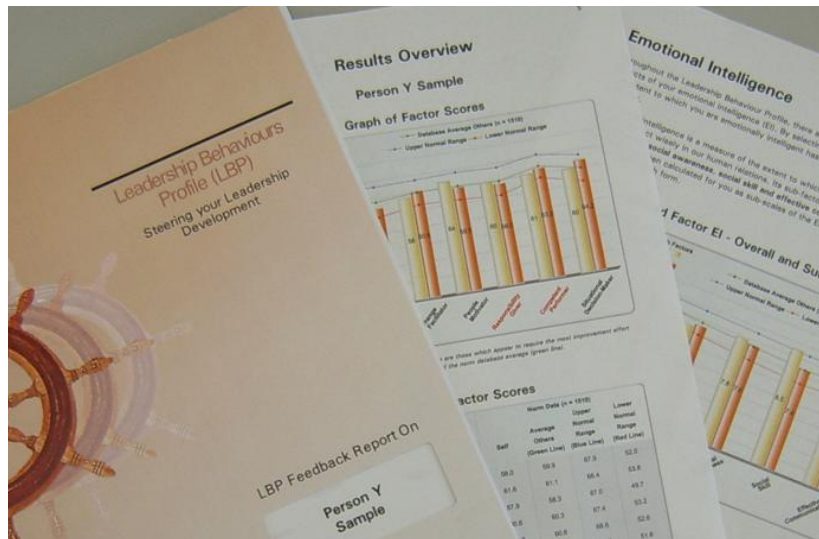


Leadership Behaviours Profile

Research Manual



Research Update 4: (2012)

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Introduction

The purpose of this paper is to update **Accredited Users** of the LBP with:

1. An executive summary of key research facts about the LBP.
2. The current norm data for self scores vs other raters; gender; functional groups; Public vs Private Sector; Industry Categories; and Country Comparisons.
3. New ways to look at the information contained in the LBP report profile.

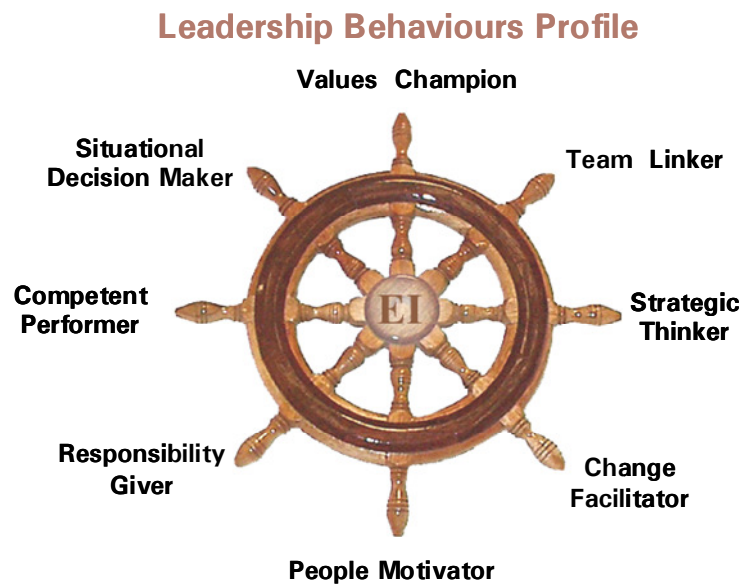


Figure 1: ©2006 Team Management Services Ltd

Executive Summary of Key Research Facts

- The LBP was created in 1996 and:
 - accepts that theory can help practice
 - utilises 360 degree survey/feedback methodology
 - has wide application across different types of management and organisations
 - is based on modern valid research and this authors study of senior managers, their context and coping behaviours from interviews and training programs
 - the questionnaire instrument has internal consistency and reliability
- Current norms indicate 5004 leaders have now completed the LBP with “Others” records of 26,378.
- Leaders in general perceive differing levels of difficulty for different factors.
- Overall leaders and their raters score themselves lowest on Strategic Thinking and highest on the Competent Performer Factor.
- Overall, and at a statistically significant level, ‘self’ raters score themselves **lower** than ‘other’ raters in the following areas: Values Champion; Strategic Thinker;

Change Facilitator; Competent Performer; Overall Emotional Intelligence; Self Awareness; Self Management; and Effective Communication.

