The Leadership Context Inventory

Individual, full

Match and shape your context for optimal performance & engagement

Report for: Sample report, Lianne Larson

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INTRODUCTION

The Leadership Context Inventory measures 26 contextual factors influencing leadership effectiveness, organizational performance, and engagement. The factors group themselves into four categories. The **organizational intentions** guide leaders in their leadership and shaping their context to give people optimal conditions in which to perform and thrive. The **external environment** encompasses factors that influence the operating conditions. The **structures** are built into the organizational design and the processes which are the organization's lifeblood. Finally, the **twelve cultures** are all related to a specific part of the organization's way of doing things.

When you read this report, start with the intentions and the external environment. Create an overview of what this means to the organization. Then, consider the structures and cultures and how they could be influenced to optimize organizational performance and engagement. There is much information to take in, because organizational life is complex. Focus on the few factors you find to be key levers. Take action to match them with leadership and to mature processes to support performance. Consider the 3-5 structural and cultural factors that are most important in your context and influence those. Focus is crucial. You move the organization by moving a few structures and cultures at a time.

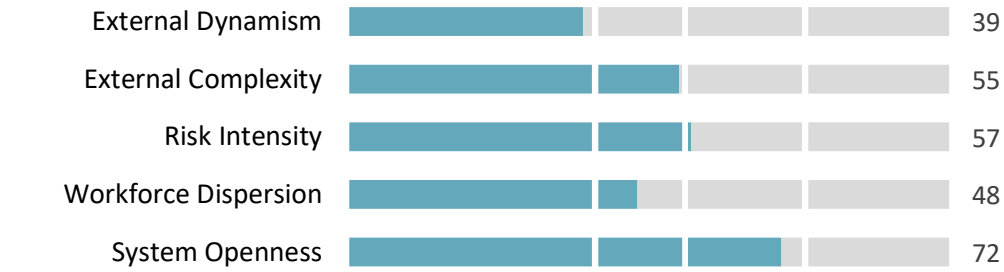
The leadership context is a force field where the different factors keep each other in balance. It is a system where changing one factor influences the other factors in turn. This report includes a force field analysis in the sections on intentions and the external environment. This gives you input into the relations between factors. Follow the dynamics as you read and mark the ones that resonate the most. Return and use the description of your scorings for each factor to consider your first actions. Influencing a system requires several iterations to arrive at a new desired balance – focus on a few at a time and act. Act. Observe. Reflect. Act.

To learn more about the background visit www.drnoerby.com, where you will find more about the studies behind The Leadership Context Inventory. The Leadership Context Inventory is based on several studies into leadership context.

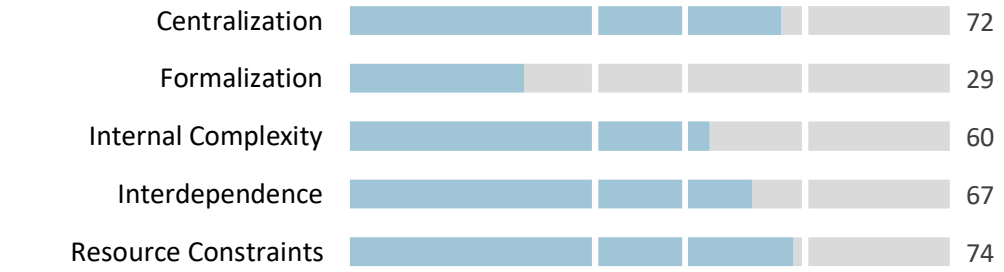
The Leadership Context Inventory – Flash Report

