



# How well do you know your leader?



## Questions we're asking:



• **25% of leaders' direct-reports *don't know* if their leaders 'ask questions to draw out others' thinking and perspectives'**

– How effectively are leaders engaging with their direct reports when working on problems and challenges?



• **43% of peer respondents *don't know* if their leaders 'provide the information people need to know how to do their jobs effectively'**

– Are peers talking to and supporting each other?



• **34% of peers *don't know* if their leaders 'give regular and open feedback on performance' and 27% *don't know* if they 'provide opportunities to develop talent and grow capability'.**

– How well are leaders developing their talent?

We analysed data from **148 New Zealand public sector leaders** who completed a Leadership Success Profile 360° (**LSP360°**) assessment between 1 July 2016 and 22 May 2017.

**1,867 people** provided their feedback on how the 148 leaders are demonstrating leadership behaviours across the LSP 16 capability areas. Feedback came from a leader's direct-reports, reporting managers, peers and other close-working colleagues, plus the leader's self-assessment.

By identifying common strengths and development opportunities, we can offer leaders the right support for their development.



Our analysis gives us a good picture of how public sector leaders are being perceived by the people they work with.



## Don't know

The LSP 360° asks people who work closely with a leader to rate how often they see that leader show particular leadership behaviours. The respondents can also show when they 'don't know' if a leader shows a behaviour. The table on the next page shows five behaviours that had the highest percentage of 'don't know' responses. We wondered why some behaviours scored high 'don't know' rates.

'Don't know' responses						
LSP360 STATEMENT	OVERALL	MANAGER	PEER	DIRECT REPORT	SELF	OTHER
Provides the information people need to know to do their jobs effectively	25%	16%	43%	4%	1%	42%
Asks questions to draw out others' thinking and perspectives	20%	2%	22%	25%	0%	26%
Gives regular and open feedback on performance	20%	12%	34%	3%	0%	34%
Provides the right amount of oversight to their direct reports and staff	18%	6%	30%	4%	3%	32%
Provides opportunities to develop talent and grow capability	17%	11%	27%	5%	1%	28%

We weren't surprised that the 'other' category has the highest percentages for 'don't knows'. These respondents usually work outside of a leader's team or organisation and only see the leader in a small capacity. They're not going to see everything a leader does.



We're interested in the high percentages of 'don't know' responses from people who work closely with the leader, and see them in a wide range of work situations – the leader's manager, peers and direct reports. Why don't they know about certain aspects of a leader's behaviour – do they know what good leadership looks like?

### Do you have questions about your leadership style?

If you've got questions about your leadership style and would like support with your development, please get in touch: [info@ldc.govt.nz](mailto:info@ldc.govt.nz)

Check out LDC's Leadership Success Profile development options on our website. You'll find it under the Resources tab: [www.ldc.govt.nz/resources](http://www.ldc.govt.nz/resources)

Download these toolkits, with practical tips and guide to support your leadership development:

- [Engaging others](#)
- [Leader-led development](#)
- [Enhancing team performance.](#)



#### Contact

- +64 4 473 2222
- [info@ldc.govt.nz](mailto:info@ldc.govt.nz)
- [LDC on LinkedIn](#)

