

WP

White Paper

The Emerging Leader

Identify & Develop Leadership Potential



Copyright © Northpoint. All rights reserved. No part of this document can be reproduced, stored, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise without the prior written permission.

Contents

1. Introduction	3
2. Key Findings	4
3. Leadership Identification	5
4. Direct & Indirect Reports	6
4.1. Direct Reports	6
4.2. Indirect Reports	7
5. Leadership Readiness & Transitional Support	8
5.1. Leadership Readiness	8
5.2. Transitional Support from Organisation	9
5.3. Transitional Support from Manager	10
6. Leadership Challenges	11
7. Leadership Development Needs	13
8. The Respondents	15

1. Introduction

Building a sustainable leadership pipeline is often cited as one of the key concerns of senior business leaders in Singapore, as globalisation and increased business complexity place higher demands on the need for experienced leaders. Yet despite this fact, many organisations still struggle to identify and develop leadership potential. Why is this?

Developing leaders to drive strategic change and filling gaps in your leadership pipeline were ranked the 1st and 2nd most important leadership development priorities in organisations according to Korn Ferry's 2015 global survey on leadership development.

In an effort to better understand this problem, we decided to ask some people to share their thoughts... But rather than asking senior business leaders to share what they are doing to identify and develop leadership potential, we decided to take a slightly different approach by asking emerging leaders to share their leadership journey.

Research Objective

The Emerging Leader Survey aims to understand the manner in which organisations identify, recruit and develop leaders, in the hope of learning how to improve this practice.

Research Methodology

For the purpose of this study, Emerging Leaders are defined as frontline managers with less than 18-months experience in managing others.

A total of 225 respondents successfully completed The Emerging Leader survey, which was collected online from June to September 2016 using a combination of multiple choice and rating scale questions.

The survey should be taken at face value, as representative sample sizes and sampling errors were not taken into consideration.

2. Key Findings

The transition from individual contributor to manager is one of the biggest challenges most leaders face in their career, as they are often promoted without the necessary guidance and support.

Faced with what might seem like overwhelming responsibilities, these newly promoted managers need the knowledge and know-how to effectively manage, motivate and lead others to achieve results.

- ❑ One of the most concerning findings from this report comes from the 34% of respondents who cited that they were recruited into a leadership role. This leads us to believe that at least one third of organisations do not have a sufficient leadership pipeline, and are forced to recruit from outside. There is also sufficient evidence to support the notion that many organisations do not have a valid competency matrix, and promote based on technical expertise rather than leadership potential.
- ❑ Leaders are not being properly prepared for the transition to a leadership role, with an astounding 84% of respondents citing that they had either 'no understanding', or only a basic understanding of what was required of a leader. This was further supported by:
 - 68% of respondents who cited that their organisation used a sink or swim approach and gave them no transitional support, or was only somewhat supportive and provided basic guidelines.
 - 70% of respondents who cited that their manager used a sink or swim approach and gave them no transitional support', or was only 'somewhat supportive and provided occasional advice.
- ❑ Based on the above findings it is quite clear that many organisations do not have a structured development program to help individual contributors transition to a leadership role. It also leads us to believe that many organisations do not place enough importance on developing others as a key performance indicator of leaders.
- ❑ Matrix organisations and cross functional teams are also providing additional challenges for emerging leaders, with 72% citing that they had indirect reports. This was further supported by:
 - 64% of respondents who cited that leading people who do not report to me was either a very difficult or somewhat difficult leadership challenge.
- ❑ 77% of respondents cited that managing the expectations of their team was a very difficult or somewhat difficult leadership challenge, whereas 66% of respondents cited that managing performance expectations was either very difficult or somewhat difficult. This was further supported by:
 - 73% of respondents who cited that managing the expectations of their team was either a critical or somewhat important leadership development area.
 - 75% of respondents who cited that managing performance expectations was either critical or somewhat important leadership development area.

3. Leadership Identification

One of the most concerning findings from this report comes from the 34% of respondents who cited that they were recruited into a leadership role. This leads us to believe that at least one third of organisations do not have a sufficient leadership pipeline, and are forced to recruit from outside. It also leads us to believe that little is being done to identify and develop leadership talent from within.

In addition to the above finding, there is sufficient evidence to support the notion that many organisations do not have a valid competency matrix, and promote based on technical expertise rather than leadership potential.

On a brighter note, it was pleasing to find that management graduate programs are being used by some organisations to recruit and develop leaders of the future.

