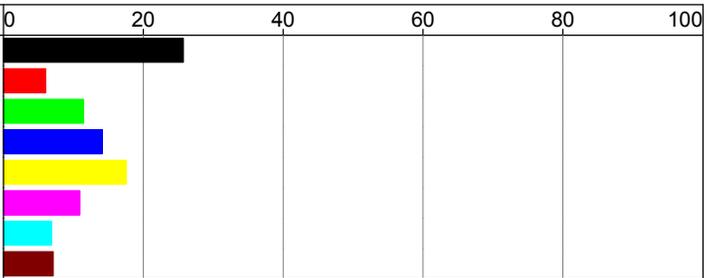


# HOW LEADERS GROW TODAY

## 957 Responses

### 1. What was the challenge you faced?

Response	Percent	0	20	40	60	80	100
Job Promotion	25.7%						
Job Transfer	6.1%						
Stretch Assignment	11.5%						
Leading a New Team	14.1%						
Handling a Difficult Team Member	17.6%						
Taking on a Challenging Team	11.0%						
Handling a Significant Change in Customer Demand	6.9%						
Other	7.1%						

### Other Responses:

- ADDITIONAL JOB RESPONSIBILITY
- NEW CAREER
- CREATING A NEW BUSINESS LINE WITH A NEW BUSINESS MODEL IN AN OLD COMPANY AS A NEW EMPLOYEE
- RESPONDING TO A REVENUE DECLINE
- TO MANY HIGH PRIORITY PROJECTS AND LITTLE TEAM SUPPORT
- CHANGE IN STRATEGIC DIRECTION OF TEAM FOCUS
- TAKING OVER THE RESPONSIBILITY OF ALL PROGRAMS IN THE SUDDEN ABSENCE OF MY SUPERVISOR.
- TURN AROUND OF A KEY REVENUE DIVISION THAT HAD BEEN IN DECLINE
- ASSISTING IN THE DEVELOPMENT OF A TEAM MEMBER
- DEALING WITH EXCESSIVE GROWTH GOALS
- EXPANSION TO OUR BUSINESS.
- THE SALE OF THE COMPANY AND TRANSITION OF 187 STORES
- TAKING OVER IT
- CHANGE IN ORGANIZATIONAL LEADERSHIP
- LEADERS AT WORK QUIT, SOMEONE HAD TO RISE UP AND UNITE A FRAGMENTED AND DEMORALIZED TEAM
- DEALING WITH COMPANY RESTRUCTURING, LEADERSHIP CHANGES, CULTURAL SHIFT
- NEW LEADER
- BECOMING AN ENTREPRENEUR, CEO, AND INVENTOR
- 2 OWNERS THAT ARE ON DIFFERENT PAGES-OLD STAFF WITH WEIRD RELATIONSHIPS WITH ONE OWNER AND OTHER UNINVOLVED OWNER
- FINDING THE RIGHT PEOPLE FOR THE BUSINESS.
- IMPLEMENTING SIGNIFICANT CHANGES IN THE TEAM'S CUSTOMERS, MEASUREMENTS, EXPECTATIONS, ETC
- CONTINUE TO PROVIDE SERVICE TO CLIENTS EVEN THOUGH THE COMPANY WAS SHUTTING ITS DOORS.
- CHANGING OUR CULTURE IN OUR COMPANY
- TRANSITIONING FROM WORKING IN REAL ESTATE TO STARTING MY OWN LIFE COACHING COMPANY
- ATTRACTING TALENT AND KEEPING THEM
- OPENING A NEW OFFICE AND SELLING MY OLD ONE
- CHANGING THE FOCUS OF OUR BUSINESS AND GETTING STAFF TO FOLLOW
- MULTI TASKING
- COMPLETING ALL TASKS IN THE TIME ALLOWED AFTER BEING DOWNSIZED
- BEING PUT IN A LEADERSHIP POSITION IN AN ENTIRELY DIFFERENT FUNCTION (FROM TECH TO HR).
- GETTING SUPPORT FROM OTHER DEPARTMENTS
- INFLUENCING A TEAM OF SENIOR EXECUTIVES
- TRANSFERING TO A NEW DEPARTMENT WITHIN THE SAME COMPANY.
- RECOGNIZING AND ACTING ON BEING OVER EXTENDED
- SUDDEN DEATH OF A SIGNIFICANT MEMBER OF THE TEAM
- ASSISTING OPERATIONS MANAGER WITH A PROCESSING PROCEDURE
- GETTING EVERYONE FROM IT TO LOOK AT THINGS AND WORK ON A CHANGE INITIATIVE FROM THE VIEW OF 'ONE' TEAM AND GET PAST THE MINE AND YOURS POINT OF VIEW. IT IS 'WE'

# HOW LEADERS GROW TODAY

## 957 Responses

- TAKING ON A TASK FROM SENIOR MANAGEMENT AND PRESENTING THE FINDINGS TO THEM
- SIGNIFICANT PERSONEL CHANGE IN MANAGEMENT TEAM
- TAKING ON A LARGE-SCALE DEPARTMENT PROJECT
- ECONOMIC DOWNTURN 50-70% REDUCTION IN TEAM PRODUCTIVITY
- HANDLING A DEVELOPMENT PLAN FOR A TEAM MEMBER WHO WAS LACKING IN THE PROCESS
- TAKING ON NEW AND GROWING FACILITY DURING CONSTRUCTION.
- LEAD TEAM THROUGH ECONOMIC CHALLENGING TIMES
- ORGANIZATIONAL/SUPERVISORY SUPPORT DURING CHANGES
- BUILDING A TRAINING AND DEVELOPMENT PROGRAM
- CHANGING JOBS
- HAVING TO COVER FOR MY BOSS WHEN HE SUDDENLY QUIT.
- CHANGE IN REPORTING STRUTURE
- HINDERED GROWTH
- CULTURE CHANGE INITIATIVE IN HEALTHCARE SETTING
- BEING A LEADER AND WORKING FOR PEOPLE IN MGMT ROLES THAT AREN'T LEADERS
- BIGGER ROLE, A STRETCH ASSIGNMENT, LEADING A NEW FUNTIONAL AREA, OR TAKING ON A MORE CHALLENGING TEAM
- NEW COMPANY LEADERSHIP
- COUNSELLING A YOUNGER PERSON
- CHANGING MY Demeanor
- STRATEGIC THINKING AND PLANNING
- LEADING MY TEAM THROUGH AN ORG CHANGE/NEW REPORTING STRUCTURE.
- HANDLING AND WORKING WITH A NEW ORGANIZATIONAL LEADERSHIP TEAM
- LEADING A CULTURALLY DIVERSE TEAM
- TURNING A NON-PROFIT AROUND TO MAKE IT PROFITABLE
- JOB REORG WHICH CHANGED JOB
- RESTRUCTURE OF SALES ORGANIZATION
- GOVERNING A NON-PROFIT WHILE ALSO BEING ITS ONLY FULL TIME EMPLOYEE (DOING IT ALL MOSTLY ALONE)
- STARTING BUSINESS
- FACING UNREALISTIC PERFORMANCE EXPECTATIONS.
- MANAGING A TEAM AS A VIRTUAL MANAGER.

## HOW LEADERS GROW TODAY

### 957 Responses

#### 2. What helped you develop the leadership skills you needed to meet this challenge?

##### a. Formal mentor assigned by my organization

Scale 1 - For each item below, indicate whether you used that resource when facing the challenge:		0	20	40	60	80	100
Response	Percent						
Yes	24.7%						
No	75.3%						

Scale 2 - For each resource you used, rate it's helpfulness on the following scale:		0	20	40	60	80	100
Response	Percent						
Not Helpful	10.1%						
Somewhat Helpful	24.4%						
Very Helpful	47.3%						
Pivotal / Would not have succeeded without it	18.2%						

Scale 3 - For each resource you did not use, rate why you did not select the item:		0	20	40	60	80	100
Response	Percent						
Did not think of it	10.5%						
My organization did not offer it	81.8%						
Policy prohibits it	0.0%						
Culture does not support it	7.8%						

##### b. Informal mentor in my organization

Scale 1 - For each item below, indicate whether you used that resource when facing the challenge:		0	20	40	60	80	100
Response	Percent						
Yes	63.5%						
No	36.5%						

Scale 2 - For each resource you used, rate it's helpfulness on the following scale:		0	20	40	60	80	100
Response	Percent						
Not Helpful	1.7%						
Somewhat Helpful	32.7%						
Very Helpful	52.4%						
Pivotal--Would not have succeeded without it	13.2%						

Scale 3 - For each resource you did not use, rate why you did not select the item:		0	20	40	60	80	100
Response	Percent						
Did not think of it	26.4%						
My organization did not offer it	56.5%						
Policy prohibits it	0.4%						
Culture does not support it	16.7%						

