

Leadership Confidence

September Leadership Pulse



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Preliminary Report
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Leadership Pulse Introduction

- **Monthly Leadership Learning**
 - Over 4,500 executives around the world have answered the Leadership Pulse survey since it began in June, 2003
 - All individuals in the study receive eePulse surveys and all results (both on-line reports and executive summaries)
- **November Topics**
 - Leadership Role Analysis (379 Responses) or “how leaders spend their time”
- **Goal of study = Research and executive learning**
 - Data and Dialogue Driven Leadership™

Demographics (September data)

Industries

Level of respondents

In an average work week, what percentage of your time do you spend in this role.

Job Holder - In an average work week, **50.49%** of time is spent in this role.

Entrepreneur/Innovator - In an average work week, **21.66%** of the time spent in the Entrepreneur / Innovator role.

Career - In an average work week, **9.48%** of the time spent in the Career role.

Team Member - In an average work week, **20.36%** of the time is spent in Team Member role.

Organization Member - In an average work week, **14.86%** of the time is spent in Organization Member role.

Note that the percentages do not add up to 100%. That is because overlap exists between roles. This issue will be reviewed in detail in the follow-up report (or Phase 2 report).

How important do you think this role is for your personal career and company's overall long-term success?

(Note: The results report the mean value, based on a 1 to 5 Likert scale, with 1 = not important at all, to 5 = very important)

Role	Important to company	Important to my career	Gap (company – me)
Job Holder	4.52	4.03	+.49
Entrepreneur/Innovator	4.69	4.47	+.22
Career	3.53	4.26	-.73
Team Member	4.40	3.97	+.43
Organization Member	4.24	3.90	+.34

According to respondents, all roles, other than career, are more important to the company's success than to their own personal career success. Also, the most important role, overall, to both the company and to one's career is the entrepreneur role, and that role had the lowest "gap" score.

Summary

The demographics of this study shows that 61% of the 379 respondents were VP or higher level. Therefore, the results reflect the views from the top of organization.

Based on the five categories (Job Holder, Entrepreneur/Innovator, Career, Team Member and Organization Member) the results display that **50.49%** on average of the VP or higher management, value their time performing the role of the Job Holder. On the other hand, only **9.48%** on average of the VP or higher management, spend their time in career role. This could be due to the fact that the upper level of the organization have met their career goals.

The importance of the entrepreneur role in both the success of the company and personal career growth is of interest when this data is taken together with the most recent findings of leader energy and confidence. Our overall findings show that leaders are so focused on “job” – that it is difficult to engage in “non-core job” work. More on this finding will be described in the phase 2 report (to follow).

Summary of Comment Data

The comment data shows that upper management plays many roles within the organization, thus less time to focus on their own personal (or non-work) roles.

Sample:

I am multi-tasking in a highly matrixed, complex organization in an industry that operates in real time. So, at the end of the day, my day ends up in a blur. It always starts with the most organized and best intention, but is usually derailed by 10am.

Anything less than 110% is never enough effort or time to create change in the organization, and without effective change the company is doomed to failure. If the company fails, I have failed.

When you are an executive you carry many titles and perform all sorts of roles and when the demand is needed so do the roles.

Next Steps

- Further analysis of this data and reporting will be provided over the next few months
- Review on-line reports if you are interested in details of results:
 - Link: <https://secure.eepulse.net>
 - Client Id: 0001UMBS
 - User Id: leader
 - Password: lead4success

**FOR MORE INFORMATION
ABOUT THIS RESEARCH,
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If interested in expanded participation for an organization,
please visit the following web site: www.umbs.leadership.eepulse.com.

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