Chart 3.1

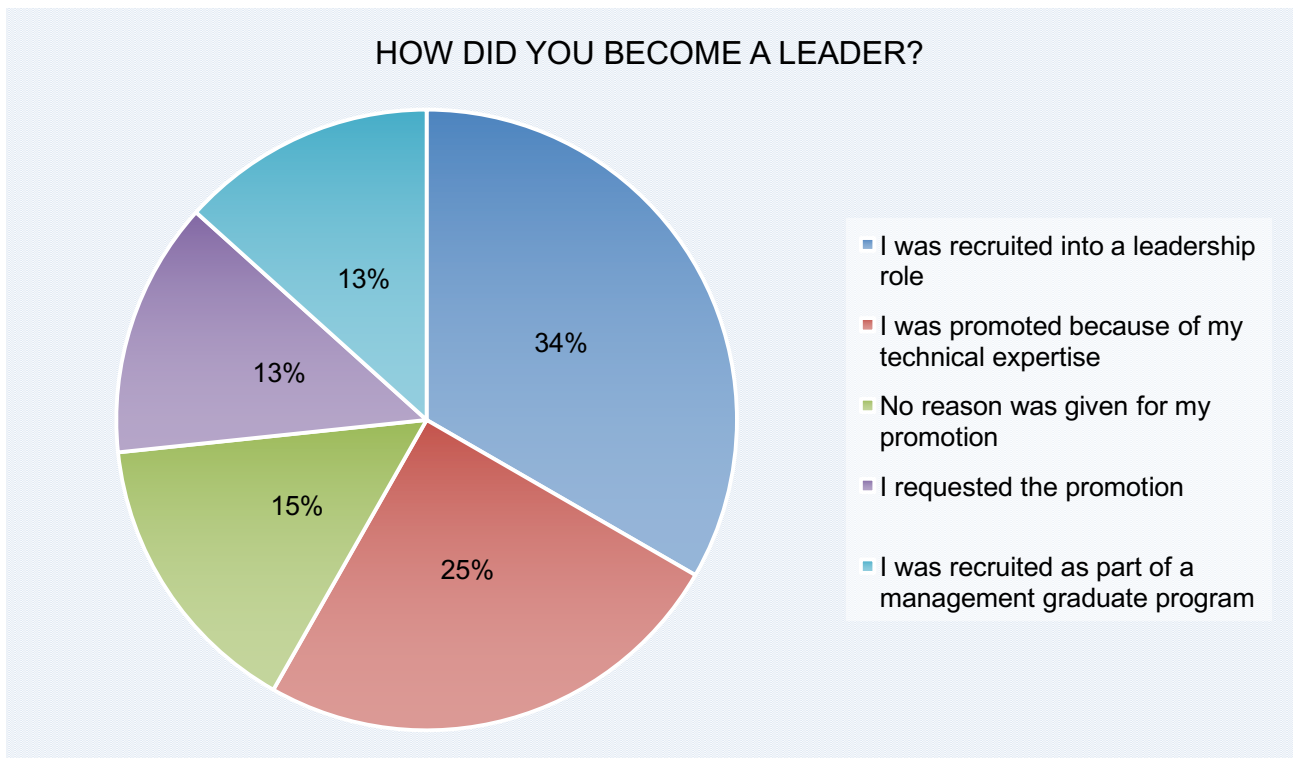


Table 3.1

I was recruited into a leadership role	75
I was promoted because of my technical expertise	56
No reason was given for my promotion	34
I requested the promotion	30
I was recruited as part of a management graduate program	30

4. Direct & Indirect Reports

Direct Reports

78% of respondents cited that they were directly responsible for managing six people or less, whereas 22% of respondents cited that they were directly responsible for managing 7 or more people.

Of the 22% of respondents who cited that they were responsible for directly managing 7 or more people, over 72% of them had between 13 - 18 Months experience in managing others.

Chart 4.1

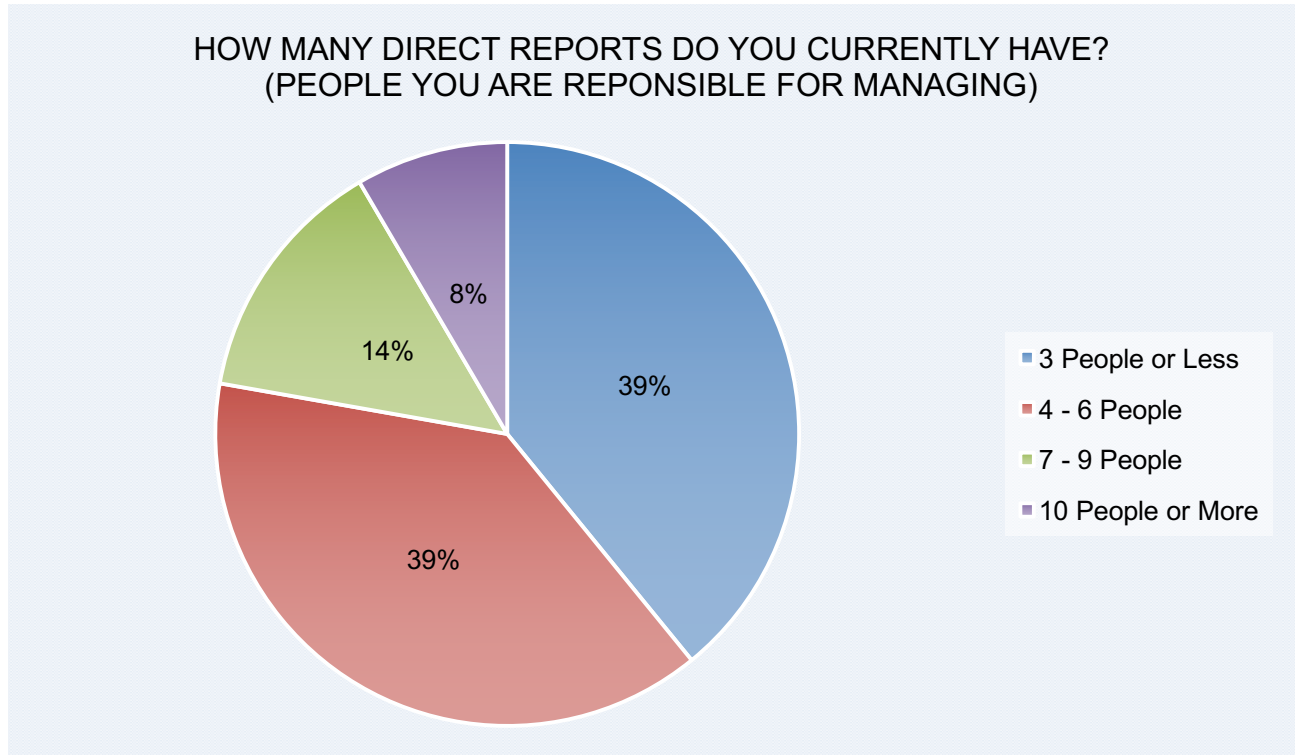


Table 4.1

3 People or Less	88
4 - 6 People	87
7 - 9 People	31
10 People or More	19

Indirect Reports

Matrix organisations and cross functional teams provide additional challenges for emerging leaders, with 72% citing that they had indirect reports (people they are responsible for supervising).

Of the 20% of respondents who cited that they had 7 or more people indirect reports, 80% of them had between 13 - 18 Months experience in managing others.

