

4th International Congress on Earth and Geological Sciences

July 21-22, 2025 | Paris, France



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Real-world consequences of High-Performance Competencies

Leadership matters. In modern dynamic and complex environments leaders account for fifteen to thirty percent of organisational performance. Yet what makes leaders effective? This presentation summarises research spanning seventy-five years that has identified, defined, measured and validated eleven High-Performance Competencies (H-PC). A global H-PC profile is presented based on the assessment of over one thousand leaders working in Fortune 500 firms in the USA, Europe and Asia. The strengths and limitations of these leaders are discussed. If representative, the sample suggests leaders are under-developed to tackle the global, complex and interconnected challenges facing humanity today. Policy implications are highlighted.

Position

Visiting Research Affiliate, University of Cambridge, UK

Biography

At the London Business School (LBS) and Goldsmith's College, I directed research into leadership competency. Later, I co-founded the Centre^{for} High Performance Development, which became the UK's premier leadership consultancy with offices in London, New York, and Tokyo. In 2017, I became a Faculty Member at the University of Cambridge. My qualifications include: (i) BA (Hons) Politics, University of York; (ii) MSc in Economics, LBS (awarded 'The Economist' prize); (iii) PhD in Organisational Behaviour, LBS; (iv) MSc (Distinction) in Global History, London School of Economics. My publications include two 2022 papers in the Journal of Applied Social Psychology on the Leader Effect and Leadership Competency.