



ALL THINGS CUSTOMER

EMMA-LOUISE VEITCH

CUSTOMER EXPERIENCE EXPERT





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Leadership Jersey
Assessing the quality of
Jersey Leadership...

Results:
10th Oct - 31st Dec 2023

SUMMARY – KEY CHANGES YOY



➤ Overall results...

- There are slight improvements in almost all areas this year
- Female respondents rated more positively this year, and males more negatively
- Increase in female respondents (so split less balanced this year: 59% female, 38% male)
- Some of the bigger changes are that the overall quality of leadership, and culture, within an organisation both rated more highly than previous years
- Also, overall, each of the 8 leadership questions relating to the person they report to, all rated more highly than ever before
- After the great increase last year of those receiving a performance appraisal within the last 12 months, this has declined slightly
- Whilst those at board level continue to rate the most positively, those at middle levels ratings increased the most for the first time since running this survey. Those at senior level rated the most negatively

➤ With regards to the 8 overall leadership attribute questions...

- Overall, those who report to a female or male boss both rate the same for the first time 6.4 (+02 YOY for male boss, static for female boss)
- The best gender mix is potentially a female reporting to a female (same as last year) who rate 6.6
- The least favourable is potentially a male reporting to a female 6.1, which is a change from last year. Last year females reporting to males were rated least favourable, however positively they saw the biggest improvements this year

➤ With regards to rating bosses as leaders...

- Overall, those who report to a male boss rated the highest leaders 43% (+5%), and those who report to a female boss rated the lowest, 41% 'leaders' (-8%). This is a swap from last year
- Females reporting to males rated the highest 'leaders' this year 47% (last year females to females) and male reporting to female the lowest at 'leader's at 36% (last year females reporting to males)
- Additionally, when asking if your CEO is more of a manager, or a leader, there was a slight reduction (-3%) from last year, with 52% saying their CEO's are leaders

SUMMARY - RESPONDENTS

10th October – 31st December 2023
480 respondents
4th survey – 2020, 2021, 2022, 2023

✓ Results have been rounded to 1 decimal place.

✓ 'Overall' results include 'prefer not to say' and 'non-binary'.

- We received 480 responses, and of these, 81% told us they 'reported to someone' +0.5 YOY. Those who didn't report to anyone were just asked to rate themselves as a leader, and asked if they'd attended a 'Leadership Jersey' event
- This is the first year we have not had an even split of respondents in relation to gender, female 59%, and, male 38%. The remaining respondents preferring not to say, or are non-binary
- The majority of respondents were once again 40-55 years old, 47%. Overall, this has changed very little since 2020
- The top 3 sectors that completed the survey were... 'Other Business Activities' 25%, 'Public Administration' 16%, 'Third Sector/Charity' 11%, These are the same top 3 as last year
- With regards to seniority levels within an organisation, the majority of respondents were once again at a senior level 36%, there were more middle level this year 33%, followed by board level 20%, then junior level 10%,
- There was a fairly even split between organisations with less than 25 people 27%, organisations with between 26-100 people 24%, and organisations with 501+ people 23%. There were slightly less respondents from organisations with 101-250 people 17%, and, organisations with 251-500 people 10%. These are very minimal changes YOY

SUMMARY – MY ORGANISATION



Rate the overall quality of leadership within your organisation

- Overall, this was one of the bigger changes YOY. Rating 6.5 (+0.5 YOY) the highest it's ever been
- Both male and female respondents rated higher than previous years, 6.4 +0.3 YOY and 6.6 +0.5 YOY respectively
- In particular males reporting to females increased to 7.3, a massive +1.2 increase YOY
- When comparing seniority level, respondents at board level continued to rate the highest 7.3, which was +0.8 YOY. Those at middle level rated more positively this year at 6.4 (+0.70 YOY), and those at a junior level rated the lowest with 6

Rate the overall culture within your organisation

- Overall, this is another of the bigger changes YOY. Rating 6.6 (+0.4 YOY) the highest it's ever been
- Both male and female respondents rated higher than previous years, 6.6 and 6.7 respectively, both increasing ratings by +0.4 YOY
- In particular males reporting to females increased to 7.6, a massive +1.4 increase YOY
- When comparing seniority level, respondents at board level continued to rate the highest 7.1, which was +0.3 YOY. Those at middle level rated more positively this year 6.6 (+0.70 YOY), and those at a junior level rated the lowest with 6.2

SUMMARY – MY ORGANISATION



Rate the diversity within your organisations Senior Management Team

- Last year, this was one of the biggest changes, with an overall positive +0.4 YOY movement in the right direction. However sadly this remained static this year
- For the 4th year running, this is the lowest score for organisations, an average of 5.2. Continuing to leave plenty of room for improvement
- Those who report to a female boss rate slightly higher, 5.4, than those who report to a male boss 5.0
- In particular a male reporting to a female rate the highest, 6.1, and females who rate to a male the lowest 4.8
- When comparing seniority level, those at a board level the highest 5.7. Those at a senior level rated the lowest 5.0. This is the similar to last year

Would you prefer to work for a manager, or a leader?

- Overall, 90% told us they would prefer to work for a leader, rather than a manager, (-2% YOY)

SUMMARY – MY ORGANISATION

Would you describe the CEO within your organisation as more of a manager, or a leader?

- A slight decrease YOY is when asked to describe the CEO. Respondents felt that 52% were 'leaders' rather than 'managers', -3% YOY
- This continues to highlight that CEO's are generally considered more 'leaders' than the person respondents report to, as only 42% felt that the person they report to is more of a leader, static YOY
- Females rate slightly more positively than males when answering this question. However, females rated more negatively compared to last year, especially females reporting to females who reduced their rating to 53% leaders (-14% YOY)
- When comparing seniority level, those at board level once again rated the highest, believing that their CEO's were 73% leaders +8% YOY. Those at a junior level rated the lowest, 41% leaders, -3% YOY.

Would you describe the person you report to as more of a manager, or a leader?

- Overall, respondents rated that the person they report to is more of a 'manager' 58%, rather than a 'leader' 42%. This remains static YOY for the last 3 years
- Those who report to males rated slightly more highly 43% leaders +5% YOY, than those who report to females 41% -8% YOY
- Males reporting to females rated the lowest 36% leader -8% YOY, and females reporting to males rated the highest 47% leaders +9% YOY

SUMMARY – JOB SATISFACTION



Which of the below options would give you greatest job satisfaction?

The options we provided;

- An organisation with values that align with my own
 - Leadership that inspires me
 - Salary & Benefits
 - Company culture
 - Job security
 - Work life balance & Flexible working
 - Development & Progression
- The overall top 3 were... 'Work life balance & Flexible working' 64%, 'Salary & Benefits' 56%, and 'An organisation with values that align with my own' 52%. This is a change from last year
- Some of the biggest increases here are: 'An organisation with values that align with my own' 52% (+7% YOY), and 'Salary & Benefits' 56% (+7% YOY)
- Some of the biggest decreases here are: 'Leadership that inspires me' 45% (-6% YOY), which also reduced by 4% last year. And 'Development & Progression' 25% (-6% YOY)
- Females appreciate 'Work life balance & Flexible working' and 'Company Culture' higher than male respondents
- Male respondents appreciate 'Salary & Benefits' and 'Job Security' higher than female respondents

SUMMARY – WHO I REPORT TO – BY GENDER

When asking respondents about the person they report to...

- 63% of bosses were male +2% YOY, 35% female -1% YOY, the rest preferred not to say, or are non-binary
- As you can see below, for the fourth year running, the smallest segment is male respondents with female bosses

	Male Respondent Male Boss 2023	Male Respondent Female Boss 2023	Female Respondent Female Boss 2023	Female Respondent Male Boss 2023
	Average Score	Average Score	Average Score	Average Score
Percentage gender breakdown	29%	7%	28%	35%

- As you can see on slide 11, when analysing the overall scores of the 8 various leadership attribute questions by boss gender, male and female bosses both rate the same, 6.4
- Last year those who reported to a female boss rated slightly higher than those who reported to males, however, those who report to males increased +0.2 YOY, bringing them both to 6.4 this year
- Overall, there are improved ratings for every one of these 8 questions. The most noticeable improvements are...
 - How would you rate your relationship with the person you report to, 7.5 +0.3 YOY
 - The person I report to is supportive and cares about me as a person, 7.1 +0.3 YOY
 - The person I report to communicates clearly and regularly, 6.4 +0.3 YOY
 - The person I report to is a great leader, 6.2, +0.3 YOY

SUMMARY – WHO I REPORT TO – BY GENDER

	Those who report to a Male Boss 2022	Those who report to a Male Boss 2023	Change YOY	Overall 2023	Those who report to a Female Boss 2022	Those who report to a Female Boss 2023	Change YOY	Overall 2023
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
Who I Report To...								
Would you describe the person you report to as more of a manager, or a leader?	Manager - 62% Leader - 38%	Manager - 57% Leader - 43%	+ 5% Leader	Manager - 58% Leader - 42%	Manager - 51% Leader - 49%	Manager - 59% Leader - 41%	-8 % Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 8% Leader - 92%	Manager - 11% Leader - 89%	- 3% Leader	Manager - 10% Leader - 90%	Manager - 7% Leader - 93%	Manager - 8% Leader - 92%	-1% Leader	Manager - 10% Leader - 90%
How would you rate your relationship with the person you report to?	7.3	7.6	0.3	7.5	7.2	7.3	0.1	7.5
The person I report to is a great leader...	5.8	6.1	0.3	6.2	6.0	6.2	0.2	6.2
The person I report to inspires me...	5.6	5.9	0.3	6.0	6.1	6.1	0	6.0
The person I report to is authentic, they actually do what they ask of others...	6.6	6.7	0.1	6.7	6.6	6.6	0	6.7
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.8	6.0	0.2	6.0	5.9	6.0	0.1	6.0
The person I report to is supportive, and cares about me as a person...	6.7	7.0	0.3	7.1	7.0	7.1	0.1	7.1
The person I report to communicates clearly and regularly...	6.0	6.4	0.4	6.4	6.4	6.3	0.1	6.4
The person I report to gives me regular feedback on my performance, and helps me improve...	5.5	5.7	0.2	5.8	5.8	5.8	0	5.8
Average of the 8 questions above	6.2	6.4	0.2	6.5	6.4	6.4	0	6.5
In the last 12 months, have you had a performance appraisal?	Yes - 65% No - 35%	Yes - 63% No - 37%	-2 % Yes	Yes - 62% No - 38%	Yes - 71% No - 29%	Yes - 64% No - 36%	-7% Yes	Yes - 62% No - 38%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 18% No - 82%	Yes - 23% No - 77%	+5 % Yes	Yes - 20% No - 80%	Yes - 19% No - 81%	Yes - 16% No - 84%	-3% Yes	Yes - 20% No - 80%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 34% No - 66%	Yes - 32% No - 68%	-2 % Yes	Yes - 35% No - 65%	Yes - 39% No - 61%	Yes - 40% No - 60%	+1% Yes	Yes - 35% No - 65%

SUMMARY – WHO I REPORT TO – *BY GENDER*



The 3 slides that follow (slides 13, 14 & 15) show the 8 leadership attribute questions broken down even further, by respondent and boss gender

Slide 13 - Shows 2023's summary by respondent and boss gender...

- Here you can see that the best gender mix is, potentially a female reporting to a female 6.6 +0.1 YOY, the same as last year
- In 2020, and 2021, males reporting to a females were rated the highest
- With regards to least favourable, males reporting to females rated least favourable at 6.1 -0.1 YOY
- Last year, females reporting to males rated least favourable, however increased 0.4 YOY to 6.5 this year

Slide 14 & 15 - Shows the 2022 and 2023 YOY comparisons for...

- Slide 14 – Male respondents, broken down by male and female boss
- Slide 15 - Female respondents, broken down by male and female boss

Most noticeable within these slides are....

- The strong improvement ratings for female respondents with a male boss
- The decline in ratings for male respondents with either a female or male boss

SUMMARY – WHO I REPORT TO BY GENDER

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondent Male Boss 2023	Male Respondent Female Boss 2023	Female Respondent Female Boss 2023	Female Respondent Male Boss 2023	Overall 2023
	Average Score	Average Score	Average Score	Average Score	Average Score
Who I Report To...					
Would you describe the person you report to as more of a manager, or a leader?	Manager - 61% Leader - 39%	Manager - 64% Leader - 36%	Manager - 56% Leader - 44%	Manager - 53% Leader - 47%	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 10% Leader - 90%	Manager - 7% Leader - 93%	Manager - 9% Leader - 91%	Manager - 12% Leader - 88%	Manager - 10% Leader - 90%
How would you rate your relationship with the person you report to?	7.5	6.7	7.6	7.6	7.5
The person I report to is a great leader...	6.0	5.7	6.5	6.3	6.2
The person I report to inspires me...	5.8	5.9	6.3	6.0	6.0
The person I report to is authentic, they actually do what they ask of others...	6.7	6.5	6.7	6.7	6.7
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.7	5.7	6.2	6.2	6.0
The person I report to is supportive, and cares about me as a person...	6.8	6.8	7.3	7.2	7.1
The person I report to communicates clearly and regularly...	6.4	6.3	6.4	6.4	6.4
The person I report to gives me regular feedback on my performance, and helps me improve...	5.6	5.4	6.0	5.8	5.8
Average of the 8 questions above	6.3	6.1	6.6	6.5	6.5
In the last 12 months, have you had a performance appraisal?	Yes - 65% No - 35%	Yes - 68% No - 32%	Yes - 64% No - 36%	Yes - 61% No - 39%	Yes - 62% No - 38%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 23% No - 77%	Yes - 11% No - 89%	Yes - 18% No - 82%	Yes - 23% No - 77%	Yes - 20% No - 80%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 34% No - 66%	Yes - 39% No - 61%	Yes - 40% No - 60%	Yes - 31% No - 69%	Yes - 35% No - 65%

MALE RESPONDENTS

Who I Report To...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondent Male Boss 2022	Male Respondent Male Boss 2023	Change YOY	Overall 2023	Male Respondent Female Boss 2022	Male Respondent Female Boss 2023	Change YOY	Overall 2023
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
Who I Report To...								
Would you describe the person you report to as more of a manager, or a leader?	Manager - 59% Leader - 41%	Manager - 61% Leader - 39%	-2% Leader	Manager - 58% Leader - 42%	Manager - 56% Leader - 44%	Manager - 64% Leader - 36%	-8% Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 8% Leader - 92%	Manager - 10% Leader - 90%	-2% Leader	Manager - 10% Leader - 90%	Manager - 4% Leader - 96%	Manager - 7% Leader - 93%	-3% Leader	Manager - 10% Leader - 90%
How would you rate your relationship with the person you report to?	7.4	7.5	0.1	7.5	7.3	6.7	0.6	7.5
The person I report to is a great leader...	5.9	6.0	0.1	6.2	5.8	5.7	0.1	6.2
The person I report to inspires me...	5.8	5.8	0	6.0	5.4	5.9	0.5	6.0
The person I report to is authentic, they actually do what they ask of others...	6.8	6.7	0.1	6.7	6.5	6.5	0	6.7
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	6.0	5.7	0.3	6.0	5.4	5.7	0.3	6.0
The person I report to is supportive, and cares about me as a person...	6.9	6.8	0.1	7.1	6.9	6.8	0.1	7.1
The person I report to communicates clearly and regularly...	6.2	6.4	0.2	6.4	6.5	6.3	0.2	6.4
The person I report to gives me regular feedback on my performance, and helps me improve...	5.7	5.6	0.1	5.8	5.7	5.4	0.3	5.8
Average of the 8 questions above	6.3	6.3	0	6.5	6.2	6.1	0.1	6.5
In the last 12 months, have you had a performance appraisal?	Yes - 70% No - 30%	Yes - 65% No - 35%	-5% Yes	Yes - 62% No - 38%	Yes - 73% No - 27%	Yes - 68% No - 32%	-5% Yes	Yes - 62% No - 38%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 22% No - 78%	Yes - 23% No - 77%	+1% Yes	Yes - 20% No - 80%	Yes - 24% No - 76%	Yes - 11% No - 89%	-13% Yes	Yes - 20% No - 80%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 29% No - 71%	Yes - 34% No - 66%	+5% Yes	Yes - 35% No - 65%	Yes - 35% No - 65%	Yes - 39% No - 61%	+4% Yes	Yes - 35% No - 65%

