Leadership Data Code Book

Employment

1 = Full-time

2 = Part-time

Country

1 = United States

2 = Canada

3 = UK/Great Britain

4 = Ireland

5 = India

6 = Other

Gender

1 = Male

2 = Female

Age

1 = 18-24 years

2 = 25-35 years

3 = 36-45 years

4 = 46-55 years

5 = 56-65 years

6 = Over 65 years

Education

1 = Less than high school

2 = Some high school

3 = High school graduate

4 = Some college/university

5 = College or university graduate

6 = Graduate and/or professional degree

CollarColor

1 = Blue (manual labor / hourly wage)

2 = Pink (service sector: hospitality, retail, care giving)

3 = Grey (skilled, technical, non-managerial)

4 = White (administrative, managerial: non-executive)

5 = Gold (executive, VP, c-suite)

MissingData

1 = Yes

0 = No

Variables x1-x31 are the 10-point scale items that were asked that make up the three composite leadership variables: (1) Values domain, (2) mediator domain, (3) fulfillment domain

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| **Variable** | **Description** |
| x1 | Mission |
| x2 | Personal Integrity |
| x3 | Self-reflection |
| x4 | Collaboration |
| x5 | Boundary Spanning |
| x6 | Culturally Responsive |
| x7 | Change Leadership |
| x8 | Efficacy Building |
| x9 | Vision Centric |
| x10 | Systems Thinking |
| x11 | Talent Development |
| x12 | Interpersonal Agility |
| x13 | Knowledge Seeking |
| x14 | Strategic Orientation |
| x15 | Self Development |
| x16 | Self Efficacy |
| x17 | Analytical Thinking |
| x18 | Fiscal Literacy |
| x19 | Team Stewardship |
| x20 | Technology Embracing |
| x21 | Effective Communication |
| x22 | Professionalism |
| x23 | Relationship Building |
| x24 | Strategic Diplomacy |
| x25 | Service Partner Development |
| x26 | Advocacy |
| x27 | Initiative |
| x28 | Achievement Orientation |
| x29 | Innovative Thinking |
| x30 | Performance Measurement |
| x31 | Accountability |

ValuesDomain represents the Values dimension of the instrument

MediatorDomain represents the Mediator dimension of the instrument

FulfillmentDomain represents the Fulfillment dimension of the instrument