

SOSIE Norm Group: UK Managers

Norm groups are used for interpreting a person's score by comparing it with scores of members of a defined reference group. This is facilitated by converting the person's obtained or raw score to one that directly reflects the person's relative position within the reference group. The score most commonly used for this purpose is the percentile, which gives the percent of individuals in the reference group who have scores equal to or lower than that of the person in question. SOSIE scores can also be converted into Stens, a standardised ten point scale. Demographic characteristics of the UK norm group are presented in Table A.1 below. Means and standard deviation statistics can be found in Table A.2, whilst the percentile conversion tables are Tables A.3 to A.5 and the Sten conversion tables are A.6 to A.8.

The norm group for people in managerial positions are based on data obtained for 300 male and female managers from a variety of organisations (mean age 32; *SD* 9). Demographic characteristics of the UK Managers norm are presented below.

Table A.1 Demographic Information for the UK Managers Norm Group

	N	Percent
	300	100.0
Gender		
Female	173	57.7
Male	127	42.3
Education Level		
GCSE or equivalent	19	6.3
A-Level or equivalent	45	15.0
Bachelors degree or equivalent	144	48.0
Masters Degree or equivalent	76	25.3
Doctorate	5	1.7
Post graduate diploma	3	1.0
Other	8	2.7
English primary language		
No	41	13.7
Yes	256	85.3
Unknown	3	1.0
Area of work		
Administration	16	5.3
Commercial	29	9.7
Finance	20	6.7
Government, Public Service	42	14.0
Human Resources	20	6.7
Information Technology	18	6.0
Marketing	36	12.0
Technical	9	3.0
Unknown / Other	110	36.7



Dimensions	Mean	SD
1. Dominance	19.5	5.0
2. Responsibility	22.2	3.8
3. Stress Resistance	2.9	4.4
4. Sociability	17.6	4.7
5. Cautiousness	18.6	4.5
6. Original Thinking	23.3	4.4
7. Personal Relations	18.2	4.9
8. Vigour	22.6	4.5
9. Support	13.3	4.4
10. Conformity	9.7	5.1
11. Recognition	11.6	4.4
12. Independence	11.5	4.6
13. Benevolence	13.2	5.1
14. Power	12.7	5.0
15. Materialism	9.6	4.3
16. Achievement	15.4	4.7
17. Variety	12.9	6.7
18. Conviction	11.5	3.9
19. Orderliness	11.6	4.8
20. Goal Orientation	14.0	4.5

Table A.3 UK Norm Group raw score to Percentile conversion table for the
SOSIE Personality Traits

Raw score	Dominance	Responsibility	Stress Resistance	Sociability	Cautiousness	Original Thinking	Personal Relations	Vigour
0	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1
2	1	1	1	1	1	1	1	1
3	1	1	1	1	1	1	1	1
4	1	1	1	1	1	1	2	1
5	1	1	1	1	1	1	2	1
6	1	1	1	2	1	1	2	1
7	2	1	1	4	1	1	3	1
8	3	1	1	6	3	1	4	1
9	6	1	1	7	3	1	5	1
10	7	1	2	9	4	1	6	2
11	8	1	3	11	8	1	9	2
12	12	1	5	13	9	1	13	3
13	13	2	6	15	12	3	16	3
14	16	4	9	21	17	4	18	4
15	20	6	13	28	25	6	25	7
16	23	8	17	36	31	8	32	11
17	29	11	22	43	38	10	41	15
18	35	16	27	53	49	14	52	18
19	41	23	33	64	57	18	60	24
20	51	32	38	73	64	25	68	29
21	62	37	47	80	75	32	76	34
22	74	49	60	87	82	38	82	43
23	79	58	68	91	87	45	87	52
24	86	69	79	95	91	53	92	61
25	91	80	89	97	94	65	95	71
26	95	88	94	99	96	74	97	81
27	99	96	98	99	98	84	98	89
28	99	98	99	99	99	90	99	95
29	99	99	99	99	99	95	99	98
30	99	99	99	99	99	98	99	99
31					99	99	99	99
32					99	99	99	99

