



LEADERSHIP
CULTURE SURVEY
REPORT

IST, Inc.
(Entire Organization)

Tuesday, December 11, 2007

Leadership Culture Survey Report

for

IST, Inc. - (Entire Organization)

Average Response on a 15 point scale

	Actual Avg.	Actual %	Ideal Avg.	Ideal %
Relating	9.29	53 %	11.49	78 %
Self-Awareness	9.61	53 %	11.08	74 %
Authenticity	9.25	46 %	11.55	76 %
Systems Awareness	8.90	51 %	11.07	79 %
Achieving	9.43	48 %	12.09	80 %
Controlling	7.78	51 %	6.14	33 %
Protecting	6.13	50 %	4.16	30 %
Complying	7.21	52 %	5.48	29 %
Creative-Reactive Scale	2.52	51 %	6.55	78 %
Relationship-Task Balance	0.88	56 %	0.91	56 %

Results based on responses from 22 employees of IST, Inc.

How percentile scores are calculated:

The Actual % score is calculated by comparing your Actual Avg. score to our data base of Actual (current reality) scores.

The Ideal % score is calculated by comparing your Ideal Avg. score to our data base of Actual (current reality) scores.

The Ideal to Ideal % score (not shown on this page, but shown throughout the report) is calculated by comparing your Ideal Avg. score to our data base of Ideal scores.

THE CREATIVE LEADERSHIP COMPETENCIES

measure key leadership behaviors and internal assumptions that lead to a high fulfillment, high achievement organizational culture.

The Relating Dimension

measures the extent to which leaders in your organization relate to others in a way that brings out the best in people, groups and organizations. It measures how well the leadership culture of the organization builds quality relationships, fosters teamwork, collaborates, develops people, involves people in decision making and planning, and demonstrates a high level of interpersonal skill.

The Self-Awareness Dimension

measures leadership's orientation to ongoing professional and personal development, as well as the degree to which inner self-awareness is expressed through high integrity leadership. It is a measure of emotional and interpersonal maturity. It also measures the extent to which the culture encourages the kind of personal/professional development that results in personal mastery.

The Authenticity Dimension

measures your leaders' capability to relate to others in an authentic, courageous, and high integrity manner. It measures the extent to which their leadership is authentic—not masked by organizational politics, looking good, winning approval, etc. It also measures their ability to take tough stands, bring up the un-discussibles (risky issues the group avoids discussing), to openly deal with relationship problems, and share personal feelings/vulnerabilities about a situation. Courage in the workplace involves authentically and directly dealing with risky issues in one-to-one and group situations.

The Systems Awareness Dimension

measures the degree to which your leaders' awareness is focused on whole system improvement and on community welfare (the symbiotic relationship between the long-term welfare of the community and the interests of the organization).

The Achieving Dimension

measures the extent to which leaders offer visionary, authentic, and high achievement leadership. It measures the extent to which leaders encourage a focus on achieving end results that are at once purposeful and strategic. It measures the creative use of power and effective decision-making.

THE REACTIVE LEADERSHIP STYLES

measure ways of leading that have significant strengths associated with them, but also reflect inner beliefs and behavior that limit effectiveness, authentic expression, and empowering leadership.

The Controlling Dimension

measures the extent to which leaders establish a sense of personal worth through task accomplishment and personal achievement. It measures the extent to which leaders push themselves and others hard and use overly driven and aggressive tactics to get others to do what they want.

The Protecting Dimension

measures how leaders act to protect themselves and establish a sense of worth/security by emotionally withdrawing and remaining distant, hidden, aloof, cynical, superior, and/or rational. This stance is often intellectually bright, but overly critical and cold.

The Complying Dimension

measures the extent that leaders act in ways that are overly conservative, cautious, and/or polite. It measures the extent to which leaders get a sense of self-worth and security by complying with the expectations of others rather than acting on what they intend and want.

