



LEADERSHIP AND CULTURE SURVEY

POWERED BY



DAREFY

Leadership & Change Builders

INDEX

LEADERSHIP AND CULTURE SURVEY

02

Introduction

03

Segmentation

04

The Context

06

Your Company – As is

10

Your Company – To Be

14

Takeways

INTRODUCTION

Welcome to the second edition of the LEADERSHIP & CULTURE SURVEY, powered by Darefy.

As many of you are aware, Darefy - Leadership & Change Builders is a consultancy startup. We enable change management capabilities, in purpose-driven organizations. We support leaders, teams and organizations, in the corporate and social innovation ecosystems, to fulfill their mission.

In fact, in an increasing complex, interconnected and uncertain world, where work models are changing rapidly, we provide deeper awareness and consciousness of the challenges and how human systems can overcome it. In this path, three ingredients are mandatory: Leadership (provides vision and focus), Culture (enables a positive environment to get things done) and Strategy (how to reach the goal). We act on those variables in an integrated perspective.

In this survey, executive leaders (CEO/ General Managers), Board Members and HR Directors, who lead national and international companies, working in Portugal, were invited to express their opinions/ perspectives in terms of culture and leadership of their organizations and priorities in talent management.

This LEADERSHIP & CULTURE SURVEY, which took place between January and February 2025, brought interesting results, which we present consolidated in this report - with the purpose of contributing to a greater knowledge about organizational and business reality.

We focused on the context, the “global picture”, with the trends and variables that affect companies and industries. It also seemed important to us to assess the manager’s appraisals of their companies, with its unique organization and culture traits. Finally, in a more prospective thinking, assess how they would like their companies to evolve, in this increasingly digital oriented world.

