

REACH BRIEFING

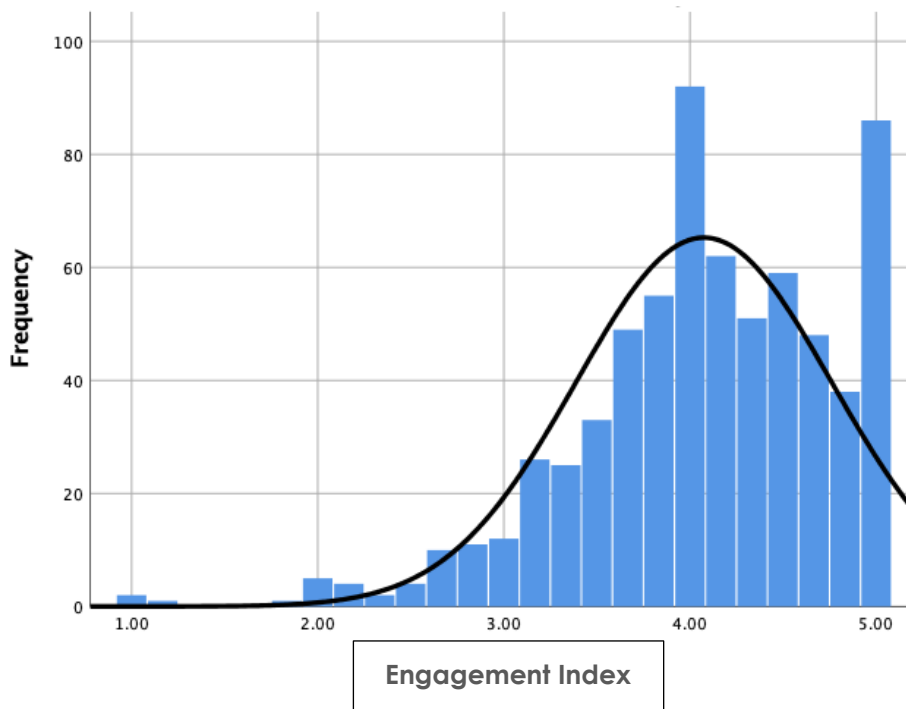
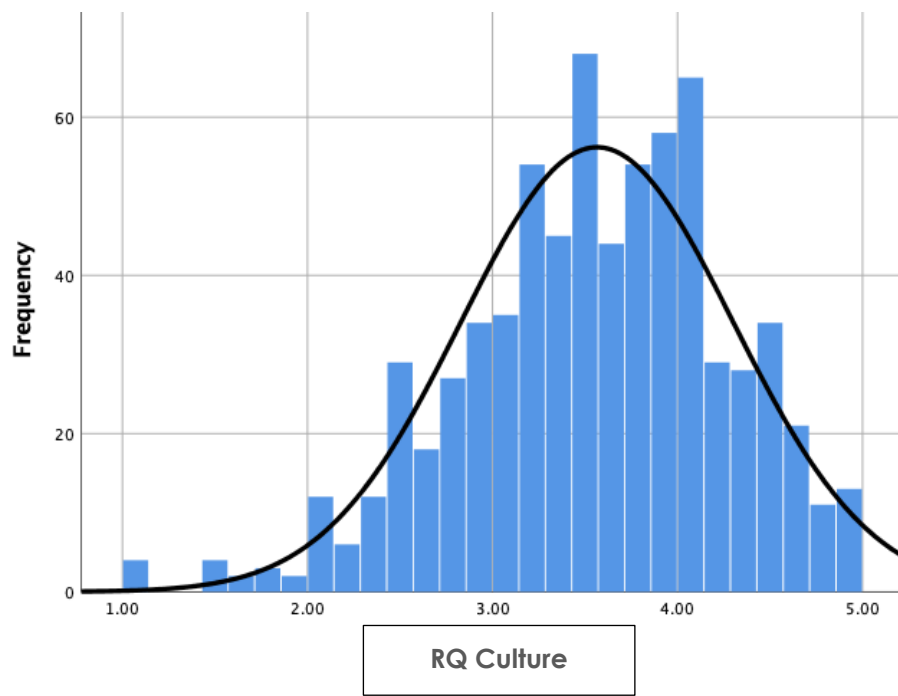
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REACH Consulting Services (RCS) and the OrgDev Institute (ODI) collaborated to study evidence of scale reliability exhibited by the REACH Culture Survey. When evaluating the reliability of engagement and opinion surveys, researchers typically examine a form of reliability evidence known as internal consistency. The purpose of this REACH Briefing is to present such evidence based on the measures reported by the REACH Culture Survey.

- ODI gathered responses from 726 participants who completed the REACH Culture Survey as part of organizational development initiatives.
- The REACH Culture Survey reveals the extent to which 16 desirable characteristics and 6 outlook-oriented sentiments are promoted within a workplace setting. To do this, the survey leverages a likert style rating based on the observations of internal stakeholders. Specifically, participants are asked to rate the extent to which leaders demonstrate specific skills aligned within the REACH framework. These same skills are evaluated individually as self-ratings within the REACH Profile and as multi-rater feedback observations in the REACH 360 surveys. Each characteristic is rated on a 5-point scale and supported by optional comments, offering a simple and practical assessment of REACH Quotient at the department and/or organizational level.
- The REACH Culture Survey is comprised of 22 items, presented in five sections, and collected anonymously. Among the sections, four of these (involving 16 of the items) are intended to measure characteristics aligned with each of the REACH Profiles:
 - four Counseling characteristics, evaluating the effectiveness with which leaders address “the who” questions that arise within a team
 - four Coaching characteristics, evaluating the effectiveness with which leaders address “the why” questions that arise within a team
 - four Driving characteristics, evaluating the effectiveness with which leaders address “the what” questions that arise within a team
 - four Advising characteristics, evaluating the effectiveness with which leaders address “the how” questions that arise within a team
- In addition to the REACH characteristics, participants are surveyed regarding their general outlook within the organization, including six items that form an Engagement Index:
 - net promoter likelihood
 - enjoyment in the job
 - respect for leadership
 - impact of their team
 - value offered by the organization
 - intention to remain in their role
- The following table shows descriptive statistics for all five REACH Culture Survey sections.

