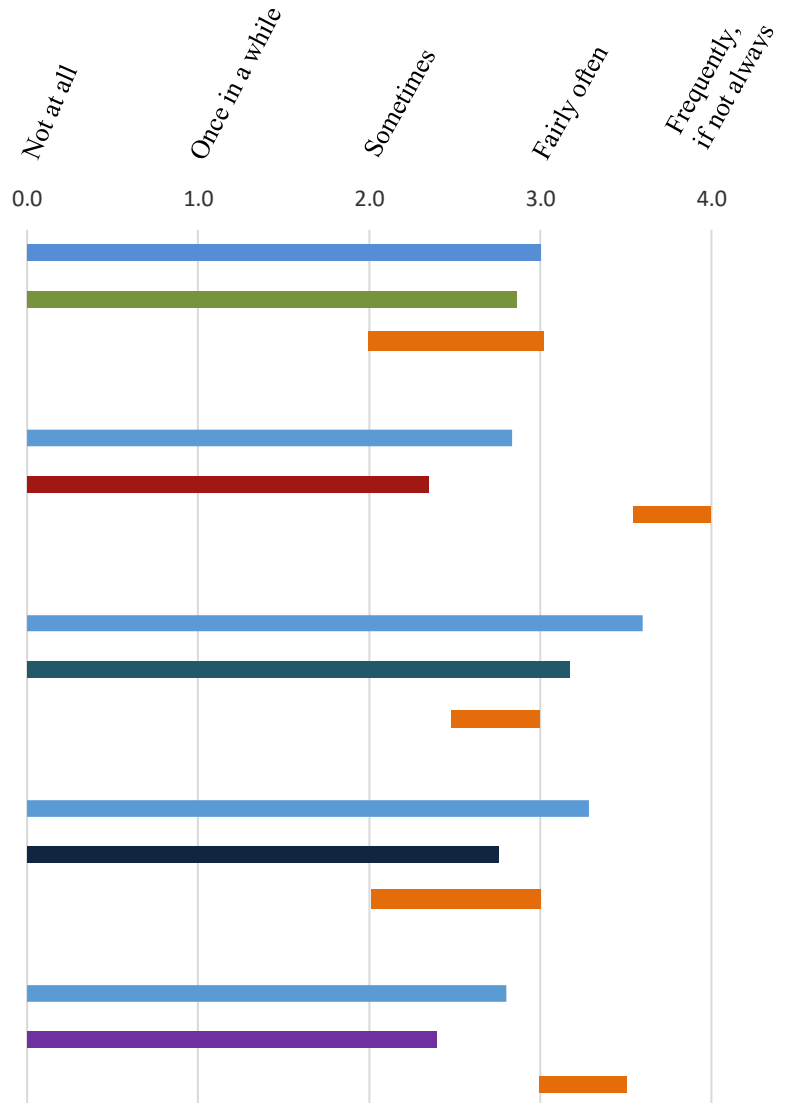
The second part of the assessment report shows how you were rated on average by others on each marker of the *Principles*. Again, these ratings can be used for comparison with your self-ratings. If a group has less than three respondents no average is shown in order to protect the respondents' identity.

The third part of the assessment provides you with open-ended comments about your leadership style and skills that others have observed or have provided to you to assist in developing your leadership journey.

Leaders are required to continually improve themselves and their practices to ensure they contribute to effective staff management and successful business outcomes. This 360° assessment report on your *Contextual Leadership* profile will identify your leadership strengths and set goals for development of your leadership skills and approach. It will help you develop your self-awareness as a leader so you can be more effective in different leadership contexts and ultimately become a more adaptive, collaborative and empowering leader.

