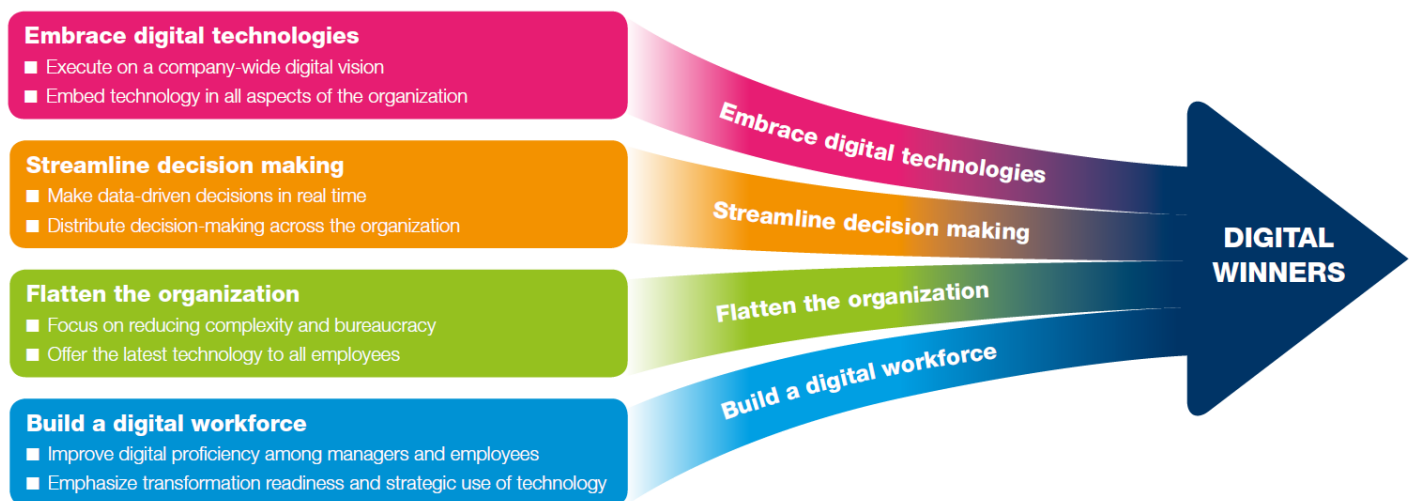# Leaders 2020

## Fact sheet: Colombia

The pace of change in today's digital economy puts new demands on executive leadership, but the results of a global research program by Oxford Economics and SAP show that most companies are stuck in the past.

Some companies are more prepared for the digital future. Oxford Economics identified a set of capabilities and practices that define the best-led organizations—we call them Digital Winners. At most companies, digital transformation is just beginning: only 1% of respondents to our survey quality for this elite group in Colombia, compared with 16% of respondents in the overall sample.



**Embrace digital technologies**
- Execute on a company-wide digital vision
- Embed technology in all aspects of the organization

**Streamline decision making**
- Make data-driven decisions in real time
- Distribute decision-making across the organization

**Flatten the organization**
- Focus on reducing complexity and bureaucracy
- Offer the latest technology to all employees

**Build a digital workforce**
- Improve digital proficiency among managers and employees
- Emphasize transformation readiness and strategic use of technology

DIGITAL WINNERS

Our analysis of the data shows organizations that meet our criteria see better financial results and have happier, more engaged employees.

Four themes, outlined on the following pages, emerged from our research. By focusing on any shortfalls in these areas, companies can boost their chances of becoming Digital Winners.

This fact sheet outlines key findings for Colombia.

