Leadership Bench: Africa

How prepared are leaders for success according to their bosses?

The 6 Most Important Leader Competencies

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

Most Important

Less Importance

Today’s leaders are not prepared

Percentage of leaders who were rated ‘at least proficient’ by their bosses

Strategic Perspective: 57%
Building Collaborative Relationships: 52%
Taking Initiative: 60%
Leading Employees: 42%
Participative Management: 47%
Change Management: 45%

Leaders must focus their energy on

Right Issues + Right People

Leaders must use Informal Influence Behaviors rather than Positional /Hierarchical Power

Strong Professional Networks (and personal too)

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

Research

Our findings are based on a 2011-2015 sample of 225 leaders across 26 countries in Africa (67% men). Leaders’ bosses provided the importance and proficiency ratings.

CCL’s Leadership Insights and Analytics (analytics@ccl.org) gives you the right data and insights to accelerate the Return on Leadership.
Leadership Bench: Asia-Pacific
How prepared are leaders for success according to their bosses?

The 6 Most Important Leader Competencies

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

Most Important: Building Collaborative Relationships, Strategic Perspective, Leading Employees, Taking Initiative, Participative Management, Change Management

Today’s leaders are not prepared

Percentage of leaders who were rated ‘at least proficient’ by their bosses

- Building Collaborative Relationships: 57%
- Strategic Perspective: 59%
- Leading Employees: 45%
- Taking Initiative: 63%
- Participative Management: 57%
- Change Management: 52%

Leaders must focus their energy on

Right Issues + Right People

Leaders must use Informal Influence Behaviors rather than Positional /Hierarchical Power

Strong Professional Networks (and personal too) which can critically improve a leader’s ability to build collaborative relationships

Research

Our findings are based on a 2011-2015 sample of 2,827 leaders across 20 countries in the Asia Pacific Region (69% men). Leaders’ bosses provided the importance and proficiency ratings. Note that 83% of leaders in this sample are from Australia, India, Singapore, and China.

CCL’s Leadership Insights and Analytics (analytics@ccl.org) gives you the right data and insights to accelerate the Return on Leadership.
Leadership Bench: Australia

How prepared are leaders for success according to their bosses?

The 6 Most Important Leader Competencies

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

Most Important

Less Importance

Today’s leaders are not prepared

Percentage of leaders who were rated ‘at least proficient’ by their bosses

<table>
<thead>
<tr>
<th>Competency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Collaborative Relationships</td>
<td>55%</td>
</tr>
<tr>
<td>Leading Employees</td>
<td>42%</td>
</tr>
<tr>
<td>Strategic Perspective</td>
<td>56%</td>
</tr>
<tr>
<td>Participative Management</td>
<td>55%</td>
</tr>
<tr>
<td>Taking Initiative</td>
<td>65%</td>
</tr>
<tr>
<td>Change Management</td>
<td>50%</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

Strong Professional Networks (and personal too)

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

Research

Our findings are based on a 2011-2015 sample of 841 leaders in Australia (70% men). Leaders’ bosses provided the importance and proficiency ratings.

CCL’s Leadership Insights and Analytics (analytics@ccl.org) gives you the right data and insights to accelerate the Return on Leadership.
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 Important

Today’s leaders are not prepared

Percentage of leaders who were rated ‘at least proficient’ by their bosses

<table>
<thead>
<tr>
<th>Competency</th>
<th>Percentage</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

Strong Professional Networks (and personal too) which can critically improve a leader’s ability to build collaborative relationships

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.

CCL’s Leadership Insights and Analytics (analytics@ccl.org) gives you the right data and insights to accelerate the Return on Leadership.
Leadership Bench: **China**

How prepared are leaders for success according to their bosses?

### The 6 Most Important Leader Competencies

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

### Today’s leaders are not prepared

Percentage of leaders who were rated ‘at least proficient’ by their bosses

- Building Collaborative Relationships: 58%
- Strategic Perspective: 58%
- Leading Employees: 44%
- Taking Initiative: 62%
- Participative Management: 58%
- Change Management: 52%

### Leaders must focus their energy on

- Right Issues
- Right People

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**Research**

Our findings are based on a 2011-2015 sample of 362 leaders in China (62% men). Leaders’ bosses provided the importance and proficiency ratings.

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CCL’s Leadership Insights and Analytics (analytics@ccl.org) gives you the right data and insights to accelerate the Return on Leadership.

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**Informal Influence Behaviors**

Rather than Positional /Hierarchical Power

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Strong Professional Networks

(and personal too)

which can *critically improve* a leader’s ability to *build collaborative relationships*.
Leadership Bench: Europe
How prepared are leaders for success according to their bosses?

The 6 Most Important Leader Competencies

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

Most Important

Today’s leaders are not prepared

Percentage of leaders who were rated ‘at least proficient’ by their bosses

- Building Collaborative Relationships: 56%
- Strategic Perspective: 60%
- Leading Employees: 45%
- Taking Initiative: 64%
- Participative Management: 57%
- Change Management: 51%

Leaders must focus their energy on:
- Right Issues
- Right People

Leaders must use Informal Influence Behaviors rather than Positional /Hierarchical Power

Our findings are based on a 2011-2015 sample of 1,967 leaders across 34 countries in Europe (69% 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

Research

CCL’s Leadership Insights and Analytics (analytics@ccl.org) gives you the right data and insights to accelerate the Return on Leadership.
Leadership Bench: India
How prepared are leaders for success according to their bosses?

