
QUICK VIEW™ LEADERSHIP ASSESSMENT

TECHNICAL MANUAL

Last Updated: July 1, 2019



Corporate Headquarters

178 East Washington Street, Chagrin Falls, Ohio 44022
www.pradco.com | (440) 337-4700



TABLE OF CONTENTS

Chapter

I. INTRODUCTION.....	2
II. BEHAVIOR DEFINITIONS.....	4
III. ADMINISTRATION AND SCORING... ..	8
IV. USES AND APPLICATIONS.....	11
V. ASSESSMENT DEVELOPMENT AND VALIDATION.....	13

Tables

41 Correlation of Scores and Supervisory Ratings for General Managers	12
51 Quick View™ Leadership Assessment that Differentiated Top/Bottom Performers	13
61 Correlation of Scores and Performance Ratings for Area Managers.....	14
71 Quick View™ Leadership Behaviors that Differentiated Top/Bottom Performers	15
81 Performance Appraisal Ratings as a Function of Scores.....	16
91 Percentile Scores on Quick View™ Leadership Behaviors across Leadership Levels.....	16
:1 Quick View™ Leadership Behaviors Emphasized across Leadership Levels.....	18
:1 Adverse Impact Results for Quick View™ Leadership Assessment.....	20

CHAPTER I. INTRODUCTION

Philosophy

PRADCO's assessment philosophy is to capture the behaviors and attitudes that are most frequently demonstrated on the job. As with all of PRADCO's assessments, every effort is made to ensure that statements are behavioral and therefore, observable. All response options are positively worded so that people are not required to select negative items to describe themselves. This is done deliberately based on findings from studies done on earlier assessments. PRADCO assessments are designed in a forced-choice format, minimizing the occurrence of faking or exaggeration, and allowing for more accurate scores to be generated.

PRADCO believes that the qualities needed to be successful in one organization are different from those that might be needed in another setting. In addition, different roles and positions require different skill sets. Further, organizations have individual cultures and unique circumstances that can influence what type of person will succeed there. To make determinations about these issues, PRADCO utilizes a benchmarking process to tailor the Quick View™ Leadership Assessment to individual roles and organizations. This allows for the identification of behaviors most critical to success in a specific job. When the appropriate work has been done to establish a benchmark, the Quick View™ Leadership Assessment can be used to gain information about people and to compare their scores to those of the most successful incumbents. We also encourage clients to gather data to link Quick View™ Leadership Assessment scores with measurable performance outcomes.

About the Quick View™ Leadership Assessment

The Quick View™ Leadership Assessment measures factors critical to success in leadership roles across a variety of work settings. Fifty behaviors are assessed through a series of 290 pairs of behavioral statements. People complete the measure by selecting the statement in each item pair that best describes their behavior. Since every statement reflects a favorable work behavior, the person must make a choice between two (2) equally desirable items. This forced-choice format reveals the behaviors or attitudes that an individual emphasizes most and is likely to display at work.

The Quick View™ Leadership Assessment is used several ways:

- As an interview tool for job applicants
- As part of a larger battery to comprehensively assess job candidates
- As a tool to assess the training needs of current employees
- To identify critical success factors for a job
- As a basis for generating follow up questions to probe job-relevant behaviors
- As a basis for generating developmental suggestions that maximize new-hire success

Scores on each behavior are expressed as percentiles that indicate someone's relative standing to others who have taken the assessment. For example, a candidate who scores at the 94th percentile on *Delegation* has scored higher than 93 out of 100 individuals who have taken the assessment. The norms are based on a broad population of individuals who take the Quick View™ Leadership Assessment. Norms are updated on a regular basis to reflect current population trends.

This manual provides an in-depth description of the Quick View™ Leadership Assessment, including behaviors measured, administration and scoring procedures, uses and applications, and further information about the assessment's development and validation.

CHAPTER II. BEHAVIOR DEFINITIONS

Based on years of experience assessing people, previous research studies conducted by PRADCO, and a review of relevant literature, 50 behaviors were identified as being related to successful performance as a leader, manager, or supervisor. These behaviors reflect actions displayed by employees performing at or above expectations in a variety of roles and work settings, and are defined as follows:

QUICK VIEW™ LEADERSHIP

INDIVIDUAL QUALITIES

Motivation

AMBITION:	Wanting more responsibility and seeking advancement.
IMPROVEMENT:	Developing skills and enhancing how things are done.
GOAL DRIVEN:	Setting and achieving challenging goals.
LOYALTY:	Being committed to and supporting the organization.
OWNERSHIP:	Approaching work with the attitude of an owner.

