Ready-Now Leaders:
Cultivating Women in Leadership to Meet Tomorrow’s Business Challenges

Global Leadership Forecast 2014 | 2015
This Global Leadership Forecast 2014|2015 is the seventh report since Development Dimensions International (DDI) began this research in 1999. The current report—a joint effort of DDI and The Conference Board—includes survey responses from 13,124 leaders; 1,528 global human resource executives; and 2,031 participating organizations. To ensure that no individual organization dominated the overall results, a random sample was taken from any organization whose leaders comprised more than 1 percent of the global sample. Leader demographics are shown below.

The record-breaking size of the participant pool gave us sufficient sample sizes so that we could look at our findings from many points of view. We were able to dissect findings based on diverse perspectives spanning leaders and HR professionals, four leader levels, gender, 48 countries across all regions, 32 major industry categories, and multinationals versus local corporations. Special topical reports and separate country reports will be available at www.ddiworld.com/glf2014.
Leading with Women

This is the third Global Leadership Forecast for which we’ve examined and produced a special topic report on women in leadership, and the business case for increasing gender diversity has never been stronger. Since 1999, when this research began, there has been an influx of women to the global workforce, more of them having college degrees than their male counterparts. In that same time the share of female Fortune 500 CEOs has risen from zero to just below 5 percent. Amazingly, there are more CEOs named John than there are female CEOs.* Even with greater academic achievement and an increased presence in the global workforce, women are underrepresented in leadership and are more likely to be found in lower-level than higher-level leadership roles. Many organizations are making serious efforts to attract and retain women, but so far there hasn’t been clear evidence of the best approaches to tackling the female leadership shortage.

When it comes to leadership, gender shouldn’t be an issue, but it is—a business issue. Organizations can benefit from addressing why and what to do about it.

The responses from 1,528 global human resource executives and 3,452 women leaders around the world reveal answers to key questions that can guide these efforts: Which talent programs and practices are linked to better gender representation in leadership? What role can HR play? Which countries and industries are leading the way with a better representation of women, and what can we learn from them? Organizations can benefit from the research answers revealed in this report and the practical recommendations for action to cultivate more women in leadership.

Questions That Produce Insight

We approached the Global Leadership Forecast 2014|2015 with a unique three-question framework leading to actionable insights.

# What Now describes a current situation. As an example, we now know that almost three-quarters of all high-potential programs are ineffective. This is where most survey research starts and stops.

? So What addresses the consequences of the current situation continuing. In our example above, forecast data show that participating organizations with the best financial performance are over three times more likely to have high-potential programs in place. (Financial performance was determined by analyzing the link between survey responses and a composite of external financial metrics for publically traded companies for which this information was available.)

! Now What Here we turn insight into action. Given that high-potential programs have a positive financial impact, what specific actions or practices drive program effectiveness? Look for Now What sections throughout the report for actions you can take.
Table of Contents

Gender Diversity Pays Off .................................................................6
Global Influencers How Countries Stack Up in Gender Diversity ................8
Industrial Strength How Industries Stack Up in Gender Diversity ................10
How HR Plays a Role 7 Talent Practices That Lead to More Women in Leadership .....12
Confidence, Not Competence Narrowing the Gap in Self-Perception .................14
Mentoring Matters More Initiatives Aimed at Women Have Less Impact than Formal Talent Programs ........................................16
Conclusion ......................................................................................18
Appendix ..........................................................................................20
Gender Diversity Pays Off

Organizations with Better Financial Performance Have More Women in Leadership Roles

Bottom 20% Financial Performance

- 19% of all Leaders are Women
- 8% of all Leaders are High-Potential Women

Top 20% Financial Performance

- 37% of all Leaders are Women
- 12% of all Leaders are High-Potential Women
Some Differences Count

There was no significant difference between the men and women in our study regarding leadership skills or ability to handle management and business challenges. Yet, women remain underrepresented in higher levels of leadership. What explains this imbalance?

