

**CRITICAL EYE**

The peer to peer Board Community

# Asia LEADERSHIP RESEARCH 2022

NEW MODELS OF HIGH PERFORMANCE

Taken at our most recent Asia Leadership Retreat, this research with our members in APAC unveils some interesting insights into shifting priorities for leaders in the region.

Facing a challenging economy next year, there's been a sea change in leadership priorities from our Asia-based executives. The top area of focus has shifted from retaining and developing talent when we ran this research in April, to cost reduction in our latest figures. Similarly, the biggest change for organisations outlined by respondents, has gone from investment in new technology and improved agility in early 2022, to ensuring a leaner operating model in this latest report.

APAC leaders also report they feel under pressure, citing managing multiple reporting lines and the 24-7 nature of the job as their biggest challenges of leading a regional team. Encouragingly, they recognise the value of external mentoring and reference points as a way to enhance performance and alleviate the pressures that come with a senior regional role.

Despite operating in a difficult environment, and the fact that 83 percent of senior leaders say their business model is being disrupted, most (89 percent) believe they have the right top team in place.

China remains the top country for growth opportunities and despite a fall back in certainty for regional growth, our leaders are still more confident in the regional picture when compared to global economic growth for the next 12 months. Leadership teams will need to remain focused on their own performance and resilience as a team to be part of that growth story in the year ahead.



**Holly Carmichael**

Head of Research & Market Development, APAC  
CriticalEye

# Key findings from Criticaleye's Asia Research 2022



**Cost reduction** is the top priority for leaders in APAC



**83%** of business models are being disrupted



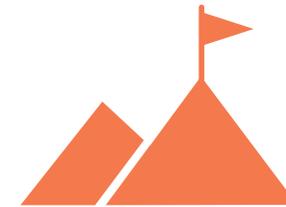
**China** is a growth area for businesses



**Leaner operating models** are the biggest change for businesses



**94%** say short-term thinking negatively impacts performance



**Regulators** and **suppliers** are the most challenging stakeholders

# Strategy

Criticaleye offers senior executives a unique opportunity to discuss and reflect upon strategy with peers and experts

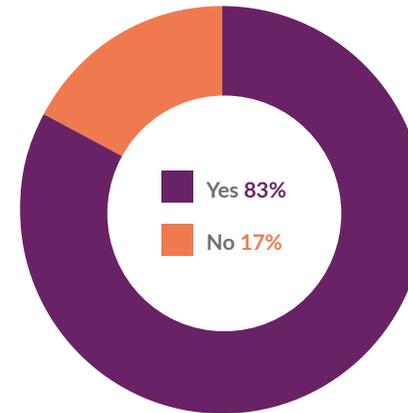
Leadership teams in APAC are confident they have the right capabilities at the top table

“Our leadership team has reorganised the group to become more agile in the face of rapid change.”

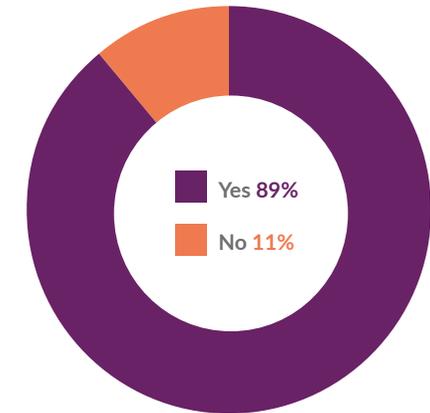
Asia Leadership Research Participant

Is your business model being disrupted?

