

When individuals grow, organisations grow



The Heartstyles Indicator

Finding the right focus

The simple, wonderful truth is that people are immensely complex. That doesn't mean personal growth can't be straightforward. It just means you need a clear idea of what you'll concentrate on and why.

That's what the Heartstyles Indicator establishes. Our online personal development tool (available in 25 languages) references information supplied by individuals and their peers against a huge control group – allowing us to create a personal, data-driven action plan.



What do we measure?

Self-knowledge is a hugely valuable thing. But simply knowing where you are isn't always enough to get to where you want to be. So, we don't profile people or attempt to reduce them to static 'types'. Instead we focus on behaviours.

Scoring them in 16 areas based on the four key principles of fear, love, humility and pride, we build each of our participants a Personal Development Guide. This outlines where and how they can take steps to become their best self and realise their goals.

Why does it matter?

That's perhaps best answered with another question: if your culture drives your success, and your people drive your culture, what drives your people?

Clearly, these questions have everything to do with growing your business. With Heartstyles, you can start gathering answers – and not in abstract terms either...

Making progress palpable

Whether you want us to help address a problem area or build on your strengths, before beginning a project we'll sit down with you to discuss what success looks like for you and – just as importantly – how we should measure it.

Our tool at a glance...



The Heartstyles Indicator is:



An organisational development tool



Quick and easy to use, delivering clear reports built from a 10-minute online survey



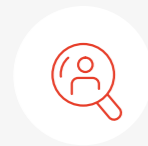
Built to measure 16 key behaviours based on the principles of love, humility, pride and fear



Available in 25 languages



You can use it to:



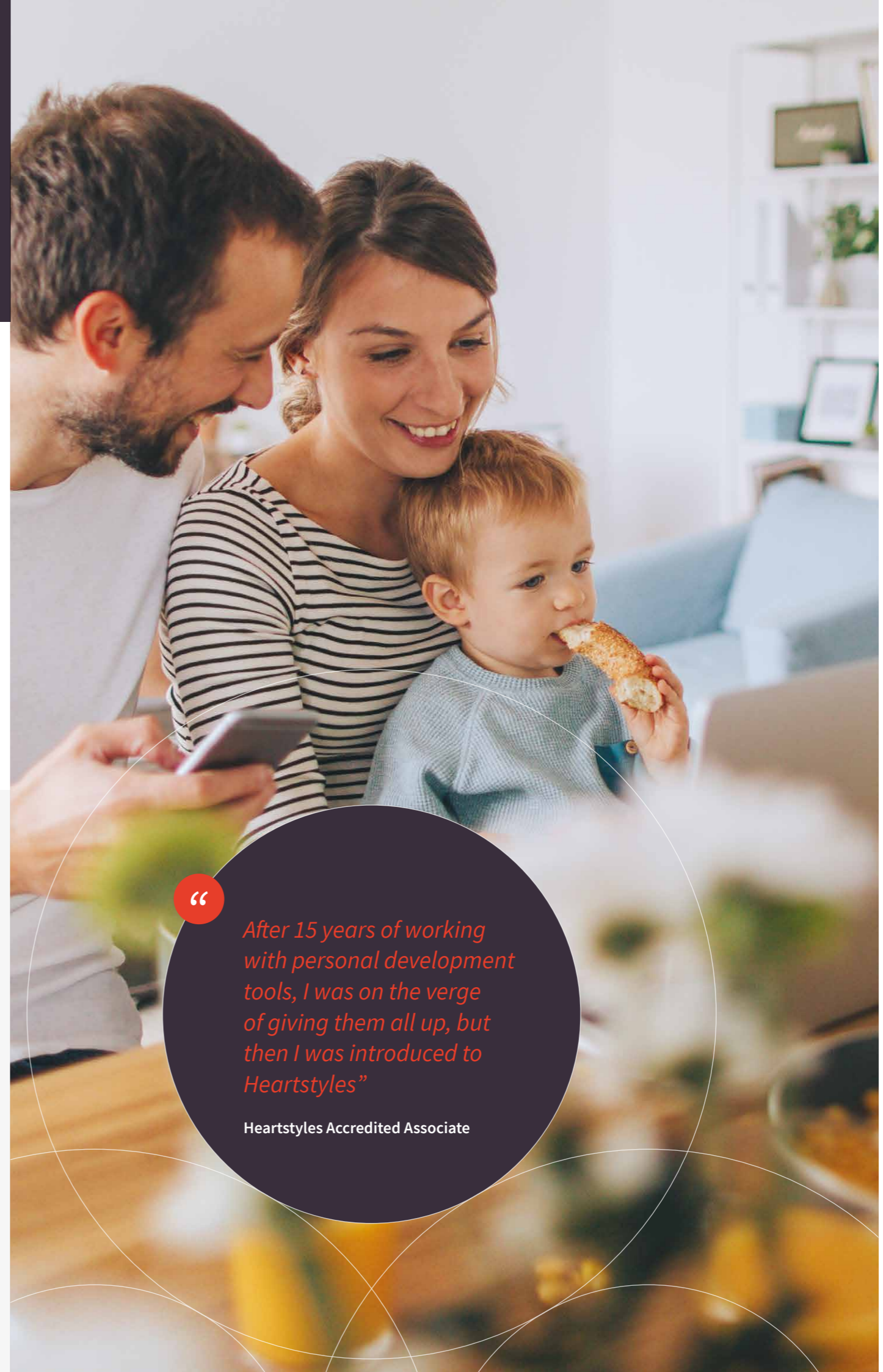
Get a snapshot of the current behaviours of your individuals, teams and overall organisation



