

IRB

Project Title: A quasi-experiment in formal leadership mentoring: Does mentoring drive positive career expectancies and role clarity?

Principal Investigator: Christopher Castille

Sponsored By: Villanova University

Introduction/Purpose: Thank you for your interest in this research study.

We intend to test the notion that formal leadership mentoring factors result in positive outcomes. We will also examine the role of personality traits and goal orientations of both mentors and protégés as drivers of productive mentoring behaviors.

Eligibility: You are eligible to participate in this research provided that you are at least 18 years of age. **If you are not 18 years of age, then you are not eligible to participate.**

Procedures: You will complete three surveys about yourself, including information regarding your relationship with your mentor, your role as a leader in your drum and bugle corps, and your attitudes regarding this experience. At any time in the study, you may decide to withdraw. If you withdraw, no more information will be collected from you. You may skip any item on the survey without penalty. You may also exit the survey at any time without penalty. Each survey should take about 15 minutes to complete.

Risks: Data will only be analyzed in the aggregate across participants. Single responses will not be examined individually. Data will be stored through an encrypted and password protected online database. Only the researchers will have access to this data. Moreover, you may withdraw from the study at any time. Your data will not be shared with anyone else, including supervisors, mentors, or proteges. For more information about the privacy protections of the study's database, please visit the following website: <http://www.qualtrics.com/security-statement/>.

Benefits: Your participation in this study will help you to contribute to a growing literature on formal mentoring practices. In addition, it will help to call greater attention to this important area of investigative inquiry. You will not be paid for your participation.

Alternatives: You have the alternative to choose not to participate in this research study.

Confidentiality: It is important for you to remember that your survey responses will be completely confidential (see "Risks"). Results of this study may be used for research, publications, or presentations at scientific meetings, but your individual data will in no way be linked to you.

Financial Information: Your participation in this study will involve no cost to you.

Subject's Rights: Your participation in this study is voluntary and you are free to withdraw at any time. If you choose to participate in this study, you can withdraw at any time and for any reason if you do not wish to continue. Additionally, you may elect to skip any item that you do not wish to respond to without any penalties.

Contact Persons: Any questions you may have about this study may be directed to Christopher Castille at christopher.castille@villanova.edu (cell phone: 337-256-0664). If you have questions about your rights as a research subject, you should contact the Chair of the Villanova Human Subjects Board through the Villanova Office of Research and Sponsored Projects at 610-519-4220.

Informed Consent: If you wish to participate, please check "yes" below. If you do not wish to consent, please exit out of the survey at this time. By continuing to complete the survey, you are acknowledging that you have read and understood this consent information, you are at least 18 years of age, and you wish to participate in this research study. If you are not 18 years old, please do not participate in this study.

- ☐ Yes – I would like to participate in this study.
- ☐ No – I do not wish to participate. Please exclude me from future contact.

Funnel

Are you a mentor or protégé?



- ☐ Mentor/Team Leader
- ☐ Protégé/Drum Major
- ☐ I have either chosen not to participate in the DCI Leadership Mentoring Program or did not attend the DCI Leadership Seminar

Demographics

We need to link your data to your mentor's while also maintaining confidentiality. To do so, we have assigned a random 6-digit code to you (which was included in the email that contains the link to this survey).

Please enter this code below.

Approximately how many hours have you interacted with this person?

What is your gender?

- ☐ Male
- ☐ Female

What is your ethnicity?

- ☐ Caucasian
- ☐ Other

How old are you?

During your career, has there been an individual who you have taken a personal interest in; who you have guided, sponsored, or otherwise had a positive and significant influence on their professional career development?

- ☐ Yes
- ☐ No

Have you previously worked on staff/faculty with a drum corps?

- ☐ Yes
- ☐ No

What was/were your role(s)?

Each of these statements refer to how clearly you believe you understand your leadership role as a Drum Major. Rate the extent to which each of these statements accurately describe your understanding of your role as a Drum Major.

