

Leadership Behaviours Profile

Steering your Leadership Development



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Introduction

The Leadership Behaviours Model and Profile was originally created by Dr Paul Robinson and Team Leadership Services (TLS) and has assisted managers and organisations with their leadership development for more than two decades. Both the model and profile have been regularly updated and modernised and Version 8 was launched in 2023.

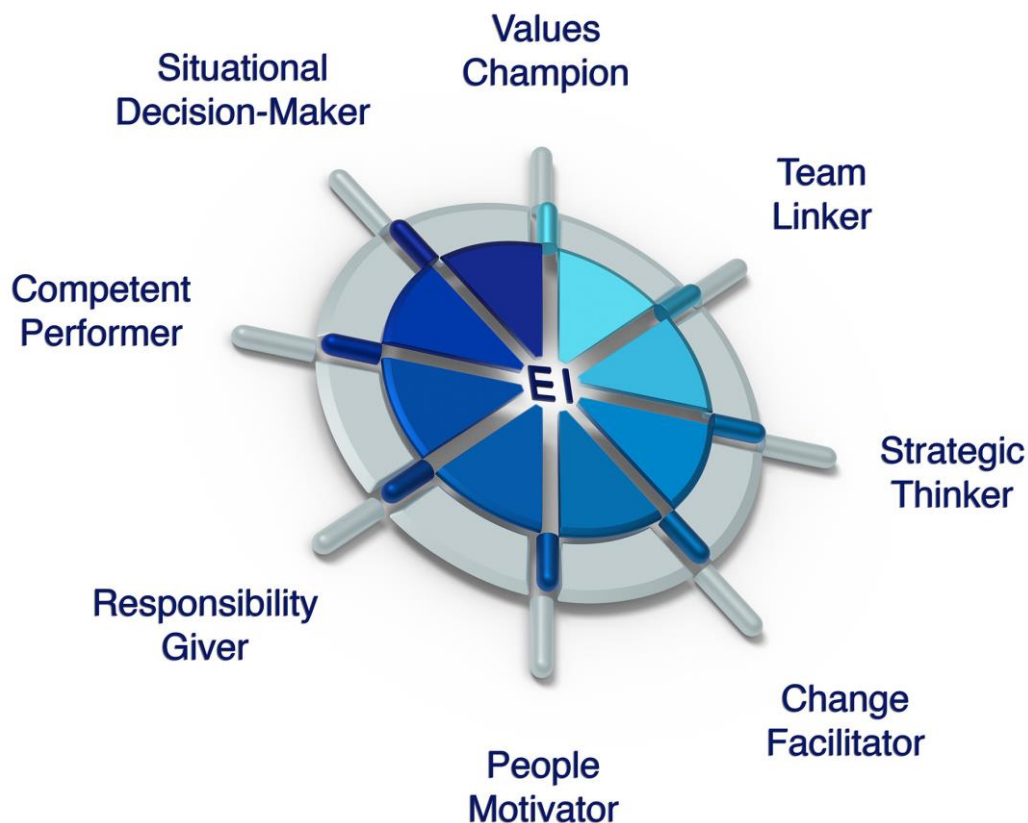
The LBP:

- Utilises 360 degree survey/feedback methodology
- Has a wide application across different types of management and organisations
- Is based on up-to-date research and the author's study of senior managers, their context and coping behaviours
- Utilises a questionnaire that has statistical internal consistency and reliability

The purpose of this research update is to re-evaluate any statistical significance from the increased norm data that we now have available to us and provide updated findings to our Accredited Consultants who utilise the LBP in helping organisations and their Managers with their leadership development.

Key research findings are outlined in an executive summary. In a finer grained analysis we have outlined the process and findings of further statistical analysis. We report the current norm data for self-scores vs other raters; different rater groups; gender; functional groups; Public vs Private Sector; Industry Categories; and World-Wide Regional Comparisons.

At Team Leadership Services we have also developed a comparison tool “**The Pulse**” which keeps the feedback and learning from the LBP ‘alive’, usually administered to the subject around 6 months beyond the original 360 LBP. We have discussed here the initial impact of the PULSE on leadership change and learning outcomes.



Executive Summary of Key Research Findings

- This analysis conducted at the end of 2023, includes the data from 11,789 leaders who have now completed the Leadership Behaviours Profile (LBP). Our database now includes 74,442 records of 'Others' ratings. These numbers translate to the regularly updated norm data used for comparison within each LBP Profile.
- Since LBP norm data has been collected over a number of years the database continues to expand, this allows for powerful statistical comparisons. It also facilitates observation of trends over time.
- Leaders overall perceive differing levels of difficulty for different factors. For example, whereas CEOs do not generally find 'Strategic Thinking' difficult, other groups do.
- Leaders and their raters score lowest overall on the Strategic Thinker factor and highest on the Competent Performer factor.
- 'Self' raters score themselves lower than 'other' raters in all factors of the Leadership Behaviours Model, as well as the derived 'Emotional Intelligence' factor and its sub-categories.
- Also, 'self' scores are lower than for 'supervisors' on all factors except **'Situational Decision-Maker'**.
- **'Direct reports'** are less critical than **'peers'** on all factors.
- **Female leaders have scored higher** in all the Leadership Behaviour factors and sub-factors, when compared to their male counterparts.
- **Public Sector leaders have scored higher** in seven of the eight core leadership factors when compared to their private sector counterparts.
- **Competent Performer** is the highest rating factor across **all the eight functional groups**.
- **Personnel/HR and Staff Development** score the highest across the following factors: **Values Champion; Team Linker; People Motivator; Responsibility Giver; and Situational Decision Maker**. They also score the highest in the **Social Awareness; Social Skill and Effective Communication** sub-factors of Emotional Intelligence.
- The **Consultants** group scored the highest of all groups on the **Competent Performer** factor. They also score the highest in the **Self Awareness** sub-factor of Emotional Intelligence.
- **Chief Executives** are the third highest scoring group overall. On average they do well in every factor. They also score the **highest** in the factors: **Strategic Thinker and Change Facilitator**; often considered indicators of 'Transformational Leadership'. They scored **highest** of all groups in the **Self-Management** sub-factor of Emotional Intelligence.
- **Production/Construction and Control (which includes quality control)** score lowest on all factors. Line management improvement in **People Motivator** leadership behaviour has particular potential.
- **Strategic-Thinker** is the lowest rating factor for all groups except CEOs.
- In considering 16 different Industry Categories, **Education Services** scores **high across all factors**.
- **Health Care and Social Assistance** also score **high overall**.
- When statistical tests were applied across geographical regions Australasia; Europe; Americas and Asia for the LBP, in general the Americas consistently scores highest and Asia lowest.
- The Importance Questions in the LBP are where the subject leader and their supervisor/manager score how important each factor is for the subject's current role. Overall, all of the factors are

scoring high by both parties, but generally supervisors score higher. It seems their subliminal message is for their managers to see all of these factors as important. However, there are some clear distinctions noted for the factor **Team Linker** (higher importance for supervisors); **Change Facilitator** (higher importance for self's); **Responsibility Giver** (also higher for self's) and **Situational Decision-Maker** (higher for supervisors). Supervisors not only seem to be trending greater importance overall, but particularly seem to be signalling the importance of contingency type decision-making.

