



Do Perceptions of Leadership Change?

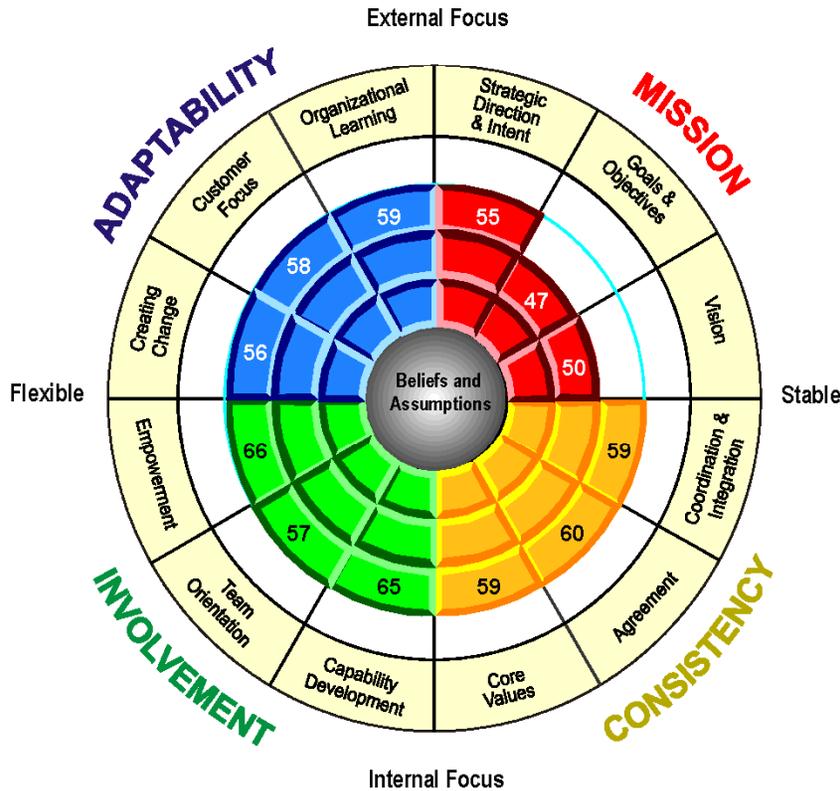
Comparison of 1st Time Participation (2005-06) vs. 2nd Time (2007-08)

Summary of Results

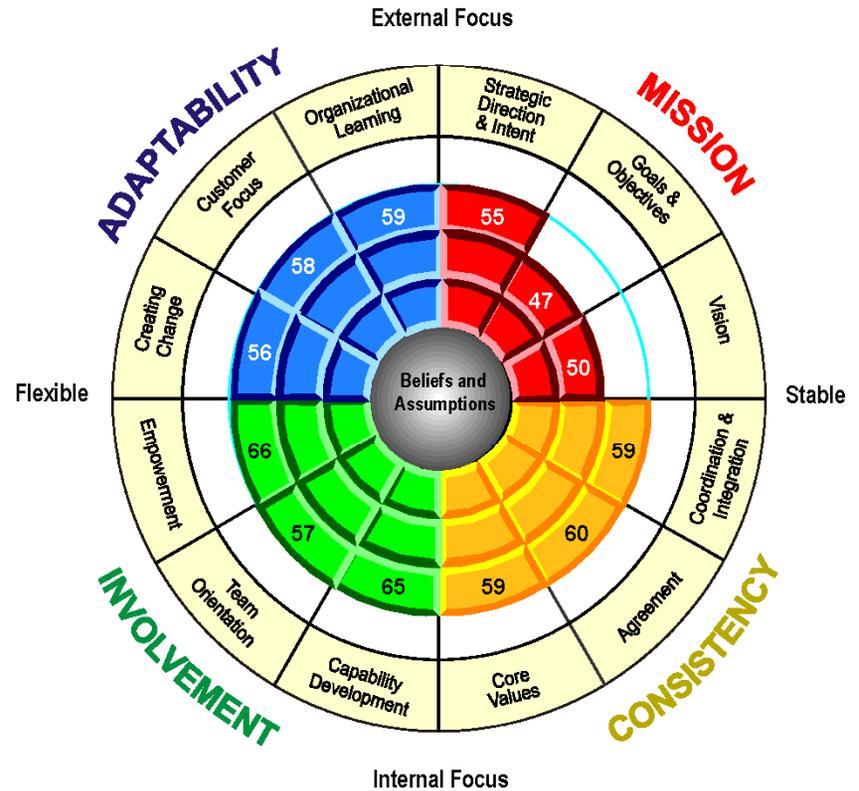
- Perception Changes:
 - “Self” (i.e., how managers perceive themselves) did not change
 - Peers increased 8.7 percentile points (11.8%)
 - Direct Reports increased 11.7 percentile points (22.9%)
 - Bosses increased 11.6 percentile points (19.2%)
 - Others increased 20.7 percentile points (37.8%)
 - **OVERALL (excluding Self): Increase of 14.4 percentile points (22.9%)**

MSF 2007 Q1Q2 1st Time vs 2nd Time

Self First Time



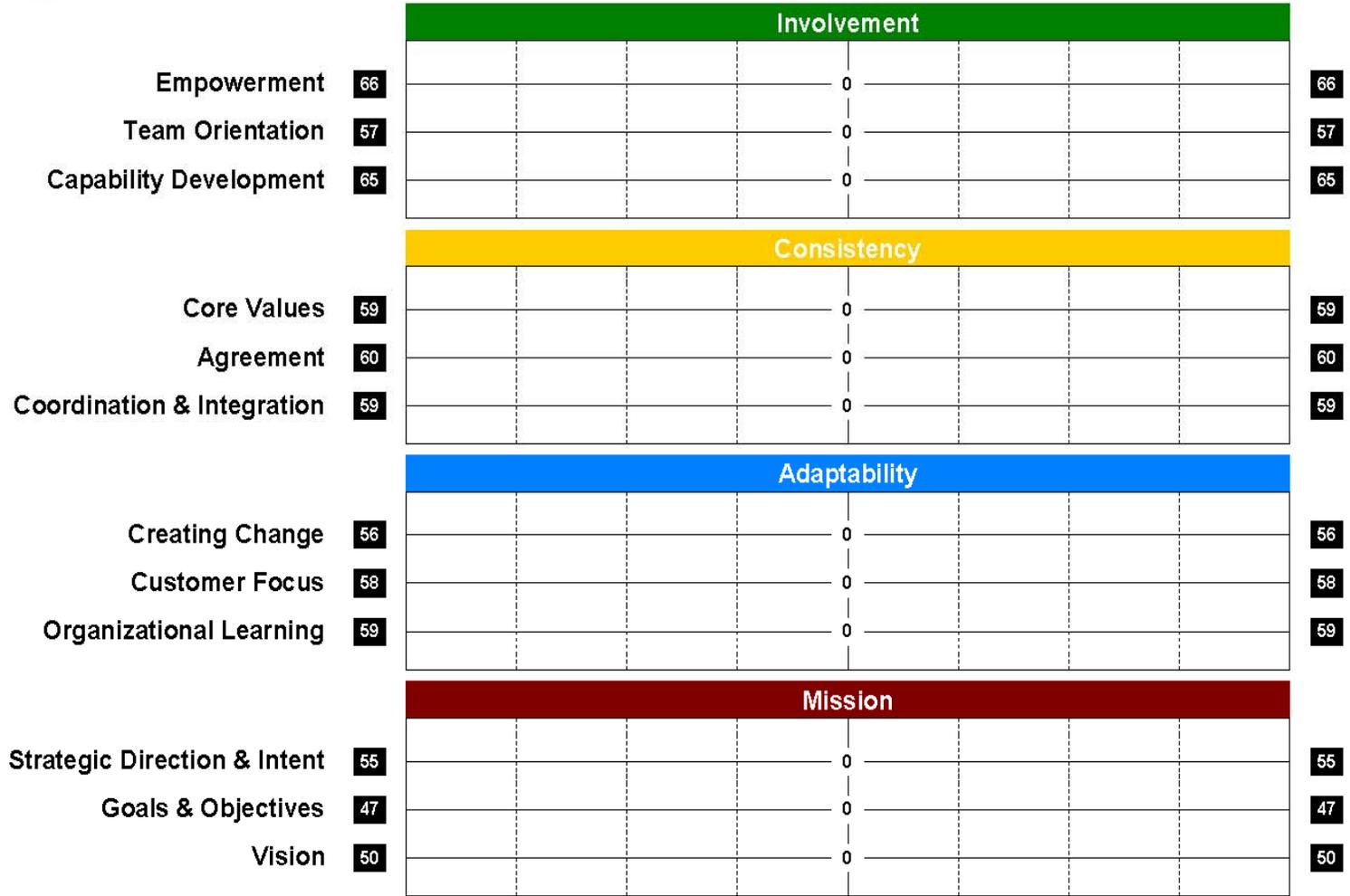
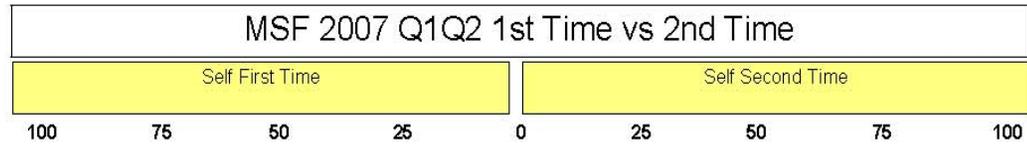
Self Second Time



