

Leadership 360° Profile / Leadership Programme - 2003

Group Norms Report

The following normative data, is an average of ratings given for the cluster/competency and the questions within each, that constructs the framework of the; **Leadership 360° Feedback Profile**.

The data that has been provided, is from a total of 18 Delegates + 162 participants; within each of these 4 categories:- Manager; Colleague; Subordinate and Self (your own rating).

The benefit it provides, is a relevant benchmark against which you can compare the ratings received in your personal 360° Feedback Profile report.

		Leadership 360 Norms 2002			
S = Subordinate; C = Colleague; SR = Self Rating; M = Manager		S	C	SR	M
Motivation					
1.	Sets challenging personal objectives.	4.48	4.15	4.37	4.39
2.	Demonstrate a strong personal need to achieve results.	4.72	4.39	3.84	4.72
3.	Bounce back quickly following failure or disappointments.	5.02	4.68	4.53	5.00
4.	Take regular actions to develop high morale and a good team spirit.	5.00	4.84	4.63	4.94
5.	Encourage others to aim high.	4.41	4.14	4.00	4.33
Average		4.75	4.48	4.21	4.74
Problem Solving and Decision Making					
6.	Make quality decisions quickly.	4.14	4.31	3.89	4.94
7.	Give proper weight to all considerations when making decisions.	4.39	4.10	4.50	4.12
8.	Gather all necessary information before making important decisions.	4.20	4.02	4.22	4.53
9.	Challenge assumptions.	4.57	4.17	4.61	4.44
10.	Quickly identify key points from a set of complex information.	4.08	4.17	3.58	4.17
Average		4.23	4.12	4.06	4.48
Change					
11.	Maintain high performance in uncertain situations.	4.92	4.49	4.21	4.50
12.	React positively to new information and changing circumstances.	4.63	4.41	4.89	4.94
13.	Regularly challenge “the way we do things”.	4.18	4.28	4.00	4.78
14.	Embrace change as an opportunity for personal development.	4.20	4.29	4.67	4.61
15.	Explain the reasons behind changes in working methods.	4.98	4.69	4.21	5.11
Average		4.55	4.47	4.35	4.78
Influencing					
16.	Express my own views clearly and assertively.	4.67	4.64	4.33	4.83
17.	Listen carefully to the views of others.	4.53	4.19	4.58	4.50
18.	Question others views in order to understand their motives/reasons.	4.67	4.56	4.89	4.67
19.	Handle conflict by working through problems with those concerned.	4.40	4.28	4.21	4.71
20.	Take different approaches with different individuals and on different occasions.	4.90	4.92	4.68	5.00
Average		4.50	4.42	4.43	4.63