Table A.4. UK Norm Group raw score to Percentile conversion table for the SOSIE Interpersonal Value Scales

Raw score	Support	Conformity	Recognition	Independence	Benevolence	Power
0	1	1	1	1	1	1
1	1	4	1	1	1	1
2	1	9	2	1	1	1
3	1	12	4	2	3	2
4	2	18	6	5	5	4
5	4	23	9	8	7	8
6	7	29	12	12	9	12
7	12	36	17	21	14	15
8	18	44	25	28	21	21
9	24	51	33	36	26	28
10	28	58	40	45	31	36
11	32	65	50	53	39	43
12	41	70	58	60	46	50
13	48	76	68	69	53	57
14	57	81	75	75	58	63
15	66	84	80	79	64	70
16	74	88	86	85	70	76
17	82	91	91	88	76	79
18	88	96	94	91	82	85
19	92	97	96	95	88	90
20	97	98	98	97	93	93
21	99	99	98	98	94	96
22	99	99	99	99	98	98
23		99	99	99	99	99
24		99	99	99	99	99
25					99	
26					99	



Table A.5. UK Norm Group raw score to Percentile conversion table for the
SOSIE Personal Value Scales

Raw score	Materialism	Achievement	Variety	Conviction	Orderliness	Goal Orientation
0	1	1	1	1	1	1
1	2	1	3	1	1	1
2	5	1	6	1	1	1
3	9	1	10	2	2	1
4	14	1	15	4	5	1
5	20	3	19	5	9	3
6	25	3	22	10	17	5
7	32	4	24	17	23	9
8	39	8	28	24	30	12
9	49	11	31	32	37	16
10	58	15	36	41	45	23
11	66	21	42	49	53	30
12	75	26	46	58	58	38
13	80	31	51	66	64	49
14	86	44	56	76	71	55
15	91	52	61	85	78	61
16	96	62	69	91	83	69
17	98	67	73	94	87	76
18	98	72	78	97	91	84
19	99	79	81	98	93	88
20	99	84	84	99	96	92
21	99	89	87	99	97	95
22	99	94	93	99	99	97
23	99	97	96		99	98
24	99	99	97		99	99
25		99	98		99	99
26		99	99		99	99

Table A.6. UK Norm Group raw score to Sten conversion table for the SOSIE Personality Traits

Raw score	Dominance	Responsibility	Stress Resistance	Sociability	Cautiousness	Original Thinking	Personal Relations	Vigour
0	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1
2	1	1	1	1	1	1	1	1
3	1	1	1	1	1	1	1	1
4	1	1	1	1	1	1	1	1
5	1	1	1	1	1	1	1	1
6	1	1	1	1	1	1	1	1
7	1	1	1	1	1	1	1	1
8	1	1	1	1	1	1	1	1
9	1	1	1	2	1	1	2	1
10	2	1	1	2	2	1	2	1
11	2	1	1	3	2	1	3	1
12	3	1	1	3	3	1	3	1
13	3	1	2	4	3	1	3	1
14	3	1	2	4	3	1	4	2
15	4	2	3	4	4	2	4	2
16	4	2	3	5	4	2	5	3
17	5	3	4	5	5	3	5	3
18	5	3	4	6	5	3	5	3
19	5	4	5	6	6	4	6	4
20	6	4	5	7	6	4	6	4
21	6	5	6	7	7	4	7	5
22	7	5	6	7	7	5	7	5
23	7	6	6	8	7	5	7	6
24	7	6	7	8	8	6	8	6
25	8	7	7	9	8	6	8	7
26	8	8	8	9	9	7	9	7
27	9	8	8	10	9	7	9	7
28	9	9	9	10	10	8	10	8
29	9	9	9	10	10	8	10	8
30	10	10	10	10	10	9	10	9
31					10	9	10	9
32					10	9	10	10

Table A.7. UK Norm Group raw score to Sten conversion table for the SOSIE Interpersonal Value Scales

