



Norm Group

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Provisional Sphere of Influence Survey

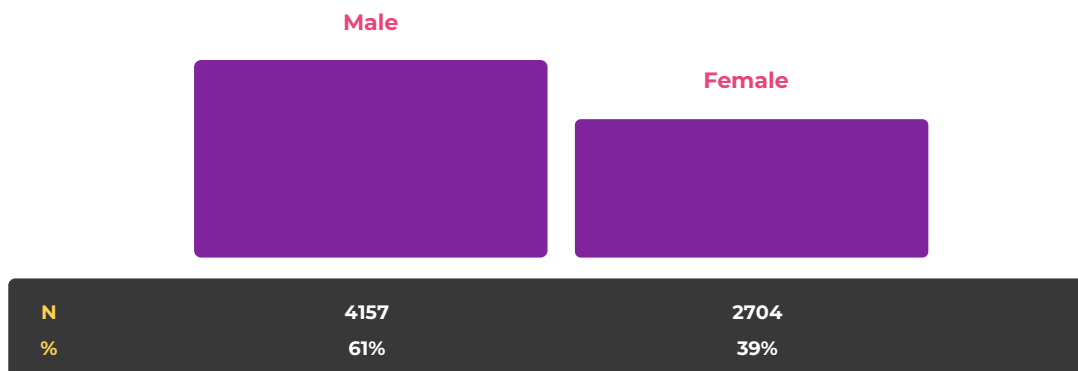
RESPONDENTS

The participants in the preliminary Sphere of Influence study (N=6861) are candidates who completed a Sphere of Influence or Sphere of Influence 360° questionnaire as part of coaching, selection assessment, development assessment, recruitment trajectory, career research, or a training trajectory between January 2012 and April 2020. The average age of this group was **46.76 (SD= 9,44)**.

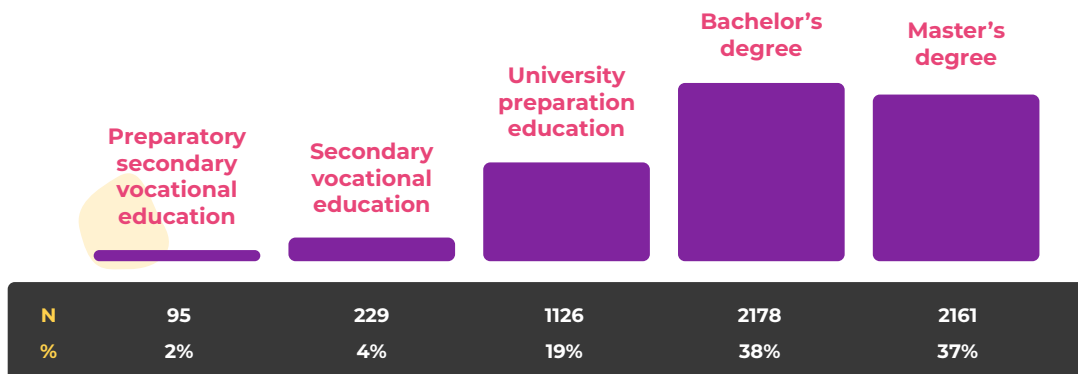
The graphs below provide further data on the distribution of gender, age, education, country of origin, and the branches in which the respondents from this norm group are employed.

