Understanding the Leadership Gap

A Quantitative Analysis of Leadership Effectiveness

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Acknowledgements

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**Research Partners**

- Singapore Economic Development Board
- Merrill Lynch
- Tata Management Training Center
- Tata Institute of Social Sciences
- Companies participating in this survey
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1. Leaders from the East and West strongly agree on which skills are essential for effective leadership in today’s ever-changing business environment.

2. Leaders consider people skills – leading employees, strategic planning, inspiring commitment, and leading the organization skills – managing change, resourcefulness, and being a quick learner, followed by doing whatever it takes most important now and in the future.

3. Leaders think about effective leadership similarly regardless of their county, industry, or organizational level.

4. Leaders lack the skills they need to be effective. This research surfaced a surprising challenge – the presence of a skills gap. Leaders in both the East and West report an overwhelming lack of preparedness.
5. Leaders in India and the Information Technology sector consider themselves to be least prepared.

6. A universal leadership gap exists. Leaders from the East and West report ‘shortfalls’ between the required leadership capacity and the forecasted leadership capacity.

7. Though they are considered critical for effective leadership, translating vision into realistic business strategies, managing change, and encouraging employees to develop in their career are perceived to be the weakest skills - biggest leadership gaps - across the leadership bench.

8. Good news. Leaders do not see critical challenges to their careers or development. Derailment is not a cause for concern.
This report is organized around the answers to four questions which address perceptions of leadership effectiveness. Results are presented overall, by country, by industry, and by organizational level.

At the heart of these questions is the identification of areas where there is a deficit between current capacity and needed capacity – leadership gaps.

We used the answers to these questions to suggest specific strategies to improve bench strength.

We begin by reporting profiles of the managers who completed the survey.
1. **Success Profile**
   What leadership skills and perspectives are critical for success?

2. **Leadership Strength**
   How strong is the leadership in these critical skills and perspectives?

3. **The Leadership Gap**
   How aligned is leadership strength with what is considered important?

4. **Potential Challenges**
   What factors lead to potential derailment of leaders?
Who is included in this research?
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<tbody>
<tr>
<td><strong>Respondent Profile</strong></td>
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<tr>
<td><strong>3 Countries</strong></td>
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<td><strong>4 Critical Questions</strong></td>
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<tr>
<td><strong>15 organizations</strong></td>
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</tr>
<tr>
<td><strong>442 India managers</strong></td>
<td></td>
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<tr>
<td><strong>805 U.S. managers</strong></td>
<td></td>
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<tr>
<td><strong>953 Singapore managers</strong></td>
<td></td>
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<tr>
<td><strong>808 IT managers</strong></td>
<td></td>
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<tr>
<td><strong>1392 Finance managers</strong></td>
<td></td>
</tr>
<tr>
<td><strong>2200 Total managers</strong></td>
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</tbody>
</table>
The graphs below present salient facts about the leaders who responded to the survey.

We were able to capture data from a broad range of organizational levels, countries, and had enough data in IT and Financial services organizations to conduct detailed analyses.

This report focuses on broad findings. Please refer to your organizational report for your specific details.
Respondent Profile

Country Profile
- India: 20%
- US: 37%
- Singapore: 43%

Industry Profile
- IT: 37%
- Finance: 63%

Experience Profile
- Upto 5 years: 56%
- 6-10 years: 26%
- 11-20 years: 13%
- 21-30 years: 4%
- 31-40 years: 1%
- 11-20 years: 1%

Gender Profile
- Male: 71%
- Female: 29%

Responsibility Profile
- Middle: 52%
- Upper Middle: 30%
- Top: 5%
- Senior: 13%
What leadership skills and perspectives are critical for success?
In this section of the survey leaders were asked to rate the importance of 20 leadership competencies according to how important each is for success in your organization right now and how important each skill will become for success over the next 5 years.

Leaders were asked to think about the importance of each skill for implementing their organization’s strategy as well as what is generally important within their organization.

The advantage of this technique is that it allows us to capture perceptions in the relative importance of leadership competencies over time.
## Sample Survey Questions

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<th>7</th>
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</thead>
<tbody>
<tr>
<td>26. Leading people – directing and motivating people</td>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>27. Building and mending relationships – responding to co-workers and external parties diplomatically</td>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>28. Managing one’s career – using professional relationships (such as networking, coaching, and mentoring) to promote one’s career</td>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>29. Managing change – using effective strategies to facilitate organisational change</td>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>30. Compassion and sensitivity – showing understanding of human needs</td>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>31. Confronting people – acting resolutely when dealing with problems</td>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>32. Decisiveness – preferring doing or acting over thinking about the situation</td>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
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<tr>
<td>33. Respecting individuals’ differences - working with and treating people of varying backgrounds (culture, gender, age, educational background) and</td>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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<td>6</td>
</tr>
</tbody>
</table>
Success Profile:
What leadership skills and perspectives are critical for success?

