



ABOUT

Customer Experience is so important. Happy customers are loyal and tell everyone how great you are. They bring in new and repeat business without you even lifting a finger!

Sounds perfect doesn't it, and it gets better...Happy customers increase profitability.

Are you ready to improve your customer experience...? Great!

Our services find the gap between the needs and wants of your customers and what they actually experience. They'll highlight your successes and show you areas where you can improve.

It doesn't matter what services or products you offer, your size, whether you're online, in store or multi-channel. Using our expertise and passion for all things customer, we'll help you identify any negative experiences, give you the tools to create positive ones and provide solutions to become more customer-centric, thus giving you competitive advantage.

All services are unique to your specific needs, we're all about delivering expertise with a personal touch.

We've spent years analysing and perfecting customer experiences, resulting in improved customer satisfaction, customer loyalty and a reduction in complaints. It's something we're hugely passionate about.

We look forward to doing the same for you.



SERVICES

BESPOKE Consulting CUSTOMER EXPERIENCE REVIEW CUSTOMER JOURNEY REVIEW CUSTOMER & EMPLOYEE INSIGHT CUSTOMER SERVICE TRAINING









































































SUMMARY - RESPONDENTS

12th October – 31st December 2020 759 respondents

- ✓ Summary results have been rounded to the nearest whole number.
 - ✓ Other results have been rounded to 1 decimal place.
 - ✓ 'Overall' results include 'prefer not to say' and 'non-binary'.

'Digital' sector added at 8am on 13th October. 147 responses completed prior to 'Digital' being added.

- We received 759 responses, and of these, 81% told us they 'reported to someone'. Those who didn't report to anyone were just asked to rate their own leadership, and to share their thoughts on great leadership generally
- There was an extremely even split of respondents in relation to gender, female 48%, and, male 47%. The remaining respondents preferring not to say, or are non-binary
- > The majority of respondents were 40-55 years old 48%. 24% were 24-39 years old, and, 22% were 56-74 years old
- The top 5 sectors that completed the survey were... 'Other business activities' 27%, 'Third sector' 11%, 'Wholesale & Retail' 10%, 'Public administration' 9%, and, 'Trust & company administration' 7%
- With regards to seniority levels within an organisation, the majority of respondents were at a middle level 34%. 30% were at a senior level, 24% at board level, and, 11% at a junior level
- There was a fairly even split between organisations of less than 25 people 27%, organisations with between 26-100 people 27%, and organisations with 500+ people 20%. There were slightly less respondents from organisations with 101-250 people 16%, and, organisations with 251-500 people 11%

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SUMMARY – MY ORGANISATION



Rate the overall quality of leadership within your organisation

- Overall, respondents rated an average of 6.1. Female respondents rating an average of 6, and male respondents rating an average of 6.6
- Interestingly, overall, those who report to a male boss rated slightly higher than those reporting to a female boss. However, when breaking gender down further, male respondents with a female boss received the highest rating with 6.7, and female respondents with female bosses the lowest with 5.9
- When comparing seniority level, respondents at board level rated the highest 6.3, and those at a junior level rated the lowest with 5.9

Rate the overall culture within your organisation

- > Overall, respondents rated an average of 6.3. Female respondents rating an average of 6.1, and male respondents rating an average of 6.7
- Again, overall, those who report to a male boss rated slightly higher than those reporting to a female boss. However, when breaking gender down further, male respondents with a female boss received the highest rating with 6.9, and female respondents with female bosses the lowest with 5.9
- When comparing seniority level, respondents at board level rated the highest 6.7, and those at a junior level rated the lowest with 6.0

SUMMARY – MY ORGANISATION



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

- Overall, respondents rated an average of 6.8. Female respondents rating an average of 6.6, and male respondents rating an average of 7.1
- Those reporting to a male boss rated 7, which is higher than those reporting to a female boss who scored 6.4. When breaking gender down further, male respondents with a male boss received the highest rating with 7.2, and female respondents with female bosses the lowest with 6.3
- When comparing seniority level, respondents at board level rated the highest, 7.5, and those at a junior level rated this the lowest with 6.3

Rate the diversity within your organisations Senior Management Team

- Overall, this was the lowest score for organisations, an average of 5.1. This is a completely neutral view, leaving plenty of room for improvement within this area
- Female respondents rated the lowest 5.1, whilst male respondents rated 5.5
- > Those reporting to a male boss rated 4.9, which is lower than those reporting to a female boss, who rated 5.4
- When reviewing gender further, male respondents with male bosses rated the lowest with 4.9, and male respondents with female bosses rated the highest with 6.1
- When comparing seniority level, those working at middle level rated the lowest 4.9, and those at a junior level the highest 5.4

SUMMARY – MY ORGANISATION



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 51% were 'leaders' rather than 'managers' (49% managers)
- This highlights that CEO's are generally considered more 'leaders' than the person they report to, as 60% felt that the person they report to is more of a 'manager' than a 'leader' (40% leader)
- Male respondents rated their CEO's leadership slightly higher than female respondents
- > Those who report to a female boss rated their CEO's leadership slightly higher than those who report to a male boss
- When reviewing gender further, male respondents with female bosses rated the highest, with 64% believing their CEO's were leaders. Whilst male respondents with male bosses rated the lowest believing their CEO's are 49% leaders
- When comparing seniority level, those at board level rated the highest, believing that their CEO's were 59% leaders, and those at a junior level rated the lowest with 42%
- > Overall, 91% told us they would prefer to work for a leader, rather than a manager

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, 'an organisation with values that align with my own', along with, 'Salary & Benefits'
- When comparing responses by gender, females appreciate 'work life balance & flexible working' and 'an organisation with values that align to my own' slightly higher than their male counterparts. And male respondents value 'salary & benefits' and 'development & progression' slightly higher than female respondents
- When comparing seniority levels, the biggest differences are that those at board level appreciate 'leadership that inspires me', 'an organisation with values that align with my own' and 'company culture' more than the other levels. And, those at a junior level appreciate 'work life balance & flexible working', 'salary and benefits', and 'development and progression' more than all other levels. Junior level respondents also appreciate 'job security' more than all other levels

SUMMARY - WHO I REPORT TO - BY GENDER



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

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

64% of bosses were male, 33% female, and the rest preferred not to say, or are non-binary. Below shows the gender breakdown, highlighting the smallest segment as male respondents with female bosses

	Male Respondent Male Boss	Male Respondent Female Boss	Female Respondent Female Boss	Female Respondent Male Boss	Overall
Percentage gender breakdown	36.9%	9%	25.6%	28.5%	Male - 63.5% Female - 33.1% Prefer not to say - 3.3% Non-Binary - 0.2%

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

Females reporting to females rated the highest, with 44% rated as leaders. Male respondents that report to a female boss rated them the lowest, at only 23%. This is interesting as it conflicts slightly with the results on the slides that follow

The person I report to is a 'great leader'

Female bosses rate higher if it's a male respondent vs a female respondent. Again, a little conflicting from the results in the slides that follow

	Male Respondent Male Boss	Male Respondent Female Boss	Female Respondent Female Boss	Female Respondent Male Boss	Overall
Would you describe the person you report to as	Manager - 57.1%	Manager - 76.9%	Manager - 55.8%	Manager - 57.9%	Manager - 59.7%
more of a manager, or a leader?	Leader - 42.9%	Leader - 23.1%	Leader - 44.2%	Leader - 42.1%	Leader - 40.3%
The person I report to is a great leader	5.8	6.1	5.6	5.8	5.8

SUMMARY – WHO I REPORT TO – BY GENDER



- When analysing the scores of various leadership attribute questions, then analysing further by gender, overall, male bosses rate slightly higher, 6.1, then female bosses who rate 6.0
- However, the best mix is potentially a male reporting to a female, as this is the highest rated, at 6.4.
 Females reporting to females rate the lowest at 5.9, which brings the overall average female scores down

	Male Respondent	Male Respondent	Female Respondent	Female Respondent	Overall
	Male Boss	Female Boss	Female Boss	Male Boss	
	Who	I Report To			
How would you rate your relationship with the person you report to?	7.3	7.2	6.6	7.0	7.0
The person I report to is a great leader	5.8	6.1	5.6	5.8	5.8
The person I report to inspires me	5.7	5.8	5.5	5.6	5.6
The person I report to is authentic, they actually do what they ask of others	6.6	6.8	5.9	6.3	6.3
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	5.5	5.8	5.7
The person I report to is supportive, and cares about me as a person	6.7	7.1	6.3	6.4	6.6
During the coronavirus pandemic, I have felt supported by the person I report to	6.8	6.9	6.2	6.5	6.6
The person I report to communicates clearly and regularly	6.3	6.3	5.8	6.0	6.0
The person I report to gives me regular feedback on my performance, and helps me improve	5.6	5.7	5.5	5.3	5.5
Average of the 9 questions above	6.3	6.4	5.9	6.1	6.1

Results have been rounded to 1 decimal place

'Overall' includes 'prefer not to say' and 'non-binary'

Overall

Those who report to a Male Boss		Overall
6.1	6.0	6.1

SUMMARY – WHO I REPORT TO – BY GENDER



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

- 41% haven't had a performance appraisal in the last 12 months. Therefore, an annual appraisal, alongside more general, and regular feedback to help employees improve would clearly help raise scores in these areas
- Overall, those reporting to a female were more likely to receive an appraisal
- Males reporting to females rated the highest, with 65% saying they'd had an appraisal in the last 12 months. Whereas, females reporting to males rated the lowest, with 56% saying they'd had an appraisal in the last 12 months

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 75% have not had the opportunity to appraise the performance of the person they report to within the last 12 months
- Overall, those reporting to a female had more opportunity to appraise than if reporting to a male. Females reporting to females are most likely, 31% said they had, and males reporting to males the least likely, 24% said they had

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

- Positively, 63% haven't considered leaving their job because of the person they report to, although, 37% is still a high number to have considered it
- Males reporting to females are least likely to consider leaving as 75% said no. Whilst females reporting to females are most likely, only 42% said no

SUMMARY – WHO I REPORT TO – BY SENIORITY



When analysing the leadership attribute question results by seniority, overall, board level rate the highest, 6.4, and those at a junior level rate the lowest with 5.7

