

HEMP21

HEMPHILL J/GRIFFITHS D/FREDERIKSEN N/STICE G/IANNACCONE L/
 COFFIELD W/CARLTON S. DIMENSIONS OF ADMINISTRATIVE PERFORMANCE
 PRINCETON NJ: ETS MAY 1961 (USOE CONTRACT 214(6905)
 PEARSON R'S TABLE VII-5 P. VII-19
 ELEMENTARY SCHOOL PRINCIPALS

N=235

*** HIERARCHICAL FACTOR MATRIX, ORDER 1 ***

V#	1	2	3	4	5	6	7	8	9	H^2
FACTOR 1: O2;F1 GEN'L ADMINISTRATV.ABIL...2\$; ORDER 2										
FACTOR 2: O1;F1 DISCUSS BEFORE ACTING ...AM; ORDER 1										
1 +33 COMMUNICATES FACE-TO-FACE71	.58	.04	.01	-.23	-.01	.03	.07	.05	.90
2 +14 DISCUSSES WITH SUBORDINATES ..	.65	.58	-.02	.02	-.19	-.02	.01	-.07	.07	.80
3 +24 INDEFINITE WORK SCHEDULED42	.56	-.00	-.24	.03	-.044	-.685	-.03	.00	1.01
4 -#2 ITEMS OMITTED56	.514	-.345	.05	-.02	.12	-.014	.715	-.05	1.21
5 +19 DECIDES ON PROCEDURE73	.48	-.01	.09	-.06	.01	.00	-.13	-.09	.81
6 +31 INITIATES STRUCTURE75	.43	.03	.15	-.06	.06	-.04	.02	-.02	.77
7 +#3 USUAL ACTIONS84	.38	.16	.01	.14	.04	-.04	.16	.05	.92
8 +17 REQUIRES INFORMATION58	.36	-.05	-.01	.24	-.01	-.054	-.365	-.01	.66
9 +#5 SUBORDINATE GROUPS INVOLVED ..	.57	.35	-.02	-.03	.20	.01	.02	.12	.16	.53
10 +34 COMMUNICATES BY TELEPHONE46	.29	.22	-.25	.01	-.11	.15	-.04	-.01	.45
11 +#1 NUMBER OF WORDS.....	.78	.26	.05	.23	.17	.03	.05	.22	.09	.82
FACTOR 3: O1;F4 MAINTAIN ORG'L RELATIONS..AM; ORDER 1										
12 +#6 SUPERIORS INVOLVED44	.00	.46	-.01	-.17	-.01	.02	.16	-.22	.51
13 -18 DELAYS15	-.17	.42	.04	-.03	-.10	-.08	.01	-.01	.25
14 +#7 OUTSIDERS INVOLVED62	.20	.38	-.04	.03	.03	.01	.14	.21	.64
15 +15 DISCUSSES WITH SUPERIORS57	.29	.37	-.02	-.26	.02	-.13	.01	-.04	.64
16 +11 RELATES TO OTHER MATERIALS58	.01	.33	.05	.06	-.02	.23	-.13	-.24	.58
FACTOR 4: O1;F2 DIRECT WORK OF OTHERS ...AM; ORDER 1										
17 +25 LEADING ACTION61	.02	-.03	.72	-.02	-.01	-.05	.01	-.04	.90
18 +35 COMMUNICATES BY WRITING48	-.03	-.13	.71	-.00	.01	-.064	.465	.01	.97
19 +38 COURTESY TO SUBORDINATES36	-.03	-.11	.60	.03	-.06	.08	-.13	.03	.53
20 +32 DIRECTS64	.00	-.04	.60	.03	.11	.07	.23	-.16	.86
21 +#4 SUBORDINATES INVOLVED72	.12	.03	.42	.03	.01	.06	.17	-.26	.82
22 +30 FOLLOWS STRUCTURE40	.04	-.20	.37	.02	-.00	.264	.365	-.24	.60
23 +#8 UNUSUAL ACTIONS54	.03	.12	.24	.13	.04	-.03	.01	-.19	.42
24 +40 INFORMALITY TO SUBORDINATES ..	.35	.06	.01	.22	.02	-.17	.02	.13	-.23	.28
25 +21 PLANS ONLY144	.545	-.02	-.74	.01	.02	.00	.04	-.01	.87
FACTOR 5: O1;F8 EXCHANGES INFORMATION ...AM; ORDER 1										
26 +16 ASKS SUBORDINATES62	.15	.03	.10	.43	.04	-.054	-.375	-.05	.75
27 +36 INFORMS SUBORDINATES57	-.00	.014	.305	.40	-.06	.08	.04	.02	.58

