

G L O S S A R Y

1. Adoption : the decision to make full use of a new idea.
2. Adopter categorisation : the innovativeness dimension as measured by the time at which an individual adopts an innovation.
3. Authoritative approach : an one way announcement originating with a person of high formal authority and passed on to those lower in position.
4. Authority-innovation decision : Those decisions that are imposed upon an individual by some-one in a superordinate power position about innovation adoption.
5. Cohesion : The extent to which members perceive themselves to be strongly tied to their social system.
6. Collective-innovation decision : Acceptance of a new idea for adoption by the members of a system by consensus.
7. Communication Channels : The means by which a message gets from a source to a receiver.
8. Communication process : The process by which messages are transferred from a source to a receiver.
9. Compatibility : The extent to which an innovation is perceived as consistent with existing values and needs of a society.
10. Complexity : The degree to which an innovation is perceived as difficult to understand and use.
11. Cosmopolitaness : The degree to which an individual has wider contacts outside his own system.
12. Credibility : The extent to which a communication source is perceived as trust worthy.
13. Diffusion : The process by which the new ideas are communicated to the members of a social system.
14. Discontinuance : A decision to cease use of an innovation after previously adopting it.
15. Dissonance : A state of internal disequilibrium or an uncomfortable state of mind that an individual seeks to reduce or eliminate.

16. Dysfunctional consequence : The undesirable effects of innovation.
17. Empathy : Ability of an individual to project himself into the role of another.
18. Encumbered change : Innovation involving more than one or a group for adoption.
19. Functional Consequences : The desirable effects of innovation.
20. Heterophily : The opposite of homophily - (ref: homophily).
21. Homophily : The degree to which the pairs of individuals who interact are similar in certain attributes.
22. Innovation : An idea or practice perceived as new by an individual.
23. Innovativeness : The degree to which an individual is relatively earlier to adopt a new idea than the other members.
24. Innovation decision process : The mental process through which an individual passes from first knowledge of an innovation to a decision to adopt or reject and to confirmation of this decision.
25. Innovation-decision period : The length of time required for innovation decision process.
26. Innovation dissonance : In a formal organisation it is the discrepancy between an individual's attitude towards an innovation and the overt behaviour demanded by the decision unit.
27. Inter-personal Channels : Channels that involve face-to-face exchange between two or more individuals.
28. Localites : Opposite to cosmopolites.
29. Mass media channels : Those means of transmitting messages, thro' the mass media like Radio, TV films, news papers.
30. Modern norms : An indicator of change being viewed favourably by a system.

31. Monomorphic opinion leadership : Tendency of an individual to act as opinion leader for only one topic.
32. Norms : Established behaviour patterns for the members of a system.
33. Observability : The extent to which the results of an innovation is visible to others.
34. Opinion Leadership : The degree to which an individual is able to informally influence the other individuals' attitudes or overt behaviour in a desired way with relative frequency.
35. Participative approach : Decision making power being shared by all concerned with the organisational change - usually the approach involves a two way interaction between executives who initiate change and those affected by change.
36. Polymorphic opinion leadership : Tendency of one to act as opinion leader~~sh~~ for a variety of topics.
37. Power concentration : The degree to which one or more units of a system possess greater power than other units in the system.
38. Relative advantage : The extent to which an innovation is perceived better than the idea it supersedes.
39. Rate of adoption : The relative speed with which an innovation is adopted by members of a social system.
40. Social system : A collectivity of units which are functionally differentiated and engaged in joint problem solving with respect to a common goal.
41. Source : An individual or an institution that originates a message.
42. Stages in the innovation decision process : Research based conceptualised cumulative series of five stages in the process one lead to the other : (1) awareness : the first knowledge of the new idea (2) interest : gaining further knowledge about the innovation (3) Evaluation : gain~~ing~~g a favourable or unfavourable attitude towards the innovation (4) Trial : small scale tryout, sometimes at mental level only and (5) Adoption or rejection.

43. System effect : The influence of the social structure and the operation of a system on its individual members.
44. Trialability : The extent to which an innovation may be experimented with.
45. unencumbered change : Innovation involving an individual for adoption.

The following sets of words have been used as synonyms:

Set - A : (1) Innovativeness (2) Innovative level (3) Innovative structure (4) Extent of innovation (5) Adoption of innovation.

Set - B : (1) Clients (2) Receivers (3) Innovators (4) Teachers and (5) Pupils.

Set - C : (1) Innovation adoption process (2) Implementation (3) Internalisation (4) Institutionalisation and (5) diffusion.

Set - D : (1) Institution (2) School and (3) System.

CASE STUDY No.1.

Type : Innovative

Level : High

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE
Factorwise Raw Scores

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.2	6.8	8.0	7.4	7.0	7.6	7.9	7.0
T-2	6.3	7.0	7.5	6.7	7.2	7.9	8.1	7.0
T-3	6.4	6.5	7.8	7.4	6.8	7.1	7.6	7.0
T-4	6.4	7.3	7.9	7.3	6.7	6.1	8.6	7.5
Mean	6.3	6.9	7.8	7.2	6.9	7.1	8.0	7.2
S.D.	0.2	0.1	0.2	0.2	0.2	0.6	0.4	0.3

OCDQ : Ipsatively Standardised Scores (after normative Standardization)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	40.4	38.9	62.9	61.1	53.2	60.7	43.3	38.7
T-2	50.7	57.1	38.1	32.7	63.7	58.7	53.9	45.8
T-3	57.7	28.1	55.1	63.0	46.6	55.2	44.8	49.2
T-4	47.9	61.6	49.4	47.9	39.1	33.4	55.0	59.6

CPI : CHANGE PRONENESS INVENTORY

Factor Scores of Teachers on change proneness

Factors	Teachers				
	I	II	III	IV	V
Mental Flexibility	2.5	2.5	2.3	2.3	2.6
Open Mindedness	2.8	3.2	2.8	2.3	2.6
Curiosity	2.6	2.9	2.3	2.6	2.4
Mean	2.6	2.9	2.5	2.4	2.5
S.D.	0.1	0.3	0.3	0.1	0.1

PTO : PURDUE TEACHER OPINIONNAIRE
Teacher Morale Raw Scores

Teacher No.	Factors									
	1	2	3	4	5	6	7	8	9	10
T-1	77	70	45	39	37	17	28	18	19	14
T-2	66	69	49	21	36	17	28	16	19	9
T-3	68	62	47	21	32	18	25	17	17	14
T-4	67	69	47	20	31	14	26	18	17	13
T-5	70	70	43	20	36	15	19	14	16	13
Mean	69.6	68.0	46.2	24.2	34.4	16.2	25.2	16.6	17.6	12.6
S.D.	3.9	3.0	2.0	7.4	2.4	1.5	3.3	1.5	1.2	1.9

PIO : Stanine Scores for Teacher-morale

Teacher No.	Factors										M	SD
	1'	2'	3'	4'	5'	6'	7'	8'	9'	10'		
T-1	8.9	6.3	3.8	9.0	7.3	6.1	6.6	6.8	7.4	6.5	5.9	1.4
T-2	3.2	5.7	7.7	4.1	6.5	6.1	6.6	6.2	7.4	1.1	5.8	2.0
T-3	4.3	1.0	5.8	4.1	3.1	7.4	4.8	5.5	4.1	6.5	4.7	7.7
T-4	3.8	5.7	5.8	3.9	2.3	2.0	5.4	6.8	4.1	5.4	4.5	1.5
T-5	5.3	6.3	1.9	3.9	6.5	3.4	1.2	1.5	2.4	5.4	3.8	1.9
Mean	5.1	5.9	5.0	5.0	5.1	5.0	4.9	5.0	5.1	5.0		
S.D.	2.0	2.00	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher-rated Scores of Headmaster

Initiating Structure of Headmaster			Staff rating of Consideration quality of Headmaster		
Max. Score	Real Score	SD	Max. Score	Real Score	SD
15	11.8	0.6	15	13.6	0.4

CASE STUDY No.2.

Type : Non Innovative

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE

Factorwise Raw Scores

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.4	7.2	7.6	7.6	6.6	7.1	8.0	7.3
T-2	7.2	7.7	7.8	7.9	7.1	8.0	8.0	7.7
T-3	7.2	7.7	7.9	7.7	7.8	8.0	7.9	7.6
T-4	7.3	8.0	7.8	7.7	7.3	8.3	8.0	7.7
T-5	7.4	7.5	7.7	6.9	7.8	7.0	7.6	7.0
T-6	6.9	7.2	7.1	7.3	6.6	6.7	7.0	6.5
T-7	6.5	6.2	7.4	7.0	7.1	7.3	7.4	7.8
T-8	6.5	7.0	6.4	7.0	6.6	6.1	6.7	6.2
Mean	6.9	7.3	7.5	7.4	7.1	7.3	7.6	7.2
S.D.	0.3	0.5	0.5	0.4	0.5	0.7	0.4	0.5

OCDQ : Double Standardised Scores (Ipsatively standardised after normative standardisation)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	30.6	49.1	55.2	57.5	44.6	49.0	63.6	54.8
T-2	54.1	48.0	46.1	62.4	26.6	55.7	55.9	52.0
T-3	54.0	42.8	49.4	49.7	71.1	57.4	42.7	34.0
T-4	59.2	62.1	40.3	46.2	39.5	62.6	50.6	47.0
T-5	65.9	52.2	52.8	33.1	61.5	42.5	47.1	43.1
T-6	63.1	60.2	52.1	60.7	41.9	47.0	37.9	36.7
T-7	39.6	32.3	53.8	45.5	54.6	54.4	51.9	67.3
T-8	48.7	61.4	40.9	57.7	64.7	45.3	31.9	40.0

CPI : CHANGE PRONENESS INVENTORY

Factor Scores of Teachers on Change proneness

Factor	Teachers							
	1	2	3	4	5	6	7	8
Mental Flexibility	1.8	2.6	2.0	1.3	2.1	1.2	1.3	1.0
Open Mindedness	1.1	2.4	1.2	1.1	1.8	1.1	2.0	1.1
Curiosity	1.1	2.9	1.1	1.2	1.6	1.1	1.0	1.1
Mean	1.3	2.6	1.1	1.2	1.8	1.1	1.4	1.0
S.D.	0.1	0.3	0.3	0.4	0.2	0.3	0.4	0.1

PTO : PURDUE TEACHER OPINIONNAIRE
Teacher Morale Raw Scores

Teacher No.	Factors									
	1	2	3	4	5	6	7	8	9	10
T-1	64	65	38	21	32	9	23	7	12	13
T-2	70	59	47	20	24	12	16	12	13	15
T-3	47	52	42	15	30	13	10	10	8	15
T-4	44	44	40	10	19	9	8	6	8	7
T-5	64	69	34	16	27	8	25	14	7	8
T-6	66	59	39	23	27	12	18	10	12	13
T-7	68	55	41	21	25	10	26	11	10	12
T-8	52	70	47	15	22	8	19	14	13	10
Mean	58.1	59.1	41.00	17.6	25.8	10.1	18.1	10.5	10.4	11.6
S.D.	9.4	8.2	4.1	4.0	3.9	1.8	6.2	2.7	2.3	2.8

Raw Scores converted to Stanine Scores

Teacher No.	Factors										M	SD
	1	2	3	4	5	6	7	8	9	10		
T-1	6.1	6.2	3.2	6.8	8.2	3.7	6.5	2.5	6.4	5.9	5.6	1.7
T-2	7.4	4.8	8.1	6.3	4.1	7.0	4.3	6.1	7.3	7.4	6.3	1.4
T-3	2.8	3.1	5.7	3.8	7.2	8.1	2.3	4.6	2.9	7.4	4.8	2.1
T-4	1.9	1.2	4.7	1.3	1.9	3.7	1.7	1.7	2.9	1.7	2.2	1.1
T-5	4.0	7.2	1.8	4.3	5.7	2.6	7.1	7.6	2.0	2.4	4.7	2.2
T-6	6.8	4.8	4.2	7.8	5.7	7.0	4.9	4.6	6.4	6.0	5.8	1.1
T-7	6.9	3.8	5.2	6.8	4.7	4.8	7.5	5.4	4.7	5.2	5.5	1.1
T-8	3.9	7.4	8.1	3.8	3.1	2.6	5.2	7.6	7.3	3.8	5.3	2.0
Mean	4.9	4.8	5.2	5.1	5.0	5.0	4.9	5.0	5.0	5.0		
S.D.	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE
Teacher-rated Scores of Headmaster

Staff rating of					
Initiating Structure of Headmaster			Consideration quality of H.M.		
Maximum Score	Real Score	SD	Maximum Score	Real Score	SD
15	11.1	3.2	15	10.9	3.4

CASE STUDY No.3

Type : Innovative

Level : High

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE

Factorwise Raw Scores

Teacher No.	D 1	H 2	E 3	I 4	A	PE	T	C
T-1	6.0	6.3	7.9	7.6	7.0	8.0	8.8	8.8
T-2	6.4	6.1	8.0	7.6	7.2	8.7	9.0	8.3
T-3	6.3	6.3	7.9	7.7	7.3	8.6	8.9	8.3
T-4	6.3	7.2	8.2	7.7	7.4	8.3	8.7	7.8
T-5	6.9	7.5	7.7	8.1	7.4	8.3	9.0	7.8
T-6	6.4	6.5	8.1	8.1	7.2	8.6	9.0	8.3
T-7	6.0	6.3	8.0	7.1	6.6	7.9	8.4	6.9
T-8	6.5	6.8	8.2	7.6	7.7	8.0	8.2	7.2
T-9	6.5	6.3	8.0	7.6	7.3	8.1	8.7	7.6
Mean	6.4	6.6	8.0	7.7	7.6	8.3	8.8	7.7
SD	0.3	0.5	0.2	0.3	0.3	0.9	0.3	0.5

OCDQ : Double Standardised Scores (Ipsatively standardised after normative standardisation)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"	M	SD
T-1	48.4	49.3	49.3	49.6	49.2	49.7	50.0	51.8	49.7	0.9
T-2	50.0	48.9	50.0	49.6	50.0	50.5	50.8	51.0	50.1	0.5
T-3	49.6	49.3	49.3	50.0	50.4	50.7	50.4	51.0	50.0	0.6
T-4	49.6	51.3	51.3	50.0	50.8	50.0	49.6	50.2	50.4	0.7
T-5	51.9	52.0	48.0	51.4	50.8	50.0	50.8	50.2	50.6	1.2
T-6	50.0	49.8	50.7	51.4	50.0	50.3	50.8	51.0	50.5	0.5
T-7	48.4	49.3	50.0	47.9	47.9	49.5	48.5	48.6	48.7	0.7
T-8	50.4	49.6	51.3	49.6	51.8	49.7	47.8	48.3	49.8	1.2
T-9	50.4	49.3	50.0	49.6	50.4	49.8	50.4	48.8	49.8	0.6

CPI : CHANGE PRONENESS INVENTORY

Factor Scores of Teachers on Change Proneness

Factors	Factors										HM
	1	2	3	4	5	6	7	8	9	10	
Mental Flexibility	2.6	2.1	2.8	2.8	2.7	2.9	3.3	2.8	3.2	3.3	3.0
Open Mindedness	3.2	2.7	3.5	3.8	2.9	3.8	3.3	3.5	3.3	3.6	4.0
Curiosity	2.8	2.7	2.9	3.6	3.0	3.5	3.5	3.6	3.6	3.5	3.0
Mean	2.9	2.5	3.0	3.4	2.9	3.4	3.4	3.3	3.4	3.5	3.3
S.D.	0.3	0.3	0.3	0.4	0.2	0.4	0.1	0.4	0	0.1	0.5

PTO : PUEDE TEACHER OPINIONNAIRE
Teacher Morale Raw Scores

Teacher No.	Factors									
	1	2	3	4	5	6	7	8	9	10
T-1	64.	68	44	18	21	16	22	10	18	14
T-2	70	66	50	26	39	16	22	15	18	14
T-3	62	73	50	20	29	19	24	13	17	17
T-4	72	74	44	19	29	19	22	13	16	17
T-5	66	70	50	20	30	18	21	10	20	12
T-6	76	74	53	27	41	20	28	20	20	16
T-7	70	72	45	28	37	13	23	17	19	14
T-8	70	76	49	20	29	17	24	13	17	16
T-9	70	76	49	16	29	18	23	13	16	17
T-10	70	72	45	28	37	13	23	17	19	14
Mean	69.0	72.0	47.9	22.2	32.1	16.9	23.2	14.1	18.0	15.1
SD	3.8	3.1	3.0	4.3	5.8	2.3	1.8	3.0	1.4	1.7

Raw Scores converted to Stanine Scores

Teacher No.	Factors										M	SD
	1'	2'	3'	4'	5'	6'	7'	8'	9'	10'		
T-1	2.2	2.8	2.3	3.0	1.2	4.2	3.6	2.2	5.0	3.7	3.0	1.1
T-2	5.3	1.5	6.4	6.7	7.3	4.2	3.6	5.5	5.0	3.7	4.9	1.6
T-3	1.1	5.4	6.4	3.9	3.9	6.8	5.8	4.2	3.6	7.3	4.8	1.8
T-4	6.3	6.7	2.3	3.4	3.9	6.8	3.6	4.2	2.2	7.3	4.7	1.8
T-5	3.2	4.1	6.4	3.9	4.2	6.0	2.5	2.2	7.9	1.2	4.2	2.0
T-6	4.8	6.7	8.4	7.1	8.0	7.7	10.2	8.8	7.9	6.1	7.6	1.4
T-7	5.3	5.4	3.0	7.6	6.6	1.6	4.7	6.9	6.5	3.7	5.1	1.8
T-8	5.3	8.0	5.7	3.9	3.9	5.1	5.8	4.2	3.6	6.1	5.2	1.3
T-9	5.3	8.0	5.7	2.1	3.9	6.0	4.7	4.2	2.2	7.3	4.9	1.9
T-10	5.3	5.4	3.0	7.6	6.6	1.6	4.7	6.9	6.5	3.7	5.1	1.8
Mean	4.4	5.4	4.9	4.9	4.9	5.0	4.9	4.9	5.0	5.0		
SD	1.6	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE
Teacher-rated Scores of Headmaster

Staff rating of					
Initiating Structure of Headmaster			Consideration quality of Headmaster		
Maximum Score	Real Score	SD	Maximum Score	Real Score	SD
15	14.4	0.6	15	13.0	1.5

CASE STUDY No.4.