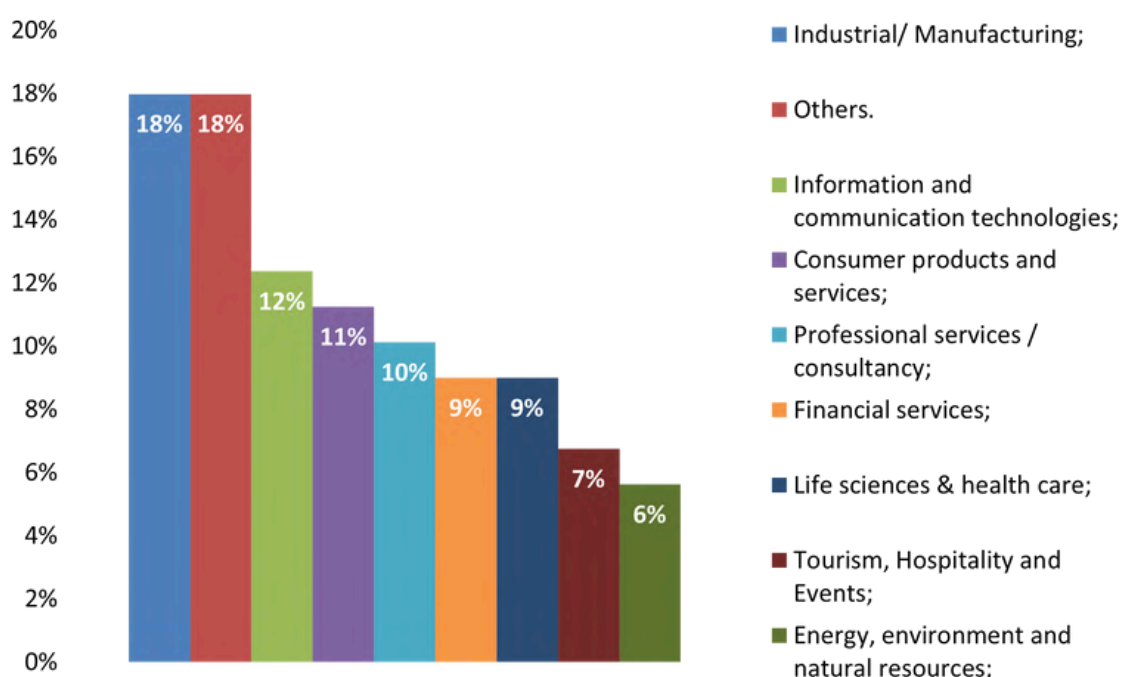
Best regards,
Carlos Sezões

Managing Partner da Darefy - Leadership & Change Builders

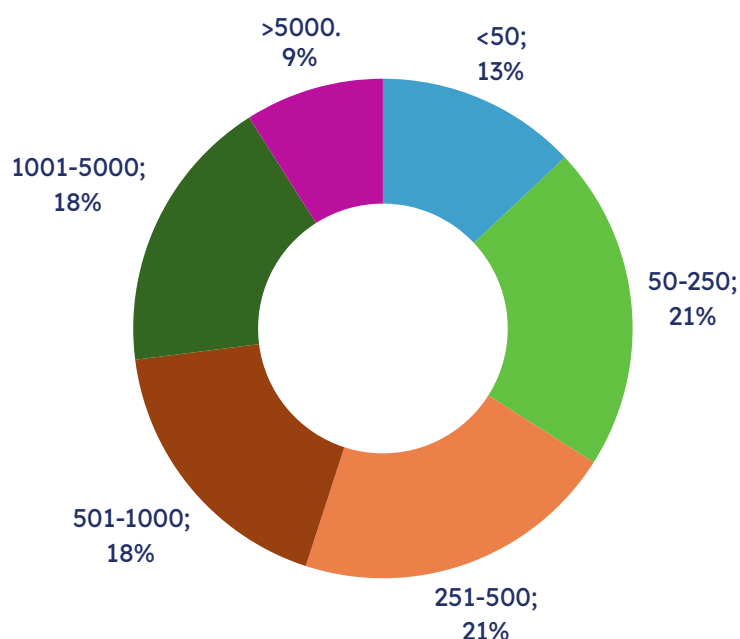


SEGMENTATION

WHAT IS YOUR COMPANY'S INDUSTRY?



WHAT IS THE NUMBER OF EMPLOYEES IN YOUR COMPANY?



THE CONTEXT



The participants in this survey began to assess the most impactful trends that will affect their organizational effectiveness in the coming years. Around 74% of the respondents mentioned the fast-paced digital transformation, as the top issue, followed by the changing geopolitical landscape (50%) and the need to assure collaboration and agility in a volatile world (43%).

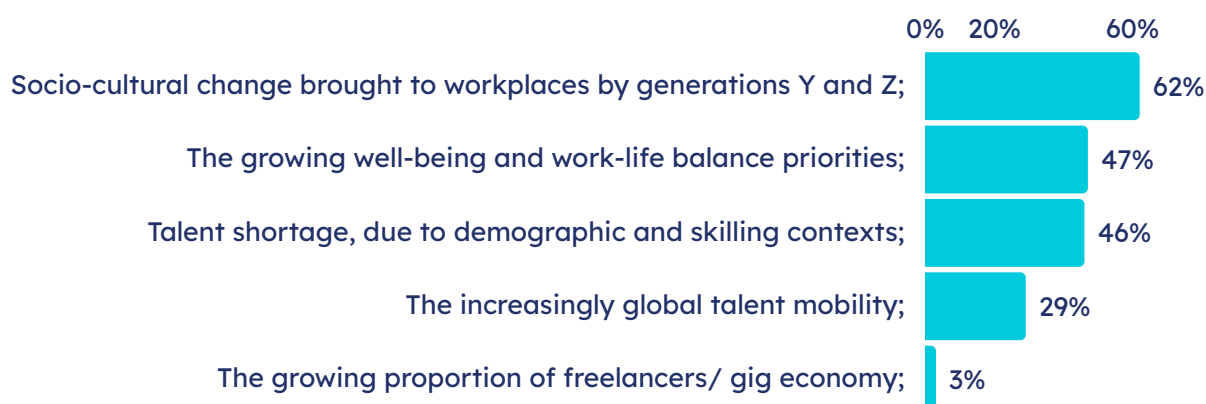
When asked about the most relevant shifts in the global talent marketplace, most of them mentioned the socio-cultural change brought to workplaces by generations Y and Z (62%), the growing well-being and work-life balance priorities (47%) and the talent shortage, due to demographic and skilling contexts (46%).

THE CONTEXT

WHAT ARE, IN YOUR VIEW, THE MOST IMPACTFUL TRENDS THAT WILL AFFECT YOUR ORGANIZATIONAL EFFECTIVENESS IN THE COMING YEARS?



