

Table 4 - Response or Patterns by Interview Question

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| Q.1-2 | 1. Describe yourself as a leader. What characteristics have you brought to your work which enabled you or others to view yourself as a leader? 2. What are the essential ingredients of leadership? The responses for 1 and 2 matched. | Validated as True? |
| Themes/ Patterns | Visionary (& long-term thinking); Goal-oriented; Fairness; Trust(worthy); Credible: Integrity; Ethical; Moral; Truthful; Honesty; Set a good example--model appropriate behavior; Commitment; Strategy; Doing the right thing; Connect with employees; Openness; Responsible; Keeper of promises; Develop people; Creativity; Strong work ethic; Demanding; Energetic; Empowering; Self-reliance; Compassion/ concern for others; Willingness to make and admit to mistakes and learn from them; Results-oriented; Accountability; Integrity; Belief in people; Communicative; Supportive of employees; Motivating; Focused; Visible; Approachable; Engaged; Stability; Bright; Capable; Passionate; Flexible; Coach/Mentor; Competent; Hard-working; Change agent; Family-oriented; Well-rounded; Organized; Risk-taker; Accessible; Recognize & reward people; spiritual (most); Courage; Resilience | Yes |
| Q.3 | What purpose does your leadership serve? Why do you lead? | |
| Themes/ Patterns | The greater good; Accomplish more better through a group; Synergism; Direction; Establish expectations; Focus; Enjoyment/Pleasure; Controlling my destiny; Provide people opportunities; Provide guidance; To accomplish a business goal (create value), get results; Personal goal; Feeling of achievement of doing something right; Can't help but to lead; Opportunity in leading; Because I can; Have the talent to take the company from one level to another; Internally motivated; Intrigued by the risks; Feeling of responsibility; Help others become successful; | Yes |
| Q.4 | Are there values you can identify which are essential to your leadership? What are the core values you operate from in your leadership? | |
| Themes/ Patterns | Honesty; Integrity; Promise Keeper; Equality; Communicative; Accountability; Morality; Ethical; Sense of right and wrong; That the end doesn't always justify the mean-there's a greater destiny than leading; Consistency; Family-oriented; Fair; Tough Learning; Teaching; Reinforcement; Respect; Build on the good; Knowing one doesn't have all the answers; Value of humanity/ Confidence in people; Openness; Willingness to face reality; Collaboration; Candid; Trustworthy, Hard working; | |
| Q.5 | How do you feel about being identified as a moral leader? | |
| Themes/ Patterns | Good that business contacts view me as morally strong and another opportunity to learn more about this; Comfortable that others see me as a moral leader; complimentary about the underpinning of the way I work-comfort that people see me as making right, fair decisions; Honored to be thought of as a moral leader; it raises my level of consciousness about morality-gives me an even greater desire to never violate it-terrific; Honored that people think that I'm a moral person; Positive, but not surprised; I wouldn't expect to be a leader if not moral; Rewarded and curious. [With one exception, all responses were equally humble, surprised and seemed genuinely honored that others perceived them as doing what they themselves so much in a leader-moral action] | Yes |
| Q.6 | At what point did you realize you were a leader? | |
| Themes/ Patterns | Various patterns; two indicated during elementary years (M/F), one during early teenage years, three during college years; one was an adult, after serving in the service, and back to college as a non-traditional student | NA |
| Q.7 | Who or what were you teachers? | Validated as True? |

