



*The State of  
Zimbabwean  
Corporate  
Leadership Survey*

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## Introduction

Industrial Psychology Consultants (IPC) has carried out a survey to evaluate the state of corporate leadership in Zimbabwe. The aim of the survey was to gauge how employees generally evaluate the quality of leadership in organisations. Two hundred and twenty-seven (227) participants across all sectors responded to this survey.

## Key Findings

1. 68.3% of the Participants have confidence in the leadership of the Chief Executive Officer or Managing director.
2. 59.04% have confidence in the leadership of the senior executives/managers.
3. The majority of participants (53.1%) indicated that they have confidence in the leadership provided by their Board.
4. On the competencies assessed leaders were rated highly on putting customers first
5. Respondents cited poor corporate governance and top-heavy structures as the two biggest obstacles constraining the success of the organisation.
6. The CEO/MD were rated highly on Business Acumen {makes profitable business decisions}.
7. The Board was rated highly on Strategic Planning Review
8. The results from this survey indicate that on average 40% of the employees are not confident in the leadership in their organisations. However, some dimensions were rated positively.
9. For Board members, focussing on relevant matters, overseeing major transactions, holding strategic planning reviews, as well as, CEO Management & Succession Planning were found to drive confidence in employees.

## Methodology

Questions were developed and uploaded onto survey monkey to come up with an online questionnaire which was sent via email to everyone on our mailing list. Questionnaires were completed online and responses were downloaded, cleaned, coded and analysed in Excel.

