

# Leadership Pulse™ Survey Ambivalence?



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*Preliminary Report*  
*October, 2006*

# Introduction: Information on Leadership Pulse sample and response rates

# Leadership Pulse Introduction

- **Monthly Leadership Learning**
  - Over 4,000 executives around the world are part of the Leadership Pulse Dialogue since it began in June, 2003
  - All individuals in the study receive Pulse Dialogues™ (our term for Pulse Surveys) every two months and all dialogue results (both on-line reports and executive summaries)
- **October Topics**
  - Report current energy data and update energy trends. Additionally, we investigated perceptions of value, ROI, and other important matters related to the customer and employee survey process.
- **Why do the study?**
  - Data and Dialogue drive learning; we are providing real-time learning to our stakeholders.

# Sample Characteristics: October, 2006

## Sample size:

- 309 respondents

## Job Levels:

- 35% C-core (CEO, CFO, CIO, CAO, etc.), 23% VP, and 16.2% Director level, 20.7% general management. 5.8% did not provide job level data

## Industry Sectors:

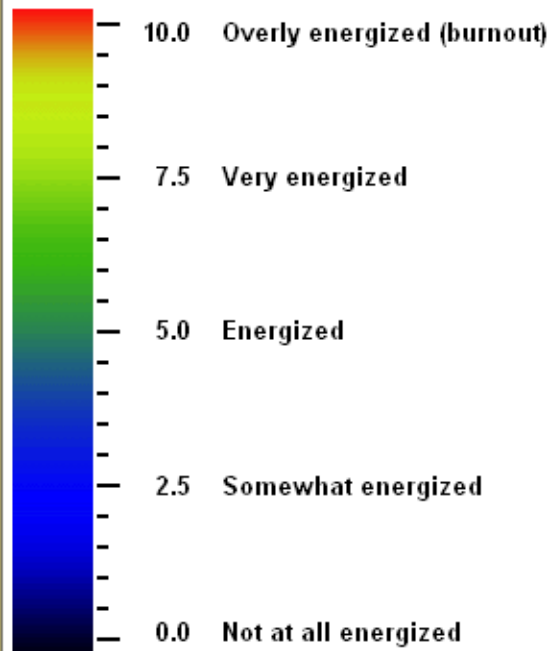
- 18 industries were represented, including: 17.8 % manufacturing, 20.7% science and IT, 23.3% consulting, 22% services (not consulting), 9.1% government/not-for-profits, and the remaining 7.1% from other sectors.

Organization size ranged from “less than 100”(45.3%) to “more than 5,001” (16.8%) with 30.4% reporting “between 101-5,000” employees. No company size data were available for 7.5% of the sample.

# Section II: Results for Leaders' Energy Trends

# Energy Pulse™

Using the 0 to 10 scale below, rate the degree to which you feel energized by your work. Think of energy as the degree of motivation or internal drive you are experiencing at work. You can respond with any number on the scale, from 0 to 10 (it's ok to use decimals such as 5.5, 6.8, etc.).



## SECTION I: ENERGY PULSE

1. Using the scale on the left, please rate your overall Energy Pulse.

2. Using the scale on the left, how would you rate the Energy Pulse of others in your work group?

3. Please take time to tell us about factors affecting your work. What things are working well? If there are obstacles getting in your way, let us know. And, if you have suggestions for improvement, please pass on your ideas.

## SECTION II: PRODUCTIVITY QUESTION

4. Using the scale on the left, at what Energy Pulse level do you feel most productive?

As a reminder, we are tracking leadership energy – a proven and predictive metric (predicts performance at the firm, team and individual levels).

