

Business Drivers Leadership Pulse

Early Insights

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Introduction

The business drivers leadership pulse focused on key assets that affect overall organizational performance. These items come out of a larger research stream that I started in 1993, collecting data from management teams in cohorts of initial public offering (IPO) firms. Looking at all the firms that went public in several years (examining thousands of firms), we were able to examine what the executive teams in these firms reported as the drivers of performance and then what the ‘real’ drivers of longer-term performance were (per research looking at 3-year and 5-year stock price growth, growth in Tobin’s Q, which is market to book, and earnings growth).

That was only part one of the research. Since then, we have replicated this research with other samples of firms, within the leadership pulse on several occasions since we started in 2003, and within organizations as an audit and consulting tool.

Below you will find the overall results for the business drivers questions. We asked respondents to rate each item using the scale below:

Use the scale below to rate the degree to which each item on the right has affected your business in the last 9 months, (positive - negative and strength).



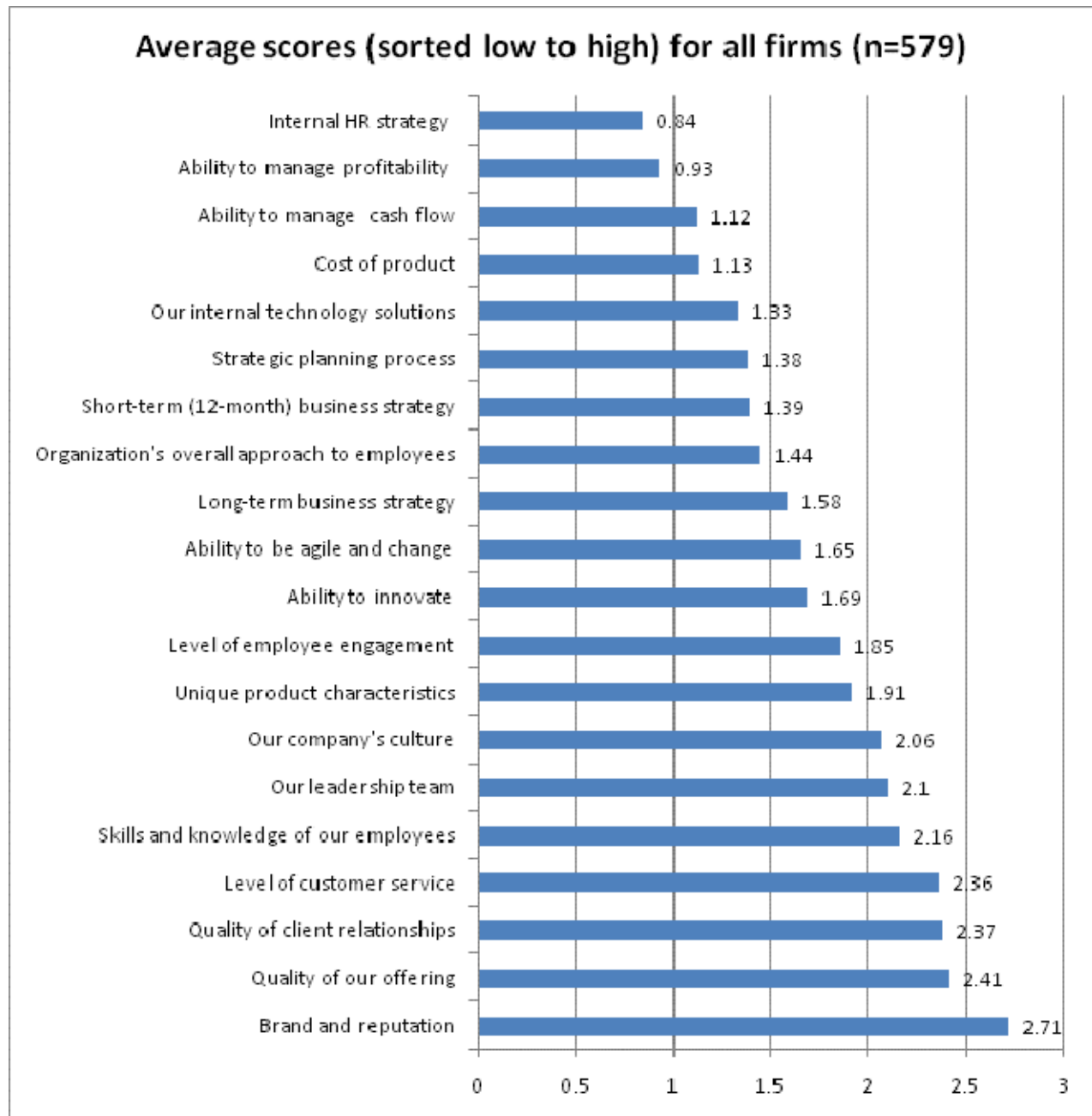
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The scale was set up to simultaneously ask about the degree to which a business driver affected the organization and to evaluate whether that effect was positive or negative. Thus, an answer can go from positive 5 (+5) to zero to negative 5 (-5). The result was significant variation in the results, which is what we hoped for when we used the scale.

We did hear from a few respondents that the scale confused them; thus, we will be working on some improvements in the layout and explanations. However, after analyzing the data, and evaluating results compared to other studies, all in all, the scale seemed to work quite well.

On the next page you will find a bar chart that shows the overall results, reporting the mean score per driver (sorted from low to high).

Business Driver Leadership Pulse Results



How to learn more

First, being high or low on the scoring does not necessarily mean that the item has positive or negative impacts on performance. We will explore the links to performance and which drivers can help your firm thrive in our current economic crisis and beyond.

We will be sending out invitations to a unique web-based learning event. For those interested, we will send you a workbook ahead of time. This will allow those of you who participated to enter your own results (either from your personal reports or from team reports) and work through the data and then discuss:

- Ways to engage your teams in highly effective interactive dialogues about the data
- How to take action based on what you learned

If you did not take the survey or are not in the team pulse yet, you can use the workbook to think through your own results and how you think your organization would have answered. The exercises will benefit everyone, whether you took the survey or not. In exchange for our work in setting up this learning event, we are asking for active participation and dialogue.

People who sign up for this event will engage in dialogue with their peers and learn.

- This is not a traditional webinar
- We are working hard to make sure you don't want to hit the mute button and do your "regular work"
- In just an hour (or maybe less) you will learn about hot-off-the-press findings about what's driving high performance in today's tough economic climate

I will share the results of this study and other related work I've done since 1996.

The dates and times for this learning event will be announced on the energize engage social network site and via an email to be sent to all of our members.

Thank you,

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