- At a statistically significant level, **female leaders have scored higher** in all the Leadership Behaviour factors and sub-factors, when compared to their male counterparts.
- At a statistically significant level, **Public Sector leaders have scored higher** in six of the eight core leadership factors when compared to their private sector counterparts.
- **Competent Performer** is the highest rating factor across **all the eight functional categories**.
- **Personnel/HR and Staff Development** score the highest across the following leadership behaviour factors: Values Champion; Team Linker; People Motivator; and Situational Decision Maker (jointly). They also score the highest in the Social Awareness and Social Skill sub-factors of Emotional Intelligence.
- The **Consultants** group scored the highest of all groups on Responsibility Giver; Competent Performer; and Situational Decision Maker (jointly). They also score the highest in the Self Awareness and Effective Communication sub-factors of Emotional Intelligence – as well as in overall Emotional Intelligence itself.
- **Chief Executives** are the third highest scoring group overall. 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'. They scored **very high on Emotional Intelligence** (along with Consultants and the HR group) and **highest** of all groups in the **Self Management** sub-factor of Emotional Intelligence.
- Production/Construction and Control score lowest on all factors.
- Strategic Thinker is the **lowest rating factor for all groups** except CEOs.
- In considering 16 different Industry Categories, **Educational Services** score the **highest across all factors**.
- Health Care and Social Assistance are the **second highest scoring group overall**.

Comparison to Historical Data

Analysis of 'Self' Data

Table 1 provides the means and standard deviations for all 'Self' rated LBP's comparing current data to results from the 2006 and 2009 research updates.

Table 1: Mean and Standard Deviation of Leadership Behaviours - 'Self' Questionnaires

Factor	Mean (with Standard Deviation)		
	2011 (n= 5004)	2009 (n= 3969)	2006 (n= 2210)
<i>Values Champion</i>	58.8 (9.31)	58.3 (9.26)	58.1 (9.31)
<i>Team Linker</i>	61.6 (7.53)	61.5 (7.53)	61.6 (7.49)
<i>Strategic Thinker</i>	57.7 (9.97)	57.6 (9.94)	57.7 (9.84)
<i>Change Facilitator</i>	59.8 (7.98)	59.7 (7.93)	60.1 (7.76)
<i>People Motivator</i>	61.6 (8.30)	61.4 (8.28)	61.4 (8.39)
<i>Responsibility Giver</i>	61.0 (7.95)	60.8 (7.90)	60.9 (7.90)
<i>Competent Performer</i>	62.9 (7.24)	62.7 (7.24)	62.7 (7.40)
<i>Situational Decision Maker</i>	60.4 (7.71)	60.2 (7.69)	60.4 (7.57)
<i>Emotional Intelligence</i>	7.59 (0.89)	7.57 (0.88)	7.58 (0.88)
- <i>Self Awareness</i>	7.88 (0.93)	7.87 (0.93)	7.87 (0.94)
- <i>Self Management</i>	7.74 (0.99)	7.72 (1.00)	7.72 (1.01)
- <i>Social Awareness</i>	7.61 (0.96)	7.59 (0.96)	7.59 (0.95)
- <i>Social Skill</i>	7.38 (1.15)	7.36 (1.15)	7.36 (1.16)
- <i>Effective Communication</i>	7.35 (1.12)	7.33 (1.11)	7.34 (1.11)

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 earlier norm data trends, showing the relative stability of the instrument over time since its launch in 1996. The 'means' and 'standard deviations' between the versions show only marginal change.

Strategic Thinker and Values Champion score lowest at 57.7 and 58.8 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 62.9 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.

Analysis of 'Others' Data

Table 2 provides the means and standard deviations for all LBP's comparing the 'others' viewpoint of the current data to results from the 2006 and 2009 research updates.