# Results: October Leadership Energy Pulse™

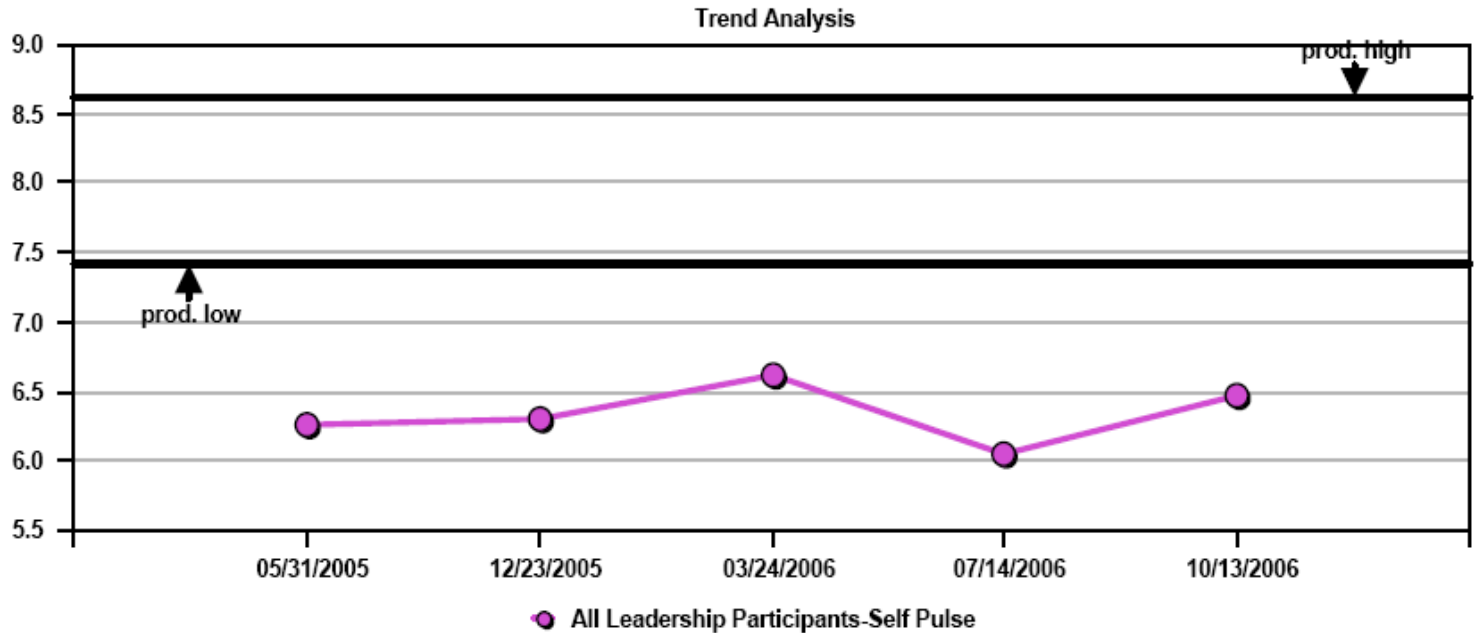
## Question Details

Overall, how would you rate your current energy level at work? (Enter a number from 0 to 10 using the Energy Pulse scale on left.)

Response Scale	Percent
8.76- 10.0 Overly energized	12%
6.26- 8.75 Very energized	47%
3.75- 6.25 Energized	28%
1.25- 3.74 Somewhat energized	11%
0.0 - 1.24 Not energized	1%

Note that within our sample, 24% of the respondents are reporting in what we call the “danger” zones (either overly energized to the point of potential burnout or not energized, reflecting lower productivity).

