



ALL THINGS CUSTOMER

EMMA-LOUISE VEITCH

CUSTOMER EXPERIENCE EXPERT





Emma-Louise Veitch CMGR FCMI
Founder and Customer Experience Expert



SERVICES

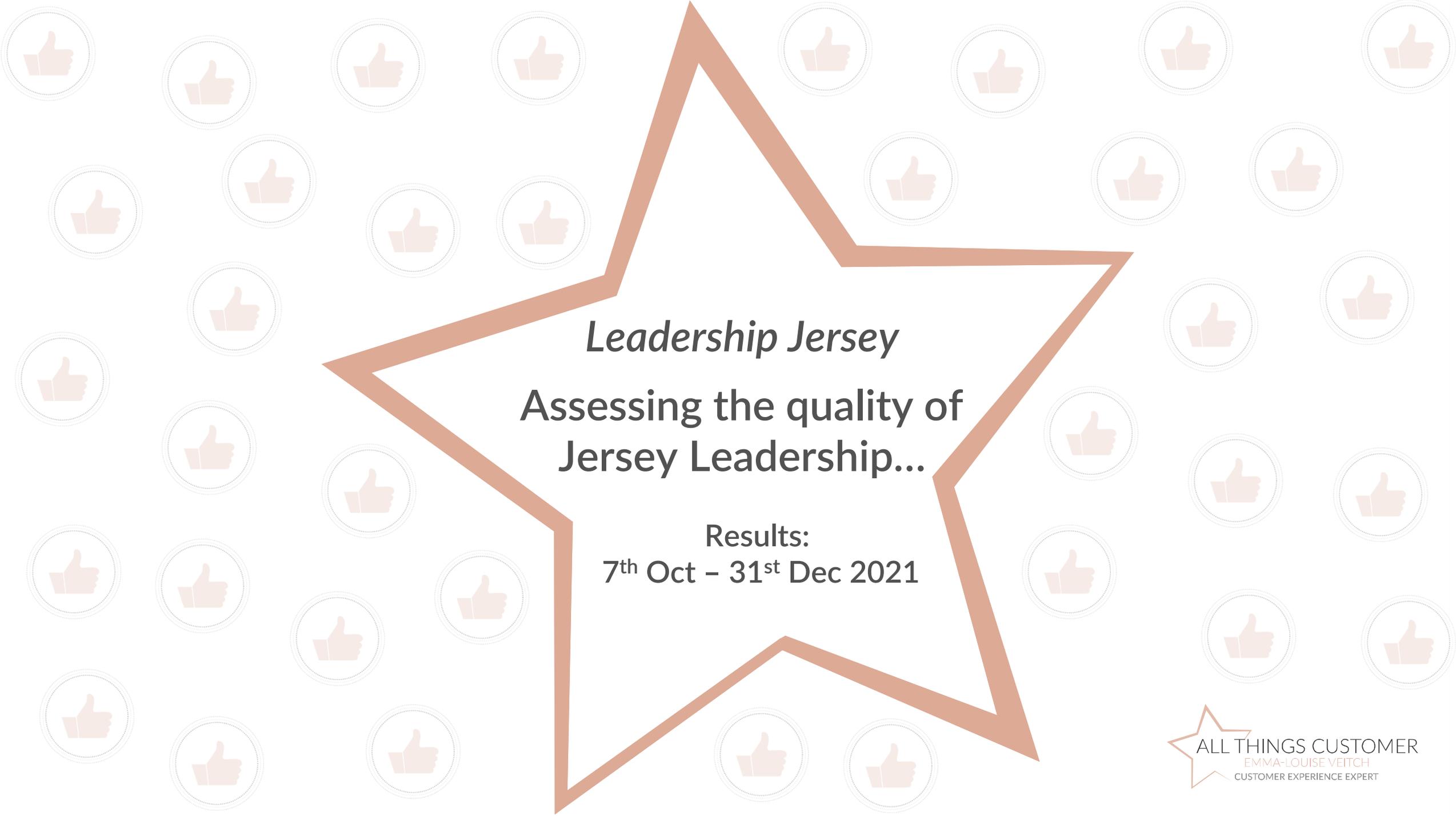
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Leadership Jersey
Assessing the quality of
Jersey Leadership...

Results:
7th Oct – 31st Dec 2021

SUMMARY – KEY CHANGES YOY

- Overall, there are fairly minimal changes compared to the 2020 results
- From the overall results, one of the bigger changes is a decrease in those who had the opportunity to appraise the person they reported to, and those who have had appraisals in the last 12 months
- There is also a reduction in ratings when asking about diversity within the senior management team
- Overall, male respondents rated more negatively than last year. However, still rate more positively than female respondents
- Overall, compared to last year, junior level respondents rated much more positively and middle level respondents rated more negatively. Even though those at board level rated highly last year, they rated even higher this year
- With regards to the 9 overall leadership attribute questions...
 - Overall, male and female bosses both rated an average of 6.1
 - Females reporting to females saw the highest overall improvement YOY, improving in every leadership attribute area
 - The best gender mix continues to potentially be a male reporting to a female, as this was once again the highest rated
 - This year, females reporting to males rated least favourable. This is a change from last year, which showed females reporting to females being least favourable
- With regards to rating bosses as leaders...
 - Overall, male and female bosses were both rated 42% 'leaders'
 - This year, males reporting to females, and females reporting to males, both rated higher as 'leaders'. Males reporting to males rated the lowest
 - Last year, females reporting to females rated more highly as leaders. Males reporting to females rated the lowest
 - Even though males reporting to females rated the lowest in leadership last year, this year, this segment showed +27% YOY, taking 'leader' from 23% to 50%, the biggest % change in this years results

SUMMARY - RESPONDENTS

7th October – 31st December 2021
603 respondents

✓ Results have been rounded to 1 decimal place.

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

- We received 603 responses, and of these, 78% told us they 'reported to someone' -0.3 YOY. Those who didn't report to anyone were just asked to share their own leadership and Council of Minister views
- There was an extremely even split of respondents in relation to gender, female 48%, and, male 47%, which is the same as 2020. 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 5 sectors that completed the survey were... 'Other business activities' 27%, 'Public Administration' 12%, 'Wholesale & Retail' 10%, 'Third Sector/Charity' 10%, and, 'Digital' 7%
- With regards to seniority levels within an organisation, the majority of respondents were at a senior level 34%, followed closely by middle level 32%. This is a minimal change from 2020
- There was a fairly even split between organisations of less than 25 people 28%, organisations with between 26-100 people 27%, and organisations with 501+ people 20%. There were slightly less respondents from organisations with 101-250 people 15%, and, organisations with 251-500 people 10%. This is a very minimal change from 2020

SUMMARY – MY ORGANISATION



Rate the overall quality of leadership within your organisation

- Overall, respondents rated an average of 6, -0.1 YOY. Female and male respondents both rated an average of 6
- This result is static YOY for female respondents and -0.6 YOY for male respondents
- Male respondents reporting to a female boss rated the highest with 6.2. Females who report to a male boss rated the lowest with 5.8
- When analysing boss and respondent gender, most of these results decreased YOY. The only increase being females reporting to females +0.2
- When comparing seniority level, respondents at board level rated the highest 6.9, +0.6 YOY, and those at a middle level rated the lowest with 5.7, -0.5 YOY

Rate the overall culture within your organisation

- Overall, respondents rated an average of 6.1, -0.2 YOY
- Female and male respondents both rated an average of 6.1, which YOY is static for female respondents, however, -0.6 for male respondents
- When looking at the boss and respondent gender detail, all gender breakdowns rate an average of 6.1, except males who report to a male who rate slightly higher at 6.2, however, this is still -0.3 YOY for this segment.
- The biggest reduction YOY is from male respondents reporting to a female boss which reduced by -0.8, now at 6.1
- When comparing seniority level, respondents at board level rated the highest 6.8, all other levels rated 6

SUMMARY – MY ORGANISATION



Rate how supported you felt by your organisation during the coronavirus pandemic

- Overall, respondents rated an average of 6.8, static YOY
- Female respondents rating an average of 6.6, and male respondents rating an average of 7
- When looking at boss gender overall, those reporting to a male boss rated 7, which is higher than those reporting to a female boss who rated 6.5
- When breaking gender down further, male respondents with a male boss received the highest rating with 7.1, and female respondents with female bosses the lowest with 6.5. All very small changes YOY
- When comparing seniority level, respondents at board level rated the highest with 7.6, and those at a middle level rated the lowest with 6.6. Positively, those at a junior level increased +0.4 YOY to 6.7

Rate the diversity within your organisations Senior Management Team

- Overall, this was again, YOY, the lowest score for organisations, an average of 4.8, -0.3 YOY. This is still a completely neutral view, leaving plenty of room for improvement within this area
- Male respondents ratings dropped by -0.7 YOY to 4.8 which is one of the biggest drops seen in this years results. Female respondents ratings dropped by -0.3 YOY to 4.8
- When reviewing gender further, female respondents with male bosses rated the lowest with 4.5, -0.5 YOY, and male respondents with female bosses rated the highest with 5.6 (which was also a drop of -0.5 YOY)
- When comparing seniority level, those working at a senior level rated the lowest 4.7 -0.4 YOY, and those at a board level the highest 5.5

(Results rounded to 1 decimal place)

SUMMARY – MY ORGANISATION



Overall, 92% told us they would prefer to work for a leader, rather than a manager, +1% YOY

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

- When describing the CEO of their organisation, respondents felt that 50% were 'leaders' rather than 'managers', -1% YOY
- This continues to highlight that CEO's are generally considered more 'leaders' than the person respondents report to, as 59% felt that the person they report to is more of a 'manager' than a 'leader' (42% leader)
- Female respondents rated their CEO's leadership very slightly higher (+1%) than male respondents
- When reviewing gender further, female respondents with male bosses rated their CEO's leadership the highest, with 54% believing their CEO's were leaders. Female respondents with female bosses rated the lowest, believing their CEO's are 48% leaders
- Males reporting to females rated their CEO's leadership highest last year, however, this reduced by -14% YOY, from 64% to 50%, one of the bigger changes seen YOY
- When comparing seniority level, those at board level rated the highest, believing that their CEO's were 59% leaders. Those at a middle level rated the lowest with 42%, -10% YOY. Positively, those at a senior level increased by +8% to 58% 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 59%, rather than a leader 42% ('leader' +2% YOY)
- Overall, male and female bosses were both rated 42% 'leaders'
- This year, males reporting to females, and females reporting to males, both rated highest, rating 50% 'leader'. Males reporting to males rated the lowest, rating 37% leader, -6% YOY. This is a change from last year
- Last year, females reporting to females rated the highest, 44% leader. Males reporting to females rated the lowest. However, this year, males reporting to females showed +27% YOY, taking 'leader' in this segment from 23% to 50%, the biggest % change in this years results

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', 'Leadership that inspires me', and, 'Salary & Benefits'. This year saw a 5% reduction in 'An organisation with values that align with my own' meaning it's no longer in the top 3
- When comparing responses by gender, females appreciate 'Work life balance & Flexible working' and 'Job security' (which increased +4% this year for female respondents) higher than their male counterparts. And male respondents value 'Salary & benefits', 'Leadership that inspires me', 'Development & Progression' and 'Company culture' slightly higher than female respondents

SUMMARY – WHO I REPORT TO – BY GENDER

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

- 62% of bosses were male -2% YOY, 35% female +2% YOY, the rest preferred not to say, or are non-binary
- As you can see below, once again the smallest segment as male respondents with female bosses

	Male Respondent Male Boss 2021	Male Respondent Female Boss 2021	Female Respondent Female Boss 2021	Female Respondent Male Boss 2021
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
Percentage gender breakdown	38%	7%	29%	26%

- When analysing the overall scores of the 9 various leadership attribute questions by boss gender, male and female bosses rate the same, 6.1. This is a +0.1 increase for females bosses YOY
- However, as you can see on the next slide, which shows all the leadership attribute questions broken down even further, by respondent and boss gender, the best mix continues to potentially be a male reporting to a female, as this is the highest rated, at 6.5. Males reporting to females was also the best mix in 2020
- This year, females reporting to males rated least favourable at 5.9. This is a change from last year
- Last year, females reporting to females rated least favourable. However, females reporting to females saw the highest overall improvement YOY, +0.2 YOY, improving in every leadership attribute area

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 2021	Male Respondent Female Boss 2021	Female Respondent Female Boss 2021	Female Respondent Male Boss 2021	Overall 2021
	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 - 63% Leader - 37%	Manager - 50% Leader - 50%	Manager - 60% Leader - 40%	Manager - 50% Leader - 50%	Manager - 59% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 9% Leader - 91%	Manager - 6% Leader - 94%	Manager - 9% Leader - 91%	Manager - 5% Leader - 95%	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	7.2	7.1	6.8	6.9	7.0
The person I report to is a great leader...	5.7	6.4	5.7	5.6	5.7
The person I report to inspires me...	5.6	5.9	5.7	5.6	5.6
The person I report to is authentic, they actually do what they ask of others...	6.6	6.6	6.3	6.1	6.4
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	5.8	5.5	5.7
The person I report to is supportive, and cares about me as a person...	6.7	7.1	6.4	6.5	6.6
During the coronavirus pandemic, I have felt supported by the person I report to...	6.8	6.8	6.3	6.3	6.5
The person I report to communicates clearly and regularly...	6.0	6.2	6.0	5.8	6.0
The person I report to gives me regular feedback on my performance, and helps me improve...	5.4	6.0	5.6	5.2	5.5
Average of the 9 questions above	6.2	6.5	6.1	5.9	6.1
In the last 12 months, have you had a performance appraisal?	Yes - 61% No - 39%	Yes - 56% No - 44%	Yes - 56% No - 44%	Yes - 54% No - 46%	Yes - 57% No - 43%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 19% No - 81%	Yes - 16% No - 84%	Yes - 17% No - 83%	Yes - 17% No - 83%	Yes - 18% No - 82%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 37% No - 63%	Yes - 31% No - 69%	Yes - 44% No - 56%	Yes - 38% No - 62%	Yes - 39% No - 61%

