Team Management Profile
2025 Norm Data

EXPLORERS

ORGANISERS

CONTROLLERS

ADVISERS

LINKER

Margerison-McCann
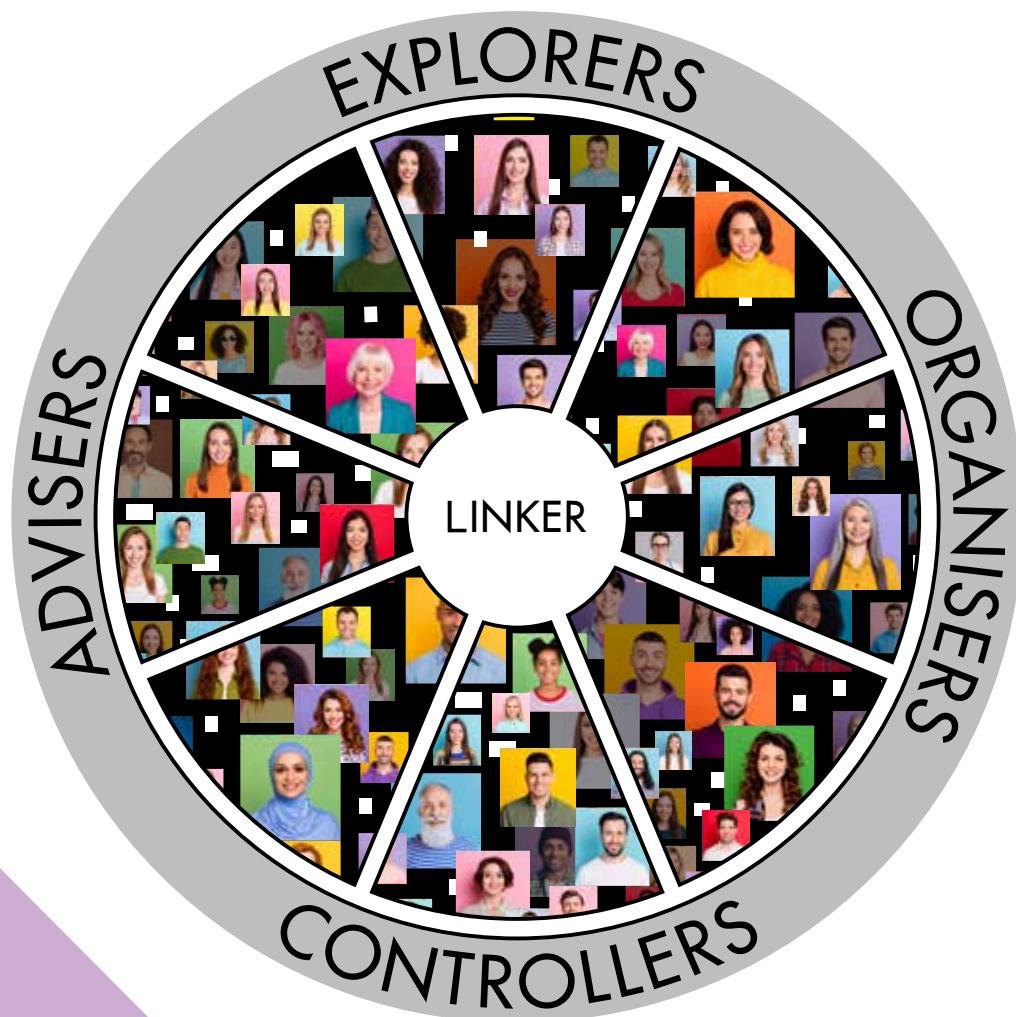**TEAM MANAGEMENT SYSTEMS**
®

How could you use this information in your programmes?

Team Management Systems (TMS) has been a trusted publisher of research and data for over four decades.

With our latest edition of 2025 Team Management Profile (TMP) Norm Data, we are proud to provide our TMP Accredited Practitioners with this updated resource to support and enhance programme delivery.

TMP Norm Data updates include the latest data for each of our norm reference groups, in addition to newly added categories. In this 2025 update, we are pleased to add the following categories:

- **Country sample:** Slovakia

- **Country sample:** Taiwan

- **Worldwide industry sample:** Architectural

- **Worldwide profession sample:** Drill Rig Operator/Driller

- **Worldwide profession sample:** Horticulturist

- **Worldwide profession sample:** Professional/Commercial Driver

Our TMS community has consistently praised the use of this data in their programmes, with participants finding great value in comparing their own major role preference data with that of their peers worldwide, as well as across regions, professions and industries.

The figures are presented in a clear and concise format, making it easy to analyse and compare the data. By incorporating normative data into workshops, practitioners can facilitate engaging conversations with their participants, leading to a deeper understanding of how individuals and teams compare with their respective industries and professions.

When comparing the TMP Norm Data with team data, some key questions to ask include:

- *What comparisons can you make between the figures?*

- *In what ways are they different from each other?*

- *Are there any similarities between the figures?*

- *What does this data tell us?*

- *How can this information be helpful?*

- *Why is this information important to our learning?*

If you need any assistance with the data presented in this document, please contact your local TMS distributor.
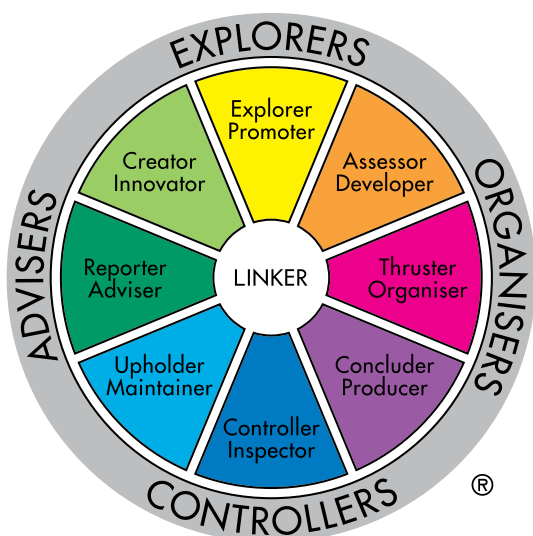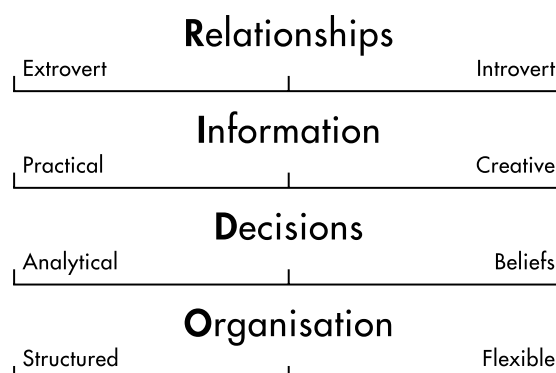
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Explorer Promoter

Creator Innovator

Assessor Developer

ADVISERS

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Reporter Adviser

LINKER

Thruster Organiser

Upholder Maintainer

Concluder Producer

Controller Inspector

CONTROLLERS ®

Four Work Preference Measures (RIDO)

Relationships

Extrovert   Introvert

Information

Practical   Creative

Decisions

Analytical   Beliefs

Organisation

Structured   Flexible

2025 TMP Norm Data: Total Worldwide Sample

Figure 1
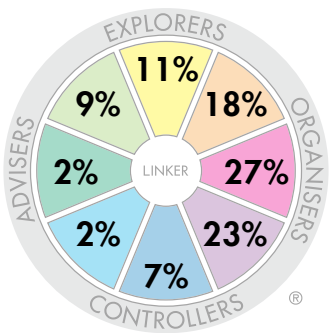
Major role preference distribution
for total worldwide sample (n=683000)

Median scores – E:3 P:2 A:12 S:5

Norm Data: **Total Worldwide Sample**

2025 TMP Norm Data: Country Samples

Figure 2
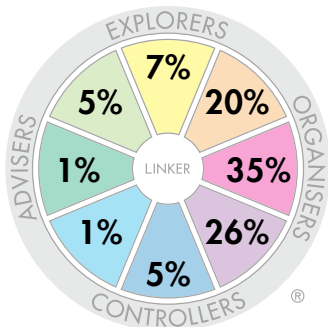
Major role preference distribution
for country sample: Argentina (n=1746)

Median scores – E:5 P:2 A:11 S:9

Figure 3
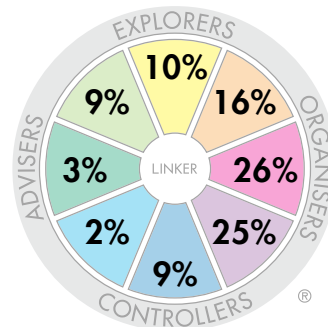
Major role preference distribution
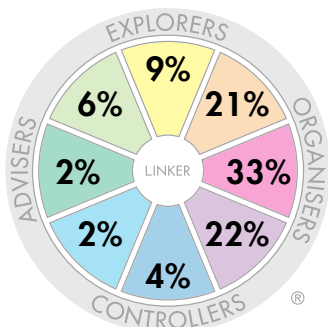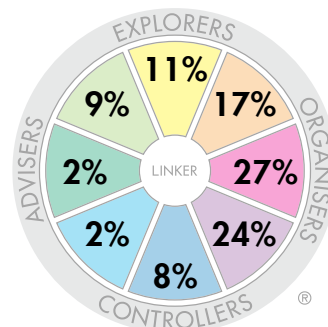for country sample: Australia (n=214564)

Median scores – E:1 P:3 A:13 S:4

Figure 4
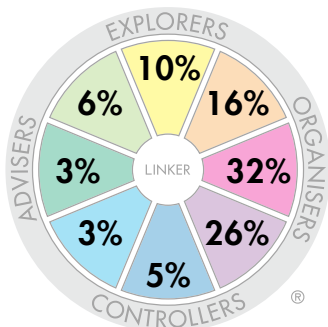
Major role preference distribution
for country sample: Austria (n=2449)

Median scores – E:6 P:3 A:9 S:8

Figure 5
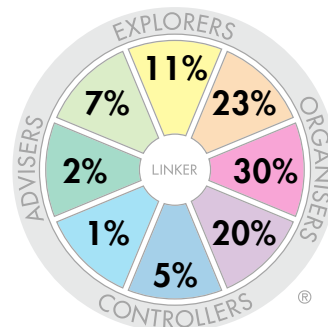
Major role preference distribution
for country sample: Belgium (n=4273)

Median scores – E:6 P:1 A:12 S:6

Figure 6

Major role preference distribution
for country sample: Brazil (n=4191)

Median scores – E:6 P:2 A:11 S:7

Figure 7

Major role preference distribution
for country sample: Canada (n=9813)

Median scores – E:2 P:3 A:13 S:4

Figure 8
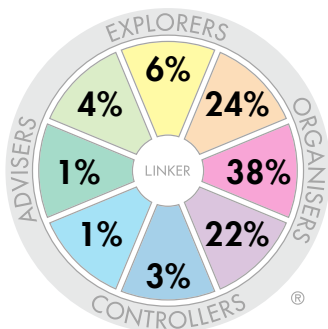
Major role preference distribution
for country sample: Chile (n=946)

Median scores – E:6 P:1 A:13 S:10

Figure 9
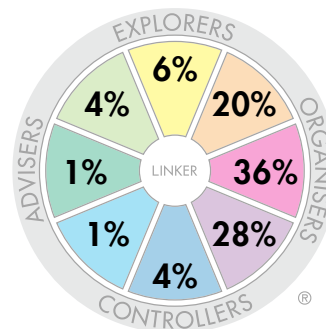
Major role preference distribution
for country sample: China (n=3997)
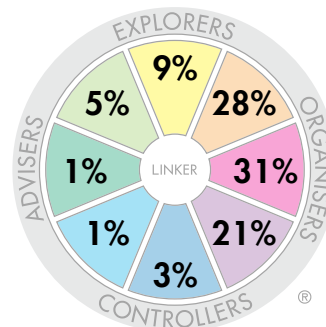
Median scores – E:1 P:2 A:13 S:9

Figure 10
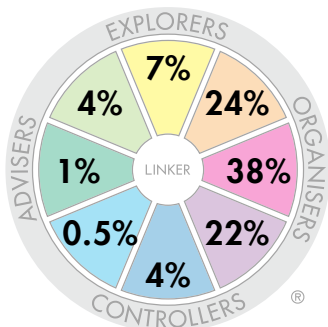
Major role preference distribution
for country sample: Colombia (n=418)
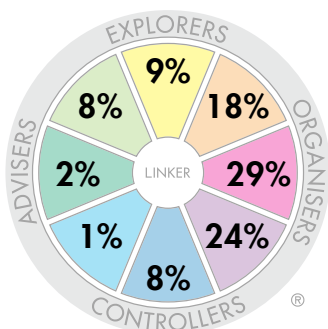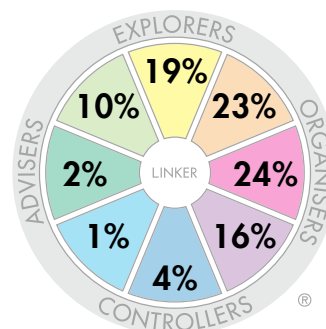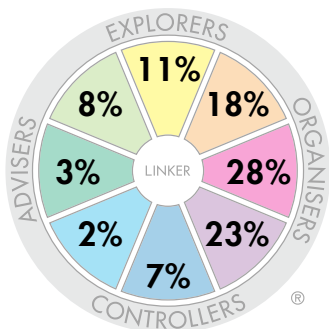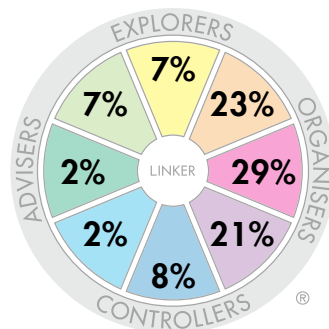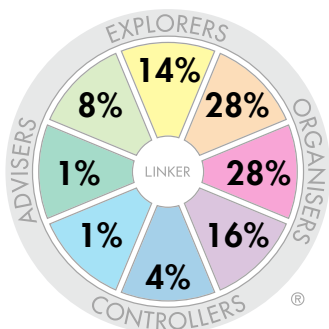
Median scores – E:6 P:1 A:14 S:9

Figure 11

Major role preference distribution
for country sample: Croatia (n=325)

Median scores – E:2 P:0 A:14 S:7

Figure 12

Major role preference distribution
for country sample: Czech Republic (n=603)

Median scores – E:3 P:2 A:12 S:5

Figure 13

Major role preference distribution
for country sample: Denmark (n=1649)

Median scores – E:9 C:2 A:9 S:4

Figure 14

**Major role preference distribution
for country sample: England (n=49378)**

Median scores – E:5 P:3 A:12 S:5

Figure 15

**Major role preference distribution
for country sample: Fiji (n=313)**
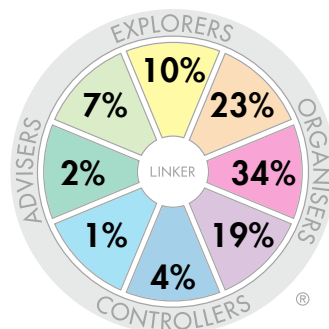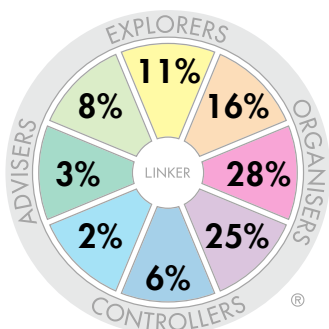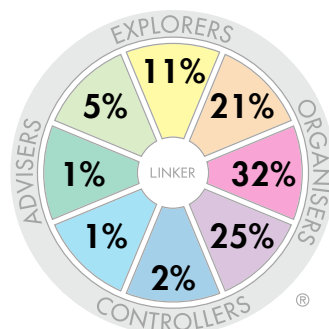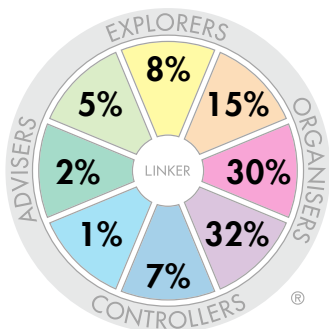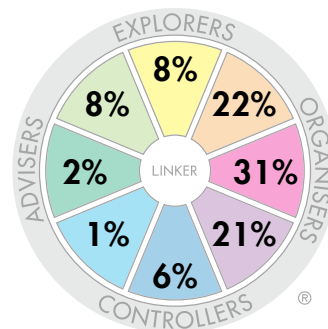
Median scores – E:1 P:1 A:13 S:4

Figure 16

**Major role preference distribution
for country sample: Finland (n=4877)**

Median scores – E:8 C:1 A:14 S:5

Figure 17

**Major role preference distribution
for country sample: France (n=6193)**

Median scores – E:7 P:1 A:12 S:7

Figure 18

**Major role preference distribution
for country sample: Germany (n=29435)**

Median scores – E:6 P:3 A:8 S:7

Figure 19

**Major role preference distribution
for country sample: Greece (n=395)**

Median scores – E:4 P:1 A:14 S:8

Figure 20

Major role preference distribution
for country sample: Hong Kong (n=2585)
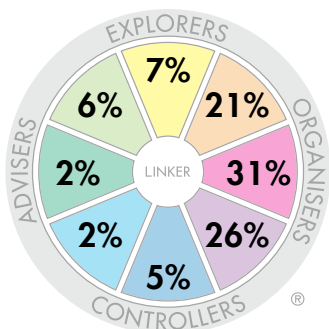
Median scores – E:1 P:5 A:13 S:6

Figure 21

Major role preference distribution
for country sample: Hungary (n=644)
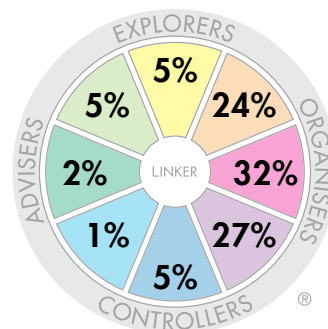
Median scores – E:3 P:0 A:14 S:7

Figure 22

Major role preference distribution
for country sample: India (n=3134)
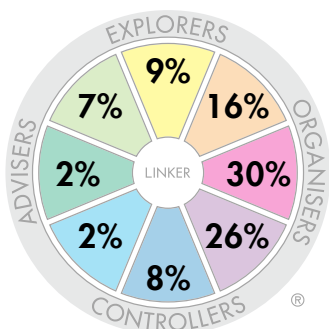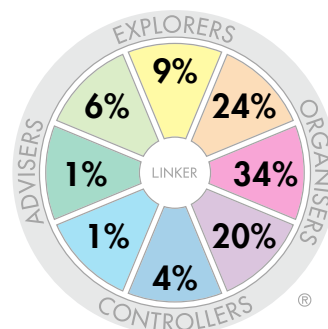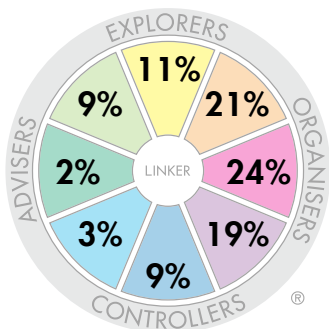
Median scores – E:1 P:1 A:14 S:8

Figure 23

Major role preference distribution
for country sample: Indonesia (n=1167)

Median scores – E:1 P:1 A:14 S:8

Figure 24

Major role preference distribution
for country sample: Ireland (n=3602)

Median scores – E:2 P:5 A:13 S:5

Figure 25

Major role preference distribution
for country sample: Italy (n=2407)
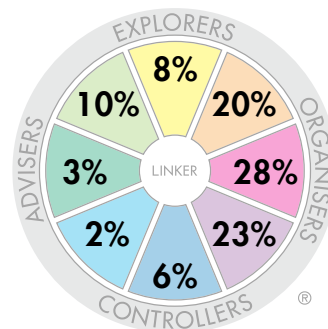
Median scores – E:5 P:0 A:12 S:7

Figure 26

Major role preference distribution
for country sample: Japan (n=2777)

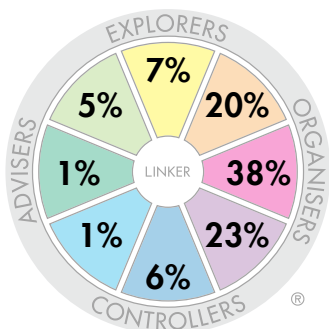Median scores – E:1 C:1 A:10 S:3

Figure 27

Major role preference distribution
for country sample: Kenya (n=565)

