

BOLD Leader Assessment Methodology and Research

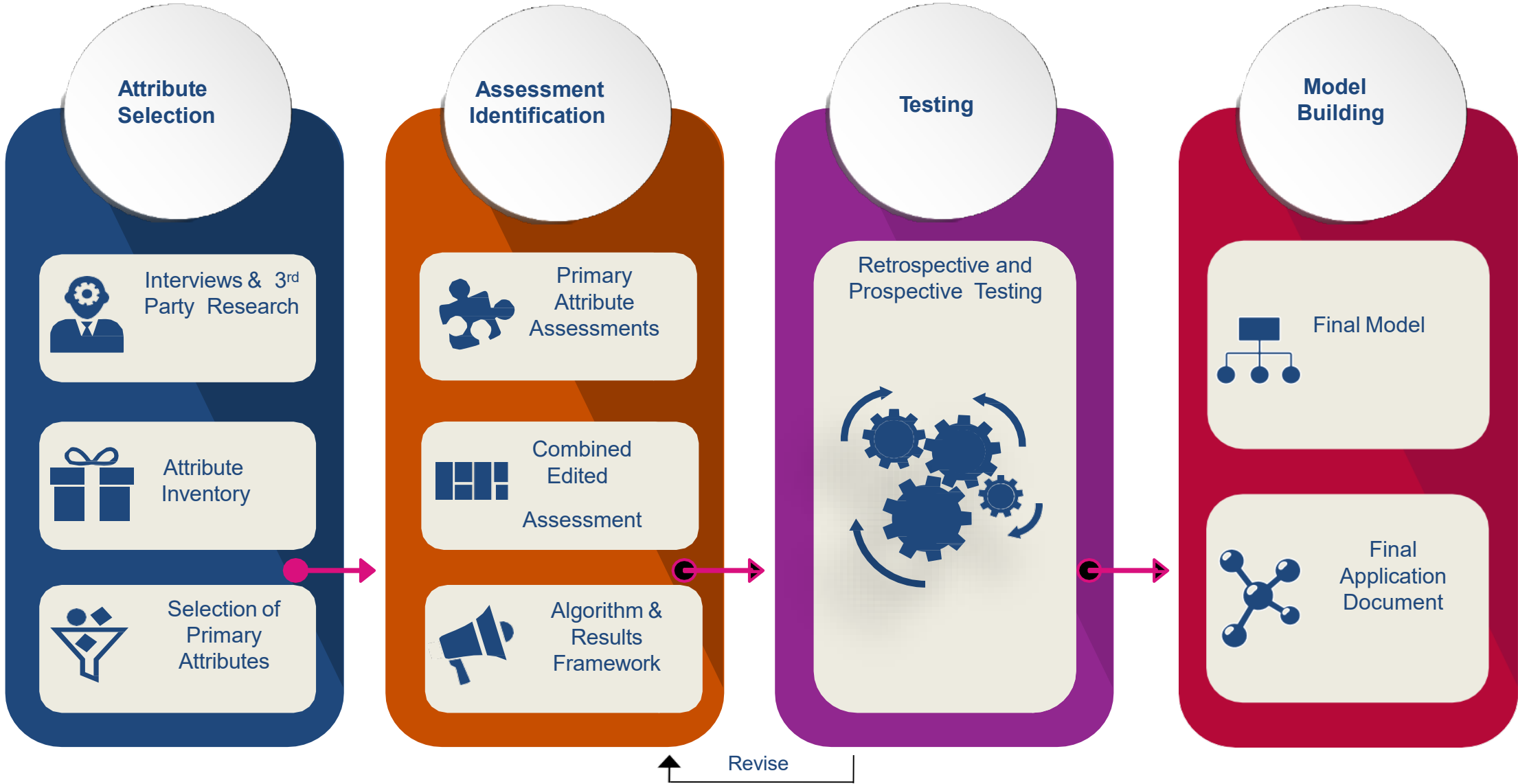
From January 2017

Purpose of this work

To identify the unifying traits of bold leaders and to develop an assessment that can be used by organizations to identify new or existing bold leaders.



