

Leading and Managing in the Age of Disruption



Survey Results



Alarm bells should be ringing LOUDER

2014

40

CCL

2015

50-70

Corporate
Exec Board

2016

86

Stanford

2016

75+

McKinsey

Our survey focus

4 topics

5 headlines

Technology



The Human Touch



Strategy



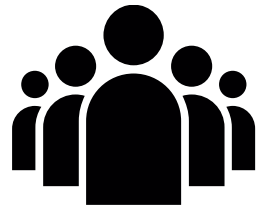
Productivity



Our survey in numbers

How many leaders, managers and individual contributors surveyed?

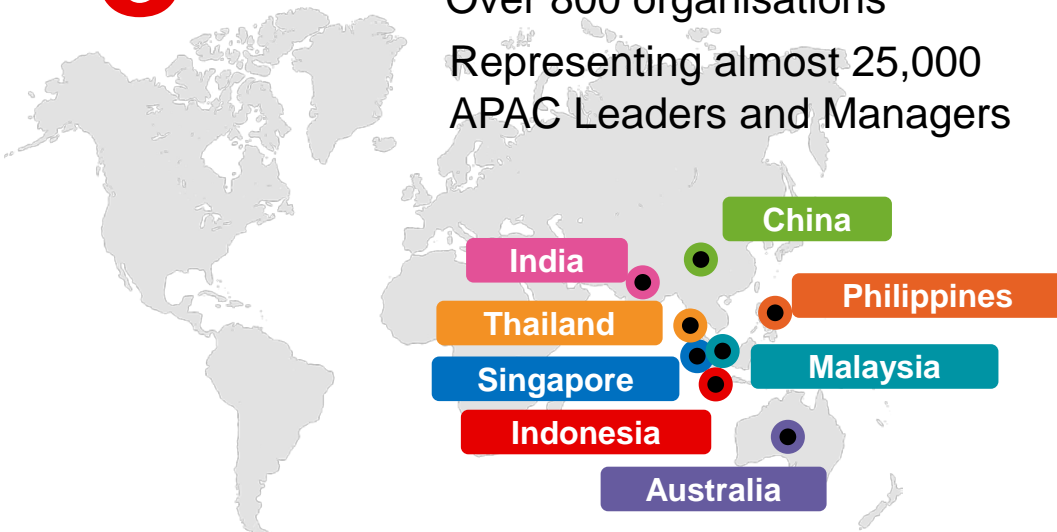
1,042



From where?

8 major APAC countries

Over 800 organisations
Representing almost 25,000
APAC Leaders and Managers



How?



Online survey



Phone calls to
select audience

16



Multiple-choice
questions



Definitions

Technology

Advances in technology are disrupting the way we do business more than ever. In order to innovate and succeed in a competitive marketplace, leaders and managers need to make the best use of new technologies.

The Human Touch

Technology has a big impact on the way we work, but it is important not to lose the human touch. Organisations that reflect this ethos in their work practises and recruitment / retention drives will be the ultimate winners.

Strategy

Good planning, clear communication, along with flexibility and agility, help modern organisations stay ahead of the game in an increasingly complex world.

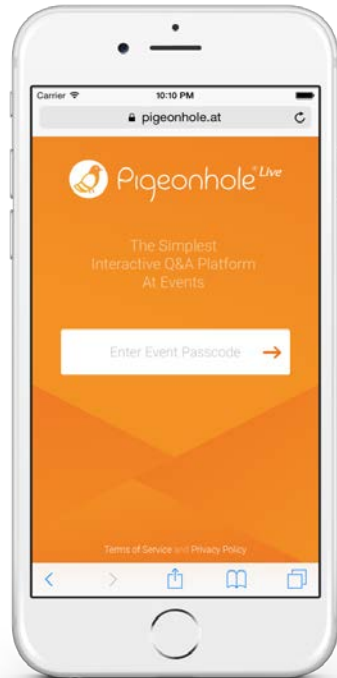
Productivity

Leaders and managers must keep in touch with their workforce and create an environment that maximises operational efficiencies and productivity.



Important jobs for you!

Part 1



www.pigeonhole.at/disrupt

Part 2

Best practices

New ideas

Actions now

Other ideas



TECHNOLOGY



TECHNOLOGY

1 | Too many leaders and managers lack a good understanding of technology



Most respondents think their management have an average understanding of technology at best...

27.8%

think management know very little and are **unwilling to learn**

44.1%

think their management need **more robust and formalised technology training**



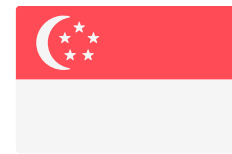
TECHNOLOGY

Managers in **India** and **Singapore** have the strongest technology know-how at Leader and Manager level



37.4%

India



34.3%

Singapore



34.3%

of **Thailand** respondents say their managers seriously **lack understanding** in this area



TECHNOLOGY – comments from the survey



Investment in technology is key to success in most industries. Technology budgets must deliver strong benefits to inspire communication, collaboration and growth.



