

## Practical Science and the Development of Motorola's Leadership Standards and Assessment Instrument

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KAPLAN DEVRIES INC.

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*Kelly J. Brookhouse (chair)*  
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### Vision for Assessment Tool

**Precisely differentiate within and between top managers on the *Leadership Standards***

- **envision** opportunities for meaningful, innovative change
- **energize** people around winning ideas
- demonstrate **edge** in facing up to tough situations
- **execute** the fundamentals needed to get results
- model the highest order of **ethics** at all times

## Lessons from Prototype

### User reactions are key

- Tool must be easy to use
- Content must be relevant to line and staff

### Measurement precision

- *Standards* must be clearly defined, cleaved at the joints
- Items must be short, specific, simple
- Model must make sense – and stick
- Rating format must be clear

## Getting the Right People on Board

### The key partnership:

#### Motorola team – Kelly, Mary Beth, Sandy, Carey

- Savvy insider's perspective of organizational reality
- Internal champions

#### Aon team – Kirk, Matt

- Talent management systems perspective
- Key players in position and talent profiling

#### Kaplan DeVries team – Bob, Bart, Rob, Connie

- Fresh outside perspective
- Measurement expertise

## Competing Values to Balance

### Practice

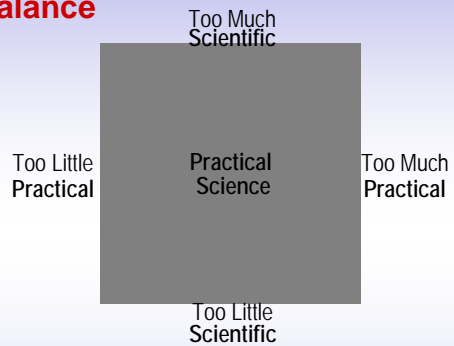
- Time to market
- User acceptance
- Brief
- One size for all
- Simplicity

### Science

- Precision
- Construct validity
- Reliability
- Population-specific
- Complexity

## Managing the Science-Practice Tension

### Dynamic balance



### Ensuring the balance

- Mix of I/O practitioners and scientists — and key stakeholders
- Invest in a relational foundation to support healthy tension
- Carefully think things through, *together*

## Development of the Model & Measure

### Construct Delineation

- Draw boundaries



- Explicate definition



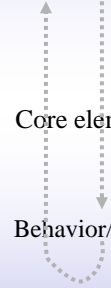
- Operationalize



Standard

Core elements

Behavior/items



### Careful item crafting

- Several iterations, external reviews (legal, cross-cultural, mgrs)

## Development of the Model & Measure

### Sources for content:

#### The literature

- Popular business press
- Academic research

#### Recent OD studies

- Strategic needs assessments
- Previous competency models
- Position profiles/job analyses

## Development of the Model & Measure

### Sources for content:

#### Our own experience

- Executive development
- Developing and analyzing assessment tools

#### Motorolans

- Content analysis of CEOs *Standards* speech
- Interviews with the CEO and key executives (line and staff)
- SMEs – content validity and protocol analysis

## Elements of the Measure

- 54 items mapped onto 5 scales
- Items presented under *Standards*
- Each *Standard* defined
- Two rating scales – evaluation and development
- Provision for open-ended comments – overall, each *Standard*, and each item
- E-enabled in a user-friendly format

**MOTOROLA Leadership Supply TalentWeb**

Home Profile Reports Help Standards Logout

**Envision** Jonathan Winters

Identifies meaningful and innovative change that produces profitable growth. Comes up with the vision, strategies and viable plan that achieves it.

Leadership Standards  
 Envision  
 Energize  
 Edge  
 Enable  
 Ethos and Character

How effective is this person in this area? To be more effective, this person should do this ...

	Just Ineffective	Just Adequate	Effective	Very Effective	Exceptionally Effective - Among the Best in the World	NA	A Lot Less	A Little Less	The Same Amount	A Little More	A Lot More
1. Monitors the business environment. Attuned to developments in the outside world -- market trends, technological advances, competitor moves, etc. <a href="#">Add Comments</a>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Anticipates future customer needs. <a href="#">Add Comments</a>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Generates breakthrough ideas for growing the business -- developing new products or pursuing new lines of business. <a href="#">Add Comments</a>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Generates breakthrough ideas for improving the way the organization operates. <a href="#">Add Comments</a>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Thinks in terms of the big picture -- how the pieces fit together. <a href="#">Add Comments</a>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Local intranet zone

Start | In-box - Microsoft Out... | Microsoft PowerPoin... | Leadership Supp... | 2:43 PM

## Testing the Measure

### Self & Superior ratings completed for the top 1,000 execs

- October, 2000 to December, 2000
- Feedback to be ready by early 2001

### JIT statistical analysis and refinement

- First week of January, 2001
- Last chance to make final adjustments

## Testing the Measure

### Item analyses

- Test the a priori structure in full sample – didn't fit!
- Split sample into development and validation subsets
- Exploratory analyses with development sample
  - Iterative Factor Analyses, correlations, IRT
  - Drop 14 items, shift 5 items
  - Redefine structure, slightly
- Test fit of refined model in validation sample

## Testing the Measure

### Results

#### **Solid evidence that it measures what it's supposed to**

- Items fit the conceptual model – differentiated and integrated
- Very reliable ( $\alpha$ 's from .86 to .90)
- Differentiates within managers – no general factor, halo
- Differentiates between managers – good variance, not skewed

#### **User reactions**

- Encouraging when assessments began
- Very positive when feedback sessions started
- “Raises the dialogue about performance, expectations, and development to a new level”

## Continuous Improvement

### G2 tweaks

- Experimental items added
- Expanded to 270° – self, superior, and direct reports
- Poised to consult the data in May to see what we can learn