

Survey of Transformational Leadership (TCU STL-S)

Program Staff Version

Scales and Item Scoring Guide

Scoring Instructions. Numbers for each item indicate its location in the program staff version, in which response categories range from 0=Not at all to 4=Frequently, if not always, (R) denotes items with reflected scoring. Scores for each scale are obtained by summing responses to its set of items, dividing the sum by number of items included (yielding an average) and multiplying by 10 in order to rescale final scores so they range from 0 to 40 (e.g., an average response of 2.0 becomes a score of “20”).

Note. Item 38 is not currently used in computing scale scores.

IDEALIZED INFLUENCE

Integrity

The person I am rating–

1. shows determination on the job.
10. does not display honesty. (R)
16. is approachable.
37. considers the ethical implications of actions.
42. expresses values shared by program staff members.
47. encourages staff behaviors consistent with the values shared by all members.
53. acts consistently with values shared by program staff members.
64. keeps commitments.
69. is trustworthy.
73. behaves in ways that strengthens respect from staff members.
76. is someone that staff members are proud to be associated with.
82. models behaviors other staff are asked to perform.
94. shows self-confidence.

Sensible Risk

The person I am rating–

17. takes appropriate personal risks in order to improve the program.
21. takes personal chances in pursuing program goals.
27. is willing to personally sacrifice for the sake of the program.
31. makes bold personal decisions, if necessary, to improve the program.
88. performs tasks other than own, when necessary, to fulfill program objectives.
92. seeks program interests over personal interests.

INTELLECTUAL STIMULATION

Encourages Innovation

The person I am rating–

2. attempts to improve the program by taking a new approach to business as usual.
48. positively acknowledges creative solutions to problems.
54. encourages ideas other than own.
59. is respectful in handling staff member mistakes.
70. encourages staff to try new ways to accomplish their work.
77. suggests new ways of getting tasks completed.
81. asks questions that stimulate staff members to consider ways to improve their work performance.
95. does not criticize program members' ideas even when different from own.

Demonstrates Innovation

The person I am rating–

7. accomplishes tasks in a different manner from most other people.
11. tries ways of doing things that are different from the norm.
22. seeks new opportunities within the program for achieving organizational objectives.
28. identifies limitations that may hinder organizational improvement.
79. challenges staff members to reconsider how they do things.
84. takes bold actions in order to achieve program objectives.
86. searches outside the program for ways to facilitate organizational improvement.

INSPIRATIONAL MOTIVATION

The person I am rating–

3. makes staff aware of the need for change in the program.
12. conveys hope about the future of the program.
15. communicates program needs.
19. identifies program weaknesses.
23. considers staff needs when setting new program goals.
26. encourages staff feedback in choosing new program goals.
29. develops new program goals.
33. talks about goals for the future of the program.
36. displays enthusiasm about pursuing program goals.
39. uses metaphors and/or visual tools to convey program goals.
41. displays confidence that program goals will be achieved.
43. expresses a clear vision for the future of the program.
46. clearly defines the steps needed to reach program goals.
49. sets attainable objectives for reaching program goals.
52. helps staff members see how their own goals can be reached by pursuing program goals.

- 57. demonstrates tasks aimed at fulfilling program goals.
- 60. allocates resources toward program goals.
- 63. obtains staff assistance in reaching program goals.
- 66. secures support from outside the program when needed to reach program goals.
- 71. promotes teamwork in reaching program goals.
- 75. expresses confidence in staff members' collective ability to reach program goals.
- 83. prepares for challenges that may result from changes in the program.
- 89. encourages staff to share suggestions in how new program goals will be implemented.
- 91. behaves consistently with program goals.

INDIVIDUALIZED CONSIDERATION

Respects Others

The person I am rating—

- 4. treats staff members as individuals, rather than as a collective group.
- 13. treats individual staff members with dignity and respect.
- 34. does not respect individual staff members' personal feelings. (R)

Develops Others

The person I am rating—

- 50. offers individual learning opportunities to staff members for professional growth.
- 61. takes into account individual abilities when teaching staff members.
- 67. coaches staff members on an individual basis.
- 85. recognizes individual staff members' needs and desires.
- 87. assists individual staff members in developing their strengths.

EMPOWERING

Task Delegation

The person I am rating—

- 5. provides opportunities for staff to participate in making decisions that affect the program.
- 9. provides opportunities for staff members to take primary responsibility over tasks.
- 20. delegates tasks that provide encouragement to staff members.
- 25. delegates tasks that build up the organization.
- 30. assigns tasks based on staff members' interests.
- 35. enables staff to make decisions, within contractual guidelines, on how they get their work done.
- 40. follows delegation of a task with support and encouragement.
- 45. sees that authority is granted to staff in order to get tasks completed.

- 51. provides requested support for task completion.
- 56. allocates adequate resources to see tasks are completed.
- 62. provides information necessary for task completion.
- 68. provides feedback on progress toward completing a task.
- 93. conveys confidence in staff members' ability to accomplish tasks.
- 96. helps staff members set attainable goals to accomplish work tasks.

Expects Excellence

The person I am rating–

- 72. expects excellence from staff.
- 78. expects that members of the staff will take the initiative on completing tasks.
- 80. expects that staff members will give tasks their best effort.

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