

LEADERSHIP STYLES INVENTORY OF MICHIGAN CTE AREA CENTER
PRINCIPALS AS PERCEIVED BY THEIR SUBORDINATES

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Leadership Styles Inventory of Michigan CTE Area Center Principals
as Perceived by Their Subordinates

Project Description

This study will look at the leadership styles of Area Center Principals and how subordinates view their leader's style. Research will be conducted using a web-based survey of 58 Area Center Principals and seven specified subordinates for each Principal.

Permission to reproduce this commercial instrument was given by Mr. Robert Most of Mind Garden, Inc. (Appendix A). The survey should take each participant approximately 15 to 20 minutes to access the web site and enter the necessary data into either the *Multifactor Leadership Questionnaire – Leader Survey* or *Multifactor Leadership Questionnaire – Rater Survey* (Appendix B and C). Each version of the Multifactor Leadership Questionnaire (MLQ) consists of 45 responses to which researcher developed demographic questions will be added. With the added demographics, the Area Center Principals are being requested to respond to 53 questions and their subordinates are being given 52 questions to answer.

Data will be collected over a period not to exceed sixty days. The web site used in this study will be housed on the campus of Central Michigan University. All participant's data will remain anonymous to the investigators through encoding by Ms. Courtney Hulce, independently contracted web administrator, of the participant's name prior to providing the collected data to the student investigator. Data produced will be downloaded directly into an Excel spreadsheet for statistical analysis to be conducted using SPSS.

The analysis of the Leader's and Raters' MLQ data will establish the leadership style; Transformational, Transactional, or Laissez-Faire, for each Area Center Principal. In addition to the identified leadership style, an analysis will be conducted showing a correlation between the leadership styles and their effectiveness as perceived by the Raters.

The results of this study will be published in a dissertation and used for presentation to the Michigan Department of Labor and Economic Growth, Office of Career and Technical Preparation. Results of the data collected will also be shared with the Area Center Principals upon request. To protect the confidentiality of the Raters, neither the data collected nor the analysis of this data will be made available by individual Area Center Principal or communicated in any manner other than aggregated when discussed in the dissertation, other written applications or verbal presentations.

Method(s) of Analysis

Pearson Product-Moment Correlation Coefficient will be used to investigate the relationship between the Leader's leadership styles and Raters' perceived effectiveness. Leadership styles and Raters' perceptions will be analyzed using gender, age, years employed in education, years employed and position held as an educational administrator or business/industrial supervisor, years in current leadership position, and if applicable years of business or industrial employment. Determined leadership styles, based on responses to the Leaders Survey, will include effectiveness that will be compared to the Raters' perceived effectiveness. All statistical analyses will be conducted using SPSS.

Benefits of Research

Bass and Avolio (2000) advocate that individuals may learn particular leadership styles. Results from this study can assist in designing Leadership Development Programs and Professional Development opportunities for Area Center Principals and potential educational leaders. This study will also add to the existing educational leadership knowledge base through the inclusion of Area Center Principals which has had limited research.

School districts' human resource professionals can use the information from this study to assist in the hiring practices used to fill vacant CTE administrative positions. The MLQ makes an excellent tool in determining the leadership style of a final candidate for vacant administrative positions.

Subject Selection

The population for this study will be recruited from the employees of the fifty-eight CTE Centers in Michigan. The population will be divided into two sub-categories to be known as: Leaders and Raters. Leaders to be surveyed are those individuals identified as an Area Center Principal responsible for the day-to-day administrative operation of the CTE facility. Raters will be invited to participate by the student investigator using email addresses supplied by the Area Center Principal and will come from staff members of each particular building.

The Area Center Principals will receive a short email message containing an invitation to participate in this survey (Appendix D). This invitation will include an URL, when selected will enter the secure survey web site and open to an acceptance letter (Appendix F)

Initial contact was made on January 27, 2004 with Mr. Michael Pung, principal of Mt. Pleasant Area Technical Center, to solicit support for this study from the Area Center Principals in his region. The researcher presented a letter explaining the study to a regional steering group of five Area Center Principals. A ten-minute presentation was given to nineteen of Michigan's fifty-eight Area Center Principals on March 16, 2004 describing the study, additional personnel to be surveyed, and procedures to be used in this study. These nineteen Area Center Principals gave an approval to proceed with the study and were informed of an early May 2004 implementation (with the approval of this protocol the implementation date will be changed to September 13, 2004).

