



**EABIS**  
European Academy  
of Business in Society



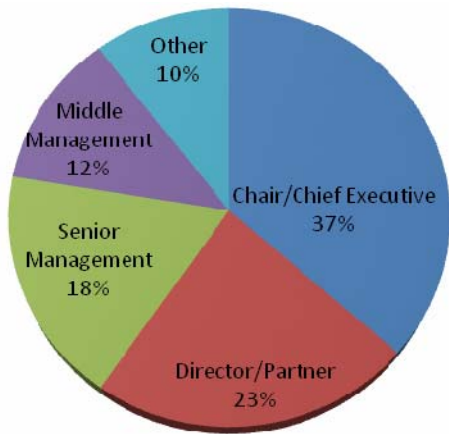
*In support of*  
**PRME** Principles for Responsible  
Management Education

# Developing the Global Leader of Tomorrow

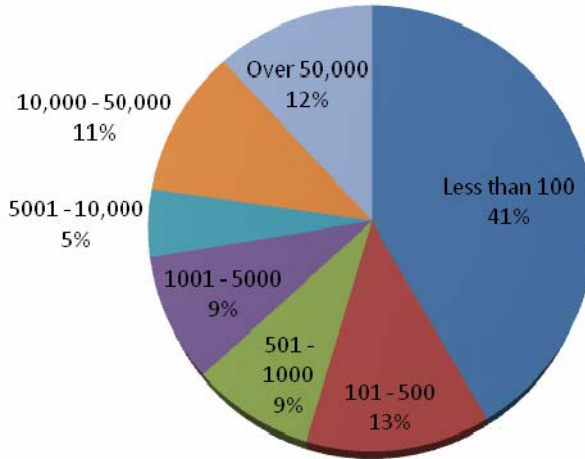


Our research is based on 33 interviews and a global survey of CEOs and HR professionals at companies participating in the UN Global Compact conducted in September and October 2008.