Raw score	Support	Conformity	Recognition	Independence	Benevolence	Power
0	1	2	1	1	1	1
1	1	2	1	1	1	1
2	1	2	1	1	1	1
3	1	3	2	2	2	2
4	1	3	2	2	2	2
5	2	4	3	3	2	2
6	2	4	3	3	3	3
7	3	4	3	4	3	3
8	3	5	4	4	3	4
9	4	5	4	4	4	4
10	4	6	5	5	4	4
11	4	6	5	5	5	5
12	5	6	6	6	5	5
13	5	7	6	6	5	6
14	6	7	7	7	6	6
15	6	8	7	7	6	6
16	7	8	8	7	7	7
17	7	8	8	8	7	7
18	8	9	8	8	7	8
19	8	9	9	9	8	8
20	9	10	9	9	8	8
21	9	10	10	10	9	9
22	9	10	10	10	9	9
23		10	10	10	9	10
24		10	10	10	10	10
25					10	
26					10	

Table A.8. UK Norm Group raw score to Sten conversion table for the SOSIE Personal Value Scales

Raw score	Materialism	Achievement	Variety	Conviction	Orderliness	Goal Orientation
0	1	1	2	1	1	1
1	2	1	2	1	1	1
2	2	1	2	1	2	1
3	2	1	3	1	2	1
4	3	1	3	2	2	1
5	3	1	3	2	3	2
6	4	2	3	3	3	2
7	4	2	4	3	4	2
8	5	2	4	4	4	3
9	5	3	4	4	4	3
10	6	3	5	5	5	4
11	6	4	5	5	5	4
12	7	4	5	6	6	5
13	7	4	6	6	6	5
14	8	5	6	7	7	6
15	8	5	6	7	7	6
16	8	6	6	8	7	6
17	9	6	7	8	8	7
18	9	7	7	9	8	7
19	10	7	7	9	9	8
20	10	7	8	10	9	8
21	10	8	8	10	9	9
22	10	8	8	10	10	9
23	10	9	9		10	10
24	10	9	9		10	10
25		10	9		10	10
26		10	9		10	10

SOSIE Norm: UK Overall

Demographic characteristics of the UK Overall norm group are presented in Table B.1 below. Means and standard deviation statistics can be found in Table B.2, whilst the percentile conversion tables are Tables B.3 to B.5 and the Sten conversion tables are B.6 to B.8.

This UK Overall norm group is based on data obtained for 1,175 male and female employees from a variety of organisations (age range 20 - 64). Demographic characteristics of the UK Overall norm group are presented below.

Table B.1 Demographic Information for the UK Overall Norm Group

	N	Percent
	1,175	100.0
Gender		
Female	568	48.3
Male	599	51.0
Unknown	8	0.7
Education Level		
GCSE or equivalent	121	10.3
A-Level or equivalent	130	11.1
Bachelors degree or equivalent	428	36.4
Masters Degree or equivalent	227	19.3
Doctorate	16	1.4
Higher Education Certificate or Diploma	131	11.1
Other	122	10.4
English primary language		
No	116	9.9
Yes	1045	88.9
Unknown	14	1.2
Area of work		
Accountant	67	5.7
Administrative	62	5.3
Consultant	69	5.9
Customer Service	107	9.1
Engineer	11	0.9
Financial Analyst	67	5.7
Human Resources	78	6.6
Information Technology	79	6.7
Legal Professional	14	1.2
Marketing Professional	48	4.1
Medical Professional	13	1.1
Retail Sales	33	2.8
Self Employed / Business Owner	32	2.7
Student	37	3.2
Teacher	32	2.7
Other / Unknown	426	36.3

Table B.2 Descriptive Statistics for the UK Overall Norm Group (N=1,175)

