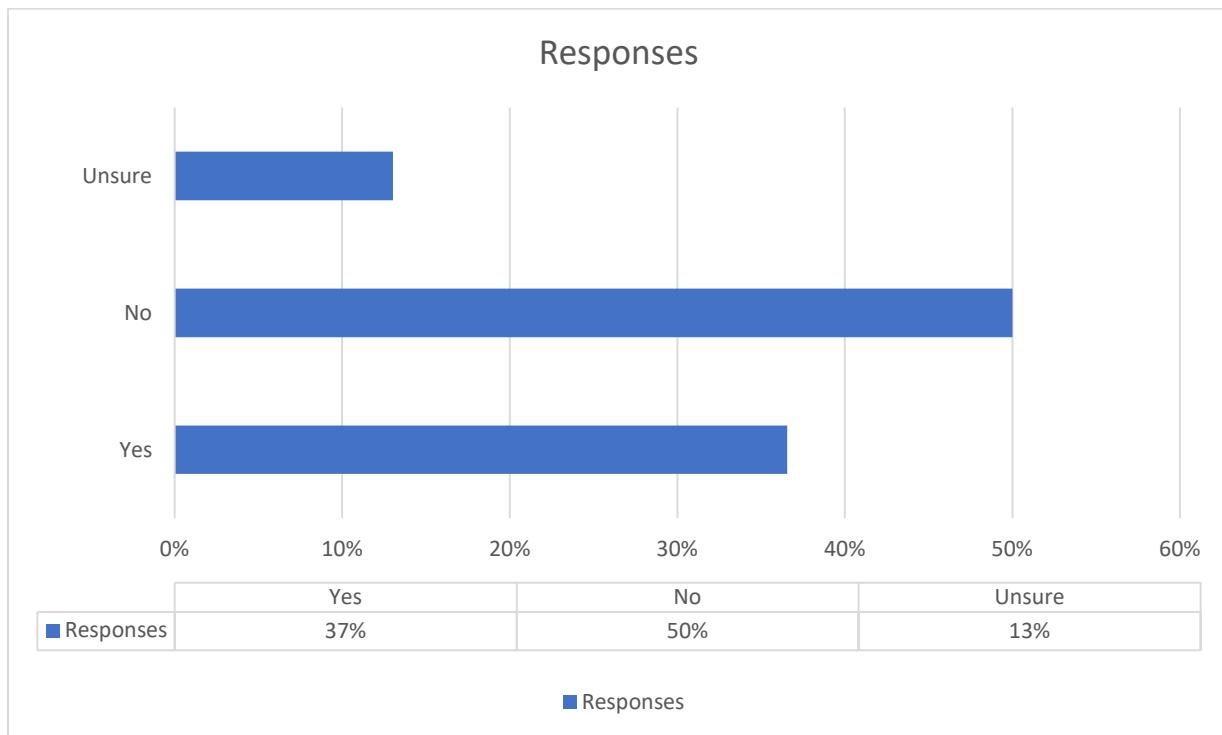


Thinking back over the last 5-10 years, is it getting harder to exercise leadership in organizational life?