Upon completion of the MLQ, participating Area Center Principals will be asked to return the survey with the email address for seven specific subordinates, to be known as Raters, within their building. Only the independently contracted web site administrator will see these email addresses. These Raters will include the building's executive assistant, the most senior vocational counselor, a paraprofessional within the building, and four CTE instructors. The four CTE instructors will be chosen from four classifications based on years of experience within the building. One instructor will have four years or less teaching experience, another will have taught for five to ten years in the building, the third will be gleaned from the staff members with ten to 15 years of CTE experience and the last Rater shall have 15 or more years in education.

The seven Raters will receive a short email message containing an invitation to participate in this survey (Appendix E). This invitation will include an URL, when selected will enter the secure survey web site and open to an acceptance letter (Appendix G)

The Office of Career and Technical Preparation was contacted via email and telephone conversations soliciting the names, addresses, and email addresses of the Area Center Principals. A database furnished by the Michigan Department of Economic Growth's Office of Career Tech Preparation will be used to develop the listserv used in contacting the Area Center Principals. To assure anonymity to the respondents of this study, the researcher will not contact the principals or the Raters by any method other than herewith described.

The Area Center Principals will receive the initial email invitation in on September 13, 2004 (Appendix D). At three-day intervals a follow up email will be sent to the Area Center Principals (Appendix J) who have not completed the MLQ. The listing of non-completers will be generated by the computer and acted on by the independently contracted web site administrator. A total of three follow-up email contacts could be made during the administration of this survey to unresponsive participants.

Raters will be invited to participate in this study from an email list furnished to the independently contracted web site administrator by the Area Center Principal (Appendix E). A follow-up email to non-respondent Raters will be sent from a list generated by the computer and issued to the independently contracted web site administrator (Appendix K). A total of three follow-up email contacts could be made during the administration of this survey to unresponsive participants.

Risks to Subjects

Using personnel, to be known in this study as Raters, identified by the Area Center Principal may create an uncomfortable feeling of employment risk should the Raters' responses be identifiable. To ease the probable envisioned employment risk, the

primary and student investigator have opted not to inform the Area Center Principals of their individual leadership style as determined by the MLQ.

Data derived from the survey for analysis will be assigned code numbers and stripped of all identifying markings with the exception of position. Area Center Principals will be assigned a specific coding to enable the investigators to connect the principal with specific Raters for the sole purpose of identifying the Area Center Principal's leadership style. When written or verbal presentations are presented, aggregated data will be used.

Time and inconvenience of participating in this study are not necessarily considered a risk. However, they are a concern that should be addressed. On their web site The Research Spectrum (2004) state that email surveys are “. . . the least intrusive ways to collect information.” The use of mail surveys require substantially more time to answer and are more costly to the investigator (Research Spectrum, 2004) Through the use of email surveying the respondents contacted may complete the survey at their leisure, convenience, confidential location, and with a minimal amount of time spent thereby raising the cooperation rate (Research Spectrum, 2004).

Protection for Subjects

The researcher will collect the Area Center Principals' names and emails for initial contact. This listing will be given to the independently contracted web site administrator. The web site administrator will have access to who has responded to the MLQ. To insure anonymous participation of the Area Center Principals, each will be given a code number which will not be made known to the independently contracted web site administrator for web page development. Likewise, responses of the individual Raters will also be unknown to the Area Center Principal and researcher. The Survey

Consent page received by each participant will express the efforts made to transmit the anonymity of the survey and its data analysis.

Anonymous participation by the Area Center Principals and their subordinates will be accomplished through the use of point and click responses. Upon completion of the survey a principal wishing to receive written results of his/her individual leadership style analysis may make a request. Principals will be given the opportunity to write in their name and address after activating a yes response to this offer. Only the independently contracted web site administrator will have access to these names and addresses. Having access to those requesting individual leadership analysis is necessary to compile the data and mail it to individual Area Center Principal. Requests for leadership style analysis shall be honored and mailed via the USPS no later than September 14, 2004.