Work Approach

RESULTS:	Meeting commitments and being personally productive.
QUALITY:	Paying attention to detail and working with accuracy.
PROACTIVE:	Taking independent action to move things forward.
FLEXIBILITY:	Adjusting to change and adapting to different circumstances.
RESPONSIVENESS:	Attending to people's needs in a timely manner.
TIME MANAGEMENT:	Prioritizing and making good use of time.

INTERACTIONS WITH PEOPLE

Building Relationships

ATTITUDE:	Having a positive disposition toward people.
SELF AWARENESS:	Being introspective and aware of own thoughts and feelings.
EVEN TEMPERED:	Maintaining emotions and composure in all situations.
BUILDING TRUST:	Inspiring trust and credibility with others.
RELATING TO OTHERS:	Building and maintaining positive relationships.
VERSATILITY:	Understanding and adapting to different people's styles.
VALUING DIVERSITY:	Embracing and valuing people with different backgrounds.

Supporting Others

INTERPERSONAL AWARENESS:	Being observant and perceiving needs and feelings of others.
EMPATHY:	Identifying with and responding to emotions in others.
COURTESY:	Being considerate and treating people respectfully.
COOPERATION:	Being accommodating and helpful to others.

Influencing People

COMMUNICATIVE:	Sharing information regularly and in a clear manner.
LISTENING:	Paying attention and really hearing what people say.
ASSERTIVE:	Speaking up and sharing opinions with others.
DOMINANT:	Being forceful and exerting influence over others.
PERSUASIVE:	Influencing people in a convincing fashion.
INSPIRING OTHERS:	Demonstrating a lively and enthusiastic style.

DECISION MAKING

Problem Solving

STRATEGIC:	Planning and anticipating future implications.
INNOVATIVE:	Being creative and taking calculated risks.
RESOURCEFUL:	Finding solutions and new ways to handle problems.
JUDGMENT:	Analyzing situations effectively and making sound decisions.
DECISIVE:	Thinking quickly and making independent decisions.
PARTICIPATIVE:	Being consultative and getting input to arrive at consensus.

Quality of Decisions

ORGANIZATIONAL AWARENESS:	Identifying interpersonal and cultural dynamics.
OBJECTIVITY:	Evaluating situations from a logical, realistic viewpoint.
CONFIDENCE:	Believing one can master life's challenges.
INTEGRITY:	Being forthright, honest, and demonstrating ethical standards.
LEARNING AGILITY:	Acquiring and understanding new information quickly.

RESULTS THROUGH OTHERS

Leadership

PRESENCE:	Having a dynamic style and a strong impact.
MOTIVATING OTHERS:	Stimulating people to higher levels of performance.
LEADING CHANGE:	Rallying support for new ideas and initiatives.
RESOLVING CONFLICT:	Acting as a mediator to help people resolve difficulties.
PROMOTING TEAMWORK:	Encouraging and supporting team efforts.

Management Skills

DELEGATION:	Working through others and sharing responsibility.
STRUCTURE:	Providing guidelines and procedures to ensure consistency.
FOLLOW UP:	Monitoring activities and keeping track of people's progress.
COACHING:	Giving feedback and helping people do their jobs better.
DRIVING RESULTS:	Emphasizing accountability and getting results through others.
COMPASSION:	Being understanding and supportive of the needs of people.

CHAPTER III. ADMINISTRATION AND SCORING

Administration

The Quick View™ Leadership Assessment can be taken on a desktop computer or mobile device. Standard instructions are provided. The items consist of two statements describing work-related behaviors. Individuals must select which of the two statements best describes them. There are 290 item pairs, and people work at their own pace. Administration time is approximately 45-60 minutes.

The assessment is available online through our testing site. To maintain security, clients are issued a username and an access code to administer the assessment, and a separate code is issued to the individual authorized to retrieve scores as well as the person taking the assessment.

Once test-takers have completed the assessment, a computerized report containing the results is emailed to the individual(s) designated by the client to receive results. The report includes the candidate's scores on each of the 50 behaviors, their score on a performance benchmark if the organization has established one, a set of 12 computer-generated follow up questions, and a set of six (6) computer-generated developmental suggestions.

