

State of Leadership & Change

Survey Results

September 2016

Research into how businesses are coping with anticipated change as the UK heads towards an EU exit and how leaders are getting better at managing change.

From Full Potential Group, an organisation specialising in high-impact coaching, team and leadership development.

www.fullpotentialgroup.com

Research Summary

It could be argued that organisational leaders are now facing one of the most challenging periods in change leadership for over 30 years, but our research has found that while 90% of senior management expect organisational changes ahead of Brexit, 42% are not worried and 26% 'not at all worried.'

The top four expected changes are to source additional markets outside the EU (24%), to restructure and cut costs (21%), to reorganise (16%) and to relocate (16%).

75% say leaders are getting better at managing change, with 60% of respondents saying their businesses had met their objectives for change in the past few years. This is all the more surprising when traditionally it's commonly accepted that 70% of change initiatives fail to deliver results. It is also proof that change is now being measured efficiently, 64% saying that productivity improved and 34% saying that profitability had increased as a result of the change.

The key factors that drive successful change include an organisation and leader's ability to be agile and responsive within a changing market (62%) and recruiting people with the right skills (47%).

Organisations and leaders must also be aware of the factors that could hinder the success of the change initiative which include a lack of understanding and communication across the organisation on why these changes are being implemented (40%), too much emphasis on process and not enough on people (28%) and poor motivation and staff morale (14%).



Carole Gaskell, Managing Director Full Potential Group

FPG's guidelines to successful change management

To guarantee future success of change management, leaders need to be:-

1. People focussed, not just task/process
2. Agile and innovative
3. Purposeful and collaborative
4. Authentic, high impact communicators
5. Aware of what motivates people to create a thriving culture

Q1. What major changes has your organisation experienced in the last five years? Please tick all that apply.

Q1 Total Response - Overall	Overall	Q1 % Response - Overall	Overall
a) Merger & acquisition	274	a) Merger & acquisition	27%
b) Organisational restructure/cost cutting	372	b) Organisational restructure/cost cutting	37%
c) Corporate rebranding	248	c) Corporate rebranding	25%
d) New leadership team	144	d) New leadership team	14%
e) Company culture, attitudes and behaviours	164	e) Company culture, attitudes and behaviours	16%
f) Employee engagement	176	f) Employee engagement	18%
g) Customer engagement	49	g) Customer engagement	5%
h) Resizing/reducing headcount	256	h) Resizing/reducing headcount	26%
i) Relocation	115	i) Relocation	12%
j) Other (please state)	14	j) Other (please state)	1%
k) None	0	k) None	0%

Verbatim “other” responses are appended to this results report.

Overall Summary of “other” responses

Most of the 14 “other” responses referred to technology / software upgrades

Q1 Total Response – By Company Size	SME	Large Co	Q1 % Response – By Company Size	SME	Large Co
a) Merger & acquisition	133	141	a) Merger & acquisition	27%	28%
b) Organisational restructure/cost cutting	187	185	b) Organisational restructure/cost cutting	37%	37%
c) Corporate rebranding	143	105	c) Corporate rebranding	29%	21%
d) New leadership team	79	65	d) New leadership team	16%	13%
e) Company culture, attitudes and behaviours	88	76	e) Company culture, attitudes and behaviours	18%	15%
f) Employee engagement	79	97	f) Employee engagement	16%	19%
g) Customer engagement	24	25	g) Customer engagement	5%	5%
h) Resizing/reducing headcount	140	116	h) Resizing/reducing headcount	28%	23%
i) Relocation	52	63	i) Relocation	10%	13%
j) Other (please state)	5	9	j) Other (please state)	1%	2%
k) None	0	0	k) None	0%	0%

