
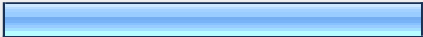
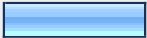

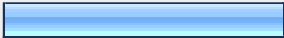



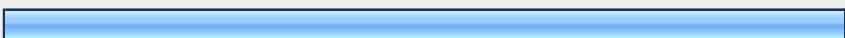
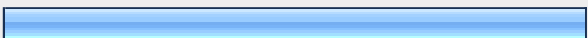
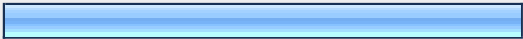
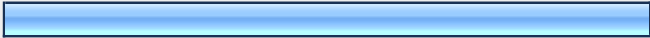
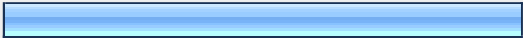
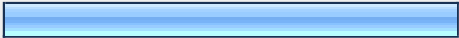
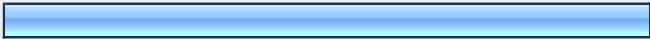
Experiential Leadership Development Survey 2009

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
Construction		0.0%	0
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		100.0%	14
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
		<i>answered question</i>	14
		<i>skipped question</i>	0

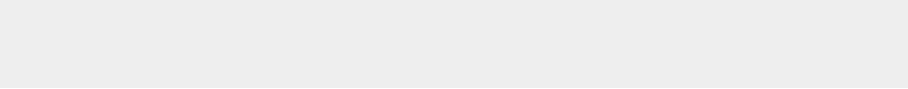
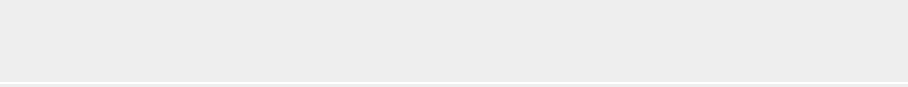
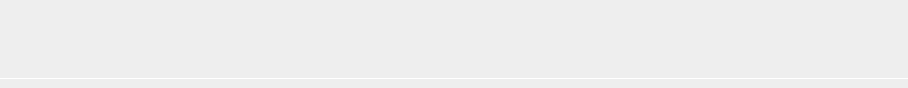
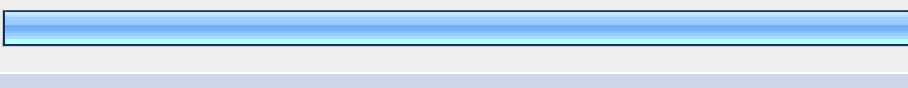
2. What is the size of your organisation?

		Response Percent	Response Count
1-99		46.2%	6
100-499		15.4%	2
500-999		0.0%	0
1,000-4,999		0.0%	0
5,000-9,999		0.0%	0
10,000-19,999		7.7%	1
More than 20,000		30.8%	4
		answered question	13
		skipped question	1

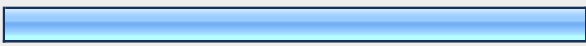
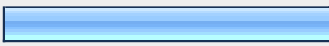
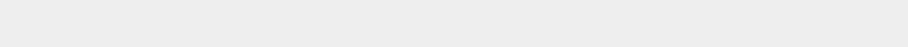
3. Within which geographic areas does your organisation work? (Please select all that apply)

		Response Percent	Response Count
UK and Ireland		92.9%	13
Europe (excl. central and Eastern Europe)		92.9%	13
Central and Eastern Europe		64.3%	9
Middle East		57.1%	8
Africa		71.4%	10
North America		57.1%	8
South America		50.0%	7
Asia/Pacific		71.4%	10
		answered question	14
		skipped question	0

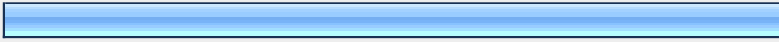

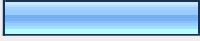

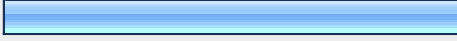
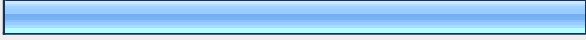

