

**NATIONAL
LEADERSHIP
INDEX
2009**



A NATIONAL STUDY



OF CONFIDENCE



IN LEADERSHIP



HARVARD Kennedy School
**Center for Public
LEADERSHIP**

In collaboration with the Merriman River Group

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INTRODUCTION

November 2009

Survey after survey shows Americans, in general, to be among the world's most optimistic people. Yet from the inception of the Center for Public Leadership's *National Leadership Index* in 2005 through last year, Americans' confidence in their leaders marched steadily downward. But even at the bottom of the trough, in 2008, the *National Leadership Index* findings revealed one glint of optimism: 39% of Americans believed things would be better after the 2008 election, while only 7% believed things would be worse. And indeed, this year a resounding 87% of Americans professed confidence that with the right leaders, the nation's problems *can* be solved.

This year's findings suggest that Americans are entertaining the possibility that in some sectors better leadership may be emerging. For the first time in five years, Americans' overall confidence in their leaders has risen. What's more, the number of Americans who believe that their leaders "are effective and do a good job" has also increased, from 25% last year to 41% this year.

In part, this modest increase in confidence reflects greater confidence in the executive branch. But that is not the whole story. Americans' confidence in military leadership, always strong, increased further this year. And for the first time since this survey began, Americans' confidence in the business sector has also grown modestly, after a sharp decline last year. Not surprisingly, however, confidence in the leadership of Wall Street has sunk to a new low, ranking lowest of all sectors surveyed.

Clearly, these trends—continued faith in leadership's potential, continued confidence in some sectors, and a clear rejection of leadership in other sectors—show that Americans have specific expectations their leaders must meet to win their trust. What sets this year's *National Leadership Index* apart is that, for the first time, to better understand what drives Americans' confidence in leadership, it delves into those expectations. For example, the findings show that *trust in what leaders say* and *competence* head the list of qualities that correlate with feelings of confidence in leaders. Almost as important are the perceptions that a leader is *working for the greater good*, *shares your values*, *is in touch*, and *gets good results*.

None of these findings will come as a surprise to leaders who seek to retain the nation's confidence. The ongoing challenge—which this year's slight upturn in confidence does not diminish—is to explore what it means to practice these broad leadership qualities in the context of one's own sector and leadership journey—whether in business, the nonprofit world, the media, government, education, or elsewhere. With the public's confidence, there is much that leaders can do for the common good. Without it, the path to good results is much less clear.

We hope this study will contribute to your exploration of the challenges of leadership and inspire you to engage with us in dialogue about leadership for the common good. It is through collaboration and conversation with today's leadership practitioners and scholars that the Center for Public Leadership seeks to achieve its mission of advancing the practice and theory of leadership. We welcome your thoughts and comments.



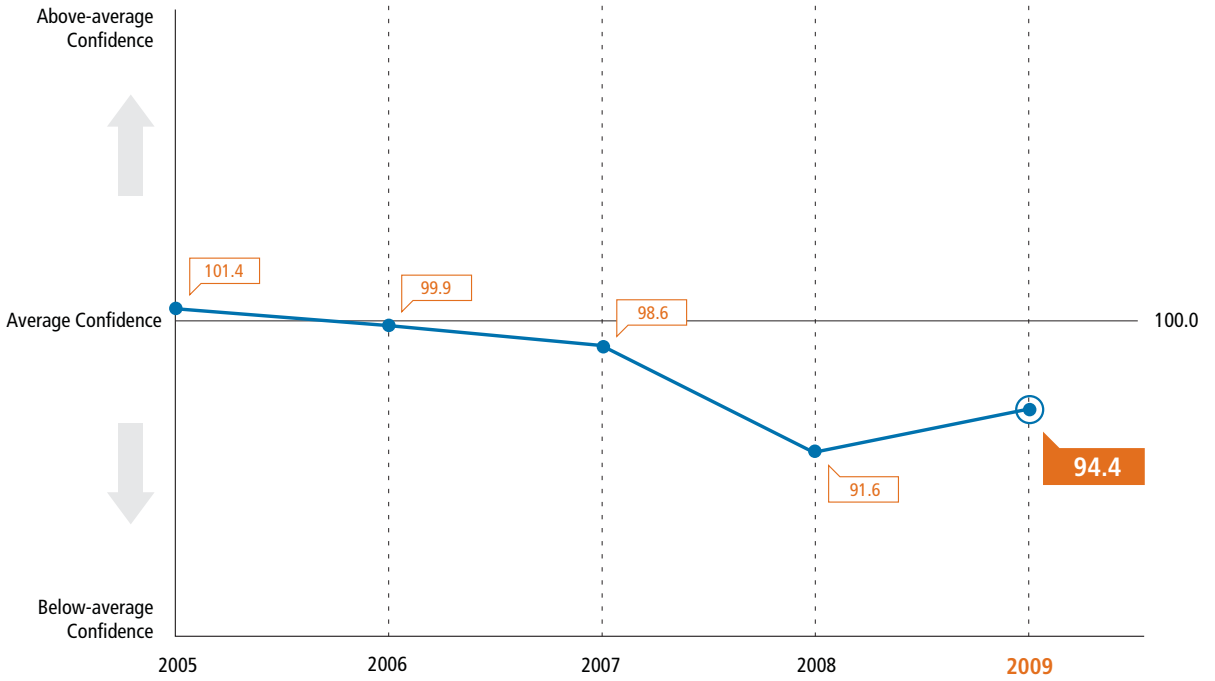
David Gergen
Director



Donna Kalikow
Executive Director

SECTION 1 CONFIDENCE IN LEADERSHIP 2009

AN INDEX OF AMERICANS' CONFIDENCE IN THEIR LEADERS

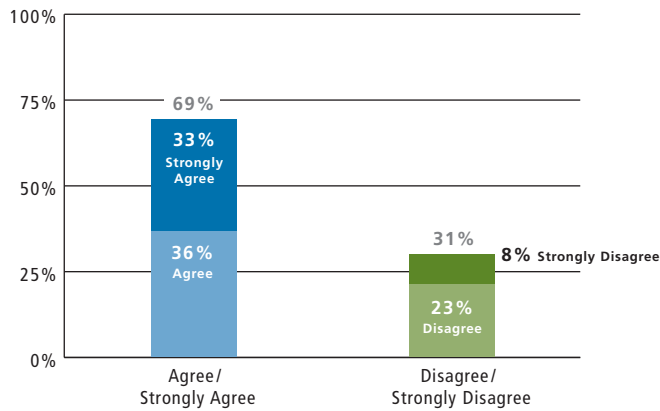


- Overall, Americans have below-average confidence in their leaders.
- Confidence increased significantly in 2009 over 2008 levels, but remains lower than in years prior to 2008.

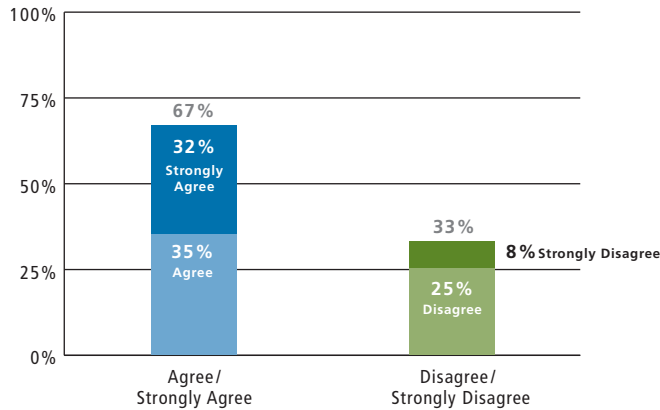
Americans' confidence in leaders is improving, but still low

To what extent do you agree with the following statements?

