

India Highlights



Global Leadership Forecast 2011

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A WELCOME FROM DDI

We are pleased to present this report outlining the current state of leadership and its practices in the Indian business community. This report is part of a larger study, *Global Leadership Forecast 2011*, the sixth in DDI's research series on global leadership issues and practices. The results presented here contrast the responses from HR professionals and leaders in Indian organizations with other organizations around the globe.

We heard one overarching theme from thousands of leaders while conducting this research: The only thing constant is change itself. Today's business landscape continues to evolve at a blistering pace. Competition is growing more intense, and talent has become a key competitive advantage for organizations. The primary question we wanted to answer in *Global Leadership Forecast 2011* is whether today's leaders are prepared for the rapid speed of business; that is, are leaders keeping up or falling behind? This report addresses several issues related to today's most valuable commodity: organizational talent.

- What is the overall quality of leadership in Indian organizations today?

- Do Indian organizations have a sufficient supply of capable leaders to meet tomorrow's unknown business challenges?
- What can organizations in India do to radically change how they accelerate leader development?
- Is it time to radically innovate not only our products and business models but also how we manage them?

We are confident that this report will offer you new insights into Indian leadership practices. We also hope it will stimulate your thinking about how you can institute real change that will enhance the capabilities of both your leaders and your business. Because we cannot include all the findings in this report, please refer to the global report for more detailed information.

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ABOUT DDI

For more than 40 years, DDI has helped the most successful companies around the world close the gap between where their businesses need to go and the talent required to take them there. Our areas of expertise span every staffing level, from the executive suite to individual contributors. We excel in:

- Competency and success profile management.
- Selection and assessment.
- Leadership and workforce development.
- Succession management.
- Performance management.

DDI's comprehensive, practical approach to talent management starts by ensuring a close connection between solutions and business strategies and ends when you achieve the results you require.

During our four years in India, DDI has helped many of the country's best-in-class organizations assess, select, and develop leaders at all levels, thus helping them create a robust leadership pipeline. DDI also has helped them measure their achievements for continued success in those endeavors.

DDI is an essential partner wherever you are on your journey to building extraordinary talent.

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STUDY PARTICIPANTS

DDI's *Global Leadership Forecast 2011* is the largest study of its kind. More than 2,600 organizations provided perspectives on their current state of leadership and their future talent-related needs. Participating in the study were 1,897 HR professionals and 12,423 leaders from 74 countries.

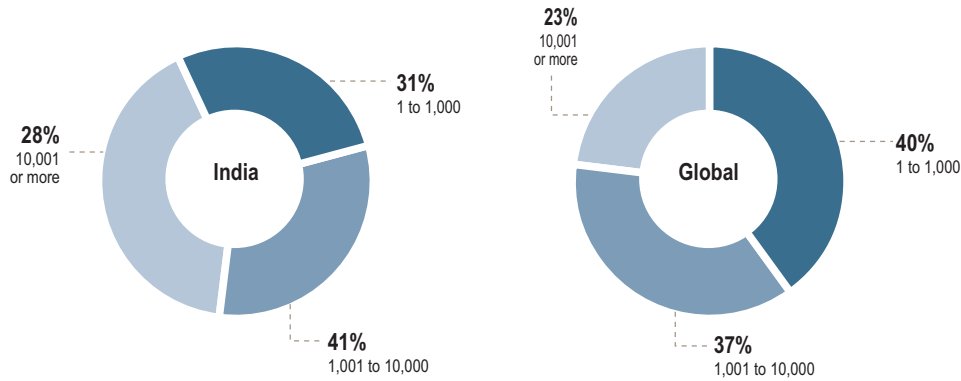
This report is based on survey responses from HR professionals and leaders based in India. An HR professional completed a survey for each organization or major business unit. The HR professionals then invited their organization's leaders to complete leader surveys. The respondents in India are compared in this report to the total group of HR professionals and leaders in the global sample (see **Table 1**). To ensure that no individual organization dominated the results, we selected a random sample from organizations with more than 100 leaders.

● ● ● ● **TABLE 1 SAMPLE SIZE**

	India	Global
HR Professionals	63	1,897
Leaders	1,556	12,423
TOTAL	1,619	14,320

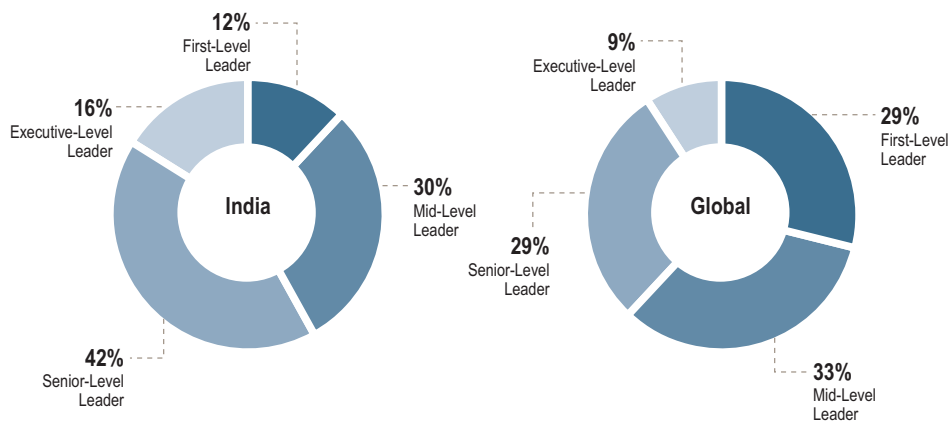
Indian organizations were larger on average than those in the global sample; that is, there were slightly more medium-sized (1,001–10,000 employees) and large (more than 10,001 employees) organizations and fewer small organizations in India (see **Figure 1**). Of all the Indian organizations, 80 percent were multinationals (i.e., owned, operated, or had affiliate offices in multiple countries); in the global sample, 60 percent were multinationals.

● ● ● ● FIGURE 1 ORGANIZATION SIZE



The Indian sample consisted of more higher level leaders than the global sample (see **Figure 2**). In the Indian sample, senior- and executive-level leaders constituted 58 percent of all respondents; globally, these leader groups comprised 38 percent of the total sample. Additional information about participating Indian organizations and leaders can be found in the Demographics section of this report.

