

Window on Work Values Profile

2025 Norm Data





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 Window on Work Values (WoWV) Profile Norm Data, we are proud to provide our WoWV Accredited Practitioners with this updated resource to support and enhance programme delivery.

WoWV Norm Data updates include the latest percentage score scale means 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:

- **Worldwide profession sample:** Academic

Our TMS community has consistently praised the use of this data in their programmes, with participants finding great value in comparing their own WoWV 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 WoWV 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?*

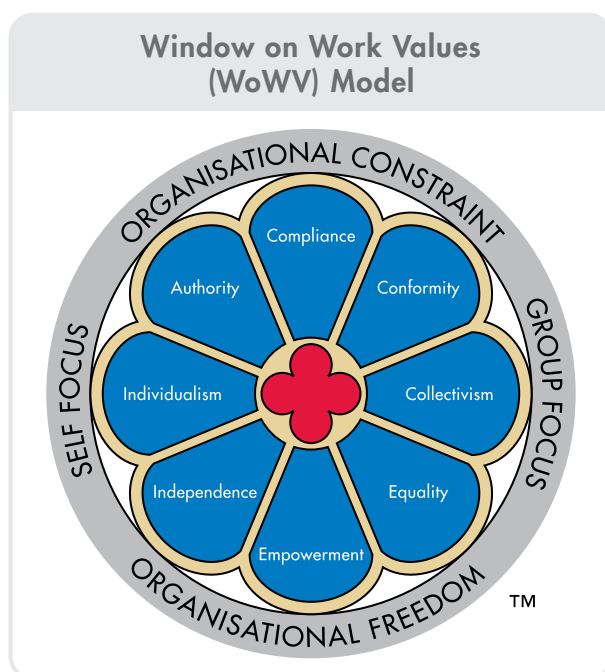
If you need any assistance with the data presented in this document, please contact your local TMS distributor.





Contents

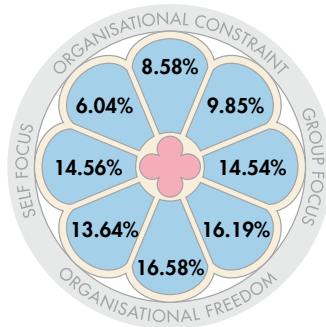
Total Worldwide Sample	1
Country Samples	2
Regional Area Samples	3
Worldwide Gender Samples	4
Worldwide Age Group Samples	5
Worldwide Industry Samples	6
Worldwide Profession Samples	7
Worldwide Organisational Level Samples	8
Worldwide Functional Area Samples	9





2025 WoWV Norm Data: Total Worldwide Sample

Figure 1

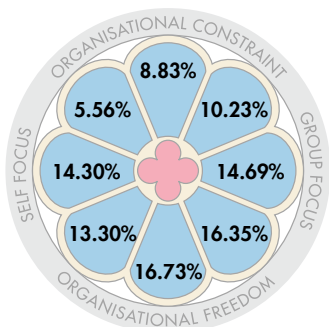


Percentage score scale means
for total worldwide sample (n=6083)



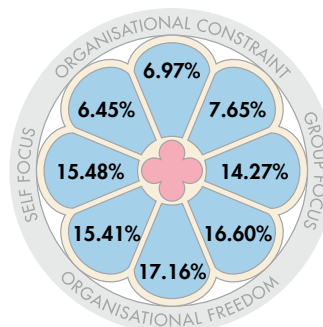
2025 WoWV Norm Data: Country Samples

Figure 2



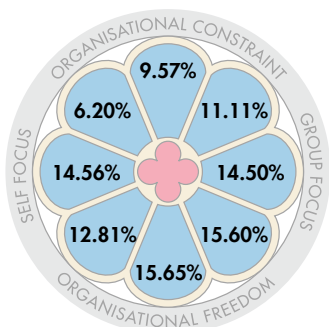
Percentage score scale means
for country sample: Australia (n=2959)

Figure 3



Percentage score scale means
for country sample: England (n=560)

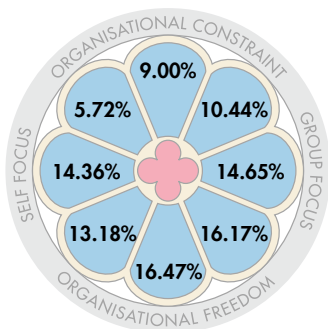
Figure 4



Percentage score scale means
for country sample: New Zealand (n=935)

