

Innovation Audit

Exploring hidden Group Dynamics

“NORM” tables for all 26 Questions used in the APM funded
volunteer research project in 2016

Interviews with 14 organisations

Online profiles from 9 of the above (174 participants)

Acknowledgements

APM : For providing funding

APM Enabling Change SIG Sponsor: Martin Taylor

Research design, data input, analysis and reporting by

- Assentire Ltd (Rod Willis), Innovation Audit*
- OMQ Consulting (Carole Osterweil)
- Parag Gogate (Enabling Change SIG)

***Use the data in the ‘NORM’ table to compare and contrast your own findings.
Please refer to research report and diagnostic tool for further information on the
research findings and on how to use the tool effectively. This is available on APM
website under Enabling Change SIG page.***

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Intra Group Dynamic (Relationships part 1 of 2)

- L1. Ask
- L2. Open
- L3. Many_Views
- L4. Collaborate
- L5. Collective
- L6. Understand
- L7. Trust
- L8. Enhanced_WLQ

Please bring to mind a current or recent change initiative and keep this in mind as you answer the following questions. If you have several projects you could choose from, then select the one that has been the most troublesome for the organisation as a whole.

Score the following statements in terms of your experience during times of change
How strongly do you agree with the following where 7 = Strongly Agreee

| | |
|----|---|
| L1 | I commonly hear members of the group testing their own assumptions and inferences as well as those of others |
| L2 | Members of the group are happy to share relevant information, not keeping it private |
| L3 | When a group member expresses a different view or position, his or her reasoning is explored in a curious way. e.g, I wonder why you have that view? |
| L4 | It is common that members of the group explore and design different approaches jointly rather than individually |
| L5 | I see it all the time; members of the group want to hear the view of others, even those issues that may be seen elsewhere as 'undiscussable', such as the 'Elephant in the room'. |
| L6 | It is uncommon to see misunderstandings, unproductive conflict and defensiveness in the group |
| L7 | There is quite a high level of trust across the group |
| L8 | Over time, I have seen the quality of working life improve |

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| IA Norms Table 2015-2016 for Innovation Audit 1. Ask Facet | | | | | |
|--|-------------|--------------|----------------|-----------------|------------|
| N=171 SD=1.46 Mean=4.01 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-1. Ask | % of Population | Band |
| ≤0.8 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 0.95 | -2.10 | 2.00 | 29.00 | | Very Low |
| 1.09 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 1.24 | -1.90 | 3.00 | 31.00 | | Low |
| 1.38 | -1.80 | 4.00 | 32.00 | | Low |
| 1.53 | -1.70 | 4.00 | 33.00 | | Low |
| 1.67 | -1.60 | 5.00 | 34.00 | | Low |
| 1.82 | -1.50 | 7.00 | 35.00 | | Low |
| 1.97 | -1.40 | 8.00 | 36.00 | | Low |
| 2.11 | -1.30 | 10.00 | 37.00 | | Low |
| 2.26 | -1.20 | 12.00 | 38.00 | | Low |
| 2.40 | -1.10 | 14.00 | 39.00 | | Low |
| 2.55 | -1.00 | 16.00 | 40.00 | | Middle 58% |
| 2.69 | -0.90 | 18.00 | 41.00 | Mid Low | |
| 2.84 | -0.80 | 21.00 | 42.00 | Mid Low | |
| 2.99 | -0.70 | 24.00 | 43.00 | Mid Low | |
| 3.13 | -0.60 | 27.00 | 44.00 | Mid Low | |
| 3.28 | -0.50 | 31.00 | 45.00 | Mid Low | |
| 3.42 | -0.40 | 34.00 | 46.00 | Mid Low | |
| 3.57 | -0.30 | 38.00 | 47.00 | Mid Low | |
| 3.71 | -0.20 | 42.00 | 48.00 | Mid Low | |
| 3.86 | -0.10 | 46.00 | 49.00 | Mid Low | |
| 4.01 | 0.00 | 50.00 | 50.00 | Mid | |
| 4.15 | 0.10 | 54.00 | 51.00 | Mid High | |
| 4.30 | 0.20 | 58.00 | 52.00 | Mid High | |
| 4.44 | 0.30 | 62.00 | 53.00 | Mid High | |
| 4.59 | 0.40 | 66.00 | 54.00 | Mid High | |
| 4.73 | 0.50 | 71.00 | 55.00 | Mid High | |
| 4.88 | 0.60 | 73.00 | 56.00 | Mid High | |
| 5.03 | 0.70 | 76.00 | 57.00 | Mid High | |
| 5.17 | 0.80 | 79.00 | 58.00 | Mid High | |
| 5.32 | 0.90 | 82.00 | 59.00 | Mid High | |
| 5.46 | 1.00 | 84.00 | 60.00 | Mid High | |
| 5.61 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 5.75 | 1.20 | 88.00 | 62.00 | | High |
| 5.90 | 1.30 | 90.00 | 63.00 | | High |
| 6.05 | 1.40 | 92.00 | 64.00 | | High |
| 6.19 | 1.50 | 93.00 | 65.00 | | High |
| 6.34 | 1.60 | 95.00 | 66.00 | | High |
| 6.48 | 1.70 | 96.00 | 67.00 | | High |
| 6.63 | 1.80 | 96.00 | 68.00 | | High |
| 6.77 | 1.90 | 97.00 | 69.00 | | High |
| 6.92 | 2.00 | 98.00 | 70.00 | High | |
| 7.07 | 2.10 | 98.00 | 71.00 | Very High 2% | Very High |
| ≥7.21 | 2.20 | 99.00 | 72.00 | | Very High |

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| IA Norms Table 2015-2016 for Innovation Audit 2.0 Open Facet | | | | | |
|--|-------------|--------------|-----------------|-----------------|------------|
| N=171 SD=1.53 Mean=4.54 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-L2 Open | % of Population | Band |
| ≤1.17 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 1.32 | -2.10 | 2.00 | 29.00 | | Very Low |
| 1.48 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 1.63 | -1.90 | 3.00 | 31.00 | | Low |
| 1.78 | -1.80 | 4.00 | 32.00 | | Low |
| 1.94 | -1.70 | 4.00 | 33.00 | | Low |
| 2.09 | -1.60 | 5.00 | 34.00 | | Low |
| 2.24 | -1.50 | 7.00 | 35.00 | | Low |
| 2.40 | -1.40 | 8.00 | 36.00 | | Low |
| 2.55 | -1.30 | 10.00 | 37.00 | | Low |
| 2.70 | -1.20 | 12.00 | 38.00 | | Low |
| 2.86 | -1.10 | 14.00 | 39.00 | | Low |
| 3.01 | -1.00 | 16.00 | 40.00 | Middle 58% | Mid Low |
| 3.16 | -0.90 | 18.00 | 41.00 | | Mid Low |
| 3.32 | -0.80 | 21.00 | 42.00 | | Mid Low |
| 3.47 | -0.70 | 24.00 | 43.00 | | Mid Low |
| 3.62 | -0.60 | 27.00 | 44.00 | | Mid Low |
| 3.78 | -0.50 | 31.00 | 45.00 | | Mid Low |
| 3.93 | -0.40 | 34.00 | 46.00 | | Mid Low |
| 4.08 | -0.30 | 38.00 | 47.00 | | Mid Low |
| 4.24 | -0.20 | 42.00 | 48.00 | | Mid Low |
| 4.39 | -0.10 | 46.00 | 49.00 | | Mid Low |
| 4.54 | 0.00 | 50.00 | 50.00 | | Mid |
| 4.70 | 0.10 | 54.00 | 51.00 | | Mid High |
| 4.85 | 0.20 | 58.00 | 52.00 | | Mid High |
| 5.00 | 0.30 | 62.00 | 53.00 | | Mid High |
| 5.16 | 0.40 | 66.00 | 54.00 | | Mid High |
| 5.31 | 0.50 | 71.00 | 55.00 | | Mid High |
| 5.46 | 0.60 | 73.00 | 56.00 | | Mid High |
| 5.62 | 0.70 | 76.00 | 57.00 | | Mid High |
| 5.77 | 0.80 | 79.00 | 58.00 | Mid High | |
| 5.92 | 0.90 | 82.00 | 59.00 | Mid High | |
| 6.08 | 1.00 | 84.00 | 60.00 | Mid High | |
| 6.23 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 6.38 | 1.20 | 88.00 | 62.00 | | High |
| 6.54 | 1.30 | 90.00 | 63.00 | | High |
| 6.69 | 1.40 | 92.00 | 64.00 | | High |
| 6.84 | 1.50 | 93.00 | 65.00 | | High |
| 7.00 | 1.60 | 95.00 | 66.00 | | High |
| 7.15 | 1.70 | 96.00 | 67.00 | | High |
| 7.31 | 1.80 | 96.00 | 68.00 | | High |
| 7.46 | 1.90 | 97.00 | 69.00 | | High |
| 7.61 | 2.00 | 98.00 | 70.00 | | High |
| 7.77 | 2.10 | 98.00 | 71.00 | Very High 2% | Very High |
| ≥7.92 | 2.20 | 99.00 | 72.00 | | Very High |

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| IA Norms Table 2015-2016 for Innovation Audit 1.3 Many_Views Facet | | | | | | |
|--|-------------|--------------|-----------------------|-----------------|------------|---------|
| N=171 SD=1.53 Mean=3.70 | | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-L3 Many_Views | % of Population | Band | |
| ≤0.35 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low | |
| 0.50 | -2.10 | 2.00 | 29.00 | | Very Low | |
| 0.65 | -2.00 | 2.00 | 30.00 | Low 14% | Low | |
| 0.80 | -1.90 | 3.00 | 31.00 | | Low | |
| 0.96 | -1.80 | 4.00 | 32.00 | | Low | |
| 1.11 | -1.70 | 4.00 | 33.00 | | Low | |
| 1.26 | -1.60 | 5.00 | 34.00 | | Low | |
| 1.41 | -1.50 | 7.00 | 35.00 | | Low | |
| 1.57 | -1.40 | 8.00 | 36.00 | | Low | |
| 1.72 | -1.30 | 10.00 | 37.00 | | Low | |
| 1.87 | -1.20 | 12.00 | 38.00 | | Low | |
| 2.02 | -1.10 | 14.00 | 39.00 | | Low | |
| 2.18 | -1.00 | 16.00 | 40.00 | | Middle 58% | Mid Low |
| 2.33 | -0.90 | 18.00 | 41.00 | | | Mid Low |
| 2.48 | -0.80 | 21.00 | 42.00 | Mid Low | | |
| 2.63 | -0.70 | 24.00 | 43.00 | Mid Low | | |
| 2.79 | -0.60 | 27.00 | 44.00 | Mid Low | | |
| 2.94 | -0.50 | 31.00 | 45.00 | Mid Low | | |
| 3.09 | -0.40 | 34.00 | 46.00 | Mid Low | | |
| 3.24 | -0.30 | 38.00 | 47.00 | Mid Low | | |
| 3.40 | -0.20 | 42.00 | 48.00 | Mid Low | | |
| 3.55 | -0.10 | 46.00 | 49.00 | Mid Low | | |
| 3.70 | 0.00 | 50.00 | 50.00 | Mid | | |
| 3.85 | 0.10 | 54.00 | 51.00 | Mid High | | |
| 4.01 | 0.20 | 58.00 | 52.00 | Mid High | | |
| 4.16 | 0.30 | 62.00 | 53.00 | Mid High | | |
| 4.31 | 0.40 | 66.00 | 54.00 | Mid High | | |
| 4.46 | 0.50 | 71.00 | 55.00 | Mid High | | |
| 4.62 | 0.60 | 73.00 | 56.00 | Mid High | | |
| 4.77 | 0.70 | 76.00 | 57.00 | Mid High | | |
| 4.92 | 0.80 | 79.00 | 58.00 | Mid High | | |
| 5.07 | 0.90 | 82.00 | 59.00 | Mid High | | |
| 5.23 | 1.00 | 84.00 | 60.00 | Mid High | | |
| 5.38 | 1.10 | 86.00 | 61.00 | High 14% | High | |
| 5.53 | 1.20 | 88.00 | 62.00 | | High | |
| 5.68 | 1.30 | 90.00 | 63.00 | | High | |
| 5.84 | 1.40 | 92.00 | 64.00 | | High | |
| 5.99 | 1.50 | 93.00 | 65.00 | | High | |
| 6.14 | 1.60 | 95.00 | 66.00 | | High | |
| 6.29 | 1.70 | 96.00 | 67.00 | | High | |
| 6.45 | 1.80 | 96.00 | 68.00 | | High | |
| 6.60 | 1.90 | 97.00 | 69.00 | | High | |
| 6.75 | 2.00 | 98.00 | 70.00 | | High | |
| 6.90 | 2.10 | 98.00 | 71.00 | Very High 2% | Very High | |
| ≥7.06 | 2.20 | 99.00 | 72.00 | | Very High | |

