

# ASIA LEADERSHIP RETREAT 2019



**CRITICALEYE**

The peer to peer Board Community

**SUCCESSING  
THROUGH  
TECH &  
TALENT**



**RESEARCH  
RESULTS**

“This research, carried out at our Asia Leadership Retreat 2019, offers valuable insight into the challenges executives operating in Asia are facing.

The statistics show leaders in the region are increasingly concerned about economic growth, both regionally and globally, and most (89%) are facing business model disruption. In this environment executives need to act quickly. The need for alignment at the top of the organisation is crucial, but over half (54%) claim to feel isolated in their roles and say the senior leadership team is their ‘most challenging internal stakeholder’.

A significant number (88%) think more should be spent on leadership development rather than headhunters. Encouragingly, leaders recognise the value of access to external and impartial reference points, with 96% reporting that mentoring boosts business performance.

With so much at stake, a lot depends on the ability of senior executives and teams to build the capabilities required to lead through disruption. With the right support in place, leaders can gain the skills needed to succeed through tech and talent.”



**Jamie Wilson**  
Managing Director  
Criticaleye

# Findings from Criticaleye's Asia Retreat 2019 Research



**38%**

of executives in Asia admit to having no clear and effective regional growth strategy



**A shortage of skills and talent** remains the no.1 threat to growth for leaders in the region



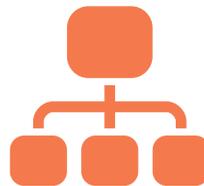
**89%**

of leaders in Asia are facing business model disruption



**(54%)**

Over half of leaders in Asia report feeling isolated in their role



**The senior leadership team** is cited as the most challenging internal stakeholder group



**88%**

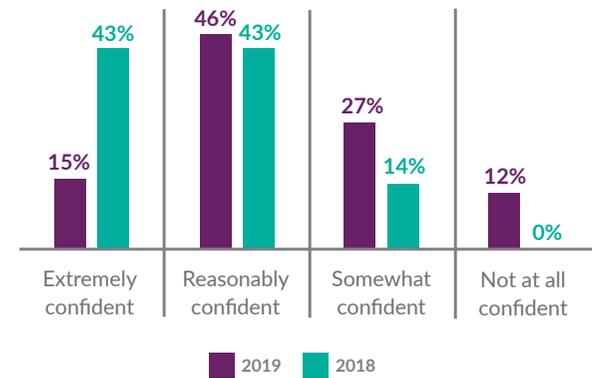
agree that more should be spent on leadership development rather than recruiters and headhunters

# Strategy

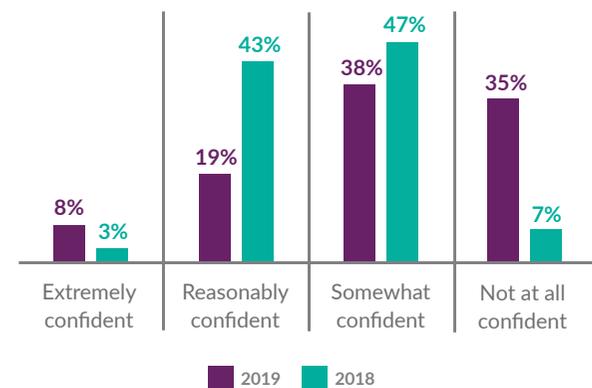
Criticleye offers senior executives a unique opportunity to discuss and reflect upon strategy with peers and experts

Although confidence in the regional economy continues to outstrip that in global growth, there has been an annual downturn in both measures over the last 12 months

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

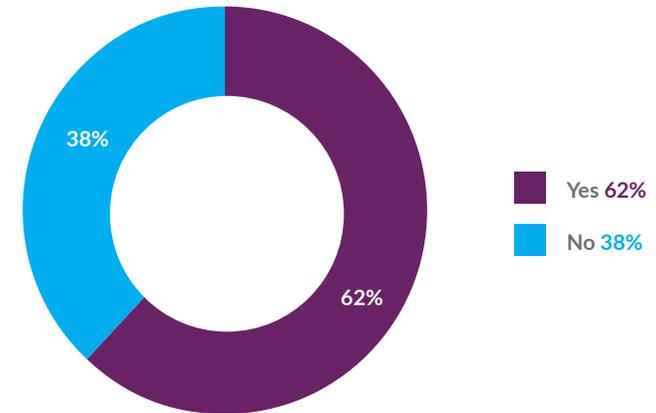


How confident are you that the rate of growth in the global economy will increase over the next 12 months?