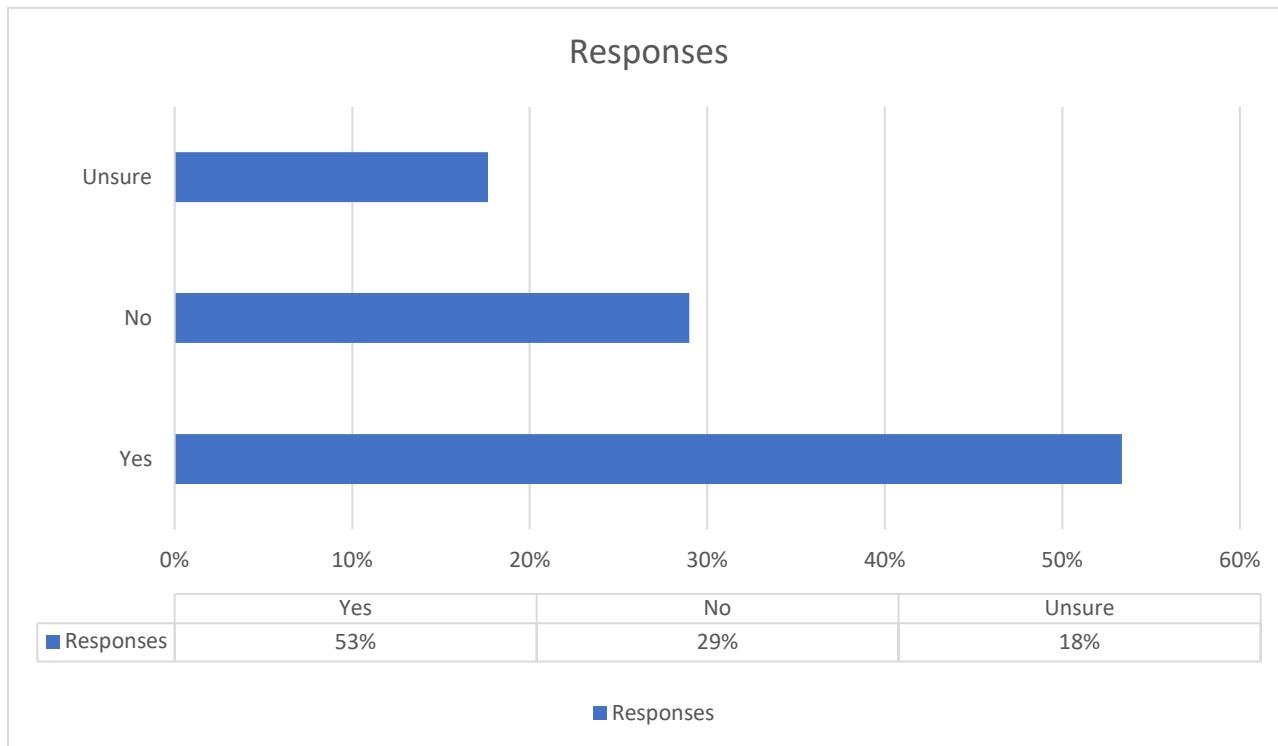
Summary of responses:

**Unsure:** Those who were unsure thought that it depended on authority, didn't feel they had the experience to respond, or had other situations that kept them from responding to this question definitively.

**No:** This was the most common response to the question. Most said that exercising leadership in organizational life is not getting more difficult because leadership has become a part of the organization. They discussed the common language and the fact that more are in tune with leadership. KLC framework also got some credit in this section of feedback for helping make leadership easier. Some simply stated that because leadership is more needed now, so it is not more difficult to implement.

**Yes:** For those who responded yes, the most common reason for this was "differences", whether it be difference of political opinion, worldview, or generational differences. Some noted that the world has become increasingly polarized and complex. Other responses were centered around people and how they make it more difficult. Some talked about organizational culture making it hard. Change and authority were also noted for their contributions to the difficulty level of exercising leadership.

Thinking back over the last 5-10 years, is it getting harder to exercise leadership in civic life?



Summary of responses:

**Unsure:** Most of those who were unsure mentioned that it is due to a lack of experience in the civic arena.

**No:** It seems that several who responded that no, it is not more difficult, left responses that clearly express how it is more difficult to exercise leadership in the civic arena. Of those who truly think it is no more difficult, most responded and gave some credit to social media. Several stated that social media has provided an outlet for people to become more civically engaged in leadership. Although the effectiveness of this method was questioned, it was still noteworthy in the feedback. Increased opportunities for civic involvement, more engagement, and KLC framework all made an appearance in the feedback.

