CRITICALEYE

The Peer-to-Peer Board Community

Asia LEADERSHIP RESEARCH

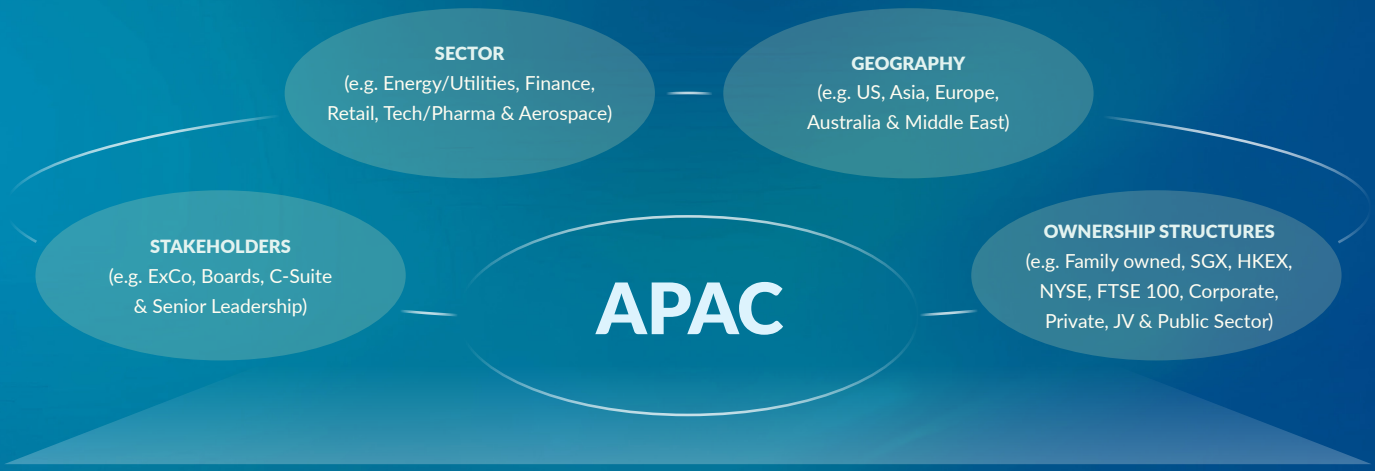
DRIVING STRATEGIC TRANSFORMATION

OVERVIEW 概览

Criticaleye has over 21 years of experience transforming global and regional leaders including CEOs, CFOs and CPOs. Through a combination of targeted mentorship, strategic guidance and immersive learning experiences, Criticaleye empowers leaders with the skills and insights necessary to become world-class. Based on our work with leaders in Asia, key areas of support include, but are not limited to, the following:

- Stepping up to Group CEO/ CFO/ CPO and succeeding in the role
- Stepping up and succeeding as a first-time regional leader
- Influencing effectively at Board level and fostering alignment between global and regional leadership teams
- Enhancing global mindset, strategic thinking and creating followership
- Future proofing the organisation by strengthening leadership capability and building robust succession plans
- Securing an Independent Director role

Our 360-degree support is designed to enable regional leaders to perform at the next level. We do this by providing them with tailored exposure to world-class Boards and senior leadership teams, including in the following areas:



A **Relationship Manager** will coordinate all the different elements of your Membership and ensure your individual goals and priorities are identified and delivered.

Mentoring: A trusted reference point and impartial sounding board to support you with your personal and commercial objectives.

Asia Leadership Retreat: Two-day immersive Retreat bringing together CEOs, CFOs, CPOs and Board Directors to share, interact, reflect and learn about best practice leadership.

Events: Aspiring Regional Leader, Group CFO and Group CPO Masterclasses enabling access to global knowledge and insight.

Connections: Peer connections will accelerate your impact by connecting you to the right person at precisely the right time, e.g.: *Navigating your first 100 days as a Regional CEO.*

Pop-up Boards: Meet with an external panel of relevant executives and non-executives to validate strategic plans or get input on key challenges, e.g. *Strategy for Regional Transformation.*

INTRODUCTION 引言

Criticaleye's latest Asia Leadership Research highlights the key factors shaping leadership performance in the region. As the report shows, executives are navigating the challenges of geopolitical tensions, macroeconomic uncertainty, evolving technology and other disruptive forces. With this in mind, executives express growing concern about growth prospects across APAC.

