



KOZMINSKI UNIVERSITY

The Snapshot of Leadership Talent in Pharmaceutical Company in the context of Renzulli Model. Case Study.

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Introduction

- Short description of Renzulli model

Methodology and methods

- Participants
- Hypothesis
- Research methods
- Type of statistical analysis of the data which was used in the research project.

Conclusion

- Results of the research project
- Q & A

Research objective

- The aim of this research was to verify the effectiveness of Renzulli model in terms of potential Talents in pharmaceutical company.



Joseph Renzulli

- born July 7, 1936
- is an American educational psychologist.
- He developed the three-ring model of giftedness, which promoted a broadened conception of giftedness.
- Renzulli is known for his contributions to understanding giftedness.



Renzulli model

Renzulli considers three factors important for the development of gifted behaviour



Participants

49 medical representatives (N=49) participating in Talents Development programme.

They were responsible for promotion and selling companies' products.

Their main task was to make and maintain permanent contact with doctors, hospitals' managers, pharmacists as well as representatives of pharmaceutical and medical environments.

Their work performance during the preceding 2 years had been on either high or a very high level.

An important criterion of this selection was based on the fact that the choice of individuals was initiated and approved not only by immediate superiors but also by Regional Directors

The following selection criteria were taken into consideration: Organisational skills; Openness to cooperation; Openness to development



Development Center

- Goal-orientation
- Customer- orientation
- Cooperation
- Change-orientation
- Team leadership
- Development of others
- Analytical thinking

Tool 1. – Raven’s Progressive Matrices test. Author- Raven-test of fluid intelligence.

Tool 2. Intentio Consensio Test (TIC). Author Victor Wekselberg.



Battery of tests

Renzulli Model and tools used to measure relevant components of the model.

General abilities- increased intellectual potential

Raven's Progressive Matrices test
Development Center:
Analytical thinking-concept

Specific abilities- referring to concrete areas

Development Center:
Goal-orientation
Customer-orientation
Cooperation

Creativity. i.e. originality, novelty, flexibility, elasticity of thinking, undertaking of new and unconventional challenges, openness to ambiguity and uncertainty, facing risk and rich emotionality.

Development Center:
Change-orientation
Team leadership
Development of others

Task commitment. i.e. inner discipline, determinedness in achieving goals, diligence, endurance, work fascination, willingness to make sacrifices, self-belief

Test Intentio Consensio (Wekselberg)

Development Center

There were 7 sessions within
Development Center

6-8 persons in each group.

The competences were
tested during 1 day-long
Development Center session.

Development Center

- Development Center sessions consisted of 4 simulations and competence interview and it lasted for 8 hours.
- The participants took part in the following tasks:

discussion without defined role; analysis of the case along with individual presentation; meeting with internal customer; meeting with employee and competence interview.

- Every competence was examined in at least two simulations and every participant was observed in each task by at least two assessors.

Hypotheses:

- H.1. Individuals in specific talent groups display an increased intellectual potential measured by Raven's Progressive Matrices test.
- H.2. Individuals in specific talent groups display an increased intellectual potential within analytical thinking competence measured by Development Center method.
- H.3. Individuals in specific talent groups display an average or increased potential in terms of creative acting measured by Development Center within the following competences: goal-orientation, internal customer-orientation, cooperation.
- H.4. Individuals in specific talent groups display an average or increased potential in terms of creative acting measured by Development Center method within the following competences: change-orientation, team leadership, development of others.
- H.5. Individuals in specific talent groups display an increased work commitment measured by Intentio Consensio test within high results in Intentio scale.

Measurement of competences within Development Center

The scale that was approved to measure the competences was divided into 5 levels:

- Level 1: lack of demanded behaviours, dominance of unwanted behaviours, coherence of unwanted behaviours in various situations;
- Level 2: rare attempts of demanded behaviours, occasional demanded behaviours in common situations; lack of behavioural coherence in various situations;
- Level 3: dominance of demanded behaviours, coherence of demanded behaviours in common situations; unwanted behaviours in uncommon situations;
- Level 4: permanent demanded behaviours reappearing in different situations, including difficult ones; demanded behaviours are presented as stable and unambiguous actions;
- Level 5: behaviours refer to systematic solutions and proposals of problems' solutions.

