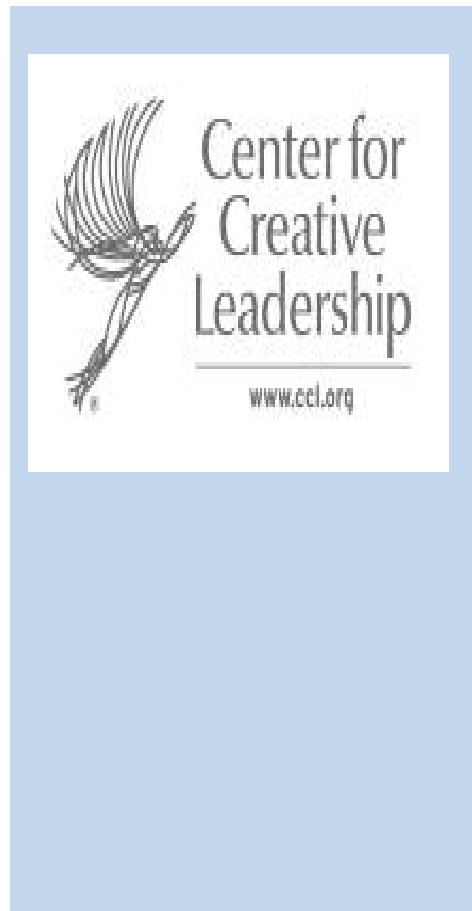


Center for Creative Leadership



**To advance the understanding,
practice
and development of leadership
for the
benefit of society worldwide**



Center for Creative Leadership - Overview

- Founded as an Educational Trust in 1970 – nearly 40 years of research into leadership behaviors
- The *Financial Times* ranks CCL in the top 10 among executive education providers globally.
- Institution focused exclusively on leadership development
- 3 Continent presence: 6 campuses in North America, Asia and Europe, Global headquarters - in Greensboro, North Carolina, EMEA operation - in Brussels, Belgium
- Diversity of staff and faculty - 500 employees; over 120 trainers & coaches in Europe
- Clients include more than 80 of Fortune Global 100, major government agencies, non-profit organizations and educational institutions
- Annually, CCL partners with more than 20,000 individuals in 2,000 organizations from 120 countries
- Research extends to 120+ countries - our research shapes our leadership development practice



Center for Creative Leadership - Expertise

Leadership Education:

- open enrollment programs,
- custom-designed leadership development initiatives,
- coaching for individuals and teams,
- comprehensive assessment tools

Knowledge Generation:

- Research
- Publications
- Presentations & articles

Leadership Community:

- Alumni and Friends
- Donations and Grants



Center for Creative Leadership

Competitive Edge:

- CCL's proven impact in the application of learning: our interventions are practical & action-oriented
- CCL's experiential, feedback-rich learning environments that enable behavioral development
- CCL's strong research basis underlying the developmental processes

Processes of Sustainability:

- Leadership coaching
- Peer-to-peer coaching
- Mentoring
- Performance support tools
- Action Learning
- E-learning
- Virtual communities
- Development planning and performance management



World Leadership Survey

Snapshot Report

May, 2009



Center for
Creative
Leadership

www.ccl.org

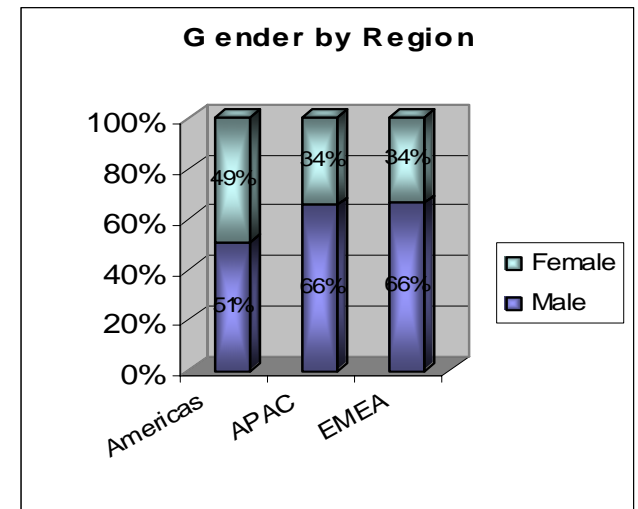
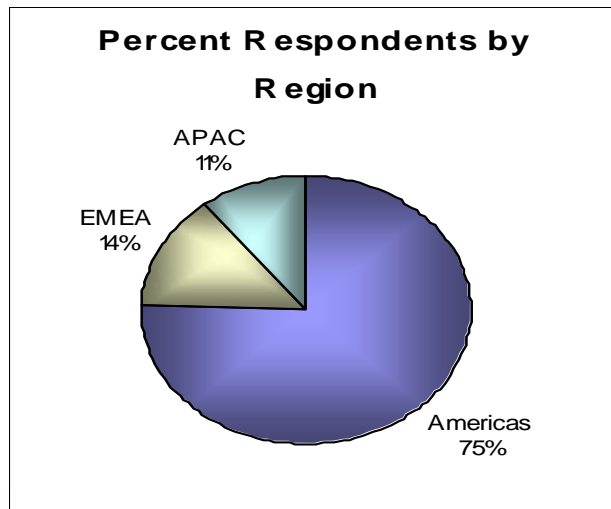
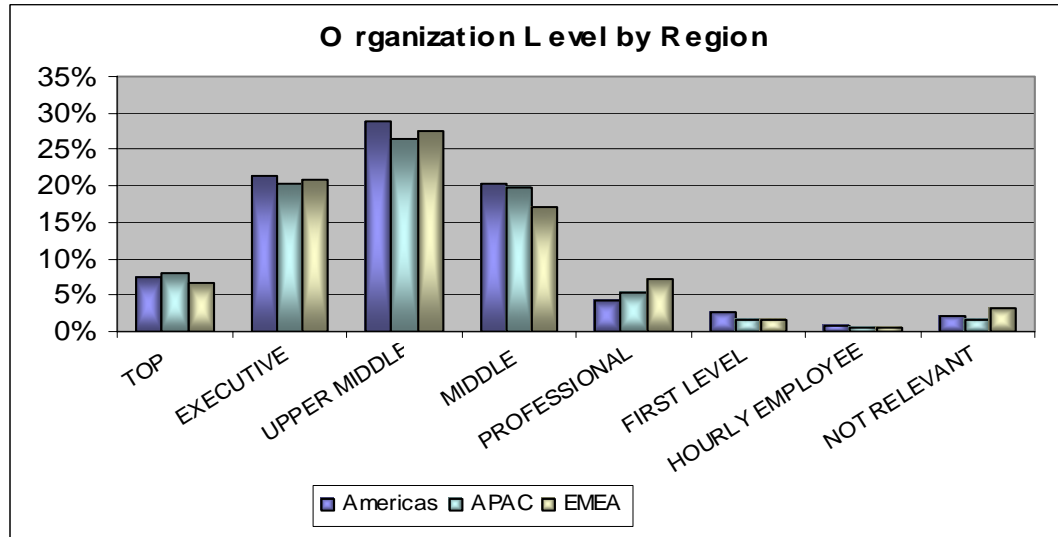
Introduction

The World Leadership Survey (WLS) helps organizations gain a better understanding of employees' perceptions of organizational leadership and employees' commitment to their organizations. The following data represent a comparison of demographics and results among respondents from three regions: the Americas, Asia Pacific (APAC), and Europe, the Middle East & Africa (EMEA).



Demographics

n=1,750; Average Age = 46



Perceived Organizational Support

Background:

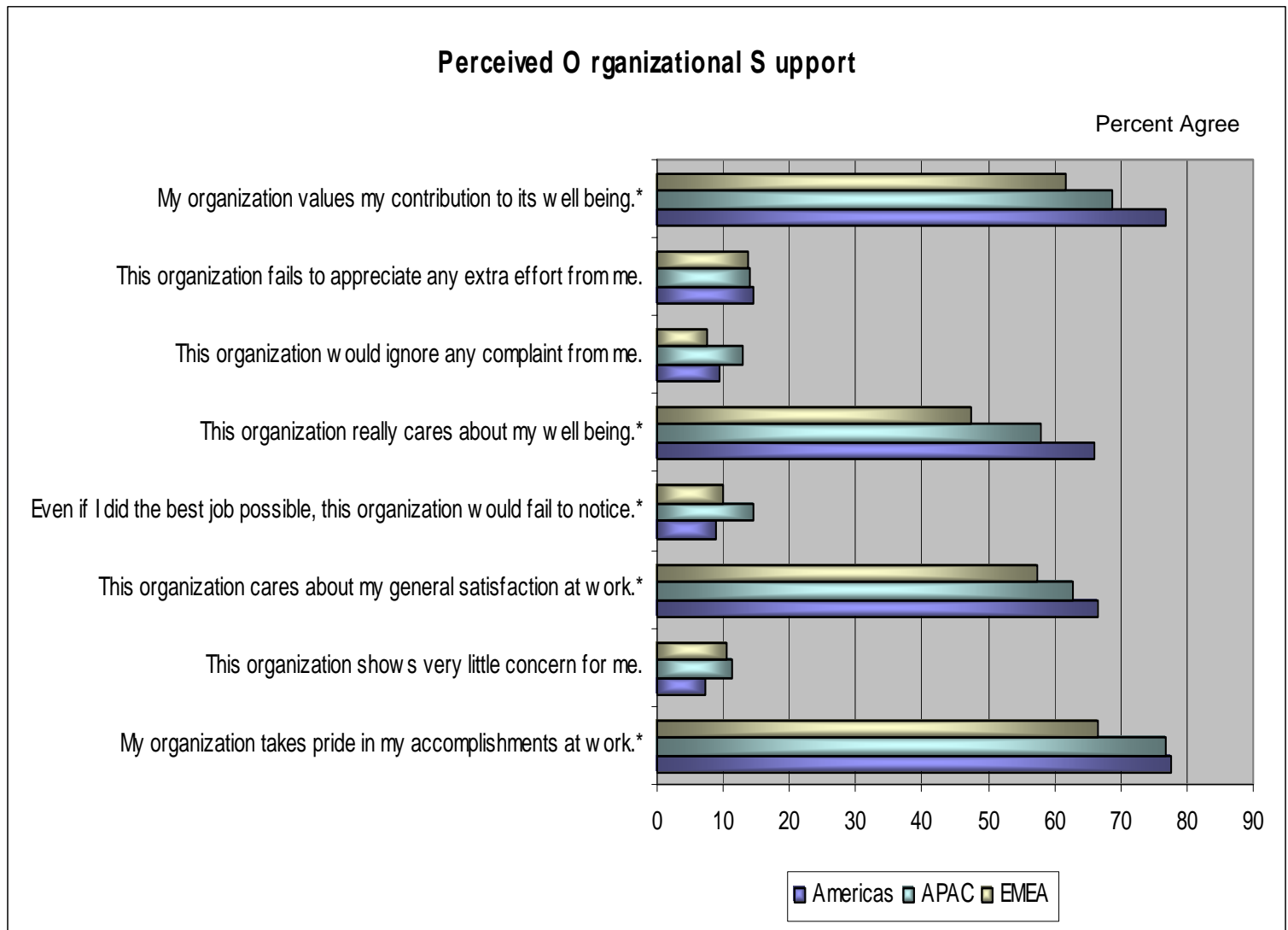
Perceived organizational support is a validated measure that describes employee perceptions about the extent to which an organization demonstrates support for them by valuing their contributions, treating them favorably, and caring about their well-being.

