Identity Leadership Inventory (ILI)

Instrument and Scoring Guide (ILI Version 1.0)

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Overview of the Identity Leadership Inventory (ILI)

The Identity Leadership Inventory (ILI) is a theory-driven, validated inventory that assesses four components of identity leadership. The four dimensions comprising the ILI can be defined as follows:

Identity Prototypicality: "Being one of us"

This involves: Representing the unique qualities that define the group and what it means to be a member of this group. Embodying those core attributes of the group that make this group special as well as distinct from other groups. Being an exemplary and model member of the group.

Identity Advancement: "Doing it for us"

This involves: Advancing and promoting core interests of the group. Standing up for, and if threatened defending, group interests (and not personal interests or those of other groups). Championing concerns and ambitions that are key to the group as a whole. Contributing to the realization of group goals. Acting to prevent group failures and to overcome obstacles to the achievement of group objectives.

Identity Entrepreneurship: "Crafting a sense of us"

This involves: Bringing people together by creating a shared sense of 'we' and 'us' within the group. Making different people feel that they are part of the same group and increasing cohesion and inclusiveness within the group. Clarifying people's understanding of what the group stands for (and what it does not stand for) by defining core values, norms, and ideals.

Identity Impresarioship: "Making us matter"

This involves: Developing structures, events, and activities that give weight to the group's existence and allow group members to live out their membership. Promoting structures that facilitate and embed shared understanding, coordination, and success (and not structures that divide or undermine the group). Providing a physical reality for the group by creating group-related material and delivering tangible group outcomes. Making the group matter by making it visible not only to group members but also to people outside the group.

The ILI assesses distinct dimensions of identity leadership. For a global measure of identity leadership, the authors recommend using the Identity Leadership Inventory–Short Form (ILI–SF). Nevertheless, users can also create an overall score on the basis of the ILI by summing the items and dividing the resulting score by the total number of items.

Instructions for Use

The use of the inventory requires a selection of a group of people that a leader has some responsibility for. For instance, this may be a particular group, party, organization, team, department, or branch.

Selection of the relevant group may require some familiarity with the groups that raters see as important. Administrators of the inventory may conduct pilot research to find out about potential groups and then specify the group prior to administering the inventory.

Administrators of the inventory may substitute the term "this leader" as it appears in the items with the proper name of the leader or other terms or names that are used to refer to the leader (e.g., "the President"). Administrators may substitute the terms "group" and "group members" as they appear in the items with the proper names of the group or its members or other terms or names that are commonly used (e.g., "The Marketing Team").

Below you will find a rater form (to be used if participants judge the leadership of another person) and a leader form (to be used if participants judge their own leadership). For either of these forms, the authors recommend using either a standard 7-point Likert scale or an 11-point Likert scale if scores are to be represented graphically in the provided CARE Square (a graphical representation of identity leadership). The inventory with both scales is provided below.

Identity Leadership Inventory
Rater Form (ILI Version 1.0)

Guidelines: In what follows, 'the group' or 'this group' refers to the group of people that the leader has responsibility for (e.g., it may be a particular group, a team, a department, a branch, or an organization).

Name of group that leader has responsibility for: _____

Your name: _____   Date: _____

Group/Team/Organization ID #: _____   Person ID #: _____

Instructions: Please judge to what extent the leader engages in the various behaviors and activities listed by selecting the corresponding number using the following scale.

Not at all						**Completely**
1	2	3	4	5	6	7

1. This leader embodies what the group stands for. ...…………………………………… 1 2 3 4 5 6 7

2. This leader is representative of members of the group. ..…………………………… 1 2 3 4 5 6 7

3. This leader is a model member of the group. …………………………………… 1 2 3 4 5 6 7

4. This leader exemplifies what it means to be a member of the group.   ..……………… 1 2 3 4 5 6 7

5. This leader promotes the interests of members of the group. ....…………………… 1 2 3 4 5 6 7

6. This leader acts as a champion for the group. ………………………………… 1 2 3 4 5 6 7

7. This leader stands up for the group. ………………………………………… 1 2 3 4 5 6 7

8. When this leader acts, he or she has the group's interests at heart. ……………… 1 2 3 4 5 6 7

9. This leader makes people feel as if they are part of the same group. …………… 1 2 3 4 5 6 7

10. This leader creates a sense of cohesion within the group. ..………………………… 1 2 3 4 5 6 7

11. This leader develops an understanding of what it means to be a member of the group. … 1 2 3 4 5 6 7

12. This leader shapes members' perceptions of the group's values and ideals. ..………… 1 2 3 4 5 6 7

13. This leader devises activities that bring the group together. ..………………………… 1 2 3 4 5 6 7

14. This leader arranges events that help the group function effectively. …………………… 1 2 3 4 5 6 7

15. This leader creates structures that are useful for group members. ..………………… 1 2 3 4 5 6 7

Identity Leadership Inventory
Leader Form (ILI Version 1.0)

