

Technical Report for the Development of a Values Informed Leadership Measure

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Chapter 1

Introduction



This is a technical report that documents the development of a 360 assessment of effective leadership..

Chapter 2

Origins



The idea behind this project originated with consideration of Aristotle's perspective regarding balance, specifically with regard to the "golden mean". This is a moral location between excess and deficiency.

Currently the project aims to develop a 360° instrument that can be applied to leaders, which delivers feedback along leadership-relevant but philosophically- and spiritually-derived values and virtues.

- leadership-relevant
- feedback focused
- spiritual and philosophical derivation

There are two working documents that serve as repositories for project thoughts.

The initial working document and the currently being most commonly used document.

Chapter 3

Literature



Here is a review of sources considered:

Banks et al. [2021] did a systematic review of 214 leadership studies finding that the minority of studies focus on behavioral measures of leadership.

Pierce and Aguinis [2013] speak about “too much of a good thing” in the context of reaching points of diminishing returns with “more” of typical antecedents

Chapter 4

Methods



We describe our methods regarding instrument development in this chapter.

We extracted dimensions from Morinis [2008]’s presentation of Mussar, which lists 18 different values. From the descriptions, we defined extremes for each

Chapter 5

Results



5.1 Content Validation

5.2 Pilot Administration

5.3 Construct and Criterion-related Validation

Chapter 6

Future Directions



Now we're famous.

Chapter 7

References

Appendix A

Frameworks

Several different philosophical and spiritual frameworks were consulted for an exhaustive list of values. The eventually settled-upon definitions are listed here:

A.1 Mussar

put final definitions here

Bibliography

George C. Banks, Haley M. Woznyj, and Claire A. Mansfield. Where is "behavior" in organizational behavior? a call for a revolution in leadership research and beyond. *The Leadership Quarterly*, X(X):XX–XX, 2021.

Alan Morinis. *Everyday holiness: The Jewish spiritual path of Mussar*. Shambhala Publications, 2008.

Jason R Pierce and Herman Aguinis. The too-much-of-a-good-thing effect in management. *Journal of Management*, 39(2):313–338, 2013.