Results have been rounded to 1 decimal place

	Board Level	Senior Level	Middle Level	Junior Level	Overall
	Who	I Report To			
How would you rate your relationship with the person you report to?	7.3	7.1	7.0	6.6	7.0
The person I report to is a great leader	6.0	5.7	5.7	5.7	5.8
The person I report to inspires me	6.0	5.6	5.6	5.4	5.6
The person I report to is authentic, they actually do what they ask of others	6.6	6.2	6.4	5.9	6.3
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to	6.1	5.7	5.6	5.6	5.7
The person I report to is supportive, and cares about me as a person	6.7	6.6	6.7	5.9	6.6
During the coronavirus pandemic, I have felt supported by the person I report to	6.9	6.5	6.7	5.9	6.6
The person I report to communicates clearly and regularly	6.3	6.0	6.1	5.7	6.0
The person I report to gives me regular feedback on my performance, and helps me improve	5.6	5.4	5.6	4.9	5.5
Average of the 9 questions above	6.4	6.1	6.2	5.7	6.1

SUMMARY – WHO I REPORT TO - BY SENIORITY



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

- Those at board level rated the person they report to as more of a leader, 59%. Whereas, those at a junior level rated the lowest with 31%
- > As a reminder, the overall average was 60% are 'managers', and 40% 'leaders'

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

- Surprisingly, those at a junior level were least likely to have had an appraisal, only 53% had
- > Those at middle level the most likely, as 63% received an appraisal
- > As a reminder, the overall average was 59% received a performance appraisal in the last 12 months

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

- > Again, those at a junior level were least likely to have appraised the performance of the person they report to, only 18% had the opportunity
- > Those at middle level had the most opportunity, 28% said they had appraised their boss
- As a reminder, the overall average was only 25% had the opportunity to appraise the performance of the person they reported to

SUMMARY – WHO I REPORT TO - BY SENIORITY



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

- > As mentioned previously, 37% had considered leaving their job in the last 12 months because of the person they report to
- Those at a junior level are most likely, with 39% saying they had considered leaving
- Whereas, those at a board level were least likely, with 28% saying they had considered leaving

Gender breakdown

When looking at the gender breakdown vs seniority levels, there were noticeably more males at board level

Results have been rounded to the nearest whole number

Male	Female
Board – 15%	Board – 6%
Senior – 34%	Senior – 34%
Middle – 40%	Middle – 46%
Junior – 11%	Junior – 15%

SUMMARY – MY LEADERSHIP VIEWS



Rate yourself as a leader

- Overall, when respondents rated themselves as a leader, the average was 7
- Male respondents rated themselves more highly, at 7.2, whilst females rated themselves a 6.8
- > Those at board level rate themselves the highest, 7.5, followed by senior level 7.2, middle level 6.7, then junior level 6.3
- Those who don't report to anyone rated themselves a 7.3

What does great leadership mean to you?

There were many lovely views. A few favourites are listed on slides 64-67

What are the top attributes of a great leader?

- It was felt that the top 10 attributes of a great leader is someone... Visionary, who can communicate well and listen. Someone who is honest, acts with integrity, is authentic, empathetic and passionate. As well as being inspirational and understanding
- > Given the importance felt around these attributes, the below would be key improvement areas which could make a big impact
- As 'visionary' was the top attribute, it's disappointing that this question only rated an overall 5.7
- Additionally, communication was the 2nd most important leadership attribute, so again disappointing it only rated an overall 6.0
- The person I report to inspires me, and is authentic, rated an overall average of 5.6, and 6.3 respectively, again, plenty of room for improvement

Who is the first person you think about when you think of a great leader?

Barack Obama (1)

Top 5...



Jacinda Ardern (4)

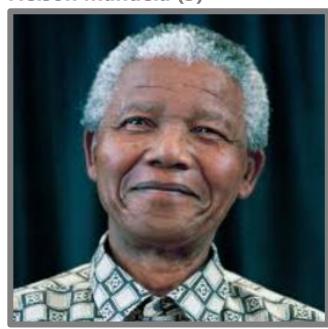


Winston Churchill (2)





Nelson Mandela (3)





Who is the first person you think about when you think of a great leader? Other popular answers... (no particular order)



Mahatma Gandhi



Bill Gates



David Attenborough



Margaret Thatcher



Martin Luther King



Queen Elizabeth II



Elon Musk



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SUMMARY – GREAT LEADERS



Male Respondents

- 1) Barack Obama
- 2) Winston Churchill
- 3) Nelson Mandela

Board Level Respondents

- 1) Nelson Mandela
- 2) Winston Churchill
- 3) Barack Obama

Middle Level Respondents

- 1) Barack Obama
- 2) Winston Churchill
- 3) Jacinda Ardern

Female Respondents

- 1) Barack Obama
- 2) Winston Churchill
- 3) Jacinda Ardern

Senior Level Respondents

- 1) Barack Obama
- 2) Jacinda Ardern
- 3) Winston Churchill & Nelson Mandela

Junior Level Respondents

- 1) Barack Obama
- 2) Winston Churchill
- 3) Nelson Mandela





CUSTOMER EXPERIENCE EXPERT	Those who report to a Male Boss	Those who report to a Female Boss	Overall
Percentage gender breakdown	63.5%	33.1%	Male - 63.5% Female - 33.1% Prefer not to say - 3.3% Non-Binary - 0.2%



My Organisation...

	Those who report to a Male Boss	Those who report to a Female Boss	Overall
M	y Organisation		
How would you rate the overall quality of leadership within your organisation?	6.2	6.0	6.1
How would you rate the overall culture within your organisation?	6.3	6.2	6.3
During the coronavirus pandemic, I have felt supported by my organisation	7.0	6.4	6.8
How diverse are the Senior Management Team within your organisation?	4.9	5.4	5.1
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 50.1% Leader - 49.9%	Manager - 46.8% Leader - 53.2%	Manager - 49.4% Leader - 50.6%



CUSTOMER EXPERIENCE EXPERT

Who I Report To...

	Those who report to a Male Boss	Those who report to a Female Boss	Overall
W	ho I Report To		
How would you rate your relationship with the person you report to?	7.1	6.8	7.0
The person I report to is a great leader	5.8	5.7	5.8
The person I report to inspires me	5.6	5.6	5.6
The person I report to is authentic, they actually do what they ask of others	6.4	6.1	6.3
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to	5.8	5.6	5.7
The person I report to is supportive, and cares about me as a person	6.5	6.6	6.6
During the coronavirus pandemic, I have felt supported by the person I report to	6.6	6.4	6.6
The person I report to communicates clearly and regularly	6.1	6.0	6.0
The person I report to gives me regular feedback on my performance, and helps me improve	5.4	5.6	5.5
Average of the 9 questions above	6.1	6.0	6.1



Who I Report To...

	Those who report to a Male Boss	Those who report to a Female Boss	Overall
W	ho I Report To…		
Would you describe the person you report to as more of a manager, or a leader?	Manager - 58.1%	Manager - 61.6%	Manager - 59.7%
	Leader - 41.9%	Leader - 38.4%	Leader - 40.3%
Would you prefer to work for a manager, or a leader?	Manager - 8.5%	Manager - 11.3%	Manager - 9.5%
	Leader - 91.5%	Leader - 88.7%	Leader - 90.5%
In the last 12 months, have you had a performance appraisal?	Yes - 57.6%	Yes - 63.1%	Yes - 58.9%
	No - 42.4%	No - 36.9%	No - 41.1%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 22.9%	Yes - 31%	Yes - 25.1%
	No - 77.1%	No - 69%	No - 74.9%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 37%	Yes - 37.4%	Yes - 36.9%
	No - 63%	No - 62.6%	No - 63.1%



Job Satisfaction & My Leadership...

	Those who report to a Male Boss	Those who report to a Female Boss	Overall	
Job Satisfa	action & My Leadership	•••		
	Work life balance & flexible working - 62%	Work life balance & flexible working - 64.5%	Work life balance & flexible working - 63%	
	Leadership that inspires me - 56.3%	Leadership that inspires me - 50.7%	Leadership that inspires me - 54.5%	
	An organisation with values that align with my own - 47%	An organisation with values that align with my own - 52.2%	An organisation with values that align with my own - 48.8%	
	Salary & Benefits - 50.4%	Salary & Benefits - 46.8%	Salary & Benefits - 48.6%	
	Company Culture - 36.2%	Company Culture - 34%	Company Culture - 35.7%	
	Development & Progression - 31.4%	Development & Progression - 30%	Development & Progression - 31%	
Of the options below, which 3 would give you the greatest job satisfaction?	Job Security - 16.7%	Job Security - 21.7%	Job Security - 18.4%	
Overall, how would you rate yourself as a leader? ('Overall' also includes those who don't report to anyone)	6.9	6.9	7.0	



Demographic...

	Those who report to a Male Boss	Those who report to a Female Boss	Overall
	Demographic		
Within your organisation, are you…	Board Level - 13.9% Senior Level - 38% Middle Level - 36.5% Junior Level - 11.6%	Board Level - 5.4% Senior Level - 30% Middle Level - 51.2% Junior Level - 13.3%	Board Level - 24.2% Senior Level - 30.4% Middle Level - 34.1% Junior Level - 11.2%
What size is your organisation?	501+ - 22.6% 251-500 - 13.1% 101-250 - 17.5% 26-100 - 27.8% 25 or less - 19%	501+ - 25.1% 251-500 - 8.9% 101-250 - 17.7% 26-100 - 31% 25 or less - 17.2%	501+ - 20.3% 251-500 - 10.8% 101-250 - 15.7% 26-100 - 26.5% 25 or less - 26.7%
Are you	Male - 54.5% Female - 42.2% Prefer not to say - 3.1% Non-Binary - 0.3%	Male - 25.6% Female - 72.4% Prefer not to say - 1.5% Non-Binary - 0.5%	Male - 47.4% Female - 48.2% Prefer not to say - 3.8% Non-Binary - 0.5%
Which of the following age brackets do you fall into?	16-23 - 1.8% 24-39 - 23.4% 40-55 - 50.6% 56-74 - 20.1% 75+ - 0.3% Prefer not to say - 3.9%	16-23 - 3.9% 24-39 - 33% 40-55 - 46.3% 56-74 - 15.8% 75+ - 0% Prefer not to say - 1%	16-23 - 2.8% 24-39 - 23.6% 40-55 - 48.4% 56-74 - 21.5% 75+ - 0.3% Prefer not to say - 3.6%



Male Respondent	Male Respondent	Female Respondent	Female Respondent	Overall
Male Boss	Female Boss	Female Boss	Male Boss	
36.9%	9%	25.6%	28.5%	Male - 63.5% Female - 33.1% Prefer not to say - 3.3% Non-Binary - 0.2%
	Respondent Male Boss	Respondent Respondent Male Boss Female Boss	Respondent Respondent Male Boss Female Boss Female Boss	RespondentRespondentRespondentMale BossFemale BossFemale BossMale Boss



My Organisation...

