



Research Summary

**DEVELOPMENT OF THE
Keller Influence Indicator®
(KII®)**

Abstract

Dr. Karen Keller investigated the traits necessary for a person to possess influence potential. She developed and evaluated assessment items that relate to seven identified traits that predict potential influence.

The resulting Keller Influence Indicator® (KII®) assesses a person's ability to access and utilize these Seven Influence Traits® to achieve a specific outcome.

The Need

Effective influence today relies on how an individual impacts another person or group of people; their ideas, attitudes, opinions, thoughts, feelings, and behavior.

The Goal

Karen Keller International, Inc. (KKI®) sought to create a method where people and companies could identify their capacity for being influential. The Keller Influence Indicator® successfully reports a scientifically sound total influence potential score and scores for each of the Seven Influence Traits®.

The Process

The Working Model

Through analysis of the literature on influence, leadership, communication, teams, relationships, analysis of traits of undisputed influential figures in history and through the developer’s experience consulting, coaching and training with various organizations, KKI developed a theoretical framework consisting of seven traits of the influential person. Using a Q-Sort and rating system, these seven traits were identified as: confidence, commitment, courage, passion, empowering, trustworthiness, and likeability. 154 items were created to measure these 7 traits of influence and tested using the results from 90 respondents rating each item on a 1-4 Likert scale.

Instrument Creation

Literature review (See Selected Reference List), creator’s education and experience, and a Q-Sort and rating system compiled a total of 154 items for this instrument, 22 items for each subscale.

Reliability

Reliability refers to the consistency of measurement. An assessment is said to be reliable when it produces a consistent, although not necessarily identical, result. Two measures of reliability are typically used: (1) internal consistency reliability, which evaluates the consistence of responses across items intended to measure the same concept or construct, and (2) test-retest reliability, which evaluates the stability of a scale or assessment over a period of time.

Internal Consistency

To evaluate internal consistence reliability, a Cronbach’s alpha was used to calculate the correlation values among the responses on the assessment. A Cronbach’s alpha was used to determine and differentiate weak items. A total of 21 items were removed from the final instrument.

The internal reliability of each influence trait (i.e, a subscale) was calculated using Cronbach’s alpha, a coefficient of reliability. (See Table 1.)

Cronbach’s alphas on the 154 assessment version (Phase 1) ranged from .82 to .90 (See Table 1.) Cronbach’s alphas on the 133 assessment version (Phase 2) ranged from .81 to .90 (See Table 2.)

The overall total score (K-Factor® score) was calculated based on the cumulative or relationship effect among each of the 133 items.

Scale / Trait	# Items	Cronbach’s Alpha
Confidence	19	.83
Commitment	19	.90
Courage	19	.82
Passion	19	.82
Empowering	19	.86
Trustworthiness	19	.87
Likeability	19	.87

Table 1: Cronbach’s alpha for 154 items, 22 items in each subscale (N=90) [Results between .8 and .9 are good based on the chart in Figure 1.]

Scale / Trait	# Items	Cronbach's Alpha
Confidence	19	.83
Commitment	19	.90
Courage	19	.81
Passion	19	.82
Empowering	19	.86
Trustworthiness	19	.87
Likeability	19	.87

administration. Test-retest examines consistency of scores resulting from a participant completing the same assessment at two different times. Test-retest reliability correlations were determined using respondents who each completed the KII® assessment twice between March 2013 and June 2014. There was a 15 month time period between Phase 1 administration and Phase 2 administration of this assessment (KII®).

A Pearson's r Correlation Coefficient Test-Retest was evaluated with a Phase 1 K-Factor® average score of 72.24 and a Phase 2 K-factor® score average of 71.07. The delta (difference) is -1.17 with a Pearson's r of .852. This indicates a very strong positive relationship between the test and retest.

Correlations between the 133-item (Phase 1) and 133-item (Phase 2) had a very strong positive relationship: the Pearson's r Correlation Coefficient between the corresponding subscales ranged from .773 to .895.