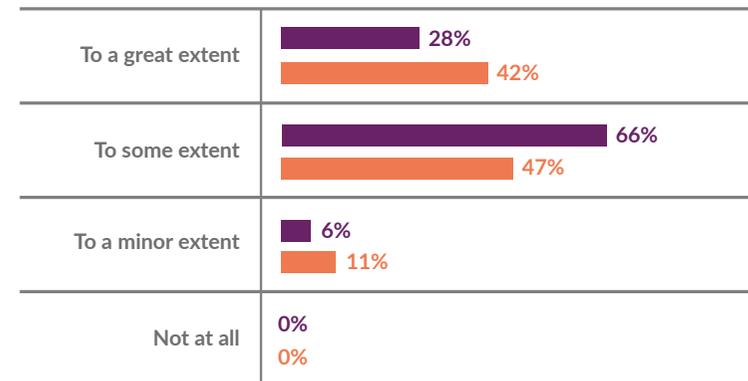
NOV 2022



APR 2022



Does your senior leadership team have the ability to respond to business model disruption?

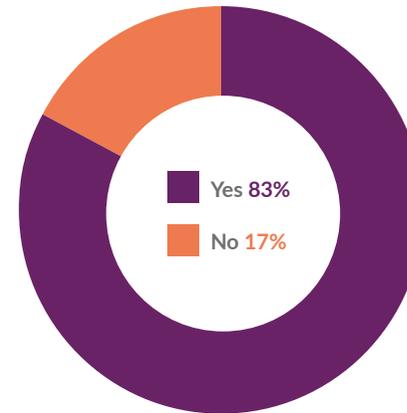


November 2022 April 2022

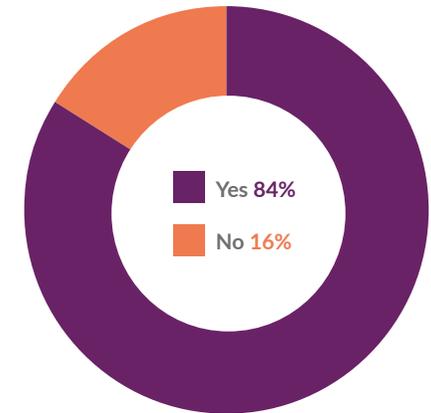
Japan represents new opportunities, making the top three target countries for growth for the first time

Does your organisation have a clear and effective regional strategy for growth?

NOV 2022



APR 2022



What are the top three countries you are targeting for growth in the next 12 months?

NOV 2022

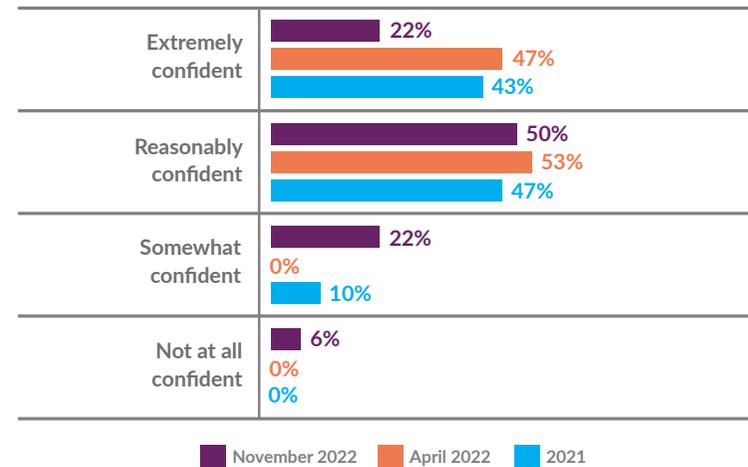


APR 2022

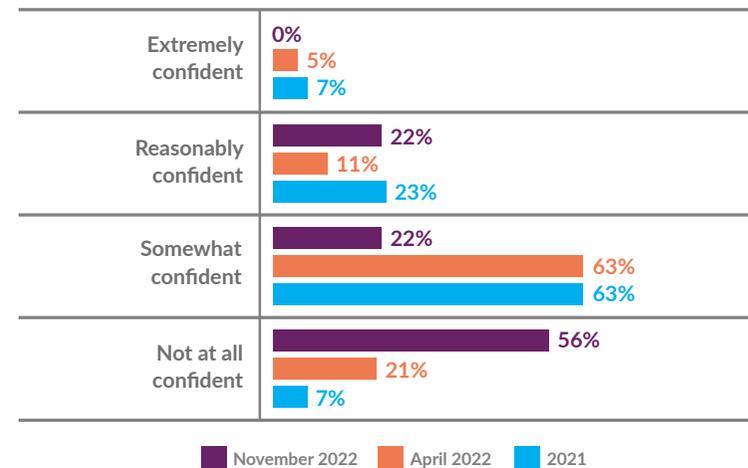


APAC leaders are preparing for a challenging economic landscape, regionally and globally