One of the few significant differences between the sexes was level of confidence. Men considered themselves more effective as leaders (highlighted in the illustration below). This self-confidence is reflected in how highly they rated their leadership skills and ability to tackle management and business challenges. Women, on the other hand, were less likely to rate themselves as highly effective leaders compared to their peers, to have completed international assignments, to lead across geographies or countries, and most significantly, to lead geographically dispersed teams (a big opportunity gap). Missing out in these key developmental opportunities makes a difference: Leaders who had access to these global and more visible leadership experiences were far more likely to be promoted and to advance more quickly in their organizations.

These gaps are worth noting and addressing. Encouraging gender diversity in your leadership pool means greater diversity of thought, which, in turn, leads to improved problem solving and greater business benefits. Gender diversity has paid off for organizations where 30 to 40 percent of leadership roles are held by women. The difference between top and bottom financial performers is clearly illustrated at left. Organizations in the top 20 percent of financial performance counted 37 percent of their leaders as women; among organizations in the bottom 20 percent, only 19 percent of leaders were women. The same trend emerges in the percentage of leaders who were high-potential women: Among organizations in the top 20 percent for financial performance, a statistically significantly higher percent of leaders were high-potential women (28 percent).

* Neal, S., Boatman, J., & Miller, L. (2013), Women as Mentors: Does She or Doesn’t She? A Global Study of Businesswomen and Mentoring, Pittsburgh, PA, Development Dimensions International.

Now What

.01 Bolster current development programs or implement new practices that allow leaders, especially women, to build knowledge and skills. Development opportunities build confidence.

.02 Ensure that formal practices are in place for selecting and transitioning leaders for international and stretch assignments. Multinational organizations and those with a focus on global growth should pay particular attention to diversity and encourage women to take on global leadership roles.

.03 Strongly supported mentoring programs can play a key role in helping develop and prepare new leaders, women in particular. Women who have achieved senior leadership roles overwhelmingly report how critical mentorship was in helping them advance and grow in their careers.*

Where Are the Gender Differences?

- Prepared to meet business challenges
- Effective in leadership skills
- Have had developmental assignment opportunities
- Confident in ability to meet management challenges
- Have received information about the competencies, skill areas needed to succeed as a leader
- Have a written and up-to-date development plan
- Consider self to be a more effective leader compared to peers
- Lead people in different countries and continents
- Have completed one or more international assignments
- Lead geographically dispersed teams
  - Favors Women
  - No Significant Difference
  - Favors Men
Global Influencers
How Countries Stack Up in Gender Diversity

Average Percentage of Women in Leadership by Country

- Philippines: 51%
- Thailand: 39%
- Canada: 37%
- U.S.: 36%
- Australia: 33%
- Indonesia: 32%
- China: 30%
- Brazil: 29%
- Chile: 28%
- Mexico: 26%
- Taiwan: 24%
- India: 18%
- Japan: 10%

Women: 41%
Men: 59%

Parity: Women in the Global Workforce

30% Critical Percent of Women in Leadership Roles Linked to Better Financial Performance

Each half represents 50%
The Intersection of Culture and Quota

Women now comprise 41 percent of the global workforce, and their labor participation rates are increasing in most countries.* In some countries, including the United States and Sweden, women have achieved equal participation and now make up half of the workforce. Yet, even among more gender-diverse working populations, women are underrepresented in all levels of leadership.

The 1,528 global HR executives participating in this forecast indicated what percentage of their organizations’ leaders are women. Average responses by country are depicted in the graphic on the previous page for every country that provided a minimum of 30 HR executive responses. Across the globe, women comprise a far lower proportion of leadership roles than their workforce presence, on average falling short of men by 20 percent.

There are some exemplary cases, such as the Philippines, where on average 51 percent of leaders are women. That is the exception more than the rule and is likely a result of many cultural support factors unique to the Philippines.* The data for other countries indicate that women are behind their workforce levels, especially in high-potential leadership, with the bleakest outlook in India, China, and Japan (see graphic at right). This is of particular concern for organizations in Japan, which also report lower leadership quality and future bench strength and which would greatly benefit from an influx in talent to help face looming retirements.