SUMMARY – WHO I REPORT TO – BY GENDER

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

- Overall, 43% haven't had a performance appraisal in the last 12 months, -3% YOY. Therefore, an annual appraisal, alongside more general, and regular feedback to help employees improve would clearly help raise scores in these areas

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

- This was one of the bigger changes YOY
- It would also be wonderful if performance feedback was a 2-way street, as 82% have not had the opportunity to appraise the performance of the person they report to within the last 12 months, -7% YOY

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

- Overall, 61%, +2% YOY, haven't considered leaving their job because of the person they report to, although, 39% is still a high number to have considered it

	Male Respondent Male Boss 2020	Male Respondent Male Boss 2021	Change YOY	Male Respondent Female Boss 2020	Male Respondent Female Boss 2021	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>
In the last 12 months, have you had a performance appraisal?	Yes - 60% No - 40%	Yes - 61% No - 39%	+1% Yes	Yes - 65% No - 35%	Yes - 56% No - 44%	-9% Yes
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 24% No - 76%	Yes - 19% No - 81%	-5% Yes	Yes - 27% No - 73%	Yes - 16% No - 84%	-11% Yes
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 35% No - 65%	Yes - 37% No - 63%	+2% Yes	Yes - 25% No - 75%	Yes - 31% No - 69%	+6% Yes

	Female Respondent Female Boss 2020	Female Respondent Female Boss 2021	Change YOY	Female Respondent Male Boss 2020	Female Respondent Male Boss 2021	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>
In the last 12 months, have you had a performance appraisal?	Yes - 63% No - 37%	Yes - 56% No - 44%	-7% Yes	Yes - 56% No - 44%	Yes - 54% No - 46%	-2% Yes
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 31% No - 69%	Yes - 17% No - 83%	-14% Yes	Yes - 24% No - 76%	Yes - 17% No - 83%	-7% Yes
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 42% No - 58%	Yes - 44% No - 56%	+2% Yes	Yes - 37% No - 63%	Yes - 38% No - 62%	+1% Yes

SUMMARY – MY LEADERSHIP & COUNCIL OF MINISTER VIEWS

Rate yourself as a leader

- Overall, when respondents rated themselves as a leader, the average was 7. Static YOY
- Male respondents rated themselves more highly, at 7.1, -0.1 YOY, whilst females rated themselves 6.7 -0.1 YOY
- Those at board level rate themselves the highest, 7.6, followed by senior level 7.2, middle level 6.6, then junior level 6. All fairly similar to last year, the biggest change being -0.3 YOY for junior level respondents
- Those who don't report to anyone rated themselves a 7.4, +0.1 YOY

Leadership Jersey are politically neutral, however, we'd welcome your thoughts regarding Jerseys leadership over the last 12 months. Appreciating the challenging circumstances due to the coronavirus... Overall, how would you rate the leadership of the Council of Ministers?

- Overall, respondents rated the leadership of the Council of Ministers an average of 4.3
- Both male and female respondents rating 4.3, and those who don't have a boss rated 4.1
- However, interestingly, the different seniority levels ratings were quite varied; Board level 5.1, Senior and Junior level 4.5, and Middle level 3.8



	Overall 2020	Overall 2021	Change YOY
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
Do you report to someone?	Yes - 81% No - 19%	Yes - 78% No - 22%	-3% Reporting to someone
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 - -2% Female - +2% Prefer not to say - 0% 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	Change YOY
	Average Score	Average Score	Average Score

My Organisation...			
How would you rate the overall quality of leadership within your organisation?	6.1	6.0	-0.1
How would you rate the overall culture within your organisation?	6.3	6.1	-0.2
During the coronavirus pandemic, I have felt supported by my organisation...	6.8	6.8	0
How diverse are the Senior Management Team within your organisation?	5.1	4.8	-0.3
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

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	Change YOY
	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 - 60% Leader - 40%	Manager - 59% Leader - 42%	+2% Leader
Would you prefer to work for a manager, or a leader?	Manager - 10% Leader - 91%	Manager - 8% Leader - 92%	+1% Leader
How would you rate your relationship with the person you report to?	7.0	7.0	0
The person I report to is a great leader...	5.8	5.7	-0.1
The person I report to inspires me...	5.6	5.6	0
The person I report to is authentic, they actually do what they ask of others...	6.3	6.4	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	0
The person I report to is supportive, and cares about me as a person...	6.6	6.6	0
During the coronavirus pandemic, I have felt supported by the person I report to...	6.6	6.5	-0.1
The person I report to communicates clearly and regularly...	6.0	6.0	0
The person I report to gives me regular feedback on my performance, and helps me improve...	5.5	5.5	0
Average of the 9 questions above	6.1	6.1	0
In the last 12 months, have you had a performance appraisal?	Yes - 60% No - 41%	Yes - 57% No - 43%	-3% 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%	-7% 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%	+2% Yes

Job Satisfaction & My Leadership & Council of Ministers Views...

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

	Overall 2020	Overall 2021	Change YOY
	Average Score	Average Score	Average Score
Job Satisfaction, My Leadership & Council of Ministers Views...			
	Work life balance & flexible working - 63% Leadership that inspires me - 55% An organisation with values that align with my own - 49% Salary & Benefits - 49% Company Culture - 36% Development & Progression - 31% Job Security - 18%	Work life balance & flexible working - 66% Leadership that inspires me - 56% An organisation with values that align with my own - 44% Salary & Benefits - 49% Company Culture - 36% Development & Progression - 30% Job Security - 20%	Work life balance & flexible working - +3% Leadership that inspires me - +1% An organisation with values that align with my own - -5% Salary & Benefits - 0% Company Culture - 0% Development & Progression - -1% Job Security - +2%
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	0
Leadership Jersey are politically neutral, however, we'd welcome your thoughts regarding Jerseys leadership over the last 12 months.	n/a	4.3	n/a
Appreciating the challenging circumstances due to the coronavirus... Overall, how would you rate the leadership of the Council of Ministers? (also includes those who don't report to anyone)			

Demographic...

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

	Overall 2020	Overall 2021	Change YOY
	Average Score	Average Score	Average Score
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 - +1% Senior Level - +4% Middle Level - -2% Junior Level - -2%
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+ - 0% 251-500 - -1% 101-250 - -1% 26-100 - 0% 25 or less - +1%
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 - 0% Female - 0% Prefer not to say - +1% Non-Binary - -1%
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 - -4% 40-55 - -1% 56-74 - +3% 75+ - +1% Prefer not to say - +1%



Respondent Gender

	Male Respondents 2020	Male Respondents 2021	Change YOY	Overall 2021	Female Respondents 2020	Female Respondents 2021	Change YOY	Overall 2021
	<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>
Are you...	47%	47%	0%	Male - 47% Female - 48% Prefer not to say - 5% Non-Binary - 0%	48%	48%	0%	Male - 47% Female - 48% Prefer not to say - 5% Non-Binary - 0%

My Organisation...

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

	Male Respondents 2020	Male Respondents 2021	Change YOY	Overall 2021	Female Respondents 2020	Female Respondents 2021	Change YOY	Overall 2021
	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?	6.6	6.0	-0.6	6.0	6.0	6.0	0	6.0
How would you rate the overall culture within your organisation?	6.7	6.1	-0.6	6.1	6.1	6.1	0	6.1
During the coronavirus pandemic, I have felt supported by my organisation...	7.1	7.0	-0.1	6.8	6.6	6.6	0	6.8
How diverse are the Senior Management Team within your organisation?	5.5	4.8	-0.7	4.8	5.1	4.8	-0.3	4.8
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 - 50% Leader - 50%	Manager - 49% Leader - 51%	Manager - 49% Leader - 51%	0%	Manager - 50% Leader - 50%

Who I Report To...

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

	Male Respondents 2020	Male Respondents 2021	Change YOY	Overall 2021	Female Respondents 2020	Female Respondents 2021	Change YOY	Overall 2021
	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 - 61% Leader - 38%	Manager - 61% Leader - 39%	+1% Leader	Manager - 59% Leader - 42%	Manager - 57% Leader - 43%	Manager - 55% Leader - 45%	+2% Leader	Manager - 59% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 10% Leader - 90%	Manager - 8% Leader - 92%	+2% Leader	Manager - 8% Leader - 92%	Manager - 9% Leader - 91%	Manager - 7% Leader - 93%	+2% Leader	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	7.3	7.2	-0.1	7.0	6.8	6.8	0	7.0
The person I report to is a great leader...	5.9	5.8	-0.1	5.7	5.7	5.6	-0.1	5.7
The person I report to inspires me...	5.7	5.6	-0.1	5.6	5.6	5.7	0.1	5.6
The person I report to is authentic, they actually do what they ask of others...	6.6	6.5	-0.1	6.4	6.1	6.2	0.1	6.4
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.9	5.8	-0.1	5.7	5.7	5.7	0	5.7
The person I report to is supportive, and cares about me as a person...	6.8	6.8	0	6.6	6.4	6.5	0.1	6.6
During the coronavirus pandemic, I have felt supported by the person I report to...	6.8	6.8	0	6.5	6.3	6.3	0	6.5
The person I report to communicates clearly and regularly...	6.3	6.1	-0.2	6.0	5.9	5.9	0	6.0
The person I report to gives me regular feedback on my performance, and helps me improve...	5.6	5.5	-0.1	5.5	5.4	5.4	0	5.5
Average of the 9 questions above	6.3	6.2	-0.1	6.1	6.0	6.0	0	6.1
In the last 12 months, have you had a performance appraisal?	Yes - 61% No - 39%	Yes - 60% No - 40%	-1% Yes	Yes - 57% No - 43%	Yes - 59% No - 41%	Yes - 54% No - 46%	-5% Yes	Yes - 57% No - 43%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 24% No - 76%	Yes - 19% No - 81%	-5% Yes	Yes - 18% No - 82%	Yes - 27% No - 73%	Yes - 17% No - 83%	-10% Yes	Yes - 18% No - 82%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 33% No - 67%	Yes - 36% No - 64%	+3% Yes	Yes - 39% No - 61%	Yes - 40% No - 60%	Yes - 41% No - 59%	+1% Yes	Yes - 39% No - 61%



Boss Gender

	Those who report to a Male Boss 2020	Those who report to a Male Boss 2021	Change YOY	Overall 2021		Those who report to a Female Boss 2020	Those who report to a Female Boss 2021	Change YOY	Overall 2021
	Average Score	Average Score	Average Score	Average Score		Average Score	Average Score	Average Score	Average Score
Percentage gender breakdown	64%	62%	-2%	n/a		33%	35%	+2%	n/a

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 2020	Those who report to a Male Boss 2021	Change YOY	Overall 2021	Those who report to a Female Boss 2020	Those who report to a Female Boss 2021	Change YOY	Overall 2021
	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?	6.2	5.9	-0.3	6.0	6.0	6.0	0	6.0
How would you rate the overall culture within your organisation?	6.3	6.1	-0.2	6.1	6.2	6.1	-0.1	6.1
During the coronavirus pandemic, I have felt supported by my organisation...	7.0	7.0	0	6.8	6.4	6.5	0.1	6.8
How diverse are the Senior Management Team within your organisation?	4.9	4.6	-0.3	4.8	5.4	5.2	-0.2	4.8
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 50% Leader - 50%	Manager - 48% Leader - 52%	+2% Leader	Manager - 50% Leader - 50%	Manager - 47% Leader - 53%	Manager - 53% Leader - 47%	-6% Leader	Manager - 50% Leader - 50%

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 2020	Those who report to a Male Boss 2021	Change YOY	Overall 2021	Those who report to a Female Boss 2020	Those who report to a Female Boss 2021	Change YOY	Overall 2021
	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 - 58% Leader - 42%	0% Leader	Manager - 59% Leader - 42%	Manager - 62% Leader - 38%	Manager - 58% Leader - 42%	+4% Leader	Manager - 59% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 9% Leader - 92%	Manager - 8% Leader - 92%	0% Leader	Manager - 8% Leader - 92%	Manager - 11% Leader - 89%	Manager - 8% Leader - 92%	+3% Leader	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	7.1	7.1	0	7.0	6.8	6.8	0	7.0
The person I report to is a great leader...	5.8	5.7	-0.1	5.7	5.7	5.8	0.1	5.7
The person I report to inspires me...	5.6	5.6	0	5.6	5.6	5.7	0.1	5.6
The person I report to is authentic, they actually do what they ask of others...	6.4	6.4	0	6.4	6.1	6.3	0.2	6.4
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	5.7	5.6	5.8	0.2	5.7
The person I report to is supportive, and cares about me as a person...	6.5	6.6	0.1	6.6	6.6	6.5	-0.1	6.6
During the coronavirus pandemic, I have felt supported by the person I report to...	6.6	6.6	0	6.5	6.4	6.3	-0.1	6.5
The person I report to communicates clearly and regularly...	6.1	5.9	-0.2	6.0	6.0	6.0	0	6.0
The person I report to gives me regular feedback on my performance, and helps me improve...	5.4	5.3	-0.1	5.5	5.6	5.7	0.1	5.5
Average of the 9 questions above	6.1	6.1	0	6.1	6.0	6.1	0.1	6.1
In the last 12 months, have you had a performance appraisal?	Yes - 58% No - 42%	Yes - 59% No - 41%	+1% Yes	Yes - 57% No - 43%	Yes - 63% No - 37%	Yes - 55% No - 45%	-8% Yes	Yes - 57% No - 43%
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 - 18% No - 82%	-5% Yes	Yes - 18% No - 82%	Yes - 31% No - 69%	Yes - 17% No - 83%	-14% Yes	Yes - 18% No - 82%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 37% No - 63%	Yes - 38% No - 63%	+1% Yes	Yes - 39% No - 61%	Yes - 37% No - 63%	Yes - 42% No - 58%	+5% Yes	Yes - 39% No - 61%

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 2020	Those who report to a Male Boss 2021	Change YOY	Overall 2021		Those who report to a Female Boss 2020	Those who report to a Female Boss 2021	Change YOY	Overall 2021
	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?	6.9	7.0	0.1	7.0		6.9	6.7	-0.2	7.0



2021
Respondent
&
Boss
Breakdown

	Male Respondent Male Boss 2021	Male Respondent Female Boss 2021	Female Respondent Female Boss 2021	Female Respondent Male Boss 2021	Overall 2021
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
Percentage gender breakdown	38%	7%	29%	26%	n/a

My Organisation...