How confident are you that the rate of growth in the Asian Economic Region will increase over the next 12 months?

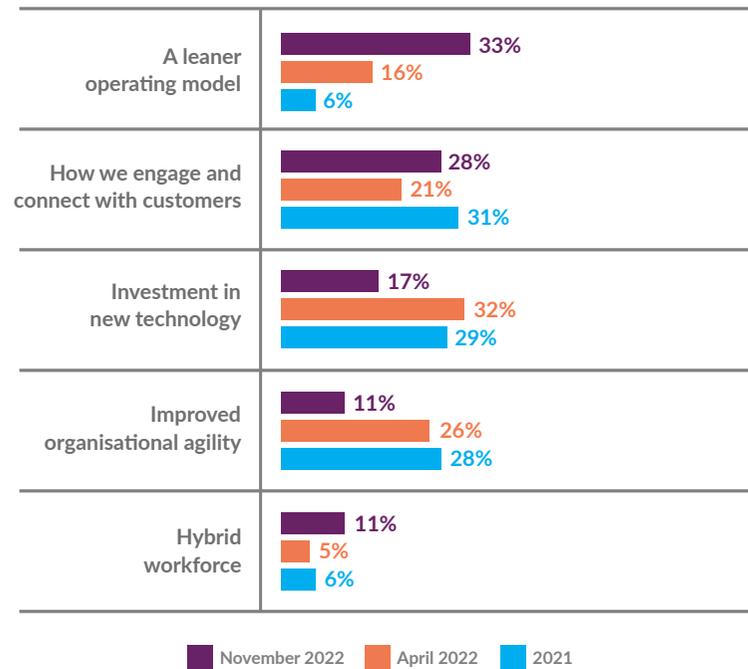


How confident are you that rate of growth in the Global Economy will increase over the next 12 months?



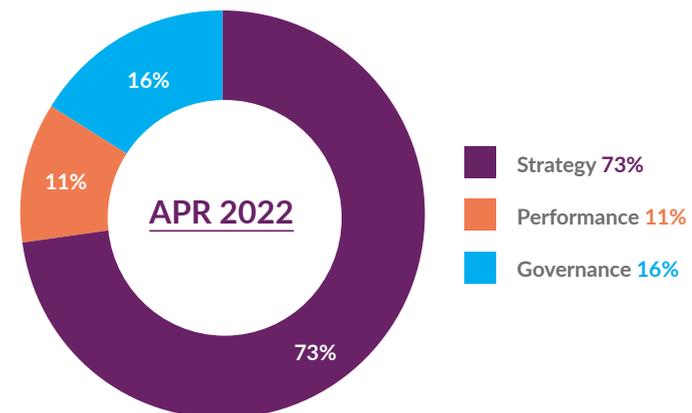
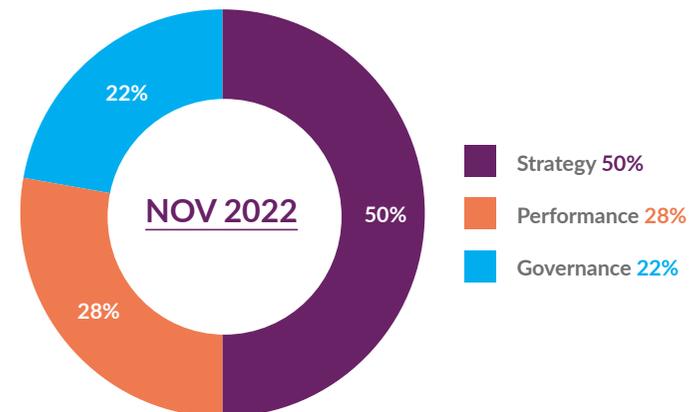
Facing a difficult economic climate, leaders are prioritising cost cutting and efficiencies over new investment

Where do you see the biggest changes occurring in your organisation?



