

Guide to Group Report

The LVI Group Report summarizes aggregate trends across a group of participants. This can be helpful to gauge how the group stacks up to norms as well as to identify shared strengths and common strengths overused and shortcomings that can be addressed with focused training and development efforts.

Reference Table (next two pages in this PDF; comes as a separate PDF file)

The PDF document is a table that provides summary statistics for all LVI scales and items in terms of the participants' scores for the 360 View (the overall scores presented in their individual feedback reports). It includes norms for the Effectiveness Indicators and Versatility Scores. The table can be used as a simple reference guide since it is easy to systematically look up any score.

Summary Slides (last three pages in this PDF; comes as a separate PPT file)

The first PowerPoint slide presents a rank-order of items within the Forceful, Enabling, Strategic, and Operational categories. The percentages represent what proportion of the group was rated "too little," "the right amount," or "too much" on each item. Items are rank-ordered from those where a significant proportion of the group were rated "too much" (top), to those where the majority were rated "the right amount" (middle), to those where a significant proportion were rated "too little" (bottom).

Percentages are presented in **bold** when the majority (50%+) of participants were rated either "too little," "the right amount," or "too much" on that item.

The second PowerPoint slide presents a rank-order of the most "underdone" and "overdone" items in the full set of 48 items. The cut-off is > 33% for "too little" and > 25% for "too much" (a lower bar for "too much" ratings because they are less common than "too little" ratings).

In other words, the first slide emphasizes how the majority scored (with **bold** percentages) and the second slide presents the overall trends (even if they don't always apply to the majority).

Interpreting Group Scores Relative to Norms

Norms are provided in the PDF Table to aid interpretation of the group averages on the Effectiveness Indicators and the Versatility Scores.

The convention in statistics is to consider how many Standard Deviations (*SD*s) an observed score is away from the average (or "mean, *M*") in the norm group.

Rules of thumb for interpreting a difference from the average in a norm sample are:

- +/- .2 SDs Small difference
- +/- .5 SDs Medium difference
- +/- .8 SDs Large difference
- +/- 1.2 SDs Very large difference

Source: Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences*. Routledge.

Global Norm Sample

21,596 senior managers rated since 2013:

•	Mostly upper-level	
	C-level	8%
	Other Exec	37%
	Director/Functional Head	30%
	Middle Manager	17%
	Supervisor	8%
_	B do obligante da	600/
•	Mostly male	69%
•	Largely Western	
•	Largely Western N. America	42%
•		42% 27%
•	N. America	,.
•	N. America Europe	27%
•	N. America Europe Asia	27% 15%
•	N. America Europe Asia Africa/Middle East	27% 15% 9%





		This	Group		Global	Norms	
Effectiveness Indicators	М	SD	Low	High	М	SD	difference
Overall Effectiveness (10-pt scale)	7.98	.49	7.27	8.52	7.84	.69	+.14
Team Productivity (5-pt scale)	3.83	.27	3.60	4.12	3.77	.41	+.06
Team Vitality (5-pt scale)	3.61	.30	3.21	4.10	3.72	.45	10

		This	Group		Global	Norms	
Versatility	М	SD	Low	High	М	SD	difference
Overall Versatility	80%	6%	71%	90%	79%	8%	+1%
Forceful-Enabling Versatility	76%	8%	65%	88%	77%	9%	-1%
Strategic-Operational Versatility	81%	5%	75%	89%	80%	8%	+1%

	This Group						
Dimensions	М	SD	Low	High	Too Little	Right Amt	Too Much
🕜 Forceful	+.09	.42	33	+.82	20%	50%	30%
🖏 Enabling	45	.40	-1.03	03	60%	40%	0%
Strategic	34	.23	63	+.07	80%	20%	0%
Derational	21	.20	59	+.15	50%	50%	0%

		This Group						
Sub	o-dimensions	М	SD	Low	High	Too Little	Right Amt	Too Much
	🔁 - Take charge	+.15	.43	33	+.98	20%	50%	30%
Forceful	2 - Decisive	+.16	.58	47	+1.44	30%	40%	30%
	පි - Demanding	02	.34	41	+.64	40%	30%	30%
g	မ္မာ - Empowering	52	.53	-1.27	+.08	50%	50%	0%
150	ୁଆ - Empowering କୁ - Participative କ୍ର - Supportive	47	.37	-1.00	+.01	70%	30%	0%
	ធី - Supportive	37	.35	96	+.16	60%	40%	0%
	.୍ଥ - Direction	41	.19	68	03	80%	20%	0%
Q	- Direction 같 - Expansion - Innovation	37	.32	80	+.15	70%	30%	0%
	ਨੋਂ - Innovation	24	.23	56	+.09	60%	40%	0%
	- Execution	17	.15	45	+.05	30%	70%	0%
ß	- Execution - Focus O - Order	17	.22	53	+.35	50%	40%	10%
	Ö - Order	32	.35	-1.03	+.19	60%	40%	0%

Based on 360 scores for 10 participants.



