

The Danish Leadership Evaluation Database

The following record describes data in the Danish Leadership Evaluation, including how data is collected and stored in accordance with relevant legislation.

What is the Danish Leadership Evaluation?

The Danish Leadership Evaluation has been developed as part of the Agreement on Leadership and Competencies in the Public Sector and is made available to all public organizations. The national Employee and Competence Agency [Medarbejder- og Kompetencestyrelsen], Local Government Denmark [KL], and Danish Regions [Danske Regioner] have developed the Danish Leadership Evaluation in close collaboration with the Crown Prince Frederik's Centre for Public Leadership at Aarhus University.

The Danish Leadership Evaluation is a research-based tool for evaluating and fostering dialogue about leadership in public organizations. The Danish Leadership Evaluation has been developed for the Danish public sector, focusing on themes that are important at present. Each organization can adjust the evaluation to fit their own strategic leadership agenda, and the leadership evaluation also includes process tools that can inspire and support the entire process before, during, and after the survey.

The results of the evaluations should partly be used locally as a dialogue and development tool, but they are also aimed at generating a nationwide overview of public leadership that can be used in the broader leadership debate for assessing the need for new leadership initiatives in the state, regions, and municipalities as well as for research purposes.

Data Collection

It is possible for the participating organizations to use a survey system made available at a low price point by the national Employee and Competence Agency. When participating organizations choose to use the survey system, they enter into a data processing agreement with EG, who is the developer of the software. In the draft for the data processing agreement, it is stated that data is disclosed to Aarhus University for research purposes. Participating organizations thereby affirm the agreement that data may be passed on to Aarhus University –

unless otherwise specified. A data processing agreement exists in parallel between EG and Aarhus University, which confirms that data may be passed on.

Description of the Participating Organizations

As of 11 December 2023, 16 public organizations have completed a leadership evaluation at least once and consented to the use of their data for research purposes. The participating organizations have completed a leadership evaluation in 2022 and 2023, and a few organizations have completed an evaluation multiple times. A total of 7,549 public managers and 19,381 public employees have currently completed a leadership evaluation. The respondents are distributed across 16 organizations, including seven municipal and six state organizations. Table 1 summarizes the distribution at sector level.

Table 1. Distribution at Sector Level.

Sector	Respondents
Municipality	22,491
State	3,832
Other	607

Local Adaption

It is voluntary for organizations to use the Danish Leadership Evaluation. Seeing as the Danish Leadership Evaluation is a flexible tool where organizations have been able to customize their evaluation in many different ways, the organizations have had to make a number of choices regarding which questions and who should be included in their survey.

Among other things, the organizations have had to decide who should evaluate the manager, the number and nature of questions included (questions are structured into themes), and whether to include their own local questions or whether everyone in the organization should be asked the same questions. The organizations have been recommended to choose four themes, but the composition has been their own choice.

The themes are divided into four categories: (1) strategy and direction, (2) operations and development, (3) collaboration, and (4) leadership close to employees [det nære lederskab]. It has been possible for organizations to select different themes for different departments within

the organization. Table 2 summarizes the different themes and the distribution of respondents across themes.

The fact that organizations can customize the leadership evaluation has several implications for the data. Firstly, it means that organizations self-select into the study and that the organizations included in the data are not necessarily representative of public organizations in general. The selection also has consequences for the possibility of comparison across organizations on several variables because not all organizations have employed the same themes.

Table 2. Distribution of Respondents across Themes.

Theme	Number of respondents
Visionary leadership	8,598
Result-oriented leadership	6,483
Citizen orientation	4,953
Recognizing effort and results	5,643
Political servant leadership	6
Professional development leadership	22,676
Innovative leadership	2,128
Change management	5,384
Operations management	2,732
Leading digital transformation	7
Transversal leadership	18,337
Coherence in the leadership chain	5,322
Collaboration on leadership tasks	7
Leading citizen involvement	6
Leader accessibility	7,063
Trust-based leadership	8,563
The leadership role	1,771
Leading psychological safety	13,166
Note: All leadership themes consist of 3–6 items. The indicated <i>n</i> is for the theme’s index. The number of observations for <i>leading digital transformation</i> , <i>political servant leadership</i> , <i>leading citizen involvement</i> , and <i>collaboration on leadership tasks</i> are too few for analytical use at this time.	

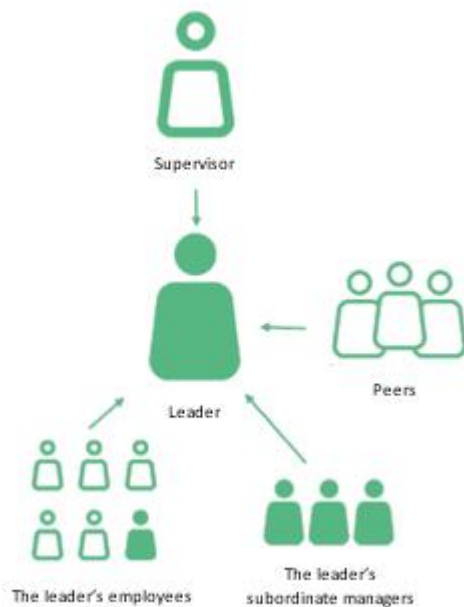
Data Structure

The Danish Leadership Evaluation is a 360-degree leadership evaluation. Public managers are typically evaluated according to the following levels in the organizations:

- Employees: employees who have evaluated their line manager
- Subordinate managers: managers who have evaluated their line manager
- Peer managers: managers who have evaluated the collaboration with peers
- Supervisors: managers who have evaluated their subordinate manager
- Self-evaluation: managers who have evaluated their own leadership

The data structure entails that the same person can be included several times in an organization's leadership evaluation. This is the case, for example, if you are a supervisor of several subordinate managers and/or both a subordinate manager who evaluates your immediate manager and a self-evaluator.

Figure 1. Data Structure.



Data Storage

The Crown Prince Frederik's Centre for Public Management at Aarhus University transfers survey data from the Danish Leadership Evaluation's survey software to an internal research database. The database supports research in public management and will strengthen the research-based input to the broader debate on leadership in Denmark.

The database is a dynamic tool and is continuously updated as new responses are received from participating organizations. Only data from organizations that have given consent to the disclosure of data for research purposes are added to the database.

Anonymity and GDPR

Data is collected on the legal basis of scientific research purposes in the General Data Protection Regulation (GDPR). This gives researchers broad access to processing personal data when the processing is exclusively for scientific or statistic purposes and where processing is necessary for research. Personal data is processed in compliance with GDPR legislation and research ethical standards. The publication of research results will never be done in a way that identifies individuals, entities, or organizations.