

# The SCOOTER Store 2008 Leadership Survey

(Internally developed and delivered)  
Overview of our process



Mike Dickinson  
The SCOOTER Store  
New Braunfels, TX  
Office: 830-627-4746  
[mdickinson@thescooterstore.com](mailto:mdickinson@thescooterstore.com)

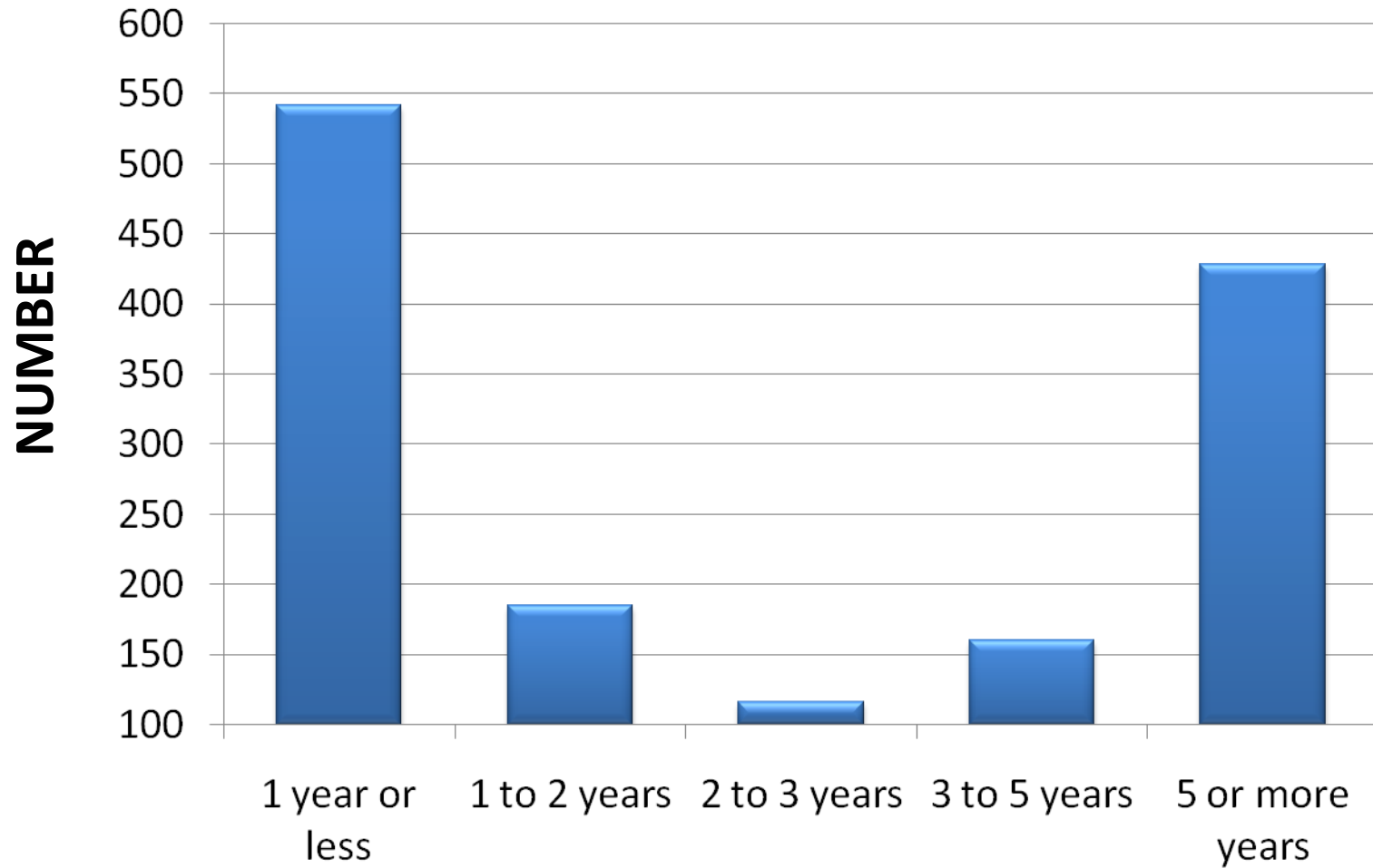


# Why a Leadership Survey

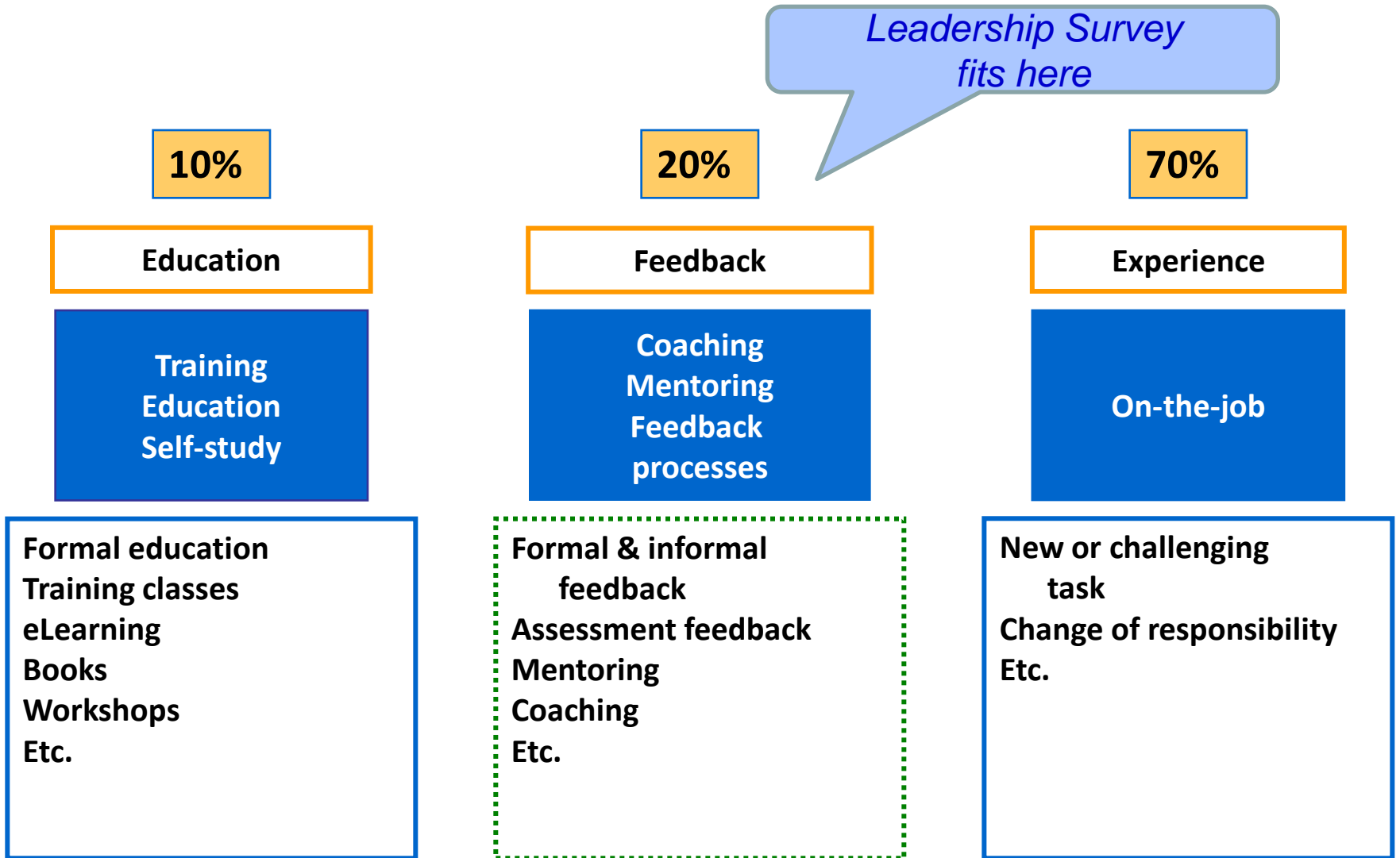
## Goals:

- Provide actionable feedback
- Leaders at all levels
- Promote leadership development
- Improve organizational capacity

## Tenure – all employee-owners



# 3 Pillars of Employee Development



# Survey Feedback Process

## 1. Preparation:

- a) Software / hardware requirements (incl. Excel skill!)
- b) Questionnaire development
- c) Marketing

## 2. Data collection:

- a) Data collected from all organizational members
- b) Data is analyzed and reports generated for each unit

## 3. Feedback:

- a) Senior leader summary feedback: Major trends by department
- b) Individual supervisors (with 3 or more direct reports): Detailed feedback (60-90-minute sessions)
- c) Introduce guides for follow-up actions

## 4. Follow-up: Each leader meets with team and develops action plans for improvement based on a consensus building process

# Survey built around leadership as a *process*

3 to 5 questions per attribute

## ***Job Characteristics (Input)***

Job Performance Goals  
Task Significance  
Skill Variety  
Task Identity

Task Autonomy  
Job Feedback  
Training  
Job Influences/Interferences

## ***Leadership Processes (Process)***

Leadership/Coaching  
Concern for Employees  
Reliability

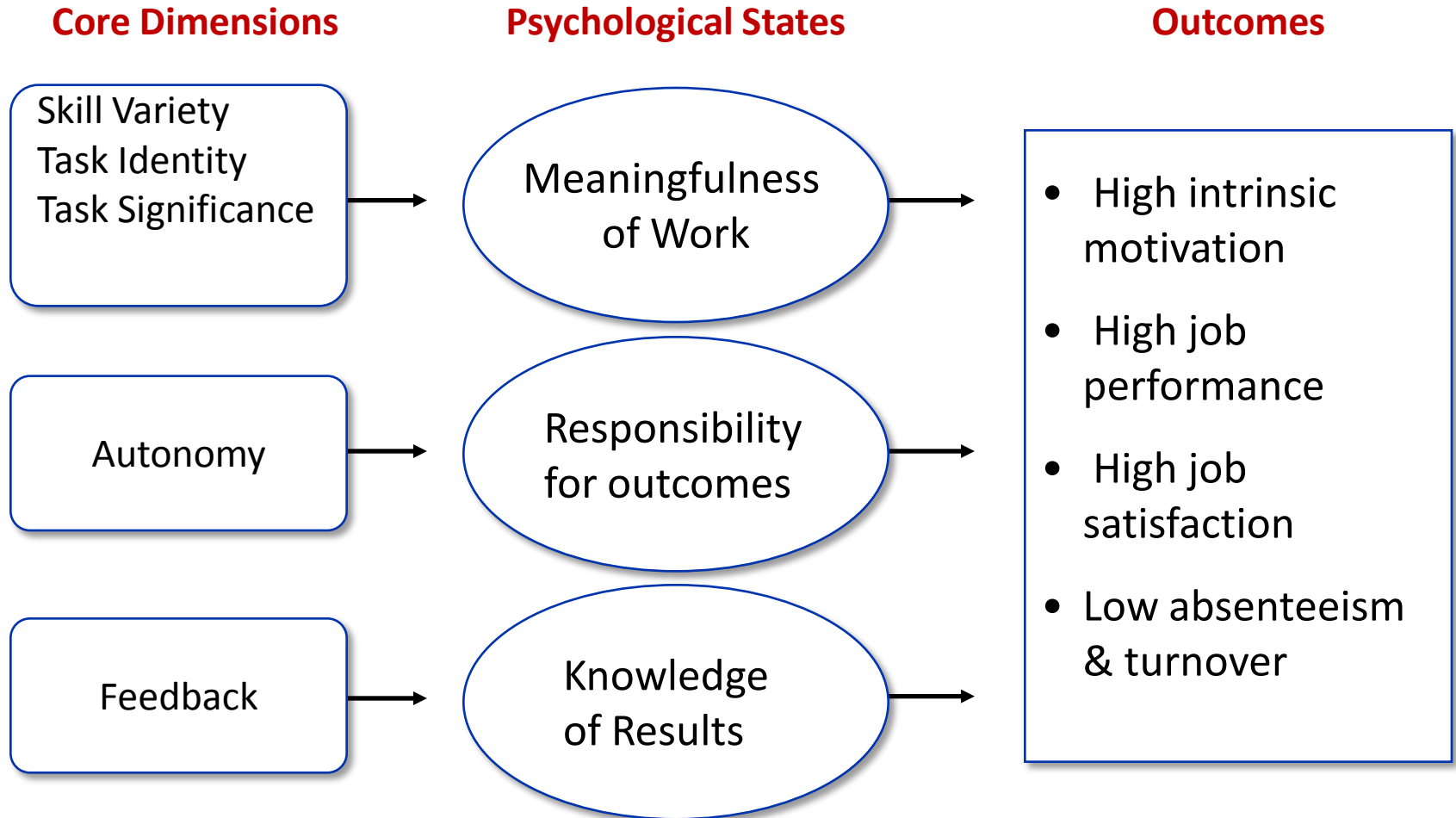
Work Support  
Organizational Communication  
Advancement/Recognition

