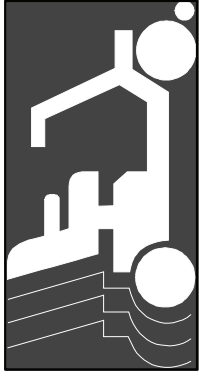


# **The SCOOTER Store 2008 Leadership Survey**

**(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)

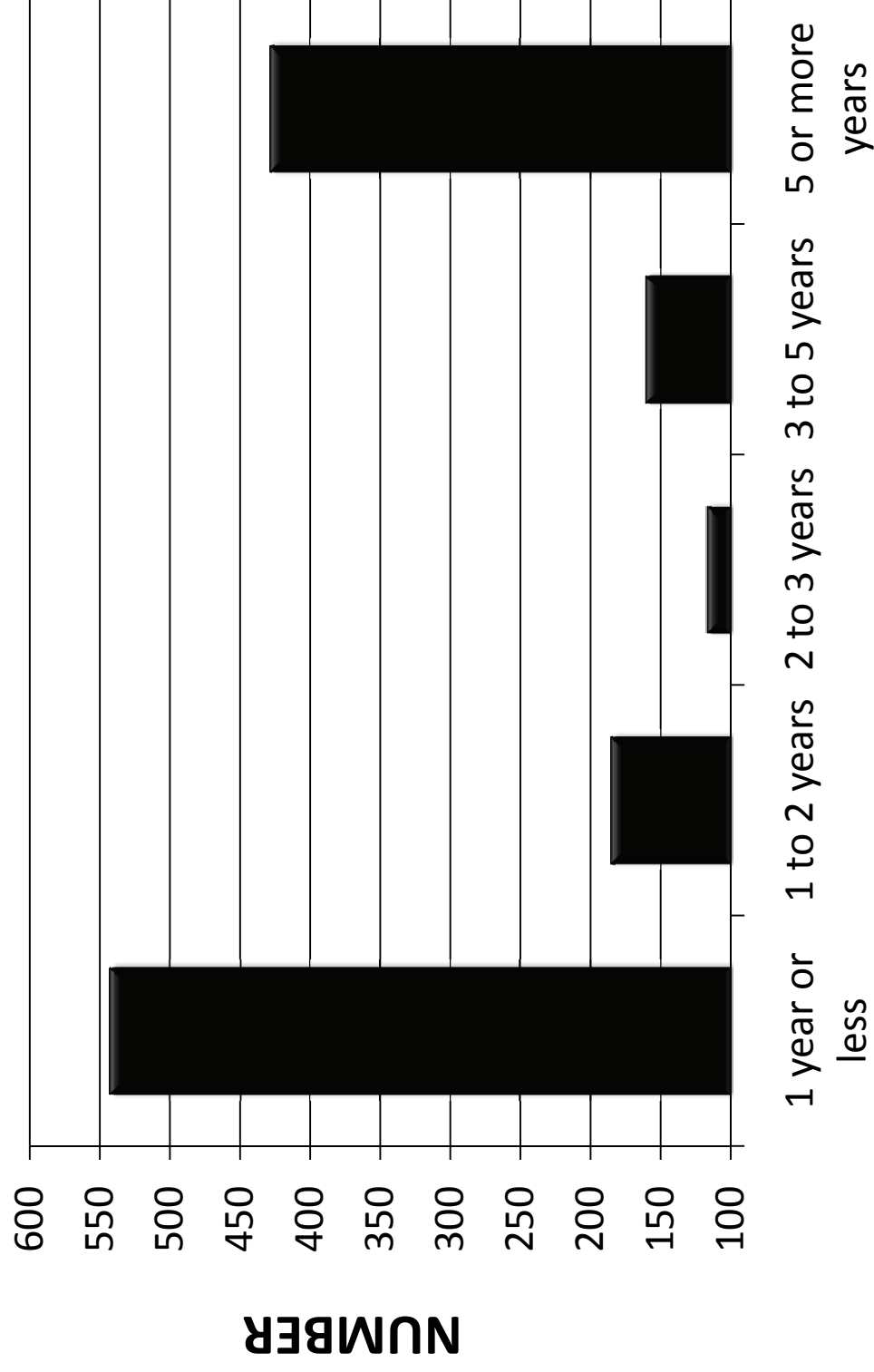


# Why a Leadership Survey

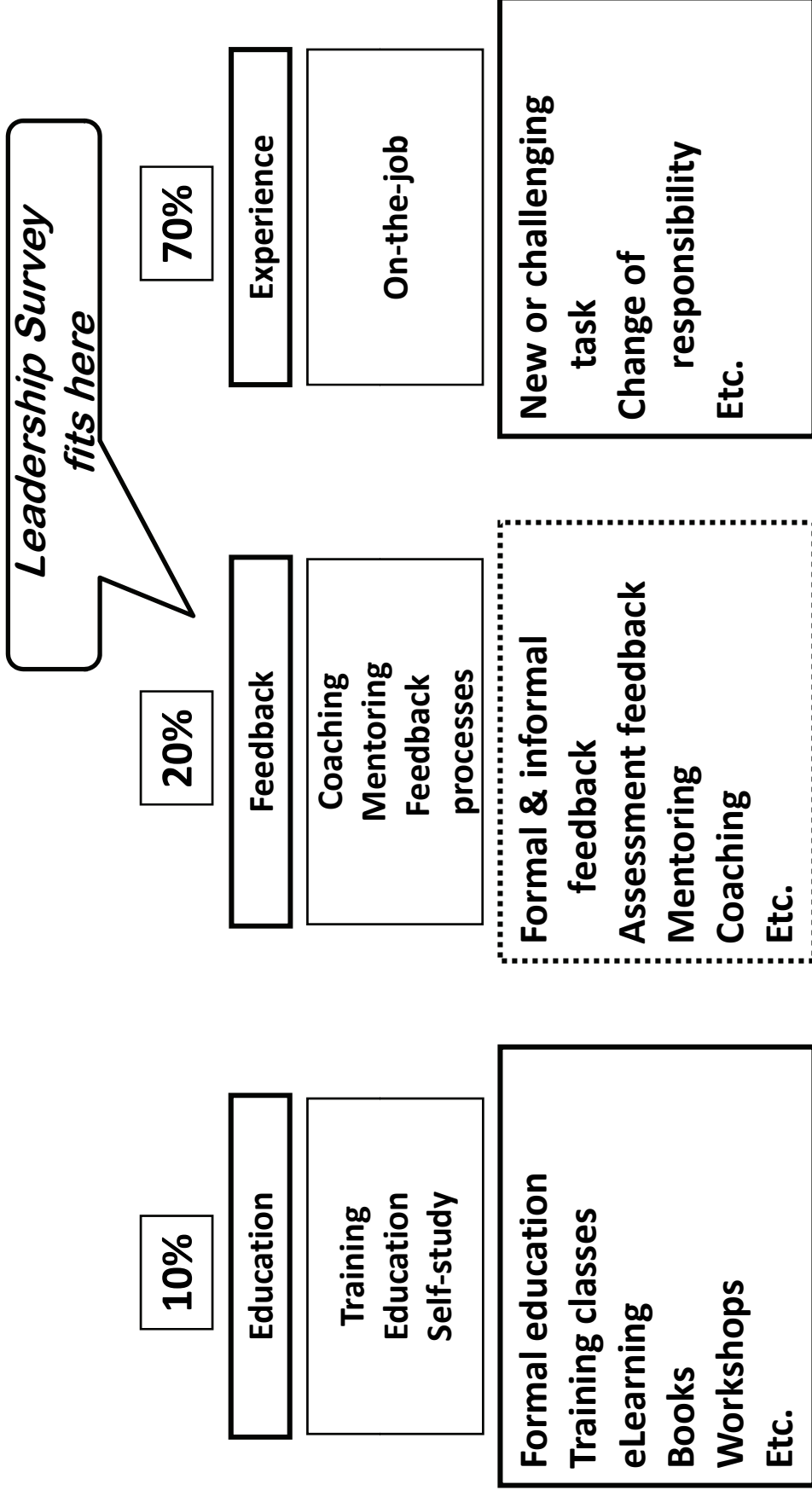
## **Goals:**

- 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 Autonomy                |
| Task Significance     | Job Feedback                 |
| Skill Variety         | Training                     |
| Task Identity         | Job Influences/Interferences |

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

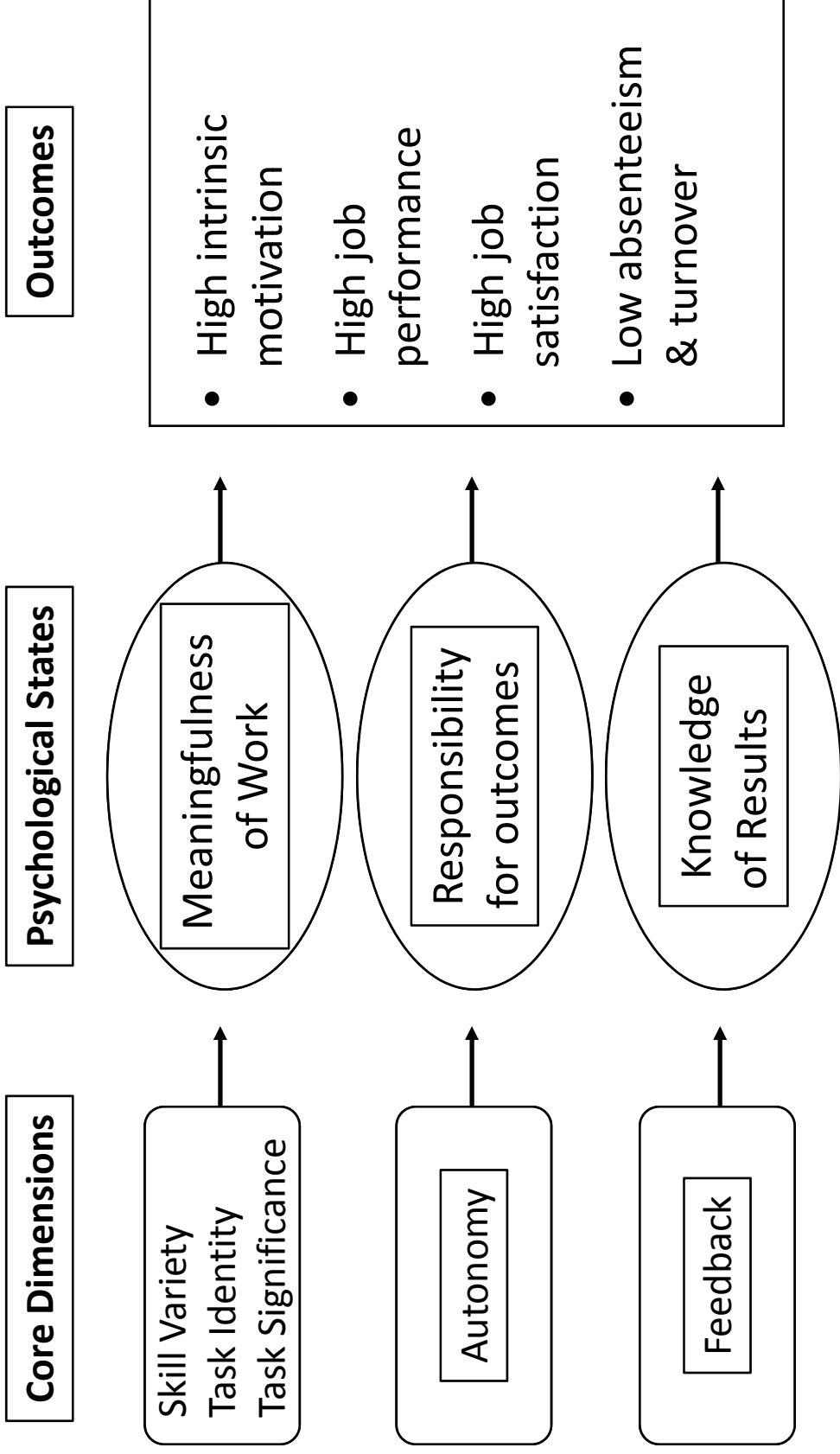
|                       |                              |
|-----------------------|------------------------------|
| Leadership/Coaching   | Work Support                 |
| Concern for Employees | Organizational Communication |
| Reliability           | Advancement/Recognition      |

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

|                     |                           |
|---------------------|---------------------------|
| Pride               | Core Ideologies           |
| General Org Climate | Work Group Effectiveness  |
| Job Satisfaction    | Organizational Commitment |