Chart 4.2

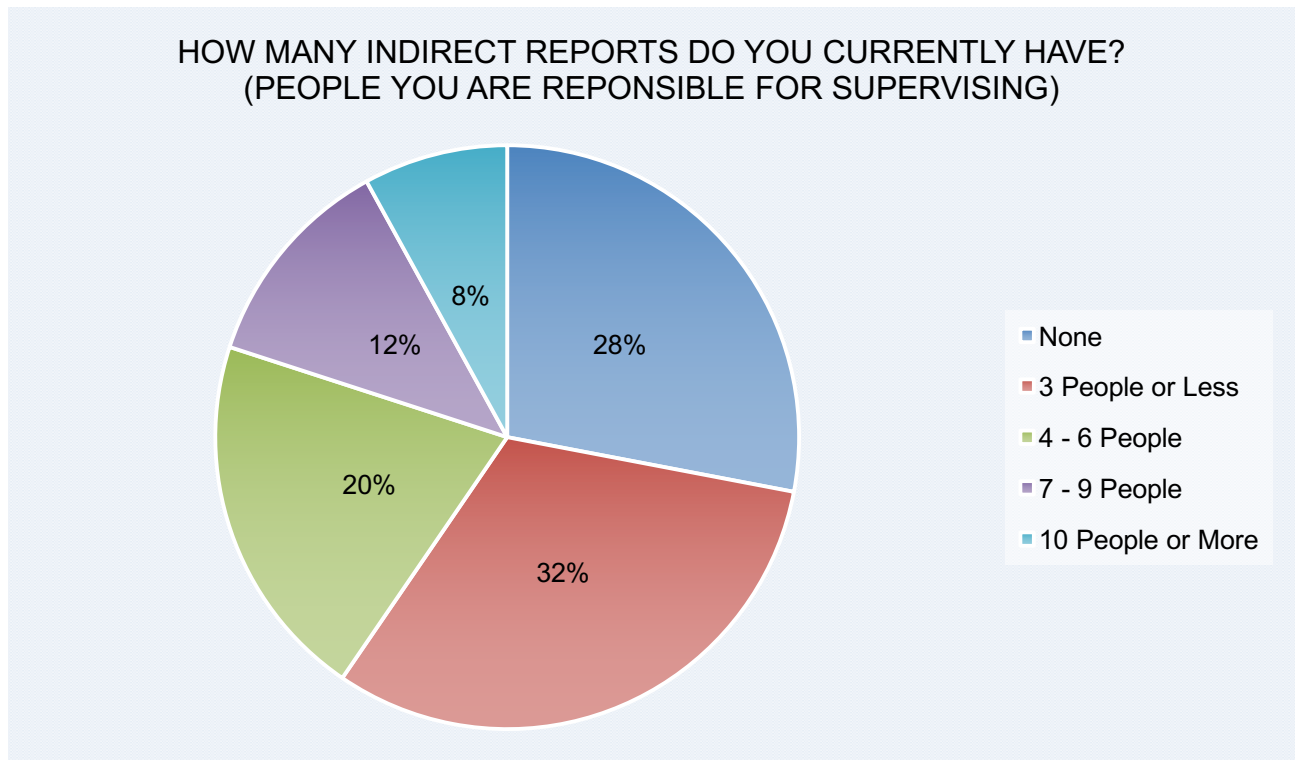


Table 4.2

None	63
3 People or Less	71
4 - 6 People	46
7 - 9 People	27
10 People or More	18

5. Leadership Readiness & Transitional Support

Leadership Readiness

Leaders are not being properly prepared for the transition to a leadership role, with an astounding 84% of respondents citing that they had either no understanding, or only a basic understanding of what was required of a leader.

Chart 5.1

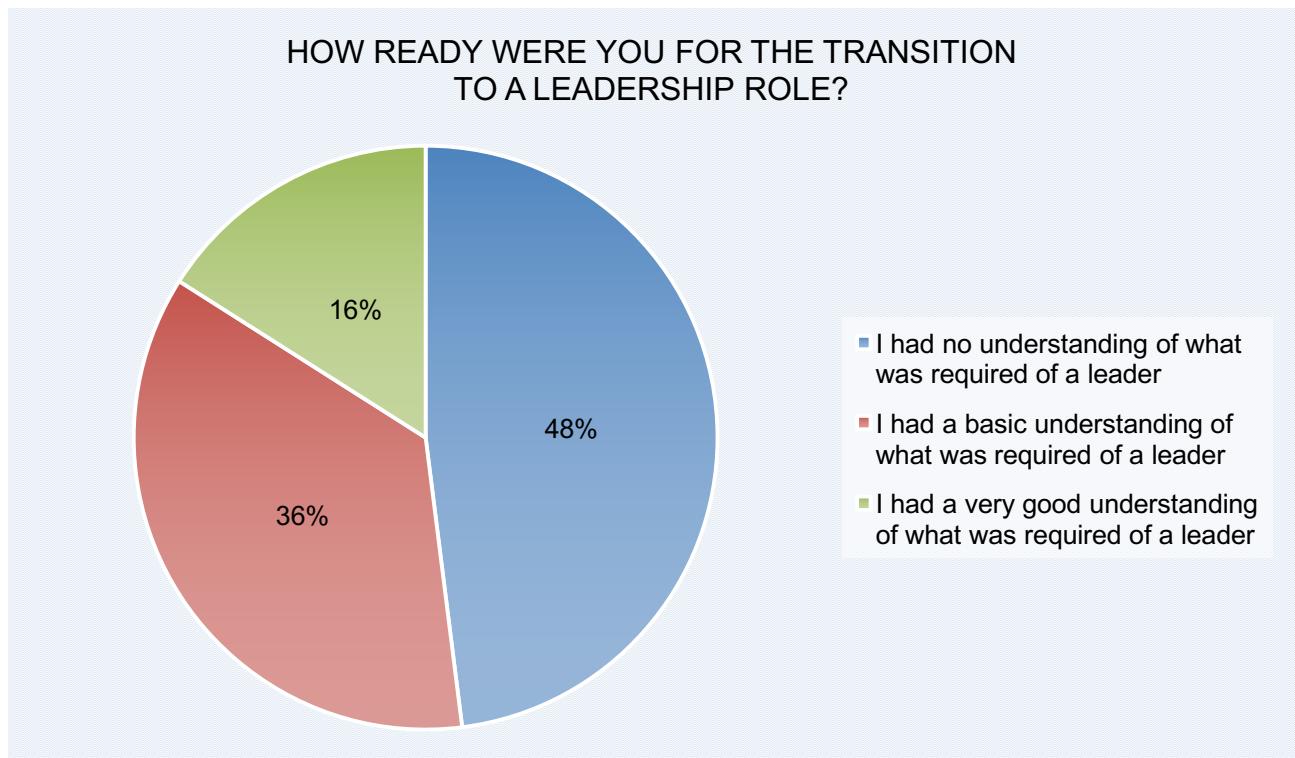


Table 5.1

I had no understanding of what was required of a leader	108
I had a basic understanding of what was required of a leader	81
I had a very good understanding of what was required of a leader	36

Transitional Support from Organisation

68% of respondents cited that their organisation used a sink or swim approach and gave them no transitional support, or was only somewhat supportive and provided basic guidelines.

Although 32% of respondents cited that they were offered transitional support by way of training courses and a detailed development plan, it is quite clear that many organisations do not have a structured development program to help individual contributors transition to a leadership role.

