

Contents

Introduction	2
Executive Summary of Key Research Findings	3
Comparison to Historical Data	5
‘Self’ Data	5
‘Others’ Data	7
Analysis of Current Data	8
Self v Others	9
Rater Groups	11
Differences based on Demographics	16
Industry Sector Differences	18
Management Functional Group Differences	19
Industry Category Differences	24
Regional Differences	27
Importance of Factors	29
Continuing Professional Development and ‘Power’ Behaviours	31
Initial Pulse Research	33
Pulse Data	33
Summary and Conclusion	35

Introduction

The Leadership Behaviours Model and Profile was originally created by Dr Paul Robinson and Team Leadership Services (TLS) and has assisted managers and organisations with their leadership development for more than two decades. Both the model and profile have been regularly updated and modernised and Version 8 was launched in 2023.

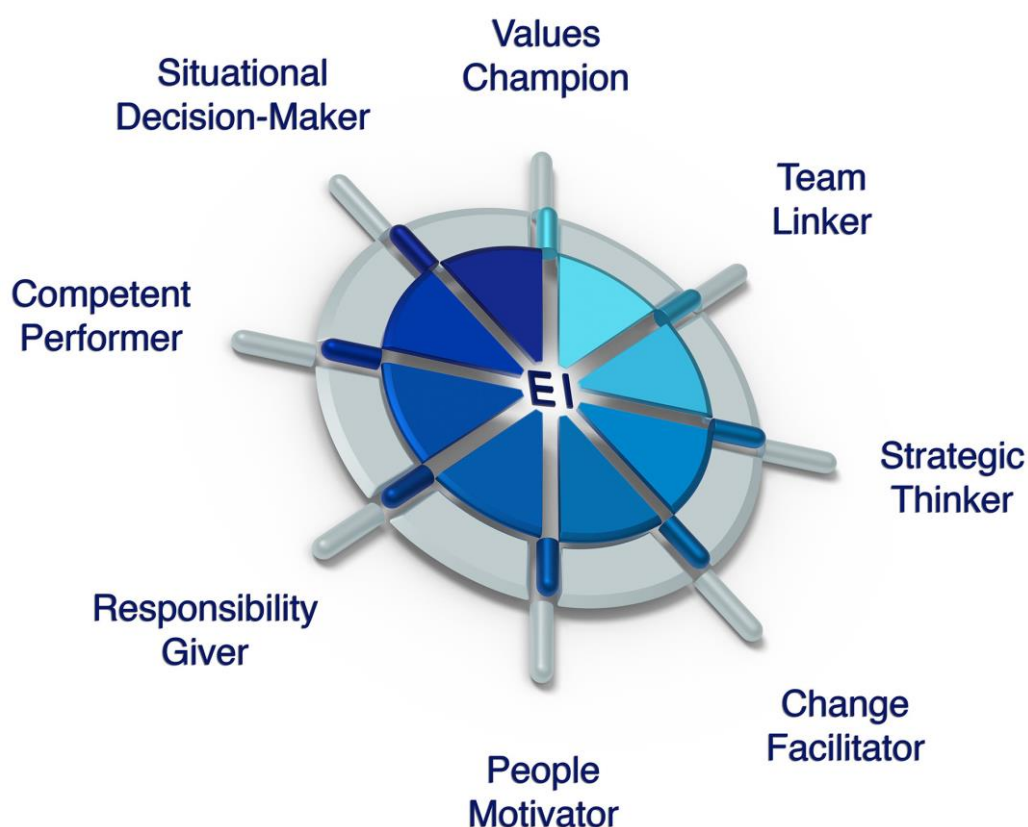
The LBP:

- Utilises 360 degree survey/feedback methodology
- Has a wide application across different types of management and organisations
- Is based on up-to-date research and the author's study of senior managers, their context and coping behaviours
- Utilises a questionnaire that has statistical internal consistency and reliability

The purpose of this research update is to re-evaluate any statistical significance from the increased norm data that we now have available to us and provide updated findings to our Accredited Consultants who utilise the LBP in helping organisations and their Managers with their leadership development.

Key research findings are outlined in an executive summary. In a finer grained analysis we have outlined the process and findings of further statistical analysis. We report the current norm data for self-scores vs other raters; different rater groups; gender; functional groups; Public vs Private Sector; Industry Categories; and World-Wide Regional Comparisons.

At Team Leadership Services we have also developed a comparison tool **"The Pulse"** which keeps the feedback and learning from the LBP 'alive', usually administered to the subject around 6 months beyond the original 360 LBP. We have discussed here the initial impact of the PULSE on leadership change and learning outcomes.



Comparison to Historical Data

‘Self’ Data

Table 1 provides the means and standard deviations for all ‘Self’ rated LBP’s comparing current data to results from 2011, 2015, 2016 and 2019 research updates.