Scoring

For each of the 50 behaviors measured by the Quick View™ Leadership Assessment, candidates receive a percentile score, ranging from 1-99, that is derived from a norm base consisting of thousands of people who have taken the assessment previously. Scores are classified into one of three ranges based on previous studies conducted by PRADCO:

- High scores (71st – 99th percentile) are probable strengths and represent behaviors that the person frequently demonstrates on the job.

- Moderate scores (30th – 70th percentile) are typically positive and represent behaviors that the person occasionally demonstrates on the job.
- Low scores (1st – 29th percentile) may indicate developmental needs or represent behaviors that are less relevant to the person's current job.

In many cases, it is useful to develop a benchmark of success for a leadership role. Benchmarking is a way to sharpen the focus of the Quick View™ Leadership Assessment to make it relevant to a specific job and its unique demands. The benchmarking process yields a subset of approximately 15 behaviors that are most predictive of successful outcomes in the organization. There are three (3) types of benchmarking approaches PRADCO utilizes:

- Validation Study (Recommended option)
 - A work group or large sample of employees in a job is identified to complete the Quick View™ Leadership Assessment
 - The participating organization provides existing performance metrics to indicate the success of job incumbents (rating forms can be provided)
 - Analyses are conducted to show which behaviors are most related to performance
 - Performance on the Quick View™ Leadership Assessment is statistically connected to current employee performance, providing evidence of validity
- Contrast Analysis (When a validation study is not feasible)
 - Top and bottom groups of employees are identified based on performance
 - Employees in these groups complete the Quick View™ Leadership Assessment
 - TalentScan scores are compared for the two (2) groups to identify behaviors that differentiate top and bottom performers in the organization, such that top performers score higher on average than bottom performers
 - Additional behaviors are included in the benchmark when average scores are high for both groups, as this can be indicative of a culture fit characteristic
- Focus Group (When a contrast analysis is not feasible)
 - Subject matter experts are identified to discuss important aspects of the job being benchmarked, including key success characteristics and potential de-railers
 - Critical themes from the discussion are linked to PRADCO behaviors

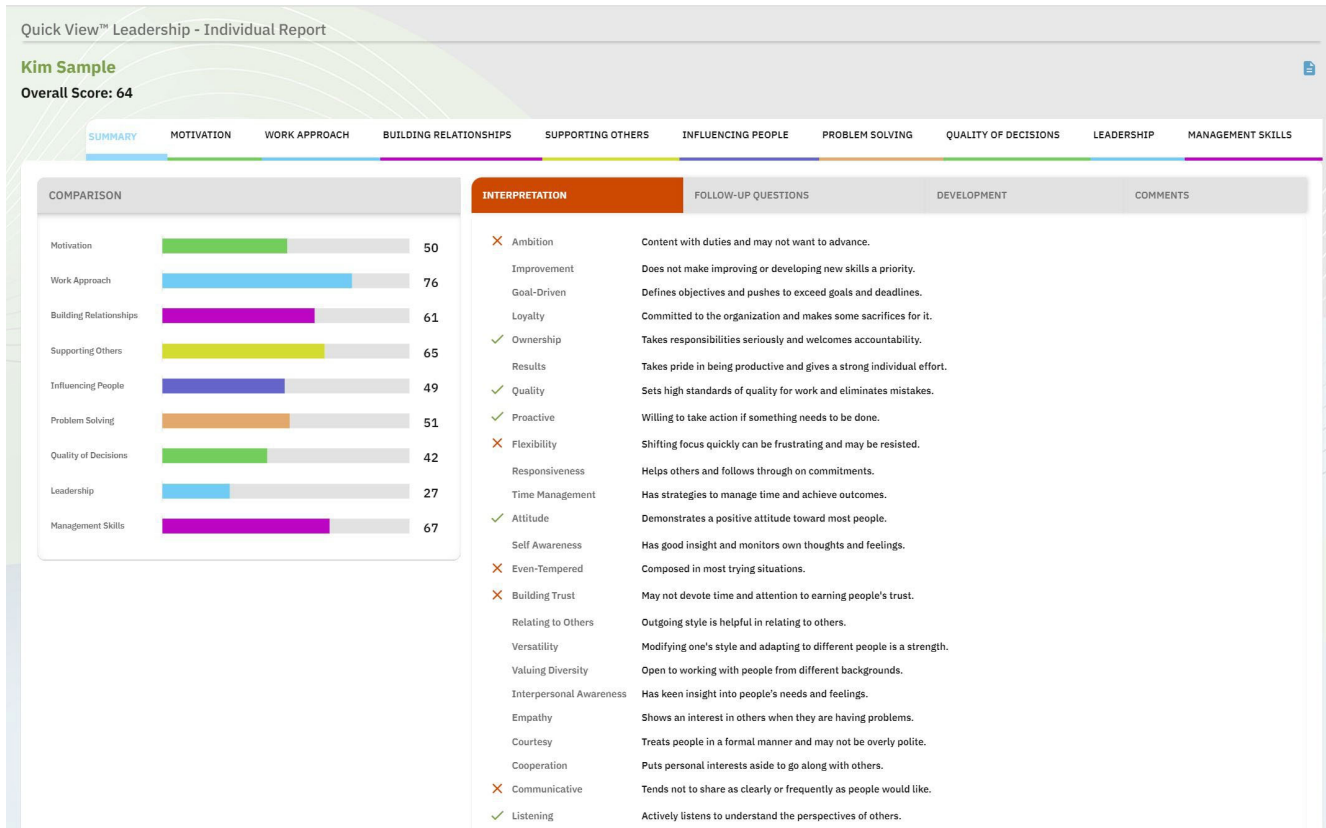
Each behavior chosen for the benchmark is assigned a target range (e.g., 50-99) that constitutes hitting the benchmark for that specific behavior.