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| IA Norms Table 2015-2016 for Innovation Audit 4. Collaborate Facet | | | | | |
|--|-------------|--------------|------------------------|-----------------|------------|
| N=171 SD=1.51 Mean=3.91 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-4. Collaborate | % of Population | Band |
| ≤0.58 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 0.73 | -2.10 | 2.00 | 29.00 | | Very Low |
| 0.89 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 1.04 | -1.90 | 3.00 | 31.00 | | Low |
| 1.19 | -1.80 | 4.00 | 32.00 | | Low |
| 1.34 | -1.70 | 4.00 | 33.00 | | Low |
| 1.49 | -1.60 | 5.00 | 34.00 | | Low |
| 1.64 | -1.50 | 7.00 | 35.00 | | Low |
| 1.79 | -1.40 | 8.00 | 36.00 | | Low |
| 1.94 | -1.30 | 10.00 | 37.00 | | Low |
| 2.10 | -1.20 | 12.00 | 38.00 | | Low |
| 2.25 | -1.10 | 14.00 | 39.00 | | Low |
| 2.40 | -1.00 | 16.00 | 40.00 | | Middle 58% |
| 2.55 | -0.90 | 18.00 | 41.00 | Mid Low | |
| 2.70 | -0.80 | 21.00 | 42.00 | Mid Low | |
| 2.85 | -0.70 | 24.00 | 43.00 | Mid Low | |
| 3.00 | -0.60 | 27.00 | 44.00 | Mid Low | |
| 3.16 | -0.50 | 31.00 | 45.00 | Mid Low | |
| 3.31 | -0.40 | 34.00 | 46.00 | Mid Low | |
| 3.46 | -0.30 | 38.00 | 47.00 | Mid Low | |
| 3.61 | -0.20 | 42.00 | 48.00 | Mid Low | |
| 3.76 | -0.10 | 46.00 | 49.00 | Mid Low | |
| 3.91 | 0.00 | 50.00 | 50.00 | Mid | |
| 4.06 | 0.10 | 54.00 | 51.00 | Mid High | |
| 4.21 | 0.20 | 58.00 | 52.00 | Mid High | |
| 4.37 | 0.30 | 62.00 | 53.00 | Mid High | |
| 4.52 | 0.40 | 66.00 | 54.00 | Mid High | |
| 4.67 | 0.50 | 71.00 | 55.00 | Mid High | |
| 4.82 | 0.60 | 73.00 | 56.00 | Mid High | |
| 4.97 | 0.70 | 76.00 | 57.00 | Mid High | |
| 5.12 | 0.80 | 79.00 | 58.00 | Mid High | |
| 5.27 | 0.90 | 82.00 | 59.00 | Mid High | |
| 5.43 | 1.00 | 84.00 | 60.00 | Mid High | |
| 5.58 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 5.73 | 1.20 | 88.00 | 62.00 | | High |
| 5.88 | 1.30 | 90.00 | 63.00 | | High |
| 6.03 | 1.40 | 92.00 | 64.00 | | High |
| 6.18 | 1.50 | 93.00 | 65.00 | | High |
| 6.33 | 1.60 | 95.00 | 66.00 | | High |
| 6.49 | 1.70 | 96.00 | 67.00 | | High |
| 6.64 | 1.80 | 96.00 | 68.00 | | High |
| 6.79 | 1.90 | 97.00 | 69.00 | High | |
| 6.94 | 2.00 | 98.00 | 70.00 | Very High 2% | High |
| 7.09 | 2.10 | 98.00 | 71.00 | | Very High |
| ≥7.24 | 2.20 | 99.00 | 72.00 | | Very High |

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| IA Norms Table 2015-2016 for Innovation Audit 1.5 Collective Facet | | | | | |
|--|-------------|--------------|-----------------------|-----------------|------------|
| N=171 SD=1.50 Mean=3.87 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-L5 Collective | % of Population | Band |
| ≤0.56 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 0.71 | -2.10 | 2.00 | 29.00 | | Very Low |
| 0.86 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 1.01 | -1.90 | 3.00 | 31.00 | | Low |
| 1.16 | -1.80 | 4.00 | 32.00 | | Low |
| 1.31 | -1.70 | 4.00 | 33.00 | | Low |
| 1.46 | -1.60 | 5.00 | 34.00 | | Low |
| 1.61 | -1.50 | 7.00 | 35.00 | | Low |
| 1.76 | -1.40 | 8.00 | 36.00 | | Low |
| 1.92 | -1.30 | 10.00 | 37.00 | | Low |
| 2.07 | -1.20 | 12.00 | 38.00 | | Low |
| 2.22 | -1.10 | 14.00 | 39.00 | | Low |
| 2.37 | -1.00 | 16.00 | 40.00 | | Middle 58% |
| 2.52 | -0.90 | 18.00 | 41.00 | Mid Low | |
| 2.67 | -0.80 | 21.00 | 42.00 | Mid Low | |
| 2.82 | -0.70 | 24.00 | 43.00 | Mid Low | |
| 2.97 | -0.60 | 27.00 | 44.00 | Mid Low | |
| 3.12 | -0.50 | 31.00 | 45.00 | Mid Low | |
| 3.27 | -0.40 | 34.00 | 46.00 | Mid Low | |
| 3.42 | -0.30 | 38.00 | 47.00 | Mid Low | |
| 3.57 | -0.20 | 42.00 | 48.00 | Mid Low | |
| 3.72 | -0.10 | 46.00 | 49.00 | Mid Low | |
| 3.87 | 0.00 | 50.00 | 50.00 | Mid | |
| 4.02 | 0.10 | 54.00 | 51.00 | Mid High | |
| 4.17 | 0.20 | 58.00 | 52.00 | Mid High | |
| 4.32 | 0.30 | 62.00 | 53.00 | Mid High | |
| 4.47 | 0.40 | 66.00 | 54.00 | Mid High | |
| 4.62 | 0.50 | 71.00 | 55.00 | Mid High | |
| 4.77 | 0.60 | 73.00 | 56.00 | Mid High | |
| 4.92 | 0.70 | 76.00 | 57.00 | Mid High | |
| 5.08 | 0.80 | 79.00 | 58.00 | Mid High | |
| 5.23 | 0.90 | 82.00 | 59.00 | Mid High | |
| 5.38 | 1.00 | 84.00 | 60.00 | Mid High | |
| 5.53 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 5.68 | 1.20 | 88.00 | 62.00 | | High |
| 5.83 | 1.30 | 90.00 | 63.00 | | High |
| 5.98 | 1.40 | 92.00 | 64.00 | | High |
| 6.13 | 1.50 | 93.00 | 65.00 | | High |
| 6.28 | 1.60 | 95.00 | 66.00 | | High |
| 6.43 | 1.70 | 96.00 | 67.00 | | High |
| 6.58 | 1.80 | 96.00 | 68.00 | | High |
| 6.73 | 1.90 | 97.00 | 69.00 | | High |
| 6.88 | 2.00 | 98.00 | 70.00 | | High |
| 7.03 | 2.10 | 98.00 | 71.00 | Very High 2% | Very High |
| ≥7.18 | 2.20 | 99.00 | 72.00 | | Very High |

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| IA Norms Table 2015-2016 for Innovation Audit L6 Understand Facet | | | | | |
|---|-------------|--------------|-----------------------|-----------------|------------|
| N=171 SD=1.55 Mean=3.77 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-L6 Understand | % of Population | Band |
| ≤0.35 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 0.50 | -2.10 | 2.00 | 29.00 | | Very Low |
| 0.66 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 0.81 | -1.90 | 3.00 | 31.00 | | Low |
| 0.97 | -1.80 | 4.00 | 32.00 | | Low |
| 1.13 | -1.70 | 4.00 | 33.00 | | Low |
| 1.28 | -1.60 | 5.00 | 34.00 | | Low |
| 1.44 | -1.50 | 7.00 | 35.00 | | Low |
| 1.59 | -1.40 | 8.00 | 36.00 | | Low |
| 1.75 | -1.30 | 10.00 | 37.00 | | Low |
| 1.90 | -1.20 | 12.00 | 38.00 | | Low |
| 2.06 | -1.10 | 14.00 | 39.00 | | Low |
| 2.21 | -1.00 | 16.00 | 40.00 | | Middle 58% |
| 2.37 | -0.90 | 18.00 | 41.00 | Mid Low | |
| 2.52 | -0.80 | 21.00 | 42.00 | Mid Low | |
| 2.68 | -0.70 | 24.00 | 43.00 | Mid Low | |
| 2.83 | -0.60 | 27.00 | 44.00 | Mid Low | |
| 2.99 | -0.50 | 31.00 | 45.00 | Mid Low | |
| 3.14 | -0.40 | 34.00 | 46.00 | Mid Low | |
| 3.30 | -0.30 | 38.00 | 47.00 | Mid Low | |
| 3.46 | -0.20 | 42.00 | 48.00 | Mid Low | |
| 3.61 | -0.10 | 46.00 | 49.00 | Mid Low | |
| 3.77 | 0.00 | 50.00 | 50.00 | Mid | |
| 3.92 | 0.10 | 54.00 | 51.00 | Mid High | |
| 4.08 | 0.20 | 58.00 | 52.00 | Mid High | |
| 4.23 | 0.30 | 62.00 | 53.00 | Mid High | |
| 4.39 | 0.40 | 66.00 | 54.00 | Mid High | |
| 4.54 | 0.50 | 71.00 | 55.00 | Mid High | |
| 4.70 | 0.60 | 73.00 | 56.00 | Mid High | |
| 4.85 | 0.70 | 76.00 | 57.00 | Mid High | |
| 5.01 | 0.80 | 79.00 | 58.00 | Mid High | |
| 5.16 | 0.90 | 82.00 | 59.00 | Mid High | |
| 5.32 | 1.00 | 84.00 | 60.00 | Mid High | |
| 5.47 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 5.63 | 1.20 | 88.00 | 62.00 | | High |
| 5.79 | 1.30 | 90.00 | 63.00 | | High |
| 5.94 | 1.40 | 92.00 | 64.00 | | High |
| 6.10 | 1.50 | 93.00 | 65.00 | | High |
| 6.25 | 1.60 | 95.00 | 66.00 | | High |
| 6.41 | 1.70 | 96.00 | 67.00 | | High |
| 6.56 | 1.80 | 96.00 | 68.00 | | High |
| 6.72 | 1.90 | 97.00 | 69.00 | High | |
| 6.87 | 2.00 | 98.00 | 70.00 | Very High 2% | High |
| 7.03 | 2.10 | 98.00 | 71.00 | | Very High |
| ≥7.18 | 2.20 | 99.00 | 72.00 | | Very High |