## *Participants' Profile*

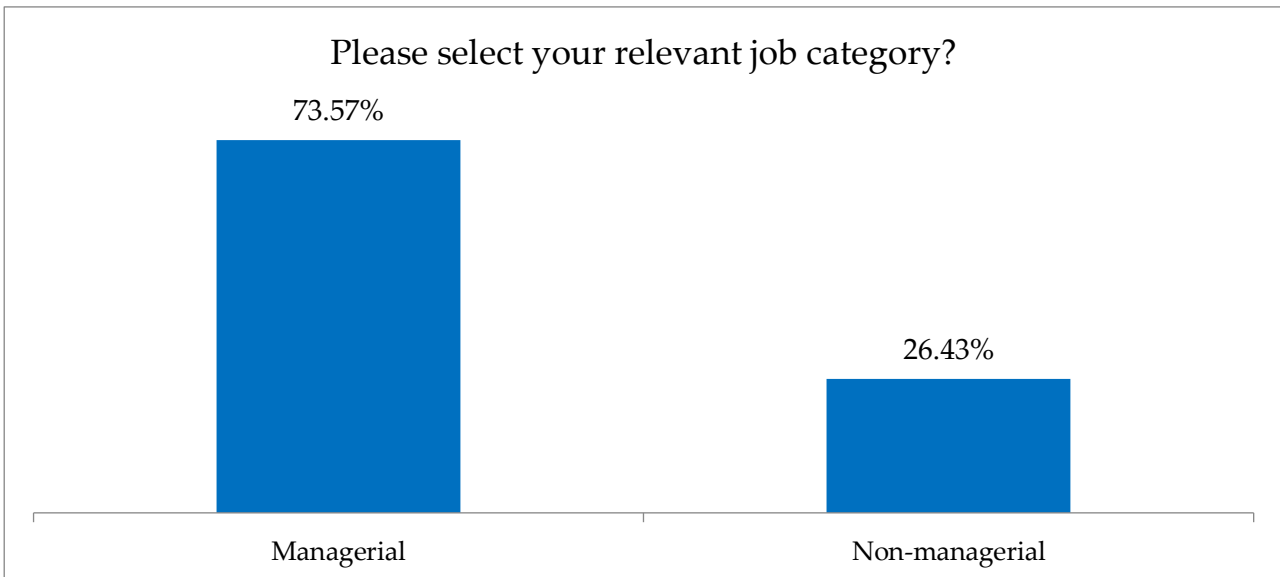
### *Employment Sectors*

<b>Sector</b>	<b>Percentage</b>
<b>Financial Services</b>	25.5%
<b>Manufacturing</b>	11.8%
<b>Non-Governmental Organisations</b>	8.6%
<b>IT and Telecommunications</b>	8.6%
<b>Agro-processing and agriculture</b>	6.4%
<b>Public Service and local government</b>	5.5%
<b>Mining</b>	4.1%
<b>Education</b>	4.1%
<b>Tourism and Hospitality</b>	4.1%
<b>Medicine and pharmaceuticals</b>	3.6%
<b>Retail</b>	2.7%
<b>Media, Marketing and Advertising</b>	2.7%

<b>Transport and Logistics</b>	2.7%
<b>Petro-Chemicals</b>	2.3%
<b>Engineering</b>	2.3%
<b>Product distribution</b>	1.8%
<b>Construction and Real Estate</b>	1.4%
<b>Automotive</b>	0.9%
<b>Law and Legal Services</b>	0.5%
<b>IT and Telecommunications</b>	0.5%

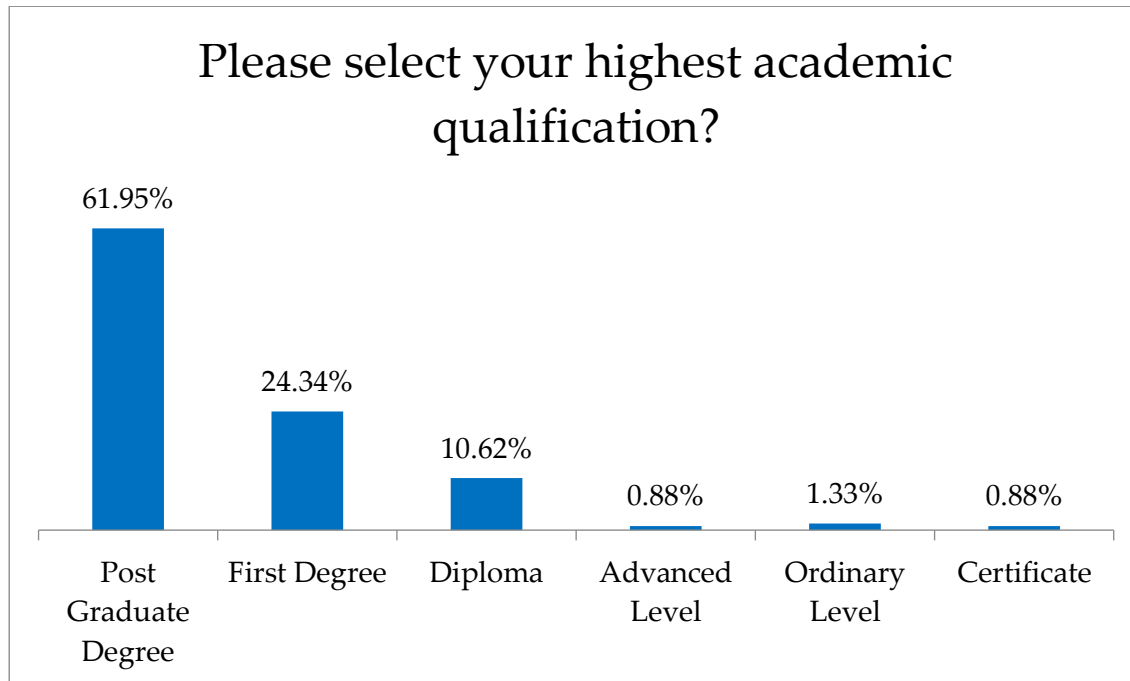
A total number of twenty (20) sectors were represented in the survey. The largest number of participants (25%) work in the Financial Services sector, whilst the least number of participants work in either Construction & Real Estate, Engineering, Law & Legal Services, or Product Distribution.

