

FREQUENTLY ASKED QUESTIONS COLLECTIVE LEADERSHIP ASSESSMENT® 1.5 UPDATE

May 2024

Overview

We're pleased to announce that the Collective Leadership Assessment® (CLA) is receiving an update to its global norm group.

Previously, the CLA norm group (version 1.0) included a diverse range of leaders that were working in North America. Now, we have enough CLA reports to include leaders working from all over the world.

This new version, the CLA 1.5, includes a norm group that more closely represents the global distribution of leadership teams found in the world. This enhancement enables leadership groups to gain a clearer understanding of their position relative to other leadership groups worldwide.

The update will automatically take effect on May 20, 2024. From this date, all new reports will utilize the updated CLA 1.5 norm group.

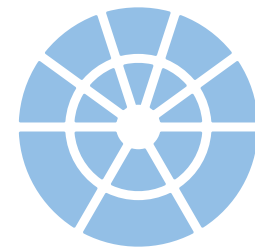
This improvement comes at no extra cost and underscores our ongoing commitment to delivering value to our customers and providing them with access to the most relevant and comprehensive assessment tools available.

We remain dedicated to evolving the CLA in the future to offer deeper insights to leadership teams, as well as the coaches and consultants who support them.

Frequently Asked Questions

1. What specific changes have been made to the global norm group?

The primary change in CLA 1.5 is to calculate the percentile scores against a new global reference norm group. It is a shift in the comparison group. It does not change any questions or dimensions, nor does it change the way the raw scores are calculated (measured on a 1 to 15 scale). The only place you will notice a difference is in the percentiles being reported.



COLLECTIVE
LEADERSHIP
ASSESSMENT™

CLA 1.5 uses a norm group that is global. In the previous version, the norm group was based on leaders (at the individual level) working in North America. Now, we have a norm group that is based on leadership groups (at the group level) from around the world. The shift means that the norm group values that are used as a comparison reference have been updated.

2. What is the difference between the norm group and the CLA database?

CLA database includes the entire collection of CLA results which grows as more customers take the CLA survey. Historically, the majority of CLA leadership teams come from North America. As a result, using the entire CLA database as a norm group could introduce bias toward the performance of North American teams.

In contrast, the norm group is a smaller sample of the CLA database that doesn't change over time - it is static. Leadership teams are compared against the static global norm group of leadership teams that reflects the population of leadership teams around the world. The difference between our customer's leadership team and the norm group is used to create the percentiles that are seen in the CLA report.

3. How do I gain access to the new norm group?

The norm group will be automatically updated on 20th May 2024. From this date, all new CLA reports run through Project Center will automatically use the updated norm group in their calculations.

4. How will the update impact CLA results compared to the previous version?

The CLA has been optimized for globally representative average scores. This will increase Creative Dimensions (inc. Summary Measures) percentile rankings. In addition, Reactive Dimensions percentile rankings will decrease.

As a whole, profiles will become more Creative and less Reactive. This is because average Creative scores are lower in the CLA 1.5 norm group and average Reactive scores are higher. In most cases, the change in percentile rankings will be within 10 percentile points, but this number could be higher or lower. In contrast, the raw scores will not change from CLA 1.0 to CLA 1.5.

5. Can customers compare their results between CLA 1.0 and 1.5?

No, making comparisons between the two versions is not encouraged. This is because reports between these two versions may show differences in percentile values which could be due to a change in the norm group, rather than the performance of the leadership group. This could lead to misleading or confusing comparisons. Customers are encouraged to use the updated 1.5 norm group to make future comparisons more accessible and take advantage of global benchmarking.

6. Will customers still have access to the CLA 1.0 norm group?

For customers who have existing 'legacy' CLA reports (i.e. reports already made in CLA 1.0) and want to create group reports based on this existing report, we have a process in place to produce these using the legacy norm group. In this case, only will reports continue to use the CLA 1.0 version so that results can be directly compared with previous results.

In contrast, from May 20, all original CLA reports and their corresponding group reports will run using the new CLA 1.5 norm group. This ensures that comparisons with benchmarks remain consistent over time.

7. Will there be any additional costs associated with accessing the updated global norm group?

No, there will be no additional costs for accessing the updated global norm group. This enhancement is part of our ongoing commitment to delivering value to our customers and ensuring that they have access to the most relevant and comprehensive assessment tools available.

8. How was the updated global norm group established?

The global norm group comprises leadership groups that have been selected from the larger CLA database. They have been selected so that the distribution of leadership groups in the norm group reflects as closely as possible the global distribution of leaders across various countries.

9. What is the composition of the global norm group?

The CLA 1.5 norm group includes a sample of 1,000 diverse leadership groups. These leadership groups come from 53 industries and are located in 83 countries. This

includes 135 multinational groups, where leaders in the group live and work in different countries.

Although a full demographic breakdown of the leadership groups that compose the CLA norm group can't be provided here, the countries with the most representation include USA, Australia, Canada, China, Spain, UK, Mexico, New Zealand, Germany, and Brazil. Similarly, the industries with the most representation include Energy, Pharmaceutical, Financial, Manufacturing, Healthcare, Banking, Agriculture, and Education. This coverage ensures a comprehensive and globally representative benchmark for assessing collective leadership characteristics.

10. Is there an updated demographics document for the new norm group?

An updated CLA demographics document will be available during the next update to the CLA (CLA 2.0).

As the demographics collected within the CLA 1.0 survey were originally designed for individual leaders, they are limited in representing the composition of the norm group as it stands in the CLA 1.5, which is at the group-level. For instance, although it's helpful to know whether an individual leader is male or female, we cannot code an entire leadership team as 'male' or 'female' based on this information. Nevertheless, throughout the norming process, we did pull through country and industry information which was relevant.

Because of these limitations, the demographics we can provide for the norm group is limited at this stage. To get a better understanding of the CLA norm and leadership groups, we are working on including group-level demographic questions in the 1.5 survey. Collecting this data will take some time and released in the next version update for the CLA.

11. How frequently will the norm base be updated?

Norm groups are typically updated for one of two reasons: 1) there has been a significant change in leadership around the world, or 2) the assessment that uses the norm group has been substantially changed (e.g., new items or new scales). We carefully monitor global databases to observe if, when, and how global leadership shifts.

These shifts don't happen often, and most norm groups are representative of leadership distribution for several years. As we continue to make improvements to the CLA, we may alter the assessment in ways that will require re-norming so that we know how global leadership would respond to that specific way of measuring leadership groups.

12. Will reports show the CLA version?

We do not have version numbers on the reports currently. However, if your report is run after May 20, 2024, you can be assured that it is run using the CLA 1.5 comparisons.

13. What other changes should we expect from the CLA in the future?

The update to the norm group is the first of several enhancements to the CLA that will occur in the future. Some of the next planned changes include:

- a. The inclusion of group-level demographic questions so that we can identify patterns for specific types of leadership groups.
- b. A Collective Leadership Effectiveness scale. This will be similar in nature to the Leadership Effectiveness scale embedded in the LCP but will focus on group rather than individual effectiveness. The inclusion of this scale will enable us to generate correlations between the CLA dimensions and collective leadership effectiveness.