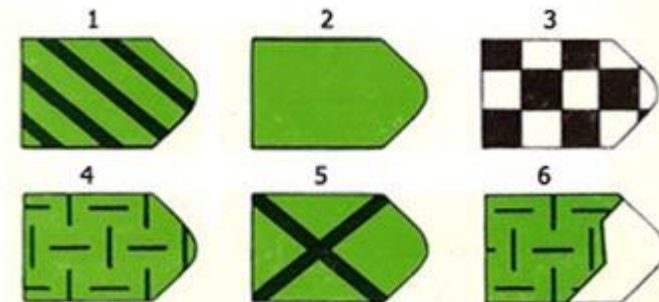
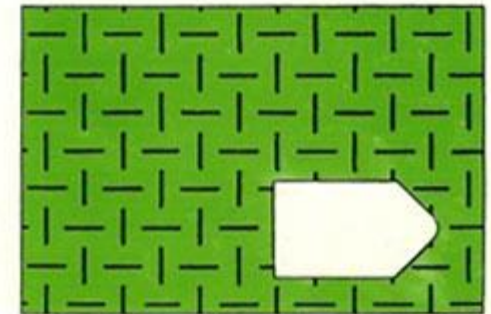
All competences were created with the involvement of competent judges.

Assessment of competence levels

Competence	Low	Average	High
Analytical thinking	Levels 1-1.5	Levels 2-2.5	Levels 3-5
Goal-orientation	Levels 1-1.5	Levels 2-2.5	Levels 3-5
Internal customer-orientation	Levels 1 - 2	Levels 2.5 - 3	Levels 3.5-5
Cooperation	Levels 1-2	Levels 2.5 - 3	Levels 3.5-5
Change-orientation	Levels 1-2	Levels 2.5-3	Levels 3.5-5
Team leadership	Levels 1-1.5	Levels 2-2.5	Levels 3-5
Development of others	Levels 1-1.5	Levels 2-2.5	Levels 3-5

Tool 1. – Raven’s Progressive Matrices test. Author- Raven- test of fluid intelligence.

- Raven’s Progressive Matrices test – measures general intelligence level. The test is used to gain information about individuals’ “g” factor, i.e. general intelligence factor.
Raven’s Progressive Matrices test in its standard version consists of 5 scales: A. B. C. D. E. Each scale usually holds 12 tasks within. The aim of the tasks is to find relations between elements of the matrix and point the missing pattern from the ones enlisted under the matrix.



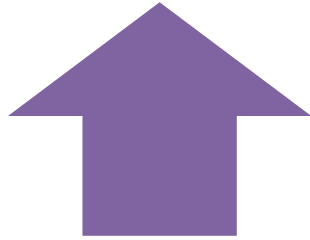
Tool 2. Intentio Consensio Test (TIC). Author Victor Wekselberg.

Intentio Consensio Test was developed in order to fully analyse independent reasons of each individual to undertake work. It takes into consideration both the effort put into work by each person as well as their openness to cooperation.

TIC is based on an innovative idea of personality assessment in work context. It also analyses human's personality as an information- and knowledge-based structure by measuring two main global personality traits- CONSENSIO and INTENTIO.

TIC analyses human's predispositions to cooperate and their readiness to put effort into work.

INTENTIO

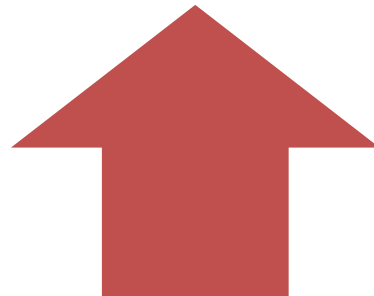


HIGH
Labour willingness
Facing risk
Search for innovations
Change



LOW
Labour avoidance
Risk avoidance
Innovation avoidance
Stability preference

CONSENSIO



HIGH
Social goals
Teamwork
Cooperation
Willingness to aid others



LOW
Personal goals
Individual work
Competition
Unwillingness to aid others

CONSENSIO and INTENTIO
have the following nature:

RESEARCH RESULTS. HYPOTHESES VERIFICATION.

Do the persons within given talent groups, who have high work performance, show potentially high level according to Renzulli Model in terms of presented factors?

Hypotheses:

H1. Individuals within talent groups have an increased intellectual potential measured with Raven's Progressive Matrices test.

H.1. was partially confirmed, since the result achieved by examined persons equalled $M=7.7$ sten, which means that the average headed towards higher results, which start with 8 sten.

Mean	N
7.7143	49

Table 1 Mean of Raven's Progressive Matrices test

H2. Individuals within talent groups display an increased intellectual potential measured by Development Center test within analytical thinking competence.

