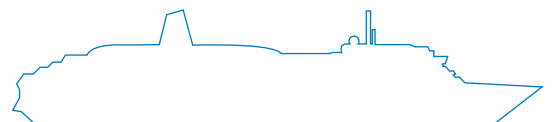


# Richmond Events - UK Business Panel

Leadership Research  
December 2011



**Leadership Research**  
**Undertaken by the Richmond Events' Business Panel**  
**November 2011.**

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## 1. Background

We launched the UK Business Panel in January 2007. Our intention was to create the most informed and reliable specialist research audiences available in the UK. Our customers are, exclusively, senior budget-holders across a range of disciplines from major companies and public sector organisations.

We've recruited a panel of over 1,200 directors, heads of departments and senior managers who have agreed to answer our questionnaires. We have completed over a dozen surveys on topics ranging from The Eurozone to Social media to views on The Coalition. A full list of topics can be found at the end of this report.

This report focuses on the subject of Leadership.

Gender		Age		Job Title		Job function	
Male	79%	25 to 30	1%	Board director	17%	Catering	6%
Female	21%	31 to 37	10%	Director	32%	Communications	4%
		38 to 45	28%	General manager	3%	Finance	12%
		46 to 55	40%	Head of function	25%	Financial Services	12%
		56 to 65	21%	Senior manager	17%	Human Resources	13%
		66+	1%	Public sector equivalent	5%	IT	27%
				Other	2%	Property	3%
						Logistics	11%
						Marketing	11%

Our panel members control personal budgets up to £200m and come from organisations with turnovers up to £1bn.

183 people completed the on line questionnaire. Their responses were both entirely confidential and strictly anonymous. This report analyses the results and makes comment where appropriate.

We'd like to thank everyone who took time to complete the questionnaire.

## 2. Summary of Findings

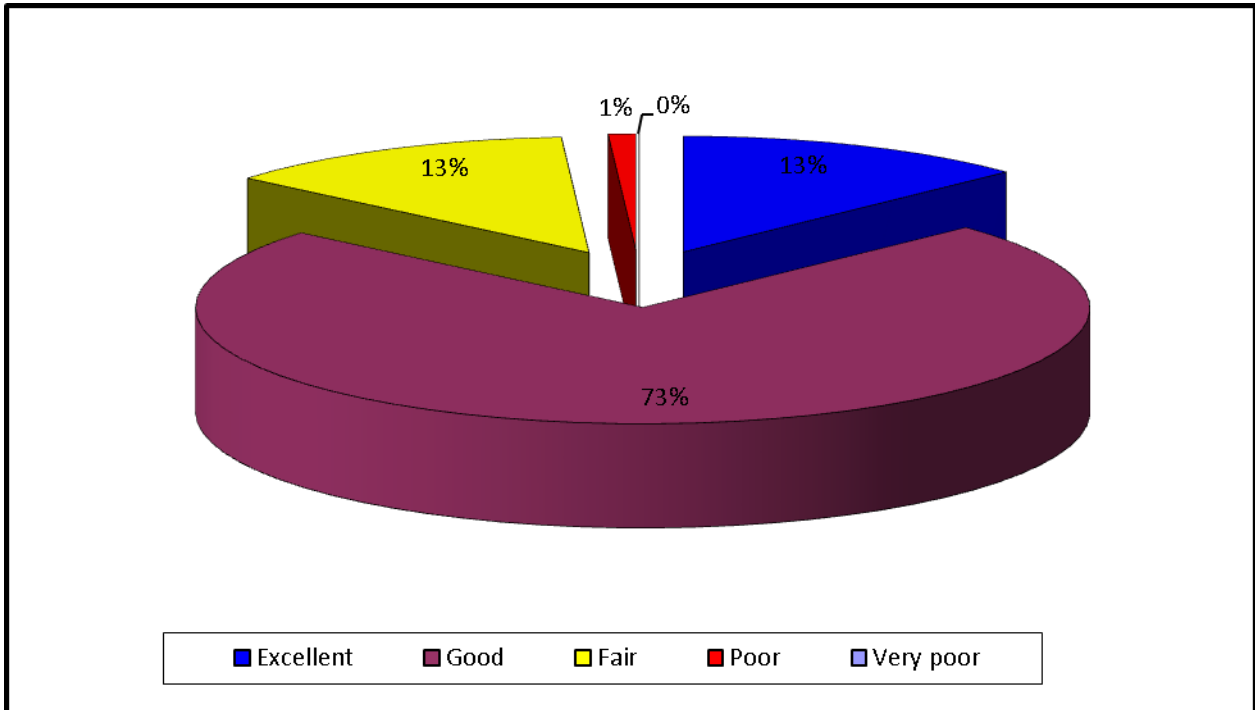
- Almost 75% of the panel feel they are good leaders and 13% are prepared to claim they are excellent!
- IT are the most are most bullish about their leadership abilities, followed by Marketing and Finance.
- 100% are honest enough to admit their leadership skills can be improved, be it slightly or significantly.
- The majority of the panel feel their leadership style involves them supporting and developing their staff (we haven't asked the staff). The panel also feel they value input and seek commitment.
- When asked where improvements can be made in terms of leadership, the most popular responses were relationship building with senior colleagues, followed by better communication skills and encouraging more innovation and creativity.
- The majority of people have picked up their leadership skills from a combination of people they've worked for. Only 10% say they acquired them from their current boss.
- The panel has more confidence in their team delivering the strategy and vision of their organisation than they do in the organisation's leaders.
- Over 75% of the panel admit at some stage to experiencing anxiety in their role, with the majority feeling at some point it affects their ability to do the job.
- Only just over 25% currently admit to having both the desire and ability to one day become the leader of an organisation.
- Unsurprisingly the current economic situation is the biggest challenge that over half the panel face. This is followed by growing their businesses and culture change. Budgets are in 4<sup>th</sup> place, followed by increased regulation.
- Good news for David Cameron, less so for Ed Miliband. Whilst 65% of the panel rate Cameron's leadership qualities as good or excellent, the corresponding figure for Miliband is 8%. In terms of being poor / very poor the figures are 8% and 56% respectively.

The full results follow. Where appropriate, analysis has also been made by gender and job title.

### 3. Leadership results

#### 3.1 How would you rate your personal leadership skills?

The panel was asked how they rated their own leadership skills.



#### Comment

- No great surprises here. Almost 75% feel they are good leaders and 13% are prepared to claim they are excellent.
- Another 13% are honest enough to say fair, whilst only 1% will admit to having poor leadership skills.
- This has also been analysed by gender.

