Leadership Today

Survey Findings



By

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TABLE OF CONTENTS

LICENSE AND COPYRIGHTS i
ABOUT THE AUTHORS ii
ABOUT THE SURVEY iii
EXECUTIVE SUMMARY 1
CHAPTER 1: SURVEY RESULTS 3
CHAPTER 2: BY GENERATION 25
CHAPTER 3: BY FUNCTIONAL AREA 57
CHAPTER 4: BY LEVEL WITHIN THE ORGANIZATION 89
CHAPTER 5: BY COMPANY SIZE 119
APPENDIX: METHODOLOGY 149

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Adrian Ott



Consulting Magazine called Adrian Ott "One of Silicon Valley's most respected, if not the most respected, strategists." As CEO of Exponential Edge® Inc., Adrian and her team have assisted companies such as Microsoft, P&G, Ricoh, HP, Symantec and technology start-ups to accelerate market leadership through innovative market strategy, new routes-to-market and digital customer engagement strategies. Adrian is also the best-selling *author* of *The 24-Hour Customer: New Rules for Winning in a Time-Starved, Always-Connected Economy* which won Best Business Book of the Year awards by *USA Book News* and *Library Journal* in 2011. Her latest book is *Exponential Influence: Designing Digital Habits That Engage Distracted Customers*. Adrian lectures frequently at USC, Carnegie Mellon, and Stanford and keynotes at industry events such as TEDx. Her work has been featured in publications such as the *Harvard Business Review and Fast Company.* In 2014 Adrian was honored by the Harvard Business School as one of the most inspiring business leaders in Northern California. She holds a B.S. degree from U.C. Berkeley and an MBA from Harvard Business School

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About the survey

Who is this survey report for?

- ***Executives*** who want to learn more about how their organizations view leadership and the impact that this has on culture and performance.
- ***Managers*** who want to learn more about how their teams view leadership and how to adapt their leadership style to be more effective.
- ***Talent Management professionals*** who want to better understand the latest developments in leadership and how their organizations need to adapt to stay competitive in today's marketplace.
- ***Leadership Trainers, Coaches, and Consultants*** who want to be more effective in helping clients from different generations, functional areas, and levels within the organization.
- ***Market analysts, reporters, and writers*** who watch trends, assess opportunities and challenges, and report on them.

How to get the most out of this report

The Executive Summary is presented first, followed by chapter 1 which is the core chapter that presents overall survey results and provides commentary about each survey question and the results.

Chapters 2 through 5 slice and dice the survey results by generation, by functional area, by level within the organization, and, finally, by company size. You can refer to these chapters selectively when you are curious about a specific survey question and want to learn in more detail how different segments answered this question. Or you might read the specific chapters that are relevant to your interest or responsibilities. For instance, if you are an HR professional dealing with the issue of generations in the workplace, you might want to read chapter 2.

Additional offerings from People-OnTheGo

People-OnTheGo offers a number of leadership and productivity programs, which are available in a variety of formats and can help teams and organizations in their leadership training and a range of related topics. The key programs include:

- The Accomplishing More With Less Workshop (in-person or virtual)
- The Accomplishing More With Less for Managers Workshop (in-person or virtual)
- The Accomplishing More With Less Leadership Program (1-hour per week, via web/phone conferencing, over 12 weeks)

Please contact training@people-onthego.com for additional information.

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How to stay in touch with People-OnTheGo

We invite you to join us and become part of the Accomplishing More With Less community, which includes thousands of professionals who want to be more effective and more fulfilled at work and beyond by contributing more fully to their organizations and their communities. Here are ways in which you can become part of this community:

- Join the "Accomplishing more with less group" on Facebook
- Join the "Accomplishing more with less group" on LinkedIn
- Subscribe to our blog at www.people-onthego.com/blog
- Follow Pierre Khawand on Twitter (@pierrekhawand)

Additional offerings from Exponential Edge

Exponential Edge helps companies to accelerate their go-to-market vision, insight and execution in rapidly changing markets. We help our clients to capture new market opportunities, and drive those opportunities into new revenue streams. Key programs include:

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- B.E.Y.O.N.D.™ Market Assessment
- Exponential Vision™ Disruptive Innovation Workshop
- Exponential Influence® Customer Journey Mapping Workshop

How to stay in touch with Exponential Edge

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Executive Summary

Background

Leadership is undergoing a tremendous transformation and it's a very exciting transformation! It reminds us, in a way, of what the web went through between 2000 and 2005 when Web 2.0 and then Social Media changed the way we think about the Internet. Before that time, the web used to be a one-way channel, where publishers published and readers read. With Web 2.0 and Social Media, everyone became enabled and empowered to publish. This created an amazing revolution in content, in creativity, in entrepreneurship. We believe that we are now experiencing a similar transformation in leadership. Leadership is no longer seen as being for the select few. There is a strong desire among the workforce to expand the reach of leadership skills and behavior throughout the organization and at all levels. Furthermore, both leaders and followers are realizing that leading and following are not fixed roles. Instead, they are dynamic ways of working that both leaders and followers need to engage in to get the best possible outcome of the situation at hand. If you'd like to learn the in-depth story of this transformation in leadership and what the future might hold, this survey report gives you just that. It closely analyzes the results of our extensive leadership survey and draws valuable insights.

Having been entrenched in the field of leadership development, witnessing and being part of this exciting transformation, we decided to explore this topic further. We reached out to our communities and to professional panels in N. America and posed some vital questions related to leadership. The resulting leadership survey was met with enthusiasm. The workforce seems to be ready for changes in this field. The survey examined a broad range of topics related to leadership and workplace issues.

More than 800 North American business professionals participated in survey and qualitative research from January 12, 2013 to June 1, 2016. Six hundred eighty-seven (687) business professionals were culled and qualified from the survey responses and analyzed in the quantitative survey. The largest segment (61.7% of the respondents) is from organizations with 1000 or more employees, followed by respondents from organizations with less than 1000 employees (21% of the respondents), and then independent consultants and contractors (17.3% of the respondents). The respondents represented a broad range of industries. In terms of their functional areas within the organization, professional services, top management, and administrative were the largest segments, followed by product development, marketing, and sales. In terms of the generations, Gen X (those born between 1961 and 1980) and Baby Boomers (born between 1946 and 1960) were the largest segments. This report presents the key findings from the survey as well as the details of the survey results shown by generation, by functional area, by level within the organization, and by company size. Details concerning the methodology used in building, delivering, receiving, and analyzing this survey are located in the appendix.

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Key Findings

Finding 1: Gen Y emphasizes Passion, Gen X emphasizes Vision, Baby Boomers emphasize Ethics.

Different generations emphasize different aspects of leadership. Leaders need to be aware of generational differences to lead across generations. In addition, generational diversity in the workplace is essential to bring together Passion, Vision, and Ethics and therefore provide unprecedented leadership and engagement momentum.

Finding 2: Awareness of self and awareness of others are vital leadership skills in today's work environment.

The workforce today views awareness of self and awareness of others as vital leadership skills. This shows a fundamental shift in how people perceive leadership. It is no longer sufficient to be visionary, focused on results, and portray confidence and charisma. It is more important to demonstrate increased awareness throughout to earn the "leadership" badge today.

Finding 3: Leadership is not a fixed trait; it can be developed.

More people are realizing that leadership is not a fixed trait that you either have or you don't. Leadership can be learned. This attitude, however, varies by generation. The idea that you are born with leadership is greatest in young Gen Y and decreases in other generations.

Finding 4: Individuals are generally happy with work, but only 10% found their "sweet spot."

While it is important to have a happy workforce, it is also necessary to have passionate people whose strengths match the core strengths needed to bring about breakthrough accomplishments (hence, the "sweet spot"). Can more be done to have more people find their sweet spot at work? This result also varied by functional area. Product development people are the least satisfied at work.

Finding 5: The reach of leadership training and development needs to be broadened.

More people are realizing that leadership training and development needs to be made accessible to more people within the organization. This is a key finding and a new development in leadership. About 63% of the survey respondents indicated that front line employees should receive leadership training, and 58% indicated that individual contributors should receive leadership training.

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Chapter 1: Survey Results by Question

Question: Think of the people in your daily work life that you consider to be effective leaders. Please answer the following two questions:

1. What are three words (attributes) that you use to describe them?

About this question: This question is intended to provide a general feel for how today's workforce view leadership. This is a free form question, therefore allowing respondents to freely express their views. The results below show the words that were used most. The words that appear larger are the ones that were used more frequently.

The key words that respondents used most often:



Observations & Takeaways

Respondents: 687

Tier 1 words	Tier 2 words
Visionary	Ethical
Focused	Charismatic
Passionate	Calm
Decisive	Caring
Condiment	Efficient
Inspiring	Knowledgeable
Having integrity	
Organized	

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The results show that “visionary,” “focused,” “passionate,” “decisive,” “confident,” “inspiring,” “having integrity,” and “organized,” were some of the most mentioned attributes by our respondents, followed by attributes such as “ethical,” “charismatic,” “calm,” “caring,” “efficient,” “knowledgeable.”

It is reassuring to see that “visionary” continues to be a highly desirable leadership attribute. It is, however, surprising to see “focused” and “organized” to appear as one of the key attributes. Our interpretation is that in the midst of the information overload, the workforce is realizing that the visionary leaders won’t be effective unless they balance vision with focus and organization. Leaders who lack these traits are more likely to add to the overload and potentially lead their organizations to burnout.

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2. What are three behaviors that make them effective leaders?

About this question: This question is intended to prompt respondents to think about leadership behaviors as opposed leadership traits. This brings leadership to a more tangible level. It is a reminder that unless leadership is translated into visible behaviors, it remains theoretical and elusive. The results below show the words that were used most. The words that appear larger are the ones that were used more frequently.

Top behaviors cited of effective leaders are:



Observations & Takeaways

Respondents: 687

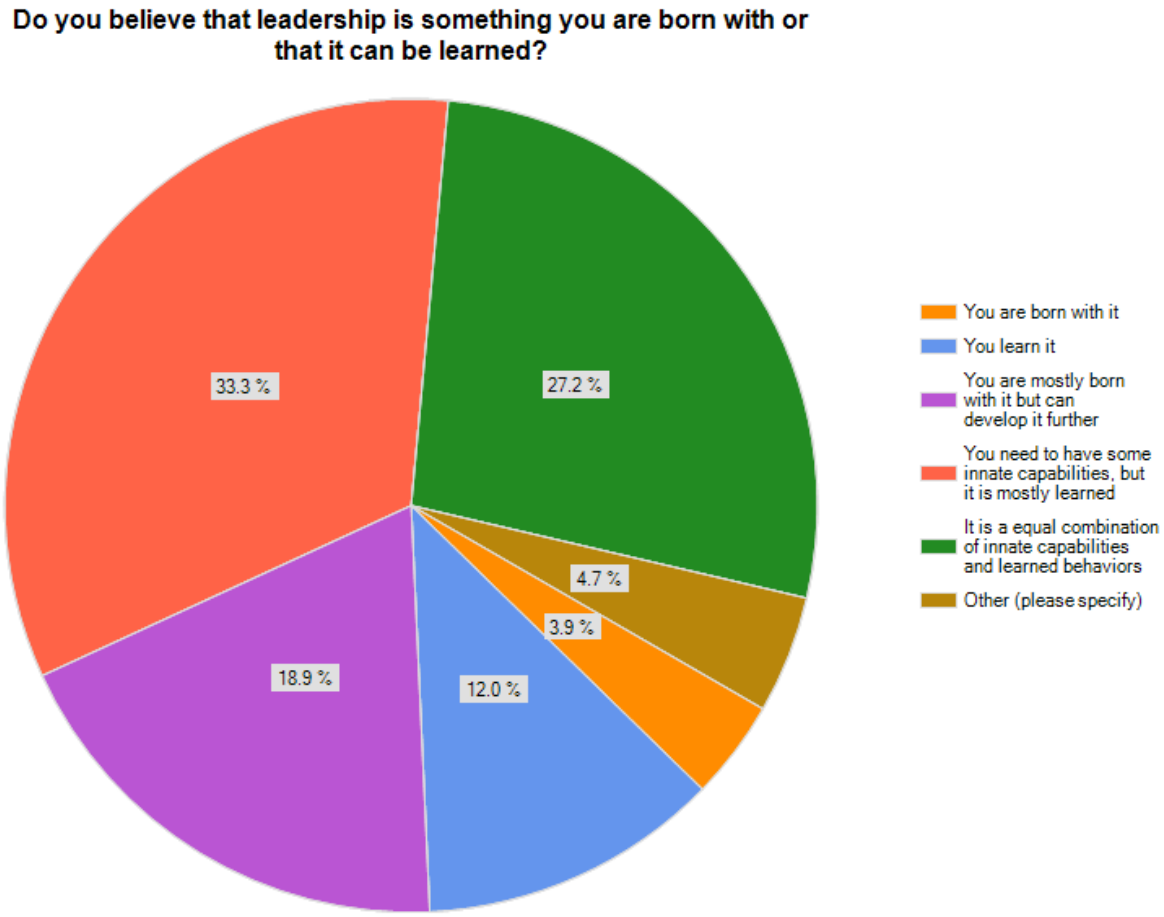
Tier 1 words	Tier 2 words
Ability	Clear
Communication	Effective
Decisions	Focused
Goals	Lead by Example
Listen	Passion
Team	
Vision	

While these behaviors seem to be aligned with the attributes identified in question 1, it is interesting to see “follow” and “willing” sneak up into this list. This may be a glimpse into a new trend in which followers expect that their leaders are more flexible and more willing to follow at times.

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3. Do you believe that leadership is something you are born with or that it can be learned?

About this question: This is a pervasive and persistent question when it comes to leadership. While this issue comes up in most leadership conversations, articles, and books, it still seems to be an open issue. This question prompts the respondents to think differently about this issue. Instead of a yes/no/maybe model, this question provides a variety of answers prompting respondents to think harder and take a stand on this issue.



n = 687 respondents

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Observations & Takeaways

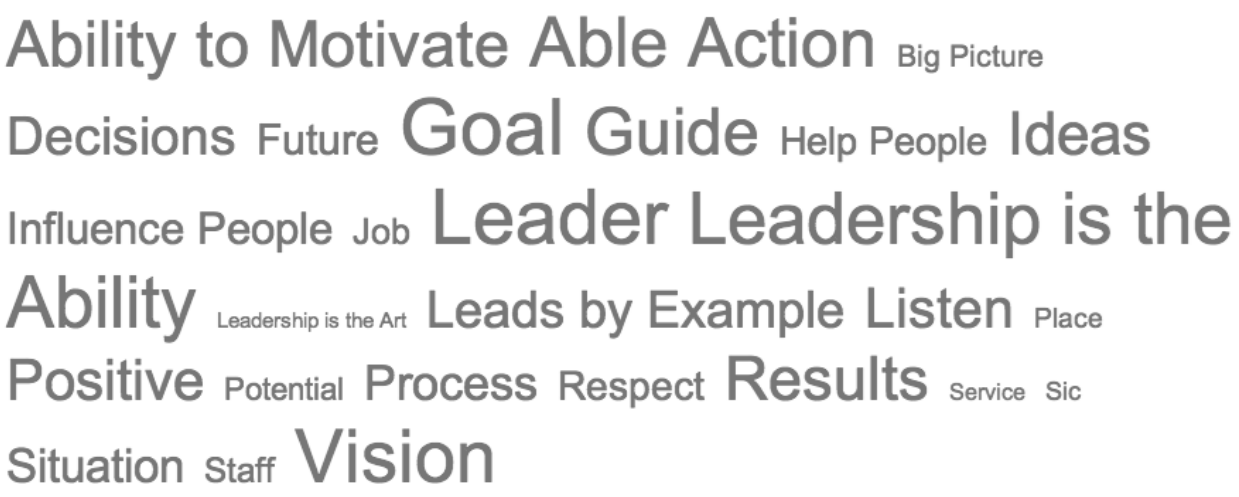
More than 75% of the respondents believe that some innate leadership ability is required, but it must be nurtured to be realized. It is encouraging to see that more than 50% (33.3% + 27.2%) of the respondents indicated that it is possible to significantly develop leadership skills and behaviors, and therefore leadership is not a fixed trait. This very much goes along with the work of Carol Dweck, Ph.D, and the ideas in her book *Mindset: The New Psychology of Success*, in which she defines the fixed and growth mindsets, showing that our capabilities are not fixed and that they can be significantly developed by putting in the necessary effort.

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4. If you were to attempt to define leadership in a sentence or short paragraph, what would that be?

About this question: Continuing the theme we started in questions 1 and 2, this question is intended to elicit a definition on a topic that is difficult to define. The results below show the words that were used most. The words that appear larger are the ones that were used more frequently.

The key terms respondents used to define leadership:



Observations & Takeaways

Respondents: 604

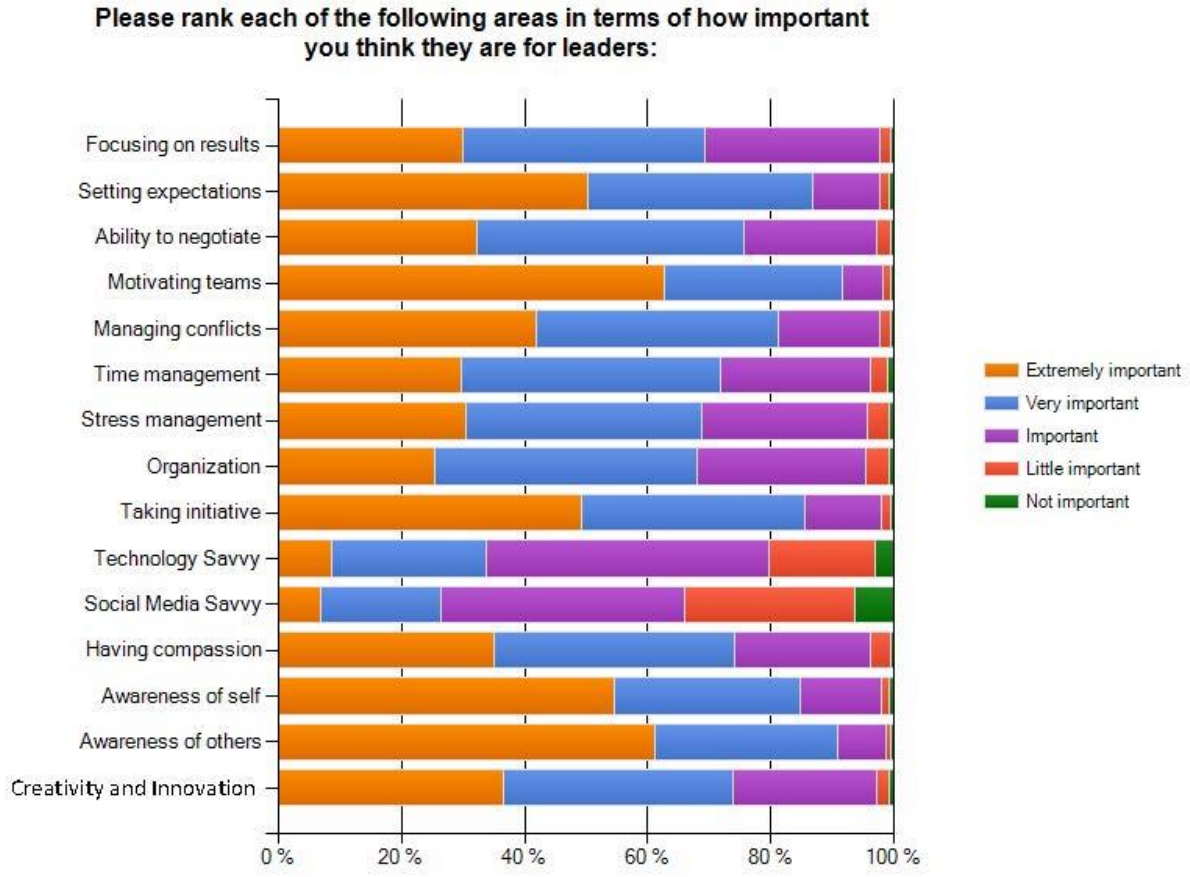
Tier 1 words	**Tier 2 words**
Able	Ability to Motivate
Action	Guide
Goal	Ideas
Leader	Positive
Leadership Ability	Results
Vision	

Leadership is about having vision *and* the ability to motivate action. Again, the results here are quite consistent with the results in questions 1 and 2. However, an unexpected word appeared in this list: "situation." After further examining what our respondents shared about this aspect of leadership, we found a recurring theme—leaders are viewed as being able to handle a variety of situations and being able to adapt to the situations while maintaining integrity.

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5. Please rank each of the following areas in terms of how important you think they are for leaders:

About this question: We selected important skills that are generally considered key to leadership and added additional skills that may not exactly fall into traditional leadership models to determine if today's workforce views leadership differently and if some skills are going to emerge as the most desirable.



n = 667 respondents

Observations & Takeaways

Awareness of others and self, motivating teams, setting expectations, and taking initiative are the most important leadeship attributes. This question provides what we consider to be one of the key breakthroughs in this survey, which is the fact that (a) Motivating teams, (b) Awareness of others, and (c) Awareness of self were the top three areas selected by the survey respondents. This shows that people expect more awareness from their leaders (and thelmselves) than ever before. It is no longer enough to be confident, focused on results, and have all the other traditional leadership skills. It is crucial for today's leaders to strive for increased awareness to earn the "leadership" badge.

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6. Additional areas (that were not mentioned above) that you consider important for an effective leader?

About this question: While question 5 provided respondents with specific leadership skills to choose from, this question invites them to freely contribute additional leadership skills that they consider important. The results below show the words that were used most. The words that appear larger are the ones that were used more frequently.



Tier 1 words	**Tier 2 words**
Ability	Integrity
Communication	Sense
Listening	Trustworthy
Skills	Vision
Team	Willing

Observations & Takeaways

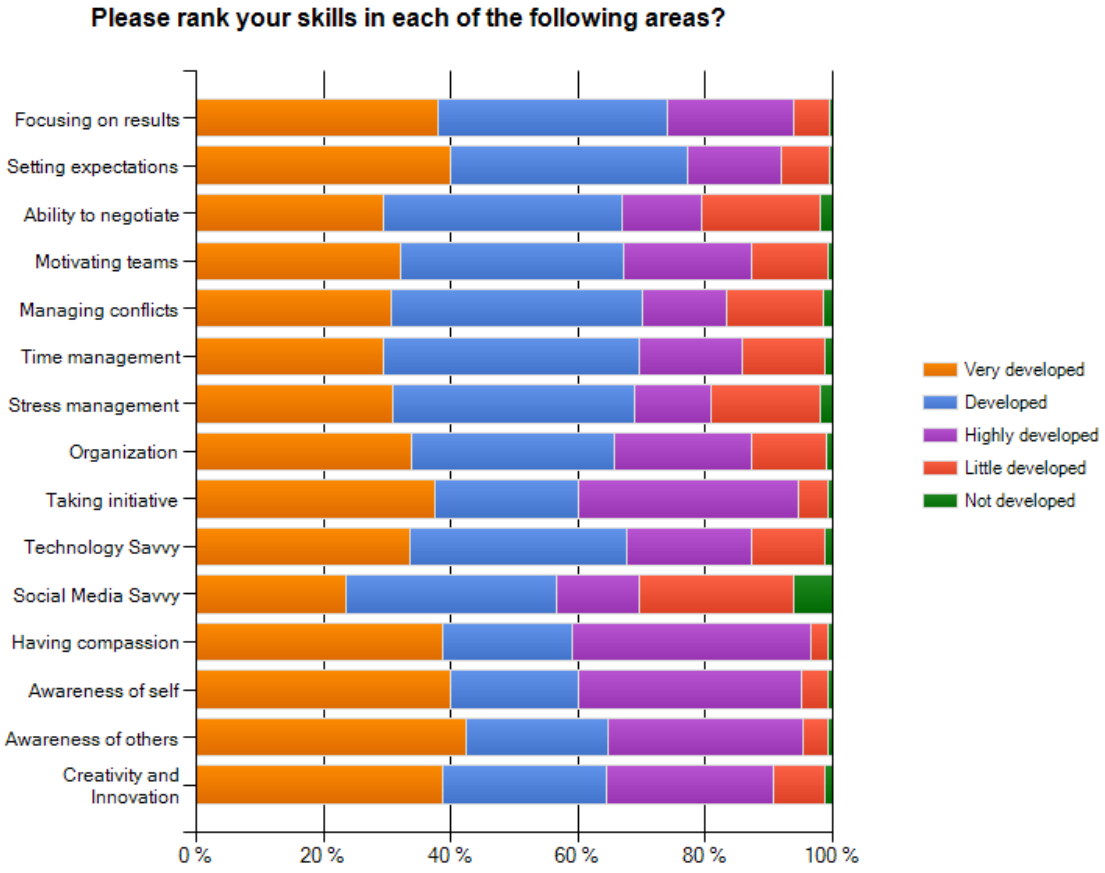
Respondents: 294

While most of the traits mentioned here seem relevant and appropriate, we would like to point out “listening,” “team,” “coaching,” and “empathy,” which seem to be indicators of the changes in how the workforce views leadership.

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7. Please rank your skills in each of the following areas?

This question urges respondents to rank themselves based on the same skills presented in question 5 above.



Observations & Takeaways

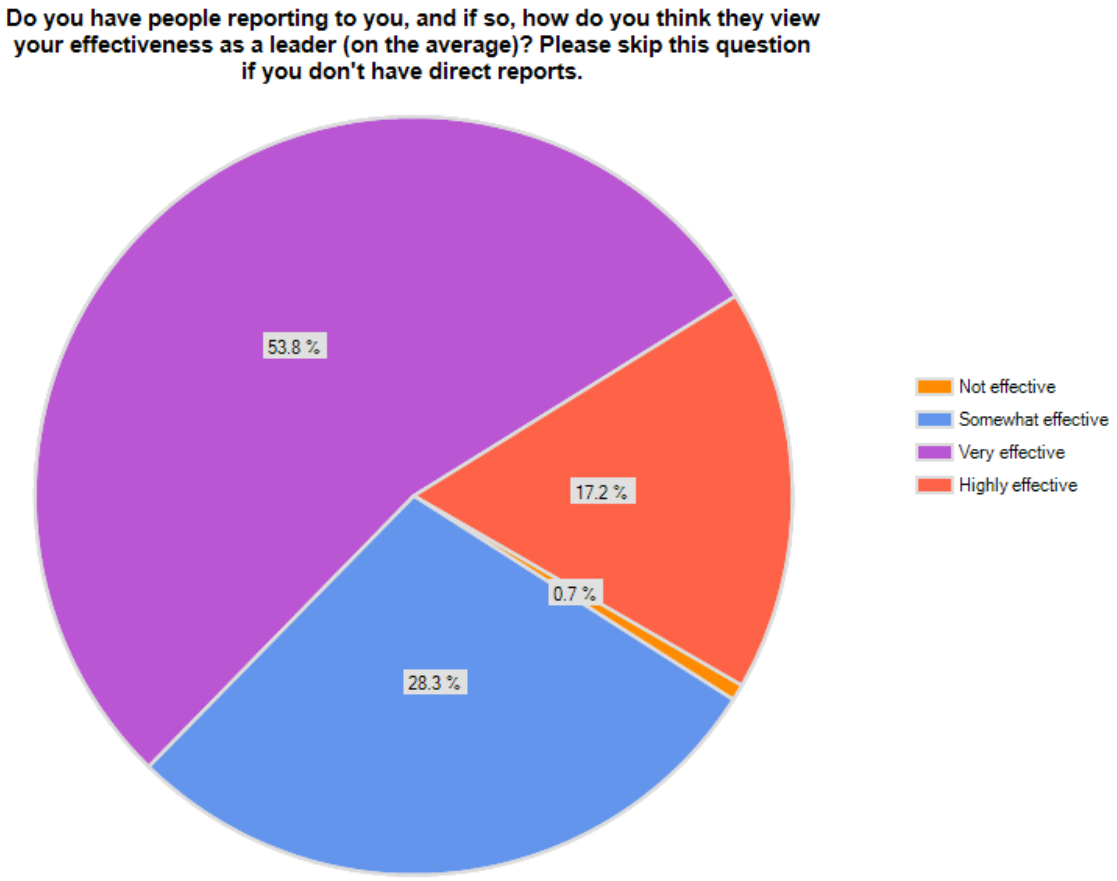
Respondents: 657

This question shows that overall the survey respondents believe that they have many of the leadership skills listed above. The areas that they indicated as less developed are: Social Media Savvy, Stress Management, Ability to Negotiate, and Time Management.

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8. Do you have people reporting to you, and if so, how do you think they view your effectiveness as a leader (on the average)? Please skip this question if you don't have direct reports.

This question is intended to allow respondents to reflect on their leadership effectiveness by trying to look at themselves from the eyes of their direct reports.



n = 428 Respondents

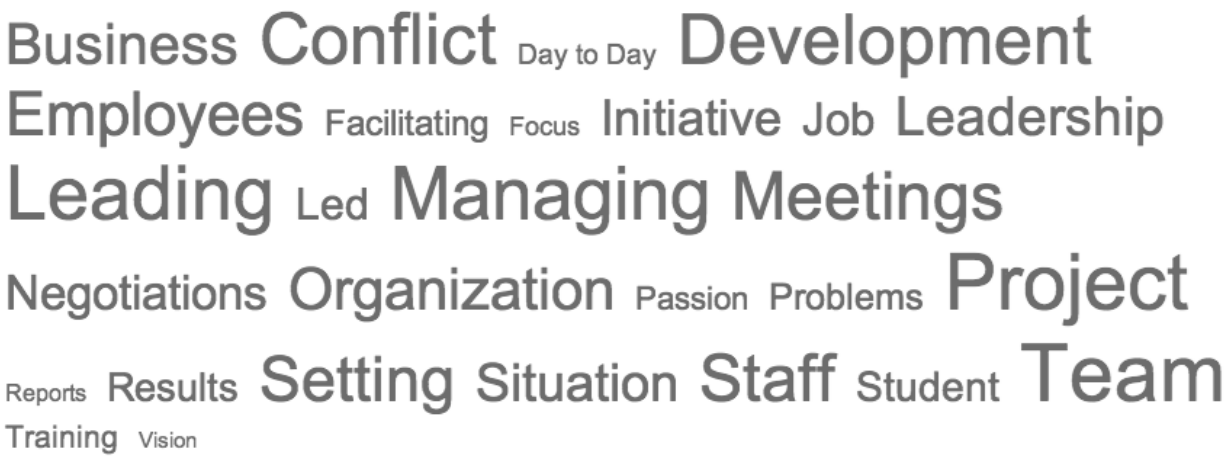
Observations & Takeaways

Please refer to question 10 and the discrepancy between how the respondents viewed themselves from how they viewed their managers.

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9. Can you think of situations where you demonstrated effective leadership skills and behaviors?

This question continues what question 8 started, prompting respondents to think about behaviors that support their answer above. The results below show the words that were used most. The words that appear larger are the ones that were used more frequently.



Tier 1 words	**Tier 2 words**
Leading	Conflict
Managing Meetings	Development
Project	Organization
Team	Setting
	Staff

Observations & Takeaways

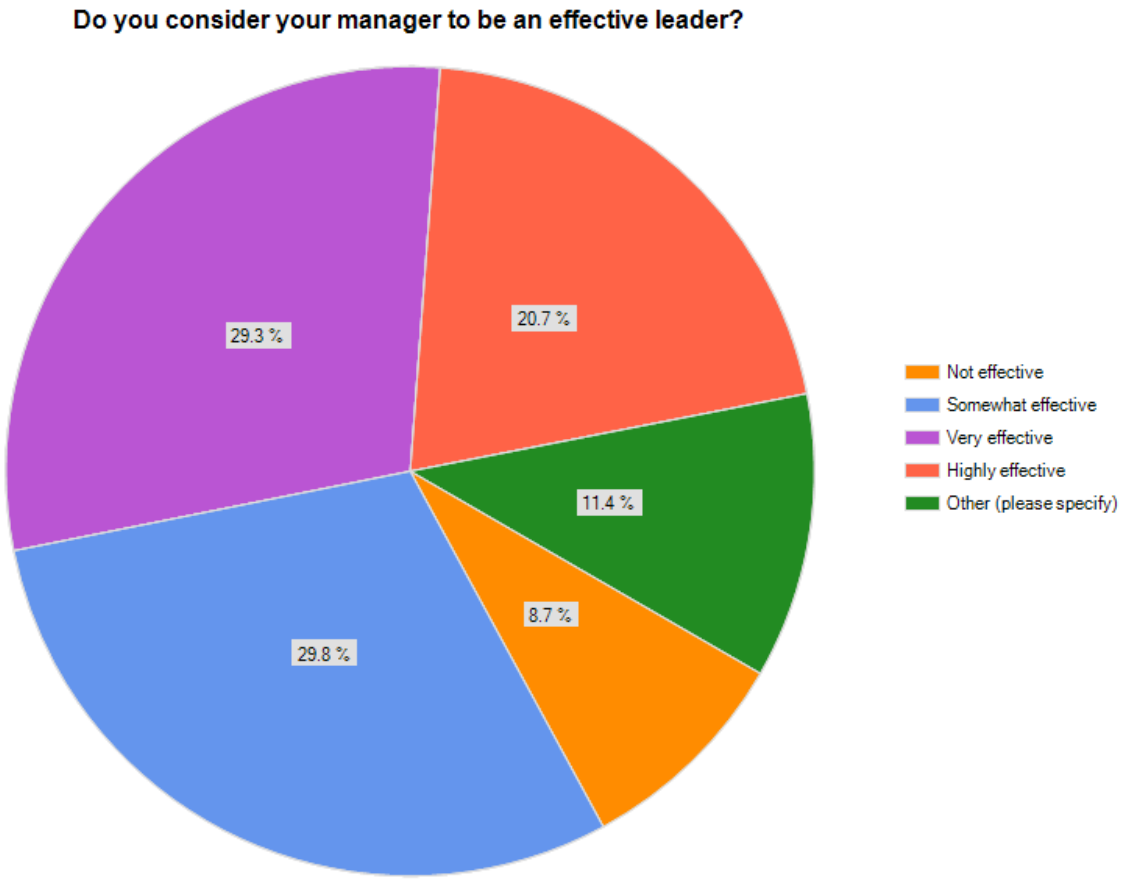
Respondents: 500

The results show that terms such as "(managing) Conflict" "Development (of) Employees," and "Managing Meetings" were some of the most mentioned skills and behaviors by our respondents. This seems to imply that today's workforce expects more from leaders than just the high-level strategic leadership skills.

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10. Do you consider your manager to be an effective leader?