Type : Innovative

Level: High

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE

Factorwise Raw Scores

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.5	6.7	7.6	7.6	7.1	7.4	7.9	7.0
T-2	6.6	6.7	7.7	7.7	7.1	7.7	8.1	7.0
T-3	6.5	6.8	7.4	6.9	6.9	7.3	7.8	7.0
T-4	6.1	6.8	6.5	7.1	7.0	7.5	6.2	6.3
T-5	6.8	7.0	6.6	6.6	7.8	6.7	6.2	6.0
T-6	7.1	7.0	7.6	7.4	7.8	7.3	6.1	7.2
T-7	6.3	7.3	7.7	7.3	7.7	7.6	7.8	7.0
T-8	6.4	6.7	8.4	8.0	6.2	7.9	8.4	7.7
T-9	6.5	7.5	8.3	7.6	8.3	8.1	8.4	7.5
T-10	7.0	6.5	7.8	7.4	7.6	7.6	7.7	7.5
Mean	6.1	6.9	7.6	7.3	7.4	7.5	7.5	7.0
S.D.	0.6	0.3	0.6	0.5	0.5	0.4	0.9	0.5

OCDQ : Double Standardised Scores (Ipsatively standardised after normative standardisation)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	64.0	34.8	49.2	62.1	39.0	44.2	58.8	49.2
T-2	51.3	32.0	48.7	61.3	41.0	56.1	58.6	45.4
T-3	68.3	48.1	48.1	38.7	37.7	43.8	61.2	54.6
T-4	61.6	56.5	33.5	55.4	51.2	61.6	31.4	40.8
T-5	55.8	53.2	47.5	48.2	54.2	46.1	48.1	46.7
T-6	66.8	54.0	50.9	34.1	57.2	54.0	36.7	54.5
T-7	49.3	74.1	45.0	40.9	53.6	47.6	49.1	40.9
T-8	38.1	43.5	57.7	58.2	33.7	55.8	55.3	57.9
T-9	38.5	68.0	49.3	36.6	57.4	59.3	45.5	44.8
T-10	66.2	28.2	50.1	48.5	50.3	43.7	48.7	58.4

CPI : CHANGE PRONENESS INVENTORY

Factor Scores of Teachers on Change Proneness

Factors	Teachers		
	1	2	HM
Mental Flexibility	2.4	3.3	3.5
Open Mindedness	2.1	2.6	2.5
Curiosity	2.1	3.0	3.5
Mean	2.2	3.0	3.2
S.D.	0.1	0.2	0.5

PTO : PURDUE TEACHER OPINIONNAIRE

Teacher Morale Raw Score

Teacher No.	Factors									
	1	2	3	4	5	6	7	8	9	10
T-1	64	62	43	20	36	13	20	13	17	15
T-2	70	77	47	13	37	16	15	9	19	11
T-3	63	72	44	18	33	15	22	15	16	12
Mean	65.7	70.3	44.7	17.0	35.3	14.7	19.0	12.3	17.3	12.7
SD	3.0	6.3	1.6	2.9	1.8	1.2	2.9	2.5	1.3	1.7

Raw Scores converted to Stanine Scores

Teacher No.	Factors										M	SD
	1	2	3	4	5	6	7	8	9	10		
T-1	3.8	2.4	2.8	7.0	5.8	2.2	5.7	2.6	4.5	7.8	4.8	1.8
T-2	7.7	7.2	7.8	2.3	6.9	7.2	2.3	2.4	7.6	3.0	5.4	7.4
T-3	3.0	5.6	4.0	5.7	2.4	5.5	7.0	7.2	2.9	6.2	4.8	1.6
Mean	4.9	5.0	4.9	5.0	5.0	5.0	5.0	5.0	5.0	5.0		
SD	2.0	2.0	2.1	2.0	1.9	2.0	2.0	2.0	1.9	2.0		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher rated scores of Headmaster

Staff rating of					
Initiating Structure of Headmaster			Consideration quality of Headmaster		
Maximum Score	Real Score	SD	Maximum Score	Real Score	SD
15	13.9	1.0	15	11.0	2.0

CASE STUDY No.5.

Type : Innovative

Level : High

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE

Factorwise Raw Scores

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.4	7.0	8.9	8.3	5.4	7.7	8.6	7.5
T-2	6.5	6.8	8.6	7.9	6.3	7.1	8.0	8.2
T-3	6.4	6.5	7.0	7.1	6.8	7.4	7.4	6.8
T-4	6.7	6.3	8.5	7.6	6.8	8.0	8.0	7.8
T-5	6.8	6.1	8.3	7.7	7.1	8.6	7.9	7.8
T-6	6.9	6.7	8.7	7.6	7.1	8.6	8.1	7.7
T-7	6.9	6.7	8.9	7.6	7.1	8.9	8.1	7.7
T-8	6.5	6.0	8.5	7.4	6.6	8.1	8.2	8.5
T-9	6.7	6.3	8.5	7.6	6.8	8.0	8.1	7.8
T-10	6.6	6.2	8.1	8.0	6.7	9.0	8.9	7.1
T-11	6.4	6.7	7.8	7.4	7.0	8.0	8.3	8.0
T-12	6.6	6.5	7.9	8.1	6.9	8.4	8.2	7.5
Mean	6.6	6.5	8.3	7.7	6.7	8.2	8.2	7.7
S.D.	0.1	0.4	0.5	0.4	0.4	0.6	0.4	0.4

OCDQ : Double Standardised Scores (Ipsatively standardised
after normative standardisation)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	38.2	59.0	57.6	60.7	31.9	46.2	57.9	48.2
T-2	40.3	60.4	47.5	57.6	41.7	33.8	47.8	63.7
T-3	42.7	65.5	33.0	47.9	67.0	51.5	43.9	44.3
T-4	68.4	37.5	58.7	43.3	44.2	43.1	39.5	54.9
T-5	67.9	34.8	46.8	37.4	58.1	56.4	39.0	49.7
T-6	73.0	48.9	51.0	39.4	52.6	51.1	40.7	42.2
T-7	71.2	48.0	54.3	38.7	51.5	55.7	40.0	41.5
T-8	39.2	37.8	55.8	43.0	48.5	50.7	53.1	70.8
T-9	68.6	36.3	58.4	42.3	53.7	42.1	45.3	54.4
T-10	46.1	41.0	44.1	56.0	47.5	61.6	66.7	35.7
T-11	30.1	58.8	42.0	44.1	59.7	49.9	56.9	59.6
T-12	45.7	50.3	34.4	70.3	57.4	49.4	51.8	41.2

CPI : CHANGE PRONENESS INVENTORY

Factor Scores of Teachers on Change Proneness

Factors	Teachers							
	1	2	3	4	5	6	7	8
Mental Flexibility	2.4	3.7	1.8	3.0	3.4	3.2	3.4	3.0
Open Mindedness	3.0	2.7	3.2	3.2	3.2	2.4	2.8	3.5
Curiosity	2.8	3.0	2.1	3.0	3.0	3.0	2.0	4.0
Mean	2.7	3.1	2.4	3.1	3.2	2.9	2.8	3.5
SD	0.3	0.4	0.6	0.2	0.1	0.4	0.5	0.4

PTO : PURDUE TEACHER OPINIONNAIRE

Teacher Morale Raw Score

Teacher No.	Factors									
	1	2	3	4	5	6	7	8	9	10
T-1	80	74	53	27	36	15	28	19	18	14
T-2	78	74	56	20	37	17	26	19	20	13
T-3	70	75	51	22	34	14	23	17	17	14
T-4	76	76	48	24	30	19	26	17	19	15
T-5	76	75	48	24	32	19	26	17	19	16
T-6	70	75	51	23	37	18	30	17	17	12
T-7	69	73	47	23	28	15	25	17	19	14
T-8	79	75	52	15	37	19	30	17	16	11
Mean	74.8	74.6	50.8	22.3	33.9	17.0	26.8	17.5	18.1	13.9
SD	4.2	0.1	2.8	3.3	3.2	1.9	2.3	0.9	1.2	1.7

Raw Scores converted to Stanine Score

Teacher No.	Factors									
	1	2	3	4	5	6	7	8	9	10
T-1	7.4	7.6	6.6	7.8	6.4	2.9	6.2	8.5	4.8	7.5
T-2	6.4	7.6	8.8	3.6	7.0	5.0	4.4	8.5	8.2	3.9
T-3	2.6	8.4	5.2	4.8	5.2	1.9	1.8	3.9	3.2	5.1
T-4	5.5	8.6	6.8	6.0	2.7	7.0	4.4	3.9	6.5	3.3
T-5	5.5	8.4	6.8	6.0	3.9	7.0	4.4	3.9	6.5	7.5
T-6	2.6	7.6	5.2	5.4	7.0	6.0	7.9	3.9	3.2	2.7
T-7	2.1	8.7	2.4	5.4	1.5	2.9	3.5	3.9	6.6	5.1
T-8	6.9	8.4	5.9	0.6	7.0	7.0	7.9	3.9	1.5	1.5
Mean	5.7	8.1	6.0	5.2	5.2	5.0	5.1	5.0	5.1	5.0

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher rated scores of Headmaster

Staff rating of					
Initiating Structure of Headmaster			Consideration quality of Headmaster		
Maximum Score	Real Score	SD	Maximum Score	Real Score	SD
15	14.8	1.6	15	11.8	2.3

CASE STUDY No.6.

Type : Innovative

Level : High

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE

Factorwise Raw Scores

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.6	7.2	7.3	7.6	7.0	7.3	7.4	7.5
T-2	6.5	6.3	8.4	7.4	7.0	7.3	8.0	7.3
T-3	6.2	7.0	7.5	8.0	7.0	7.7	8.2	7.3
T-4	6.6	6.2	8.4	8.0	7.4	8.0	9.0	7.8
T-5	6.7	6.7	7.8	7.7	7.4	7.9	8.3	7.7
T-6	6.3	6.3	8.1	7.7	6.6	6.9	7.3	6.5
T-7	6.2	6.5	7.6	7.4	6.8	7.4	7.9	6.5
Mean	6.4	6.6	7.9	7.7	7.0	7.5	8.0	7.2
SD	0.2	0.1	0.1	0.2	0.3	0.1	0.2	0.2

Double Standardised Scores (Ipsatively standardised
after normative Standardisation)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	58.0	67.0	62.1	59.6	62.2	52.9	57.0	53.5
T-2	57.9	58.0	71.3	50.4	59.6	53.6	59.0	56.0
T-3	53.3	69.0	61.1	51.3	53.7	52.4	54.9	59.4
T-4	54.4	54.0	55.5	60.5	61.0	57.3	65.9	53.2
T-5	51.2	57.3	59.2	63.7	50.9	67.0	53.1	62.3
T-6	60.2	51.2	54.5	63.6	55.4	65.3	58.5	61.2
T-7	52.0	55.6	54.4	52.3	55.1	58.0	56.0	74.8

CPI : CHANGE PRONENESS INVENTORY

Factor Scores of Teachers on Change Proneness

Factors	Teachers					
	1	2	3	4	M	HM
Mental Flexibility	3.5	3.2	3.2	2.5	3.2	4.0
Open Mindedness	3.0	3.3	2.7	2.6	2.9	3.8
Curiosity	3.3	3.0	3.0	2.6	3.0	3.0
Mean	3.3	3.2	3.0	2.6	3.0	3.6
S.D.	0.2	0	0.3	0.1	0.2	0.5

PTO : PURDUE TEACHER OPINIONNAIRE
Teacher Morale Raw Scores

Teacher	Factors									
No.	1	2	3	4	5	6	7	8	9	10
T-1	74	79	51	27	34	20	31	19	15	15
T-2	74	66	43	25	28	11	26	20	14	14
T-3	68	74	49	22	34	14	22	16	15	12
T-4	67	68	43	24	28	13	21	16	10	11
Mean	70.8	71.8	46.5	24.5	31.0	14.5	25.0	17.8	13.5	13.0
SD	3.3	5.1	3.6	1.8	3.0	3.4	3.9	1.8	2.0	1.6

Raw Scores converted to Stanine Scores

Teacher	Factors										M	SD
No.	1'	2'	3'	4'	5'	6'	7'	8'	9'	10'		
T-1	6.9	8.0	7.5	7.8	7.1	8.3	8.1	6.5	6.4	7.6	7.4	0.6
T-2	6.9	2.9	3.0	5.5	3.0	2.9	5.6	7.6	5.5	6.3	4.9	1.7
T-3	3.2	6.0	6.4	2.2	7.1	4.7	3.5	3.0	6.4	3.8	4.7	1.6
T-4	2.6	3.7	3.0	4.4	3.0	4.1	3.0	3.0	1.6	2.5	3.1	0.8
Mean	4.9	5.2	5.0	5.0	5.1	5.0	5.0	5.0	5.0	5.0		
SD	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE
Teacher-rated Scores of Headmaster

Staff rating of					
Initiating Structure of Headmaster			Consideration quality of Headmaster		
Maximum Score	Real Score	SD	Maximum Score	Real Score	SD
15	14.3	1.2	15	12.5	0.8

CASE STUDY No.7.

