



# Leadership Readiness

## Which Countries Make the Grade?



Leader Quality and Bench Strength Ratings by Country

Country	Current Leader Quality	Future Bench Strength	Change from 2011 to 2014
Australia/NZ	●◐	●◐	↑
Brazil	○	○	↑
Canada	●◐	○	↓
Chile	○	●◐	↔
China	○	○	↑
India	●	●	↔
Indonesia	○	●	↑
Japan	○	○	↔
Malaysia	○	○	↓
Mexico	●	●◐	↓
Philippines	●	●◐	↓
South Africa	●	●	↓
Taiwan	●◐	●◐	↔
Thailand	●◐	●◐	↓
United States of America	●	●◐	↔

● High  
 ●◐ Moderate  
 ○ Low  
 ↑ Increase  
 ↔ No Change  
 ↓ Decrease



Indicates results that are based on the global sample.

## Some Are Improving Faster

Leadership readiness is a blend of quality and depth within an organization's leadership ranks. We examined such readiness by country as it stands in 2014. We also looked at how leadership readiness has changed since the publication of our *Global Leadership Forecast 2011*. For each country listed, a minimum of 30 HR professionals evaluated their organization's leaders.

Our findings are summarized in the figure to the left. Overall, we see wide variation around the globe in the quality of today's leaders and in bench strength (i.e., the supply of leaders ready to step in to fill vital leadership roles). Along with this variability, country-by-country trends are troubling: Far too many countries have not seen an improvement in leadership quality, and for those where leader quality has improved, including Australia and New Zealand, their leaders are still failing to keep up with their peers.

For organizations in countries with a deficit in current leader quality, negative consequences await them as they struggle to succeed in the face of business demands with leaders who lack practiced and polished leadership skills. This situation is even more dire in countries whose bench strength also is low to moderate: Their insufficient talent pool of capable leaders means that tomorrow's leaders may be no more ready to address business challenges than today's. On the other hand, for countries where bench strength exceeds current leader quality, a new group of eager leaders is waiting impatiently to fill higher-level roles as they become available.

Countries that are low in bench strength, regardless of current leader quality, will not have the supply of future leaders they will need to fuel growth, innovation, and execution of business objectives. Countries with moderate or high bench strength probably have taken the steps needed to sustain forward momentum by selecting or developing leaders who are ready to take on more influential roles when needed.

On the whole, this view of the current state of global leadership illustrates the many challenges faced by multinational companies pursuing a common leadership standard in all of their operations. In many cases, leader quality and bench strength will vary substantially by country. This suggests the importance of having a differing initial focus for development programs as a precursor to deploying a more integrated and comprehensive talent development strategy.

While the overall picture for Australia and New Zealand may not be as dire as that for some other countries, these results suggest more needs to be done to improve the quality and readiness of current and future leaders.

## Now What



1. Countries with a weak future supply of leaders should implement programs and policies that promote and encourage organizations to dedicate resources to developing more leaders with the skills they need to successfully address future business challenges.
2. Organizations that have an ample supply of leaders yet have a gap in leadership quality need to offer their leaders development programs and experience-based learning opportunities so they can progress in their jobs and effectively address real business issues.
3. Organizations with global operations must prioritize development offerings carefully by country, weighing the benefits of a fully consistent approach against the risks of programs that do not take into account differences in local talent pools.