# Hackman & Oldham's Job Characteristics Model

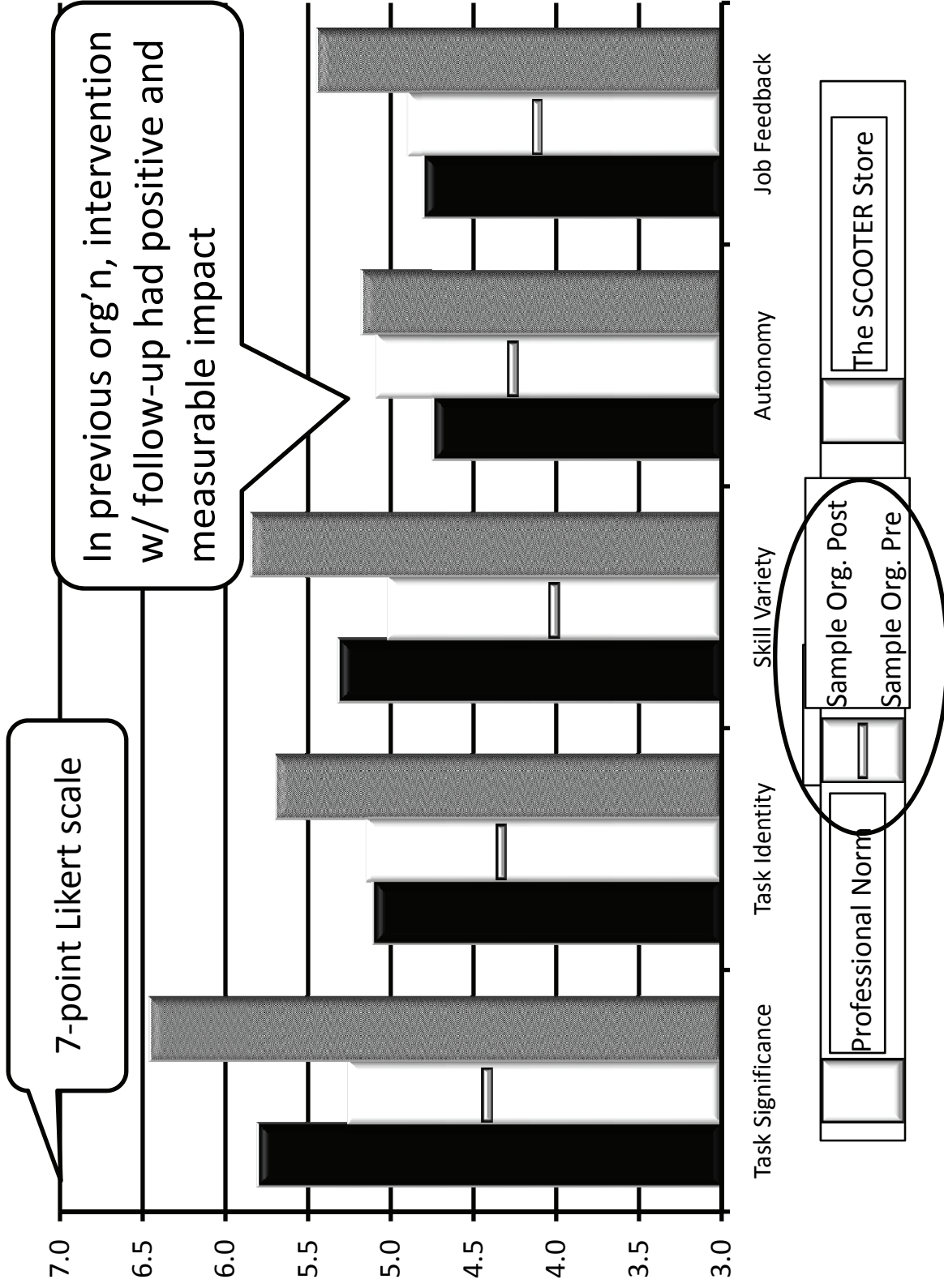
## (Model with a model)



