



CASA PALEOLOGU

Romania's

Leadership

Landscape

2023



content

01

Executive summary

02

Introduction

03

Background

- Leadership and Followership
- The case for leadership development
- Relevance of leadership development in Romania

04

Survey findings

05

Recommended action

06

How we can help

07

Closing remarks

Executive summary

In an era characterized by rapid technological advances, socio-political shifts and an evolving global landscape, the importance of solid leadership skills cannot be overstated.

Leaders today are not just guiding teams or organizations; they are navigating complexity, inspiring innovation, and fostering resilience in the face of unprecedented challenges.

As the foundation of successful organizations and thriving societies, effective leadership transcends mere decision-making. It is about vision, adaptability, and the

capability to unite diverse individuals in support of a common goal. Now, more than ever, robust leadership skills are essential in shaping the trajectory of our future.

Considering the importance of leadership practices in organizations, the aim of our study was to identify how organizations in Romania relate to this topic. The survey reveals several vital aspects of leadership development within Romanian organizations.

One of the most striking findings is the discrepancy between the recognized effectiveness of

leadership development programs and their actual implementation.

As our data shows, most participating companies do not invest in leadership programs (55%), a trend which may indicate a missed opportunity to build workforce competence and boost organizational efficacy. Resource constraints, budget limitations and, for some, skepticism surrounding the programs' effectiveness underline this disconnect.

Despite the underinvestment, the value of leadership programs is not lost on organizations. Delving into the feedback from organizations with established leadership development programs, a consensus emerges on their effectiveness. A considerable proportion (57%) confirm the efficacy of such programs for C-level executives, citing enhanced networking opportunities, amplified visibility, and enriched exposure as tangible benefits.

For those below the C-level tier, 53% attest to the programs' role in capability increase, visibility enhancement and facilitating professional stretching.

Furthermore, a notable 47% of respondents believe in the transformative potential of training, coaching, and mentoring initiatives in enhancing essential leadership skills. This underlines an inherent recognition of the key role such programs play in shaping competent, agile, and visionary leaders.

However, it is crucial to address the criticisms of an important segment of respondents, who consider the programs less effective. The core of their concerns lies in the programs' sometimes theoretical orientation and ill-timed execution, coinciding with periods of heightened operational demands.

This misalignment undermines the programs'

effectiveness, spotlighting an area where strategic recalibration can significantly boost outcomes, ensuring that leadership development is not just a checked box but a transformative journey aligned with both individual and organizational needs.

The survey findings also shed light on the evolving leadership paradigm, highlighting the important traits required for modern leaders. While the core qualities like technical acumen, integrity and vision remain timeless, there is an increasing tilt towards soft skills and attitudes like emotional intelligence, communication, adaptability, and a learning mindset.

Notably, there is still skepticism around the ability of existing development programs to genuinely instill innovative thinking or a growth mindset, marking a critical area for enhancement. Additionally, while most companies recognize the importance of diversity and inclusion, there

is still work to be done to ensure these principles are built into the fabric of organizations.

Leadership capabilities thrive when nurtured in the right environment with the right tools. The data underlines the importance of tailored interventions in this space.

Whether it is through one-on-one coaching, mentoring, or exposure to external seminars, the goal is to provide leaders with resources that resonate with their unique needs and ambitions.

The positive effects, as observed in improved relationships, communication, and workplace performance, are undeniable proof of the power of personalized leadership development.



Romania's Leadership Landscape

Executive summary

Introduction

Background

Leadership and Followership

The case for leadership development

Relevance of leadership development in Romania

Survey findings

Recommended action

How we can help

Closing remarks

Based on these insights, a pressing call to action for Romanian organizations emerges:

01

In essence, the survey paints a compelling narrative where **the transition from recognizing the value of leadership development to tangible, strategic, and well-resourced investment is not just beneficial but an organizational imperative.**

In the competitive and dynamic business environment, this shift can differentiate organizations that strive for resilience, innovation and sustainable growth from the rest.

02

Furthermore **a recalibration in Learning & Development strategy towards growing leadership** skills may be required.

Merely investing in such programs is insufficient; the essence lies in offering the right programs that align with the developmental needs of individuals and strategic objectives of organizations.

A shift towards a more integrative and adaptive model may increase the number of those recognizing

the effectiveness of such programs. This entails diversifying and innovating the content and delivery of programs to go beyond traditional theoretical frameworks, integrating experiential, real-world, and innovative learning experiences to foster practical, adaptive, and visionary leadership, structuring programs to be flexible and responsive, as well as ensuring they are attuned to the individual needs of leaders, operational rhythms, and organizational strategic imperatives.

We invite you to delve into the survey results for deeper insights and actionable intelligence for informed decision-making in leadership development. For further exploration or inquiries on this important topic, feel free to reach out to us.



Romania's Leadership Landscape

Executive summary

Introduction

Background

Leadership and Followership

The case for leadership development

Relevance of leadership development in Romania

Survey findings

Recommended action

How we can help

Closing remarks

Introduction



Romania's Leadership Landscape

In collaboration with Casa Paleologu, KPMG in Romania embarked on an insightful study focused on the shifting paradigms in Romania's corporate sector, shedding light on the strategic and leadership adaptability required in our current VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) environment.

