POSITIVE LEADERSHIP INVENTORY - 360
Employee Perspectives
Survey Results Report

Positive Leadership Inventory - 360
Survey Results Report

INTRODUCTION

In March of 2017, 94 personnel at **Example** completed the Positive Leadership Inventory - 360. This report provides a summary of employees' perspectives regarding the use of Positive Leadership Practices by managers or leaders within their current workplace environments. Five Positive Leadership Areas (PLAs) are examined: *Leadership Virtues in Action, Positive Communication, Energizing Skills, Motivational Knowledge and Skills* and *Operational Tasks*.

POSITIVE LEADERSHIP

Recent better practice research in workplace wellness is demonstrating the importance of **moving beyond a problem-focused approach** to embrace a more positive view of people, their potential and motivations.

Positive leadership refers to an emphasis on:

- ✓ What elevates individuals and organizations
- ✓ What goes right and is impactful
- ✓ What is energizing and life-giving
- ✓ What is experienced as positive and worthwhile
- ✓ What is extraordinary and inspirational

Positive leadership strategies impact workplace culture when they are modelled by leaders and managers.

SCORING ZONES

Positive Leadership Inventory (PLI) 360 results are presented within three zones that are composed of six stages of development. These zones describe the extent to which positive leadership practices are evident and applied in the culture of the workplace.

Zone A : Awareness

The Awareness Zone consists of the stages of *Pre-awareness* and *Contemplation*. Within this zone, there is recognition of the benefits associated with the use of positive leadership practices. Results in this zone indicate the need for targeted promotion and increased use of these practices.

- **Pre-Awareness** - Minimal or no awareness of the benefits associated with positive leadership (PL) practices; Limited commitment to and use of PL practices; Need for targeted promotion of PL perspectives.

- **Contemplation** - Some awareness of the benefits associated with PL practices; Commitment to and use of PL practices at a beginning level; Need for targeted promotion of PL perspectives.

Zone B : Building

The Building Zone is made up of the *Preliminary Capacity* and *Moderate Capacity* stages. In this zone, people observe evidence of PL practices in the workplace. Results in this zone indicate the need for promotion of wide-spread use of PL practices.

- **Preliminary Capacity** - Widespread awareness of the benefits associated with PL practices; Commitment to and use of PL practices at a beginning to low/moderate level; Need for targeted professional development or training on PL practices.

- **Moderate Capacity** - Expanded awareness related to multiple ways of applying PL practices; Commitment to and use of PL practices at a moderate level and expanding; Continued professional development and training efforts aimed at expanding capacity to implement PL practices.

SCORING ZONES

Zone C : Performing

The Performing Zone is made up of the *Expanded Capacity* and *Target Performing* stages. In this zone, PL practices are widely used and evident in daily workplace routines and interactions. Efforts should be made to sustain these positive practices through ongoing leadership training, professional development, and the creation of positive workplace policies.

- **Expanded Capacity** - Recognition of the benefits of PL practices; The use of, and commitment to, positive behaviours and attitudes at a high level throughout the organization; Continuous development of PL practices to maximize team functioning and the quality of relationships among employees.

- **Target Performing** - Recognition of the benefits of PL practices; PL practices in the workplace at target performance levels; Efforts to sustain PL practices reflected in workplace routines and relationships, and in ongoing professional development opportunities.

LEADERSHIP VIRTUES IN ACTION

Leadership Virtues in Action refers to the capacity for a manager or leaders to show gratitude, compassion and forgiveness to employees.

"When leaders fostered compassionate behavior among employees, enabled forgiveness for missteps and mistakes, and encouraged frequent expressions of gratitude, organizations' profitability, productivity, quality, innovation, customer satisfaction, and employee retention were significantly higher than in other organizations.