WHAT DO YOU CONSIDER TO BE THE MOST RELEVANT SHIFTS IN THE GLOBAL TALENT MARKETPLACE? (PLEASE, CHOOSE TOP 2)



YOUR COMPANY – AS IS



At this stage, looking at their company, as a human and social system, participants in this survey began to describe their company's culture. The main characteristics mentioned were Goal-oriented (52%), Collaborative (36%) and Competitive (34%).

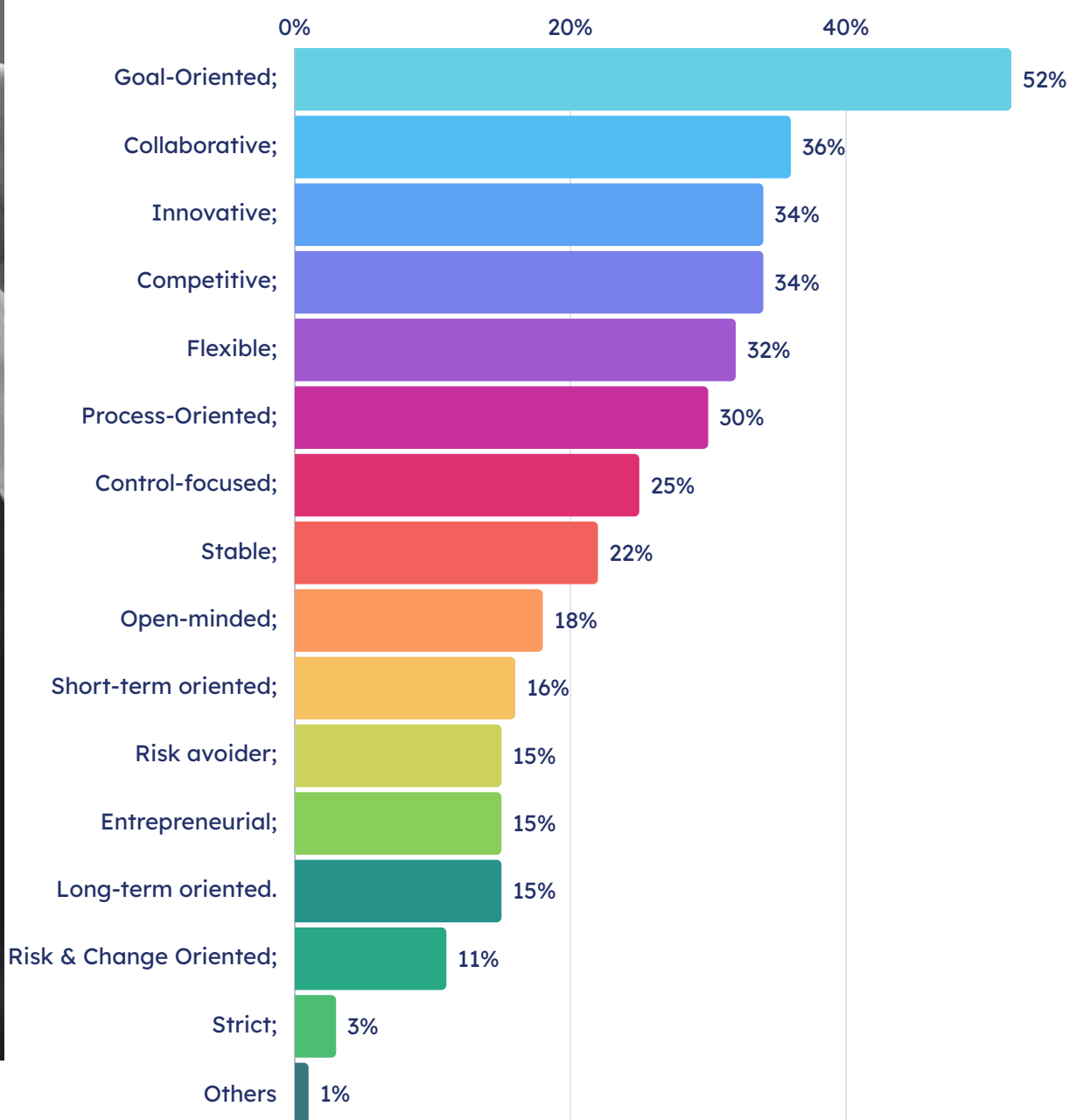
When asked about the company's leadership style, a great proportion mentioned Collaborative (37%), followed by Transformational (34%) as major attributes. Also relevant to note that Micro-manager was chosen by 29% of the respondents.

