



# **Development of Seven Leadership Behavior Scales Based upon**

**Seven Leadership Values  
inspired by the Beatitudes**

# Research Question

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- Is the relationship of the leadership value and the corresponding defined behavior from the Beatitudes perceptible through a scale measuring the defined leadership behavior?

# DeVellis Scale Development Process (2003)

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1. Determine clearly what it is you want to measure
2. Generate an item pool
3. Determine the format for measurement
4. Have the initial item pool reviewed by experts
5. Consider inclusion of validation items
6. Administer items to development sample
7. Evaluate the items
8. Optimize scale length

# Scale 1-

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- Construct: Humility and Teachable.
- Definition: A leader who shows respect and treats employees as co-workers, giving them credit for successes, placing others and the organization first, and is willing to learn from them.

## Scale 2

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- Construct: Caring for others.
- Definition: A leader who has an intimate relationship with his/her god and considers the interest of the employee/follower in her/his decisions.

# Scale 3

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- Construct: Patience, calmness, and willingness to teach.
- Definition: The application of humility through demonstrated patience, calmness, and teaching of others.

# Scale 4

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- Construct: Continually seeking what is good, just, right and equitable.
- Definition: A leader who is continually seeking what is good, just, right, and equitable for employees and the organization through specific acts.

# Scale 5

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- Construct: Listening and showing of compassion.
- Definition: A leader who listens to followers displaying a compassion for their mistakes.



# Scale 6

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- Construct: Intensity and focus on the organization's objectives.
- Definition: A leaders who focuses on the mission of the organization by aligning followers' values, commitments and energy to accomplish the organization's objectives.

# Scale 7

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- Construct: Seeking to build and sustain unity in the workplace.
- Definition: A leader who is actively pursuing peace and unity in the work environment.

# Scale 8 - Comparative Behavior

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- To provide construct validity between the leadership value (IV) and the corresponding leadership behavior (DV) from Winston's Leadership Values theory.
- A seven point response scale.
- Requesting a quantitative rating of her/his leader.

# Scale 9 -Supervisory Effectiveness

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- Included to provide criterion-related validity between each scale to leadership effectiveness.
- A seven point response scale.
- Requesting a quantitative rating of her/his effectiveness/satisfaction with current leader.

# Scale 9 -Supervisory Effectiveness

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- Six questions measuring employee:
  - Desire to work for the leader
  - Perform well under the supervision of the leader
  - Be satisfied working for the leader
  - Form a leader-follower relationship
- Questions are based on the findings of follower's preference by Ehrhart & Klein (2001, pg. 175).

# Development sample

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- Sample size: 420 participants.
- Two Phases of data collection.
- Participants will be drawn from a variety of organizations – profit, non-profit, private, government, and international organizations.

# Analysis - Scales 1-7

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- **Phase 1: Exploratory factor analysis**
  - Desired a Cronbach Alpha  $>.80$  for inclusion into the final scale.
  - Items with a Eigenvalue greater then 1 will be retained.
  - Review Factor Loadings for variables with a loading of .70 or higher.
- **Phase 2: Confirmatory factor analysis**
  - Demonstrate that the results in phase one were not a one time occurrence.

# Scale 8 – Comparative Behavior Analysis

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- Paired t-test will be performed to determine if there is a significant difference between the means ( $\alpha=.05$ ).
- A correlation coefficient of  $> .70$  will be calculated to determine the degree of correlation between the leadership values (IV) and the corresponding behavior (DV) (Scales 1-7).



# Scale 9 - Supervisory Effectiveness Analysis

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- Perform a multiple regression to determine which of the seven factors or combination from scales 1-7 are the best predictor of supervisory effectiveness/satisfaction.

# Questions?

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