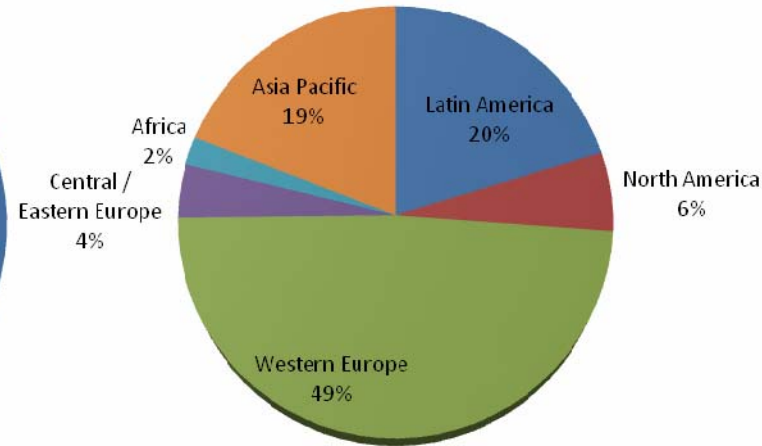
**Managerial level**



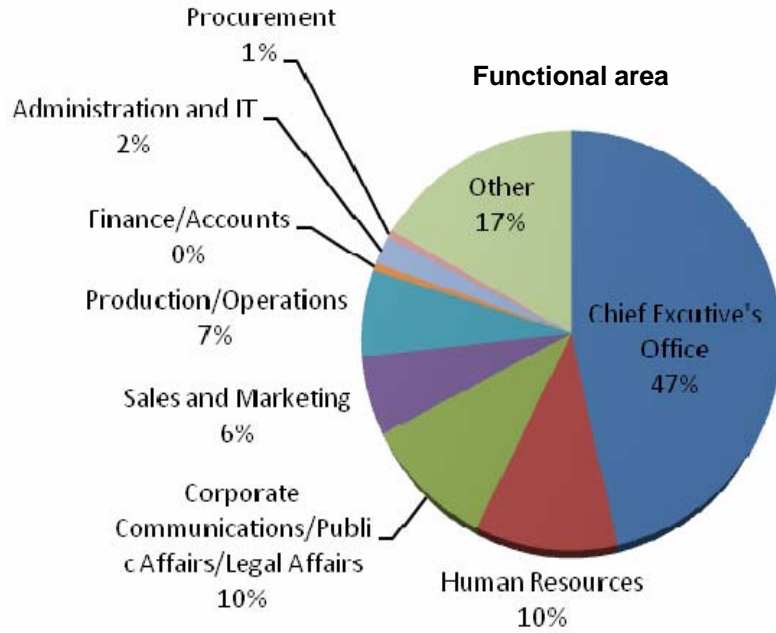
**Size of organisation**



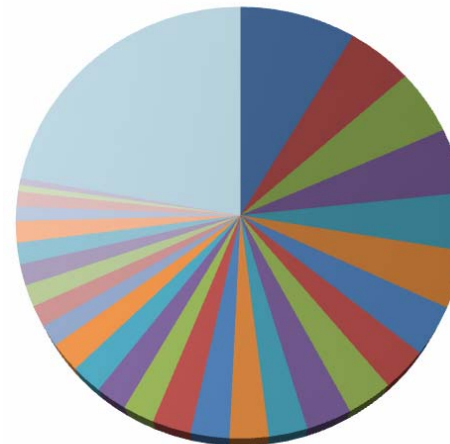
**Geographical region**



**Functional area**



**Industry sector**



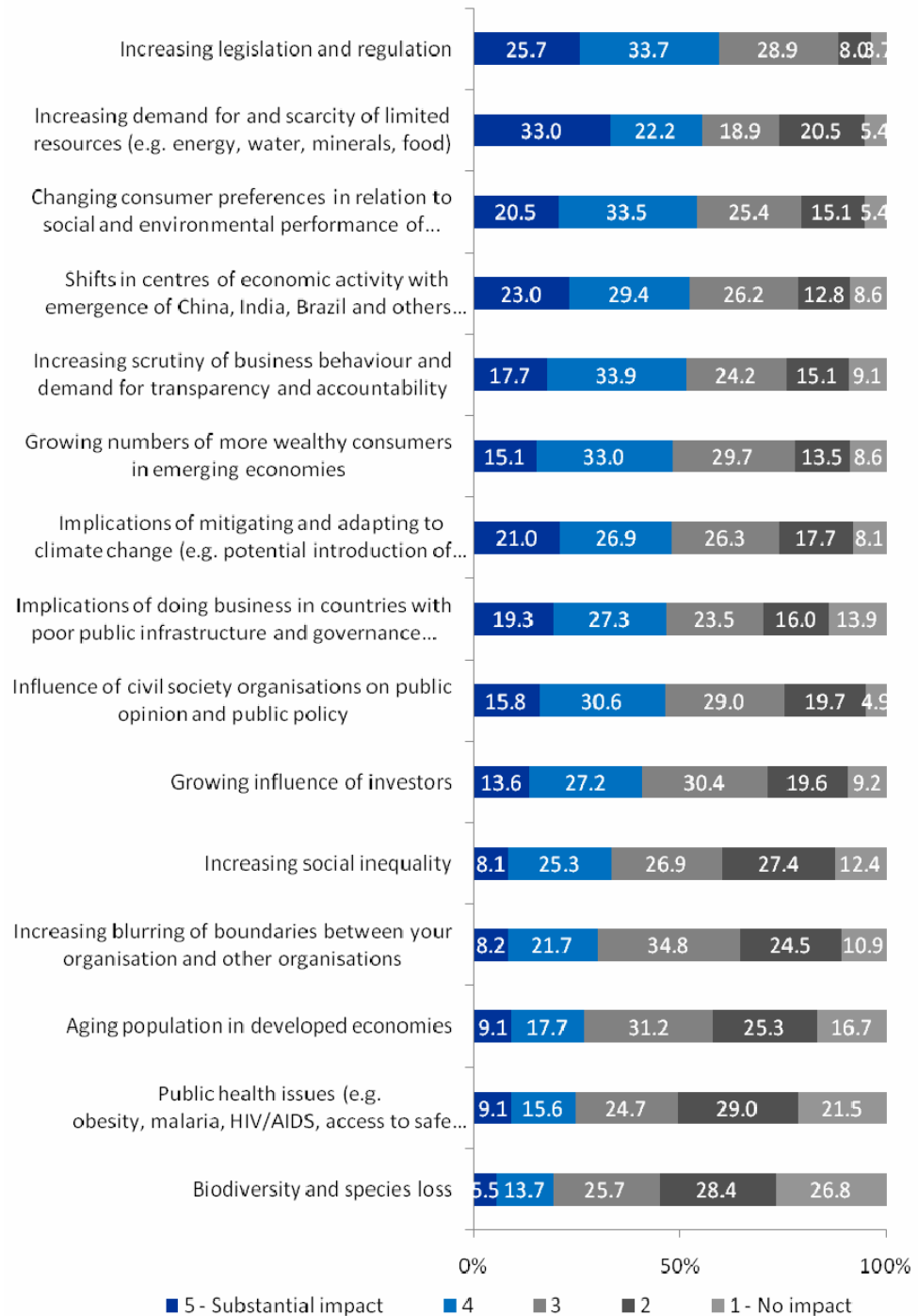
# Key Findings

- There are a host of new issues and trends in the external business environment that impact on companies, whether in terms of risks or opportunities or both.
- Capabilities and culture are at least as important a part of the organisational response as policies and systems
- Three distinct clusters of knowledge and skills are required by senior leaders: context, complexity and connectedness
- There is a clear performance gap between the importance senior executives place on these knowledge and skills and the effectiveness with which they are currently being developed by companies, business schools and professional bodies
- A broad range of different approaches to learning are required to develop these knowledge and skills
- A handful of household name companies are already adopting innovative approaches to developing these knowledge and skills