Because increasing gender diversity has well-known business and economic impacts, it has become an economic priority for many countries, including Japan. Goldman Sachs recently estimated that with an increase in Japan’s female employment rate, the country’s workforce would expand by more than 8 million people—and its GDP would grow by as much as 13 percent.**

Individual businesses can take many actions to increase gender diversity and improve overall leadership quality, but organizational practices alone cannot account for shortages of women in leadership. Many cultural and socioeconomic factors also influence the role of women in the workplace. Countries such as Australia and Germany are addressing these shortages with legal quotas, further evidence that the need for gender diversity has implications beyond individual business practices. Regardless of the presence of—or lack of—governmental intervention in increasing these numbers, data indicate that businesses with a sufficient supply of female talent will continue to be more competitive.


** Goldman Sachs. (2014), Womenomics 4.0: Time to Walk the Talk.

Now What

Shortages of women in leadership can be reconciled only by dedicating resources to attract, develop, and retain female talent.

01 Get more women in the door. Focus on evaluating and improving recruitment and selection practices to attract more female job candidates.

02 Keep women engaged in the organization. Support women who are hired by increasing their access to formal and informal networks where they can make important connections. Building networks will help their growth in the organization and also increase their likelihood to stay.

03 Get more women in high-potential programs. Even organizations that have a steady supply of female talent can have a shortage of women in leadership roles. Inviting more women into high-potential programs doesn’t guarantee promotion, but it gives them a stronger chance.

Lack of Women in High-Potential Programs

<table>
<thead>
<tr>
<th>Country</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Philippines</td>
<td>40%</td>
</tr>
<tr>
<td>Thailand</td>
<td>32%</td>
</tr>
<tr>
<td>Canada</td>
<td>26%</td>
</tr>
<tr>
<td>Indonesia</td>
<td>26%</td>
</tr>
<tr>
<td>Australia</td>
<td>25%</td>
</tr>
<tr>
<td>U.S.</td>
<td>24%</td>
</tr>
<tr>
<td>Brazil</td>
<td>22%</td>
</tr>
<tr>
<td>Chile</td>
<td>19%</td>
</tr>
<tr>
<td>Mexico</td>
<td>19%</td>
</tr>
<tr>
<td>Taiwan</td>
<td>16%</td>
</tr>
<tr>
<td>India</td>
<td>15%</td>
</tr>
<tr>
<td>China</td>
<td>13%</td>
</tr>
<tr>
<td>Japan</td>
<td>4%</td>
</tr>
</tbody>
</table>

Percentage of high-potential leaders who are women
Industrial Strength
How Industries Stack Up in Gender Diversity

![Chart showing average percentage of leaders and high potentials who are women by industry.](chart.png)
Few Make the 30 Percent Cut

The proportion of women employed and leading in an industry greatly influences the opportunities for women to advance and develop and has critical implications for the future talent supply. Industries with greater shortages of women in leadership can get stuck because there is less support for women as well as fewer role models and mentors to encourage younger generations of female talent into leadership.

Using the data provided by the 1,528 global HR executives participating in this forecast, we determined, on average, what percentage of an industry’s leaders are women. The plot on the previous page displays these results (the vertical axis) in combination with what percentage of an industry’s high-potential leaders are women (the horizontal axis). Industries with a greater number of women in leadership roles are positioned higher on the graph, and those with a greater number of high-potential women are positioned to the right.

As expected, industries having more female-dominated workforces, including health care, education, and retail,* top the levels of women in leadership. Very few other industries are close to having a similar representation of women. This has business consequences because having women comprise at least 30 percent of leadership roles is significantly linked with financial performance: Organizations with at least 30 percent women in leadership are 12 times more likely to have financial performance in the top 20 percent of Fortune 1000 companies (see graphic at right). Only eight industries currently reach or surpass this mark.


