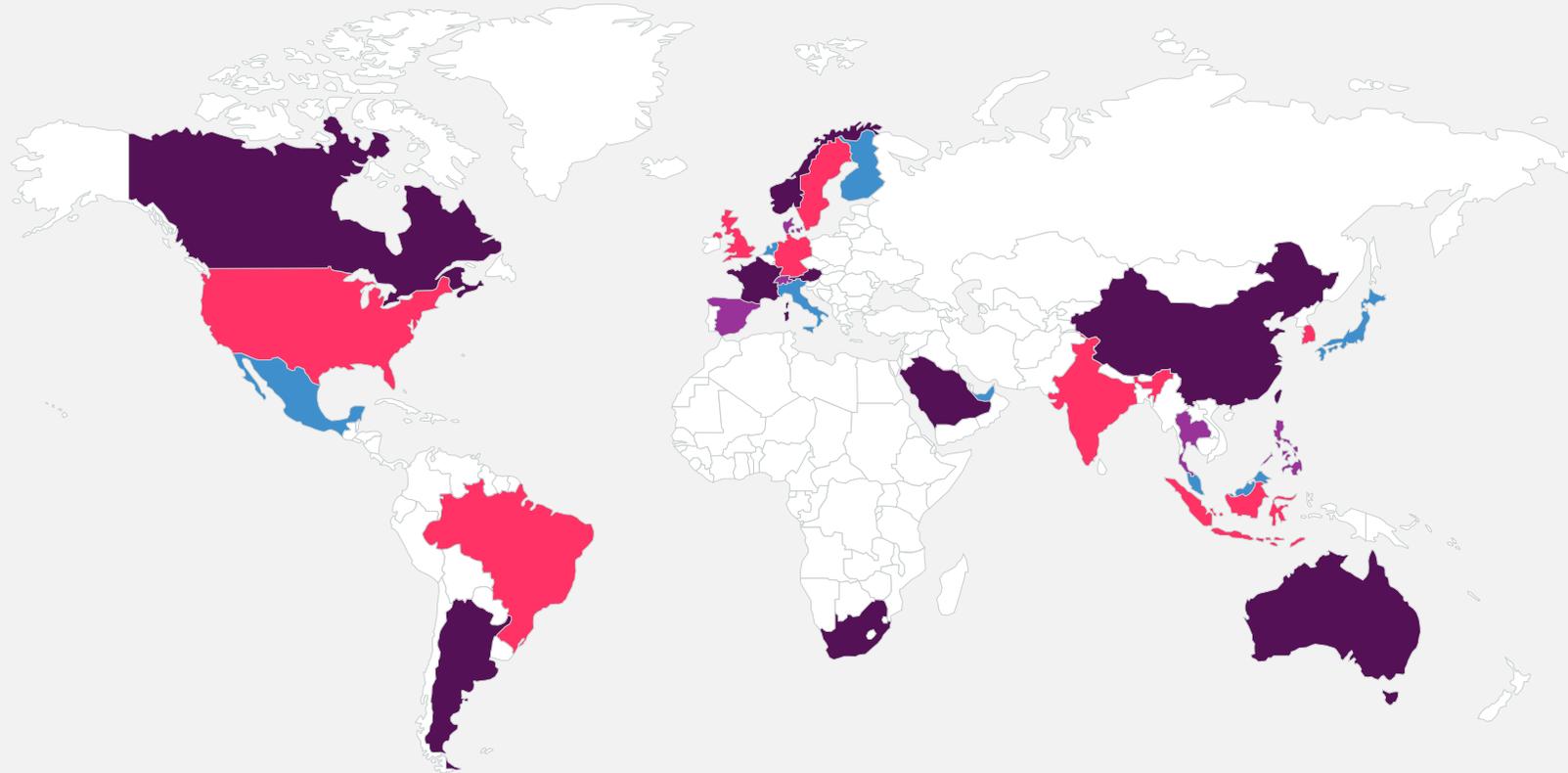


High performance. Delivered.

#ListenLearnLead
Global Research
2015

Methodology

In November 2014, Accenture fielded a global survey of 3,600 business professionals – entry-level to management – from small, medium and large organizations across 30 countries



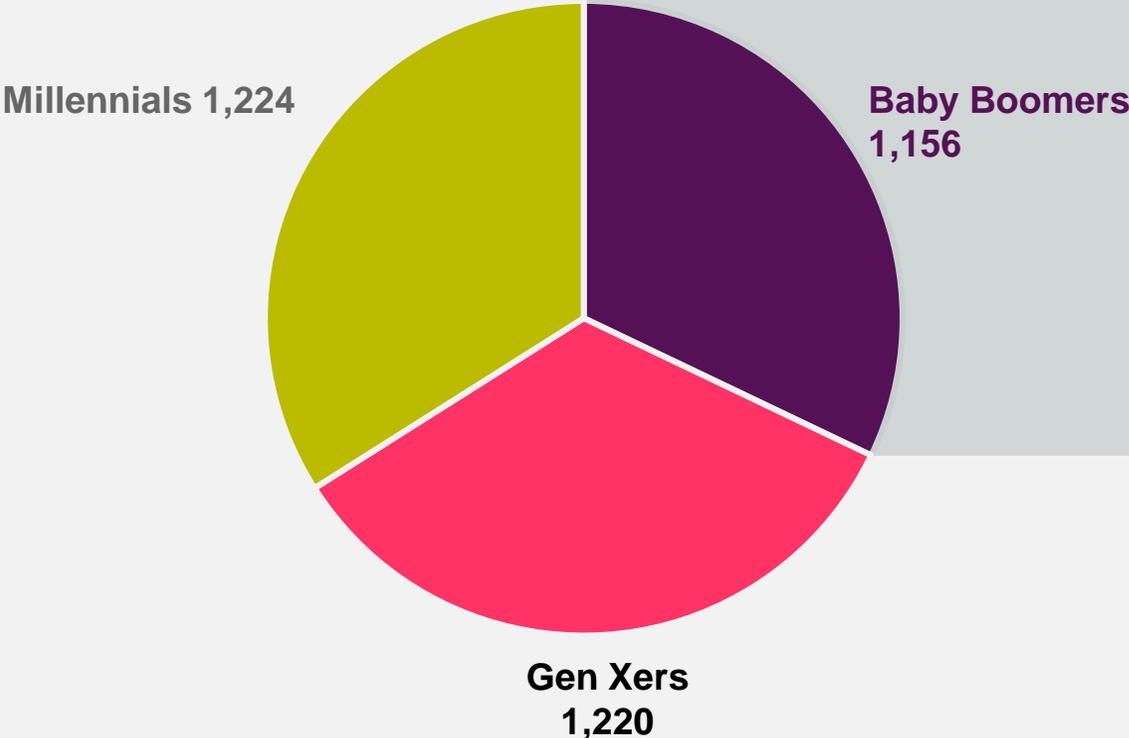
Argentina, Australia, Austria, Brazil, Canada, Greater China, France, Germany, India, Indonesia, Italy, Japan, Malaysia, Mexico, Netherlands, The Nordics (Denmark, Finland, Norway, Sweden), Philippines, Saudi Arabia, Singapore, South Africa, South Korea, Spain, Switzerland, Thailand, United Arab Emirates, United Kingdom and United States

The survey was conducted in November 2014; the margin of error is +/-1.7 percent.

A minimum of 100 respondents participated from each country; 500 for the US; 200 for Germany, UK and the Nordics (Denmark, Finland, Norway and Sweden).

Respondents were split evenly by gender and were balanced by age and level in their organizations.

Respondents' Profiles





Global Research Executive Summary

Listening is becoming more difficult in today's digital workplace

Nearly all **(96 percent)** of global professionals consider themselves to be **good listeners**, yet the vast majority **(98 percent)** spend **part of their workday multitasking**.

DO YOU CONSIDER YOURSELF TO BE A GOOD LISTENER?

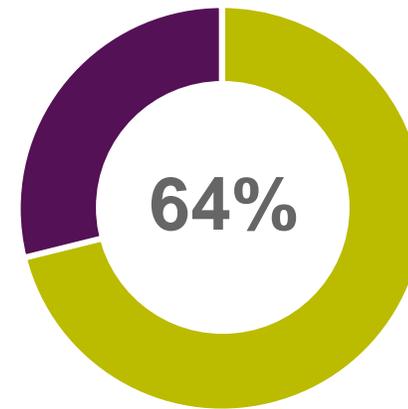


96%
think they are
a good listener



YET
98%
say they multitask
at work

In fact, almost two-thirds **(64 percent)** say **listening has become significantly more difficult** in today's digital workplace.



say listening is more difficult in
today's digital workplace

Interruptions to the workday

More than a third (**36 percent**) say the many **distractions prevent them from doing their best**, resulting in a loss of focus, lower-quality work and diminished team relationships.

DIGITAL DISTRACTIONS



When asked what **interrupts** their workday the most, respondents cited **telephone calls (79 percent)** and **unscheduled meetings/visitors (72 percent)** more than twice as often as they cited instant messaging (30 percent) and texting (28 percent).

INTERRUPTION DISRUPTION

What interrupts your workday most?



Distracted listening

MASTER MULTITASKERS

80% of respondents admit to multitasking on conference calls with:



66%
work emails



35%
instant messaging



34%
personal emails



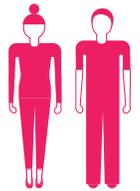
22%
social media



21%
reading news &
entertainment

Distracted listening

WHO SPENDS AT LEAST HALF OF THEIR WORKDAY MULTI-TASKING?



64%
millennials



54%
Gen Xers



49%
baby boomers

Those who listen actively on calls are required to lead, participate in or follow up on the discussion.



Good Listening Skills

- ✓ Thinking before speaking
- ✓ Asking questions
- ✓ Taking notes

Learning: An opportunity vs. a requirement

LIVE AND LEARN

80% of respondents find **on-the-job training more effective** than formal training in the workplace

66% think it's **more important, too**



WORKPLACE LEARNING

The majority (85 percent) value their company training:

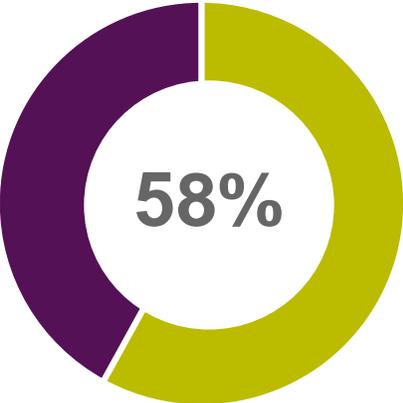


59% say company training has helped them get promoted or expand their role.



Leading in a connected world

Majority of respondents **(58 percent) believe technology enables leaders** to communicate with teams easily/quickly and cite benefits, such as **increased accessibility (46 percent).**



believe technology enables leaders to communicate easily

Accessibility, however, is seen as both a help and a hindrance to effective leadership.

DOES TECHNOLOGY MAKE LEADERS TOO ACCESSIBLE?

Majority agree



AMONG THE TOP CHALLENGES FOR LEADERS:



Importance of soft skills



Obstacles to leadership

Main **obstacles to successfully leading** a team include lack of:

- ✓ **Interpersonal skills** (50 percent)
- ✓ **Communication skills** (44 percent)
- ✓ **Role clarity** (39 percent).



Soft skills training

Soft skills – effective communication, ability to manage change and ability to inspire others (cited by 55 percent, 47 percent and 45 percent, respectively) – are the most important leadership skills.

LEADERSHIP SKILLS

Despite the belief that "softer skills" – ability to effectively communicate, manage change and inspire others – are the most important leadership skills:

53%
say their company offers
technical- skills training



ONLY 38%
say their companies offer
"soft skills" training

Predictions: Women in the workplace

MORE WOMEN CTOs

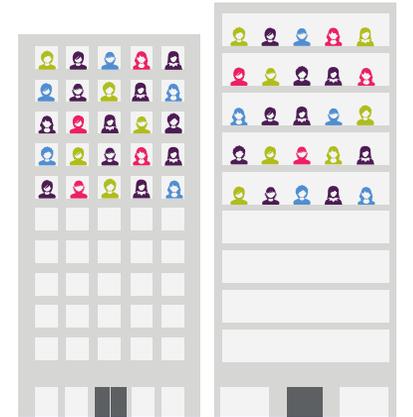


Almost **3/4** of professionals predict the **number of women Chief Technology Officers** will increase by 2030

WOMEN LEADERS ON THE RISE

52%

More than half of respondents say their companies are preparing more women for senior management, this year vs. last



Work-related topics – Year-over-Year comparisons



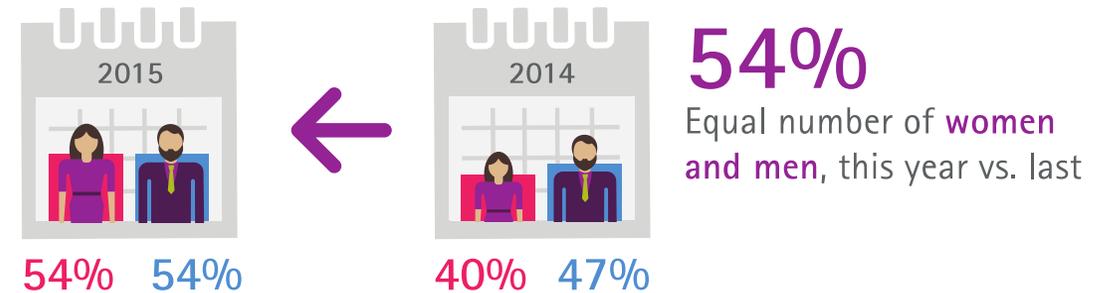
Pay and promotions

WHO ASKS FOR A PAY RAISE?