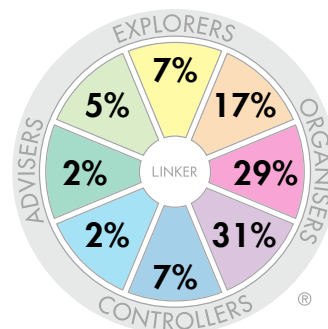Median scores – E:0 P:0 A:14 S:5

Figure 28

Major role preference distribution
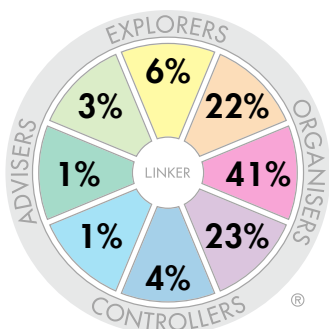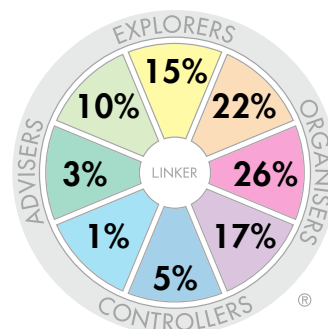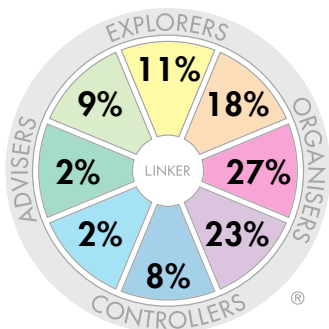for country sample: Lebanon (n=646)

Median scores – E:3 P:2 A:13 S:9

Figure 29

Major role preference distribution
for country sample: Malaysia (n=1926)

Median scores – I:1 P:3 A:14 S:7

Figure 30

Major role preference distribution
for country sample: Mexico (n=1503)

Median scores – E:5 P:3 A:15 S:9

Figure 31

Major role preference distribution
for country sample: Netherlands (n=5563)

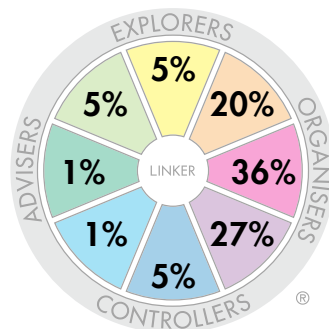Median scores – E:8 P:0 A:10 S:4

Figure 32

Major role preference distribution
for country sample: New Zealand (n=39993)

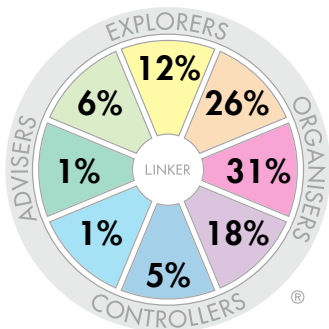Median scores – E:3 P:2 A:13 S:4

Figure 33

Major role preference distribution
for country sample: Nigeria (n=594)

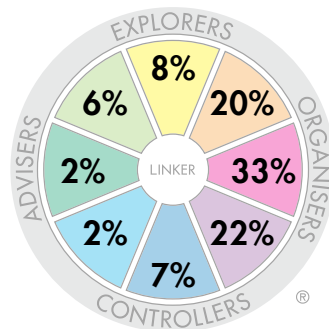Median scores – I:1 P:1 A:17 S:8

Figure 34

Major role preference distribution
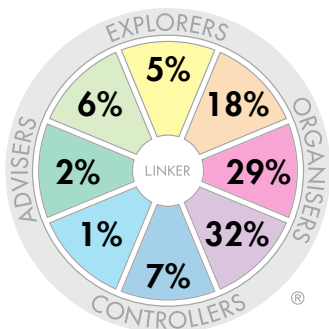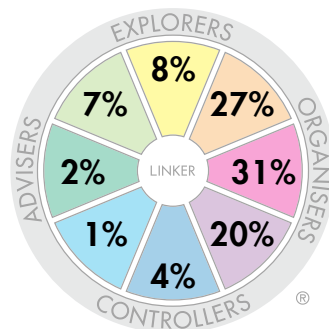for country sample: Norway (n=21280)

Median scores – E:8 P:1 A:11 S:6

Figure 35

Major role preference distribution
for country sample: Papua New Guinea (n=1619)

Median scores – E:1 P:1 A:13 S:6

Figure 36

Major role preference distribution
for country sample: Philippines (n=731)

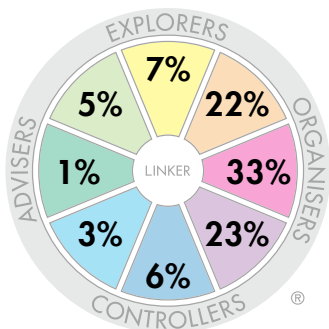Median scores – I:2 P:3 A:14 S:8

Figure 37

Major role preference distribution
for country sample: Poland (n=1390)

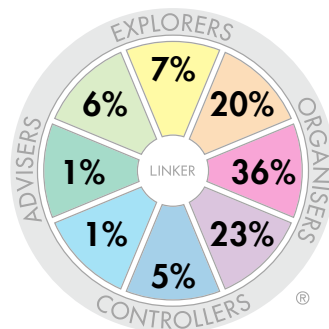Median scores – E:5 P:1 A:14 S:6

Figure 38

Major role preference distribution
for country sample: Qatar (n=311)
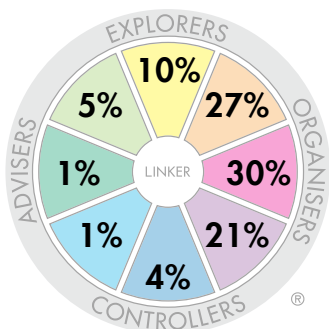
Median scores – E:1 P:0 A:13 S:7

Figure 39

Major role preference distribution
for country sample: Romania (n=333)
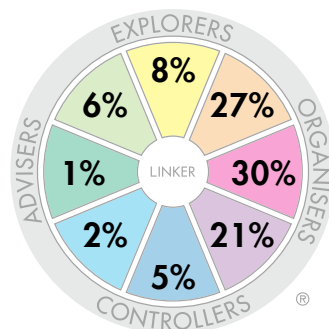
Median scores – E:5 P:1 A:15 S:9

Figure 40

Major role preference distribution
for country sample: Russia (n=1577)
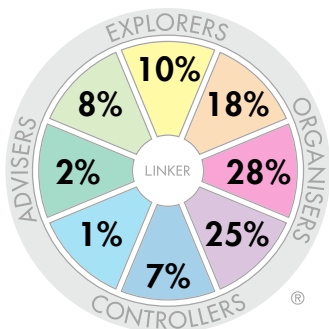
Median scores – E:4 C:1 A:14 S:8

Figure 41

Major role preference distribution
for country sample: Saudi Arabia (n=776)
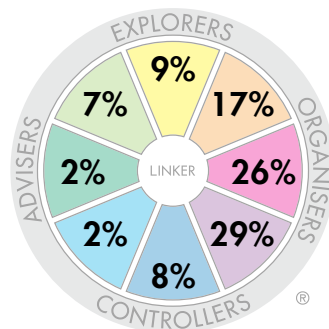
Median scores – E:2 C:1 A:13.5 S:6

Figure 42

Major role preference distribution
for country sample: Scotland (n=4884)
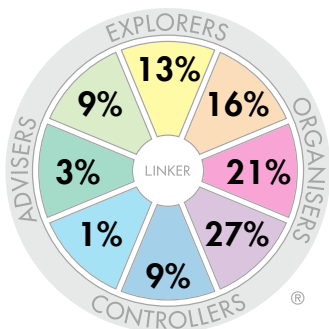
Median scores – E:4 P:4 A:12 S:5

Figure 43

Major role preference distribution
for country sample: Singapore (n=5982)
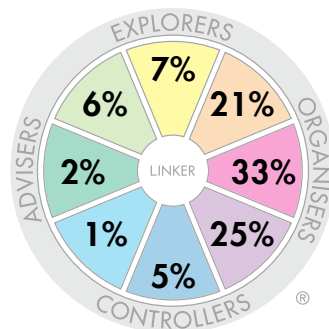
Median scores – I:1 P:3 A:13 S:5

Figure 44

Major role preference distribution
for country sample: Slovakia (n=315)
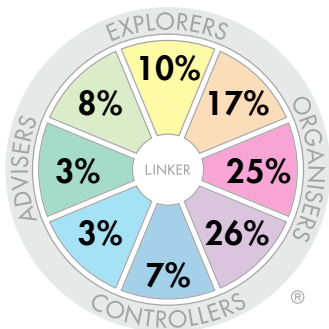
Median scores – E:1 P:2 A:11 S:4

Figure 45

Major role preference distribution
for country sample: South Africa (n=4723)

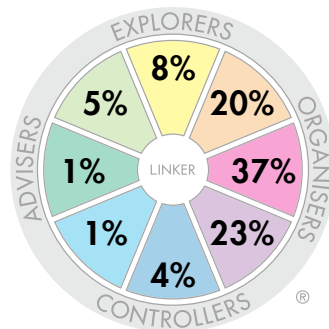Median scores – E:1 P:1 A:14 S:7

Figure 46

Major role preference distribution
for country sample: South Korea (n=845)

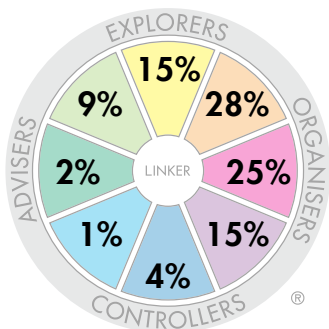Median scores – E:1 P:2 A:9 S:5

Figure 47

Major role preference distribution
for country sample: Spain (n=1740)

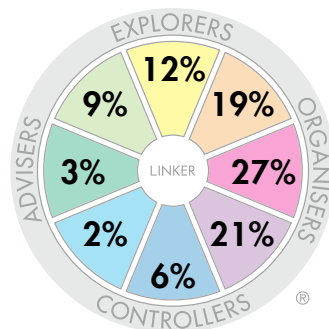Median scores – E:5 P:3 A:12 S:8

Figure 48

Major role preference distribution
for country sample: Sweden (n=9947)

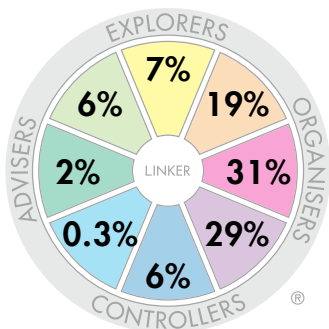Median scores – E:9 C:2 A:10 S:5

Figure 49

Major role preference distribution
for country sample: Switzerland (n=10603)
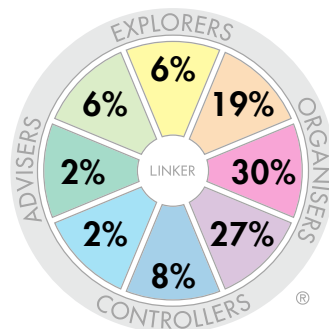
Median scores – E:6 P:1 A:10 S:6

Figure 50

Major role preference distribution
for country sample: Taiwan (n=302)

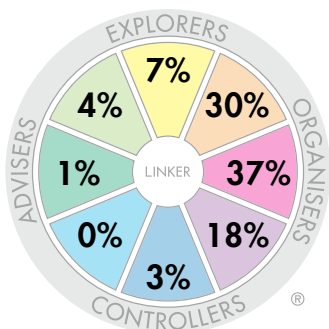Median scores – E:1 P:1 A:13 S:6

Figure 51

Major role preference distribution
for country sample: Thailand (n=1090)
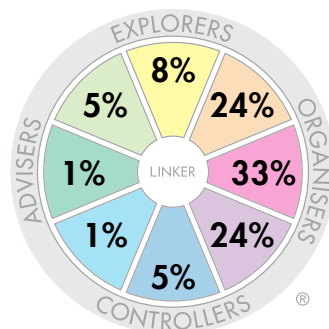
Median scores – I:1 P:2 A:14 S:6

Figure 52

Major role preference distribution
for country sample: Turkey (n=463)
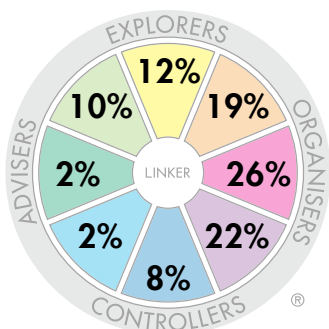
Median scores – E:6 P:1 A:14 S:10

Figure 53

Major role preference distribution
for country sample: United Arab Emirates (n=1080)
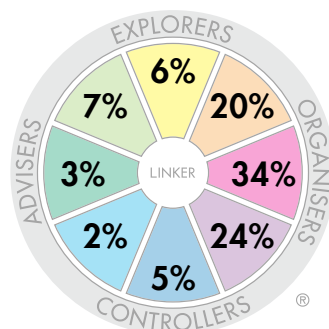
Median scores – E:3 P:2 A:14 S:7

Figure 54

Major role preference distribution
for country sample: USA (n=76723)

Median scores – E:3 P:1 A:12 S:4
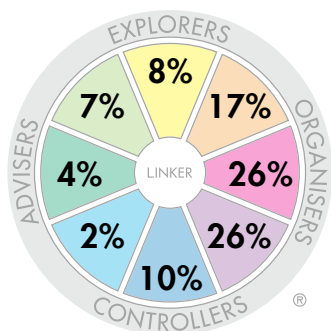
Figure 55

Major role preference distribution
for country sample: Vietnam (n=572)
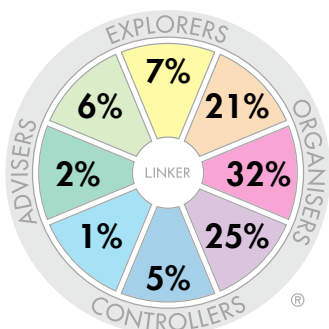
Median scores – E:1 P:1 A:12 S:8

Figure 56

Major role preference distribution
for country sample: Wales (n=1235)

Median scores – E:2 P:5 A:12 S:4

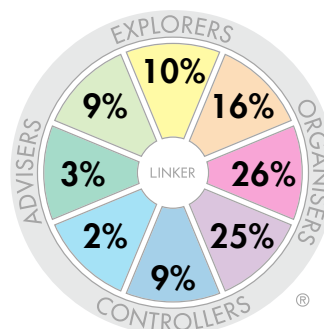# 2025 TMP Norm Data: Regional Area Samples

Figure 57

Major role preference distribution
for regional area sample:
Africa (n=8416)

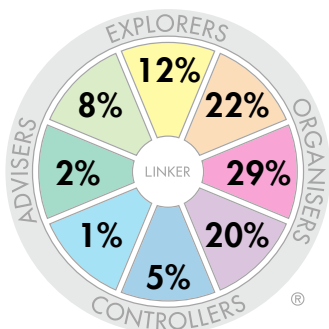Median scores – E:1 P:1 A:14 S:7

Figure 58

Major role preference distribution
for regional area sample:
Australasia (n=257498)
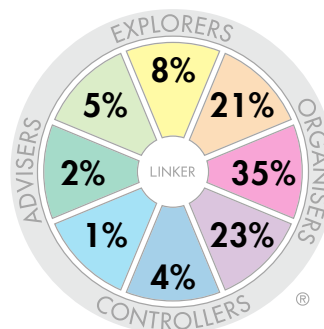
Median scores – E:2 P:3 A:13 S:4

Figure 59

Major role preference distribution
for regional area sample:
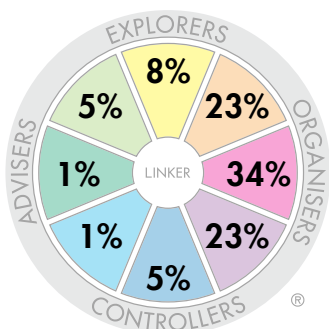Europe (n=111291)

Median scores – E:7 P:1 A:11 S:6

Figure 60

Major role preference distribution
for regional area sample:
Latin America (n=9888)

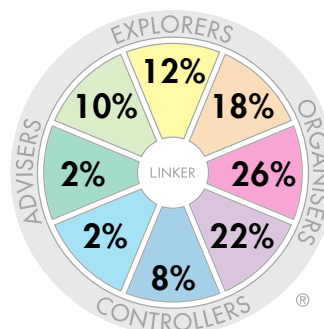Median scores – E:5 P:2 A:12 S:8

Figure 61

Major role preference distribution
for regional area sample:
Middle East (n=4621)
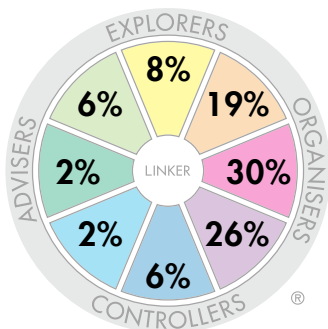
Median scores – E:2 P:1 A:14 S:7

Figure 62

Major role preference distribution
for regional area sample:
North America (n=86611)

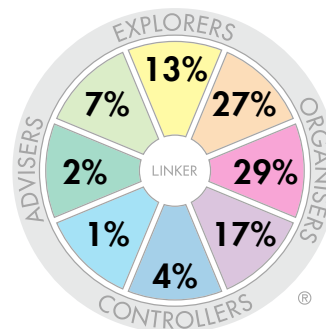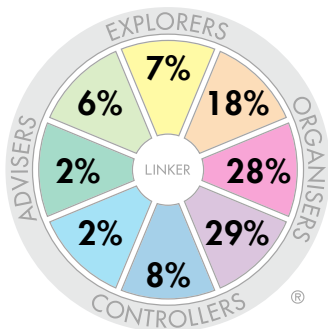Median scores – E:2 P:1 A:12 S:4

Figure 63

Major role preference distribution
for regional area sample:
North East & West Asia (n=14122)

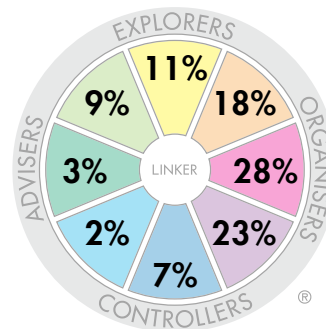Median scores – E:1 P:2 A:12 S:7

Figure 64

Major role preference distribution
for regional area sample:
Scandinavia (n=37753)

Median scores – E:8 P:0 A:11 S:6

Figure 65

Major role preference distribution
for regional area sample:
South East Asia (n=11669)

Median scores – I:1 P:2 A:13 S:6

Figure 66

Major role preference distribution
for regional area sample:
United Kingdom (n=78396)
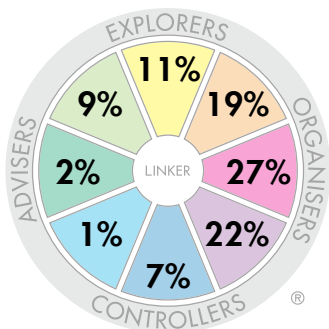
Median scores – E:4 P:3 A:12 S:5

2025 TMP Norm Data: Worldwide Gender Samples

* Historical gender, age and industry data were collected prior to 2023; we no longer gather these sensitive attributes in line with the generally accepted practice of data minimisation.
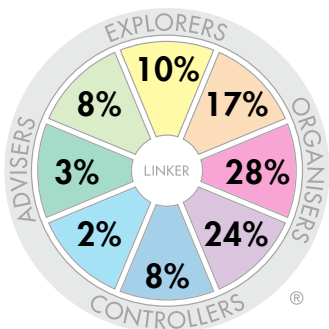
Figure 67   Figure 68

Major role preference distribution
for worldwide gender sample:
Male (n=314194)

Median scores – E:2 P:1 A:14 S:4

Major role preference distribution
for worldwide gender sample:
Female (n=242920)
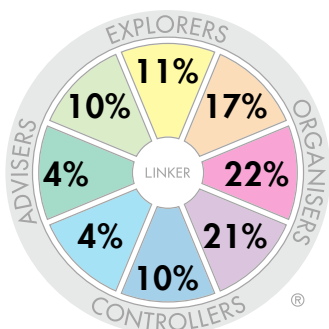
Median scores – E:4 P:4 A:11 S:5

2025 TMP Norm Data: Worldwide Age Group Samples

* Historical gender, age and industry data were collected prior to 2023; we no longer gather these sensitive attributes in line with the generally accepted practice of data minimisation.
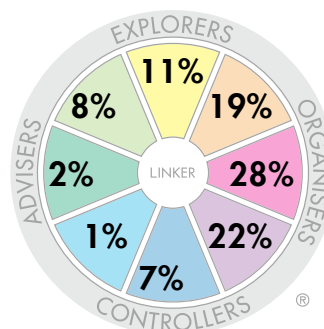
Figure 69

Major role preference distribution
for worldwide age group sample:
Under 20 (n=1331)