Now What

.01 Industries below the 30 percent mark should evaluate how their talent programs are supporting or holding back women. They can help advance women by identifying high-potential talent, supporting development, and ensuring that there are sufficient developmental opportunities and mentoring support for women.

.02 Industries above the 30 percent mark should continue to leverage best practices to sustain a steady supply of female talent and evaluate how representative their leadership is of their entire workforce. Having a sufficient level of women in leadership doesn’t happen by default.
How HR Plays a Role

7 Talent Practices That Lead to More Women in Leadership

Decision Tree of Key Talent Practices that Influence the Percentage of Women in Leadership

1. Leaders have high-quality development plans
   - No
   - Yes
     2. A formal process is used for identifying employees who could become global/multinational leaders
        - No
        - Yes
          3. Managers who fail to develop their leaders receive negative consequences as a result
             - No
             - Yes
               4. An up-to-date status of talent capability across the organization is available at any time
                  - No
                  - Yes
                    5. Validated tests and simulations are used for making leadership promotion and selection decisions
                       - No
                       - Yes
                         6. Formal programs are used to ensure smooth leadership transitions at all levels
                            - No
                            - Yes
                              7. Leaders practice key skills with their managers and receive feedback
                                 - No
                                 - Yes
                                   8. Leaders practice key skills with their managers and receive feedback
                                      - No
                                      - Yes
                                        9. Leaders practice key skills with their managers and receive feedback
                                           - No
                                           - Yes
The Strongest Female Talent Influencers

What should organizations and, more specifically, HR do to cultivate more women in leadership roles? According to data provided by 1,528 HR executives, we identified seven talent practices that significantly influence what percentage of an organization’s leaders are women. The graphic on the previous page depicts the results of this decision-tree analysis and shows how organizations that indicated they do these seven things, often in combination, have significantly more women in leadership roles:

1. Leaders have high-quality development plans.
2. A formal process is used for identifying global/multinational leaders.
3. Managers who fail to develop their leaders receive a negative consequence.
4. An up-to-date status of leadership talent capability across the organization is available.
5. Validated tests and simulations are used for making leadership promotion and selection decisions.
6. Formal programs are used to ensure smooth leadership transitions at all levels.
7. Leaders practice key skills with their managers and receive feedback.

These seven talent practices in combination illustrate a consistent theme of driving leadership systems to promote and sustain universal, high-quality development and growth opportunities for all leaders. They also highlight an opportunity for HR to play a key role in increasing gender diversity by supporting high-quality development programs and instituting formal processes to consistently track and evaluate leader capability. This is particularly important in making decisions about advancement and identifying leaders for valuable multinational opportunities.

The problem is that fewer than half of all organizations are ahead of the curve when it comes to implementing most of these practices (see graphic at right), let alone any combination (only 7 percent do all of them). Those that already do these things have an edge in gender diversity and in attracting and retaining all talent. In particular, quality of leadership development has a significant impact on engagement and retention as reported by all leaders, not just women. But while men also benefit, the impact of development quality is an even stronger influencer of female talent. Women at organizations with high-quality development programs report being 36 percent more satisfied with their roles and 70 percent less likely to leave their organizations (compared to 30 percent and 65 percent, respectively, for men).

Now What

.01 Evaluate development offerings across the leadership pipeline and involve leaders for their feedback. You can’t improve programs if you don’t know how your leaders perceive current quality.

.02 Confirm that leaders have opportunities to practice and receive feedback on targeted skills.

.03 Track developmental progress as leaders advance throughout the organization. Knowing how well leaders improve (or don’t) is key to identifying gaps in developmental offerings.