Part 1: Overall Contextual Leadership

Context Awareness	Avg.
Self-Rating	3.00
Average Rating (All Raters)	2.86
Research validated benchmark	2-3
Self-Awareness	Avg.
Self-Rating	2.83
Average Rating (All Raters)	2.35
Research validated benchmark	3.5-4
Adaptability	Avg.
Self-Rating	3.60
Average Rating (All Raters)	3.17
Research validated benchmark	2.5-3
Collaboration	Avg.
Self-Rating	3.29
Average Rating (All Raters)	2.76
Research validated benchmark	2-3
Empowerment	Avg.
Self-Rating	2.80
Average Rating (All Raters)	2.39
Research validated benchmark	3-3.5



Part 2: Self and Rater Feedback

	Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always	n
	0	1	2	3	4	
Context Awareness						
I adapt my leadership style to my environment.						
Self				3.0		
Average - all raters			2.8			13
Average - rater(s) at higher organisational level				3.0		2
Average - rater(s) at similar organisational level				3.5		2
Average - rater(s) at lower organisational level			2.8			4
Average - "Other"			2.6			5
I take individual needs into consideration.						
Self				3.0		
Average - all raters			2.6			13
Average - rater(s) at higher organisational level				3.0		2
Average - rater(s) at similar organisational level				3.0		2
Average - rater(s) at lower organisational level			2.8			4
Average - "Other"			2.2			5
I adapt my leadership style to different stakeholder's needs.						
Self				3.0		
Average - all raters				3.1		13
Average - rater(s) at higher organisational level				3.5		2
Average - rater(s) at similar organisational level				3.0		2
Average - rater(s) at lower organisational level				3.3		4
Average - "Other"			2.8			5
I adapt my leadership style to different stakeholder environments.						
Self					4.0	
Average - all raters				3.2		13
Average - rater(s) at higher organisational level				3.0		2
Average - rater(s) at similar organisational level				3.0		2
Average - rater(s) at lower organisational level				3.3		4
Average - "Other"				3.2		5
I am able to re-frame and reconfigure my leadership style as required by the situation.						
Self			2.0			
Average - all raters			2.6			13
Average - rater(s) at higher organisational level				3.5		2
Average - rater(s) at similar organisational level				3.0		2
Average - rater(s) at lower organisational level			2.3			4
Average - "Other"			2.4			5

	Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always	
Self-Awareness	0	1	2	3	4	n
I monitor my own and others' feelings and discriminate between the two.						
Self			2.0			
Average - all raters			2.2			13
Average - rater(s) at higher organisational level				3.0		2
Average - rater(s) at similar organisational level			2.5			2
Average - rater(s) at lower organisational level			2.0			4
Average - "Other"		1.8				5
I am aware of my leadership strengths.						
Self				3.0		
Average - all raters			2.9			13
Average - rater(s) at higher organisational level			2.5			2
Average - rater(s) at similar organisational level				3.0		2
Average - rater(s) at lower organisational level			2.8			4
Average - "Other"				3.2		5
I am aware of my weaknesses as a leader.						
Self					4.0	
Average - all raters			2.5			13
Average - rater(s) at higher organisational level			2.5			2
Average - rater(s) at similar organisational level				3.0		2
Average - rater(s) at lower organisational level			2.5			4
Average - "Other"			2.4			5
I work well with other people, and try to see their point of view, without criticism.						
Self			2.0			
Average - all raters			2.2			13
Average - rater(s) at higher organisational level			2.0			2
Average - rater(s) at similar organisational level				3.0		2
Average - rater(s) at lower organisational level			2.3			4
Average - "Other"			2.0			5
I am open and responsive to others.						
Self				3.0		
Average - all raters			2.4			13
Average - rater(s) at higher organisational level			2.0			2
Average - rater(s) at similar organisational level			2.5			2
Average - rater(s) at lower organisational level			2.5			4
Average - "Other"			2.4			5
I am aware of my impact on others.						
Self				3.0		
Average - all raters		1.8				13
Average - rater(s) at higher organisational level			2.0			2
Average - rater(s) at similar organisational level			2.5			2
Average - rater(s) at lower organisational level		1.8				4