Senior leadership teams need to prioritise all areas of debate in a complex trading environment

In which of the following areas do you need to improve the quality of debate in the senior leadership team?



# Top five priorities for leaders in Asia

## Priorities for November 2022

- 1. Cost reduction
- 2. Digitisation
- 3. Retaining key talent and developing skills
- 4. Sustainability / ESG
- 5. Strengthening leadership capability

## Priorities for April 2022

- 1. Retaining key talent and developing skills
- 2. Strengthening leadership capability
- 3. Digitisation
- 4. Innovation
- 5. Sustainability / ESG

# Leadership

Criticleye enables and develops great leadership with the perfect mix of discussion and high-impact case studies

APAC-based  
leaders feel  
under pressure  
and challenged  
by multiple  
reporting lines

What are the five biggest  
challenges of leading a regional team?

November 2022

1. Managing multiple reporting lines
2. The 24-7 nature of leadership
3. Communication & collaboration
4. Establishing common goals
5. Lack of empowerment from HQ

April 2022

1. Establishing common goals
2. Communication & collaboration
3. The 24-7 nature of leadership
4. Managing multiple reporting lines
5. Lack of empowerment from HQ

# Leaders recognise the detrimental impact of short-term thinking

Click [here](#) to see leaders talk about building a senior team which can drive short, medium and long-term strategy.

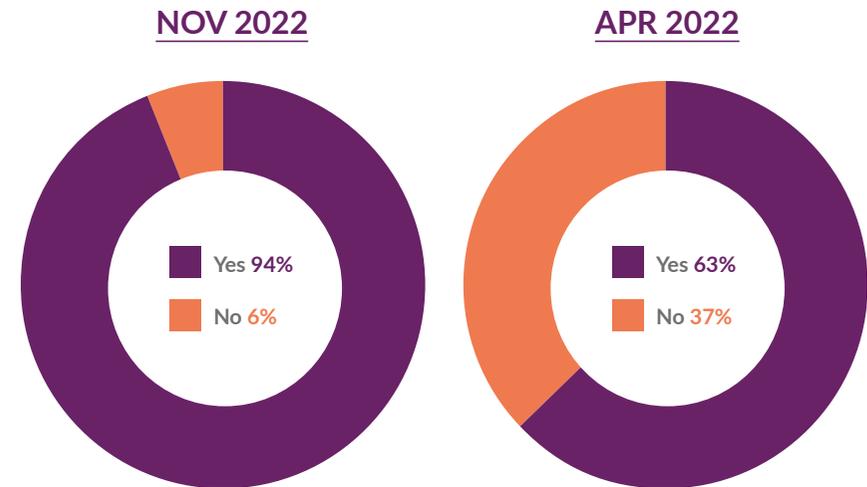
Featuring:

- June Felix, CEO, IG Group and Criticaleye Board Mentor
- David Comeau, Senior Venture Partner, Keen Growth Capital
- Richard Price, COO, Bristol Water
- Simon Fovargue, CEO & SVP, Leidos UK and Europe

## Why do senior leadership teams become too focused on short-term goals?



## Does being too focused on the day-to-day have a detrimental impact on business performance?



# Leaders recognise that executives must be aligned to be successful

Where do you need to improve as a leader?