- The results of the rankings seen below show critical importance both now and in the future in the areas of leading people, strategic planning, managing change, inspiring commitment, resourcefulness, doing whatever it takes, and being a quick learner.

- The percentages seen in the tables below represent the percentage of respondents who rated the skill using the top 2 rating points.
## Success Profile

**Comparison of the Skills Rated Most Important for Success Now and in the Future**

<table>
<thead>
<tr>
<th>Now</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Leading people</td>
<td>1 Leading people</td>
</tr>
<tr>
<td>2 Strategic planning</td>
<td>2 Strategic planning</td>
</tr>
<tr>
<td>3 Managing change</td>
<td>3 Inspiring commitment</td>
</tr>
<tr>
<td>4 Resourceful</td>
<td>4 Managing change</td>
</tr>
<tr>
<td>5 Doing whatever it takes</td>
<td>5 Resourceful</td>
</tr>
<tr>
<td>6 Inspiring commitment</td>
<td>6 Participative management</td>
</tr>
<tr>
<td>7 Being a quick learner</td>
<td>7 Being a quick learner</td>
</tr>
<tr>
<td>8 Decisiveness</td>
<td>8 Employee development</td>
</tr>
<tr>
<td>9 Building and mending relationships</td>
<td>9 Doing whatever it takes</td>
</tr>
<tr>
<td>10 Composed</td>
<td>10 Balancing personal life and work</td>
</tr>
</tbody>
</table>
Results of a paired sample t-test indicate that for all the 20 competencies, the future importance is statistically significantly higher than current importance.

This holds true across countries, industries, and organizational levels.
Success Profile

Comparison of the Means Differences in Skills Rated Most Important for Success Now and in the Future

Mean Importance

Leading people
Managing one’s career
Managing change
Compassion and sensitivity
Confronting people
Decisiveness
Facing differences
Putting people at ease
Balancing personal life and work
Participative management
Being a quick learner
Resourceful
Self-awareness
Composed
Employee development
Strategic planning
Culturally adaptable
Inspiring commitment

Importance Now
Importance Future
Comparing views of leaders from different countries we find.....

- some differences on the skills need for the future.

- leaders in India rate the importance of all the skills higher than U.S. or Singapore managers do.

- Indian leaders rate being a quick learner, resourceful, composed and doing whatever it takes statistically significantly higher in future importance than Singapore and U.S. managers rate them.
Comparison of the Mean Differences in Skills Rated Most Important for Future Success by Leaders in India, U.S., and Singapore
Comparing views of leaders from different sectors we find:

- few differences on the skills need for the future.

- Managers in the Financial services industry have rated building and mending relationships, putting people at ease, balancing personal life & work, and self-awareness statistically significantly higher than managers in the IT sector.
Success Profile

Comparison of the Mean Differences in Skills Rated Most Important for Future Success by Leaders in the Financial Services and IT Sectors

- Self-awareness
- Managing one’s career
- Composed
- Doing whatever it takes
- Strategic planning
- Balancing personal life and work
- Respecting individuals differences
- Leading people
- Participative management
- Putting people at ease
- Inspiring commitment
- Resourceful
- Confronting people
- Culturally adaptable
- Employee development
- Building and mending relationships
- Compassion and sensitivity
- Managing change
- Decision
- Being a quick learner

Importance-Future-Finance
Importance-Future-IT
Comparing views of leaders from different organizational levels we find.....

- Middle-level managers perceive being a quick learner, managing change, employee development, and doing whatever it takes statistically significantly less important than the rest of the organization.
Comparison of the Mean Differences in Skills Rated Most Important for Future Success by Leaders’ Organizational Levels

- Being a quick learner
- Decisiveness
- Managing change
- Resourceful
- Resolving relationships
- Confronting people
- Culturally adaptable
- Employee development
- Inspiring commitment
- Leading people
- Participative management
- Putting people at ease
- Strategic planning
- Respecting individuals' differences
- Balancing personal life and work
- Composed
- Doing whatever it takes
- Managing one's career
- Self-awareness

Importance-Future-Middle
Importance-Future-Upper Middle
Importance-Future-Senior
Importance-Future-Top
How strong is the leadership in these critical skills and perspectives?
In this section of the survey leaders were asked to rate 20 leadership competencies according to the overall amount skill managers at their level are currently demonstrating and what then need to demonstrate to be maximally effective.

The advantage of this technique is that it allows us to capture perceptions of the strength of group of managers. Of the total sample only 3% reported they hardly knew the group they were rating.

