



# John Example

Report SJT Leadership

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**Consultant**  
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# Introduction

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## *Preface*

This report is a tool for self-insight. As such, we cannot accept responsibility for the accuracy of the descriptions and conclusions. It is important that you and your advisor examine the outcome critically. Psychological research reports remain valid for a maximum of two years and must be destroyed after such time has passed. Your advisor must ask you for permission to discuss this report and the conclusions made on the basis of this report with others.

## *Structure*

This automated report provides information about your insights and preferences in situations that require leadership. The results are based on the questionnaire that you completed. Your scores were compared with the scores of experienced leaders in order to generate a picture of your leadership skills. Taken together, these two factors paint a picture of your insight as a leader. It should be mentioned that this report is only based on theoretical insight: it does not say that you would actually respond this way in a real-life situation. This report can serve as a tool to find out more about your pitfalls and behavioural tendencies as a leader.

## *Leadership styles in this report*

We distinguish between three main leadership styles: *Transformational*, *Transactional* and *Laissez-faire*. Transformational leadership can be divided into three more specific leadership styles, while transactional leadership has two sub-styles. Each leadership style assessed in this report has its own icon and its own definition, as described on page 4. These descriptions on this page can be used as a guide to interpreting the rest of the report.

## **Disclaimer and copyright**

In accordance with NIP guidelines, this report is valid for a maximum of two years as people may change over a period of time.

This automatically generated report describes an individual's personality traits as derived from the answers to the questionnaires. The answers are compared to those given by a large group of other people. The subjective nature of assessments based on questionnaires should be taken into account when interpreting the results. The test supplier can therefore not accept responsibility for the accuracy of the results and descriptions.

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# Interpretation guide

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This report discusses your scores in the SJT Leadership test. During the test, you read about several situations that required your intervention as a leader. In each of these situations you indicated how effective you considered various reactions to be. Your answers have helped determine your preferred leadership style, how well you are able to estimate which situations require which type of leadership, and how accurate you are in determining the effectiveness of a response. As such, this report provides insight into your leadership style and gives tips which you could use to further develop your leadership skills. This interpretation guide is intended to help you interpret the scores. Each of the previously mentioned components will be explained in further detail in this interpretation guide.

## 1. Preferred leadership style

The report starts with an image on which you can see how strong your preference is for Transformational, Transactional and Laissez-Faire leadership, respectively. Based on these scores, you will see what type of leader you are and your characteristics. Several icons are used in the image which are discussed on the following page.

## 2. Insight into situational leadership

Next, you will see how well you are able to estimate which situations require which type of leadership. The better your estimations, the greater your insight: the image on this page illustrates this with a higher ratio of coloured icons in relation to grey icons. Next, your ability to estimate when situations call for Transformational and Transactional leadership respectively, is broken down.

## 3. Effectiveness of reactions

This section provides feedback on your ability to estimate the effectiveness of different reactions. During the development of this questionnaire, a group of experienced leaders determined the effectiveness of each reaction; your score is compared to this group. The higher the score, the closer your estimation of the effectiveness of a reaction is to that of the expert group. For example: if you scored the effectiveness of a reaction with a '5', while the expert group scored it with a '7', you will have underestimated the effectiveness of this reaction.