FEMALE RESPONDENTS

Who I Report To...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Female Respondent Female Boss 2022	Female Respondent Female Boss 2023	Change YOY	Overall 2023	Female Respondent Male Boss 2022	Female Respondent Male Boss 2023	Change YOY	Overall 2023
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
Who I Report To...								
Would you describe the person you report to as more of a manager, or a leader?	Manager - 49% Leader - 51%	Manager - 56% Leader - 44%	-7% Leader	Manager - 58% Leader - 42%	Manager - 62% Leader - 38%	Manager - 53% Leader - 47%	+9% Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 9% Leader - 91%	Manager - 9% Leader - 91%	0% Leader	Manager - 10% Leader - 90%	Manager - 8% Leader - 92%	Manager - 12% Leader - 88%	-4% Leader	Manager - 10% Leader - 90%
How would you rate your relationship with the person you report to?	7.2	7.6	0.4	7.5	7.2	7.6	0.4	7.5
The person I report to is a great leader...	6.1	6.5	0.4	6.2	5.8	6.3	0.5	6.2
The person I report to inspires me...	6.3	6.3	0	6.0	5.6	6.0	0.4	6.0
The person I report to is authentic, they actually do what they ask of others...	6.7	6.7	0	6.7	6.4	6.7	0.3	6.7
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	6.1	6.2	0.1	6.0	5.7	6.2	0.5	6.0
The person I report to is supportive, and cares about me as a person...	7.1	7.3	0.2	7.1	6.7	7.2	0.5	7.1
The person I report to communicates clearly and regularly...	6.4	6.4	0	6.4	5.8	6.4	0.6	6.4
The person I report to gives me regular feedback on my performance, and helps me improve...	5.8	6.0	0.2	5.8	5.3	5.8	0.5	5.8
Average of the 8 questions above	6.5	6.6	0.1	6.5	6.1	6.5	0.4	6.5
In the last 12 months, have you had a performance appraisal?	Yes - 70% No - 30%	Yes - 64% No - 36%	-6% Yes	Yes - 62% No - 38%	Yes - 58% No - 42%	Yes - 61% No - 39%	+3% Yes	Yes - 62% No - 38%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 17% No - 83%	Yes - 18% No - 82%	+1% Yes	Yes - 20% No - 80%	Yes - 13% No - 87%	Yes - 23% No - 77%	+10% Yes	Yes - 20% No - 80%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 42% No - 58%	Yes - 40% No - 60%	-2% Yes	Yes - 35% No - 65%	Yes - 38% No - 62%	Yes - 31% No - 69%	-7% Yes	Yes - 35% No - 65%

SUMMARY – WHO I REPORT TO – BY GENDER



In the last 12 months, have you had a performance appraisal?

- Overall, 62% have had a performance appraisal in the last 12 months -5% YOY. With 38% not receiving an appraisal, more can be done here

In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?

- It would also be wonderful if performance feedback was a 2-way street, as 80% still have not had the opportunity to appraise the performance of the person they report to within the last 12 months, +1% YOY

In the last 12 months, have you considered leaving your job because of the person you report to?

- Overall, 65% haven't considered leaving their job because of the person they report to, although, 35% (-1% YOY) is still a high number to have considered it.

- Overall, those who report to a male boss are less likely to have considered leaving 32% said yes, compared to 40% who report to a female boss

	Male Respondent Male Boss 2022	Male Respondent Male Boss 2023	Change YOY	Female Respondent Female Boss 2022	Female Respondent Female Boss 2023	Change YOY
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
In the last 12 months, have you had a performance appraisal?	Yes - 70% No - 30%	Yes - 65% No - 35%	-5% Yes	Yes - 73% No - 27%	Yes - 68% No - 32%	-5% Yes
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 22% No - 78%	Yes - 23% No - 77%	+1% Yes	Yes - 24% No - 76%	Yes - 11% No - 89%	-13% Yes
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 29% No - 71%	Yes - 34% No - 66%	+5% Yes	Yes - 35% No - 65%	Yes - 39% No - 61%	+4% Yes

	Female Respondent Female Boss 2022	Female Respondent Female Boss 2023	Change YOY	Male Respondent Male Boss 2022	Male Respondent Male Boss 2023	Change YOY
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
In the last 12 months, have you had a performance appraisal?	Yes - 70% No - 30%	Yes - 64% No - 36%	-6% Yes	Yes - 58% No - 42%	Yes - 61% No - 39%	+3% Yes
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 17% No - 83%	Yes - 18% No - 82%	+1% Yes	Yes - 13% No - 87%	Yes - 23% No - 77%	+10% Yes
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 42% No - 58%	Yes - 40% No - 60%	-2% Yes	Yes - 38% No - 62%	Yes - 31% No - 69%	-7% Yes

SUMMARY – MY LEADERSHIP & LEADERSHIP JERSEY ATTENDANCE...



Rate yourself as a leader

- Overall, when respondents rated themselves as a leader, the average was 7.0, -0.1 YOY (*Was 7.0 in 2020, 2021*)
- Male respondents once again rated themselves more highly, at 7.0, whilst females rated themselves 6.7 (-0.1 YOY for both)
- Those at board level and senior level rated themselves the highest, 7.4, followed middle level 6.3, then junior level 6.0. All fairly similar ratings to last year
- Those who don't report to anyone rated themselves a 7.5, static YOY

Have you received any leadership development/training within the last 12 months?

- Overall, 35% of respondents said that they had received leadership training in the last 12 months
- A fairly equal split between male and female, 36% and 35% respectively

Have you ever attended a 'Leadership Jersey' event?

- Overall, 28% of respondents said that they had attended a 'Leadership Jersey' event
- A fairly equal split between male and female attendance, 26% and 27% respectively
- Those at board level attended the most, 52% said yes, followed by senior level 35%, middle level 18%, and junior level 4%



Overall 2020	Overall 2021	Overall 2022	Overall 2023	Change YOY 2022-2023
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	Average Score	Average Score	Average Score	Average Score	Average Score
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Do you report to someone?	Yes - 81% No - 19%	Yes - 78% No - 22%	Yes - 76% No - 24%	Yes - 81% No - 19%	+ 5% Yes
The person I report to is...	Male - 64% Female - 33% Prefer not to say - 3% Non-Binary - 0%	Male - 62% Female - 35% Prefer not to say - 3% Non-Binary - 0%	Male - 61% Female - 36% Prefer not to say - 3% Non-Binary - 0%	Male - 63% Female - 35% Prefer not to say - 2% Non-Binary - 0%	Male - + 2% Female - - 1% Prefer not to say - 1% Non-Binary - 0%

My Organisation...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

Overall 2020	Overall 2021	Overall 2022	Overall 2023	Change YOY 2022-2023
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Average Score	Average Score	Average Score	Average Score	Average Score
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My Organisation...					
How would you rate the overall quality of leadership within your organisation?	6.1	6.0	6.0	6.5	0.5
How would you rate the overall culture within your organisation?	6.3	6.1	6.2	6.6	0.4
How diverse are the Senior Management Team within your organisation?	5.1	4.8	5.2	5.2	0
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 49% Leader - 51%	Manager - 50% Leader - 50%	Manager - 45% Leader - 55%	Manager - 48% Leader - 52%	- 3% Leader

Who I Report To...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

Overall 2020	Overall 2021	Overall 2022	Overall 2023	Change YOY 2022-2023
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	Average Score	Average Score	Average Score	Average Score	Average Score
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Who I Report To...					
Would you describe the person you report to as more of a manager, or a leader?	Manager - 60% Leader - 40%	Manager - 59% Leader - 42%	Manager - 58% Leader - 42%	Manager - 58% Leader - 42%	0% Leader
Would you prefer to work for a manager, or a leader?	Manager - 10% Leader - 91%	Manager - 8% Leader - 92%	Manager - 8% Leader - 92%	Manager - 10% Leader - 90%	- 2% Leader
How would you rate your relationship with the person you report to?	7.0	7.0	7.2	7.5	0.3
The person I report to is a great leader...	5.8	5.7	5.9	6.2	0.3
The person I report to inspires me...	5.6	5.6	5.8	6.0	0.2
The person I report to is authentic, they actually do what they ask of others...	6.3	6.4	6.6	6.7	0.1
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.7	5.7	5.8	6.0	0.2
The person I report to is supportive, and cares about me as a person...	6.6	6.6	6.8	7.1	0.3
The person I report to communicates clearly and regularly...	6.0	6.0	6.1	6.4	0.3
The person I report to gives me regular feedback on my performance, and helps me improve...	5.5	5.5	5.6	5.8	0.2
Average of the 8 questions above	6.1	6.1	6.2	6.5	0.3
In the last 12 months, have you had a performance appraisal?	Yes - 60% No - 41%	Yes - 57% No - 43%	Yes - 67% No - 33%	Yes - 62% No - 38%	- 5% Yes
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 25% No - 75%	Yes - 18% No - 82%	Yes - 19% No - 81%	Yes - 20% No - 80%	+ 1% Yes
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 37% No - 63%	Yes - 39% No - 61%	Yes - 36% No - 64%	Yes - 35% No - 65%	- 1% Yes

Job Satisfaction, My Leadership & Leadership Jersey Attendance...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Overall 2020	Overall 2021	Overall 2022	Overall 2023	Change YOY 2022-2023
	Average Score	Average Score	Average Score	Average Score	Average Score
Job Satisfaction, My Leadership & Leadership Jersey Attendance...					
	Work life balance & flexible working - 63%	Work life balance & flexible working - 66%	Work life balance & flexible working - 66%	Work life balance & flexible working - 64%	Work life balance & flexible working - -2%
	Leadership that inspires me - 55%	Leadership that inspires me - 56%	Leadership that inspires me - 51%	Leadership that inspires me - 45%	Leadership that inspires me - --6%
	An organisation with values that align with my own - 49%	An organisation with values that align with my own - 44%	An organisation with values that align with my own - 45%	An organisation with values that align with my own - 52%	An organisation with values that align with my own - +7%
	Salary & Benefits - 49%	Salary & Benefits - 49%	Salary & Benefits - 49%	Salary & Benefits - 56%	Salary & Benefits - +7%
	Company Culture - 36%	Company Culture - 36%	Company Culture - 45%	Company Culture - 43%	Company Culture - -2%
	Development & Progression - 31%	Development & Progression - 30%	Development & Progression - 31%	Development & Progression - 25%	Development & Progression - -6%
	Job Security - 18%	Job Security - 20%	Job Security - 14%	Job Security - 15%	Job Security - +1%
Of the options below, which 3 would give you the greatest job satisfaction?					
Overall, how would you rate yourself as a leader? (also includes those who don't report to anyone)	7.0	7.0	7.1	7.0	0.1
Have you ever attended a 'Leadership Jersey' event?	n/a	n/a	n/a	Yes - 28% No - 72%	n/a
Have you received any leadership development/training within the last 12 months?	n/a	n/a	n/a	Yes - 35% No - 65%	n/a

Demographic...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

Overall 2020	Overall 2021	Overall 2022	Overall 2023	Change YOY 2022-2023
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	Average Score	Average Score	Average Score	Average Score	Average Score
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Demographic...					
Within your organisation, are you...	Board Level - 24% Senior Level - 30% Middle Level - 34% Junior Level - 11%	Board Level - 25% Senior Level - 34% Middle Level - 32% Junior Level - 9%	Board Level - 28% Senior Level - 40% Middle Level - 26% Junior Level - 6%	Board Level - 21% Senior Level - 36% Middle Level - 33% Junior Level - 10%	Board Level - -7% Senior Level - -4% Middle Level - +7% Junior Level - +4%
What size is your organisation?	501+ - 20% 251-500 - 11% 101-250 - 16% 26-100 - 27% 25 or less - 27%	501+ - 20% 251-500 - 10% 101-250 - 15% 26-100 - 27% 25 or less - 28%	501+ - 26% 251-500 - 12% 101-250 - 13% 26-100 - 24% 25 or less - 25%	501+ - 23% 251-500 - 10% 101-250 - 17% 26-100 - 24% 25 or less - 27%	501+ - -3% 251-500 - -2% 101-250 - +4% 26-100 - 0% 25 or less - +2%
Are you...	Male - 47% Female - 48% Prefer not to say - 4% Non-Binary - 1%	Male - 47% Female - 48% Prefer not to say - 5% Non-Binary - 0%	Male - 48% Female - 48% Prefer not to say - 3% Non-Binary - 0%	Male - 38% Female - 59% Prefer not to say - 3% Non-Binary - 0%	Male - -10% Female - +11% Prefer not to say - 0% Non-Binary - 0%
Which of the following age brackets do you fall into?	16-23 - 3% 24-39 - 24% 40-55 - 48% 56-74 - 22% 75+ - 0% Prefer not to say - 4%	16-23 - 2% 24-39 - 20% 40-55 - 47% 56-74 - 25% 75+ - 1% Prefer not to say - 5%	16-23 - 1% 24-39 - 19% 40-55 - 53% 56-74 - 24% 75+ - 0% Prefer not to say - 3%	16-23 - 1% 24-39 - 21% 40-55 - 47% 56-74 - 28% 75+ - 1% Prefer not to say - 3%	16-23 -0% 24-39 -+2% 40-55 - -6% 56-74 - +4% 75+ - +1% Prefer not to say - 0%



Respondent Gender

	Male Respondents 2022	Male Respondents 2023	Change YOY	Overall 2023	Female Respondents 2022	Female Respondents 2023	Change YOY	Overall 2023
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
Are you...	48%	63%	+15%	Male - 38% Female - 59% Prefer not to say - 3% Non-Binary - 0%	48%	35%	-13%	Male - 38% Female - 59% Prefer not to say - 3% Non-Binary - 0%

My Organisation...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondents 2022	Male Respondents 2023	Change YOY	Overall 2023	Female Respondents 2022	Female Respondents 2023	Change YOY	Overall 2023
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
My Organisation...								
How would you rate the overall quality of leadership within your organisation?	6.1	6.4	0.3	6.5	6.1	6.6	0.5	6.5
How would you rate the overall culture within your organisation?	6.2	6.6	0.4	6.6	6.3	6.7	0.4	6.6
How diverse are the Senior Management Team within your organisation?	5.5	5.4	0.1	5.2	4.9	5.0	0.1	5.2
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 49% Leader - 51%	Manager - 50% Leader - 50%	-1 % Leader	Manager - 48% Leader - 52%	Manager - 38% Leader - 62%	Manager - 45% Leader - 55%	- 7% Leader	Manager - 48% Leader - 52%