# There are a host of new social and environmental issues and trends in the external business environment that impact on companies, whether in terms of risks or opportunities or both.

Please indicate the extent to which the following trends are likely to impact your organisation over the next three to five years (either by presenting risks or opportunities or both)



# Capabilities and culture are at least as important a part of the organisational response as policies and systems

Developing organisational capabilities (e.g. developing new knowledge and skills among senior executives, managers and employees)

Embedding consideration of these trends into strategic decision-making (e.g. entering or exiting from markets/ products lines, making acquisitions, investments, innovating to offer new products/services and production methods)

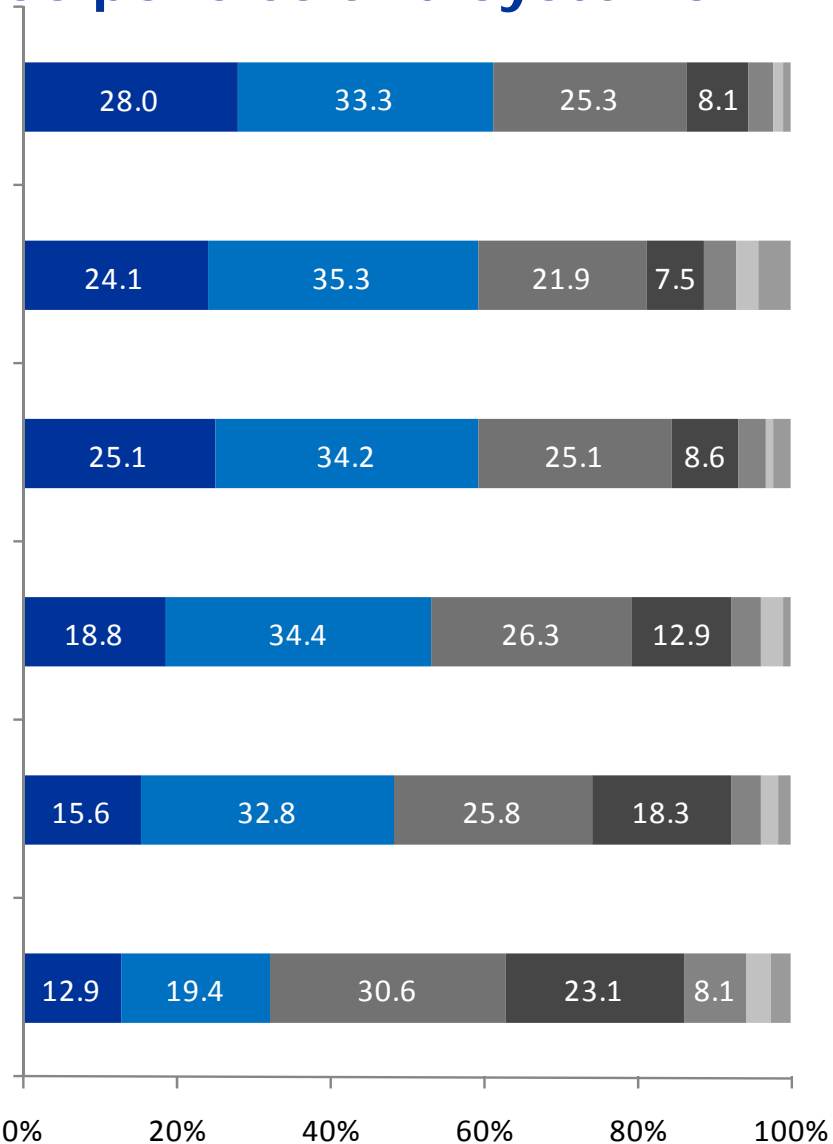
Communicating & engaging externally (e.g. building relationships with key stakeholders, building new alliances & partnerships, engaging in multi-stakeholder initiatives to develop joint responses, engaging with governments, public relations & communicatio