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| <p>Leaders' Perceptions of Themselves (1st Survey):</p> <ul style="list-style-type: none"> - 10 of 12 (83%) attributes in 3rd quartile. - 2 of 12 (17%) attributes in 2nd quartile. - Empowerment, Involvement, and Internal Focus are strongest leadership skills. - Goals and Objectives, Mission, and External Focus are the most challenging skills. - Average Percentile Score: 57.6 | <p>Leaders' Perceptions of Themselves (2nd Survey):</p> <ul style="list-style-type: none"> - No changes in any attribute or percentile score. - All strengths and challenges remain the same. - Average Percentile Score: 57.6 |
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Gap Report

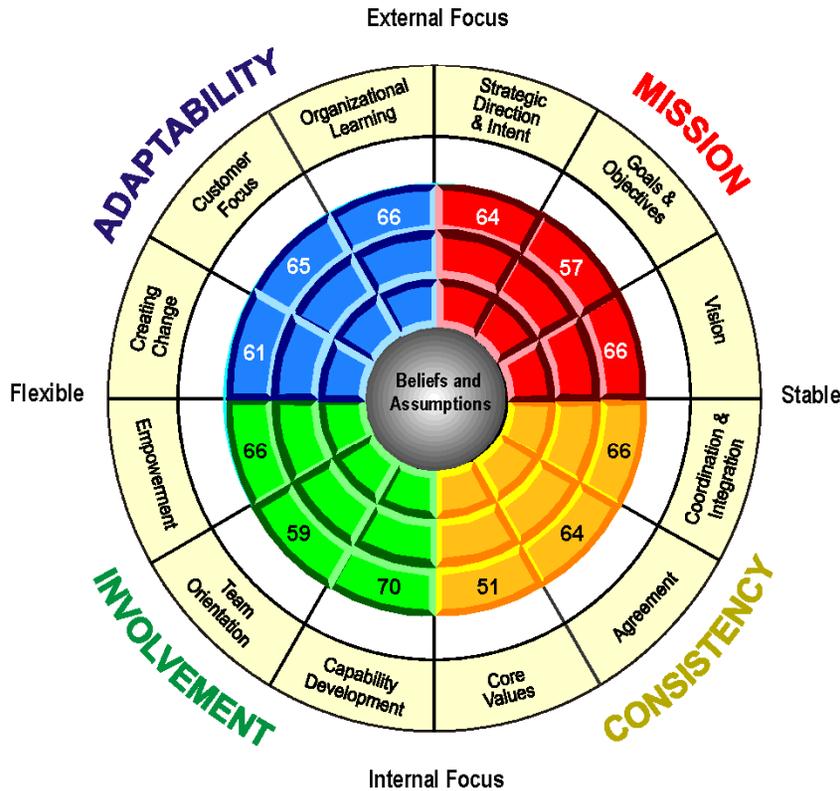


Bar on left indicates this group has a higher percentile score
Bar on right indicates this group has a higher percentile score

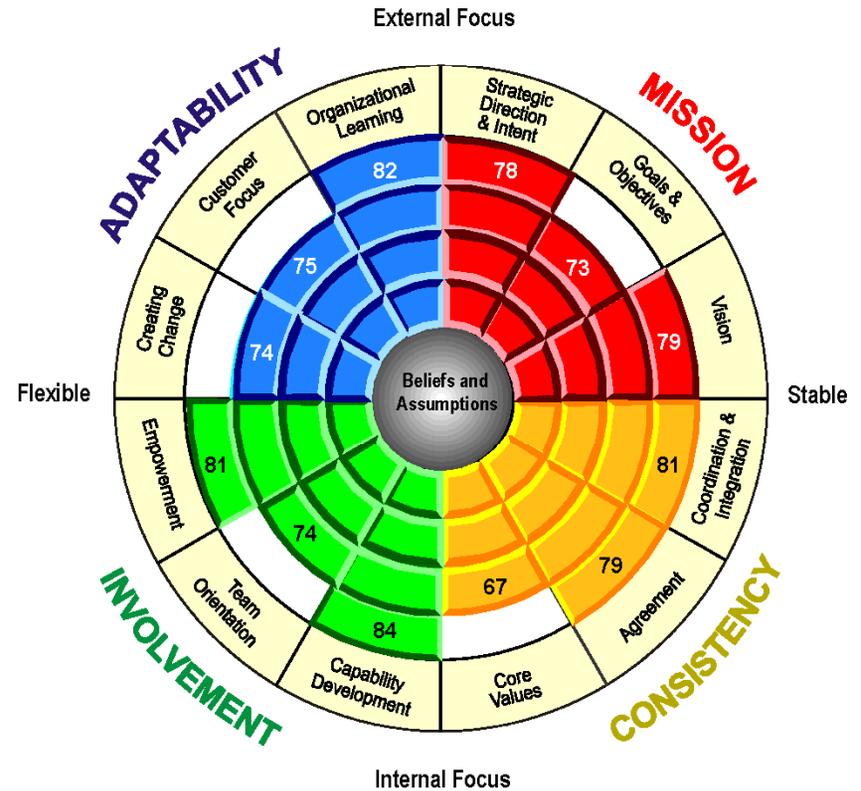
Percentile Score for group on left
Percentile Score for group on right