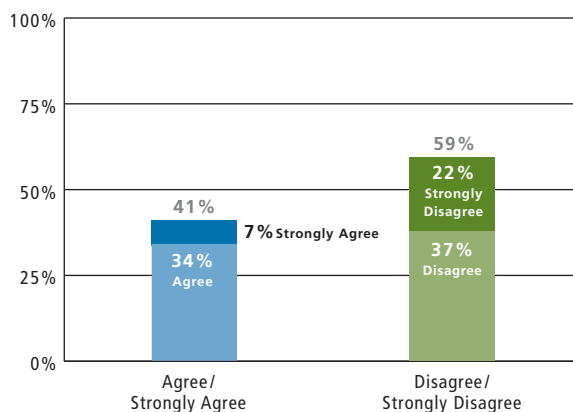
We have a leadership crisis in the country today



Unless we get better leaders, the United States will decline as a nation



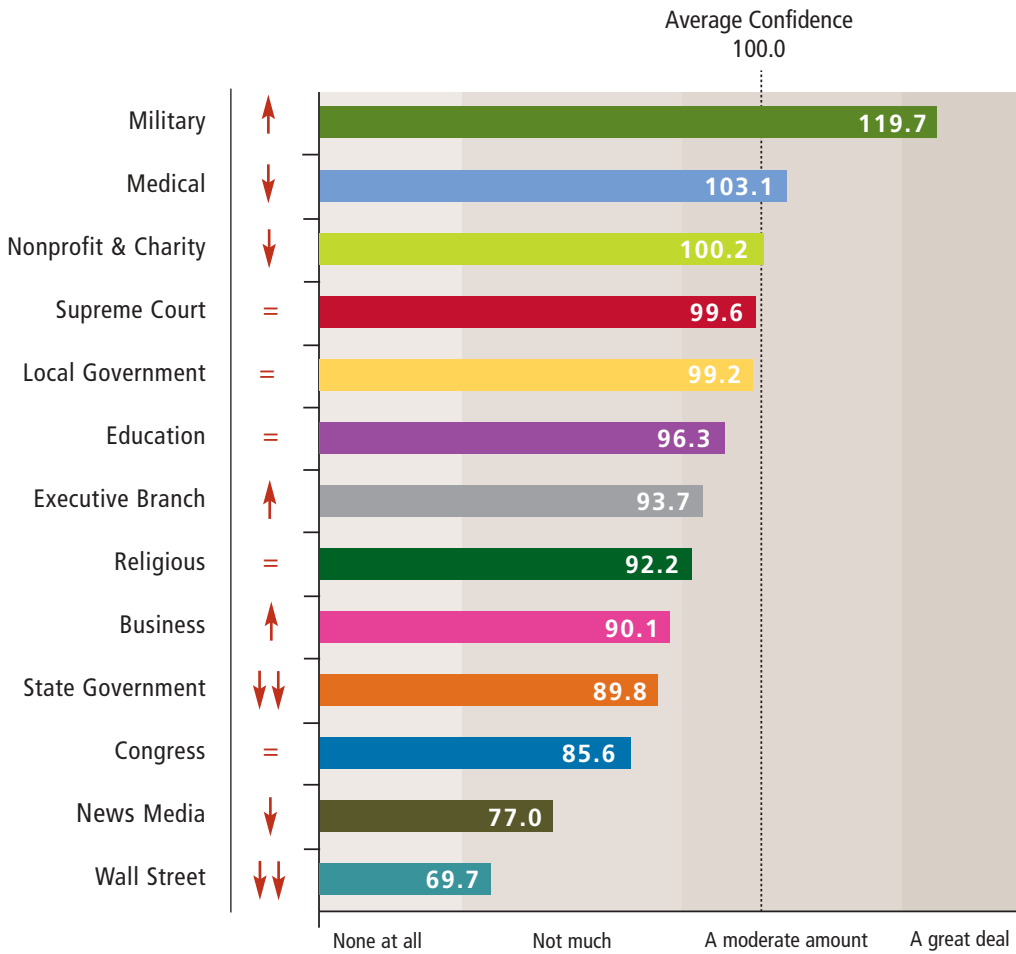
Overall, our country's leaders are effective and do a good job



- Belief that we have a leadership crisis is at its lowest level since 2005 and 2006. 69% of Americans *agree* or *strongly agree* that "we have a leadership crisis in America today" —11% fewer than in 2008 and 8% fewer than in 2007.
- 67% of Americans *agree* or *strongly agree* that "unless we get better leaders, the U.S. will decline as a nation"—the lowest level of concern since the inception of this study in 2005 and down 12% from 2008.
- Only 41% of Americans *agree* or *strongly agree* that "our country's leaders are effective and do a good job." However, this is a 16% improvement from 2008.

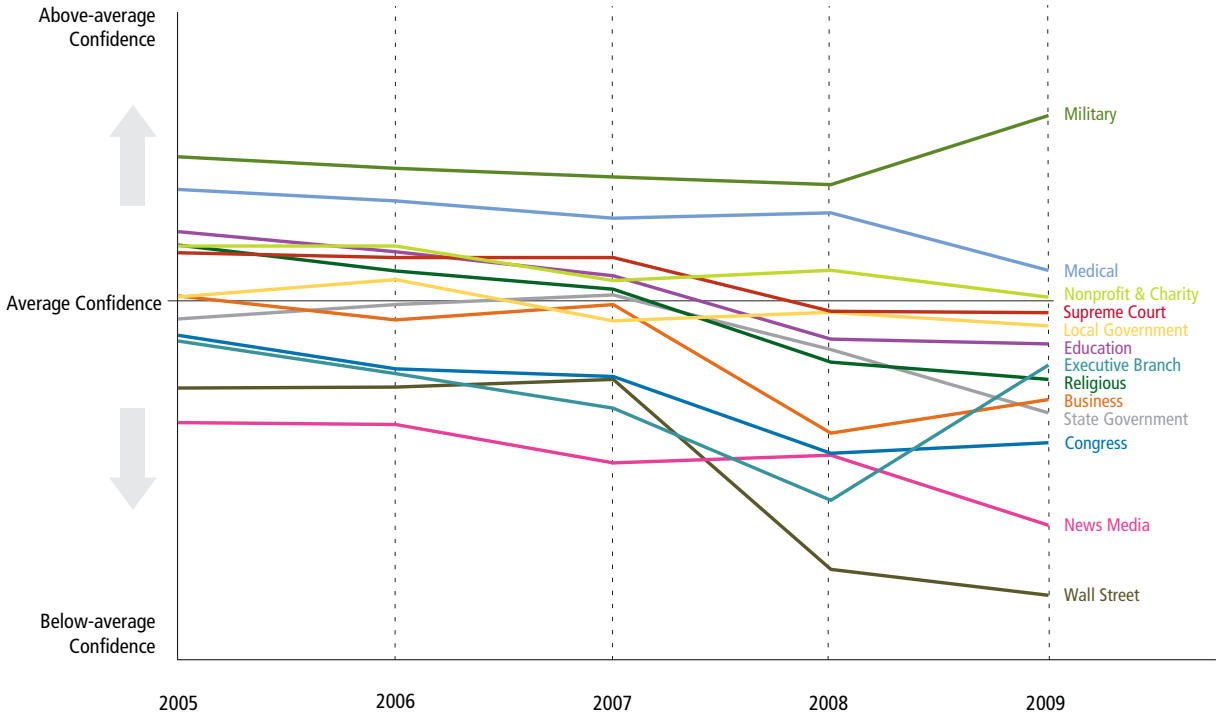
CONFIDENCE IN SECTOR LEADERSHIP 2009

How much confidence do you have in the leadership of the following sectors?



