



ASIA LEADERSHIP RESEARCH 2023

TRANSFORMING THE FUTURE

Taken at our first Asia Leadership Retreat held in 2023, this latest research with our Membership Community in APAC provides some fascinating insight into the challenges leaders and executive teams are facing.

Business models continue to be disrupted in the region, with 86 percent of leaders admitting this is a challenge. Concerningly, just 14 percent are fully confident their senior leaders can respond to this, with less than one in five (17 percent) reporting they are optimistic about driving fast growth over the next 12 months.

Although China remains the top target for growth, other priorities have shifted for leaders in this latest report. Falling from the top spot, cost cutting has been replaced with retaining talent and developing skills as the top areas of focus for executives. This chimes with polls taken during the Retreat, where 55 percent admitted they did not have the right mix of talent and technology to outperform.

One consistent priority for leaders was the need for leaner operating models and improved agility. Clearly, leaders are considering ways to prepare for growth, to 'future-proof' their organisations as well as the need to drive the strategy. Indeed, 53 percent identified better strategic discussion as the top area of improvement amongst the senior leadership team.

Despite the obvious challenges leaders are facing, they recognise the vital role they play in driving change. Building alignment on the senior team was the area where APAC executives say they most need to improve. Similarly, most (97 percent) say looking up and out from their organisations is crucial to business performance.



Holly Carmichael

Head of Research & Market Development, APAC
Criticaleye

KEY FINDINGS FROM CRITICALEYE'S ASIA LEADERSHIP RESEARCH 2023



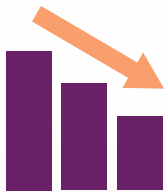
86% of business models are being disrupted



Retaining talent and developing skills are the top priorities for leaders in APAC



China is the top target for growth



71% say short-term, day-to-day focus has a negative impact on performance



The **senior leadership team** and **customers** are the most challenging stakeholders



53% say the quality of strategic debate needs improvement



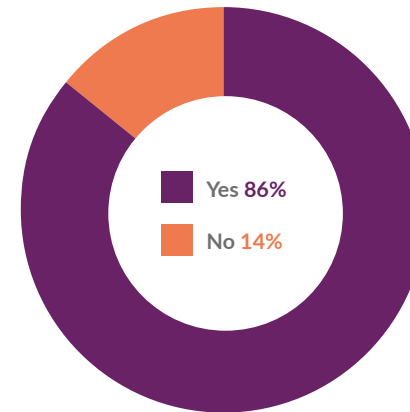
STRATEGY

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

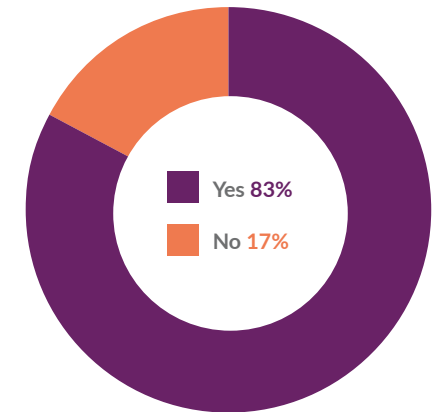
Confidence
in responding
to disruption
has declined
since 2022

Is your business model being disrupted?