Millennials most likely



WHO ASKS FOR A PROMOTION?



Work-related topics – Year-over-Year comparisons



Job satisfaction

Job satisfaction decreased to 44 percent, from 52 percent in 2013. **Feeling underpaid** is the top reason, but “**hours are too long/ workload too heavy**” jumped from 20 percent in 2014 to 31 percent this year.

Millennials are more likely to say their **hours are too long (33 percent)** compared to **baby boomers (28 percent)** and **Gen Xers (30 percent)**.



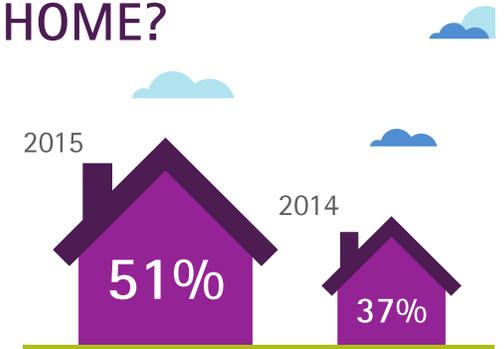
Stay-at-home parents

WHO WANTS TO STAY AT HOME?

Half of us, evidently.

51%

of respondents – both men and women – said they **would quit their job** to be a stay-at-home parent if they could afford it financially. That's up from **37% in 2014**.

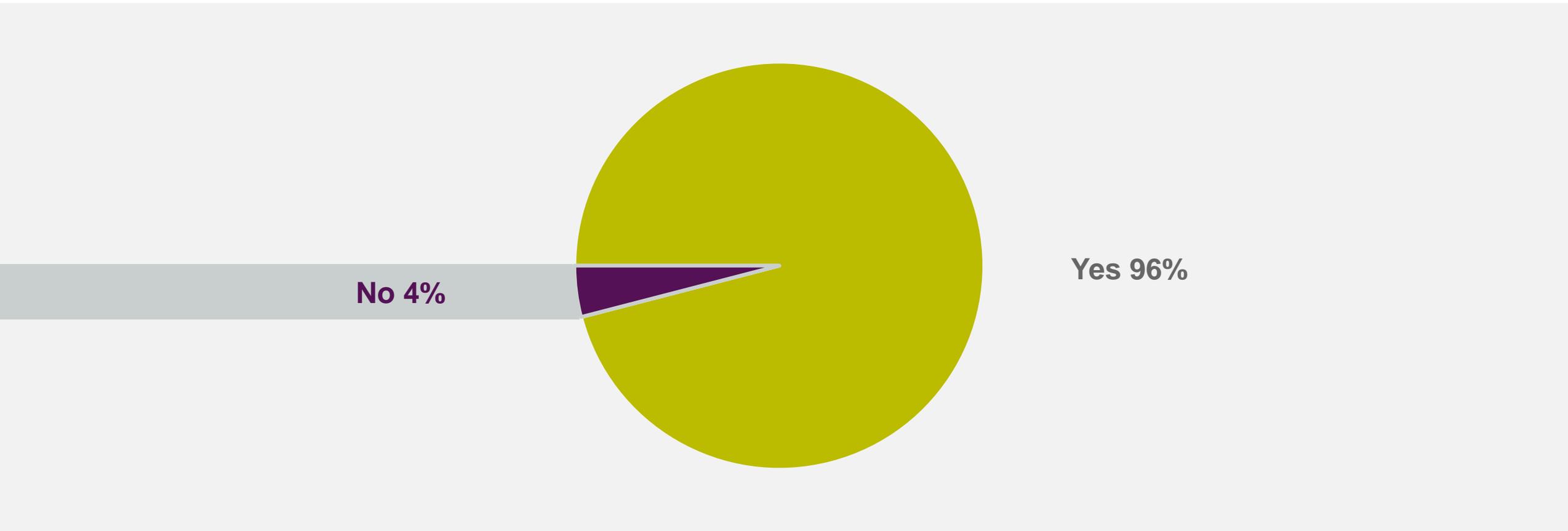




Distracted Listening

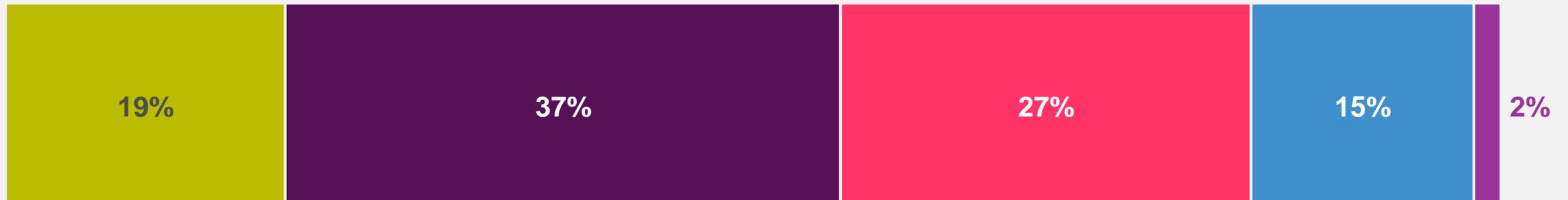
96 percent of all respondents consider themselves to be good listeners

Do you consider yourself a good listener?



98 percent of all respondents spend part of their workday multitasking

What percentage of your workday is spent multitasking?

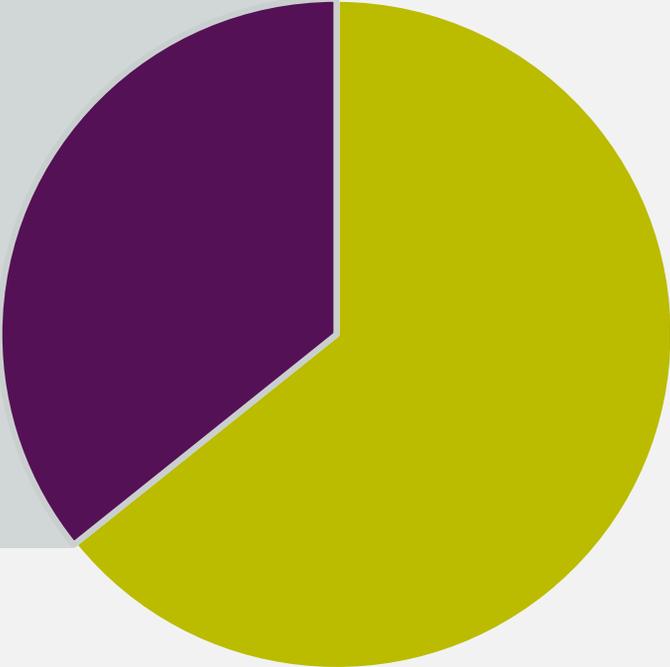


More than 75 percent of the time 50-70 percent of the time 25-49 percent of the time Less than 25 percent of the time Never

Nearly two-thirds of respondents agree that listening has become significantly more difficult in today's digital workplace

Please complete the following statement: Listening [HAS/HAS NOT] gotten significantly more difficult in today's digital workplace.

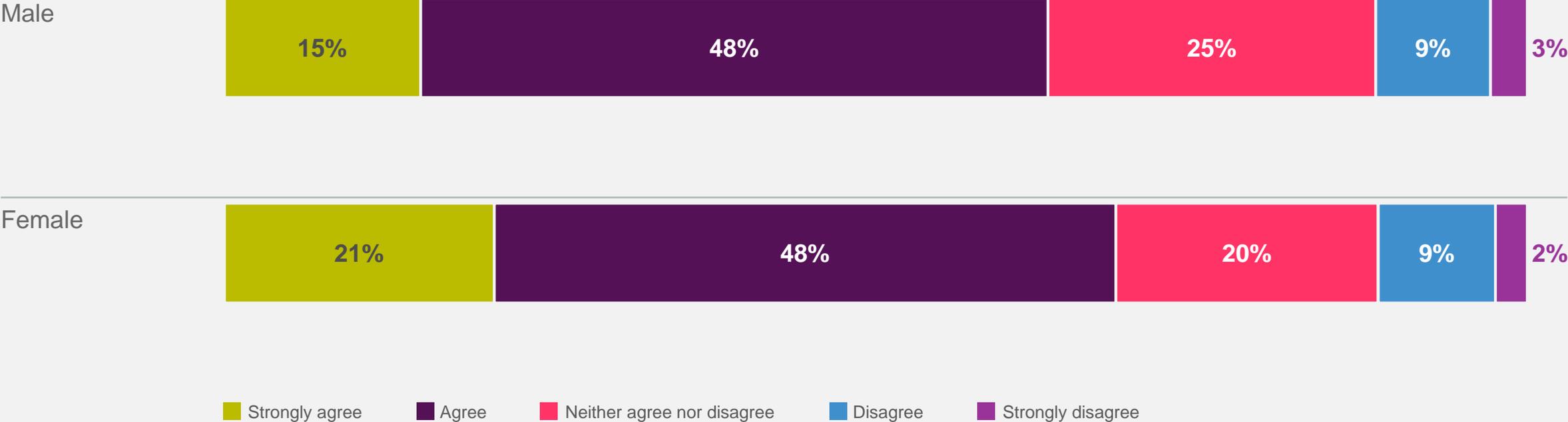
Has Not 36%



Has 64%

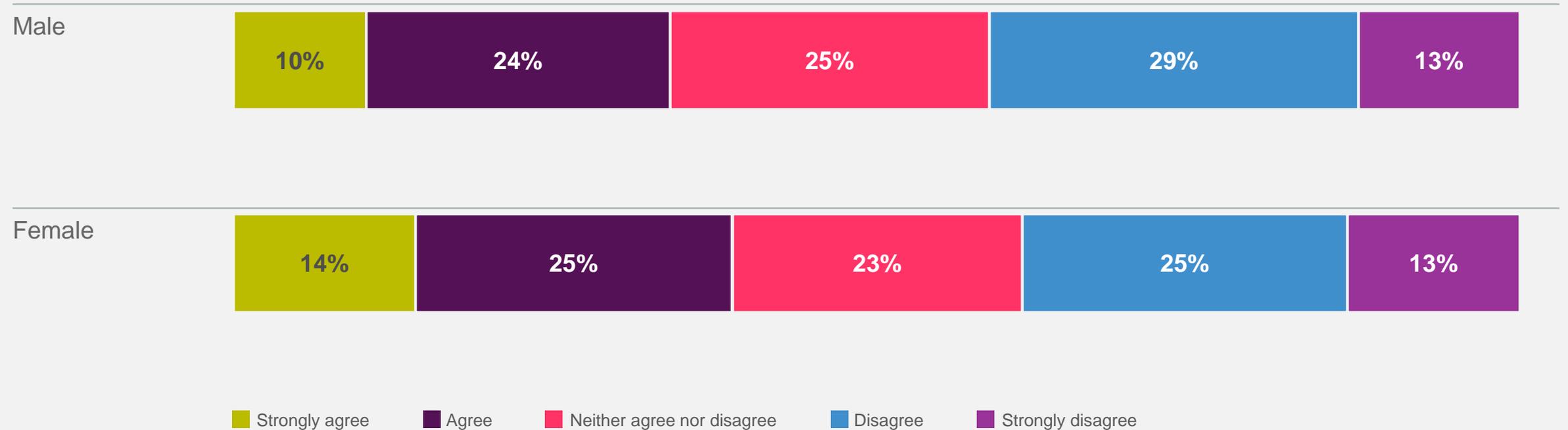
66 percent of respondents agree that multitasking enables them to accomplish more at work

Please indicate your level of agreement with each of the following statements:
Multitasking allows me to get more done at work.