## ***Outcome Measures (Output)***

Pride  
General Org Climate  
Job Satisfaction

Core Ideologies  
Work Group Effectiveness  
Organizational Commitment

# Hackman & Oldham's Job Characteristics Model (Model with a model)

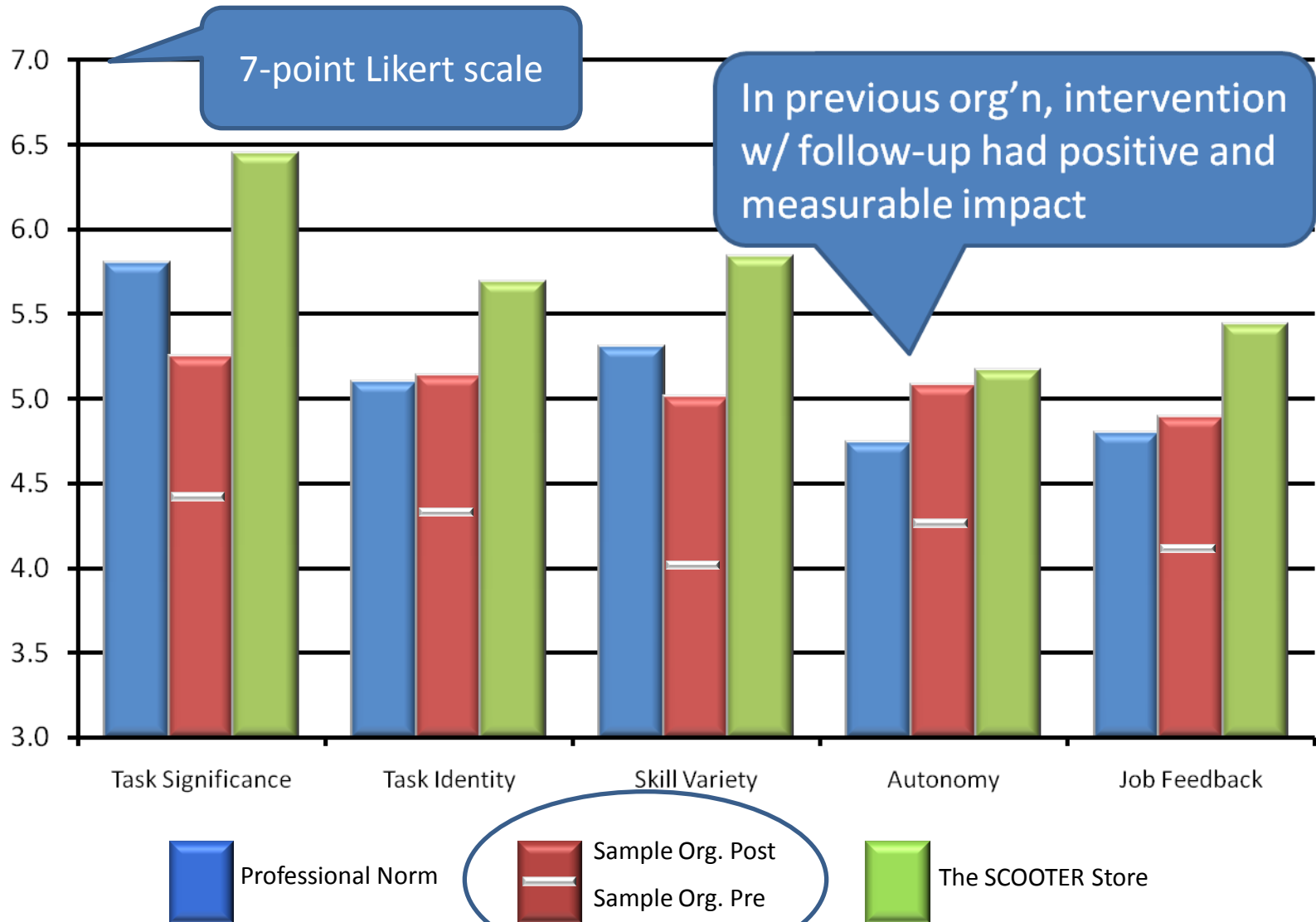


# Samples of macro feedback



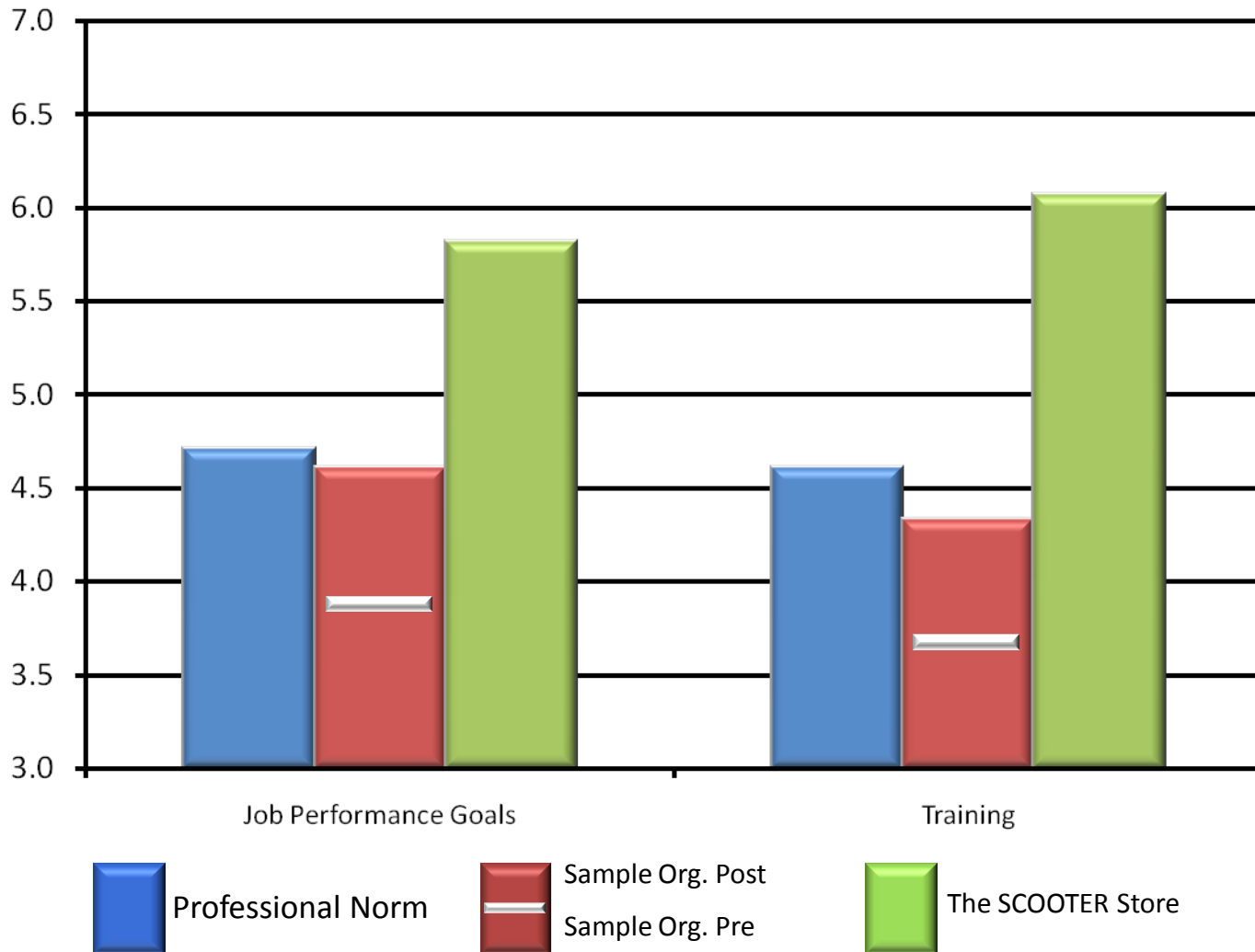
# The Work Itself

## The SCOOTER Store Overall



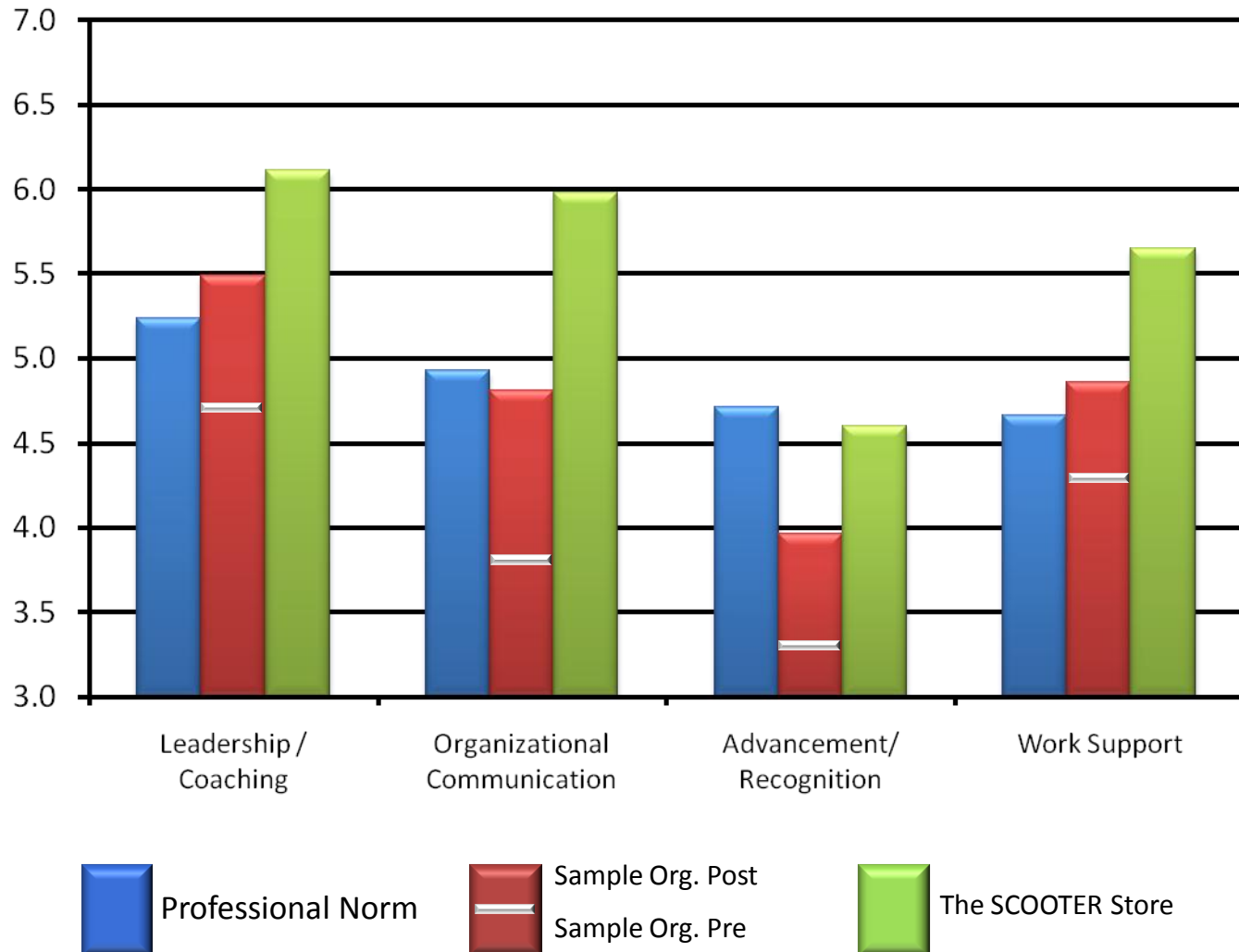
# The Work Itself (continued)