Stimulating change in organisational culture

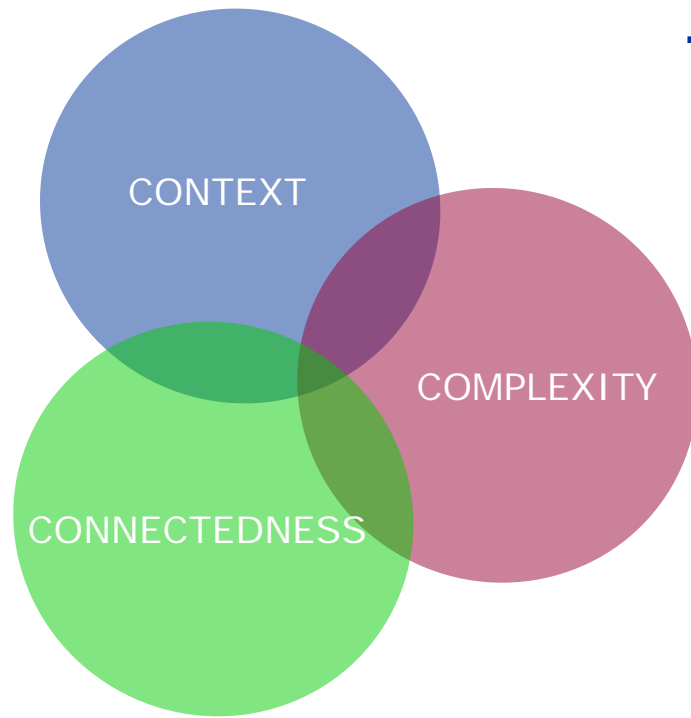
Amending / implementing new processes and systems (eg. increasing transparency and public reporting, introducing policies and management systems for environment, human rights etc)

**Please indicate where the most change will be required over the next five years to enable your organisation to manage the risks and opportunities associated with social and environmental trends**

Changing organisational structure



■ 5 - Substantial change ■ 4 ■ 3 ■ 2 ■ 1 - No change ■ Don't know ■ N/A



**Three distinct clusters of knowledge and skills are required by senior leaders: context, complexity and connectedness**

**Context**

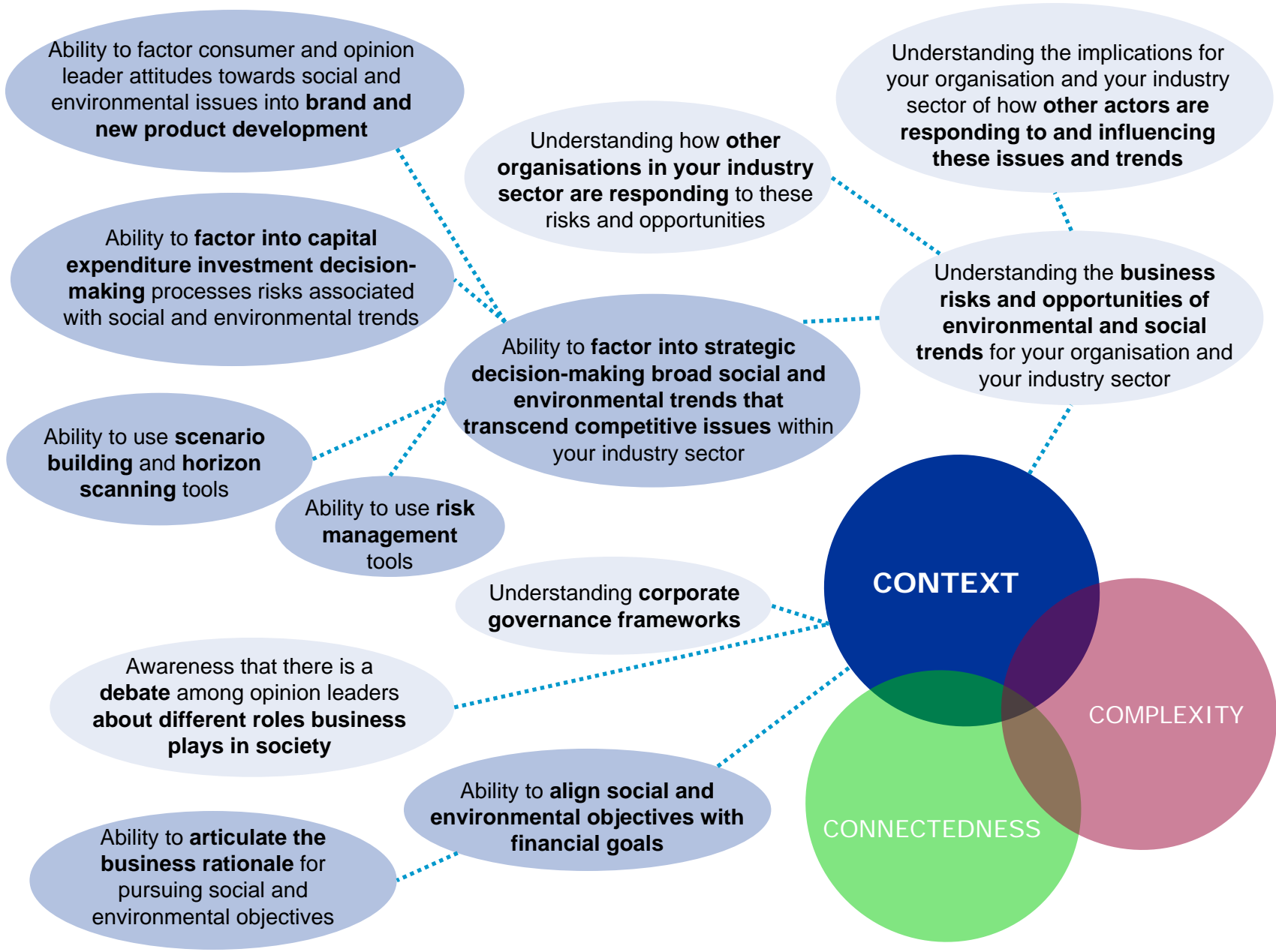
understanding and being able to respond to changes in the external environment