MSF 2007 Q1Q2 1st Time vs 2nd Time

Combined Other First Time



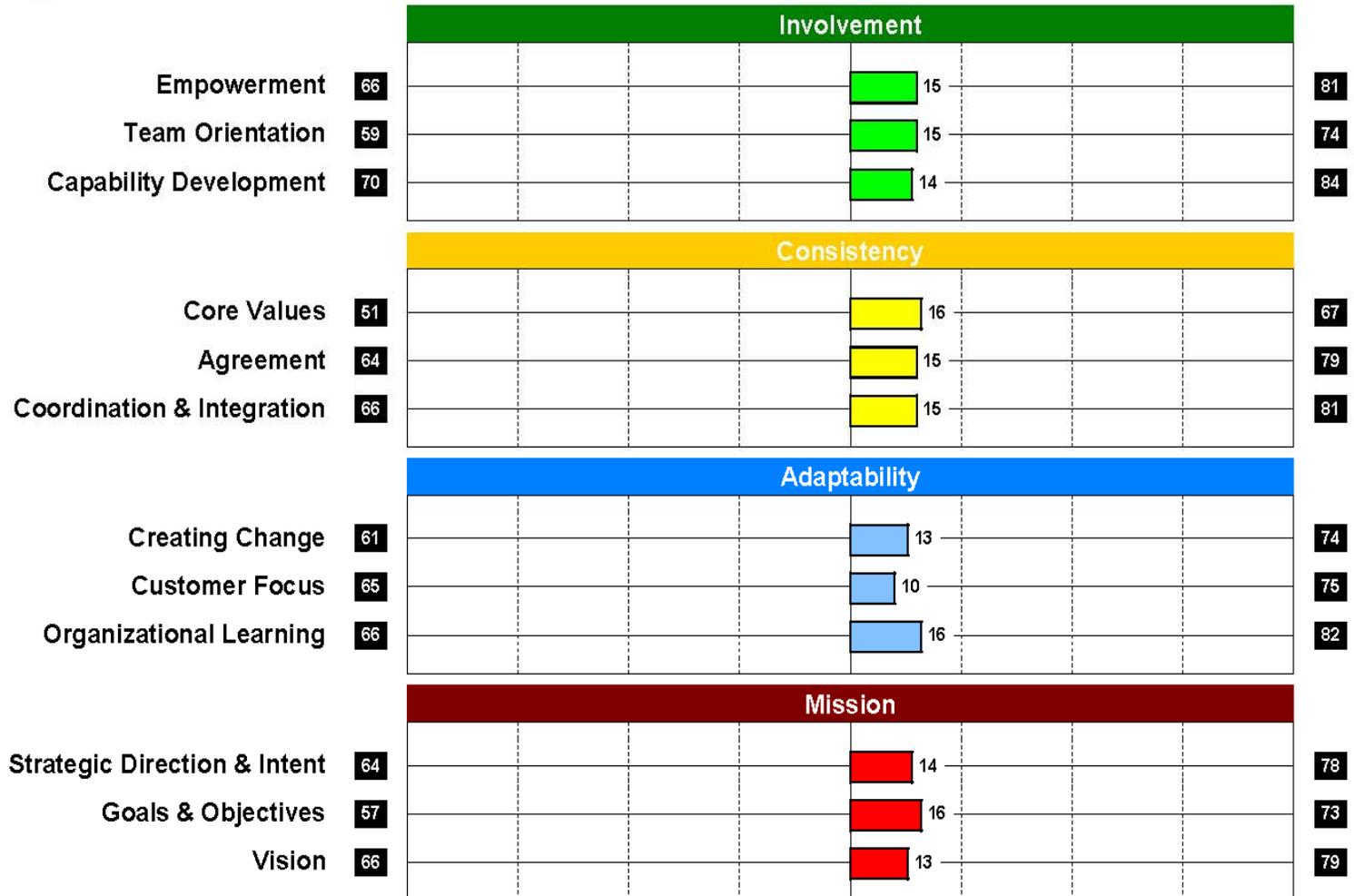
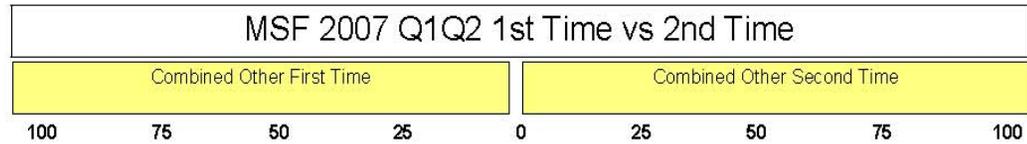
Combined Other Second Time



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| <p>Combined Perceptions of Leaders (1st Survey):</p> <ul style="list-style-type: none"> - 12 of 12 (100%) attributes in 3rd quartile. - Capability Development, Involvement, and Flexibility are strongest leadership skills. - Core Values, Consistency, and Stability are the most challenging leadership skills. - Average Percentile Score: 62.9 | <p>Combined Perceptions of Leaders (2nd Survey):</p> <ul style="list-style-type: none"> - 7 of 12 (58%) attributes are in the 4th quartile. - 5 of 12 (42%) attributes are in the 3rd quartile. - All attribute percentiles increased by 10 to 16 points. - Strengths in leadership skills remained the same. - Challenges in leadership skills remained the same. - Average Percentile Score: 77.3 |
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Gap Report



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Percentile Score
for group on left

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has a higher percentile score

