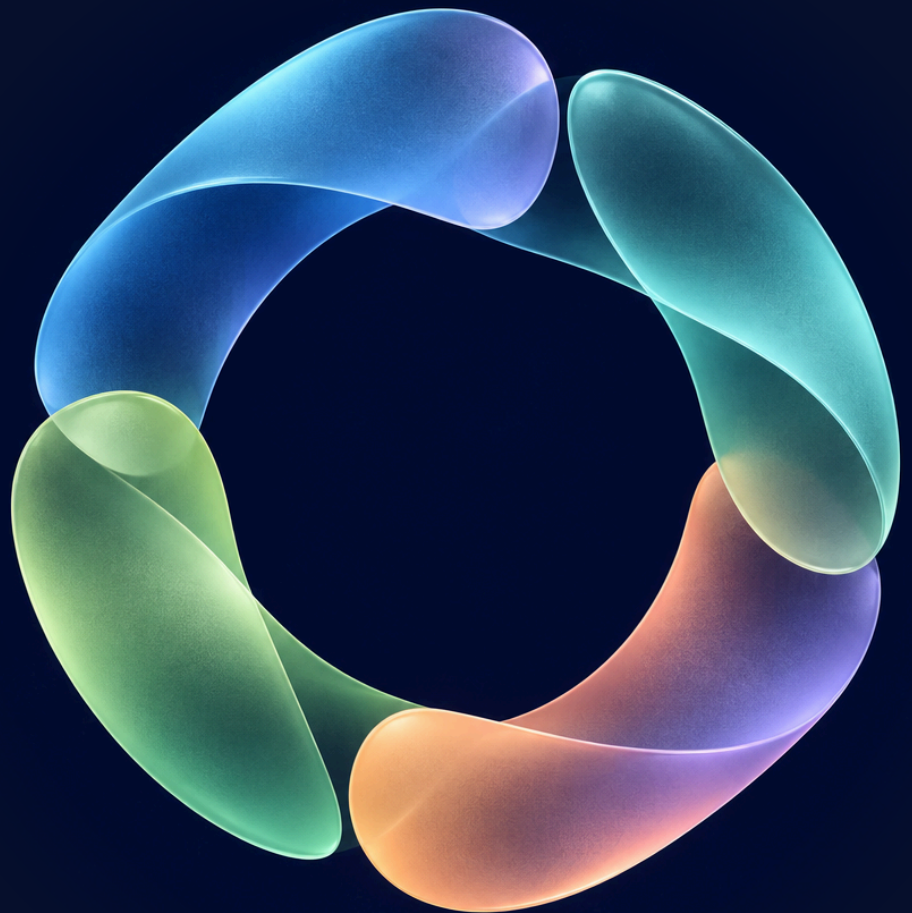


Interpersonal Leadership Effectiveness

How your team experiences your leadership and how this relates
to your natural leadership style



Participant

Alex Morgan

Role Director of Operations
Organisation National Services Agency

Understanding your report

Leadership is expressed through its impact on other people. This report explores how your team experiences your leadership and whether you create the conditions in which people identify with you, trust your direction and willingly contribute.

The Team Assessment provides the primary evidence. It describes what team members experience in your behaviour. Your Personality results indicate how you are likely to behave naturally or typically. Together, they help explain whether the behaviours your team experiences come naturally to you, require conscious effort, or reflect natural strengths that your team does not yet experience consistently.

Personality does not determine your effectiveness or explain the team feedback on its own. The combined findings are hypotheses for reflection and development, not a definitive judgement of you as a leader.