Who I Report To...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondents 2022	Male Respondents 2023	Change YOY	Overall 2023	Female Respondents 2022	Female Respondents 2023	Change YOY	Overall 2023
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
Who I Report To...								
Would you describe the person you report to as more of a manager, or a leader?	Manager - 58% Leader - 42%	Manager - 62% Leader - 38%	- 4% Leader	Manager - 58% Leader - 42%	Manager - 56% Leader - 44%	Manager - 55% Leader - 45%	+1 % Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 7% Leader - 93%	Manager - 9% Leader - 91%	- 2% Leader	Manager - 10% Leader - 90%	Manager - 8% Leader - 92%	Manager - 11% Leader - 89%	- 3% Leader	Manager - 10% Leader - 90%
How would you rate your relationship with the person you report to?	7.4	7.4	0	7.5	7.2	7.6	0.4	7.5
The person I report to is a great leader...	5.9	5.9	0	6.2	6.0	6.4	0.4	6.2
The person I report to inspires me...	5.7	5.8	0.1	6.0	6.0	6.1	0.1	6.0
The person I report to is authentic, they actually do what they ask of others...	6.7	6.7	0	6.7	6.6	6.7	0.1	6.7
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.8	5.7	0.1	6.0	5.9	6.2	0.3	6.0
The person I report to is supportive, and cares about me as a person...	6.9	6.8	0.1	7.1	6.9	7.3	0.4	7.1
The person I report to communicates clearly and regularly...	6.3	6.4	0.1	6.4	6.1	6.4	0.3	6.4
The person I report to gives me regular feedback on my performance, and helps me improve...	5.7	5.6	0.1	5.8	5.6	5.9	0.3	5.8
Average of the 8 questions above	6.3	6.3	0	6.5	6.3	6.6	0.3	6.5
In the last 12 months, have you had a performance appraisal?	Yes - 70% No - 30%	Yes - 66% No - 34%	- 4% Yes	Yes - 62% No - 38%	Yes - 64% No - 36%	Yes - 62% No - 38%	- 2 % Yes	Yes - 62% No - 38%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 23% No - 77%	Yes - 20% No - 80%	- 3% Yes	Yes - 20% No - 80%	Yes - 16% No - 84%	Yes - 21% No - 79%	+5% Yes	Yes - 20% No - 80%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 30% No - 70%	Yes - 35% No - 65%	+5% Yes	Yes - 35% No - 65%	Yes - 40% No - 60%	Yes - 35% No - 65%	- 5% Yes	Yes - 35% No - 65%

Job Satisfaction, My Leadership & Leadership Jersey Attendance...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondents 2022	Male Respondents 2023	Change YOY	Overall 2023	Female Respondents 2022	Female Respondents 2023	Change YOY	Overall 2023
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
Job Satisfaction, My Leadership & Leadership Jersey Attendance...								
Work life balance & flexible working - 59%	Work life balance & flexible working - 60%	Work life balance & flexible working - +1%	Work life balance & flexible working - 64%	Work life balance & flexible working - 71%	Work life balance & flexible working - 66%	Work life balance & flexible working - 5%	Work life balance & flexible working - 64%	Work life balance & flexible working - 64%
Leadership that inspires me - 51%	Leadership that inspires me - 42%	Leadership that inspires me - -9%	Leadership that inspires me - 45%	Leadership that inspires me - 52%	Leadership that inspires me - 45%	Leadership that inspires me - -7%	Leadership that inspires me - 45%	Leadership that inspires me - 45%
An organisation with values that align with my own - 44%	An organisation with values that align with my own - 52%	An organisation with values that align with my own - +8%	An organisation with values that align with my own - 52%	An organisation with values that align with my own - 47%	An organisation with values that align with my own - 53%	An organisation with values that align with my own - +6%	An organisation with values that align with my own - 52%	An organisation with values that align with my own - 52%
Salary & Benefits - 51%	Salary & Benefits - 61%	Salary & Benefits - +10%	Salary & Benefits - 56%	Salary & Benefits - 45%	Salary & Benefits - 54%	Salary & Benefits - +9%	Salary & Benefits - 56%	Salary & Benefits - 56%
Company Culture - 40%	Company Culture - 40%	Company Culture - 0%	Company Culture - 43%	Company Culture - 49%	Company Culture - 45%	Company Culture - -4%	Company Culture - 43%	Company Culture - 43%
Development & Progression - 32%	Development & Progression - 23%	Development & Progression - -9%	Development & Progression - 25%	Development & Progression - 30%	Development & Progression - 26%	Development & Progression - -4%	Development & Progression - 25%	Development & Progression - 25%
Of the options below, which 3 would give you the greatest job satisfaction? Job Security - 23%	Job Security - 22%	Job Security - -1%	Job Security - 15%	Job Security - 6%	Job Security - 11%	Job Security - +5%	Job Security - 15%	Job Security - 15%
Overall, how would you rate yourself as a leader?	7.1	7.0	0.1	7.0	6.8	6.7	0.1	7.0
Have you ever attended a 'Leadership Jersey' event?	n/a	Yes - 26% No - 74%	n/a	Yes - 28% No - 72%	n/a	Yes - 27% No - 73%	n/a	Yes - 28% No - 72%
Have you received any leadership development/training within the last 12 months?	n/a	Yes - 36% No - 64%	n/a	Yes - 35% No - 65%	n/a	Yes - 35% No - 65%	n/a	Yes - 35% No - 65%



Boss Gender

	Those who report to a Male Boss 2022	Those who report to a Male Boss 2023	Change YOY	Those who report to a Female Boss 2022	Those who report to a Female Boss 2023	Change YOY
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
Percentage gender breakdown	61%	63%	+ 2%	36%	35%	-1 %

My Organisation...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Those who report to a Male Boss 2022	Those who report to a Male Boss 2023	Change YOY	Overall 2023	Those who report to a Female Boss 2022	Those who report to a Female Boss 2023	Change YOY	Overall 2023
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
My Organisation...								
How would you rate the overall quality of leadership within your organisation?	6.0	6.4	0.4	6.5	6.2	6.6	0.4	6.5
How would you rate the overall culture within your organisation?	6.2	6.5	0.3	6.6	6.3	6.8	0.5	6.6
How diverse are the Senior Management Team within your organisation?	4.9	5.0	0.1	5.2	5.5	5.4	0.1	5.2
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 49% Leader - 51%	Manager - 48% Leader - 52%	+ 1% Leader	Manager - 48% Leader - 52%	Manager - 38% Leader - 62%	Manager - 47% Leader - 53%	-9% Leader	Manager - 48% Leader - 52%

Who I Report To...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Those who report to a Male Boss 2022	Those who report to a Male Boss 2023	Change YOY	Overall 2023	Those who report to a Female Boss 2022	Those who report to a Female Boss 2023	Change YOY	Overall 2023
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
Who I Report To...								
Would you describe the person you report to as more of a manager, or a leader?	Manager - 62% Leader - 38%	Manager - 57% Leader - 43%	+ 5% Leader	Manager - 58% Leader - 42%	Manager - 51% Leader - 49%	Manager - 59% Leader - 41%	-8 % Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 8% Leader - 92%	Manager - 11% Leader - 89%	- 3% Leader	Manager - 10% Leader - 90%	Manager - 7% Leader - 93%	Manager - 8% Leader - 92%	-1% Leader	Manager - 10% Leader - 90%
How would you rate your relationship with the person you report to?	7.3	7.6	0.3	7.5	7.2	7.3	0.1	7.5
The person I report to is a great leader...	5.8	6.1	0.3	6.2	6.0	6.2	0.2	6.2
The person I report to inspires me...	5.6	5.9	0.3	6.0	6.1	6.1	0	6.0
The person I report to is authentic, they actually do what they ask of others...	6.6	6.7	0.1	6.7	6.6	6.6	0	6.7
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.8	6.0	0.2	6.0	5.9	6.0	0.1	6.0
The person I report to is supportive, and cares about me as a person...	6.7	7.0	0.3	7.1	7.0	7.1	0.1	7.1
The person I report to communicates clearly and regularly...	6.0	6.4	0.4	6.4	6.4	6.3	0.1	6.4
The person I report to gives me regular feedback on my performance, and helps me improve...	5.5	5.7	0.2	5.8	5.8	5.8	0	5.8
Average of the 8 questions above	6.2	6.4	0.2	6.5	6.4	6.4	0	6.5
In the last 12 months, have you had a performance appraisal?	Yes - 65% No - 35%	Yes - 63% No - 37%	-2 % Yes	Yes - 62% No - 38%	Yes - 71% No - 29%	Yes - 64% No - 36%	-7% Yes	Yes - 62% No - 38%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 18% No - 82%	Yes - 23% No - 77%	+5 % Yes	Yes - 20% No - 80%	Yes - 19% No - 81%	Yes - 16% No - 84%	-3% Yes	Yes - 20% No - 80%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 34% No - 66%	Yes - 32% No - 68%	-2 % Yes	Yes - 35% No - 65%	Yes - 39% No - 61%	Yes - 40% No - 60%	+1% Yes	Yes - 35% No - 65%

My Leadership...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Those who report to a Male Boss 2022	Those who report to a Male Boss 2023	Change YOY	Overall 2023	Those who report to a Female Boss 2022	Those who report to a Female Boss 2023	Change YOY	Overall 2023
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
My Leadership...								
Overall, how would you rate yourself as a leader?	7.0	6.9	0.1	7.0	6.8	6.7	0.1	7.0
Have you received any leadership development/training within the last 12 months?	n/a	Yes - 35% No - 65%	n/a	Yes - 35% No - 65%	n/a	Yes - 36% No - 64%	n/a	Yes - 35% No - 65%



**2023
Respondent
&
Boss
Breakdown**

	Male Respondent Male Boss 2023	Male Respondent Female Boss 2023	Female Respondent Female Boss 2023	Female Respondent Male Boss 2023
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
Percentage gender breakdown	29%	7%	28%	35%

My Organisation...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondent Male Boss 2023	Male Respondent Female Boss 2023	Female Respondent Female Boss 2023	Female Respondent Male Boss 2023	Overall 2023
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Organisation...					
How would you rate the overall quality of leadership within your organisation?	6.1	7.3	6.5	6.6	6.5
How would you rate the overall culture within your organisation?	6.4	7.6	6.6	6.7	6.6
How diverse are the Senior Management Team within your organisation?	5.3	6.1	5.3	4.8	5.2
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 51% Leader - 49%	Manager - 46% Leader - 54%	Manager - 47% Leader - 53%	Manager - 44% Leader - 56%	Manager - 48% Leader - 52%

Who I Report To...

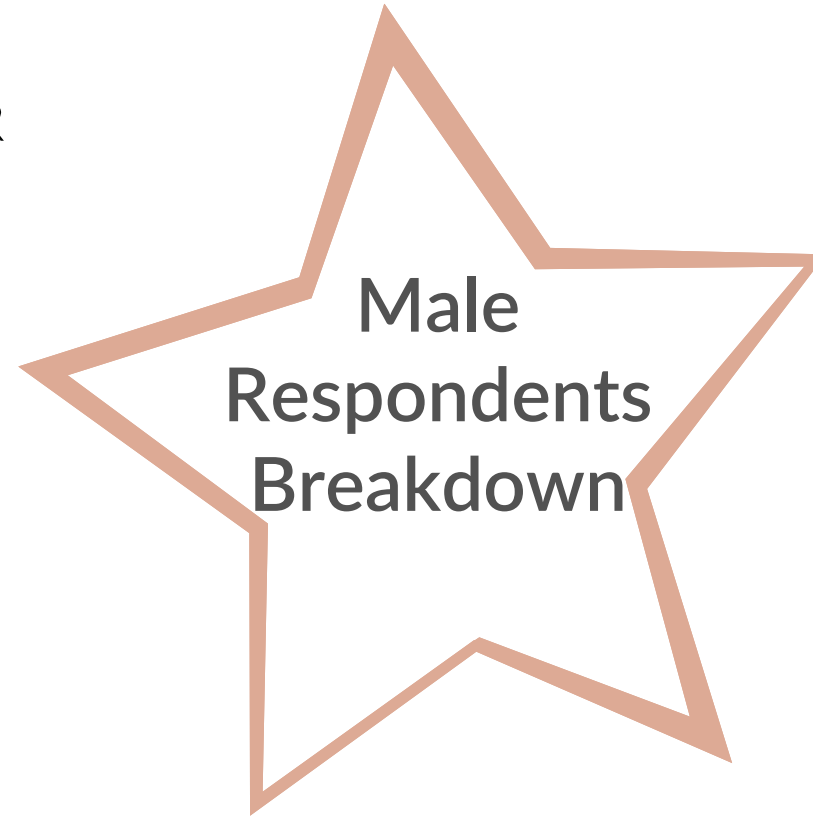
Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondent Male Boss 2023	Male Respondent Female Boss 2023	Female Respondent Female Boss 2023	Female Respondent Male Boss 2023	Overall 2023
	Average Score	Average Score	Average Score	Average Score	Average Score
Who I Report To...					
Would you describe the person you report to as more of a manager, or a leader?	Manager - 61% Leader - 39%	Manager - 64% Leader - 36%	Manager - 56% Leader - 44%	Manager - 53% Leader - 47%	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 10% Leader - 90%	Manager - 7% Leader - 93%	Manager - 9% Leader - 91%	Manager - 12% Leader - 88%	Manager - 10% Leader - 90%
How would you rate your relationship with the person you report to?	7.5	6.7	7.6	7.6	7.5
The person I report to is a great leader...	6.0	5.7	6.5	6.3	6.2
The person I report to inspires me...	5.8	5.9	6.3	6.0	6.0
The person I report to is authentic, they actually do what they ask of others...	6.7	6.5	6.7	6.7	6.7
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.7	5.7	6.2	6.2	6.0
The person I report to is supportive, and cares about me as a person...	6.8	6.8	7.3	7.2	7.1
The person I report to communicates clearly and regularly...	6.4	6.3	6.4	6.4	6.4
The person I report to gives me regular feedback on my performance, and helps me improve...	5.6	5.4	6.0	5.8	5.8
Average of the 8 questions above	6.3	6.1	6.6	6.5	6.5
In the last 12 months, have you had a performance appraisal?	Yes - 65% No - 35%	Yes - 68% No - 32%	Yes - 64% No - 36%	Yes - 61% No - 39%	Yes - 62% No - 38%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 23% No - 77%	Yes - 11% No - 89%	Yes - 18% No - 82%	Yes - 23% No - 77%	Yes - 20% No - 80%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 34% No - 66%	Yes - 39% No - 61%	Yes - 40% No - 60%	Yes - 31% No - 69%	Yes - 35% No - 65%

My Leadership...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondent Male Boss 2023	Male Respondent Female Boss 2023	Female Respondent Female Boss 2023	Female Respondent Male Boss 2023	Overall 2023
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Leadership...					
Overall, how would you rate yourself as a leader?	7.0	6.9	6.7	6.8	7.0



Male Respondents Breakdown

	Male Respondent Male Boss 2022	Male Respondent Male Boss 2023	Change YOY	Male Respondent Female Boss 2022	Male Respondent Female Boss 2023	Change YOY
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
Percentage gender breakdown	34%	29%	-5%	12%	7%	-5%

My Organisation...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondent Male Boss 2022	Male Respondent Male Boss 2023	Change YOY	Overall 2023	Male Respondent Female Boss 2022	Male Respondent Female Boss 2023	Change YOY	Overall 2023
	<i>Average Score</i>	Average Score	<i>Average Score</i>	Average Score	<i>Average Score</i>	Average Score	<i>Average Score</i>	Average Score
My Organisation...								
How would you rate the overall quality of leadership within your organisation?	6.1	6.1	0	6.5	6.1	7.3	1.2	6.5
How would you rate the overall culture within your organisation?	6.2	6.4	0.2	6.6	6.2	7.6	1.4	6.6
How diverse are the Senior Management Team within your organisation?	5.2	5.3	0.1	5.2	6.4	6.1	0.3	5.2
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 50% Leader - 50%	Manager - 51% Leader - 49%	-1% Leader	Manager - 48% Leader - 52%	Manager - 45% Leader - 55%	Manager - 46% Leader - 54%	-1% Leader	Manager - 48% Leader - 52%

Who I Report To...