- ↑ indicates a statistically significant increase from 2008
- ↓ indicates a statistically significant decrease from 2008
- ↓↓ indicates a statistically significant decrease two years in a row
- = indicates no statistically significant change from 2008

CONFIDENCE IN SECTOR LEADERSHIP 2005–2009



Key Findings

- For the second year in a row, Americans have above-average confidence in the leadership of only three sectors—military, medical, and nonprofit & charity.
- Confidence has risen in the leadership of a number of sectors for the first time since this survey began in 2005. Confidence increased for leaders of the military sector and executive branch. And after a large drop in 2008, confidence in business leaders also increased.
- For the fifth year in a row, military leadership inspires the most confidence.
- This year's rise in confidence in leaders of the executive branch, along with last year's drop in confidence in business leaders, are the two largest single-year changes since this survey began.
- Confidence declined in the leadership of five sectors: medical, nonprofit & charity, state government, the news media, and Wall Street.
- News media, state government and medical leaders experienced the largest declines in confidence during the past year.
- Confidence held steady from 2008 for the Supreme Court, local government, educational, religious, and Congressional leaders.

As Section 1 of this report makes clear, Americans, on the whole, have below-average confidence in their current leaders. However, their confidence level appears to be improving. Even though only one in three Americans believe that the country is headed in a positive direction, that's more than twice the number who believed that in 2007.

In general, do you think the country is headed in a positive direction, a negative direction, or staying about the same?

	Positive direction	Negative Direction	Staying about the same
2009	33%	45%	22%
2007	14%	48%	37%

Not Sure: 2009 = 0%; 2007 = 1%

Looking beyond their current leaders, Americans are widely optimistic that today's problems can be solved through effective leadership—87% of Americans believe this.

In general, would you say that the problems we face today...

...can be solved through effective leadership	87%
...cannot be solved no matter who our leaders are	13%

What, then, can today's leaders do to bridge the gap between their current low esteem in the eyes of the American public, and the potential for good that the public sees in effective leadership? To address this question, this section examines the leadership qualities the American people value most and assesses how the public rates today's leaders with respect to those qualities.

Using open-ended data from the 2008 *National Leadership Index* survey, we identified the six leadership qualities that have the greatest impact on Americans' leadership confidence (see Appendix 4 for details). These qualities include:

- Trust
- Competence
- Working for the greater good
- Shared values
- Results
- Being in touch with people's needs and concerns

This year, we then asked Americans about these six leadership qualities as they relate to confidence in the leadership of six crucial sectors of society:

- Military
- Nonprofits & Charities
- Education
- Executive Branch of the Federal Government
- Business
- News Media

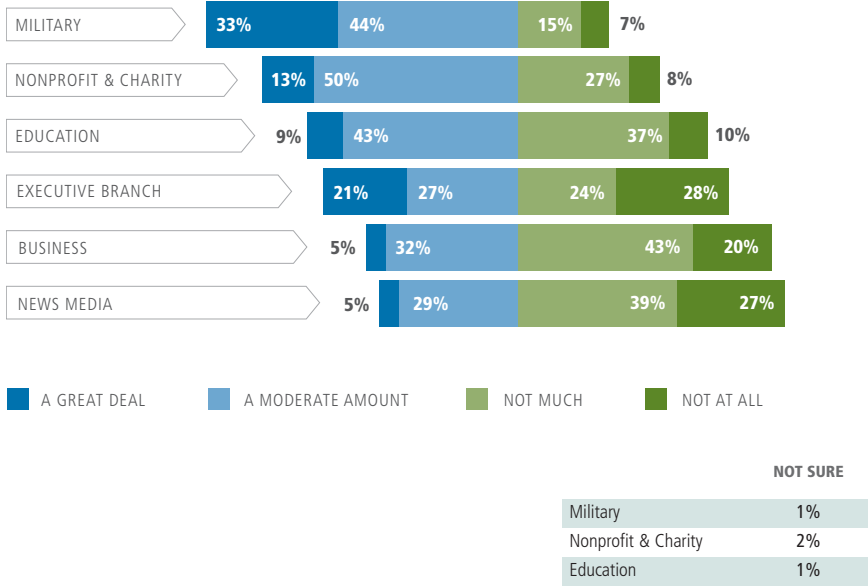
We compared the leadership of these particular sectors because of the contrasts in the confidence levels Americans have indicated for them since the *National Leadership Index* survey began. Leaders of the military and of nonprofits and charities consistently receive above-average confidence ratings; educational leaders are consistently rated in the mid-range of leadership confidence; leaders of the executive branch consistently receive the most polarized ratings; confidence in business leaders was generally average until it plummeted in 2008; and news media leaders consistently receive below-average confidence ratings.

Results indicate that Americans' beliefs and feelings about these leadership qualities are crucial to how much confidence they have in their leaders. Americans have higher confidence in leaders whom they believe are trustworthy, competent, work for the greater good, share their values, get good results, and are in touch with people's needs and concerns.

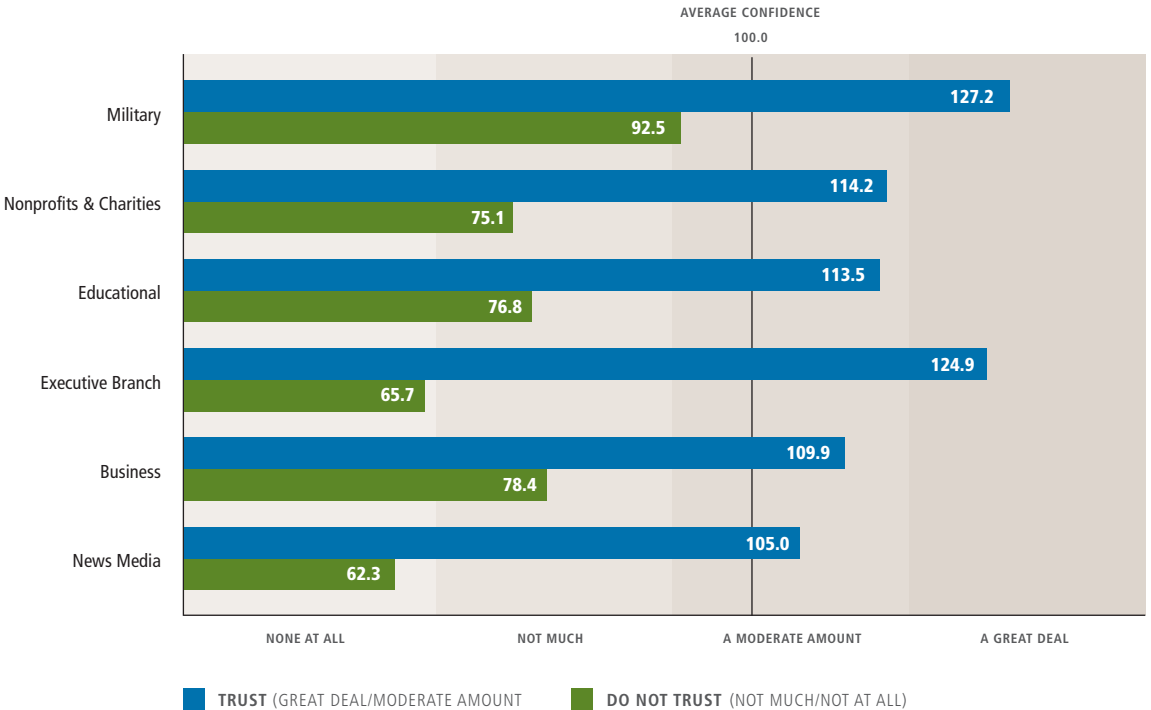
Leadership Quality 1 TRUST

How much do you trust what today's leaders in these sectors say?

