

**TITLE** Public Leadership: A Study of the Leadership Practices of Elected Public Officials in Guam and the Commonwealth of the Northern Mariana Islands

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**OBJECTIVE** The purpose of this study was to identify the leadership practices of elected public officials in Guam and the CNMI and measure the level of their leadership practices in relation to Kouzes and Posner's five exemplary leadership model.

## **METHODOLOGY**

The target population were elected public officials (N=89) in Guam and the Commonwealth of the Northern Mariana Islands (CNMI). Twenty-six public officials (29% response rate) participated by completing the Leadership Practices Inventory. The typical respondent was female (69%), ethnically Chamorro (77%), 45-54 years old (42%), with over 19 years of public service (38%), achieving a college or graduate degree (54%), and represented Guam (58%). Twenty-three percent had not participated in a leadership training program in the past five years, while 31 percent had attended one-to-five programs, and nearly 27 percent had attended over 20 programs.

## **KEY FINDINGS**

The most frequently engaged in leadership practice was Enable, followed by Encourage, Model, Challenge, and Inspire. Compared with the Kouzes and Posner normative database, the responses of public officials were in the moderate range, and "showed a small difference from the norms reported by Kouzes and Posner" (p. 132). No significant differences were found on any of the five leadership practices on the basis of age, education, ethnicity, gender, representation (Guam or CNMI), years of public service, or frequency of participation in leadership training programs (with the exception of Model).