15 Metrics That Matter About Your Mid-Level

Close the Gap for Your Emerging Executives
It’s no secret your mid-level leaders are the cornerstone between your organization’s strategy and execution. And the challenge of readiness at the mid-level is no secret either.

The increasing span of control, massive generational shift, globalization, changing technology, and new strategies to meet changing market dynamics mean there is enormous pressure on your middle. These leaders balance operational needs with a future focus on your business.

We’ve curated data from five sources on the current state of the mid-level—their skills, gaps, and what it will take to accelerate the right talent for your future business needs.

Because it will define your organization’s success.
Are You **Accelerating** Fast Enough?

HR rates mid-level as more critical to get up to speed in the role faster than frontline or senior-level leaders. Are you funneling the right initiatives to the middle?

According to HR executives in DDI’s Global Leadership Forecast, 2014 | 2015
Your Fears Confirmed

Only 10% of middle managers feel well-prepared for the challenges your business is facing.

The New Reality of Mid-Level Leadership
Middle Managers
Lack Power in Execution

One of the most critical areas to their roles also turns out to be their greatest gap.

8% driving execution as a strength
39% driving execution as a development need

From DDI Assessment Center data focused on the actual results of middle managers
Living in the Present
Not Looking to the Future

When asked what role they play most frequently, middle managers admit they’re focused on the day to day, not on the long-term.

<table>
<thead>
<tr>
<th>Role</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Resource Allocator</td>
<td>19%</td>
</tr>
<tr>
<td>Negotiator</td>
<td>17%</td>
</tr>
<tr>
<td>Executor</td>
<td>15%</td>
</tr>
<tr>
<td>Navigator</td>
<td>10%</td>
</tr>
<tr>
<td>Change Driver</td>
<td>9%</td>
</tr>
<tr>
<td>Innovator</td>
<td>9%</td>
</tr>
<tr>
<td>Global Thinker</td>
<td>7%</td>
</tr>
<tr>
<td>Talent Advocate</td>
<td>3%</td>
</tr>
</tbody>
</table>

Leaders could only choose one role
Leaders Know that B-Schools Won’t Unlock Secret Success

Leadership skills outranked technical and business skills in what leaders know they need for personal success.

Leaders rated the above three skills as most critical to personal success over the next 3-5 years.
Three Highest Drivers of Engagement

What drives engagement for middle managers? The importance of autonomy rings loud and clear in the top responses from leaders.

- **Ability to make decisions** (74%)
- **Trust** (68%)
- **Teamwork** (65%)

*Put Your Money in the Middle*
Will These Be Your Next Generation of Top Executives?

Organizations need to close the gap between the demands of executive leadership and the readiness of today’s middle managers to lead at the strategic level.

30% believe top executives have world-class leadership skills

7% believe the same of mid-level managers

Put Your Money in the Middle
Emerging Executives: Big Gaps

When leaders have their eye on the next big job, four competencies rise to the top. Today’s executives rate the greatest gaps in those following in their footsteps.

- Thinking Strategically
- Leading Change
- Creating a Vision
- Rallying Others Around a Vision

As rated by senior executives in Put Your Money in the Middle
Mid-Level Leaders Allocate But Don’t Develop Their Talent Resources

*Mid-level leaders have to view their role as key in building talent across the organization.*

The New Reality of Mid-Level Leadership

The pie chart shows the following percentages for different roles:
- Resource Allocator: 19%
- Negotiator: 17%
- Executor: 15%
- Navigator: 10%
- Innovator: 9%
- Global Thinker: 9%
- Talent Advocate: 3%

*Leaders could only choose one role*
Middle Managers Need More Support

When it comes to development, managers of mid-level leaders aren’t taking much of a role, leaving their development to chance, and up to the individual or the organization.

32%

Respondents who report too little involvement by their manager in their development as a leader.

Global Leadership Forecast, 2014 | 2015
Are Your New Middle Managers Prepared to Inspire and Entrust?

Transitional Secrets to Success

Leaders said these skills helped them successfully move from people leader into a mid-level role.

Leaders in Transition, 2014
Organizations Don’t Recognize the Value of Diagnostics

Half of leaders are moving into critical, mid-level roles without assessments.

37% Assessment paired with feedback

49% No assessment at all

Leaders in Transition, 2014, based on 230 leaders moving into mid-level roles
CHANGE Tops the Agenda

Leaders and HR both rank the greatest challenges mid-level leaders will face—and they have a lot of common ground.

“Driving Strategic Execution and Managing Change”

HR EXECUTIVES

“Leading Change”

MID-LEVEL LEADERS

Put Your Money in the Middle
Mid-Level Leaders Not Ready for the VUCA World Ahead

These leaders lack confidence in key skills they need to succeed in today’s business landscape.

Acting decisively without clear direction
Anticipating & reacting to the speed of change
Being effective despite surprises & unpredictability
Navigating through complexity

52%
38%
39%
42%

(%) choosing options less than “highly confident”

Percent not ready for VUCA—Global Leadership Forecast, 2014 | 2015
The Right Development Can Pay Off

When leadership development programs for mid-level leaders are high quality, it impacts everything from leader quality to organizational performance.

6.5x
High Leader Quality

Bench Strength

2.7x
High-Performing Group of Financial Metrics
Sources

*The New Reality of Mid-Level Leadership*
2,001 mid-level leaders across Asia, Australia, Europe, and the United States. 2010.

*Global Leadership Forecast, 2014 | 2015*
1,700 global HR professionals and 13,000 leaders.

*Put Your Money in the Middle*
2,001 mid-level leaders worldwide. 2010.

*DDI Assessment Center Data*
1,600 middle managers with titles including Directors, Senior Managers and Facility Managers from 2004 to 2013.

*Leaders in Transition*
618 U.S. leaders across all levels moving into leadership roles. 2014.
Close the Gap for Your Mid-Level Leaders and Emerging Executives

Visit www.ddiworld.com/L3 to start your journey