PERCENT



LEADERSHIP CONFIDENCE LEVEL

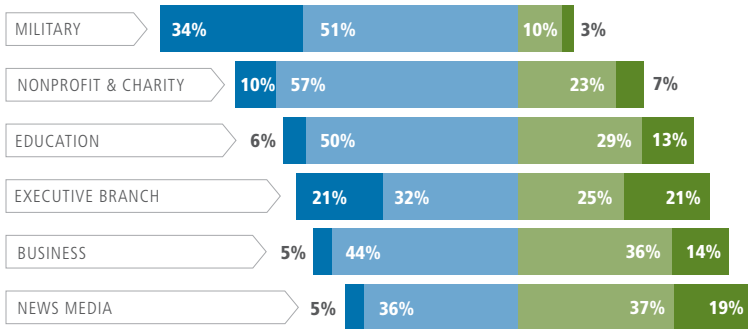


- Confidence in a sector's leadership is strongly related to trusting what that sector's leaders say.

Leadership Quality 2 COMPETENCE

To what extent do you agree that today's leaders in these sectors are competent to do their jobs as leaders?

PERCENT



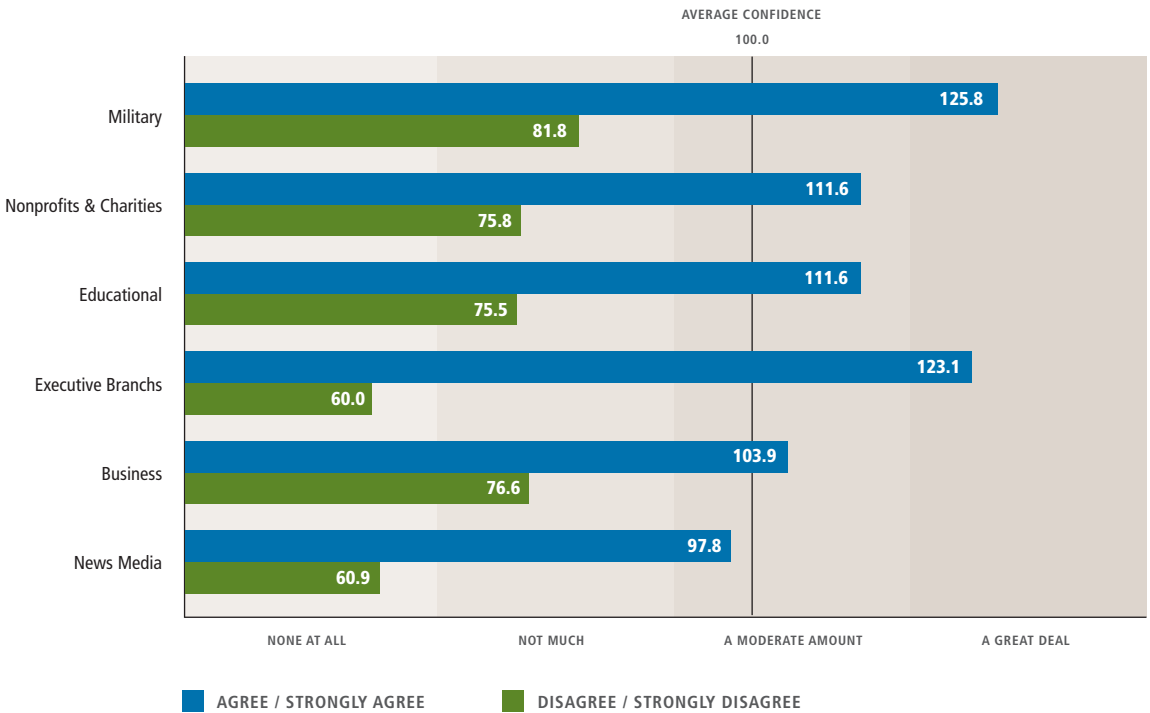
■ STRONGLY AGREE
 ■ AGREE
 ■ DISAGREE
 ■ STRONGLY DISAGREE

NOT SURE

- More than 50% of Americans *agree* or *strongly agree* that leaders in the military, nonprofits & charities, education, and the executive branch are competent to do their jobs as leaders.
- Americans are split evenly about whether business leaders are competent, and more than 50% of Americans do not think that leaders in the news media are competent.

Military	2%
Nonprofit & Charity	3%
Education	4%
Executive Branch	1%
Business	1%
News Media	3%

LEADERSHIP CONFIDENCE LEVEL

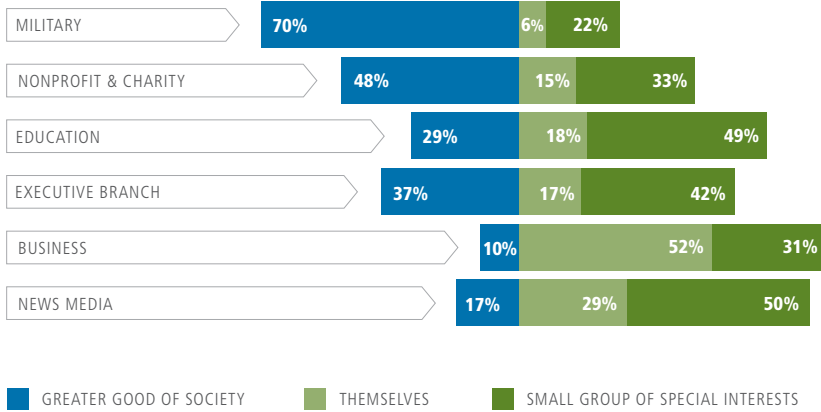


- Americans' level of confidence in leaders in each sector is strongly linked to how competent they believe those leaders are. News media leaders who are seen as competent are the exception, maintaining a slightly below-average confidence level.

Leadership Quality 3 WORKING FOR THE GREATER GOOD

Which would you agree with most, that leaders in these sectors generally work for the greater good of society, generally work to benefit themselves, or generally work to benefit a small segment of society with special interests?

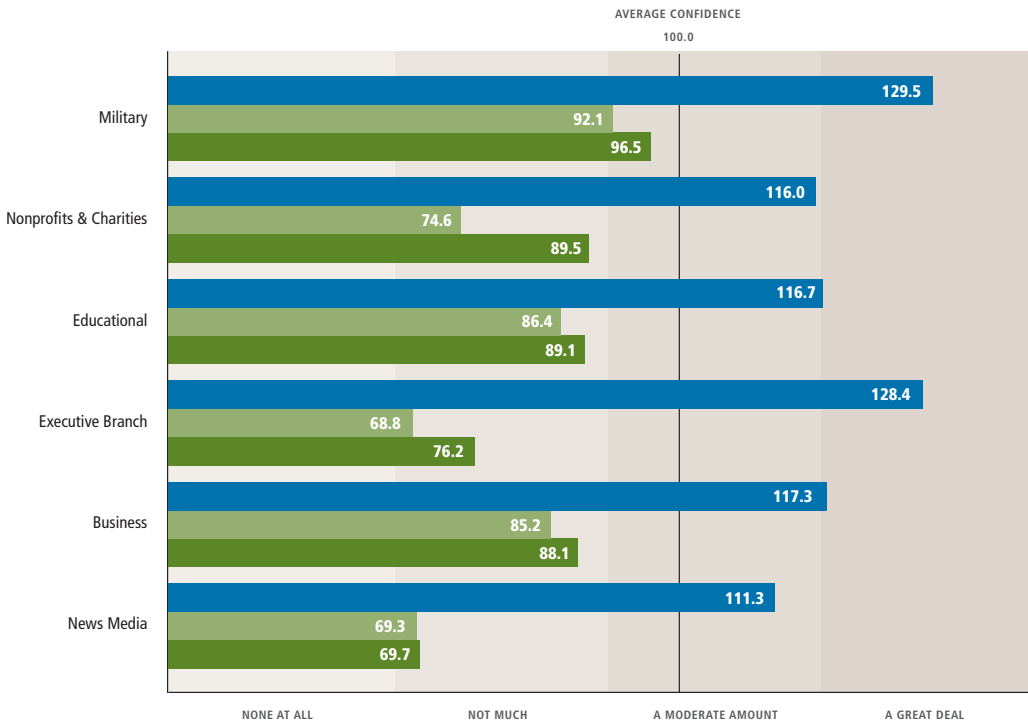
PERCENT



- 70% of Americans believe that military leaders work for the greater good of society.
- Only 10% of Americans believe that business leaders work for the greater good of society, and only 17% believe that news media leaders work for the greater good of society.