Applied 1 ln control +.31 .51 -0.28 +1.19 0% 70% 2 Assumes authority +.15 .57 -0.58 +1.18 10% 60% 3 Gives direction +.01 .37 -0.53 +0.71 10% 80% 4 Steps in +.11 .43 -0.28 +1.06 0% 80% 5 Takes a position 23 .67 -1.84 +0.71 20% 60% 5 Speaks up +.01 .55 -0.38 +2.14 10% 50% 7 Decisive +.38 .75 -0.38 +2.14 10% 50% 9 Pushes people hard +.15 .48 -0.47 +0.91 10% 50% 10 Expects a lot +.32 .43 -0.25 +1.06 0% 40% 12 Holds people accountable 24 .31 -0.59 +0.27 60% 40% 4 Stands back 37 .45 -1.06 +0.17 50% 60%	30% 10% 20% 20% 40% 70% 40% 60% 0% 0%
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12 Follows up52 .45 -1.45 +0.15 70% 30%	20%

LEADERSHIP VERSATILITY INDEX

GROUP REPORT ASPIRE PROGRAM Jan 2020



POWERED BY







(f FORCEFUL	Too Little	Right Amt	Too Much
8 Doesn't back down	10%	20%	70%
10 Expects a lot	0%	40%	60%
4 Steps in	0%	80%	20%
3 Gives direction	10%	80%	10%
1 In control	0%	70%	30%
2 Assumes authority	10%	60%	30%
5 Takes a position	20%	60%	20%
7 Decisive	10%	50%	40%
9 Pushes people hard	10%	50%	40%
6 Speaks up	30%	50%	20%
12 Holds people accountable	60%	40%	0%
11 Provides critical feedback	70%	30%	0%

	Too Little	Right Amt	Too Much
11 Creative	20%	80%	0%
12 Encourages innovation	20%	80%	0%
2 Big-picture perspective	30%	70%	0%
8 Builds capacity	30%	70%	0%
9 Question the status quo	30%	70%	0%
6 Growth-oriented	50%	40%	10%
10 Early adopter	50%	50%	0%
3 Externally aware	70%	30%	0%
4 Looks ahead	70%	30%	0%
5 Takes risks	70%	30%	0%
7 Entrepreneurial	70%	30%	0%
1 Thinks strategically	80%	20%	0%

	Too Little	Right Amt	Too Much
6 Listens	40%	60%	0%
3 Hands-off	40%	60%	0%
7 Participative	50%	50%	0%
12 Gives people a chance	50%	40%	10%
4 Stands back	50%	40%	10%
9 Shows empathy	60%	30%	10%
1 Empowers	60%	40%	0%
2 Delegates	60%	40%	0%
5 Asks for input	60%	40%	0%
11 Shows appreciation	60%	40%	0%
10 Coaches people	70%	30%	0%
8 Open to influence	70%	30%	0%
င်္ဘ OPERATIONAL	Too Little	Right Amt	Too Much
1 Head-down	10%	30%	60%

		inglie / inc	
1 Head-down	10%	30%	60%
2 Involved in tactical details	20%	30%	50%
4 Jumps on problems	10%	80%	10%
7 Focused on priorities	10%	80%	10%
10 Disciplined	20%	70%	10%
5 Conservative about risk	10%	60%	30%
11 Structured	20%	60%	20%
6 Practical about change	30%	60%	10%
3 Internally focused	10%	50%	40%
8 Contains costs	60%	40%	0%
9 Relies on what works	60%	40%	0%
12 Follows up	70%	30%	0%

Based on 360 scores





Most "Underdone" Behaviors

		Too Little	Right Amt	Too Much
Q	1 Thinks strategically	80%	20%	0%
Ŷ	3 Externally aware	70%	30%	0%
\bigcirc	4 Looks ahead	70%	30%	0%
Q	5 Takes risks	70%	30%	0%
Ŷ	7 Entrepreneurial	70%	30%	0%
G	11 Provides critical feedback	70%	30%	0%
151	8 Open to influence	70%	30%	0%
250	10 Coaches people	70%	30%	0%
Ŋ	12 Follows up	70%	30%	0%
G	12 Holds people accountable	60%	40%	0%
150	1 Empowers	60%	40%	0%
620	2 Delegates	60%	40%	0%
650	5 Asks for input	60%	40%	0%
650	9 Shows empathy	60%	30%	10%
191	11 Shows appreciation	60%	40%	0%
Ŋ	8 Contains costs	60%	40%	0%
Ŋ	9 Relies on what works	60%	40%	0%
250	4 Stands back	50%	40%	10%
150	7 Participative	50%	50%	0%
150	12 Gives people a chance	50%	40%	10%
\bigcirc	6 Growth-oriented	50%	40%	10%
Q	10 Early adopter	50%	50%	0%
191	3 Hands-off	40%	60%	0%
120	6 Listens	40%	60%	0%

Most "Overdone" Behaviors

	Too Little	Right Amt	Too Much
8 Doesn't back down	10%	20%	70%
🗇 10 Expects a lot	0%	40%	60%
1 Head-down	10%	30%	60%
2 Involved in tactical details	20%	30%	50%
7 Decisive	10%	50%	40%
9 Pushes people hard	10%	50%	40%
3 Internally focused	10%	50%	40%
1 In control	0%	70%	30%
2 Assumes authority	10%	60%	30%
5 Conservative about risk	10%	60%	30%