- Through statistical analysis of the LBP behaviours model questionnaire items, 16 of the total 64 questions have been found to be powerful predictors of overall leadership behaviour. These 16 items have been grouped into Power Questions and have been utilised in the LBP PULSE tool. Together with a development progress indicator (based on outcome stated personal development objectives), the PULSE provides individuals and organisations with a mid-term development health check that directly links back to the original 360 they completed.
- The PULSE follow-up process and profile's current results clearly indicate its value. The looming accountability check, and the 'currency' driver, keeping the thinking, conversation and development effort and behaviour alive, means the greater the likelihood of the learning being embedded.

Comparison to Historical Data

‘Self’ Data

Table 1 provides the means and standard deviations for all ‘Self’ rated LBP’s comparing current data to results from 2011, 2015, 2016 and 2019 research updates.

Table 1: Mean and Standard Deviation of Leadership Behaviours - ‘Self’ Questionnaires

Factor		Mean (with Standard Deviation)				
		2023	2019	2016	2015	2011
		(n=11789)	(n=9576)	(n=7681)	(n=7041)	(n=5004)
<i>Values Champion</i>		7.31	7.31	7.32	7.32	7.31
		(1.22)	(1.18)	(1.16)	(1.16)	(1.16)
<i>Team Linker</i>		7.70	7.70	7.70	7.70	7.70
		(0.96)	(0.95)	(0.94)	(0.94)	(0.94)
<i>Strategic Thinker</i>		7.20	7.20	7.21	7.21	7.21
		(1.27)	(1.26)	(1.25)	(1.25)	(1.25)
<i>Change Facilitator</i>		7.47	7.46	7.46	7.46	7.47
		(1.02)	(1.02)	(1.00)	(1.00)	(1.00)
<i>People Motivator</i>		7.71	7.70	7.70	7.70	7.70
		(1.05)	(1.04)	(1.04)	(1.04)	(1.04)
<i>Responsibility Giver</i>		7.60	7.60	7.61	7.62	7.62
		(1.02)	(1.01)	(1.00)	(0.99)	(0.99)
<i>Competent Performer</i>		7.86	7.86	7.85	7.86	7.86
		(0.93)	(0.92)	(0.91)	(0.90)	(0.90)
<i>Situational Decision Maker</i>		7.56	7.55	7.54	7.54	7.54
		(0.98)	(0.97)	(0.97)	(0.97)	(0.96)
<i>Emotional Intelligence</i>		7.58	7.58	7.58	7.59	7.59
		(0.91)	(0.90)	(0.90)	(0.89)	(0.89)
<i>- Self Awareness</i>		7.87	7.87	7.86	7.87	7.88
		(0.95)	(0.94)	(0.94)	(0.93)	(0.93)
<i>- Self Management</i>		7.75	7.74	7.75	7.75	7.74
		(1.00)	(0.99)	(0.99)	(0.99)	(0.99)
<i>- Social Awareness</i>		7.58	7.59	7.60	7.61	7.61
		(0.98)	(0.97)	(0.97)	(0.96)	(0.96)
<i>- Social Skill</i>		7.39	7.39	7.39	7.38	7.38
		(1.16)	(1.15)	(1.15)	(1.15)	(1.15)
<i>- Effective Communication</i>		7.31	7.32	7.33	7.34	7.35
		(1.16)	(1.15)	(1.14)	(1.12)	(1.12)

Analysis

The latest data is consistent with earlier norm data trends, showing the relative stability of the instrument over time since its launch in 1996. The means and standard deviations between the versions show only marginal change. The range in frequency of behaviour for the eight factors demonstrates that **leaders in general perceive differing levels of difficulty for different factors.**

Strategic Thinker and **Values Champion** score lowest at 7.20 and 7.31 respectively. The standard deviations for each of these two factors (1.27 and 1.22) indicate the highest variability around the mean reinforcing the view that managers see themselves having quite different levels of ability in these two areas. The data highlights the difficulties some leaders have with setting, agreeing, living and communicating vision and values.

In contrast, the highest 'self' scored factor is **Competent Performer** with a mean score of 7.86 indicating leaders in general find it easier to score this factor at a higher level as they focus on the 'hard' rather than the 'soft' issues in leadership and management.

'Others' Data

Table 2 provides the means and standard deviations for all LBP's comparing the 'others' viewpoint of the current data to results from the 2011, 2015, 2016 and 2019 research updates.

Table 2: Mean and Standard Deviation of Leadership Behaviours - 'Other' Questionnaires

Factor		Mean (with Standard Deviation)				
		2023	2019	2016	2015	2011
		(n=11789)	(n=9576)	(n=7681)	(n=7041)	(n=5004)
<i>Values Champion</i>		7.72	7.67	7.64	7.63	7.62
		(0.88)	(0.89)	(0.90)	(0.91)	(0.91)
<i>Team Linker</i>		7.81	7.78	7.75	7.74	7.72
		(0.84)	(0.85)	(0.86)	(0.87)	(0.88)
<i>Strategic Thinker</i>		7.54	7.49	7.46	7.44	7.42
		(0.97)	(0.98)	(1.00)	(1.01)	(1.02)
<i>Change Facilitator</i>		7.68	7.64	7.61	7.60	7.59
		(0.80)	(0.81)	(0.82)	(0.83)	(0.83)
<i>People Motivator</i>		7.79	7.75	7.72	7.70	7.69
		(0.89)	(0.90)	(0.91)	(0.92)	(0.92)
<i>Responsibility Giver</i>		7.69	7.65	7.62	7.62	7.60
		(0.89)	(0.90)	(0.91)	(0.93)	(0.93)
<i>Competent Performer</i>		8.24	8.21	8.18	8.18	8.16
		(0.75)	(0.76)	(0.77)	(0.78)	(0.79)
<i>Situational Decision Maker</i>		7.68	7.63	7.59	7.58	7.57
		(0.85)	(0.86)	(0.88)	(0.88)	(0.89)
<i>Emotional Intelligence</i>		7.81	7.77	7.74	7.74	7.72
		(0.81)	(0.82)	(0.83)	(0.84)	(0.84)
<i>- Self Awareness</i>		8.22	8.18	8.15	8.16	8.15
		(0.72)	(0.73)	(0.74)	(0.75)	(0.75)
<i>- Self Management</i>		7.96	7.92	7.89	7.88	7.86
		(0.83)	(0.84)	(0.85)	(0.86)	(0.87)
<i>- Social Awareness</i>		7.70	7.67	7.64	7.63	7.62
		(0.92)	(0.93)	(0.95)	(0.96)	(0.96)
<i>- Social Skill</i>		7.53	7.48	7.45	7.44	7.42
		(0.96)	(0.97)	(0.98)	(0.99)	(1.00)
<i>- Effective Communication</i>		7.64	7.60	7.58	7.58	7.56
		(0.91)	(0.92)	(0.94)	(0.95)	(0.95)

