RESEARCH SUMMARY NUMBER 11

Development Of The Discovery Leadership Profile

Abstract:

Discovery Learning created a comprehensive, but concise and efficient multi-rater assessment tool for providing feedback to leaders about their performance. It is administered online. Ten critical leadership competencies were identified through an extensive, broad-based approach across industries. Assessment items for these competencies were carefully selected and tested. Statistical analysis revealed any redundancies and also assured that raters were consistently measuring particular items. As a result of this thorough process, the Discovery Leadership Profile was created.

MHS
TALENT DEVELOPMENT

Development of the Discovery Leadership Profile

The Need
Organizations need a comprehensive but concise and efficient multi-rater leadership assessment tool. The tool needs to be affordable, easy to administer online and not overwhelm organizations with lengthy administration times.

The Process
The Discovery Leadership Profile was constructed in three phases: identifying leadership competencies, developing and validating a leadership model supported by specific survey items, and testing the proposed Profile.

Leadership

Table 1. Competency Categories

	I	II
Relationships	64%	51
Communications	61%	210
Awareness/Learning/ Development	53%	71
Conflict Management	47%	
Subordinate Support & Development	47%	83
Teamwork	46%	81
Personal Presence	46%	
Balance/Flexibility/ Time Management	45%	
Decision Making/ Follow Through	37%	73
Supervision/ Administration	37%	100
Vision/Strategic Planning		210
Delegation/Motivation		108
Character/Maturity		70
Creativity/Innovation/ Risk Taking		62
Cross Functional/ Systems Management		58
Participative Management		56
Change Management		51
Customer Focus		50

I = Competency Category 1995-97 Study - % of managers selecting goals from each category (top 10)
II = Competency Category 2001-04 Study -Number of goals selected from each category (top 15)

Competencies
A useful assessment instrument should focus on only the most important topics. Two approaches were used to uncover the top-ten leadership competencies that are most important to managers. One approach prioritized leadership development goals set by managers. This included an analysis of the goals set by 2,700 middle and senior level managers at the Center for Creative Leadership from 1995-1997. (See Research Summary #2.) This ranking of developmental priorities was augmented by an analysis of leadership development goals set by 360 managers attending the Personal Leadership and Organizational Effectiveness programs at Discovery Learning from 2001-2004. The goals selected by managers for both programs came from the 25 comprehensive *Goal-Getter* categories. See Table 1 for a summary of the most frequently selected goal by competency category.

Next 44 managers from diverse locations were asked to rank 33 competency categories by importance and by value. Table 2 shows the ranking of these competency categories.

In the second approach, leadership competencies from four diverse industries where analyzed. Table 3 compares the leadership competency models from four leading companies identified by industry. The competencies are presented in the language of each organization.

Table 2. Ranking of Competency Categories

Competency Category	Rank
Communications	1
Decision Making & Follow Through	2
Teamwork	3
Flexibility	4
Vision & Mission	5
Strategic Planning	6
Motivating Others	7
Conflict Management & Negotiation	8
Change Management	9
Relationships	10

Developing the Model
Integrating the three perspectives—goals selected by managers, competency priorities identified by managers and competencies identified from diverse industries—a leadership model containing 10 competencies was created.

An Integrated Leadership Competency Model
Direction and Strategy
Follow Through and Accountability
Communication and Influence
Developing and Mentoring Others
Self Management
Business Management
Team Management
Change and Innovation
Trust and Integrity
Decision Making and Problem Solving

Table 3. Leadership Competency Models from Four Industries

Technology/ Software	Auto Parts Manufacturing	Pharmaceutical	Healthcare Delivery
Managing vision and purpose		Set vision and strategy	Strategic direction. Goals and objectives
Motivating others		Build the organization and inspire or people	Coaching and performance development
Drive for results Business acumen Customer focus	Innovation	Drive for results	
		Know the business	
Learning on the fly	Learning for growth	Encouraging open exchange and knowledge sharing	Team building and cross-team collaboration
Decision quality		Make difficult decisions	
Priority setting			
Ethics and values			
Organizational agility	Speed Market agility	Know the business	
	Talent		Staffing and retention
Conflict management			Communication and influence

Cronbach's Alpha is a measure of internal consistency. It measures statistically how the items that measure aspects of each competency fit with each other. Because each category represents a separate competency area, the items for each category should be closely related. A high value (0.85 or higher) suggests that all the items correlate strongly. Table 4 shows that the lowest correlations (0.80) are for Communication & Influence, Business Management, and Change & Innovation. The highest correlation (0.89) is for Trust & Integrity. The internal consistency of all items was regarded as moderately high to high and certainly acceptable.