Type : Innovative

Level : High

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE

Factorwise Raw Scores

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.2	6.7	8.3	8.0	6.8	8.6	8.9	8.9
T-2	6.4	6.3	8.1	7.0	6.6	7.9	8.4	7.2
T-3	6.5	7.2	8.2	7.5	8.0	8.5	7.5	6.4
T-4	6.8	7.2	8.3	8.1	6.8	8.1	7.7	7.8
T-5	6.9	6.3	8.2	7.9	7.1	8.6	8.4	8.3
T-6	6.2	6.7	8.3	8.0	6.9	8.6	9.0	8.8
T-7	7.0	6.2	8.6	6.7	6.6	7.9	7.2	9.0
T-8	6.9	6.3	8.5	7.3	6.7	7.6	8.3	8.3
T-9	6.6	6.2	8.3	7.0	7.0	7.9	8.7	8.0
T-10	6.4	6.3	8.1	7.1	6.8	7.4	8.0	8.0
Mean	6.6	6.5	8.3	7.5	6.9	8.1	8.2	8.0
SD	0.3	0.4	0.2	0.5	0.4	0.4	0.6	0.8

Double Standardised Scores (Ipsatively standardised
after normative Standardisation)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	28.9	51.3	45.1	57.7	42.2	58.6	58.8	57.4
T-2	49.0	52.4	36.6	41.0	47.4	53.6	70.2	20.0
T-3	49.6	61.2	44.2	48.7	67.8	54.9	40.7	35.9
T-4	54.5	68.2	46.3	61.8	43.2	46.3	36.3	43.2
T-5	60.3	35.5	33.5	37.5	52.0	62.1	49.2	49.4
T-6	26.1	46.6	40.9	52.5	40.9	46.7	44.7	50.9
T-7	61.7	47.1	65.3	37.9	45.1	47.1	48.8	51.0
T-8	62.8	43.0	66.0	44.2	43.1	35.0	48.3	54.1
T-9	52.9	38.6	52.8	33.6	57.2	44.5	67.6	59.8
T-10	53.4	57.0	40.3	49.6	63.0	43.0	61.1	42.8

CPI : CHANGE PRONENESS INVENTORY

Factor Scores of Teachers on Change Proneness

Factors	Teachers										HM
	1	2	3	4	5	6	7	8	9	10	
Mental Flexibility	1.7	2.2	2.8	2.8	2.2	2.4	2.2	3.0	3.2	3.0	4.0
Open Mindedness	2.4	2.4	3.0	3.9	2.3	2.5	2.2	2.7	2.8	2.7	4.0
Curiosity	2.1	2.8	2.8	2.8	2.7	2.8	2.3	3.1	2.8	3.1	4.0
Mean	2.1	2.4	2.9	3.2	2.5	2.6	2.2	2.9	2.9	2.9	4.0
SD	0.3	0	0.1	0.5	0.2	0.1	0	0.2	0.2	0.2	0

PTO : PURDUE TEACHER OPINIONNAIRE

Teacher Morale Raw Scores

Teacher	Factors									
No.	1	2	3	4	5	6	7	8	9	10
T-1	71	67	51	24	32	16	18	9	20	5
T-2	71	67	51	24	32	16	18	9	20	5
T-3	71	71	53	21	34	16	22	9	19	5
T-4	71	68	52	23	27	19	20	10	20	5
T-5	74	68	52	23	27	19	27	11	20	5
T-6	71	62	45	22	37	16	22	13	19	11
T-7	74	69	53	24	37	18	20	19	20	5
T-8	76	69	53	24	37	18	20	19	20	11
T-9	70	71	45	26	25	14	22	18	18	5
T-10	71	63	48	24	34	16	15	11	20	5
Mean	72.0	67.5	50.3	23.8	32.2	16.8	21.2	11.0	19.6	6.2
SD	1.8	2.8	3.0	1.3	4.3	1.5	3.8	2.6	0.7	2.4

Raw Scores converted to Stanine Scores

Teacher	Factors										M	SD
No.	1	2	3	4	5	6	7	8	9	10		
T-1	4.1	4.4	5.6	5.7	4.9	4.0	3.4	3.5	6.2	4.0	4.6	0.9
T-2	4.1	4.4	5.6	5.7	4.9	4.0	3.4	3.5	6.2	4.0	4.6	0.9
T-3	4.1	7.2	7.0	1.0	5.9	4.0	5.5	3.5	3.2	4.0	4.5	1.8
T-4	4.2	5.1	6.3	4.2	2.7	7.8	8.7	4.3	6.2	4.0	5.3	1.8
T-5	7.4	5.1	6.3	4.2	2.6	7.9	8.1	5.0	6.2	4.0	5.7	1.7
T-6	4.1	0.9	1.6	2.6	7.3	4.0	5.5	6.6	3.2	9.0	4.5	2.4
T-7	7.4	5.8	7.0	5.7	7.3	6.6	4.4	4.3	6.2	4.0	5.9	1.2
T-8	9.6	5.8	7.0	5.7	7.2	6.6	4.4	4.2	6.2	9.0	6.6	1.7
T-9	3.0	7.1	1.6	8.8	1.6	1.4	5.5	10.4	0.2	4.0	4.4	3.3
T-10	4.1	1.6	3.6	5.7	5.9	4.0	1.8	5.0	6.2	4.0	4.2	1.5
Mean	5.2	4.7	5.2	4.9	5.0	5.0	5.1	5.0	5.0	5.0		
SD	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher-rated Scores of Headmaster

Staff rating of

Initiating Structure of Headmaster	Consideration quality of Headmaster
---------------------------------------	--

Max.Score	Real Score	SD	Max.Score	Real Score	SD
-----------	------------	----	-----------	------------	----

15	14.8	0.4	15	12.8	0.9
----	------	-----	----	------	-----

CASE STUDY No.8.

Type : Innovative

Level : High

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE

Factorwise Raw Scores

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.0	6.7	8.0	7.4	7.6	7.6	8.1	7.7
T-2	6.2	6.5	7.6	7.4	6.7	7.3	8.0	7.7
T-3	7.1	6.3	8.4	7.3	7.1	8.1	8.8	8.3
T-4	6.5	6.8	7.1	6.4	6.9	7.1	7.7	6.7
T-5	6.5	6.3	7.2	7.0	7.0	7.3	7.9	7.5
T-6	6.4	6.3	8.2	7.7	7.3	7.7	8.8	8.0
T-7	6.5	6.8	8.6	8.3	7.6	7.0	7.6	7.2
T-8	6.3	6.3	7.8	7.6	7.2	8.3	8.3	7.8
T-9	6.7	6.8	8.2	8.3	7.0	7.7	8.4	7.8
T-10	6.4	6.5	2.6	7.0	6.9	7.4	8.4	7.0
T-11	7.8	8.2	7.4	7.9	7.2	7.7	7.8	7.0
Mean	6.6	6.7	7.9	7.5	7.1	7.6	8.2	7.5
SD	0.5	0.6	0.5	0.6	0.2	0.3	0.3	0.5

Double Standardised Scores (Ipsatively standardised after normative Standardization)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	36.0	47.7	50.0	47.3	73.9	47.9	46.6	51.3
T-2	53.1	54.7	50.9	57.7	26.4	46.6	52.9	62.2
T-3	52.8	35.3	52.1	38.2	40.7	62.3	61.4	58.3
T-4	64.4	69.9	43.6	40.9	46.8	45.4	45.6	44.2
T-5	63.0	52.0	33.0	47.1	49.3	43.4	47.1	66.3
T-6	37.8	34.0	50.2	48.0	58.0	51.4	67.5	55.2
T-7	48.5	51.3	58.9	59.3	65.9	35.9	37.0	45.1
T-8	40.3	39.4	43.6	48.0	52.0	73.2	59.9	53.0
T-9	47.6	46.0	52.6	66.5	28.7	49.5	56.5	52.4
T-10	49.4	49.5	69.1	43.7	37.0	47.4	63.1	42.3
T-11	64.4	65.7	39.4	51.8	50.7	50.2	38.5	40.0

CPI : CHANGE PRONENESS INVENTORY

Factor Scores of Teachers on Change Proneness

Factors	Teachers			
	1	2	3	HM
Mental Flexibility	3.1	2.9	1.6	4.0
Open Mindedness	2.9	3.4	2.0	4.0
Curiosity	3.0	3.0	2.5	3.0
Mean	3.0	3.1	2.0	3.7
SD	0.1	0.2	0.4	0.5

PTO : PURDUE TEACHER OPINIONNAIRE

Teacher Morale Raw Scores

Teacher	Factors									
No.	1	2	3	4	5	6	7	8	9	10
T-1	73	64	50	25	39	19	25	18	17	15
T-2	77	74	54	26	37	15	32	20	20	11
Mean	75.0	69.0	52.0	25.5	38.0	17.0	28.5	19.0	18.5	13.0
SD	2.0	5.0	2.0	5.0	1.0	2.0	3.5	1.0	1.5	2.0

Raw scores converted to Stanine Scores

Teacher	Factors											
No.	1	2	3	4	5	6	7	8	9	10	M	SD
T-1	3.0	3.0	3.0	3.0	7.0	7.0	3.0	3.0	3.0	7.0	4.2	1.8
T-2	7.0	7.0	7.0	7.0	3.0	3.0	7.0	7.0	6.9	3.8	5.8	1.8
Mean	5.0	5.0	5.0	5.0	5.0	6.0	5.0	5.0	5.0	5.0		
SD	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher-rated scores of Headmaster

Initiating Structure of Headmaster			Consideration quality of Headmaster		
Max. Score	Real Score	SD	Max. Score	Real Score	SD
15	14.7	1.7	15	12.5	1.2

CASE STUDY No.9.

Type : Innovative

Level : High

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE**Factorwise Raw Scores**

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.6	6.0	7.9	8.0	7.1	7.6	8.4	8.7
T-2	6.7	7.8	7.7	7.4	6.9	7.6	8.2	7.5
T-3	6.2	6.0	8.1	7.4	7.2	7.6	8.5	8.3
T-4	6.0	6.0	8.2	8.0	6.9	7.5	8.4	7.8
T-5	6.8	7.0	7.8	7.0	7.1	7.9	8.1	7.7
T-6	6.6	6.6	8.0	7.0	6.7	8.1	8.2	7.5
T-7	6.8	6.8	7.9	6.7	7.1	8.0	8.0	7.5
T-8	6.6	7.0	7.7	6.9	7.0	7.0	7.8	7.5
T-9	6.5	6.8	7.8	7.4	6.8	7.7	7.7	6.7
T-10	6.7	7.3	7.8	7.8	7.1	7.5	7.6	7.7
T-11	6.9	6.0	9.0	8.3	7.8	8.0	8.4	7.2
Mean	6.6	6.7	8.0	7.5	7.1	7.8	8.1	7.7
SD	0.3	0.6	0.4	0.4	0.4	0.2	0.2	0.4

OCDQ : Double Standardised Scores (Ipsatively standardised after normative Standardisation)

Teacher No.	B"	H"	E"	I"	A"	PE"	T"	C"
T-1	47.1	37.2	44.4	58.0	47.5	38.7	56.8	68.5
T-2	54.7	72.3	40.3	48.4	44.4	39.0	52.9	45.5
T-3	37.2	39.2	52.3	48.2	53.1	40.9	64.6	64.2
T-4	34.6	42.2	56.4	62.8	47.6	38.6	61.6	54.7
T-5	60.4	57.4	40.1	31.0	50.3	62.8	47.2	52.4
T-6	50.7	48.9	45.3	38.1	39.0	72.6	53.7	46.1
T-7	58.5	52.8	47.6	30.4	51.6	66.8	44.8	46.4
T-8	58.7	66.6	44.8	36.1	54.9	52.7	35.7	51.7
T-9	55.7	62.1	52.6	57.5	50.0	55.3	37.2	30.8
T-10	55.8	61.9	47.1	60.0	53.1	37.9	31.2	53.1
T-11	50.2	34.0	81.4	57.5	57.7	53.3	51.0	34.0

CPI : CHANGE PRONENESS INVENTORY**Factor Scores of Teachers on Change Proneness**

Factors	Teachers								HM
	1	2	3	4	5	6	7	8	
Mental Flexibility	3.0	2.8	3.7	1.9	2.0	3.3	2.2	2.2	3.5
Open Mindedness	3.1	3.2	3.4	2.5	2.1	3.0	1.8	2.0	2.0
Curiosity	3.0	2.6	3.5	2.4	2.5	2.5	3.0	2.9	3.5
Mean	3.0	2.9	3.5	2.3	2.2	2.9	2.3	2.4	3.0
SD	0.1	0.3	0.1	0.3	0.2	0.3	0.5	0.4	0.7

PTO : PURDUE TEACHER OPINIONNAIRE

Teacher Morale Raw Scores

Teacher	Factors									
No.	1	2	3	4	5	6	7	8	9	10
T-1	71	58	49	18	27	11	14	9	19	10
T-2	75	69	53	23	37	18	29	20	20	16
T-3	78	78	56	28	41	20	32	20	20	17
T-4	73	71	51	25	38	19	29	20	20	14
T-5	78	78	56	28	41	20	32	20	20	14
T-6	78	71	54	26	36	19	28	17	20	14
T-7	78	67	48	22	37	15	26	18	18	17
T-8	62	55	43	18	33	17	17	14	17	13
Mean	74.1	68.4	51.3	23.5	36.3	17.4	25.9	17.3	19.3	14.4
SD	5.2	7.8	4.2	3.7	4.3	2.8	6.3	3.7	1.1	2.1

PTO : Raw Scores converted to Stanine Scores

Teacher	Factors										M	SD
No.	1	2	3	4	5	6	7	8	9	10		
T-1	4.0	2.5	4.0	2.0	0.7	0.5	1.3	0.5	4.5	0.6	2.1	1.5
T-2	5.5	5.3	5.9	4.6	5.4	5.4	6.1	6.5	6.3	6.4	5.7	0.6
T-3	6.7	7.7	7.4	7.3	7.3	6.8	7.0	6.5	6.3	7.4	7.0	0.3
T-4	4.8	5.9	5.0	5.7	5.8	6.1	6.1	6.5	6.3	4.6	5.7	0.7
T-5	6.7	7.7	7.4	7.3	7.3	6.8	7.0	6.5	6.3	4.6	6.7	0.8
T-6	6.7	5.9	6.4	6.2	4.9	6.1	5.7	4.8	6.3	4.6	5.8	0.7
T-7	6.7	4.8	3.5	4.1	5.4	3.3	5.1	5.4	2.6	7.4	4.8	1.4
T-8	0.5	1.7	1.1	2.0	3.5	4.7	2.2	3.2	0.8	3.7	2.3	1.3
Mean	5.2	5.2	5.1	4.9	5.0	4.9	5.1	5.0	4.9	4.9		
SD	2.0	2.0	2.0	3.0	2.0	2.0	2.0	2.0	2.0	2.0		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher-rated Scores of Headmaster

Staff rating of					
Initiating Structure of Headmaster			Consideration quality of Headmaster		
Max. Score	Real Score	SD	Max. Score	Real Score	SD
15	11.8	0.8	15	14.0	1.0

CASE STUDY No.10

Type : Innovative

Level : High

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE

Factorwise Raw Scores

Teacher No.	D	H	E	I	A	PE	T	C
T-1	7.1	7.2	8.4	8.0	6.7	7.2	8.4	7.7
T-2	6.4	7.2	7.2	7.0	6.8	7.3	6.9	6.7
T-3	6.6	6.5	7.4	6.7	7.0	8.9	8.3	7.7
T-4	6.7	6.7	8.2	7.1	6.8	8.9	8.9	7.3
T-5	6.7	6.7	8.2	7.1	6.8	7.9	8.6	7.8
T-6	6.5	8.3	8.6	7.4	8.3	7.9	8.3	7.0
T-7	6.8	6.7	8.2	8.1	6.8	8.1	8.4	7.8
T-8	7.2	6.5	8.5	9.0	8.0	8.9	8.4	7.8
T-9	7.0	6.5	8.4	9.0	8.0	8.4	8.7	7.8
T-10	6.7	6.7	7.9	7.6	7.6	8.6	8.6	7.5
T-11	6.5	8.3	8.1	7.1	8.0	8.9	8.3	7.0
Mean	6.8	7.0	8.1	7.7	7.3	8.2	8.3	7.5
SD	0.2	0.7	0.4	0.7	0.6	0.6	0.4	0.3

OCDQ : Double Standardised Scores (Ipsatively standardised after normative Standardization)

Teacher No.								
T-1	72.1	49.2	52.6	50.9	39.9	35.6	49.6	59.8
T-2	35.9	66.8	47.1	57.4	57.3	52.8	37.8	43.9
T-3	39.4	47.0	37.6	49.5	49.6	66.6	55.7	61.8
T-4	44.9	44.0	58.5	40.9	32.1	64.3	63.8	46.0
T-5	44.9	44.2	55.9	41.7	54.9	43.5	60.2	69.1
T-6	32.8	63.8	58.3	47.9	61.4	46.0	50.2	39.9
T-7	55.5	38.7	51.3	58.1	32.6	45.4	51.9	65.6
T-8	72.6	35.6	47.7	53.9	48.7	48.4	43.0	49.0
T-9	66.7	30.9	47.3	59.5	51.4	43.1	47.9	51.7
T-10	38.4	39.1	39.0	46.8	59.0	62.9	63.0	52.6
T-11	32.4	65.0	50.6	45.4	58.6	58.2	50.7	39.8