## The SCOOTER Store Overall



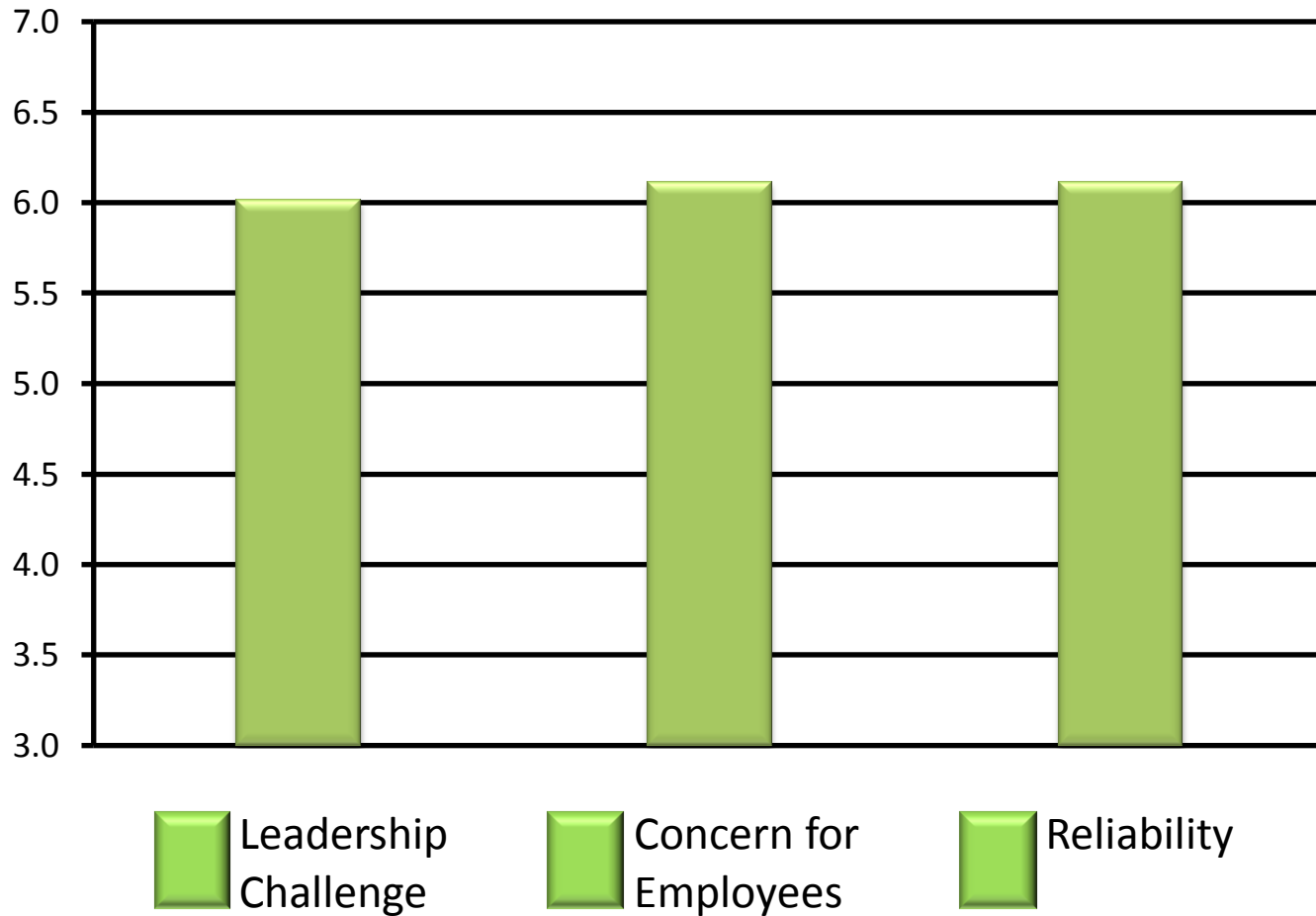
# The Leadership Process

## The SCOOTER Store Overall



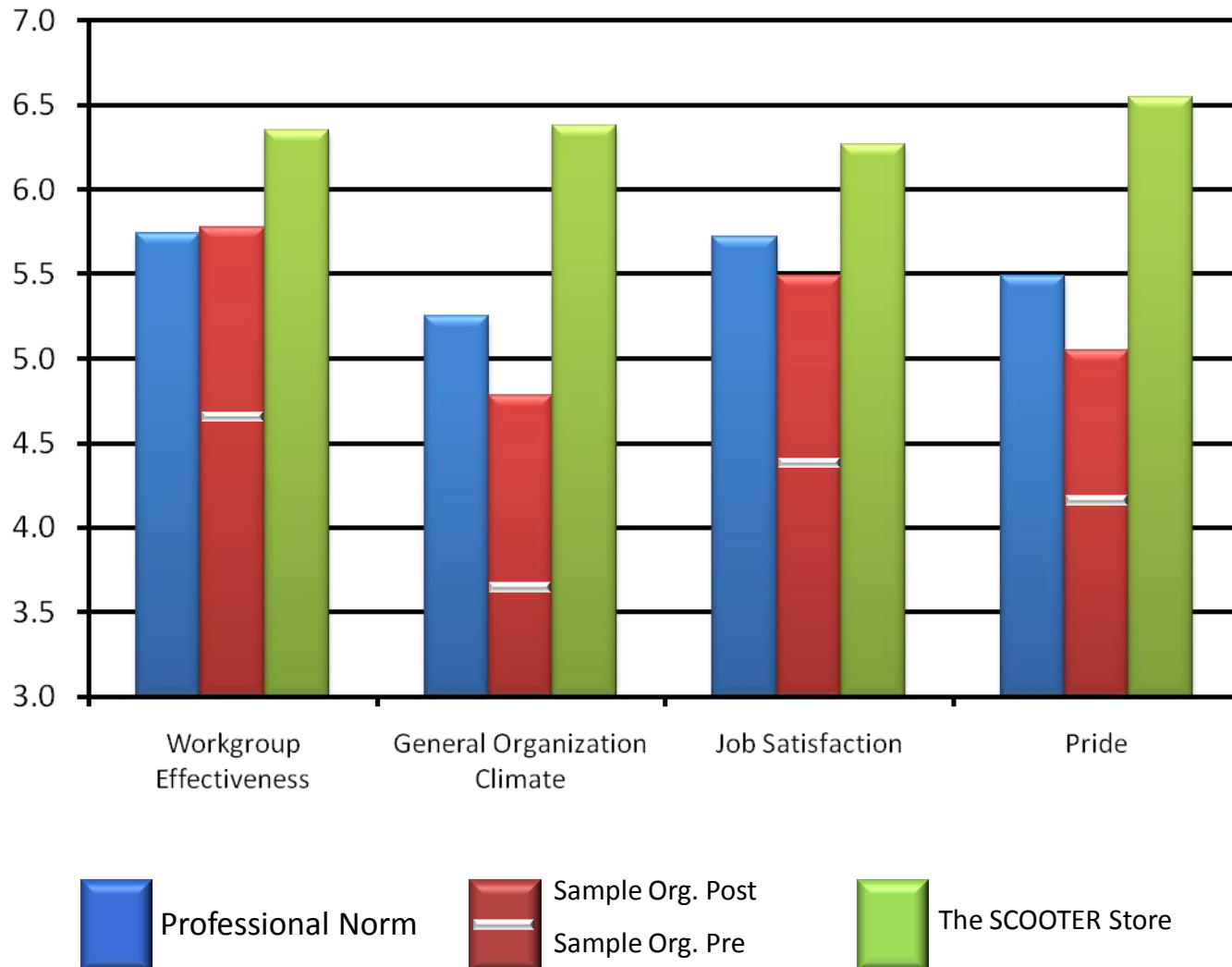
# The Leadership Process (continued)