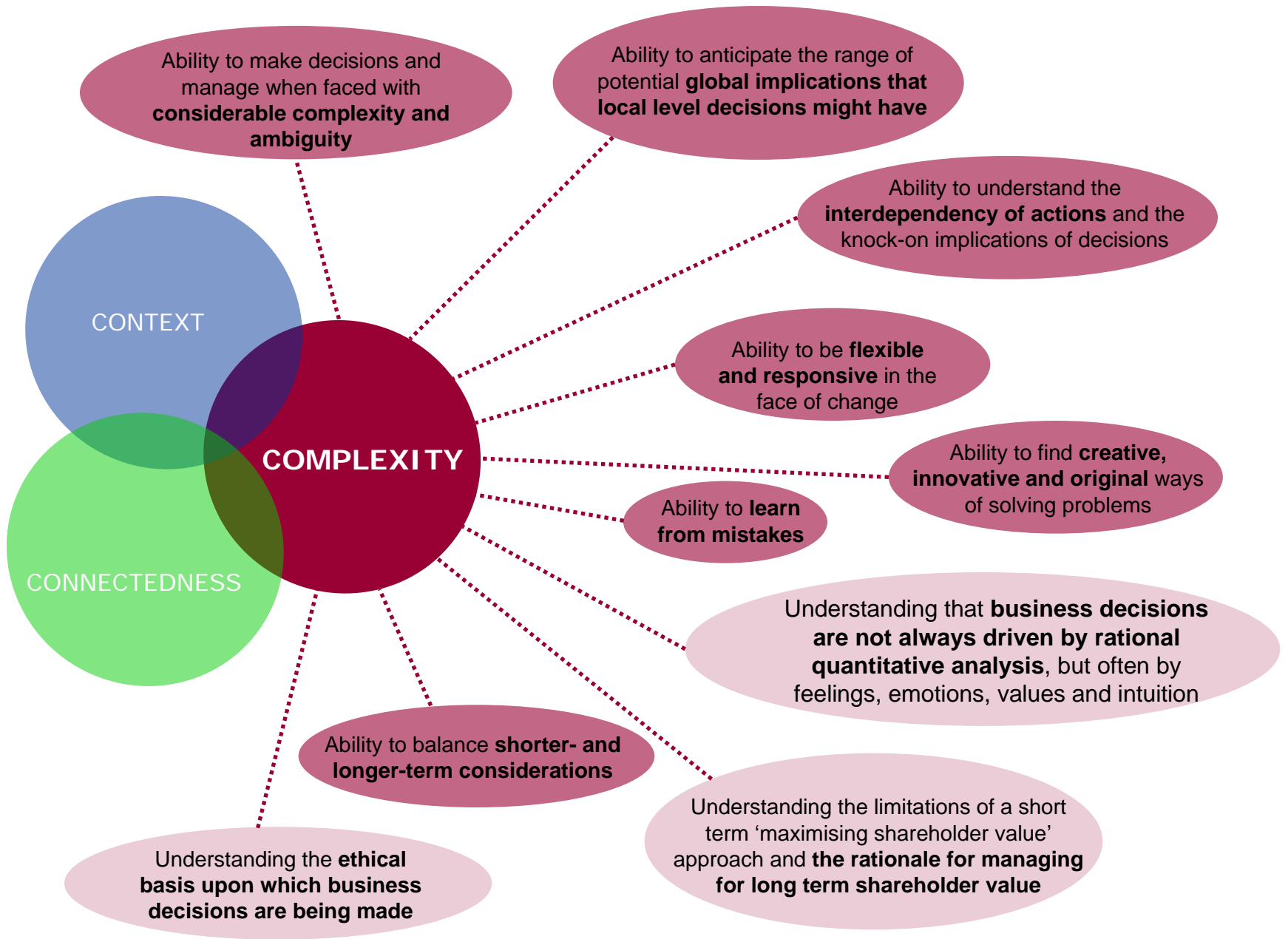
**Complexity**

having the skills to survive and thrive in situations of low certainty and low agreement

