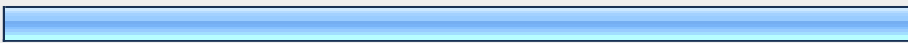


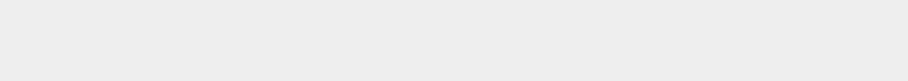
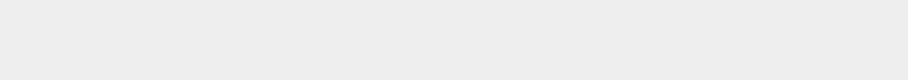
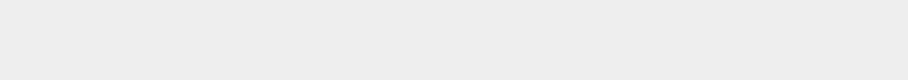
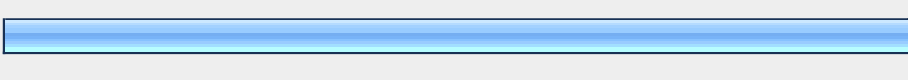
# Experiential Leadership Development Survey 2009

1. What is your industry sector?			
		Response Percent	Response Count
Agriculture, forestry and fishing		0.0%	0
Mining and extraction		0.0%	0
Manufacturing		0.0%	0
Electricity, gas and water supply		0.0%	0
<b>Construction</b>		<b>100.0%</b>	<b>1</b>
Wholesale and retail		0.0%	0
Hotels and restaurants		0.0%	0
Transport, storage and communication		0.0%	0
Finance, insurance and real estate		0.0%	0
Consultancy services		0.0%	0
IT industry		0.0%	0
Public administration and defence including central and local government, Navy, Army, Air Force, schools, police and fire services		0.0%	0
Education – further and higher		0.0%	0
Health and social care		0.0%	0
Voluntary and not-for-profit sectors		0.0%	0
		<b><i>answered question</i></b>	<b>1</b>
		<b><i>skipped question</i></b>	<b>0</b>

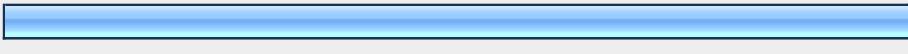
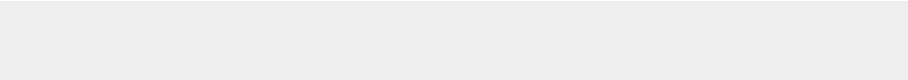
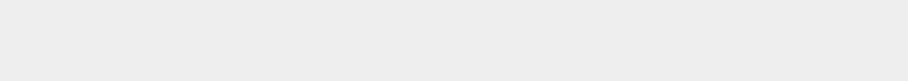
2. What is the size of your organisation?			
		Response Percent	Response Count
1-99		0.0%	0
100-499		0.0%	0
500-999		0.0%	0
<b>1,000-4,999</b>		<b>100.0%</b>	<b>1</b>
5,000-9,999		0.0%	0
10,000-19,999		0.0%	0
More than 20,000		0.0%	0
		<b>answered question</b>	<b>1</b>
		<b>skipped question</b>	<b>0</b>

3. Within which geographic areas does your organisation work? (Please select all that apply)			
		Response Percent	Response Count
<b>UK and Ireland</b>		<b>100.0%</b>	<b>1</b>
<b>Europe (excl. central and Eastern Europe)</b>		<b>100.0%</b>	<b>1</b>
Central and Eastern Europe		0.0%	0
<b>Middle East</b>		<b>100.0%</b>	<b>1</b>
Africa		0.0%	0
North America		0.0%	0
South America		0.0%	0
<b>Asia/Pacific</b>		<b>100.0%</b>	<b>1</b>
		<b>answered question</b>	<b>1</b>
		<b>skipped question</b>	<b>0</b>

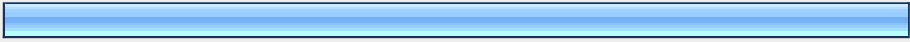
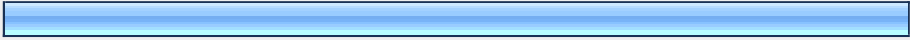
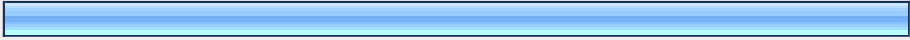

