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

<table>
<thead>
<tr>
<th>Competency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Collaborative Relationships</td>
<td>61%</td>
</tr>
<tr>
<td>Leading Employees</td>
<td>49%</td>
</tr>
<tr>
<td>Strategic Perspective</td>
<td>66%</td>
</tr>
<tr>
<td>Taking Initiative</td>
<td>71%</td>
</tr>
<tr>
<td>Participative Management</td>
<td>62%</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

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 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.
Leadership Bench: Government
How prepared are leaders for success according to their bosses?

The 6 Most Important Leader Competencies

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

Today’s leaders are not prepared

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

- Building Collaborative Relationships: 76%
- Strategic Perspective: 79%
- Leading Employees: 73%
- Participative Management: 77%
- Taking Initiative: 81%
- Change Management: 72%

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 2013-2016 sample of 3,153 U.S. leaders in the Government (55% 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
Leadership Bench: **Financial**

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: 66%
Strategic Perspective: 68%
Leading Employees: 59%
Taking Initiative: 72%
Participative Management: 70%
Change Management: 70%

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 2013-2016 sample of 2,032 U.S. leaders in the Financial industry (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: **Healthcare**

How prepared are leaders for success according to their bosses?

### The 6 Most Important Leader Competencies

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

#### Today’s leaders are not prepared

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

- **Building Collaborative Relationships**: 70%
- **Strategic Perspective**: 74%
- **Participative Management**: 72%
- **Change Management**: 69%
- **Leading Employees**: 63%
- **Taking Initiative**: 77%

### Leaders must focus their energy on

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

**Research**

Our findings are based on a 2013-2016 sample of 2,177 U.S. leaders in the Healthcare industry (47% men). Leaders’ bosses provided the importance and proficiency ratings.

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*
Leadership Bench: **High-Tech**
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

<table>
<thead>
<tr>
<th>Competency</th>
<th>Least Important</th>
<th>Most Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Collaborative Relationships</td>
<td>59%</td>
<td></td>
</tr>
<tr>
<td>Strategic Perspective</td>
<td></td>
<td>63%</td>
</tr>
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<td>Taking Initiative</td>
<td></td>
<td>79%</td>
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<td></td>
<td>66%</td>
</tr>
<tr>
<td>Leading Employees</td>
<td></td>
<td>55%</td>
</tr>
<tr>
<td>Change Management</td>
<td></td>
<td>58%</td>
</tr>
</tbody>
</table>

### Research

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

- **Informal Influence Behaviors**
  - Right Issues
  - Right People

- **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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Our findings are based on a 2013-2016 sample of 817 U.S. leaders in the High-Tech industry (59% men). Leaders’ bosses provided the importance and proficiency ratings.
Leadership Bench: Pharmaceuticals
How prepared are leaders for success according to their bosses?

The 6 Most Important Leader Competencies

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

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<td>62%</td>
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<td>Leading Employees</td>
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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 2013-2016 sample of 605 U.S. leaders in the Pharmaceutical industry (54% 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.