## China remains at the forefront of leaders' growth ambitions in 2019

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

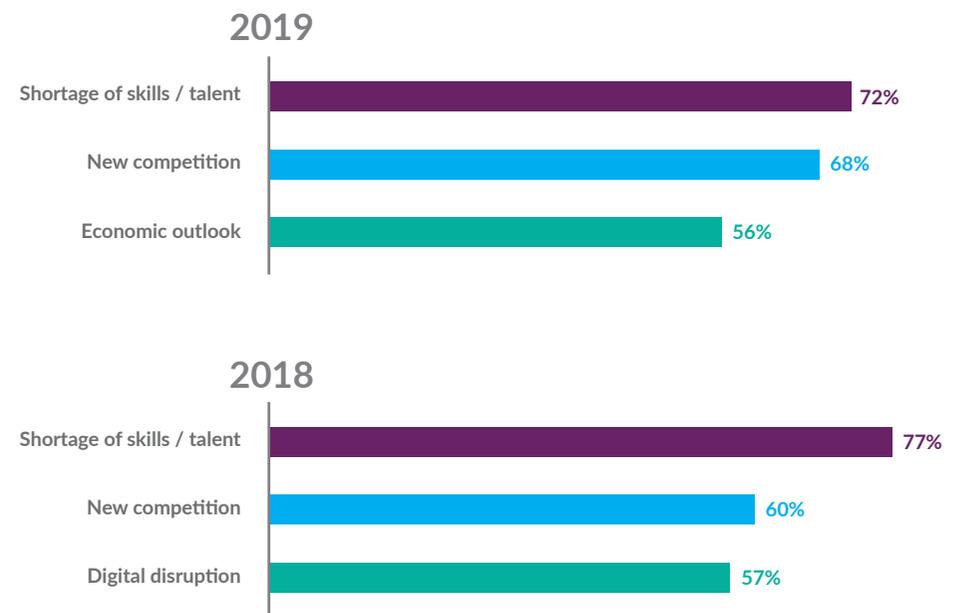


What are the top three countries you are targeting for growth in the next 12 months?



**Shortage of skills and talent remains the most pressing concern for leaders in Asia, but economic uncertainty has overtaken digital disruption as a top threat**

What are the three biggest threats to growth in the next 12 months?

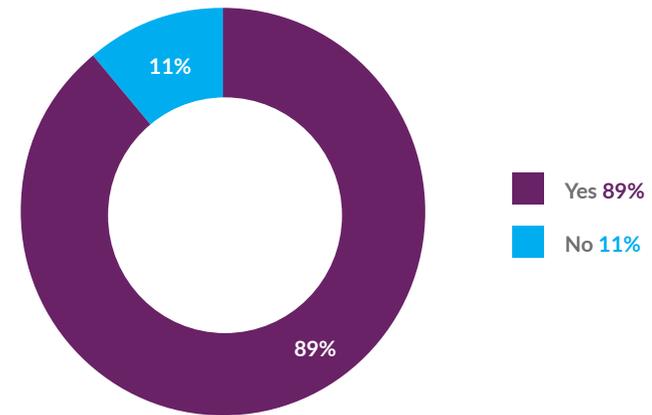


# Most businesses (89%) are being disrupted and executives are losing confidence in their ability to respond year-on-year