***Job Category***

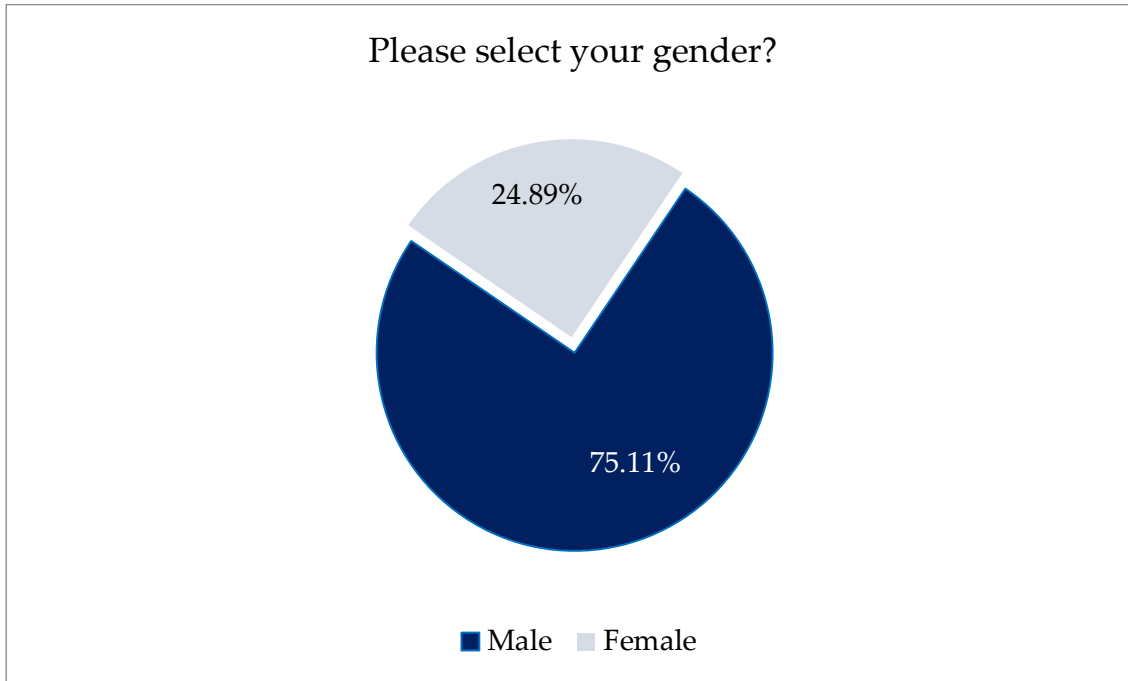


73.57% of the participants were in managerial positions while 26.43% were in the non-managerial position.