Table 2: Cronbach's alpha for 133 items, 19 items in each subscale (N=90) [Results between .8 and .9 are good based on the chart in Figure 1.]

Cronbach's alpha (α)	Internal Consistency
α > .9	Excellent
.9 > α > .8	Good
.8 > α > .7	Acceptable
.7 > α > .6	Questionable
.6 > α > .5	Poor
.5 > α	Unacceptable

Figure 1. Cronbach's alpha ranges.

Scale / Trait	# Items	Pearson's r Correlation Coefficient
Confidence	19	.895
Commitment	19	.838
Courage	19	.850
Passion	19	.773
Empowering	19	.855
Trustworthiness	19	.805
Likeability	19	.879

Table 3: Pearson's r correlation coefficient test-retest (N=90) [An r that is greater than +.70 demonstrates a very strong positive relationship]

Pearson's (r) Correlation Coefficient Test-Retest

Test-retest is a more conservative estimate of reliability than Cronbach's Alpha, but it takes at least 2 administrations of the assessment tool, whereas Cronbach's alpha can be calculated after a single

Validity

Validity refers to the accuracy of measurement. Validity is how well the assessment tool actually measures the underlying outcome of interest (i.e., influence potential) and (all seven subscales measured). Validity

of assessment instruments requires several sources of evidence to build the case that the instrument measures what it is supposed to measure (i.e. influence potential). Evidence can be found in content, response process, relationships to other variables, and consequences.

Content includes a description of the steps used to develop the instrument, developer’s credentials, experience, and education.

Response process includes information about actions of the respondents, instructions for the test-takers, and clarity of these materials.

Relationships to other variables include correlation of the new assessment instrument results with other performance outcomes that would likely be the same. In this case, there are no other assessments that are similar.

Consequences means that if there are cut-off performance scores, those grouped in each category tend to perform the same in other settings. And if lower performers receive additional training and their scores improve, this would add to the validity of the instrument.

An extensive literature review was conducted to provide previously developed outcome measures (content validity) between the seven subscales and influence potential. (See Selected Reference List). Potential interpretation of a candidate’s performance can be made by making comparisons directly against pre-established criteria that have been accepted in relation to the influence trait(s) and influence potential (criterion referencing).

Construct validity is estimated to be high because the extent to which the constructs (seven subscales) can be used to infer competence of performance on a task, without being influenced by other non-related factors, is high. Validity is illustrated when an outcome (influence potential) is related to the construct being measured; high confidence, high commitment, high courage, etc. meaning it can lead to being an influential person.

Evaluation of construct validity requires examining the relationship of the measure being evaluated (seven subscales) with variables known to be related or theoretically related to the construct (influence potential) measured by the instrument.

In summary, the validity of an instrument refers to the accuracy of the inferences that may be made based on the results of the assessment. In this case, the developer

asserts this to be high. Stronger validity evidence can be developed over time.

Item Difficulty

Item difficulty is a measure of the proportion of individuals who responded correctly to each test item. The desired range of item difficulty is between .660 and .865. A low item difficulty value is below .500.

Scale / Trait	# Items	Item Difficulty
Confidence	19	.733
Commitment	19	.833
Courage	19	.638
Passion	19	.685
Empowering	19	.685
Trustworthiness	19	.698
Likeability	19	.708

Table 4: Item difficulty for 133 items, 19 items in each subscale (N=90) [Desired range of item difficulty is between .660 and .865]

Item Discriminability

Item Discriminability is a measure of how well the wording of each item (question) ought to maximize the instrument’s measuring power by minimizing ambiguity and complexity without giving away too much and eliciting “right” answers from subjects. The desired range of item Discriminability is between .396 and .775.

Scale / Trait	# Items	Item Discriminability
Confidence	19	.597
Commitment	19	.524
Courage	19	.520
Passion	19	.462
Empowering	19	.529
Trustworthiness	19	.453
Likeability	19	.450

Table 5: Item discriminability 133 items, 19 items in each subscale (N=90) [Desired range of item discriminability is between .396 and .775]



Figure 2. Seven Influence Traits® Model

Concluding Remarks

Given the growing need and ever-increasing demand for succeeding in the workplace, in our communities, and with our families, understanding and having influence is one of the most important tools every single person needs to possess.