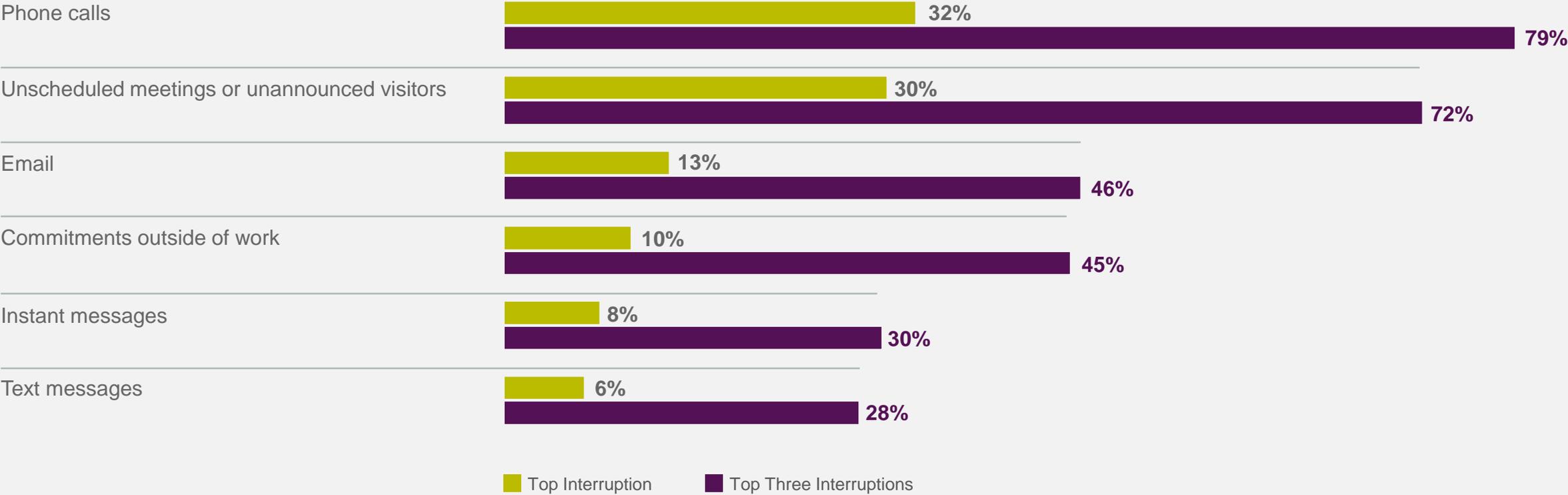
But, more than one-third of respondents say distractions keep them from doing their best work

Please indicate your level of agreement with each of the following statements:
I am not able to do my best at work because of distractions.



Telephone calls and unscheduled meetings/visitors are the most commonly cited workday interruptions

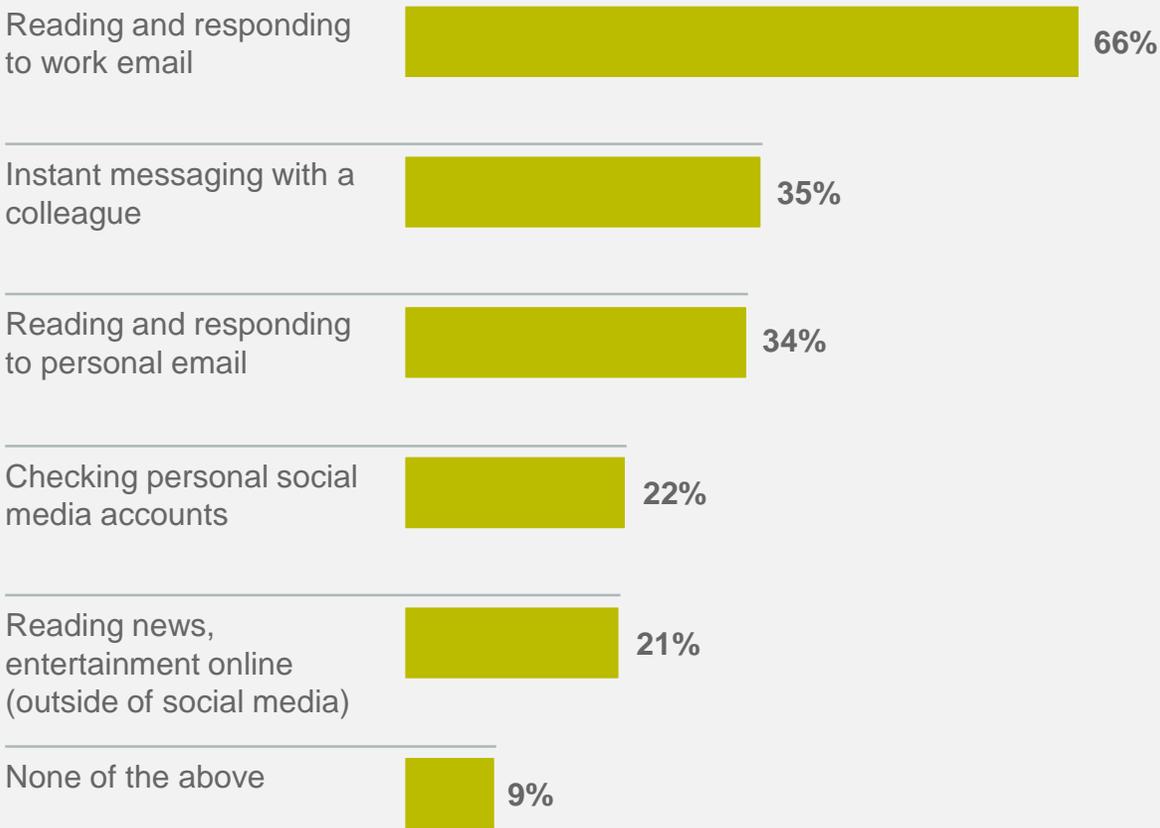
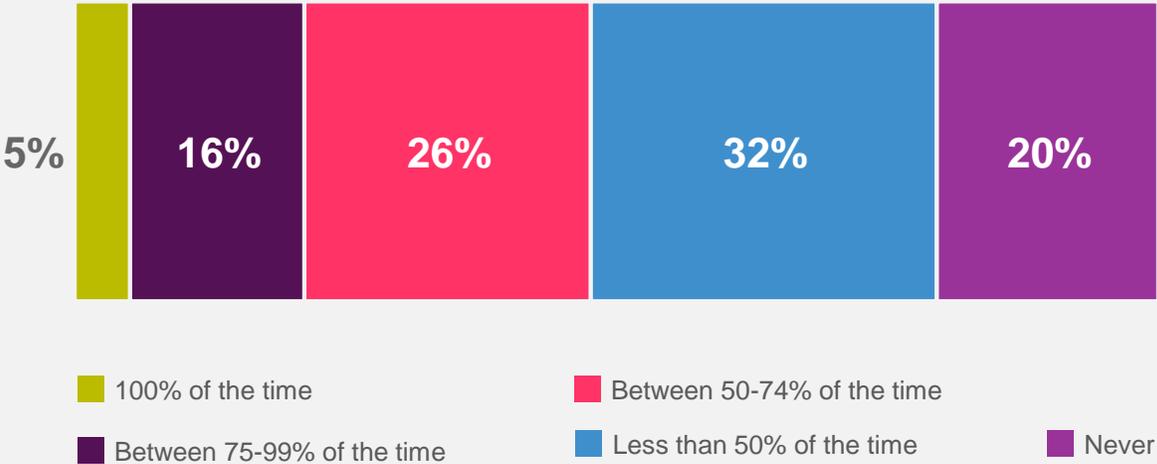
Which of the following interrupt your workday the most?



80 percent of respondents admit to multitasking on conference calls, 66 percent cite simultaneously doing work emails

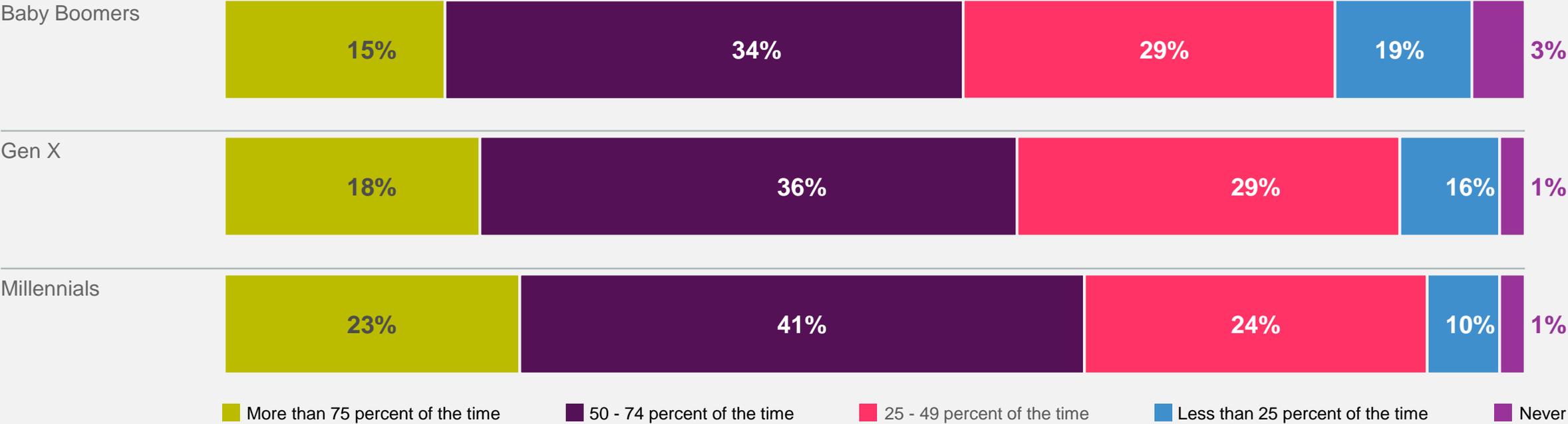
How often do you multitask while on a conference call?

Which of the following are you doing while on a conference call? Multiple responses.



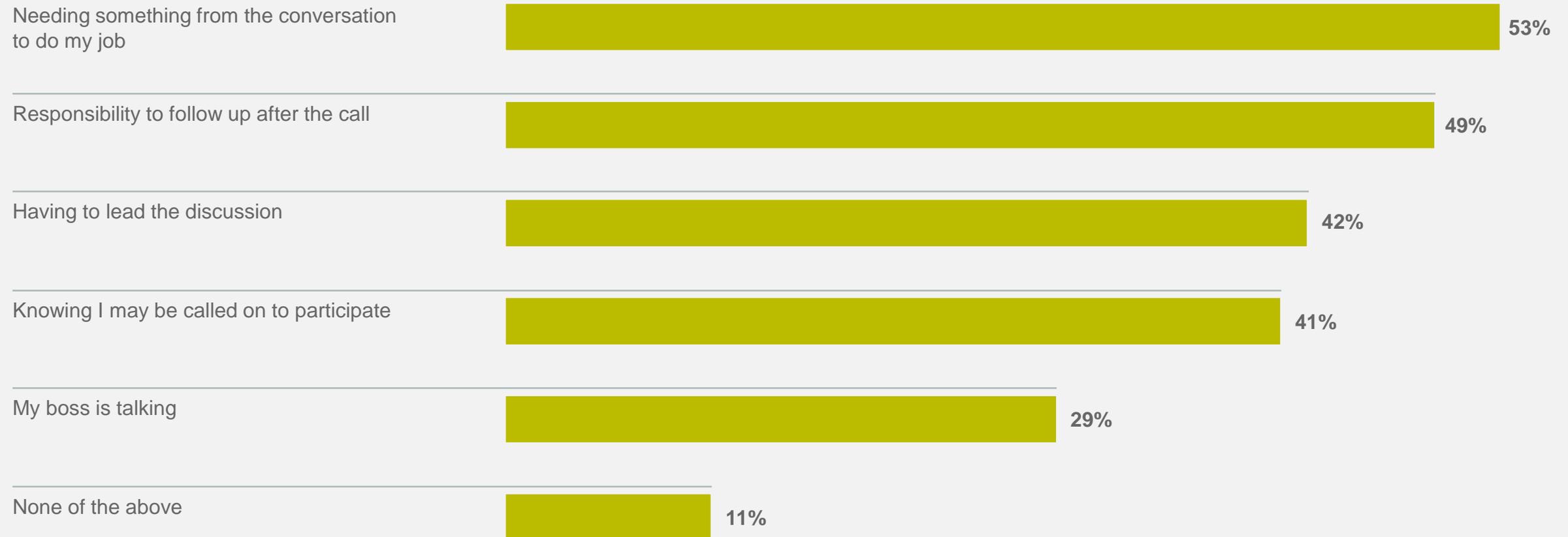
64% of millennials said they spend more than half their day multitasking, compared to 54% of Gen Xers and 49% of baby boomers

What percentage of your work day is spent multitasking?