## HOW LEADERS GROW TODAY

### 957 Responses

#### c. Mentor outside of my organization

Scale 1 - For each item below, indicate whether you used that resource when facing the challenge:		0	20	40	60	80	100
Response	Percent						
Yes	40.3%						
No	59.7%						

Scale 2 - For each resource you used, rate it's helpfulness on the following scale:		0	20	40	60	80	100
Response	Percent						
Not Helpful	1.8%						
Somewhat Helpful	30.0%						
Very Helpful	54.0%						
Pivotal--Would not have succeeded without it	14.1%						

Scale 3 - For each resource you did not use, rate why you did not select the item:		0	20	40	60	80	100
Response	Percent						
Did not think of it	52.2%						
My organization did not offer it	32.8%						
Policy prohibits it	1.3%						
Culture does not support it	13.7%						

#### d. Leadership coach

Scale 1 - For each item below, indicate whether you used that resource when facing the challenge:		0	20	40	60	80	100
Response	Percent						
Yes	23.0%						
No	77.0%						

Scale 2 - For each resource you used, rate it's helpfulness on the following scale:		0	20	40	60	80	100
Response	Percent						
Not Helpful	5.6%						
Somewhat Helpful	29.3%						
Very Helpful	54.3%						
Pivotal--Would not have succeeded without it	10.8%						

Scale 3 - For each resource you did not use, rate why you did not select the item:		0	20	40	60	80	100
Response	Percent						
Did not think of it	29.0%						
My organization did not offer it	64.3%						
Policy prohibits it	0.0%						
Culture does not support it	6.7%						

## HOW LEADERS GROW TODAY

### 957 Responses

#### e. Book or articles

Scale 1 - For each item below, indicate whether you used that resource when facing the challenge:		0 20 40 60 80 100				
Response	Percent					
Yes	76.4%					
No	23.6%					

Scale 2 - For each resource you used, rate it's helpfulness on the following scale:		0 20 40 60 80 100				
Response	Percent					
Not Helpful	1.3%					
Somewhat Helpful	57.6%					
Very Helpful	35.6%					
Pivotal--Would not have succeeded without it	5.5%					

Scale 3 - For each resource you did not use, rate why you did not select the item:		0 20 40 60 80 100				
Response	Percent					
Did not think of it	71.7%					
My organization did not offer it	22.6%					
Policy prohibits it	0.0%					
Culture does not support it	5.7%					

#### f. Information I found online

Scale 1 - For each item below, indicate whether you used that resource when facing the challenge:		0 20 40 60 80 100				
Response	Percent					
Yes	59.2%					
No	40.8%					

Scale 2 - For each resource you used, rate it's helpfulness on the following scale:		0 20 40 60 80 100				
Response	Percent					
Not Helpful	3.6%					
Somewhat Helpful	65.4%					
Very Helpful	27.7%					
Pivotal--Would not have succeeded without it	3.4%					

Scale 3 - For each resource you did not use, rate why you did not select the item:		0 20 40 60 80 100				
Response	Percent					
Did not think of it	85.5%					
My organization did not offer it	10.5%					
Policy prohibits it	0.7%					
Culture does not support it	3.3%					

## HOW LEADERS GROW TODAY

### 957 Responses

#### g. Professional or trade organization

Scale 1 - For each item below, indicate whether you used that resource when facing the challenge:							
Response	Percent	0	20	40	60	80	100
Yes	33.0%						
No	67.0%						

Scale 2 - For each resource you used, rate it's helpfulness on the following scale:							
Response	Percent	0	20	40	60	80	100
Not Helpful	7.8%						
Somewhat Helpful	51.9%						
Very Helpful	33.8%						
Pivotal--Would not have succeeded without it	6.5%						

Scale 3 - For each resource you did not use, rate why you did not select the item:							
Response	Percent	0	20	40	60	80	100
Did not think of it	62.8%						
My organization did not offer it	28.3%						
Policy prohibits it	1.4%						
Culture does not support it	7.4%						

#### h. People I connected with using social media (e.g., LinkedIn, Facebook, etc..)

Scale 1 - For each item below, indicate whether you used that resource when facing the challenge:							
Response	Percent	0	20	40	60	80	100
Yes	18.6%						
No	81.4%						

Scale 2 - For each resource you used, rate it's helpfulness on the following scale:							
Response	Percent	0	20	40	60	80	100
Not Helpful	18.9%						
Somewhat Helpful	62.2%						
Very Helpful	16.2%						
Pivotal--Would not have succeeded without it	2.7%						

Scale 3 - For each resource you did not use, rate why you did not select the item:							
Response	Percent	0	20	40	60	80	100
Did not think of it	67.7%						
My organization did not offer it	8.3%						
Policy prohibits it	10.9%						
Culture does not support it	13.1%						

## HOW LEADERS GROW TODAY

### 957 Responses

#### i. Peer group I meet with outside of my organization

Scale 1 - For each item below, indicate whether you used that resource when facing the challenge:		0	20	40	60	80	100
Response	Percent						
Yes	32.1%						
No	67.9%						

Scale 2 - For each resource you used, rate it's helpfulness on the following scale:		0	20	40	60	80	100
Response	Percent						
Not Helpful	4.7%						
Somewhat Helpful	45.2%						
Very Helpful	44.9%						
Pivotal--Would not have succeeded without it	5.3%						

Scale 3 - For each resource you did not use, rate why you did not select the item:		0	20	40	60	80	100
Response	Percent						
Did not think of it	67.2%						
My organization did not offer it	19.0%						
Policy prohibits it	3.3%						
Culture does not support it	10.5%						

#### j. Formal training program from company

Scale 1 - For each item below, indicate whether you used that resource when facing the challenge:		0	20	40	60	80	100
Response	Percent						
Yes	49.7%						
No	50.3%						

Scale 2 - For each resource you used, rate it's helpfulness on the following scale:		0	20	40	60	80	100
Response	Percent						
Not Helpful	4.4%						
Somewhat Helpful	36.7%						
Very Helpful	48.9%						
Pivotal--Would not have succeeded without it	10.0%						

Scale 3 - For each resource you did not use, rate why you did not select the item:		0	20	40	60	80	100
Response	Percent						
Did not think of it	12.8%						
My organization did not offer it	82.3%						
Policy prohibits it	0.5%						
Culture does not support it	4.4%						

## HOW LEADERS GROW TODAY

### 957 Responses

#### k. Formal training found on my own outside of company

Scale 1 - For each item below, indicate whether you used that resource when facing the challenge:							
Response	Percent	0	20	40	60	80	100
Yes	34.6%						
No	65.4%						

Scale 2 - For each resource you used, rate it's helpfulness on the following scale:							
Response	Percent	0	20	40	60	80	100
Not Helpful	2.8%						
Somewhat Helpful	31.9%						
Very Helpful	51.9%						
Pivotal--Would not have succeeded without it	13.4%						

Scale 3 - For each resource you did not use, rate why you did not select the item:							
Response	Percent	0	20	40	60	80	100
Did not think of it	67.1%						
My organization did not offer it	23.3%						
Policy prohibits it	1.3%						
Culture does not support it	8.3%						

#### I. Pursuit of educational degree

Scale 1 - For each item below, indicate whether you used that resource when facing the challenge:							
Response	Percent	0	20	40	60	80	100
Yes	28.0%						
No	72.0%						

Scale 2 - For each resource you used, rate it's helpfulness on the following scale:							
Response	Percent	0	20	40	60	80	100
Not Helpful	3.4%						
Somewhat Helpful	33.0%						
Very Helpful	47.9%						
Pivotal--Would not have succeeded without it	15.7%						

Scale 3 - For each resource you did not use, rate why you did not select the item:							
Response	Percent	0	20	40	60	80	100
Did not think of it	62.9%						
My organization did not offer it	25.7%						
Policy prohibits it	0.9%						
Culture does not support it	10.6%						

## HOW LEADERS GROW TODAY

### 957 Responses

#### m. Leadership assessment (e.g., 360 feedback, personality assessment, etc..)

Scale 1 - For each item below, indicate whether you used that resource when facing the challenge:		
Response	Percent	0 20 40 60 80 100
Yes	52.1%	
No	47.9%	

Scale 2 - For each resource you used, rate it's helpfulness on the following scale:		
Response	Percent	0 20 40 60 80 100
Not Helpful	4.2%	
Somewhat Helpful	48.1%	
Very Helpful	42.3%	
Pivotal--Would not have succeeded without it	5.4%	

Scale 3 - For each resource you did not use, rate why you did not select the item:		
Response	Percent	0 20 40 60 80 100
Did not think of it	45.7%	
My organization did not offer it	41.7%	
Policy prohibits it	0.0%	
Culture does not support it	12.6%	

