

# Organisation & Management Team

## Norms Comparison report - 2002/2004

The Comparative Norms report is displayed in such a way, that it allows you to compare your Team or Group norms to that of the overall Organisational norms, accumulated during the full programme.

The benefit; is in providing useful insights for your Team or Group, by displaying a perspective and in some cases specific differing positions; in areas either of alignment or separation, when compared to that of the whole organisation. From these differences, if any, remedial actions or development plans can be put in to place.

### Organisation 2002 - 2004: Norms created by 198 Delegates.

These norms have been calculated using data provided by **1,963** participants within each of these 4 categories:- Manager; Colleague; Subordinate; Self (delegate's own ratings) between June 2002-May 2004.

### Management Team 2003: Norms created by 12 Delegates.

These norms have been calculated using data provided by **118** participants within each of these 4 categories:- Manager; Colleague; Subordinate; Self (delegate's own ratings) between August-September 2003.

|  | Organisation Norms 2002-2004 |             |             |             | Management Team Norms 2003 |             |             |             |
|--|------------------------------|-------------|-------------|-------------|----------------------------|-------------|-------------|-------------|
|  | S                            | C           | SR          | M           | S                          | C           | SR          | M           |
| <b>S = Subordinate; C = Colleague; SR = Self Rating; M = Manager</b>   |                              |             |             |             |                            |             |             |             |
| <b>Motivation</b>  |                              |             |             |             |                            |             |             |             |
| 1. Set challenging personal objectives.                                | 4.32                         | 4.33        | 4.30        | 4.40        | 4.31                       | 4.47        | 4.36        | 4.57        |
| 2. Demonstrate a strong personal need to achieve results.              | 4.42                         | 4.56        | 4.22        | 4.65        | 4.37                       | 4.60        | 4.36        | 4.36        |
| 3. Bounce back quickly following failure or disappointments.           | 4.89                         | 4.69        | 4.88        | 4.85        | 5.12                       | 4.71        | 5.21        | 5.00        |
| 4. Take regular actions to develop high morale and a good team spirit. | 4.87                         | 4.76        | 4.85        | 4.85        | 5.16                       | 4.71        | 5.00        | 5.07        |
| 5. Encourage others to aim high.                                       | 4.41                         | 4.22        | 4.18        | 4.47        | 4.44                       | 4.14        | 4.29        | 4.64        |
| <b>Average</b>   | <b>4.58</b>                  | <b>4.51</b> | <b>4.49</b> | <b>4.64</b> | <b>4.68</b>                | <b>4.53</b> | <b>4.64</b> | <b>4.73</b> |
| <b>Problem Solving and Decision Making</b>                             |                              |             |             |             |                            |             |             |             |
| 6. Make quality decisions quickly.                                     | 3.99                         | 4.21        | 4.12        | 4.49        | 3.92                       | 4.22        | 4.29        | 4.36        |
| 7. Give proper weight to all considerations when making decisions.     | 4.36                         | 4.22        | 4.42        | 4.30        | 4.60                       | 4.38        | 4.57        | 4.71        |
| 8. Gather all necessary information before making important decisions. | 4.10                         | 4.20        | 4.06        | 4.33        | 4.30                       | 4.33        | 4.29        | 4.46        |
| 9. Challenge assumptions.  | 4.63                         | 4.38        | 4.51        | 4.46        | 4.92                       | 4.60        | 4.71        | 4.71        |
| 10. Quickly identify key points from a set of complex information.     | 3.85                         | 4.03        | 3.33        | 4.07        | 4.24                       | 4.24        | 3.71        | 4.36        |
| <b>Average</b>   | <b>4.19</b>                  | <b>4.21</b> | <b>4.09</b> | <b>4.33</b> | <b>4.40</b>                | <b>4.35</b> | <b>4.31</b> | <b>4.52</b> |
| <b>Change</b>  |                              |             |             |             |                            |             |             |             |
| 11. Maintain high performance in uncertain situations.                 | 4.64                         | 4.43        | 4.25        | 4.53        | 4.53                       | 4.22        | 4.07        | 4.29        |
| 12. React positively to new information and changing circumstances.    | 4.26                         | 4.46        | 4.54        | 4.66        | 4.49                       | 4.50        | 4.57        | 4.36        |
| 13. Regularly challenge "the way we do things".                        | 4.38                         | 4.51        | 4.40        | 4.70        | 4.63                       | 4.75        | 4.57        | 4.36        |
| 14. Embrace change as an opportunity for personal development.         | 4.29                         | 4.47        | 4.60        | 4.63        | 4.60                       | 4.52        | 4.71        | 4.57        |
| 15. Explain the reasons behind changes in working methods.             | 4.75                         | 4.78        | 4.66        | 4.99        | 4.75                       | 4.78        | 4.71        | 4.86        |
| <b>Average</b>   | <b>4.46</b>                  | <b>4.53</b> | <b>4.49</b> | <b>4.70</b> | <b>4.60</b>                | <b>4.55</b> | <b>4.53</b> | <b>4.49</b> |