Once a benchmark is established, people also receive a score, which typically ranges from 1-100. Each behavior included in the benchmark receives equal weighting toward the overall score.

Candidates can:

- Gain points for scoring within the established target range for a given benchmark behavior (maximum points) or for scoring within the moderate range (i.e. 30 and above) but not within the target range (partial points)
- Lose points for scoring especially low on a benchmark behavior (i.e. 15 and below)
- Neither gain nor lose points for scoring outside of the ranges outlined above

A sample benchmark page and score are below:



CHAPTER IV. USES AND APPLICATIONS

As an Interview Tool for Job Applicants

The Quick View™ Leadership Assessment can assist hiring professionals in determining if a candidate merits further consideration in the selection process. The assessment can be used for any leadership position, including those with direct management responsibility and those that require the ability to lead by influencing others. Used in this way, the Quick View™ Leadership Assessment provides considerable value in streamlining the selection process. It enables hiring managers to focus their interviewing around candidate strengths and weaknesses. When the Quick View™ Leadership Assessment is used as a screening tool, a benchmark study is recommended.

As Part of a Larger Test Battery

The Quick View™ Leadership Assessment makes an important contribution to a larger battery of tests we use for higher-level roles. In combination with personality inventories, questionnaires, specific skill measures, and other assessments, the Quick View™ Leadership Assessment adds information about influencing style, decision-making approach, and management practices. This is helpful in evaluating people for supervisory and management positions in all industries by adding critical data about factors that are essential for success on the job.

To Assess Training Needs

The Quick View™ Leadership Assessment provides a variety of scores on individual behaviors. The pattern of scores illustrates an individual's areas of strength and weakness. Knowledge of these patterns will enable supervisory staff to provide the necessary training and coaching to help a person improve. The scores can also be shared with people in structured feedback sessions to provide insight into their behavior and facilitate developmental discussions. The Quick View™ Leadership Assessment can be administered to groups to identify the collective strengths and deficiencies of a department or job-level. The latter has become more prominent as interest in succession planning has grown.

To Identify Critical Success Factors

PRADCO has developed a benchmark-building process to enhance the effectiveness and utility of its assessments. By administering the Quick View™ Leadership Assessment to samples of employees currently working in a job, score patterns can be identified to create a benchmark that characterizes successful performance. Comparing future candidates to this benchmark helps determine which candidates are most likely to meet and exceed expectations.

To Generate Follow Up Questions

Follow up questions are computer-generated for every Quick View™ Leadership Assessment report. When a benchmark is established, these questions are pulled from the benchmark behaviors a person scores lowest on. Otherwise, questions are taken from behaviors across the assessment that people gave the least emphasis to. By probing into areas in which individuals score low, the interviewer can gain behavioral incidents that provide evidence for how a person is likely to handle relevant, job-related experiences. In addition to the questions provided, other questions can be easily constructed using the behavioral descriptions provided for each score. We generally recommend a two-fold approach, whereby interviewers probe deeper into behaviors with lower scores while confirming behaviors with higher scores.

