



ORGANISATION DEVELOPMENT REPORT

SAMPLE

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INTRODUCTION

This report is created from data gathered from individuals who form a particular group. For example, that group can be a specific team or it could be the entire management cohort of an organisation. It shows the pattern of results for each scale as a histogram of the total number of people who achieve a particular sten score within that group.

Like most psychometric data the ILM72 is analysed by reference to a sten scale.

The norm group in this instance consists of people who are in leadership roles – this is not statistically a normal population. Each sten represents 10% of this leadership norm group.

STEN									
1	2	3	4	5	6	7	8	9	10
PERCENTILE									
10%	10%	10%	10%	10%	10%	10%	10%	10%	10%

Examining the histogram should provide an indication where there are trends or preferences within the group being examined. These should be analysed in terms of what is known about the group and the organisation. That is, the data should be used to confirm, or otherwise, some observation about that group.

The histogram should provide a visual picture when the groups score peaks on each scale. Interpreting scores differs for the specific (style) scales and for the global scales.

The Specific Scales

There is no “high” or “low” end to the six specific scales which measure aspects of leadership style. These are called bi-polar scales. The peaks in the histogram should indicate a preference for one end of the scale or the other (or a balance between them).

Examining all six scales could provide a picture of the prevailing leadership culture for the organisation.

This can be used to consider whether this style is appropriate for the organisation at this point in time and might indicate what should be done to develop leadership in the organisation.

The Global Scales

With the 3 global scales there is a “high” and a “low” end. Stens 1 – 3 are typically seen as “low” scores and Stens 8 - 10 are typically seen as “high” scores.

Examination of the pattern of these scores should indicate how task orientated management is, how focused it is on the individual and how team work orientated it is.

DESCRIPTIVE STATISTICS

If the sample is normally distributed the mean will be 5.5. Scores above or below this level may indicate where the selected group's overall adopted style falls.

Please note that 5.5 is not necessarily an "ideal" score. It is for each organisation or group to determine what the preferred leadership style could be for its particular situation.

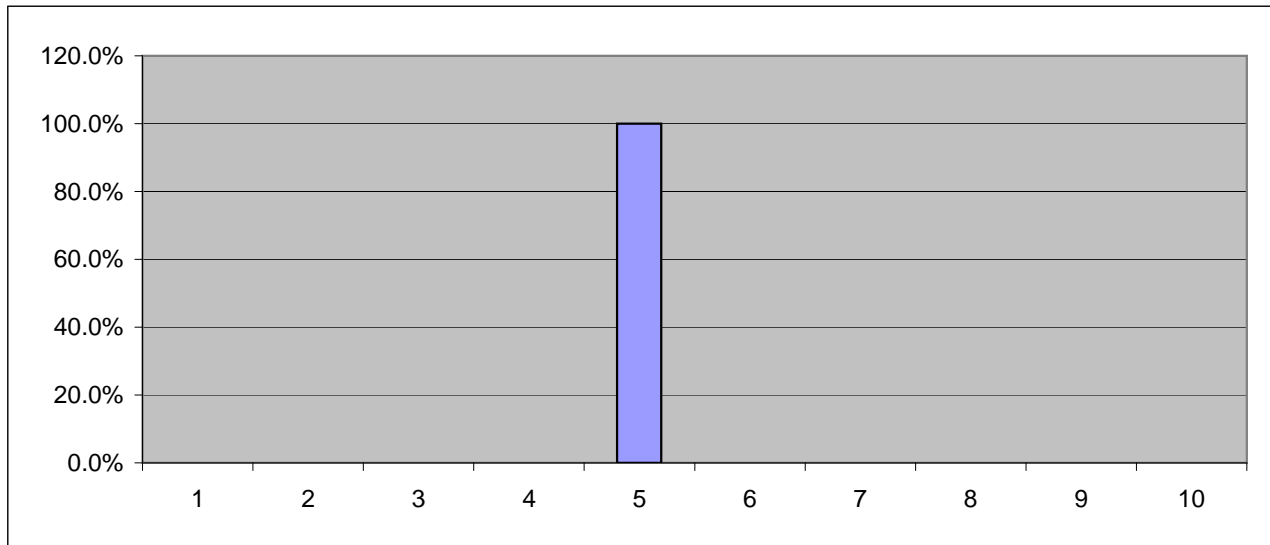
	N	Range	Min	Max	Mean
Task/People	2	0	5	5	5
Flexible/Dogmatic	2	4	6	10	8
De-centralised/Centralised	2	4	6	10	8
Reward/Punishment	2	5	4	9	6.5
The Means/The End	2	3	6	9	7.5
Structured/Organic	2	2	3	5	4
Task	2	7	3	10	6.5
Individual	2	3	1	4	2.5
Team	2	3	3	6	4.5
N	2				

