

December Leadership Pulse™



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Preliminary Report
January 24, 2006

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)
- **December Topics**
 - Trends in Leadership Data (299 Responses)
- **Goal of study = Research and executive learning**
 - Data and Dialogue Driven Leadership™

Demographics (December 2005 data)

Industries

Level of respondents

In this report...

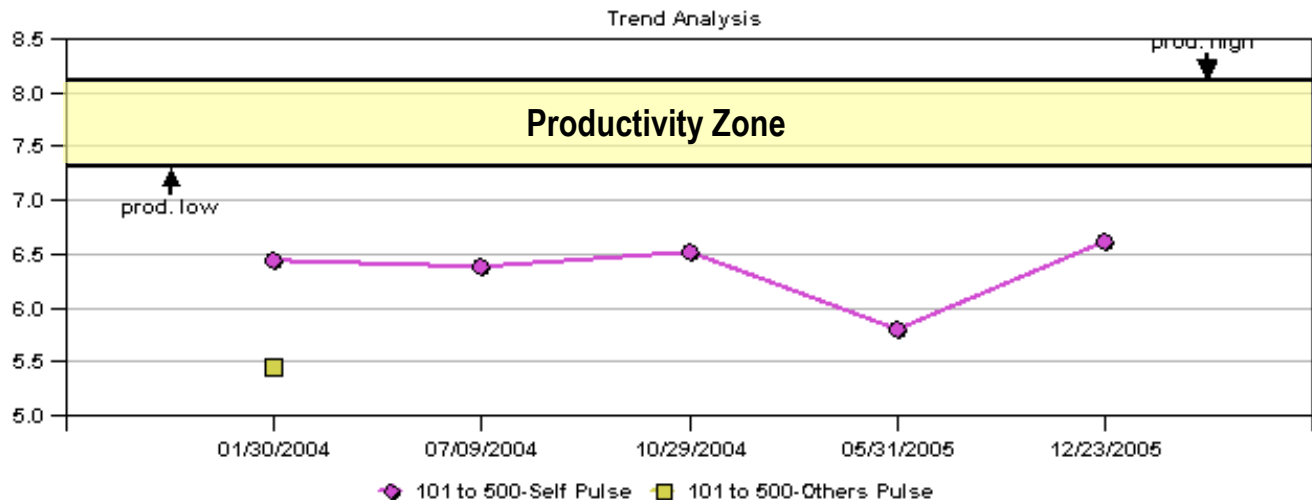
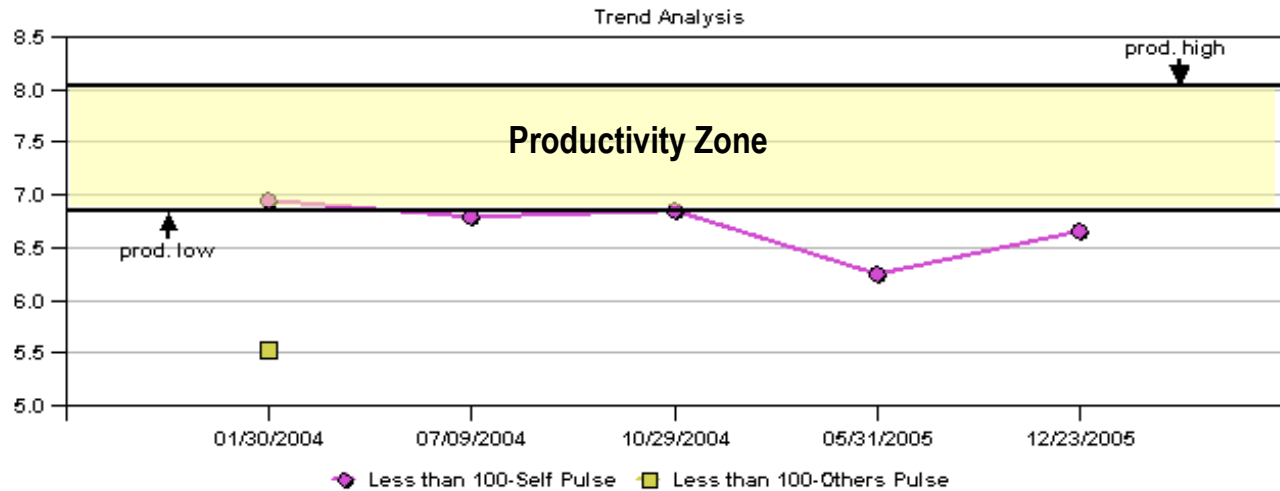
- This report shares some high level findings of the last Leadership Pulse study
- A more detailed research analysis and report will be available within the next few months
- We currently have the detailed report on the prior Leadership Pulse study,

