Preface

Organizational advancement is no longer defined by charismatic leaders guiding via intuition. The near-ubiquity of the Internet and a growing willingness among individuals to self-report all manner of behavior has combined with an increased interest in accountability to prompt a new type of organizational leadership. Evidence-based management, and its educational counterpart data-driven decision-making, seeks to incorporate relevant and timely analysis of behavioral information to guide organizational decisions.

In *Digital Natives, Digital Immigrants*, Marc Prensky distinguished between the native speakers of the digital language of the Internet and the immigrants who have learned the Internet as a second language. For those of us who can remember life before the Internet, we're mere immigrants who still enter the digital environment with an accent. Yet the digital natives abandoned email years ago because it was too slow, reveal more details in Facebook and Twitter posts than at the dinner table, and expect that companies and organizations will customize their products and experiences to personal preferences and desires.

Consider the average user accessing the Internet from a computer or smartphone. The odds are quite high that during activities as simple as checking email or reading news headlines, this person will be offered at least one opportunity to participate in an online survey. Perhaps it's an online questionnaire about how to improve the look of a particular web site, or a political survey seeking feedback on a candidate's position, or questions gauging the effectiveness of an online marketing campaign. Academics have also capitalized on the benefits of online surveys by using the Internet for online course evaluations, faculty benefit surveys, and data collection for dissertation and article research. Similarly, organizations have sought to use psychometric instruments and online feedback systems to assess their own effectiveness, steer employees into leadership positions, and determine customer preferences and satisfaction. Even individuals are including short polls and quizzes on their personal blogs and social media pages for fun and insight.

If we've indeed transitioned into an evidence-based or data-driven world, it behooves us to understand not only what's available in the realm of online instruments but how to effectively use the Internet for data collection and electronic measurement. What are the challenges associated with using the Internet for online research? What programs are available to create and administer online questionnaires? Are there existing instruments online that I can use in my research? Can I improve my organization by having employees participate in online surveys and tests? How do I know whether such instruments are valid and reliable?

Online Instruments, Data Collection, and Electronic Measurements: Organizational Advancements provides answers to these and many other questions. This book is a valuable resource for organizational

leaders and academics alike who are interested in the use of the Internet for data collection and a sourcebook for those interested in finding available online instruments for their use. The focus on organizational leadership instruments combined with practical and ethical issues associated with online data collection makes this a unique contribution to the field.

The seventeen chapters in this book are divided into four major sections. The first section on methodological issues contains three chapters that address particular issues about methods for the use of electronic measurements in organizational settings. The second section features five chapters analyzing and reviewing established measurements that can be employed within organizational contexts to support leadership, ethics, and self-monitoring. The third section of the handbook contains eight chapters discussing the development, testing, and application of relatively new measurements for use within organizations. The majority of these relate to various aspects of leadership with others measure followership, discernment, and persistence. The fourth and final section contains three chapters about online survey and data collection software issues.

The first section contains three chapters on methodological issues related to online instruments and data collection. In "The Use of E-Questionnaires in Organizational Surveys," the late Yael Brender-Ilan and Gideon Vinitzky present a study which consider how human resource managers and human resource consultants use electronic questionnaires and find significant differences between these two groups which reveal issues of motivation and vision that should be considered when employing online survey research. Philip Salem's "The Use of Mixed Methods in Organizational Communication Research" describes how researchers can and should use both qualitative and quantitative research methods. He offers recommendations about how online surveys can be used to improve the overall research results. In "Online Research and Obtaining Human Subjects/IRB Approvals," Benjamin J. Bates and Ben Birch consider ethical issues associated with online data collection. They identify applicable federal regulations and offer guidance concerning how to work with an Institutional Review Board to protect human subjects while conducting data online.

The second section features five chapters analyzing and reviewing more established measurements that can be used online. Audrey Barrett and Fred Galloway present "The Nonprofit Ethics Survey: Assessing Organizational Culture and Climate," which can be used to assess the ethical culture of nonprofit organizations. Dan Lawson's "Analysis and Use of the Life Styles Inventory 1 and 2 by Human Synergistics International" discusses the background, validity, and reliability of this tool, which draws from psychological and managerial theories to help identify the beliefs, values, behaviors, and assumptions of individuals. Rody Rodriguez presents "Leadership Behavior Description Questionnaire (LBDQ & LBDQ-XII)," a standard assessment of leadership for fifty years, which can be used to identify dimensions of leadership. In their "Self-Monitoring Scale" chapter, Sharon E. Norris and Tracy H. Porter present a self-monitoring instrument which examines the relationship between self-monitoring and impression management, leader emergence, career success, and citizenship behaviors. Finally, Lijiang Shen and Celeste M. Condit conceptualize fatalism as a set of health beliefs encompassing the dimensions of predetermination, luck, and pessimism and assess a fatalism scale that can be used within an organizational context.

The third section of the book contains eight chapters profiling relatively recent measurements including information about the development of these measures and their application. In "A Cross-cultural Measure of Servant Leadership Behaviors," Jeff R. Hale and Dail Fields consider a measure of servant-leadership using the dimensions of service, humility, and vision and report on the results of international testing and application of the measure. "Seven Scales to Measure the Seven Beatitudes in Leaders" reports on the

development and testing of measures of the leadership characteristics of humility, concern for others, discipline, justice, mercy, focus, and peacemaking by John Kilroy, Corné L. Bekker, Mihai C. Bocarnea, and Bruce E. Winston. Continuing with leadership-oriented measures, W. David Winner and Rushton S. Ricketson present the "Inventory of Leader Sternness (ILS)" which is a measure of establishing obedience, ensuring good behavior through rituals and respect, and the determination to do difficult tasks associated with leadership. Jamie Swalm discusses "The Shepherd Leadership Inventory (SLI)" which is an assessment of leader behaviors that guide, provide, and protect to ensure the wellbeing of followers. J. Alan Marshall shares the "Development of the Leader Integrity Assessment" and focuses on the scale development and testing of a perceived leader integrity instrument that is posed from a positive perspective. Paul Kaak, Rodney A. Reynolds, and Michael Whyte discuss "Measuring Followership" with a measurement of followership with three dimensions: resistant follower, compliant follower, and mature follower. In "An Online Measure of Discernment," Hazel C. V. Traüffer, Corné L. Bekker, Mihai C. Bocarnea, and Bruce E. Winston highlight the Discernment Practices Indicator (DPI), a measure with the three-factors of courage, intuition, and faith. Finally, M. Gail Derrick's "The Inventory of Learner Persistence" offers a measure of persistence in learning that contains the exhibition of volition, goal directedness, and self-regulation.

The fourth section highlights issues related to online survey and data collection software. In "The Mutual Influence of Technology and Leadership Behaviors," Tobias Heilmann and Ulf-Dietrich Reips bring together a number of e-leadership conceptions and measures into a proposed online leadership tool and website. Orly Calderon's "Preferred Features of Course Management Systems in Post Secondary and Corporate On-Line Learning" considers the role of course management systems in organizational education, development, and survey data collection. Finally, Jason D. Baker profiles various cloud-computing survey applications in "Online Survey Software" and also discusses mobile polling.

The editors of *Online Instruments, Data Collection, and Electronic Measurements: Organizational Advancements* believe that the chapters assembled here provide a valuable framework for academics and leaders to select and implement online measurements for organizational improvement. The instruments profiled in the middle sections of this handbook have a distinct focus on organizational leadership, followership, and learning, while the chapters in the first and last sections provide the support structure necessary for the implementation of online data collection. Such resources will promote effective evidence-based management and data-driven decision-making and will accrue to the benefit of many.

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