

Franklin University
Leadership
Center
Presents...

The
State of
Leadership
2005

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The logo for Franklin University Leadership Center, featuring a stylized graphic of three vertical bars of increasing height, with a circular element at the top of the tallest bar.

Annual Report on the State of Leadership in Central Ohio - April 2005

Our Purpose

Franklin University's Leadership Center is dedicated to raising the level of business, community, government and educational leadership in central Ohio. Our *Annual Report on the State of Leadership in Central Ohio* is a critical component in both communicating the perceived level of leadership, and evaluating the resources provided by the Leadership Center.

Beginning with the end in mind, the first step was identifying those Indicators of Leadership that will provide us with a baseline measurement to determine people's perceptions. In leadership, perceptions are reality.

Our Process

The impetus for the creation of our report on leadership was Charles Lazarus' 1976 Rotary presentation, *Balance Sheet*. Mr. Lazarus identified the assets and liabilities of our central Ohio community at that time, and we are building on that foundation. (To read more of Mr. Lazarus' presentation, visit the Leadership Library at www.leadership.franklin.edu).

In March 2004, Franklin University's Leadership Center brought together groups of central Ohio leaders to discuss the state of leadership in our community. The groups consisted of community leaders (members of Franklin's Board of Trustees), faculty, staff and guests. Through the generous support of Battelle, Dr. Stephen Millett, a Thought Leader at Battelle, facilitated the expert panel discussions using the nominal group technique. The following Indicators of Leadership were identified:

Indicators of Leadership

- COOPERATION - A spirit of cooperation and shared resources between our individual communities (suburban) in each sector (business, community, education and government), even during times of fiscal constraint
- OUR STORY - The ability to tell our community's positive story outside of our community, communicating that central Ohio is a good place to live and work, thus reinforcing our community's brand
- BALANCE - A commitment to provide a balance of Quality of Life (community resources) with the Quality of Work (available within the community)
- LIFELONG EDUCATION - A commitment to quality lifelong education
 - COMMUNITY - The creation and sustenance of a spirit of community among a diverse constituency
 - TALENT - The development, retention and recruitment of talented individuals who will provide future leadership in central Ohio
 - GLOBAL ECONOMY - A global focus and commitment to reposition our community in that global economy
 - FURTHER GROWTH - Leveraging the existing asset base to enable further economic growth
 - INFRASTRUCTURE - An ability to identify and address infrastructure issues in advance of their failure or diminished ability to meet capacity needs (the group cited highway, rail and transportation networks as current examples)
 - SHARED VISION - a widely-shared long-term vision

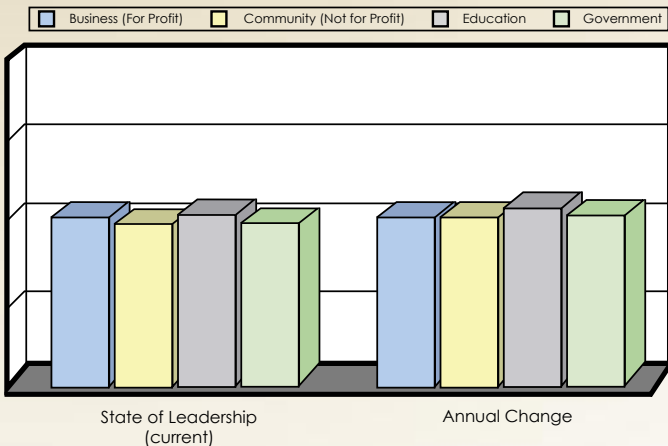
In March 2005, a survey instrument was developed by the Franklin University Leadership Center and distributed to selected central Ohio leaders in business, community, government and educational institutions.

Survey respondents were asked to rank the level of leadership for each of the Indicators of Leadership, using a five-point scale ranging from Very Low (1) to Very High (5). In addition, the respondents provided their perception of the change in each indicator over the last year, again rating on a five-point scale indicating negative to positive change. Responses were tabulated for the general population as well as cross tabulated by each sector of employment (business, community, education or government).

Participants at the Raymond E. Mason, Jr. Leadership Symposium who had not previously returned the survey were also asked to complete it on the day of the Symposium (April 28, 2005). Both groups were combined in tabulating the results (total number of respondents = 249).

As the following chart demonstrates, the average responses by sector for the current State of Leadership (based on the Indicators of Leadership) and the Annual Change did not differ significantly from: business (for profit), community (not for profit), education and government.

