



WOMEN IN BUSINESS

EXECUTIVE LEADERS
IN IBEROAMERICA

Gender diversity has made its way to the top of the agenda for most companies. However, we still have a long way to go before we achieve the balance that truly reflects our society's reality—especially since it is not yet moving at the speed the business environment demands.

Kingsley Gate Partners has helped many organizations in this effort—and will continue to do so with similar thought leadership reports.

Titled “Women in Business,” our study was conducted to understand the women executive leaders of Iberoamerica; what makes them successful; and identify the management skills and leadership attributes they have developed that allow them to achieve roles as Board Members, CEOs and other key positions (C-Level) in the front line.

There is a lot of talk about diversity, but like many world-class organizations, we do not necessarily know how to exercise it properly. In order to

understand gender diversity in depth, we talked to a large group of female executive leaders to learn what catapulted them to success, the difficulties they encountered along the way, and the advice they have for the leaders of tomorrow.

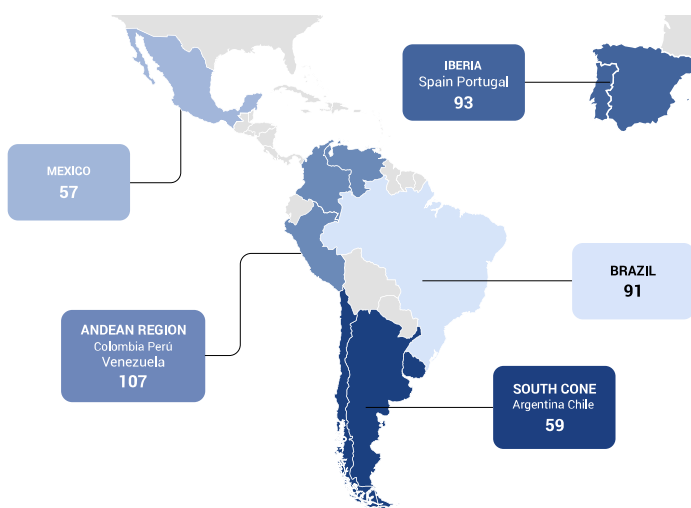
We also compared their profiles with what companies demand for in senior positions around the world and identified the Management Skills and Leadership Attributes that firms are looking for today. These findings allowed us to evaluate the development paths for women who want to continue to grow their careers.

Between April and November 2020, our Senior Consultants conducted detailed structured interviews with 407 Executive Leaders from 10 Latin American countries: Argentina, Brazil, Chile, Colombia, Mexico, Peru, Portugal, Spain, Uruguay and Venezuela.

We have more than 2,000 employees, of which 47% are women, however, the executive team comprises of only 15% women. Our main problem is that the younger women do not want to assume the personal costs that the Executive Leaders had to pay to be successful...

CHRO of a Professional Services Company

5 Groups of Countries / 407 Executive Leaders



Methodology

- Identifying the Management Skills and Leadership Skills consistently required by our clients in Latin America.
- Structured interviews to identify, according to their experiences, the Management Skills of the participants.
- During the interviews, “insights” were gathered about the evolution of their careers, personal experiences that impacted their development and other elements that helped them to be successful.
- Application of the Athena® online test developed by Kingsley Gate Partners to identify Motivators, preferred cultural environments and their impact on Leadership Skills.
- Quantitative and qualitative analysis of the information collected, which is summarized in this report.

GENERAL ANALYSIS

The study was conducted in 10 countries grouped into 5 geographic affinity groups. Each interview was classified according to the Roles currently occupied by the Executive Leaders interviewed and the Industry sector where they have the most experience.

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MANAGEMENT SKILLS

The Management Skills represent the experiences of the Executive Leaders. Eight groups of experiences were analyzed: Strategic Vision, Crisis and Conflict Management, Innovation, Team Leadership, Corporate Governance, Business Understanding, Value Creation and Organization, Planning and Management.

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MOTIVATING ENVIRONMENTS

Based on global historical information, we considered the seven Leadership Attributes most frequently sought by organizations and then compared those Attributes to the analysis of the cultural environment in which Executive Leaders are most successful.

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BEYOND THE NUMBERS

One of the major lessons of this study was to understand the life experiences of the Executive Leaders and to listen to their recommendations for the new generations. We found aspects that are common to many women leaders and listened to their suggestions on how younger women can continue to grow professionally.

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THE ROAD TO LEADERSHIP

What are the Management Skills and Leadership Attributes that can help develop the Leaders of the future? All this based on the experience of these 400+ Executive Leaders today.

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TOWARD GENDER DIVERSITY

Building more gender-diverse organizations is a big challenge for most companies. There is no single recipe, but there are tools that can help speed up the process.

There will be no diversity without actions that force change.

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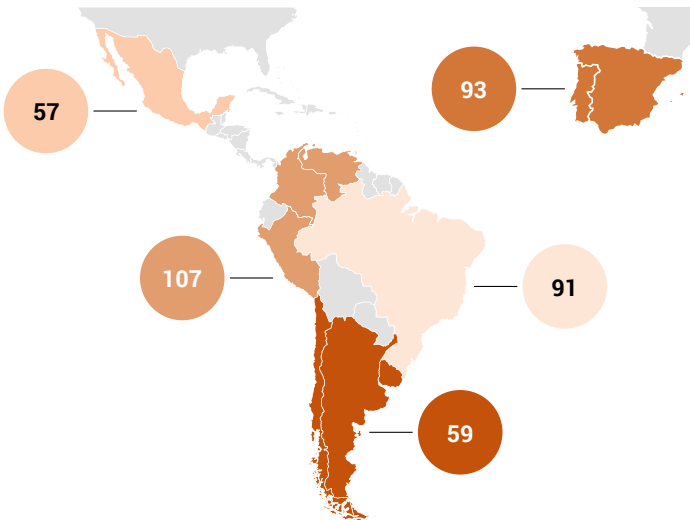


