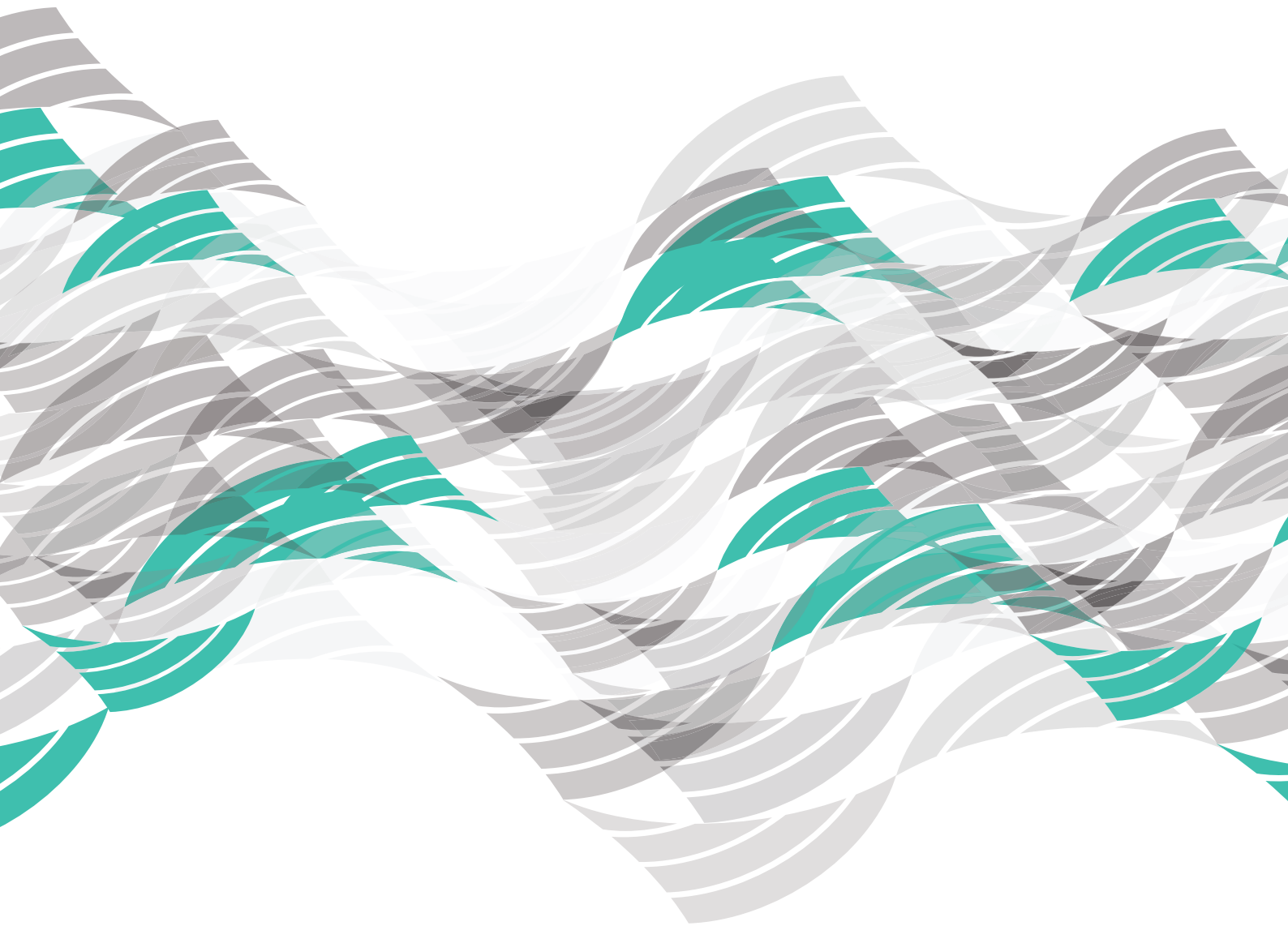


Creating a Dynamic and Sustainable Talent Ecosystem

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Executive Summary

Sustainability is the new buzzword, from environmental issues to technology and even venture capitalism; businesses big and small, local and international have been using it to foster their policies and practices.

So how does it apply to talent? How does talent sustainability help to ensure a balanced and dynamic ecosystem that meets an organization's business aims?

For a better understanding, the Center for Creative Leadership (CCL®) in partnership with HRM Asia launched a Talent Sustainability Survey, seeking to get insights to the following questions:

- How effective are current talent management systems at meeting organizational needs?
- To what extent does the entire organization demonstrate a talent mindset?
- To what extent do current talent management systems incorporate elements of talent sustainability?
- What do companies with high-impact talent management systems do differently?

The survey saw a total of 371 responses with the majority of the respondents being Singapore-based HR practitioners.

Our key findings are:

Firstly, slightly less than half of the participants reported that their talent management systems are effective to achieve talent and business outcomes.

Next, developing talent sustainability is a shared responsibility that depends on the efforts of everyone in the organization, not just the human resource function. We identified five critical roles in organizations responsible for talent management. Through the responses we found that the role of the line managers need the most attention for organizations to develop a talent mindset.

And finally, what differentiates organizations with high-impact talent management systems is their keen understanding and approach to talent management. While the majority of the organizations have a few talent management practices in place, organizations with high talent sustainability have a more comprehensive and systematic approach to talent management.

Introduction

As Vice President of Human Resources for a rapidly expanding manufacturing company, Susan's challenges are immense. After years in HR, and moving up the ranks, she knows that it is no longer about plugging the gaps and enforcing internal policies.

Her role has evolved.

She believes that in order to not just survive, but thrive in a volatile and competitive business environment, organizations have to view talent as a vital resource. And thus she and her team have been tasked to pick, place and align a pool of dedicated and skilled talent to position the organization for success.

She is invested in developing and rolling out a talent management system in her organization. She doesn't just want a system in place, but one that delivers impact with lasting results.

Susan's situation is not unique. Talent sustainability, which CCL defines as an organization's ability to continuously attract, develop and retain people with the capabilities and the commitment needed for current and future organizational success, is complex.

Talent sustainability is an organization's ability to continuously attract, develop and retain people with the capabilities and the commitment needed for current and future organizational success.