To Generate Developmental Suggestions

Developmental suggestions are also provided for every Quick View™ Leadership Assessment report, using the same criteria referenced above with regard to follow up questions. Each report contains suggestions pertinent to six behaviors on the assessment. For each behavior, a brief description of the behavior's significance to leadership effectiveness is followed by a set of three (3) suggestions that are specific, actionable, and measurable. We recommend providing this portion of the report to newly hired or current employees, as the suggestions are written directly to them.

CHAPTER V. ASSESSMENT DEVELOPMENT AND VALIDATION

Assessment Development Process

The Quick View™ Leadership Assessment was designed to bring together three (3) forced-choice assessments that PRADCO had previously administered to leaders, managers, and supervisors: The *Leadership Index*, the *Emotional Intelligence Index*, and the *Competency Index*. Combining these measures into a single tool increased its validity as a leadership assessment tool in at least three ways. First, it enabled us to use a forced-choice format to see whether candidates for leadership roles tend to emphasize behaviors that are management and leadership-oriented, as opposed to behaviors that are more indicative of success as an individual contributor. Research has consistently identified an inability to shift from an individual-contributor mindset as an obstacle to management and leadership effectiveness. The Quick View™ Leadership Assessment is capable of detecting this mindset, whereas this was not possible when our Indexes kept individual contributor behaviors separate from leadership behaviors.

Second, combining the measures led to the elimination of redundant behaviors that appeared on more than one Index. For instance, whereas similar items were used to measure *Initiative* on the Competency Index and *Proactive* on the Emotional Intelligence Index, the two (2) behaviors have

now been consolidated into a single *Proactive* behavior on the Quick View™ Leadership Assessment.

Finally, eliminating redundant behaviors created room for the addition of new behaviors that have emerged as essential characteristics of leadership effectiveness. Examples of this include *Time Management*, *Valuing Diversity*, *Learning Agility*, and *Resolving Conflict*.

New items were written and tested for the behaviors that had not previously appeared in PRADCO assessments. Meanwhile, items for pre-existing behaviors were carried over into this assessment and paired with one another in a way that enabled new behavior items to be appropriately integrated. The end result was a list of 50 behaviors represented by 290 item pairs.

Item Format

To minimize the risk of bias, a forced-choice format was maintained with the Quick View™ Leadership Assessment. Historically, self-report instruments have been susceptible to several types of bias. First, individuals may consciously attempt to present themselves in an overly positive light to create a good impression. This can lead to impressions about them that are not entirely true. Secondly, candidates may try to sway their responses to create a pattern that they believe the employee desires. For example, if a job requires working at a fast pace, candidates may consistently endorse items that show quick thinking even though this is not an accurate description of their behavior. To address these potential problems, the forced-choice format was used. People evaluate two (2) statements and indicate which is most like them. It is difficult for a person to choose the most desirable response to a question because both alternatives are positive. Secondly, statements from one behavior are randomly paired with statements from other behaviors so that it is difficult for people to consistently endorse one behavior they believe the organization values.

Validity Evidence

Multiple studies have been conducted to assess the relationship between Quick View™ Leadership Assessment behaviors and job performance ratings. Several of these studies are outlined below as a means of establishing validity across various types of leadership roles.

General Managers – Manufacturing Conglomerate

The Quick View™ Leadership Assessment was administered to 20 General Managers overseeing distinct business entities within a large manufacturing conglomerate. Supervisory ratings were collected from the direct supervisor of each General Manager, as well as data pertaining to 2013 and 2014 year-to-year income and revenue.

A benchmark was established based on the behaviors that most consistently distinguished top and bottom performers across the various performance metrics. As **Table 1** illustrates, scores that 12 were calculated from this benchmark were shown to significantly correlate with General Manager performance, such that better-performing General Managers scored higher on the Leadership TalentScan Assessment benchmark than their counterparts.

In addition to these findings, numerous behaviors on the Leadership TalentScan Assessment were found to be significant differentiators with regard to the performance metrics, such that higher scores were indicative of better performance. These results are outlined in **Table 2**.

Table 1. Correlation of Scores and Supervisory Ratings for General Managers

	Correlation	Statistical Significance
Scores and Supervisory Ratings	.692	p < .001

Note. N = 20.