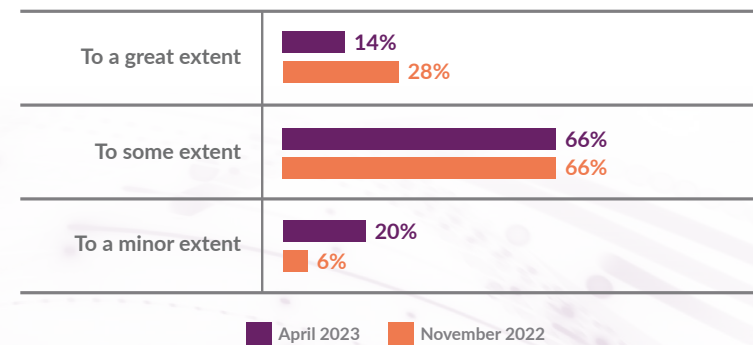
APR 2023



NOV 2022



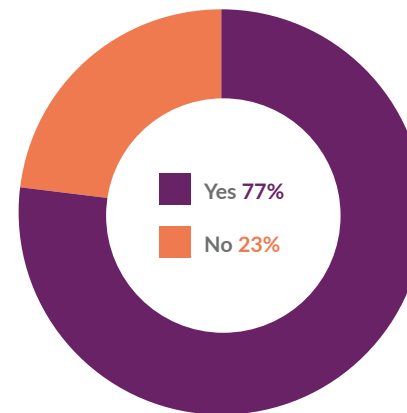
Does your senior leadership team have the ability
to respond to business model disruption?



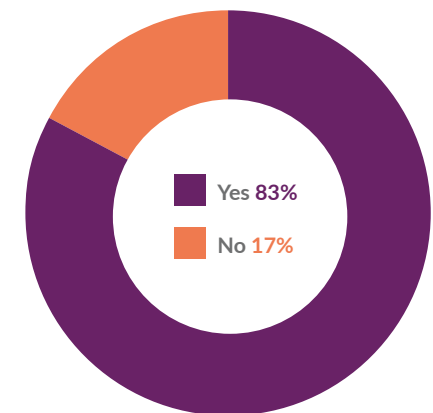
China remains
the top country
for growth in
the region

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

APR 2023

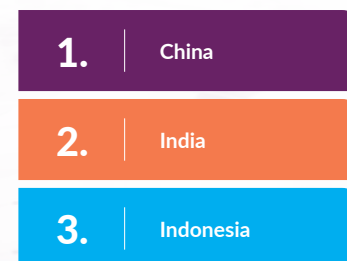


NOV 2022

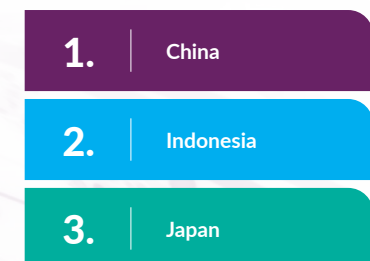


What are the top three countries you are targeting for growth in the next 12 months?

APR 2023

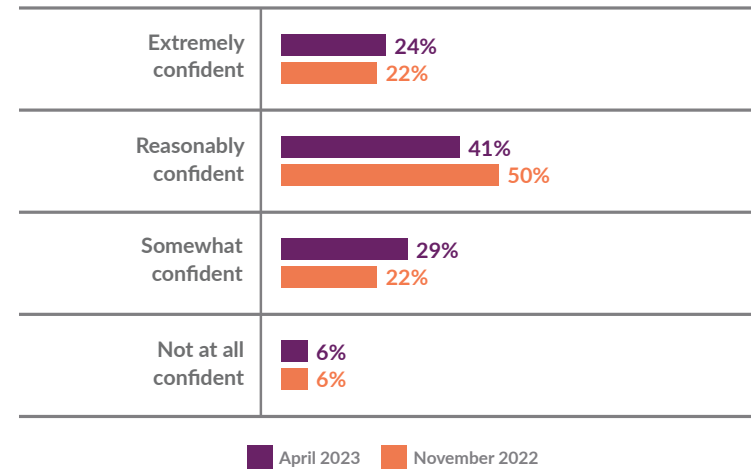


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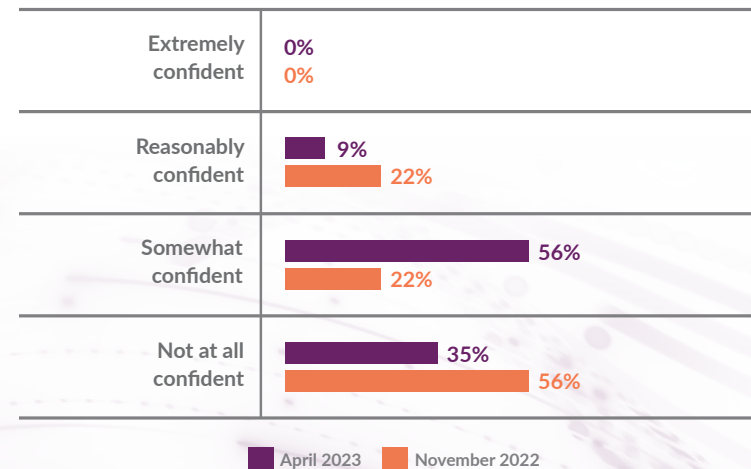