Chart 5.2

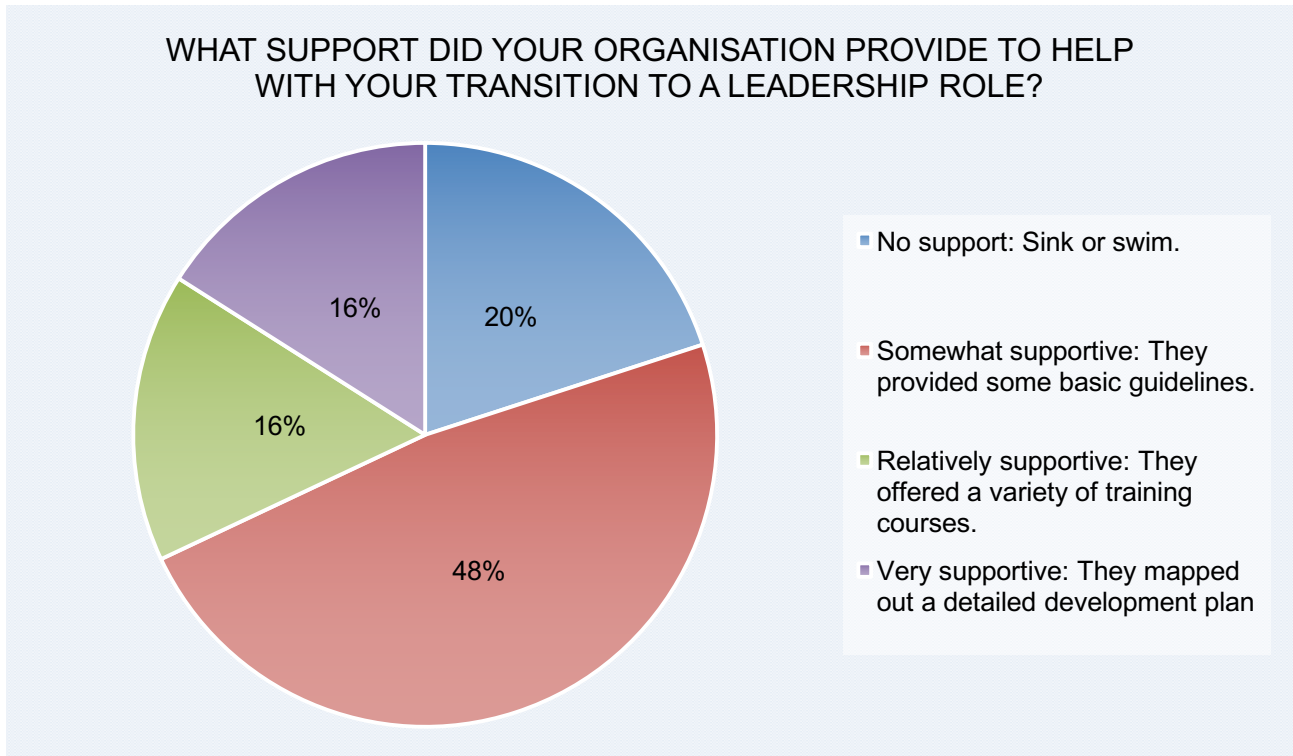


Table 5.2

No support: Sink or swim.	45
Somewhat supportive: They provided some basic guidelines.	108
Relatively supportive: They offered a variety of training courses.	36
Very supportive: They mapped out a detailed development plan	36

Transitional Support from Manager

70% of respondents cited that their manager used a sink or swim approach and gave them no transitional support, or was only somewhat supportive and provided occasional advice.

30% of respondents cited that their manager was relatively supportive and acted as a good sounding board, or was very supportive and that they couldn't have done it without them. This further supports the notion that many organisations do not have a structured development program to help individual contributors transition to a leadership role, and leads us to believe that many organisations do not place enough importance on developing others as a key performance indicator of leaders.