Chart 1.1 Overall Perception of Indicators by Sector



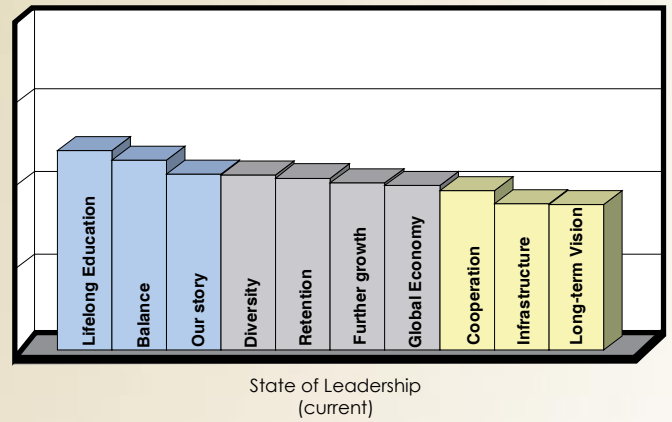
This was the first measurement of central Ohio leaders' perceptions of the State of Leadership in our community; therefore, the most meaningful results are found when comparing the rankings of the individual Indicators of Leadership.

Chart 1.2 illustrates that the three Indicators perceived to be highest by participants in this initial survey are: Lifelong Education, Balance and Our Story. The three Indicators rated as the lowest are: Cooperation, Infrastructure and Long-term Vision.

Using the respondents' 2005 perceptions of the current State of Leadership in central Ohio as the starting point for further analysis, we can then view the perceptions of Annual Change for each Indicator. Chart 1.3 depicts Indicators, left to right, as most improved to least improved in the immediate preceding 12 months.

Two of the Indicators, Our Story and Lifelong Education, are rated in the top three rankings in both the current State of Leadership (see chart 1.2) and in the Annual Change ratings (see chart 1.3). This consistency in ratings reveals that these Indicators are rated high (on a relative basis) and perceived as improving.

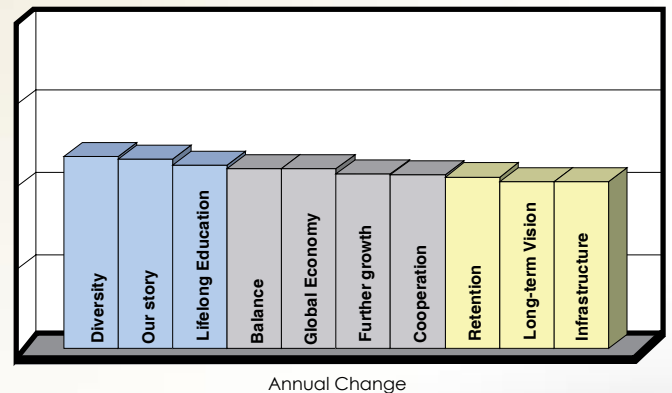
Chart 1.2 Ranking of Current Indicators



The most significant shifts in perceptions between the perceived current State of Leadership and Annual Change are in Diversity, ranked fourth in current State of Leadership and first in Annual Change, and Retention, dropping from ranked fifth in current State of Leadership and eighth in Annual Change. This could be an early indicator of a perceived loss of leadership talent in our community. If similar results are obtained in future years, this will be cause for significant concern.

Also of concern are the Indicators that are rated in the bottom two in both current State of Leadership and Annual Change: Infrastructure and Long-term Vision. From the perceptions of our respondents, these Indicators are both rated lowest and improving the least (on a relative basis). Obviously, one year's results are far from a trend, but the results do disclose a current concern.

Chart 1.3 Change in Indicators from 2004 to 2005



What happens next?

Thus, the dialogue on leadership in our community has begun. This dialogue will lead to future *Annual Reports on the State of Leadership* in central Ohio.

Focusing on the Indicators of Leadership, not individual leaders, specific organizations or institutions, will be the foundation for our future reports on the State of Leadership in central Ohio. Basing the report on people's perceptions will provide a qualitative, not quantitative, view of leadership in our community.

Many reports have been prepared, and will continue to be prepared, on all that had been done and, likewise, what we have failed to accomplish. But the true measure of leadership rests with the opinions, beliefs and conclusions reflected in the perceptions of the people who are served (both as leaders and followers). Now that you know the perception in our community, what changes will you make? What can you do to raise the level of leadership around you, your organization and our community?

In the coming year, Franklin University's Leadership Center will direct the focus of our publications and events to improving those Indicators that have been ranked lower than others: Shared Long-term Vision, Retention of Talent, Spirit of Cooperation and Infrastructure.

The Indicators of Leadership will continue to be rated annually, both the perception of the relative state of the Indicators as well as a year-to-year comparison of the improvement or decline. We will continue to look for trends that may appear. The Indicators of Leadership are a key metric for our Leadership Center.

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