

**FOR IMMEDIATE RELEASE**

# **MOST DESIRED TRAIT BY COMPANIES SEEKING SENIOR EXECUTIVES IS ABILITY TO MOTIVATE AND LEAD OTHERS**

## **BY 3:1 MARGIN, MOTIVATIONAL SKILLS TRUMP PERFORMANCE**

**February 14, 2014 Calgary, Alberta** - Executive leaders, take note. The number one skill that companies and Boards of Directors seek in senior executives is the ability to motivate and lead others, according to a survey of 1,270 business leaders from around the world by IIC Partners, one of the top 10 executive search organizations globally.

Conroy Ross Partners, based in Calgary, Edmonton, Toronto and Regina is a member of IIC Partners.

By a margin of 3:1, 68 percent of top leaders said they preferred a senior executive who could motivate and inspire others more than they desired an executive who consistently performed well (mentioned by 26 percent).

“The trend we’re seeing is that competency is the key to getting the corner office,” said Scott Doupe, Office Managing Partner of Conroy Ross. “However, competency does not necessarily keep leaders in those positions. The key to an executive’s success involves inspiring and motivating others to perform through the power of leadership.”

After motivational ability, the senior executive traits most valued by organizations were: strong ability to manage change (51 percent); ability to identify and develop talent (46 percent); innovative thinking (30 percent); and consistent high performance (26 percent).

The survey also uncovered additional characteristics of senior executives and senior executive teams around the globe.

Organizations are increasingly seeking to build senior executive teams that include external candidates rather than only internally groomed talent. The average Senior Executive Team is made up of:

- 45 percent internal candidates
- 38 percent external candidates
- 17 percent from another division within the same parent company

“Companies around the world are investing more in the development of internal candidates for leadership roles, and in Canada, it’s no different. Organizations are doing a better job at grooming internal employees for leadership roles and streamlining the onboarding process for outside talent,” said Doupe.

Companies that were more likely to rely heavily on internal, rather than external, talent were those with fewer than 500 employees, energy and utility companies, and financial services firms.

Organizations around the world have different expectations of how long a senior executive will remain with an organization, but the average is seven years. In the Americas, the expectation was slightly longer (7.9 years), while in Asia-Pacific, it was shorter (5.9 years).

Length of service also differed by industry. Professional services tend to retain senior executives the longest (8.1 years), while the pharmaceutical (5.7 years) and consumer products (6.1 years) industries hold them for shorter periods of time.

“Employee retention is a concern of companies everywhere and we’re seeing the beginning stages of a shift in corporate thinking on length of service. As tomorrow’s leaders tend to change jobs more frequently than previous generations, expectations for an executive’s length of service are also changing,” noted Doupe.

Fifty-seven percent of respondents said that gender composition of their senior executive team was either “important” or “very important.”

Those based in EMEA (Europe, Middle East, Africa) rated gender composition more important (62 percent) than the overall global response. Respondents from Asia-Pacific were below the average, with only 48 percent saying gender composition was important to their organization.

## **ABOUT THE SURVEY**

A total of 1,270 senior-level executives completed an online survey during a six-week period in late 2013.

- Sixty-two percent of respondents were at the C-suite or Managing Director level.
- 520 were from the Americas, 383 were from EMEA and 347 were from Asia-Pacific.
- Respondents came from 18 different industries.
- Thirty-eight percent were from publicly held organizations, 43 percent were from privately-held firms, eight percent were family-owned, five percent were not-for-profit, and three percent were from other types of firms.
- The survey was administered by Amarach Research of Dublin, Ireland.

## **ABOUT IIC PARTNERS**

IIC Partners ([www.iicpartners.com](http://www.iicpartners.com)) is one of the top 10 executive search organizations in the world. The network of “Independent International Consultants” is made up of 40 independently owned and managed executive search firms representing 48 offices in 34 countries, all considered to be leaders in the geographic and industry markets they serve.

## **ABOUT CONROY ROSS PARTNERS**

Founded in 1994, Conroy Ross Partners is a search and consulting firm serving clients across Canada from our offices in Calgary, Edmonton, Regina, and Toronto. The firm works with leadership teams to help their organizations thrive. Conroy Ross has expertise in both the private and public sectors, and services a diverse group of clients, across a breadth of different industries. Please visit [www.conroyross.com](http://www.conroyross.com) for more information.