

Measuring the Impact of Leadership Development: How Can It Best Be Accomplished?

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360 in Leadership Development

- Central method in “assessment for development” model
- Provides learners with insight into leadership strengths and developmental needs
- Used as input to formal leadership development efforts

Challenge: Measure IMPACT from Leadership Development

- Leadership development – used for strategic purposes
- Increasing interest in evaluation of impact
- Change in behavior = target outcome
- Existing research: 360 retests (“pre-post”) were problematic

What should we do?

360 Retest Issues

- CCL: Contradictions in 360 pre-post differences versus qualitative indications of change
 - No or negative change, yet “he’s completely changed for the better”
- Howard et.al.: Self ratings showed “response shift bias”
 - Beta change: raising the bar
 - Gamma change: redefining the construct

Additional Challenges

- Could not add another “pre” 360 assessment
- Must give feedback to participants
- Low-resource evaluation method was required

Our Response

12-scale, 43 item (plus) 360 assessment instrument using “retrospective pre-test”:

*REFLECTIONS*TM

“The participant is able to create an effective team”

Before the program

Now

1 2 3 4 5 6 7 8 9

1 2 3 4 5 6 7 8 9

“PLUS”

Overall Leadership Improvement
Impact on the Group/Organization
Research Questions

*REFLECTIONS*TM Report

- ✓ “Before” and “Now” scores
 - ✓ By rater type (Self, Boss, Peers, Direct Reports, Others)
 - ✓ At scale and item levels
 - ✓ Significance of change (IRT, Confidence Intervals)
- ✓ Overall Leadership Improvement
 - ✓ How much more effective is the leader?
- ✓ Group/Organizational Impact
 - ✓ Types of group and organizational level impact resulting from individual’s leadership development

What it Provides

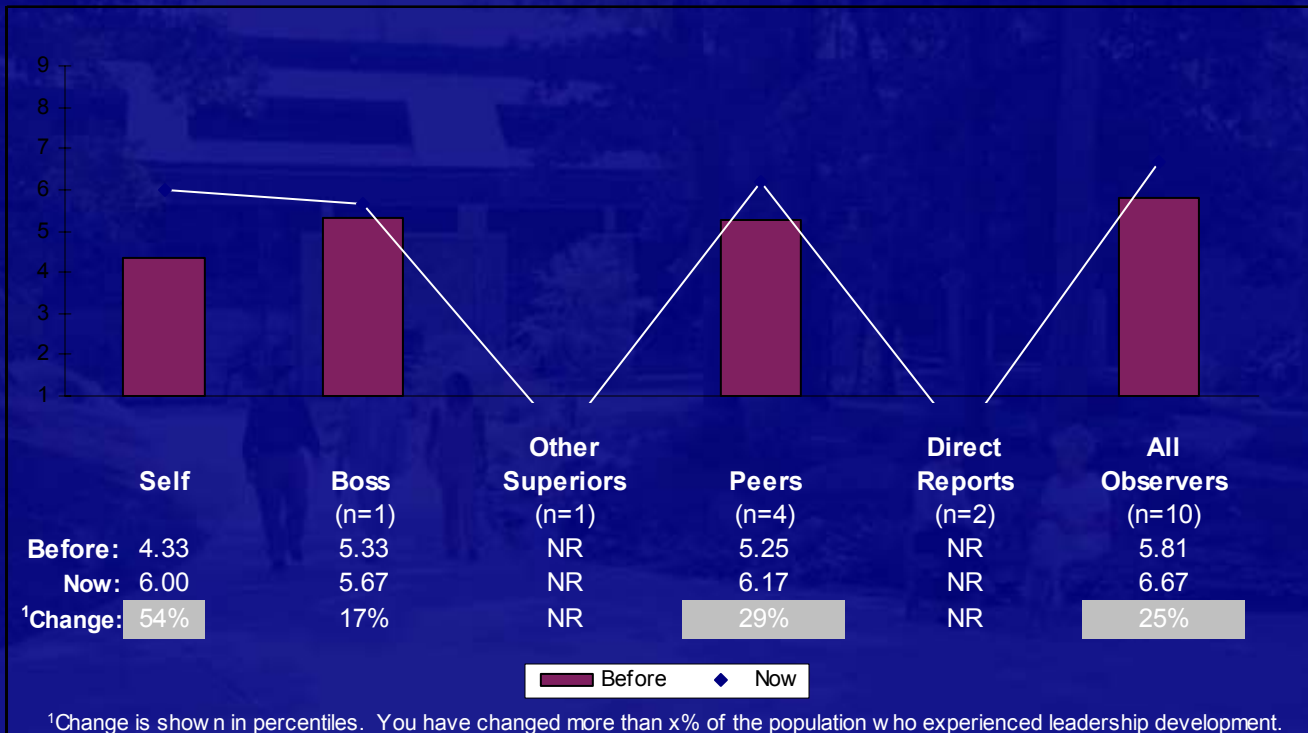
- To participants: an opportunity for feedback about growth and focal areas of importance
- To clients organizations: an aggregate report about program impact on individual behaviors and organizational outcomes
- To CCL: demonstrated impact, and a research tool to learn more about the impact of leadership development

Report: Behavior Change

*REFLECTIONS*TM

Improving Self Awareness

John Sample



The Sample

- Approximately 2,800 LDP™ participants (with over 20,000 observers) completed *REFLECTIONS*™ between 1999 & 2003
- Return rate of approximately 27%
- In general, *REFLECTIONS*™ users are not significantly or meaningfully different from other LDP participants on most demographics measures