THE SUMMARY MEASURES

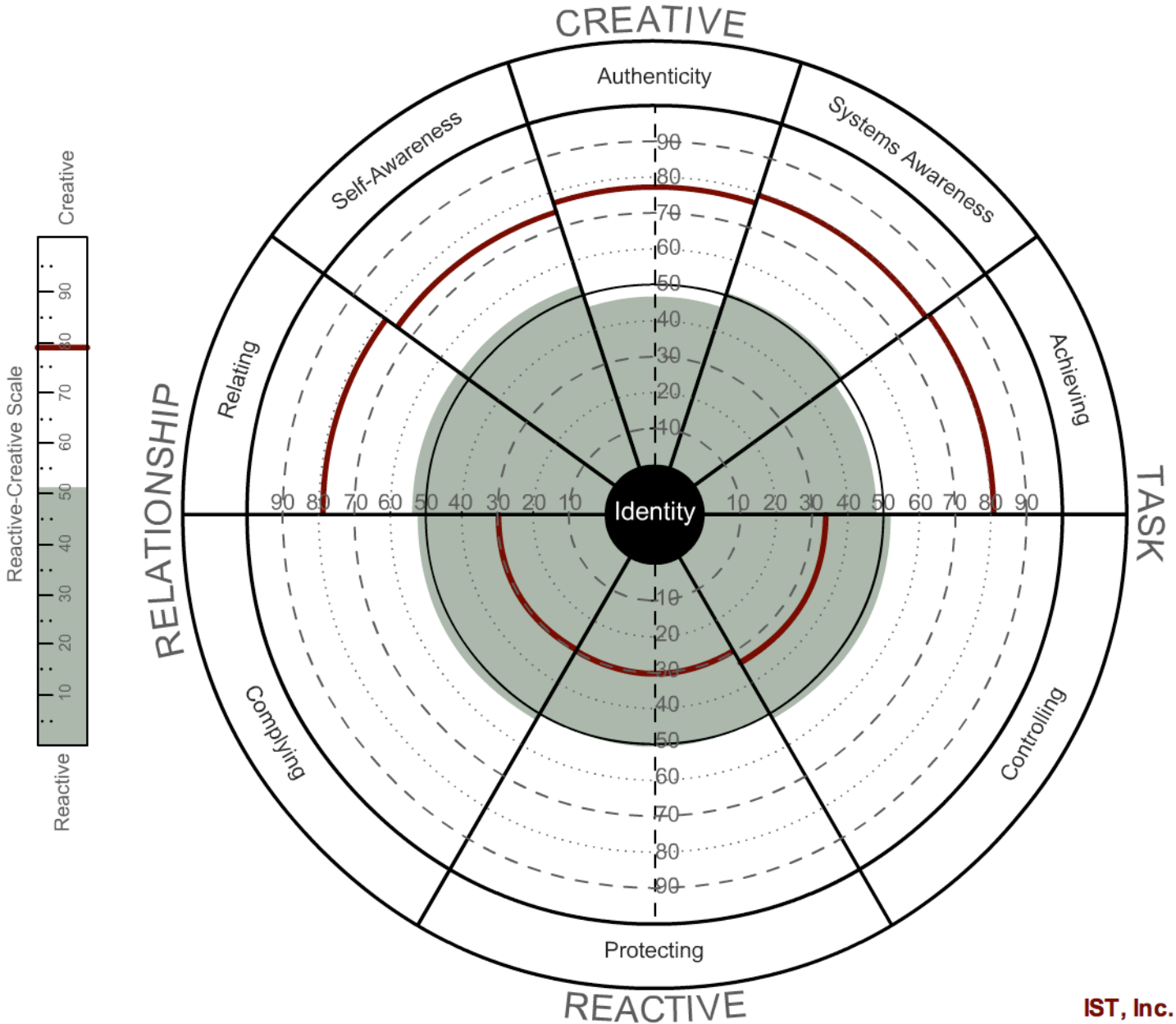
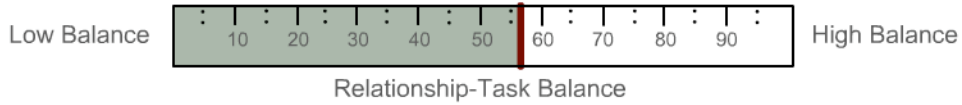
bring everything together. They summarize the above into a few useful measures.