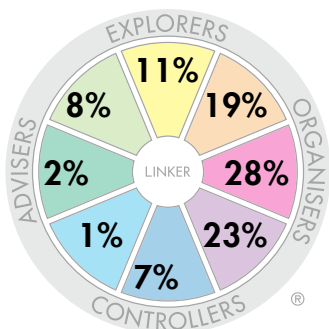Median scores – E:2 P:2 A:8 S:2

Figure 70

Major role preference distribution
for worldwide age group sample:
20-29 (n=68719)

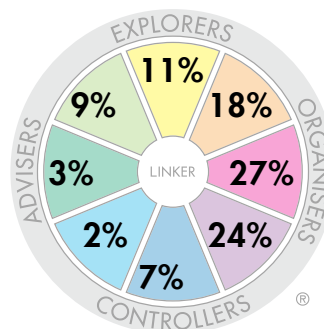Median scores – E:3 P:2 A:13 S:4

Figure 71

Major role preference distribution
for worldwide age group sample:
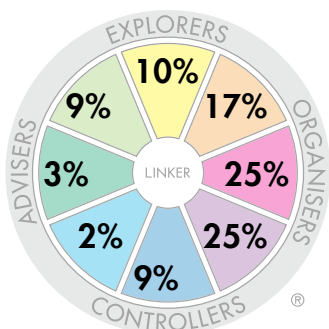30-39 (n=137895)

Median scores – E:3 P:2 A:13 S:5

Figure 72

Major role preference distribution
for worldwide age group sample:
40-49 (n=123543)

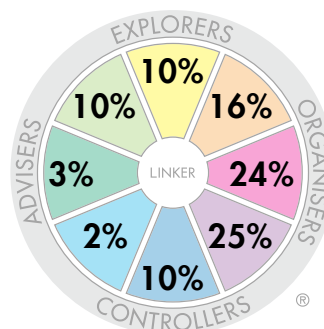Median scores – E:3 P:2 A:12 S:5

Figure 73

Major role preference distribution
for worldwide age group sample:
50-59 (n=61176)
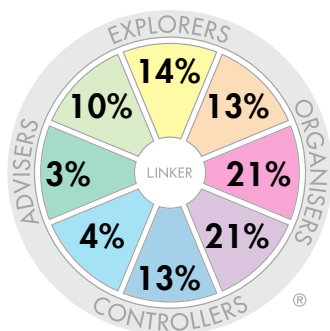
Median scores – E:2 P:3 A:12 S:4

Figure 74

Major role preference distribution
for worldwide age group sample:
60-69 (n=9215)

Median scores – E:1 P:3 A:12 S:3

Figure 75

**Major role preference distribution
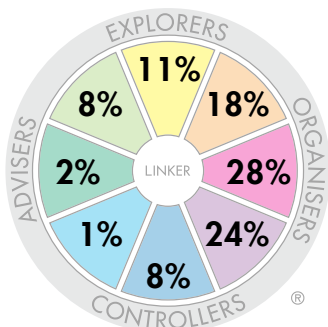for worldwide age group sample:
70 and over (n=390)**

Median scores – I:1 P:2 A:11 S:1.5

# 2025 TMP Norm Data: Worldwide Industry Samples

* Historical gender, age and industry data were collected prior to 2023; we no longer gather these sensitive attributes in line with the generally accepted practice of data minimisation.
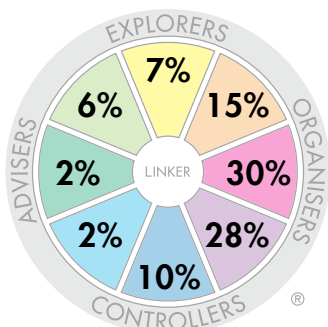
Figure 76

Major role preference distribution
for worldwide industry sample:
Accounting & Financial Planning/Management (n=18220)

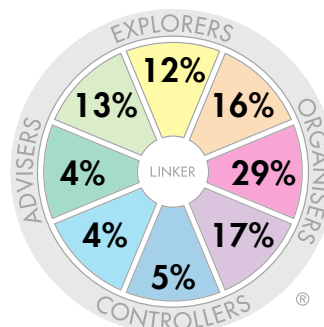Median scores – E:3 P:3 A:13 S:4

Figure 77
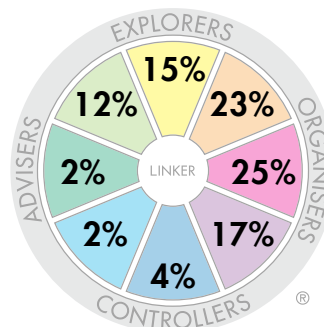
Major role preference distribution
for worldwide industry sample:
Advertising/Marketing/PR/Branding Specialists (n=2816)

Median scores – E:7 C:2 A:10 S:5
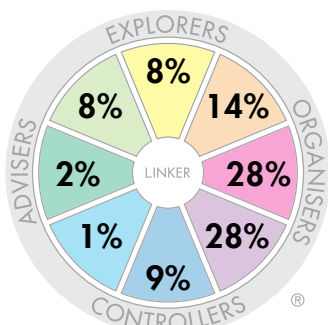
Figure 78

Major role preference distribution
for worldwide industry sample:
Agriculture/Rural (n=1305)
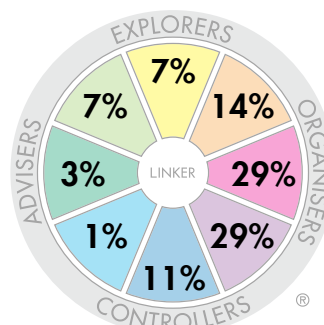
Median scores – E:2 P:5 A:12 S:6

Figure 79

Major role preference distribution
for worldwide industry sample:
Architectural (n=326)

Median scores – E:2 C:2 A:11 S:5

Figure 80

Major role preference distribution
for worldwide industry sample:
Armed Forces/Defence (n=8206)
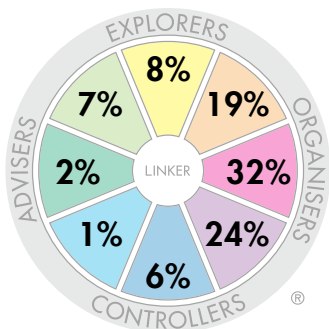
Median scores – I:1 P:4 A:14 S:4

Figure 81

Major role preference distribution
for worldwide industry sample:
Artillery/Explosives Manufacturing (n=305)
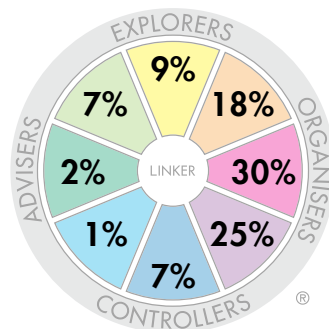
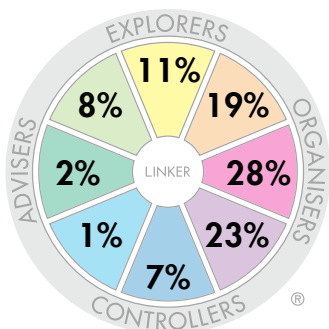Median scores – I:1 P:4 A:14 S:6

Figure 82

Major role preference distribution
for worldwide industry sample:
Automotive & Vehicle Industry (n=7862)

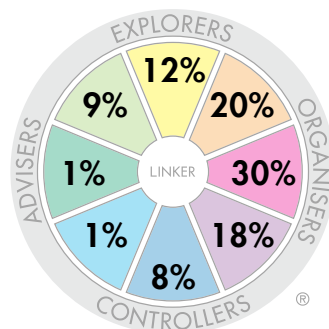Median scores – E:4 P:3 A:13 S:6

Figure 83

Major role preference distribution
for worldwide industry sample:
Aviation/Aerospace (n=7394)

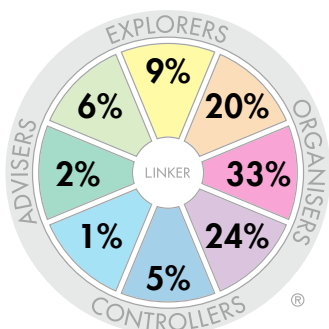Median scores – E:2 P:3 A:14 S:5

Figure 84

Major role preference distribution
for worldwide industry sample:
Banking & Financial Institutions (n=60441)
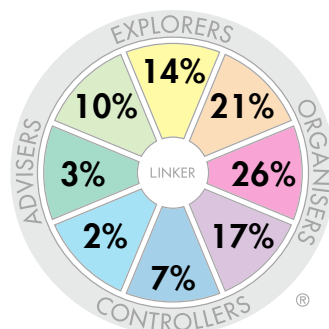
Median scores – E:4 P:2 A:12 S:5

Figure 85

Major role preference distribution
for worldwide industry sample:
Betting/Gambling (n=620)

Median scores – E:6 P:1 A:11 S:5.5

Figure 86

Major role preference distribution
for worldwide industry sample:
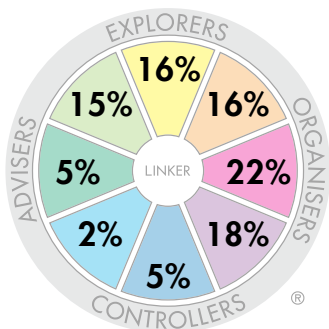Beverages (n=5997)

Median scores – E:5 P:3 A:13 S:7

Figure 87

Major role preference distribution
for worldwide industry sample:
Broadcasting/Media (n=2226)

Median scores – E:5 C:1 A:11 S:4
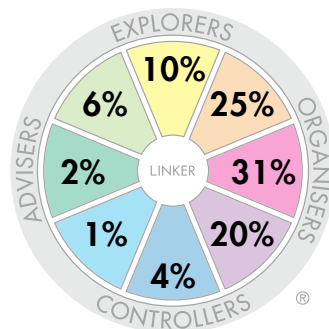
Norm Data: **Worldwide Industry Samples**
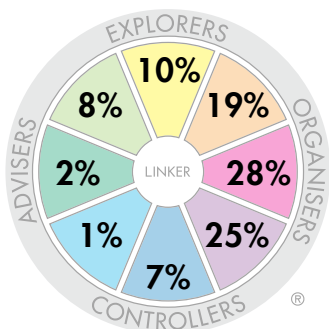
Figure 88

Major role preference distribution
for worldwide industry sample:
Business Improvement & Management Consultants (n=7136)
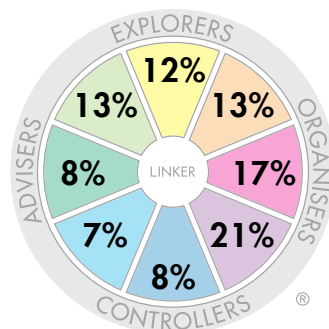
Median scores – E:6 C:2 A:7 S:3

Figure 89

Major role preference distribution
for worldwide industry sample:
Business Processing & Support Services (n=969)
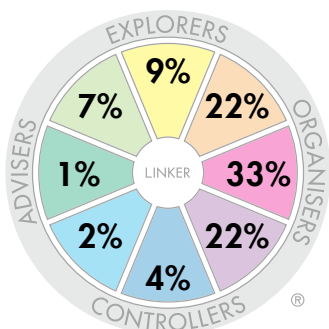
Median scores – E:6 P:1 A:13 S:7

Figure 90

Major role preference distribution
for worldwide industry sample:
Chemical (n=10887)

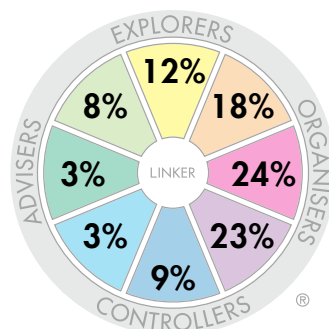Median scores – E:2 P:2 A:13 S:5

Figure 91

Major role preference distribution
for worldwide industry sample:
Churches/Ministries (n=1137)

Median scores – E:2 P:0 A:3 S:3

Figure 92

Major role preference distribution
for worldwide industry sample:
Clothing/Apparel Design & Production (n=581)
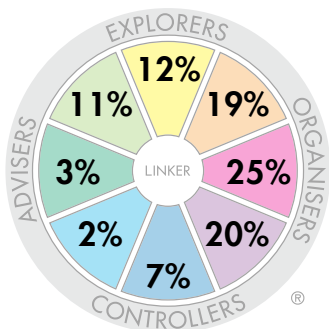
Median scores – E:5 P:1 A:13 S:7

Figure 93

Major role preference distribution
for worldwide industry sample:
Community Care & Services (n=2633)

Median scores – E:2 P:3 A:10 S:4

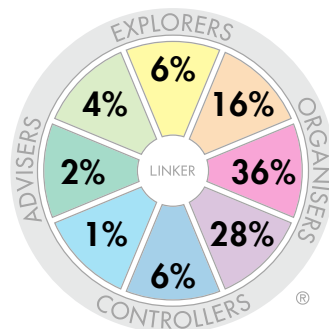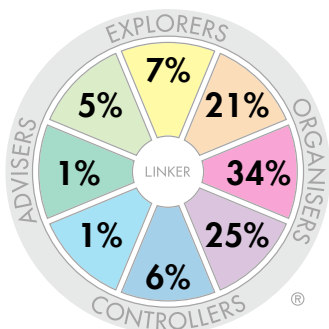Norm Data: **Worldwide Industry Samples**

Figure 94

Major role preference distribution
for worldwide industry sample:
Computers/Information Technology (n=18638)
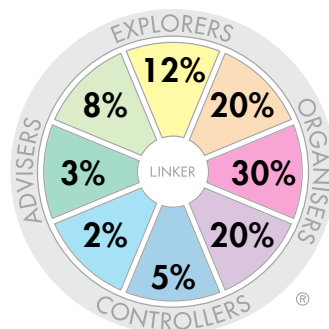
Median scores – E:3 P:0 A:12 S:4

Figure 95

Major role preference distribution
for worldwide industry sample:
Construction/Building (n=4220)
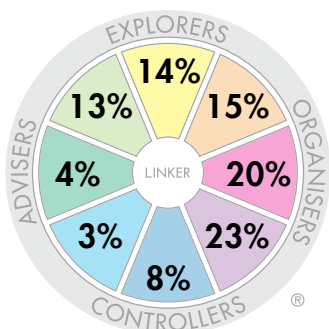
Median scores – E:3 P:5 A:14 S:8

Figure 96

Major role preference distribution
for worldwide industry sample:
Containers/Packaging (n=2521)
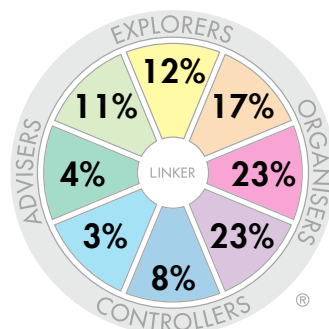
Median scores – E:3 P:3 A:15 S:7

Figure 97

Major role preference distribution
for worldwide industry sample:
Cosmetics (n=639)

Median scores – E:6 P:1 A:11 S:6

Figure 98

Major role preference distribution
for worldwide industry sample:
Culture, Music & Arts (n=3899)
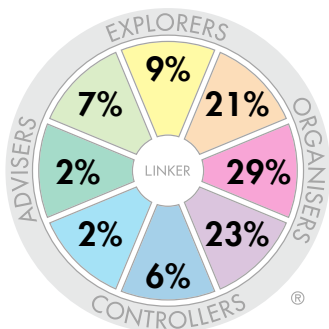
Median scores – E:1 P:0 A:10 S:2

Figure 99

Major role preference distribution
for worldwide industry sample:
Education (n=34183)

Median scores – E:2 P:1 A:11 S:3

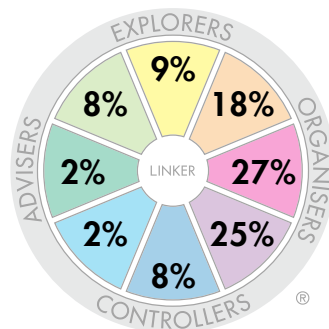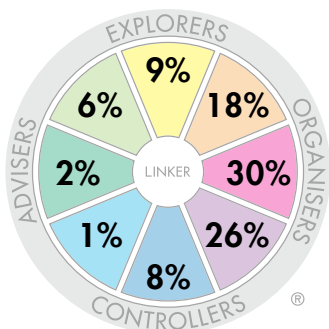Norm Data: **Worldwide Industry Samples**

Figure 100

Major role preference distribution
for worldwide industry sample:
Electrical/Electronics Manufacturing & Design (n=9313)

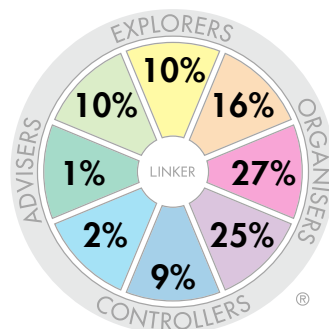Median scores – E:4 P:2 A:13 S:6

Figure 101

Major role preference distribution
for worldwide industry sample:
Energy Utilities & Producers (n=14905)

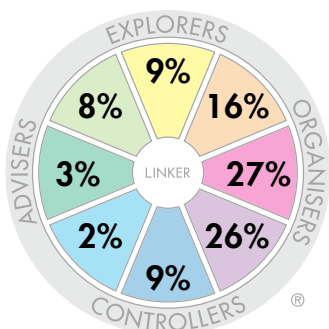Median scores – E:2 P:3 A:13 S:5

Figure 102

Major role preference distribution
for worldwide industry sample:
Engineering (n=5753)

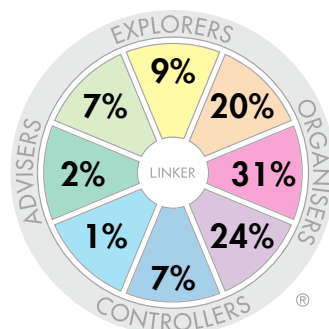Median scores – E:2 P:3 A:14 S:6

Figure 103

Major role preference distribution
for worldwide industry sample:
Environmental & Conservation Specialists (n=434)

Median scores – E:1 P:3 A:13 S:3

Figure 104

Major role preference distribution
for worldwide industry sample:
Fire & Emergency Services (n=2235)

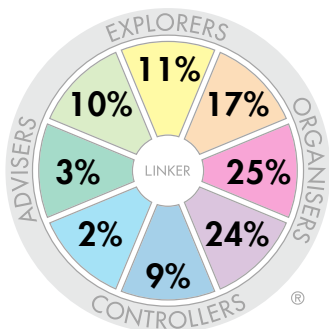Median scores – E:1 P:4 A:12 S:4

Figure 105

Major role preference distribution
for worldwide industry sample:
Food/Produce Processing (n=9531)

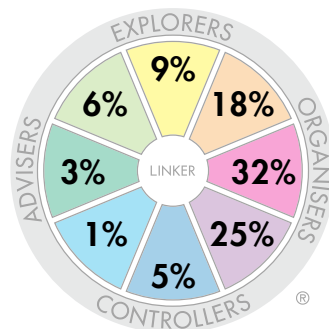Median scores – E:3 P:3 A:13 S:6

Figure 106

Major role preference distribution
for worldwide industry sample:
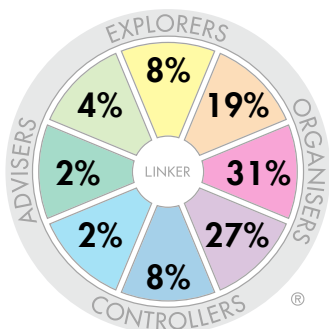Government (n=63898)

Median scores – E:2 P:3 A:13 S:3

Figure 107

Major role preference distribution
for worldwide industry sample:
Hospitality (n=3324)

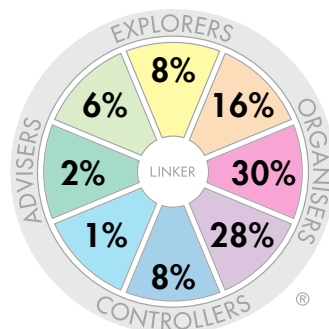Median scores – E:5 P:3 A:11 S:7

Figure 108

Major role preference distribution
for worldwide industry sample:
Industrial Trades & Facilities Management (n=890)

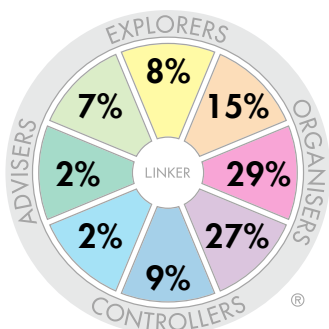Median scores – E:3 P:5 A:12 S:7

Figure 109

Major role preference distribution
for worldwide industry sample:
Law Enforcement (n=4646)
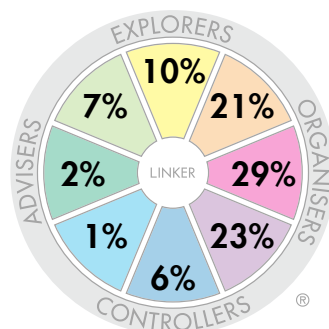
Median scores – E:2 P:5 A:13 S:5