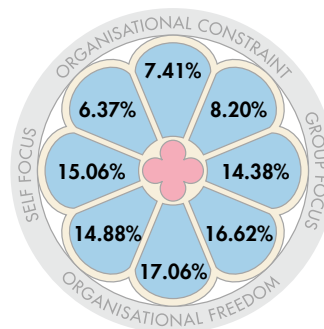
2025 WoWV Norm Data: Regional Area Samples

Figure 5



Percentage score scale means
for regional area sample:
Australasia (n=3901)

Figure 6



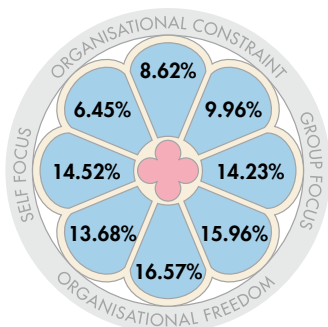
Percentage score scale means
for regional area sample:
United Kingdom (n=925)



2025 WoWV Norm Data: Worldwide Gender Samples

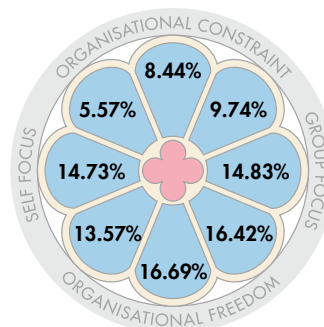
* Historical gender, age and industry data were collected prior to 2023; we no longer gather these sensitive attributes in line with the generally accepted practice of data minimisation.

Figure 7



Percentage score scale means
for worldwide gender sample:
Male (n=2729)

Figure 8



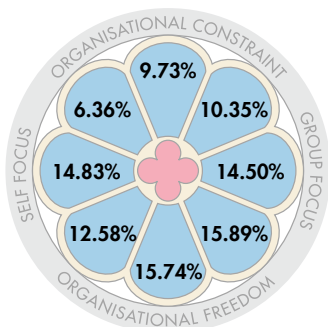
Percentage score scale means
for worldwide gender sample:
Female (n=2581)



2025 WoWV Norm Data: Worldwide Age Group Samples

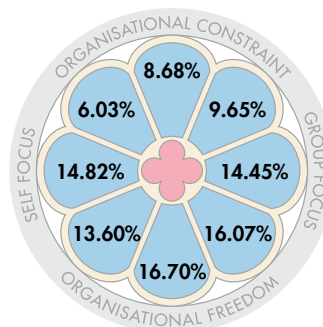
* Historical gender, age and industry data were collected prior to 2023; we no longer gather these sensitive attributes in line with the generally accepted practice of data minimisation.

Figure 9



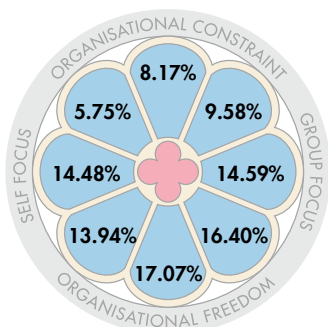
Percentage score scale means
for worldwide age group sample:
20-29 (n=410)

Figure 10



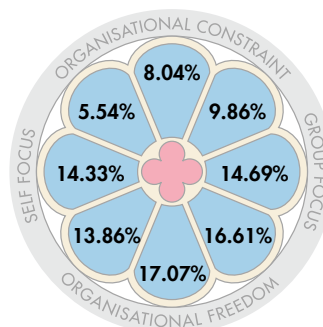
Percentage score scale means
for worldwide age group sample:
30-39 (n=935)

Figure 11



Percentage score scale means
for worldwide age group sample:
40-49 (n=1059)

Figure 12

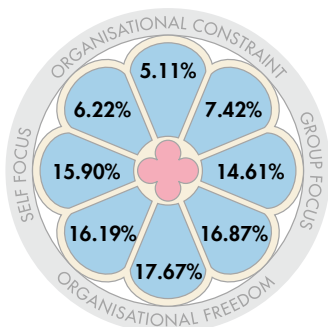


Percentage score scale means
for worldwide age group sample:
50-59 (n=629)

2025 WoWV Norm Data: Worldwide Industry Samples

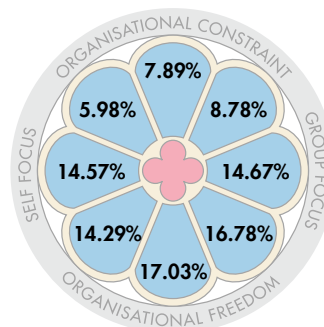
* Historical gender, age and industry data were collected prior to 2023; we no longer gather these sensitive attributes in line with the generally accepted practice of data minimisation.