## HOW LEADERS GROW TODAY

### 957 Responses

#### Please describe any other resource used:

- direct feedback from my team
- I use an executive coach who is my sounding board and also my outside looking in leader. The Sandler system enables me to have an entire team to help balance challenges I face
- John Maxwell, leadership books, the Bible, Book of Proverbs
- My own experience observing others
- Previous experience with dealing with people and Dale Carnegie training.
- Certification in field
- Current plant manager and family.
- Previous experience from other franchises.
- Sandler Sales Coaching
- Military training
- Dale Carnegie 8 weeks class
- Observation from my previous managers
- 12-step organization that I participate in
- Conversation with peers inside and outside of organization to gain insights from their experience
- It was expected that I would figure out how to do it or be fired. Some of the above were not available at that time.
- Prayer, faith and learning to change my behavior. To detach from what it is that I have no control and find acceptance in the culture in which I work. Change comes from the top down, not bottom up in a family-owned business.
- Most of the 'No's are due to time and lack thereof.
- I read a lot of books with a wide variety of topics.
- Personal experience from exposure to know what not to do, and what I could do to motivate and lead by example
- Patients
- Support of peers on management staff at staff meetings and daily interaction
- Previous leadership management experiences, lessons learned
- Determination, staying positive and volunteering for those challenges that will get you the connections and attention needed to be promoted. You have to have all your background (education, certs, etc) ready but more importantly, you have to earn it.
- On The Job Training
- American Staffing Association resources / obtained my CSP.
- Simply experience. Seeing what has and has not worked over time for me as well as others.
- Advice from friends in the same role.
- Time and patience with myself
- Pulling from my teaching/directing background was very helpful in meeting the goals and expectations set before me.
- Peer group inside the company
- Dale Carnegie
- Past experience development through my career
- Some of the best development that I have had is relocating with the current company and seeing different sides of the business.
- The reasons I did not use many of these resources is that they weren't applicable to the situation.
- Partnerships with Company purchasing my Company
- Support and coaching from my Executive Director.
- Peer experiences
- Experience and Teamwork

## HOW LEADERS GROW TODAY

### 957 Responses

- Talking with friends on how to handle the situation. There are no courses/training that can prepare you for some of the challenges we face with dealing with enterprise organizations.
- Went to one leadership training class on my own, checked out leadership training programs and took one.
- I started involving myself with successful people. I started to mirror what I saw in those people especially when it came to overcoming doubt and creative ideas to achieve my goals.
- Bible
- Reading about different 'leaders'. Lessons learned in life about motivating and assessing people. Intuition and gut feeling.
- Informal networks at work and pulling from those with experience with the team members. Also aligned with team members on personal goals and worked as a team to achieve those outside of the project
- Lots of research on similar programs.
- Dale Carnegie Courses
- President and Friend from company helped make transition
- Mainly talking to experts in the field at other branches of the company helped a lot.
- Co-workers; Staff
- My peers, my manager, my team, my colleagues... this was never formal, but it helped me understand the challenges, politics, etc.
- Weekly 1:1 meetings with my Direct Reports
- My manager as well as feedback from the team I lead.
- Obtained experience through owning my own business.
- Direct Manager's support
- just knew I had to address problems immediately with a teammate despite how uncomfortable it made me
- Experience and training over time provided a focus and format or outline to follow.
- Tom Reilly sales training and Dale Carnegie leadership training
- I had to figure it out on my own with no support from my company
- I previously received extensive leadership development, training and practical experience. I took a project management approach to determine what was needed, what was available and develop plans to accomplish specific targeted goals to build my team.
- Retreats with employees
- Listened to audio tapes
- Colleague support
- Various Community Service Leadership Roles
- Fellow associates within my organization
- Dale Carnegie Sales Class
- Learning from the new team members
- Time to process, think, debate on my own
- Human Resources Departmental Resource to discuss the issue with ways to frame the discussion and to help him raise performance
- Was fortunate enough to participate in Steven Covey Leadership courses back in 1985 before he became 'Covey'
- My own ability to be flexible
- Used past examples of failure to illustrate what not to replicate.
- HR Directors, business colleagues, professional acquaintances outside of Deere were extremely helpful and insightful. They were unbiased, able to view the situation and provided different perspective on how to solve.
- Internal Governance SubTeam made up of 2 directors and 2 managers and a project manager
- Experience/ trial error
- Prayer

## HOW LEADERS GROW TODAY

### 957 Responses

- Books
- Relied on people who worked for me to educate me on specific functional knowledge I needed. Focused my efforts on the true leadership skills needed to do the job and less on the functional expertise required.
- Background and experience of past leadership roles combined with instincts, and great work ethic
- MANAGERS IN SIMILAR POSITIONS IN OTHER LOCATIONS SHARING SAME PROBLEMS
- past experience, personal philosophy, multiple internal discussions with peers and my manager
- Co-Manager's
- People doing the same job at other GE sites.
- my church family and other friends that share my faith
- I talked with people who had gone through the same process of starting a new program that I was. I asked for advice and what challenges they faced, as well as what they found helpful and not helpful.
- A competency based development model that we customized to our needs to help the organization recognize their own developmental needs and voluntarily pull for development and growth
- My own will
- Using my experience in the field that I work in for the past 18 years, seeing things in the customer's point of view
- Leadership Activities in Church
- My professional and work experiences prepared me for this new exciting role
- friends; support and compassion also are required to grow
- My Manager. I had straight forward conversation with my manager about the issues I was working through
- what I had to do was investigate a particular department and find areas that could run more efficiently, so choices of other resources were not applicable
- Internal staff on my team to process a new hire and team building via staff, volunteers, and other internal resources.
- MA in Corporate Communication BA in Psychology
- Developing a tactical plan using data and PDCA
- Support from co-workers
- Joined lots of meetings and groups within the organization to grow my pool of contacts.
- Subject Matter Experts on team I lead who had 'been around the block.'
- friends, doctors
- I am giving up on our organization.
- Peer group internal to my organization
- Dale Carnegie made a huge difference in my success as a supervisor. Without it, I know I would not have been as good with communications with others. Also, I have a better understanding in the difference in people and the importance of those differences.
- Direct supervisor and peers
- Resources in other departments that support similar goals to see how they are handling various situations
- Colleagues to help brainstorm. Could not find a mentor within orgn as I am the President/ founder of the company!
- I used many of the things here but not formally. Many articles and websites give me insight and info but no aha moments.
- My peers within the organization
- STEVE FURMAN TECHNIQUES
- The Team itself - studying them, asking them questions and then executing an approach that will drive success
- Years of leadership and management in the military
- Deductive reasoning
- Experience
- Family and friends

## HOW LEADERS GROW TODAY

### 957 Responses

- Office of Personnel Management - government entity that had the step by step legal process and outlined other resources and possible pitfalls
- conferences and webinars attended - did not think this fell into any of your other categories
- Click Safety online OSHA training.
- contacted the individual's two previous managers to determine trends and gather data
- Internal Peer group
- Peer groups within organization
- Read and Study on my own and apply knowledge
- Limited resources available due to budgetary reasons - costs associated with assistance, training, etc.
- New Boss on expat assignment was the 'Leadership coach'
- Vendor representative for a product/tool that is utilized.
- employee hand book, documentation of daily activities as a manager very helpful
- Years of experience I learned from the Army sergeants that reported to me-keep your mouth shut and ask for input and advice from those you are leading
- Peer coaching
- my own past experiences and judgement
- Carefully watching how successful leaders operate, communicate, behave, use their time, delegate, etc.
- None
- Trial and error
- colleagues
- The biggest portion which helped me be successful was understanding what I needed from the team. This has come from past experience where I was successful and again not so successful.
- Outside of company seminars
- Prayer and reflection
- Spiritual Director
- research done on own and skills developed on own
- Peer group within my organization
- asked for help from other people in my position in the company
- None
- internal learning and contacts
- Given that I am the President of the organization sometimes it is not appropriate to use some channels.
- relying on the teachings during my formative years
- RELIED ON PREVIOUS EXPERIENCES IN CAREER TO HELP GUIDE THROUGH THIS ONE
- Learned as I went.
- Peers
- With Previous experience I just worked through this challenge.
- Dale Carnegie, Leadership for Managers Course
- co-worker
- Dale Carnegie class was extremely beneficial. I can use the books and other resources from that course in my future work roles at John Deere.
- Experience - I have had to take several teams through a transitional period and the experience has escalated my skill at handling issues.
- Professional Development Training and Leadership books were pivotal.
- none
- spouse
- Two-way communication generally works better than one-way research.