Average - "Other"		1.6				5
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	Not at all	Once in a while	Sometimes	Fairly Often	Frequently if not always	
	0	1	2	3	4	n
Adaptability						
I respond quickly to change.						
Self					4.0	
Average - all raters				3.4		13
Average - rater(s) at higher organisational level				3.0		2
Average - rater(s) at similar organisational level					4.0	2
Average - rater(s) at lower organisational level				3.0		4
Average - "Other"				3.6		5
I respond to change on an intellectual basis.						
Self				3.0		
Average - all raters				3.2		13
Average - rater(s) at higher organisational level				3.5		2
Average - rater(s) at similar organisational level					4.0	2
Average - rater(s) at lower organisational level				3.0		4
Average - "Other"				3.0		5
I willingly embrace new challenges.						
Self					4.0	
Average - all raters				3.5		13
Average - rater(s) at higher organisational level				3.0		2
Average - rater(s) at similar organisational level					4.0	2
Average - rater(s) at lower organisational level				3.3		4
Average - "Other"				3.8		5
In my leadership I show adaptability via creativity and innovation.						
Self					4.0	
Average - all raters			2.9			13
Average - rater(s) at higher organisational level			2.5			2
Average - rater(s) at similar organisational level				3.5		2
Average - rater(s) at lower organisational level				3.0		4
Average - "Other"			2.8			5
I show flexibility via creativity and innovation when solving problems.						
Self				3.0		
Average - all raters			2.8			13
Average - rater(s) at higher organisational level			2.5			2

Average - rater(s) at similar organisational level				3.5		2
Average - rater(s) at lower organisational level				3.0		4
Average - "Other"			2.4			5

	Not at all	Once in a while	Sometimes	Fairly Often	Frequently, if not always	n
Collaboration	0	1	2	3	4	
I seek to build a culture of communication within my team.						
Self				3.0		
Average - all raters			2.9			13
Average - rater(s) at higher organisational level				3.0		2
Average - rater(s) at similar organisational level				3.0		2
Average - rater(s) at lower organisational level			2.8			4
Average - "Other"				3.0		5
I encourage my team to communicate with other teams.						
Self					4.0	
Average - all raters				3.1		13
Average - rater(s) at higher organisational level				3.0		2
Average - rater(s) at similar organisational level				3.0		2
Average - rater(s) at lower organisational level				3.3		4
Average - "Other"				3.0		5
I develop and nurture relationships.						
Self			2.0			
Average - all raters			2.4			13
Average - rater(s) at higher organisational level			2.0			2
Average - rater(s) at similar organisational level				3.0		2
Average - rater(s) at lower organisational level			2.3			4
Average - "Other"			2.4			5
I seek common ground and consensus.						
Self				3.0		
Average - all raters			2.2			13
Average - rater(s) at higher organisational level			2.5			2
Average - rater(s) at similar organisational level			2.5			2
Average - rater(s) at lower organisational level			2.0			4
Average - "Other"			2.2			5
I regularly agree on objectives, including roles, responsibilities and agendas with my team members.						
Self				3.0		
Average - all raters			2.6			13
Average - rater(s) at higher organisational level				3.5		2
Average - rater(s) at similar organisational level				3.0		2
Average - rater(s) at lower organisational level			2.0			4
Average - "Other"			2.6			5
I share important information with others.						
Self					4.0	
Average - all raters				3.2		13
Average - rater(s) at higher organisational level				3.5		2
Average - rater(s) at similar organisational level			2.5			2
Average - rater(s) at lower organisational level				3.0		4
Average - "Other"				3.4		5
I share all available information with others.						
Self					4.0	
Average - all raters			2.9			13
Average - rater(s) at higher organisational level			2.5			2
Average - rater(s) at similar organisational level			2.5			2
Average - rater(s) at lower organisational level				3.0		4
Average - "Other"				3.2		5