GENERAL ANALYSIS

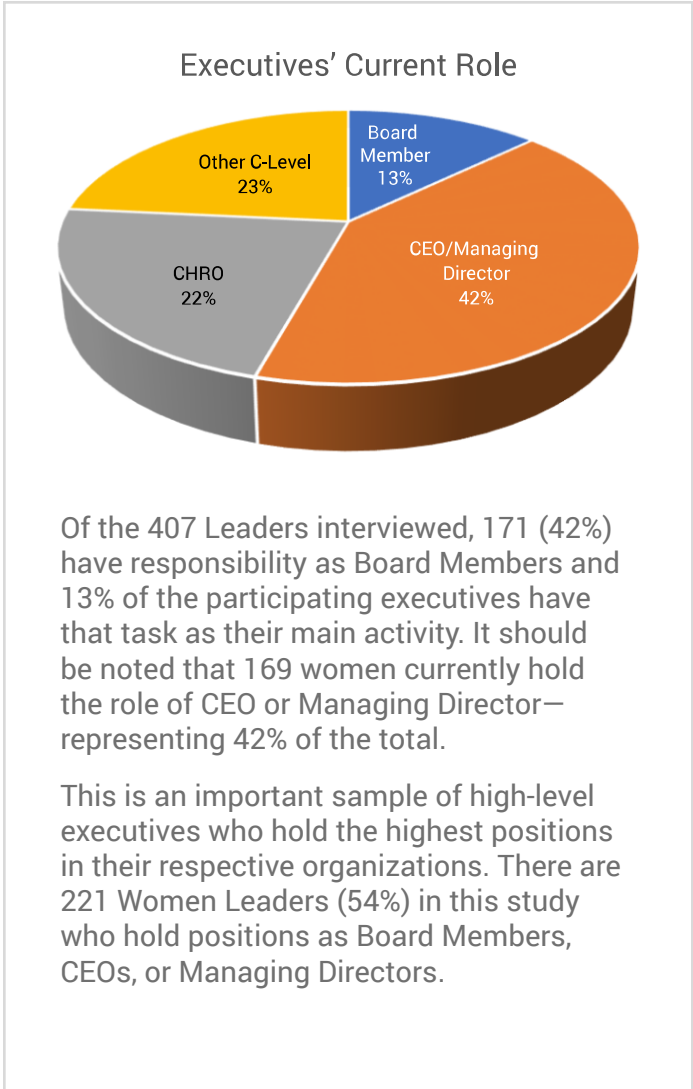
Conducted primarily in Spanish and Portuguese-speaking countries, the study identified 1,500 Executive Leaders approximately from the largest companies in each sector of the Iberoamerican economy. We interviewed 407 of them via structured meetings. These interviews included women executives from 10 countries: Argentina, Brazil, Chile, Colombia, Mexico, Peru, Portugal, Spain, Uruguay and Venezuela.

We grouped the Executive Leaders in regions of geographic affinity by countries with a similar business culture to fully analyze the information gathered.

Brazil and Mexico constituted a group in themselves; Spain and Portugal came together under Iberia; Colombia, Peru, and Venezuela as the Andean Region and, in the South Cone, Argentina, Chile and Uruguay.



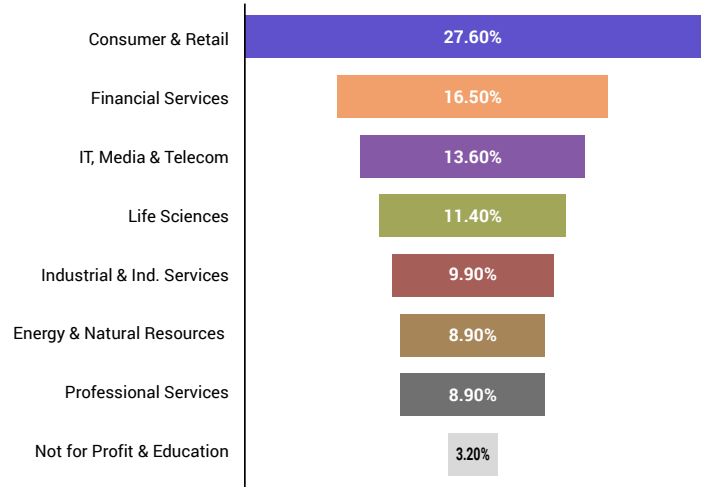
Each interview was classified according to the Roles currently occupied by the executive leaders interviewed and according to the industrial Sector where they accumulate most of their experience.



The graph represents the percentage of the 407 women leaders in each sector of the economy.

The industrial Sectors in which the executives work reflect to a great extent the distribution of business in the countries under consideration. The consumer & retail sector is the most represented, followed by financial services, technology and telecommunications. Other smaller sectors, such as education and non-profit organizations, are also included.

Industrial Sectors



🗨️ **The best advice I was given in my career and that I would share with all women: networking is the key to success.** 🗨️



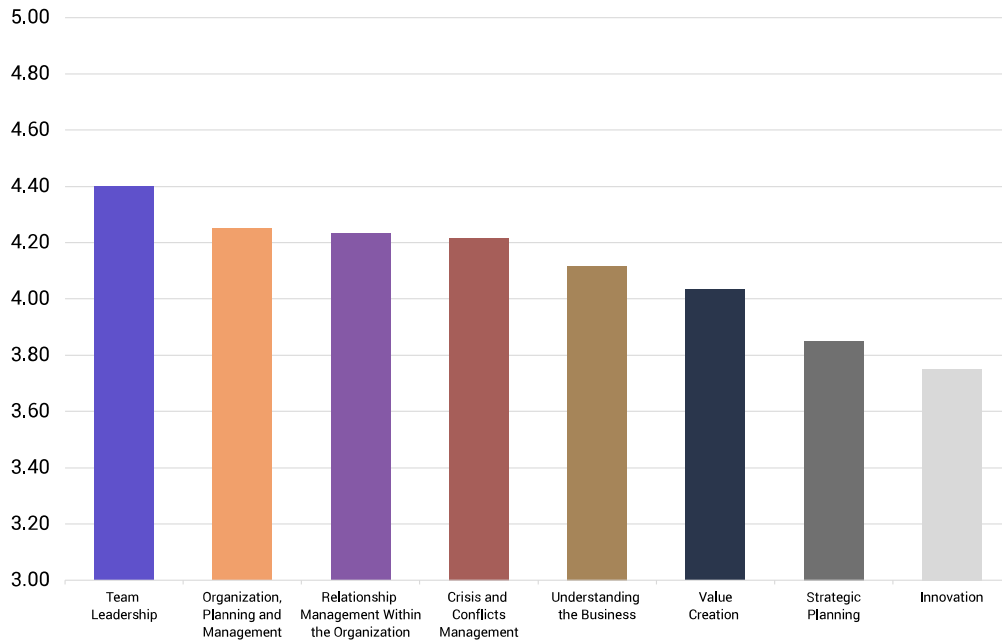
MANAGEMENT SKILLS

The Management Skills represent the experiences that the Executive Leaders have had during their career. These are grouped into eight main Skills, which are a product of our experience in searches for C-Level positions and have been consistently demanded by companies around the world.

| | | | |
|---|---|--|--|
| <p>Strategic Planning</p> <ul style="list-style-type: none"> • Sets long term goals • Identifies risks and action plans. • Defines winning strategies. | <p>Crisis and Conflict Management</p> <ul style="list-style-type: none"> • Faces critical situations and conflicts that have a major impact on the business. • Manages complex situations appropriately. | <p>Relationship Management within the Organization</p> <ul style="list-style-type: none"> • Has successful experience in complex and diverse organizations. • Positions herself within the organization, influencing and managing relationships at all levels. • Works in cohesive teams, breaking silos and establishing alliances. | <p>Understanding the Business</p> <ul style="list-style-type: none"> • Knows the business, her role and the business drivers. • Knows how the P&L is built. • Knows the policies, trends, technology and information that can affect the organization today or in the future. |
| <p>Innovation</p> <ul style="list-style-type: none"> • Active and proactive change agent • Sustained contribution of positive impact initiatives to business results | <p>Value Creation</p> <ul style="list-style-type: none"> • Exposed to making complex, high quality decisions, creating value for the shareholder. • Recognizes trends that can affect the business. • Permanent benchmark to identify best practices. | <p>Team Leadership</p> <ul style="list-style-type: none"> • Has directed, acquired, developed, retained and managed talent with the competencies and skills necessary to create value. • Creates, communicates, and engages a clear vision of the future of the business. | <p>Organization, Planning and Management</p> <ul style="list-style-type: none"> • Has been able to maximize results through organizational leadership and its processes. • Conducts qualitative and quantitative analysis, timely evaluation of key factors and potential impact on the organization. |