Q1 Total Response – By Job Title	CEO	Managing Director	Founder / Owner	Director	HR Director	Head of L&D / Talent Management	HR manager	L&D manager	Operational manager	OD (organisational development) manager
a) Merger & acquisition	19	30	40	52	18	16	32	15	24	28
b) Organisational restructure/cost cutting	42	41	54	70	27	16	36	18	30	38
c) Corporate rebranding	33	35	40	54	14	8	13	11	16	24
d) New leadership team	13	15	17	24	12	9	16	9	14	15
e) Company culture, attitudes and behaviours	17	15	19	24	13	12	19	15	15	15
f) Employee engagement	18	20	24	26	13	12	21	10	18	14
g) Customer engagement	6	6	7	5	5	2	6	3	4	5
h) Resizing/reducing headcount	24	28	44	54	16	8	30	12	20	20
i) Relocation	11	11	11	16	11	7	15	9	13	11
j) Other (please state)	1	1	2	1	2	1	2	1	1	2
k) None	0	0	0	0	0	0	0	0	0	0

Q1 % Response – By Job Title	CEO	Managing Director	Founder / Owner	Director	HR Director	Head of L&D / Talent Management	HR manager	L&D manager	Operational manager	OD (organisational development) manager
a) Merger & acquisition	19%	29%	28%	27%	24%	37%	27%	28%	29%	31%
b) Organisational restructure/cost cutting	43%	39%	38%	36%	36%	37%	31%	34%	36%	43%
c) Corporate rebranding	34%	34%	28%	28%	19%	19%	11%	21%	19%	27%
d) New leadership team	13%	14%	12%	12%	16%	21%	14%	17%	17%	17%
e) Company culture, attitudes and behaviours	17%	14%	13%	12%	17%	28%	16%	28%	18%	17%
f) Employee engagement	18%	19%	17%	13%	17%	28%	18%	19%	21%	16%
g) Customer engagement	6%	6%	5%	3%	7%	5%	5%	6%	5%	6%
h) Resizing/reducing headcount	24%	27%	31%	28%	21%	19%	25%	23%	24%	22%
i) Relocation	11%	11%	8%	8%	15%	16%	13%	17%	15%	12%
j) Other (please state)	1%	1%	1%	1%	3%	2%	2%	2%	1%	2%
k) None	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q2. Did the organisation meet its objectives for change?

Q2 Total Response - Overall	Overall	Q2 % Response - Overall	Overall
a) Yes	604	a) Yes	60%
b) No	137	b) No	14%
c) In part	258	c) In part	26%

Q2 Total Response – By Company Size	SME	Large Co	Q2 % Response – By Company Size	SME	Large Co
a) Yes	321	283	a) Yes	64%	57%
b) No	49	88	b) No	10%	18%
c) In part	129	129	c) In part	26%	26%

Q2 Total Response – By Job Title	CEO	Managing Director	Founder / Owner	Director	HR Director	Head of L&D / Talent Management	HR manager	L&D manager	Operational manager	OD (organisational development) manager
a) Yes	61	58	84	111	48	29	70	37	54	52
b) No	10	18	17	29	10	4	17	6	11	15
c) In part	27	28	41	54	17	10	30	10	19	22

Q2 % Response – By Job Title	CEO	Managing Director	Founder / Owner	Director	HR Director	Head of L&D / Talent Management	HR manager	L&D manager	Operational manager	OD (organisational development) manager
a) Yes	62%	56%	59%	57%	64%	67%	59%	70%	64%	58%
b) No	10%	17%	12%	15%	13%	9%	14%	11%	13%	17%
c) In part	28%	27%	29%	28%	23%	23%	25%	19%	23%	25%

Q3. How did you measure these objectives? Please tick all that apply.

Q3 Total Response - Overall		Overall	Q3 % Response - Overall		Overall
a)	Increased turnover	293	a)	Increased turnover	29%
b)	Increased profitability	344	b)	Increased profitability	34%
c)	Increased productivity	345	c)	Increased productivity	35%
d)	Employee engagement or motivation survey – before/afterwards	288	d)	Employee engagement or motivation survey – before/afterwards	29%
e)	Customer satisfaction survey	324	e)	Customer satisfaction survey	32%
f)	Other (please state)	8	f)	Other (please state)	1%
g)	Did not measure	0	g)	Did not measure	0%

Verbatim “other” responses are appended to this results report.