In the 2023 database, 'Others' records of 74442 equates to an average of 6.3 other raters per profile.

Analysis

In Table 2 we find that the same lowest versus highest average factors exist for aggregate 'other' ratings as for 'self' ratings, i.e. **Strategic Thinker** (lowest) and **Competent Performer** (highest). The mean values and standard deviations also only change marginally between the samples. Whilst the changes are minimal it is noted that, in general, factors have Mean scores slightly higher and standard deviations slightly lower. The latter is natural with larger numbers whereas the former is indicative of gradual improvement in leadership overall in later samples.

Analysis of Current Data

Overview

A number of statistical analyses have been performed on the current data to establish insights into the results recorded.

Statistical Note re Interpretation of Results of t-Test and ANOVA analyses

A t-test analysis asks whether a difference between two groups' averages is unlikely to have occurred because of random chance in sample selection.

An ANOVA analysis asks whether a difference between multiple groups' averages is unlikely to have occurred because of random chance in sample selection.

In the above, a difference is more likely to be meaningful and "real" if:

- (1) the difference between the averages is large,
- (2) the sample size is large, and
- (3) responses are consistently close to the average values and not widely spread out (the standard deviation is low).

Differences between individual results and scores are only considered to be statistically significant where the statistical p-value is less than 0.05 (<0.05). What this means is that there is then only a 5% probability of the result having occurred by chance.

In other words we can safely say that the difference reflects a real difference in the character of the two groups, as distinct from simply having resulted from a random statistical variation.

The lower the significance (or p-value) figure, the more confidence we can have in the results showing a 'true' difference.

Where results that are statistically significant have been identified, these are indicated by a yellow background within the applicable table cell.

Self v Others

In Table 3, statistical testing has been applied to look for differences between how the 'self' (the profile subject) perceives their leadership behaviours and the perception of those same behaviours by 'other' raters.

Table 3: t-Test Analysis of Self and Others Data

Factor	Self (Mean Score) n = 11762	Others (Mean Score) n = 11762	p-value
<i>Values Champion</i>	7.31	7.72	< 0.0001
<i>Team Linker</i>	7.70	7.81	< 0.0001
<i>Strategic Thinker</i>	7.20	7.54	< 0.0001
<i>Change Facilitator</i>	7.47	7.68	< 0.0001
<i>People Motivator</i>	7.71	7.79	< 0.0001
<i>Responsibility Giver</i>	7.60	7.68	< 0.0001
<i>Competent Performer</i>	7.86	8.24	< 0.0001
<i>Situational Decision Maker</i>	7.56	7.68	< 0.0001
<i>Emotional Intelligence</i>	7.58	7.81	< 0.0001
- <i>Self Awareness</i>	7.87	8.22	< 0.0001
- <i>Self Management</i>	7.75	7.96	< 0.0001
- <i>Social Awareness</i>	7.58	7.70	< 0.0001
- <i>Social Skill</i>	7.39	7.53	< 0.0001
- <i>Effective Communication</i>	7.31	7.64	< 0.0001

Analysis

For all of the 8 core factors and derived emotional intelligence factors, the others' perception of leadership behaviours is higher than the self.

At the core factor level, the difference in the 'self' and 'other' scores for all 8 of the factors is considered statistically significant (indicated by the yellow highlights) as they all sit well below (<0.05).

When reviewing the data for Emotional Intelligence and its sub factors, 'self' scored lower compared to their 'other' raters, in all areas. Again, in all areas of EI, it is noted that these differences are statistically significant.

The sub-factor **Self Awareness**, is scored significantly higher than the other sub-factor scores by 'other' raters at a mean of 8.22, and has the lowest standard deviation (0.72) [*refer Table 2*]. This suggests a consistently **high** 'other' rater perspective. Why this is the case is open to a number of different interpretations. The author's view is that from the 'outside looking in' LBP subjects may give the appearance of being more self-aware than they themselves feel on the 'inside looking out'. In some way the 'other' rater gives them the benefit of the doubt.

Rater Groups

The Leadership Behaviours Profile records responses categorised based on different rater groups as follows:

- Supervisor
- Direct Reports
- Peers & others who may interact with the subject manager

This section reports on the analyses conducted using data from these various groups.

Table 4: t-Test Analysis of Self vs Supervisor Perception

Factor	Self (Mean Score) n = 11762	Supervisor (Mean Score) n = 8738	p-value
<i>Values Champion</i>	7.31	7.72	<0.0001
<i>Team Linker</i>	7.70	7.81	<0.0001
<i>Strategic Thinker</i>	7.20	7.42	<0.0001
<i>Change Facilitator</i>	7.47	7.61	<0.0001
<i>People Motivator</i>	7.71	7.82	<0.0001
<i>Responsibility Giver</i>	7.60	7.70	<0.0001
<i>Competent Performer</i>	7.86	8.18	<0.0001
<i>Situational Decision Maker</i>	7.56	7.58	0.4305
<i>Emotional Intelligence</i>	7.58	7.76	<0.0001
- <i>Self Awareness</i>	7.87	8.12	<0.0001
- <i>Self Management</i>	7.75	7.86	<0.0001
- <i>Social Awareness</i>	7.58	7.67	<0.0001
- <i>Social Skill</i>	7.39	7.55	<0.0001
- <i>Effective Communication</i>	7.31	7.59	<0.0001

Analysis

The supervisor of a subject manager scores perceived leadership behaviours higher than the subject manager does themselves across all the factors in the model. The comparison between self and supervisor is not statistically significant for the factor Situational Decision Maker.

