



High Performing Urban District CEOs

A BEHAVIORAL COMPETENCY LEADERSHIP STUDY

INTERNATIONALDOWNTOWNASSOCIATIO
HRS, Inc.
SOMVERVILLE PARTNERS, INC.

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About the International Downtown Association

The International Downtown Association (IDA) is the premier association of urban place managers who are shaping and activating dynamic downtown districts. Founded in 1954, IDA represents an industry of more than 2,500 place management organizations that employ 100,000 people throughout North America. Through its network of diverse practitioners, its rich body of knowledge, and its unique capacity to nurture community-building partnerships, IDA provides tools, intelligence and strategies for creating healthy and dynamic centers that anchor the well-being of towns, cities and regions of the world. IDA members are downtown champions who bring urban centers to life. For more information on IDA, visit www.downtown.org.



About HRS, Inc. & Economic Development

HRS, Inc. is a unique, privately held, client-centric corporation designed as a collaborative partnership to provide clients with the best talent and creative leadership solutions available. HRS is recognized as a premier search firm in the community and economic development profession based on performance, contributions to industry “best practices,” and access to industry thought leaders. The firm’s leadership paradigm represents a combination of superior process, uncompromising personal service, and industry knowledge gleaned from best practices found in leading business, industry, and nonprofit organizations. HRS specializes in identifying transformational leaders with cross-industry, cross-functional backgrounds and experience. Leaders capable of driving dynamic, future-focused organizations. The highly validated and proprietary behavioral leadership assessment employed by HRS assists clients in identifying leaders who energize strategic objectives, deliver superior results, and serve as a catalyst for prosperous, sustainable communities. The tremendous success achieved by executives hired through HRS demonstrate the firm’s ability to identify stellar candidates. dpsmith@hrsinc.com



About Somerville Partners, Inc.

Founded in 1984, Somerville Partners is a firm of consultants who apply the science of psychology to business challenges. Somerville helps organizations create quantum leaps in effectiveness and maximize competitive advantage by fully leveraging their human talent by forging relationship-based partnerships with clients and developing the individual and collective talents of people and organizations. For more information on Somerville Partners, visit www.somervillepartners.com.

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May 25, 2016

Dear Urban District Leader,

Leadership development is an important strategic priority for the International Downtown Association (IDA). In today's world, urban management organizations are operating in a complex marketplace underscored by intense competition, reduced funding and ongoing shifts in the economic development landscape. Downtown and city center leaders need to continually refine their skills to enhance their district's assets and maintain a competitive advantage.

The following is a thorough leadership study performed on a cohort of high-performing executives of downtown and urban district management districts, which can be used to assist your own organization in future hiring processes, professional development, and maintaining a competitive advantage. This study examines behavioral traits of successful urban district leaders using the exclusive **Leadership Style Indicator (LSI)** tool developed by Dave Smith (HRS, Inc.) and Jim Thompson, Ph.D. (Somerville Partners, Inc.)*

The findings of this leadership study echo the findings of IDA's *2015 Staffing and Salary Survey*, which reports that urban district CEOs hold various professional interdisciplinary certifications, ranging from non-profit management, leadership, real estate, development, urban planning, architecture, public administration, and business. This study expands upon this, highlighting urban district CEOs as **diverse, adaptive, skilled and savvy leaders** in their communities. These **CEOs are multi-faceted and adaptive leaders who are proactive, creative and action-oriented**. This is fitting, as IDA leaders are the downtown champions and professional placemakers that connect all the stakeholders of a place, bridging the gap between the public and private sectors.

How do urban district leaders compare to those in other industries? When compared to CEOs with-in the economic development industry, IDA leaders show a stronger commitment to long-term planning, **balancing the big picture with the practicality of "getting things done."** When compared to CEOs in the overall for-profit industry, IDA leaders are much more **collaborative** in their approaches to implementation, while demonstrating considerable **endurance**.

This report focuses on three categories of analysis**: CEOs with large staff size (over 20); CEOs with large organizational budgets (over \$5 million); and CEOs with tenured experience (over 30 years).

We are happy to be able to provide this ground-breaking professional development tool free of charge to our members.

Sincerely,



David T. Downey, CAE
President and CEO, International Downtown Association

* The LSI tool is available at a discounted rate for IDA members who would like to receive personalized leadership evaluation in comparison with peer leaders in the industry. Contact IDA for more information.

**Due to small sample sizes, other subsets were not able to be reliably analyzed at this time.

HIGH-PERFORMING URBAN DISTRICT CEOS

Information and Thinking

- Relies on others for mutual success and support.
- Prefers to listen and say only what is necessary.
- Relatively immune to criticism.
- Combines their inner reflection with other's input.

Relationships and Decisions

- Collaborates.
- Trusts their own instincts and trusted advisers before all else.
- Builds and maintains networks to achieve success.
- Enjoys working with already-competent people, as opposed to focusing on training.
- Shows mutual respect and trust with staff.
 - Calm under pressure.
- Treats others the way they wish to be treated.

Leadership Behavioral Styles
International Downtown
Association, 2016

Strategy

- Balances big-picture with practical implementation.
- Incorporates creative ideas into existing models of success.
- Works effectively with a wide range of personalities by quickly adjusting approaches to meet the needs of each audience and individual.
- Links specific actions to long-term goals.

Systems and Processes

- Confident in figuring out who and what must be leveraged to get things done.
 - Relishes freedom to try different approaches.
- Responds quickly to emerging trends.
- Focuses on success across a broad front.
- Adapts approaches to issues based on immediate circumstances.
 - Makes plans, yet is flexible.

Implementation

- Exhibits perseverance and endurance.
- Moves relatively quickly after checking what the downsides to a risk might be.
- Works behind the scenes, orchestrating people and processes to achieve a wide variety of objectives simultaneously.

Executive Summary

Overall, downtown and urban district CEOs generally fall within the center line on most indicators, indicating an ability to balance between extremes in spite of everyday challenges with balanced and flexible leadership. When compared with CEOs from other industries, IDA leaders emerge as “jacks of all trades,” balancing between the two extremes in behavioral competencies. When compared to economic development CEO, IDA CEOs exhibit prominence with endurance, creative problem solving, initiating, participating, imagination, exploration, action, and emotional control.

IDA leaders lean towards experiential over theoretical; exploration over achievement; impulsivity over carefulness; planful over open-ended; and intimate over gregarious. They are able to balance tradition with risk taking, qualitative and analytical thinking, allowing for a steady grasp of the larger picture.

Below are key behavioral traits of successful IDA CEOs within each orientation factor:

- *Strategy*: Able to see the larger picture; Develops frameworks; Incorporates novel ideas with proven models of success.
- *Implementation*: Exhibits perseverance and endurance; Focuses on progress across a broad front; Manages time efficiently; Orchestrates behind the scenes to achieve results.
- *Systems*: Demonstrates a flexible and creative approach to their work, responding to issues in an informed, quick and spontaneous way.
- *Information*: Listens over pontificating; Relies on others for mutual success.
- *Relationships and Decision Making*: Collaborative; Calm under fire; Builds and maintains networks for success.

Purpose:

The International Downtown Association, Dave Smith (HRS, Inc.), and Jim Thompson, Ph.D. (Somerville Partners) partnered to study the leadership behaviors of IDA members serving in the role of chief executive officer (CEO) in the United States and Canada to provide support for identifying and developing leadership talent within the downtown and urban district management profession.

Methodology:

In 2014, fifty current and former leaders within the downtown and urban district management industry were invited to spend 90 minutes participating in a comprehensive, online, self-assessment instrument to measure cognitive styles and patterns of motivation important to their work. The survey did not have to be taken in one 90-minute period, but could be taken in increments. Respondents were incentivized by receiving a summary of their leadership traits, along with a comparison of their results to the rest of the participants.

A comprehensive self-assessment instrument developed by Somerville Partners (SP) for the purpose of measuring cognitive styles and patterns of motivation important to a work environment was administered to participants. This instrument, known as SP's **Leadership Style Indicator® (LSI®)**, contains 276 items organized into 46 attributes distributed across five factors. The instrument employs a 10-point Likert scale and is administered online through DHR's website. The data was scored and standardized using SP's norms based on SP's database containing over 20,000 executives and professionals over the past 15 years. The results are displayed in a graphical format with the center representing the average against the SP database of respondents and each line from the center representing one half standard deviation from the average. More information about the LSI® can be found in Appendix V.

IDA provided the researchers with a listing of a number of demographic variables associated with each participant. The average scores on the 46 attributes of the LSI were calculated for range on each variable. Taking the two most extreme ranges, those participants' scores falling within the two extremes were averaged. Then the absolute difference was calculated between the highest and lowest group for each of the 46 attributes. The number of differences between scores that exceeded $\frac{1}{2}$ standard deviation were counted for inclusion in a success profile for that demographic variable.

To be considered statistically valid, the number of attributes needed to have at least $\frac{1}{2}$ standard variation separating the two extreme groups that was equal or greater to 12. Only the size of staff, size of annual budget, and years of experience met that criteria. More than 12 out of 46 variables exceeding $\frac{1}{2}$ standard deviation is believed to be of significance and worthy of further exploration. Less than 12 could have occurred by chance – especially given the relatively small number of people included in this study. For these reasons, the leadership attributes and core behavioral competencies of the larger organizations, larger budgets, and longer tenures could be analyzed further.

The variations of LSI scores and the implications of these differences will be explored for:

- Staff size over 20
- Annual budget over \$5 million
- Over 30 years of executive leadership experience.

About the orientation factors in this report:

Each of the LSI Attributes represent a continuum running from one extreme to its opposite at the other. Each line on the graph represents one half a standard deviation along the continuum. Where the bar extends beyond one line, the attribute becomes more salient. When the bar is within one line of the center, it is reflective of the person being flexible enough on that attribute to demonstrate some of one side at times and some of the other side at other times. Each of the graphs in this report represent how an executive addresses one of the five challenges facing them.

1. The first factor identifies a person's **orientation to strategy**. Those with a preference for **Conceiving** are often the source of ideas, concepts, and strategies while those having a preference for **Applying** are most often called upon to critically examine ideas, concepts, and strategies to ensure they are practical and include enough detail to determine feasibility.
2. The second factor identifies a person's **orientation to implementation**. Those with a preference for **Driving** are characterized by results, driven by a need to compete and ambition to move into roles with ever increasing responsibility. They push through unsolicited criticism and waste little time with efforts that have little chance of success. People having a preference for **Collaborating** are characterized by getting things accomplished through collaboration with others, selflessness, thoughtful treatment of people, and endurance of frustration and setbacks.
3. The third factor identifies a person's **orientation to systems, process, and structure**. Those with a preference for **Structuring** need to put everything into systems with well-defined processes, predictability, and avoidance of unnecessary risks. For them, the ideal world is one where everything follows a well-developed plan that allows everyone to properly prepare and meet all scheduled deadlines. Those with a preference for **Adapting** are characterized by comfort with unclear roles and responsibilities, the opportunity to quickly adapt and respond to unanticipated events, to make things up in the moment to deal with issues, to plan things as they are doing them, to become most efficient when faced with crises, to jump on opportunities without prior examination, and pursue their interests without being constrained by schedules.
4. The fourth factor identifies a person's **orientation to processing and using information**. Those with a preference for **Contemplating** are characterized by their need to listen, observe, ponder, and reflect before coming to any conclusions or making any decisions. Their ideas, once expressed, tend to be very well-developed and thought through. They are most open to the ideas and viewpoints of others during the exploratory phase while becoming much less open to ideas once they have formulated their opinion or reached their conclusions. Those with a preference for **Interacting** are characterized by their need to help shape their thinking, ideas, and analysis through interaction with others. Without the opportunity to have their thoughts shaped by others, they find thoughts incomplete or flawed. They invite others to contribute their ideas and are open to ideas very different from their own, maintaining networks of relationships over long periods of time.
5. The fifth factor identifies a person's **orientation to relationships and decision-making**. Those with a preference for **Evaluating** are characterized by their critical-minded evaluation of information using a well-developed system of logic and reason, as well as a preference for relying on data over observation and opinion. When faced with making a decision when the data say one thing and observation and opinion say another, they consistently go with what the data or numbers tell them in a fairly dispassionate manner. People having a preference for **Engaging**, in contrast, base most of their decisions on a well-developed system of values and beliefs. When faced with

making a decision where the numbers or data say one thing and their ‘gut’ says another, they will go with what their instincts tell them over the numbers – doing so with passion and commitment.

