Leadership Bench: **Energy**

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. **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**: 61%
- **Leading Employees**: 49%
- **Strategic Perspective**: 66%
- **Taking Initiative**: 71%
- **Participative Management**: 62%
- **Change Management**: 56%

**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**

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Research

Our findings are based on a 2013-2016 sample of 880 U.S. leaders in the Energy industry (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.