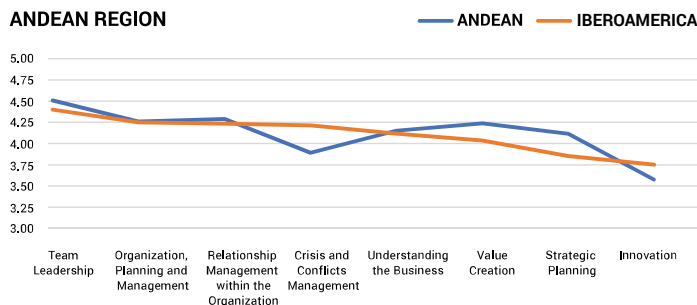
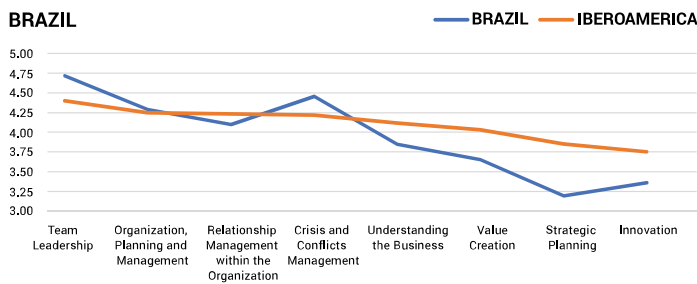
The result of this study shows us that Management Skills differ from one region to another, probably influenced by the situation within each country.

MANAGEMENT SKILLS COMPARATIVE CHART – IBEROAMERICA



However, in overall analysis, “Team Leadership” stands out as the skill with the highest score and the first place among the 407 evaluations. Next in importance are “Organization, Planning and Management”; “Crisis and Conflict Management” and, “Relationship Management within the Organization”.

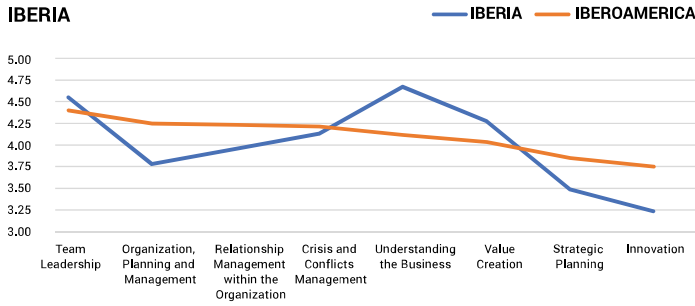
Plan your careers, take charge of yourself and don't get carried away by the tide. Beware of bad bosses; if you are under one, find one who is good.



When analyzing geographic regions individually, the most outstanding Management Skills vary.

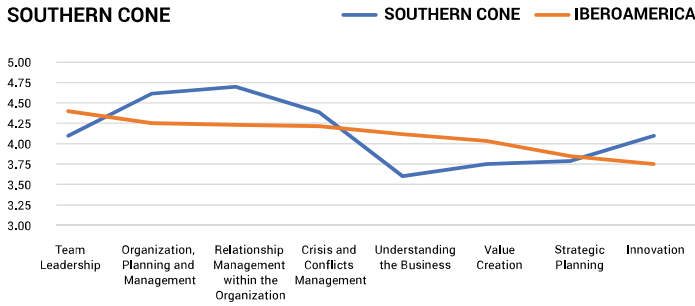
In Brazil and in the Andean Region the Team Leadership Ability is the best evaluated. This is different for the other regions where this ability is always in the upper third of the average of the evaluations.

IBERIA



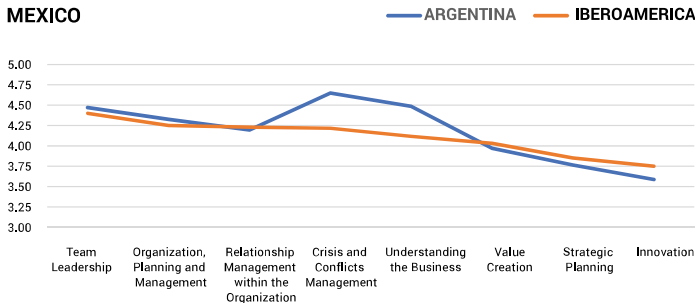
In Iberia, the main Management Skill is Business Understanding, a skill that requires knowing the environment and how it will impact the business. Team Leadership is also highlighted here.

SOUTHERN CONE



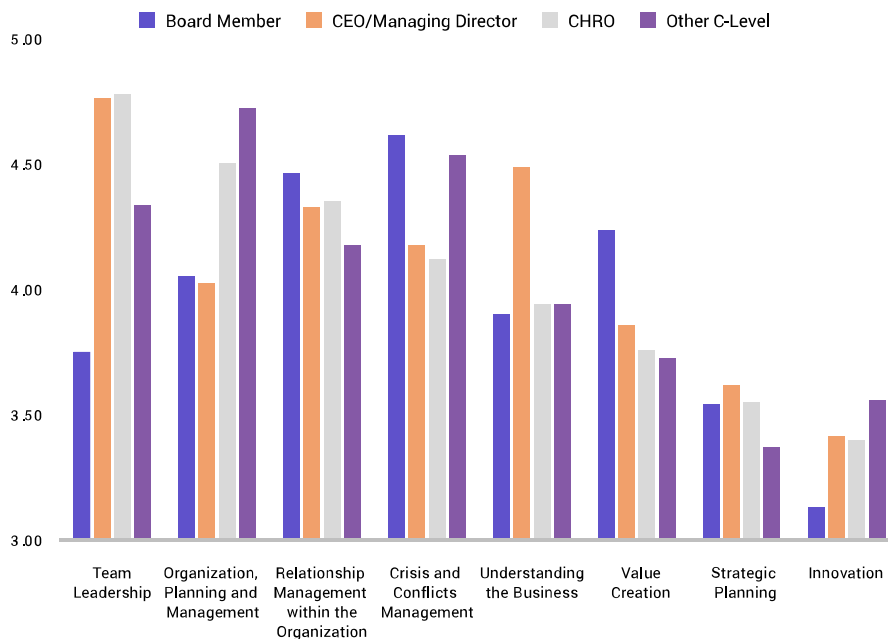
In the South Cone, Relationship Management within the Organization is the most recognized Management Skill, which is closely related to teamwork and the extension of business ties beyond the company.

