

Appendix E: A Worked Example of Grid Calculations for the Percentage Similarity Scores and H-I-L Scores

Construct Number	ELEMENT CODES	LT1	LT2	LT3	LT4	LT5	LT6	LT7	LT8	LT9		H-I-L Index
	Elicited Constructs											Elicited Constructs
1	Considers subordinates	5	3	3	2	2	4	4	3	5	Considers the leader only	L
	(Unreversed) Sum of difference: 8	Similarity Score: 55.56%							(Reversed) Sum of difference: 18		Similarity Score: 0%	
2	Depends on having an effective relationship with the team	5	2	2	3	2	4	3	2	4	Doesn't depend on relationship with team	H
	(Unreversed) Sum of difference: 4	Similarity Score: 77.78%							(Reversed) Sum of difference: 18		Similarity Score: 0%	
3	Effective at lower levels of managing	5	2	2	3	2	4	4	2	4	Effective at more senior levels of managing	H
	(Unreversed) Sum of difference: 5	Similarity Score: 77.22%							(Reversed) Sum of difference: 19		Similarity Score: -5.56%	
4	Gives subordinates some 'space'	5	3	1	2	1	4	3	3	4	Doesn't give subordinates any 'space'	H
	(Unreversed) Sum of difference: 5	Similarity Score: 77.22%							(Reversed) Sum of difference: 19		Similarity Score: -5.56%	
5	Motivates the team	4	3	2	3	1	4	2	1	4	Doesn't motivate the team	I
	(Unreversed) Sum of difference: 7	Similarity Score: 61.11%							(Reversed) Sum of difference: 19		Similarity Score: -5.56%	
6	Depends on position power	1	3	4	2	4	2	2	3	1	Depends on your interpersonal skills	I
	(Unreversed) Sum of difference: 19	Similarity Score: 5.56%							(Reversed) Sum of difference: 7		Similarity Score: 61.11%	
7	Doesn't consider the subordinates as important	1	3	4	3	4	2	3	4	2	Considers subordinates as important	H
	(Unreversed) Sum of difference: 17	Similarity Score: 5.56%							(Reversed) Sum of difference: 5		Similarity Score: 72.22%	
8	Managing people that may be more skilled than me	5	3	1	3	1	2	5	4	5	Managing people irrespective of their skills	I
	(Unreversed) Sum of difference: 6	Similarity Score: 66.67%							(Reversed) Sum of difference: 20		Similarity Score: -11.11%	
9	Must be selective about matching the subordinate to the task	5	3	1	3	2	2	4	3	5	Not necessary to be selective about subordinate task assignment	H
	(Unreversed) Sum of difference: 5	Similarity Score: 72.22%							(Reversed) Sum of difference: 19		Similarity Score: -5.56%	
	Legend: Bold = higher percentage similarity score											
	Supplied Construct Ratings											
	Is culturally more appropriate to managing my team	5	2	1	3	1	3	3	2	5	Is culturally less appropriate for managing my team	
	Reversed rating	1	4	5	3	5	3	3	4	1		
	H-I-L Index											
	High	77.78%										
		72.22%										
	Intermediate	66.68%										
		61.11%										
	Low	55.56%										

The above table displays an individual interviewee's construct ratings, and the sums of differences for both unreversed and reversed ratings of each (bipolar) construct converted to Percentage Similarity Scores.

The Percentage Similarity Scores that were highest for each construct are highlighted in bold. The constructs that were categorized as H (high), according to the H-I-L Index have been highlighted in the extreme right column, in shaded cells.