	THEMSELVES & SPECIAL INTERESTS EQUALLY	NOT SURE
Military	0%	2%
Nonprofit & Charity	1%	3%
Education	2%	2%
Executive Branch	3%	1%
Business	4%	3%
News Media	2%	2%

LEADERSHIP CONFIDENCE LEVEL

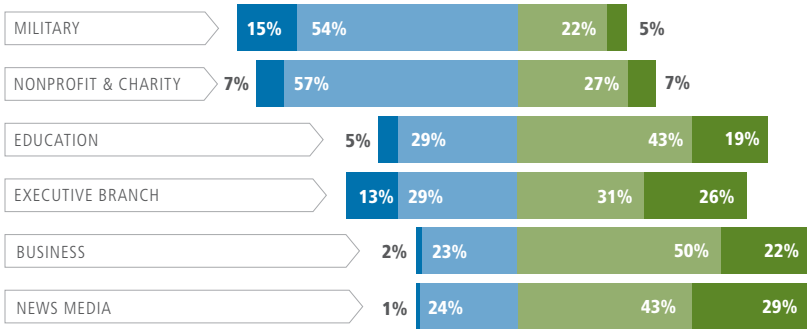


- The more a sector's leadership is seen as working for the greater good, the higher the confidence Americans have in that sector's leaders

Leadership Quality 4 SHARED VALUES

To what extent do you agree that today's leaders in these sectors share your values?

PERCENT



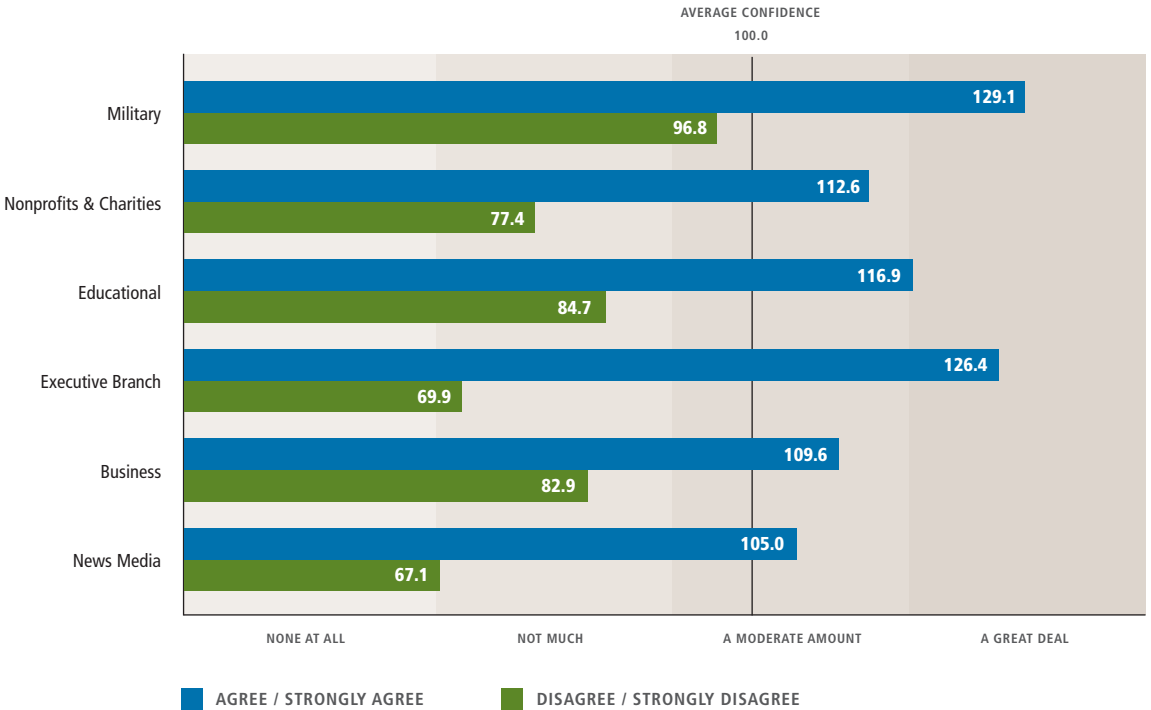
■ STRONGLY AGREE
 ■ AGREE
 ■ DISAGREE
 ■ STRONGLY DISAGREE

- More than 50% of Americans *agree* or *strongly agree* that leaders of the military and nonprofits & charities share their values. This is not true for any other sector.
- Only 25% of Americans *agree* or *strongly agree* that business leaders or news media leaders share their values.

NOT SURE

Military	4%
Nonprofit & Charity	2%
Education	4%
Executive Branch	1%
Business	3%
News Media	3%

LEADERSHIP CONFIDENCE LEVEL

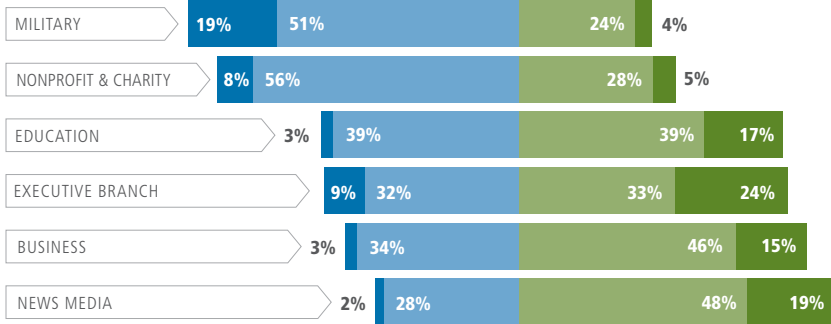


- Across all sectors, Americans who believe that a sector's leaders share their values have above-average confidence in those leaders, and Americans who do not believe that a sector's leaders share their values have below-average confidence in those leaders.

Leadership Quality 5 RESULTS

To what extent do you agree that today's leaders in these sectors get good results?

