

Sample
Full results available to members only

**Preliminary
Pulse Survey Results**

Leadership Competencies



**INSTITUTE FOR
CORPORATE PRODUCTIVITY**

Foreword

The Institute for Corporate Productivity (i4cp) conducted the *Leadership Competencies Pulse Survey* in July of 2009. A total of 559 respondents participated. Note: Due to rounding, percentages may not total 100. Note: The results are sorted by overall response and broken down by size of workforce (from 1,000 to 9,999 employees to more than 10,000).

Results are presented in two sections: the Graphical Summary of Results and Appendix. The Graphical Summary contains graphs illustrating overall responses for primary survey questions. The appendix section contain enhanced tables of all survey results with breakdowns based on organization size.

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Graphical Summary of Results

(See Appendix for breakdown by company size.)

1. Within which sector does your organization primarily work? No graph. See Appendix for data.
2. What is your current title? No graph. See Appendix for data.
3. To what extent do you agree with the following statements?

	Score (1=Not at all, 5=Very high extent)	% High extent, Very high extent
The excellence of my organization's top leadership team (officer level) surpasses most in our industry	3.00	36.6%
My organization emphasizes the continuing development of its current leaders' skills	2.97	35.9%
My organization is strong at developing future leadership talent	2.61	23.4%

4. To what extent does each of the following elements help your organization to develop leadership talent?

	Score (1= Not at all, 5=Very high extent)	% High extent, Very high extent
Top executive support	2.31	39.7%
Succession planning / talent pool planning processes	2.02	31.1%
Top executive involvement in development	2.01	30.9%
Leadership development strategy	1.90	28.5%
A high-potential identification process	1.87	26.6%
Board of directors support	1.86	26.3%
Transparent and high-trust culture	1.81	24.8%
A focus on identifying diverse candidates for leadership positions	1.69	21.3%
Holding leaders accountable for developing other leaders	1.65	20.0%
Planned developmental job assignments	1.59	18.2%
University-type executive education programs	1.57	18.1%
Sufficient budget	1.58	18.0%
Measurement of the effectiveness of leadership development	1.45	13.8%
A fast-track development process	1.42	13.2%

5. To what extent DOES your organization emphasize the following business competencies to develop leaders, and to what extent SHOULD it?

	Score (1=Not at all, 5=Very high extent)	% High extent, Very high extent
Know the business - We currently do this	4.07	77.3%
Know the business - We should do this	4.44	94.2%
Business ethics - We currently do this	4.04	71.3%
Business ethics - We should do this	4.61	93.7%
Know the customer - We currently do this	3.98	71.0%
Know the customer - We should do this	4.60	95.9%
Know the industry - We currently do this	3.86	71.1%
Know the industry - We should do this	4.36	91.6%
Understanding the bottom line - We currently do this	3.56	53.1%
Understanding the bottom line - We should do this	4.29	90.0%
Operations - We currently do this	3.61	60.6%
Operations - We should do this	4.19	83.5%
Finance - We currently do this	3.60	56.0%
Finance - We should do this	4.13	81.8%
Business planning - We currently do this	3.30	42.7%
Business planning - We should do this	4.29	89.2%
Sales - We currently do this	3.26	49.2%
Sales - We should do this	3.74	66.9%
Strategy execution - We currently do this	3.27	41.3%
Strategy execution - We should do this	4.47	93.4%

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	Score (1=Not at all, 5=Very high extent)	% High extent, Very high extent
Marketing - We currently do this	3.15	40.1%
Marketing - We should do this	3.84	68.6%
Information Systems - We currently do this	3.09	34.8%
Information Systems - We should do this	3.98	74.9%
Strategy development - We currently do this	3.14	37.1%
Strategy development - We should do this	4.34	89.8%
Organization design / alignment - We currently do this	3.08	34.8%
Organization design / alignment - We should do this	4.09	81.5%
Decision-making sciences - We currently do this	2.80	22.8%
Decision-making sciences - We should do this	4.03	78.5%

6. To what extent DOES your organization emphasize the following relationship/communication competencies to develop leaders, and to what extent SHOULD it?
7. To what extent DOES your organization emphasize the following management competencies to develop leaders, and to what extent SHOULD it?
8. To what extent does your organization have a process to identify development gaps in your next generation of leaders?
9. To what extent does your organization use each of the following tools and training techniques to build leadership competencies?
10. To what extent does your organization use each of the following as key performance indicators to measure the success of leaders?

11. To what extent does your organization use each of the following methods to assess leadership development effectiveness?
12. To what extent is each of the following a barrier to developing leaders at your organization?
13. To what extent will the following factors represent challenges faced by leaders during the next ten years in your organization?
14. Select the six leadership competencies that best characterize the most successful leaders in your organization:

The findings for this report are available to members in the full Survey Results document. Individual documents are also available for purchase – contact us for more details.



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