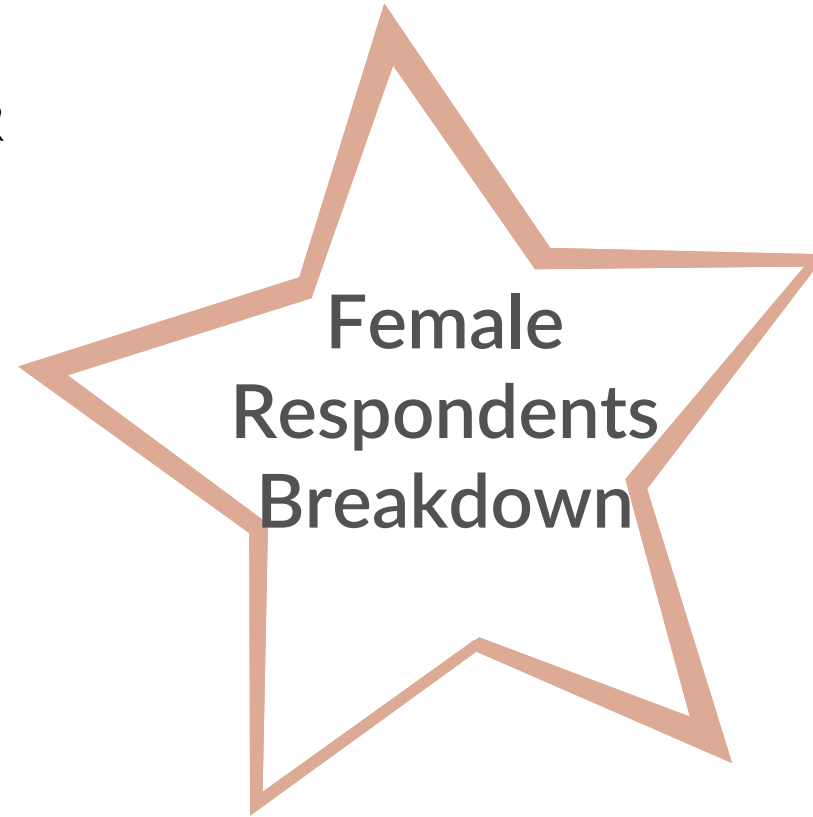
Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondent Male Boss 2022	Male Respondent Male Boss 2023	Change YOY	Overall 2023	Male Respondent Female Boss 2022	Male Respondent Female Boss 2023	Change YOY	Overall 2023
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
Who I Report To...								
Would you describe the person you report to as more of a manager, or a leader?	Manager - 59% Leader - 41%	Manager - 61% Leader - 39%	-2% Leader	Manager - 58% Leader - 42%	Manager - 56% Leader - 44%	Manager - 64% Leader - 36%	-8% Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 8% Leader - 92%	Manager - 10% Leader - 90%	-2% Leader	Manager - 10% Leader - 90%	Manager - 4% Leader - 96%	Manager - 7% Leader - 93%	-3% Leader	Manager - 10% Leader - 90%
How would you rate your relationship with the person you report to?	7.4	7.5	0.1	7.5	7.3	6.7	0.6	7.5
The person I report to is a great leader...	5.9	6.0	0.1	6.2	5.8	5.7	0.1	6.2
The person I report to inspires me...	5.8	5.8	0	6.0	5.4	5.9	0.5	6.0
The person I report to is authentic, they actually do what they ask of others...	6.8	6.7	0.1	6.7	6.5	6.5	0	6.7
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	6.0	5.7	0.3	6.0	5.4	5.7	0.3	6.0
The person I report to is supportive, and cares about me as a person...	6.9	6.8	0.1	7.1	6.9	6.8	0.1	7.1
The person I report to communicates clearly and regularly...	6.2	6.4	0.2	6.4	6.5	6.3	0.2	6.4
The person I report to gives me regular feedback on my performance, and helps me improve...	5.7	5.6	0.1	5.8	5.7	5.4	0.3	5.8
Average of the 8 questions above	6.3	6.3	0	6.5	6.2	6.1	0.1	6.5
In the last 12 months, have you had a performance appraisal?	Yes - 70% No - 30%	Yes - 65% No - 35%	-5% Yes	Yes - 62% No - 38%	Yes - 73% No - 27%	Yes - 68% No - 32%	-5% Yes	Yes - 62% No - 38%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 22% No - 78%	Yes - 23% No - 77%	+1% Yes	Yes - 20% No - 80%	Yes - 24% No - 76%	Yes - 11% No - 89%	-13% Yes	Yes - 20% No - 80%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 29% No - 71%	Yes - 34% No - 66%	+5% Yes	Yes - 35% No - 65%	Yes - 35% No - 65%	Yes - 39% No - 61%	+4% Yes	Yes - 35% No - 65%

My Leadership...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondent Male Boss 2022	Male Respondent Male Boss 2023	Change YOY	Overall 2023	Male Respondent Female Boss 2022	Male Respondent Female Boss 2023	Change YOY	Overall 2023
	<i>Average Score</i>	Average Score	<i>Average Score</i>	Average Score	<i>Average Score</i>	Average Score	<i>Average Score</i>	Average Score
My Leadership...								
Overall, how would you rate yourself as a leader?	7.1	7.0	0.1	7.0	6.9	6.9	0	7.0



Female Respondents Breakdown

	Female Respondent Female Boss 2022	Female Respondent Female Boss 2023	Change YOY	Female Respondent Male Boss 2022	Female Respondent Male Boss 2023	Change YOY
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
Percentage gender breakdown	25%	28%	+3%	28%	35%	+7%

My Organisation...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Female Respondent Female Boss 2022	Female Respondent Female Boss 2023	Change YOY	Overall 2023	Female Respondent Male Boss 2022	Female Respondent Male Boss 2023	Change YOY	Overall 2023
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
My Organisation...								
How would you rate the overall quality of leadership within your organisation?	6.3	6.5	0.2	6.5	5.9	6.6	0.7	6.5
How would you rate the overall culture within your organisation?	6.3	6.6	0.3	6.6	6.2	6.7	0.5	6.6
How diverse are the Senior Management Team within your organisation?	5.2	5.3	0.1	5.2	4.6	4.8	0.2	5.2
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 33% Leader - 67%	Manager - 47% Leader - 53%	-14% Leader	Manager - 48% Leader - 52%	Manager - 44% Leader - 56%	Manager - 44% Leader - 56%	0% Leader	Manager - 48% Leader - 52%

Who I Report To...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Female Respondent Female Boss 2022	Female Respondent Female Boss 2023	Change YOY	Overall 2023	Female Respondent Male Boss 2022	Female Respondent Male Boss 2023	Change YOY	Overall 2023
	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score	Average Score
Who I Report To...								
Would you describe the person you report to as more of a manager, or a leader?	Manager - 49% Leader - 51%	Manager - 56% Leader - 44%	-7% Leader	Manager - 58% Leader - 42%	Manager - 62% Leader - 38%	Manager - 53% Leader - 47%	+9% Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 9% Leader - 91%	Manager - 9% Leader - 91%	0% Leader	Manager - 10% Leader - 90%	Manager - 8% Leader - 92%	Manager - 12% Leader - 88%	-4% Leader	Manager - 10% Leader - 90%
How would you rate your relationship with the person you report to?	7.2	7.6	0.4	7.5	7.2	7.6	0.4	7.5
The person I report to is a great leader...	6.1	6.5	0.4	6.2	5.8	6.3	0.5	6.2
The person I report to inspires me...	6.3	6.3	0	6.0	5.6	6.0	0.4	6.0
The person I report to is authentic, they actually do what they ask of others...	6.7	6.7	0	6.7	6.4	6.7	0.3	6.7
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	6.1	6.2	0.1	6.0	5.7	6.2	0.5	6.0
The person I report to is supportive, and cares about me as a person...	7.1	7.3	0.2	7.1	6.7	7.2	0.5	7.1
The person I report to communicates clearly and regularly...	6.4	6.4	0	6.4	5.8	6.4	0.6	6.4
The person I report to gives me regular feedback on my performance, and helps me improve...	5.8	6.0	0.2	5.8	5.3	5.8	0.5	5.8
Average of the 8 questions above	6.5	6.6	0.1	6.5	6.1	6.5	0.4	6.5
In the last 12 months, have you had a performance appraisal?	Yes - 70% No - 30%	Yes - 64% No - 36%	-6% Yes	Yes - 62% No - 38%	Yes - 58% No - 42%	Yes - 61% No - 39%	+3% Yes	Yes - 62% No - 38%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 17% No - 83%	Yes - 18% No - 82%	+1% Yes	Yes - 20% No - 80%	Yes - 13% No - 87%	Yes - 23% No - 77%	+10% Yes	Yes - 20% No - 80%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 42% No - 58%	Yes - 40% No - 60%	-2% Yes	Yes - 35% No - 65%	Yes - 38% No - 62%	Yes - 31% No - 69%	-7% Yes	Yes - 35% No - 65%

My Leadership...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Female Respondent Female Boss 2022	Female Respondent Female Boss 2023	Change YOY	Overall 2023	Female Respondent Male Boss 2022	Female Respondent Male Boss 2023	Change YOY	Overall 2023
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Leadership...								
Overall, how would you rate yourself as a leader?	6.8	6.7	0.1	7.0	6.9	6.8	0.1	7.0



**Seniority
Level:
*Board***

My Organisation...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Board Level 2022	Board Level 2023	Change YOY	Overall 2023
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Organisation...				
How would you rate the overall quality of leadership within your organisation?	6.5	7.3	0.8	6.5
How would you rate the overall culture within your organisation?	6.8	7.1	0.3	6.6
How diverse are the Senior Management Team within your organisation?	5.8	5.7	0.1	5.2
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 35% Leader - 65%	Manager - 27% Leader - 73%	+8% Leader	Manager - 48% Leader - 52%

Who I Report To...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Board Level 2022	Board Level 2023	Change YOY	Overall 2023
	Average Score	Average Score	Average Score	Average Score
Who I Report To...				
Would you describe the person you report to as more of a manager, or a leader?	Manager - 40% Leader - 60%	Manager - 33% Leader - 67%	+7% Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 4% Leader - 96%	Manager - 9% Leader - 91%	-5% Leader	Manager - 10% Leader - 90%
How would you rate your relationship with the person you report to?	7.7	8.0	0.3	7.5
The person I report to is a great leader...	6.7	7.2	0.5	6.2
The person I report to inspires me...	6.6	6.8	0.2	6.0
The person I report to is authentic, they actually do what they ask of others...	7.4	7.5	0.1	6.7
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	6.6	6.9	0.3	6.0
The person I report to is supportive, and cares about me as a person...	7.2	7.2	0	7.1
The person I report to communicates clearly and regularly...	6.7	6.9	0.2	6.4
The person I report to gives me regular feedback on my performance, and helps me improve...	6.1	6.1	0	5.8
Average of the 8 questions above	6.9	7.1	0.2	6.5
In the last 12 months, have you had a performance appraisal?	Yes - 65% No - 35%	Yes - 58% No - 42%	-7% Yes	Yes - 62% No - 38%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 26% No - 74%	Yes - 24% No - 76%	-2% Yes	Yes - 20% No - 80%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 37% No - 63%	Yes - 24% No - 76%	-13% Yes	Yes - 35% No - 65%

My Leadership & Leadership Jersey Attendance...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Board Level 2022	Board Level 2023	Change YOY	Overall 2023
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Leadership & Leadership Jersey Attendance...				
Overall, how would you rate yourself as a leader?	7.5	7.4	0.1	7.0
Have you ever attended a 'Leadership Jersey' event?	n/a	Yes - 52% No - 48%	n/a	Yes - 28% No - 72%



**Seniority
Level:
*Senior***

My Organisation...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Senior Level 2022	Senior Level 2023	Change YOY	Overall 2023
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Organisation...				
How would you rate the overall quality of leadership within your organisation?	6.1	6.4	0.3	6.5
How would you rate the overall culture within your organisation?	6.2	6.6	0.4	6.6
How diverse are the Senior Management Team within your organisation?	5.0	5.0	0	5.2
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 44% Leader - 56%	Manager - 47% Leader - 53%	-3% Leader	Manager - 48% Leader - 52%

Who I Report To...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Senior Level 2022	Senior Level 2023	Change YOY	Overall 2023
	Average Score	Average Score	Average Score	Average Score
Who I Report To...				
Would you describe the person you report to as more of a manager, or a leader?	Manager - 54% Leader - 46%	Manager - 58% Leader - 42%	-4% Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 5% Leader - 95%	Manager - 8% Leader - 92%	-3% Leader	Manager - 10% Leader - 90%
How would you rate your relationship with the person you report to?	7.3	7.5	0.2	7.5
The person I report to is a great leader...	6.0	6.0	0	6.2
The person I report to inspires me...	5.9	5.8	0.1	6.0
The person I report to is authentic, they actually do what they ask of others...	6.6	6.4	0.2	6.7
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	6.0	5.9	0.1	6.0
The person I report to is supportive, and cares about me as a person...	7.0	6.9	0.1	7.1
The person I report to communicates clearly and regularly...	6.2	6.1	0.1	6.4
The person I report to gives me regular feedback on my performance, and helps me improve...	5.6	5.4	0.2	5.8
Average of the 8 questions above	6.3	6.3	0	6.5
In the last 12 months, have you had a performance appraisal?	Yes - 67% No - 33%	Yes - 63% No - 37%	-4% Yes	Yes - 62% No - 38%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 23% No - 77%	Yes - 22% No - 78%	-1% Yes	Yes - 20% No - 80%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 36% No - 64%	Yes - 38% No - 62%	+2% Yes	Yes - 35% No - 65%

My Leadership & Leadership Jersey Attendance...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Senior Level 2022	Senior Level 2023	Change YOY	Overall 2023
<i>Average Score</i>				
My Leadership & Leadership Jersey Attendance...				
Overall, how would you rate yourself as a leader?	7.2	7.4	0.2	7.0
Have you ever attended a 'Leadership Jersey' event?	n/a	Yes - 35% No - 65%	n/a	Yes - 28% No - 72%



Seniority
Level:
Middle

My Organisation...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Middle Level 2022	Middle Level 2023	Change YOY	Overall 2023
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Organisation...				
How would you rate the overall quality of leadership within your organisation?	5.7	6.4	0.7	6.5
How would you rate the overall culture within your organisation?	5.9	6.6	0.7	6.6
How diverse are the Senior Management Team within your organisation?	5.1	5.1	0	5.2
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 47% Leader - 53%	Manager - 50% Leader - 50%	-3% Leader	Manager - 48% Leader - 52%

Who I Report To...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Middle Level 2022	Middle Level 2023	Change YOY	Overall 2023
	Average Score	Average Score	Average Score	Average Score
Who I Report To...				
Would you describe the person you report to as more of a manager, or a leader?	Manager - 70% Leader - 30%	Manager - 64% Leader - 36%	+6% Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 12% Leader - 88%	Manager - 11% Leader - 89%	+1% Leader	Manager - 10% Leader - 90%
How would you rate your relationship with the person you report to?	6.9	7.5	0.6	7.5
The person I report to is a great leader...	5.3	6.1	0.8	6.2
The person I report to inspires me...	5.2	5.9	0.7	6.0
The person I report to is authentic, they actually do what they ask of others...	6.2	6.8	0.6	6.7
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.3	5.9	0.6	6.0
The person I report to is supportive, and cares about me as a person...	6.5	7.3	0.8	7.1
The person I report to communicates clearly and regularly...	5.7	6.5	0.8	6.4
The person I report to gives me regular feedback on my performance, and helps me improve...	5.2	6.0	0.8	5.8
Average of the 8 questions above	5.8	6.5	0.7	6.5
In the last 12 months, have you had a performance appraisal?	Yes - 66% No - 34%	Yes - 67% No - 33%	+1% Yes	Yes - 62% No - 38%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 12% No - 88%	Yes - 20% No - 80%	+8% Yes	Yes - 20% No - 80%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 37% No - 63%	Yes - 34% No - 66%	-3% Yes	Yes - 35% No - 65%