PERCENT



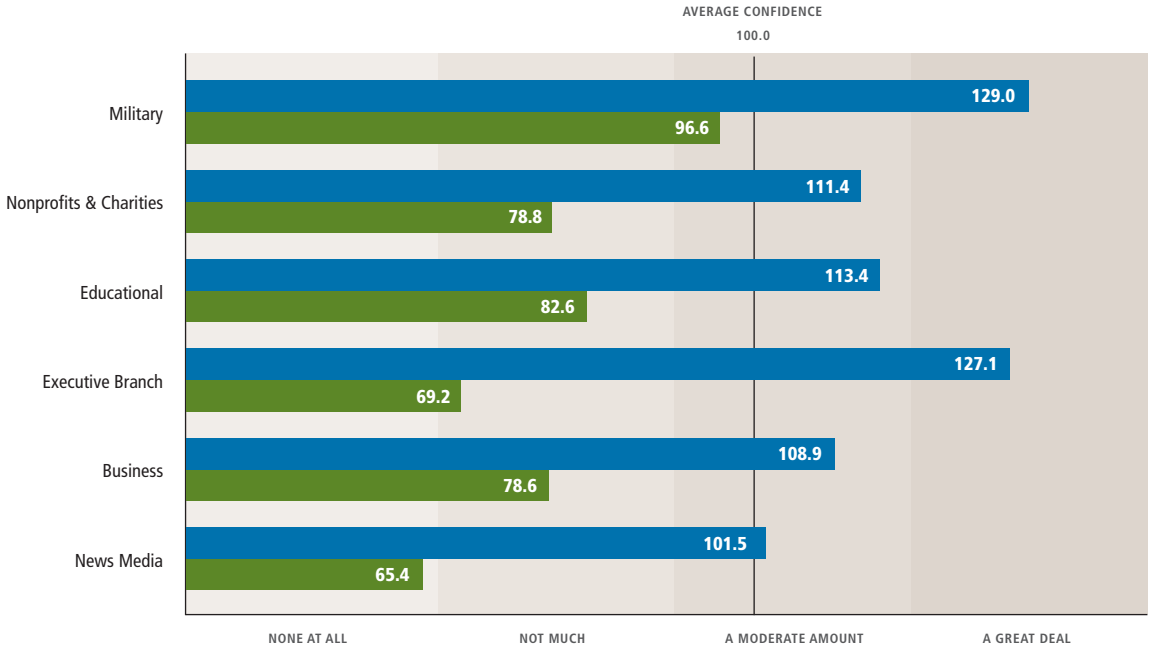
■ STRONGLY AGREE
 ■ AGREE
 ■ DISAGREE
 ■ STRONGLY DISAGREE

NOT SURE

- More than 50% of Americans agree or strongly agree that leaders of the military and nonprofits & charities get good results. This is not true for any other sector.

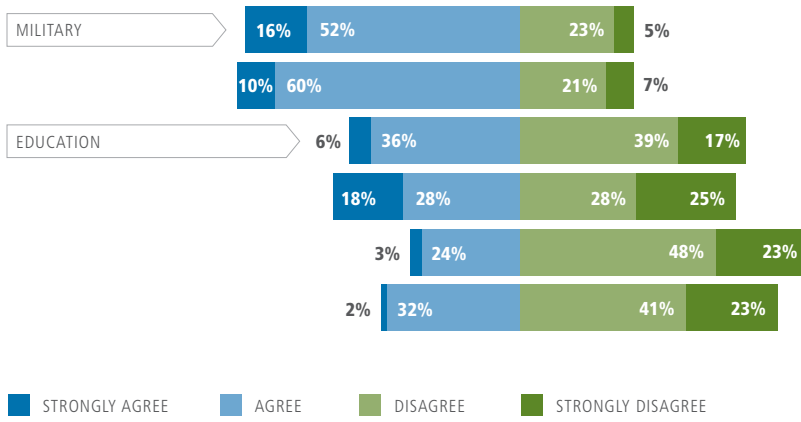
Military	2%
Nonprofit & Charity	3%
Education	2%
Executive Branch	2%
Business	2%
News Media	3%

LEADERSHIP CONFIDENCE LEVEL



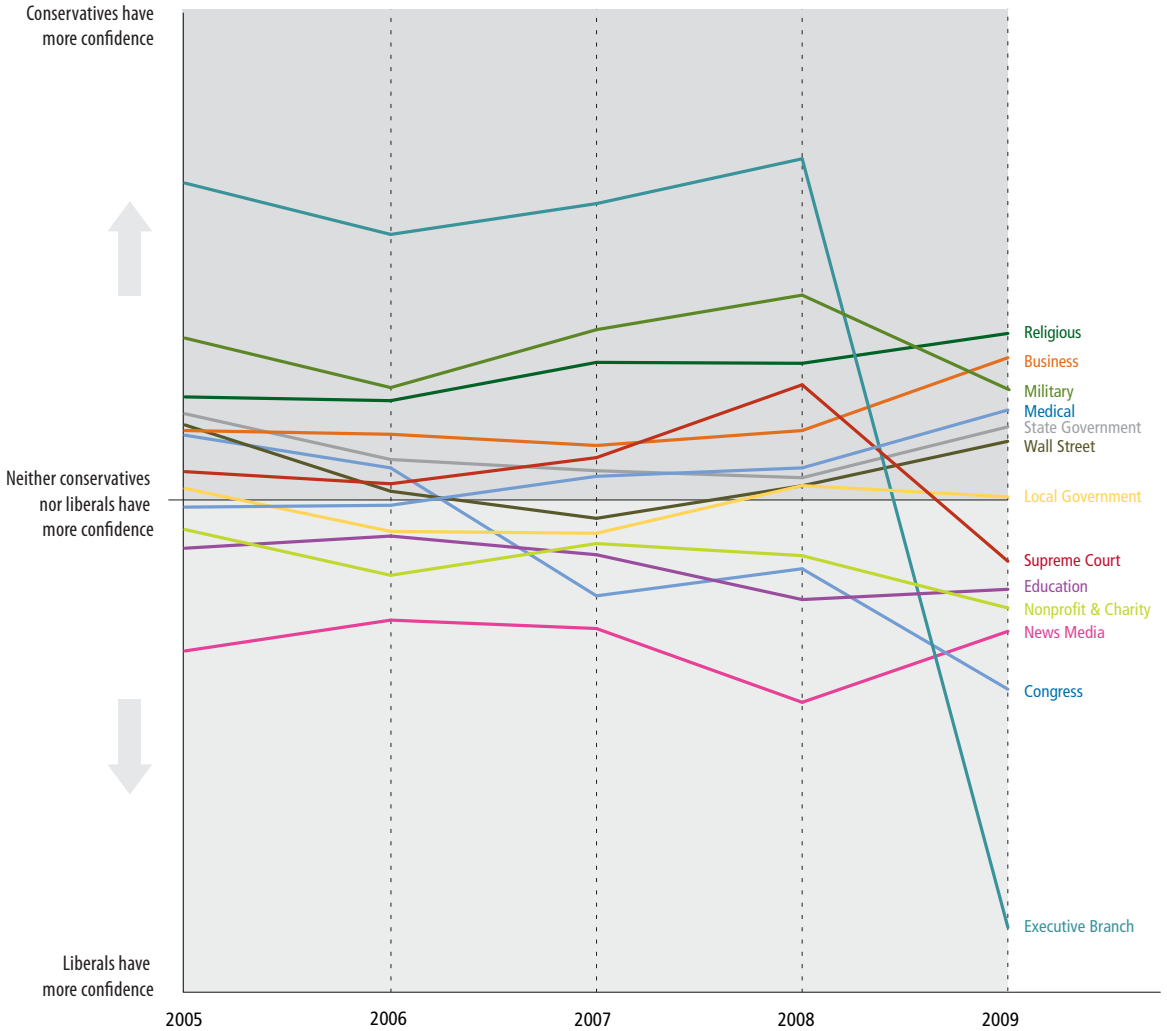
■ AGREE / STRONGLY AGREE
 ■ DISAGREE / STRONGLY DISAGREE

- Across all sectors, Americans who believe that a sector's leaders get good results have above-average confidence in those leaders, and Americans who do not believe that a sector's leaders get good results have below-average confidence in those leaders.



SECTION 3 THE POLITICS OF SECTOR CONFIDENCE

In 2005, conservatives and liberals shared equal levels of confidence in the leaders of only four of the 13 sectors in the *National Leadership Index*: local government, the medical sector, nonprofits and charities, and the Supreme Court. However, in 2009, that number is down to only one sector: local government. As for the remaining 12 sectors, conservatives have more confidence than liberals in the leaders of six of them, and liberals have more confidence than conservatives in the leaders of the other six. The following is a graphical depiction of the high and increasing political polarization of Americans' confidence in sector leaders from 2005–2009. Please see Appendix 5 for statistical details.