Table 5: t-Test Analysis of Supervisor vs all (non-supervisor) Others' Perception

Factor	Supervisor (Mean Score) n = 8738	All Others (Mean Score) n = 9372	p-value
<i>Values Champion</i>	7.72	7.77	0.0006
<i>Team Linker</i>	7.81	7.86	0.0003
<i>Strategic Thinker</i>	7.42	7.63	<0.0001
<i>Change Facilitator</i>	7.61	7.73	<0.0001
<i>People Motivator</i>	7.82	7.85	0.0360
<i>Responsibility Giver</i>	7.70	7.74	0.0197
<i>Competent Performer</i>	8.18	8.30	<0.0001
<i>Situational Decision Maker</i>	7.58	7.75	<0.0001
<i>Emotional Intelligence</i>	7.76	7.87	<0.0001
<i>- Self Awareness</i>	8.12	8.27	<0.0001
<i>- Self Management</i>	7.86	8.04	<0.0001
<i>- Social Awareness</i>	7.67	7.76	<0.0001
<i>- Social Skill</i>	7.55	7.59	0.0328
<i>- Effective Communication</i>	7.59	7.70	<0.0001

Analysis

Here the analysis shows that supervisors are more critical in their assessment of the subject manager's behaviours (as they score lower) than others that work with the subject.

People Motivator is identified in this specific analysis as the sole factor where there is a commonality of perception between the various rater groups.

Table 6: t-Test Analysis of Direct Reports vs Peers & Interacts' Perception

Factor	Reports (Mean Score) n = 7892	Peers & Interacts (Mean Score) n = 8252	p-value
<i>Values Champion</i>	7.89	7.70	<0.0001
<i>Team Linker</i>	7.97	7.78	<0.0001
<i>Strategic Thinker</i>	7.78	7.52	<0.0001
<i>Change Facilitator</i>	7.84	7.65	<0.0001
<i>People Motivator</i>	7.95	7.79	<0.0001
<i>Responsibility Giver</i>	7.84	7.68	<0.0001
<i>Competent Performer</i>	8.40	8.22	<0.0001
<i>Situational Decision Maker</i>	7.89	7.64	<0.0001
<i>Emotional Intelligence</i>	7.99	7.79	<0.0001
- <i>Self Awareness</i>	8.37	8.18	<0.0001
- <i>Self Management</i>	8.19	7.93	<0.0001
- <i>Social Awareness</i>	7.88	7.66	<0.0001
- <i>Social Skill</i>	7.70	7.52	<0.0001
- <i>Effective Communication</i>	7.82	7.64	<0.0001

Analysis

The output from this t-Test demonstrates a clear difference in perception between the assessment of behaviour drawn by an individual's reporting staff and their peers.

In all core and Emotional Intelligence factors direct report team members of the subject manager score the frequency of behaviours higher than other raters.

This is an interesting result since it might be expected that those who bear the brunt of the subject's leadership behaviour, might be expected to be the most critical. However, the evidence is very clear that it is 'peers' who are less inclined to give the subject the benefit of the doubt. This could be explained by the influence of 'cohesion'. The leader and their direct reports (a team) engender a team loyalty whereas the peers could be more critical due to a competitive bias, often evident in senior management teams.

Differences based on Demographics

The Leadership Behaviours Profile records responses categorised by a range of demographic elements of the subject manager, their role within the organisation and of the organisation itself.

This section reports on the analyses conducted using data from these various demographics.

Gender Differences

Table 7: t-Test Analysis of Gender

Factor	Female (Mean Score - 'Others') n = 3649	Male (Mean Score - 'Others')	p-value
<i>Values Champion</i>	7.94	7.61	<0.0001
<i>Team Linker</i>	8.02	7.72	<0.0001
<i>Strategic Thinker</i>	7.71	7.47	<0.0001
<i>Change Facilitator</i>	7.81	7.62	<0.0001
<i>People Motivator</i>	8.03	7.69	<0.0001
<i>Responsibility Giver</i>	7.88	7.60	<0.0001
<i>Competent Performer</i>	8.33	8.20	<0.0001
<i>Situational Decision Maker</i>	7.83	7.61	<0.0001
<i>Emotional Intelligence</i>	7.98	7.74	<0.0001
<i>- Self Awareness</i>	8.25	8.20	0.0004
<i>- Self Management</i>	8.11	7.90	<0.0001
<i>- Social Awareness</i>	7.86	7.63	<0.0001
<i>- Social Skill</i>	7.76	7.42	<0.0001
<i>- Effective Communication</i>	7.89	7.53	<0.0001

Analysis

When examining Table 7, 'other' raters have scored females higher in all the Leadership Behaviour factors and sub-factors. There is no change in the overall conclusions from the previous analyses. With the sample size increase all areas remain statistically significant. It could be interpreted that women are better leaders, or that to be a successful female senior manager, they have to be better than men (on average). Women increasingly hold more senior roles, but most manager positions are still dominated by men. Therefore, the women in our sample could be there because they are exceptional.

It is also interesting to note that while the factor with the lowest gender difference is **Self Awareness**, the following three factors exhibit the greatest gender difference:

Effective Communication;

People Motivator; and

Social Skill.

This tends to indicate that while both genders are competent in task performance, females are more often perceived to engage in communication and relationships and motivate people more than men.

The highest rating factor for both females and males is **Competent Performer**. The lowest rated factor for both is **Strategic Thinker**, illustrating this factor to be the most difficult leadership behaviour for both women and men.

Industry Sector Differences

Table 8: t-Test Analysis of Industry Sector

Factor	Private (Mean Score - 'Others') n = 7319	Public (Mean Score - 'Others') n = 4396	p-value
<i>Values Champion</i>	7.66	7.81	<0.0001
<i>Team Linker</i>	7.76	7.90	<0.0001
<i>Strategic Thinker</i>	7.51	7.60	<0.0001
<i>Change Facilitator</i>	7.66	7.71	0.0043
<i>People Motivator</i>	7.73	7.89	<0.0001
<i>Responsibility Giver</i>	7.62	7.80	<0.0001
<i>Competent Performer</i>	8.24	8.26	0.1552
<i>Situational Decision Maker</i>	7.63	7.75	<0.0001
<i>Emotional Intelligence</i>	7.77	7.88	<0.0001
- <i>Self Awareness</i>	8.21	8.23	0.1878
- <i>Self Management</i>	7.95	7.99	0.0253
- <i>Social Awareness</i>	7.65	7.80	<0.0001
- <i>Social Skill</i>	7.46	7.64	<0.0001
- <i>Effective Communication</i>	7.58	7.75	<0.0001

Analysis

In general there have been major efforts made to improve Public Sector leadership over the past few years. In very early LBP research the Private Sector consistently scored higher than their Public Sector counterparts. The reverse is now true with seven of the eight primary factors and five of the sub-factors of Emotional Intelligence being scored higher for Public Sector leaders (to a statistically significant degree). Leadership investment in this sector appears to be paying off.