	Female	Male
Excellent	14%	12%
Good	65%	77%
Fair	21%	10%
Poor		1%

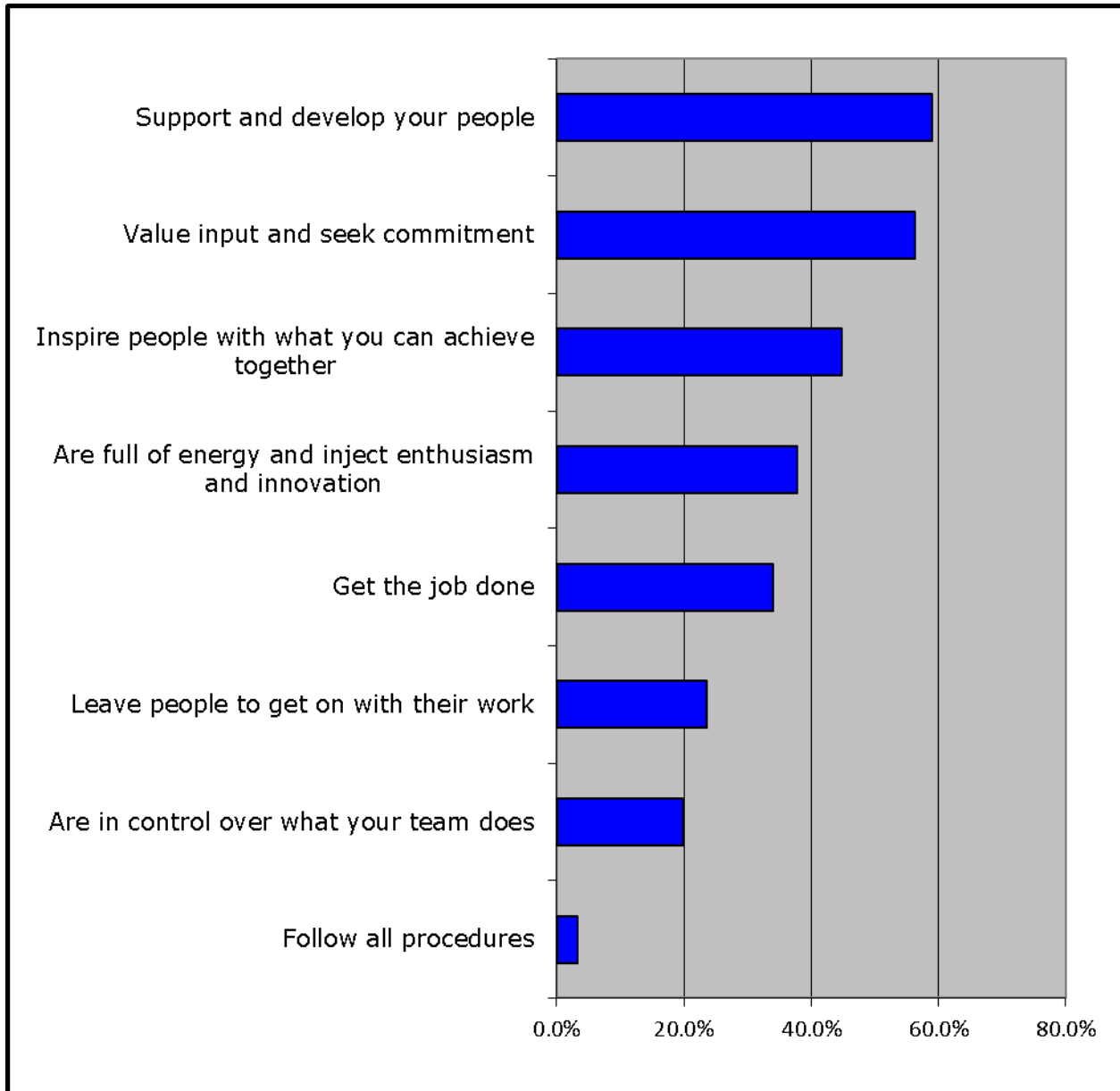
- Further analysis examined responses by the discipline in which respondents are employed.

	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>
Marketing	17%	72%	11%	0%
Catering	9%	91%	0%	0%
Logistics	11%	84%	5%	0%
Financial Services	0%	70%	25%	5%
IT	22%	65%	13%	0%
Finance	15%	75%	10%	0%
Human Resources	9%	68%	23%	0%
Communications	0%	83%	17%	0%
Property	0%	100%	0%	0%

- IT are the most are most bullish about their leadership abilities, followed by Marketing and Finance.
- HR and Financial Services (PIMS) the least, with the latter being the only area to have someone rating their skills as poor (a male as we've seen above)!

### 3.2 A description of leadership style.

Next we asked the panel how they would best describe their own leadership style.

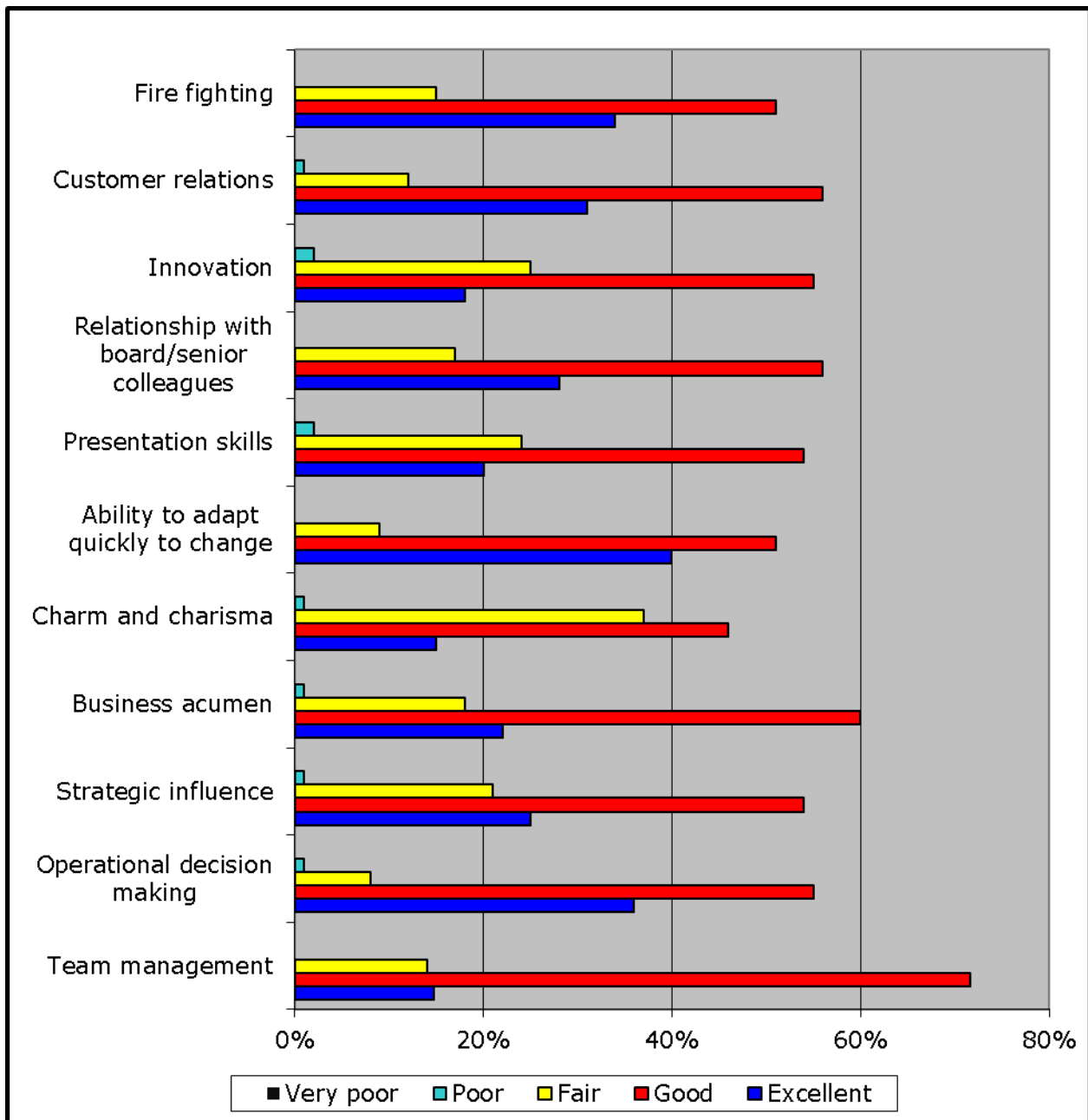


#### Comment

- The majority of the panel feel their leadership style involves them supporting and developing their staff (we haven't asked the staff). The panel also feel they value input and seek commitment.
- At the other end of the scale only 3% claim to follow all procedures (rebels), whilst only 1 in 5 are in control of what their team does. Empowerment or carnage depending on your viewpoint.....