Report Findings

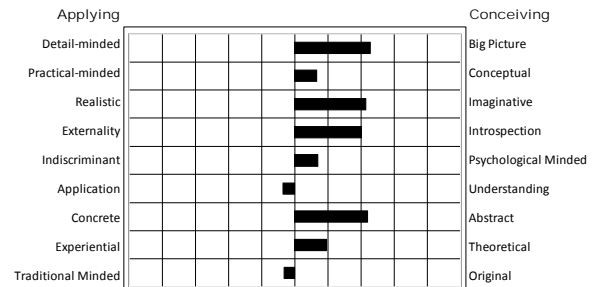
I. Strategy:

When it comes to strategy, IDA leaders with large staff sizes and larger budgets demonstrate considerable capacity for seeing the **larger picture**, building **frameworks** within which effective strategies can be developed, and **incorporating novel or creative ideas to promote business** that don’t stray too far from what has worked for them in the past. They can be expected to think primarily for the **longer term** – working patiently day-to-day to keep things moving toward their long-term objectives. They can be expected to articulate some future state that is compelling and uplifting and which enlists others to work toward those same ends. These CEOs pay a lot of attention to their **impact on others** as well as **circumstances and peoples’ impact on them**. Consequently, they are **quick to adjust their approaches to meet the needs of each audience and to each individual** – providing them the capacity to work effectively with a wide range of personalities.

The most experienced CEOs keep the **bigger picture** in mind at all times, **linking specific actions to what they are trying to get accomplished in the longer run**. They use **imagination** to develop solutions to challenges that sometimes represent novel approaches not attempted before, but more often than not, within an **established theoretical concept**. In many cases, they only need to see how a new idea or tool can be applied to begin putting it to use; however, at other times, they will inquire into things to gain some understanding of all the variables before attempting to apply anything to the situation. They are more likely to try things not attempted before than to stay within things that have worked in the past, which are most always within the context of the larger picture of what they are trying to achieve in the long run.

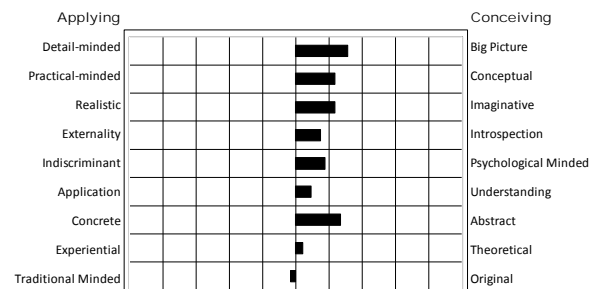
Strategy: CEOs with Large Staff

Orientation to Strategy



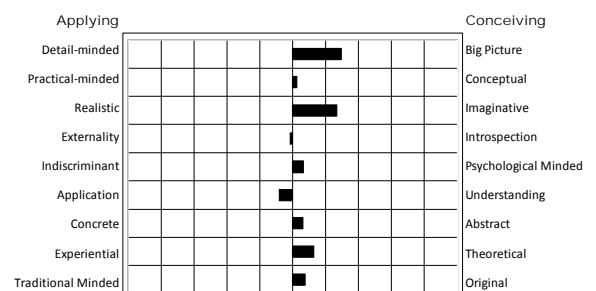
Strategy: CEOs with Large Budgets

Orientation to Strategy



Strategy: CEOs with Tenure

Orientation to Strategy



II. Implementation

IDA leaders are able to demonstrate considerable balance between working with others.

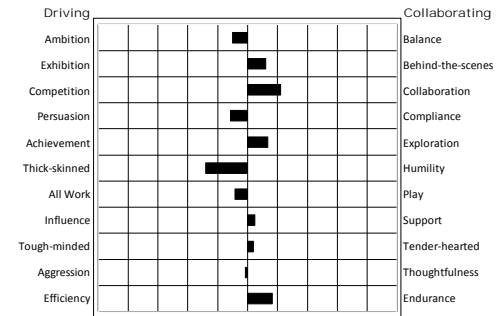
CEOs with large staff work through others to achieve objectives, while at other times, use persuasion and a willingness to work through resistance and criticism to get things done. They display **perseverance** to keep pushing until things begin moving in the right directions, even in the face of considerable opposition or criticism. They treat people with a balance of respect and thoughtfulness, while insisting people do what is expected of them. They drive **to get things of importance accomplished without wasting time**. They sometimes enjoy seeing how, through their efforts, the organization has changed while, at other times, being satisfied supporting the success of others.

CEOs with large budgets balance between working with others with needing to have a significant impact on the organization. They enjoy a good debate on occasion while, at other times, they lay out information in such a way to lead people to the conclusions to which they want them to arrive. They largely work **behind-the-scenes orchestrating people and processes to achieve a wide variety of objectives simultaneously**; they can persist in the face of some opposition by downplaying criticism and pushing forward. They go out of their way to treat people with respect and kindness. They demonstrate a flexibility with perseverance – sometimes pushing ahead when others drop out and, at other times, being among the first to decide to stop expending any more energy on a particular project based on available resources or end goals. They have a large capacity for working hard, but need to occasionally get away and re-charge their batteries or be subject to burn-out.

The most experienced IDA CEO's put an emphasis on keeping considerable balance between work and other priorities in their lives. They tend to avoid being placed in the spotlight, preferring instead to work behind the scenes orchestrating the actions of others. They stay away from head-to-head competition with others preferring to play a **collaborative role** with members of their team. They prefer **to lay out information in ways that lead their audiences to the conclusions they desire, usually avoiding any perception of trying to sell someone anything**. They focus on making progress across a **broad front** rather than achieving any one thing. They usually treat people with respect and thoughtfulness but can be firm when it becomes necessary. Although they don't give up easily on either projects or people, they quickly recognize when they have reached the point of diminishing returns and move on to more productive activities.

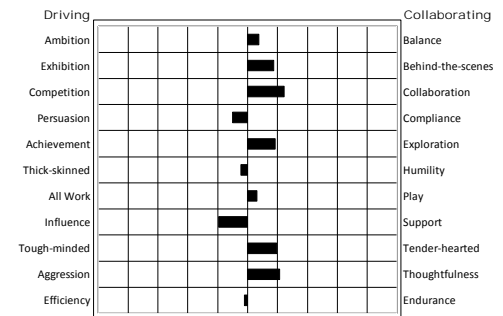
Implementation: CEOs with Large Staff

Orientation to Implementation



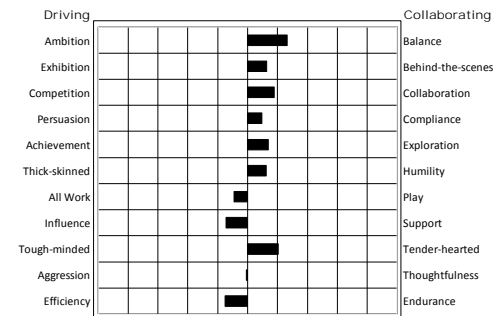
Implementation: CEOs with Large Budgets

Orientation to Implementation



Implementation: CEOs with Tenure

Orientation to Implementation



IV. Information and Thinking

CEOs with large staff demonstrate balance between contemplating and interacting. In some circumstances, they reach out to people, express their views and invite others to the same. At other times, they are more laid back, listening and pondering what is being said or done – keeping their views to themselves. Under many circumstances, they invite input and critique, while at others, they discourage these things and allow unsolicited criticism to roll off their backs without much concern. They tend to **enjoy building and maintaining networks of friends and associates, but rarely do this when there is no longer a business need for doing so.**

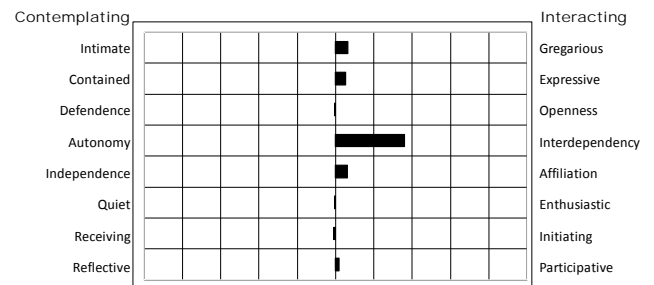
Sometimes they can be found pulling back and reflecting on things in their own heads while at other times, they invite people to influence their thinking. In all cases, they team up or partner with others upon they depend for success.

CEOs with large budgets demonstrate considerable balance between inviting others to influence their thinking, versus watching, listening, and thinking things through for themselves. At times outgoing and enthusiastic, they are reflective and pensive depending on what circumstances dictate. They devote considerable energy and effort into building and maintaining networks of friends and associates where they both provide support and insights or receive them. They consistently reach out to people to be involved in whatever endeavors they sign up to achieve and **strongly prefer to be able to rely on others and for them to rely on them for mutual success.**

The most experienced CEOs prefer interactions with groups, but don't mind one-on-one conversations with some people. **They don't always express what's on their minds – preferring instead to listen and say only what's necessary.** They keep some **immunity to criticism** – preferring to pay attention to feedback from special people or when they request it. They prefer working as part of a team where everyone's success is dependent on the success of others, yet they are not particularly likely to maintain lots of networks of friends and associates; instead, they use networks relative to their current work endeavors. Sometimes they are among the first to initiate conversations while at other times taking a more passive role. They don't always value having lots of input from others, preferring, instead, to think things through for themselves.

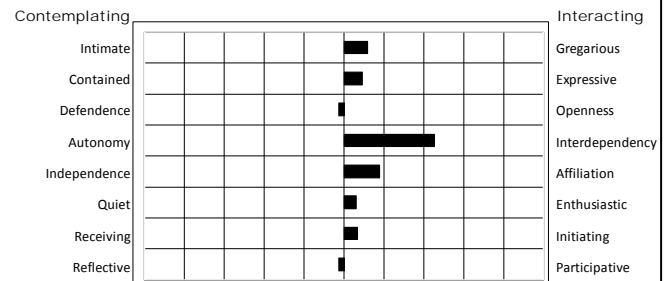
Information: CEOs with Large Staff

Orientation to Information



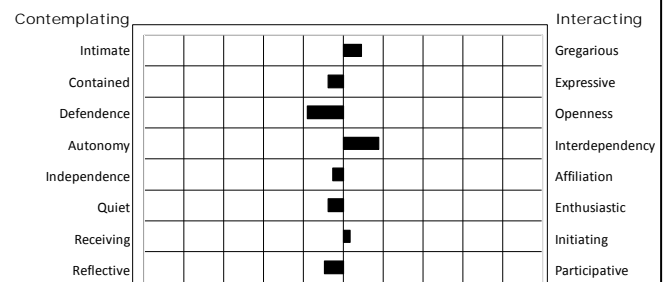
Information: CEOs with Large Budgets

Orientation to Information



Information: CEOs with Tenure

Orientation to Information



V. Relationships and Decision Making

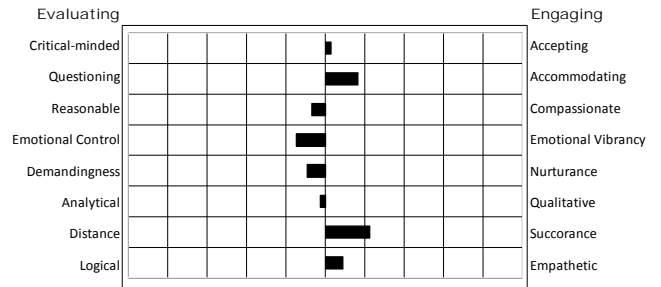
CEOs with large staff show considerable balance between employing logic and reason to decisions and issues, while carefully considering how decisions may impact people. They usually try to accommodate the needs and requests of others, but still evaluate what people are telling them critically to determine the level of bias or ulterior motives that may be present. They tend to keep their emotions in check except when revealing some passion serves their purposes. They **prefer to work with fully competent people and are not particularly interested in developing people except in special circumstances**. They desire to work with people who share **mutual respect and trust** – consequently, they take an interest in people's lives outside of work and keep up with what is going on in their lives.

CEOs with large budgets usually keep their emotions to themselves, preferring to allow their behavior and **calm under fire** to communicate what's important to them. They are sometimes viewed as approachable, while at other times more discriminating. Under some circumstances, they try to accommodate the needs of others perceived through a willingness to put themselves in others' shoes, while at other times take a skeptical or critical view of what people are trying to tell them. They expect people working with them to do their jobs without a lot of handholding; however, once they've proven themselves, they are usually invited into the inner circle, where they are treated with respect as a member of the team. When faced with conflicting information between what they observe and what the data reports, they usually go with what their **instincts** tell them is happening; however, when the data are particularly compelling, they are found relying primarily on what the data says.