Management Functional Group Differences

Table 9 on the following page provides the means of Leadership Behaviours for all 'other' raters for eight organisational functional groups. Included in this analysis are 7525 respondents (the remainder from the current sample do not have data on this demographic, plus insignificant numbers for R&D). Differences between groups are statistically significant so that inferences can be made. Some caution is required, however, due to the large number of groups.

Analysis

Personnel/HR and Staff Development

This group scored the highest of all groups on **Values Champion; Team Linker; People Motivator; Responsibility Giver; Situational Decision-Maker**; and overall **Emotional Intelligence** (including the sub-factors **Social Awareness; Social Skill and Effective Communication**).

This may well be due to the fact that in the course of their work the people in these types of roles are required to work with a wide range of people, assist in the facilitation of values creation and motivate people to complete actions which contribute to bottom line results within organisations. Whilst working with individuals they also need to be able to confront and challenge issues with objectivity, maturity and confidence.

These leadership behaviours would aid any *Personnel/HR and Staff Development* person to play a pivotal role in the organisation.

Consultants

This group scored the highest of all groups on **Competent Performer**; and **Self Awareness**. The *Consultants* group have some similarities in their function to the *Personnel/HR and Staff Development* group in their close interactions with others

Chief Executives

This group are a high scoring group overall with all their mean scores being over 7.40. On average they do well in every factor. They also score the **highest** in the leadership behaviour factors: **Strategic Thinker** and **Change Facilitator**; often considered indicators of 'Transformational Leadership'. The other interesting result for this group is that they scored **very high on Emotional Intelligence** (along with Consultants and the HR group) and **highest** of all groups in the **Self-Management** sub-factor of Emotional Intelligence.

Sales and Marketing Planning and Development

These groups are noteworthy in that they scored well across all factors, but never the best or the worst in any area. Generally they demonstrate good all-round leadership.

Table 9: ANOVA Analysis of Functional Group

Factor	Production/ Construction/ Control	Sales / Marketing	Personnel/ HR/Staff Development	Chief Executive Officers	Finance/ Accounting	Administratio n	Planning/ Development	Consultancy	p-value
	n = 1824	n = 1411	n = 634	n = 953	n = 757	n = 722	n = 876	n = 348	
<i>Values Champion</i>	7.49	7.57	7.93	7.72	7.69	7.78	7.72	7.75	<0.0001
<i>Team Linker</i>	7.64	7.69	7.94	7.75	7.76	7.89	7.80	7.86	<0.0001
<i>Strategic Thinker</i>	7.25	7.50	7.65	7.83	7.35	7.46	7.58	7.57	<0.0001
<i>Change Facilitator</i>	7.46	7.62	7.75	7.87	7.58	7.60	7.69	7.73	<0.0001
<i>People Motivator</i>	7.52	7.71	8.04	7.74	7.69	7.83	7.78	7.91	<0.0001
<i>Responsibility Giver</i>	7.44	7.57	7.85	7.61	7.64	7.73	7.75	7.77	<0.0001
<i>Competent Performer</i>	8.09	8.17	8.28	8.31	8.29	8.18	8.25	8.40	<0.0001
<i>Situational Decision Maker</i>	7.48	7.55	7.77	7.65	7.64	7.70	7.68	7.72	<0.0001
<i>Emotional Intelligence</i>	7.59	7.70	7.95	7.84	7.78	7.81	7.83	7.90	<0.0001
<i>- Self Awareness</i>	8.08	8.11	8.26	8.29	8.27	8.14	8.25	8.36	<0.0001
<i>- Self Management</i>	7.74	7.89	7.99	8.19	7.94	7.90	7.97	8.02	<0.0001
<i>- Social Awareness</i>	7.48	7.57	7.90	7.62	7.69	7.76	7.75	7.81	<0.0001
<i>- Social Skill</i>	7.25	7.40	7.82	7.47	7.47	7.59	7.53	7.61	<0.0001
<i>- Effective Communication</i>	7.37	7.55	7.81	7.65	7.56	7.68	7.64	7.68	<0.0001

Finance/Accounting

This group scored low on **Strategic Thinker** otherwise they had generally solid scores above that of *Sales and Marketing*.

Production/Construction/Control

Of particular note it can be seen that *Production/Construction/Control* score lowest on all factors. Invariably individuals employed at the '**sharp**' end of the organisation's operations are effective managers, but can benefit from training and coaching in leadership and Emotional Intelligence.

Administration

Administration generally score 'mid-range' on all factors.

Analysis Across Factors

As shown earlier in **Table 2**, as perceived by 'other' raters, a hierarchy of observed behaviour for the primary eight core factors can be deduced. By taking into account overall hierarchy, and the information in **Table 9**, some interesting insights are discussed below for four of the factors exhibiting the most significant results.



Strategic Thinker

Develops and progresses a future vision

Strategic Thinker is the lowest rating factor for all groups except CEOs.

The range difference between the mean scores for this factor across the functional groups is 0.58 with 7.25 for *Production/Construction/Control* through to 7.83 for *CEOs*. As would be expected CEOs show themselves as better Strategic Thinkers whilst operational personnel are often more focused on the mechanics of time, quality and cost. Frequently their job is to implement the strategic thinking of others. Other groups who score highly in this factor are *Consultants*, *HR* and *Planning/development*.



Competent Performer

Matches personal strengths and effort with what needs doing

All groups scored this factor the highest of all the eight primary leadership factors. The range across all the groups is 0.31 with *Production/Construction/Control* at 8.09 and *Consultants* at 8.40. *HR, Finance and Accounting* and *CEOs* also score very high on this factor. This range may reflect that *Consultants, CEOs, HR* and *Finance* professionals are concerned with coaching others to be successful. Credibility as a competent performer is essential in any leader in order for them to be able to coach others.



People Motivator

Gives positive encouragement of team and individual performance

The range between groups for this factor is 0.51. *Production/Construction/Control* scored the lowest at 7.52 and *HR* the highest at 8.04. This broad range typically reflects that *Personnel/HR and Staff Development* are more concerned with motivating individuals and teams to embrace change processes, systems or behaviours and that a large amount of their work is dependent on the need and ability to motivate people. It also tends to indicate that an important leadership factor, '**People Motivator**', is often absent in operations.