Chart 5.3

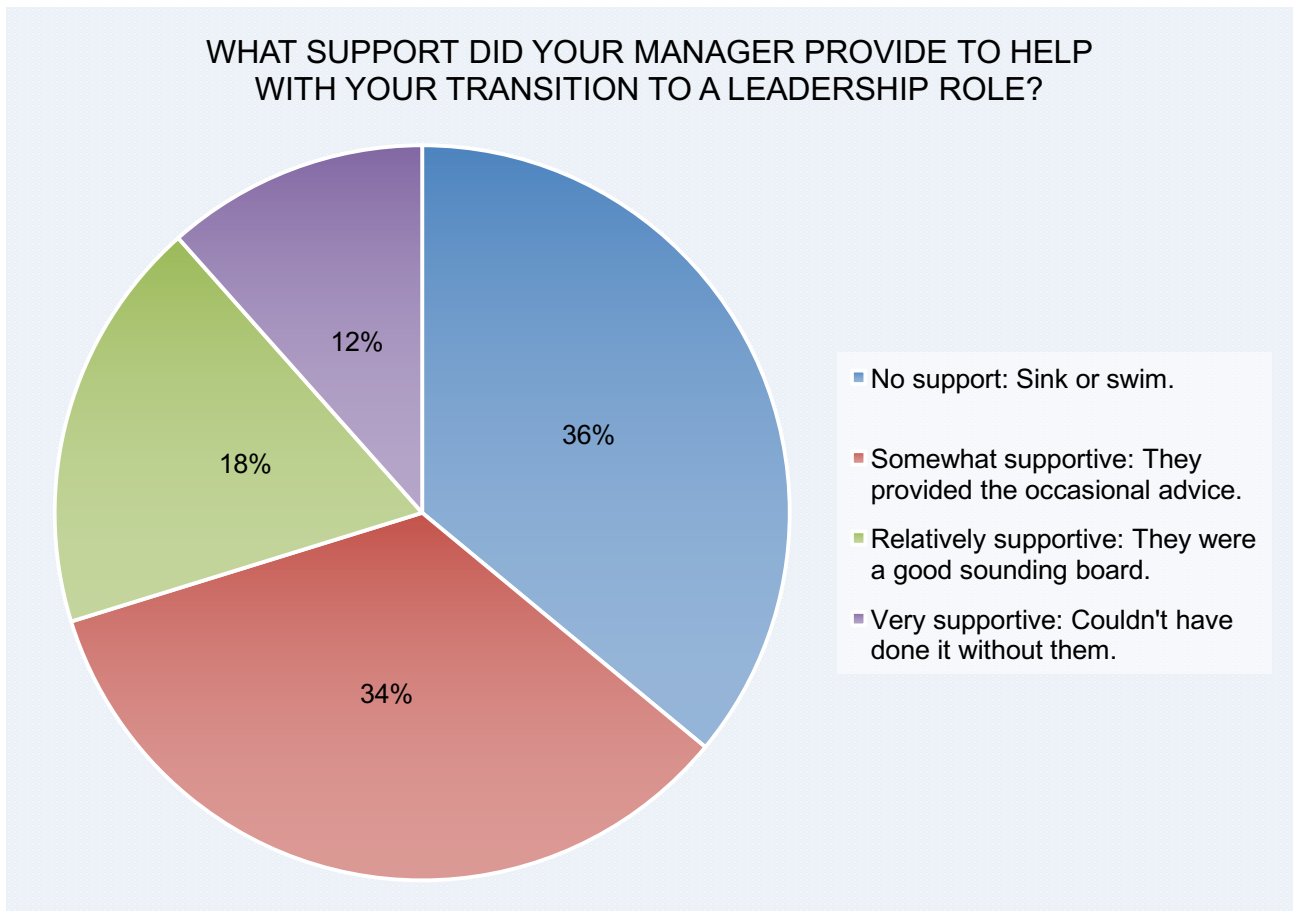


Table 5.3

No support: Sink or swim.	81
Somewhat supportive: They provided the occasional advice.	77
Relatively supportive: They were a good sounding board.	41
Very supportive: Couldn't have done it without them.	26

6. Leadership Challenges

77% of respondents cited that managing the expectations of their team was a very difficult or somewhat difficult leadership challenge, whereas 66% of respondents cited that managing performance expectations was either very difficult or somewhat difficult. Given the fact that there seems to be little preparation for their transition, you can understand why performance related issues would be challenging for new leaders.

Matrix organisations and cross functional teams are also providing additional challenges for emerging leaders, with 64% of respondents citing that leading people who do not report to me was an equally difficult leadership challenge.

Chart 6.1

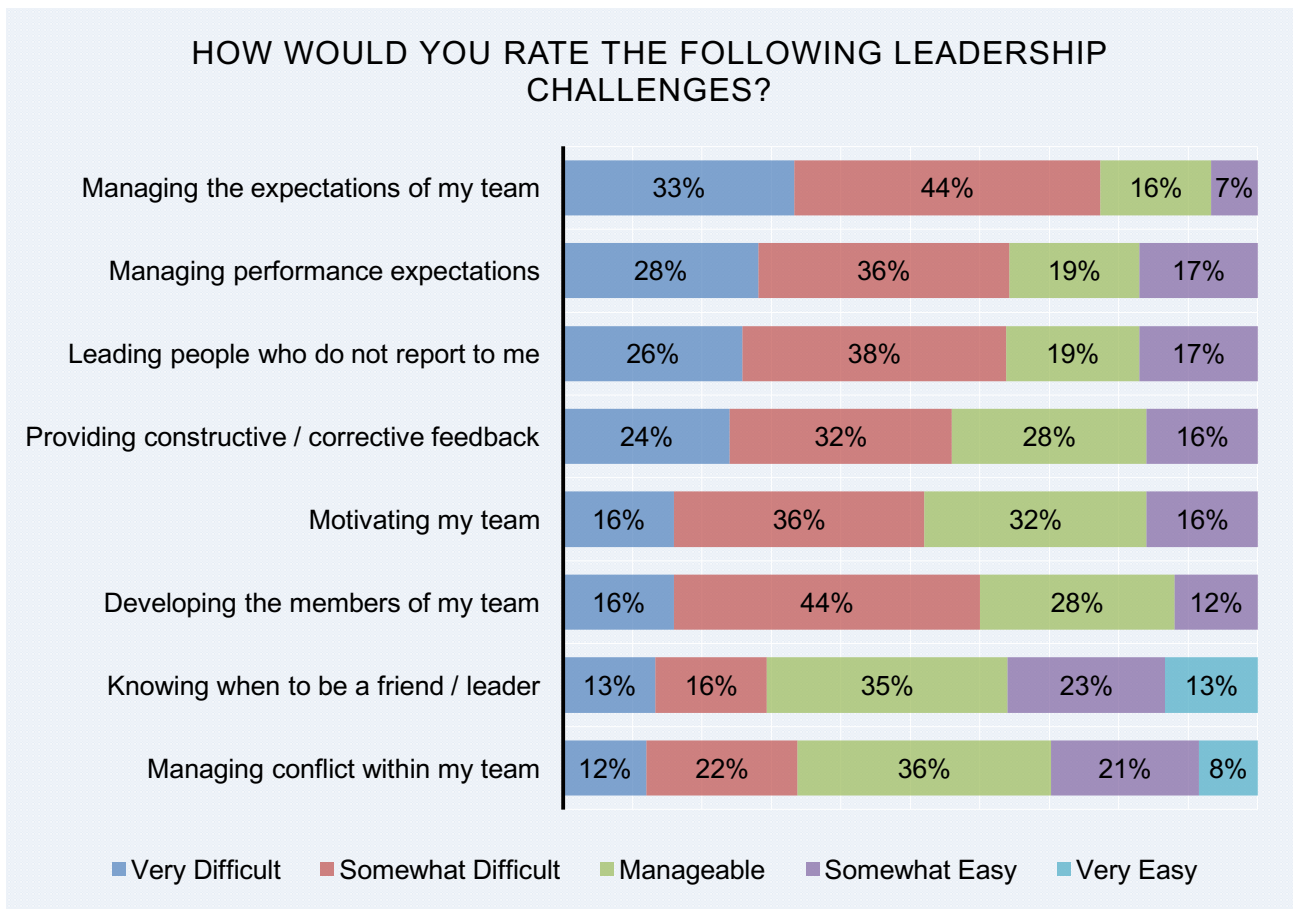


Table 6.1

	Very Difficult	Somewhat Difficult	Manageable	Somewhat Easy	Very Easy
Managing the expectations of my team	75	99	36	15	
Managing performance expectations	63	81	42	39	
Leading people who do not report to me	58	85	43	39	
Providing constructive / corrective feedback	54	72	63	36	
Motivating my team	36	81	72	36	
Developing the members of my team	36	99	63	27	
Knowing when to be a friend / leader	36	36	78	51	30
Managing conflict within my team	27	49	82	48	19

7. Leadership Development Needs

73% of respondents cited that managing the expectations of their team was either a critical or somewhat important leadership development area, whereas 75% cited that managing performance expectations was either critical or somewhat important.

Providing constructive / corrective feedback and knowing when to be a friend / leader were equally difficult leadership challenges, with 79% and 68% respectively.