	Male Respondent	Male Respondent	Female Respondent	Female Respondent	Overall
	Male Boss	Female Boss	Female Boss	Male Boss	
	МуС	Organisation			
How would you rate the overall quality of leadership within your organisation?	6.4	6.7	5.9	6.1	6.1
How would you rate the overall culture within your organisation?	6.5	6.9	5.9	6.2	6.3
During the coronavirus pandemic, I have felt supported by my organisation	7.2	6.9	6.3	6.8	6.8
How diverse are the Senior Management Team within your organisation?	4.9	6.1	5.1	5.0	5.1
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 51.4% Leader - 48.6%	Manager - 36.5% Leader - 63.5%	Manager - 50.3% Leader - 49.7%	Manager - 47.6% Leader - 52.4%	Manager - 49.4% Leader - 50.6%



Who I Report To...

	Male Respondent	Male Respondent	Female Respondent	Female Respondent	Overall
	Male Boss	Female Boss	Female Boss	Male Boss	
	Who	I Report To			
How would you rate your relationship with the person you report to?	7.3	7.2	6.6	7.0	7.0
The person I report to is a great leader	5.8	6.1	5.6	5.8	5.8
The person I report to inspires me	5.7	5.8	5.5	5.6	5.6
The person I report to is authentic, they actually do what they ask of others	6.6	6.8	5.9	6.3	6.3
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	5.5	5.8	5.7
The person I report to is supportive, and cares about me as a person	6.7	7.1	6.3	6.4	6.6
During the coronavirus pandemic, I have felt supported by the person I report to	6.8	6.9	6.2	6.5	6.6
The person I report to communicates clearly and regularly	6.3	6.3	5.8	6.0	6.0
The person I report to gives me regular feedback on my performance, and helps me improve	5.6	5.7	5.5	5.3	5.5
Average of the 9 questions above	6.3	6.4	5.9	6.1	6.1



Who I Report To...

	Male Respondent	Male Respondent	Female Respondent	Female Respondent	Overall
	Male Boss	Female Boss	Female Boss	Male Boss	
	Who	I Report To			
Would you describe the person you report to as more of a manager, or a leader?	Manager - 57.1%	Manager - 76.9%	Manager - 55.8%	Manager - 57.9%	Manager - 59.7%
	Leader - 42.9%	Leader - 23.1%	Leader - 44.2%	Leader - 42.1%	Leader - 40.3%
Would you prefer to work for a manager, or a leader?	Manager - 9.9%	Manager - 11.5%	Manager - 11.6%	Manager - 6.7%	Manager - 9.5%
	Leader - 90.1%	Leader - 88.5%	Leader - 88.4%	Leader - 93.3%	Leader - 90.5%
In the last 12 months, have you had a performance appraisal?	Yes - 59.9%	Yes - 65.4%	Yes - 62.6%	Yes - 56.1%	Yes - 58.9%
	No - 40.1%	No - 34.6%	No - 37.4%	No - 43.9%	No - 41.1%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 23.6%	Yes - 26.9%	Yes - 31.3%	Yes - 23.8%	Yes - 25.1%
	No - 76.4%	No - 73.1%	No - 68.7%	No - 76.2%	No - 74.9%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 34.9%	Yes - 25%	Yes - 42.2%	Yes - 37.2%	Yes - 36.9%
	No - 65.1%	No - 75%	No - 57.8%	No - 62.8%	No - 63.1%



Job Satisfaction...

Response by gender...

	Male Response	Female Response	Overall
	Work life balance & flexible working - 59% Leadership that inspires me -		Work life balance & flexible working - 63% Leadership that inspires me - 54.5%
	55% An organisation with values that align with my own - 45%	53% An organisation with values that align with my own - 51%	An organisation with values that align with my own - 48.8%
	Salary & Benefits - 54%	Salary & Benefits - 47%	Salary & Benefits - 48.6%
	Company Culture - 33%	Company Culture - 36%	Company Culture - 35.7%
	Development & Progression - 34%	Development & Progression - 28%	Development & Progression - 31%
Of the options below, which 3 would give you the greatest job satisfaction?	Job Security - 20%	Job Security - 17%	Job Security - 18.4%



My Leadership & Demographic...

	Male	Male	Female	Female	
	Respondent	Respondent	Respondent	Respondent	Overall
	Male Boss	Female Boss	Female Boss	Male Boss	
	My I	Leadership			
Overall, how would you rate yourself as a leader? ('Overall' also includes those who don't report to anyone)	7.1	7.2	6.8	6.7	7.0
	Der	mographic			
	Board Level - 18.9%	Board Level - 11.5%	Board Level - 3.4%	Board Level - 7.9%	Board Level - 24.2%
		Senior Level - 30.8%			
					Middle Level - 34.1%
Within your organisation, are you…	Junior Level - 9.4%	Junior Level - 11.5%	Junior Level - 14.3%	Junior Level - 14.6%	Junior Level - 11.2%
	501+ - 21.7%	501+ - 25%	501+ - 25.2%	501+ - 25%	501+ - 20.3%
	251-500 - 16%	251-500 - 13.5%	251-500 - 7.5%	251-500 - 9.8%	251-500 - 10.8%
	101-250 - 17%	101-250 - <mark>25</mark> %	101-250 - 15.6%	101-250 - 16.5%	101-250 - 15.7%
	26-100 - 26.4%	26-100 - 30.8%	26-100 - 30.6%	26-100 - 28.7%	26-100 - 26.5%
What size is your organisation?	25 or less - 18.9%	25 or less - 5.8%	25 or less - 21.1%	25 or less - 20.1%	25 or less - 26.7%
	16-23 - 1.9%	16-23 - 1.9%	16-23 - 4.8%	16-23 - 1.8%	16-23 - 2.8%
	24-39 - 23.6%	24-39 - 25%	24-39 - 36.1%	24-39 - 23.2%	24-39 - 23.6%
	40-55 - 50.5%	40-55 - 57.7%	40-55 - 42.2%	40-55 - 53.7%	40-55 - 48.4%
	56-74 - 21.7%	56-74 - 15.4%	56-74 - 15.6%	56-74 - 17.7%	56-74 - 21.5%
	75+ - 0%	75+ - 0%	75+ - 0%	75+ - 0.6%	75+ - 0.3%
	Prefer not to say -	Prefer not to say -	Prefer not to say -	Prefer not to say -	Prefer not to say -
Which of the following age brackets do you fall into?	2.4%	0%	1.4%	3%	3.6%



ALL THINGS CUSTOMER

EMMA-LOUISE VEITCH

CUSTOMER EXPERIENCE EXPERT

CUSTOMER EXPERIENCE EXPERT	Board Level	Senior Level	Middle Level	Junior Level	Overall
Do you report to someone?	Yes - 38.6%	Yes - 92.6%	Yes - 98.1%	Yes - 87.1%	Yes - 80.8%
	No - 61.4%	No - 7.4%	No - 1.9%	No - 12.9%	No - 19.2%



My Organisation...

		i			· ·
	Board Level	Senior Level	Middle Level	Junior Level	Overall
	My C	organisation			
How would you rate the overall quality of leadership within your organisation?	6.3	6.1	6.2	5.9	6.1
How would you rate the overall culture within your organisation?	6.7	6.3	6.2	6.0	6.3
During the coronavirus pandemic, I have felt supported by my organisation	7.5	6.7	6.8	6.3	6.8
How diverse are the Senior Management Team within your organisation?	5.2	5.1	4.9	5.4	5.1
Would you describe the CEO within your organisation as more of a manager, or a leader?	Manager - 40.8% Leader - 59.2%	Manager - 50.5% Leader - 49.5%	Manager - 48.4% Leader - 51.6%	Manager - 58.1% Leader - 41.9%	Manager - 49.4% Leader - 50.6%



Who I Report To...

	Board Level	Senior Level	Middle Level	Junior Level	Overall
	Who	I Report To			
How would you rate your relationship with the person you report to?	7.3	7.1	7.0	6.6	7.0
The person I report to is a great leader	6.0	5.7	5.7	5.7	5.8
The person I report to inspires me	6.0	5.6	5.6	5.4	5.6
The person I report to is authentic, they actually do what they ask of others	6.6	6.2	6.4	5.9	6.3
The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to	6.1	5.7	5.6	5.6	5.7
The person I report to is supportive, and cares about me as a person	6.7	6.6	6.7	5.9	6.6
During the coronavirus pandemic, I have felt supported by the person I report to	6.9	6.5	6.7	5.9	6.6
The person I report to communicates clearly and regularly	6.3	6.0	6.1	5.7	6.0
The person I report to gives me regular feedback on my performance, and helps me improve	5.6	5.4	5.6	4.9	5.5
Average of the 9 questions above	6.4	6.1	6.2	5.7	6.1



Who I Report To...

·					
	Board Level	Senior Level	Middle Level	Junior Level	Overall
	Who	I Report To			
Would you describe the person you report to as more of a manager, or a leader?	Manager - 40.8%	Manager - 54.2%	Manager - 66.9%	Manager - 68.9%	Manager - 59.7%
	Leader - 59.2%	Leader - 45.8%	Leader - 33.1%	Leader - 31.1%	Leader - 40.3%
Would you prefer to work for a manager, or a leader?	Manager - 5.6%	Manager - 9.3%	Manager - 11%	Manager - 8.1%	Manager - 9.5%
	Leader - 94.4%	Leader - 90.7%	Leader - 89%	Leader - 91.9%	Leader - 90.5%
In the last 12 months, have you had a performance appraisal?	Yes - 59.2%	Yes - 56.5%	Yes - 62.6%	Yes - 52.7%	Yes - 58.9%
	No - 40.8%	No - 43.5%	No - 37.4%	No - 47.3%	No - 41.1%
In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?	Yes - 26.8%	Yes - 23.8%	Yes - 28%	Yes - 17.6%	Yes - 25.1%
	No - 73.2%	No - 76.2%	No - 72%	No - 82.4%	No - 74.9%
In the last 12 months, have you considered leaving your job because of the person you report to?	Yes - 28.2%	Yes - 37.4%	Yes - 38.2%	Yes - 39.2%	Yes - 36.9%
	No - 71.8%	No - 62.6%	No - 61.8%	No - 60.8%	No - 63.1%
The person I report to is	Male - 76.1% Female - 15.5% Prefer not to say - 8.5% Non-Binary - 0%	Male - 69.2% Female - 28.5% Prefer not to say - 2.3% Non-Binary - 0%	Male - 55.9% Female - 40.9% Prefer not to say - 2.8% Non-Binary - 0.4%	Male - 60.8% Female - 36.5% Prefer not to say - 2.7% Non-Binary - 0%	Male - 63.5% Female - 33.1% Prefer not to say - 3.3% Non-Binary - 0.2%



Job Satisfaction & My Leadership...