Since *Production/Construction/Control* has the largest sample size at $n = 1824$, and usually has the lion's share of people in an organisation, then it could be argued that there is an opportunity identified here to significantly increase productivity in the workforce. Line management improvement in People Motivation leadership behaviour has apparent potential.



Change Facilitator

Paces self and team through change

The range difference for this factor between functional groups is 0.42 with *Production/Construction/Control* at 7.46, and CEOs at 7.87. This range reflects that typically CEOs have responsibilities in this area for planning, initiating, and facilitating change processes throughout organisations. It could also be said that given the high rate of change occurring in organisations CEOs are more likely to be seen displaying this leadership behaviour whilst assisting and/or facilitating the process of change management. In contrast *Production/Construction/Control* people are more likely to be 'here and now' focussed and more concerned with completion of processes than 'changing' things.

Industry Category Differences

Table 10 on the following page provides the means of Leadership Behaviours for all 'other' raters for 16 **Industry Categories**. Included in this analysis are 9728 respondents (the remainder from the current sample do not have data on this demographic). Differences between Categories are statistically significant ($<.0001$), but due to the number of groups in Table 10 any interpretations made in this paper should be treated as speculative only until a much larger sample size is available

Analysis by Industry Category

Education Services

Competent Performer is again the highest rating factor across **all** the Industry categories and *Education Services* score high at 8.45. It is also worth noting that *Education Services* score relatively high across most factors as well as overall Emotional Intelligence. Since leadership in the area of providing education is their vocation, and presumably they themselves are relatively knowledgeable, it is heartening to see this significantly high scoring pattern in the sector.

Health Care and Social Assistance

When the overall scores for this group are assessed, they exhibit the same average score as *Education Services* – 8.09 across the 8 core factors of the model. This puts them 'on par' with the preceding group in having high average scores.

Construction *Manufacturing*

Together these two sectors scored the lowest of all 16 categories on all factors. This is consistent with the view that practical hands-on type sectors fair least well in the leadership stakes.

Analysis Across Factors

As shown earlier in Table 2, as perceived by 'other' raters, a hierarchy of observed behaviour for the primary eight core factors can be deduced. By taking into account overall hierarchy, and the information in Table 10, some interesting insights are discussed below for two factors.

Table 10: ANOVA Analysis of Industry Category

Factor	Agriculture/ Forestry/ Fishing / Hunting n = 687	Construction	Education Services	Finance and Insurance	Health Care and Social Assistance	Information (Broadcasting, Publication, Telecoms)	Manufacturing	Military	Professional/ Scientific/ Technical	Public Administratio n	Real Estate/ Rental/ Leasing	Recreation/ Arts/ Entertainment	Retail Trade	Transportatio n	Utilities	Wholesale Trade	p-value
<i>Values Champion</i>	7.61	7.48	8.00	7.95	8.07	7.72	7.42	7.95	7.62	7.84	7.82	7.81	7.63	7.82	7.59	7.53	<0.0001
<i>Team Linker</i>	7.71	7.64	8.08	8.00	8.11	7.87	7.55	7.86	7.72	7.94	7.84	7.89	7.69	7.92	7.73	7.65	<0.0001
<i>Strategic Thinker</i>	7.42	7.35	7.82	7.72	7.93	7.68	7.25	7.67	7.45	7.58	7.69	7.74	7.51	7.72	7.37	7.35	<0.0001
<i>Change Facilitator</i>	7.59	7.49	7.91	7.84	7.97	7.78	7.45	7.78	7.61	7.69	7.66	7.75	7.65	7.84	7.55	7.58	<0.0001
<i>People Motivator</i>	7.64	7.54	8.12	8.02	8.15	7.84	7.49	7.78	7.74	7.96	7.90	7.88	7.65	7.93	7.66	7.60	<0.0001
<i>Responsibility Giver</i>	7.54	7.45	8.01	7.90	8.02	7.74	7.40	7.88	7.60	7.84	7.66	7.79	7.54	7.80	7.65	7.49	<0.0001
<i>Competent Performer</i>	8.19	8.15	8.45	8.39	8.46	8.27	8.03	8.35	8.25	8.25	8.33	8.29	8.19	8.35	8.19	8.15	<0.0001
<i>Situational Decision Maker</i>	7.56	7.52	7.93	7.88	7.97	7.74	7.40	7.86	7.60	7.77	7.67	7.72	7.56	7.85	7.59	7.53	<0.0001
<i>Emotional Intelligence</i>	7.70	7.63	8.09	8.01	8.11	7.86	7.54	7.94	7.74	7.90	7.86	7.89	7.72	7.94	7.74	7.66	<0.0001
<i>- Self Awareness</i>	8.15	8.12	8.39	8.36	8.43	8.25	8.04	8.34	8.21	8.22	8.25	8.23	8.16	8.31	8.19	8.13	<0.0001
<i>- Self Management</i>	7.89	7.86	8.22	8.13	8.24	8.03	7.71	8.04	7.90	7.96	8.07	8.10	7.94	8.11	7.85	7.84	<0.0001
<i>- Social Awareness</i>	7.59	7.55	8.03	7.91	8.01	7.76	7.43	7.92	7.63	7.83	7.68	7.79	7.54	7.79	7.69	7.55	<0.0001
<i>- Social Skill</i>	7.40	7.24	7.86	7.76	7.92	7.59	7.21	7.56	7.43	7.70	7.63	7.61	7.41	7.67	7.39	7.33	<0.0001
<i>- Effective Communication</i>	7.48	7.36	7.94	7.89	7.96	7.67	7.33	7.84	7.50	7.79	7.69	7.73	7.55	7.80	7.54	7.44	<0.0001



Strategic Thinker

Develops and progresses a future vision

Strategic Thinker is the lowest rating factor for almost all categories.

The range difference between the mean scores for this factor across the various Industry areas is 0.68 since *Manufacturing* scores 7.25 through to 7.93 for *Health Care and Social Assistance*.



Competent Performer

Matches personal strengths and effort with what needs doing

All sectors scored this factor the highest of all the eight primary leadership factors. The range across all the groups is 0.43 with *Manufacturing* at 8.03 and *Health Care and Social Assistance* at 8.46. This represents a significant gap between the competence of each sector.