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| IA Norms Table 2015-2016 for Innovation Audit 7. Trust Facet | | | | | | |
|--|-------------|--------------|-------------------|-----------------|------------|---------|
| N=171 SD=1.50 Mean=4.02 | | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-L7. Trust | % of Population | Band | |
| ≤0.72 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low | |
| 0.87 | -2.10 | 2.00 | 29.00 | | Very Low | |
| 1.02 | -2.00 | 2.00 | 30.00 | Low 14% | Low | |
| 1.17 | -1.90 | 3.00 | 31.00 | | Low | |
| 1.32 | -1.80 | 4.00 | 32.00 | | Low | |
| 1.47 | -1.70 | 4.00 | 33.00 | | Low | |
| 1.62 | -1.60 | 5.00 | 34.00 | | Low | |
| 1.77 | -1.50 | 7.00 | 35.00 | | Low | |
| 1.92 | -1.40 | 8.00 | 36.00 | | Low | |
| 2.07 | -1.30 | 10.00 | 37.00 | | Low | |
| 2.22 | -1.20 | 12.00 | 38.00 | | Low | |
| 2.37 | -1.10 | 14.00 | 39.00 | | Low | |
| 2.52 | -1.00 | 16.00 | 40.00 | | Middle 58% | Mid Low |
| 2.67 | -0.90 | 18.00 | 41.00 | | | Mid Low |
| 2.82 | -0.80 | 21.00 | 42.00 | Mid Low | | |
| 2.97 | -0.70 | 24.00 | 43.00 | Mid Low | | |
| 3.12 | -0.60 | 27.00 | 44.00 | Mid Low | | |
| 3.27 | -0.50 | 31.00 | 45.00 | Mid Low | | |
| 3.42 | -0.40 | 34.00 | 46.00 | Mid Low | | |
| 3.57 | -0.30 | 38.00 | 47.00 | Mid Low | | |
| 3.72 | -0.20 | 42.00 | 48.00 | Mid Low | | |
| 3.87 | -0.10 | 46.00 | 49.00 | Mid Low | | |
| 4.02 | 0.00 | 50.00 | 50.00 | Mid | | |
| 4.17 | 0.10 | 54.00 | 51.00 | Mid High | | |
| 4.32 | 0.20 | 58.00 | 52.00 | Mid High | | |
| 4.47 | 0.30 | 62.00 | 53.00 | Mid High | | |
| 4.62 | 0.40 | 66.00 | 54.00 | Mid High | | |
| 4.77 | 0.50 | 71.00 | 55.00 | Mid High | | |
| 4.92 | 0.60 | 73.00 | 56.00 | Mid High | | |
| 5.07 | 0.70 | 76.00 | 57.00 | Mid High | | |
| 5.23 | 0.80 | 79.00 | 58.00 | Mid High | | |
| 5.38 | 0.90 | 82.00 | 59.00 | Mid High | | |
| 5.53 | 1.00 | 84.00 | 60.00 | Mid High | | |
| 5.68 | 1.10 | 86.00 | 61.00 | High 14% | High | |
| 5.83 | 1.20 | 88.00 | 62.00 | | High | |
| 5.98 | 1.30 | 90.00 | 63.00 | | High | |
| 6.13 | 1.40 | 92.00 | 64.00 | | High | |
| 6.28 | 1.50 | 93.00 | 65.00 | | High | |
| 6.43 | 1.60 | 95.00 | 66.00 | | High | |
| 6.58 | 1.70 | 96.00 | 67.00 | | High | |
| 6.73 | 1.80 | 96.00 | 68.00 | | High | |
| 6.88 | 1.90 | 97.00 | 69.00 | | High | |
| 7.03 | 2.00 | 98.00 | 70.00 | | High | |
| 7.18 | 2.10 | 98.00 | 71.00 | Very High 2% | Very High | |
| ≥7.33 | 2.20 | 99.00 | 72.00 | | Very High | |

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| IA Norms Table 2015-2016 for Innovation Audit 8. Enhanced_WLQ Facet | | | | | |
|---|-------------|--------------|--------------------------|-----------------|------------|
| N=171 SD=1.46 Mean=3.50 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-L8. Enhanced_WLQ | % of Population | Band |
| ≤0.29 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 0.44 | -2.10 | 2.00 | 29.00 | | Very Low |
| 0.58 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 0.73 | -1.90 | 3.00 | 31.00 | | Low |
| 0.88 | -1.80 | 4.00 | 32.00 | | Low |
| 1.02 | -1.70 | 4.00 | 33.00 | | Low |
| 1.17 | -1.60 | 5.00 | 34.00 | | Low |
| 1.31 | -1.50 | 7.00 | 35.00 | | Low |
| 1.46 | -1.40 | 8.00 | 36.00 | | Low |
| 1.60 | -1.30 | 10.00 | 37.00 | | Low |
| 1.75 | -1.20 | 12.00 | 38.00 | | Low |
| 1.89 | -1.10 | 14.00 | 39.00 | | Low |
| 2.04 | -1.00 | 16.00 | 40.00 | Middle 58% | Mid Low |
| 2.19 | -0.90 | 18.00 | 41.00 | | Mid Low |
| 2.33 | -0.80 | 21.00 | 42.00 | | Mid Low |
| 2.48 | -0.70 | 24.00 | 43.00 | | Mid Low |
| 2.62 | -0.60 | 27.00 | 44.00 | | Mid Low |
| 2.77 | -0.50 | 31.00 | 45.00 | | Mid Low |
| 2.91 | -0.40 | 34.00 | 46.00 | | Mid Low |
| 3.06 | -0.30 | 38.00 | 47.00 | | Mid Low |
| 3.21 | -0.20 | 42.00 | 48.00 | | Mid Low |
| 3.35 | -0.10 | 46.00 | 49.00 | | Mid Low |
| 3.50 | 0.00 | 50.00 | 50.00 | | Mid |
| 3.64 | 0.10 | 54.00 | 51.00 | | Mid High |
| 3.79 | 0.20 | 58.00 | 52.00 | | Mid High |
| 3.93 | 0.30 | 62.00 | 53.00 | | Mid High |
| 4.08 | 0.40 | 66.00 | 54.00 | | Mid High |
| 4.23 | 0.50 | 71.00 | 55.00 | | Mid High |
| 4.37 | 0.60 | 73.00 | 56.00 | Mid High | |
| 4.52 | 0.70 | 76.00 | 57.00 | Mid High | |
| 4.66 | 0.80 | 79.00 | 58.00 | Mid High | |
| 4.81 | 0.90 | 82.00 | 59.00 | Mid High | |
| 4.95 | 1.00 | 84.00 | 60.00 | Mid High | |
| 5.10 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 5.24 | 1.20 | 88.00 | 62.00 | | High |
| 5.39 | 1.30 | 90.00 | 63.00 | | High |
| 5.54 | 1.40 | 92.00 | 64.00 | | High |
| 5.68 | 1.50 | 93.00 | 65.00 | | High |
| 5.83 | 1.60 | 95.00 | 66.00 | | High |
| 5.97 | 1.70 | 96.00 | 67.00 | | High |
| 6.12 | 1.80 | 96.00 | 68.00 | | High |
| 6.26 | 1.90 | 97.00 | 69.00 | High | |
| 6.41 | 2.00 | 98.00 | 70.00 | Very High 2% | High |
| 6.56 | 2.10 | 98.00 | 71.00 | | Very High |
| ≥6.7 | 2.20 | 99.00 | 72.00 | | Very High |

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Intra Group Dynamic (Relationships part 2 of 2)

- C1. Tell
- C2. Closed
- C3. One_View
- C4. Manipulate
- C5. Individual
- C6. Misunderstand
- C7. Mistrust
- C8. Degraded_WLQ

Please bring to mind a current or recent change initiative and keep this in mind as you answer the following questions. If you have several projects you could choose from, then select the one that has been the most troublesome for the organisation as a whole.

Score the following statements in terms of your experience during times of change
How strongly do you agree with the following where 7 = Strongly Agree

| | |
|----|---|
| C1 | I commonly hear members of the group telling others what decision should be made or course of action should be taken |
| C2 | When a group member is advocating their position, they do not share their reasoning |
| C3 | When a group member expresses a different view or position, their reasoning is not explored or asked for |
| C4 | It is common that members of the group wanting to influence others, do so by 'easing in'. e.g. Don't you think...it would be a good idea if we outsourced the work? |
| C5 | I see it all the time; members of the group don't want to hear another's view in case they find theirs is not the best |
| C6 | It is common to see misunderstandings, unproductive conflict and defensiveness in the group |
| C7 | There is quite a high level of mistrust across the group |
| C8 | Over time, I have seen the quality of working life decline |

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| IA Norms Table 2015-2016 for Innovation Audit C1 Tell Facet | | | | | |
|---|-------------|--------------|-----------------|-----------------|------------|
| N=171 SD=1.38 Mean=4.37 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-C1 Tell | % of Population | Band |
| ≤1.34 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 1.47 | -2.10 | 2.00 | 29.00 | | Very Low |
| 1.61 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 1.75 | -1.90 | 3.00 | 31.00 | | Low |
| 1.89 | -1.80 | 4.00 | 32.00 | | Low |
| 2.03 | -1.70 | 4.00 | 33.00 | | Low |
| 2.16 | -1.60 | 5.00 | 34.00 | | Low |
| 2.30 | -1.50 | 7.00 | 35.00 | | Low |
| 2.44 | -1.40 | 8.00 | 36.00 | | Low |
| 2.58 | -1.30 | 10.00 | 37.00 | | Low |
| 2.72 | -1.20 | 12.00 | 38.00 | | Low |
| 2.86 | -1.10 | 14.00 | 39.00 | | Low |
| 2.99 | -1.00 | 16.00 | 40.00 | Middle 58% | Mid Low |
| 3.13 | -0.90 | 18.00 | 41.00 | | Mid Low |
| 3.27 | -0.80 | 21.00 | 42.00 | | Mid Low |
| 3.41 | -0.70 | 24.00 | 43.00 | | Mid Low |
| 3.55 | -0.60 | 27.00 | 44.00 | | Mid Low |
| 3.68 | -0.50 | 31.00 | 45.00 | | Mid Low |
| 3.82 | -0.40 | 34.00 | 46.00 | | Mid Low |
| 3.96 | -0.30 | 38.00 | 47.00 | | Mid Low |
| 4.10 | -0.20 | 42.00 | 48.00 | | Mid Low |
| 4.24 | -0.10 | 46.00 | 49.00 | | Mid Low |
| 4.37 | 0.00 | 50.00 | 50.00 | | Mid |
| 4.51 | 0.10 | 54.00 | 51.00 | | Mid High |
| 4.65 | 0.20 | 58.00 | 52.00 | | Mid High |
| 4.79 | 0.30 | 62.00 | 53.00 | | Mid High |
| 4.93 | 0.40 | 66.00 | 54.00 | | Mid High |
| 5.06 | 0.50 | 71.00 | 55.00 | | Mid High |
| 5.20 | 0.60 | 73.00 | 56.00 | Mid High | |
| 5.34 | 0.70 | 76.00 | 57.00 | Mid High | |
| 5.48 | 0.80 | 79.00 | 58.00 | Mid High | |
| 5.62 | 0.90 | 82.00 | 59.00 | Mid High | |
| 5.76 | 1.00 | 84.00 | 60.00 | Mid High | |
| 5.89 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 6.03 | 1.20 | 88.00 | 62.00 | | High |
| 6.17 | 1.30 | 90.00 | 63.00 | | High |
| 6.31 | 1.40 | 92.00 | 64.00 | | High |
| 6.45 | 1.50 | 93.00 | 65.00 | | High |
| 6.58 | 1.60 | 95.00 | 66.00 | | High |
| 6.72 | 1.70 | 96.00 | 67.00 | | High |
| 6.86 | 1.80 | 96.00 | 68.00 | | High |
| 7.00 | 1.90 | 97.00 | 69.00 | High | |
| 7.14 | 2.00 | 98.00 | 70.00 | Very High 2% | High |
| 7.27 | 2.10 | 98.00 | 71.00 | | Very High |
| ≥7.41 | 2.20 | 99.00 | 72.00 | | Very High |