CPI : CHANGE PRONENESS INVENTORY

Factors Scores of Teachers on Change Proneness

Factors	Teachers									
	1	2	3	4	5	6	7	8	9	HM
Mental Flexibility	3.0	2.5	2.7	1.4	1.3	2.2	1.2	2.0	2.1	2.5
Open Mindedness	2.7	2.4	3.1	1.8	1.8	2.5	2.0	2.2	2.0	2.5
Curiosity	2.4	2.4	1.0	2.0	2.0	2.4	1.5	2.5	2.5	2.5
Mean	2.7	2.4	2.3	1.7	1.7	2.4	1.6	2.2	2.2	2.5
SD	0.2	0.1	1.0	0.3	0.3	0	0.3	0.2	0.2	0

PTO : PURDUE TEACHER OPINIONNAIRE

Teacher Morale Raw Scores

Teacher	Factors									
No.	1	2	3	4	5	6	7	8	9	10
T-1	64	70	53	25	41	14	31	17	20	11
T-2	70	57	52	24	34	12	29	20	20	17
T-3	28	48	37	7	20	8	29	7	13	10
T-4	68	69	49	23	32	18	29	20	18	13
T-5	72	69	49	24	32	18	29	20	18	11
T-6	70	62	51	15	38	18	25	13	16	13
T-7	70	69	49	24	32	18	29	20	14	13
T-8	70	65	51	14	31	15	19	13	15	13
T-9	72	65	51	14	33	17	16	11	15	13
Mean	64.9	63.8	49.1	18.9	32.6	15.3	26.2	15.4	16.9	12.7
SD	13.2	6.8	4.8	6.1	5.4	3.3	5.0	4.8	2.2	1.9

PTO : Raw Scores converted to Stanine Scores

Teacher	Factors										M	SD
No.	1	2	3	4	5	6	7	8	9	10		
T-1	4.8	6.6	6.5	7.7	8.1	4.2	6.8	5.6	7.8	3.3	6.1	1.5
T-2	5.7	2.8	6.1	6.7	5.8	3.0	6.0	6.9	7.8	9.7	6.0	2.0
T-3	0.6	0.2	0.6	1.1	0.3	0.6	6.0	1.4	1.5	2.2	1.5	1.6
T-4	5.4	6.3	4.7	6.4	4.8	6.6	6.0	6.9	6.0	5.4	5.9	0.7
T-5	6.0	6.3	4.7	6.7	4.8	6.7	6.0	6.9	6.0	3.3	5.7	1.1
T-6	5.7	4.3	5.6	3.3	7.0	6.6	4.4	4.0	4.2	5.4	5.1	1.1
T-7	5.7	6.3	4.7	6.7	4.8	6.6	6.0	6.9	5.1	5.4	5.8	0.8
T-8	5.7	5.2	5.6	3.4	4.4	4.8	2.0	3.1	3.3	5.4	4.3	1.2
T-9	6.0	5.2	5.6	3.4	5.1	6.0	0.8	3.1	3.2	5.4	4.4	1.6
Mean	5.0	4.8	4.9	5.1	5.0	5.0	4.9	5.0	5.0	5.1		
SD	1.6	2.0	1.7	2.0	2.0	2.0	2.0	2.0	2.0	2.0		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher-rated Scores of Headmaster

Staff rating of					
Initiating Structure of Headmaster			Consideration quality of Headmaster		
Max. Score	Real Score	SD	Max. Score	Real Score	SD
15	12.4	2.8	15	13.8	1.7

CASE STUDY No.11.

Type : Innovative

Level : Average

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE
Factorwise Raw Scores

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.5	6.5	7.9	7.7	6.9	7.3	8.2	7.8
T-2	6.7	7.2	8.1	7.3	7.1	7.7	7.2	6.8
T-3	6.5	8.7	8.0	7.8	7.2	7.9	6.1	6.0
T-4	7.3	6.3	8.4	8.2	8.1	8.1	8.0	8.0
T-5	7.2	7.5	7.8	7.9	7.1	7.0	7.4	7.3
T-6	6.6	6.3	8.0	7.3	6.6	7.6	7.7	7.5
T-7	6.8	6.0	7.6	8.3	6.6	7.0	8.1	7.5
T-8	7.5	8.8	8.3	7.1	7.2	7.9	8.0	7.7
T-9	6.7	7.2	7.3	7.1	7.2	6.9	6.6	6.3
T-10	6.6	6.3	8.0	7.4	6.4	7.6	7.7	7.5
T-11	6.3	6.3	8.0	7.4	6.7	8.1	8.1	7.7
T-12	6.7	6.2	8.0	8.6	6.7	8.0	8.3	8.0
T-13	6.4	6.8	8.0	7.9	6.8	7.6	8.3	7.5
T-14	6.9	7.0	8.3	7.6	7.4	7.9	8.4	8.0
T-15	6.5	6.5	7.5	7.3	7.0	7.7	7.3	6.8
T-16	6.9	7.3	8.2	8.0	6.9	8.1	8.1	8.2
T-17	7.2	8.0	8.2	7.9	7.2	8.4	8.0	7.3
Mean	6.8	6.9	7.8	7.7	7.0	7.7	7.7	7.4
SD	0.4	0.7	0.7	0.4	0.4	0.4	0.7	0.6

Double Standardised Scores (Ipsatively standardised
after normative Standardisation)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	39.6	43.3	50.6	52.9	47.6	35.4	64.7	64.4
T-2	51.2	62.2	58.1	34.8	60.0	59.9	41.3	37.9
T-3	46.6	68.2	51.8	51.8	55.3	54.4	35.6	36.1
T-4	54.8	31.8	46.3	52.8	69.9	51.8	44.1	50.3
T-5	62.4	60.1	46.7	55.1	53.1	29.0	44.4	48.5
T-6	49.5	43.3	60.4	35.7	35.9	53.4	57.6	62.9
T-7	53.3	39.6	47.5	68.6	41.8	36.0	58.1	54.2
T-8	68.4	45.8	51.7	29.2	52.9	51.3	51.0	51.5
T-9	57.2	63.5	49.5	43.5	65.1	38.2	41.4	41.0
T-10	49.6	43.6	60.1	44.2	30.2	53.4	57.4	62.6
T-11	36.2	42.7	52.9	43.1	46.8	66.7	59.5	58.0
T-12	44.2	36.7	46.6	69.2	38.2	53.6	54.7	47.7
T-13	32.7	49.9	51.8	59.3	41.0	45.8	67.3	54.0
T-14	41.7	36.5	46.1	45.6	58.5	44.9	65.2	63.1
T-15	45.3	50.9	47.2	35.5	64.6	65.9	49.1	40.0
T-16	44.4	51.0	44.2	55.3	31.3	61.6	49.3	64.7
T-17	55.7	62.5	42.8	44.8	46.6	66.8	43.9	35.7

Teacher No.	1	2	3	4	5	6	7	8	9	10
T-1	47	53	39	15	31	15	20	13	14	12
T-2	48	55	39	10	33	10	15	13	12	11
T-3	63	64	49	20	30	11	23	12	18	12
T-4	66	68	46	17	33	8	22	15	16	12
T-5	34	69	53	12	23	11	17	9	13	9
T-6	44	70	47	13	25	13	19	9	13	11
T-7	69	72	50	16	32	13	20	13	19	12
T-8	73	64	55	28	37	19	29	19	20	17
T-9	73	68	54	26	35	18	31	18	19	11
Mean	57.4	64.8	48.0	17.4	31.0	13.1	21.8	13.4	16.0	11.9
SD	13.6	6.2	5.6	5.8	4.2	3.5	5.0	3.3	2.9	2.0

[illegible]

CPI : CHANGE PRONENESS INVENTORY

Factor Scores of Teachers on Change Proneness

Factor	Teachers								
	1	2	3	4	5	6	7	8	9
Mental Flexibility	2.6	2.0	2.8	3.3	2.7	3.2	3.0	2.4	2.3
Open Mindedness	2.1	2.7	3.3	3.4	2.5	3.1	3.6	2.9	2.7
Curiosity	3.0	2.0	3.1	2.2	2.7	1.9	2.7	3.2	2.7
Mean	2.6	2.2	3.1	3.0	2.6	2.7	3.1	2.8	2.6
SD	0.4	0.3	0.2	0.5	0.1	0.6	0.4	0.3	0.2

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher rated Scores of Headmaster

Staff Rating of					
Initiating Structure of Headmaster			Consideration quality of Headmaster		
Max. Score	Real Score	SD	Max. Score	Real Score	SD
15	12.4	3.5	15	10.3	4.9

CASE STUDY No.12.

Type : Innovative Level: Average

S.D : High

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE**Factorwise Raw Scores**

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.8	6.5	8.8	7.7	6.1	7.7	8.4	7.3
T-2	6.4	6.7	7.8	7.3	7.0	7.6	7.8	7.3
T-3	6.6	6.7	8.1	7.6	7.0	8.1	8.2	7.8
T-4	6.8	6.2	7.7	7.9	7.3	8.7	8.7	8.8
T-5	6.8	6.2	7.7	7.9	7.2	8.7	8.7	8.8
T-6	6.6	6.2	7.9	7.6	7.0	7.3	8.2	8.0
T-7	6.6	6.7	7.6	7.9	7.2	8.6	8.7	8.8
T-8	6.6	6.2	7.7	7.9	7.2	8.7	8.7	8.8
T-9	6.6	6.2	7.7	7.9	7.2	8.7	8.7	8.8
T-10	6.6	6.2	7.7	7.9	7.2	8.7	8.7	8.8
Mean	6.6	6.4	7.9	7.8	7.0	8.3	8.5	8.3
SD	0.1	0.2	0.3	0.2	0.3	0.5	0.3	0.6

OCDQ : Double Standardised Scores (Ipsatively Standardised after normative Standardisation)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	60.8	55.0	67.3	50.8	37.2	48.6	37.4	43.6
T-2	44.1	66.1	57.0	44.7	57.5	50.7	30.9	48.5
T-3	50.5	63.7	58.8	47.4	52.6	60.0	27.5	47.2
T-4	63.3	41.2	43.4	54.8	55.6	55.7	30.3	55.5
T-5	64.2	41.7	43.9	55.6	53.5	56.5	30.5	56.3
T-6	53.3	50.4	57.3	50.0	55.5	41.4	28.5	62.9
T-7	45.0	62.5	40.7	56.1	53.9	55.1	30.0	56.9
T-8	46.8	42.9	45.5	59.0	56.6	60.0	30.1	59.8
T-9	46.2	42.5	46.8	58.0	55.7	59.0	30.1	58.8
T-10	46.6	42.7	45.3	58.8	56.4	59.8	29.9	59.6

CPI : CHANGE PRONENESS INVENTORY**Factor scores of Teachers on Change Proneness**

Factor	Teachers								HM
	1	2	3	4	5	6	7	8	
Mental Flexibility	2.1	2.9	1.8	2.2	2.9	1.9	1.8	1.8	4
Open Mindedness	1.5	3.4	1.5	1.5	3.4	1.7	1.3	1.5	4
Curiosity	1.6	3.0	1.8	1.9	3.0	1.9	1.9	1.9	4
Mean	1.8	3.1	1.7	1.9	3.1	1.8	1.7	1.7	4
SD	0.2	0.2	0.1	0.3	0.2	0.1	0.2	0.1	0

PTO : PURDUE TEACHER OPINIONNAIRE

Teacher Morale Raw Scores

Teacher No.	Factors									
	1	2	3	4	5	6	7	8	9	10
T-1	75	68	49	23	34	15	28	16	19	13
T-2	77	67	44	25	35	14	29	19	20	14
T-3	74	68	49	22	34	15	28	16	19	13
T-4	75	68	50	19	34	15	27	17	19	13
T-5	77	67	53	25	36	19	29	18	20	15
T-6	75	75	54	24	39	18	29	17	19	13
T-7	75	73	54	24	39	18	29	17	19	13
T-8	75	73	54	24	39	18	29	17	19	13
Mean	75.4	69.9	51.3	23.3	36.3	16.9	28.5	17.1	19.3	13.4
SD	0.5	2.9	2.6	1.6	2.2	1.5	0.7	0.8	0.4	0.6

PTO : Raw Scores converted to Stanine Scores

Teacher No.	Factors										M	SD
	1	2	3	4	5	6	7	8	9	10		
T-1	3.3	3.7	3.3	4.7	2.9	2.4	3.7	2.3	4.0	3.7	3.4	0.7
T-2	11.5	3.0	1.8	6.9	3.8	5.1	16.8	9.5	8.8	7.0	7.4	4.2
T-3	0.8	3.7	3.3	3.6	2.9	2.4	3.7	2.3	4.0	3.7	3.0	0.9
T-4	3.3	3.7	4.0	0.4	2.9	2.4	0.9	4.7	4.0	3.7	3.0	1.3
T-5	11.5	3.0	6.3	6.9	4.7	7.8	6.5	7.1	8.5	10.4	7.3	2.4
T-6	3.3	8.6	7.1	5.8	7.4	6.5	6.5	4.7	4.0	3.7	5.8	1.7
T-7	3.3	7.2	7.1	5.8	7.4	6.5	6.5	4.7	4.0	3.7	5.6	1.5
T-8	3.3	7.2	7.1	5.8	7.4	6.5	6.5	4.7	4.0	3.7	5.6	1.5
Mean	5.1	5.0	5.0	5.0	5.0	5.0	6.3	5.0	5.1	4.9		
SD	3.8	2.1	2.0	2.0	2.0	2.0	4.3	2.2	2.0	2.3		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher rated Scores of Headmaster

Staff rating of					
Initiating Structure of Headmaster			Consideration quality of Headmaster		
Max. Score	Real Score	SD	Max. Score	Real Score	SD
15	12.5	2.6	15	12.4	2.6

CASE STUDY No.13.