Continuing to probe about leadership skills within the organization, this question takes it to yet another level, to determine how respondents viewed their managers' leadership skills.



n = 687 respondents

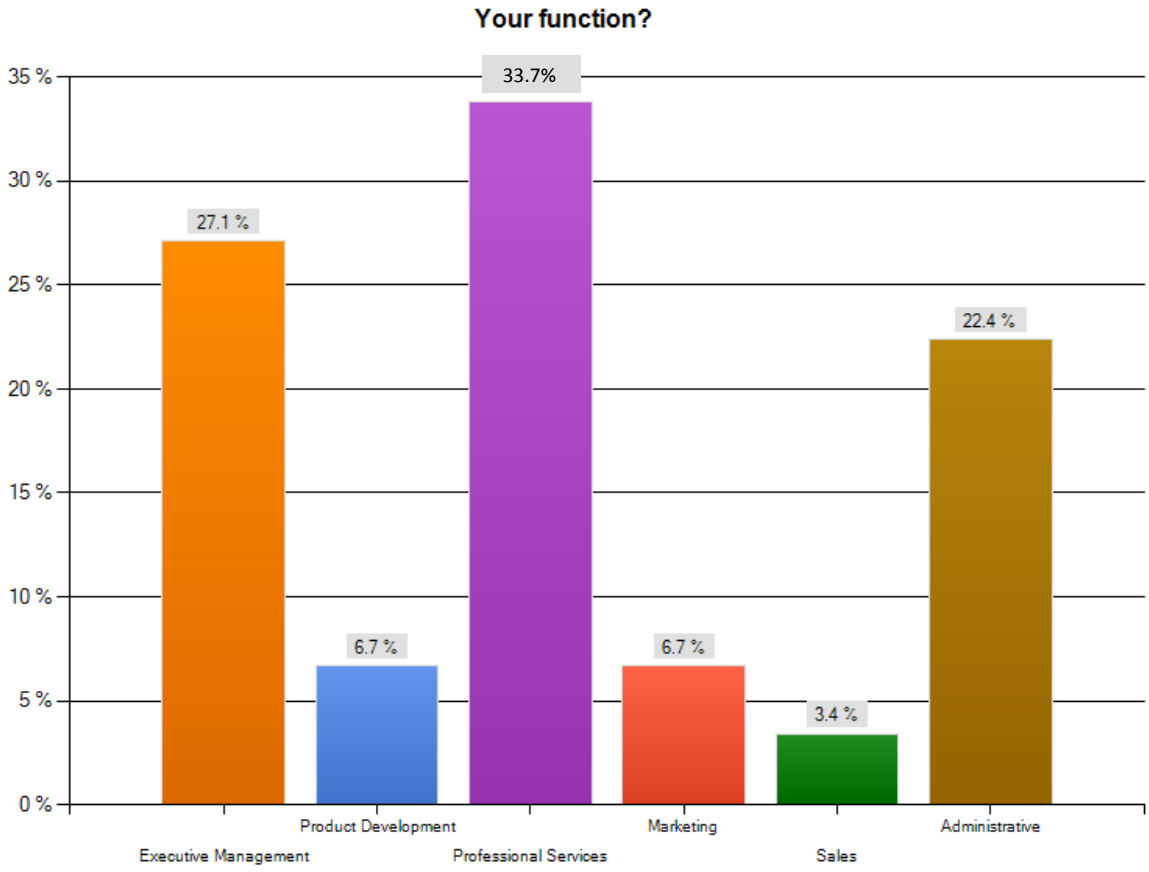
Observations & Takeaways

About half of the respondents believe that their managers are very effective or highly effective leaders. This shows a significant discrepancy from the question above (question 8 in which 71% ranked themselves as very effective or highly effective). This implies that overall individuals rate themselves higher for effective leadership by 20%–40% than employees who rate their managers. 8.7% believe their manager is not effective. Another 29.8% see their manager as somewhat effective, which means that more than a third (38.5%) of respondents do not believe their direct manager is effective. This is a more than 30% gap in perception relative to their own abilities.

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11. What Is Your Function?

This question is intended to identify the functional areas that our respondents belong to, therefore allowing us to report on how the trends vary by functional area and examine if there are noticeable differences. The actual results by functional areas are included in a later chapter in the book.



n = 687 Respondents

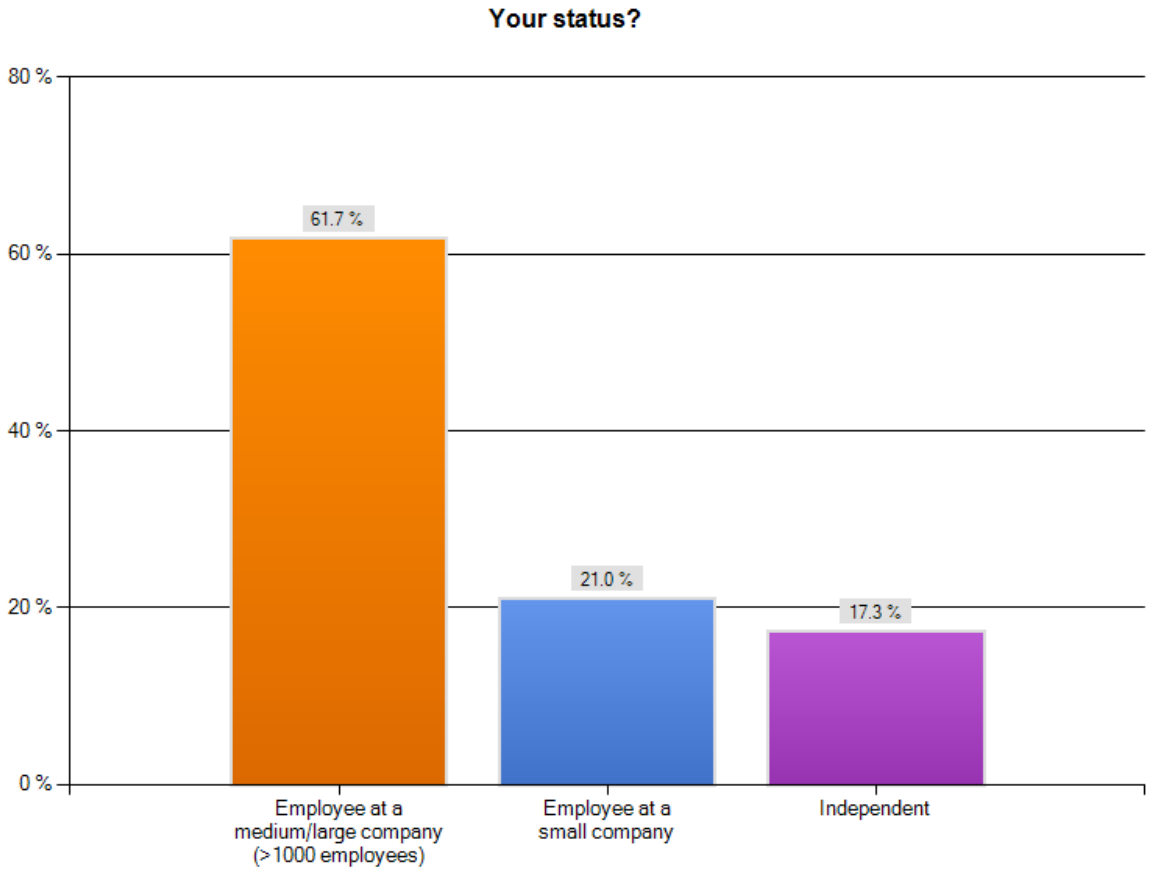
Observations & Takeaways

Later in the report, we will show how different functions answered each of the survey questions and examine the differences in their answers.

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12. Your status?

This question is intended to identify the company sizes that our respondents belong to, therefore allowing us to report by company sizes and examine if there are noticeable differences. The actual results by company size are included in a later chapter in the book.



n = 668 Respondents

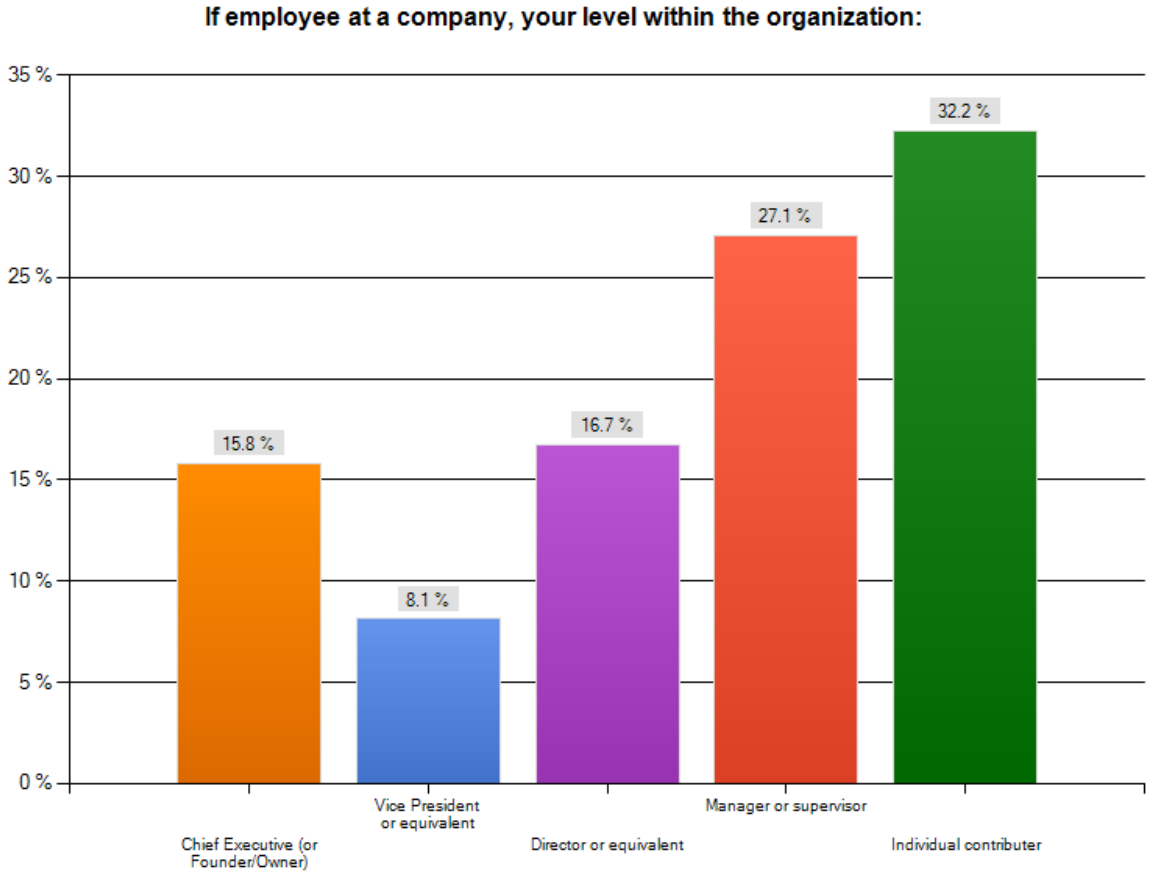
Observations & Takeaways

Almost two-thirds (2/3) of respondents consist of business professionals in organizations that have more than 1000 employees, followed by employees of small and medium size businesses with up to 1000 employees, and then by independent consultants and sole proprietors. Later in the report, we will show how each of the three groups above answered each of the survey questions and examine if there are noticeable differences.

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13. If employee at a company, what is your level within the organization?

This question is intended to identify our respondents' levels within their organizations, therefore allowing us to report on how the trends vary by level and examine if there are noticeable differences. The actual results by level within the organization are included in a later chapter in the book.



n = 668 respondents

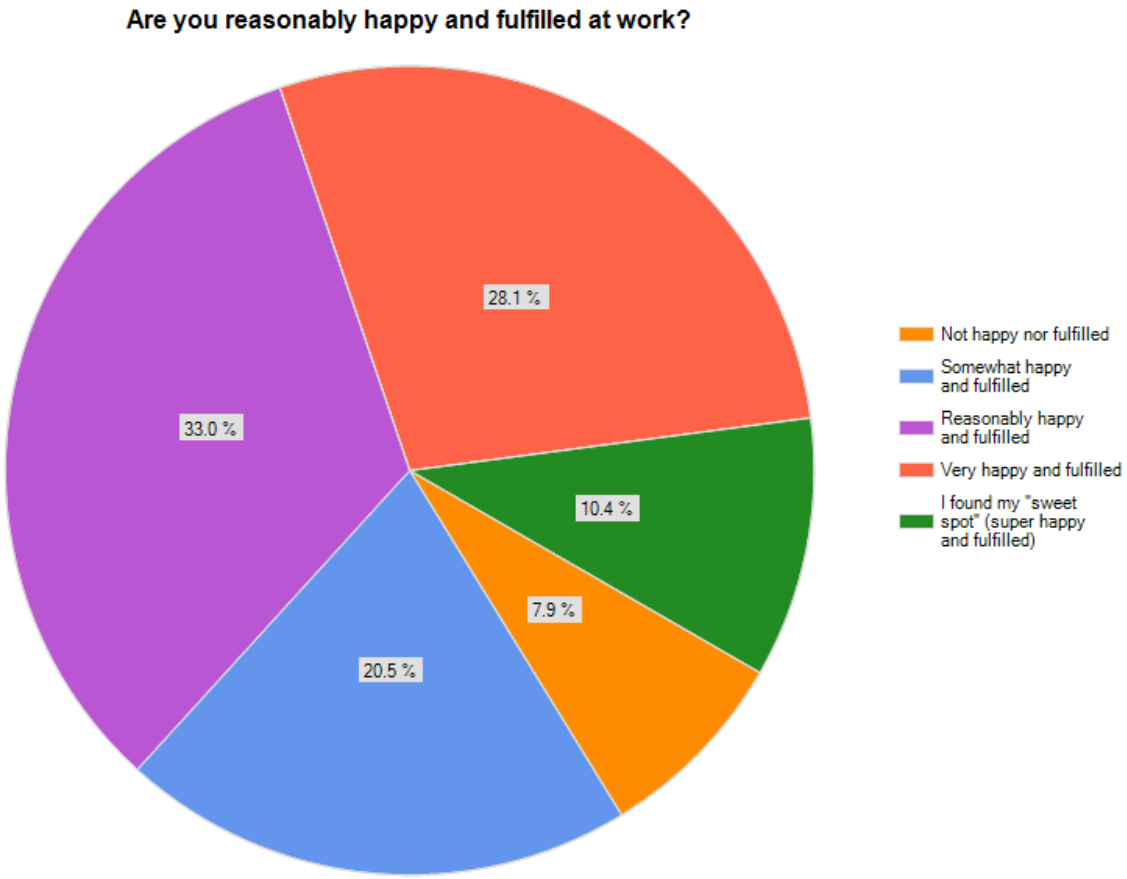
Observations & Takeaways

We have a nice mix of levels, about two- thirds (2/3) having management responsibilities ranging from executives to supervisors and about one-third being individual contributors.

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14. Are you reasonably happy and fulfilled at work?

This is a core issue in the workplace, not only because being happy and fulfilled are fundamental human "needs" that give people meaning but also because this is the foundation for success in business. Employees' happiness and fulfillment translate to customer happiness and fulfillment. They also translate to loyalty and retention, as well as creativity and innovation. In the later chapters, when we compare how various segments of our audience responded to this question, we will be able to learn more about how happiness and fulfillment vary by generation, by functional area, by level within the organization, and by company size.



n =687 Respondents

Observations & Takeaways

Most respondents are finding some level of happiness at work. It is encouraging to see that more than half of the respondents reported that they are "reasonably happy" and "very happy." However, only about 10% have found their sweet spot.

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15. Have you had leadership training, and if so, which program, and how effective did you find the program?

This question is intended to learn about the reach of leadership training within organizations. In the later chapters, when we compare how various segments of our audience responded to this question, we will be able to learn more about how much leadership training is available and to which audiences.



Observations & Takeaways

Respondents: 441

Although the majority believes that leadership is nurtured, only one-third of respondents have attended formal leadership training programs—some focused on leadership and others covering other work related topics. Specific programs cited include:

- **MBA programs** including MIT Sloan
- **University Extension and Continuing Education Programs**
  - Harvard Leadership Training
  - Stanford Continuing Studies
  - SLP University of Washington
  - Rockhurst University
  - Penn
- **Internally-led programs** including informal and on-the-job training
- **Military Academies** (several named including West Point)
- **Private Programs**
  - AMLP
  - Pathwiseleadership.com
  - Acumen Leadership series
  - Dale Carnegie
  - Myers Briggs
  - Mankind project
  - Kouzes and Posner

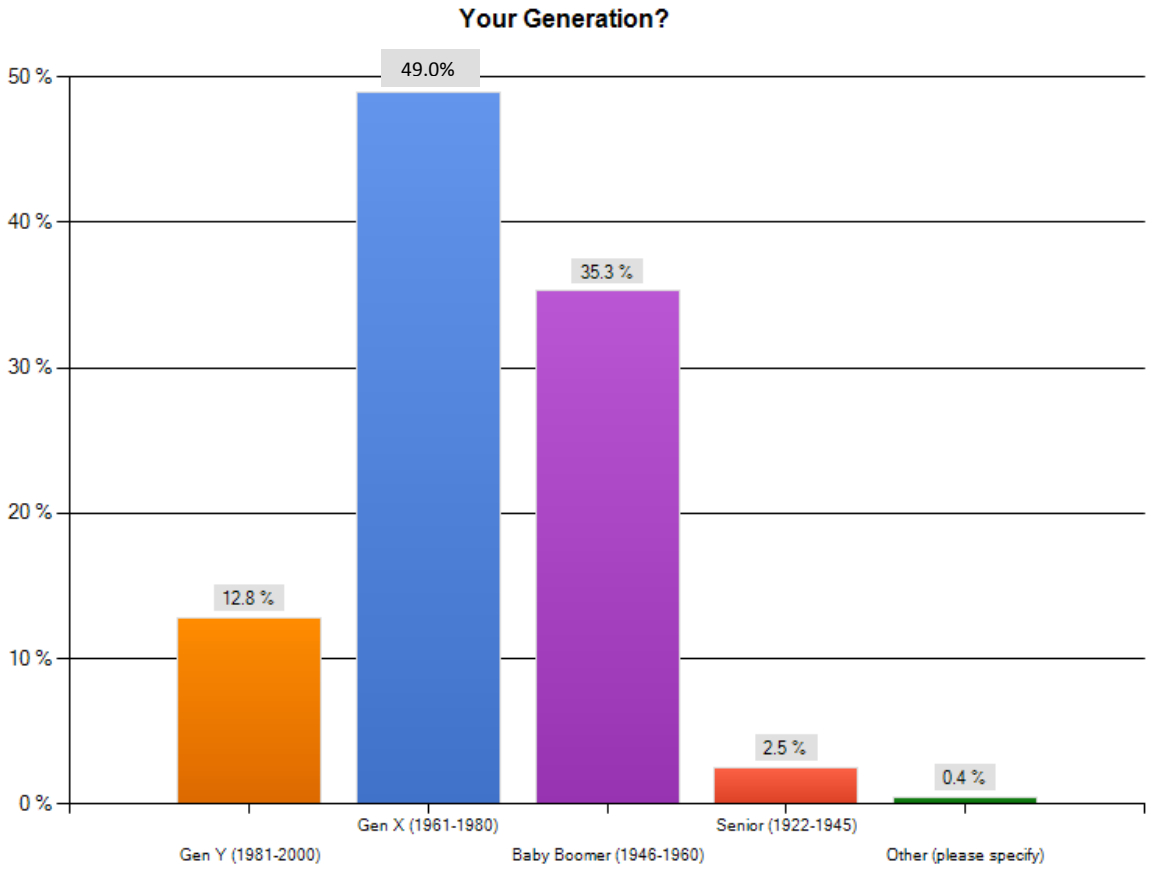
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    - Fred Pryer
    - Nelson Mandela techniques (Dr. Gustavo Robin)
    - Cresco
- Conferences e.g. Invent Your Future, National Women's Seminars0
- Communications programs (e.g. Toastmasters)
- Toastmasters

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16. Your Generation?

This question is intended to identify generations that our respondents belong to, therefore allowing us to report on how the trends vary by generation and examine if there are noticeable differences. The actual results by generation are included in a later chapter in the book.



n = 687 Respondents

Observations & Takeaways

We have more Gen X and Baby Boomer respondents than Gen Y and Seniors. Later in the report, we will show how each of the four generations above answered each of the survey questions and examine if there are noticeable differences.

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17. Who do you think should receive leadership training at an organization?

This question explores the respondents' views on the reach of leadership training within their organizations.



n = 593 Respondents

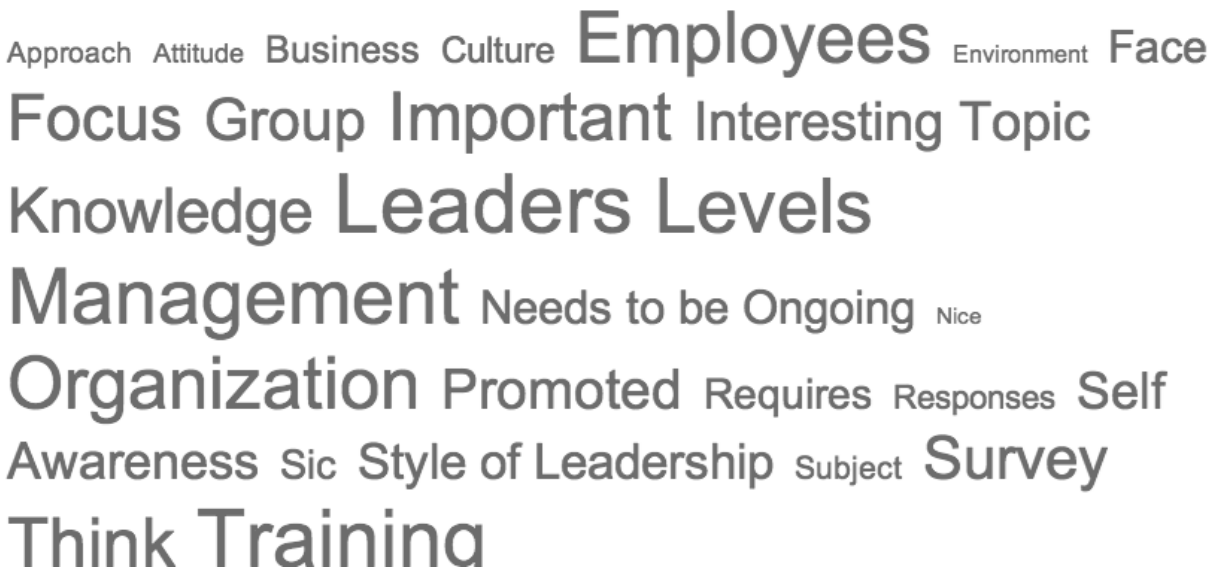
Observations & Takeaways

The majority believes that in addition to management, front line employees and individual contributors should receive training. Thus, the majority believes that leadership training needs to be broadened. This is a key finding and a new development in leadership.

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18. Other comments about the topic?

This question is intended to elicit any additional comments that the respondents may have.



Observations & Takeaways

Respondents: 132

Some of the survey respondents took this opportunity to interject a few new elements into the definition of leadership, including "culture," "environment," and "training." Key leadership topic comments include:

"Leadership is everyone's business."

"At some point in time most employees end up leading something - projects, people, etc. Organizations need to give employees the tools necessary to do this well."

"Leadership can happen anywhere in an organization, and is something that no one ever truly masters because the situation and the people you are leading are always changing."

"The classical problem with managers, directors, and executives is that they do not believe they require any instruction…to be effective leaders. Their worst behavioral trait is that they believe they possess God-Granted Abilities (sic) and are therefore infallible"

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Chapter 2: By Generation

Think of the people in your daily work life that you consider to be effective leaders. Please answer the following two questions:

1. What are three words that you use to describe leaders?

Gen Y

Calm Compassionate Competent Creative Efficient Honest
Passion Power Sic Smart Strong

Gen X

Accountable Approachable Calm Caring
Charismatic Confident Creative Driven Effective Efficient
Engaged Ethical Fair Focused Honest Humble Inspiring
Integrity Intelligent Kind Listener Organized
Passionate Professional Strategic Thoughtful
Trustworthy Visionary

Gen Baby Boomers

Adaptable Authentic Caring Charismatic
Communicators Confident Decisive
Dedicated Effective Efficient Energetic Ethical Fearless
Focused Honesty Inspiring Integrity
Knowledgeable Listeners Organized Self-confident
Smart Strategic Thinkers Transparent Trustworthy Vision
Visionary

Gen Seniors

Ethical Vision

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Commentary

In general, many descriptive attributes cross generations. But older workers identify the attributes of ethics, vision, and trust. Younger workers identify leadership attributes of passion, efficiency, and calmness.

- Gen Ys describe effective leaders as having **Passion**, being **Calm** and **Efficient**.
- Gen Xers describe effective leaders as being **Visionary**, then as being **Passionate**, **Professional**, **Organized**, **Inspiring**, having **Integrity**, and being a **Listener.**
- Baby Boomers describe effective leaders as being **Visionary, Decisive, Confident, Inspiring,** having **Integrity** and being **Trustworthy** and **Listeners.**
- Seniors focus descriptions of effective leaders on **Ethical**.

	PASSION(ATE)	ETHICAL	VISION(ARY)
GEN Y	**PASSION**		
GEN X	PASSIONATE	ETHICAL	**VISIONARY**
BABY BOOMERS		ETHICAL	**VISIONARY**
SENIORS		**ETHICAL**	VISION

Passion, a descriptive term entered by Gen Ys to describe effective leaders, diminishes in Gen X and disappears completely in Baby Boomers and Seniors. Ethical as a description increases with the age of the generation. Visionary, not mentioned at all by Gen Ys, is the descriptive focus of Gen Xers and Baby Boomers.

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2. What are three behaviors that make them effective leaders?

Gen Y

Communication Decisions Effective Honest Listen Passion Respect Team

Gen X

Ability Attentive Big Picture Calm Clear Communication Decisive Effective Efficient Feedback Goals Hard Integrity Lead by Example Listen Making Manner Needs Positive Energy Prioritize Problem Questions Say Staff Team Test Vision

Gen Baby Boomers

Ability Action Ask Clear Communicate Courage Credit Decisions Engaging Follow Goal Honest Ideas Lead by Example Listen Not Afraid Organization Pressure Sense Set Solutions to Problems Speak Team Understanding Values Vision Willing

Gen Seniors

No Important Words or Phrases found.

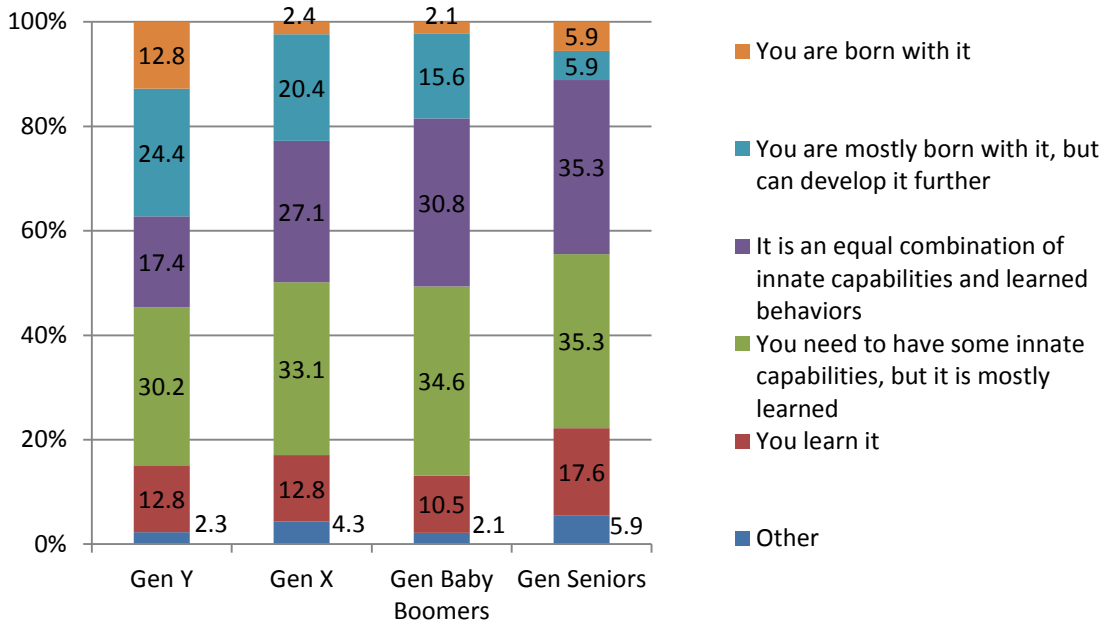
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Commentary

Communication is identified most frequently and across the generations as a leadership behavior. **Team** appears across generations with strongest focus in Gen X. **Passion** appears only in Gen Y. **Big Picture** appears only in Gen X. **Action** only in Baby Boomers. Gen Xers and Baby Boomers are consistent in identifying **Ability, Decisions/Decisive,** and **Vision**.

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3. *Do you believe that leadership is something you are born with or that it can be learned?*



Commentary

The idea that leadership can be learned represents the higher belief in the survey, ranging from 42–53% of respondents across generations. The idea that it is an equal combination of born and learned increases through the generations (17%, 27%, 31%, 35%). The idea that you are born with leadership was identified by 37% of Gen Ys and decreases with each remaining generation (23%, 18%, 12%).

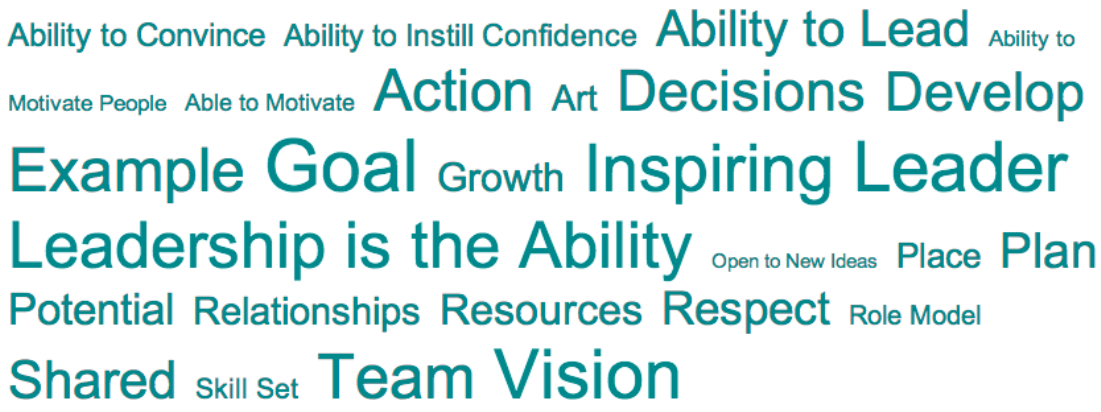
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4. If you were to attempt to define leadership in a sentence or short paragraph, what would that be?

Gen Y



Gen X



Gen Baby Boomers



Gen Seniors



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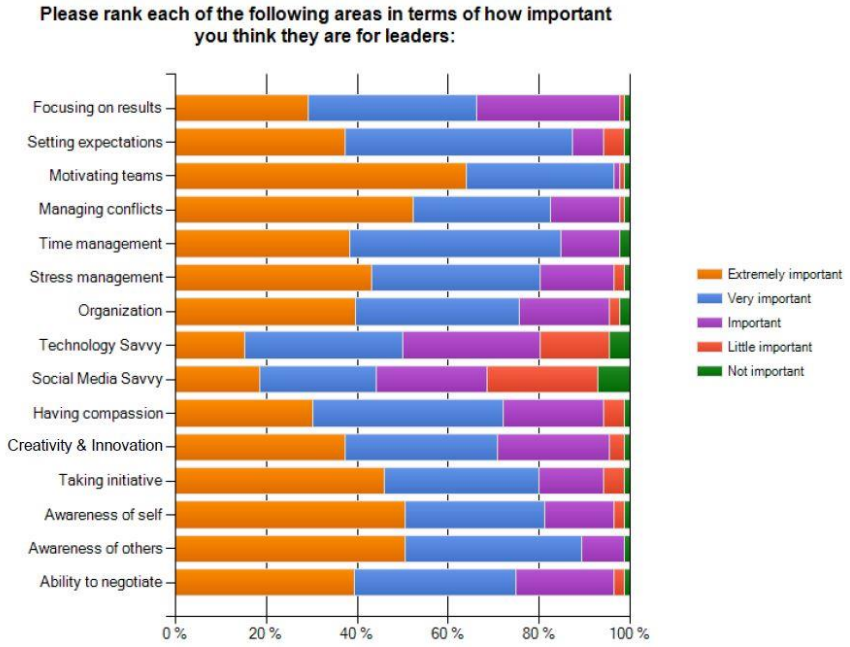
Commentary

Gen X and Baby Boomers have more **Goal** orientation in the vocabulary.

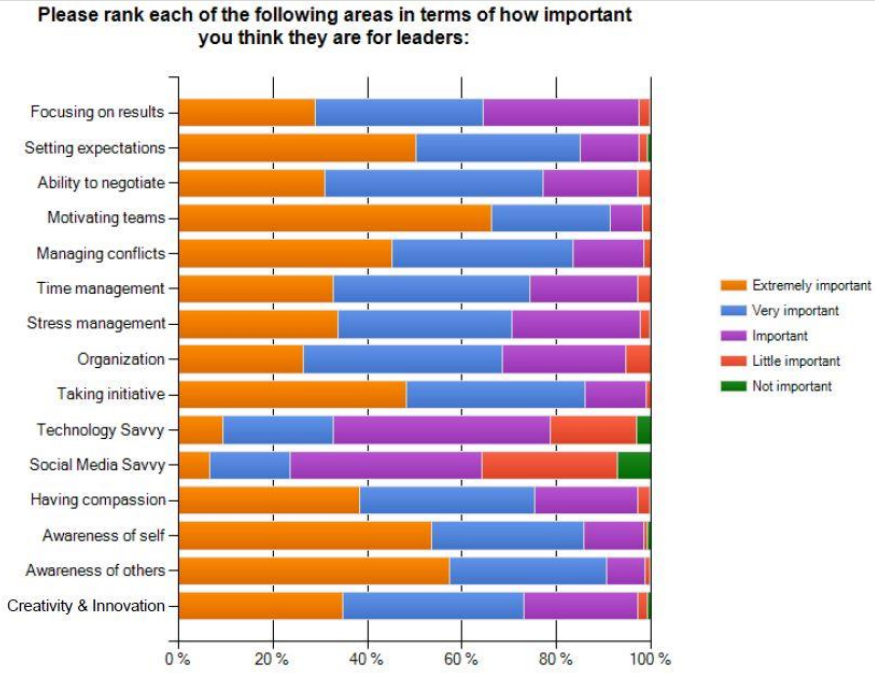
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5. Please rank each of the following areas in terms of how important you think they are for leaders:

Gen Y

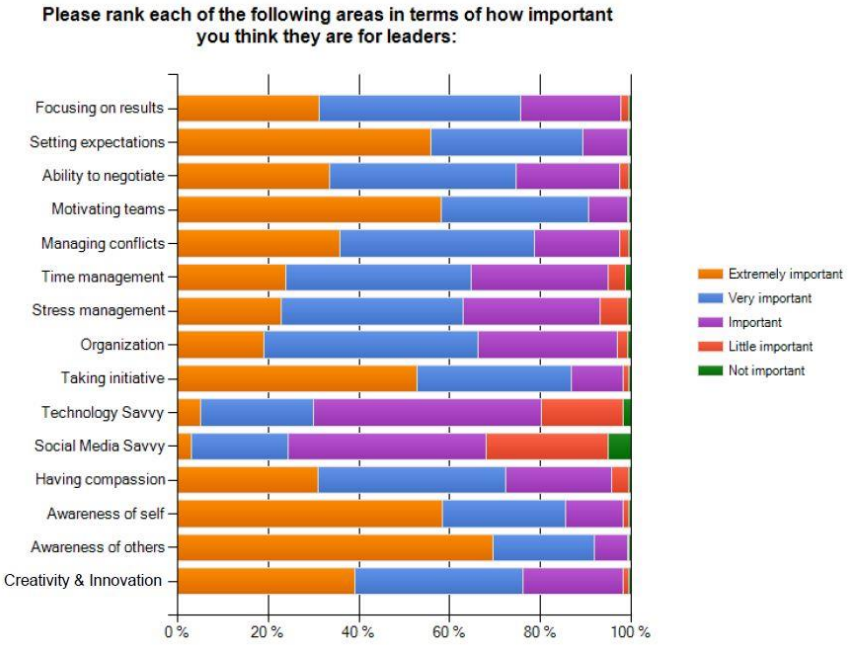


Gen X

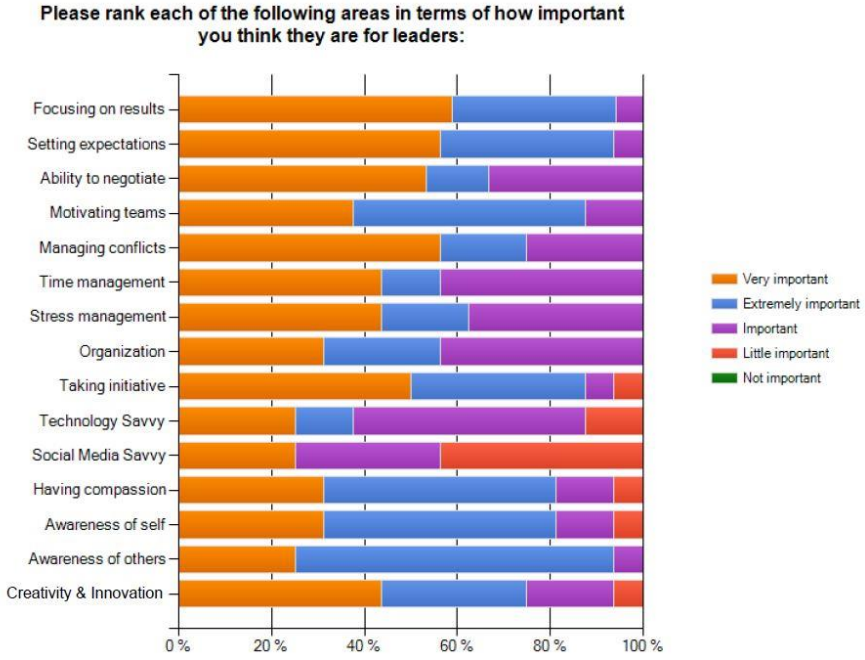


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Gen Baby Boomers



Gen Seniors



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Commentary

Baby Boomers rank themselves lower in creativity and innovation than other generations. Surprisingly, Seniors ranked themselves higher. There is general correlation across generations, except for Seniors. Highly ranked in younger generations were: **Motivating Teams**, **Awareness of Others**, **Awareness of Self**, and **Setting Expectations**. Seniors ranked **Focus on Results** highest and also valued **Taking Initiative**.