NUMBERS AND DISTRIBUTION

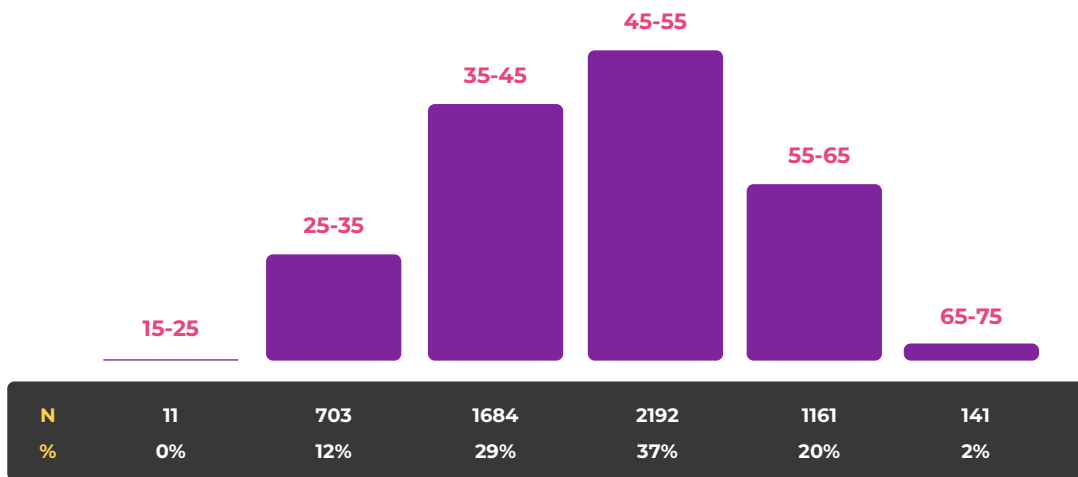
Gender (N=6861)



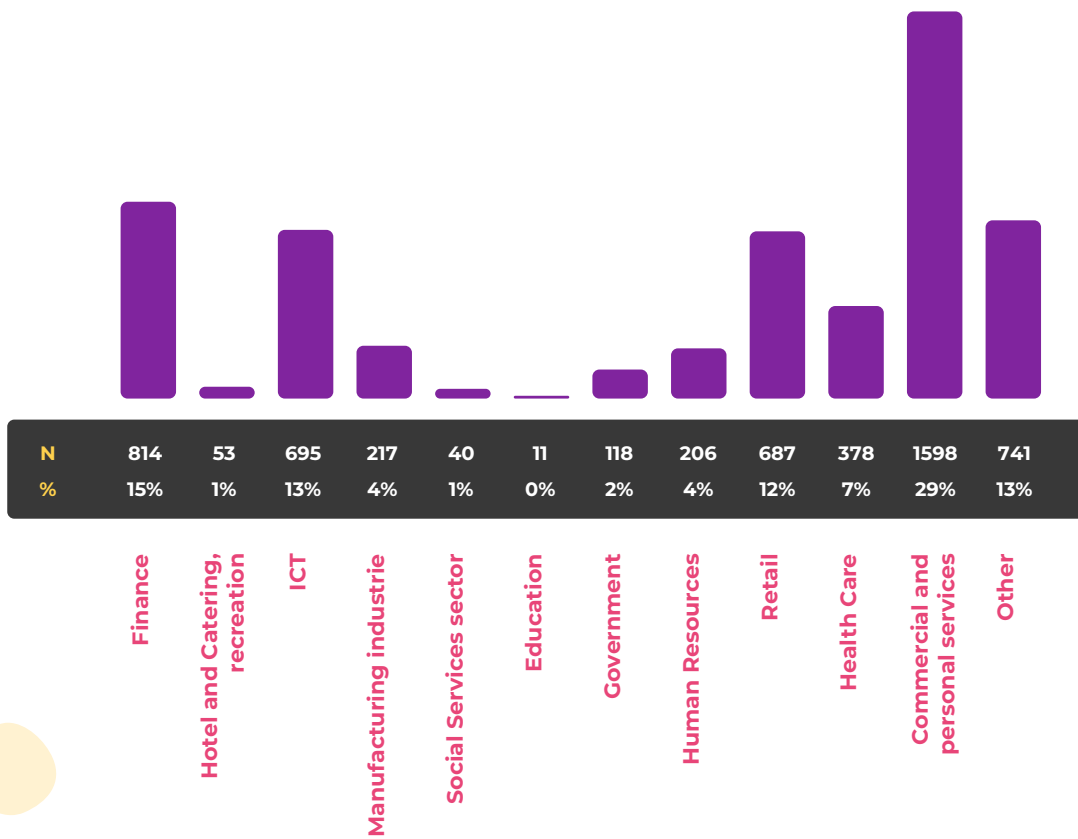
Education (N=5789)



