

# Leadership Monitor

## Repositioning for Sustained Success: Culture is Central to Organizational Resilience

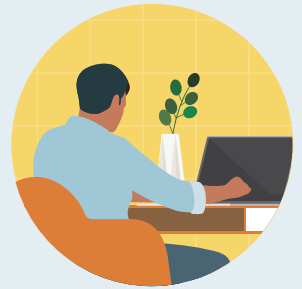
The advent of COVID-19 has meant everyone has had to adapt to fundamentally different ways of working, and leaders in Asia Pacific and the Middle East have had to change the way they lead. The resulting new approaches to leadership are at the core of efforts by organizations to become more resilient. We're now at a crucial juncture. Leaders have before them a once-in-a-generation opportunity to apply the lessons from this crisis to enable their organizations to thrive long-term.



**LEADERSHIP  
MONITOR**

For the first **Leadership Monitor**, a leadership survey which enables Heidrick & Struggles to gain deep insight on leadership sentiment and business vitality, we spoke to a total of 372 individuals across Asia Pacific and the Middle East. A common thread was the importance they placed on empathy. Cultivating a sense of belonging and purpose has been crucial for companies to adapt in the face of unprecedented challenges.

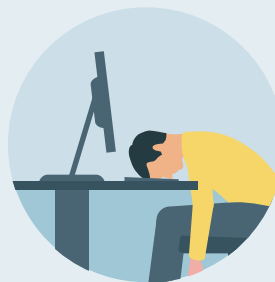
# COVID-19 blurred the lines between work and home.



During the pandemic, there was a **69%** increase in after-hour chats, or chats between 5pm and midnight for remote workers in Asia Pacific\*. Moreover, **one-third** of remote workers said the lack of separation between work and life negatively impacted their well-being\*\*.



**Social isolation**



**Tendency to overwork**



**Psychological detachment from work**



**Stress, depression, anxiety**



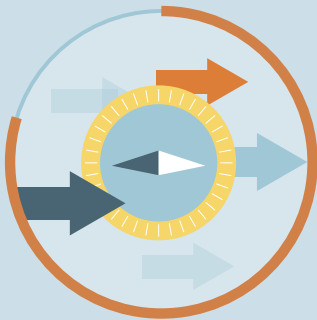
**On the individual front - mental health is on everyone's radar, we started talking about being mental athletes - how do you work at your peak from a mental perspective to deliver the outcomes for our client base?**

**— An executive of a top multinational technology company**

\*Based on Microsoft Teams activity recorded between February and August 2020 for APAC based remote workers, Microsoft, September 2020

\*\*Microsoft, September 2020

The pandemic created a new reality, making the majority of companies realize the need to reassess what they stand for.



81%

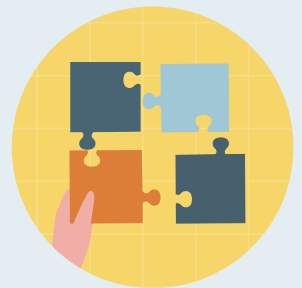
of **APAC and ME** executives reported that their organization needs to reassess its purpose and culture **at least a moderate amount** moving forward.



Some organizations have traded their long-term sustainability for short-term outcomes. When a crisis such as COVID-19 strikes, if you have a strong culture and a shared sense of purpose that your leaders role model every day, you can weather the storm better than most... a company is not a company unless it is underpinned by this desire to be together.

— CEO of an Emirati holding company

Ultimately, it brought to the fore the importance of creating a sense of belonging to drive organizational performance.



82%

of **APAC and ME** executives reported drawing on organizational purpose and empathy **a significant amount** to support and lead teams.

# To continue leading their companies towards resilience leaders can:



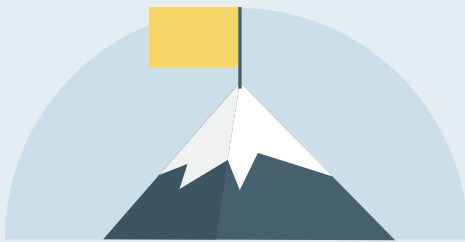
## Establish open communication

As hybrid working models become more common, constant and transparent two-way communication, both online and offline, will be key. By clearly describing end goals, keep employees motivated no matter where they are.



## Stay future-focused

While crises are hard to predict, leaders who are future-focused and demonstrate a growth mindset are able to pivot quickly in times of rapid disruption—thereby ensuring more stability for their employees.



## Double-down on company purpose

Activating a company's purpose inspires employees and makes them feel they're working towards some greater good, eventually translating to positive impact on organizational performance.



## Prioritize employee well-being

In times of crisis and beyond, a wider and deeper understanding of others can go a long way in bringing teams closer together.

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