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6. Additional areas (that were not mentioned above) that you consider important for an effective leader?

Gen Y



Gen X



Gen Baby Boomers



Gen Seniors

No Important Words or Phrases found.

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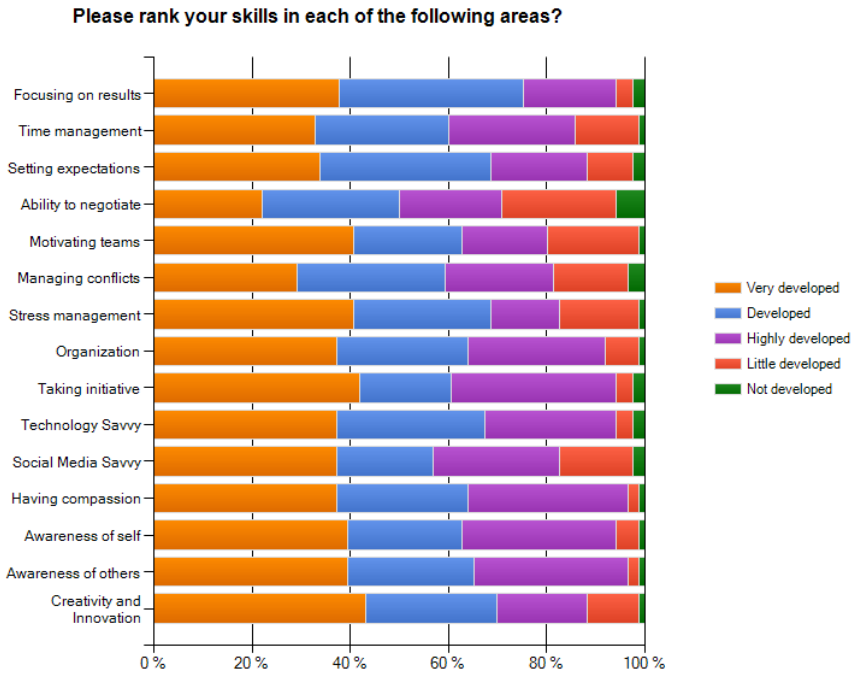
Commentary

Younger generations (Gen X and Gen Y) emphasize **Team**. Baby Boomers emphasize **Integrity**, **Trust/Trustworthy**, **Goals**, and **Humility**.

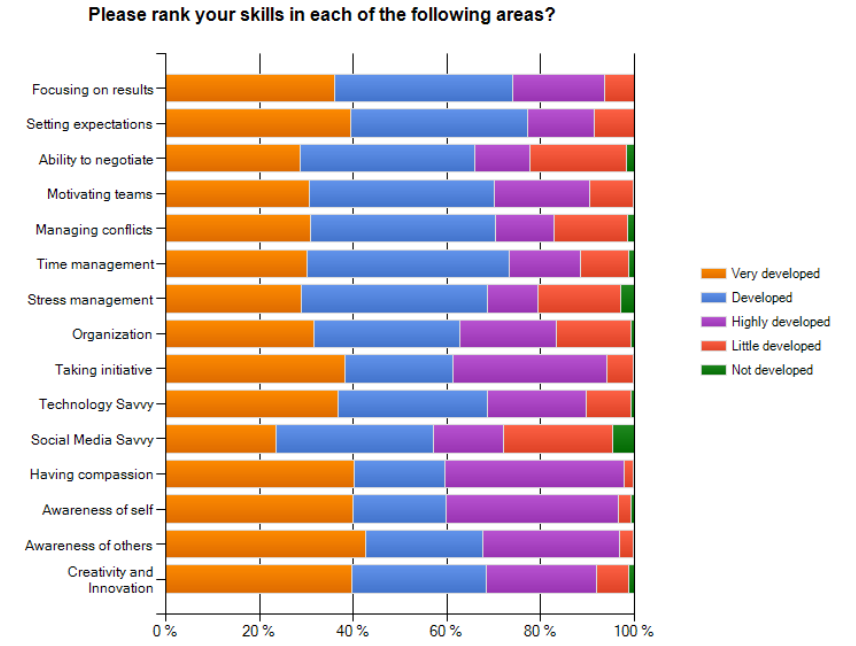
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7. Please rank your skills in each of the following areas?

Gen Y

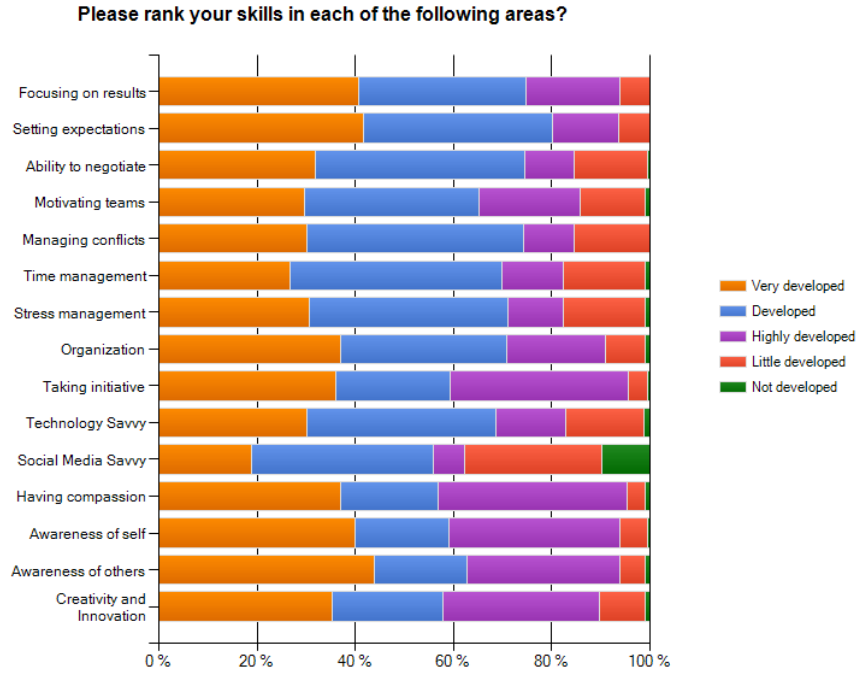


Gen X

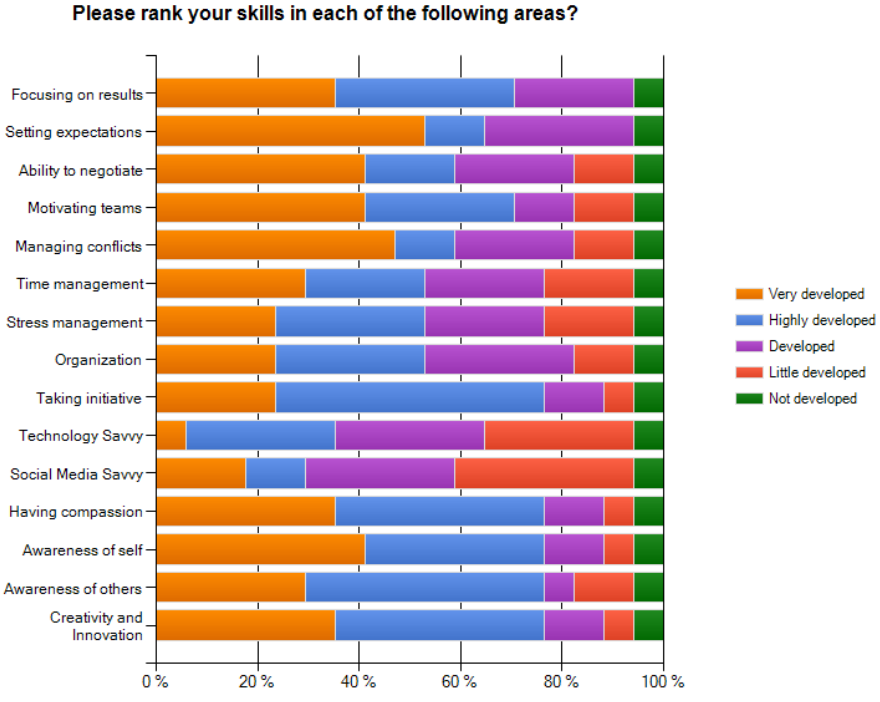


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Gen Baby Boomers



Gen Seniors



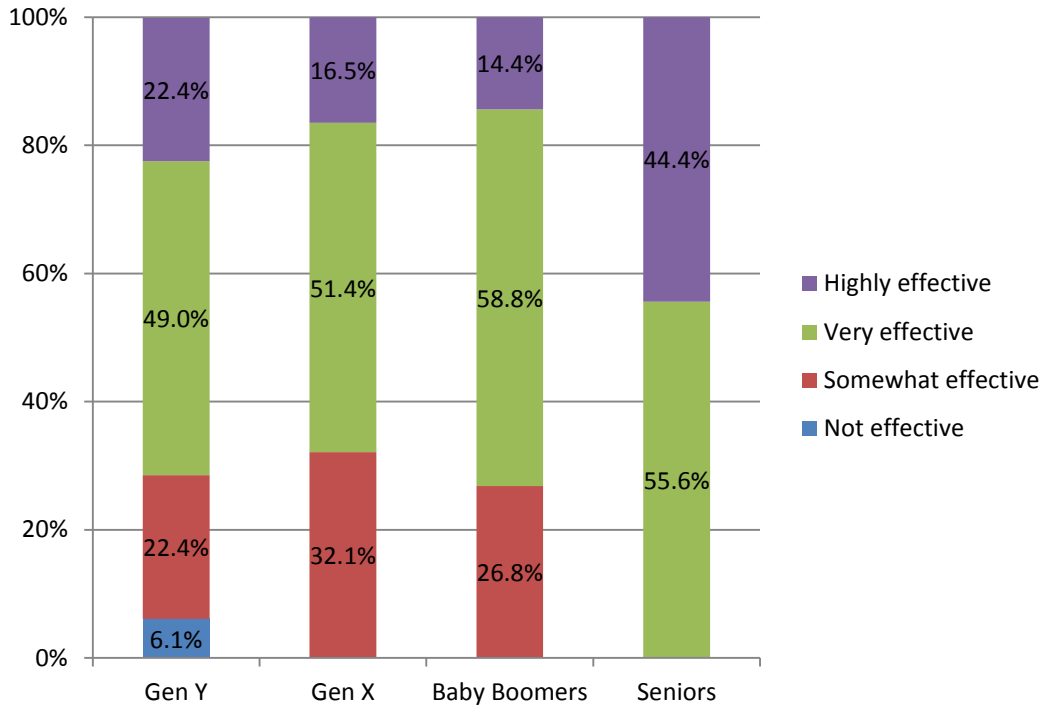
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Commentary

Taking Initiative, Motivating Teams, Setting Expectations, Awareness of Self and Others.

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8. Do you have people reporting to you, and if so, how do you think they view your effectiveness as a leader (on the average)?



Commentary

68–100% think they are **Very or Highly Effective** as a leader. Only Gen Y indicates any percentage that is **Not Effective** as a leader (6%). Percentage of **Somewhat Effective** decreases across generations: 32% (Gen X), 27% (Baby Boomer), 0% (Senior).

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9. Can you think of situations where you demonstrated effective leadership skills and behaviors?

Gen Y



Gen X



Gen Baby Boomers



Gen Seniors



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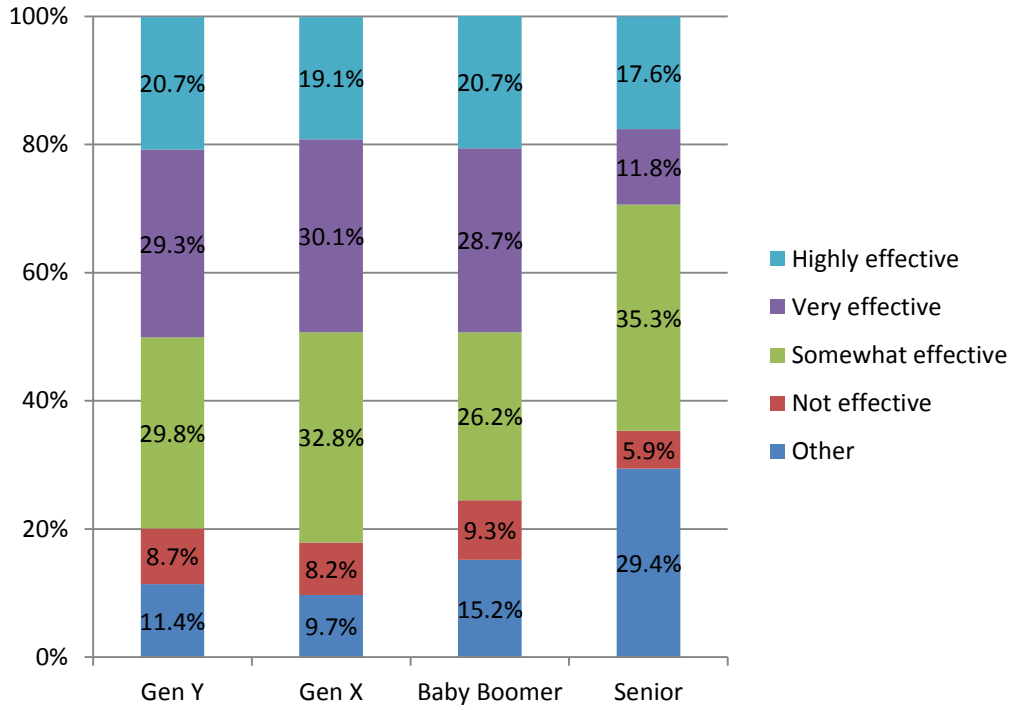
Commentary

- Gen Y: **Employee**, **Projects**, **Team, Passion, Software**
- Gen X: **Conflict**, **Leading**, **Managing, Project**, **Team, Organization**
- Baby Boomers: **Conflicts**, **Leading**, **Manager**, **Project**, **Team, Meetings, Organization, Getting**
- Seniors: **Getting, Team**

This reflects the different views that the generations have on leadership.

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10. Do you consider your manager to be an effective leader?



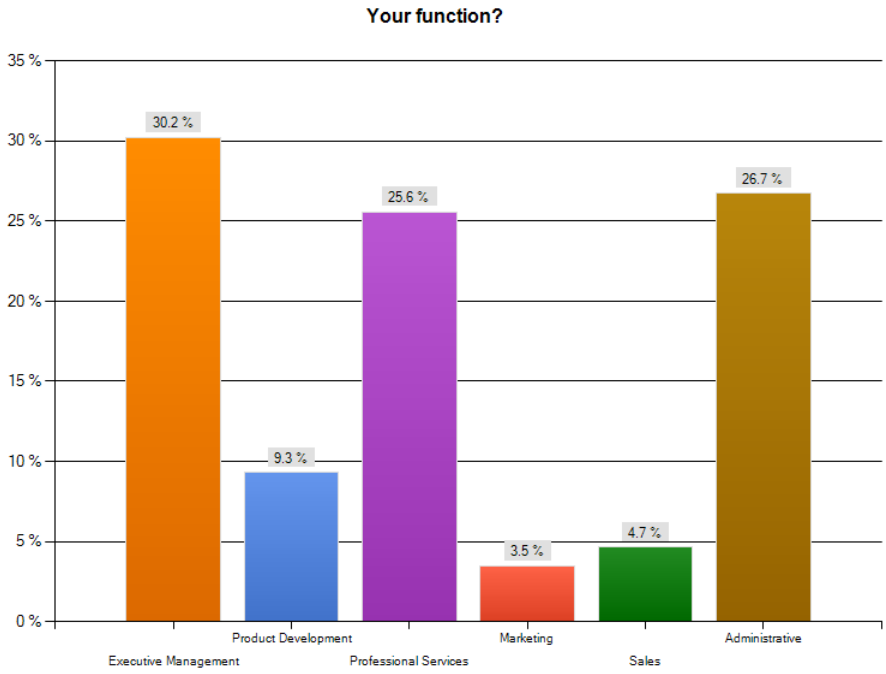
Commentary

An employee's evaluation of a manager's effectiveness as a leader declines with age and generations: Gen Y to Senior **Very Effective** + **Highly Effective** (63%, 49%, 49%, 29%).

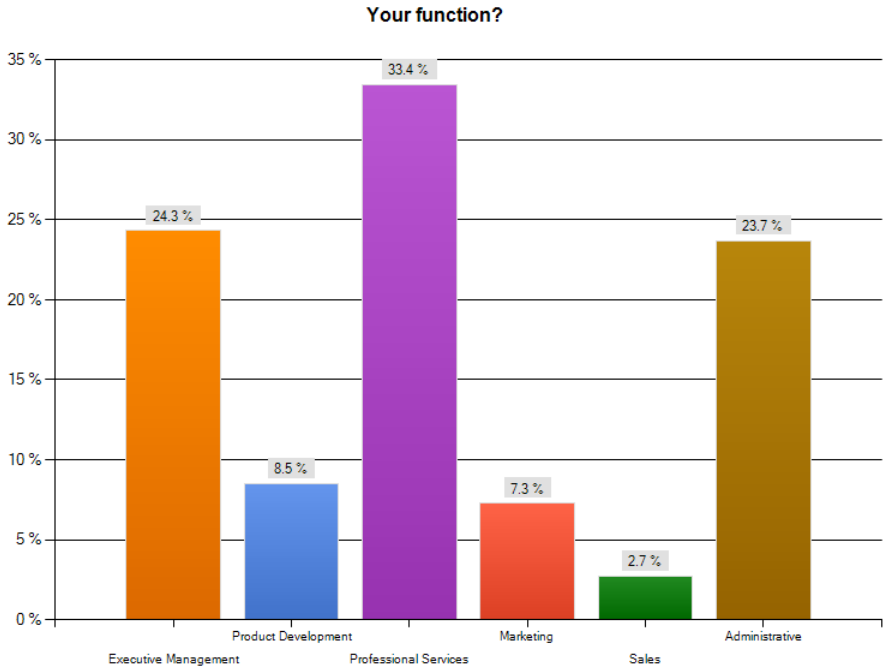
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11. Your function?

Gen Y

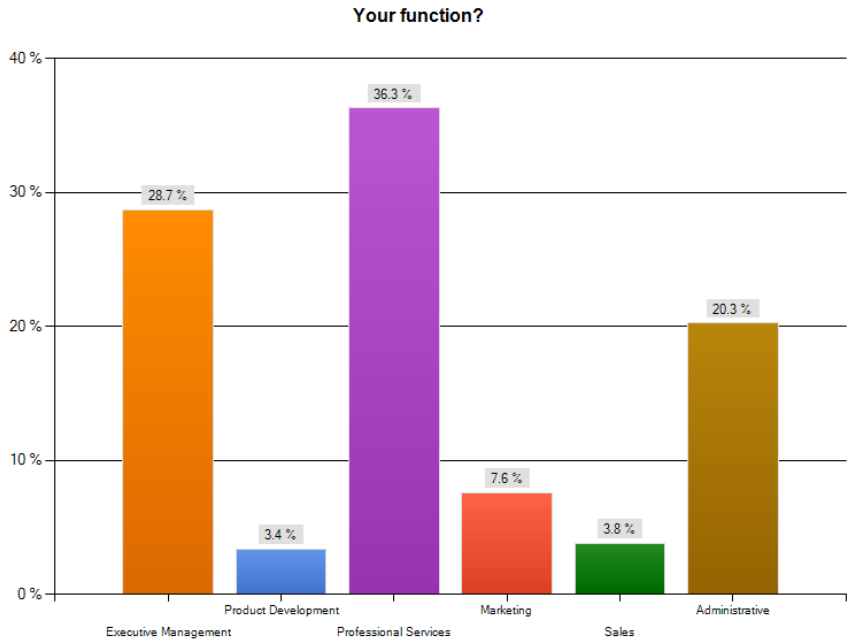


Gen X

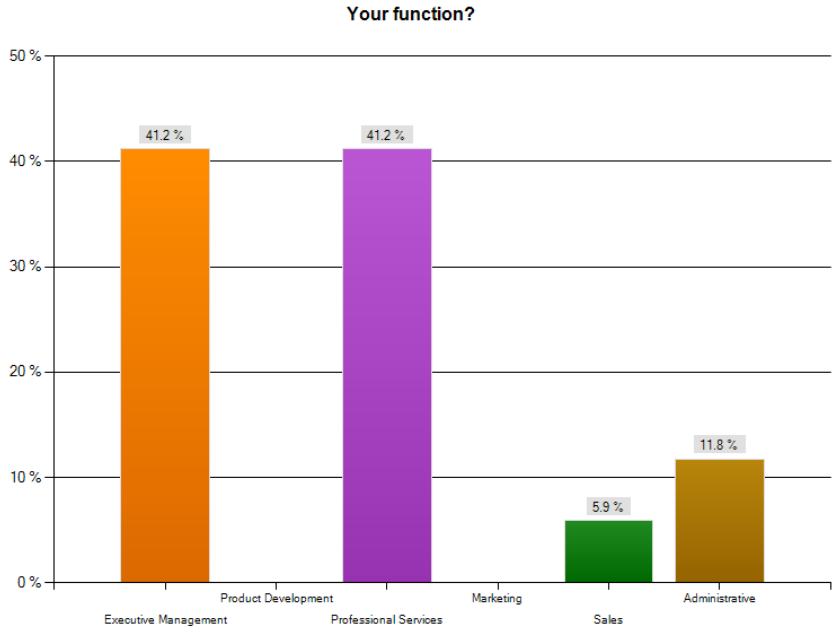


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Gen Baby Boomers



Gen Seniors



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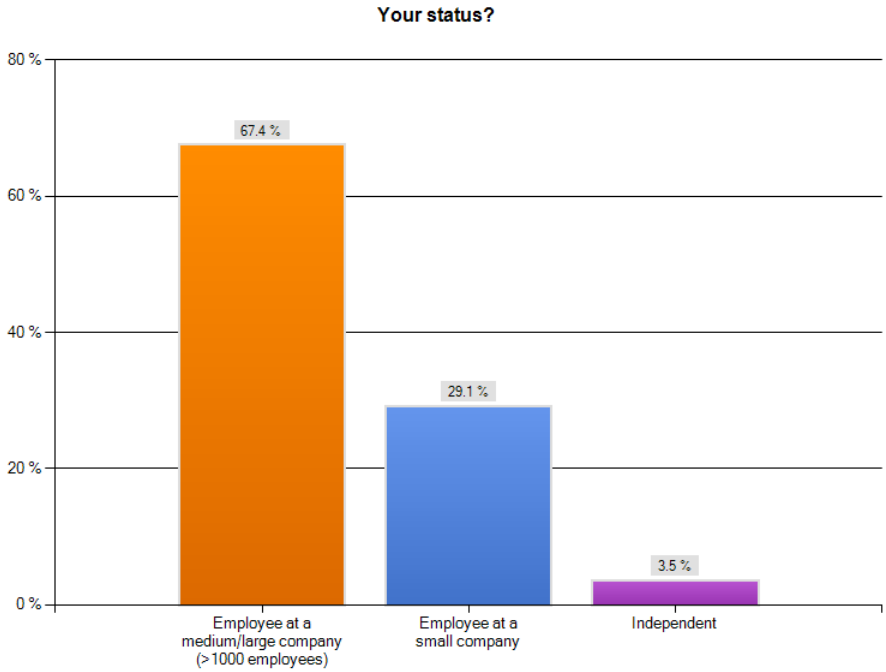
Commentary

Administration, Product Development, and **Marketing** decline in survey responses across aging generations.

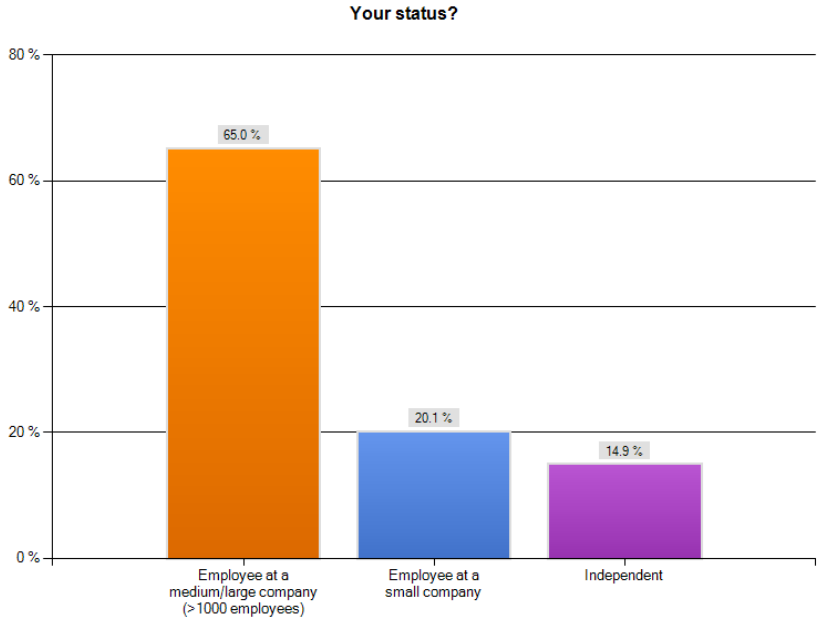
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12. Your status?

Gen Y

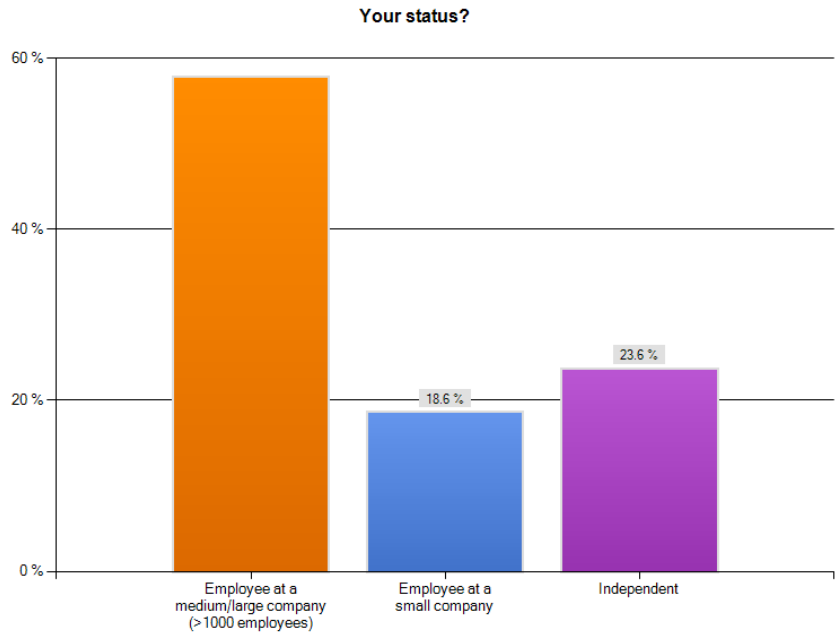


Gen X

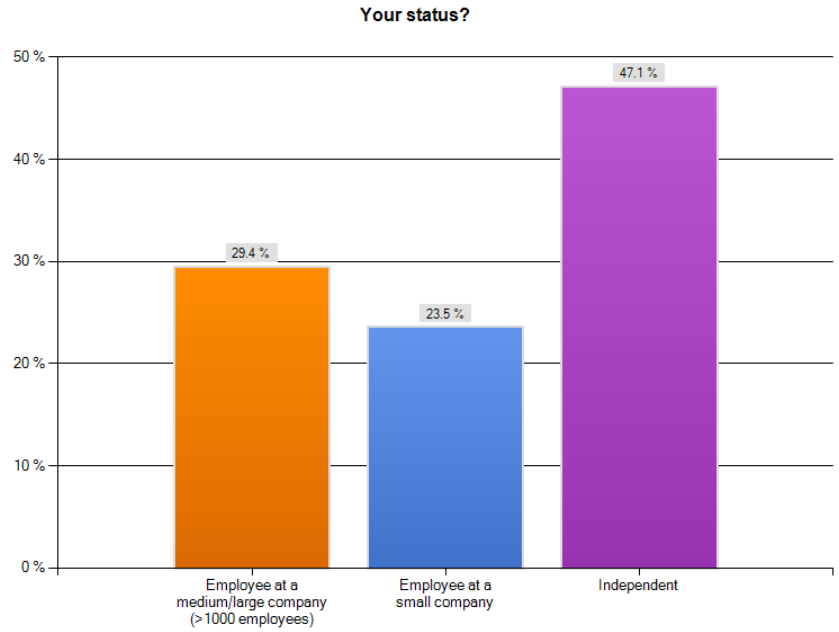


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Gen Baby Boomers



Gen Seniors



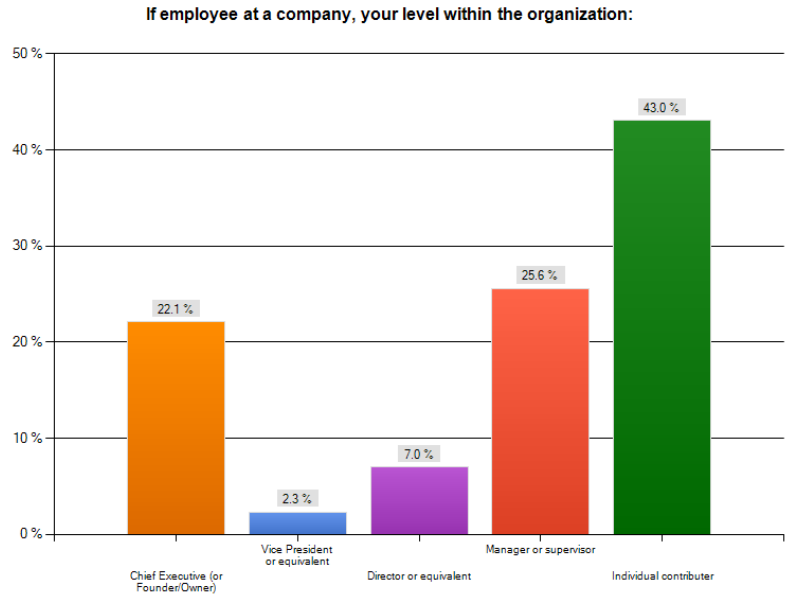
Commentary

Employment at medium/large companies decreases with age. Independents increase with age.