Why is this Important?

Employees have needs for approval, esteem, and affiliation, and being highly regarded by their organization helps to fulfill those needs. Feeling that the organization values their contribution causes employees to believe that increased effort will be noted and rewarded, which makes the employee more likely to increase effort and perform better. Perceived organizational support has been shown to be strongly related to increased job satisfaction, positive mood, reduced stress, employee commitment, retention and performance.



Perceived Organizational Support

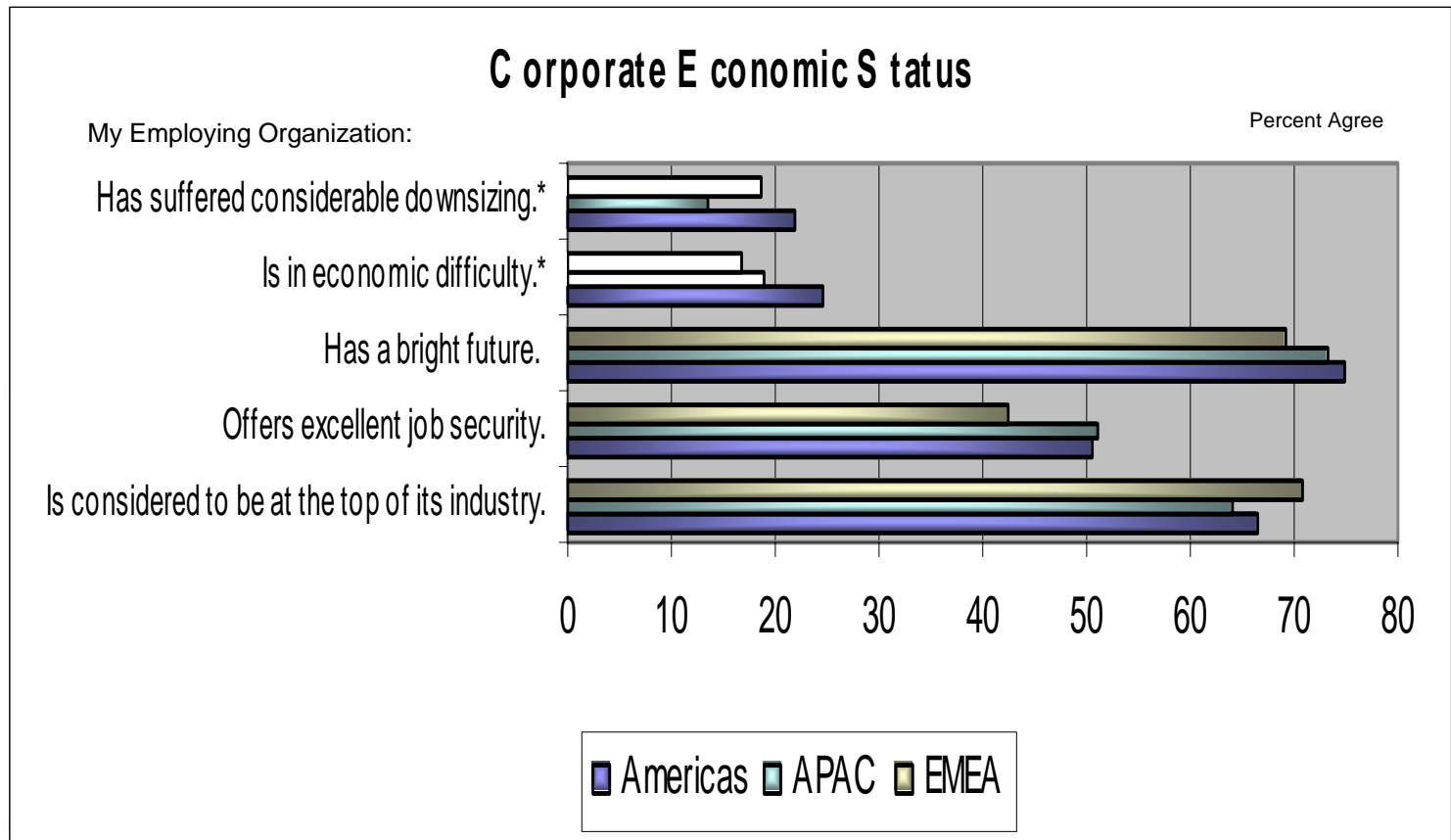


**Indicates a trend towards a difference among regions*

Corporate Economic Status

Background: This scale measures employees' beliefs about the economic stability of their organization.

Why is this Important? When employees view their organization as economically stable they are more committed to their organization, give extra effort in their job, get more satisfaction out of their work, see coworkers as altruistic and conscientious, and more readily identify with their organization.



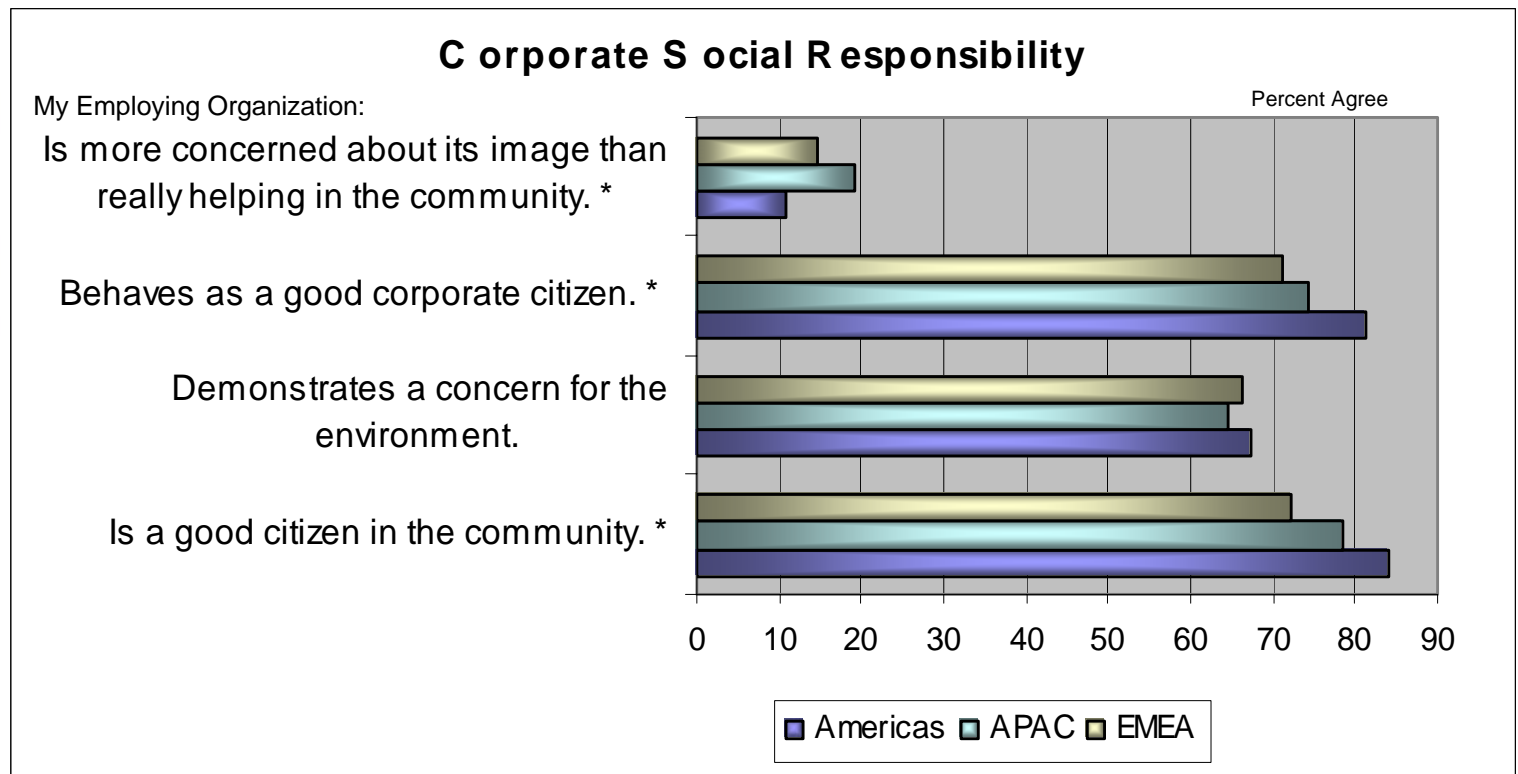
**Indicates a trend towards a difference among regions.*



Corporate Social Responsibility

Background: This scale measures employees' beliefs about whether their organization is a good corporate citizen.

Why is this Important? When employees view their organization as a good corporate citizen they are more committed to their organization, give extra effort in their job, get more satisfaction from their work because they see more purpose in it, and believe coworkers are more altruistic and conscientious.



