

IDENTIFYING THE NEEDS IN A LEADERSHIP DEVELOPMENT PROGRAM



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INTRODUCTION TO THE LEADERSHIP PROGRAM

- The Leadership Academy is a year-long leadership development program in the College of Agricultural Sciences at Oregon State University.
- The Leadership Academy focuses on leadership development through the following experiences:
 - Focused Seminars
 - Community and Campus Experiences
 - Mentor Pairing
 - Leadership Goal Setting



IDENTIFYING A NEED FOR RESEARCH

- Colleges play an integral role in the development of the next generation of leaders (Astin, Astin, & Associates, 2000).
- Identifying the needs of students as they enter a leadership program can lead to focused leadership development throughout the program.



OBJECTIVE

- Identify the leadership needs of students in the Leadership Academy at Oregon State University.

METHODS

- 12 Students
- Sophomore to Senior Level
- Assessment taken at the beginning of the Leadership Academy
- 25 Minute Assessment



INTRODUCTION TO THE IDENTIFICATION OF LEADERSHIP NEEDS

- Comparing an individual's perception of the importance versus their competence in a given task identifies their need (Borich, 1980).
- A higher mean weighted discrepancy indicates a higher perceived need.

$$\frac{\sum [(Importance - Competence) * Importance Mean]}{Number\ of\ Observations} = \text{Mean Weighted Discrepancy Score}$$


INTRODUCTION TO THE LEADERSHIP NEEDS ASSESSMENT

- Leadership Development Self-Assessment¹ (Ayres, 2010)
 - Personal Leadership
 - Interpersonal Leadership
 - Group and Organizational Leadership
 - Community Leadership

¹Ayres, J. (2010). Leadership Development Self-Assessment: Developed by Dr. Janet Ayres, Department of Agricultural Economics, Purdue University, for Purdue's Leadership Development Certificate Program. Unpublished instrument.



LEADERSHIP DEVELOPMENT SELF-ASSESSMENT

Leadership Domain	Leadership Skill
Personal Leadership	Understands Leadership
	Awareness of Self
	Practices Ethical Behavior
	Sustains Leadership
Interpersonal Leadership	Values Diversity
	Enhances Communication Skills
	Manages Conflict
Group and Organizational Leadership	Develops Teams
	Leads Change
	Manages Projects
Community Leadership	Practices Citizenship
	Understands Community Complexity
	Committed to Serving Others



FINDINGS: LEADERSHIP CONSTRUCTS

Leadership Skill	Construct MWDS¹
Manages Conflict	6.20
Manages Projects	6.16
Enhances Communication	6.01
Practices Citizenship	5.91
Committed to Serving	5.91
Develops Teams	5.89
Sustains Leadership	5.51
Ethical Behavior	5.40
Leads Change	5.03
Understands Leadership	4.99
Values Diversity	4.87
Understands Community	4.84
Awareness of Self	4.23

¹Mean Weighted Discrepancy Score, higher numbers indicate higher need.



FINDINGS: LEADERSHIP CONSTRUCTS BY DOMAIN

Leadership Skill	Construct MWDS ¹
Manages Conflict	6.20
Manages Projects	6.16
Enhances Communication	6.01
Practices Citizenship	5.91
Committed to Serving	5.91
Develops Teams	5.89
Sustains Leadership	5.51
Ethical Behavior	5.40
Leads Change	5.03
Understands Leadership	4.99
Values Diversity	4.87
Understands Community	4.84
Awareness of Self	4.23

Key: Domains
Personal Leadership
Interpersonal Leadership
Group and Organizational Leadership
Community Leadership

¹Mean Weighted Discrepancy Score, higher numbers indicate higher need.



FINDINGS: LEADERSHIP DOMAINS

Leadership Domain	Domain MWDS¹
Interpersonal Leadership	5.69
Group and Organizational Leadership	5.69
Community Leadership	5.53
Personal Leadership	5.03

¹Mean Weighted Discrepancy Score, higher numbers indicate higher need.



DISCUSSION

- The mean weighted discrepancy scores indicate areas for potential growth among students as they enter this leadership program.
- The relatively high mean weighted discrepancy scores indicate students perceived a large gap between the importance and their competence in the leadership skill areas.
- The leadership need areas were scattered throughout the four leadership domain areas indicating a need for a balanced leadership curriculum.



IMPLEMENTATION OF FINDINGS

- Term 1 Curriculum Focus: Personal Development
 - Enhances Communication
 - Understands Leadership
 - Ethical Behavior
 - Values Diversity
- Term 2 Curriculum Focus: Developing and Sustaining Change
 - Manages Projects
 - Manages Conflict
 - Leads Change
 - Develops Teams
 - Understands Community
 - Practices Citizenship
- Term 3 Curriculum Focus: Leaving a Legacy
 - Sustains Leadership
 - Awareness of Self
 - Committed to Serving



FUTURE RESEARCH

- Assess students' leadership needs at the end of the year to provide evidence of program success.
- Replicate this study with future Leadership Academy cohorts to continue curriculum adaptation to meet the needs of students.
- Encourage the use of the leadership needs assessment in other programs to compare the development of Leadership Academy students with other groups.



THANK YOU!

QUESTIONS?