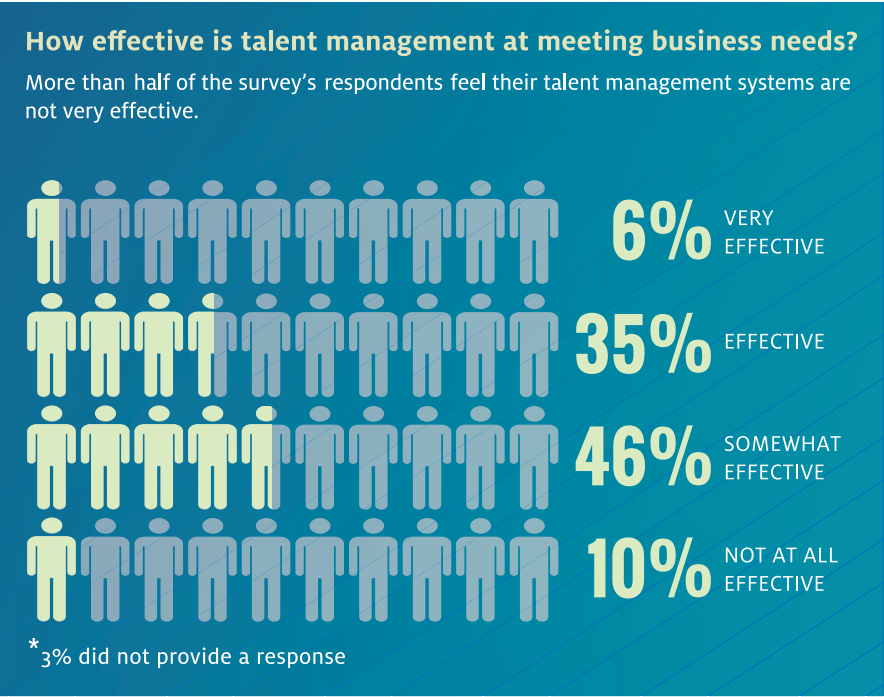
This whitepaper shares the findings from the Talent Sustainability Survey conducted by CCL in conjunction with HRM Asia.

HR professionals in Asia were invited to assess their existing talent management processes in their respective organizations. The metrics are based on a study by a team of research faculty at CCL.

The paper introduces a framework of talent sustainability and presents data on how current talent management systems fare on the framework. It also offers inputs to develop talent management systems that can keep organizations like Susan's on the path of growth and profitability through a better understanding of what works and how their talent management systems can be improved to achieve their business objectives.

Impact of Talent Management

How effective are current talent management systems at meeting organizational needs?



In organizations, the human resource function regards talent management systems as a series of practices and policies put in place to attract, identify, develop and retain talent.

To assess the extent to which talent management systems have developed, we asked survey respondents:

“How effective are your talent management systems at meeting business and strategic challenges of your organization?”

The figure above shows that only 6% labelled their organization’s talent management systems “very effective”. More than half of the respondents chose “not at all effective” or “somewhat effective”.

We investigated further by asking about the impact of talent management systems on specific business and talent related outcomes. The infographic below depicting the responses indicates that talent management systems deliver impact about half the time.



Three key messages can be drawn from these findings

1. Half of our respondents labelled their talent management systems effective or very effective at meeting talent and business goals. It is clear that talent management has contributed to organizational effectiveness and will continue to deliver value to businesses.
2. The other half, however, indicate struggles with obtaining value out of talent management systems. This means organizations need to make more effort to improve the design and implementation of their talent management systems.
3. It is indicative that some of the survey participants are not aware of the impact of their talent management systems on businesses. The existence of such a “missing link” may be due to the fact that organizations are not measuring the impact of their talent management systems, or they are not using the right metrics. Appropriate systems are needed to track how talent management systems impact the business.

HR IMPACTS BUSINESS PERFORMANCE



Talent Mindset and Roles in Talent Sustainability

To what extent does the entire organization demonstrate a talent mindset?

Who is responsible for talent sustainability in organizations?

It is easy to assume that talent management is the sole responsibility of the human resources team but given the complex and interrelated nature of talent sustainability, we believe that it is crucial to establish that everyone in the organization plays an integral part in the talent management ecosystem – not just leaders, but employees themselves.

We define Talent Mindset as the extent to which the entire organization takes responsibility in matters of talent.

Here are five critical roles that impact talent management, as well as the behaviours that individuals in those roles must exhibit:

- **Talent Overseers**

- Board of Directors**

- The board of directors provides oversight on the organization and the decisions of senior leaders. The board also provides oversight on talent management at the senior executive level. By ensuring talent sustainability is a priority within the organization, the board impacts the overall effectiveness of the process.

- **Talent Orchestrators**

- CEO and Senior Leaders**

- The CEO and senior executives in an organization are in a position to orchestrate the organization's talent management efforts by aligning organizational resources, and demonstrating commitment and engagement to the process through their individual behaviours.

- **Talent Influencers**

- Line Managers**

- Business-line leaders are well-positioned to influence the development and movement of talent, along with the improvement of talent management processes. A business-line leader's proximity to the talent and organizational knowledge positions him/her to identify and grow the right people for the right roles.

- **Talent Accelerators**

- HR Leaders**

- Human Resource leaders serve as accelerators to the talent by their ability to develop and facilitate the talent management processes, and to support the leaders who must work with these processes. HR leaders' knowledge of employees' capabilities is instrumental in helping business leaders calibrate talent and make difficult talent decisions.

- **Talent**

- Employees**

- Employees are often overlooked in the study of talent management, even though they are the target for all of these efforts. Employees contribute to talent sustainability by taking responsibility for their growth, communicating development needs, and by taking initiative to learn and develop.



NURTURE A TALENT MINDSET



Five Critical Roles for Talent Sustainability

The Role	The Actions
 Talent Overseers Board of Directors	• Ensure talent decisions are aligned with business strategy • Receive updates on succession planning data on at least an annual basis • Review the performance of high-potential executive talent over time and throughout their careers • Hold leaders accountable to ensure appropriate talent development is occurring
 Talent Orchestrators CEO and Senior Leaders	• Encourage leaders to share talent across the organization • Support stretch and rotating assignments • Invest time in talent management • Mentor successors and other leaders
 Talent Influencers Line Managers	• Identify future leaders • Work with HR leaders to make sure appropriate development is available for talent • Identify and develop their successors
 Talent Accelerators HR Leaders	• Design and execute the talent management system that fits organizational needs • Engage senior leaders and line managers in the talent management process • Cultivate a culture of talent development • Monitor the effectiveness of talent management system
 Talent Employees	• Have an awareness of personal strengths and areas for development • Identify personal and career goals • Communicate career interests and goals • Demonstrate a readiness for learning and development

Drawing from this discussion of roles in talent sustainability, we asked the question:

“What do companies with High Impact Talent Management Systems do differently?”

To understand this, we divided the organizations in our sample into two groups and labelled them TM+plus and TM-minus.