	Board Level	Senior Level	Middle Level	Junior Level	Overall
	Job Satisfacti	on & My Leaders	ship		
	Work life balance & flexible working - 49.3%	Work life balance & flexible working - 65.4%	Work life balance & flexible working - 63.4%	Work life balance & flexible working - 67.6%	Work life balance & flexible working - 63%
	Leadership that inspires me - 64.8%	Leadership that inspires me - 54.7%	Leadership that inspires me - 55.1%	Leadership that inspires me - 41.9%	Leadership that inspires me - 54.5%
	•	An organisation with values that align with my own - 50.9%	•	An organisation with values that align with my own - 40.5%	An organisation with values that align with my own - 48.8%
	Salary & Benefits - 43.7%	Salary & Benefits - 44.4%	Salary & Benefits - 50.8%	Salary & Benefits - 58.1%	Salary & Benefits - 48.6%
	Company Culture - 50.7%	Company Culture - 38.8%	Company Culture - 31.1%	Company Culture - 28.4%	Company Culture - 35.7%
	Development & Progression - 19.7%	Development & Progression - 29%	Development & Progression - 33.1%	Development & Progression - 40.5%	Development & Progression - 31%
Of the options below, which 3 would give you the greatest job satisfaction?	Job Security - 11.3%	Job Security - 16.8%	Job Security - 20.5%	Job Security - 23%	Job Security - 18.4%
Overall, how would you rate yourself as a leader? ('Overall' also includes those who don't report to anyone)	7.5	7.2	6.7	6.3	7.0



Demographic...

Results have been rounded to 1 decimal place

		1			ī
	Board Level	Senior Level	Middle Level	Junior Level	Overall
	Der	mographic			
Within your organisation, are you…	Board Level - 100% Senior Level - 0% Middle Level - 0% Junior Level - 0%	Board Level - 0% Senior Level - 100% Middle Level - 0% Junior Level - 0%	Board Level - 0% Senior Level - 0% Middle Level - 100% Junior Level - 0%	Board Level - 0% Senior Level - 0% Middle Level - 0% Junior Level - 100%	Board Level - 24.2% Senior Level - 30.4% Middle Level - 34.1% Junior Level - 11.2%
What size is your organisation?	501+ - 9.2% 251-500 - 9.2% 101-250 - 14.7% 26-100 - 21.7% 25 or less - 45.1%	501+ - 21.6% 251-500 - 12.1% 101-250 - 13.4% 26-100 - 26.4% 25 or less - 26.4%	501+ - 26.3% 251-500 - 12% 101-250 - 18.1% 26-100 - 28.6% 25 or less - 15.1%	501+ - 22.4% 251-500 - 7.1% 101-250 - 16.5% 26-100 - 30.6% 25 or less - 23.5%	501+ - 20.3% 251-500 - 10.8% 101-250 - 15.7% 26-100 - 26.5% 25 or less - 26.7%
Are you	Male - 66.8% Female - 29.9% Prefer not to say - 2.7% Non-Binary - 0.5%	Male - 45% Female - 49.4% Prefer not to say - 4.8% Non-Binary - 0.9%	Male - 37.8% Female - 57.9% Prefer not to say - 3.9% Non-Binary - 0.4%	Male - 41.2% Female - 55.3% Prefer not to say - 3.5% Non-Binary - 0%	Male - 47.4% Female - 48.2% Prefer not to say - 3.8% Non-Binary - 0.5%
Which of the following age brackets do you fall into?	16-23 - 0% 24-39 - 9.8% 40-55 - 57.1% 56-74 - 30.4% 75+ - 0.5% Prefer not to say - 2.2%	16-23 - 0% 24-39 - 22.9% 40-55 - 51.5% 56-74 - 21.6% 75+ - 0% Prefer not to say - 4.3%	16-23 - 2.7% 24-39 - 30.1% 40-55 - 47.5% 56-74 - 16.2% 75+ - 0.4% Prefer not to say - 3.1%	16-23 - 16.5% 24-39 - 35.3% 40-55 - 24.7% 56-74 - 17.6% 75+ - 0% Prefer not to say - 5.9%	16-23 - 2.8% 24-39 - 23.6% 40-55 - 48.4% 56-74 - 21.5% 75+ - 0.3% Prefer not to say - 3.6%

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	Overall
Yes - 0%	Yes - 80.8%
No - 100%	No - 19.2%

Do you report to someone?

Those Who Don't Report To Anyone...



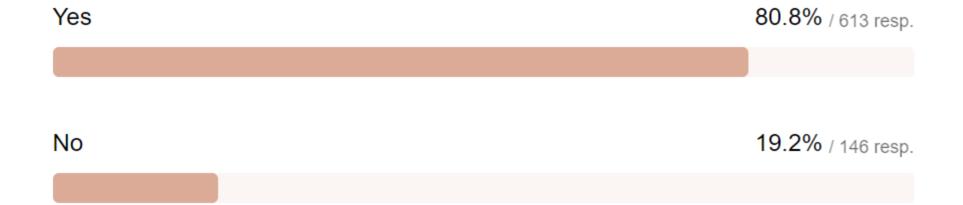
Results have been rounded to 1 decimal place 'Overall' includes 'prefer not to say' and 'non-binary'

	Overall includes prefer not to say and non buildly				
	Those who don't report to anyone	Overall			
My Leadership)				
Overall, how would you rate yourself as a leader? ('Overall' also includes those who don't report to anyone)	7.3	7.0			
Demographic					
Within your organisation, are you…	Board Level - 77.4% Senior Level - 11.6% Middle Level - 3.4% Junior Level - 7.5%	Board Level - 24.2% Senior Level - 30.4% Middle Level - 34.1% Junior Level - 11.2%			
What size is your organisation?	501+ - 4.8% 251-500 - 7.5% 101-250 - 8.9% 26-100 - 17.1% 25 or less - 61.6%	501+ - 20.3% 251-500 - 10.8% 101-250 - 15.7% 26-100 - 26.5% 25 or less - 26.7%			
Are you	Male - 64.4% Female - 34.2% Prefer not to say - 0.7% Non-Binary - 0.7%	Male - 47.4% Female - 48.2% Prefer not to say - 3.8% Non-Binary - 0.5%			
Which of the following age brackets do you fall into?	16-23 - 4.1% 24-39 - 12.3% 40-55 - 47.3% 56-74 - 34.2% 75+ - 0.7% Prefer not to say - 1.4%	16-23 - 2.8% 24-39 - 23.6% 40-55 - 48.4% 56-74 - 21.5% 75+ - 0.3% Prefer not to say - 3.6%			

Overall

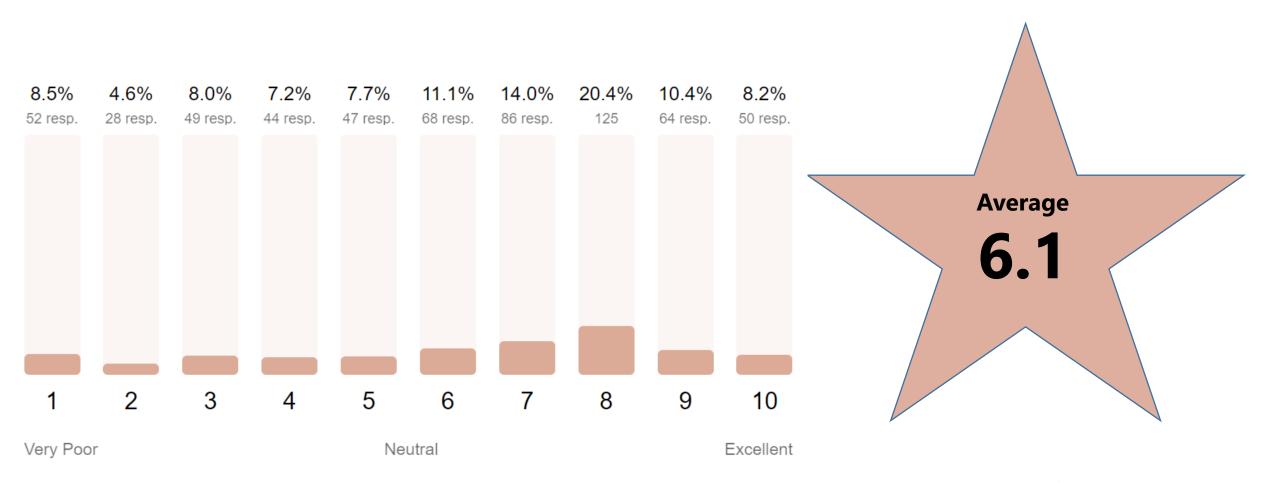


Do you report to someone?



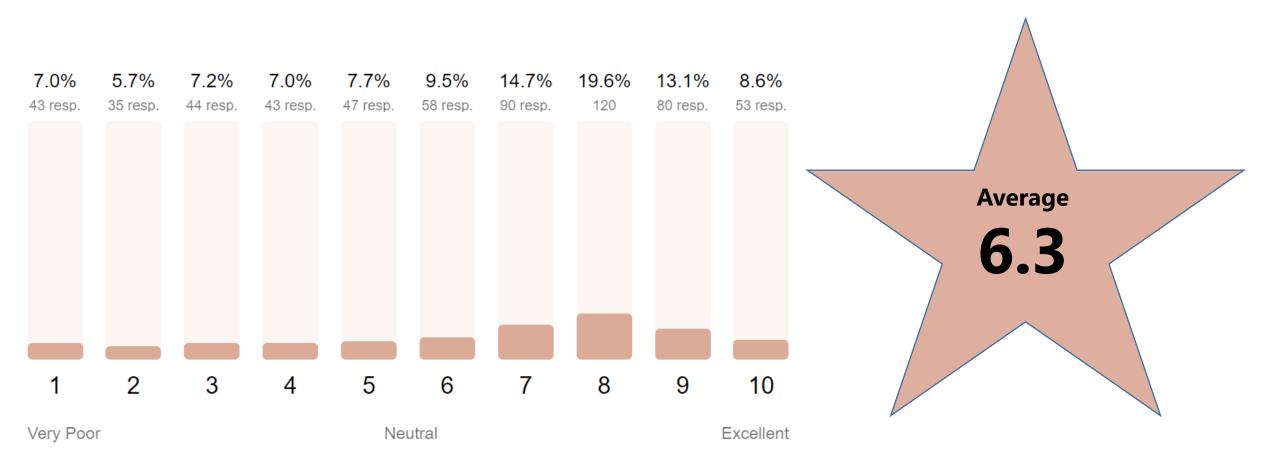


How would you rate the overall quality of leadership within your organisation?