Percent of Organizations That Do Each of These Seven Practices

- Our leaders have high-quality, effective development plans. 38%
- We use a formal process for identifying global/multinational leaders. 41%
- Managers who fail to develop their leaders receive a negative consequence. 36%
- We know the up-to-date status of leadership talent capability across the organization. 41%
- Validated tests and simulations are used for making leadership promotion and selection decisions. 43%
- We use formal programs to ensure smooth leadership transitions at all levels. 37%
- Leaders practice key skills with their managers and receive feedback. 57%
Confidence, Not Competence
Narrowing the Gap in Self-Perception

How Men and Women at Different Management Levels Rate Their Own Leadership Effectiveness

Average Self-Rating of Effectiveness as a Leader (Top 10% Compared to Peers)
A Developmental Mind-Set

Confidence is critical for career advancement, having been strongly linked with success measures such as promotion, salary increase, and income. It also was one of the few significant differences between the men and women leaders in this study. Among the 13,124 leaders who rated their leadership effectiveness compared to their peers, 7 percent more men than women rated their effectiveness as high, even though they did not differ significantly in their leadership abilities (equally as competent). This gap is notable because success correlates just as closely with confidence as it does with competence.*

To explore what happens as men and women advance in leadership, we compared their responses by management level. The graphic on the previous page shows the percentage of men and women at each level who rated their effectiveness as a leader in the top 10 percent compared to their peers. Men were more likely than women to rate their leadership effectiveness as high at all levels except at the middle level.

The confidence gap between men and women begins early in their careers, nearly closing at mid-level before growing at higher levels. Women at the top are not nearly as confident, and it isn’t a generational effect. Millennial women are far less confident than their male peers (10 percent), especially when compared to Gen X women (7 percent) and baby boomers (who rated themselves equally as effective as their male counterparts).

What makes the difference in how self-assured women are in their leadership ability? We identified four significant predictors of confidence:

• Regularly seeking development opportunities.
• Feeling strong engagement and satisfaction with one’s role.
• Having more tenure and leadership experience.
• Spending more hours on leadership development.

Development boosts confidence for all leaders, but there is an especially significant impact on women, as shown in the graphic at right. Women at organizations with high-quality development programs are 21 percent more likely to be highly confident in their leadership ability compared to those with access to low-quality programs. And this boosted confidence benefits their organizations too. Not only are women with access to higher-quality development programs more confident, but they also are 11 percent more likely to be engaged and 67 percent less likely to indicate an intention to leave their organizations.


Now What

.01 Focus on essential skill development early in leaders’ careers and during leadership transitions, especially at the middle level, where leaders will begin to face new and increasingly complex challenges.

.02 Evaluate opportunities for women in high-potential programs. Access to such programs equips leaders with the skills and access to networks they need to negotiate organizational politics and increase their visibility in addition to yielding greater development opportunities.

.03 Extend available opportunities for women to lead teams and to have global leadership experience. These experiences increase visibility and are rich with potential for career advancement. Additionally, they provide a strong boost to leaders’ capabilities and confidence.

Impact of Development Quality on Confidence

Average percent increase in confidence for leaders with high-quality development compared to low-quality development: 21% for women, 4% for men.
Mentoring Matters More
Initiatives Aimed at Women Have Less Impact than Formal Talent Programs

The Positive Impact of Programs in Cultivating Women in Leadership

Organizations that have a strongly supported program have this much higher a percentage of women in leadership than those that don’t
Put Talent Programs to Work

As the business case for gender diversity grows stronger, so does the pressure on organizations to ramp up their efforts to recruit, develop, and retain female talent. One solution to fostering more women in leadership is to craft initiatives targeted at them. Is this the right approach, or are there better ways to cultivate women in leadership?

To explore this question, we examined the relationship between five types of talent programs and the percentage of women in leadership roles. The graphic on the previous page shows how much higher the representation of women in leadership is among organizations that strongly support each type of program. Organizations with initiatives focused on female leaders have only a 7 percent advantage over those that don’t, an impact that falls short of two other program types: high-potential and mentoring programs.

These results echo other findings about practices for increasing the supply of female talent. Access to quality development consistently comes out on top among organizations leading in gender diversity. Likewise, mentoring has many positive developmental outcomes for all leaders and the women in this study, including facilitating access to and support for developmental opportunities, which removes barriers to leadership growth and increases promotions.