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

	Male Respondent Male Boss 2021	Male Respondent Female Boss 2021	Female Respondent Female Boss 2021	Female Respondent Male Boss 2021	Overall 2021
	<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?	6.0	6.2	6.1	5.8	6.0
How would you rate the overall culture within your organisation?	6.2	6.1	6.1	6.1	6.1
During the coronavirus pandemic, I have felt supported by my organisation...	7.1	6.9	6.5	6.7	6.8
How diverse are the Senior Management Team within your organisation?	4.6	5.6	5.1	4.5	4.8
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 48% Leader - 52%	Manager - 50% Leader - 50%	Manager - 52% Leader - 48%	Manager - 46% Leader - 54%	Manager - 50% Leader - 50%

Who I Report To...

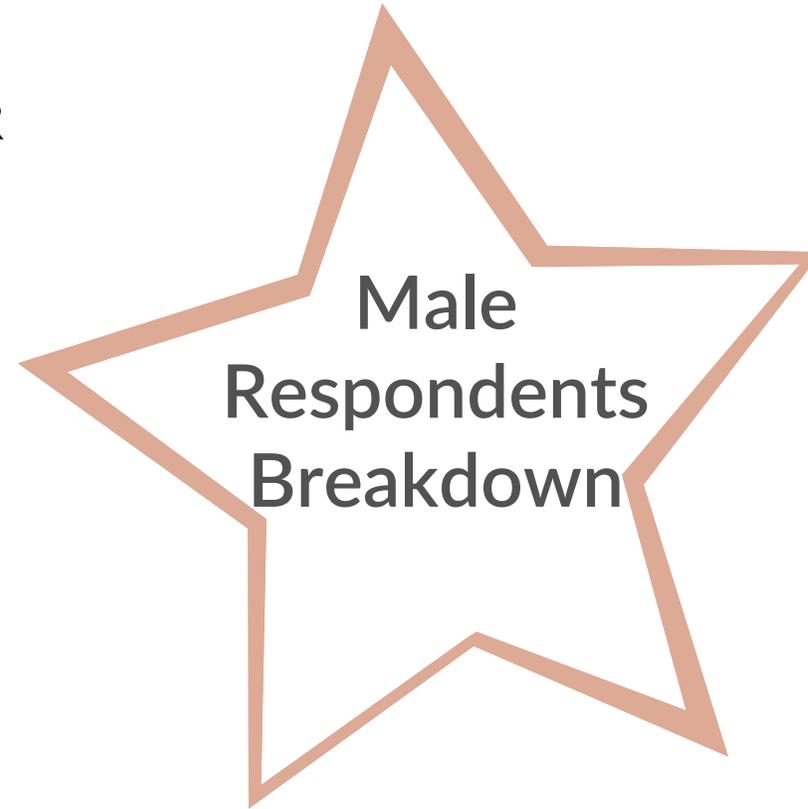
Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondent Male Boss 2021	Male Respondent Female Boss 2021	Female Respondent Female Boss 2021	Female Respondent Male Boss 2021	Overall 2021
	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 - 63% Leader - 37%	Manager - 50% Leader - 50%	Manager - 60% Leader - 40%	Manager - 50% Leader - 50%	Manager - 59% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 9% Leader - 91%	Manager - 6% Leader - 94%	Manager - 9% Leader - 91%	Manager - 5% Leader - 95%	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	7.2	7.1	6.8	6.9	7.0
The person I report to is a great leader...	5.7	6.4	5.7	5.6	5.7
The person I report to inspires me...	5.6	5.9	5.7	5.6	5.6
The person I report to is authentic, they actually do what they ask of others...	6.6	6.6	6.3	6.1	6.4
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	5.8	5.5	5.7
The person I report to is supportive, and cares about me as a person...	6.7	7.1	6.4	6.5	6.6
During the coronavirus pandemic, I have felt supported by the person I report to...	6.8	6.8	6.3	6.3	6.5
The person I report to communicates clearly and regularly...	6.0	6.2	6.0	5.8	6.0
The person I report to gives me regular feedback on my performance, and helps me improve...	5.4	6.0	5.6	5.2	5.5
Average of the 9 questions above	6.2	6.5	6.1	5.9	6.1
In the last 12 months, have you had a performance appraisal?	Yes - 61% No - 39%	Yes - 56% No - 44%	Yes - 56% No - 44%	Yes - 54% No - 46%	Yes - 57% No - 43%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 19% No - 81%	Yes - 16% No - 84%	Yes - 17% No - 83%	Yes - 17% No - 83%	Yes - 18% No - 82%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 37% No - 63%	Yes - 31% No - 69%	Yes - 44% No - 56%	Yes - 38% No - 62%	Yes - 39% No - 61%

My Leadership...

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

	Male Respondent Male Boss 2021	Male Respondent Female Boss 2021	Female Respondent Female Boss 2021	Female Respondent Male Boss 2021	Overall 2021
	<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?	7.2	6.8	6.6	6.8	7.0



Male Respondents Breakdown

	Male Respondent Male Boss 2020	Male Respondent Male Boss 2021	Change YOY	Overall 2021		Male Respondent Female Boss 2020	Male Respondent Female Boss 2021	Change YOY	Overall 2021
	<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>
Percentage gender breakdown	37%	38%	+1%	n/a		9%	7%	-2%	n/a

My Organisation...

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

	Male Respondent Male Boss 2020	Male Respondent Male Boss 2021	Change YOY	Overall 2021	Male Respondent Female Boss 2020	Male Respondent Female Boss 2021	Change YOY	Overall 2021
	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?	6.4	6.0	-0.4	6.0	6.7	6.2	-0.5	6.0
How would you rate the overall culture within your organisation?	6.5	6.2	-0.3	6.1	6.9	6.1	-0.8	6.1
During the coronavirus pandemic, I have felt supported by my organisation...	7.2	7.1	-0.1	6.8	6.9	6.9	0	6.8
How diverse are the Senior Management Team within your organisation?	4.9	4.6	-0.3	4.8	6.1	5.6	-0.5	4.8
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 51% Leader - 49%	Manager - 48% Leader - 52%	+3% Leader	Manager - 50% Leader - 50%	Manager - 37% Leader - 64%	Manager - 50% Leader - 50%	-14% Leader	Manager - 50% Leader - 50%

Who I Report To...

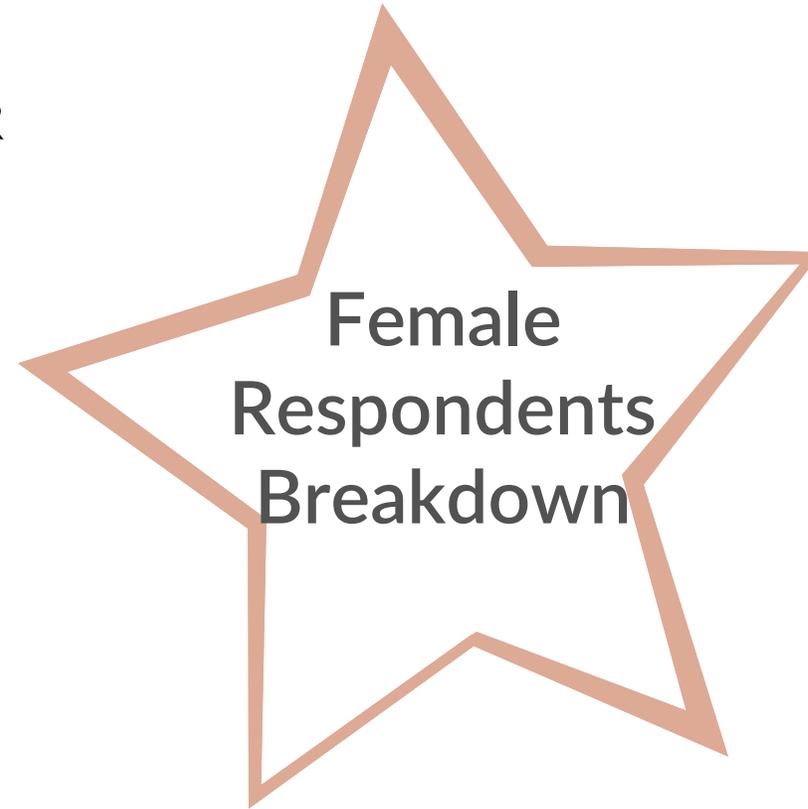
Results have been rounded to 1 decimal place
'Overall' includes 'prefer not to say' and 'non-binary'

	Male Respondent Male Boss 2020	Male Respondent Male Boss 2021	Change YOY	Overall 2021	Male Respondent Female Boss 2020	Male Respondent Female Boss 2021	Change YOY	Overall 2021
	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 - 57% Leader - 43%	Manager - 63% Leader - 37%	-6% Leader	Manager - 59% Leader - 42%	Manager - 77% Leader - 23%	Manager - 50% Leader - 50%	+27% Leader	Manager - 59% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 10% Leader - 90%	Manager - 9% Leader - 91%	+1 % Leader	Manager - 8% Leader - 92%	Manager - 12% Leader - 89%	Manager - 6% Leader - 94%	+5% Leader	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	7.3	7.2	-0.1	7.0	7.2	7.1	-0.1	7.0
The person I report to is a great leader...	5.8	5.7	-0.1	5.7	6.1	6.4	0.3	5.7
The person I report to inspires me...	5.7	5.6	-0.1	5.6	5.8	5.9	0.1	5.6
The person I report to is authentic, they actually do what they ask of others...	6.6	6.6	0	6.4	6.8	6.6	-0.2	6.4
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.9	5.8	-0.1	5.7	5.8	6.0	0.2	5.7
The person I report to is supportive, and cares about me as a person...	6.7	6.7	0	6.6	7.1	7.1	0	6.6
During the coronavirus pandemic, I have felt supported by the person I report to...	6.8	6.8	0	6.5	6.9	6.8	-0.1	6.5
The person I report to communicates clearly and regularly...	6.3	6.0	-0.3	6.0	6.3	6.2	-0.1	6.0
The person I report to gives me regular feedback on my performance, and helps me improve...	5.6	5.4	-0.2	5.5	5.7	6.0	0.3	5.5
Average of the 9 questions above	6.3	6.2	-0.1	6.1	6.4	6.5	0.04	6.1
In the last 12 months, have you had a performance appraisal?	Yes - 60% No - 40%	Yes - 61% No - 39%	+1% Yes	Yes - 57% No - 43%	Yes - 65% No - 35%	Yes - 56% No - 44%	-9% Yes	Yes - 57% No - 43%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 24% No - 76%	Yes - 19% No - 81%	-5% Yes	Yes - 18% No - 82%	Yes - 27% No - 73%	Yes - 16% No - 84%	-11% Yes	Yes - 18% No - 82%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 35% No - 65%	Yes - 37% No - 63%	+2% Yes	Yes - 39% No - 61%	Yes - 25% No - 75%	Yes - 31% No - 69%	+6% Yes	Yes - 39% No - 61%

My Leadership...

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

	Male Respondent Male Boss 2020	Male Respondent Male Boss 2021	Change YOY	Overall 2021	Male Respondent Female Boss 2020	Male Respondent Female Boss 2021	Change YOY	Overall 2021
	<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?	7.1	7.2	0.1	7.0	7.2	6.8	-0.4	7.0



Female Respondents Breakdown

	Female Respondent Female Boss 2020	Female Respondent Female Boss 2021	Change YOY	Overall 2021		Female Respondent Male Boss 2020	Female Respondent Male Boss 2021	Change YOY	Overall 2021
	<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>
Percentage gender breakdown	26%	29%	+3%	n/a		29%	26%	-3%	n/a

My Organisation...

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

	Female Respondent Female Boss 2020	Female Respondent Female Boss 2021	Change YOY	Overall 2021	Female Respondent Male Boss 2020	Female Respondent Male Boss 2021	Change YOY	Overall 2021
	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?	5.9	6.1	0.2	6.0	6.1	5.8	-0.3	6.0
How would you rate the overall culture within your organisation?	5.9	6.1	0.2	6.1	6.2	6.1	-0.1	6.1
During the coronavirus pandemic, I have felt supported by my organisation...	6.3	6.5	0.2	6.8	6.8	6.7	-0.1	6.8
How diverse are the Senior Management Team within your organisation?	5.1	5.1	0	4.8	5.0	4.5	-0.5	4.8
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 50% Leader - 50%	Manager - 52% Leader - 48%	-2% Leader	Manager - 50% Leader - 50%	Manager - 48% Leader - 52%	Manager - 46% Leader - 54%	+2% Leader	Manager - 50% Leader - 50%

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 2020	Female Respondent Female Boss 2021	Change YOY	Overall 2021	Female Respondent Male Boss 2020	Female Respondent Male Boss 2021	Change YOY	Overall 2021
	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 - 56% Leader - 44%	Manager - 60% Leader - 40%	-4% Leader	Manager - 59% Leader - 42%	Manager - 58% Leader - 42%	Manager - 50% Leader - 50%	+8% Leader	Manager - 59% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 12% Leader - 88%	Manager - 9% Leader - 91%	+3% Leader	Manager - 8% Leader - 92%	Manager - 7% Leader - 93%	Manager - 5% Leader - 95%	+2% Leader	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	6.6	6.8	0.2	7.0	7.0	6.9	-0.1	7.0
The person I report to is a great leader...	5.6	5.7	0.1	5.7	5.8	5.6	-0.2	5.7
The person I report to inspires me...	5.5	5.7	0.2	5.6	5.6	5.6	0	5.6
The person I report to is authentic, they actually do what they ask of others...	5.9	6.3	0.4	6.4	6.3	6.1	-0.2	6.4
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.5	5.8	0.3	5.7	5.8	5.5	-0.3	5.7
The person I report to is supportive, and cares about me as a person...	6.3	6.4	0.1	6.6	6.4	6.5	0.1	6.6
During the coronavirus pandemic, I have felt supported by the person I report to...	6.2	6.3	0.1	6.5	6.5	6.3	-0.2	6.5
The person I report to communicates clearly and regularly...	5.8	6.0	0.2	6.0	6.0	5.8	-0.2	6.0
The person I report to gives me regular feedback on my performance, and helps me improve...	5.5	5.6	0.1	5.5	5.3	5.2	-0.1	5.5
Average of the 9 questions above	5.9	6.1	0.2	6.1	6.1	5.9	-0.13	6.1
In the last 12 months, have you had a performance appraisal?	Yes - 63% No - 37%	Yes - 56% No - 44%	-7% Yes	Yes - 57% No - 43%	Yes - 56% No - 44%	Yes - 54% No - 46%	-2% Yes	Yes - 57% No - 43%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 31% No - 69%	Yes - 17% No - 83%	-14% Yes	Yes - 18% No - 82%	Yes - 24% No - 76%	Yes - 17% No - 83%	-7% Yes	Yes - 18% No - 82%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 42% No - 58%	Yes - 44% No - 56%	+2% Yes	Yes - 39% No - 61%	Yes - 37% No - 63%	Yes - 38% No - 62%	+1% Yes	Yes - 39% No - 61%

My Leadership...