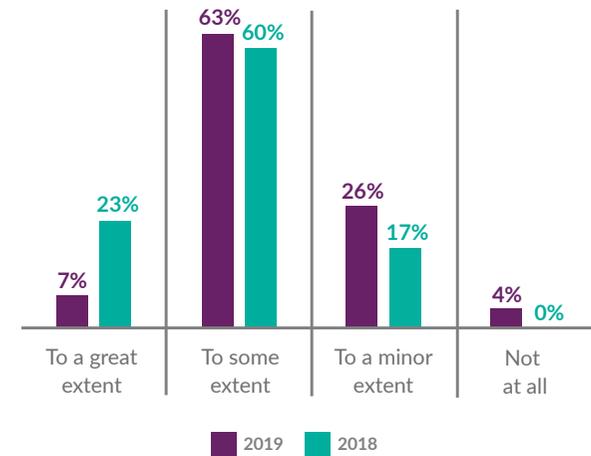
Click [here](#) to see business leaders discuss handling disruption, the value of the Board and why you need diverse leadership – with external as well as internal focus – to handle disruption or a crisis should it arise.

Featuring: Mike Evans, Chair, Just Eat; Hywel Ball, Managing Partner, EY; Sarah Bates, Chair, Polar Capital Technology Trust; Tony Hayward, Chair, Glencore; and Neil Griffiths, Non-executive Director, City Pub Group, StarStock (& Criticaleye Board Mentor).

Is your business model being disrupted?



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

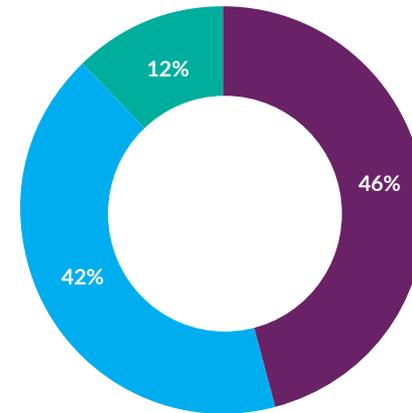


# Executive teams operating in Asia need to improve the quality of discussions around strategy and performance

Click [here](#) to see senior executives across our Community discuss how leaders can make more time for strategic discussion, and why it is important.

Featuring: Mark Whitby, Chair, Codeplay (& Criticaleye Board Mentor); Joanne Wilson, CFO, Dunhumby; Chris Griffith, Group Investor Relations Director, Tesco; and Michael Topham, CEO, Biffa.

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 in 2019

- ✓ 1. Retaining key talent and developing skills
- ✓ 2. Strengthening leadership capability
  - ✓ 3. Organisational design
  - ✓ 4. Innovation
- ✓ 5. Greater cross-team collaboration

# Leadership

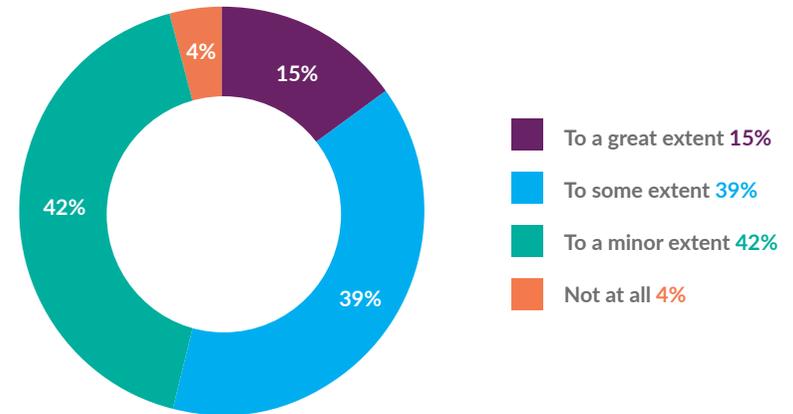
Criticleye enables and develops great leadership with the perfect mix of peer to peer discussion and high-impact case studies

# Over half (54%) of leaders in Asia report feeling isolated in their role, and say multiple reporting lines present a major challenge

Click [here](#) to see business leaders in Asia share their views on what great leadership looks like

Featuring: Shubhro Mitra, former Chief Human Resources Officer, AXA China; Kris Webb, Chief People Officer, Coles; Bala Swaminathan, Asia Advisory Board Member, Westpac Banking Corporation (& Criticaleye Board Mentor); Duncan Hewett, SVP & GM, Asia Pacific and Japan, VMware; David Comeau, Venture Partner, KEEN Growth Capital (& Criticaleye Board Mentor); Anika Grant, HR Senior Director, Global Core Business, Uber; and Till Vestring, Non-executive Director, Inchcape (& Criticaleye Board Mentor).

