



## Cultural Background<sup>9</sup>

49% of the group described themselves as Asian (including Indian, Chinese and Japanese), 43% as White (including British, New Zealander and Australian), 2% as Arabic, 2% as Hispanic, 2% as Black (including Caribbean and African and American), with the remaining 2% coming from a range of other backgrounds<sup>10</sup>.

## Country of Completion<sup>11</sup>

28% of respondents completed Leadership Impact 360 in India, 15% in the United Kingdom, 10% in Australia, 6% in New Zealand, 6% in the United States, 6% in Singapore, 3% in the United Arab Emirates, 3% in Denmark, 3% in Saudi Arabia, 2% in Egypt and 2% in Thailand. The remaining 16% completed the questionnaire in various other countries including Finland, Italy, Japan, South Africa, Spain, Sri Lanka and Trinidad and Tobago.

## Other raters

The sample consisted of 1,435 individuals who rated a colleague on the Leadership Impact 360 questionnaire.

## Gender<sup>12</sup>

30% of the group were female, 70% were male and less than 1% responded with not specified.

## Age<sup>13</sup>

The mean age of the group was 45 years.

## Education (highest qualification)<sup>14</sup>

41% had a postgraduate degree as their highest qualification, 34% had a first/undergraduate degree, 18% had a professional qualification, 4% had school level qualifications, with the remaining 3% of the group having other or no formal qualifications.

## Management Level<sup>15</sup>

65% of the group were at senior management level (including senior, functional, enterprise/corporate and business managers), 12% were managers, 8% were supervisors or team leaders, 7% were individual contributors, with the remaining 8% listing other management responsibilities.

## Work Experience<sup>16</sup>

62% of the group had more than 20 years' work experience, 30% had between 10 and 20 years', 4% had between 6 and 9 years', 3% had between 3 and 5 years', with the remaining 1% having had less than 3 years' work experience.

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<sup>10</sup> Other backgrounds included mixed backgrounds

<sup>11</sup> Based on 100% group response

<sup>12</sup> Based on 66% group response

<sup>13</sup> Based on 54% group response

<sup>14</sup> Based on 57% group response

<sup>15</sup> Based on 54% group response

<sup>16</sup> Based on 57% group response

### Cultural Background<sup>17</sup>

46% of the group described themselves as White (including British, New Zealander and European), 43% as Asian (including Indian, Chinese and Japanese), 3% as Arabic, 2% as Hispanic, 1% as Black (including Caribbean, African and American), with the remaining 5% coming from a range of other backgrounds<sup>18</sup>.

### Country of Completion<sup>19</sup>

22% of respondents completed Leadership Impact 360 in India, 16% in the United Kingdom, 10% in Australia, 8% in New Zealand, 8% in the United States, 6% in Saudi Arabia, 5% in Singapore, 5% in the United Arab Emirates, 2% in Japan and 2% in Denmark. The remaining 16% completed the questionnaire in various other countries including France, Sri Lanka, Egypt, Indonesia, Spain and Trinidad and Tobago.

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<sup>17</sup> Based on 50% group response

<sup>18</sup> Other backgrounds included mixed backgrounds and Maori

<sup>19</sup> Based on 100% group response