● ● ● ● FIGURE 2 LEADERSHIP LEVELS



Many of today's leaders are ill-equipped to handle the challenges organizations face in this new business environment.

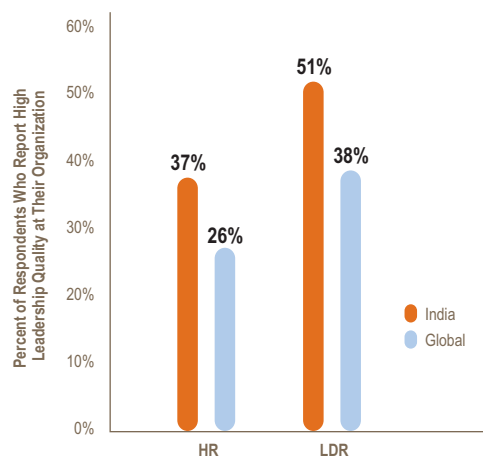
STATE OF LEADERSHIP TODAY

Most would agree that the past few years have been challenging ones for businesses worldwide. The economic crisis forced organizations to make tough decisions and left many suffering in a multitude of ways. However, as the world economy starts to show signs of improvement, fear is beginning to be replaced by optimism, and organizations are starting to look toward the future.

Despite renewed hope for the future, the reality is that many of today's leaders are ill-equipped to handle the challenges organizations face in this new business environment. Only 38 percent of leaders and 26 percent of HR professionals in the global sample reported that the quality of leadership in their organization was very good or excellent (see **Figure 3**). Leadership quality was rated more positively among Indian organizations, perhaps because the Indian sample had more senior- and executive-level participants, who typically are responsible for leadership development.

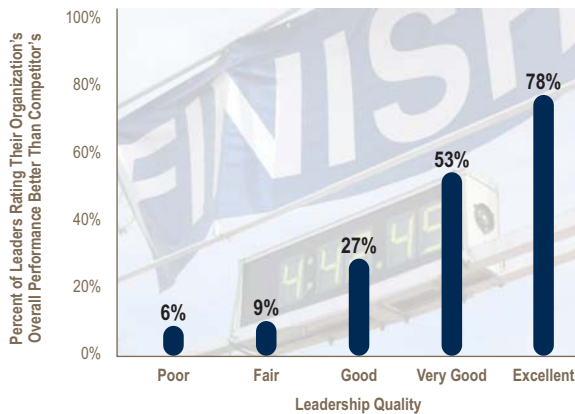
In the global sample, higher level managers tended to have more positive views of leadership quality than did those at lower levels: In India, 51 percent of leaders and 37 percent of HR professionals rated the quality of their leadership as high. Though these ratings are higher than those in the global sample, they indicate a leadership quality gap that needs to be closed—at best, only half of leaders in India are perceived as being of high quality. There also is a significant gap between the ratings of HR professionals and leaders. This could be attributed to the different measurements the two groups used to evaluate leadership. While leaders tend to focus on performance in current or near-term roles, Indian HR professionals, who tend to take a more long-term view, focus on potential, employee engagement, and the softer aspects of leadership.

● ● ● ● **FIGURE 3 LEADERSHIP QUALITY**



The quality of leadership can make or break an organization. In fact, this research demonstrated that organizations with the highest quality leaders were 13 times more likely to outperform their competition in key bottom-line metrics such as financial performance, quality of products and services, employee engagement, and customer satisfaction (see **Figure 4**). Specifically, when leaders reported their organization's current leadership quality as poor, only 6 percent were in organizations that outperformed their competition. Compare that with those who rated their organization's leadership quality as excellent at the opposite side of the graph. There, more than three-quarters (78 percent) of leaders are in organizations that are outperforming their competition in key bottom-line metrics.

● ● ● ● **FIGURE 4 LEADERSHIP QUALITY RELATED TO ORGANIZATIONAL PERFORMANCE**

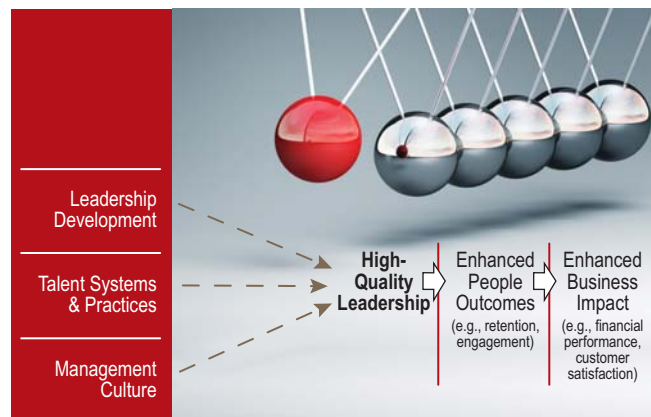


Leadership quality doesn't just affect the bottom line; it also affects employee retention and leader engagement and passion. Organizations with higher quality leadership retained more employees than their competition, and they also had more engaged and passionate leaders (see the global report for more details). Given the importance of leadership for ensuring future business success, this question needs to be answered: What can organizations do to improve leadership quality?

The *Global Leadership Forecast 2011* uncovered three key drivers of leadership quality (see **Figure 5**):

1. **Leadership development**
2. **Talent management systems and practices**
3. **Management culture**

● ● ● ● **FIGURE 5 DRIVING BUSINESS THROUGH LEADERSHIP PRACTICES**



To achieve high-quality leadership, organizations need effective leadership development and talent management systems in the areas of selection, performance management, and succession management. Also, for leaders to fulfill their potential to drive business success, management needs to ensure that the organization's culture gives people the freedom and opportunities they need to be effective. These three key drivers provide the structure for the remainder of this report.

