



Confidence Pulse

Providing useful data to strategists

What is Confidence Pulse?

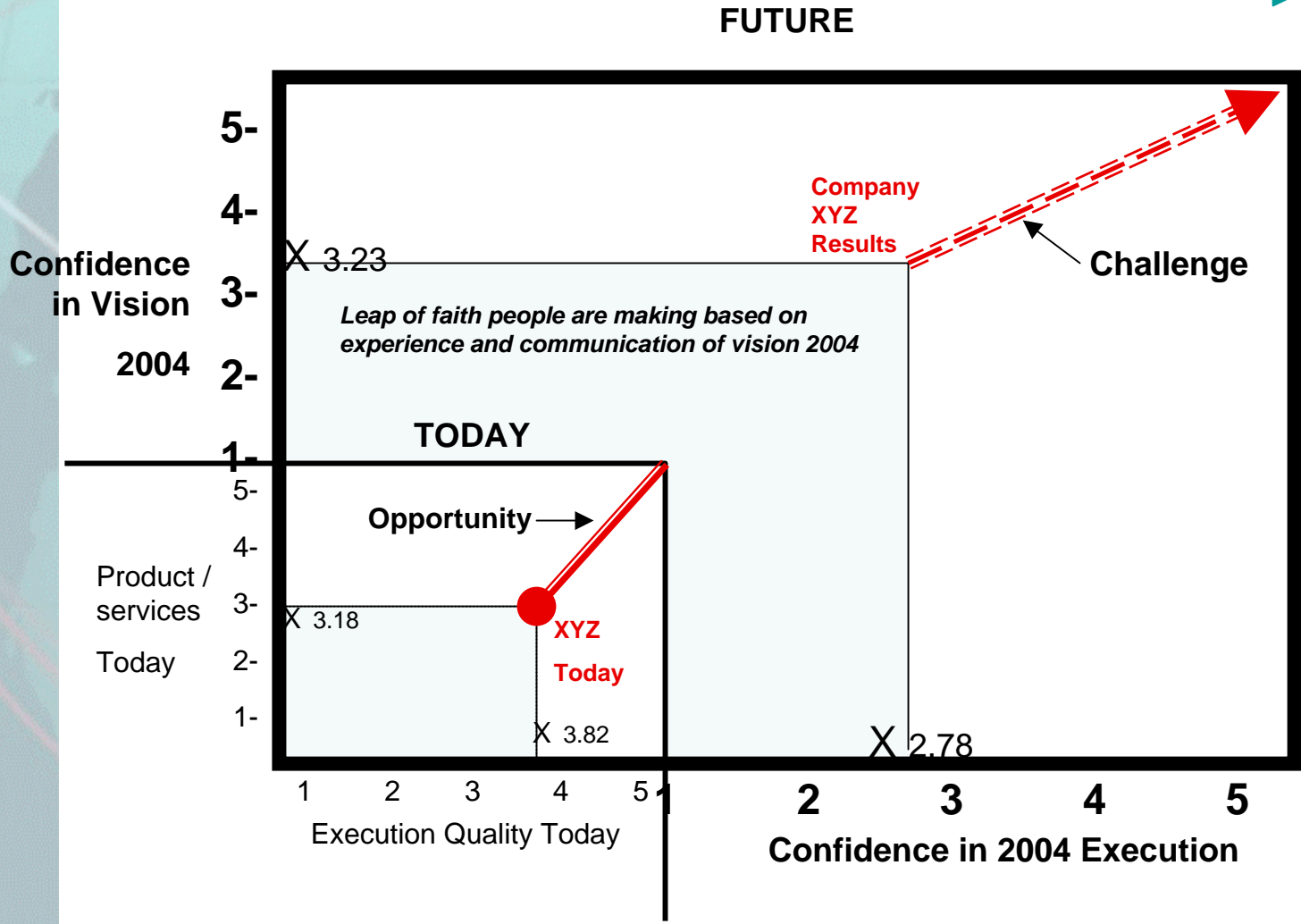
- Set of questions that ask employees to rate their confidence in your firm's
 - STRATEGY / VISION and
 - ABILITY TO EXECUTIVE
- Use two time dimensions
 - Today
 - The future (Vision 2004 used in examples that follow)
- Various levels of analysis studied
 - Leaders ability to execute
 - Their immediate team's ability to execute
 - Their own personal ability to execute
 - Corporate vision, division strategy, department goals, personal goals, etc.

