



**CRITICAL EYE**

The peer to peer Board Community



**Human Resources Director  
Survey 2016**



# Criticaleye – the peer to peer Board Community



“At Criticaleye we believe that great leadership leads to positive outcomes enabling powerful legacies. Whatever the strategic direction of your business, an effective, cohesive leadership team where there is complete trust and alignment is essential.”

**Matthew Blagg**  
CEO, Criticaleye



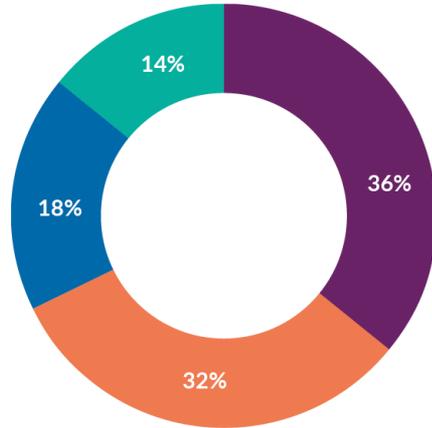
# We transform global leaders and executive teams

Our unique strength lies in our ability to bring together a wide range of leadership and industry experience into a trusted environment, where executives and their teams are empowered to be the best they can be.

We enable them to achieve alignment, remove silos and build trust at the senior level.



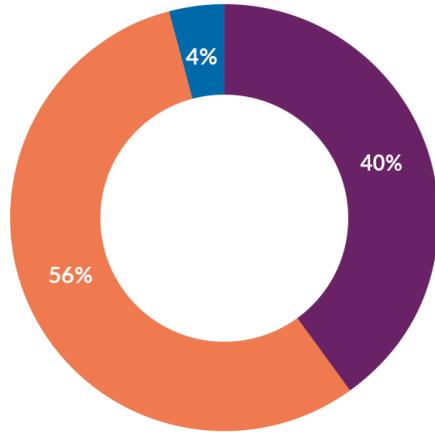
**Our bespoke solution supports leaders with team, strategic and personal development**



- To a great extent **36%**
- To some extent **32%**
- To a minor extent **18%**
- Not at all **14%**

**68% of HRDs think their CEO understands their impact on the business, but worryingly almost a third (32%) believe their CEO does not fully understand the role and impact of their HRD**

*Does the CEO understand the impact you have as HRD on the business?*



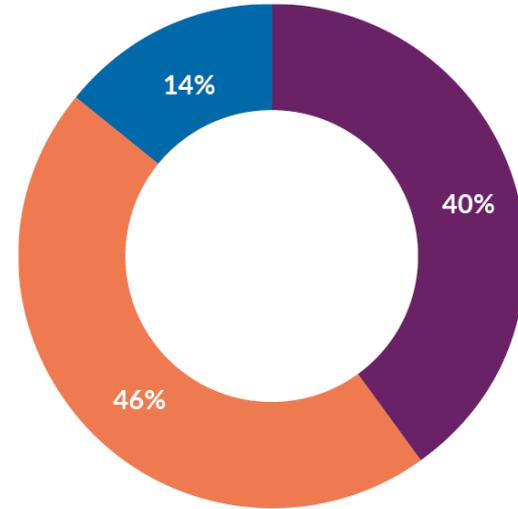
-  To a great extent 40%
-  To some extent 56%
-  To a minor extent 4%

## 96% of HRDs think the leadership skills needed to be a high-performing team are changing

*Are the leadership skills needed to be a high-performing executive team changing?*