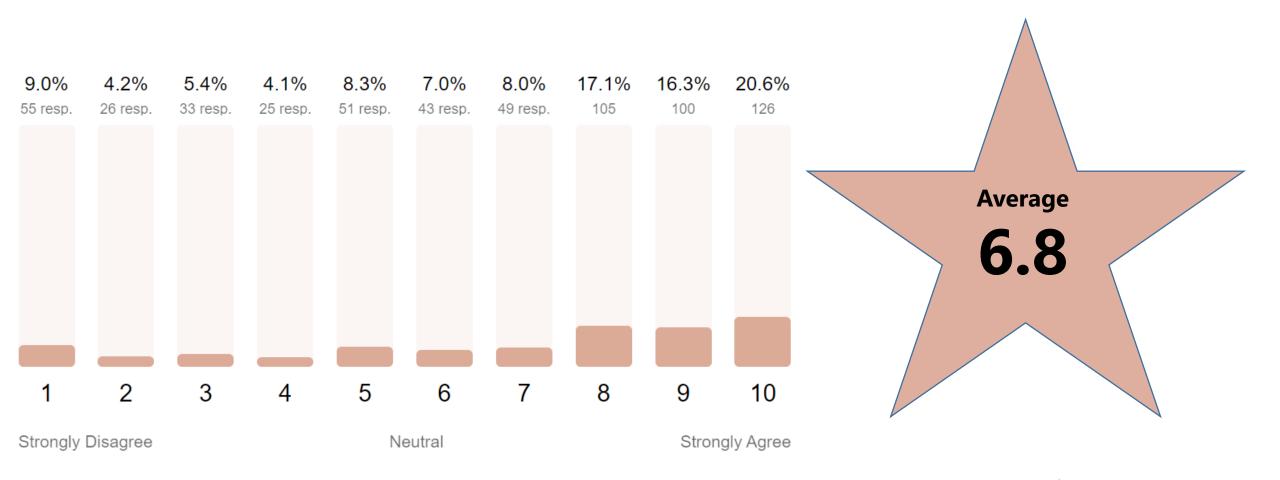


How would you rate the overall culture within your organisation?





During the coronavirus pandemic, I have felt supported by my 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

59.7% / 366 resp.

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

40.3% / 247 resp.



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

50.6% / 310 resp.

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

49.4% / 303 resp.



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

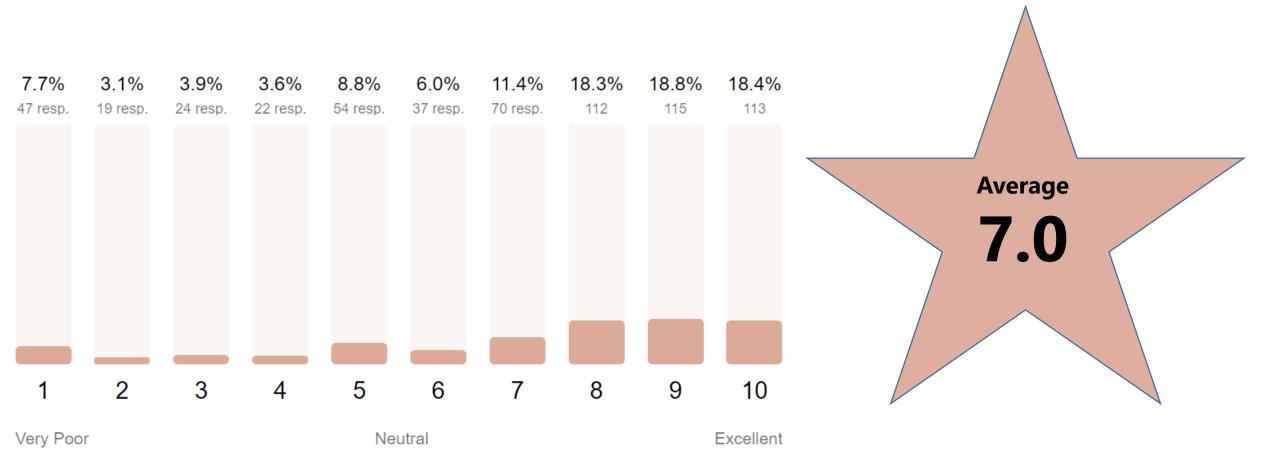
90.5% / 555 resp.

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

9.5% / 58 resp.

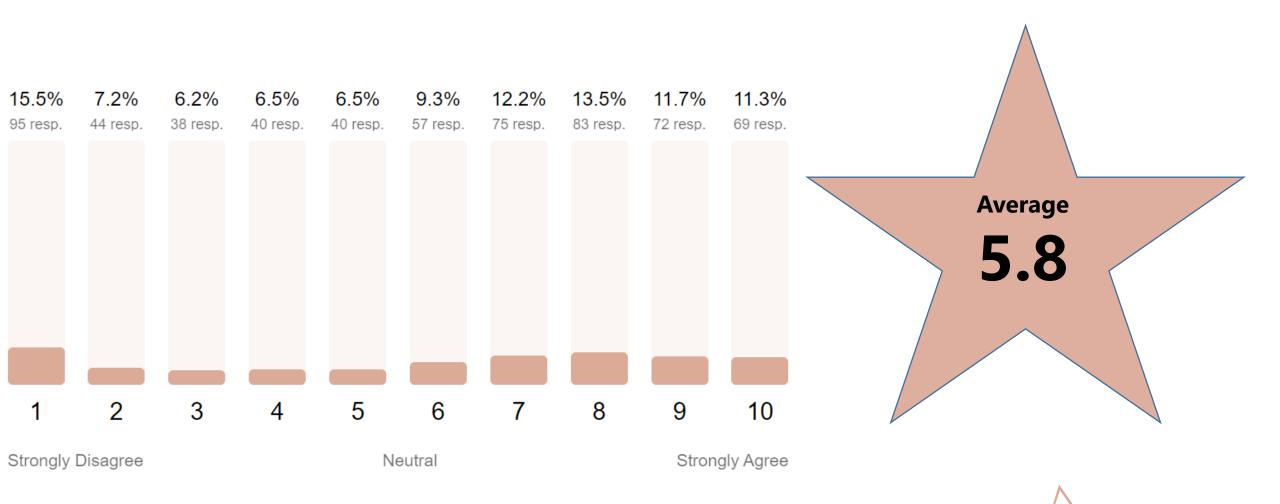


How would you rate your relationship with the person you report to?



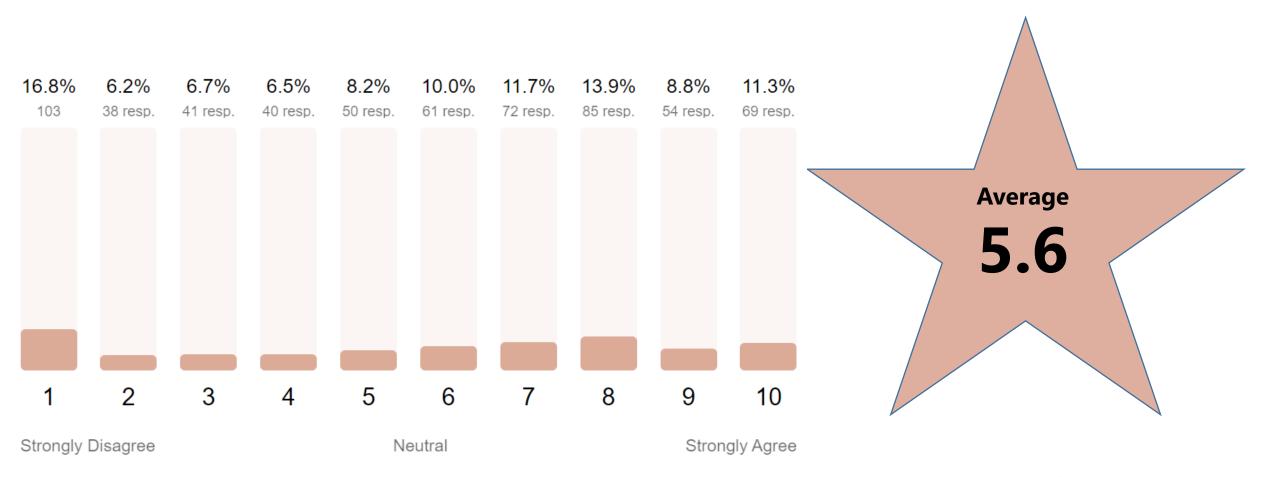


The person I report to is a great leader...



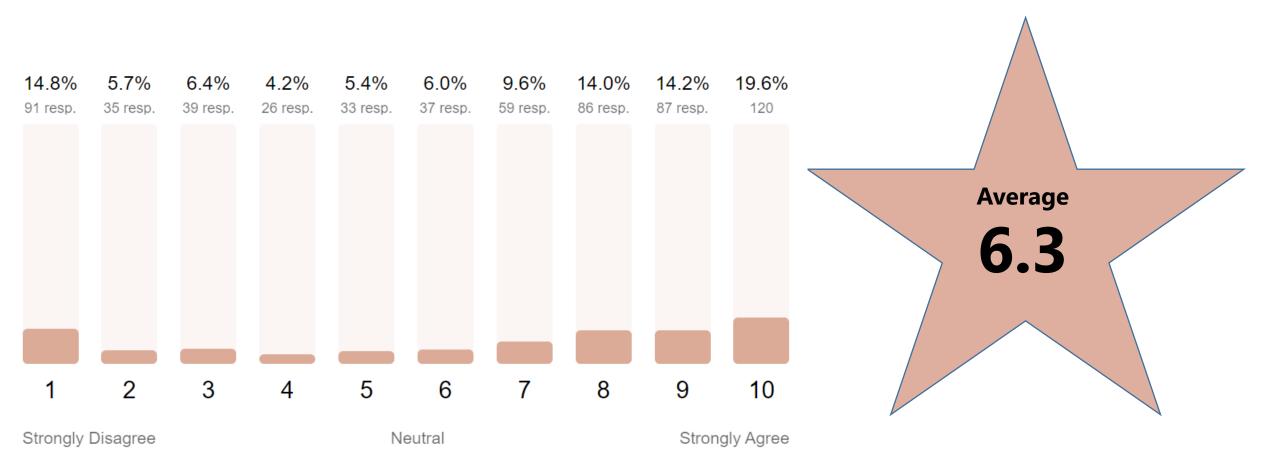
ALL THINGS CUSTOMER

The person I report to inspires me...