My Leadership & Leadership Jersey Attendance...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Middle Level 2022	Middle Level 2023	Change YOY	Overall 2023
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Leadership & Leadership Jersey Attendance...				
Overall, how would you rate yourself as a leader?	6.5	6.3	0.2	7.0
Have you ever attended a 'Leadership Jersey' event?	n/a	Yes - 18% No - 82%	n/a	Yes - 28% No - 72%



**Seniority
Level:
*Junior***

My Organisation...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Junior Level 2022	Junior Level 2023	Change YOY	Overall 2023
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Organisation...				
How would you rate the overall quality of leadership within your organisation?	6.1	6.0	0.1	6.5
How would you rate the overall culture within your organisation?	6.4	6.2	0.2	6.6
How diverse are the Senior Management Team within your organisation?	5.4	5.3	0.1	5.2
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 56% Leader - 44%	Manager - 59% Leader - 41%	-3% Leader	Manager - 48% Leader - 52%

Who I Report To...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Junior Level 2022	Junior Level 2023	Change YOY	Overall 2023
	Average Score	Average Score	Average Score	Average Score
Who I Report To...				
Would you describe the person you report to as more of a manager, or a leader?	Manager - 59% Leader - 41%	Manager - 57% Leader - 43%	+2% Leader	Manager - 58% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 15% Leader - 85%	Manager - 13% Leader - 87%	+2% Leader	Manager - 10% Leader - 90%
How would you rate your relationship with the person you report to?	7.6	7.1	0.5	7.5
The person I report to is a great leader...	6.4	6.3	0.1	6.2
The person I report to inspires me...	6.1	6.2	0.1	6.0
The person I report to is authentic, they actually do what they ask of others...	7.1	6.8	0.3	6.7
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	6.1	6.0	0.1	6.0
The person I report to is supportive, and cares about me as a person...	7.0	7.0	0	7.1
The person I report to communicates clearly and regularly...	6.8	6.5	0.3	6.4
The person I report to gives me regular feedback on my performance, and helps me improve...	6.1	5.8	0.3	5.8
Average of the 8 questions above	6.7	6.5	0.2	6.5
In the last 12 months, have you had a performance appraisal?	Yes - 71% No - 29%	Yes - 48% No - 52%	-23% Yes	Yes - 62% No - 38%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 9% No - 91%	Yes - 13% No - 87%	+4% Yes	Yes - 20% No - 80%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 26% No - 74%	Yes - 35% No - 65%	+9% Yes	Yes - 35% No - 65%

My Leadership & Leadership Jersey Attendance...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Junior Level 2022	Junior Level 2023	Change YOY	Overall 2023
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
My Leadership & Leadership Jersey Attendance...				
Overall, how would you rate yourself as a leader?	5.8	6.0	0.2	7.0
Have you ever attended a 'Leadership Jersey' event?	n/a	Yes - 4% No - 96%	n/a	Yes - 28% No - 72%



Those who
don't report
to anyone

Those Who Don't Report To Anyone...

Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Those who don't report to anyone 2022	Those who don't report to anyone 2023	Change YOY	Overall 2023
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
Do you report to someone?	Yes - 76% No - 24%	Yes - 81% No - 19%	+5% Reporting to someone	Yes - 81% No - 19%
My Leadership & Leadership Jersey Attendance...				
Overall, how would you rate yourself as a leader?	7.5	7.5	0	7.0
Have you ever attended a 'Leadership Jersey' event?	n/a	Yes - 35% No - 65%	n/a	Yes - 28% No - 72%



LEADERSHIP
JERSEY



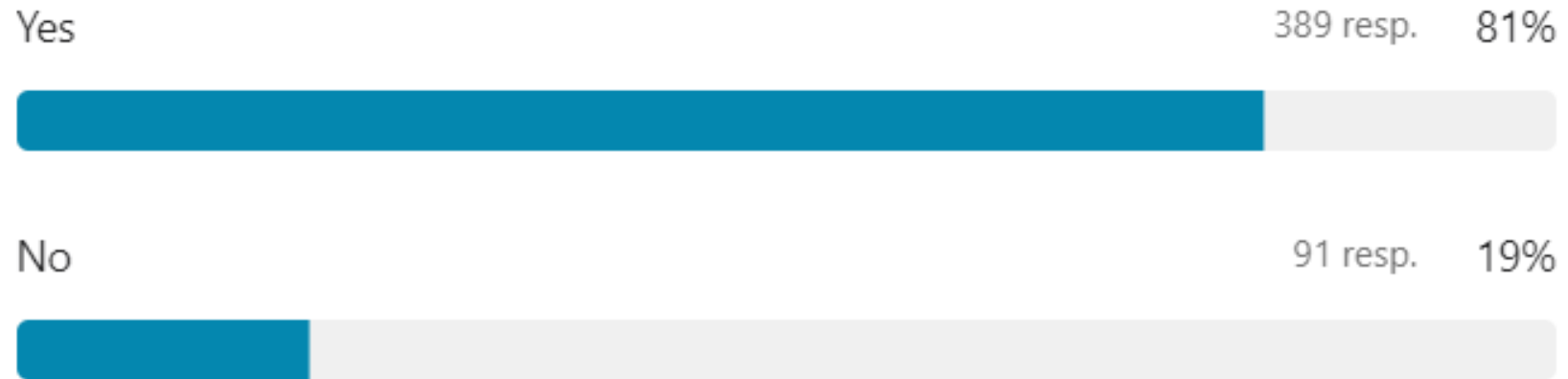
Law At Work
The right advice



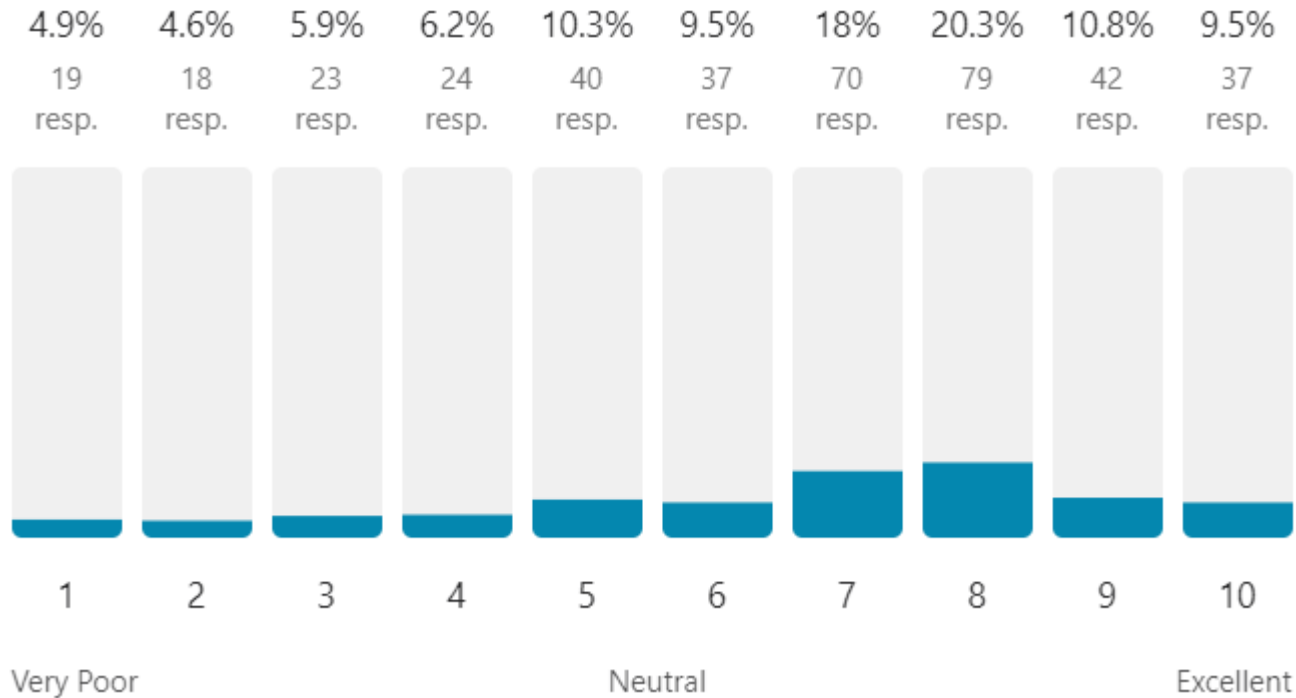
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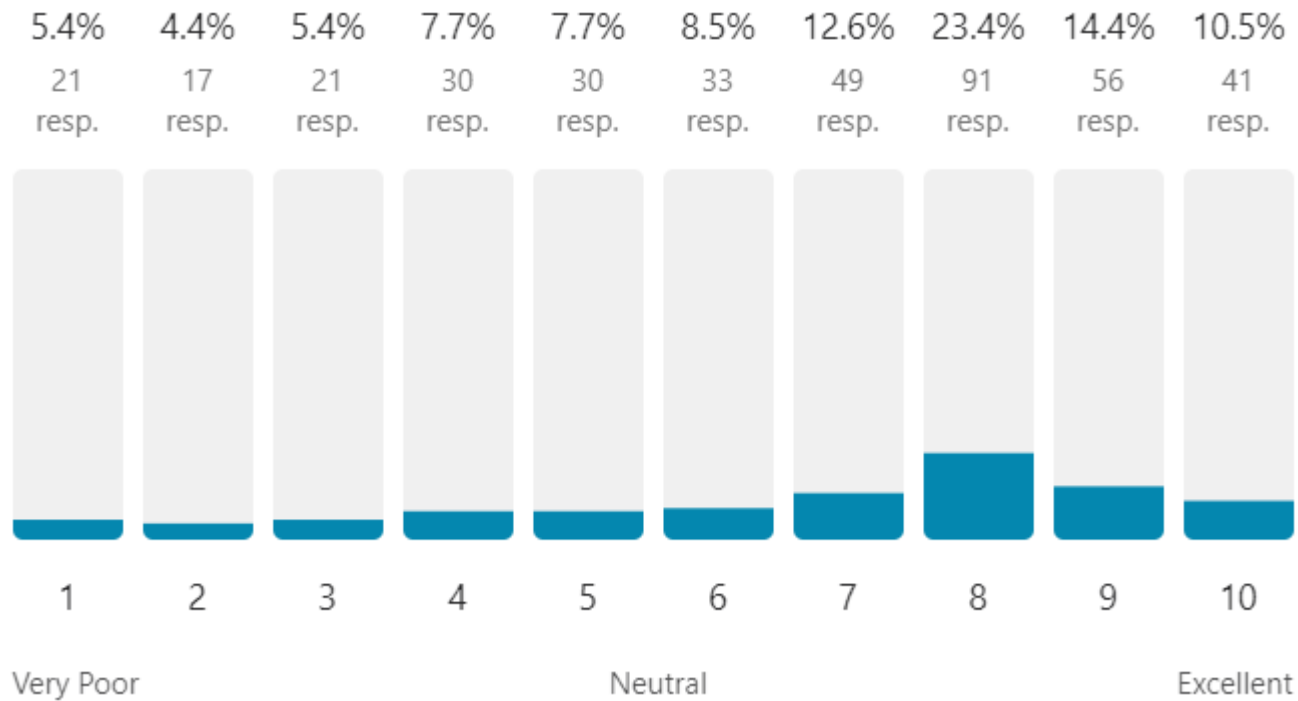
Do you report to someone?



How would you rate the overall quality of leadership within your organisation?



How would you rate the overall culture within your organisation?

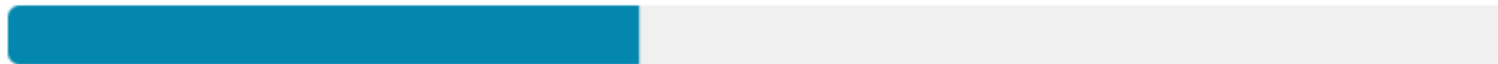


Would you describe the person you report to as more of a manager, or a leader?

A Manager; focuses on plans and budgets, organises and allocates resources, directs, administers and controls, problem solves, focuses on things 226 resp. 58.1%



A Leader; articulates a compelling vision, establishes direction, aligns and influences, coaches, motivates and inspires, focuses on people 163 resp. 41.9%



Would you describe the CEO within your organisation as more of a manager, or a leader?

A Leader; articulates a compelling vision, establishes direction, aligns and influences, coaches, motivates and inspires, focuses on people 202 resp. 51.9%



A Manager; focuses on plans and budgets, organises and allocates resources, directs, administers and controls, problem solves, focuses on things 187 resp. 48.1%



Would you prefer to work for a manager, or a leader?

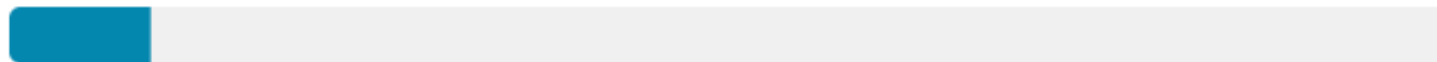
A Leader; articulates a compelling vision, establishes direction, aligns and influences, coaches, motivates and inspires, focuses on people

351 resp. 90.2%

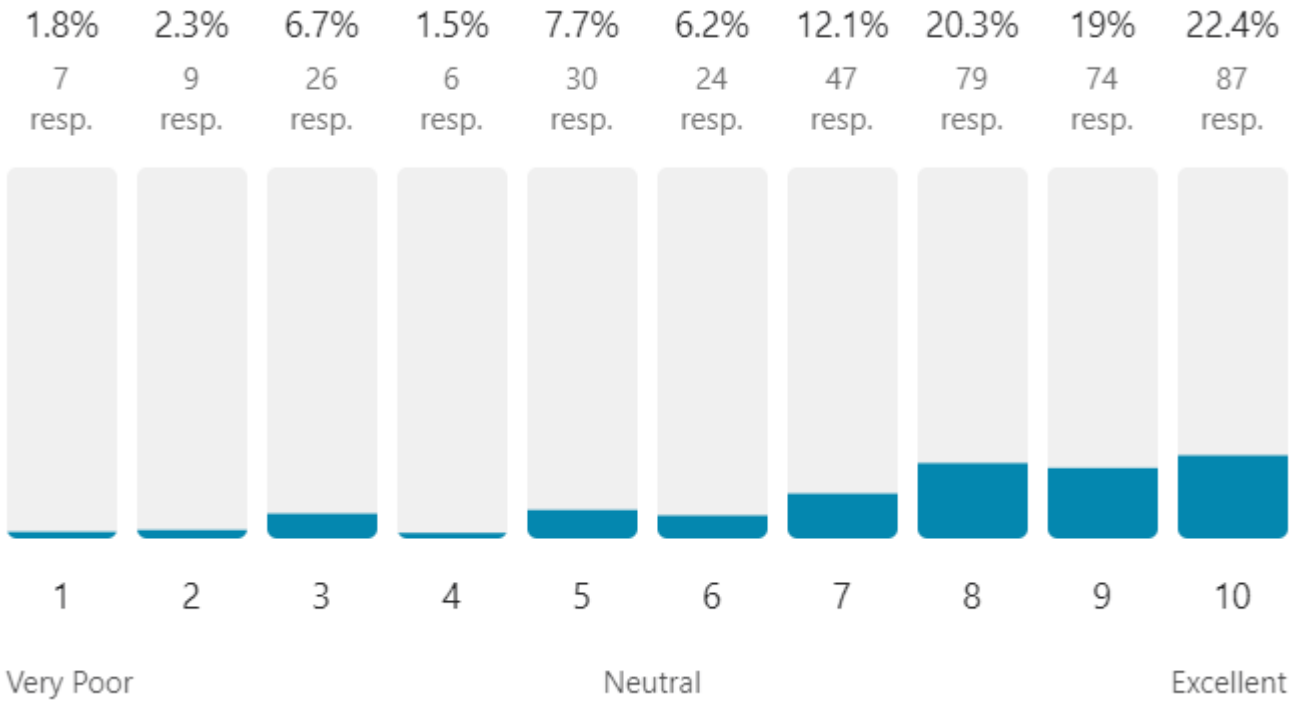


A Manager; focuses on plans and budgets, organises and allocates resources, directs, administers and controls, problem solves, focuses on things