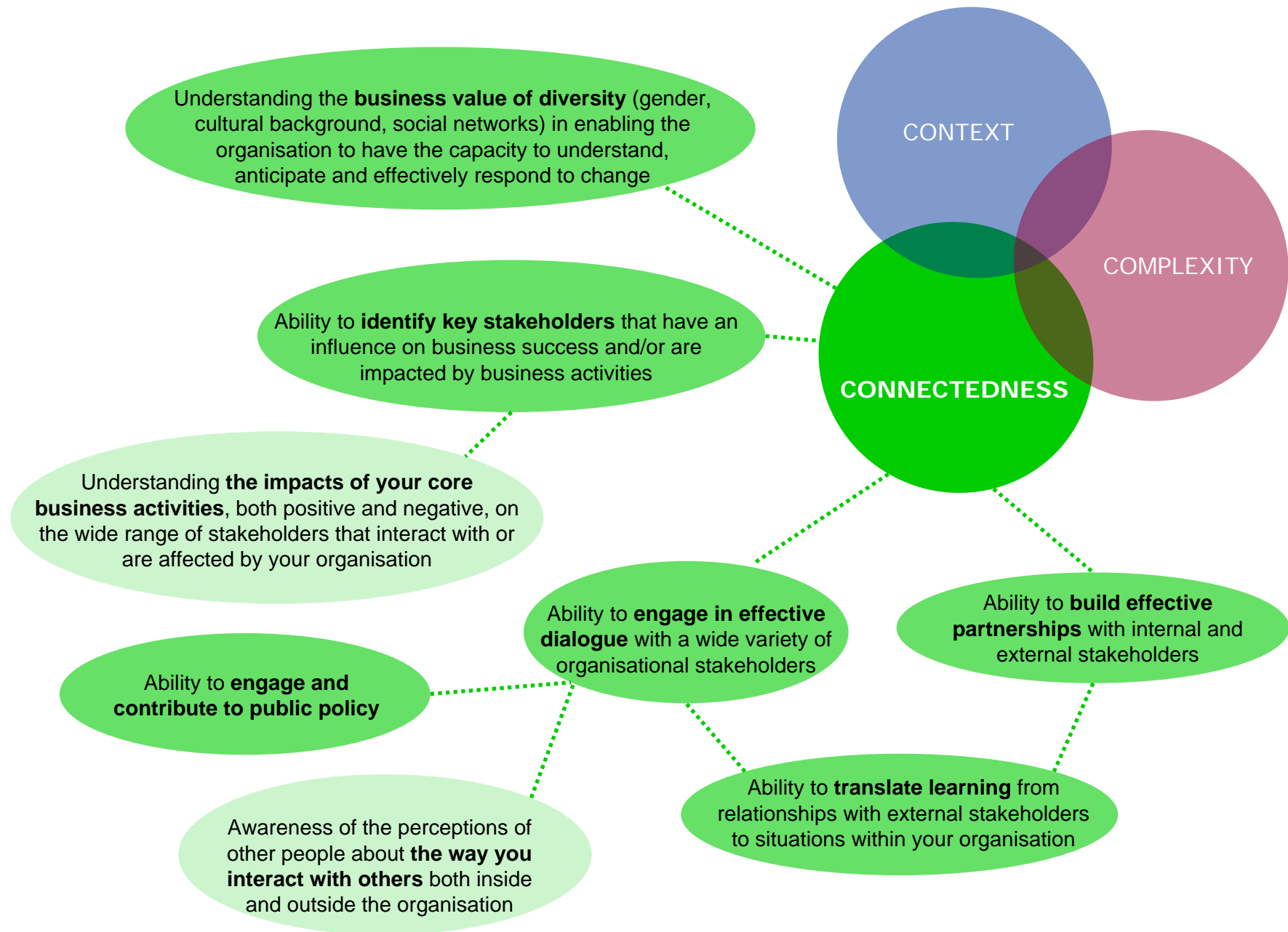
**Connectedness**

the ability to understand actors in the wider political landscape and to engage and build effective relationships with new kinds of external partners