Chart 7.1

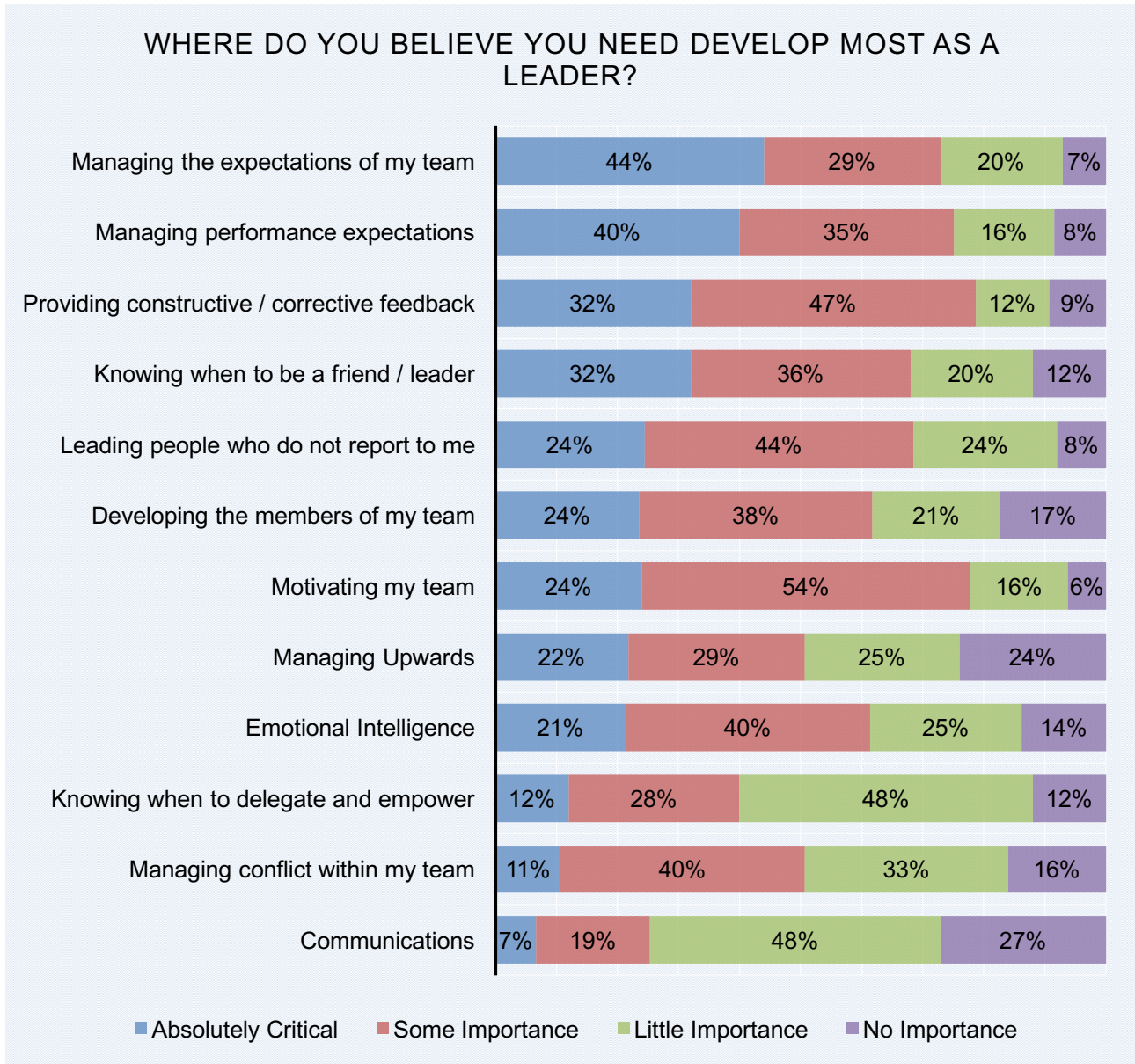


Table 7.1

	Absolutely Critical	Some Importance	Little Importance	No Importance
Managing the expectations of my team	99	65	45	16
Managing performance expectations	90	79	37	19
Providing constructive / corrective feedback	72	105	27	21
Knowing when to be a friend / leader	72	81	45	27
Leading people who do not report to me	55	99	53	18
Developing the members of my team	53	86	47	39
Motivating my team	54	121	36	14
Managing Upwards	49	65	57	54
Emotional Intelligence	48	90	56	31
Knowing when to delegate and empower	27	63	108	27
Managing conflict within my team	24	90	75	36
Communications	15	42	107	61