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| Themes/ Patterns | Both parents; mothers were mentioned often in depth; Other extended family members; Colleagues and managers above them in the company structure; Teachers; Other business people they have worked with or encountered; They felt they could learn from everyone at any level encountered most of the time; Most mentioned that they could learn as much from a negative person who was not a good leader as a positive role model by learning what not to do from the negative model and what to do from the positive model. All but one participant had people to talk about. The female did not feel that she had any teachers throughout her education and career who initiated on their own any special mentoring; she felt there was none. | The secondary interviews validated that these individuals are all considered teachers, mentors, coaches |
| Q.8 | What are relationships like between you and others in your organization? | Yes |
| Themes/ Patterns | Good; Approachable; Straight forward; Available; Cordial; Connected; Respectful; Professional; Trusting | |
| Q.9 | What do you intentionally do in your leadership that inspires others to act ethically and morally? | |
| Themes/ Patterns | Set the standard and model the behavior; Talk about it; Hold people accountable for appropriate behavior; Consistency; Implement company policies & procedures; Everyone believed in modeling behavior well beyond the company environment with employees, but also being moral and ethical with customers, suppliers, etc. and outside in the community. | Yes |
| Q.10 | What do you find that inhibits followers' ability to act ethically or morally? | |
| Themes/ Patterns | People's backgrounds; Company pressure to perform, for results; Motivation to achieve; Feeling that the company owes them (mostly during culture transition from negative to positive culture); Past cultural practices-prior learned behaviors; Society-the way life is portrayed in movies, on TV; | Secondary interviewees gave similar responses |
| Q.11 | In bringing about change, what leadership style or strategies have you relied on? | |
| Themes/ Patterns | Communication; Participation and participative decision making; Accountability; Comfortable (open two ways) working culture & climate; Trying to bring about understanding, purpose; Openness; Honesty; Teach to embrace change in a positive, strategic and tactical way; Be true and consistent; Motivate, train, trust, hold accountable; Focus on continuous improvement; | Yes |
| Q.12 | Do you think of yourself as someone who has or has had power, and how have you used that power in your leadership? | |
| Themes/ Patterns | All do not see themselves as using power negatively, but understand that they have positional power and have to use the power of the position to make things happen, positive things; they have used their power to help people/company, to develop people/company, to provide opportunities for employees/company; they see their power more as an influence and that it had to be earned and awarded by employees; That position affords them attention and because of that attention they can get things done that they could not have if not in that position; They all agree that giving it away is important; Also, that using it to help employees get what they need to do their jobs well is a good use of it. Finally, they agree that one must be careful in the use of power. | Yes |
| Q.13-14 | 13. What is the most serious ethical issue or dilemma you have faced in your career? What did you do about it? 14. Did you ever face a conflict where the moral principle was not clear? How did you handle the situation? | Validated as True? |

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| Themes/ Patterns | Most had not faced many of these issues, but they had faced some or knew about some. Because of the confidential nature of these issues, they will not be identified here. However, it is important to know that in all but one case, anything unethical or immoral was handled as serious and with appropriate disciplinary action, usually termination. All discussed that unethical or immoral behavior is not tolerated at any level. There are policies and procedures in each company on ethical behavior. Each of these leaders seem to have high moral values, evident in their convictions and actions. | Yes | |
| Q. 15 | What, if any, barriers or obstacles have you faced in your leadership? How did you overcome these obstacles? | | |
| Themes/ Patterns | Negative leadership on the part of other leaders or managers; Working in a highly autocratic leadership environment; Poor/irrational decision-making on the part of others; Philosophical differences about management and leadership (dictatorial vs. participative, etc.); Held back; Conflict with poor practices; Patience; Moved on; Worked around the negative factors; Recruited support for positive activities from others; Modeled different values and behavior; Working in an environment that did not value humanity or its potential contributions; Lack of trust in management; Discrimination as a talented younger employee-age discrimination; Generation barriers with those new and younger employees, their need for social interactions, different expectations, etc.; Setting appropriate standards based upon situation, talent and timing; | The secondary interviews produced very similar responses to this question. | |
| Q.16 | In you life, what do you do to seek renewal as it relates to your leadership? | | |
| Themes/ Patterns | Become a follower to learn from others; Read (fiction, non-fiction, work-related materials, etc.); Community Leadership; Seminars/Meetings/Organizations; Family/personal activities (balance work and personal life); Meet with colleagues engaged in similar activities; Teach; Consult with friends; Make time to think and reflect; Sports; Classes; Listen to tapes while traveling; Looking to others as examples | The secondary interviews produced very similar responses. | |
| Q.17 | How do you provide opportunities for leadership growth and development for followers in your organization? | | |
| Themes/ Patterns | Develop people; Encourage people to expand themselves, continue their education; Identify future company leaders, give them something important to do that is theirs; Provide opportunities to stretch, challenging work; Encourage them to take risks, to accept that they can fail and learn from it; Assess peoples' skills and match them with opportunity; Setting standards for growth; Change employee jobs to better challenge them; Support them; Mentoring/coaching; Make sure new, young potential leaders get a broad base; give them opportunities, move them around for experience; Give the right direction and opportunity, help; Lead by example | Yes | |
| Q.18 | What are your strength and weaknesses as a leader? (All acknowledged that most strengths and weaknesses could reverse depending upon the situation.) | Validated as True? | |
| Themes/ Patterns | Strengths: Work ethic High morals | Weaknesses: Identifying so much with work Self-identity tied up with work | Yes For each leader, the |