The 6 Most Important Leader Competencies

- Building Collaborative Relationships
- Taking Initiative
- Strategic Perspective
- Leading Employees
- Participative Management
- Change Management

Most Important | Less Importance

Today’s leaders are not prepared

Percentage of leaders who were rated ‘at least proficient’ by their bosses

- Building Collaborative Relationships: 56%
- Taking Initiative: 63%
- Strategic Perspective: 61%
- Leading Employees: 49%
- Participative Management: 57%
- Change Management: 54%

Leaders must focus their energy on

- Right Issues
- Right People

Leaders must use Informal Influence Behaviors rather than Positional /Hierarchical Power

Strong Professional Networks (and personal too)
which can critically improve a leader’s ability to build collaborative relationships

Research
Our findings are based on a 2011-2015 sample of 646 leaders in India (88% men). Leaders’ bosses provided the importance and proficiency ratings.

CCL’s Leadership Insights and Analytics (analytics@ccl.org) gives you the right data and insights to accelerate the Return on Leadership.
Leadership Bench: **Latin America**
How prepared are leaders for success according to their bosses?

### The 6 Most Important Leader Competencies

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

### 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>Strategic Perspective</td>
<td>65%</td>
</tr>
<tr>
<td>Building Collaborative</td>
<td>57%</td>
</tr>
<tr>
<td>Relationships</td>
<td></td>
</tr>
<tr>
<td>Leading Employees</td>
<td>46%</td>
</tr>
<tr>
<td>Taking Initiative</td>
<td>69%</td>
</tr>
<tr>
<td>Participative Management</td>
<td>57%</td>
</tr>
<tr>
<td>Change Management</td>
<td>56%</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 545 leaders across 16 countries in Latin America (74% men). Leaders’ bosses provided the importance and proficiency ratings.

CCL's Leadership Insights and Analytics (analytics@ccl.org) gives you the right data and insights to accelerate the Return on Leadership.

Strong Professional Networks (and personal too) which can critically improve a leader’s ability to build collaborative relationships.
Leadership Bench: **Russia**

How prepared are leaders for success according to their bosses?

**The 6 Most Important Leader Competencies**

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

**Today’s leaders are not prepared**

<table>
<thead>
<tr>
<th>Competency</th>
<th>Percentage of leaders who were rated ‘at least proficient’ by their bosses</th>
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</thead>
<tbody>
<tr>
<td>Leading Employees</td>
<td>45%</td>
</tr>
<tr>
<td>Change Management</td>
<td>50%</td>
</tr>
<tr>
<td>Strategic Perspective</td>
<td>57%</td>
</tr>
<tr>
<td>Taking Initiative</td>
<td>65%</td>
</tr>
<tr>
<td>Building Collaborative Relationships</td>
<td>59%</td>
</tr>
<tr>
<td>Participative 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

**Strong Professional Networks** (and personal too) which can *critically improve* a leader’s ability to *build collaborative relationships*

Research: Our findings are based on a 2011-2015 sample of 420 leaders in Russia (57% men). Leaders’ bosses provided the importance and proficiency ratings.

CCL’s Leadership Insights and Analytics (analytics@ccl.org) gives you the right data and insights to accelerate the Return on Leadership.
Leadership Bench: Singapore

How prepared are leaders for success according to their bosses?

The 6 Most Important Leader Competencies

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

Most Important

Less Importance

Today’s leaders are not prepared

Percentage of leaders who were rated ‘at least proficient’ by their bosses

- Strategic Perspective: 57%
- Building Collaborative Relationships: 59%
- Taking Initiative: 61%
- Leading Employees: 44%
- Participative Management: 60%
- Change Management: 51%

Leaders must focus their energy on

Right Issues + Right People

Leaders must use

Informal Influence Behaviors rather than

Positional / Hierarchical Power

Our findings are based on a 2011-2015 sample of 472 leaders in Singapore (54% men). Leaders’ bosses provided the importance and proficiency ratings.

Research

Strong Professional Networks (and personal too)

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

CCL’s Leadership Insights and Analytics (analytics@ccl.org) gives you the right data and insights to accelerate the Return on Leadership.
Leadership Bench: **United States**

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. **Participative Management**
5. **Leading Employees**
6. **Change Management**

**Today’s leaders are not prepared**

Percentage of leaders who were rated ‘at least proficient’ by their bosses

- **Building Collaborative Relationships**: 65%
- **Strategic Perspective**: 68%
- **Taking Initiative**: 72%
- **Participative Management**: 66%
- **Leading Employees**: 57%
- **Change Management**: 61%

Leaders must focus their energy on

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

Leaders must use **Informal Influence Behaviors**

rather than **Positional /Hierarchical Power**

Our findings are based on a 2011-2015 sample of 16,735 leaders in the United States (57% men). Leaders’ bosses provided the importance and proficiency ratings.

Strong Professional Networks

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

CCL’s Leadership Insights and Analytics (analytics@ccl.org) gives you the right data and insights to accelerate the Return on Leadership.