Our previous research has shown that despite these positive outcomes and the critical value placed on mentoring, women infrequently have access to formal mentors.* Current results indicate there is still a shortage, with fewer than one in three women indicating that their organization has a strongly supported mentoring program (see the graphic at right).

Organizations that don’t already have these programs in place have an opportunity to craft programs with a more equitable balance of genders, while those that have programs can continue to leverage them in competing for and retaining female talent. In either case, the data are clear about the benefits of putting talent programs to work for women and for better business.

* Neal, S., Boatman, J., & Miller, L. (2013), Women as Mentors: Does She or Doesn’t She? A Global Study of Businesswomen and Mentoring, Pittsburgh, PA, Development Dimensions International.
Conclusion

Looking Ahead
How to Accelerate Gender Diversity

This is one of the few studies to examine what is really happening in leadership development for women and men across the globe. The results reveal there are significant gaps, but also significant opportunities, in advancing women into higher-level leadership roles. Of course, the greatest opportunities for improvement are in organizations and industries that have the lowest numbers of women in leadership. Those that seem stuck, with continued shortages of women leaders, face even greater future challenges since there is a lack of role models and support at the top for advancing women in future generations.

There are many ways to look at and get ahead of these talent shortages and to accelerate gender diversity. Organizations seeking not only to attract and retain more female talent but also to cultivate them into leadership roles should:

• Develop quality career paths for women that accommodate a work-life balance.
• Create formal learning opportunities that build increased confidence.
• Assist women in overcoming barriers that prevent them from completing developmental projects.
• Develop women through critical assignments, including international and high-visibility projects.
• Create an internal mentoring network for structured, systematic growth throughout the organization.

Getting more women into leadership roles now will develop essential mentors for future generations’ female leaders. Organizations that take the actions mentioned above and in the “Now What” section that follows will be better positioned to retain their key female talent and to preserve the competitive advantage that gender diversity offers.
The best way to ensure more women move into senior leadership roles is to get them into high-potential programs. Ensuring an equally diverse high-potential pool won’t guarantee promotion, but it puts more women in the pool and gives them a stronger chance of advancing.

The key to progress lies in measuring the gender mix in all your talent programs. Only when you regularly measure and report numbers can you track and make progress.

A boost of confidence, that is. Organizations can help increase women’s confidence through career planning, formal training, and mentoring. Provide women with access to richer and more challenging developmental assignments, especially opportunities to lead teams and to have global leadership experience as these are factors related to career advancement.

Facilitate women in seeking formal and informal mentoring relationships and give them access to additional career support, especially networking opportunities. Women need support from other women who have advanced through the organization.

Facilitate a healthy work-life balance and offer flexible work arrangements. Across the board, leaders indicate that a healthy work-life balance has a significant impact on their retention and engagement. Offering flexibility in work hours is a critical way to support and retain women, especially in early and mid-career leadership transitions.
Appendix

Demographics

Organization Characteristics

<table>
<thead>
<tr>
<th>Industry</th>
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<tbody>
<tr>
<td>4% Business Services</td>
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<tr>
<td>2% Construction</td>
<td></td>
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<tr>
<td>6% Energy &amp; Resources</td>
<td></td>
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<tr>
<td>11% Financial &amp; Insurance</td>
<td></td>
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<tr>
<td>6% Health Care</td>
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<tr>
<td>22% Manufacturing</td>
<td></td>
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<tr>
<td>11% Pharmaceuticals</td>
<td></td>
</tr>
<tr>
<td>3% Retail &amp; Consumer Business</td>
<td></td>
</tr>
<tr>
<td>5% Technology &amp; Telecommunications</td>
<td></td>
</tr>
<tr>
<td>14% Transportation</td>
<td></td>
</tr>
<tr>
<td>16% Other Industries</td>
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<table>
<thead>
<tr>
<th>Number of Employees</th>
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<tbody>
<tr>
<td>11% 1–200</td>
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</tr>
<tr>
<td>15% 201–500</td>
<td></td>
</tr>
<tr>
<td>11% 501–1,000</td>
<td></td>
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<td>24% 1,001–5,000</td>
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<td>11% 5,001–10,000</td>
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<td>9% 10,001–20,000</td>
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<tr>
<td>9% 50,001 or more</td>
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<table>
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<tr>
<th>Presence in Global Market</th>
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<tbody>
<tr>
<td>38% National</td>
<td></td>
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<tr>
<td>62% Multinational (own, operate, or have affiliate offices outside own country)</td>
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### Leader Characteristics