Optimism around
regional growth
opportunities
has declined

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



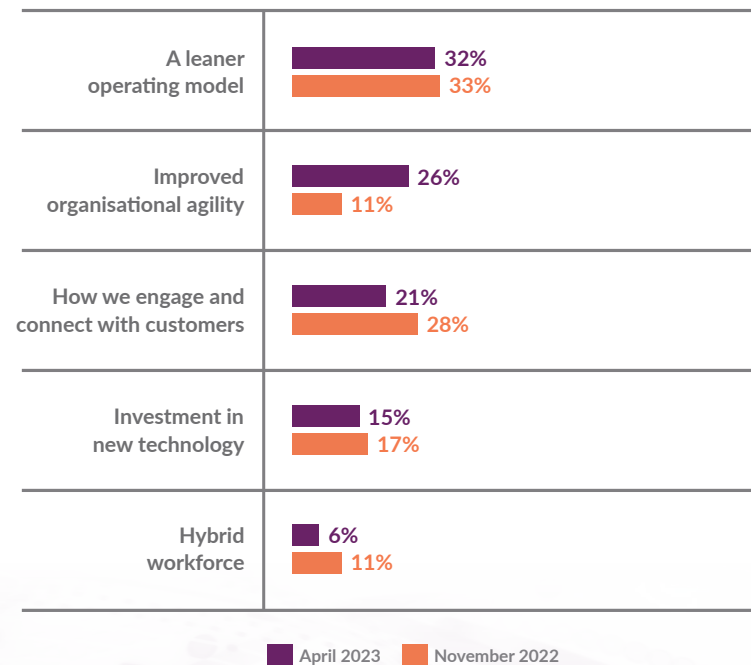
How confident are you that rate of growth in the global economy will increase over the next 12 months?



“New business and GTM models, innovation and investments in new technologies all need to be done under a leaner operating model.”

Asia Leadership Research participant

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



Over half of leaders in APAC need to improve their strategic discussion

Click [here](#) to see senior executives and non-executives from across our leadership Community in Asia, talk about what it takes to succeed as a regional CEO.

Featuring:

Kerrigan Procter

President, Asia Pacific, Legal & General

Lance Little

Managing Director, Asia Pacific, Roche Diagnostics

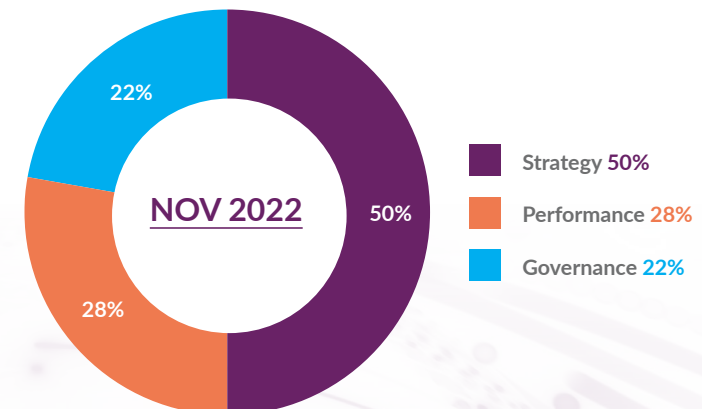
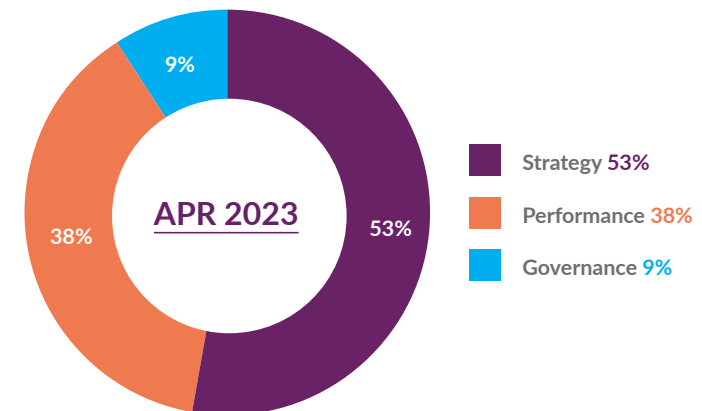
Mui Hoon Poh