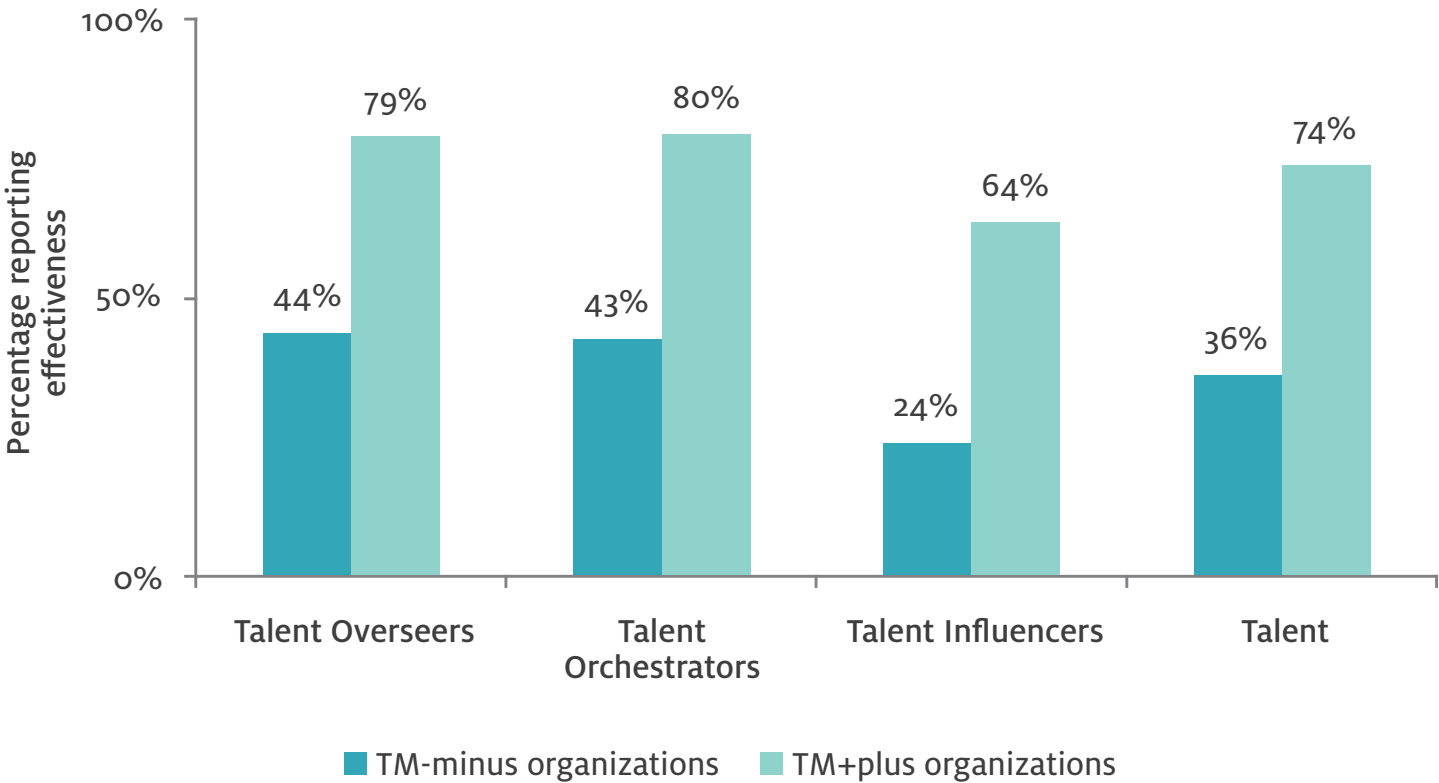
TM+plus organizations are organizations whose talent management systems were either “effective” or “very effective” at meeting their organization’s business needs.

TM-minus organizations are organizations whose talent management systems were either “not at all effective” or “somewhat effective” at meeting their organization’s business needs.

Next, to get the respondents’ assessment on the current state of talent sustainability of their organizations, we provided them a list of actions that represented each of the other four roles and asked them to indicate the extent to which they agreed with the statements.

Finally, we assessed our respondents’ effectiveness as Talent Accelerator by the 8 elements identified by CCL as key pillars of talent sustainability, which will be discussed in the next section on talent management systems. We then compared TM+plus organizations to TM-minus organizations based on these ratings.

The figure below shows the overall effectiveness of Talent Overseers, Talent Orchestrators, Talent Influencers and Talent.



Talent Influencers Need More Support

The data shows that among the four roles, Talent Influencers exhibit the lowest scores in demonstrating talent sustainability related actions. This indicates that line managers appear to be the weak link in talent management and need higher levels of attention and support to move towards better talent sustainability.

Here are some possible reasons why this is so and what can be done to address them.

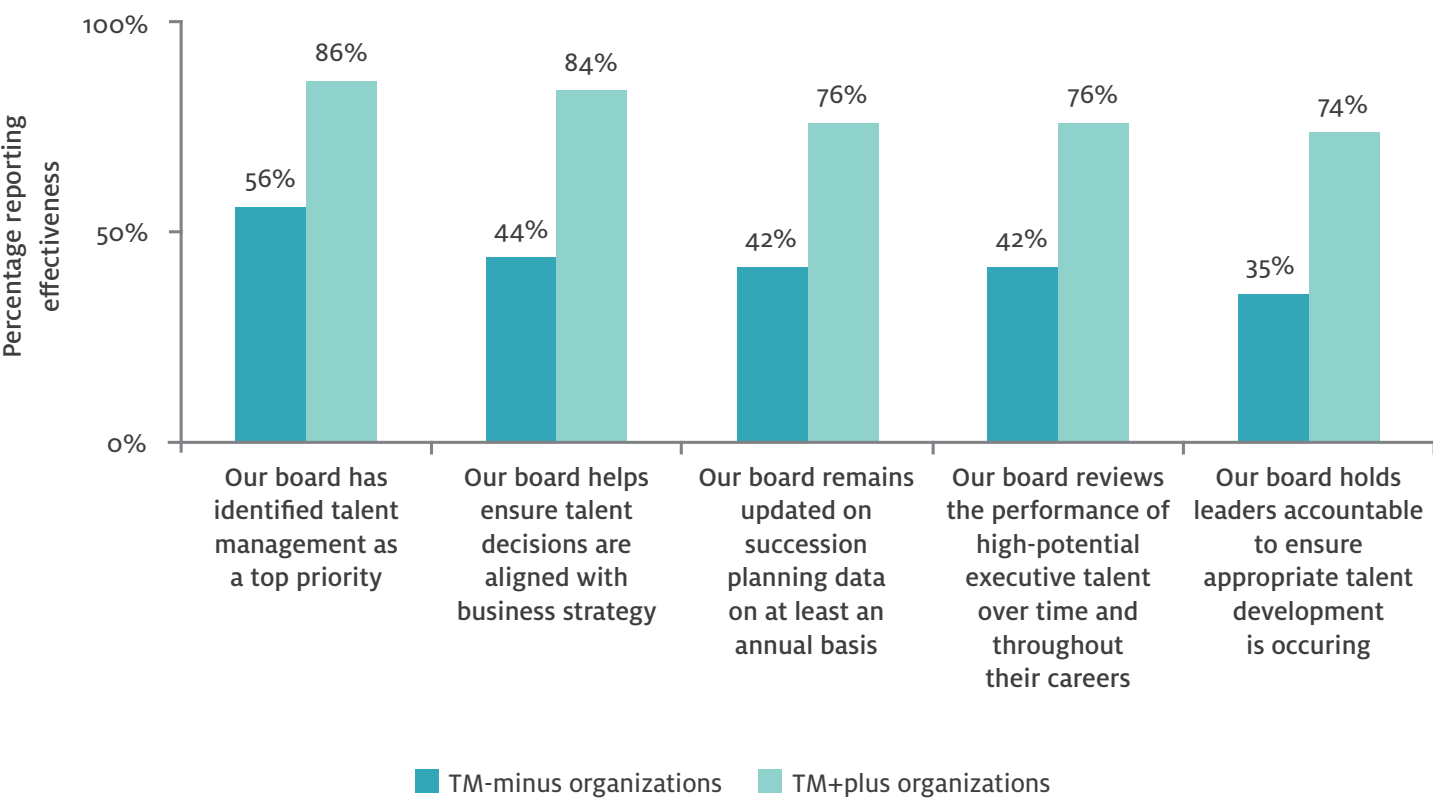
Possible Reasons	Solutions
Lack of accountability for talent development: Line managers are not as answerable for talent development as they are held accountable for meeting day-to-day operational or business goals	• Make talent development a significant part of their performance appraisal or have it factored into their developmental goals • Identify ways to reward and recognize talent development behaviours formally and informally
Hyper competitiveness: Hyper competitiveness among the talent can lead to feelings of job insecurity. Immediate supervisors may be reluctant to groom their subordinates. This results in the breaking of “successorship” as there is no one next in line to do their job	• Reinforce the message that improvement and leadership development is an on-going process. By helping others develop, the person develops their skill too
Lack of awareness: Influencers may be unaware of the important role that they play in ensuring talent sustainability	• Talent Overseers and Talent Orchestrators have to convey that Talent Influencers play an important role in talent sustainability • Talent Accelerators also need to educate and reinforce that Talent Influencers are part of the talent management equation
Lack of skills: Line managers might not be comfortable having talent conversations with the talent as feel that they might not have the right skills or techniques to offer feedback or coach and mentor their subordinates and fellow employees	• Equip the line managers with necessary skills that make them comfortable and confident to deliver effective talent conversations to those in their direct reporting line