#### Leader Level

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<th>Level</th>
<th>Percentage</th>
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<td>First-level leader</td>
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<td>Mid-level leader</td>
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<td>Senior or Higher-level</td>
<td>27%</td>
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<td>Executive or Senior-level</td>
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#### Organizational Tenure

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<th>Tenure</th>
<th>Percentage</th>
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<td>Less than 1 year</td>
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<td>1–5 years</td>
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<td>6–10 years</td>
<td>21%</td>
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<td>11–15 years</td>
<td>16%</td>
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<td>More than 15 years</td>
<td>27%</td>
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#### High-Potential Status

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<th>Status</th>
<th>Percentage</th>
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<td>No</td>
<td>48%</td>
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#### Generation

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<th>Percentage</th>
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<td>Millennials</td>
<td>7%</td>
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<tr>
<td>Generation X</td>
<td>78%</td>
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<td>Baby Boomers</td>
<td>15%</td>
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#### Age

<table>
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<td>26–35</td>
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<td>36–45</td>
<td>41%</td>
</tr>
<tr>
<td>46–55</td>
<td>27%</td>
</tr>
<tr>
<td>56–60</td>
<td>6%</td>
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<tr>
<td>Over 60</td>
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#### Gender

<table>
<thead>
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<th>Gender</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Male</td>
<td>72%</td>
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<tr>
<td>Female</td>
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#### Responses by Region

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<th>HR</th>
<th>Leader</th>
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About DDI’s Center for Analytics and Behavioral Research

The Global Leadership Forecast 2014|2015 is part of the continuing series of trend research conducted by DDI’s Center for Analytics and Behavioral Research (CABER). CABER’s publications are designed to produce actionable, evidence-based insights to advance knowledge of current and emerging talent management topics such as leadership development, succession management, and talent acquisition.

CABER also conducts, coordinates, and champions analytical research with DDI’s clients to benchmark, evaluate, forecast the effects of, and optimize their talent management practices toward the goal of prescriptively aligning talent readiness with business objectives. CABER’s research, including this report, is available at www.ddiworld.com.

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Who We Are. Development Dimensions International (DDI) is the world’s premier talent management consultancy. Forty-five years ago, we pioneered the field; today we remain its chief innovator.

What We Do. We help companies transform the way they hire, promote, and develop their leaders and workforce. The outcome? People ready to instigate, understand, and execute business strategy and address challenges head-on.

How We Do It. If you have ever had a leader you revered or marveled at how quickly a new hire came up to speed, you might very well be experiencing DDI at work. Often, we are behind the scenes, creating custom training or assessments that clients can roll out on their own. Other times, we are more visible, helping clients drive big changes in their organization. Always, we use the latest methods, based on science and the test of time.

Who We Do It With. Our clients are some of the most successful companies on earth. They’re Fortune 500s and multinationals, doing business across a vast array of industries, from Berlin to Bangalore and everywhere in between. We serve clients from 42 DDI-owned or closely affiliated offices.

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The Conference Board is a global, independent business membership and research association working in the public interest. Our mission is unique: To provide the world’s leading organizations with the practical knowledge they need to improve their performance and better serve society.