The most experienced CEOs demonstrate a willingness to accept and trust what people tell them, along with doing whatever they can to accommodate their needs. They **balance compassion for and empathy with what others are experiencing against what is reasonable and sensible to do**. They sometimes keep their emotions in check, while at other times show their feelings readily. They prefer relying on fully competent people and don't have much patience with those who need hand-holding or lots of support. They keep a measure of professional distance from their co-workers, preferring to talk only about direct work-related matters and avoiding any topics of a more personal nature but, under the right circumstances, can be found sharing more personal information with select people.

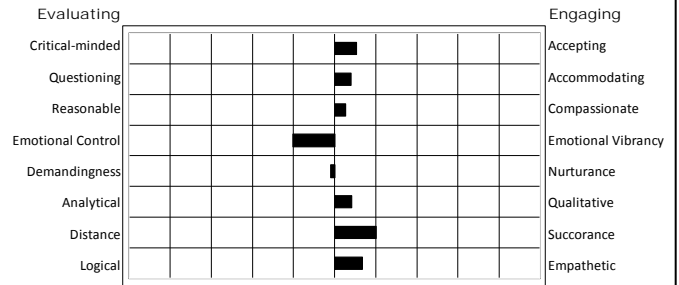
Relationships: CEOs with Large Staff

Orientation to Relationships



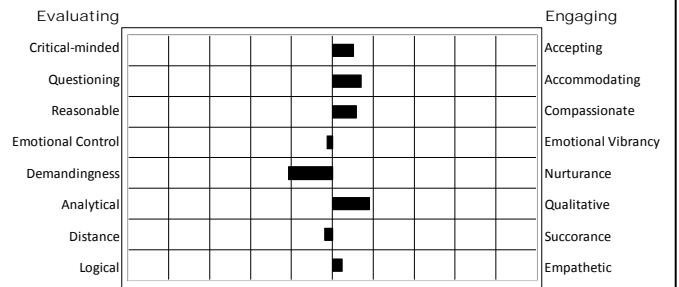
Relationships: CEOs with Large Budgets

Orientation to Relationships



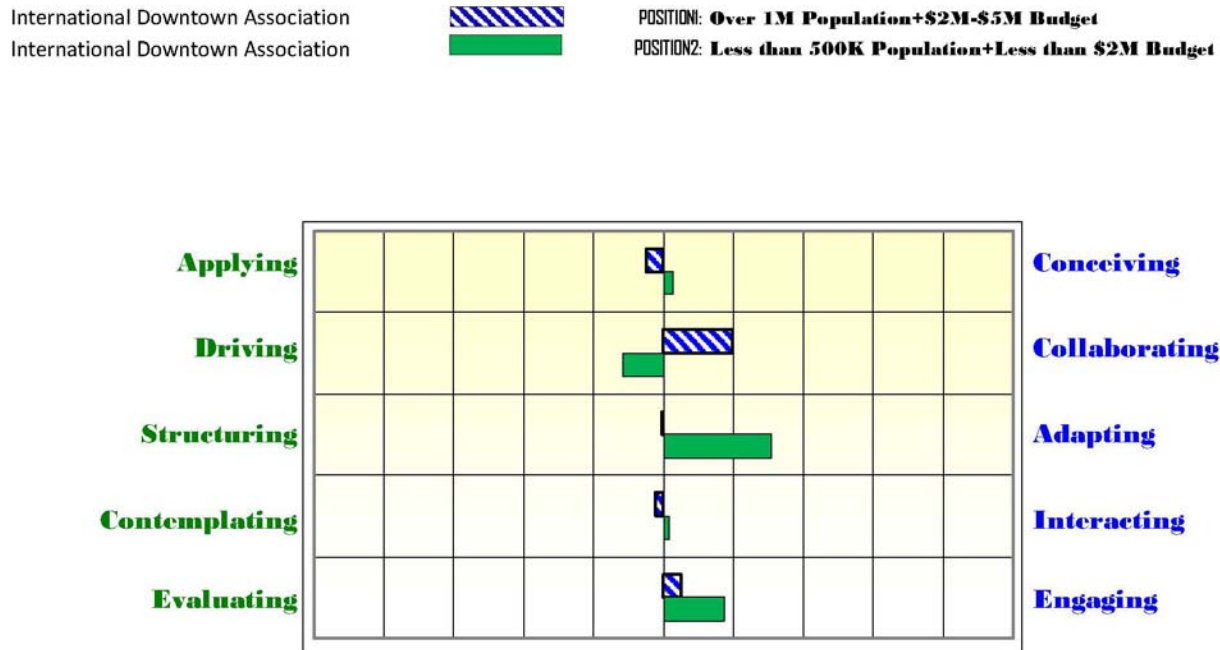
Relationships: CEOs with Tenure

Orientation to Relationships



VI. IDA CEOs compared between Large and Medium-Sized Budgets

While this report analyzed the results based on large budgets, large staff, and tenure, a closer look was also taken between CEOs of large-budget organizations and medium-sized budget organizations to see if any patterns emerged.



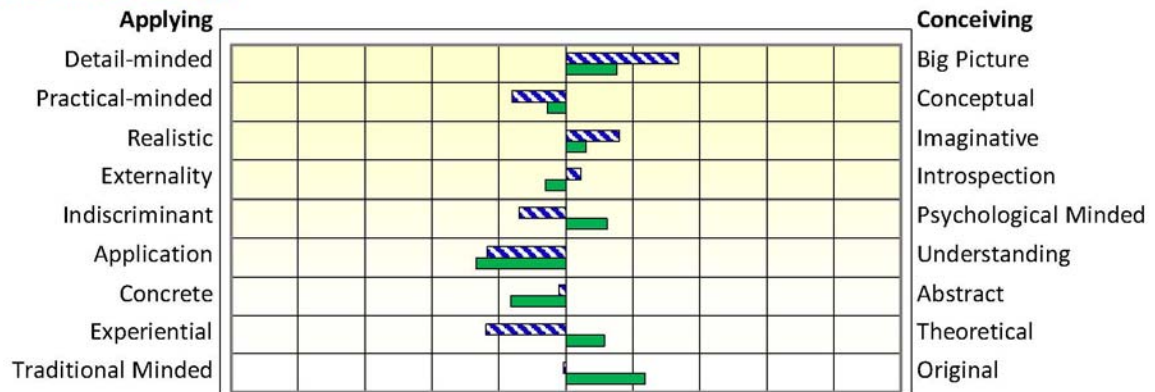
CEOs from larger organizations (*over 1 million population and over \$2 million budget*) exhibit slightly more collaborating over driving, big picture over detail, experiential over theoretical, thoughtfulness over aggressive implementation, distance over succorance in relationships, accommodating over questioning, intimate over gregarious, systematic over casual, and playful over open-ended.

CEOs from mid-sized organizations (*less than 500K population and less than \$2 million budget*) are more emergent over methodical, more free-wheeling over order, more gregarious over intimate, more compassionate over reasonable, more pressure-prompted versus early-starting, more adapting over structuring, more original than traditional minded, more influence over support when implementing, and more all work over play when implementing.

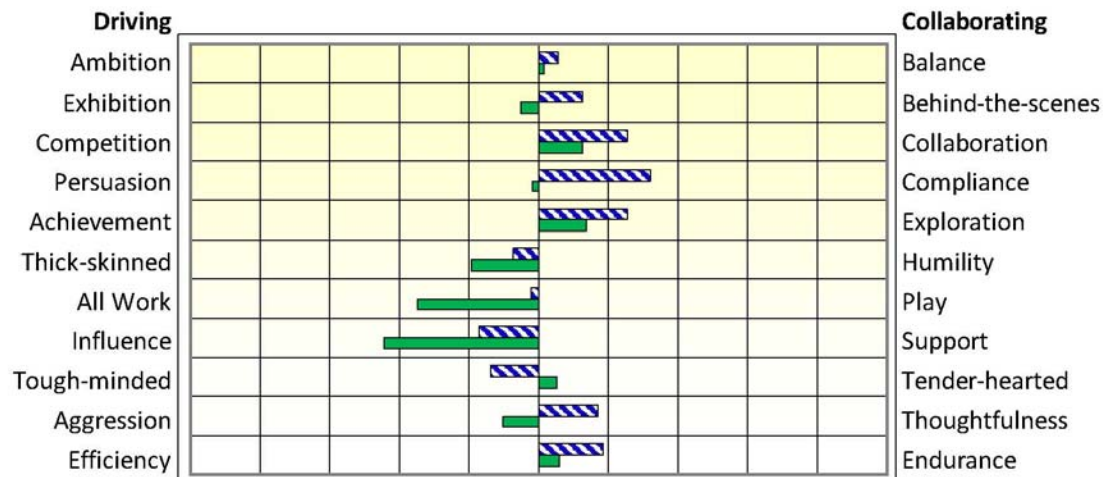
CEOs from both organization sizes are balanced on the following scales: contemplation/interacting, balance/ambition, tender hearted/tough minded, interdependency/autonomy, participative/reflective, initiating/receiving information, and applying/conceiving.

The following charts show the various orientation comparisons between CEOs from large (blue stripe) and medium-sized (green) organizations (size based on annual budget).

