

REACH BRIEFING

Date: 7 November 2019

REACH Consulting Services (RCS) and the OrgDev Institute (ODI) collaborated to study psychometric properties of the REACH 360 Survey. Researchers analyzed descriptive and correlational statistics to support how the results are interpreted within the REACH framework.

- ODI gathered responses from 94 REACH 360 Surveys. Each survey included one *ratee* (such as a team leader, supervisor or manager) and a number of *raters*, including:
 - 93 superiors
 - 84 direct reports
 - 115 peers
 - 48 others

Several of the raters provided responses for more than one survey, such as responding as a peer for multiple ratees or as a peer for one ratee and a direct report for another ratee. In total, 1,236 responses were gathered for the 94 REACH 360 Surveys.

- The REACH 360 Survey leverages a likert-style rating based on the observations of raters from multiple perspectives. Specifically, raters are asked to evaluate the extent to which a ratee demonstrates specific leadership and/or influential skills aligned within the REACH framework. These same skills are evaluated individually as self-ratings within the REACH Profile.
- The REACH 360 Survey is comprised of 16 items, presented in four sections, and collected anonymously. The sections are intended to measure skills aligned with each of the REACH Profiles:
 - four Counseling skills, evaluating the effectiveness with which the ratee addresses “the who” questions that arise within a team (the extent to which the ratee exercises supportive influence)
 - four Coaching skills, evaluating the effectiveness with which the ratee addresses “the why” questions that arise within a team (the extent to which the ratee exercises inspirational influence)
 - four Driving skills, evaluating the effectiveness with which the ratee addresses “the what” questions that arise within a team (the extent to which the ratee exercises directive influence)
 - four Advising skills, evaluating the effectiveness with which the ratee addresses “the how” questions that arise within a team (the extent to which the ratee exercises consultative influence)
- Each skill is rated on a 5-point scale and supported by optional comments, offering a practical and multi-faceted assessment of a ratee's REACH Quotient (RQ).
- The following table shows descriptive statistics for the RQ and its four facet clusters within the REACH 360 Survey.

Scale	Mean	St.Dev.	Min	Max
REACH Quotient (RQ)	3.69	.69	1.06	5.00
REACH Skills				
Counseling Skills	3.62	.75	1.00	5.00
Assimilating team members	3.78	.81	1.00	5.00
Cultivating team spirit	3.66	.92	1.00	5.00
Identifying personal needs	3.57	.96	1.00	5.00
Recognizing others' efforts	3.62	.95	1.00	5.00
Coaching Skills	3.50	.81	1.00	5.00
Building rapport	3.63	.87	1.00	5.00
Easing tensions during conflict	3.34	.99	1.00	5.00
Finding opportunities for synergy	3.53	.92	1.00	5.00
Rallying others around a cause	3.55	.93	1.00	5.00
Driving Skills	3.38	.76	1.00	5.00
Establishing clear expectations	3.59	.93	1.00	5.00
Evaluating performance	3.55	.90	1.00	5.00
Exercising control over process	3.57	.93	1.00	5.00
Guiding team during change	3.58	.94	1.00	5.00
Advising Skills	3.50	.67	1.00	5.00
Addressing quality concerns	3.67	.89	1.00	5.00
Aligning resources with needs	3.67	.86	1.00	5.00
Designing team structure	3.57	.90	1.00	5.00
Integrating diverse perspectives	3.62	.93	1.00	5.00