Regional Differences

Table 11: ANOVA Analysis of Region

Factor	Australasia	Europe	Americas	Asia	p-value
	n = 10906	n = 593	n = 148	n = 79	
<i>Values Champion</i>	7.72	7.53	8.01	7.52	<0.0001
<i>Team Linker</i>	7.82	7.70	8.08	7.65	<0.0001
<i>Strategic Thinker</i>	7.55	7.40	7.97	7.46	<0.0001
<i>Change Facilitator</i>	7.68	7.61	8.06	7.56	<0.0001
<i>People Motivator</i>	7.79	7.69	8.21	7.59	<0.0001
<i>Responsibility Giver</i>	7.69	7.57	7.96	7.60	<0.0001
<i>Competent Performer</i>	8.25	8.12	8.53	7.90	<0.0001
<i>Situational Decision Maker</i>	7.68	7.57	8.09	7.60	<0.0001
<i>Emotional Intelligence</i>	7.81	7.71	8.12	7.67	<0.0001
- <i>Self Awareness</i>	8.22	8.15	8.50	7.89	<0.0001
- <i>Self Management</i>	7.97	7.82	8.30	7.71	<0.0001
- <i>Social Awareness</i>	7.71	7.60	7.93	7.60	<0.0001
- <i>Social Skill</i>	7.53	7.44	7.84	7.55	<0.0001
- <i>Effective Communication</i>	7.64	7.55	8.04	7.58	<0.0001

Analysis

The LBP was originally utilised in New Zealand and in more recent years has ‘overflowed’ into other parts of the world. Although this penetration internationally was initially low key, in more recent times there is evidence of some momentum. This is most noteworthy in Europe although the Americas and Asia are now also showing interest and promise. In Table 11 above we report Regional differences to date. Whilst the numbers are at a minimum in the Americas and Asia there are sufficient numbers for us to draw inferences.

It is noted that all factors and sub-factors display statistically significant differences across the Regions. This effect is almost certainly due to Asia being relatively low scoring and the Americas being high. Intuitively we know that culturally the concept of leadership began its conceptual journey in the Americas and that Asia may be the last region to embrace such quasi academic concepts. Generally Asia is more conformist and less inspirational in its management although there are signs of this changing. Asian interest in 'things' Western is a continuing theme.

So when comparing across Regions it can be seen that (in general) the Americas is the highest scoring Region in the core factors followed by Australasia, with Europe scoring closely with Australasia. Asia has scores that are the lowest.

It is interesting to examine the rank order of the factors (and sub-factors) for each Region. In all Regions the highest scoring factors are **Self- Awareness**, **Competent Performer** and **Self- Management**. This cluster is very similar for all Regions. (2019-Yes)

In contrast the lowest consistent factors across Regions are **Social Skill**, and **Strategic Thinker**. The more interesting results are to take each region and consider its differences.

Americas

Aside from those factors commonly high and low the Americas scores relatively high on **Team Linker**, **People Motivator**, and **Change Facilitator** (ranked 4, 5 and 6). They score (for them) lowest on **Social Skill** and **Social Awareness**.

Australasia

A similar mix exists for Australasia in that here too **Team Linker** and **People Motivator** score higher. However, unlike the Americas **Values Champion** is sixth for this group. This contrasts with the Americas who perform **Values Champion** tenth in their factor rank list.

Europe

The standout result for Europe is that their low scoring factor is **Strategic Thinker**. Whilst this is low for all Regions it is relatively very low (their lowest) for Europe and is even lower than Asia.

Asia

Certainly they are low **Strategic Thinker** but their twelfth ranked factor is **Effective Communication**. This separates them out from the other Regions who whilst not scoring this very high they have a mid-range result.

Importance of Factors

This research bulletin complements the updated presentation of the latest Leadership Behaviours Profile revision, which takes account of feedback received from our valued clients.

One re-occurring area of feedback received is the need to consider the relative 'importance' of the eight factors in the Leadership Behaviours Model.

In the 2014 revision of the profile, the Self and Supervisor were asked additional questions on the perceived importance of the eight factors as they pertain to the current role of the subject manager. The purpose is to allow reflection and discussion between the Self and the Supervisor as a context for the profile recipient to consider the more objective behavioural results and what to focus their development on.

Table 12: t-Test Analysis of Importance

Factor	Self (Mean Score) n = 4924	Supervisor (Mean Score) n = 4567	p-value
<i>Values Champion</i>	8.55	8.56	0.6482
<i>Team Linker</i>	8.88	9.04	<0.0001
<i>Strategic Thinker</i>	8.96	8.99	0.1450
<i>Change Facilitator</i>	8.62	8.31	<0.0001
<i>People Motivator</i>	8.31	8.33	0.4288
<i>Responsibility Giver</i>	8.75	8.70	0.0423
<i>Competent Performer</i>	8.49	8.51	0.3933
<i>Situational Decision Maker</i>	8.41	8.55	<0.0001

Analysis

Overall a clear hierarchy of importance is yet to emerge with a range of scores between 8.25 and 8.92. On average it can be argued that all factors are important although for particular individuals this may vary.

A general trend across the majority of factors (apart from **Change Facilitator**, **Responsibility Giver** and **Competent Performer**) shows that the Supervisor scores are higher than the Self. Their subliminal message is for their managers to see these as important. Also, at a statistically significant level, a clear distinction is noted for the factors **Team Linker** (higher importance for supervisors); **Change Facilitator** (higher importance for self's); **Responsibility Giver** (also higher for self's) and **Situational Decision-Maker** (higher for supervisors). Supervisors not only seem to be trending greater importance overall, but particularly seem to be signalling the important of contingency type decision-making.

The main finding seems to indicate that all factors are important as scores do not fall below 8 from 10.

Continuing Professional Development and ‘Power’ Behaviours

Accredited users of the LBP, like all development consultants, have been challenged to provide interventions and tools that aid a manager’s continuing professional development. Ideally these tools, including the LBP, need to facilitate some form of practical follow-up.

Widely used as a concept is the idea that certain behaviours will stifle or enhance career advancement. Seeking to understand those elements of a leader’s “DNA” that actually boost or enhance their chances of leadership career success, and given the extensive sample database now contained in the LBP, the search was on for those ‘power’ behaviours which lead to that career success. The question is ‘are there certain behavioural questions which dominate in that they predict results of many other LBP questions?’

To aid this understanding an extensive correlation matrix of all 64 LBP behaviours has been undertaken using the LBP database.

Statistical Note

A correlation coefficient is a measure of the extent to which two measurement variables “vary together.” An exploratory statistical technique, correlation analysis allows us to use a correlation matrix to examine each pair of measurement variables to determine whether the two measurement variables tend to move together— that is, whether large values of one variable tend to be associated with large values of the other (positive correlation), whether small values of one variable tend to be associated with large values of the other (negative correlation), or whether values of both variables tend to be unrelated (correlation near zero). The value of any correlation coefficient must be between -1 and +1 inclusive. A high correlation in the Behavioural Sciences is considered to be 0.7 or more.