Organisational Intentions

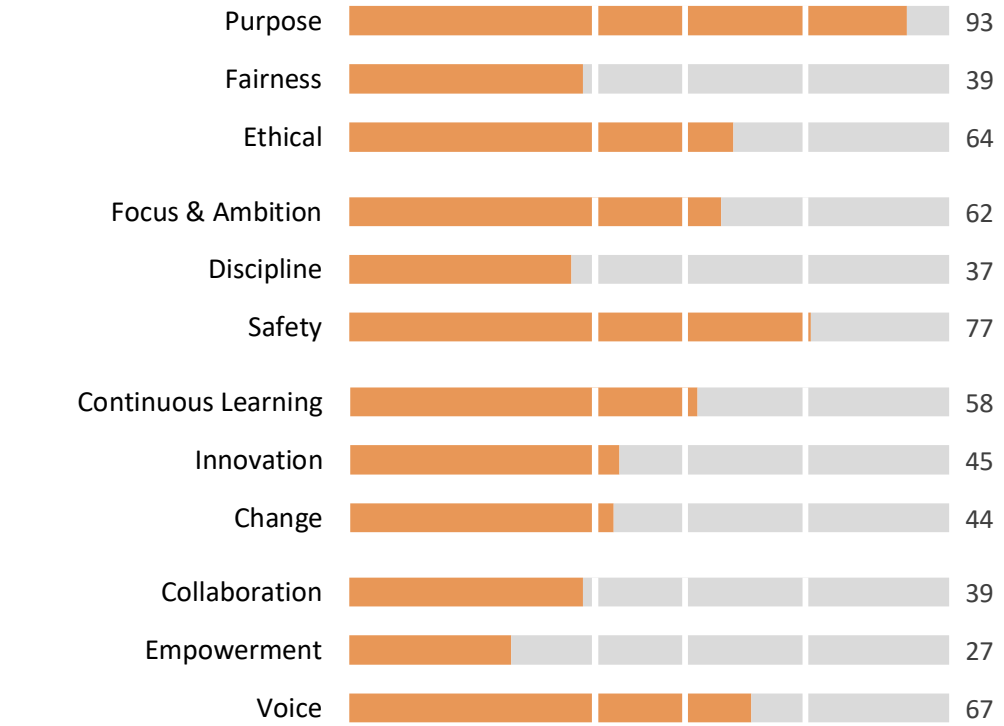
External Environment



Structures



Cultures



Organisational Intentions

These intentions combine to inform the focus on leading the organization and shaping the context for optimal performance and engagement. There is always a balance between efficiency and the innovation & change focus. This will depend on how much effort the strategy dictates should drive efficient operations to maximize return on invested resources, and how much effort should go into creating new future value creation. The purpose focus varies from company to company; the same goes for the people & relations focus. All four must be considered together for the leader to understand how the context is best optimized and led.

Interpretation of your answers, Organisational Intentions

Purpose focus

The score on the Purpose focus scale suggests that:

- Purpose is actively used in internal and external communication
- There is a solid offset to leverage purpose in building organizational loyalty and empowerment

The organization takes its purpose seriously and integrates it into its decision-making. The purpose is frequently and consistently used in internal and external storytelling, case sharing and communication. Senior management are strong champions of the purpose. The core company purpose is integrated into most areas. It can be supported by add-on purposes where the organization strives to contribute positively to society on multiple agendas. Purpose is consistently used as a criterion in discussions and guides employees and leaders in their choices. The organization strongly aligns with its purpose and frequently connects its business goals with its societal contributions.

There are already positive impacts from the purpose focus. Using the core purpose and meaningful add-on purposes should result in organizational loyalty and strong collaboration, and citizenship behavior. It fosters that leaders hold purpose central in their leadership and actively champion purpose in decision-making. There is a solid offset for further strengthening the use of purpose to drive empowerment in the organization.

Your significant purpose focus should align with a significant or high purpose culture. It gives employees a sense of meaning in their work, promoting empowered actions guided by purpose. Collaboration and empowerment cultures further strengthen conversion to action from a high purpose focus. Review your fairness and ethical cultures, as these help the conversion to action. Purpose focus enables higher degrees of decentralization and less formalization. Consider this balance together with the empowerment culture.

The Leadership Context Inventory

Interpretation of your answers, Organisational Intentions

Efficiency focus

32

The score on the Efficiency focus scale suggests that:

- Reaping benefits from creating repeatability in value-creating processes is absent
- It is highly relevant to investigate the benefits of standardization

The focus on efficiency & stability is minimal. The focus on understanding value, performance and cost drivers for repeatable processes is low. There is minimal attention to aligning processes, standardizing, and reducing variations. Hence, goal setting and managing by objectives are focused on areas other than efficient operation. Key Performance Indicators (KPIs) are not used for optimizing recurring processes and activities. Performance management relates to something other than understanding the links between efforts and results to optimize utilization. Forecasting, planning, and measuring are case-based and not an integrated method driving continuous improvements. Together, the organization displays a minimal emphasis on building repeatability of value-creating activities.

A low focus on efficiency results in higher operational costs, lower performance, higher resource consumption and less predictable outcomes. There might be challenges in meeting deadlines, prioritizing tasks, or improving productivity. Having minimum standards makes it easier for employees to understand and meet expectations. Freedom to operate demands alignment around role expectations and expected efforts. Hence, while many are motivated by autonomy, a low focus on efficiency comes with adverse engagement effects. Consider how to strengthen the efficiency focus, the goal clarity and establishing a minimum of performance metrics.

Your low efficiency focus should be considered alongside your profitability in ongoing operations. Evaluate how your focus & ambition culture aligns with your efficiency focus. Consider your formalization of core value-creating or risk-mitigating processes. Factor in how de- and centralization of decision-making promote efficiency. Review your discipline culture together with the formalization of the processes driving efficiency. Consider the balance between discipline culture and empowerment culture. Evaluate how resource constraints align with the efficiency focus.