Guidelines: In what follows, 'the group' or 'this group' refers to the group of people that you have responsibility for (e.g., it may be a particular group, a team, a department, a branch, or an organization).

Name of group that you have responsibility for: _____

Your name: _____   Date: _____

Group/Team/Organization ID #: _____   Person ID #: _____

Instructions: Please judge to what extent you engage in the various behaviors and activities listed by selecting the corresponding number using the following scale.

Not at all						Completely
1	2	3	4	5	6	7

1. I embody what the group stands for. ...…………………………………… 1 2 3 4 5 6 7

2. I am representative of members of the group. ..………………………… 1 2 3 4 5 6 7

3. I am a model member of the group. ..…..………………………………. 1 2 3 4 5 6 7

4. I exemplify what it means to be a member of the group. ..……………… 1 2 3 4 5 6 7

5. I promote the interests of members of the group. ……………………… 1 2 3 4 5 6 7

6. I act as a champion for the group. ……………………………………… 1 2 3 4 5 6 7

7. I stand up for the group. …………………………………………….…… 1 2 3 4 5 6 7

8. When I act, I have the group's interests at heart. ………..……………… 1 2 3 4 5 6 7

9. I make people feel as if they are part of the same group. ..……………… 1 2 3 4 5 6 7

10. I create a sense of cohesion within the group. ..………………………… 1 2 3 4 5 6 7

11. I develop an understanding of what it means to be a member of the group. ……. 1 2 3 4 5 6 7

12. I shape members' perceptions of the group's values and ideals. ..………… 1 2 3 4 5 6 7

13. I devise activities that bring the group together. ..……………………… 1 2 3 4 5 6 7

14. I arrange events that help the group function effectively. ………………… 1 2 3 4 5 6 7

15. I create structures that are useful for group members. ..………………… 1 2 3 4 5 6 7

Identity Leadership Inventory
Scoring Key (ILI Version 1.0)

Name of group: _____

Your name: _____   Date: _____

Group/Team/Organization ID #: _____   Person ID #: _____

Scoring instructions: The ILI scores can be calculated by summing the items and dividing the resulting total score by the number of items that comprise each dimension. The dimensions identity prototypicality (items 1, 2, 3, and 4), advancement (items 5, 6, 7, and 8), and entrepreneurship (items 9, 10, 11, and 12) consist of four items each and identity impresarioship (items 13, 14, and 15) consists of three items.

Not at all						Completely
1	2	3	4	5	6	7

Identity Prototypicality: **Total / 4 =**   ____

Identity Advancement: **Total / 4 =**   ____

Identity Entrepreneurship: **Total / 4 =**   ____

Identity Impresarioship: **Total / 3 =**   ____

Identity Leadership Inventory
Rater Form for Use with CARE Square (ILI Version 1.0)

Guidelines: In what follows, 'the group' or 'this group' refers to the group of people that the leader has responsibility for (e.g., it may be a particular group, a team, a department, a branch, or an organization).

Name of group that leader has responsibility for: _____

Your name: _____ Date: _____

Group/Team/Organization ID #: _____ Person ID #: _____

Instructions: Please judge to what extent the leader engages in the various behaviors and activities listed by selecting the corresponding number using the following scale.

