



UNITED KINGDOM GLOBAL COMPARISON

LEADERSHIP FORECAST 2005 | 2006

Best Practices for Tomorrow's Global Leaders



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> Paul R. Bernthal > Richard S. Wellins



A Welcome from DDI UK

We are pleased to present this report, which offers a snapshot of the current status of leadership within the UK business community as well as comparisons of UK leaders' potential, problems, and promise with their peers worldwide.

This report grew out of a larger study, DDI's *Leadership Forecast, 2005–2006*. Subtitled “Best Practices for Tomorrow's Global Leaders,” the forecast reflects DDI's belief that all leaders eventually will work within a world economy, one in which lines between countries and cultures are blurred. The challenges leaders face now, and will increasingly face in the future, are captured in the urgent questions the forecast—and this report—addresses: Does the

organisation have the right leaders? Do those leaders have the necessary skills? Are they ready?

DDI UK believes that leaders and employees are the life force behind every successful organisation. To remain competitive, organisations must be able to select, develop, and grow their leaders. No single approach to leadership development is right for every organisation, but there are practices that work in most situations. We hope this report will provide insight into best practices and encourage further investments in leader development.

Steve Newhall, Co-Managing Director, DDI Europe

ABOUT DDI

Since 1970 Development Dimensions International has worked with some of the world's most successful organisations to achieve superior business results by building engaged, high-performing workforces.

We excel in two major areas: Designing and implementing selection systems that enable you to hire better people faster, and identifying and developing exceptional leadership talent crucial to creating a workforce that drives sustained success.

What sets DDI apart is realisation. We focus on the needs of our clients and have a passion for their success. The outcome? You bring the best people on board, who get up to speed faster, contribute more, and stay longer—giving you the ultimate competitive advantage.

STUDY METHOD AND PARTICIPANTS

This regional report is based on responses from 410 leaders and 63 HR representatives based in the United Kingdom. One HR representative and at least 20 leaders from each organisation were asked to complete the survey. Findings for this regional report are drawn from the global *Leadership Forecast* study, which involved 4,559 leaders and 944 HR representatives from 42 countries. The global sample used for comparison purposes in this report was drawn from the organisations and leaders in locations other than the United Kingdom.

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The Chartered Institute of Personnel and Development (CIPD) is the professional body for those involved in the management and development of people. Its mission is to lead in the development and promotion of good practices in the fields of managing and developing people. It also serves the professional interests of members.

Further details of CIPD research can be found at www.cipd.co.uk.

Warwick Business School



The mission of Warwick Business School (WBS) is to command an international reputation for high-quality education and research in management and business in both the public and private sectors. It prides itself on being research-led, with an emphasis on rigour and analysis. WBS focuses on the central problems facing global business managers and leaders.

WBS's teaching is rated excellent by the Association to Advance Collegiate Schools of Business; its research has been awarded a 5-star rating for international and national excellence. More of its faculty are submitted for assessment than from any other business school in the United Kingdom.

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FINDING 1

HR professionals elsewhere in the world are quicker to express high confidence in their leaders at all levels than are those in the UK.

FINDING 2

Two-thirds of UK HR professionals do not believe that too much is being expected of senior leaders today.

FINDING 3

HR respects results more than people skills in leaders.

HR PROFESSIONALS' RESPONSES

Attitudes Towards Leaders

FINDING 1: HR professionals elsewhere in the world are quicker to express high confidence in their leaders at all levels than are those in the UK.

Even moderate confidence is lower in the UK in first-line managers (see **Figure 1**). In addition, more UK HR professionals expressed low confidence in leaders overall, particularly first-line managers. This finding suggests that UK organisations are less successful than others worldwide at finding and developing people who can motivate and mobilise others.

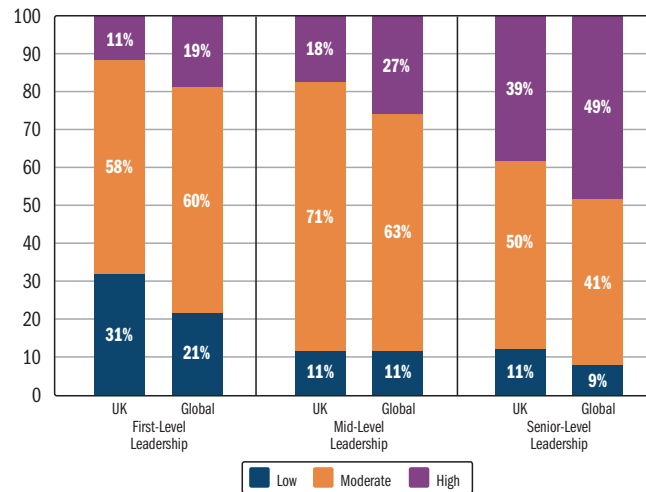


FIGURE 1: Confidence in Leaders

FINDING 2: Two-thirds of UK HR professionals do not believe that too much is being expected of senior leaders today.