Leaders were encouraged to use only the highest rating (9=extremely large amount) where managers show the most skill noting that less of a skill may be needed to be effective.
## Sample Survey Questions

<table>
<thead>
<tr>
<th>What is the overall amount of skill that managers at my level:</th>
<th>NA</th>
<th>Are currently demonstrating?</th>
<th>Need to demonstrate to be maximally effective?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Leading people – directing and motivating people</td>
<td></td>
<td>1 2 3 4 5 6 7 8 9</td>
<td>1 2 3 4 5 6 7 8 9</td>
</tr>
<tr>
<td>2. Building and mending relationships—responding to co-workers and external parties diplomatically</td>
<td></td>
<td>1 2 3 4 5 6 7 8 9</td>
<td>1 2 3 4 5 6 7 8 9</td>
</tr>
<tr>
<td>3. Managing one's career—using professional relationships (such as networking, coaching, and mentoring) to promote one's career</td>
<td></td>
<td>1 2 3 4 5 6 7 8 9</td>
<td>1 2 3 4 5 6 7 8 9</td>
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<tr>
<td>4. Managing change—using effective strategies to facilitate organisational change</td>
<td></td>
<td>1 2 3 4 5 6 7 8 9</td>
<td>1 2 3 4 5 6 7 8 9</td>
</tr>
<tr>
<td>5. Compassion and sensitivity—showing understanding of human needs</td>
<td></td>
<td>1 2 3 4 5 6 7 8 9</td>
<td>1 2 3 4 5 6 7 8 9</td>
</tr>
<tr>
<td>6. Confronting people—acting resolutely when dealing with problems</td>
<td></td>
<td>1 2 3 4 5 6 7 8 9</td>
<td>1 2 3 4 5 6 7 8 9</td>
</tr>
<tr>
<td>7. Decisiveness—preferring doing or acting over thinking about the situation</td>
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<td>1 2 3 4 5 6 7 8 9</td>
<td>1 2 3 4 5 6 7 8 9</td>
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<tr>
<td>8. Respecting individuals' differences—working with and treating people of varying backgrounds (culture, gender, age, educational background) and perspectives fairly</td>
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<td>1 2 3 4 5 6 7 8 9</td>
<td>1 2 3 4 5 6 7 8 9</td>
</tr>
</tbody>
</table>
Leadership Strength:
How strong is the leadership in these critical skills and perspectives?

- The results of the rankings seen below show that overall, leaders need to build up their current strengths in the areas of *doing whatever it takes*, *resourcefulness*, *being composed*, and *building relationships*.

- The majority also perceive the need for skill development in the areas of *inspiring commitment*, *strategic planning*, *leading people*, *employee development*, and *managing change*.

- The percentages seen in the tables below represent the percentage of respondents who rated the skill using the top 2 rating points.
### Leadership Strength

#### Comparison of the Leadership Strength:
**Current skill versus Needed Skill**

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<tr>
<th>Current Skill</th>
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<tbody>
<tr>
<td>1. Doing whatever it takes</td>
<td>28%</td>
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<tr>
<td>2. Respecting individuals differences</td>
<td>30%</td>
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<tr>
<td>3. Culturally adaptable</td>
<td>23%</td>
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<td>4. Being a quick learner</td>
<td>22%</td>
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<td>5. Resourceful</td>
<td>22%</td>
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<td>6. Composed</td>
<td>23%</td>
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<tr>
<td>7. Compassion and sensitivity</td>
<td>23%</td>
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<tr>
<td>8. Building and mending relationships</td>
<td>17%</td>
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<tr>
<td>9. Self-awareness</td>
<td>15%</td>
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<tr>
<td>10. Participative management</td>
<td>16%</td>
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<table>
<thead>
<tr>
<th>Needed Skill</th>
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<th>10</th>
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<tbody>
<tr>
<td>1. Inspiring commitment</td>
<td>60%</td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<td>2. Strategic planning</td>
<td>59%</td>
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<tr>
<td>3. Leading people</td>
<td>58%</td>
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<td>4. Resourceful</td>
<td>58%</td>
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<td>5. Employee development</td>
<td>55%</td>
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<td>6. Managing change</td>
<td>55%</td>
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<td>7. Participative management</td>
<td>53%</td>
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<td>8. Composed</td>
<td>54%</td>
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<td></td>
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<td></td>
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<tr>
<td>9. Doing whatever it takes</td>
<td>54%</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>10. Building and mending relationship</td>
<td>51%</td>
<td></td>
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</tbody>
</table>
Results of a paired sample t-test indicate that for all the 20 competencies, Needed Strength is significantly higher than Current Strength.

This holds true across countries, industries and organizational levels.

Surprising, a Skill Gap exists as well. Managers indicate they want to be better at all 20 skills.
Leadership Strength – Skill Gap

Comparison of the Mean Differences in Skills Rated Current Strengths and Needed Strengths

Mean Skill Level

- Being a quick learner
- Decisiveness
- Managing change
- Resourceful
- Compassion and sensitivity
- Confronting people
- Culturally adaptable
- Employee development
- Inspiring commitment
- Leading people
- Participative management
- Putting people at ease
- Respecting individuals differences
- Strategic planning
- Balancing personal life and work
- Composed
- Managing one’s career
- Self-awareness

Current Skill Level

Needed Skill Level
Comparing views of leaders’ strengths from different countries we find.....