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

	Female Respondent Female Boss 2020	Female Respondent Female Boss 2021	Change YOY	Overall 2021		Female Respondent Male Boss 2020	Female Respondent Male Boss 2021	Change YOY	Overall 2021
	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?	6.8	6.6	-0.2	7.0		6.7	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 2020	Board Level 2021	Change YOY	Overall 2021
	Average Score	Average Score	Average Score	Average Score
My Organisation...				
How would you rate the overall quality of leadership within your organisation?	6.3	6.9	0.6	6.0
How would you rate the overall culture within your organisation?	6.7	6.8	0.1	6.1
During the coronavirus pandemic, I have felt supported by my organisation...	7.5	7.6	0.1	6.8
How diverse are the Senior Management Team within your organisation?	5.2	5.5	0.3	4.8
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 41% Leader - 59%	Manager - 41% Leader - 59%	0%	Manager - 50% Leader - 50%

Who I Report To...

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

	Board Level 2020	Board Level 2021	Change YOY	Overall 2021
	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 - 41% Leader - 59%	Manager - 38% Leader - 63%	+4% Leader	Manager - 59% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 6% Leader - 94%	Manager - 5% Leader - 95%	+1% Leader	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	7.3	7.7	0.4	7.0
The person I report to is a great leader...	6.0	6.5	0.5	5.7
The person I report to inspires me...	6.0	6.4	0.4	5.6
The person I report to is authentic, they actually do what they ask of others...	6.6	7.1	0.5	6.4
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	6.1	6.7	0.6	5.7
The person I report to is supportive, and cares about me as a person...	6.7	7.3	0.6	6.6
During the coronavirus pandemic, I have felt supported by the person I report to...	6.9	7.4	0.5	6.5
The person I report to communicates clearly and regularly...	6.3	6.5	0.2	6.0
The person I report to gives me regular feedback on my performance, and helps me improve...	5.6	5.6	0	5.5
Average of the 9 questions above	6.4	6.8	0.4	6.1
In the last 12 months, have you had a performance appraisal?	Yes - 59% No - 41%	Yes - 54% No - 46%	-5% Yes	Yes - 57% No - 43%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 27% No - 73%	Yes - 23% No - 77%	-4% Yes	Yes - 18% No - 82%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 28% No - 72%	Yes - 29% No - 71%	+1% Yes	Yes - 39% No - 61%

My Leadership & Council of Ministers Views...

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

	Board Level 2020	Board Level 2021	Change YOY	Overall 2021
	<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?	7.5	7.6	0.1	7.0
Council of Ministers Views...				
Leadership Jersey are politically neutral, however, we'd welcome your thoughts regarding Jerseys leadership over the last 12 months. Appreciating the challenging circumstances due to the coronavirus... Overall, how would you rate the leadership of the Council of Ministers?	n/a	5.1	n/a	4.3



**Seniority
Level:
*Senior***

My Organisation...

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

	Senior Level 2020	Senior Level 2021	Change YOY	Overall 2021
	<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	6.0
How would you rate the overall culture within your organisation?	6.3	6.0	-0.3	6.1
During the coronavirus pandemic, I have felt supported by my organisation...	6.7	6.8	0.1	6.8
How diverse are the Senior Management Team within your organisation?	5.1	4.7	-0.4	4.8
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 51% Leader - 50%	Manager - 42% Leader - 58%	+8% Leader	Manager - 50% Leader - 50%

Who I Report To...

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

	Senior Level 2020	Senior Level 2021	Change YOY	Overall 2021
	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 - 59% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 9% Leader - 91%	Manager - 6% Leader - 94%	+3% Leader	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	7.1	6.9	-0.2	7.0
The person I report to is a great leader...	5.7	5.7	0	5.7
The person I report to inspires me...	5.6	5.6	0	5.6
The person I report to is authentic, they actually do what they ask of others...	6.2	6.5	0.3	6.4
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.7	5.8	0.1	5.7
The person I report to is supportive, and cares about me as a person...	6.6	6.6	0	6.6
During the coronavirus pandemic, I have felt supported by the person I report to...	6.5	6.5	0	6.5
The person I report to communicates clearly and regularly...	6.0	6.0	0	6.0
The person I report to gives me regular feedback on my performance, and helps me improve...	5.4	5.4	0	5.5
Average of the 9 questions above	6.1	6.1	0	6.1
In the last 12 months, have you had a performance appraisal?	Yes - 57% No - 44%	Yes - 56% No - 44%	-1% Yes	Yes - 57% No - 43%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 24% No - 76%	Yes - 18% No - 82%	-6% Yes	Yes - 18% No - 82%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 37% No - 63%	Yes - 42% No - 58%	+5% Yes	Yes - 39% No - 61%

My Leadership & Council of Ministers Views...

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

	Senior Level 2020	Senior Level 2021	Change YOY	Overall 2021
	<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?	7.2	7.2	0	7.0
Council of Ministers Views...				
Leadership Jersey are politically neutral, however, we'd welcome your thoughts regarding Jerseys leadership over the last 12 months. Appreciating the challenging circumstances due to the coronavirus... Overall, how would you rate the leadership of the Council of Ministers?	n/a	4.5	n/a	4.3



Seniority
Level:
Middle

My Organisation...

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

	Middle Level 2020	Middle Level 2021	Change YOY	Overall 2021
	Average Score	Average Score	Average Score	Average Score
My Organisation...				
How would you rate the overall quality of leadership within your organisation?	6.2	5.7	-0.5	6.0
How would you rate the overall culture within your organisation?	6.2	6.0	-0.2	6.1
During the coronavirus pandemic, I have felt supported by my organisation...	6.8	6.6	-0.2	6.8
How diverse are the Senior Management Team within your organisation?	4.9	4.8	-0.1	4.8
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 48% Leader - 52%	Manager - 58% Leader - 42%	-10% Leader	Manager - 50% Leader - 50%

Who I Report To...

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

	Middle Level 2020	Middle Level 2021	Change YOY	Overall 2021
	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 - 67% Leader - 33%	Manager - 66% Leader - 34%	+1% Leader	Manager - 59% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 11% Leader - 89%	Manager - 9% Leader - 91%	+2% Leader	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	7.0	6.7	-0.3	7.0
The person I report to is a great leader...	5.7	5.4	-0.3	5.7
The person I report to inspires me...	5.6	5.3	-0.3	5.6
The person I report to is authentic, they actually do what they ask of others...	6.4	6.0	-0.4	6.4
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.6	5.4	-0.2	5.7
The person I report to is supportive, and cares about me as a person...	6.7	6.2	-0.5	6.6
During the coronavirus pandemic, I have felt supported by the person I report to...	6.7	6.2	-0.5	6.5
The person I report to communicates clearly and regularly...	6.1	5.7	-0.4	6.0
The person I report to gives me regular feedback on my performance, and helps me improve...	5.6	5.3	-0.3	5.5
Average of the 9 questions above	6.2	5.8	-0.4	6.1
In the last 12 months, have you had a performance appraisal?	Yes - 63% No - 37%	Yes - 56% No - 44%	-7% Yes	Yes - 57% No - 43%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 28% No - 72%	Yes - 16% No - 84%	-12% Yes	Yes - 18% No - 82%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 38% No - 62%	Yes - 44% No - 56%	+6% Yes	Yes - 39% No - 61%

My Leadership & Council of Ministers Views...

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

	Middle Level 2020	Middle Level 2021	Change YOY	Overall 2021
	<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?	6.7	6.6	-0.1	7.0
Council of Ministers Views...				
Leadership Jersey are politically neutral, however, we'd welcome your thoughts regarding Jerseys leadership over the last 12 months. Appreciating the challenging circumstances due to the coronavirus... Overall, how would you rate the leadership of the Council of Ministers?	n/a	3.8	n/a	4.3



**Seniority
Level:
*Junior***

My Organisation...

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

	Junior Level 2020	Junior Level 2021	Change YOY	Overall 2021
	<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?	5.9	6.2	0.3	6.0
How would you rate the overall culture within your organisation?	6.0	6.0	0	6.1
During the coronavirus pandemic, I have felt supported by my organisation...	6.3	6.7	0.4	6.8
How diverse are the Senior Management Team within your organisation?	5.4	5.0	-0.4	4.8
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 58% Leader - 42%	Manager - 56% Leader - 44%	+2% Leader	Manager - 50% Leader - 50%

Who I Report To...

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

	Junior Level 2020	Junior Level 2021	Change YOY	Overall 2021
	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 - 69% Leader - 31%	Manager - 56% Leader - 44%	+13% Leader	Manager - 59% Leader - 42%
Would you prefer to work for a manager, or a leader?	Manager - 8% Leader - 92%	Manager - 15% Leader - 85%	-7% Leader	Manager - 8% Leader - 92%
How would you rate your relationship with the person you report to?	6.6	7.5	0.9	7.0
The person I report to is a great leader...	5.7	6.3	0.6	5.7
The person I report to inspires me...	5.4	6.4	1.0	5.6
The person I report to is authentic, they actually do what they ask of others...	5.9	6.8	0.9	6.4
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...	5.6	6.0	0.4	5.7
The person I report to is supportive, and cares about me as a person...	5.9	7.3	1.4	6.6
During the coronavirus pandemic, I have felt supported by the person I report to...	5.9	7.2	1.3	6.5
The person I report to communicates clearly and regularly...	5.7	6.6	0.9	6.0
The person I report to gives me regular feedback on my performance, and helps me improve...	4.9	6.3	1.4	5.5
Average of the 9 questions above	5.7	6.7	1.0	6.1
In the last 12 months, have you had a performance appraisal?	Yes - 53% No - 47%	Yes - 67% No - 33%	+14% Yes	Yes - 57% No - 43%
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 - 19% No - 81%	+1% Yes	Yes - 18% No - 82%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 39% No - 61%	Yes - 19% No - 81%	-20% Yes	Yes - 39% No - 61%

My Leadership & Council of Ministers Views...

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

	Junior Level 2020	Junior Level 2021	Change YOY	Overall 2021
	<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?	6.3	6.0	-0.3	7.0
Council of Ministers Views...				
Leadership Jersey are politically neutral, however, we'd welcome your thoughts regarding Jerseys leadership over the last 12 months. Appreciating the challenging circumstances due to the coronavirus... Overall, how would you rate the leadership of the Council of Ministers?	n/a	4.5	n/a	4.3



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 2020	Those who don't report to anyone 2021	Change YOY	Overall 2021
	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>	<i>Average Score</i>
Do you report to someone?	Yes - 81% No - 19%	Yes - 78% No - 22%	-3% Reporting to someone	Yes - 78% No - 22%
My Leadership...				
Overall, how would you rate yourself as a leader?	7.3	7.4	0.1	7.0
Council of Ministers Views...				
Leadership Jersey are politically neutral, however, we'd welcome your thoughts regarding Jerseys leadership over the last 12 months. Appreciating the challenging circumstances due to the coronavirus... Overall, how would you rate the leadership of the Council of Ministers?	n/a	4.1	n/a	4.3



Overall

Leadership Jersey

**LEADERSHIP
THE FUTURE**

What will future leaders need?