In something of a contradiction, UK HR professionals disagree markedly with their colleagues in the global sample on whether people expect too much of leaders today. Whilst 39 percent of the global group agreed with this notion, only 24 percent of the UK sample did so—a perception gap of 15 percentage points.

A less significant gap exists between UK HR professionals and their global colleagues when asked if they've seen a rise in leadership dropout in the past five years: 58 percent of British HR professionals responded positively to that question, whilst 63 percent in the global sample did. The UK HR community evidently views the challenges of leadership as relatively constant, as against the global community's perception of escalating difficulty. This may be due to increased rigour in corporate governance in the U.S. and the pressures this creates around leadership visibility.

FINDING 3: HR respects results more than people skills in leaders.

When it comes to why we respect our leaders, the UK appears to have overtaken the rest of the globe in our focus on results and hard outcomes. The ability to “bring in the numbers” is rated 8 percentage points more important as a leadership attribute by the UK sample as is the “ability to take a stand and make tough decisions” (see **Figure 2**).

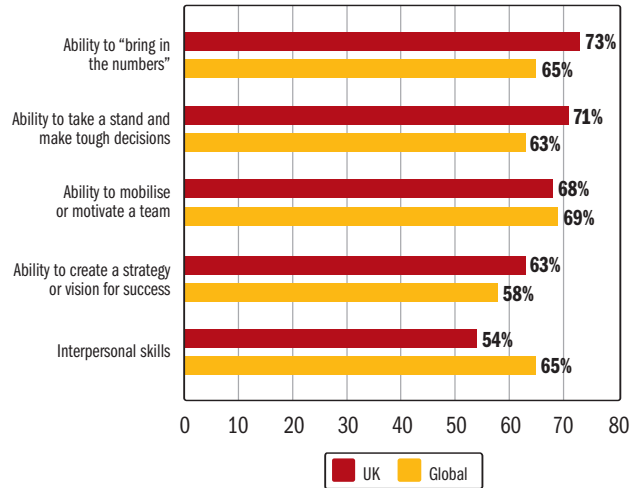


FIGURE 2: Leader Actions That Get the Most Respect

Rating the qualities of highly successful leaders in their organisations, UK’s HR professionals gave “passion for results” the highest “critical” score, 12 percentage points ahead of their non-UK counterparts. The non-UK sample, on the other hand, was 11 percentage points more likely to respect leaders with good interpersonal skills. This speaks of a UK HR community focused heavily on the “whats” rather than the “hows,” reflecting a hesitance to promote the softer skills of leadership in the face of an emphasis on short-term results.

This contrasts with the CIPD’s UK research, *Reorganising for Success: CEOs’ and HR Managers’ Perceptions* (2004), which found that improved people management skills are essential in addressing the continuing high failure rates of major organisational change projects.



FINDING 4

HR professionals see poor results as the main cause of leader failure.

FINDING 5

It's getting harder to find senior leaders.

FINDING 4: HR professionals see poor results as the main cause of leader failure.

There are three other significant gaps between UK and global scores in relation to leaders who don't make the grade. So many discrepancies may point to a lack of sophistication in the British understanding of what makes leaders successful.

UK HR professionals diagnose the inability to get results as the main reason for leader failure—60 percent versus 42 percent in the global sample. Furthermore, whilst UK HR professionals cite a lack of skills to do the job as being a key reason for failure—a full 10 percentage points higher than in the global sample—more people in the global HR sample gave inadequate preparation for the role as being a cause of failure (23 percent versus 8 percent in the UK sample). (See **Figure 3**.)