Type : Innovative

Level : Average

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE

Factorwise Raw Scores

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.5	6.7	7.9	7.4	6.7	7.7	8.2	7.7
T-2	6.3	6.9	7.7	7.3	6.4	7.1	8.0	7.7
T-3	6.6	6.3	8.3	7.4	7.0	8.3	8.7	8.5
T-4	6.4	6.0	8.2	7.1	7.0	7.1	8.4	8.5
T-5	6.7	7.0	7.6	7.6	7.6	7.7	8.2	7.7
T-6	6.5	6.0	8.6	8.0	7.2	8.1	8.3	8.7
T-7	6.5	6.3	7.9	7.1	6.7	7.3	8.3	7.3
T-8	6.5	6.0	8.0	7.3	6.7	6.8	8.3	8.3
T-9	7.0	6.7	7.5	7.0	7.3	8.0	8.3	9.2
T-10	6.6	7.0	8.7	8.1	7.2	7.7	8.7	8.7
T-11	6.8	7.2	7.7	7.1	7.2	8.1	8.6	7.7
Mean	6.6	6.6	8.0	7.4	7.0	7.6	8.3	8.0
SD	0.2	0.4	0.4	0.4	0.3	0.5	0.2	0.5

Double Standardised Scores (Ipsatively standardised after normative Standardisation)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	43.3	62.9	50.9	57.4	31.9	62.4	46.7	56.2
T-2	31.8	69.2	51.2	57.5	35.2	48.2	44.6	54.1
T-3	43.1	34.6	53.3	43.1	43.1	61.8	51.6	54.9
T-4	39.8	37.6	60.2	43.6	53.9	41.2	51.2	65.0
T-5	58.0	62.9	32.3	57.7	54.5	52.2	42.0	40.2
T-6	38.9	31.4	60.3	61.1	51.5	54.9	44.6	57.4
T-7	49.4	38.7	57.6	53.6	42.8	34.1	57.6	65.5
T-8	52.3	50.0	60.5	45.4	40.0	51.0	67.4	33.6
T-9	67.4	54.4	38.5	43.2	57.4	57.4	49.1	32.1
T-10	34.6	47.3	60.8	62.3	44.4	37.5	59.9	57.9
T-11	58.1	60.0	36.7	36.1	53.0	56.8	60.0	39.3

CPI : CHANGE PRONENESS INVENTORY

Factor Scores of Teachers on Change Proneness

Factor	Teachers									
	1	2	3	4	5	6	7	8	9	MM
Mental Flexibility	2.8	3.0	2.7	3.5	2.7	2.7	3.2	3.4	3.5	3.5
Open Mindedness	2.4	2.9	3.0	2.8	2.0	2.5	2.4	3.1	3.1	3.6
Curiosity	2.5	2.8	2.6	3.0	2.5	2.6	2.3	2.6	2.9	2.5
Mean	2.6	2.9	2.7	3.1	2.4	2.6	2.6	3.0	3.2	3.2
SD	0.2	0.1	0.2	0.3	0.3	0.8	0.4	0.3	0.3	0.8

PTO : PURDUE TEACHER OPINIONNAIRE

Teacher Morale Raw Scores

Teacher No.	Factors									
	1	2	3	4	5	6	7	8	9	10
T-1	61	70	45	26	28	16	29	15	17	11
T-2	67	36	44	21	30	14	24	17	16	10
T-3	59	68	45	22	26	11	22	15	16	15
T-4	73	77	43	24	30	15	32	17	12	10
T-5	49	45	37	26	25	10	16	8	14	9
T-6	72	73	46	22	33	19	28	16	14	12
T-7	64	73	49	22	33	17	31	18	19	11
T-8	73	78	48	25	28	17	30	18	15	13
T-9	69	78	48	25	27	17	30	18	15	13
Mean	65.2	70.9	45.0	23.7	28.9	15.9	26.9	15.7	15.6	11.6
SD	7.5	9.7	3.4	1.8	2.7	2.5	4.9	3.0	1.8	1.7

Raw Scores converted to Stanine Scores

Teacher No.	Factors										M	SD
	1	2	3	4	5	6	7	8	9	10		
T-1	4.1	5.1	5.1	7.5	4.4	5.4	6.0	4.5	6.7	4.4	5.3	1.0
T-2	5.7	6.4	4.5	1.9	5.9	5.4	3.9	5.9	5.5	3.2	4.8	1.4
T-3	3.6	4.7	5.1	3.0	2.9	2.9	3.1	4.5	5.5	9.0	4.4	1.8
T-4	7.3	6.6	3.9	5.3	5.9	4.6	7.2	5.9	1.1	3.2	5.1	1.9
T-5	0.9	0.1	0.4	7.5	2.1	0.5	0.7	0.2	3.3	2.1	1.8	2.2
T-6	7.1	5.8	5.7	3.0	8.1	7.8	5.6	5.2	5.5	5.5	5.9	1.4
T-7	4.9	5.8	7.4	3.0	8.1	6.2	6.8	6.6	8.9	4.4	0.2	1.7
T-8	7.3	6.8	6.9	6.4	4.4	6.2	6.4	6.6	4.4	6.7	6.2	0.9
T-9	6.3	6.8	6.9	6.4	3.6	6.2	6.4	6.6	4.4	6.7	6.0	1.1
Mean	5.2	5.3	5.1	4.9	5.0	5.1	5.1	5.1	5.0	5.0		
SD	2.0	2.0	2.0	2.0	2.0	2.0	2.0	1.9	2.1	2.0		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher rated Scores of Headmaster

Staff rating of					
Initiating Structure of Headmaster			Consideration quality of Headmaster		
Max. Score	Real Score	SD	Max. Score	Real Score	SD
15	10.1	0.9	15	13.1	2.0

CASE STUDY No.14.

Type : Innovative

Level : Average

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE

Factorwise Raw Scores

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.4	7.0	7.9	7.6	6.8	6.7	7.7	6.5
T-2	6.8	7.5	8.0	7.7	7.0	6.6	7.2	6.7
T-3	6.6	6.8	8.2	7.3	7.0	7.6	8.0	7.8
T-4	6.7	6.8	7.7	8.1	7.1	7.4	7.2	6.5
T-5	6.5	7.5	7.1	7.3	7.0	7.1	7.4	7.2
T-6	6.6	6.5	7.7	7.3	7.0	7.3	7.4	7.2
Mean	6.6	7.3	7.8	7.6	7.0	7.1	7.5	7.0
SD	0.1	0.1	0.1	0.3	0.0	0.1	0.3	0.2

Double Standardised Scores (Ipsatively standardised
after normative standardization)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	75.1	54.4	55.6	57.5	53.3	52.0	56.5	52.4
T-2	75.3	53.9	53.1	55.6	55.4	50.8	54.8	53.3
T-3	63.5	53.6	57.7	58.9	59.9	56.9	53.4	67.6
T-4	74.2	50.7	59.8	55.2	53.6	52.8	58.4	50.8
T-5	72.1	52.9	60.4	55.4	55.8	57.3	57.2	53.9
T-6	58.1	75.3	54.2	53.2	54.1	51.0	56.8	50.0

CPI : CHANGE PRONENESS INVENTORY

Factor Scores of Teachers on Change Proneness

Factor	Teachers					
	1	2	3	4	5	6
Mental Flexibility	2.5	1.7	2.2	3.0	2.6	3.0
Open Mindedness	3.1	2.5	1.9	3.0	2.5	3.0
Curiosity	2.6	3.0	3.0	3.0	2.5	3.0
Mean	2.7	2.4	2.4	3.0	2.6	3.0
SD	0.3	0.5	0.5	0	0.2	0

PTO : PURDUE TEACHER OPINIONNAIRE

Teacher Morale Raw Scores

Teacher No.	Factors									
	1	2	3	4	5	6	7	8	9	10
T-1	54	68	40	18	32	13	20	11	14	13
T-2	65	71	45	17	34	14	27	19	18	13
T-3	64	67	49	19	32	15	19	11	12	12
T-4	67	68	52	25	29	15	30	18	17	11
T-5	57	55	45	19	25	15	16	7	17	13
Mean	61.4	65.8	46.2	19.6	30.2	14.4	22.4	13.2	15.6	12.4
SD	5.0	5.6	4.1	2.8	3.3	0.8	5.2	4.6	2.2	0.8

Raw Scores converted to Stanine Scores

Teacher No.	Factors										M	SD
	1	2	3	4	5	6	7	8	9	10		
T-1	2.0	5.8	1.9	3.8	6.3	1.5	4.1	4.1	3.5	6.5	4.0	1.7
T-2	6.4	6.9	4.4	3.1	7.5	4.0	6.7	7.6	7.1	6.5	6.0	1.5
T-3	6.0	5.5	6.3	4.5	6.3	6.5	3.7	4.1	1.8	4.0	4.9	1.4
T-4	7.2	5.8	7.8	8.8	3.8	6.5	7.9	7.1	6.2	1.8	6.3	1.0
T-5	3.2	1.1	4.4	4.5	1.9	6.5	2.5	2.3	6.2	6.5	3.9	1.6
Mean	5.0	5.0	4.9	4.9	5.1	5.0	5.0	5.1	5.0	5.0		
SD	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher rated scores of Headmaster

Staff rating of					
Initiating Structure of Headmaster			Consideration quality of Headmaster		
Max. Score	Real Score	SD	Max. Score	Real Score	SD
15	10.2	1.9	15	13.2	1.0

CASE STUDY No.15.

Type : Innovative

Level : Average

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE

Factorwise Raw Scores

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.6	7.2	8.0	7.1	6.9	8.3	8.4	6.7
T-2	6.4	7.0	7.3	6.9	6.9	7.0	7.7	7.0
T-3	7.0	7.3	7.9	7.4	6.9	7.9	8.2	7.0
T-4	6.1	6.3	9.0	7.9	6.9	7.7	8.7	8.2
T-5	6.7	6.5	8.3	7.7	6.9	8.0	8.0	7.3
T-6	6.2	6.8	7.5	7.4	7.3	7.8	7.8	7.0
T-7	7.3	7.0	7.8	7.3	7.4	7.9	6.8	6.5
T-8	7.1	6.7	8.1	7.1	7.3	8.3	8.0	7.0
T-9	6.5	6.8	7.5	6.4	6.6	7.7	7.8	6.3
T-10	6.7	8.2	7.7	7.4	6.8	7.1	7.1	7.3
T-11	6.7	6.7	8.1	8.3	7.7	7.7	8.1	7.5
Mean	6.7	7.0	8.1	7.4	7.2	7.4	7.9	7.8
SD	0.1	0.2	0.1	0.2	0.1	0.2	0.2	0.8

OCDQ : Double Standardised Scores (Ipsatively standardised after Standardization)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	61.1	52.1	56.4	52.1	56.7	72.8	57.7	52.2
T-2	51.7	61.9	71.7	57.3	57.7	51.0	55.9	56.2
T-3	64.0	58.3	52.9	66.5	59.5	61.3	51.4	57.0
T-4	59.3	54.3	65.9	50.2	58.0	57.0	54.7	64.2
T-5	62.4	62.9	51.5	56.3	56.6	67.4	57.1	58.9
T-6	66.3	54.7	67.4	59.4	54.0	52.7	59.4	53.5
T-7	65.8	61.9	51.5	61.8	53.3	51.5	65.4	54.1
T-8	57.0	51.2	58.3	52.7	69.8	58.1	55.7	54.5
T-9	56.2	59.3	57.4	66.1	62.8	53.9	62.8	54.1
T-10	59.2	69.5	51.2	58.0	53.8	54.2	54.9	57.2
T-11	59.5	50.3	59.6	71.5	59.1	50.1	53.3	58.0

CPI : CHANGE PRONENESS INVENTORY

Factor Scores of Teachers on Change Proneness

Factor	Teachers										
	1	2	3	4	5	6	7	8	9	10	HM
Mental Flexibility	2.9	2.9	2.6	2.5	3.4	2.7	2.9	2.8	1.5	2.0	3.3
Open Mindedness	3.0	2.1	2.1	3.1	3.1	2.8	2.9	3.0	1.5	2.2	3.5
Curiosity	2.9	1.6	3.4	2.3	3.0	2.6	2.6	2.8	1.6	2.5	3.0
Mean	2.9	2.2	2.7	1.6	3.2	2.7	2.8	2.9	1.5	2.2	3.3
SD	0.1	0.5	0.5	0.3	0.1	0.1	0.1	0.1	0.1	0.2	0.2

PTO : PURDUE TEACHER OPINIONAIRE

Teacher Morale Raw Score

Teacher No.	Factors									
	1	2	3	4	5	6	7	8	9	10
T-1	75	72	49	25	35	18	23	20	17	15
T-2	64	62	45	13	31	15	24	17	12	9
T-3	64	62	44	13	31	15	24	17	12	12
T-4	74	72	47	26	29	19	25	20	16	15
T-5	69	73	51	18	28	12	23	20	17	15
T-6	68	73	55	18	28	12	23	20	17	15
T-7	75	72	49	25	35	18	23	20	17	15
T-8	60	59	43	16	33	13	21	11	10	13
T-9	60	55	43	19	29	15	28	15	16	12
T-10	73	59	53	20	33	17	27	17	17	13
Mean	68.2	66.9	47.5	19.3	31.2	15.4	24.1	17.7	15.2	13.4
SD	5.7	5.7	3.4	4.5	2.6	2.4	2.0	2.8	2.6	1.9

PTO : Raw Scores converted to Stanine Scores

Teacher No.	Factors										M	SD
	1	2	3	4	5	6	7	8	9	10		
T-1	7.1	6.9	5.8	7.5	7.9	7.2	4.0	6.7	6.4	6.7	6.6	1.0
T-2	3.3	3.4	3.5	2.2	4.8	4.7	5.0	4.6	2.6	0.4	3.4	1.4
T-3	3.3	3.4	2.9	2.2	4.8	4.7	5.0	4.6	2.6	3.6	3.7	0.9
T-4	6.8	6.9	4.6	7.9	3.2	8.0	6.0	6.7	5.6	6.7	6.3	1.4
T-5	5.0	7.2	7.0	4.4	2.5	2.2	4.0	6.7	6.4	6.7	5.2	7.8
T-6	4.7	7.2	7.0	4.4	2.5	2.2	4.0	6.7	6.4	4.7	5.2	1.8
T-7	7.1	6.9	5.8	7.5	7.9	7.2	4.0	6.7	6.4	6.7	6.6	1.0
T-8	1.9	2.3	2.3	4.5	6.4	3.1	2.0	0.3	1.1	4.6	3.2	1.9
T-9	1.9	4.4	2.3	4.8	3.2	4.7	9.1	3.1	5.6	3.2	4.2	2.0
T-10	6.4	2.3	8.1	5.3	6.4	6.4	8.1	4.6	7.2	4.6	5.9	1.7
Mean	5.1	4.8	4.9	5.1	5.0	5.1	5.1	5.1	5.0	5.0		
SD	1.8	2.0	2.0	1.9	2.0	2.0	2.0	2.0	2.0	2.0		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher-rated Scores of Headmaster

Staff rating of

Initiating Structure
of HeadmasterConsideration quality
of HeadmasterMax.
ScoreReal
Score

SD

Max.
ScoreReal
Score

SD

15

14

0.7

15

12.5

1.0

CASE STUDY No.16.

Type : Innovative

Level : Average

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE

Factorwise Raw Scores

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.4	6.7	7.7	7.4	6.6	7.4	8.1	7.2
T-2	6.4	7.3	7.3	7.0	7.0	7.1	7.3	6.8
T-3	6.5	7.2	7.8	7.4	6.7	7.0	7.2	7.5
T-4	6.5	7.3	6.9	7.0	7.0	7.0	7.2	7.0
T-5	6.5	7.8	7.1	7.3	8.6	7.7	7.8	8.0
T-6	6.7	7.2	8.0	8.0	7.0	7.9	8.6	8.0
T-7	6.8	7.0	7.7	7.0	7.8	7.6	8.0	8.0
T-8	7.1	7.4	8.0	7.0	7.0	7.7	8.6	8.5
T-9	6.7	6.8	7.4	8.7	7.1	7.9	8.4	7.0
T-10	6.7	7.5	7.9	7.0	6.8	7.7	7.7	7.7
Mean	6.6	7.3	7.6	7.4	7.2	7.5	7.9	7.6
SD	0.2	0.3	0.4	0.5	0.6	0.3	0.5	0.5

OCDQ : Double Standardised Scores (Ipsatively standardised after normative Standardisation)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	42.8	31.7	61.5	57.3	43.0	52.5	62.4	47.2
T-2	46.0	48.3	50.8	52.4	61.6	41.4	43.1	36.8
T-3	49.7	53.1	66.5	57.8	45.0	34.3	37.2	55.3
T-4	56.8	65.4	34.2	53.5	60.3	40.2	43.0	47.7
T-5	41.8	59.6	34.6	44.9	68.1	51.4	44.7	53.1
T-6	46.6	34.1	56.3	57.0	33.9	58.0	60.5	51.3
T-7	57.6	61.1	46.0	29.0	59.6	45.8	44.3	54.1
T-8	67.0	45.1	53.5	34.6	38.9	47.8	55.1	59.1
T-9	48.2	35.9	44.1	68.5	47.0	58.2	56.3	39.4
T-10	56.1	58.5	62.9	35.5	36.7	58.0	41.3	51.7

CPI : CHANGE PRONENESS INVENTORY

Factor Scores of Teachers on Change Proneness

Factor	Teachers					HM
	1	2	3	4	5	
Mental Flexibility	3.7	1.6	2.4	2.2	3.1	2.8
Open Mindedness	2.8	2.5	2.6	2.4	3.2	2.6
Curiosity	2.0	2.4	3.0	3.7	3.0	2.5
Mean	2.8	2.2	2.7	2.8	3.1	2.6
SD	0.7	0.4	0.3	0.7	0.1	0.2

PTO : PURDUE TEACHER OPINIONNAIRE
Teacher Morale Raw Scores

Teacher No.	Factors									
	1	2	3	4	5	6	7	8	9	10
T-1	73	71	54	25	24	16	27	19	17	13
T-2	72	71	42	12	32	17	26	16	16	13
T-3	71	73	50	20	35	18	22	19	18	13
T-4	58	63	40	20	29	14	25	17	20	11
T-5	63	61	46	20	26	13	21	14	18	11
Mean	67.4	67.8	46.4	20.6	29.2	15.6	24.2	17.0	17.8	12.2
SD	5.9	4.8	5.1	2.3	4.0	1.9	2.3	1.9	1.3	1.0