Asked about the degree of preparation for new remote and hybrid working contexts (a hot topic these days), 52% appraised as "reasonably prepared", while 28% are confident they are very well prepared. Still, 19% are more reticent, considering they are Poorly prepared or Not prepared at all.

In terms of satisfaction regarding the impact of the employer brand, reputation and value proposition of their companies, the positive outlook is clear: 59% are satisfied or Totally satisfied, while 38% stated there's still much to be done.

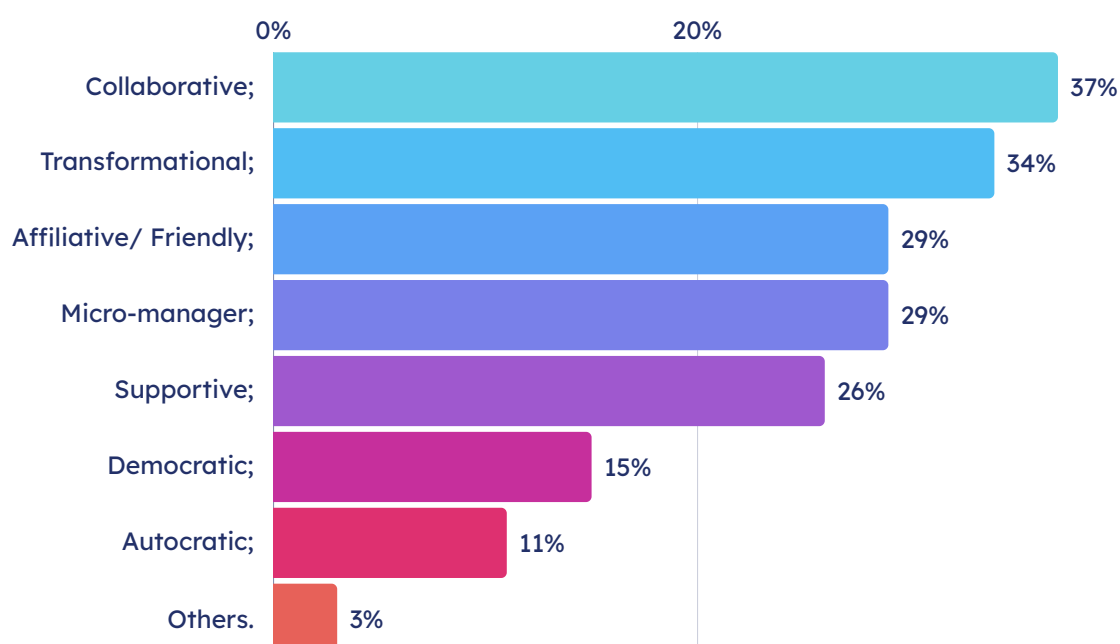
YOUR COMPANY – AS IS

HOW WOULD YOU DESCRIBE YOUR COMPANY'S CULTURE? (PLEASE, CHOOSE UP TO 4 TOP CHARACTERISTICS)

