

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%

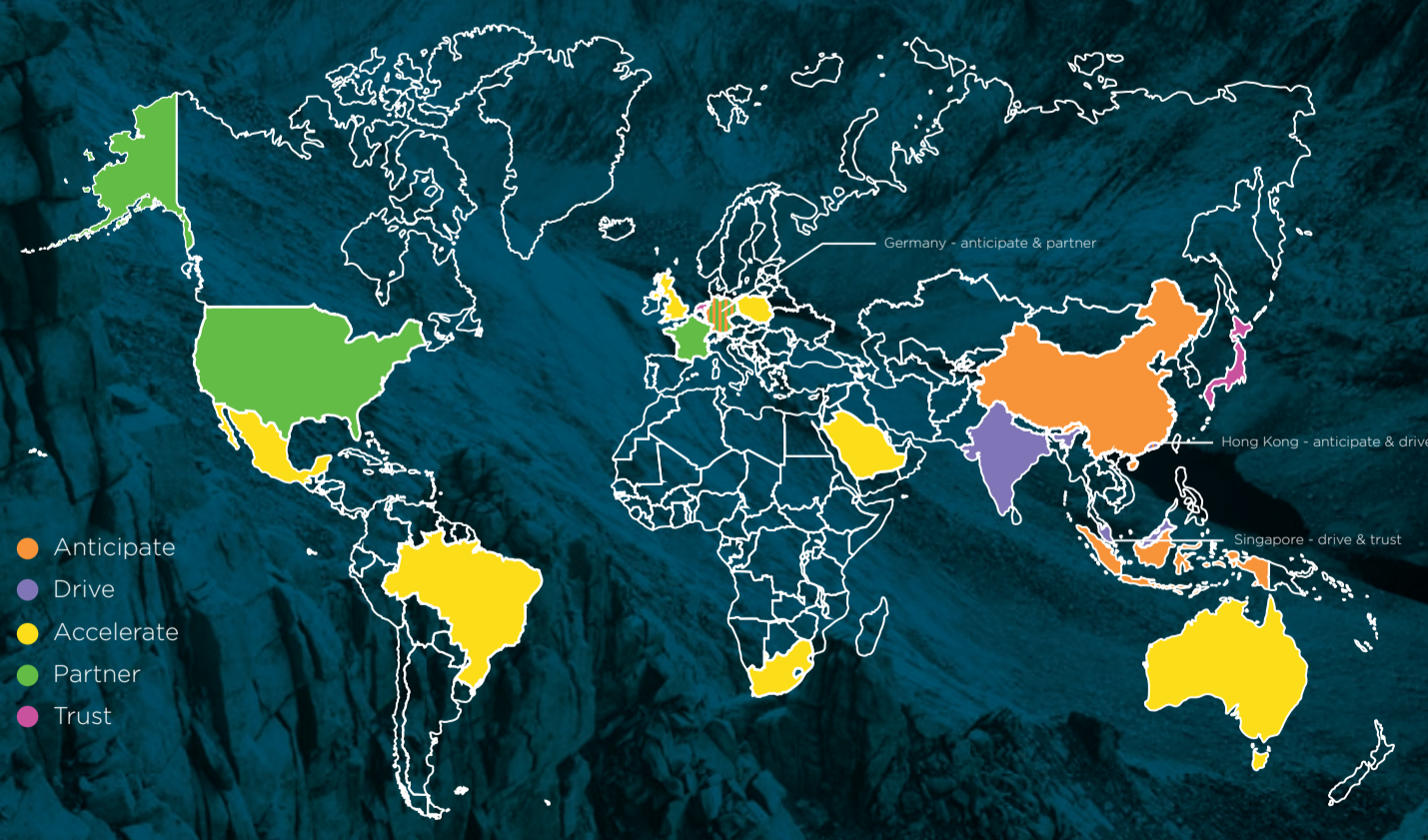
of the leadership stock.

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%

Find out how to identify, develop and cultivate Self-Disruptive Leaders at: kornferry.com/self-disrupt