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| IA Norms Table 2015-2016 for Innovation Audit C2 - Closed Facet | | | | | |
|---|-------------|--------------|---------------------|-----------------|------------|
| N=171 SD=1.29 Mean=3.08 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-C2 - Closed | % of Population | Band |
| ≤0.25 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 0.38 | -2.10 | 2.00 | 29.00 | | Very Low |
| 0.51 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 0.64 | -1.90 | 3.00 | 31.00 | | Low |
| 0.77 | -1.80 | 4.00 | 32.00 | | Low |
| 0.90 | -1.70 | 4.00 | 33.00 | | Low |
| 1.02 | -1.60 | 5.00 | 34.00 | | Low |
| 1.15 | -1.50 | 7.00 | 35.00 | | Low |
| 1.28 | -1.40 | 8.00 | 36.00 | | Low |
| 1.41 | -1.30 | 10.00 | 37.00 | | Low |
| 1.54 | -1.20 | 12.00 | 38.00 | | Low |
| 1.67 | -1.10 | 14.00 | 39.00 | | Low |
| 1.80 | -1.00 | 16.00 | 40.00 | | Middle 58% |
| 1.92 | -0.90 | 18.00 | 41.00 | Mid Low | |
| 2.05 | -0.80 | 21.00 | 42.00 | Mid Low | |
| 2.18 | -0.70 | 24.00 | 43.00 | Mid Low | |
| 2.31 | -0.60 | 27.00 | 44.00 | Mid Low | |
| 2.44 | -0.50 | 31.00 | 45.00 | Mid Low | |
| 2.57 | -0.40 | 34.00 | 46.00 | Mid Low | |
| 2.70 | -0.30 | 38.00 | 47.00 | Mid Low | |
| 2.82 | -0.20 | 42.00 | 48.00 | Mid Low | |
| 2.95 | -0.10 | 46.00 | 49.00 | Mid Low | |
| 3.08 | 0.00 | 50.00 | 50.00 | Mid | |
| 3.21 | 0.10 | 54.00 | 51.00 | Mid High | |
| 3.34 | 0.20 | 58.00 | 52.00 | Mid High | |
| 3.47 | 0.30 | 62.00 | 53.00 | Mid High | |
| 3.60 | 0.40 | 66.00 | 54.00 | Mid High | |
| 3.72 | 0.50 | 71.00 | 55.00 | Mid High | |
| 3.85 | 0.60 | 73.00 | 56.00 | Mid High | |
| 3.98 | 0.70 | 76.00 | 57.00 | Mid High | |
| 4.11 | 0.80 | 79.00 | 58.00 | Mid High | |
| 4.24 | 0.90 | 82.00 | 59.00 | Mid High | |
| 4.37 | 1.00 | 84.00 | 60.00 | Mid High | |
| 4.50 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 4.63 | 1.20 | 88.00 | 62.00 | | High |
| 4.75 | 1.30 | 90.00 | 63.00 | | High |
| 4.88 | 1.40 | 92.00 | 64.00 | | High |
| 5.01 | 1.50 | 93.00 | 65.00 | | High |
| 5.14 | 1.60 | 95.00 | 66.00 | | High |
| 5.27 | 1.70 | 96.00 | 67.00 | | High |
| 5.40 | 1.80 | 96.00 | 68.00 | | High |
| 5.53 | 1.90 | 97.00 | 69.00 | | High |
| 5.65 | 2.00 | 98.00 | 70.00 | High | |
| 5.78 | 2.10 | 98.00 | 71.00 | Very High 2% | Very High |
| ≥5.91 | 2.20 | 99.00 | 72.00 | | Very High |

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| IA Norms Table 2015-2016 for Innovation Audit C3. One_View_Facet | | | | | |
|--|-------------|--------------|----------------------|-----------------|------------|
| N=171 SD=1.43 Mean=3.37 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-C3. One_View | % of Population | Band |
| ≤0.24 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 0.38 | -2.10 | 2.00 | 29.00 | | Very Low |
| 0.52 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 0.66 | -1.90 | 3.00 | 31.00 | | Low |
| 0.81 | -1.80 | 4.00 | 32.00 | | Low |
| 0.95 | -1.70 | 4.00 | 33.00 | | Low |
| 1.09 | -1.60 | 5.00 | 34.00 | | Low |
| 1.23 | -1.50 | 7.00 | 35.00 | | Low |
| 1.38 | -1.40 | 8.00 | 36.00 | | Low |
| 1.52 | -1.30 | 10.00 | 37.00 | | Low |
| 1.66 | -1.20 | 12.00 | 38.00 | | Low |
| 1.80 | -1.10 | 14.00 | 39.00 | | Low |
| 1.95 | -1.00 | 16.00 | 40.00 | | Middle 58% |
| 2.09 | -0.90 | 18.00 | 41.00 | Mid Low | |
| 2.23 | -0.80 | 21.00 | 42.00 | Mid Low | |
| 2.38 | -0.70 | 24.00 | 43.00 | Mid Low | |
| 2.52 | -0.60 | 27.00 | 44.00 | Mid Low | |
| 2.66 | -0.50 | 31.00 | 45.00 | Mid Low | |
| 2.80 | -0.40 | 34.00 | 46.00 | Mid Low | |
| 2.95 | -0.30 | 38.00 | 47.00 | Mid Low | |
| 3.09 | -0.20 | 42.00 | 48.00 | Mid Low | |
| 3.23 | -0.10 | 46.00 | 49.00 | Mid Low | |
| 3.37 | 0.00 | 50.00 | 50.00 | Mid | |
| 3.52 | 0.10 | 54.00 | 51.00 | Mid High | |
| 3.66 | 0.20 | 58.00 | 52.00 | Mid High | |
| 3.80 | 0.30 | 62.00 | 53.00 | Mid High | |
| 3.94 | 0.40 | 66.00 | 54.00 | Mid High | |
| 4.09 | 0.50 | 71.00 | 55.00 | Mid High | |
| 4.23 | 0.60 | 73.00 | 56.00 | Mid High | |
| 4.37 | 0.70 | 76.00 | 57.00 | Mid High | |
| 4.52 | 0.80 | 79.00 | 58.00 | Mid High | |
| 4.66 | 0.90 | 82.00 | 59.00 | Mid High | |
| 4.80 | 1.00 | 84.00 | 60.00 | Mid High | |
| 4.94 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 5.09 | 1.20 | 88.00 | 62.00 | | High |
| 5.23 | 1.30 | 90.00 | 63.00 | | High |
| 5.37 | 1.40 | 92.00 | 64.00 | | High |
| 5.51 | 1.50 | 93.00 | 65.00 | | High |
| 5.66 | 1.60 | 95.00 | 66.00 | | High |
| 5.80 | 1.70 | 96.00 | 67.00 | | High |
| 5.94 | 1.80 | 96.00 | 68.00 | | High |
| 6.08 | 1.90 | 97.00 | 69.00 | | High |
| 6.23 | 2.00 | 98.00 | 70.00 | | High |
| 6.37 | 2.10 | 98.00 | 71.00 | Very High 2% | Very High |
| ≥6.51 | 2.20 | 99.00 | 72.00 | | Very High |

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| Norms Table 2015-2016 for Innovation Audit C4. Manipulate Facet | | | | | | |
|---|-------------|--------------|------------------------|-----------------|------------|---------|
| N=171 SD=1.43 Mean=4.01 | | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-C4. Manipulate | % of Population | Band | |
| ≤0.87 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low | |
| 1.02 | -2.10 | 2.00 | 29.00 | | Very Low | |
| 1.16 | -2.00 | 2.00 | 30.00 | Low 14% | Low | |
| 1.30 | -1.90 | 3.00 | 31.00 | | Low | |
| 1.44 | -1.80 | 4.00 | 32.00 | | Low | |
| 1.59 | -1.70 | 4.00 | 33.00 | | Low | |
| 1.73 | -1.60 | 5.00 | 34.00 | | Low | |
| 1.87 | -1.50 | 7.00 | 35.00 | | Low | |
| 2.01 | -1.40 | 8.00 | 36.00 | | Low | |
| 2.16 | -1.30 | 10.00 | 37.00 | | Low | |
| 2.30 | -1.20 | 12.00 | 38.00 | | Low | |
| 2.44 | -1.10 | 14.00 | 39.00 | | Low | |
| 2.59 | -1.00 | 16.00 | 40.00 | | Middle 58% | Mid Low |
| 2.73 | -0.90 | 18.00 | 41.00 | | | Mid Low |
| 2.87 | -0.80 | 21.00 | 42.00 | Mid Low | | |
| 3.01 | -0.70 | 24.00 | 43.00 | Mid Low | | |
| 3.16 | -0.60 | 27.00 | 44.00 | Mid Low | | |
| 3.30 | -0.50 | 31.00 | 45.00 | Mid Low | | |
| 3.44 | -0.40 | 34.00 | 46.00 | Mid Low | | |
| 3.58 | -0.30 | 38.00 | 47.00 | Mid Low | | |
| 3.73 | -0.20 | 42.00 | 48.00 | Mid Low | | |
| 3.87 | -0.10 | 46.00 | 49.00 | Mid Low | | |
| 4.01 | 0.00 | 50.00 | 50.00 | Mid | | |
| 4.15 | 0.10 | 54.00 | 51.00 | Mid High | | |
| 4.30 | 0.20 | 58.00 | 52.00 | Mid High | | |
| 4.44 | 0.30 | 62.00 | 53.00 | Mid High | | |
| 4.58 | 0.40 | 66.00 | 54.00 | Mid High | | |
| 4.72 | 0.50 | 71.00 | 55.00 | Mid High | | |
| 4.87 | 0.60 | 73.00 | 56.00 | Mid High | | |
| 5.01 | 0.70 | 76.00 | 57.00 | Mid High | | |
| 5.15 | 0.80 | 79.00 | 58.00 | Mid High | | |
| 5.30 | 0.90 | 82.00 | 59.00 | Mid High | | |
| 5.44 | 1.00 | 84.00 | 60.00 | Mid High | | |
| 5.58 | 1.10 | 86.00 | 61.00 | High 14% | High | |
| 5.72 | 1.20 | 88.00 | 62.00 | | High | |
| 5.87 | 1.30 | 90.00 | 63.00 | | High | |
| 6.01 | 1.40 | 92.00 | 64.00 | | High | |
| 6.15 | 1.50 | 93.00 | 65.00 | | High | |
| 6.29 | 1.60 | 95.00 | 66.00 | | High | |
| 6.44 | 1.70 | 96.00 | 67.00 | | High | |
| 6.58 | 1.80 | 96.00 | 68.00 | | High | |
| 6.72 | 1.90 | 97.00 | 69.00 | | High | |
| 6.86 | 2.00 | 98.00 | 70.00 | | High | |
| 7.01 | 2.10 | 98.00 | 71.00 | Very High 2% | Very High | |
| ≥7.15 | 2.20 | 99.00 | 72.00 | | Very High | |

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| IA Norms Table 2015-2016 for Innovation Audit C5 Individual Facet | | | | | |
|---|-------------|--------------|-----------------------|-----------------|------------|
| N=171 SD=1.62 Mean=3.16 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-C5 Individual | % of Population | Band |
| ≤-0.4 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| -0.24 | -2.10 | 2.00 | 29.00 | | Very Low |
| -0.07 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 0.09 | -1.90 | 3.00 | 31.00 | | Low |
| 0.25 | -1.80 | 4.00 | 32.00 | | Low |
| 0.41 | -1.70 | 4.00 | 33.00 | | Low |
| 0.57 | -1.60 | 5.00 | 34.00 | | Low |
| 0.73 | -1.50 | 7.00 | 35.00 | | Low |
| 0.90 | -1.40 | 8.00 | 36.00 | | Low |
| 1.06 | -1.30 | 10.00 | 37.00 | | Low |
| 1.22 | -1.20 | 12.00 | 38.00 | | Low |
| 1.38 | -1.10 | 14.00 | 39.00 | | Low |
| 1.54 | -1.00 | 16.00 | 40.00 | | Middle 58% |
| 1.70 | -0.90 | 18.00 | 41.00 | Mid Low | |
| 1.86 | -0.80 | 21.00 | 42.00 | Mid Low | |
| 2.03 | -0.70 | 24.00 | 43.00 | Mid Low | |
| 2.19 | -0.60 | 27.00 | 44.00 | Mid Low | |
| 2.35 | -0.50 | 31.00 | 45.00 | Mid Low | |
| 2.51 | -0.40 | 34.00 | 46.00 | Mid Low | |
| 2.67 | -0.30 | 38.00 | 47.00 | Mid Low | |
| 2.83 | -0.20 | 42.00 | 48.00 | Mid Low | |
| 3.00 | -0.10 | 46.00 | 49.00 | Mid Low | |
| 3.16 | 0.00 | 50.00 | 50.00 | Mid | |
| 3.32 | 0.10 | 54.00 | 51.00 | Mid High | |
| 3.48 | 0.20 | 58.00 | 52.00 | Mid High | |
| 3.64 | 0.30 | 62.00 | 53.00 | Mid High | |
| 3.80 | 0.40 | 66.00 | 54.00 | Mid High | |
| 3.97 | 0.50 | 71.00 | 55.00 | Mid High | |
| 4.13 | 0.60 | 73.00 | 56.00 | Mid High | |
| 4.29 | 0.70 | 76.00 | 57.00 | Mid High | |
| 4.45 | 0.80 | 79.00 | 58.00 | Mid High | |
| 4.61 | 0.90 | 82.00 | 59.00 | Mid High | |
| 4.77 | 1.00 | 84.00 | 60.00 | Mid High | |
| 4.94 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 5.10 | 1.20 | 88.00 | 62.00 | | High |
| 5.26 | 1.30 | 90.00 | 63.00 | | High |
| 5.42 | 1.40 | 92.00 | 64.00 | | High |
| 5.58 | 1.50 | 93.00 | 65.00 | | High |
| 5.74 | 1.60 | 95.00 | 66.00 | | High |
| 5.91 | 1.70 | 96.00 | 67.00 | | High |
| 6.07 | 1.80 | 96.00 | 68.00 | | High |
| 6.23 | 1.90 | 97.00 | 69.00 | | High |
| 6.39 | 2.00 | 98.00 | 70.00 | High | |
| 6.55 | 2.10 | 98.00 | 71.00 | Very High 2% | Very High |
| ≥6.71 | 2.20 | 99.00 | 72.00 | | Very High |