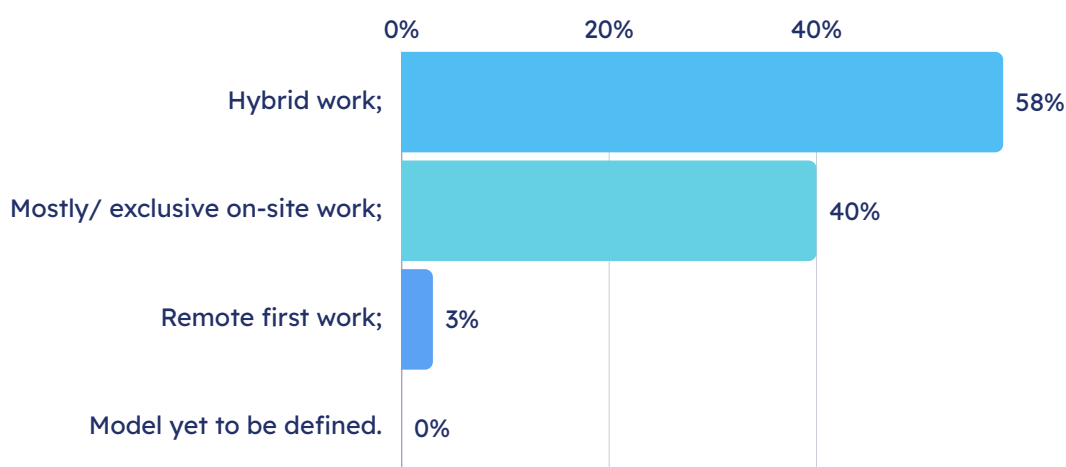


YOUR COMPANY – AS IS

HOW WOULD YOU DESCRIBE, IN GENERAL, YOUR COMPANY'S LEADERSHIP STYLE? (PLEASE, CHOOSE UP TO 2 CHARACTERISTICS)

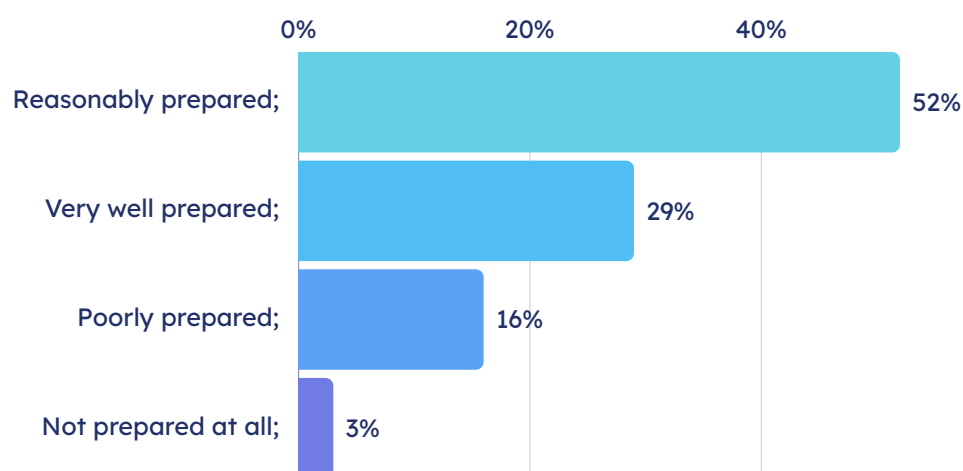


WHAT WORK MODEL PREVAILS IN YOUR COMPANY:

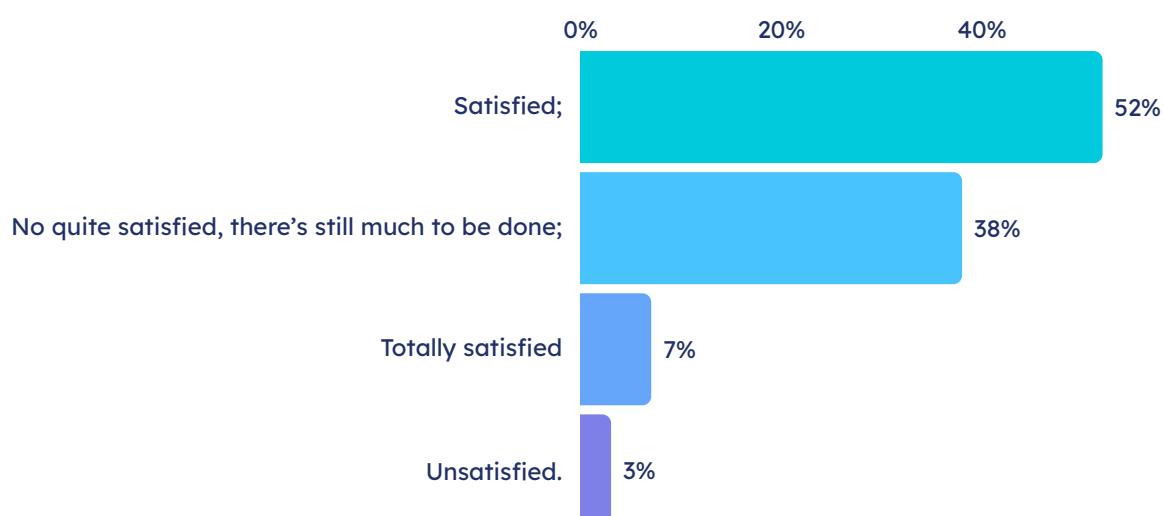


YOUR COMPANY – AS IS

HOW PREPARED DO YOU THINK YOUR COMPANY IS FOR NEW REMOTE AND HYBRID WORKING CONTEXTS:



HOW SATISFIED ARE YOU REGARDING THE IMPACT OF YOUR EMPLOYER BRAND, REPUTATION AND VALUE PROPOSITION, ON ATTRACTING AND RETAINING TALENT:



YOUR COMPANY – TO BE



Challenged to perform some prospective thinking, the participants described how would they like their company to evolve. In terms of transformation projects for the next 2 years, the most mentioned were Corporate Culture (49%), Digital infra-structure and processes (44%) and Leadership models (43%). In terms of organizational structure, the most relevant transformation/ improvements to be made are More agile and collaborative teams (70%) and Change autonomy and decision-making guidelines (50%).

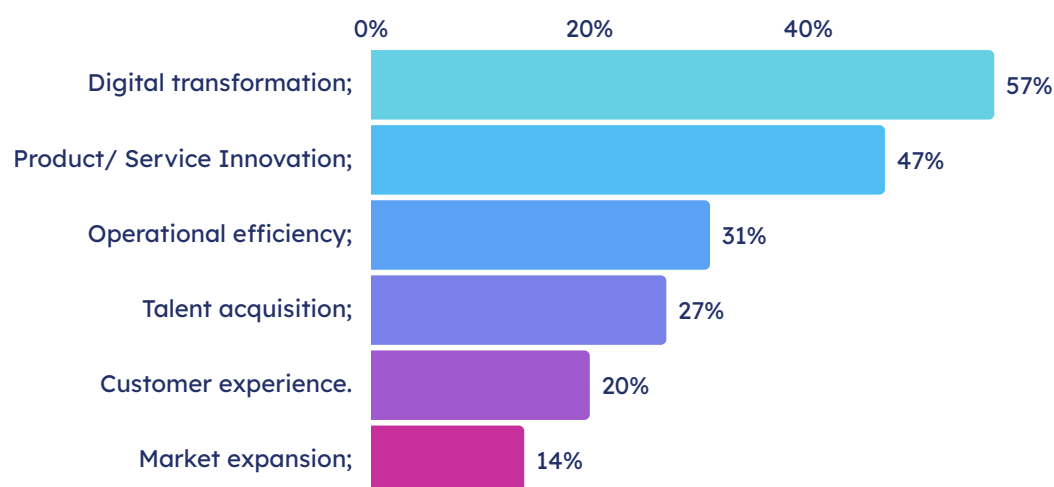
Regarding the biggest barriers to successful change implementation in the organization, 80% mentioned Resistance to change, while 53% underlined the issue of Leadership alignment.

Asked about key-skills they think corporate leaders should develop/ reinforce, in the coming years, Vision and strategic management (57%) and Leadership skills (54%) were the top choices. The third most mentioned was Change, creativity and innovation management (49%).

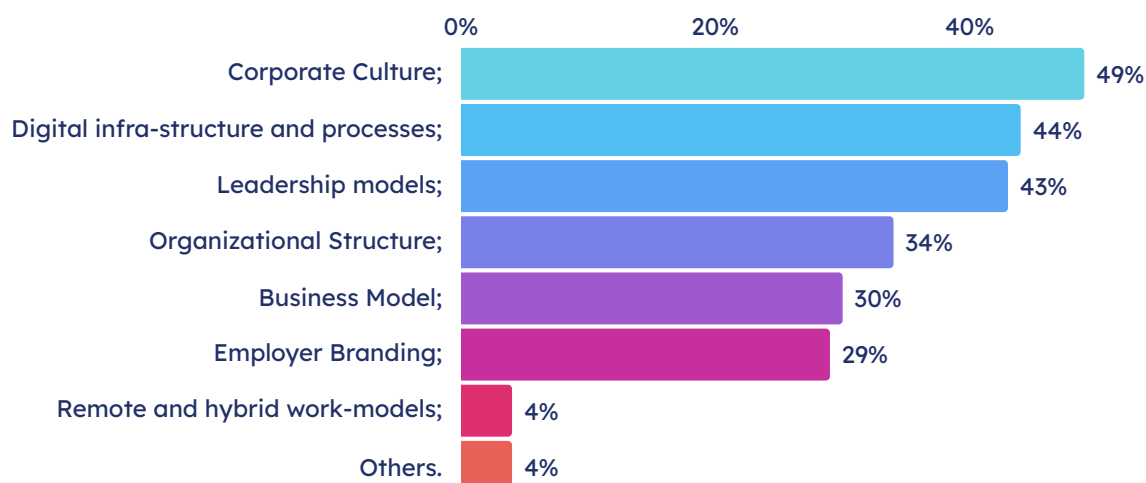
Finally, in the terms of the desired corporate culture for the future, the guidelines were Leverage people's autonomy (46%), followed by Be more collaborative (40%).