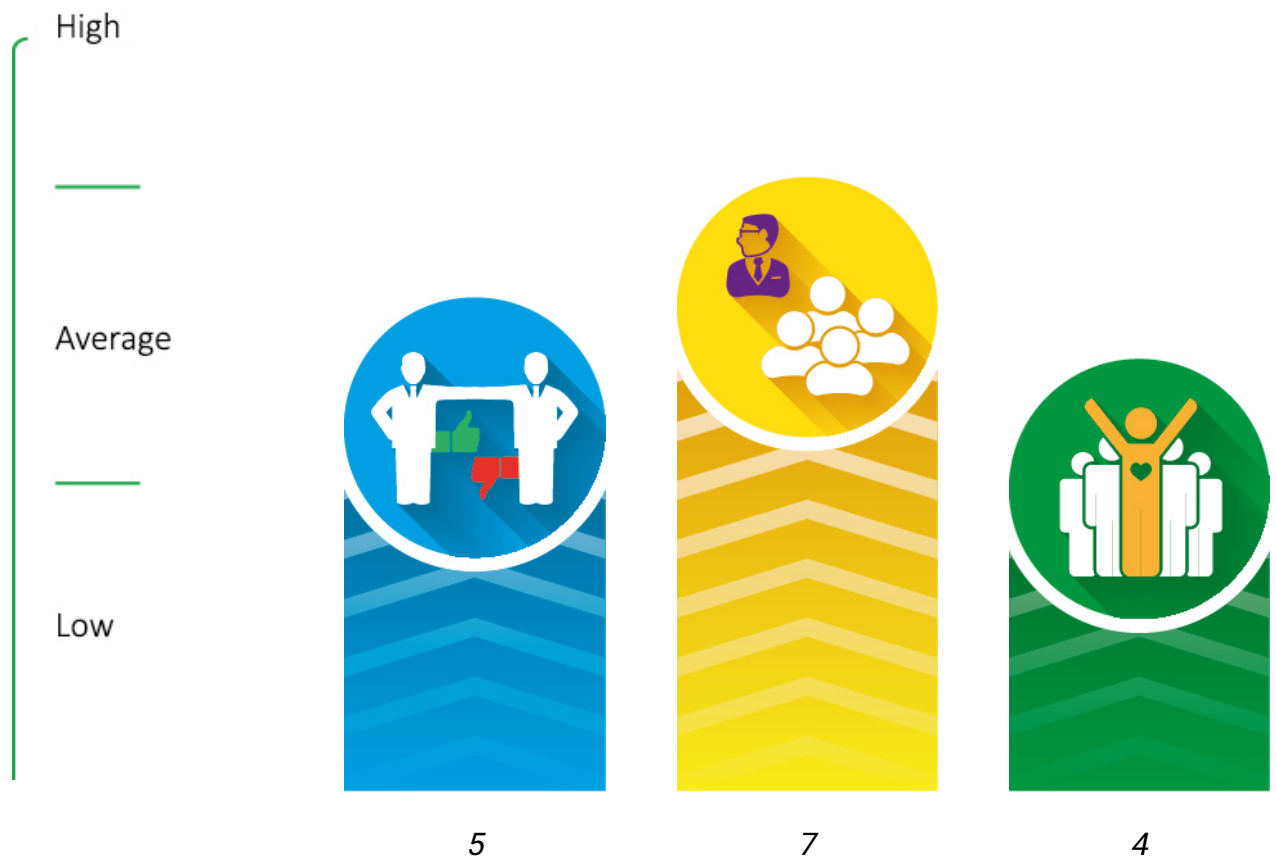
Initially, you will be shown your total score, which indicates your ability to estimate the effectiveness of reactions in all situations. Next, you will be shown the extent to which your estimate of the effectiveness of each particular leadership type or sub-type corresponds to the estimates of the expert group. If you consistently underestimate the effectiveness of a particular (sub-) leadership type, it means the reaction is more effective than you think. If you overestimate the effectiveness of a leadership type, though, you consider the reaction to be more effective than it actually is. It is also possible for you to both overestimate and underestimate a certain reaction. In such cases, it is important to see whether you more often overestimate or underestimate that specific reaction. You can use this insight to further develop your leadership skills. In practice, you could try to make use of the elements that you consistently underestimate more frequently, and use the elements you tend to overestimate less frequently.

## Additional tips for development

To help you develop your leadership skills further, the report concludes with a number of tips. You can use these tips to further develop yourself and your leadership skills.

# 1. Preferred leadership style

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## Your leadership style

You are a leader who prefers to stay in the background. You trust that your staff are committed to the organisation and that they do a good job. However, a specific monitoring system is lacking. You only intervene when it is very clear that there are problems in the organisation. Generally speaking, you prefer to stay out of the spotlight. You ensure that your staff can do their work by providing them with the resources they need. Furthermore, you give them a lot of freedom as they are fully aware of the rewards for achieving goals and the penalties for failing to achieve goals. Because you find it difficult to make decisions, you let your staff make their own decisions whenever possible.