### 3.3 How would you rate yourself in the following areas?

The panel was given a list of skills and asked to rate themselves on each.

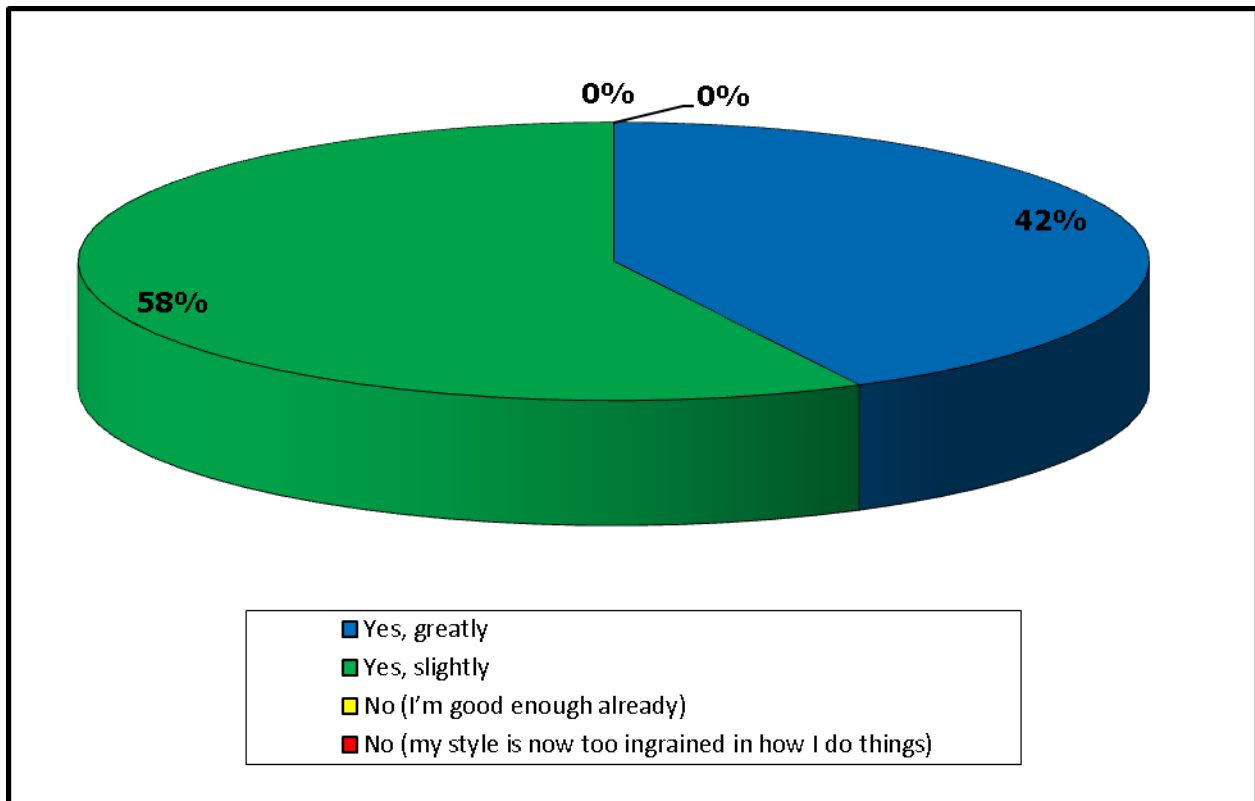


#### Comment

- The results show the predominantly positive rating that you might expect to see from such a group, especially when asked to rate themselves.
- The highest scores are for operational decision making (91% excellent or good) and ability to adapt quickly to change (89%, but with the highest excellent score, 40%). These 2 areas reflect the confidence panel members have in their ability to do the job.
- Only three areas score less than 75% excellent or good: Charm/Charisma (61%), Innovation (73%) and Presentation Skills (74%).

### 3.4 Improving your leadership skills.

We asked the panel if they felt their leadership skills could be improved.