## HOW LEADERS GROW TODAY

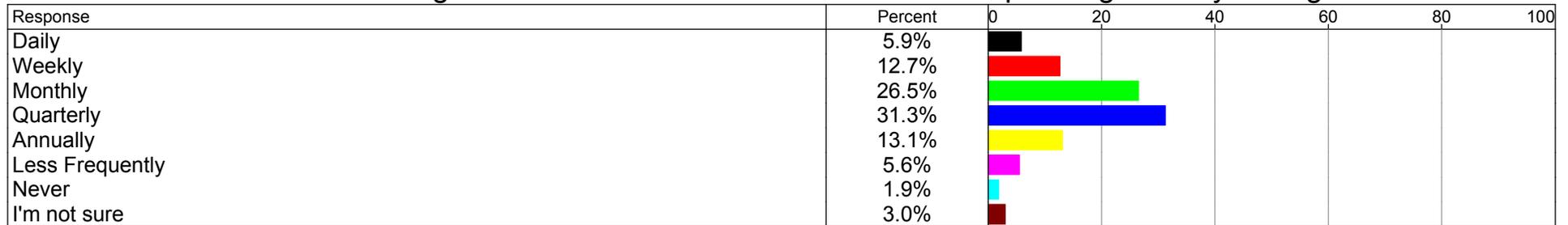
### 957 Responses

- The most significant resource I have used is networking with others who share my values and are heavily involved in intercultural relations.
- Although ETS pays 'lip service' to empowering/supporting supervisors, there is no structured support, outside of random on-line webinars
- Work team dug down and went above and beyond.
- Promotion occurred in 2009 when a reorganization resulted in my becoming responsible for managing a larger staff and for developing new processes. What I truly relied on most was common sense knowledge of the org.
- Dale Carnegie Sales Advantage
- on the job...
- military leadership courses and common sense
- Senior Management brought in a consulting firm
- Attorney and experts
- Previous job was instrumental in giving me the knowledge needed to succeed
- The Bible. Lessons learned, perspective on life and faith.
- Trial and error
- Volunteer experience, serving on community boards
- Feedback from my staff as to what I could do to help them and be a better leader. Suggestions as to how to strengthen and empower the team
- Management training from Dale Carnegie.
- volunteer experience, job responsibilities that complement the work I do currently (and enjoy doing) - no formal leadership or training
- my manager
- Bouncing ideas off peers in the organization
- Feedback from my manager (not really a 'formal mentor' though).

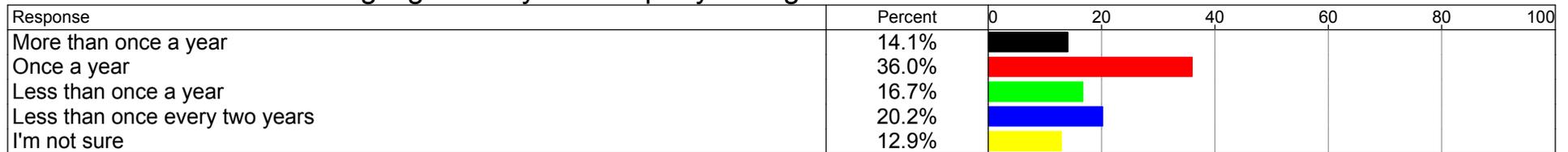
## HOW LEADERS GROW TODAY

### 957 Responses

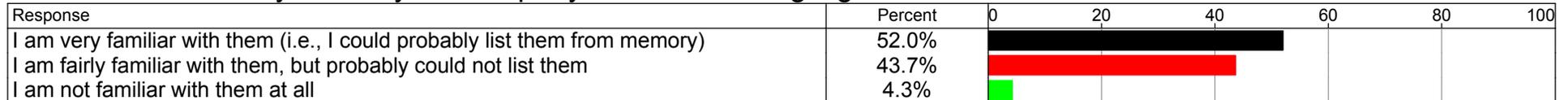
3. How often does senior management communicate and reinforce the corporate goals to your organization?



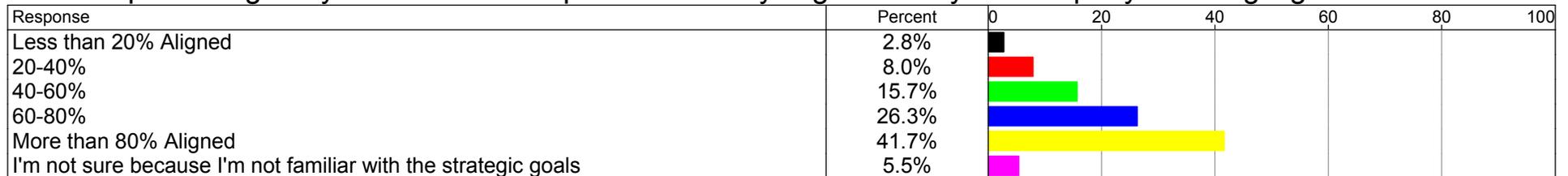
4. How often do the strategic goals of your company change?



5. How familiar are you with your company's current strategic goals?



6. What percentage of your current work-plan is currently aligned with your company's strategic goals?



## HOW LEADERS GROW TODAY

### 957 Responses

7. From your vantage point, what is the biggest challenge in communicating and cascading corporate goals to you and/or your organization? Check all that apply.

Response	Percent	0	20	40	60	80	100
Communication breakdown as the message cascades (i.e., middle management	56.7%						
Goals change often	15.1%						
People change often (e.g., turnover, role changes)	27.6%						
Sheer size of the organization	25.8%						
Geographic dispersion of employees (e.g., remote locations)	24.0%						
Other	18.0%						

#### Other Responses:

- team goals are not related to the agenda 5 key agenda points
- Growing firm trying to maintain small firm culture
- Buy in from middle management
- Get busy with daily activities and don't re-evaluate and communicate goals
- conflicting goals and limited resource support
- 24 x 7 365 days a year organization
- Each team member has a different make up and needs to be individually focused to his or her task.
- Poorly identified or unidentified goals
- Lack of setting goals
- starting a new culture, not all team members set
- Consistency in message
- the difficulty of having tactical activity/results correlated to strategic value
- Breaking down the strategic goals of the company to a plant level so that the tie-in is there
- No one is held accountable for meeting the goals set forth within the organization. Family owned business, all dept heads report to one person the owner. That person isn't qualified in most areas, and is over their head but too stubborn to admit it.
- It is not clear that we have any goals.
- Absentee leadership. Years ago we all about total quality management with well defined goals, values and mission. That is no longer stressed or incorporated into our daily duties.
- My senior management of my group does not like to hold meetings
- daily goals, although aligned with strategic goals, change direction too frequently
- Communication as in first listed; however the administration does not carry out communication- and it's not precise or clear
- lack of communication from the top
- interpretations and understanding of how daily activities relate to short-term and long-term goals
- Lack of initial alignment to overarching goals and lack of or various leadership skills and abilities at various levels of management
- Politics, both Internal AND External
- Unwillingness to reach goals
- Employees too myopically focused on daily tasks.
- Follow up from the General Manager down to the hourly team members.
- lack of focus on strategic plans by senior staff
- Getting my team to understand how their goals align and cascade up to the corporate goals.
- The need for a persistent 'drum beat'
- Comprehension and Urgency
- Difficult to talk about growth and investment in a down market
- Very busy processing requests, not enough time to assess results and incorporate findings into developing/enhancing strategy.
- Timeliness of goals being ready to cascade. Often local goals are 'due' BEFORE corporate goals are set.
- individual goals
- team members focussed on accomplishing specific tasks instead of focussing on common goals and communicating how to alter cultural barriers to effectively obtain the goals
- There shouldn't be a challenge. People talk freely and there are not many employees. Corporate goals just aren't really brought up. I think most people assume what they are.
- correlation between goals and roles
- Employees use strategic info for personnel gain, (ask for raises when they feel they are critical path)