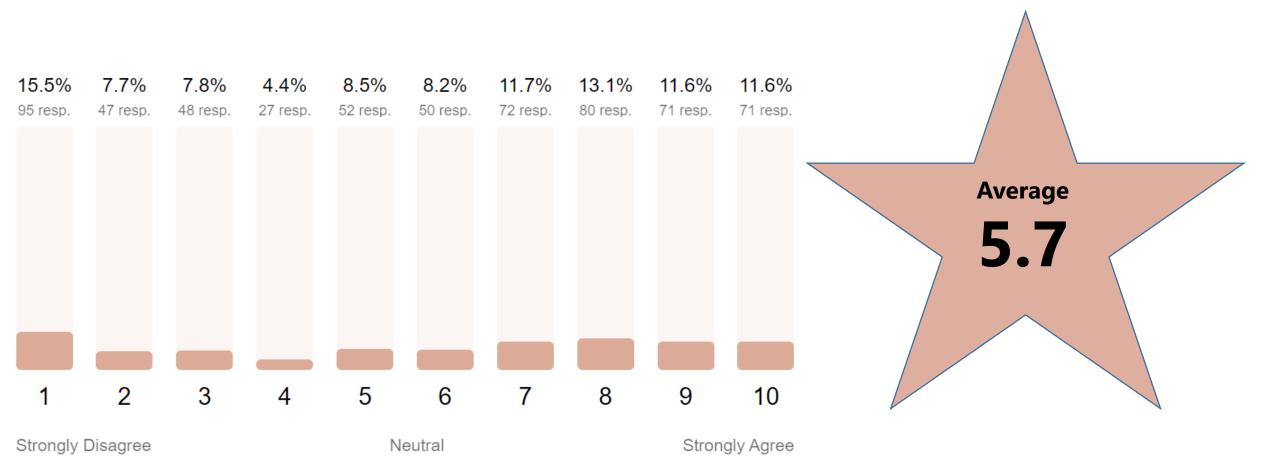


The person I report to is authentic, they actually do what they ask of others...



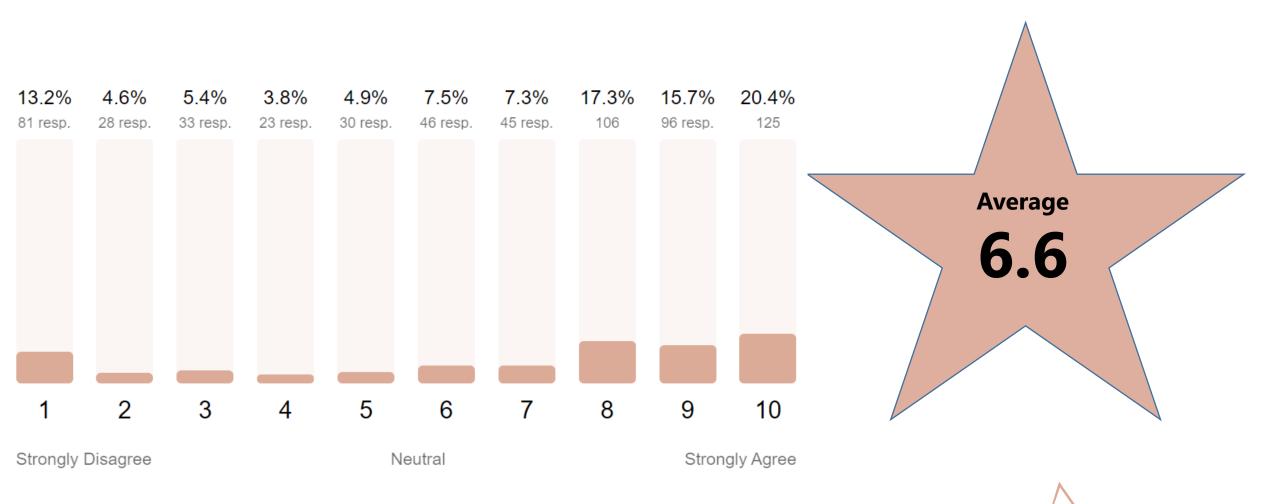


The person I report to is visionary, and describes a vision for our organisation that I can understand, and subscribe to...



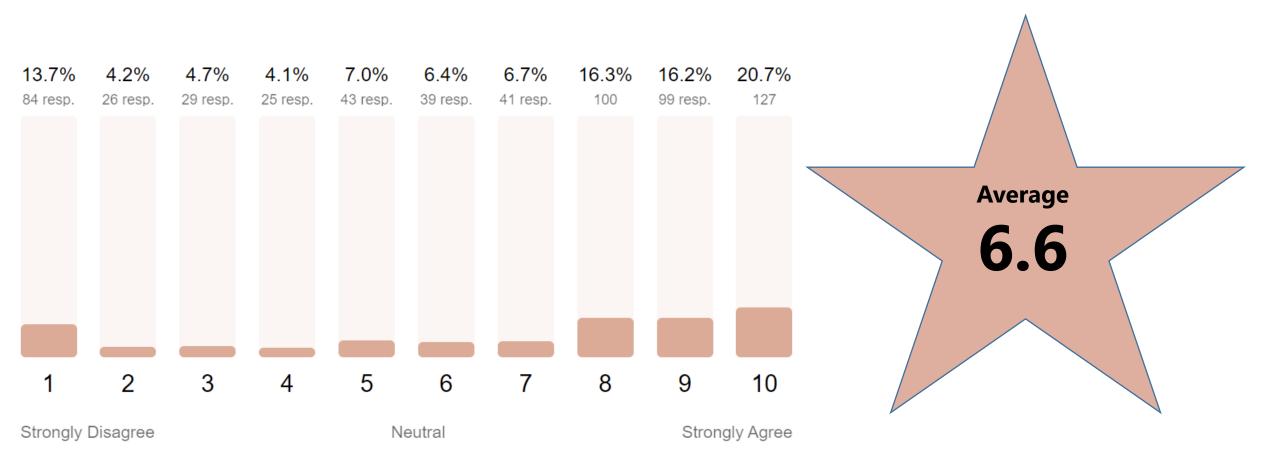


The person I report to is supportive, and cares about me as a person...



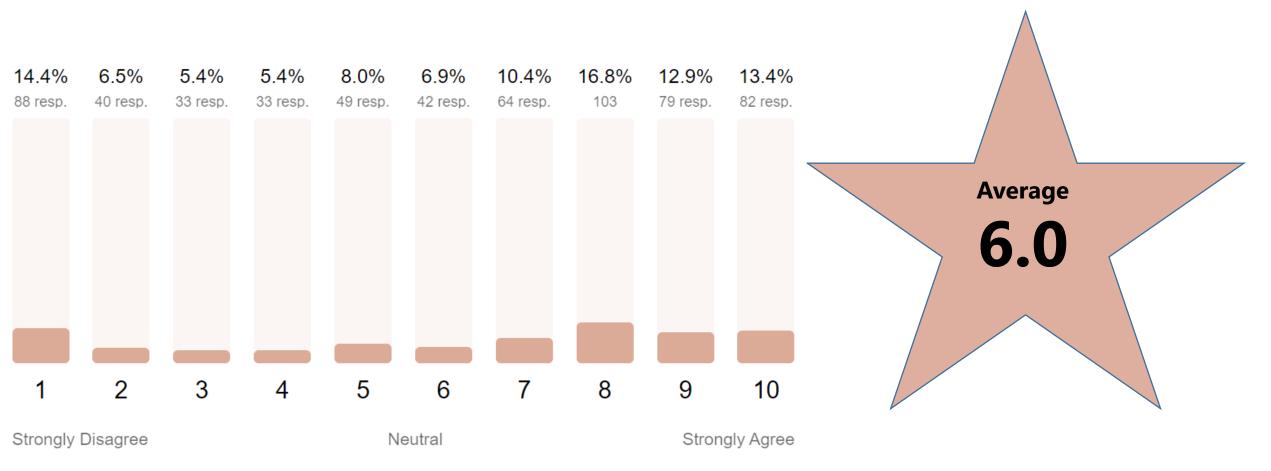
ALL THINGS CUSTOMER

During the coronavirus pandemic, I have felt supported by the person I report to...



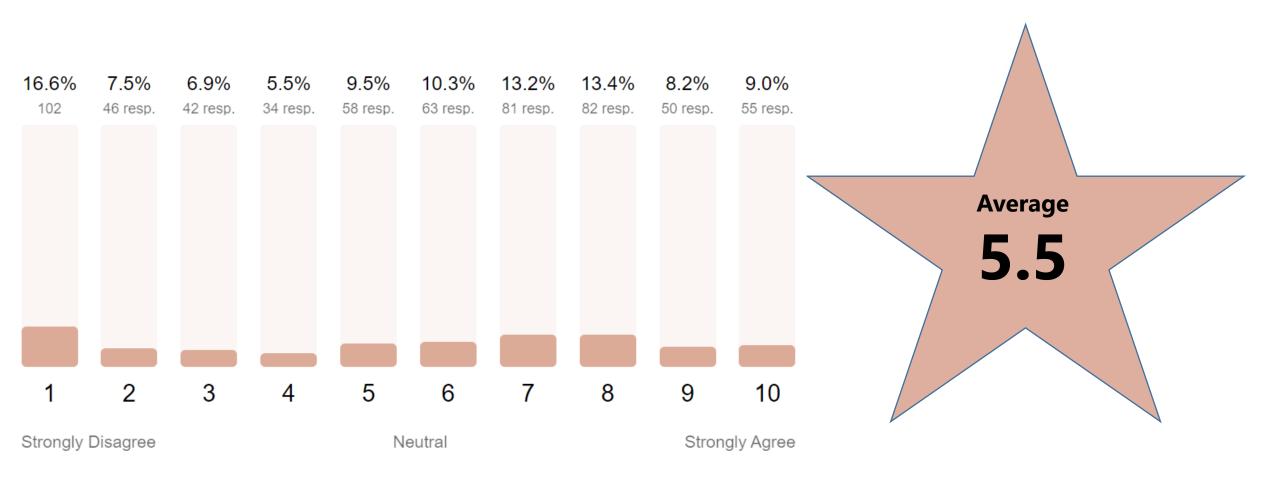


The person I report to communicates clearly and regularly...