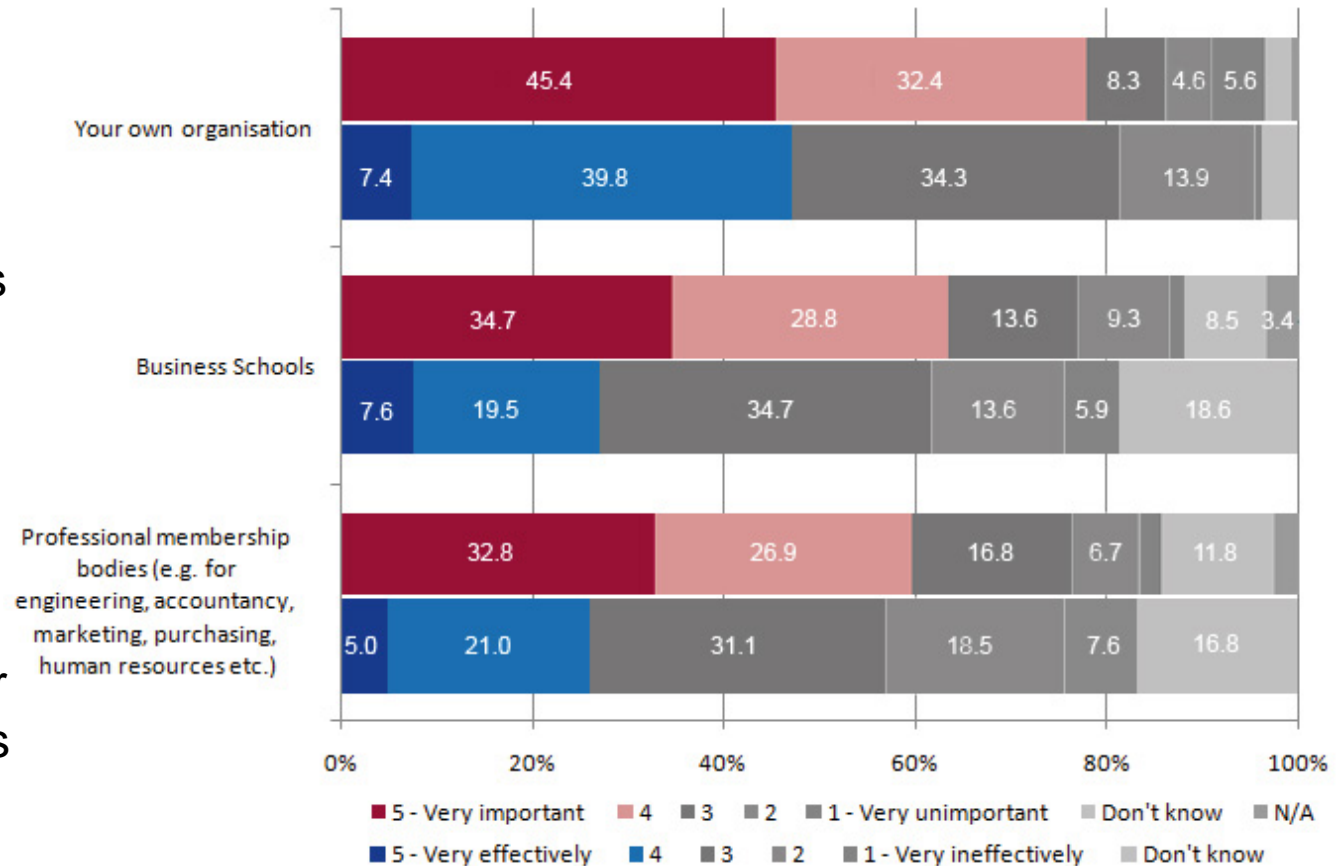




- 76% of senior executives say that it is important they have the knowledge and skills to respond to trends like resource scarcity, the low carbon economy and doing business in emerging markets