Table 2. Quick View™ Leadership Assessment that Differentiated Top/Bottom Performers

BEHAVIOR		RTG	14R	14I	13R	13I
INDIVIDUAL QUALITIES						
MOTIVATION	Ambition	✓				
	Improvement		✓	✓		✓
	Goal Driven				✓	✓
	Loyalty	✓			✓	✓
	Ownership					✓
WORK APPROACH	Results		✓		✓	
	Quality				✓	✓
	Proactive	✓			✓	✓
	Flexibility					
	Responsiveness		✓	✓		
	Time Management				✓	✓
INTERACTIONS WITH PEOPLE						
BUILDING RELATIONSHIPS	Attitude	✓				
	Self Awareness	✓		✓		✓
	Even Tempered	✓		✓		
	Building Trust					
	Relating to Others		✓	✓		
	Versatility			✓		
	Valuing Diversity	✓			✓	✓
SUPPORTING OTHERS	Interpersonal Awareness					
	Empathy					
	Courtesy					
	Cooperation					
INFLUENCING PEOPLE	Communicative			✓		
	Listening		✓	✓		
	Assertive		✓		✓	✓
	Dominant	✓	✓		✓	
	Persuasive	✓			✓	
	Inspiring Others		✓		✓	✓
BEHAVIOR		RTG	14R	14I	13R	13I
DECISION MAKING						
PROBLEM SOLVING	Strategic	✓		✓		✓
	Innovative					
	Resourceful				✓	
	Judgment					
	Decisive		✓		✓	✓
	Participative			✓		
	Organizational Awareness					
QUALITY OF DECISIONS	Objectivity					
	Confidence				✓	
	Integrity			✓	✓	
	Learning Agility	✓		✓		✓
RESULTS THROUGH OTHERS						
LEADERSHIP	Presence		✓			
	Motivating Others		✓			✓
	Leading Change		✓	✓	✓	✓
	Resolving Conflict				✓	✓
	Promoting Teamwork				✓	✓
MANAGEMENT SKILLS	Delegation		✓	✓		
	Structure					✓
	Follow Up				✓	✓
	Coaching	✓	✓	✓		
	Driving Results		✓		✓	✓
	Compassion	✓				

**Data are based on 20 general managers.*

Note. RTG = supervisory ratings; 14R = 2014 year-over-year revenue; 14I = 2014 year-over-year income; 13R = 2013 year-over-year income; 13I = 2013 year-over-year revenue.

Area Managers – Manufacturing Conglomerate

As a second phase of the study outlined above, 105 Area Managers with direct-report responsibility to the 20 General Managers above were asked to complete the Quick View™ Leadership Assessment. General Managers then rated each employee's performance using a 10- item performance appraisal scale. An average performance appraisal score was then calculated for each employee in order to provide a more reliable, general estimate of each employee's performance.

A performance benchmark was established based on those behaviors that effectively differentiated the top 20% and bottom 20% of performers, as determined by average performance appraisal ratings. Scores were then calculated for each employee. For the overall sample, scores were found to correlate significantly with average performance appraisal rating, such that employees scoring higher on the Leadership TalentScan Assessment were more likely to receive higher overall performance appraisal ratings. **Table 3** reports the correlation that was found, while **Table 4** illustrates significant differentiators of top and bottom Area Managers.

Table 3 Correlation of Scores and Performance Ratings for Area Managers

	Correlation	Statistical Significance
Scores and Performance Appraisal Ratings	.357	p < .001

Note. N = 105.

Table 4. Quick View™ Leadership Behaviors that Differentiated Top/Bottom Performers

BEHAVIORS		AVERAGE RATING
INDIVIDUAL QUALITIES		
MOTIVATION	Ambition	✓
	Improvement	
	Goal Driven	✓
	Loyalty	
	Ownership	
BEHAVIORS		AVERAGE RATING
INDIVIDUAL QUALITIES		
WORK APPROACH	Results	✓
	Quality	
	Proactive	
	Flexibility	
	Responsiveness	
	Time Management	
INTERACTIONS WITH PEOPLE		
BUILDING RELATIONSHIPS	Attitude	✓
	Self Awareness	
	Even Tempered	✓
	Building Trust	✓
	Relating to Others	✓
	Versatility	
	Valuing Diversity	
SUPPORTING OTHERS	Interpersonal Awareness	
	Empathy	✓
	Courtesy	✓
	Cooperation	✓
INFLUENCING PEOPLE	Communicative	
	Listening	
	Assertive	
	Dominant	
	Persuasive	✓
	Inspiring Others	✓