# HOW LEADERS GROW TODAY

## 957 Responses

- Owner's reluctant to share financial information with employees
- CEO micro-manages and changes strategies frequently - I counter-act that by trying to influence him with logic and data, and making sure I communicate with him regularly.
- It feels like information is on 'a need to know' basis
- Staying motivated every day. Social media.
- As the goals get to our teams, there are not enough that are measurable to make them meaningful to the group
- type of communication method so message sticks
- Poorly articulated (Army) goals; sometimes conflicting; 'over-goaled---small isolated issue may not need a 'new goal'
- I don't think this is a challenge - I think this is done very well in our organization.
- Though the goals don't change, the direction/priorities do change leading to confusion
- No issues, goals are simply, have tested time and are communicated.
- Fast pace at which projects move forward and status relayed on to front line employees in a way they are not alarmed by how it may impact them.
- government entity
- 24/7 organization
- None of the choices listed apply. Communicating and cascading corporate goals is carried out very effectively.
- learning curve
- Goals are clearly defined and don't change
- Is discussed or presented infrequently
- owners not on same page
- Agenda silos
- Industry is ever changing which sometimes puts short term strategy ahead of long term goals
- Identifying SMART Goals and presenting the cascading model to the organization.
- Need more communication/more often from the top
- instability of other operating companies that impact our business (bottom line)
- work load and the ability to consistently set aside time to communicate and reinforce through dept level goals that align
- Lack of reinforcing goals and keeping goals front and center during daily communications. Culture is more reactive rather than planning and executing.
- Outside market factors that impact profits and operational business decisions.
- lack of consistent clear communication
- There really isn't any challenge. There are many channels used to communicate (email, intranet, town halls)
- Tough personalities on the team
- Language barriers
- Communication breakdown from Executive Management to middle management
- differing schedules in healthcare
- Corporate does a great job at communicating our goals to every team mate
- Applicability at the lowest levels of the organization
- Lack of focus
- Corporate culture of not willing to give enough information. Playing it close to the chest.
- Incompetence at multiple levels leads to a blurring of what is important as defined by the company
- happens one time annually about five weeks after the Strategy is rolled-out
- Perception of stretch goals
- Too many other 'big' initiatives that it is hard to focus on carrying out just the main goals.
- Language barrier
- N/A
- As a middle manager, I receive information at the same time as staff, therefore, I am unable to prepare staff for changes, etc.
- making the goals relevant throughout the organization
- Our organization is small, about 225 team members. Our senior leadership is accessible and reinforces or communicates its goals and benchmarks supporting our goals 2 times a year. Benchmarks are maintained on a weekly and monthly level.
- communication seems adequate
- owners who do not care
- Articulating goals in a way that is meaningful for the individual contributor, bringing it down from 'management speak' to something that makes sense for the individual employee.
- LACK OF DIRECTION WHEN POSITION WAS FORMED
- Varying levels of commitment to the goals between departments
- Well communicated from top to bottom based on weekly phone meetings
- Lack of alignment between executive leaders and their functions

# HOW LEADERS GROW TODAY

## 957 Responses

- Work for a small company, so we have a good idea of how we are doing and what needs to be done. Biggest challenge is if our company meeting gets cancelled for several months and we don't get updates. This is fairly rare.
- the goals are clear
- Overwhelmed, no tim
- Organizational inertia
- Minor challenges, as management carry it out well by various means
- New people to the team in role less the 18 months
- Our corporate goals are very clear.
- Upper management does not share goals even with middle management
- None
- employees do not take time to read information - they are out taking care of patients
- Helping team understand 'whys'
- Holding people responsible for sharing information.
- Upper management does not communicate the goals plus a high turnover 4 new CEOs in 5 years
- 24/7 operation making it difficult to reach all employees consistently
- Associates being able to identify/connect with teh goal
- Others not remembering (or choosing to remember) the focus of the corporate goal.
- No challenge - we have a communication in place through intranet and conference call updates
- I do meet staff regularly to share our corporate goals and our vision/ mission to encourage them.
- lack of focus to specific details which can create synergy in company
- how does what I do on a daily basis effect the corporate goals
- this is not a big challenge at our organization
- So much work, there is little time to speak about all of the strategic goals. My team knows the goals of our team--accurate and on time.
- Our company leaders are and hire creative doers, but the downside is disciplined adherence to goals and processes is rare...
- OTH
- HIGHER LEVEL COMMUNICATION IS OFTEN SILO
- competitive natures
- Executing the new strategic objectives in tandem with an already heavy work load
- recognition and identification of everyday job responsibilities and how they fit into the strategic goals
- competing priorities, goal setting gets lost in the day to day work
- New at the job so maybe I just haven't experienced that part of the business yet.
- small company. Owner has too many hats. Meetings/info flow not constant.
- People somehow forget - a phenomenon that I cannot understand.
- OTH
- Employees buying in to the importance of the goals.
- Trust withing the organization is lacking so the message is not trusted, especially when it comes to change our organization is horrible with change.
- No set goals
- geographic dispersion of Advisory Board Members
- OTH
- The communication is there, but what happens now? How do we implement?
- It sometimes seems like you are on a 'need-to-know' basis...
- understaffed, growing very rapidly without infrastructure to support
- IN a very dynamic marketplace that changes often, which we then need to respond to
- upper management just doesn't communicate to the lower levels
- Intentional Lack of communicatoin
- at this point, I don't see one.
- Poor communication and micro management
- YOU COMMUNICATE GOALS THEN UPPER MANGEMENT CHANGES THEM
- Goals not always clear
- Management addresses goals at too lofty a level. Most hourly employees don't understand what our 'Brand' means, for example.
- Very de-centralized organization
- Labor resources are short.
- Communication gaps between senior management to middle management

# HOW LEADERS GROW TODAY

## 957 Responses

- Silos; CEO and other leadership position transitions; culture
- Too many frequently changing goals
- Too many meetings
- many employees don't speak English, don't 'get it', or don't care.
- Goals do not change, implementation strategies do.
- Industry changes
- Too many people giving orders all with different agendas
- None we communicate very well..small organization
- relating organizational goals to local problems or situations
- Some goals between departments divergent so not all on the same page to get things done
- Misalignment - Daily tasks, efforts, and measurements do not align with corporate vision
- getting the correct buy in, and info to assure they understand the large picture.
- Client Based Firm - Less Focus for the Company communicated to team
- An inability to help people link the goals to their personal values and the reasons that they choose to work for the organization
- Uppermost senior staff make decisions about daily work of those 'on the ground' but have little familiarity with the work. This results in staff doing their best to reach unattainable goals. Very significant impact on morale in K12 group.
- none really since we are all connected through email
- goals differ depending on who they pertain to
- Senior management's main goals are communicated to owners only; not to support staff. I manage support staff.
- OTH
- small business
- Emphasis is not placed
- We actually have a fairly good system for sharing goals within the organization, 2 times per year we have goal meeting with all of the managers at my facility then from there the goals get trickled down to each department.
- Separating meaningful communication from all other communications we receive
- I work in State Government. We don't have core mission and statutory responsibilities. 'Strategy' is dictated to us by elected leadership in the House, Senate and Governor's office.
- OTH
- Translating and relating corporate goals to the appropriate level of the organization. Often just passed down from middle management.
- Making them meaningful specific for the people who execute them
- Just getting employees to understand the goals
- 'Silos' within the organization - three main biz lines have different goals, don't communicate well across lines.
- OTH
- Fear of saying the wrong thing
- Conflicting goals from department to department
- People get busy and then it becomes out of sight out of mind
- Communication from the top of the organization needs to be more frequent.
- Organization is growing fast
- People's ability to interrupt goals into actionable day to day activities to support the desired business objective(s).
- showing the impact that the goals have on individuals' day-to-day life.
- The corporate goals align with what we do every day...make tractors.
- People believe their contribution is bigger than it is.
- with recent turnover, being responsible for the strategic direction requires time on the job and knowledge (which is developing quickly), so we will be back on track soon
- Keeping people focused on it
- time
- Taking opportunity to reinforce them
- Corporate goals are very high level. It needs to be translated into specifics that I can work on.

## HOW LEADERS GROW TODAY

### 957 Responses

8. What do you think the biggest challenge is to you or your employees/team adopting corporate goals? Check all that apply.

Response	Percent	0	20	40	60	80	100
Priorities that individual contributors feel are more important get in the way	48.1%						
Goals are not sufficiently understood (e.g., too high-level)	36.6%						
The process feels impersonal to employees	33.0%						
Goals are not communicated well	27.7%						
Goals are not reinforced well	36.9%						
Goal progress is not communicated well	35.8%						
Incentives are not aligned properly with goals	35.7%						
Other	8.2%						

### Other Responses:

- Lack of engagement within the senior level management of the organization
- Corporate goals are more objectives than goals and become too specific to meet sales goals rather than overall corporate goals
- There are situations that prevent the plant from meeting goals that do not seem to be recognized properly.
- The number of initiatives we have in front of us.
- In our organization, producers (employees) put themselves first...it's the nature of the industry.
- The typical current operating goals are clear in our organization. The longer term goals and the many product development projects (30 - 36 months duration) are not well captured with clear goals and improvement targets.
- Lack of viable measures and metrics that demonstrate a goal's success or deficiencies
- Individuals become too overwhelmed with individual goals and the day-to-day work and sometimes these goals get put on the back burner
- departmentalized goals vs. shared responsibilities and goals
- Goals are not aligned so they build upon each successive goal, priorities are not in synch
- Stay INSIDE The Box; DO NOT propose anything which might put MGMT in bad light
- The demands of the client trump corporate goals because of financial penalties we face if their goals are not met.
- a combination of many...communication is initially great and then is broken down. Goals are blurred as other 'things' come up during the year.
- Staying focused on the key goals and strategies versus just working hard on the noise in front of you each day.
- Lack of consequences
- No problem, that is why we are here.
- When communicated, they are too high level and do not 'speak' to the individual/team activities that contribute.
- Communication is misspelled above
- Sr. Management approval to share financials with workers
- We do not always have the access necessary to achieve the goals
- Army is large with many people. Some people do not care about goals, and there is sometimes little that can be done about that
- It does not seem difficult to adopt our organizations goals.
- goals are forgotten when in the every day business of the work place. (survival mode)
- No issues, goals are understood and communicated.
- Seeing the direct line impact they are having on those goals and feeling they are recognized not only by their direct manager but at the executive level as well.
- None of the choices listed apply. Challenges often result from budget/time constraints.
- work load
- Goals are clearly defined and don't change
- None of the above
- Their goals and responsibilities are a bit removed from the Corporate goals
- generally, we know what the goals are and do adopt them
- time management
- OTH
- I only have one employee that works part time.
- Priorities that upper/corporate management think are important but aren't aligned, get in the way.
- different organizations have their own priorities