The survey administered to the Raters will be completed using a web-based survey. This survey will not have written entries where names, positions, or identifiable notations inadvertently could be placed and read. Raters will not be offered an opportunity to receive a copy of any principal's determined leadership styles or supporting aggregated data. Data collected will not be segregated by Rater classification by principal.

Confidentiality of Data

To insure the confidentiality of data, all contact with Area Center Principals and Raters will be accomplished through email messaging generated by an independently contracted web administrator. Each participant, Leader or Rater, will be assigned a specific computer generated code number for identification purposes. The researcher will

not have access to the listing showing the relationship between the participants name or school and the identification coding.

A listing of the Area Center Principals, with appropriate information, will be furnished to the independently contracted web administrator. This information will be used to create a listserv to be used for initial and remedial contact by the web administrator with the Principals. When subsequent contact with non-respondents become necessary, the independently contracted web site administrator will use a computer generated listing of non-respondents. The independently contracted web site administrator will copy the listing into an email address line for the follow up request. In all cases, the recipient of an email will only see their address. Any email address included in a mass mailing will become invisible to all but the addressee.

Participants will receive an appreciation email after the survey has been completed and data submitted (Appendix H). The computer will generate an email address list of participants who have submitted data to the survey. The independently contracted web site administrator will daily record, cut, and past email addresses for the Thank You letter to be sent.

User names and passwords will be activated for 60 days or until June 11, 2004, whichever arrives first. At no time during or after the data collection will the researcher have access to who has responded or the data collected from respondents on an individual basis.

There will be no external links to the web site. The entrance method for this survey will be through invitation only. The entrance invitation will be sent to specific

persons via the email and will be allowed admission by selecting the *acceptance* button located at the bottom of the letter.

Upon completion of the survey and data analysis, all data and documentation will be transferred to either a CD or DVD for archival concurring to the Federal Policy: 45CFR 46.115 – IRB Records adopted by Western Michigan University. The disk will be archived on the campus of Western Michigan University in accordance to directions received from The Graduate College.

Instrumentation

See Appendixes.

Informed Consent Process

The adopted anonymous consent letter (Appendix D and E) with an acceptance button will be located on the welcoming page of the web site.

Appendix A

**MLQ Multifactor Leadership
Questionnaire**

Duplication Set

(Leader and Rater Forms, and scoring
for MLQ 5x-Short)

Permission to reproduce either leader or rater forms for
up to 150 copies in one year from date of purchase:
March 10, 2004

by Bernard Bass and Bruce Avolio

Distributed by **MIND GARDEN**

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Appendix B

Leader Survey

This questionnaire is to be used to describe your leadership style as you perceive it. Please answer all items within this electronic survey. **Do not respond to an item if you feel it is irrelevant, or if you are unsure do not know the answer.**

Fifty-three descriptive statements are listed on the following pages. Judge how frequently each statement fits you. The word *others* may mean your peers, classroom teachers, Raters, supervisors, and/or all of these individuals.

1. Gender?
 - Female
 - Male

2. Age?
 - 21 – 28
 - 29 – 35
 - 36 – 42
 - 43 – 49
 - 50 and older

3. Total years business/industrial work experience before entering education?
 - None
 - Less than 5 years
 - 5 – 10 years
 - 11 – 15 years
 - More than 15 years

4. Total years business/industrial Supervisory experience prior to entering education?
 - None
 - Less than 5 years
 - 5 – 10 years
 - 11 – 15 years
 - More than 15 years

5. Total years employed in the field of education?
 - Less than 5 years
 - 5 – 10 years
 - 11 – 15 years
 - More than 15 years

6. Total years employed as a school administrator?
 - Less than 5 years
 - 5 – 10 years
 - 11 – 15 years
 - More than 15 years