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| IA Norms Table 2015-2016 for Innovation Audit C6 Misunderstand Facet | | | | | |
|--|-------------|--------------|--------------------------|-----------------|------------|
| N=171 SD=1.73 Mean=4.03 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-C6 Misunderstand | % of Population | Band |
| ≤0.23 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 0.40 | -2.10 | 2.00 | 29.00 | | Very Low |
| 0.57 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 0.75 | -1.90 | 3.00 | 31.00 | | Low |
| 0.92 | -1.80 | 4.00 | 32.00 | | Low |
| 1.09 | -1.70 | 4.00 | 33.00 | | Low |
| 1.26 | -1.60 | 5.00 | 34.00 | | Low |
| 1.44 | -1.50 | 7.00 | 35.00 | | Low |
| 1.61 | -1.40 | 8.00 | 36.00 | | Low |
| 1.78 | -1.30 | 10.00 | 37.00 | | Low |
| 1.96 | -1.20 | 12.00 | 38.00 | | Low |
| 2.13 | -1.10 | 14.00 | 39.00 | | Low |
| 2.30 | -1.00 | 16.00 | 40.00 | Middle 58% | Mid Low |
| 2.47 | -0.90 | 18.00 | 41.00 | | Mid Low |
| 2.65 | -0.80 | 21.00 | 42.00 | | Mid Low |
| 2.82 | -0.70 | 24.00 | 43.00 | | Mid Low |
| 2.99 | -0.60 | 27.00 | 44.00 | | Mid Low |
| 3.17 | -0.50 | 31.00 | 45.00 | | Mid Low |
| 3.34 | -0.40 | 34.00 | 46.00 | | Mid Low |
| 3.51 | -0.30 | 38.00 | 47.00 | | Mid Low |
| 3.68 | -0.20 | 42.00 | 48.00 | | Mid Low |
| 3.86 | -0.10 | 46.00 | 49.00 | | Mid Low |
| 4.03 | 0.00 | 50.00 | 50.00 | | Mid |
| 4.20 | 0.10 | 54.00 | 51.00 | | Mid High |
| 4.37 | 0.20 | 58.00 | 52.00 | | Mid High |
| 4.55 | 0.30 | 62.00 | 53.00 | | Mid High |
| 4.72 | 0.40 | 66.00 | 54.00 | | Mid High |
| 4.89 | 0.50 | 71.00 | 55.00 | | Mid High |
| 5.07 | 0.60 | 73.00 | 56.00 | Mid High | |
| 5.24 | 0.70 | 76.00 | 57.00 | Mid High | |
| 5.41 | 0.80 | 79.00 | 58.00 | Mid High | |
| 5.58 | 0.90 | 82.00 | 59.00 | Mid High | |
| 5.76 | 1.00 | 84.00 | 60.00 | Mid High | |
| 5.93 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 6.10 | 1.20 | 88.00 | 62.00 | | High |
| 6.28 | 1.30 | 90.00 | 63.00 | | High |
| 6.45 | 1.40 | 92.00 | 64.00 | | High |
| 6.62 | 1.50 | 93.00 | 65.00 | | High |
| 6.79 | 1.60 | 95.00 | 66.00 | | High |
| 6.97 | 1.70 | 96.00 | 67.00 | | High |
| 7.14 | 1.80 | 96.00 | 68.00 | | High |
| 7.31 | 1.90 | 97.00 | 69.00 | High | |
| 7.49 | 2.00 | 98.00 | 70.00 | Very High 2% | High |
| 7.66 | 2.10 | 98.00 | 71.00 | | Very High |
| ≥7.83 | 2.20 | 99.00 | 72.00 | | Very High |

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| IA Norms Table 2015-2016 for Innovation Audit C7.1 Mistrust Facet | | | | | |
|---|-------------|--------------|-----------------------|-----------------|------------|
| N=171 SD=1.67 Mean=3.33 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-C7.1 Mistrust | % of Population | Band |
| ≤-0.34 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| -0.18 | -2.10 | 2.00 | 29.00 | | Very Low |
| -0.01 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 0.16 | -1.90 | 3.00 | 31.00 | | Low |
| 0.32 | -1.80 | 4.00 | 32.00 | | Low |
| 0.49 | -1.70 | 4.00 | 33.00 | | Low |
| 0.66 | -1.60 | 5.00 | 34.00 | | Low |
| 0.83 | -1.50 | 7.00 | 35.00 | | Low |
| 0.99 | -1.40 | 8.00 | 36.00 | | Low |
| 1.16 | -1.30 | 10.00 | 37.00 | | Low |
| 1.33 | -1.20 | 12.00 | 38.00 | | Low |
| 1.49 | -1.10 | 14.00 | 39.00 | | Low |
| 1.66 | -1.00 | 16.00 | 40.00 | | Middle 58% |
| 1.83 | -0.90 | 18.00 | 41.00 | Mid Low | |
| 2.00 | -0.80 | 21.00 | 42.00 | Mid Low | |
| 2.16 | -0.70 | 24.00 | 43.00 | Mid Low | |
| 2.33 | -0.60 | 27.00 | 44.00 | Mid Low | |
| 2.50 | -0.50 | 31.00 | 45.00 | Mid Low | |
| 2.66 | -0.40 | 34.00 | 46.00 | Mid Low | |
| 2.83 | -0.30 | 38.00 | 47.00 | Mid Low | |
| 3.00 | -0.20 | 42.00 | 48.00 | Mid Low | |
| 3.17 | -0.10 | 46.00 | 49.00 | Mid Low | |
| 3.33 | 0.00 | 50.00 | 50.00 | Mid | |
| 3.50 | 0.10 | 54.00 | 51.00 | Mid High | |
| 3.67 | 0.20 | 58.00 | 52.00 | Mid High | |
| 3.83 | 0.30 | 62.00 | 53.00 | Mid High | |
| 4.00 | 0.40 | 66.00 | 54.00 | Mid High | |
| 4.17 | 0.50 | 71.00 | 55.00 | Mid High | |
| 4.34 | 0.60 | 73.00 | 56.00 | Mid High | |
| 4.50 | 0.70 | 76.00 | 57.00 | Mid High | |
| 4.67 | 0.80 | 79.00 | 58.00 | Mid High | |
| 4.84 | 0.90 | 82.00 | 59.00 | Mid High | |
| 5.01 | 1.00 | 84.00 | 60.00 | Mid High | |
| 5.17 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 5.34 | 1.20 | 88.00 | 62.00 | | High |
| 5.51 | 1.30 | 90.00 | 63.00 | | High |
| 5.67 | 1.40 | 92.00 | 64.00 | | High |
| 5.84 | 1.50 | 93.00 | 65.00 | | High |
| 6.01 | 1.60 | 95.00 | 66.00 | | High |
| 6.18 | 1.70 | 96.00 | 67.00 | | High |
| 6.34 | 1.80 | 96.00 | 68.00 | | High |
| 6.51 | 1.90 | 97.00 | 69.00 | | High |
| 6.68 | 2.00 | 98.00 | 70.00 | | High |
| 6.84 | 2.10 | 98.00 | 71.00 | Very High 2% | Very High |
| ≥7.01 | 2.20 | 99.00 | 72.00 | | Very High |

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| Innovation Audit 2015-2016 for C8 Degraded_WLQ Facet | | | | | |
|--|-------------|--------------|-------------------------|-----------------|------------|
| N=171 SD=1.72 Mean=3.84 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-C8 Degraded_WLQ | % of Population | Band |
| ≤0.05 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 0.22 | -2.10 | 2.00 | 29.00 | | Very Low |
| 0.39 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 0.56 | -1.90 | 3.00 | 31.00 | | Low |
| 0.74 | -1.80 | 4.00 | 32.00 | | Low |
| 0.91 | -1.70 | 4.00 | 33.00 | | Low |
| 1.08 | -1.60 | 5.00 | 34.00 | | Low |
| 1.25 | -1.50 | 7.00 | 35.00 | | Low |
| 1.43 | -1.40 | 8.00 | 36.00 | | Low |
| 1.60 | -1.30 | 10.00 | 37.00 | | Low |
| 1.77 | -1.20 | 12.00 | 38.00 | | Low |
| 1.94 | -1.10 | 14.00 | 39.00 | | Low |
| 2.12 | -1.00 | 16.00 | 40.00 | Middle 58% | Mid Low |
| 2.29 | -0.90 | 18.00 | 41.00 | | Mid Low |
| 2.46 | -0.80 | 21.00 | 42.00 | | Mid Low |
| 2.63 | -0.70 | 24.00 | 43.00 | | Mid Low |
| 2.81 | -0.60 | 27.00 | 44.00 | | Mid Low |
| 2.98 | -0.50 | 31.00 | 45.00 | | Mid Low |
| 3.15 | -0.40 | 34.00 | 46.00 | | Mid Low |
| 3.32 | -0.30 | 38.00 | 47.00 | | Mid Low |
| 3.50 | -0.20 | 42.00 | 48.00 | | Mid Low |
| 3.67 | -0.10 | 46.00 | 49.00 | | Mid Low |
| 3.84 | 0.00 | 50.00 | 50.00 | | Mid |
| 4.01 | 0.10 | 54.00 | 51.00 | | Mid High |
| 4.19 | 0.20 | 58.00 | 52.00 | | Mid High |
| 4.36 | 0.30 | 62.00 | 53.00 | | Mid High |
| 4.53 | 0.40 | 66.00 | 54.00 | | Mid High |
| 4.70 | 0.50 | 71.00 | 55.00 | | Mid High |
| 4.88 | 0.60 | 73.00 | 56.00 | Mid High | |
| 5.05 | 0.70 | 76.00 | 57.00 | Mid High | |
| 5.22 | 0.80 | 79.00 | 58.00 | Mid High | |
| 5.39 | 0.90 | 82.00 | 59.00 | Mid High | |
| 5.57 | 1.00 | 84.00 | 60.00 | Mid High | |
| 5.74 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 5.91 | 1.20 | 88.00 | 62.00 | | High |
| 6.08 | 1.30 | 90.00 | 63.00 | | High |
| 6.26 | 1.40 | 92.00 | 64.00 | | High |
| 6.43 | 1.50 | 93.00 | 65.00 | | High |
| 6.60 | 1.60 | 95.00 | 66.00 | | High |
| 6.77 | 1.70 | 96.00 | 67.00 | | High |
| 6.95 | 1.80 | 96.00 | 68.00 | | High |
| 7.12 | 1.90 | 97.00 | 69.00 | High | |
| 7.29 | 2.00 | 98.00 | 70.00 | Very High 2% | High |
| 7.46 | 2.10 | 98.00 | 71.00 | | Very High |
| ≥7.64 | 2.20 | 99.00 | 72.00 | | Very High |

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Inter Group Dynamic (Environment)

- E1. Collaboration
- E2. Communication
- E3. Choice
- E4. Feedback
- E5. Motivation
- E6. Development
- E7. Culture
- E8. Monitoring
- E9. Support
- E10. Change

Please bring to mind a current or recent change initiative and keep this in mind as you answer the following questions. If you have several projects you could choose from, then select the one that has been the most troublesome for the organisation as a whole.