- In general, U.S. managers perceive themselves as more skilled than Singapore and India managers.
Leadership Strength

Comparison of the Mean Differences in Skills Rated Current Strengths by Leaders in India, U.S., and Singapore

- Being a quick learner
- Decisiveness
- Managing change
- Resourceful
- Building and mending relationships
- Compassion and sensitivity
- Culturally adaptable
- Employee development
- Inspiring commitment
- Leading people
- Participative management
- Putting people at ease
- Respecting individuals differences
- Strategic planning
- Balancing personal life and work
- Composed
- Doing whatever it takes
- Managing one’s career
- Self-awareness

Mean Current Skill Level

- Current Skill -Singapore
- Current Skill -US
- Current Skill -India

35
Comparing views of leaders’ strengths from different sectors on the skills need for future success we find.....

- Managers in the financial sector perceive themselves as being more skilled than those in the IT sector.
Leadership Strength

Comparison of the Mean Differences in Skills Rated Current Strengths by Leaders in Financial Services and IT Sectors
Comparing views of leaders’ strengths from different organizational levels on the skills need for future success we find.....

- Mostly, senior and top management perceive themselves as being better skilled than upper-middle and middle-level management levels.

- Middle-level managers report a significantly higher skill in Balancing personal life & work as compared to the rest of the organization.
Leadership Strength

Comparison of the Mean Differences in Skills Rated Current Strengths by Leaders’ organizational Levels

[Graph showing the comparison of mean differences in skills rated by leaders at different organizational levels.]
How aligned is leadership strength with what is considered important?
Across the next six pages, the relative importance scores are overlayed with strengths and weaknesses in the leadership bench. These graphs answer questions about how aligned current leadership is with what is considered important for effectiveness.

The four-quadrant graphics reveal areas of alignment and gaps that need to be filled.

Notable gaps include managing change, employee development, and strategic planning.
Leadership Gap Quadrant

**Over Investments**
Competencies that are strengths but not considered important

**Surplus**
Competencies that are not strengths and not considered important

**On Track**
Competencies that are strengths and important

**Key Gaps**
Competencies that are not strengths but are important

---

**How to Read the Quadrants**

- **Over Investments** (Competencies that are strengths but not considered important)
  - Stronger Bench
  - Current Skill Level
  - Weak Bench

- **Surplus** (Competencies that are not strengths and not considered important)
  - Less Important
  - Importance in the Future
  - More Important

- **On Track** (Competencies that are strengths and important)
  - Managing one's career
  - Leading people
  - Inspiring commitment

- **Key Gaps** (Competencies that are not strengths but are important)
  - Managing change
  - Employee development
  - Strategic planning

---

**Over Investments**
- Culture adaptable
- Respecting individuals differences
- Being a quick learner
- Resourceful
- Composed

**Surplus**
- Committed
- Self-awareness
- Building and mending relationships
- Participative management
- Putting people at ease

**On Track**
- Decisiveness
- Conflicting people
- Leading people
- Inspiring commitment
- Balancing personal life and work

**Key Gaps**
- Managing one's career
- Confronting people
- Employee development
Leadership Gap - Overall

- Stronger Bench
  - Culturally adaptable
  - Composed
  - Compassion and sensitivity
  - Self-awareness
  - Putting people at ease
  - Managing one's career

- Weaker Bench
  - Respecting individuals differences
  - Building and mending relationships
  - Decisiveness
  - Confronting people

- Importance in the future
  - More Important
  - Less Important

- Key Gaps
  - Managing change
  - Confronting people
  - Composing
  - Balance personal life and work
  - Leading people
  - Inspiring commitment
  - Employee development
  - Participative management
  - Being a quick learner
  - Resourceful
  - Putting people at ease
  - Self-awareness
Leadership Gap - India

- Managing one's career
- Respecting individuals
- Compassion and sensitivity
- Culturally adaptable
- Composed
- Self-awareness
- Being a quick learner
- Doing whatever it takes
- Resourceful
- Decisiveness
- Inspiring commitment
- Leading people
- Participative management
- Building and mending relationships
- Managing change
- Strategic planning
- Employee development
- Balancing personal life and work
- Confronting people
- Managing one's career
- Putting people at ease

Current Skill Level

Stronger Bench

Weaker Bench

Less Important

More Important

Importance in the Future
Leadership Gap - U.S.

- Compassion and sensitivity
- Put people at ease
- Culturally adaptable
- Composed
- Decisiveness
- Self-awareness
- Confronting people
- Managing one's career
- Respecting individuals differences
- Doing whatever it takes
- Being a quick learner
- Resourceful
- Participative management
- Strategic planning
- Managing change
- Inspiring commitment
- Employee development
- Leading people
- Balancing personal life and work
Leadership Gap - Singapore

Overview and Investments

Key Gaps

Building and mending relationships

Managing one's career

Compassion and sensitivity

Respecting individuals differences

Culturally adaptable

Self-awareness

Putting people at ease

Doing whatever it takes

Being a quick learner

Resourceful

Participative management

Decisiveness

Inspiring commitment

Balancing personal life and work

Leading people

Strategic planning

Managing change

Employee development

Less Important

IMPORTANCE IN THE FUTURE

More Important

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Less Importan
Leadership Gap - Financial Services