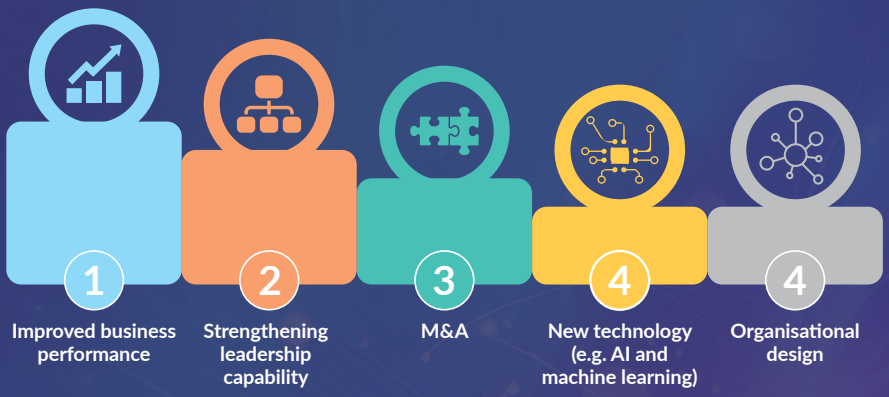
The Research identifies improving business performance and strengthening leadership capability as the top two priorities for senior leaders. Simultaneously, one of the most significant organisational shifts is the move towards a leaner operating model, aimed at enhancing agility and efficiency. These focus areas reflect the need for organisations to adapt swiftly while maintaining a clear long-term strategic vision. As a result, businesses are prioritising flexibility and operational efficiency to remain competitive.

As a Criticaleye Board Mentor, it's clear that external perspectives are crucial for leadership teams as they navigate the complexities of today's rapidly evolving business landscape. The Research indicates that 86 percent of executives recognise the positive impact that external insights have on their leadership capability, highlighting the increasing value of such input in guiding organisations through today's intricate challenges. Board Mentors play a pivotal role in helping leaders refine strategies, align teams and steer complex transformations towards long-term success.

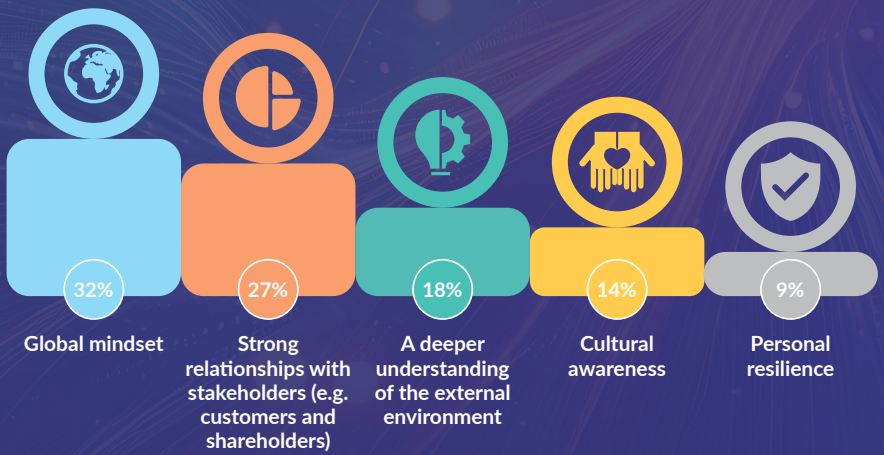
Criticaleye is dedicated to advancing leadership in Asia. By offering tailored mentoring and strategic support to executives and senior independent directors, we enable our Members to tackle challenges, seize opportunities and achieve sustainable success.