The Leadership Context Inventory

Interpretation of your answers, Organisational Intentions

Innovation & change focus

The score on the Innovation & change focus scale suggests that:

- Learning, innovating, or changing is not a top priority and could be more ambitious
- Consider strengthening learning and innovation to develop the business to be fit for the future

Some focus is on innovation and change, but it may not be a top priority. In some areas, there is attention to exploring new ideas or questioning existing assumptions. However, there is still a strong reliance on established ways of operating. The vision relies on further optimizing the current business model. There is a recognition of the need to develop the business. Change and innovation targets usually concern improving established ways of operating or solving problems. Only a few targets are set which demand innovation and entry into new areas. The external pressure for significant change is limited. Learning in the organization mainly concerns using existing systems, knowing processes, or applying established practices.

There may be some adaptability and flexibility within the organization. However, this may not be sufficient to keep pace with rapid external changes or seize new opportunities. Employees may occasionally propose new ideas or question assumptions, but there might be limited support for implementing change. Organizations with a moderate focus on innovation and change may still have to learn the benefits of balancing stability with some level of innovation. It builds adaptability and change readiness. Consider strengthening learning with concrete targets to develop beyond optimizing current practices. Consider the optimal innovation focus and how to ensure sufficient leadership support to prioritize the activities.

Your moderate innovation & change focus should be evaluated against the pressure and desire to adapt the business for securing future success. The more pressure and desire, the stronger a focus is needed. Consider your efficiency focus and whether its balance with your innovation & change focus is fit for now and the future. Assess how your focus & ambition culture reflects the focus. Examine how the innovation culture and change culture align with the focus. Review the empowerment and voice cultures compared with the desired change readiness and innovation. Consider the collaboration culture and any stagnation in mindsets and habits from the low change focus.

The Leadership Context Inventory

Interpretation of your answers, Organisational Intentions

People & relations focus

47

The score on the People & relations focus scale suggests that:

- Developing people, culture and leadership is not considered a strategic performance driver
- Linking people development to business performance holds a huge potential

With a moderate focus on human capital quality and relations, the people agenda is considered necessary but not strategic. The people strategy rests upon backfilling the organization to ensure it meets the operational requirements. Senior management rarely emphasizes developing people as the key means to business development. Leaders differ greatly in their commitment to developing people and high-quality relations in their areas and across the organization. Some Key Performance Indicators (KPIs) track organizational engagement and health. Understanding the links between results, behavior, and culture is not mature. The understanding of how performance demands translate into staffing needs varies across the organization. Most recruitment takes place to backfill vacancies. Recruitment is rarely used for frontloading business development by acquiring new competencies into existing or new roles.

Leadership quality varies, and there is an opportunity for higher business performance through a cohesive approach to developing people and high-quality relationships. Employee engagement varies across the organization, resulting in lower returns on people than possible.
The people and performance review practices can be strengthened, and the people composition optimized by matching people and future job requirements better. Consider crafting a leader and people development plan as part of the business planning. Consider which areas should be developed through a frontloading talent acquisition approach.

Your moderate people & relations focus should be evaluated against the criticality of talent, deep expertise, and high-quality long-term relations. Compare your moderate focus to the purpose, efficiency, and innovation intentions requirements. Consider if any of the three intentions could be progressed more through a stronger people & relations focus. Consider how valued, respected, involved, and psychologically safe your collaboration, fairness, ethical and voice cultures make people feel. Consider how the levels of engagement from the purpose, focus & ambition, and collaboration cultures align with the three other organizational intentions.

External Environment

Factors in the external environment influence performance and leadership in the leadership context. External factors are difficult to shape and must often be considered as operating conditions which must be matched and mitigated as best as possible. External dynamics intensify each other, so when openness in the organization increases, it intensifies the effects of dynamism, external complexity, risk intensity and workforce dispersion. Similar knock-on effects exist between all five external factors, and the factors should be considered together.

Interpretation of your answers, External Environment

External Dynamism

The score on the External Dynamism scale suggests that:

- The external environment is stable and predictable
- Consider if task rotation or increased learning can reduce risk and drive innovation

At the low level of external dynamism, changes in the external environment occur slowly, with minimal magnitude, and are relatively predictable. The organization faces minor fluctuations, which follow predictable, recognizable patterns. The external changes influencing decision-making occur slowly. These stable conditions make it easy to plan, optimize repeatable processes and drive efficiency and operational excellence. Employees are unlikely to feel overwhelmed by external change and will become accustomed to stable operating conditions. Low dynamism also entails less change readiness because strong habits evolve. It can lead to rigidity in the organization, hindering new initiatives. Consider any risk of external disruptions that could demand more agility in the future. Consider building adaptability through job and task rotation.

Your low external dynamism is an operating condition with specific effects. Low dynamism promotes the efficiency focus while it makes less of a case for mobilizing around the innovation & change focus. It drives little pressure to develop strong continuous learning, innovation or change cultures. Consider whether necessary changes are on the horizon and evaluate if these cultures should be strengthened to build organizational agility.