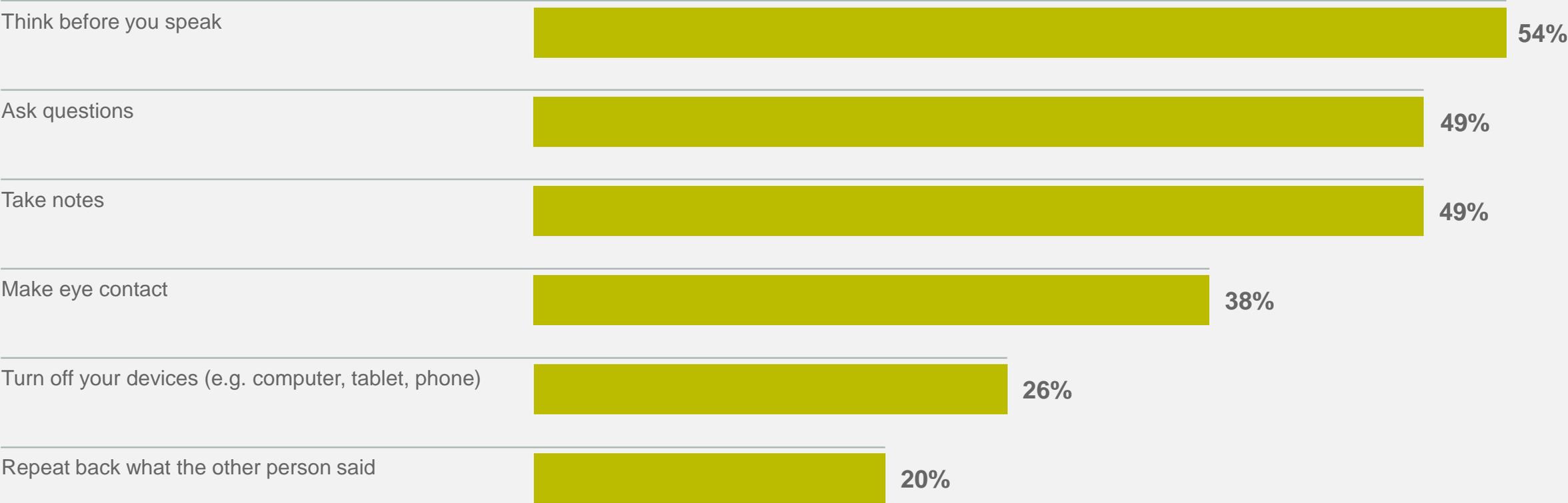
Those who listen actively on calls are required to lead, participate in or follow up on the discussion

Which of the following drives you to actively listen on a conference call or in a virtual meeting?
Multiple responses.



Respondents value good listening skills – thinking before speaking, asking questions and taking notes are viewed as most important

Which of the following listening skills are most important in the workplace? Up to three responses.

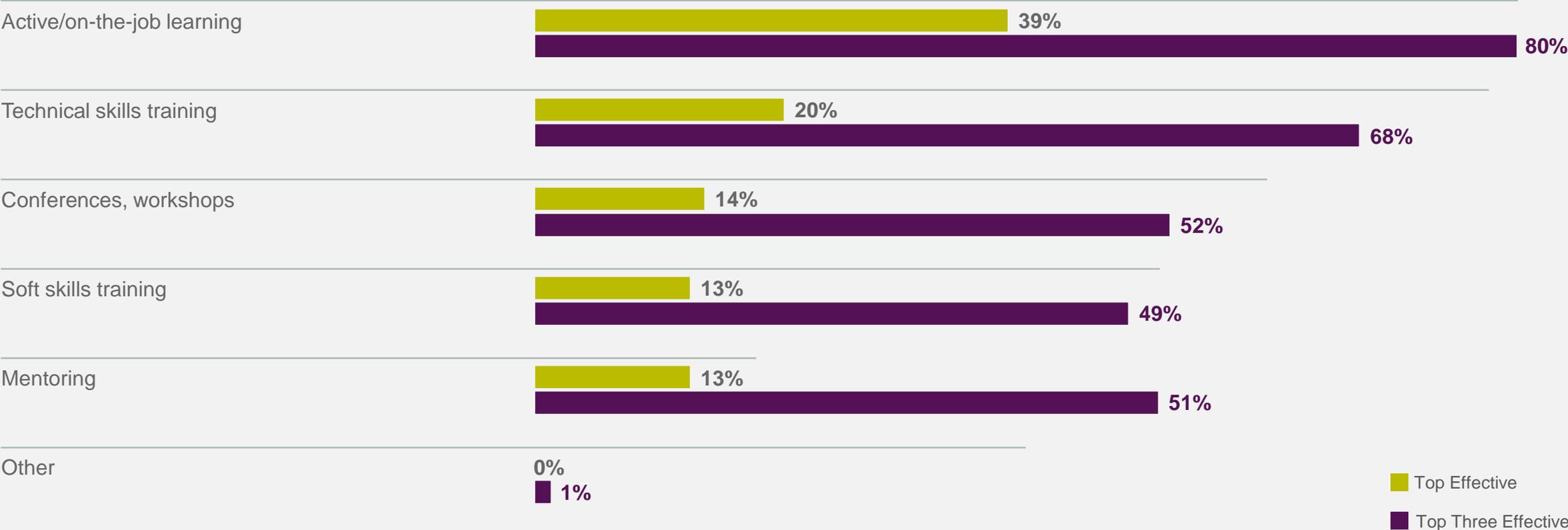




Learning Opportunities

80 percent of respondents agree on-the-job training is the most effective form of learning in the workplace

Which of the following are the most effective types of training/learning in the workplace?



85 percent of respondents value their company training

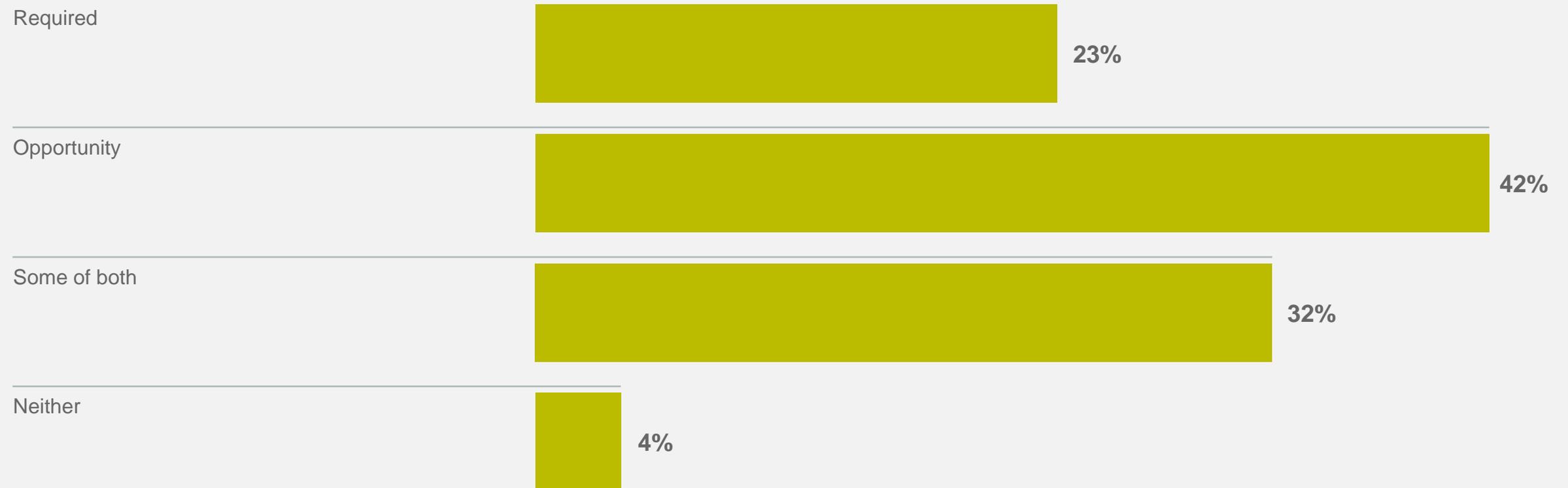
How valuable is the training provided by your company?



■ Extremely valuable ■ Mostly valuable ■ Somewhat valuable ■ Not valuable at all ■ Not applicable, my company does not provide training

42 percent see company training as an opportunity, 23 percent as a requirement and 32 percent as both

Do you view training as something you “are required to do” (e.g. compliance) or something you “have an opportunity to do” (e.g. personal growth)?



59 percent of respondents say company training has helped them get promoted or expanded their role

Please indicate your agreement with each of the following statements:

My participation in company training programs helped me get promoted or expanded my role.



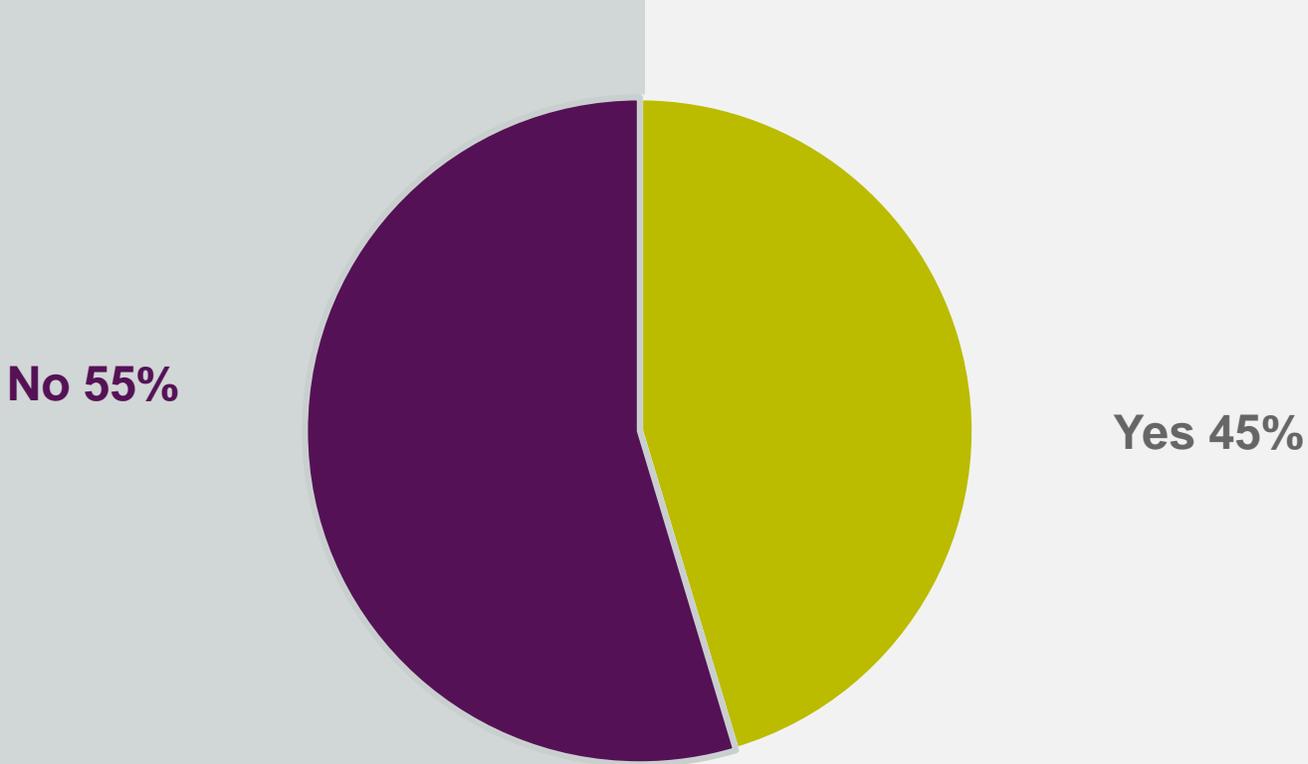
On-the-job learning is more important than formal training and education.



Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree

Less than half of all respondents have had training on effective listening

Have you ever had training (in any form) on effective listening?