RICHARD EU, CHAIR, EU YAN SANG INTERNATIONAL & BOARD MENTOR, CRITICALEYE

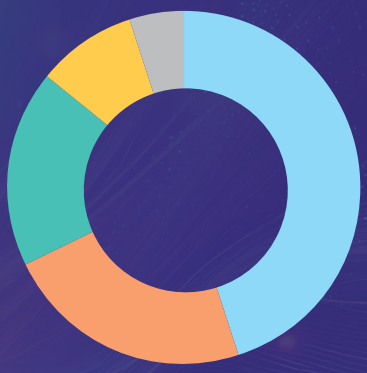
WHAT ARE THE TOP FIVE AREAS YOU INTEND TO PRIORITISE OVER THE NEXT 12 MONTHS?



WHAT ARE THE MOST CRITICAL SKILLS FOR STEPPING UP TO A REGIONAL LEADERSHIP ROLE?



WHAT IS THE MOST SIGNIFICANT CHALLENGE IN MOVING TO A GROUP EXECUTIVE ROLE?

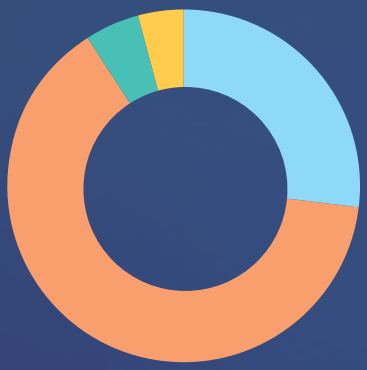


- Managing relationships at a higher level (e.g. ExCo, Board, regulators) 45%
- Adjusting to the broader strategic oversight required 23%
- Managing a more complex and diverse organisation 18%
- Understanding how to influence 9%
- Adapting my leadership style to fit the role 5%

LEADERSHIP CHALLENGES 领导力挑战

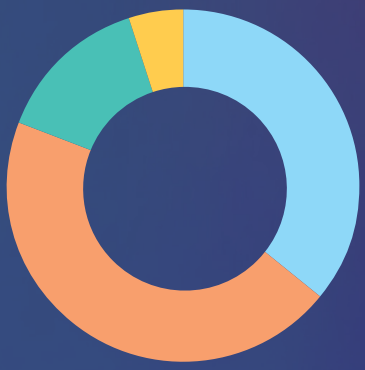
WE ASKED APAC LEADERS IF THEY HAVE THE RIGHT SKILLSETS TO LEAD EFFECTIVELY AND WHAT CHANGES THEIR ORGANISATIONS ARE UNDERTAKING.

DOES YOUR SENIOR LEADERSHIP TEAM HAVE THE RIGHT SKILLS AND CAPABILITIES TO NAVIGATE STRATEGIC UNCERTAINTY?



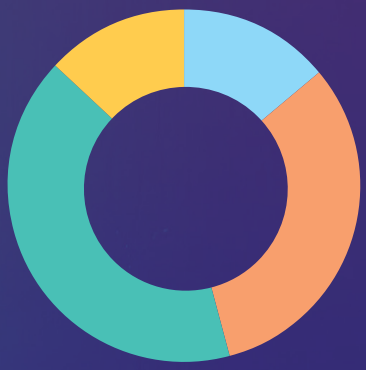
- To a great extent 27%
- To some extent 64%
- To a minor extent 5%
- Not at all 4%

IS YOUR LEADERSHIP TEAM ABLE TO OPERATE AT THE PACE NEEDED TO BE SUCCESSFUL?



- To a great extent 36%
- To some extent 45%
- To a minor extent 14%
- Not at all 5%

IS A FEAR OF FAILURE A BARRIER TO INNOVATION WITHIN YOUR LEADERSHIP TEAM?



- To a great extent 14%
- To some extent 32%
- To a minor extent 41%
- Not at all 13%

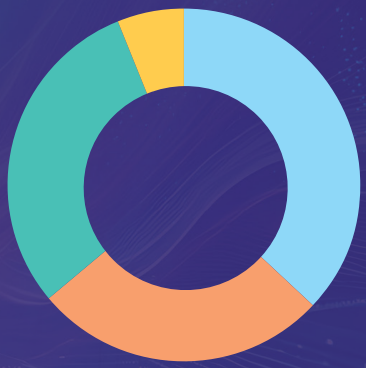
"THE PACE OF CHANGE IS A MAJOR CHALLENGE; WITH THINGS EVOLVING SO RAPIDLY, THE REAL QUESTION IS HOW LEADERS CAN MOVE AT SPEED WHILE MAINTAINING CLARITY AND DIRECTION."