The Leadership Context Inventory

Interpretation of your answers, External Environment

External Complexity

The score on the External Complexity scale suggests that:

- The transparency in the external environment allows effective monitoring
- Structuring coordinated processing and sharing of incoming information supports performance

In moderate external complexity, the number and diversity of external elements affecting decision-making are limited and somewhat transparent. The factors and their interplay are still mostly transparent, and it is relatively easy to predict outcomes. There might be some variation among them, and it is important to identify the unpredictable factors that can trigger the need for adaptation. Coordination, communication, and information sharing should be organized and standardized to avoid confusion, misunderstandings, or feelings of low control. Clarity on the importance of the different external factors and the effective processing of the related information is essential. Consider which external factors are important to follow and how well the optimal information inflow matches internal systems and processes. Identify which unpredictable external factors could impact you and consider how to monitor and prepare handling scenarios.

Your moderate external complexity highlights the importance of understanding which complexity is value-creating and which is not. There are good conditions for both the efficiency focus as well as an innovation & change focus. Internal complexity should match the value-creating external complexity so the necessary details, variations and deviations can be handled efficiently. Consider the system openness and how to open and close for external complexity in decision-making. Secure requisite interdependence and formalization in the organization to match external complexity optimally with coordination. Evaluate how the focus & ambition culture provides clear prioritization to navigate the complexity. Assess how collaboration and voice cultures secure the necessary information processing matching the complexity.

The Leadership Context Inventory

Interpretation of your answers, External Environment

Risk Intensity

The score on the Risk Intensity scale suggests that:

- There are threats, probable errors and risks with critical consequences present
- Balance risk prevention and risk-handling with the necessary risk-acceptance to secure performance

In significant risk intensity, threats and error potentials are frequently present, and the consequences can be critical. Employees may become unwilling to take risks and focus more on risk prevention. This could lead to reduced innovation and change success due to a focus on not making mistakes. Engagement might dwindle as the focus shifts towards "playing not to lose." The risk-handling measures must be robust enough to match and mitigate the inherent risks, and secure energy and focus for performing. The measures must bring people above the coping threshold, so all their energy is not invested in caution to the risk intensity. Consider which risks should be accepted to perform and to what extent they can be mitigated. Consider the process maturity of risk assessment, prevention, and incident handling.

Your significant risk intensity implies that physical and emotional risks are an integratal part of doing the work. The people & relations focus should encompass significant elements that translate into strong ethical and safety cultures. Consider how the fairness and discipline cultures align to support this focus. To achieve the necessary psychological safety in the organization, the collaboration and voice cultures should contribute at the same levels. Significant system openness or workforce dispersion intensifies the importance of the compound strength of the above cultures. External dynamism reinforces the risk intensity and increases the importance of the above.

Interpretation of your answers, External Environment

Workforce Dispersion

The score on the Workforce Dispersion scale suggests that:

- There is a mix of being co-located and collaborating over a distance
- Gather people frequently to build cohesion
- Set standards for hybrid and distance working

Moderate workforce dispersion means that some employees work at different locations, across time zones, or in a hybrid mode with varied schedules. There is a mix of real-time and asynchronous communication relying on written documentation. Informal communication is an important coordination mechanism that can be challenging for those working from afar.
Building trust, shared language and establishing common ground can be difficult. The workforce dispersion fosters some autonomy, potentially driving more accountability among team members. Consider which information should be documented to allow equal participation. Build solid practices around clarifying and aligning expectations. Find ways of including everyone in the social side of office life, celebrations, information releases and information about incidents.

Your moderate workforce dispersion creates suitable frames for developing strong collaboration, cohesion and belonging. It is important to match different work modes to the different tasks. Innovation & change and the people & relations focus require a richer dialogue that is best face-to-face. A significant purpose focus and strong purpose culture are good antidotes to the adverse effects of dispersion. A key driver is creating common ground where purpose, priorities and principles are interpreted together. A certain level of formalization is needed to support these agreed ways of working and collaborating. The collaboration, empowerment and voice cultures should be cultivated to a significant level to offset the moderate dispersion.

The Leadership Context Inventory

Interpretation of your answers, External Environment

System Openness

The score on the System Openness scale suggests that:

- There is a high degree of interaction with the external environment
- The inflow of information and influence from the outside can defocus efficient operations

There are many interaction channels with the external environment at the significant level of system openness. The exchange frequency is high. Employees receive much influence from customers, users, partners, or others outside the organization, shaping priorities, attitudes, and behaviors. External input is an integral part of decision-making. The organization benefits from a high degree of interaction with external parties, which can spur innovation and provide valuable feedback. It can also make it harder to maintain consistency and focus and be a source of potential confusion if not managed. Consider how the information flowing from interactions with the external environment is best vetted, evaluated and transformed into useful information. Consider how information is organized and distributed to the right people to make the most use of it.

Your significant system openness is an operating condition which brings challenges and opportunities. High openness fuels the innovation & change focus, while it can significantly challenge the efficiency focus. Consider how and when to open and close for external input. A high purpose focus and a strong purpose culture have positive guiding effects in significant openness. A certain level of formalization to align decentralized processes with a high discipline culture works well but requires quite some effort. Consider how dynamism and openness intensify each other when either goes up. Strong focus & ambition and empowerment cultures support performance in an open system. High or significant collaboration and voice cultures creating absorptive capacity are crucial to effective information processing.