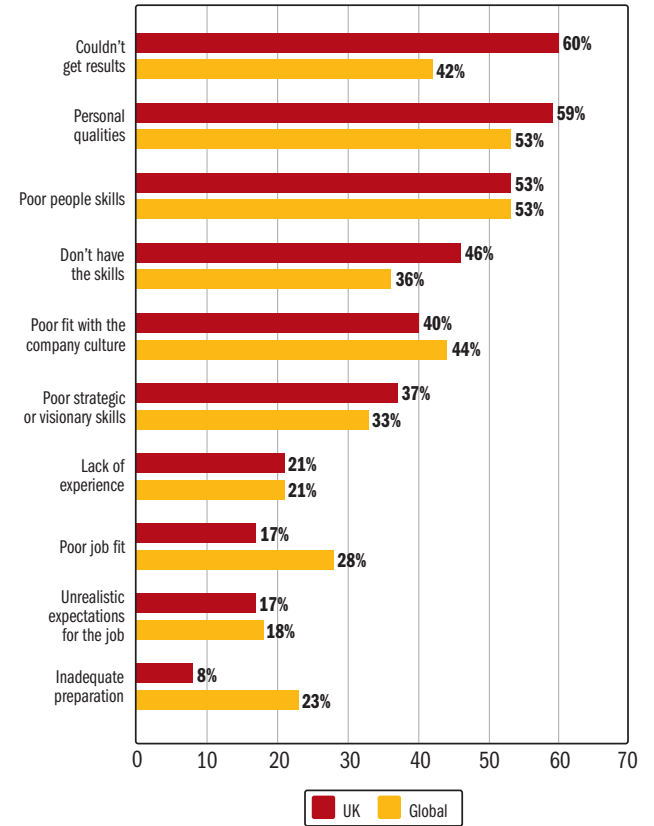


FIGURE 3: Top Reasons for Leader Failure

Finally, the global HR sample is 11 percentage points ahead in identifying a misfit between the individual's motivations and the demands of the leader role as a cause of leader failure. This finding could reflect a deeper understanding outside the UK of the innate characteristics and motivations which make up leadership potential, suggesting that UK HR professionals still struggle to recognise the importance of a leader's wanting to do the job as a predictor of success. It's as if the connection between early identification of potential and the development activities which build first-line leaders' expertise—and ultimate effectiveness as a senior leader—still isn't fully embraced within the UK's HR community.

Leadership Capacity

FINDING 5: It's getting harder to find senior leaders.

All HR professionals anticipate that it'll become harder to find good candidates in the next five years at both the middle- and senior-leader levels, but those in the UK are more pessimistic than their global colleagues. For the middle-management level, 59 percent of HR professionals in the UK (compared to a global 52 percent) believe those positions will be tougher to fill; at the senior level, this increases to 74 percent in the UK and 65 percent globally (see **Figure 4**). These findings echo the theme mentioned in Finding 4 in that UK companies apparently are not placing an emphasis on leadership capability soon enough in their people's careers to build a pipeline that will fill tomorrow's senior slots.

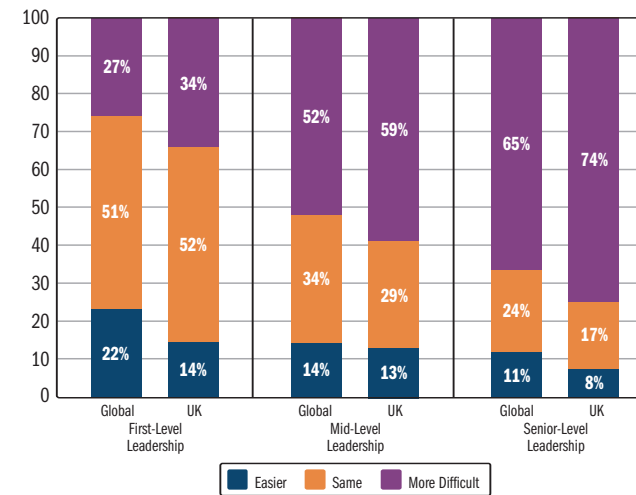


FIGURE 4: Difficulty in Finding Leaders



FINDING 6

There's a mismatch between common practice in leadership development and what actually works.

FINDING 7

Substantially fewer leadership positions are filled in the UK by internal candidates.

FINDING 8

Fewer HR professionals in the global sample claim their organisations have succession plans in place than in the UK.

FINDING 9

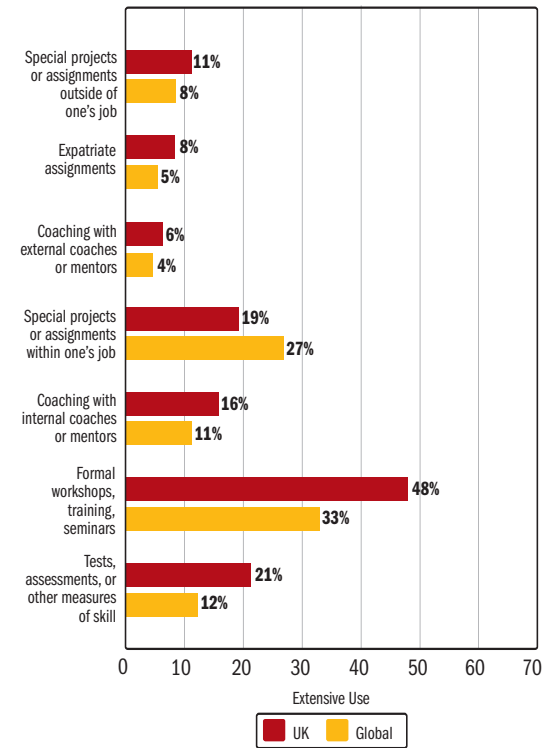
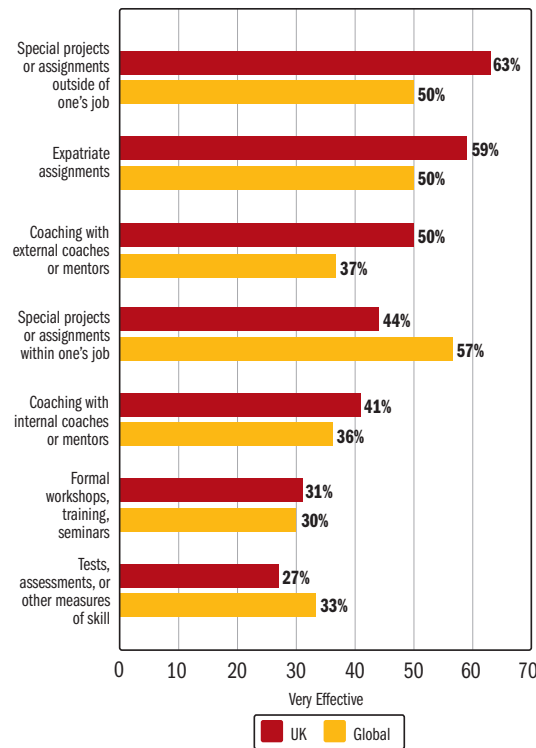
Processes in the UK appear to be less transparent than those in other countries.

