

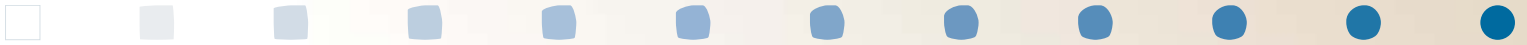
Franklin University  
Leadership  
Center  
Presents...

The  
State<sub>of</sub>  
Leadership  
2004  
Indicators of Leadership

# Annual Report on the State of Leadership in Central Ohio

## 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, as well as 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.

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

Additional community leaders (other members of Franklin's Board) were asked to review the expert panel's results, identify additional leadership indicators and rank those listed in order of importance. In total, more than two dozen individuals participated in the initial process of identifying the Indicators of Leadership presented in this report.

– Paul Otte  
Franklin University President



# Indicators of Leadership in Central Ohio

- A widely-shared long-term vision.
- A commitment to quality, life-long education.
- A global focus and commitment to reposition our community in that global economy.
- The development, retention and recruitment of talented individuals who will provide future leadership in central Ohio.
- The creation and sustenance of a spirit of community among a diverse constituency.
- A commitment to provide a balance of Quality of Life (community resources) with the Quality of Work (available within the community).
- The ability to tell our positive story outside of our community, reinforcing that central Ohio is a good place to live and work, thus strengthening our community's brand.
- A spirit of cooperation and shared resources between our individual communities (suburban) in each sector (government, community, education and business), even during times of fiscal constraint.
- Leveraging the existing asset base to enable further economic growth.
- 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.)



# Our Next Steps...

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*. Our next step is to engage the broader community in reviewing these Indicators of Leadership. We will ask for additions and deletions, revising the statements as required, while continuing to determine their importance through ranking. Franklin faculty and staff, on behalf of the Leadership Center, will conduct exchanges on these indicators with various business, community, government and education groups in the next several months.

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 has 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).

Once finalized through community dialogue, the Indicators of Leadership will subsequently be rated annually. We will obtain our community's perception of the relative state of the Indicators as well as a year-to-year comparison of the improvement or decline. We will also ask the community participants to continue to rank their ongoing importance, looking for trends that may appear. The Indicators of Leadership will become a key metric for our Leadership Center.



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