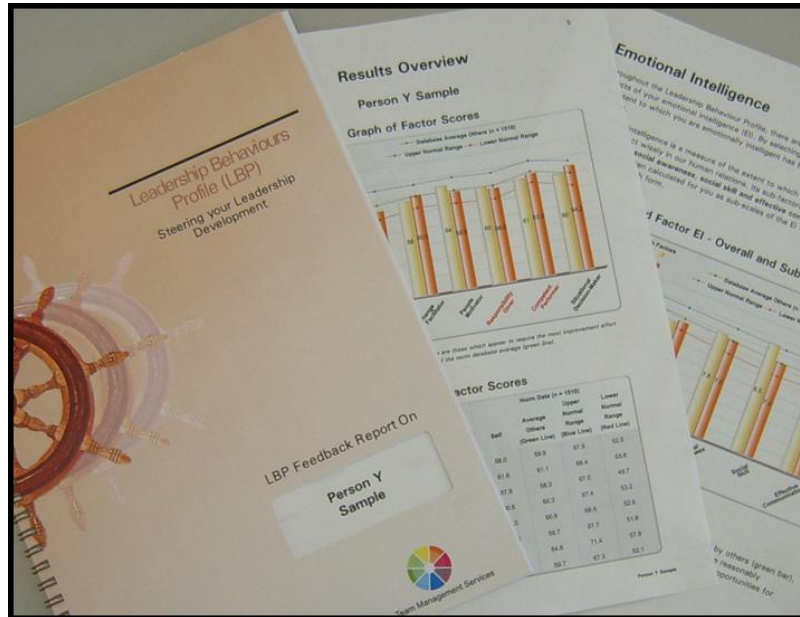


Leadership Behaviours Profile



Latest Research: (June 2006) Update

Earlier Research: (January 2002) Norm Data Comparisons

Original Research: (1997) The Theoretical Underpinning and Statistics



Team Management Services

Latest Research: (June 2006) Update

Background

Version 3 (v3) of the LBP has been available since July 2006 in New Zealand, Australia, and the United Kingdom. The measurement scale is the same as v2 (reported in 2002) using a scale measuring leadership behaviours from 0 – 10. Since the v2 launch 2210 manager/leaders have received feedback on this instrument. The purpose of this paper is to update **Accredited Users** of the LBP with:

1. New information contained and displayed in the LBP report profile, and
2. The current norm data for individuals, gender and functional groups.

New LBP Profile: v3

The following new features are included in v3:

- The profile colour scheme, packaging and binding have been upgraded to give a more professional up-to-date 'look'.
- The main Leadership Behaviours' Model has undergone a design change. The 'Captain's Wheel' symbolises a skipper; a leader with people responsibility, competence and integrity who provides direction and guidance in an emotionally intelligent way. The new graphic more effectively mirrors a ship's wheel and now displays the 'Emotional Intelligence' sub-factor as being central to the concept of leadership as shown in Figure 1 below.

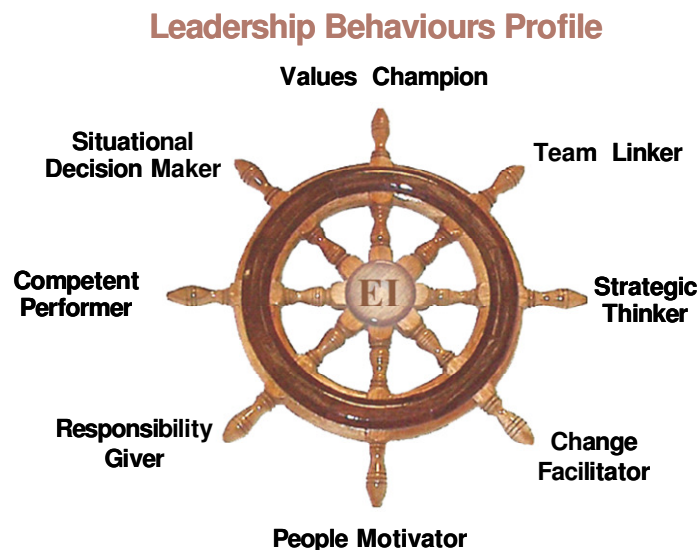


Figure 1: Copyright 2006 Team Management Services Ltd

- The v2 derived factor **Emotional Intelligence (EI)** has been expanded and more comprehensively reported on in the report. It now utilises an adapted version of Goleman's model by providing results on a second order **overall EI** factor utilising 30 of the 64 questionnaire items. This is then elaborated further by a more in-depth assessment of an individual's **self awareness; self**

management; social awareness; social skill and communication effectiveness. Each profile report now receives a comparison between the recipient's 'self' and 'other' EI results and the norm data from the LBP database (n = 2210). This is presented specifically by overall **EI**, and then separately by each sub-factor (5), both graphically and with personalised individual feedback and advice on those areas where an individual scored **high and low in comparison to the norm database.**

- All tables and graphs have been upgraded and have a more contemporary 'look'.

Current Norms and Interpretation

LBP Norms by Factor

Table 1 provides the means and standard deviations for all 'Self' rated LBP's comparing results from the 2002 research update (n = 793) and the 2006 update (n = 2210).

**Table 1 Mean and SD of Leadership Behaviours - 'Self' Questionnaires
2002 Reported Norms (n = 793) 2006 Reported Norms (n = 2210)**

	Mean	Mean	SD	SD
Leadership Behaviours	2002	2006	2002	2006
1. Values Champion	57.73	58.07	9.46	9.31
2. Team Linker	61.57	61.56	7.57	7.49
3. Strategic Thinker	57.15	57.67	10.10	9.84
4. Change Facilitator	60.28	60.13	8.09	7.76
5. People Motivator	60.90	61.38	8.62	8.39
6. Responsibility Giver	60.64	60.92	8.10	7.90
7. Competent Performer	62.46	62.66	7.90	7.40
8. Situational Decision Maker	60.09	60.36	7.83	7.57

This table shows a range in frequency of behaviour for the eight factors demonstrating that **leaders in general perceive differing levels of difficulty for different factors.** This latest data is consistent with version 1 and version 2 trends. The 'means' and 'standard deviations' between the versions show only marginal change. Strategic Thinker and Values Champion score lowest at 57.67 and 58.07 respectively. The 'standard deviations' for each of these two factors indicate the highest variability around the 'mean' reinforcing the view that managers see themselves having quite different levels of ability in these two areas. The data highlights the difficulties some leaders have with setting, agreeing, living and communicating vision and values.

In contrast, the highest 'self' scored factor is Competent Performer with a mean score of 62.66 indicating leaders in general find it easier to score this factor at a higher level as they focus on the 'hard' rather than the 'soft' issues in leadership and management.

Table 2 provides the means and standard deviations for all 'Other' person raters using the 2002 and 2006 data.

Table 2 Mean and SD of Leadership Behaviours - 'Other' Questionnaires

2002 Reported Norms (n = 793), 2006 Reported Norms (n = 2210).

2006 database, "Others" records of 11,382 equate to 5 - 6 other raters per profile.

	Mean	Mean	SD	SD
Leadership Behaviours	2002	2006	2002	2006
1. Values Champion	59.49	60.25	7.67	7.58
2. Team Linker	60.68	61.38	7.24	7.04
3. Strategic Thinker	57.53	58.71	8.82	8.31
4. Change Facilitator	59.72	60.35	7.26	6.77
5. People Motivator	60.08	60.89	8.21	7.64
6. Responsibility Giver	59.28	60.09	7.89	7.71
7. Competent Performer	64.47	64.84	6.63	6.35
8. Situational Decision Maker	59.29	60.03	7.32	7.25

In Table 2 we find that the same lowest versus highest average factors exist for aggregate 'other' ratings as for 'self' ratings i.e. Strategic Thinker (lowest) and Competent Performer (highest) . The 'mean' values and 'standard deviations' also only change marginally between 2002 and 2006 samples.