Table 2: Mean and Standard Deviation of Leadership Behaviours - 'Other' Questionnaires

Factor	Mean (with Standard Deviation)		
	2011 (n = 5004)	2009 (n = 3969)	2006 (n = 2210)
<i>Values Champion</i>	61.0 (7.31)	60.8 (7.37)	60.3 (7.58)
<i>Team Linker</i>	61.8 (7.00)	61.6 (6.99)	61.4 (7.04)
<i>Strategic Thinker</i>	59.4 (8.13)	59.2 (8.19)	58.7 (8.31)
<i>Change Facilitator</i>	60.7 (6.68)	60.7 (6.67)	60.4 (6.77)
<i>People Motivator</i>	61.5 (7.39)	61.3 (7.46)	60.9 (7.64)
<i>Responsibility Giver</i>	60.8 (7.44)	60.6 (7.50)	60.1 (7.71)
<i>Competent Performer</i>	65.3 (6.28)	65.2 (6.23)	64.8 (6.35)
<i>Situational Decision Maker</i>	60.5 (7.12)	60.4 (7.13)	60.0 (7.25)
<i>Emotional Intelligence</i>	7.72 (0.84)	7.70 (0.84)	7.66 (0.85)
- <i>Self Awareness</i>	8.15 (0.75)	8.13 (0.75)	8.11 (0.76)
- <i>Self Management</i>	7.86 (0.87)	7.84 (0.87)	7.79 (0.89)
- <i>Social Awareness</i>	7.62 (0.96)	7.59 (0.97)	7.55 (0.99)
- <i>Social Skill</i>	7.42 (1.00)	7.39 (1.00)	7.34 (1.03)
- <i>Effective Communication</i>	7.56 (0.95)	7.54 (0.95)	7.49 (0.96)

In the 2011 database, 'Others' records of 26,378 equates to average of 5.3 other raters per profile.

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 the samples. Whilst the changes are minimal it is noted that, in general, factors have Mean scores slightly higher and standard deviations slightly lower. The latter is natural with larger numbers whereas the former is indicative of gradual improvement in leadership overall in later samples.

Analysis of Current Data

Self v Others

In Table 3, statistical testing has been applied to look for differences between groups. In the current sample the differences between 'self' and 'other' factor scores were tested for significance using a statistical t-Test analysis based on a significance level of 0.05.

Table 3: t-Test Analysis of Self and Others Data

Factor	Self (Mean Score) n = 5004	Others (Mean Score) n = 5004	p-value
<i>Values Champion</i>	58.5	61.0	<0.0001
<i>Team Linker</i>	61.6	61.8	0.2259
<i>Strategic Thinker</i>	57.7	59.4	<0.0001
<i>Change Facilitator</i>	59.8	60.7	<0.0001
<i>People Motivator</i>	61.6	61.5	0.6517
<i>Responsibility Giver</i>	61.0	60.8	0.2563
<i>Competent Performer</i>	62.9	65.3	<0.0001
<i>Situational Decision Maker</i>	60.4	60.5	0.2259
<i>Emotional Intelligence</i>	7.59	7.72	<0.0001
- <i>Self Awareness</i>	7.88	8.15	<0.0001
- <i>Self Management</i>	7.74	7.86	<0.0001
- <i>Social Awareness</i>	7.61	7.62	0.7639
- <i>Social Skill</i>	7.38	7.42	0.0602
- <i>Effective Communication</i>	7.35	7.56	<0.0001

In this t-Test, differences between 'self' raters scores and 'other' raters scores can be shown to be significant if the value is less than the result having occurred by chance. Thus, the lower the significance (or P-Value) figure, the more confidence we can have in the results showing a 'true' difference.

At the core factor level **Values Champion; Strategic Thinker; Change Facilitator; 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 0.0001.

With the other four factors 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.

When reviewing the data for Emotional Intelligence and its sub factors, in each of the following 'self' underrated compared to their 'other' raters: **Overall EI; Self Awareness; Self Management; and Effective Communication** to a statistically significant degree.

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 the other sub-factor scores by 'other' raters at a mean of 8.15, and has the lowest standard deviation (0.75). 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.

Gender Differences

Gender is an area where reporting of comparative statistics indicates differences across the factors measured. Tables 4 below provides the results of a t-Test analysis on gender differences based on a significance level of 0.05.