MEXICO



In Mexico, Crisis and Conflict Management stand out as the most important, possibly due to the evolution of the executives within the country facing situations in a difficult environment. Team Leadership and Organization, Planning and Management also occupy a prominent place in Mexico.

TOTAL – MANAGEMENT SKILLS BY ROLE



It is very important to mention the great opportunity that seems to exist for the Leaders of Latin America around management skills like Innovation, Strategic Planning and Value Creation, which often appear as the least outstanding Management Skills.

Our great challenge for the future is Innovation, especially because of its comparison with what happens in the rest of the world, where the issues related to Transformation are the most important in the organization's agenda.

When analyzing the results according to the current Roles of the interviewed Leaders, some Management Skills that came to focus included:

Crisis Management, Value Creation and Relationship Management - highlighted primarily for Board Members; and Team Leadership and Business Understanding for CEOs and Managing Directors.

The glass ceiling does not exist, we set the limit for ourselves; we must dare and move forward. Make a strategic map of your possible careers, plan them.

The Management Skills analysis would not be complete if we did not differentiate the results according to the industry sectors in which the interviewed Executive Leaders perform.

| | Team Leadership | Organization, Planning and Management | Relationship Management within the Organization | Crisis and Conflict Management | Understanding the Business |
|----------------------------|-----------------|---------------------------------------|---|--------------------------------|----------------------------|
| Consumer & Retail | HIGH | | HIGH | | |
| Financial Services | | HIGH | | HIGH | |
| IT, Media & Telecom | HIGH | | HIGH | | |
| Life Sciences | HIGH | | | | HIGH |
| Industrial & Ind. Services | | HIGH | HIGH | | HIGH |
| Energy & Natural Resources | HIGH | | HIGH | | |
| Professional Services | HIGH | | | HIGH | |
| Not for Profit & Education | | HIGH | | HIGH | |

There is a great concentration of HIGH results around Team Leadership, Management and Organization, as opposed to the results of Innovation, Strategic Planning and Value Creation, which complement the previous concepts.

It is possible to interpret that the executives' contribution to their respective organizations have traditionally been greater in terms of team leadership, processes, organization and planning in general.

These results are transversal to all industrial sectors and represent a great opportunity for the new generations of Executives.

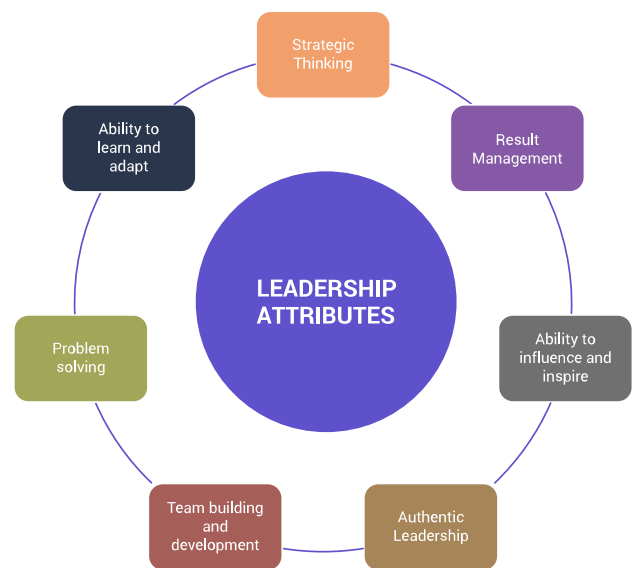
We must not do things for the sake of compliance. We must be serious about analyzing and questioning things from all angles. Neatness and honesty are key, in form and content.



MOTIVATING ENVIRONMENTS

From the global executive searches conducted by Kingsley Gate Partners, we have identified the seven Leadership Attributes that Latin American companies have most frequently requested in our target countries.

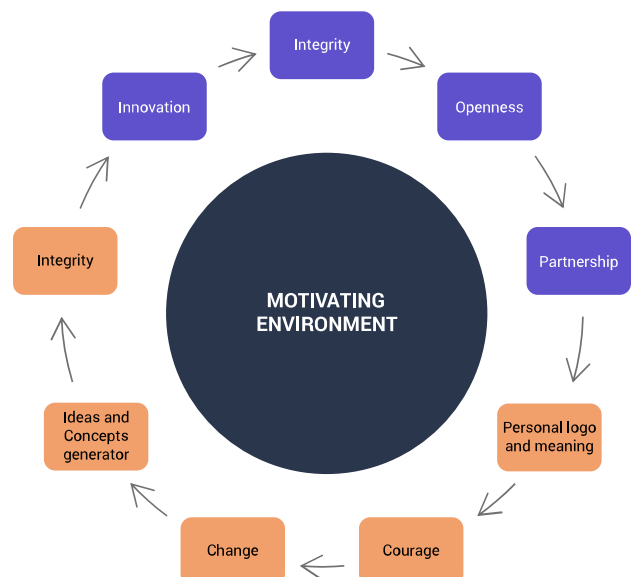
A leader's success is not only a result of his or her natural leadership skills. The favorable environment in which they perform and the ease with which they develop and strengthen these skills also play a vital role.



The appropriate organizational culture for the Executive's management style will be decisive in her success and in reaching her maximum level of leadership development.

For each of these Attributes there are different types of motivators and intensity with which they manifest.

We have observed a direct preference by Executive Leaders with respect to the organizational environments in which the top nine Motivating Environments are present. These were found to be repeated in the results of our proprietary Athena® test as well.



The environments that stand out are those with a high degree of Integrity, Openness, Innovation and Partnership.

In general, the Motivating Environments for CEOs, CHROs and C-Level Executives have common characteristics, but they are somewhat different when we analyze the responses of the Board Members. This makes sense because normally those who occupy these (board) roles do not participate in the day-to-day operation of the company and their adaptation to a certain culture is affected by different motivational elements.

Flexible, introspective, empathetic, risk-taking, forward-looking, clear and pragmatic environments are particularly interesting for those in the role of Board Members.

💬 **We must use our soft skills, be authentic; we are naturally empathetic.** 💬

In analyzing each of the five geographic areas, we found that the most valued Motivating Environment is the one that promotes Openness, accompanied by Integrity and Integration. We have identified common characteristics in the cultural environment and motivators that frame the preferences of Executive Leaders. These also clearly describe the environment in which they can achieve their maximum potential.

Below are the main elements that shape a Motivating Environment for Leaders in each geographic region.

| IBERIA | MEXICO | BRAZIL | ANDEAN REGION | SOUTH CONE |
|---|--|---|--|---|
| <ul style="list-style-type: none">• Openness• Integrity• Innovation | <ul style="list-style-type: none">• Openness• Versatility• Integrator• Persuasion | <ul style="list-style-type: none">• Openness• Innovation• Integrator• Persuasion | <ul style="list-style-type: none">• Integrity• Personal Achievement and Meaning• Partnership | <ul style="list-style-type: none">• Openness• Integrity• Integrator |

Our study concluded that general work environments marked by **openness**, transparency and the practice of spontaneous information sharing are characteristics that stand out.

