

**LEADERSHIP  
DISRUPTED**

**LEADERSHIP**

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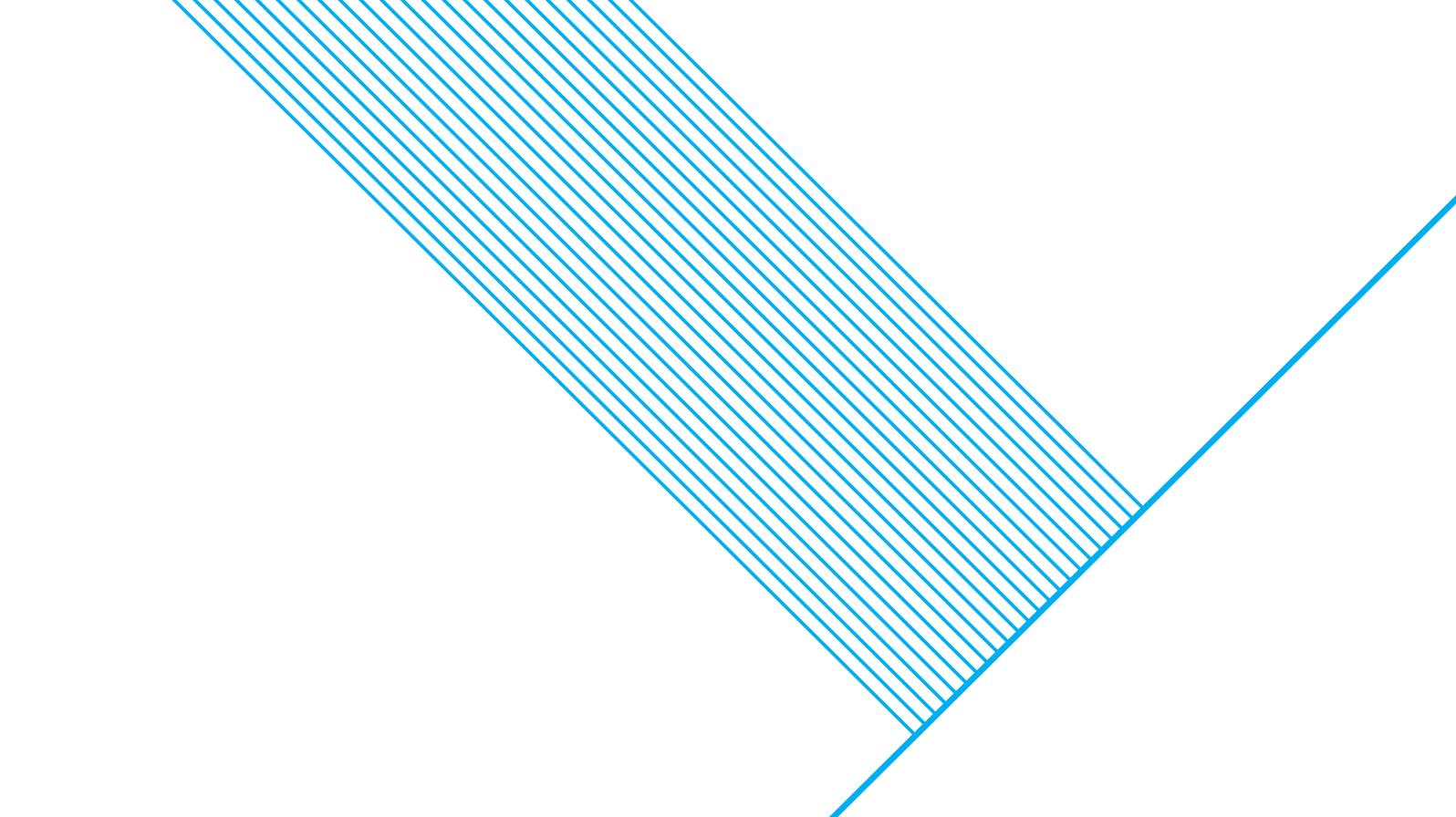
**DISRUPTED  
WORLD**