7. If you have had previous school administration experience, what position did you hold?

- Not Applicable
- Assistant Principal
- Principal – Secondary
- Principal – Middle School
- Principal – Elementary
- Director of (describe i.e. Curriculum)

- Other

8. Total years employed in your current supervisory position?

- Less than 5 years
- 5 – 10 years
- 11 – 15 years
- More than 15 years

Use the following rating scale for rating yourself:

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
0	1	2	3	4

9. I provide others with assistance in exchange for their efforts.

- 0 1 2 3 4

10. I re-examine critical assumptions to questions whether they are appropriate.

- 0 1 2 3 4

11. I fail to interfere until problems become serious.

- 0 1 2 3 4

12. I focus attention on irregularities, mistakes, exceptions, and deviations from standards.

- 0 1 2 3 4

To aid in the determination of your leadership style, seven members of your Area Center's staff need to be surveyed. Please enter the specified staff member's email address in the box indicated and the web administrator will forward an invitation to participate in the Rater Survey.

Area Center Principal's Administrative Assistant

Most Seniored Counselor

Instructor – 4 years or less teaching experience

Instructor – 5 to 9 years experience in building

Instructor – 10 to 14 years experience in building

Instructor – 15 or more years experience in building

Paraprofessional

Appendix C

Rater Survey

This questionnaire is to be used to describe the leadership style of your school building's principle administrator you perceive it. Please answer all items within this electronic survey. **Do not respond to an item if you feel it is irrelevant, or if you are unsure do not know the answer.** Please answer this questionnaire anonymously.

Eight descriptive statements are listed on the following pages. Judge how frequently each statement fits you.

1. Gender?
 - Female
 - Male

2. Age?
 - 21 – 28
 - 29 – 35
 - 36 – 42
 - 43 – 49
 - 50 and older

3. Primary job responsibility (50% or more of your time)?
 - Executive Assistant
 - CTE Counselor
 - CTE Instructor
 - Paraprofessional

4. Total years of business/industrial work experience prior to entering education?
 - None
 - Less than 5 years
 - 5 – 10 years
 - 11 – 15 years
 - More than 15 years

5. Have you had previous supervisory experience?
 - Yes, industrial
 - Yes, educational
 - No

6. Total years employed in education?
 - Less than 5 years
 - 5 – 10 years
 - 11 – 15 years
 - More than 15 years

7. Total years in present educational position?

- Less than 5 years
- 5 – 10 years
- 11 – 15 years
- More than 15 years

Forty-five descriptive statements are listed on the following pages. Judge how frequently each statement fits your Leader. Use the following rating scale:

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
0	1	2	3	4

8. Provides me with assistance in exchange for their efforts.

- 0 1 2 3 4

9. Re-examines critical assumptions to questions whether they are appropriate.

- 0 1 2 3 4

10. Fails to interfere until problems become serious.

- 0 1 2 3 4

11. Focuses attention on irregularities, mistakes, exceptions, and deviations from standards.

Appendix D

Email Invitation to Area Center Principals

Dear Area Center Principal:

I am doing my Dissertation research in CTE with my advisor, Dr. Carl A. Woloszyk, WMU Professor Emeritus. You have been selected from an email listing of *Area Technical Program Administrators* provided by Michigan's Department of Labor & Economic Growth to participate in the first ever Michigan study regarding leadership styles of CTE Area Principals.

Upon completion of this study, the data will be used in the completion of a dissertation titled *Leadership Styles Inventory of Michigan Area Center Principals as Perceived by Their Subordinates* and for presentation to the Area Center Principals during an Office of Career and Technical Preparation Quarterly Update offered by Michigan's Department of Labor and Economic Growth. Names of individuals or any form of identification related to participants will not be used in any presentation.

To learn more about this survey and to decide if you would like to participate, please click on the following secure web link:

<http://www.surveymonkey.com/s.asp?u=22007477542>

(Note to HSIRB: The u=code number is assigned by the independently contracted web administrator)

Thank you in advance for your participation in this study.