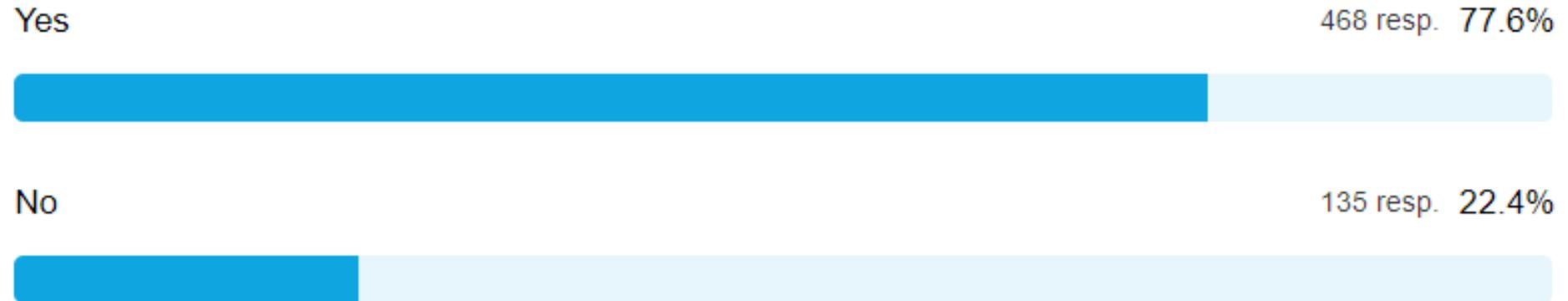


ALL THINGS CUSTOMER

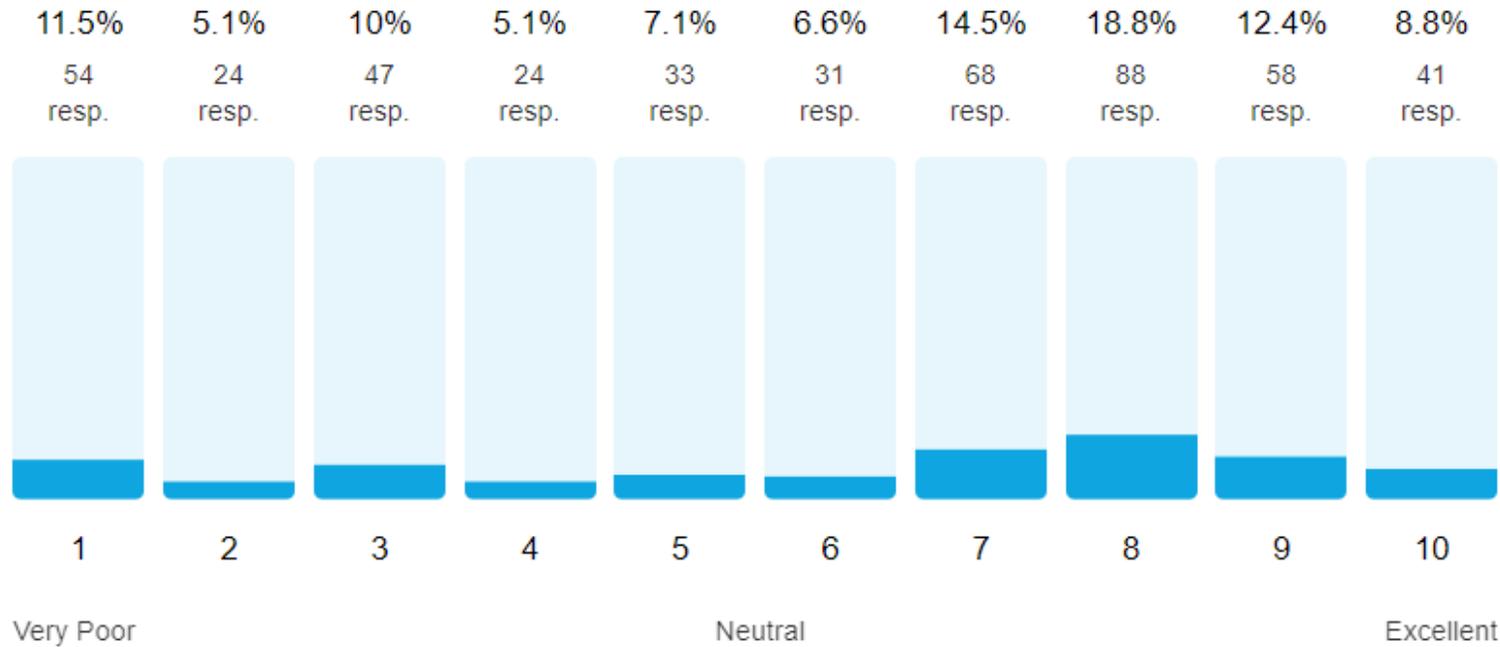
EMMA-LOUISE VEITCH

CUSTOMER EXPERIENCE EXPERT

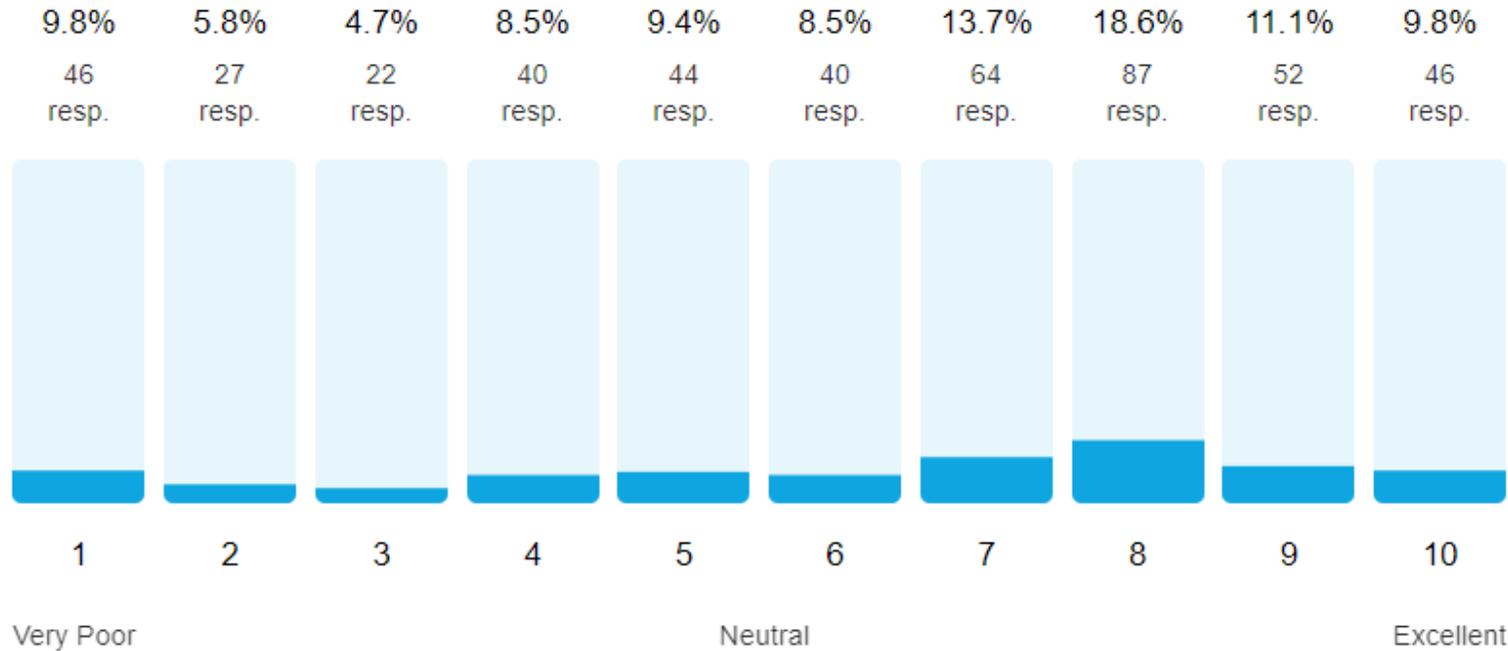
Do you report to someone?



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 274 resp. 58.5%



A Leader; articulates a compelling vision, establishes direction, aligns and influences, coaches, motivates and inspires, focuses on people 194 resp. 41.5%



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 235 resp. 50.2%



A Manager; focuses on plans and budgets, organises and allocates resources, directs, administers and controls, problem solves, focuses on things 233 resp. 49.8%



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

431 resp. 92.1%

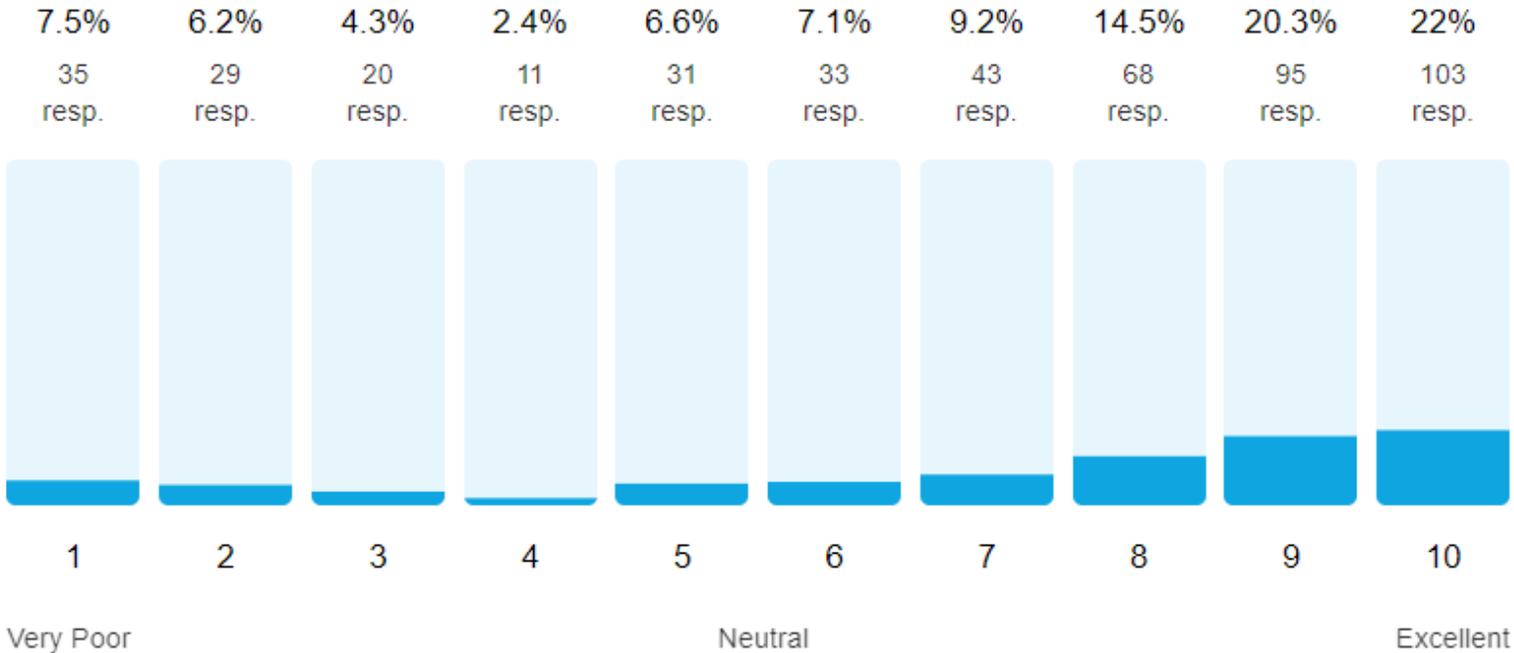


A Manager; focuses on plans and budgets, organises and allocates resources, directs, administers and controls, problem solves, focuses on things