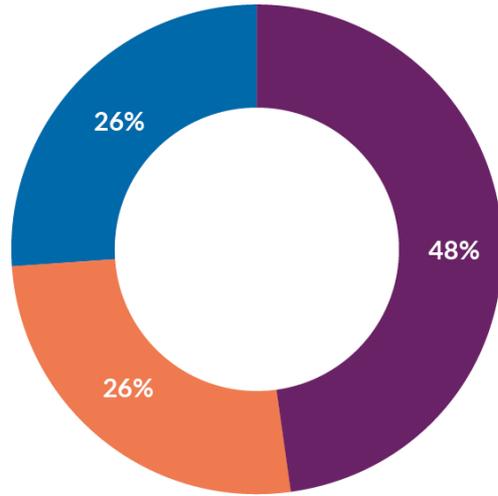


## 86% of HRDs say lack of leadership capability is a barrier to growth



-  To a great extent 40%
-  To some extent 46%
-  To a minor extent 14%
-  Not at all 0%

*Is the lack of leadership capabilities in your organisation a barrier to growth?*



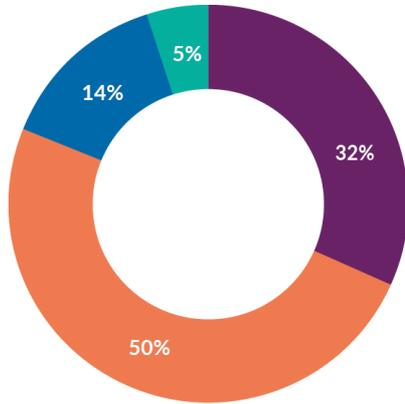
- Increasingly, it's something the CEO discusses **48%**
- Yes, it's something the CEO is passionate about **26%**
- Rarely, it's not a priority for the CEO **26%**
- No, its never mentioned **0%**

**74% of CEOs are interested in developing the skills of the executive team, but one in four don't see it as a priority**

*Does the CEO see the value in developing the leadership skills of the executive team?*



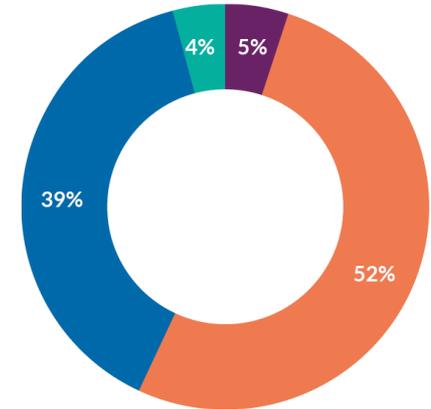
**82% of HRDs surveyed are responsible for executive leadership development**



- To a great extent **32%**
- To some extent **50%**
- To a minor extent **14%**
- Not at all **5%**