Board Member, Singapore Pools
(plus a Criticaleye Board Mentor)

Benny H. Goh

Non-executive Director, Cyber Data Security
(plus a Criticaleye Board Mentor)

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 April 2023

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

Priorities for November 2022

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



LEADERSHIP

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

Communication
and collaboration
is the top challenge
for regional
leadership teams

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

April 2023

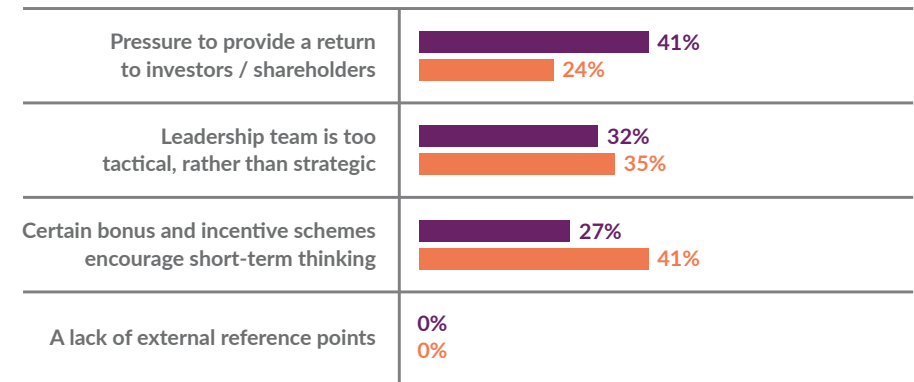
1. Communication & collaboration
2. Managing multiple reporting lines
3. Establishing common goals
4. The 24-7 nature of leadership
5. Lack of empowerment from HQ

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

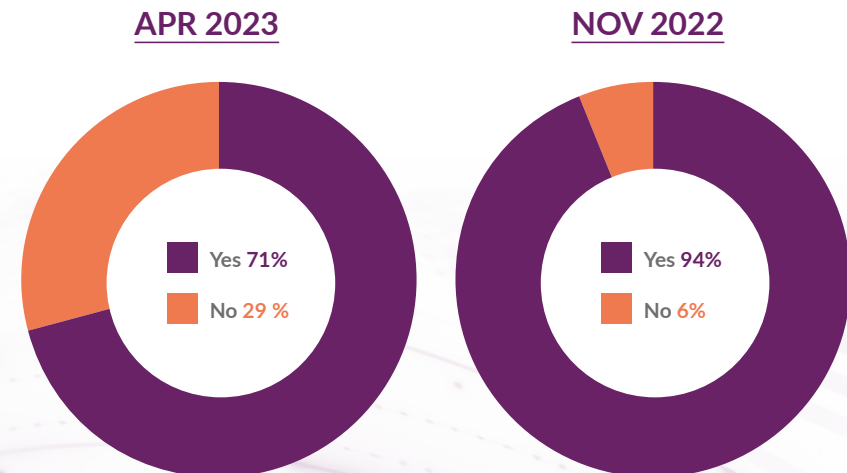
Pressure from investors and stakeholders forces short-term thinking from executives

