



Resource Growth August Leadership Pulse

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Preliminary Report
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Leadership Pulse Introduction

- **Monthly Leadership Learning**
 - Over 4,000 executives around the world have answered the Leadership Pulse survey since it began in June, 2003
 - All individuals in the study receive surveys and all results (both on-line reports and executive summaries)
- **August Topics**
 - Resource Growth
 - Sales Stories
 - Your Questions
- **Goal of study = Research and executive learning**
 - Data and Dialogue Driven Leadership™

Demographics

- **Size of firms (# of employees)**
 - Less than 500 ees = 70%
 - 501 – 5,000 = 15%
 - 5,001 – 25,000 = 8%
 - 25,001 + = 7%
- **Industries**
 - Manufacturing = 26%
 - Consulting = 11%
 - Information Technology = 10%
 - Services (other than consulting) = 10%
 - Engineering = 6%
 - Finance, Insurance, and Real Estate = 6%
 - Communications = 5%
- **Level of respondents**
 - C-core or VP = 68%
 - Director = 16%
 - Senior manager = 7%
 - Manager, Professional, consultant = 9%

Resource Growth Scores

Question	% Grow ¹	% Change ²
Customers - Number of customers	73%	-1%
Employees - Number of employees	49%	+1%
Products / services – Number of Products and/or services	53%	-6%
Profits – Net profits	74%	+2%
Sales – Gross sales	81%	+1%

¹ % Substantially grow (7) or Grow (6) or Somewhat grow (5)

² Change from March 2004; (+) indicates increase, (-) indicates decrease.

A majority of respondents said that they plan to increase growth in all of the key business resources measured, except the number of employees.

However, these numbers have only changed marginally since March 2004, and in the case of Products / Services, fewer respondents anticipate growth in this area.

Number of respondents expecting growth in Customers, Sales, and Profits far exceeded those expecting growth in Employees or Products / Services. This pattern of responses would seem to indicate that companies still feel they can do more with less – that is to say, they either feel they still have excess capacity, or what is more likely, they believe they can support future growth through additional productivity improvements.

Learning from your Peers

How have you been able to grow sales over the last 12 months ?

- Training our employees to be more sales oriented and aggressive.
- Driving down costs while bring new innovations to the market.
- Added services to complement our products, providing more of a full service solution.
- Maintaining customer relationships and getting more business from existing relationships.
- Focused hiring -- spending both recruiting and relocation dollars to bring in exceptional talent.
- Placed some value-added extensions onto existing products, and through introduction of some targeted new products.

Hot Topics

What questions you would like added to the Leadership Pulse in the future?

Healthcare & Overtime

- What can be done about the rising cost of healthcare benefits?
- How will the new Overtime rules impact business?

Management Development

- What are the key characteristics of effective leaders?
- How do you go about identifying those with leadership qualities?
- What are companies doing about succession planning?

Recruitment & Retention

- What are the best ways to find the right people to fill key roles?
- What innovative practices are being used to retain and develop talent?
- What skills will employees need to have in ever more global economy?

Next Steps

- **Further analysis of this data and reporting will be provided over the next few months**
- **Review on-line reports if you are interested in details of results:**
 - Link: <https://secure.eepulse.net>
 - Client Id: 0001UMBS
 - User Id: leader
 - Password: lead4success
- **We will continue to track resource growth and analyze trends relative to other leading economic indicators.**

**FOR MORE INFORMATION
ABOUT THIS RESEARCH,
TO READ MORE REPORTS, PRESS RELEASES, AND ARTICLES,
VISIT:**

www.eepulse.com

See the following sections of the web site:

RESEARCH
NEWS: PRESS RELEASES
NEWS: ARTICLES

If interested in expanded participation for an organization,
please visit the following web site: www.umbs.leadership.eepulse.com.

For more information about the study or how you can get involved,
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