**Indicates a trend towards a difference among regions*

Turnover

Background:

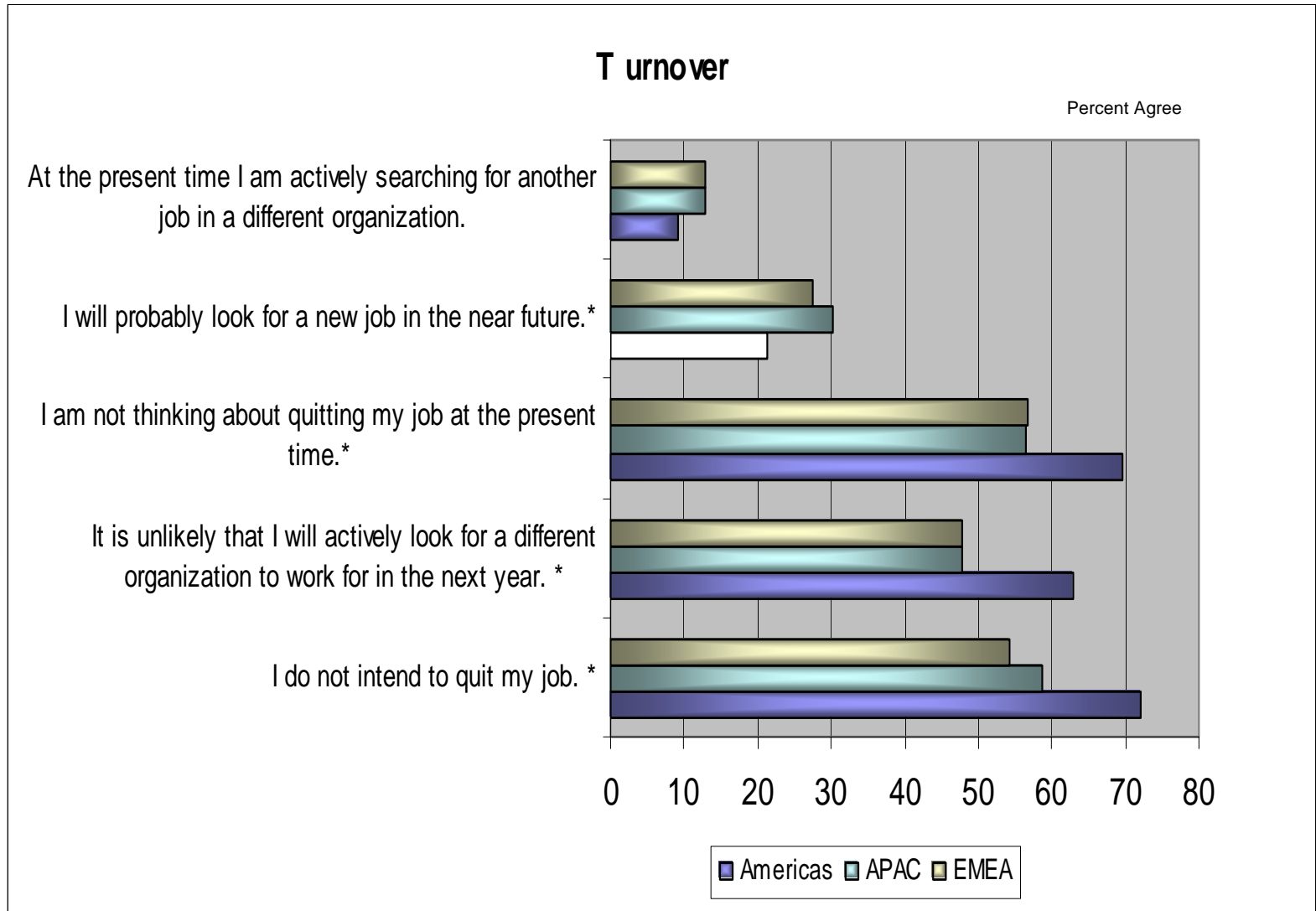
This scale asks employees about their intention to stay with their organization.

Why is this Important?

Turnover is one of the biggest concerns organizations have. Constant turnover can cost organizations thousands, perhaps even millions, of dollars in direct and indirect costs. When turnover is high, more money is spent on recruiting, selecting, and training new employees, not on performance improvement or career development. High turnover is related to low performance, efficiency and morale.



Turnover



**Indicates a trend towards a difference among regions.*



Organizational Commitment

Background: Organizational commitment measures an employee's attachment to, identification with, and feelings of involvement in the organization, particularly with regard to identification with the organization's goals and values.

Why is this Important? Organizational commitment has been shown to be a strong predictor of a number of work outcomes, including decreased absenteeism, lower turnover and better job performance. Commitment is also related to lower employee stress and higher well-being.



*Indicates a trend towards a difference among regions.

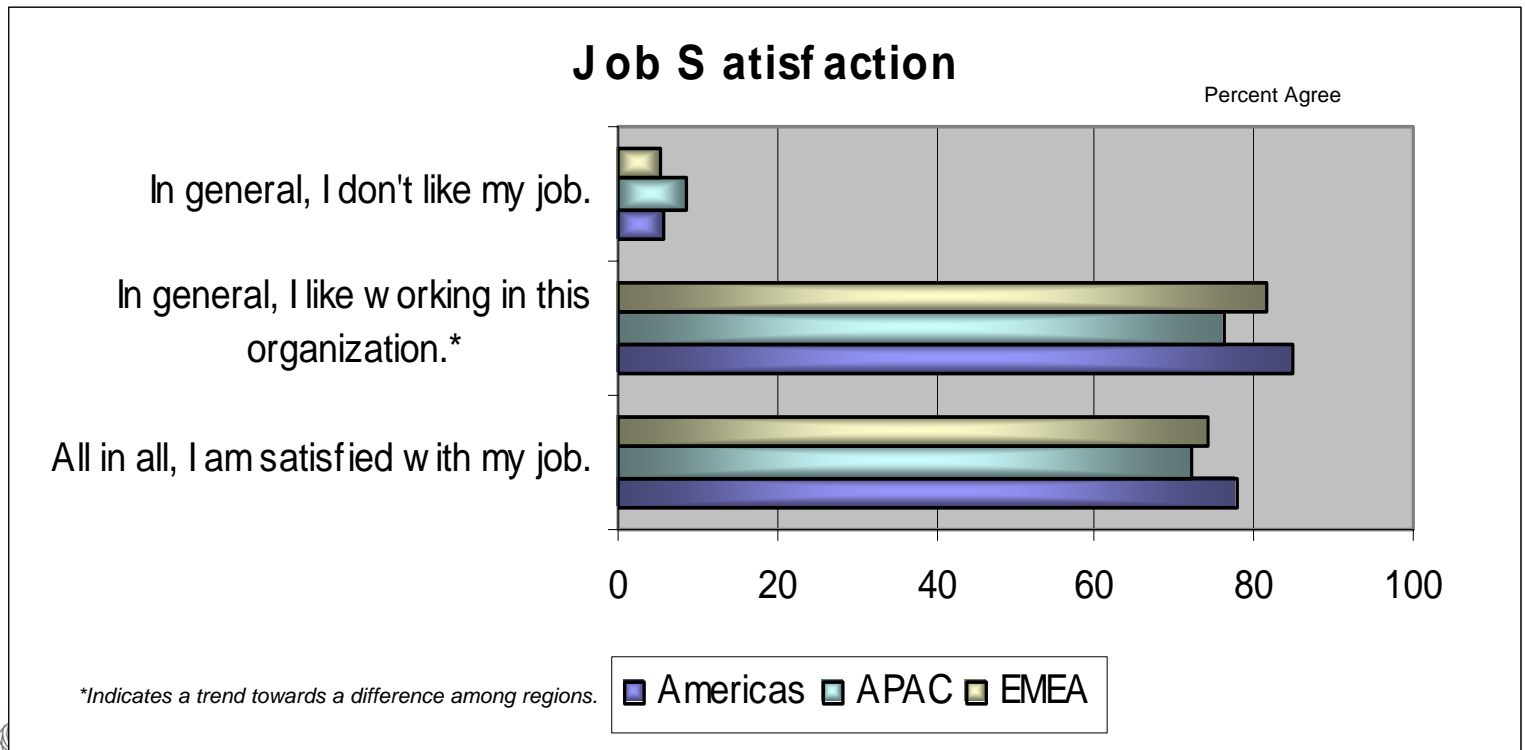
Job Satisfaction

Background:

Job satisfaction shows how satisfied employees are with their jobs. This is a global indicator of worker satisfaction with a job.

Why is this Important?

The more employees are satisfied with their jobs, the less likely they are to think about leaving, and the better they perform.



Political Behavior

Background:

Political behavior is a part of organizational life that can reduce the efficiency of the workforce and the trust in leadership.

Why is this Important?