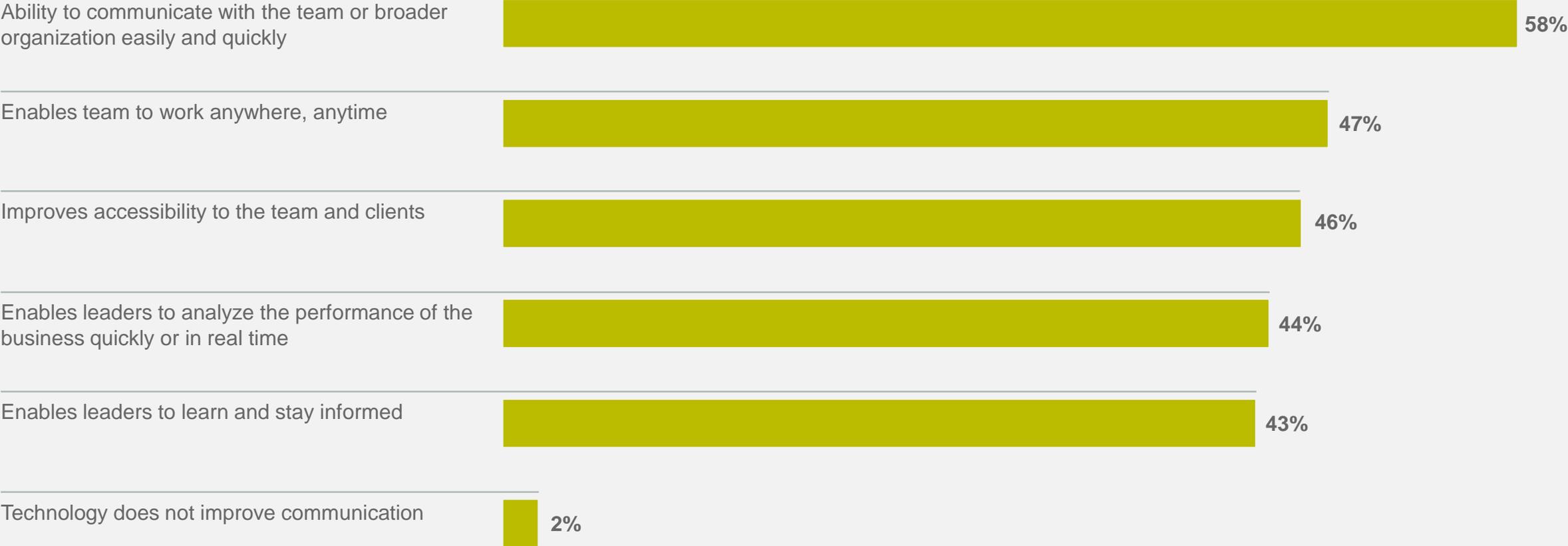
Q34 Base = Total sample; n=3,600



Leading in a Connected World

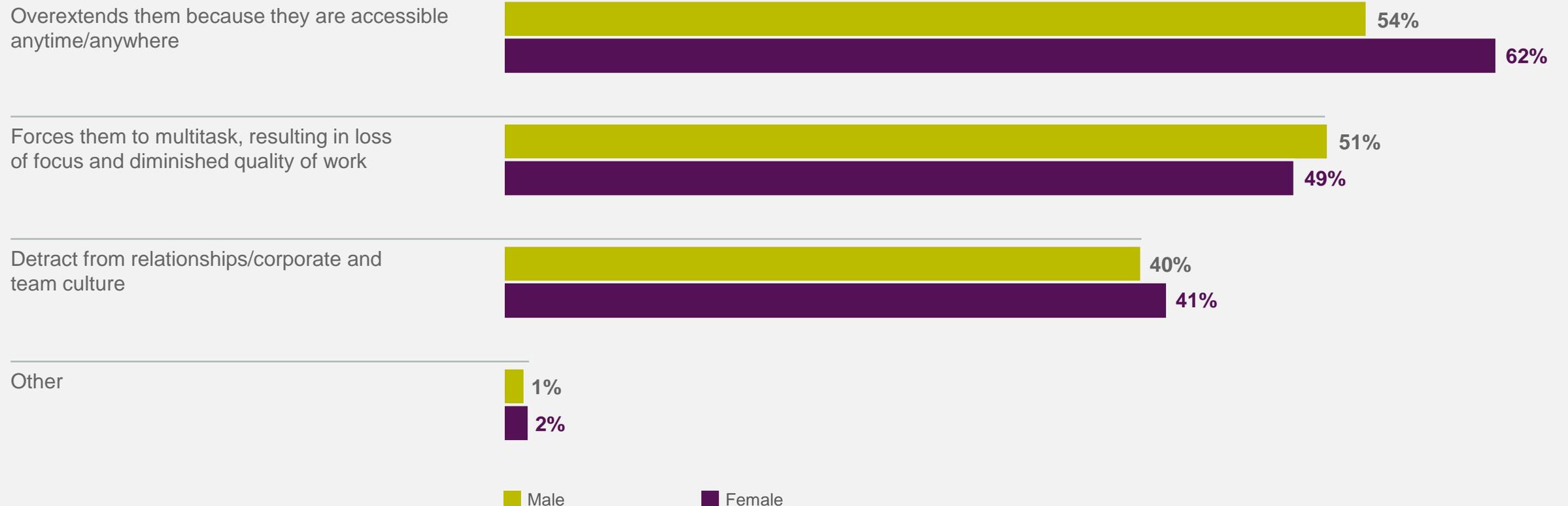
58 percent of respondents believe technology enables leaders to communicate with their teams easily and quickly

Which of the following are ways technology improves communications for leaders?
Up to three responses.



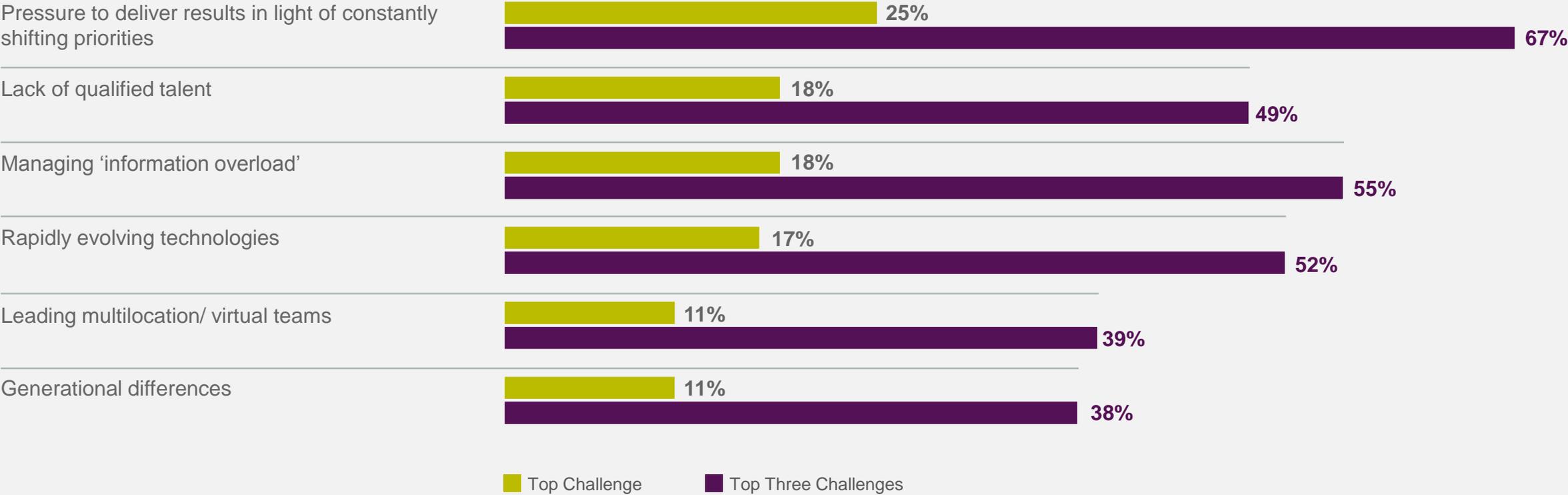
Accessibility, however, is seen as both a help and hindrance to effective leadership

How does technology inhibit a leader's ability to lead effectively? Multiple responses.



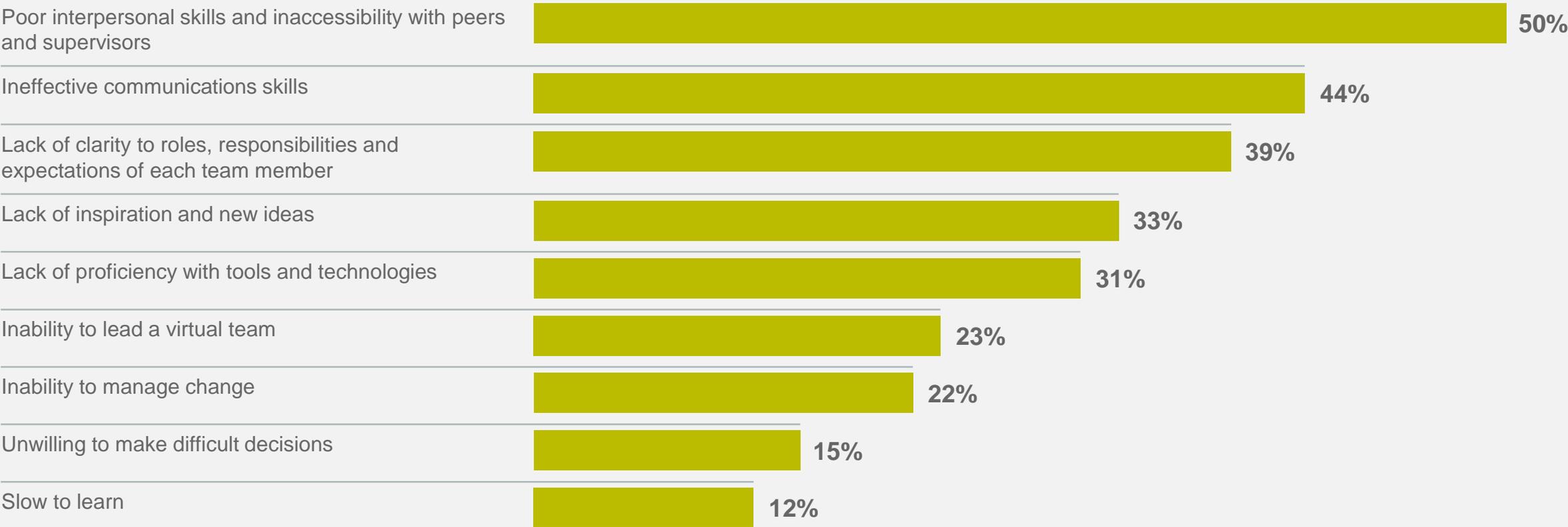
Respondents agree that among the top challenges facing leaders today are information overload (55%) and rapidly evolving technology (52%)

Please rank the following in terms of the greatest internal challenges facing leaders in your company today:



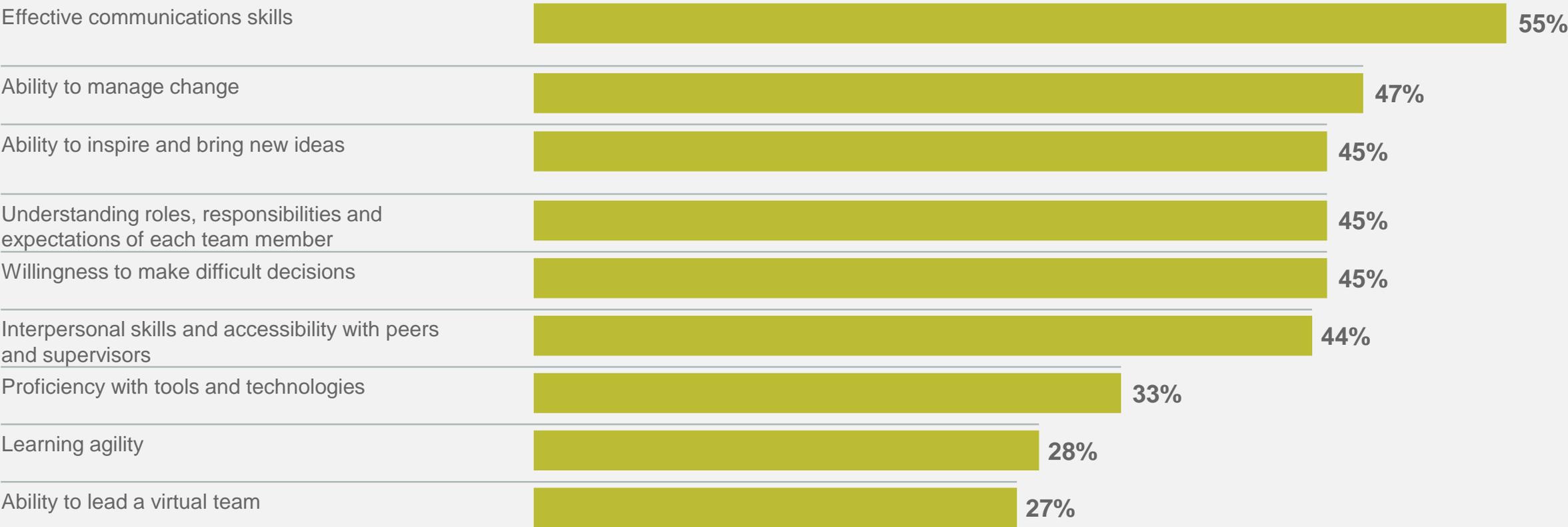
Respondents cited lack of interpersonal skills, communication skills and role clarity as the main obstacles to leading a team

What are the top three obstacles to successfully leading a team? Up to three responses.



