

German Validation Addendum

to Everything DiSC® Research Report for *Everything DiSC Work of Leaders*® Assessment

WILEY



German Validation: *Everything DiSC Work of Leaders*®

The purpose of this **addendum** is to expand the *Everything DiSC® Research Report for Adaptive Testing Assessment* by Wiley (2012), with validation results from research conducted on the German Everything DiSC Work of Leaders® assessment. Included in this addendum are descriptions of the translation and validation of the German Work of Leaders scale items. For information about the background and research on Everything DiSC and the circumplex representation of the DiSC® model, including information about the validation process, please consult the *Everything DiSC Research Report for Adaptive Testing Assessment* (hereafter referred to as the AT Research Report).

Description of the German Validation of *Work of Leaders* Sample

A total of 514 German speaking men (54.7%) and women (45.3%) responded to a total of 92 items. The majority of the participants lived in Germany (N=402) with 56% men and 44% women, Switzerland (N=61) with 55% women and 45% men, and in Austria (N=57) with 55% men and 45% women. The participants were contacted to participate through e-mail invitations. The demographics of the sample are shown in Table 1.

Table 1. Everything DiSC Assessment Development German Sample Demographics

Gender	Male	54.7%
	Female	45.3%
Age	18-34	31.7%
	35-49	41.6%
	50-64	26.7%
Education	Primary School, Secondary School	6.4%
	High School, Comprehensive School	25.3%
	Professional School / Technical School	2.3%
	Upper Secondary School, Technical School	9.7%
	College/ Vocational School, Vocational School	28.0%
	University of Applied Sciences, School of Art/ College of Music, University of Technology/ University of Education	13.2%
	University (Graduate)	12.6%
University (Doctorate)	1.9%	
Citizenship	Germany	74.5%

	Switzerland	11.3%
	Austria	11.1%
	Southern Europe	1.4%
	Other	1.8%
Employment	Employee (non-managerial)	52.1%
	Mid-level manager	16.9%
	Self-employed	14.4%
	Student/Apprentice/Trainee	10.3%
	Top-level manager	4.5%
	Unemployed/Job-seeking	0.8%
	Other	1.0%

N=514

Translation of Items

The quality of the translation of the items was ensured through a six step process: 1) The items were translated by a professional translator from English (source language) to German (target language). It was a requirement that the translator's native language was the target language. 2) A second professional translator, also a native speaker of the target language, was tasked with back-translating the items from target language to source language. 3) The original items and the back-translated items were reviewed by two bilingual subject matter experts. 4) In situations where there were differences in meaning/connotations between the source and the back-translation this was fed back to the first translator. 5) The translator assessed the differences and, when appropriate, stated why an item should remain the same or substituted it with a more suitable item to match the meaning of the original English item. 6) In situations where extra input was needed to aid the translation, the development team was contacted to establish the intended meaning/connotation of an item.

The German Work of Leaders Assessment

The German Work of Leaders assessment is comprised of items consisting of two statements placed at opposite ends of a four-point continuum. Participants are instructed to choose the point on the continuum that best describes them. For instance, one continuum states: *When I present an idea, I speak spontaneously* on one end and *When I present an idea, I have my thoughts well prepared* on the other end of the continuum.

Reliability Measure: Internal Reliability for German Work of Leaders Scales

Analysis of internal consistency was performed on the German Work of Leaders items and is documented below. This analysis evaluates the degree of correlation among questions that profess to measure the same

thing. That is, each of the 18 scales in the Work of Leaders is measured using a series of items. Researchers recognize that if all of the items on a given scale (e.g., Remaining Open scale) are in fact measuring the same thing (e.g. Openness), they should all correlate with each other to some degree. In other words, all of the items on a scale should be consistent with each other. A statistic called Cronbach's alpha is usually regarded as the best method for evaluating internal consistency. This analysis was performed on the German data to ensure that the construct developed and tested on a US population could be adapted to a German population using the translated items and the German group.

Cronbach's alpha expresses the degree of consistency as a specific number, which typically varies between 0 and 1. If the value of alpha is 0 then there is no relationship among the items/statements that have been grouped as a scale. On the other hand, if all the statements in an assessment measure in an identical fashion, then the value of alpha will be 1.0, which indicates absolute internal consistency. Cronbach's alpha is calculated separately for each of the assessment's 18 Work of Leaders scales.

The following guidelines are frequently used to evaluate the quality of a scale's internal reliability: alpha values above .70 are generally considered acceptable and satisfactory. Alpha values above .80 are usually considered quite good, and values above .90 are considered to reflect exceptional internal consistency. In fact, alpha values that are too high may indicate that the items on a scale are redundant or too similar, suggesting that the respondent is asked to respond to the same thing many times repeatedly, not providing any new information about the respondent.