As a leader, do you feel isolated in your role?



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

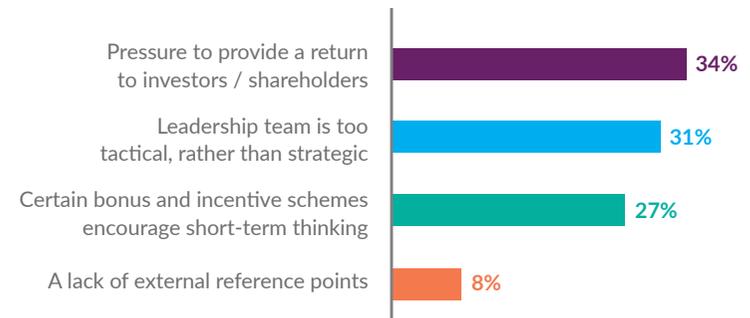
1. Managing multiple reporting lines

2. Lack of empowerment from HQ

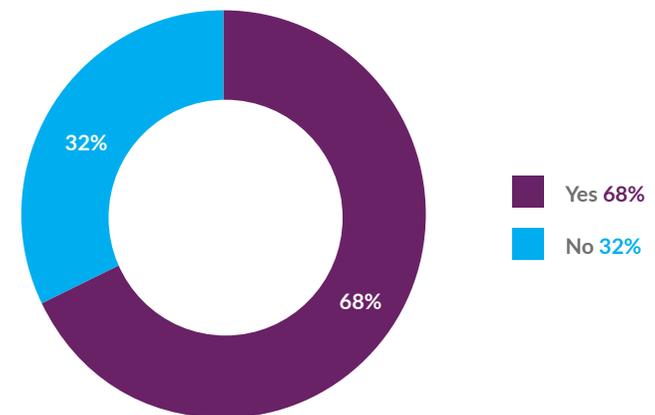
3. Communication & collaboration

**68% of leaders in Asia agree that too much focus on the day-to-day has a negative impact on performance**

### 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?



# What makes a high-performing regional leadership team?



Click [here](#) to see Kris Webb, Chief People Officer, Coles; Till Vestring, Non-executive Director, Inchcape (& Criticaleye Board Mentor); Anika Grant, HR Senior Director, Global Core Business, Uber; Simon Farry, VP Sales and Marketing - Iron Ore, Rio Tinto; Sanjay Patel, former Group Head of Global Business Services, BAT; and John Shelley, Board Mentor, Criticaleye, discuss the core components of a successful, regional leadership team in Asia.

What are the top three reasons for failure in the senior leadership team?

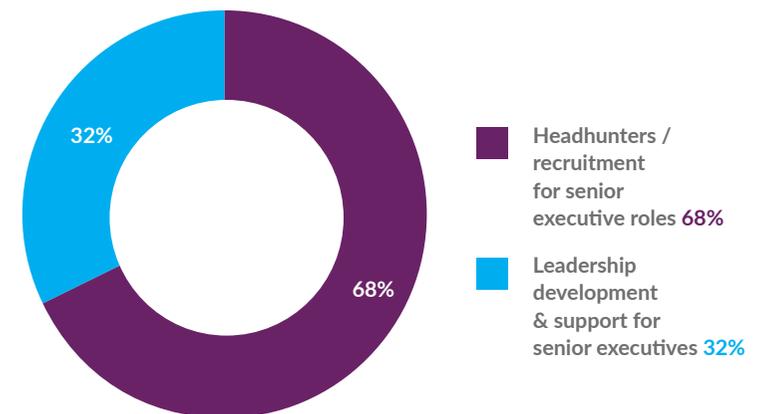
1. | Afraid to challenge and speak openly
2. | Not enough time spent discussing strategy
3. | No alignment on key commercial objectives

Although leaders in Asia believe executive development should take priority, 68% acknowledge more is spent on recruitment