ASIA RESEARCH PARTICIPANT

WHERE DO YOU SEE THE BIGGEST CHANGES OCCURRING IN YOUR ORGANISATION?

- 27% A leaner operating model
- 23% Building leadership capability
- 23% How we engage and connect with customers
- 14% Investment in new technology
- 13% Improved organisational agility

IS YOUR LEADERSHIP TEAM ALIGNED ON YOUR ORGANISATION'S STRATEGY FOR AI?



- To a great extent 37%
- To some extent 27%
- To a minor extent 30%
- Not at all 6%

CRITICALEYE PODCAST: HOW AI IS RESHAPING THE FUTURE OF LEADERSHIP

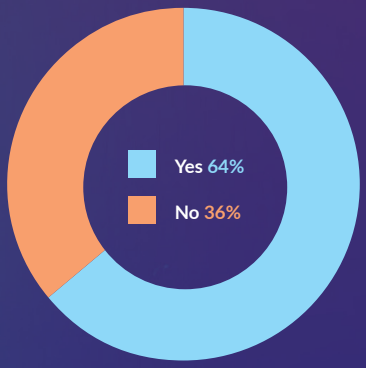
Click here to listen to AI expert **Dr. Feiyu Xu**, Board Member at Zuhlke Group and Airbus and Criticaleye Board Mentor, share her insights on how leaders can harness AI and how it is reshaping leadership itself. This episode is part of Criticaleye's Asia Podcast.

ECONOMY AND GROWTH 经济与增长

LEADERS GIVE US THEIR PREDICTIONS ON THE ECONOMY AND PLANS FOR BUSINESS GROWTH OVER THE NEXT 12 MONTHS.

HOW CONFIDENT ARE YOU THAT THE RATE OF GROWTH IN THE APAC ECONOMIC REGION WILL INCREASE OVER THE NEXT 12 MONTHS?

DO YOU EXPECT TO CONDUCT M&A OVER THE NEXT 12 MONTHS?

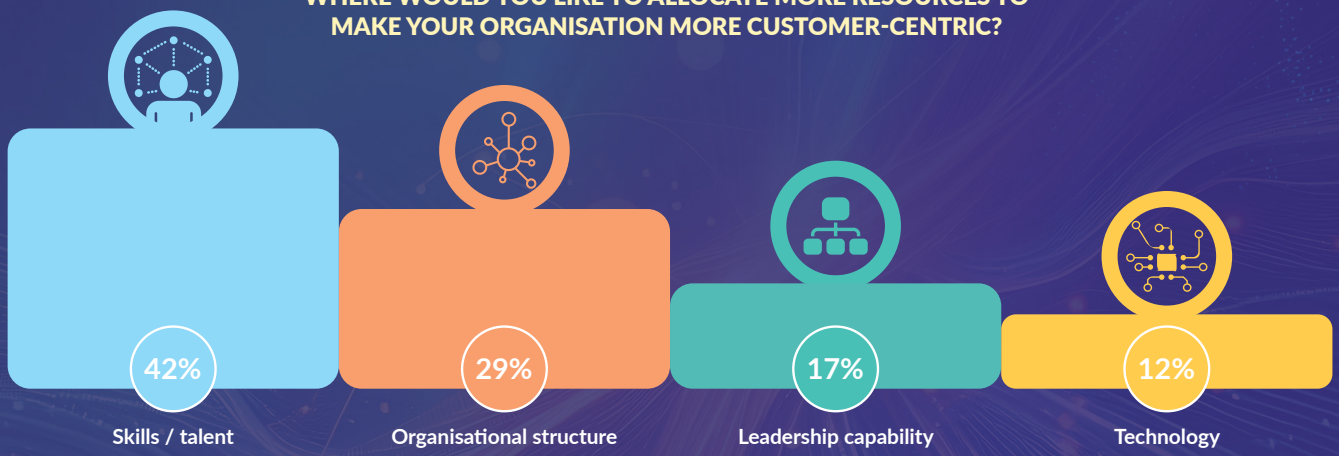


HOW CONFIDENT ARE YOU THAT THE RATE OF GLOBAL ECONOMIC GROWTH WILL INCREASE OVER THE NEXT 12 MONTHS?