Figure 110

Major role preference distribution
for worldwide industry sample:
Legal (n=6833)

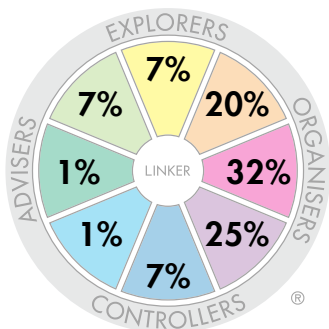Median scores – E:2 P:5 A:13 S:4

Figure 111

Major role preference distribution
for worldwide industry sample:
Manufacturing - General (n=11382)

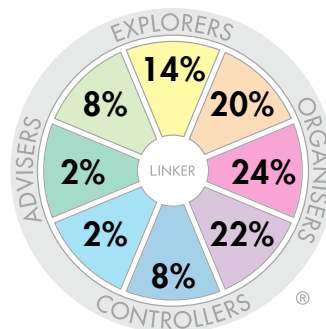Median scores – E:4 P:2 A:13 S:6

Figure 112

Major role preference distribution
for worldwide industry sample:
Maritime (n=1830)
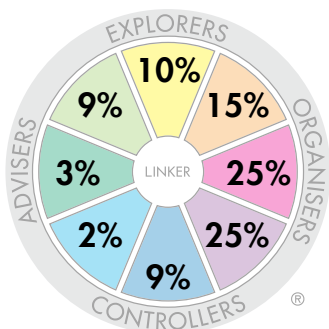
Median scores – E:2 P:3 A:14 S:6

Figure 113

Major role preference distribution
for worldwide industry sample:
Market/Marketing & Consumer Research/Consulting (n=737)
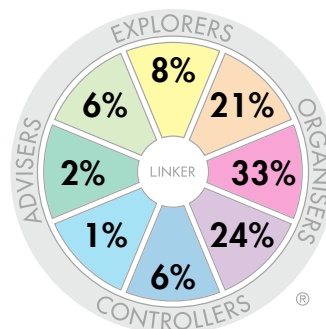
Median scores – E:4 P:1 A:13 S:4

Figure 114

Major role preference distribution
for worldwide industry sample:
Medical Services/Hospitals (n=18643)
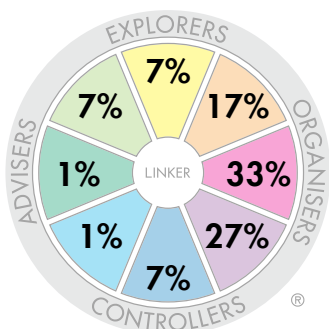
Median scores – E:2 P:4 A:11 S:4

Figure 115

Major role preference distribution
for worldwide industry sample:
Metal/Construction Materials (n=3567)
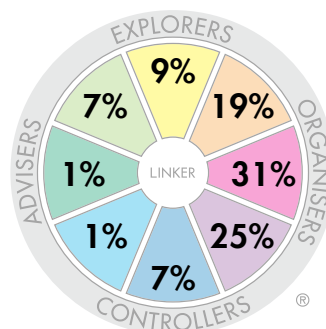
Median scores – E:4 P:3 A:13 S:7

Figure 116

Major role preference distribution
for worldwide industry sample:
Mining & Metallurgy (n=8835)
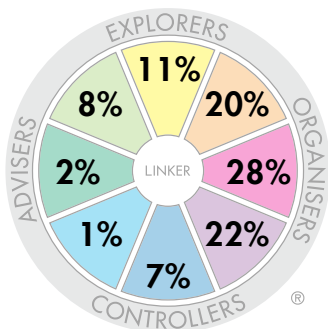
Median scores – E:2 P:3 A:15 S:6

Figure 117

Major role preference distribution
for worldwide industry sample:
Oil, Petroleum & Gas Resources (n=22572)
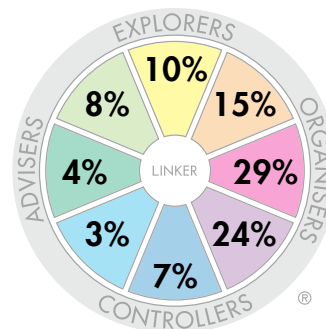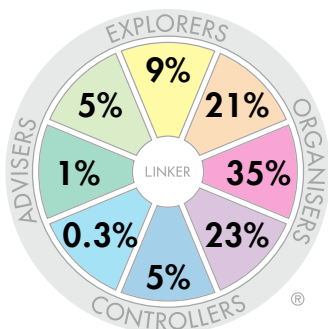
Median scores – E:2 P:3 A:14 S:6

Figure 118

Major role preference distribution
for worldwide industry sample:
Pharmaceutical/Biotechnology (n=18233)

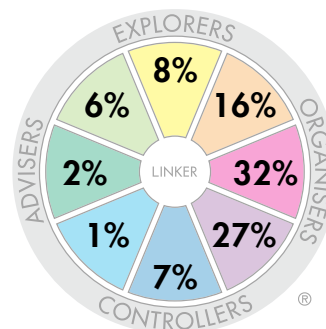**Median scores – E:4 P:2 A:13 S:5**

Figure 119

Major role preference distribution
for worldwide industry sample:
Photography (n=594)

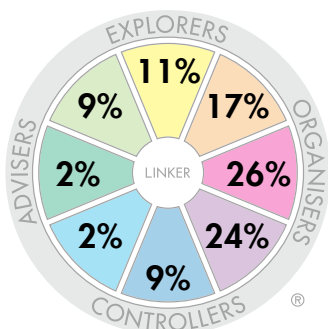**Median scores – E:2 P:3 A:10 S:5**

Figure 120

Major role preference distribution
for worldwide industry sample:
Plastics/Rubber Manufacturing (n=382)

Median scores – E:3.5 P:3 A:14 S:8
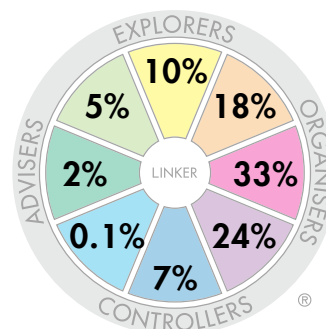
Figure 121

Major role preference distribution
for worldwide industry sample:
Prison/Correctional Services (n=2252)

Median scores – E:2 P:5 A:14 S:6

Figure 122

Major role preference distribution
for worldwide industry sample:
Professional Associations & Regulatory Bodies (n=15961)
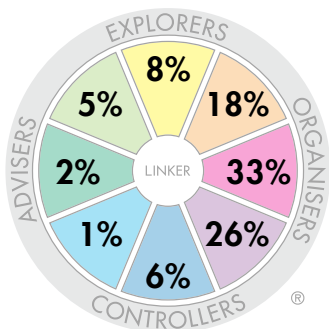
Median scores – E:2 P:3 A:13 S:4

Figure 123

Major role preference distribution
for worldwide industry sample:
Property & Waste Services (n=795)
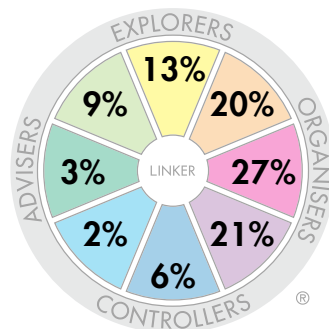
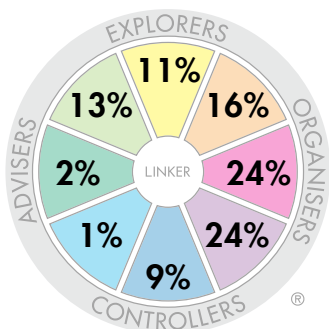**Median scores – E:5 P:4 A:11 S:7**

Figure 124

Major role preference distribution
for worldwide industry sample:
Property/Real Estate (n=6035)
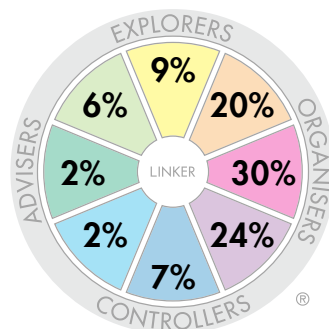
Median scores – E:4 P:4 A:13 S:7

Figure 125

Major role preference distribution
for worldwide industry sample:
Publishing/Printing (n=2450)

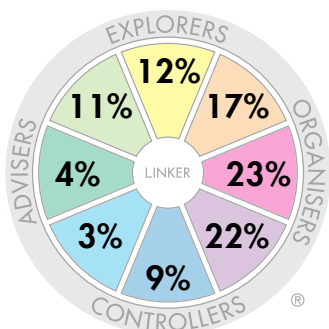**Median scores – E:4 P:1 A:12 S:4**

Figure 126

Major role preference distribution
for worldwide industry sample:
Research (n=7752)

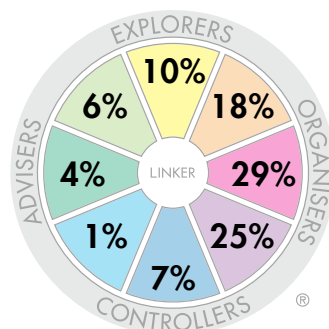**Median scores – I:2 P:0 A:14 S:3**

Figure 127

Major role preference distribution
for worldwide industry sample:
Retail (n=18160)

Median scores – E:4 P:3 A:12 S:6

Figure 128

Major role preference distribution
for worldwide industry sample:
Special Interest/Charitable Organisations (n=13111)
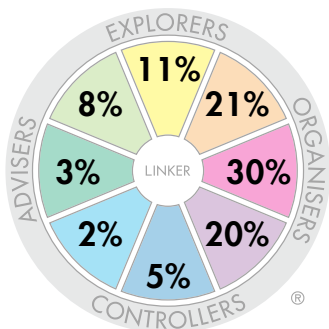
Median scores – E:2 P:1 A:9 S:4

Figure 129

Major role preference distribution
for worldwide industry sample:
Sports/Recreation/Leisure (n=1179)

Median scores – E:3 P:3 A:11 S:6
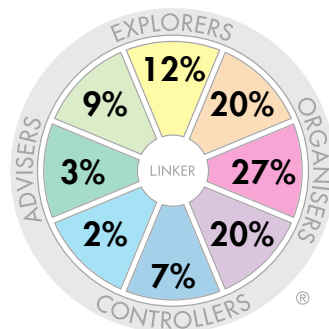
Norm Data: **Worldwide Industry Samples**
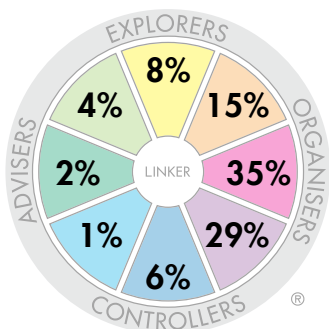
Figure 130

Major role preference distribution
for worldwide industry sample:
Staffing & Employment (n=2856)
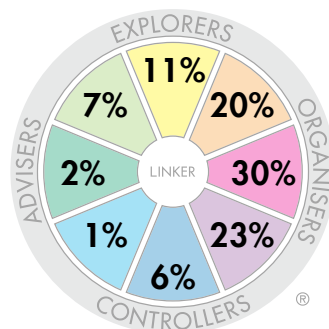
Median scores – E:7 P:2 A:9 S:5

Figure 131

Major role preference distribution
for worldwide industry sample:
Telecommunications (n=12444)

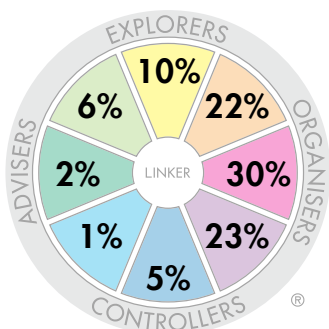Median scores – E:5 P:1 A:11 S:5

Figure 132

Major role preference distribution
for worldwide industry sample:
Textile (n=403)
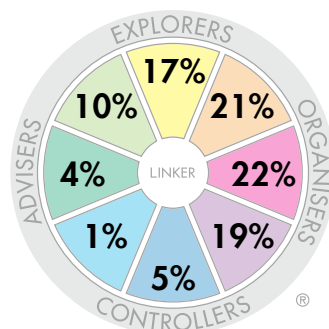
Median scores – E:1 P:5 A:14 S:8

Figure 133

Major role preference distribution
for worldwide industry sample:
Timber, Pulp & Paper (n=2953)

Median scores – E:4 P:2 A:13 S:6

Figure 134

Major role preference distribution
for worldwide industry sample:
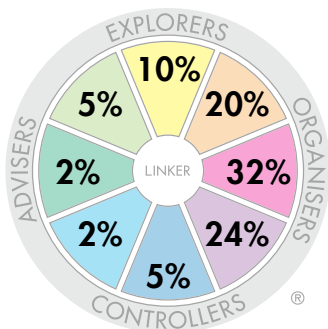Tobacco (n=677)

Median scores – E:3 P:1 A:14 S:6

Figure 135

Major role preference distribution
for worldwide industry sample:
Trade Unions (n=896)

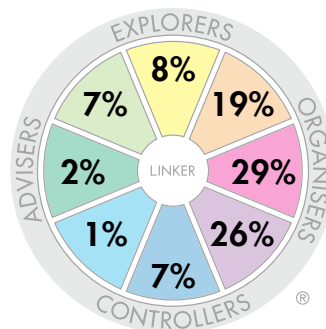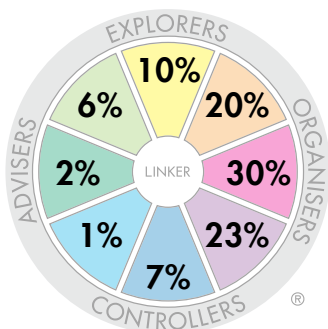Median scores – E:8 P:0 A:8 S:4

Figure 136

Major role preference distribution
for worldwide industry sample:
Trading/Exporters-Importers (n=1463)

Median scores – E:5 P:3 A:13 S:7
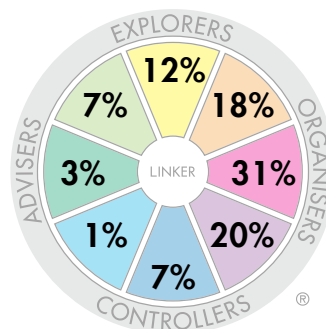
Figure 137

Major role preference distribution
for worldwide industry sample:
Transport - Ground (n=2252)

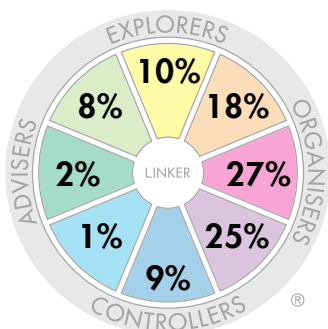Median scores – E:3 P:3 A:14 S:6

Figure 138

Major role preference distribution
for worldwide industry sample:
Transport & Logistics (n=6979)

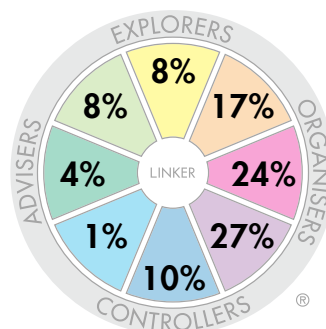Median scores – E:4 P:3 A:13 S:5

Figure 139

Major role preference distribution
for worldwide industry sample:
Travel/Tourism (n=1186)

Median scores – E:5 P:2 A:11 S:5

Figure 140

Major role preference distribution
for worldwide industry sample:
Water Utilities (n=3009)
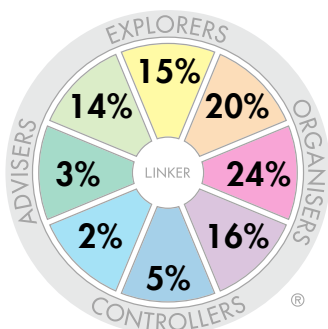
Median scores – E:2 P:3 A:13 S:5

Figure 141

Major role preference distribution
for worldwide industry sample:
Zoos, Parks & Wildlife Sanctuaries (n=584)

Median scores – E:1 P:4 A:12 S:4

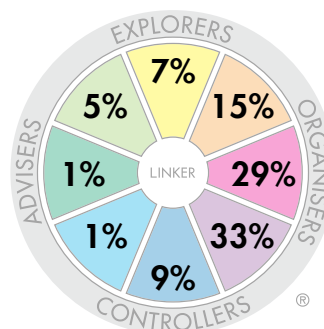Norm Data: **Worldwide Industry Samples**

Figure 142

Major role preference distribution
for worldwide profession sample:
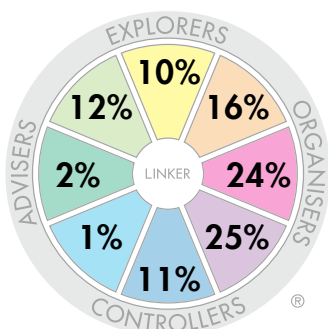Academic (n=3573)

Median scores – E:2 C:5 A:12 S:3

Figure 143

Major role preference distribution
for worldwide profession sample:
Accountant (n=15922)
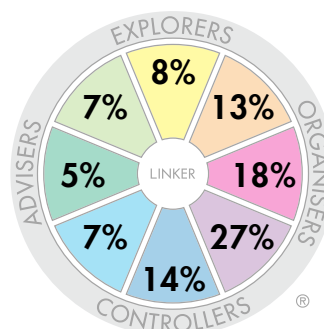
Median scores – I:1 P:6 A:15 S:6

Figure 144

Major role preference distribution
for worldwide profession sample:
Actuary (n=990)

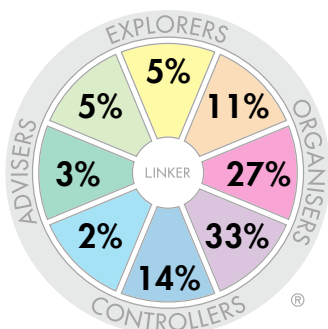Median scores – I:2 P:2 A:16 S:3

Figure 145

Major role preference distribution
for worldwide profession sample:
Aged/Disability Care Worker (n=180)

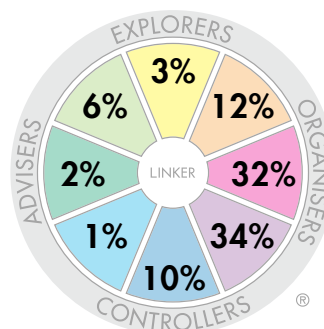Median scores – I:1 P:6 A:7 S:2

Figure 146

Major role preference distribution
for worldwide profession sample:
Agriculturalist (n=262)

Median scores – I:1 P:7 A:9 S:5
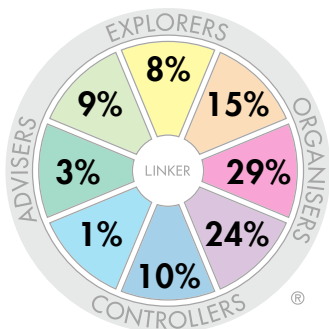
Figure 147

Major role preference distribution
for worldwide profession sample:
Air Traffic Controller/System Specialist (n=234)

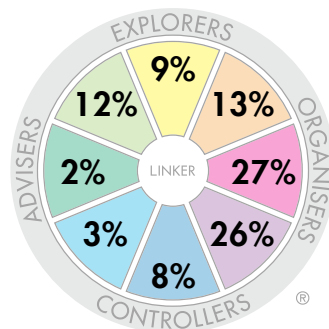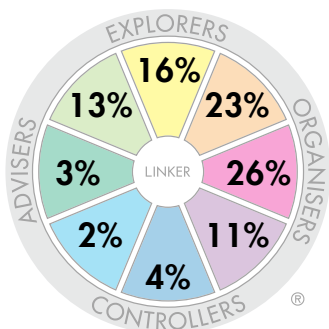Median scores – I:4 P:7 A:16 S:5

Figure 148

Major role preference distribution
for worldwide profession sample:
Ambulance Officer/Paramedic (n=191)
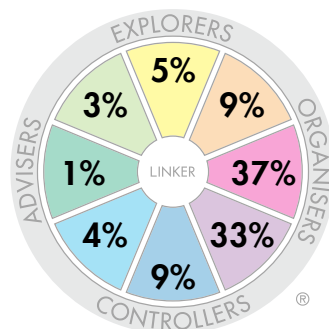
Median scores – E:2 P:5 A:12 S:2