Figure 13



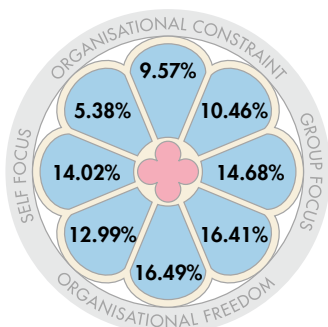
Percentage score scale means
for worldwide industry sample:
Business Improvement & Management Consultants (n=307)

Figure 14



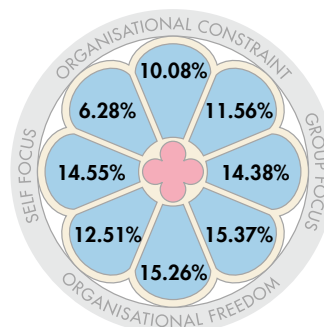
Percentage score scale means
for worldwide industry sample:
Education (n=648)

Figure 15



Percentage score scale means
for worldwide industry sample:
Government (n=1119)

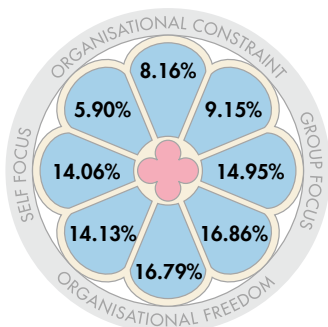
Figure 16



Percentage score scale means
for worldwide industry sample:
Telecommunications (n=752)

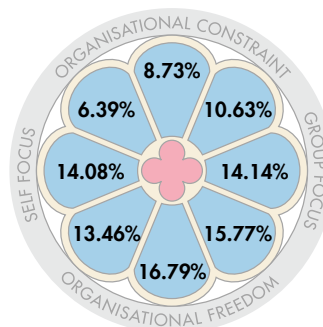
2025 WoWV Norm Data: Worldwide Profession Samples

Figure 17



Percentage score scale means
for worldwide profession sample:
Academic (n=180)

Figure 18

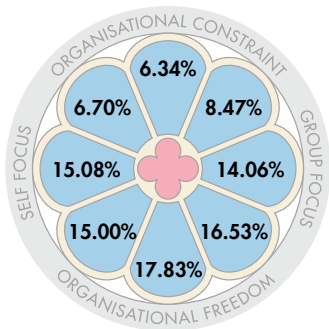


Percentage score scale means
for worldwide profession sample:
Engineer: Unspecified (n=154)



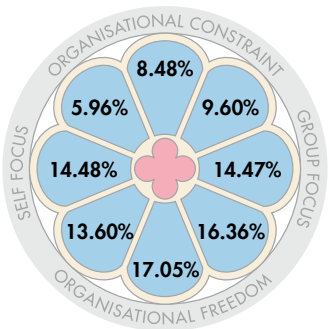
2025 WoWV Norm Data: Worldwide Organisational Level Samples

Figure 19



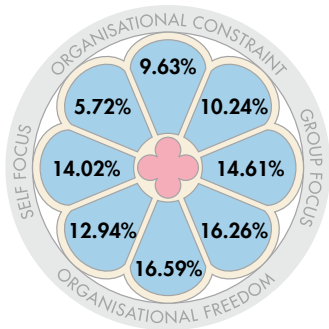
Percentage score scale means
for worldwide organisational level sample:
Top Manager/Leader (n=874)

Figure 20



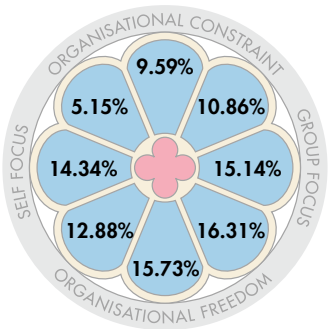
Percentage score scale means
for worldwide organisational level sample:
Middle Manager/Leader (n=1588)

Figure 21



Percentage score scale means
for worldwide organisational level sample:
Front Line Manager/Leader (n=630)

