

THIS RESEARCH, TAKEN AT OUR ASIA LEADERSHIP RETREAT IN NOVEMBER 2023, REVEALS KEY CHALLENGES FOR SENIOR EXECUTIVES IN THE REGION.

Although the figures paint a more positive picture for economic growth in Asia than globally, leaders still recognise their role in taking advantage of opportunities in a difficult market. Indeed, **leadership capability** was cited as the number one risk to organisations. Worryingly, only 27 percent had full confidence that their senior team could navigate strategic uncertainty, while building

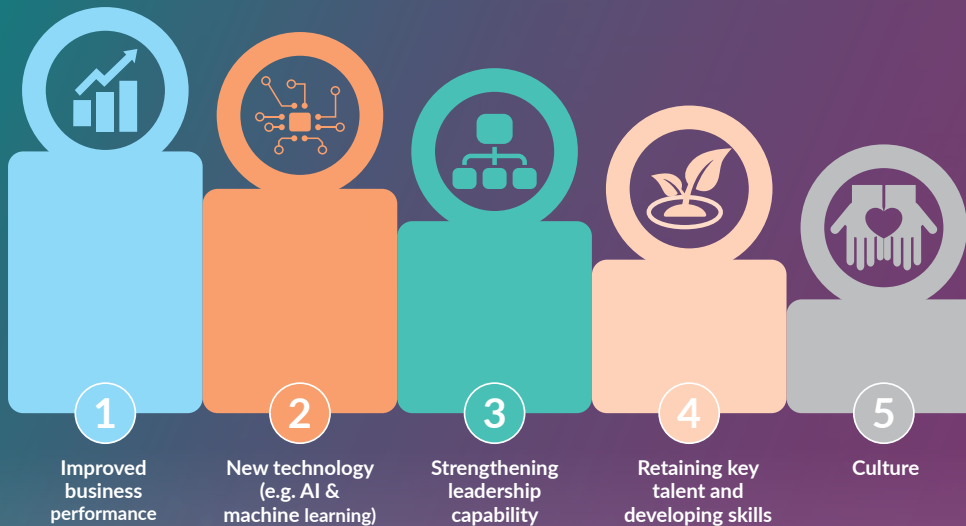
alignment between executives at the top of organisations was cited as the number one area of improvement by respondents. Additionally, over half (56 percent) did not think that they had the right mix of technology and talent to outperform in the next 12 months. Recognising these gaps is vitally important as we look ahead to 2024. Encouragingly, most leaders said their senior leadership team did rely on

external reference points, and that mentoring is having a positive impact on their leadership outlook and capabilities.



HOLLY CARMICHAEL, HEAD OF RESEARCH & MARKET DEVELOPMENT, APAC, CRITICALEYE

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



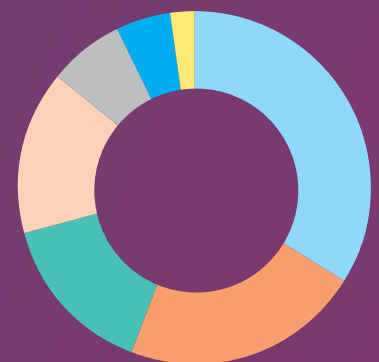
CRITICALEYE VIDEO: EVOLVING BUSINESS MODELS IN APAC

Click [here](#) to see leaders at our Asia Leadership Retreat discuss how business models are evolving in the APAC region.

Featuring comment from **Matthew Blagg**, CEO, CriticaLeye; and **Yen Yen Tan**, Independent Director, OCBC Bank and CriticaLeye Board Mentor.



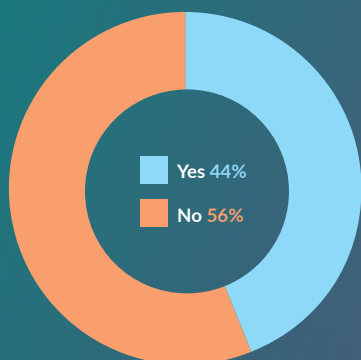
WHAT IS THE BIGGEST RISK FOR YOUR ORGANISATION?