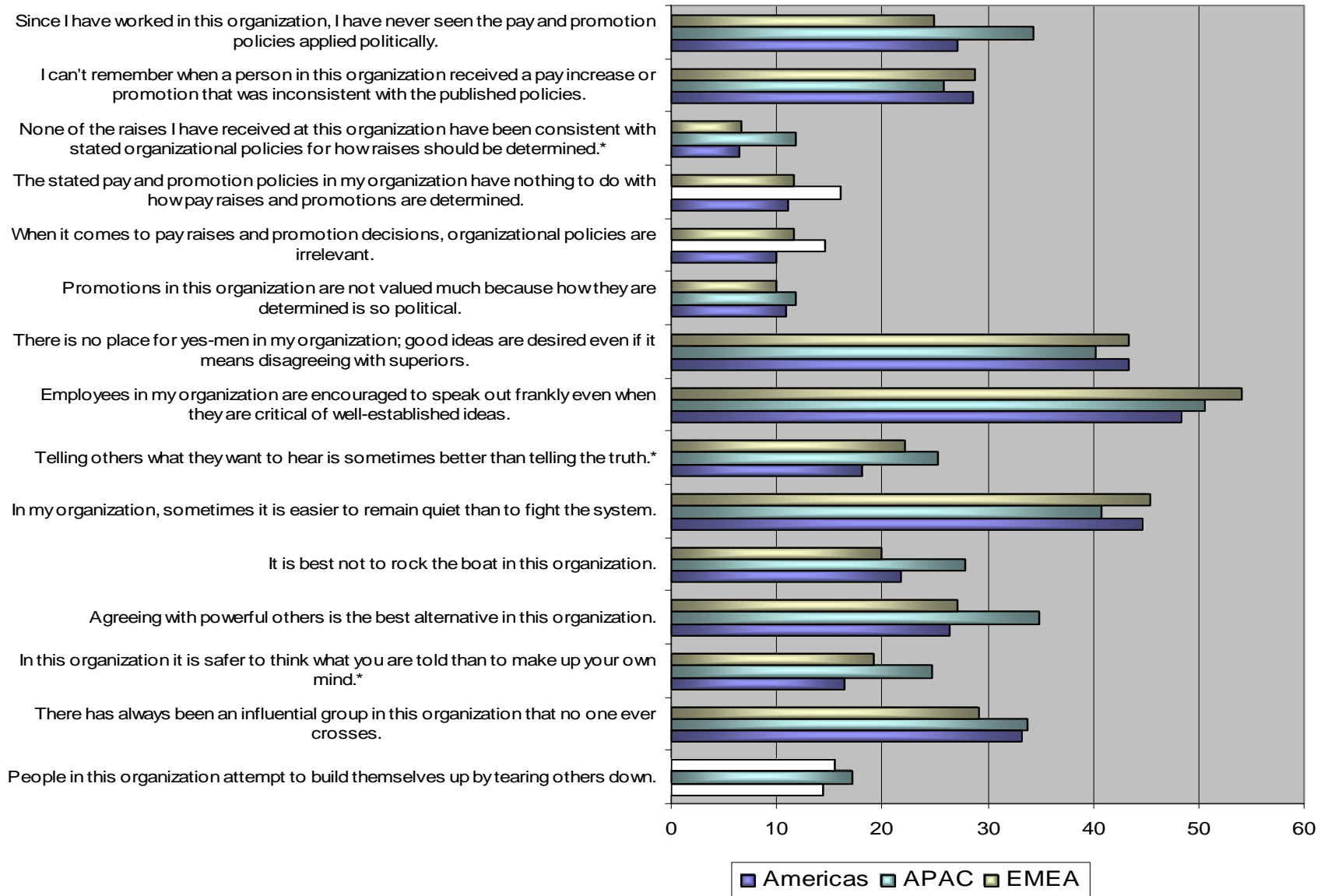
Organizations that are highly political frequently have employees who perceive the workplace as unfair, which often results in lower organizational commitment, less efficiency, increased turnover, and less trust in leadership.



Political Behavior

Political Behavior

Percent Agree

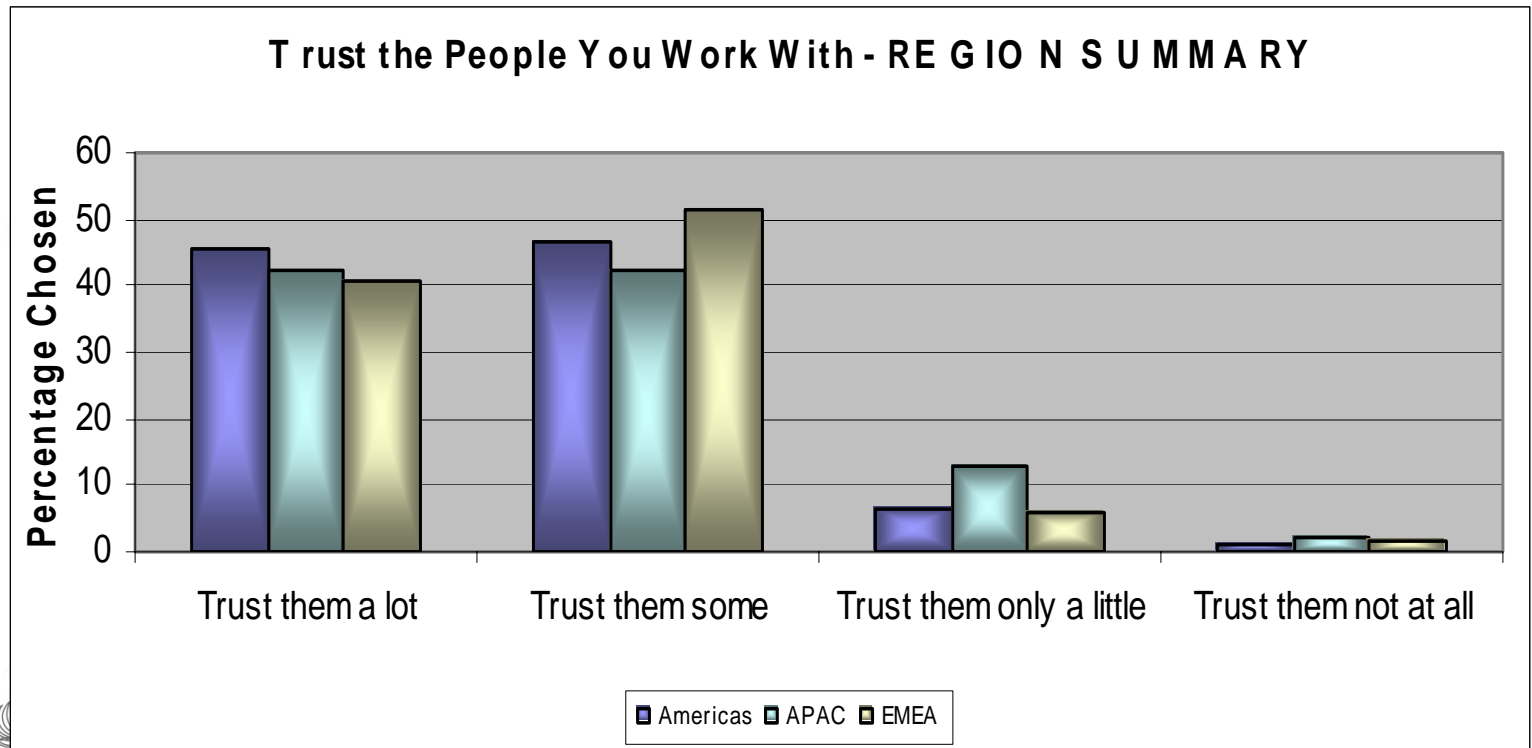


*Indicates a trend towards a difference among regions. © 2009 Center for Creative Leadership. All rights reserved.

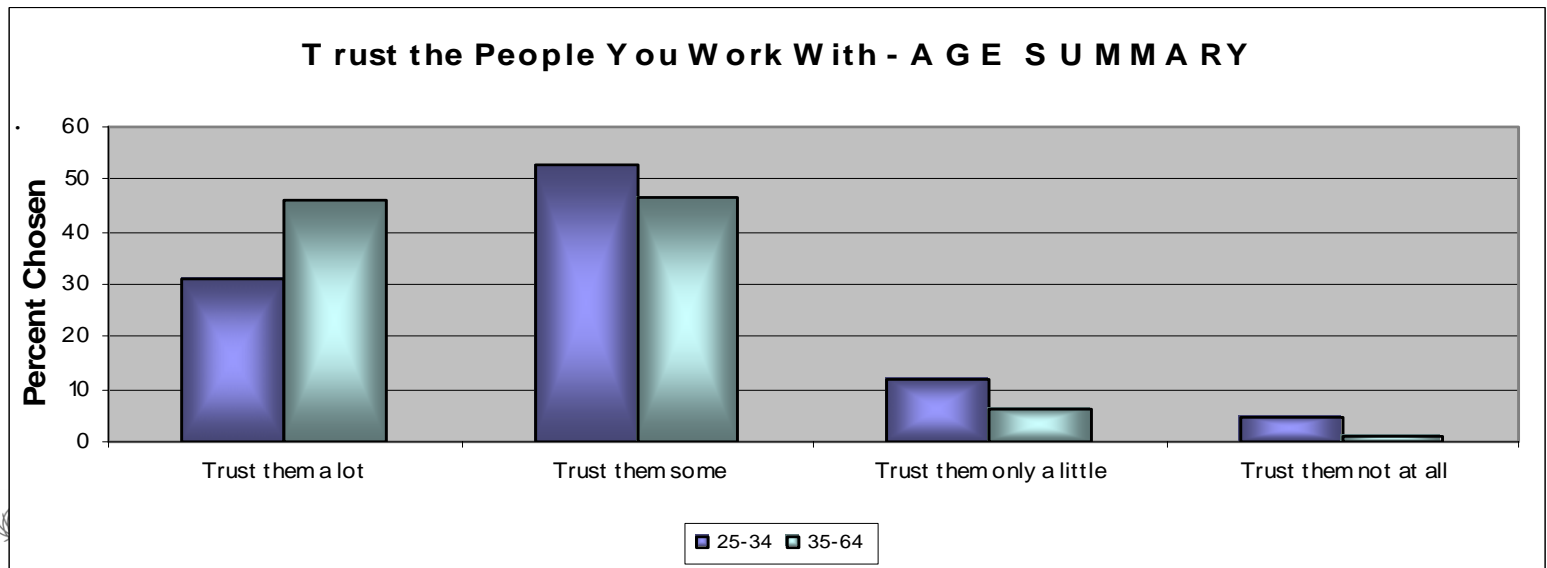
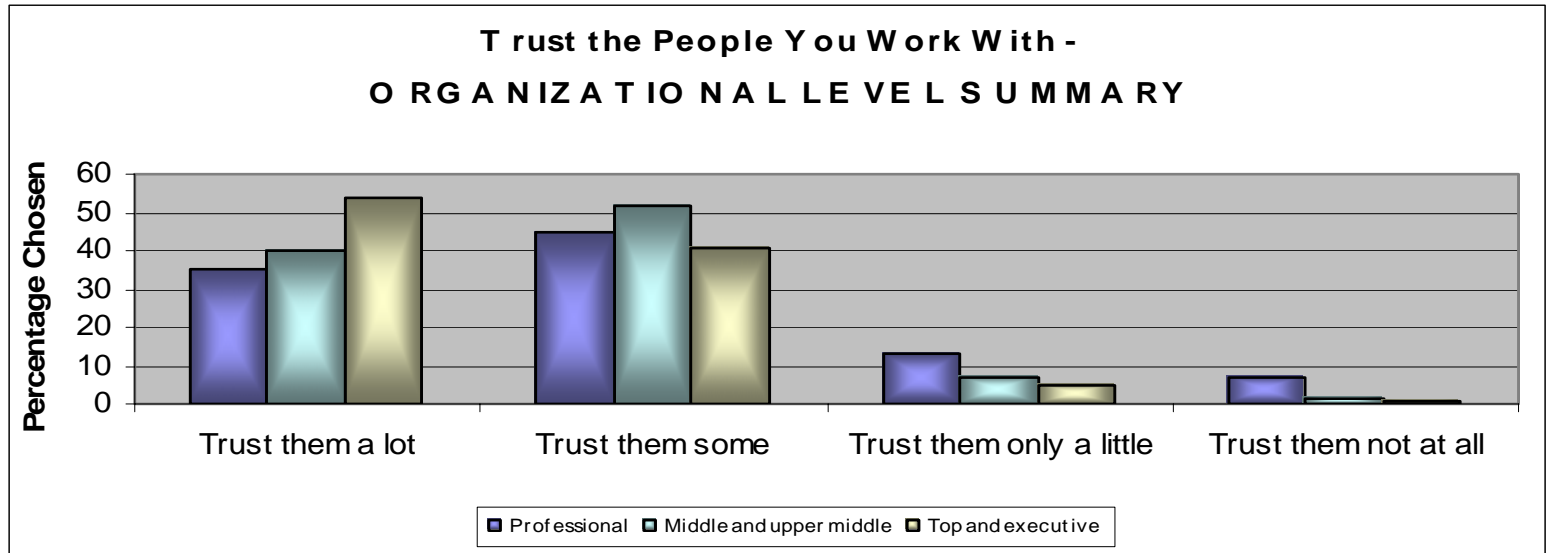
Trust the People You Work With