Aggregate data taken from different individuals and departments



Augment reports on individuals with 360° feedback from up to 15 of their peers



After 15 years of working with personal development tools, I was on the verge of giving them all up, but then I was introduced to Heartstyles”

Heartstyles Accredited Associate

Using the tool

We look at 16 styles of thinking and behaving, which we categorise as being either ‘above the line’ or ‘below the line’.

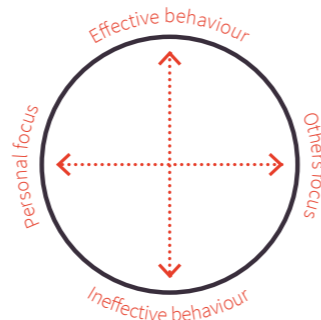
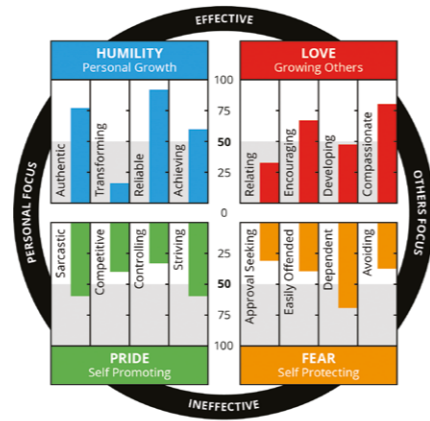
The former are effective traits that help us – and those around us – to develop. The latter are more likely to hold us back.

How do we display the results?

We use a graph like the one on this page. It’s divided into four quadrants; humility, love, pride and fear. The two that sit above the horizontal axis (humility and love) are the ‘above the line’ behaviours. Pride and fear sit ‘below the line’.

There’s also a divide between the left and right sides of the graph. Those to the left (humility and pride) are concerned with the participant’s relationship with themselves, whereas those to the right (love and fear) are about how they relate to others.

The bigger the bar in any one area, the more that trait is present in your current behaviours.



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What do the results mean?

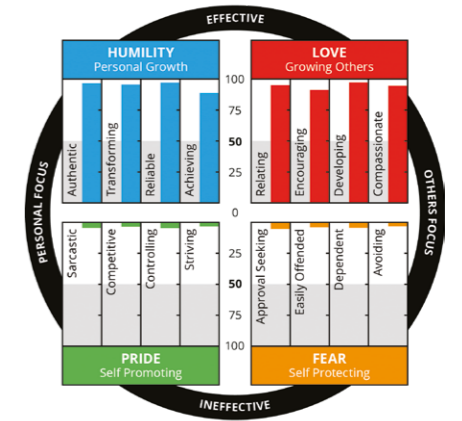
It bears repeating that this is not a profiling tool. The results don’t mean a person is a certain way, they simply give an insight into their current behaviours.

Using this knowledge, we can work with them to find out why this is the case and work on the areas where they want to start doing things differently.

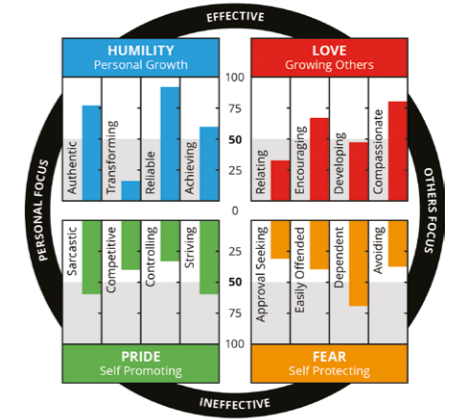
Of course, to do this we need to put the scores into context. For that reason, we’ll show a graph displaying a Benchmark Indicator. This illustrates what the participant aspires to be, based on the values they hold dear. Alongside this is the Self Score Indicator showing where they perceive themselves to be at present.