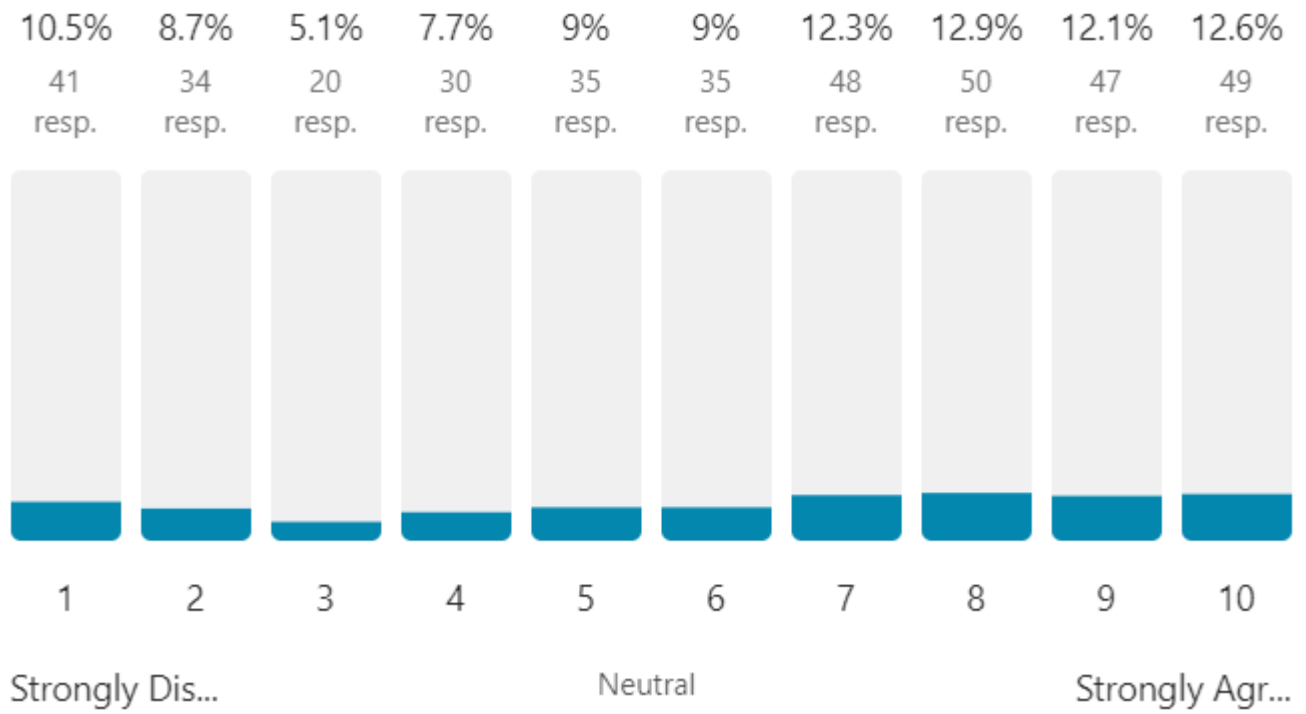
38 resp. 9.8%



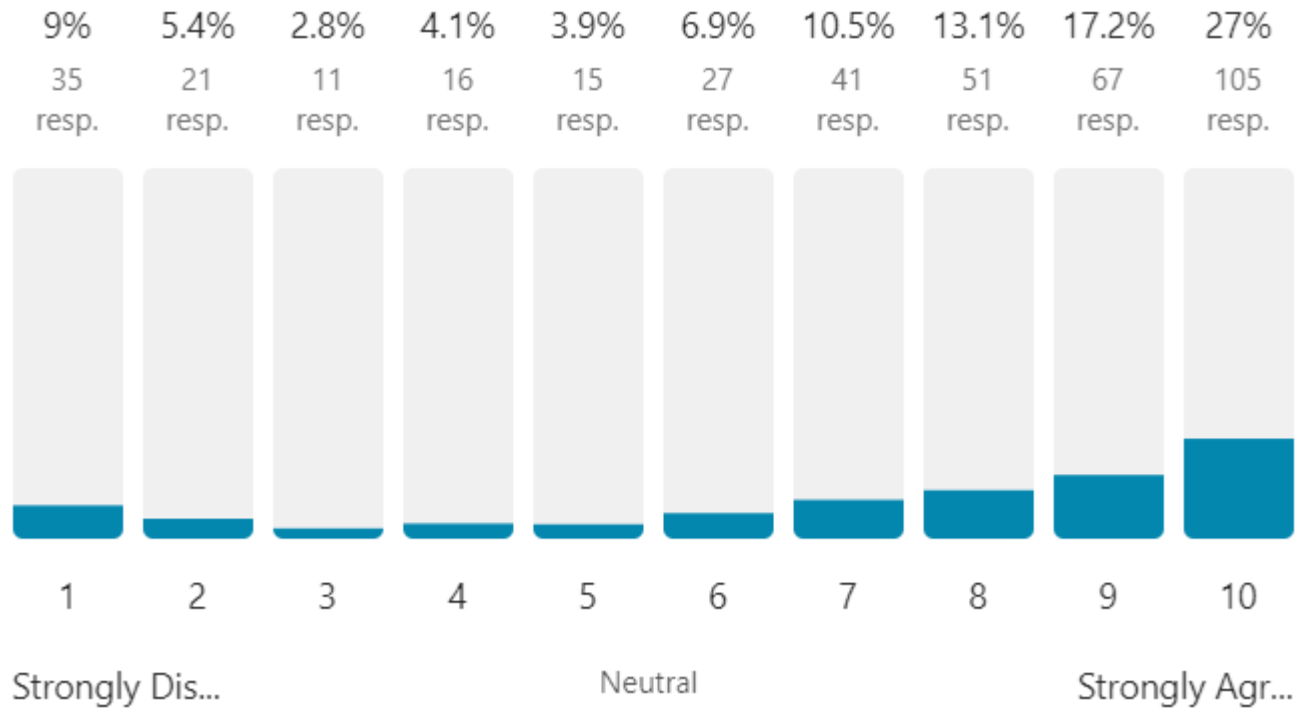
How would you rate your relationship with the person you report to?



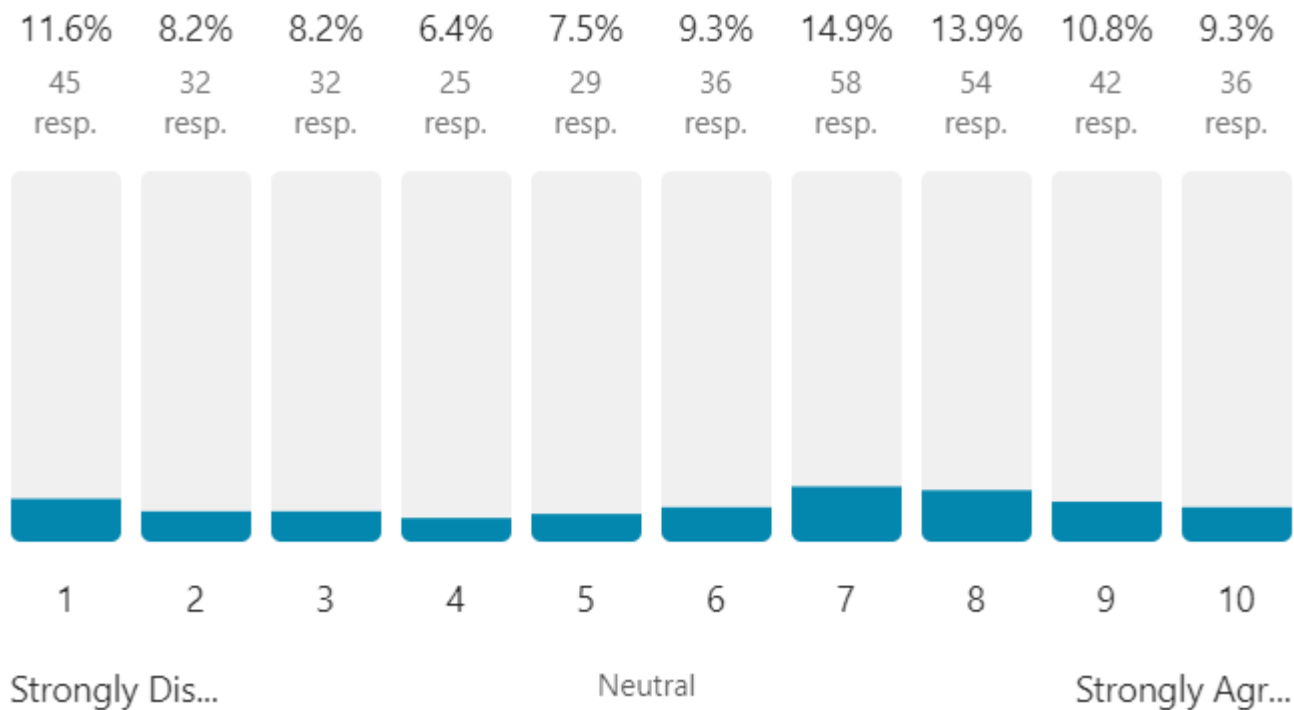
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...



The person I report to is supportive, and cares about me as a person...



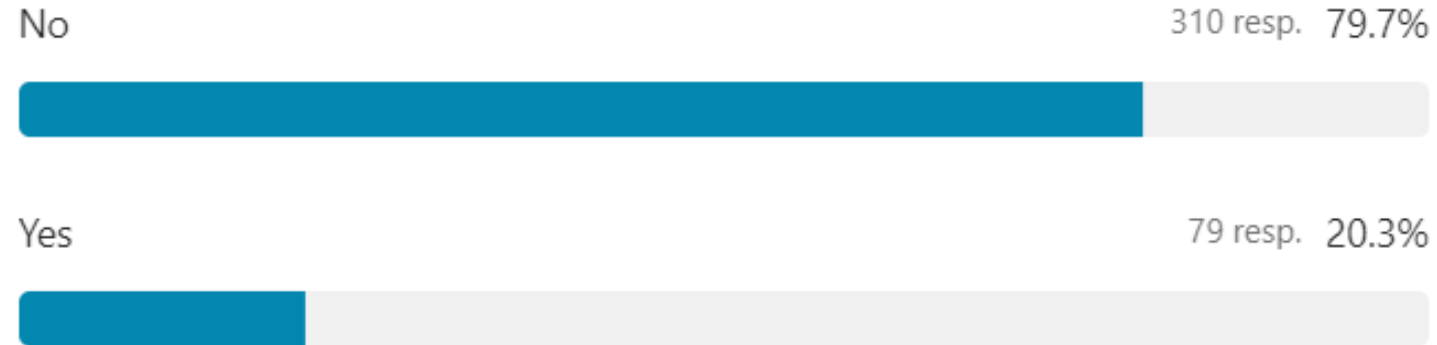
The person I report to gives me regular feedback on my performance, and helps me improve...



In the last 12 months, have you had a performance appraisal?



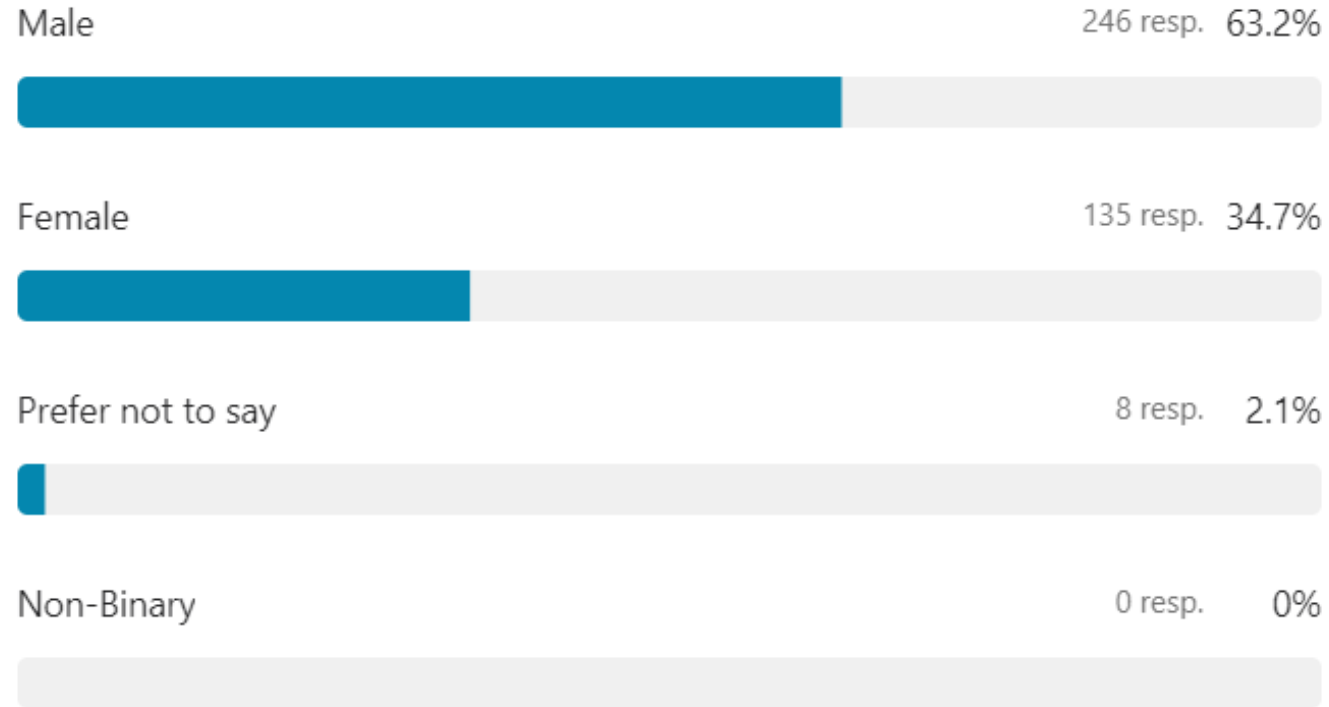
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?



