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Identifying and Developing More Culturally Sensitive Diverse Leadership Measurement Prototypes

Joshua Thompson
Western Washington University

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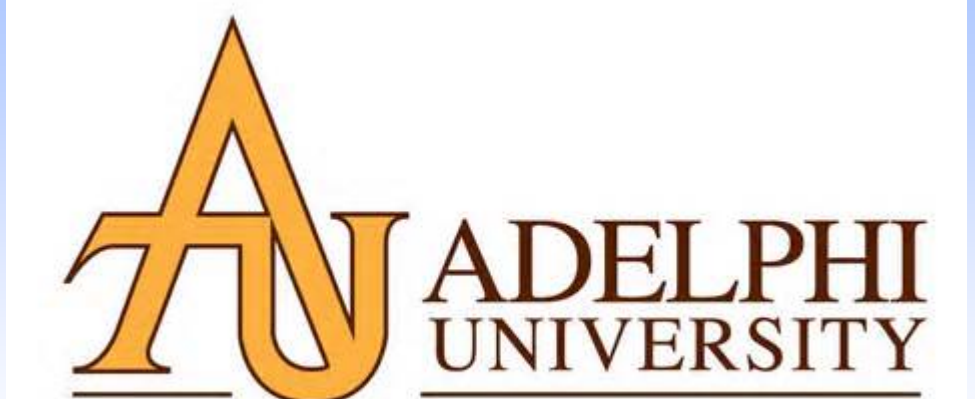
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Identifying and Developing More Culturally Sensitive Diverse Leadership Measurement Prototypes

Joshua Thompson Joseph E. Trimble Karen Stout, Western Washington University
Jean Lau Chin, Adelphi University



Introduction

Chin and Trimble (2014) describe the need for a new culturally resonant model of leadership. A new model should present a more diverse and globally based perspective. Sixty-four leadership characteristics were derived from the current literature on leadership and from structured interviews and focus groups obtained from different ethnically diverse samples. The current research is part of an ongoing study regarding cultural differences in what are believed to be the necessary characteristics of outstanding leadership.

Method

Participants

Participants included 108 students enrolled in leadership courses at Western Washington University and Adelphi University.

Materials and Procedure

Participants completed an online survey in which they were presented with the 64 characteristics and asked to rate how necessary/unnecessary these were to be considered an outstanding leader.

Results

Item Rankings by Male Participants

Item	Top 10 Ratings		Item	Bottom 10 Ratings	
	Mean	SD		Mean	SD
Adaptability	2.61	2.19	Status Conscious	3.58	1.94
Self-Knowledge	2.61	1.98	Individualistic	3.64	1.82
Honest	2.64	2.25	Unique	3.70	1.81
Resourceful	2.70	2.27	Submissive	3.91	1.79
Stability	2.75	1.98	Aggressive	4.06	1.58
Integrity	2.76	1.17	Dominant	4.24	1.91
Passionate	2.76	2.64	Indirect	4.36	1.90
Persuasive	2.76	1.80	Conflict Inducer	4.58	2.31
Motivating	2.76	2.39	Celebrity	4.64	1.82
Authentic	2.76	2.25	Self-Centered	4.94	2.21