**ODGERS BERNDTSON**



**Change  
requires  
a new mindset  
and a new  
definition of  
leadership...**



**Our LeaderFit™ Model and Profile are designed to find the leaders able to thrive in a world of disruption, complexity and uncertainty.**

**Our teams in India, Japan, China, Singapore and Australia look forward to showing how LeaderFit™ can find leadership talent that is fit for your future.**

# LEADING ON LEADERSHIP

**We know your world is changing dramatically. Disruption in the business world is unprecedented. It's impacting every organisation, driving complexity at every turn. It's challenging leaders like never before. Even with the right skills, not everyone can lead effectively in such an uncertain world.**

That's why we've fundamentally reshaped our business too. Like you, we know we can't stand still. We have to innovate, adapt and change to deliver for our clients facing this wholesale disruption.

We have to help you recruit truly adaptive leadership for the future of your business.

So, we've developed a highly effective new way of identifying those who can thrive, based on a thorough understanding, drawn from exclusive, in-depth interviews with 70 APAC leaders of multinationals.

More than that, we've embedded our new approach deep within our business, so everyone you deal with across APAC is fully up to speed, and shares the same approach and understanding.

Each and every one of our consultants has been through specialist, in-depth training. So, you'll find that they fully appreciate the paradigm-shifting challenges of technological advancement that your business, and ours, is facing, and have the agility, leadership analytics and expertise to respond.

# A MODEL BUILT ON INSIGHT

**Our interviews with 70 APAC leaders of multinationals have given us an exclusive insight into the emerging leadership challenges of our new disrupted world.**

More than skills or experience, we found that the key factor today is 'mind-set'.

As a result we created our **LeaderFit™** Model that describes the perspectives and capabilities of world-class leaders who are equipped to thrive and lead organisations with great success through disruptive times.

The world of business has changed, the old approaches aren't working. The new approach to executive search, including leadership profiling from **Odgers Berndtson** will ensure you have the leadership equipped to deliver a transformation in performance at pace.



# OUR LEADERFIT™ BENCHMARKING

**Research indicates that an executive's performance derives from more than simply their past experience. Motivation and leadership competencies have significantly more impact.**

However, up to half of current leadership teams in APAC were hired for a skill-set that was relevant at the time, but not anymore. What's more, it's commonly accepted that between 30–40% of executives are failing to deliver their mandate.

In addition, only 29% of current 'high performers' have the potential to be successful in new and different

situations, whilst in contrast, 93% of those high potential leaders actually are high performers.

Our **LeaderFit™** Model defines the critical competencies for performance and potential (i.e. stretch or agility) required to be successful in today's demanding executive roles.

So, if you're facing critical decisions on internal promotions, external hires or high potential identification, let us benchmark the individuals you have in mind against our **LeaderFit™** Profile.

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## FUTURE PERFORMANCE



**50%** LEADERSHIP COMPETENCIES

**40%** EXPERIENCE AND SKILLS

**10%** MOTIVATION

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## POTENTIAL



**71%** HIGH PERFORMERS

**29%** HIGH POTENTIALS

# LEADERFIT™ MODEL FOR WORLD-CLASS LEADERSHIP

## LEADING THE ORGANISATION

Strategic clarity

Organisational alignment

Results and change execution

PERFORMANCE

## LEADING OTHERS

Team developer

Team builder

Stakeholder influencer

## LEADERSHIP AGILITY

Thinking dexterity

Interpersonal savvy

Personal spirit

Growth proficiency

POTENTIAL

# SOLID FOUNDATIONS

Our **LeaderFit™** Profile is built on the highly respected personality trait profiling model **WAVE** (owned by Saville), because it is the most accurate psychometric tool available for predictive validity when compared to other well-known instruments.