Statistical testing has been applied where appropriate to look for differences between groups. In the 2006 larger sample the differences between 'self' and 'other' factor scores were tested for significance using the F-ratio, the result of the statistical test one-way ANOVA analysis based on a significance level of 0.05. Differences between categories can be shown to be significant if the value is less than the result having occurred by chance. Thus, the lower the significance figure, the more confidence we can have in the results showing a 'true' difference.

Values Champion, Strategic Thinker, and Competent Performer 'self' raters score themselves lower than 'other' raters. This observed difference was highly statistically significant were the P-Value in each case was less than 0.001.

With the factor **Responsibility Giver** 'self' rater scores are higher than 'other' raters. This result too was similarly statistically significant. With the remaining factors Team Linker, Change Facilitator, People Motivator, and Situational Decision Maker no statistically significant difference was found.

One interpretation of this result is that in the area of vision, values and competence manger/leaders are often less confident in their effectiveness and impact on others. However, in the area of giving others responsibility manager/leaders often believe they have empowered and delegated when in fact they are seen as having held-on to authority and tasks they enjoy. They underestimate this tendency to retain rather than give.

Analysis of Emotional Intelligence Norms by Factor and Sub-Factor

For v3, as noted earlier in this report, the EI section has undergone considerable enhancement. This has resulted in the opportunity to report historical means and standard- deviations on overall EI, plus each of the five sub-factors, on both 'self' and 'other' data. This **new information** is reported below.

Table 3: Mean and SD of EI for 'Self' And 'Others'
2006 Data n=2210

	Mean		SD	
	Self	Other	Self	Other
Emotional Intelligence				
Overall EI	7.58	7.66	0.88	0.85
• Self Awareness	7.87	8.11	0.94	0.76
• Self Management	7.72	7.79	1.01	0.89
• Social Awareness	7.59	7.55	0.95	0.99
• Social Skill	7.36	7.34	1.16	1.03
• Effective Communication	7.34	7.49	1.11	0.96

Calculations on the Table 3 data using ANOVA demonstrates that there is a statistically significant difference between 'self' and 'other'. In each of the following 'self' underrated compared to their 'other' raters: **Overall EI (p-value 0.002); Self Awareness (p-value ,<0.001); Self Management (p-value <0.02); and Effective Communication (p-value <0.001)**. Interestingly no significant difference was found with Sub-Factor scores on Social Awareness or Social Skill. This tends to confirm that generally, Emotional Intelligence levels are not overstated in the mind of an average leader.

The sub-factor **Self Awareness**, it will be noted, is scored significantly higher than any other score by any raters at a mean of 8.11, and has the lowest SD. This suggests a consistently **high** 'other' rater perspective. Why this is the case is open to a number of different interpretations. The author's view is that from the 'outside looking in' LBP subjects may give the appearance of being more self-aware than they themselves feel on the 'inside looking out'. In some way the 'other' rater gives them the benefit of the doubt. Experience using this new sub-factor may throw more light on this finding.

In the main LBP profile at a primary factor level, e.g. **Values Champion**, it is sometimes the case that there is a significant gap between 'self' and 'other' ratings. In the **Development Guide** it is suggested that a difference of eight points or more could lead to an 'insight' for the LBP subject. One possible insight, for example, is that an individual has scored themselves low owing to a self-esteem problem. Another is that they scored themselves high because they believe they are behaving appropriately yet others record lesser frequency of such behaviours. There are in fact a number of possible explanations as to why there may be a gap between 'self' and 'others' at the factor level. Low **Self Awareness** may be one explanation but it is not the only explanation.

So when considering the relationship between Emotional Intelligence (sub-factor Self Awareness) and large gaps between 'self' and 'others' at the primary factor level, the aforementioned analysis needs to be born in mind by Accredited Consultants facilitating LBP feedback sessions.

Comparisons Between Groups

Gender Differences

Gender is an area where reporting of comparative statistics indicates differences across the factors measured. Tables 4 and 5 provide the means for all 'other' raters by gender for both 2002 and 2006 samples.

Table 4: Means of Leadership Behaviours across Gender - 'Other'

2002 Data n = Female 232 and Male 561

Leadership Behaviours	Female	Male	Sig.*
1. Values Champion	62.17	58.44	<0.001
2. Team Linker	63.64	59.53	<0.001
3. Strategic Thinker	60.60	56.34	<0.001
4. Change Facilitator	62.22	58.75	<0.001
5. People Motivator	63.68	58.67	<0.001
6. Responsibility Giver	62.30	58.09	<0.001
7. Competent Performer	66.15	63.81	<0.001
8. Sit. Decision Maker	61.85	58.29	<0.001

Table 5: Means of Leadership Behaviours across Gender - 'Other'

2006 Data n = Female 655 and Male 1550

Leadership Behaviours	Female	Male	Sig.
1. Values Champion	62.57	59.30	<0.001
2. Team Linker	63.52	59.47	<0.001
3. Strategic Thinker	60.83	57.84	<0.001
4. Change Facilitator	62.14	59.62	<0.001
5. People Motivator	63.40	59.85	<0.001
6. Responsibility Giver	62.17	59.23	<0.001
7. Competent Performer	65.97	64.38	<0.001
8. Sit. Decision Maker	61.00	59.31	<0.001
9. Emotionally Intelligent	7.90	7.56	<0.001
• Self Awareness	8.19	8.08	<0.001
• Self Management	8.04	7.69	<0.001
• Social Awareness	7.77	7.46	<0.001
• Social Skill	7.65	7.21	<0.001
• Effective Communication	7.83	7.56	<0.001

When examining Tables 4 and 5 'other' raters have scored females higher in all the Leadership Behaviour factors and sub-factors. There is no change in the overall conclusions from the 2002 analysis and the current sample.

This is an interesting and statistically significant finding. It could be interpreted that women are better leaders, or that to be a successful female senior manager, they have to be better than men (on average). Women increasingly hold more senior roles, but most manager positions are still dominated by men. Therefore, the women in our sample could be there because they are exceptional.

It is also interesting to note that the greatest gender difference occurs in People Motivator indicating that **'others' perceive females as better People Motivators** while the factor perceived by 'others' with the least difference is Competent Performer. This could indicate that both genders are competent in task performance, but that females engage in communication and relationships and motivate people more than men. Note also that in the 2006 sample there is a clear difference between women and men on the Self Management scale – once again in favour of women. It is often said that generally women have to manage a far broader portfolio of life and work spheres than their male counterparts.

The highest rating factor for both females and males is Competent Performer. The lowest rated factor for both is Strategic Thinker, illustrating this factor to be the most difficult leadership behaviour for both women and men.

Industry Sector Differences

In the 2002 research paper it was reported that Private Sector leaders were scoring statistically significantly higher than their Public Sector counterparts on all leadership factors. However, at that time the sample size of Public Sector managers was only 271 with a high proportion of these being from one organisation. In the 2006 sample with nearly a three fold increase of each sector's numbers more confidence in any differences observed can be assured.

Whilst it is still the case that in all factors the Private sector grouping score on average higher than their Public Sector colleagues, for the most part the results are no longer statistically significant. The only **exception to this is the area of Competent Performer**.

Private Sector mean score is 65.04 versus 64.46 for the Public Sector. This result is significant **only at the 0.43 level**.

In the UK, Australia and New Zealand there have been major efforts made to improve Public Sector leadership over the past few years. Either these efforts in development have begun to take effect or there was insufficient sample size in the earlier study, or both.