Creative-Reactive Scale

reflects the degree of balance between the creative dimensions and the reactive dimensions. The percentile score here gives you a sense of how your leadership culture compares to that of other organizations. It measures the amount of energy your organization puts into reactive versus creative behavior. It suggests the degree to which your leadership, relationships, and goal-oriented behaviors are coming out of a creative or reactive orientation. It also suggests the degree to which leaders' self-concepts and inner motivations come from within or are determined by external expectations, rules, or conditions.

Relationship-Task Balance

measures the degree of balance your organization shows between the achievement competencies and the relationship competencies. It is a measure of the over, under, or balanced development of either half of the equation (the people half or the task half) that makes for great leadership. Good balance results in high percentile scores.

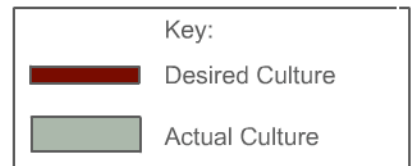


IST, Inc.

(Entire Organization)

Percentile Scores:

All scores are displayed as percentile scores comparing your scores to our norm base. High scores are beyond the 67th percentile. Low scores are below the 33rd percentile.



IST, Inc. (Entire Organization)	Actual Avg.	Actual %	Ideal Avg.	Ideal %	Ideal to Ideal %
Relating	9.29	53 %	11.49	78 %	38 %
Interpersonal Intelligence	9.02	51 %	11.74	77 %	42 %
Involvement	8.76	55 %	10.79	75 %	44 %
Mentoring & Developing	9.82	54 %	12.20	74 %	41 %
Fosters Team Play	9.33	54 %	12.38	81 %	47 %
Caring Connection	9.37	61 %	10.12	65 %	45 %
Collaborator	9.36	53 %	11.34	73 %	44 %
Self-Awareness	9.61	53 %	11.08	74 %	32 %
Balance	10.03	63 %	10.66	71 %	36 %
Personal Learner	8.67	45 %	11.72	78 %	42 %
Selfless Leader	9.87	55 %	10.35	56 %	38 %
Composure	10.18	55 %	11.59	72 %	44 %
Authenticity	9.25	46 %	11.55	76 %	42 %
Integrity	9.47	46 %	11.55	74 %	43 %
Courageous Authenticity	8.88	51 %	11.55	80 %	47 %
Systems Awareness	8.90	51 %	11.07	79 %	44 %
Systems Thinker	8.25	48 %	11.93	82 %	51 %
Sustainable Productivity	8.89	55 %	11.89	85 %	47 %
Customer Focus	8.72	50 %	9.36	55 %	39 %
Community Concern	9.70	55 %	11.45	76 %	52 %
Achieving	9.43	48 %	12.09	80 %	41 %
Achieves Results	10.98	50 %	11.98	65 %	46 %
Purposeful & Visionary	9.14	49 %	12.28	82 %	48 %
Strategic Focus	8.41	47 %	12.20	81 %	48 %
Decisiveness	9.60	57 %	11.81	78 %	42 %

IST, Inc. (Entire Organization)	Actual Avg.	Actual %	Ideal Avg.	Ideal %	Ideal to Ideal %
Controlling	7.78	51 %	6.14	33 %	65 %
Autocratic	7.73	57 %	5.15	33 %	69 %
Driven	7.30	44 %	7.28	46 %	55 %
Ambition	8.06	49 %	7.48	42 %	55 %
Perfect	8.41	46 %	8.03	42 %	52 %
Protecting	6.13	50 %	4.16	30 %	63 %
Critical	6.27	56 %	3.66	32 %	69 %
Distance	6.46	51 %	4.72	33 %	59 %
Arrogance	5.57	47 %	4.01	33 %	64 %
Complying	7.21	52 %	5.48	29 %	67 %
Belonging	7.32	51 %	6.68	47 %	65 %
Passive	5.91	50 %	4.07	33 %	70 %
Conservative	8.68	61 %	6.47	33 %	58 %
Pleasing	9.82	65 %	7.48	39 %	59 %
Creative-Reactive Scale	2.52	51 %	6.55	78 %	34 %
Relationship-Task Balance	0.88	56 %	0.91	56 %	39 %

Results based on responses from 22 employees of IST, Inc.

LEADERSHIP CULTURE SURVEY RESULTS

Creative Dimensions

IST, Inc.