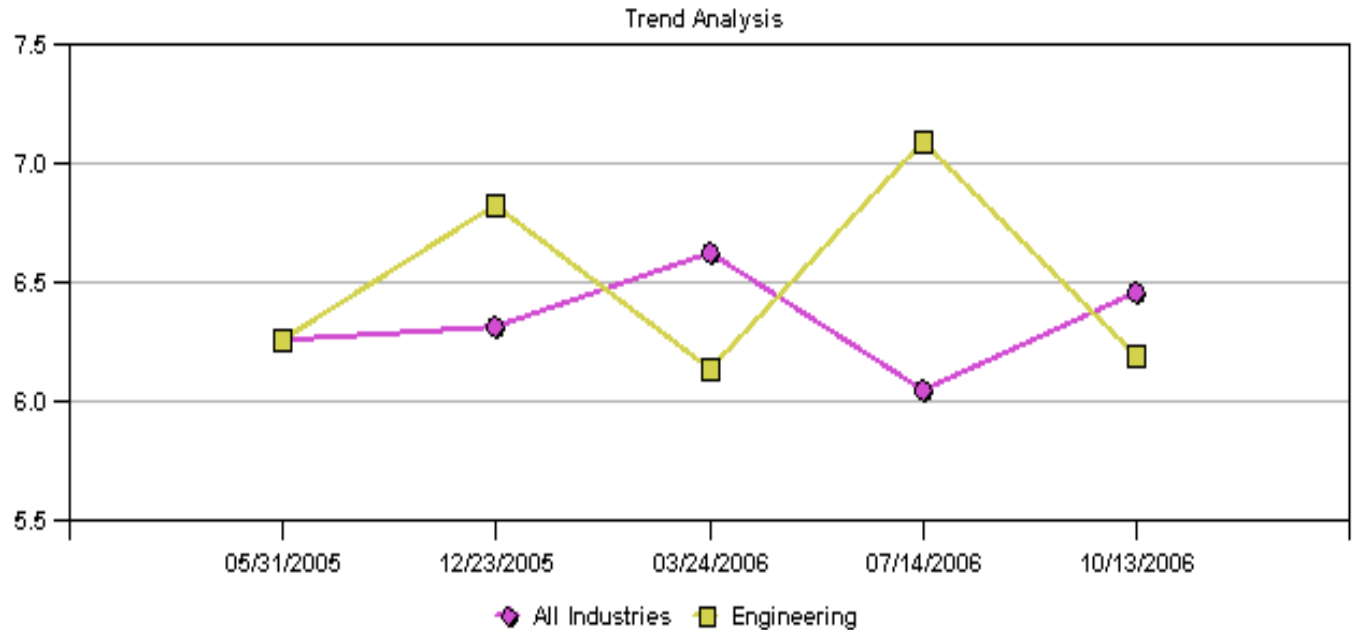
# Energy Trend



Overall, energy levels trended up from their lowest point in 23 months. However, within person change, or the amount of change from respondents who participated in the 7/14/06 dialogue reflect a continued decline in energy levels. Specifically, 106 participants report a decrease in energy of .21 since July.