Table 4: t-Test Analysis of Gender

Factor	Female (Mean Score - 'Others') n = 1448	Male (Mean Score - 'Others') n = 3556	p-value
<i>Values Champion</i>	62.9	60.2	<0.0001
<i>Team Linker</i>	63.5	61.1	<0.0001
<i>Strategic Thinker</i>	60.9	58.7	<0.0001
<i>Change Facilitator</i>	62.0	60.2	<0.0001
<i>People Motivator</i>	63.5	60.7	<0.0001
<i>Responsibility Giver</i>	62.4	60.2	<0.0001
<i>Competent Performer</i>	66.1	65.0	<0.0001
<i>Situational Decision Maker</i>	61.8	60.0	<0.0001
<i>Emotional Intelligence</i>	7.90	7.65	<0.0001
- <i>Self Awareness</i>	8.19	8.13	0.0207
- <i>Self Management</i>	8.04	7.78	<0.0001
- <i>Social Awareness</i>	7.78	7.55	<0.0001
- <i>Social Skill</i>	7.67	7.32	<0.0001
- <i>Effective Communication</i>	7.84	7.45	<0.0001

When examining Table 4, '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 2006 and 2009 analyses. With the sample size increase it may be surprising that all other areas have held and 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.

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.

Management Functional Group Differences

Table 5 provides the means of Leadership Behaviours for all 'other' raters for eight organisational functional groups. Included in this analysis are 3789 respondents (the remainder from the current sample do not have data on this demographic, plus insignificant numbers for R&D). Differences between groups are statistically significant but due to the number of groups in Table 5 any interpretations made in this paper should be treated as speculative only until a much larger sample size is available.

Analysis by Functional Group

Personnel/HR and Staff Development

This group scored the highest of all groups on **Values Champion; Team Linker; People Motivator; Situational Decision-Maker; Social Awareness** and **Social Skill**. They also scored high on **Responsibility Giver; Effective Communication;** and on overall **Emotional Intelligence**.

This may well be due to the fact that in the course of their work the people in these types of roles are required to work with a wide range of people, 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 they also need to be able to confront and challenge issues with objectivity, maturity and confidence.

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

Consultants

This group scored the highest of all groups on **Responsibility Giver; Competent Performer; Self Awareness; Effective Communication;** and overall **Emotional Intelligence**.

The *Consultants* group have some similarities in their function to the *Personnel/HR* and *Staff Development* group in their close interactions with others

Chief Executives

This group are a high 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 HR group) and **highest** of all groups in the **Self Management** sub-factor of Emotional Intelligence.

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.

Table 5: ANOVA Analysis of Functional Group

Factor	Production/ Construction/ Control n = 979	Sales / Marketing n = 795	Personnel/ HR/Staff Development n = 344	Chief Executive Officers n = 343	Finance/ Accounting n = 372	Administration n = 354	Planning/ Development n = 406	Consultancy n = 196	p-value
<i>Values Champion</i>	59.2	60.3	62.7	61.6	60.8	61.7	61.0	61.8	<0.0001
<i>Team Linker</i>	60.5	61.2	62.9	61.8	61.4	62.6	61.8	62.8	<0.0001
<i>Strategic Thinker</i>	57.1	59.6	60.4	62.2	58.2	59.1	59.8	61.0	<0.0001
<i>Change Facilitator</i>	59.1	60.6	61.4	62.5	60.3	60.7	61.1	62.0	<0.0001
<i>People Motivator</i>	59.6	61.3	63.6	61.7	60.9	61.9	61.4	63.5	<0.0001
<i>Responsibility Giver</i>	58.9	60.3	62.2	60.9	60.5	61.4	61.4	62.4	<0.0001
<i>Competent Performer</i>	64.1	64.8	65.7	65.9	65.7	65.3	65.6	67.0	<0.0001
<i>Situational Decision Maker</i>	59.1	60.0	61.5	60.8	60.4	61.0	60.9	61.5	<0.0001
<i>Emotional Intelligence</i>	7.50	7.66	7.88	7.81	7.71	7.77	7.76	7.90	<0.0001
<i>- Self Awareness</i>	8.02	8.06	8.21	8.20	8.20	8.15	8.22	8.33	<0.0001
<i>- Self Management</i>	7.64	7.83	7.90	8.13	7.86	7.87	7.88	8.01	<0.0001
<i>- Social Awareness</i>	7.40	7.52	7.83	7.60	7.62	7.70	7.70	7.80	<0.0001
<i>- Social Skill</i>	7.16	7.35	7.75	7.44	7.37	7.52	7.42	7.62	<0.0001
<i>- Effective Communication</i>	7.31	7.54	7.73	7.69	7.50	7.61	7.58	7.74	<0.0001