The survey aimed to explore the state of leadership and followership practices within organizations in Romania.

It was conducted online between 9 June and 10 July 2023 and registered 211 responses.

The study provided a platform for top managers and executives to share their unique perspectives and experiences, with the aim of offering a reflective mirror for companies to understand the present approach to leadership education and development and its challenges better.

The ultimate goal was to provide guidance and support to businesses navigating these complex times and serve as a foundation for proposing meaningful solutions to enhance leadership development and create a positive impact.

Executive summary

Introduction

Background

Leadership and Followership

The case for leadership development

Relevance of leadership development in Romania

Survey findings

Recommended action

How we can help

Closing remarks

Background

Leadership and Followership:

A Timeless Dance of Influence and Collaboration

“He who cannot be a good follower cannot be a good leader.”

Aristotle

Since ancient times, leadership has played an essential role in human society. Leaders have historically been the spokespersons for their communities, strongly advocating for their interests, needs, and rights.

Perspectives on the concept of leadership have evolved significantly over time along with the evolving needs and complexities of human societies. From viewing a leader as a mere authoritative figure in a community, to Frederick Taylor's precise theories on efficiency and management, our perceptions on leadership have changed over

time. Gone are the days when leadership was considered an innate quality; contemporary studies underline the idea that leadership skills can indeed be nurtured and enhanced throughout one's life.

In today's nuanced landscape, leadership is less about the title and more about the essence. It is a dynamic process of guiding, motivating, and influencing individuals and groups towards a shared vision. It goes beyond the confines of authority or a designated position. True leaders can emerge from any corner of society, their defining trait being the power to influence others, regardless of their official title or status.

But what is a leader without followers? Followership is the other side of this coin. It is an active engagement where individuals align with leaders, collaboratively striving to realize shared objectives.

This relationship between leadership and followership is not one of dominance and submission, but of mutual respect and synergy. While leadership paints the bigger picture with direction and vision, followership fills in the colors, channeling skills, efforts, and commitment to transform that vision into tangible outcomes.

This collaboration is the foundation of organizational success. It fosters enhanced productivity, cultivates a positive working environment, and paves the way for success. It is the trust and rapport between leaders and their followers that supports seamless transitions and adaptations to unexpected challenges.

In essence, leadership and followership are two sides of the same coin, each incomplete without the other.

The case for leadership development

In the complex architecture of an organization, leadership is the driving force that transforms vision into reality, enabling organizations not only to survive but thrive in an ever-changing world.

Effective leadership practices are a strategic investment that pays off in various ways including improved employee performance, enhanced organizational culture and a stronger position in a competitive landscape.

Organizations that recognize and cultivate strong leadership are better positioned to achieve their goals. Data from the Global Leadership Forecast 2023¹ shows that organizations that provided leadership development programs for the first level of leadership performed better financially, with 31% reporting that they were in the top 10% of the industry. Of those that provided leadership programs for two levels of leadership, 40% reported being in

the top 10% of the industry, while 54% of those that provided leadership development programs for all levels reported being in the top 10% of the industry. On the other hand, lack of effective leadership practices and programs to support leader development can cost organizations up to 7% of annual profits, according to Zippia.³

Other data shows that those leaders who have already completed leadership development programs experienced better collaboration and teamwork (69%), better employee engagement and higher levels of emotional intelligence (59%)².

Leadership is a pillar that sustains every aspect of an organization, from its culture and performance to its ability to innovate and adapt. Investing in leadership development is an essential step for any organization aiming for success.

¹ DDI, Global Leadership Forecast 2023, <https://www.ddiworld.com/global-leadership-forecast-2023>

² Harvard Business Review, Leveraging Coaching and Mentoring to Create More Effective Leaders

³ Zippia, Leadership Training Statistics, <https://www.zippia.com/advice/leadership-statistics/>



Relevance of leadership development in Romania

from its early days to skills of the future

Romanian companies are part of an increasingly complex and competitive global environment. To navigate these complexities, effective leadership, underpinned by responsive and collaborative followership, is vital.

Moreover, as a former Eastern Bloc country with a history of a quite hierarchical business culture, Romanian companies can greatly benefit from the core principles of leadership and followership, which advocate for shared responsibility and democratic decision making.

In Romania, the concept of leadership and followership training in businesses has its roots in the post-communist era of the early 1990s when the country transitioned into a market economy.

It was a period of massive socio-economic transformation, during which international corporations began to establish their operations in Romania, bringing with them the idea of the importance of management and leadership training practices to ensure efficiency and competence. Traditional Romanian businesses also started to realize the benefits

of such training to enhance competitiveness and to adapt to the new economic landscape.

Now, more than ever, leadership and followership training holds significant relevance for companies and businesses in Romania, largely due to the evolving complexities of the modern business landscape. This environment, often referred to as the 'VUCA' world, necessitates a shift in focus from solely technical or "hard" skills, to also include "soft" skills development.