"THERE'S ESSENTIALLY A TRADE WAR HAPPENING, AND LEADERS ARE REALLY STRUGGLING WITH ITS IMPACT ON THE ECONOMY, INFLATION AND BUSINESS GROWTH."

ASIA RESEARCH PARTICIPANT

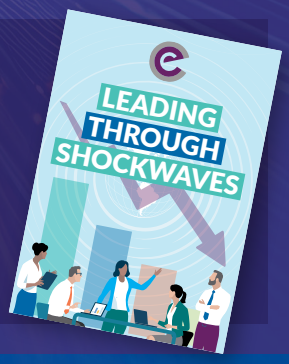
WHERE WOULD YOU LIKE TO ALLOCATE MORE RESOURCES TO MAKE YOUR ORGANISATION MORE CUSTOMER-CENTRIC?



CRITICALEYE INSIGHT: LEADING THROUGH SHOCKWAVES

Click **here** to read what leaders are saying about the extreme volatility they're facing, from shifting geopolitics and tariffs to recession fears, digital transformation and the need to operate at pace.

Featuring commentary from **Bernard Aw**, Chief Economist, APAC at Coface, **Matthew Blagg**, CEO at Criticaleye, **Melissa Ries**, Group Vice President and Group Managing Director, Asia and Korea at ServiceNow, **Preneet Bindra**, Head of HR APAC at Alcon and **Graeme Smith**, EMEA Leader for Risk Advisory & Partner and Managing Director at AlixPartners.



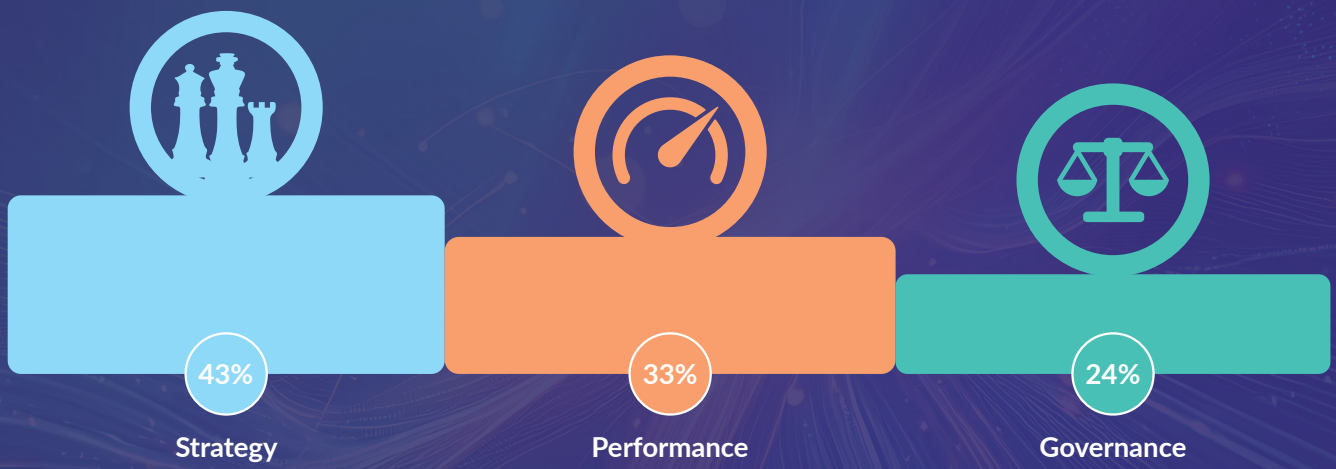
STAKEHOLDERS 利益相关者

LEADERS REVEAL THE CHALLENGES AROUND STAKEHOLDER MANAGEMENT AND ASSESS THEIR RELATIONSHIP WITH THE CHAIR AND THEIR BOARD.