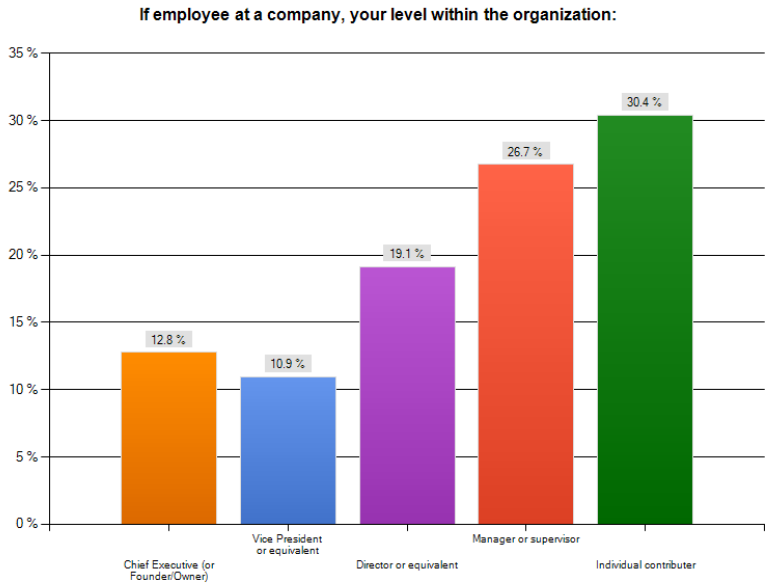
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13. If employee at a company, your level within the organization:

Gen Y

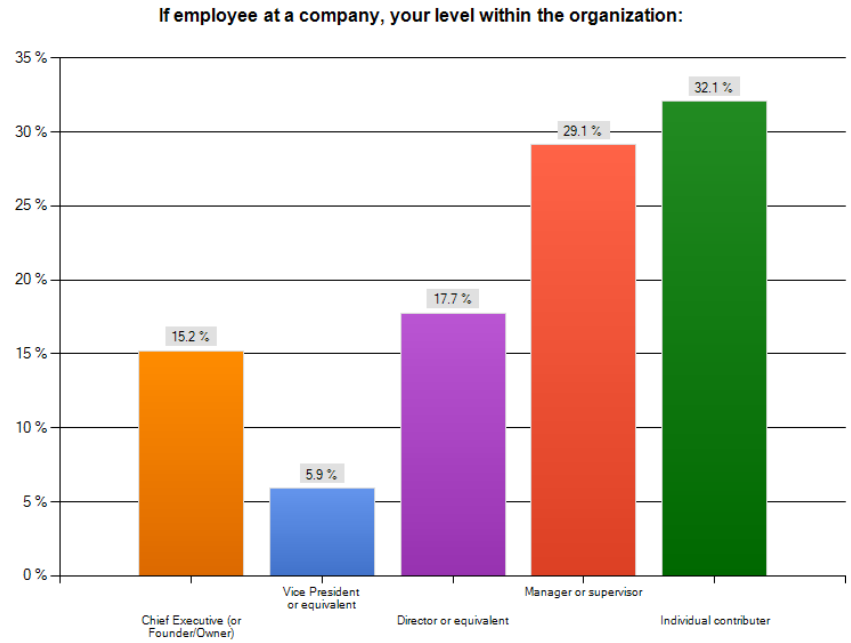


Gen X

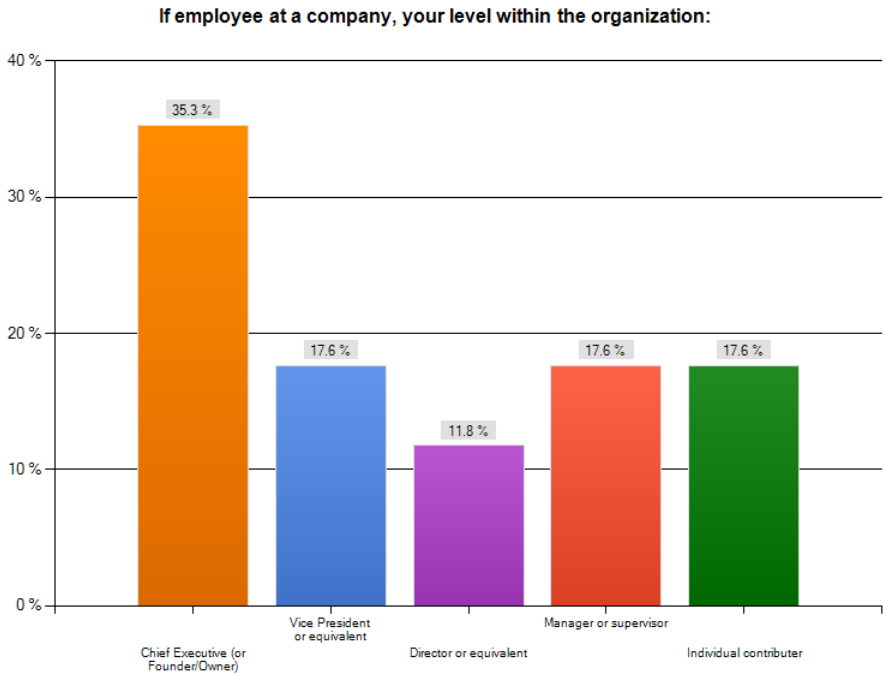


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Gen Baby Boomers

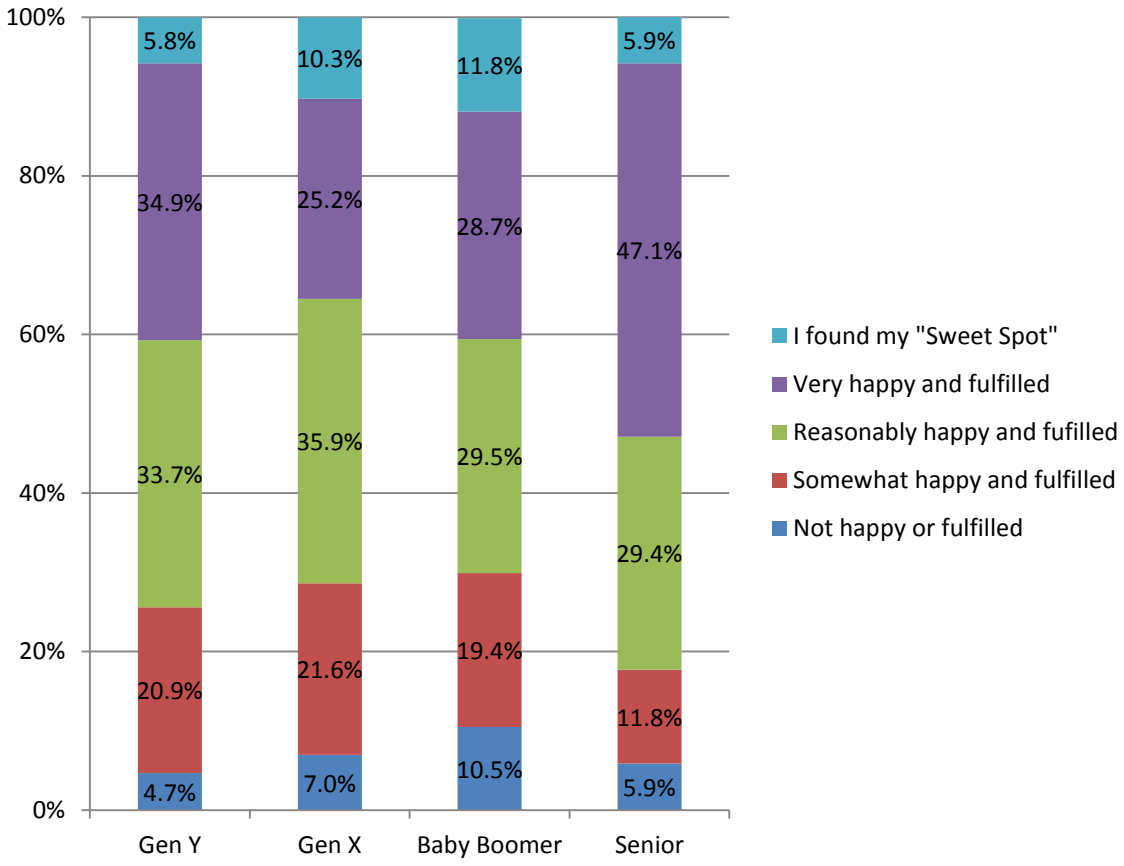


Gen Seniors



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14. Are you reasonably happy and fulfilled at work?



Commentary

Sweet Spot (super happy and fulfilled) increased across the generations until senior (6%, 10%, 12%, 6%). Happiness (super + very + reasonably happy) is higher for Gen Ys but remains relatively consistent over the generations (70%, 82%, 74%, 71%). Not happy or fulfilled remains relatively low across generations (11%, 6%, 5%, 7%).

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15. Have you had leadership training, and if so, which program, and how effective did you find the program?

Gen Y



Gen X



Gen Baby Boomers



Gen Seniors



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Commentary

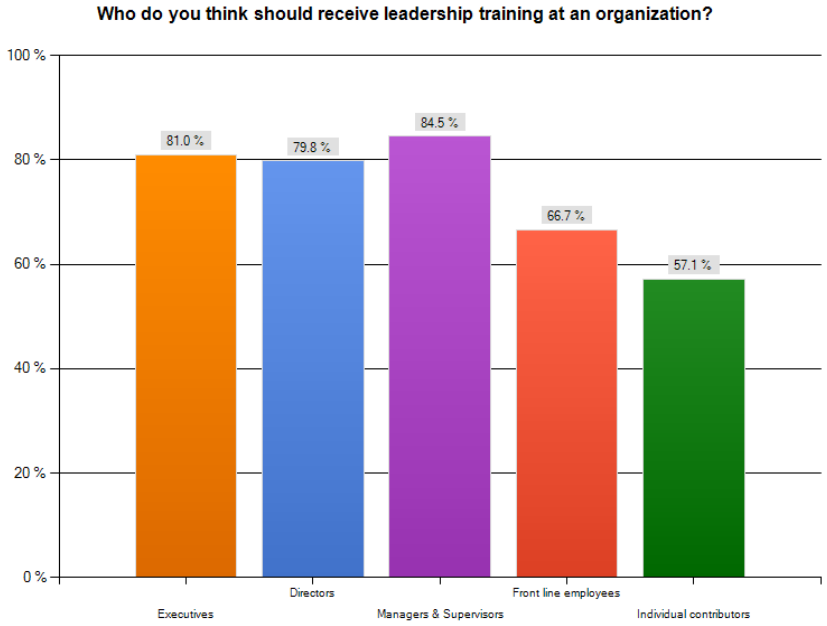
Data provided suggests leadership training was Somewhat Effective. Military leadership training only shows up in Gen Y. Harvard shows up only with Baby Boomers.

[Question 16. Not applicable to this section]

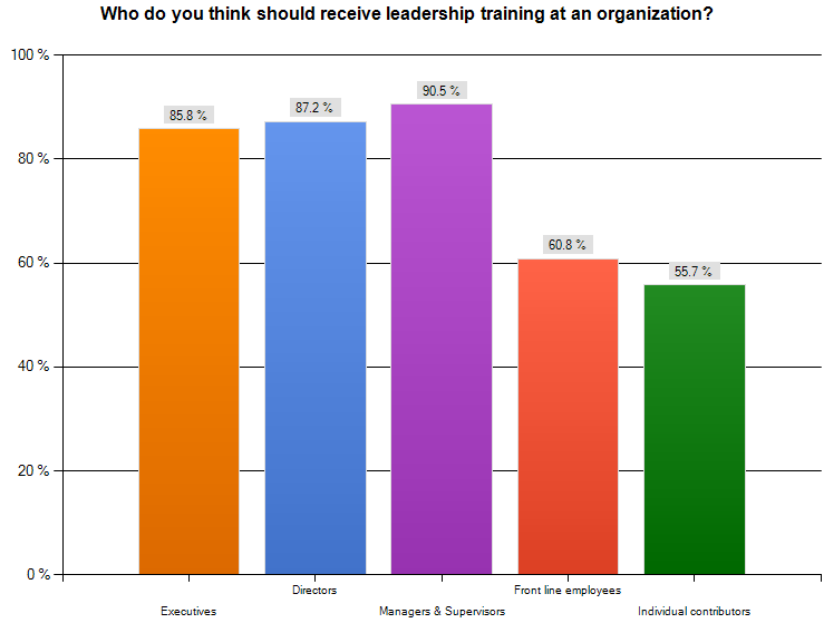
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17. Who do you think should receive leadership training at an organization?

Gen Y



Gen X



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Gen Baby Boomers



Commentary

Managers & Supervisors have the highest percentage recommendation of leadership training across Gen Y and beyond (85%, 91%, 92%). In general, percentages are fairly consistent across the generations, suggesting training across all categories with focus on Executives, Directors, Managers & Supervisors, and Front-line employees, but in all cases, recommendation is over 50% even for individual contributors. Seniors sample was small so was removed from the analysis for this segment.

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Chapter 3: By Functional Area

Think of the people in your daily work life who you consider to be effective leaders. Please answer the following two questions:

1. What are three words (attributes) that you use to describe effective leaders?

Executives

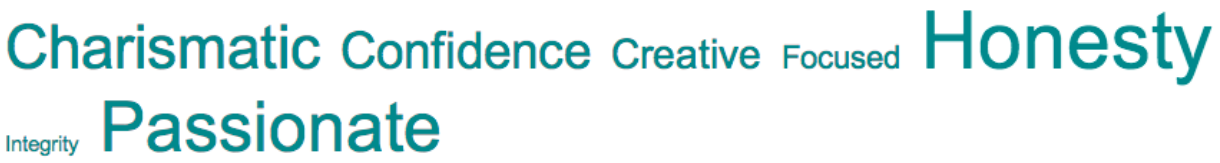


Marketing/Sales/Professional Services Professionals



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Product Development Professionals



Administrative Professionals



Commentary

All functional areas describe effective leaders as having **communication**, **vision**, **decisiveness** and **integrity**.

In addition:
Executives describe effective leaders as **Focused**, **Passion**, **Efficient**, and **Listeners.**
Marketing/Sales/Professional Services describe effective leaders as **Calm**, **Confident**, **Inspiring**, **Organized**, and **Trustworthy**.

Product Development describes effective leaders as **Charismatic**, **Honest**, and **Passionate**.
Administrative Professionals describe effective leaders as **Authentic**, **Calm**, **Caring**, **Charismatic**, **Knowledgeable**, **Organized**, as well as **Good Listeners**.

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2. What are three behaviors that make them effective leaders?

Executives



Marketing/Sales/Professional Services Professionals

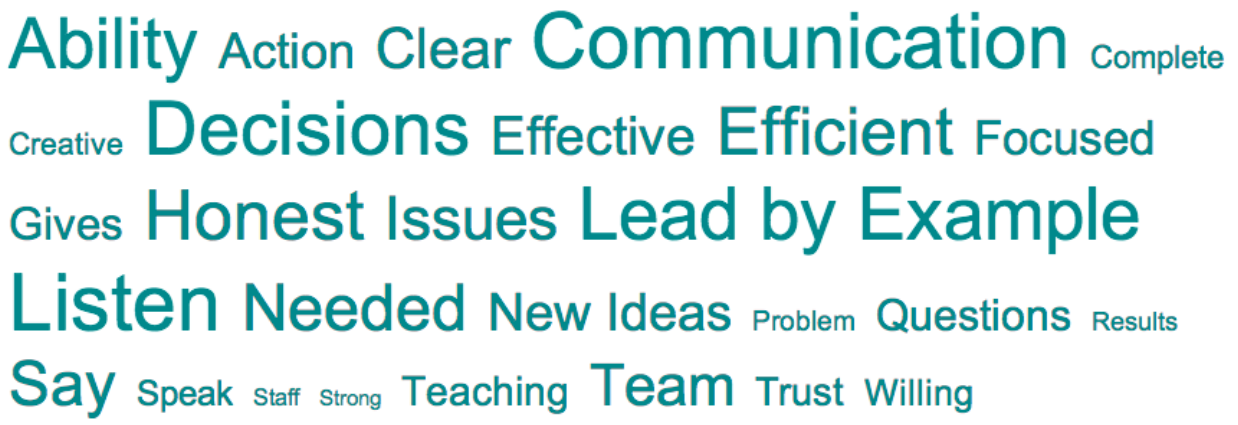


Product Development Professionals



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Administrative Professionals



Commentary

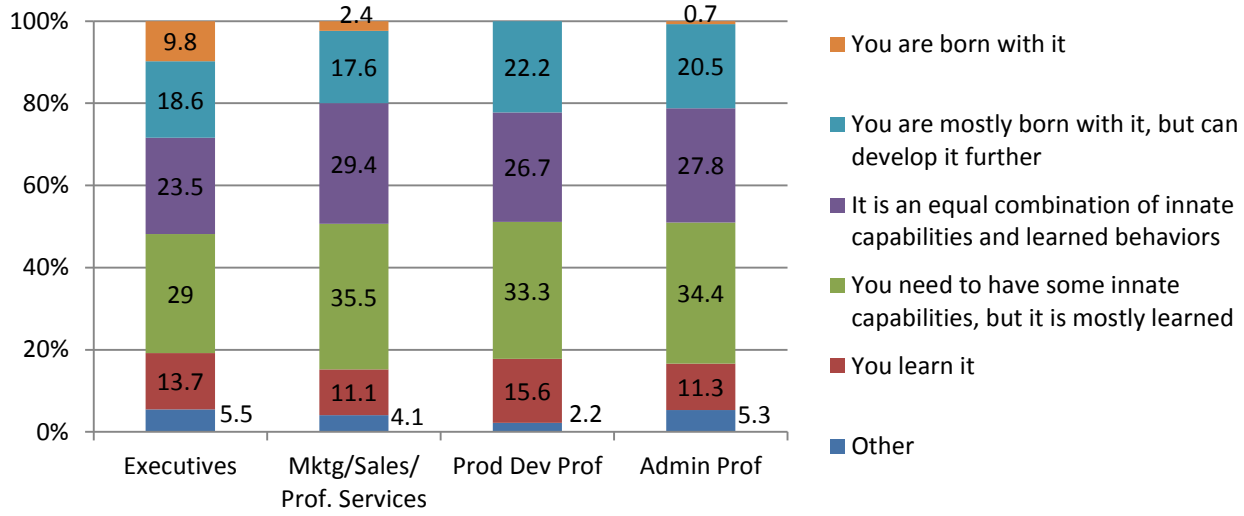
All functional areas describe behaviors of effective leaders as **Communication**, **Listen**, **Effective**, **Decisions**, and **Team**.

In addition:

- Executives describe behaviors of effective leaders as **Passion**, **Engagement**, and **Vision**.
- Marketing/Sales/Professional Services describe behaviors of effective leaders as **Ability**, **Big Picture**, **Positive**, **Focus**.
- Product Development describes effective leaders as **Example**
- Administrative Professionals describe effective leaders as **Ability**, **Honest**, **Lead by Example**, **New Ideas**

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3. Do you believe that leadership is something you are born with or that it can be learned?



Commentary

There are no substantial differences between functional areas in opinions. In general 67–75% of people think leadership is learnable.

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4. If you were to attempt to define leadership in a sentence or short paragraph, what would that be?

Executives



Marketing/Sales/Professional Services Professionals



Product Development Professionals



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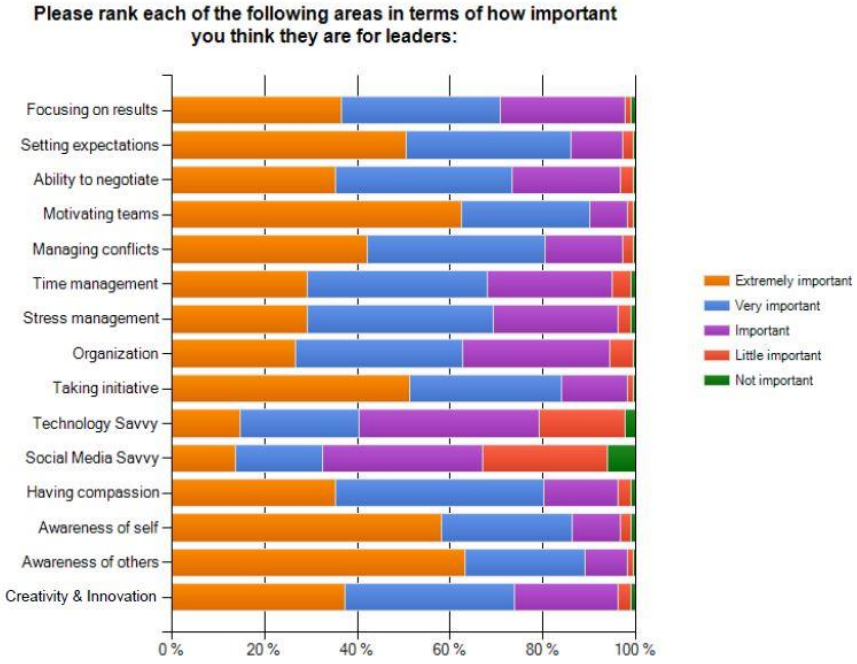
Administrative Professionals



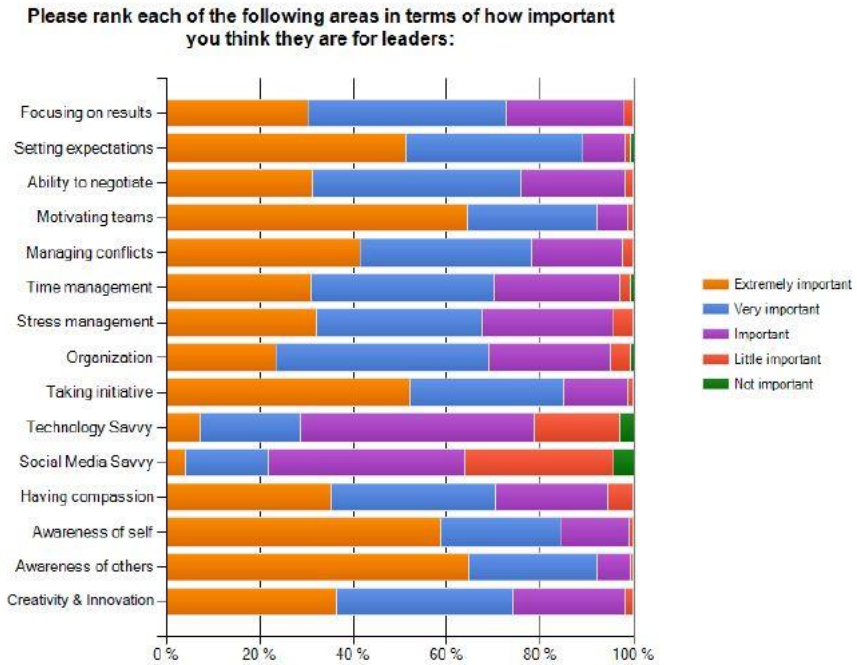
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5. Please rank each of the following areas in terms of how important you think they are for leaders:

Executives

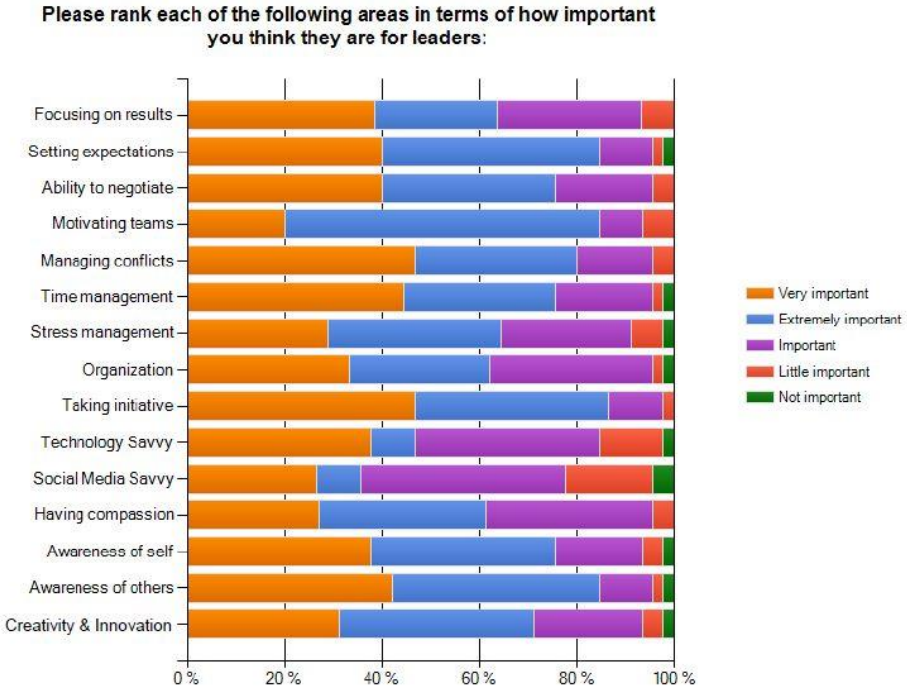


Marketing/Sales/Professional Services

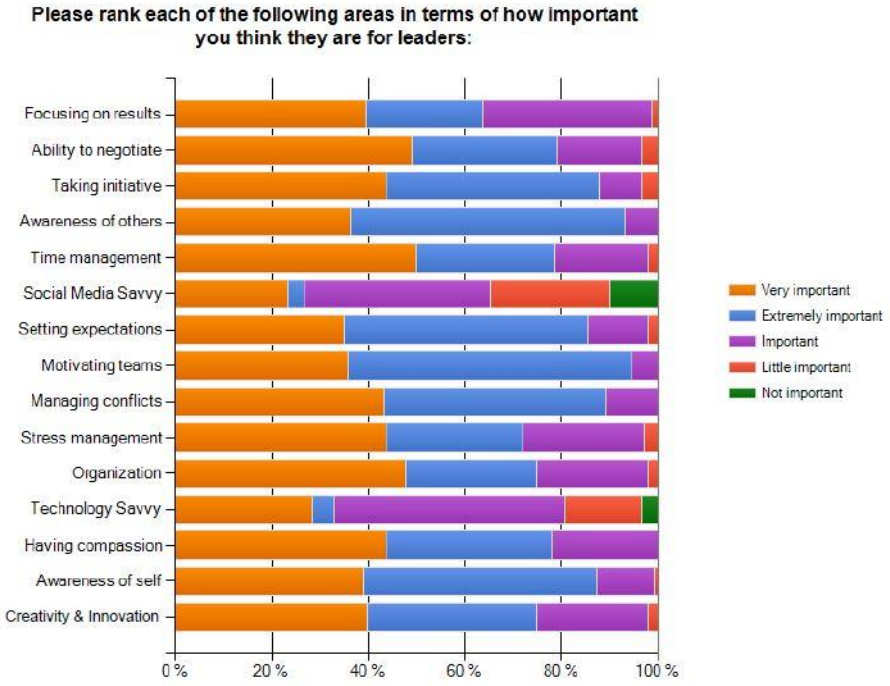


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Product Development Professionals



Administrative Professionals



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Commentary

- Executives: **Motivating Teams**, **Awareness of Others**, **Setting Expectations**, **Awareness of Self**, **Taking Initiative, Managing Conflicts**
- Marketing/Sales/Professional Services: **Motivating Teams**, **Awareness of Others**, **Setting Expectations**, **Taking Initiative**, **Managing Conflicts**
- Product Development: **Taking Initiative**, **Awareness of Others**, **Setting Expectations**, **Motivating Teams**, **Managing Conflicts**
- Administrative Professionals: **Awareness of Others, Awareness of Others, Setting Expectations, Managing Conflicts, Awareness of Self**
- Least important across the group: **social media and technology savvy**

All functional groups generally agree on areas of importance for leaders.

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6. Additional areas (that were not mentioned above) that you consider important for an effective leader?

Executives



Marketing/Sales/Professional Services Professionals



Product Development Professionals



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Administrative Professionals



Commentary

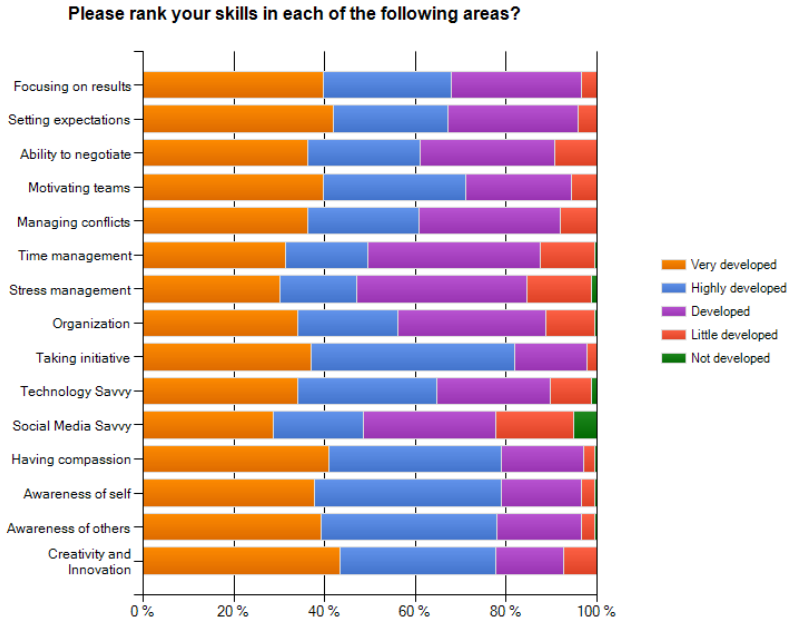
All groups identify **Communication**

- Executives: **Ethics**, **Listening**, **Sense**, **Skills**, **Vision**
- Marketing/Sales/Professional Services: **Ability**, **Integrity**, **Listening**, **Team**, **Trustworthy**, **Vision**
- Product Development: **Decisions**
- Administrative Professionals: **Ability**, **Individuals**, **Integrity**, **Team**, **Trust**

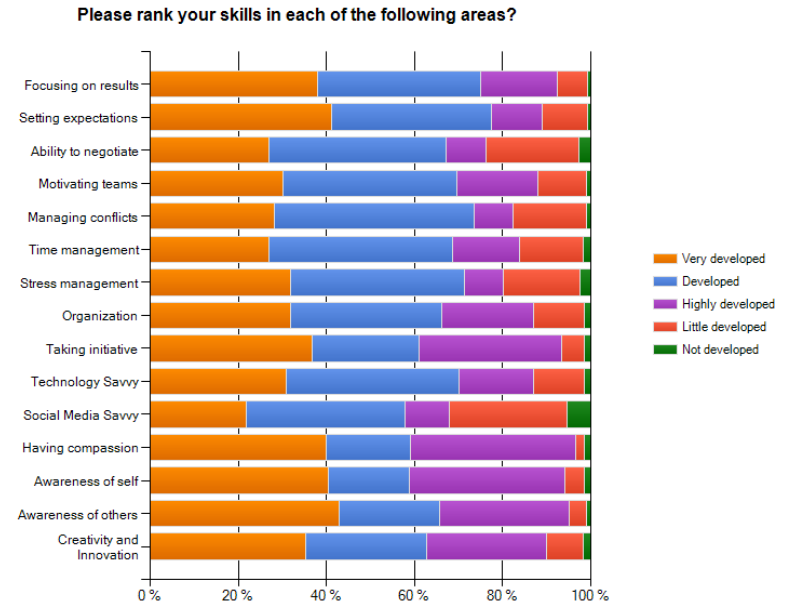
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7. Please rank your skills in each of the following areas?

Executives

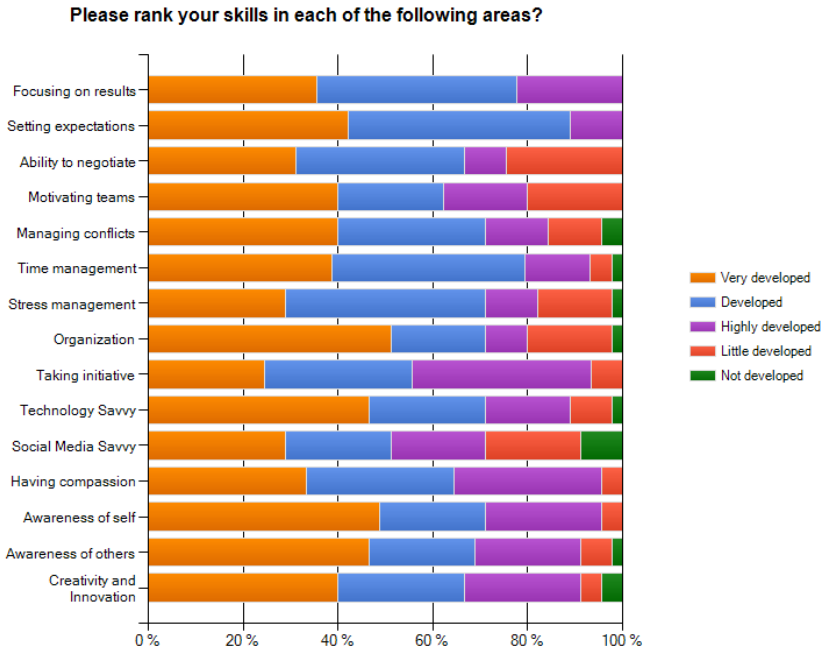


Marketing/Sales/Professional Services

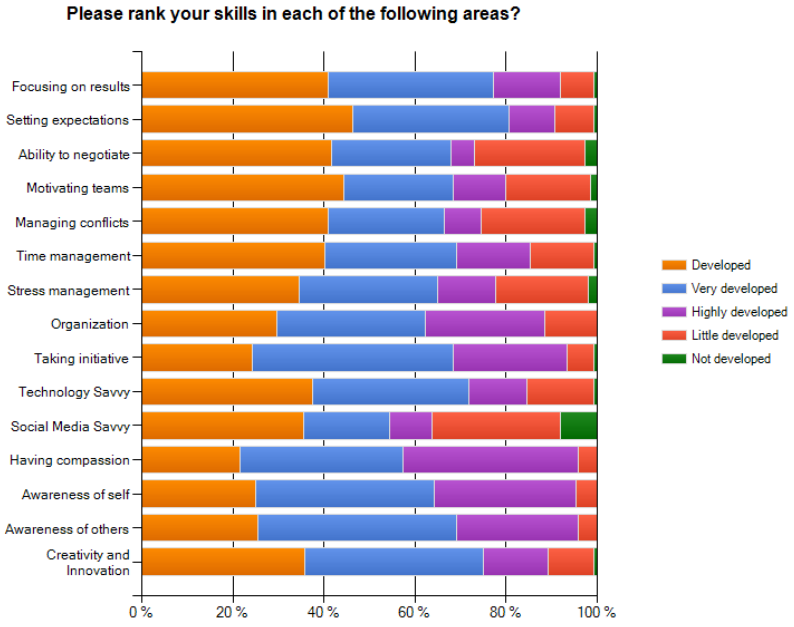


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Product Development Professionals



Administrative Professionals



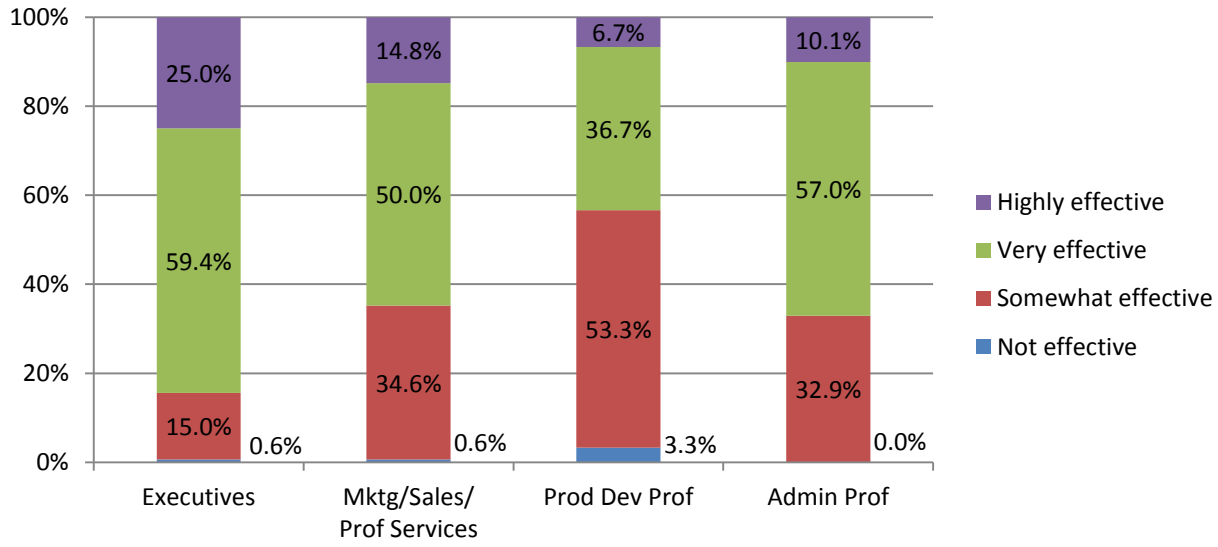
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Commentary

- Executives see themselves as having very high and highly developed **Awareness of Self and Others**, high **Creativity and Innovation**, **Taking Initiative**, and **Motivating Teams**.
- Marketing, Sales, and Professional Services have lower **Awareness of Self and Others** and higher **Technology Savvy**.
- Product Development has high **Setting Expectations**, **Focusing on Results**, and **Time Management**, lower **Taking Initiative**.
- Administrative Professionals (Accounting, legal, IT, Procurement) have highest **Setting Expectations**, **Focusing on Results**, **Technology Savvy**, and **Creativity and Innovation**.

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8. Do you have people reporting to you, and if so, how do you think they view your effectiveness as a leader (on the average)?



Commentary

- Executives: 84% **Highly or Very Effective**, 1% Not Effective
- Marketing/Sales/Professional Services: 65% **Highly or Very Effective**, 1% Not Effective
- Product Development: 43% **Highly or Very Effective**, 3% Not Effective
- Administrative Professionals: 67% **Highly or Very Effective,** 0% Not Effective

Executives consider themselves to be the most effective as leaders, Product Development consider themselves the least effective as leaders with lowest percentage of Highly or Very Effective and highest percentage of Not Effective.

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9. Can you think of situations where you demonstrated effective leadership skills and behaviors?