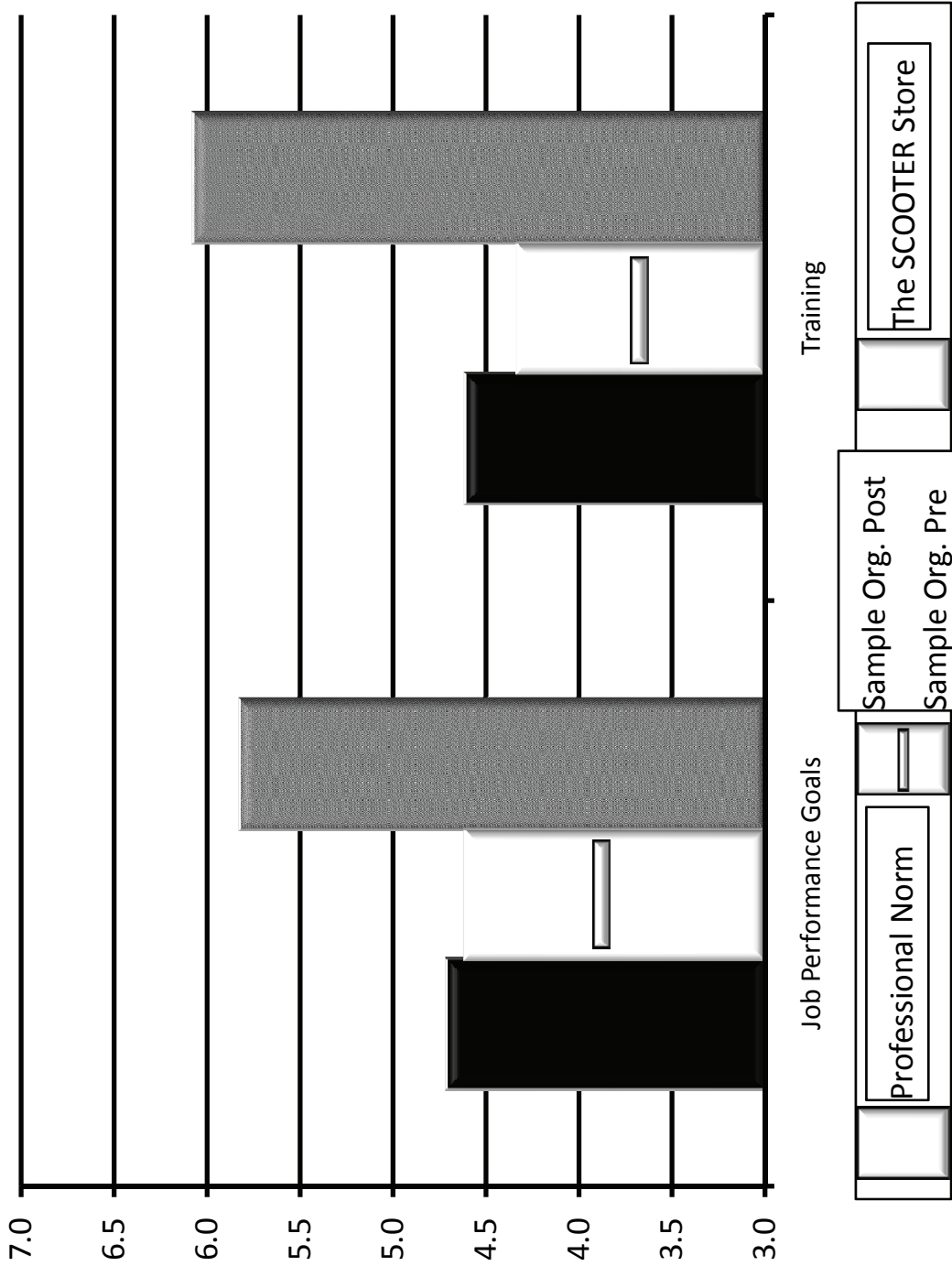
# Samples of macro feedback

# The Work Itself

## The SCOOTER Store Overall

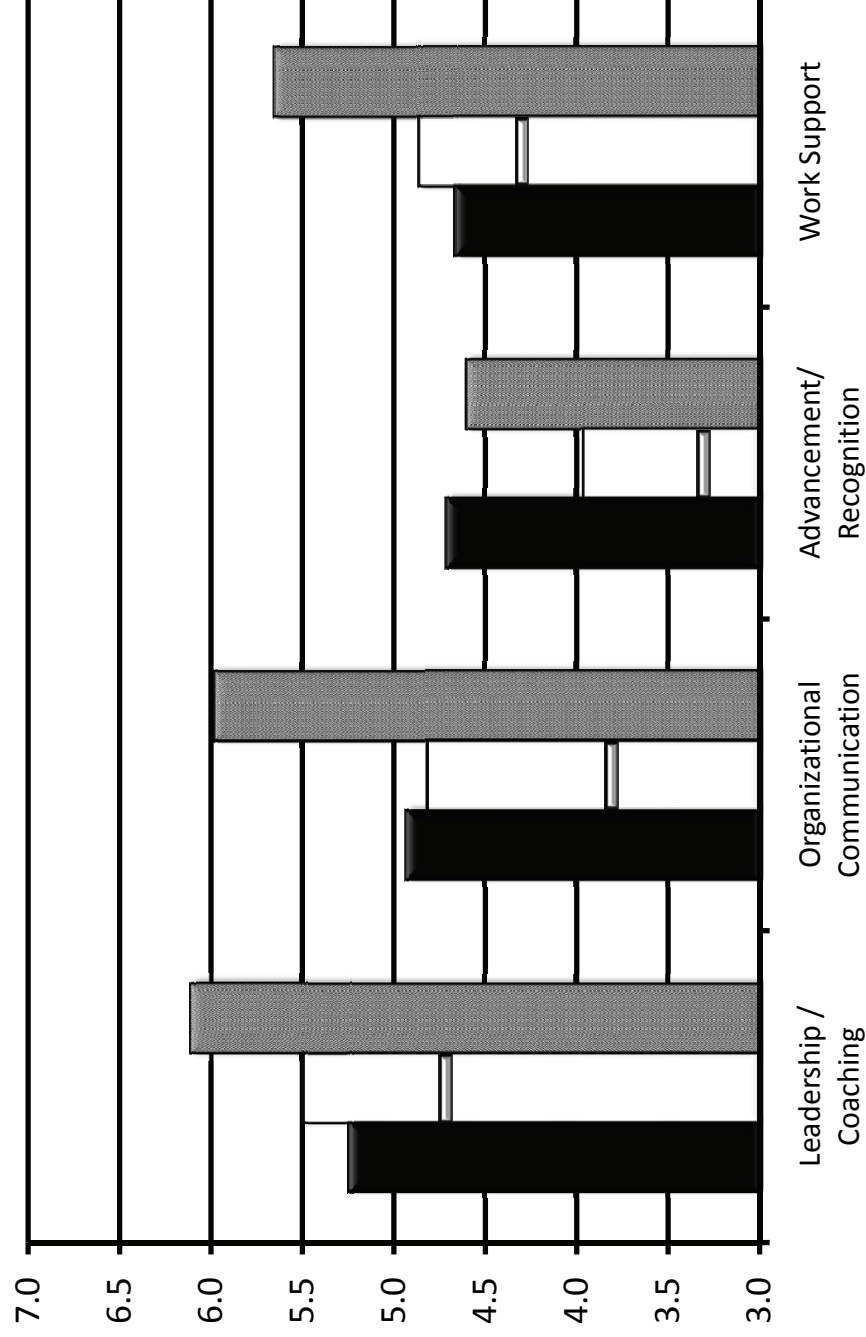


# The Work Itself (continued) The SCOOTER Store Overall



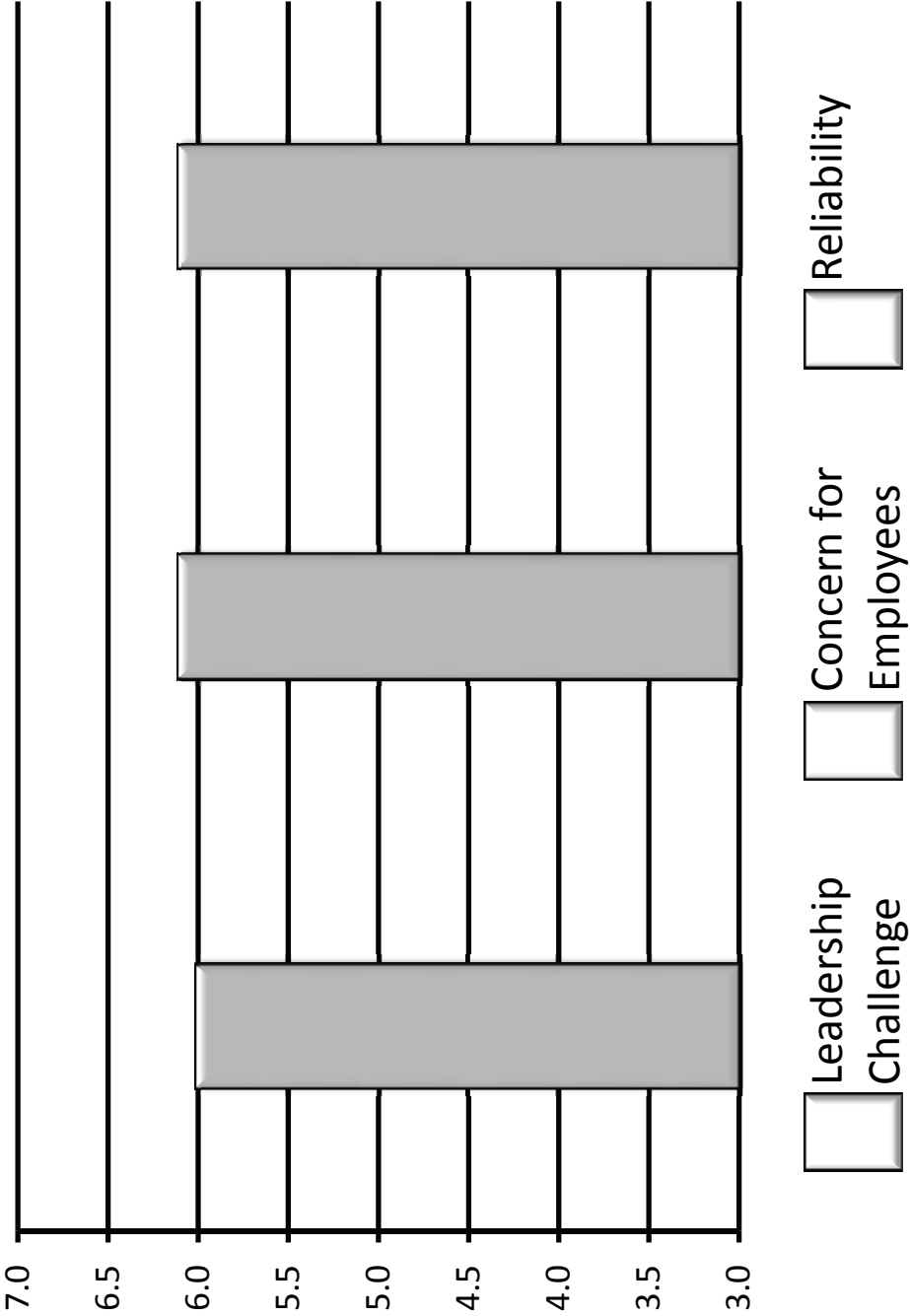
# The Leadership Process

## The SCOOTER Store Overall



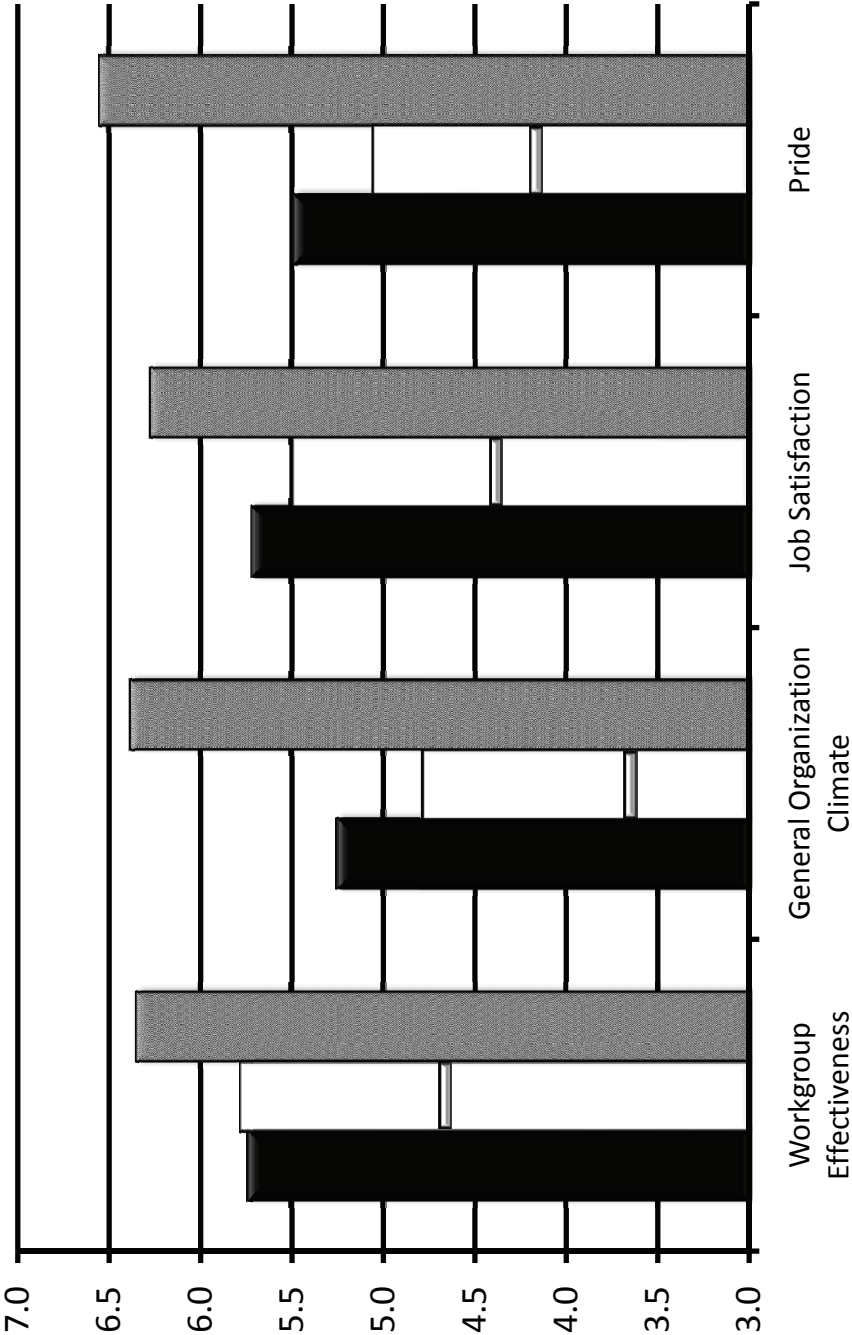
|  |                   |                  |                 |                   |
|--|-------------------|------------------|-----------------|-------------------|
|  | Professional Norm | Sample Org. Post | Sample Org. Pre | The SCOOTER Store |
|  |                   |                  |                 |                   |