- In 2009, conservatives have more confidence than liberals in medical leadership. This is the first time there has been a statistical difference between liberals and conservatives in medical leadership confidence.
- In 2009, confidence in the Supreme Court became higher among liberals than conservatives for the first time.
- Conservatives have always had more confidence in military, religious, and business leaders. Liberals have always had more confidence in educational and news media leaders, and have had more confidence in leaders of nonprofits & charities in every year since 2006.
- Confidence in leaders of the three branches of the federal government appears to coincide with political events. Specifically, during years in which governmental conservatives are perceived as having more power, conservative citizens have more confidence in those sectors, whereas during years in which governmental liberals are perceived as having more power, liberal citizens have more confidence in those sectors.
- There has never been a difference between conservatives and liberals in their confidence in local government leaders.

ABOUT THE STUDY

The National Study of Confidence in Leadership is a social science research program examining the attitudes of the American public toward the nation's leadership. The study includes the *National Leadership Index 2009*, a multidimensional measure of the public's confidence in leadership within different sectors of society.

Launched in 2005, in collaboration with *U.S. News & World Report*, the National Study of Confidence in Leadership brings new insights to our understanding of the public's confidence in America's leadership.

For the 2005, 2006, 2007, and 2008 reports, and information on the long-term scope, goals, and contributions of the study, please visit the project website:

<http://www.hks.harvard.edu/leadership/nli>

METHODS

Survey results were obtained through telephone interviews of a weighted, representative sample of U.S. citizens, 18 years of age or older, in the continental United States.

Study data were collected by Merriman River Group. A total of 1,040 respondents were interviewed. Random-digit dialing was used to ensure that individuals with unlisted numbers and cell phones would be included in the study. U.S. Census data were used to weight key demographic dimensions to ensure that the sample was representative of the adult population. Statistical weighting was conducted by Martin R. Frankel, Ph.D.

Interviews were conducted from September 8–18, 2009. Calls were made from 1:00 P.M. to 9:00 P.M. in each local time zone. The response rate was 33% and the margin of error was $\pm 3.0\%$ unless otherwise noted.

APPENDICES

Appendix 1 DEMOGRAPHICS

Table 1.1: Personal Characteristics

		PERCENT
Gender	Male	48
	Female	52
Age	18–24	10
	25–34	21
	35–49	29
	50–64	24
	65 & over	16
Median Age	45 (years)	
Race/Ethnicity	White	68
	Black	11
	Asian	2
	Hispanic/Latino	13
	Other	5
	Refused	1
Marital Status	Married	55
	Single, never married	22
	Divorced/Separated	12
	Widowed	7
	Living with a partner	3
Refused	1	

Table 1.2: Socioeconomic Position

		PERCENT
Education	8th grade or less	3
	Some high school	11
	High school graduate	31
	Some college	28
	College graduate	17
	Postgraduate study	10
	Refused	0
Employment Status	Employed full-time	38
	Employed part-time	6
	Self-employed	14
	Student	3
	Retired	23
	Homemaker	6
	Unemployed	10
Refused	0	
Household Income	Less than \$20,000	12
	\$20,000–\$34,999	13
	\$35,000–\$49,999	12
	\$50,000–\$74,999	17
	\$75,000–\$99,999	12
	\$100,000 or more	23
	Refused	11

Telephone interviews were conducted with a random sample of 1,040 adult U.S. citizens. The tables present weighted, rounded characteristics of the survey sample.

Table 1.3: Geographic Location

		PERCENT
Region	Northeast	18
	Midwest	22
	South	37
	West	23
Community	Big city	24
	Small city	22
	Suburb	28
	Small town	19
	Rural area	7
	Refused	0

Table 1.4: Civic/Communal Values

		PERCENT
Political Affiliation	Democrat	33
	Republican	22
	Independent	40
	Other	2
	Not Sure	2
Refused	1	
Political Orientation	Very liberal	4
	Liberal	22
	Moderate	37
	Conservative	23
	Very conservative	12
	Other	0
	Not Sure	2
	Refused	0
Importance of Organized Religion	Very important	38
	Somewhat important	32
	Not very important	15
	Not important at all	15
	Refused	0
Born-Again/Evangelical Christian	Yes	36
	No, I am neither	61
	Not Sure	2
	Refused	1

Appendix 2

INDEXING WEIGHTS, CONFIDENCE SCORES, AND MEAN CHANGES BY SECTOR

Sector	Indexing Weight	2005 Mean (SD)	2006 Mean (SD)	2007 Mean (SD)	2008 Mean (SD)	2009 Mean (SD)	Mean change (2008-2009)	Cohen's <i>d</i> (2008-2009)
Business	0.08	100.9 (26.1)	98.4 (26.1)	100.0 (25.3)	86.6 (29.0)	90.1 (28.2)	3.5*	0.12
Congress	0.10	96.8 (28.7)	93.3 (28.0)	92.5 (28.5)	84.5 (29.6)	85.6 (30.9)	1.2	0.04
Education	0.02	107.6 (27.4)	105.5 (28.0)	103.0 (28.2)	96.8 (29.8)	96.3 (29.2)	-0.6	-0.02
Executive Branch	0.21	96.2 (37.2)	92.8 (36.2)	89.2 (35.9)	79.6 (36.2)	93.7 (39.4)	14.1*	0.37
Local Government	0.05	100.8 (28.5)	102.6 (27.8)	98.3 (29.6)	99.2 (28.7)	99.2 (28.8)	0.0	0.00
Medical	0.05	112.0 (24.4)	110.8 (25.8)	109.0 (26.6)	109.1 (27.3)	103.1 (28.7)	-6.0*	-0.21
Military	0.12	115.4 (27.3)	114.2 (28.4)	113.3 (29.1)	112.5 (29.9)	119.7 (25.8)	7.3*	0.26
News Media	0.03	87.7 (30.6)	87.5 (30.3)	83.5 (30.7)	84.3 (30.8)	77.0 (30.2)	-7.3*	-0.24
Nonprofit & Charity	0.02	106.1 (27.5)	106.1 (27.9)	102.5 (26.1)	103.0 (28.3)	100.2 (28.9)	-2.7*	-0.10
Religious	0.07	106.2 (29.5)	103.5 (30.6)	101.6 (30.3)	94.0 (33.5)	92.2 (31.6)	-1.8	-0.06
State Government	0.08	89.8 (29.5)	100.0 (29.7)	101.0 (29.0)	96.4 (29.7)	89.8 (31.9)	-6.6*	-0.21
Supreme Court	0.09	105.4 (28.7)	104.9 (28.6)	104.9 (28.0)	99.3 (31.1)	99.6 (29.0)	0.3	0.01
Wall Street	0.08	91.3 (28.1)	91.4 (28.0)	92.2 (28.8)	72.4 (28.1)	69.7 (27.4)	-2.7*	-0.10

NOTES

- For 2005, $N = 1,374$, margin of error $\pm 2.6\%$; for 2006, $N = 1,604$, margin of error $\pm 2.5\%$; for 2007, $N = 1,207$, margin of error $\pm 2.8\%$; for 2008, $N = 997$, margin of error $\pm 3.1\%$; for 2009, $N = 1,040$, margin of error $\pm 3.0\%$.
- Data from the 2005–2008 *National Leadership Index* reports converted to an equivalent scale where 100.0 = average amount of confidence, scores > 100.0 = above-average confidence, and scores < 100.0 = below-average confidence.
- Asterisk (*) denotes all changes from 2008–2009 that are statistically significant at the $p < .05$ level.
- Cohen's *d* provides a standardized estimate of the magnitude of the difference in means (effect size), which is calculated by dividing the difference in means by the pooled standard deviation.
- In the 2009 survey, responses of *not sure*, *don't know*, *depends*, and *themselves and special interests equally* were all volunteered by respondents.
- In the 2005–2007 surveys, confidence for leaders in the news media is referred to as confidence for leaders in the “press.” For 2008, news media leadership confidence ratings are the average of confidence ratings for leaders in the “traditional news media” and the “alternative news media.”
- 2008 Wall Street leadership confidence ratings are estimates imputed from 2007 and 2009 Wall Street leadership confidence ratings and weighted 2007–2009 business leadership confidence ratings.