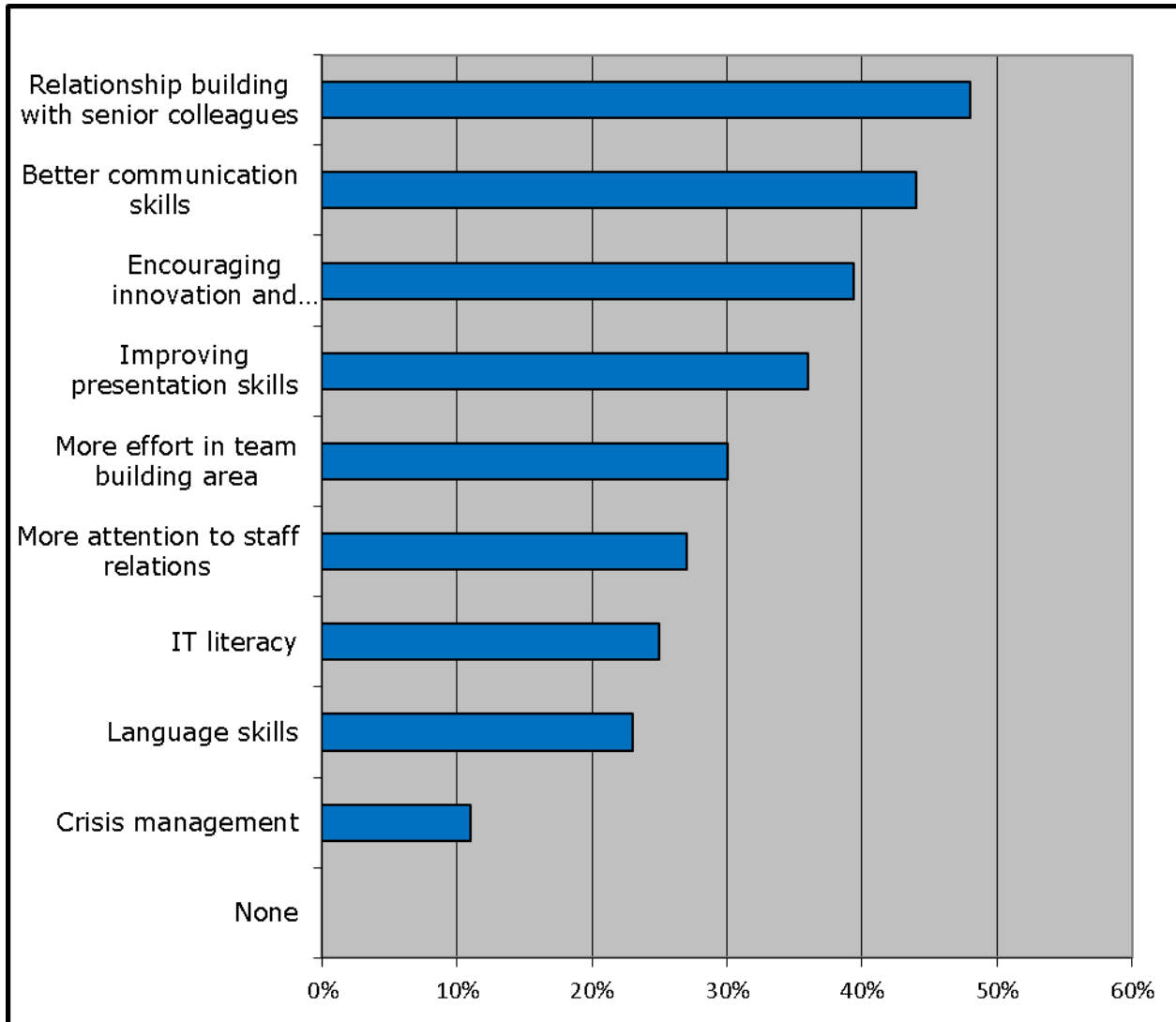
#### Comment

- Slightly surprising results. We've already seen that the majority of the panel are pretty confident about their leadership skills, however all of them accept there is still room for improvement; 58% slightly and 42% greatly.
- In terms of gender 43% of males feel their leadership skills can be improved greatly versus 38% of females. Make of that what you will.
- The table below shows the improvement by job title.

	Yes, greatly	Yes, slightly
Marketing	55%	45%
Communications	66%	34%
Property	0%	100%
IT	33%	67%
Financial Services	57%	43%
Logistics	63%	37%
Human Resources	36%	64%
Catering	45%	55%
Finance	30%	70%

### 3.5 Areas where leadership skills can be improved.

Next we asked in which of the following areas did the panel feel their leadership skills could be improved.

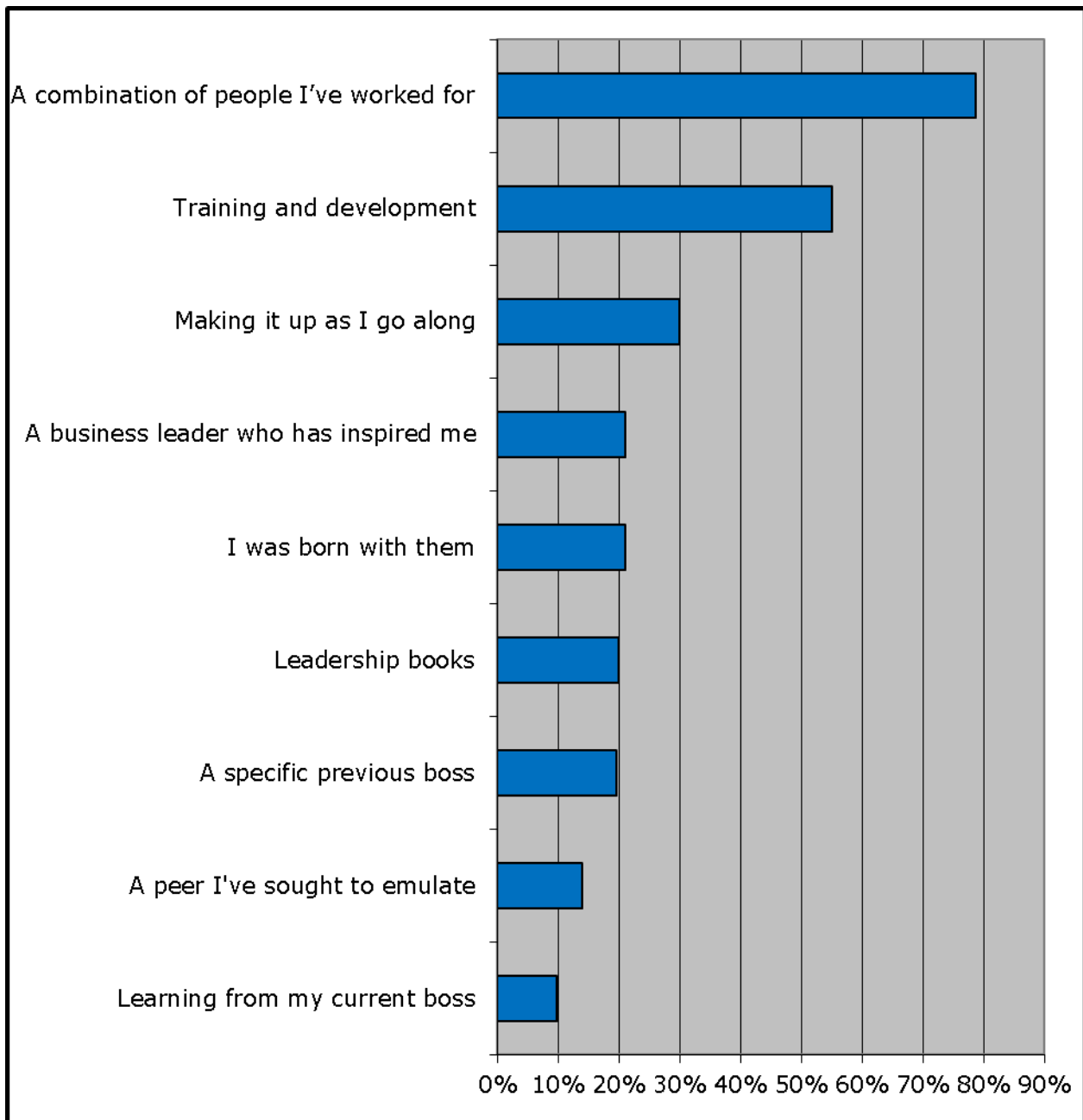


#### Comment

- Almost half the panel feel their relationship building with senior colleagues can be improved, whilst a similar number feel the same for their communication skills.
- At the other end of the scale, the vast majority of the panel are comfortable with their crisis management skills, whilst only 1 in 4 feel they need to brush up their languages and IT literacy.
- Thankfully no one feels there are no areas of their leadership skills that could be improved.

### 3.6 Development of leadership skills.

Next we asked the panel where they had developed the bulk of their leadership skills.