Leaders who reinforced these virtuous behaviors were more successful in producing bottom-line results than typical leaders" (Cameron, 2012).
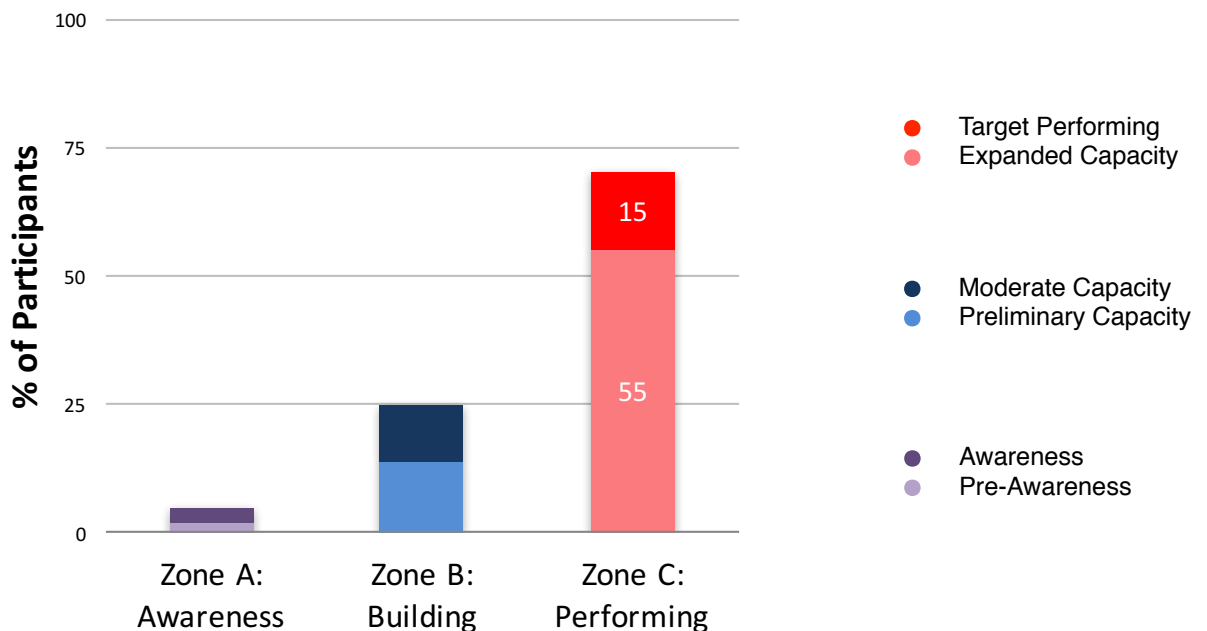
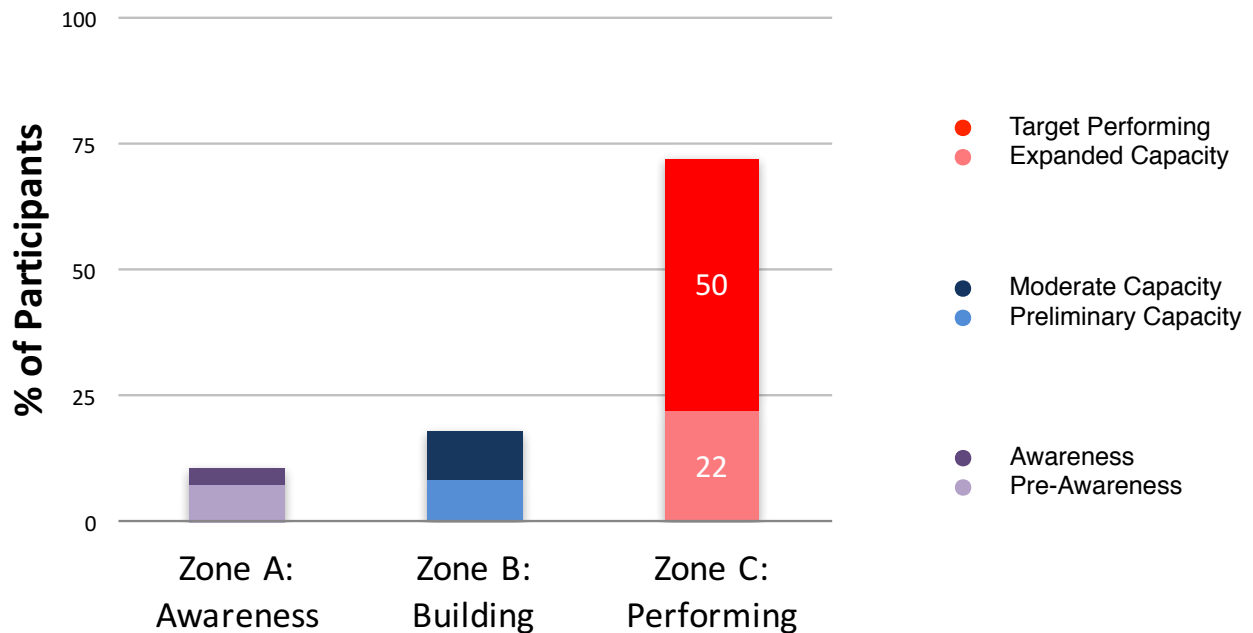Seventy percent of employees rated the use of this PLA in the Performing Zone.

POSITIVE COMMUNICATION

Positive Communication refers to the capacity for managers or leaders to offer constructive feedback, manage conflict and remain honest and open. Positive communication occurs in organizations where supportive and solution-focused language is promoted and used.