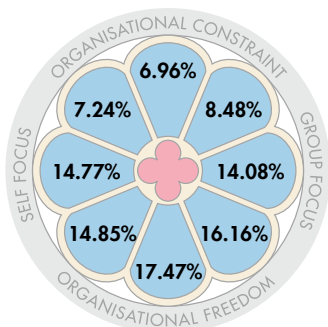
Figure 22



Percentage score scale means
for worldwide organisational level sample:
Team Member (n=924)

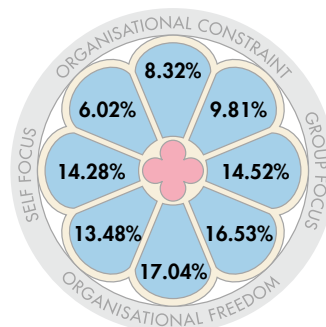
2025 WoWV Norm Data: Worldwide Functional Area Samples

Figure 23



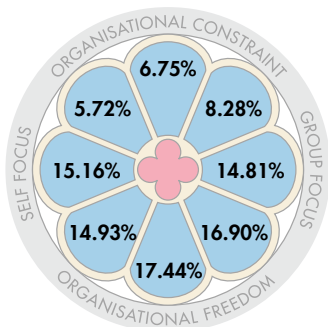
Percentage score scale means
for worldwide functional area sample:
CEO/Managing Director (n=327)

Figure 24



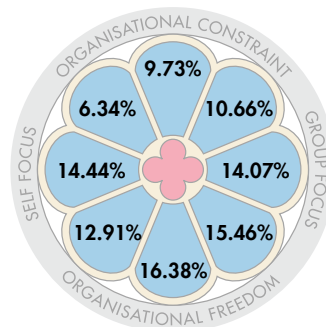
Percentage score scale means
for worldwide functional area sample:
Corporate Planning/Development (n=451)

Figure 25



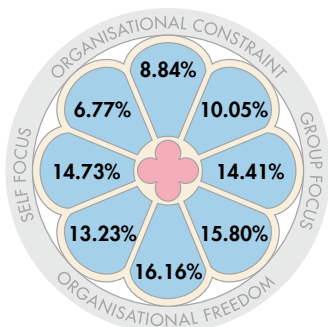
Percentage score scale means
for worldwide functional area sample:
Personnel/HR/Training/Recruitment (n=843)

Figure 26



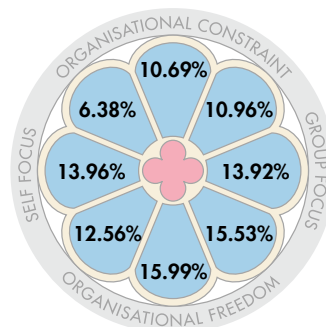
Percentage score scale means
for worldwide functional area sample:
Finance/Accounting (n=214)

Figure 27



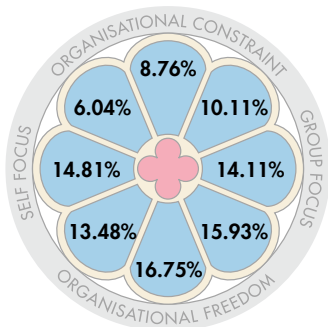
Percentage score scale means
for worldwide functional area sample:
Sales/Marketing/PR (n=372)

Figure 28



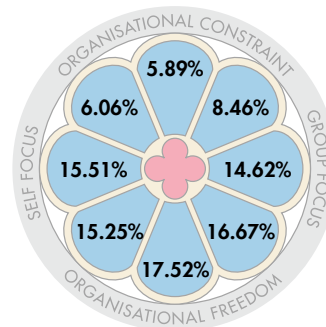
Percentage score scale means
for worldwide functional area sample:
Production/Construction/Control (n=436)

Figure 29



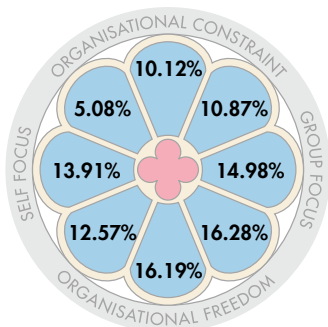
**Percentage score scale means
for worldwide functional area sample:
Design/R&D (n=156)**

Figure 30



**Percentage score scale means
for worldwide functional area sample:
Consultancy (n=562)**

Figure 31



**Percentage score scale means
for worldwide functional area sample:
Administration (n=729)**



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