Leadership Development

FINDING 6: There's a mismatch between common practice in leadership development and what actually works.

UK's HR professionals claim to make somewhat more use of a range of available activities to develop leaders' skill and knowledge than do their global counterparts. When rating the effectiveness of these activities, HR professionals in the UK

favour special projects outside the job, expatriate assignments, and coaching (using both internal and external coaches) over other methods. Despite these stated preferences, formal workshops still dominate common practice by far. The global sample prefers special assignments within the job, yet it makes most use of formal workshops, with special projects running a close second (see **Figures 5A** and **5B**).



FIGURES 5A and 5B: Attitudes Towards Leadership Development



In general, the UK's HR community seems to be quite bullish about the effectiveness of interventions which they're responsible for managing, with the global group offering slightly more measured evaluations of effectiveness.

Growing Tomorrow's Leaders

FINDING 7: Substantially fewer leadership positions are filled in the UK by internal candidates.

Two different trends in relation to filling positions with internal candidates are evident when comparing UK and global data. Globally, organisations report a 38 percent increase in the number of positions they fill with internal candidates, whilst in the UK, that figure is only 21 percent (see **Figure 6**). Conversely, 36 percent of UK companies report that promoting internal candidates to leadership roles has decreased in the past 2–3 years; the global sample reports only a 19 percent decrease.

FINDING 8: Fewer HR professionals in the global sample claim their organisations have succession plans in place than in the UK.

This finding seems to contradict Finding 7, which presents evidence that UK organisations are struggling to fill leadership positions with home-grown talent. There are two possible explanations for this contradiction: UK organisations embarked later than those in the global sample on adopting succession planning practices (so that they are not yet seeing the fruits of their efforts), or those same organisations could be less effective at executing their leadership development efforts.

The main difference between UK and non-UK HR professionals' views on their succession management systems is that, in the UK, line managers are more involved in talent identification and nomination; whereas elsewhere, there is greater accountability within the line for developing people.

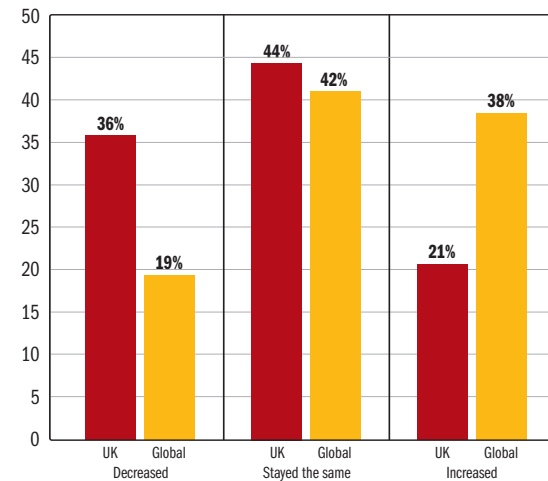


FIGURE 6: Percentage of Positions Being Filled from Internal Sources

FINDING 9: Processes in the UK appear to be less transparent than those in other countries.

Compared to the global sample, almost 11 percent fewer UK respondents say that nomination information is shared with candidates. This finding suggests that one of the reasons for weaker output from leaders in the UK might be a less open approach to setting expectations and mutual commitments around development. This lack of openness between the organisation and individuals might, in turn, reflect that managers' commitment to developing their teams has more visibility elsewhere than in the UK.

FINDING 10

UK organisations lag slightly behind others in creating family-friendly workplaces.

FINDING 11

There's greater desire for promotion to a leadership position in the global sample.

FINDING 12

When asked to identify their organisation's most important business priorities from a list of 14, leaders in the UK diverge from leaders elsewhere in the world in three areas.