## The SCOOTER Store Overall

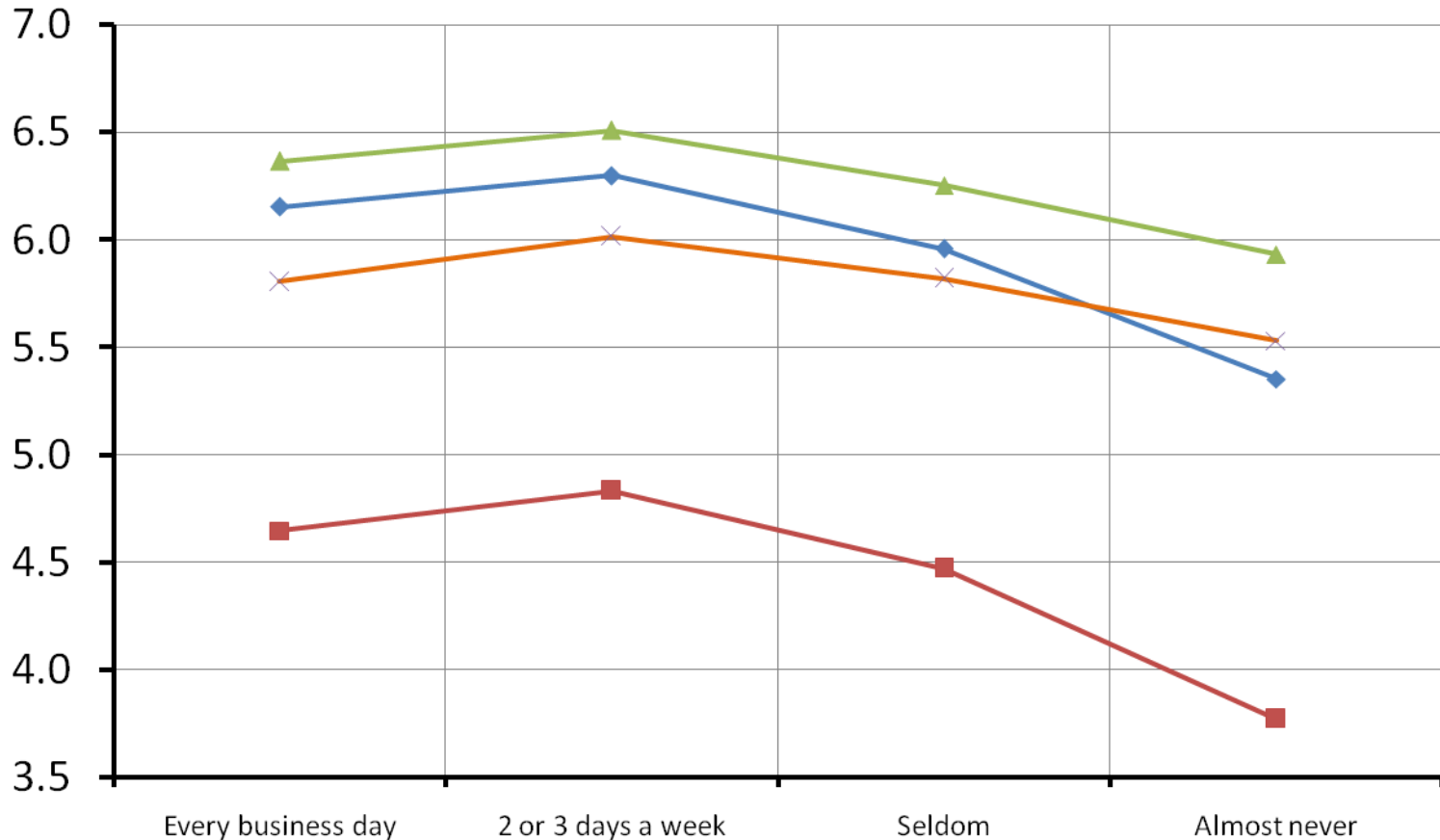


# Outcome Measures

## The SCOOTER Store Overall



# Checking for correlation: “Huddle” frequency vs. key attributes



**Percentage  
Population**

**69.3%**

**11.0%**

**15.3%**

**4.4%**

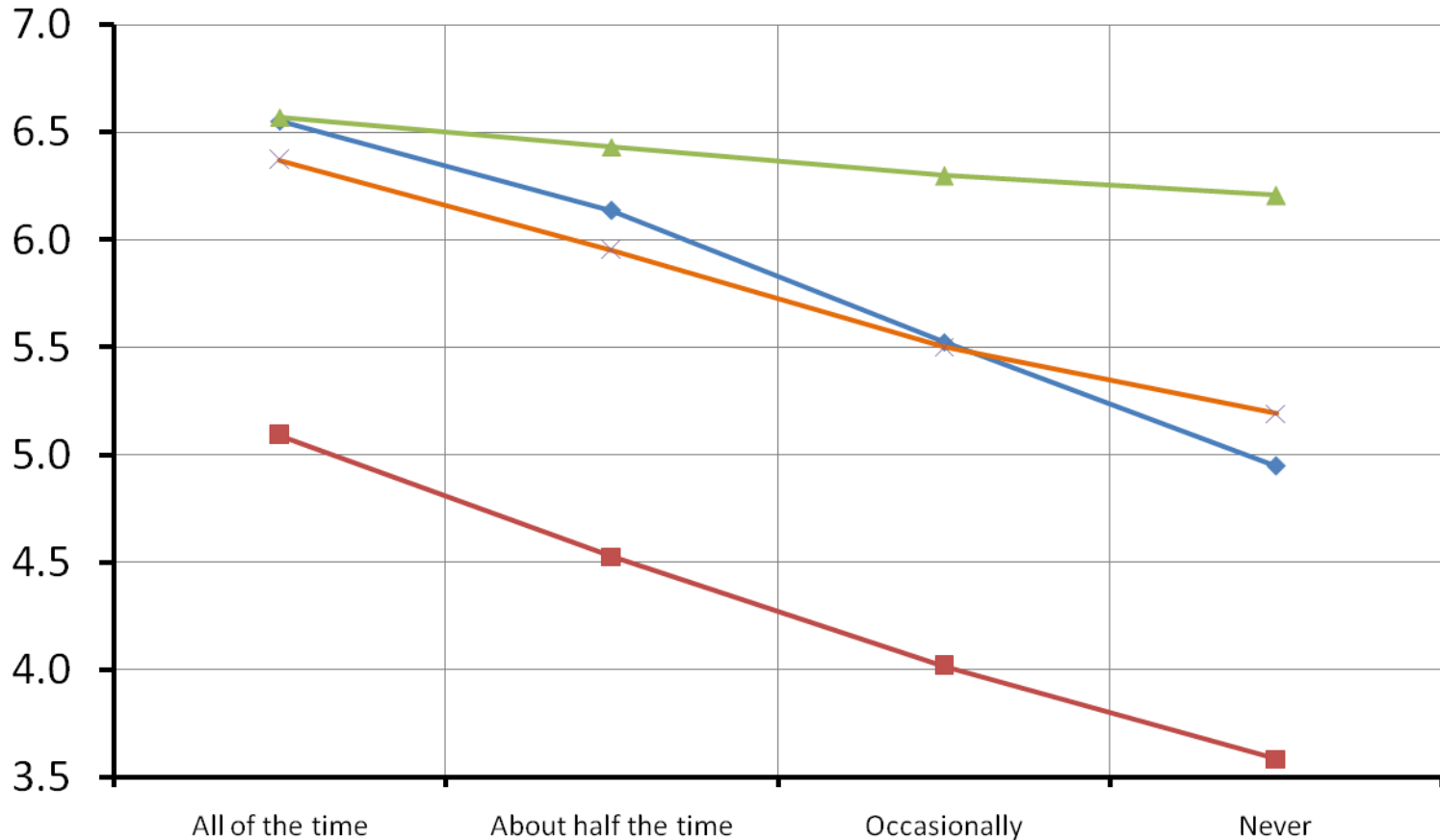
◆ Leadership - Coaching Behaviors

■ Advancement / Recognition

▲ Work Group Effectiveness

× Job Performance Goals

# Correlation? How often are team meetings used to solve problems and establish goals? vs. key attributes



**Percentage Population**

**47.5%**

**21.41%**

**22.9%**

**8.2%**

◆ Leadership - Coaching Behaviors

■ Advancement / Recognition

▲ Task Significance

× Organizational Communications

# Motivating Potential Score (Basis for next slide – one more model)

Skill Variety + Task Identity + Task Significance

3

X

Autonomy

X

Feedback

MPS Average

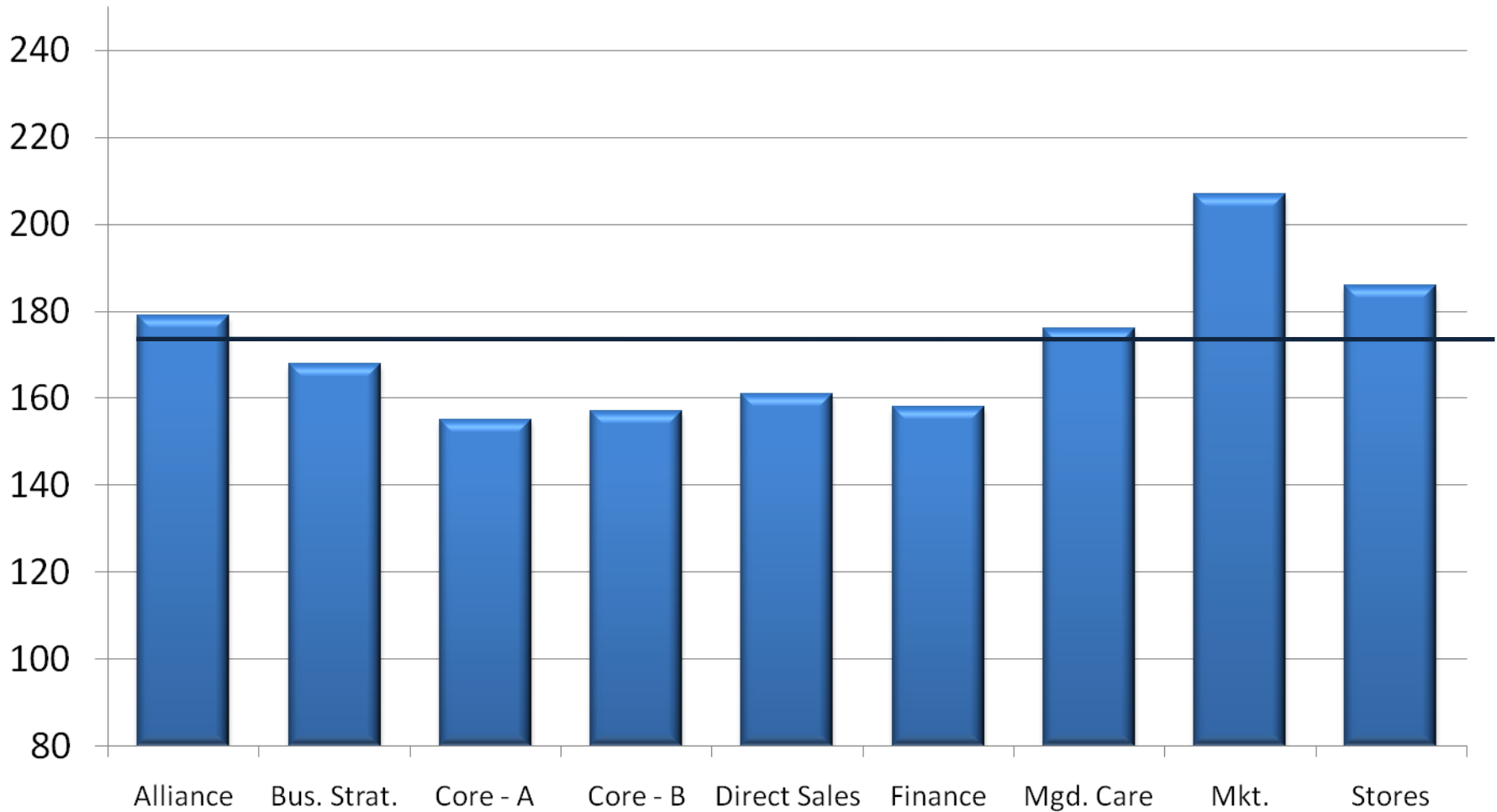
US = 105

Professor = 210

Surgeon = 225

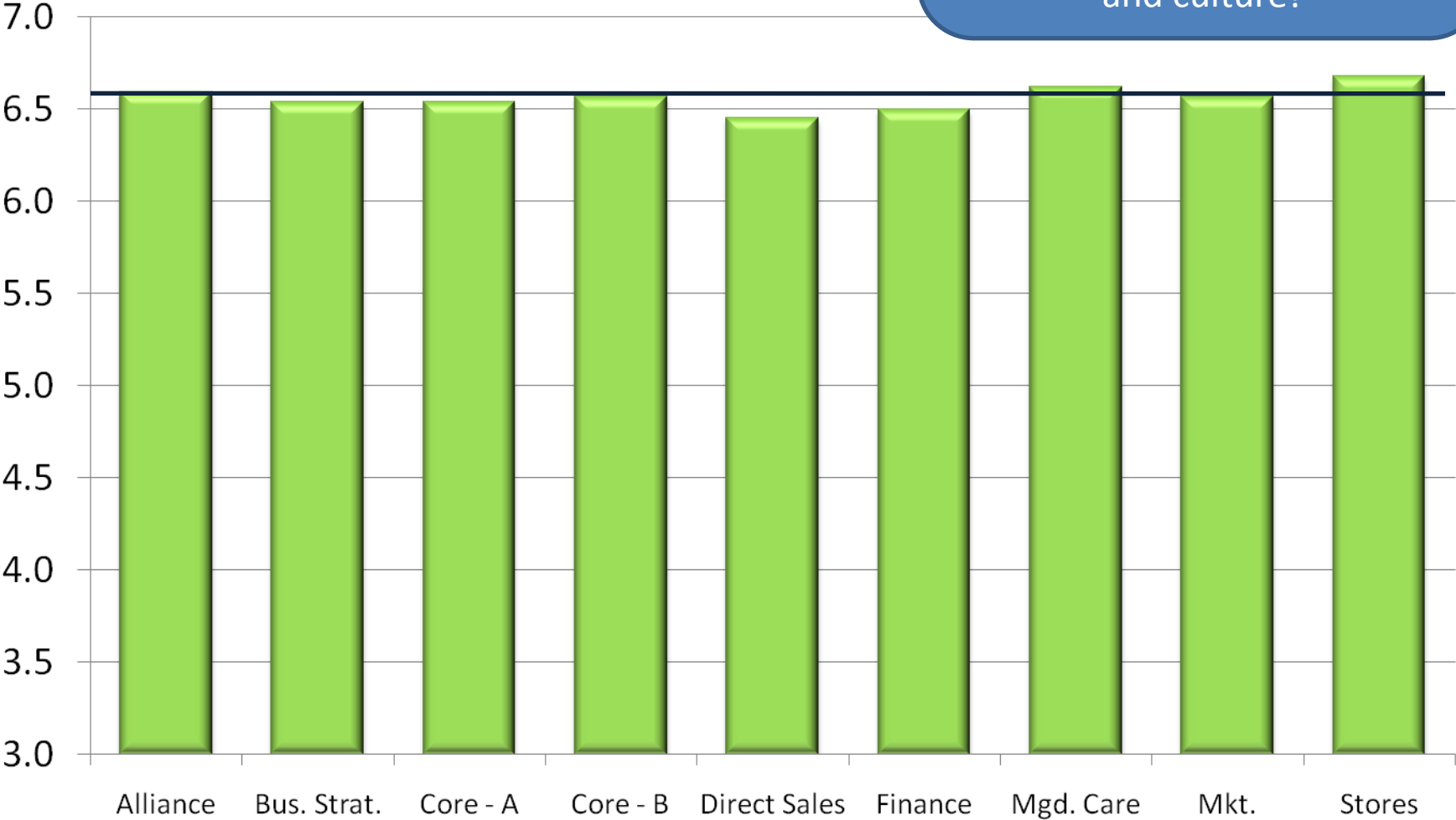


# Motivation Potential Score By Organization



# Pride By Organization

A little bragging here: We scored very high on 'pride' across all departments.  
We all believe in our mission and culture!



## Attributes listed by frequency

<b>My Supervisor's Greatest Strength</b>	
<b>Theme</b>	<b>Frequency</b>
Supports / Develops	228
Communication	198
Compassion	192
Listens	141
Motivator	140
Knowledge / Experience	135
Attitude	86
Team	73
Understanding	65
Goals	64
Organizing	60

We analyzed write-in comments for strengths and themes (manually), then tabulated them.