PTO : Raw Scores converted to Stanine Scores

Teacher No.	Factors										M	SD
	1	2	3	4	5	6	7	8	9	10		
T-1	6.9	6.0	7.9	8.8	2.3	5.4	7.3	7.1	3.7	7.5	6.5	2.2
T-2	6.6	6.0	3.3	2.8	6.3	6.5	6.4	3.9	2.2	7.5	5.2	1.8
T-3	6.3	6.9	6.4	4.5	7.8	7.6	3.9	7.1	5.2	7.5	6.3	1.5
T-4	1.8	2.8	2.5	4.5	4.8	3.3	5.6	5.0	8.2	3.3	4.2	1.8
T-5	3.5	1.9	4.8	4.5	3.3	2.2	2.1	1.8	5.2	3.3	3.3	1.2
Mean	5.0	4.7	5.0	5.0	4.9	5.0	4.9	5.0	4.9	5.8		
SD	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.1		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE
Teacher-rated Scores of Headmaster

Staff rating of					
Initiating Structure of Headmaster			Consideration quality of Headmaster		
Max. Score	Real Score	SD	Max. Score	Real Score	SD
15	14.4	0.4	15	10.0	2.8

CASE STUDY No.17

Type : Innovative

Level : Average

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIREFactorwise Raw Scores

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.7	6.5	8.0	7.1	6.2	7.9	8.6	7.0
T-2	6.6	6.8	7.4	7.5	6.7	7.7	7.9	7.8
T-3	6.4	6.5	8.0	6.7	6.9	7.7	7.8	7.0
T-4	6.4	6.5	7.6	7.4	7.2	8.9	8.0	7.2
T-5	6.4	6.1	7.9	8.3	7.2	7.9	7.9	8.0
T-6	6.5	6.8	7.3	7.4	6.7	7.7	7.9	7.8
T-7	6.4	6.5	7.5	7.9	6.8	6.9	7.3	7.7
T-8	6.7	6.7	7.8	7.3	7.0	7.4	7.4	7.7
T-9	6.6	6.0	8.1	8.0	7.0	7.7	7.7	6.8
Mean	6.5	6.5	7.7	7.5	6.9	7.7	7.8	7.4
SD	0.2	0.4	0.4	0.5	0.2	0.5	0.4	0.4

Double standardised scores (Ipsatively standardised after normative Standardisation)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	57.9	50.4	56.8	45.3	31.1	49.1	66.5	43.5
T-2	55.7	62.4	34.4	46.5	36.4	50.7	52.0	63.6
T-3	45.0	63.0	62.2	31.7	54.3	53.8	50.9	40.0
T-4	40.7	46.4	43.4	45.4	64.5	68.1	52.9	40.3
T-5	38.0	33.6	50.0	62.7	61.8	49.0	46.6	58.9
T-6	48.8	62.4	32.5	47.8	38.5	51.6	52.8	63.9
T-7	47.8	54.4	47.3	64.5	51.2	33.0	38.2	61.9
T-8	67.3	54.6	52.0	41.6	58.9	40.5	32.2	56.9
T-9	54.4	34.6	61.2	61.2	56.5	51.0	45.3	35.1

CPI : CHANGE PRONENESS INVENTORYFactor Scores of teachers on Change Proneness

Factors	Teachers									HM
	1	2	3	4	5	6	7	8	9	
Mental Flexibility	2.5	3.0	2.7	2.3	2.9	1.8	2.2	2.2	3.8	3.8
Open Mindedness	2.4	2.8	1.3	1.9	3.6	2.2	3.4	3.1	3.1	3.1
Curiosity	2.4	2.3	1.9	2.3	3.3	2.8	1.8	2.5	2.2	2.0
Mean	2.4	2.7	2.0	2.2	3.3	2.3	2.5	2.6	3.0	3.0
SD	0.1	0.3	0.6	0.2	0.3	0.4	0.7	0.4	0.7	0.7

PTO : PURDUE TEACHER OPINIONNAIRE

Teacher Morale Raw Scores

Teacher No.	Factors									
	1	2	3	4	5	6	7	8	9	10
T-1	64	71	47	23	33	15	28	19	18	14
T-2	68	69	49	24	32	13	23	17	17	11
T-3	57	59	35	14	34	15	28	13	16	16
T-4	73	77	48	24	41	20	29	20	17	11
T-5	68	72	56	25	39	16	27	18	20	11
T-6	68	69	50	17	39	13	30	16	17	13
T-7	60	67	44	22	24	11	28	13	14	12
T-8	57	57	40	17	30	14	23	14	13	12
T-9	68	66	51	20	37	19	29	18	20	11
T-10	65	66	51	19	29	12	28	18	20	12
Mean	64.8	67.3	47.1	20.5	33.4	14.8	27.3	16.5	17.2	12.3
SD	5.0	5.6	5.7	3.5	5.0	2.8	2.3	2.3	2.3	1.6

Raw Scores converted to Stanine Scores

Teacher No.	Factors										M	SD
	1	2	3	4	5	6	7	8	9	10		
T-1	4.9	6.5	5.0	6.4	4.8	5.1	5.7	6.3	5.3	7.2	5.8	0.8
T-2	6.5	5.5	5.7	7.0	4.4	3.7	1.3	5.4	4.8	3.3	4.8	1.6
T-3	2.1	2.2	0.8	1.3	4.0	5.2	5.7	1.9	3.9	9.0	3.6	2.6
T-4	8.5	8.7	5.4	7.0	8.0	8.8	6.6	8.0	4.8	3.3	6.9	1.8
T-5	6.5	6.9	8.2	7.5	7.2	5.9	4.8	6.3	7.5	3.3	6.4	1.4
T-6	6.5	5.8	6.1	3.0	6.8	3.7	7.5	5.5	4.8	5.9	5.5	1.3
T-7	3.5	5.1	4.0	5.8	1.2	2.3	5.7	1.9	2.2	4.6	3.6	1.6
T-8	2.1	1.5	2.6	3.0	3.6	4.5	1.3	2.8	1.4	4.6	2.7	1.2
T-9	6.5	4.7	6.4	4.7	6.4	8.1	6.6	6.3	7.4	3.3	6.0	1.3
T-10	5.3	4.7	6.4	4.1	3.2	3.9	6.7	6.3	7.4	4.6	5.1	1.3
Mean	5.2	5.2	5.1	5.0	5.0	5.0	5.0	5.0	5.0	4.9		
SD	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher rated Scores of Headmaster

Staff rating of					
Initiating Structure of Headmaster			Consideration quality of Headmaster		
Max. Score	Real Score	SD	Max. Score	Real Score	SD
15	10.3	1.4	15	13.3	4.9

CASE STUDY No.18

Type : Innovative

Level : Low

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE**Factorwise Raw Scores**

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.5	6.8	8.0	8.1	6.7	8.3	8.0	7.8
T-2	6.5	6.2	7.0	7.4	7.1	8.4	8.8	7.8
T-3	6.6	7.0	7.5	6.7	7.1	8.3	7.9	8.2
T-4	6.9	7.0	7.8	7.0	9.7	8.3	8.2	7.8
T-5	6.3	6.8	7.0	6.6	7.2	7.6	7.7	7.2
T-6	6.3	7.0	7.8	7.0	7.0	8.4	8.1	8.3
T-7	6.5	6.8	7.0	6.9	7.7	8.1	8.1	7.5
T-8	6.5	7.7	8.1	7.3	7.1	8.0	8.0	7.8
T-9	6.4	6.5	7.4	6.9	7.0	7.9	8.2	7.8
T-10	6.3	6.0	7.7	6.4	6.7	7.7	8.0	7.5
T-11	6.2	6.0	7.7	6.6	6.8	7.7	8.2	7.3
Mean	6.5	6.7	7.6	7.0	7.3	8.7	8.1	7.7
SD	0.2	0.2	0.1	0.2	0.3	0.2	0.3	0.1

Double Standardised Scores (Ipsatively standardised after normative Standardisation)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	58.8	56.7	60.3	71.7	50.5	52.6	58.2	55.3
T-2	60.9	54.5	72.9	51.9	59.1	56.4	50.1	52.9
T-3	57.9	52.0	53.9	51.9	59.2	51.1	57.8	73.8
T-4	50.3	52.0	50.2	58.6	74.9	52.3	57.3	54.7
T-5	59.0	59.0	68.2	50.6	61.3	58.5	55.4	58.6
T-6	54.9	51.2	54.5	58.9	53.4	52.6	59.4	73.9
T-7	58.4	52.4	61.4	51.3	55.6	67.6	61.4	61.5
T-8	59.7	66.1	65.9	51.9	58.1	52.7	59.1	56.0
T-9	60.7	50.5	59.7	55.0	53.3	71.6	59.2	52.6
T-10	60.0	63.8	57.2	58.5	50.5	62.7	64.8	52.6
T-11	58.5	64.3	58.9	52.0	54.5	63.0	64.5	57.1

CPI : CHANGE PRONENESS INVENTORY**Factor Scores of teachers on Change Proneness**

Factor	Teachers										
	1	2	3	4	5	6	7	8	9	10	HM
Mental Flexibility	6.6	2.6	2.8	2.2	2.5	2.7	2.8	2.4	2.0	2.9	3.4
Open Mindedness	2.0	3.0	2.1	2.1	2.7	2.3	2.4	2.8	2.0	2.3	4.0
Curiosity	2.3	2.9	2.3	2.3	2.3	2.6	2.4	2.3	2.6	3.0	3.0
Mean	2.0	2.8	2.4	2.2	2.5	2.5	2.5	2.5	2.2	2.7	3.5
SD	0.3	0.3	0.3	0.1	0.1	0.1	0.2	0.2	0.3	0.3	0.5

PTO : PURDUE TEACHER OPINIONNAIRE

Teacher Morale Raw Scores

Teacher	Factors									
No.	1	2	3	4	5	6	7	8	9	10
T-1	53	71	43	27	26	10	30	18	16	5
T-2	64	67	45	22	24	14	24	17	15	13
T-3	68	63	37	21	31	17	16	11	14	11
T-4	73	72	45	27	35	16	23	17	16	10
T-5	63	66	43	25	36	14	22	10	17	13
T-6	52	66	40	24	31	17	20	12	15	10
T-7	68	65	38	21	39	15	14	11	14	12
T-8	61	62	41	25	33	16	23	10	19	13
T-9	71	62	44	23	33	16	23	10	19	14
T-10	66	68	48	21	26	16	27	14	15	13
Mean	63.9	66.2	42.4	23.6	31.4	15.1	22.2	13.0	16.0	11.4
SD	6.6	3.3	3.2	2.2	4.6	2.0	4.5	3.1	1.7	2.5

Raw Scores converted to Stanine Scores

Teacher	Factors										M	SD
No.	1	2	3	4	5	6	7	8	9	10		
T-1	1.7	7.9	5.4	8.0	2.8	0.1	8.6	8.2	5.1	0.4	4.8	3.2
T-2	5.0	5.5	6.7	3.5	1.9	3.0	5.9	7.6	3.9	6.3	6.0	1.6
T-3	6.2	3.1	1.7	2.6	5.0	7.0	2.3	3.7	2.7	4.7	3.9	1.7
T-4	7.7	8.6	6.7	8.0	6.7	6.0	5.4	7.6	5.1	3.9	6.6	1.4
T-5	4.7	4.9	5.4	6.2	7.2	4.0	5.0	3.0	6.2	6.3	5.3	1.2
T-6	1.4	4.9	3.6	5.3	5.0	7.0	4.1	4.3	3.0	3.9	4.3	1.4
T-7	6.2	4.3	2.3	2.6	8.5	5.0	1.4	3.7	2.7	5.5	4.2	2.0
T-8	4.1	2.5	4.2	6.2	5.8	6.0	5.4	3.0	8.5	6.3	5.2	1.7
T-9	7.1	2.5	6.0	4.4	5.8	6.0	5.4	3.0	8.5	7.1	5.6	1.8
T-10	5.6	6.1	8.5	2.6	2.8	6.0	7.2	5.6	3.9	6.3	5.5	1.8
Mean	4.9	5.0	5.0	4.9	5.1	5.1	5.1	5.0	5.0	5.0		
SD	2.0	2.0	2.0	2.0	2.0	1.9	2.0	2.0	2.0	2.0		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher rated Scores of Headmaster

Staff rating of					
Initiating Structure of Headmaster			Consideration quality of Headmaster		
Max. Score	Real Score	SD	Max. Score	Real Score	SD
15	13.0	2.5	15	12.8	3.3

CASE STUDY No.19.

Type : Innovative

Level : Low

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE

Factorwise Raw Scores

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.3	6.5	8.1	8.0	6.8	7.6	8.2	7.0
T-2	6.5	7.2	7.9	7.6	7.0	7.4	8.2	7.2
T-3	6.5	7.3	7.7	7.6	7.0	7.4	8.2	7.3
T-4	7.0	7.0	7.8	7.6	7.0	7.6	7.3	6.5
T-5	6.9	7.2	7.8	7.4	7.0	7.7	7.0	6.5
T-6	7.0	7.2	7.9	7.6	7.0	7.2	7.3	6.5
T-7	7.0	7.0	7.8	7.7	7.0	7.6	7.3	6.5
T-8	7.0	7.3	7.8	7.7	7.1	7.4	7.7	6.3
T-9	6.8	6.3	7.7	7.4	6.7	7.6	7.6	9.5
Mean	6.8	7.0	7.8	7.6	7.0	7.5	7.6	7.0
SD	0.3	0.3	0.3	0.2	0.1	0.2	0.4	0.9

Double Standardised Scores (Ipsatively standardised after normative Standardization)

Teacher No.	B"	H"	E"	I"	A"	PE"	T"	C"
T-1	36.0	39.5	56.6	60.6	39.8	54.1	58.9	49.5
T-2	32.5	56.4	53.8	48.5	48.8	39.6	66.9	51.3
T-3	33.4	60.8	45.7	49.2	49.3	40.4	67.4	53.5
T-4	66.0	49.4	49.4	49.4	49.4	63.3	39.0	38.3
T-5	58.1	59.2	52.3	39.9	52.3	62.9	36.0	36.0
T-6	46.0	63.4	62.9	56.0	56.0	31.0	47.4	49.4
T-7	36.1	51.8	51.8	63.3	51.8	64.9	38.2	41.4
T-8	33.7	32.6	42.6	49.3	50.7	35.1	45.3	34.4
T-9	50.9	36.8	50.5	43.3	36.5	55.3	50.8	51.9

CPI : CHANGE PRONENESS INVENTORY

Factor Scores of Teachers on change proneness

Factors	Teachers				
	1	2	3	4	5
Mental Flexibility	2.3	2.0	2.4	1.3	2.6
Open Mindedness	2.8	3.2	2.0	1.2	3.4
Curiosity	2.5	2.0	2.4	1.5	3.5
Mean	2.5	2.4	2.3	1.3	3.2
SD	0.2	0.6	0.3	0.2	0.5

PTO : PURDUE TEACHER OPINIONNAIRE

Teacher Morale Raw Scores

Teacher No.	Factors									
	1	2	3	4	5	6	7	8	9	10
T-1	73	68	49	25	33	14	30	16	16	16
T-2	67	60	42	24	29	14	22	13	14	13
T-3	71	73	47	23	33	13	30	16	16	16
T-4	72	66	48	25	34	13	19	14	18	15
Mean	70.8	66.8	46.5	24.3	32.3	13.5	25.3	14.8	16.0	15.0
SD	2.3	4.7	2.7	0.8	1.9	0.5	4.9	1.3	1.4	1.2

Raw Scores converted to Stanine Scores

Teacher No.	Factors										M	SD
	1	2	3	4	5	6	7	8	9	10		
T-1	7.2	5.6	6.7	6.8	5.7	7.0	6.9	7.0	5.0	6.7	6.5	0.7
T-2	1.9	2.2	1.5	4.4	1.6	7.0	3.7	2.3	2.3	1.7	2.8	1.7
T-3	5.4	7.7	5.2	2.0	5.7	3.0	6.9	7.0	5.0	6.7	5.9	1.7
T-4	6.3	4.7	6.0	6.8	6.8	3.0	2.4	3.9	7.9	5.0	6.0	1.5
Mean	5.2	5.0	4.8	5.0	5.0	5.0	5.4	5.0	5.0	5.0		
SD	2.0	2.0	2.0	2.0	2.0	2.0	1.6	2.0	2.0	2.0		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher-rated Scores of Headmaster

Staff Rating of					
Initiating Structure of Headmaster			Consideration quality of Headmaster		
Max. Score	Real Score	SD	Max. Score	Real Score	SD
15	12.0	0.7	15	11.0	1.5

CASE STUDY No.20.