As discovered by Fredrickson and Losada (2005), a ratio of between 3 and approximately 8 positive statements to every 1 negative statement is predictive of the highest levels of workplace performance. Leaders enable positive communication by using positive talk themselves.

Supportive communication seeks to preserve, support and enhance a positive relationship while still addressing concerns, challenges or areas in need of development.

Seventy-two percent of employees rated the use of this PLA in the Performing Zone.
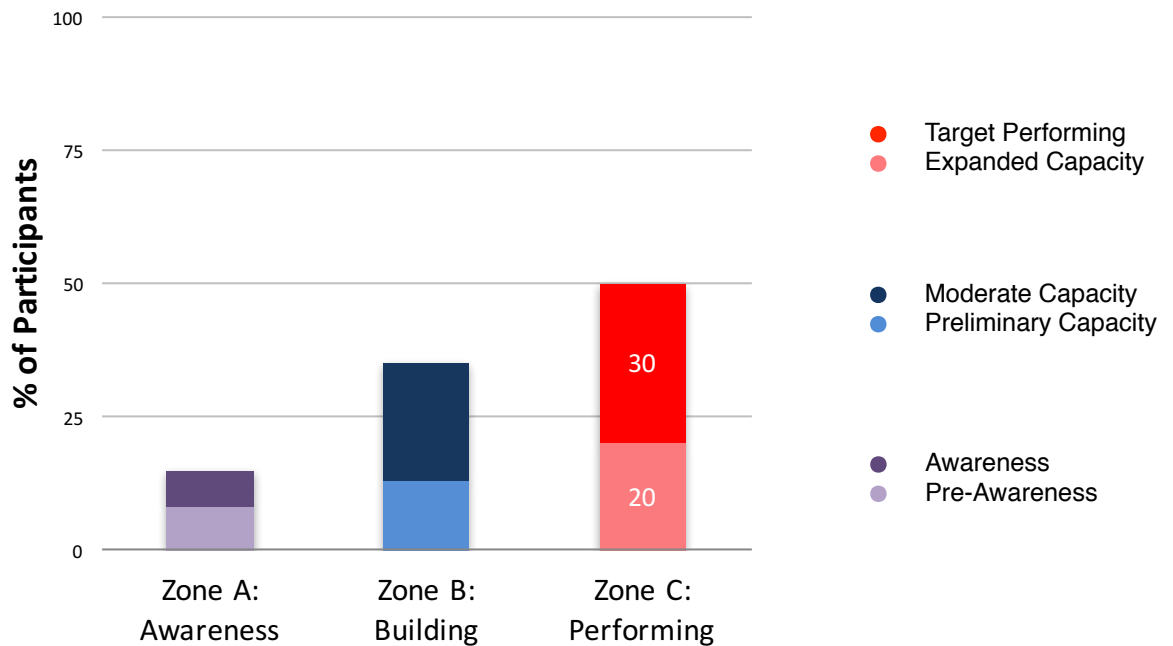
ENERGIZING SKILLS

Energizing Skills refers to the ability of managers and leaders to keep employees feeling energized with enthusiasm, optimism and positive attitudes.

Leaders can be described in terms of being positive or negative energizers.

Positive energizers create and sustain vitality in others. They uplift and boost people. Interacting with positive energizers leaves people feeling positive and motivated, and contributes to positive emotions in others.

Passionate and optimistic leaders inspire others to be positive and hopeful even during times of challenge or transition.

Chart:

% of Participants

- Target Performing
- Expanded Capacity
- Moderate Capacity
- Preliminary Capacity
- Awareness
- Pre-Awareness

Zone A: Awareness

Zone B: Building

Zone C: Performing — 30 (Target Performing), 20 (Expanded Capacity)