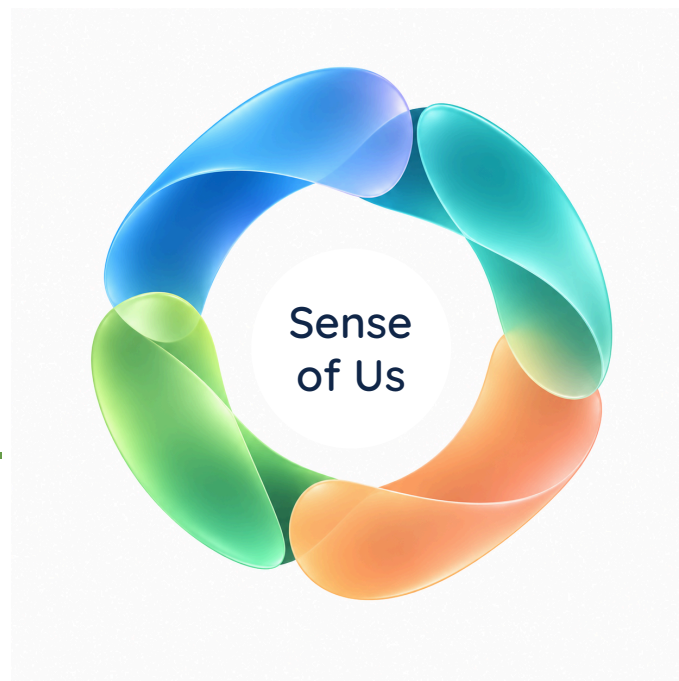
The four dimensions

BEING ONE OF US

Does the leader represent who we are as a team?

CREATE A SENSE OF US

Does the leader build team identity and create a shared meaning and direction?



ACT FOR US

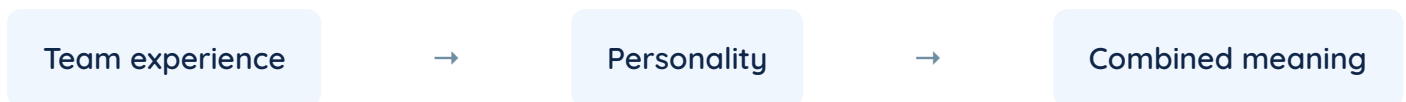
Does the leader champion the team and advance our shared interests?

MAKE US MATTER

Does the leader enable the team and make us real and visible?

How to interpret your results

The aim is effective leadership behaviour that your team experiences and values, not for every behaviour to come naturally to you. Some effective behaviours may flow naturally from your personality, while others may require more conscious effort.



- 01 The five-point team heatmap shows how consistently each behaviour is experienced. Darker cells represent more team members, and the dot shows the team average.
- 02 The personality marker shows your position on a neutral continuum relative to the assessment comparison group. It reflects a natural preference, not effectiveness.
- 03 The report highlights which behaviours your team already values, which may require more conscious effort and where natural strengths may not yet be consistently visible.

Where an effective behaviour is not observed consistently, the next question is what may be getting in the way, such as pressure, culture, role expectations or the way the behaviour is expressed.

Your results at a glance

The dimensions are ordered from your clearest strength to the area that currently requires the most deliberate attention.



Are you one of us?

1

Team experience

High



2

What your personality suggests

Likely to come naturally



3

What this means

→ Your natural leadership style translates into behaviours that your team sees and values.



Do you act for us?

1

Team experience

High



2

What your personality suggests

May require some conscious effort



3

What this means

→ Your team experiences this positively, even though it may require conscious effort from you.



Do you bring us together?

1

Team experience

Moderate



2

What your personality suggests

Likely to come naturally



3

What this means

→ You have natural strengths in this area, but your team does not yet experience them consistently.



Do you make us matter?

1

Team experience

Low



2

What your personality suggests

May require more deliberate effort



3

What this means

→ Your team does not yet experience this consistently, and strengthening it may require deliberate effort from you.

What your results mean

Your team experiences you most positively in understanding what matters to them and acting in their interests.

Understanding and representing the team appears to come naturally to you, while actively advocating for it may require more conscious effort. Your personality also suggests that you have natural strengths that can help bring people together, but your team does not yet experience these behaviours consistently. The clearest priority is helping the team feel valued, visible and able to influence what happens. This is currently less evident to them and may require more deliberate effort from you.

How to interpret the detail

- A behaviour can be valuable whether it comes naturally to you or requires conscious effort.
- A Moderate team result may mean that the behaviour is experienced only sometimes, or that team members have different experiences.
- The detailed pages explain what your team experiences, what your personality suggests about your natural leadership style and how the two may be connected.

