

Full Collection of Industry Trend Reports





High-Tech
Trend Report





Center for Creative Leadership



Leadership Bench: Energy

How prepared are **leaders for success** according to their bosses?

The 6 Most Important Leader Competencies





Leading Employees



Strategic Perspective



Taking Initiative



Participative Management



Change Management

Center for Creative Leadership



Less Importance

Most Important

Today's leaders are not prepared

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

Building Collaborative Relationships

→ 61 %

Leading Employees

149%

Strategic Perspective

66%

Taking Initiative

→ 71%

Participative Management

J62%

Change Management

956%

#DataDrivenLeadership

Leaders must focus their energy on —



Right Issues

+ 2

Right People



Leaders must use

Informal Influence Behaviors

rather than

Positional /Hierarchical Power





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.



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: Government

How prepared are **leaders for success** according to their bosses?

The 6 Most Important Leader Competencies





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Strategic

Perspective

Leading Employees



Participative Management



Taking Initiative



Change Management

Creative Leadership



Less Importance

Most Important

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

473%

Participative Management

177%

Taking Initiative

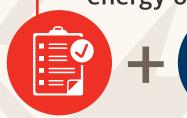
81%

Change Management

172%

#DataDrivenLeadership

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 3,153 U.S. leaders in the Government (55% men). Leaders' bosses provided the importance and proficiency ratings.



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Leadership Bench: Financial

How prepared are leaders for success according to their bosses?

The 6 Most Important Leader Competencies





Most Important

Strategic Perspective



Leading **Employees**



Taking Initiative



Participative Management



Change Management

Center for Creative Leadership



Less Importance

Today's leaders are not prepared

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

Building Collaborative Relationships

Strategic Perspective

68%

Leading **Employees**

Taking Initiative

→72%

Participative Management

▶70%

Change Management

#DataDrivenLeadership

Leaders must focus their energy on



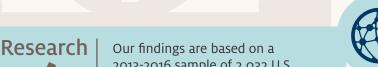
Right People

Leaders must use

Informal Influence **Behaviors**

rather than

Positional /Hierarchical Power





2013-2016 sample of 2,032 U.S. leaders in the Financial industry (57% 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



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Leadership Bench: Healthcare

How prepared are leaders for success according to their bosses?

The 6 Most Important Leader Competencies





Most Important

Strategic Perspective





Change Management



Leading **Employees**



Taking Initiative

Creative Leadership



Less Importance

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

Change Management

→ 69%

Leading **Employees**

Taking Initiative

#DataDrivenLeadership

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 2,177 U.S. leaders in the Healthcare industry (47% men). Leaders' bosses provided the importance and proficiency ratings.



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Leadership Bench: High-Tech

How prepared are **leaders for success** according to their bosses?

The 6 Most Important Leader Competencies



Strategic Perspective



Taking Initiative



Participative Management



Leading Employees



Change Management

Center for Creative Leadership



Less Importance

Today's leaders are not prepared

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

Building Collaborative Relationships

59%

Strategic Perspective

63%

Taking Initiative

79%

Participative Management

→ 66%

Leading Employees

55%

Change Management

58%

#DataDrivenLeadership

Leaders must focus their energy on —



Right Issues



Right People

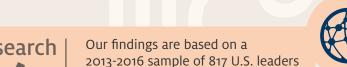
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Leaders must use

Informal Influence Behaviors

rather than

Positional /Hierarchical Power





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.



Strong Professional Networks
(and personal too)

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



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Leadership Bench: Pharmaceuticals

How prepared are leaders for success according to their bosses?

The 6 Most Important Leader Competencies



Taking Initiative

Strategic Perspective

Participative Management

Leading **Employees**

Change Management

Less Importance

Today's leaders are not prepared

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

Building Collaborative Relationships

Taking Initiative

Strategic Perspective

62%

Leading Employees

Change Management

#DataDrivenLeadership

Leaders must focus their



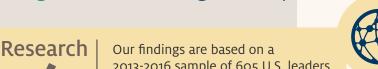
Right People Right Issues

Leaders must use

Informal Influence **Behaviors**

rather than

Positional /Hierarchical Power





2013-2016 sample of 605 U.S. leaders in the Pharmaceutical industry (54% 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



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