In the relevant packages, there will also be an Others Score Indicator graph. This shows how selected colleagues see the participant. Input can be included from 3, 6, 9, 12 or 15 other people.

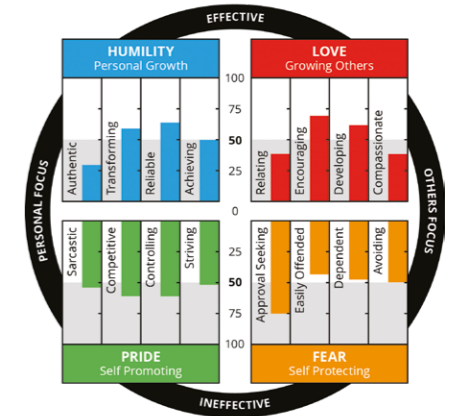
All of these results are shown in a Personal Development Guide. Depending on the package, a Team Development Guide and Culture Development Guide may also be included.



Benchmark Indicator



Self Score Indicator

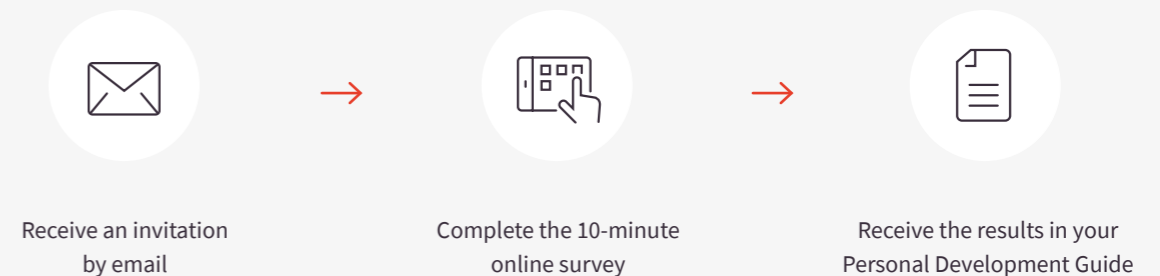


Others Score Indicator

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The process



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Heartstyles Indicator History

Based on extensive research, comprehensive reviews of psychological theories, related available measurement tools as well as qualitative construct validation from targeted sample populations in Australia, UK, South Africa and USA, the Indicator was developed by Stephen Klemich and Dr Mara Klemich (PhD).

Mara's background as a Neuropsychologist, Clinical Psychologist, and later Organisational Psychologist assisted the research process in its first phases of model and construct development and item generation.

Stephen's extensive consulting background in leadership and culture development, and personal development programmes and initiatives assisted with the behavioural observations. These formed the basis of the model, construct development and item generation.

1994

Founders Stephen and Mara Klemich were inspired to develop a tool that delivers character development from a focus on people's core principles



1994 – 2006

The Model and Indicator designs went into development



2007 – 2011

The model was refined and the Indicator questions were statistically validated



2011 – 2012

The tool underwent norming for the corporate sector



2012

Heartstyles Indicator for the corporate sector was officially academically finished and trademarked



2014

Improvements were made to the Indicator graphics



2016 – 2018

The tool was translated into 24 languages



2017

Dynamic norming was worked into the tool



For many of our clients it's enough to know that our methods have been rigorously developed and academically validated. For others, it's important to take a look under the hood and get to grips with the nuts and bolts of our process...

Creation of the Heartstyles four underlying principles and 16 constructs

After facilitating hundreds of corporate leadership programmes, in 1994 Stephen Klemich observed that people who really developed their character and effectiveness were those who had a change in their heartfelt values. From there, he and his researchers set out to develop a tool that – built around the notion that the heart defines our behaviours – could properly measure effectiveness.

Their original research focused on the early psychoanalytic theories around personality, and later ideas on the external stimuli affecting behaviour. The Heartstyles researchers began by studying known behavioural traits and then factor-analysing hundreds of measures of these traits looking for the underlying factors of thinking and behaviour.

The early research focused on validating the hypothesis that personal effectiveness could indeed be attributed to a deep set of motivators (namely humility, love,

pride and fear). The researchers developed a set of 16 constructs based on eight effective thinking styles, as well as eight ineffective ones. The eight effective constructs were: authentic, transforming, reliable, achieving, relating, encouraging, developing and compassionate. The eight ineffective constructs were: sarcastic, competitive, controlling, striving, approval seeking, easily offended, dependent and avoiding.