–The Roles of Engagement

Call (734) 996-2321 or write to info@eepulse.com for a copy of this report – it is available at no cost to people who registered for the Leadership Pulse study – and at a \$45 fee for those who are not in the study.

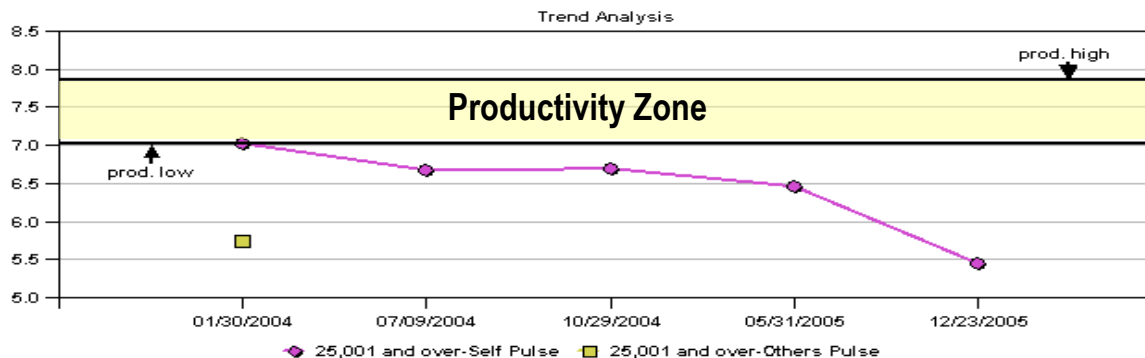
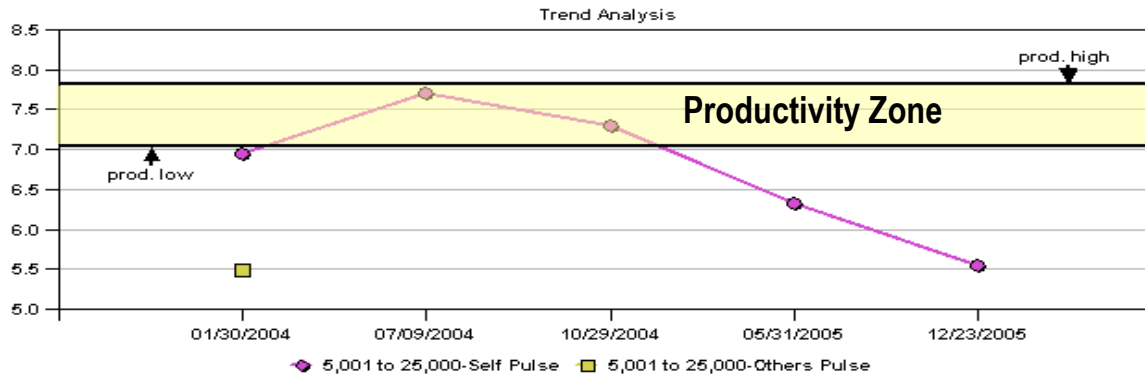
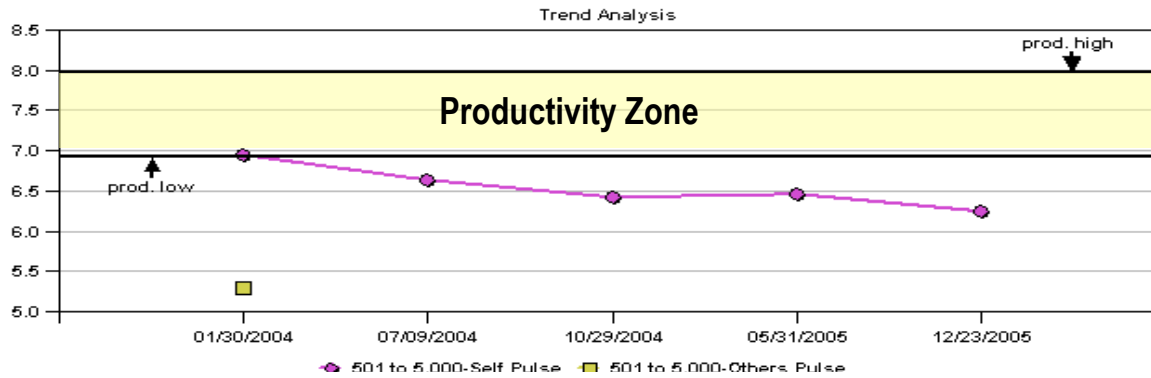
Trend in Leadership Data