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



■ April 2023
 ■ November 2022

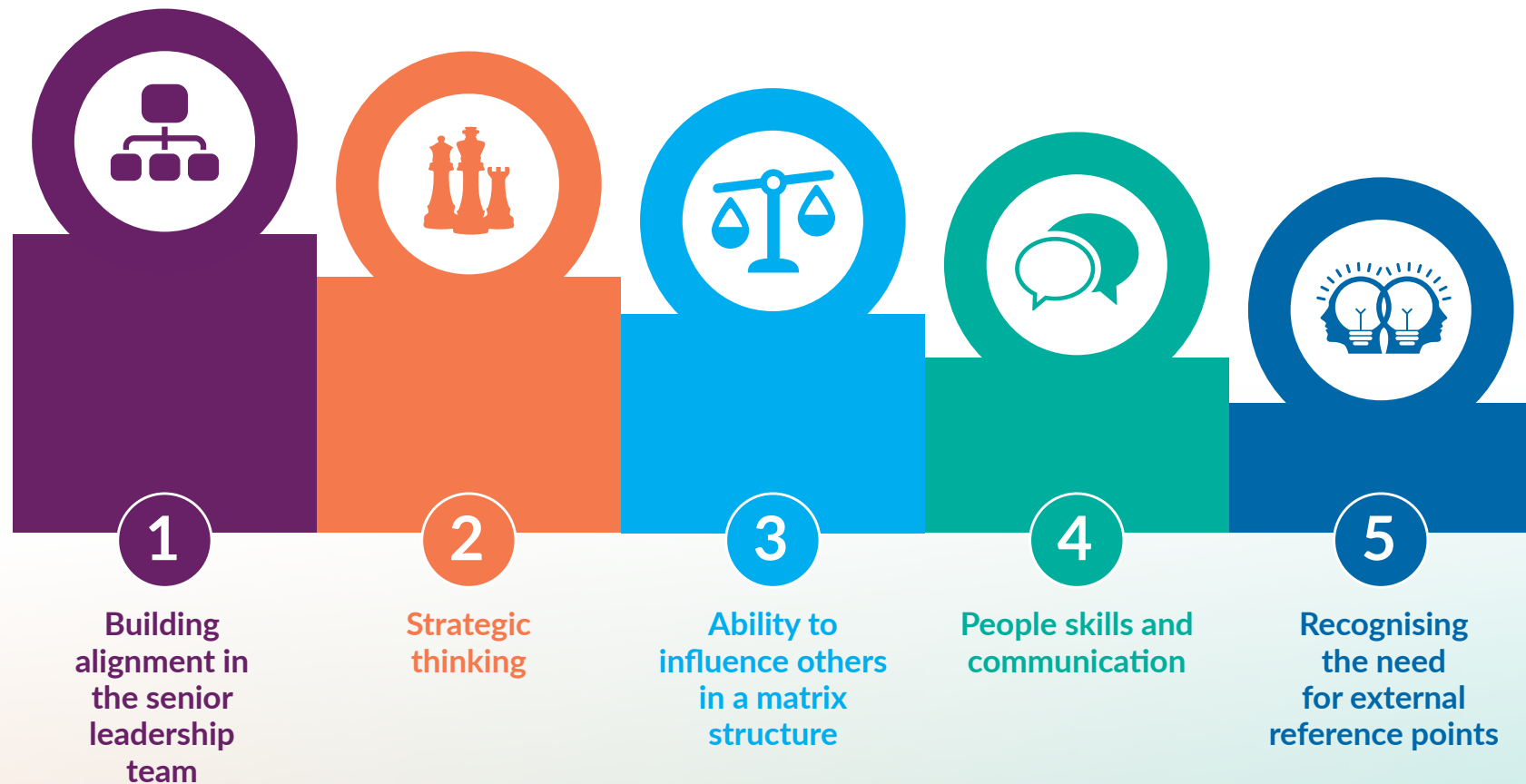
Does being too focused on the day-to-day have a detrimental impact on business performance?



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Executive alignment is the area where APAC leaders say improvement is needed

Where do you need to improve as a leader?



Mentoring is an effective way to seek inspiration

Click [here](#) to see our Board Mentors in Asia discuss the value of mentoring, and how executives can make the most of this relationship.