Four Key Factors

TM+plus vs. TM-minus Organizations

1. Talent Overseers walk the talk

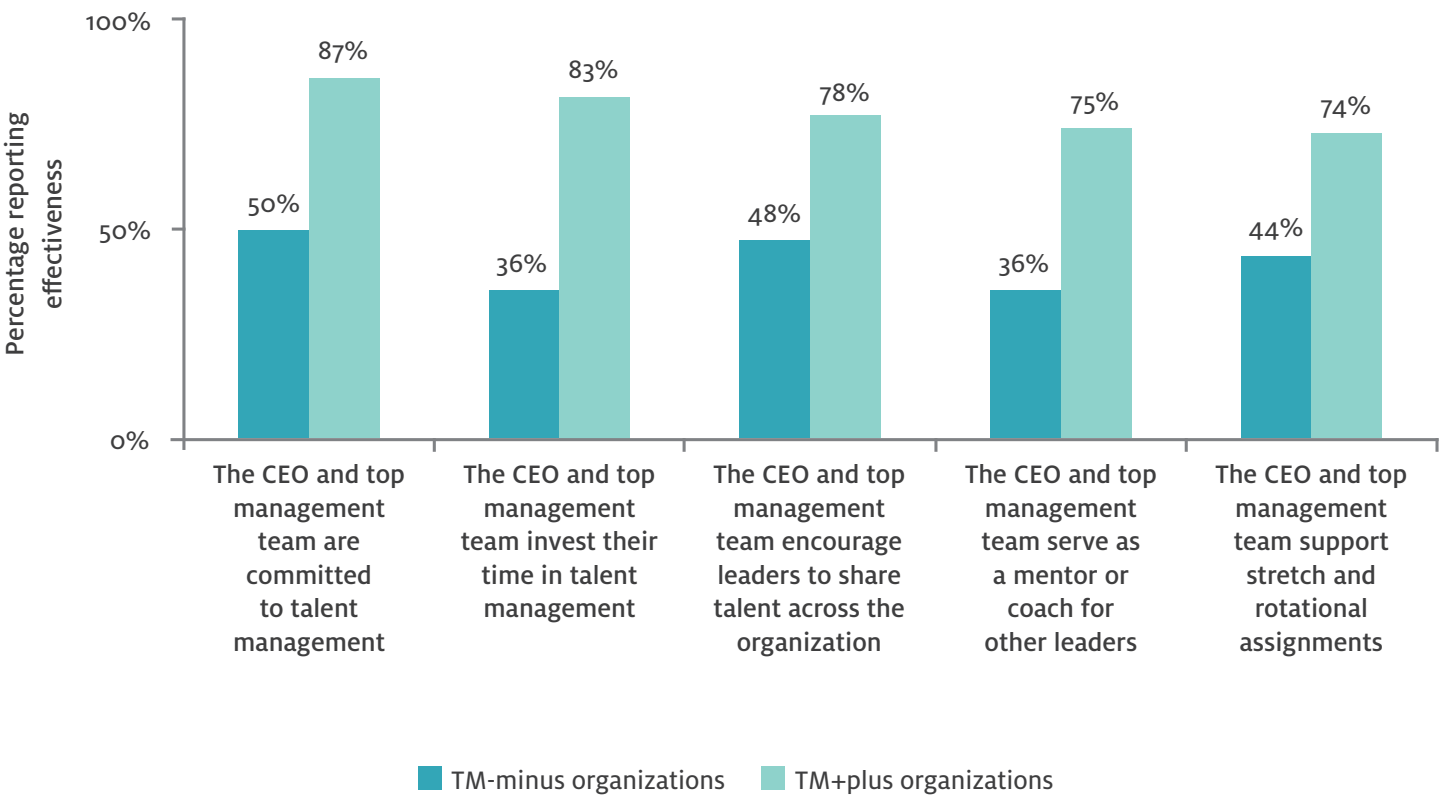
In companies with high talent sustainability, The board of directors not only have talent management as a top priority at the board level, but also follow it up by having top leaders report to them on talent development initiatives in the company and the results of those initiatives.



The figure above shows that Talent Overseers in most organizations view talent management as top priority, however it is noteworthy that the gap becomes much bigger when it comes to whether such priority is demonstrated in their everyday practice. Organizations that are lacking in talent development also report a lack of accountability.