BEHAVIORS		AVERAGE RATING
DECISION MAKING		
PROBLEM SOLVING	Strategic	
	Innovative	
	Resourceful	
	Judgment	✓
	Decisive	
BEHAVIORS		AVERAGE RATING
DECISION MAKING		
	Participative	
QUALITY OF DECISIONS	Organizational Awareness	
	Objectivity	✓
	Confidence	
	Integrity	
	Learning Agility	
RESULTS THROUGH OTHERS		
LEADERSHIP	Presence	✓
	Motivating Others	✓
	Leading Change	
	Resolving Conflict	
	Promoting Teamwork	
MANAGEMENT SKILLS	Delegation	
	Structure	
	Follow Up	
	Coaching	
	Driving Results	✓
	Compassion	

**Data are based on 105 area managers. For top/bottom performer comparisons, average performance appraisal scores are ranked and scores for the top/bottom 20% are compared (i.e., 22 top versus 22 bottom direct reports).*

Supervisors – Public Sector Operations Division

PRADCO was supplied with performance appraisal data for existing Operations leaders within a large public-sector agency. These leaders then took the Quick View™ Leadership Assessment and scores were calculated for each employee, based on an agreed-upon benchmark. In all four (4) performance appraisal dimensions, as well as overall, candidates scoring above a 60 on the Quick View™ Leadership Assessment received significantly higher ratings. **Table 5** reports average scores for employees scoring above and below a 60 on the assessment.

Table 5. Performance Appraisal Ratings as a Function of Scores

PA Dimension	Score < 60 (n = 4)	Score > 60 (n = 14)	% Increase
Empowering	2.25	2.99	33%
Inclusion	2.39	2.83	18%
Influencing/Coaching	2.44	2.79	14%
Leadership	2.00	2.80	40%
Average	2.26	2.85	26%

Multiple Leadership Levels – Succession Planning for a Large Municipality

The Quick View™ Leadership Assessment can also be used to differentiate levels of leadership within an organization according to critical behavioral drivers that exist at each level. A particularly useful application of this is succession planning, where organizations are interested in developing behaviors in employees that will enable them to excel in higher-level roles once their predecessors move on. PRADCO was approached by a large city to develop separate benchmarks for their Directors, Managers, and Supervisors. In addition to identifying unique characteristics at each level, the city was interested in identifying commonalities across levels that could be addressed with group-based training. Every leader at each of the three (3) levels took the Quick View™ Leadership Assessment and the group averages are reported on the following page in **Table 6**.

Table 6. Percentile Scores on Quick View™ Leadership Behaviors across Leadership Levels

Behavior	Department Head (n = 13)	Manager (n = 23)	Supervisor (n = 34)
Ambition	32	24	48
Improvement	67	57	57
Goal Driven	54	54	54
Loyalty	62	80	72

Table 6 (continued). Percentile Scores on Leadership Talent Scan Behaviors across Leadership Levels

Ownership	35	47	58
Results	48	39	48
Quality	49	61	61
Proactive	72	72	72
Flexibility	84	66	36
Responsiveness	73	73	81
Time Management	51	64	74
Attitude	81	65	65
Self Awareness	70	64	58
Even Tempered	69	69	76
Building Trust	57	64	64
Relating to Others	68	78	63
Versatility	56	56	74
Valuing Diversity	44	64	57
Inter. Awareness	52	46	65
Empathy	55	62	62
Courtesy	76	58	58
Cooperation	63	77	83
Communicative	49	49	49
Listening	54	70	62
Assertive	70	50	50
Dominant	81	67	58
Persuasive	73	55	55
Inspiring Others	40	46	40
Strategic	64	55	55
Innovative	78	42	42
Resourceful	68	57	57
Judgment	40	62	51
Decisive	59	69	48
Participative	70	70	70

Table 6 (continued). Percentile Scores on Quick View™ Leadership Behaviors across Leadership Levels

Behavior	Department Head (n = 13)	Manager (n = 23)	Supervisor (n = 34)
Org. Awareness	48	48	38
Objectivity	64	64	64
Confidence	70	32	48
Integrity	72	72	80
Learning Agility	46	46	69
Presence	55	44	36
Motivating Others	41	68	50
Leading Change	63	44	44
Resolving Conflict	58	72	58
Promoting Teamwork	55	61	48
Delegation	67	58	50
Structure	38	64	80
Follow Up	52	62	72
Coaching	45	57	57
Driving Results	29	48	48
Compassion	68	76	68

The 15 behaviors with the highest group averages were chosen to benchmark effective leadership at each level. This yielded seven (7) behaviors that were given priority at all three (3) levels of the organization, and therefore, worthwhile to give broad emphasis to in succession planning efforts. These behaviors are listed in **Table 7**.