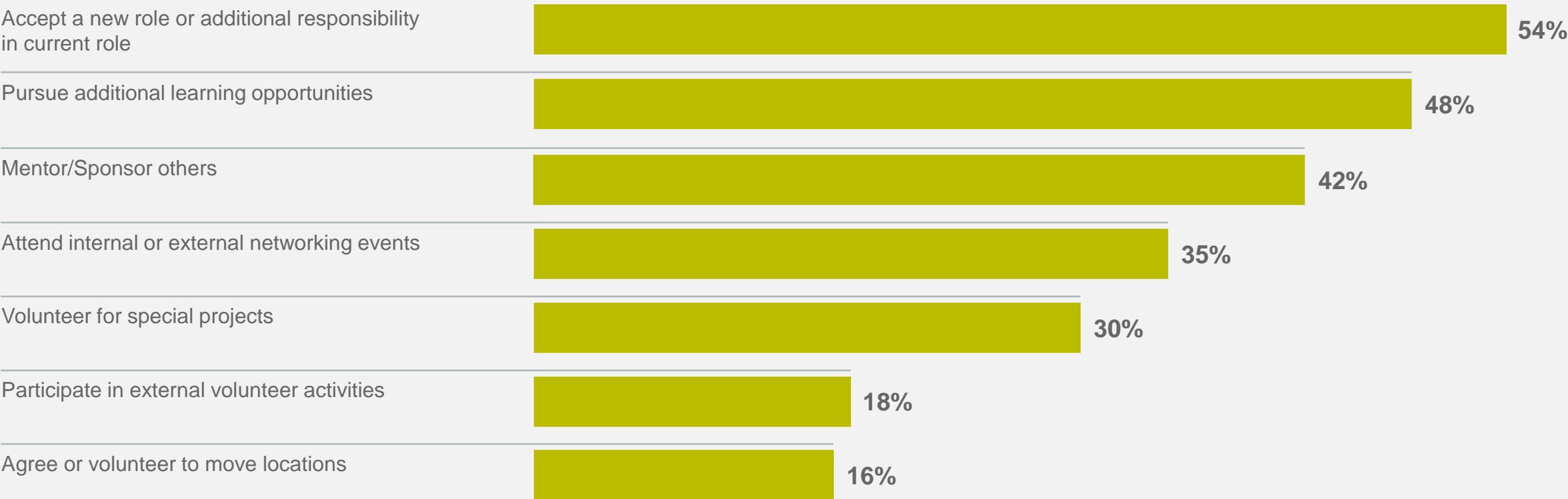
Effective communication, ability to manage change and inspire others are most important leadership skills

What are the key skills and attributes for leaders today? Multiple responses.



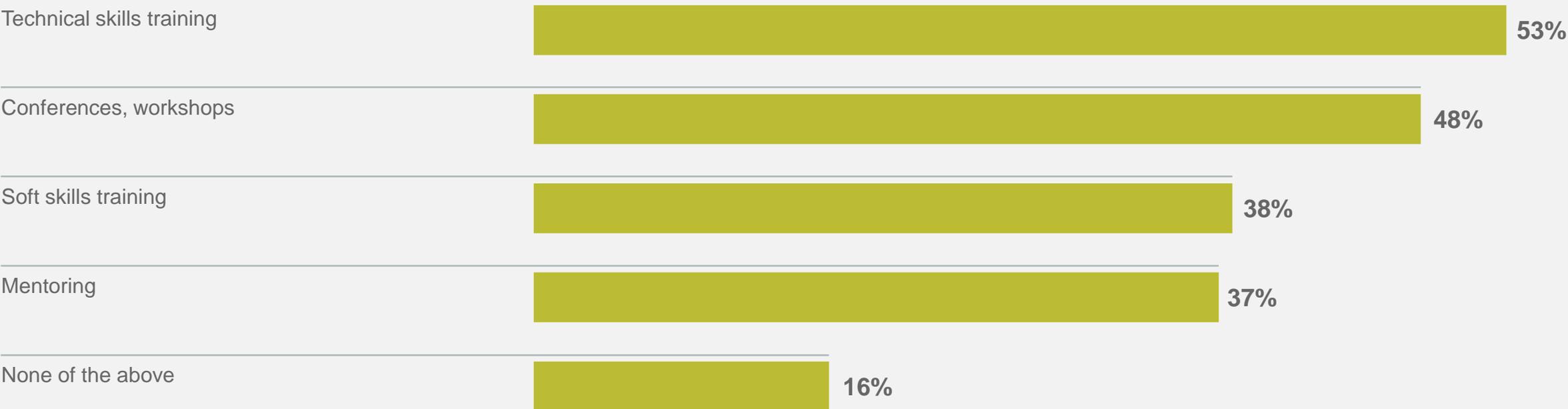
Respondents believe that, to advance, leaders should accept new responsibilities, learn and mentor others

Which of the following should a leader do to grow in their role? Up to three responses.



Despite the belief that softer skills are most important, only 38 percent of respondents' companies offer soft skills training

Which of the following types of training does your company offer? Multiple responses.





Women in Leadership

52 percent of respondents say their companies are preparing more women for senior management this year than last year

Is your company preparing more women for senior management roles this year compared to last year?

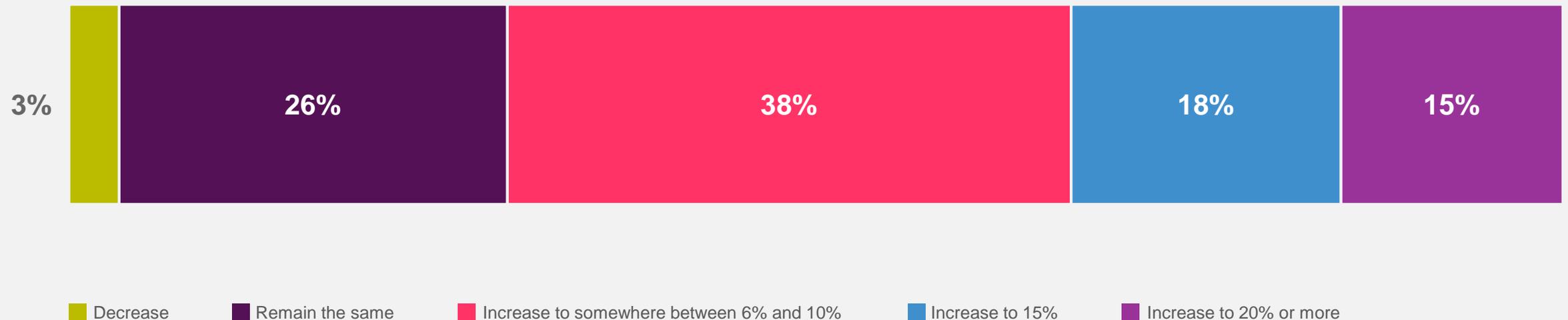
No 48%



Yes 52%

71 percent of respondents believe the number of women chief technology officers will grow by 2030

Please complete the following statement: By the year 2030, the percent of women holding CTO positions compared to today will...

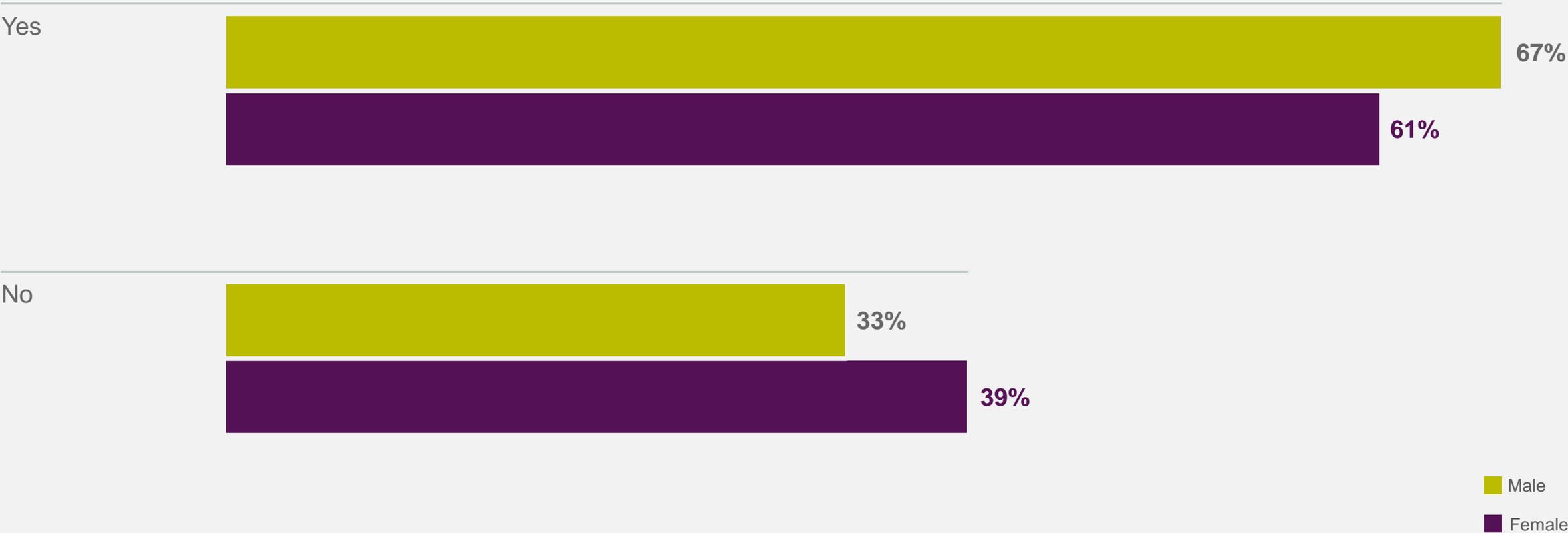




Pay and Promotions

Slightly more men than women ask for more money

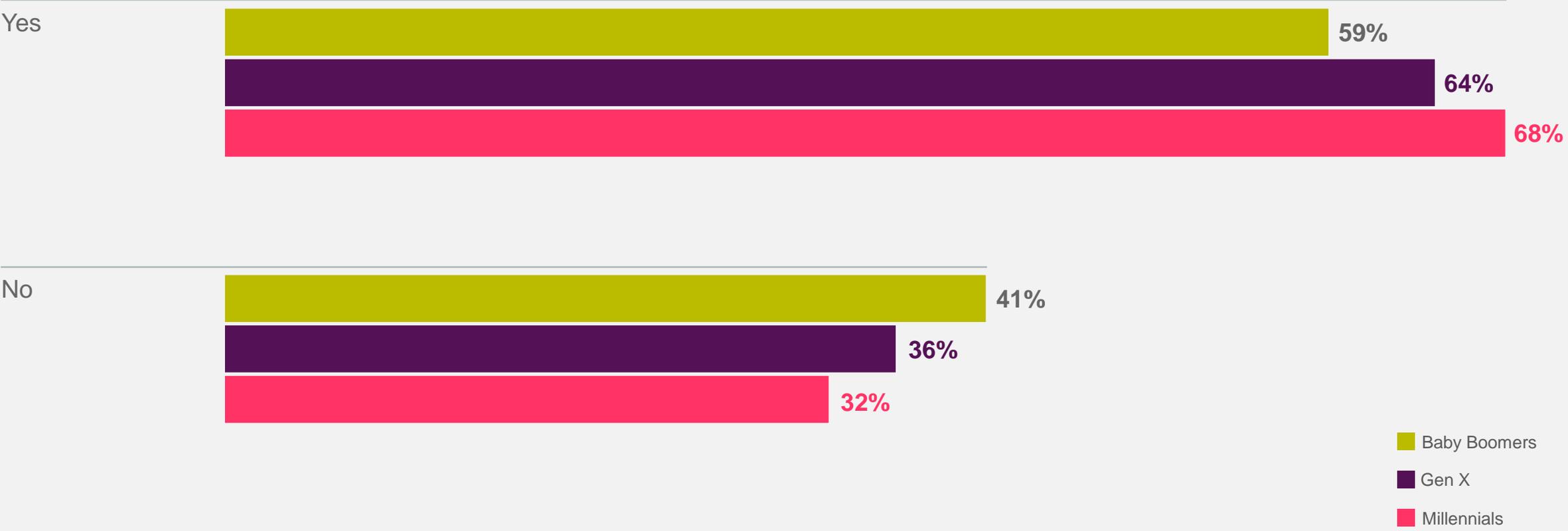
Have you ever asked for or negotiated a pay raise?