Note: On each page there is space provided for you to make notes on your observations on the histogram.

TASK VS PERSON

DISTRIBUTION

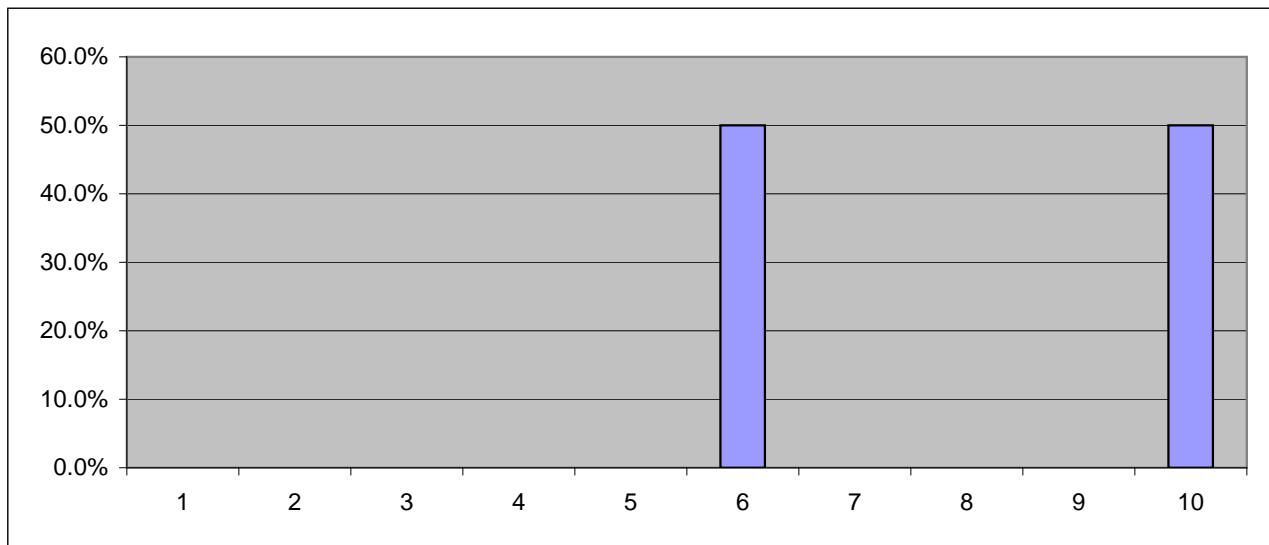
Sten	1	2	3	4	5	6	7	8	9	10
Normal Distrbution	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Frequency	0	0	0	0	2	0	0	0	0	0
SAMPLE	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%