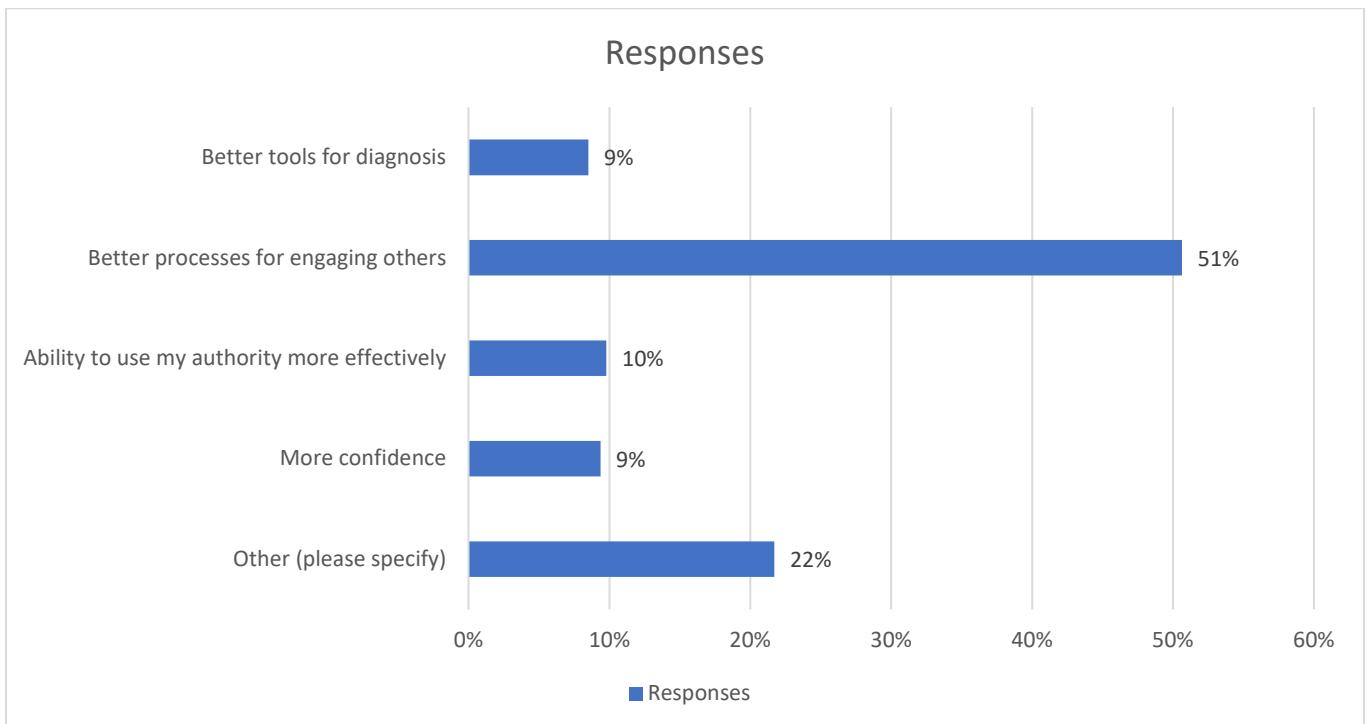
**Yes:** Of those who think it is more difficult to exercise leadership in the civic arena, polarization was by far the most common response. Factions, authority, distrust, and the idea that you must not be offensive were also themes in the feedback. Social media showed up as something that makes it more difficult to exercise civic leadership.

As you can see, half of the respondents find it more difficult to exercise civic leadership, while half of respondents do NOT find it more difficult to exercise leadership in organizational life.

### What makes leadership difficult in today's context?

Things like authority, lack of common purpose, increasing complexity of today's world, and distrust were all themes in this feedback about what makes leadership difficult. Also mentioned were generational differences and social media. Some said less engagement makes it more difficult, and of course, polarization was most discussed. It also seems that respondents feel that social skills/soft skills are what's missing in today's leaders. "People" was the most mentioned word in this section of feedback.

### In today's context, what would help you be more effective?



A Spring 2019 Journal alumni survey revealed that Intervene Skillfully stands out as the most challenging competency to put into practice. How might KLC make it easier for you to Intervene Skillfully?

Practice, practice, practice was the number one response to this. It seems that respondents crave a way to practice the idea of intervening. They craved knowing more about "how to" intervene and wished to have a better understanding of systems at play. The concept of raise the heat was mentioned in this section of feedback as something that needs to be expanded upon. Real life examples were noteworthy in the comments. Many wished to have a refresher of some sort, more skills and tools, and soft skills. No matter the response, it was clear in the feedback that Alumni ought to be engaged around intervening skillfully.

Finally, blogs, emails, and a podcast were all suggestions about how we might engage with Alumni.