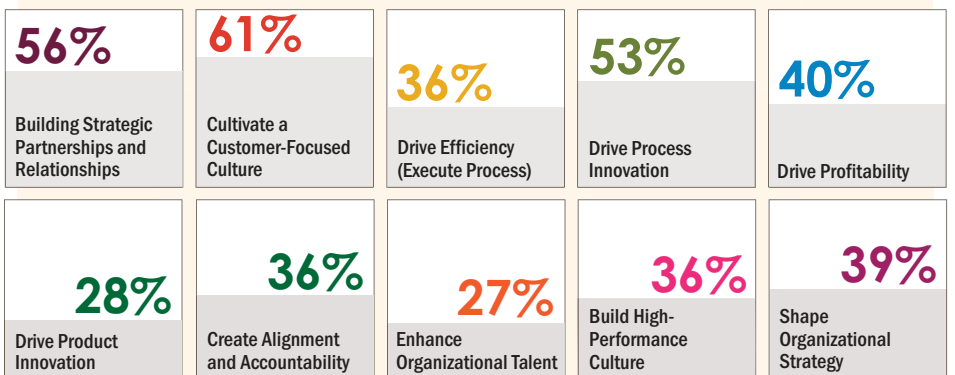# Automotive Manufacturing

The automotive manufacturing industry is transforming as it tries to aggressively capture the electronic, automated, and smart markets that customers demand. While taking great strides in technological innovations, many automotive manufacturers embracing this transformation are failing. How? By failing to account for the necessary upgrades to leader capabilities to implement the changes.

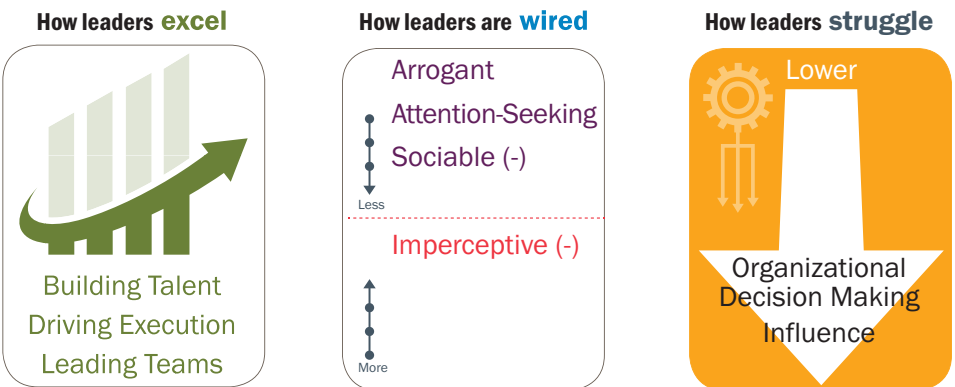## What Assessment Data Shows About Leaders

Top Leadership Challenges

Percentage of leaders in the industry who are ready for these challenges.

56% Building Strategic Partnerships and Relationships	**61%** Cultivate a Customer-Focused Culture	**36%** Drive Efficiency (Execute Process)	**53%** Drive Process Innovation	**40%** Drive Profitability
28% Drive Product Innovation	**36%** Create Alignment and Accountability	**27%** Enhance Organizational Talent	**36%** Build High-Performance Culture	**39%** Shape Organizational Strategy

Current Leadership Capability

How automotive manufacturing leaders excel, are wired, and struggle.

How leaders excel

Building Talent
Driving Execution
Leading Teams

How leaders are wired

Arrogant
Attention-Seeking
Sociable (-)
Less

Imperceptive (-)

More

How leaders struggle
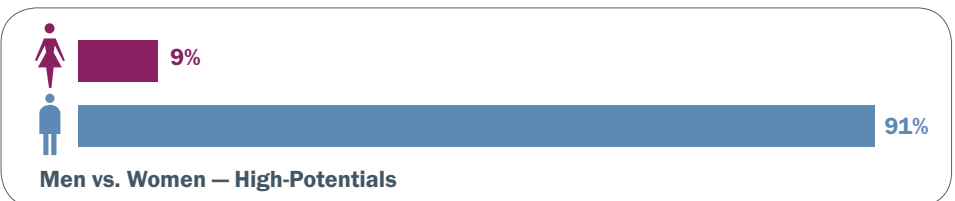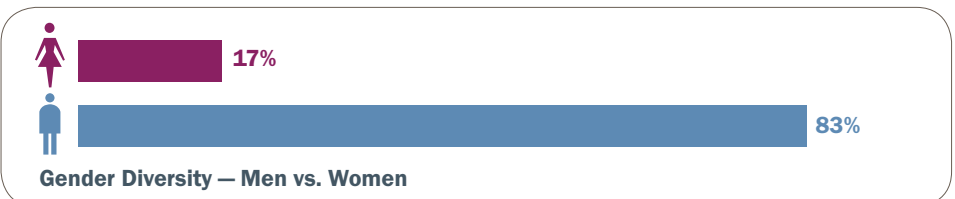
Lower

Organizational Decision Making Influence

Gender Diversity

Only 17% of leaders are women, 12% fewer than other industries on average.

Only 9% of high-potential leaders are women, 11% fewer than other industries who on average have 20%.

■ Male ■ Female

17%
83%
Gender Diversity — Men vs. Women

9%
91%
Men vs. Women — High-Potentials

DDI

How Automotive Manufacturing Compares to Other Industries

Weaker than other industries in:

- Engagement: a significantly lower percentage of auto manufacturing leaders are engaged and likely to stay with their organizations

- Leadership quality, especially at the frontline and mid-level. Only 31% rated their organization's overall leadership as high-quality (only 24% for frontline leaders)

- Preparedness to meet the critical CEO challenges of customer relationships and corporate brand/reputation

- A focus on developing:
  - Employee creativity and innovation
  - Leading across countries and cultures

- Leading across generations: 11% fewer auto manufacturing leaders are effective at this critical skill—only 44% compared to 55% in other industries

Stronger than other industries in:

- Multinational activities:
  - Preparedness for cross-cultural challenges (e.g., spanning countries/geographies)
  - Using a formal process for identifying employees who could become global/ multinational leaders

- Focusing on building consensus and commitment (critical skill)

- High-potential programs: 77% of auto manufacturers report having a high-potential program compared to 65% in other industries on average

- Analytics:
  - Benchmarking leaders against others within the organization
  - Using data to forecast the organization's future leadership talent needs
  - Gathering business impact metrics about leadership programs (e.g., leader turnover rates, effects on customer satisfaction, return on investment)
  - Gathering efficiency metrics or participant/ candidate reactions about leadership programs
  - Gathering results metrics about leadership programs (e.g., individual-level behavior change, speed-to-performance, leader engagement)

Summary Insights

Without great leadership, how will your transformation accelerate? How far will you get in capturing customers and the market? Leaders in this industry are the game changers by:

- Operationalizing engagement by selling the vision and building ownership and involvement.

- Leveraging high-potential pools to gain momentum and designing need-specific learning journeys to close the widening skills gap.

Global Leadership Forecast 2014 | 2015
www.ddiworld.com/glf

The Global Leadership Forecast 2014 | 2015 report—a joint effort of DDI and The Conference Board— includes survey responses from 13,124 leaders; 1,528 global human resource executives; and 2,031 participating organizations.

High Resolution Leadership
www.ddiworld.com/hirezleadership

High Resolution Leadership is DDI's proprietary big data compilation involving over 15,000 leadership assessment participants from more than 300 organizations, 20 industry sectors, and 18 countries.

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