Likewise, the Executive Leaders prefer environments of **Integrity**, where not only clear principles are involved, but those where they are not easily compromised and are always above potential negative consequences for themselves, thereby

allowing them to fulfill their commitments without any hindrance.

Finally, we find throughout all regions the preference for **Integrative** environments, where there is an atmosphere of spontaneous collaboration and integration within the teams and where obstacles are eliminated naturally and the participation of all those who are part of the projects is ensured, thereby exercising authority only when necessary.



BEYOND THE NUMBERS

Diversity does matter! After eight months of working on the Women in Business project, which included more than 400 interviews with prominent female Leaders in their respective markets, we have reinforced our conviction of the validity of this statement. This study left us with valuable information on opinions, experiences, and advice that female Executives have accumulated throughout their professional lives, and which have contributed significantly on their way to the

leadership roles they exercise today.

It is more than demonstrated that diverse work environments are, in their great majority, innovative, collaborative, committed and transparent. In this section, we look at the learnings along the way of women who now have leadership roles and which are common to many of them. These can be interesting and valuable for those who are building their professional paths today.

There is no diversity without policies and practices of inclusion, without them there will be no equity of opportunity.

Below, we share some of the main insights that we have gathered from the Executive Leaders through our conversations:



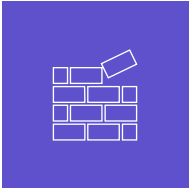
DIVERSITY

Women believe and encourage diversity in their own teams and environment and are convinced that it encourages effective leadership behaviors that are healthy for the organization and business performance.

- Diversity is not a goal, it must be internalized by everyone in the organization and it must be

part of the culture, values, and mission of the company.

- A significant number of women are now working on a variety of personal projects associated with diversity.
- Diversity cannot and should not be used as a banner for a movement or initiative. Its importance is not a conquest or victory, but for what it represents. Otherwise, it can create more conflict than unity.
- Organizational environments that respect and internalize Diversity are environments of greater talent attraction and retention.



RESILIENCE

We found that women do not give in easily to external pressures regarding their careers and once it is clear in the direction that they want to follow, they focus on achieving the goals they set for themselves, to get their place, and generate the space that legitimizes them as executives.

- Successful women are emotionally stronger, disciplined, results-oriented, and have developed resilience and high work capacity, as well as the ability to combine their dedication to family and work with equal intensity.
- The woman, whether she is the leader of the organization or not, should not be afraid to show her emotions or to stop being who she really is. The woman adds up to as much as the man in infinite situations. One should not stop being who she is or adapt to behavior that is not hers to make her opinion count.

🗨️ **Women who want to grow must Dare, Explore, Search and, Look Ahead.** 🗨️



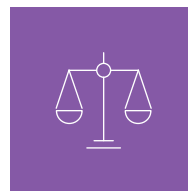
LEADERSHIP

Women lead by example and with a strong orientation to the development of people. They are convinced that everything is generated with people—never alone.

- Women delegate a lot and are open to hiring powerful and talented teams.
- We act with a sense of urgency, very oriented to execute, exercising a humane, empathetic, and reflexive leadership, which also evolves as we advance in responsibility.
- We are intellectually honest, we say what we think, we preach by example, we don't have to be told what to do and we show temperance in our decisions. "We have earned the trust, like the captains in the storm," always showing control of the situation.

- We leave no room for regrets or victimization. Women were never the "weak sex"; but it is necessary to know how to position oneself whenever necessary and according to what is right for each moment and situation.
- Women executives tend to communicate in a direct and transparent, horizontal, non-hierarchical style that reflects empathy. They agree on the importance of conducting their emotions better, which in turn is key to establishing an objective and positive relationship with their environment, so that while continuing to bring emotionality they are more effective on a steering committee.

🗨️ **We are the first barrier; we have to believe in ourselves first.** 🗨️



BALANCE

Most of these leaders had unconditional support from their families to be autonomous and independent to make their own life and career decisions. This has been a determining factor in the professional development of many of them. The executives who had this family support suggest this as a key factor for the success of future generations.

- Most women recognize that they have made great personal and family sacrifices, however, they also believe that without them they would not be where they are today and are convinced that their professional experiences have made them better mothers and have allowed their children to grow. It has been key to always have clear priorities and act accordingly.

🗨️ **It has been fundamental to have a family that understands and accepts; that assumes the sacrifices that my professional success brings.** 🗨️

- It is entirely possible to reconcile personal and professional life. It is not necessary to give up one to succeed in the other. But it is necessary to know how to position yourself without victimization and to assume that there is a life beyond your professional career.
- They are aware of the strong imbalance between the personal and professional aspects of their lives in the initial stages of growth, however, they feel they chose to do so at the time and have made sacrifices that in many cases have been compensated. They expect to be recognized financially without having to ask for it.
- Many times it is the executives themselves who limit their own growth, especially because of family responsibilities. However, women who opt for an executive career often structure their personal lives by optimizing the quality time they spend with their families in a pragmatic way and achieve a healthy balance.
- Some of the women we have talked to agree that at the beginning of their careers, sometimes being the only woman in a leadership role, it was useful to acquire a tougher and even masculine style of communication, in addition to talking about topics typically preferred by men. These same women, who developed the ability to blend in, recognize that over time they internalized the value of vulnerability and empathy in, for example, creating better work teams.

●● **I had to learn about soccer in order to fit into the Board of Directors.** ●●

●● **Women, dare! Don't be afraid, you don't have to abandon your families; it is possible and we have the capacity to do both.** ●●

- Most agree that they set the limits for themselves; they must seek out and take the opportunities, taking control and responsibility for planning and structuring their career and future.
- Many female executives believe that there is in many societies that are making significant efforts to facilitate a positive evolution in the presence of women in executive roles - but there is still a long way to go.

DEVELOPMENT



Women tend to be demanding with education whatever their work universe. They aim high and raise the bar in everything they do, as well as investing in their development whenever they can.

- In the opinion of most, a solid basic and academic education is fundamental for success. All this background is what will allow them to stand out and distance themselves from the ordinary.
- Women plan their careers, take charge of themselves and do not go with the flow. They value international experience for what it brings to developing a global, broad business vision.
- The error is in wanting to compare themselves with men; we are different beings and as such have different strengths and weaknesses. The wealth is in knowing it and taking advantage of the complementarity.

MENTORING



The vast majority of successful women leaders recognize that they had parents, bosses, coaches, friends or mentors who guided them on their path and contributed to their process of gaining self-confidence.