	Very Inaccurate	Innaccurate	Moderately Accurate	Accurate	Very Accurate
The expectations of what has to be done for me to succeed in my role as a drum major in my drum corps are clear.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I cannot easily tell what is expected of me in order to succeed in my role as a drum major for my drum corps.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Explanation is unclear of what has to be done for me to succeed in my drum major role for my drum corps.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know what my responsibilities to my organization as a drum major in my drum corps are.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Describe your level of agreement with the following statements.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
I excel at identifying opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can spot a good opportunity long before others can.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am always looking for better ways to do things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I see something I don't like, I fix it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I love being a champion for my ideas, even against others' opposition.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nothing is more exciting than seeing my ideas turn into reality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wherever I have been, I have been a powerful force for constructive change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No matter what the odds, if I believe in something I will make it happen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am constantly on the lookout for new ways to improve my life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I believe in an idea, no obstacle will prevent me from making it happen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I see myself as someone who...

	None	Very Little	A Moderate Amount	A great deal	Strongly Agree
...is generally trusting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...is reserved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

...is outgoing and sociable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...does a thorough job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...has few artistic interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...is relaxed, handles stress well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...tends to find fault with others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...tends to be lazy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...gets nervous easily.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...has an active imagination.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please state your level of agreement with the following statements.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
I prefer to work on tasks that force me to learn new things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I try hard to improve on my past performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I have difficulty solving a problem, I enjoy trying different approaches to see which one will work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The opportunity to extend the range of my abilities is important to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The opportunity to do challenging work is important to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do my best when I'm working on a fairly difficult task.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The opportunity to learn new things is important to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I fail to complete a difficult task, I plan to try harder the next time I work on it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please state your level of agreement with the following statements.

	Somewhat Agree	Somewhat Disagree	Strongly Agree	Agree	Disagree	Neither Agree nor Disagree	Strongly Disagree
I prefer to do things that I can do well rather than things that I do poorly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm happiest at work when I perform tasks on which I know that I won't make any errors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The things I enjoy the most are the things I do the best.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The opinions others have about how well I can do certain things are important to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel smart when I do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

something without making any mistakes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like to be fairly confident that I can successfully perform a task before I attempt it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like to work on tasks that I have done well in the past.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel smart when I can do something better than most other people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In regard to your role as a drum major in your drum corps, how confident are you in doing the following?

	Not At All Confident	Somewhat Unconfident	Moderately Confident	Somewhat Confident	Very Confident
Visiting individuals from other functions of the organization (e.g., staff, administrative, faculty, directors) to suggest doing things differently.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Representing your work function in meetings with authority figures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helping others to set goals that are valuable to my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Analyzing a long-term problem to find a solution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creating a positive supportive culture among diverse groups of people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making suggestions to authority figures about ways to improve how your role functions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building meaningful relationships with the individuals I lead	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contributing to discussions about the way my organization works.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contacting people outside my organization (e.g., former members, staff, or others with relevant experiences) to discuss problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please indicate your level of understanding regarding the DCI mentoring program.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I understand the purpose of the mentoring program.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understood what my responsibilities as a protégé in the mentoring program are.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understood what is expected of me as a protégé.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was/am being counseled on how to get the most out of my mentoring relationship.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please indicate your level of understanding regarding the DCI mentoring program.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I understand the purpose of the mentoring program.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand what my responsibilities as a mentor in the mentoring program were.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand what was expected of me as a mentor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was/am being counseled on how to get the most out of my mentoring relationship.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Protégé ONLY

What was your favorite session?

What was your second (2nd) favorite session?

What was your third (3rd) favorite session?

At this time, we are inviting our feedback on the mentoring program to find out what is helping you learn and how we can further enhance your leadership development. We appreciate your honest and specific feedback. We will share a feedback summary with your team leaders to highlight what works well and to discuss modifications that we can make to enhance what you are getting out of this experience.

