



## CENTER FOR LEADERSHIP STUDIES

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### **Executive Summary for the LEAD Self Manual**

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The LEAD Self measures specified aspects of leader behaviors in terms of the Situational Leadership<sup>®</sup> theoretical model. The LEAD Self yields four ipsative style scores and one normative adaptability (effectiveness) score. The scale was originally designed to serve as a training instrument, and the length of the scale (12 items) and time requirement (10 minutes) clearly reflect the intended function. Recently, however, several researchers have requested technical information about the scale, and the LEAD Self Manual addresses these requests.

The manual contains a discussion of the Situational Leadership<sup>®</sup> Model, format of the scale, characteristics of ipsative measures, standardization procedures, item derivation and selection, estimates of reliability, logical validity, empirical validity, types of scores, and normative information. Administration and scoring procedures are also included.

The LEAD Self was standardized on the responses of 264 managers constituting a North American sample. The managers ranged in age from 21-64; 30% were at the entry level of management; 55% were middle managers; 14% were at the high level of management.

The 12 item validities for the adaptability score ranged from .11 to .52, and 10 of the 12 coefficients (83%) were .25 or higher. Eleven coefficients were significant beyond the .01 level and one was significant at the .05 level. Each response option met the operationally defined criterion of less than 80% with respect to selection frequency.

The stability of the LEAD Self was moderately strong. In two administrations across a six-week interval, 75% of the managers maintained their dominant style and 71% maintained their alternative style. The contingency coefficients were both .71 and each was significant ( $p < .01$ ). The correlation for the adaptability scores was .69 ( $p < .01$ ). The LEAD Self scores remained relatively stable across time, and the user may rely upon the results as consistent measures.

The logical validity of the scale was clearly established. Face validity was based upon a review of the items, and content validity emanated from the procedures employed to create the original set of items.

Several empirical validity studies were conducted. As hypothesized, correlations with the demographic/organismic variables of sex, age, years of experience, degree and management level were generally low, indicating the relative independence of the scales with respect to these variables. Satisfactory results were reported supporting the four style dimensions of the scale using a modified approach to factor structure. In 46 of the 48 item options (96%), the expected relationship was found. In another study, a significant ( $p < .01$ ) correlation of .67 was found between the adaptability scores of the managers and the independent ratings of their supervisors. Based upon these findings, the LEAD Self is deemed to be an empirically sound instrument.