2. Talent Orchestrators invest time in coaching and mentoring their leaders

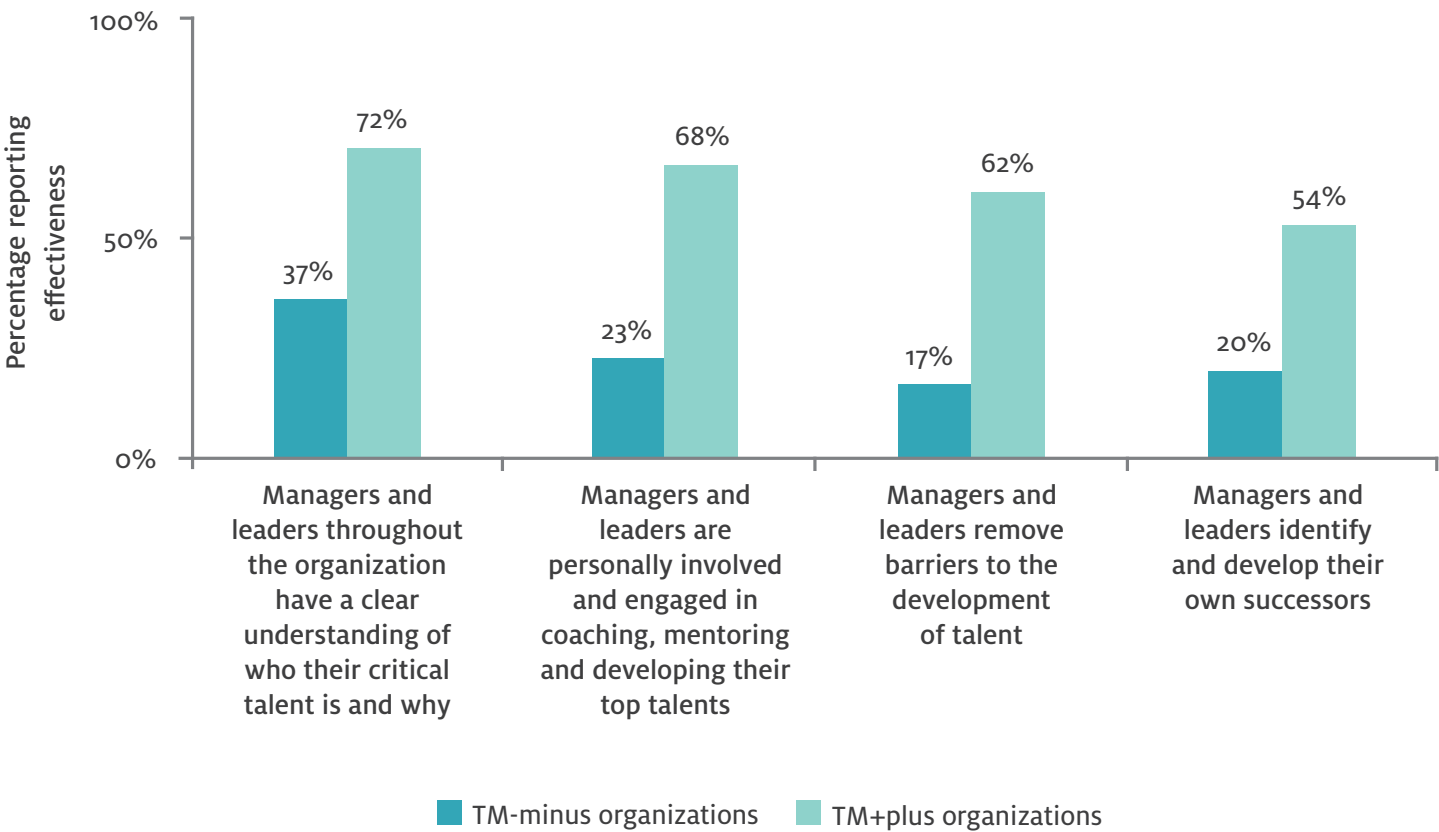
In organizations with high impact talent management systems in place, Talent Orchestrators are committed and supportive of talent management. Most importantly, the CEO and the senior management team in these organizations not only invest their time and attention in developing and implementing robust talent management systems, but also become a part of the system, by recasting their roles as mentors or coaches for other leaders in addition to their business responsibilities.



The figure above shows that the biggest gap (47%) between organizations that fare better in talent management and organizations than do not fare as well is on whether the CEO and top management team invest their time in talent management.

3. Talent Influencers develop their top talent

Line managers in organizations with high talent sustainability deliver not just quarterly results, but serve as talent scouts identifying employees who have the potential to grow to be their successors and taking them under their wing by coaching/mentoring and removing barriers to the development of the employees.