Energy: Less than 500 Employees

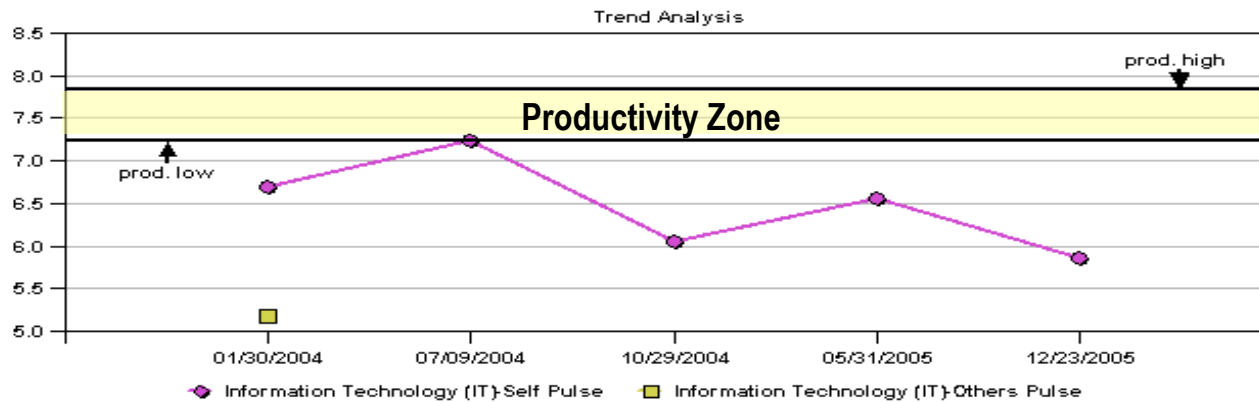
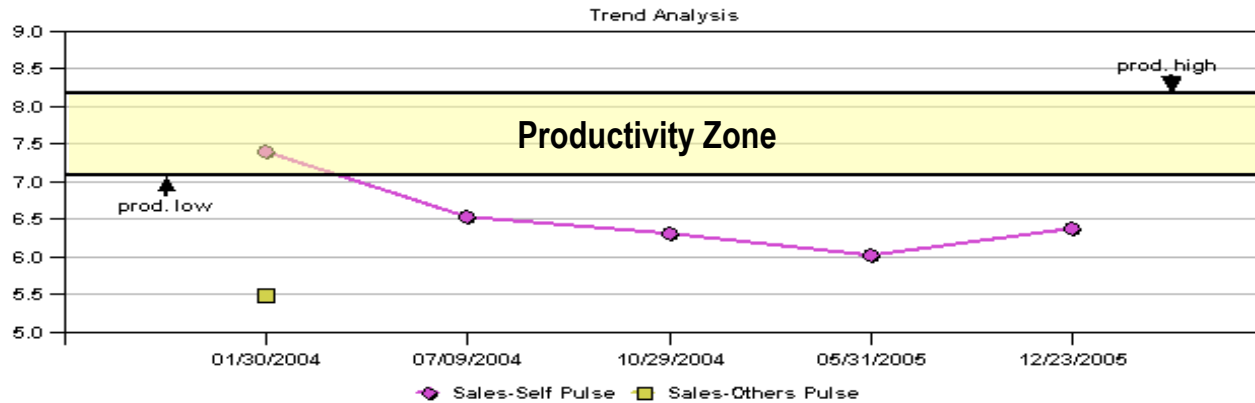
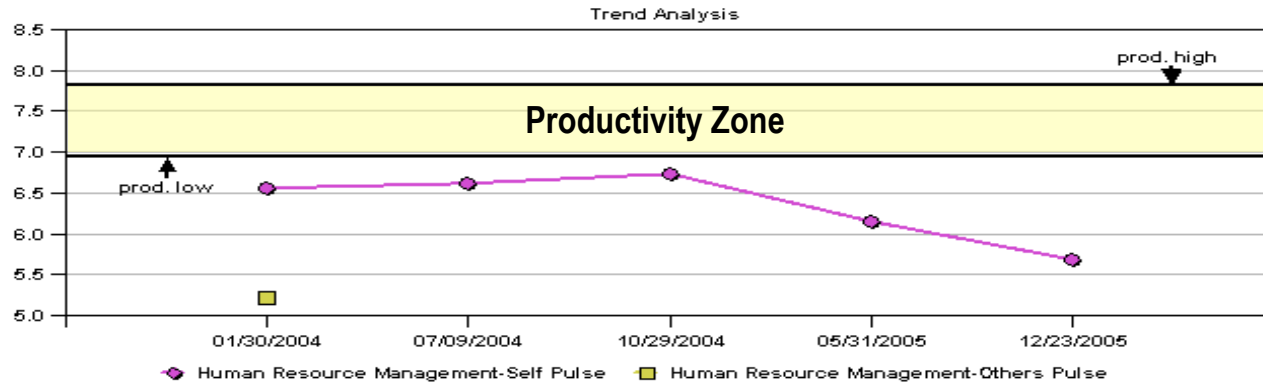