Appendix 3 INDEX CALCULATIONS

Sector leadership confidence and the overall confidence score of the *National Leadership Index* are centered on a score of 100.0, which represents Americans' average level of leadership confidence. Calculations were conducted using benchmark data from the 2005–2007 *National Leadership Index* surveys as follows:

- The benchmark for indexing confidence scores was calculated as the average score for each individual respondent from the 2005, 2006, and 2007 surveys on two questions: "We have a leadership crisis in America today" and "Unless we get better leaders, the United States will decline as a nation." Responses to those items were coded on a linear scale in which *strongly agree* = 4, *agree* = 3, *disagree* = 2, and *strongly disagree* = 1.
- Confidence scores of each respondent for each sector were coded on a linear scale in which *a great deal of confidence* = 4, *a moderate amount* = 3, *not much* = 2, and *none at all* = 1.
- Correlations of confidence scores for each of the 13 sectors to the benchmark were then calculated. The indexing weight for each sector was calculated as the magnitude of that sector's correlation with the benchmark relative to the magnitude of the correlations of the 12 other sectors to the benchmark so that the 13 weights summed to 1.00.
- Weighted mean sector confidence scores were calculated by multiplying sector means by their respective weights.
- A grand mean of the 13 weighted mean sector confidence scores was then calculated. This weighted grand mean, which equaled 2.75 (on the 1–4 scale) represents the average overall level of Americans' leadership confidence across sectors and years.
- The weighted national average confidence score of 2.75 was rescaled to equal 100.0.
- Sector confidence scores and weighted *National Leadership Index* scores for all years (2005–2009) were then calculated and re-scaled around the weighted grand mean of 100.0 with a possible range of 41.6 to 141.6.
- Ranges for confidence scale anchors were then calculated:
none at all = 41.6–66.6, *not much* = 66.7–91.6;
a moderate amount = 91.7–116.6; *a great deal* = 116.7–141.6.

Appendix 4 QUALITATIVE ANALYSES TO IDENTIFY LEADERSHIP QUALITIES

The six leadership qualities most important to the American public were identified using open-ended data from the *National Leadership Index 2008*. After first answering a series of scaled questions about confidence in the leadership of the 13 individual sectors comprising the *National Leadership Index*, each of the 997 respondents was asked to answer an open-ended question about confidence in sector leadership. Roughly 50% of the respondents were randomly asked the question “*thinking about the sectors you said that you have the least confidence in, what would you say are the first few words or thoughts that come to mind about why the leadership of those sectors makes you less confident?*” The other 50% of respondents were asked the converse question “*thinking about the sectors you said that you have the most confidence in, what would you say are the first few words or thoughts that come to mind about why the leadership of those sectors makes you more confident?*” Open-ended responses ranged in length from one word to several sentences.

Thematic coding of responses was conducted by Sadie Moore, Ph.D., the second author of this report. The content of the full set of responses was examined three times in order to explore and understand the common themes that emerged among the responses. This process culminated in the identification of 25 leadership themes, which were then used to code each open-ended response. Four full coding passes were then performed in which one to four thematic codes were assigned to each response.

Based on the frequency with which they appeared in the data, the 25 codes were then reduced to a list of the six most important leadership themes. They included:

- Trust
- Competence
- Working for the greater good
- Shared values
- Results
- Being in touch with people’s needs and concern

These six themes were then used to develop the six leadership qualities questions reported in Section 2 of this report in order to explore why Americans do, and do not, have confidence in the leadership of various sectors of society.

Appendix 5

DIFFERENCES BETWEEN CONSERVATIVE AND LIBERAL SECTOR CONFIDENCE SCORES, 2005–2009

Sector	2005		2006		2007		2008		2009	
Business	C	7.4*	C	7.0*	C	5.8*	C	7.4*	C	15.2*
Congress	C	6.9*	C	3.4	L	10.3*	L	7.4*	L	20.3*
Education	L	5.2*	L	3.9*	L	5.9*	L	10.7*	L	9.6*
Executive Branch	C	33.9*	C	28.4*	C	31.7*	C	36.5*	L	45.8*
Local Government	C	1.2	L	3.4	L	3.6	C	1.5	C	0.3
Medical	L	0.8	L	0.6	C	2.5	C	3.4	C	9.6*
Military	C	17.3*	C	12.0*	C	18.2*	C	21.9*	C	11.1*
News Media	L	16.2*	L	12.9*	L	13.8*	L	21.7*	L	14.1*
Nonprofit & Charity	L	3.2	L	8.1*	L	4.7*	L	6.0*	L	11.6*
Religious	C	11.0*	C	10.6*	C	14.7*	C	14.6*	C	17.8*
State Government	C	8.0*	C	0.9	L	2.0	C	2.7	C	8.5*
Supreme Court	C	3.0	C	1.7	C	4.5*	C	12.3*	L	6.6*
Wall Street	C	9.2*	C	4.3*	C	3.1	N/A	N/A	C	7.8*

- C = respondents identifying as *conservative* or *very conservative* have more confidence;
L = respondents identifying as *liberal* or *very liberal* have more confidence.
- Asterisk (*) denotes all differences between confidence levels of conservatives versus liberals that are statistically significant at the $p < .05$ level.

Study Authors

Seth A. Rosenthal, Ph.D.
Lead Author
Center for Public Leadership

Sadie Moore, Ph.D.
University of Southern California
Coro Southern California

R. Matthew Montoya, Ph.D.
University of Dayton

Laura A. Maruskin
The College of William & Mary

Study Staff

Owen Andrews
Editor
Research Manager, Center for Public Leadership

Patrick McKiernan
Communications Coordinator
Center for Public Leadership

Martin R. Frankel, Ph.D.
Statistical Weighting
Baruch College, The City University of New York

Ciano Design
Design

Center for Public Leadership

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Merriman River Group

Merriman River Group is a full service consulting organization specializing in election supervision and administration, public opinion research, and communication services.

Founded in 1998, Merriman River Group became leaders in election management by applying advanced technology to improve voting systems. They have designed proprietary systems to increase voter access and ease of use while providing greater security, accuracy, and verification tools than were available in existing systems. Their products and services have been used on a variety of private elections for labor unions, large corporations, and government agencies.

In 2006, Merriman River Group added a public opinion research and communication services division. Among the services offered are opinion research and analysis, voter outreach tools, and automated reverse notification systems for political campaigns, large corporations, and government agencies.

Merriman River Group is currently developing a next-generation voting system for use in both public and private elections. They have offices in Hamden, Connecticut and Los Angeles, California. For more information on Merriman River Group, please visit their website, www.merrimanriver.com.

CENTER FOR PUBLIC LEADERSHIP

HARVARD KENNEDY SCHOOL

79 JFK STREET

CAMBRIDGE, MA 02138

PHONE (617) 496-8866

FAX (617) 496-3337

E-MAIL CPL@HKS.HARVARD.EDU

WWW.HKS.HARVARD.EDU/LEADERSHIP

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A NATIONAL STUDY OF CONFIDENCE IN LEADERSHIP