Featuring:

Benny H. Goh

Non-executive Director, Cyber Data Centre

Ray Ferguson

Chair, Singlife with Aviva

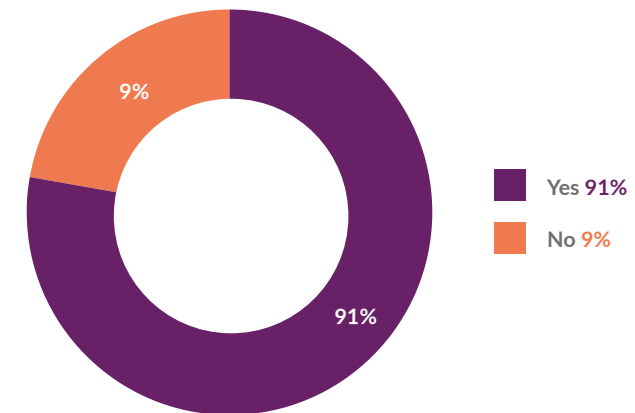
Mui Hoon Poh

Board Member, Singapore Pools

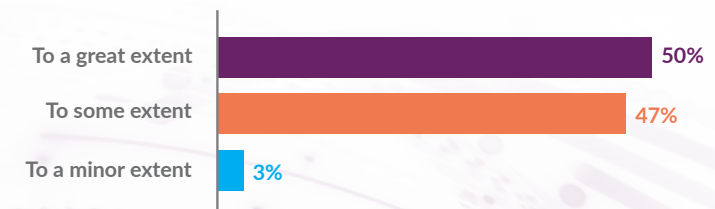
Chin Seng Lee

Former Vice President of People & Organisation for Asia Pacific & Russia at Royal Canin

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?



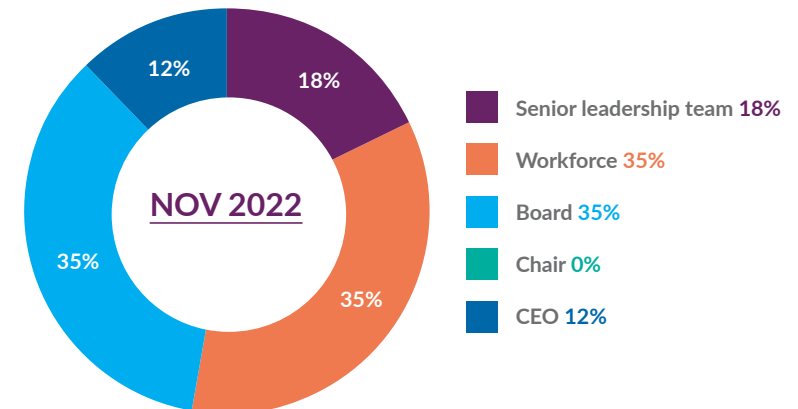
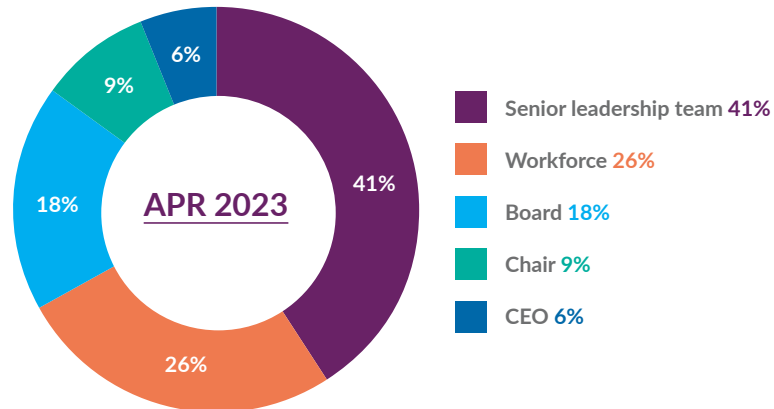