Executives



Marketing/Sales/Professional Services Professionals



Product Development Professionals



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Administrative Professionals



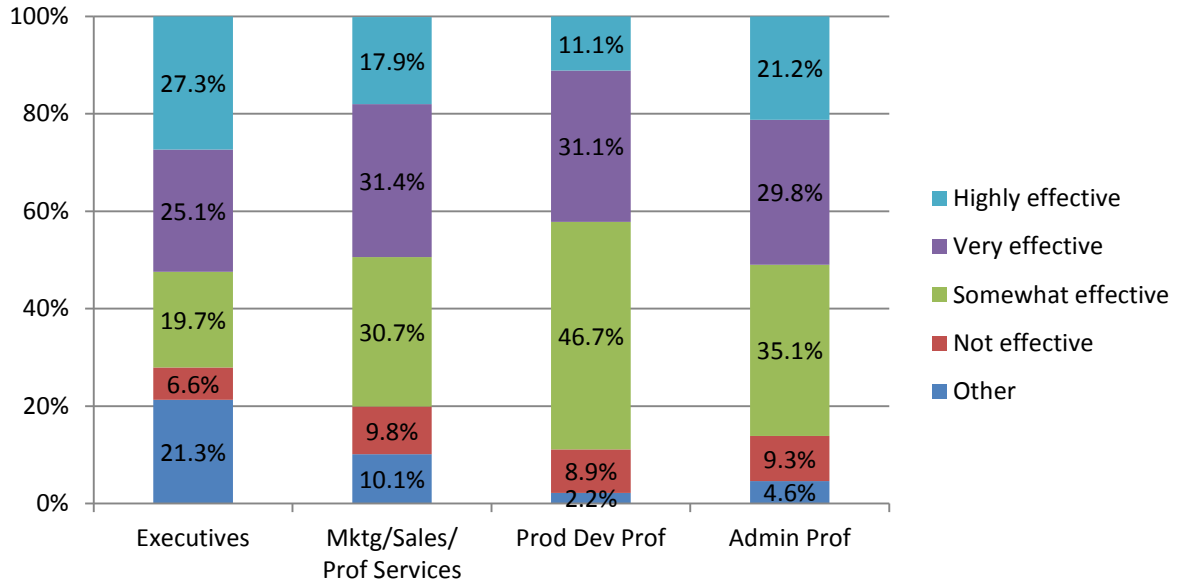
Commentary

All categories cite **Meetings**, **Project**, **Programs**, **Conflict**, **Team**

- Executives: **Dealing**, **Initiative**
- Marketing/Sales/Professional Services: **Develop**
- Product Development: **Clear**
- Administrative Professionals: **Employees**, **Staff**, **Volunteered**, **Management**

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10. Do you consider your manager to be an effective leader?



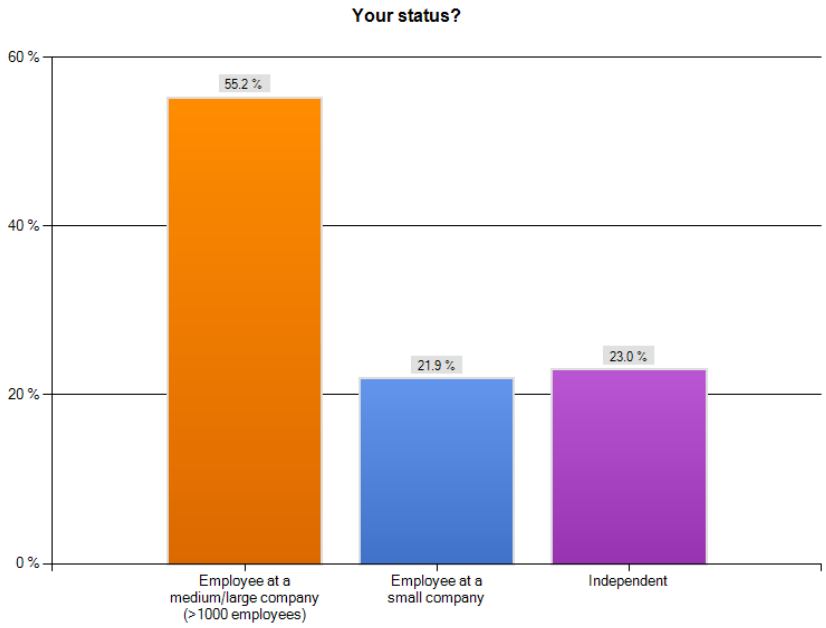
Commentary

Highly + Very Effective Leaders ranges from 42–52%, with highest percentage of effective leadership coming from Executives and lowest from Product Development. Not Effective leadership ranges from 7–10%, with lowest percentage coming from Executives and highest percentage of Not Effective coming from Marketing/Sales/Professional Services. Combining Not Effective + Somewhat Effective shows the most spread with a range of 28–56%, with Product Development having the highest percentage at 56%.

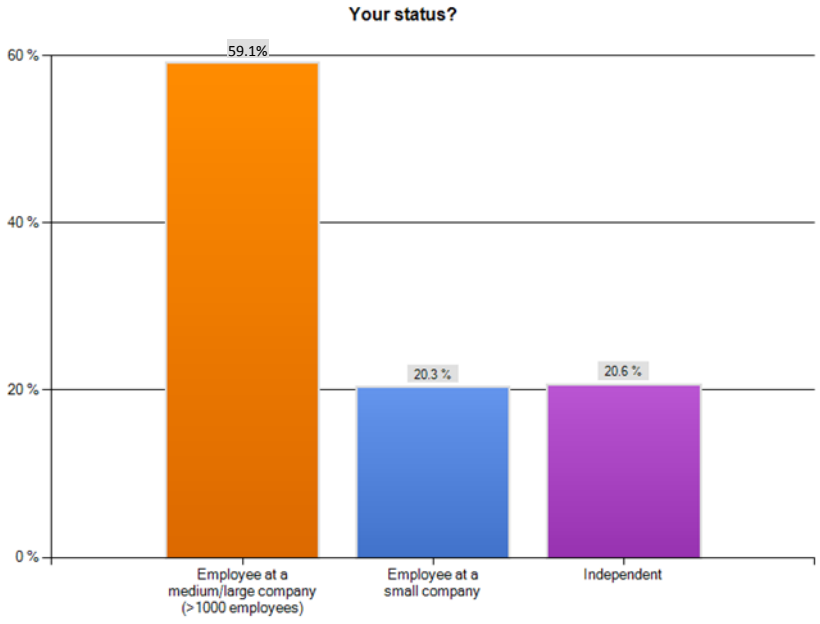
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12. Your status?

Executives

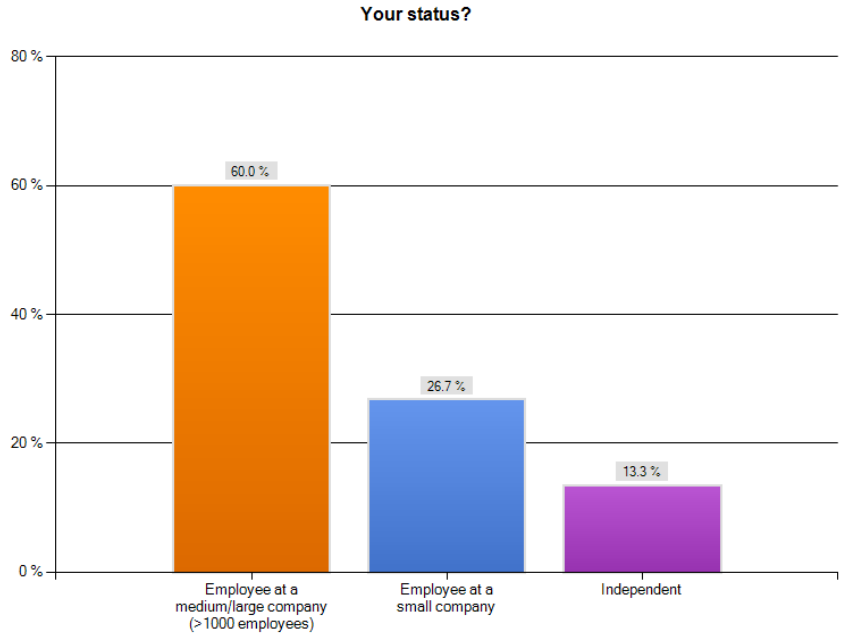


Marketing/Sales/Professional Services

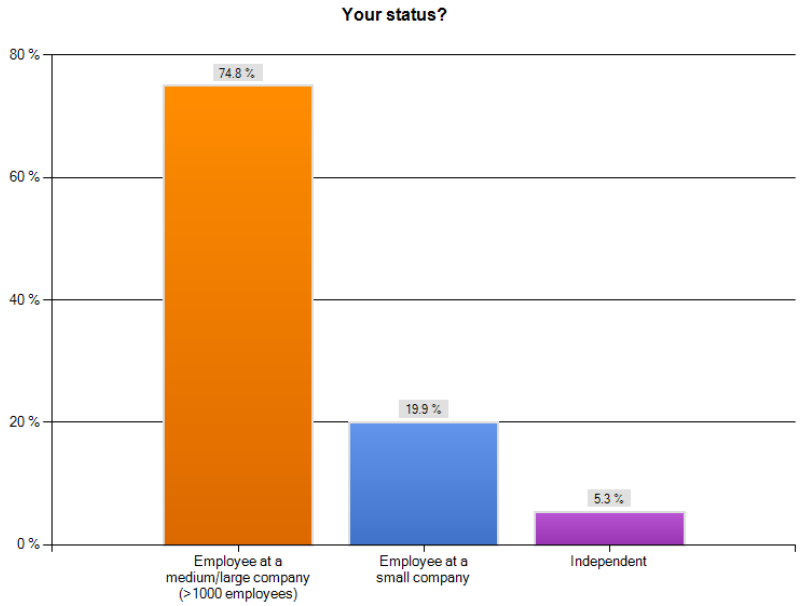


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Product Development Professionals



Administrative Professionals



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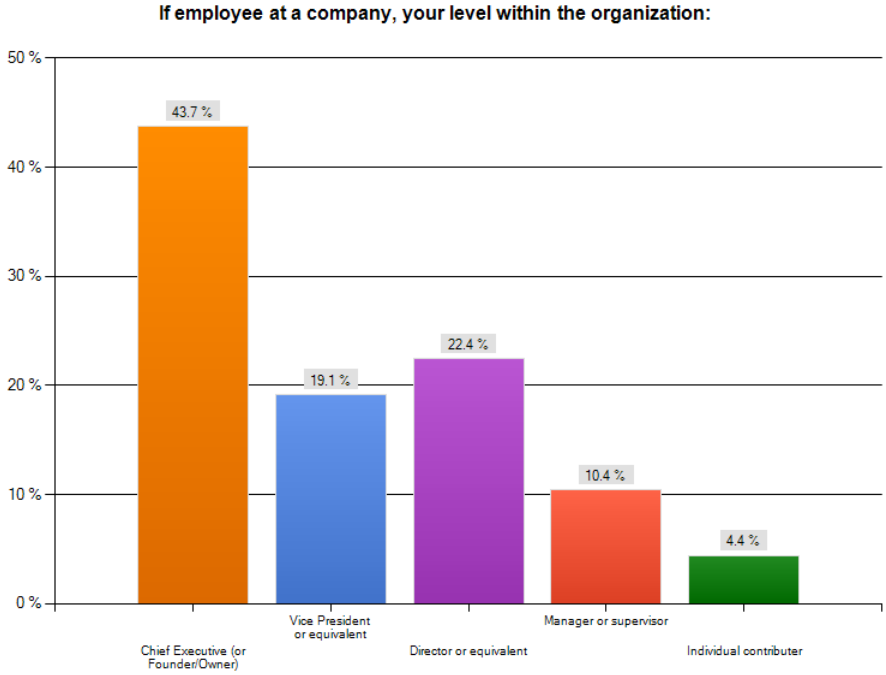
Commentary

Majority of individuals are from medium/large companies with percentages of 55–75%. Small company percentage ranges from 20–27%. Independent percentage ranges from 5–23%, with Administrative Professionals being the lowest at 5%, Product Development at 13%, Marketing/Sales/Professional Services at 21%, and Executives at 23%.

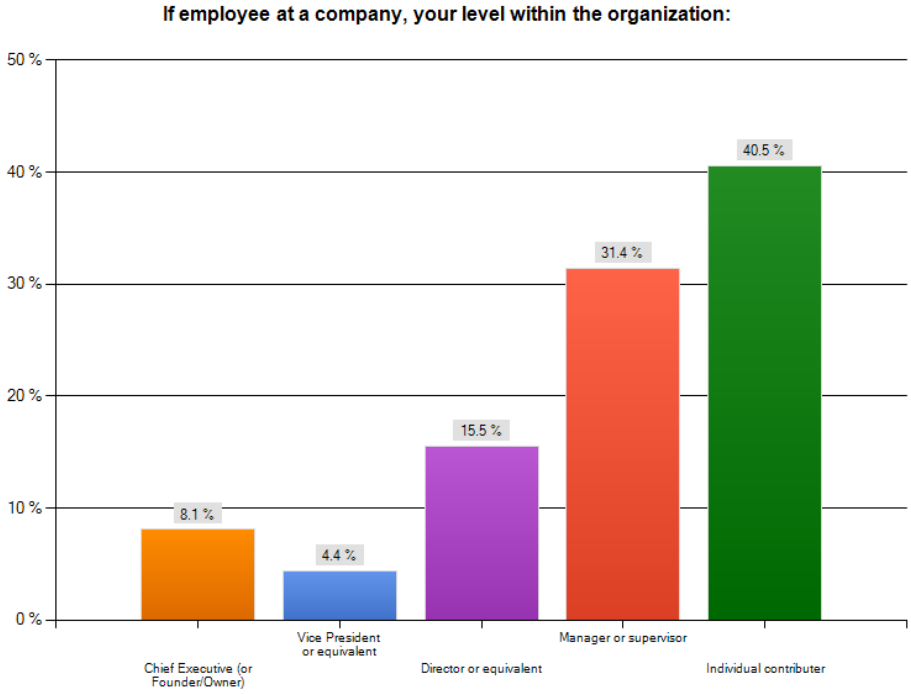
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13. If employee at a company, your level within the organization:

Executives

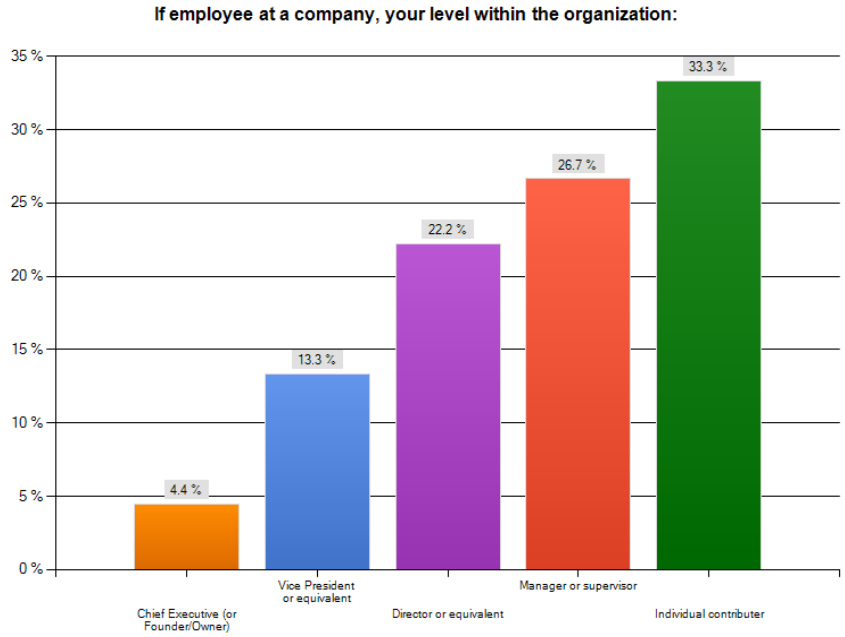


Marketing/Sales/Professional Services

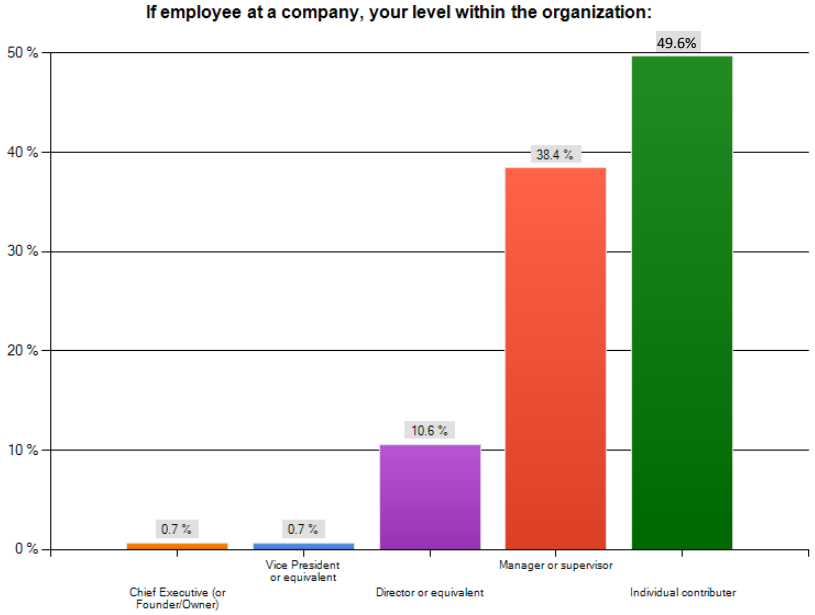


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Product Development Professionals

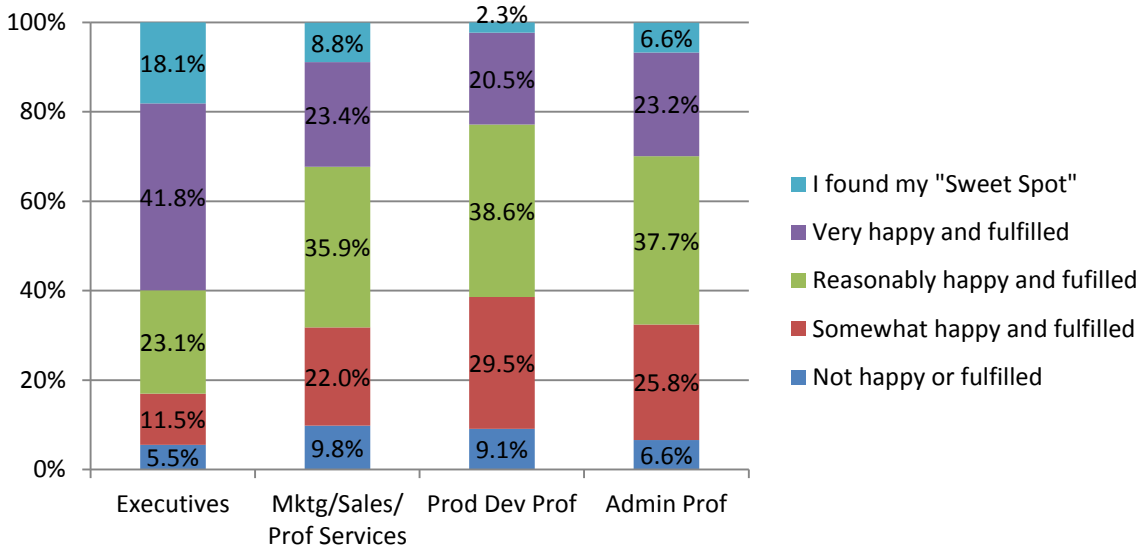


Administrative Professionals



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14. Are you reasonably happy and fulfilled at work?



Commentary

Product Development professionals are the most dissatisfied. They have a higher level of Not Happy at 9% and lowest level of Found My Sweet Spot at 2%. Executives are the most satisfied with the highest level of Found My Sweet Spot at 18% and lowest level of Not Happy at 6%.

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15. Have you had leadership training, and if so, which program, and how effective did you find the program?

Executives



Marketing/Sales/Professional Services Professionals



Product Development Professionals



Administrative Professionals



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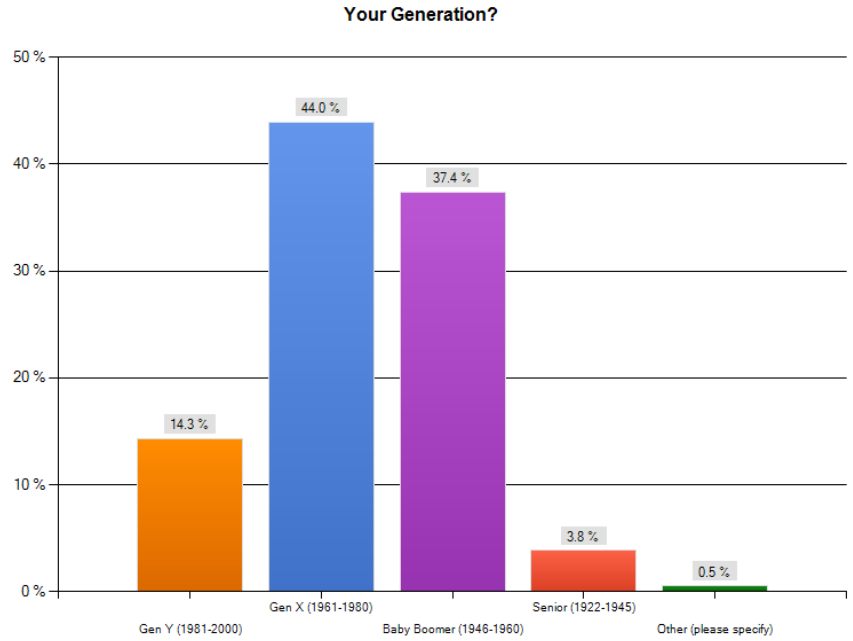
Commentary

Executives uniquely identified the military. Marketing/Sales/Professional Services uniquely mentioned MBA. Product Development and Administrative professionals display the fewest words most likely because they have had the least training.

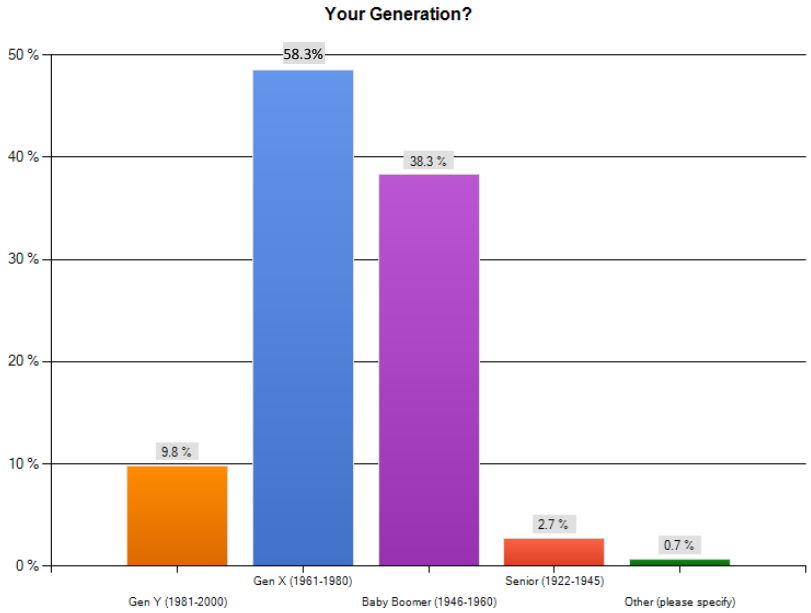
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16. Your Generation?

Executives

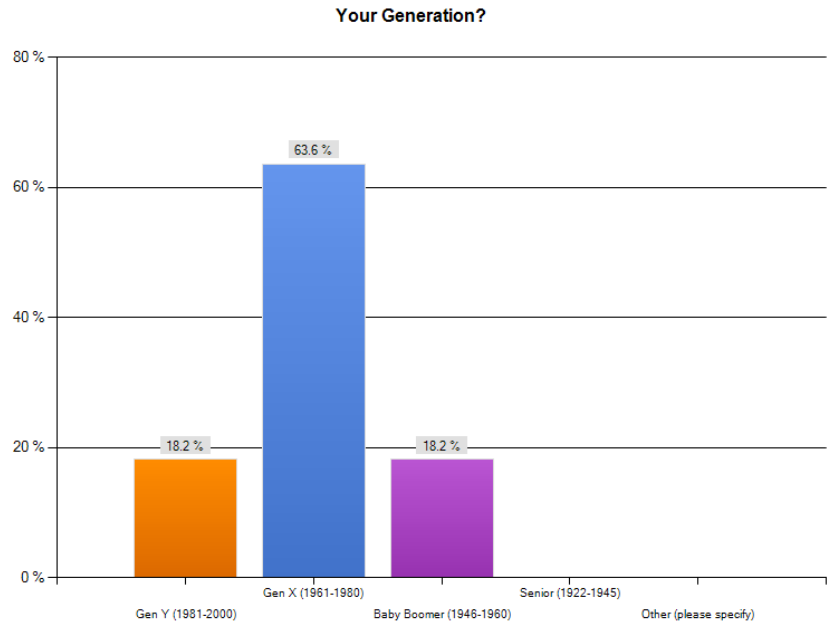


Marketing/Sales/Professional Services

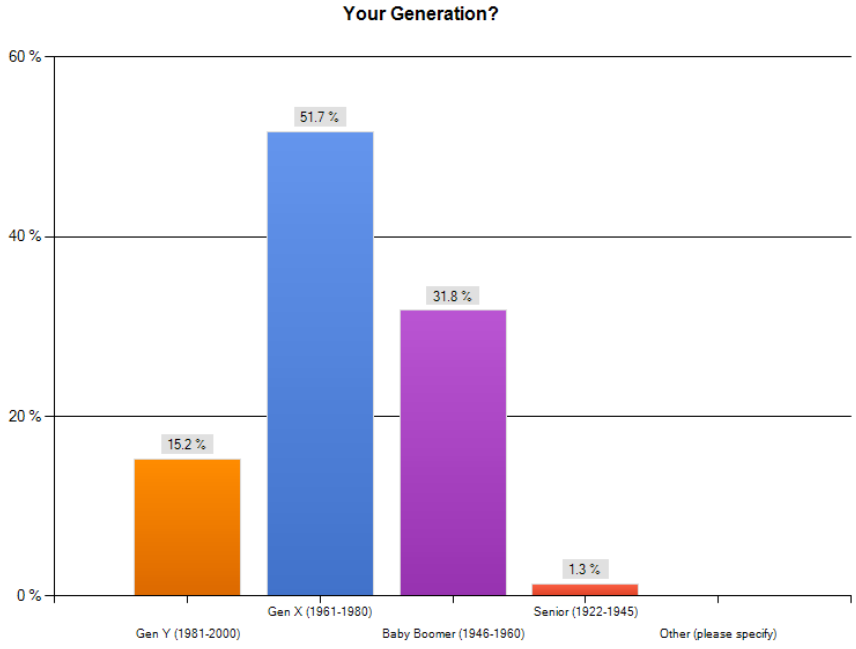


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Product Development Professionals



Administrative Professionals



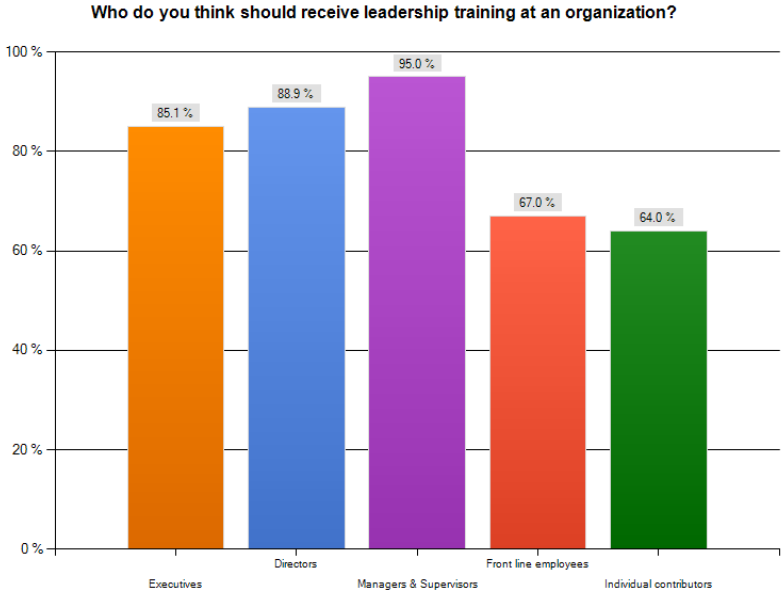
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17. Who do you think should receive leadership training at an organization?

Executives

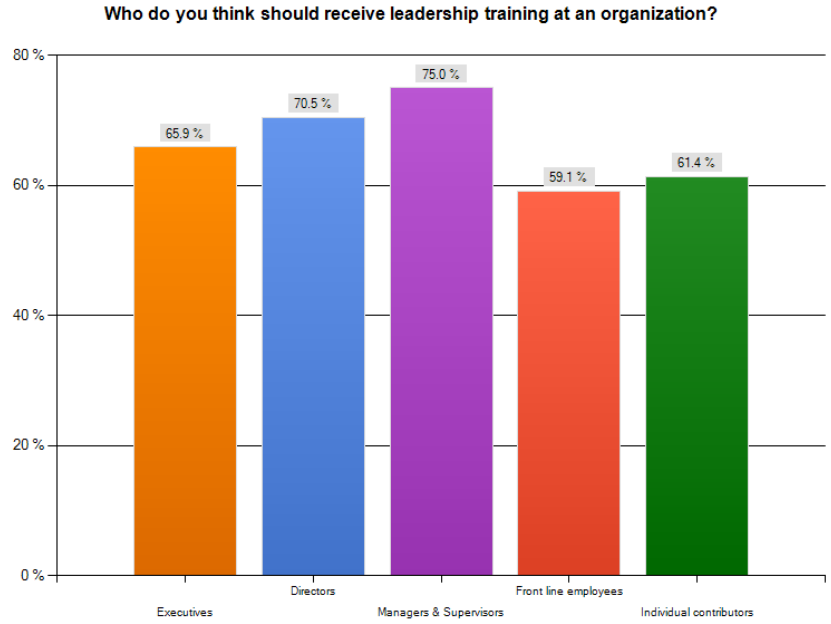


Marketing/Sales/Professional Services

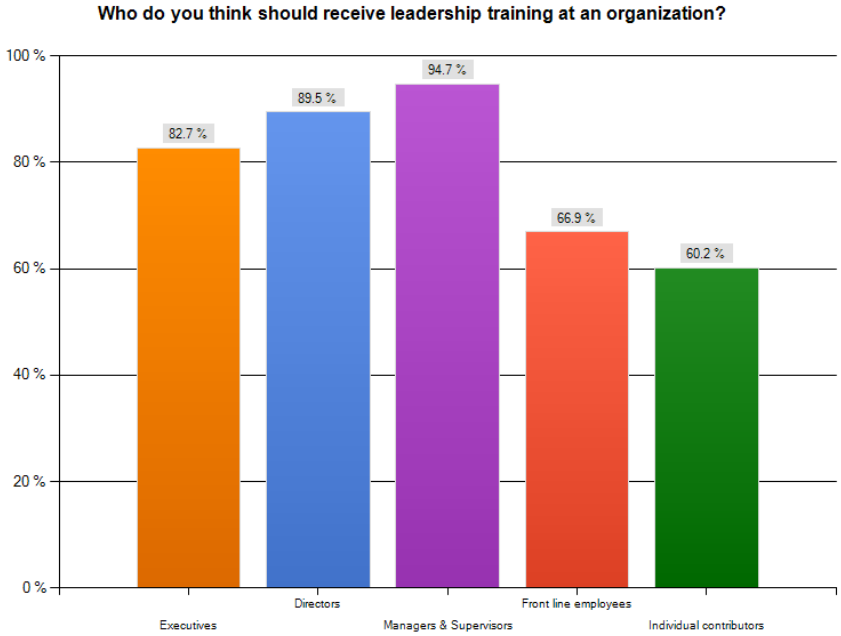


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Product Development Professionals



Administrative Professionals



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Commentary

The nonexecutive functional groups all ranked Managers & Supervisors highest, followed by Directors, then Executives. Executives ranked themselves highest, then Managers & Supervisors, followed by Directors. Product Development had recommended training percentage well below other groups (75% compared to 95% for Managers & Supervisors).

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Chapter 4: By Level Within the Organization

Think of the people in your daily work life who you consider to be effective leaders. Please answer the following two questions:

1. What are three words (attributes) that you use to describe them?

Chief Executive (or Founder/Owner)



Vice President or Director



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Manager or Supervisor



Individual Contributor



Commentary

- Chief Executive: **Focused**, **Passion**, **Visionary**, **Integrity**, **Listener**
- Vice President or Director: **Confident**, **Inspiring**, **Integrity**, **Visionary**, **Decisive**, **Passionate**
- Manager or Supervisor: **Decisive**, **Focused**, **Honest**, **Organized**, **Intelligent**, **Integrity**
- Individual Contributor: **Communicator**, **Calm**, **Knowledgeable**, **Decisive**, **Visionary**, **Integrity**, **Listener**, **Organized**, **Confident**

All levels emphasized Integrity and similar terms such as **Honest**, **Trust/Trustworthy**, **Ethical**, **Fair**, as well as **Visionary**. **Passion**/**Passionate** appeared in Chief Executive to Manager, but not Individual Contributors.

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2. What are three behaviors that make them effective leaders?

Chief Executive (or Founder/Owner)



Vice President or Director



Manager or Supervisor



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Individual Contributor



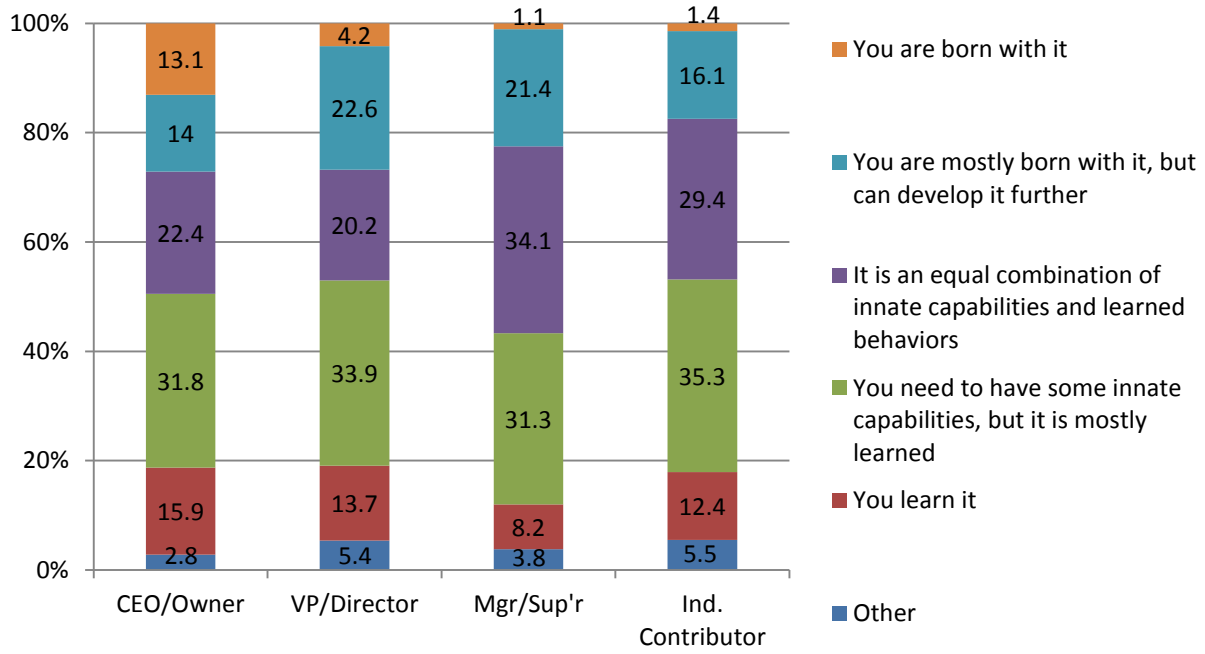
Commentary

- Chief Executive: **Communication, Passion, Listen, Vision, Big Picture, Ability, Calm, Clear**
- Vice President or Director: **Communicate, Clear, Ability, Listen, Vision, Hard, Team**
- Manager or Supervisor: **Communicate, Listening, Ability, Decisions, Action, Focused, Clear**
- Individual Contributor: **Communication, Decisive, Listen, Team, Effective, Example, Clear**

All groups include **Communicate/Communication, Clear. Vision** identified for Executives and VP/Directors. **Humor** unique to Executives. **Decisions, Action, Focused** appears for Manager/Supervisors.