Overall Summary of “other” responses

Most of the 8 “other” responses referred to feedback from users / staff / customers

Q3 Total Response – By Company Size			SME	Large Co	Q3 % Response – By Company Size			SME	Large Co
a)	Increased turnover	128	165	a)	Increased turnover	26%	33%		
b)	Increased profitability	152	192	b)	Increased profitability	30%	38%		
c)	Increased productivity	158	187	c)	Increased productivity	32%	37%		
d)	Employee engagement or motivation survey – before/afterwards	121	167	d)	Employee engagement or motivation survey – before/afterwards	24%	33%		
e)	Customer satisfaction survey	166	158	e)	Customer satisfaction survey	33%	32%		
f)	Other (please state)	5	3	f)	Other (please state)	2%	2%		
g)	Did not measure	0	0	g)	Did not measure	0%	0%		

Q3 Total Response – By Job Title	CEO	Managing Director	Founder / Owner	Director	HR Director	Head of L&D / Talent Management	HR manager	L&D manager	Operational manager	OD (organisational development) manager
a) Increased turnover	24	28	37	54	23	15	39	16	25	32
b) Increased profitability	31	34	42	61	30	18	41	18	31	38
c) Increased productivity	33	32	45	69	26	16	46	18	25	35
d) Employee engagement or motivation survey – before/afterwards	25	27	35	54	23	14	40	15	23	32
e) Customer satisfaction survey	33	30	42	63	26	16	38	18	26	32
f) Other (please state)	1	1	1	1	0	1	1	0	1	1
g) Did not measure	0	0	0	0	0	0	0	0	0	0

Q3 % Response – By Job Title	CEO	Managing Director	Founder / Owner	Director	HR Director	Head of L&D / Talent Management	HR manager	L&D manager	Operational manager	OD (organisational development) manager
a) Increased turnover	24%	27%	26%	28%	31%	35%	33%	30%	30%	36%
b) Increased profitability	32%	33%	30%	31%	40%	42%	35%	34%	37%	43%
c) Increased productivity	34%	31%	32%	36%	35%	37%	39%	34%	30%	39%
d) Employee engagement or motivation survey – before / afterwards	26%	26%	25%	28%	31%	33%	34%	28%	27%	36%
e) Customer satisfaction survey	34%	29%	30%	32%	35%	37%	32%	34%	31%	36%
f) Other (please state)	1%	1%	1%	1%	0%	2%	1%	0%	1%	1%
g) Did not measure	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q4. Did productivity increase after the change(s)?

Q4 Total Response - Overall	Overall	Q4 % Response - Overall	Overall
a) Yes	642	a) Yes	64%
b) No	225	b) No	23%
c) Stayed the same	133	c) Stayed the same	13%

Q4 Total Response – By Company Size	SME	Large Co	Q4 % Response – By Company Size	SME	Large Co
a) Yes	309	333	a) Yes	62%	67%
b) No	120	105	b) No	24%	21%
c) Stayed the same	71	62	c) Stayed the same	14%	12%

Q4 Total Response – By Job Title	CEO	Managing Director	Founder / Owner	Director	HR Director	Head of L&D / Talent Management	HR manager	L&D manager	Operational manager	OD (organisational development) manager
a) Yes	59	66	93	129	53	27	77	32	53	53
b) No	24	23	33	42	14	10	25	13	18	23
c) Stayed the same	15	15	16	23	8	6	16	8	13	13

Q4 % Response – By Job Title	CEO	Managing Director	Founder / Owner	Director	HR Director	Head of L&D / Talent Management	HR manager	L&D manager	Operational manager	OD (organisational development) manager
a) Yes	60%	63%	65%	66%	71%	63%	65%	60%	63%	60%
b) No	24%	22%	23%	22%	19%	23%	21%	25%	21%	26%
c) Stayed the same	15%	14%	11%	12%	11%	14%	14%	15%	15%	15%

Q5. What do you think are the key factors that derail a change initiative?

