

# Collective Leadership Assessment™

What is the Collective Leadership Assessment?

How are percentile scores calculated?

How are Individual Dimension Scores and Summary or Aggregate Dimension Scores calculated?

How is the score for the REACTIVE-CREATIVE SCALE calculated?

How is the score for the RELATIONSHIP-TASK BALANCE calculated?

Why are custom demographics scores sometimes radically different from default demographic scores?

## ***What is the Collective Leadership Assessment scale?***



## ***How are percentile scores calculated?***

The Collective Leadership Assessment has a database of Actual Collective Leadership scores and a database of Ideal Collective Leadership scores.

**The ACTUAL** percentile score is calculated by comparing your Actual Average score to the database of Actual (current reality) scores. This score shows you how your collective leadership culture compares to our norm base of all other collective leadership cultures.

**The IDEAL** percentile score is calculated by comparing your Ideal Average score to the database of Actual (current reality) scores. This score shows you where you would be if you achieved your Ideal collective leadership, in comparison with our norm base of other collective leadership cultures.

**The IDEAL-TO-IDEAL** percentile score is calculated by comparing your Ideal Average score to the database of Ideal scores. This score shows you how your vision of the optimal collective leadership compares to the vision of others in our norm base.

## ***How are percentile scores calculated?***

The individual dimension percentile scores are calculated by comparing your average score on that dimension to the norm base of all scores for that dimension.

Since each dimension is its own norm base with a different average score it is likely that the same score on different dimensions will result in different percentile scores. For example, a score of 8 for each dimension will result in a different percentile score for each dimension.

The Summary and Aggregate Dimension percentile scores are calculated by comparing your average score for that Summary/Aggregate Dimension to the norm base of Summary or Aggregate scores. (The Summary or Aggregate Dimension percentile score is not an average of the individual dimension percentile scores that make up that Summary Dimension.)

It is possible to have a higher (or lower) Summary or Aggregate Dimension percentile score than any of the individual dimension percentiles that make it up. This happens when all/most sub-dimension percentile scores are similarly high (or low).

The graph displays the Summary and Aggregate Dimension percentile scores, not the individual dimensions. The individual dimension percentile scores are reported in the numeric section of the report.

## ***How is the score for the REACTIVE-CREATIVE SCALE calculated?***

The Reactive-Creative value (raw score) for the Collective Leadership Assessment is calculated as follows:

(The Maximum value in LCS scale of 15) + (Creative Score - Reactive Score)

Example:  $15 + (11.66 - 4.82)$

Therefore, the raw scores for Reactive-Creative Scale can be higher than 15 because we add the top value to the (Creative Score - Reactive Score) value. This is done to prevent negative scores and does not change the rank order of scores when it comes to calculating percentiles.

## ***How is the score for the RELATIONSHIP-TASK BALANCE calculated?***

The Relationship-Task Balance score for the Collective Leadership Assessment is calculated as follows:

(Lower Score of Achieving or Relating) ÷ (Higher Score of Achieving or Relating) = Decimal Point (number less than one)

The reason that the raw score is expressed as a decimal point is because it is a ratio. We divide the lower score (of Achieving and Relating) by the higher of the two and this always creates a number between 0 and 1.

Then, this decimal score is compared to our norm base of scores (all of which are a decimal) to calculate the percentile score.

## ***Why are custom demographics scores sometimes very different from the default demographic scores?***

This happens when the demographic group that is chosen as the norm group is significantly different from the entire norm base. If the average score for the entire norm base is 8, and the group report score is 8, this will result in a 50% score for the group. If, however, the demographic group selected for norming has an average of 7, then the report score of 8 will result in a very high percentile score.