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The Conference Board works within and across three main subject areas—Corporate Leadership, Economy & Business Environment, and Human Capital—to create a unique, enterprise-wide perspective that helps business leaders respond today, anticipate tomorrow, and make the right strategic decisions every day.
About the Global Authors

Evan Sinar, Ph.D., is DDI’s chief scientist and director of its Center for Analytics and Behavioral Research (CABER). Evan and his team conduct comprehensive analytical evaluations of talent management programs to gauge their impact and to forecast opportunities to better align with business strategy. He is a member of the Society for Industrial and Organizational Psychology’s executive board and a frequent presenter at professional conferences. Evan’s work has been featured in Chief Learning Officer, the Journal of Applied Psychology, Personnel Psychology, and numerous other publications.

Richard S. Wellins, Ph.D., is senior vice president at DDI. He is responsible for launching DDI’s new products and services, leading DDI’s Center for Analytics and Behavioral Research and its major research projects, and developing and executing DDI’s global marketing strategy. Rich has written for more than 40 publications and published seven books, including Your First Leadership Job, Empowered Teams, Inside Teams, and Reengineering’s Missing Ingredient. He has made more than 100 presentations at professional conferences worldwide and is a judge for CNBC’s Asia Business Leaders Award. His research and insight have been featured in The Wall Street Journal, BusinessWeek, Forbes.com, USA Today, and numerous international publications and on National Public Radio.

Rebecca Ray, Ph.D., is executive vice president, Knowledge Organization and Human Capital Practice Lead for The Conference Board. She oversees the research planning and dissemination process for three practices areas (Corporate Leadership, Economics and Business Development, and Human Capital); she is responsible for defining the research agenda that also drives The Conference Board’s business planning process. She is responsible for overall quality and the continuing integration of The Conference Board’s research and engagement efforts. Rebecca is author of numerous articles and books, including her coauthored work, Measuring Leadership Development (McGraw-Hill), and Measuring Employee Engagement (ATD).

Amy Lui Abel, Ph.D., is managing director of Human Capital at The Conference Board. She leads research efforts focusing on human capital analytics, leadership development, labor markets, strategic workforce planning, talent management, diversity and inclusion, human resources, and employee engagement. Amy was recently published in People & Strategy Journal, The SAGE Handbook of Workplace Learning, Human Resource Development Quarterly, and ATD’s T+D (Training and Development) magazine.

About the Women in Leadership Authors

Tacy Byham, Ph.D., is the CEO of Development Dimensions International (DDI). Tacy brings her experiences in assessment centers, 360s, development planning, succession management, and customized leadership solutions to maximize growth for individuals and their organizations. She is an energetic and thought-provoking presenter at industry conferences and events. Tacy has presented at the ATD (formerly ASTD) International Conference & Exposition and numerous Conference Board events. Her keynote speeches have included topics such as innovation, mid-level leadership, mentoring, and the benefits of gender diversity. Her writing has been featured in Fast Company, Inc. magazine, The Conference Board Review, CLO magazine, TD Magazine, and the ASTD Leadership Handbook. Tacy’s new book, Your First Leadership Job, coauthored with Rich Wellins, was released in 2015 to excellent reviews. As one reviewer wrote, “Outstanding. Buy this for your favorite new leader and then read this yourself. This book fills a real need as we all strive to prepare the next generation of leaders.” She also received the national ASTD Dissertation Award in 2006 and was selected as one of Pittsburgh Magazine’s “40 Under 40” award winners to commemorate her professional and volunteer accomplishments in the Pittsburgh region.

Stephanie Neal, M.A., is a research associate in DDI’s Center for Analytics and Behavioral Research. She conducts research on leadership and human talent in the workplace. Stephanie also has worked with clients from a wide variety of industries to design and execute analytics initiatives that demonstrate the impact of assessment and development programs on individual-level behavior change and organizational-level business objectives.
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The Next Step

The Next Step has been a specialist consulting practice in the human resource market within Australia since 1998. Its activities cover all areas of human resource recruitment, including search, advertised selection, human resource contracting, and interim human resource management. For more, see www.thenextstep.com.au.
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