Q5 Total Response - Overall	Overall	Q5 % Response - Overall	Overall
a) Lack of organisation-wide understanding/communication on why they are being implemented	399	a) Lack of organisation-wide understanding/communication on why they are being implemented	40
b) Too much emphasis on process, not enough on people	277	b) Too much emphasis on process, not enough on people	28
c) Lack of motivation / Poor staff morale	139	c) Lack of motivation / Poor staff morale	14
d) Poor management/leadership	89	d) Poor management/leadership	9
e) Failure to involve and engage people at all levels	134	e) Failure to involve and engage people at all levels	13
f) Change fatigue – too many organisational changes	151	f) Change fatigue – too many organisational changes	15
g) Perception that organisational changes never benefit employees	84	g) Perception that organisational changes never benefit employees	8
h) Was done on the cheap / lack of investment	106	h) Was done on the cheap / lack of investment	11
i) Too little accountability	107	i) Too little accountability	11
j) Fear of change	81	j) Fear of change	8
k) Not properly measured	84	k) Not properly measured	8
l) Other (please state)	5	l) Other (please state)	1

Verbatim “other” responses are appended to this results report.

Overall Summary of “other” responses

The “other” responses tended to refer to other things getting in the way of change initiatives rather than there being any consensus re specific objections / obstructions to change initiatives.

Q5 Total Response – By Company Size			Q5 % Response – By Company Size		
	SME	Large Co		SME	Large Co
a) Lack of organisation-wide understanding/communication on why they are being implemented	201	198	a) Lack of organisation-wide understanding/communication on why they are being implemented	40%	40%
b) Too much emphasis on process, not enough on people	134	143	b) Too much emphasis on process, not enough on people	27%	29%
c) Lack of motivation / Poor staff morale	70	69	c) Lack of motivation / Poor staff morale	14%	14%
d) Poor management/leadership	45	44	d) Poor management/leadership	9%	9%
e) Failure to involve and engage people at all levels	66	68	e) Failure to involve and engage people at all levels	13%	14%
f) Change fatigue – too many organisational changes	85	66	f) Change fatigue – too many organisational changes	17%	13%
g) Perception that organisational changes never benefit employees	38	46	g) Perception that organisational changes never benefit employees	8%	9%
h) Was done on the cheap / lack of investment	55	51	h) Was done on the cheap / lack of investment	11%	10%
i) Too little accountability	54	53	i) Too little accountability	11%	11%
j) Fear of change	37	44	j) Fear of change	7%	9%
k) Not properly measured	45	39	k) Not properly measured	9%	8%
l) Other (please state)	2	3	l) Other (please state)	0%	1%

Q5 Total Response – By Job Title	CEO	MD	Founder / Owner	Director	HR Director	Head of L&D / Talent Management	HR manager	L&D manager	Operational manager	OD (organisational development) manager
a) Lack of organisation-wide understanding / communication on why they are being implemented	42	47	45	80	33	20	44	21	31	36
b) Too much emphasis on process, not enough on people	29	28	40	57	19	10	34	17	18	25
c) Lack of motivation / Poor staff morale	16	13	23	28	11	7	12	8	10	11
d) Poor management / leadership	11	7	12	16	7	4	14	4	5	9
e) Failure to involve and engage people at all levels	14	14	21	26	11	3	18	6	9	12
f) Change fatigue – too many organisational changes	18	13	21	34	11	6	16	8	12	12
g) Perception that organisational changes never benefit employees	9	11	12	13	7	3	10	6	5	8
h) Was done on the cheap / lack of investment	13	9	18	19	10	4	9	7	7	10
i) Too little accountability	12	11	18	18	8	4	14	6	8	8
j) Fear of change	7	6	12	15	6	5	7	5	9	9
k) Not properly measured	10	9	14	16	7	4	11	2	4	7
Other (please state)	0	0	1	3	0	0	1	0	0	0