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| | <p>Ethical Model good behavior Expect of myself what I expect of others Good background/experience Well educated Commitment Compassion Creativity Physical size (large-intimidating) Creativity Well educated Finances Commitment Learning process Compassion Tendency towards micro-management Creativity Trusting Openness Integrity Knowledge of business Communication skills Approachable Helpful Persistence Helping people succeed Trusting Provide people opportunities Always trying to improve Learn from mistakes</p> <p>*Note: There were many consistencies among leaders.</p> | <p>Aggressiveness Impatience Intensity Seriousness Physical size (large--intimidating) Creativity Finances Learning process Tendency toward micro-management Sometimes holding the reins a bit too tight Not demanding enough, not being aggressive enough Too trusting at times Too excitable at times Not detailed enough at times Sometimes too quick to react Expect too much sometimes</p> | <p>secondary interviewees confirmed their strengths and weaknesses.</p> |
| <p>Q.19</p> | <p>Was there any particular experience or event in your life that strongly influenced your leadership or management style? What was it and how did it influence you?</p> | <p>Validated as True?</p> | |
| <p>Themes/ Patterns</p> | <p>Various themes. The values that were instilled and developed early in life; Getting my degree (later in life) taught me how to lead-I immediately used what was being learned in each class; I was an ogre/dictatorial and completely reversed my style and inclinations; A culmination of several years in the company with its past management style which was somewhat negative and wanting to create a new culture, a more positive one; Working for both highly autocratic leaders and some that were real teachers; It was clear to me that the</p> | <p>The secondary interviews produced responses that these leaders</p> | |