- The leadership of demanding bosses and trainers has been relevant in their careers, so it is important to look for opportunities to work with professionals from whom you can learn and who are willing to teach.
- Developing and maintaining networks and close relationships with other professionals throughout the career is of great value - you do not build a successful path alone.
- Some of the interviewees were trained in patriarchal environments, some very conservative - which have been an important

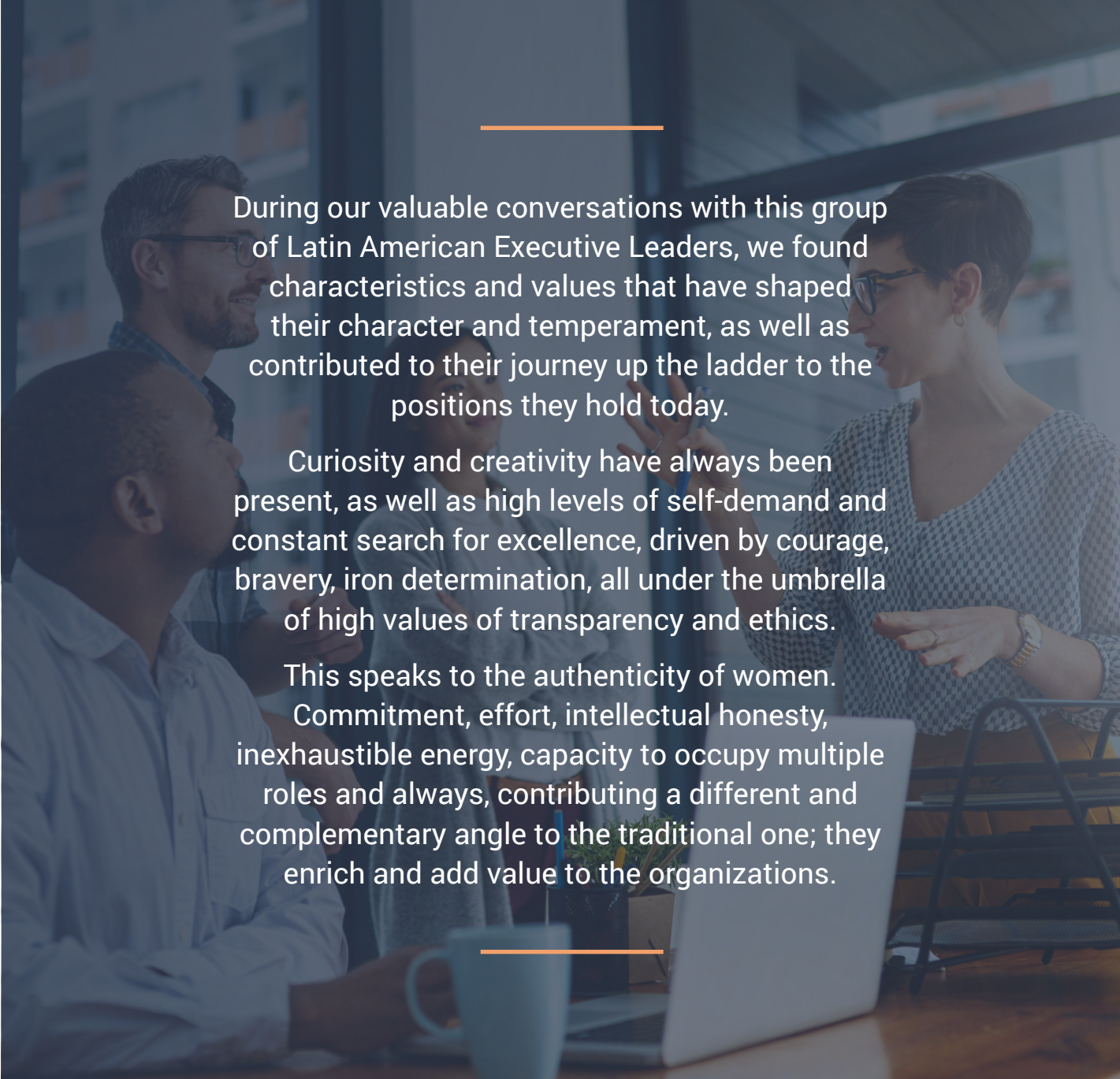
stimulus, and in some cases the determining element to become autonomous and independent. They are ambitious and proud of their achievements.

●● **Women are over-mentored and under-sponsored.** ●●

- It has been key for women who exercise

leadership roles today to have clarity about what moves them, and from there the type of organizations where they can really feel at ease while doing something that makes sense to them, and from that space generate value.

- Many women have had strong events on a personal level, which have been instrumental in developing resilience and emotional strength, which in turn were central to the development of their careers.



During our valuable conversations with this group of Latin American Executive Leaders, we found characteristics and values that have shaped their character and temperament, as well as contributed to their journey up the ladder to the positions they hold today.

Curiosity and creativity have always been present, as well as high levels of self-demand and constant search for excellence, driven by courage, bravery, iron determination, all under the umbrella of high values of transparency and ethics.

This speaks to the authenticity of women.

Commitment, effort, intellectual honesty, inexhaustible energy, capacity to occupy multiple roles and always, contributing a different and complementary angle to the traditional one; they enrich and add value to the organizations.



Our environment is changing fast and this condition is possibly the only one we are sure of in the future - an environment of entropy.

Executives must be prepared to lead organizations in an environment of rapid and permanent change, with uncertainty that will require great flexibility and empathy. Technology and especially the mass use of mobile platforms that has generated hyper connectivity and immediacy in communications, has accelerated social change and modified the way organizations relate to their stakeholders.

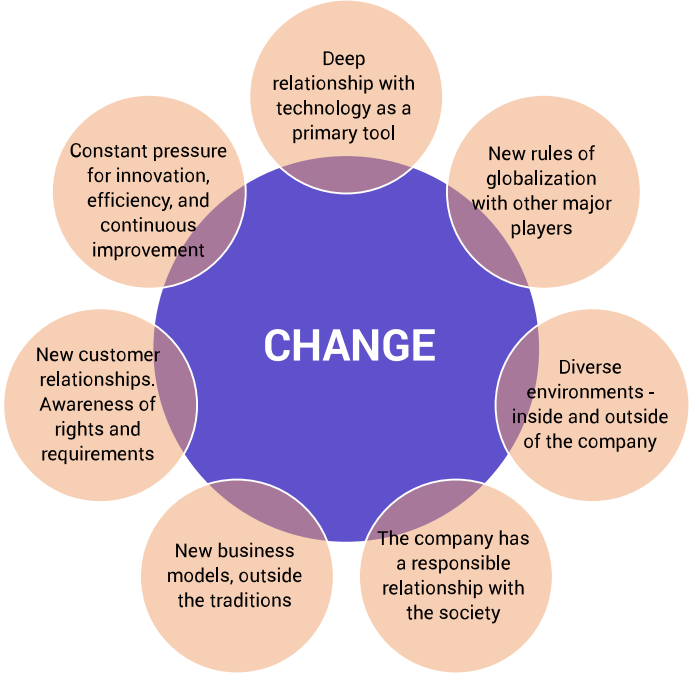
New business models will also be developed, different from the traditional ones, based not only on technology, but also on a new way of relating to customers. The means of payment, logistics, sources of supply and in general all the experience and relationship with customers is under review.