Q5 % Response – By Job Title	CEO	MD	Founder / Owner	Director	HR Director	Head of L&D / Talent Management	HR manager	L&D manager	Operational manager	OD (organisational development) manager
l) Lack of organisation-wide understanding / communication on why they are being implemented	43%	45%	32%	41%	44%	47%	37%	40%	37%	40%
m) Too much emphasis on process, not enough on people	30%	27%	28%	29%	25%	23%	29%	32%	21%	28%
n) Lack of motivation / Poor staff morale	16%	13%	16%	14%	15%	16%	10%	15%	12%	12%
o) Poor management / leadership	11%	7%	8%	8%	9%	9%	12%	8%	6%	10%
p) Failure to involve and engage people at all levels	14%	13%	15%	13%	15%	7%	15%	11%	11%	13%
q) Change fatigue – too many organisational changes	18%	13%	15%	18%	15%	14%	14%	15%	14%	13%
r) Perception that organisational changes never benefit employees	9%	11%	8%	7%	9%	7%	8%	11%	6%	9%
s) Was done on the cheap / lack of investment	13%	9%	13%	10%	13%	9%	8%	13%	8%	11%
t) Too little accountability	12%	11%	13%	9%	11%	9%	12%	11%	10%	9%
u) Fear of change	7%	6%	8%	8%	8%	12%	6%	9%	11%	10%
v) Not properly measured	10%	9%	10%	8%	9%	9%	9%	4%	5%	8%
w) Other (please state)	0%	0%	1%	2%	0%	0%	1%	0%	0%	0%

Q6. Do you anticipate further changes within your organisation as we head towards an EU exit?

Q6 Total Response - Overall	Overall	Q6 % Response - Overall	Overall
a) Yes	901	a) Yes	90%
b) No	41	b) No	4%
c) Undecided	58	c) Undecided	6%

Q6 Total Response – By Company Size	SME	Large Co	Q6 % Response – By Company Size	SME	Large Co
a) Yes	443	458	a) Yes	89%	92%
b) No	23	18	b) No	5%	4%
c) Undecided	34	24	c) Undecided	7%	5%

Q6 Total Response – By Job Title	CEO	Managing Director	Founder / Owner	Director	HR Director	Head of L&D / Talent Management	HR manager	L&D manager	Operational manager	OD (organisational development) manager
a) Yes	90	93	125	172	69	40	104	48	78	82
b) No	3	5	7	9	3	1	6	2	3	2
c) Undecided	5	6	10	13	3	2	8	3	3	5

Q6 % Response – By Job Title	CEO	Managing Director	Founder / Owner	Director	HR Director	Head of L&D / Talent Management	HR manager	L&D manager	Operational manager	OD (organisational development) manager
a) Yes	92%	89%	88%	89%	92%	93%	88%	91%	93%	92%
b) No	3%	5%	5%	5%	4%	2%	5%	4%	4%	2%
c) Undecided	5%	6%	7%	7%	4%	5%	7%	6%	4%	6%

Q7. What changes are these likely to be? Please tick as many that apply.

Q7 Total Response - Overall		Overall	Q7 % Response - Overall		Overall
a)	Reorganisation	158	a)	Reorganisation	16%
b)	Relocation	145	b)	Relocation	15%
c)	Increased globalisation/finding additional markets outside the EU	236	c)	Increased globalisation/finding additional markets outside the EU	24%
d)	Organisational restructure/cost cutting	205	d)	Organisational restructure/cost cutting	21%
e)	Resizing/reducing headcount	132	e)	Resizing/reducing headcount	13%
f)	Re branding	110	f)	Re branding	11%
g)	New senior team to adapt to changes	105	g)	New senior team to adapt to changes	11%
h)	Company culture, attitudes and behaviours	91	h)	Company culture, attitudes and behaviours	9%
i)	New talent management/recruitment	83	i)	New talent management/recruitment	8%
j)	Merger/acquisition	66	j)	Merger/acquisition	7%
k)	Other (please state)	0	k)	Other (please state)	0%