These soft skills include capacities such as communication, decision making, and emotional intelligence, all of which are central to effective leadership and followership. As businesses in Romania continue to expand and compete in global markets, the demand for such skills will only grow. Looking ahead, the leadership skills of the future in the Romanian context, and globally, require a forward-thinking, adaptive approach.

Given the pace of technological advancements, the spread of

information, and the increasing necessity for intercultural competence

leaders must be both agile and empathetic. While technical competence continues to remain essential, the 'human element' of leadership takes precedence

in an interconnected world, so

emotional intelligence

becomes increasingly important. It is no longer enough to make decisions based on data alone; leaders must also account for the multifaceted human dynamics within their organizations and in their external dealings.

Future leadership in Romania and beyond will place a significant emphasis on adaptability.

As challenges present themselves in unexpected ways, leaders will need to adopt a

learning mindset

constantly updating their knowledge and skills. Additionally, with the rise of decentralized work environments, hybrid working and the gig economy, leaders will need to harness the potential of diverse teams. This is why

collaborative skills and the ability to lead diverse teams,

recognizing that every individual, regardless of their context, can offer valuable insights are also important skills for the future.

Ethical leadership

will also take center stage. In an era where information is readily available, and businesses are under constant scrutiny,

leaders who act with integrity, transparency, and accountability will be valued. Authenticity in leadership,

where leaders remain true to their principles and show vulnerability, will resonate more with employees and stakeholders, fostering trust.

Alongside such skills, we believe an essential component of robust leadership development programs of the future should include liberal arts training. Such training is a relatively new phenomenon in Romanian businesses, and is mostly incorporated within the broader leadership and followership training strategies.

The liberal arts, encompassing a broad spectrum of disciplines from the humanities to social sciences, offer invaluable training that extends far beyond the confines of specialized knowledge. One of the most profound benefits of liberal arts training is the development of critical thinking and analytical

skills. By exploring various subjects, students learn to approach problems from multiple perspectives, fostering an adaptability that is crucial in our ever-evolving global landscape.

Additionally, such an education enhances one's communication abilities, both in writing and orally, enabling effective articulation of complex ideas.

Liberal arts training also cultivates a sense of cultural awareness and empathy, as students delve into diverse histories, philosophies, and literatures.

This holistic education not only enriches the mind but also equips individuals with a versatile skill set that is adaptable to many professional fields and personal endeavors, ensuring they remain lifelong learners and informed global citizens.



Romania's Leadership Landscape

[Executive summary](#)

[Introduction](#)

[Background](#)

[Leadership and Followership](#)

[The case for leadership development](#)

[Relevance of leadership development in Romania](#)

[Survey findings](#)

[Recommended action](#)

[How we can help](#)

[Closing remarks](#)

Survey findings

The findings from our survey provide valuable insights into the state of leadership development in Romanian organizations.

There is a clear indication of the benefits of such programs, but

also challenges in their design, delivery, and timing. As more organizations recognize the long-term advantages of nurturing leadership talent, it is anticipated that investment in and quality of leadership programs will increase.

Tailoring programs to individual needs, ensuring continuity, and addressing practical challenges can make these programs even more effective in the future.

While the threats to this kind of training in Romanian businesses remain significant, primarily linked to skepticism towards its perceived relevance and efficiency along with potential resistance to change within the national corporate culture, the opportunities are abundant.

The inclusion of liberal arts training within the business framework in Romania is already proving advantageous, particularly in nurturing creativity, critical thinking, and problem-solving skills among

employees. In entrepreneurial and multinational companies, this form of training fosters a more rounded view of the world, enabling employees to better understand and navigate the complexities of the global business environment.

As employees are better able to apply a multifaceted approach to problem-solving and decision-making, businesses are experiencing an increase in productivity and innovation.

In essence, the leadership skills of the future in Romania and

elsewhere will be an amalgamation of adaptability, empathy, continuous learning, ethical grounding, and a holistic understanding of both global and local dynamics.

As Romanian companies walk into this future, their success will hinge not just on the quality of their products or services, but significantly on the caliber of their leaders and the symbiotic relationship they foster with their followers.

01

Less than half of the participating companies invest in leadership development programs, although the majority finds such programs effective

The survey indicates that less than half (45%) of the Romanian organizations surveyed have leadership programs in place. This statistic underscores a gap in investment in leadership programs, which can be a missed opportunity for many organizations. Potential reasons for this underinvestment might include a lack of resources, which encompasses time, money, and expertise. Another plausible reason is a short-term operational focus, which does not align with the long-term benefits that leadership programs offer.

While the number of companies investing in such programs is still low, companies that do offer them find them effective and the number can be expected to increase even more, if the right decisions are made in relation to these programs. The survey suggests that a majority of organizations find leadership programs effective, with 57% endorsing programs for C-level executives and 53% for those below C-level.