	Not at all	Once in a while	Sometimes	Faily Often	Frequently, if not always	
Empowerment	0	1	2	3	4	n
I encourage team members to lead themselves.						
Self				3.0		
Average - all raters			2.4			13
Average - rater(s) at higher organisational level			2.0			2
Average - rater(s) at similar organisational level		1.5				2
Average - rater(s) at lower organisational level			2.3			4
Average - "Other"				3.0		5
I encourage team members to make decisions and carry them out.						
Self				3.0		
Average - all raters		1.7				13
Average - rater(s) at higher organisational level		1.5				2
Average - rater(s) at similar organisational level		1.5				2
Average - rater(s) at lower organisational level		1.0				4
Average - "Other"			2.4			5
I encourage team members' self-belief in their ability and capacity to accomplish a task.						
Self				3.0		
Average - all raters			2.4			13
Average - rater(s) at higher organisational level			2.0			2
Average - rater(s) at similar organisational level			2.0			2
Average - rater(s) at lower organisational level		1.8				4
Average - "Other"				3.2		5
I try to build confidence in team members.						
Self				3.0		
Average - all raters			2.5			13
Average - rater(s) at higher organisational level				3.0		2
Average - rater(s) at similar organisational level			2.5			2
Average - rater(s) at lower organisational level		1.8				4
Average - "Other"			2.8			5
I inspire others to trust me.						
Self				3.0		
Average - all raters			2.2			13
Average - rater(s) at higher organisational level			2.5			2
Average - rater(s) at similar organisational level			2.5			2
Average - rater(s) at lower organisational level			2.0			4
Average - "Other"			2.0			5

	Not at all	Once in a while	Sometimes	Faily Often	Frequently, if not always	
Empowerment	0	1	2	3	4	n
I inspire others.						
Self			2.0			
Average - all raters			2.5			13
Average - rater(s) at higher organisational level			2.5			2
Average - rater(s) at similar organisational level			2.5			2
Average - rater(s) at lower organisational level			2.5			4
Average - "Other"			2.4			5
I facilitate input and participation of team members.						
Self				3.0		
Average - all raters			2.5			13
Average - rater(s) at higher organisational level				3.0		2
Average - rater(s) at similar organisational level				3.0		2
Average - rater(s) at lower organisational level			2.5			4
Average - "Other"			2.2			5
I ensure that the team can see the impact of their work.						
Self				3.0		
Average - all raters				3.0		13
Average - rater(s) at higher organisational level				3.0		2
Average - rater(s) at similar organisational level				3.5		2
Average - rater(s) at lower organisational level			2.5			4
Average - "Other"				3.2		5
I structure the environment so that the staff feel a sense of self-determination when working.						
Self			2.0			
Average - all raters			2.1			13
Average - rater(s) at higher organisational level			2.0			2
Average - rater(s) at similar organisational level			2.5			2
Average - rater(s) at lower organisational level		1.8				4
Average - "Other"			2.2			5
I help the staff to understand how meaningful our work is.						
Self				3.0		
Average - all raters			2.8			13
Average - rater(s) at higher organisational level				3.0		2
Average - rater(s) at similar organisational level				3.0		2
Average - rater(s) at lower organisational level			2.5			4
Average - "Other"			2.8			5

Part 3: Open -Ended Questions

Open-Ended Question 1: The most admired aspect about your leadership:

Self:

- "1. My desire to build trust and inspire other to do greater things (I try) but sometimes not as effective as I would like.
- 2. My honesty and my own self integrity
- 3. I love and trust my team (as genuine and talented people who have the best interests at heart)!"

Others:

- Highly organised; professional; hard worker; manages external stakeholder relations very well; takes pride in her achievements and the achievements of the District.
- Ability to understand the issue and take actions as required.
- I admire her ability to absorb new information very quickly and then be able to make justifiable decisions that are very sound even when the decision is considered by someone whom has broader experience in that particular topic.
- Confidence, attention to detail
- Determination and professionalism
- Siniora has been pushing hard to enhance the culture of the business in a selfless way. She has taken deliberate step to create change and inspire her team to challenge the norm.
- Work ethic, strength, eye for detail, determination, incredibly high standards, holds people to account, accepts failure but expects people to learn from it, rewards good performance.
- Willingness to lead from the front, has a high standard of self, great work ethic and expectation/support of others to achieve their goals.
- She displays courage in making difficult decisions
- Being prepared to implement significant change in our culture when it was needed and seeing it through to the end no matter how difficult it got at times. That requires a lot of courage.
- My leader has a detailed knowledge of our Business and makes informed decisions. She is inspiring as a leader and has helped me develop my own skills
- She is courageous, and leads from the front. Siniora is also willing to get in the trenches when need be. Siniora will challenge when most people won't.
- Siniora has been able to identify the blockages that were preventing the District from maximising its potential and worked with staff to make improvements in the District's performance.
- Siniora is very good at communicating her vision and is also a very good networker.