Finance/Accounting

This group scored low on Strategic Thinker otherwise they had generally solid scores above that of *Sales and Marketing*.

Production/Construction/Control

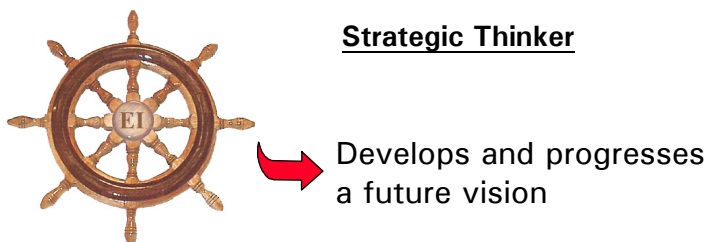
These functional groups are the lowest scoring groups across all the leadership factors. Of particular note it can be seen that *Production/Construction/Control* score lowest on all factors. Invariably individuals employed at the 'sharp' end of the organisation's operations are effective managers, but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

Administration

Administration generally score 'mid-range' on all factors.

Analysis Across Factors

As shown earlier in Table 2, as perceived by 'other' raters, a hierarchy of observed behaviour for the primary eight core factors can be deduced. By taking into account overall hierarchy, and the information in Table 5, some interesting insights are discussed below for four of the factors exhibiting the most significant results.

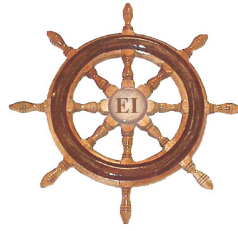


Strategic Thinker is the lowest rating factor for all groups except CEOs.

The range difference between the mean scores for this factor across the functional groups is 5.1 with 57.1 for *Production/Construction/Control* through to 62.2 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

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 across all the groups is 2.9 with *Production/Construction/Control* at 64.1 and *Consultants* at 67.0. *HR, Finance and Accounting* and *CEOs* also score very high on this factor. This range may reflect that *Consultants, CEOs, HR* and *Finance* professionals 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.

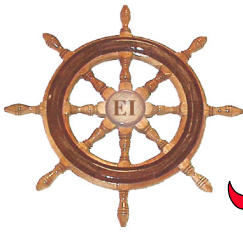
People Motivator

Gives positive encouragement of
team and individual performance



The range between groups for this factor is 4.0. *Production/Construction/Control* scored the lowest at 59.6 and *HR* the highest at 63.6. This broad range typically reflects that *Personnel/HR and Staff Development* are more concerned with motivating individuals and teams 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 leadership factor, 'People Motivator', is often absent in operations.

Since *Production/Construction/Control* has the largest sample size at $n = 979$, 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



Paces self and team change

The range difference for this factor between functional groups is 3.4 with *Production/Construction/Control* at 59.1, and *CEOs* at 62.5. This range reflects that typically *CEOs* 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 *CEOs* are more likely to be seen displaying this leadership behaviour whilst assisting and/or facilitating the process of change management. In contrast *Production/Construction/Control* people are more likely to be 'here and now' focussed and more concerned with completion of processes than 'changing' things.

Industry Category Differences

Table 6 provides the means of Leadership Behaviours for all 'other' raters for 16 **Industry Categories**. Included in this analysis are **3696** respondents (the remainder from the current sample do not have data on this demographic). Differences between Categories are statistically significant ($<.0001$), 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

Analysis by Industry Category

Education Services

Competent Performer is again the highest rating factor across **all** the Industry categories and *Education Services* score the highest at 67.3. It is also worth noting that *Education Services* score the highest across all 8 core factors as well as Emotional Intelligence and its sub-factors. Since leadership in the area of providing education is their vocation, and presumably they themselves are relatively knowledgeable, it is heartening to see this significantly high scoring pattern in the sector that is custodian to our youth.