FLEXIBLE VS DOGMATIC

DISTRIBUTION

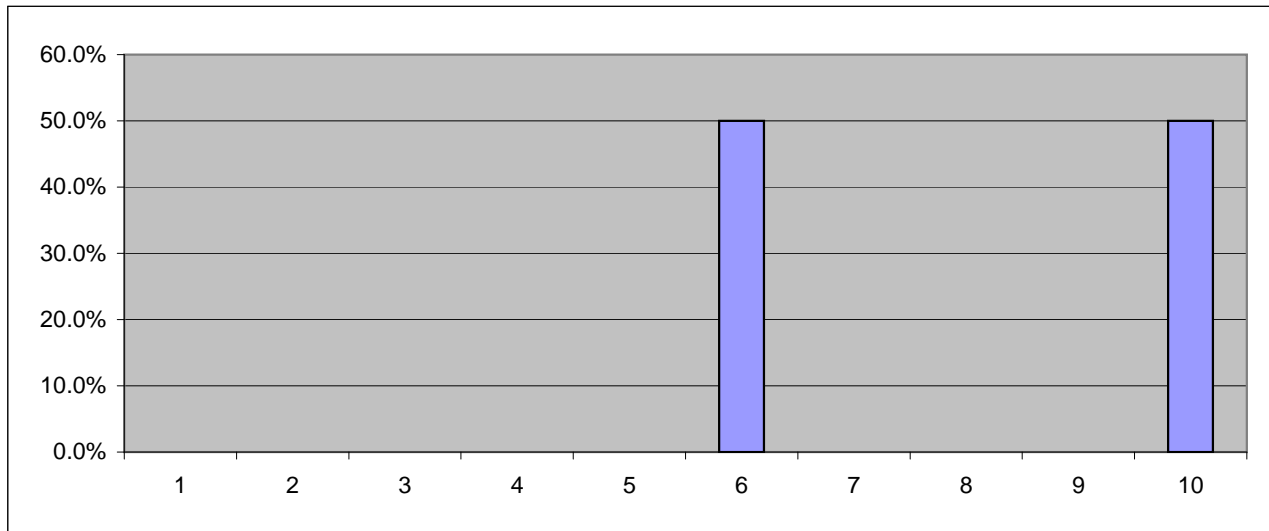
Sten	1	2	3	4	5	6	7	8	9	10
Normal Distrbution	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Frequency	0	0	0	0	0	1	0	0	0	1
SAMPLE	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%



DE-CENTRALISED VS CENTRALISED

DISTRIBUTION

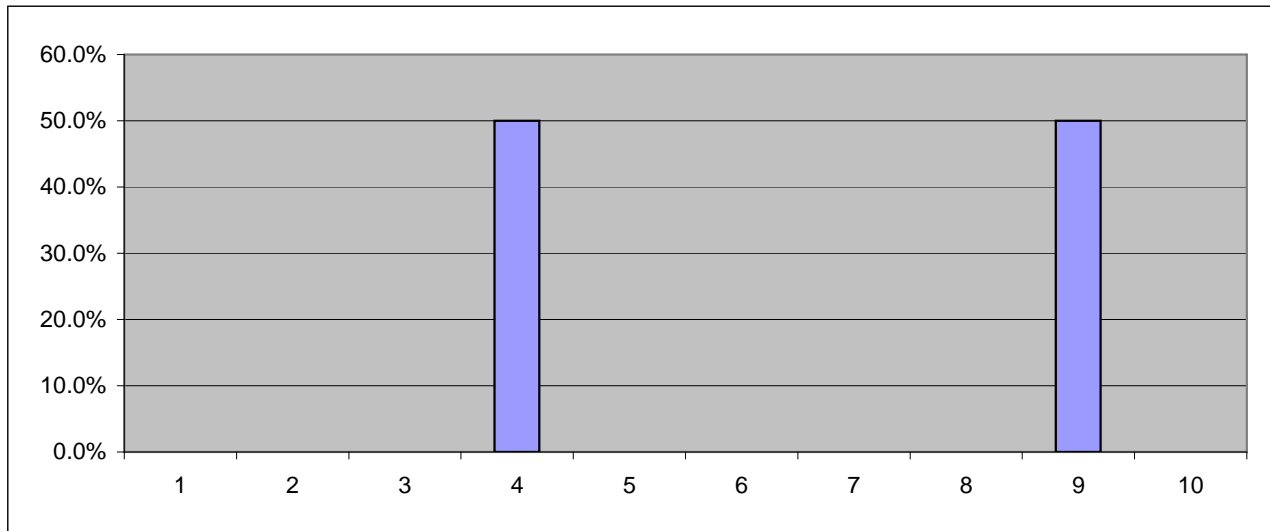
Sten	1	2	3	4	5	6	7	8	9	10
Normal Distrbution	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Frequency	0	0	0	0	0	1	0	0	0	1
SAMPLE	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%