With the final 40 items selected, the usable data collected from the 782 raters was analyzed to create a table of average ratings and standard deviations for each item for Self, Combined Others, Boss, Direct Reports, and Peers. Contact Discovery Learning, Inc. for these norms.

The next step was to identify individual assessment items for use in the Profile which would measure perceived performance on the ten selected leadership competencies. This list incorporated items from the comprehensive *GoalGetter* list of leadership competencies. To select the specific items and their wording, seven training and development professionals reviewed the proposed list of items and offered comments and suggestions.

Testing the Profile and Statistical Analysis
The proposed Profile instrument was administered to 65 managers. Each was interviewed for suggestions and comments regarding content and item clarity. With that input, the proposed Profile was administered to 782 raters. The data from those raters was analyzed statistically.

Pearson's Correlation Coefficient, measures the strength of relationship between two items. A strong relationship (coefficient of 0.70 or higher) between two items can indicate that the items are measuring the same or similar concepts. If they do, one may be unnecessary; however, a closer inspection may reveal reasons to retain both. Five sets of items where found to have correlations above 0.70. These five pairs of items were examined closely and each item was determined to add a unique contribution to the survey. The items were retained.

The Outcome
From this investigation, the Discovery Leadership Profile was created. Discovery Leadership Profile is an on-line, 360 assessment tool composed of 40 items categorized under ten leadership competencies. ●

Table 4. Cronbach's Alpha

Direction & Strategy	0.84
Follow Through & Accountability	0.83
Communication & Influence	0.80
Developing & Mentoring Others	0.81
Self Management	0.82
Business Management	0.80
Team Management	0.87
Change & Innovation	0.80
Trust & Integrity	0.89
Decision Making & Problem Solving	0.86

Research Summary Report Series

Discovery Learning published a series of research summary reports tailored for busy managers, consultants and trainers interested in new and emerging knowledge in the field of human resources and organizational development. We strive to make these reports informative, useful and concise. The series includes:

Number	Report Title	Number	Report Title
1	Readiness to Learn and Transfer of Learning - Is There a Best Time for Leadership Development Training?	9	Business Benefits of Team Learning
2	Selecting Developmental Goals – Manager Priorities	10	Development of a Simulation Classification System
3	Learning and Performing Management Behaviors – Who Are Better, Men or Women	11	Discovery Leadership Profile
4	Personality and Change – How Do People Respond Differently to Change?	12	Discovery Leadership Profile for Public Health
5	Participation and Decision Making Affect the Bottom-Line	13	Discovery Leadership Profile for Public Sector
6	Organizational Culture and Bottom-Line Performance	14	Development of the Change Readiness Gauge
7	Debunking Myths About Decision Makers	15	Development of the Influence Style Indicator
8	Change Style Indicator and MBTI – Is There a Connection?		

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Our Mission:
Collaborating to build healthy and sustainable organizations through experiential learning and individual, team and organizational assessment.

Our Products:
Discovery Learning, Intl.(Now MHS) offers a system of well-integrated and highly effective training tools designed to meet the key learning goals of the 21st Century organizations. Our assessment instruments and performance-driven simulations span individual, team and organizational learning objectives.

Assessments	Simulations
Change Style Indicator®	Paper Planes, Inc.®
Change Navigator	Press Time®
Influence Style Indicator®	Paper Scrapers®
Decision Style Profile®	EdgeWork®
Emerging Leader Profile™	The Exchange®
Discovery Leadership Profile™	The Acquisition®