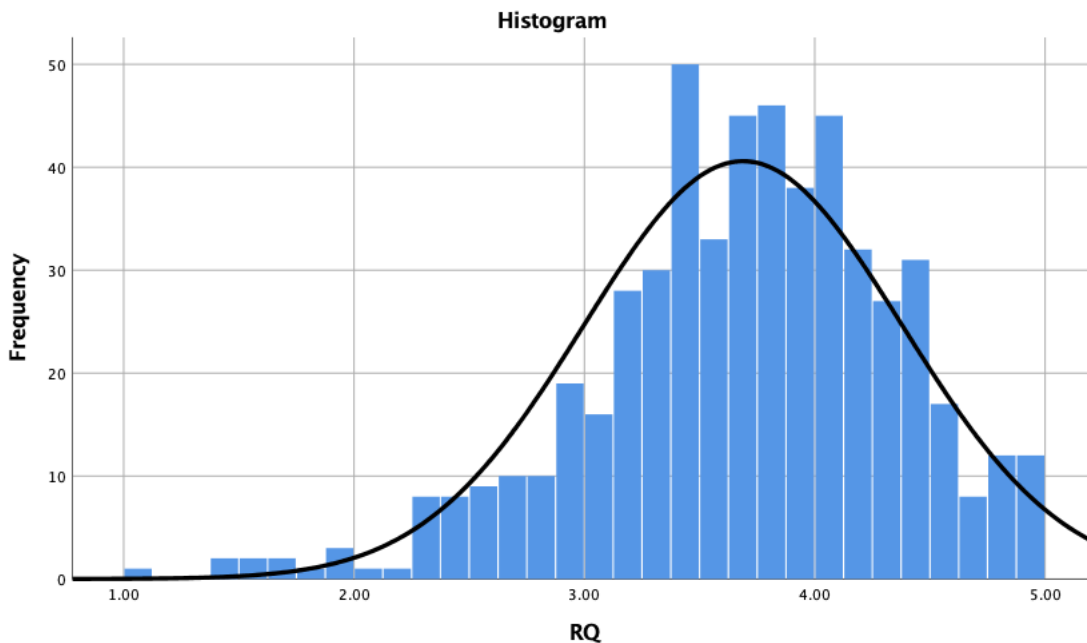
- Average ratings collected within the REACH 360 Survey ranged from a low of 3.34 for the Coaching Skill: *Easing tensions during conflict*, to a high of 3.78 for the Counseling Skill: *Assimilating team members*. Overall, it appears the Counseling Skills cluster was associated with the highest average ratings, while the Driving Skills cluster was associated with the lowest average ratings. The Coaching Skills cluster tended to exhibit the highest standard deviation at .81, while the Advising Skills cluster tended to exhibit the lowest standard deviation at .67. The average RQ for this sample was 3.69, with a standard deviation of .69. In light of these descriptive statistics, most responses may tend to result in an RQ of between 3.00 and 4.38.
- The following table reveals the descriptive statistics for the RQ and its facet clusters for each rater type.

Scale	Self	Superiors	Direct Reports	Peers	Others
REACH Quotient (RQ)	3.55	3.45	3.82	3.68	3.71
REACH Competency Characteristics					
Counseling Characteristics	3.62	3.52	3.79	3.66	3.70
Assimilating team members	3.67	3.72	3.87	3.75	3.72
Cultivating team spirit	3.64	3.50	3.81	3.64	3.57
Identifying personal needs	3.49	3.39	3.71	3.55	3.54
Recognizing others' efforts	3.69	3.41	3.71	3.66	3.55
Coaching Characteristics	3.55	3.30	3.72	3.52	3.45
Building rapport	3.65	3.49	3.81	3.60	3.46
Easing tensions during conflict	3.46	3.14	3.57	3.30	3.18
Finding opportunities for synergy	3.47	3.25	3.76	3.50	3.45
Rallying others around a cause	3.63	3.25	3.73	3.55	3.44
Driving Characteristics	3.51	3.36	3.74	3.62	3.57
Establishing clear expectations	3.58	3.29	3.78	3.59	3.47
Evaluating performance	3.55	3.33	3.64	3.59	3.46
Exercising control over process	3.42	3.33	3.71	3.55	3.66
Guiding team during change	3.48	3.31	3.78	3.56	3.50
Advising Characteristics	3.50	3.49	3.85	3.64	3.65
Addressing quality concerns	3.61	3.51	3.82	3.64	3.61
Aligning resources with needs	3.37	3.50	3.80	3.64	3.79
Designing team structure	3.47	3.39	3.73	3.53	3.52
Integrating diverse perspectives	3.53	3.38	3.86	3.59	3.39

- As shown in the table above, there were some differences in average RQ based on rater type. Specifically, while the lowest average ratings tended to be assigned by the ratees' superiors, the highest average ratings tended to be assigned by the ratees' direct reports.
- The following table reveals the correlation between ratees' RQ self-ratings and the ratings provided by their raters (listed by type).

Rater Type	Correlation Coefficient
Superiors	.14
Direct Reports	.19**
Peers	.14*
Others	.58**
*95% Confidence Level	
** 99% Confidence Level	

- The ratees' RQ self-ratings were statistically significantly correlated with ratings provided by direct reports, peers and others rater types. Although positively associated, only the ratings provided by superiors were not statistically significantly correlated with the ratees' RQ self-ratings. Simply put, while most rater types generally agreed with the ratee (at least in terms of direction), there may tend to be less agreement between the ratee and their superior.
- The following graphic depicts the distribution of RQ scores within this sample.



- As reported herein, the overall average RQ (including all rater types) was 3.69, with a standard deviation of .69. Generally speaking, ratees tend to rate themselves in a manner that correlates significantly with ratings provided by their raters ($r=.21^{**}$). When examining ratings by rater type, it appears that superiors tended to provide the lowest (most critical) average ratings, while the direct reports tended to provide the highest (most favorable) average ratings.
- The REACH 360 Survey provides a comprehensive assessment of a ratee's skills in relating to others and achieving goals, cross-validated against feedback provided by multiple raters (and supported by narrative comments). As such, the REACH 360 offers an invaluable resource to guide performance evaluation, leadership development and coaching initiatives.

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