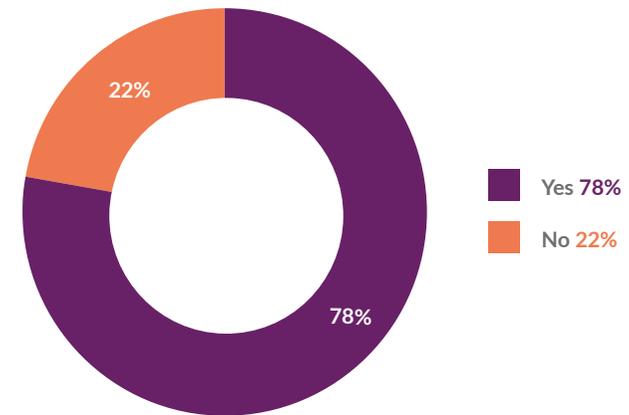


## Mentoring is an effective way of bringing the outside in for senior executives

“Having an external sounding board, and learning from experience, are both very valuable.”

Asia Leadership Research Participant

Does external mentoring improve the performance of senior executives?



Is business performance enhanced if executives have access to reference points outside of their organisation / sector?

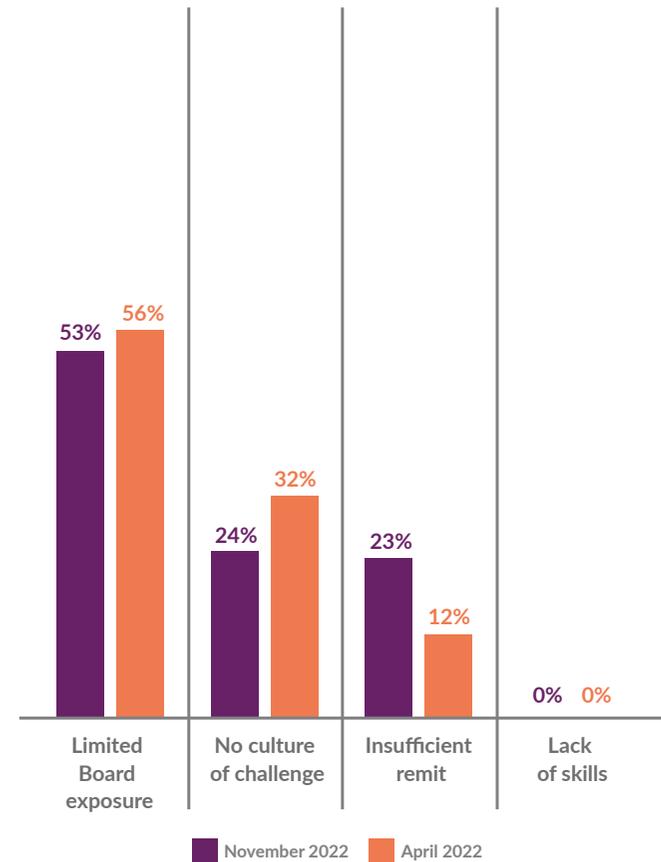


# Stakeholders

CriticalEye provides the right reference points to manage and navigate increasingly important stakeholder relationships

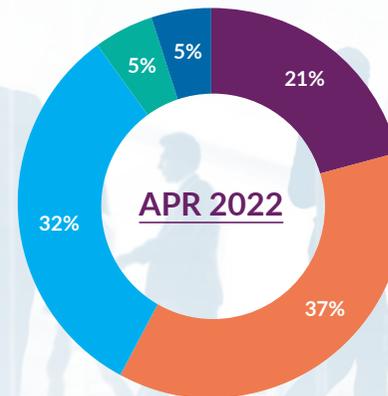
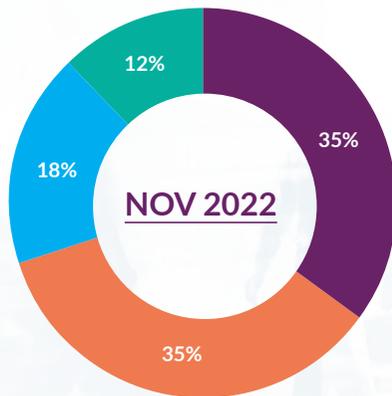
# Executives still aren't getting the right exposure and ability to influence the Board

What's the biggest barrier to you being able to influence the Board?