Fifty percent of employees rated the use of this PLA in the Performing Zone.
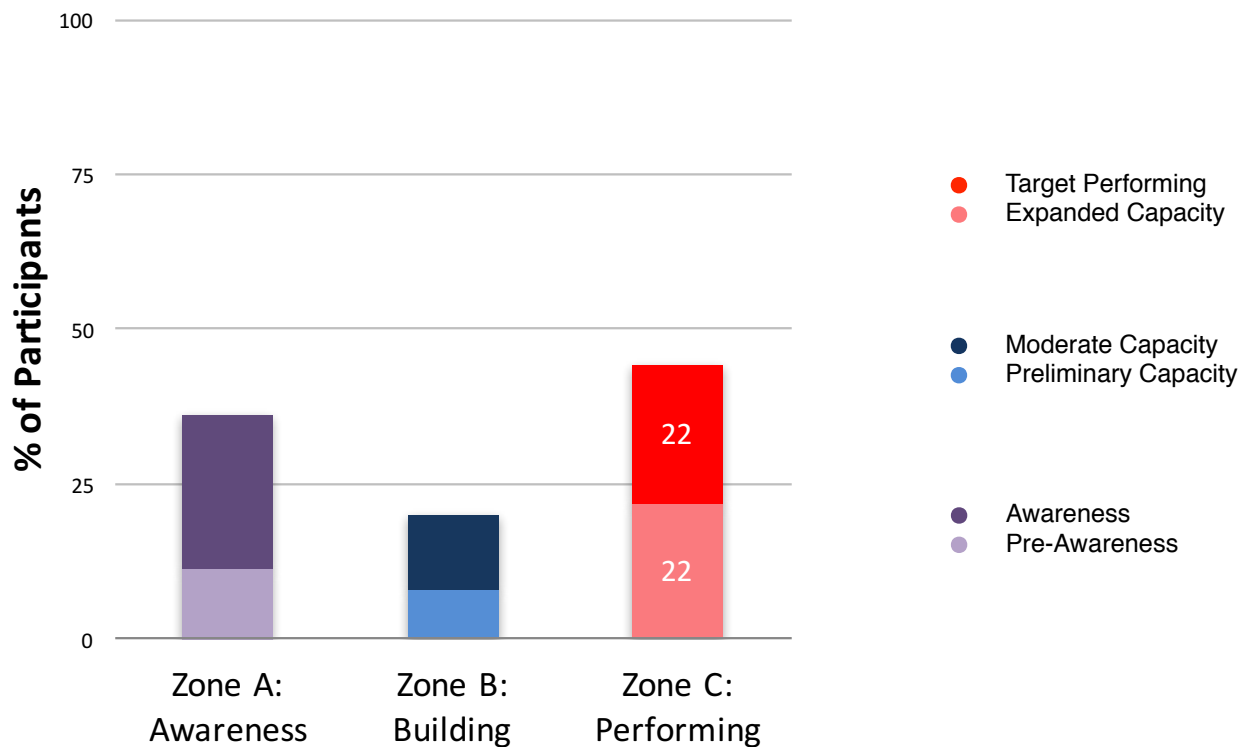
MOTIVATIONAL KNOWLEDGE AND SKILLS

Motivational Knowledge and Skills refers to the leaders' knowledge and engagement of employee strengths, interests and values.

Being engaged and motivated in the workplace contributes to a sense of enhanced well-being for individuals and their teams.

Flourishing or being *in the flow* occurs most frequently when employee tasks are closely aligned with their values, aspirations and motivations.

Getting to know employees beyond their work responsibilities may provide enhanced opportunities for engaging their strengths, interests and passions in reaching organizational goals.

Legend:
- Target Performing
- Expanded Capacity
- Moderate Capacity
- Preliminary Capacity
- Awareness
- Pre-Awareness

Chart: % of Participants

- Zone A: Awareness
- Zone B: Building — 22
- Zone C: Performing — 22, 22

Forty-four percent of employees rated the use of this PLA in the Performing Zone.

OPERATIONAL TASKS

Operational Tasks refers to the ability of leaders to maintain a consistent and supportive presence for employees.

This positive leadership area also assists in clarifying individual and team roles with the intent of promoting shared goals and actions.

Regular one-on-one meetings between leaders and their team members provides a forum within which to reinforce and practice positive leadership strategies.

