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2010 LEADERSHIP SURVEY RESULTS

The following is the results of the 2010 leadership Survey conducted for the American Management Association (AMA) by Chuck Martin of NFI Research. As evident from the results of this survey, businesspeople see timely recognition as a key component of how leaders can best demonstrate that they truly do put people first. Almost all (98%) respondents said that timely recognition is key.

In terms of leaders being able to make a big difference in comforting employees regarding the unknown, 97 percent of executive, managers, and employees responding noted that setting clear expectations is important. The vast majority (95%) of respondents agreed that rewarding employees for putting their ideas into action is the best way for leaders to stimulate innovation and creativity. An overwhelming number (94%) of respondents agreed that leaders should encourage employees to take risks and show them that risks are integral to success by rewarding them for taking such risks.

By holding individuals accountable, and matching actions to works, 97 percent of respondents agreed that these are the best ways for leaders to instill ownership and accountability. Almost all execu-

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tives, managers, and employees (98%) agreed that by providing coaching and/or mentoring, as well as professional development, leaders will be able to groom the next generation of managers. Nearly all respondents (97%) said that leaders will instill purpose in the workplace by linking work to results.

Note: This survey included 205 members of the American Management Association. Respondents were as follows: 14 percent were CEO, President, CFO, and so on; 63 percent were VP, AVP, Director, and so on; and 23 percent were employees (Consultant and the like).

Survey Questions and Responses

1. Leaders can best demonstrate that they truly do put people first by:

(a) Providing Competitive Compensation

Strongly Agree	34.3%
Somewhat Agree	41.4%
Neutral	13.6%
Somewhat Disagree	7.1%
Strongly Disagree	3.5%

(b) Delivering intrinsic awards (comp time, bonuses, etc.)

Strongly Agree	43.9%
Somewhat Agree	41.8%
Neutral	11.3%
Somewhat Disagree	2.5%
Strongly Disagree	0.5%

(c) Offering developmental opportunities

Strongly Agree	77.4%
Somewhat Agree	16.4%

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Neutral	4.1%
Somewhat Disagree	1.6%
Strongly Disagree	0.5%

(d) Providing timely recognition

Strongly Agree	78.9%
Somewhat Agree	19.0%
Neutral	1.1%
Somewhat Disagree	1.1%
Strongly Disagree	0.0%

(e) Promoting from within

Strongly Agree	47.8%
Somewhat Agree	33.2%
Neutral	10.2%
Somewhat Disagree	2.9%
Strongly Disagree	1.0%

2. Leaders make the biggest difference in making people comfortable with the unknown by:

(a) Providing vision

Strongly Agree	68.4%
Somewhat Agree	27.0%
Neutral	3.1%
Somewhat Disagree	1.1%
Strongly Disagree	0.5%

(b) Setting clear expectations

Strongly Agree	83.3%
Somewhat Agree	13.5%
Neutral	1.6%
Somewhat Disagree	1.6%
Strongly Disagree	0.0%

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(c) Engaging in planning

Strongly Agree	55.6%
Somewhat Agree	32.9%
Neutral	9.3%
Somewhat Disagree	1.6%
Strongly Disagree	0.5%

(d) Providing opportunities to study business trends

Strongly Agree	21.1%
Somewhat Agree	44.4%
Neutral	27.3%
Somewhat Disagree	4.6%
Strongly Disagree	2.5%

(e) Promoting employee dialogues with key stakeholders

Strongly Agree	35.2%
Somewhat Agree	46.1%
Neutral	13.5%
Somewhat Disagree	4.7%
Strongly Disagree	0.5%

3. Leaders can best stimulate innovation and creativity by:

(a) Identifying what it takes to innovate

Strongly Agree	36.0%
Somewhat Agree	38.2%
Neutral	18.1%
Somewhat Disagree	5.2%
Strongly Disagree	2.5%

(b) Creating internal think-tank-style incubators

Strongly Agree	27.3%
Somewhat Agree	47.9%
Neutral	17.0%

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Somewhat Disagree	5.2%
Strongly Disagree	2.5%

(c) Providing employees with free time to create

Strongly Agree	29.2%
Somewhat Agree	34.3%
Neutral	27.2%
Somewhat Disagree	5.7%
Strongly Disagree	3.6%

(d) Challenging everyone to think creatively

Strongly Agree	53.1%
Somewhat Agree	31.0%
Neutral	11.3%
Somewhat Disagree	3.6%
Strongly Disagree	1.1%

(e) Rewarding employees for ideas into action

Strongly Agree	66.8%
Somewhat Agree	22.0%
Neutral	3.9%
Somewhat Disagree	0.5%
Strongly Disagree	0.5%