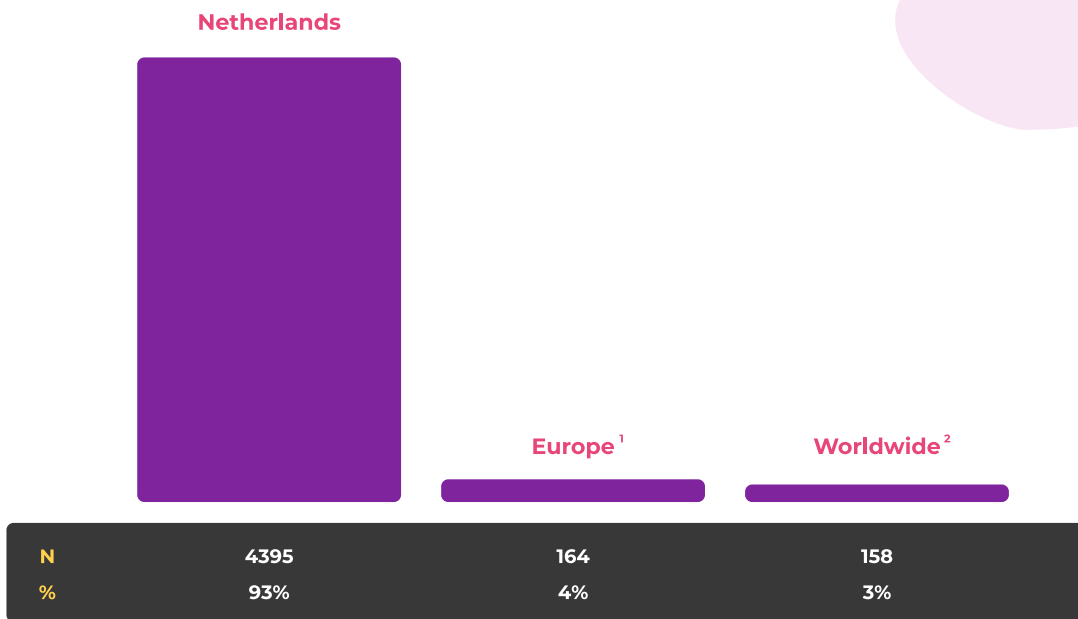
■ **Age category (N=5892)**



■ **Sector (N=5558)**



■ **Country of birth (N=4717)**



¹ Netherlands excluded

² Europe excluded

■ **Country of birth; Europe (N=164)**



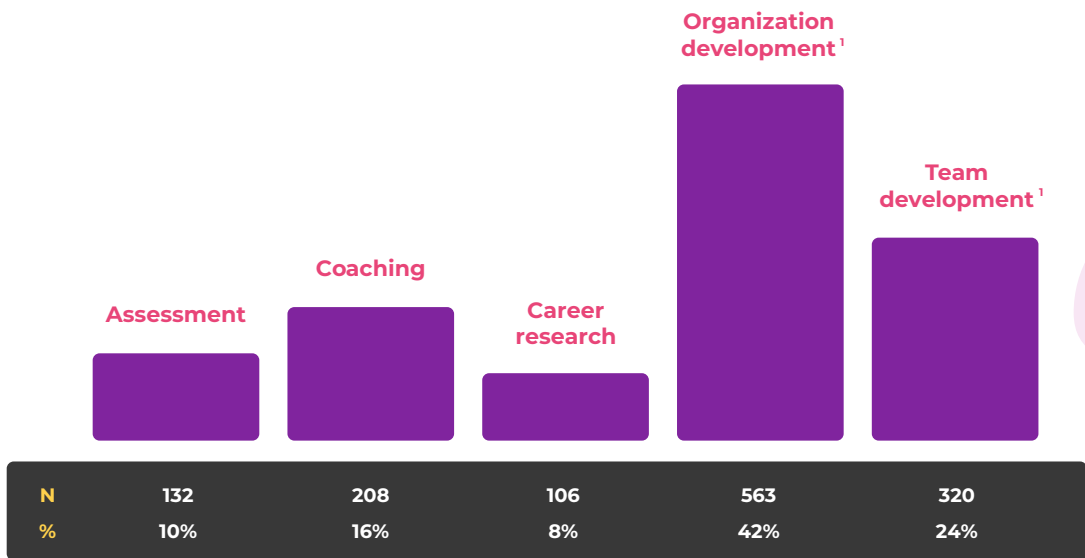
Belgium (99)	Germany (19)	France (3)	Greece (2)	Italy (2)
Croatia (1)	Norway (1)	Portugal (2)	Spain (33)	Sweden (2)

