Individual Leaders and the State: The Case of Israel as a Complex Adaptive System

[In this file are the descriptions and formulas for computing the indexes for the psychological variables in this study.]

1. Leadership Trait Analysis

All LTA variables are computed using the same general formula: the raw count of the High propensity of the trait is divided by the sum of the raw counts of the High plus the Low propensities of the trait, so, for example, for Distrust, the formula is: HD/(HD+LD). (See Hermann 2003.)

2. Operational Code Analysis (see Schafer, Nurmanova, and Walker 2015)

PHILOSOPHICAL BELIEFS

	Elements	Index*	Interpretation
P-1.	**NATURE OF THE POLITICAL UNIVERSE (Image of Others)**	**%Positive minus %Negative Other Attributions**	**+1.0 friendly to -1.0 hostile**
P-2.	REALIZATION OF POLITICAL VALUES (Optimism/Pessimism)	Mean Intensity of Transitive Other Attributions divided by 3	+1.0 optimistic to –1.0 pessimistic
P-3.	POLITICAL FUTURE (Predictability of Others Tactics)	1 minus Index of Qualitative Variation** for Other Attributions	1.0 predictable to 0.0 uncertain
P-4.	**HISTORICAL DEVELOPMENT (Locus of Control)**	**Self or Other Attributions divided By Total Attributions**	**1.0 high to 0.0 low control**
	a. Self Control	**Self Attributions/Total Attributions**	
	b. Other Control	**Other Attributions/Total Attributions**	
P-5.	ROLE OF CHANCE (Absence of Control)	1 minus [Political Future x Historical Development Index]	1.0 high role to 0.0 low role

INSTRUMENTAL BELIEFS

	Elements	Index	Interpretation
I-1.	**APPROACH TO GOALS (Direction of Strategy)**	**%Positive minus %Negative Self Attributions**	**+1.0 high cooperation to –1.0 high conflict**
I-2.	PURSUIT OF GOALS (Intensity of Tactics)	Mean Intensity of Transitive Self Attributions divided by 3	+1.0 high cooperation to –1.0 high conflict
I-3.	RISK ORIENTATION (Predictability of Tactics)	1 minus Index of Qualitative Variation for Self Attributions	1.0 risk accept-ant to 0.0 risk averse
I-4.	TIMING OF ACTION (Flexibility of Tactics)	1 minus Absolute Value [%X minus %Y Self Attributions]	1.0 high to 0.0 low shift propensity
	a. Coop v. Conf Tactics	Where X = Coop and Y = Conf	
	b. Word v. Deed Tactics	Where X = Word and Y = Deed	
I-5.	UTILITY OF MEANS (Exercise Power)	Percentages for Exercise of Power Categories a through f	+1.0 very frequent of to 0.0 infrequent
	a. Reward	a's frequency divided by total	
	b. Promise	b's frequency divided by total	
	c. Appeal/Support	c's frequency divided by total	
	d. Oppose/Resist	d's frequency divided by total	
	e. Threaten	e's frequency divided by total	
	f. Punish	f's frequency divided by total	

*All indices vary between 0 and 1.0 except for P-1, P-2, I-1, and I-2, which vary between –1.0 and +1.0. P-2 and I-2 are divided by 3 to standardize the range (Walker, Schafer, and Young 1998). ** "The Index of Qualitative Variation is a ratio of the number of different pairs of observations in a distribution to the maximum possible number of different pairs for a distribution with the same N [number of cases] and the same number of variable classifications" (Watson and McGaw 1980: 88).