Are you one of us?

Understanding and representing who we are

This dimension reflects whether your team experiences you as someone who understands their priorities, experiences and identity, and whether you are seen as part of the team rather than separate from it.



How your team experiences you

Number of team members

12 respondents



Does not show these behaviours

Shows these behaviours

Fewer team members  More team members

• Team average 4.3 out of 5

Most team members experience a strong sense that you understand their working reality and represent what the team stands for.

What your team experiences

Experienced more consistently

- You understand the operational pressures they face
- You refer to shared priorities when explaining decisions
- You remain connected to the team during demanding periods

Experienced less consistently

- You recognise every individual's experience equally consistently
- You make time for informal contact when delivery pressure is high



How this relates to your natural leadership style

Interpersonal Warmth



More professionally reserved

More personally engaging

Collaboration Preference



Prefers independent working

Prefers collaborative working

Modesty



More likely to highlight own contribution

More likely to play down own contribution

You describe yourself as collaborative, approachable and relatively modest. These tendencies are likely to support your ability to identify with the team and understand its perspective.

What this means

Your natural leadership style translates into behaviours that your team sees and values. Your collaborative and approachable manner is particularly visible when you connect decisions to shared priorities. Under pressure, however, the team may experience less of the informal contact that reinforces this connection.



What you can do next

Sustain what works. Continue linking decisions to the team's shared purpose and working reality.

Keep it visible under pressure. Protect brief individual and informal contact during intense delivery periods.

Check consistency. Occasionally ask who may feel less connected and what would help them experience the same level of understanding.

Which behaviours most clearly show your team that you understand their day-to-day reality?

Do you act for us?

Advancing the team's interests

This dimension concerns whether team members believe you represent their interests, make fair decisions and provide support when their work or reputation is at stake.



How your team experiences you

Number of team members

12 respondents



Does not show these behaviours

Shows these behaviours

Fewer team members More team members

• Team average 4.4 out of 5

Your team generally trusts you to represent its interests and to make decisions that protect its ability to deliver.

What your team experiences

Experienced more consistently

- You advocate for the resources needed to deliver
- You make difficult decisions consistently and fairly
- You take responsibility when problems need senior attention

Experienced less consistently

- You show the personal impact that team concerns have on you
- You explain every compromise made with senior stakeholders



How this relates to your natural leadership style

Support Style



More self-reliant

More actively supportive

Emotional Concern



More emotionally contained

More emotionally responsive

Values Driven



More pragmatic

More principle-led

You are naturally pragmatic and relatively contained in your emotional response. Acting as a visible advocate may therefore be a deliberate leadership choice rather than an automatic interpersonal response.

What this means

Your team experiences this aspect of your leadership positively, even though visible advocacy and emotional support may require conscious effort from you. You translate a clear sense of responsibility and fairness into behaviours people recognise as acting for them. This may become less visible when demands compete or time is limited.



What you can do next

Sustain what works. Keep explaining where you have represented the team and what trade-offs were made.

Protect it under pressure. Notice when workload causes you to become more self-contained or focused only on the practical decision.

Check understanding. When you cannot secure the outcome the team wants, ask whether people still understand how you represented their interests.

How will your team know that you have considered its interests when you cannot deliver the outcome it wants?

Do you bring us together?



Creating cohesion and shared purpose

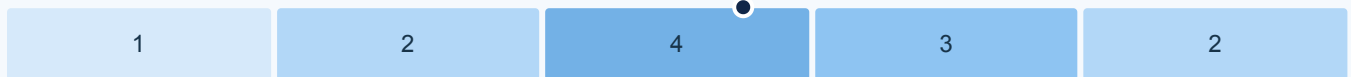
This dimension reflects whether you help people think and act as a team, connect individual contributions to a shared purpose and address divisions that weaken collective delivery.



How your team experiences you

Number of team members

12 respondents



Does not show these behaviours

Shows these behaviours

Fewer team members More team members

• Team average 3.2 out of 5

The team experiences some shared direction, but the strength of cohesion and collective ownership varies across members and situations.