## Highest Academic Qualification

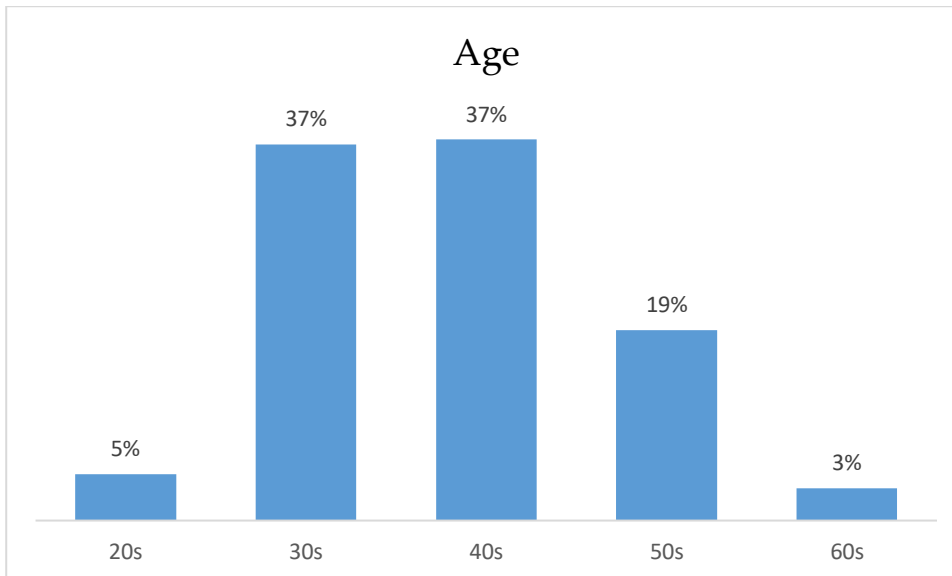


## Gender



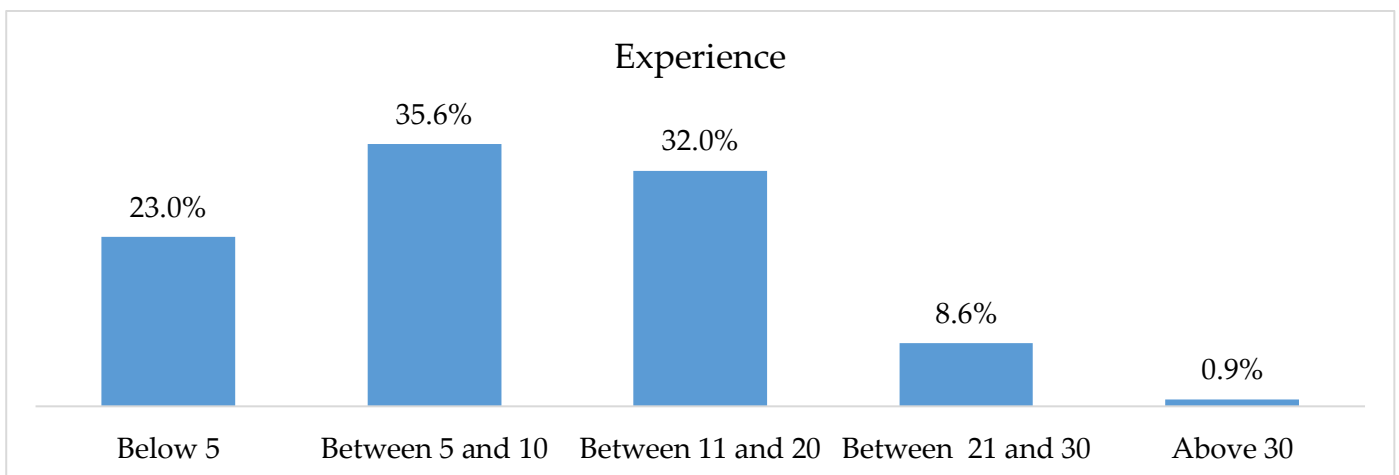
Majority (75.11%) of the participants were Females with males accounting for 24.89%.

## Age



The participants' ages ranged from 21 to 69, with the majority being in their 30s and 40s.

