

Questionnaire Development



**MINISTRY OF SOCIAL
DEVELOPMENT**
TE MANATŪ WHAKAHIATO ORA

The Ministry of Social Development is all about helping to build successful individuals, and in turn building strong, healthy families and communities. It's a big job – they are tackling some of the big issues in society, like family violence and youth offending.

THE CHALLENGE

The Ministry of Social Development wanted to build a leadership questionnaire in order to better assess the training needs of their managerial staff. In consultation with OPRA, a questionnaire was built around the core competencies for the organisation. Previous attempts to build a leadership questionnaire had encountered various difficulties which OPRA were contracted to address.

OPRA'S SOLUTION

OPRA initially ran a workshop with the Human Resource team for the Ministry in an effort to reconceptualise their leadership model. To guide this process, OPRA used a repertory-grid technique. From here a core set of leadership competencies were developed.

Having reconceptualised their leadership model, trait questions were developed to measure leadership within the Ministry.

RESULTS

In partnership with the Ministry, OPRA developed a leadership questionnaire that provided a valid, robust measure of leadership with acceptable internal reliability. Three specific item clusters were identified which differentiated leadership inside the Ministry. These included one cluster of items revolving around the ability to vision, set stretching objectives, identify trends, and seek better ways of working.

The second cluster of items captured behaviours around the day-to-day operations of an office and employee management such as providing feedback and staying in touch with staff performance.

The third and final cluster of items captured aspects of a leader's charisma and their effect on others in terms of morale and empathy.

A training course for leadership has subsequently been built around these three factors. International support for this leadership model has also been found.