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3. Do you believe that leadership is something you are born with or that it can be learned?



Commentary

A higher percentage of Executives believe you are born with leadership (13%) as compared to other areas where Born With It ranges from 1–4%. Executives also have a higher percentage of It is Learned (16%) as compared to other areas where it ranges from 8–14%. In all groups, well over half believe there is opportunity to learn or develop it further.

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4. If you were to attempt to define leadership in a sentence or short paragraph, what would that be?

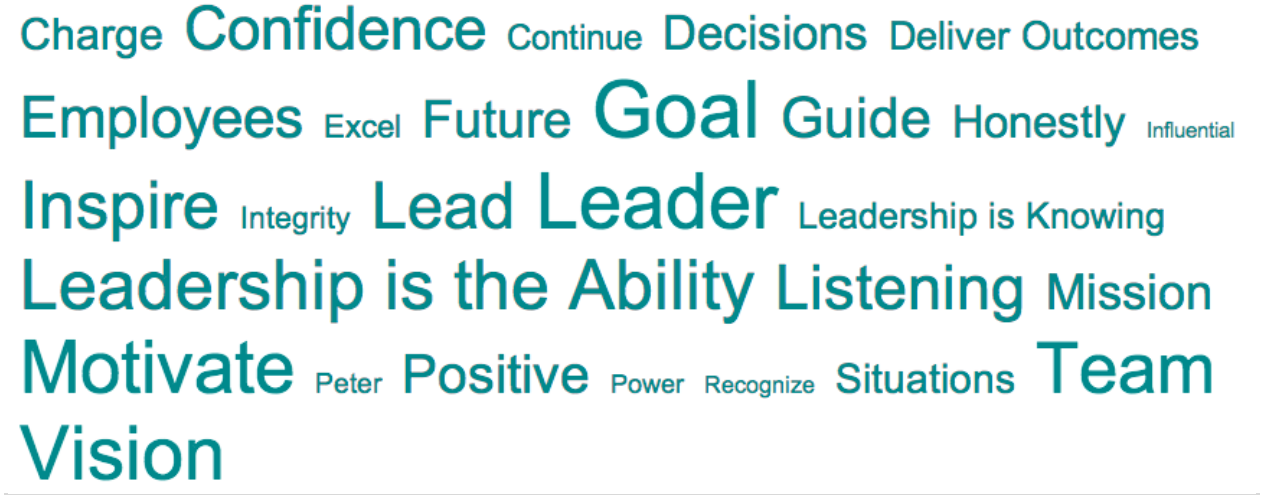
Chief Executive (or Founder/Owner)



Vice President or Director



Manager or Supervisor



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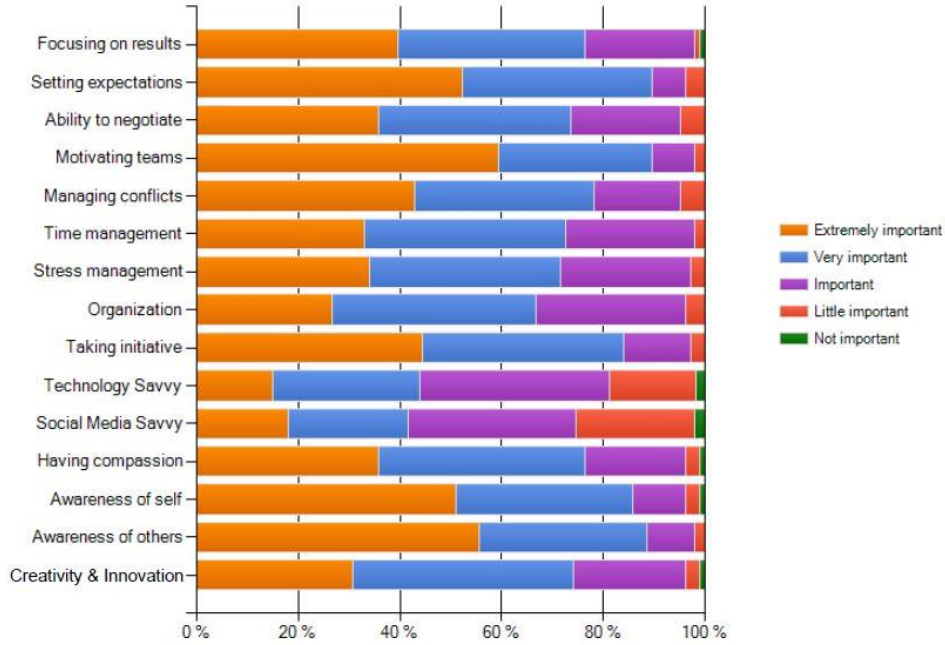
Commentary

- Chief Executive: **Ability, Follow, Goal**
- Vice President or Director: **Vision, Inspiring, Example, Goal, Motivate, Confidence**
- Manager or Supervisor: **Goal, Motivate, Vision, Team**
- Individual Contributor: **Ability, Goal, Inspire, Vision, Team**

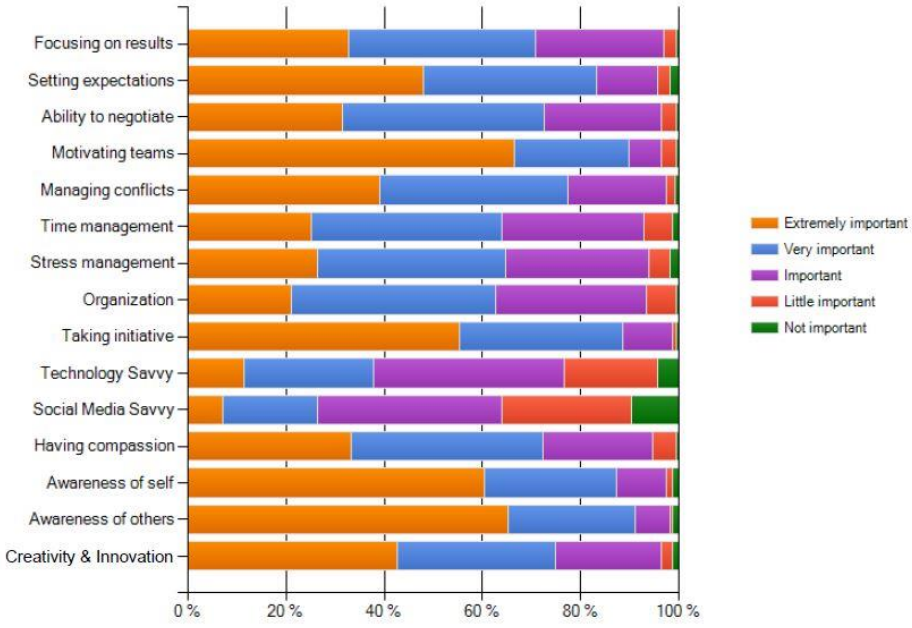
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5. Please rank each of the following areas in terms of how important you think they are for leaders:

Chief Executive (or Founder/Owner)

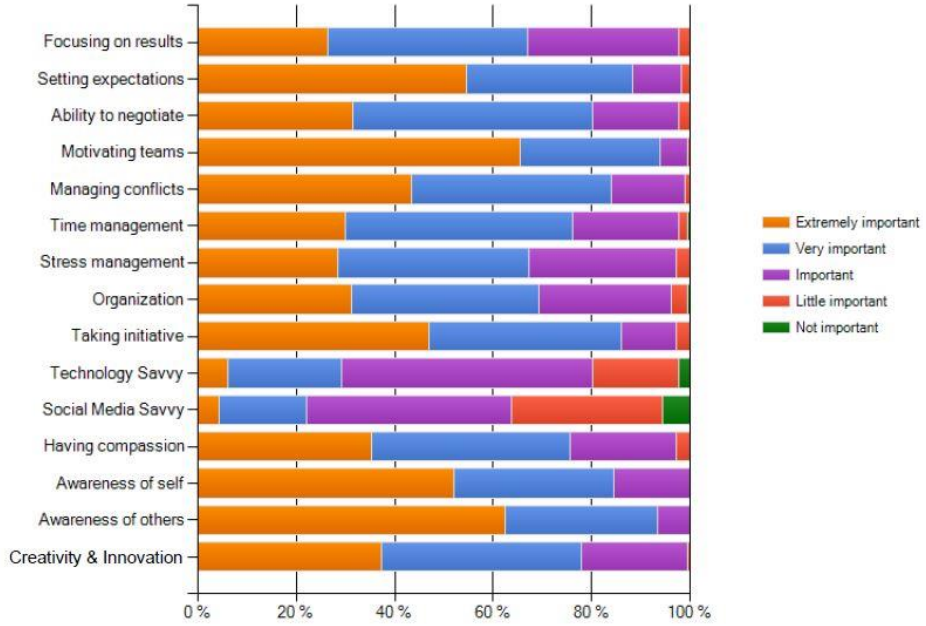


Vice President or Director

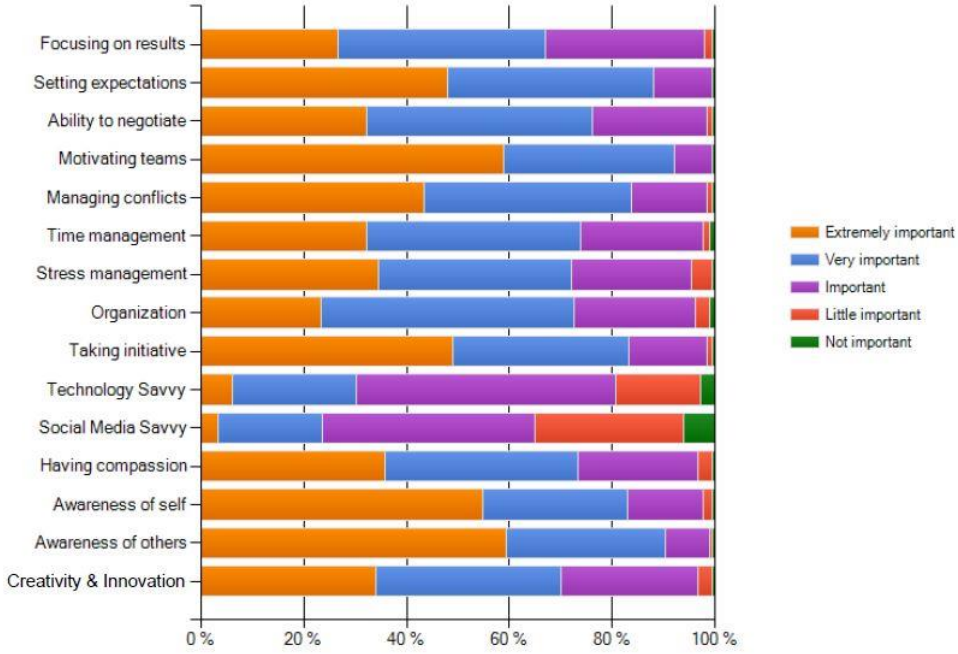


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Manager or Supervisor



Individual Contributor



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Commentary

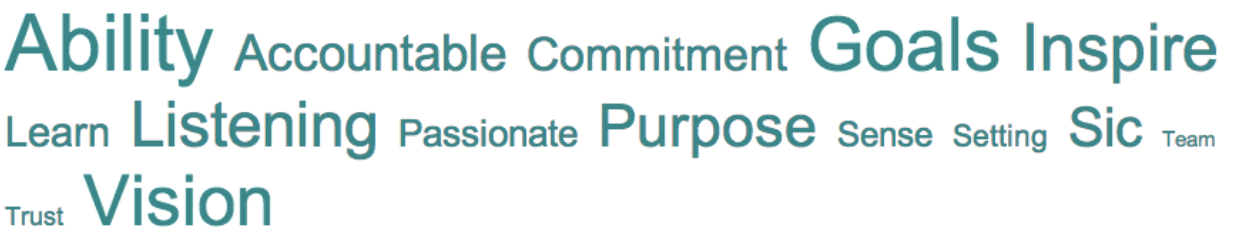
- Chief Executive - Highest: **Motivating Teams, Setting Expectations, Awareness of Others, Taking Initiative**. Lowest: Technology Savvy, Social Media Savvy.
- Vice President - Highest: **Awareness of Others, Motivating Teams, Taking Initiative, Awareness of Self, Setting Expectations, Creativity and…** Lowest: Technology Savvy, Social Media Savvy.
- Manager or Supervisor - Highest: **Motivating Teams, Awareness of Others, Setting Expectations, Taking Initiative, Having Compassion, Ability to Negotiate**. Lowest: Technology Savvy, Social Media Savvy.
- Individual Contributor - Highest: **Motivating Teams, Awareness of Others, Setting Expectations, Managing Conflicts, Taking Initiative, Awareness of Self**. Lowest: Technology Savvy, Social Media Savvy.

Perceived skills of importance for leaders are consistent across levels.

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6. Additional areas (that were not mentioned above) that you consider important for an effective leader?

Chief Executive (or Founder/Owner)



Vice President or Director



Manager or Supervisor



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Individual Contributor



Commentary

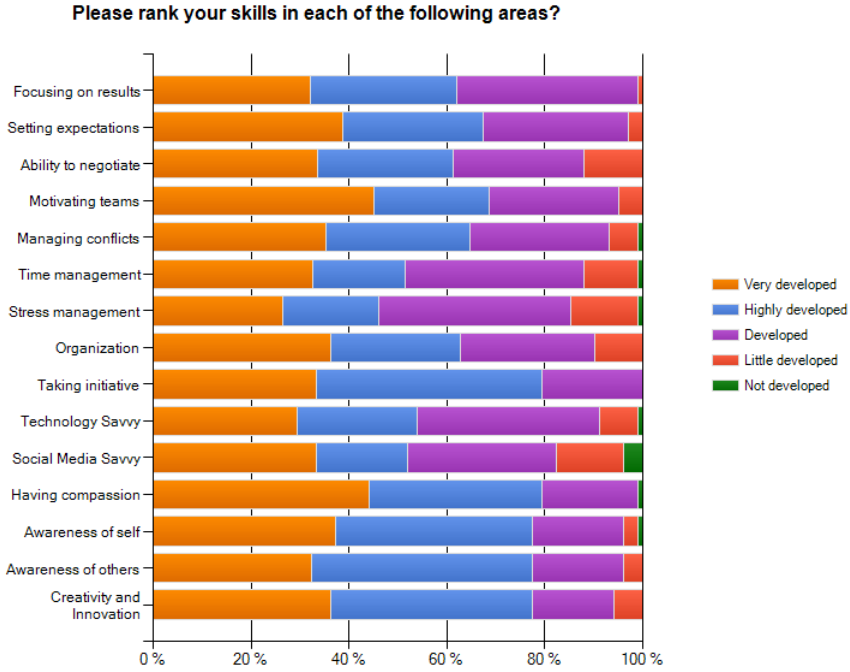
- Chief Executive: **Vision, Goals, Inspire**
- Vice President or Director: **Ability, Humility, Integrity, Listening, Sense of Humor, Skills**
- Manager or Supervisor: **Integrity, Ethical, Listening, Team, Coaching**
- Individual Contributor: **Ability, Fairness, Listening, Integrity, Trustworthy, Team**

Communicator/Communications mentioned by every group except Chief Executive.
Coaching appears uniquely for Manager or Supervisor.

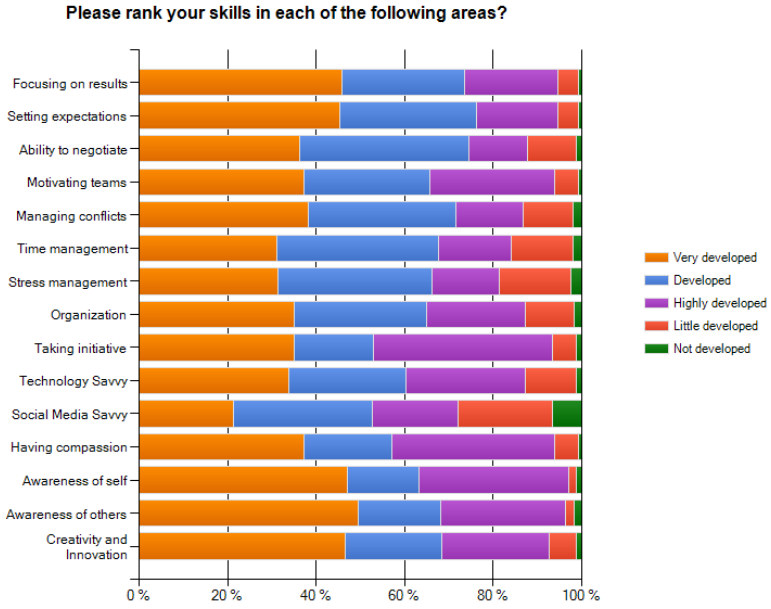
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7. Please rank your skills in each of the following areas?

Chief Executive (or Founder/Owner)

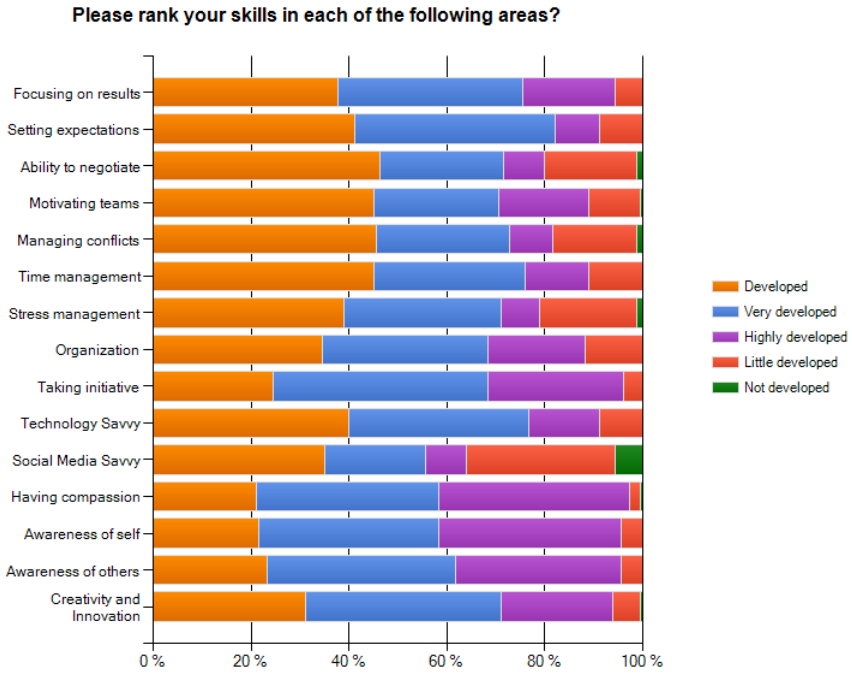


Vice President or Director

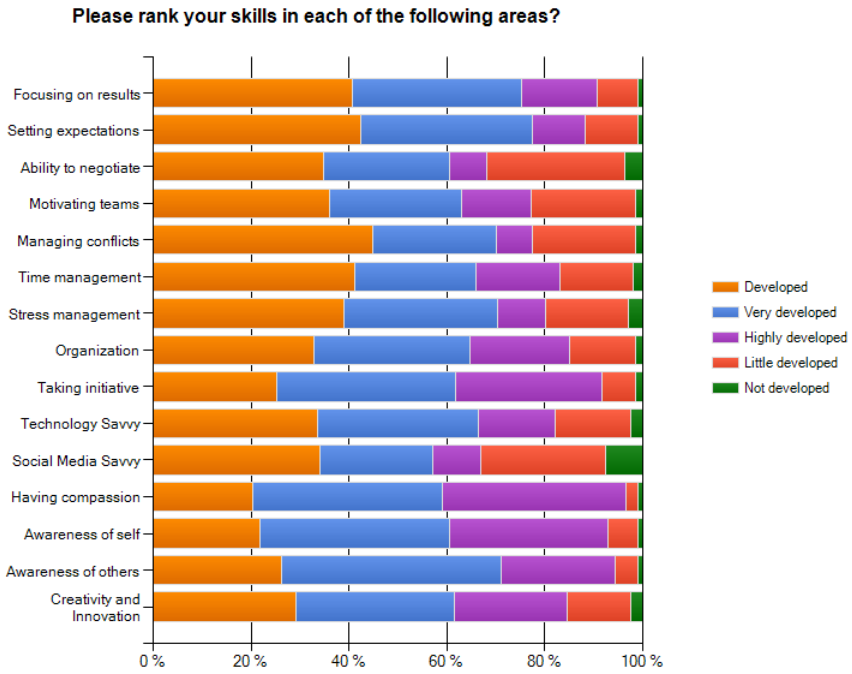


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Manager or Supervisor

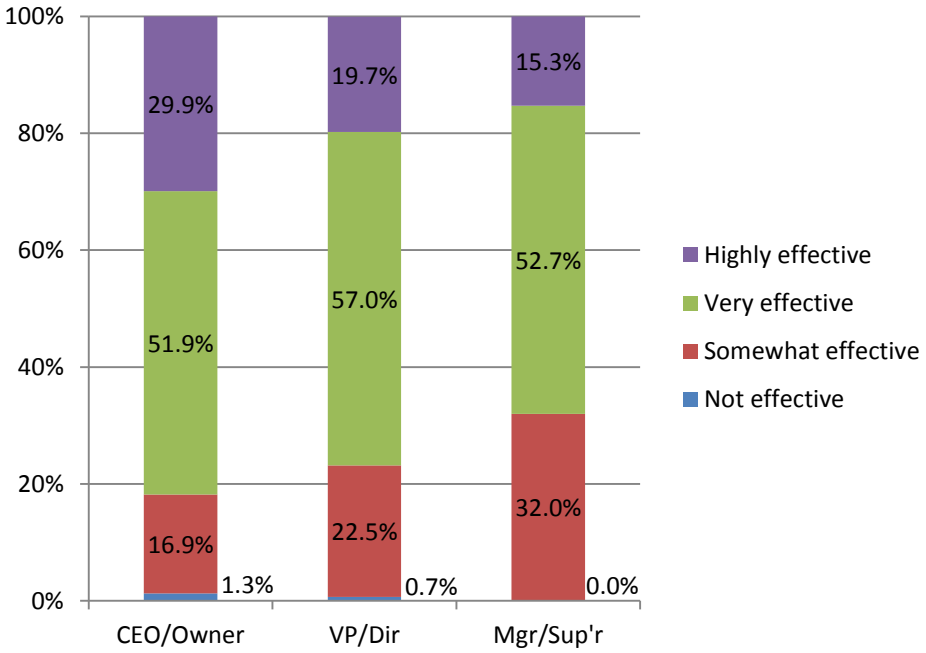


Individual Contributor



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8. Do you have people reporting to you, and if so, how do you think they view your effectiveness as a leader (on average)?



Commentary

- Chief Executive: 82% consider themselves Very or Highly Effective, 1% Not Effective
- Vice President or Director: 77% consider themselves Very or Highly Effective, 1% Not Effective
- Manager or Supervisor: 68% consider themselves Very or Highly Effective, 0% Not Effective

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9. Can you think of situations where you demonstrated effective leadership skills and behaviors?

Chief Executive (or Founder/Owner)



Vice President or Director



Manager or Supervisor



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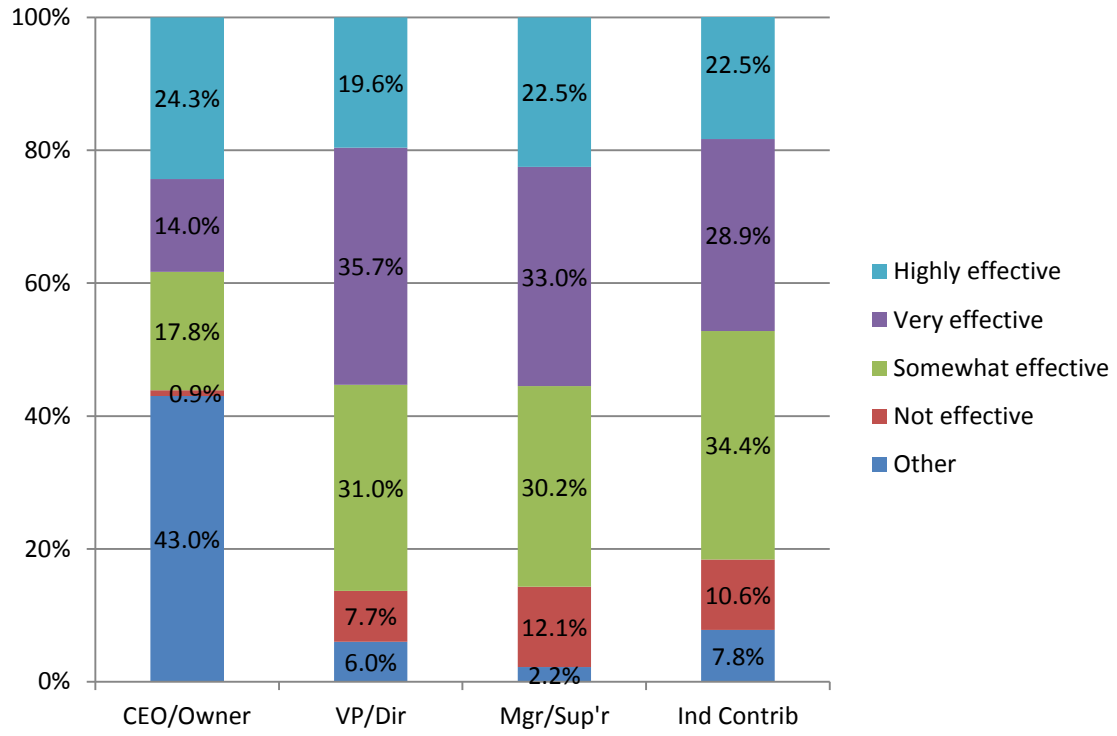
Commentary

- Chief Executive: **Business, Dealing, Leading, Managing, Passion, Project, Team**
- Vice President or Director: **Conflicts, Leading, Project, Team, Organization, Program**
- Manager or Supervisor: **Management, Development, Conflict, Performance, Project, Team**
- Individual Contributor: **Managing, Meetings, Project, Leading, Team, Volunteer, Coordinating**

All groups name **Managing, Meetings**, and **Project**. **Conflict** is a key leadership situation for Vice Presidents and Manager or Supervisor. CEOs focus on **Business, Managing,** and **Passion**.

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10. Do you consider your manager to be an effective leader?



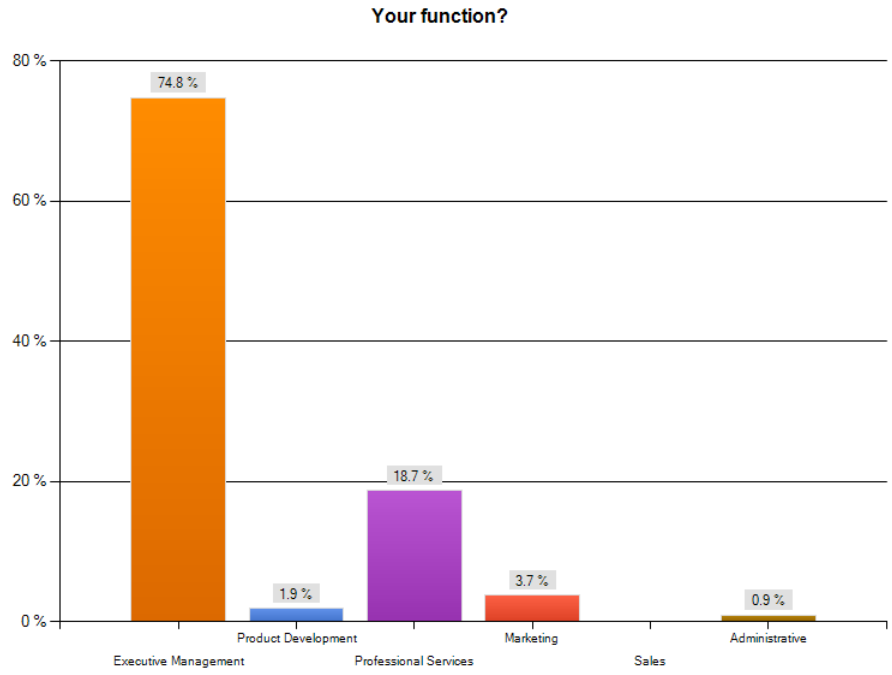
Commentary

- Chief Executive/Owner: 38% Very and Highly Effective, 1% Not Effective, 43% Other *(because CEOs and owners don't have a manager; those who responded to this question most likely cited a board chairman, managing director, partner or other key stockholder.)*
- Vice President or Director: 55% Very and Highly Effective, 8% Not Effective
- Manager or Supervisor: 56% Very and Highly Effective, 12% Not Effective
- Individual Contributor: 47% Very and Highly Effective, 11% Not Effective

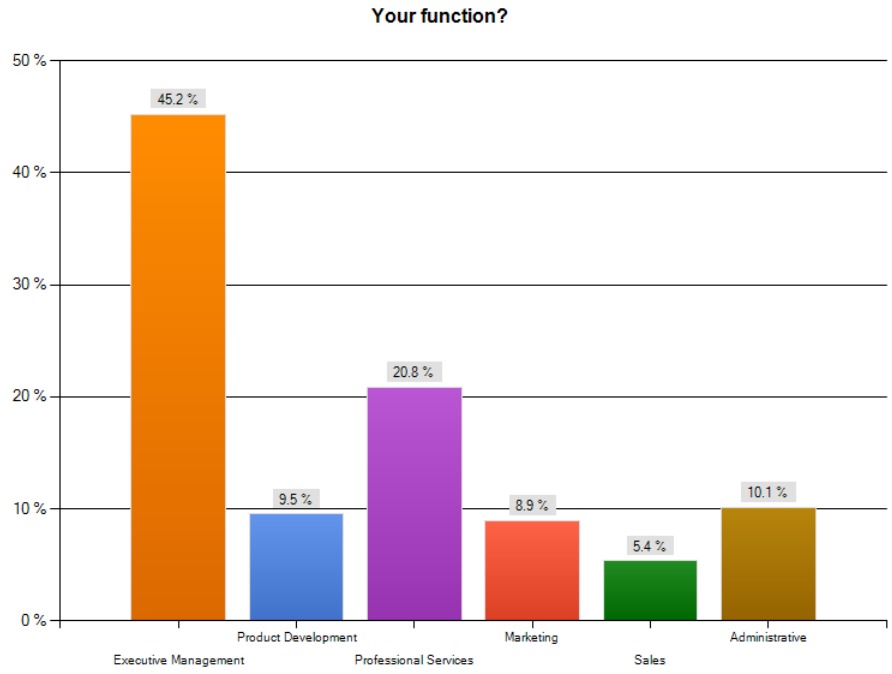
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11. Your function?

Chief Executive (or Founder/Owner)

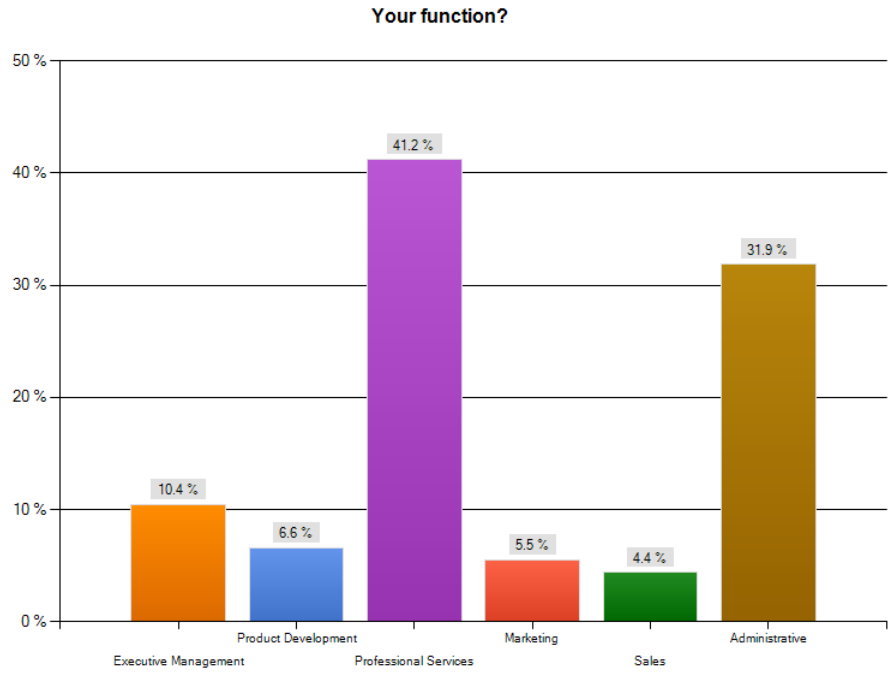


Vice President or Director

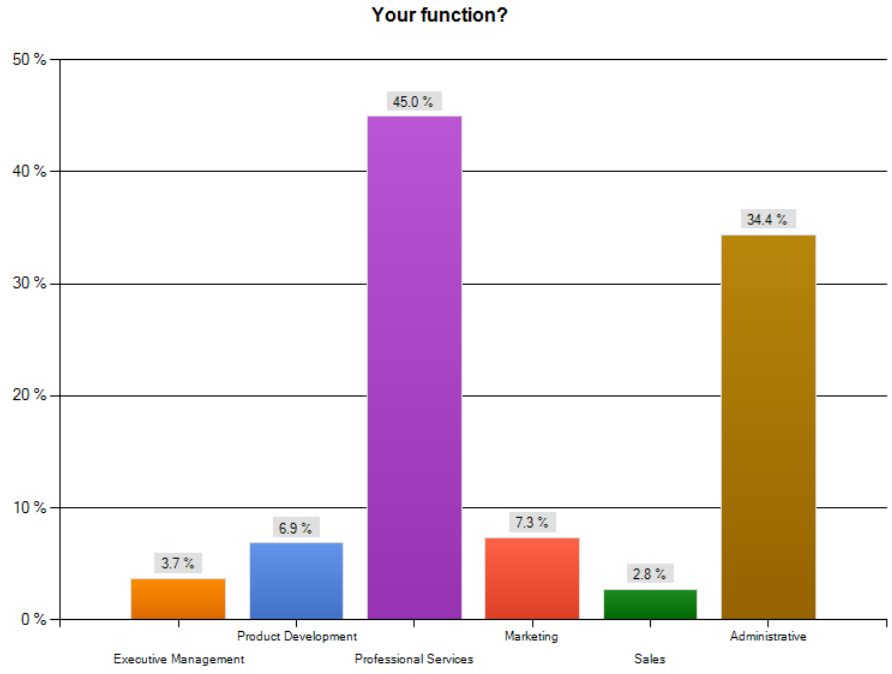


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Manager or Supervisor



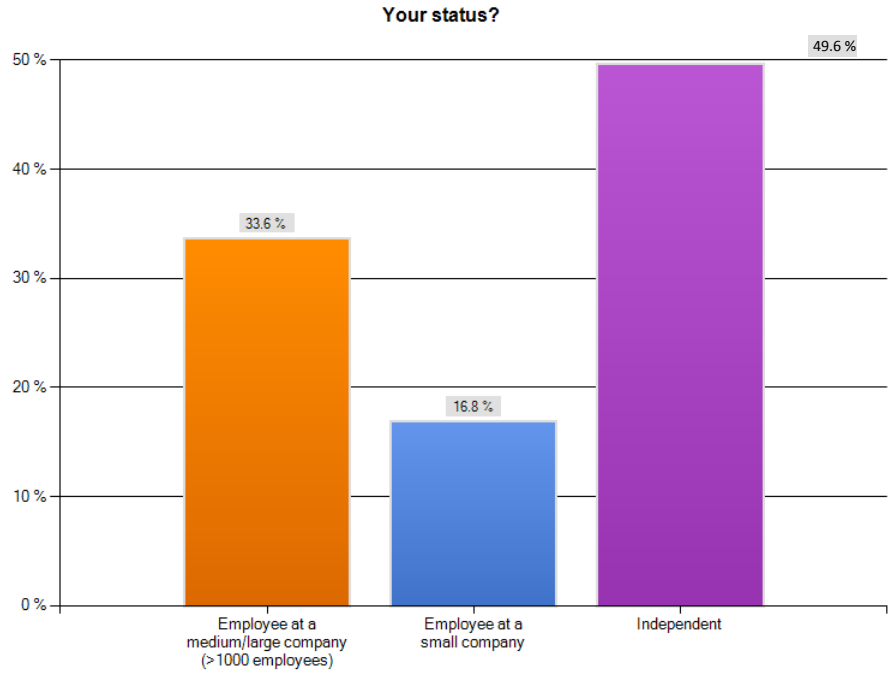
Individual Contributor



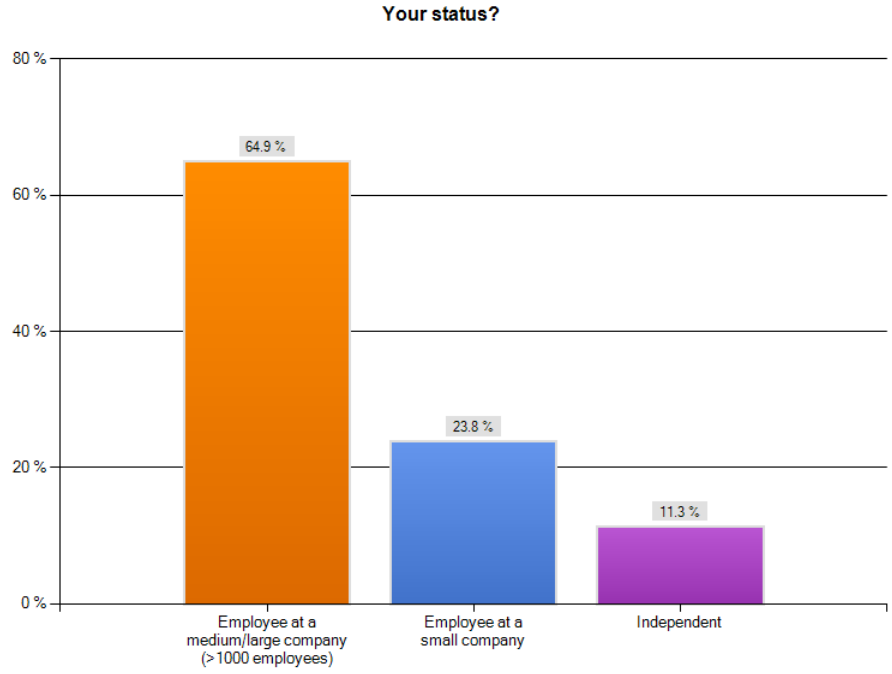
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12. Your status?