Background: Trust is a critical element of organizational life, the lack of which can result in less efficiency and commitment at work. One important element of trust at work is employees trusting the people they work with on a day-to-day basis.

Why is this Important? Fundamentally, the ability of an organization to function efficiently enough to survive – and perhaps thrive rests almost entirely on the willingness of coworkers to work effectively together – to trust both that the work will get done and that the motives for the decisions are fair. The interdependence necessary for successful peer interaction and teamwork requires trust. If this willingness to trust is absent, an organization is fraught with conflict, much slower, less efficient, and definitely less viable.



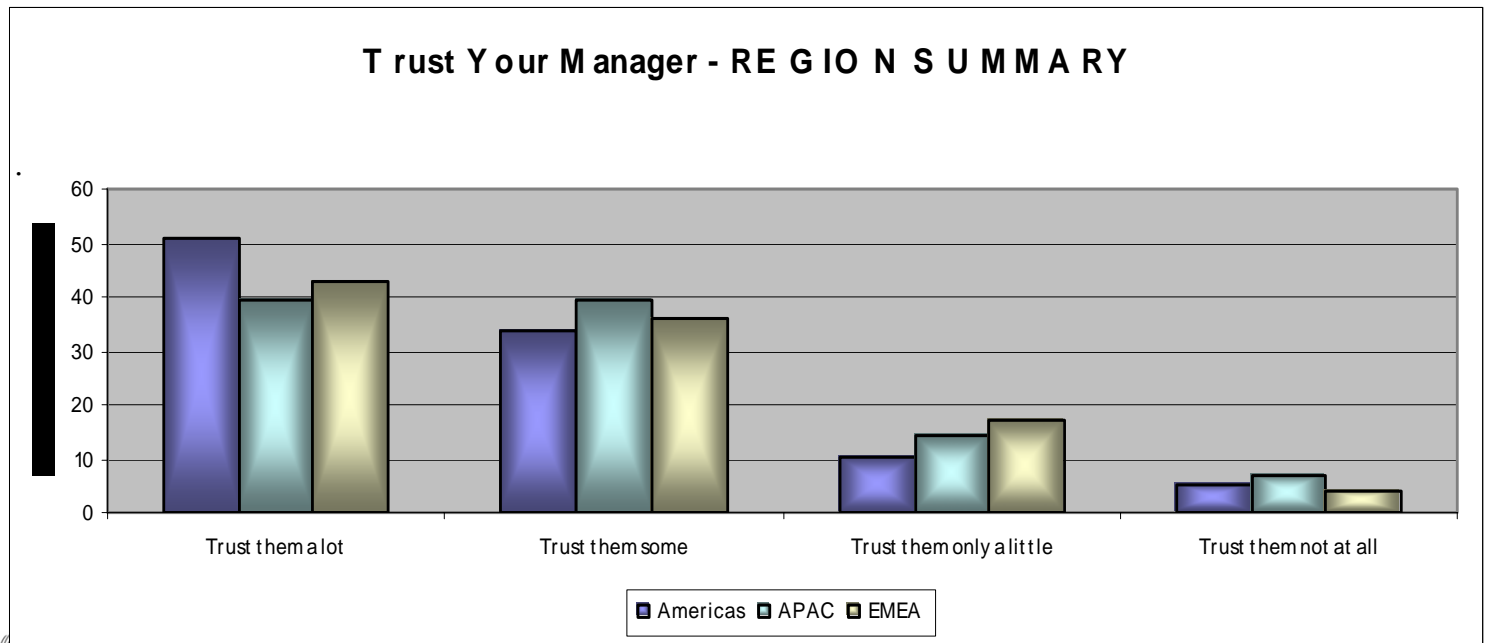
Trust the People You Work With (Continued)



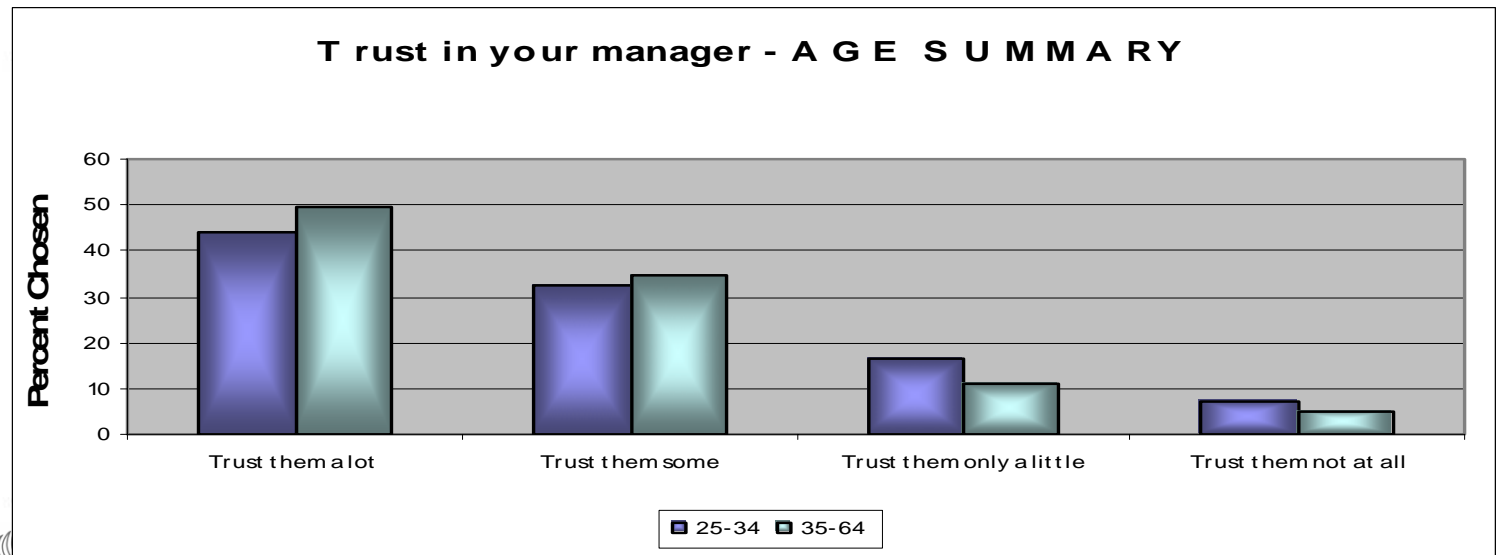
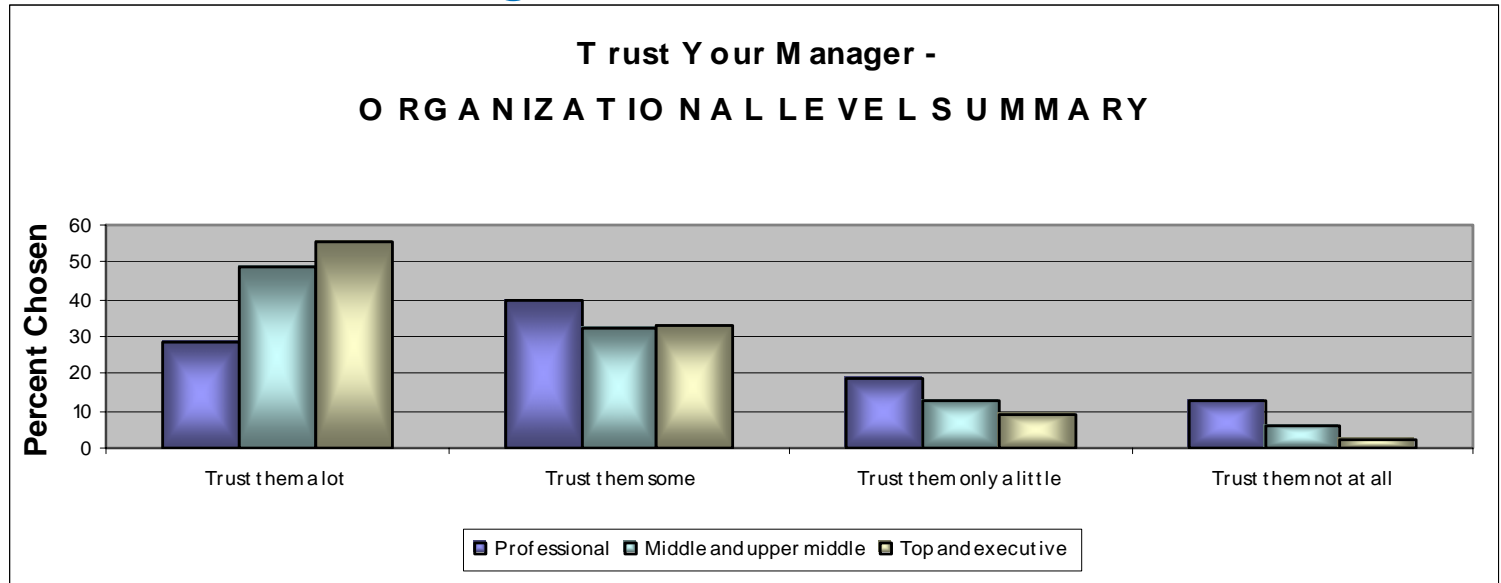
Trust Your Manager

Background: Trust is a critical element of organizational life, the lack of which can result in less efficiency and commitment at work. One important element of trust at work is employees trusting their manager.