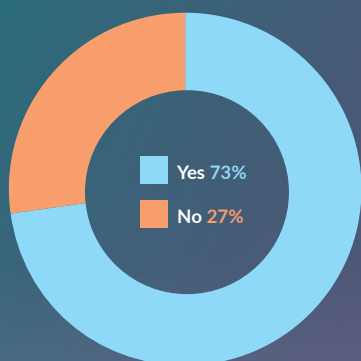
LEADERSHIP CHALLENGES

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

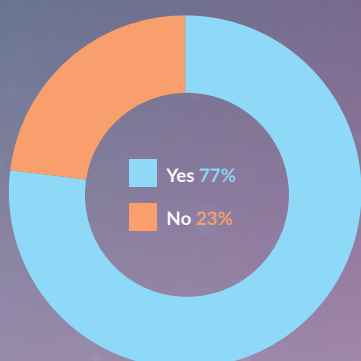
DOES YOUR ORGANISATION HAVE THE RIGHT MIX OF TALENT AND TECHNOLOGY TO OUTPERFORM OVER THE NEXT 12 MONTHS?



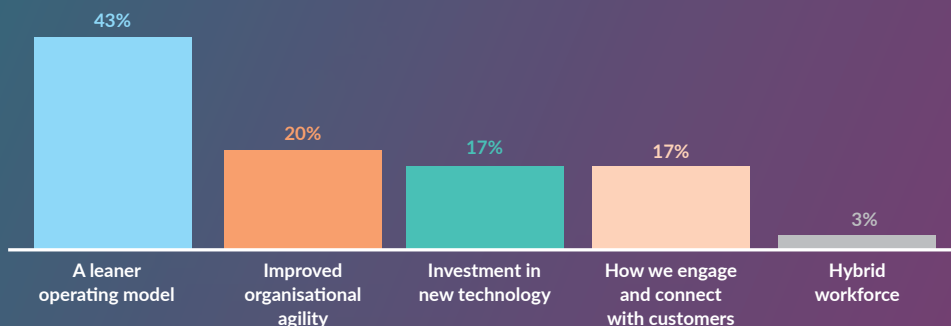
IS SUSTAINABILITY A STRATEGIC PRIORITY IN YOUR BUSINESS?



IS YOUR SENIOR LEADERSHIP TEAM TOO TACTICAL AND FOCUSED ON THE DAY-TO-DAY?



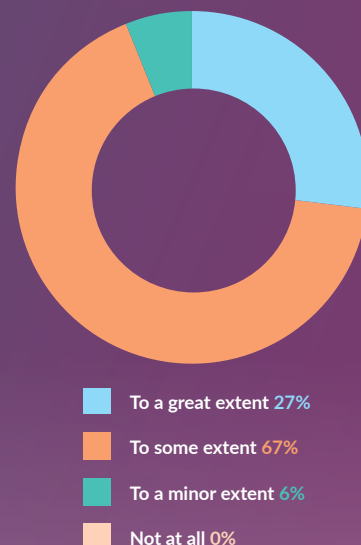
WHERE DO YOU SEE THE BIGGEST CHANGES OCCURRING IN YOUR ORGANISATION?



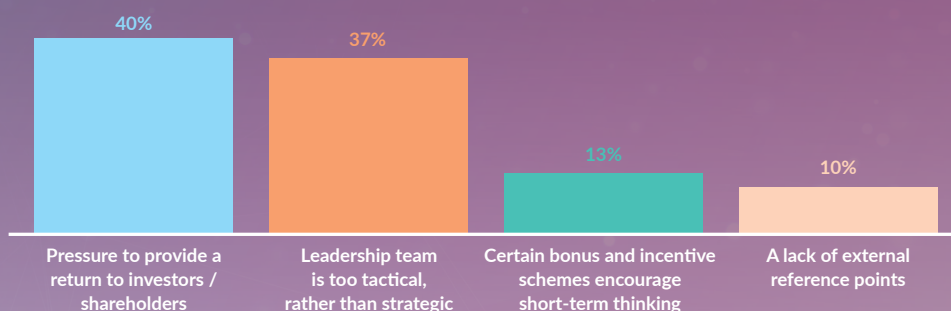
PLEASE RANK THE BIGGEST CHALLENGES OF LEADING A REGIONAL TEAM



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



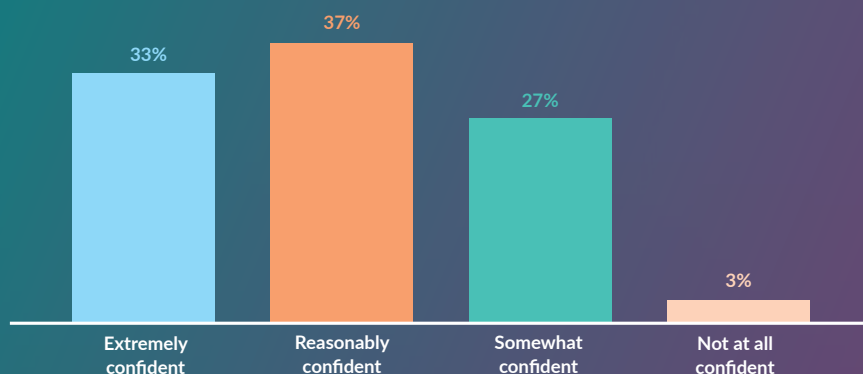
WHY DO SENIOR LEADERSHIP TEAMS BECOME TOO FOCUSED ON SHORT-TERM GOALS?