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

Factor		Mean (with Standard Deviation)				
		2023	2019	2016	2015	2011
		(n =11789)	(n =9576)	(n =7681)	(n =7041)	(n =5004)
<i>Values Champion</i>		7.31	7.31	7.32	7.32	7.31
		(1.22)	(1.18)	(1.16)	(1.16)	(1.16)
<i>Team Linker</i>		7.70	7.70	7.70	7.70	7.70
		(0.96)	(0.95)	(0.94)	(0.94)	(0.94)
<i>Strategic Thinker</i>		7.20	7.20	7.21	7.21	7.21
		(1.27)	(1.26)	(1.25)	(1.25)	(1.25)
<i>Change Facilitator</i>		7.47	7.46	7.46	7.46	7.47
		(1.02)	(1.02)	(1.00)	(1.00)	(1.00)
<i>People Motivator</i>		7.71	7.70	7.70	7.70	7.70
		(1.05)	(1.04)	(1.04)	(1.04)	(1.04)
<i>Responsibility Giver</i>		7.60	7.60	7.61	7.62	7.62
		(1.02)	(1.01)	(1.00)	(0.99)	(0.99)
<i>Competent Performer</i>		7.86	7.86	7.85	7.86	7.86
		(0.93)	(0.92)	(0.91)	(0.90)	(0.90)
<i>Situational Decision Maker</i>		7.56	7.55	7.54	7.54	7.54
		(0.98)	(0.97)	(0.97)	(0.97)	(0.96)
<i>Emotional Intelligence</i>		7.58	7.58	7.58	7.59	7.59
		(0.91)	(0.90)	(0.90)	(0.89)	(0.89)
<i>- Self Awareness</i>		7.87	7.87	7.86	7.87	7.88
		(0.95)	(0.94)	(0.94)	(0.93)	(0.93)
<i>- Self Management</i>		7.75	7.74	7.75	7.75	7.74
		(1.00)	(0.99)	(0.99)	(0.99)	(0.99)
<i>- Social Awareness</i>		7.58	7.59	7.60	7.61	7.61
		(0.98)	(0.97)	(0.97)	(0.96)	(0.96)
<i>- Social Skill</i>		7.39	7.39	7.39	7.38	7.38
		(1.16)	(1.15)	(1.15)	(1.15)	(1.15)
<i>- Effective Communication</i>		7.31	7.32	7.33	7.34	7.35
		(1.16)	(1.15)	(1.14)	(1.12)	(1.12)

Rater Groups

The Leadership Behaviours Profile records responses categorised based on different rater groups as follows:

- Supervisor
- Direct Reports
- Peers & others who may interact with the subject manager

This section reports on the analyses conducted using data from these various groups.

Table 4: t-Test Analysis of Self vs Supervisor Perception

Factor	Self (Mean Score) n =11762	Supervisor (Mean Score) n =8738	p-value
<i>Values Champion</i>	7.31	7.72	<0.0001
<i>Team Linker</i>	7.70	7.81	<0.0001
<i>Strategic Thinker</i>	7.20	7.42	<0.0001
<i>Change Facilitator</i>	7.47	7.61	<0.0001
<i>People Motivator</i>	7.71	7.82	<0.0001
<i>Responsibility Giver</i>	7.60	7.70	<0.0001
<i>Competent Performer</i>	7.86	8.18	<0.0001
<i>Situational Decision Maker</i>	7.56	7.58	0.4305
<i>Emotional Intelligence</i>	7.58	7.76	<0.0001
- <i>Self Awareness</i>	7.87	8.12	<0.0001
- <i>Self Management</i>	7.75	7.86	<0.0001
- <i>Social Awareness</i>	7.58	7.67	<0.0001
- <i>Social Skill</i>	7.39	7.55	<0.0001
- <i>Effective Communication</i>	7.31	7.59	<0.0001

Initial Pulse Research

Introduction

Essentially there are four areas of interest overall with the PULSE follow-up tool:

- How the subject 'self' sees their leadership (Power behaviours) change between measures (original LBP vs PULSE).
- How the subject's supervisor/manager sees the 'self' change between measures (original 360 vs PULSE).
- The observed PULSE differences **now** between the 'self' and 'supervisor/manager'.
- The observed PULSE development progress and the differences between 'self' and the 'supervisor/manager'.

Pulse Data

Table 13: Power Question Analysis - Self Perception – LBP vs Pulse

Power Question Group	Self 360 (Mean Score) n =391	Self Pulse (Mean Score) n =391	p-value
<i>Emotional Intelligence</i>	7.97	8.06	0.2193
<i>Inspire Direction</i>	7.20	7.49	0.0012
<i>Instil the Values</i>	7.44	7.52	0.4409
<i>Deliver Results</i>	7.70	7.82	0.1242

Analysis

In Table 13 it can be seen that thus far we have comparison data for 391 subjects between the two measures of the 'Power Behaviours' (LBP vs PULSE). In all four 'Groups' (clusters) it can be seen that 'self' perception shows increased scores. However, in the **Inspire Direction** Group of questions the increased score is statistically significant. In other words, the individual perceives themselves as having increased their inspirational behaviour between the two measures (LBP to PULSE).