Management Function Differences

Table 6 provides the means of Leadership Behaviours for all 'other' raters for eight industry functional groups. Included in this analysis are 1779 respondents (the remainder from the 2006 sample of 2210 are missing data on this demographic). Differences between groups are statistically significant but due to the number of groups in Table 6 any interpretations made in this paper should be treated as speculative only until a much larger sample size is available. Since Design/Research and Development only has $n = 28$, it has been excluded from the following analysis.

All factors and sub-factors for the following functional groups are reported together with their abbreviation and functional group numbers :

Production / Construction / Control (PCC)	(n = 436)
Sales and Marketing (S&M)	(n = 393)
Personnel / HR and Staff Development (HR)	(n = 167)
Design / Research and Development (D/R)	(n = 28)
Chief Executive Officers (CEO)	(n = 150)
Finance / Accounting (F/A)	(n = 152)
Administration (Admin)	(n = 172)
Planning / Development (P/D)	(n = 163)
Consultancy (Con)	(n = 118)
Total	= 1779

**Table 6 Means of Leadership Behaviour for Factors and Sub-Factors by Functional Areas
'Other' Questionnaires (n = 1779)**

	Leadership Behaviours	PCC	S&M	HR	CEO	F/A	Adm	P/D	Con	Sig.
1	Values Champion	58.73	59.96	62.04	61.20	60.66	59.87	60.13	61.40	<0.001
2	Team Linker	59.92	61.32	62.64	61.73	61.58	60.89	61.43	62.86	<0.001
3	Strategic Thinker	56.23	59.33	60.10	62.11	58.26	56.81	59.38	61.10	<0.001
4	Change Facilitator	58.78	60.59	61.55	62.20	60.56	58.75	60.76	62.17	<0.001
5	People Motivator	58.14	61.07	63.69	61.24	60.88	60.04	60.74	63.52	<0.001
6	Responsibility Giver	58.30	60.14	61.92	60.31	60.28	59.41	60.71	62.18	<0.001
7	Comp. Performer	63.71	64.92	65.62	65.38	65.50	63.60	65.19	66.86	<0.001
8	Sit. Decision Maker	58.71	59.99	61.14	60.37	60.22	59.21	60.58	61.41	<0.001
9	Emot. Intelligence	7.43	7.66	7.86	7.77	7.72	7.55	7.70	7.89	<0.001
	• Self Awareness	7.99	8.09	8.22	8.14	8.20	8.00	8.20	8.32	<0.001
	• Self Mngt.	7.57	7.83	7.84	8.09	7.88	7.61	7.69	8.01	<0.001
	• Social Awrness.	7.30	7.52	7.78	7.54	7.61	7.49	7.62	7.76	<0.001
	• Social Skill	7.05	7.33	7.76	7.40	7.36	7.27	7.51	7.61	<0.001
	• Effective Com.	7.25	7.52	7.71	7.68	7.52	7.38	7.57	7.74	<0.001

Analysis By Functional Group

Consultants

Competent Performer is the highest rating factor across **all** the functional groups and **consultants** score the highest at 66.86. It is also worth noting that Consultants score the highest across four of the eight leadership behaviour factors: Team Linker, Responsibility Giver, Competent Performer, and Situational Decision Maker. They also score the highest in Emotional Intelligence at 7.89 and second highest on Values Champion at 61.40. This may well be due to the fact that in the course of their work Consultants are required to work with a wide range of people and organisations, assist in the facilitation of values creation and motivate people to complete actions which contribute to bottom line results within organisations. Whilst working with individuals and organisations they also need to be able to confront and challenge issues with objectivity, maturity and confidence.

Chief Executives

This group are the second highest scoring group overall with all their mean scores being over 60. On average they do well in every factor. They also score the **highest** in the leadership behaviour factors; **Strategic Thinker and Change Facilitator**, often considered indicators of 'Transformational Leadership'. The other interesting result for this group is that they scored **very high on Emotional Intelligence** (along with Consultants and the H/R group) and **highest** of all groups in the '**Self Management**' sub-factor of EI.

Personnel / HR and Staff Development

This group scored the highest of all groups on **Values Champion, People Motivator, Social Awareness and Social Skill**. They also scored high on **Team Linker**.

These leadership behaviours would aid any **Personnel / HR and Staff Development** person to play a pivotal role in the organisation.

Sales and Marketing Planning and Development

These groups are noteworthy in that they scored well across all factors, but never the best or the worst in any area. Generally they demonstrate good all-round leadership.

Production/Construction/Control Administration Finance/Accounting

These functional groups are the lowest scoring groups across all the leadership factors. Of particular note it can be seen that **Production/Construction and Control** score lowest on all factors except **Change Facilitator** and **Competent Performer** where they scored second lowest. Invariably individuals employed at the '**sharp**' end of the organisation's operations are effective managers, but can benefit from training and coaching in leadership and EI.

Administration generally score relatively low on all factors and the lowest overall in **Change Facilitator** and **Competent Performer**.

Finance/Accounting as a group are also relatively low overall but do reasonably well in both **Competent Performer** and **Team Linker** factors. These are two important factors for this area of any organisation.

Analysis Across Factors

As shown earlier in Table 2, as perceived by 'other' raters, the hierarchy of observed behaviour for the primary eight factors is as follows:

Table 2 (a) : Extract for Illustration: Ordered from Least to Most Observed

	Mean
Leadership Behaviours	2006
Strategic Thinker	58.71
Situational Decision Maker	60.03
Responsibility Giver	60.09
Values Champion	60.25
Change Facilitator	60.35
People Motivator	60.89
Team Linker	61.38
Competent Performer	64.84

By taking into account both Table 2 (a) extract and Table 6 some interesting insights are discussed below. Overall it could be argued that some aspects of leadership are more difficult than others.

Strategic Thinker



Strategic Thinker

Develops and progresses a future vision

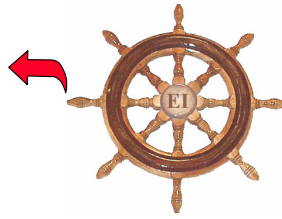
Strategic Thinker is the lowest rating factor for all groups except CEOs.

The range difference between the mean scores for this factor across the functional groups is 5.88 with 56.23 for **Production/Construction/Control** through to 62.11 for **CEOs**. As would be expected CEO's show themselves as better Strategic Thinkers whilst operational personnel are often more focused on the mechanics of time, quality and cost. Frequently their job is to implement the strategic thinking of others. Other groups who score highly in this factor are Consultants and HR.

Competent Performer

Competent Performer

Matches personal strengths and effort with what needs doing

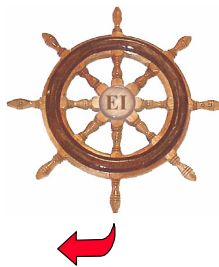


All groups scored this factor the highest of all the eight primary leadership factors. The range difference across the groups is 3.26 with **Admin.** at 63.60 and **Consultants** at 66.86. **HR** and **CEOs** also score very high on this factor. This range may reflect that Consultants, HR professionals and CEOs are concerned with coaching others to be successful. Credibility as a competent performer is essential in any leader in order for them to be able to coach others.

People Motivator

People Motivator

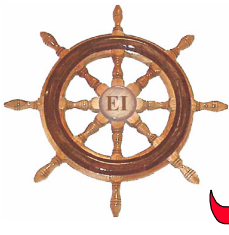
Gives positive encouragement of team and individual performance



The range between groups for this factor is 5.55. **Production/Construction/Control** scored the lowest at 58.14 and **HR** the highest at 63.69. This broad range typically reflects that HR Managers (Consultants too scored well here) are more concerned with motivating individuals, teams and organisations to embrace change processes, systems or behaviours and that a large amount of their work is dependent on the need and ability to motivate people. It also tends to indicate that an important people motivation leadership factor is often absent in operations.