Research Assumptions

- Consumers are more likely to buy when they are confident in economy
- Employees are more likely to engage “above and beyond” when they are confident in the strategy and vision
- Measurement helps leaders understand current confidence levels and then respond

Sample Confidence Pulse Results

See next page for details

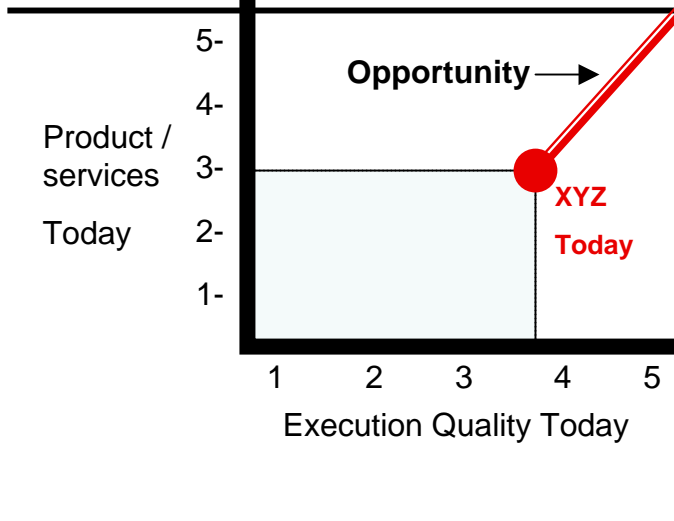


Interpretation of Today Data

Vision
2004

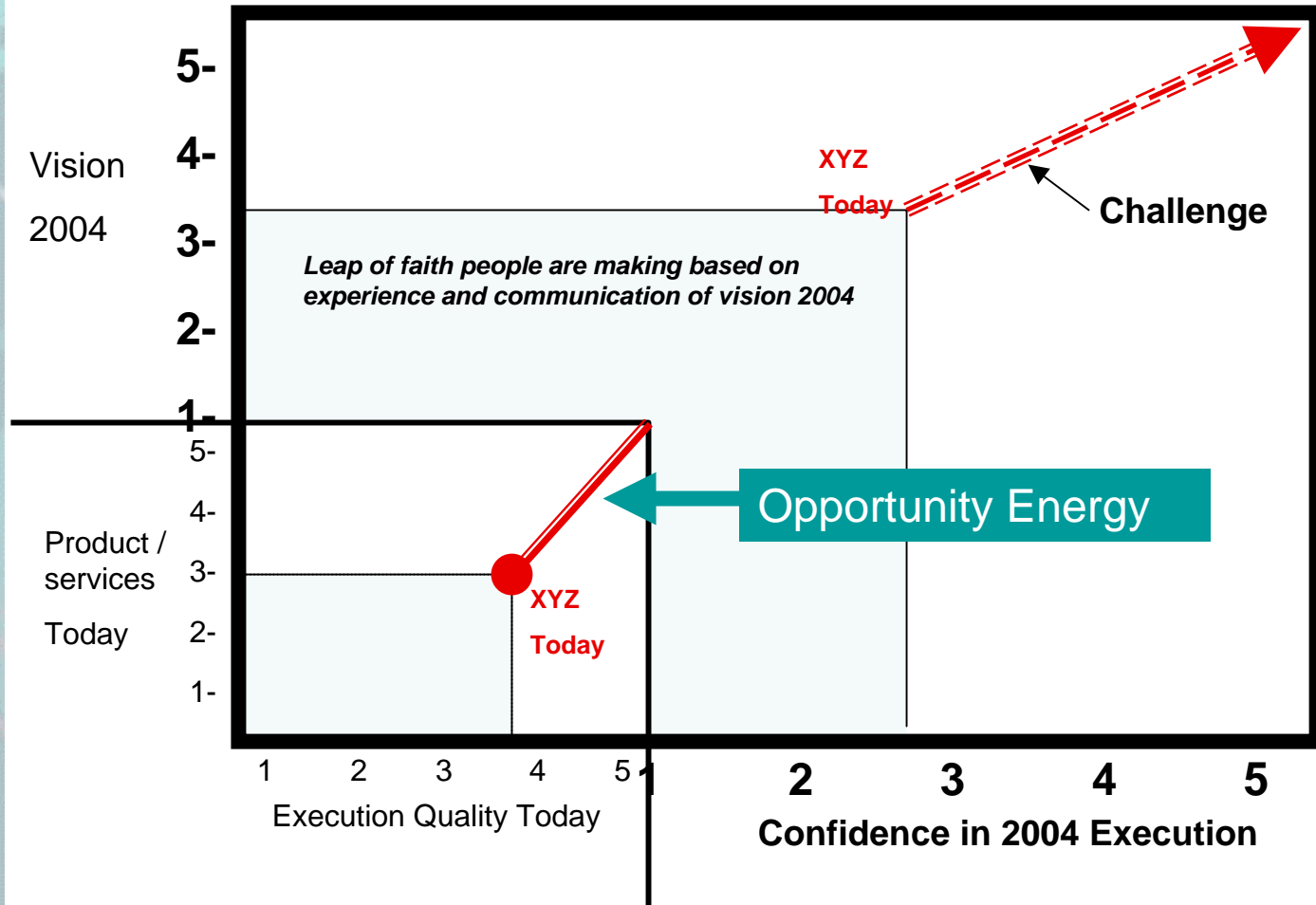
In this example, employees are not 100% confident in today's product / service offerings and/or their ability to execute and deliver today. Is this good or bad? It's neither; **it's an opportunity.**