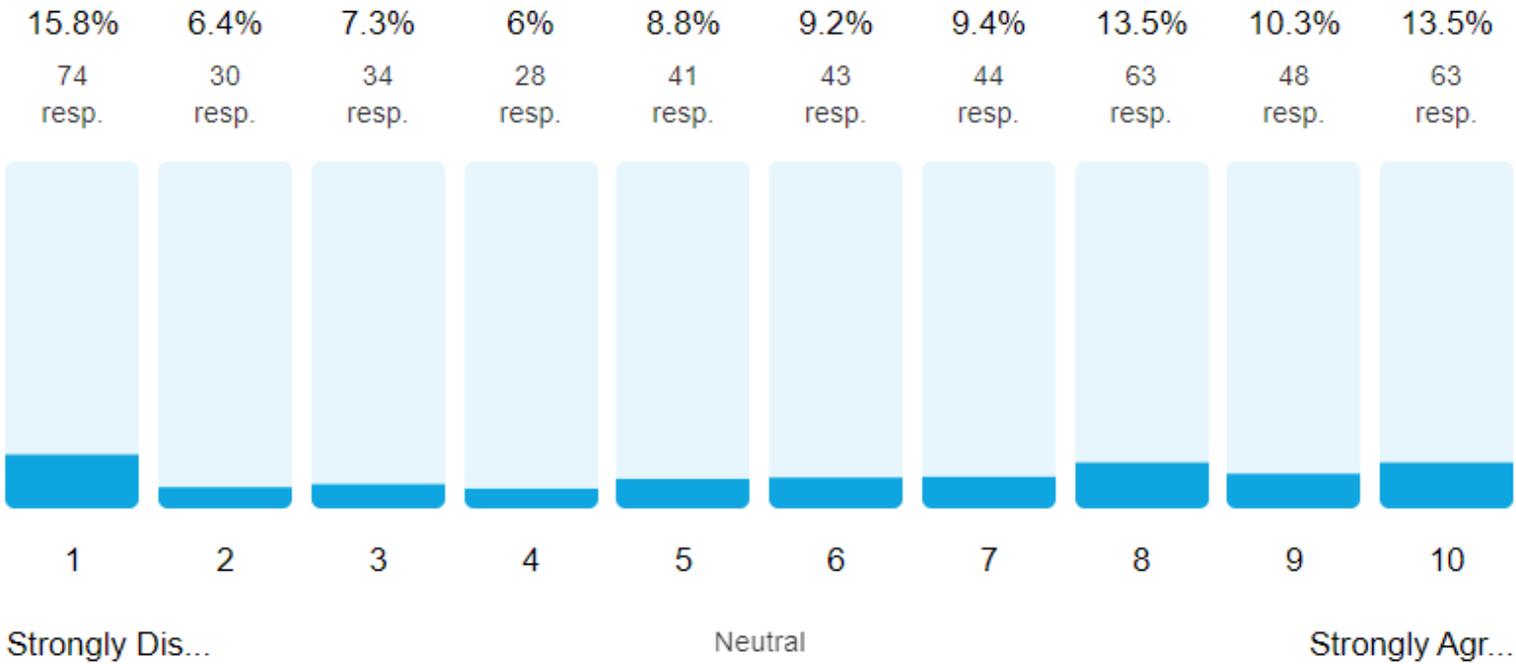
37 resp. 7.9%



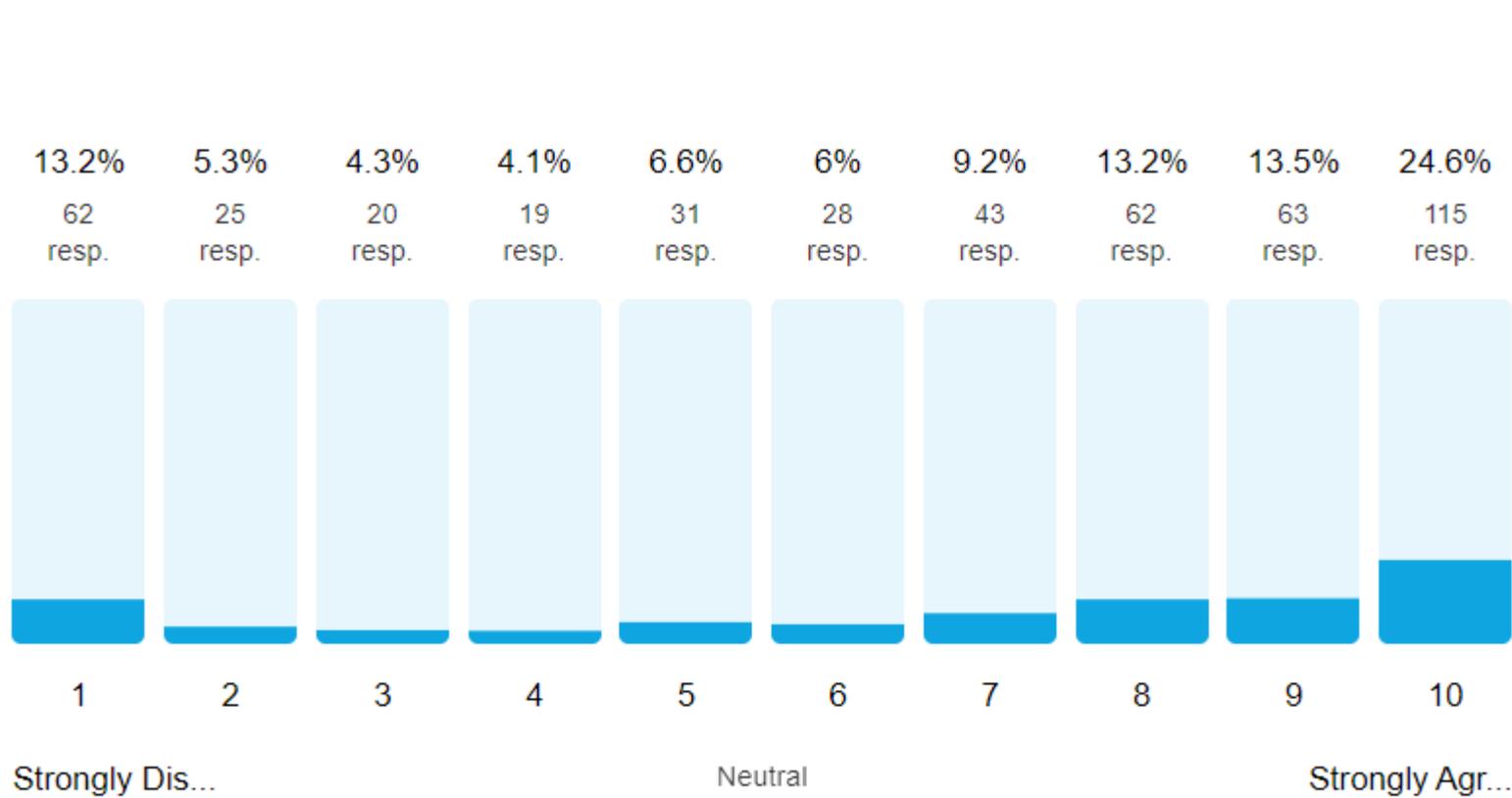
How would you rate your relationship with the person you report to?



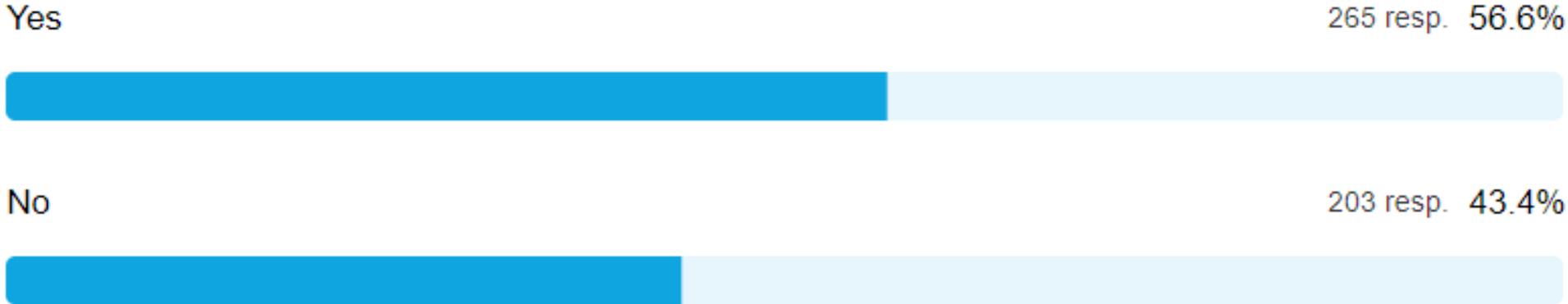
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...



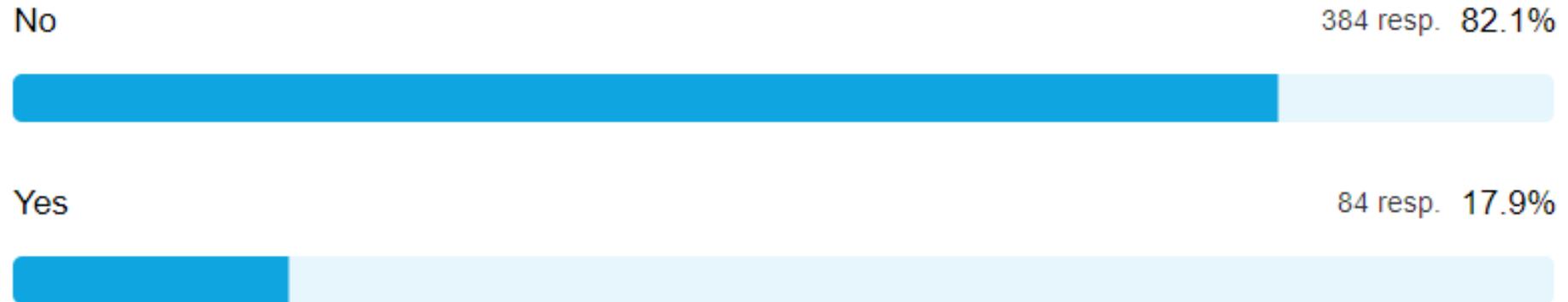
The person I report to is supportive, and cares about me as a person...



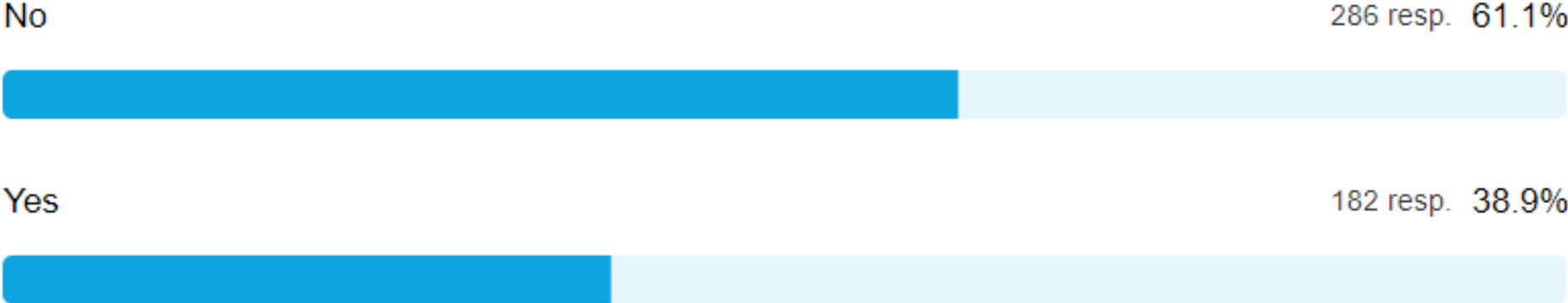
In the last 12 months, have you had a performance appraisal?



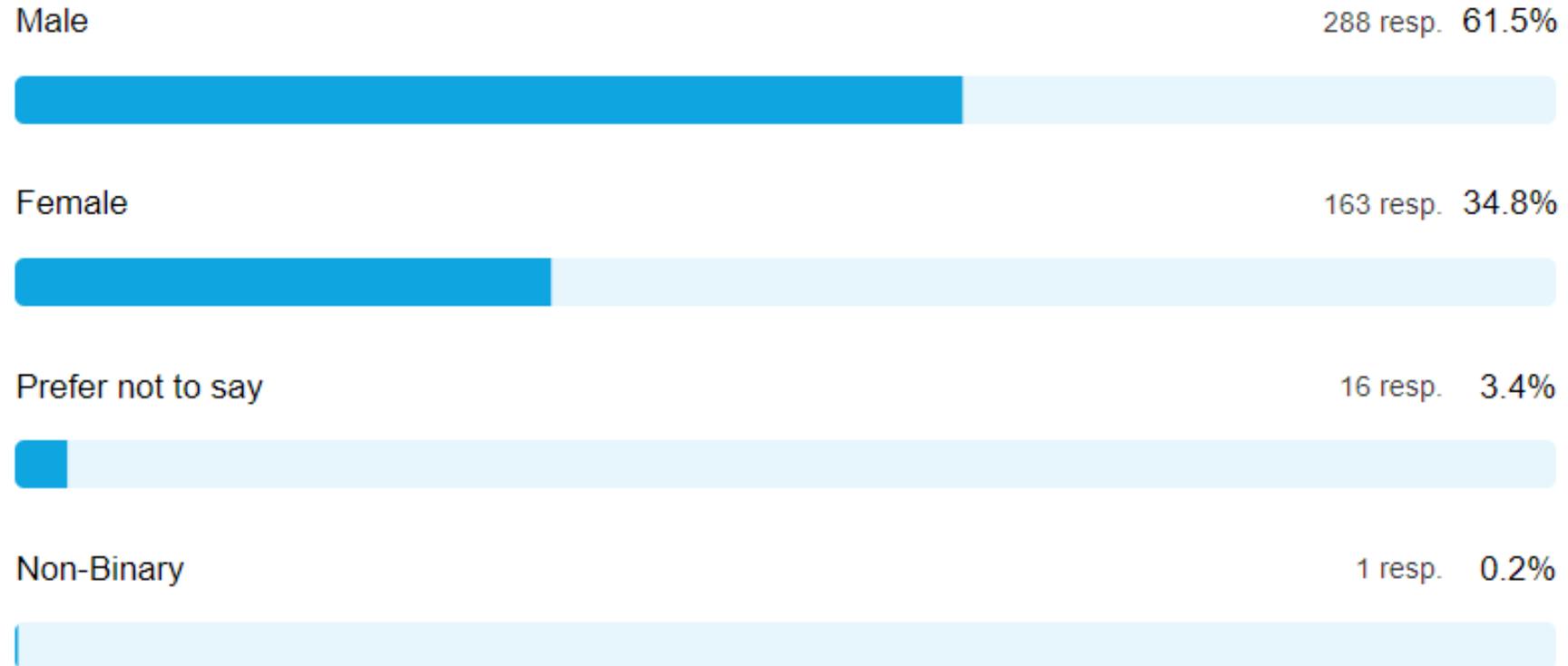
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?



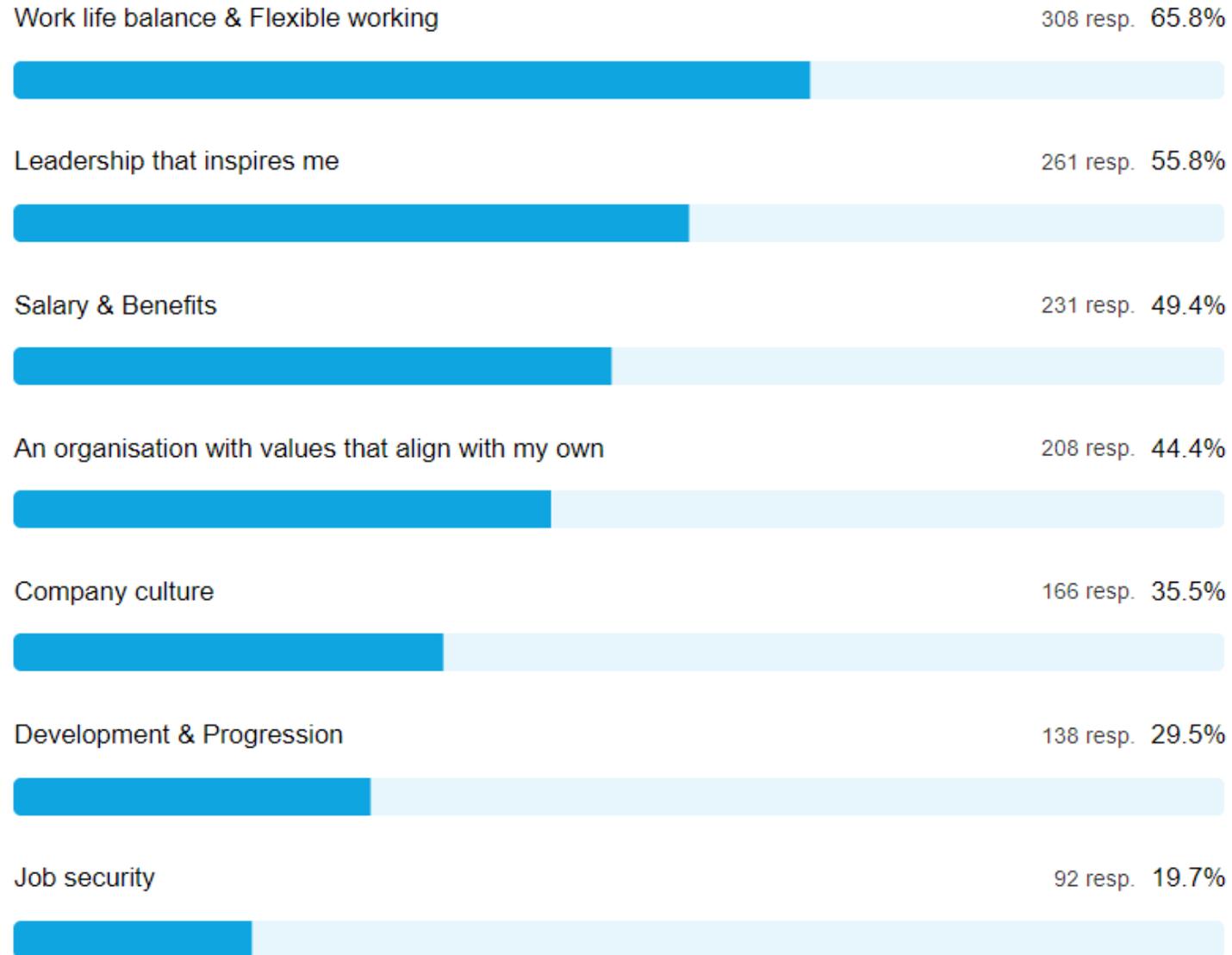
In the last 12 months, have you considered leaving your job because of the person you report to?