In a world driven by technology, organisations must take immediate steps to improve IT knowledge and skills amongst executives



THE HUMAN TOUCH

Poll

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Passcode: disrupt

The communication between management and the wider organisation

- Excellent
- Very good
- Good
- Average
- Poor





THE HUMAN TOUCH

2 | Communication between leaders, managers and the workforce needs to be improved

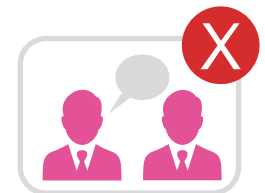
57.4%

of respondents think that more frequent communication is **required**



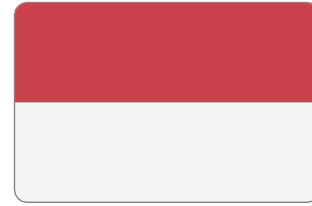
12.5%

feel that communication from management is infrequent and usually **negative**





THE HUMAN TOUCH



42%

of **Chinese** respondents report a **high rating for manager-to-workforce communication**



Only 17%

in **Indonesia** say that **manager-to-workforce communication is good**





THE HUMAN TOUCH

3 | One third of managers fail to support the use of communications technology to enable greater sharing and collaboration

74.3%

of respondents feel **more should be done to help staff share and collaborate** using technology





THE HUMAN TOUCH – survey comments

”

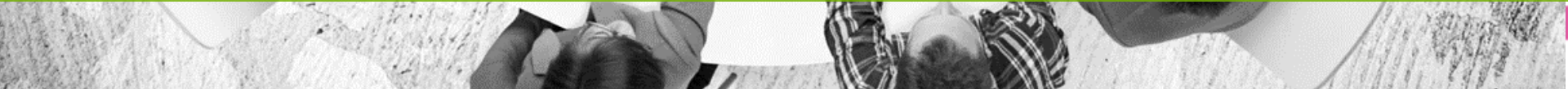
Managers must **communicate more effectively with their workforce to boost motivation**. This helps to improve morale and impact productivity.

”

Many people, especially from the younger generation, expect to **work collaboratively in a sharing environment physically and digitally**. Management should facilitate this by providing the opportunity, infrastructure and technology where appropriate



STRATEGY





STRATEGY

4 | Nearly one third believe their organisation does not follow a well-defined strategy

29.1%

say their organisation **does not have a clear strategy** in place

49.2%

say that a strategy is **followed only 'to some extent'**



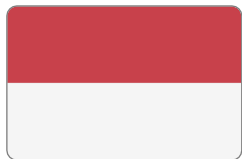
STRATEGY

42%

of respondents in China think their company follows a **well-defined strategy**



In **Thailand, Malaysia, and Indonesia...**



50%

on average, report that **no clear strategy** is followed



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Poll

How empowered are the people in your organisation to influence strategy?

- A lot
- To a certain level
- Very little
- They are not. It's for senior management to define

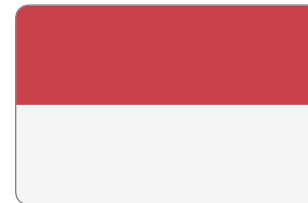


STRATEGY



51 - 53%

in the **Philippines, Malaysia and Indonesia**



say they have **very little say in strategy**



STRATEGY



In order to achieve success, managers must ensure that well-defined strategies are in place **AND communicate them clearly** to the workforce



Managers throughout the APAC region should take action to **empower their staff**. This can have a positive **impact on strategic thinking as well as the bottom line**.



PRODUCTIVITY

Poll

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Passcode: disrupt

How would you rate your organisation's management in terms of their overall responsiveness to employee issues

- Highly responsive
- Somewhat responsive
- We need to get better
- Too slow (in general)



PRODUCTIVITY

5

Too many people feel they are not given enough time and resources they need to work productively

65.8%

of respondents say **they do not feel fully supported** to do their job properly

64.3%

of respondents think that managers are **too slow to respond to problems** or often **fail to respond** at all



PRODUCTIVITY

Respondents in India and China believe they are **well-resourced**

41%



in India

44%



in China

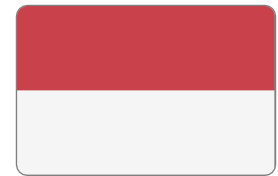
Those in Malaysia and Indonesia say they are **significantly under-resourced**

49%



in Malaysia

44%



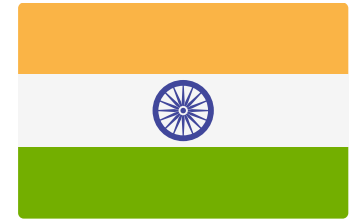
in Indonesia



PRODUCTIVITY

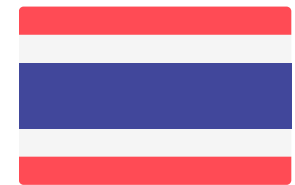
Most confidence
in manager
response comes
from India

38%



Strong cross-generational message

39-43%



of respondents in the **Philippines, Malaysia and Thailand**
say that **responses are way too slow**



PRODUCTIVITY



Tight budgets may not help, but managers can support their people by giving them the **space to work productively, as well as the tools** to be more efficient



Managers must put systems in place to identify problems as soon as they occur, then take steps to rectify them in a reasonable time frame.



Leaders and Managers are not fully ready...But pockets of excellence exist

Technology

Appropriate tools to enable collaboration, communication and efficiency in working

The Human Touch

Managers are 'doing' not 'managing' or 'growing'
Leaders need to communicate more closely to the organisation

Strategy

Clarity, Direction, Engagement and Alignment gaps

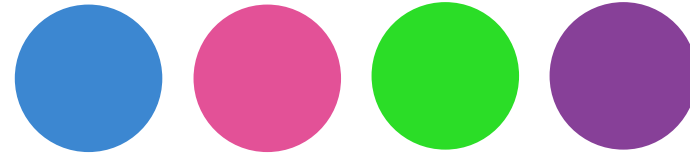
Productivity

We are spending too much time solving problems largely without appropriate resources or responsive management support

What Next?

We have the firepower in this room

Attitude and Action



- Best practices, out of the box thinking, actionable next steps
 - A published white paper highlighting the data output and practical action
- We can also ‘workshop’ the data with your Leaders / Managers





Leading & Managing in the Age of Disruption

TECHNOLOGY & INNOVATION | THE HUMAN TOUCH | STRATEGY | PRODUCTIVITY



YOUR QUESTIONS