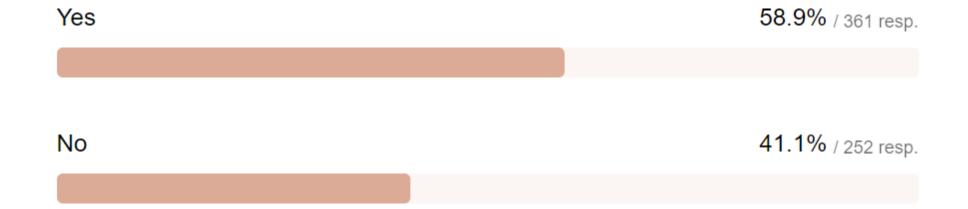


The person I report to gives me regular feedback on my performance, and helps me improve...



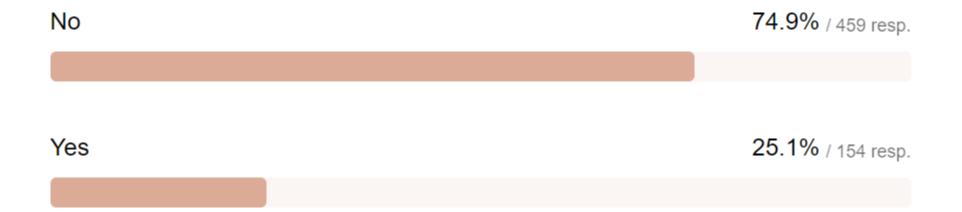


In the last 12 months, have you had a performance appraisal?



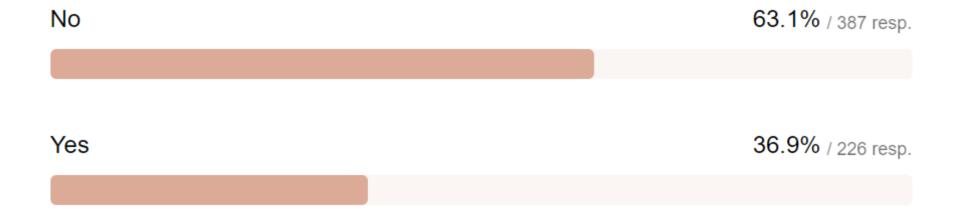


In the last 12 months, have you had the opportunity to appraise the performance of the person you report to?



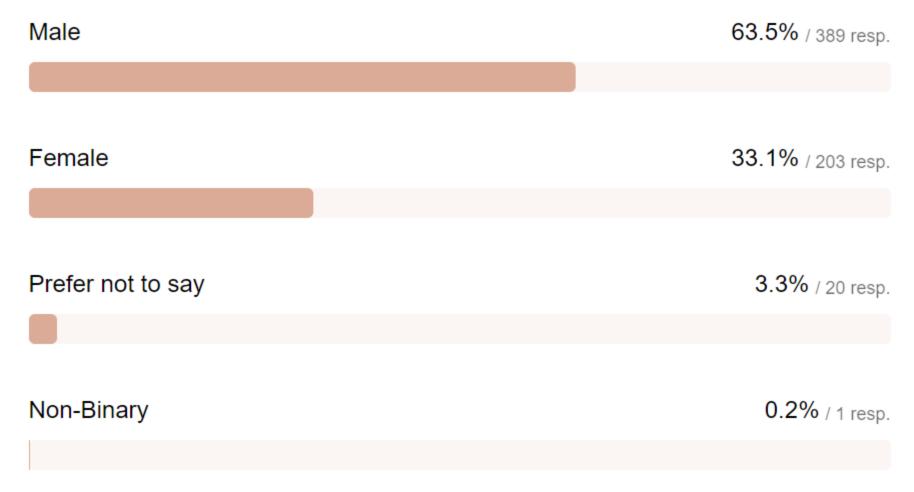


In the last 12 months, have you considered leaving your job because of the person you report to?



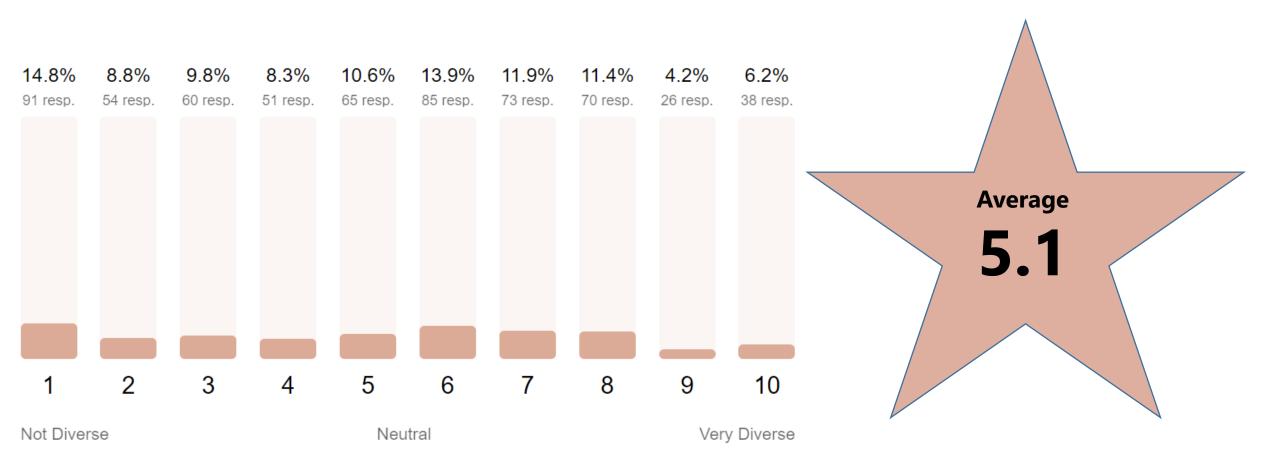


The person I report to is...





How diverse are the Senior Management Team within your organisation?



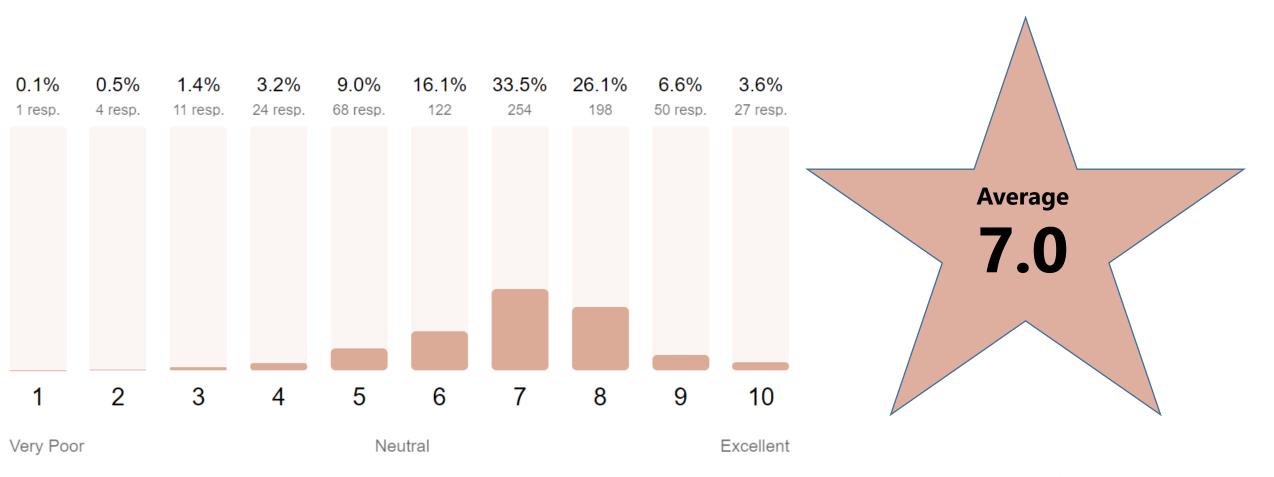


Of the options below, which 3 would give you the greatest job satisfaction?

Leadership that inspires me	54.5% / 334 resp.
An organisation with values that align with my own	48.8% / 299 resp.
Salary & Benefits	48.6% / 298 resp.
Company culture	35.7% / 219 resp.
Development & Progression	31.0% / 190 resp.
Job security	18.4% / 113 resp.



Overall, how would you rate yourself as a leader?





What does great leadership mean to you...

A few comments... (page 1 of 4)

That belief I am valued and that inspires me to go the extra mile.

Asking others to do only what you would be prepared to.

Someone who listens. Someone who inspires. Someone approachable. Someone calm. Someone who communicates effectively.

Open, honest communication. Support and guidance to your reports. Respect others opinions and ideas. Grow talent.

Some one I can follow, who listens and responds.

A person who has great integrity, excellent communication at all levels someone who respects individuals for their individual skills an authentic person willing to support employees and be respectful. Someone who will have a non judgmental approach and promote better working together environment.

A leader takes the time to understand employee strengths and trusts them to deliver based on their abilities.

Generating momentum, inspiring and enthusing.

Ability to articulate strategic objectives, praises when praise is due, equally can be civil and coaching when things could have gone better, doesn't take personal credit for the work of the talent that reports to them, instead ensuring they are called out for exemplary output and behaviours.

Being confident, without being arrogant, compassionate without being a pushover. Encouraging and always telling the truth.



What does great leadership mean to you...

A few comments... (page 2 of 4)

Enabling leadership style, care about the Organisation and its staff no room for a command and control style of leadership; focus on outcomes not a personal agenda supported by the leaders own ego.

Being Human. Guiding, being there for support. Someone to listen and not judge. Less direction more assistance.

Listening to staff, not surrounding yourself with 'yes men/women' but with people who bring different ideas to the table (and then listening to them authentically), empathetic, shared vision.

Valuing each individual. Treating each with respect. Asking before assuming. Inspiring with both words and action. Addressing any issues with words rather than bullying to achieve the result you desire. Allowing the individual to counter any misconceptions.

Allowing the individual the right to reply.

Ensuring everyone is on the same journey and communication is filtered down.

Being authentic and leading oneself so well that others are inspired.

Allowing people to grow and prosper; encouraging entrepreneurial attitudes, supporting team members in all aspects of life, relating to the ongoing world issues and being a part of change for better, ensuring equality and diversity and equal pay, trusting employees.

Grounded with realistic aspirations, patience and values all organisational levels.

Enthusiastic, positive, easy to approach at anytime.
Communicates well and ensures we are kept up to date with any changes immediately. Listens to grievances and a great mentor.



Being someone that people can look up to and get inspired by.

What does great leadership mean to you... A few comments... (page 3 of 4)

Playing your team to their strengths. Taking them on the journey with you, but not being afraid to lead from the front. Being confident enough to make tough decisions and sticking to them, but never being afraid to admit when you're wrong and never let your ego in the way of changing direction. Inspiring others to believe in themselves and their capabilities, but also being honest enough to address the ceilings of others, where required.