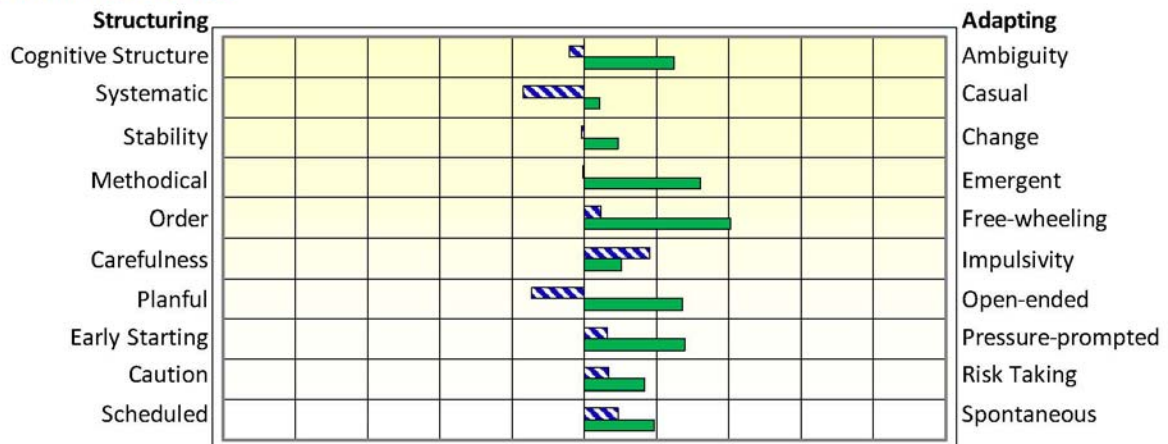
Orientation to Strategy



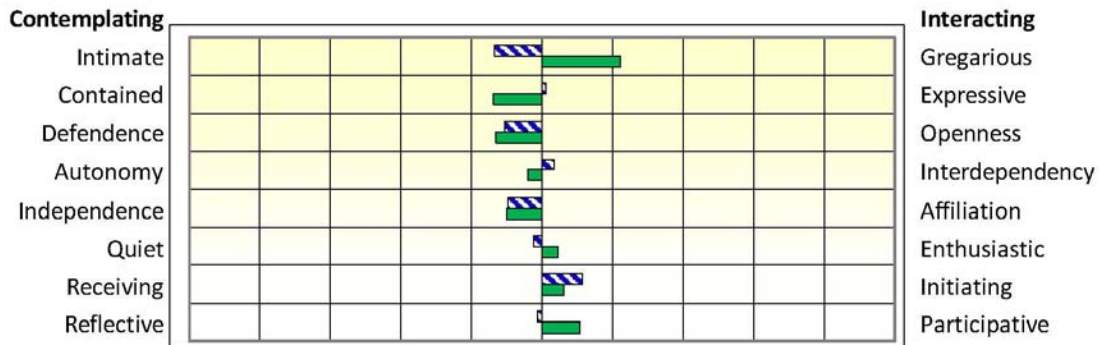
Orientation to Implementation



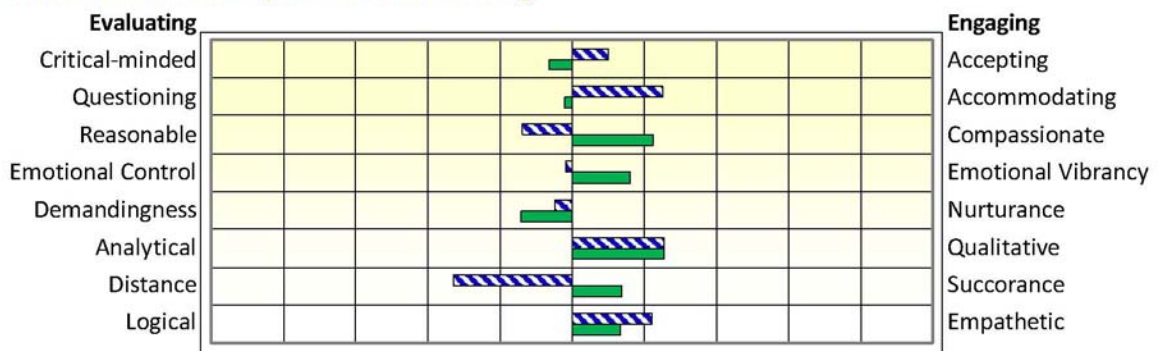
Orientation to Process



Orientation to Information



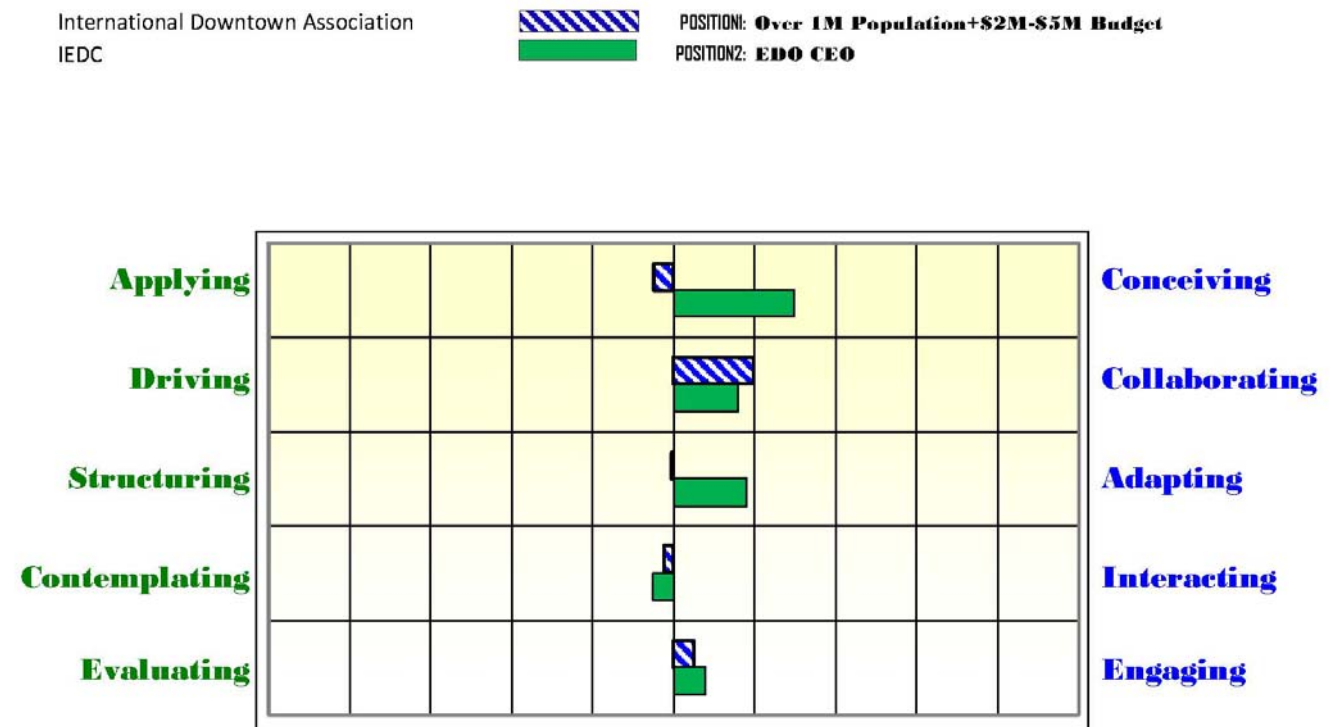
Orientation to Relationships & Decision-making



VII. Downtown CEOs versus Economic Development CEOs

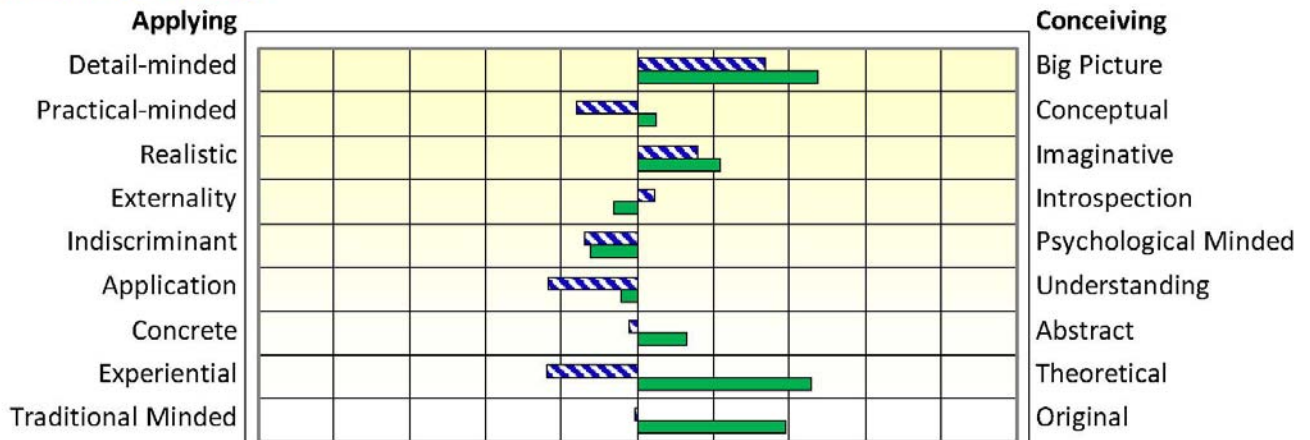
An analysis of leadership success profiles was conducted to compare leadership styles between CEOs within the International Downtown Association (IDA) membership and the International Economic Development Council (IEDC) membership.

First, it is important to point out that these two profiles are very similar (similarity index at the 75th percentile, meaning that 75% of comparisons are LESS similar than this). The differences between the two are very subtle, but may be significant in helping a person excel within these two similar but different work environments.



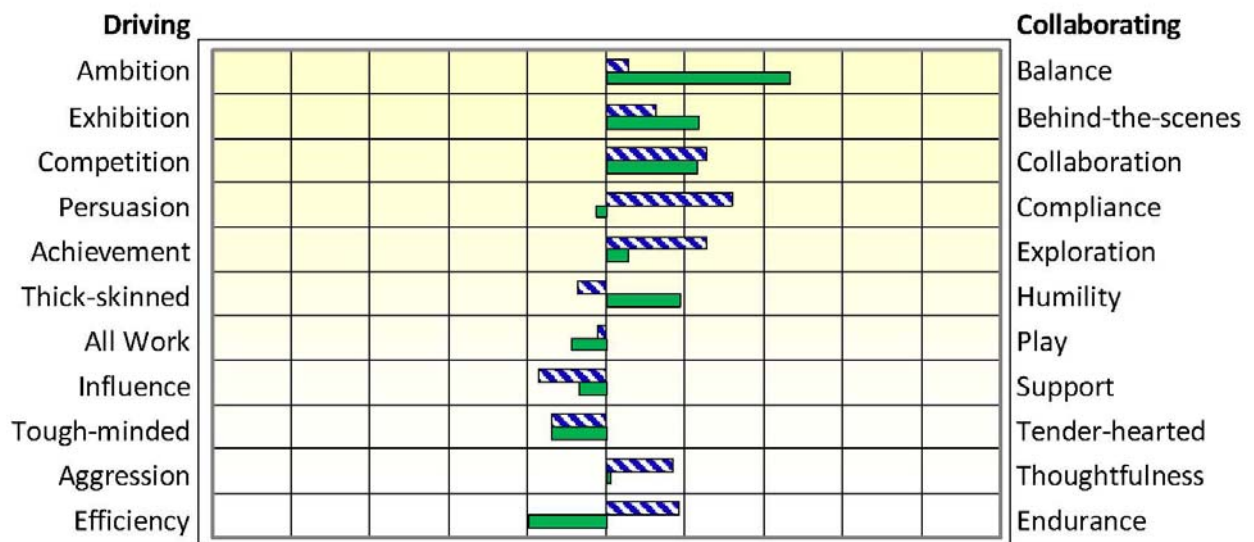
When it comes to strategy, the IEDC CEO (green) calls for more strategic thinking in their role compared to the IDA CEO (blue stripe). The IDA CEO shows more **balance between keeping the big picture in mind and ensuring ideas can be practically implemented**. IDA CEOs exhibit more application and experiential risk taking as opposed to the IEDC CEO.

Orientation to Strategy



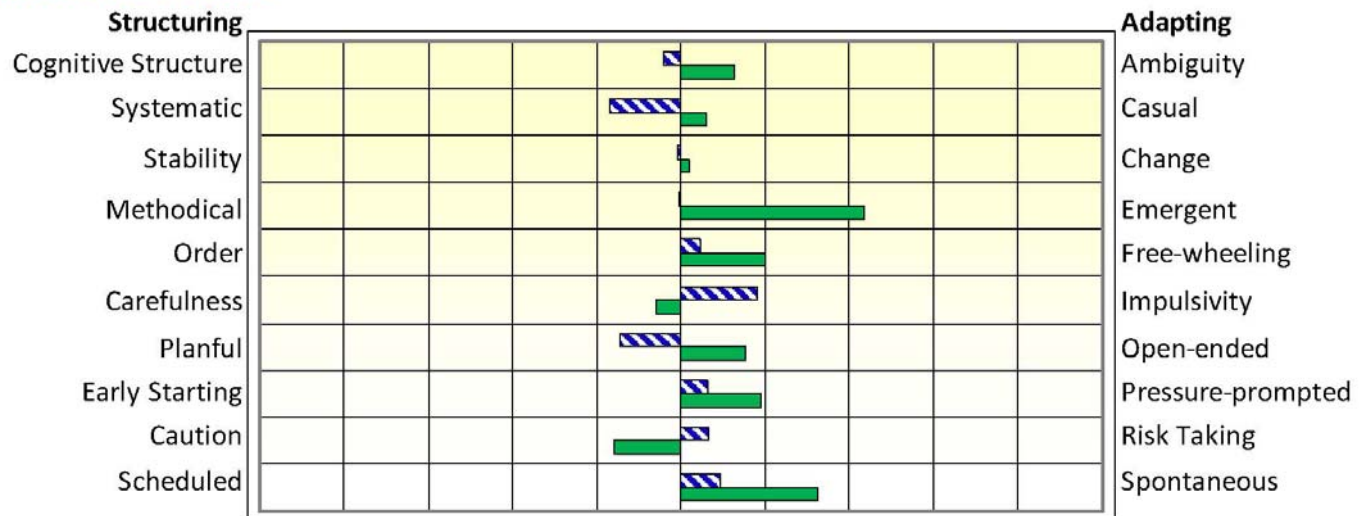
With driving and collaborating, the two CEOs are very similar, both emphasizing characteristics associated with a **collaborative approach** to implementing ideas, strategies, and tactics. However, the IEDC CEOs are expected to show a preference for shifting from courses of action quickly when the chances of success are believed to be low. The IEDC CEOs are also expected to display more openness to criticism and a stronger desire to incorporate feedback into their efforts.

Orientation to Implementation



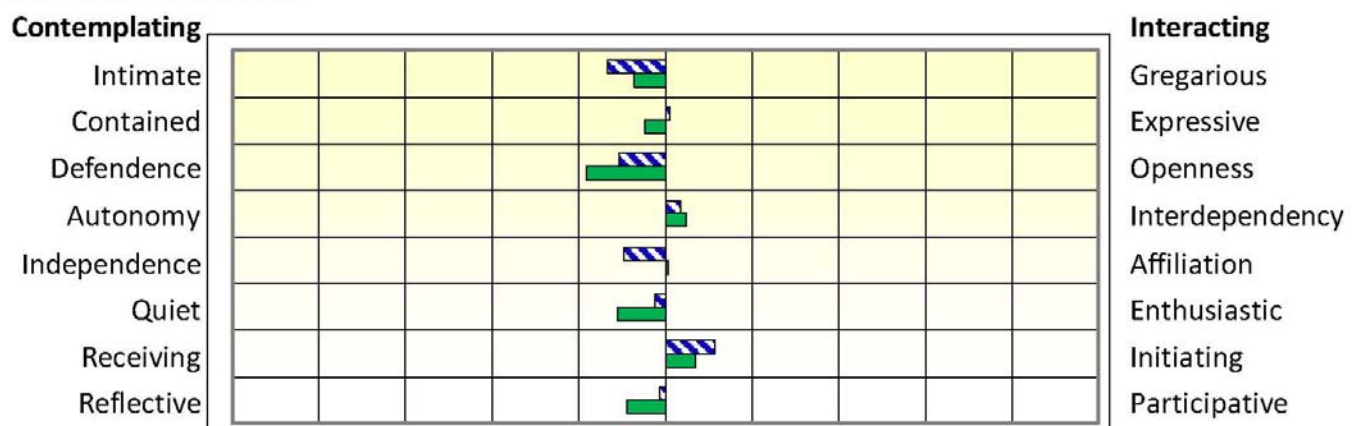
In terms of structure, the IDA CEOs are expected to prefer more **systematic and planful approaches to the job, while still remaining fairly flexible when changes are needed**. The IEDC CEOs need to be quicker to adjust and adapt and to handle emerging events or circumstances with less need for order or adherence to schedules.