WHO IS YOUR MOST CHALLENGING STAKEHOLDER?

> " LEADERS HAVE TO STAY AGILE, ADAPT FAST AND MAKE QUICK CALLS — BEING ABLE TO DECIDE AND ACT IS BECOMING ONE OF THE BIGGEST FACTORS FOR SUCCESS."
>
> ASIA RESEARCH PARTICIPANT

IN WHICH OF THE FOLLOWING AREAS DO YOU NEED TO IMPROVE THE QUALITY OF DEBATE WITH THE BOARD?



CRITICALEYE VIDEO: STRATEGIC CHALLENGES FOR GLOBAL LEADERS

Click here to watch leaders from across our global Community talk about the key challenges for leaders operating in the APAC region this year. Featuring commentary from **Preneet Bindra**, Head of HR, APAC at Alcon (pictured), **Dharma Chandran**, CPO at Toll Group, **Helen Snowball**, CPO at PropertyGuru Group and **Rajiv Sharma**, CEO at Archroma.

PERSONAL DEVELOPMENT 个人发展

WE ASKED LEADERS WHAT THEY FIND MOST EFFECTIVE WHEN BUILDING SKILLS AND UNDERSTANDING THE EXTERNAL LANDSCAPE.

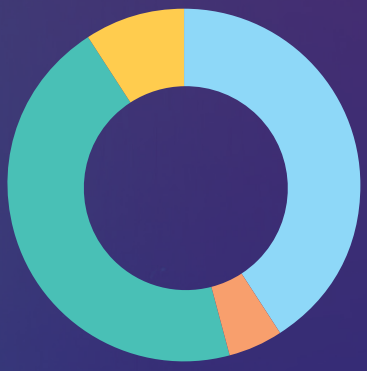
HAS MENTORING HAD A POSITIVE IMPACT ON YOU AND/OR YOUR LEADERSHIP CAPABILITY?

- To a great extent 50%
- To some extent 36%
- To a minor extent 9%
- Not at all 5%

WHERE DO YOU NEED TO IMPROVE AS A LEADER?

- Recognising the need for external reference points 27%
- Strategic thinking 27%
- Ability to influence others 27%
- Building alignment in the senior leadership team 19%

IS THERE A CLEAR SUCCESSION PLAN IN PLACE FOR YOU SENIOR LEADERSHIP TEAM?



- Yes, we have a robust succession plan for the SLT 41%
- The succession plan applies only to me 5%
- We are currently developing a new succession plan 45%
- There is no succession plan in place 9%

WHAT IS THE MOST VALUABLE ADVICE YOU'VE RECEIVED FROM EXTERNAL REFERENCE POINTS

1. Personal support for dealing with the pressures that come with a senior executive role
2. Career advice and understanding how to move into my next role
3. The opportunity to ask questions and get honest feedback away from my organisation
4. Insight into the Board and the skills I might need for a plural career
5. Independent critique and validation of strategy

OUR APAC BOARD MENTORS 亚太区董事导师

TO DISCUSS THE ASIA LEADERSHIP PROGRAMME IN MORE DETAIL, PLEASE CONTACT:

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E: HOLLY@CRITICALEYE.COM

"Navigating Asia's business landscape is challenging for senior leaders due to its diverse economies, regulatory complexities and cultural nuances. **In this environment, external reference points are crucial**. They provide essential insights that guide strategic decisions and adaptation to local dynamics.

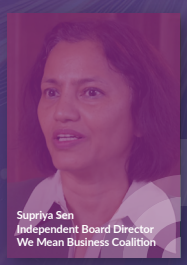
Our tailored support connects leaders with global expertise and diverse perspectives, empowering them to seize emerging opportunities and sustain long-term success."

Holly Carmichael

EXPLORE OUR LATEST INSIGHTS 我们最新的洞察

CRITICALEYE INSIGHT: SEEING THE BIGGER PICTURE

Please click here to read



CRITICALEYE VIDEO: SENIOR LEADERSHIP SKILLS IN TIMES OF UNCERTAINTY

Please click here to watch

CRITICALEYE PODCAST: STEPPING UP AS A CPO

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