Dimensions	Mean	SD
1. Dominance	20.2	4.3
2. Responsibility	23.3	3.4
3. Stress Resistance	22.0	3.9
4. Sociability	17.6	3.9
5. Cautiousness	19.9	4.6
6. Original Thinking	23.3	4.2
7. Personal Relations	19.5	4.8
8. Vigour	23.2	3.9
9. Support	12.7	4.2
10. Conformity	11.8	5.2
11. Recognition	10.5	4.4
12. Independence	10.2	4.6
13. Benevolence	13.5	4.8
14. Power	13.3	5.0
15. Materialism	9.5	4.3
16. Achievement	17.0	4.4
17. Variety	10.6	6.4
18. Conviction	11.6	4.4
19. Orderliness	12.2	4.9
20. Goal Orientation	14.2	4.6

Table B.3 UK Overall Norm Group raw score to Percentile conversion table for the SOSIE Personality Traits

Raw score	Dominance	Responsibility	Stress Resistance	Sociability	Cautiousness	Original Thinking	Personal Relations	Vigour
0	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1
2	1	1	1	1	1	1	1	1
3	1	1	1	1	1	1	1	1
4	1	1	1	1	1	1	1	1
5	1	1	1	1	1	1	1	1
6	1	1	1	1	1	1	1	1
7	1	1	1	1	1	1	1	1
8	1	1	1	2	1	1	1	1
9	2	1	1	3	2	1	2	1
10	2	1	1	4	2	1	3	1
11	3	1	1	6	3	1	5	1
12	4	1	2	8	5	1	7	1
13	6	1	2	12	7	2	10	1
14	8	1	4	16	10	3	13	2
15	11	2	6	22	15	4	17	3
16	16	3	8	31	20	6	22	4
17	21	5	12	41	26	8	29	6
18	28	7	15	53	33	11	36	10
19	35	10	21	64	40	15	44	14
20	43	14	28	74	48	19	52	20
21	53	22	36	83	58	26	60	27
22	63	33	45	89	67	34	68	36
23	72	44	55	93	75	43	76	45
24	81	55	65	95	82	52	83	56
25	89	66	76	97	87	62	88	66
26	94	78	86	99	91	71	92	75
27	97	86	93	99	94	81	95	83
28	99	93	97	99	97	88	97	89
29	99	97	99	99	98	94	99	95
30	99	99	99	99	99	97	99	97
31					99	99	99	99
32					99	99	99	99

Table B.4. UK Overall Norm Group raw score to Percentile conversion table for the SOSIE Interpersonal Value Scales

Raw score	Support	Conformity	Recognition	Independence	Benevolence	Power
0	1	1	1	1	1	1
1	1	1	1	1	1	1
2	1	2	2	2	1	1
3	1	4	4	4	1	2
4	2	8	7	7	2	3
5	3	12	11	12	4	5
6	6	16	17	18	7	8
7	10	20	24	26	10	11
8	15	26	31	35	14	16
9	21	32	38	44	18	21
10	28	38	47	53	24	27
11	36	45	57	61	30	33
12	44	51	65	68	36	40
13	52	58	71	74	44	47
14	61	65	78	79	53	54
15	69	71	83	83	60	61
16	76	76	88	87	67	68
17	82	82	92	90	74	74
18	88	87	95	93	81	80
19	94	91	97	96	87	86
20	97	94	98	97	91	90
21	99	97	99	98	95	94
22	99	99	99	99	97	96
23		99	99	99	98	98
24		99	99	99	99	99
25					99	
26					99	

Table B.5. UK Overall Norm Group raw score to Percentile conversion table for the SOSIE Personal Value Scales

Raw score	Materialism	Achievement	Variety	Conviction	Orderliness	Goal Orientation
0	1	1	1	1	1	1
1	1	1	4	1	1	1
2	3	1	8	1	1	1
3	6	1	13	3	3	1
4	10	1	19	4	5	1
5	15	1	24	7	7	2
6	22	1	29	11	11	4
7	31	2	34	15	15	7
8	39	3	40	22	21	10
9	49	5	45	29	26	14
10	57	7	50	37	34	20
11	65	10	54	45	41	26
12	73	14	59	53	48	33
13	80	19	64	61	55	41
14	85	25	69	70	63	49
15	89	31	74	77	70	56
16	92	39	77	83	77	64
17	95	47	81	88	82	71
18	97	56	85	92	87	78
19	98	64	88	96	91	84
20	99	72	91	98	94	89
21	99	81	94	99	97	93
22	99	87	95	99	98	96
23	99	92	97		99	98
24	99	96	98		99	99
25		99	99		99	99
26		99	99		99	99