YOUR COMPANY – TO BE

WHAT ARE THE TOP PRIORITIES YOU BELIEVE OUR ORGANIZATION SHOULD FOCUS ON IN THE NEXT 1-3 YEARS? (PLEASE, CHOOSE UP TO 2 OPTIONS)



IN WHAT FIELDS DO YOU INTEND TO DEVELOP TRANSFORMATION PROJECTS IN THE NEXT 2 YEARS?

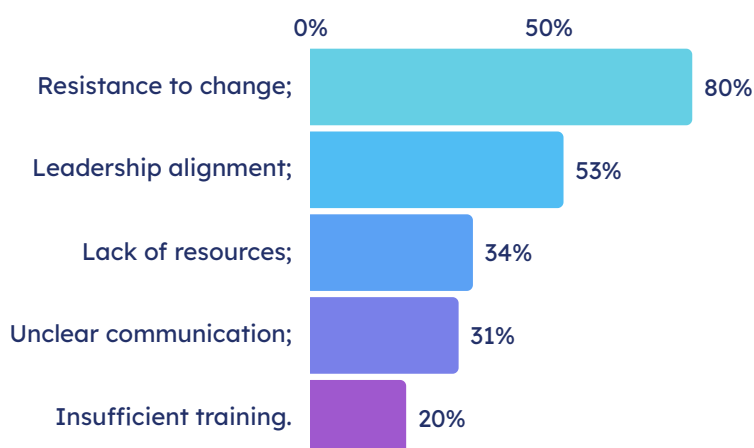


YOUR COMPANY – TO BE

REGARDING YOUR ORGANIZATIONAL STRUCTURE, WHAT WOULD BE, IN YOUR PERSPECTIVE, THE MOST RELEVANT TRANSFORMATION/IMPROVEMENTS TO BE MADE: (PLEASE, CHOOSE UP TO 3 OPTIONS)