For C-level executives, leadership programs offer value particularly through the networking, visibility, and exposure opportunities for board

members. In terms of elements that have a negative impact on the effectiveness of these programs the survey responses highlight overly theoretical approaches or timing during a period when executives are swamped with work.

For leaders below C-level, such programs are seen to enhance their capacity, increase visibility, and provide the right stretch. The potential challenges here are a mismatch between program content and individual needs, difficulties in organizing effective mass leadership training, and a lack of long-term continuity in some programs.

Selecting the right leadership program is crucial. The data suggests the need for a targeted approach rather than a generalized one, taking into account the relevance of a program to the participants as well as careful consideration of the program's design, delivery and timing. This is especially relevant since the skills required for entry-level leaders vary significantly from those for senior executives.



Romania's
Leadership
Landscape

Executive summary

Introduction

Background

Leadership and Followership

The case for leadership development

Relevance of leadership development in Romania

Survey findings

Recommended action

How we can help

Closing remarks

02

Demonstrating integrity and vision are the most important characteristics of a future leader

The modern business environment is characterized by its volatility and complexity. With the increasing demand for leaders who are agile, innovative, and capable of guiding teams through this intricate landscape, the necessity to spot and nurture potential leaders has become paramount for organizations.

The emphasis on integrity and ethical behavior

is overwhelmingly clear with 80% of respondents highlighting it as the most vital trait, with another 14% highlighting it as very important. This underscores the importance of trustworthiness and ethical consistency in leadership. The global challenges since 2020 have put leaders to the test.

Since then, leaders around the world have faced situations where they have had to make decisions under considerations of high uncertainty and those who have been anchored in strong values and demonstrated commitment to their principles have been able to strengthen the resilience of their organizations and their employees.

A leader’s commitment to ethical principles not only influences their own actions, but also sets the tone for their team and organization.

Vision

is another top-tier leadership quality, with 70% of respondents marking it as the most important, and another 23% as very important.

In a world that is continuously changing due to technological

advances, geopolitical shifts, and unforeseen disruptions, a leader's foresight is invaluable.

This vision not only equips organizations to anticipate and mitigate risks but also offers a guiding light, infusing purpose into actions and building a committed workforce.

Emotional intelligence and adaptability

are seen as the most important traits by 62% to 65% of respondents. While technical acumen and strategic thinking are undoubtedly essential, the distinguishing factor for modern leaders is often their emotional intelligence. In an age where businesses are transitioning from

product-centric to human-centric models, emotional intelligence is essential.

Empathy, building deep personal connections and obtaining desired results from people will be very hard to automate, hence the ability to connect deeply, empathize, and navigate interpersonal dynamics is irreplaceable, setting the stage for authentic, empowering workplaces.

Effective communication and the power to influence

have garnered a "most important" vote by 58% of the survey participants. This underlines the importance of clear, persuasive communication in leadership roles.

The survey reveals some surprising insights in relation to the emphasis on diversity and inclusion. Although the current global narrative champions D&I, 14% of respondents felt it is of lesser importance, with another 32% considering it relatively important.

This divergence from the dominant discourse suggests a potential gap in perception and might indicate the need for renewed efforts. Commitment from leadership is vital to genuinely embed D&I principles in organizational DNA, harnessing the benefits of varied perspectives.