Before and Now Scale Scores

	Before	Now	Mean Change (sd)	
	Mean	Mean	Score	
** Highest Now Scores				
* Lowest Before Scores				
1. Improving Self-awareness	<u>4.58*</u>	<u>6.74**</u>	2.17 (1.08)	←
2. Improving Self-confidence	5.97	<u>6.91**</u>	0.94 (1.12)	
3. Balance Work and Non-work	<u>4.88*</u>	6.00	1.12 (1.23)	
4. Enhancing Learning	5.63	<u>6.85**</u>	1.21 (0.89)	
5. Set and Achieve Goals	<u>4.62*</u>	6.34	1.72 (1.15)	←
6. Building and Maintaining rel'ship	5.22	6.58	1.36 (1.03)	←
7. Leverage Diversity	5.26	6.46	1.20 (0.87)	
8. Demonstrate Leadership	5.60	6.67	1.07 (0.84)	
9. Work Across Org. Boundaries	5.32	6.45	1.12 (0.88)	
10. Making Effective Decisions	5.53	6.64	1.11 (0.82)	
11. Building Effective Teams	5.30	6.44	1.15 (0.87)	
12. Developing Others	5.15	6.45	1.30 (0.86)	←

Spheres of Influence & Change Scores as measured by Observers

5. Set & Achieve goals 1.07
6. Build & Maintain Relationships 1.01

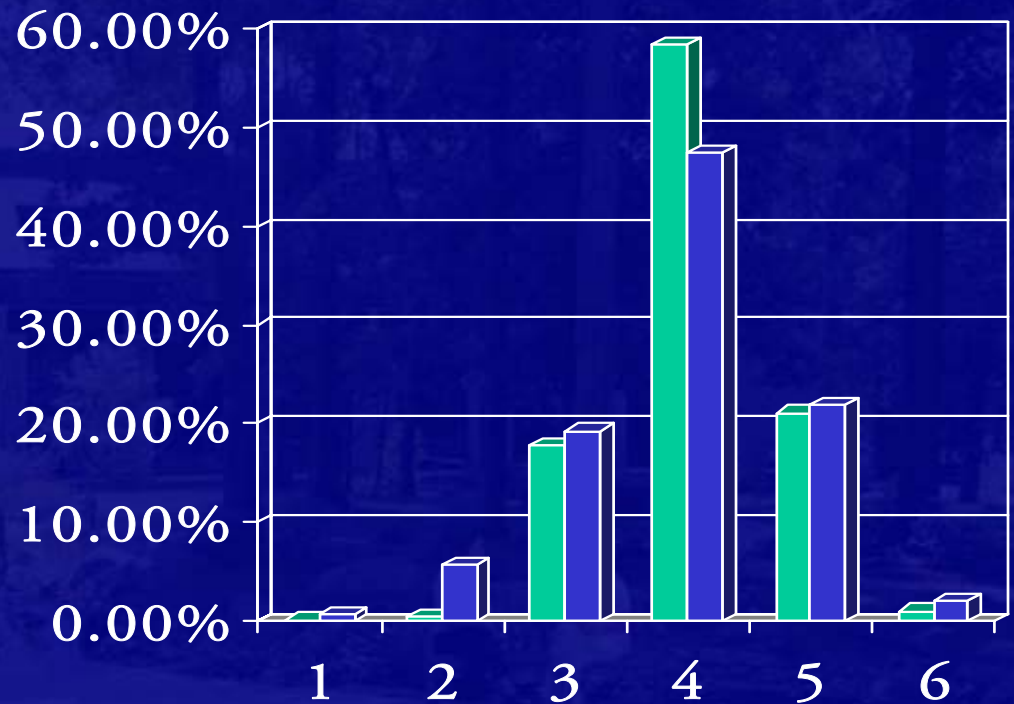
1. Improved Self
Awareness 1.46

4. Enhancing Learning 0.94
7. Leverage Diversity 0.93
11. Building Effective Teams 0.89
9. Working across organizational boundaries 0.87
12. Developing Others 0.87

8. Demonstrate Leadership 0.81
10. Making effective Decisions 0.79

Am I a "Better" Leader Since Returning from the Program?

Mean "Better" Score & Std
Self: 4.04 (0.68)
Observers: 3.93 (0.89)



1= No, change for the worst ... 6=Yes, extraordinary improvement

Self Observers

Impact on Group/Organization

There has been overall impact on this person's group.	93.2%
His/her group has experienced increased focus on strategy and goal setting.	54.0%
His/her group has developed as a team.	47.0%
His/her group has had better relations with other groups.	41.3%
Workgroups in his/her group have experienced stronger relationships with one another.	38.7%
Staff in his/her group are more empowered in their work.	37.2%
His/her group has experienced improved morale among staff.	33.9%

Impact on Group/Organization

His/her group has experienced greater efficiency.	24.8%
His/her group has experienced increased productivity.	22.9%
His/her group has shown improved customer service.	19.0%
His/her group has shown improved financial indicators.	9.6%
Other (space for comments)	2.7%

Implementation Challenges

- Who is the process intended for?
 - LD Participants
 - LD Clients
 - CCL Knowledge
 - LD Field Knowledge
- Provision of Individual Feedback

Learning

- Retrospective 360 pre-test/post-test design is practically useful
- Individual differences are exposed
 - Change is differential...varies by individual
 - Some negative change is experienced
- Participants generally improve following LDP
- At 3 months post-LDP, organizational change is already being seen