Finance and Insurance

This group are the second highest scoring group overall with all their mean scores being over 61.5. On average they do well in every factor.

Construction/Manufacturing

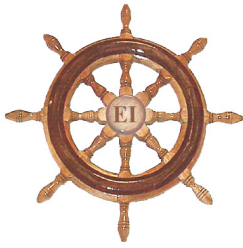
Together these two sectors scored the lowest of all 12 categories on all factors. This is consistent with the view that practical hands-on type sectors fair least well in the leadership stakes.

Analysis Across Factors

As shown earlier in Table 2, as perceived by 'other' raters, a hierarchy of observed behaviour for the primary eight core factors can be deduced. By taking into account overall hierarchy, and the information in Table 7, some interesting insights are discussed below for two factors.

Table 6: ANOVA Analysis of Industry Category

Factor	Agriculture/ Forestry/ Fishing / Hunting n = 329	Construction n = 155	Education Services n = 191	Finance and Insurance n = 286	Health Care and Social Assistance n = 79	Information (Broadcasting, Publication, Telecoms) n = 51	Manufacturing n = 421	Military n = 202	Professional/ Scientific/ Technical n = 261	Public Administration n = 631	Real Estate/ Rental/ Leasing n = 47	Recreation/ Arts/ Entertainment n = 160	Retail Trade n = 200	Transportation n = 354	Utilities n = 229	Wholesale Trade n = 100	p-value
<i>Values Champion</i>	61.2	58.6	63.6	63.5	63.6	61.6	58.9	63.1	61.0	61.7	59.9	62.1	60.3	61.3	60.9	59.3	<0.0001
<i>Team Linker</i>	62.2	60.0	64.4	63.9	63.4	62.2	60.1	62.6	61.4	62.6	60.0	62.9	60.6	62.0	61.8	61.3	<0.0001
<i>Strategic Thinker</i>	59.6	57.0	62.0	61.5	61.8	61.5	57.2	60.8	59.3	59.8	59.1	61.8	59.2	60.0	59.1	58.1	<0.0001
<i>Change Facilitator</i>	60.8	58.8	62.8	62.5	61.8	61.7	59.0	61.6	60.6	61.0	59.1	62.2	60.3	61.3	60.7	60.2	<0.0001
<i>People Motivator</i>	61.4	59.3	64.5	64.0	63.6	62.5	59.8	61.9	61.7	62.5	60.6	62.6	60.7	61.4	61.3	60.8	<0.0001
<i>Responsibility Giver</i>	60.9	58.9	63.9	63.0	62.7	61.7	59.0	62.6	60.7	61.9	58.5	62.0	59.8	60.9	61.3	59.9	<0.0001
<i>Competent Performer</i>	65.7	64.0	67.3	66.5	66.3	64.9	63.7	66.3	65.7	65.6	65.0	66.4	64.4	65.9	65.7	64.7	<0.0001
<i>Situational Decision Maker</i>	60.8	58.5	63.2	62.8	61.9	61.1	58.7	62.2	60.2	61.2	58.8	61.8	59.5	61.0	60.7	59.7	<0.0001
<i>Emotional Intelligence</i>	7.74	7.48	8.05	7.98	7.92	7.80	7.48	7.87	7.71	7.80	7.56	7.87	7.61	7.76	7.75	7.60	<0.0001
<i>- Self Awareness</i>	8.16	7.98	8.37	8.30	8.22	8.09	7.97	8.27	8.16	8.19	8.03	8.20	8.03	8.20	8.21	8.08	<0.0001
<i>- Self Management</i>	7.89	7.64	8.16	8.08	8.05	7.93	7.62	7.98	7.84	7.88	7.80	8.13	7.83	7.96	7.89	7.74	<0.0001
<i>- Social Awareness</i>	7.63	7.43	7.98	7.88	7.83	7.68	7.37	7.86	7.59	7.72	7.37	7.75	7.43	7.62	7.72	7.56	<0.0001
<i>- Social Skill</i>	7.46	7.08	7.80	7.73	7.73	7.61	7.18	7.49	7.42	7.55	7.26	7.56	7.31	7.46	7.39	7.29	<0.0001
<i>- Effective Communication</i>	7.55	7.24	7.93	7.91	7.77	7.69	7.28	7.77	7.56	7.68	7.36	7.70	7.46	7.59	7.56	7.35	<0.0001