Being strong, making clear and brave decisions and developing those around you.

Giving clear direction, communication and valuing staff.

Understanding your staff and knowing how to communicate with them to get the best from your team, being there for them and giving them clear and supportive direction.

Role modelling positive behaviours and inspiring others to want to develop.

Having people WANT to follow you because of how you behave, how you treat them even when the message /news isn't always good.

Outlining the vision, preparing and then trusting people to get on and do things.

Empowering and inspiring others. Looking out of the window when there is success and in the mirror when things go wrong.

Having a vision, supporting team members to find their place and have a voice, helping others to shine and being able to spot opportunity in people to help that happen.

People trusting and setting explains and following through with ideas. Being interest in staff and what they can bring to the business for everyone to be a team.

Being your authentic self, having integrity, grit, resilience, compassion, kindness and making difficult decisions. Leading from the front. Setting the right example.



What does great leadership mean to you... A few comments... (page 4 of 4)

Flexible, works with the team, caring but firm.

Enabling others to progress with their career aspirations while fulfilling the requirements of their current role with gusto and cheer.

Being honest, open and inclusive about what is going on in my organisation. Knowing who works for you and how your decisions affect them. Making clear decisions and acceptance that they won't suit everyone. Don't make policy because you want to avoid tackling difficult people head on.

Gets stuck in, yet supports from a comfortable distance, in equal measure.

A leader who inspires others to do their own roles better and leads by example.

Being inspiring and motivating, seeing the bigger picture, acknowledging weaknesses as well as strengths and supporting development. Acknowledging and appreciating good work.

a great leader makes you want to go with them on the journey they describe, they make you feel like what you are doing is worthwhile. they should make you feel as if you are in it with them which in turn empowers you to push yourself to live up to their belief in you.

Being encouraging to staff and supportive when there are difficulties faced. Being clear with goals and objectives and clear prioritisation of tasks. I think great leaders are fair and consistent in their expectations and utilise key individuals in aspects of their roles that they are most knowledgeable. I think that great leaders can take some criticism without taking it personally but also gain respect from their employees for being open and honest. I think great leaders make time for their staff.

Having the opportunity to be able to give people the tools they need and the environment for them to feel confident, to grow and develop. To recognise and encourage their strengths and be there to support and work through their weaknesses turning them into strengths. Knowing when your support is needed and when to stand back.



What would you say are the top 3 attributes of a great leader?

Listens 2

Inspirational 7

Empathetic 6

Passionate 6

The Top 10...

Communicates 2

Visionary 1

Authentic 5

Understanding 8

Integrity 4

Honest 3



Who is the first person you think about when you think of a great leader?

Barack Obama (1)

Top 5...



Jacinda Ardern (4)

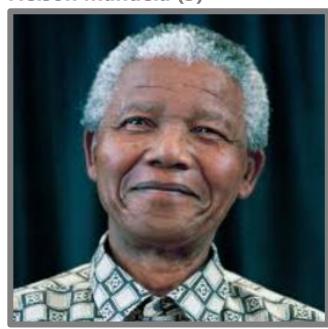


Winston Churchill (2)





Nelson Mandela (3)





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

Other business activities	26.9% / 204 resp.
Third Sector/Charity	10.5% / 80 resp.
Wholesale & retail	9.7% / 74 resp.
Public administration	8.8% / 67 resp.
Trust & company administration	6.9% / 52 resp.

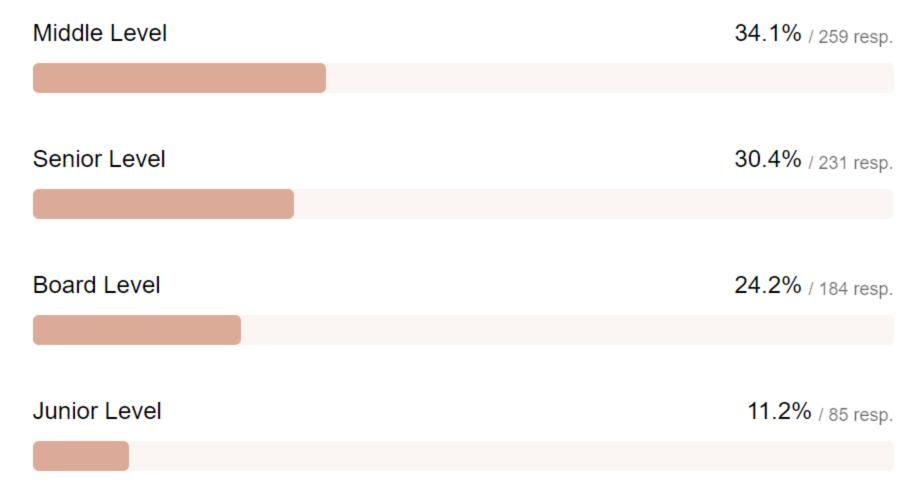


What Sector do you work in? (Slide 2 of 2)

Digital	5.5% / 42 resp.	Fund management	3.4% / 26 resp.
Banking	5.3% / 40 resp.	Transport storage and communication	2.5% / 19 resp.
Construction	5.1% / 39 resp.	Accountancy	2.4% / 18 resp.
Electricity, gas & water	4.6% / 35 resp.	Hotels, restaurants & bars	2.2% / 17 resp.
Electricity, gas a water	4.0 70 7 35 Tesp.		
	4.007	Agriculture	1.1% / 8 resp.
Legal	4.2% / 32 resp.		
		Manufacturing	0.8% / 6 resp.

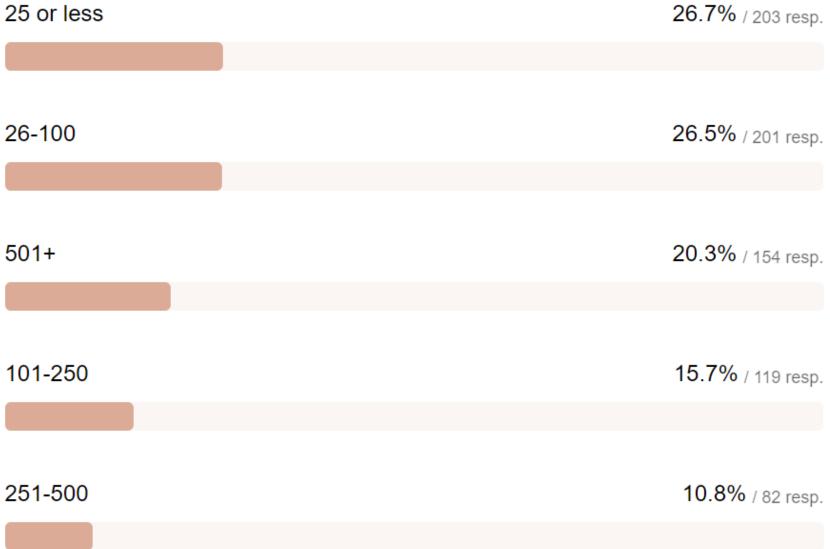


Within your organisation, are you...



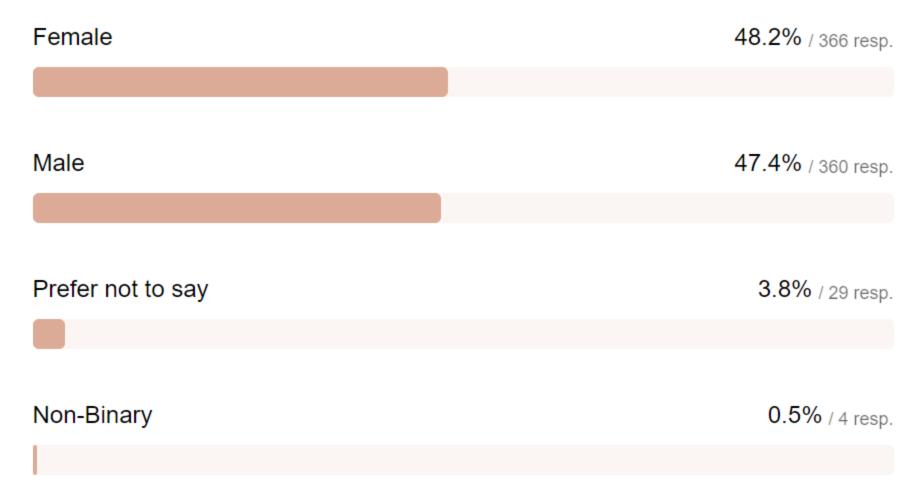


What size is your organisation?



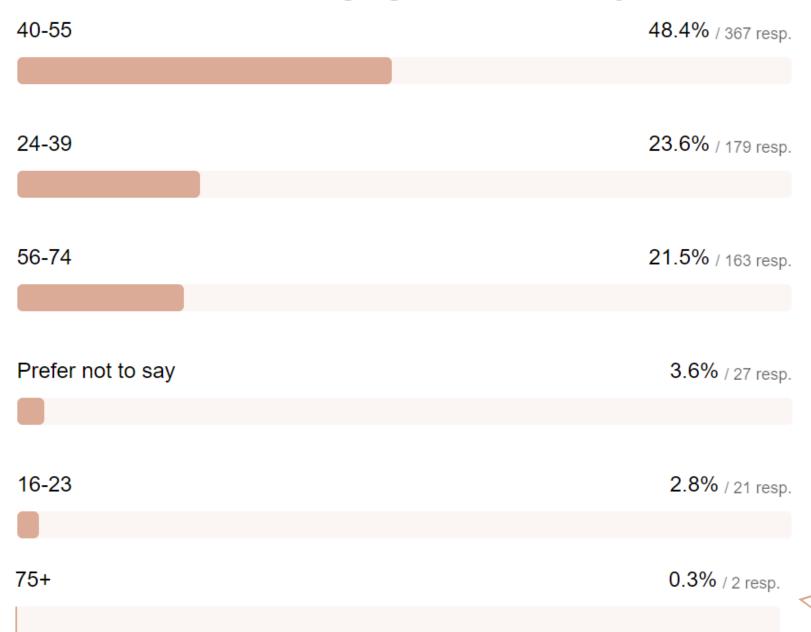


Are you...





Which of the following age brackets do you fall into?



ALL THINGS CUSTOMER

CONTACT

Emma-Louise Veitch CMGR FCMI

Founder & Customer Experience Expert

- **** 07700 345222
- emma@allthingscustomer.co.uk
- www.allthingscustomer.co.uk

