Leadership Bench: **Canada**

How prepared are leaders for success according to their bosses?

### The 6 Most Important Leader Competencies

1. Building Collaborative Relationships
2. Strategic Perspective
3. Taking Initiative
4. Leading Employees
5. Participative Management
6. Change Management

#### Most Important

#### Less Importance

### Today’s leaders are **not prepared**

<table>
<thead>
<tr>
<th>Competency</th>
<th>Percentage of Leaders Rated 'At Least Proficient'</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Collaborative Relationships</td>
<td>60%</td>
</tr>
<tr>
<td>Strategic Perspective</td>
<td>65%</td>
</tr>
<tr>
<td>Taking Initiative</td>
<td>68%</td>
</tr>
<tr>
<td>Leading Employees</td>
<td>50%</td>
</tr>
<tr>
<td>Participative Management</td>
<td>61%</td>
</tr>
<tr>
<td>Change Management</td>
<td>55%</td>
</tr>
</tbody>
</table>

### Leaders must focus their energy on

- **Right Issues**
- **Right People**

### Leaders must use

**Informal Influence Behaviors**

rather than

**Positional /Hierarchical Power**

### Research

Our findings are based on a 2011-2015 sample of 1,067 leaders in Canada (60% men). Leaders’ bosses provided the importance and proficiency ratings.

### Strong Professional Networks

(and personal too)

which can *critically improve* a leader’s ability to *build collaborative relationships*