Structure

There are five key structures in the organization. These include centralization or decentralization of decision mandates; formalization or how documented our processes, practices and principles are; internal complexity; interdependence; and finally, resource constraints. These come together to support how things are done. Providing guidance that influences our behavior helps direct the organization's focus to support the organizational intentions. When considering the structures, think about addressable processes in your area. Suppose you can pinpoint one or more processes that facilitate how you want things to run. In that case, it becomes easier to consider, decide and implement changes to optimize the context.

Interpretation of your answers, Structure

Centralization

The score on the Centralization scale suggests that:

- There are few decentralized mandates
- Some functions might default to unnecessary centralization
- Decentralizing decisions that are best supported by local ownership and insight could optimize empowerment

With significant centralization, most decisions are made by a central authority or a few key individuals. There are few delegated mandates on non-routine matters. Striking the optimal balance is critical. Centralization supports decisions in complex and dynamic settings that demand holistic considerations. Conversely, decentralization allows decision-making with local insight and promotes ownership. Centralization of the design of critical processes and choice of methods provides a basis for alignment and organizational efficiency. Employees may be accustomed to seeking approval for most decisions. This can lead to reduced ownership and playmaking. Consider which information processing and decisions are centralized by default and not because they promote performance and engagement to its full potential. Decentralize what can be decentralized based on rational analysis rather than attitudes and habits.

The Leadership Context Inventory

Interpretation of your answers, Structure

Formalization

The score on the Formalization scale suggests that:
- A very low level of documented and shared operating guidelines exists
- Documenting core processes and role requirements followed by aligning expectations around them could promote performance

At low formalization, very few centrally or locally decided and documented policies, procedures, rules, and guidelines must be followed. The organization may operate more spontaneously with minimal structure. Few procedures, standards, or rules are documented. Organizational functioning relies on ad hoc approaches as employees have the freedom to operate in their preferred manner. The organization can be flexible and quickly adapt to changes. This can result in inconsistencies and inefficiencies, as only a few documented guidelines help create stability. Employee engagement may vary as expectations are not clearly set, potentially leading to confusion or conflicts. Consider how to drive alignment and role clarity through formalization by involving people. Consider which value creation, risk mitigation, decision-making, information-processing, resource allocation or coordination could benefit from formalization.

Internal Complexity

The score on the Internal Complexity scale suggests that:
- Complexity influences agility and decision-making
- Do not maintain outdated practices because of the complexity of changing them
- Analyze and decide on levels of complexity based on value and risk

Significant internal complexity is marked by numerous job roles, highly complex tasks, and frequent changes in task requirements. Organizational agility and decision-making can be challenged because numerous variables must always be considered. There is a likelihood that outdated practices are maintained due to the complexity of change. Innovating and trimming the portfolio might be put off due to complexity. There is a risk of reduced ownership and playmaking. Systems and information processing may lag behind, hindering optimal handling of necessary complexity. Consider pinpointing historical non-value-adding complexity that still exists. Picture a future, streamlined value-adding complexity and create a ‘to-be’ image. Ensure that processes and variations add value, reduce risk, improve decisions, optimize resource utilization or are necessary for effective coordination. Consider if information processes and systems are fit for efficient handling of complexity.

The Leadership Context Inventory

Interpretation of your answers, Structure

Interdependence

The score on the Interdependence scale suggests that:

- Multiple interdependencies cut across the organization
- Making contributions fit together is crucial
- Uncoupling or relaxing interdependencies to reduce synchronization and coordination is a value driver

There are many two-way interactions with significant interdependence, where work flows back and forth between employees, functions, or units. Tasks often demand involvement from different functions multiple times, where each function cannot finalize all their contributions in one go. Close coordination and an end-to-end mindset are necessary to ensure the different contributions fit together. Standards for recurring cross-functional exchanges should be in place to ensure seamless collaboration and conflict resolution. Involving multiple expertise areas and functions stimulates innovation. However, the complexity of predicting all interdependencies can lead to resistance to change. Consider which interdependencies are necessary or value-creating. Identify areas that can be uncoupled. Review the level of data transparency and align documentation standards to ease information exchange. Map end-to-end processes to increase ease of coordination and shared understanding.

Resource Constraints

The score on the Resource Constraints scale suggests that:

- Reallocating resources for important new initiatives is hard
- Significant resource constraints create short-termism and silo-thinking
- Carving out sufficient resources to transform the business becomes key

At the significant level of resource constraints, leaders face considerable restrictions in available resources and difficulties in reallocating resources. The organization may find innovation challenging, as most resources are tied up in meeting performance requirements. A sustained lack of resources can lead to a silo-based focus on execution, with little energy for developing practices. Getting to the next level is hard as all key people are fully occupied. High pressure drives short-termism, and long-term planning may falter. This can lead to stress and burnout, especially during staff reductions, resulting in uneven workloads. It drives down engagement and volunteering. Consider freeing up key people and resources to develop the business, without burning out these people. Evaluate performance requirements compared to resource allocations. Make hard reallocations to long-term activities, securing a foundation for future business.