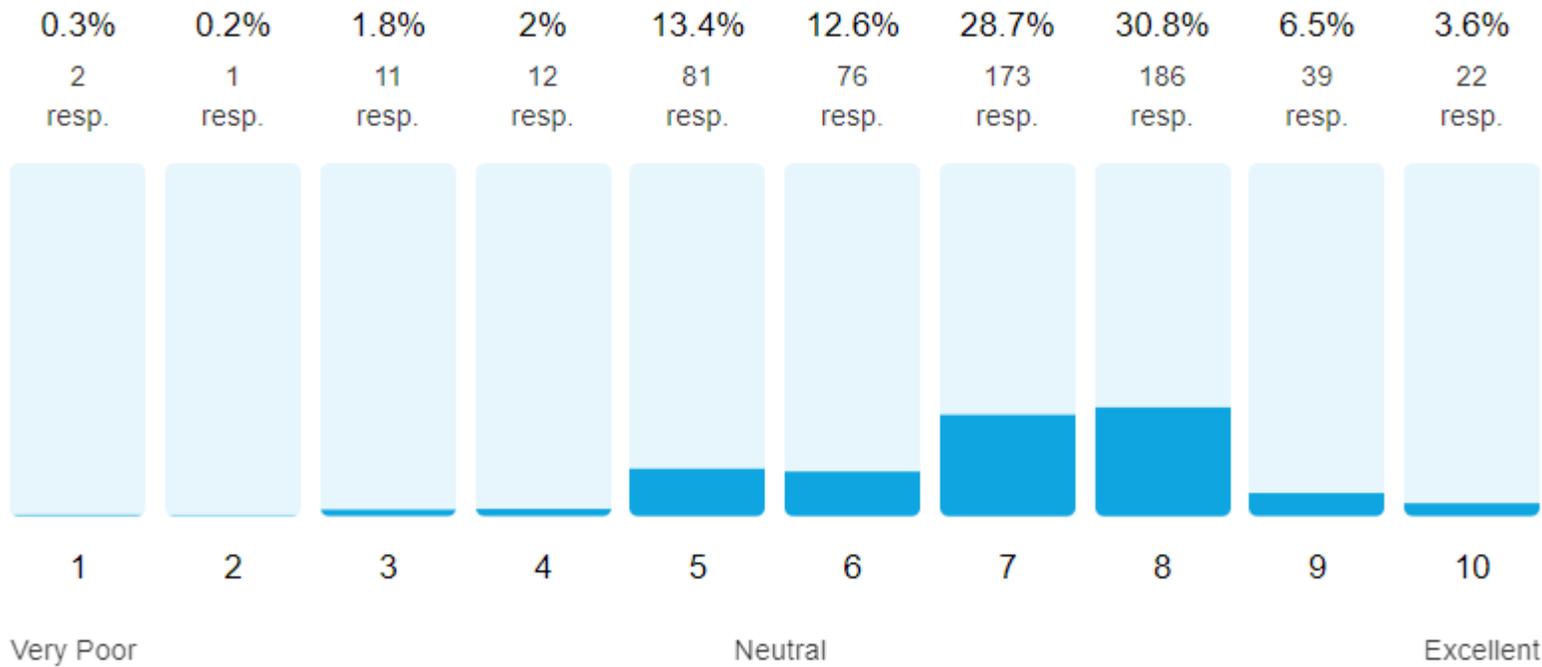
The person I report to is...



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

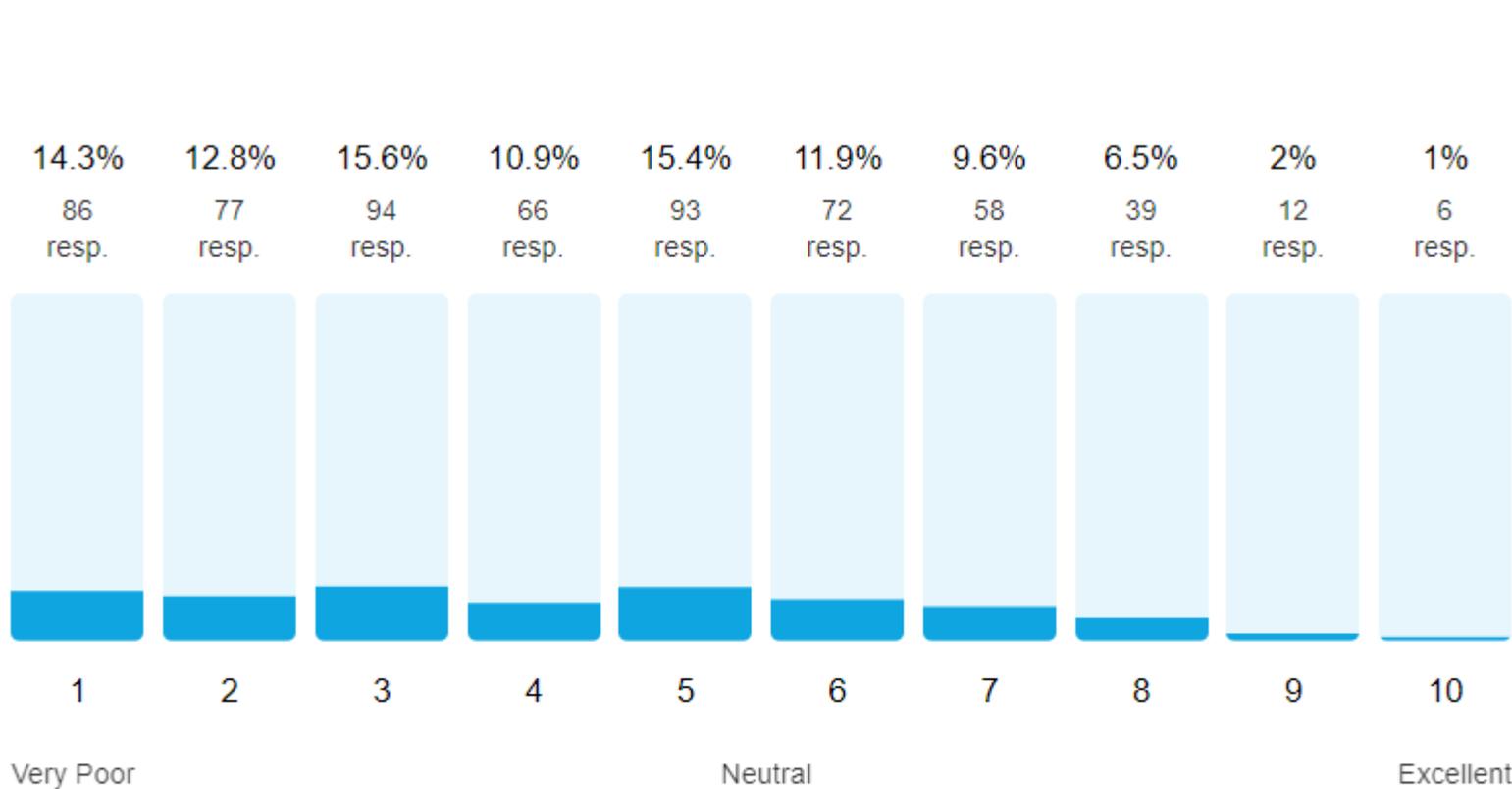


Overall, how would you rate yourself as a leader?

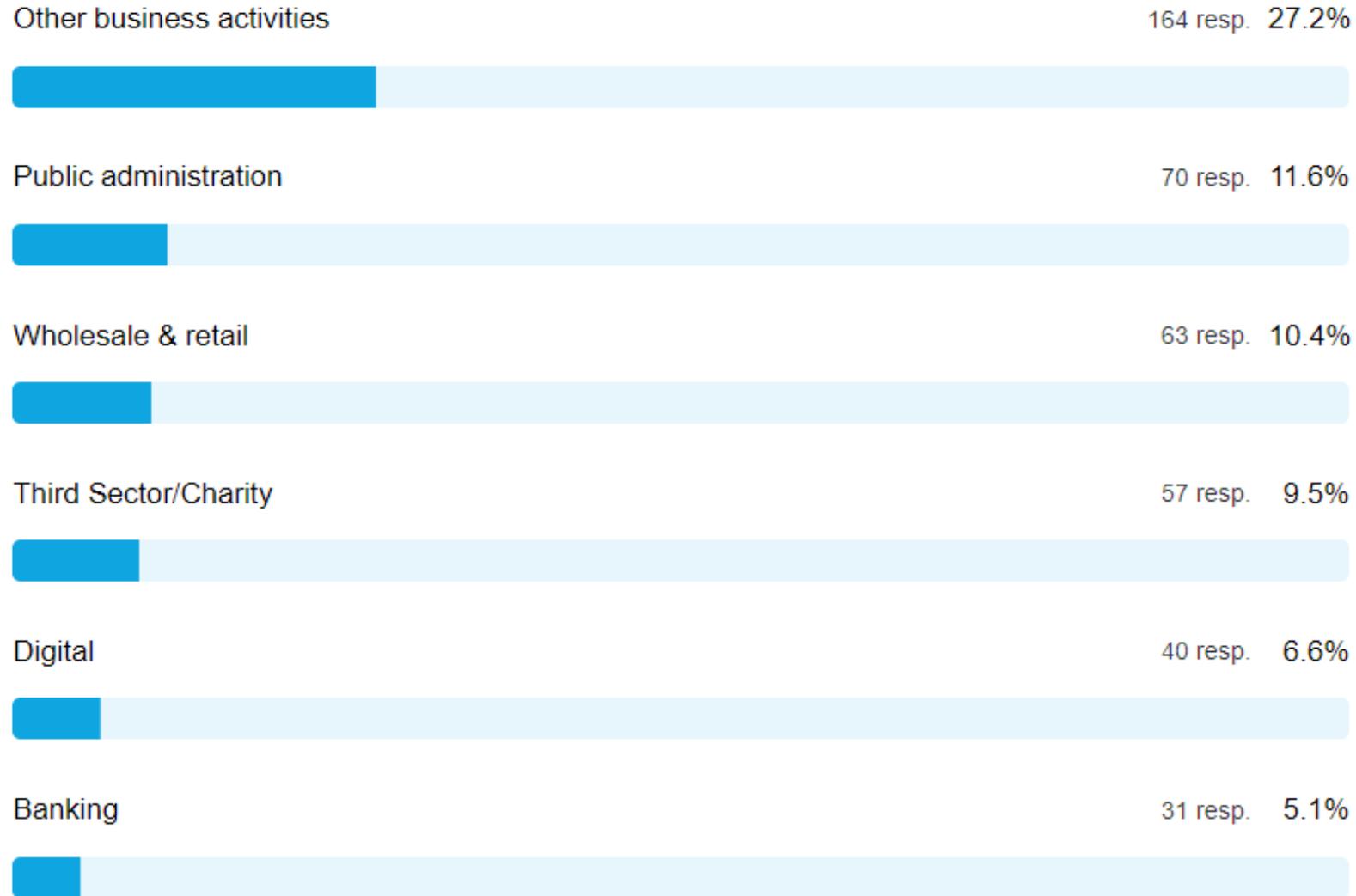


Leadership Jersey are politically neutral, however, we'd welcome your thoughts regarding Jerseys leadership over the last 12 months.

Appreciating the challenging circumstances due to the coronavirus... Overall, how would you rate the leadership of the Council of Ministers?