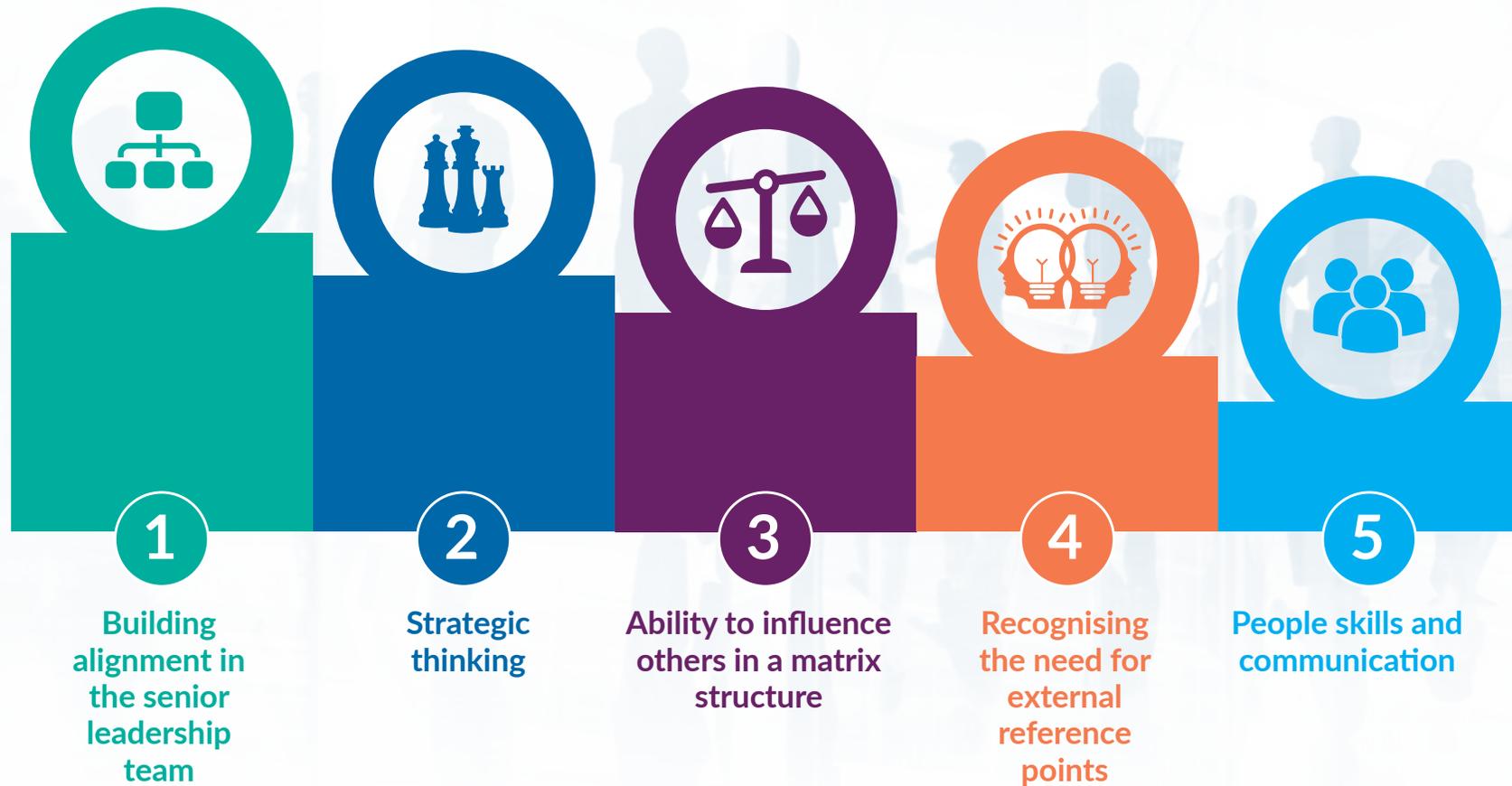
Should more be spent on leadership development and support for senior executives, as opposed to headhunters?



In your experience, on which of the following do organisations spend more?