The result of 'analytical thinking' competence for tested group N=49 averaged M= 3.398. At the same time Median amounted to Me= 3.5 and Mode amounted to Mo=3.0. Thus, the result fit into high values for this competence (levels 3-5). In general, 42 out of 49 results of examined persons fit into high results.

Hypothesis " **H.2. Individuals within talent groups display an increased intellectual potential measured by Development Center test within analytical thinking competence**" has been confirmed.

Competence	Low result	Average result	High result
Analytical thinking	Levels 1-1.5	Levels 2-2.5	Levels 3-5

Table 2. Interpretation of results from DC for 'analytical thinking' competence

		Analytical thinking
N	Valid	49
	Lack of data	0
Mean (M)		3.3980
Median (Me)		3.5000
Mode (Mo)		3.00

Table 3. Measurement results of 'analytical thinking' competence

H.3. Individuals within talent groups **display an average and increased value** within specific abilities measured by Development Center method in terms of the following competences: **goal-orientation, internal customer-orientation, cooperation.**

Competence	Low result	Average result	High result
Goal-orientation	Level 1-1,5	Level 2-2,5	Levels 3-5
Internal customer-orientation	Levels 1 - 2	Levels 2,5 - 3	Levels 3,5-5
Cooperation	Levels 1-2	Levels 2,5 - 3	Levels 3,5-5

Table 4. Interpretation of Development Center results in terms of the following competences: goal-orientation, internal customer-orientation, cooperation.

		Goal-orientation	Cooperation / Respect for others	Internal customer-orientation
N	Valid	49	49	49
	Lack of data	0	0	0
Mean (M)		3.0612	3.0714	3.1020
Median (Me)		3.0000	3.0000	3.0000
Mode (Mo)		3.00	3.00	3.00

Table 5. Measurement results of 'goal-orientation,, 'internal customer-orientation' and 'cooperation' competences.

H.3. Individuals in specific talent groups display an average or increased potential in terms of creative acting measured by Development Center within the following competences: goal-orientation, internal customer-orientation, cooperation.

This hypothesis has been confirmed

- H.4. Individuals in specific talent groups display an **average or increased potential in terms of creative acting** assessed by Development Center research within the following competences: **change-orientation, team leadership, development of others.**

Competence	Low result	Average result	High result
Change-orientation	Levels 1-2	Level 2.5 - 3	Levels 3.5-5
Team leadership	Level 1-1.5	Level 2-2.5	Levels 3-5
Development of others	Level 1-1.5	Level 2-2.5	Level 3-5

Table 6. Interpretation of results from DC for ‘change-orientation’, ‘team leadership’ and ‘development of others’ competences

		Change-orientation	Team leadership	Development of others
N	Valid	49	49	49
	Lack of data	0	0	0
Mean (M)		2.9388	2.6020	2.7755
Median (Me)		3.0000	2.5000	3.0000
Mode (Mo)		3.00	3.00	3.00

Table 7. Measurement results of ‘change-orientation’, ‘team leadership’ and ‘development of others’ competences.

Individuals in specific talent groups display an **average or increased potential** in terms of **creative acting** assessed by Development Center method within the following competences: **change-orientation, team leadership, development of others.**

The fourth hypothesis has been confirmed, however the results fit within the field of average results.

The highest-rated competence from all abovementioned was 'change-orientation'.



- H.5. Individuals in specific talent groups display an increased work commitment assessed by Intentio Consensio test within high results in Intentio scale.

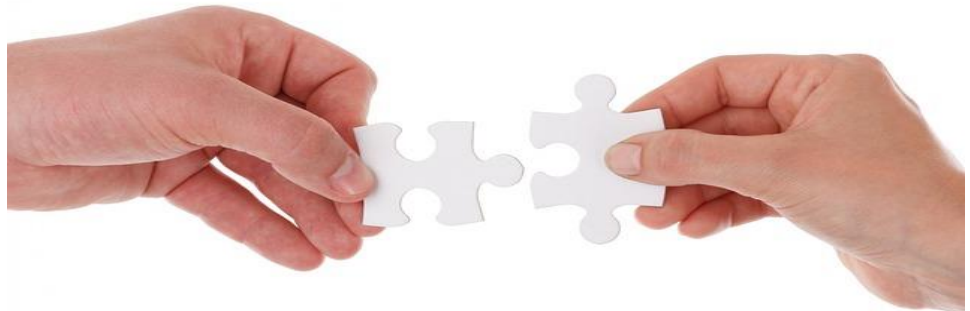
VERY LOW		LOW		AVERAGE		HIGH		VERY HIGH	
1	2	3	4	5	6	7	8	9	10