Strategic Thinker

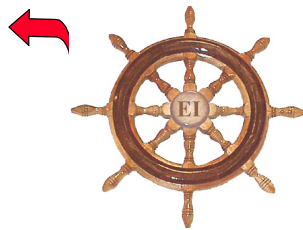
Develops and progresses a future vision

Strategic Thinker is the lowest rating factor for all categories.

The range difference between the mean scores for this factor across the various Industry areas is 5.0 since *Construction* scores 57.0 through to 62.0 for *Education Services*.

Competent Performer

Matches personal strengths and effort with what needs doing



All sectors scored this factor the highest of all the eight primary leadership factors. The range across all the groups is 3.3 with *Construction* at 64.0 and *Education Services* at 67.3. This represents a significant gap between the competence of each sector.

Industry Sector Differences

In the UK, Australia and New Zealand there have been major efforts made to improve Public Sector leadership over the past few years. In very early LBP research the private sector consistently scored higher than their public sector counterparts. The reverse is now true with six of the eight primary factors and three of the sub-factors of Emotional Intelligence being scored higher for public sector leaders (to a statistically significant degree). Leadership investment in this sector appears to be paying off.

Table 7: t-Test Analysis of Industry Sector

Factor	Private (Mean Score - 'Others') n = 3193	Public (Mean Score - 'Others') n = 1775	p-value
<i>Values Champion</i>	60.8	61.4	0.0054
<i>Team Linker</i>	61.6	62.2	0.0061
<i>Strategic Thinker</i>	59.2	59.7	0.0311
<i>Change Facilitator</i>	60.7	60.9	0.2973
<i>People Motivator</i>	61.3	61.8	0.0178
<i>Responsibility Giver</i>	60.5	61.3	0.0003
<i>Competent Performer</i>	65.2	65.4	0.3644
<i>Situational Decision Maker</i>	60.3	61.0	0.0010
<i>Emotional Intelligence</i>	7.70	7.76	0.0078
- <i>Self Awareness</i>	8.14	8.16	0.3619
- <i>Self Management</i>	7.85	7.88	0.2357
- <i>Social Awareness</i>	7.59	7.67	0.0020
- <i>Social Skill</i>	7.39	7.47	0.0066
- <i>Effective Communication</i>	7.53	7.64	<0.0001

Country Differences

The LBP has been most widely used in New Zealand. It has also been used in the UK and also in Australia. In Australia a hybrid leadership 360 (the Executive Leadership Profile – ELP) tool has taken precedence (n = 5000+) and has been used mainly in the Public Sector.

When statistical tests were applied across these three countries, Australia consistently scores higher and the UK the lowest, with New Zealand in between. However, larger numbers in Australia and the UK are required to confirm this early trend.

No statistically significant differences were found. Since the organisation cultures of these countries are somewhat similar, it is hardly surprising that this nil result applies.

Table 8: ANOVA Analysis of Country

Factor	New Zealand n = 4517	Australia n = 159	Great Britain n = 292	p-value
<i>Values Champion</i>	61.0	62.6	58.9	<0.0001
<i>Team Linker</i>	61.8	63.6	60.3	<0.0001
<i>Strategic Thinker</i>	59.4	61.7	57.4	<0.0001
<i>Change Facilitator</i>	60.7	62.8	59.7	<0.0001
<i>People Motivator</i>	61.5	63.5	60.0	<0.0001
<i>Responsibility Giver</i>	60.9	62.6	59.2	<0.0001
<i>Competent Performer</i>	65.3	66.5	64.3	0.0010
<i>Situational Decision Maker</i>	60.6	62.1	59.0	<0.0001
<i>Emotional Intelligence</i>	7.72	7.93	7.57	<0.0001
- <i>Self Awareness</i>	8.14	8.32	8.12	0.0095
- <i>Self Management</i>	7.87	8.03	7.62	<0.0001
- <i>Social Awareness</i>	7.62	7.82	7.45	0.0004
- <i>Social Skill</i>	7.42	7.69	7.28	0.0002
- <i>Effective Communication</i>	7.57	7.81	7.41	<0.0001