Q7 Total Response – By Company Size			SME	Large Co	Q7 % Response – By Company Size			SME	Large Co
a)	Reorganisation		89	69	a)	Reorganisation	18%	14%	
b)	Relocation		67	78	b)	Relocation	13%	16%	
c)	Increased globalisation/finding additional markets outside the EU		153	83	c)	Increased globalisation/finding additional markets outside the EU	31%	17%	
d)	Organisational restructure/cost cutting		130	75	d)	Organisational restructure/cost cutting	26%	15%	
e)	Resizing/reducing headcount		59	73	e)	Resizing/reducing headcount	12%	15%	
f)	Re branding		44	66	f)	Re branding	9%	13%	
g)	New senior team to adapt to changes		46	59	g)	New senior team to adapt to changes	9%	12%	
h)	Company culture, attitudes and behaviours		39	52	h)	Company culture, attitudes and behaviours	8%	10%	
i)	New talent management/recruitment		48	35	i)	New talent management/recruitment	10%	7%	
j)	Merger/acquisition		28	38	j)	Merger/acquisition	6%	8%	
k)	Other (please state)		0	0	k)	Other (please state)	0%	0%	

Q7 Total Response – By Job Title		CEO	Managing Director	Founder / Owner	Director	HR Director	Head of L&D / Talent Management	HR manager	L&D manager	Operational manager	OD (organisational development) manager
a)	Reorganisation	17	19	23	33	12	6	17	7	11	13
b)	Relocation	14	13	20	28	10	6	19	9	13	13
c)	Increased globalisation/finding additional markets outside the EU	25	28	33	57	21	10	24	12	13	13
d)	Organisational restructure/cost cutting	29	23	32	39	17	8	21	10	13	13
e)	Resizing/reducing headcount	11	13	14	24	9	7	19	9	13	13
f)	Re branding	8	10	12	17	9	7	19	7	9	12
g)	New senior team to adapt to changes	9	11	14	19	7	5	15	5	10	10
h)	Company culture, attitudes and behaviours	10	11	11	14	8	5	8	5	9	10
i)	New talent management / recruitment	10	10	14	13	7	4	8	4	6	7
j)	Merger / acquisition	8	8	10	9	5	3	6	2	7	8
k)	Other (please state)	0	0	0	0	0	0	0	0	0	0

Q7 % Response – By Job Title	CEO	Managing Director	Founder / Owner	Director	HR Director	Head of L&D / Talent Management	HR manager	L&D manager	Operational manager	OD (organisational development) manager
a) Reorganisation	17%	18%	16%	17%	16%	14%	14%	13%	13%	15%
b) Relocation	14%	13%	14%	14%	13%	14%	16%	17%	15%	15%
c) Increased globalisation / finding additional markets outside the EU	26%	27%	23%	29%	28%	23%	20%	23%	15%	15%
d) Organisational restructure / cost cutting	30%	22%	23%	20%	23%	19%	18%	19%	15%	15%
e) Resizing / reducing headcount	11%	13%	10%	12%	12%	16%	16%	17%	15%	15%
f) Re branding	8%	10%	8%	9%	12%	16%	16%	13%	11%	13%
g) New senior team to adapt to changes	9%	11%	10%	10%	9%	12%	13%	9%	12%	11%
h) Company culture, attitudes and behaviours	10%	11%	8%	7%	11%	12%	7%	9%	11%	11%
i) New talent management / recruitment	10%	10%	10%	7%	9%	9%	7%	8%	7%	8%
j) Merger / acquisition	8%	8%	7%	5%	7%	7%	5%	4%	8%	9%
k) Other (please state)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q8. Are you worried about future Brexit changes?