Score the following statements in terms of your experience during times of change
How strongly do you agree with the following where 7 = Strongly Agreee

| | |
|-----|--|
| E1 | People ask open questions and are invited to participate in problem solving |
| E2 | The group actively listen and acknowledge perceptions of all the members |
| E3 | There are opportunities to make choices within structure of the group including the clarification of responsibilities |
| E4 | Sincere, positive feedback that is intuitive, factual and non-judgmental is provided |
| E5 | There are minimal coercive controls such as rewards and comparisons with others |
| E6 | Talent is developed and knowledge shared to enhance competency and autonomy |
| E7 | People actively look for conflict of interests without judgment or blame and negotiate any changes |
| E8 | The group integrate monitoring and support for the members at all times |
| E9 | There is continuous monitoring and control of the amount of Action and Learning required (assimilation demand), holding back where necessary |
| E10 | Team members consider 'Resistance to Change' as a form of data, not always perceiving people as resistant |

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| IA Norms Table 2015-2016 for Innovation Audit - 1. Collaboration Facet | | | | | |
|--|-------------|--------------|--------------------------|-----------------|------------|
| N=171 SD=1.57 Mean=4.50 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-EI Collaboration | % of Population | Band |
| ≤1.04 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 1.20 | -2.10 | 2.00 | 29.00 | | Very Low |
| 1.35 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 1.51 | -1.90 | 3.00 | 31.00 | | Low |
| 1.67 | -1.80 | 4.00 | 32.00 | | Low |
| 1.82 | -1.70 | 4.00 | 33.00 | | Low |
| 1.98 | -1.60 | 5.00 | 34.00 | | Low |
| 2.14 | -1.50 | 7.00 | 35.00 | | Low |
| 2.30 | -1.40 | 8.00 | 36.00 | | Low |
| 2.45 | -1.30 | 10.00 | 37.00 | | Low |
| 2.61 | -1.20 | 12.00 | 38.00 | | Low |
| 2.77 | -1.10 | 14.00 | 39.00 | | Low |
| 2.92 | -1.00 | 16.00 | 40.00 | Middle 58% | Mid Low |
| 3.08 | -0.90 | 18.00 | 41.00 | | Mid Low |
| 3.24 | -0.80 | 21.00 | 42.00 | | Mid Low |
| 3.40 | -0.70 | 24.00 | 43.00 | | Mid Low |
| 3.55 | -0.60 | 27.00 | 44.00 | | Mid Low |
| 3.71 | -0.50 | 31.00 | 45.00 | | Mid Low |
| 3.87 | -0.40 | 34.00 | 46.00 | | Mid Low |
| 4.03 | -0.30 | 38.00 | 47.00 | | Mid Low |
| 4.18 | -0.20 | 42.00 | 48.00 | | Mid Low |
| 4.34 | -0.10 | 46.00 | 49.00 | | Mid Low |
| 4.50 | 0.00 | 50.00 | 50.00 | | Mid |
| 4.65 | 0.10 | 54.00 | 51.00 | | Mid High |
| 4.81 | 0.20 | 58.00 | 52.00 | | Mid High |
| 4.97 | 0.30 | 62.00 | 53.00 | | Mid High |
| 5.13 | 0.40 | 66.00 | 54.00 | Mid High | |
| 5.28 | 0.50 | 71.00 | 55.00 | Mid High | |
| 5.44 | 0.60 | 73.00 | 56.00 | Mid High | |
| 5.60 | 0.70 | 76.00 | 57.00 | Mid High | |
| 5.75 | 0.80 | 79.00 | 58.00 | Mid High | |
| 5.91 | 0.90 | 82.00 | 59.00 | Mid High | |
| 6.07 | 1.00 | 84.00 | 60.00 | Mid High | |
| 6.23 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 6.38 | 1.20 | 88.00 | 62.00 | | High |
| 6.54 | 1.30 | 90.00 | 63.00 | | High |
| 6.70 | 1.40 | 92.00 | 64.00 | | High |
| 6.86 | 1.50 | 93.00 | 65.00 | | High |
| 7.01 | 1.60 | 95.00 | 66.00 | | High |
| 7.17 | 1.70 | 96.00 | 67.00 | | High |
| 7.33 | 1.80 | 96.00 | 68.00 | | High |
| 7.48 | 1.90 | 97.00 | 69.00 | High | |
| 7.64 | 2.00 | 98.00 | 70.00 | Very High 2% | High |
| 7.80 | 2.10 | 98.00 | 71.00 | | Very High |
| ≥7.96 | 2.20 | 99.00 | 72.00 | Very High | |

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| Innovation Audit 2015-2016 for Communication Facet | | | | | |
|--|-------------|--------------|--------------|-----------------|------------|
| N=171 SD=1.52 Mean=4.41 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-E2 | % of Population | Band |
| ≤1.06 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 1.21 | -2.10 | 2.00 | 29.00 | | Very Low |
| 1.36 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 1.51 | -1.90 | 3.00 | 31.00 | | Low |
| 1.67 | -1.80 | 4.00 | 32.00 | | Low |
| 1.82 | -1.70 | 4.00 | 33.00 | | Low |
| 1.97 | -1.60 | 5.00 | 34.00 | | Low |
| 2.12 | -1.50 | 7.00 | 35.00 | | Low |
| 2.28 | -1.40 | 8.00 | 36.00 | | Low |
| 2.43 | -1.30 | 10.00 | 37.00 | | Low |
| 2.58 | -1.20 | 12.00 | 38.00 | | Low |
| 2.73 | -1.10 | 14.00 | 39.00 | | Low |
| 2.89 | -1.00 | 16.00 | 40.00 | Middle 58% | Mid Low |
| 3.04 | -0.90 | 18.00 | 41.00 | | Mid Low |
| 3.19 | -0.80 | 21.00 | 42.00 | | Mid Low |
| 3.34 | -0.70 | 24.00 | 43.00 | | Mid Low |
| 3.49 | -0.60 | 27.00 | 44.00 | | Mid Low |
| 3.65 | -0.50 | 31.00 | 45.00 | | Mid Low |
| 3.80 | -0.40 | 34.00 | 46.00 | | Mid Low |
| 3.95 | -0.30 | 38.00 | 47.00 | | Mid Low |
| 4.10 | -0.20 | 42.00 | 48.00 | | Mid Low |
| 4.26 | -0.10 | 46.00 | 49.00 | | Mid Low |
| 4.41 | 0.00 | 50.00 | 50.00 | | Mid |
| 4.56 | 0.10 | 54.00 | 51.00 | | Mid High |
| 4.71 | 0.20 | 58.00 | 52.00 | | Mid High |
| 4.87 | 0.30 | 62.00 | 53.00 | | Mid High |
| 5.02 | 0.40 | 66.00 | 54.00 | | Mid High |
| 5.17 | 0.50 | 71.00 | 55.00 | | Mid High |
| 5.32 | 0.60 | 73.00 | 56.00 | Mid High | |
| 5.48 | 0.70 | 76.00 | 57.00 | Mid High | |
| 5.63 | 0.80 | 79.00 | 58.00 | Mid High | |
| 5.78 | 0.90 | 82.00 | 59.00 | Mid High | |
| 5.93 | 1.00 | 84.00 | 60.00 | Mid High | |
| 6.09 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 6.24 | 1.20 | 88.00 | 62.00 | | High |
| 6.39 | 1.30 | 90.00 | 63.00 | | High |
| 6.54 | 1.40 | 92.00 | 64.00 | | High |
| 6.70 | 1.50 | 93.00 | 65.00 | | High |
| 6.85 | 1.60 | 95.00 | 66.00 | | High |
| 7.00 | 1.70 | 96.00 | 67.00 | | High |
| 7.15 | 1.80 | 96.00 | 68.00 | | High |
| 7.31 | 1.90 | 97.00 | 69.00 | High | |
| 7.46 | 2.00 | 98.00 | 70.00 | Very High 2% | High |
| 7.61 | 2.10 | 98.00 | 71.00 | | Very High |
| ≥7.76 | 2.20 | 99.00 | 72.00 | Very High | |

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| IA Norms Table 2015-2016 for Innovation Audit E3 Choice Facet | | | | | |
|---|-------------|--------------|-------------------|-----------------|------------|
| N=171 SD=1.45 Mean=4.22 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-E3 Choice | % of Population | Band |
| ≤1.03 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 1.18 | -2.10 | 2.00 | 29.00 | | Very Low |
| 1.32 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 1.47 | -1.90 | 3.00 | 31.00 | | Low |
| 1.61 | -1.80 | 4.00 | 32.00 | | Low |
| 1.76 | -1.70 | 4.00 | 33.00 | | Low |
| 1.90 | -1.60 | 5.00 | 34.00 | | Low |
| 2.05 | -1.50 | 7.00 | 35.00 | | Low |
| 2.19 | -1.40 | 8.00 | 36.00 | | Low |
| 2.34 | -1.30 | 10.00 | 37.00 | | Low |
| 2.48 | -1.20 | 12.00 | 38.00 | | Low |
| 2.63 | -1.10 | 14.00 | 39.00 | | Low |
| 2.77 | -1.00 | 16.00 | 40.00 | Middle 58% | Mid Low |
| 2.92 | -0.90 | 18.00 | 41.00 | | Mid Low |
| 3.06 | -0.80 | 21.00 | 42.00 | | Mid Low |
| 3.21 | -0.70 | 24.00 | 43.00 | | Mid Low |
| 3.35 | -0.60 | 27.00 | 44.00 | | Mid Low |
| 3.50 | -0.50 | 31.00 | 45.00 | | Mid Low |
| 3.64 | -0.40 | 34.00 | 46.00 | | Mid Low |
| 3.79 | -0.30 | 38.00 | 47.00 | | Mid Low |
| 3.93 | -0.20 | 42.00 | 48.00 | | Mid Low |
| 4.08 | -0.10 | 46.00 | 49.00 | | Mid Low |
| 4.22 | 0.00 | 50.00 | 50.00 | | Mid |
| 4.37 | 0.10 | 54.00 | 51.00 | | Mid High |
| 4.51 | 0.20 | 58.00 | 52.00 | | Mid High |
| 4.66 | 0.30 | 62.00 | 53.00 | | Mid High |
| 4.80 | 0.40 | 66.00 | 54.00 | | Mid High |
| 4.95 | 0.50 | 71.00 | 55.00 | | Mid High |
| 5.09 | 0.60 | 73.00 | 56.00 | Mid High | |
| 5.24 | 0.70 | 76.00 | 57.00 | Mid High | |
| 5.38 | 0.80 | 79.00 | 58.00 | Mid High | |
| 5.53 | 0.90 | 82.00 | 59.00 | Mid High | |
| 5.67 | 1.00 | 84.00 | 60.00 | Mid High | |
| 5.82 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 5.96 | 1.20 | 88.00 | 62.00 | | High |
| 6.11 | 1.30 | 90.00 | 63.00 | | High |
| 6.25 | 1.40 | 92.00 | 64.00 | | High |
| 6.40 | 1.50 | 93.00 | 65.00 | | High |
| 6.54 | 1.60 | 95.00 | 66.00 | | High |
| 6.69 | 1.70 | 96.00 | 67.00 | | High |
| 6.83 | 1.80 | 96.00 | 68.00 | | High |
| 6.98 | 1.90 | 97.00 | 69.00 | High | |
| 7.12 | 2.00 | 98.00 | 70.00 | Very High 2% | High |
| 7.27 | 2.10 | 98.00 | 71.00 | | Very High |
| ≥7.41 | 2.20 | 99.00 | 72.00 | Very High | |

