

Section A

Please answer each of the following questions regarding your work role by ticking the box that best reflects your answer. Please tick one box only for each question. Please answer all questions.

Number
Code

1. My colleagues would say that I am good at balancing my time across competing priorities	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
2. I have been criticised for not paying attention to certain important aspects of the business	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
3. I allocate sufficient time to internal and external stakeholders associated with the organisation	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
4. I am better at keeping up-to-date with the latest business trends than with what is happening inside the organisation	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
5. I am more concerned about fitting in with the current culture of the organisation than with trying to change it	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
6. I am more prepared for the challenges ahead than my peers in the organisation	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
7. My organisation prioritises the wrong kinds of issues in the allocation of time, resources & executive focus	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
8. I tend to focus on one issue at a time	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
9. Tertiary qualifications aid significantly in developing strategic thinking capabilities	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
10. I tend to delegate strategic issues to competent people	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
11. Urgent rather than important tasks tend to take up my time	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
12. I keep everyone informed about those strategic initiatives under my control	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
13. The demands of the market place tend to take up too much of my time	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
14. I encourage staff to gain experience in different divisions within the organisation	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
15. I enjoy the challenge of dealing with multiple issues	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
16. The challenge of dealing with the competing and conflicting demands of different stakeholders consumes my energy	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
17. I engage in regular feedback sessions with my staff	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
18. I try to develop each staff member to his / her full potential	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
19. I like to have staff on board before initiating any new strategy in the organisation	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
20. I make a point of encouraging two-way communication sessions with staff about strategic initiatives	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
21. I make sure that I balance my time appropriately across operational and competitive issues	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
22. I try to match emerging opportunities in the market-place with the inherent potential of the organisation	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
23. I often think about future challenges and opportunities we need to prepare for in the organisation	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
24. I prefer a working lunch at my desk or with staff than dining with prospective customers	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
25. I prefer to be involved in the development of new products and services than in improving existing products and services	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
26. I prefer to start my working day as early as possible to get work done before staff arrive	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
27. I receive more information about the customer expectations requiring my time and attention than I used to	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>

Appendix 5 - Leadership Focus Questionnaire

Vers 1.6

28. I spend more time thinking about new ideas than about staff performance and efficiency	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
29. I spend more time with external stakeholders than with staff	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
30. I take on too much and cannot do justice to everything; some priorities are not properly dealt with by me	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
31. I tend to give priority to issues that are mostly different from those given priority to by the organisation	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
32. I tend to prefer to address some important issues at the expense of others in my current role	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
33. I tend to spend more time addressing issues external to the organisation (e.g. competitive, legislative, global, technological factors) than internal to the organisation (those concerning staff, roles, processes, operations)	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
34. I work in a team environment where we allocate responsibility for pressing issues in a way that ensures that the most important issues are addressed	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
35. In attending to pressing issues I adjust my focus to best fit with the priority given by the organisation	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
36. In our organisation we only reveal new strategic initiatives to staff when they are being implemented	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
37. Increasing due diligence requirements has resulted in less time for staff management	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
38. Keeping up with global trends in my industry takes up an increasing amount of time	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
39. More of my time is taken up with internal issues than marketing and sales issues	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
40. My organisation can be best described as having a well developed process improvement focus	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
41. I tend to focus on those job responsibilities that interest me	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
42. My personal performance is influenced more by my ability to address the needs of external stakeholders than those of staff and internal efficiencies	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
43. My leadership style is significantly different from the culture of the organisation	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
44. My staff should work wherever they can be most productive, including operating from a home office	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
45. Typically, employees who are younger than thirty years old are more open to change and innovation than those who are older	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Partly Disagree</i>	<i>Partly Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
46. My organisation can be best described as ...	<i>A Market Innovator & Shaper</i>	<i>A Quick Adapter of new Trends</i>	<i>A Reluctant Follower of only well proven Concepts</i>	<i>Mostly resistant to any form of Innovation or Change</i>		

Section B

Please also share some brief insights about your role as a leader by answering the following questions:

47. What kinds of issues compete for your attention on a regular basis?

48. How do you go about prioritising which issues to address?

49. How do you manage situations where there are too many issues competing for your attention?



50. How would you describe the fit between yourself and your organisation?

Section C

Lastly, please provide the following data about yourself:

51. Your work title? _____

52. What industry are you in? _____

53. How long have you been employed in your organisation? _____

54. What are your primary responsibilities in your current role?

If you would like to receive information about the results of this research, please also provide the following information:



55. Your name _____

56. Your email address _____

57. Your contact phone numbers _____

Many thanks for completing this questionnaire. All personal data will be kept confidential.