Figure 149

Major role preference distribution
for worldwide profession sample:
Animal Care Technician (n=178)
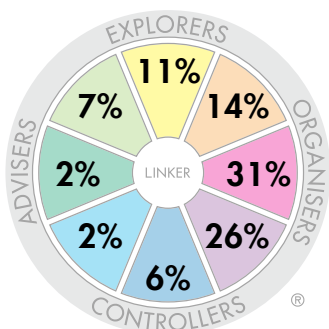
Median scores – E:0 P:5 A:13 S:3

Figure 150

Major role preference distribution
for worldwide profession sample:
Architect (n=567)

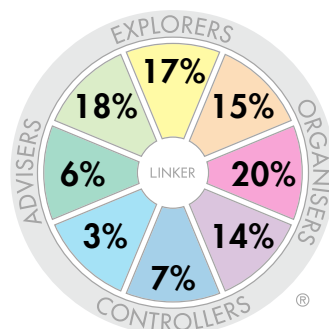Median scores – E:4 C:5 A:11 S:5

Figure 151

Major role preference distribution
for worldwide profession sample:
Armed Forces - NCO (n=183)

Median scores – I:1 P:6 A:14 S:5

Figure 152

Major role preference distribution
for worldwide profession sample:
Armed Forces - Officers (n=462)

Median scores – E:2 P:4 A:14 S:6
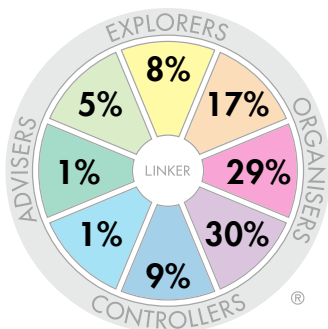

Figure 153

Major role preference distribution
for worldwide profession sample:
Arts & Media Professionals (n=549)
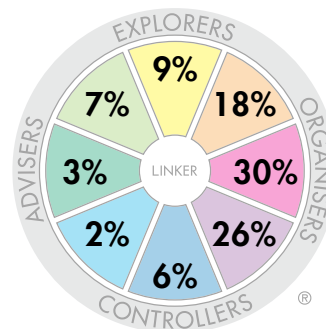
Median scores – E:3 C:5 A:6 S:1

Figure 154

Major role preference distribution
for worldwide profession sample:
Auditor (n=1364)

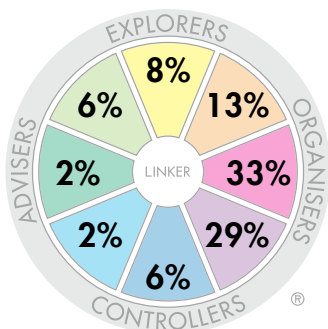Median scores – E:1 P:5 A:14 S:5

Figure 155

Major role preference distribution
for worldwide profession sample:
Bank Manager (n=313)
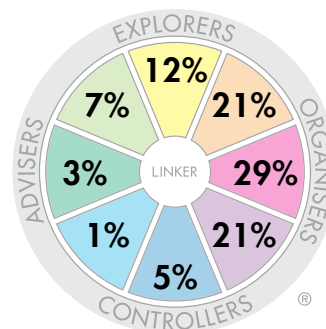
Median scores – E:5 P:4 A:10 S:6

Figure 156

Major role preference distribution
for worldwide profession sample:
Bank Teller/Clerk/Officer (n=594)
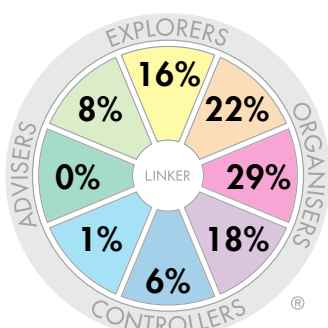
Median scores – E:5 P:6 A:8 S:7

Figure 157

Major role preference distribution
for worldwide profession sample:
Banker (n=2066)

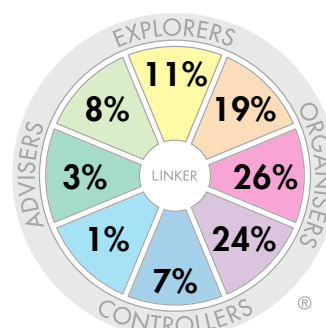Median scores – E:6 P:2 A:12 S:6

Figure 158

Major role preference distribution
for worldwide profession sample:
Biochemist (n=147)
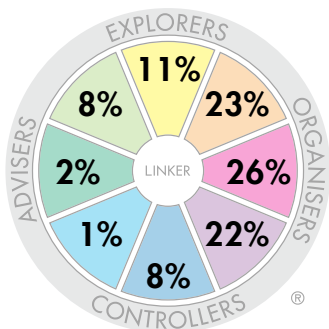
Median scores – E:4 C:2 A:15 S:5

Figure 159

Major role preference distribution
for worldwide profession sample:
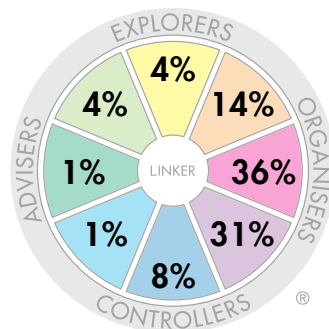Biologist (n=425)

Median scores – E:2 P:1 A:14 S:5

Figure 160

Major role preference distribution
for worldwide profession sample:
Broker (n=422)

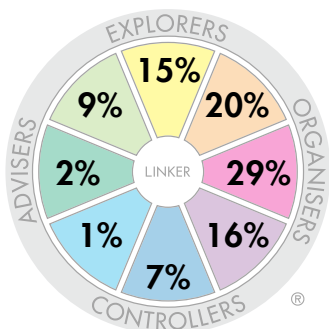**Median scores – E:5 P:3 A:11 S:5**

Figure 161

Major role preference distribution
for worldwide profession sample:
Building & Trades Professionals (n=696)

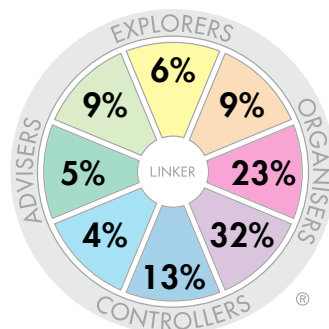**Median scores – E:2 P:7 A:12 S:8**

Figure 162

Major role preference distribution
for worldwide profession sample:
Business/Commercial Planner/Advisor/Consultant (n=355)
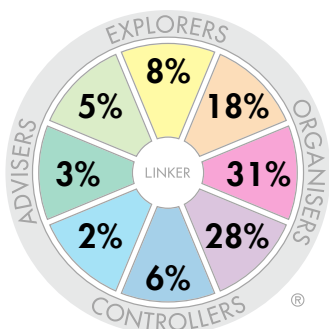
Median scores – E:7 P:0 A:13 S:5

Figure 163

Major role preference distribution
for worldwide profession sample:
Cartographer (n=138)

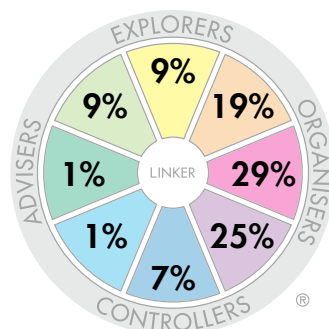**Median scores – I:5.5 P:6 A:13 S:4**

Figure 164

Major role preference distribution
for worldwide profession sample:
Chef & Caterer (n=724)

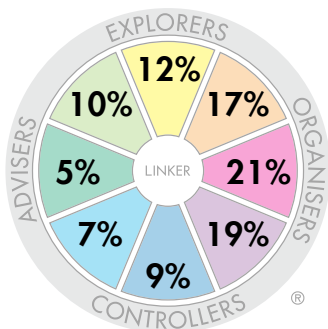**Median scores – E:3 P:2 A:10 S:8**

Figure 165

Major role preference distribution
for worldwide profession sample:
Chemist (n=1417)

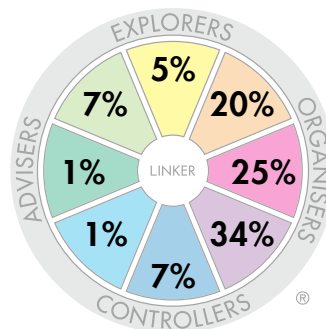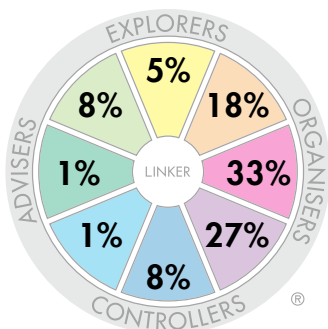**Median scores – I:1 P:1 A:16 S:5**

Figure 166

Major role preference distribution
for worldwide profession sample:
Childcare Worker/Early Childhood Years Worker (n=163)

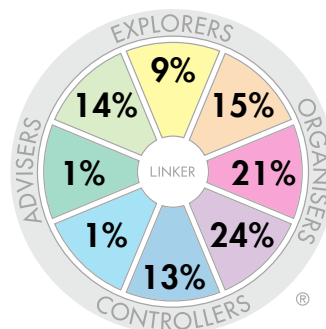Median scores – E:3 P:0 A:3 S:2

Figure 167

Major role preference distribution
for worldwide profession sample:
Credit Analysts & Control Specialists (n=209)

Median scores – I:1 P:4 A:15 S:5
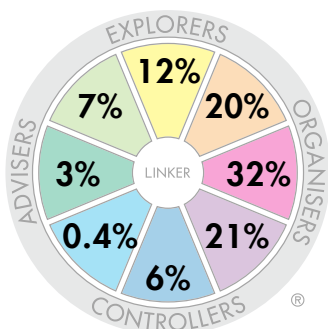
Figure 168

Major role preference distribution
for worldwide profession sample:
Customs & Immigration (n=244)
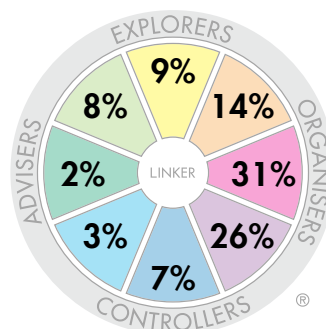
Median scores – E:3 P:7 A:15 S:6

Figure 169

Major role preference distribution
for worldwide profession sample:
Data Analyst/Specialist (n=539)

Median scores – I:5 P:1 A:16 S:1

Figure 170

Major role preference distribution
for worldwide profession sample:
Dealer/Trader - Commodities, Stocks, Securities, FX and
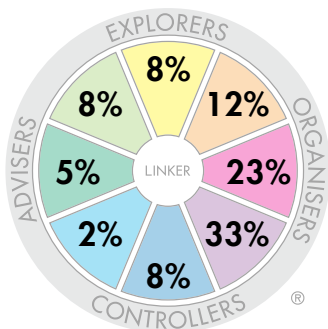Equity (n=268)

Median scores – E:4 P:3 A:14 S:4

Figure 171

Major role preference distribution
for worldwide profession sample:
Dental - General Practitioner (n=281)
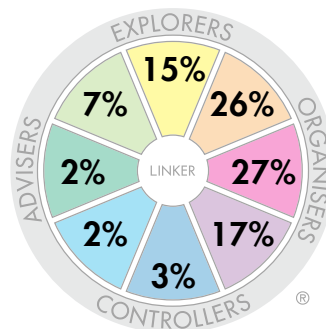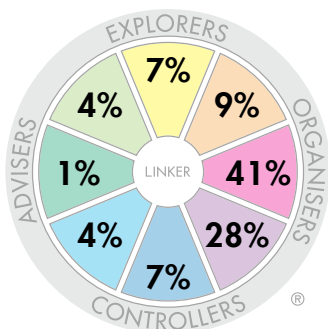
Median scores – E:1 P:3 A:13 S:6

Figure 172

Major role preference distribution
for worldwide profession sample:
Dental - Nurse/Technician/Therapist (n=168)

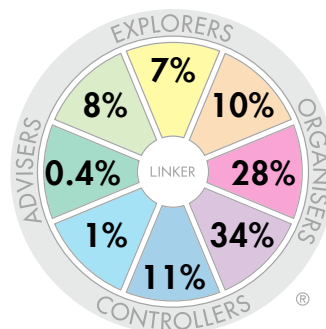Median scores – E:2 P:7 A:7 S:6

Figure 173

Major role preference distribution
for worldwide profession sample:
Diplomat (n=224)

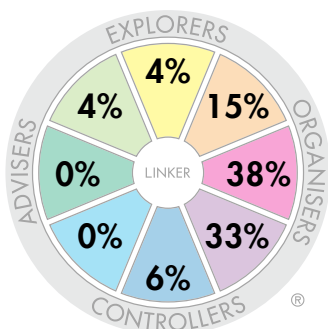Median scores – E:8 P:2 A:13 S:4

Figure 174

Major role preference distribution
for worldwide profession sample:
Domestic/Professional Cleaning (n=106)
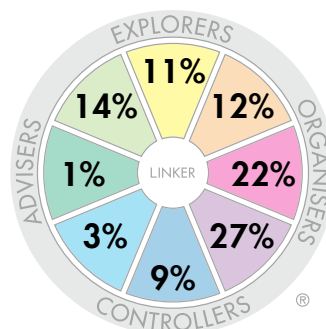
Median scores – E:1 P:8 A:11 S:6

Figure 175

Major role preference distribution
for worldwide profession sample:
Draftsperson (n=220)

Median scores – I:6 P:3.5 A:15 S:5

Figure 176

Major role preference distribution
for worldwide profession sample:
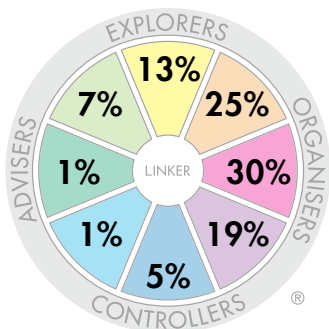Drill Rig Operator/Driller (n=103)

Median scores – E:2 P:7 A:13 S:7

Figure 177

Major role preference distribution
for worldwide profession sample:
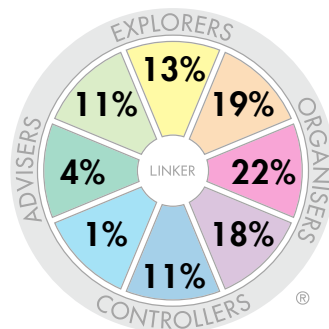Ecologist (n=139)

Median scores – I:2 P:2 A:14 S:2

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Figure 178

Major role preference distribution
for worldwide profession sample:
Economist (n=2984)

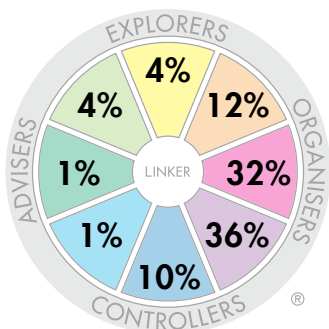**Median scores – E:5 P:0 A:14 S:6**

Figure 179

Major role preference distribution
for worldwide profession sample:
Editor (n=360)
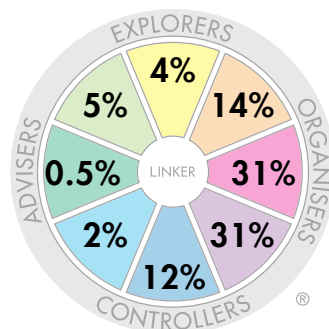
Median scores – E:2 C:0.5 A:8 S:3

Figure 180

Major role preference distribution
for worldwide profession sample:
Electrical Technician (n=841)
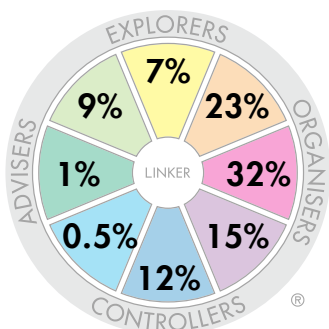
Median scores – I:1 P:7 A:13 S:7

Figure 181

Major role preference distribution
for worldwide profession sample:
Electronics Technician (n=203)
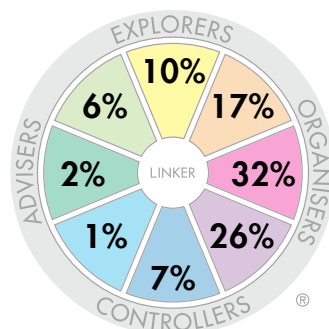
Median scores – I:2 P:6 A:14 S:5

Figure 182

Major role preference distribution
for worldwide profession sample:
Engineer - Agricultural (n=209)

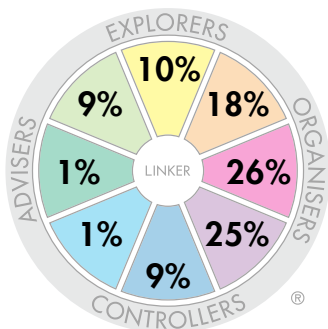**Median scores – E:3 P:1 A:13 S:4**

Figure 183

Major role preference distribution
for worldwide profession sample:
Engineer - Aviation & Aerospace (n=297)

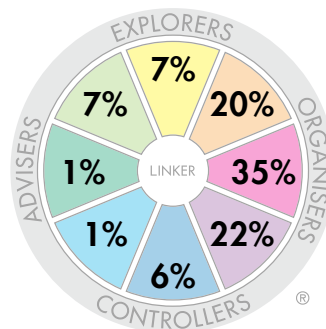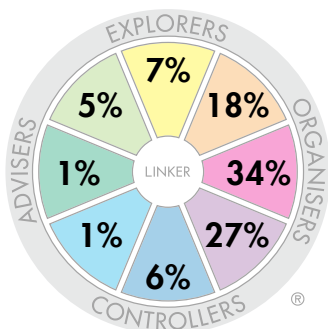**Median scores – E:2 P:5 A:16 S:6**

Figure 184

Major role preference distribution
for worldwide profession sample:
Engineer - Business/Commercial (n=2524)

Median scores – E:0.5 P:2 A:16 S:4
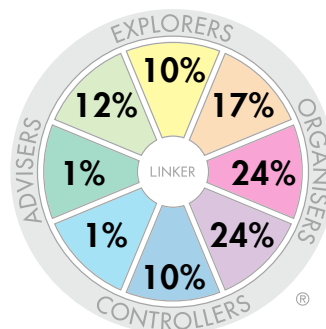
Figure 185

Major role preference distribution
for worldwide profession sample:
Engineer - Chemical (n=1180)

Median scores – E:3 P:2 A:16 S:6
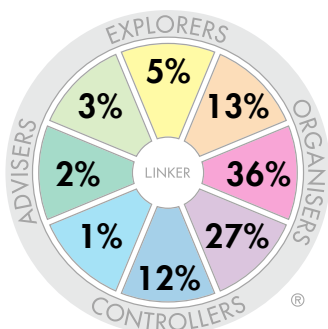
Figure 186

Major role preference distribution
for worldwide profession sample:
Engineer - Civil (n=2627)
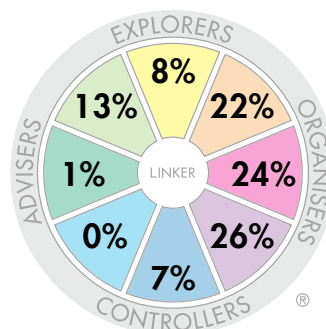
Median scores – E:4 P:4 A:15 S:7

Figure 187

Major role preference distribution
for worldwide profession sample:
Engineer - Computer (n=4103)

Median scores – I:3 P:1 A:16 S:2

Figure 188

Major role preference distribution
for worldwide profession sample:
Engineer - Cost & Proposal (n=136)
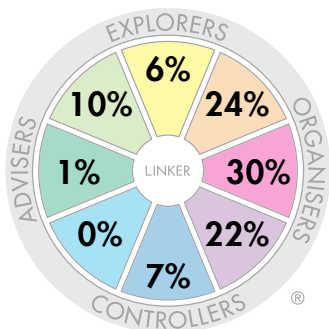
Median scores – I:2 P:6.5 A:15.5 S:5

Figure 189

Major role preference distribution
for worldwide profession sample:
Engineer - Design (n=229)

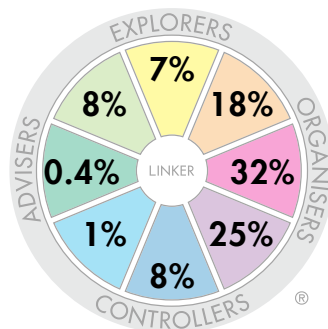Median scores – I:1 P:0 A:16 S:3

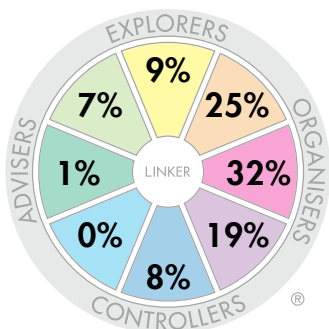Norm Data: **Worldwide Profession Samples**