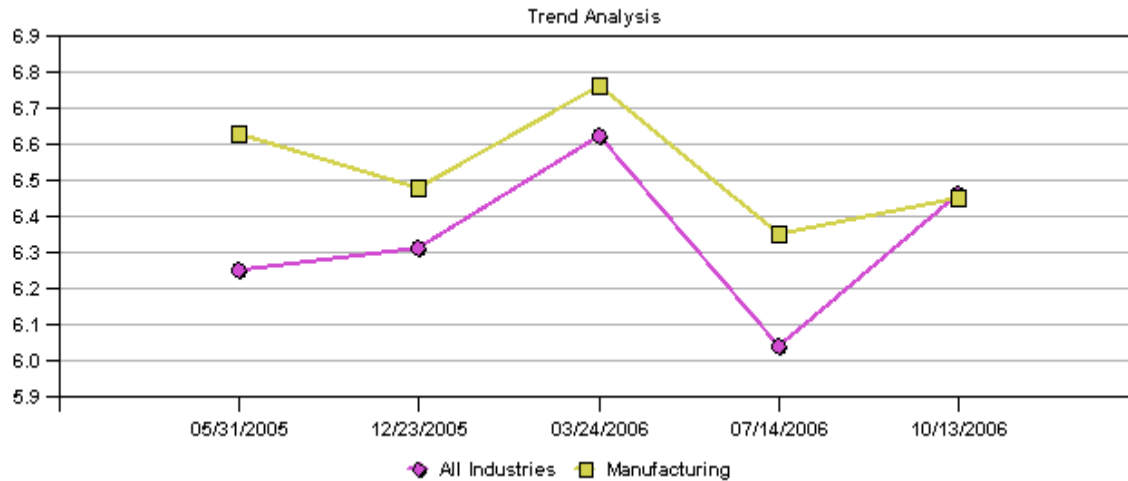


# Sample industry trends: Engineering

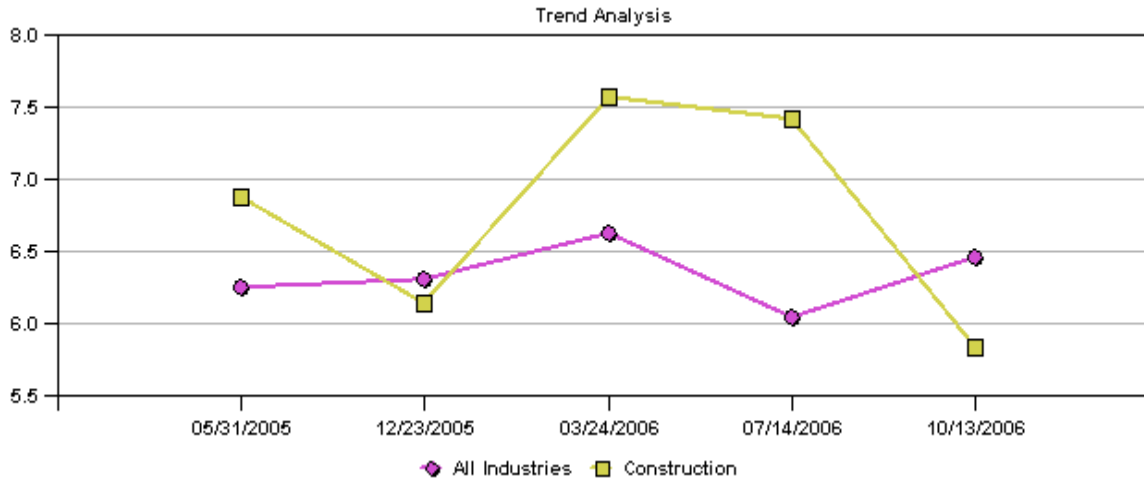


Engineering industry trend seems to be contrary to overall trend

# More industries



Manufacturing



Construction

# Overall industry analysis

- 12 of the industries studied had an increase in energy, 3 by more than one point (health care, retail trade, and services, other than consulting)
- 3 industries experienced a decrease in energy, with only one being more than one point (construction)
- Two industries report being “in” their productivity zones (biotechnology and web-based consulting)
- All other industries are still reporting being below their productivity zone (the zone where the leaders report being most productive), and 8 are below by more than one point).

## Comment analysis: Asked respondents to explain why they thought the last set of data showed downward trend

**The top six comment categories accounted for 73% of all answers**

Reasons for Energy Slippage	Count	Percent
work load	33	0.17
other	27	0.14
world events	21	0.11
economy	21	0.11
seasonal	20	0.10
na	20	0.10

## Sample comments: Work load

- “It's tough right now for American manufacturers, which my company is. Stress levels are high trying to keep companies viable in a changing business world, and people are either burning out or giving up.
- Most companies are trying to do more with less. While I actively support the business reasons for this, I also recognize that it is significant change for many. In my experience, significant change often saps motivation levels.
- People are working harder and harder to achieve the same or less results. Burn out!
- People are expected to work harder and for longer hours, yet they don't get to benefit from their efforts--they are only told to work harder, better, or the organization is changed in an unpleasant way. The pressure is unrelenting and the reward is ever-shrinking.”

# Section III: Exploring attitudes about surveys

## Results: Are Survey's Evil?

- Definition for “something evil:” a situation that is very unpleasant, harmful, or morally wrong.
- Using the definition above we asked participants to answer a series of questions about customer and annual employee surveys

# Questions Posed

## Questions

I believe annual employee surveys are evil.

I believe customer surveys are evil.

The annual survey we use at my company is something all employees value.