LEADERSHIP DEVELOPMENT

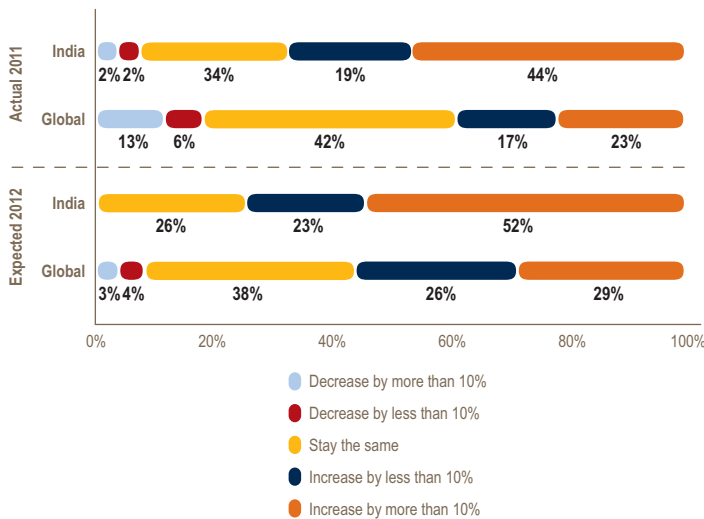
According to the thousands of leaders we surveyed, the effectiveness of development programs was the leading determinant of leadership quality within an organization. Based on the global sample, leaders in organizations with more effective leadership development programs were eight times more likely to rate the quality of their leaders as very good or excellent. What, then, is happening now with organizations' leadership development efforts?

More organizations in India increased their leadership development budgets in 2011 compared to organizations worldwide, and even more plan to ramp up spending in the coming year (see **Figure 6**). This is not surprising because India has been less affected by the recession than other parts of the world and has been adding new leaders at a record pace. These figures indicate that Indian organizations are prioritizing development for all their leaders. Also, Indian organizations have high expectations of their leaders, especially around speed to performance, meaning that there is just no time for them to take development slow and easy.



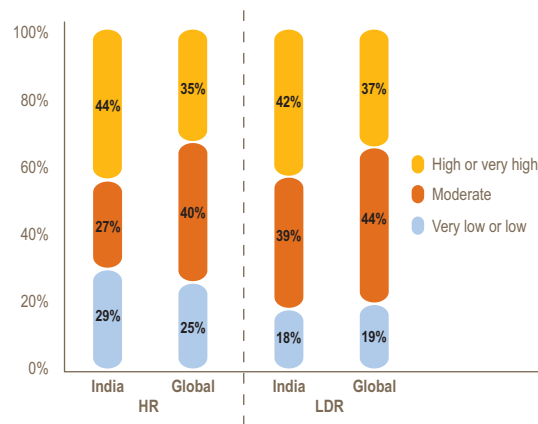
Indian organizations are prioritizing development for all their leaders.

FIGURE 6 2011 AND 2012 LEADERSHIP DEVELOPMENT BUDGET CHANGES



Still, with millions spent on leadership development initiatives each year, it's unfortunate that only a little more than two-fifths of HR professionals and leaders we surveyed in India rated the effectiveness of their organization's leadership development efforts as high or very high (see **Figure 7**). Without effective leadership development, India organizations are leaving their leaders unprepared to manage in a constantly evolving business environment.

● ● ● ● **FIGURE 7 LEADERSHIP DEVELOPMENT EFFECTIVENESS**



CRITICAL SKILLS: THE WHATS

Organizations need to answer these key questions:

- Are we investing in developing the right skills?
- Are we developing the right skills for today and for tomorrow?

To begin to answer these questions, leaders were asked to identify the most critical leadership skills needed in the past three years and those needed for the next three years. The most critical skills leaders in India needed to be effective in the past were:

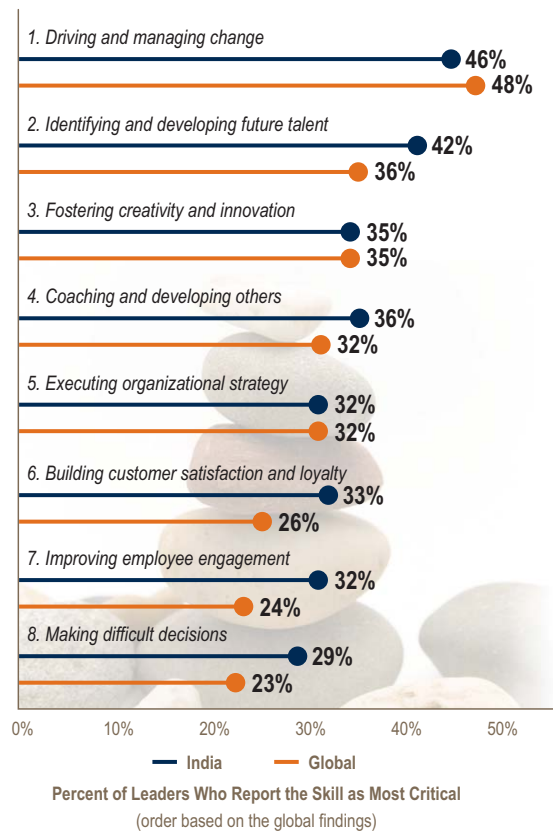
1. Driving and managing change
2. Making difficult decisions
3. Coaching and developing others

When we asked Indian leaders for the top three skills they would need in the next three years, their focus changed somewhat (see **Figure 8**). The addition of identifying and developing future talent indicates that Indian organizations are taking a more proactive approach to their business. Their top three future skills were:

1. Driving and managing change
2. Identifying and developing future talent
3. Coaching and developing others

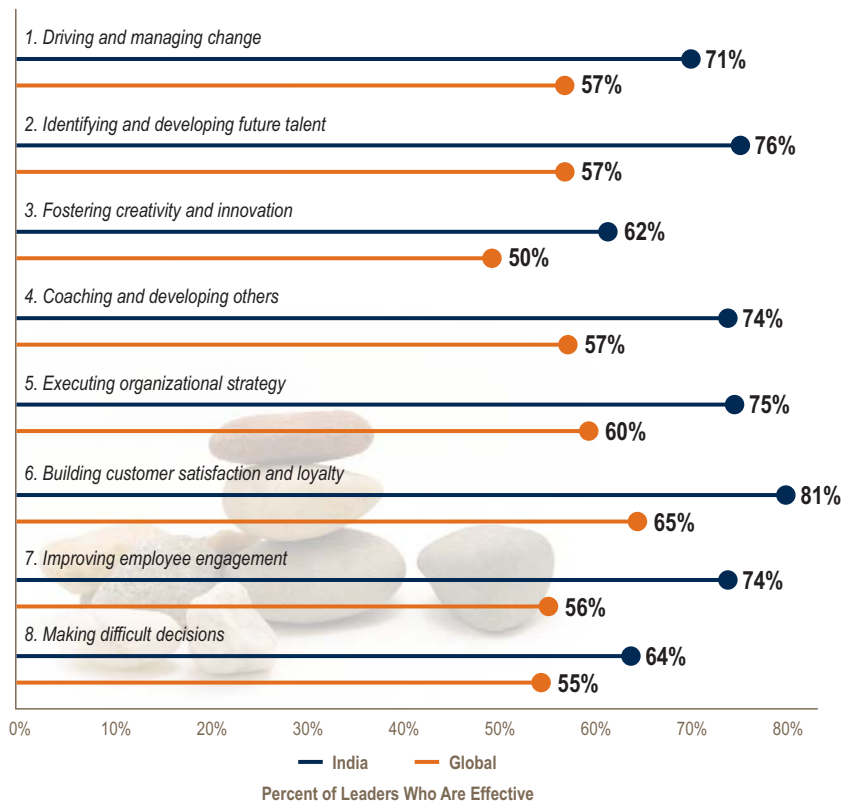
These skills were similar to the skills leaders around the world selected as the most critical. They are geared more toward growth rather than preservation. It is clear from these critical skills that Indian leaders will be focusing heavily on growing their talent to meet future business needs.

FIGURE 8 CRITICAL SKILLS NEEDED IN THE NEXT THREE YEARS



But this question remains to be answered: Are leaders ready to take on the challenges of the future? Leaders were asked to evaluate their own effectiveness on a five-point scale in each of the leadership skills. The good news is that more leaders in India rated their effectiveness higher than their global counterparts (see **Figure 9**). They believe their effectiveness is quite high (71–76 percent) in the three skills they identified as most critical for future success. However, there is still room for improvement in fostering creativity and innovation, one of the top three critical skills globally: Only 62 percent of Indian leaders claim to be effective in this skill. According to a Boston Consulting Group report (2010), 72 percent of executives around the world list innovation as a top priority. To improve the quality and effectiveness of leadership, development efforts should focus on the most critical skill gaps—future skills identified as most critical and those skills in which leaders were least effective—where the pain would be felt the most in the coming years.

● ● ● ● **FIGURE 9 LEADER EFFECTIVENESS IN SKILLS**



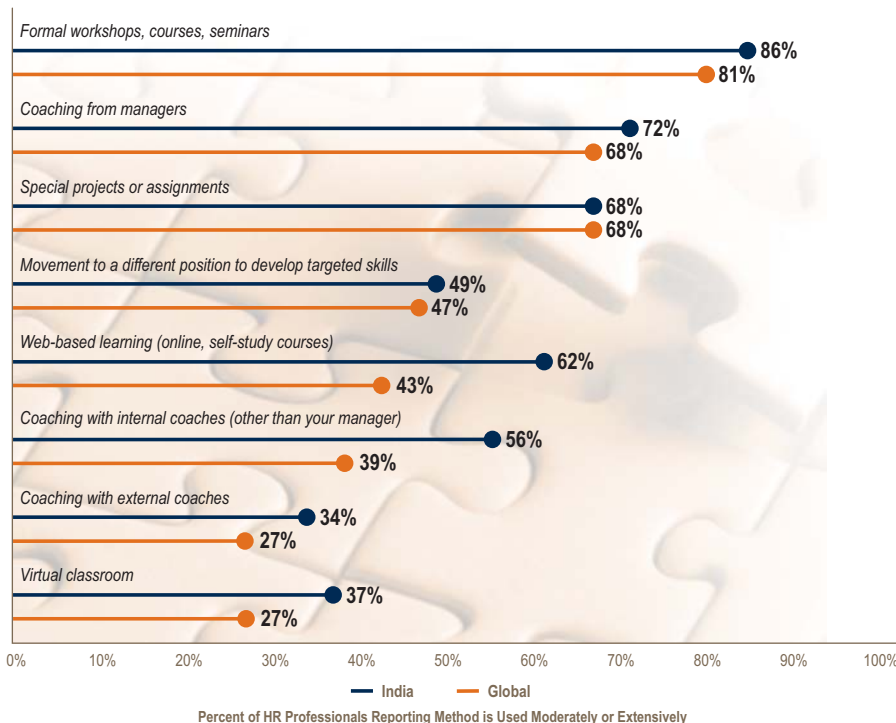
EFFECTIVE DEVELOPMENT METHODS: THE HOWS

While it's essential that development addresses the most critical skills, ensuring that the most effective methods are being used to develop those skills also is important. Globally, the most used methods related to the quality of leadership development were formal workshops and coaching from managers. Also, organizations with more effective leadership development programs used these two methods more effectively.

HR professionals reported how frequently each method was used in their organization (see **Figure 10**); leaders reported on the effectiveness of each method (see **Figure 11**). HR professionals in India, like those around the world, reported using formal workshops, manager coaching, and special projects most often to develop their leaders (and all the leadership development methods were used more often in India compared to the rest of the world). Because they have so many leaders to develop quickly at all levels, Indian organizations tend to use a blended approach to development. They also struggle with on-the-job development and thus use more formal methods, as indicated by their much more frequent use of web-based training and internal coaching or mentoring than their global counterparts.