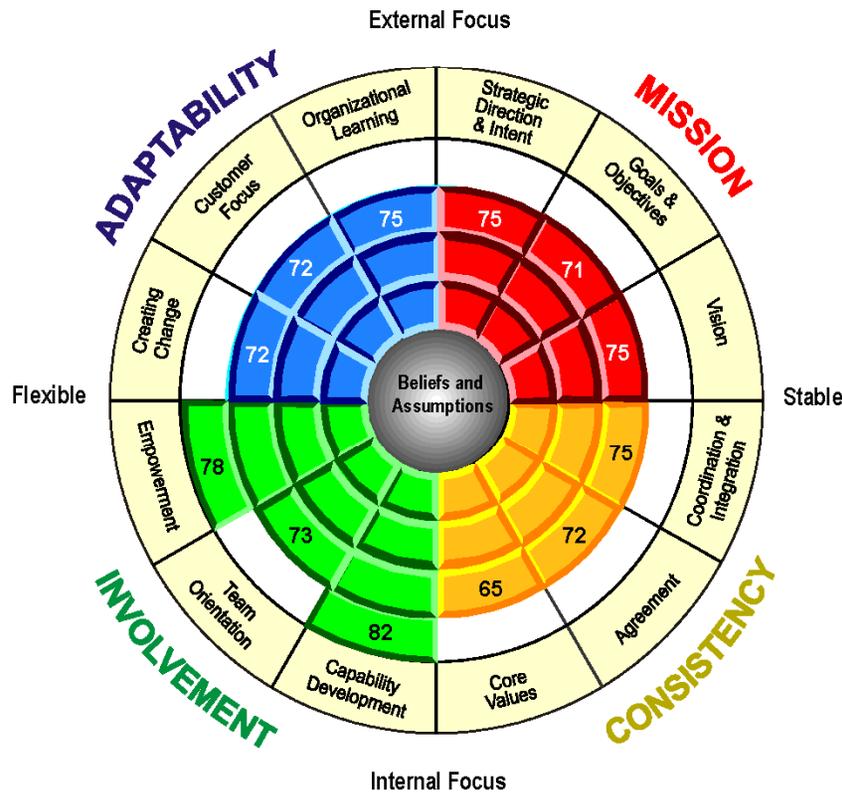


Bar on right indicates this group
has a higher percentile score

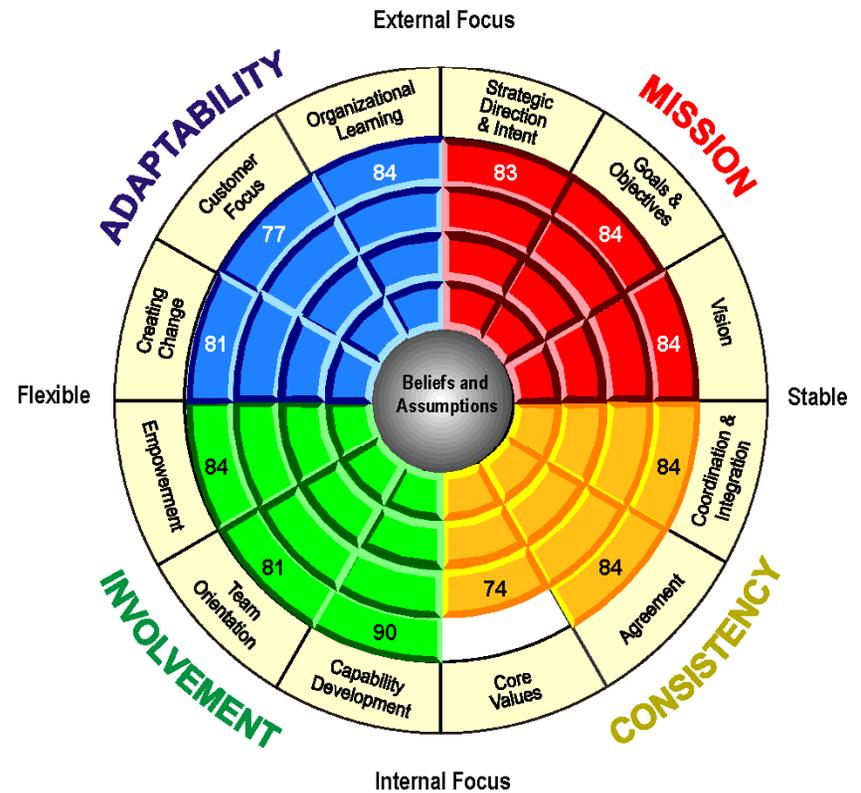
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Percentile Score
for group on right

MSF 2007 Q1Q2 1st Time vs 2nd Time

Peer First Time



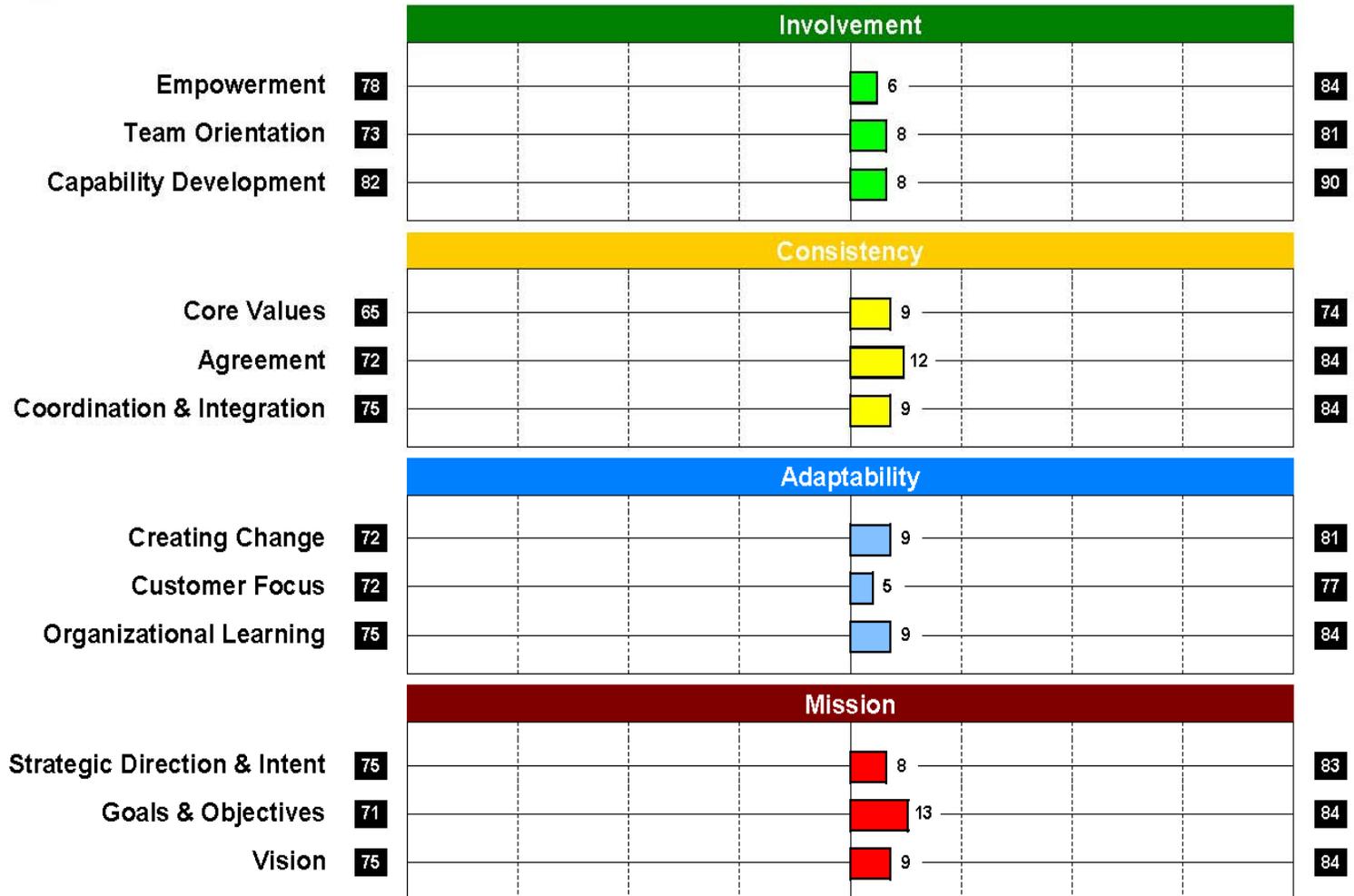
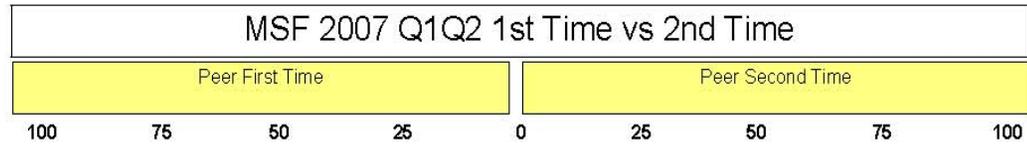
Peer Second Time



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| <p>Peers' Perceptions of Leaders (1st Survey):</p> <ul style="list-style-type: none"> - 2 of 12 (16%) attributes in 4th quartile. - 10 of 12 (84%) attributes in 3rd quartile. - Capability Development, Involvement, and Internal Focus are strongest leadership skills. - Core Values, Consistency, and Stability are the most challenging leadership skills. - Average Percentile Score: 73.8 | <p>Peers' Perceptions of Leaders (2nd Survey):</p> <ul style="list-style-type: none"> - 11 of 12 (92%) attributes in 4th quartile. - 1 of 12 (8%) attributes in 3rd quartile. - All attribute percentile scores increased by 5 to 13 points. - Strengths in leadership skills remained the same. - Challenges in leadership skills remained the same. - Average Percentile Score: 82.5 |
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Gap Report