Q8 Total Response - Overall	Overall	Q8 % Response - Overall	Overall
a) Very worried	134	a) Very worried	13%
b) Quite worried	226	b) Quite worried	23%
c) Neutral	224	c) Neutral	22%
d) Not really worried	157	d) Not really worried	16%
e) Not at all worried	261	e) Not at all worried	26%

Q8 Total Response – By Company Size	SME	Large Co	Q8 % Response – By Company Size	SME	Large Co
a) Very worried	65	69	a) Very worried	13%	14%
b) Quite worried	106	120	b) Quite worried	21%	24%
c) Neutral	117	107	c) Neutral	23%	21%
d) Not really worried	70	87	d) Not really worried	14%	17%
e) Not at all worried	144	117	e) Not at all worried	29%	23%

Q8 Total Response – By Job Title	CEO	Managing Director	Founder / Owner	Director	HR Director	Head of L&D / Talent Management	HR manager	L&D manager	Operational manager	OD (organisational development) manager
a) Very worried	12	14	17	26	10	5	16	8	11	15
b) Quite worried	19	21	29	44	16	10	33	12	20	22
c) Neutral	24	27	36	41	19	8	20	11	19	19
d) Not really worried	16	16	20	26	12	7	19	9	16	16
e) Not at all worried	27	26	42	57	18	13	30	13	18	17

Q8 % Response – By Job Title	CEO	Managing Director	Founder / Owner	Director	HR Director	Head of L&D / Talent Management	HR manager	L&D manager	Operational manager	OD (organisational development) manager
a) Very worried	12%	13%	12%	13%	13%	12%	14%	15%	13%	17%
b) Quite worried	19%	20%	20%	23%	21%	23%	28%	23%	24%	25%
c) Neutral	24%	26%	25%	21%	25%	19%	17%	21%	23%	21%
d) Not really worried	16%	15%	14%	13%	16%	16%	16%	17%	19%	18%
e) Not at all worried	28%	25%	30%	29%	24%	30%	25%	25%	21%	19%

Q9. What do you think are the 3 most important key leadership and change factors that will affect your organisation's success in the next five years?

Q9 Total Response - Overall	Overall	Q9 % Response - Overall	Overall
a) Agility / adaptation to changing market	624	a) Agility / adaptation to changing market	62%
b) Strengthening leadership team / leadership capability	426	b) Strengthening leadership team / leadership capability	43%
c) Talent management / recruitment	323	c) Talent management / recruitment	32%
d) Access to skills / being able to recruit	471	d) Access to skills / being able to recruit	47%
e) Improving employee motivation / productivity	297	e) Improving employee motivation / productivity	30%
f) Company culture, attitudes and behaviours	216	f) Company culture, attitudes and behaviours	22%
g) Improving communication	189	g) Improving communication	19%
h) Improving marketing	160	h) Improving marketing	16%
i) Greater diversity & inclusion	148	i) Greater diversity & inclusion	15%
j) Innovation	146	j) Innovation	15%
k) Other – please specify	0	k) Other – please specify	0%

Q9 Total Response – By Company Size			Q9 % Response – By Company Size		
	SME	Large Co		SME	Large Co
a) Agility / adaptation to changing market	329	295	a) Agility / adaptation to changing market	66%	59%
b) Strengthening leadership team / leadership capability	209	217	b) Strengthening leadership team / leadership capability	42%	43%
c) Talent management / recruitment	157	166	c) Talent management / recruitment	31%	33%
d) Access to skills / being able to recruit	258	213	d) Access to skills / being able to recruit	52%	43%
e) Improving employee motivation / productivity	144	153	e) Improving employee motivation / productivity	29%	31%
f) Company culture, attitudes and behaviours	103	113	f) Company culture, attitudes and behaviours	21%	23%
g) Improving communication	92	97	g) Improving communication	18%	19%
h) Improving marketing	73	87	h) Improving marketing	15%	17%
i) Greater diversity & inclusion	67	81	i) Greater diversity & inclusion	13%	16%
j) Innovation	68	78	j) Innovation	14%	16%
k) Other – please specify	0	0	k) Other – please specify	0%	0%