OXFORD ECONOMICS

# Leaders 2020
## Fact sheet: Colombia

# Lack of leadership slows digital transformation

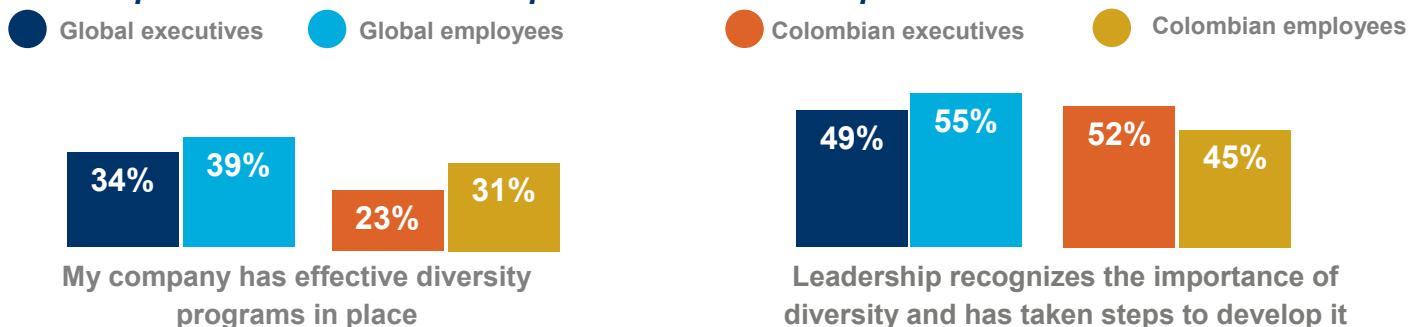*Executives and employees at most companies say management lacks critical digital skills.*

● Global executives
● Global employees
● Colombian executives
● Colombian employees

**67%** **57%**    **66%** **58%**

Management is equipped to facilitate digital transformation

**55%** **62%**    **63%** **64%**

Decisions are data-driven

**59%** **56%**    **25%** **27%**

Employees are equipped with the skills necessary to keep up with digital technology

- Colombian executives are just as likely as their global peers to say management is ready for digital transformation, but report lower proficiency in areas such as collaboration (33%) and using technology for competitive advantage (26%).

- Less than one-quarter of Colombian executives say decisions can be mapped to company strategies, 14% say decisions are made in real time.

- Just 23% of Colombian employees say their company develops resources to train next-generation leaders; executives are even less likely to say so (16%).

# Diversity pays off

*Diversity levels are not where they should be for most companies—but it is higher at those with superior executive leadership and better financial performance.*

● Global executives    ● Global employees    ● Colombian executives    ● Colombian employees

**34%** **39%** **23%** **31%**

My company has effective diversity programs in place

**49%** **55%** **52%** **45%**

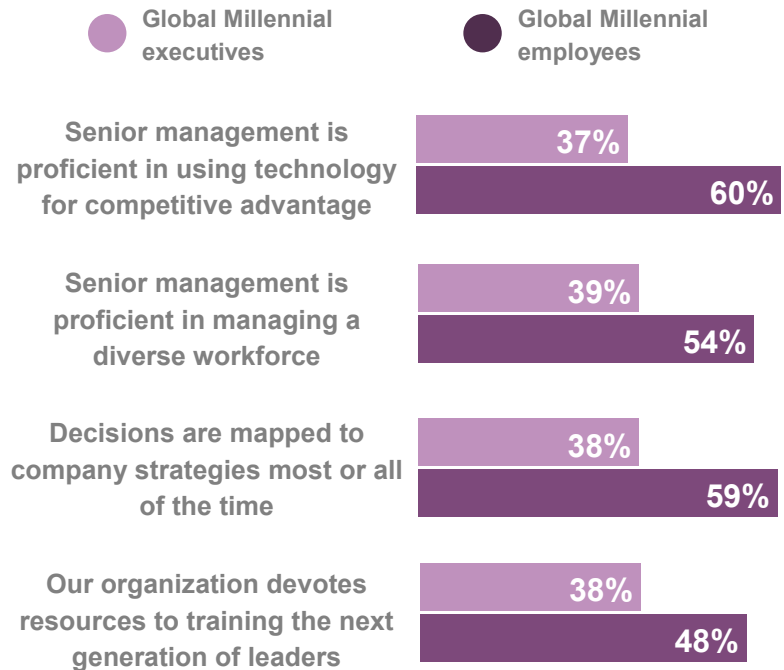Leadership recognizes the importance of diversity and has taken steps to develop it

- Colombian executives are more likely to say diversity has increased among senior leadership over the past three years (52%, compared with 34% globally). Employees are similarly positive.

- Executives and employees in Colombia are less likely than the global sample to say diversity has had a positive effect on culture or financial performance, but just as likely to say leadership recognizes the value of diversity and takes steps to build it.