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Percentile Score
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has a higher percentile score

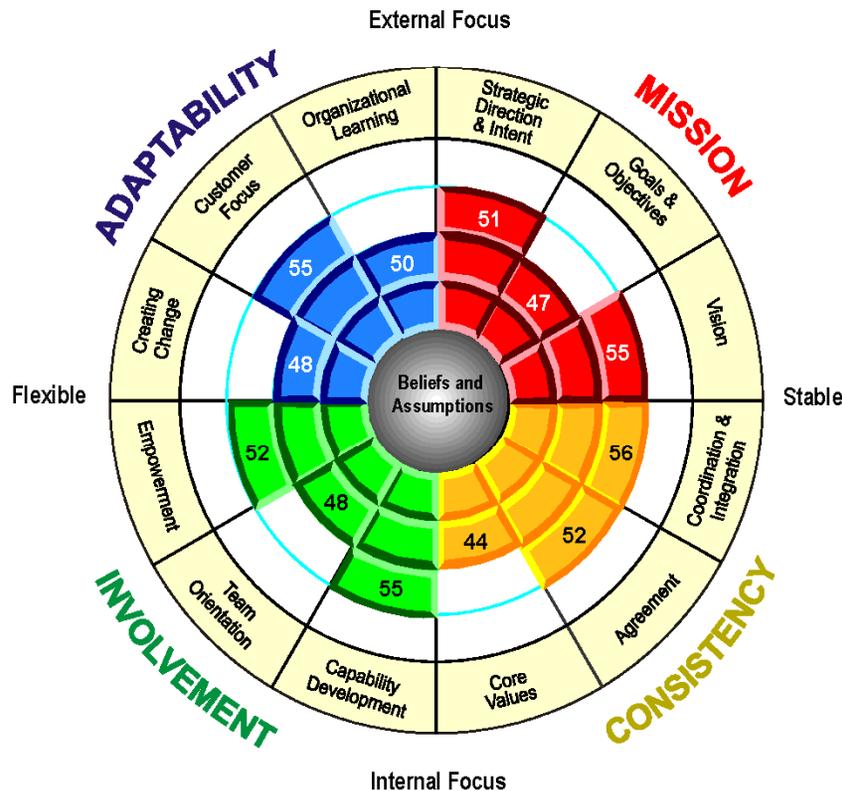


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has a higher percentile score

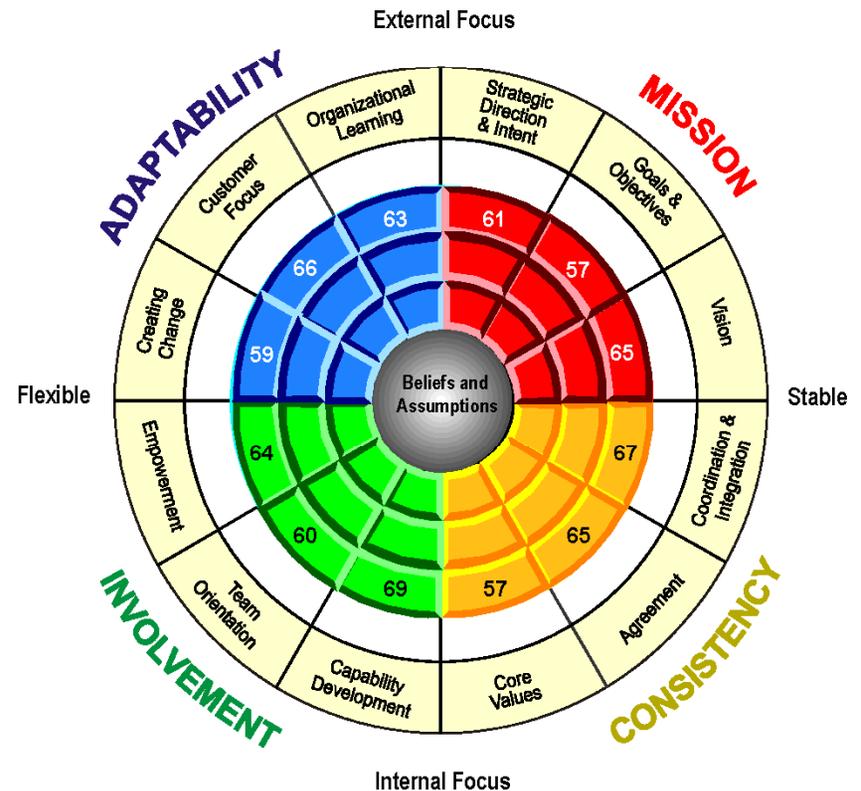
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Percentile Score
for group on right

MSF 2007 Q1Q2 1st Time vs 2nd Time

Direct Report First Time



Direct Report Second Time



Direct Reports' Perceptions of Leaders (1st Survey):

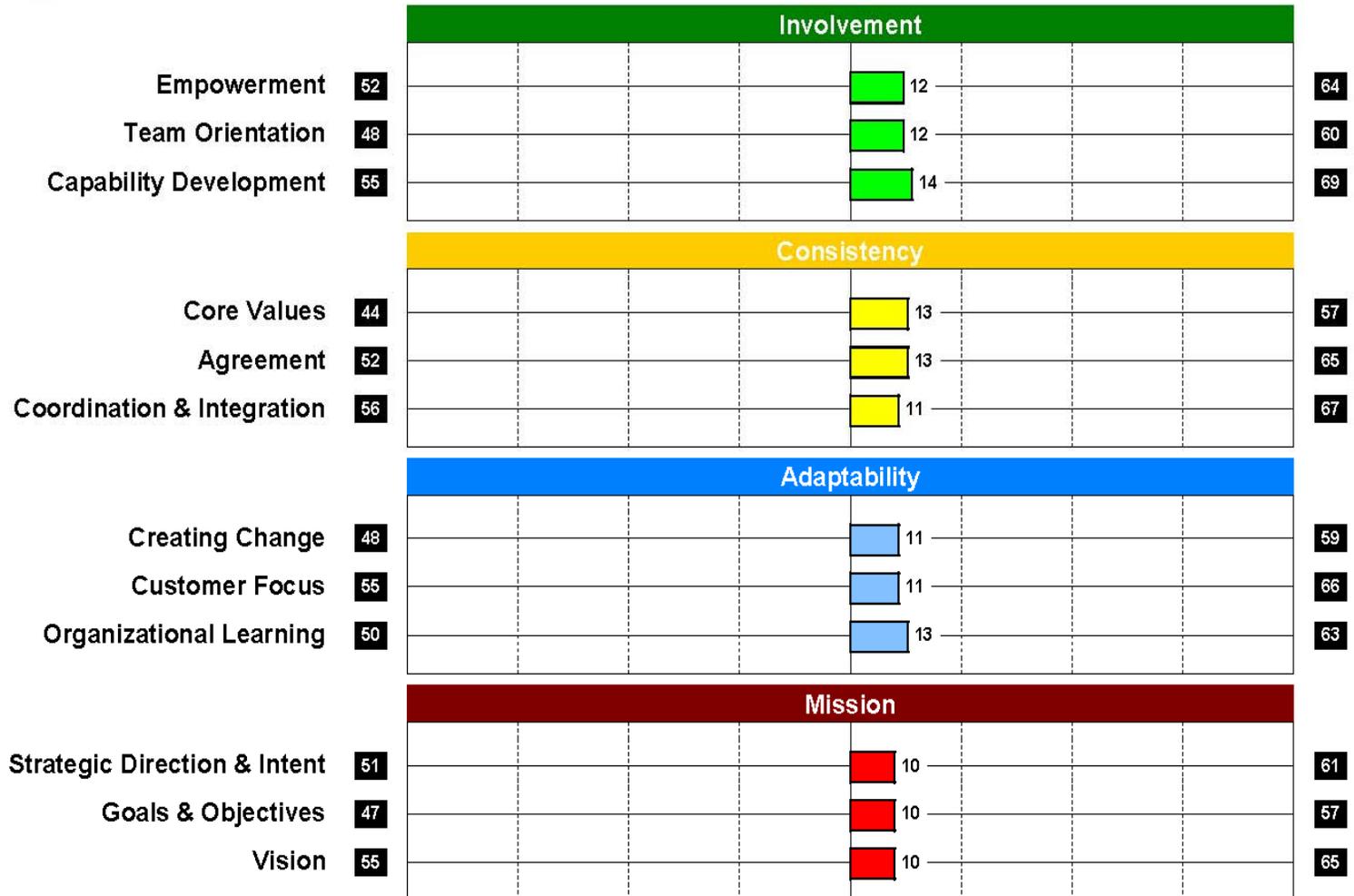
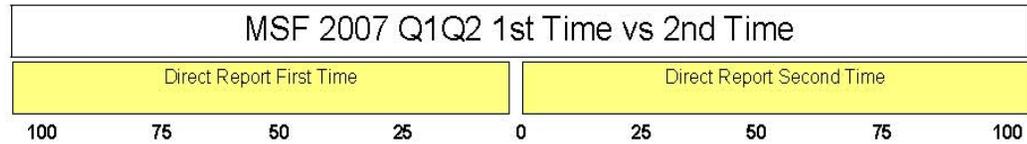
- 7 of 12 (58%) attributes in 3rd quartile.
- 5 of 12 (42%) attributes in 2nd quartile.
- Coordination and Integration, Involvement, and Flexibility are strongest leadership skills.
- Core Values, Consistency, and Stability are the most challenging skills.
- **Average Percentile Score: 51.1**