Trend in Leadership Data

Energy: 501 to over 25,000 Employees



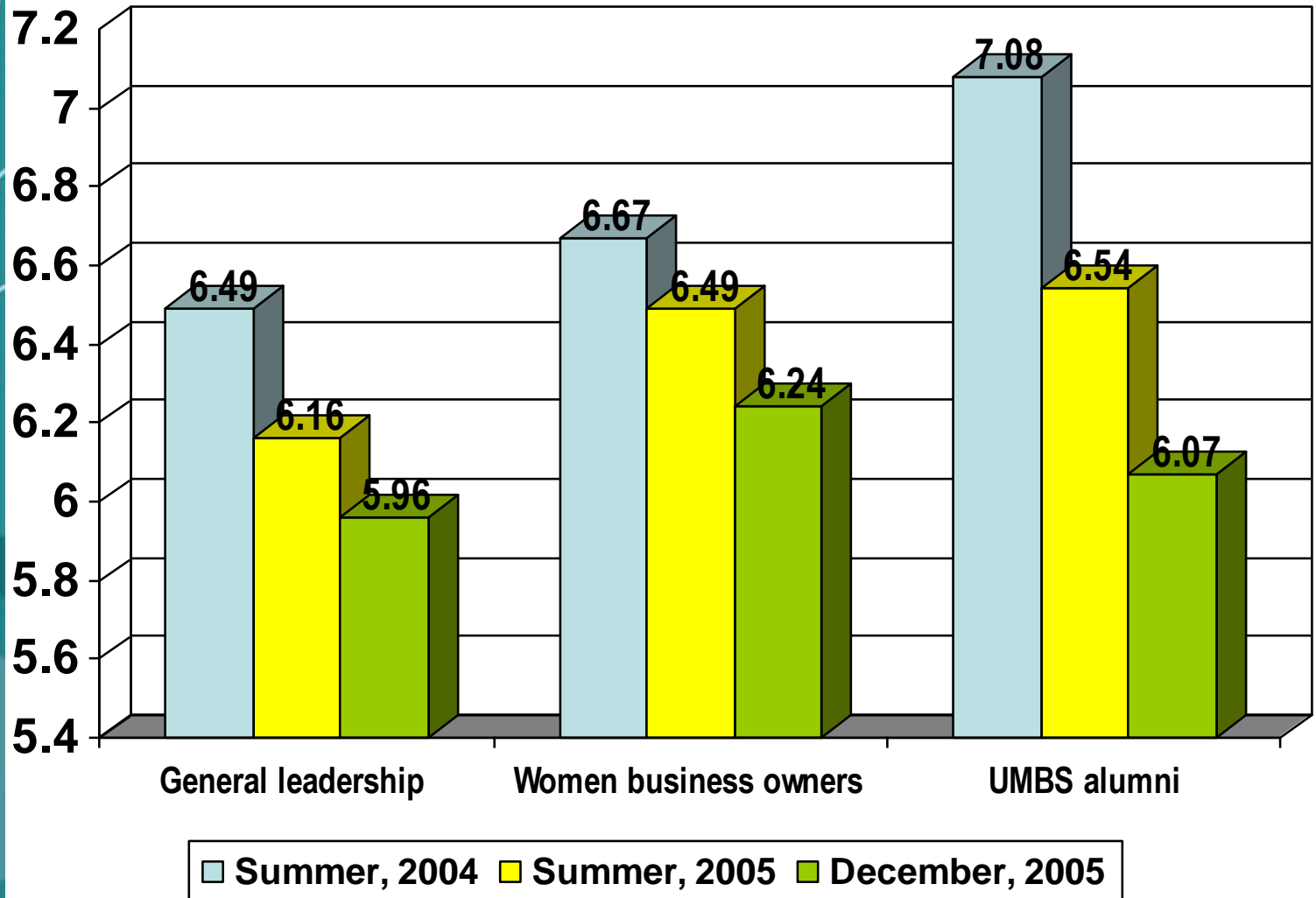
Trend in Leadership Data by Functional Areas