Since **Production/Construction/Control** has the largest sample size at $n = 436$, and usually has the lion's share of people in an organisation, then it could be argued that there is an opportunity identified here to significantly increase productivity in the workforce. Line management improvement in People Motivation leadership behaviour has apparent potential.

Change Facilitator



Change Facilitator

Paces self and team through change

The range difference for this factor between functional groups is 3.45 with **Administration** at 58.75 , and **CEOs** at 62.20. **Consultants** also score highly on this factor at 62.17. This range reflects that typically CEO's and Consultants have responsibilities in this area for planning, initiating, and facilitating change processes throughout organisations. It could also be said that given the high rate of change occurring in organisations CEO's and Consultants are more likely to be seen displaying this leadership behaviour whilst assisting and/or facilitating the process of change management. In contrast Admin. people are more likely to be 'here and now' focussed and more concerned with completion of processes than 'changing' things.

Conclusion

Version 3 of the LBP profile has already made a positive impact on Accredited Consultants and their clients. Its presentation and extra features have been embraced enthusiastically. Armed with the new LBP, its accompanying **Development Guide** and this research update, users are positioned to improve their own leadership and that of others.

Earlier Research: (January 2002) Norm Data Comparisons

Background

Version 2 of the LBP has been available since July 2000 in New Zealand, Australia, and the United Kingdom. The measurement scale was revised from scoring behavioural frequency out of 5 to a scale measuring leadership behaviours from 0 - 10. This change was based on feedback received from focus groups which allows respondents greater choice and has the advantage of paralleling how people find it simpler to score 'anything' out of ten.

With the increased use of the profile it is now possible to report the new measurement scale norm data both for individuals, gender and functional groups.

Leadership Behaviours Profile

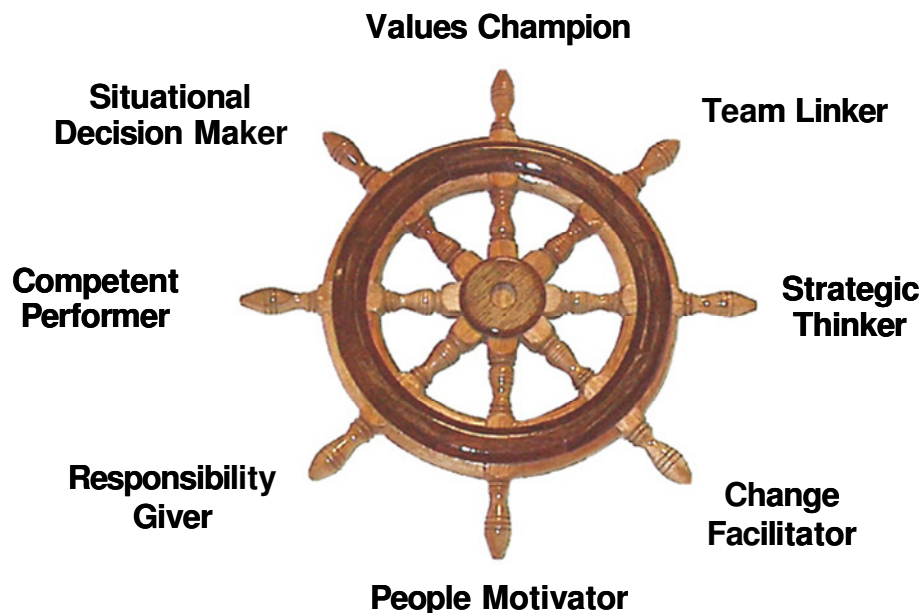


Figure 1: Copyright 2006 Team Management Services Ltd

Analysis of World LBP Norms by Factor

Table 1 provides the means and standard deviations for all 'Self' rated LBP's. Each of the factors have eight questions with a possible maximum score of 10 per question, thus the maximum possible score for each factor would be 80.

Table 1 Mean and standard deviation of Leadership Behaviours - 'Self' Questionnaires (n = 793)

Leadership Behaviours	Mean	SD
1. Values Champion	57.73	9.46
2. Team Linker	61.57	7.57
3. Strategic Thinker	57.15	10.10
4. Change Facilitator	60.28	8.09
5. People Motivator	60.90	8.62
6. Responsibility Giver	60.64	8.10
7. Competent Performer	62.46	7.90
8. Situational Decision Maker	60.09	7.83

This table shows a range in frequency of behaviour for the eight factors demonstrating that **leaders in general perceive differing levels of difficulty for different factors**. This latest data is consistent with Version 1 trends. Strategic Thinker and Values Champion score lowest at 57.15 and 57.73 respectively. The 'standard deviations' for each of these two factors indicate the highest variability around the 'mean' reinforcing the view that managers see themselves having quite different levels of ability in these two areas. The data highlights the difficulties some leaders have with setting, agreeing, living and communicating vision and values.

In contrast, the highest 'self' scored factor is Competent Performer with a mean score of 62.46 indicating leaders in general find it easier to score this factor at a higher level as they focus on the 'hard' rather than the 'soft' issues in leadership and management.

Table 2 provides the means and standard deviations for all 'Other' person raters in the same sample of 793 World Wide Managers.

Table 2 Mean and standard deviation of Leadership Behaviours - 'Other' Questionnaires (n = 793)

Leadership Behaviours	Mean	SD
1. Values Champion	59.49	7.67
2. Team Linker	60.68	7.24
3. Strategic Thinker	57.53	8.82
4. Change Facilitator	59.72	7.26
5. People Motivator	60.08	8.21
6. Responsibility Giver	59.28	7.89
7. Competent Performer	64.47	6.63
8. Situational Decision Maker	59.29	7.32

In Table 2 we find that the same lowest versus highest average factors exist for aggregate 'other' ratings as for 'self' ratings i.e. Strategic Thinker and Competent Performer. In fact **Strategic Thinker is the lowest rating average by both 'self' and 'other'** with respective scores of 57.15 and 57.53.

In five out of the eight factors 'self' raters score themselves higher than 'other' raters indicating that subject managers ('self') are scoring themselves more favourably. However, in Values Champion, Strategic Thinker and Competent Performer 'self' raters score themselves lower than 'other' raters.

Gender Differences

Gender is an area where reporting of comparative statistics indicates differences across the factors measured. Table 3 provides the means for all 'other' raters by gender.

In the following demographic results' tables the 'sig.' column indicates the significance of the F-ratio, the result of the statistical test one-way ANOVA analysis. This analysis was performed with the statistical software package SPSS 10.0, based on a significance level of 0.05. Differences between categories can be shown to be significant if the value is less than the result having occurred by chance. Thus, the lower the significance figure, the more confidence we can have in the results showing a 'true' difference.

Table 3 Means of Leadership Behaviours across Gender - 'Other' Questionnaires (n= Female (232) and Male (561))

Leadership Behaviours	Female	Male	Sig.*
1. Values Champion	62.17	58.44	0.001
2. Team Linker	63.64	59.53	0.001
3. Strategic Thinker	60.60	56.34	0.001
4. Change Facilitator	62.22	58.75	0.001
5. People Motivator	63.68	58.67	0.001
6. Responsibility Giver	62.30	58.09	0.001
7. Competent Performer	66.15	63.81	0.001
8. Situational Decision Maker	61.85	58.29	0.001
9. Effective Communicator	61.68	57.36	0.001
10. Emotionally Intelligent	65.17	62.43	0.001

When examining Table 3 'other' raters have scored females higher in all the Leadership Behaviour factors.

This is an interesting and statistically significant finding. It could be interpreted that women are better leaders, or that to be a successful female senior manager, they have to be better than men (on average). Women increasingly hold more senior roles, but most manager positions are still dominated by men. Therefore, the women in our sample could be there because they are exceptional.