Direct Rptrs' Perceptions of Leaders (2nd Survey):

- 12 of 12 (100%) attributes in 3rd quartile.
- All attribute percentiles increased by 10 to 14 points.
- Capability Development, Involvement, and Internal Focus are strongest leadership skills.
- Core Values/Goals and Objectives, Mission, and External Focus are most challenging leadership skills.
- **Average Percentile Score: 62.8**



Gap Report



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Percentile Score
for group on left

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has a higher percentile score

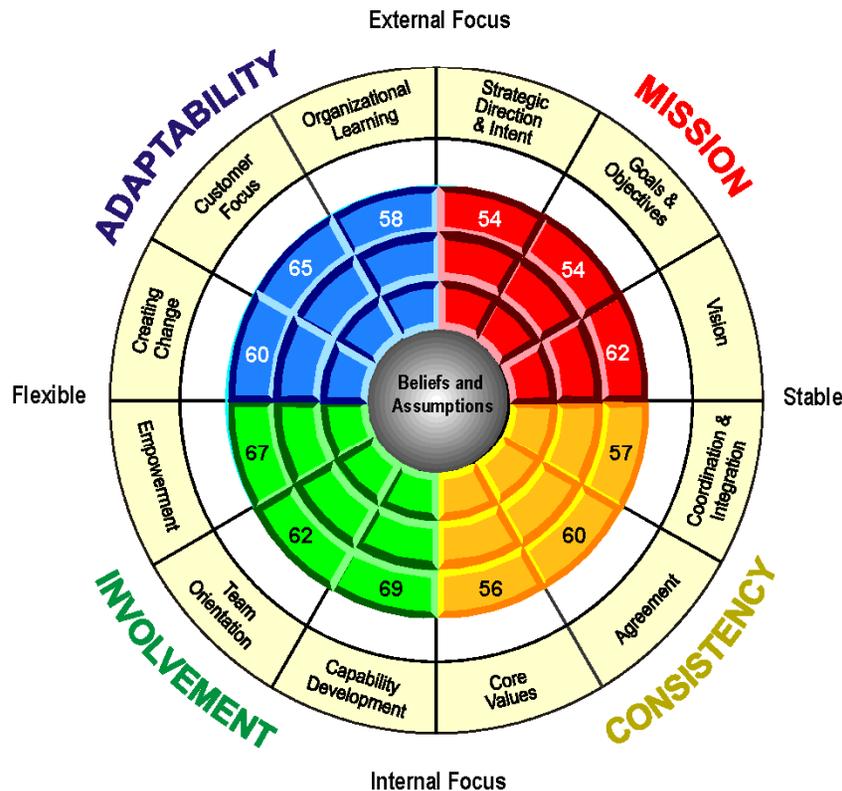


Bar on right indicates this group
has a higher percentile score

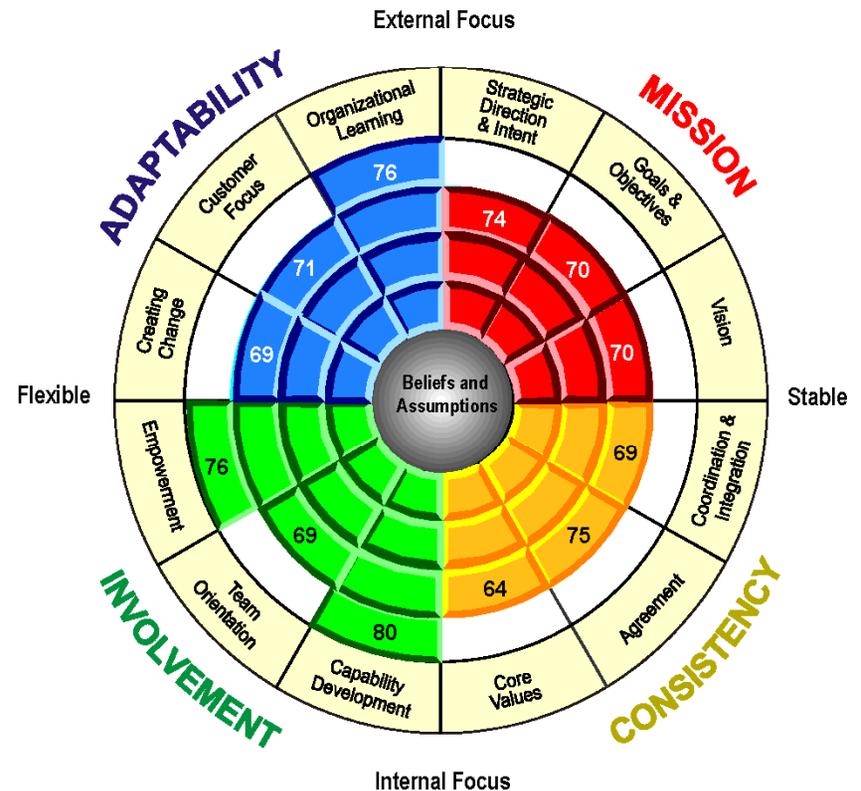
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Percentile Score
for group on right