What your team experiences

Experienced more consistently

- You set clear shared outcomes for major pieces of work
- You encourage cooperation when delivery depends on several roles

Experienced less consistently

- You address tensions before they affect cooperation
- You create regular opportunities to solve problems collectively
- You reinforce connections between different parts of the team



How this relates to your natural leadership style

Collaboration Preference



More independent

More collaborative

Sociability



More solitary

More socially engaged

Expressiveness



More contained

More expressive

Your results suggest a strong natural preference for collaborative and socially engaged working. The team does not experience this potential as consistently as your Personality profile might suggest.



What this means

You have natural strengths that could help bring people together, but your team does not yet experience these behaviours consistently. Immediate delivery pressure, meetings focused mainly on updates, role expectations or unresolved tensions may be limiting how visibly your collaborative style translates into everyday leadership.



What you can do next

Understand the difference. Ask team members when they experience the strongest and weakest sense of working as one team, and what appears to create that difference.

Make the behaviour visible. Use existing meetings for short cross-team problem solving, name important interdependencies and address tensions while they are still manageable.

Check what changes. After six weeks, ask whether shared ownership and cooperation are becoming more consistent across workstreams.

Where could your natural collaborative style become more visible in the team's everyday routines?

Do you make us matter?

Giving the team value visibility and influence

This dimension concerns whether you help the team see the value of its contribution and ensure that its work, expertise and concerns have influence beyond the immediate group.



How your team experiences you

Number of team members

12 respondents



Does not show these behaviours

Shows these behaviours

Fewer team members  More team members

• Team average 2.2 out of 5

Many team members do not consistently see how their work influences wider decisions or feel that the team receives sufficient recognition and visibility.

What your team experiences

Experienced more consistently

- You recognise strong delivery within the team
- You explain the immediate operational value of completed work

Experienced less consistently

- You give the team visibility with senior stakeholders
- You show how its work shapes wider organisational outcomes
- You create opportunities for team members to represent their own expertise



How this relates to your natural leadership style

Social Confidence



Voice and Decision Style



Comfort with Risk



You describe yourself as relatively reserved, cautious and less inclined to assert your position strongly in unfamiliar or senior settings. External advocacy may therefore require deliberate preparation.

What this means

Your team does not yet experience this behaviour consistently, and your personality results suggest that external advocacy may require deliberate effort. You may value the team's contribution but communicate this mainly within the group. Caution about promoting achievements or challenging senior stakeholders may limit the team's visibility and influence.



What you can do next

Understand the feedback. Ask team members when they have felt that their work mattered beyond the team, when they have not, and what one change would make the greatest difference.

Take visible action. Show how team input has influenced decisions, give the team visible credit, involve members earlier in relevant discussions and explain when ideas cannot be taken forward.

Check what changes. Choose two behaviours to practise, tell the team what you are working on and ask what they have noticed after four to six weeks.

Whose understanding or support would most increase your team's ability to make a difference?

Your priorities for action

Your results suggest that your strongest opportunity is to preserve the trust already present while making the team's collective contribution more visible and influential.

Sustain

- Connect decisions to the team's shared priorities and working reality.
- Continue representing the team fairly, particularly when difficult trade-offs are required.

Strengthen

- Use your collaborative preference more deliberately to connect workstreams and address tensions early.
- Build a consistent habit of representing the team's contribution and expertise to senior stakeholders.

Two behavioural experiments

Priority 01 Bring us together

Behaviour to practise	Use one monthly meeting to resolve a cross-team dependency together.
Team signal to watch	People refer more often to shared ownership rather than separate workstreams.
Review point	Review after eight weeks

Priority 02 Make us matter

Behaviour to practise	Create one opportunity each month for a team member to present work to a senior stakeholder.
Team signal to watch	Team members can describe how their contribution influences wider decisions.
Review point	Review after three months

Discuss these hypotheses with your team. Ask what would make the greatest practical difference and agree how you will review progress.