You can utilize the "lack of faith" in today to direct energy toward the future vision. The question that you have to answer is how. Does your team need more success today before they will move forward in the future? Or can they "dream?" Can you sell your vision and your ability to execute and help them abandon worries about today's problems?



Challenge

You can utilize their faith in today and their “leap of faith” to take the challenge of meeting your goals for 2004. Focus on opportunity energy.



Win in 2004

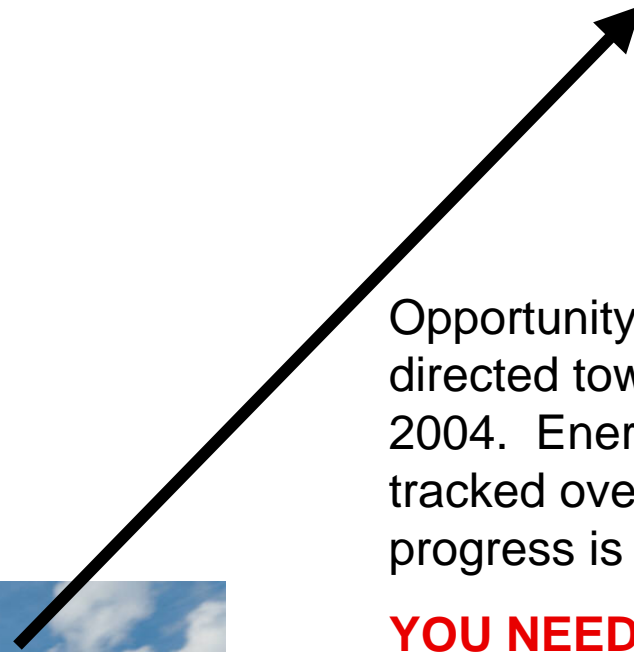
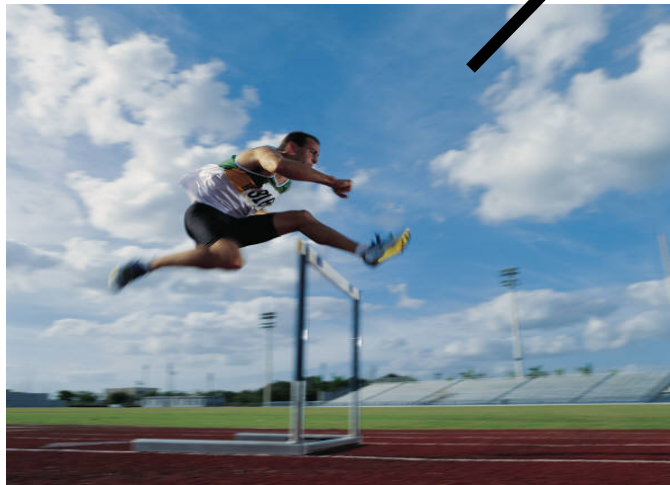
Opportunity Energy can be directed toward Vision 2004. Energy can be tracked over time so that progress is measured.

YOU NEED TO KNOW:

How?

What works for your employees?

Suggestion: Read the comments – study the results of the data – take action immediately.



Follow up with:

- Weekly Energy Pulse
- Action Planning
- Use Confidence Pulse Quarterly
- Dialogue based on your data; continuously improve and learn