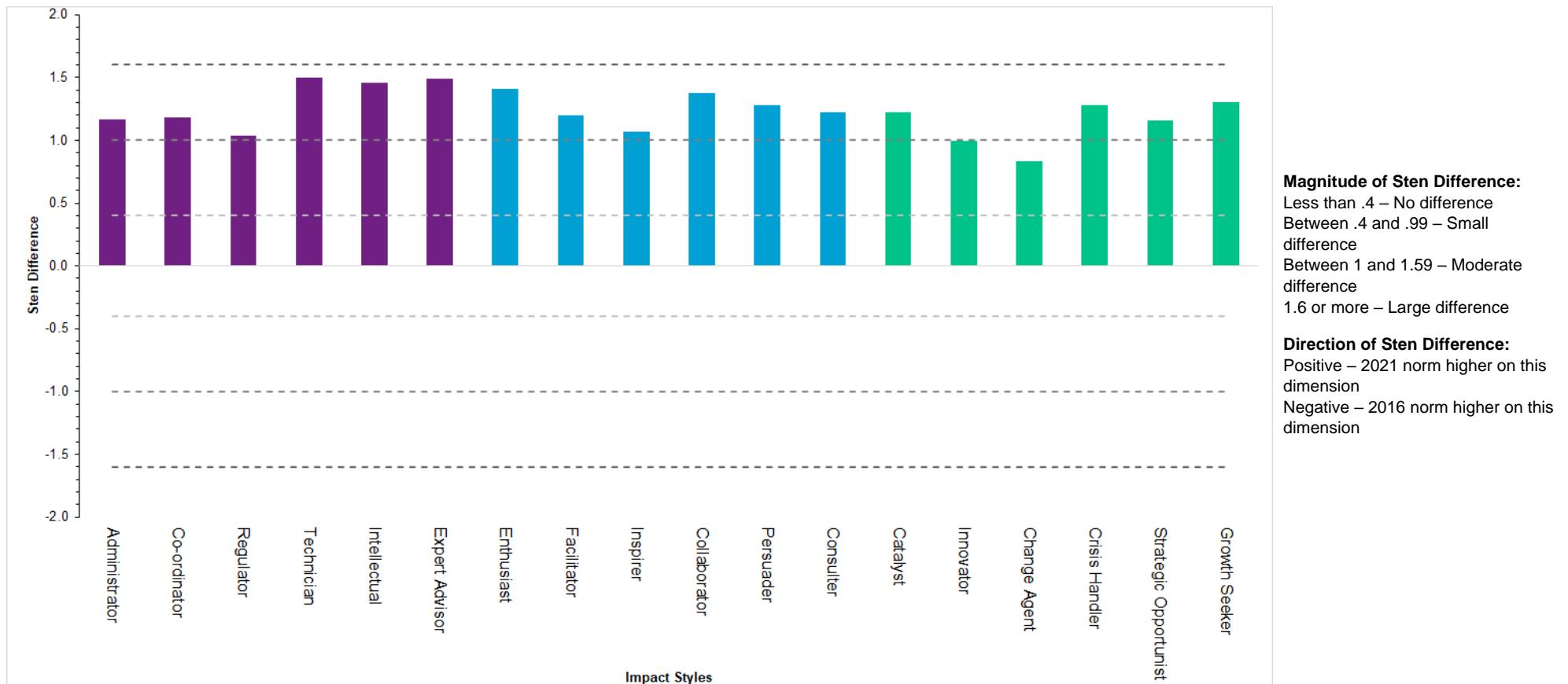
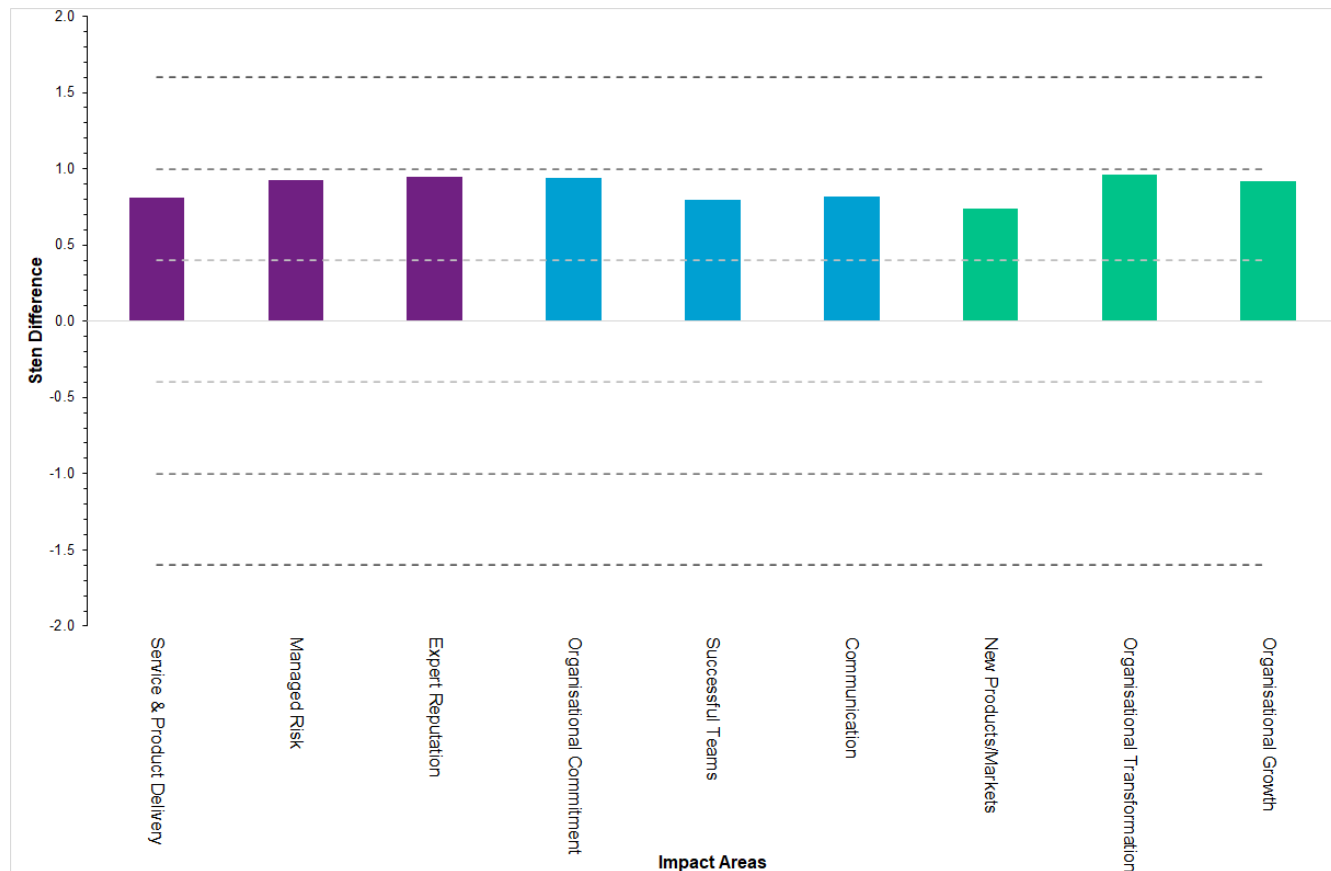