Table B.6. UK Overall Norm Group raw score to Sten conversion table for the SOSIE Personality Traits

Raw score	Dominance	Responsibility	Stress Resistance	Sociability	Cautiousness	Original Thinking	Personal Relations	Vigor
0	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1
2	1	1	1	1	1	1	1	1
3	1	1	1	1	1	1	1	1
4	1	1	1	1	1	1	1	1
5	1	1	1	1	1	1	1	1
6	1	1	1	1	1	1	1	1
7	1	1	1	1	1	1	1	1
8	1	1	1	1	1	1	1	1
9	1	1	1	2	1	1	2	1
10	2	1	1	2	1	1	2	1
11	2	1	1	2	2	1	2	1
12	2	1	1	3	2	1	3	1
13	2	1	2	3	3	1	3	1
14	3	1	2	3	3	2	3	2
15	3	1	2	4	3	2	4	2
16	3	2	3	4	4	2	4	2
17	4	2	3	5	4	3	4	2
18	4	2	3	6	5	3	5	3
19	5	3	4	6	5	3	5	3
20	5	3	4	7	5	4	6	4
21	6	4	5	7	6	4	6	4
22	6	5	5	8	6	5	6	5
23	7	5	6	8	7	5	7	5
24	7	6	6	9	7	6	7	6
25	8	6	7	9	8	6	8	6
26	9	7	8	10	8	7	8	7
27	9	8	8	10	9	7	9	7
28	10	8	9	10	9	8	9	8
29	10	9	10	10	10	9	10	9
30	10	10	10	10	10	9	10	9
31					10	10	10	10
32					10	10	10	10

Table B.7. UK Overall Norm Group raw score to Sten conversion table for the SOSIE Interpersonal Value Scales

Raw score	Support	Conformity	Recognition	Independence	Benevolence	Power
0	1	1	1	1	1	1
1	1	1	1	1	1	1
2	1	2	1	1	1	1
3	1	2	2	2	1	1
4	1	3	2	3	1	2
5	2	3	3	3	2	2
6	2	3	4	4	2	3
7	3	4	4	4	3	3
8	3	4	4	5	3	4
9	4	5	5	5	4	4
10	4	5	5	6	4	4
11	5	5	6	6	4	5
12	5	6	6	6	5	5
13	6	6	7	7	5	5
14	6	6	7	7	6	6
15	6	7	7	7	6	6
16	7	7	8	8	6	6
17	7	7	8	8	7	7
18	8	8	9	9	7	7
19	9	8	9	9	8	8
20	9	9	10	9	8	8
21	10	9	10	10	9	9
22	10	10	10	10	9	9
23		10	10	10	10	10
24		10	10	10	10	10
25					10	
26					10	

Table B.8. UK Overall Norm Group raw score to Sten conversion table for the SOSIE Personal Value Scales

Raw score	Materialism	Achievement	Variety	Conviction	Orderliness	Goal Orientation
0	1	1	1	1	1	1
1	1	1	2	1	1	1
2	2	1	3	1	1	1
3	2	1	3	2	2	1
4	3	1	4	2	2	1
5	3	1	4	3	3	1
6	4	1	4	3	3	2
7	4	1	5	3	3	3
8	5	2	5	4	4	3
9	5	2	5	4	4	3
10	6	2	5	5	5	4
11	6	3	6	5	5	4
12	7	3	6	6	5	5
13	7	4	6	6	6	5
14	8	4	7	7	6	5
15	8	5	7	7	7	6
16	8	5	7	7	7	6
17	9	5	7	8	7	7
18	9	6	8	8	8	7
19	10	6	8	9	8	7
20	10	7	8	10	9	8
21	10	7	9	10	9	8
22	10	8	9	10	10	9
23	10	8	9		10	10
24	10	9	10		10	10
25		10	10		10	10
26		10	10		10	10