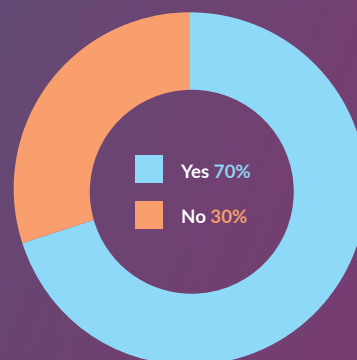
ECONOMY AND GROWTH

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

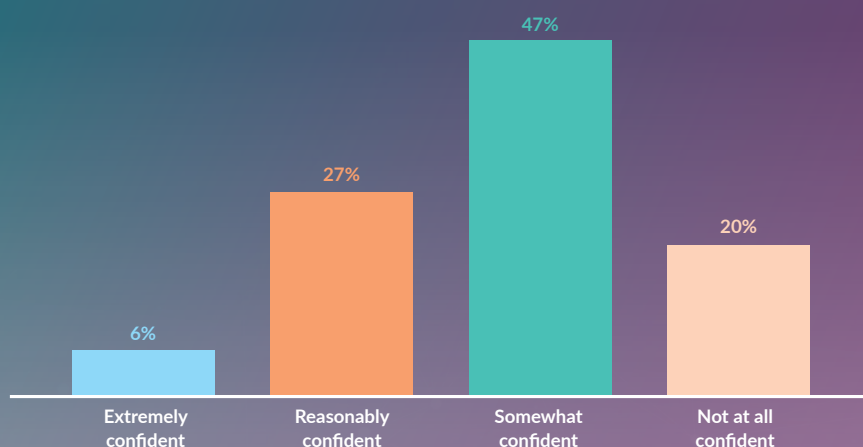
HOW CONFIDENT ARE YOU THAT THE RATE OF GROWTH IN THE ASIAN ECONOMIC REGION WILL INCREASE OVER THE NEXT 12 MONTHS?



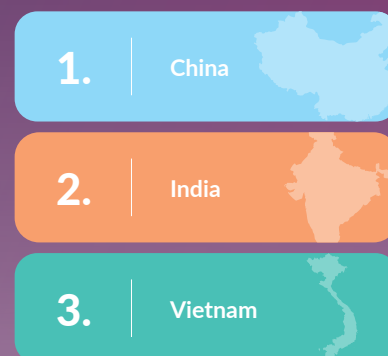
DO YOU EXPECT TO CONDUCT M&A OVER THE NEXT 12 MONTHS?



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



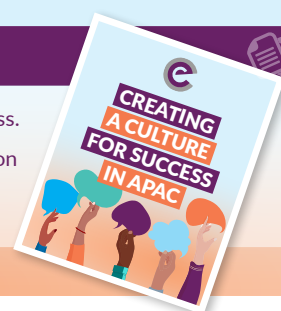
WHAT ARE THE TOP THREE COUNTRIES YOU ARE TARGETING FOR GROWTH IN THE NEXT 12 MONTHS?



CRITICALEYE INSIGHT: CREATING A CULTURE FOR SUCCESS IN APAC

Click [here](#) to read why leaders at the Asia Leadership Retreat think culture is central to an organisation's long-term success.

Featuring commentary from **Matthew Blagg**, CEO, Criticaleye; **Gastón Carrión**, Managing Director, Talent and Organisation Lead, Growth Markets, Accenture; **Varsha Bipinchandra**, Independent Board Member, Partner RE ASIA; **Ravi Gopinath**, NED, Spectris; and **Ian Stone**, Independent Non-executive Director, Tencent and Criticaleye Board Mentor.



CHINA REMAINS THE TOP COUNTRY FOR GROWTH IN THE REGION

STAKEHOLDERS

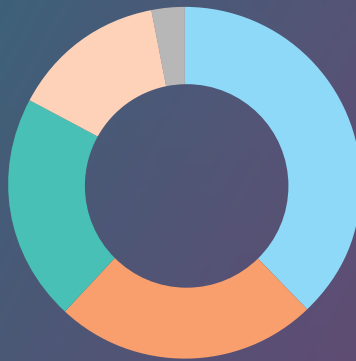
LEADERS REVEAL THE CHALLENGES OF SUCCESSFUL STAKEHOLDER MANAGEMENT AND ASSESS THEIR RELATIONSHIP WITH THE CHAIR AND THEIR BOARD.