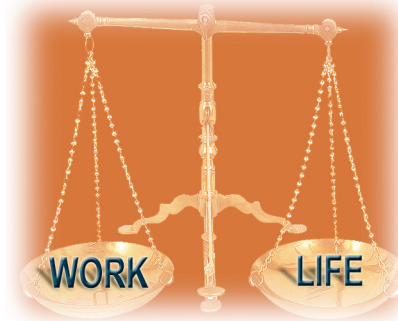
FINDING 13

Overall, UK leaders express significantly lower confidence in their organisation's current leadership than do those in the global sample.

Leaders and Work/Life Balance

FINDING 10: UK organisations lag slightly behind others in creating family-friendly workplaces.

There is, however, a 15-point difference between UK and global HR professionals on the issue of whether the organisation's leaders have an acceptable work/life balance (see **Figure 7**).



Balanced:		Unbalanced:	
UK	42%	UK	58%
Global	57%	Global	43%

FIGURE 7: Work/Life Balance

FINDING 11: There's greater desire for promotion to a leadership position in the global sample.

Thirteen percent more HR professionals outside the UK say that there are more people willing to be promoted into leadership roles. This suggests that with the UK's slimmer organisations, work pressures are even greater here than elsewhere and may be deterring aspiring leaders from taking the next step up the corporate ladder (see **Figure 8**).

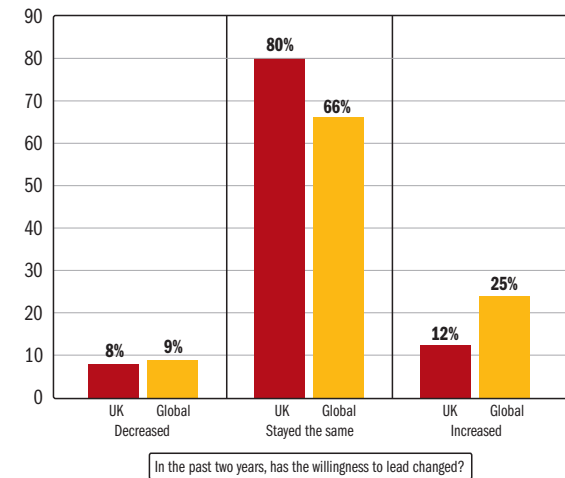


FIGURE 8: Desire to Lead

LEADERS' RESPONSES

Leaders' Expectations

FINDING 12: When asked to identify their organisation's most important business priorities from a list of 14, leaders in the UK diverge from leaders elsewhere in the world in three areas.

UK leaders see growth as significantly less of a priority (a 12 percentage point difference) and improving company culture and improving customer service as 10 percentage points and 9 percentage points more important respectively (see **Figure 9**). In other areas (i.e., managing acquisitions, entering new markets), the two samples' findings were very similar. This may reflect a UK economy that has been more buoyant than many others in recent years, but also could reflect a growing awareness amongst UK leaders that a healthy culture and good customer care are strong precursors of growth.

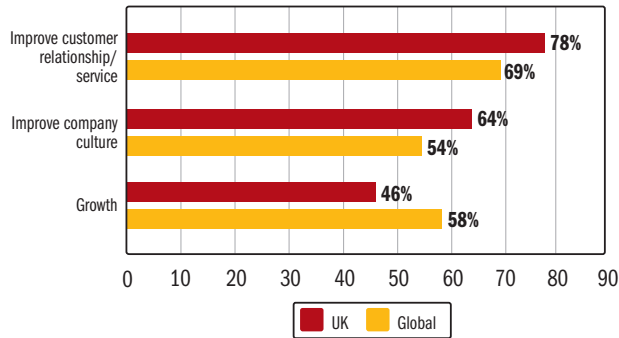


FIGURE 9: Organisations' More Important Business Priorities

Attitudes Towards Leaders

FINDING 13: Overall, UK leaders express significantly lower confidence in their organisation's current leadership than do those in the global sample.

This response is particularly marked at the middle-management level, where the gap increases to 19 percent—21 percent of UK leaders thinking their own leaders can make the company successful in the future compared to 40 percent in the global sample (see **Figure 10**).

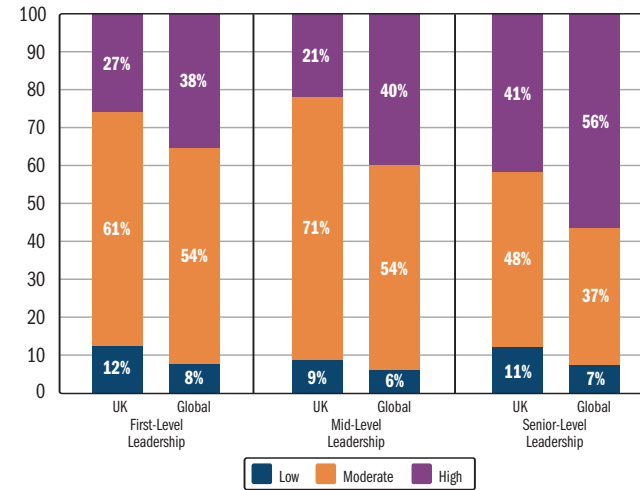


FIGURE 10: Attitudes Towards Leaders



FINDING 14

UK leaders are more critical of their peers than are their global counterparts.