Not at all										Completely
0	1	2	3	4	5	6	7	8	9	10

1. This leader embodies what the group stands for. .…………………………………… 0 1 2 3 4 5 6 7 8 9 10

2. This leader is representative of members of the group. ……………………………… 0 1 2 3 4 5 6 7 8 9 10

3. This leader is a model member of the group. …………………………………………… 0 1 2 3 4 5 6 7 8 9 10

4. This leader exemplifies what it means to be a member of the group. ..……………… 0 1 2 3 4 5 6 7 8 9 10

5. This leader promotes the interests of members of the group. ..……………………… 0 1 2 3 4 5 6 7 8 9 10

6. This leader acts as a champion for the group. ..……………………………………… 0 1 2 3 4 5 6 7 8 9 10

7. This leader stands up for the group. ..………………………………………………… 0 1 2 3 4 5 6 7 8 9 10

8. When this leader acts, he or she has the group's interests at heart. ..……………… 0 1 2 3 4 5 6 7 8 9 10

9. This leader makes people feel as if they are part of the same group. ..……………… 0 1 2 3 4 5 6 7 8 9 10

10. This leader creates a sense of cohesion within the group. .…………………………… 0 1 2 3 4 5 6 7 8 9 10

11. This leader develops an understanding of what it means to be a member of the group. 0 1 2 3 4 5 6 7 8 9 10

12. This leader shapes members' perceptions of the group's values and ideals. ………… 0 1 2 3 4 5 6 7 8 9 10

13. This leader devises activities that bring the group together. ………………………… 0 1 2 3 4 5 6 7 8 9 10

14. This leader arranges events that help the group function effectively. ..……………… 0 1 2 3 4 5 6 7 8 9 10

15. This leader creates structures that are useful for group members. ..………………… 0 1 2 3 4 5 6 7 8 9 10

Identity Leadership Inventory
Leader Form for Use with CARE Square (ILI Version 1.0)

Guidelines: In what follows, 'the group' or 'this group' refers to the group of people that you have responsibility for (e.g., it may be a particular group, a team, a department, a branch, or an organization).

Name of group that you have responsibility for: _____

Your name: _____   Date: _____

Group/Team/Organization ID #: _____   Person ID #: _____

Instructions: Please judge to what extent you engage in the various behaviors and activities listed by selecting the corresponding number using the following scale.

Not at all										Completely
0	1	2	3	4	5	6	7	8	9	10

1. I embody what the group stands for. ....……………………………………… 0 1 2 3 4 5 6 7 8 9 10

2. I am representative of members of the group. ..…………………………… 0 1 2 3 4 5 6 7 8 9 10

3. I am a model member of the group. ..…..………………………………… 0 1 2 3 4 5 6 7 8 9 10

4. I exemplify what it means to be a member of the group. ..……………… 0 1 2 3 4 5 6 7 8 9 10

5. I promote the interests of members of the group. ………………………… 0 1 2 3 4 5 6 7 8 9 10

6. I act as a champion for the group. .…………………………………… 0 1 2 3 4 5 6 7 8 9 10

7. I stand up for the group. .……………………………………………… 0 1 2 3 4 5 6 7 8 9 10

8. When I act, I have the group's interests at heart. ………..……………… 0 1 2 3 4 5 6 7 8 9 10

9. I make people feel as if they are part of the same group. ..……………… 0 1 2 3 4 5 6 7 8 9 10

10. I create a sense of cohesion within the group. ..………………………… 0 1 2 3 4 5 6 7 8 9 10

11. I develop an understanding of what it means to be a member of the group. ……. 0 1 2 3 4 5 6 7 8 9 10

12. I shape members' perceptions of the group's values and ideals. ..……………… 0 1 2 3 4 5 6 7 8 9 10

13. I devise activities that bring the group together. ..……………………… 0 1 2 3 4 5 6 7 8 9 10

14. I arrange events that help the group function effectively. .…………………… 0 1 2 3 4 5 6 7 8 9 10

15. I create structures that are useful for group members. .…………………… 0 1 2 3 4 5 6 7 8 9 10

The CARE Square

A Graphical Representation of Identity Leadership (CARE Square Version 1.0)

Name of group: _____

Your name: _____ Date: _____

Group/Team/Organization ID #: _____ Person ID #: _____

Scoring instructions: The ILI scores can be calculated by summing the items and dividing the resulting total score by the number of items that comprise each dimension. The dimensions identity prototypicality (items 1, 2, 3, and 4), advancement (items 5, 6, 7, and 8), and entrepreneurship (items 9, 10, 11, and 12) consist of four items each and identity impresarioship (items 13, 14, and 15) consists of three items. A graphical representation of scores can be provided by marking the score for each dimension on the relevant axis in the CARE Square below, and then joining the four points.

Identity Prototypicality (Representing):   **Total / 4 =**   _____

Identity Advancement (Advancing):   **Total / 4 =**   _____

Identity Entrepreneurship (Creating):   **Total / 4 =**   _____

Identity Impresarioship (Embedding):   **Total / 3 =**   _____