Executive summary

Introduction

Background

Leadership and Followership

The case for leadership development

Relevance of leadership development in Romania

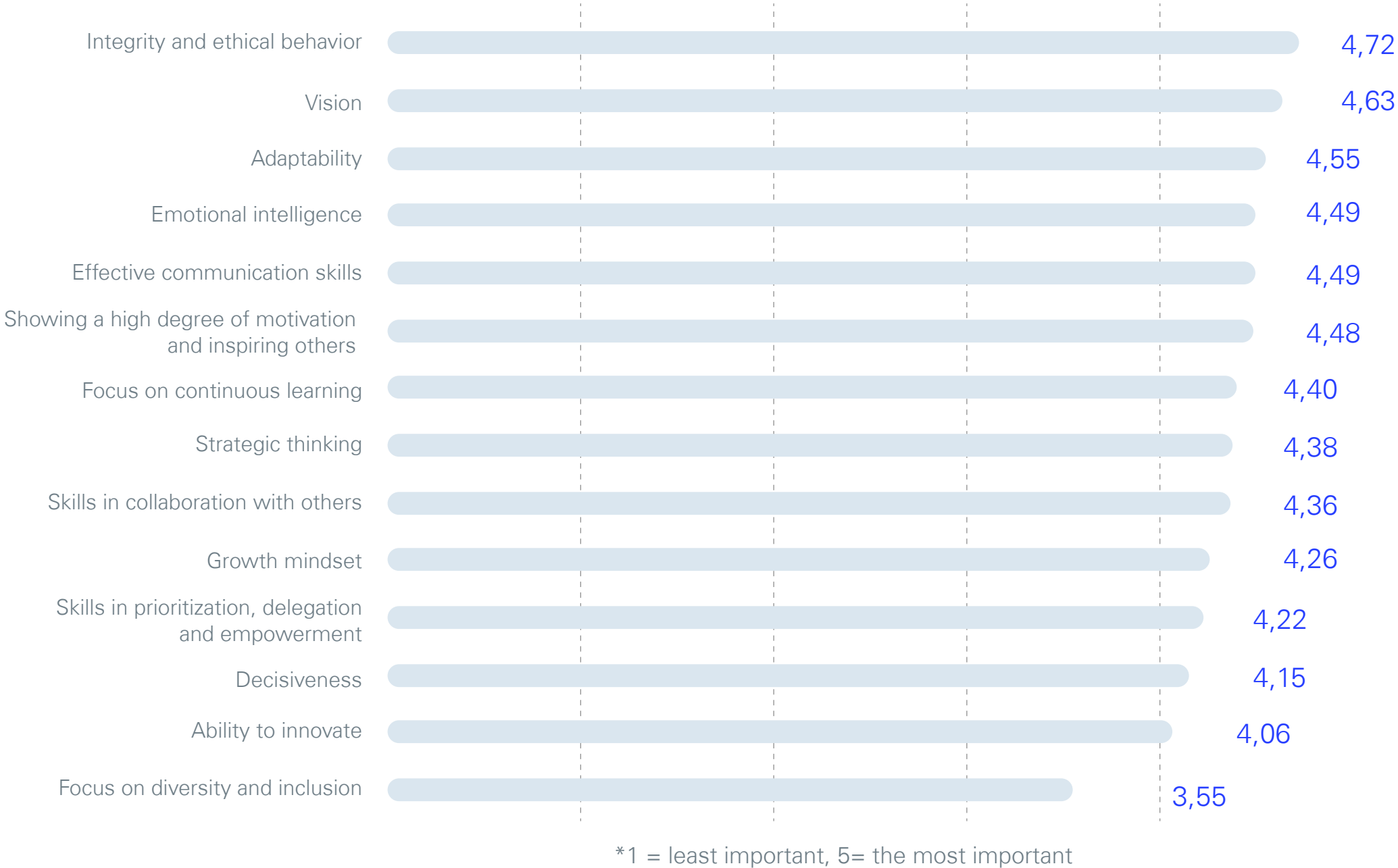
Survey findings

Recommended action

How we can help

Closing remarks

Future characteristics of a leader



03 There is skepticism when it comes to the efficacy of these programs in fostering innovative methods and enhancing a growth mindset

A growth mindset is an essential aspect of modern leadership. This mindset is grounded in the belief that intelligence and abilities are not fixed but can be cultivated with effort, persistence, and dedication. It is a perspective that transforms challenges into learning

opportunities and reframes failures as growth catalysts. Leaders equipped with a growth mindset not only personally benefit but can also have a profound influence on organizational culture, boosting employee engagement and resilience, and promoting a proactive

problem-solving approach. For organizations, embracing this mindset is not merely a trend but a strategic imperative. As the business landscape becomes increasingly volatile, having leaders who view challenges as opportunities to learn and evolve can be the difference between stagnation and growth.

The survey data underscores the need for diversified learning approaches – combining traditional training with experiential learning – to effectively instill this transformative mindset in leaders, as there is a hint of skepticism when it comes to the perceived efficacy of these programs in fostering innovative methods and contributing to a growth mindset.

The survey reveals only 47% of respondents trust development programs as tools to instill a growth mindset, and less than half (48%) of respondents feel that traditional development programs have their limits in terms of equipping leaders with the right tools for innovation.

This suggests that while foundational skills can be imparted through formal training, real-world challenges and experiential learning might be essential to truly nurture innovative thinking.

04 Individual coaching and mentoring are the most appreciated

Interventions to improve leadership capability

Leadership Development is not one-size-fits-all. The data emphasizes the importance of customized interventions, highlighting that leadership development should cater to the unique needs, experiences, and aspirations of individual leaders.