Q11 Base = Total sample; n=3,600

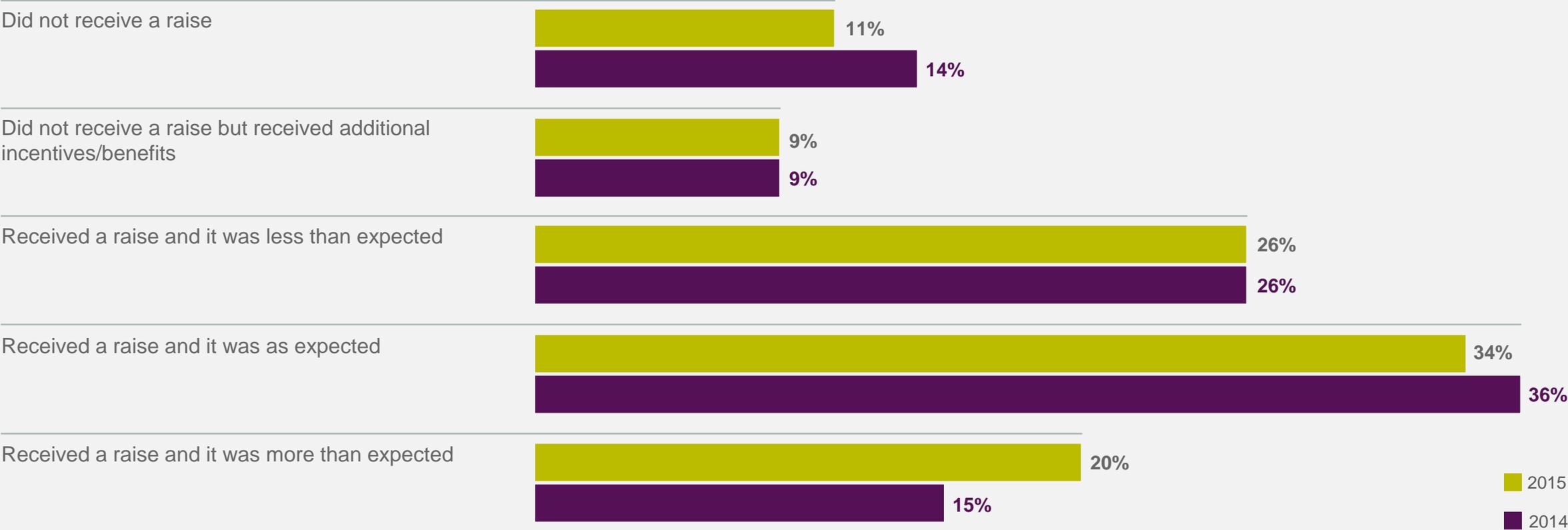
68 percent of millennials asked for a raise, compared to 64 percent of Gen Xers and 59 percent of baby boomers

Have you ever asked for or negotiated a pay raise?



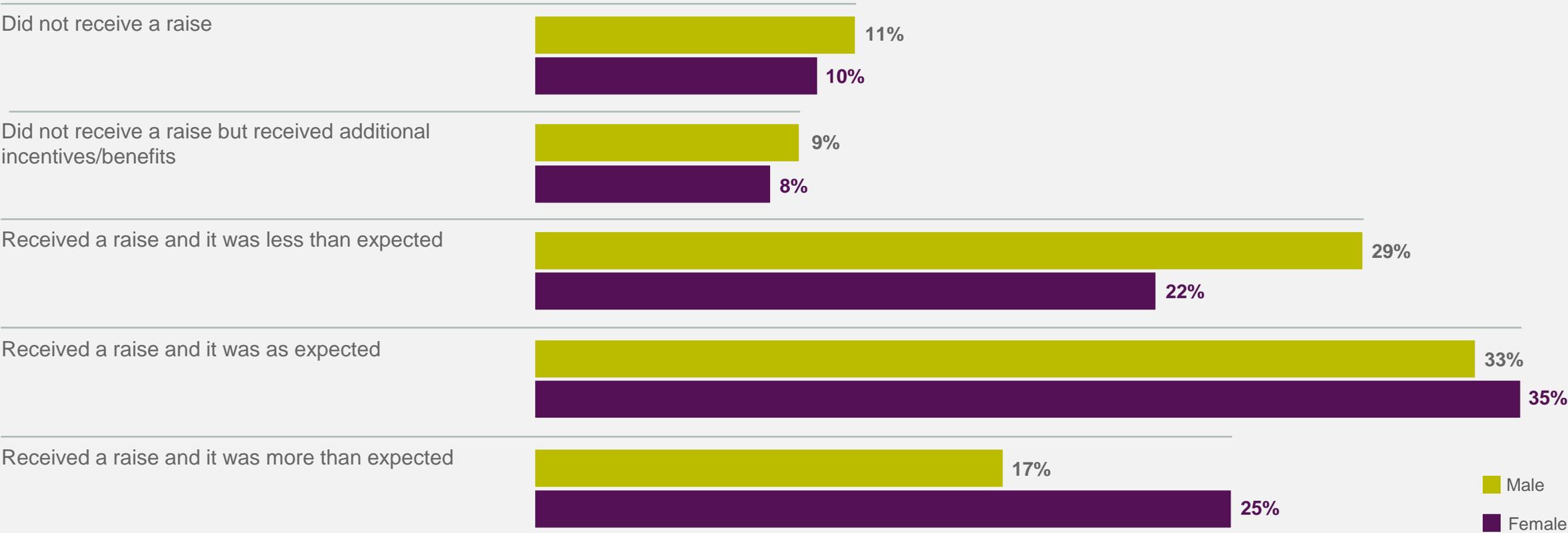
More respondents received a pay raise higher than expected this year, compared to prior years

What was the outcome?



More than a third of both genders got a raise more than expected

What was the outcome?



Q12 Base = Asked/Negotiated Raise; n=2,306

Slightly more have asked for a promotion this year, compared to prior years

Have you ever asked for a promotion?



Note: Question was not asked in 2009

54 percent of both men and women asked for a promotion this year

Have you ever asked for a promotion?

2014



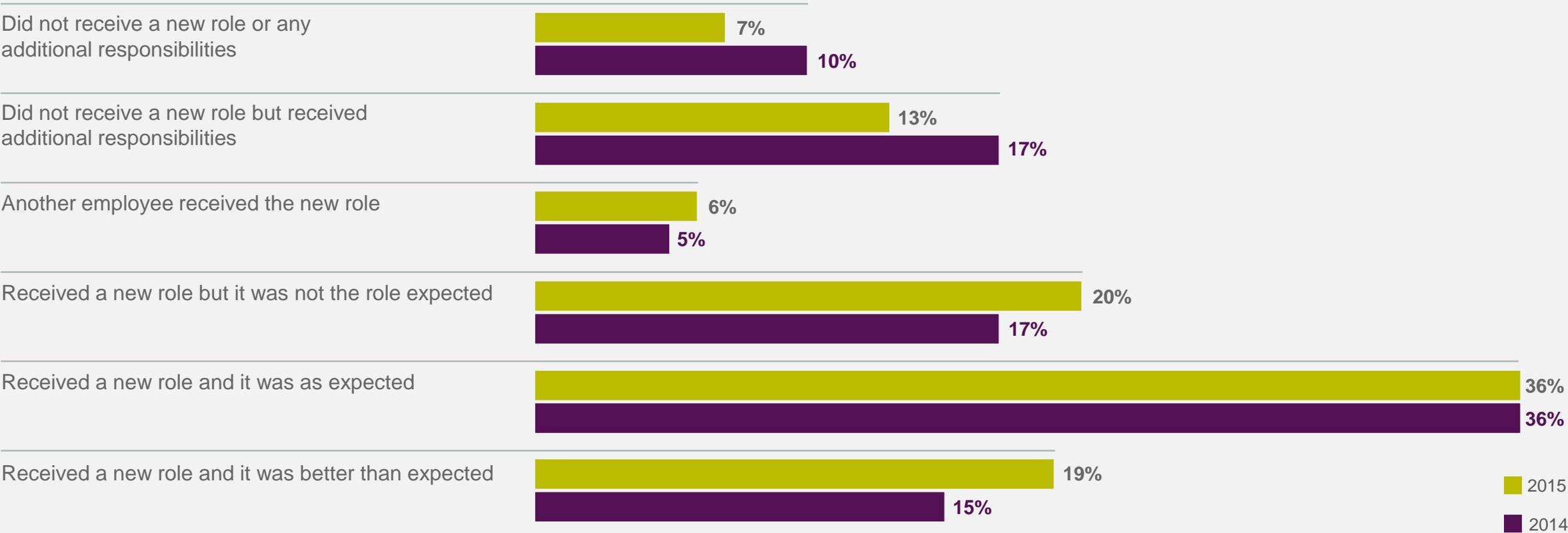
2015



Male Female

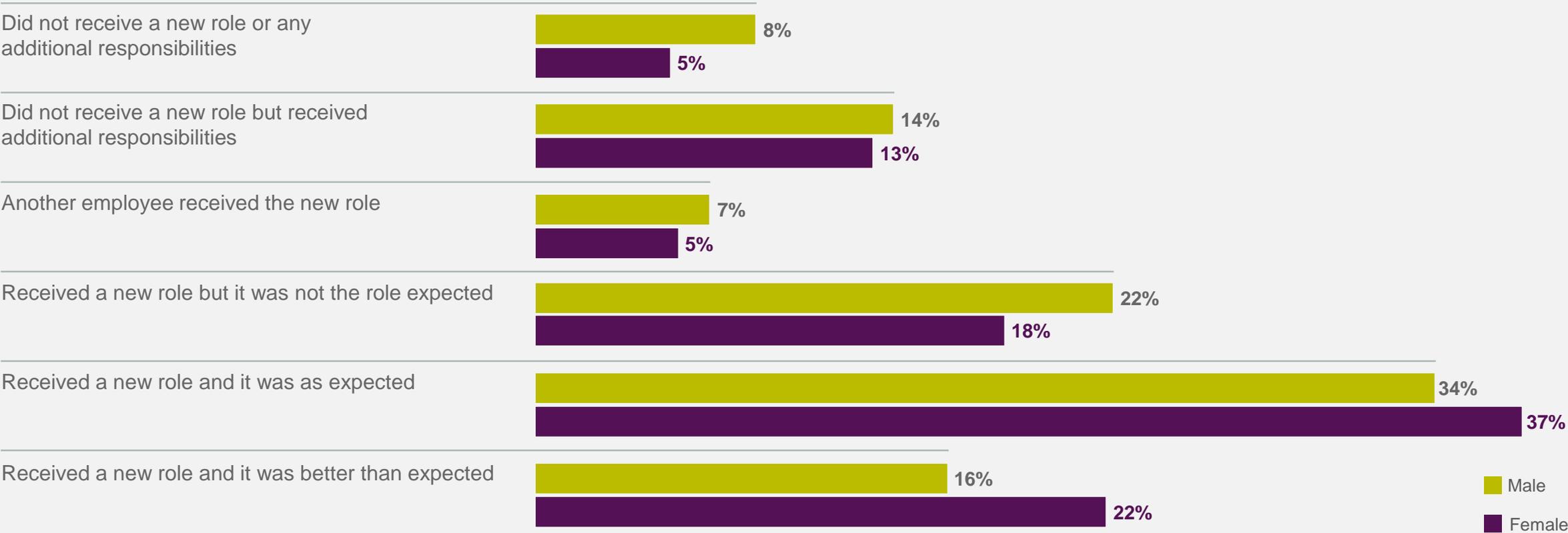
More received a promotion this year, compared to prior years

What was the outcome?



More than a third of both genders received a new role, as expected

What was the outcome?



Q14 Base = Asked/Negotiated Promotion; n=1,949

59 percent of millennials asked for a promotion, compared to 52 percent of Gen Xers and 51 percent of baby boomers

Have you ever asked for a promotion?