Alan D. Papendick
WMU Doctoral Candidate
Educational Leadership in CTE

Appendix E

Email to Selected Subordinates of Area Center Principal

Dear Area Center Employee:

I am doing my Dissertation research in CTE with my advisor, Dr. Carl A. Woloszyk, WMU Professor Emeritus. You have been selected from an employee listing to participate in the first ever Michigan study regarding leadership styles of CTE Area Principals. You are one of seven individuals selected from your school to contribute data to this study. This survey allows you a **confidential** opportunity to evaluate the leadership qualities of your Area Center Principal and your participation is voluntary.

Upon completion of this study, the data will be used in the completion of a dissertation titled *Leadership Styles Inventory of Michigan Area Center Principals as Perceived by Their Subordinates* and for presentation to the Area Center Principals during an Office of Career and Technical Preparation Quarterly Update offered by Michigan's Department of Labor and Economic Growth. Names of individuals or any form of identification related to participants will not be used in any written document or presentation.

To learn more about this survey and to decide if you would like to participate, please click on the following secure web link:

<http://www.surveymonkey.com/s.asp?u=22007477542>

(Note to HSIRB: The u=code number is assigned by the independently contracted web administrator)

Thank you in advance for your participation in this study.

Alan D. Papendick
WMU Doctoral Candidate
Educational Leadership in CTE

Appendix F

Informed Consent Document for Area Center Principals.



2112 Sangren Hall

Kalamazoo, MI 49008-5276

Dear CTE Administrator,

Michigan's Office of Career and Technical Preparation furnished your email address after receiving approval of Ms. Patty Cantu, Director and Dr. Joann Mahoney. You are being invited to participate in a research project entitled *Leadership Styles Inventory of Michigan Area Center Principals as Perceived by Their Subordinates*. This study is designed to analyze the leadership styles of CTE Principals through the administration of the Multifactor Leadership Questionnaire to CTE building leaders in Michigan. Dr. Carl A. Woloszyk and Mr. Alan D. Papendick will conduct this study through Western Michigan University's Department of Teaching, Learning, and Leadership. This research is being conducted as part of the dissertation requirements for Alan D. Papendick.

The Multifactor Leadership Questionnaire – the Leader Form you are being invited to complete is comprised of 53 multiple-choice statements/questions and will take approximately 15 minutes to complete. Your replies will be completely confidential. You may choose to not respond to any statement and simply leave it blank. You may choose not to participate in this survey by selecting the ***Non- Acceptance*** button below.

To participate in this survey and enter the web site, select the ***Acceptance*** button. You will be able to leave and return to the survey only once. If you exit the survey you will be requested to indicate either *exit and save for return* or *exit and do not save*. Should you select *exit and not save*, the web site will take this as your indication of choosing not to participate. Completion and submitting the survey indicates your consent for the data you have supplied to be used. If you have any questions, you may contact Dr. Carl A. Woloszyk at 616-771-9470, Alan D. Papendick at 989-774-7692, the Human Subjects Institutional Review Board (269-387-8293), or the Vice President for Research (269-387-8298).

This consent document was approved for use for one year by the Human Subjects Institutional Review Board on May 26, 2004. You should not participate in this project after September 28, 2004.

Thank you for your participation in the successful completion of this survey and dissertation.

Sincerely,

Alan D. Papendick



Acceptance



Non-Acceptance

Appendix G

Informed Consent Document for Raters



2112 Sangren Hall

Kalamazoo, MI 49008-5276

Dear CTE Building Staff Member,

Your email address was selected from a listing provided by the administration office of your Area Center. You are being invited to participate in a research project entitled *Leadership Styles Inventory of Michigan Area Center Principals as Perceived by Their Subordinates*. This study is designed to analyze the leadership styles of CTE Principals through the administration of the Multifactor Leadership Questionnaire to CTE building employees in Michigan. Dr. Carl A. Woloszyk and Mr. Alan D. Papendick will conduct this study through Western Michigan University's Department of Teaching, Learning, and Leadership. This research is being conducted as part of the dissertation requirements for Alan D. Papendick.

The Multifactor Leadership Questionnaire – Rater Form you are being requested to complete is comprised of 52 multiple-choice statements/questions and will take approximately 15 minutes to complete. Your replies will be completely confidential. You may choose to not respond to any statement and simply leave it blank. You may choose not to participate in this survey by selecting the ***Non- Acceptance*** button below.

