# Key information for evaluating OLA raw dataset scores for research purposes

This information is provided to assist researchers in utilizing the OLA raw score dataset results for your study. This data is normally provided to you in an Excel spreadsheet format. You will need to conduct your own data analysis according to your unique research design, but this information should help you in understanding the overall OLA scores, sub-scores and organizational health level score breaks.

## I would like to use the Sub-scores in my research.  What is the recommendation on using OLA scores for research purposes?

The sub-scores refers to the [Six Areas of Servant Leadership (OLA Model)](http://www.olagroup.com/Display.asp?Page=servant_leadership) that were identified in the original research that developed the OLA instrument.  During this research it was discovered that these six subscores were highly correlated and therefore should not be used as separate subscores for research purposes.  Only the single OLA score should be used for research purposes.  For diagnostic purposes (evaluating a single organization) it is appropriate and useful to use the separate subscores and this is what is done when providing [the OLA report](http://www.olagroup.com/Display.asp?Page=report) for organizational consulting purposes.

## How do the individual OLA items (60 total OLA items + 6 Job Satisfaction items) relate to the overall OLA score (single score) and the six sub-scores of the OLA?

The following set of charts shows how the various items of the OLA correspond to the different subscores (six key areas) of the OLA. All 60 items of the OLA are used to determine the Total OLA Score.

Total OLA items – 60

According to the six constructs/subscores

### Subscore 1. Values people- 10 items

|  |  |  |
| --- | --- | --- |
|  | **Item #** | **Item** |
| 1 | 4 | Respect each other  |
| 2 | 63 | I am respected by those *above* me in the organization |
| 3 | 19 | Accept people as they are |
| 4 | 1 | Trust each other  |
| 5 | 52 | Are receptive listeners  |
| 6 | 57 | I am listened to by those *above* me in the organization |
| 7 | 15 | Are aware of the needs of others |
| 8 | 55 | I feel appreciated by my supervisor for what I contribute to the organization |
| 9 | 54 | Put the needs of the workers ahead of their own  |
| 10 | **9** | Are caring & compassionate towards each other |

**Items in sequence: 1 – 4 – 9 – 15 – 19 – 52 – 54 – 55 – 57 – 63**

### Subscore 2. Develops people – 9 items

|  |  |  |
| --- | --- | --- |
|  | **Item #** | **Item** |
| 11 | 42 | Provide opportunities for all workers to develop to their full potential |
| 12 | 44 | Use their power and authority to benefit the workers |
| 13 | 50 | Provide mentor relationships in order to help people grow professionally |
| 14 | 20 | View conflict as an opportunity to learn & grow |
| 15 | 46 | Build people up through encouragement and affirmation |
| 16 | 59 | I receive encouragement and affirmation from those *above* me in the organization |
| 17 | 31 | Create an environment that encourages learning |
| 18 | 40 | Lead by example by modeling appropriate behavior  |
| 19 | 37 | Practice the same behavior they expect from others  |

**Items in sequence: 20 – 31 – 37 – 40 – 42 – 44 – 46 – 50 – 59**

### Subscore 3. Builds Community - 10

|  |  |  |
| --- | --- | --- |
|  | **Item #** | **Item** |
| 20 | 12 | Relate well to each other |
| 21 | 21 | Know how to get along with people |
| 22 | 18 | Work to maintain positive working relationships |
| 23 | 38 | Facilitate the building of community & team |
| 24 | 47 | Encourage workers to work *together* rather than competing against each other |
| 25 | 7 | Work well together in teams |
| 26 | 25 | Work alongside the workers instead of separate from them |
| 27 | 13 | Attempt to work with others more than working on their own |
| 28 | 8 | Value differences in culture, race & ethnicity |
| 29 | 16 | Allow for individuality of style and expression |

 **Items in sequence: 7 – 8 – 12 – 13 - 16 – 18 - 21 – 25 – 38 – 47**

### Subscore 4. Displays authenticity – 12 items

|  |  |  |
| --- | --- | --- |
|  | **Item #** | **Item** |
| 30 | 35 | Admit personal limitations & mistakes |
| 31 | 28 | Promote open communication and sharing of information |
| 32 | 51 | Are accountable & responsible to others  |
| 33 | 3 | Are non-judgmental – they keep an open mind |
| 34 | 23 | Are open to learning from those who are *below* them in the organization |
| 35 | 43 | Honestly evaluate themselves before seeking to evaluate others |
| 36 | 32 | Are open to receiving criticism & challenge from others |
| 37 | 11 | Are trustworthy  |
| 38 | 61 | I trust the leadership of this organization |
| 39 | 10 | Demonstrate high integrity & honesty  |
| 40 | 33 | Say what they mean, and mean what they say |
| 41 | 6 | Maintain high ethical standards |

**Items in sequence: 3 – 6 – 10 – 11 - 23 – 28 – 32 – 33 – 35 – 43 – 51 – 61**

### Subscore 5. Provides leadership – 9 Items

|  |  |  |
| --- | --- | --- |
|  | **Item #** | **Item** |
| 42 | 22 | Communicate a clear vision of the future of our organization |
| 43 | 5 | Know where this organization is headed in the future |
| 44 | 36 | Encourage people to take risks even if they may fail |
| 45 | 27 | Don’t hesitate to provide the leadership that is needed |
| 46 | 45 | Take appropriate action when it is needed |
| 47 | 2 | Are clear on the key goals of the organization |
| 48 | 49 | Communicate clear plans & goals for the organization |
| 49 | 14 | Are held accountable for reaching work goals |
| 50 | 30 | Provide the support and resources needed to help workers meet their goals |