Type : Innovative

Level : Low

OCEQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE

Factorwise Raw Scores

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.5	6.5	7.6	7.3	7.0	8.4	8.6	7.5
T-2	6.7	7.3	8.4	8.4	7.2	7.9	8.1	6.7
T-3	6.1	6.3	7.5	6.6	6.6	7.3	7.6	6.8
T-4	6.4	6.5	7.3	6.9	7.0	7.6	7.1	6.8
T-5	6.8	6.8	7.8	7.4	7.3	7.7	8.2	7.5
T-6	6.9	7.0	8.8	7.4	7.3	8.0	8.1	7.2
T-7	8.0	7.2	8.2	7.6	7.1	7.7	8.2	7.3
T-8	6.4	6.3	8.0	7.4	6.6	7.9	8.1	6.8
T-9	6.3	6.8	7.7	7.1	6.9	8.1	8.7	7.7
Mean	6.7	6.8	7.9	7.4	7.0	7.8	8.1	7.1
SD	0.2	0.1	0.1	0.1	0.3	0.3	0.2	0.1

Double standardised scores (Ipsatively standardised
after normative standardisation)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	51.5	52.6	52.0	63.1	66.9	51.2	65.0	60.1
T-2	58.9	56.8	51.4	71.2	56.8	59.1	58.9	54.3
T-3	50.1	53.3	52.5	73.2	61.1	60.4	51.5	53.6
T-4	56.2	52.6	57.7	57.8	64.4	60.0	68.1	50.4
T-5	54.5	55.3	52.7	54.3	51.6	57.9	52.6	75.6
T-6	51.5	53.2	75.0	54.5	51.9	55.6	57.7	56.8
T-7	73.7	56.0	51.6	51.6	58.6	58.5	56.6	52.8
T-8	51.7	69.2	56.9	55.6	51.5	60.9	60.3	60.9
T-9	51.1	59.9	53.6	50.7	61.7	57.6	62.2	68.7

CPI : CHANGE PRONENESS INVENTORY

Factor Scores of Teachers on Change Proneness

Factor	Teachers									HM
	1	2	3	4	5	6	7	8	9	
Mental Flexibility	3.1	3.5	2.4	2.7	2.6	1.8	2.5	2.0	2.1	3.5
Open Mindedness	3.0	2.1	2.3	2.5	2.6	2.4	3.2	1.5	1.3	4.0
Curiosity	2.8	2.1	2.4	2.0	2.0	3.0	2.3	2.1	2.9	3.5
Mean	3.0	2.6	2.4	2.4	2.4	2.4	2.7	1.9	2.3	3.7
SD	0	0.7	0.1	0.3	0.3	0.5	0.4	0.3	0.5	0.3

PTO PURDUE TEACHER OPINIONNAIRE

Teacher Morale Raw Scores

Teacher	Factors									
No1	1	2	3	4	5	6	7	8	9	10
T-1	63	64	56	27	40	16	27	17	19	16
T-2	65	73	52	23	35	20	26	20	19	14
T-3	68	73	51	21	37	17	26	18	18	10
T-4	74	73	53	26	38	20	31	19	20	18
T-5	69	66	48	23	32	16	30	18	18	11
T-6	69	67	48	22	29	17	31	19	19	13
T-7	64	68	46	21	25	16	26	15	15	10
T-8	62	65	49	21	30	17	24	15	18	12
T-9	53	60	43	13	35	11	11	13	12	12
Mean	65.7	67.7	49.6	21.9	33.4	16.6	25.8	17.1	17.6	12.8
SD	5.6	4.3	3.6	3.8	4.6	2.5	5.7	2.2	2.3	2.3

Raw Scores converted to Stanine Scores

Teacher	Factors											
No.	1	2	3	4	5	6	7	8	9	10	M	SD
T-1	4.4	3.4	8.4	7.6	8.0	4.5	5.4	4.8	6.3	7.8	6.1	1.7
T-2	5.1	7.6	6.2	5.5	5.8	7.7	5.1	7.6	6.3	6.1	6.3	1.0
T-3	6.2	7.6	5.7	4.5	6.7	5.3	5.1	5.8	5.4	2.6	5.5	1.3
T-4	8.4	7.6	6.8	7.1	7.1	7.7	6.8	6.7	7.1	8.7	7.4	0.6
T-5	6.6	4.3	4.0	5.5	4.5	3.7	6.5	5.8	5.4	3.5	5.0	1.1
T-6	6.6	4.8	4.0	5.0	3.2	5.3	6.8	6.7	6.3	5.2	5.4	1.1
T-7	4.8	5.3	2.9	4.5	1.4	4.5	5.1	3.0	2.8	2.6	3.7	1.2
T-8	4.0	3.9	4.6	4.5	3.6	5.3	4.4	3.0	5.4	4.4	4.3	0.7
T-9	0.8	1.5	1.3	0.2	5.8	0.6	0.2	1.2	0.3	4.4	1.6	1.8
Mean	5.2	5.1	4.9	4.9	5.2	4.9	5.1	4.9	5.0	5.0		
SD	2.0	2.0	2.0	2.0	2.0	2.0	1.9	2.0	2.0	2.0		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher rated Scores of Headmaster

Staff rating of					
Initiating Structure of Headmaster			Consideration quality of Headmaster		
Max. Score	Real Score	SD	Max. Score	Real Score	SD
15	12.0	0.7	15	10.8	1.1

CASE STUDY No.21.

Type : Innovative

Level : Low

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE

Factorwise Raw Scores

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.6	6.8	7.7	7.9	7.0	7.6	7.8	7.3
T-2	7.0	7.5	8.0	7.1	7.1	8.1	8.2	7.2
T-3	7.1	7.2	7.7	7.3	7.3	8.3	7.6	6.5
T-4	6.2	7.5	7.7	8.0	7.0	7.9	8.3	6.8
T-5	6.4	7.2	8.0	7.4	8.6	8.3	8.0	6.5
T-6	6.9	7.3	7.7	7.6	7.1	7.9	8.3	7.3
T-7	6.6	6.7	7.2	7.7	7.1	7.3	8.0	8.2
T-8	6.6	8.2	7.6	7.4	7.1	7.4	7.7	7.3
T-9	6.7	7.7	7.9	7.1	7.0	8.6	8.4	8.3
T-10	6.8	7.0	8.3	7.6	7.3	8.4	8.8	9.8
T-11	6.9	7.3	7.7	7.7	7.3	7.7	7.9	7.0
Mean	6.7	7.3	7.7	7.5	7.3	7.9	8.1	7.3
SD	0.3	0.4	0.4	0.1	0.4	0.5	0.2	0.6

Double Standardised Scores (Ipsatively standardised after normative Standardization)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	33.5	44.7	61.4	42.3	55.0	52.5	43.8	65.3
T-2	43.7	57.6	58.7	27.2	48.5	56.3	57.6	49.7
T-3	51.1	53.1	55.0	41.4	58.8	69.1	32.3	42.0
T-4	33.0	53.2	69.1	70.7	46.4	46.1	55.8	45.8
T-5	33.6	48.0	54.8	48.2	55.2	55.2	48.0	41.4
T-6	33.4	51.4	46.8	60.7	66.6	46.9	66.6	50.9
T-7	39.2	41.2	41.9	66.5	51.3	43.9	51.3	65.2
T-8	37.8	72.3	49.8	50.8	39.4	45.0	38.4	54.1
T-9	37.2	55.4	51.3	32.3	58.7	57.7	58.7	60.8
T-10	33.6	38.4	57.0	50.1	67.7	53.1	67.7	52.2
T-11	33.3	53.7	50.6	70.7	43.3	47.5	43.3	47.1

CPI : CHANGE PRONENESS INVENTORY

Factor Scores of Teachers on Change Proneness

Factor	Teachers								
	1	2	3	4	5	6	7	8	9
Mental Flexibility	2.7	2.3	3.2	3.0	2.3	2.4	2.6	3.4	2.6
Open Mindedness	2.4	3.0	2.9	2.8	3.0	2.8	3.0	2.6	3.0
Curiosity	2.2	2.3	3.0	2.9	2.6	2.2	2.3	2.0	2.3
Mean	2.4	2.5	3.0	2.9	2.6	2.5	2.6	2.7	2.6
SD	0.2	0.3	0.1	0.1	0.3	0.3	0.3	0.6	0.3

PTO : PURDUE TEACHER OPINIONNAIRE

Teacher Morale Raw Scores

Teacher No.	Factors									
	1	2	3	4	5	6	7	8	9	10
T-1	70	65	45	50	29	10	23	19	17	14
T-2	67	57	43	20	25	16	21	16	14	14
T-3	71	69	44	53	34	16	23	16	17	14
T-4	54	57	40	14	35	16	16	11	14	13
T-5	62	57	40	21	29	16	20	16	13	11
T-6	62	58	44	22	29	16	20	16	13	11
T-7	58	58	41	18	25	16	17	16	13	13
T-8	68	66	46	19	32	14	27	16	14	11
T-9	72	66	45	21	32	16	26	11	18	12
Mean	64.9	61.4	43.1	19.2	26.9	15.1	26.7	15.2	14.8	12.6
SD	5.9	4.7	2.2	2.9	3.4	1.9	3.2	2.5	1.9	1.2

Raw Scores converted to Stanine Scores

Teacher No.	Factors										M	SD
	1	2	3	4	5	6	7	8	9	10		
T-1	6.7	6.8	6.8	2.1	5.9	9.3	5.9	8.2	7.4	7.3	5.7	2.4
T-2	5.7	3.4	4.9	5.6	3.9	5.9	4.6	5.7	4.1	7.3	5.1	1.1
T-3	7.0	8.5	5.8	7.7	9.0	5.9	5.9	5.7	7.8	7.3	6.4	1.9
T-4	1.3	3.4	2.1	1.5	9.0	5.9	1.3	1.6	4.1	5.7	3.6	2.5
T-5	4.0	3.4	2.1	6.3	6.3	5.9	4.0	5.7	3.1	2.4	4.3	1.5
T-6	4.0	3.8	5.8	7.0	6.3	5.9	4.0	5.7	3.1	2.4	4.8	1.5
T-7	2.6	3.8	3.0	4.2	3.9	5.9	3.4	5.7	3.1	5.7	4.1	1.2
T-8	6.0	7.2	7.7	4.1	8.1	3.8	8.4	5.7	4.1	2.4	5.8	1.9
T-9	7.4	7.2	6.8	6.3	8.2	5.0	7.7	1.6	8.5	4.0	6.3	2.0
Mean	4.1	5.3	5.2	5.1	6.2	5.5	5.1	5.1	5.0	5.0		
SD	2.0	2.0	1.8	2.0	1.9	1.8	2.0	2.0	2.0	2.1		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher rated Scores of Headmaster

Staff rating of					
Initiating Structure of Headmaster			Consideration quality of Headmaster		
Max. Score	Real Score	SD	Max. Score	Real Score	SD
15	10.4	0.73	15	10.7	0.39

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE

Factorwise Raw Scores

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.7	6.5	7.8	7.4	7.2	7.6	7.1	7.5
T-2	7.0	7.0	7.4	8.0	7.0	7.0	7.2	7.0
T-3	6.7	7.0	8.1	7.4	7.0	7.0	7.5	8.0
T-4	6.6	7.2	7.3	7.1	7.0	7.0	7.0	7.3
T-5	6.3	8.0	7.4	6.3	7.7	7.3	7.0	6.3
T-6	7.8	9.0	6.8	8.0	7.7	7.6	7.3	8.0
T-7	7.4	7.2	7.0	6.5	7.5	7.0	6.9	7.0
T-8	7.1	7.3	7.6	7.3	7.0	7.1	7.2	6.5
T-9	6.9	7.3	6.6	7.0	7.0	7.3	6.6	6.7
T-10	6.5	7.0	7.9	7.7	7.1	6.7	7.1	7.2
Mean	6.9	7.4	7.4	7.1	7.2	7.2	7.1	7.2
SD	0.4	0.7	0.9	0.6	0.3	0.3	0.2	0.5

Double Standardised Scores (Ipsatively standardised after normative Standardization)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	41.6	31.2	54.0	54.7	48.2	65.7	48.2	56.1
T-2	53.7	42.0	50.1	71.6	40.7	40.7	57.3	44.4
T-3	49.9	41.2	54.6	51.9	40.3	40.3	66.9	62.9
T-4	37.5	51.9	57.5	60.3	40.4	40.4	45.3	67.2
T-5	39.4	60.0	52.5	40.9	67.1	55.4	48.2	36.8
T-6	59.0	59.2	38.9	30.7	54.9	59.6	50.3	59.5
T-7	48.4	52.2	49.4	39.1	76.1	45.4	39.1	50.2
T-8	60.0	49.7	55.5	57.3	41.3	46.6	60.0	29.4
T-9	55.2	53.7	46.2	63.4	48.5	58.4	30.1	45.1
T-10	31.6	44.8	58.1	63.4	59.5	31.7	51.6	51.6

CPI : CHANGE PRONENESS INVENTORY

Factor Scores of Teachers on Change Proneness

Factors	Teachers							HM
	1	2	3	4	5	6	7	
Mental Flexibility	2.6	3.0	2.4	1.6	4.0	2.3	2.0	3.0
Open Mindedness	2.8	2.4	2.7	1.9	2.0	2.0	1.6	3.0
Curiosity	2.5	3.0	2.3	1.4	2.5	2.5	2.1	2.5
Mean	2.6	2.8	2.5	1.6	2.8	2.3	1.9	2.8
SD	0.2	0.3	0.2	0.2	0.9	0.2	0.2	0.3

PTO : PURDUE TEACHER OPINIONNAIRE

Teacher Morale Raw Scores

Teacher No.	Factors									
	1	2	3	4	5	6	7	8	9	10
T-1	71	65	51	22	35	14	26	17	19	11
T-2	62	67	40	20	30	9	26	17	12	12
T-3	64	55	40	19	33	13	22	15	9	10
T-4	56	55	41	16	24	12	18	11	9	11
T-5	53	61	34	11	21	7	16	12	6	10
T-6	49	63	38	19	30	12	23	10	11	10
T-7	60	64	38	15	28	9	10	12	12	9
T-8	64	60	38	14	22	13	19	15	10	13
Mean	60.0	61.3	40.0	17.0	27.9	11.1	20.0	13.6	11.0	10.8
SD	6.5	4.2	4.6	3.4	4.8	2.3	5.1	2.5	3.5	1.2

PTO Raw Scores converted Stanine Scores for Teacher Morale

Teacher No.	Factors										M	SD
	1	2	3	4	5	6	7	8	9	10		
T-1	8.5	6.7	9.6	8.8	8.0	7.5	7.3	7.6	9.4	5.5	7.8	1.1
T-2	5.7	7.4	4.9	6.8	5.9	3.1	7.3	7.6	5.5	7.1	6.1	1.4
T-3	6.3	1.9	4.9	6.2	7.1	6.6	5.7	6.0	3.8	3.8	5.2	1.5
T-4	4.2	1.9	5.3	4.4	3.3	5.7	4.1	2.9	3.8	5.5	4.1	1.1
T-5	2.9	4.8	2.3	1.5	2.1	1.4	3.4	3.7	2.2	3.8	3.8	1.0
T-6	1.7	5.7	4.0	6.1	5.9	5.7	6.1	2.1	5.0	3.8	4.6	1.6
T-7	5.1	6.2	4.0	3.8	5.0	3.1	1.0	3.7	5.5	2.1	4.0	1.5
T-8	6.3	4.3	4.0	3.2	2.5	6.6	4.5	6.0	4.4	8.8	5.1	1.8
Mean	5.1	4.9	4.9	5.0	5.0	5.0	4.9	4.9	5.0	5.0		
SD	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.00		

LEDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher-rated scores of Headmaster

Staff rating of					
Initiating Structure of Headmaster			Consideration quality of Headmaster		
Max. Score	Real Score	SD	Max. Score	Real Score	SD
15	10.8	1.3	15	11.3	2.2

CASE STUDY No.23.