Orientation to Process



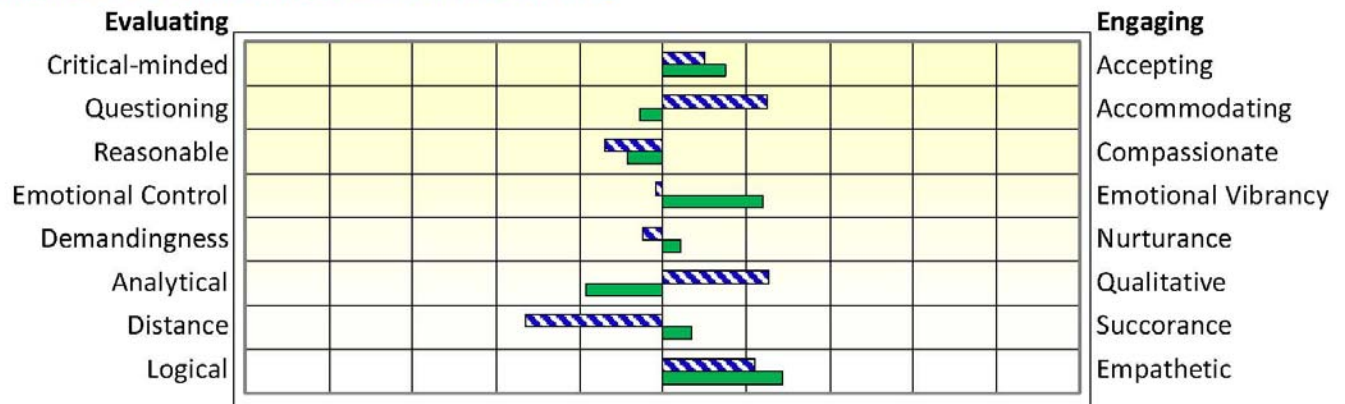
The IEDC and IDA CEO's are both equally balanced on contemplation – each are **sometimes more outgoing, while at others more circumspect**.

Orientation to Information



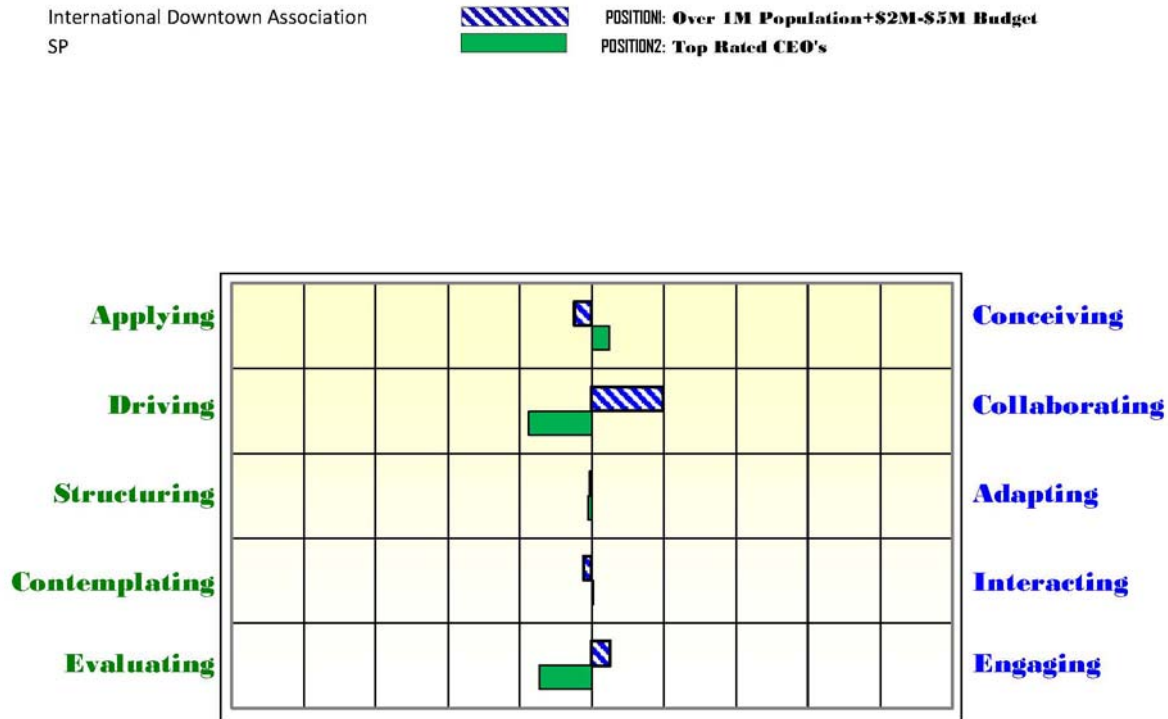
The IEDC and IDA CEOs are both also balanced when it comes to leadership styles of evaluating and engaging. The IEDC CEOs are expected to project an acceptance of what people are telling them, while remaining skeptical or questioning of what they are being told. This gives the IEDC CEO a slight advantage in that just because people believe the CEO is accepting what they are telling him/her doesn't make it true – people are encouraged to say what they really think. In addition, the IEDC CEO's are expected to more readily express their passion about things, while the IDA CEOs are **expected to keep their emotions closer in check unless the circumstances call for more expression of emotion**. In addition, the IEDC CEOs are expected to weight the impact of numbers and metrics around performance higher than what people tell them or what they observe themselves, while the IDA CEOs are expected to do the reverse.

Orientation to Relationships & Decision-making



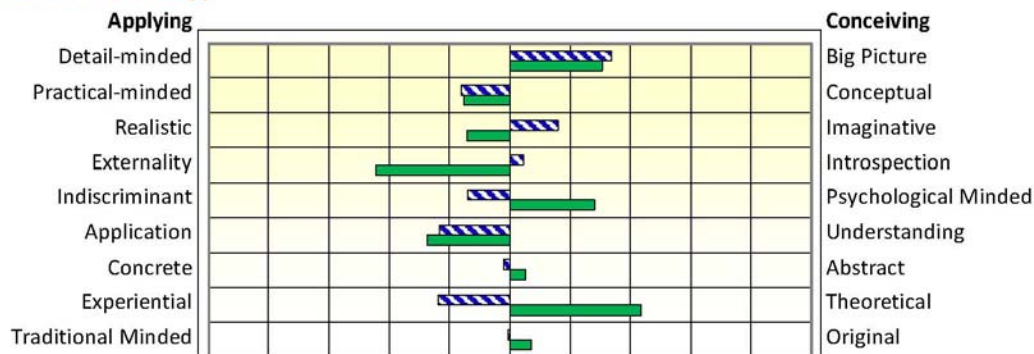
VIII. Downtown CEOs versus For-Profit CEOs

First, it is important to point out that these two profiles are also very similar (similarity index at the 65th percentile meaning that 65% of comparisons are LESS similar than this). The differences between the two are very subtle but may be significant in helping a person excel within these two similar but different work environments.



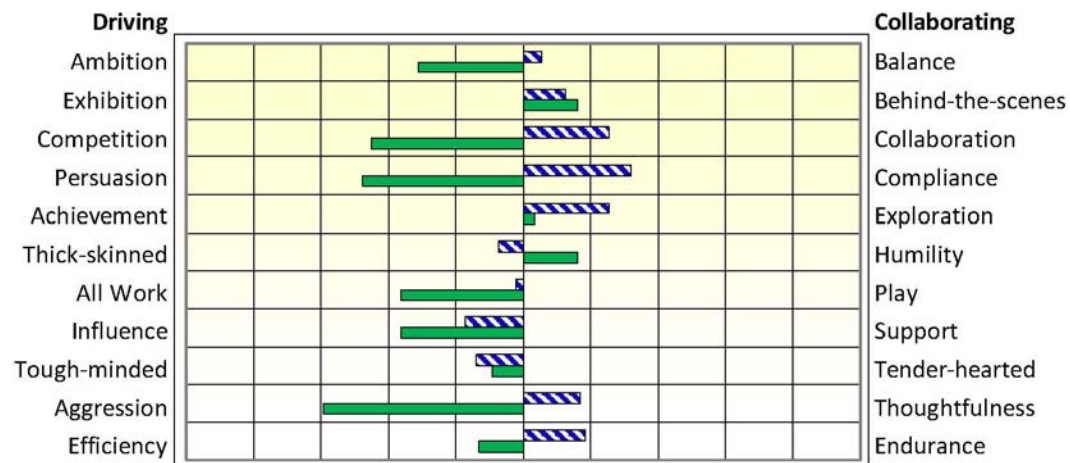
In terms of strategy, the IDA CEO and For-Profit CEO share a balance between ideas and possibilities, and what's practical and doable. The IDA **CEOs tend to treat others as they wish to be treated**, leaving them sometimes surprised by people's reactions to things, while the For-Profit CEO's spend more effort coming to understand what makes a given person tick.

Orientation to Strategy



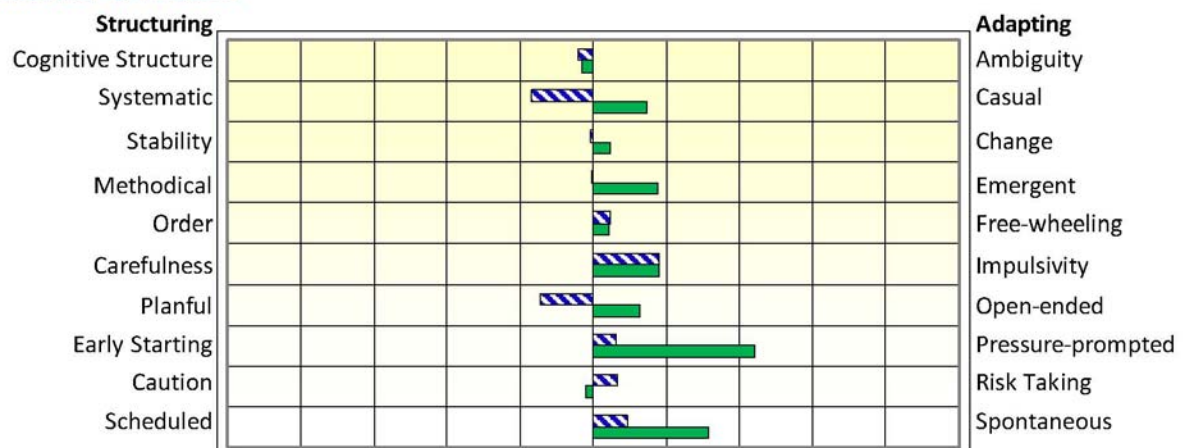
The For-Profit CEOs are much more driving than the IDA CEOs. They are ambitious, competitive, and persuasive; they push people to get things done and don't mind ruffling some feathers in the process. They need to see that they are making a difference in their organizations and have little tolerance for those who stand in their ways. In contrast, the IDA CEOs are **much more collaborative in their approaches to getting things implemented**. They **avoid arm-twisting and prefer to lay out the information in ways that encourage people to come to the right conclusions**. They demonstrate **considerable endurance** and don't easily give up once committed to a course of action, whereas the For-Profit CEOs pride themselves in quickly determining when a particular course of action is unlikely to produce a good outcome and shifting efforts in another direction.