FINDING 15

UK leaders are dismissive of formal management training.

FINDING 16

UK leaders' approaches to development planning lack structure and focus.

FINDING 17

Only 27 percent of UK leaders (versus 37 percent of the global sample) had developed their skills before being put into a leadership position.

FINDING 18

10 percent more UK leaders complain of poor work/life balance.

FINDING 14: UK leaders are more critical of their peers than are their global counterparts.

When leaders were asked to rate their peers against a list of positive attributes, UK leaders scored on average 7 percentage points lower than their global counterparts. Second, when asked what percentage of plans are effectively executed, the figures are 65 percent for the UK compared to 75 percent globally. An element of this may be British cynicism, but this also suggests an underlying concern about UK leaders' ability to execute effectively and drive results through others.

Reflecting the discrepancies found in the HR survey (**Finding 3**), 43 percent of UK leaders see the quality most likely to earn them respect as being an ability to bring in the numbers. In the global sample, only 25 percent of leaders cited this as the key differentiator. Similarly, 74 percent of the UK sample strongly or moderately disagrees that people are expecting too much of leaders today compared with 46 percent of non-UK leaders.

These findings related to management's failings, particularly at the first and mid levels, are consistent with those in CIPD's research (*Bringing Policies to Life: The Vital Role of Front Line Managers in People Management*, 2003). The research of Harvard University professor Michael Porter (for the Department of Trade and Industry) similarly found that the skills of lower-level managers in the UK contribute to our productivity deficit in relation to other major economies (*Competitiveness: Moving to the Next State*, DTI Economics Paper no. 3, 2003).

Leadership Development

FINDING 15: UK leaders are dismissive of formal management training.

UK leaders are not convinced that formal management training is important to their success, with 59 percent of UK leaders dismissing it. Leaders in the global sample were less disparaging (49 percent).

UK leaders also are less enamoured of reading and computer-based learning than their colleagues elsewhere. Most UK leaders favour observing others and using a trial-and-error approach as means to development, whilst non-UK leaders' preferred learning methods are more varied, including a 10 percentage point preference for formal on-the-job training.

The CIPD's 2004 study, *Helping People Learn: Strategies for Moving from Training to Learning*, provides additional details on this marked shift in UK development from formal training to a broader range of learning activities, including the significant growth in executive coaching.

FINDING 16: UK leaders' approaches to development planning lack structure and focus.

This finding suggests that leaders of leaders in the UK are not fully engaging with their people to plan and realise development in the same way as in non-UK organisations; in fact, the UK approach is somewhat random.

This is illustrated by the 10 percentage point difference between UK leaders who say they've had a mentor or coach who has



helped them in their careers and leaders in the global sample who reported benefiting from this method (41 percent in the UK; 51 percent elsewhere). This is particularly unfortunate, given that the global group rates the impact of such support very high, with 47 percent (versus 36 percent in the UK) saying the impact was great.

UK leaders are 16 percentage points less likely than their global counterparts to say they were promoted as recognition for their excellence in their previous technical specialist role. Global leaders are 7 percentage points more likely to have been groomed by a mentor along their path toward a leadership role (see **Figure 11**).

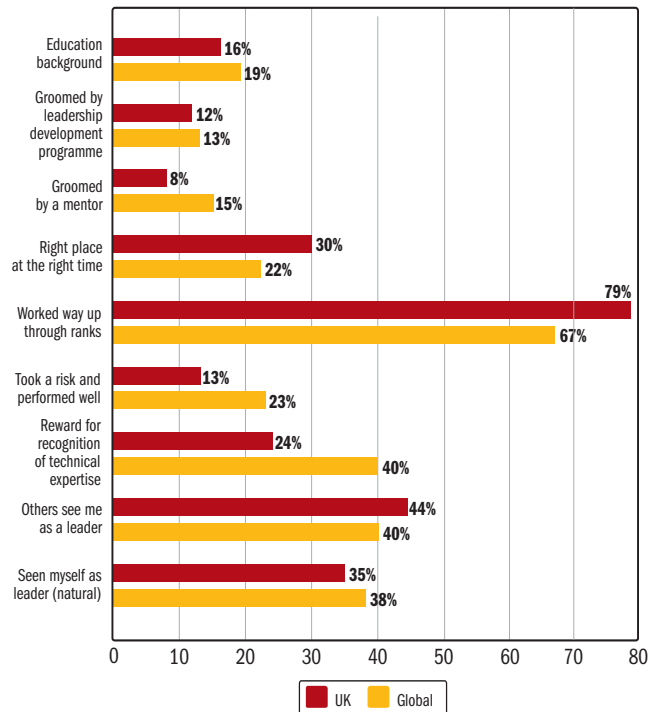


FIGURE 11: Routes to Becoming a Leader

FINDING 17: Only 27 percent of UK leaders (versus 37 percent of the global sample) had developed their skills before being put into a leadership position.