Alpha coefficients were calculated for the German sample (N=514). The German Work of Leaders assessment demonstrate satisfactory to good internal consistency, as shown by the alpha values listed in Table 2. All reliabilities are near .70, with a median of .76. These results show that the items selected for each of the 18 German Work of Leaders scales are appropriate to use for measuring a unified construct.

Table 2. Internal Reliability for German *Work of Leaders*

WOL Scale	Cronbach's Alpha	Number of items
Remaining Open	.66	10
Prioritizing the Big Picture	.67	9
Being Adventurous	.86	7
Speaking Out	.76	11
Seeking Counsel	.73	5
Exploring Implications	.81	8
Explaining Rationale	.78	5
Structuring Messages	.75	5
Exchanging Perspectives	.76	11
Being Receptive	.77	15
Being Expressive	.81	7
Being Encouraging	.78	9
Being Driven	.76	12
Initiating Action	.82	8
Providing a Plan	.70	11
Analyzing In-Depth	.80	5
Addressing Problems	.77	16
Offering Praise	.73	7

Construct Validity: Scale Intercorrelations for German *Work of Leaders*

As part of examining the construct validity of the *Work of Leaders*, intercorrelations among the 18 scales (Table 3) were performed to test if hypothesized relationships between the scales were supported by German data. Coefficients for the 18 scales range from $-.84$ to $.66$, and many of the stronger correlations are the result of overlapping items among the scale. For instance, the Seeking Counsel scale, which measures a tendency to consult with others when making decisions, has many items in common with the Exchanging Perspectives scale, which measures a tendency to discuss with others before making decisions and these two scales are therefore expected to be somewhat correlated with each other ($r = .37$). Overall, correlations are as expected. For instance, we would expect a high positive correlation between the Speaking Out scale and the Addressing Problems scale, and a high negative correlation between the Providing a Plan scale and the Remaining Open scale. As you can see in Table 3, these patterns are supported by the German data.

Table 3. Intercorrelations German *Work of Leaders*

Offering Praise	Addressing Problems	Analyzing In-Depth	Providing a Plan	Initiating Action	Being Driven	Being Encouraging	Being Expressive	Being Receptive	Exchanging Perspectives	Structuring Messages	Explaining Rationale	Exploring Implications	Seeking Counsel	Speaking Out	Being Adventurous	Prioritizing Big Picture	Remaining Open	
.08	.18	-.28	-.84	.29	.17	.16	.17	-.14	.01	-.43	-.29	-.47	.07	.35	.32	.54	Remaining Open	
.13	.09	-.05	-.54	.32	.15	.25	.17	-.12	.00	-.16	-.18	-.33	.11	.30	.30		Prioritizing Big Picture	
.29	.42	.05	-.37	.82	.41	.42	.39	-.15	.17	-.10	-.05	-.20	.05	.48			Being Adventurous	
.03	.62	.03	-.38	.51	.65	.11	.59	-.43	-.10	-.27	-.07	-.25	-.00					Speaking Out
.26	-.19	.01	-.03	.08	-.13	.27	.16	.29	.71	-.01	-.06	.01						Seeking Counsel
.12	.09	.56	.66	-.12	-.18	.09	-.15	.13	.13	-.44	.54							Exploring Implications
-.03	.16	.60	.32	.02	.04	-.02	-.11	-.11	-.05	-.33								Explaining Rationale
.04	-.16	.33	.45	-.09	-.12	.00	-.15	.20	.07									Structuring Messages
.60	-.28	.06	.05	.19	-.30	.50	.12	.57										Exchanging Perspectives
.37	-.78	-.04	.21	-.19	-.63	.27	-.20											Being Receptive
.28	.41	.06	-.23	.48	.53	.33												Being Expressive
.72	-.04	.11	-.12	.47	-.04													Being Encouraging
-.18	.72	.07	-.26	.46														Being Driven
.36	.46	.16	-.34															Initiating Action
-.02	-.24	.29																Providing a Plan
.14	.15																	Analyzing In-Depth
-.11																		Addressing Problems
																		Offering Praise

Summary

Analysis of data collected on the German version of the Everything DiSC Work of Leaders® assessment using German participants indicate that the development and translation of the assessment was successful. The German assessment shows acceptable to high reliability measures on each of the 18 scales and correlations between the different scales showing similar patterns as those found in the English version of *Work of Leaders*.

- The reliability of the instrument on the 18 scales of the *Work of Leaders* demonstrates satisfactory to good internal consistency. All reliabilities are near .70, with a median of .76.
- The reliability of the instrument on the 18 scales of the *Work of Leaders*, indicated by internal consistency present intercorrelations that range from -.84 to .66, supports the hypothesized relationships.