## Experience

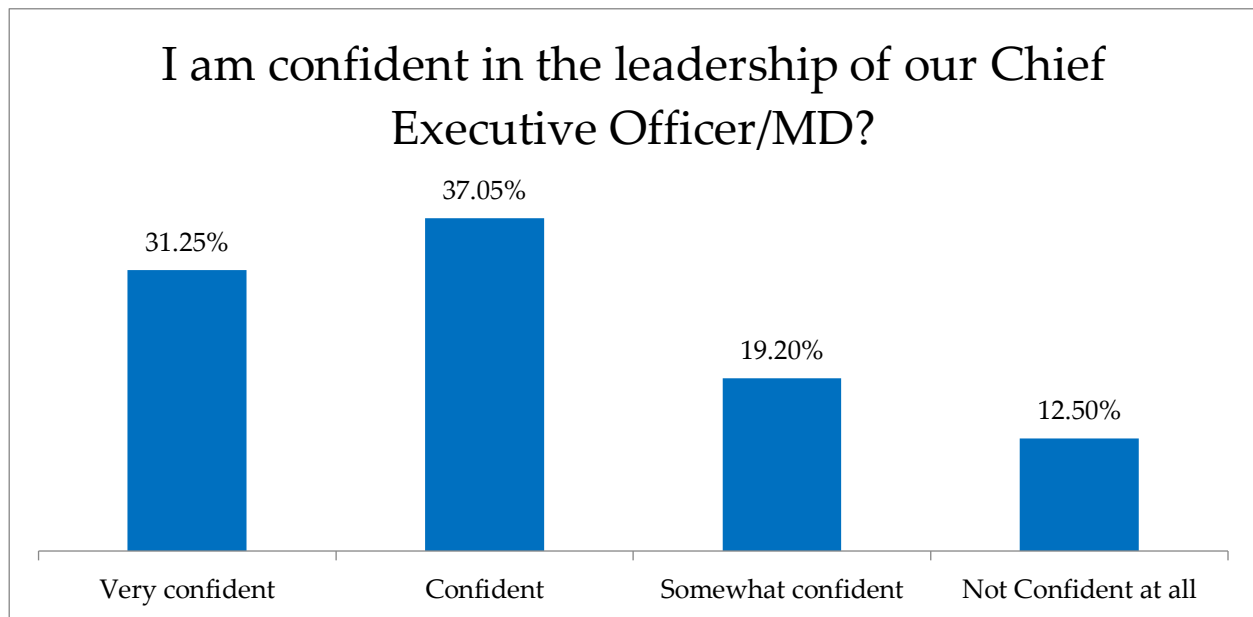




## Results

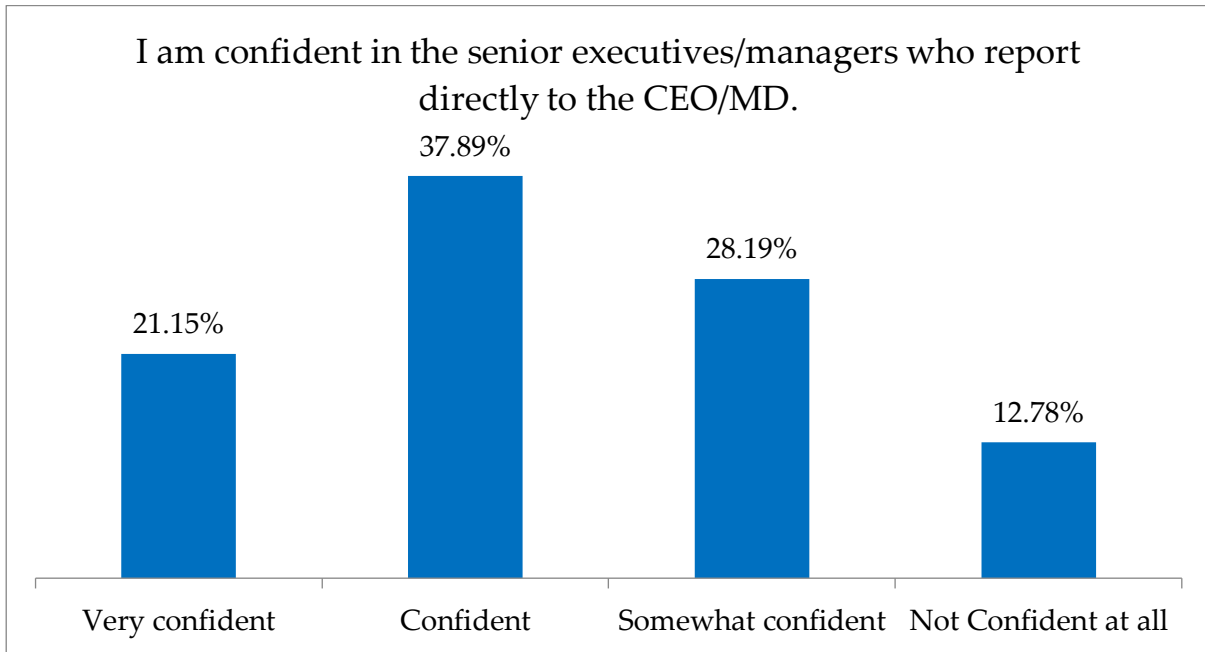
### Confidence in Leadership

#### Confidence in CEO/MD



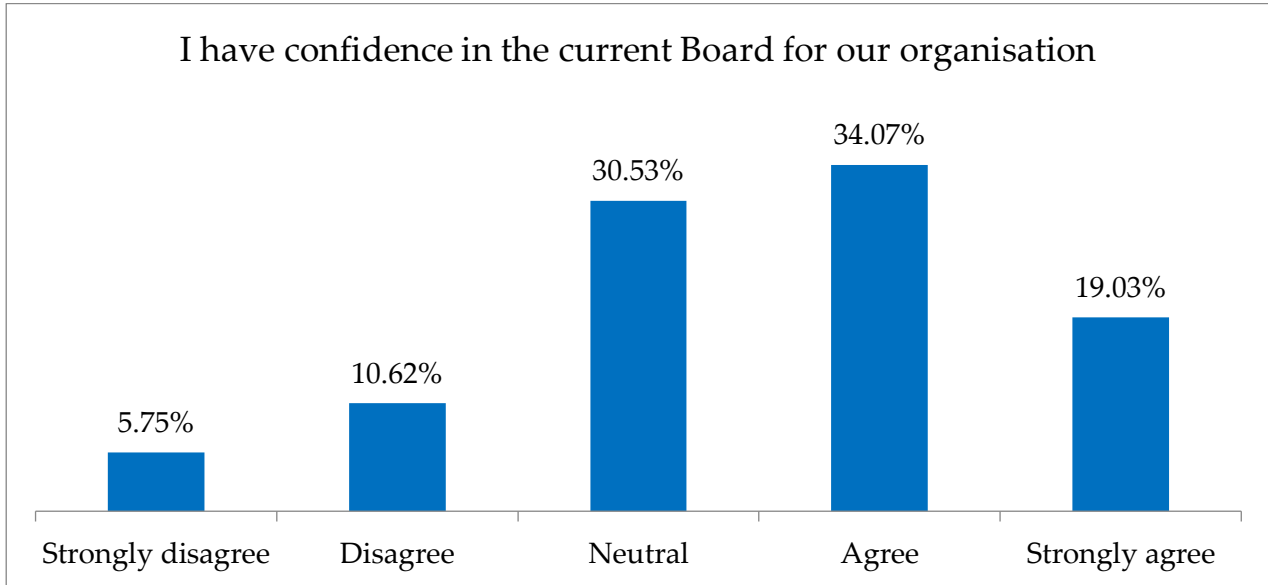
The chart above shows that the majority of participants (68.3%) have confidence in the leadership of the Chief Executive Officer or Managing director. Of this proportion, 31.25% of the participants are very confident in the leadership of the CEO/MD while 37.05% are confident. 19.20 % of the responses indicated that they are somewhat confident whilst 12.50% say they are not confident at all in the leadership of the Chief Executive Officer or Managing Director.

*Confidence in Senior Executives/Managers reporting to CEO/MD*



The chart above shows that the majority of participants (59.04%) have confidence in the leadership of the senior executives/managers. Of this proportion, 21.15% of the participants are very confident in the leadership of the senior executives/managers while 37.89% are confident in executive leadership. 28.19% of the responses indicated that they are somewhat confident whilst 12.78% say they are not confident at all in the leadership of senior executives/managers

*Confidence in current Board of Organisation*



The chart above shows that the majority of participants (53.1%) have agreed that they have confidence in the leadership of the board of organization. Of this, 34.07% of the participants agree that they have confidence in the leadership of the board of the organisation while 19.03% are confident in their leadership. 16.37% of the responses indicated that they are not confident inboard of organisation.