It is also interesting to note that the greatest gender difference occurs in People Motivator indicating that **'others' perceive females as better People Motivators** (5.01 difference) while the factor perceived by 'others' with the least difference is Competent Performer (2.34 difference). This could indicate that both genders are competent in task performance, but that females engage in communication and relationships and motivate people more than men.

In this table Effective Communicator and Emotionally Intelligent factors as perceived by 'others' are included and again the scores for females are higher than those for males. The greatest difference occurs in Effective Communicator (4.32) while the difference for Emotionally Intelligent is (2.74). There may well be some links here between People Motivator and Effective Communicator indicating that females motivate people more through Effective Communication.

The highest rating factor for both females and males is Competent Performer; 66.15 and 63.81 respectively. The lowest rated factor for both is Strategic Thinker at 60.60 for female and 56.34 for male, illustrating this factor to be the most difficult leadership behaviour for both women and men.

This outcome is somewhat consistent with research on 'Gender differences in leadership styles and management skills' conducted by Sarah Burke and Karen M Collins (**Journal:** Women in Management Review **Year:** 2001 **Volume:** 16 **Number:** 5 **Page:** 244 -- 257 **Publisher:** Emerald) where they report that:

"The results of this study suggest that self-reported leadership styles of female accountants differ somewhat from the leadership styles reported by male accountants. Females are more likely than males to indicate that they use an interactive style of management called transformational leadership. This leadership style was found to be correlated with several management skills associated with success. Female accountants reported somewhat higher perceived effectiveness on two of these management skills: coaching and developing and communicating. The findings also suggest that female accountants receive more developmental opportunities than do their male colleagues."

Although the above study is focussed on accountants only and is based on self report data, our own findings above suggest that 'other' raters too confirm that that women are seen to exhibit these successful leadership behaviours.

This whole area of leadership differences between male and female managers, as well as being contentious, is a fertile area for further research.

Industry Sector Differences

Table 4 provides the means of Leadership Behaviours for all 'other' rated factors for industry group sectors: Public Sector; Private Sector.

Table 4 Means of Leadership Behaviours across Industry Group Sectors - 'Other' Questionnaires (n = Public (271) and Private(521))

Leadership Behaviours	Public	Private	Sig.*
1. Values Champion	58.26	60.23	0.002
2. Team Linker	59.81	61.21	0.018
3. Strategic Thinker	56.36	58.24	0.009
4. Change Facilitator	58.58	60.42	0.002
5. People Motivator	58.70	60.91	0.001
6. Responsibility Giver	58.38	59.80	0.028
7. Competent Performer	63.21	65.23	0.001
8. Situational Decision Maker	58.58	59.71	0.059
9. Effective Communicator	57.66	59.12	0.021
10. Emotional Intelligence	62.32	63.72	0.009

In examining Table 4 we can see that across all factors 'other' raters score Private Sector Managers higher than their Public Sector counterparts. This difference is statistically significant at least to the 5% level, in all but one factor, Situational Decision-Maker. The highest rating factor for both groups is Competent Performer (63.21 vs 65.23 respectively) indicating that both groups are perceived by 'others' to be competent task performers. The lowest rating factor in both groups is Strategic Thinker again indicating that leaders in both the Public and Private sector find this the most difficult leadership behaviour. The factor with the greatest difference in score is People Motivator (2.21) while the factor with the lowest score difference between both groups is Situational Decision Maker (1.13). These differences reflect the relative significance levels too. The inference from these results is that Public Sector leaders still have some way to go to match their Private Sector counterparts, especially in areas of competence, motivation, change facilitation and values championship.

Management Function Differences

Table 5 provides the means of Leadership Behaviours for all 'other' raters for nine industry functional groups. Included in this analysis are 737 respondents (55 of the original norm data are excluded as the demographic designation did not apply to a functional area or there was missing data from the questionnaire).

The following functional groups are reported together with their abbreviation and functional group numbers :

Production / Construction / Control (PCC)	(n = 242)
Sales and Marketing (S&M)	(n = 132)
Personnel / HR and Staff Development (HR)	(n = 83)
Design / Research and Development (D/R)	(n = 20)
Chief Executive Officers (CEO)	(n = 32)
Finance / Accounting (F/A)	(n = 36)
Administration (Admin)	(n = 82)
Planning / Development (P/D)	(n = 42)
Consultancy (Con)	(n = 68)
Total	= 737

Table 5 Means of Leadership Behaviour for Functional Areas - 'Other' Questionnaires (n = 737)

Leadership Behaviours	PCC	S&M	HR	D/R	CEO	F/A	Admn	P/D	Con	Sig.
1 Values Champion	58.89	60.43	59.59	58.58	61.67	58.64	60.57	56.40	60.45	0.362
2 Team Linker	59.82	61.53	60.83	61.54	62.01	59.74	61.27	58.56	62.43	0.225
3 Strategic Thinker	56.20	59.91	57.77	55.35	62.13	55.84	56.60	55.59	60.59	0.001
4 Change Facilitator	58.76	61.19	59.81	58.39	62.52	59.55	58.72	58.70	61.55	0.003
5 People Motivator	58.60	61.54	62.34	59.90	60.31	58.39	59.61	58.39	62.99	0.001
6 Responsibility Giver	58.30	60.58	60.13	59.26	59.71	58.26	59.30	57.07	61.35	0.107
7 Comp. Performer	64.09	65.12	64.48	63.26	65.90	64.20	63.53	62.63	66.33	0.047
8 Sit. Decision Maker	58.73	60.30	58.61	59.25	60.46	59.22	59.43	57.71	60.65	0.494
9 Effective Comm.	57.56	59.84	59.41	57.50	61.68	57.39	58.30	55.96	60.94	0.003
10 Emotional Intelligent	62.68	63.96	62.91	62.98	63.98	62.93	62.98	61.56	64.87	0.195

Analysis By Functional Group

Consultants

Competent Performer is the highest rating factor across **all** the functional groups and consultants score the highest at 66.33. It is also worth noting that Consultants score the highest across five of the eight leadership behaviour factors; Team Linker, People Motivator, Responsibility Giver, Competent Performer, and Situational Decision Maker. They also score the highest in Emotional Intelligence at 64.87. This may well be due to the fact that in the course of their work Consultants are required to work with a wide range of people and organisations, assist in the facilitation of change processes and motivate people to complete actions which contribute to bottom line results within organisations. Whilst working with individuals and organisations they also need to be able to confront and challenge issues with objectivity, maturity and confidence. Another point worth noting here is that almost half of the respondents in this group are female. We are unable at this stage to determine how many of the 'other' raters for this group are female and whether the gender of 'other' raters would influence this result.

Chief Executives

This group are the second highest scoring group and score the highest in three of the eight leadership behaviour factors; Value Champion, Strategic Thinker and Change Facilitator. It is interesting to note that this group also score the highest in Effective Communicator (EC) at 61.68. Since females scored higher than males in EC in the whole sample, and CEO's here are mainly male, then we can deduce that CEO males are particularly effective at communication.

However, in the area of Responsibility Giver, which for CEOs is scored relatively low, there appears to be evidence of an opportunity for greater delegation skills.

Sales and Marketing

This group is noteworthy in that they scored almost as highly as Consultants and CEOs at Strategic Thinking and Effective Communicators.

Planning/Development
Design/Research and Development
Finance/Accounting
Production/Construction/Control

These functional groups are the lowest scoring groups across all the leadership factors with Strategic Thinker the lowest scoring factor within the Planning / Development group (55.59). This group have also scored the lowest in Effective Communication and Emotional Intelligence; 55.96 and 61.56 respectively.