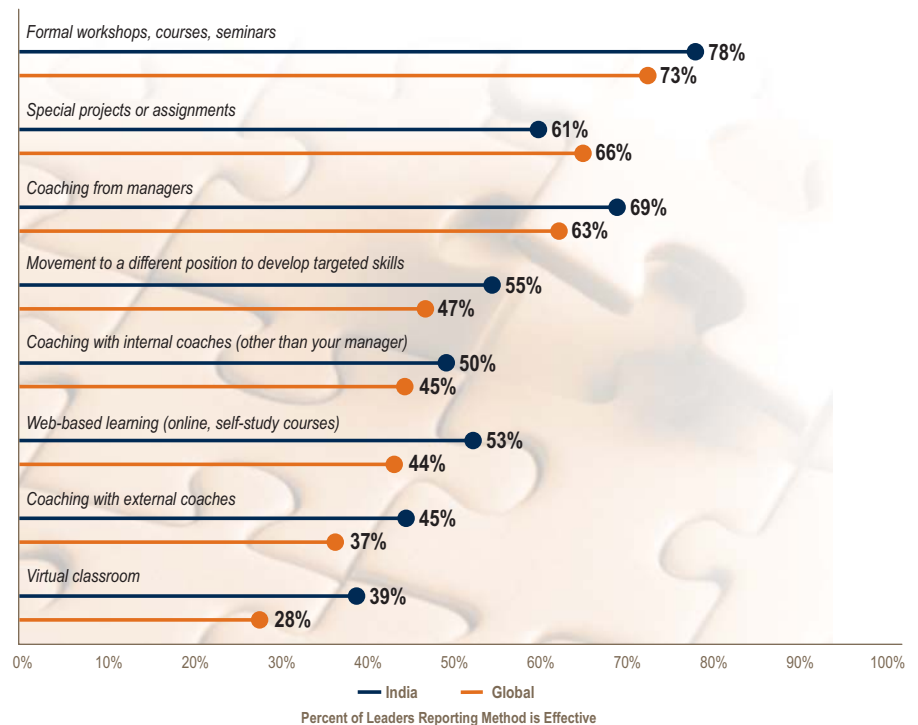
Indian organizations tend to use a blended approach to development.

FIGURE 10 FREQUENCY OF USE OF DEVELOPMENT METHODS



Leaders around the world tended to find the methods most used (formal workshops, manager coaching, and special projects) also were the most effective for development (Figure 11). This suggests that the methods organizations support and promote have positive results. However, Indian leaders rated special projects as being slightly less effective than did their global counterparts, despite it being the third most frequently used development method. In general, there is still room for improvement in Indian organizations because only four development methods had over 60 percent of leaders reporting that they were effective. When creating a comprehensive development program for leaders, organizations should keep in mind that leaders need multiple ways to develop their skills and that a blended approach, with a strategic mix of skills and methods, will yield the best results. See the global report for information on creating more effective leadership development programs.

● ● ● ● **FIGURE 11 EFFECTIVENESS OF DEVELOPMENT METHODS**



TALENT MANAGEMENT

Development alone cannot ensure that organizations have a ready supply of capable leaders; it's just one of the critical components of an end-to-end talent management process. DDI defines talent management as a mission-critical process that ensures organizations have the quantity and quality of people in place to meet current and future business priorities. The process covers all key aspects of an employee's life cycle, starting when the organization selects the right leaders and then continuing as the person's performance is aligned with an effective performance management system. It's fueled with effective development and leadership succession efforts. Improving the quality of leadership involves doing all of these things well.

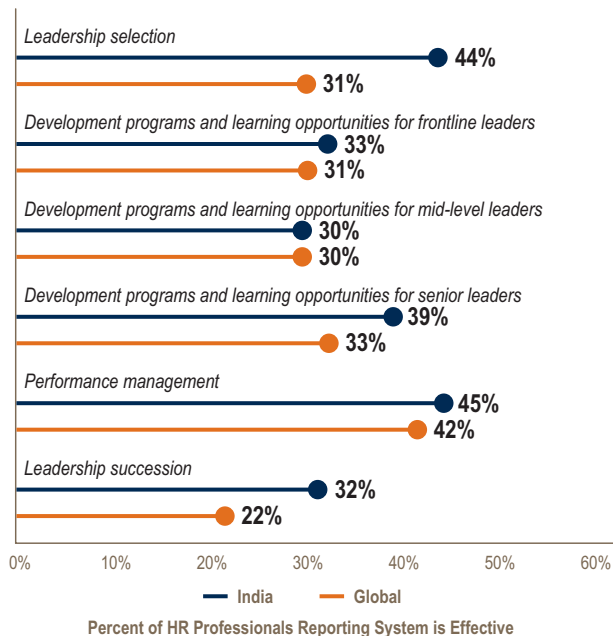
HR professionals were asked to rate the importance of their leadership talent systems in terms of their impact on organizational success over the next three years. Although the majority said that development was important, more HR professionals cited other systems (performance management, selection) as having a more critical impact on organizational performance. On the whole, these systems, which constitute talent management, appeared to be clear drivers of organizational success. Unfortunately, HR professionals worldwide rated the current effectiveness of most of these systems as dismal (see **Figure 12**).

For all organizations, including those in India, performance management systems were rated as more effective than other talent systems. India also had significantly more organizations with effective leadership selection programs—good news for those that are hiring at record rates. Compared to leadership succession systems in other countries, India's was more effective; yet, it still was one of India's least effective talent management systems (only 32 percent of HR professionals rated it as effective). Leadership development programs for frontline and mid-level leaders also were among the least effective talent systems in Indian organizations, with only 33 percent and 30 percent of HR professionals rating them as effective, respectively. The following section discusses each of the talent management systems in more detail, with the exception of leadership development, which was covered in the previous section.



Only **44%**
are using proven,
validated tools for
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and promotion
decisions.