Why is this Important? Fundamentally, the ability of an organization to function efficiently enough to survive – and perhaps thrive rests almost entirely on the willingness of employees, managers, and executives to trust each other – to trust both that the work will get done and that the motives for the decisions are fair. The interdependence necessary for success requires trust. If this willingness to trust is absent, an organization is fraught with conflict, much slower, less efficient, and definitely less viable – especially in the current economic crisis.



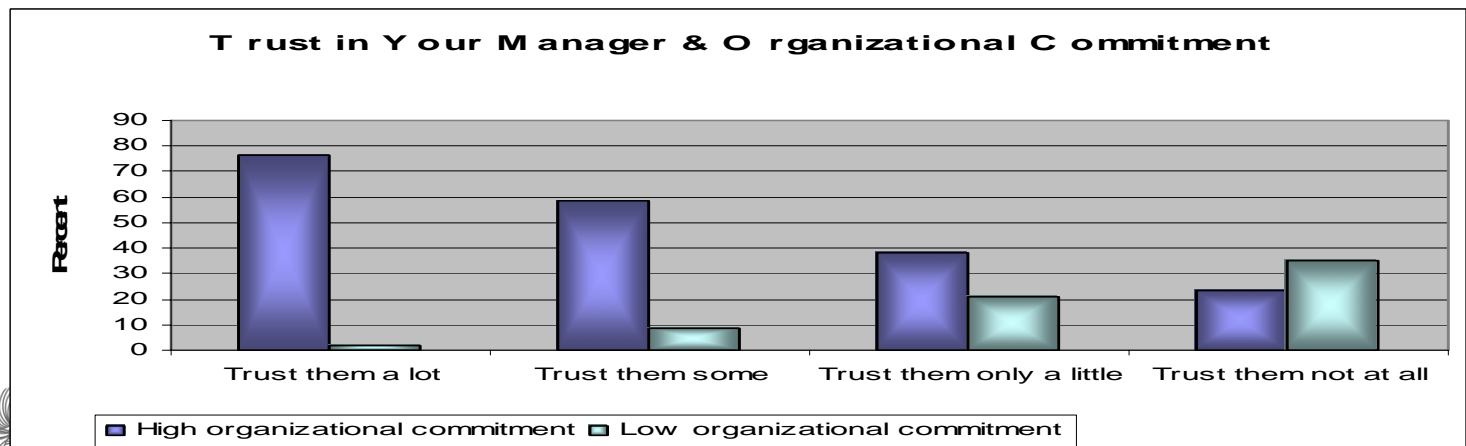
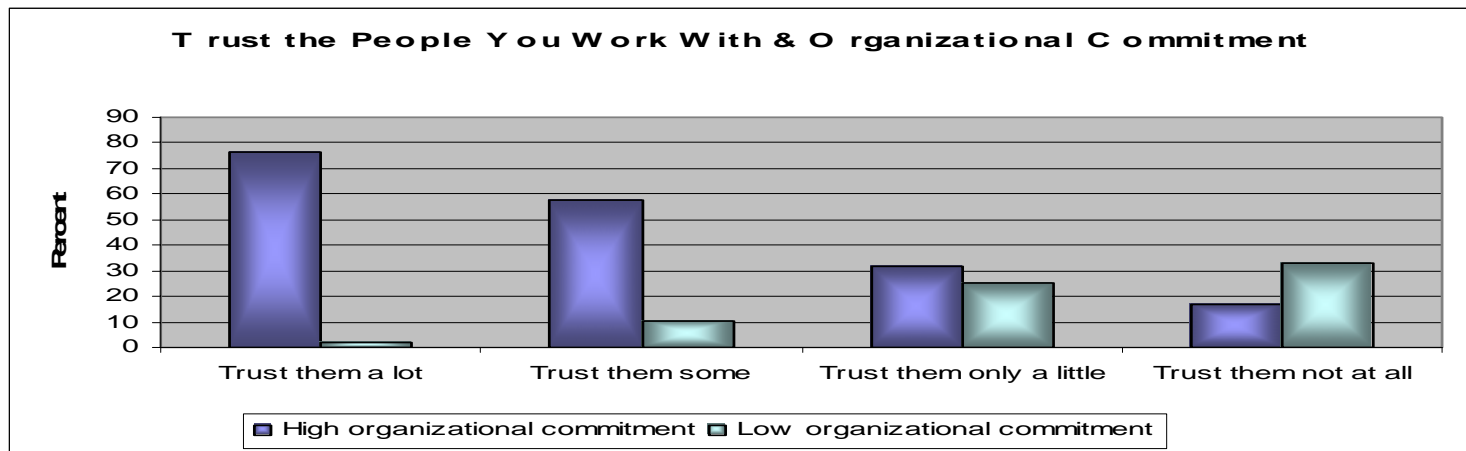
Trust Your Manager (Continued)



Trust and Organizational Commitment

Background: Organizational commitment measures an employee's attachment to, identification with, and feelings of involvement in the organization, particularly with regard to identification with the organization's goals and values.

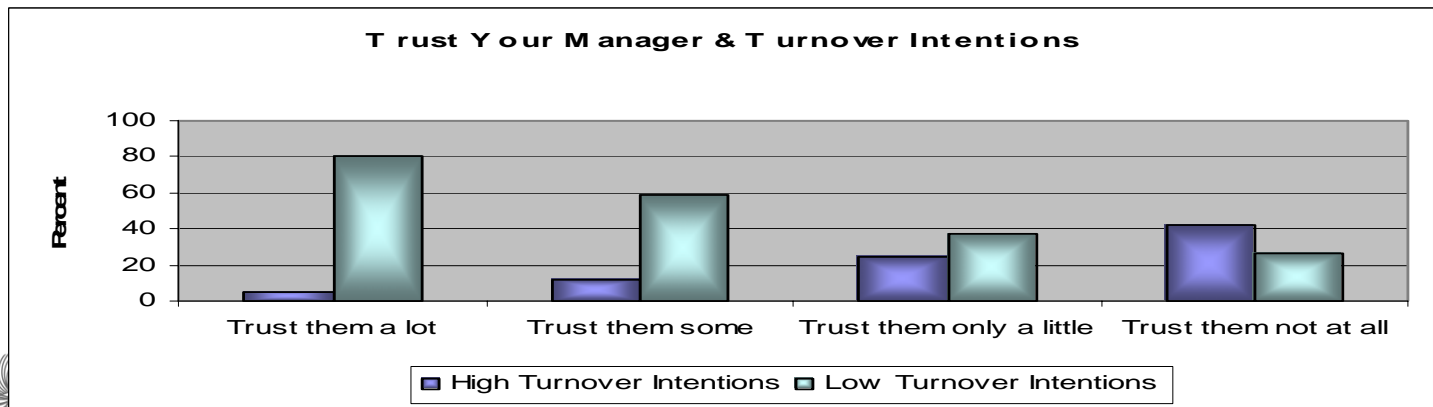
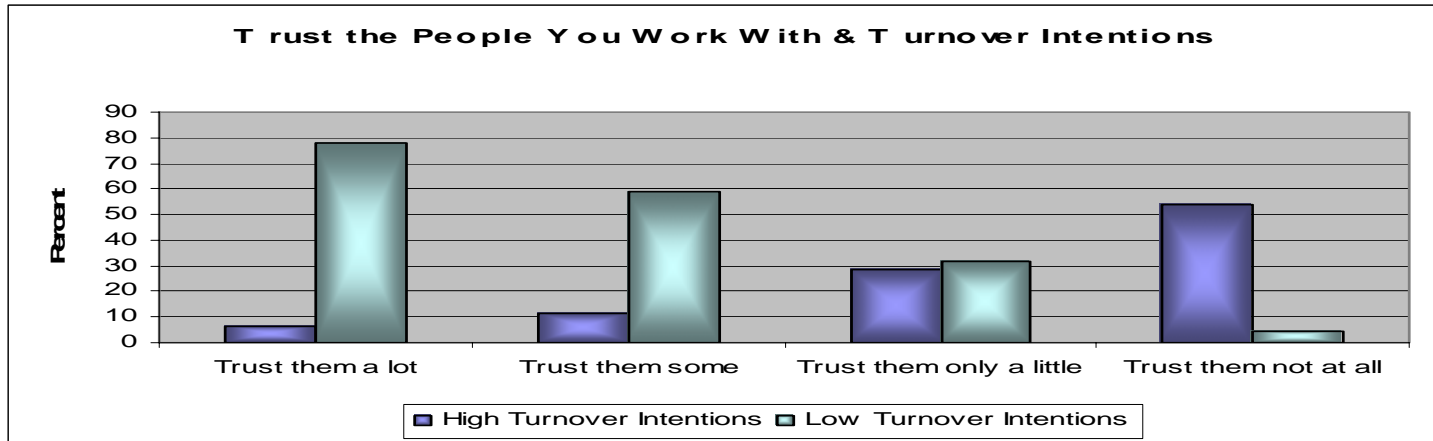
Why is this Important? Organizational commitment has been shown to be a strong predictor of a number of work outcomes, including decreased absenteeism, lower turnover and better job performance. Commitment is also related to lower employee stress and higher well-being.



Trust and Turnover Intentions

Background: Turnover intentions measure an employee's intention to stay with their organization or to leave it in the near future.