What is it about your relationship with your team leader/mentor that is helping you become a better drum major/leader? Please explain briefly or give an example.

Is there anything that your team leader/mentor does that is particularly helpful? Please explain briefly or give an example.

Mentor Only

We need to link your data to your protégés while also maintaining confidentiality. To do so, we have assigned a random 6-digit code to your protégés (which were included in the email that contains the link to this survey). You will be asked to enter each code one at a time and then describe your level of confidence in your protégés ability to engage in an activity that is related to their role.

Please enter the first code in this list.

In regard to protégé \${q://QID35/ChoiceTextEntry/Value}'s role as a drum major in their drum corps, how confident are you that he or she can do the following?

	Not At All Confident	A Little Confident	Moderately Confident	Confident	Very Confident
Helping others to set goals that are valuable to their organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building meaningful relationships with the individuals they lead.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making suggestions to authority figures about ways to improve how their role functions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creating a positive supportive culture among diverse groups of people in their organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Representing their work function in meetings with authority figures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contacting people outside their organization (e.g., former members, staff, or others with relevant experiences) to discuss problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Analyze a long-term problem to find a solution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contributing to discussions about the way their organization works.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visiting individuals from other functions of their organization (e.g., staff, administrative, faculty, directors) to suggest doing things differently.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Approximately how many hours have you interacted with this person?

Please enter the second code in this list.

In regard to protégé \${q://QID36/ChoiceTextEntry/Value}'s role as a drum major in their drum corps, how confident are you that he or she can do the following?

	Not At All Confident	A Little Confident	Moderately Confident	Confident	Very Confident
Analyze a long-term problem to find a solution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visiting individuals from other functions of their organization (e.g., staff, administrative, faculty, directors) to suggest doing things differently.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creating a positive supportive culture					

among diverse groups of people in their organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making suggestions to authority figures about ways to improve how their role functions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contributing to discussions about the way their organization works.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Representing their work function in meetings with authority figures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helping others to set goals that are valuable to their organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contacting people outside their organization (e.g., former members, staff, or others with relevant experiences) to discuss problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building meaningful relationships with the individuals they lead.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Approximately how many hours have you interacted with this person?

Please enter the third code in this list.

In regard to protégé QID38/ChoiceTextEntry/Value's role as a drum major in their drum corps, how confident are you that he or she can do the following?

	Not At All Confident	A Little Confident	Moderately Confident	Confident	Very Confident
Creating a positive supportive culture among diverse groups of people in their organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building meaningful relationships with the individuals they lead.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contributing to discussions about the way their organization works.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Representing their work function in meetings with authority figures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contacting people outside their organization (e.g., former members, staff, or others with relevant experiences) to discuss problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helping others to set goals that are valuable to their organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making suggestions to authority figures about ways to improve how their role functions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visiting individuals from other functions of their organization (e.g., staff, administrative, faculty, directors) to suggest doing things differently.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Analyze a long-term problem to find a solution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Approximately how many hours have you interacted with this person?

Please enter the fourth code in this list.

In regard to protégé \${q://QID40/ChoiceTextEntryValue}'s role as a drum major in their drum corps, how confident are you that he or she can do the following?

	Not At All Confident	A Little Confident	Moderately Confident	Confident	Very Confident
Helping others to set goals that are valuable to their organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contributing to discussions about the way their organization works.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making suggestions to authority figures about ways to improve how their role functions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building meaningful relationships with the individuals they lead.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creating a positive supportive culture among diverse groups of people in their organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Representing their work function in meetings with authority figures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contacting people outside their organization (e.g., former members, staff, or others with relevant experiences) to discuss problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Analyze a long-term problem to find a solution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visiting individuals from other functions of their organization (e.g., staff, administrative, faculty, directors) to suggest doing things differently.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Approximately how many hours have you interacted with this person?