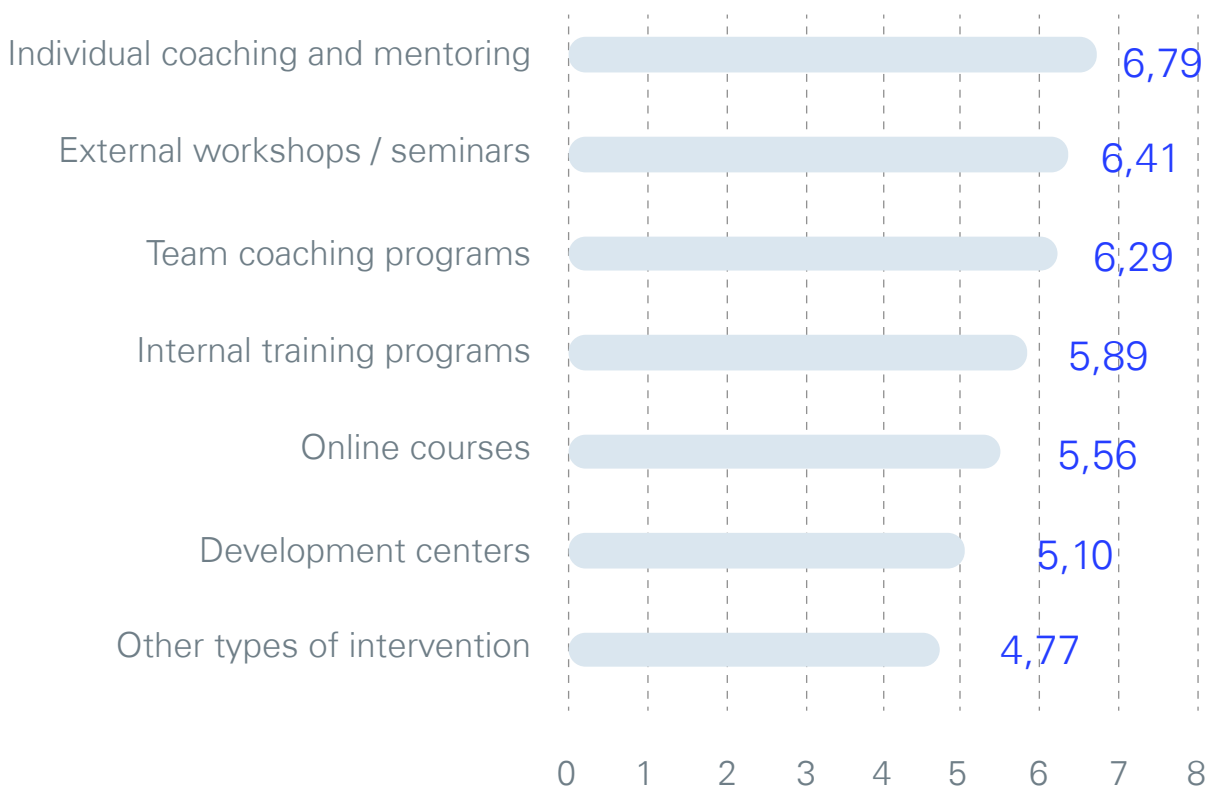
Among the organizations that do invest in leadership development, there is a mix of internally developed programs and programs delivered by external providers.

Popular leadership programs include mentoring, coaching (both at individual and team level), and courses on topics like situational leadership, neuroscience, entrepreneurship, and financial education.

Coaching and mentoring stand out as the top-rated interventions, as per the survey data. Their value is rooted in their bespoke nature. Unlike standardized programs, these tools are inherently tailored, ensuring that leaders receive guidance that is most pertinent to their specific challenges and objectives.

The safe environment provided by these sessions enables candid discussions, allowing leaders to seek advice, gain insights, and evolve their leadership styles.

Interventions to improve leadership capabilities



*On a scale from 1-10 (1 = very little, 10 = very much), how much do leaders in your organization improve their competencies for the future due to the following?

The International Coaching Federation (ICF) findings on coaching in Romania corroborate the survey data's implications.

With a quarter of Romanian organizations leveraging coaching, the positive feedback from participants speaks volumes. Improved workplace performance, enhanced interpersonal relationships, and better communication skills highlight the tangible benefits of such interventions.

The return on investment, confirmed by 86% of organizations, is a testament to the efficacy of coaching as a

leadership development tool. Beyond internal organizational training, external workshops and seminars emerge as vital tools for skill enhancement.

These sources introduce leaders to specialized topics, broadening their horizons and filling potential knowledge gaps.

Exposure to a diverse range of ideas, industry successes, and expert insights can not only enhance competency but also instill a culture of continuous learning, essential for leadership longevity.

05

Providing professional development opportunities is one of the least used instruments to recognize achievements

Recognition, in its various forms, plays a pivotal role in fostering a motivated and high-performing leadership cadre. Recognition is more than just an act of appreciation; it is a strategic tool in enhancing retention and engagement.

The survey offers a snapshot of the predominant ways organizations recognize leadership achievement. Performance-based bonuses, public recognition, and promotions emerge as the top three.

These are direct and visible methods that cater to both tangible (financial) and intangible (status and recognition) motivations of leaders.

While such traditional methods have their merits, there is untapped potential in using professional development as a recognition tool.

Only 18% of respondents mention professional development opportunities as a form of recognition. This relatively low percentage points to a potential area for exploration. Investing in a leader's professional growth is a powerful acknowledgment. It conveys the message that the organization not only recognizes the leader's current achievements but is also invested in their future potential.

By linking recognition with learning opportunities, companies can simultaneously reward and prepare leaders for even greater accomplishments, laying the foundation for a performance-driven, learning-centric organizational culture.

06

Effective succession planning linked with leadership development form a cohesive approach to nurturing internal talent and ensuring business continuity

The survey data highlights the importance of succession planning, and confluence of such programs with leadership development. With

64% of respondents deeming these strategies important, it is evident that succession planning and leadership development are seen as

two sides of the same coin. While succession planning pinpoints potential leaders, leadership development ensures they are adequately equipped for the task ahead.