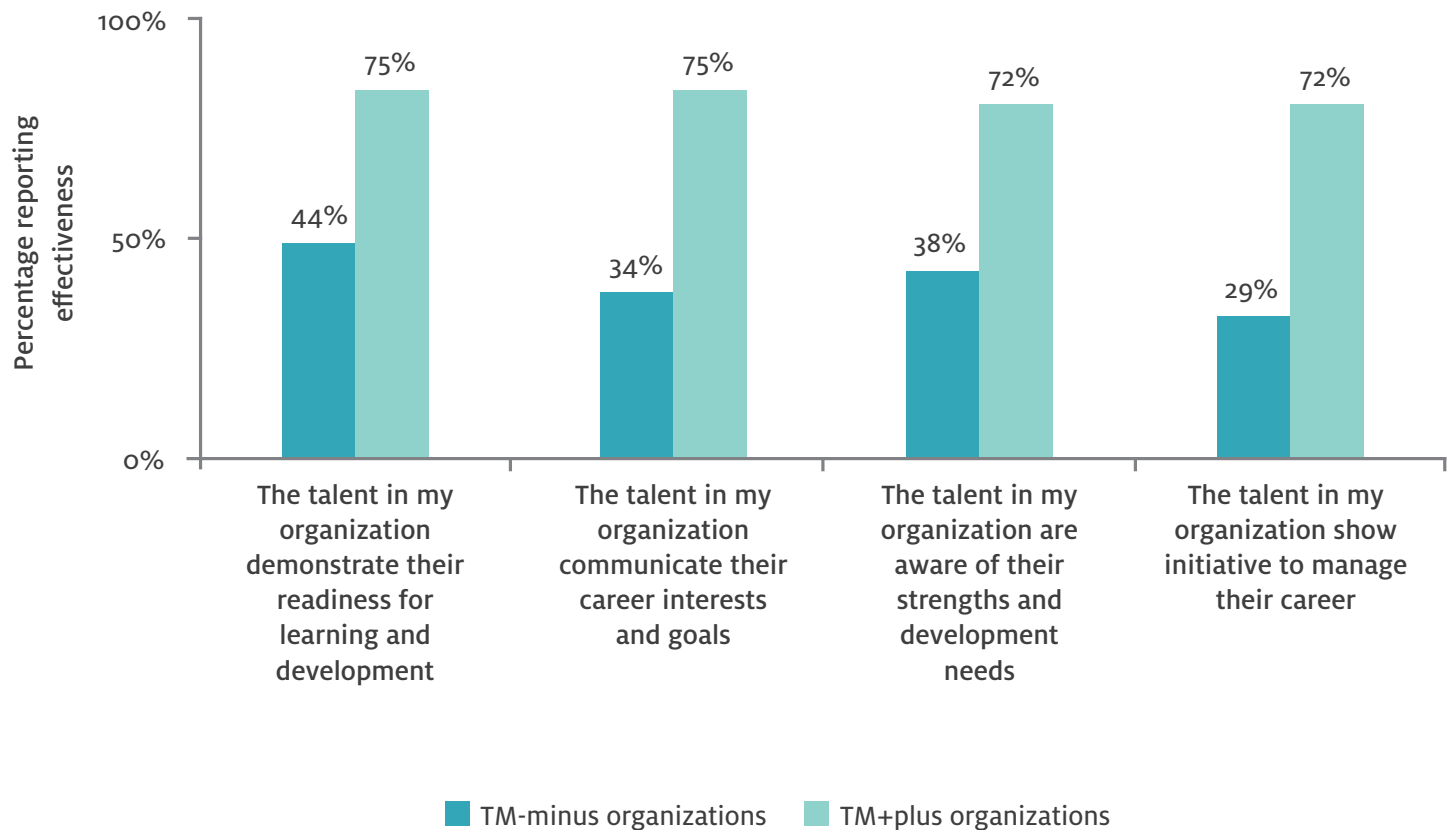


The figure above shows that organizations in general perform significantly better in identifying talent than developing talent.



4. Talent take initiative for self-development

The employees in organizations performing well in terms of talent sustainability have a high-level awareness of their strengths and development needs. They communicate their goals and career interests and are prepared to take up challenges that would lead to new learning and career progress.



The figure above shows that organizations with better talent management have more employees showing interest in learning and development and taking initiatives to manage their own development and careers.

Talent mindset is critical

For a dynamic talent eco-system to be sustainable, everyone in the organization should have a talent mindset.

- Talent Overseers and Talent Orchestrators **advocate talent development practices** to ensure there is an **alignment in talent and business strategies** while being personally involved in developing senior leaders
- Talent Influencers see developing talent as a **long-term investment** and take a proactive step towards achieving it
- Talent Accelerators see human resource management as not only routine administrative work but as a **vital contribution to organizational strategy**
- Talent are driven to **manage their personal growth** and career progression

Talent Management and the Role of Talent Accelerator

Given the pace of the business environment, it is not only important to develop talent mindset in organizations, but there is a need to develop it fast.

HR leaders as Talent Accelerators, **accelerate** the cultivation of talent mindset, translating it into talent sustainability. They do so by designing and implementing talent management systems that incorporate the contributions of Talent Overseer, Talent Orchestrator, Talent Influencer, and Talent.

CCL's Talent Sustainability Framework

In this survey, we used the Talent Sustainability Framework to assess the effectiveness of talent management systems in meeting business and strategic challenges.

The Talent Sustainability Framework has been created through the analysis of existing literature on talent management, based on best practices and influenced by CCL's organizational beliefs on leadership development and employee engagement in the workplace.

It is a descriptive model of the levers and elements organizations can use to build talent sustainability while balancing talent strategies and culture through effective talent management.

Eight pillars together form the talent management system and these eight elements are essential for talent sustainability. They are embedded in the organization's talent strategy and talent culture which are intertwined and mutually influence each other.

A talent strategy articulates the intentional choices that an organization makes about the capabilities employees need to have collectively and individually, and about the policies and practices for generating these capabilities, as well as for generating employee commitment.

A talent culture is one in which people's beliefs and day-to-day behaviours reflect a shared commitment to talent sustainability.

Metrics are also an important ingredient for effective talent management. They provide feedback to the organization not only on the effectiveness of various talent systems and processes, but also on how well the organization is achieving the outcome of talent sustainabilityⁱⁱⁱ.

Human resource leaders play the critical role of talent accelerator and are responsible for building and implementing the talent management system.

CCL's Talent Sustainability Framework



- Executive Commitment & Engagement**
 Having senior executives who believe that talented employees are critical for organizational success, who are directly involved in talent management work and who ensure that their organization has effective talent management practices in place.
- Critical Talent Identification, Development & Succession**
 Identifying what type of talent is most critical to implementing the organization's strategy, continuously developing that talent and moving it into roles in which it is most needed.
- Learning & Development**
 Creating opportunities for employees to enhance their capabilities and connections with others in the organization – through feedback, reflection, coaching, mentoring, developmental assignments and formal development programs.
- Competency Model Development & Deployment**
 Delineating the competencies needed in employees and using the resulting competency models across talent processes.
- Sourcing & Recruiting**
 Developing reliable sources of talent for the organization and practices for attracting that talent to the organization.
- Rewards & Recognition**
 Using formal and informal rewards to align employee behaviours and activities with organizational strategies, and to build a committed workforce.
- Performance Management**
 Setting performance standards, monitoring employee performance, providing feedback and support for performance improvement, and exiting employees who cannot meet standards.
- Knowledge Management**
 Developing and making accessible the shared knowledge, expertise and collective wisdom across the organizationⁱⁱⁱ.

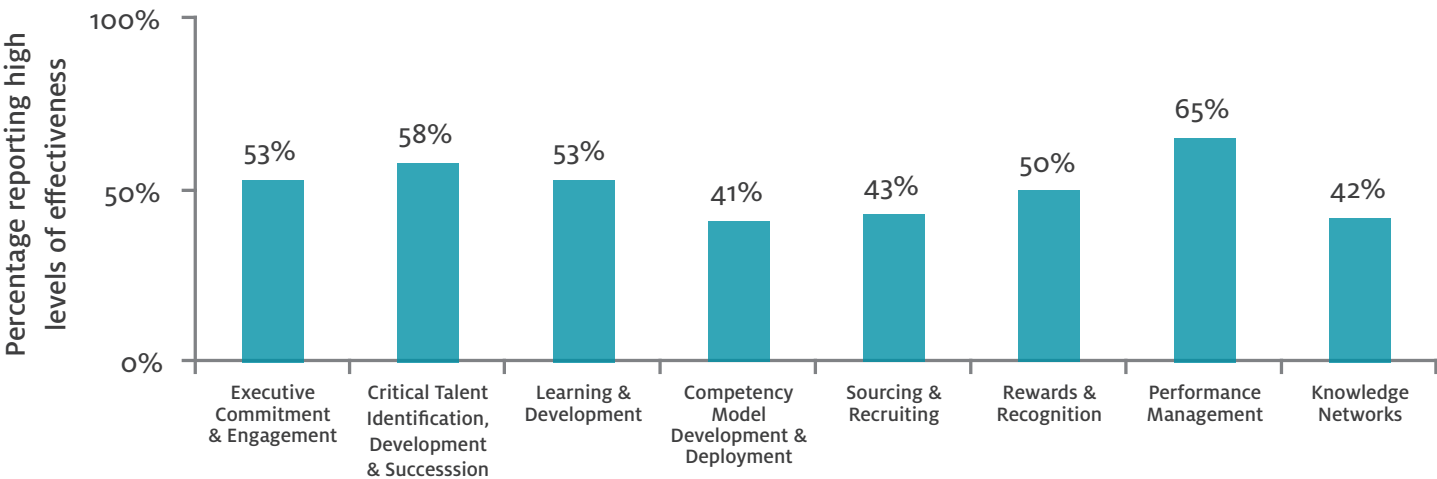
McCauley, C., Smith, R., & Campbell, M. (2007). CCL's Talent Sustainability Framework. Greensboro, NC: Center for Creative Leadership.

