

Leadership is about to make or break future businesses.

Nearly **8/10**

investors say the CEO is critically important to corporate investment appeal.

Global Average **78%**

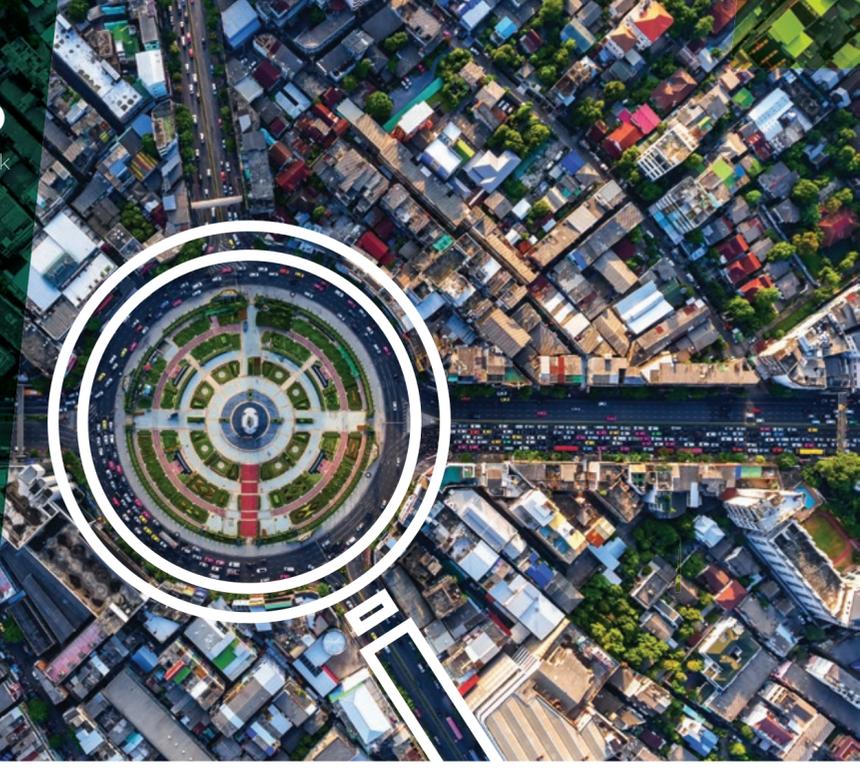
- 92% Australia
- 86% United Kingdom
- 86% United States
- 86% Hong Kong
- 83% South Africa
- 83% Poland
- 82% Japan
- 80% Malaysia
- 80% Mexico
- 80% India
- 80% Indonesia
- 80% Singapore
- 74% France
- 74% Saudi Arabia
- 72% Brazil
- 70% China
- 66% The Netherlands
- 60% Germany

The most important factors for investors when recommending or investing in companies.

1. The CEO
2. Internal analyst team
3. Competitive landscape
4. The Board
5. Formalized talent development programs (including apprenticeships, leadership development, continuing education)
6. Ownership structure
7. Intellectual property (including brands and patents)
8. Industry effects / market context
9. Company strategy / vision
10. The Senior Leadership Team
11. Total tangible assets (including physical assets and cash)
12. Financial performance trends / earnings growth

69%

of investors think leadership will become more important to company performance within the next three years.



But the right leaders are hard to find.

67% of investors believe that traditional leadership is not fit for the future.

What do future leaders look like?

A Korn Ferry study across 150,000 business leaders globally reveals that those who perform the best are Self-Disruptive and master five future-ready skills.

- A** **Anticipate** Make quick judgments
Provide clear direction
- D** **Drive** Energize people
Give purpose
- A** **Accelerate** Implement ideas
Use quick prototyping
- P** **Partner** Connect across the organization
Enable exchange of ideas
- T** **Trust** Integrate diverse values
Center on individuals

Self-Disruptive Leaders currently make up

15%

of the leadership stock.

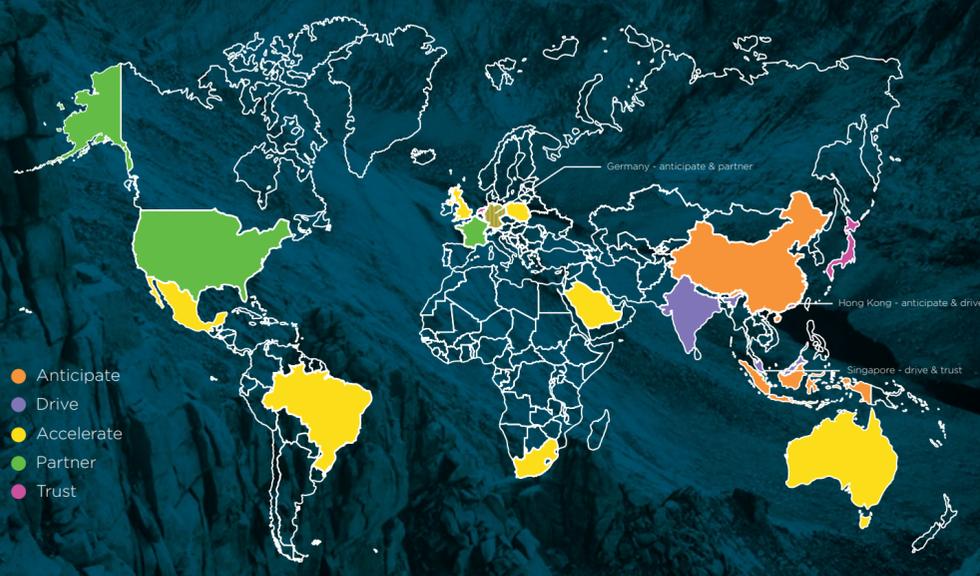


Percentage of Self-Disruptive Leaders by market

- 17% Hong Kong
- 17% Poland
- 17% Singapore
- 17% India
- 16% German
- 16% Japan
- 16% Netherlands
- 15% US
- 15% UK
- 15% Australia
- 14% Mexico
- 14% France
- 14% Saudi Arabia
- 14% Indonesia
- 13% China
- 13% Brazil
- 13% South Africa
- 12% Malaysia

But the market is demanding. Leaders need to upskill and self-disrupt to succeed at home.

Comparison between leadership stock and market expectations: the dimension leaders most need to develop by market



When it comes to self-disruption, however, there is no 'one training fits them all'. The new generation of leaders will come from various places.

Where investors expect Self-Disruptive Leaders to come from

The tech sector (and other digital natives companies) will provide leaders for other verticals.

63%

High fliers with the right skill sets in middle management.

63%

Existing leadership programs within corporates that are future oriented.

62%

Unconventional positions on boards, i.e. CDOs.

59%