(Entire Organization)

Actual
%

Ideal
%

Relating	53 %	78 %	Relating Questions
Average Response	9.29	11.49	
Fosters Team Play	54 %	81 %	Create a positive climate that supports people doing their best.
Average Response	9.33	12.38	Promote high levels of teamwork through their leadership style.
Interpersonal Intelligence	51 %	77 %	Take responsibility for their part of relationship problems.
Average Response	9.02	11.74	Display a high degree of skill in resolving conflict.
Caring Connection	61 %	65 %	Connect deeply with others.
Average Response	9.37	10.12	Form warm and caring relationships.
Mentoring & Developing	54 %	74 %	Are people builders/developers.
Average Response	9.82	12.20	Help people learn, improve, and change.
Collaborator	53 %	73 %	Work to find common ground.
Average Response	9.36	11.34	Create common ground for agreement.
Involvement	55 %	75 %	Extensively involve people in decision making.
Average Response	8.76	10.79	Push decision making and problem solving down to the appropriate level.
Self-Awareness	53 %	74 %	Self-Awareness Questions
Average Response	9.61	11.08	
Composure	55 %	72 %	Are composed under pressure.
Average Response	10.18	11.59	Handle stress and pressure very well.
Selfless Leader	55 %	56 %	Get the job done with no need to attract attention to themselves.
Average Response	9.87	10.35	Take forthright action without needing recognition.
Personal Learner	45 %	78 %	Learn from mistakes.
Average Response	8.67	11.72	Investigate the deeper reality that lies behind events/circumstances.
Balance	63 %	71 %	Balance work and personal life.
Average Response	10.03	10.66	Find enough time for personal reflection.

LEADERSHIP CULTURE SURVEY RESULTS

Relating

Fosters Team Play

measures leadership's ability to foster high-performance teamwork among team members that report to you, across the organization, and within teams in which you participate.

Interpersonal Intelligence

measures the interpersonal effectiveness with which leaders listen, engage in conflict and controversy, deal with the feelings of others, and manage their own feelings.

Caring Connection

measures leadership's interest in and ability to form warm, caring relationships.

Mentoring & Developing

measures your leaders' ability to develop others through mentoring, maintain growth-enhancing relationships, and help people grow and develop personally and professionally.

Collaborator

measures the extent to which leaders model and create a culture that encourages collaboration within teams and across the organization.

Involvement

measures how well leaders involve people in decision making and planning.

Self-Awareness

Composure

measures your leaders' ability, in the midst of conflict and high-tension situations, to remain composed and centered, and to maintain a calm, focused perspective.

Selfless Leader

measures the extent to which leaders pursue service over self-interest, where the need for credit and personal ambition is far less important than creating results—which serve a common good.

Personal Learner

measures the degree to which leaders demonstrate a strong and active interest in learning, personal and professional growth, as well as the extent to which they support this in the organization.

Balance

measures leadership's ability, in the midst of the conflicting tensions of modern life, to keep a hearty balance between business and family, activity and reflection, work and leisure. It measures the extent to which the organization supports others maintaining this healthy balance.

LEADERSHIP CULTURE SURVEY RESULTS

Creative Dimensions (Continued)

IST, Inc.

(Entire Organization)

**Actual
%**

**Ideal
%**

Authenticity Average Response	46 % 9.25	76 % 11.55	Authenticity Questions
Courageous Authenticity Average Response	51 % 8.88	80 % 11.55	Speak directly even on controversial issues. Are courageous in meetings.
Integrity Average Response	46 % 9.47	74 % 11.55	Are good role models for the vision they espouse. Lead in a manner that is completely aligned with their values.
Systems Awareness Average Response	51 % 8.90	79 % 11.07	Systems Awareness Questions
Community Concern Average Response	55 % 9.70	76 % 11.45	Create a vision that goes beyond the organization to include making a positive impact on the world. Attend to the long-term impact of strategic decisions on community.
Systems Thinker Average Response	48 % 8.25	82 % 11.93	Redesign the system to solve multiple problems simultaneously. Evolve organizational systems until they produce envisioned results.
Sustainable Productivity Average Response	55 % 8.89	85 % 11.89	Allocate resources appropriately so as not to use people up. Balance short-term results with long-term organizational health.
Customer Focus Average Response	50 % 8.72	55 % 9.36	Allow customers to shape our decisions and direction. Solicit customer input that often results in organizational change.
Achieving Average Response	48 % 9.43	80 % 12.09	Achieving Questions
Purposeful & Visionary Average Response	49 % 9.14	82 % 12.28	Inspire others with vision. Articulate a vision that creates alignment within the organization.
Achieves Results Average Response	50 % 10.98	65 % 11.98	Are proficient at achieving high quality results on key initiatives. Pursue results with drive and energy.
Decisiveness Average Response	57 % 9.60	78 % 11.81	Are efficient decision makers. Make decisions in a timely manner.
Strategic Focus Average Response	47 % 8.41	81 % 12.20	Provide strategic direction that is thoroughly thought through. Establish a strategic direction that helps the organization to thrive.