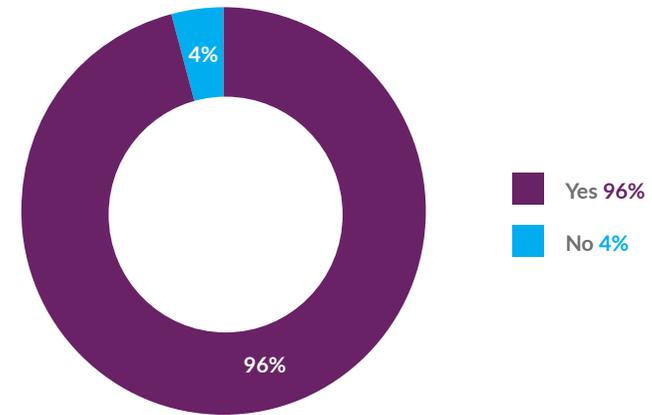


# We asked senior leaders where they need to improve – building alignment in the senior leadership team came top

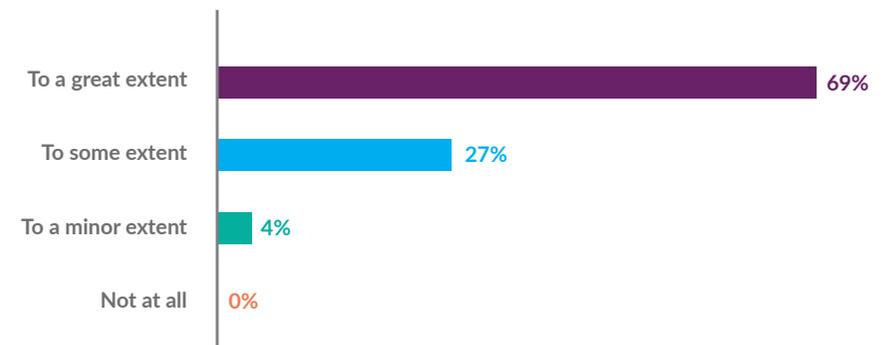


There is overwhelming consensus for the value of external support and reference points. Leaders agree that access to mentors and peers is invaluable

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?

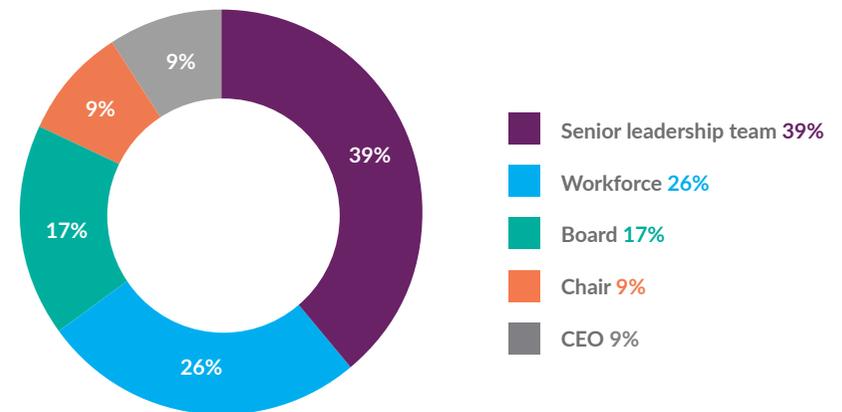


# Stakeholders

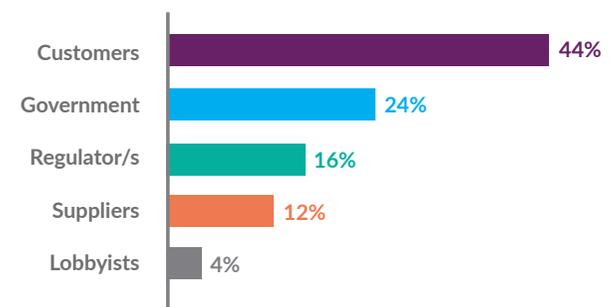
CriticalEye provides the right reference points to manage and navigate increasingly important stakeholder relationships

Leaders cite their peers on the executive team as the most challenging internal stakeholders

Who is your most challenging internal stakeholder?