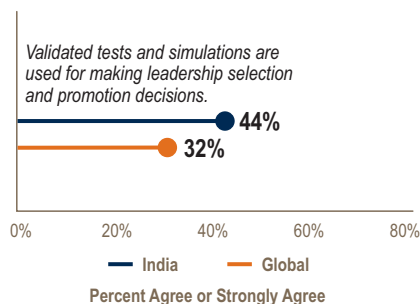
● ● ● ● FIGURE 12 EFFECTIVENESS OF TALENT MANAGEMENT SYSTEMS



SELECTION SYSTEMS

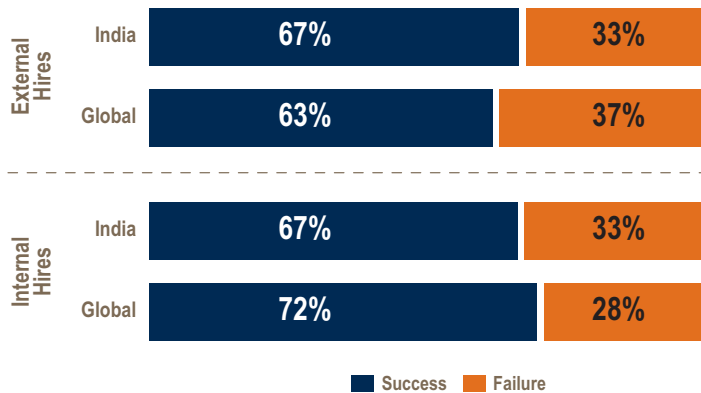
Selection is arguably the most critical step in talent management because no amount of development or performance management will make up for a poor hiring decision. In fact, in our study, effective selection was the talent management system with the strongest relationship to leaders' ratings of organizational performance. According to Indian organizations surveyed, only 44 percent are using proven, validated tools for making critical leadership selection and promotion decisions (see Figure 13).

● ● ● ● FIGURE 13 PERCENT OF ORGANIZATIONS USING VALIDATED TOOLS FOR LEADERSHIP SELECTION DECISIONS



With less than half of their organizations using validated tools, it's not surprising that one-third of external and internal leadership hires are considered failures by Indian HR professionals (see **Figure 14**). Regardless of internal or external hiring, using selection tools that have been proven effective is important for gathering objective data to make the right hiring decisions. Otherwise, organizations are leaving these critical decisions up to chance. Given the significant costs associated with hiring externally, focusing on improving the success rate of internal hires and using grow-your-own tactics should be key talent strategies in India.

FIGURE 14 LEADERSHIP HIRING SUCCESSES AND FAILURES



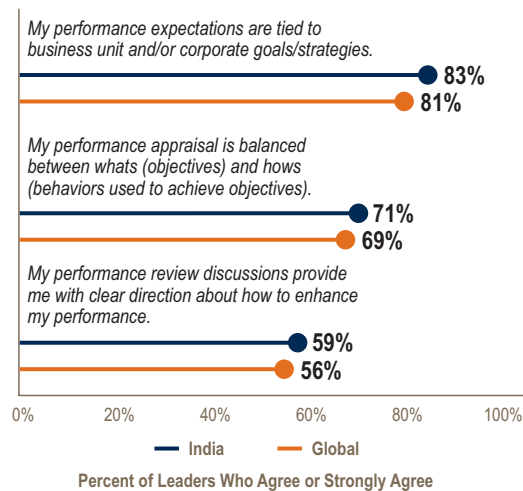
PERFORMANCE MANAGEMENT SYSTEMS

It's critical that organizations effectively manage leader performance because accomplishing organizational objectives is so closely linked to and dependent on leaders achieving their objectives. In our study, leaders were asked to rate specific aspects of their performance management system (see **Figure 15**). In India, 83 percent reported that their individual performance expectations were tied to corporate goals and strategies. Also, 71 percent reported that their performance management systems accounted for their objectives (the whats) as well as the behaviors (the hows) that helped achieve those objectives. Both of these components are critical to effective performance management because leaders who achieve their objectives without regard for others are not effective.

Organizations were less successful in ensuring that performance review discussions provided their leaders with clear direction about how to enhance their performance. More than half of the leaders in India (59 percent) felt that their performance review discussions provided them with clear direction—a trend similar to that found elsewhere. This indicates that most organizations are using performance management as more of a way to monitor performance instead of using the opportunity to improve future performance.

Performance management should not be a once-a-year event. It should be a process that monitors, inspires, and improves performance over time. Managers need to drive this process by ensuring that performance discussions provide their leaders with clear accountabilities, timely feedback about their performance, and guidance for helping them capitalize on their strengths and take advantage of developmental opportunities.

● ● ● ● **FIGURE 15 ASPECTS OF PERFORMANCE MANAGEMENT SYSTEMS**

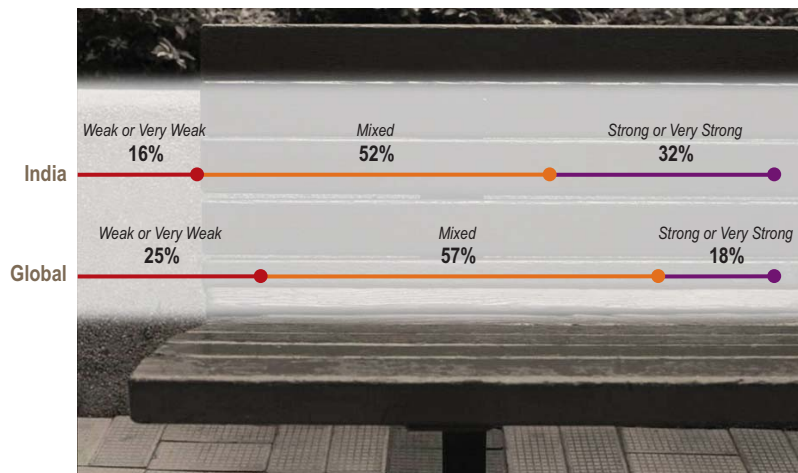


SUCCESSION MANAGEMENT SYSTEMS

Succession management is future oriented; it is about ensuring that organizations have the right quantity and quality of leaders at all levels to meet unpredictable future business needs. Since the onset of the global economic crisis, organizations have refocused on the role that managing succession plays in talent management. Most organizations have suffered greatly from a lack of focus on the future and on succession planning. This is reflected in weak bench strength. Yet, 32 percent of Indian HR professionals rated their bench strength as strong or very strong (see **Figure 16**).