Current Skill Level vs Importance in the Future

Stronger Bench
- Culturally adaptable
- Compassion and sensitivity
- Composed
- Decisiveness
- Self-awareness
- Respecting individuals differences
- Doing whatever it takes
- Resourceful
- Being a quick learner
- Participative management

Weaker Bench
- Putting people at ease
- Confronting people
- Managing one's career
- Leading people
- Inspiring commitment
- Balancing personal life and work
- Strategic planning
- Managing change
- Employee development

OVER INVESTMENTS
ON TRACK

Less Important
More Important

IMPORTANCE IN THE FUTURE

48
Leadership Gap

- The table below presents a unique overview of the competencies across countries and sectors. Interestingly, leaders see little value in the skills that enable them to promote their career, confront people by acting resolutely when dealing with problems, or put people at ease. All of these skills are however related to leadership effectiveness.

- Leaders across countries and sectors also seem to agree on competencies that are strengths but less important: displaying compassion and sensitivity; effectively working with people of varying backgrounds; and, being composed under pressure and difficult times.
<table>
<thead>
<tr>
<th>Skill</th>
<th>Overall</th>
<th>India</th>
<th>U.S.</th>
<th>Singapore</th>
<th>Finance</th>
<th>IT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leading The Org</td>
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<tr>
<td>Being a quick learner</td>
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<td>Decisiveness</td>
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<td>Key Gap</td>
<td>Surplus</td>
<td>Key Gap</td>
<td>Over Investment</td>
<td>Key Gap</td>
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<td>On Track</td>
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<tr>
<td>Building and mending relationships</td>
<td>Over Investment</td>
<td>Key Gap</td>
<td>Over Investment</td>
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<td>Employee development</td>
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<td>Over Investment</td>
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<td>Over Investment</td>
<td>Surplus</td>
<td>Over Investment</td>
<td>Surplus</td>
<td>Over Investment</td>
</tr>
</tbody>
</table>
What factors lead to potential derailment of leaders
In this section of the survey leaders were asked to rate the overall amount to which 5 factors or problems for managers at their level in their organization.

In this section of the survey, lower ratings indicate the area is not a problem. Lower ratings are therefore preferred.

Potential derailment factors accessed include difficulty building and leading a team, difficulty changing and adapting, failing to meet business objectives, problems with relationships, and too narrow experience.
<table>
<thead>
<tr>
<th>Question</th>
<th>Extremely Small Amount</th>
<th>Moderate Amount</th>
<th>Extremely Large Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>21. Difficulty building and leading a team – unable to select and build</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<tr>
<td>a team</td>
<td></td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>22. Difficulty changing or adapting – unable to respond effectively</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>to changing events in the business environment</td>
<td></td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>23. Failing to meet business objectives – unable to complete a job</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>24. Problems with relationships – unable to interact with and respond</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>to others in a way that creates positive relationships</td>
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<td>4</td>
<td>5</td>
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<tr>
<td>25. Too narrow managerial experience – unable to manage outside of one’s</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<tr>
<td>current function</td>
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<td>4</td>
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</tbody>
</table>

Sample Survey Questions
Potential Challenges: What factors lead to potential derailment of leaders?

- Derailment not a cause for major concern.
Potential Challenges

- Difficulty building and leading a team
- Difficulty changing or adapting
- Failing to meet business objectives
- Problems with relationships
- Too narrow managerial experience

Mean Derailment

Overall - India - US - Singapore - Finance - IT
Bridging Gaps - increasing leadership capacity
This section offers specific suggestions on how the leadership gaps identified under the leadership gap section might be addressed.

Our suggestions follow the model of sensitizing the managers to the importance of a particular leadership skill, enabling the development of the skill, and supporting the efforts to express the skills developed.
Leading People

Leaders with good skills in directing and motivating people interact with staff in ways that motivate them.

To develop this skill:

**Sensitize**
- Provide managers with a list of competencies that are related to managing others well, assess them on these skills and develop strategies to develop them
- Implement 360 degree leadership development assessment for managers at middle management and senior management

**Enable**
- Arrange for training by reputed leadership development organizations
- Develop internal groups to share experiences; develop forums to share lessons learnt and best practices related to handling teams
- Develop library of leadership-related material

**Support**
- Create Management Practices Skill Building Plan
- Develop mentoring scheme or program for specific cases

Building and Mending Relationships

Managers having high competence in this skill typically respond to co-workers and external parties diplomatically. Such managers:
- Relate to all kinds of people
- Treat people fairly
- Gain support and trust of peers, higher management, and customers
- Use good timing when negotiating with others
- Can settle problems internally and externally

To improve this skill:

**Sensitize**
- Develop employee performance standards, metrics, and feedback processes so that managers understand the importance of building relationships

