



Leadership Bench: Pharmaceuticals

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

The 6 Most Important Leader Competencies













Most Important

Today's leaders are **not prepared**

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

Building Collaborative Relationships

58%

Taking Initiative

68%

Strategic Perspective

56%

Participative Management

● 62%

Leading Employees

50%

Change Management

56%

#DataDrivenLeadership

Leaders must focus their energy on —



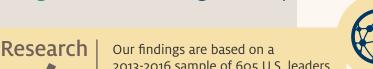


Leaders must use

Informal Influence Behaviors

rather than

Positional /Hierarchical Power





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.



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.