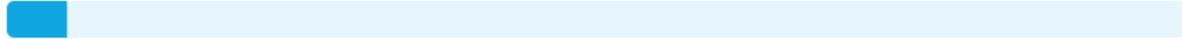


What Sector do you work in? (Slide 1 of 2)



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

Trust & company administration 31 resp. 5.1%



Legal 28 resp. 4.6%



Construction 26 resp. 4.3%



Fund management 19 resp. 3.2%



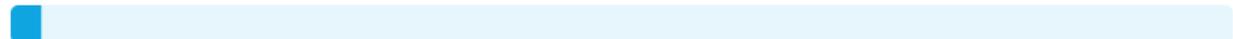
Electricity, gas & water 18 resp. 3%



Transport storage and communication 18 resp. 3%



Hotels, restaurants & bars 15 resp. 2.5%



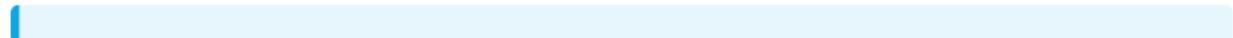
Accountancy 13 resp. 2.2%



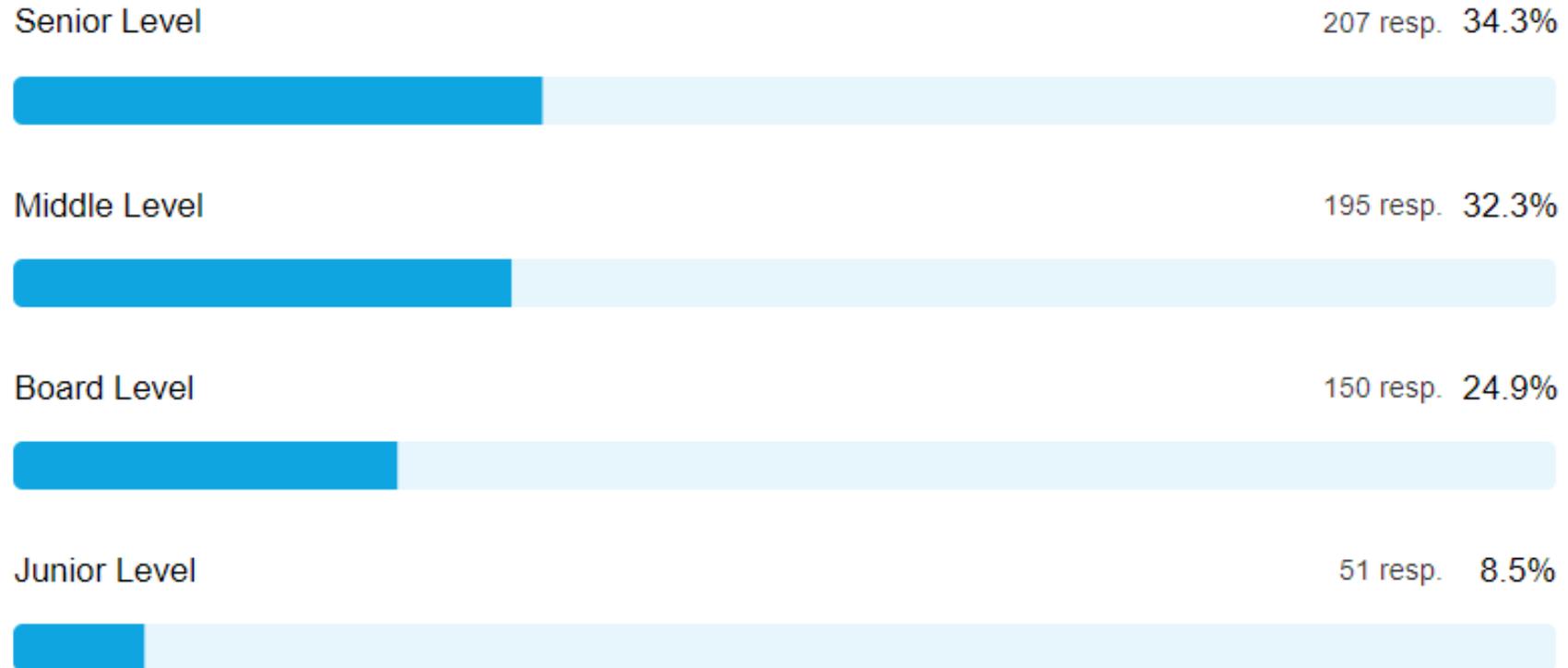
Manufacturing 6 resp. 1%



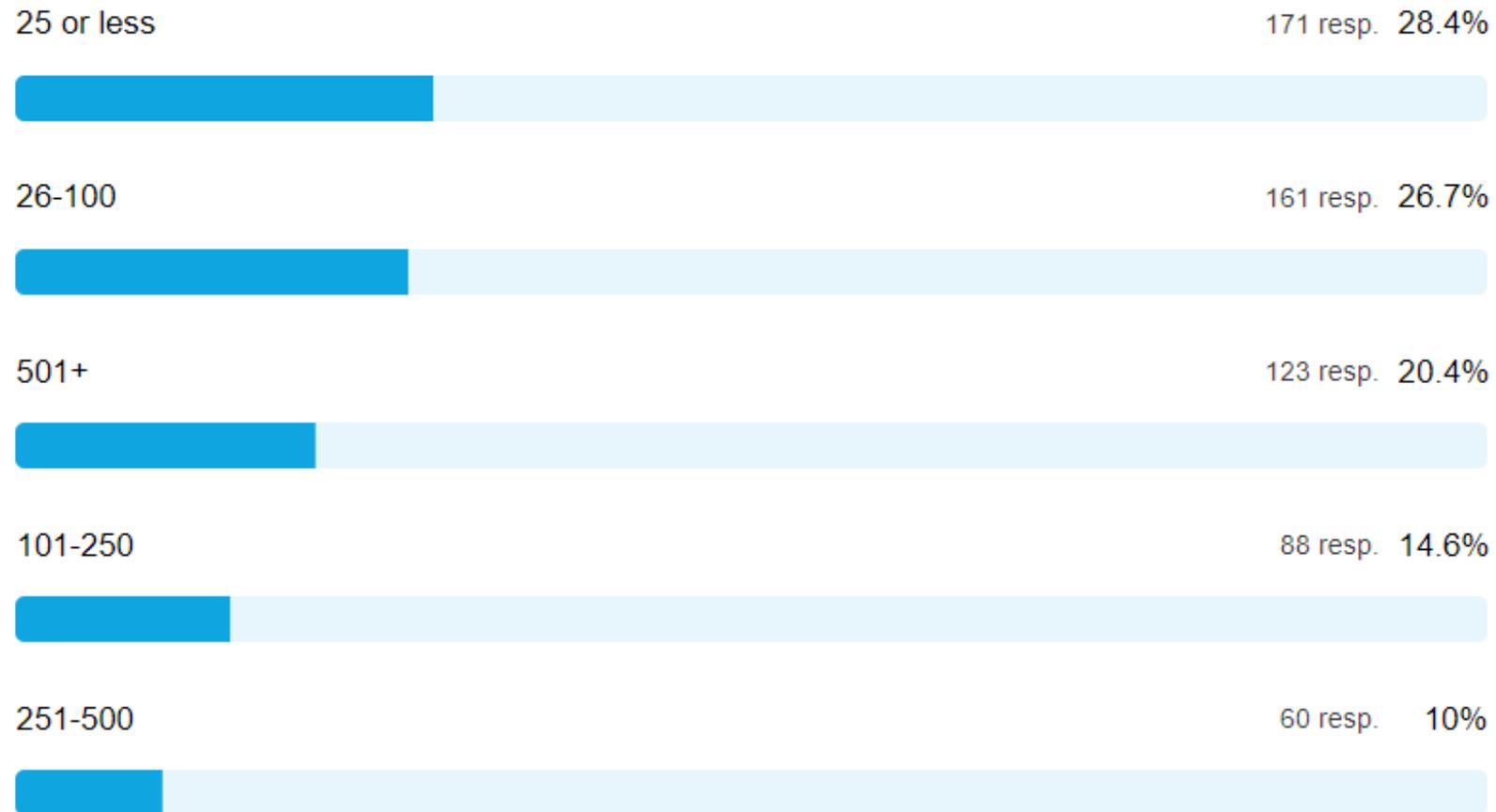
Agriculture 4 resp. 0.7%



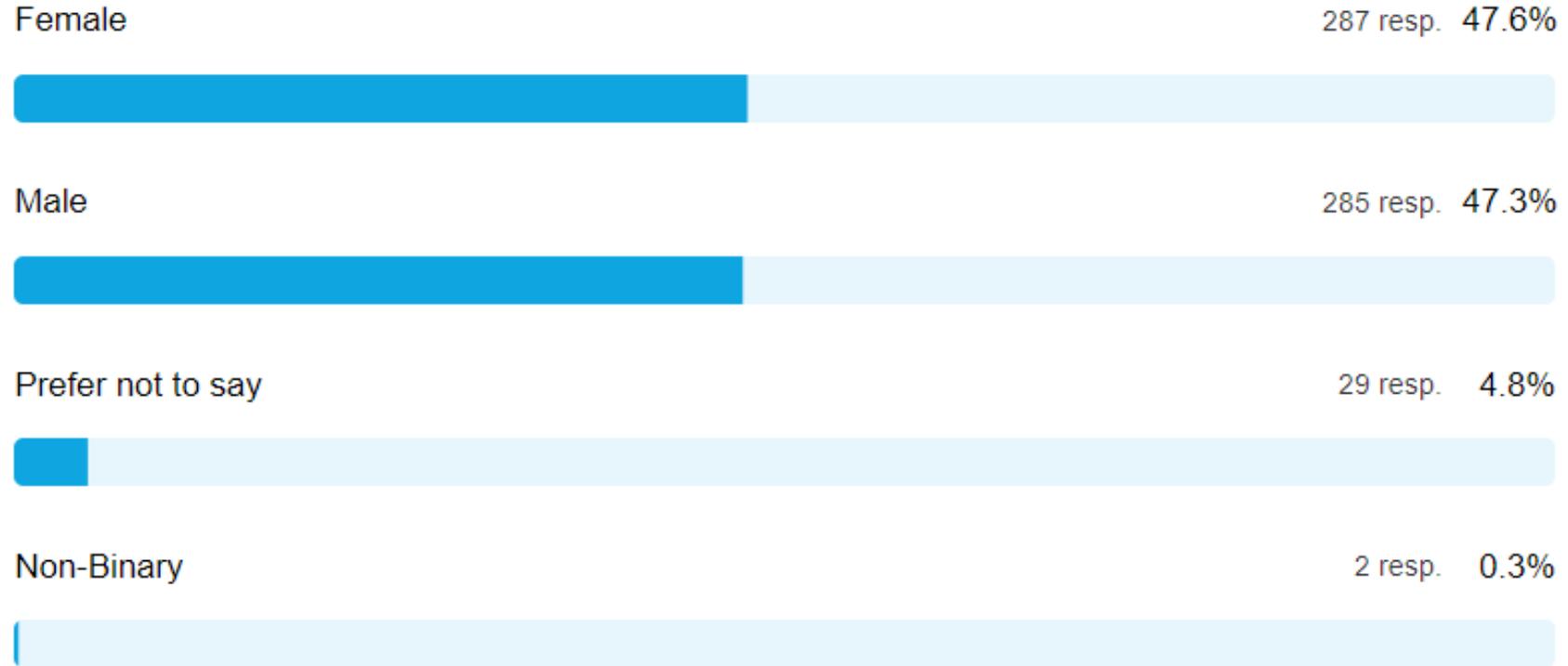
Within your organisation, are you...



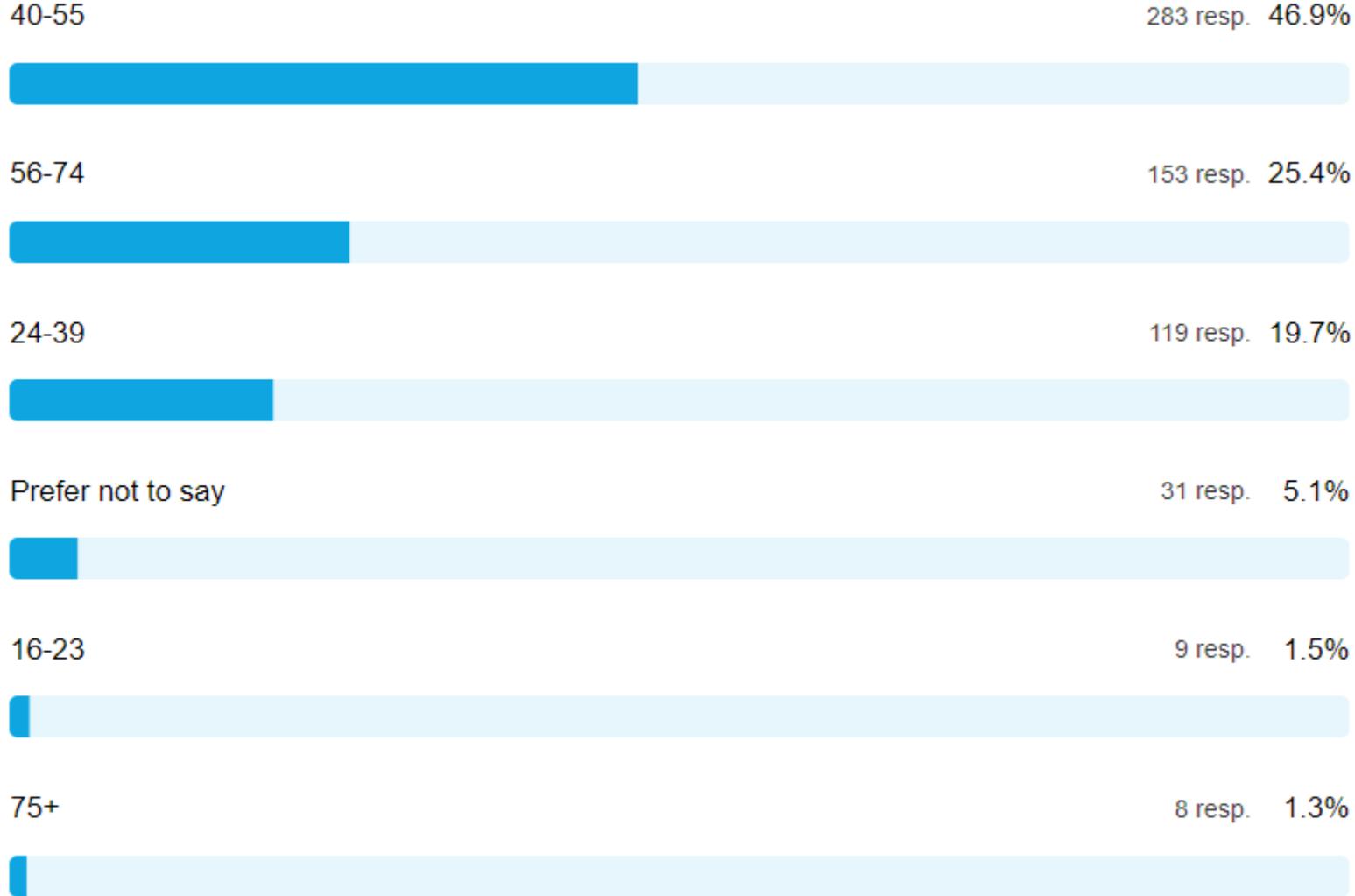
What size is your organisation?



Are you...



Which of the following age brackets do you fall into?



CONTACT

Emma-Louise Veitch CMGR FCMI
Founder & Customer Experience Expert

📞 07700 345222

✉️ emma@allthingscustomer.co.uk

🌐 www.allthingscustomer.co.uk