**Items in sequence: 2 – 5 – 14 – 22 – 27 – 30 – 36 – 45 - 49**

### Subscore 6. Shares leadership – 10 Items

|  |  |  |
| --- | --- | --- |
|  | **Item #** | **Item** |
| 51 | 24 | Allow workers to help determine where this organization is headed |
| 52 | 29 | Give workers the power to make *important* decisions |
| 53 | 17 | Are encouraged by supervisors to share in making *important* decisions |
| 54 | 34 | Encourage each person in the organization to exercise leadership |
| 55 | 26 | Use persuasion to influence others instead of coercion or force |
| 56 | 48 | Are humble – they do not promote themselves |
| 57 | 41 | Seek to influence others out of a positive relationship rather than from the authority of their position |
| 58 | 39 | Do not demand special recognition for being leaders |
| 59 | 53 | Do not seek after special status or the “perks” of leadership |
| 60 | 65 | In this organization, a person’s *work* is valued more than their *title* |

**Items in sequence: 17 – 24 – 26 – 29 – 34 – 39 – 41 – 48 – 53 – 65**

Note: this completes the 60 items of the OLA. These, only, should be used to calculate the OLA total score. The Job Satisfaction scale (a separate scale) can be used to do a correlation between the OLA total score and the Job Satisfaction score. A number of studies have looked at this correlation. See [www.olagroup.com/research](http://www.olagroup.com/research) and look at the Dissertations/Theses section.

## Job Satisfaction Scale (not the OLA … a separate scale)

Do not include the Job Satisfaction items when determining the OLA score.

|  |  |  |
| --- | --- | --- |
|  | **Item #** | **Item** |
|  | 56 | I am working at a high level of productivity |
|  | 58 | I feel good about my contribution to the organization |
|  | 60 | My job is important to the success of this organization |
|  | 62 | I enjoy working in this organization |
|  | 64 | I am able to be creative in my job |
|  | 66 | I am able to use my best gifts and abilities in my job |

**Items in sequence:** 56-58-60-62-64-66

## What scores are used to determine the health level of an organization?

We use only the Workforce (position/role #3) to determine the health level of the organization. The reason for this is ..

* Normally there is a gap between the scores of the Top Leaders (position/role #1), Managers/Supervisors (position/role #2) and that of the Workforce (position/role #3).
* The Workforce normally constitutes the majority of the respondents to the OLA

## What are the scorebreaks for determining the [Six Organizational Health Levels](http://www.olagroup.com/Display.asp?Page=organizational_levels)?

1.0 to 1.99 = **Org 1** = Autocratic (Toxic Health)

2.0 to 2.99 = **Org 2** = Autocratic (Poor Health)

3.0 to 3.49 = **Org 3** = Negative Paternalistic (Limited Health)

3.5 to 3.99 = **Org 4** = Positive Paternalistic (Moderate Health)

4.0 to 4.49 = **Org 5** = Servant (Excellent Health)

4.5 to 5.00 = **Org 6** = Servant (Optimal Health)

## Why are the OLA scores displayed differently in different studies?

 In the early studies beginning with Dr. Laub's original dissertation the OLA scores were displayed as total potential scores for the 60 item instrument (from 60 to 300).   This was the average response score (between 1-5 on the Likert scale) X 60.  In more current studies the average response score (from 1-5 has been used).  The OLA report (used in providing organizational health results) also utilizes the 1-5 score format.  This way of scoring helps to clearly identify the Organizational Health Level of each organization tested.  Since a response of 4 on the OLA Likert scale represents "Agreement" ... this is the average scorebreak required for identifying an organization as a Servant Organization (Org5).

## How do I understand the OLA raw Dataset (Column Labels)?

|  |  |  |
| --- | --- | --- |
| Column | Label | Meaning |
| A | Org Name | The name of the Organization  |
| B | Org Unit | The target of the assessment – normally Total Organization or a sub-group can be identified as the target rather than the Total Organization |
| C | Org Type | Type of Organization (Religious,  |
| D | Provider | The name of the group (normally Total Organization) that is providing the assessment |
| E | Role | The role or position of the person completing the OLA (1- Top Leader, 2- Manager/Supervisor, 3- Workforce) |
| F | Date | The date the respondent completed the OLA |
| G | Code | N/A – (do not use) |
| H | VP Raw | Total raw score for Values People items (1-4-9-15-19-52-54-55-57-63) |
| I | DP Raw | Total raw score for Develops People items (20-31-37-40-42-44-46-50-59) |
| J | BC Raw | Total raw score for Builds Community items (7-8-12-13-16-18-21-25-38-47) |
| K | DA Raw | Total raw score for Displays Authenticity (3-6-10-11-23-28-32-33-35-43-51-61) |
| L | PL Raw | Total raw score for Provides Leadership items (2-5-14-22-27-30-36-45-49) |
| M | SL Raw | Total raw score for Shares Leadership items (17-24-26-29-34-39-41-48-53-65) |
| N | JS Raw | Total raw score for Job Satisfaction items (56-58-60-62-64-66) |
| O | O Raw | Total raw score for Organization items – these are items that assess the organization as a whole (items 1-21, and 65) |
| P | L Raw | Total raw score for Leadership items – these are items that assess the Leadership (Top Leaders and Managers/Supervisors) (items 22-55, 57, 59, 61, 63) |
| Q | Q1 | Item 1 on the OLA instrument |
| R | Q2 | Item 2 on the OLA instrument |
|  |  |  |
|  |  |  |
|  |  |  |
| CD | Q66 | Item 66 on the OLA instrument |
| CE | C1 | Custom Question #1  |
|  |  |  |
|  |  |  |
|  |  |  |

## Are any of the OLA instrument items to be reverse scored?

No