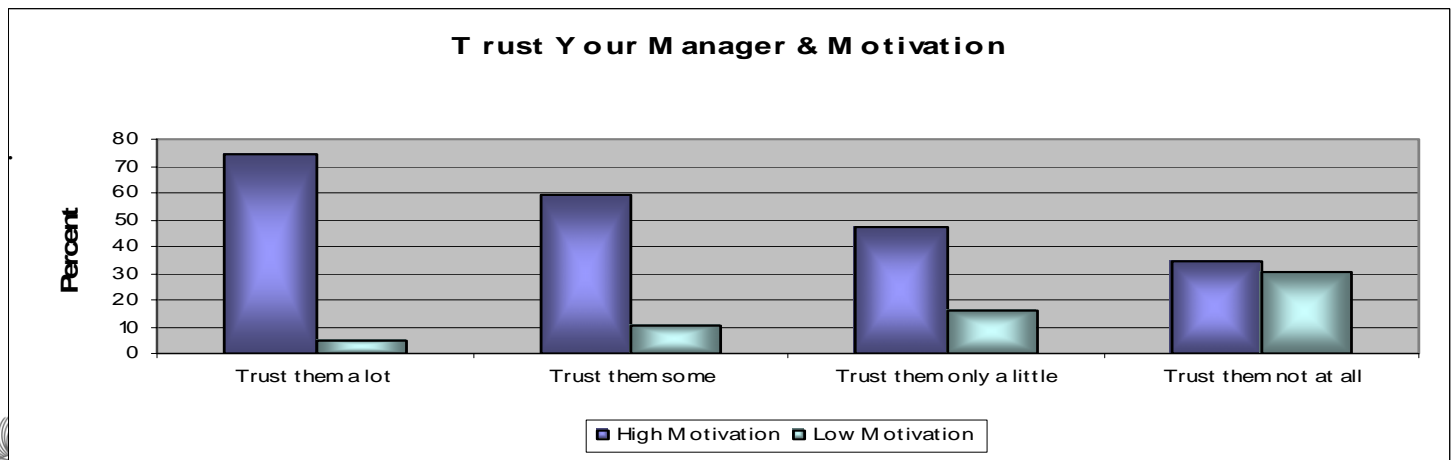
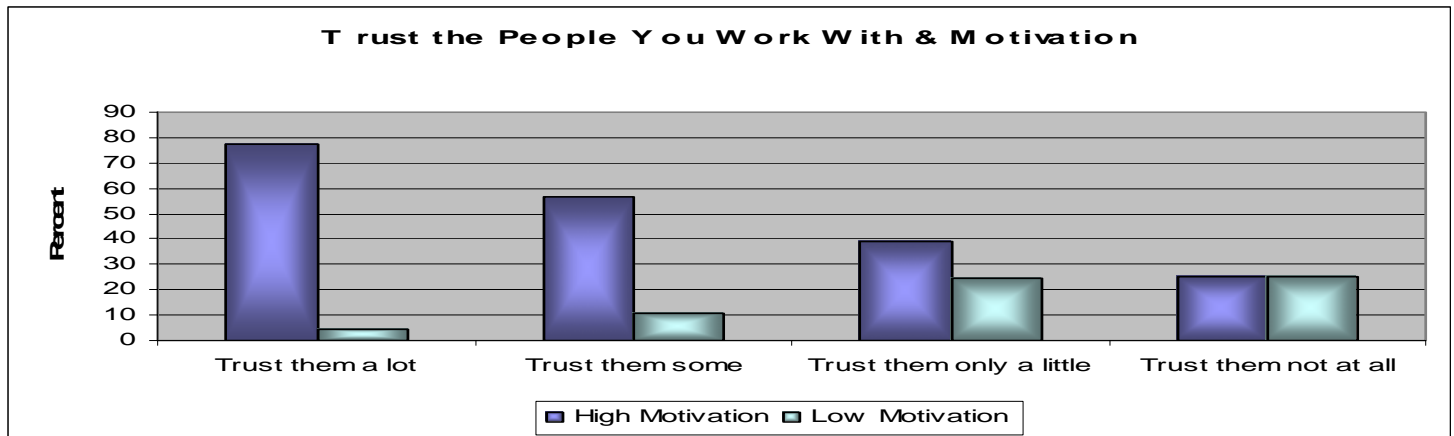
Why is this Important? Turnover is one of the biggest concerns organizations have. Constant turnover can cost organizations thousands, perhaps even millions, of dollars in direct and indirect costs. When turnover is high, more money is spent on recruiting, selecting, and training new employees, not on performance improvement or career development. High turnover is related to low performance, efficiency and morale.



Trust and Motivation

Background: The motivation scale assesses an individual's motivation in the workplace.

Why is this Important? An individual's motivation is important because greater motivation leads to increased productivity, while diminished motivation leads to less productivity. Increased motivation on the part of employees can also lead to better alignment with the vision within the organization, which can result in organization-wide improvements in efficiency and effectiveness.



Images of Leadership

Background: These drawings represent implicit images of leadership people carry. These drawings were created for the World Leadership Survey, based on findings from studies of images and metaphors of leadership.

Why is this Important? People understand leadership differently in different parts of the world. These images reflect the metaphors of leadership most strongly endorsed by employees in organizations in the Americas, APAC, and EMEA.

AMERICAS:



First Place: Conductor

Top 5 Descriptors for this Choice:

- 1) Uses talents of different team members effectively,
- 2) Sets direction,
- 3) Sees the big picture,
- 4) Creates alignment,
- 5) Motivates



Second Place: Hands

Top 5 Descriptors for this Choice:

- 1) Leads by example,
- 2) Uses talents of different team members effectively,
- 3) Inspires,
- 4) Shows integrity,
- 5) *Several tied for 5th place*



Third Place: Warrior

Top 5 Descriptors for this Choice:

- 1) Uses talents of different team members effectively,
- 2) Sets direction,
- 3) Inspires,
- 4) Sees the big picture,
- 5) Leads by example





First Place: Conductor

Top 5 Descriptors for this Choice: 1) Uses talents of different team members effectively, 2) Sets direction, 3) Acts as a coach, 4) *Several tied for 4th place*

APAC:



Second Place: Formation

Top 5 Descriptors for this Choice: 1) Uses talents of different team members effectively, 2) Sets direction, 3) Leads by example 4) Leads the way, 5) *Several tied for 5th place*



Third Place: Hands

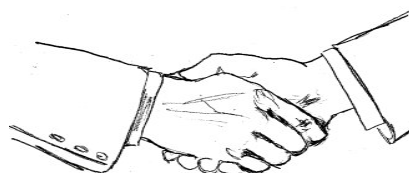
Top 5 Descriptors for this Choice: 1) Uses talents of different team members effectively, 2) Leads by example, 3) Takes responsibility, 4) Empowers, 5) Shows integrity

EMEA:



First Place: Conductor

Top 5 Descriptors for this Choice: 1) Uses talents of different team members effectively, 2) Sets direction, 3) Inspires, 4) Sees the big picture, 5) Leads by example



Second Place: Hands

Top 5 Descriptors for this Choice: 1) Leads by example, 2) Motivates, 3) Uses talents of different team members effectively, 4) Empowers, 5) *Several tied for 5th place*

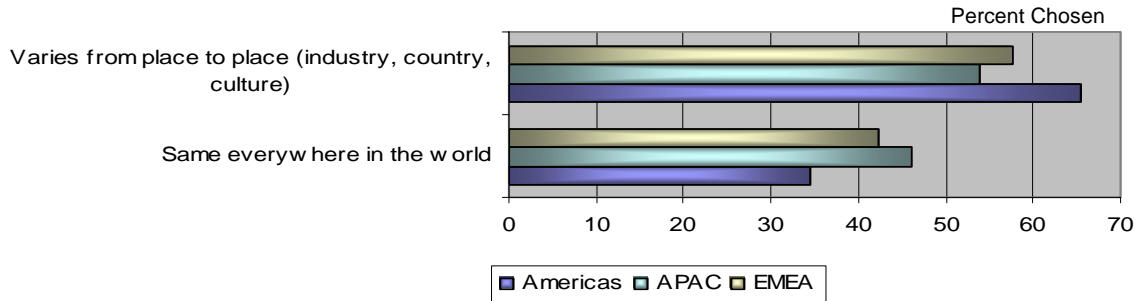


Third Place: Warrior

Top 5 Descriptors for this Choice: 1) Leads by example, 2) Motivates, 3) Sets direction, 4) Inspires, 5) Leads the way

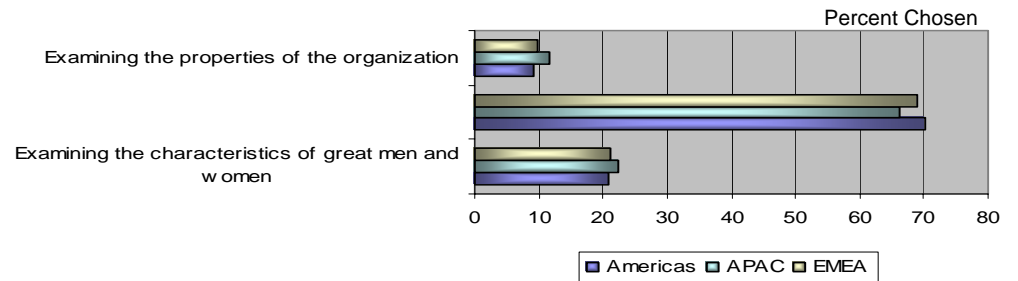


Which Best Describes Your View of Effective Leadership?*

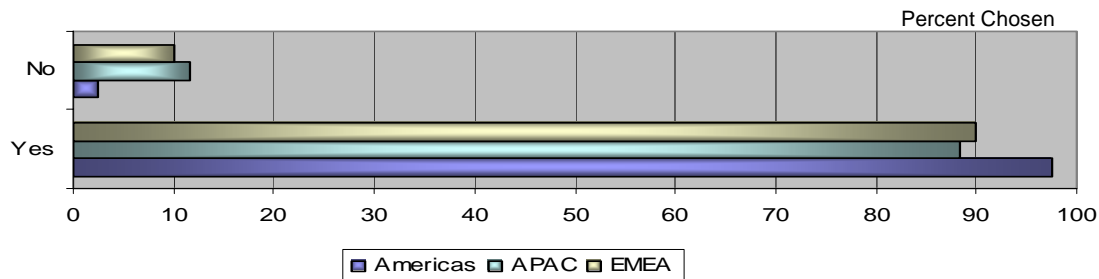


*Indicates a trend towards a difference among regions.

