

The follow document describes the data coding process employed and notes the variable names as used in the data set in the following format **(variable name)**.

## **Methodology**

### ***Dependent Variable: MORI/Leeds Ranking***

The MORI/University of Leeds survey of 20<sup>th</sup> Century British PMs will be used to measure the effectiveness of each PM's time in office (**MORI**). The unit of analysis in the survey was the totality of a PM's time in office. While annual effectiveness scores, or effectiveness scores for the duration of each session of parliament, would provide more nuanced data points, such information consistently ranking the overall effectiveness of a British PM's time in power is not currently available. As such, the unit of analysis employed in this project is the same as the MORI/University of Leeds survey, the totality of a PMs time in office.

The MORI/Leeds survey was conducted online, polling 258 British historians and political scientists, 139 of whom completed the questionnaire in full. The survey did not specify the criteria by which prime ministerial performance should be ranked. PMs with multiple terms divided by periods out of government were not disaggregated. The respondents indicated on a scale from 0 (highly unsuccessful) to 10 (highly successful) how effective they considered each PM's time in office for PMs from Lord Salisbury to Tony Blair. From these results, a mean score for the overall effectiveness of each PM was calculated and used to rank their performance (Theakston and Gill, 2006).

### ***Independent Variables:***

**Leadership Trait Analysis:** In order to determine the LTA traits measuring need for power, control over events, and the conceptual complexity of 20th century British PMs ranging from Arthur Balfour to Tony Blair (n = 19), random verbal samples were collected for each year that a PM was in office. The samples were drawn from the Hansard Archive, which provides access to verbatim records of every word spoken in the British House of Commons from 1803 to 2005. Similar records were not available for the House of Lords. Therefore, Lord Salisbury (1895-1902) is excluded from the data set, despite his presence in the 2004 MORI/University of Leeds ranking, as he was the last PM to lead a government from the House of Lords.

The verbal samples consisted of answers to policy questions and rebuttals to a previous statement that were greater than 100 words in length. These criteria increase the likelihood that the subjects were exposed to moderate stress and provided relatively spontaneous answers of sufficient length for personality-driven word selections to occur (Weintraub, 2005; Hermann, 2005). Ceremonial and procedural statements in the House of Commons records were excluded from the samples. Verbal samples were collected until a total of 5,000 to 7,000 words were available for each year that a PM was in office.

The annual samples were analyzed using the Profiler+ automated content analysis software. Automated coding was chosen due to the high level of consistency that it provides reducing the potential that unintended personal opinions, or partisan sympathies, occur during the scoring of the material. The program analyzed the verbal samples for evidence of words associated with the LTA coding scheme and calculated a

numeric score for the selected traits: 1) the belief that one can control events (**BACE**), 2) the need for power (**PWR**), and 3) conceptual complexity (**CC**). As the totality of each PMs time in office spanned multiple years, the mean LTA score was calculated using the annual data described above. This process provides an overall LTA score that aligns with the unit of measure of the dependent variable, the totality of the PMs time in office.

In addition to the included previously discussed variables the data set also controls measures for LTA variables assessing self-confidence (**SC**), in-group bias (**IGB**), general distrust of others (**DIS**), and task vs. interpersonal focus (**TASK**).

### ***Additional Controls***

**Party Identification:** The party identification of each PM was coded using two dichotomous variables. The first (**PIDLAB**) is coded 1 to identify affiliation with the Labour party and 0 for affiliation with any other party. The second (**PIDCON**) is coded 1 to indicate an affiliation with the Conservative party and 0 for affiliation with any other party. Affiliation with the Liberal party is indicated when both preceding variables are coded as 0. These variables are included to determine if party identification plays a significant role in the ranking of the PMs. While unutilized the data set also contains a party id scale variable (**PID**). This variable codes Conservative membership as a -1, Liberal identification as a 0, and Labour identification as a 1.

**War Percentage:** The occurrence of war during an American president's term in office has been associated with the projection of strong power scores, which are associated with charismatic leadership this phenomenon has been generalized to be applicable to other Western leaders (Winter 2002). As the unit of analysis employed in

the MORI/University of Leeds survey is the totality of a PMs time in office the variable used to control for an interstate conflict conform to the same unit of measure. As such, a PM-level variable measuring the percentage of months at war was calculated **(WARPER)**. The initiation and termination of an interstate conflict was based on the Correlates of War Inter-State War Data version 3.0 for conflicts occurring between the years 1902 and 2004 (Sarkees, 2000). As the Inter-State War Data ends in 1997 the Second Persian Gulf War was added to the data set with an initiation date of March 2003 through the remainder of Tony Blair's term in the dataset.

- Hermann M. (2005) Assessing Leadership Style: Trait Analysis. In: Post JM (ed) *The Psychological Assessment of Political Leaders*. Ann Arbor, Michigan: The University of Michigan Press, 178-212.
- Sarkees MR. (2000) The Correlates of War data on War: An Update to 1997. *Conflict Management and Peace Sciences* 18(1): 123-144.
- Theakston K and Gill M. (2006) Rating 20th Century British Prime Ministers. *The British Journal of Politics* 8(2): 193-213.
- Weintraub W. (2005) Verbal and Personality Assessment. In: Post JM (ed) *The Psychological Assessment of Political Leaders with Profiles of Saddam Hussein and Bill Clinton*. Ann Arbor, Michigan: The University of Michigan Press, 137-152.