In view of this possible scenario and considering the experience of the Executive Leaders who have participated in this study, we believe that it is necessary to identify, from their Management Skills, those that will provide the best tools for the future described here and how some of them must be redefined to face this new scenario.

Without wishing to predict how the future will be for companies, but in an attempt to describe a possible and realistic scenario, we believe that the business environment will be affected to a greater or lesser

extent by the social environment, the use of technology, the search for efficiency and continuous improvement, a different international geopolitical environment, possibly with a strong leadership competition between the United States and China.

Diversity will play a very important role. Companies will have to be transversally more heterogeneous as the society is today.

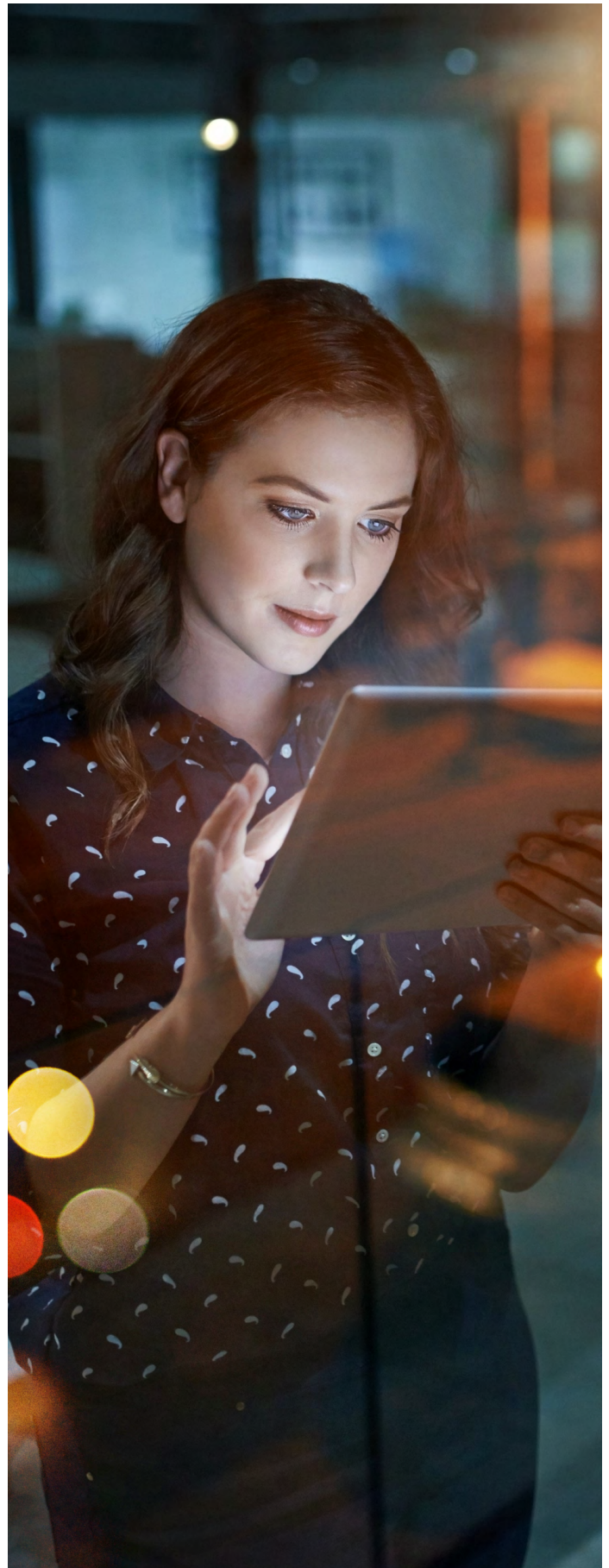
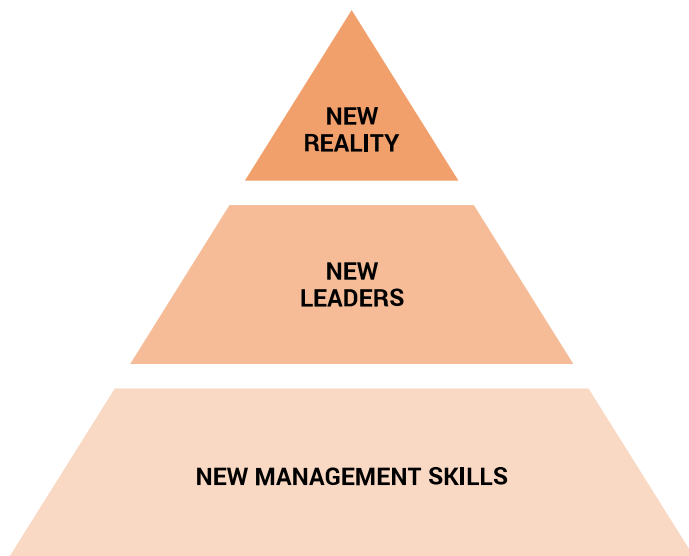


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Given the changes that companies are already experiencing, and especially when considering the possible future scenario described above, several of the Management Skills considered in this study must evolve towards others that meet the emerging needs of the companies' environment.

There is no doubt that we are already facing a New Reality, which will require New Leaderships, and these in turn, will have to provide New Management Skills.