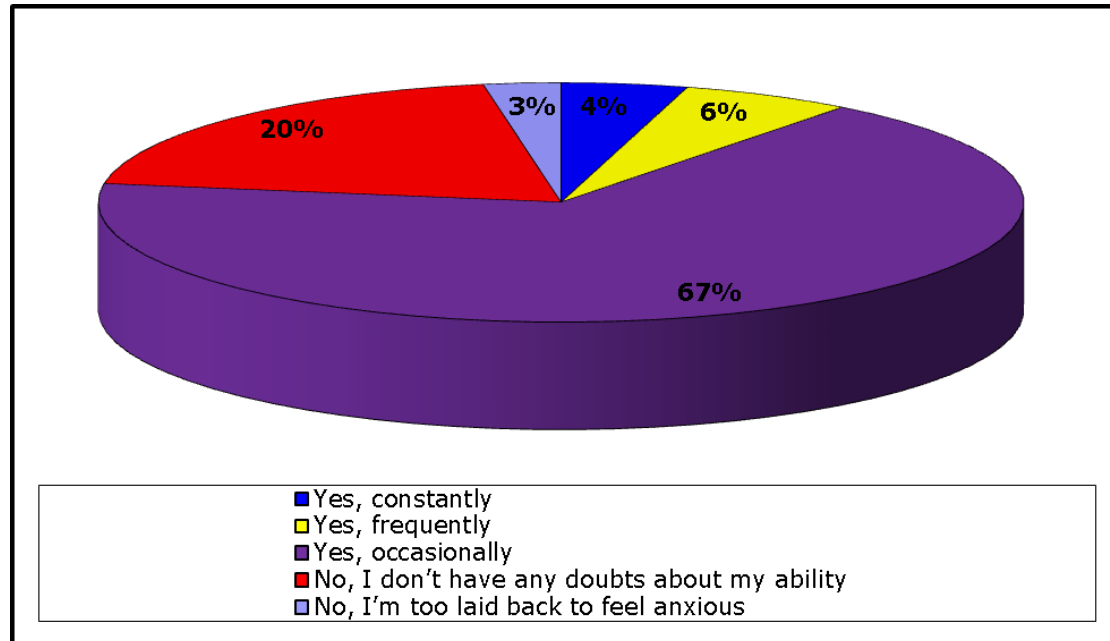


#### Comment

- The graph shows the number one area is: people learn from people; always worth remembering in your place of work! Secondly is learning through more formal means; specifically training and development.
- The 3<sup>rd</sup> place response is of most interest however, with 30% of the panel admitting to 'making it up' as they go along.
- At the other end of the scale only 1 in 10 of the panel feel they have developed much of their leadership ability from their current boss.....hope they're not reading this.

### 3.7 Workplace anxiety

We moved on to the subject of anxiety and probed whether or not the panel ever suffered from it in terms of their ability to do their job.



#### Comment

- An interesting chart, in that over 75% of the panel admit at some stage to experiencing anxiety in their role.
- The most common response is occasionally, 67%, with 4% saying they experience it constantly and 6% frequently.
- Only 1 in 5 have no doubts about their ability, hence no feelings of anxiety, with 3% being too laid back to feel anxious.
- The following table shows the results split by gender.

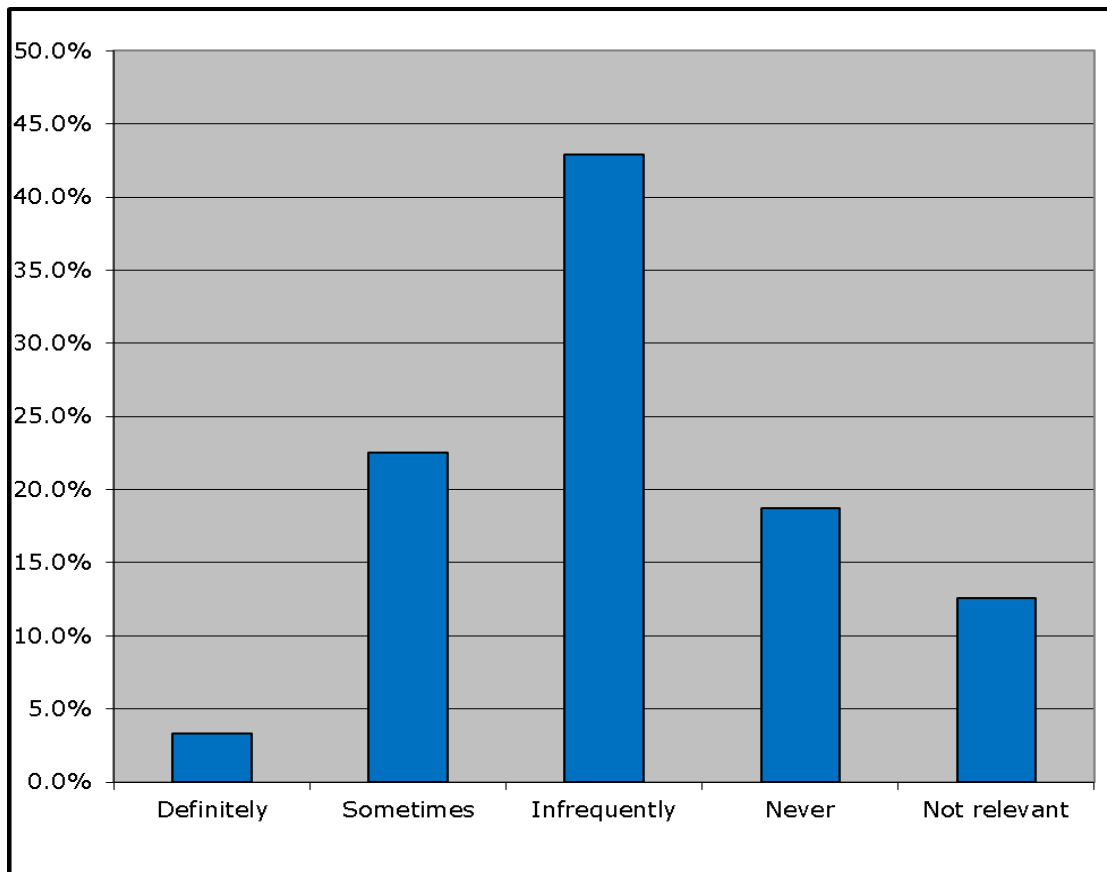
	Female	Male
Yes, constantly	3%	5%
Yes, frequently	8%	6%
Yes, occasionally	70%	65%
No, I'm too laid back to feel anxious	0%	4%
No, I don't have any doubts about my ability	19%	20%

- The table shows similar scores for both men and women, with the exception of it being only men who are too laid back to feel anxious.

- The question is also analysed by the panel’s job title;

	<b>Yes, constantly</b>	<b>Yes, frequently</b>	<b>Yes, occasionally</b>	<b>No</b>	<b>No, too laid back</b>
Communications	17%	0%	83%	0%	0%
IT	4%	11%	57%	24%	4%
Catering	0%	9%	55%	18%	18%
Marketing	11%	6%	61%	17%	3%
Financial Services	14%	5%	71%	10%	0%
Human Resources	5%	5%	73%	18%	0%
Property	0%	0%	100%	0%	0%
Logistics	0%	5%	89%	5%	0%
Finance Directors	0%	10%	50%	40%	0%

- Those working in Communications are more likely to experience anxiety than any other discipline. Perhaps they should consider retraining for a position within catering where 18% of respondents are too laid back to feel anxious.
- Those respondents who experience anxiety were then asked whether they felt the anxiety impacts on their ability to do the job