Orientation to Implementation



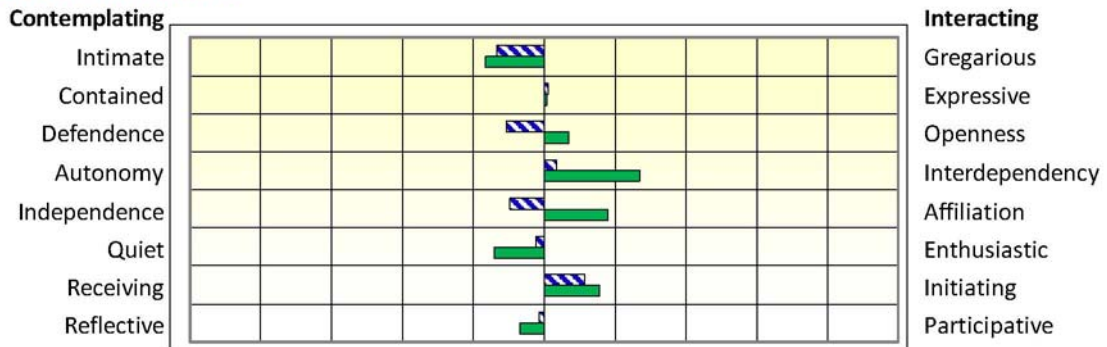
Both of these profiles demonstrate considerable **balance between flexibility and structure**; however, the For-Profit CEOs are more likely to wait until the last minute to do something and to enjoy being in situations where quick shifts in direction and/or emphasis is required to deal with the emerging situations.

Orientation to Process



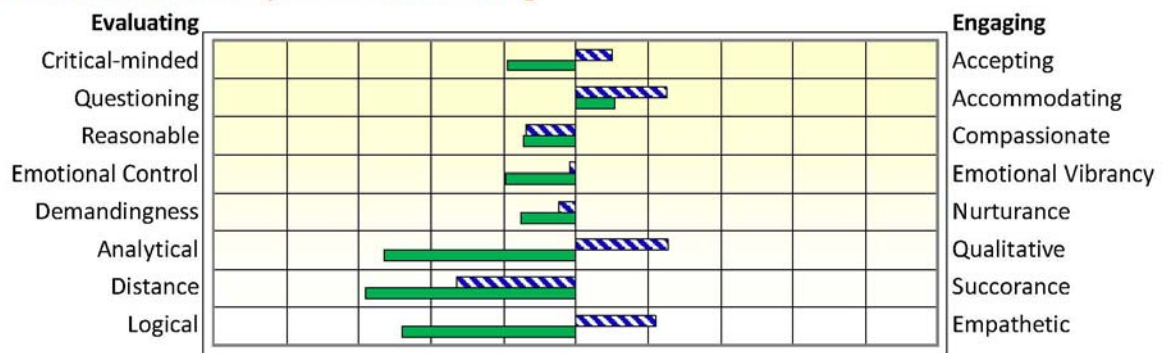
In terms of interaction styles, both of these profiles reflect considerable **balance between those who need to think out loud in interaction with others and those who listen and ponder before expressing their ideas**. They can adapt to both styles of thinking and learning depending on the circumstances and the people involved.

Orientation to Information



When it comes to evaluating, the For-Profit CEOs base most decisions on logic, reason, and data. They look at things through the lens of what makes sense or what is reasonable under the circumstances. The IDA CEOs tend to take a more **balanced view between their values and beliefs and how things may impact people and what makes sense**. They prefer relying on what **people tell them and their own instincts in making key decisions**, even when the numbers or data suggest differently but factor into the equation what seems reasonable.

Orientation to Relationships & Decision-making



Conclusions and Future Implications from the Researchers:

From David P. Smith, President, HRS, Inc.

In the never-ending quest to enhance the quality of urban district professionals, strategic studies such as this are invaluable to IDA in its mission to provide leadership excellence for communities, members, and stakeholders. The behavioral leadership model articulated in this report provides the urban district CEO with a solid foundation of behavioral information relative to high-performing, executive leadership. This information will inform:

- ❖ **Professional Development** – Evaluation and coaching of executive leaders within urban district structures. The behavior success profile, coupled with the participant’s LSI results, provides a basis for executive development by indicating to participants how their individual behaviors are either similar or dissimilar to the success model of “High-Performing Urban District CEOs” developed through this study.
- ❖ **CEO Selection** – Refining the hiring process for urban district executives. The success model for “High-Performing Urban District CEOs” provides an important screening tool to evaluate and compare candidates for urban CEO leadership positions. This proprietary screening system is available through HRS, Inc. economic development practice team.
- ❖ **Board-CEO Communication** – Improved understanding of the communication dynamics involved between urban district CEOs and the diverse boards of directors that typically comprise downtown/urban district organizations.

As this study indicates, there are distinct differences in leadership behaviors for “High-Performing Urban District CEOs.” How these behaviors interact with the diverse range of business, community, and corporate CEOs that typically comprise most downtown boards is important for effective communication, governance, and performance evaluation. How leadership is viewed and practiced within urban districts, as well as how personal and organizational performance expectations are expressed, are more clearly understood and productive when based on a thorough understanding of the different leadership styles involved.

The behavioral leadership insights identified through this study are significant for the urban district professional’s success. With demographic shifts rapidly impacting the profession and highlighting the importance of engaging young professionals in the field, and in developing and implementing effective transition plans for urban district leadership, this behavioral leadership model is an invaluable tool for professional development, executive selection, and organizational communications.

From James W. Thompson, Ph.D., Somerville Partners

Based on this analysis, it is clear that the LSI successfully distinguishes between IDA CEOs based on any one of three categories: size of city population, size of budget, and size of staff.

Many LSI attributes are strongly associated with performance related to these competencies. It is highly probable, based on these analyses, that using the LSI will significantly improve the probability of success for new hires for IDA CEO positions determined to be a ‘good fit’ with the success profile. In addition, the appropriate success profile compared with a participant’s LSI results can provide a basis for executive development by pointing out to the participant where they are either

similar or dissimilar to the success profile resulting from this study and the appropriate implications of those differences on their leadership styles.

Appendix I: Evolution of Urban District Management Organizations

As the urban district management industry grows, IDA member organizations' roles evolve from "clean and safe," to a more advocacy and policy focus, with various levels between. Depending on the stage of the organization, leadership skills may vary.



Figure: Evolution of Urban District Management Organizations by Jim Yanchula.

Appendix II: Devine Index and Downtown CEOs (2010)

In 2010, HRS, Inc. conducted a similar study of behavioral traits of downtown CEOs and the following were determined to statistically correlate to high performance in the CEO role:

Planning, Creativeness, Negotiating, Influence, Time Competency, Initiative, Decisiveness, Competitiveness, Goal Orientation, Aggressiveness, Approachable, and Big-Picture Thinking.

These factors led to the following descriptors of successful downtown CEOs:

- Conceptually thinking about best use of time and resources.
- Proficient originating new ideas and concepts.
- Comfortable taking a strong position and defending it.
- Comfortable sharing viewpoints and persuading others.
- Maintaining accurate perception of priorities & managing time efficiently.
- Doing the right thing without direction from others.
- Comfortable with risk and speed in choosing course of action.
- Having strong desire to compete.
- Willing to set challenging goals & objectives.
- Stepping up and taking charge of situations.
- Independent thinking, may be questioning of directives from others.
- Oriented toward big picture thinking.
- Delegates effectively and makes good use of staff talents.
- Sets ambitious goals and executes well against them.
- Effectively solves complex problems involving people and process.
- Holds others accountable to deliver results in their assigned areas.
- Exhibits an inspiring and ambitious leadership style.
- Makes effective use of time, prioritizes well.
- Thinks strategically and plans conceptually.
- Manages and leverages relationships well.
- Understands personal strengths and limitations.

Downtown CEOs in 2010 were compared to top performing CEOs in the private sector:

Top performing downtown CEOs **shared** several behavior traits with the private sector CEOs: Socialability, Instructiveness, Concentration, Intensity, Response to Change, Time Competency, Intimacy, Task Completion, Listening, Ego, Commitment, Structure, Decisiveness, Presentation Style, and Learning.

Top performing downtown CEOs' behavior traits **differed** significantly from their private sector counterparts in several areas: Closure, Negotiating, Mobility, Creativeness, Emotional Composure, Schedule Orientation, and Planning.

Appendix III: Functional Skill Sets

This core list of functional skill sets can serve as a base for assessing the functional skill sets of urban district CEOs. This study expands upon the last skill set: competencies and personal leadership characteristics based on the Leadership Style Indicator. It was developed by HRS, Inc. to analyze competencies among CEOs of urban districts within the International Downtown Association.

FUNCTIONAL SKILL SETS

Advocacy

- Experience as a Downtown Advocate. Proven track record of marshalling resources and managing complex partnerships to focus on downtown issues, projects and initiatives.
- Ability to establish and maintain effective working relationships with stakeholders, colleagues, subordinates, officials, officials from other governmental and private organizations and the general public.
- Must be experienced in organizational development and have demonstrated the ability to win the trust and confidence of diverse stakeholders, constituencies and public and private collaborative organizations.
- An action-oriented, “get it done” urban development professional with a passion for change and a willingness to think radically.
- The ideal candidate will possess a demonstrated record of performance leading change.
- Understanding of issues confronting downtown business and property owners, residents, public agencies and community organizations.
- Ability to work closely and effectively with both public and private sector individuals and organizations including: business owners, developers, residents, investors, government officials and related economic development, promotion and capacity building organizations.
- Expert listener.
- Proven political skills.

❖ Advocacy
❖ Board management
❖ Commercial & real estate development
❖ Communication and public relations
❖ Destination marketing
❖ Downtown development
❖ Entrepreneurial ethics
❖ Financial management
❖ Fundraising
❖ Government relations
❖ Personnel management
❖ Placemaking
❖ Urban visioning
❖ Personal leadership characteristics: *The LSI tool used in this study center around this last skill set.*

Board Management

- Ability to work closely and effectively with a board of directors and its executive committee and officers.
- Proven ability to build strong communication channels with the board of directors.
- Proven ability to successful plan for leadership succession for both board and executive leadership.

Commercial and Real Estate Development

- Strong economic development credentials with both private and public sector real estate and finance.
- Experience collaborating with local and regional economic development organizations.

- Experience in orchestrating deals with prospective investors, developers and business owners.
- Familiarity with local, state and federal funding resources (tax incentives, etc.) available for creating deals.
- Knowledge of, and experience in, leading successful downtown development initiatives.
- Knowledge of and experience in economic analysis, proposal and presentation preparation, and project decision justification.
- Experience closing deals, designing financing structures, analyzing businesses and business sectors for competitive advantages; developing and executing new strategic initiatives.
- Experience in commercial property development or transactions related to commercial or industrial real estate, site location consulting, or management consulting.
- Broad knowledge of and experience in managing and implementing business development and economic development marketing activities, both domestic and international.
- Established relationships with leaders in, or content awareness of, targeted development sectors, e.g. including manufacturing, software design/digital media, energy and alternative energy, chemical and petrochemical, real estate, business headquarter facilities, or other business sectors.
- Ability to converse on and comprehend national and global markets; extensive travel background; has a good sense of business and protocols.
- Demonstrated imagination and creative thinking in generating ideas and new business opportunities.
- Cooperative team player; able to work in a fast-paced competitive environment.
- Solid understanding of, and demonstrated success in, implementing performance-based measurements and outcomes.

Communication and Public Relations

- Strong written and verbal communication skills, including public speaking.
- Experience selling concepts and generating the excitement necessary to propel successful accomplishments.
- Ability to express ideas effectively both orally and in writing.
- Experience serving as the organization's chief spokesperson.
- Experience developing and implementing an effective, centralized public relations program.
- Knowledge of public information and community relations concepts, principles, methodology and techniques.
- Proven media relations and issues management experience.
- Experience in public speaking and representing organizations before senior business executives, business prospects, elected officials and other public servants.
- Ability to develop, implement and evaluate public opinion surveys and related data collection vehicles.
- Knowledge of current and emerging public relations issues and trends applicable to the downtown environment.

Destination Marketing

- Ability to create "product awareness" of the district as a great place to live, work, and play.
- Ability to promote downtown as a destination that offers unique venues and experiences that enhance the quality of life.
- Demonstrated experience creating active programming that is attractive to downtown residents as well as visitors.

- Ability to raise funds to support programs, events, and downtown promotional activities.

Downtown Development

- Expertise in crafting public/private partnerships.
- Strong understanding of urban design principles as they relate to central business district characteristics.
- Ability to manage projects in a manner consistent with their stated objective(s).
- Ability to prepare and make comprehensive presentations.
- Ability to research and answer complex questions.
- History and proven track record of influencing diverse organizational stakeholders with regard to coordinated strategic planning, branding, and unified tactical implementation.

Entrepreneurial Ethics

- Proven ability to recognize and pursue opportunities regardless of available resources.
- Intrinsically motivated to develop and implement new ideas.
- Ability to communicate and “sell” new ideas to a diverse stakeholder groups.
- Proven ability to move ideas from concept to implementation.