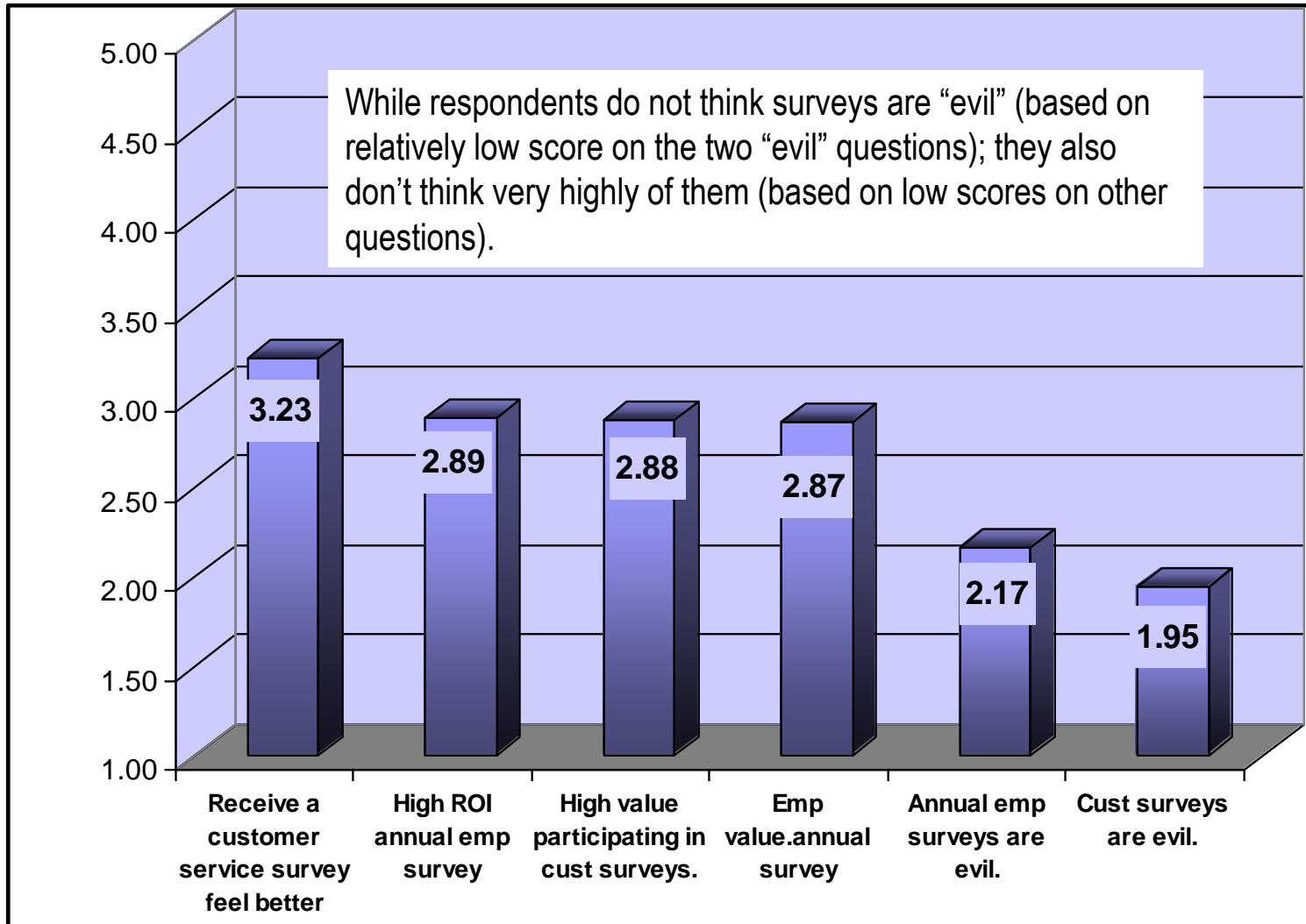
There is a definite and high ROI from our annual employee survey.

When I receive a customer service survey, I feel much better about the company.

I experience high value from participating in customer surveys.

