

TABLE 1.1 THE FIVE PRACTICES AND TEN COMMITMENTS OF LEADERSHIP.






Practice	Commitment
Model the Way 	1. Clarify values by finding your voice and affirming shared ideals. 2. Set the example by aligning actions with shared values.
Inspire a Shared Vision 	3. Envision the future by imagining exciting and ennobling possibilities. 4. Enlist others in a common vision by appealing to shared aspirations.
Challenge the Process 	5. Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve. 6. Experiment and take risks by constantly generating small wins and learning from experience.
Enable Others to Act 	7. Foster collaboration by building trust and facilitating relationships. 8. Strengthen others by increasing self-determination and developing competence.
Encourage the Heart 	9. Recognize contributions by showing appreciation for individual excellence. 10. Celebrate the values and victories by creating a spirit of community.

TABLE 2.1 CHARACTERISTICS OF ADMIRER LEADERS.

Characteristic	Percentage of Respondents Selecting Each Characteristic			
	2007 edition	2002 edition	1995 edition	1987 edition
HONEST	89	88	88	83
FORWARD-LOOKING	71	71	75	62
INSPIRING	69	65	68	58
COMPETENT	68	66	63	67
Intelligent	48	47	40	43
Fair-minded	39	42	49	40
Straightforward	36	34	33	34
Broad-minded	35	40	40	37
Supportive	35	35	41	32
Dependable	34	33	32	33
Cooperative	25	28	28	25
Courageous	25	20	29	27
Determined	25	23	17	17
Caring	22	20	23	26
Imaginative	17	23	28	34
Mature	15	21	13	23
Ambitious	16	17	13	21
Loyal	18	14	11	11
Self-Controlled	10	8	5	13
Independent	4	6	5	10

Note: These percentages represent respondents from six continents: Africa, North America, South America, Asia, Europe, and Australia. The majority of respondents are from the United States. Since we asked people to select seven characteristics, the total adds up to more than 100 percent.

TABLE **2.2** CROSS-CULTURAL COMPARISONS OF THE CHARACTERISTICS OF ADMIRER LEADERS.

Country	Percentage of Respondents Selecting Each Characteristic			
	Honest	Forward- Looking	Inspiring	Competent
Australia	93	83	73	59
Canada	88	88	73	60
Japan	67	83	51	61
Korea	74	82	55	62
Malaysia	95	78	60	62
Mexico	85	82	71	62
New Zealand	86	86	71	68
Singapore	72	76	69	76
Sweden, Denmark	84	86	90	53
United States	89	71	69	68

FIGURE 3.1 THE IMPACT OF VALUES CLARITY ON COMMITMENT.

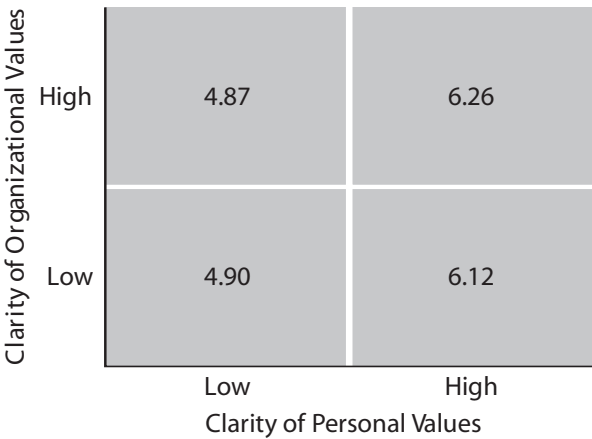


TABLE 5.1 THE JANUS EFFECT.

	Looked Toward Future First	Reviewed Past First
Mean time in future	1.8 years	3.2 years
Maximum time in future	5.1 years	9.2 years
Minimum time in future	0.2 years	0.4 years

FIGURE 5.1 MIX OF PRESENT-FUTURE TIME ORIENTATIONS OF LEADERS.

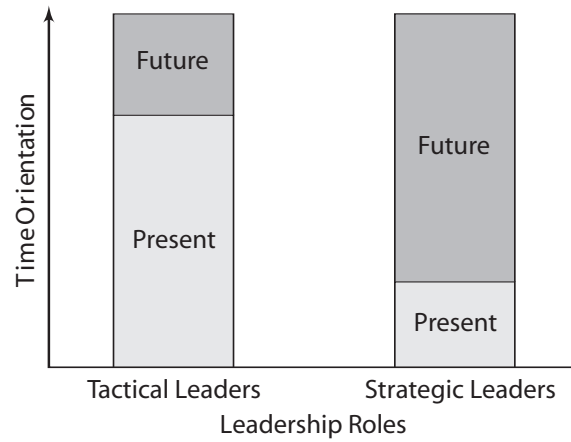
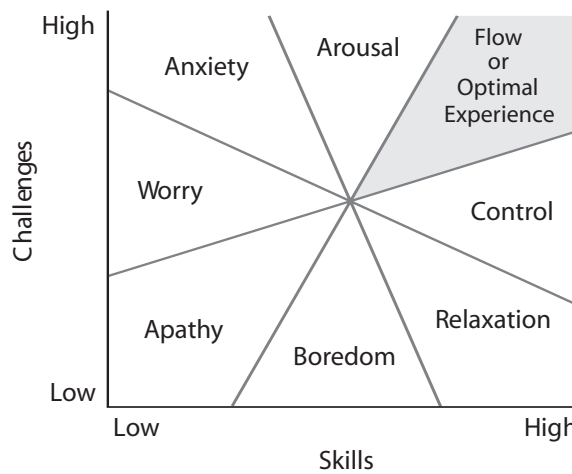


FIGURE 8.1 OPTIMAL PERFORMANCE, CHALLENGE, AND SKILL.



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