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| | <p>best style was teaching, approachable, understandable, communicative, focused, simple, results-oriented, hard-working, etc. These individuals highly influenced me; Using the approach that there is always something to improve even if something isn't broken; Self-actualization; The impact of individuals in my past which led me to set personal goals; Working with challenges and no direct experience successfully with help from mentors; Learning what to not do by observing poor leaders; Learning from others; Learning to self-analyze honestly about what I should do and don't sometimes; Recognize when I'm backing down from a tough decision; A company I worked for that had a very positive management style; Military experience.</p> | <p>brought in new and very positive cultures, and that strongly influenced the leadership, management style in the company.</p> | |
| Q.20 | How do you view your role as a leader outside of your company? (Community leadership?) | | |
| Themes/ Patterns | <p>Critically important to serve as leader in the community and to move young leaders into those roles-encourage them; it's a part of giving back; charity work helps to keep people grounded; important to help build the community; we have an obligation to be community leaders; the community needs the same bright, hard-working young people that the company needs; the community must be developed to attract these individuals; if I can help, there is an obligation to do so;</p> <p>Believe in it, but no time left; the company supports, encourages all who are interested, and many are and do;</p> <p>I don't feel a driving passion to be involved--it's a chore, not something I like to do ; I support it financially, but we don't sell to anyone in the area and don't have that kind of connection with the community; I know it's a responsibility, as a leader of a company, to be community-minded; our interest is in making a good place for people to work, that they work for a good company, so that they will be good workers; however, those are my personal feelings, but we are very open, supportive and encouraging for those who want to and I feel that we have a responsibility as a company to encourage that kind of behavior; we strongly support it.</p> | <p>Yes</p> | |
| Q.21 | What is the difference between a leader and a manager? | Validated as True? | |
| | <p>Leaders:</p> <p>Lead people, a social interaction which involves feelings, values, behaviors that people bring with them; leaders seek to drive a collective value for an organization, to operate at the most productive level on sustained, long-term basis; the quality of leadership is important; establishing credibility is important for all; trust, vision, values are cultural things; a leader spends more of his time dealing with those types of issues on a daily basis than managing; the arena a leader plays in overlaps the management arena, but is different in terms of activities;</p> | <p>Managers:</p> <p>Has the responsibility of a segment of the business, but is concerned with the metrics attached; certain objectives are managed with strategies, tactics, approaches that involve detail, management of things</p> | <p>The secondary interviews provided very similar responses</p> |

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| | <p>Think about the future, a vision and setting directions; building the organization and people</p> <p>Create something that will endure, vision, set direction, themes, benchmarks, provide guidance</p> <p>Creates vision, goals, helps others to take ownership, share power, give authority, establish accountability, leverage the strength of everyone in the organization toward an end; find the passion of the people or instill passion</p> | <p>Are task-oriented, follow orders or providing direction; works within the parameters set; managers have less control over their destiny than leaders</p> <p>Follow leaders; accomplish specific tasks or assignments; follow leaders</p> <p>Comply with decisions</p> | |
| | <p>Concerned with macro; Does the right things</p> | <p>Short-term sighted Does things right</p> | |
| | <p>Lead by example; Help others grow and accept responsibility</p> | <p>A doer; may not work with people to expand minds, thought processes, or provide opportunities</p> | |

| Q.22 | Do you think leading in a manufacturing organization is any different than leading in any other type of organization? | Validated as True? |
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| Themes/ Patterns | <p>No, people are people; you need to do the right things regardless of the type of organization; the people diversity may be different, the socio-economic levels, a rougher crowd socially-more drug and alcoholism abuse, predominantly male; they are all good people, but may have different values; they sometimes feel they are entitled to things; also, the people in the shop are the predominant breadwinners; in other industries, such as insurance, they may be the secondary breadwinners; the guys on the plant floor are much more verbal about how they feel; having worked in the insurance, manufacturing is more exciting; you can see the product come off the line, see it change from materials to a product;</p> <p>No, the only thing different is the skill sets and maybe the focus; getting the organization aligned and setting objectives, creating understanding and building a passion among people - the formula is the same, just different technologies;</p> <p>No, the issues are the same; it [leading] is a people issue, not a technology issue; it's all about allowing people to become empowered and providing them the tools, training; we have an incredibly intelligent workforce (U.S.) and where we hold back is in empowering them, really empower them;</p> <p>No, no difference</p> <p>In many respects, the same; the product is different, the people issues are the same (compared to banking); the rapid change is the same, how you treat people should be the same; but I think it would be different if you are in a mature industry versus a rapidly growing industry, e.g., the computer or high tech industries; those require a little different management style, approach, incentives, etc. But, it's all about people; if you get the right people, you can have a lot of fun; it's a different breed in the high tech industry; they are driven more by greed; that would be different; but really, the basic principles are the same; the product is the primary difference</p> <p>No; there are certain skills required of a leader, but those can be used in any situation</p> | <p>The secondary interviews provided similar responses</p> |