**4. Please indicate your organisation's employment classification:**

		Response Percent	Response Count
Public sector		0.0%	0
Voluntary and not-for-profit sector		0.0%	0
Private sector - manufacturing		0.0%	0
<b>Private sector - services</b>		<b>100.0%</b>	<b>1</b>
		<i>answered question</i>	<b>1</b>
		<i>skipped question</i>	<b>0</b>

**5. Do you have a model or framework that sets out the capabilities required of a leader in your organisation?**

		Response Percent	Response Count
<b>Yes</b>		<b>100.0%</b>	<b>1</b>
No		0.0%	0
Don't Know		0.0%	0
		<i>answered question</i>	<b>1</b>
		<i>skipped question</i>	<b>0</b>

6. What approaches are you using to DEVELOP leadership from experience? (Please select all that apply)

		Response Percent	Response Count
<b>Personal/career development plans</b>		100.0%	1
Clear developmental rationale for job moves		0.0%	0
Career paths		0.0%	0
Learning/experience maps		0.0%	0
<b>Action learning</b>		100.0%	1
<b>Mentoring from experienced leaders</b>		100.0%	1
Coaching from individual's direct manager		0.0%	0
<b>Processes for monitoring individual progress around development goals</b>		100.0%	1
Developmental projects/assignments inside current job		0.0%	0
Developmental projects/assignments outside current job		0.0%	0
Developmental projects/assignments outside the organisation		0.0%	0
Restructuring of existing job roles and goals to increase leadership stretch		0.0%	0
Other (please specify)		0.0%	0
	<b>answered question</b>		<b>1</b>
	<b>skipped question</b>		<b>0</b>

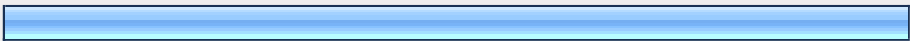
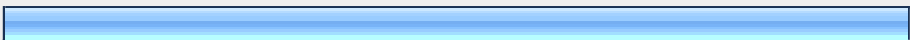
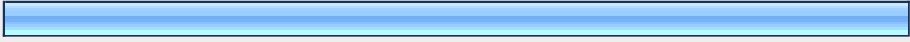
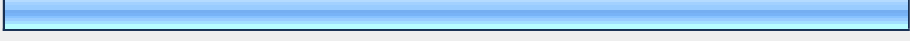
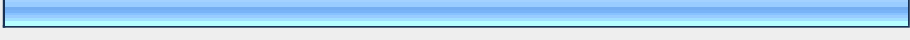
**7. How effective do you find the following in DEVELOPING the capabilities in your leadership model or framework? Please rate only those that apply to your organisation.**

	Not at all effective	Moderately effective	Effective	Very effective	Completely effective	Rating Average	Response Count
Participation on cross-functional task forces/project teams	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	0.0% (0)	2.00	1
Exposure to senior managers	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	3.00	1
Managing a bigger operation	0.0% (0)	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	4.00	1
Early profit & loss responsibility	0.0% (0)	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	4.00	1
Managing a turnaround situation	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	3.00	1
New business start-up	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	3.00	1
Exposure to different business and/or functional perspectives	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	0.0% (0)	2.00	1
International assignments (full- or part-time)	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	3.00	1
Projects with a high degree of complexity	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	3.00	1
Social responsibility projects	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	0.0% (0)	2.00	1
Secondments/placements/roles outside the organisation	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	0.0% (0)	2.00	1
Other (please describe in the box below)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Please describe here:							0
<b>answered question</b>							<b>1</b>
<b>skipped question</b>							<b>0</b>

**8. How effective do you find the following in SUPPORTING the development of the capabilities in your leadership model or framework? Please rate only those that apply to your organisation.**

	Not at all effective	Moderately effective	Effective	Very effective	Completely effective	Rating Average	Response Count
Coaching from immediate boss	0.0% (0)	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	4.00	1
Personal development planning	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	3.00	1
Boss accountable for reports' development plan	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	3.00	1
180-degree feedback	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	3.00	1
360-degree feedback	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	0.0% (0)	2.00	1
Peer feedback	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	3.00	1
Capabilities in leadership model mapped to jobs/job families	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	3.00	1
Jobs designed to provide developmental stretch	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	3.00	1
Peer mentoring	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	0.0% (0)	2.00	1
Training to help individuals learn from their experiences	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	3.00	1
Structured opportunities for reflection (facilitated)	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	3.00	1
Lists of developmental activities/experiences available within current role	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	0.0% (0)	2.00	1
Action Learning Sets	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	0.0% (0)	2.00	1
Frameworks which help the individual capture the value of work-based learning	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	3.00	1
Support during transition into new job (coaching, orientation, toolkits, etc)	0.0% (0)	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	4.00	1
Other (please describe in the box below)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Please describe here:							0

