

**The bottom line:  
Leadership skills  
strongly influence  
“whole country”  
productivity**

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# Do good Leaders and Managers make a difference?

How do we know?

Are we wasting our time  
(and money) selecting and  
developing them?



A Global  
study of  
120,000  
Leaders &  
Managers  
from 40  
countries

**LEADERSHIP SKILLS EXECUTIVE  
SCENARIOS**

A Situational Judgement Test (SJT)  
published by SHL.

Each leader's answers are scored  
against the ideal answers for the test

*Produces an average Leadership  
Score for each country*

At least 50 leaders per country

**MANAGEMENT SKILLS  
MANAGEMENT SCENARIOS**

A Situational Judgement Test (SJT)  
published by SHL.

Each manager's answers are scored  
against the ideal answers for the test

*Produces an average Management  
Score for each country*

At least 100 managers per country

## Example Scenario format

*You have recently been appointed to a position in a new organisation and head a team of several individuals. You have a rather sensitive issue to deal with. Rob, a member of your team, applied for your post but was not selected following interview. He is an experienced worker, and has worked within the department for eight years.*

*You have been told by the retiring Manager that he is typically a very enthusiastic and reliable worker, although he was considered not quite ready to take on a supervisory role, hence the reason he was not given the promotion.*

*Already you sense a certain “frosty” atmosphere between Rob and yourself: you suspect that he resents you taking away his promotion hopes. Nonetheless, you need his support and experience to build the team.*

**+3: Highly Desirable**

**+2: Desirable**

**+1: Slightly Desirable**

**-1: Slightly  
Undesirable**

**-2: Undesirable**

**-3: Highly Undesirable**

1. Carry on regardless – time will heal such resentment
2. Tell Rob that you really value his experience, and as such you would like him to contribute to the department's immediate objectives
3. Gradually build up trust with Rob and understand his career aspirations. Tell him that you are prepared to provide the support he needs to achieve these aspirations.
4. Rob is really a very good worker – he is just disgruntled. Attempt to have him promoted / seconded to another department.
5. Inform Rob that if he does not respond too well to the situation he finds himself in, his poor attitude is not going to enhance his chances of advancement.

**+3: Highly Desirable**

**+2: Desirable**

**+1: Slightly Desirable**

**-1: Slightly Undesirable**

**-2: Undesirable**

**-3: Highly Undesirable**

1. Carry on regardless – time will heal such resentment **-1**
2. Tell Rob that you really value his experience, and as such you would like him to contribute to the department's immediate objectives **+2**
3. Gradually build up trust with Rob and understand his career aspirations. Tell him that you are prepared to provide the support he needs to achieve these aspirations. **+3**
4. Rob is really a very good worker – he is just disgruntled. Attempt to have him promoted / seconded to another department. **-1**
5. Inform Rob that if he does not respond too well to the situation he finds himself in, his poor attitude is not going to enhance his chances of advancement. **-2**

# A COUNTRY'S PRODUCTIVITY

*Is it a High Flier?*



Countries  
Include...

China

India

Japan

US

Brazil

Australia

South Africa





# A Benchmark for a Country's Productivity

***GDP per Capita or Worker*** i.e. the output per head of each member of the working population

Huge International variation

2017 figures

# Country GDP per Capita & The Human Factor

*How much does a  
workforce, including  
leaders and  
managers, influence  
GDP per Capita?*

*Influencing the  
“bottom line” of an  
entire nation?*



# GDP per Capita and Leadership / Management Skills

120,000 leaders and managers from 40 countries...

*GDP per Capita & Leadership Skills correlate +0.62 (33 countries)*

*GDP per Capita & Management Skills correlate +0.48 (34 countries)*



# Our Study

*GDP per Capita: 40 Countries.*

**VERSUS**

**The “hard” outcomes of  
Human Capital Investment by  
a country:**

1. Life Expectancy (average)
2. %age of School Leavers in Tertiary Education 5 years after leaving school
3. Unemployment Rate (%)
4. **Leadership & Management Skills (average score)**

# Results

120,000 leaders and managers from 40 countries...

*Even after controlling for Life Expectancy, Tertiary Education levels and Unemployment rate (using multiple regression)...*



## Leadership Skills

Influenced a further **14% of GDP per Capita** n = 33 countries

## Management Skills

Influenced a further **6.5% of GDP per Capita** n = 34 countries

# What sorts of Leadership and Management Skills?



## ***MANAGING OBJECTIVES***

*Lining up behind the Big Picture*

*Effective Delegation*

*Crisis Leadership*

*Making use of External Expertise*

## ***PEOPLE MANAGEMENT***

*One-to-One Skills*

*Team Management*

*Workforce-wide Motivation Tactics*

## ***CORPORATE MANAGEMENT***

*Following Corporate Protocol*

*Managing your Career*

*Corporate Management – internal focus*

*Corporate Management – commercial focus*

## Take away message...

*1. If Leadership & Management Skills are influencing whole country GDP per Capita...*

*...they will also be influencing the profitability of the businesses within each country.*

*2. So investing in the selection and development of Leaders & Managers does make Business sense*



# Leadership & Management Scores

Countries League Tables





# Leadership Skills

1. Canada
2. New Zealand
3. Australia
4. Ireland
5. United Kingdom
6. Netherlands
7. Germany
8. Switzerland
9. United States
10. Belgium
11. France
12. South Africa
13. Spain
14. Romania
15. Brazil
16. Russia
17. Poland
18. Austria
19. China
20. Turkey
21. Botswana
22. UAE
23. Japan
24. Italy
25. Mexico
26. Namibia
27. Indonesia
28. Hong Kong
29. Kenya
30. South Korea
31. India
32. Saudi Arabia
33. Egypt

# Management Skills

1. Australia
2. United Kingdom
3. Ireland
4. New Zealand
5. United States
6. Netherlands
7. Botswana
8. Kenya
9. Germany
10. Switzerland
11. Belgium
12. Singapore
13. France
14. Sweden
15. Malaysia
16. Italy
17. Turkey
18. Hong Kong
19. Egypt
20. Thailand
21. Romania
22. Nigeria
23. China
24. Japan
25. Spain
26. South Africa
27. Namibia
28. Saudi Arabia
29. India
30. Poland
31. Indonesia
32. UAE
33. Oman
34. Kuwait

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Leadership skills  
strongly influence  
“whole country”  
productivity