This finding, along with others, indicates that UK organisations are not doing as much as they might—nor as much as organisations outside the UK do—to prepare and sustain their leaders in being successful. This could explain why 11 percent fewer UK leaders say they feel a strong sense of loyalty to their company.

Leaders and Work/Life Balance

FINDING 18: 10 percent more UK leaders complain of poor work/life balance.

As for work/life balance, UK leaders appear to be doing substantially worse than their global colleagues, with only 59 percent (compared to 72 percent in the global sample) saying they have an acceptable balance between their work and personal lives.

Nearly half (46 percent) of British leaders (27 percent globally) say that they're unwilling to sacrifice any more of their personal time for promotion. A small majority (54 percent) say they are willing to do that, but this figure compares unfavorably with 73 percent elsewhere. More British leaders (7 percentage points) cite work volume as being a main reason for spending more time at work, though both groups agree that an internal drive for achievement is the number one reason motivating them to do so.

FINDING 19

UK leaders are more likely than their global colleagues to be dissatisfied with their role because of work volume and a lack of progress.

FINDING 19: UK leaders are more likely than their global colleagues to be dissatisfied with their role because of work volume and a lack of progress.

Where many UK leaders admit that they have considered giving up their leadership role (while only 27 percent actually did so), the main reasons they give for doing this are work volume (cited 7 percentage points more often in the UK), lack of satisfaction or motivation (cited by 10 percentage points more with UK leaders than global leaders), and, critically, feeling stuck in a rut (nearly one-fifth of UK leaders versus only just over one-tenth [12 percent] of the global group).

SUMMARY

The preceding findings suggest that leaders in the UK, though resilient, often lack dedicated attention from their superiors to help them develop in a planned fashion through continuous learning, both from job experiences and more formal training activities. As a consequence, they tend to arrive in leadership positions less well-prepared than their colleagues elsewhere, and they inspire less confidence that they can execute strategies successfully.

Whilst UK organisations have succession processes in place, the plans don't always focus on early identification of potential. The succession plans tend to lack transparency, and the outcomes still lag behind organisations elsewhere in the world. There's a mismatch between what keeps HR professionals busy and what they regard as effective, causing concern that leadership capacity in the UK will increasingly fall short of demand.

Leaders are mutually critical rather than being mutually supportive. Whilst everyone is busy 'bringing in the numbers,' there's too little emphasis on sharing experience and coaching through the day-to-day challenges on the job, both of which help ensure that the bottom line takes care of itself.

DEMOGRAPHICS

ORGANISATIONAL N = 63

Public or Private

53%	Public
47%	Private

Number of Employees in the Entire Organisation

2%	1–10
0%	11–50
0%	51–100
0%	101–200
2%	201–500
7%	501–1,000
23%	1,001–5,000
15%	5,001–10,000
12%	10,001–20,000
20%	20,001–50,000
20%	50,001 or more

Presence in the Global Market

37%	National company—We do not own, operate, or have affiliate offices outside our country.
63%	Multinational company—We own, operate, or have affiliate offices outside our country.

LEADER N = 410

Leadership/Management Level

7%	First-level leader—Supervisor, team leader, foreman, etc.
40%	Mid-level leader—Leader of first-level leaders (group managers, district managers, etc.)
44%	Higher-level leader—Leader/Manager of mid-level leaders (director, department head, vice president, etc.)
8%	Senior-level leader—Executives and those in policy-making positions (CEO, COO, CFO, executive VP, senior VP, plant manager, etc.)

Organisational Tenure

2%	Less than 6 months
2%	6–11 months
6%	1–2 years
18%	3–5 years
22%	6–10 years
15%	11–15 years
36%	More than 15 years

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



SUMMARY OF FINDINGS FROM GLOBAL SURVEY

How Effective Are Leaders?

1. Leaders think “ability to bring in the numbers” is the most respected leadership behavior.
2. About one-third of internally sourced leaders fail, usually because of poor people skills or interpersonal skills.
3. Over the past six years, HR lost confidence in leadership, while leaders gained confidence.
4. Three out of ten leaders fail to demonstrate the key qualities necessary for effective leadership.
5. Strong leadership can increase successful execution of business strategies by at least 22 percent.

Leader Development

6. Only half of all leaders are satisfied with their organisation’s leadership development opportunities.
7. HR professionals have seen an improvement in the quality of leader development programmes over the past four years.
8. Formal training is the most common leader development practice, but special projects or assignments are the most effective.
9. Leaders benefit greatly from using mentors or personal coaches.
10. Less than one half of leaders have a development plan.