8. The Respondents

Chart 8.1

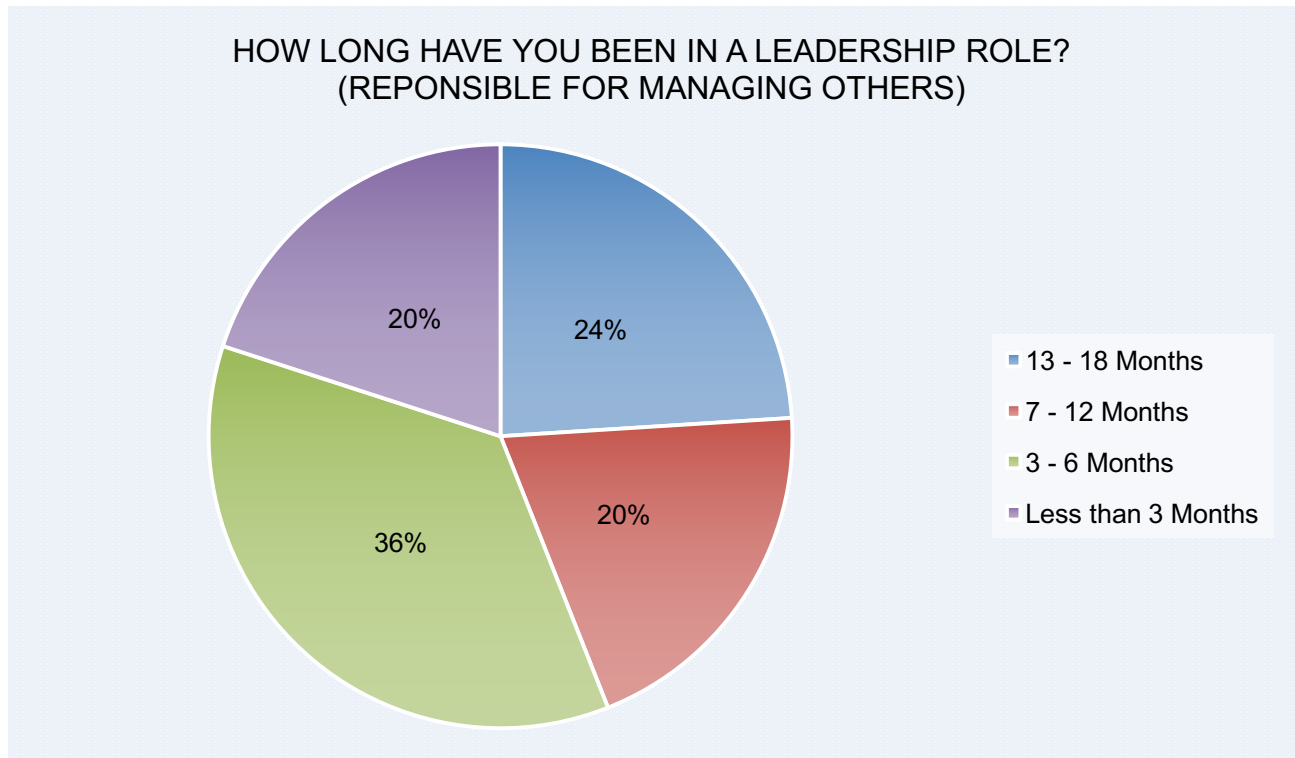


Table 8.1

13 - 18 Months	54
7 - 12 Months	45
3 - 6 Months	81
Less than 3 Months	45

Chart 8.2

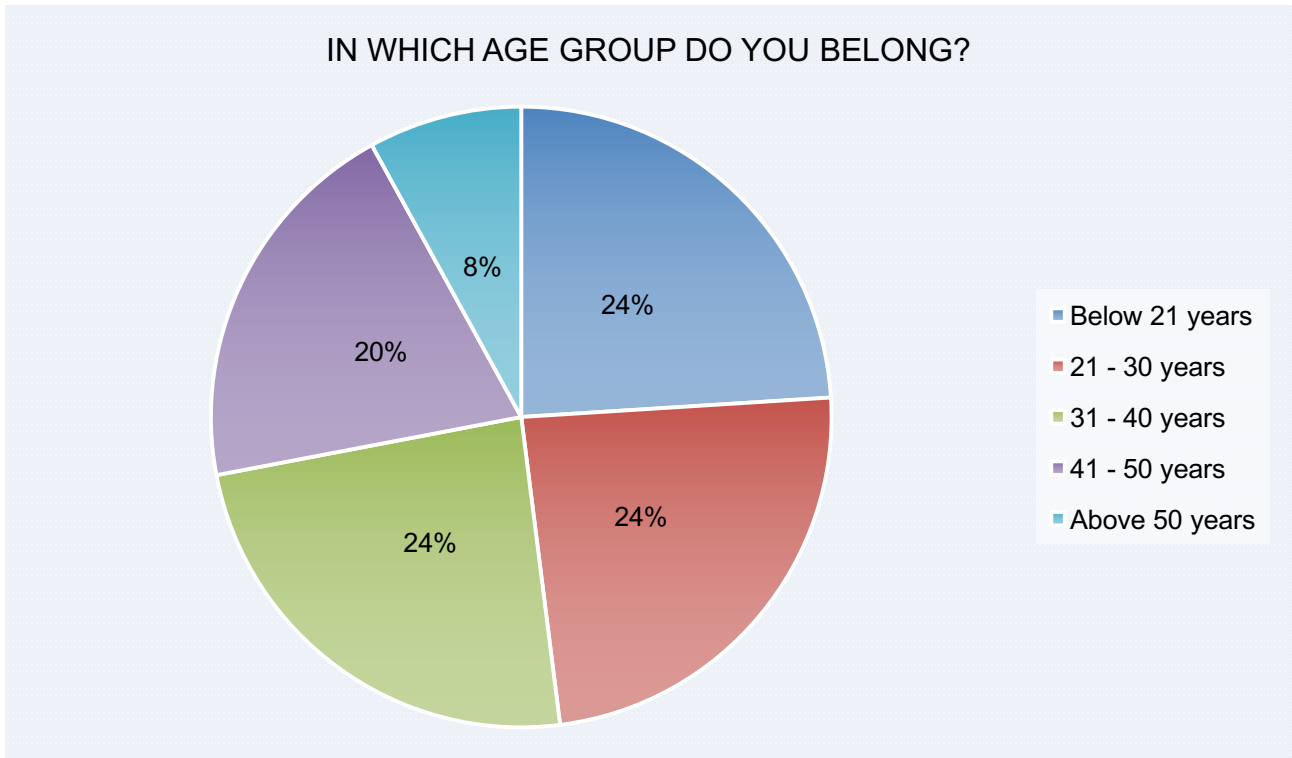


Table 8.2

Below 21 years	54
21 - 30 years	54
31 - 40 years	54
41 - 50 years	45
Above 50 years	18