REWARD VS PUNISHMENT

DISTRIBUTION

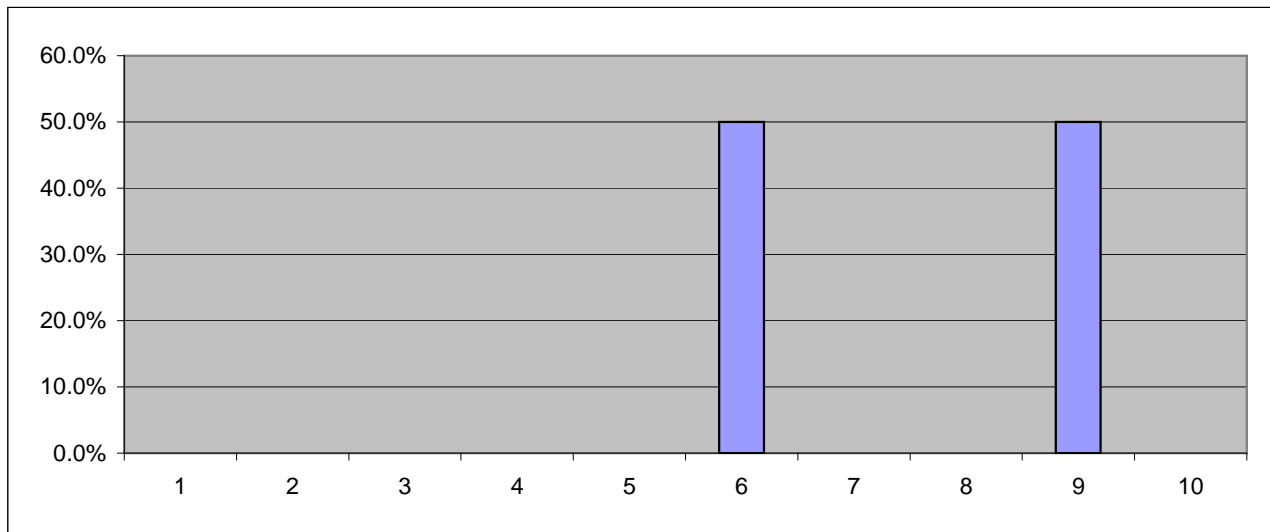
Sten	1	2	3	4	5	6	7	8	9	10
Normal Distrbution	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Frequency	0	0	0	1	0	0	0	0	1	0
SAMPLE	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%