Financial Management

- Considerable knowledge concerning the principles of public administration and finance.
- Experience identifying alternative sources of funding.
- Strong understanding of urban real estate development, including finance.
- Strong understanding of municipal finance, public incentive programs and capital investment budgeting.
- Budget preparation, fiscal management and analysis.
- Ability to develop and control operating budgets. Skilled in budget preparation and fiscal management.
- Knowledge of financial and business analysis techniques.

Fundraising

- Experience in private, public, and nonprofit sector fundraising.
- Ability to develop high-potential relationships with large corporations and other major potential funders/donors.

Government Relations

- Proven ability developing and monitoring local, state and federal legislation, programs and proposals; demonstrated experience assessing potential implications and/or organizational opportunities of same.
- Demonstrated ability to coordinate and communicate organizational positions on local, state and federal issues; ability to facilitate personal contacts between executives and internal and external stakeholders with executive members of local and state government.
- Ability to establish and maintain effective working relationships with civic leaders, other city officials and the general public.

Personnel Management

- Ability to coordinate and evaluate the work of a professional staff.
- Ability to supervise and manage both a professional and administrative staff.

- Ability to develop long-term plans and programs and to evaluate work accomplishments.
- Ability to analyze facts, exercise sound judgment and arrive at valid conclusions.
- Ability to plan, direct and coordinate development programs and initiatives.
- Ability to communicate ideas clearly and concisely, verbally and in writing.

Placemaking

- Proven ability managing downtown clean and safe, public safety, parking, hospitality, social service outreach, landscaping (beautification) and technology integration.
- Proven experience involving “Way Finding” initiatives and the management of vehicular, pedestrian and cyclist traffic in downtown/urban areas.
- Understanding of downtown event, venue and place planning and utilization
- Knowledge of public space utilization, community of place, place syntax, transition design.
- Demonstrated ability to conceptualize, design, implement and evaluate a fully integrated strategic marketing program.
- Ability to proactively position the district as a premier destination – create and sell the vision.
- Proven experience developing research-based programs that address image and brand awareness in a competitive global market.
- Familiar with historical and preservation issues and initiatives.
- Ability to articulate the downtown’s vision as a center of commerce, culture & entertainment.

Urban Visioning

- Demonstrated experience as a visionary – the ability to see beyond today.
- Demonstrated creative drive – ability to identify new solutions and “think outside the box.”
- Ability to develop and implement downtown visioning plans.
- Knowledge of downtown and community central core development issues to include: community building, neighborhood engagement, transportation oriented development, housing development, and open space/public realm integration.
- Knowledge of the principles and practices of urban planning to include: design guidelines, zoning, historic preservation and housing.
- Knowledge of the principles required to create urban “life, activity, and sustainable vitality.”
- Proven ability developing and monitoring local, state and federal legislation, programs and proposals; demonstrated experience assessing potential implications and/or organizational opportunities of same.
- Demonstrated ability to coordinate and communicate organizational positions on local, state and federal issues; ability to facilitate personal contacts between executives and internal and external stakeholders with executive members of local and state governments.
- Proven ability to work with internal stakeholders to identify and solicit government funding opportunities. Demonstrated ability to direct the development of successful government proposals.
- Sense of architectural design and aesthetics.¹

¹ Courtesy of David P. Smith, President, HRS, Inc.

Appendix IV: Criterion Measure for Economic Development Organizations

Criterion Measure – Economic Development Organization (EDO) – CEO

			0	20	50	75	100	125	150
			Acceptable Behavior					Top Behavior	
Competencies									
1. Analysis and Decision-Making Skills Makes effective decisions and solves problems in complex or ambiguous situations by gathering, diagnosing and judiciously analyzing the information about the situation and environment in order to identify and evaluate options and select the best course of action.	Conducts the research needed but sometimes gets caught up in thinking he/she has it figured out when, in fact, something was missed; usually employs a framework within which to complete an analysis but may miss key pieces that happen to fall outside of past experience that impacts the decision quality; puts a priority on leveraging staff resources first that occasionally results in delays in accessing outside expertise when most needed; usually keeps all stakeholders in the loop with the proper messaging but sometimes leaves too much room for interpretation that later comes back as a problem; typically moves from leading to following partners appropriately, but at times, allows this to get out of balance; sometimes gets so invested in a plan or path that seeing the need for adjustment comes a bit too late.	Does the strategic research necessary to clearly determine what needs to be done evolves analytical framework and key criteria to focus on the most important things first; seeks out the advice of those having different perspectives on the issues – using both staff and outside resources as appropriate; even when experienced with the circumstances, people, and issues, takes the time to thoroughly review all the factors before making decisions – then moves decisive keeps the right balance between leading and following in working with key partners in the process; stays in concert with the messaging, media, and various audiences needed to facilitate both the process and outcomes; quickly re-examines issues and plans when new information or circumstances emerge.							
2. Economic Development Expertise Understands the principles and general trends within the economic development industry. Demonstrates experience in economic development programs. Speaks the industry language to stakeholders.	Applies understanding of ED principles effectively but sometimes becomes impatient when things get unexpectedly bogged down; puts together packages of incentives that make sense and usually work but may lack creativity based on some unusual aspects of the circumstances and players; monitors progress well but sometimes finds things getting sidetracked for a period before becoming aware of there being a problem with an agency or stakeholder; anticipates most issues and addresses them up front but can get surprised when something out of the ordinary comes up; places considerable emphasis on benchmarking against own past performance with only occasional effort to find comparisons to other ED organizations; relies mostly on the standard sets of metrics with occasional use of additional or new ones used by other ED organizations; sought out for advice under special circumstances; relies primarily on the usual financial metrics and usually takes steps to see that there is enough transparency to maintain trust.	Applies understanding of ED principles uniquely to each situation with a clear understanding of the time and effort these initiatives take and the patience to sit them through; tailors the packages of incentives to each set of circumstances in ways that keeps things progressing steadily through all the procedures and red tape; skillfully works through the government and non-government agencies – anticipating most issues and formulating approaches that address them even before they are raised; stays in touch with all players to prevent anything holding up progress; never satisfied with past successes – benchmarks ED organization against the best; employs key metrics that accurately reflect the ED organization effectiveness and impact; often sought out by people for advice and perspective within the ED field; ensures financial matters are transparent and easily understood.							
3. Governance Skills Builds channels of information between all stakeholder groups. Provides feedback to the board. Looks ahead and plans for the future business and leadership succession.	Generally keeps most people in the loop before they think to ask but may miss a communication that eventually slows progress or may wait a little too long in bringing people up to speed that results in some having to request status updates or getting out of step; keeps the board adequately informed about most things but may overlook things at times that the board would have liked to know about beforehand; keeps a relatively close eye on development of key staff but may not always be uniform across all staff members; sometimes requires reminders to update development plans or more closely track progress against them; usually keeps succession plans up-to-date but may allow them to lapse when other issues take priority.	Demonstrates an intuitive skill for keeping on top of communications with all stakeholders – anticipating the need for communication before others perceive regularly prepares thorough and focused briefs for the board that ensure they remain engaged, participative and supportive; develops and regularly updates development activities – clearly assessing people's current areas of development and tracking their progress; maintains a clear and up-to-date succession plan that keeps both the individuals and the board informed of status and progress.							
4. Industry Vision Stays abreast of economic development industry knowledge. Identifies opportunities for future growth. Thinks and acts in an entrepreneurial manner.	Keeps up with most of the emerging trends within the ED industry and may sometimes see things coming that only a few others see first; usually learns about new trends after interacting with some of the innovative leaders in the industry; considers ideas others have about how to leverage new trends and tries to get out ahead of other ED organizations; fairly tuned into what others predict or see coming and finds opportunities to incorporate some of those ideas where appropriate; sometimes takes the lead on a new initiative but more often waits to see how things work out before incorporating them.	Devotes enough time to reading, conversing, and participating in industry conferences to stay ahead of trends in the ED industry; among the first to spot new trends; sought out by other ED professionals and organizations to share insights and ideas for taking advantage of emerging opportunities; regularly impresses E professionals with insights and predictions about the directions and trends that prove accurate; translates insights into initiatives that most others would not have conceived.							
5. Leadership and Influence Inspires and influences by communicating a compelling vision of the future, conveying an executive presence and being sufficiently agile and self-assured to lead others effectively.	Provides clear messaging but, at times, may leave out pieces of 'sensitive' information or may embellish the truth that later proves unwise; grasps the key areas of common ground to help diverse groups make progress but can get things bogged down trying to include some type of special incentives to one group or another; maintains enough transparency in the behind the scenes negotiations to engender trust but sometimes allows information to get out ahead of schedule that has adverse consequences or undermines credibility to some extent; usually takes the lead but occasionally sees a good parade developing and gets in front of it; usually consistent with core values and beliefs but can occasionally get caught up in events that results in behavior some find inconsistent with them.	Says the right things at the right time to give people the clarity of direction needed to keep moving forward; finds the key elements of what each person wants and compellingly paints pictures that provide people a strong sense of common purpose; maintains clear and consistent messaging regardless of the audience; takes steps to eliminate even the slightest hint of loss of transparency while maintaining needed confidentiality during negotiations; open and approachable, invites differing views and opinions, actively listens to all points, and fosters collaboration that engender trust and credibility; the one who forms and leads the parade; diligent in staying true to the core values and shared principles of all stakeholders.							

<p>6. Management Skills</p> <p>Manages the work of others by providing direction, structure, and clear expectations; maintains an open flow of communication and a sense of urgency to drive results; holds others accountable; develops others by providing timely and relevant feedback and opportunities for development.</p>	<p>Keeps up-to-date with finances with only occasional missteps that allows some expenses to get out of line; usually keeps the BOD informed on most matters but sometimes surprises members of the board with issues with which they were not appraised ahead of time; shares things with some but not others, or waits for board members to request updates on some things; usually addresses staff performance issues in a timely manner, but occasionally lets certain issues persist a bit too long; keeps most staff progressing on their skills and competencies but sometimes only responds to requests for coaching by staff; usually avoids making assumptions about motives or alliances but is occasionally surprised by the action some people take unexpectedly.</p>	<p>Closely monitors finances and proactively takes the proper steps to keep them on track; at the first sign of something getting outside of acceptable parameters, pulls the resources together to get things back in line – keeping the BOD informed about issues and steps to address them without board members ever having to ask; addresses performance issues in a positive and timely manner – leaving no doubt about expectations; devotes time necessary to identify developmental opportunities, provide feedback, and the coaching needed to help staff improve their skills and competencies; makes no assumptions about motives or alliances validates and re-validates to ensure no surprises.</p>
<p>7. Relationships and Teaming</p> <p>Effectively builds relationships with individuals and teams across the organization by being inclusive, considerate and responsive to the needs of others; by communicating effectively, collaborating with others, and shared resources; and by being receptive to feedback.</p>		<p>This competency covered other places, not sure we need to build this out further</p>
<p>8. Responsibility and Achievement (Self-Management Ethical Integrity)</p> <p>Demonstrates initiative, commitment to excellence and effective self-management skills, including: responsibility, dependability, planning and organization, detail-orientation, and the ability to follow throughout.</p>	<p>Adheres to a code of ethics and standards of practice under most circumstances; occasionally may get distracted by particularly strong outside influences; navigates the organization through the year around challenges or unanticipated issues that sometimes cause concerns on the part of some; tracks key metrics of organizational performance but may exclude particular ones for personal reasons; eventually makes adjustments to operational plans when the situation demands it or when certain things were not adequately anticipated at the outset or stays the course and resists change when it would have been better to make some adjustments.</p>	<p>Manages the organization based upon a strict professional and personal code of ethics and standards governing economic development organizations. Stays the course even when faced with strong temptations to respond to some event or pressure – remains true to commitments. Progress and achievements tracked throughout the year using specific performance metrics and targets decided upon at the beginning of each year. Makes well-conceived and thoughtful adjustments along the way when new information becomes available. Leaves nothing to chance; fosters solid plans that account for all contingencies while staying flexible enough to make adaptations along the way when necessary.</p>

Appendix V: Somerville Partners' Leadership Style Indicator (LSI)

The LSI® is a proprietary instrument utilized for the purpose of executive and professional selection and assessment. Its main application has been and continues to be, to provide a more comprehensive view of executive style and preferences to add to our executive development work. It is not intended for clinical assessment, the diagnosis of psychiatric disorders, nor for use with the general population.

The Leadership Style Indicator® (LSI) is a Web-based personality instrument and is the result of seven years of research and development by a business-psychology consulting firm based in Colorado. Utilizing a personality instrument, rather than cognitive ability tests or bio-data forms, for executive selection and development was decided upon because of the large amounts of business literature demonstrating these to be valuable tools in both recruitment and development situations as well as their limited relation to adverse impact (Hunter & Hunter, 1984; Schmidt & Hunter, 1993). Personality questionnaires focus on understanding how people prefer to work and their behavioral style. Such questionnaires focus on how an individual approaches a job rather than the ability to perform that job. Responses to such questionnaires result in a 'profile' being created which provides an overview of the responses in the particular areas examined by the questionnaire. Consequently, there are no right or wrong answers or profiles when style is considered although certain styles may be more or less advantageous to specific positions within specific organizations.