Figure 190

Major role preference distribution
for worldwide profession sample:
Engineer - Development (n=140)
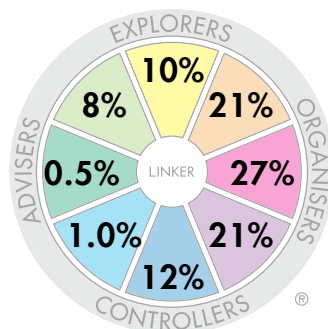
Median scores – E:0 P:0.5 A:17 S:4

Figure 191

Major role preference distribution
for worldwide profession sample:
Engineer - Electrical (n=1174)
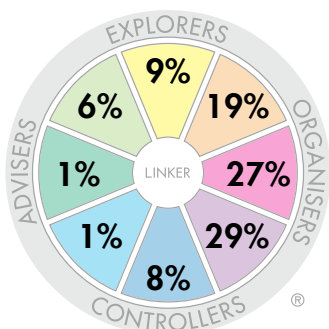
Median scores – I:1 P:2 A:16 S:5

Figure 192

Major role preference distribution
for worldwide profession sample:
Engineer - Electronic (n=264)
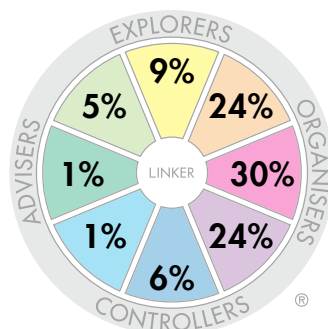
Median scores – E:3 P:1 A:15 S:6

Figure 193

Major role preference distribution
for worldwide profession sample:
Engineer - Environmental (n=213)

Median scores – E:3 P:2 A:15 S:4

Figure 194

Major role preference distribution
for worldwide profession sample:
Engineer - Financial (n=969)
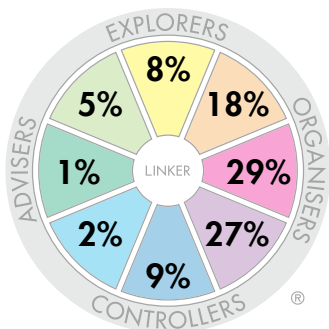
Median scores – E:0 P:4 A:16 S:4

Figure 195

Major role preference distribution
for worldwide profession sample:
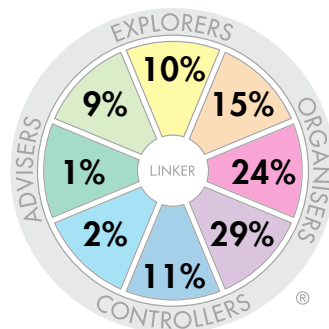Engineer - Food (n=494)
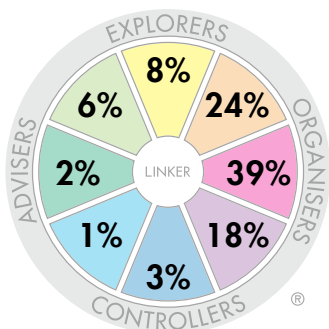
Median scores – E:3.5 P:2 A:14 S:7

Figure 196

Major role preference distribution
for worldwide profession sample:
Engineer - Forestry (n=262)
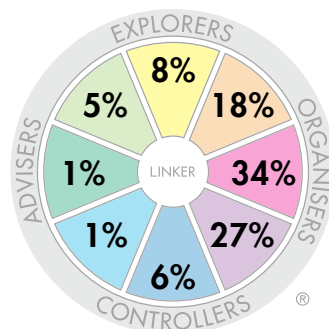
Median scores – E:1 P:3 A:13 S:4.5

Figure 197

Major role preference distribution
for worldwide profession sample:
Engineer - Geotechnical, Geomatical & Geospatial (n=255)
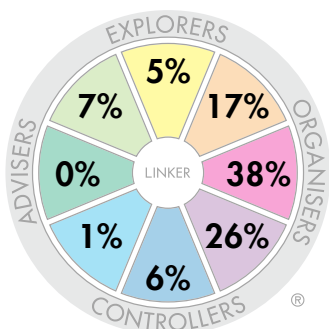
Median scores – I:4 P:3 A:16 S:2

Figure 198

Major role preference distribution
for worldwide profession sample:
Engineer - Industrial (n=620)
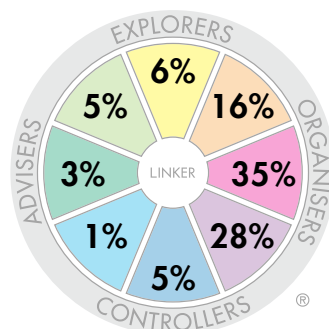
Median scores – E:5.5 P:0 A:14 S:9

Figure 199

Major role preference distribution
for worldwide profession sample:
Engineer - Logistics & Supply Chain (n=1618)

Median scores – E:3 P:4 A:15 S:7

Figure 200

Major role preference distribution
for worldwide profession sample:
Engineer - Maintenance (n=118)
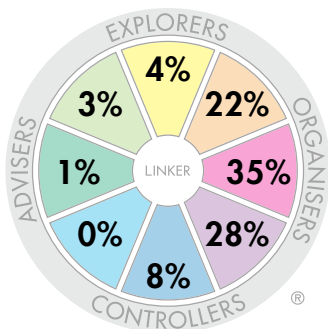
Median scores – E:1 P:5.5 A:15 S:4.5

Figure 201

Major role preference distribution
for worldwide profession sample:
Engineer - Manufacturing (n=109)

Median scores – E:2 P:4 A:15 S:5

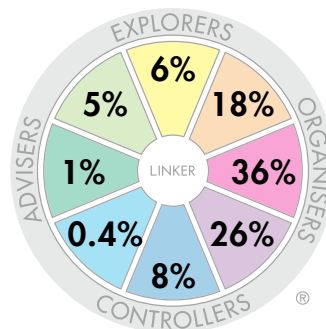Norm Data: **Worldwide Profession Samples**

Figure 202

Major role preference distribution
for worldwide profession sample:
Engineer - Materials (n=115)
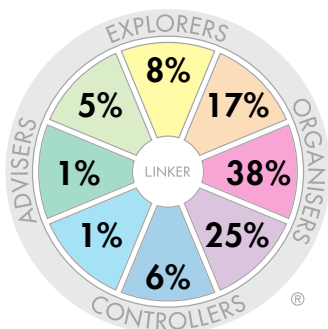
Median scores – E:1 P:4 A:18 S:7

Figure 203

Major role preference distribution
for worldwide profession sample:
Engineer - Mechanical (n=1620)

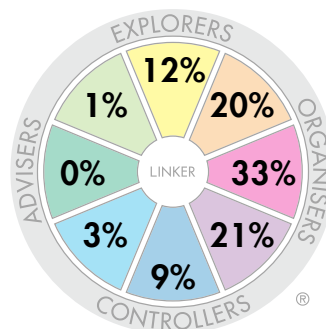Median scores – E:1 P:3 A:17 S:7

Figure 204

Major role preference distribution
for worldwide profession sample:
Engineer - Mining (n=828)

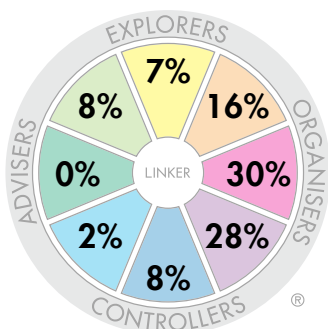Median scores – E:2 P:4 A:16 S:7

Figure 205

Major role preference distribution
for worldwide profession sample:
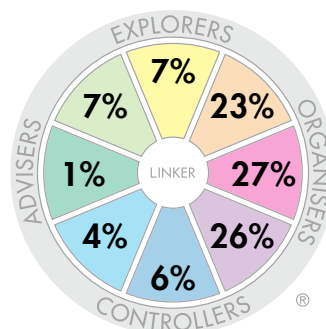Engineer - Naval (n=144)

Median scores – E:3 P:4.5 A:13 S:5

Figure 206

Major role preference distribution
for worldwide profession sample:
Engineer - Operations (n=165)

Median scores – I:1 P:4 A:15 S:5
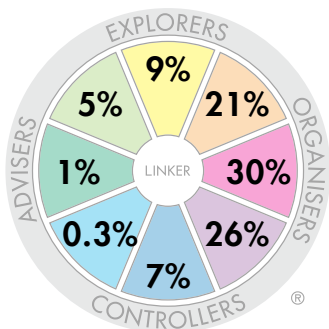
Figure 207

Major role preference distribution
for worldwide profession sample:
Engineer - Packaging/Package Development (n=119)

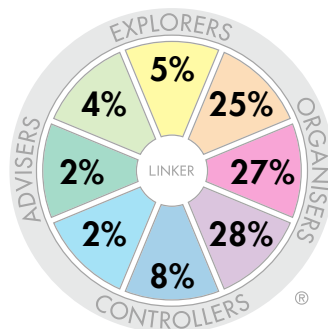Median scores – I:1 P:1 A:15 S:7

Figure 208

Major role preference distribution
for worldwide profession sample:
Engineer - Petroleum (n=325)
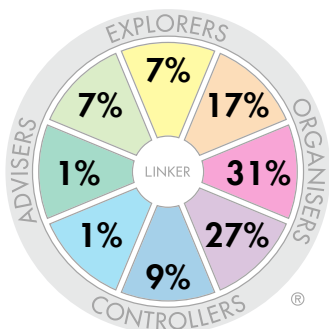
Median scores – E:2 P:3 A:17 S:6

Figure 209

Major role preference distribution
for worldwide profession sample:
Engineer - Procurement (n=126)

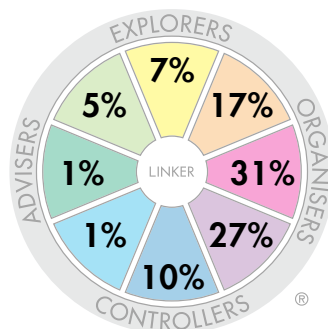Median scores – E:1 P:4.5 A:15 S:6

Figure 210

Major role preference distribution
for worldwide profession sample:
Engineer - Project/Production/Process/Field (n=1997)
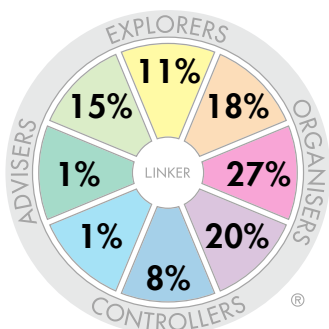
Median scores – E:1 P:4 A:17 S:5

Figure 211

Major role preference distribution
for worldwide profession sample:
Engineer - Quality Control/Assurance (n=1959)
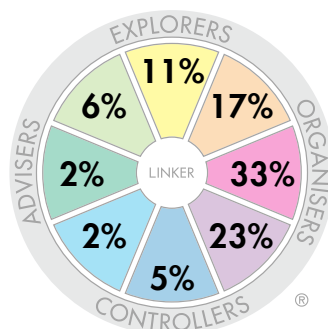
Median scores – E:1 P:4 A:15 S:6

Figure 212

Major role preference distribution
for worldwide profession sample:
Engineer - Research (n=343)

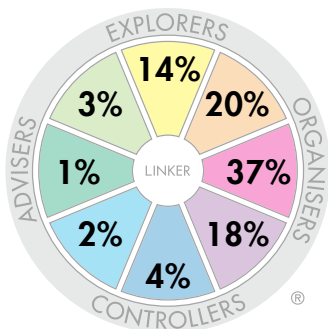Median scores – I:2 C:1 A:17 S:3

Figure 213

Major role preference distribution
for worldwide profession sample:
Engineer - Risk Management/Control (n=787)

Median scores – E:2 P:2 A:15 S:5

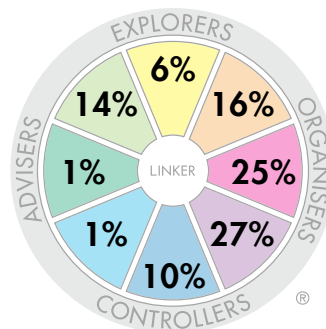Norm Data: **Worldwide Profession Samples**

Figure 214

Major role preference distribution
for worldwide profession sample:
Engineer - Sales (n=137)

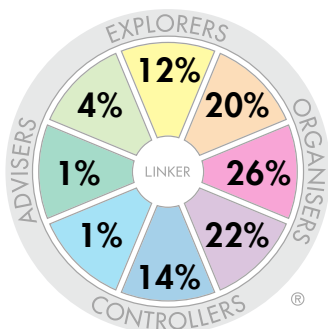Median scores – E:5 P:2 A:13 S:6

Figure 215

Major role preference distribution
for worldwide profession sample:
Engineer - Structural (n=665)

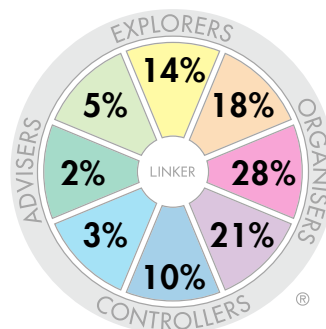Median scores – I:4 P:2 A:17 S:4

Figure 216

Major role preference distribution
for worldwide profession sample:
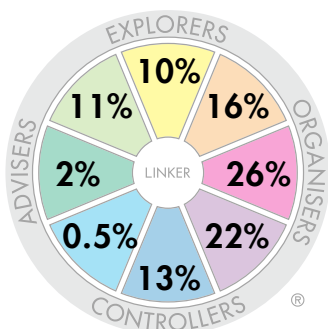Engineer - Technical (n=107)

Median scores – E:2 P:2 A:12 S:5

Figure 217

Major role preference distribution
for worldwide profession sample:
Engineer - Telecommunications (n=101)

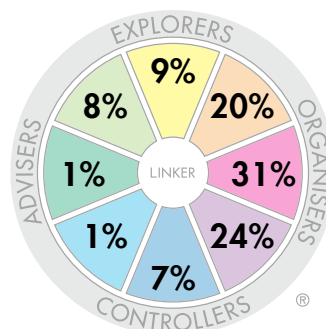Median scores – E:1 P:1 A:14 S:5

Figure 218

Major role preference distribution
for worldwide profession sample:
Engineer - Transport (n=204)

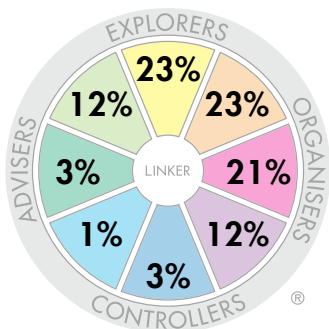Median scores – E:0 P:3 A:15 S:3

Figure 219

Major role preference distribution
for worldwide profession sample:
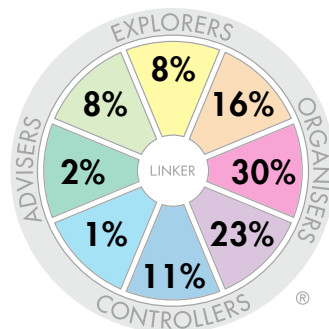Engineer - Unspecified (n=19871)
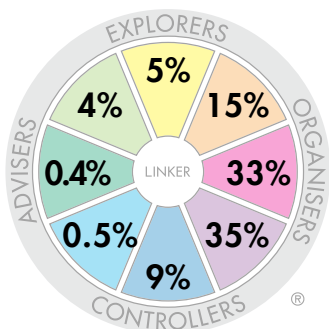
Median scores – E:2 P:2 A:15 S:6

Figure 220

Major role preference distribution
for worldwide profession sample:
Entrepreneurs & Venture Capitalists (n=149)

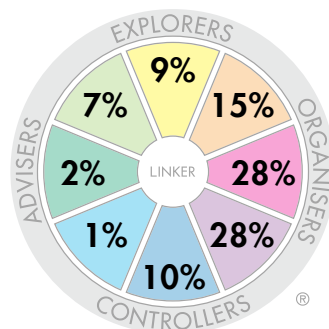Median scores – E:11 C:6 A:7 S:3

Figure 221

Major role preference distribution
for worldwide profession sample:
Environmental Specialist (n=653)

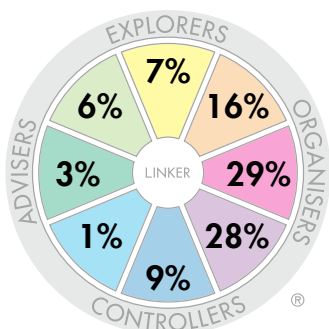Median scores – E:1 P:4 A:14 S:3

Figure 222

Major role preference distribution
for worldwide profession sample:
Financial Controller (n=961)

Median scores – I:1 P:5 A:16 S:7
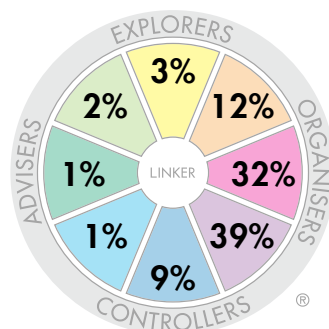
Figure 223

Major role preference distribution
for worldwide profession sample:
Financial Planner/Adviser (n=1846)

Median scores – E:2 P:5 A:13 S:5

Figure 224

Major role preference distribution
for worldwide profession sample:
Firefighter (n=733)
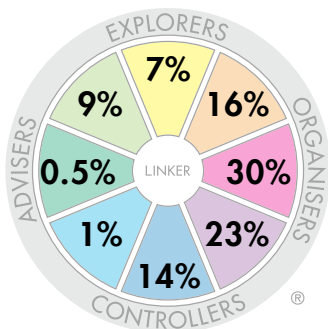
Median scores – E:2 P:5 A:11 S:4

Figure 225

Major role preference distribution
for worldwide profession sample:
Fitter & Turner (n=511)

Median scores – I:1 P:7 A:13 S:7

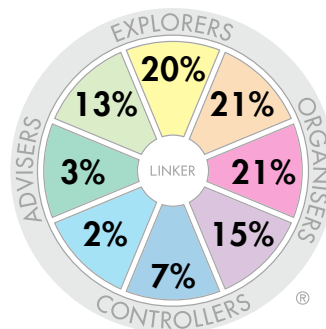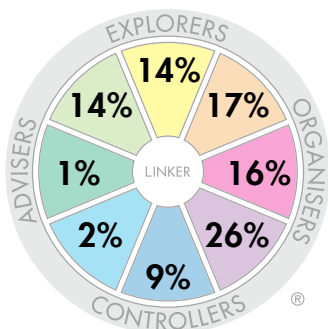Norm Data: **Worldwide Profession Samples**

Figure 226

Major role preference distribution
for worldwide profession sample:
Food & Health Safety Specialists (n=198)

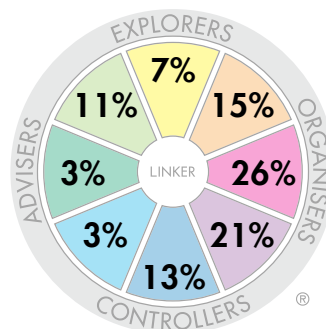Median scores – E:1 P:4 A:15 S:3.5

Figure 227

Major role preference distribution
for worldwide profession sample:
Fundraiser (n=253)
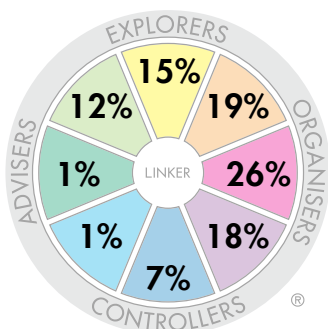
Median scores – E:8 C:2 A:9 S:3

Figure 228

Major role preference distribution
for worldwide profession sample:
Geographer (n=170)

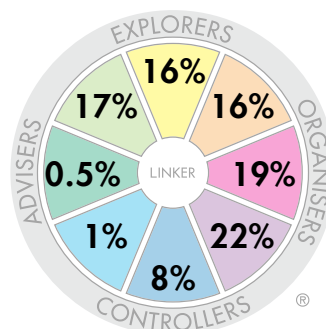Median scores – E:2 P:2 A:11 S:2

Figure 229

Major role preference distribution
for worldwide profession sample:
Geographic Information Systems Specialists (n=145)

Median scores – I:5 P:1 A:15 S:1

Figure 230

Major role preference distribution
for worldwide profession sample:
Geologists & Mineralogists (n=1496)
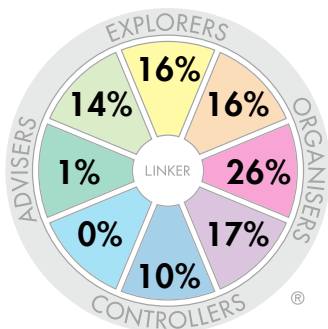
Median scores – E:2 C:1 A:17 S:3