This slide shows part of our 'strengths' analysis.

Samples of individual supervisor  
feedback

Actual package was 6 pages plus two  
booklets

## Leadership Survey

### Job Characteristics

**FEEDBACK FOR:** Sample Manager  
**ORG:** Information Technology

	<b>YOUR AVERAGE</b>		<b>INDUSTRY ORG AVERAGE</b>		<b>THE SCOOTER STORE AVERAGE</b>	
	Mean	Stdev	Mean	Stdev	Mean	Stdev
	N = 3		N = 69		N = 1585	
<b>Job Performance Goals</b>	4.17	0.52	5.53	0.95	5.82	0.88
1. Extent you know exactly what is expected of you.	4.00	1.00	5.83	1.04	6.13	0.93
2. Are your job performance goals clear?	4.33	0.58	5.59	1.05	6.00	1.02
3. Are your job performance goals specific?	4.00	1.00	5.26	1.16	5.73	1.13
4. Are your job performance goals realistic?	4.33	0.58	5.43	1.24	5.38	1.16
<b>Task Significance</b>	6.50	0.87	6.41	0.90	6.45	0.80
5. Job is significant in that it affects others.	6.33	1.15	6.33	1.09	6.43	0.85
6. Doing your job well affects a lot of people.	6.67	0.58	6.48	0.83	6.47	0.88
<b>Skill Variety</b>	6.67	0.58	6.15	0.98	5.84	1.05
7. Job requires different things using a variety of skills.	6.67	0.58	6.16	1.08	6.09	1.08
8. Job requires a number of complex skills.	6.67	0.58	6.14	1.02	5.59	1.21
<b>Task Identity</b>	5.50	0.50	5.83	0.91	5.69	0.95
9. Job involves a whole task.	6.67	0.58	6.00	1.19	5.86	1.07
10. Job provides you with the chance to completely finish the task.	4.33	0.58	5.65	1.07	5.53	1.24

Facilitators' version had math done and significant deviations highlighted (> +/- 0.4)