LEADERSHIP CULTURE SURVEY RESULTS

Authenticity

Courageous Authenticity

measures leaders' willingness to take tough stands, bring up the "un-discussibles" (risky issues the group avoids discussing), and openly deal with difficult relationship problems.

Integrity

measures how well leaders adhere to the set of values and principles that they espouse; that is, how well they can be trusted to "walk their talk."

Systems Awareness

Community Concern

measures the service orientation from which leaders lead. It measures the extent to which they link their legacy to service of community and global welfare.

Systems Thinker

measures the degree to which leaders' think and act from a whole system perspective as well as the extent to which they make decisions in light of the long-term health of the whole system.

Sustainable Productivity

measures your organization's ability to achieve results in a way that maintains or enhances the overall long-term effectiveness of the organization.

Customer Focus

measures the extent to which customer satisfaction is the focus of your business and extent to which customers are invited to shape organizational direction, decisions, and processes.

Achieving

Purposeful & Visionary

measures the extent to which leadership provides a clearly communicated organizational purpose and vision. It measures how well they align the organization by modeling commitment to this direction.

Achieves Results

measures the degree to which your organization is goal directed and has a track record of goal achievement and high performance.

Decisiveness

measures leaders' ability to make decisions on time, and the extent to which they are comfortable moving forward in uncertainty.

Strategic Focus

measures the extent to which leaders establish and follow a thorough discipline of strategic planning that focuses the organization on the "right stuff."

LEADERSHIP CULTURE SURVEY RESULTS

Reactive Dimensions

IST, Inc.

(Entire Organization)

Actual
%

Ideal
%

Controlling Average Response	51 % 7.78	33 % 6.14	Controlling Questions
Autocratic Average Response	57 % 7.73	33 % 5.15	Have to get their own way. Pursue results at the expense of people.
Driven Average Response	44 % 7.30	46 % 7.28	Try too hard to be the best at everything they take on. Push themselves too hard.
Ambition Average Response	49 % 8.06	42 % 7.48	Believe winning is what really matters. Are excessively ambitious.
Perfect Average Response	46 % 8.41	42 % 8.03	Need to perform flawlessly. Need to excel in every situation.
Protecting Average Response	50 % 6.13	30 % 4.16	Protecting Questions
Critical Average Response	56 % 6.27	32 % 3.66	Hurt people's feelings. Put people down.
Distance Average Response	51 % 6.46	33 % 4.72	Are emotionally distant. Remain standoffish.
Arrogance Average Response	47 % 5.57	33 % 4.01	Are arrogant. Have egos that are too big.
Complying Average Response	52 % 7.21	29 % 5.48	Complying Questions
Belonging Average Response	51 % 7.32	47 % 6.68	Work too hard for others' acceptance. Try too hard to conform to the group's rules/norms.
Passive Average Response	50 % 5.91	33 % 4.07	Lack passion. Are wishy-washy in decision making.
Conservative Average Response	61 % 8.68	33 % 6.47	Are too conservative. Follow conventional ways of doing things.
Pleasing Average Response	65 % 9.82	39 % 7.48	Need the approval of others. Need to be accepted by others.

LEADERSHIP CULTURE SURVEY RESULTS

Controlling

Autocratic

measures your leadership's tendency to be overly forceful, aggressive and controlling. It measures the extent to which leader's use of power is exercised at the expense of people/team development and at the expense of high performance.