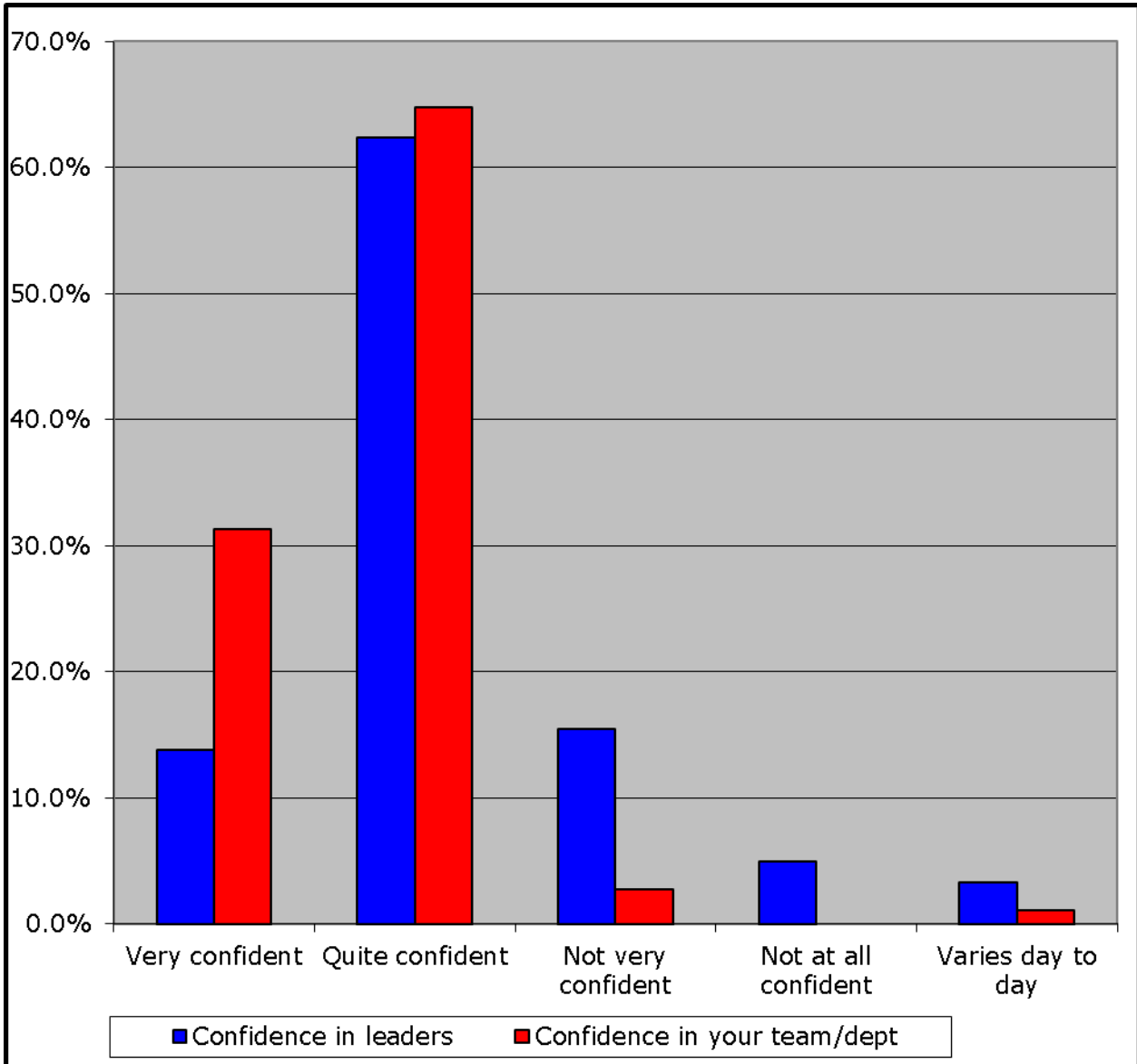
**Comment**

- The majority of the panel feel anxiety at some point will affect their ability to do the job.

### 3.8 Delivering the strategy and vision of your organisation.

Next the panel was asked how confident they are in the leaders of their organisation to deliver the strategy and vision of the company. We also mirrored the question in terms of the panel's own team and department.

The graph shows responses for both areas.

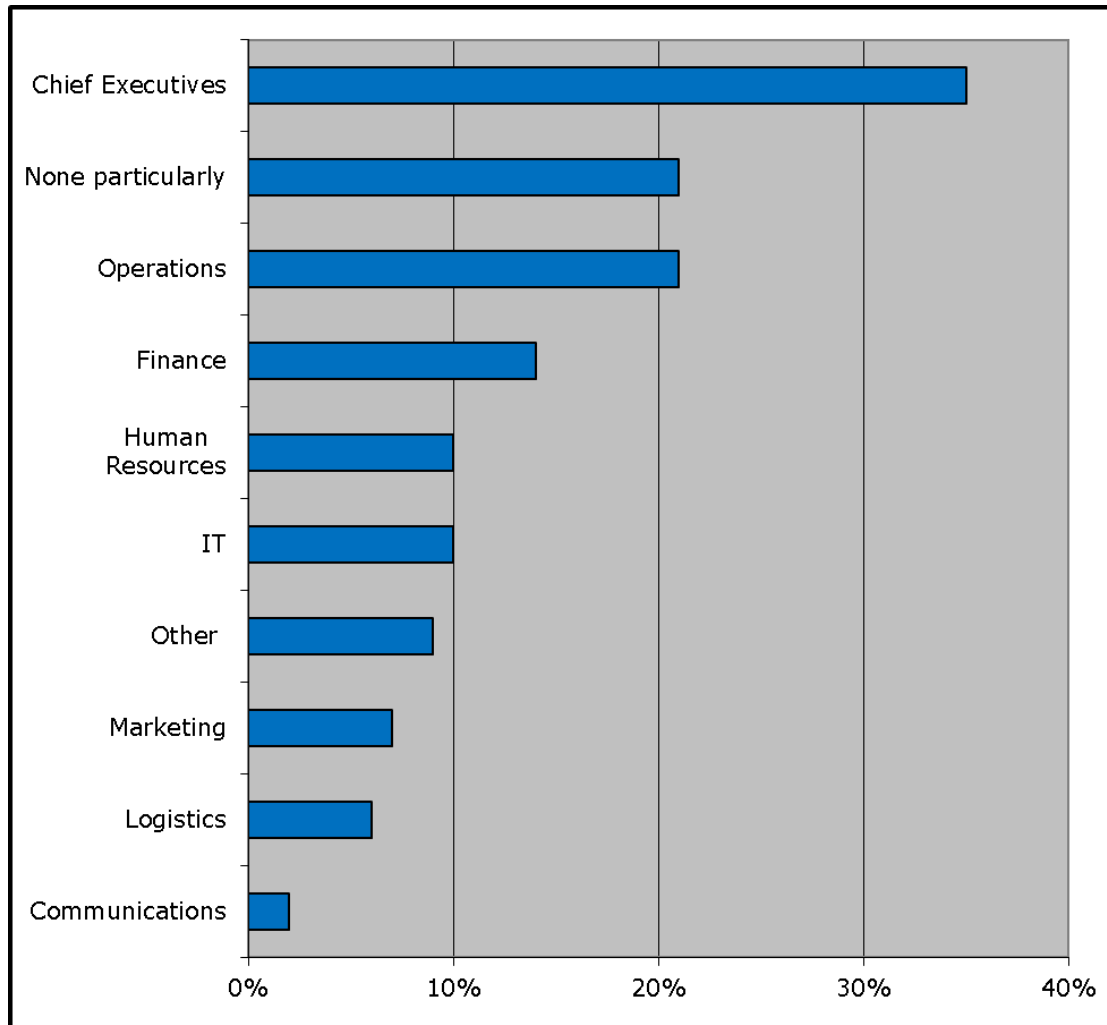


#### Comment

- Overall, confidence levels are high which thankfully paints a positive picture for UK plc. However it is interesting to note that the panel has more faith in their own team than they do in the 'leaders' of their organisations.
- Whilst 31% are very confident in their own team only 14% are likewise for the leaders.
- The scores are obviously reversed in terms of having little or no confidence with scores of 20% for leaders of the organisation compared to just 3% for their own team.