Together, they form a cohesive approach to nurturing internal talent and ensuring leadership readiness.

At its core, succession planning is the strategy organizations use to ensure leadership continuity, its primary benefit being ensuring smooth transitions, thus upholding business continuity and stability.

But succession planning is not just about filling positions; it is about future-proofing the organization.

By linking it with leadership development, companies can ensure that they are not just identifying potential leaders but also arming them with the tools they need to succeed.

In doing so, they not only safeguard the organization's future but also cultivate a culture of growth, appreciation and opportunity.



Romania's Leadership Landscape

Executive summary

Introduction

Background

Leadership and Followership

The case for leadership development

Relevance of leadership development in Romania

Survey findings

Recommended action

How we can help

Closing remarks

07

Enhancing Leadership through effective communication, collaboration and technology integration

In this digital age, Leadership Communication has undergone significant evolution, transitioning from traditional face-to-face engagements to a variety of digital alternatives.

Leveraging technology, leaders can not only ensure streamlined processes, but also foster deeper connections with their teams, and drive enhanced organizational performance.

It is about optimizing technology to foster collaboration, ensure transparency, and build a cohesive organizational ethos.

With over half (51 %) of the respondents acknowledging that organizations are harnessing technology effectively to boost efficiency, it is evident that the digital shift is being noticed and, more importantly, valued.

However, this also leaves room for improvement, suggesting that nearly half still feel there is potential for better use of technology.

A deep dive into the survey data reveals other crucial insights. While 48% of respondents deem leadership communication across levels as effective or very effective, a significant 36% view it as only somewhat effective.

Furthermore, 16% perceive it as very ineffective. Thus, with a majority of respondents indicating room for improvement, the call to action for management is loud and clear.

There is an evident need to strengthen communication practices to ensure clarity, alignment, and collaboration, irrespective of the communication channels.



Romania's Leadership Landscape

Executive summary

Introduction

Background

Leadership and Followership

The case for leadership development

Relevance of leadership development in Romania

Survey findings

Recommended action

How we can help

Closing remarks

Recommended action

This survey provides valuable insights into Romanian organizations' leadership landscape.

As our data shows, most companies in Romania do not invest in leadership programs, which reveals that organizations may be missing out on a valuable opportunity to empower their workforce and enhance overall performance.

Lack of resources, budget constraints, lack of buy-in from sponsors, or lack of confidence in the effectiveness of these programs may be some of the potential challenges that organizations face in implementing

such programs. Investing in leadership programs is an investment in the future success and sustainability of any organization and requires sustained effort and detailed planning.

Based on the survey findings, it is important for organizations to consider revising their approach to leadership development.

Here are some recommendations for organizations interested in recalibrating their leadership development approach:

01

Strategically align Leadership Development with organizational needs

Start with a comprehensive assessment to identify the leadership skills your organization needs today and in the future and currently lacks.

Align these findings with the broader objectives and future visions of the company. While leadership nuances can differ, our survey underscores universal competencies that leaders should embody beyond technical acumen, including integrity, vision, adaptability, emotional intelligence, and strategic acumen.

Designing an L&D strategy informed by such insights ensures targeted resource allocation and establishes performance indicators for program evaluation.

This structured approach not only optimizes resource use but also develops a mindset of development and progression throughout the organization.

02

Consider personalized Leadership Development

Leadership excellence is rooted in an ongoing commitment to self-enhancement.

Our survey underscores the limitation of generic programs, highlighting the necessity for tailored programs addressing organizational needs and development pathways to achieve optimal outcomes.

Consider integrating technology-facilitated, modular learning that is personalized to align with individual preferences, pacing, and developmental trajectories.

03

Design leadership programs that support long-term growth

Leadership development transcends the acquisition of isolated skills, gravitating towards nurturing comprehensive capabilities like emotional intelligence and resilience. The essence of impactful leadership programs lies in promoting holistic development.

By bringing together multifaceted learning elements - encompassing training, networking, coaching, and mentorship - leaders are immersed in learning environments that cultivate not just knowledge and skills, but adaptive, informed behaviors.

Such comprehensive programs are not expenses but significant investments in the organization's future. Effective leaders drive performance making them essential assets for achieving and sustaining long-term success.

04

Innovative and Experiential learning integration

Incorporate real-world projects, simulations, and interactive workshops to transcend traditional theoretical learning. Foster partnerships with industries and cross-functional teams to enrich learning experiences and encourage innovation. As a result, leaders will acquire hands-on experience, making them ready to navigate real-world challenges with innovative solutions.



Executive summary

Introduction

Background

Leadership and Followership

The case for leadership development

Relevance of leadership development in Romania

Survey findings

Recommended action

How we can help

Closing remarks

Keep in mind stakeholder engagement and organizational culture

Engage stakeholders in the development, delivery, and evaluation phases, ensuring alignment with organizational objectives and gathering support.

Cultivate a learning-centric organizational culture, promoting continuous development at all levels which will lead to a self-sustaining ecosystem of continuous learning and innovation, attracting top talent and driving performance.