Driven

is a measure of the extent to which leaders are in overdrive. It measures the extent to which leaders, by example, encourage workaholic levels of effort.

Ambition

measures the extent to which leaders compete with one another out of a need to get ahead, move up in the organization, and be better than others.

Perfect

measures the extent to which leaders push those around them to attain flawless results and perform to extremely/excessively high standards. This push is often driven by an inordinate need to look good and/or fear of failure.

Protecting

Critical

is a measure of your leadership's tendency to take a harshly critical, questioning, and cynical attitude that hurts people's feelings and diminishes their self-confidence.

Distance

measures leadership's tendency to protect themselves through a strategy of withdrawal, being superior and remaining aloof, emotionally distant and above it all.

Arrogance

measures your leadership's tendency to project a large ego—behavior that is experienced as superior, egotistical, and self-centered.

Complying

Belonging

measures leadership's need to play it safe, go along to get along, conform, follow the rules, and meet the expectations of those in authority.

Passive

measures the degree to which leaders have given away their power to others and to circumstances outside their control. It is a measure of powerlessness and not taking accountability for and ownership of results.

Conservative

measures the extent to which leaders think and act conservatively, follow procedure, and live within the prescribed rules of the organization. It is a measure of how much emphasis is placed on establishing and following procedures and rules.

Pleasing

measures leadership's need to seek others' support and approval in order to feel secure in acting or speaking up. It is a measure of the extent to which harmony is pursued at the expense of achieving results.

Sorted by Actual

IST, Inc. (Entire Organization)	Actual %	Ideal %
Dimensions		
Pleasing	65 %	39 %
Balance	63 %	71 %
Caring Connection	61 %	65 %
Conservative	61 %	33 %
Autocratic	57 %	33 %
Decisiveness	57 %	78 %
Critical	56 %	32 %
Selfless Leader	55 %	56 %
Sustainable Productivity	55 %	85 %
Involvement	55 %	75 %
Community Concern	55 %	76 %
Composure	55 %	72 %
Mentoring & Developing	54 %	74 %
Fosters Team Play	54 %	81 %
Collaborator	53 %	73 %
Belonging	51 %	47 %
Interpersonal Intelligence	51 %	77 %
Distance	51 %	33 %
Courageous Authenticity	51 %	80 %
Achieves Results	50 %	65 %
Passive	50 %	33 %
Customer Focus	50 %	55 %
Ambition	49 %	42 %
Purposeful & Visionary	49 %	82 %
Systems Thinker	48 %	82 %
Arrogance	47 %	33 %
Strategic Focus	47 %	81 %
Integrity	46 %	74 %
Perfect	46 %	42 %
Personal Learner	45 %	78 %
Driven	44 %	46 %
Summary Dimensions		
Relating	53 %	78 %
Self-Awareness	53 %	74 %
Complying	52 %	29 %
Controlling	51 %	33 %
Systems Awareness	51 %	79 %
Protecting	50 %	30 %
Achieving	48 %	80 %
Authenticity	46 %	76 %
Summary Measures		
Relationship-Task Balance	56 %	56 %
Creative-Reactive Scale	51 %	78 %

Sorted by Ideal

IST, Inc. (Entire Organization)	Actual %	Ideal %
Dimensions		
Sustainable Productivity	55 %	85 %
Systems Thinker	48 %	82 %
Purposeful & Visionary	49 %	82 %
Strategic Focus	47 %	81 %
Fosters Team Play	54 %	81 %
Courageous Authenticity	51 %	80 %
Personal Learner	45 %	78 %
Decisiveness	57 %	78 %
Interpersonal Intelligence	51 %	77 %
Community Concern	55 %	76 %
Involvement	55 %	75 %
Integrity	46 %	74 %
Mentoring & Developing	54 %	74 %
Collaborator	53 %	73 %
Composure	55 %	72 %
Balance	63 %	71 %
Achieves Results	50 %	65 %
Caring Connection	61 %	65 %
Selfless Leader	55 %	56 %
Customer Focus	50 %	55 %
Belonging	51 %	47 %
Driven	44 %	46 %
Ambition	49 %	42 %
Perfect	46 %	42 %
Pleasing	65 %	39 %
Arrogance	47 %	33 %
Autocratic	57 %	33 %
Passive	50 %	33 %
Distance	51 %	33 %
Conservative	61 %	33 %
Critical	56 %	32 %
Summary Dimensions		
Achieving	48 %	80 %
Systems Awareness	51 %	79 %
Relating	53 %	78 %
Authenticity	46 %	76 %
Self-Awareness	53 %	74 %
Controlling	51 %	33 %
Protecting	50 %	30 %
Complying	52 %	29 %
Summary Measures		
Creative-Reactive Scale	51 %	78 %
Relationship-Task Balance	56 %	56 %