**Enable**
- Look for reputable leadership development programs for managers to attend
- Offer teambuilding exercises

**Support**
- Volunteer to facilitate meetings where conflict needs to be resolved
Managing one’s Career

A manager who can manage his/her career well uses professional relationships such as networking, coaching, and mentoring to promote his/her career. Such a manager:
- Uses mentoring relationships
- Uses coaches
- Builds networks
- Develops professional relationships

In order to help managers to manage their careers:

**Sensitize**
- Encourage managers to seek honest feedback from others on a continual basis and instruct them in techniques for giving and receiving feedback
- Create an effective learning environment in the organization

**Enable**
Have managers review their performance development plans with a coach

**Support**
- Anticipate roadblocks that can sidetrack managers’ development, and make adjustments
- Create development partners to support development

Managing Change

A manager who can manage change well uses effective strategies to facilitate organizational change. Such a manager:
- Views change positively
- Adapts plans as necessary
- Manages others’ resistance to change
- Adapts to the changing external pressures facing the organization
- Involves others in the design and implementation of change

In order to develop this competency in your leaders you can:

**Sensitize**
- Offer change management classes
- Train managers on the points of resistance to change and the positive outcomes to change

**Enable**
- Encourage managers to involve others in decision making during organizational change
- Create a “space” for managers to exchange creative ideas and solutions

**Support**
- Encourage innovation throughout the organization
- Give managers permission to accept employees’ resistance to change and help them to develop strategies to deal with it
Compassion and Sensitivity

Managers with a high level of compassion and sensitivity skills show a deep understanding of human needs. Such managers -
- Are sensitive to others’ needs
- Are calm and patient with others
- Show interest in the needs, hopes, and dreams of others
- Allow new people the time and space to learn
- Are calm and patient when employees are out sick or have personal matters that keep them out of work
- Are willing to help employees with personal problems

In order to help managers develop compassion and sensitivity:
- **Sensitize**
  Overlap new hires with existing ones so that new employees understand the job
- **Enable**
  - Suggest managers keep an “open door policy” (drop in, spontaneous conversations)
  - Encourage managers to structure meeting times (approx. 10 minutes) to allow team members to share personal updates
- **Support**
  Ensure that employees have enough time each week to handle personal matters

Confronting People

This skill involves acting decisively and fairly when dealing with problem employees. Managers having high competence in this skill typically act resolutely when dealing with problems. They -
- Deal effectively with resistant employees
- Confront problem employees quickly
- Document employee performance problems

To improve this skill:
- **Sensitize**
  Educate managers on documentation and legal issues involved with employee performance problems
- **Enable**
  - Offer classes in conflict management
  - Teach managers the Situation Behavior Impact (SBI) feedback model
- **Support**
  Encourage managers to confront problems promptly
**Decisiveness**

A decisive manager prefers doing or acting over thinking about the situation. Such a manager -
- Does not hesitate when making decisions
- Does not become overwhelmed when action is needed
- Is action oriented

To improve this skill:

**Sensitize**
Help managers determine priorities

**Enable**
- Create processes for helping managers gather and obtain relevant information needed for decision making
- Help managers take calculated risks to demonstrate their orientation to action
- Offer classes on creating and sustaining a more efficient workspace
- Offer courses on inductive and deductive thinking skills

**Support**
Develop criteria and a process for decision making in the organization; clarify responsibilities

---

**Respecting individuals’ differences**

A manager who has a deep respect for individuals’ differences -
- Acknowledges different backgrounds (culture, gender, age, educational background)
- Works effectively with people from various backgrounds and perspectives
- Treats people with diverse background fairly and respectfully

To improve this skill:

**Sensitize**
Offer diversity training classes or programs that increase managers’ sensitivity to issues of diversity

**Enable**
Offer on-site language courses

**Support**
- Encourage managers to take expatriate assignments
- Encourage managers to take international business courses
- Evaluate the organization’s progress toward systemic change
Doing whatever it takes

Managers having high competence in this skill typically persevere under adverse conditions. They are able to take charge yet are open to learning from others.

To improve this skill:

**Sensitize**  
Help managers identify best practices for getting work done efficiently and effectively

**Enable**  
Encourage managers to undertake a daily exercise program to increase energy and endurance

**Support**  
- Help managers adopt a “can-do” attitude when faced with challenges
- Support managers by encouraging them to get involved in activities that make them feel excited and motivated
- Help managers delegate or trade tasks that no longer motivate them

Balancing personal life and work

Managers with adequate work life balance are able to balance work priorities with personal life so that neither is neglected. Such managers:

- Act in ways that gives the impression that there is more to life than having a career
- Participate in activities outside of work
- Don’t let job demands cause family problems
- Don’t take careers so seriously that personal life suffers
- Are not workaholics

In order to help managers improve this competency, an organization needs to-

**Sensitize**  
- Build awareness, using various self awareness techniques
- Hold discussions on when, where and how to say no

**Enable**  
- Teach organizational skills (reviewing goals, plans, and priorities) and delegation skills
- Offer stress reduction, yoga or exercise programs
- Consider offering on-sight recreation facilities, gymnasium, day care, etc.