STAKEHOLDERS

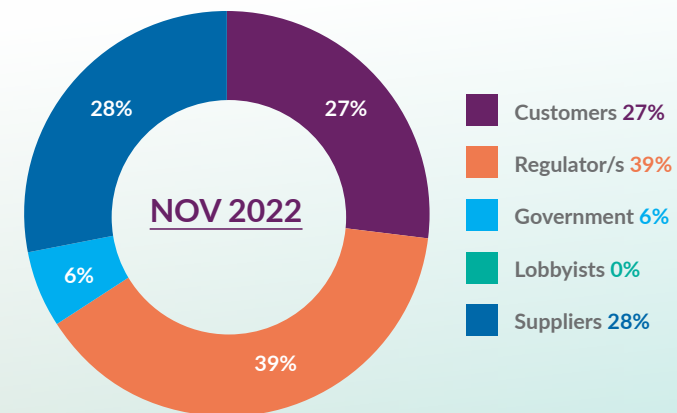
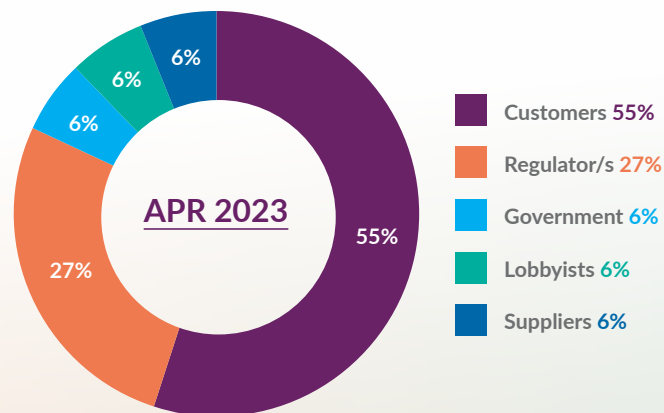
Criticleye provides the right reference points to manage and navigate increasingly important stakeholder relationships

APAC leaders say their peers are the most challenging stakeholders

Who is your most challenging internal stakeholder?

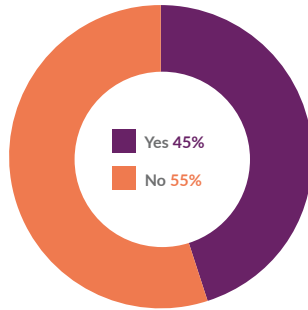


Who is your most challenging external stakeholder?

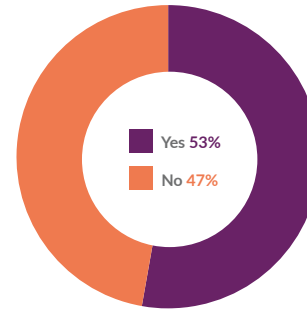


POLLS TAKEN AT THE ASIA LEADERSHIP RETREAT 2023

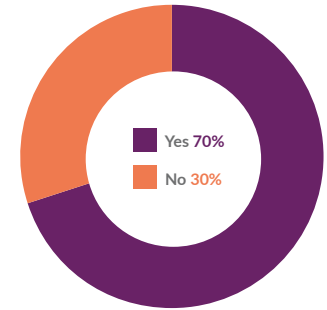
Does your organisation have the right mix of talent and technology to outperform over the next 12 months?



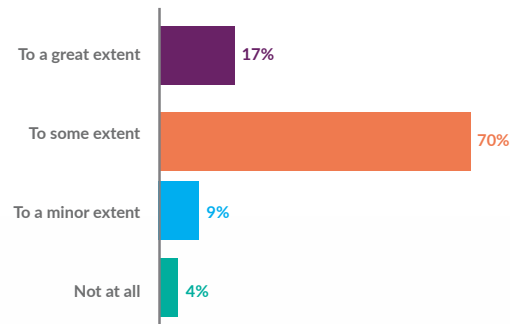
Do you need to radically improve your organisation's culture?