# The Leadership Process (continued) The SCOOTER Store Overall



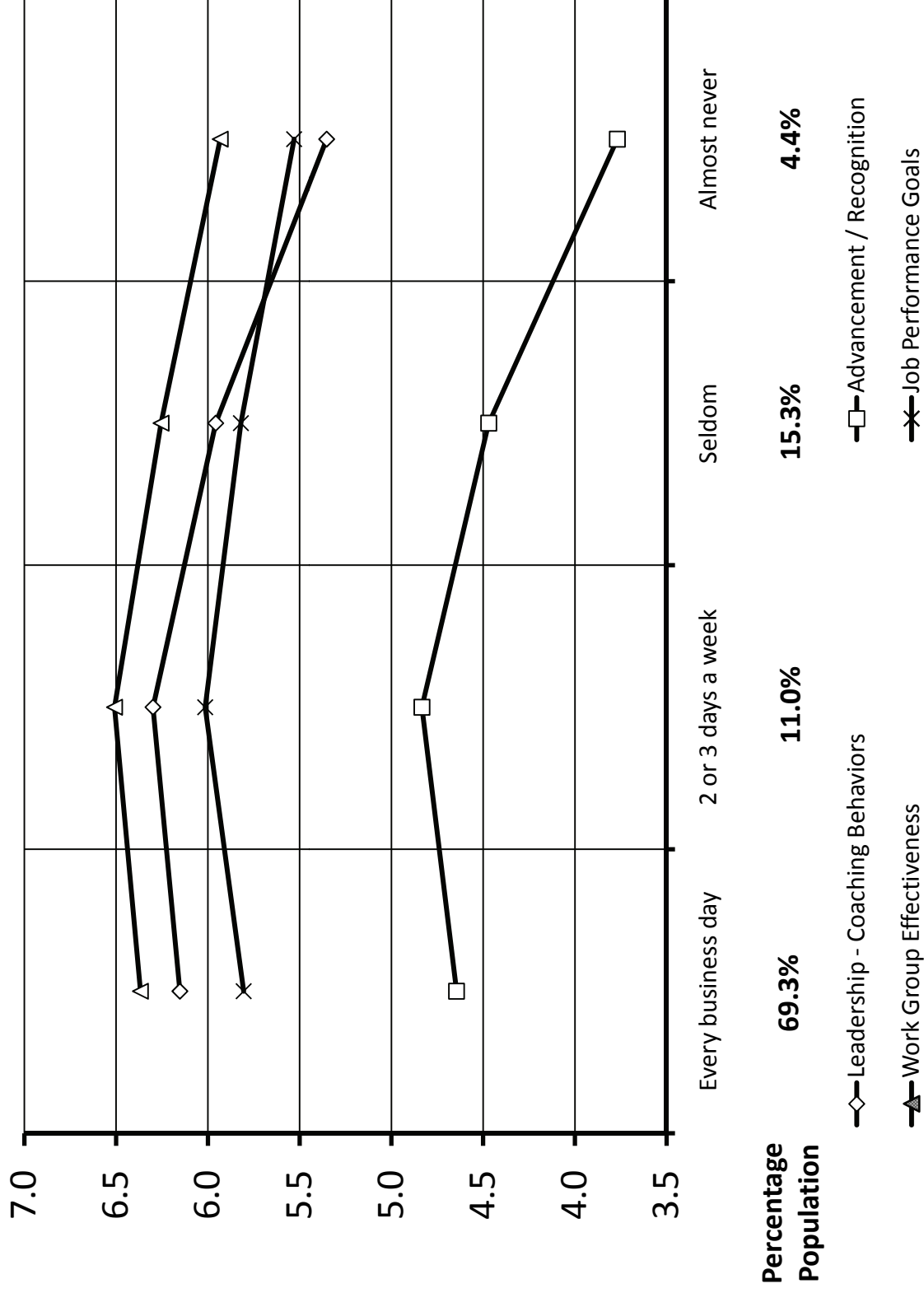
# Outcome Measures

## The SCOOTER Store Overall

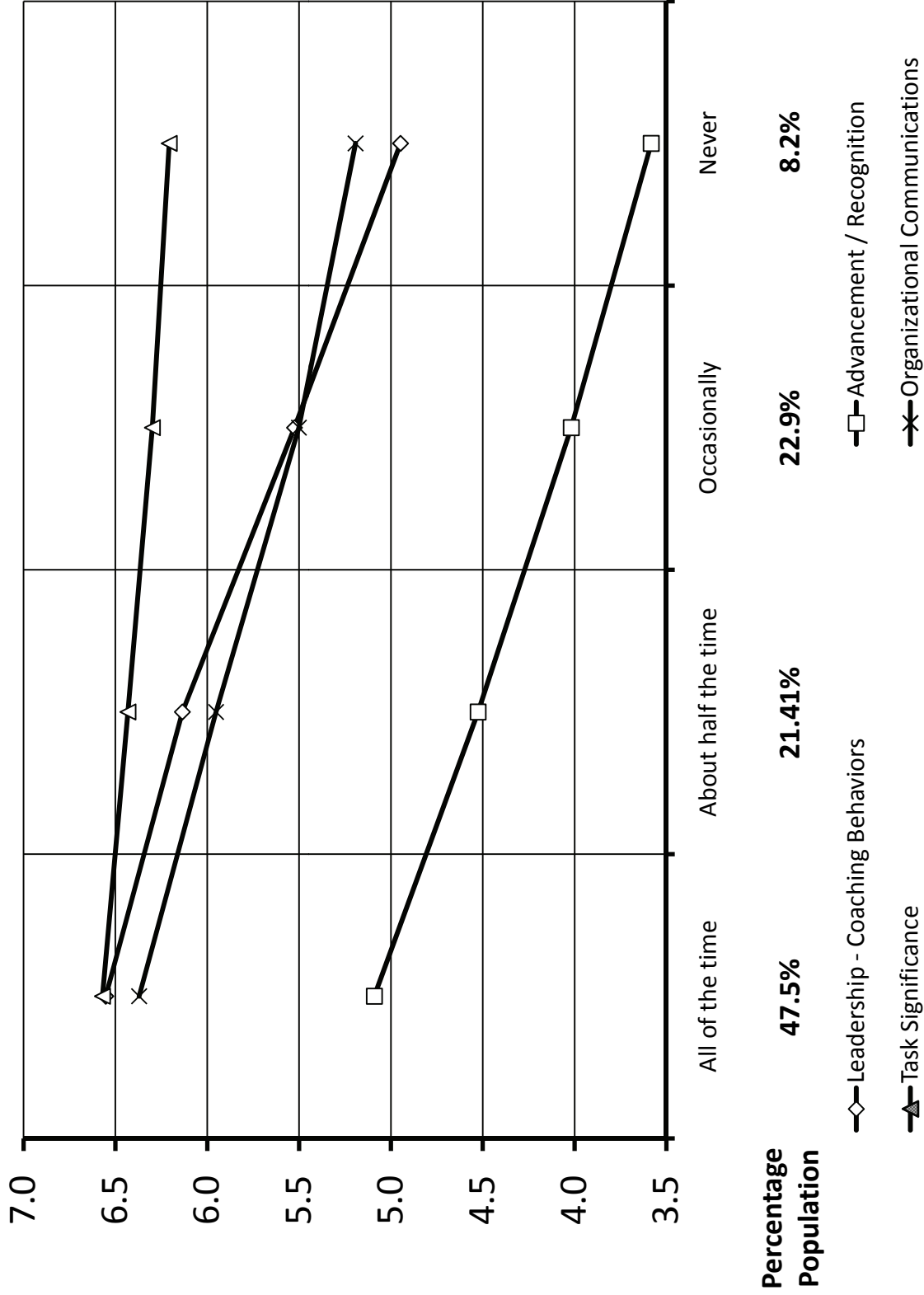


|  |                   |                  |  |                   |
|--|-------------------|------------------|--|-------------------|
|  | Professional Norm | Sample Org. Post |  | The SCOOTER Store |
|  |                   | Sample Org. Pre  |  |                   |

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



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



## Motivating Potential Score

(Basis for next slide – one more model)