**BUT...**

**95% don't believe they have the right framework to support the leadership development of the executive team**

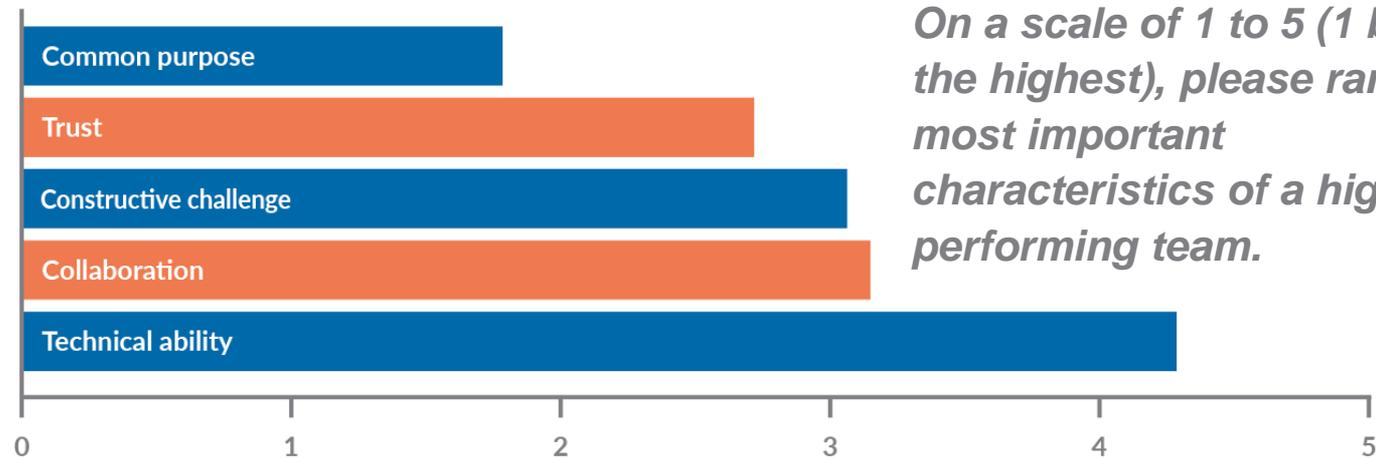


- Yes, we have an excellent framework **5%**
- Its adequate, but we are seeking to improve on what we have **52%**
- No, what exists is inadequate **39%**
- There is no support for the executive team **4%**



# Having common purpose and trust are the two most important characteristics of a high-performing team

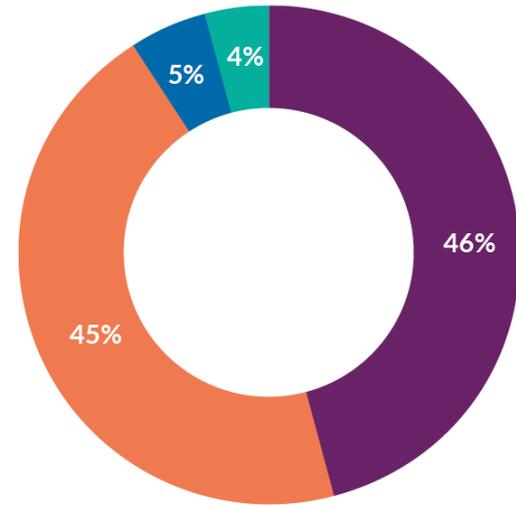
## Technical ability is the least important



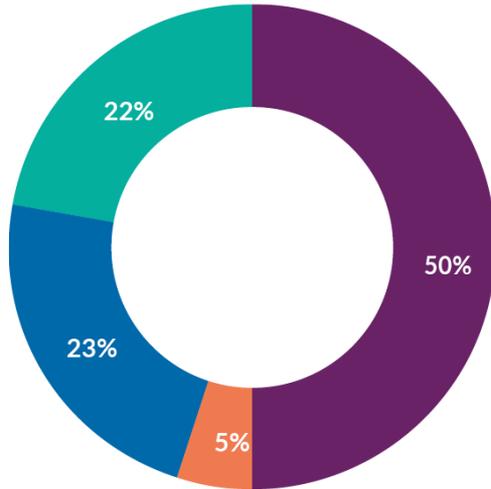


# 91% of HRDs agreed that the behaviour of senior executives plays a key role in creating organisational silos

*To what extent does the behaviour of senior executives encourage the formation of silos in your organisation?*



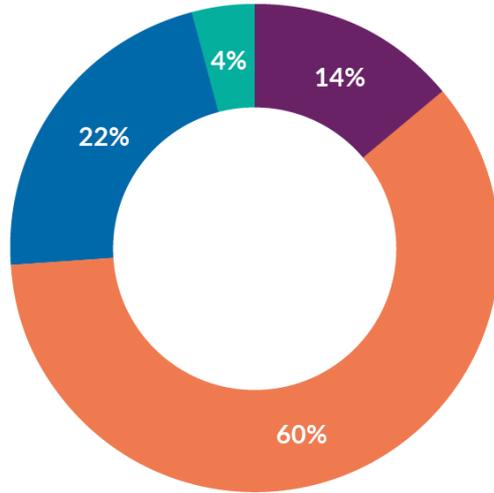
- To a great extent 46%
- To some extent 45%
- To a minor extent 5%
- Not at all 4%



- We are assessing the suitability of internal candidates **50%**
- No, we will look for an external candidate **5%**
- We are looking at both internal and external candidates **23%**
- A decision has yet to be made **22%**