**Leadership Survey**

**Job Characteristics**

**THE SCOOTER STORE**

**FEEDBACK FOR:** Sample Report with Differences  
**ORG:** Department X

	SUP and ORG Diff	YOUR AVERAGE		ORG AVERAGE		AVERAGE	
		Mean N = 10	Stdev	Mean N = 100	Stdev	Mean N = 1585	Stdev
<b>Job Performance Goals</b>	-1.36	4.17	0.52	5.53	0.95	5.82	0.88
1. Extent you know exactly what is expected of you.	-1.83	4.00	1.00	5.83	1.04	6.13	0.93
2. Are your job performance goals clear?	-1.26	4.33	0.58	5.59	1.05	6.00	1.02
3. Are your job performance goals specific?	-1.26	4.00	1.00	5.26	1.16	5.73	1.13
4. Are your job performance goals realistic?	-1.10	4.33	0.58	5.43	1.24	5.38	1.16
<b>Task Significance</b>	0.09	6.50	0.87	6.41	0.90	6.45	0.80
5. Job is significant in that it affects others.	0.00	6.33	1.15	6.33	1.09	6.43	0.85
6. Doing your job well affects a lot of people.	0.19	6.67	0.58	6.48	0.83	6.47	0.88
<b>Skill Variety</b>	0.51	6.67	0.58	6.15	0.98	5.84	1.05
7. Job requires different things using a variety of skills.	0.51	6.67	0.58	6.16	1.08	6.09	1.08
8. Job requires a number of complex skills.	0.52	6.67	0.58	6.14	1.02	5.59	1.21
<b>Task Identity</b>	-0.33	5.50	0.50	5.83	0.91	5.69	0.95
9. Job involves a whole task.	0.67	6.67	0.58	6.00	1.19	5.86	1.07
10. Job provides you with the chance to completely finish the task.	-1.32	4.33	0.58	5.65	1.07	5.53	1.24

# Follow-up

# For each supervisor: Responsibilities in Leadership Development

- To better understand your data, review it with your team
- Complete your development action plan.
- Schedule the development meeting with your manager within the next 30 days.
- One-on-one coach available
- During the meeting, agree on:
  - Priorities
  - Actions
  - Accountabilities
  - Next steps

**Survey Action Plan**  
(The SCOOTER Store Leadership Survey)

*Instructions: Use your survey results and any notes from feedback meetings to determine your strengths and the improvement areas on which you will focus. You should select one strength and two improvement areas.*

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Department: \_\_\_\_\_

*Instructions: What is one thing that you definitely want to continue as part of your success? What are the "strong" characteristics so that it plays a part in your and your team's success? List them here. Be as specific as possible. List only one strength and two improvement areas. List them in order of importance.*

Strength: \_\_\_\_\_

Improvement Area 1: \_\_\_\_\_

Improvement Area 2: \_\_\_\_\_

*Instructions: Describe the actions that will result in improvement and provide appropriate dates for completion and follow-up with team.*

First area to improve: \_\_\_\_\_

Describe the actions that will result in improvement and provide appropriate dates for completion and follow-up with team.

Second area to improve: \_\_\_\_\_

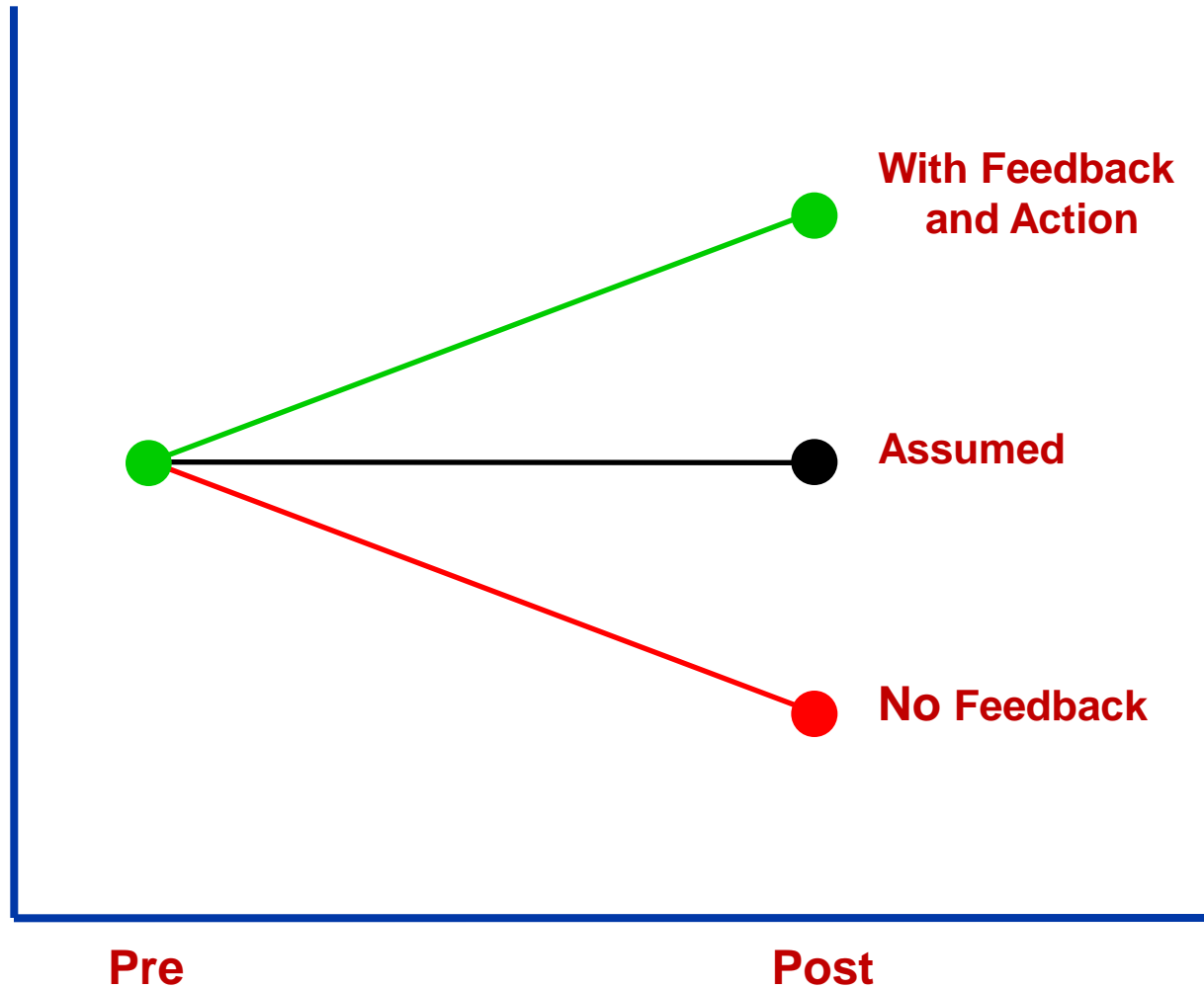
Describe the actions that will result in improvement and provide appropriate dates for completion and follow-up with team.

19

## Action plan template and Guide books



# Impact of Feedback



# Additional Resources

- Considerations before doing a survey  
[http://www.greatorganizations.com/pdf/CS\\_fall\\_98.pdf](http://www.greatorganizations.com/pdf/CS_fall_98.pdf)
- Survey Research: A Summary of Best Practices  
<http://www.ethics.org/erc-publications/staff-articles.asp?aid=786>
- Jeff Austin, PhD:  
Email: [austin.jeff@sbcglobal.net](mailto:austin.jeff@sbcglobal.net)  
Phone: 210-493-1872