# HOW LEADERS GROW TODAY

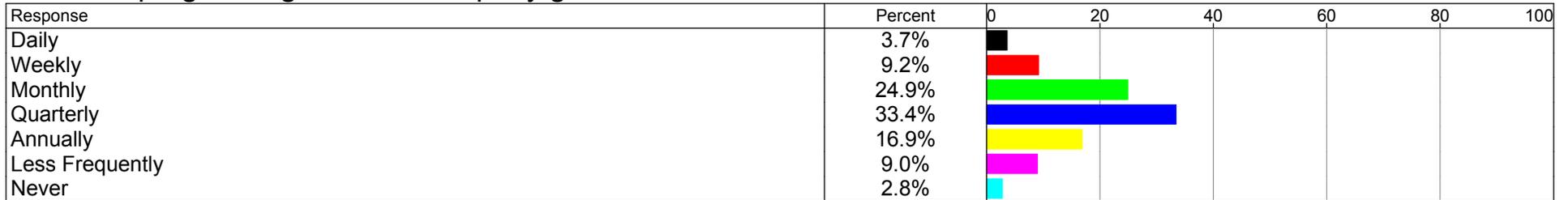
## 957 Responses

- It is not a challenge for our team mates to adopt corporate goals
- we make it too complicated to understand
- Individual goals sometimes conflict with bigger strategic goals
- I don't feel we have any challenge with our team adapting corporate goals. We are all on board.
- newness of people in roles
- the process can put roadblocks in the way of reaching the goal
- Difficulties in measurement and tracking
- minor challenges only, as my job is aligned with corporate goals.
- Tying corporate level goals to day to day activities
- completing priorities coming in from other teams trying to meet goals but they don't align with our goals.
- OTH
- We try to adopt them in our daily work.
- Other 'crisis' need attended to
- Most managers do not include corporate goals in personal goals
- Resistance to change
- Some goals conflict with each other.
- lack of time to work on goals
- understanding of how it aligns with my job?
- Format of communication to clearly understand how team goals are aligned with strategic corporate goals.
- confusion on how their daily work reflects corporate goals.
- The size of the organization creates difficulties in completing goals in a timely manner.
- I do not believe there is a challenge adopting goals at this point.
- The amount of impact my team can make on the goals is minimal .
- customer relations and trouble with there problems
- Poor line of sight to employee's daily work
- The educational level of the majority of our employee population. They don't see how they fit into this picture and how they support it or harm it.
- Consistency in priority
- Very difficult to create individual goals for my people because it is common for project schedules not to be met which impact everything that is tied to these schedules so people get very discouraged because they can seldom ever succeed.
- Not enough resources available
- Planning the daily tasks and using the corporate goals as the structure to plan for the meetings with our dealers
- Our staff don't have trouble adopting the goals, they are established in a team manner with buy-in from staff.
- Focused goal is continuously changing depending on the mood of management.
- do not have adequate resources
- Goals are top-down; often not tied to reality.
- OTH
- Employees are already overwhelmed with their daily functions, its hard for them to see the big picture
- goals are never a problem to adopt, if proper support to move forward, may times supplies to complete the final product is the issue, not the goal itself.
- We work in an environment where there is alot of pressure to perform perfectly - little tolerance for learning or mistakes - impacts morale
- Letting little thngs get in the way of the big picture
- The contribution of each individual is not weighted equally.
- simply need time to develop, implement, and execute work to meet the goals
- time - sometimes the tyranny of the urgent gets in the way
- Strategic IT goals are impossible to achieve given current IT funding model and politics around it.
- Some of the goals seem unobtainable
- I think we do very well in this regard. Individual contributors understand the goals and work hard to achieve them

## HOW LEADERS GROW TODAY

### 957 Responses

9. How often do you believe you and/or senior management are presented with a clear view of your company's total collective progress against the company goals?



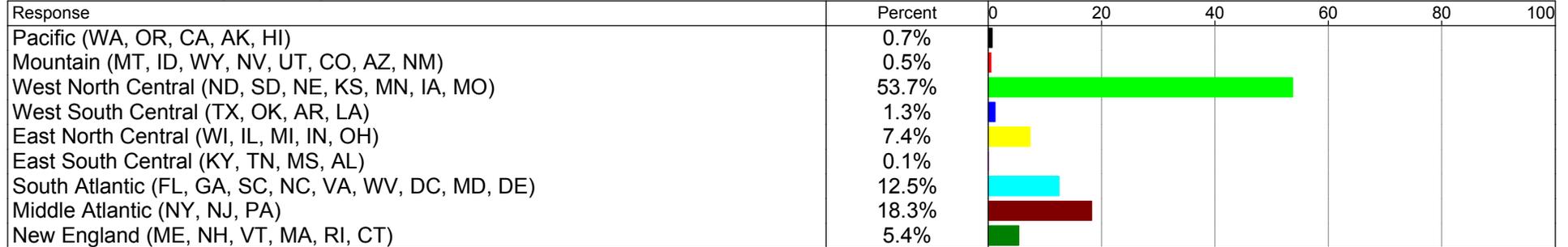
## HOW LEADERS GROW TODAY

### 957 Responses

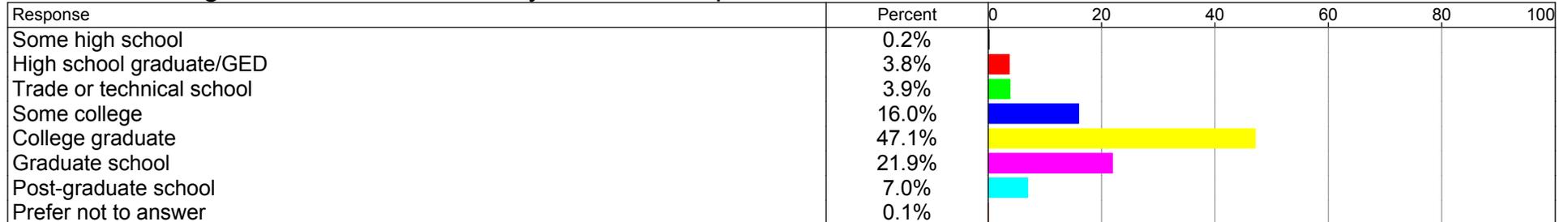
Please indicate your gender:



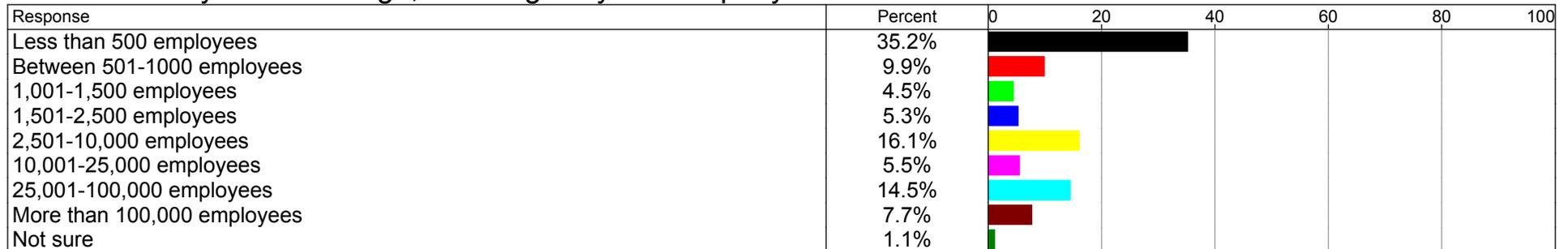
Please indicate your region:



Which is the highest level of education you have completed?



