

# Measuring Public Leadership: Developing Scales for Four Key Public Leadership Roles

Source: Tummers, L.G. & Knies, E. (forthcoming). Measuring Public Leadership: Developing Scales for Four Key Public Leadership Roles. Public Administration

Instructions: Please indicate how much you agree or disagree with the following statements:

Scale: 1-5 Likert, R=Reverse coded

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
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*Every item starts with: My supervisor ...*

## Accountability leadership

*My supervisor ...*

1. ... Encourages me and my colleagues to explain our actions to various stakeholders
2. ... Stimulates us to inform stakeholders of our way of working
3. ... Provides us with the possibility to explain our behavior to stakeholders
4. ... Emphasizes that it is important that we answer questions from clients
5. ... Strives to ensure that we are openly and honestly share the actions of our organizational unit with others
6. ... Stimulates us to explain to stakeholders why certain decisions were taken

## Rule-following leadership

*My supervisor ...*

1. ... Emphasizes to me and my colleagues that it is important to follow the law
2. ... Gives me and my colleagues the means to properly follow governmental rules and regulations
3. ... Emphasizes that my colleagues and I have should carry out government policies properly

4. ... Ensures that we accurately follow the rules and procedures

### **Political loyalty leadership**

My supervisor ...

1. ... Encourages me and my colleagues to implement political decisions properly, even when this results in weaker strategic ambitions of the department
2. ... Encourages me and my colleagues to support political decisions, even when other stakeholders confront us with it
3. ... Encourages me and my colleagues not to jeopardize the relationship with political heads at risk, even if that entails risks
4. ... Stimulates me and my colleagues to implement political decision, even if that means additional responsibilities should be take up
5. ... Encourages me and my colleagues to defend political choices, even if we see shortcomings

### **Network governance leadership**

1. ... Encourages me and my colleagues to maintain many contacts with other organizations
2. ... Encourages me and my colleagues to invest substantial energy in the development of new contacts
3. ... Stimulates me and my colleagues to regularly work together with people from our networks
4. ... Stimulates me and my colleagues to develop many contacts with people outside our own department
5. ... Spends a lot of time maintaining his / her contacts
6. ... Stimulates me and my colleagues to introduce others to contacts of our own networks
7. ... Encourages me and my colleagues to be a 'linking pin' between different organizations

## Descriptions

<i>Role of public leader</i>	<i>Definition: Leaders who ...</i>	<i>Example of a high score</i>
Accountability leadership	... stimulate employees to justify and explain their actions to stakeholders	A welfare director who encourages her employees to tell a citizen why they did not provide a welfare benefit to him/her
Rule-following leadership	... leaders who encourage their employees to act in accordance with governmental rules and regulations	A school leader who emphasizes to his/her teachers that they should follow the exact regulations accompanying the upcoming SAT (a standardized test for students)
Political loyal leadership	... stimulate their employees to align their actions with the interest of politicians, even if this is costly for them	A director-general encouraging the civil servants of his directorate that they should implement the political decisions of the Minister, even when he and his employees see shortcomings.
Network governance leadership	... encourage their employees to actively connect with relevant stakeholders	A manager in a municipality stimulating her employees to go to various conferences and meetings for small and medium-sized businesses within the city, in order to make new contacts