

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 seperate 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 (SDs) 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%
Mostly male	69%

Largely Western

Laigely Western	
N. America	42%
Europe	27%
Asia	15%
Africa/Middle East	9%
Latin/S. America	5%
Other	2%





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Group Report Jan 2020



		This	Group		Global	Norms	
Effectiveness Indicators	M	SD	Low	High	M	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	M	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 Gro	up		
Dimensions	M	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%
& Operational	21	.20	59	+.15	50%	50%	0%
				This Gro	up		
Sub-dimensions	M	SD	Low	High	Too Little	Right Amt	Too Much
্ৰ - Take charge	+.15	.43	33	+.98	20%	50%	30%
☐ - Take charge ☐ - Decisive ☐ - Demanding	+.16	.58	47	+1.44	30%	40%	30%
O O	02	.34	41	+.64	40%	30%	30%
- Empowering - Participative - Supportive	52	.53	-1.27	+.08	50%	50%	0%
্বে - Participative	47	.37	-1.00	+.01	70%	30%	0%
	37	.35	96	+.16	60%	40%	0%
کا - Direction پیت - Expansion کا - Innovation	41	.19	68	03	80%	20%	0%
ੂ ਦੂੰ - Expansion	37	.32	80	+.15	70%	30%	0%
ភ្នំ - Innovation	24	.23	56	+.09	60%	40%	0%
〒 - Execution	17	.15	45	+.05	30%	70%	0%
	17	.22	53	+.35	50%	40%	10%
O - Order	32	.35	-1.03	+.19	60%	40%	0%

Based on 360 scores for 10 participants.