## Leadership Dimensions

### Top Leadership

	No evidence of competence	Far below expectations	Somewhat competent	Competent	Fully competent	Far exceeds what is	Weighted Average
<b>Puts Customers first</b>	2.70%	7.66%	16.67%	30.18%	26.13%	16.67%	0.19
<b>Integrity</b>	5.36%	10.71%	20.09%	29.46%	29.46%	4.91%	-0.18
<b>Stakeholder Management</b>	2.71%	11.31%	27.15%	29.41%	22.17%	7.24%	-0.21
<b>Business Acumen</b>	7.59%	10.71%	20.98%	31.25%	22.32%	7.14%	-0.29
<b>Fosters Teamwork</b>	7.14%	17.41%	22.32%	26.34%	18.75%	8.04%	-0.44
<b>Lead by example</b>	5.05%	16.51%	27.98%	24.77%	20.18%	5.50%	-0.45
<b>Technology Savvy</b>	7.56%	14.67%	25.78%	28.00%	17.33%	6.67%	-0.47
<b>Corporate Governance</b>	9.91%	18.02%	22.52%	22.07%	19.37%	8.11%	-0.53
<b>Drives the right culture</b>	8.48%	18.75%	25.45%	24.11%	18.30%	4.91%	-0.6
<b>Cares about staff</b>	10.22%	23.11%	21.33%	20.00%	15.56%	9.78%	-0.63
<b>Is always ready for change</b>	10.31%	18.39%	27.80%	20.18%	16.59%	6.73%	-0.65

From the participants' perspective, top leadership is most competent at putting customers first but believes that top leadership should work more on adapting to and effecting change. Responses to the above dimensions were weighted (as shown in Appendix 1) and produced

the weighted averages in the far right column. Weighted averages between 0 and 1 (i.e. Putting customers first) means that top leadership is between Competent and fully competent which shows that they are a little more than adequate where this is concerned. Weighted averages between -1 and 0 (e.g. is always ready for a change) means top leadership lies somewhere between somewhat competent and competent. For instance, when it comes to always be ready for change, 10.31% believes that top leadership shows no evidence of competence when it comes to being ready for change, while 18.39% says that top leadership is far below expectations and 27.80% says that it is somewhat competent. 20.18% of the participants indicates that top leadership has the necessary ability to adapt to changes whilst 16.59% are fully competent and 6.73% far exceeds what is required to adapt to change. These result in the weighted average -0.65.

*Board of Organisation*

	No evidence of competence	Far below expectations	Somewhat competent	Competent	Fully competent	Far exceeds what is required	Weighted Average
<b>Audit related activities</b>	4.95%	10.81%	17.57%	29.28%	28.38%	9.01%	-0.08
<b>Compliance related activities</b>	4.98%	12.67%	17.19%	30.32%	26.70%	8.14%	-0.14
<b>Financial statements review</b>	6.31%	11.71%	18.92%	27.48%	28.83%	6.76%	-0.19
<b>Focuses on relevant matters</b>	6.70%	11.16%	25.45%	28.13%	22.77%	5.80%	-0.33
<b>Oversight on Major Transactions</b>	5.86%	14.41%	24.77%	27.93%	22.07%	4.95%	-0.39
<b>Strategic Planning Review</b>	9.33%	12.00%	23.56%	28.44%	22.22%	4.44%	-0.44
<b>CEO Management &amp; Succession Planning</b>	9.78%	18.22%	28.44%	22.67%	18.22%	2.67%	-0.71
<b>Human resources issues</b>	9.87%	23.32%	25.11%	22.87%	14.35%	4.48%	-0.78

From the participants' perspective, the board needs to work on all the dimensions in the table above as reflected by the negatively weighted averages. The weights assigned to the responses to the above dimensions can also be found in the Appendix. Weighted averages between -1 and 0 (e.g. Human resource issues) mean the board of the organization lies somewhere between somewhat competent and competent. For instance, when it comes to Human resource issues (which scored the least weighted average), 9.87% believe that board of the

organization show no evidence of competence, while 23.32% says that the board of the organisation is far below expectations, and 27.80% says that it is somewhat competent. 20.18% of the participants indicated that the board of organisation has the necessary ability to solve human resource issues whilst 14.35% are fully competent and 4.48% far exceeds what is required. These result in the weighted average of -0.78.