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| IA Norms Table 2015-2016 for Innovation Audit 4. Feedback Facet | | | | | |
|---|-------------|--------------|---------------------|-----------------|------------|
| N=171 SD=1.49 Mean=3.95 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-E4 Feedback | % of Population | Band |
| ≤0.67 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 0.81 | -2.10 | 2.00 | 29.00 | | Very Low |
| 0.96 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 1.11 | -1.90 | 3.00 | 31.00 | | Low |
| 1.26 | -1.80 | 4.00 | 32.00 | | Low |
| 1.41 | -1.70 | 4.00 | 33.00 | | Low |
| 1.56 | -1.60 | 5.00 | 34.00 | | Low |
| 1.71 | -1.50 | 7.00 | 35.00 | | Low |
| 1.86 | -1.40 | 8.00 | 36.00 | | Low |
| 2.01 | -1.30 | 10.00 | 37.00 | | Low |
| 2.16 | -1.20 | 12.00 | 38.00 | | Low |
| 2.31 | -1.10 | 14.00 | 39.00 | | Low |
| 2.46 | -1.00 | 16.00 | 40.00 | | Middle 58% |
| 2.60 | -0.90 | 18.00 | 41.00 | Mid Low | |
| 2.75 | -0.80 | 21.00 | 42.00 | Mid Low | |
| 2.90 | -0.70 | 24.00 | 43.00 | Mid Low | |
| 3.05 | -0.60 | 27.00 | 44.00 | Mid Low | |
| 3.20 | -0.50 | 31.00 | 45.00 | Mid Low | |
| 3.35 | -0.40 | 34.00 | 46.00 | Mid Low | |
| 3.50 | -0.30 | 38.00 | 47.00 | Mid Low | |
| 3.65 | -0.20 | 42.00 | 48.00 | Mid Low | |
| 3.80 | -0.10 | 46.00 | 49.00 | Mid Low | |
| 3.95 | 0.00 | 50.00 | 50.00 | Mid | |
| 4.10 | 0.10 | 54.00 | 51.00 | Mid High | |
| 4.25 | 0.20 | 58.00 | 52.00 | Mid High | |
| 4.39 | 0.30 | 62.00 | 53.00 | Mid High | |
| 4.54 | 0.40 | 66.00 | 54.00 | Mid High | |
| 4.69 | 0.50 | 71.00 | 55.00 | Mid High | |
| 4.84 | 0.60 | 73.00 | 56.00 | Mid High | |
| 4.99 | 0.70 | 76.00 | 57.00 | Mid High | |
| 5.14 | 0.80 | 79.00 | 58.00 | Mid High | |
| 5.29 | 0.90 | 82.00 | 59.00 | Mid High | |
| 5.44 | 1.00 | 84.00 | 60.00 | Mid High | |
| 5.59 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 5.74 | 1.20 | 88.00 | 62.00 | | High |
| 5.89 | 1.30 | 90.00 | 63.00 | | High |
| 6.04 | 1.40 | 92.00 | 64.00 | | High |
| 6.18 | 1.50 | 93.00 | 65.00 | | High |
| 6.33 | 1.60 | 95.00 | 66.00 | | High |
| 6.48 | 1.70 | 96.00 | 67.00 | | High |
| 6.63 | 1.80 | 96.00 | 68.00 | | High |
| 6.78 | 1.90 | 97.00 | 69.00 | | High |
| 6.93 | 2.00 | 98.00 | 70.00 | High | |
| 7.08 | 2.10 | 98.00 | 71.00 | Very High 2% | Very High |
| ≥7.23 | 2.20 | 99.00 | 72.00 | | Very High |

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| Norms Table 2015-2016 for Innovation Audit E5 Motivation Facet | | | | | |
|--|-------------|--------------|-----------------------|-----------------|------------|
| N=171 SD=1.52 Mean=4.43 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-E5 Motivation | % of Population | Band |
| ≤1.09 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 1.24 | -2.10 | 2.00 | 29.00 | | Very Low |
| 1.39 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 1.54 | -1.90 | 3.00 | 31.00 | | Low |
| 1.70 | -1.80 | 4.00 | 32.00 | | Low |
| 1.85 | -1.70 | 4.00 | 33.00 | | Low |
| 2.00 | -1.60 | 5.00 | 34.00 | | Low |
| 2.15 | -1.50 | 7.00 | 35.00 | | Low |
| 2.30 | -1.40 | 8.00 | 36.00 | | Low |
| 2.45 | -1.30 | 10.00 | 37.00 | | Low |
| 2.61 | -1.20 | 12.00 | 38.00 | | Low |
| 2.76 | -1.10 | 14.00 | 39.00 | | Low |
| 2.91 | -1.00 | 16.00 | 40.00 | Middle 58% | Mid Low |
| 3.06 | -0.90 | 18.00 | 41.00 | | Mid Low |
| 3.21 | -0.80 | 21.00 | 42.00 | | Mid Low |
| 3.36 | -0.70 | 24.00 | 43.00 | | Mid Low |
| 3.52 | -0.60 | 27.00 | 44.00 | | Mid Low |
| 3.67 | -0.50 | 31.00 | 45.00 | | Mid Low |
| 3.82 | -0.40 | 34.00 | 46.00 | | Mid Low |
| 3.97 | -0.30 | 38.00 | 47.00 | | Mid Low |
| 4.12 | -0.20 | 42.00 | 48.00 | | Mid Low |
| 4.28 | -0.10 | 46.00 | 49.00 | | Mid Low |
| 4.43 | 0.00 | 50.00 | 50.00 | | Mid |
| 4.58 | 0.10 | 54.00 | 51.00 | | Mid High |
| 4.73 | 0.20 | 58.00 | 52.00 | | Mid High |
| 4.88 | 0.30 | 62.00 | 53.00 | | Mid High |
| 5.03 | 0.40 | 66.00 | 54.00 | | Mid High |
| 5.19 | 0.50 | 71.00 | 55.00 | | Mid High |
| 5.34 | 0.60 | 73.00 | 56.00 | Mid High | |
| 5.49 | 0.70 | 76.00 | 57.00 | Mid High | |
| 5.64 | 0.80 | 79.00 | 58.00 | Mid High | |
| 5.79 | 0.90 | 82.00 | 59.00 | Mid High | |
| 5.94 | 1.00 | 84.00 | 60.00 | Mid High | |
| 6.10 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 6.25 | 1.20 | 88.00 | 62.00 | | High |
| 6.40 | 1.30 | 90.00 | 63.00 | | High |
| 6.55 | 1.40 | 92.00 | 64.00 | | High |
| 6.70 | 1.50 | 93.00 | 65.00 | | High |
| 6.86 | 1.60 | 95.00 | 66.00 | | High |
| 7.01 | 1.70 | 96.00 | 67.00 | | High |
| 7.16 | 1.80 | 96.00 | 68.00 | | High |
| 7.31 | 1.90 | 97.00 | 69.00 | High | |
| 7.46 | 2.00 | 98.00 | 70.00 | High | |
| 7.61 | 2.10 | 98.00 | 71.00 | Very High 2% | Very High |
| ≥7.77 | 2.20 | 99.00 | 72.00 | | Very High |

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| IA Norms Table 2015-2016 for Innovation Audit E6. Development Facet | | | | | |
|---|-------------|--------------|-------------------------|-----------------|------------|
| N=171 SD=1.44 Mean=3.94 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-E6. Development | % of Population | Band |
| ≤0.78 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 0.92 | -2.10 | 2.00 | 29.00 | | Very Low |
| 1.07 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 1.21 | -1.90 | 3.00 | 31.00 | | Low |
| 1.35 | -1.80 | 4.00 | 32.00 | | Low |
| 1.50 | -1.70 | 4.00 | 33.00 | | Low |
| 1.64 | -1.60 | 5.00 | 34.00 | | Low |
| 1.79 | -1.50 | 7.00 | 35.00 | | Low |
| 1.93 | -1.40 | 8.00 | 36.00 | | Low |
| 2.07 | -1.30 | 10.00 | 37.00 | | Low |
| 2.22 | -1.20 | 12.00 | 38.00 | | Low |
| 2.36 | -1.10 | 14.00 | 39.00 | | Low |
| 2.50 | -1.00 | 16.00 | 40.00 | Middle 58% | Mid Low |
| 2.65 | -0.90 | 18.00 | 41.00 | | Mid Low |
| 2.79 | -0.80 | 21.00 | 42.00 | | Mid Low |
| 2.94 | -0.70 | 24.00 | 43.00 | | Mid Low |
| 3.08 | -0.60 | 27.00 | 44.00 | | Mid Low |
| 3.22 | -0.50 | 31.00 | 45.00 | | Mid Low |
| 3.37 | -0.40 | 34.00 | 46.00 | | Mid Low |
| 3.51 | -0.30 | 38.00 | 47.00 | | Mid Low |
| 3.65 | -0.20 | 42.00 | 48.00 | | Mid Low |
| 3.80 | -0.10 | 46.00 | 49.00 | | Mid Low |
| 3.94 | 0.00 | 50.00 | 50.00 | | Mid |
| 4.09 | 0.10 | 54.00 | 51.00 | | Mid High |
| 4.23 | 0.20 | 58.00 | 52.00 | | Mid High |
| 4.37 | 0.30 | 62.00 | 53.00 | | Mid High |
| 4.52 | 0.40 | 66.00 | 54.00 | | Mid High |
| 4.66 | 0.50 | 71.00 | 55.00 | | Mid High |
| 4.80 | 0.60 | 73.00 | 56.00 | Mid High | |
| 4.95 | 0.70 | 76.00 | 57.00 | Mid High | |
| 5.09 | 0.80 | 79.00 | 58.00 | Mid High | |
| 5.24 | 0.90 | 82.00 | 59.00 | Mid High | |
| 5.38 | 1.00 | 84.00 | 60.00 | Mid High | |
| 5.52 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 5.67 | 1.20 | 88.00 | 62.00 | | High |
| 5.81 | 1.30 | 90.00 | 63.00 | | High |
| 5.95 | 1.40 | 92.00 | 64.00 | | High |
| 6.10 | 1.50 | 93.00 | 65.00 | | High |
| 6.24 | 1.60 | 95.00 | 66.00 | | High |
| 6.39 | 1.70 | 96.00 | 67.00 | | High |
| 6.53 | 1.80 | 96.00 | 68.00 | | High |
| 6.67 | 1.90 | 97.00 | 69.00 | High | |
| 6.82 | 2.00 | 98.00 | 70.00 | Very High 2% | High |
| 6.96 | 2.10 | 98.00 | 71.00 | | Very High |
| ≥7.1 | 2.20 | 99.00 | 72.00 | | Very High |

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| IA Norms Table 2015-2016 for Innovation Audit - 7. Culture Facet | | | | | |
|--|-------------|--------------|---------------------|-----------------|------------|
| N=171 SD=1.35 Mean=3.44 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-E7. Culture | % of Population | Band |
| ≤0.48 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 0.61 | -2.10 | 2.00 | 29.00 | | Very Low |
| 0.75 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 0.88 | -1.90 | 3.00 | 31.00 | | Low |
| 1.01 | -1.80 | 4.00 | 32.00 | | Low |
| 1.15 | -1.70 | 4.00 | 33.00 | | Low |
| 1.28 | -1.60 | 5.00 | 34.00 | | Low |
| 1.42 | -1.50 | 7.00 | 35.00 | | Low |
| 1.55 | -1.40 | 8.00 | 36.00 | | Low |
| 1.69 | -1.30 | 10.00 | 37.00 | | Low |
| 1.82 | -1.20 | 12.00 | 38.00 | | Low |
| 1.96 | -1.10 | 14.00 | 39.00 | | Low |
| 2.09 | -1.00 | 16.00 | 40.00 | Middle 58% | Mid Low |
| 2.23 | -0.90 | 18.00 | 41.00 | | Mid Low |
| 2.36 | -0.80 | 21.00 | 42.00 | | Mid Low |
| 2.50 | -0.70 | 24.00 | 43.00 | | Mid Low |
| 2.63 | -0.60 | 27.00 | 44.00 | | Mid Low |
| 2.77 | -0.50 | 31.00 | 45.00 | | Mid Low |
| 2.90 | -0.40 | 34.00 | 46.00 | | Mid Low |
| 3.03 | -0.30 | 38.00 | 47.00 | | Mid Low |
| 3.17 | -0.20 | 42.00 | 48.00 | | Mid Low |
| 3.30 | -0.10 | 46.00 | 49.00 | | Mid Low |
| 3.44 | 0.00 | 50.00 | 50.00 | | Mid |
| 3.57 | 0.10 | 54.00 | 51.00 | | Mid High |
| 3.71 | 0.20 | 58.00 | 52.00 | | Mid High |
| 3.84 | 0.30 | 62.00 | 53.00 | | Mid High |
| 3.98 | 0.40 | 66.00 | 54.00 | | Mid High |
| 4.11 | 0.50 | 71.00 | 55.00 | | Mid High |
| 4.25 | 0.60 | 73.00 | 56.00 | Mid High | |
| 4.38 | 0.70 | 76.00 | 57.00 | Mid High | |
| 4.52 | 0.80 | 79.00 | 58.00 | Mid High | |
| 4.65 | 0.90 | 82.00 | 59.00 | Mid High | |
| 4.79 | 1.00 | 84.00 | 60.00 | Mid High | |
| 4.92 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 5.05 | 1.20 | 88.00 | 62.00 | | High |
| 5.19 | 1.30 | 90.00 | 63.00 | | High |
| 5.32 | 1.40 | 92.00 | 64.00 | | High |
| 5.46 | 1.50 | 93.00 | 65.00 | | High |
| 5.59 | 1.60 | 95.00 | 66.00 | | High |
| 5.73 | 1.70 | 96.00 | 67.00 | | High |
| 5.86 | 1.80 | 96.00 | 68.00 | | High |
| 6.00 | 1.90 | 97.00 | 69.00 | High | |
| 6.13 | 2.00 | 98.00 | 70.00 | Very High 2% | High |
| 6.27 | 2.10 | 98.00 | 71.00 | | Very High |
| ≥6.4 | 2.20 | 99.00 | 72.00 | | Very High |