MSF 2007 Q1Q2 1st Time vs 2nd Time

Boss First Time



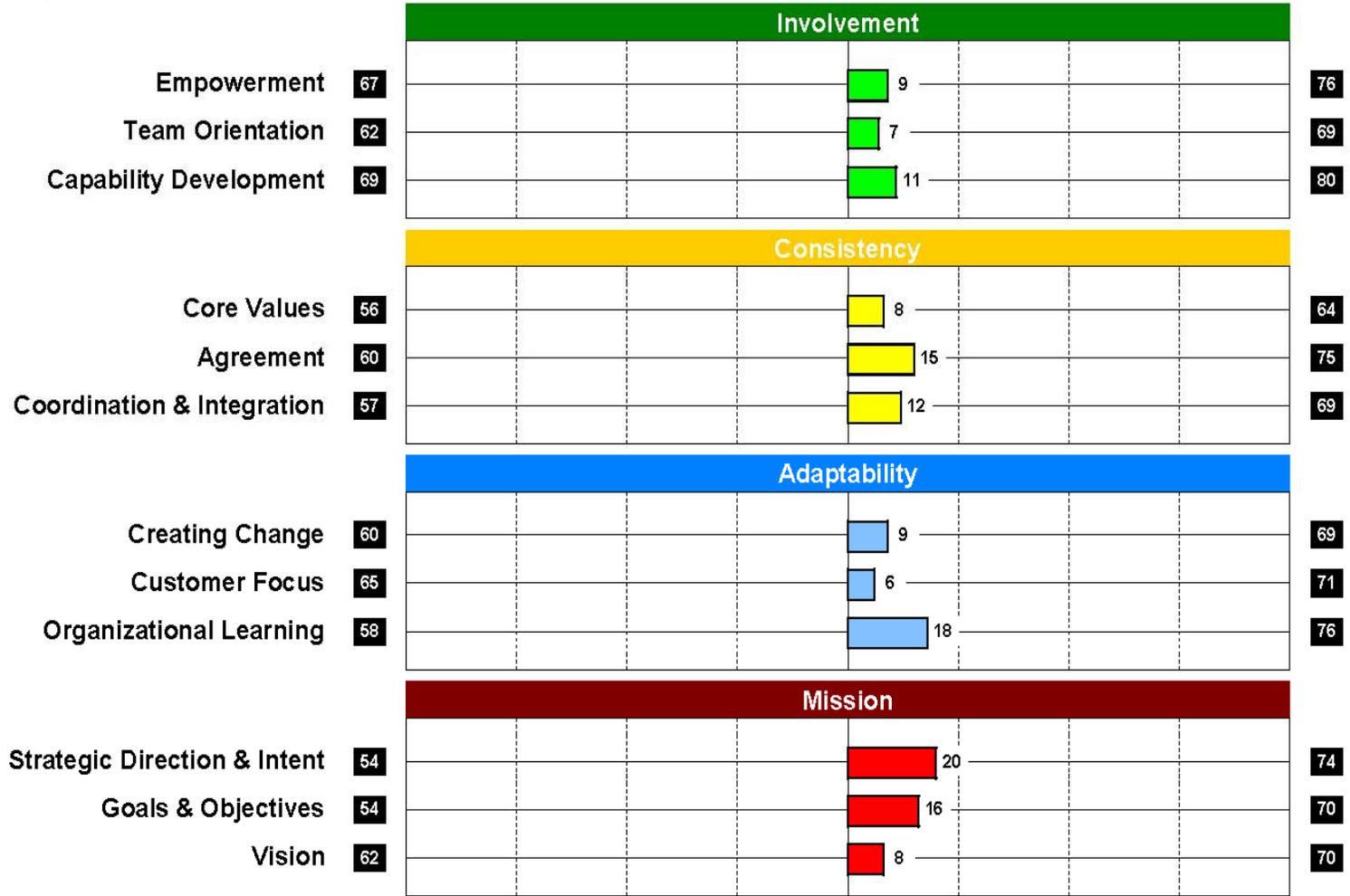
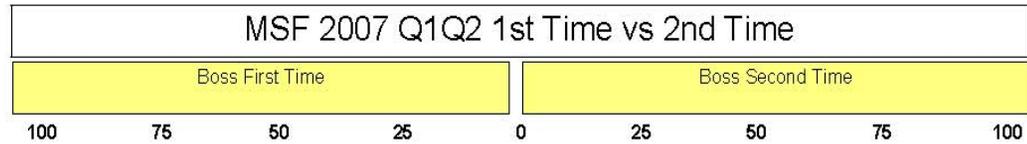
Boss Second Time



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| <p>Boss' Perceptions of Leaders (1st Survey):</p> <ul style="list-style-type: none"> - 12 of 12 (100%) attributes in 3rd quartile. - Capability Development, Involvement, and Flexibility are strongest leadership skills. - Goals and Objectives/Strategic Direction and Intent, Mission, and Stability are most challenging leadership skills. - Average Percentile Score: 60.3 | <p>Boss' Perceptions of Leaders (2nd Survey):</p> <ul style="list-style-type: none"> - 3 of 12 (25%) attributes in 4th quartile. - 9 of 12 (75%) attributes in 3rd quartile. - All attribute percentile scores increased by 6 to 20 points. - Strengths in leadership skills remained the same. - Core Values, Consistency, and Stability are the most challenging leadership skills. |
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Gap Report



 Percentile Score for group on left

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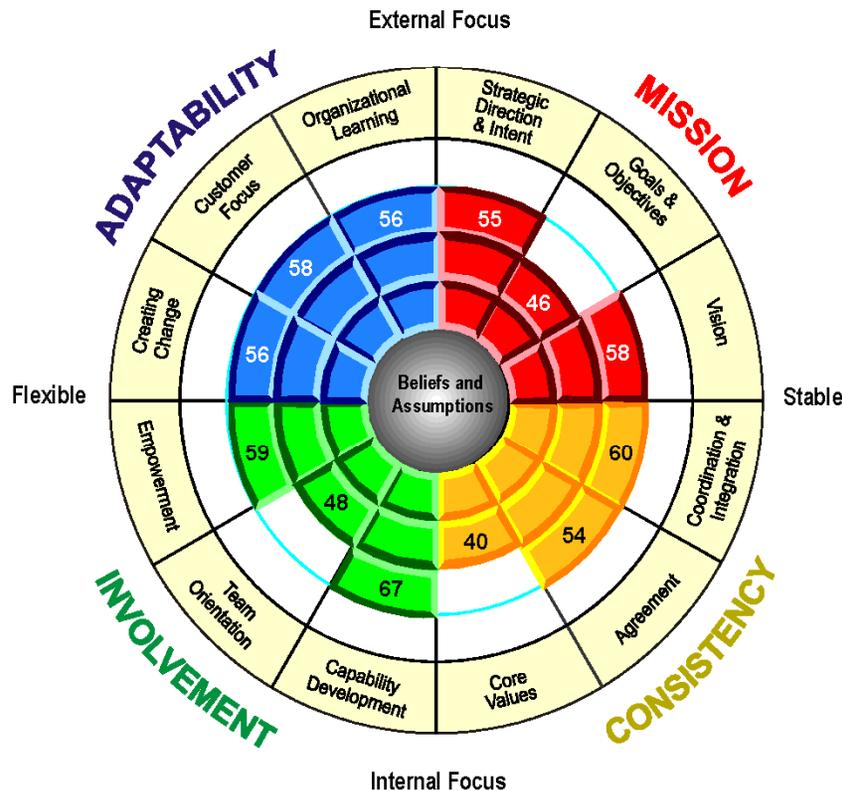
 