### *Obstacles to success of organisation*

The table below shows possible obstacles to the organisation

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Weighted Average</b>	<b>Dimension Index</b>
<b>Top heavy structure</b>	12.6%	31.4%	17.0%	24.7%	14.4%	-0.03	39%
<b>Poor corporate governance</b>	16.6%	26.5%	18.4%	21.1%	17.5%	-0.04	39%
<b>Nepotism</b>	20.2%	22.0%	22.9%	23.8%	11.2%	-0.16	35%
<b>Incompetent leadership</b>	17.4%	30.4%	21.9%	20.5%	9.8%	-0.25	30%
<b>Lack of financial resources</b>	23.3%	26.0%	13.5%	27.8%	9.4%	-0.26	37%
<b>Corruption</b>	21.7%	24.0%	24.4%	20.8%	9.1%	-0.29	30%
<b>Lack of shareholder support</b>	20.2%	34.1%	23.3%	15.7%	6.7%	-0.45	22%

From the table above, the two biggest obstacles to the success of organizations are poor corporate governance and top-heavy structures, both with dimension indices of 39%. This

implies that 39% of the participants believe that poor corporate governance and top-heavy structure are the main obstacles to the success of organisations.

Organisations should also move away from top-heavy structures as they bring with them unnecessary overheads. Also, this can create a management connection gap where management becomes disconnected from either the job function or the customer.

Poor corporate governance at the executive and management levels can lead to bad business decisions, which can, in turn, lower the overall value of the organization and make it more difficult for the business to meet its financial obligations.

### *Interpretation of associations found between Leadership dimensions.*

Associations among variables were calculated using the Chi-squared test and Cramer's V whereby variables with a Pearson Chi-square test p-value of less than 0.05 are considered to have an association with each other. Only the top five variables with the strongest association were reported on and the results were as follows:

#### *Associations with Confidence in CEO/MD*

<b>Dimension</b>	<b>Cramers V</b>	<b>Chi-square sig.</b>
<b>Business Acumen {makes profitable business decisions}</b>	.442	.000
<b>Drives the right culture</b>	.432	.000
<b>Integrity</b>	.431	.000
<b>Lead by example</b>	.423	.000

The dimensions in the above table have the top five strongest association with confidence in the Chief executive officer or managing director. This means that the above factors are the



ones associated with confidence in the CEO/MD. Put differently a CEO who wants to gain the confidence of employees must exhibit the above competencies.

### *Associations with Confidence in Top Leadership*

Dimension	Cramers V	Chi-square sig.
<b>Integrity</b>	.437	.000
<b>Lead by example</b>	.427	.000
<b>Business Acumen {makes profitable business decisions}</b>	.400	.000
<b>Drives the right culture</b>	.398	.000
<b>Care about staff</b>	.395	.000

The dimensions in the above table have the top five strongest association with confidence in the Top leadership.

### *Associations with Confidence in Board of organisation*

Dimension	Cramers V	Chi-square sig.
Strategic Planning Review	.452	.000
CEO Management & Succession Planning	.428	.000
Focuses on relevant matters	.421	.000
Incompetent leadership	.410	.000
Oversight on Major Transactions	.405	.000

The dimensions in the above table show the top five strongest association with confidence in the Board of organisation.

## Conclusion and Recommendations

The results from this survey indicate that on average 40% of the employees are not confident in the leadership in their organisations. However, some dimensions were rated positively. For Chief executive officers and Top leadership, showing Integrity, leading by example, exhibiting business acumen {making profitable business decisions} and driving the right culture were the major drivers of confidence.

For Board members, focussing on relevant matters, overseeing major transactions, holding strategic planning reviews, as well as, CEO Management & Succession Planning were found to drive confidence in employees.

Corporate leadership is thus recommended to focus on showing integrity, and leading by example in all they do, as well as, portraying good business acumen {making profitable business decisions}, and driving the right culture in organisations.

## APPENDIX

### Appendix 1

<b>Responses</b>	<b>Weights</b>
No evidence of competence	-3
Far below expectations	-2
Somewhat competent	-1
Competent	0
Fully competent	1
Far exceeds what is required	2