Skill Variety + Task Identity + Task Significance

3

X

Autonomy

X

Feedback

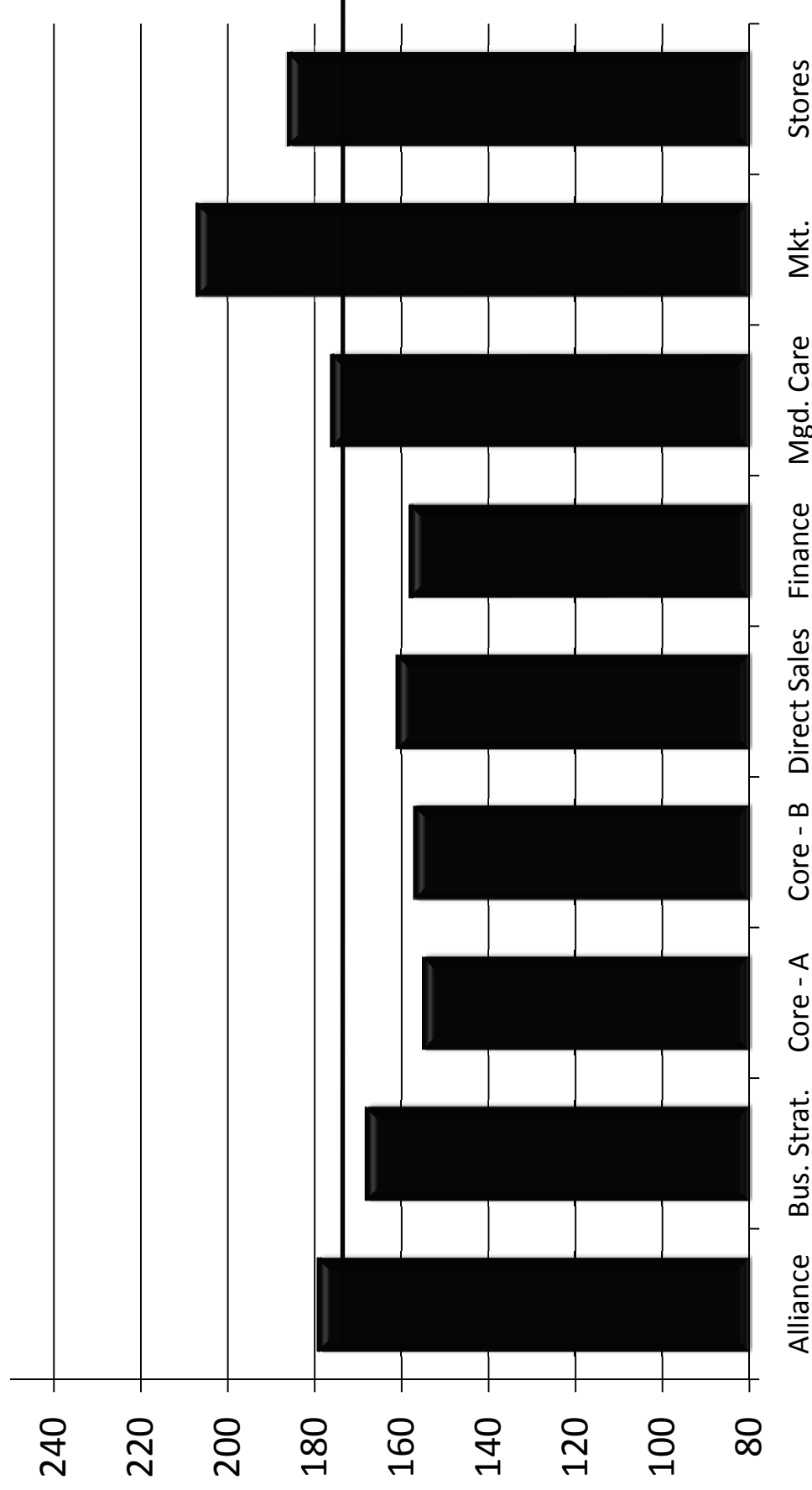
MPS Average

US = 105

Professor = 210

Surgeon = 225

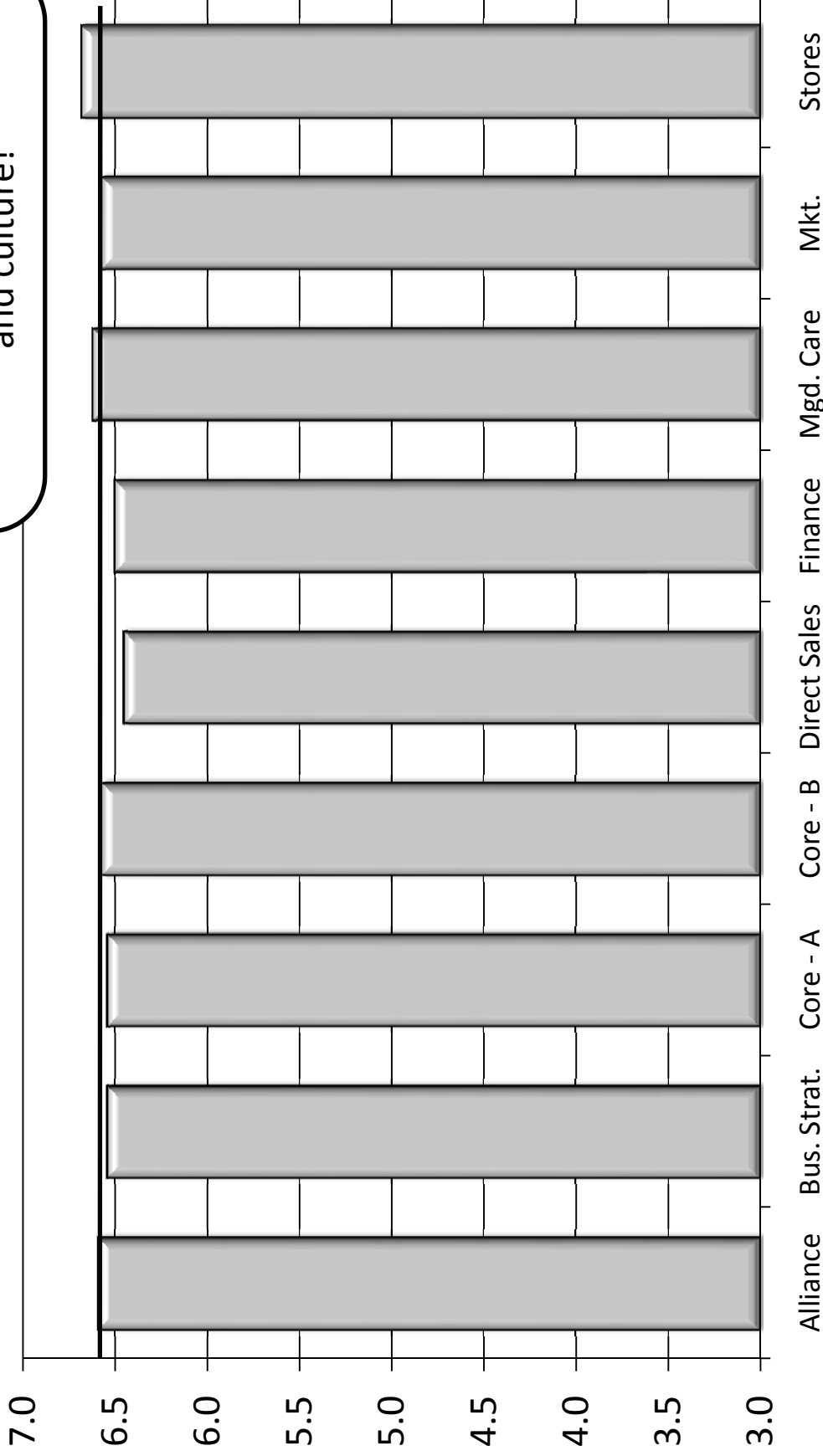
# Motivation Potential Score By Organization