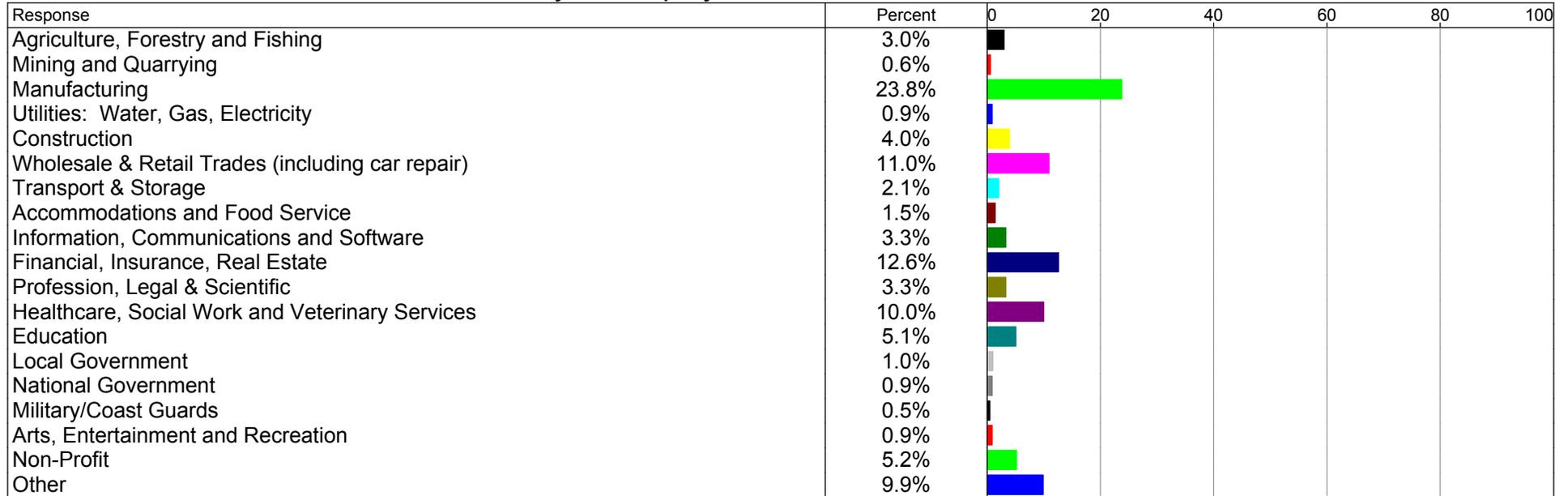
To the best of your knowledge, how large is your company?



## HOW LEADERS GROW TODAY

### 957 Responses

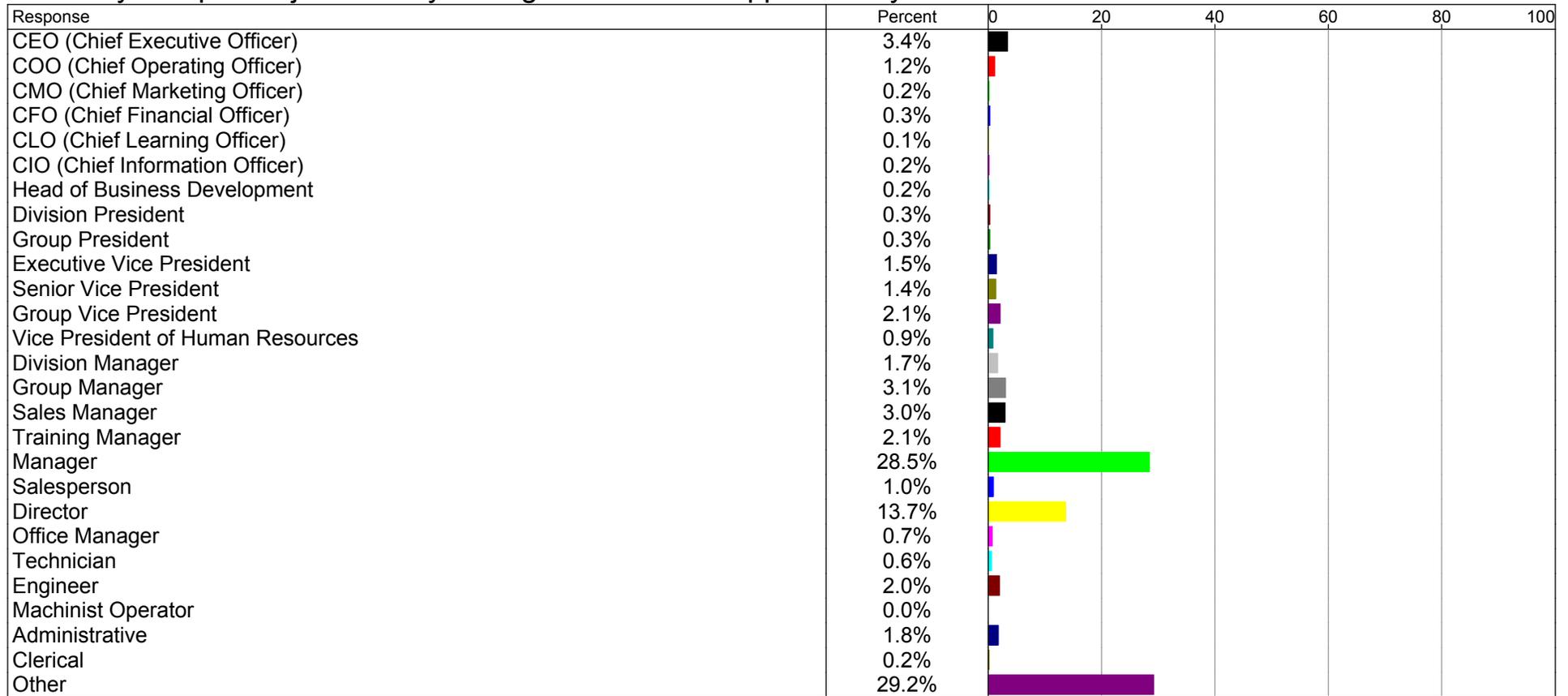
Which of these industries best describes your employer?



## HOW LEADERS GROW TODAY

### 957 Responses

What is your specific job title in your organization as it appears on your business card?



#### Other Responses:

- SUPERVISOR
- DISTRICT SUPERVISOR
- DISTRICT MANAGER
- SUPERVISOR
- PLANT MANAGER
- PRINCIPAL/PROJECT MANAGER
- EXECUTIVE DIRECTOR
- SLOT TECHNICAL SUPERVISOR
- SHAREHOLDER / PARTNER
- SUPERVISOR
- SR. MANAGER, AMERICAS SALES SE READINESS
- CHEF
- SR PROJECT MANAGER
- REGIONAL BUSINESS DEVELOPMENT MANAGER
- SR PRODUCT MANAGER

# HOW LEADERS GROW TODAY

## 957 Responses

- OPERATIONS MANAGER
- QA SUPERVISOR
- SECURITY OFFICER
- OPERATIONS MANAGER. (MANAGER, MMC CAR SHOPS)
- DISTRICT OPERATIONS MANAGER
- TECHNICAL ASSOCIATE
- PRINCIPAL RESEARCH DATA ANALYST
- CREW LEADER
- EXECUTIVE DIRECTOR
- SUPERVISOR
- SR. PROJECT MANAGER
- ASSISTANT VICE PRESIDENT, SIX SIGMA BLACK BELT
- ENGINEERING MANAGER
- INSIDE SALES/PROJECT MANAGEMENT
- NATIONAL RECRUITER
- PLATFORM LEADER
- TRAINING SPECIALIST
- ACCOUNT MANAGER
- FINANCIAL MANAGER
- ACCOUNTING MANAGER
- EMPLOYEE CONSULTANT
- GENERAL MANAGER
- TRANSPORTATION ANALYST
- I.T. PROJECT MANAGER
- EXECUTIVE DIRECTOR
- PROGRAM MANAGER
- PROJECT MANAGER
- PORTFOLIO MANAGER
- SENIOR ASSOCIATE
- REGISTERED NURSE, TEAM LEADER
- ORGANIZATION DEVELOPMENT SPECIALIST
- PLANNER
- SR RESOURCE MANAGER
- PLANT MANAGER
- REGIONAL MANAGER / ASSISTANT VICE PRESIDENT
- SALES ASSISTANT
- GENERALIST
- NETWORK MANAGEMENT
- NATIONAL MARKETING PROGRAM COORDINATOR
- MENTOR
- HEALTH AND SAFETY COORDINATOR
- CUSTOMER SERVICE SUPERVISOR
- AVP
- BRANCH MANAGER/MARKETING DIRECTOR
- SUPERVISOR
- SALES SERVICE TEAM LEAD, PRINTING, PUBLISHING CONVERTING
- PLANT MANAGER
- PURCHASING
- PROJECT PLANNER
- ATTORNEY-ADVISOR
- SENIOR PROJECT ADMINISTRATOR
- SENIOR SALES MANAGER
- ASSOCIATE PROFESSOR