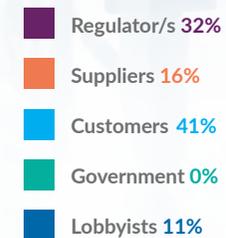
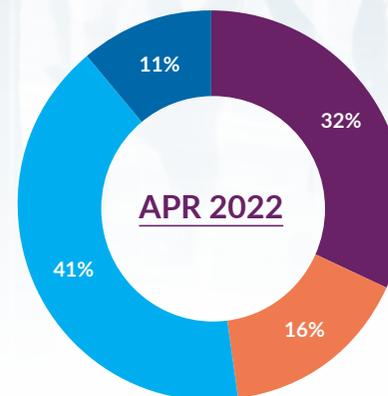
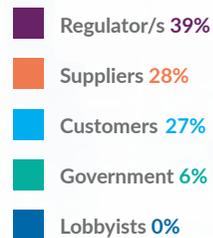


# Regulators and suppliers have overtaken customers as leaders' most challenging stakeholders

## Who is your most challenging internal stakeholder?

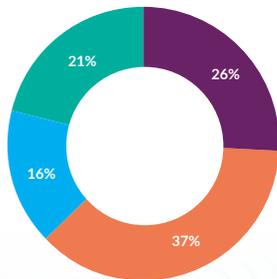


## Who is your most challenging external stakeholder?



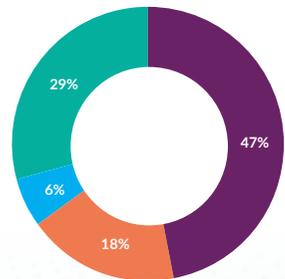
# Polls taken at Criticaleye's most recent Asia Leadership Retreat

Are you executing on your Net Zero strategy?



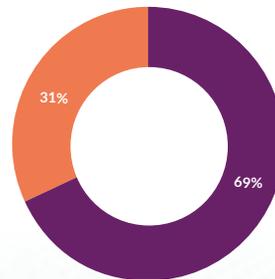
- To a great extent 26%
- To some extent 37%
- To a minor extent 16%
- We do not have a strategy for Net Zero 21%

What is the primary reason for driving business model transformation?



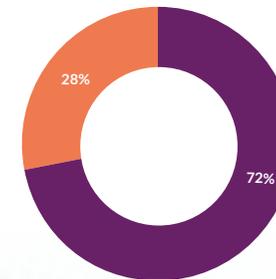
- Adapting to new customer behaviours 47%
- Cost reduction 18%
- Sustainability/Net Zero 6%
- Digitisation/new tech 29%
- Regulatory 0%

Has the turbulence of the past two-and-a-half-years fundamentally changed your talent strategy?



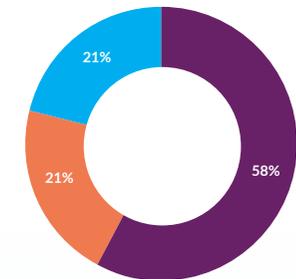
- Yes 69%
- No 31%

Are you beginning to see cracks in the resilience of your leadership team after such a turbulent period?



- Yes 72%
- No 28%

Do you expect to conduct an acquisition over the next 12 months?



- Yes 58%
- No 21%
- Maybe 21%

**20/21 APRIL 2023**

# Asia LEADERSHIP RETREAT 2023

To register your interest in any of these events, speak to your Relationship Manager or contact [events@criticaleye.com](mailto:events@criticaleye.com)

# WHAT OUR LEADERS SAY



## The journey to Net Zero: what challenges are leaders facing?

In this video, we ask leaders about what progress is being made in the journey to Net Zero.