Predicts performance against our performance and potential competencies

Benchmarks profiles against senior manager and executive norms i.e. 16,000

Provides insight into 36 sub-scores, all relevant for disruptive leadership

Descriptors are understood by the business

Brings science to confirm or inform clients' intuition

Has no adverse impact on minority groups (e.g. gender, race, age)

Available in most 'business' languages

The **WAVE** candidate report also identifies aspects of the company or job culture that will enhance or derail the individual's motivation. Our unique **LeaderFit™** Profile of an executive is easy to understand and:

- Identifies the relative strengths and risks across the **LeaderFit™** competencies.
- Benchmarks their position against a norm of senior managers and executives.
- Indicates the extent of the strength and risk for each of the dimensions underpinning each competency.
- Indicates their level of agility.

This profile provides the sample candidate's areas of greater and lesser potential against the **Odgers Berndtson LeaderFit™** Model. Chris Park's Ratings Acquiescence is Sten 7 and their Consistency of Rankings is Sten 10.

	COMPETENCY DESCRIPTION	COMPETENCY FORECAST
LEADING THE ORGANISATION	<b>Strategic clarity</b> The capacity to envision the future, develop a clear vision, proof strategy and enable innovation which drives sustainable organisation performance.	 Developing strategies (8); Exploring possibilities (9); Generating ideas (9)
	<b>Organisational alignment</b> The capacity to define, develop and align market dynamics, customer demand, culture, structure, processes, systems and resources through business plans and good governance.	 Managing tasks (1); Applying governance (2); Optimising market opportunities (8)
	<b>Results and change execution</b> The capacity to drive the execution of plans or change initiatives to deliver successful outcomes at pace.	 Embracing change (6); Producing output (4); Meeting timescales (2); Making decisions (10); Taking action (8)
LEADING OTHERS	<b>Talent developer</b> The capacity to inspire and develop talent to maximise their short-term contribution and secure a sustainable pipeline of leaders.	 Understanding others (3); Valuing individuals (3)
	<b>Team builder</b> The capacity to attract talent and enhance collective performance through developing high performing teams.	 Team working (2); Giving direction (7); Empowering individuals (4)
	<b>Stakeholder influencer</b> The capacity to identify and develop influential relationships and an ambassadorial impact which creates value for the organisation.	 Interacting with others (5); Convincing others (7); Impressing others (8)
LEADERSHIP AGILITY	<b>Thinking dexterity</b> The capacity to absorb and process data, draw conclusions and develop sustainable solutions despite multiple dimensions of complexity.	 Examining information (8); Providing insights (9); Evaluating data (6); Ensuring rigour (3); Investigating logic (6)
	<b>Interpersonal savvy</b> The capacity to influence and collaborate with others despite diverse perspectives and personalities.	 Establishing rapport (3); Communicating with impact (5); Resolving conflict (3)
	<b>Personal spirit</b> The capacity to reach for higher goals and be successful despite challenging circumstances.	 Showing composure (6); Conveying self-confidence (7); Thinking positively (7); Pursuing goals (9); Upholding principles (3)
	<b>Growth proficiency</b> The capacity for learning and personal growth.	 Developing expertise (7); Inviting feedback (4); Adopting practical approaches (4); challenging mindset (10)

# FURTHER VALIDATION

We would encourage you to further validate the key messages or concerns identified by our **LeaderFit™** Profile through your own questioning or, in the case of internal talent, 360° feedback and/or performance data. If further assistance is required, we can undertake structured references and/or 360° feedback across the **LeaderFit™** competencies, and/or undertake in-depth assessments.

## LEADERFIT™ PLUS ASSESSMENT:

An in-depth report **validating** the strengths and risks, based on an interview.

## LEADERFIT™ EXECUTIVE ASSESSMENT:

An in-depth report **evaluating** the level of strengths and risks, and the extent of potential, based on an extensive interview.

## Our **LeaderFit™** Profile benefits clients and candidates because it:

- Brings greater insight into critical leadership behaviours.
- Supports diversity and inclusion objectives; creates a level playing field for all candidates.
- Provides an objective 'apple and apple' view of candidates, irrespective of their career trajectory.
- Brings science that confirms your intuition and directs your further investigation.

# DISCOVER MORE



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**58** offices in **29** countries



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