■ **Country of birth; Worldwide (N=158)**



Afghanistan (3)	Aruba (6)	Canada (1)	Curaçao (8)	China (1)
England/UK (7)	Gabon (1)	Ghana (1)	Hong Kong (6)	Ireland (1)
Indonesia (7)	Iran (2)	Iraq (16)	Jordan (1)	Kosovo (1)
Morocco (34)	New Zealand (1)	Uganda (1)	Pakistan (2)	Paramaribo (1)
Soviet Union (4)	Surinam (36)	Tanzania (4)	Turkey (8)	United States (3)
South Afrika (1)	South-Korea (1)			

■ **Purpose (N=1329)**















¹ Personal development is always a part of these interventions

MEAN AND SD

The raw scores of the participants are converted into stanines. The table below shows the means and standard deviations (SD) that are used as the basis for this calculation.

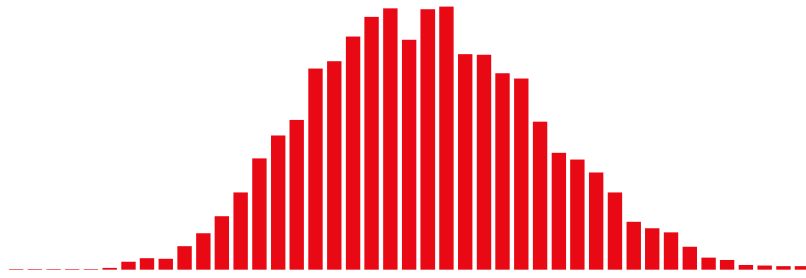
On the following pages you will find the distribution of the 12 interaction styles.


	Interaction styles	Mean	SD
	Inspire	28.84	6.14
	Coach	31.45	5.92
	Connect	26.95	5.27
	Empathize	26.87	6.30
	Adapt	25.09	5.88
	Listen	24.51	6.48
	Follow up	27.86	5.63
	Clarify	30.76	5.20
	Oppose	21.53	4.74
	Convince	25.14	5.81
	Instruct	29.34	5.72
	Direct	30.56	4.87

A comparison of the norm group and the SOI target group compositions (people aged 15+ who speak Dutch) show that the norm group still deviates slightly from the composition of the Dutch labor force (Statistics Netherlands, Labor Participation; key figures). The proportion of female candidates and the proportion of candidates with lower or secondary education remain underrepresented, as one example. The age categories 35-55 also appear to be over-represented.

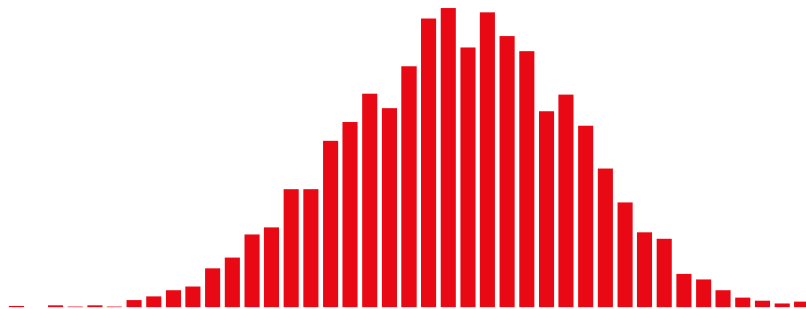
It is striking that the representation seems to have more in common with the representation of the proportions in terms of gender, education, and age as found among participants from the labor force who hold a management position (Statistics Netherlands, Active labor force; profession). On further investigation, it also appears that 56% of the norm group candidates who chose to disclose their job functions are in managerial positions.