WHO IS YOUR
MOST CHALLENGING
INTERNAL STAKEHOLDER?



- Senior leadership team 67%
- Chair / Board 20%
- Workforce 13%

WHO IS YOUR
MOST CHALLENGING
EXTERNAL STAKEHOLDER?



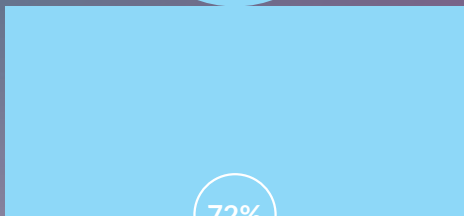
- Customers 38%
- Regulator(s) 24%
- Shareholders / Investors 21%
- Government 14%
- Suppliers 3%

DOES YOUR CHAIR ADD VALUE IN
TERMS OF THE SUPPORT PROVIDED
TO THE EXECUTIVE TEAM?



- Yes 79%
- No 21%

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



72%
Strategy



21%
Performance



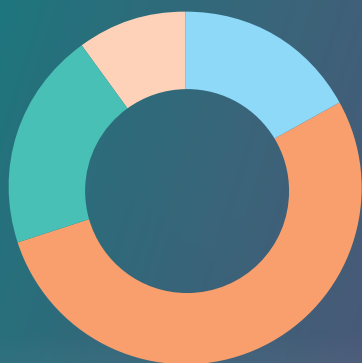
7%
Governance

LEADERS SAY CUSTOMERS ARE THE MOST
CHALLENGING EXTERNAL STAKEHOLDERS

PERSONAL DEVELOPMENT

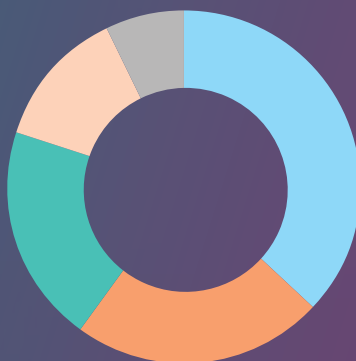
WE ASKED LEADERS WHAT THEY FIND MOST EFFECTIVE WHEN BUILDING SKILLS AND UNDERSTANDING THE EXTERNAL LANDSCAPE.

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



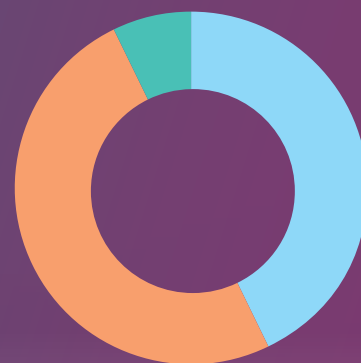
- To a great extent 17%
- To some extent 53%
- To a minor extent 20%
- Not at all 10%

WHERE DO YOU NEED TO IMPROVE AS A LEADER?

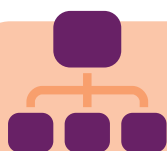


- Building alignment in the senior leadership team 37%
- Strategic thinking 23%
- Ability to influence others 20%
- Recognising the need for external reference points 13%
- People skills and communication 7%

TO WHAT EXTENT DO YOU AND YOUR SENIOR LEADERSHIP TEAM REQUIRE EXTERNAL REFERENCE POINTS?



- To a great extent 43%
- To some extent 50%
- To a minor extent 7%
- Not at all 0%



EXECUTIVE ALIGNMENT IS THE KEY AREA FOR IMPROVEMENT, FOR APAC LEADERS

UPCOMING EVENTS



ASIA VIRTUAL ROUNDTABLE

ASIA RESEARCH 2024
BUILDING LEADERSHIP CAPABILITY

12 / 12 / 23



ASIA VIRTUAL ROUNDTABLE

20 / 02 / 24



THE ASIA LEADERSHIP RETREAT

THURS 18TH
& FRI 19TH
APRIL 2024



Criticleye's Community of leaders operating businesses, or divisions of global businesses, in the APAC region provides a rich tapestry of insight on the unique challenges executives in the region are facing. With exciting opportunities for growth and innovation, but often within very isolated roles, we provide leaders in Asia with peer-to-peer support in order to establish best practice.

[Click here](#) to find out how we support leaders in Asia.