Between 1994 and 2006 the researchers further developed the initial 16 constructs with an exhaustive list of items (approximately 650). The items were derived from phase one: literature reviews, reviews of current instruments, and observations of peoples' behaviours.

From 2007 to 2012 there was further exhaustive item generation, validation studies, and then finally the norming of the instrument. Studying known behavioural traits and then factor-analysing hundreds of measures of these traits lead to the arrival at the 16 constructs that make up the Heartstyles Indicator as it is today.





Validity and reliability

From its inception as a concept, through to its validation, we've been exhaustive in ensuring the Heartstyles Indicator is robust.

Extensive validity and reliability research has been performed by internal and external Ph.D. analysts, including Ph.D. statisticians and industrial organisational psychologists.

Heartstyles contracted a team of statisticians led by Prof David Anderson and Dr Namsook Jahng from the University of British Columbia, Vancouver, Canada to conduct the multiple validation studies, and eventually the first norming study on the Heartstyles Indicator.

The original validation studies focused on the following: First, criterion-related validity was verified through predictive performance studies consisting of significance correlations regression analyses along with factor analysis. Second, construct-related validity was shown by way of low construct-irrelevant variance along with intra-measure convergent and discriminant validity. Third, content-related validity evidence was demonstrated through role-based targets and appropriate weightings, ensuring that only the behavioural constructions that are deemed to be important and critical are retained and incorporated. Reliability analyses were also completed that demonstrated internal consistency through Cronbach coefficient alphas along with test-retest correlations.

For each of the scales, it was determined which indicative statements were endorsed and which contraindicative statements were endorsed.

These were then used to determine a raw score for each scale, and the raw scores were individually standardised to obtain standard scores. To determine standardisation values, an original normative sample of 3,000 highly diversified individuals was utilised. The first norming of the validated questionnaire was conducted in 2012 by Prof Anderson and Dr Jahng from the University of British Columbia.

The Heartstyles Indicator was developed from proven psychological techniques and measures that have been validated and researched. The methodological thoroughness used in its development makes the Indicator reliable and valid. Central issues underpinning questionnaire development procedures are establishing reliability and validity from item generation, and the proposal of a priori factor structure to subsequent psychometric analysis. In this regard, the Heartstyles Indicator has been developed through rigorous procedures by adopting logical and structured approaches.

The Indicator is based on item-response theory that derives its initial calculations from an extensive checklist of descriptors. For the user, this procedure is completely nontechnical and does not require any specialised knowledge, with most people taking 10 to 15 minutes to complete the instrument.

The Heartstyles Indicator is based on a complex instrument that is able to pinpoint behavioural characteristics. This core instrument is supplemented by easy to read reports developed through years of experience and enhancement. The reports have purposely been written in non-judgemental, easy to understand generic terms, so people of all backgrounds can relate to the information. These reports are proprietary and available exclusively through Heartstyles.

Ongoing research studies: 2013 to ongoing

2013 – 2014

The first investigation to separate specific norms for Age and Gender for the Heartstyles Indicator was completed in 2014.

From 2017 onwards, continuous research on correlations between scales, as well as building normative data for the English version and 24 non-english language versions, has been underway.

2016 – 2018 Translation of the Indicator into 24 non-english languages

Translation of the Heartstyles Indicator and validation process into 24 non-english languages began in 2016. The Indicator has been subsequently translated into the following languages: Arabic, Bulgarian, Dutch, French EU, French Canadian, German, Greek, Hebrew, Hindi, Indonesian Bahasa, Italian, Japanese, Korean, Malaysian Bahasa, Mandarin, Polish, Portuguese, Romanian, Russian, Spanish EU, Spanish Latin American, Taiwanese (Trad Chinese), Thai, Turkish, Urdu, Vietnamese.

2017 and ongoing

- Dynamic norm capability was constructed into the online instrument engine.
- This created new norm benchmarks for the 16 constructs for Self Report and Others Report data.
- Norm population groups were extended to: Self n= 21,673; Others n= 82,786.
- The dynamic norm capability means we are continually building the data pool with an ever-increasing norm set.
- Ongoing correlation studies by researchers for Age, Gender, Nationality, and other factors using the ever-growing norm population are ongoing.

“

Heartstyles gives me a way to measure, very specifically, to what extent we are making progress in building and working effectively together as teams”

**Jens Hofma – CEO,
Pizza Hut Restaurants UK**

Are you ready to start your journey?

We're waiting to help set you on your way. Contact us at enquiries@heartstyles.com

London | Sydney | Cape Town

For further information see
brochures on:

- An Introduction to Heartstyles
- Become an associate