In trying to discover why these groups have scored the lowest across all of the factors, except for Situational Decision Maker, it could be explained that many are acting in more advisory and project roles where they are gathering and reporting information, and are often without direct line-management responsibilities. Some are probably more introverted in their relationships with others and are more concerned with the completion of tasks and deadlines.

Administration

The interesting result for this functional group is that they scored relatively high on Values Champion - perhaps indicating a preference for administrative/process correctness.

Personnel / HR and Staff Development

This group scored relatively low in Situational Decision Maker at 58.61. It is not easy to explain this result but again the score could be reflecting the fact that many HR, Staff Development and Personnel Managers are often concerned with reporting and advising within their organisation. Most HR and Staff Development teams are small in numbers with individuals acting in relatively autonomous roles, so there is not always a lot of opportunity for these managers to practice situational leadership skills.

Analysis Across Factors

The factors which are shown to be statistically significantly different in Table 5 are discussed below.

Strategic Thinker



Strategic Thinker

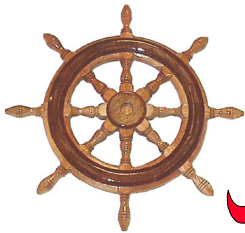


Develops and progresses a future vision

Strategic Thinker is the lowest rating factor for most groups.

The range difference between the mean scores for this factor across the functional groups is 5.93 with Design/ Research and Development at 55.35 and CEO's at 62.13. Typically CEO's show themselves as better Strategic Thinkers whilst Research and Development personnel are often more focused on the mechanics of the product development process at the expense of the strategy. Frequently their job is to implement the strategic thinking of others such as those in Marketing. Other groups who score highly in this factor are Consultants at 60.59 and Sales and Marketing at 59.91.

Change Facilitator



Change Facilitator



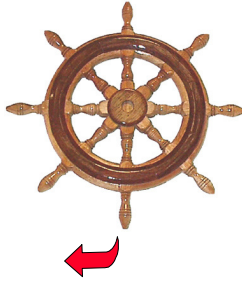
Paces self and team through change

The range difference between functional groups for this factor is 4.13 with Design/Research & Development at 58.39 , and CEO's at 62.52. Consultants have also scored highly at 61.55. This range reflects that typically CEO's and Consultants have responsibilities in this area for planning, initiating, and facilitating change processes throughout organisations. It could also be said that given the high rate of change occurring in organisations CEO's and Consultants are more likely to be seen displaying this leadership behaviour whilst assisting and/or facilitating the process of change management. In contrast Design/Research and Development people are more likely to be inward looking and focused on the completion of process improvement or product development projects.

People Motivator

People Motivator

Gives positive encouragement of team and individual performance

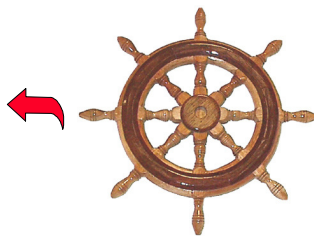


Functional group range difference for this factor is 4.60 with both Finance/Accounting and Planning/Development at 58.39 and Consultants scoring the highest at 62.99. The range typically reflects that Consultants are more concerned with motivating individuals, teams and organisations to embrace change processes, systems or behaviours and that a large amount of their work is dependent on the need and ability to motivate people.

Competent Performer

Competent Performer

Matches personal strengths and effort with what needs doing



The range difference across the functional groups for this factor is 3.70 with Planning/Development at 62.63 and Consultants at 66.33. This range may reflect that Consultants are predominantly self employed and are less likely to obtain further work unless they are seen as performing competently. Interestingly, Sales and Marketing leaders also score high on this factor at 65.30. Like Consultants, they too are primarily concerned with having a positive image concerning their efforts in determining customer needs and delivering excellent performance. As regards the low score for Planning and Development this may indicate a lower competency level. However, it could be indicative of them failing to promote their competence and successes. This is supported by the fact that they scored the lowest of all functional groups on Effective Communicator (see below).

Effective Communicator



Effective Communicator

**Clearly communicates values,
future goals, roles, progress
and recognition**

Functional group range difference for this factor is 5.72 with Planning/Development at 55.96 and CEO's at 61.68. It is not so surprising that CEO's have scored the highest in this factor. To have achieved the position of CEO one would expect that they would be effective communicators. It is interesting to note that Consultants also score highly in this factor at 60.94 reinforcing the necessity for effective communication with clients.

Conclusion

It is still relatively early in the life cycle of Version 2 of the LBP. The foregoing analysis and interpretation represents the author's own views. It is intended to assist accredited consultants more effectively facilitate their various 360° assignments when using this tool. Alternative perspectives are equally as valid and should help keep alive this fascinating leadership debate.

Original Research: (1997) Theoretical Underpinning and Statistics

The Leadership Concept

What is Leadership? How can managers improve their Leadership skills? What is the ideal process that they should subject themselves to in order to continuously maintain and improve their Leadership behaviour? These are all questions which have been addressed by behavioural scientists with vigour since the 1930's.

Some theories about leadership have been translated into measurable behaviours and used to help managers. These include:

1. The "Managerial Grid"
2. "The Leadership Behaviours Continuum"
3. Hersey and Blanchard's "Situational Leadership Model"
4. The "Four Quadrant Leadership Model"
5. The "Leadership Practices Inventory"
6. The Influence of Charismatic / Transformational Leadership Theory.
7. Principle Centred Leadership which emphasises the importance of values in Leadership.
8. The Multi Factor Leadership Questionnaire, and closest to home
9. The Linking Skills Index

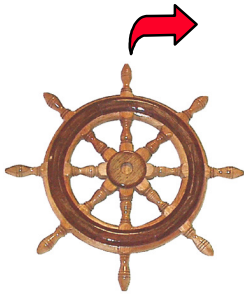
However, despite an output of literally thousands of other research studies, books, articles, models and theories it remains questionable as to how much information and help has reached managers. Some managers may have found the offerings interesting but they are often unworkable and extremely low on practical utility and remedial action.

So when a manager asks "how do my colleagues view my leadership?" or "what are the critical things I need to know?" the answer he or she gets is often 'too hard' to understand or do. The many hundreds of managers that the author has attempted to assist have almost unanimously emphasised the need for something more straight forward. A useable composite model (a kind of 'executive summary') which included the capacity for either a one on one or a team-based feedback process.

This challenge, for something relatively simple and useable, led the author to develop the Leadership behaviours profile which:

- accepts that theory can help practice
- presumes that practice often spotlights which theories are relevant
- utilises 360 degree survey / feedback methodology
- has potential for wide use across different types of management and organisations
- compliments the Team Management System

While Leadership is considered as a unique concept, the author further broke it down, for ease of teaching into eight factors. The factors and their theoretical underpinning are as follows:

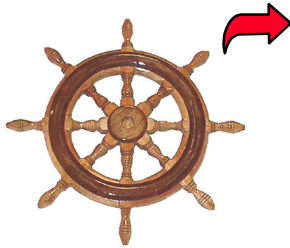


Values Champion

Lives and promotes the values

Theory

- “*The Fifth Discipline*”-p.243 Senge (1994)
- “*Leadership in Organisations*” -p.253 Yukl (1994)
- “*Principle Centred Leadership*” - Covey (1994)
- “*Applied Strategic Planning*” - Chapter 7 Nolan, Goodstein and Pfeiffer (1991)



Team Linker

Links work, people and processes

Theory

- “*Leading Change: why transformation efforts fail*”-p.67 Kotter (1995)
- “*The Leader of the Future*” p.254 Drucker (1996)
- “*Team Re-engineering*”-p.70 Margerison and McCann (1995)
- “*Leadership, Teams and Outcomes*” Ray Elliot (1998 in TMS Research manual)
- “*The Linking Pin Concept*”-p.113 Likert (1961)