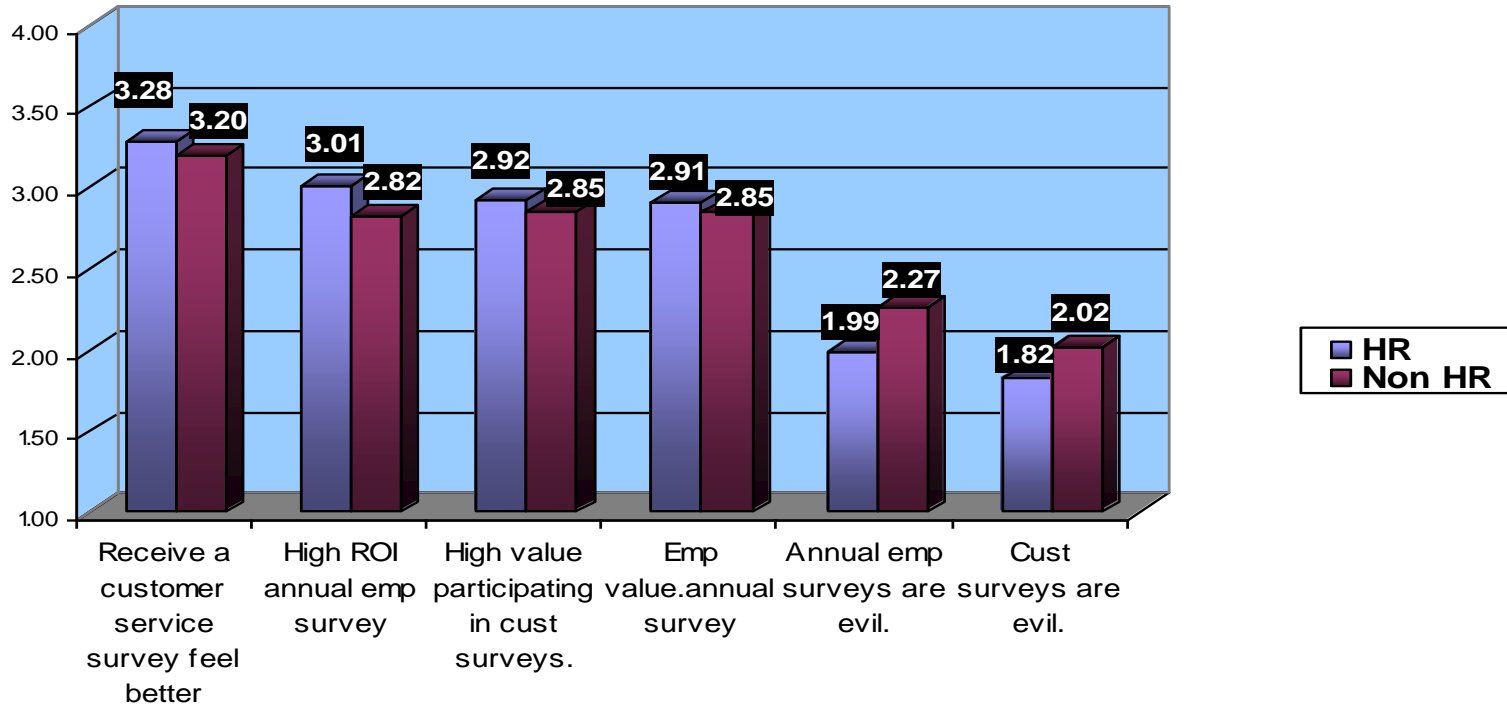


# Results: Thoughts on surveys



Response scale: 1 to 5 scale used, where 1 = strongly disagree; 5=strongly agree

# Results: HR vs. Other



HR professionals have more positive attitudes towards both customer and employee survey processes and are significantly less likely to view the annual employee survey as “evil” than other respondents.

## Other Results of Interest

- **Using ANOVA\*** we looked for differences on selected demographic variables the follow are the results of that investigation.
- **Firm size**
  - The larger the firm, the more positive were leaders perceptions toward the annual employee survey.
- **Performance**
  - Leaders of higher performing firms had more positive attitudes toward customer surveys.
- **Sector**
  - Leaders from the manufacturing sector had the most positive attitudes toward the annual employee survey.

\* ANOVA = analysis of variance, used to determine statistical significance between various group scores

# Survey Experience Comment Results

We coded comments on two dimensions. Affect of comment and then reviewed all comments for common themes.

Overall Affective Responses	Count	Percent
Neutral	76	0.41
Positive	58	0.32
Negative	50	0.27
Totals	184	1.00

# Emergent Survey Experience Themes

Themes	Count	Percent
follow through	40	0.22
metric integrity	27	0.15
other	21	0.11
increase knowledge	20	0.11
length and depth	20	0.11
ethical	13	0.07
na	13	0.07
false expectations	12	0.07
valued	10	0.05
wrong scope	4	0.02
feedback	4	0.02
<b>totals</b>	<b>184</b>	<b>1.00</b>