Industry Trends

- **8 industries declined from summer**
- **9 industries improved since summer**
- **Only 3 industries “in the zone”**
 - Government (7.50)
 - Mining (7.50)
 - Wholesale trade (7.0)
- **Largest gaps below zones**
 - Not-for-profits (5.58)
 - Services, other than consulting (5.83)
 - Transportation and public utilities (4.79)

Subgroup Trends



The results show the General Leadership, Woman Business Owners and UMBS Alumni energy levels have been declining with the past three surveys.

Summary of Comment Data



Energizing Events

- “Sales are everything. A few days ago, all were informed that compared to this time last year, the company as a whole, **has surpassed its revenue objectives**. This news increased the energy level of the whole company.
- **A last minute deadline** we all have to work together to accomplish brings out the best in my team
- Assigning a **motivated leader** to a group of employees.
- Our CEO and creative director pulled together a larger-than-usual group for a **brainstorming session**. As a result, ideas for a new microsite really took us to a new, higher level.
- Our company was **featured on the NBC news** in Los Angeles. A two minute piece describing our business.
- One of our managers got up front of the room and played a word association game.....lightened the atmosphere and proved **you learn more with energy, passion and a "fun" environment.**

RESULTS

TEAMWORK

LEADERS

INVOLVEMENT

PRIDE

HUMOR

Summary of Comment Data

De-energizing Events

- Announcing the *layoffs* of 4000 white collar jobs

LOSS
- Negative interaction* between our Operations Manager and members of our sales team.

CONFLICT
- A client called and *berated our CEO*, bringing her to tears.

SHAME
- Selection of an *external candidate for a VP level* position when an internal candidate was clearly the more experienced candidate.

UNFAIRNESS
- Condescending remarks about our products*....not a solution based environment---

INSULTS
- Bad hires are notoriously the *biggest downer* in our company for creating negative energy.

POOR FIT
- We have had a sales manager who stood up in front of the whole company and just *talk about his own successes* in landing contract and business for the company. His subordinates resented him and the rest of the company didn't view him as part of the team.

SELFISH

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,
TO READ MORE REPORTS, PRESS RELEASES, AND ARTICLES, VISIT:**

www.eepulse.com

See the following sections of the web site:

RESEARCH
NEWS: PRESS RELEASES
NEWS: ARTICLES

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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