4. Leaders can encourage employees to take risks and show them it is integral to success by:

(a) Challenging employees to think outside the box

Strongly Agree	54.4%
Somewhat Agree	32.6%
Neutral	10.4%
Somewhat Disagree	1.6%
Strongly Disagree	1.1%

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(b) Creating internal think-tank-style incubators

Strongly Agree	50.0%
Somewhat Agree	37.5%
Neutral	8.9%
Somewhat Disagree	3.1%
Strongly Disagree	0.5%

(c) Rewarding employees for taking risks

Strongly Agree	66.8%
Somewhat Agree	27.0%
Neutral	4.1%
Somewhat Disagree	2.1%
Strongly Disagree	0.0%

(d) Providing clear guideline of strategic direction

Strongly Agree	66.4%
Somewhat Agree	26.8%
Neutral	5.2%
Somewhat Disagree	1.6%
Strongly Disagree	0.0%

(e) Recognizing people who overcome job challenges

Strongly Agree	66.2%
Somewhat Agree	21.8%
Neutral	9.3%
Somewhat Disagree	2.1%
Strongly Disagree	0.5%

5. Leaders can best instill ownership and accountability in employees by:

(a) Teaching principles of accountability

Strongly Agree	37.8%
Somewhat Agree	36.8%

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Neutral	17.1%
Somewhat Disagree	5.7%
Strongly Disagree	2.6%

(b) Linking executive bonus compensation to results

Strongly Agree	33.6%
Somewhat Agree	27.4%
Neutral	26.8%
Somewhat Disagree	6.4%
Strongly Disagree	5.8%

(c) Matching actions to words

Strongly Agree	74.5%
Somewhat Agree	22.4%
Neutral	2.6%
Somewhat Disagree	0.0%
Strongly Disagree	0.5%

(d) Holding individuals accountable

Strongly Agree	76.9%
Somewhat Agree	20.4%
Neutral	2.1%
Somewhat Disagree	0.5%
Strongly Disagree	0.0%

(e) Including accountability as a core value

Strongly Agree	69.3%
Somewhat Agree	22.9%
Neutral	5.2%
Somewhat Disagree	2.6%
Strongly Disagree	0.0%

6. The best way for leaders to groom the next generation of managers is by:

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(a) Identifying high-potential employees

Strongly Agree	54.1%
Somewhat Agree	38.6%
Neutral	6.2%
Somewhat Disagree	0.5%
Strongly Disagree	0.5%

(b) Offering cross-functional training

Strongly Agree	61.1%
Somewhat Agree	30.0%
Neutral	7.7%
Somewhat Disagree	1.1%
Strongly Disagree	0.0%

(c) Encouraging job rotations

Strongly Agree	45.6%
Somewhat Agree	33.3%
Neutral	16.4%
Somewhat Disagree	4.6%
Strongly Disagree	0.0%

(d) Offering professional development

Strongly Agree	73.7%
Somewhat Agree	24.7%
Neutral	1.1%
Somewhat Disagree	0.0%
Strongly Disagree	0.5%

(e) Providing coaching and mentoring

Strongly Agree	85.0%
Somewhat Agree	12.9%
Neutral	2.1%

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Somewhat Disagree	0.0%
Strongly Disagree	0.0%

7. Leaders will instill purpose in the workplace by:

(a) Communicating the vision

Strongly Agree	73.7%
Somewhat Agree	22.7%
Neutral	2.5%
Somewhat Disagree	0.5%
Strongly Disagree	0.5%

(b) Linking work to results

Strongly Agree	68.5%
Somewhat Agree	28.3%
Neutral	2.1%
Somewhat Disagree	0.5%
Strongly Disagree	0.5%

(c) Implementing merit pay system

Strongly Agree	26.6%
Somewhat Agree	41.1%
Neutral	26.1%
Somewhat Disagree	3.6%
Strongly Disagree	2.6%

(d) Showing how customers benefit from what employees do

Strongly Agree	59.0%
Somewhat Agree	35.9%
Neutral	4.1%
Somewhat Disagree	0.5%
Strongly Disagree	0.5%

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(e) Doing what they promise

Strongly Agree	81.9%
Somewhat Agree	13.4%
Neutral	4.1%
Somewhat Disagree	0.5%
Strongly Disagree	0.0%

(f) Instilling confidence

Strongly Agree	71.6%
Somewhat Agree	21.6%
Neutral	6.2%
Somewhat Disagree	0.5%
Strongly Disagree	0.0%