	<i>answered question</i>	<b>1</b>
	<i>skipped question</i>	<b>0</b>

<b>9. Which of the following online resources do you use to support leadership development in the workplace? (select all that apply)</b>			
		<b>Response Percent</b>	<b>Response Count</b>
<b>Forums</b>		<b>100.0%</b>	<b>1</b>
Wikis		0.0%	0
Blogs		0.0%	0
<b>Reference library (journal articles, etc.)</b>		<b>100.0%</b>	<b>1</b>
<b>E-learning</b>		<b>100.0%</b>	<b>1</b>
On-line coaching/mentoring		0.0%	0
<b>Telephone coaching</b>		<b>100.0%</b>	<b>1</b>
<b>Knowledge/experience sharing</b>		<b>100.0%</b>	<b>1</b>
'Toolkit' style content/resources		0.0%	0
Podcasts – audio		0.0%	0
Podcasts - video		0.0%	0
Facebook, LinkedIn, Piczo, etc		0.0%	0
Other (please specify)		0.0%	0
		<i>answered question</i>	<b>1</b>
		<i>skipped question</i>	<b>0</b>

**10. To what extent do the following CONDITIONS for learning from experience exist in your organisation?**

	To a very little extent		To some extent		To a very great extent	Rating Average	Response Count
Tolerance for making mistakes	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	3.00	1
Top leader commitment to learning from experience	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	0.0% (0)	2.00	1
Reward for teaching/coaching others	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	0.0% (0)	2.00	1
Encouragement of learning through work	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	3.00	1
Senior management accountability for individual development	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	3.00	1
Processes for giving and receiving positive feedback	0.0% (0)	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	4.00	1
Willingness to move high potentials/high performers into developmental roles/assignments	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	0.0% (0)	2.00	1
Support for developmental projects not core to the current job	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	0.0% (0)	2.00	1
Delegation of real responsibility and accountability	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	3.00	1
Time built into work for reflection and learning	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	0.0% (0)	2.00	1
Availability of developmental resources (coaches, mentors, training, etc)	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	3.00	1
Integration of formal training with learning from experience	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	0.0% (0)	3.00	1
Teaching skills which foster learning from experience	0.0% (0)	0.0% (0)	0.0% (0)	<b>100.0% (1)</b>	0.0% (0)	4.00	1
Other (please describe in the box below)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Please describe here:							0
<b>answered question</b>							<b>1</b>
<b>skipped question</b>							<b>0</b>

11. Which employee groups are targeted for experiential leadership development in your organisation? (select all that apply)			
		Response Percent	Response Count
All employee groups		0.0%	0
Individual contributors (technical or professional)		100.0%	1
Senior managers (business managers with P&L responsibility, etc)		100.0%	1
Middle managers (managers of managers, etc)		100.0%	1
High potentials		100.0%	1
First-level managers/supervisors		100.0%	1
No employee groups		0.0%	0
		<i>answered question</i>	<b>1</b>
		<i>skipped question</i>	<b>0</b>

12. Roughly what proportion of your leadership development activity is committed to experiential leadership development?			
		Response Percent	Response Count
Less than 10%		100.0%	1
11-30%		0.0%	0
31-50%		0.0%	0
More than 50%		0.0%	0
		<i>answered question</i>	<b>1</b>
		<i>skipped question</i>	<b>0</b>

**13. Do you plan to put more emphasis on experience-based leadership development in the next 12 months?**

		Response Percent	Response Count
Yes		0.0%	0
No		0.0%	0
<b>Don't Know</b>		<b>100.0%</b>	<b>1</b>
<i>answered question</i>			<b>1</b>
<i>skipped question</i>			<b>0</b>

**14. Thank you for your help with this research. If you are happy for me to contact you to further discuss your responses, please complete the following:**

		Response Percent	Response Count
Name:		0.0%	0
Organisation:		0.0%	0
Email Address:		0.0%	0
Phone Number:		0.0%	0
<i>answered question</i>			<b>0</b>
<i>skipped question</i>			<b>1</b>