Culture

In any organization, habits evolve over time. These habits become “the way we do things around here”. They are supported by invisible and embedded beliefs about what is wrong or right. These patterns are subcultures that relate to a particular part of how the organization works. Twelve such cultures have a significant influence on performance and engagement. Reflect on which are the most important in your context, based on the input in this report. Choose a few and start there. Cultures should align with organizational intentions and are patterns that repeat and reproduce themselves. They can be shaped, and as leaders, that is our task.

Interpretation of your answers, Culture

Purpose

The score on the Purpose Culture scale suggests that:

- Purpose plays a crucial role in creating a meaningful workplace
- Keep that. However, consider if the purpose is also used for maintaining the status quo in areas that should change

In a high purpose culture, the organization’s purpose is embedded in everything it does. Decisions are consistently made with the organization’s purpose and positive impact on society in mind. Employees and leaders at all levels champion the purpose with pride. Any deviation from the purpose is promptly addressed. Internal and external communication emphasize stories related to purpose. The meaningfulness is valued and creates a sense of belonging. Passion for the purpose drives engagement and higher productivity and loyalty. Talent is attracted due to the purpose and related culture. Consider if certain initiatives, changes, or decisions that would optimize the business are avoided in the name of the purpose. Ensure necessary hard choices are made to secure long-term survival and prosperity, including the decisions which are challenging due to the purpose.

Fairness

The score on the Fairness Culture scale suggests that:

- A widespread feeling of unfair and inconsistent treatment hinders effective collaboration
- Clarity and consistency in human resource policies and processes can support more organizational trust

In a low fairness culture, individuals often feel as though rules and policies are unfair or inconsistently applied. Often, they perceive a lack of transparency in how the company is managed. Resources, rewards, and sanctions may be perceived as being distributed unequally and unfairly. This significantly undermines psychological safety, and many employees will safeguard themselves. It becomes usual for them to hoard resources, and staff retention may drop, leading to cynicism, negativism, and individual suboptimization. The organization becomes fragmented as people find it difficult to rely on anyone other than those close to them. Consider strengthening the policies and procedures related to rewards, recognition, staff decisions and leadership procedures. Set clear standards. Create transparency in decisions influencing staff. Align leadership and communicate how the shared principles are turned into consistent practice through case studies.

The Leadership Context Inventory

Interpretation of your answers, Culture

Ethical

The score on the Ethical Culture scale suggests that:

- Ethical considerations are embedded in day-to-day business, and there are shared perceptions of ethical standards
- Continuously involving employees in morally intensive decisions creates ownership and builds organizational trust

In a significant ethical culture, ethical principles are understood throughout the organization. There is a shared sense of morality, and ethical dilemmas are regularly discussed, especially in morally intensive areas. The ongoing handling of dilemmas builds a good ability to perform in ambiguity. The company code of conduct is recognized as important. Employees and leaders make efforts to make ethical decisions based on shared beliefs and values. There is mutual respect and low tolerance for harassment, discrimination, misconduct, and unethical behaviors. There are positive effects, including psychological safety and organizational trust. It supports followership, ownership, and adaptability. There may still be areas for improvement in embedding ethics more deeply. Consider if there are areas where the ethical culture should be strengthened. Continuously reinforce the integration and balance between ethical considerations and sound business judgements.

Focus & Ambition

The score on the Focus & Ambition Culture scale suggests that:

- Goals and efforts to attain them are linked, and there is a constant striving to perform better
- Securing efforts to deliver on both short- and long-term goals is essential

In a significant focus & ambition culture, the goals are clear and communicated, and most efforts have clear links to goal attainment. The drive to perform is strong, with an emphasis on continuous improvement. There is a sense of urgency, competitiveness, and shared direction. Goals are prioritized and coordinated. There are frequent reprioritizations to ensure efforts are spent where there is most return. Planning and committing to specific actions are usual. Goals are effectively translated into actions in most areas, and the links between goals and efforts are transparent. This makes it easy to understand how everyone contributes. It results in good levels of efficiency, innovation and change performance. Consider if teams can be trained and empowered to own goal setting and prioritizing efforts more. Ensure long-term goals are not deprioritized due to focus on short-term returns.

The Leadership Context Inventory

Interpretation of your answers, Culture

Discipline

The score on the Discipline Culture scale suggests that:

- Expectations of efforts, standards, and ways of working are unclear, and accountability for compliance is low
- Specifying standards, educating, motivating, and requiring discipline in working as agreed could improve performance

In a low discipline culture, teams act with limited regard for meeting expectations, committing, and adhering to standards. Expectations and work standards are vaguely defined. There is a lack of mutual accountability, and established protocols are not consistently followed. People meet expectations based on their own interpretations and not on documented specifications. Clarifying commitments, specifying criteria, and establishing standards is not common. Autonomy is misinterpreted as the absence of commitments and accountability.
There is a mutually accepted lack of adherence to standards, and keeping peers accountable is uncommon. The inconsistency results in inefficiencies and increased variation, challenging productivity, repeatability, and risk mitigation. The foundation for growing business is weak. Consider specifying standard operating procedures for essential areas. Educate, motivate discipline, and align behaviors to drive consistency, learning and predictability.