# 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

| My Supervisor's Greatest Strength |           |                                                                                                                                                          |
|-----------------------------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Theme                             | Frequency |                                                                                                                                                          |
| Supports / Develops               | 228       |                                                                                                                                                          |
| Communication                     | 198       | <p>We analyzed write-in comments for strengths and themes (manually), then tabulated them.</p> <p>This slide shows part of our 'strengths' analysis.</p> |
| Compassion                        | 192       |                                                                                                                                                          |
| Listens                           | 141       |                                                                                                                                                          |
| Motivator                         | 140       |                                                                                                                                                          |
| Knowledge / Experience            | 135       |                                                                                                                                                          |
| Attitude                          | 86        |                                                                                                                                                          |
| Team                              | 73        |                                                                                                                                                          |
| Understanding                     | 65        |                                                                                                                                                          |
| Goals                             | 64        |                                                                                                                                                          |
| Organizing                        | 60        |                                                                                                                                                          |

Samples of individual supervisor  
feedback

Actual package was 6 pages plus two  
booklets



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

[illegible]

# 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: \_\_\_\_\_

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

Instructions: Write the thing that you definitely want to continue as part of your success? What are the "winning" characteristics so that it plays a part in your and your team's success? Be as specific as possible.

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

Instructions: Write the thing that you definitely want to continue as part of your success? What are the "winning" characteristics so that it plays a part in your and your team's success? Be as specific as possible.

# Action plan template and Guide books

Instructions: Write the thing that you definitely want to continue as part of your success? What are the "winning" characteristics so that it plays a part in your and your team's success? Be as specific as possible.

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

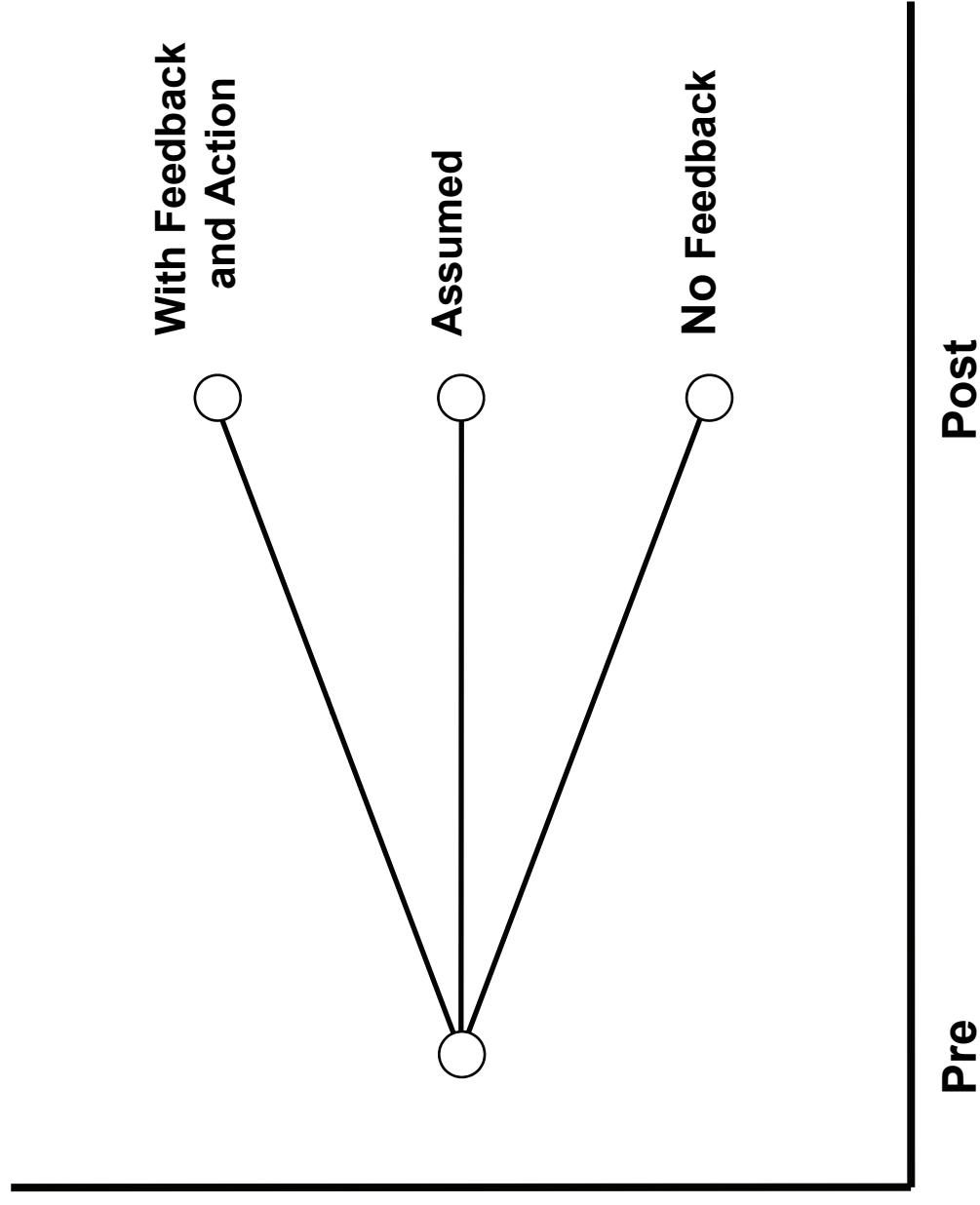
Describe the actions that will result in improvement and provide appropriate dates for completion and follow-up with team.

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

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

19

# 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