

**This Month’s Topic: An Examination of the Dimensions Associated with Effective Leadership and Employee Engagement: An Assessment of Crafton’s President**

The Office of Institutional Effectiveness, Research, and Planning (OIERP) utilized a validated survey instrument, the BORING assessment tool, to assess Crafton’s president along critical dimensions that past work has found to be associated with effective leadership and employee engagement (Roberts, 2002; Smith, 2007; Wurtz, 2013). The six key dimensions of effective leadership measured by this tool were: (a) Bossiness, (b) Obnoxiousness, (c) Rowdiness, (d) Impatience, (e) Naughtiness, and (f) Grouchiness. The OIERP developed and disseminated an electronic version of the survey to all staff, faculty, and students in February 2016, and the observed response rate of 95% was high enough to establish it as a representative sample of the campus community. See the table below for a listing of select survey items.

**Select Dimensions and Survey Items**

**Bossiness**

1. The President utilizes meetings effectively to delegate the least desirable tasks to overworked subordinates.
2. The President actively seeks input only to do the exact opposite as advised.

**Grouchiness**

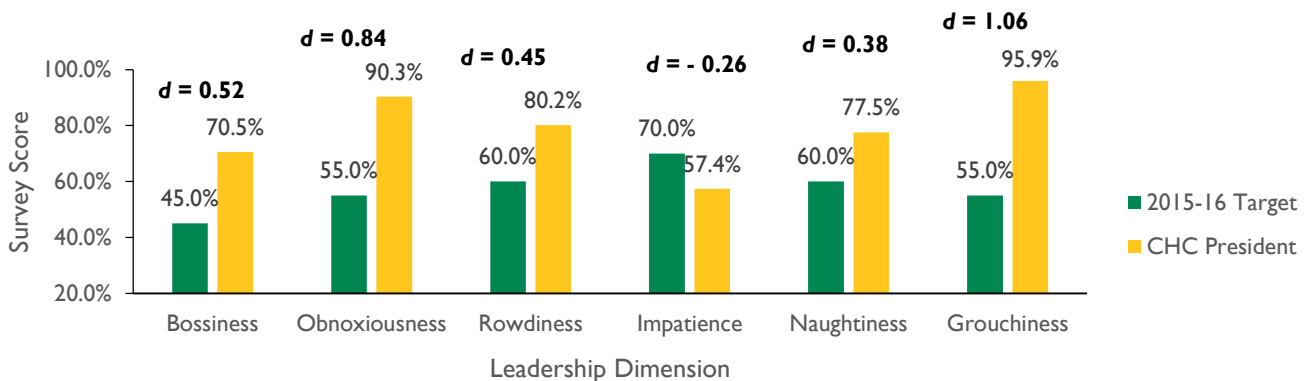
1. The President motivates others by starting each meeting with complaints about the previous meeting.
2. The President makes the campus fall in love with him/her and then leaves the campus in tears upon departure.

**Impatience**

1. The President keeps meetings moving by sighing loudly and constantly answering emails on his/her smartphone.
2. The President prematurely ends conversations with “and don’t ask again” to eliminate confusion.

**Findings**

As illustrated in the figure below, findings indicated that Crafton’s president exceeded all but one of the institutionally established targets for 2015-2016: Impatience. As evidenced by the observed effect size *d*s, the president exceeded five of the six targets by meaningful margins, particularly with respect to grouchiness (*d* = 1.06). Additionally, a statistically significant association was found between the president’s scores and employee engagement ( $r(334) = .83, p < .01$ ).



**Future Directions**

Recognizing the importance of the link between impatience and employee engagement, the president is working closely with Crafton Council to develop plan objectives to achieve the established target by June 30th, 2016. Open forums will be announced in the coming weeks.