Chief Executive (or Founder/Owner)

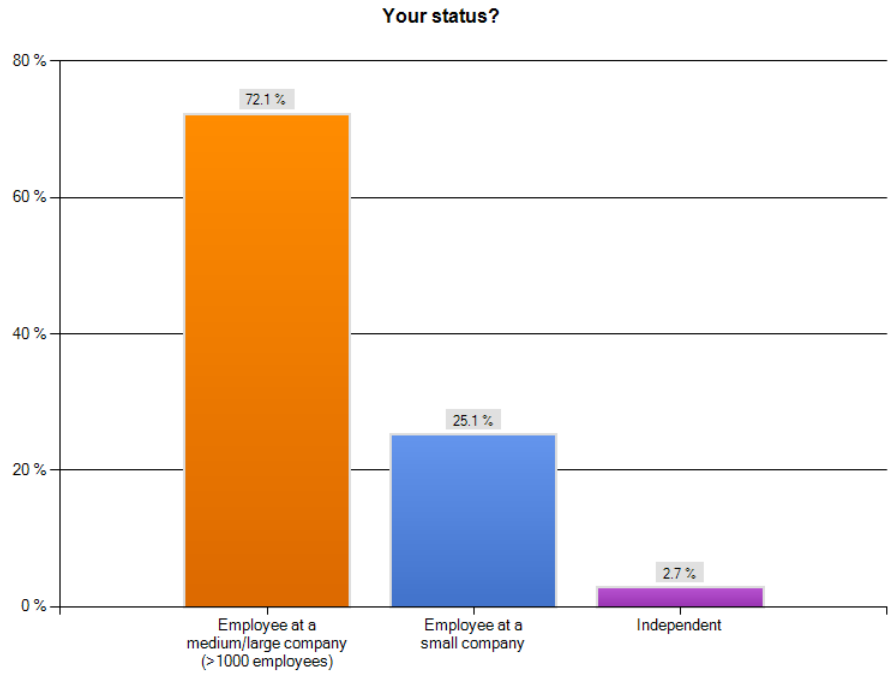


Vice President or Director

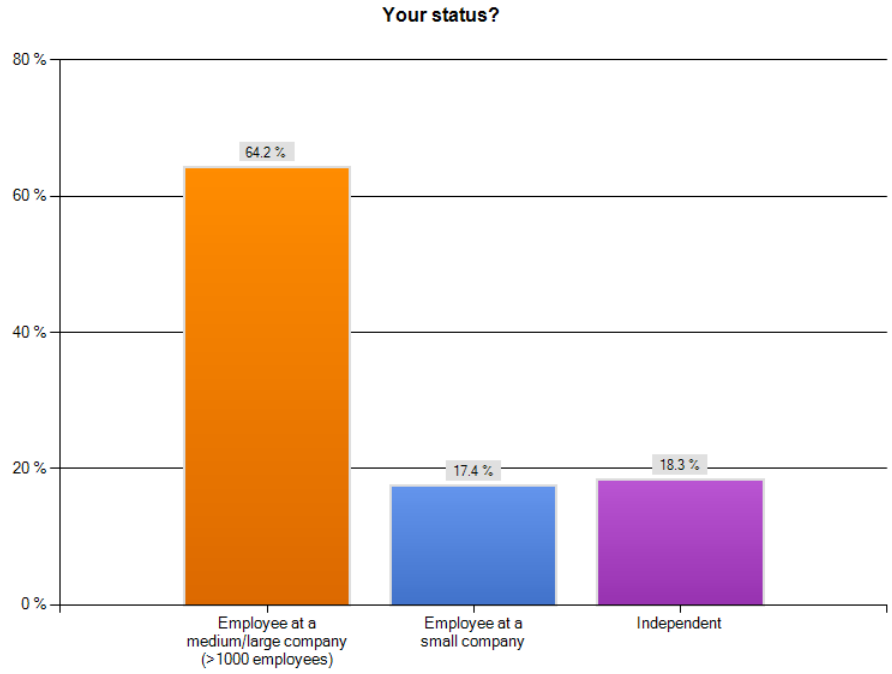


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Manager or Supervisor

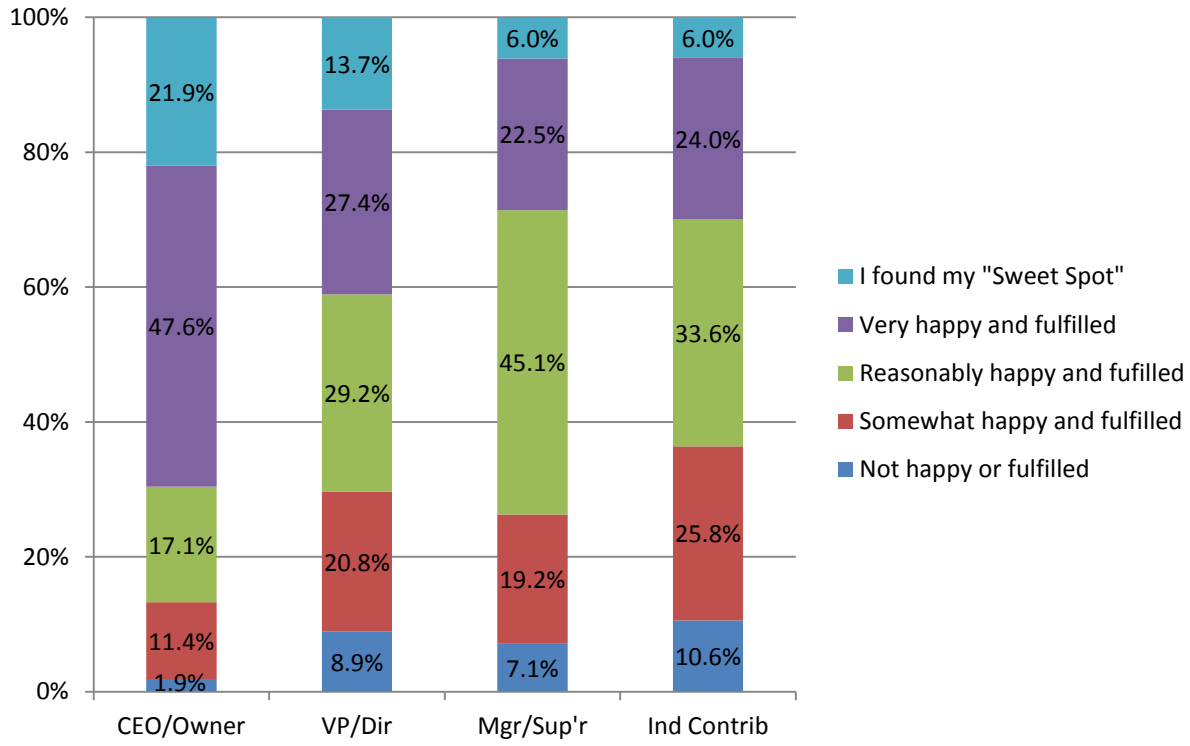


Individual Contributor



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14. Are you reasonably happy and fulfilled at work?



Commentary

- Chief Executive: 22% are in Super Happy Sweet Spot, 65% Very or Reasonably Happy, 2% Not Happy
- Vice President or Director: 14% are in Super Happy Sweet Spot, 57% Very or Reasonably Happy, 9% Not Happy
- Manager or Supervisor: 6% are in Super Happy Sweet Spot, 68% Very or Reasonably Happy, 7% Not Happy
- Individual Contributor: 6% are in Super Happy Sweet Spot, 58% Very or Reasonably Happy, 11% Not Happy

CEOs seem to be the happiest and most fulfilled at work. Individual Contributors have the most opportunity for greater happiness as about one-third of them are on the lower side of happiness.

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15. Have you had leadership training, and if so, which program, and how effective did you find the program?

Chief Executive (or Founder/Owner)

Covey Effective Harvard Leadership Learned MBA Program Training Useful

Vice President or Director

Ago Coaching Courses Development Effective Learned Management Military Opportunity Organizational Program Remember School Situational Leadership Stanford Leadership Essentials Training University

Manager or Supervisor

AMLP Conference Effective Excellent Formal HR Department Internal Training Job Leadership Series Leadership Training Little Management Program School Situational Leadership Somewhat Stanford Taken Webinars Workshops

Individual Contributor

Ago CCL Community Courses Education Effective Employee Leadership Learn Management Program Training University

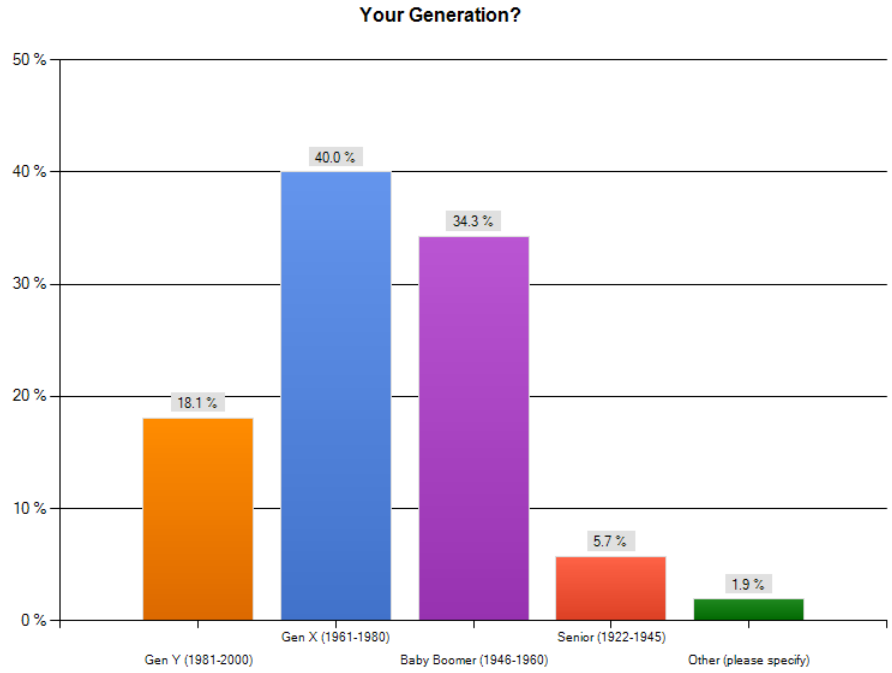
Commentary

MBA, Military, AMLP, Harvard, Stanford, University, Covey, CCL were identifiable from listing.

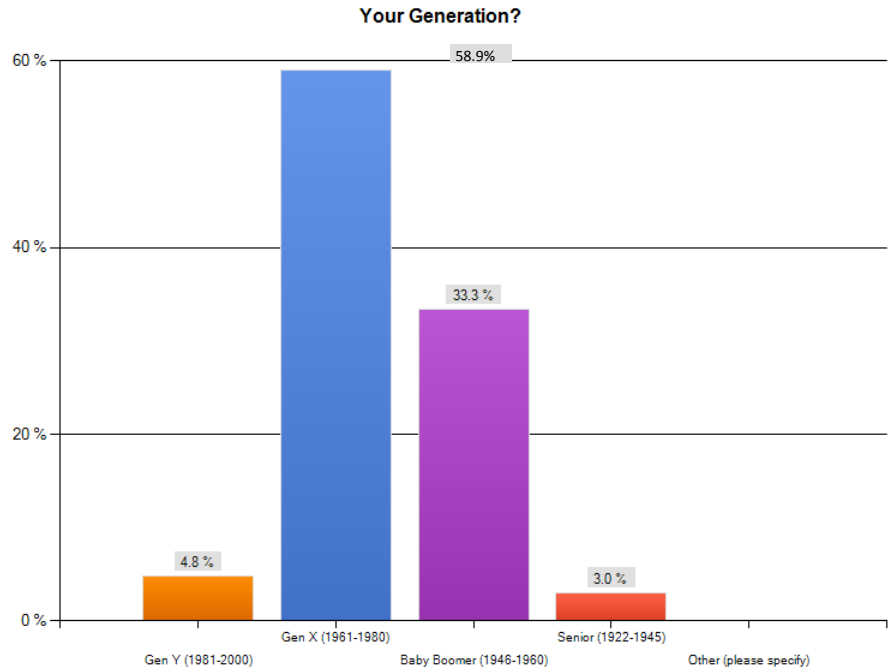
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16. Your Generation?

Chief Executive (or Founder/Owner)

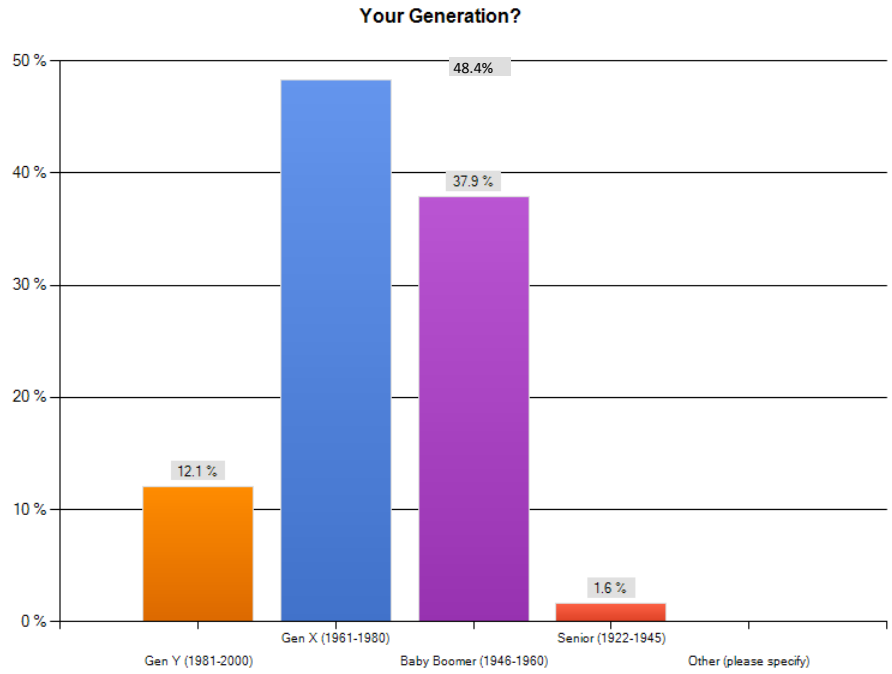


Vice President or Director

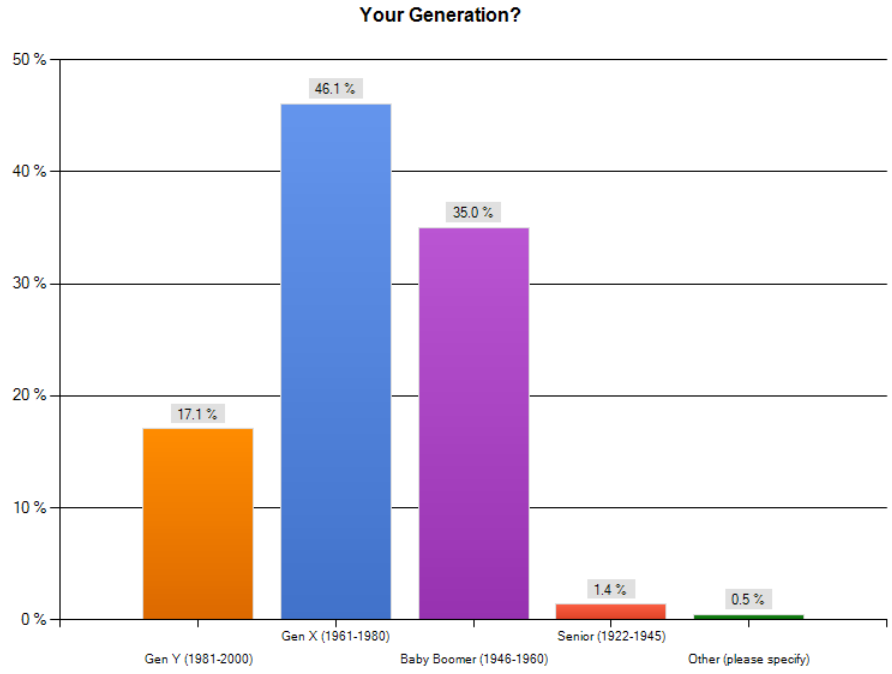


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Manager or Supervisor



Individual Contributor



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17. Who do you think should receive leadership training at an organization?

Chief Executive (or Founder/Owner)

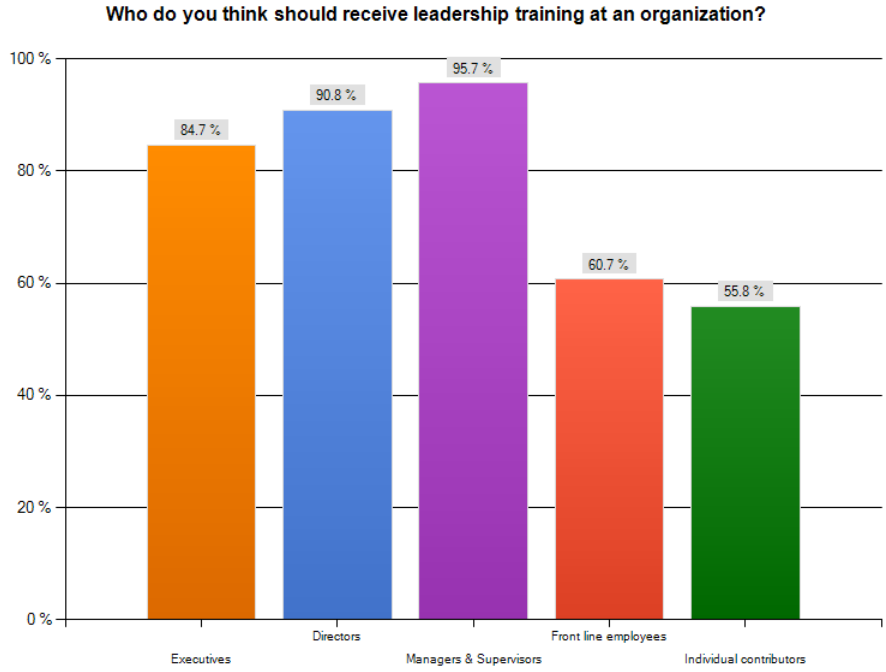


Vice President or Director

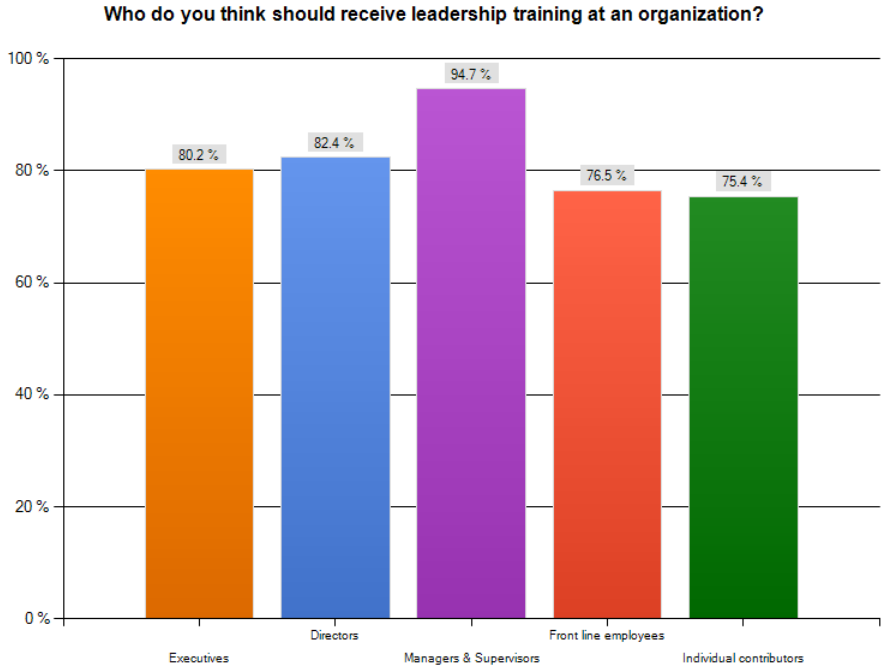


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Manager or Supervisor



Individual Contributor



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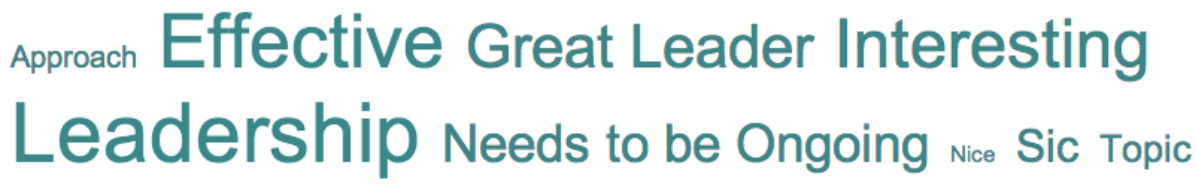
Commentary

The nonexecutive functional groups all ranked Managers & Supervisors highest, followed by Directors, then Executives. Executives ranked themselves highest, then Managers & Supervisors, followed by Directors. Executives only rank the need for leadership training for Front-line employees and Individual Contributors at around 50%.

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18. Other comments about the topic

Chief Executive (or Founder/Owner)



Vice President or Director



Manager or Supervisor



Individual Contributor



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Chapter 5: By Company Size

Think of the people in your daily work life that you consider to be effective leaders. Please answer the following two questions.

1. What are three words that you use to describe effective leaders?

Medium/Large Company (> 1000 employees)



Small Company



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Independent



Commentary

- Medium/Large Company: **Visionary, Passion, Organized, Integrity, Trustworthy, Efficient, Decisive, Calm**
- Small Company: **Visionary, Focused, Inspiring, Integrity, Passionate, Charismatic**
- Independent: **Focused, Inspiring, Decisive, Integrity, Listeners, Visionary**

Effective leaders are identified with words **Visionary**, **Integrity**, **Decisive** in all groups. Large companies uniquely mention **Effectiveness, Efficiency,** and **Calmness**. Small companies and Independents uniquely identified **Focused**.

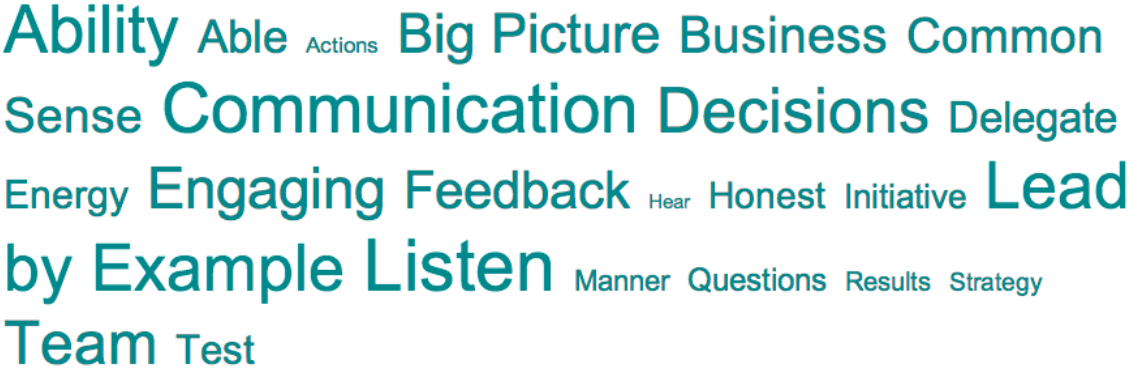
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2. What are three behaviors that make them effective leaders?

Medium/Large Company (> 1000 employees)



Small Company



Independent



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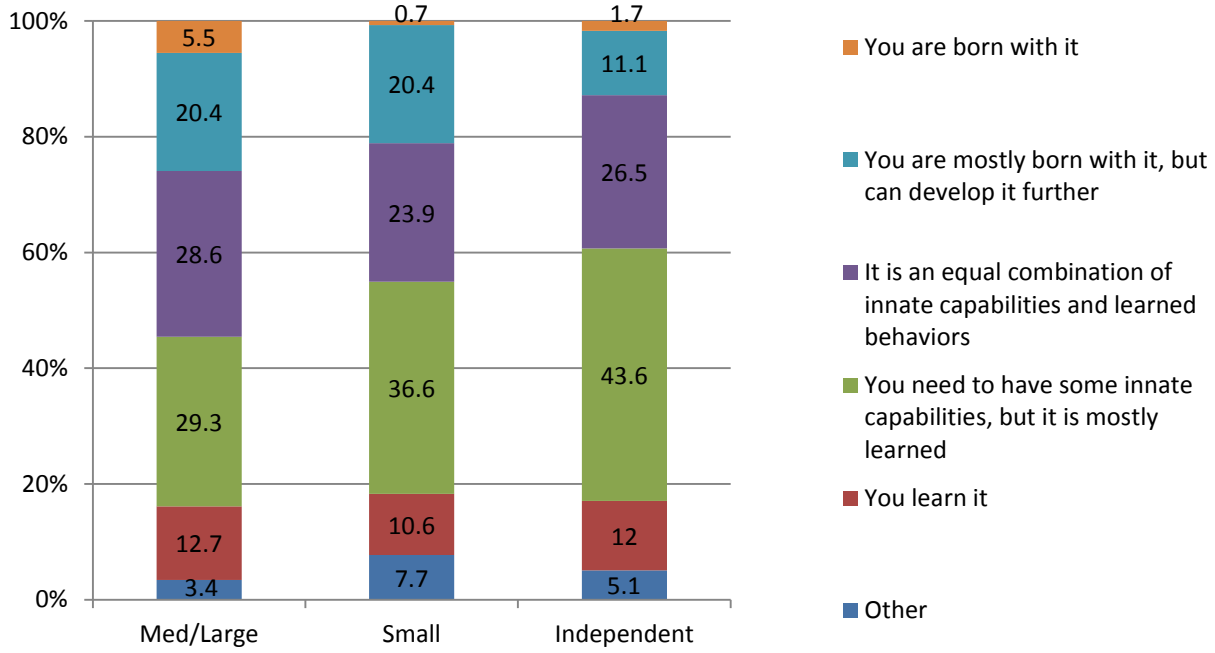
Commentary

- Medium/Large Company: **Communicate, Clear, Effective, Listen, Team, Decisions, Focus**
- Small Company: **Communication, Decisions, Lead by Example, Ability, Listen, Team**
- Independent: **Communication, Decisive, Clear, Goals, Listen, Speak, Vision**

Both Small and Independents identified **Big Picture**. Small Company response suggests they are looking for leaders that do, rather than leaders that exclusively manage.

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3. Do you believe that leadership is something you are born with or that it can be learned?



Commentary

- Medium/Large Company: **Born and Mostly Born** 26%, **Learn It** and **Mostly Learn It** 42%
- Small Company: **Born and Mostly Born** 21%, **Learn It** and **Mostly Learn It** 47%.
- Independent: **Born and Mostly Born** 13%, **Learn It** and **Mostly Learn It** 56%

Large companies believe leaders are born. (26% vs. independent companies 13%.) Large companies are less likely to think leadership can be learned. Two-thirds of all people think leadership is at least 50% learned.

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4. If you were to attempt to define leadership in a sentence or short paragraph, what would that be?

Medium/Large Company (> 1000 employees)



Small Company



Independent



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Commentary

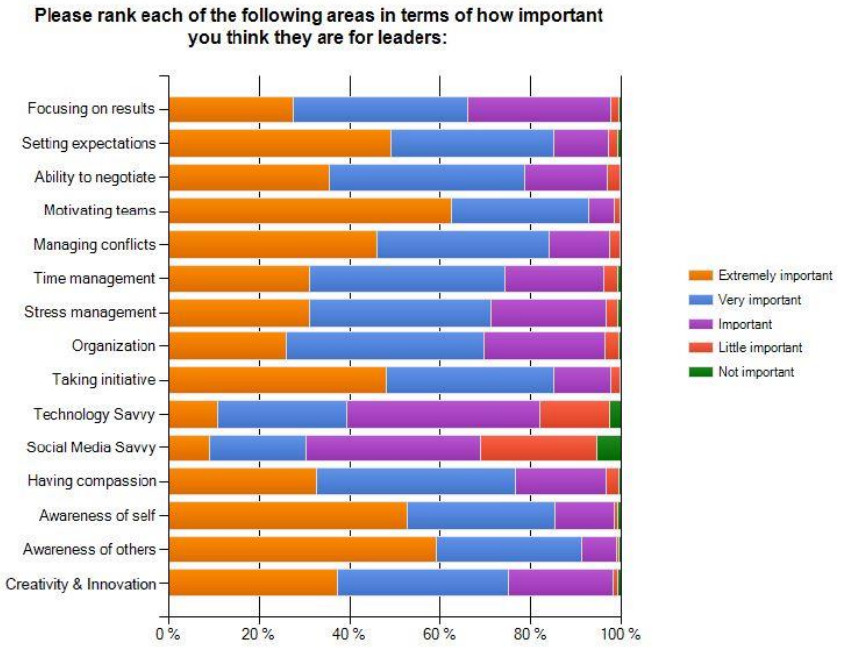
- Medium/Large Company: **Follow, Goal, Team, Vision, Ability to Motivate**
- Small Company: **Ability, Goal, Vision, Team, Follow**
- Independent: **Goal, Vision, Team, Individual**

All groups identified Goal, Vision, and Team.

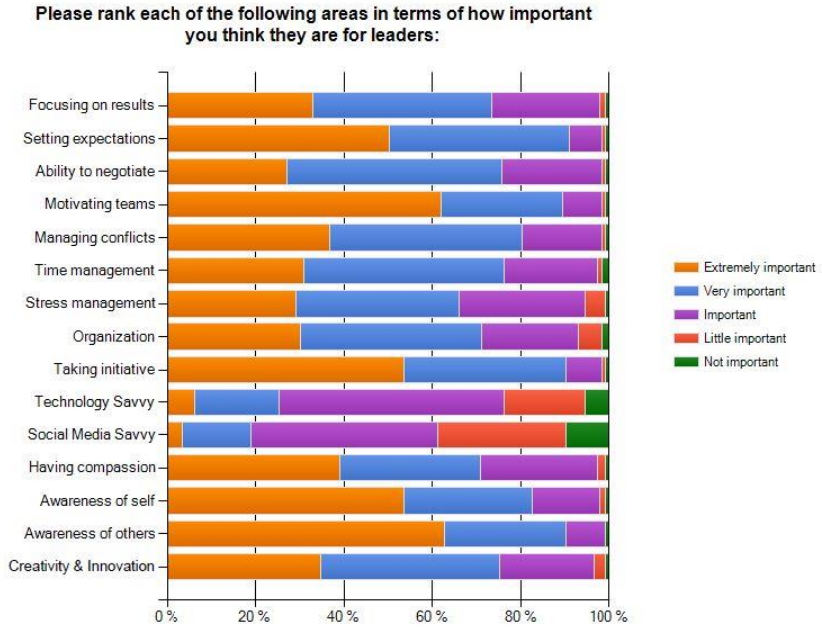
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5. Please rank each of the following areas in terms of how important you think they are for leaders:

Medium/Large Company (>1000 employees)

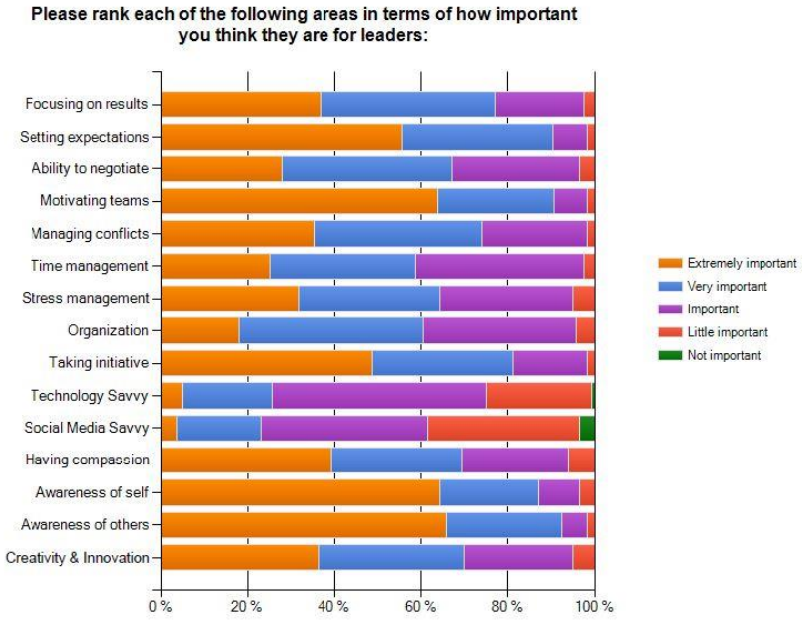


Small Company



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Independent



Commentary

Organizations of all sizes place the greatest importance on **Team Motivation**, **Awareness of Self**, **Awareness of Others**, and **Setting Expectations**. No organization considered **Technology Savvy** or **Social Media Savvy** to be important. Large companies had less focus on results than did Independents.