**Only 5% of organisations are committed to an external appointment for their next CEO**

*Will the next CEO of your organisation be an internal appointment?*



-  Yes, we have an excellent framework **14%**
-  Its adequate, but we are seeking to improve on what we have **60%**
-  No, what exists is inadequate **22%**
-  There is no framework for succession in the executive team **4%**

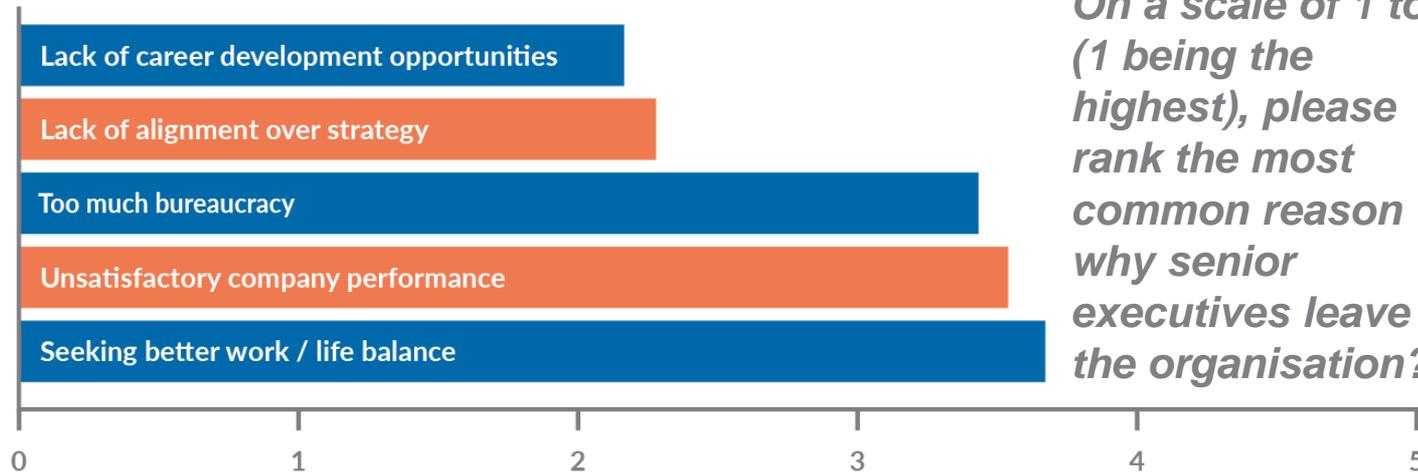
**86% of HRDs told us they are seeking to improve or don't have an adequate framework in place for succession planning in the executive team**

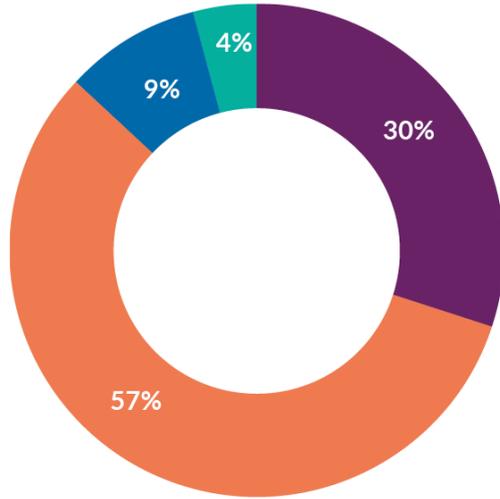
*Do you have a clear framework for succession in the executive team?*



## Lack of career development opportunities and lack of alignment over strategy were identified as the two most common reasons for a senior executive to leave a company

*On a scale of 1 to 5 (1 being the highest), please rank the most common reason why senior executives leave the organisation?*





- Yes, we use external mentors 30%
- On occasion we've used them 57%
- Not for senior executives 9%
- No, we have not used external mentors 4%