Current Talent Sustainability Practices

Drawing from the Talent Sustainability Framework, we asked the question:

“To what extent do current talent management systems incorporate elements of talent sustainability?”

We provided survey respondents with a list of actions that represented each of the eight elements of the framework and asked them to evaluate the extent to which their current talent management system incorporated them.

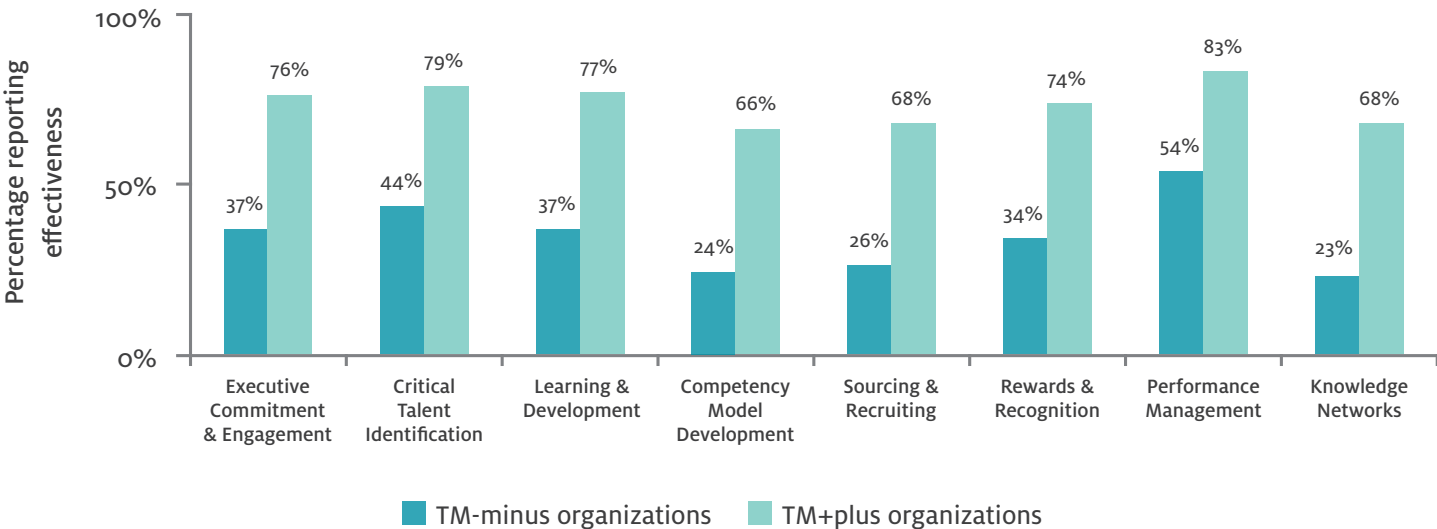


The figure above shows the percentage of participants who reported high level of effectiveness in each of the eight elements.

Close to two-thirds (65%) of respondents indicated that Performance Management was incorporated into their talent management systems to a high degree, while less than half indicated that Competency Modelling (41%), Knowledge Networks (42%), and Sourcing & Recruiting (43%) were present.

These findings mirrored the earlier statistics that talent management systems were effective about half the time, and led us to ask:

“What do companies with High Impact Talent Management Systems do differently?”



The figure above compares TM+plus and TM-minus organizations on the eight elements of talent sustainability. The vertical axis shows the percentage of participants who reported high level of effectiveness in each of the eight elements.

Eight Healthy Habits

Practices of organizations with effective talent management systems

1. Engage senior leaders and benefit from conversations

Talent Sustainability Element	Description	TM+plus % reporting effectiveness	TM-minus % reporting effectiveness
Executive Commitment & Engagement	The HR team is able to influence the executive team to link talent to business strategy	74	34
	The HR team engages senior leaders in conversations about their role in managing talent	79	40

Executive commitment and engagement in the talent management process offers companies an advantage in delivering impact. When senior leaders are committed to and engaged in talent management issues, it signals to line managers and employees the criticality of talent management to business performance. This also helps boundaries (functional, divisional etc.) become flexible and opens up developmental opportunities with a measurable formalized system.

At the same time, HR leaders should take on a proactive role to influence senior leaders' strategic priority through the following steps:

- Share the best practices of talent management in the industry
- Work actively with senior leaders to design a talent strategy that supports business strategy
- Invite senior leaders to participate in talent management, for example, by engaging in conversations with high potential leaders
- Update the impact of current talent management in a timely manner

2. Develop your talent actively

Talent Sustainability Element	Description	TM+plus % reporting effectiveness	TM-minus % reporting effectiveness
Critical Talent Identification, Development & Succession	The organization's critical positions have been identified	84	61
	The organization's critical talent has been identified	79	47
	Successor candidates are being actively developed for critical positions	72	23

Often, organizations make the mistake of believing that **identifying critical positions and critical talent** equals talent management. The TM-minus organizations in our sample seem to do just that, with 61% identifying critical positions, 47% identifying critical talent, but only 23% actively developing the talent to meet the requirements of the critical positions. In contrast, TM+plus organizations are not only more effective in identifying critical positions and critical talent, but also actively developed identified talents for these positions.

Talent development is a key differentiator between organizations with high and low impact talent management systems. In many organizations, although critical talent and positions have been identified, more effort is needed to develop talent to optimize the talent pipeline.

3. Create metrics for talent development

Talent Sustainability Element	Description	TM+plus % reporting effectiveness	TM-minus % reporting effectiveness
Competency Model Development & Deployment	The organization has identified and differentiated the critical competencies needed for transitioning into each level of management/leadership responsibility	68	26
	In practice, the organization explicitly uses identified competency models to assess and develop talents	64	22

The differences between TM+plus and TM-minus organizations in incorporating elements of **Competency Model Development & Deployment** is as high as 42%. The systematic approach to the development of competency models that is categorized clearly by distinct levels of leadership with defined roles to recruit and develop talent helps ensure talent sustainability. Competency models also provide a common language to engage stakeholders in talent discussions and to obtain numerical data on the strengths, development needs of the talent and impact of development initiatives.

4. Yield impact from a systematic approach

Talent Sustainability Element	Description	TM+plus % reporting effectiveness	TM-minus % reporting effectiveness
Sourcing & Recruiting	The organization has a systematic approach of attracting talent suited for its present and future business needs	68	26

Sourcing and recruiting is a basic HR function that almost all of the organizations have. However, when we asked whether organizations use a systematic approach, the answers show a significant gap between TM+plus and TM-minus organizations (a difference of 42%). With a systematic sourcing and recruiting practice, organizations benefit from the long-range plan and avoid the risk of random and/or last-minute decisions.