Strategic Thinker

Develops and progresses a future vision

Theory

- “*Leadership*”-p.198&209 Sarros, Oleh and Butchatsky (1996)
- “*Improving Organisational Effectiveness Through Transformational Leadership*” Bass and Avolio (1994)
- “*Inspiring others: the language of leadership*” Conger (1991)
- “*The Leadership Challenge*” Kouzes and Posner (1987)



Change Facilitator

Paces self and team through change



Theory

- “*Leading Change: why transformation efforts fail*” Kotter (1995)
- “*21st Century Leadership*”-p.155 McFarland, Senn, and Childress (1994)
- “*The Leadership Engine*” Tichy (1997)
- “*Organisation Realities: The Politics of Change*” Schein (1985)

People Motivator

Gives positive encouragement of team and individual performance

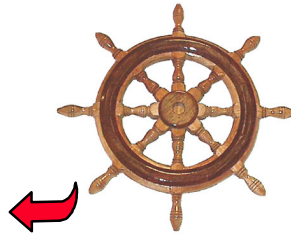


Theory

- “*New Skills for New Leadership Roles*”-p.175 Farren and Kaye (1996) in “*The Leader of the Future*” Drucker (1996)
- “*The Leadership Challenge*”-p.239-259 Kouzes and Posner (1987)
- “*The Art of Conscious Celebration: A new Concept for Today’s Leaders*” in “*Transforming Leadership: From Vision to results*” by Adams (1986)
- “*Putting the One Minute Manager to Work*” Blanchard and Lorber (1985)
- “*Organisation Behaviour Modifications and Beyond: An Operant and Social Learning Approach*” Luthans and Kreitner (1985)

Responsibility Giver

Empowers within clear roles

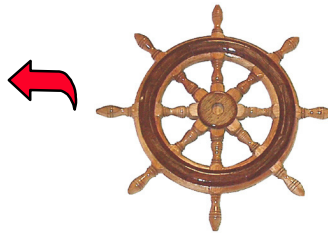


Theory

- “21st Century Leadership”-p.82-89 McFarland, Senn, and Childress (1994)
- “Why empowerment doesn’t empower”-p.32-33 Belasco and Stayer (1994)
- “Teaching Smart People how to Learn” Argyris (1993)
- “Workplace Reform in New Zealand - Developing the Future” - September (1992)
- “Productive Workplaces” Weisbord (1991)

Competent Performer

Matches personal strengths and effort with what needs doing

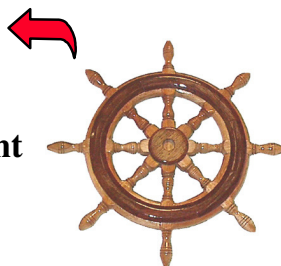


Theory

- “Leadership”p.201 Sarros, Oleh and Butchatsky (1996)
- “The Competent Manager” Richard Boyatzis (1982)
- “A Competency Programme of the American Management Association” Hay/McBer (1988). Journal of May. Author Evarts H.F.

Situational Decision Maker

Makes effective decisions contingent on the situation and the people



Theory

- “Team Re-engineering” -p.70 Margerison and McCann (1995)
- “Situational Leadership Model” Hersey and Blanchard (1982)
- “Decision Style Inventory” -p.96 Roskin (1975)
- “The search for a theory of leadership” p-p.396 Vroom and Yetton (1974)
- “Leadership and Decision-Making” Vroom and Yetton (1973)

The Development of the Leadership Behaviours Profile Questionnaire

The development of the LBP was greatly influenced by the work of Drs. Charles Margerison and Dick McCann in the late 1980s and their construct "Linking". The success of the Linking Skills Profile which followed, encouraged the author to develop a multi-rater leadership profile as the best way of providing workshop participants with a picture of their overall leadership.

In utilising the Team Management System an opportunity to compliment Margerison and McCann's work also aided development of the LBP by extending the Linking concept to a full-range Leadership model. Originally the behaviours of effective leadership were introduced into management development workshops and participants asked to rate themselves against the eight factors. However, it was noticed that there was sometimes a discrepancy between a managers' own ratings and those of their team. In many workshops a process was used where the manager rated himself/herself and then was counselled by one of the facilitators. In the meantime, the team members were led through an exercise where they collectively rated their boss on the same eight leadership factors. This was a procedure developed by Dick McCann for linking skills development. The procedure was adapted for the development of leadership behaviours.

An ongoing leadership literature review was also stimulated by this authors phd, the study of senior managers, their context and coping behaviours. In addition information about manager activities and behaviours gathered from interviews and training programs were also used as the basis for the Leadership Behaviours Profile instrument. These various inputs were reduced to a bank of fundamental questions which seemed to be at the very heart of Leadership.

Design of the Instrument

The LBP Questionnaire Index was thereafter designed to allow ratings from team members, supervisors, peers and any other significant work colleagues. The researched bank of questions, developed from the literature and qualitative process earlier described culminated into various sets of behaviour based statements which were cast on a five-point likert scale. A higher value represented greater use of a leadership behaviour:

(5) very frequently or always, (4) Fairly often, (3) sometimes, (2) once in a while, (1) rarely or never.

Samples statements include:

"I recognise the different talents people have to offer"

"I display confidence in my own abilities"

"I seek a joint team decision when appropriate"

The LBP was originally completed by 32 Diploma students in 1996. These students were employed full time and all attended The University of Auckland part time. Their average age was 40.2 years, and 57% were males and over half had supervisory experience.

After the subjects completed the instrument and received their reports, an item by item discussion was conducted. The items that were reported to be difficult, ambiguous or inconsistent were either replaced or revised. Similar feedback discussions were held with five professionals in psychology, organisational behaviour, and human resource management who were familiar with psychometric issues, the conceptual framework, and management development.

Successive administrations of the instrument in the earlier stages of development involved more than 1800 managers and their subordinates. Analysis of data from these respondents included descriptive statistics, and tests of internal reliability. Additional discussions with respondents resulted in further modification of the instrument.

The outcome of the above procedures is the current form of the instrument, which contains 64 statements - eight statements for measuring each leadership factor. Two notable changes in 1999 occurred from further discussion with professional experts in the field. The first concerns the measurement scale which was revised from scoring behavioural frequency out of 5 to a scale measuring leadership behaviour from 0 to 10. The scale descriptions, whilst very similar in intent, have also been improved in terms of clarity. The scale, now stretched out, allows respondents greater choice. Also it has the advantage of paralleling how people find it simpler to score 'anything' out of ten. From earliest childhood individuals receive feedback where they are scored on a ten point scale. Whilst descriptive statistics are being collated on the new scale, norm data from the original LBP are still being reported. Although it may not be strictly comparable (i.e. by simply providing a zero option and doubling all previous results), for teaching purposes and referencing it has been found that participants prefer to see benchmark norm data. They are advised to treat such comparison with caution until the new norms emerge.

The second notable enhancement concerns noticed derived factors of "Effective Communicator" and "Emotionally Intelligent". The former represents an underlying theme in most of the eight factors, and the latter - although primarily part of the factor 'Competent Performer' is noted as a recently recognised concept for leaders.

Both of these recent enhancements are currently being reviewed and tested.

Leadership Behaviours Profile Descriptive Statistics

As Leadership is defined as a unique concept, it is important to determine the internal consistency of the 64 questions comprising the index together with other descriptive statistics.

The index was administered to a total of 2166 executives the data analysed to determine the overall Cronbach alpha coefficient for each item. On the five point scale from 1 to 5 the minimum, mean and maximum data were as follows:

All Items	Minimum	Maximum	Overall	
			Mean	SD
	1	5	3.914	0.910

This data shows the skewness of the data, but this is to be expected, given the prior assumption that Leadership Behaviours are important. Thus one would expect a response between the 3 and the 5.