Q9 Total Response – By Job Title	CEO	Managing Director	Founder / Owner	Director	HR Director	Head of L&D / Talent Management	HR manager	L&D manager	Operational manager	OD (organisational development) manager
a) Agility / adaptation to changing market	61	58	90	127	51	32	83	37	45	40
b) Strengthening leadership team / leadership capability	44	44	58	78	31	19	51	23	38	40
c) Talent management / recruitment	31	35	46	62	26	13	37	16	28	29
d) Access to skills / being able to recruit	46	43	68	106	38	22	67	24	29	28
e) Improving employee motivation / productivity	28	31	42	56	22	12	33	16	26	31
f) Company culture, attitudes and behaviours	22	24	28	38	15	9	21	12	22	25
g) Improving communication	19	21	24	33	13	7	20	10	19	23
h) Improving marketing	15	20	23	29	11	5	15	8	16	18
i) Greater diversity & inclusion	15	18	22	26	10	5	11	7	16	18
j) Innovation	13	18	25	27	8	5	16	6	13	15
k) Other – please specify	0	0	0	0	0	0	0	0	0	0

Q9 % Response – By Job Title	CEO	Managing Director	Founder / Owner	Director	HR Director	Head of L&D / Talent Management	HR manager	L&D manager	Operational manager	OD (organisational development) manager
a) Agility / adaptation to changing market	62%	56%	63%	65%	68%	74%	70%	70%	54%	45%
b) Strengthening leadership team / leadership capability	45%	42%	41%	40%	41%	44%	43%	43%	45%	45%
c) Talent management / recruitment	32%	34%	32%	32%	35%	30%	31%	30%	33%	33%
d) Access to skills / being able to recruit	47%	41%	48%	55%	51%	51%	57%	45%	35%	31%
e) Improving employee motivation / productivity	29%	30%	30%	29%	29%	28%	28%	30%	31%	35%
f) Company culture, attitudes and behaviours	22%	23%	20%	20%	20%	21%	18%	23%	26%	28%
g) Improving communication	19%	20%	17%	17%	17%	16%	17%	19%	23%	26%
h) Improving marketing	15%	19%	16%	15%	15%	12%	13%	15%	19%	20%
i) Greater diversity & inclusion	15%	17%	15%	13%	13%	12%	9%	13%	19%	20%
j) Innovation	13%	17%	18%	14%	11%	12%	14%	11%	15%	17%
k) Other – please specify	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Q10. Are leaders in your organisation getting better or worse at managing change?

Q10 Total Response - Overall	Overall	Q10 % Response - Overall	Overall
a) Better	754	a) Better	75%
b) Worse	96	b) Worse	10%
c) The same	150	c) The same	15%

Q10 Total Response – By Company Size	SME	Large Co	Q10 % Response – By Company Size	SME	Large Co
a) Better	378	376	a) Better	76%	75%
b) Worse	47	49	b) Worse	9%	10%
c) The same	75	75	c) The same	15%	15%

Q10 Total Response – By Job Title	CEO	Managing Director	Founder / Owner	Director	HR Director	Head of L&D / Talent Management	HR manager	L&D manager	Operational manager	OD (organisational development) manager
a) Better	75	79	109	151	59	33	91	37	59	61
b) Worse	8	9	12	17	6	4	10	7	11	12
c) The same	15	16	21	26	10	6	17	9	14	16

Q10 % Response – By Job Title	CEO	Managing Director	Founder / Owner	Director	HR Director	Head of L&D / Talent Management	HR manager	L&D manager	Operational manager	OD (organisational development) manager
a) Better	77%	76%	77%	78%	79%	77%	77%	70%	70%	69%
b) Worse	8%	9%	8%	9%	8%	9%	8%	13%	13%	13%
c) The same	15%	15%	15%	13%	13%	14%	14%	17%	17%	18%

Research Provider and Sample

The research was carried out by LM Research & Marketing Consultancy <http://www.lmrmc.co.uk/>

Sample

500 individuals responsible for implementing or overseeing major change within the SME at which they work

plus

500 individuals responsible for implementing or overseeing major change within the large corporation at which they work

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