Scale	Mean	St.Dev.	Min	Max
REACH Culture Quotient	3.57	.74	1	5
REACH Culture Clusters				
Counseling Cluster	3.67	.82	1	5
Counseling Characteristic 1	3.68	1.00	1	5
Counseling Characteristic 2	3.64	1.00	1	5
Counseling Characteristic 3	3.69	1.06	1	5
Counseling Characteristic 4	3.66	1.06	1	5
Coaching Cluster	3.64	.78	1	5
Coaching Characteristic 1	3.89	.85	1	5
Coaching Characteristic 2	3.46	.98	1	5
Coaching Characteristic 3	3.54	.95	1	5
Coaching Characteristic 4	3.63	1.01	1	5
Driving Cluster	3.51	.87	1	5
Driving Characteristic 1	3.54	1.04	1	5
Driving Characteristic 2	3.42	1.11	1	5
Driving Characteristic 3	3.63	1.01	1	5
Driving Characteristic 4	3.42	1.01	1	5
Advising Cluster	3.45	.87	1	5
Advising Characteristic 1	3.43	1.00	1	5
Advising Characteristic 2	3.44	1.12	1	5
Advising Characteristic 3	3.29	1.13	1	5
Advising Characteristic 4	3.64	.99	1	5
Engagement Index	4.08	.69	1	5
Engagement Characteristic 1	3.85	1.00	1	5
Engagement Characteristic 2	3.85	.91	1	5
Engagement Characteristic 3	4.05	.90	1	5
Engagement Characteristic 4	4.37	.84	1	5
Engagement Characteristic 5	4.40	.79	1	5
Engagement Characteristic 6	3.82	1.06	1	5

- Average scores for the REACH Culture characteristics ranged from a low of 3.29 for Advising Characteristic 3 to a high of 3.89 for Coaching Characteristic 1. The average RQ score for this sample was 3.57, with a standard deviation of .74. In light of these descriptive statistics, most responses may tend to result in an RQ of 2.83 to 4.31.
- Average scores for the Engagement Index ranged from a low of 3.82 for Engagement Characteristic 6 to a high of 4.40 for Engagement Characteristic 5.
- The following graphics depict the distribution of RQ Culture Quotient and Engagement Index scores.



- The most common method of demonstrating evidence of internal consistency is to report a statistic known as Cronbach Alpha. The following table reveals the Cronbach Alpha coefficients for REACH Culture Survey measures (n=726).

Scale	Items	Cronbach Alpha	Mean Inter-Item Correlation
REACH Culture Quotient	16	.94	.48
REACH Culture Clusters			
Counseling	4	.81	.52
Coaching	4	.83	.55
Driving	4	.83	.55
Advising	4	.84	.56
Engagement Index	6	.85	.56

- The Cronbach Alpha coefficient indicates the extent to which participants' item responses tend to be consistent within a given scale. The coefficient for the REACH Culture Survey's RQ was .94, which is indicative of strong internal consistency. The clusters exhibited similar evidence of internal consistency, with average coefficients of .81-.84. Finally, the Engagement Index exhibited a .85 reliability coefficient, which is also quite high.
- While a higher coefficient indicates that a scale's items measure the same underlying construct, an exceptionally high coefficient (such as 1.00) may indicate that the scale's items are merely repetitive or redundant (such as presenting the same item 10 times for a 10-item scale). A lower coefficient may indicate inconsistency within a scale. This may be caused by more than one construct being reflected within a scale (thereby revealing no consistent response pattern) or by the lack of any underlying construct at all. Generally speaking, a coefficient of higher than .70 is considered desirable for surveys.
- The following table shows the factor loadings for the 16 items as presented in the REACH Culture Survey report, with two groupings: Relating to Others and Achieving Goals (non-factor loadings are set to zero).

Characteristic	Factors	
	Relating	Achieving
Counseling Characteristic 2	.79	
Counseling Characteristic 3	.77	
Coaching Characteristic 1	.76	
Counseling Characteristic 4	.69	
Coaching Characteristic 4	.66	
Counseling Characteristic 1	.62	
Coaching Characteristic 2	.59	
Coaching Characteristic 3	.58	
Driving Characteristic 1		.73
Advising Characteristic 2		.72
Driving Characteristic 4		.71
Advising Characteristic 3		.70
Driving Characteristic 3		.69
Advising Characteristic 1		.68
Driving Characteristic 2		.67
Advising Characteristic 4		.61

- All of the items loaded most positively with their intended grouping.
- The findings reported herein demonstrate strong evidence of internal consistency reliability with the REACH Culture Survey. These findings are similar to evidence of reliability previously demonstrated by the REACH Profile, in which a Cronbach Alpha coefficient of .95 was observed.
- In light of these findings, users can be assured that the REACH Culture Survey demonstrates strong internal consistency reliability. There is compelling evidence that specific, stable constructs are reported by the survey, providing reliable measures that are useful for organizational development initiatives.

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