The situational leadership model has instruments, called the Leader Behavior Analysis II, the Leader Action Profile and the Leader Effectiveness and Adaptability Description associated with the theory. No peer-reviewed articles, however, were located that reported validity or reliability for the instruments. Similarly, while there are some self-assessment instruments associated with the managerial grid, none have been analyzed in the peer-reviewed literature.

The instrument most frequently used to measure initiating structure and consideration is the Leader Behavior Description Questionnaire XII.

The Leader Behavior Description Questionnaire XII Development

1950 to 1957

Hemphill and colleagues at The Ohio State University brainstormed 1,800 possible leader behaviors, and then selected 150 behaviors they believed could be uniquely assigned to subscales.

Factor Analyses indicated that the questions loaded on two main components: consideration and initiation of structure.

This produced the original Leader Behavior Description Questionnaire that had 40 questions and measured these two leader dimensions.

1957 to 1963

Additional work continued to develop more subscales that were related to initiation of structure and consideration, yet were also different. Through additional factor analyses, this research produced the twelve scales of the LBDQ XII shown on the next page.

Nine different reliability studies were conducted on groups of army members, highway patrol members, aircraft executives, ministers, community leaders, corporation presidents, labor presidents, college presidents and senators. The Kuder-Richardson measure of internal reliability was calculated for each of these nine samples. Similar to a Cronbach Alpha score, the Kuder-Richardson score ranges from 0 to 1. The closer the score is to 1, the more internally consistent the questions. The Kuder-Richardson scores for each of the 12 subscales for each of the nine samples generally fell between 0.54 and 0.87.

1963 to 1989

The following six versions related to the LBDQ were developed.

a) LBDQ XII Leader (Stogdill, 1963)

b) LBDQ XII Ideal Leader (Stogdill, 1963)

c) LBDQ XII Self (Stogdill, 1963)

d) LBDQ XII Ideal Self (Stogdill, 1963)

e) Supervisory Behavior Description Questionnaire (Fleishman, 1989)

f) Leader Opinion Questionnaire (Fleishman, 1989)
Components of the Leader Behavior Description Questionnaire XII

1. **Representation** – speaks and acts as the representative of the group. (5 items)

2. **Demand Reconciliation** – reconciles conflicting demands and reduces disorder to systems. (5 items)

3. **Tolerance of Uncertainty** – is able to tolerate uncertainty and postponement without anxiety or becoming upset. (10 items)

4. **Persuasiveness** – uses persuasion and argument effectively; exhibits strong convictions. (10 items)

5. **Initiation of Structure** – clearly defines own role, and lets followers know what is expected. (10 items)

6. **Tolerance and Freedom** - allows followers scope for initiative, decision and action. (10 items)

7. **Role Assumption** – actively exercises the leadership role rather than surrendering leadership to others. (10 items)

8. **Consideration** – regards the comfort, well-being, status, and contributions of followers. (10 items)

9. **Production Emphasis** – applies pressure for productive output. (10 items)

10. **Predictive Accuracy** – exhibits foresight and an ability to predict outcomes accurately. (5 items)

11. **Integration** – maintains a closely knit organization; resolves inter-member conflicts. (5 items)

12. **Superior Orientation** – maintains cordial relations with superiors; has influence with them; is striving for higher status. (10 items)

**Analysis of the LBDQ-Related Instruments**

A review of the LBDQ-related instruments that measure initiating structure and consideration was performed by Judge, Piccolo and Ilies (2004). These authors located 117 journal articles and 13 dissertations that reported a total of 593 correlations computed from 457 independent samples related to consideration and/or initiating structure. The LBDQ-related instruments included in their study were:

- The Leader Behavior Description Questionnaire, LBDQ (Halpin, 1957)
- The LBDQ Form XII, LBDQ XII (Stogdill, 1963)
- The Supervisory Behavior Description Questionnaire, SBDQ (Fleishman, 1989)
- The Leader Opinion Questionnaire, LOQ (Fleishman, 1989)
The researchers reviewed to what degree initiating structure and consideration were related to the six outcomes of leadership shown below. They also “combined” those six outcomes into one larger analysis in which the combined outcomes were called *leadership criteria*.

a) Follower Job Satisfaction  
b) Follower Satisfaction with the Leader  
c) Follower Motivation  
d) Leader Job Performance  
e) Group–Organization Performance  
f) Leader Effectiveness.

When only analyzing the *LBDQ XII*, there were 86 correlations \((K = 86, N = 13,110, \rho = .54)\) meta-analyzed for consideration and leadership criteria. The estimated true score correlation was .54. For the initiating structure scale of the *LBDQ XII*, \((K = 86, N = 12,945, \rho = .32)\) there were also 86 correlations and the estimated true score correlation was .32.

Judge, Piccolo and Ilies concluded:

> Overall, the results provide important support for the validity of initiating structure and consideration in leadership research.

> The overall validities did not differ between published and unpublished dissertations and journal articles.

> With the exception of consideration in business versus in public sector settings, whether the study was done in a business, college, military or public sector setting didn’t seem to impact the average validity of consideration or initiating structure.

### Summary

Like most instruments, the *LBDQ XII* has limitations. It is, however, a widely used measure of leadership. There is much more research on the two scales of initiating structure and consideration, than the other 10 scales of the instrument.

The entire *LBDQ XII* questionnaire is 100 questions in length. Given the challenge of convincing followers to answer 100 questions about their leader and the lack of research on the other 10 scales, using just the two scales of initiating structure and consideration is likely a good choice for masters theses or doctoral dissertation research.

As of 2013, the LBDQ-XII was available for use by researchers, free of charge, from the Fisher College of Business at The Ohio State University. The instrument and users’ manuals for the various versions of the instrument are available for download.