



Pharmaceuticals

Industry Snapshot Global Leadership Forecast 2014 | 2015

Weaker than other industries in:

- Considering “fostering employee creativity and innovation” as one of the most critical future leadership skills



The percentage of **critical leadership roles** that can be immediately filled by internal candidates

- Leader readiness to meet the CEO Challenges of “human capital,” “sustainability,” and “operational excellence”
- Placing a heavy current focus on the leadership skill “inspiring others toward a challenging future vision”



The percentage of leaders **promoted from within**

- Using a systematic process to identify the quantity and quality of leadership required to drive future business success
- High-potential leader success rate



Supporting employee innovation programs, initiatives focused on female leaders, and initiatives focused on Generation Y/Millennial leaders

Stronger than other industries in:

- Considering “building consensus and commitment” and “intercultural communication within international business environments” as critical future leadership skills
- Manager involvement in leaders’ development
- Leaders having a written and up-to-date development plan in place



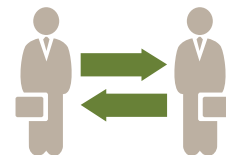
Placing a heavy current focus on the leadership skills “developing strong networks/partnerships” and “coaching and developing others”

- Using mobile-accessible development methods and coaching from external coaches/mentors to develop leaders
- Percentage of women and high-potential women leaders
- The success rate for expatriate leaders (55% vs 48% for others)



Annual turnover rate for **high potentials**

Leaders using and finding value in coaching from external mentors



Pharmaceuticals Industry Includes: 39 HR Professionals/Organizations and 513 Leaders



The Global Leadership Forecast 2014|2015 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.

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. Explore the various reports at www.ddiworld.com/glf