■ Inspire



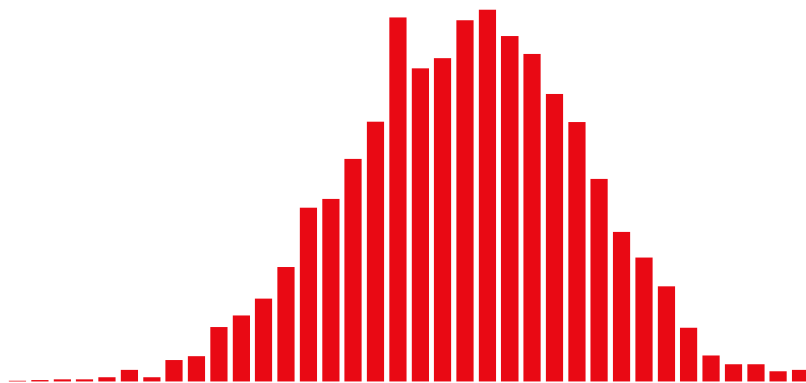
	Interaction style	Mean	SD
	Inspire	28.84	6.14


■ Coach



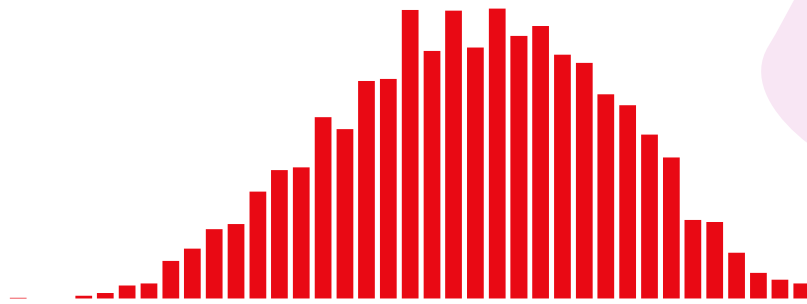
	Interaction style	Mean	SD
	Coach	31.45	5.92

■ Connect



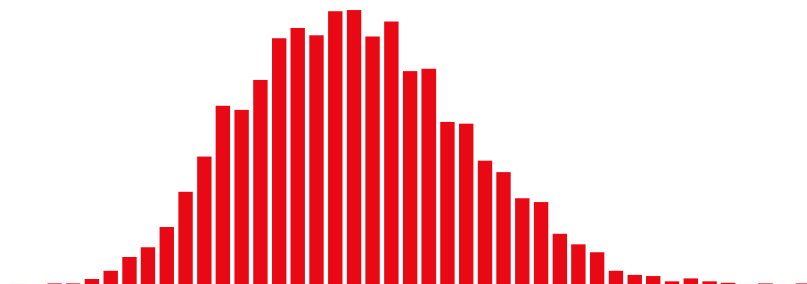
	Interaction style	Mean	SD
	Connect	26.95	5.27

■ **Empathize**



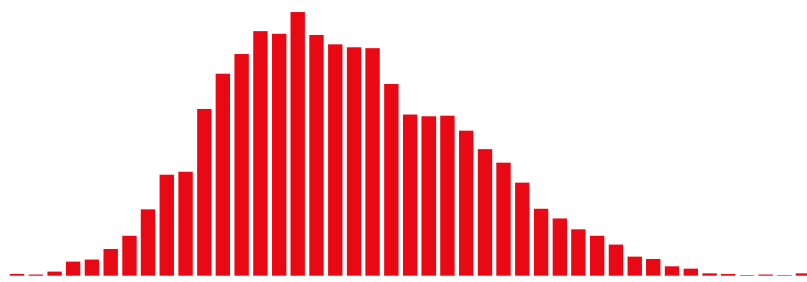
	Interaction style	Mean	SD
	Empathize	28.87	6.30