A widely accepted definition of influence is the ability to use specific methods or to be a certain way to get a person or a group of people to achieve a specific outcome, move in a certain direction or think or feel something. Influence can either be negative or positive depending on the result, a person’s intention and how it affects you and others.

The KII® provides an opportunity to step back from the everyday chaos and confusion and reflect on how influential you are, what blindspots exist in your influence, and which of the Seven Influence Traits®, or scales, of influence need improvement or attention. The KII® is designed to give you a foundational look at your influence by examining these 7 key aspects; confidence, commitment, courage, passion, empowering, trustworthiness, likeability, of being an influential person.

When influence is practiced and consistently developed, a fuller and deeper experience of professional and personal success transpires. The Keller Influence Indicator® not only assesses your level of influence potential but identifies what is needed for ‘being influential.’ It will give you a more fully formed understanding of yourself and how you affect those around you.

Our intention is that individuals, groups and companies will find this assessment a valuable tool in evaluating their current level of influence, what their influence potential is, and how they can increase their influence in any situation and in all aspects of life.

The Keller Influence Indicator® was developed by Karen Keller, Ph.D. with the assistance of Randall C. Rider, MA, for Karen Keller International, Inc.

KII® Demographic Summary - Phase 1 Data

N = 202

Gender	%
Female	53.0%
Male	47.0%

Working Status	%
Employed	62.9%
Self Employed	31.7%
Student	2.5%
Retired	1.5%
Unemployed	1.0%
Disabled	0.5%

Highest Education Level	%
Did not Graduate High School	0.0%
GED	0.0%
High School Graduate	7.1%
Some College	18.8%
College Graduate	44.2%
Masters Degree	23.4%
Doctorate Degree	6.6%

Age Range	%
Under 18	0.0%
18-29	15.8%
30-39	16.3%
40-49	23.8%
50-59	29.7%
60-69	12.4%
Over 70	2.0%

Household Income	%
Less than \$35,000	11.8%
\$35,001 to \$65,000	17.4%
\$65,001 to \$95,000	22.6%
\$95,001 to \$135,000	20.0%
\$135,001 to \$195,000	12.8%
\$195,001 to \$250,000	7.7%
\$250,001 to \$500,000	5.6%
\$500,001 or more	2.1%

Ethnicity	%
White/Caucasian	78.8%
Black/African American	12.1%
Hispanic/Latino	4.5%
Asian	3.0%
Native American Indian	0.5%
Pacific Islander	0.5%
Other	0.5%
Multi Race	0.0%

Marital Status	%
Married	70.4%
Never been Married	13.8%
Divorced	11.7%
Widowed	2.6%
Separated	1.5%

Industry	%
Banking	16.6%
Manufacturing	16.1%
Business Services	11.9%
Advertising	8.3%
Education	6.7%
Technology	6.2%
Financial Services	3.6%
Publishing	3.6%
Health Care	3.1%
Non-Profit	2.6%
Government	2.1%
Telecommunications	2.1%
Engineering	1.6%
Entertainment	1.6%
Legal	1.6%
Personal Services	1.0%
Retail	1.0%
Food	0.5%
Hospitality	0.5%
Real Estate	0.5%
Sports	0.5%
Transportation	0.5%
Other	7.8%

Title/Position	%
Hourly	13.1%
Professional	12.6%
Business Owner	10.6%
Manager	10.6%
Director	9.5%
Staff	8.5%
Vice President	8.0%
CEO	7.5%
Entrepreneur	6.5%
President	3.5%
Professor/Teacher	2.5%
Executive	2.0%
General Manager	1.5%
Partner	1.5%
Supervisor	1.0%
Middle Management	0.5%
Administrator	0.5%

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