Sorted by Ideal to Ideal

IST, Inc. (Entire Organization)	Ideal %	Ideal to Ideal %
Dimensions		
Passive	33 %	70 %
Autocratic	33 %	69 %
Critical	32 %	69 %
Belonging	47 %	65 %
Arrogance	33 %	64 %
Pleasing	39 %	59 %
Distance	33 %	59 %
Conservative	33 %	58 %
Ambition	42 %	55 %
Driven	46 %	55 %
Perfect	42 %	52 %
Community Concern	76 %	52 %
Systems Thinker	82 %	51 %
Purposeful & Visionary	82 %	48 %
Strategic Focus	81 %	48 %
Sustainable Productivity	85 %	47 %
Fosters Team Play	81 %	47 %
Courageous Authenticity	80 %	47 %
Achieves Results	65 %	46 %
Caring Connection	65 %	45 %
Involvement	75 %	44 %
Collaborator	73 %	44 %
Composure	72 %	44 %
Integrity	74 %	43 %
Personal Learner	78 %	42 %
Interpersonal Intelligence	77 %	42 %
Decisiveness	78 %	42 %
Mentoring & Developing	74 %	41 %
Customer Focus	55 %	39 %
Selfless Leader	56 %	38 %
Balance	71 %	36 %
Summary Dimensions		
Complying	29 %	67 %
Controlling	33 %	65 %
Protecting	30 %	63 %
Systems Awareness	79 %	44 %
Authenticity	76 %	42 %
Achieving	80 %	41 %
Relating	78 %	38 %
Self-Awareness	74 %	32 %
Summary Measures		
Relationship-Task Balance	56 %	39 %
Creative-Reactive Scale	78 %	34 %

Sorted by Gap between Actual and Ideal

IST, Inc. (Entire Organization)	Actual %	Ideal %	Gap %
Dimensions			
Systems Thinker	48 %	82 %	34
Strategic Focus	47 %	81 %	34
Personal Learner	45 %	78 %	33
Purposeful & Visionary	49 %	82 %	33
Sustainable Productivity	55 %	85 %	30
Courageous Authenticity	51 %	80 %	29
Integrity	46 %	74 %	28
Conservative	61 %	33 %	(28)
Fosters Team Play	54 %	81 %	27
Pleasing	65 %	39 %	(26)
Interpersonal Intelligence	51 %	77 %	26
Autocratic	57 %	33 %	(24)
Critical	56 %	32 %	(24)
Decisiveness	57 %	78 %	21
Community Concern	55 %	76 %	21
Involvement	55 %	75 %	20
Mentoring & Developing	54 %	74 %	20
Collaborator	53 %	73 %	20
Distance	51 %	33 %	(18)
Passive	50 %	33 %	(17)
Composure	55 %	72 %	17
Achieves Results	50 %	65 %	15
Arrogance	47 %	33 %	(14)
Balance	63 %	71 %	8
Ambition	49 %	42 %	(7)
Customer Focus	50 %	55 %	5
Belonging	51 %	47 %	(4)
Perfect	46 %	42 %	(4)
Caring Connection	61 %	65 %	4
Driven	44 %	46 %	2
Selfless Leader	55 %	56 %	1
Summary Dimensions			
Achieving	48 %	80 %	32
Authenticity	46 %	76 %	30
Systems Awareness	51 %	79 %	28
Relating	53 %	78 %	25
Complying	52 %	29 %	(23)
Self-Awareness	53 %	74 %	21
Protecting	50 %	30 %	(20)
Controlling	51 %	33 %	(18)
Summary Measures			
Creative-Reactive Scale	51 %	78 %	27
Relationship-Task Balance	56 %	56 %	0