Figure 231

Major role preference distribution
for worldwide profession sample:
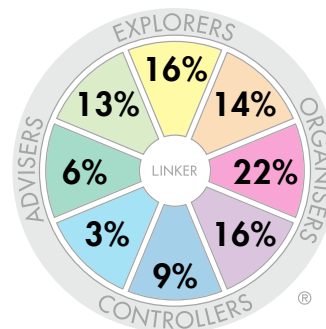Geophysicist (n=431)

Median scores – I:2 C:2 A:17 S:0

Figure 232

Major role preference distribution
for worldwide profession sample:
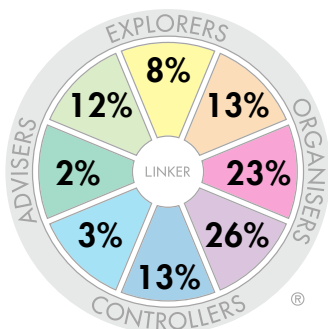Geoscientist (n=405)

Median scores – I:1 C:1 A:18 S:1

Figure 233

Major role preference distribution
for worldwide profession sample:
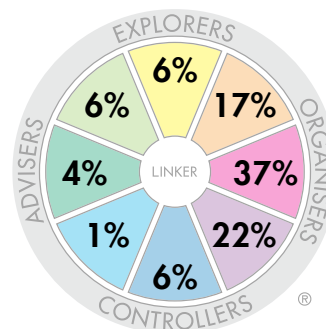Guidance/Career Counsellor (n=255)

Median scores – E:5 P:0 A:6 S:2

Figure 234

Major role preference distribution
for worldwide profession sample:
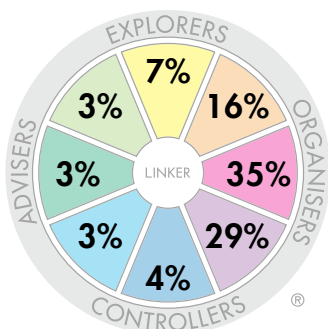Horticulturist (n=100)

Median scores – I:2 P:4 A:10 S:2

Figure 235

Major role preference distribution
for worldwide profession sample:
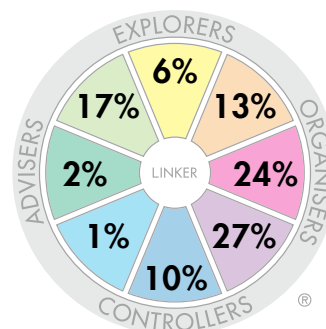Hospitality Worker (n=183)

Median scores – E:5 P:3 A:12 S:7

Figure 236

Major role preference distribution
for worldwide profession sample:
Hotelier (n=195)

Median scores – E:6 P:5 A:9 S:9
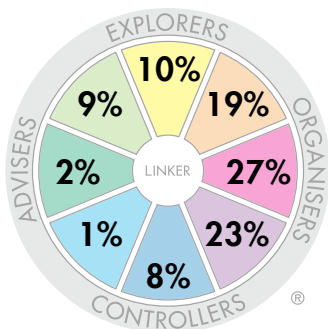
Figure 237

Major role preference distribution
for worldwide profession sample:
Hydrologist (n=136)

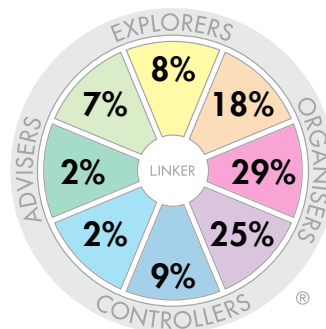**Median scores – I:3.5 P:2.5 A:16 S:2**

Figure 238

Major role preference distribution
for worldwide profession sample:
Information Technology & Management Specialists (n=9184)

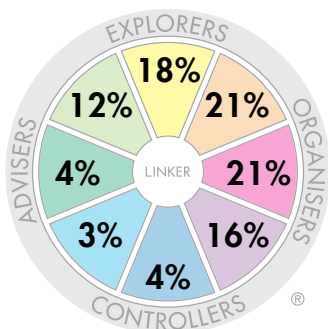Median scores – E:1 P:1 A:15 S:4

Figure 239

Major role preference distribution
for worldwide profession sample:
Insurance Practitioner (n=1036)

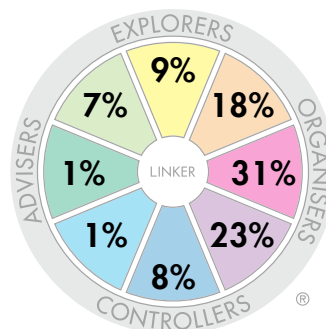Median scores – E:2 P:5 A:13 S:4

Figure 240

Major role preference distribution
for worldwide profession sample:
Interior Designer/Decorator (n=154)
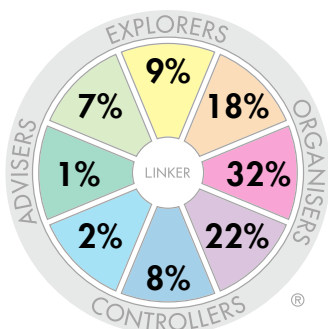
Median scores – E:5.5 C:4.5 A:7 S:6

Figure 241

Major role preference distribution
for worldwide profession sample:
Investment Portfolio/Funds/Asset Management Specialists
(n=451)
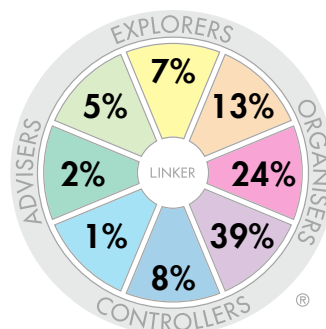
Median scores – E:2 P:2 A:15 S:5

Figure 242

Major role preference distribution
for worldwide profession sample:
Labor/Industrial/Employee Relations Specialists (n=162)

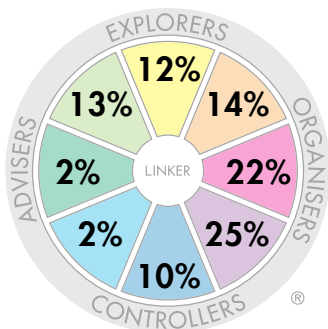Median scores – E:3.5 P:4.5 A:15 S:3

Figure 243

Major role preference distribution
for worldwide profession sample:
Laboratory Technologist (n=412)
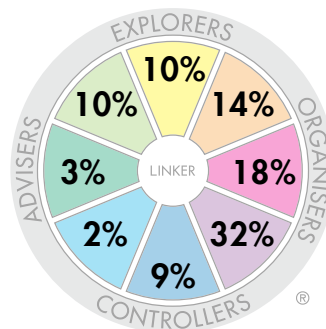
Median scores – I:1 P:6 A:13 S:6

Figure 244

Major role preference distribution
for worldwide profession sample:
Landscape Architect (n=297)

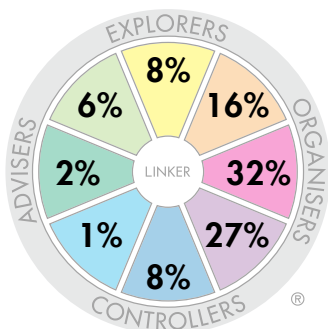Median scores – E:0 P:1 A:10 S:4

Figure 245

Major role preference distribution
for worldwide profession sample:
Language Specialist (n=163)

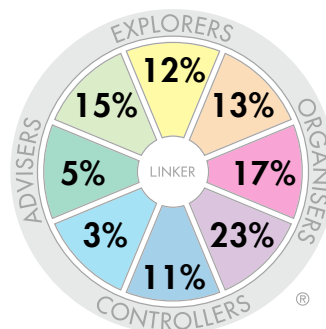Median scores – E:2 P:2 A:8 S:5

Figure 246

Major role preference distribution
for worldwide profession sample:
Law Enforcement Professionals (n=2221)

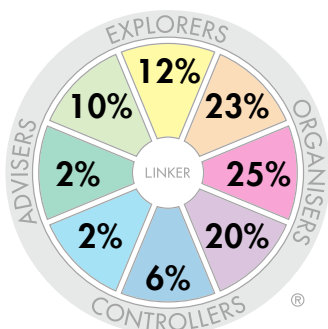Median scores – E:2 P:5 A:13 S:6

Figure 247

Major role preference distribution
for worldwide profession sample:
Library & Archive Specialists (n=1822)
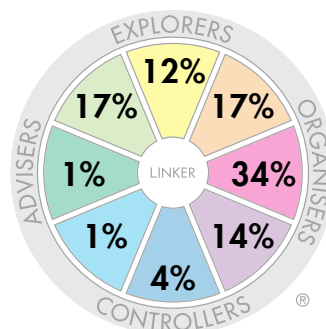
Median scores – I:2 P:1 A:10 S:1

Figure 248

Major role preference distribution
for worldwide profession sample:
Market/Marketing Researchers & Strategists (n=463)

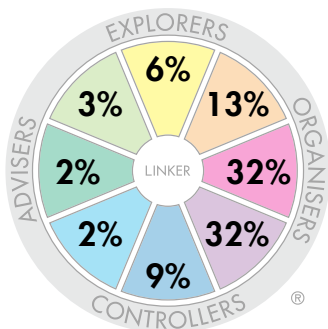Median scores – E:2 C:1 A:15 S:4

Figure 249

Major role preference distribution
for worldwide profession sample:
Mathematician (n=143)
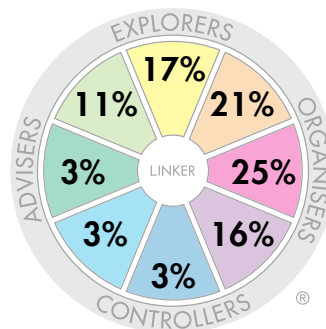
Median scores – I:1 C:4 A:16 S:2

Figure 250

Major role preference distribution
for worldwide profession sample:
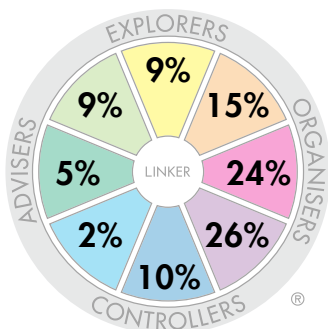Mechanic (n=538)

Median scores – E:1 P:6 A:14 S:6

Figure 251

Major role preference distribution
for worldwide profession sample:
Media/Public Relations Specialist (n=962)

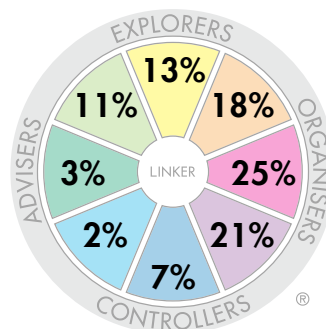Median scores – E:8 C:1 A:8 S:4

Figure 252

Major role preference distribution
for worldwide profession sample:
Medical Practitioner - Complementary Specialist (n=1660)
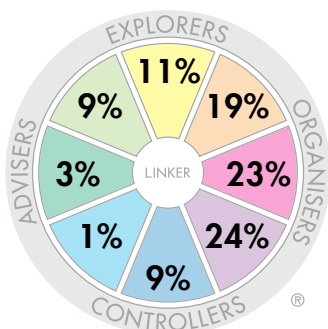
Median scores – E:2 P:5 A:11 S:3

Figure 253

Major role preference distribution
for worldwide profession sample:
Medical Practitioner - General Doctor/Physician (n=1208)
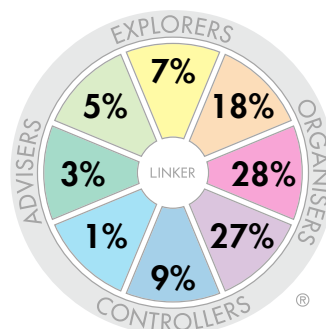
Median scores – E:2 P:0 A:12 S:5

Figure 254

Major role preference distribution
for worldwide profession sample:
Medical Practitioner - Specialized (n=493)

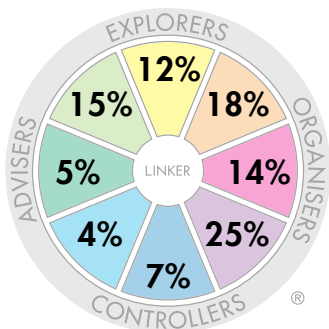Median scores – E:2 P:3 A:12 S:4

Figure 255

Major role preference distribution
for worldwide profession sample:
Medical Practitioner - Technologist (n=130)
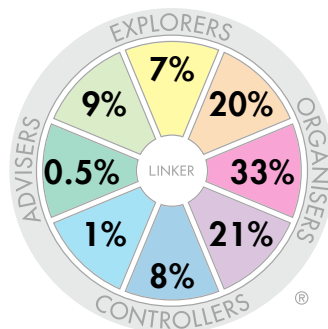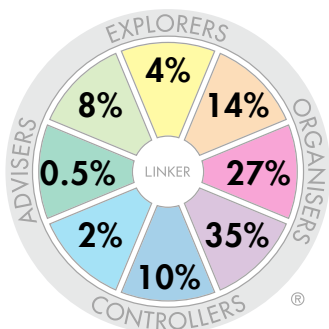
Median scores – E:1 P:6.5 A:14 S:3

Figure 256

Major role preference distribution
for worldwide profession sample:
Mental Health Worker (n=121)
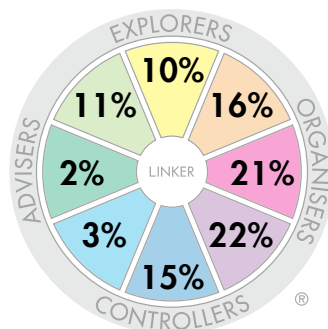
Median scores – E:2 P:2 A:6 S:2

Figure 257

Major role preference distribution
for worldwide profession sample:
Metallurgist (n=205)

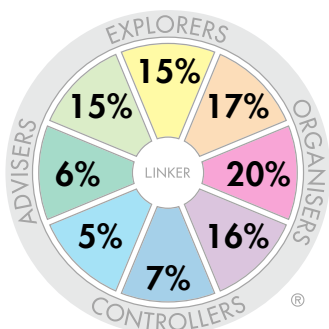Median scores – E:2 P:2 A:16 S:7

Figure 258

Major role preference distribution
for worldwide profession sample:
Microbiologist (n=197)

Median scores – I:4 P:3 A:15 S:5
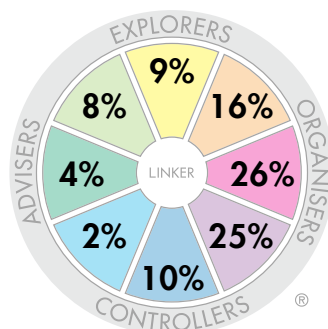
Figure 259

Major role preference distribution
for worldwide profession sample:
Midwife (n=476)

Median scores – E:1 P:5 A:10 S:1

Figure 260

Major role preference distribution
for worldwide profession sample:
Multimedia Designer/Artist (n=591)

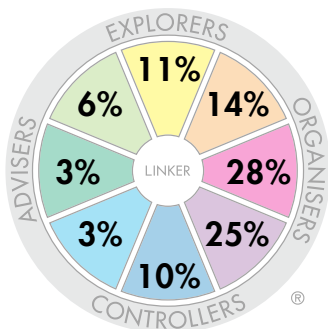Median scores – I:2 C:5 A:8 S:3

Figure 261

Major role preference distribution
for worldwide profession sample:
Nurse - General (n=4349)
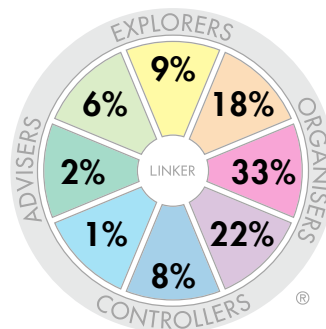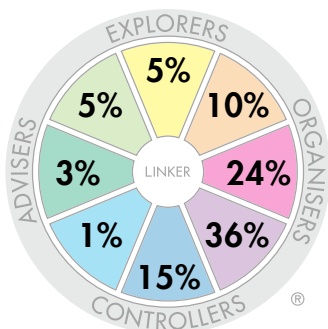
Median scores – E:2 P:5 A:9 S:4

Figure 262

Major role preference distribution
for worldwide profession sample:
Nurse - Specialized (n=188)

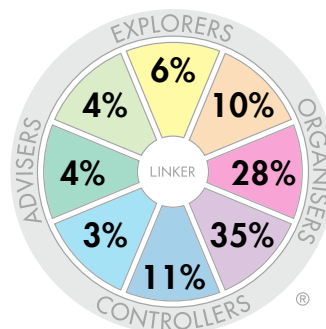Median scores – E:2 P:4.5 A:9 S:4

Figure 263

Major role preference distribution
for worldwide profession sample:
Occupational Health & Safety Specialists (n=901)

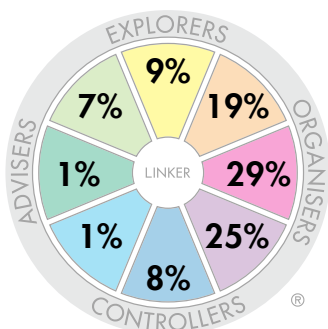Median scores – E:3 P:3 A:14 S:4

Figure 264

Major role preference distribution
for worldwide profession sample:
Paralegal (n=176)
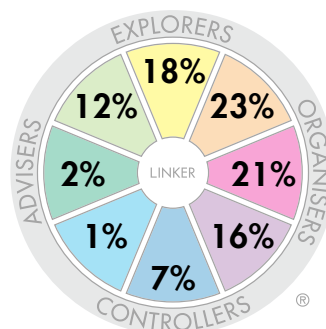
Median scores – I:2 P:9 A:12 S:6

Figure 265

Major role preference distribution
for worldwide profession sample:
Personal/Executive Assistant (n=3803)

Median scores – E:2 P:9 A:7 S:7

Figure 266

Major role preference distribution
for worldwide profession sample:
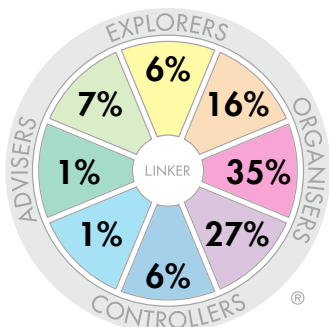Pharmacist (n=1593)

Median scores – E:3 P:4 A:13 S:6

Figure 267

Major role preference distribution
for worldwide profession sample:
Physicist (n=284)

Median scores – E:0 C:4 A:16 S:2

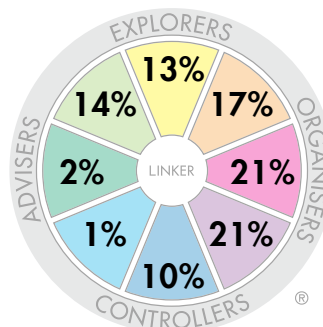Norm Data: **Worldwide Profession Samples**

Figure 268

Major role preference distribution
for worldwide profession sample:
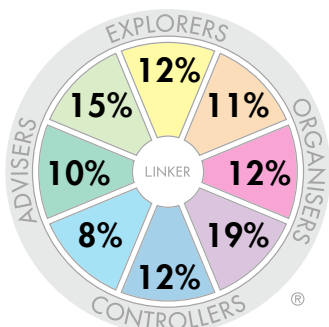Pilot (n=133)

Median scores – E:2 P:4 A:15 S:5

Figure 269

Major role preference distribution
for worldwide profession sample:
Policy Analyst (n=1463)
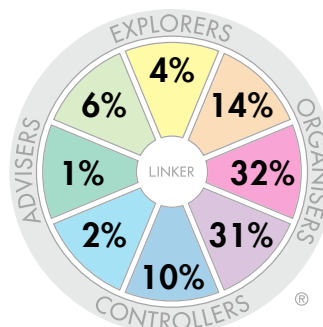
Median scores – E:0 P:1 A:15 S:1

Figure 270

Major role preference distribution
for worldwide profession sample:
Priest/Minister of Religion/Pastor/Chaplain (n=1241)

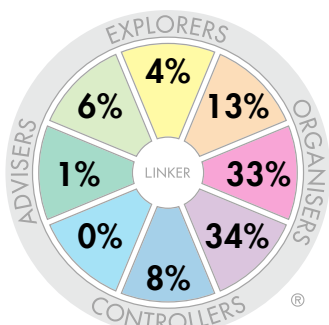Median scores – E:1 P:0 B:1 S:2

Figure 271

Major role preference distribution
for worldwide profession sample:
Prison/Correctional Services Officer (n=294)
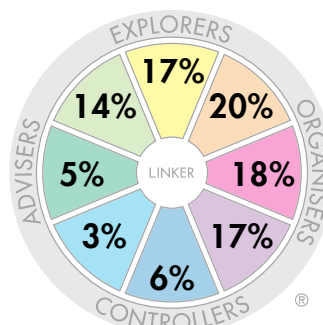
Median scores – I:1 P:5 A:14 S:5