32%
*of Indian
 HR professionals
 rated their bench
 strength as strong
 or very strong.*

● ● ● ● **FIGURE 16 BENCH STRENGTH TO MEET FUTURE NEEDS**

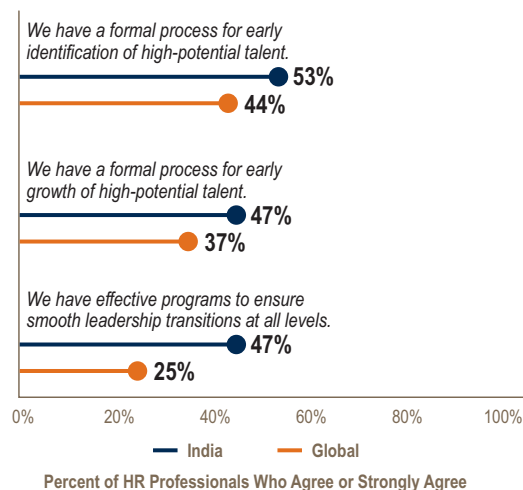


This study focused on three of the many practices required for successful succession management: identifying and growing high potentials and promoting leaders up the pipeline. As it turns out, only 53 percent of Indian organizations have a formal process for early identification of high-potential talent (see **Figure 17**). Furthermore, 47 percent have formal processes for early growth of high-potential talent. Though both these percentages are higher than the global numbers, they still indicate a need for greater focus on identifying and nurturing internal talent. This is especially important with the high failure rate of external hires in India.

Another important aspect of succession management involves moving leaders up the leadership pipeline. With 66 percent of India leaders in this research making a leadership transition in the past five years, it's unfortunate that only 47 percent of Indian organizations have programs to ensure that employees make smooth leadership transitions. This likely explains why the majority of leaders report that their leadership transitions were difficult.

The lack of formality leaves much to chance in terms of filling the leadership pipeline and building bench strength. When asked to explain the low ratings of organizational bench strength, HR professionals repeatedly pointed to a lack of focus, strategy, and formality of succession planning as the reasons for failing to have enough prepared leaders. Although it can be all too easy to forego planning for the future while the economy is growing, Indian organizations need to start prioritizing succession management if they expect to effectively manage their future.

● ● ● ● **FIGURE 17 ASPECTS OF LEADERSHIP SUCCESSION MANAGEMENT SYSTEMS**



MANAGEMENT CULTURE

To this point, we have established leadership development and strategic talent management as major drivers for building leadership capability in organizations. But talent doesn't work in a vacuum. An organization's culture plays a large role in creating an environment that allows all its leaders and employees to live up to their fullest potential. Even the most capable people cannot thrive in a culture that does not allow them to make decisions, influence others, and innovate—in short, to do their jobs effectively.

DDI partnered with influential business thinker and professor Gary Hamel, author of *The Future of Management*, and his Management Lab to identify the key factors that either facilitate or hinder how the work of management is carried out. The factors that impede leaders from being effective include, but are not limited to, the bureaucracy of processes in organizations, leaders' level of influence, and the extent to which values are shared throughout the organization. These affect an organization's culture and can serve to either allow leaders to thrive or to stifle them.

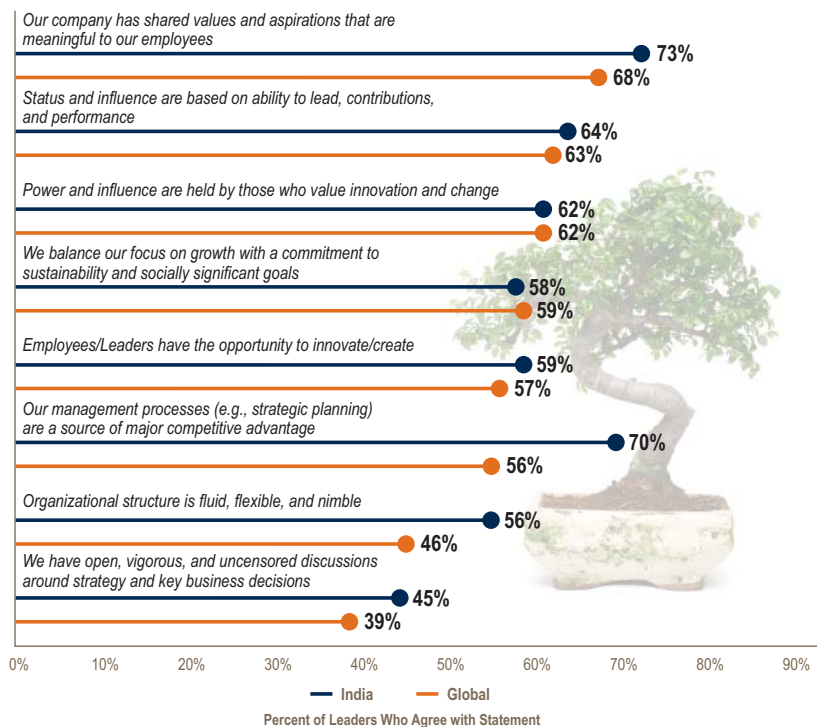
Leaders were asked to rate their organization's management culture by choosing one of two statements. For example, they were asked to choose which statement best describes their organization: "Organizational structure is fluid, flexible, and nimble" or "Organizational structure is siloed, rigid, and hierarchical" (see **Table 2** for a complete list of statements and factors). Only the more effective of the two statements is presented in **Figure 18**.



● ● ● ● ● **TABLE 2 MANAGEMENT CULTURE STATEMENTS BY FACTOR**

	Ineffective Management Culture	Effective Management Culture
STRUCTURE	Organizational structure is siloed, rigid, and hierarchical.	Organizational structure is fluid, flexible, and nimble.
BUREAUCRACY	Our management processes (e.g., budgeting, strategic planning, risk management, business review) are highly bureaucratic and often a nuisance.	Our management processes (e.g., budgeting, strategic planning, risk management, business review) are a source of major competitive advantage.
POWER	Power and influence are held by those who value the status quo.	Power and influence are held by those who value innovation and change.
INFLUENCE	Status and influence are based on a person's formal position and accumulated power.	Status and influence are based on ability to lead, contributions, and performance.
DECISIONS	Strategic and key business decisions are made mostly by those in positions of power, with very few opportunities for open discussion.	We have open, vigorous, and uncensored discussions around strategy and key business decisions.
INNOVATION	Senior leaders are the primary visionaries and creators.	Employees/Leaders have the opportunity to innovate/create.
VALUES	Our company has a set of values and aspirations, but they hold little meaning to most employees.	Our company has shared values and aspirations that are meaningful to our employees.
GOALS	We almost exclusively focus on top/bottom-line growth.	We balance our focus on growth with a commitment to sustainability and socially significant goals.

