Global Leadership Trends for 2021

**1. Bench Strength Drops to a New Low**

During Crisis, Leaders Step Up

<table>
<thead>
<tr>
<th>Percent</th>
<th>Pre-COVID</th>
<th>During Crisis</th>
<th>New Normal</th>
</tr>
</thead>
<tbody>
<tr>
<td>12%</td>
<td>28%</td>
<td>36%</td>
<td>47%</td>
</tr>
</tbody>
</table>

Leaders became less effective at:

- Leading virtual teams
- Using empathy or emotional intelligence

Only 47% of critical roles can be filled today, and even organizations that have leaders today, don’t have the leaders they need for the future.

**2. COVID-19 Tested Leaders' Skills**

Leaders faced new challenges in remote work and more difficult conversations. Ratings of their own effectiveness in virtual leadership dropped significantly.

**3. During Crisis, Leaders Spend Time Differently**

Leaders grew more positive about senior leaders.

**4. Leaders Stepped Up During Crisis**

Leadership ratings peaked 14% higher at the end of the COVID-19 crisis, the pandemic required more of all leaders, especially senior leaders.

**5. Leaders Struggle to Handle Burnout**

Leaders are most confident:

- Helping team members avoid burnout
- Making the right hiring decision
- Navigating organizational politics

Leaders less confident:

- Achieving their organization's goals
- Raising their team's morale and team spirit
- Building team enthusiasm and engagement

But least confident:

- Achieving their organization’s goals
- Raising their team’s morale and team spirit
- Building team enthusiasm and engagement

Leaders' skills were tested:

- Digital acumen
- Navigating organizational politics
- Using empathy or emotional intelligence

Leaders are more prepared for:

- Navigating organizational politics
- Building team enthusiasm and engagement
- Using empathy or emotional intelligence

This infographic is from the Global Leadership Forecast Series.