The Procedure

Having produced a behaviours matrix from the questionnaire, a correlation analysis has revealed an interesting list of 16 ‘power’ behaviours that seem to be at the heart of leadership career success.

What follows here is the result of this analysis grouped into four logical clusters: **Emotional Intelligence; Inspire Direction; Instil the Values** and, to **Deliver Results**.

Emotional Intelligence

- I display self-knowledge
- I focus effort on the critical success factors of the business
- I create a climate of trust
- I coach others to be successful in their jobs

Inspire Direction

- I inspire others to follow my lead
- I show others their place in the vision
- I communicate important future goals and direction to others
- I help others overcome their concerns about change

Instil the Values

- I communicate the operating values to others
- I explain to others how the operating values should be applied
- I use the operating values to assist decision-making
- I demonstrate understanding of what the operating values means in practice

Deliver Results

- I recognise the different talents people have to offer
- I clarify roles, responsibilities, accountabilities and authorities
- I link and co-ordinate the team in terms of the jobs to be done
- I provide feedback which is even-handed and fair

This matrix analysis was used to develop the power behaviours (questionnaire items) measured in the PULSE.

Practical Implementation

This mid-term leadership 'check', using the 16 Power behaviours, can now be directly compared back to the scores in the original LBP 360, thus providing a before and after comparison. Thus, the PULSE, provides a short sharp numeric progress tool. In addition subjects provide development goals from their learnings from the original LBP and these too are reported upon.

The PULSE itself is an outcome profile report that can now be administered mid-term say 6 months beyond the original LBP 360. Only the 'self' and 'supervisor' score this tool. The output data collected by the PULSE tool also has the ability of being 'rolled-up' into an Organisation Development report comparing progress over time for organisation leadership progress.

Initial Pulse Research

Introduction

Essentially there are four areas of interest overall with the PULSE follow-up tool:

- How the subject 'self' sees their leadership (Power behaviours) change between measures (original LBP vs PULSE).
- How the subject's supervisor/manager sees the 'self' change between measures (original 360 vs PULSE).
- The observed PULSE differences **now** between the 'self' and 'supervisor/manager'.
- The observed PULSE development progress and the differences between 'self' and the 'supervisor/manager'.

Pulse Data

Table 13: Power Question Analysis - Self Perception – LBP vs Pulse

Power Question Group	Self 360 (Mean Score) n = 391	Self Pulse (Mean Score) n = 391	p-value
<i>Emotional Intelligence</i>	7.97	8.06	0.2193
<i>Inspire Direction</i>	7.20	7.49	0.0012
<i>Instil the Values</i>	7.44	7.52	0.4409
<i>Deliver Results</i>	7.70	7.82	0.1242

Analysis

In Table 13 it can be seen that thus far we have comparison data for 391 subjects between the two measures of the 'Power Behaviours' (LBP vs PULSE). In all four 'Groups' (clusters) it can be seen that 'self' perception shows increased scores. However, in the **Inspire Direction** Group of questions the increased score is statistically significant. In other words, the individual perceives themselves as having increased their inspirational behaviour between the two measures (LBP to PULSE).

Table 14: Power Question Analysis - Supervisor Perception – LBP vs Pulse

Power Question Group	Supervisor 360 (Mean Score) n = 391	Supervisor Pulse (Mean Score) n = 379	p-value
<i>Emotional Intelligence</i>	7.92	8.13	0.0072
<i>Inspire Direction</i>	7.37	7.60	0.0067
<i>Instil the Values</i>	7.60	7.71	0.2298
<i>Deliver Results</i>	7.71	7.89	0.0282

In Table 14 a similar analysis has been conducted with a similar number of ‘supervisor/managers’ (n=391 ‘self’s’, n=379 ‘Supervisor/managers’).

As with the ‘self’ perception analysis, ‘Supervisor/Managers’ see an overall increase in behavioural scores across the four Groups (clusters). With the extra profile data now available, the Supervisor scores indicate improvement across the four groups (clusters) at a statistically significant level. This is encouraging in that the 360 process and follow-up accountability PULSE seem to be impacting the ‘self’ positively for emotional intelligence from the perspective of the supervisor.

Table 15: Power Question Analysis – Self vs Supervisor Perception

Power Question Group	Self Pulse (Mean Score) n = 391	Supervisor Pulse (Mean Score) n = 379	p-value
<i>Emotional Intelligence</i>	8.06	8.13	0.3184
<i>Inspire Direction</i>	7.49	7.60	0.2034
<i>Instil the Values</i>	7.52	7.71	0.0282
<i>Deliver Results</i>	7.82	7.89	0.3702

This Table 15 only considers the results of the **PULSE alone**. It compares scores of both the ‘self’ and ‘supervisor/manager’. Remarkably the scores are very similar for both. It can therefore be assumed that they see that they are measuring the same things.

Table 16: Progress Against Objectives Analysis – Self vs Supervisor Perception

	Self (Mean Score) n = 391	Supervisor (Mean Score) n = 378	p-value
<i>Progress Against Objectives</i>	3.46	3.50	0.3943

Finally, in Table 16, we show that subjects' 'Development Objectives' overall number more than 900. As to whether the 'self' and 'supervisor/manager' overall perceive differences in the level of progress, it can be seen that both score almost identically (3.50 vs 3.47). This score represents the average rating from both groups on the progress development scale as follows:

Text Descriptions of Progress	Assigned numeric value
No Progress	1
Marginal Progress	2
Moderate Progress	3
Good Progress	4
Significant Progress	5

The above mid-point 3-4 result implies that good progress has been seen to have occurred by both 'self' and 'supervisor/manager' groups.

Summary and Conclusion

This research update provides the Accredited consultant with three important resources. Firstly, it includes an executive summary of the main research facts about the LBP. Secondly, the 2023 LBP norm database update has much that is confirmatory of earlier bulletins. However, Regional Geographical insights are reported together with updated information about the mid-term, easy to use "Pulse" tool. The Pulse is based on 'power behaviours' and a 'progress indicator' that assists continuing professional and organisation development. The PULSE appears to be working by demonstrating that keeping the leadership development theme current converts into lasting leadership behaviour.

These early results clearly indicate the value of the PULSE process. The looming accountability check, and the 'currency' driver, keeping the thinking, conversation and development effort and behaviour alive, means the greater the likelihood of the learning being embedded.

However, a number of variables will impact on the success of any applied PULSE process. These include the 'treatment/intervention' that accompanies the 360 and the PULSE follow-up process (Leadership Program, coaching etc); the tightness of the administration and educational process that supports such intervention, and top management support for the overall process. Moving away from the 'one-hit wonder' mentally requires any program leader to be persistent and resilient.

Author's profile

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