Please enter the fifth code in this list.

In regard to protégé \${q://QID42/ChoiceTextEntryValue}'s role as a drum major in their drum corps, how confident are you that he or she can do the following?

	Not At All Confident	A Little Confident	Moderately Confident	Confident	Very Confident
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Visiting individuals from other functions of their organization (e.g., staff, administrative, faculty, directors) to suggest doing things differently.

☐ ☐ ☐ ☐ ☐

Making suggestions to authority figures about ways to improve how their role functions.

☐ ☐ ☐ ☐ ☐

Analyze a long-term problem to find a solution.

☐ ☐ ☐ ☐ ☐

Contacting people outside their organization (e.g., former members, staff, or others with relevant experiences) to discuss problems.

☐ ☐ ☐ ☐ ☐

Creating a positive supportive culture among diverse groups of people in their organization.

☐ ☐ ☐ ☐ ☐

Helping others to set goals that are valuable to their organization.

☐ ☐ ☐ ☐ ☐

Contributing to discussions about the way their organization works.

☐ ☐ ☐ ☐ ☐

Representing their work function in meetings with authority figures.

☐ ☐ ☐ ☐ ☐

Building meaningful relationships with the individuals they lead.

☐ ☐ ☐ ☐ ☐

Approximately how many hours have you interacted with this person?

Please enter the sixth code in this list.

In regard to protégé \${q://QID44/ChoiceTextEntryValue}'s role as a drum major in their drum corps, how confident are you that he or she can do the following?

	Not At All Confident	A Little Confident	Moderately Confident	Confident	Very Confident
Making suggestions to authority figures about ways to improve how their role functions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Analyze a long-term problem to find a solution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creating a positive supportive culture among diverse groups of people in their organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contributing to discussions about the way their organization works.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contacting people outside their organization (e.g., former members, staff, or others with relevant experiences) to discuss problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Representing their work function in meetings with authority figures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Building meaningful relationships with the individuals they lead.

☐

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Visiting individuals from other functions of their organization (e.g., staff, administrative, faculty, directors) to suggest doing things differently.

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Helping others to set goals that are valuable to their organization.

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Approximately how many hours have you interacted with this person?

Please enter the seventh code in this list.

In regard to protégé \$(q://QID46/ChoiceTextEntryValue)'s role as a drum major in their drum corps, how confident are you that he or she can do the following?

	Not At All Confident	A Little Confident	Moderately Confident	Confident	Very Confident
Analyze a long-term problem to find a solution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creating a positive supportive culture among diverse groups of people in their organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contributing to discussions about the way their organization works.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building meaningful relationships with the individuals they lead.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Representing their work function in meetings with authority figures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visiting individuals from other functions of their organization (e.g., staff, administrative, faculty, directors) to suggest doing things differently.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contacting people outside their organization (e.g., former members, staff, or others with relevant experiences) to discuss problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helping others to set goals that are valuable to their organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making suggestions to authority figures about ways to improve how their role functions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Approximately how many hours have you interacted with this person?

Please enter the eighth code in this list. (ignore if you do not have an eighth code)

In regard to protégé \${q://QID48/ChoiceTextEntryValue}'s role as a drum major in their drum corps, how confident are you that he or she can do the following?

	Not At All Confident	A Little Confident	Moderately Confident	Confident	Very Confident
Analyze a long-term problem to find a solution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building meaningful relationships with the individuals they lead.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Making suggestions to authority figures about ways to improve how their role functions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contacting people outside their organization (e.g., former members, staff, or others with relevant experiences) to discuss problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helping others to set goals that are valuable to their organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creating a positive supportive culture among diverse groups of people in their organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contributing to discussions about the way their organization works.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Representing their work function in meetings with authority figures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visiting individuals from other functions of their organization (e.g., staff, administrative, faculty, directors) to suggest doing things differently.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Approximately how many hours have you interacted with this person?