### 3.9 Demonstrating successful leadership.

We wanted to know which department(s) the panel felt demonstrates successful leadership within their organisation.

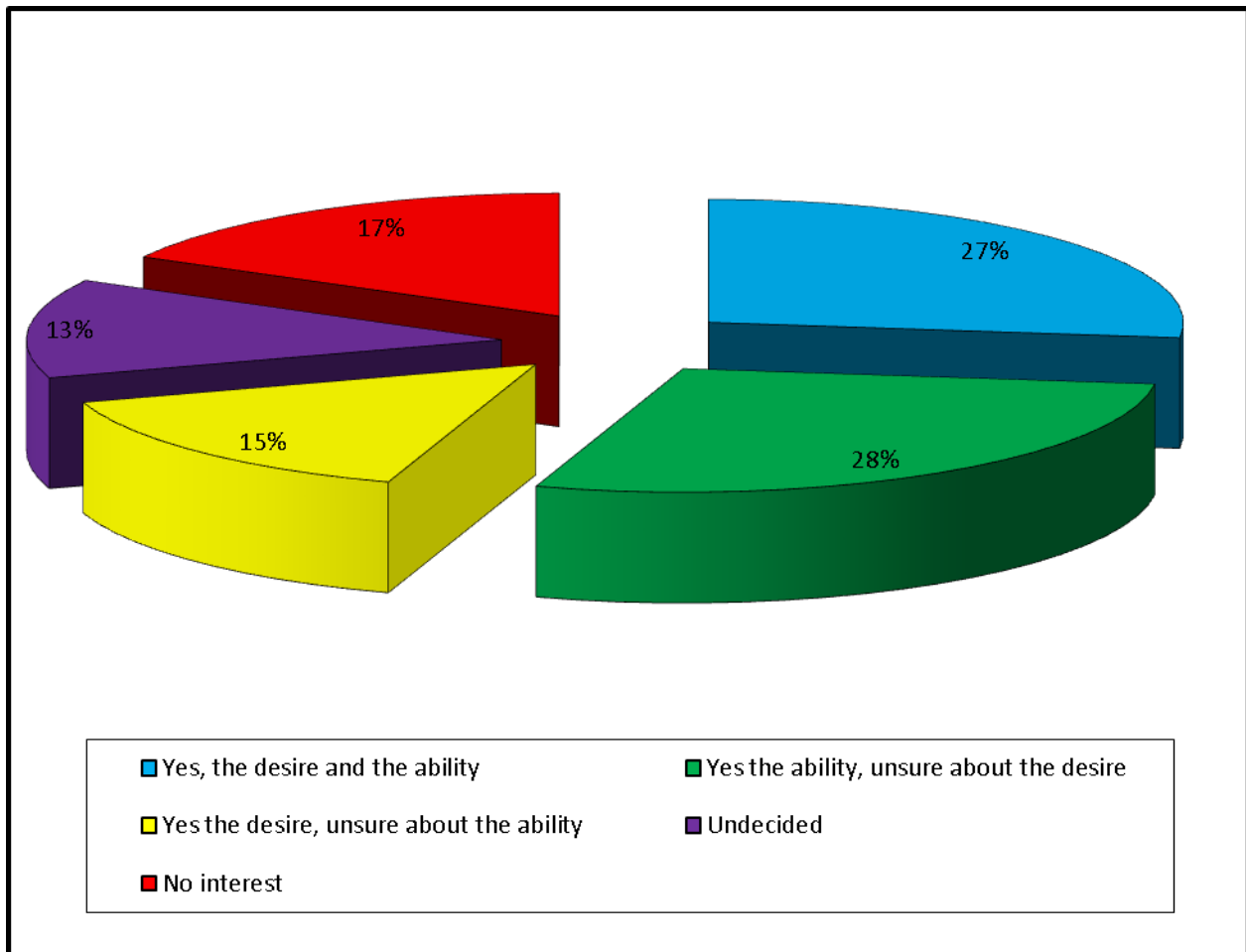


#### Comment

- Despite the previous graph suggesting otherwise the panel feel their CEO most demonstrates successful leadership within their organisation.
- However tier 2 is made up of the damning option, none particularly, which may reflect the panel being barred from voting for themselves.
- At the bottom end of the graph only 2% of the panel believe the Communications department demonstrates successful leadership. Just as well they're not charged with portraying the organisation externally then.....

### 3.10 Desire (and ability) to be in the top job.

The panel was asked if they had the desire and the ability (at some time in the future) to become the CEO / leader of an organisation.



#### Comment

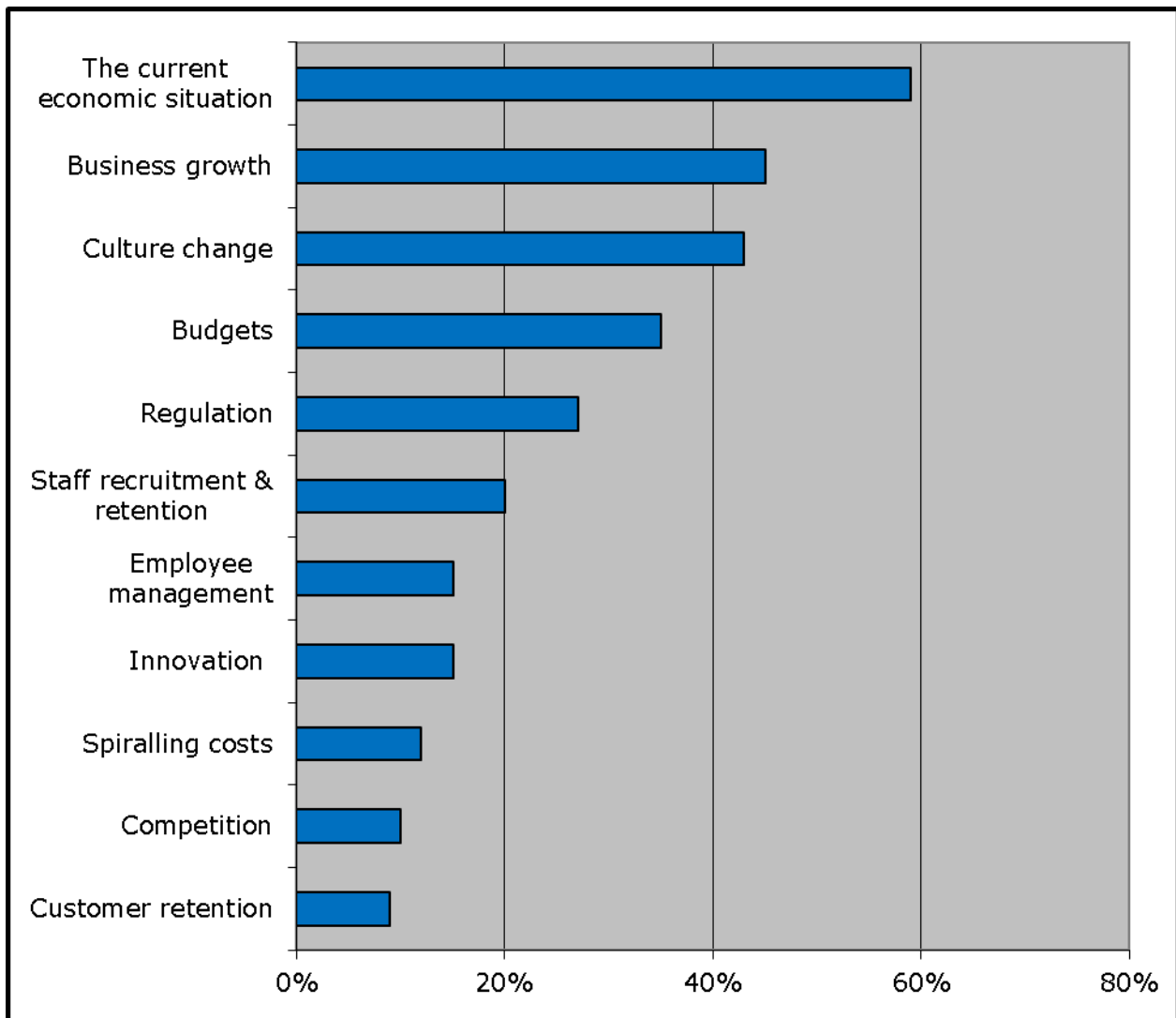
- Quite a diverse range of answers. 28% have the ability but are unsure about the desire whilst virtually the same number has both the desire and the ability.
- A further 15% don't think they're up to it (yet?), but are hungry for the challenge, whilst 17% aren't interested. The remainder can't make up their minds.
- The results are also analysed by gender:

	Female	Male
Yes, the desire and the ability	27%	28%
Yes the ability, unsure about the desire	27%	28%
Yes the desire, unsure about the ability	8%	17%
No interest	22%	15%
Undecided	16%	12%

- Virtually the same number of men and women feel they have both the ability and desire to take the top job one day.

### 3.11 Greatest challenges faced.

Perhaps reluctance to be the leader is driven by an understanding of the challenges respondents face every day. We asked what they were.

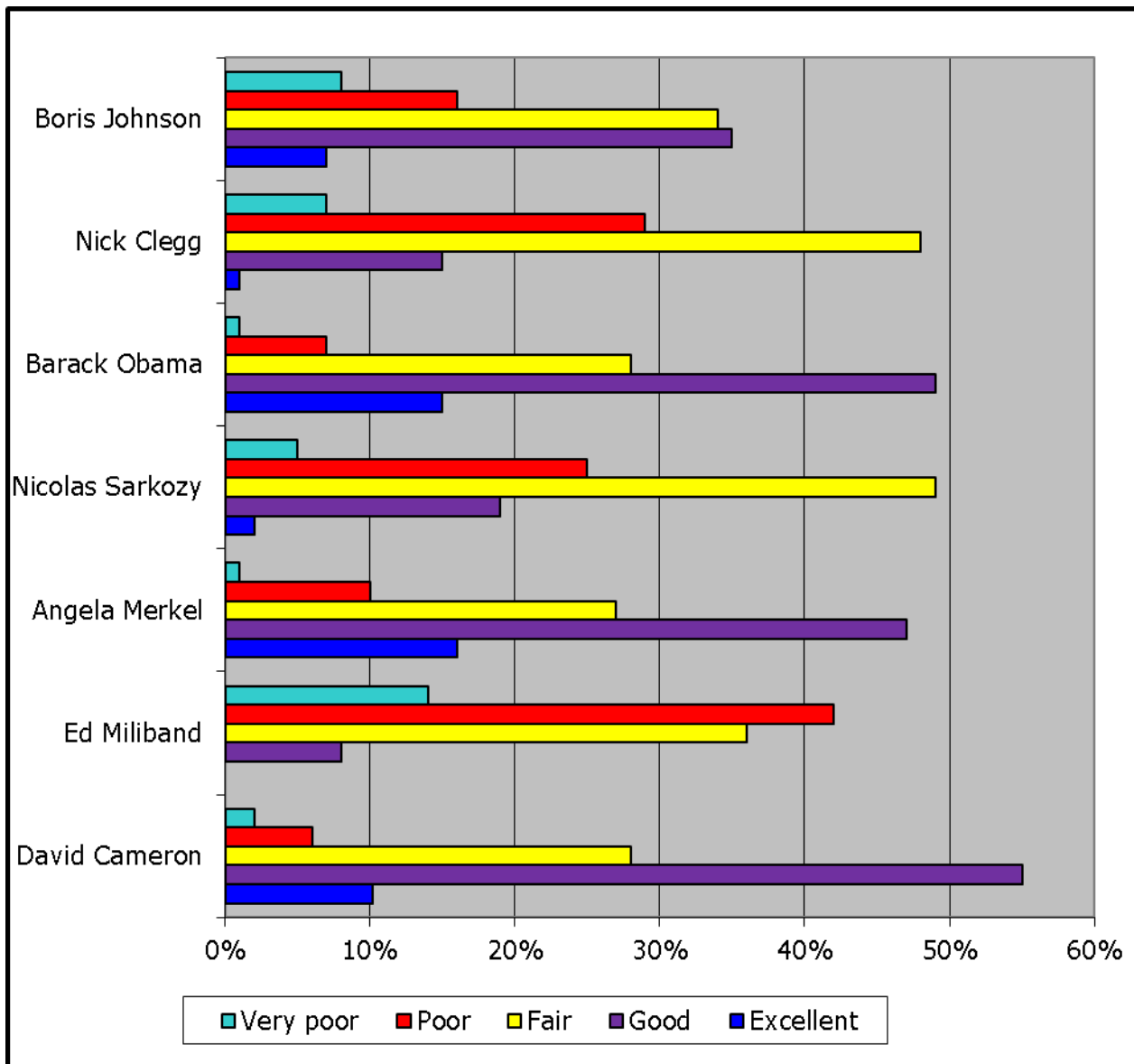


#### Comment

- Unsurprisingly the current economic situation is the biggest challenge that over half the panel face. This is followed by growing their businesses and culture change. Budgets re in fourth place followed by increased regulation.
- At the other end of the scale customer retention and competition are seen as less serious challenges.

### 3.12 Leadership qualities of politicians.

Finally after hearing about the panel's organisations, we introduced some light relief by asking them about their views on some major political figures.



#### Comment

- Good news for David Cameron, less so for Ed Miliband. Whilst 65% of the panel rate Cameron's leadership qualities as good or excellent, the corresponding figure for Miliband is 8%. In terms of being poor / very poor the figures are 8% and 56% respectively.
- As for foreign leaders Merkel and Obama score quite well, both with the majority of the panel rating their leadership skills as good or excellent, whereas Sarkozy scores less so,; only 1 in 5 rating him similarly.
- Please note this research was done before David Cameron used his veto/opt out in Euro negotiations w/c 5<sup>th</sup> December.

#### **4. Further Information**

We are always looking to build our panel with senior professionals from UK businesses. If you wish to join or would like to recommend someone else, please see the contact details below. Further criteria for participation can be found on page 2.

This research is produced by Richmond Events, who would like to express their gratitude to all those who took part.

Previous research titles undertaken by the UK Business Panel:

- Leadership
- Change management
- Career planning
- Economic outlook (08, 09, 10 & 11)
- Recruitment & retention
- Tax
- Transport
- The Environment
- Culture change
- The Internet
- Personal development
- People management
- Training
- The future
- Attitudes towards the Coalition
- New Government priorities
- Business personality
- Social media
- The workings of organisations
- Happiness
- Eurozone

For details of other research available please contact:

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