Chart 8.3

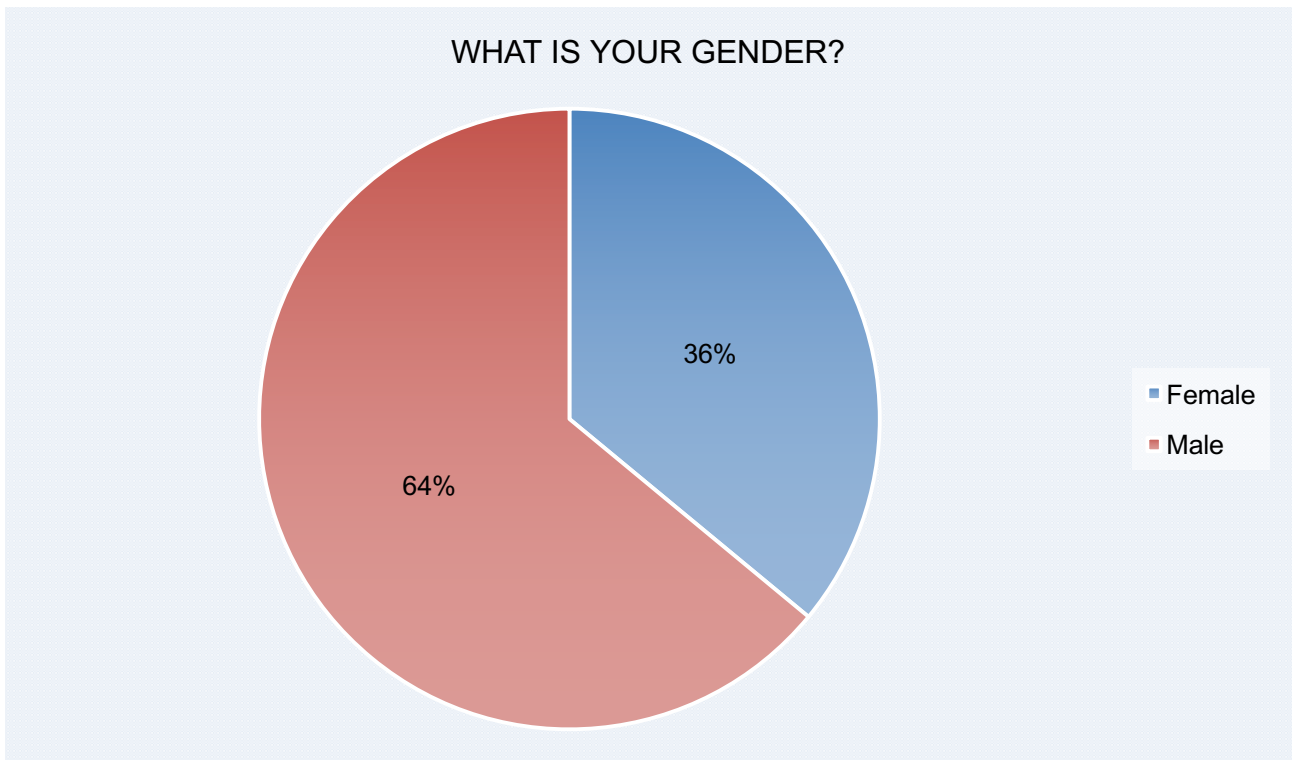


Table 8.3

Female	81
Male	144

Chart 8.4

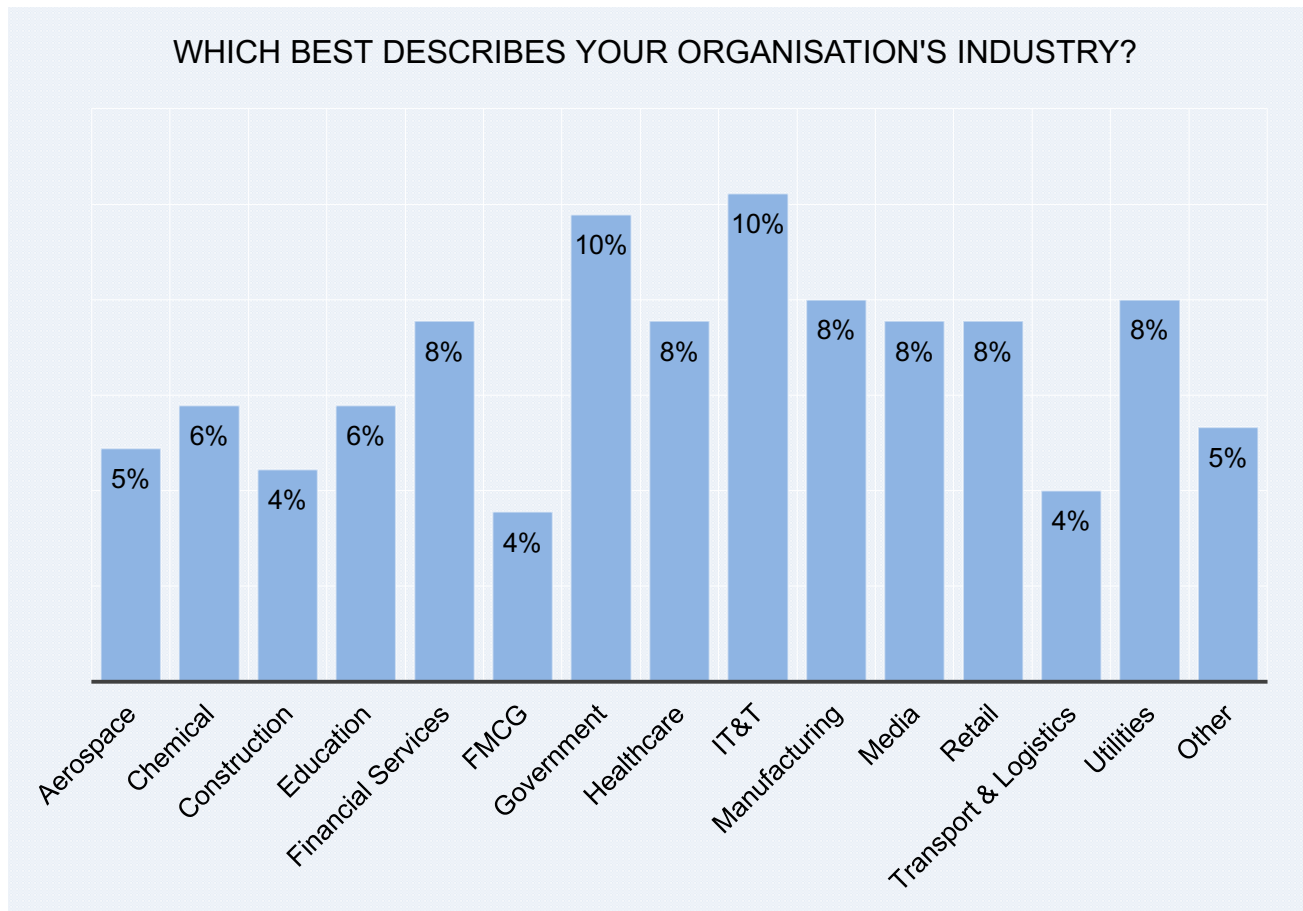


Table 8.4

Aerospace	11	Chemical	13
Construction	10	Education	13
Financial Services	17	FMCG	8
Government	22	Healthcare	17
IT&T	23	Manufacturing	18
Media	17	Retail	17
Transport & Logistics	9	Utilities	18
Other	12	Grand Total	225

Who We Are

Specialising in leadership development, Northpoint is a Singapore-based organisation that partners with organisations to design and deploy learning solutions that deliver lasting results.

Our Point of Difference. Our facilitators and coaches have 'real world' business experience. They understand the complexities and drivers that shape success.

What we Believe. We believe that effective learning should be pragmatic and real. If it cannot be directly applied, then it should not be taught.



How We Work

Although their needs may be similar, there is one thing we know for sure; no two customers are the same. They all require their own unique learning and development solution.