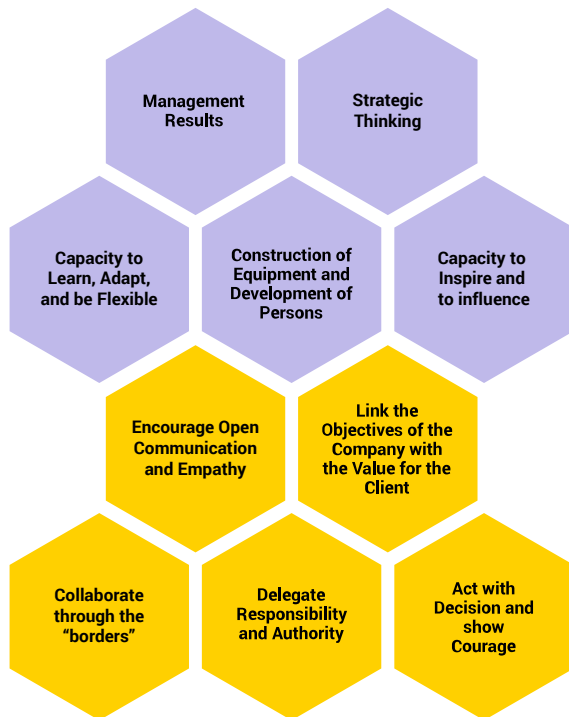
MANAGEMENT SKILLS OF FUTURE LEADERS

| CURRENT SCENARIO | FUTURE SCENARIO | DESCRIPTION OF CHANGES TO SCENARIO |
|---|--|---|
| STRATEGIC PLANNING | STRATEGIC PLANNING FOR SHORTER DEADLINES | <p>The ability to plan strategically remains important, however, the speed of change will require the ability to adapt quickly and plan strategically in much shorter time frames.</p> <p>There will not be time to accommodate and the ability to move quickly from planning to effective tactical execution will be required.</p> |
| CRISIS AND CONFLICT MANAGEMENT | STAKEHOLDER MANAGEMENT | <p>Conflicts should be anticipated and, as far as possible, avoided, by timely actions and win win formulas. Proactive actions prevent risks from being activated.</p> <p>Awareness of the extended environment, community, suppliers, regulator, interest groups, as well as customers and shareholders.</p> |
| RELATIONSHIP MANAGEMENT WITHIN THE ORGANIZATION | TEAM MANAGEMENT | <p>Organizations will not have room in their cost structure to build careers based on internal politics.</p> <p>Those who manage to generate effective value will be highlighted, for which it is necessary to exert influence, break silos and establish internal and external alliances. The results will belong to the teams, not to the individuals.</p> |
| UNDERSTANDING THE BUSINESS | UNDERSTANDING THE BUSINESS AND THE ENVIRONMENT | <p>It is not enough to understand how the P&L and internal processes of a specific business are built; you must understand how others build it, even beyond their direct competition.</p> <p>It will be necessary to maximize the ability to understand market opportunities, beyond the boundaries of their reference industries or geographies.</p> |
| INNOVATION | INNOVATION | <p>Reinventing the business permanently as the environment evolves.</p> <p>There will be no room for those who do not change and adapt; flexibility is fundamental for survival. The permanent need to maximize efficiency and continuously improve.</p> |
| VALUE CREATION | CREATION OF VALUE OVER TIME | <p>The concept of creating value for the shareholder is usually associated with short deadlines.</p> <p>The value of the company will be measured not only in a short term, economic result, but also by its viability and possibility to remain in time. Reputational value, brand value and acceptance by the community.</p> |
| TEAM LEADERSHIP | TRANSVERSAL LEADERSHIP | <p>The leaders of the future must be able to lead everyone who has a relationship with the organization, not just their internal teams.</p> <p>The ability to create a vision, transmit it and engage the stakeholders around it is fundamental.</p> <p>The company will need inspiring leaders inside and out.</p> |
| ORGANIZING, PLANNING, AND MANAGING | FUNCTIONAL KNOWLEDGE | <p>Successful senior leaders should have a thorough understanding of the key variables of some functional areas. Without necessarily being experts in them, they will have to understand what can be obtained from the use of technology and data, as well as how a well managed supply chain can be a competitive advantage or how is its relationship with customers' experience. How to integrate everything financially and thus make the company viable over time.</p> |

THE LEADERSHIP ATTRIBUTES OF FUTURE LEADERS

In contrast to the management skills that will be required and that are significantly modified in comparison to those that have been necessary in recent years, the Leadership Attributes include the addition of new Attributes that are expected and that respond to the demands of the new environment.

Five Leadership Attributes emerge - in yellow - that will be valued by successful companies, given these environmental characteristics:



- **Empathy and promotion of Open Communications** is functional not only to the internal relations of the company, but to the way in which these must be related to the environment and its stakeholders.
- **Delegation** of authority and responsibility is necessary to promote environments of continuous improvement and high efficiency.
- Linking objectives with **Customer Value** will be fundamental to be consistent with the new scenario where decision making, information immediacy, awareness of the customer/company relationship are different today.
- **Collaboration** across “borders”, inside and outside the company, refers to the attitude necessary to seek common objectives and achieve them by working in diverse, complementary teams, involving all those who may have an interest in the results. It is negotiated smoothly between parties, leading to win-win solutions.
- Finally, **acting decisively** means thinking methodically about decisions, but moving quickly after considering the main factors. Showing Courage is about taking personal risks associated with implementing new ideas, being bold to move forward when others might be more cautious, and “sticking your neck out” for an idea when you are convinced it is good.

●● The world will need many Executive Leaders. They need to be prepared to acquire the management skills that organizations will need through experience. As Leaders they must optimize their personal attributes to complete the necessary experiences with the type of effective Leadership for the new reality. ●●



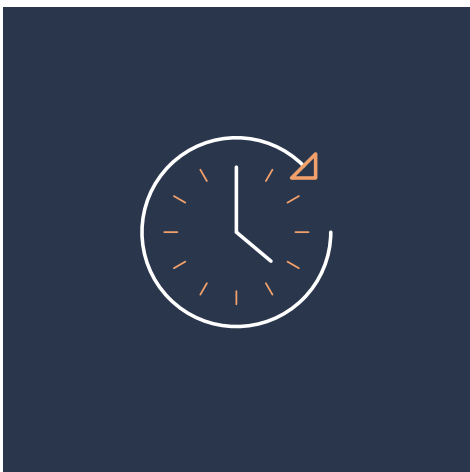
TOWARD GENDER DIVERSITY

Change is impossible to avoid, but that does not mean that it is natural for people to want change and, on the contrary, we try to avoid it. For this reason, so that we are not caught unprepared, we must force it to happen and be able to adapt in time.

As a society, we are likely to encourage Diversity through inclusion programs that will accelerate change and will face organizations with a fight for female talent that, in terms of required experiences, is still scarce.

According to McKinsey's study "Why Diversity Matters", companies with gender diversity are 15% more likely to generate higher returns than those with predominantly male executive teams. The diverse companies exceed the non-diversity companies by 21% in terms of EBIT and 27% in terms of long-term value creation.

It is only a matter of time before we reach gender balance in the long term, but for that, organizations will have to respond to possibly forced standards of inclusion and will have to survive the short term, during which there will be a shortage of prepared talent.



ANTICIPATION:

The war for talent will be won by the companies that are ahead of the game in attracting the best available talent and are able to establish appropriate retention systems. One way to be permanently prepared and take advantage of opportunities in a timely manner, is the realization of Talent Pipelines that allow the early identification of young executives who have the type of experience and leadership skills compatible with what the organization needs.



IDENTIFICATION AND GROWTH:

Organizations have female executive talent in the middle and lower positions, who have the personal skills to grow. It is important to carry out formal processes of Executive Potential Inventory, through the evaluation of Leadership and Management Skills, to implement action plans for those executives who have the potential, make them grow in experiences and strengthen their natural personal capacities.



INCLUSION AS PART OF THE CULTURE:

It is important that organizations become aware of how their culture is, in terms of understanding what kind of people will be more motivated to work in the organization and thus increase the chances of attracting the best talent. The new generations demand that companies are inclusive, open to diversity and have concrete policies that encourage it.

Organizations that believe in the value of diversity legitimately and not out of obligation will make this journey more quickly and successfully— and will be more profitable..

💬 According to Deloitte's Millennial Survey (2018), 74% of respondents said they believe their workplaces will be more innovative if management makes diversity and inclusion a key component of the organizational culture. 💬