Figure 272

Major role preference distribution
for worldwide profession sample:
Production Specialist (n=178)

Median scores – I:1 P:6.5 A:14.5 S:7
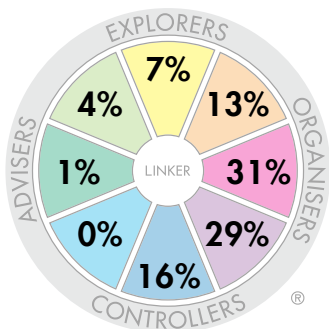
Figure 273

Major role preference distribution
for worldwide profession sample:
Professional Writer (n=680)
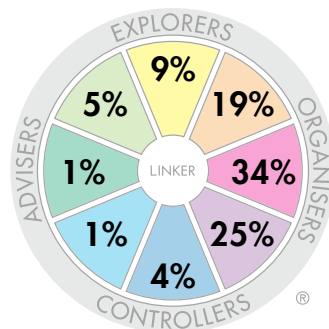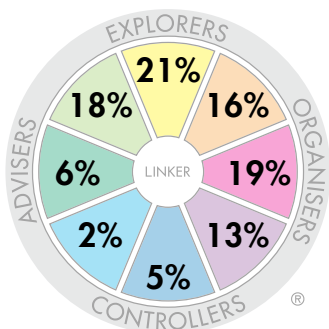
Median scores – E:5 C:3 A:8 S:2

Figure 274

Major role preference distribution
for worldwide profession sample:
Professional/Commercial Driver (n=101)

Median scores – E:0 P:9 A:10 S:4
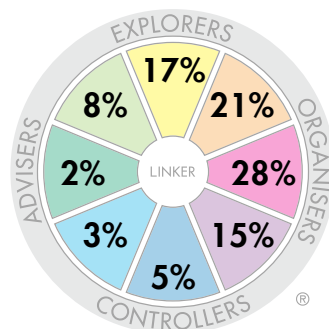
Figure 275

Major role preference distribution
for worldwide profession sample:
Project Manager (n=6575)
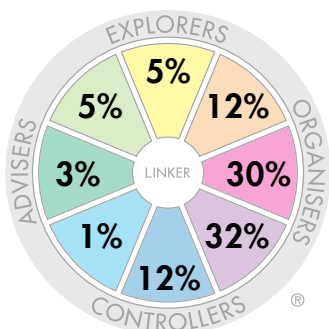
Median scores – E:5 P:3 A:14 S:8

Figure 276

Major role preference distribution
for worldwide profession sample:
Psychologist (n=1550)

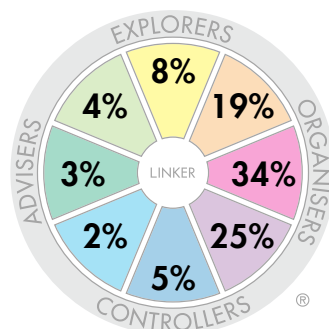Median scores – E:6 C:5 A:7 S:1

Figure 277

Major role preference distribution
for worldwide profession sample:
Public Elected Official/Politician (n=467)

Median scores – E:7 P:1 A:11 S:4

Figure 278

Major role preference distribution
for worldwide profession sample:
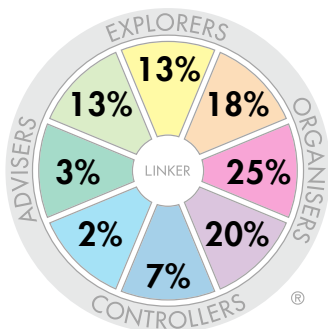Ranger (n=352)

Median scores – I:1 P:7 A:11 S:4

Figure 279

Major role preference distribution
for worldwide profession sample:
Real Estate Agent/Property Manager/Estate Agent (n=512)
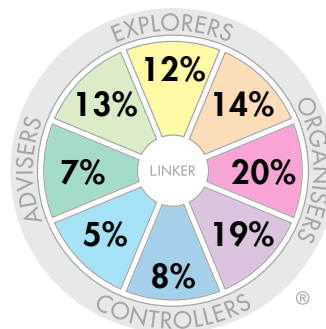
Median scores – E:6 P:6 A:11 S:7

Norm Data: **Worldwide Profession Samples**

Figure 280

Major role preference distribution
for worldwide profession sample:
Research Officer (n=950)

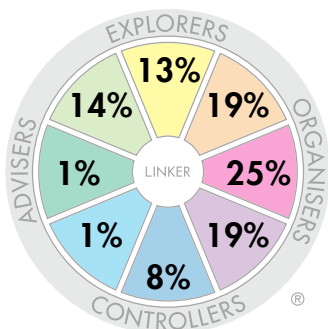**Median scores – E:1 C:1 A:14 S:3**

Figure 281

Major role preference distribution
for worldwide profession sample:
School Principal (n=743)

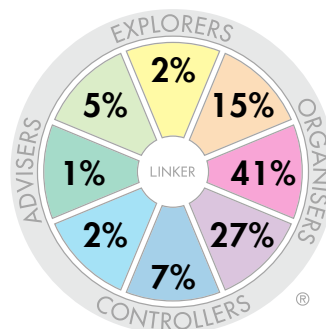**Median scores – E:2 P:0 A:4 S:3**

Figure 282

Major role preference distribution
for worldwide profession sample:
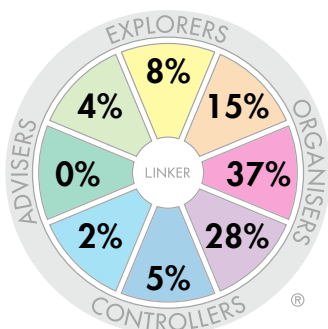Scientist (n=4179)

Median scores – E:0 C:1 A:16 S:2

Figure 283

Major role preference distribution
for worldwide profession sample:
Seaman/Mariner/Sailor (n=161)
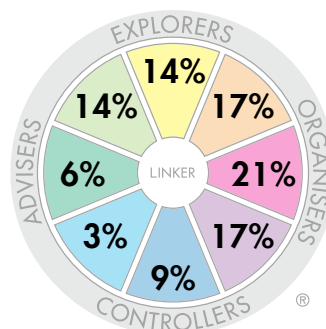
Median scores – E:2 P:5 A:13 S:6

Figure 284

Major role preference distribution
for worldwide profession sample:
Security Professional (n=124)
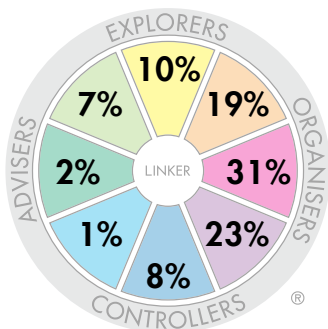
Median scores – E:1 P:6 A:16 S:6

Figure 285

Major role preference distribution
for worldwide profession sample:
Social Worker (n=1830)

Median scores – E:4 P:0 A:7 S:2

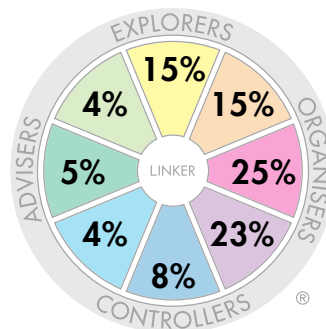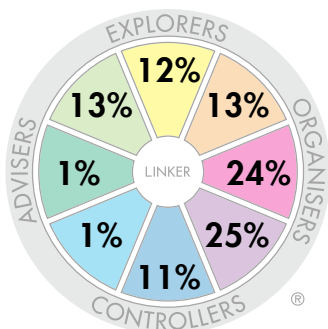Norm Data: **Worldwide Profession Samples**

Figure 286

Major role preference distribution
for worldwide profession sample:
Solicitor/Attorney/Lawyer (n=6172)
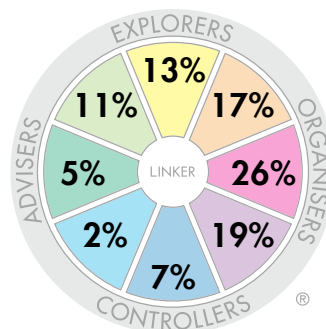
Median scores – E:4 P:4 A:15 S:4

Figure 287

Major role preference distribution
for worldwide profession sample:
Sports & Training Professional (n=155)

Median scores – E:3 P:4 A:8 S:5
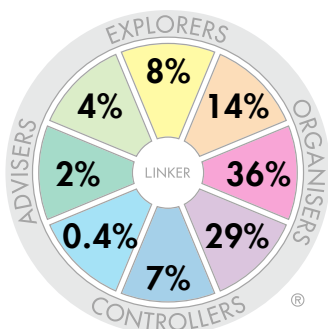
Figure 288

Major role preference distribution
for worldwide profession sample:
Statistician (n=396)

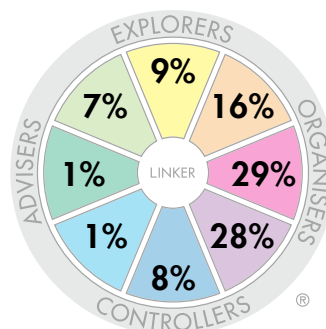Median scores – I:4 P:2 A:17 S:2

Figure 289

Major role preference distribution
for worldwide profession sample:
Student (n=2260)

Median scores – E:5 P:1 A:8 S:4

Figure 290

Major role preference distribution
for worldwide profession sample:
Surveyor - Building & Land (n=224)

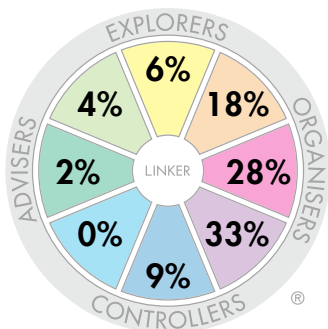Median scores – E:1 P:4.5 A:15 S:6

Figure 291

Major role preference distribution
for worldwide profession sample:
Surveyor - Other (n=706)

Median scores – E:1 P:5 A:14 S:5

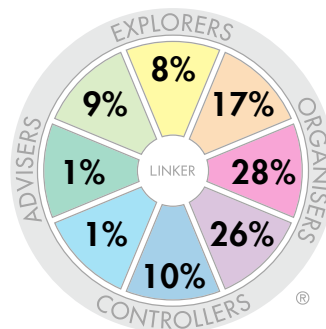Norm Data: **Worldwide Profession Samples**

Figure 292

Major role preference distribution
for worldwide profession sample:
Surveyor - Quantity (n=243)

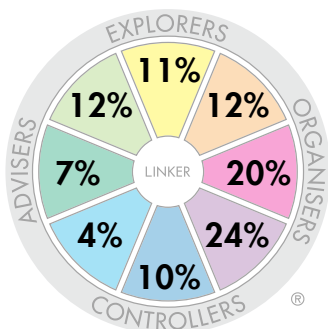Median scores – E:1 P:7 A:15 S:6

Figure 293

Major role preference distribution
for worldwide profession sample:
Systems Analyst (n=408)

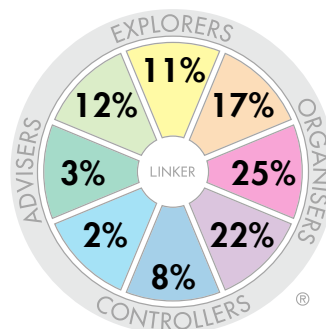Median scores – I:1 P:3 A:15.5 S:4

Figure 294

Major role preference distribution
for worldwide profession sample:
Teacher (n=2901)
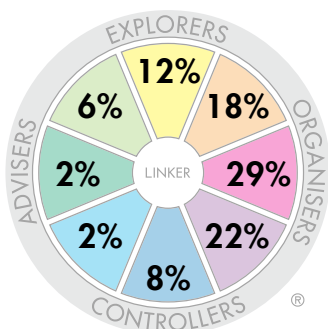
Median scores – E:1 P:2 A:5 S:3

Figure 295

Major role preference distribution
for worldwide profession sample:
Urban/Town Planner (n=686)

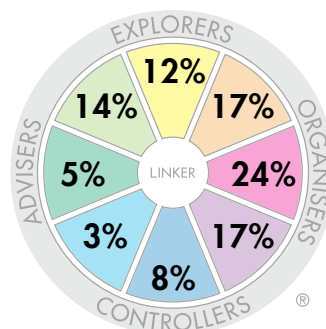Median scores – E:2 P:0 A:13 S:3

Figure 296

Major role preference distribution
for worldwide profession sample:
Veterinary - Doctor/Specialist (n=393)
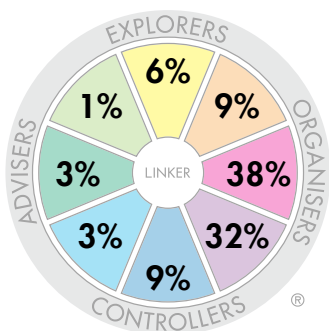
Median scores – E:2 P:2 A:13 S:5

Figure 297

Major role preference distribution
for worldwide profession sample:
Web Developer (n=555)
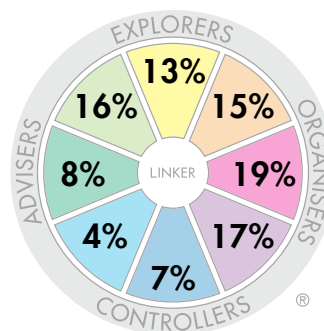
Median scores – I:2 C:2 A:12 S:1

Figure 298

Major role preference distribution
for worldwide profession sample:
Woodworker (n=220)

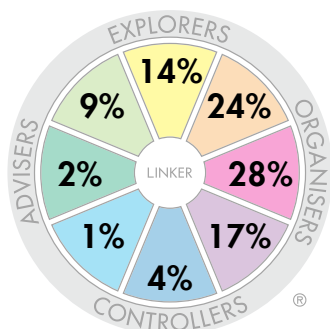Median scores – E:1 P:7.5 A:10.5 S:7.5

Figure 299

Major role preference distribution
for worldwide profession sample:
Youth Worker (n=208)
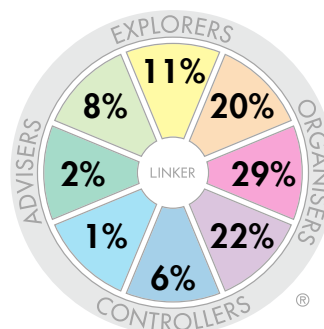
Median scores – E:3.5 P:0 A:4 S:0.5

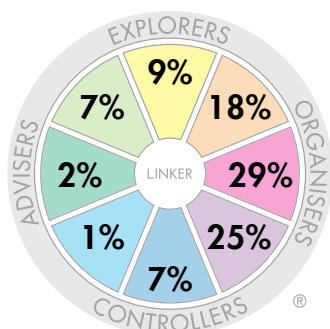# 2025 TMP Norm Data: Worldwide Organisational Level Samples

Figure 300

Major role preference distribution
for worldwide organisational level sample:
Top Manager/Leader (n=59571)

Median scores – E:8 C:1 A:12 S:6
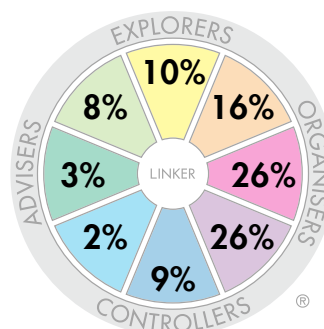
Figure 301

Major role preference distribution
for worldwide organisational level sample:
Middle Manager/Leader (n=132874)

Median scores – E:5 P:2 A:13 S:5

Figure 302

Major role preference distribution
for worldwide organisational level sample:
Front Line Manager/Leader (n=62856)
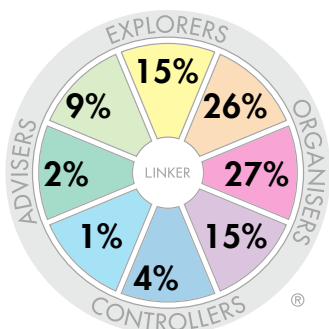
Median scores – E:3 P:3 A:13 S:5

Figure 303

Major role preference distribution
for worldwide organisational level sample:
Team Member (n=145113)
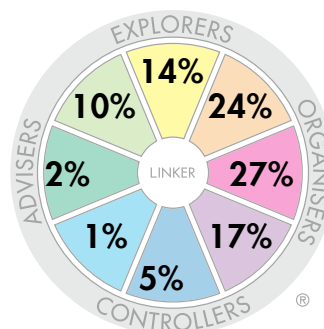
Median scores – E:1 P:3 A:12 S:4

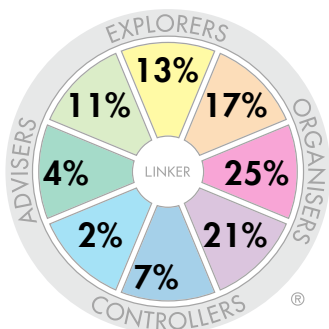# 2025 TMP Norm Data: Worldwide Functional Area Samples

Figure 304

Major role preference distribution
for worldwide functional area sample:
CEO/Managing Director (n=25265)
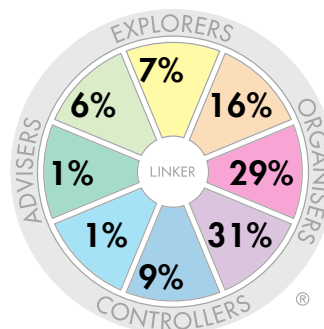
Median scores – E:8 C:2 A:11 S:6

Figure 305

Major role preference distribution
for worldwide functional area sample:
Corporate Planning/Development (n=40943)

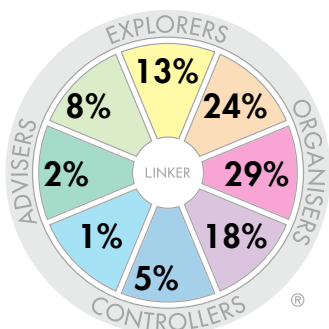Median scores – E:6 C:1 A:13 S:5

Figure 30

Major role preference distribution
for worldwide functional area sample:
Personnel/HR/Training/Recruitment (n=56255)
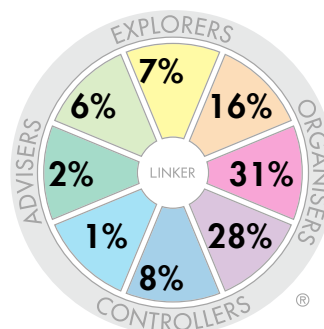
Median scores – E:6 P:2 A:9 S:4

Figure 307

Major role preference distribution
for worldwide functional area sample:
Finance/Accounting (n=48019)

Median scores – E:1 P:5 A:14 S:6

Figure 308

Major role preference distribution
for worldwide functional area sample:
Sales/Marketing/PR (n=73966)
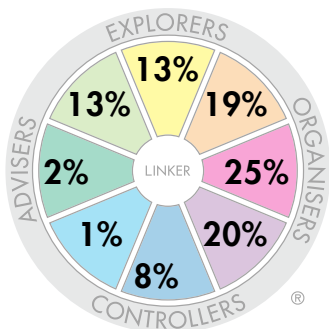
Median scores – E:7 P:0 A:11 S:6

Figure 309

Major role preference distribution
for worldwide functional area sample:
Production/Construction/Control (n=75236)
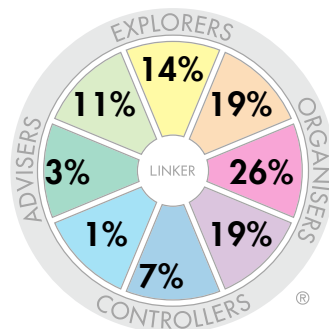
Median scores – E:1 P:4 A:14 S:6

Figure 310

Major role preference distribution
for worldwide functional area sample:
Design/R&D (n=40578)

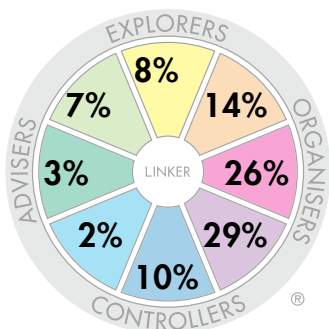**Median scores – E:0 C:1 A:15 S:3**

Figure 311

Major role preference distribution
for worldwide functional area sample:
Consultancy (n=43435)

Median scores – E:4 P:0 A:13 S:3

Figure 312

Major role preference distribution
for worldwide functional area sample:
Administration (n=77196)

Median scores – E:1 P:5 A:11 S:5

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