■ **Adapt**



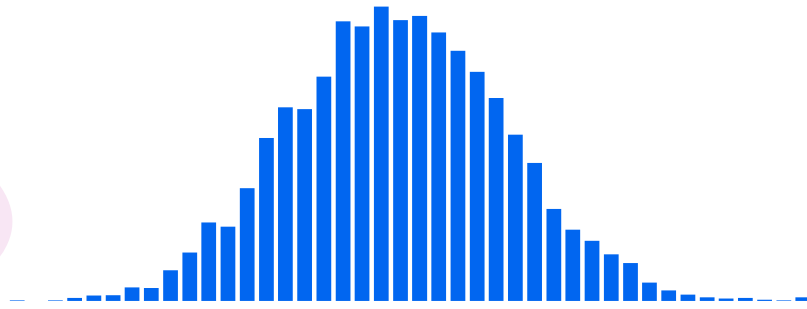
	Interaction style	Mean	SD
	Adapt	25.09	5.88


■ **Listen**



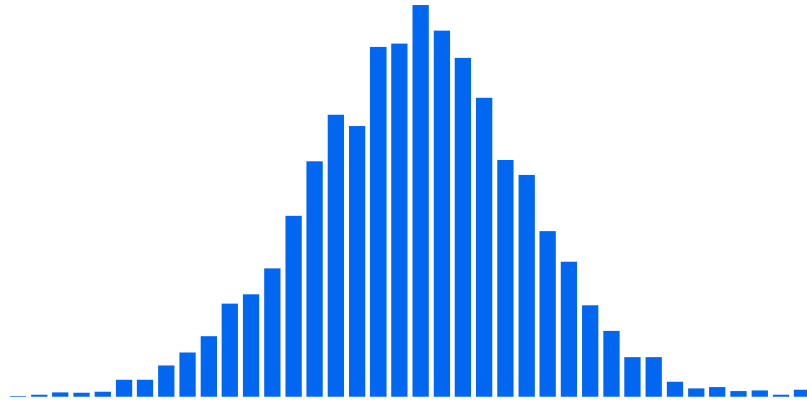
	Interaction style	Mean	SD
	Listen	24.51	6.48


■ **Follow up tasks**



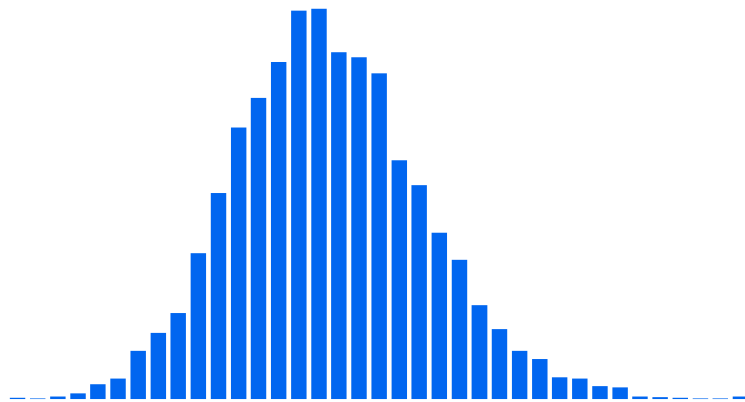
	Interaction style	Mean	SD
	Follow up tasks	27.86	5,63


■ **Clarify**



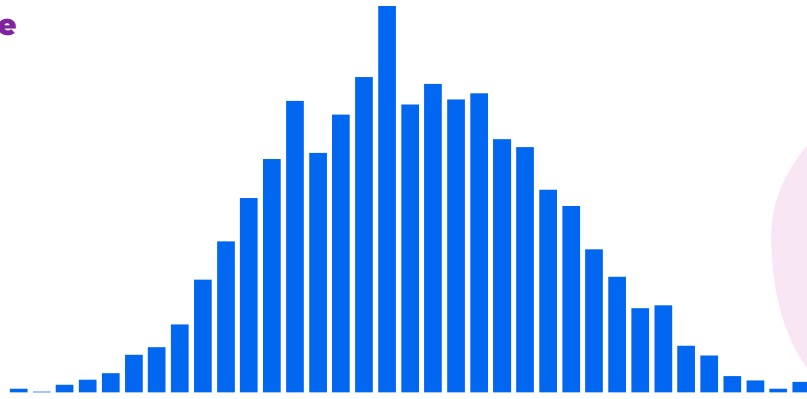
	Interaction style	Mean	SD
	Clarify	30.76	5.20