*Note: Bullet points represent survey results not pictured in the charts.*

# Millennial executives are impatient for change

*A new generation is rising up the org chart, and these young executives want more from senior leadership.*
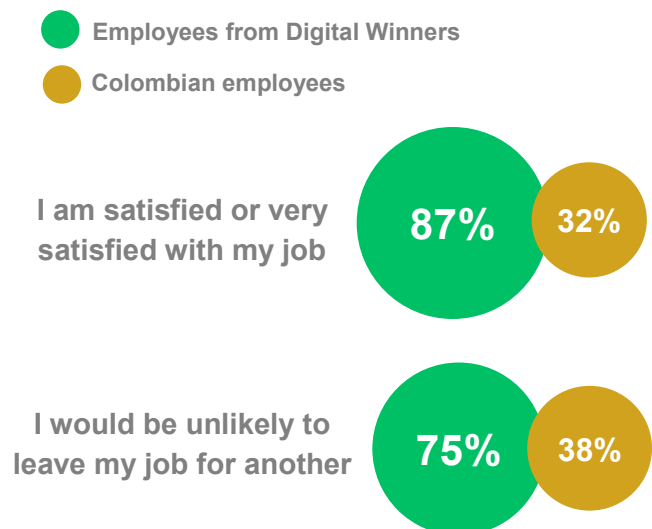
- Nearly one-third of executive respondents in Colombia are Millennials, compared with 17% of the overall total—a sign the country is taking steps to develop younger leadership.

- Despite the high percentage of young executives in Colombia, just 28% of executives and 25% of employees say their company has strategies for cultivating leadership from within.

● Global Millennial executives  ● Global Millennial employees

**Senior management is proficient in using technology for competitive advantage**
37%
60%

**Senior management is proficient in managing a diverse workforce**
39%
54%

**Decisions are mapped to company strategies most or all of the time**
38%
59%

**Our organization devotes resources to training the next generation of leaders**
38%
48%

# Digital Winners have more engaged employees

*Employees who work at companies with better executive leadership are more satisfied and engaged—and less likely to leave for a new position.*

- Only 1% of Colombian employees are from Digital Winner companies. Since employees of Digital Winners tend to be more satisfied with their jobs, that means that Colombian companies should go to extra lengths to engage their workers.

- Improving employee engagement demands changes to company culture: just 32% of Colombian employees say leaders work with them to develop their careers, and only 48% say leaders give ample feedback to employees.

● Employees from Digital Winners  ● Colombian employees

**I am satisfied or very satisfied with my job**
87%    32%

**I would be unlikely to leave my job for another**
75%    38%

*Note: Bullet points represent survey results not pictured in the charts.*

# Conclusion

It is hard for companies to get where they need to go if their leaders do not know the way. Executives and employees from Colombia say their companies have far to go to develop digital capabilities among managers and employees as well as tactics for cultivating next-generation leaders. Our research identifies several areas where companies can improve their leadership skills—and business performance.

- **Communicate a company-wide digital vision.** The best leaders not only have a strategy for going digital—they are sharing it with employees across the organization.

- **Continuously update executive and employee skill sets.** Everyone, from the ground floor to the executive suite, needs digital skills and the ability to learn new ones quickly.

- **Flatten the organization.** Leadership needs to empower managers and workers across the enterprise to make decisions quickly, without bureaucratic bottlenecks.

- **Emphasize diversity.** Companies that cultivate a diverse workforce and take a broad range of employee perspectives into account are better poised to succeed in a global economy—and to keep employees happy and engaged.

- **Listen to young executives.** The growing cohort of Millennial executives has a strong vision for leadership in the digital economy—taking their advice may be a shortcut to digital transformation.

For more on what it takes to become a Digital Winner, see **www.successfactors.com**

## About the research

Oxford Economics and SAP surveyed 2,050 senior executives and 2,050 employees from 21 countries in the second quarter of 2016 about leadership and workforce development for the Digital Economy. Roughly 5% of the overall sample comes from Colombia.

**Location:** United States, Canada, Brazil, Mexico, Colombia, Singapore, Malaysia, Thailand, Philippines, Indonesia, Australia, New Zealand, Japan, Korea, China, India, France, United Kingdom, Germany, Spain, and Russia

**Industries:** The overall sample is split roughly evenly among Financial Services, Retail, Public Sector, Healthcare, Consumer Goods, Professional Services, Manufacturing, and Technology

**Functions:** The overall sample is split evenly among Finance, HR, IT, Sales/Marketing, and Procurement

**Company size:** 25% $250m–$499 m; 25% $500m–$1 bn; 50% more than $1 bn

**Gender:** 50% male, 50% female

**Age:** 50% of employees are Millennials