5. Provide incentive for talent development

Talent Sustainability Element	Description	TM+plus % reporting effectiveness	TM-minus % reporting effectiveness
Rewards & Recognition	The organization uses formal and informal rewards to align employee behaviours and activities with organizational strategies	75	41
	The organization's reward and recognition systems encourage talent management	73	26

Employees are encouraged to put in more time and effort to adopt a mentoring or coaching culture when they are rewarded and recognized for their leadership and talent management behaviours. To achieve business success, the reward and recognition system should not only focus on business outcomes but also encourage talent management behaviors. TM+plus organizations usually have effective **reward and recognition** systems that encouraged talent management (73%) as much as it encouraged achieving business goals (75%). TM-minus organizations' reward and recognitions systems encouraged talent development to a significantly lower degree (26%).

6. Understand that talent sustainability is an inter-related process

Talent Sustainability Element	Description	TM+plus % reporting effectiveness	TM-minus % reporting effectiveness
Performance Management	Formal performance management processes are used to identify and review the organization's top talent	83	54

It appears that the majority of organizations have incorporated **performance management** into their HR systems to a relatively high level. This is good news, but it is important to note that effective organizations have talent management systems that incorporate all eight elements of talent sustainability to a significantly higher level than other organizations. Talent sustainability is an inter-related process; equal attention should be given to talent culture and talent strategy.



7. A mentoring and coaching culture is vital for learning and development

Talent Sustainability Element	Description	TM+plus % reporting effectiveness	TM-minus % reporting effectiveness
Learning & Development	The organization provides formal development opportunities to support employees	85	49
	The organization challenges talented employees with developmental assignments, role rotations, and/or cross functions experiences	77	38
	Mentors and/or coaches formally work with high potential employees in the organization	68	22

TM+plus organizations (68%) versus TM-minus organizations (22%) are more likely to have mentors and coaches to formally work with high potential employees in the organization resulting in higher levels of **learning and development**, as it provide leaders with more opportunities to learn from others thus accelerating their development. CCL's Lessons of Experience research on how leaders learn to lead informs us that learning from bosses and superiors provide valuable developmental experiencesⁱⁱ. Bosses and superiors can be role models, teachers, catalysts, and mentors.

8. Sharing is sustaining

Talent Sustainability Element	Description	TM+plus % reporting effectiveness	TM-minus % reporting effectiveness
Knowledge Networks	Relevant knowledge, expertise and collective wisdom are accessible across the organization	68	23

The biggest gap between TM+plus and TM-minus organizations is in **knowledge networks**, with a difference of 45%. This element is vital to talent sustainability but often neglected by organizations to be incorporated into the talent management system. However, in a world where leaders face complex challenges, problems are best solved by the effort of the collective. Companies with effective talent management systems differentiate themselves from other organizations by making knowledge, expertise and wisdom on talent management and business and technical knowhow accessible throughout the organizations with minimal boundaries.

With the development of technology, organizations nowadays have many options to make knowledge accessible. For example, a social media platform can be created for employees to share important documents and experience.

Conclusion

What are the keys to **TALENT SUSTAINABILITY**? The answer is a balanced and dynamic ecosystem of

POSITIVE TALENT MINDSET



TALENT MANAGEMENT SYSTEM

With the right talent mindset

- **Talent Overseers** and **Talent Orchestrators** advocate talent development practices to ensure there is an alignment in talent and business strategies while being personally involved in developing senior leaders
- **Talent Influencers** see developing talent as a long-term investment and take a proactive step towards achieving it
- **Talent Accelerators** do not see HR Management as routine administrative work but view it as a vital contribution to organisational strategy
- **Talents** are also driven to manage their personal growth and career progression

With a talent system in place, organisations value and practise these 8 pillars that form the Talent Sustainability Framework

- Executive Commitment & Engagement
- Critical Talent Identification, Development & Succession
- Learning & Development
- Competency Model Development & Deployment
- Sourcing & Recruiting
- Rewards & Recognition
- Performance Management
- Knowledge Management

First of all, talent development is not the sole responsibility of the human resource department. The talent management **responsibilities are shared** by five roles: Talent Overseers, Talent Orchestrators, Talent Accelerators, Talent Influencers and Talent.

In organizations with high talent sustainability, everyone plays a role in talent development, from the board of directors, to individual contributors.

Our data also shows that the weak link in most of the organizations is the Talent Influencer. For a talent management system to be effective, the line managers' involvement is critical. Organizations should work on cultivating a culture in which **talent development behaviours are encouraged and rewarded**. They should also be given opportunities to develop their talent knowledge and skills.

Secondly, a **well-designed talent management system** is very important. CCL's research has shown that, in order to contribute to organizational talent sustainability, the system should consist of eight elements (as shown in the Talent Sustainability Framework), and more importantly, these eight elements are intertwined and embedded in the organization's talent strategy and talent culture.

The good news is, in most of the organizations we surveyed, there are certain talent management practices in place.



KEYS TO TALENT SUSTAINABILITY

However, for greater impact, there is a need for a systematic approach to yield significant results. Organizations with high-impact talent management systems showed a consistently higher level of action on all eight elements of the framework, but organizations lacking a system in place showed overall lower performance, with significant gaps in the areas of having a leadership competency model, knowledge network, and a systematic sourcing and recruiting process.

Third, with less than half of the participants surveyed being satisfied with the contribution of talent management to organizational outcomes, this means that **improvement is still needed**.

Building and implementing an effective talent management system that matches business needs is a complex process. An organizations' talent strategy should be incorporated into business strategy because the **success of business strategy depends on talent**ⁱⁱⁱ.

Last but not least, a positive talent mindset should also be incorporated into organizational culture. In such a culture, coaching and mentoring behaviours not only are encouraged, but also become a natural part of what leaders do every day. In a culture with talent mindset, knowledge is shared; and **learning is a collective process**.

About the Research

Data is from participants in the HRM Asia - Center for Creative Leadership Talent Sustainability Survey 2014. In total, 371 participants provided answers to the survey. 57% of the participants are female and 43% are male. In addition, 291 out of 371 (78%) participants are HR practitioners.

These participants work across a variety of organizations, including private sector (37%), public-listed organizations (20%), MNC (21%), government or government-linked organizations (14%), family-owned organizations (5%), and non-profit organizations (2%).

Industry distribution

18%	Manufacturing
6%	Finance
6%	Government
6%	Hospitality
6%	IT
5%	Business Service
5%	Education
3%	Telecommunications
3%	Pharmaceutical
2%	Automotive
2%	Property
2%	Retail

Organization size (Number of employees)

33%	More than 5000
21%	1000-5000
12%	500-999
27%	50-499
6%	15-50
1%	Less than 15

Job level/Role distribution

12%	Individual contributor
46%	Manager-level
23%	Director level
12%	VP level
7%	C-level

Location of participants

56%	Singapore
21%	Malaysia
5%	India
4%	Hong Kong
2%	Indonesia
1%	Philippines



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