What is the Best Way for us to Learn About Good Leadership?

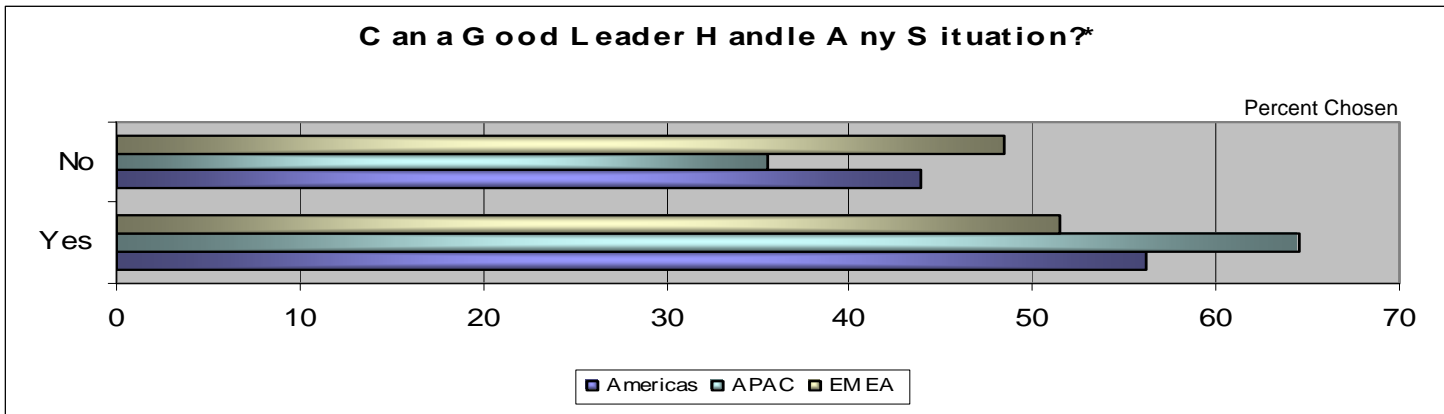


Can all Organization Members Contribute to the Effectiveness of the Organization?*

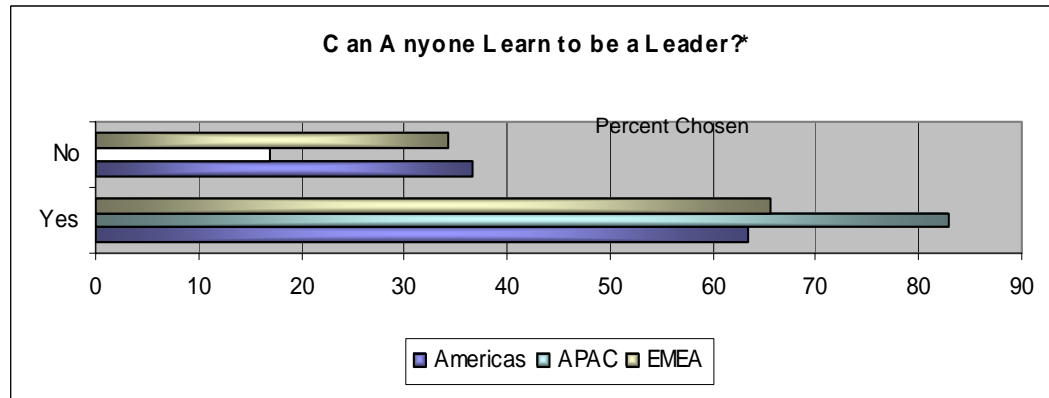


*Indicates a trend towards a difference among regions.

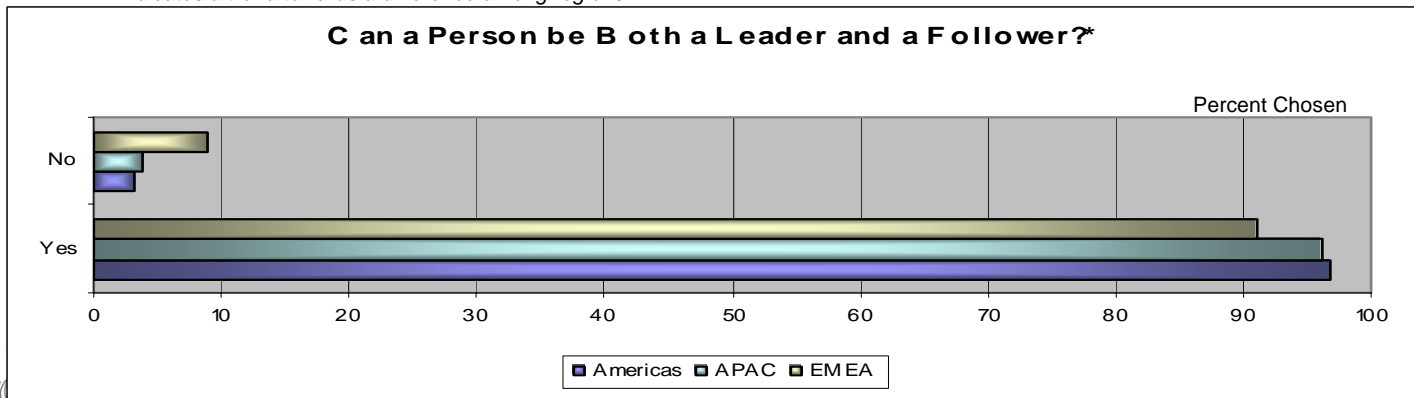




**Indicates a trend towards a difference among regions.*

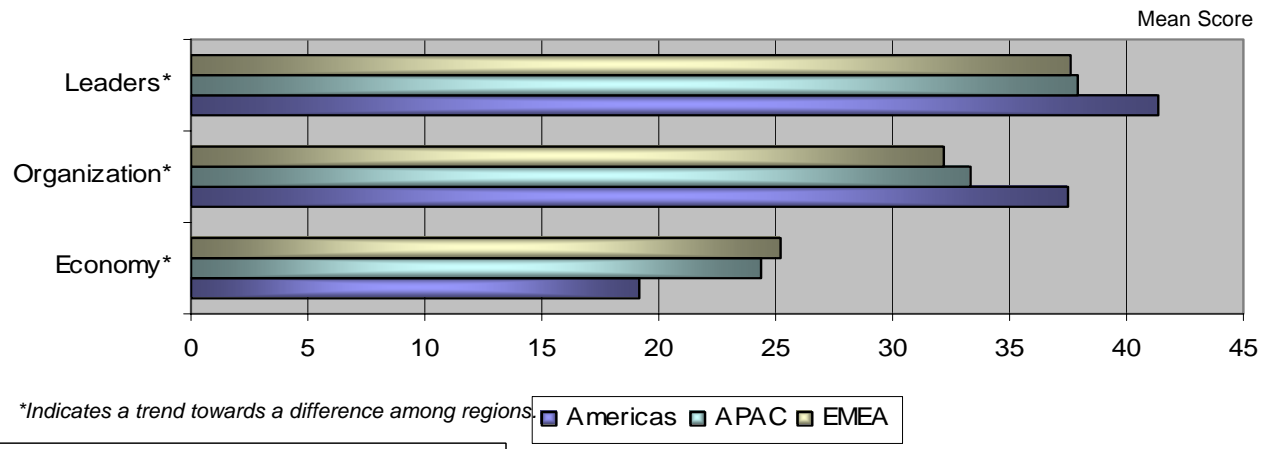


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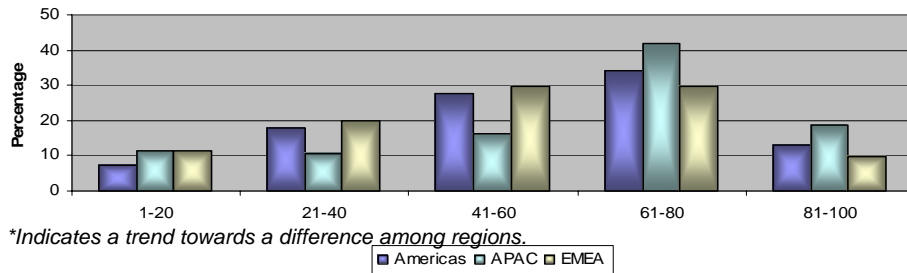


**Indicates a trend towards a difference among regions.*

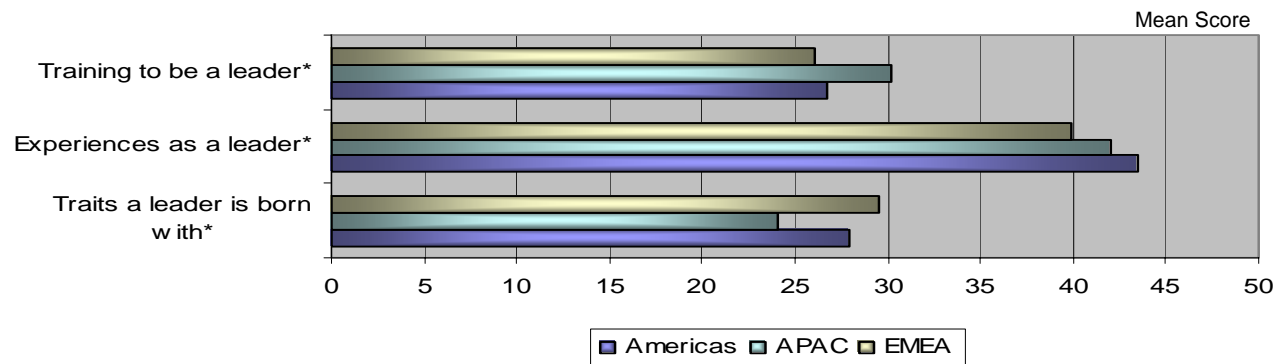
T o W hat do you A ttribute the S uccess of Y our O rganization?



A re L eaders B orn or M ade?*



W hich is M ost Important in C reating a L eader?*



Questions and Answers



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For more information about the
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g

Thank you!