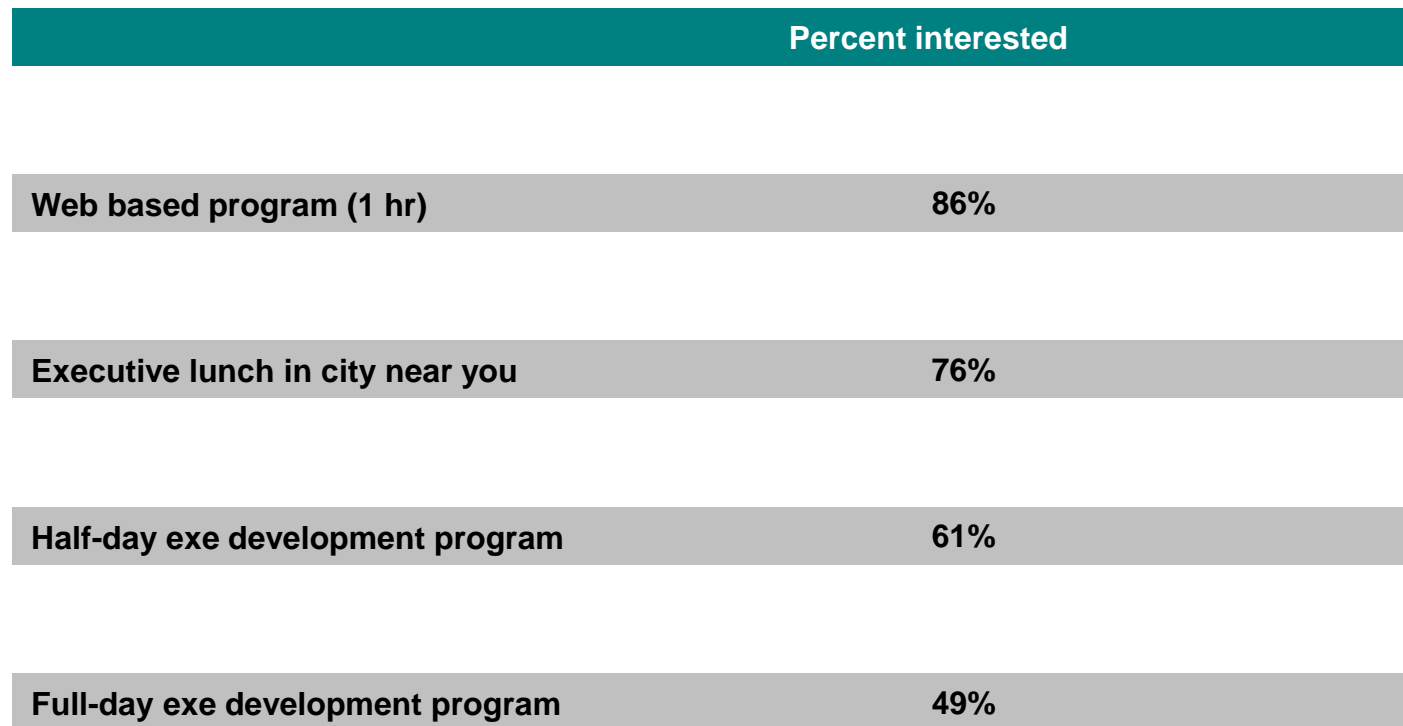
# Sample comments

- Employee surveys generate typical bell curve information, establish a high employee expectation and generally increases employee dissatisfaction.
- I am selective about surveys as I have a pre determined notion that better than 60% of the time nothing will come of the survey. Unfortunately many companies simply go through the motion or the "exercise"
- Surveys are very important in collecting data in a structured and useful format.
- I value the chance to give my opinion. When I was an employee, I always answered surveys because, as a sales representative, I know that marketing and sales managers make most of their decisions based upon surveys because they want to make a majority of people happy rather than having their own opinions.

## Section IV: Executive learning and networking opportunities

# Results for learning questions

We are considering conducting executive meetings to enhance the learning from the Leadership Pulse data and network of participants. Please rate your personal interest in attending the following types of events:





## Next Steps

- **Technical report with details on this month's report will be available when complete (end of November).**
- **Please write to us with any comments you have on this data ([theresa@leadershippulse.com](mailto:theresa@leadershippulse.com))**

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For more information about the study or how you can get involved,  
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