11. Organisations with high-quality leader development programmes and formal succession management programmes have superior business performance (e.g., return on equity, profit margin).

Leader Turnover

12. In the past two years, leader turnover has decreased by almost one-third.
13. Current leaders are loyal and more motivated than ever to lead.
14. One in four leaders has considered giving up a leadership position, mostly because of a desire to pursue personal or career goals.

Growing Leaders

15. Nearly half of succession plans fail to support the development of future leaders.
16. Promotions are more successful when succession plans have CEO support, involve line management, and collect objective assessment data about candidates.
17. In the future it will be more difficult to fill senior leadership positions.
18. One-third of all organisational succession plans are ineffective, and they have not improved over the past two years.
19. While about half of organisations have a succession plan, there’s no evidence of increased use of such plans over the past two years.

20. Organisations predict an increase in their use of internal promotions to fill leadership positions.
21. Whilst organisations are focusing succession planning on higher levels of leadership, one in four organisations covers frontline leadership positions with succession plans.

The Pressures on Leaders

22. Between one-quarter and one-half of leaders at all levels think too much is expected of senior leaders today. This finding varies greatly by region.
23. Leaders are most concerned with customer relationships, cost control, leveraging talent, and quality. Senior leaders, however, are focused on growth and employee talent.
24. Compared to six years ago, about 20 percent more leaders are focused on talent management and cost control.

25. Three out ten leaders have problems with work/life balance.
26. Work/Life imbalance translates to higher turnover and, therefore, higher costs.
27. Personal ambition and need for achievement drive many leaders to work/life imbalance.
28. Although work/life balance drives retention, only one in four organisations actively promotes this balance.

The Drive to Be a Leader

29. Three quarters of leaders want to be promoted, mostly because they want to broaden their skills and make an even greater contribution to the company.
30. Most leaders arrived in their positions by working their way up the ladder, though other routes are possible.
31. Leaders learn the most by observing others and through trial and error.



ABOUT THE AUTHORS



PAUL BERNTHAL, Ph.D., is both manager of DDI's Center for Applied Behavioral Research and director of DDI's HR Benchmark Group. Paul has conducted audits and evaluations of selection systems in such organisations as Steelcase, Tenet Healthcare Corporation, Bic Corporation, Oracle, and 7-Eleven. A recognised expert in measurement and evaluation of HR systems, Paul has had his work published in *Training & Development Journal*, *Group and Organizational Management*, *USA Today*, and *U.S. News & World Report*.



RICHARD S. WELLINS, Ph.D., is a senior vice president at DDI. Rich is responsible for leading DDI's research programmes, launching new solutions, building strategic alliances, and executing marketing strategies. During his tenure at DDI, Rich has authored five books on leadership and teams. Most recently, he served as DDI's overall project leader in the development of a new competency model for workplace learning professionals, sponsored by the American Society for Training and Development. Currently, he is involved in consulting engagements with Leed's, Texas Children's Hospital, and Grant Thornton.

ABOUT THE RESEARCH TEAM



STEVE NEWHALL, Co-Managing Director, DDI Europe
Steve works with DDI's major clients to identify needs and propose solutions, specifically in early identification of leadership potential, talent and succession management, and large-scale selection solutions. His views on HR issues have appeared in numerous publications, and he has spoken at several industry-specific events, such as the Richmond Event's HR Forum and the IQPC European Human Capital Event.



RICARDO PADILLA, Managing Director, DDI Latin America
Ricardo is a master in total quality management. He works with clients in Brazil, Mexico, and Puerto Rico to help address their leadership, work teams, succession management, and executive challenges. He also is responsible for DDI's delivery capabilities in Latin America.



RONNIE TAN LI TONG, Vice President/Managing Director, Asia

Mr. Tan Li Tong uses his 20-plus years of experience to work with clients in diverse industries, providing consulting in leadership development, executive assessment, performance-driven management systems, teams, and companywide change intervention strategies. He is frequently invited to speak at various international events and is regularly quoted by the Asian media on current trends and issues.



KIYOYUKI TAKEUCHI, President of Management Service Center Co., Ltd., DDI's affiliate in Japan

Mr. Takeuchi has significant experience in the HR arena, working with both domestic Japanese and foreign multinational organisations. For the past 13 years, he has been specialising in strategic/operational leadership assessment, training, and development. He currently is an active member of the Japan Association of Humanistic Psychology.



BRUCE WATT, Ph.D., Managing Director, DDI Australia

Bruce's primary areas of expertise are in the diagnosis and development of executive capability and the design and implementation of executive selection and succession management systems. In addition to his consulting

experience, Bruce is a frequent speaker at Australian conferences and has lectured at several universities. He also is a sought-after spokesperson by the media regarding leadership issues.

ACKNOWLEDGEMENTS

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