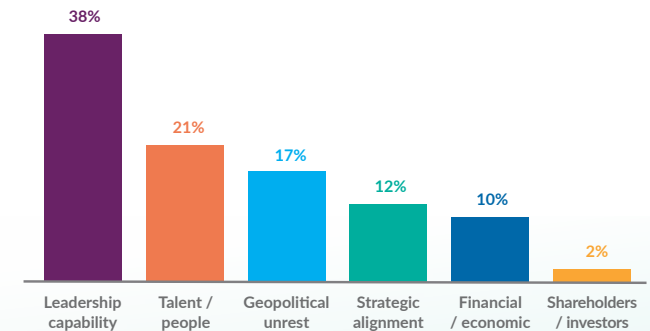
Is the agility and pace demonstrated over the past couple of years sustainable over 2023 and beyond?



How optimistic are you that you can drive fast growth over the next 12 months?



What do you see as the biggest overall operational / strategic challenge for your business?



**THE ASIA
LEADERSHIP
RETREAT 2024**

SAVE THE DATE:
18/19
APRIL 2024
VENUE:
CAPELLA
SINGAPORE



WHAT OUR LEADERS SAY



High performing leadership teams in APAC

In this video we asked senior executives and non-executives from across our global Community about the key role of the HRD in building outstanding senior teams.

Thanks to Rosa Lee, EVP - Corporate HR, Asia Pacific, Bosch China; Richard Eu, Non-executive Chair, Eu Yan Sang International Ltd. (plus a Criticaleye Board Mentor); Ann Eliahu, SVP, Human Resources, Kuehne+Nagel (Asia Pacific); Benny H. Goh, Non-executive Director, Cyber Data Centre (plus a Criticaleye Board Mentor); and Catherine Li, Chair, International Infrastructure Forum, The British Chamber of Commerce, Hong Kong.

[CLICK HERE TO WATCH THE VIDEO](#)



Criticaleye Asia Podcast: Stepping Up as a Non-Executive

In episode 9 of Criticaleye's Asia Podcast series, our General Manager Michael Crompton speaks to Louise Chaplin, Partner & Head of Board Practice, Eton Bridge Partners and Yen Yen Tan, Independent Director, OCBC Bank (plus a Criticaleye Board Mentor).

Thanks to our speakers for discussing the core competencies needed to be successful on a Board, and what approach you should take to securing your first NED role.

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



The business landscape in APAC in 2023

Taken at our Asia Leadership Retreat, in this video we asked senior executives and non-executives about the key challenges in the year ahead.

Thanks to Rosa Lee, EVP - Corporate HR, Asia Pacific, Bosch China; Benny H. Goh, Non-executive Director, Cyber Data Centre (plus a Criticaleye Board Mentor); Ann Eliahu, SVP, Human Resources, Kuehne+Nagel (Asia Pacific); Vikram Chakravarty, Global Strategy Lead, EY; Richard Eu, Non-executive Chair, Eu Yan Sang International Ltd (plus a Criticaleye Board Mentor); Ray Ferguson, Chair, Singlife with Aviva (plus a Criticaleye Board Mentor); and Catherine Li, Chair, International Infrastructure Forum, The British Chamber of Commerce, Hong Kong.

[CLICK HERE TO WATCH THE VIDEO](#)



Criticaleye Asia Podcast: Leading High Impact Transformation

In episode 8 of Criticaleye's Asia Podcast series, our Senior Associate, APAC, Hannah Daniels speaks to Neha Pareek, HRD Global Supply Chain Operations, Dyson Operations Pte. Ltd.

Thanks to Neha for her views on the forces driving business transformations - and what impact changing customer behaviours are having.

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



HR Directors: retaining talent as a top priority

In this video we asked senior executives and non-executives from across our global Community about why retaining talent is a top priority for leaders.

Thanks to Robert Parker, Vice President, Finance & CFO APAC, IBM; Kerrigan Procter, President, Asia Pacific, Legal & General; Lance Little, Managing Director, Asia Pacific, Roche Diagnostics; Julia Tyson, Non-executive Director, Uni VocTech Trust; Mui Hoon Poh, Board Member, Singapore Pools (plus a Criticaleye Board Mentor); Stephen Harrison, CEO, Forterra plc; and Reece Donovan, CEO, Iomart plc.

[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 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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