Safety

The score on the Safety Culture scale suggests that:

- There is an unwavering commitment to physical and emotional safety
- Peers intervene to keep each other safe
- Ensuring and educating to operate with necessary risk tolerance can secure high performance

In a high safety culture, there is an unwavering commitment to physical and emotional safety. There is a high awareness and a consistent approach to evaluating and addressing potential threats. Safety measures are an integral part of the work methods. Risk evaluation, prevention, and mitigation efforts are robust and comprehensive. Peers actively intervene to keep each other safe, and incidents are responded to promptly and efficiently. It results in few incidents and accidents, and employees are well-protected. The safety focus supports trust-building, cohesion, and collaboration. However, if the safety focus prevents accepting a necessary risk level to operate effectively, it can hinder performance. Consider how to sustain a strong safety culture embedded in efficient operation. Clarity on necessary, reasonable, and acceptable risks is crucial to empower actions to reach goals without compromising safety.

The Leadership Context Inventory

Interpretation of your answers, Culture

Continuous Learning

The score on the Continuous Learning Culture scale suggests that:

- Systematic continuous learning is an integrated part of improving productivity and quality
- Focusing on the most value-creating processes and reinforcing identification and transfer of best practices could increase performance

In a significant continuous learning culture, there is a robust commitment to continuous optimization. The organization frequently engages in activities to refine and improve execution. Structures are in place to facilitate continuous learning. There is an evident focus on optimization, although it may not be fully integrated into all aspects of the organization. The focus on continuous improvement results in efficiency gains, quality, and productivity. It strengthens collaboration, empowerment, and voice culture, contributing to employee engagement. It equips the organization to adapt to changes and remain competitive. Ensure that any optimization initiatives are focused on areas that will drive value creation and a proper return on investment. In a significant to higher level of continuous learning culture, it can be tempting to try to optimize in all areas but it is vital to target those efforts. Consider leveraging the best practices to strengthen the continuous learning culture further. Focus on value-creating or risk-mitigating processes in further development.

Innovation

The score on the Innovation Culture scale suggests that:

- There are pockets of new thinking and innovation in some areas
- Evaluating needs and opportunities and dedicating resources for long-term innovation that secures the foundation for future success is vital

In the moderate innovation culture, the organization has a mix of traditional and innovative approaches. The overall approach leans towards the traditional ways of operating, and new thinking is only occasionally introduced. In some areas, there is awareness of the need for innovation, experimentation, and efforts to create novel solutions. However, it is not a core part of the organizational mindset or resource allocation. There is some adaptability and creativity but experimenting and the learning mindset tend to concern improvements rather than innovation, disruption, or reengineering. Certain fundamental assumptions and principles are rarely challenged, but there is awareness that continued development is necessary. Evaluate if the current innovation practices are sufficient to secure a foundation for future success. Consider dedicating resources and focus to innovate more in certain areas.

The Leadership Context Inventory

Interpretation of your answers, Culture

Change

The score on the Change Culture scale suggests that:

- There is some change readiness and flexibility, yet most new requirements are met with skepticism
- Training and development initiatives that require knowledge sharing, task rotation, or the implementation of new methods could increase the ability to improve performance

In a moderate change culture, there is some flexibility and change readiness. Still, most change is met with skepticism and doubt whether it will work. People engage with changes, when necessary, without fully embracing them. Defensive mechanisms and resistance to change are usual. Changes often depend on a few individuals embracing the 'let's try it' mindset. Change initiatives are challenged by low accountability and the absence of ownership from many participating in change. The organization is somewhat equipped to handle minor or middle-sized changes but struggles with larger ones. The organization often experiences slow and incomplete transformations with delays in reaching the target returns on change. Consider increasing the change readiness through training and more deliberate proactive business development. Evaluate which areas could benefit from higher flexibility and consider task or job rotation.

Collaboration

The score on the Collaboration Culture scale suggests that:

- Collaboration and trust within teams and in the broader organization are minimal and silos exists
- Investing more effort in team building and agreeing on how to improve collaboration holds a huge performance potential

In a low collaboration culture, team members rarely engage in shared activities, hold back on helping others, and may feel disconnected from their colleagues. Collaboration and trust within teams and across boundaries are minimal. There are siloed departments, and limited sharing of information, liaison across departments, and being aware of how organizational parts interconnect. There is a low emphasis on building cohesive relationships and inclusion. The organization experiences internal competition, sub-optimization, silos, and an "us and them" attitude. Low-quality relationships dominate, leading to a limited sense of belonging. This results in withdrawal behaviors, low ownership of deliverables, fear of not being backed up, and potentially higher staff turnover. Consider strengthening the collaboration within and across teams. Make it a priority because this heavily influences performance.