## There is a clear performance gap

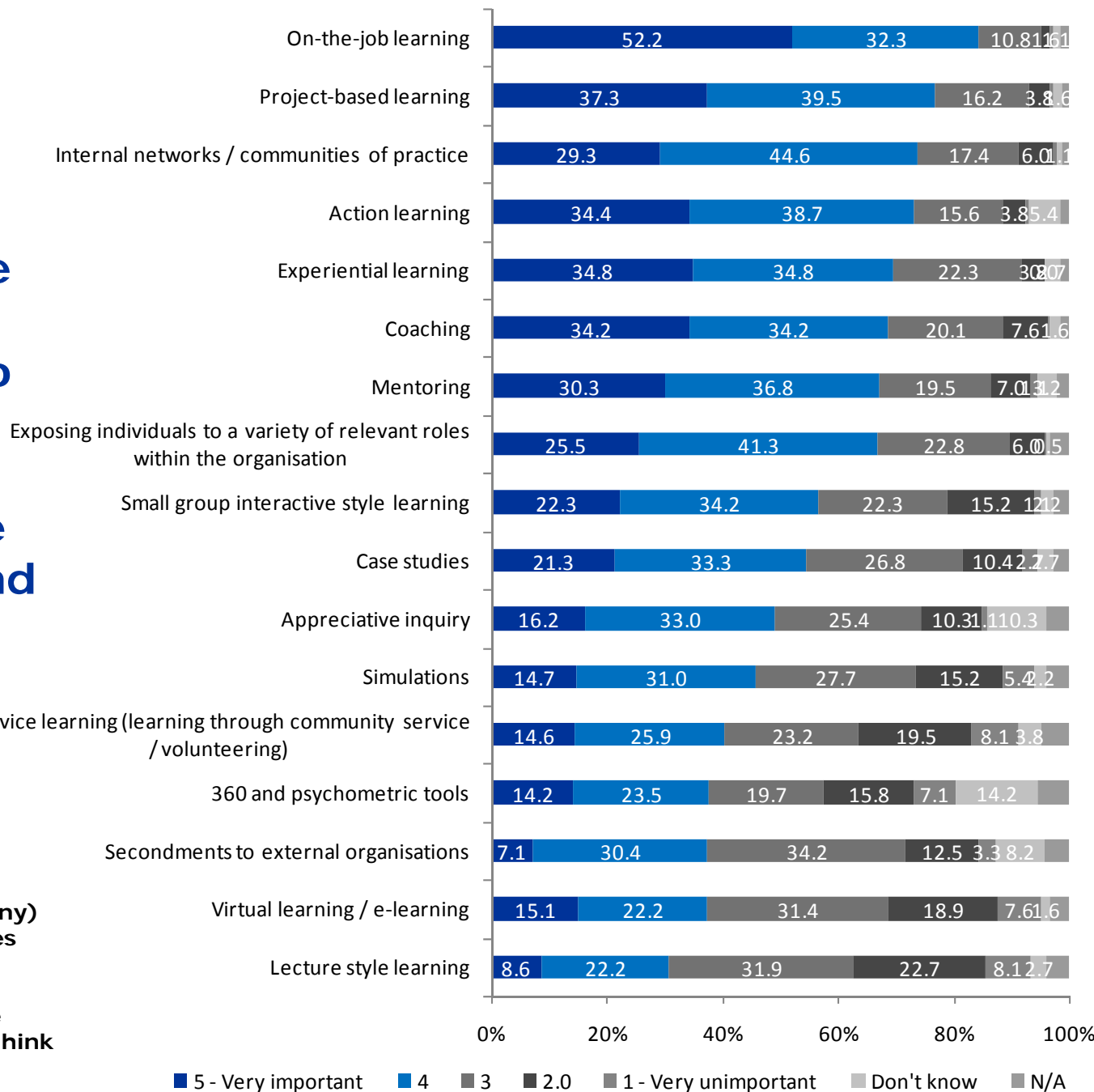
How important is it that the following organisations develop these knowledge and skills over the next five years, and how effectively are they currently doing so.



- Fewer than 8% believe these knowledge and skills are being developed very effectively by their own organisations or business schools.

# A broad range of different approaches to learning are required to develop these knowledge and skills

Please indicate which (if any) of the following approaches you believe are important elements in the learning process for developing the knowledge and skills you think are important



# Case examples

A handful of household name companies are already adopting innovative approaches to developing these knowledge and skills

- Unilever
- IBM
- Novo Nordisk
- BG Group
- ABN AMRO
- InterfaceFLOR