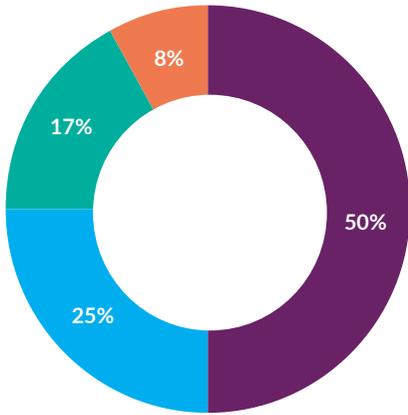


Who is your most challenging external stakeholder?



Limited exposure is the no.1 barrier for senior executives when it comes to influencing the Board

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



- Limited Board exposure 50%
- Insufficient remit 25%
- No culture of challenge 17%
- Lack of skills 8%

# What our leaders say

## Are leadership teams too focused on the day-to-day?



HR Directors say management teams are too inward-looking and focused on the day-to-day.

Thanks to Richard Place, CFO, NatWest Markets; Michael Topham, CEO, Biffa; Matthew Blagg, CEO, Criticaleye; James Taylor, CFO, Mayborn Group; Chris Griffith, Group Investor Relations Director, Tesco; and Viral Gathani, Head of Corporate Finance and Strategy, Vedanta Resources, for giving us their opinions.

[CLICK HERE TO WATCH THE VIDEO](#)

## Unique challenges for today's leaders



We asked leaders from our Community about the key challenges they are facing.

Thanks to Alex Cruz, Chair and CEO, British Airways; Mary Jo Jacobi, NED, Weir Group, Mulvaney Capital Management, Panafsat (& Criticaleye Board Mentor); Paula Dowdy, SVP & GM EMEA, Illumina; and Rick Sheppard, Head of Latin America, Consumer Healthcare, GlaxoSmithKline, for giving us their views.

[CLICK HERE TO WATCH THE VIDEO](#)

## Has stakeholder management become more complex?

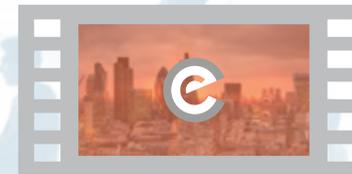


Leaders in our Community talk about stakeholder management in today's environment.

Thanks to Matthew Blagg, CEO, Criticaleye; Chris Griffith, Group Investor Relations Director, Tesco; Viral Gathani, Head of Corporate Finance and Strategy, Vedanta Resources; Michele Faull, CFO, Coventry Building Society; and Andre Nel, VP Finance (EMEA Regional CFO), Illumina, for sharing their views and experiences.

[CLICK HERE TO WATCH THE VIDEO](#)

## Getting the balance right between tactical and strategic thinking



In this film, we ask leaders about striking the right balance between tactics and strategy.

Thanks to Anthony Fletcher, CEO, graze; Lynn Drummond, Non-executive Chair, Venture Life Group (& Criticaleye Board Mentor); Jill Easterbrook, CEO, Boden; Paul McNamara, CEO, EValue; and David Johnson, CEO, Security Services, International SOS, for sharing their experience and expertise.

[CLICK HERE TO WATCH THE VIDEO](#)

## Understanding the value of an external mentor



We spoke to Criticaleye Board Mentors about the value of mentoring, both during their careers and now as mentors.

Thanks to Mark Whitby, Chair, Codeplay; Keith Edelman, Chair, Revolution Bars Group and PennPetro Energy; Phil Smith, Chair, Innovate UK and Neil Griffiths, Non-executive Director, City Pub Group and StarStock.

[CLICK HERE TO WATCH THE VIDEO](#)

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

For more information, please email: [info@criticaleye.com](mailto:info@criticaleye.com)

#### Criticaleye (Europe) Ltd

WeWork, Aldwych House  
71-91 Aldwych, London, WC2B 4HN

T: +44 (0) 20 7350 5100

#### Criticaleye (Asia) Ltd

23rd Floor, LKF Tower  
33 Wyndham Street, Central, Hong Kong

T:+852 6114 3865

[www.criticaleye.com](http://www.criticaleye.com)