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| Norms Table 2015-2016 for Innovation Audit E8 Monitoring Facet | | | | | |
|--|-------------|--------------|-----------------------|-----------------|------------|
| N=171 SD=1.37 Mean=3.60 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-E8 Monitoring | % of Population | Band |
| ≤0.59 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 0.73 | -2.10 | 2.00 | 29.00 | | Very Low |
| 0.86 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 1.00 | -1.90 | 3.00 | 31.00 | | Low |
| 1.14 | -1.80 | 4.00 | 32.00 | | Low |
| 1.27 | -1.70 | 4.00 | 33.00 | | Low |
| 1.41 | -1.60 | 5.00 | 34.00 | | Low |
| 1.55 | -1.50 | 7.00 | 35.00 | | Low |
| 1.68 | -1.40 | 8.00 | 36.00 | | Low |
| 1.82 | -1.30 | 10.00 | 37.00 | | Low |
| 1.96 | -1.20 | 12.00 | 38.00 | | Low |
| 2.09 | -1.10 | 14.00 | 39.00 | | Low |
| 2.23 | -1.00 | 16.00 | 40.00 | Middle 58% | Mid Low |
| 2.37 | -0.90 | 18.00 | 41.00 | | Mid Low |
| 2.50 | -0.80 | 21.00 | 42.00 | | Mid Low |
| 2.64 | -0.70 | 24.00 | 43.00 | | Mid Low |
| 2.78 | -0.60 | 27.00 | 44.00 | | Mid Low |
| 2.91 | -0.50 | 31.00 | 45.00 | | Mid Low |
| 3.05 | -0.40 | 34.00 | 46.00 | | Mid Low |
| 3.19 | -0.30 | 38.00 | 47.00 | | Mid Low |
| 3.32 | -0.20 | 42.00 | 48.00 | | Mid Low |
| 3.46 | -0.10 | 46.00 | 49.00 | | Mid Low |
| 3.60 | 0.00 | 50.00 | 50.00 | | Mid |
| 3.73 | 0.10 | 54.00 | 51.00 | | Mid High |
| 3.87 | 0.20 | 58.00 | 52.00 | | Mid High |
| 4.01 | 0.30 | 62.00 | 53.00 | | Mid High |
| 4.14 | 0.40 | 66.00 | 54.00 | | Mid High |
| 4.28 | 0.50 | 71.00 | 55.00 | | Mid High |
| 4.42 | 0.60 | 73.00 | 56.00 | Mid High | |
| 4.55 | 0.70 | 76.00 | 57.00 | Mid High | |
| 4.69 | 0.80 | 79.00 | 58.00 | Mid High | |
| 4.83 | 0.90 | 82.00 | 59.00 | Mid High | |
| 4.96 | 1.00 | 84.00 | 60.00 | Mid High | |
| 5.10 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 5.24 | 1.20 | 88.00 | 62.00 | | High |
| 5.37 | 1.30 | 90.00 | 63.00 | | High |
| 5.51 | 1.40 | 92.00 | 64.00 | | High |
| 5.65 | 1.50 | 93.00 | 65.00 | | High |
| 5.78 | 1.60 | 95.00 | 66.00 | | High |
| 5.92 | 1.70 | 96.00 | 67.00 | | High |
| 6.06 | 1.80 | 96.00 | 68.00 | | High |
| 6.19 | 1.90 | 97.00 | 69.00 | High | |
| 6.33 | 2.00 | 98.00 | 70.00 | Very High 2% | High |
| 6.47 | 2.10 | 98.00 | 71.00 | | Very High |
| ≥6.6 | 2.20 | 99.00 | 72.00 | | Very High |

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| IA Norms Table 2015-2016 for Innovation Audit - E9.5 Support Facet | | | | | |
|--|-------------|--------------|----------------------|-----------------|------------|
| N=171 SD=1.31 Mean=3.31 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-E9.5 Support | % of Population | Band |
| ≤0.42 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 0.55 | -2.10 | 2.00 | 29.00 | | Very Low |
| 0.68 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 0.82 | -1.90 | 3.00 | 31.00 | | Low |
| 0.95 | -1.80 | 4.00 | 32.00 | | Low |
| 1.08 | -1.70 | 4.00 | 33.00 | | Low |
| 1.21 | -1.60 | 5.00 | 34.00 | | Low |
| 1.34 | -1.50 | 7.00 | 35.00 | | Low |
| 1.47 | -1.40 | 8.00 | 36.00 | | Low |
| 1.60 | -1.30 | 10.00 | 37.00 | | Low |
| 1.73 | -1.20 | 12.00 | 38.00 | | Low |
| 1.87 | -1.10 | 14.00 | 39.00 | | Low |
| 2.00 | -1.00 | 16.00 | 40.00 | Middle 58% | Mid Low |
| 2.13 | -0.90 | 18.00 | 41.00 | | Mid Low |
| 2.26 | -0.80 | 21.00 | 42.00 | | Mid Low |
| 2.39 | -0.70 | 24.00 | 43.00 | | Mid Low |
| 2.52 | -0.60 | 27.00 | 44.00 | | Mid Low |
| 2.65 | -0.50 | 31.00 | 45.00 | | Mid Low |
| 2.78 | -0.40 | 34.00 | 46.00 | | Mid Low |
| 2.92 | -0.30 | 38.00 | 47.00 | | Mid Low |
| 3.05 | -0.20 | 42.00 | 48.00 | | Mid Low |
| 3.18 | -0.10 | 46.00 | 49.00 | | Mid Low |
| 3.31 | 0.00 | 50.00 | 50.00 | | Mid |
| 3.44 | 0.10 | 54.00 | 51.00 | | Mid High |
| 3.57 | 0.20 | 58.00 | 52.00 | | Mid High |
| 3.70 | 0.30 | 62.00 | 53.00 | | Mid High |
| 3.83 | 0.40 | 66.00 | 54.00 | | Mid High |
| 3.97 | 0.50 | 71.00 | 55.00 | | Mid High |
| 4.10 | 0.60 | 73.00 | 56.00 | Mid High | |
| 4.23 | 0.70 | 76.00 | 57.00 | Mid High | |
| 4.36 | 0.80 | 79.00 | 58.00 | Mid High | |
| 4.49 | 0.90 | 82.00 | 59.00 | Mid High | |
| 4.62 | 1.00 | 84.00 | 60.00 | Mid High | |
| 4.75 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 4.88 | 1.20 | 88.00 | 62.00 | | High |
| 5.02 | 1.30 | 90.00 | 63.00 | | High |
| 5.15 | 1.40 | 92.00 | 64.00 | | High |
| 5.28 | 1.50 | 93.00 | 65.00 | | High |
| 5.41 | 1.60 | 95.00 | 66.00 | | High |
| 5.54 | 1.70 | 96.00 | 67.00 | | High |
| 5.67 | 1.80 | 96.00 | 68.00 | | High |
| 5.80 | 1.90 | 97.00 | 69.00 | High | |
| 5.93 | 2.00 | 98.00 | 70.00 | Very High 2% | Very High |
| 6.07 | 2.10 | 98.00 | 71.00 | | Very High |
| ≥6.2 | 2.20 | 99.00 | 72.00 | | Very High |

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| Norms Table 2015-2016 for Innovation Audit E10 Change Facet | | | | | |
|---|-------------|--------------|--------------------|-----------------|------------|
| N=171 SD=1.22 Mean=3.38 | | | | | |
| RAW Score | Z-Scores | Percentile | T-Score-E10 Change | % of Population | Band |
| ≤0.69 | -2.20 | 1.00 | 28.00 | Very Low 2% | Very Low |
| 0.81 | -2.10 | 2.00 | 29.00 | | Very Low |
| 0.93 | -2.00 | 2.00 | 30.00 | Low 14% | Low |
| 1.05 | -1.90 | 3.00 | 31.00 | | Low |
| 1.18 | -1.80 | 4.00 | 32.00 | | Low |
| 1.30 | -1.70 | 4.00 | 33.00 | | Low |
| 1.42 | -1.60 | 5.00 | 34.00 | | Low |
| 1.54 | -1.50 | 7.00 | 35.00 | | Low |
| 1.67 | -1.40 | 8.00 | 36.00 | | Low |
| 1.79 | -1.30 | 10.00 | 37.00 | | Low |
| 1.91 | -1.20 | 12.00 | 38.00 | | Low |
| 2.03 | -1.10 | 14.00 | 39.00 | | Low |
| 2.16 | -1.00 | 16.00 | 40.00 | Middle 58% | Mid Low |
| 2.28 | -0.90 | 18.00 | 41.00 | | Mid Low |
| 2.40 | -0.80 | 21.00 | 42.00 | | Mid Low |
| 2.52 | -0.70 | 24.00 | 43.00 | | Mid Low |
| 2.65 | -0.60 | 27.00 | 44.00 | | Mid Low |
| 2.77 | -0.50 | 31.00 | 45.00 | | Mid Low |
| 2.89 | -0.40 | 34.00 | 46.00 | | Mid Low |
| 3.01 | -0.30 | 38.00 | 47.00 | | Mid Low |
| 3.14 | -0.20 | 42.00 | 48.00 | | Mid Low |
| 3.26 | -0.10 | 46.00 | 49.00 | | Mid Low |
| 3.38 | 0.00 | 50.00 | 50.00 | | Mid |
| 3.50 | 0.10 | 54.00 | 51.00 | | Mid High |
| 3.62 | 0.20 | 58.00 | 52.00 | | Mid High |
| 3.75 | 0.30 | 62.00 | 53.00 | | Mid High |
| 3.87 | 0.40 | 66.00 | 54.00 | | Mid High |
| 3.99 | 0.50 | 71.00 | 55.00 | | Mid High |
| 4.11 | 0.60 | 73.00 | 56.00 | Mid High | |
| 4.24 | 0.70 | 76.00 | 57.00 | Mid High | |
| 4.36 | 0.80 | 79.00 | 58.00 | Mid High | |
| 4.48 | 0.90 | 82.00 | 59.00 | Mid High | |
| 4.60 | 1.00 | 84.00 | 60.00 | Mid High | |
| 4.73 | 1.10 | 86.00 | 61.00 | High 14% | High |
| 4.85 | 1.20 | 88.00 | 62.00 | | High |
| 4.97 | 1.30 | 90.00 | 63.00 | | High |
| 5.09 | 1.40 | 92.00 | 64.00 | | High |
| 5.22 | 1.50 | 93.00 | 65.00 | | High |
| 5.34 | 1.60 | 95.00 | 66.00 | | High |
| 5.46 | 1.70 | 96.00 | 67.00 | | High |
| 5.58 | 1.80 | 96.00 | 68.00 | | High |
| 5.71 | 1.90 | 97.00 | 69.00 | High | |
| 5.83 | 2.00 | 98.00 | 70.00 | Very High 2% | High |
| 5.95 | 2.10 | 98.00 | 71.00 | | Very High |
| ≥6.07 | 2.20 | 99.00 | 72.00 | | Very High |

If you have any questions regards how to use “NORM” tables, feel free to contact:
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