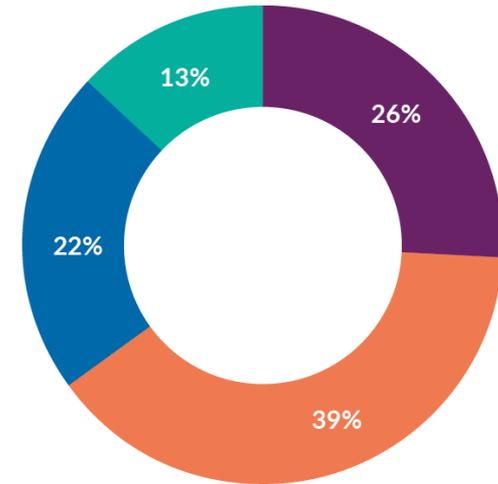
## 87% of HRDs have used external mentors to support the development of senior executives

*Have you used external mentoring to support the development of the executive team?*



## Just under two-thirds of HRDs (65%) say their senior executive team have access to experiential learning

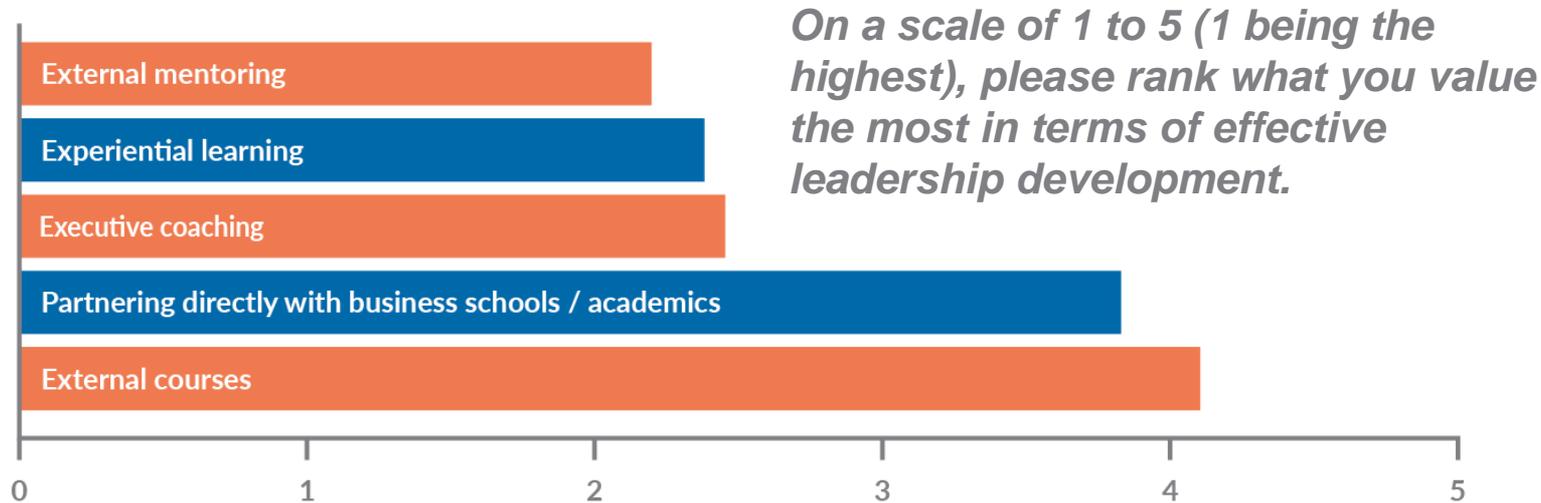
*Have you used experiential learning to support the leadership development of the executive team?*



- Yes, we use experiential learning 26%
- We occasionally use experiential learning 39%
- Not for senior executives 22%
- No, we have not used experiential learning 13%



## HRDs told us that external mentoring and experiential learning are the most effective tools for leadership development





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The HRD Survey 2016 was conducted by Criticaleye to gauge the challenges that HR Directors face across various industries when creating high-performing leadership teams.