Item Rankings by Female Participants

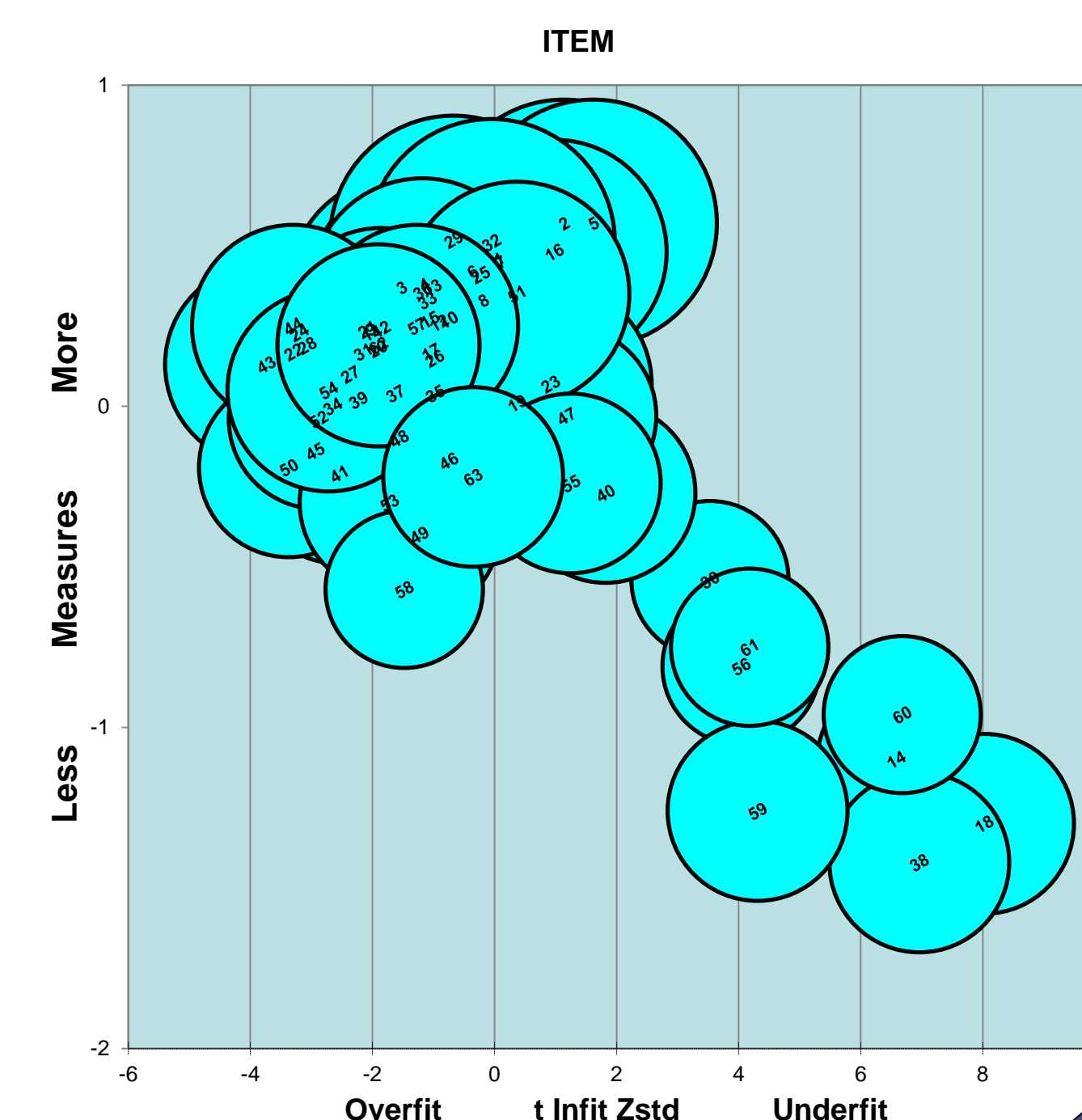
Item	Top 10 Ratings		Item	Bottom 10 Ratings	
	Mean	SD		Mean	SD
Honest	2.70	2.27	Competitive	3.78	1.66
Integrity	2.73	2.23	Emotionally Tough	3.88	1.45
Adaptability	2.76	1.92	Forceful	3.94	4.65
Self-Knowledge	2.78	1.99	Submissive	4.13	1.91
Caring	2.78	2.11	Aggressive	4.16	2.29
Authentic	2.79	2.06	Conflict Inducer	4.28	4.47
Compassionate	2.82	1.98	Indirect	4.59	2.14
Communicator	2.82	1.91	Dominant	4.59	2.19
Warmth	2.84	1.79	Celebrity	4.79	1.87
Motivating	2.84	1.92	Self-Centered	4.85	2.22

Rasch Model

The model is a general probabilistic measurement model that provides a theoretical foundation for the use of sequential integer scores, in a manner that preserves the distinctive property that defines Rasch models: specifically, total raw scores are sufficient statistics for models that response categories represent increasing levels of a latent attribute or trait, hence are ordered.

$$\Pr\{X_{ni} = x\} = \frac{\exp \sum_{k=0}^x (\beta_n - (\delta_i - \tau_k))}{\sum_{j=0}^m \exp \sum_{k=0}^j (\beta_n - (\delta_i - \tau_k))}$$

Item	INFIT		OUTFIT	
	MNSQ	ZSTD	MNSQ	ZSTD
38. Conflict Inducer	2.52	7.0	8.20	9.9
18. Self-Centered	2.70	8.0	7.50	9.9
59. Indirect	1.75	4.3	5.05	9.9
14. Celebrity	2.18	6.6	5.03	9.9
60. Dominant	2.14	6.7	4.38	9.9
56. Aggressive	1.61	4.0	2.87	9.0
61. Submissive	1.63	4.2	2.43	7.4
58. Individualistic	.81	-1.5	.97	-.2
30. Status Conscious	1.54	3.5	1.76	4.4
49. Unique	.83	-1.2	.82	-1.2



Conclusions

In a recent TedxWWU talk, Joseph E. Trimble declared that it was time to “Bid farewell to the Alpha Male Leadership Style” (April, 2015). The results of the current study add support to that declaration. An analysis of mean rankings of characteristics or behaviors shows both males and females reject those that are generally associated with the alpha male leadership style. Additionally, male participants found characteristics regarding organizational skills the most necessary while female participants found those regarding personal attributes the most necessary. Also, future studies will include examining the differences between perceptions of necessary leadership characteristics in the context of culture, race, and political ideology.

