

At CCL, our research agenda is truly global. We work with research associates and partners across time zones and numerous cultures to better understand what effective leadership looks like in a variety of contexts. This international research team, which includes nationals from more than fifteen countries, complements its innovative work in the field with access to a rich stream of data gathered from the more than twenty thousand executives and managers who take part in our programs each year. We are able to explore

From the President



leadership at its most granular level and track changes in the very nature of leadership over time. The result is that we can spot important trends and help prepare our

clients and partners to act on them.

One of the trends our work has identified is a significant and ongoing shift in how senior-level executives define effective leadership. In 1993, our findings showed that *performance*, *relationships*, and *results* topped the list of responsibilities for leaders. Ten years later, we found that the top three categories had been reordered to *results*, *vision/goals/strategy*, and *relationships*.

In a 2007 study, our researchers identified several other notable trends in how executives' thinking about leadership has evolved in recent years. Two stood out in particular. First, fostering collaboration—rather than competition—among colleagues is increasingly seen as critical for overall leadership success. Second, effective leadership is now considered to require emergent, flexible strategies rather than rigidly staying the course on long-term plans.

These two trends, our study found, are most prevalent in the Asia-Pacific region. Our research bears out Peter Drucker's observation that effective leadership "is not about making speeches or being liked; leadership is defined by results, not attributes."

For organizations everywhere, the critical question these days is how to deliver the desired results through leadership. How do we prepare executives, managers, and their organizations to embrace and benefit from these emerging trends in leadership? What kind of people are organizations going to need as leaders in the years and decades to come? What are the relationships between leadership, talent management, and succession planning?

In this edition of *Leadership in Action*, we shine some light on these questions in an Asia-Pacific context. We hope you will find the material practical and thought provoking—and we look forward to hearing your thoughts and reactions.

A handwritten signature in black ink that reads "John R. Ryan". The signature is written in a cursive, flowing style.

John R. Ryan, president, CCL

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