The responses show a reasonable scale-shifted normal distribution between the minimum and maximum responses. The average value indicates the reluctance of respondents to use the (one) rarely or never scale.

The item-total correlation was also calculated for each of the 64 questions as it gives an indication of the contribution that each question makes to the whole leadership scale. Only one question was below the accepted cut off value of 0.35 for a scale of this length, making it problematical in terms of contribution to the Leadership scale. This question is:

Questions No.	Item-Total Correlation
22 "I maintain self control"	.32797

This question was originally sourced from the work of Boyatzis (see Competent Performer above) and is also important as a component of the new derived factor "Emotionally Intelligent". However, it is clearly below the criteria which enables us to describe this as being correlated to the concept Leadership behaviour. However, because "Emotionally Intelligent" as a concept is perceived by our focus groups to be of keen interest to client leaders who use the LBP, and self control forms an integral part of this concept, it has been decided to leave the question "in" at this stage.

On reflecting why it is different from the other 63 questions it does seem to reflect a deeper inner psychological mechanism of coping which, whilst helpful to anyone, is not necessarily always observable from the outside. A calm exterior can sometimes mask inner turmoil.

The Eight Factors

For ease of teaching the skills are broken down into eight sub-sets, but these are not separate scales in themselves. However it is necessary to show that the eight questions comprising each leadership factor have acceptable internal consistency.

Below are the internal consistencies for each leadership factor.

Given that there are only eight questions in each of the leadership sub-sets, a suitable cut off for the alpha coefficient is 0.70. On this basis none of the questions comprising each group fall below the criteria. However, it is interesting to note that the earlier mentioned question 22 (part of Competent Performer) scored the lowest at 0.738.

Table 1 **Internal consistencies for Leadership Factors**
n=2166

Leadership Behaviours	Alpha coefficient
1. Values Champion	0.8597
2. Team Linker	0.8411
3. Strategic Thinker	0.8326
4. Change Facilitator	0.8475
5. People Motivator	0.8376
6. Responsibility Giver	0.8530
7. Competent Performer	0.7945
8. Situational Decision Maker	0.8523

LEADERSHIP BEHAVIOURS PROFILES AND THEIR INTERPRETATION

It is important to explain to the person whose Leadership is being assessed that the reason for this exercise is for personal and leadership development. The focus on the instrument is on constructive feedback to help people improve their Leadership and subsequently their performance as managers. The instrument is not intended to be used as an assessment tool.

If you stress this feature of the profile you will find that its acceptability, and hence face validity, will be improved. In the cases where low scores are recorded by raters, you should stress that the profile gives the person being rated an opportunity to develop an action plan for improvement. If they are prepared to work with the facilitator then improved results can almost be 'guaranteed'.

When distributing the questionnaires for completion it is important to stress that the responses will be confidential and, if necessary, explain the process by which confidentiality will be maintained. Otherwise inaccurate responses may be obtained, particularly in the situations where team members may be working for an authoritarian boss.

Sampling methodology is also very important, particularly when selecting co-worker respondents. If the sampling is left to the person being rated there is often a tendency to select those colleagues or 'friends' that will supply a good rating and to reject those with whom there are difficulties. Make sure that in all cases a representative sample is chosen otherwise the profile may suffer from bias.

Your accreditation workshop will deal in some detail with how to handle the defensive respondent and help them come to terms with reported observed (or not) behaviours. Low scores indicate low instances of observed behaviour not necessarily low competence.

Always relate a person's scores to the norm data in the profile. This confirms whether changes need to be made in the way the person actually leads with colleagues at work.

As the Leadership Behaviours Profile is designed for personal development it is often a good idea to arrange for the profile to be re-done six to twelve months after the initial administration. This enables the improvements in the various leadership areas to be charted and linked back to the success of the development plan actually implemented.

DATABASE ANALYSIS: SAMPLE SIZE AND BREAKDOWN

Table 2 provides the means and standard deviations for all 'Self' rated LBPs.

Table 2 Means and standard deviations of Leadership Behaviours ('Self' raters; n=1110)

Leadership Behaviours	Mean	SD
1. Values Champion	30.5	5.5
2. Team Linker	31.8	4.2
3. Strategic Thinker	30.0	5.0
4. Change Facilitator	31.7	4.3
5. People Motivator	31.7	4.3
6. Responsibility Giver	31.8	4.2
7. Competent Performer	32.8	4.2
8. Situational Decision Maker	31.5	4.5

The table shows a range in frequency of behaviour for the eight factors demonstrating that leaders in general perceive differing levels of difficulty for different factors. For example, respondents on average scored 30.0 and 30.5 respectively for Strategic Thinker and Values Champion compared to 32.8 for Competent Performer. This highlights the difficulties some leaders have with setting, agreeing, living, and communicating visions and values. This contrasts with scores on Competent Performer where leaders in general find it easier to score at a higher level. This result fits well with the conventional view that leader/managers often focus more on the 'hard' rather than the 'soft' issues in their leadership and management. It also often fits with common leader motivation to improve in these areas in their personal development action planning.

Table 3 provides the means and standard deviations for all 'Other' person ratings.

Table 3 Means and standard deviations of Leadership Behaviours (all 'Other' raters; n=5262)

Leadership Behaviours	Mean	SD
1. Values Champion	30.9	3.8
2. Team Linker	31.3	3.9
3. Strategic Thinker	29.9	4.1
4. Change Facilitator	30.9	3.6
5. People Motivator	30.8	3.6
6. Responsibility Giver	31.0	3.7
7. Competent Performer	33.0	4.0
8. Situational Decision Maker	30.7	3.9

When we examine table 3 the same lowest versus highest average factors exist for aggregate 'other' ratings as for 'self' ratings. However, an interesting finding here is that in six out of eight of the factors 'other' scores on average are lower than for 'self'. However, in Values Champion and Competent Performer 'self' raters score themselves lower than 'other' raters. Subject managers ('self') are, more often than not, scoring themselves more favourably than their 'other' raters. Whilst the trend is clear (six out of eight factors) the differences are very small and non-significant.

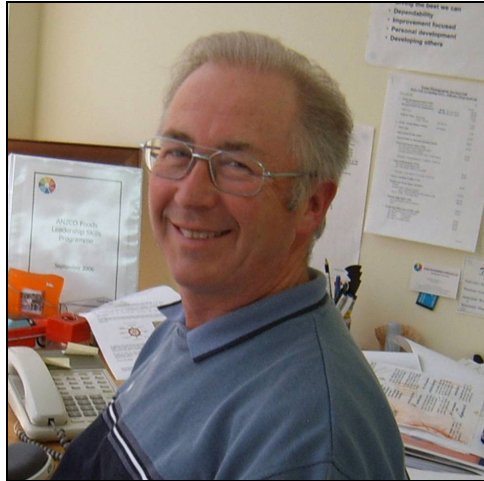
FURTHER RESEARCH

As previously indicated a number of developments have occurred recently with this instrument. In addition there has been use of the tool in Australia during 1999/2000 with accredited consultants and their clients. Together these developments enable further reporting of comparative statistics in the following areas:

- international comparisons
- gender differences
- functional, professional and industry differences
- the 'Emotionally Intelligent' index
- the 'Effective Communicator' index

Accredited consultants will be appraised of this new information as it comes to hand.

Authors profile



Paul has assisted senior managers for many years with their leadership, strategic planning, change management and team development needs. He now specialises in developing multi-rater feedback tools for organisations, and generic leadership 360 tools for leadership training, coaching and mentoring programmes in NZ and worldwide.

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