Thanks to Stephen Pain, Former VP, Strategy Stewardship, Unilever (& Criticaleye Board Mentor); Sally Uren, CEO, Forum For The Future; Nick Boyle, Group CEO, Lightsource bp; Steven Wilson, Global Director of Capital Projects, SSE; Toby Siddall, Managing Director & Sustainability Lead, UK & Ireland, Accenture; and Janet Pope, Chief of Staff and Group Director, Sustainable Business, Lloyds Banking Group for commenting.

[CLICK HERE TO WATCH THE VIDEO](#)



## Criticaleye Asia Podcast: Leadership, People and Talent

In this episode of Criticaleye's Asia Podcast series, our General Manager Michael Crompton speaks to Susan Chen, Director & Head of People at HK & SG Game Development Studios, Riot Games and Mukta Arya, Regional Head, HR, Asia Pacific at Société Générale.

Thanks to our speakers for discussing the challenges of leading people and culture across a global framework.

[CLICK HERE TO LISTEN TO THE PODCAST](#)



## Managing shifting stakeholder relationships

In this video, we ask CEOs and senior executives about how stakeholder relationships were changing.

Thanks to June Felix, CEO, IG Group; Milena Mondini de Focatiis, Group CEO, Admiral Group; and Richard Price, COO, Bristol Water for commenting.

[CLICK HERE TO WATCH THE VIDEO](#)



## Criticaleye Asia Podcast: Stepping Up With William Lo

In this episode of Criticaleye's Asia Podcast series, our Managing Director Charlie Wagstaff speaks to Dr William Lo, Chair of Captcha Media Ltd and a Criticaleye Board Mentor about the challenges of stepping up in leadership.

We hear about William's own progression up the leadership ladder, what advice he would give to leaders today and the challenges executives are facing in the current climate.

[CLICK HERE TO LISTEN TO THE PODCAST](#)



## What's on the Board agenda in 2022

In this video, we ask Non-executives in our global Community about their priorities this year.

Thanks to Sally Bridgeland, Chair at Impax Asset Management; Brian May, NED at ConvaTec Group plc (& Criticaleye Board Mentor); Neil Griffiths, NED at City Pub Group (& Criticaleye Board Mentor); and Jane Griffiths, NED at Johnson Matthey plc (& Criticaleye Board Mentor) for commenting.

[CLICK HERE TO WATCH THE VIDEO](#)

DO YOU WANT TO JOIN OUR GROWING COMMUNITY OF CEOS, CFOS, NEDS, HRDS AND OTHER LEADERS? CONTACT [INFO@CRITICALEYE.COM](mailto:INFO@CRITICALEYE.COM) FOR MORE INFORMATION ABOUT HOW WE SUPPORT AND DEVELOP SENIOR EXECUTIVES AND THEIR TEAMS ACROSS A WIDE RANGE OF SECTORS AND ORGANISATIONS.

“At Criticaleye, we believe that great leadership creates positive outcomes and enables powerful legacies. Whatever the strategic direction of your business, it’s essential to have an effective, cohesive leadership team in which there is complete trust and alignment.”



**Charlie Wagstaff**  
Managing Director, Criticaleye

# We Inspire Leaders to Succeed



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

Our unique strength lies in our ability to bring together a wide range of leadership and industry experience.

We invite leaders into a trusted environment, where executives and their teams get access to the insight they need to enhance their performance.

We enable senior executives to address key questions around leadership, strategy and stakeholder management.



Achieve  
**Better**  
Performance

## Inspiring Leaders to Succeed

### Our Values

**Respect:** an appreciation for diverse and varied views and experiences is crucial to high-performance leadership

**Collaboration:** working together to share knowledge and expertise is a defining characteristic of effective executive teams

**Challenge:** strategies and ideas need to be constructively challenged to reach the best outcome

**Trust:** leaders need to trust their colleagues and peers in order to work effectively and drive results

**Integrity:** we inspire leaders to succeed by providing a closed and confidential environment where Members can share openly

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