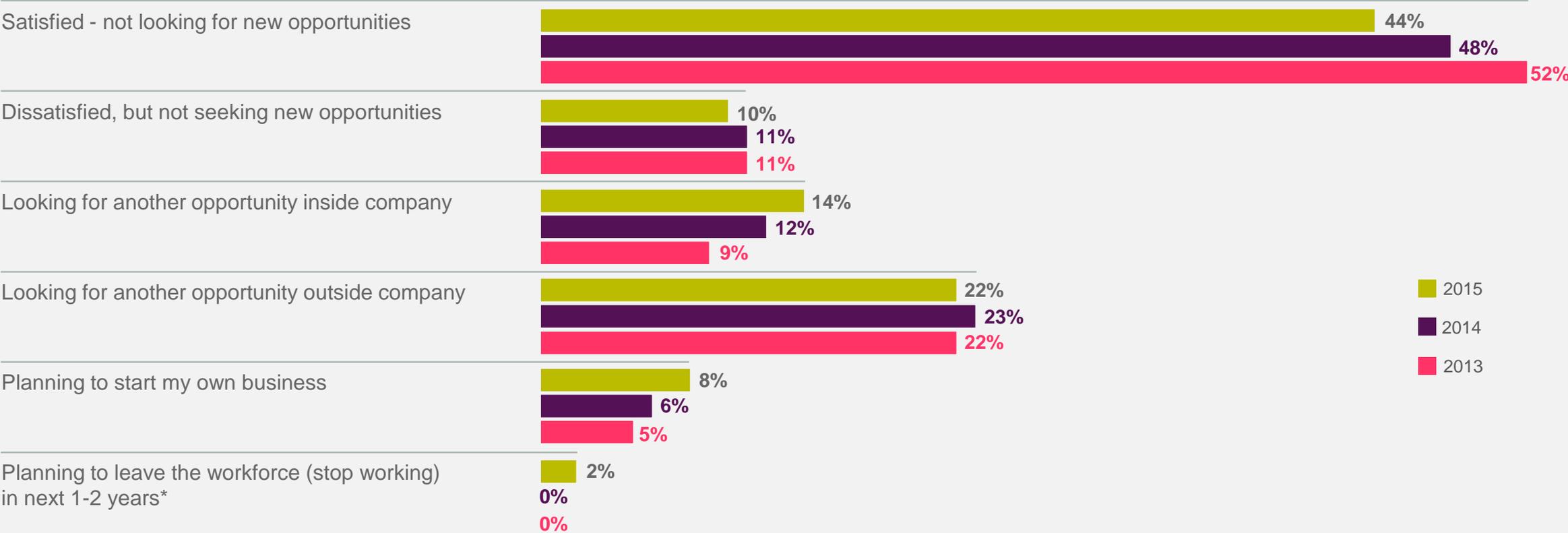




Job Satisfaction

Job satisfaction declined to 44 percent this year, from 52 percent in 2013

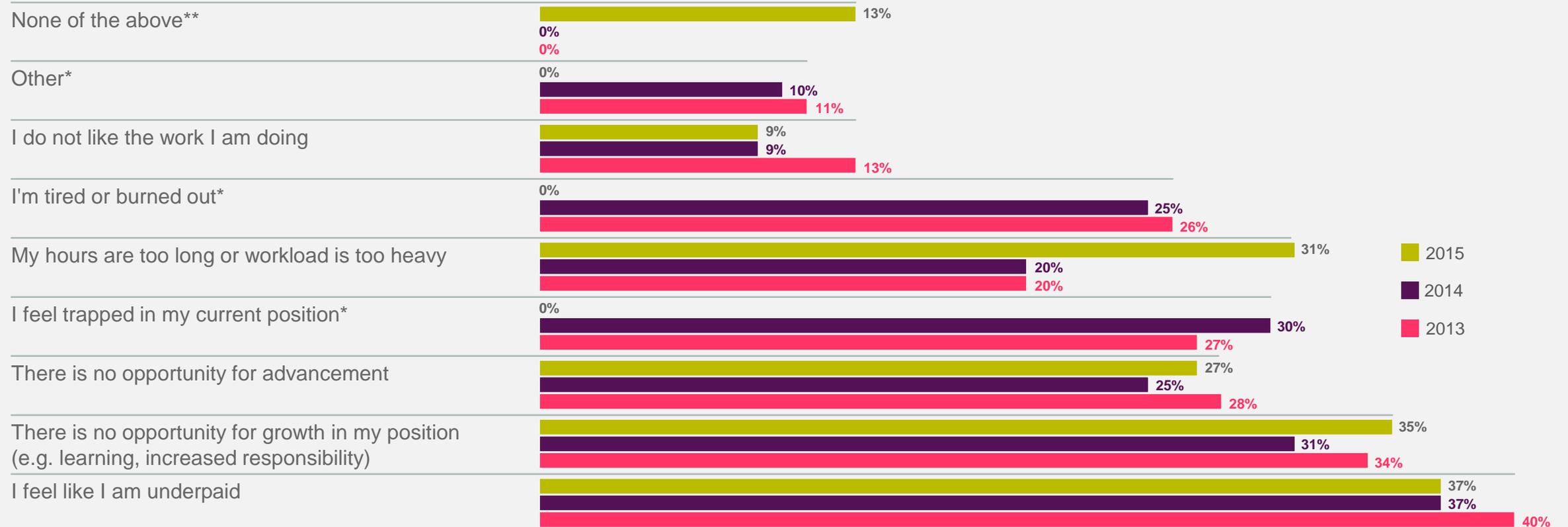
Which of the following statements best describes your current job situation?



*Asked 2014 only

This year, more respondents report long hours/heavy workload leading to job dissatisfaction

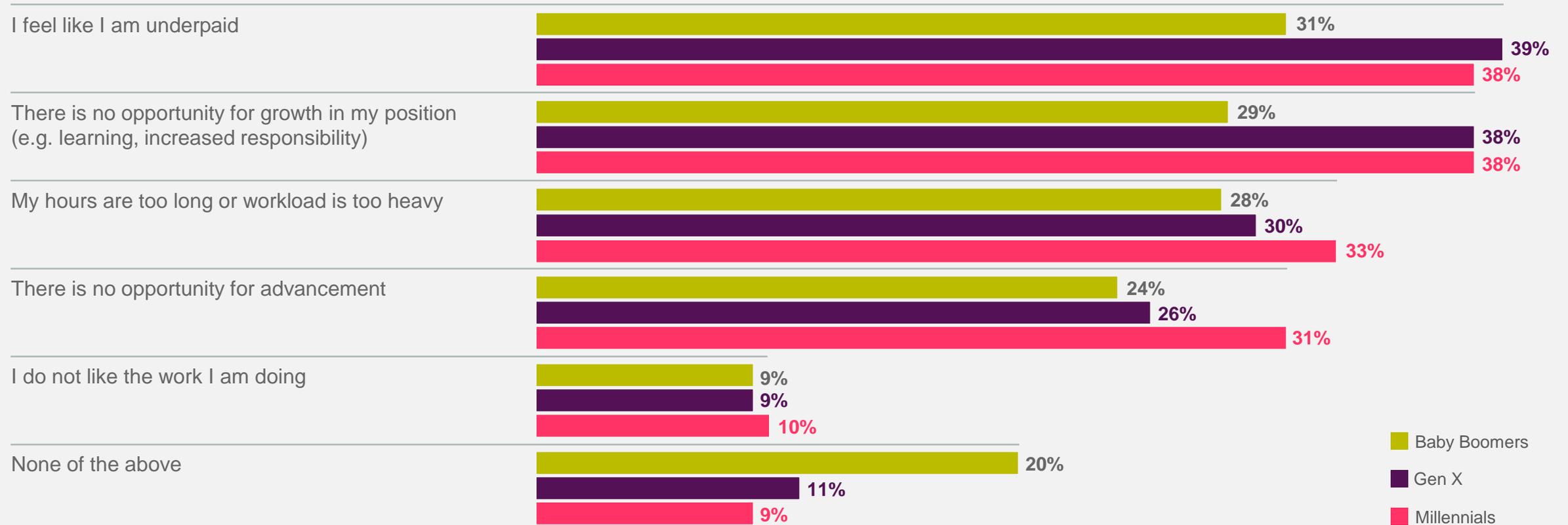
Which of the following responses best explain why you are not satisfied with your current job situation? Multiple responses.



* Not asked 2015; **Asked 2014 only

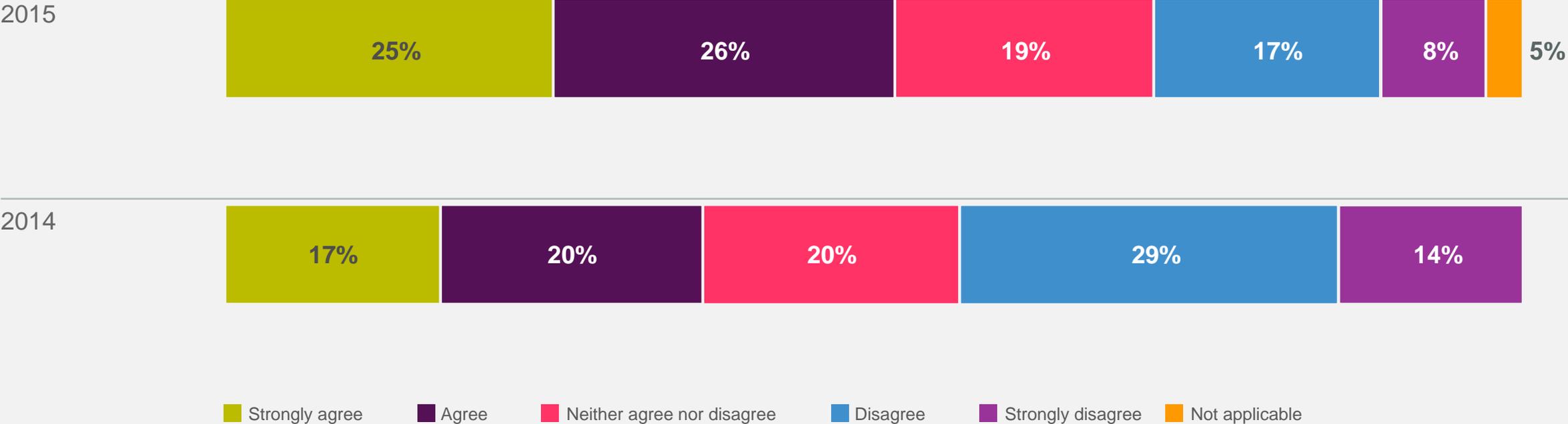
Millennials are more likely to say hours are too long compared to baby boomers and Gen Xers

Which of the following responses best explain why you are not satisfied with your current job situation? Multiple responses.



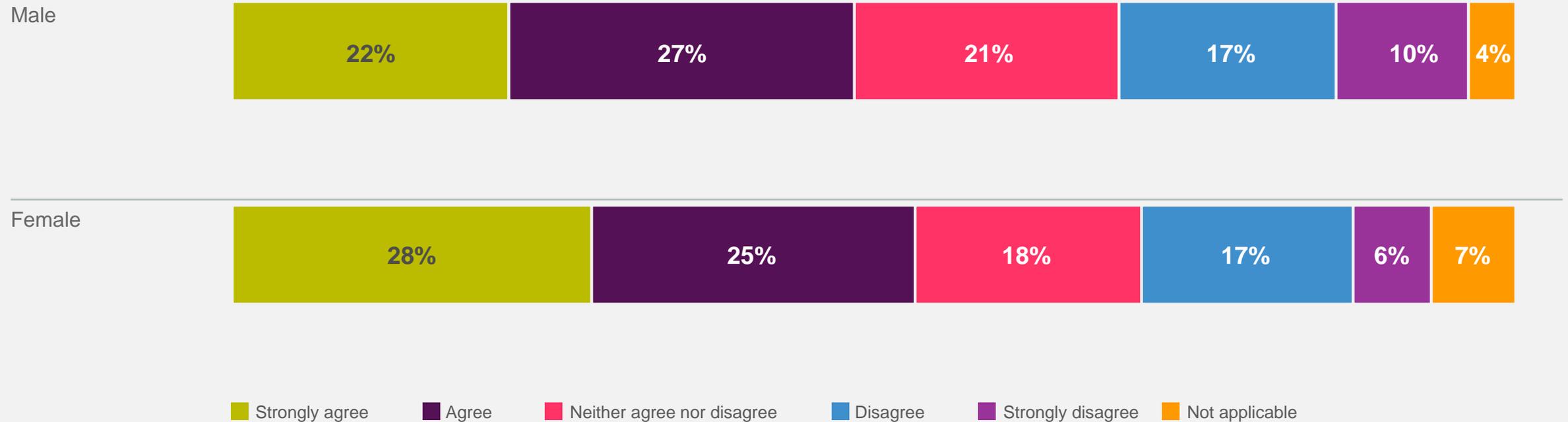
51 percent of respondents said they would quit their job to be stay-at-home parents if they could afford to, up from 37 percent last year

Please indicate your agreement with the following: If I could afford to financially, I would prefer to quit my job and be a stay at home parent.



Slightly more women than men would rather stay at home with kids

If I could afford to financially, I would prefer to quit my job and be a stay at home parent.



Q16 Base = Have Children; n=2,496

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