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(CONTINUED)

V# 1 2 3 4 5 6 7 8 9 H^2

FACTOR 6: 01;F5 ANALYZING SITUATIONAM; ORDER 1
 28 +12 CONCEPTUAL ANALYSIS41 -.02 .04 .01 .16 .87 .02 .00 -.02 .96
 29 +13 PROGRAM VALUES26 .03 -.03 -.00 .03 .77 -.01 .17 .04 .70

FACTOR 7: 01;F7 ORGANIZING WORKAM; ORDER 1
 30 +23 INTERMEDIATE WORK SCHEDULED .. .40 .10 -.00 .10 -.05 .15 .54 -.07 -.04 .50
 31 +22 IMMEDIATE WORK SCHEDULED484 .335 -.15 -.01 .02 -.00 .52 .01 -.00 .63

FACTOR 8: 01;F3 COMPLY W/SUGGESTIONSAM; ORDER 1
 32 +20 CONCLUDING DECISION10 -.01 .00 .00 .00 -.01 -.06 .95 .01 .91
 33 +27 FOLLOWS SUBORDINATES374 .355 -.17 -.03 .09 -.04 .01 .66 .20 .77
 34 +28 FOLLOWS SUPERIORS55 .29 .03 .12 -.10 -.01 .00 .55 -.03 .71
 35 -26 TERMINAL ACTION19 .27 .07 -.21 .03 -.02 .00 -.81 -.00 .81

FACTOR 9: 01;F6 RESPOND TO OUTSIDERSAM; ORDER 1
 36 +39 COURTESY TO OUTSIDERS29 .02 -.014 .365 .16 .11 -.05 -.04 .46 .47
 37 +37 INFORMS OUTSIDERS39 .01 .23 .054 .315 .00 .04 .02 .40 .46
 38 +29 FOLLOWS OUTSIDERS44 .19 .22 .02 .01 -.05 .03 .27 .33 .46
 39 -10 CARELESS11 .15 -.02 -.22 .02 -.05 .00 -.06 -.29 .17
 40 +#9 AWARE OF POOR WORK41 .13 .12 -.00 -.02 .23 -.23 .00 -.31 .40

SMSQ:10.64 3.16 1.25 3.30 .87 1.54 1.29 3.81 1.16 27.02

*** HIERARCHICAL FACTOR MATRIX, ORDER 2 ***

HF # 1ST-ORD FACTOR 1 H^2

FACTOR 1: 02;F1 GEN'L ADMINISTRATV.ABIL...2\$; ORDER 2
 HF 2 01;F1 DISCUSS BEFORE ACTINGAM .82 .68
 HF 3 01;F4 MAINTAIN ORG'L RELATIONS..AM .72 .51
 HF 4 01;F2 DIRECT WORK OF OTHERSAM .65 .42
 HF 5 01;F8 EXCHANGES INFORMATION ...AM .60 .36
 HF 6 01;F5 ANALYZING SITUATIONAM .29 .08
 HF 7 01;F7 ORGANIZING WORKAM .27 .07
 HF 8 01;F3 COMPLY W/SUGGESTIONSAM .13 .02
 HF 9 01;F6 RESPOND TO OUTSIDERSAM -.35 .12

SMSQ: 2.27 2.27