

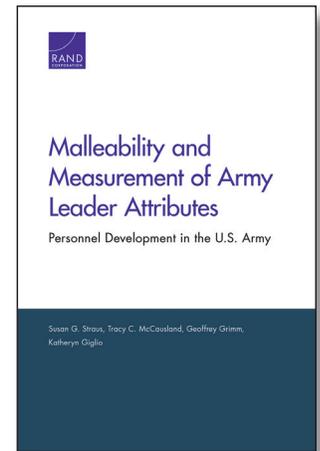


Malleability and Measurement of Army Leader Attributes

Personnel Development in the U.S. Army

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This study identifies psychological constructs associated with intellect, presence, and character attributes specified in the Army Leader Requirements Model. The report reviews research evidence for the extent to which key constructs can be developed through training and education, or reflect more stable characteristics. It also identifies established measures of these constructs to support the Army's leader development and training efforts.



RESEARCH QUESTIONS

- To what degree can constructs associated with Army leadership attributes be taught or developed through work experiences?
- How can constructs associated with Army leadership attributes be measured?
- How can these measures be used to support the Army's leader development and training efforts?



KEY FINDINGS

Constructs vary in terms of malleability through training and education

- Some constructs are relatively stable: these include fluid intelligence (e.g., abilities related to processing information and abstract reasoning), affiliative aspects of extraversion, and dispositional aspects of creativity.
- Other constructs, including generalized self-efficacy, crystallized intelligence (e.g., depth of vocabulary), critical-thinking skills, creative problem-solving, expertise, and resilience, may be amenable to change, but development requires substantial time and effort.
- Of the constructs reviewed, physical fitness, which is an aspect of leader presence, is the most amenable to change.

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- Other constructs associated with leader attributes may be malleable through work experiences or organizational practices such as specifying clear job roles; these constructs include conscientiousness, social dominance aspects of extraversion, and affective commitment to the organization.
- Still other constructs are associated with leader attributes, but there is insufficient research evidence regarding their malleability. These include dispositional aspects of critical thinking, metacognition, emotional intelligence, ethical decision making, initiative, and motivation to lead.

There are many measures of constructs associated with Army leader attributes

- Common approaches to measurement include multiple-choice tests, essay tests, situational judgment tests, work sample tests, self-report surveys, and interviews.
- Measures vary in factors such as the types of attributes assessed, type of information provided (objective or subjective), reliability, validity, scalability, and costs of development, administration, and scoring.



RECOMMENDATIONS

- Assess return on investment of training and education programs.
- Let the content of training and education programs and relevant theory guide selection of measures.
- Consider reliability, validity, scalability, and cost-effectiveness when selecting measures.
- Collect baseline measures of ALRM constructs from officers to be used for job placement as well as for ongoing study efforts.
- Provide greater clarity about ALRM attributes, particularly warrior ethos, service ethos, and military and professional bearing.
- Consider inclusion of additional attributes, such as adaptability and systems thinking, in future iterations of the ALRM.
- In Army leader education, address the malleability of ALRM attributes, and for attributes that can be changed, provide strategies to help leaders develop these attributes in others.



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