BOLD Leader Identification Framework



Calibration Process for Testing Phase

Conduct a Pilot

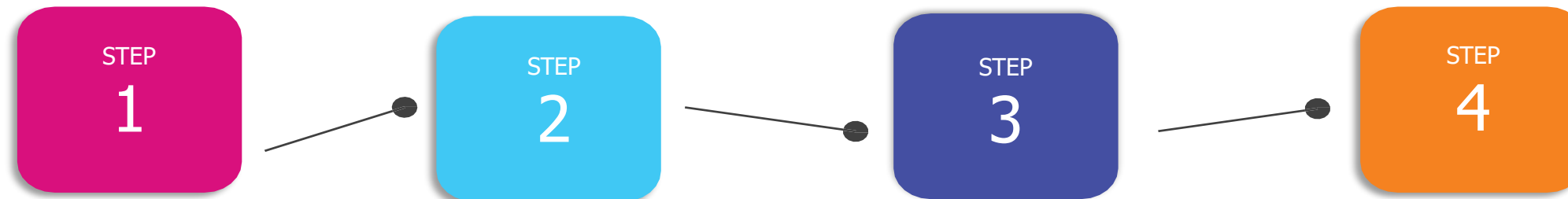
We conducted a survey of ~150 leaders, of which 85 responded. The goal of the survey was to determine the effectiveness of the BL assessment in correctly segmenting respondents in Bold, Not Bold and Unsure categories.

The initial segments consisted of 30 Bold Leaders, 43 Not Bold, and 12 Unsure.

Identify the Biggest Drivers

Although the initial assessment consisted of questions on the 4 characteristics described previously, the results showed that there was significant difference in the way Bold and Not Bold respondents answered the questions within each of the categories.

The resulting analysis of questions, independent of underlying assessments, resulted in a 3-category questionnaire.



Analyze the Result

The analysis phase consisted of 4 steps:

1. Determine the results based on the initial scoring model
2. Compare resulting segments to initial segments for match %
3. Determine the biggest areas of failure
4. Develop a statistical model to recalibrate the scoring model

Calibration & T Test

To determine the most predictive model, we conducted a number of T Tests between the result of Bold and Not Bold respondents of the 3-Category assessments based on different scoring mechanisms.

The final scoring model resulted in a 3-sigma confidence level (99.997%) that the difference between the Bold and Not Bold results were not by chance.

Four Characteristics of BOLD Leadership

1



Curiosity

a desire for acquiring new knowledge and sensory experiences that motivates exploratory behavior

2



Confidence

belief in one's inherent capabilities to produce, given one's levels of attainment

3



Empathy

identification with the feelings, thoughts, or attitudes of others

4



Trust

demonstrating personal trustworthiness and finding trust in others

Through a survey, we tested our hypothesis about and ability to identify BOLD leaders

- 41-question survey, based upon four scientifically validated tools, provided the inputs we needed
- Our model segregates population of bold/not bold with 72% reliability*
- 18-question survey providing a 360 view can be completed by peers to remove bold leader “false positives”

* We were looking for propensity to be a bold leader, not precisely right results; 72% was well above that needed threshold.



HJI 20,369 (+580)	WWE 890 (-20)	PLD 6,350 (-200)	EER 10,985 (+580)	QRT 665 (-15)	OPY 6,800 (-115)
LJH 9,542 (-128)	MJB 2,609 (+35)	PON 7,654 (+169)	NFR 6,522 (+122)	UGH 1,632 (-54)	OMJ 3,652 (+182)
GMN 5,211 (+156)	MMJ 7,100 (-60)	IIT 7,150 (-150)	KLM 782 (+74)	CCX 1,901 (+101)	EMH 3,280 (-120)
WFF 712 (+12)	HJM 134 (+5)	QLC 2,022 (-18)	LSD 631 (+40)	SDH 6,287 (-57)	GHS 12,630 (+330)

Why these characteristics?



Commonly Cited

There was general consensus in the research and interviews that bold leaders must exhibit these characteristics.



Internal Drivers

Curiosity and confidence are inherently personal drivers, a common theme in the research.



Social Drivers

Empathy and trust are the characteristics that allow bold leaders to get the most from their relationships.



Nature

All 4 characteristics are inherent to the way people are, with known genetic markers.



Nurture

People have to be born with these characteristics, but they can be reinforced and hence nurtured.



Assessments

There are assessments that can be used to determine the extent of these characteristics in individuals.

4 Assessments

Curiosity



- Curiosity & Exploration Inventory (CE-II)
- Developed by University of Toronto – Peer reviewed and validated
- 10 measures
- 1-4 Scale (Strongly Disagree >> Strongly Agree)

Confidence



- General Self Efficacy Scale
- Schwarzer, R., & Jerusalem, M. (1995) – Reviewed and validated
- 10 measures
- 1-4 Scale (Strongly Disagree >> Strongly Agree)

Empathy



- Basic Empathy Scale (BES-A)
- Developed by Université de Reims Champagne-Ardenne – Peer reviewed and validated
- 16 measures
- 1-4 Scale (Strongly Disagree >> Strongly Agree)

Trust



- Propensity to Trust Survey (PTS)
- Developed by Brown University – Peer reviewed and validated
- 5 Measures
- 1-4 Scale (Strongly Disagree >> Strongly Agree)



**41-item
BOLD Leader
Assessment**