Table 7. Quick View™ Leadership Behaviors Emphasized across Leadership Levels

Quick View™ Leadership Behavior	Definition
Proactive	Taking independent action to move things forward.
Responsiveness	Attending to people's needs in a timely manner.
Attitude	Having a positive disposition toward people.
Even Tempered	Maintaining emotions and composure in all situations.
Participative	Being consultative and getting input to arrive at consensus.
Integrity	Being forthright, honest and demonstrating ethical standards.
Compassion	Being understanding and supportive of the needs of people.

An additional four (4) behaviors were given priority by more than one leadership level, leaving several behaviors that were level-specific and therefore subject to development through a combination of mentoring, coaching, onboarding, and stretch assignments.

Fairness Evidence

Assessments are determined to be fair when demographic factors such as gender and age are statistically shown to have no bearing on the rate at which people achieve passing scores. The statistical analysis for this is commonly referred to as adverse impact analysis. Several methods for determining the absence or presence of adverse impact have been used in court proceedings where the fairness of an assessment was in question. Thus, a robust analysis whereby several calculations yield a similar finding of no adverse impact is the current industry standard.

To assess the Quick View™ Leadership Assessment for adverse impact, we utilized a spreadsheet from adverseimpact.org that provides the following five calculations for adverse impact:

- The Four-Fifths Rule
 - The simplest and most common way of assessing for adverse impact
 - The group with the lower selection rate (e.g., seven (7) out of ten (10) passed = 70% selection rate) still has a selection rate that is at least 80% as high as that of the group with the higher selection rate
 - This test has the most likelihood of concluding adverse impact exists when it does not
- The Rule of One
 - Retests the four-fifths rule assuming that one (1) more person from the minority group was hired while one (1) more person from the majority group was not hired
 - When this retest causes the selection rate ratio to cross the 80% threshold, it can be concluded that any adverse impact finding is likely due to small sample sizes
- Fisher's Exact
 - Statistically assesses whether the selection rate difference between the two (2) groups is too large to be due to chance
- Chi Square
 - Determines whether the observed selection rate for a minority group is statistically lower than the expected selection rate, based on how the majority group fared
- Z Ratio
 - Evaluates statistically whether the selection ratios of two (2) groups are similar enough to come from a single group (no adverse impact) or large enough to signify independent groups (adverse impact)

The Quick View™ Leadership Assessment does not independently yield a determination of whether or not a candidate has “passed,” even when a benchmark is being used. Nevertheless, establishing the absence of adverse impact is important from a test fairness standpoint. Thus, for

the sake of this analysis, we established a cut score whereby candidates obtaining a score of 60 or above were regarded as passing the assessment, while candidates obtaining a score of 59 or below were regarded as failing the assessment. This is in keeping with our general counsel to clients that candidates scoring at or above a 60 on the assessment can be viewed as fitting the benchmark reasonably well relative to those who score below a 60.

Candidates taking our assessments can opt to provide demographic information regarding their gender and/or race, providing us with the data we need to establish test fairness across these categories. As the results in **Table 8** show, there is no evidence of adverse impact on the basis of gender or race for the Quick View™ Leadership Assessment across any of the measures of adverse impact that were deployed. Thus, the Quick View™ Leadership Assessment appears to be a fair assessment that does not contain bias on the basis of gender or race.

Table 8. Adverse Impact Results for Quick View™ Leadership Assessment

	Leadership TalentScan Score		Evidence of Adverse Impact				
	60 or Above	Below 60	4/5 Rule	Rule of 1	Fisher's Exact	X ²	Z Ratio
Gender							
Male	760	303	----	----	----	----	----
Female	536	221	NO	NO	NO	NO	NO
Race							
White	923	416	----	----	----	----	----
African American	149	48	NO	NO	NO	NO	NO
Hispanic	159	44	NO	NO	NO	NO	NO
Asian	31	9	NO	NO	NO	NO	NO

[†] Based on 1,820 candidates who completed the Leadership TalentScan assessment and opted to identify gender/race

Summary

The research studies presented above provide support for the reliability, validity, and fairness of the Quick View™ Leadership Assessment. The Quick View™ Leadership Assessment can be used as a measure of an individual's ability to perform as a Leader, Manager, or Supervisor in a broad range of organizations. Once an effort is made to understand the competencies required to perform any given job well, a specific subset of behaviors can be used from the Quick View™ Leadership Assessment to identify those who are most likely to perform best on the job.