Senior Managers & Executives (INT, 2021) N=1,579



The Senior Managers & Executives (INT, 2021) norm is moderately different to the Interim Managerial (2016) norm in terms of Sten scores across the 18 Leadership Impact Styles. There are 17 moderate differences where Sten scores vary between 1 and 1.59 of a Sten. One of the Leadership Impact Styles has a small difference of less than one 1 Sten between the two norm groups. Whereas the Interim Managerial norm group comprised anonymous ratings of managers from survey data, the Senior Managers & Executives norm group was based on instrument usage data, where responses were shared with the questionnaire focus which could have influenced responses and contributed to the observed differences between the two groups. Another difference is the managerial responsibility of individuals between the groups. The Interim Managerial group comprised varying levels of managerial responsibility whereas the new Senior Managers & Executives norm group consists of assessees who have a higher level of managerial responsibility, and their raters, which could also contribute to the observed differences.

Senior Managers & Executives (INT, 2021) N=1,579



Magnitude of Sten Difference:

Less than .4 – No difference
 Between .4 and .99 – Small difference
 Between 1 and 1.59 – Moderate difference
 1.6 or more – Large difference

Direction of Sten Difference:

Positive – 2021 norm higher on this dimension
 Negative – 2016 norm higher on this dimension

The Senior Managers & Executives (INT, 2021) norm has small differences compared to the Interim Managerial (2016) norm in terms of Sten scores across the nine Leadership Impact Areas. The Sten scores for the Impact Areas vary between .4 and 0.99 of a Sten. Whereas the Interim Managerial norm group comprised anonymous ratings of managers from survey data, the Senior Managers & Executives norm group was based on instrument usage data, where responses were shared with the questionnaire focus which could have influenced responses and contributed to the observed differences between the two groups. Another difference is the managerial responsibility of individuals between the groups. The Interim Managerial group comprised varying levels of managerial responsibility whereas the new Senior Managers & Executives norm group consists of assesses, who have a higher level of managerial responsibility, and their raters, which could also contribute to the observed differences.