## Transformational Leadership

Inspires staff to pursue a greater goal, responds to employee needs and stimulates development.



### Inspirational motivation

Motivates staff by sharing a vision, encouraging staff to push themselves.



### Individual attention

Actively listens to staff and responds to their needs and qualities.



### Intellectual stimulation

Encouraging staff to solve their problems independently.



## Transactional leadership

Focuses on rewards and penalties based on employee performance.



### Contingency management

Makes tasks and goals very clear, gives rewards or imposes penalties based on employee performance.



### Management by exception

Maintains the status quo and only intervenes when problems occur.



## Laissez faire

Gives staff freedom and gives little guidance, takes little responsibility and avoids making decisions.

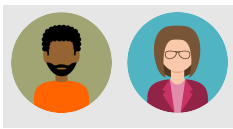
## 2. Insight into situational leadership.

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Based on the theoretical model by Bass & Avolio, a particular reaction can be considered more effective than another in a specific situation. Your ability to estimate which situation requires which response has been calculated based on the answers you provided. Your score was then compared to that of a large group of managers. The score shown below indicates your level of insight compared to this group (see also the final chapter *Explanation of the results*). The higher the ratio of coloured icons to grey icons in the image below, the greater your insight. This reflects the underlying concept that better insight corresponds to having more inspired staff who want to follow you.

### Your score

Low



High

### Transformational



You were able to identify situations that called for transformational leadership in **0%** of the cases. In **11%** of the cases you opted for transactional leadership and in **0%** of the cases for laissez-faire. In **8%** of the cases you estimated that all three leadership styles were equally appropriate to the situation.

### Tip for transformational leadership

- Encourage your staff to think about the organisation's core values and the extent to which they match their own values and needs. This allows you to try to harmonise your staff's values with those of the organisation, thus increasing their intrinsic motivation. Your staff will be more motivated to do that little bit more: after all, they will be working for values that they also consider important.

## Transactional



You were able to identify situations that called for transactional leadership in **0%** of the cases. In **0%** of the cases you opted for transformational leadership and in **0%** of the cases for laissez-faire. In **17%** of the cases, you found transformational and laissez-faire leadership equally appropriate to the situation, while transactional leadership was the most appropriate. In **5%** of the cases you estimated that all three leadership styles were equally appropriate to the situation.

### Tip for transactional leadership

- Transactional leadership typically depends on the transaction of certain rewards for good performances. These rewards could be part of the secondary working conditions: the prerequisites that motivate staff to do their job. Make sure that you have a good idea of what motivates your staff. If someone has just had a baby, for example, they'll be happy to be rewarded with some hours off work in the mornings. If someone has to provide care to a dependent during the afternoon, they'll be happy if they can make up for the hours they have missed at a time that suits them. By responding to the things that motivate your staff, you can encourage them to perform better.

# 3. Effectiveness of reactions

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## Understanding effectiveness total score:

**36%**

This means that 36% of leaders have an overall effectiveness score lower than or equal to yours, and that 64% of leaders have an overall effectiveness score higher than yours.

Your overall effectiveness score is average. This means that, generally speaking, you are reasonably good at estimating the effectiveness of a particular reaction relating to leadership, although you may also find it difficult at times.





You have the best insight into the effectiveness of laissez-faire leadership, the second-best insight into the effectiveness of transformational leadership and the least insight into the effectiveness of transactional leadership.

Your scores are explained in further detail below.



## Transformational

Within transformational leadership, you have the most insight into how effective inspirational motivation is. You have the least insight into the effectiveness of individual attention.

	<i>Underestimated</i>	<i>Good</i>	<i>Overestimated</i>
	47%	47%	7%
	25%	75%	0%
	67%	33%	0%
	50%	38%	13%

## Reflection

Take a look at the *Underestimated* column in the table above. A score of 25% or higher means that you do not seem to value the effectiveness of this leadership style properly. In such cases, you could try to make more use of the leadership styles you tend to underestimate in practice.