The precursors of the LSI® were two, independently developed personality instruments, developed for the business market. The first was named the Index of Executive Style™ (IES). It was loosely based on the Personality Research Form (PRF), a fairly popular instrument that measures a number of common motives and the Occupational Personality Questionnaire (OPQ). Because of some of the limitations of these instruments for SP's practice, it was decided to develop a completely new instrument that measured many of the same dimensions plus a number of new ones that, taken together, would provide a more complete picture of the motives relevant to executive and leadership style within a work environment.

A year following the development and use of the IES, it was clear a more complete picture of the leadership styles of executives and professionals was necessary, and therefore another component of personality was needed. One of the more compelling personality models universally used stems from the work of Carl Jung with enhancements by Myers. The Myers-Briggs Personality Type Indicator (MBTI) is used throughout the world in many contexts. Since SP wanted to incorporate assessment instruments into both selection and development, using the MBTI was deemed inappropriate since it was designed to allow people to change their preferences. This built-in unreliability is problematic for selection work. Because the concepts incorporated in the MBTI are sound and easily understood, SP embarked on developing a tool based on this model that was targeted for executive selection and development work that makes up a major part of our practice. The descriptions used with the extended-scale version of the Myers-Briggs Type Indicator were used as a guide to developing a completely new item set. SP called this new instrument the Index of Personality Type™ (IPT).

After two years of compiling a database from the administration of both the IES and the IPT with executives and professionals, a factor analysis and other psychometric tests were completed. The factor analyses yielded five distinct factor solutions. This 5-factor solution incorporated scales from both the IES and the IPT and made a very compelling presentation of leadership style that subsequently became known as the Five-Factor LSI. The Five-Factor LSI described an individual executive's leadership style on the five leadership factors, as well as on 66 personality dimensions that comprised the five factors. In 2010, factor and reliability analyses were conducted to assess the

contribution of items and the consistency and stability of dimension scores; thereby achieving a balance between psychometric quality and instrument length. This resulted in the number of items being reduced from 392 to 276 with 46 personality attributes being measured in the latest version within five factors – Applying—Conceiving, Driving—Collaborating, Structuring—Adapting, Contemplating—Interacting, and Evaluating—Engaging.

Using the standardized competency ratings as the dependent variables, they were subjected to a step-wise, multiple regression analysis using an F to enter of 2.0 or greater with competency rating as the dependent variable and all 46 LSI attributes as the independent variables. Step-wise regression is a method that statistically finds those independent variables that account for unique proportions of the variance of the dependent variable and systematically builds a linear equation that predicts the performance values based on the surviving independent variables and their weights used in the statistical model. The final analysis was completed after excluding outliers (cases for which the model did not describe well). The result of these analyses were seven equations using varying numbers of the LSI attribute scores to predict standardized competency ratings. The regression summary tables predicting competency ratings are found below:

Regression Summary for Dependent Variable: Analysis (IEDC Study Dataset)						
R= .81465710 R ² = .66366619 Adjusted R ² = .59639943 F(6,30)=9.8662 p<.00001 Std.Error of estimate: 5.4074 Exclude cases: 1,6						
N=37	b*	Std.Err. of b*	b	Std.Err. of b	t(30)	p-value
Intercept			27.06241	10.12944	2.67166	0.012079
Balance	0.485014	0.115153	0.48947	0.11621	4.21191	0.000213
Change	-0.320543	0.122620	-0.31678	0.12118	-2.61411	0.013856
Original	0.598046	0.123647	0.50685	0.10479	4.83672	0.000037
Imaginative	-0.495927	0.133658	-0.51118	0.13777	-3.71042	0.000841
Psychological Minded	0.541446	0.121861	0.59062	0.13293	4.44314	0.000112
Casual	-0.305175	0.136763	-0.28149	0.12615	-2.23142	0.033275

For the first competency, Analysis & Decision Making, 6 LSI Attributes were able to explain about 60% of the variance in standardized ratings. Predicted Analysis competency can be made within ± 5.4 standardized points. This means that if a candidate is predicted to perform at 60 (one standard deviation above the average or 84th percentile), his/her actual performance will fall between 54 and 66 with 95% confidence.

Regression Summary for Dependent Variable: ED Expertise (IEDC Study Dataset)						
R= .86814100 R ² = .75366880 Adjusted R ² = .70968108 F(5,28)=17.134 p<.00000 Std.Error of estimate: 5.0088 Exclude cases: 1:2,7,13,38						
N=34	b*	Std.Err. of b*	b	Std.Err. of b	t(28)	p-value
Intercept			29.94629	11.67706	2.56454	0.015983
Change	-0.741551	0.100186	-0.77610	0.10485	-7.40172	0.000000
Compliance	0.396583	0.094425	0.63147	0.15035	4.19998	0.000245
Emergent	0.482204	0.099483	0.39788	0.08209	4.84710	0.000042
Interdependency	0.370977	0.098708	0.33398	0.08886	3.75832	0.000800
Play	-0.242301	0.097842	-0.23309	0.09412	-2.47645	0.019579

Next, Economic Development Expertise was subjected to the same procedure. In this case, 6 LSI attributes were able to explain about 75% of the variance in standardized ratings after excluding 5

cases because the modeling could not adequately explain their ratings on this competency. This means that predicted Expertise competency ratings can be made within ± 5.0 standardized points.

Regression Summary for Dependent Variable: Governance (IEDC Study Dataset)						
R= .83355876 R ² = .69482021 Adjusted R ² = .64395691 F(5,30)=13.661 p<.00000 Std.Error of estimate: 5.7104 Exclude cases: 2,38:39						
N=36	b*	Std.Err. of b*	b	Std.Err. of b	t(30)	p-value
Intercept			93.87792	12.19490	7.69813	0.000000
Understanding	-0.658199	0.117571	-0.63907	0.11415	-5.59831	0.000004
Accepting	-0.399465	0.101682	-0.40962	0.10427	-3.92858	0.000464
Pressure-prompted	-0.462752	0.109601	-0.50242	0.11900	-4.22214	0.000207
Spontaneous	0.305979	0.110790	0.32892	0.11910	2.76180	0.009717
Conceptual	0.247806	0.116174	0.32477	0.15226	2.13306	0.041217

Governance was subjected to the same procedure. In this case 5 LSI attributes were able to explain about 64% of the variance in standardized ratings. This means that predicted Governance competency ratings can be made within ± 5.7 standardized points.

Regression Summary for Dependent Variable: Vision (IEDC Study Dataset)						
R= .95232868 R ² = .90692992 Adjusted R ² = .86885579 F(9,22)=23.820 p<.00000 Std.Error of estimate: 1.9262 Exclude cases: 1,4,11:12,14,22,26						
N=32	b*	Std.Err. of b*	b	Std.Err. of b	t(22)	p-value
Intercept			8.930138	5.146353	1.73524	0.096688
Empathetic	0.805203	0.079502	0.648414	0.064022	10.12806	0.000000
Emergent	0.301758	0.072264	0.145309	0.034798	4.17580	0.000393
Expressive	0.918989	0.108801	0.424955	0.050311	8.44652	0.000000
Thoughtfulness	-0.722228	0.084890	-0.490641	0.057669	-8.50783	0.000000
Psychological Minded	0.173929	0.085873	0.118590	0.058551	2.02543	0.055123
Initiating	-0.767712	0.118878	-0.453425	0.070212	-6.45798	0.000002
Abstract	0.360659	0.102851	0.171757	0.048981	3.50662	0.001992
Participative	0.267558	0.096833	0.159672	0.057788	2.76308	0.011346
Imaginative	0.194419	0.075604	0.128433	0.049944	2.57153	0.017407

Industry Vision was subjected to the same procedure. In this case, 9 LSI attributes were able to explain about 87% of the variance in standardized ratings. It should be noted, however, that this model had the most cases that the model did not fit well. This suggests that the ratings for this competency had the most cases where the ratings did not match the LSI attributes as well. However, the model built on 32 cases explained 87% of the variance and provides confidence that a predicted rating will fall within 2 points of the actual.

Regression Summary for Dependent Variable: Leadership (IEDC Study Dataset)						
R= .90265530 R ² = .81478659 Adjusted R ² = .73761434 F(10,24)=10.558 p<.00000 Std.Error of estimate: 4.7544 Exclude cases: 1,22,26,38						
N=35	b*	Std.Err. of b*	b	Std.Err. of b	t(24)	p-value
Intercept			36.55143	13.86827	2.63562	0.014487
Balance	0.409296	0.106449	0.41374	0.10760	3.84501	0.000779
Accepting	-0.315520	0.104738	-0.32301	0.10722	-3.01246	0.006025
Understanding	-0.687597	0.110937	-0.63546	0.10253	-6.19809	0.000002
Nurturance	0.332435	0.115218	0.43776	0.15172	2.88528	0.008137
Spontaneous	0.355971	0.102768	0.35749	0.10321	3.46385	0.002015
Change	-0.310531	0.092110	-0.33961	0.10073	-3.37133	0.002530
Conceptual	0.292202	0.107106	0.36986	0.13557	2.72817	0.011723
Openness	0.407312	0.107266	0.45177	0.11897	3.79723	0.000878
Enthusiastic	-0.345194	0.124761	-0.34616	0.12511	-2.76683	0.010723
Accommodating	-0.206804	0.103960	-0.20777	0.10444	-1.98927	0.058185

The Leadership and Influence competency was analyzed next. 10 LSI attributes were found to explain 74% of the variance in ratings with only 4 cases excluded because the statistical model did not adequately explain their ratings. The resultant model allows for a 95% confidence that the actual score will fall within ± 4.8 points of the predicted one.

Regression Summary for Dependent Variable: Management (IEDC Study Dataset)						
R= .89577038 R ² = .80240457 Adjusted R ² = .72336640						
F(10,25)=10.152 p<.00000 Std.Error of estimate: 3.9902						
Exclude cases: 1:2,6						
N=36	b*	Std.Err. of b*	b	Std.Err. of b	t(25)	p-value
Intercept			54.30630	12.46255	4.35756	0.000197
Compassionate	-0.630757	0.106746	-0.54262	0.09183	-5.90893	0.000004
Emotional Vibrancy	0.582774	0.101613	0.53762	0.09374	5.73521	0.000006
Interdependency	0.062872	0.117224	0.04715	0.08791	0.53634	0.596465
Accepting	-0.464773	0.100143	-0.39346	0.08478	-4.64109	0.000094
Play	0.227600	0.103721	0.17097	0.07791	2.19436	0.037718
Pressure-prompted	-0.391363	0.102140	-0.32370	0.08448	-3.83165	0.000762
Risk Taking	0.328191	0.099671	0.22576	0.06856	3.29275	0.002958
Expressive	0.338726	0.113913	0.22776	0.07659	2.97355	0.006434
Conceptual	0.297021	0.104094	0.30310	0.10623	2.85338	0.008563
Compliance	-0.193725	0.106331	-0.24998	0.13721	-1.82190	0.080456

The Management Skills competency was analyzed next. 10 LSI attributes were found to explain 72% of the variance in ratings with only 3 cases excluded because the statistical model did not adequately explain their ratings. The resultant model allows for a 95% confidence that the actual score will fall within ± 4.0 points of the predicted one.

Regression Summary for Dependent Variable: Achievement (IEDC Study Dataset)						
R= .78302709 R ² = .61313142 Adjusted R ² = .56477285						
F(4,32)=12.679 p<.00000 Std.Error of estimate: 4.6962						
Exclude cases: 6,28						
N=37	b*	Std.Err. of b*	b	Std.Err. of b	t(32)	p-value
Intercept			10.50692	7.709858	1.36279	0.182463
Balance	0.553425	0.113037	0.49563	0.101234	4.89595	0.000027
Ambiguity	0.429503	0.135661	0.32710	0.103317	3.16601	0.003384
Casual	-0.307408	0.132591	-0.25885	0.111649	-2.31846	0.026970
Free-wheeling	0.242451	0.114637	0.20196	0.095492	2.11495	0.042315

Analysis of the Responsibility and Achievement (Self-Management Ethical Integrity) Competency revealed that 4 LSI attributes accounted for 57% of the variance associated with ratings with only two cases excluded because the statistical model did not adequately explain their ratings. The resultant model allows for a 95% confidence that the actual scale will fall within ± 4.6 points of the one predicted using the model.



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