THE MEANS VS THE END

DISTRIBUTION

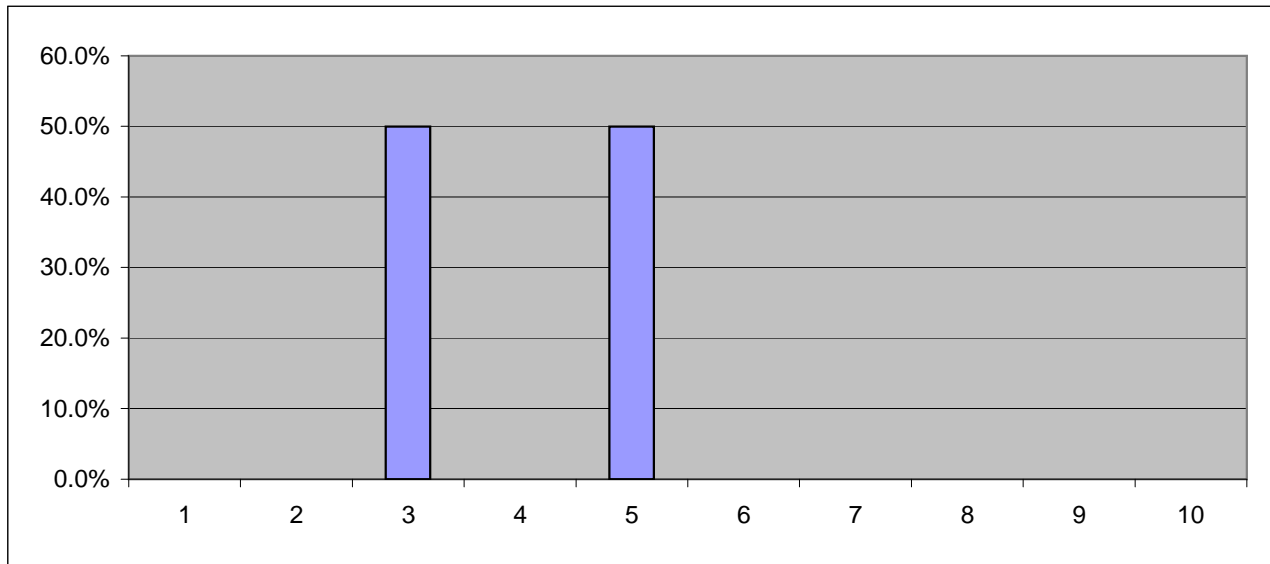
Sten	1	2	3	4	5	6	7	8	9	10
Normal Distrbution	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Frequency	0	0	0	0	0	1	0	0	1	0
SAMPLE	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	0.0%



STRUCTURED VS ORGANIC

DISTRIBUTION

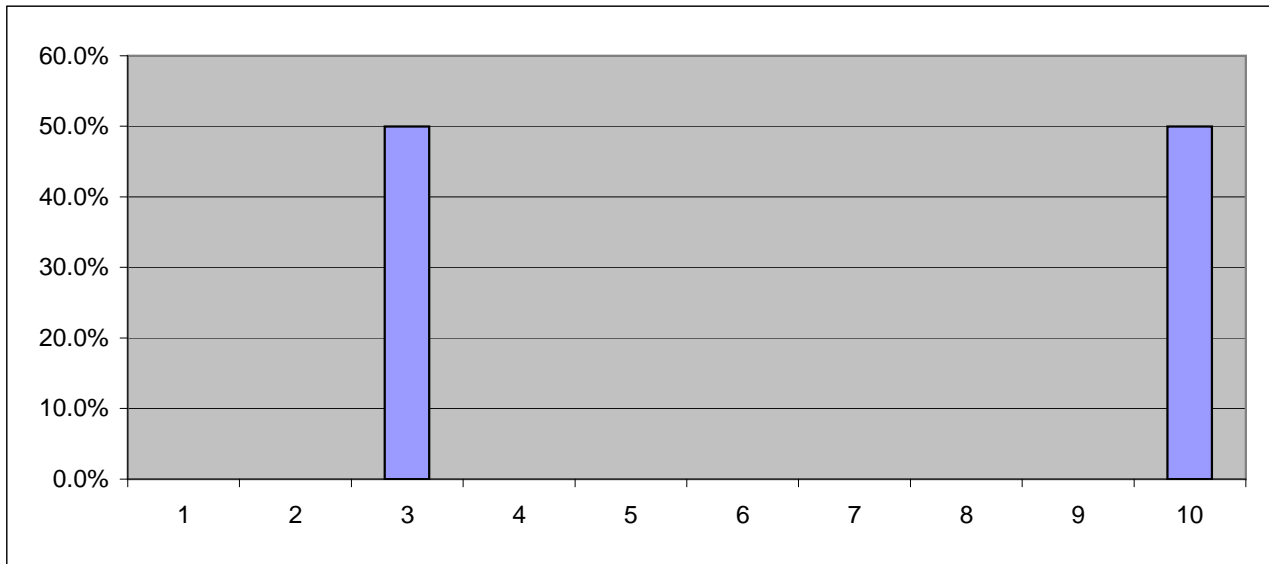
Sten	1	2	3	4	5	6	7	8	9	10
Normal Distrbution	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Frequency	0	0	1	0	1	0	0	0	0	0
SAMPLE	0.0%	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%