**Support**  
- Consider offering on-sight financial management programs
- Examine the number of vacation days the organization offers.
- Consider offering flex time
- Develop organization skills and best practices (TQM, ISO, Six Sigma)
Participative management

This skill helps one to involve others in critical initiatives. Managers who value participative management –
- Are open to others’ input
- Gain commitment before implementation
- Encourage others to share ideas
- Listen to others
- Involve others before developing a plan of action

To improve this skill:

**Sensitize**
Teach managers brainstorming techniques to encourage sharing of ideas

**Enable**
Encourage managers to involve employees in setting departmental goals and objectives. Track results and reward employees for their contribution to the success of their team

**Support**
- Offer books or classes on team building
- Instruct managers and their employees on visioning exercises
- Instruct managers on communication/listening skills
- Educate employees about appropriate non-verbal behavior

Putting people at ease

Managers who display warmth and who use humor appropriately are more skilled at putting people at ease. Such managers –
- Use humor to defuse tough situations
- Have warmth

To improve this skill:

**Sensitize**
- Educate managers about the use of “self humor” to diffuse difficult situations
- Educate employees about appropriate non-verbal behavior

**Enable**
- Assure managers that they can laugh at themselves and with others
- Suggest managers keep an “open-door policy” (drop in, spontaneous conversations)

**Support**
- Have books on humor available
- Invite a local comedian to teach a course
**Being a quick learner**

This skill involves quickly learning new technical or business knowledge. A manager who does this well –

- Masters technical knowledge quickly
- Understands & uses new business terms quickly

To improve this skill:

**Sensitize**
- Arrange for speakers to come to the organization to talk about the latest technical and business trends
- Create study groups focused on learning new technology or business models

**Enable**
- Offer training classes in technology on site
- Recommend technology/business books and articles

**Support**
- Hire consultants to offer technology tutorials
- Encourage managers to join professional associations and/or attend conferences
- Create technology coaches in the organization

**Resourceful**

A resourceful manager is able to work effectively with top management.

Such a manager –

- Understands how higher management works
- Has good relationships with higher management
- Interacts comfortably with executives

To improve this capability, an organization can:

**Sensitize**
- Suggest managers meet and interact with senior management in informal settings

**Enable**
- Encourage managers to seek and integrate input from stakeholders
- Suggest managers go informally to the toughest senior officer first to get buy-in before approaching the whole management team

**Support**
- Advise managers to seek a confidant or mentor from top management
Bridging Gaps

Self awareness

This skill involves recognizing personal limits and strengths. A self-aware manager –
- Admits personal mistakes
- Learns from mistakes
- Seeks feedback
- Knows themselves well (strengths and weaknesses)

To improve this skill:

Sensitize
Implement a 360-degree assessment in the organization

Enable
Offer a mentoring program that matches managers with higher level managers

Support
Adopt best practices and lessons learned from within and outside the organization

Composed

This skill involves remaining calm during difficult times. A manager with competence in this skill typically –
- Does not become hostile when things are not going well
- Does not blame others for mistakes
- Spends more time offering solutions rather than complaining about problems
- Remains calm when crises occur

To improve this capability, an organization can:

Sensitize
Give managers feedback on how they are perceived by others when they are under stress

Enable
- Offer stress management courses
- Develop organizational norms that focus on creative solutions as opposed to problem identification
- Offer emotional intelligence assessments and classes

Support
- Make sure managers have support systems in place
- Make sure managers have healthy avenues to release stress
Employee development

A manager skilled in the area of employee development usually –
• Coaches employees to improve performance
• Provides employees with guidance
• Encourages employees to develop careers
• Makes sure employees understand their roles

In order to develop this attribute, consider the following steps:

**Sensitize**
Offer a career development seminar; encourage career counseling

**Enable**
Encourage managers to have career goal discussions with employees regularly

**Support**
Develop a succession planning process that incorporates developmental events

Strategic planning

This skill involves translating vision into realistic business strategies. Managers having high competence in this skill typically –
• Articulate long-term objectives and strategies
• Develop plans that balance long-term goals with immediate needs
• Update plans to reflect changing circumstances
• Develop plans that contain contingencies for future changes

To improve this skill:

**Sensitize**
• Top management should share the strategy, as well as factors influencing the strategy, with management groups
• Develop a systematic process of sharing strategy with staff

**Enable**
• Arrange training in strategy development, change management, risk management
• Involve bright, young managers in strategy development
• Rotate managers at regular intervals so that more managers are prepared for senior management positions

**Support**
• Encourage professional memberships
• Encourage collection and sharing of industry data
• Provide necessary mentoring support
**Cultural adaptability**

A manager who is culturally adaptable adjusts to ethnic/regional expectations regarding human resource practices and effective team processes. He/she can –

- Motivate multicultural teams effectively
- Select and develop people in multiple cultural settings