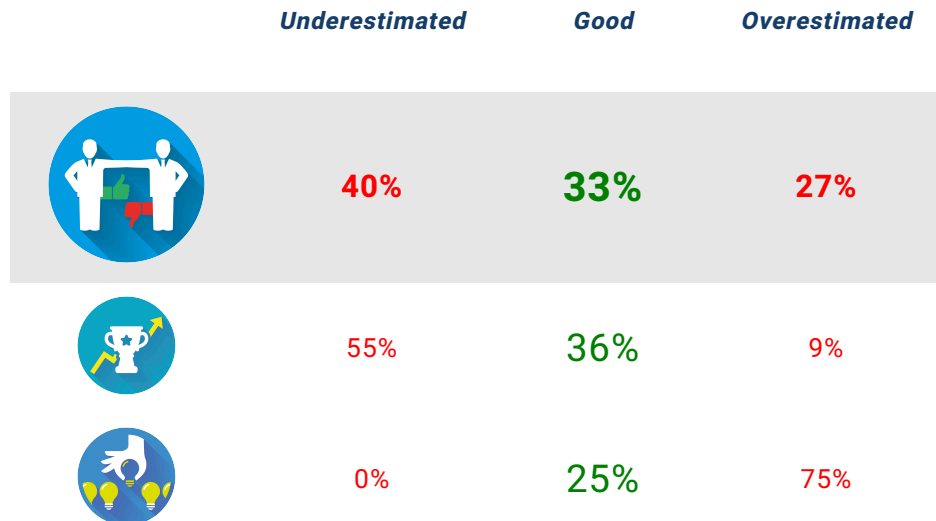
Now look at the *Overestimated* column. A score of 25% or higher means that you consider this leadership style to be more effective than it really is. Try to remember this in practice; it may be useful to show more of the other leadership styles in certain situations.

## Tips

- Regularly check up on how your staff want to develop, for example with courses or training sessions. Discuss this issue at fixed times, such as during half-yearly or yearly reviews. Draw up a clear development plan for each staff member. When doing so, always consider the staff member's home situation; what opportunities and chances does the staff member have? Try to stimulate the development of your staff by convincing them of the benefits of personal development with a view to sustainable employability and further career opportunities. Because this allows your staff to gain new knowledge and develop further, they will enjoy their work more and push themselves harder.
- A company can develop well if staff feel that their creative solutions are valued, for example in finding ways to improve their work. One way to create an open atmosphere is by organising a brainstorming session in which you address a certain long-standing problem. You can suggest some unusual solutions to the problem yourself first and then encourage your staff to come up with a number of alternatives. Show that you are open to new ideas. This will give your staff a sense of security, making it easier for them to approach you with unusual ideas.

## Transactional

Within transactional leadership, you have the most insight into how effective contingency management is. You have the least insight into the effectiveness of management by exception. You are reasonably good at estimating the effectiveness of creating clarity regarding task requirements and the corresponding rewards. Your staff generally know what is expected of them and what they will get in return. You sometimes find it difficult to estimate the effectiveness of a looser approach to management and when it is more effective to intervene.



## Reflection

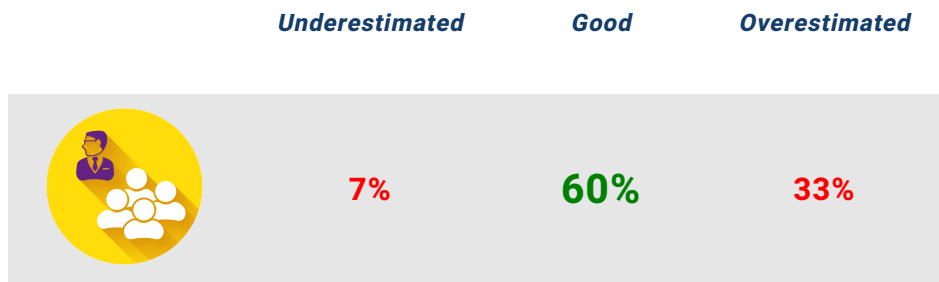
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## Tips