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6. Additional areas (that were not mentioned above) that you consider important for an effective leader?

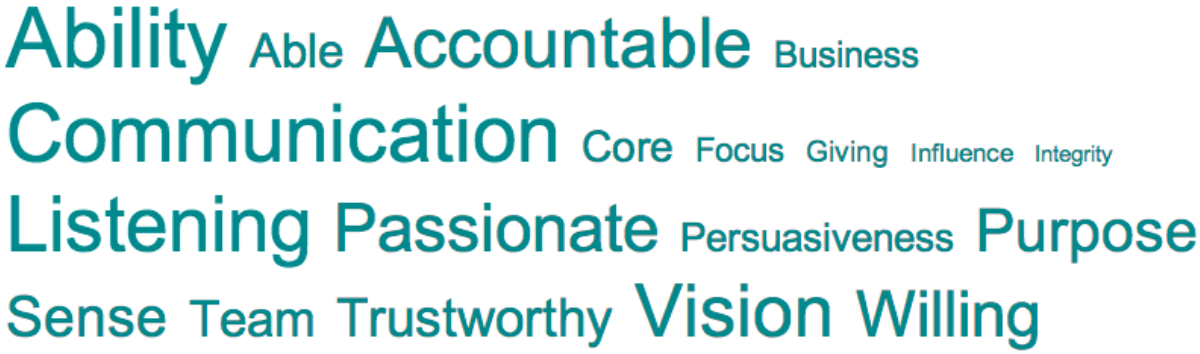
Medium/Large Company (> 1000 employees)



Small Company



Independent



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Commentary

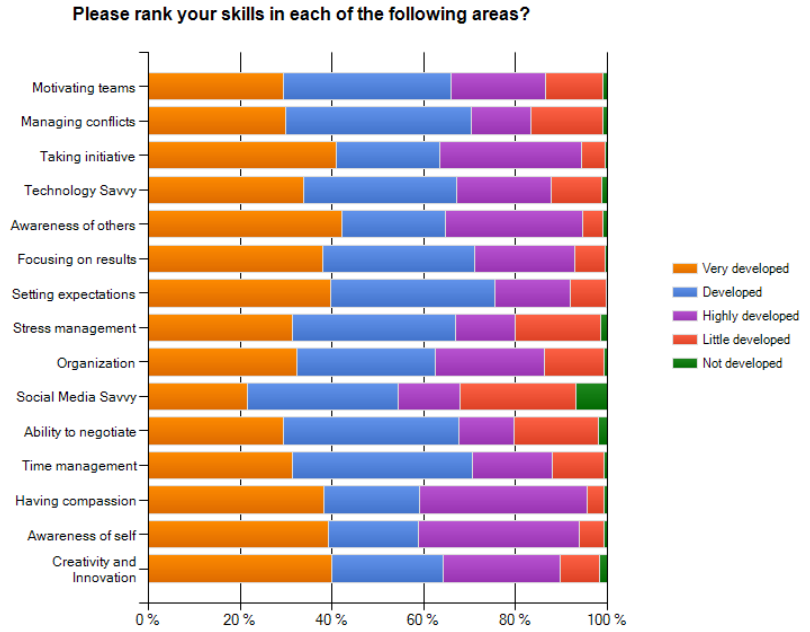
- Medium/Large Company: **Ability, Communication, Integrity, Listening**
- Small Company: **Communication, Honest/Honesty, Sense, Team, Vision**
- Independent: **Ability, Communication, Listening, Accountable, Passionate, Vision**

Organizations of all sizes emphasized communications. All identified variations of **Ethical/Integrity/Trustworthy/Honest**. Individuals emphasized **Accountable** and **Passion** and, along with Small Companies, **Vision** (none of these words were in Medium/Large company).

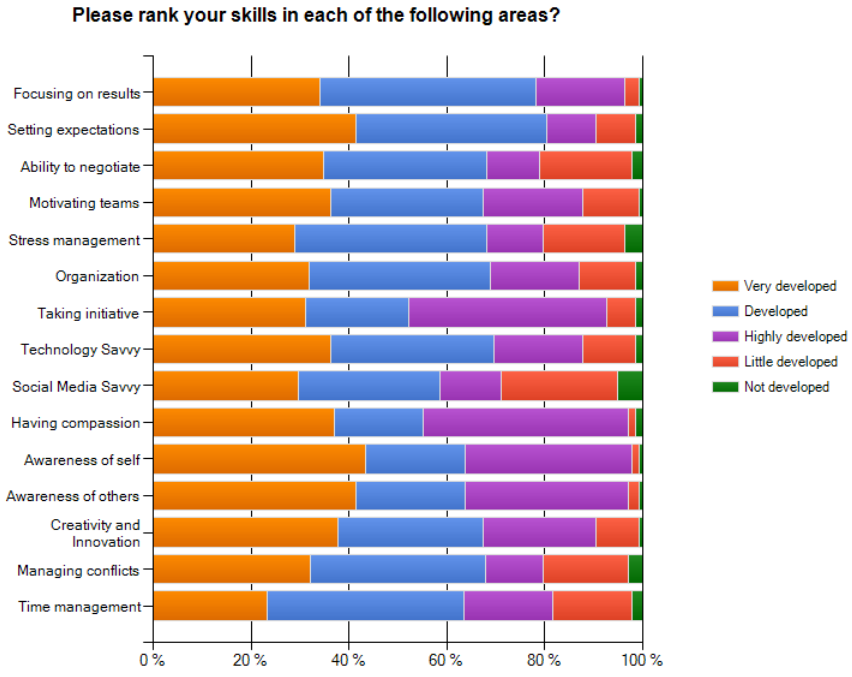
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7. Please rank your skills in each of the following areas?

Medium/Large Company (>1000 employees)

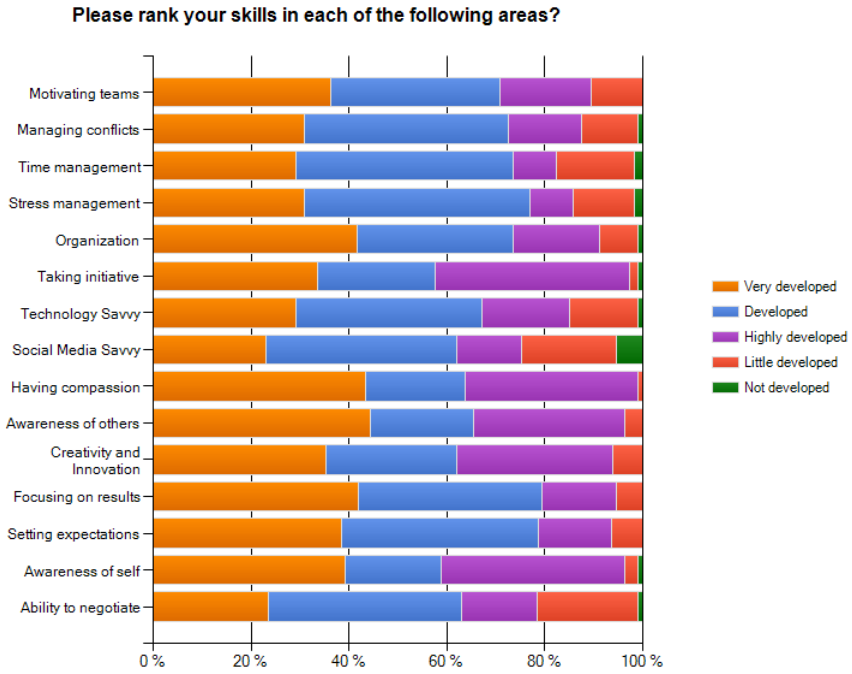


Small Company



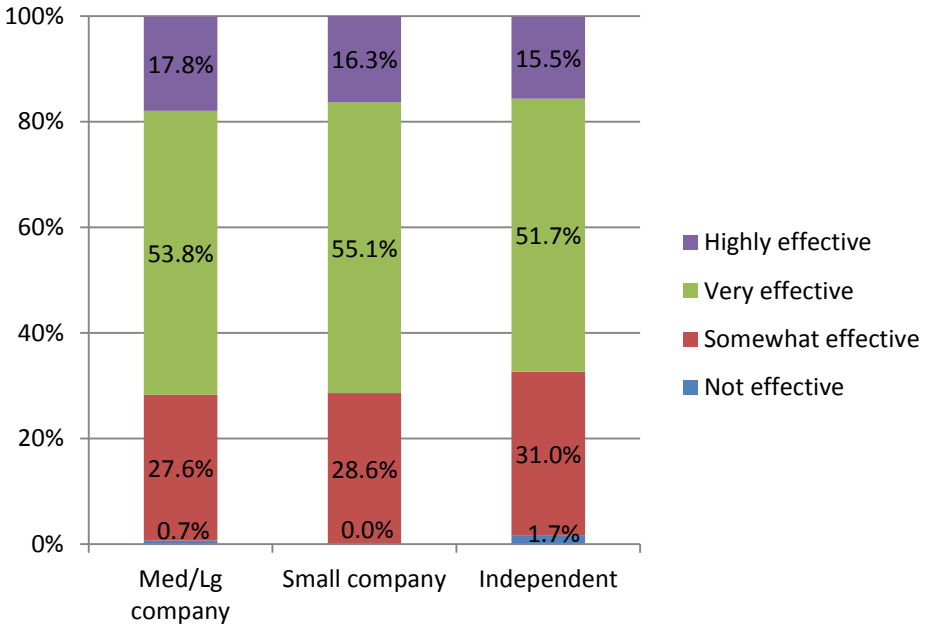
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Independent



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8. Do you have people reporting to you, and if so, how do you think they view your effectiveness as a leader (on the average)?



Commentary:

- Medium/Large Company: 72% **Very or Highly Effective**, 1% Not Effective
- Small Company: 71% **Very or Highly Effective**, 0% Not Effective
- Independent: 67% **Very or Highly Effective**, 2% Not Effective

Across all sizes about 70% of people consider themselves to be **Very or Highly Effective**.

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9. Can you think of situations where you demonstrated effective leadership skills and behaviors?

Medium/Large Company (> 1000 employees)

Business Conflict Day to Day Development Emergency Employees Goals Initiative Leader Leadership Leading Led Managing Meetings Negotiations Organization Passion Performance Problems Program Project Providing Reports Setting Sic Situation Staff Team

Small Company

Business Coaching Conflicts Contract Customer Deals Family Getting Innovative Issues Job Leading Meetings Organizational Plans Priorities Problem Solving Project Situation Software Staff Tasks Team Test Took Training Vision Volunteers

Independent

Companies Conflicts Continue Dealing Effective Elected Facilitating Workshops Goals Initiative Leadership Leading Led Manager Meeting Mentoring New Business Product Project Setting Situation Skills Team Transition

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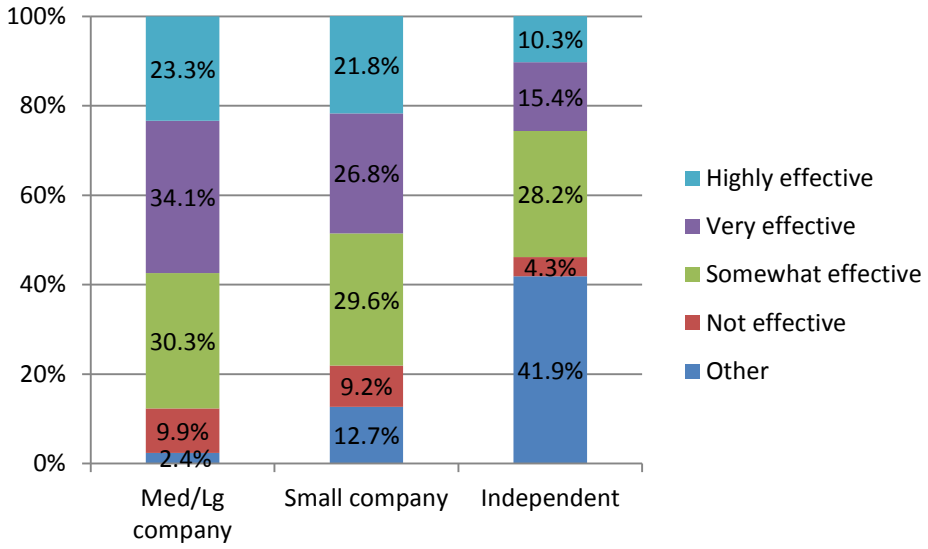
Commentary

- Medium/Large Company: **Conflict, Development, Leading, Managing, Project, Staff, Team**
- Small Company: **Conflicts, Innovative, Leading, Meeting, Project, Staff, Team**
- Independent: **Companies, Conflicts, Manager, Meeting, Project, Team**

Meetings, Conflict, and **Team** were identified across the board. **Staff** was identified by Medium/Large and Small Companies. Small Company identified **Innovative** which is not found in Medium/Large or Independent.

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10. Do you consider your manager to be an effective leader?



Commentary

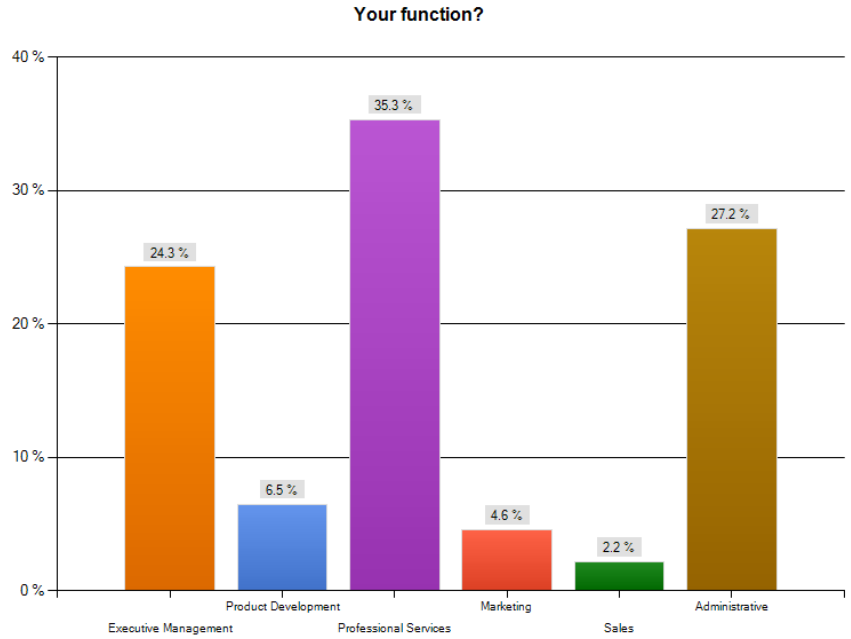
- Medium/Large Company: 57% **Very and Highly Effective**, 10% Not Effective
- Small Company: 49% **Very and Highly Effective**, 9% Not Effective
- Independent: 26% **Very and Highly Effective**, 4% Not Effective, 42% Other

Large companies rate their managers more effective than smaller companies or independents.

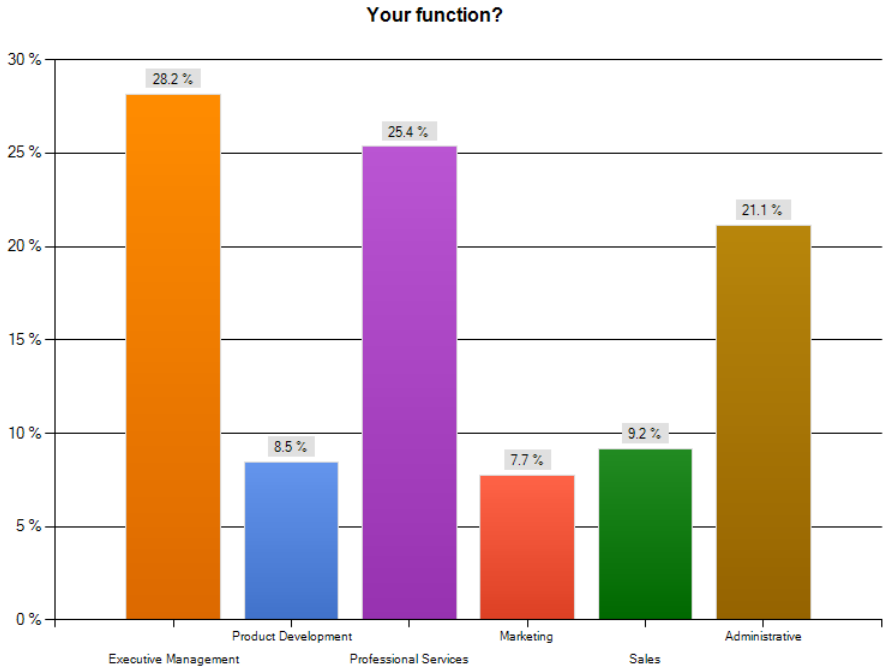
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11. Your function?

Medium/Large Company (>1000 employees)

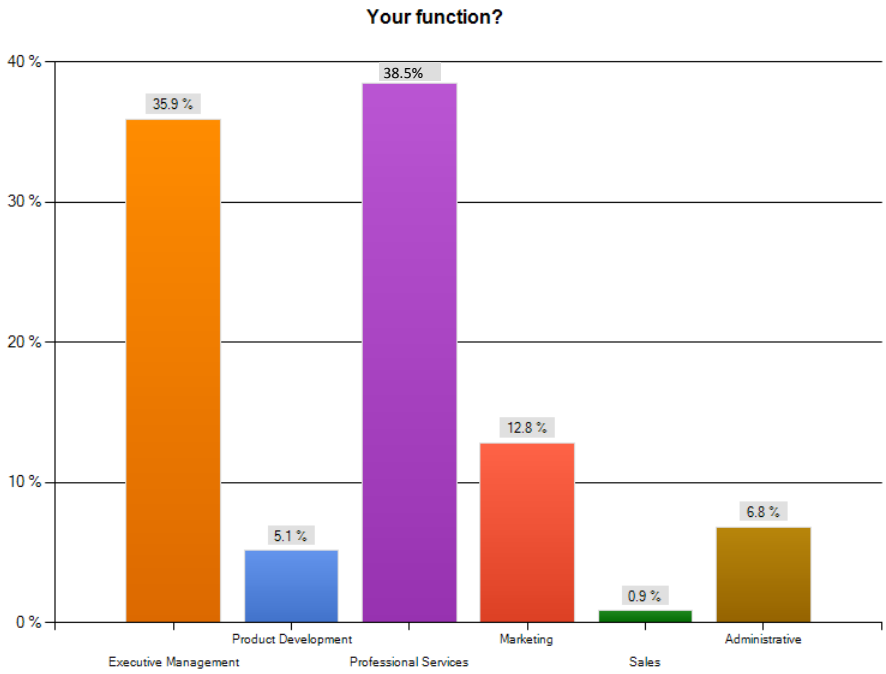


Small Company



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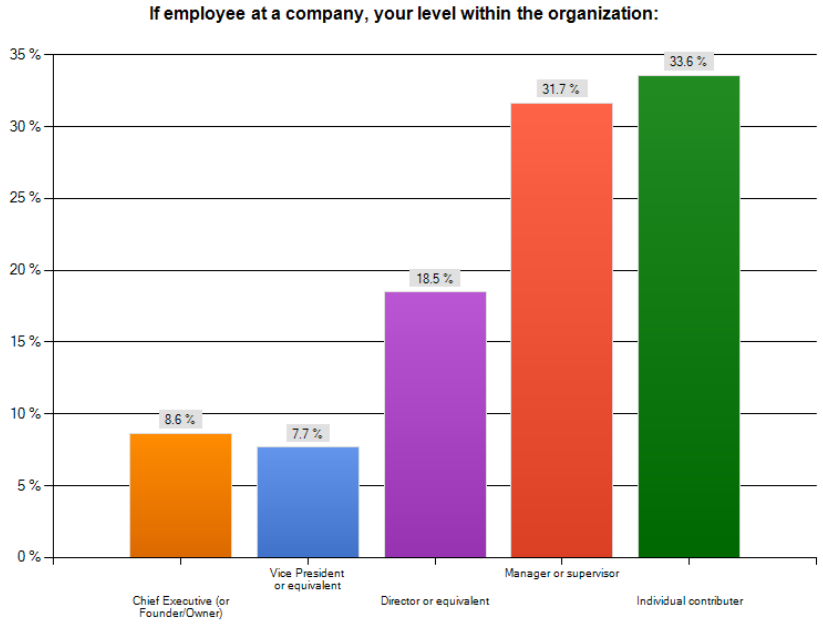
Independent



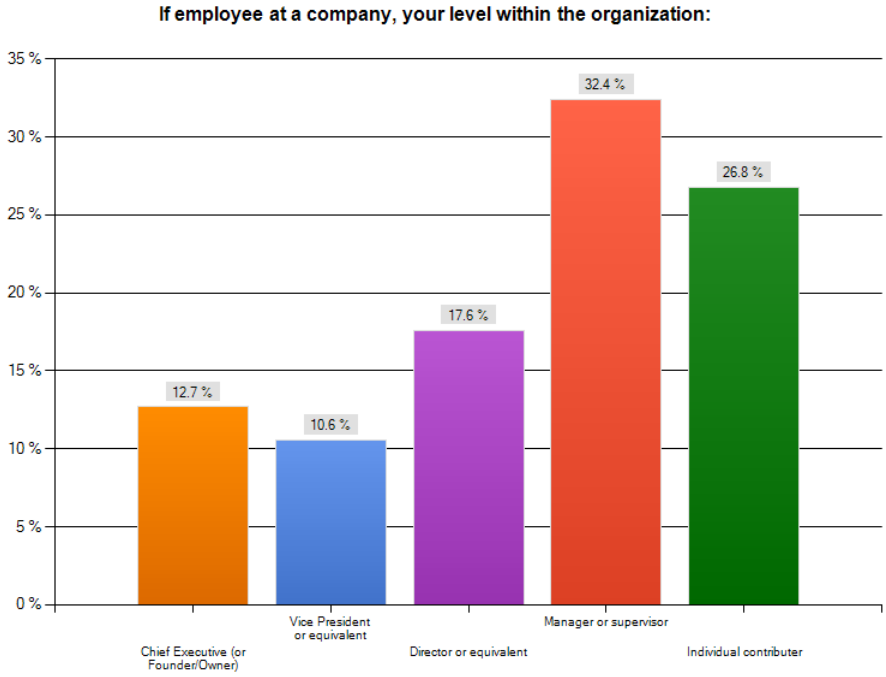
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13. If employee at a company, your level within the organization:

Medium/Large (>1000 employees)

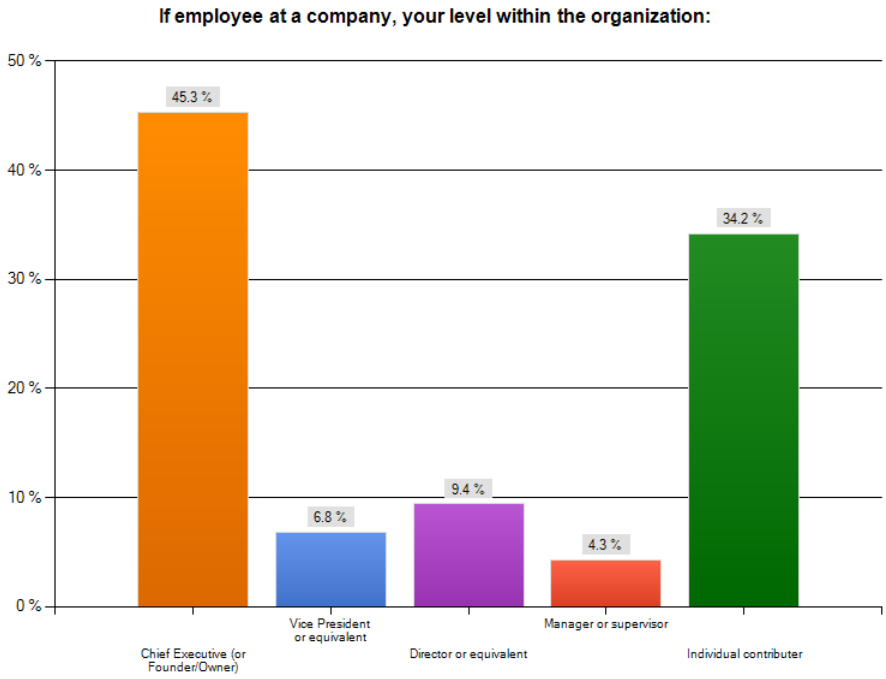


Small Company



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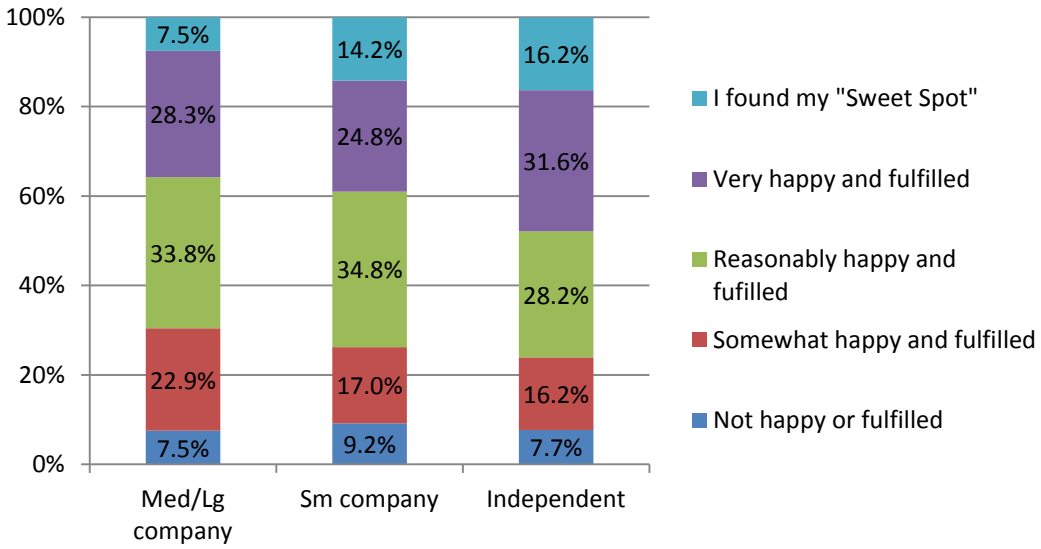


Commentary

Independents unsurprisingly consist mostly of Individual Contributors and CEO/Founder/Owners. Small to Large firms have a distribution levels closer to a typical “small on top to big on the bottom” pyramid.

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14. Are you reasonably happy and fulfilled at work?



Commentary

Two-thirds to three-fourths of people are very happy to reasonably happy with their work. But, 8–9% of people across all companies are not happy or fulfilled. Although dissatisfaction is consistent, those who found a "Sweet Spot" are approximately twice as likely to work independently or at a small company versus a medium or large company.

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15. Have you had leadership training, and if so, which program, and how effective did you find the program?

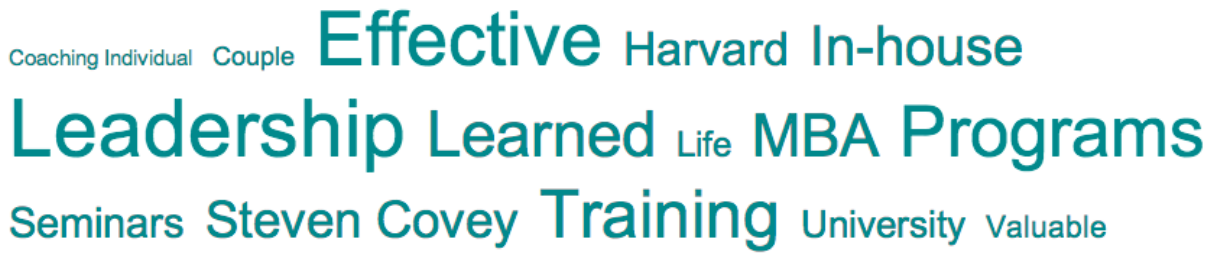
Medium/Large Company (> 1000 employees)



Small Company



Independent



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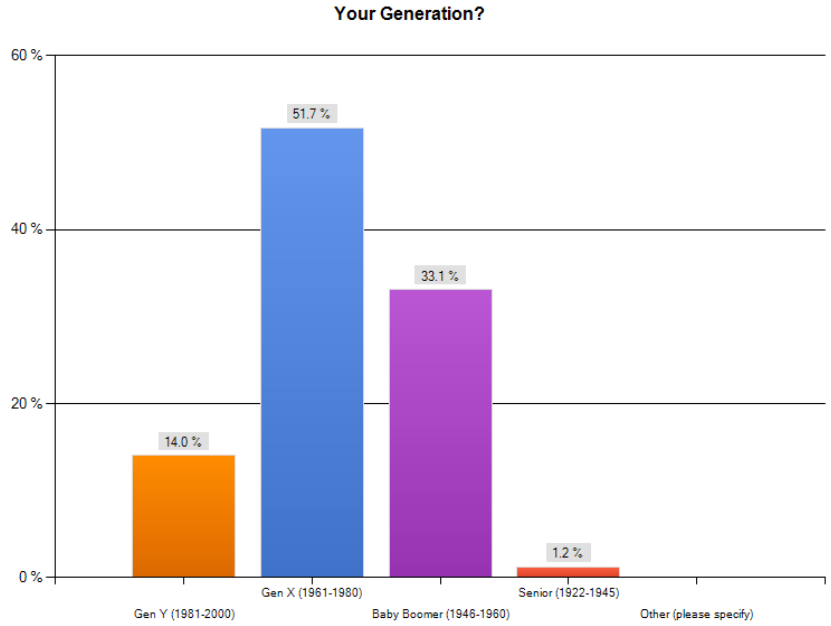
Commentary

- Medium/Large Company: AMLP, Military, Stanford, Courses, Workshops
- Small Company: Dale, Mentors, HR
- Independent: Harvard, MBA, Steven Covey, In-house

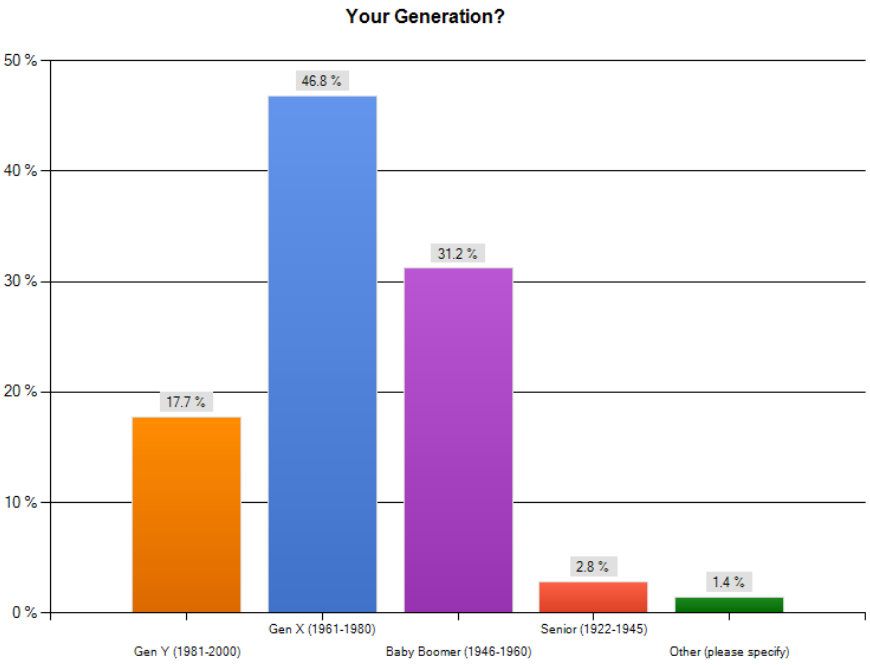
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16. Your Generation?

Medium/Large Company (>1000 employees)

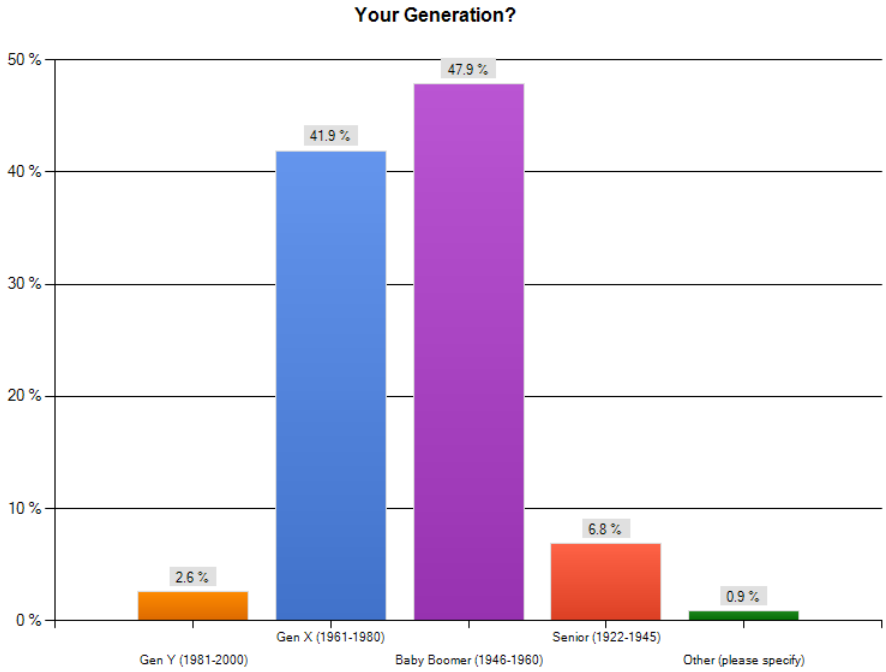


Small Company



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Independent



Commentary

Gen X dominates Medium/Large and Small Businesses, and Boomers outnumber Gen Y. In Independent businesses, Boomers outnumber Gen X.

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17. Who do you think should receive leadership training at an organization?

Medium/Large Company (>1000 employees)



Small Company



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Independent



Commentary

Regardless of the size of company, individuals agree on who should receive leadership training: Managers & Supervisors (89–94%), Directors (85–90%), Executives (82–85%), Front-line employees (61–73%), Individual Contributors (55–68%).

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18. Other comments about the topic

Medium/Large Company (> 1000 employees)



Small Company



Independent



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Appendix: Methodology

More than 800 business professionals in North America participated in survey and qualitative research from January 12, 2013 to June 1, 2016. Six hundred eighty-seven (687) business professionals were culled and qualified from the responses and analyzed in the quantitative survey. The survey was administered using custom templates in Survey Monkey software. Follow-up qualitative methods were utilized to verify results and ensure appropriate context to open-ended responses. Several panel communities of the sponsoring organizations and purchased panels were used to ensure a random and representative mix of respondents.

Overall survey results have a confidence level of 95% with a confidence interval of + / – 3.74% for the population surveyed. Segment results will vary based on the population size and may or may not be representative depending on the number of responses in each segment.

The largest segment (61.7% of respondents) is from organizations with 1000 or more employees, followed by respondents from organizations with less than 1000 employees (21% of the respondents), and then independent consultants and contractors (17.3% of the respondents). The respondents represented a broad range of industries.

In terms of their functional areas within the organization, professional services, top management, and administrative were the largest segments, followed by product development, marketing, and sales.

In terms of the generations, Gen X (those born between 1961 and 1980) and Baby Boomers (born between 1946 and 1960) were the largest segments. In terms of their functional areas within the organization, professional services, top management, and administrative (including accounting, legal, manufacturing, IT, procurement) were the largest segments, followed by product development, marketing, and sales. This report presents the key findings from the survey as well as the details of the survey results shown by generation, by functional area, by level within the organization, and by company size.

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