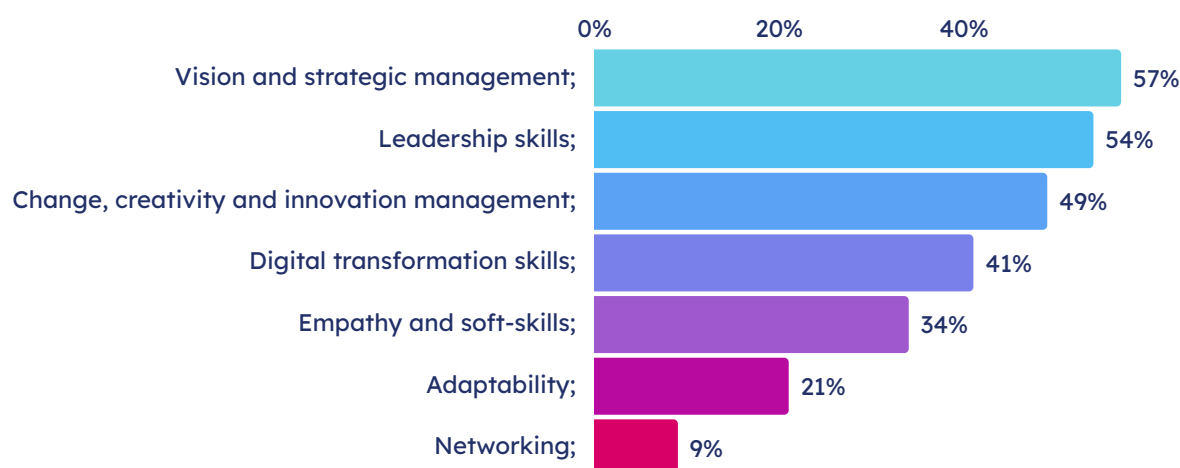


WHAT DO YOU SEE AS THE BIGGEST BARRIERS TO SUCCESSFUL CHANGE IMPLEMENTATION IN OUR ORGANIZATION? (CHOOSE UP TO 3 OPTIONS)

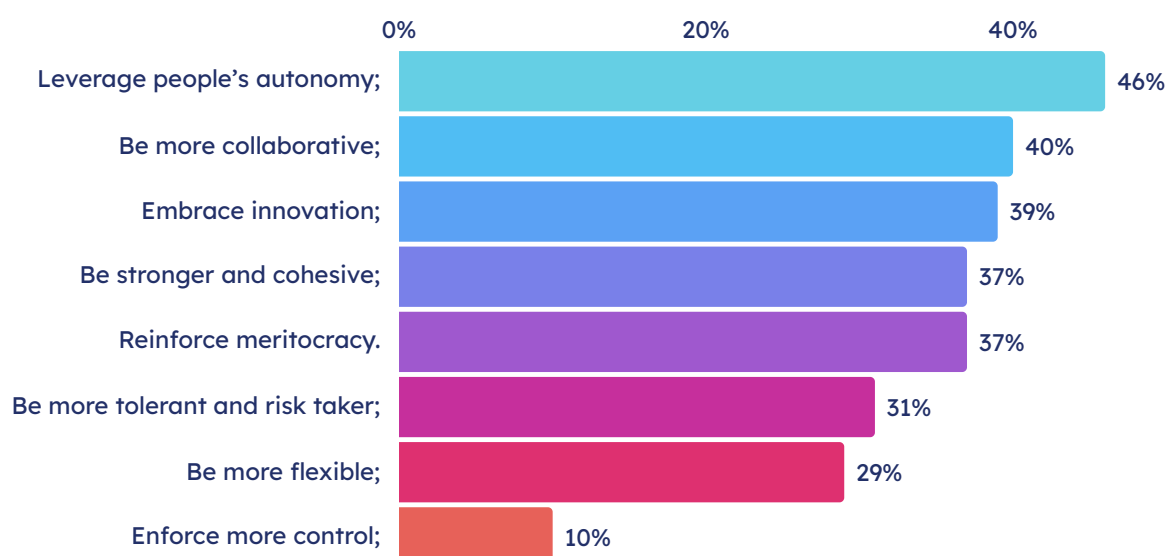


YOUR COMPANY – TO BE

WHAT KEY SKILLS DO YOU THINK YOUR CORPORATE LEADERS SHOULD DEVELOP/ REINFORCE IN THE COMING YEARS? (PLEASE, CHOOSE UP TO 3 SKILLS)



HOW SHOULD YOUR COMPANY'S CORPORATE CULTURE EVOLVE IN THE NEAR FUTURE? (PLEASE, CHOOSE UP TO 3 PRIORITIES)



TAKEWAYS



Considering the insights of this survey, we can highlight some patterns for the coming years in terms of leadership and culture:

- Managers are aware and want to address global driving forces like fast-paced digital transformational, changing geopolitical landscape and the need to assure collaboration and agility in a volatile world;
- A large proportion of business leaders feel their companies are goal-oriented, competitive and collaborative; however, most of them want to reinforce attributes like autonomy, innovation, collaboration and meritocracy;
- Managers want to engage in transformation projects like Culture transformation, Digital infra-structure and processes and new Leadership models;
- Most Leaders would like to develop more Agile and Collaborative teams;
- A large proportion of leaders see internal resistance to change and (lack of) leadership alignment as the biggest roadblocks in implementation;
- Most Business leaders want to develop Leadership and Vision & Strategic management skills in their organizations.



DAREFY

Leadership & Change Builders

Lisbon WorkHub
Praceta da Tabaqueira A2 - 1950-256 Lisboa
hello@darefy.co