● ● ● ● ● **FIGURE 18 EFFECTIVE MANAGEMENT CULTURE**



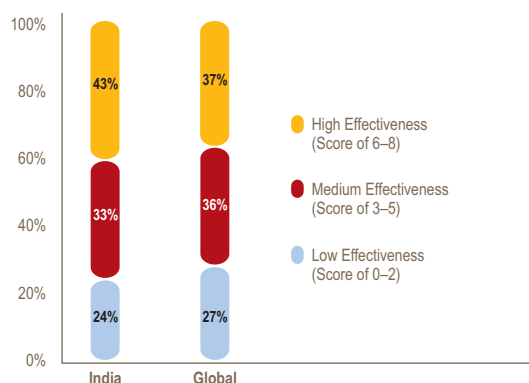
High levels of business growth have made it possible for more leaders in India to report that their management practices are a competitive advantage and that their organizational structure is flexible and fluid instead of rigid and hierarchical. However, a major pain point for Indian organizations was opening up discussions when making strategic decisions (only 45 percent of leaders described their organizations as doing this). This reluctance to have open, uncensored discussions might be due to the large number of Generation X and Generation Y leaders at the lower levels. A generation gap between the younger, lower-level leaders and the older, senior-level leaders could be adversely affecting communication and hindering discussions about strategy throughout the organizations. Another factor to consider is the movement of young people from India's small towns and villages into its large cities where most organizations are located.

Organizations were split into three groups based on their leaders' ratings of management culture. Leader scores for management culture statements were aggregated by organization, and organizations were labeled as low (leaders choosing the more effective statement 0–2 times), medium (3–5 times), or high (6–8 times) in terms of management culture effectiveness. **Figure 19** demonstrates that Indian organizations are in better shape than their global counterparts, but a lot of work remains to be done: Only a little more than two-fifths of Indian organizations have a highly effective management culture.

According to the global sample, organizations with a highly effective management culture were three times more likely to outperform their competition in terms of bottom-line metrics such as financial performance, productivity, quality of products or services, and customer satisfaction, proving that instituting more effective management practices has a profound impact on organizational success.

This reluctance to have open, uncensored discussions might be due to the large number of Generation X and Generation Y leaders at the lower levels.

FIGURE 19 CURRENT STATE OF MANAGEMENT CULTURE



CONCLUSION

Times have changed. Business processes are evolving at a rapid pace, and given its importance to organizational success, leadership cannot afford to be left behind. Unfortunately, the state of leadership today calls for drastic measures (see **Table 3**). Leaders in India, like those elsewhere, need to continue to build their skills to be effective in this new landscape. Talent strategies have been neglected, with only 42 percent of leaders in India reporting that their organization's leadership development program was effective. While effectiveness ratings for all leadership development methods were higher in India than the rest of the world, Indian organizations should consider making greater use of external mentoring and virtual classroom-based training. They need to ensure that efforts and investments are monitored and measured closely. They also should focus on opportunities to develop leaders on the job, an approach that promotes speedy development.

● ● ● ● **TABLE 3 STATE OF LEADERSHIP TODAY**

	Effectiveness of Development (LDR)	Current Quality of Leadership (LDR)	Bench Strength (HR)
Global	37%	38%	18%
India	42%	51%	32%

Note: Figures reflect percent of leaders (LDR) or HR professionals rating the factor highly.

This lack of effective talent strategies has not only affected current leadership quality in India, but also has implications for the future, with just 32 percent of HR professionals rating their bench strength as strong or very strong. Talent systems that support leaders throughout their careers will play a critical role in improving leadership quality, and these systems can be improved too. Although Indian organizations seem to be focusing on selecting their leaders (their leadership selection programs for external hires were more effective than those of their global counterparts), their leadership succession and development can be improved. Also, the majority of organizations in India have ineffective selection and succession management systems. Because many Indian organizations are growing, effectively managing talent throughout employees' life cycles needs to be prioritized to ensure future viability.

How organizations manage people also should not be overlooked. With only two-fifths of organizations in India having an effective culture, talent management efforts alone cannot be expected to bridge the gap in leadership quality. An organization's management culture has a tremendous bearing on whether leadership capabilities can be leveraged to their fullest potential. Indian organizations, like those elsewhere, should focus on opening up decision making and creating a set of shared and meaningful values for their employees.

Considering the state of leadership and business today in India, organizations need to reevaluate which talent and management strategies they should take with them into the future. DDI's *Global Leadership Forecast 2011* demonstrates that focusing on leadership development, talent management, and management culture will have a marked impact on leadership quality. This research shows a direct relationship between the quality of leadership and people and business outcomes. Transforming talent management and management culture will have major benefits. If Indian leaders will be executing and creating organizational priorities for years to come, their organizations have a clear and urgent duty to ensure that they are well prepared for success.

APPENDIX

DEMOGRAPHICS

ORGANIZATIONS

63	Number in sample
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NUMBER OF EMPLOYEES

2%	1–10
3%	11–50
7%	51–100
5%	101–200
11%	201–500
3%	501–1,000
25%	1,001–5,000
16%	5,001–10,000
8%	10,001–20,000
8%	20,001–50,000
11%	50,001 or more

PRESENCE IN GLOBAL MARKET

20%	National
80%	Multinational (own, operate, or have affiliate offices outside own country)

NOTE: Numbers may not add up to 100 percent because of rounding.

LEADERS

1,556	Number in sample
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MANAGEMENT LEVEL

12%	First-level (supervisor, team leader, foreman, etc.)
30%	Mid-level (leader of first-level leaders)
42%	Senior-level (leader/manager of mid-level leaders)
16%	Executive-level (leader in a policy-making position)

ORGANIZATIONAL TENURE

5%	Less than 6 months
4%	6–11 months
13%	1–2 years
25%	3–5 years
19%	6–10 years
14%	11–15 years
21%	More than 15 years

AGE

3%	25 and under
23%	26–35
46%	36–45
24%	46–55
4%	56–60
1%	Over 60

GENDER

92%	Male
8%	Female

ABOUT THE AUTHORS

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