To participate in this survey and enter the web site, select the ***Acceptance*** button. You will be able to leave and return to the survey only once. If you exit the survey you will be requested to indicate either *exit and save for return* or *exit and do not save*. Should you select *exit and not save*, the web site will take this as your indication of choosing not to participate. Completion and submitting the survey indicates your consent for the data you have supplied to be used. If you have any questions, you may contact Dr. Carl A. Woloszyk at 616-771-9470, Alan D. Papendick at 989-774-7692, the Human Subjects Institutional Review Board (269-387-8293), or the Vice President for Research (269-387-8298).

This consent document was approved for use for one year by the Human Subjects Institutional Review Board on May 26, 2004. You should not participate in this project after October 8, 2004

Thank you for your participation in the successful completion of this survey and dissertation.

Sincerely,

Alan D. Papendick



Acceptance



Non-Acceptance

Appendix H

Email Letter of Appreciation to Area Center Principal

Dear Participant,

Thank you for taking the time to respond to the statements in the Multifactor Leadership Survey. The data you submitted will assist me in the determination your leadership style and the predominate styles of Michigan's Area Center Principals. The effectiveness of the leader as perceived by the buildings' educational staffing will determined.

Sincerely,

Alan D. Papendick

Appendix I

Email Letter of Appreciation to Rater

Dear Participant,

Thank you for taking the time to respond to the statements in the Multifactor Leadership Survey. The data you submitted will assist me in the determination the leadership styles of Area Center Principals. The effectiveness of the leader as perceived by the buildings' educational staffing will determined.

Sincerely,

Alan D. Papendick

Appendix J

Email Non-Respondent Reminder to Area Center Principal

Dear Area Center Principal:

Recently you received an email invitation announcing your selection to participate in the first ever Michigan study regarding leadership styles of CTE Area Principals. Your participation is very important and I hope you will take 15 minutes to complete the survey. Your responses will help in establishing a leadership style inventory of Area Center Principals.

Upon completion of this study, the data will be used in the completion of a dissertation titled *Leadership Styles Inventory of Michigan Area Center Principals as Perceived by Their Subordinates* and for presentation to the Area Center Principals during an Office of Career and Technical Preparation Quarterly Update offered by Michigan's Department of Labor and Economic Growth.

You can be assured of confidentiality as names of individuals or any form of identification related to participants will not be used in any presentation.

To learn more about this survey and to decide if you would like to participate, please click on the following secure web link:

<http://www.surveymonkey.com/s.asp?u=22007477542>

(Note to HSIRB: The u=code number is assigned by the independently contracted web administrator)

Thank you in advance for your participation in this study.

Alan D. Papendick
WMU Doctoral Candidate
Educational Leadership in CTE

Appendix K

Email Non-Respondent Reminder to Rater

Dear Area Center Employee:

Recently you received an email invitation announcing your selection to participate in the first ever Michigan study regarding leadership styles of CTE Area Principals by evaluating your Area Center Principal. Your participation is very important and I hope you will take 15 minutes to complete the survey. Your responses will help in establishing a leadership style inventory of Area Center Principals. You are one of seven individuals selected from your school to contribute data to this study.

Upon completion of this study, the data will be used in the completion of a dissertation titled *Leadership Styles Inventory of Michigan Area Center Principals as Perceived by Their Subordinates* and for presentation to the Area Center Principals during an Office of Career and Technical Preparation Quarterly Update offered by Michigan's Department of Labor and Economic Growth.

This survey allows you a **confidential** opportunity to evaluate the leadership qualities of your Area Center Principal and your participation is voluntary. You can be assured of confidentiality as names of individuals or any form of identification related to participants will not be used in any presentation.

To learn more about this survey and to decide if you would like to participate, please click on the following secure web link:

<http://www.surveymonkey.com/s.asp?u=22007477542>

(Note to HSIRB: The u=code number is assigned by the independently contracted web administrator)

Thank you in advance for your participation in this study.

Alan D. Papendick
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