Type : Non Innovative

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE

Factorwise Raw Scores

Teacher No.	D	H	E	EmI	A	PE	T	C
T-1	7.0	7.0	7.8	7.7	7.5	8.1	8.0	8.0
T-2	6.0	6.3	7.9	7.0	7.0	7.4	8.0	7.1
T-3	6.4	7.0	7.2	7.0	7.0	7.7	7.8	7.5
T-4	6.5	6.3	7.8	7.8	7.1	7.7	7.8	7.0
T-5	6.0	6.2	7.8	7.6	7.1	8.1	8.2	7.3
T-6	6.0	6.2	7.9	7.4	7.3	8.1	8.1	8.0
T-7	6.9	6.7	6.7	7.1	6.7	7.0	7.0	6.7
T-8	6.9	7.7	7.7	7.0	7.6	7.6	8.8	6.6
T-9	6.3	6.5	7.9	7.6	6.4	7.6	7.8	7.5
T-10	6.0	6.2	7.9	7.3	8.0	8.1	8.0	7.8
Mean	6.4	6.6	7.6	7.4	6.2	7.9	7.9	7.4
SD	0.4	0.5	0.9	0.3	0.9	0.3	0.4	0.5

Double standardised Scores (Ipsatively
standardised after normative Standardization)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	65.5	58.8	36.0	51.8	60.8	44.5	36.2	57.0
T-2	53.1	46.3	58.7	37.5	65.9	34.4	57.5	46.5
T-3	51.3	63.4	45.0	32.3	64.0	42.3	47.8	54.3
T-4	57.9	44.7	57.1	34.7	68.2	44.7	50.4	42.1
T-5	46.8	35.0	52.1	37.8	64.5	58.7	60.0	45.0
T-6	42.8	30.7	50.0	44.6	59.2	55.0	52.4	65.1
T-7	64.0	55.1	45.2	45.1	62.5	32.3	51.9	42.6
T-8	60.6	68.1	45.9	39.9	54.4	42.8	51.7	37.0
T-9	44.0	45.0	52.7	57.6	70.3	36.3	44.6	56.0
T-10	49.3	29.3	53.7	40.2	51.4	40.2	51.8	64.0

CPI : CHANGE PRONENESS INVENTORY

Factor Scores of Teachers on Change Proneness

Factors	Teachers						HM
	1	2	3	4	5	6	
Mental Flexibility	3.3	2.1	2.9	2.0	2.0	1.3	2.6
Open Mindedness	2.5	2.3	2.9	2.0	3.0	1.4	3.0
Curiosity	2.5	2.5	2.6	2.7	2.7	2.1	2.5
Mean	2.8	2.3	2.6	2.2	2.9	1.6	2.7
SD	0.5	0.1	0.2	0.3	0.5	0.3	0.2

PTO : PUEBUE TEACHER OPKNIONNAIRE

Teacher Morale Raw Scores

Teacher No.	Factors									
	1	2	3	4	5	6	7	8	9	10
T-1	57	53	31	15	32	10	17	10	8	15
T-2	50	59	42	19	22	12	21	13	13	11
T-3	69	61	48	17	34	16	20	14	13	13
T-4	67	69	52	21	39	17	26	13	16	13
T-5	68	74	50	16	33	16	24	16	16	12
T-6	69	74	41	19	31	15	24	18	15	14
Mean	63.3	65.0	44.0	11.8	32.7	14.0	22.0	16.0	13.5	13.0
SD	7.3	7.9	7.1	2.1	3.6	2.4	3.0	2.5	2.8	1.3

PTO : Raw Scores Converted to Stanine Scores

Teacher No.	Factors										M	SD
	1	2	3	4	5	6	7	8	9	10		
T-1	3.0	1.8	1.2	2.2	4.9	2.3	1.7	1.8	1.0	8.1	2.8	2.0
T-2	12.2	3.3	4.3	6.1	1.8	4.0	4.4	4.2	4.7	1.9	3.9	1.5
T-3	6.3	3.9	6.0	4.2	5.7	7.3	3.7	5.0	4.7	5.0	5.2	1.1
T-4	5.7	5.8	7.0	8.1	8.5	8.2	7.8	4.2	6.9	5.0	6.7	2.4
T-5	16.0	7.0	6.5	3.2	5.1	5.7	6.4	6.5	6.9	3.4	5.7	1.3
T-6	6.3	7.0	4.0	6.1	4.0	6.5	6.4	8.1	6.1	6.8	6.1	1.2
Mean	4.8	4.8	4.8	5.0	4.9	5.7	5.1	5.0	5.0	5.0		
SD	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher rated scores of Headmaster

Staff rating of					
Initiating Structure of Headmaster			Consideration quality of Headmaster		
Maximum Score	Real Score	SD	Maximum Score	Real Score	SD
15	11.3	2.6	15	12.3	2.3

CASE STUDY No.24

Type : Non Innovative

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE

Factorwise Raw Scores

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.4	7.0	8.2	7.3	7.0	7.6	7.8	7.2
T-2	6.5	7.0	8.2	7.7	6.9	7.3	7.7	7.0
T-3	6.3	6.3	8.5	7.9	6.8	7.6	8.0	7.8
T-4	6.5	7.0	8.3	7.4	6.9	7.6	7.7	7.1
T-5	7.2	7.0	7.7	7.7	7.2	7.4	7.9	7.2
T-6	6.9	7.3	8.1	7.9	7.9	7.3	7.7	6.9
T-7	6.6	7.3	7.4	7.9	6.6	6.7	7.9	7.7
T-8	7.1	8.5	7.5	8.1	6.9	7.4	7.6	7.1
Mean	6.7	7.2	7.9	7.7	6.9	7.5	7.8	7.3
SD	0.3	0.6	0.4	0.3	0.2	0.1	0.1	0.3

Double Standardised Scores (Ipsatively Standardised after normative Standardization)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	38.8	47.1	60.4	34.7	57.3	63.5	51.1	47.1
T-2	48.2	52.6	66.6	56.9	56.9	30.9	43.9	43.9
T-3	36.3	35.0	58.2	51.7	42.7	54.3	62.1	55.5
T-4	43.9	48.4	65.9	39.6	52.7	65.9	39.6	43.9
T-5	65.1	43.8	42.1	47.4	63.3	36.7	57.9	43.8
T-6	59.2	54.1	57.4	59.2	57.4	31.9	42.1	38.8
T-7	44.9	49.2	36.9	53.6	34.7	65.1	56.4	59.3
T-8	59.6	65.8	42.5	59.6	49.8	42.5	35.2	44.9

CPI : CHANGE PRONENESS INVENTORY

Factor Scores of Teachers on Change Proneness

Factor	Teachers									EM
	1	2	3	4	5	6	7	8	9	
Mental Flexibility	2.5	2.5	2.6	2.7	2.9	2.5	2.9	2.6	2.6	2.0
Open Mindedness	3.0	3.0	2.3	2.2	1.7	2.2	2.0	2.5	2.5	2.8
Curiosity	2.3	2.3	2.4	2.0	2.0	2.3	2.0	2.0	2.0	3.0
Mean	2.9	2.6	2.4	2.3	2.2	2.3	2.3	2.3	2.4	2.6
SD	0.3	0.3	0.2	0.3	0.5	0.0	0.4	0.2	0.2	0.4

PTO : PURDUE TEACHER QUESTIONNAIRE
Teacher Morale Raw Scores

Teacher	Factors									
No.	1	2	3	4	5	6	7	8	9	10
T-1	73	66	55	22	31	15	25	13	11	13
T-2	73	67	55	22	31	15	25	13	11	13
T-3	72	63	54	22	30	12	25	13	11	13
T-4	69	64	45	21	32	15	23	11	11	13
T-5	73	70	46	23	29	15	25	10	10	12
T-6	71	70	46	21	30	15	23	10	9	12
T-7	73	63	55	23	33	17	25	12	11	12
T-8	73	70	42	21	29	15	24	10	9	12
T-9	73	68	55	23	29	14	25	12	11	13
Mean	72.2	66.9	50.3	21.8	30.4	12.9	24.4	11.6	10.4	12.6
SD	1.4	2.7	5.2	0.7	1.4	4.7	1.0	1.2	0.9	0.4

PTO : Raw Scores converted to Stanine Scores

Teacher	Factors										M	SD
No.	1	2	3	4	5	6	7	8	9	10		
T-1	6.2	4.3	6.9	5.7	5.8	6.7	6.3	7.4	6.3	7.4	6.3	0.9
T-2	6.2	5.0	6.9	5.7	5.8	6.7	6.3	7.4	6.3	7.4	6.4	0.7
T-3	4.8	2.1	6.5	5.7	4.4	5.2	6.3	7.4	6.3	7.4	5.6	1.5
T-4	0.6	2.8	3.0	2.9	7.2	6.7	3.1	4.1	6.3	7.4	4.3	2.3
T-5	6.2	7.2	3.4	2.9	3.0	6.7	6.3	2.5	4.0	2.0	4.4	1.8
T-6	3.4	7.2	3.4	2.9	4.4	6.7	2.1	2.5	1.8	2.0	3.6	1.8
T-7	6.2	2.1	6.9	8.8	8.6	7.6	6.3	5.7	6.3	2.0	6.0	2.2
T-8	6.2	7.2	1.8	2.9	3.0	6.7	4.1	2.5	1.8	2.0	3.8	2.0
T-9	6.2	5.7	6.9	8.4	3.0	6.2	6.3	5.7	6.3	7.4	6.2	1.3
Mean	5.1	4.5	5.1	5.0	4.3	6.6	5.1	5.0	5.0	5.0		
SD	1.8	2.0	2.0	2.2	2.2	0.6	1.8	2.1	1.9	2.7		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher rated Scores of Headmaster

Staff rating of					
Initiating Structure of Headmaster			Consideration quality of Headmaster		
Max. Score	Real Score	SD	Max. Score	Real Score	SD
15	10.8	0.9	15	12.3	0.4

CASE STUDY No.25.

Type : Non Innovative

OCDQ : ORGANISATIONAL CLIMATE DESCRIPTION QUESTIONNAIRE

Factorwise Raw Scores

Teacher No.	D	H	E	I	A	PE	T	C
T-1	6.9	6.7	7.6	7.4	7.1	7.7	7.3	7.2
T-2	6.9	7.5	7.4	7.6	7.2	7.4	7.7	6.8
T-3	6.9	7.5	7.4	7.1	7.2	7.6	7.0	6.7
T-4	6.9	7.5	7.4	7.1	7.2	7.7	7.0	6.7
T-5	6.7	7.5	7.5	8.3	6.9	7.6	7.2	7.2
T-6	7.4	7.5	7.4	7.3	7.0	7.4	7.0	6.8
T-7	6.5	7.0	7.6	7.4	7.7	7.4	6.9	7.2
T-8	6.5	7.0	7.0	6.7	6.9	7.1	7.0	6.5
T-9	6.3	7.0	7.3	6.3	7.0	6.7	6.4	6.7
T-10	6.4	7.2	7.3	7.3	6.9	7.3	7.1	6.7
T-11	6.4	7.5	6.9	7.0	6.8	7.6	6.7	6.2
Mean	6.7	7.3	7.4	7.1	7.1	7.4	7.0	6.8
SD	0.3	0.4	0.1	0.5	0.3	0.3	0.2	0.3

OCDQ : Double Standardised Scores (Ipsatively standardised after normative Standardization)

Teacher No.	D"	H"	E"	I"	A"	PE"	T"	C"
T-1	49.7	27.7	61.5	48.6	44.0	44.8	54.7	58.6
T-2	48.6	49.6	45.2	52.2	46.0	75.4	40.3	45.0
T-3	58.8	59.7	52.0	41.2	53.7	40.1	61.3	32.6
T-4	56.7	57.4	50.9	41.6	52.3	40.7	66.9	34.3
T-5	40.3	48.7	53.5	68.4	33.1	49.2	49.4	58.6
T-6	74.6	53.1	49.0	48.5	40.5	42.7	43.8	48.9
T-7	39.2	39.0	61.6	50.2	65.4	40.6	45.1	59.0
T-8	54.5	54.2	27.0	51.8	55.4	63.4	47.0	47.0
T-9	48.9	55.8	59.7	45.5	60.4	35.5	34.3	59.0
T-10	32.8	53.4	49.8	64.8	42.0	64.2	47.3	47.3
T-11	49.6	62.9	32.6	55.5	49.2	47.0	63.4	39.4

CPI : CHANGE PRONENESS INVENTORY

Factor Scores of Teachers on Change Proneness

Teacher	Teachers									
	1	2	3	4	5	6	7	8	9	HM
Mental Flexibility	3.0	2.7	2.2	2.6	2.6	2.7	2.6	1.8	2.6	3.5
Open Mindedness	2.6	2.3	1.8	2.9	2.7	2.0	2.7	2.7	2.7	2.7
Curiosity	7.8	2.6	2.0	2.0	3.0	2.9	3.0	3.0	3.0	2.5
Mean	2.5	2.5	2.0	2.5	2.8	2.5	2.8	2.5	2.8	2.9
SD	0.5	5.2	0.2	0.4	0.1	0.4	0.1	0.5	0.1	0.4

PTO : PURDUE TEACHER OPINIONNAIRE

Teacher Morale Raw Scores

Teacher No.	Factors									
	1	2	3	4	5	6	7	8	9	10
T-1	60	69	44	15	36	13	23	16	19	14
T-2	49	47	31	16	28	12	20	10	12	15
T-3	59	59	38	17	23	11	20	14	15	12
T-4	60	68	45	18	33	13	23	12	16	14
T-5	60	73	47	15	25	13	21	8	15	10
T-6	58	62	42	19	29	14	21	13	14	12
T-7	63	71	48	16	24	13	21	8	14	10
T-8	60	73	49	15	25	13	21	10	15	10
T-9	60	73	48	15	25	13	21	10	15	10
Mean	58.8	66.1	43.6	16.2	27.6	12.8	21.2	11.2	15.2	11.9
SD	3.6	8.3	5.5	1.4	4.1	0.8	1.1	2.6	1.8	1.9

PTO : Raw Scores converted to Stanine Scores

Teacher No.	Factors										M	SD
	1	2	3	4	5	6	7	8	9	10		
T-1	5.7	5.5	5.0	3.3	9.0	5.6	8.4	8.8	9.3	7.3	6.8	1.9
T-2	0.4	0.3	0.3	4.7	5.1	3.0	2.7	4.1	1.4	8.3	3.0	2.5
T-3	5.2	3.1	2.8	6.1	2.7	0.3	2.7	7.2	4.8	5.2	4.0	1.9
T-4	5.7	5.3	3.1	7.5	7.5	5.6	8.4	5.7	5.9	7.3	6.2	1.4
T-5	5.7	6.5	3.7	3.3	3.3	5.6	4.6	2.5	4.8	3.1	4.4	1.2
T-6	4.6	3.9	2.2	8.9	5.6	8.3	4.6	6.4	3.6	5.2	5.3	2.0
T-7	7.4	6.0	6.4	4.7	3.2	5.6	4.6	2.5	5.9	3.1	4.9	1.5
T-8	5.7	6.5	6.8	3.3	3.7	5.6	4.6	4.1	4.8	3.1	4.8	1.2
T-9	5.7	6.5	6.4	3.3	3.7	5.6	4.6	4.1	4.8	3.1	4.8	1.2
Mean	5.1	4.8	4.1	5.0	4.9	5.0	5.0	5.1	5.0	5.0		
SD	1.8	2.0	2.1	2.0	2.0	2.1	1.9	2.0	2.0	2.0		

LBDQ : LEADERSHIP BEHAVIOUR DESCRIPTION QUESTIONNAIRE

Teacher rated Scores of Headmaster

Staff rating of					
Initiating Structure of Headmaster			Consideration quality of Headmaster		
Max. Score	Real Score	SD	Max. Score	Real Score	SD
15	10.3	2.1	15	11.6	3.0