Table 15. Interevals of results Intentio Consentio test

		Intentio
N	Valid	50
	Lack of data	0
Mean (M)		7.0740
Median (Me)		7.0000
Mode (Mo)		6.00 ^a

Table 16. Grading used in reference to the population

- The result of '**Intentio**' trait for tested group amounted on average to **M= 7.1**. At the same time median amounted to **Me= 7.0** and mode amounted to **Mo=6.0**. Thus, **the result fit into high values** for this competence (sten 7-10). In general, 31 out of 49 results of tested individuals fit within the field of high level in reference to this competence.
- H.5. Hypothesis 'Individuals in specific talent groups display an increased work commitment assessed by Intentio Consensio test within high results in Intentio scale' has been confirmed.

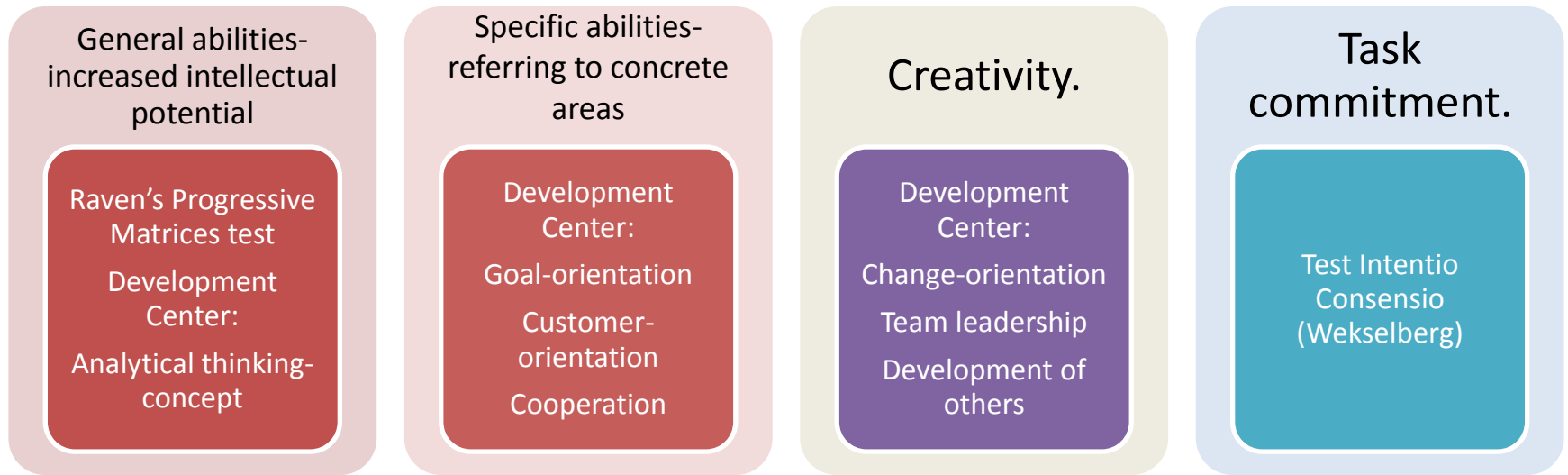


SUMMARY AND CONCLUSIONS

The main purpose of conducting this research was to verify theoretical Renzulli Model in reference to the individuals within talent groups in pharmaceutical company.

Do individuals within talent groups who achieve outstanding working results present high level in terms of Renzulli Model factors?

Renzulli Model and tools used to measure relevant components of the model.



Raven's Progressive Matrices test M=7.7 as well as high result of research on 'analytical thinking' competence (M=3.5. Me=3.5. Mo=3.0) achieved in Development Center test.

The assumptions have been confirmed.

The assumptions have been confirmed.

Intentionio trait (work dedication, risk undertaking, search for novelties, change and self-development preference) achieved high results on the levels. The assumptions have been confirmed.

Conclusions:

Renzulli Model found its justification in conducted research upon managerial talent group in pharmaceutical company

- It's worth mentioning that research subjects were freshly-assigned to the managerial talent groups and did not have previously any experience in the field of either self-development or training. They stood on the verge of a new stage in their careers.

The research should be repeated on larger group of people

Thank you very much for your attention 😊

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