Recognize performance through professional development

As our survey shows, offering development opportunities is one of the least used instruments to recognize great achievements but it is a win-win for both employees and organizations, as it nurtures a culture of growth and improvement, leading to increased motivation and business results.

How we can help

As we extrapolate insights and recommendations from the survey, the call is for a decisive shift from generic to customized, from theoretical to experiential, and from hierarchical to inclusive models of leadership.

The challenges and opportunities lie in translating these insights into actionable strategies, policies, and practices that are not only aligned with organizational objectives but are also responsive to the dynamic, volatile, and complex business environment.

As Ramona Jurubita, Country Managing Partner at KPMG in Romania comments: “Effective leadership requires a wide range of skills. Not only must a leader have a clear strategic vision for how to develop their organization, but also they need to motivate their followers effectively to believe in that vision.

A leader needs to understand clearly the resources they have at their disposal, in particular human resources, and be highly skilled at nurturing talent.

Development programs can be very useful in helping leaders grow such skills, and can be a valuable investment in the future of the organization.”

At KPMG we have established a robust base in offering learning and development solutions to our clients.

Our partnership with Professor Theodor Paleologu of Casa Paleologu, amplifies our offerings, integrating the richness of liberal arts with the practicality of technical and soft skills training, yielding a comprehensive developmental journey for participants.

We offer a suite of services, including preparing Learning & Development strategies, organizing talent assessment and development centers, as well as skills development via our bespoke training programs focused on both technical and soft skills.



Executive summary
Introduction
Background
Leadership and Followership
The case for leadership development
Relevance of leadership development in Romania
Survey findings
Recommended action
How we can help
Closing remarks

Our Leadership Academy embodies this comprehensive approach, offering a holistic development experience through its comprehensive curriculum spanning crucial fields like general management, finance, operations, commercial, HR, as well as personal development, leadership and team dynamics.

We ensure our curriculum resonates with our clients’ unique needs, thanks to an initial assessment and kick-off stage.

This nuanced approach, enriched with training days, one-on-one coaching, practical applications, projects and individual feedback, nurtures a growth-centric mindset in participants.

Furthermore, our collaboration with Casa Paleologu elevates the learning offering, infusing a liberal arts perspective.

To provide a complete leadership development

experience and to cultivate well-rounded leaders, Casa Paleologu can provide focused leadership training that emphasizes liberal arts and inclusive followership training.

Such programs focus on developing skills in rhetoric and critical thinking, which are fundamental for navigating today's VUCA business environment.

Today's leaders need not just industry knowledge, but also a broad understanding of human behavior and ethics, as being a great leader involves persuasion, inspiration, and integrity.

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“In the midst of this technology tsunami, a surge that generates an avalanche of information, access to extraordinary knowledge is critical. Therefore, it is paramount to understand the tools that can assist you in distinguishing authentic knowledge from the rest - from what is false, from what is manipulation. This is what we strive to do with the programs at Casa Paleologu. Our courses, designed for business professionals, provide the instruments they need to navigate this information overload.

However, there is no one-size-fits-all solution. Each person must craft and refine these tools based on their own personality, their own experience, and so on. This continuous building and refining of these tools is part of the journey.

Just because you've completed a course in critical thinking and received your diploma, doesn't mean the process ends there.

The journey of discovery and creation of these tools is continuous. In our ever-evolving technology-driven world, these tools are extremely relevant for businesses and business professionals.

The courses at Casa Paleologu can be instrumental in helping them stay ahead of the curve and effectively sift through the avalanche of information.

Theodor Paleologu

Professor at Casa Paleologu



Romania’s

Leadership Landscape

Executive summary

Introduction

Background

Leadership and Followership

The case for leadership development

Relevance of leadership development in Romania

Survey findings

Recommended action

How we can help

Closing remarks

Closing remarks

The insights gathered from our survey on leadership development in Romania underscore both the latent potential and the critical gaps that exist within organizational strategies.

While the value of leadership programs is evident, the path to their effective design and execution still has many challenges.

It is imperative for organizations to recognize that leadership development is not merely about

training individuals; it is about nurturing a culture, shaping future trajectories, and investing in long-term organizational resilience.

Furthermore, leadership and followership should not be regarded as separate, hierarchical positions but as complementary roles within a corporate setting.

Achieving a balance of these elements with effective training will enable Romanian companies

to cultivate a motivated, innovative, and robust workforce prepared for the challenges and opportunities of the 21st century.

We encourage all stakeholders to delve deeper into these survey results, engage in dialogue, and embark on transformative journeys that not only elevate individual leaders but also enrich the broader Romanian business ecosystem.



Executive summary

Introduction

Background

Leadership and Followership

The case for leadership development

Relevance of leadership development in Romania

Survey findings

Recommended action

How we can help

Closing remarks



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Romania’s
Leadership
Landscape

Executive summary

Introduction

Background

Leadership and Followership

The case for leadership
development

Relevance of leadership
development in Romania

Survey findings

Recommended
action

How we can help

Closing remarks

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