



The Leadership Context Inventory

Individual, short

Match and shape your context for optimal performance & engagement



Report for: Sample report, Lianne Larson



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.

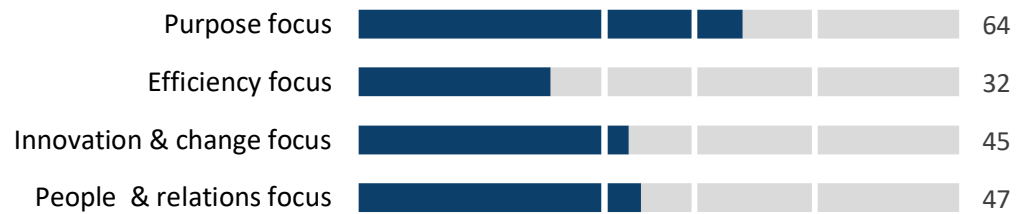
When you read this report, start with the intentions and the external environment. Create an overview of what this means to the organization. Then, consider the structures and cultures and how they could be influenced to optimize organizational performance and engagement. Focus on the few factors you 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. 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.

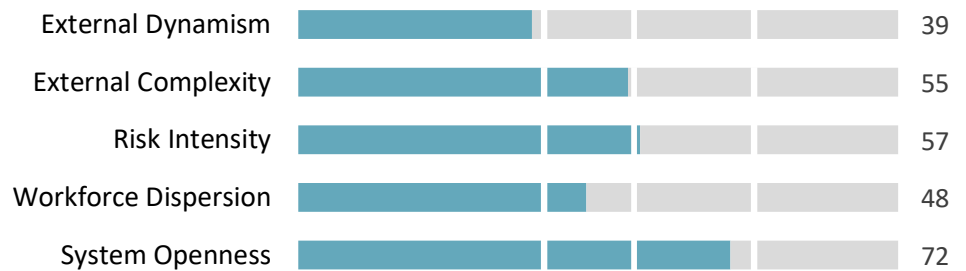


The Leadership Context Inventory – Flash Report

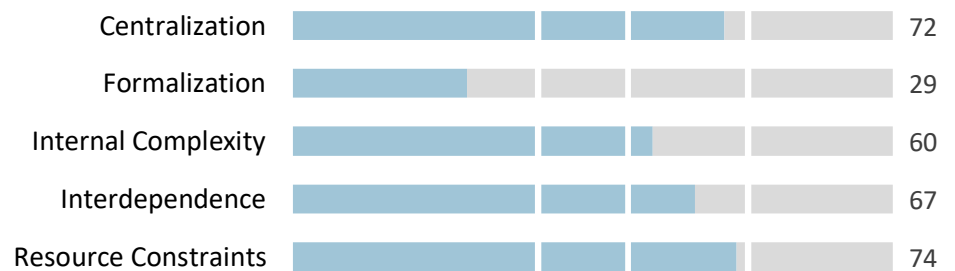
Organisational Intentions



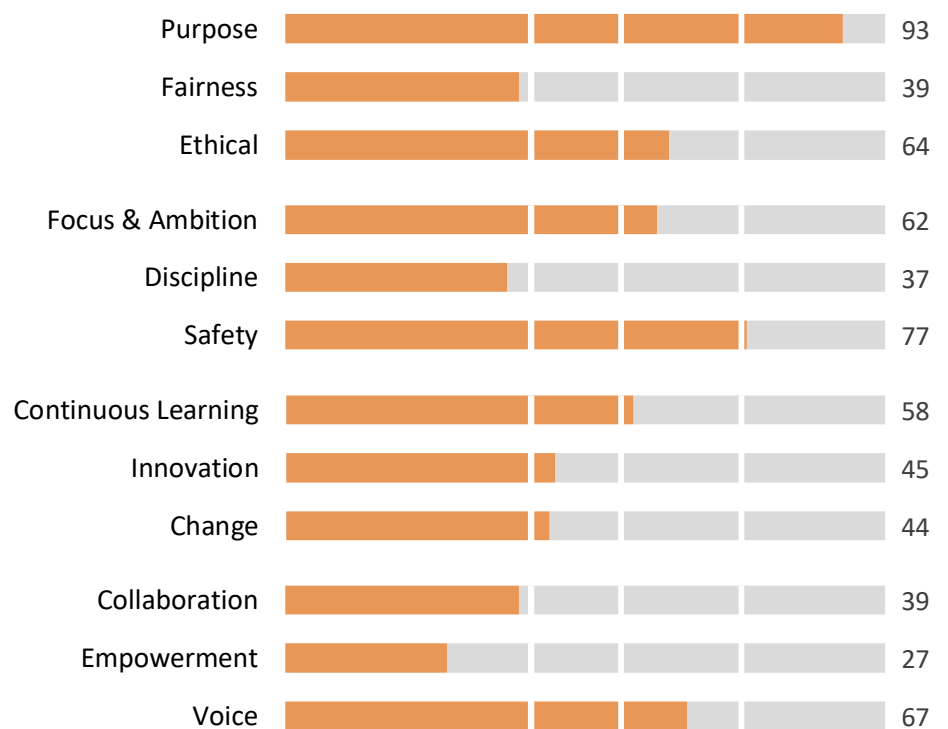
External Environment



Structures



Cultures





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Organisational Intentions

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

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

Innovation & change focus: 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.

People & relations focus: Developing people, culture and leadership is not considered a strategic performance driver. Linking people development to business performance holds a huge potential.

External Environment

External Dynamism: The external environment is stable and predictable. Consider if task rotation or increased learning can reduce risk and drive innovation.

External Complexity: The transparency in the external environment allows effective monitoring. Structuring coordinated processing and sharing of incoming information supports performance.

Risk Intensity: 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.

Workforce Dispersion: 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.

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

Structure

Centralization: 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.

Formalization: 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.

Internal Complexity: 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.

Interdependence: 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.

Resource Constraints: 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.



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Cultures

Purpose Culture: 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.

Fairness Culture: 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.

Ethical Culture: 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.

Focus & Ambition Culture: 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.

Discipline Culture: 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.

Safety Culture: 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.

Continuous Learning Culture: 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.

Innovation Culture: 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.

Change Culture: 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.

Collaboration Culture: Collaboration and trust within teams and in the broader organization are minimal. Silos exist. Investing more effort in team building and agreeing on how to improve collaboration holds a huge performance potential.

Empowerment Culture: 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.

Voice Culture: 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.



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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.