Role clarity provides a needed foundation for supporting the use of all positive leadership strategies.
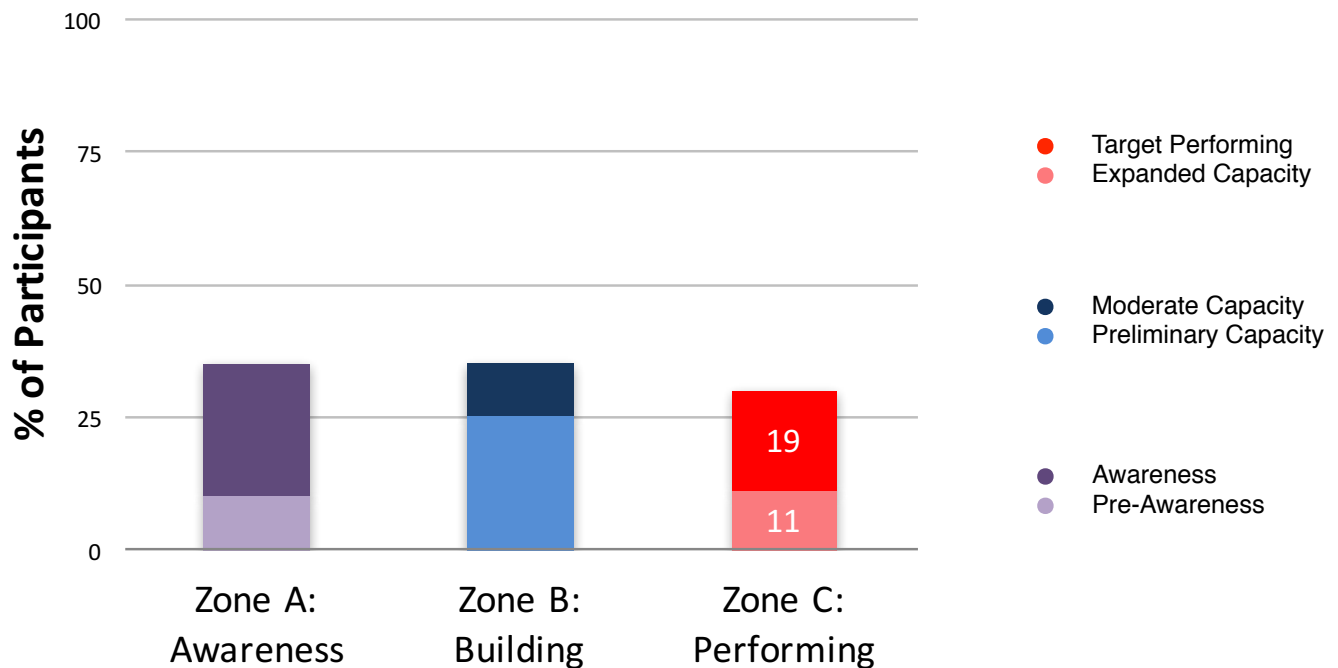
Thirty percent of employees rated the use of this PLA in the Performing Zone.

PLI Survey Results Summary

In March 2017, 94 personnel from **Example** completed the Positive Leadership Inventory (PLI) 360. The PLI 360 is composed of five different measures related to positive leadership practices. The following is a summary of the percentage of participants reporting results in Zone A (Awareness), Zone B (Building), and Zone C (Performing) for each measure.

How to Interpret your PLI 360 Results

Percentages are used in each of the Zones to reflect the perspectives of participants regarding the use of positive leadership practices at an Awareness, Building or Performing level within the workplace environment.

Higher percentages in Zone A suggest the need for targeted promotion and the development of action plans to implement positive leadership practices.

Percentages at 80% or higher in the B and C Zones combined indicate a positive progression in the use of positive leadership practices in the workplace.

Percentages that exceed 70% in Zone C indicate evidence of an optimized workplace environment contributing to wellbeing, engagement, and enhanced team functioning.

PLI 360 Survey Results Summary

Positive Leadership Areas	Zone A Awareness (%)	Zone B Building (%)	Zone C Performing (%)
Leadership Virtues in Action refers to the capacity for a manager to show gratitude, compassion and forgiveness to employees.	5	25	70
Positive Communication refers to the capacity for a manager to offer constructive feedback, manage conflict and remain honest and open.	15	35	50
Energizing Skills refers to the ability of a manager to keep employees feeling energized with enthusiasm, vitality, openness and optimism.	10	18	72
Motivational Knowledge and Skills refers to the manager's knowledge and engagement of employee strengths, interests and values.	36	20	44
Operational Tasks refers to the ability of leaders to maintain a consistent and supportive presence for employees.	35	35	30

Positive Leadership Area	Target for Development	Building	Performing
Leadership Virtues in Action refers to the capacity for a manager to show gratitude, compassion and forgiveness to employees.			✔
Positive Communication refers to the capacity for a manager to offer constructive feedback, manage conflict and remain honest and open.		✔	
Energizing Skills refers to the ability of a manager to keep employees feeling energized with enthusiasm, vitality, openness and optimism.			✔
Motivational Knowledge and Skills refers to the manager's knowledge and engagement of employee strengths, interests and values.	✔		
Operational Tasks refers to the ability of leaders to maintain a consistent and supportive presence for employees.	✔		

SELECT TRAINING MODULES	STRATEGIC ACTIONS
☑ Positive Leadership Overview	Training Overview
☑ Leadership Virtues in Action	Review and Sustain PL Practices
☑ Positive Communication	Review and Sustain PL Practices
☑ Energizing Skills	Expand Use of PL Practices
☑ Motivational Knowledge and Skills	Promote Use of PL Practices
☑ Operational Tasks	Promote Use of PL Practices

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