# HOW LEADERS GROW TODAY

## 957 Responses

- DISTRIBUTION CENTER MANAGER
- BRANCH OPERATIONS MANAGER
- DIRECTOR OF RECRUITING
- CARE COORDINATOR
- RECRUITING MANAGER - PROVIDER RELATIONS
- TELESALES MANAGER
- PRESIDENT
- VICE PRESIDENT, INVESTOR RELATIONS
- MANAGER, LOGISTICS PLANNING
- DIRECTOR OF SALES AND MARKETING
- CONSUMER CARE ADVISOR
- RDH/ CLINICAL COORDINATOR
- GENERAL MANAGER
- REGIONAL DIRECTOR
- BUSINESS DEVELOPMENT MANAGER
- PROJECT MANAGER
- ACCOUNTANT
- EXECUTIVE DIRECTOR
- SALES/DISTRIBUTION OPERATIONS MANAGER
- SUPERVISOR
- PREFER NOT TO SHARE
- PROJECT MANAGER III
- SENIOR ASSOCIATE
- INSTRUCTIONAL DESIGN SUPERVISOR
- COMMUNITY DEVELOPMENT DIRECTOR
- LEARNING DEVELOPMENT COORDINATOR
- PRODUCT MANAGER
- AVP TRAINING DIRECTOR
- PRODUCTION MANAGER
- DIRECTOR OF ACCOUNTING
- PROJECT MANAGER
- SENIOR CSR
- SENIOR COMPLIANCE ANALYST
- ASSOCIATE MANAGER
- EXECUTIVE DIRECTOR
- PRESIDENT
- PRICIPAL SCIENTIST
- DOCTOR
- DEPUTY TO THE COMMANDER
- PRINCIPAL
- REGION FINANCE MANAGER
- DIRECTOR OF TRAINING
- SUPERVISOR
- SOURCING LEADER
- OPERATIONS MANAGER
- APPLICATION AND DATA MANAGER
- OPERATIONS MANAGER
- TECHNICAL TRAINER
- MANAGER STORE OPERATIONS
- SR. TECHNICAL RECRUITER
- PLANT MANAGER
- PRODUCT MANAGER
- EXECUTIVE DIRECTOR

# HOW LEADERS GROW TODAY

## 957 Responses

- GENERAL MANAGER
- TECHNICAL SOLUTIONS SUPERVISOR SOUTHWEST REGION
- CTO
- I DON'T HAVE A CARD
- JOINT VENTURE MANAGER
- SENIOR PORTFOLIO ANALYST
- RELATIONSHIP MANAGER
- DIGITAL SALES MANAGER
- VP OF PROGRAMS
- VICE PRESIDENT GLOBAL MARKETING
- REGIONAL BUSINESS SYSTEMS SENIOR COORDINATOR
- OPERATIONS COORDINATOR
- DIRECTOR OF HR
- SUPERVISOR
- VICE PRESIDENT, IT MANAGER
- VICE PRESIDENT OF OPERATIONS
- SAFETY COMPLIANCE COORDINATOR
- ASSISTANT VICE PRESIDENT
- DISTRIBUTION SUPERVISOR
- TRAINING SUPERVISOR
- VICE PRESIDENT OF OPERATIONS
- SUPERVISOR
- FIELD OPERATIONS MANAGER
- TEAM LEAD, TECHNOLOGY
- SUPERVISOR-LAB/PHLEBOTOMY
- ASSISTANT VICE PRESIDENT, BUSINESS PARTNER SERVICES
- SENIOR HUMAN RESOURCES MANAGER
- QA SUPERVISOR
- PROJECT MANAGER
- HR MANAGER
- BUSINESS MANAGER
- MARKETING DIRECTOR
- RISK MANAGER SAFETY OFFICER
- PROJECT MANAGER
- EXECUTIVE DIRECTOR
- CHEIF SYSTEMS OFFICER
- DIRECTOR BUS/COMMERCIAL/FLEET/GOVERNMENT SALES LEASING ALSO COMPRESSED NATURAL GAS CONVERSION CENTER
- SENIOR MANAGER OF OPERATIONS
- GENERAL MANAGER
- HUMAN SERVICES PROGRAM SPECIALIST
- SENIOR MANAGER
- DEPARTMENT ASSISTANT MANAGER
- LEAD BUSINESS FINANCIAL MANAGER
- CLINICAL SUPER VISOR
- DIRECTOR OF CLINICAL SERVICES
- CLIENT SERVICES SUPERVISOR
- SHIFT SUPERVISOR
- SENIOR APPLICATION ENGINEER
- SUPERVISOR
- CONTROLLER
- SERVICE ADMINISTRATOR
- NATIONAL SALES MANAGER
- SENIOR PROJECT MANAGER

# HOW LEADERS GROW TODAY

## 957 Responses

- DEVELOPMENT OFFICER
- VICE PRESIDENT
- HUMAN RESOURCES MANAGER / TRAINING EDUCATION
- FORCE MANAGEMENT SPECIALIST
- SENIOR RESEARCH SCIENTIST
- F PROGRAM UNDERWRITING MANAGER
- ENGINEERING SUPERVISOR
- PRODUCT MANAGEMENT
- DIRECTOR
- GENERAL MANAGER, DIRECTOR
- SENIOR RESEARCH SCIENTIST
- PROJECT MANAGER
- BUSINESS DEVELOPMENT OFFICER
- PROJECT MANAGER
- PRODUCT DEVELOPMENT COORDINATOR
- HR DIRECTOR
- SUPERVISOR
- HR BUSINESS PARTNER
- PRODUCTION FACILITATOR
- ORGANIZATIONAL DEVELOPMENT MANAGER
- PROJECT MANAGER
- LEADERSHIP ENRICHMENT DIRECTOR
- PROJECT MANAGER
- CHIEF OF PLANS, ANALYSIS INTEGRATION (PAI)
- PROJECT MANAGER
- SENIOR SALES MANAGER
- DEPARTMENT MANAGER
- STRATEGIC SUPPLY MANAGEMENT SPECIALIST- HYDRAULICS
- SENIOR SCIENTIST RESEARCHER
- PROGRAM MANAGER
- SENIOR SALES APPLICATION ENGINEER
- CONSUMER CARE COORDINATOR
- OPERATIONS MANAGER
- DESIGN MANAGER
- NATIONAL ACCOUNT MANAGER
- COORDINATOR
- OWNER
- OPERATIONS MANAGER
- SUPERVISOR
- NA SERVICE DESK SUPERVISOR
- SENIOR BUSINESS ANALYST
- DISTRICT OPERATIONS MANAGER
- ASSOCIATE DIRECTOR OF LEARNING AND EDUCATION
- CLIENT RELATIONS MANAGER
- EXECUTIVE DIRECTOR
- SUPERVISOR
- DIRECTOR OF SALES AND MARKETING
- CUSTOMER SERVICE SPECIALIST
- SR. DIRECTOR, HUMAN RESOURCES
- DIRECTOR
- PERSONNEL DEVELOPMENT MANAGER
- DIVISION DIRECTOR
- EQUIPMENT FLEET MANAGER

# HOW LEADERS GROW TODAY

## 957 Responses

- MANUFACTURING MANAGER
- MEMORY SUPPORT COORDINATOR
- SENIOR EVENT MANAGER
- QUALITY MANAGER
- DOCUMENTATION SPECIALIST
- CLIENT SERVICES PROGRAM MANAGER
- PROGRAMS MANAGER
- SOURCING SPECIALIST
- PRODUCT MANAGER
- VP OF SALES
- CATEGORY MANAGER
- FIELD REPRESENTATIVE
- SUPERVISOR
- SUPPLY MANAGEMENT SUPERVISOR
- ACCOUNTING MANAGER
- EXECUTIVE DIRECTOR
- BUSINESS ANALYST
- SUPERVISOR
- SCIENTIST
- LOCATION MANAGER
- OPERATIONS MANAGER
- ASSOCIATE STORE DIRECTOR
- LAKEVILLE COMPLEX ESTIMATING TEAM COORDINATOR
- ADMINISTRATIVE SUPERVISOR
- CHEMIST
- SUPERVISOR
- NATIONAL ACCOUNT MANAGER
- GENERAL MANAGER AND VICE PRESIDENT
- SUPERVISOR
- ACCOUNTING SUPERVISOR (REPORTS TO CFO)
- HUMAN RESOURCES COORDINATOR
- SUPERVISOR
- VICE PRESIDENT OF ACCOUNTING
- FIRST VICE PRESIDENT
- SUPERVISOR
- BUSINESS DEVELOPMENT MANAGER
- GENERAL MANAGER / CEO
- GENERAL MANAGER
- OPERATIONS MANAGER
- QUALITY ENGINEER
- SENIOR PROGRAM MANAGER
- VICE PRESIDENT/ RELATIONSHIP MANAGER
- EXECUTIVE DIRECTOR
- DIRECTOR OF OPERATIONS
- ASSOCIATE PASTOR
- VICE PRESIDENT OF SALES