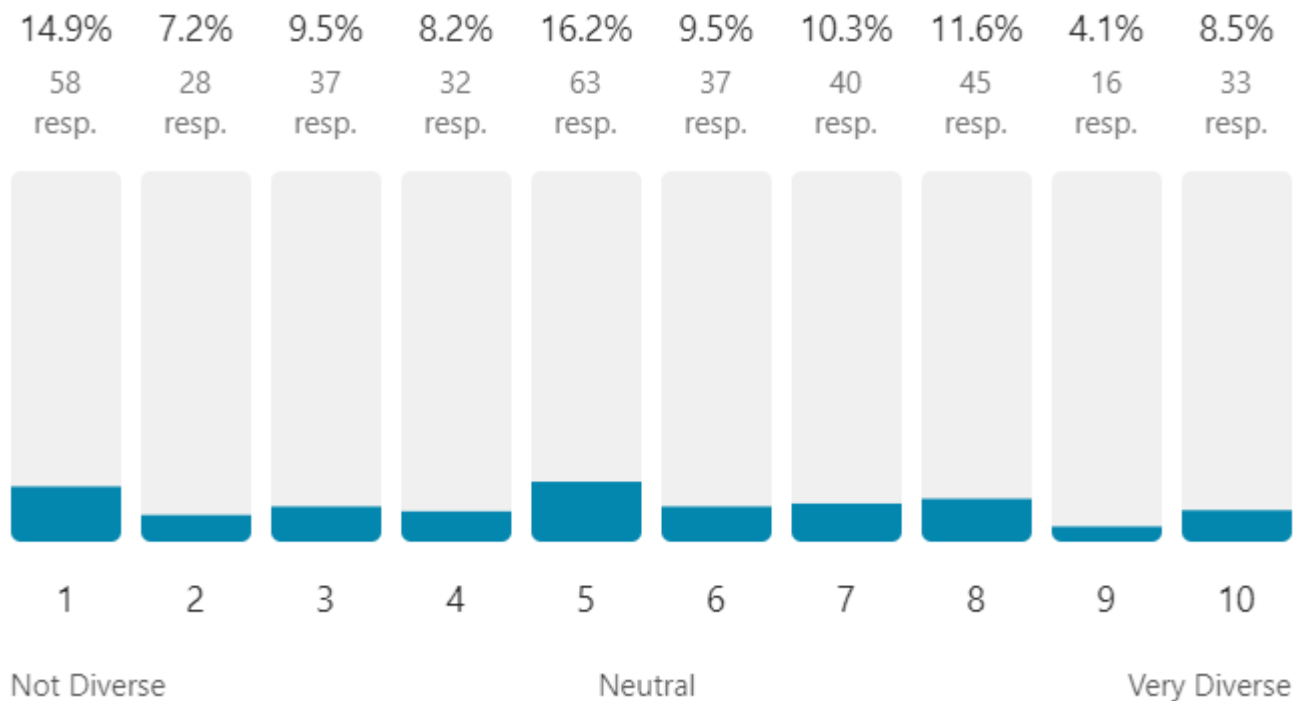
In the last 12 months, have you considered leaving your job because of the person you report to?



The person I report to is...



How diverse are the Senior Management Team within your organisation?



Have you received any leadership development/training within the last 12 months?

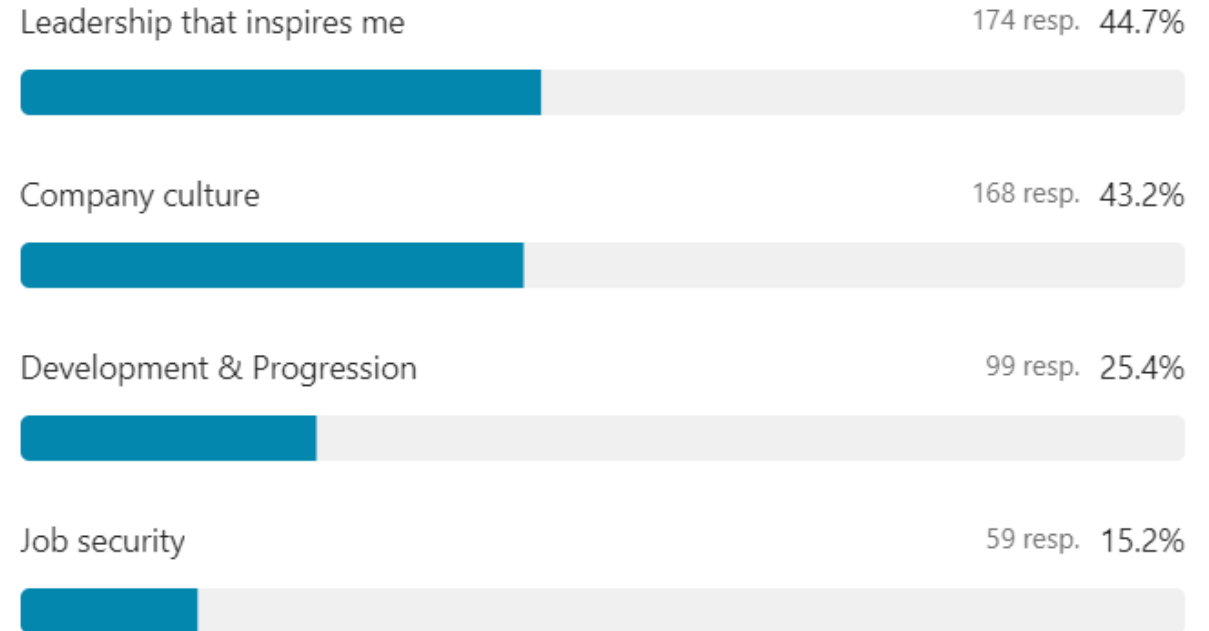
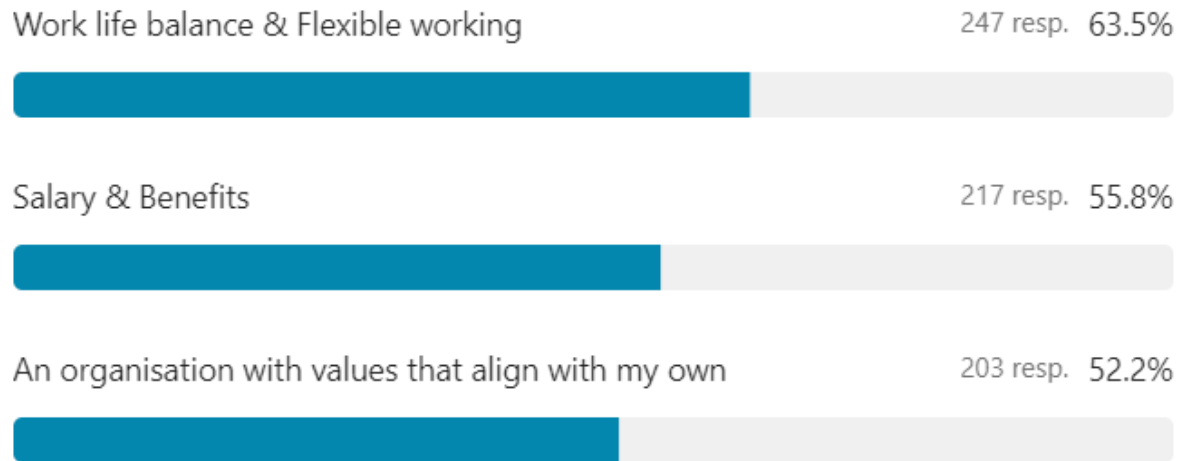
No 252 resp. 64.8%



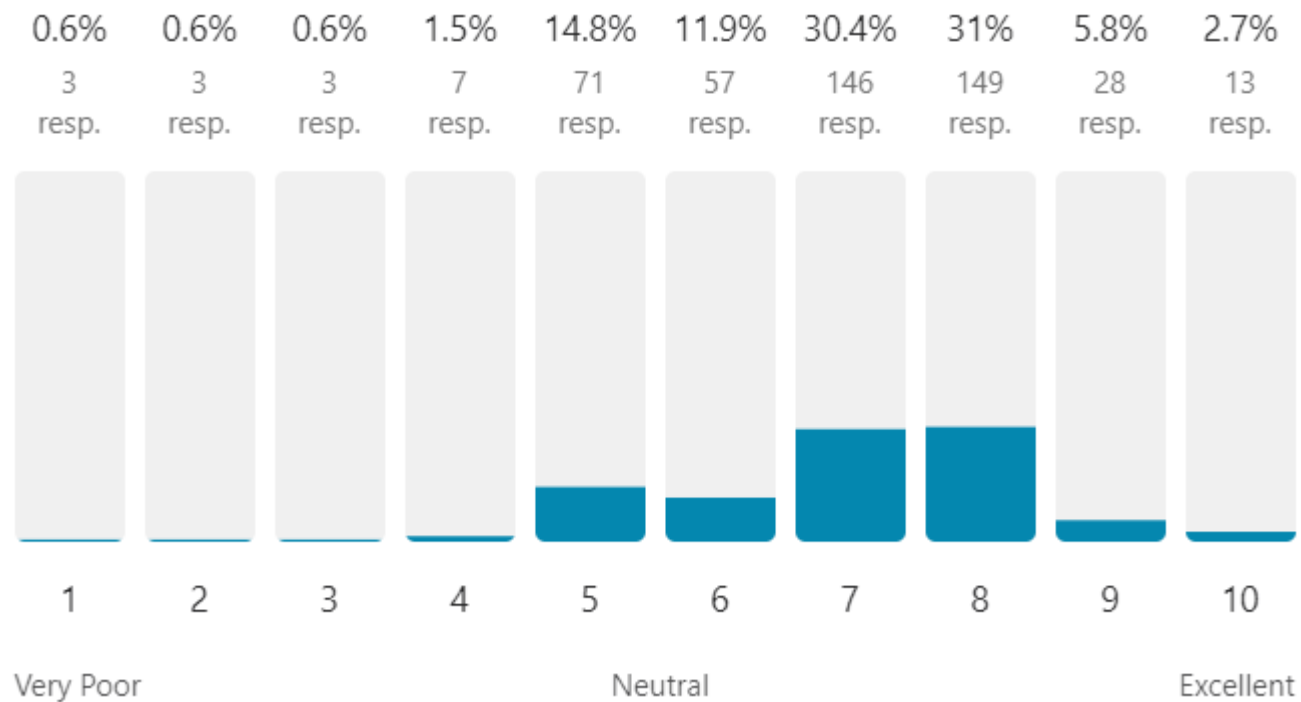
Yes 137 resp. 35.2%



Of the options below, which 3 would give you the greatest job satisfaction?



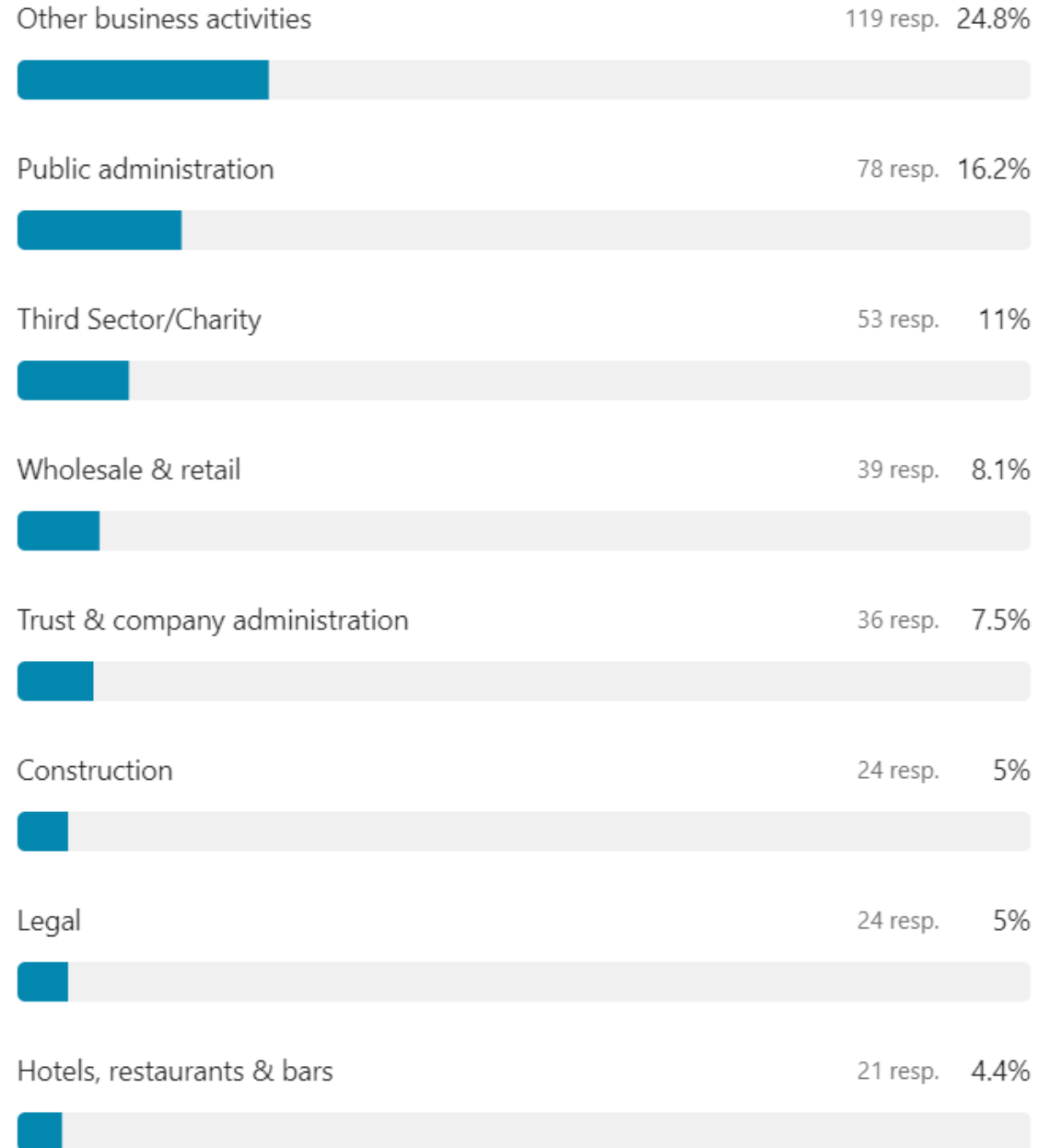
Overall, how would you rate yourself as a leader?