The Leadership Context Inventory

Interpretation of your answers, Culture

Empowerment

The score on the Empowerment Culture scale suggests that:
- People withdraw from taking the initiative and assuming ownership
- Clarifying and expanding role expectations supported by training and motivating more taking-charge behavior is a huge performance improvement opportunity

In a low empowerment culture, many employees focus on their narrow job requirements and rarely take charge beyond those parameters. In most areas, employees await directives from leaders rather than taking the initiative. There is a focus on deferring decision-making responsibilities, avoiding involvement, and rejecting ownership for things outside one's job. Employees withdraw from taking on larger responsibilities due to a lack of skills, unclear roles, or risk avoidance. Many decisions are escalated, which leads to low organizational agility, slower response times and low change readiness. This hinders performance and, over time, increases the risk of losing capable talent. Consider training people to enable them to take more charge. Clarify and expand role expectations. Build psychological safety to enable self-directed initiative. Set standards for taking charge behavior and promote through leadership and reward.

Voice

The score on the Voice Culture scale suggests that:
- People voice concerns and share feedback and conflicting views
- There is psychological safety
- Clarity on what areas are open for constructive challenge against what is defined and not open to discussion is crucial

There is open communication on most themes in a significant voice culture, and people voice their concerns and suggestions. People are willing to initiate discussions and provide feedback. There is psychological safety in most areas and discussions. Conflicting views are generally seen as positive, and speaking about most issues during problem-solving is safe. Many individuals actively participate and voice their concerns, ideas, and reflections. It promotes the benefits of diversity, as conflicting views are considered productive.
Problem-solving and decision-making are open and inclusive, leading to better outcomes. The involvement drives engagement and belonging. It promotes information processing and coordination. Unconstructive voicing can challenge cohesiveness, trust, and collaboration. Consider how to maintain openness, voicing and psychological safety while communicating which principles and priorities are not up for discussion.

The Leadership Context Inventory

SUMMARY OF CONTEXT ASSESSMENT SCALES

SCALE	SCALE INTERPRETATION
Organizational Intentions – Focus	
Purpose	The focus on contributing positively to the greater good of society and our world.
Efficiency	The focus on maximizing return on the invested resources, minimizing cost, and improving performance.
Innovation & Change	The focus on innovating or changing the foundation for future business beyond what we currently do.
People & Relations	The focus on getting, growing, and keeping talent, expertise, engagement, and relationships to enable the desired performance.
External Environment	
External Dynamism	The rate, speed, magnitude, and predictability of external changes influencing decision-making.
External Complexity	The number, transparency, and diversity of external elements influencing the decision-making.
Risk Intensity	The presence of threat or error potential, how critical the consequences would be, and how likely the error occurs or the threat manifests.
Workforce Dispersion	The degree of employee separation due to time- or place-bound demands and hybrid working choices.
System Openness	The number of channels and the exchange frequency between the organization and its external environment, influencing priorities, attitudes, and behavior.
Structures	
Centralization	The extent to which decision authority and mandate are centralized or delegated into the organization.
Formalization	The level of decided and documented policies, procedures, rules, and guidelines that must be followed.
Internal Complexity	The number of different job roles, the amount of task complexity, and the change rate in task requirements.
Interdependence	The number and intensity of dependencies across jobs, functions, or boundaries requiring coordination or alignment.
Resource Constraints	The availability of resources to operate, innovate, or change, including resources that can reallocated through optimization or prioritization.
Cultures	
Purpose	The way we prioritize our company's purpose in our decision-making and actions.
Fairness	The way we act and react to the fairness of rules and policies, leader decisions, and the distribution of resources, rewards, and sanctions.
Ethical	The way we act and react to behave ethically, promote ethical conduct, and make ethical decisions.
Focus & Ambition	The way we set direction and goals, translate goals into actions, and always stretch our ambitions to perform better.
Discipline	The way we act and react to meet expectations, deliver on commitments, hold each other accountable, and rigorously adhere to standards.
Safety	The way we approach physical and emotional safety, evaluate, prevent, and mitigate threats, accept necessary risks, and respond to incidents.
Continuous Learning	The way we learn continuously to refine, develop, improve, and expand existing operations.
Innovation	The way we drive progress through experimenting, innovating, adopting new technologies, and applying new skills and work methods.
Change	The way we adapt to changing work requirements and constructively respond and contribute to change.
Collaboration	The way we collaborate, act on shared principles, trust and include one another, embrace diversity, nurture good relations, help, and back each other up.
Empowerment	The way we actively engage when being led, take charge, and act out responsibilities, including when having to guide and influence peers.
Voice	The way we express concerns, speak up, and engage in discussions to align, promote problem-solving, and arrive at good decisions.

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