Open-Ended Question 2:

The aspects that get in the way of your effectiveness:

Self:

- Not having enough time to think, plan, engage strategically and as well as work on fostering relationships (my own team, peers and upper management in Brisbane)

Others:

- Sometimes Siniora can come across as a bit blunt/defensive - bit of a control freak, noting she has a heavy workload and, on taking up the Senior role, was given a mandate to sort out some long-serving team members who had become somewhat complacent.
- Ability to delegate and trust her team members to undertake their roles.
- Sometimes she does not provide the full context or reasoning behind some of her decisions.
- Being too stern when things don't go well
- Sometimes when Siniora does not like either the attitude or output of some team members she tends to treat them a little differently in areas that are not influenced by these things. It generally tends to revolve around flexible working arrangements for male staff where I do not see these thoughts about female staff. That said Siniora has had a very tough gig since she started.
- Takes on too much - puts pressure on herself to be accountable for every issue and all aspects of the business.
- Siniora is bombarded by urgent deadlines. If she wasn't constantly being called upon to react and respond, she could focus more on being strategic and forward-thinking.
- From my observations of Siniora I've found that she has a need to control/micromanage issues that could and should be managed by team leaders.
- Lack of delegation for decision making
- Lack of Trust. I think that Siniora needs to allow her leadership team to be able to make decisions without always needing to seek her approval or review first of the action needed.
- My leader tends to micromanage at times and there are instances when I am not able to make work decision effectively.
- Staff who won't participate in the change management process and invariably try to undermine what is trying to achieve.
- Siniora can respond aggressively (before seeking or providing clarification) when she thinks her directives are being challenged; Siniora is often inaccessible and doesn't always respond to attempts to communicate with her, or does respond but in a form that doesn't correspond to the initial communications to her, for example, e-mail response instead of phone or via a subordinate instead of directly.
- Siniora does require very minor details to be approved through her which can cause blockages.

Open-Ended Question 3:

Some things that would help you to become a more effective leader:

Self:

- Delegate the smaller things and delegate more decision making to my team members

Others:

- Demonstrate a bit more trust/place more reliance on some of her key staff to support her
- Ability to sense and gauge the environment and the needs of various stakeholders.
- Engagement with stakeholders and team members. Excellent engagement with immediate team members but need to reach out to other levels.
- As a leader she has to make decisions that are sometimes not popular. She could become a more effective leader if she spent a little time providing the reasoning's behind why these decisions were made and bring her staff along with her on the journey.
- Being more receptive and lessen the feeling of being disciplined by the external stakeholders
- Do what they say be consistent in their message and decisions
- Siniora could listen to the advice of her direct reports a little more on the contentious issues where she is feeling strongly about something and sometimes she tends to ignore the thoughts of her advisors at these times.
- A lot of staff view Siniora as very serious, but people who are closer to her know she has a great sense of humour and enjoys a laugh. Perhaps more opportunities to interact with staff outside immediate team would raise her profile.
- What I'm trying to say here is - Siniora want or needs to make all the decisions and this often leads to managers/team leaders trying to second guess what's required or not making any decisions without getting Siniora advise or approval first. This often slows the process and why have a manager/team leader if where not allowed to make decisions.
- Trust her leadership team to make decisions
- Empower and support staff
- As in Q12, trusting her team to be able to make decisions and follow through on them. No doubt mistakes will be made, but we will learn from those mistakes. Siniora's role is very difficult and because she needs everything to be passed through her first, delays are happening in important decisions. So by trusting her leadership team to make decisions when needed and also trusting that we will know when her input on a decision is needed, will ultimately make her job a little easier, we will appreciate the trust she puts in us and the business will benefit by having a leadership team that is able to make decisions to ensure business continuity is foremost.
- Trusting my own management decisions and allowing me to learn from my mistakes.
- Delegation of responsibility and accountability.
- Be more inclusive and receptive to developing a broader stakeholder network.
- Trust in her own team and delegating responsibility.