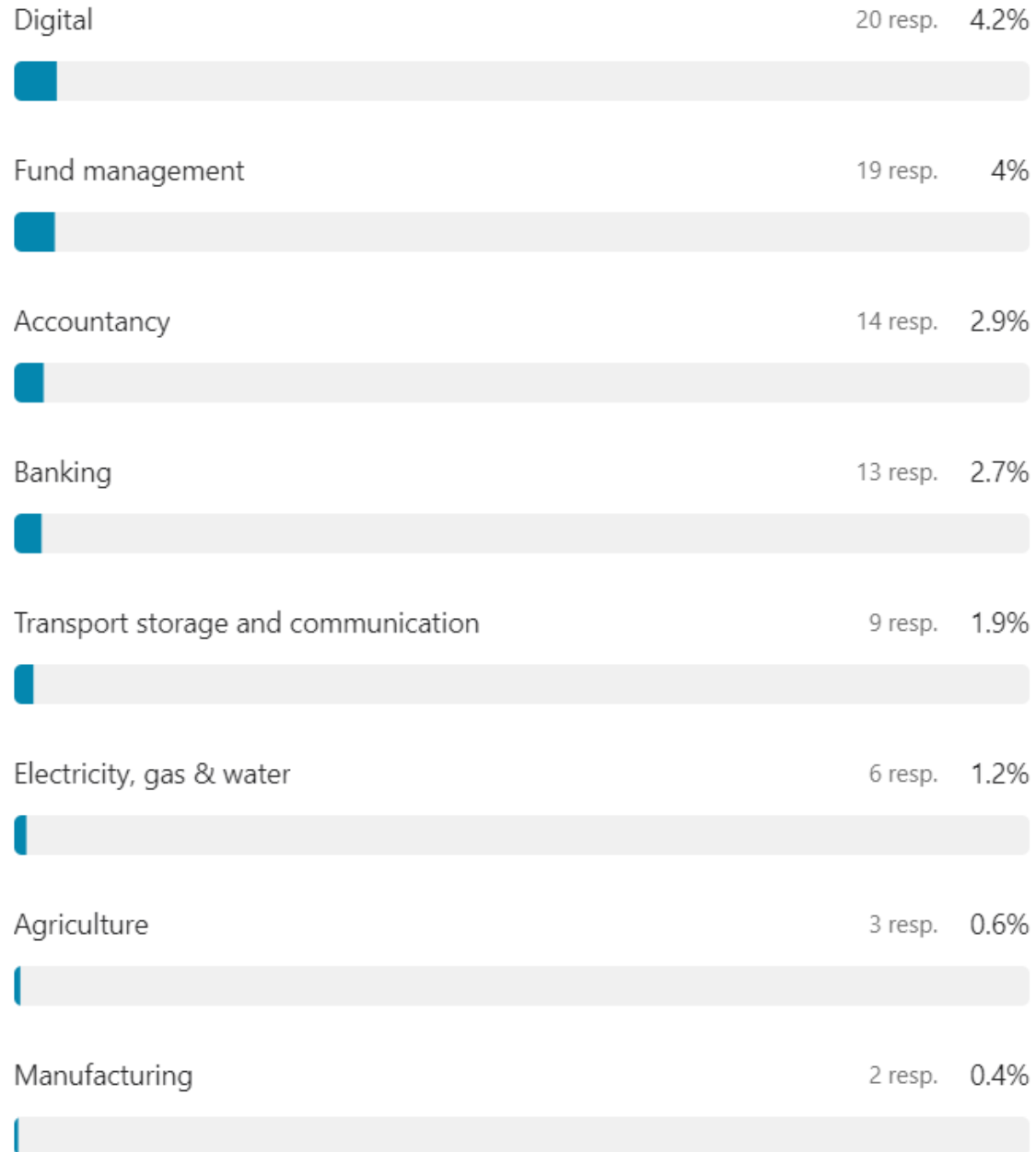
Have you ever attended a 'Leadership Jersey' event?



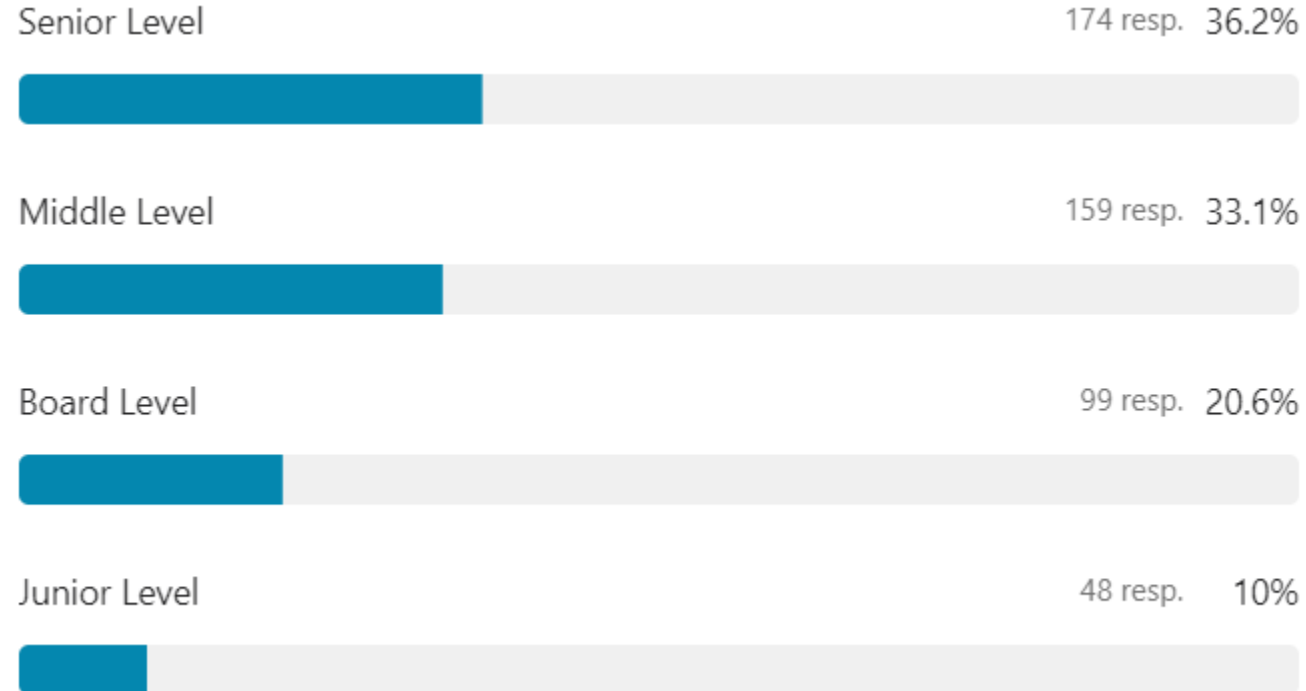
What Sector do you work in? (Slide 1 of 2)



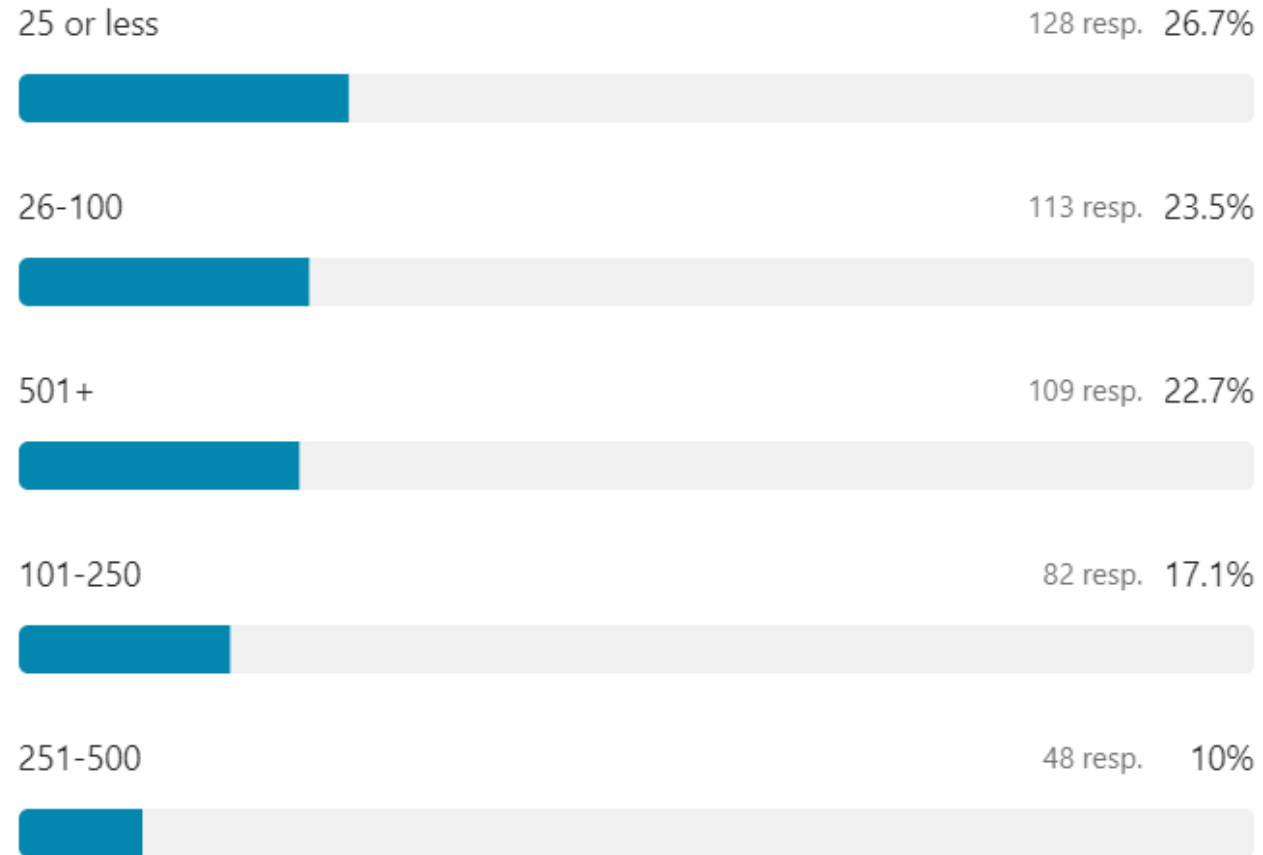
What Sector do you work in? (Slide 2 of 2)



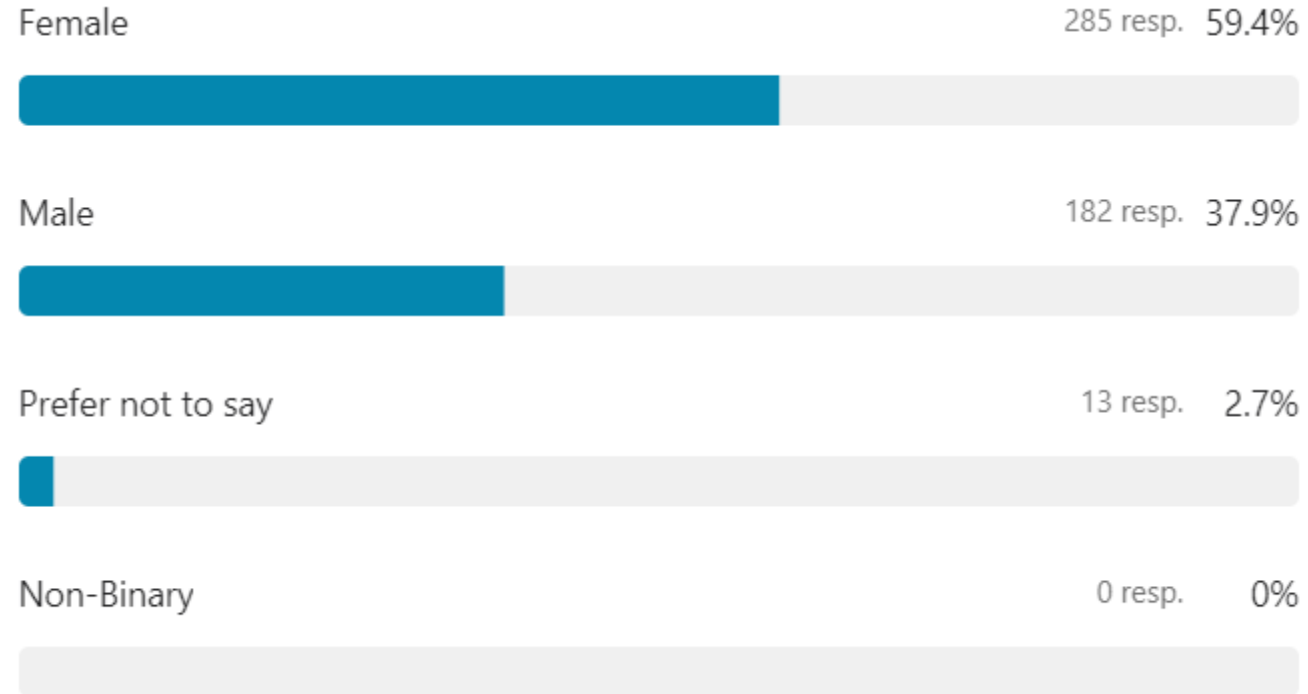
Within your organisation, are you...



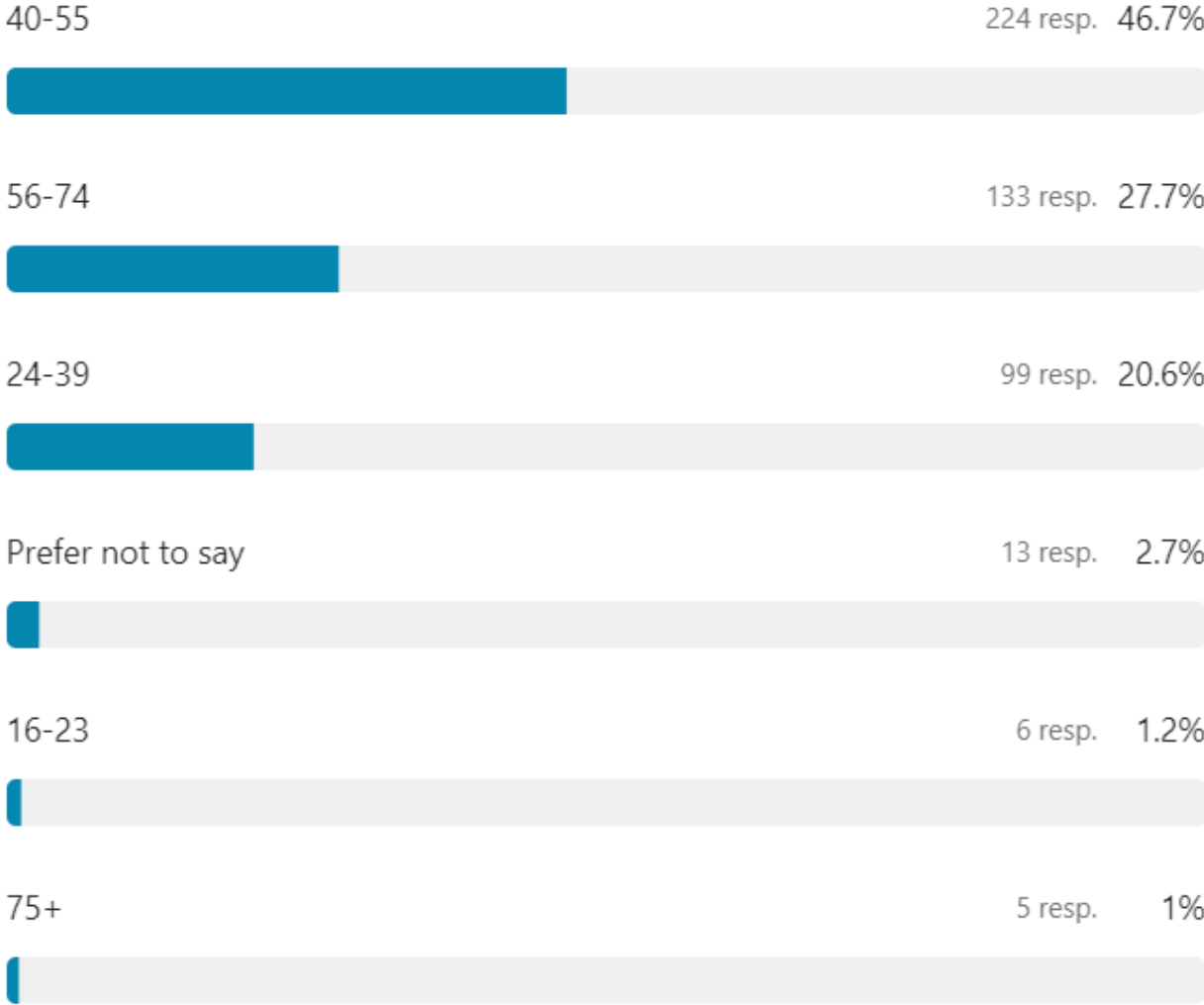
What size is your organisation?



Are you...



Which of the following age brackets do you fall into?



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