The control				М	SD	Low	High	Too Little	Right Amt	Too Much
STAKES a position		စ္ညီ 1 In control		+.31	.51	-0.28	+1.19	0%	70%	30%
STAKES a position		2 Assumes aut	hority	+.15	.57	-0.58	+1.18	10%	60%	30%
STAKES a position		⊕ 3 Gives directi	on	+.01	.37	-0.53	+0.71	10%	80%	10%
Second S		[™] 4 Steps in		+.11	.43	-0.28	+1.06	0%	80%	20%
B Doesn't back down	=	5 Takes a posit	ion	23	.67	-1.84	+0.71	20%	60%	20%
B Doesn't back down	Seft	- 6 Speaks up		+.01	.55	-0.52	+1.23	30%	50%	20%
B Doesn't back down	orc	7 Decisive		+.38	.75	-0.38	+2.14	10%	50%	40%
To Expects a lot 10 Expects a lot 10 Expects a lot 10 Expects a lot 11 Provides critical feedback 1.1 Provides critical feedback 1.1 Provides critical feedback 1.2 1.35 0.92 0.032 70% 30% 0% 0% 0% 0% 0% 0%		8 Doesn't back	down	+.51	.62	-0.23	+1.68	10%	20%	70%
1 Empowers -68	9	ဗ္ဗ 9 Pushes peop	le hard	+.15	.48	-0.47	+0.91	10%	50%	40%
1 Empowers -68		를 10 Expects a lot		+.32	.43	-0.25	+1.06	0%	40%	60%
1 Empowers -68		11 Provides crit	ical feedback	41	.35	-0.92	+0.32	70%	30%	0%
Second Part		△ 12 Holds people	e accountable	24	.31	-0.59	+0.27	60%	40%	0%
Second Part		≗ 1 Empowers		68	.66	-1.63	+0.04	60%	40%	0%
Second Part		2 Delegates								
Second Part		§ 3 Hands-off								
Saks for input		4 Stands back								
9 Shows empathy	60	.≥ 5 Asks for inpu	t							
9 Shows empathy	lin	6 Listens								
9 Shows empathy	nak	7 Participative				-1.05				
## 10 Coaches people	Ξ	8 Open to influ								
10 Coaches people 19 .27 -0.63 +0.22 70% 30% 0% 0% 0% 11 Shows appreciation 48 .37 -1.00 -0.04 60% 40% 0% 0% 12 Gives people a chance 49 .51 -1.37 +0.09 50% 40% 1	Ø							60%		10%
Thinks strategically 2 Big-picture perspective -32		₹ 10 Coaches peo	•							
Thinks strategically 2 Big-picture perspective -32		11 Shows appre								
1 Thinks strategically 55 .26 -0.89 -0.09 80% 20% 0%		12 Gives people								
2 Big-picture perspective32		4 Thinks stocks		55	.26	-0.89	-0.09		20%	0%
4 Looks ahead40		2 Big-picture p		32	.26	-0.79	+0.09	30%	70%	0%
4 Looks ahead40		3 Externally av	•	40	.20	-0.66	-0.08	70%	30%	0%
Second Columbia		4 Looks ahead		40						
Second Columbia	C			43	.31	-0.83	+0.05	70%	30%	0%
9 Question the status quo25	eg	်င္တီ 6 Growth-orie	nted	44		-1.58	+0.42	50%	40%	10%
9 Question the status quo25	trai	ই 7 Entrepreneu	rial	42	.28	-0.78	+0.18	70%	30%	0%
9 Question the status quo25		[™] 8 Builds capac	ty	22	.27	-0.61	+0.18	30%	70%	0%
12 Encourages innovation 19 .20 -0.58 +0.14 20% 80% 0% 1 Head-down +.00 .31 -0.52 +0.35 10% 30% 60% 2 Involved in tactical details +.01 .23 -0.25 +0.59 20% 30% 50% 3 Internally focused 23 .31 -0.65 +0.25 10% 50% 40% 4 Jumps on problems 43 .13 -0.67 -0.29 10% 80% 10% 5 Conservative about risk +.14 .41 -0.59 +0.86 10% 60% 30% 5 6 Practical about change 13 .28 -0.47 +0.44 30% 60% 10% 7 Focused on priorities 16 .18 -0.57 0.00 10% 80% 10% 8 Contains costs 46 .39 -1.29 +0.12 60% 40% 0% 9 Relies on what works 37 .38 -1.00 +0.23 60% 40% 0% 5 10 Disciplined 07 .28 -0.50 +0.33 20% 70% 10% 6 11 Structured 32 .42 -1.18 +0.26 20% 60% 20%		⊆ 9 Question the	status quo	25	.35	-0.85	+0.18	30%	70%	0%
12 Encourages innovation 19 .20 -0.58 +0.14 20% 80% 0% 1 Head-down +.00 .31 -0.52 +0.35 10% 30% 60% 2 Involved in tactical details +.01 .23 -0.25 +0.59 20% 30% 50% 3 Internally focused 23 .31 -0.65 +0.25 10% 50% 40% 4 Jumps on problems 43 .13 -0.67 -0.29 10% 80% 10% 5 Conservative about risk +.14 .41 -0.59 +0.86 10% 60% 30% 5 6 Practical about change 13 .28 -0.47 +0.44 30% 60% 10% 7 Focused on priorities 16 .18 -0.57 0.00 10% 80% 10% 8 Contains costs 46 .39 -1.29 +0.12 60% 40% 0% 9 Relies on what works 37 .38 -1.00 +0.23 60% 40% 0% 5 10 Disciplined 07 .28 -0.50 +0.33 20% 70% 10% 6 11 Structured 32 .42 -1.18 +0.26 20% 60% 20%		10 Early adopte	r	37	.33	-0.91	+0.13	50%	50%	0%
1 Head-down		2 11 Creative		15	.20	-0.38	+0.21	20%	80%	0%
Part		12 Encourages	nnovation	19	.20	-0.58	+0.14	20%	80%	0%
Part		⊆ 1 Head-down		+.00	.31	-0.52	+0.35	10%	30%	60%
4 Jumps on problems43 .13 -0.67 -0.29 10% 80% 10% 5 Conservative about risk +.14 .41 -0.59 +0.86 10% 60% 30% 6 Practical about change13 .28 -0.47 +0.44 30% 60% 10% 7 Focused on priorities16 .18 -0.57 0.00 10% 80% 10% 8 Contains costs46 .39 -1.29 +0.12 60% 40% 0% 9 Relies on what works37 .38 -1.00 +0.23 60% 40% 0% 10 Disciplined07 .28 -0.50 +0.33 20% 70% 10% 11 Structured32 .42 -1.18 +0.26 20% 60% 20%		2 Involved in t	actical details	+.01		-0.25	+0.59	20%	30%	50%
4 Jumps on problems43 .13 -0.67 -0.29 10% 80% 10% 5 Conservative about risk +.14 .41 -0.59 +0.86 10% 60% 30% 6 Practical about change13 .28 -0.47 +0.44 30% 60% 10% 7 Focused on priorities16 .18 -0.57 0.00 10% 80% 10% 8 Contains costs46 .39 -1.29 +0.12 60% 40% 0% 9 Relies on what works37 .38 -1.00 +0.23 60% 40% 0% 10 Disciplined07 .28 -0.50 +0.33 20% 70% 10% 11 Structured32 .42 -1.18 +0.26 20% 60% 20%		3 Internally for	cused							
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32 .42 -1.18 +0.26 20% 60% 20%	_									
		5 11 Structured								
12 FOIIOWS UP52 .45 -1.45 +0.15 /0% 30% 0%		12 Follows up		52	.45	-1.45	+0.15	70%	30%	0%



LEADERSHIP VERSATILITY INDEX

GROUP REPORT

ASPIRE PROGRAM

Jan 2020



POWERED BY







(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%

© STRATEGIC	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%

© ENABLING	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%

ℰOPERATIONAL	Too Little	Right Amt	Too Much
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%





Too Little Right Amt Too Much

Most "Underdone" Behaviors

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

Most "Overdone" Behaviors

8 Doesn't back down	10%	20%	70%
10 Expects a lot	0%	40%	60%
5 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%