■ **Oppose**



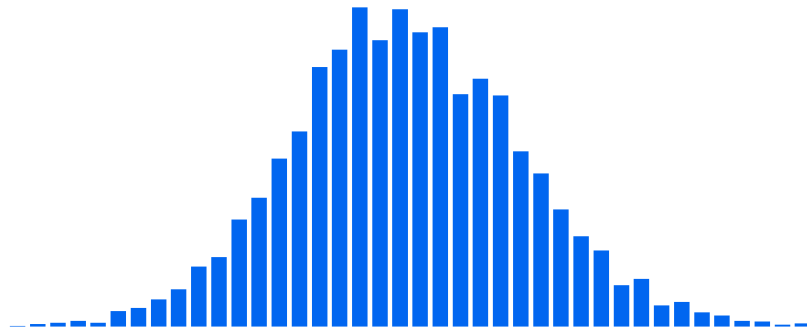
	Interaction style	Mean	SD
	Oppose	21.53	4.74


■ **Convince**



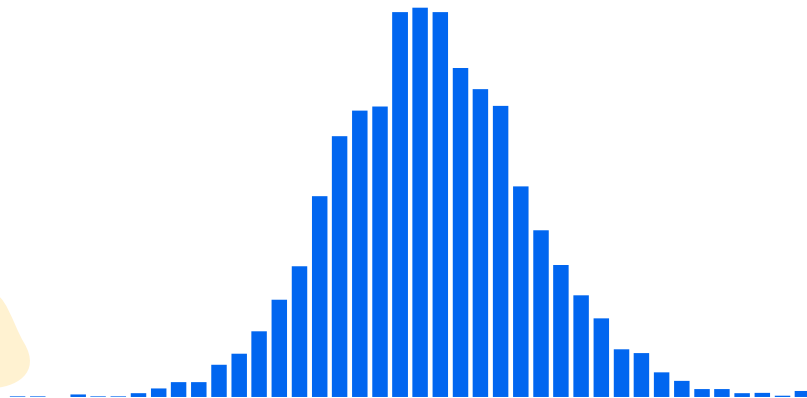
	Interaction style	Mean	SD
	Convince	25.14	5.81


■ **Instruct**



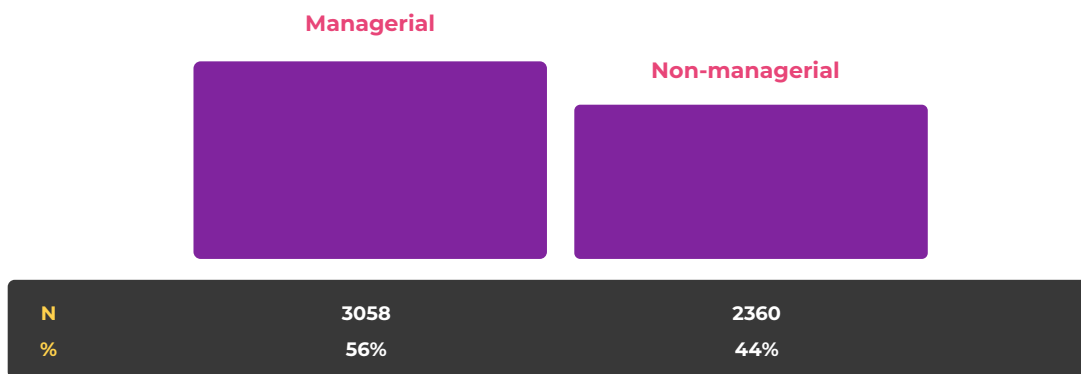
	Interaction style	Mean	SD
	Instruct	29.34	5.72

■ **Direct**



	Interaction style	Mean	SD
	Direct	30.56	4.87

■ **Managerial position (N=5420)**





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