DETERMINATION TO DELIVER

DISTRIBUTION

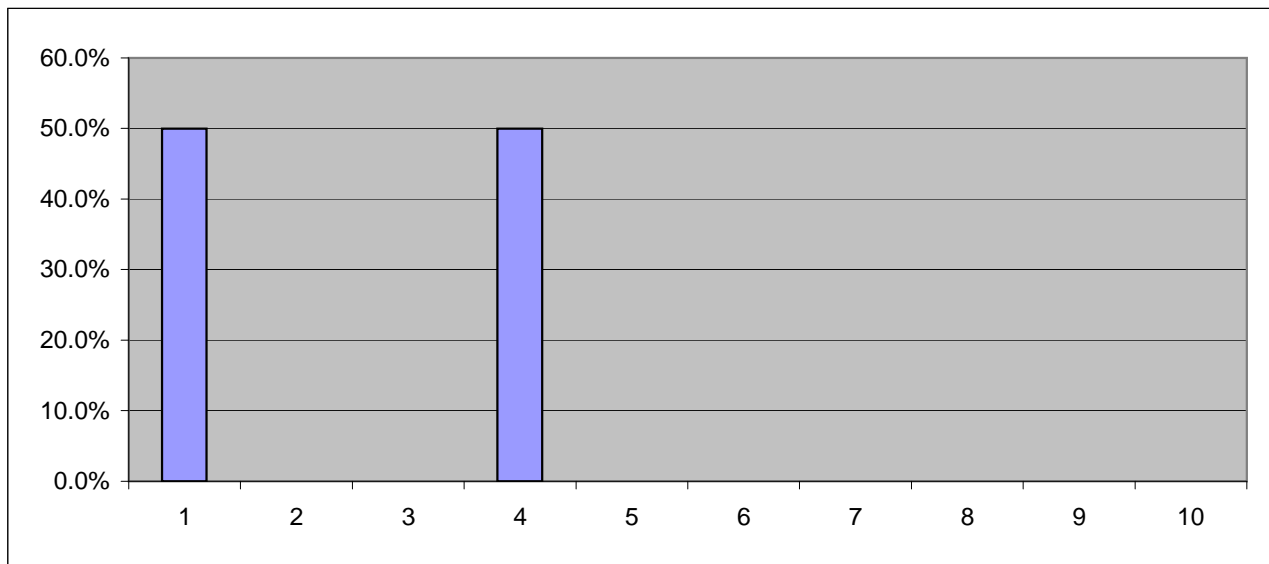
Sten	1	2	3	4	5	6	7	8	9	10
Normal Distrbution	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Frequency	0	0	1	0	0	0	0	0	0	1
SAMPLE	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%



INDIVIDUAL COHESION

DISTRIBUTION

Sten	1	2	3	4	5	6	7	8	9	10
Normal Distrbution	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Frequency	1	0	0	1	0	0	0	0	0	0
SAMPLE	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



TEAM WORKING

DISTRIBUTION

Sten	1	2	3	4	5	6	7	8	9	10
Normal Distrbution	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Frequency	0	0	1	0	0	1	0	0	0	0
SAMPLE	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%