- Check with your staff whether they have everything they need to do their job. Are all the necessary resources such as access to certain rooms, books or programmes available? What is the working environment like? Does their current workplace allow them to focus on their work? Talk to your staff and try to respond to their needs. This will increase employee satisfaction, not just because you address problems, but also because you show an interest in them, which will lead to greater motivation.
- Make sure that people know that it is okay to make mistakes. You may be inclined to only intervene when people make mistakes, which further emphasises the mistake. This can create a culture in which people are afraid of making mistakes, which can lead to problems staying unresolved for too long. Make sure that people know that making mistakes is human and always try to resolve problems in a constructive way. This ensures that you deal with the heart of the problem and prevent it from getting out of hand. Also try to pay attention to your staff when things are going well. Let them know if you think they've done a good job or have come up with a good solution. Getting positive feedback will ensure that people are motivated to show this type of behaviour more often. This will lead to a more positive atmosphere which can, in turn, lead to better performance.

## Laissez-faire



## Reflection

Take a look at the *Overestimated* column in the table above. A score of 25% or higher means that you consider this leadership style to be more effective than it really is. This can be dangerous, because the laissez-faire leadership style tends to be counterproductive. It is therefore advisable to make more use of transformational and transactional leadership styles.

# Additional tips

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- Every now and then try to **work with** staff that you **usually have less contact with**. By doing so, you can help lift each other to the next level. Working with different people will give you new insight into the various ways in which you can deal with things. You can use this insight to develop yourself and your team.
- Make sure you get to know your staff better. What are the **qualities, pitfalls** and **preferences** of each of your staff members? Try to find suitable projects for your staff based on these traits. This allows you to **put the right person in the right place**, giving your staff the chance to develop further. Ultimately, this leads to better performance and a pleasant working environment.
- Include your staff in your vision for the company. Make sure that you know the **core values of your company**, as well as the **positive consequences** of pursuing these values. Frequently guide your staff in the direction you want to go and create a **positive vision** of the future. By inspiring your staff with values and goals, they will know exactly what they are working for and how they can contribute to the company. In addition, they will have more intrinsic motivation to achieve their goals.
- It can be quite tempting for leaders, who probably have more experience within the company, to solve their staff members' problems immediately. Although this may be a quick solution, encouraging your staff to **solve problems themselves** can be more beneficial in the **long term**. This does not mean that you cannot support your staff in this process. By asking staff to deal with the problem first, you ensure that they learn how to solve **similar problems in the future** by themselves.
- Make sure that you pay enough personal attention to your staff in order to **maintain a good relationship**. You can do this by talking with them, but also by organising a team outing, for instance.
- Set **clear goals** for your staff. When staff know what is expected from them, it is easier for them to work on these points. One way to clarify goals is to set up an annual plan and then divide it into **smaller parts**. Set up quarterly targets, for example, and then divide these into monthly goals. Make sure that the team is **aware** of the goals and that they know who is **responsible** for each sub-goal.
- Try to **stay up to date** with what your staff are doing. You can do this in various ways. For example, you can try to introduce an **open-door policy**, where staff can come to you to address any issues. A somewhat more regulated method is to have frequent discussions with those responsible for a particular team or a particular project in order to assess how much progress has been made. One option could be to introduce a **periodic** (weekly, bi-weekly or monthly) **status update**, allowing you to see whether the goals you set have been achieved. An Agile approach to work is a good step in that direction (see, for example, <https://www.management.nl/kennisbank/scrum-agile>). This allows you to **support your staff** and intervene before major problems arise.

# Explanation of the scores

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This report includes several scores which we would like to explain in further detail.

Personal traits are visually presented as sten scores, which indicate the following:

<b>Sten</b>	<b>Meaning</b>
1	Far below average
2	Considerably below average
3	Below average
4	Just below average
5	Average
6	Average
7	Just above average
8	Above average
9	Considerably above average
10	Far above average