 Bar on right indicates this group has a higher percentile score

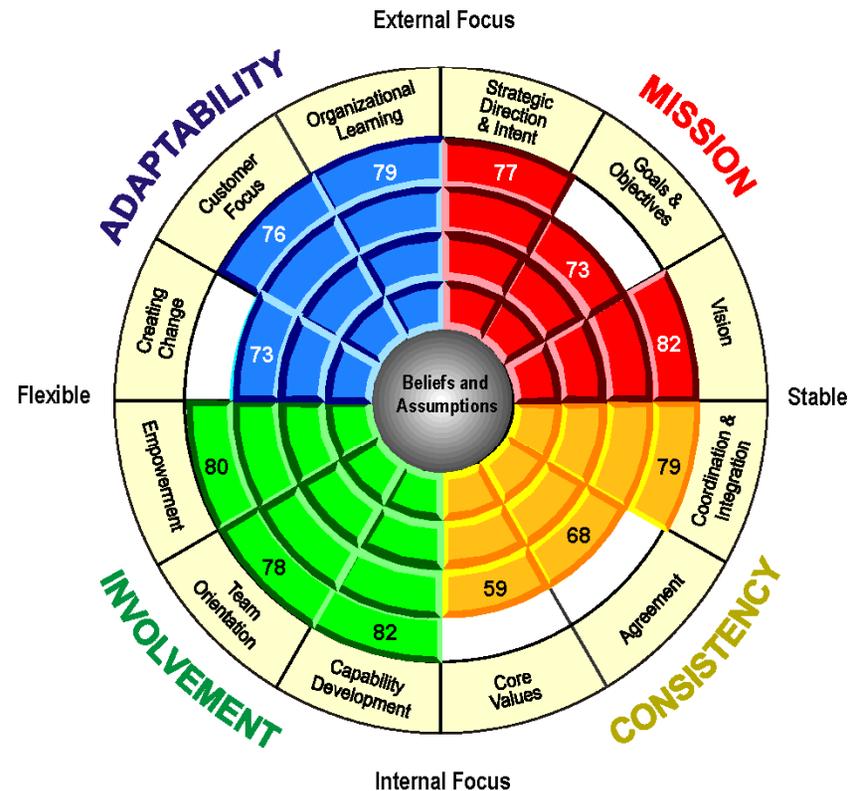
 Percentile Score for group on right

MSF 2007 Q1Q2 1st Time vs 2nd Time

Other First Time



Other Second Time



Others' Perceptions of Leaders (1st Survey):

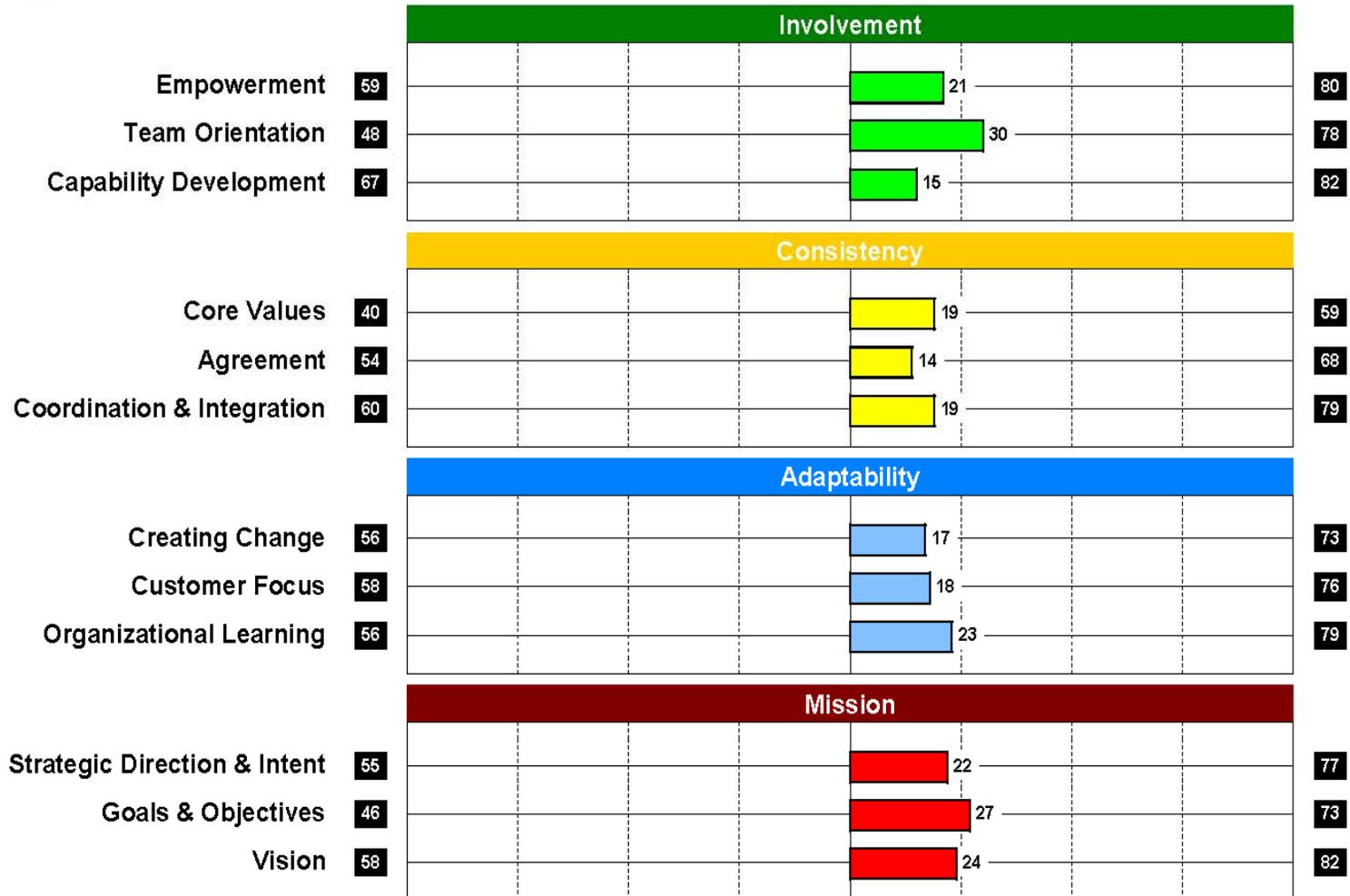
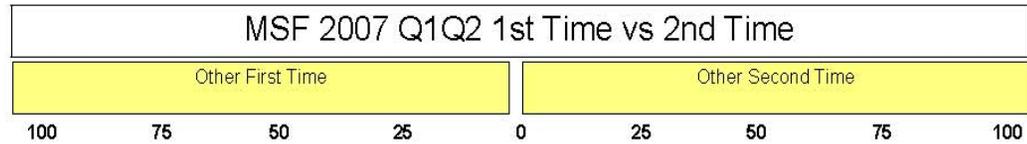
- 9 of 12 (75%) attributes in 3rd quartile.
- 3 of 12 (25%) attributes in 2nd quartile.
- Capability Development, Involvement, and Flexibility are strongest leadership skills.
- Core Values, Consistency, and Stability are the most challenging skills.
- **Average Percentile Score: 54.8**

Others' Perceptions of Leaders (2nd Survey):

- 7 of 12 (58%) attributes in 4th quartile.
- 5 of 12 (42%) attributes in 3rd quartile.
- All attribute percentile scores increased by 14 to 30 points.
- Strengths in leadership skills remained the same.
- Challenges in leadership skills remained the same.
- **Average Percentile Score: 75.5**



Gap Report



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Percentile Score
for group on left

Bar on left indicates this group
has a higher percentile score



Bar on right indicates this group
has a higher percentile score

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Percentile Score
for group on right