In order to develop a pool of culturally adaptable managers:

**Sensitize**
Offer diversity training classes

**Enable**
- Implement a recruitment strategy that incorporates potential talent from around the world
- Implement a recruitment strategy that targets both individuals with internal experience and individuals with a demonstrated interest in learning from challenge and variety

**Support**
- Advertise and encourages employees to attend and look for culturally diverse experiences
- Assist employees from diverse backgrounds to succeed

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**Inspiring commitment**

Managers who recognize and reward employees’ achievements are able to inspire commitment from his/her subordinates. Such managers –

- Publicly praise others for their performance
- Understand what motivates other people to perform at their best
- Provide tangible rewards for significant organizational achievements

To improve this skill:

**Sensitize**
Use “GAPS” to identify top-priority development objectives

**Enable**
- Help managers clarify employees’ roles and responsibilities for attaining the organization’s vision
- Help managers communicate a clear vision and direction
- Encourage managers to clarify high standards of performance

**Support**
Develop internal recognitions for managers to publicly acknowledge their employees
APPENDIX
# The Leadership Competencies

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Skill Definitions

- **Balancing personal life and work** - balancing work priorities with personal life so that neither is neglected
- **Building and mending relationships** - responding to co-workers and external parties diplomatically
- **Managing your career** - using professional relationships (such as networking, coaching, and mentoring) to promote one’s career
- **Managing change** - using effective strategies to facilitate organizational change
- **Compassion and sensitivity** - showing understanding of human needs
- **Confronting people** - acting resolutely when dealing with problems
- **Decisiveness** - preferring doing or acting over thinking about the situation
- **Respecting individuals’ differences** - effectively working with and treating people of varying backgrounds (culture, gender, age, educational background) and perspectives fairly
- **Doing whatever it takes** - persevering under adverse conditions
- **Leading people** - directing and motivating people
- **Participative management** - involving others (such as listening, communicating, informing) in critical initiatives
- **Putting people at ease** - displaying warmth and using humor appropriately
Skill Definitions Continued

- **Being a quick learner** - quickly learning new technical or business knowledge
- **Resourceful** - working effectively with top management
- **Self-awareness** - recognizing personal limits and strengths
- **Composed** - remaining calm during difficult times
- **Employee development** - coaching and encouraging employees to develop in their career
- **Strategic planning** - translating vision into realistic business strategies including long-term objectives
- **Culturally adaptable** - adjusting to ethnic/regional expectations regarding Human Resource practices and effective team process
- **Inspiring commitment** - recognizing and rewarding employees’ achievements

**Derailment Characteristics**

- **Difficulty building and leading a team** - unable to select and build a team
- **Difficulty changing or adapting** - unable to respond effectively to changing events in the business environment
- **Failing to meet business objectives** - unable to complete a job
- **Problems with relationships** - unable to interact with and respond to others in a way that creates positive relationships
- **Too narrow managerial experience** - unable to manage outside of one’s current function
Skill Gap - A Comparison

Average Skill Gap

Skill Gap = Needed Strength - Current Strength

Overall  Finance  IT  Automobile (India)  Government (US)  Singapore  US  India  Middle  Upper middle  Senior  Top
In this study, we had additional participation from the automobile sector in India (446 managers) and the government sector in the U.S. (100 managers).

Since these sectors had no comparative data from other countries, the results specific to these sectors are presented separately in the following pages.
Success Profile

100 respondents from Government (US)
Leadership Gap - Automobile (India)

Strengths in the Present:
- Composed
- Decisiveness
- Confronting people
- Managing one's career
- Putting people at ease
- Composed
- Self-awareness
- Being a quick learner
- Participative management
- Leading people
- Resourceful
- Inspiring commitment
- Managing change
- Employee development
- Balancing personal life and work
- Strategic planning

Weaknesses in the Future:
- Culturally adaptable
- Compassion and sensitivity
- Doing whatever it takes
- Building and mending relationships
- Leading people
Leadership Gap - Government (US)

- **Key Gaps**
  - Overinvestments
  - On Track

- **Current Skill Level**
  - Stronger Bench:
    - Managing one's career
    - Self-awareness
    - Confronting people
    - Managing change
    - Employee development
  - Weaker Bench:
    - Balancing personal life and work
    - Strategic planning
    - Confronting people
    - Self-awareness
    - Managing one's career

- **Importance in the Future**
  - More Important
    - Doing whatever it takes
    - Composed
    - Being a quick learner
    - Resourceful
    - Leading people
  - Less Important
    - Respecting individuals differences
    - Culturally adaptable
    - Compassion and sensitivity
    - Participative management
    - Inspiring commitment

- **Leadership**
  - Stronger
  - Weaker
Potential Challenges

- Difficulty building and leading a team
- Difficulty changing or adapting
- Failing to meet business objectives
- Problems with relationships
- Too narrow managerial experience

Mean Derailment

- Automobile (India)
- Government (US)
Questions or inquiries for additional information or clarification can be addressed to

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