'Power' Behaviours: Career Enhancers

Some Accredited consultants and their clients have been using the Lominger System for competency development. At the same time they may also be using the LBP 360 tool in the same client organization. This author is Lominger 'The Leadership Architect Suite' Certificated. To enable clients to see the connections between the two systems TMS and Tocker Associates (Lominger Affiliate) have previously cross-mapped Lominger's 67 competencies to the LBP instrument. This can be made available to Accredited users in both systems.

Leadership Career Enhancers

More widely used as a concept is the idea that certain behaviours will stifle or enhance career advancement. Originally coined in Lombardo's work, the word derailleurs has now been incorporated into the Lominger Framework as Career Stallers and Stoppers.

Preferring to understand those elements of a leaders DNA that actually boost or enhance their chances of leadership career success, and given the extensive sample database (n = 5004) now contained in the LBP, the search is on for those 'power' behaviours which lead to that career success. The question is are there certain behavioural questions which dominate in that they predict results of many other LBP questions?

To aid this understanding an extensive correlation matrix of all LBP 64 behaviours has been undertaken using the aforementioned LBP database.

A correlation coefficient is a measure of the extent to which two measurement variables "vary together." An exploratory statistical technique, correlation analysis allows us to use a correlation matrix to examine each pair of measurement variables to determine whether the two measurement variables tend to move together— that is, whether large values of one variable tend to be associated with large values of the other (positive correlation), whether small values of one variable tend to be associated with large values of the other (negative correlation), or whether values of both variables tend to be unrelated (correlation near zero). The value of any correlation coefficient must be between -1 and +1 inclusive. A high correlation in the Behavioural Sciences is considered to be 0.7 or more.

The Procedure

Having produced a 64 x 64 behaviours matrix a content analysis has revealed an interesting list of 'power' questions that seem to be at the heart of leadership career success.

An arbitrary cut-off for any particular behaviour to be considered worthy of inclusion in our 'Leadership Career Enhancer' list is 15. In other words it has at least 15 positive correlations with other behaviours in the questionnaire, and all above 0.7 correlation coefficients.

What follows here is the result of this analysis but grouped into three logical clusters. The bracketed number indicates the number of question results it moves in parallel with, or is a predictor of. All are positive correlations.

The first group relates to a leader needing to '**Inspire Direction**'. The second a need for them is to **instil the Values** and the third to **Deliver Results**.

Inspire Direction

#34: I inspire others to follow my lead (29)

26: I show others their place in the vision (18)

#50: I communicate important future goals and direction to others (17)

#43: I help others overcome their concerns about change (24)

Instil the Values

#32: I communicate the operating values to others (17)

#48: I explain to others how the operating values should be applied (19)

#56: I use the operating values to assist decision-making (19)

#40: I demonstrate understanding of what the operating values means in practice (17)

Deliver Results

#44: I recognise the different talents people have to offer (16)

#37: I clarify roles, responsibilities, accountabilities and authorities (16)

#49: I link and co-ordinate the team in terms of the jobs to be done (17)

#52: I provide feedback which is even-handed and fair (15)

Clearly this analysis is preliminary and investigative and should be treated accordingly but could be very useful in helping clients understand the **nub** of the issue of leadership and career success.

Summary and Conclusion

This research update provides the Accredited consultant with three additional resources. First it includes an executive summary of the main research facts about the LBP. Secondly, the 2011 LBP norm database update has much that is confirmatory of earlier bulletins. However, Australian, New Zealand and UK comparative information is reported for the first time now that larger samples have become available. This data will be useful for client comparison purposes and understanding the relative importance and need to improve leadership in management of particular types of settings.

Finally, this research bulletin complements the updated presentation of the latest Leadership Behaviours Profile revision, which takes account of feedback received from our valued clients.

Author's profile



Paul has assisted senior managers for many years with their leadership, strategic planning, change management and team development needs. He also 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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