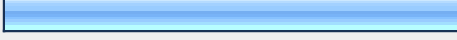
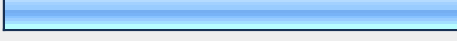
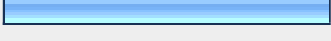
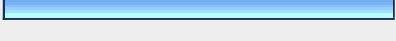
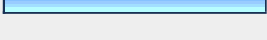
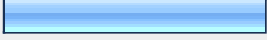
4. Please indicate your organisation's employment classification:

		Response Percent	Response Count
Public sector		0.0%	0
Voluntary and not-for-profit sector		0.0%	0
Private sector - manufacturing		0.0%	0
Private sector - services		100.0%	14
		<i>answered question</i>	14
		<i>skipped question</i>	0

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

		Response Percent	Response Count
Yes		64.3%	9
No		35.7%	5
Don't Know		0.0%	0
		<i>answered question</i>	14
		<i>skipped question</i>	0

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

		Response Percent	Response Count
Personal/career development plans		85.7%	12
Clear developmental rationale for job moves		35.7%	5
Career paths		21.4%	3
Learning/experience maps		35.7%	5
Action learning		50.0%	7
Mentoring from experienced leaders		64.3%	9
Coaching from individual's direct manager		64.3%	9
Processes for monitoring individual progress around development goals		50.0%	7
Developmental projects/assignments inside current job		50.0%	7
Developmental projects/assignments outside current job		35.7%	5
Developmental projects/assignments outside the organisation		42.9%	6
Restructuring of existing job roles and goals to increase leadership stretch		28.6%	4
Other (please specify)		28.6%	4
	answered question		14
	skipped question		0



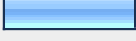

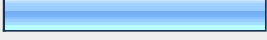

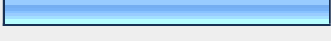
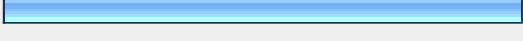
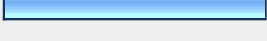
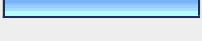
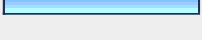
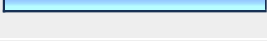

7. How effective do you find the following in DEVELOPING the capabilities in your leadership model or framework? Please rate only those that apply to your organisation.

	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)	0.0% (0)	75.0% (9)	16.7% (2)	8.3% (1)	3.33	12
Exposure to senior managers	0.0% (0)	16.7% (2)	16.7% (2)	50.0% (6)	16.7% (2)	3.67	12
Managing a bigger operation	0.0% (0)	20.0% (2)	10.0% (1)	50.0% (5)	20.0% (2)	3.70	10
Early profit & loss responsibility	11.1% (1)	11.1% (1)	22.2% (2)	33.3% (3)	22.2% (2)	3.44	9
Managing a turnaround situation	0.0% (0)	12.5% (1)	0.0% (0)	62.5% (5)	25.0% (2)	4.00	8
New business start-up	25.0% (2)	0.0% (0)	12.5% (1)	25.0% (2)	37.5% (3)	3.50	8
Exposure to different business and/or functional perspectives	0.0% (0)	0.0% (0)	27.3% (3)	54.5% (6)	18.2% (2)	3.91	11
International assignments (full- or part-time)	0.0% (0)	20.0% (2)	30.0% (3)	40.0% (4)	10.0% (1)	3.40	10
Projects with a high degree of complexity	0.0% (0)	16.7% (2)	25.0% (3)	41.7% (5)	16.7% (2)	3.58	12
Social responsibility projects	0.0% (0)	18.2% (2)	45.5% (5)	36.4% (4)	0.0% (0)	3.18	11
Secondments/placements/roles outside the organisation	0.0% (0)	10.0% (1)	30.0% (3)	50.0% (5)	10.0% (1)	3.60	10
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:							2
answered question							13
skipped question							1

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)	7.7% (1)	53.8% (7)	30.8% (4)	7.7% (1)	3.38	13
Personal development planning	7.7% (1)	15.4% (2)	30.8% (4)	46.2% (6)	0.0% (0)	3.15	13
Boss accountable for reports' development plan	0.0% (0)	18.2% (2)	45.5% (5)	36.4% (4)	0.0% (0)	3.18	11
180-degree feedback	0.0% (0)	33.3% (3)	33.3% (3)	33.3% (3)	0.0% (0)	3.00	9
360-degree feedback	0.0% (0)	0.0% (0)	30.8% (4)	61.5% (8)	7.7% (1)	3.77	13
Peer feedback	0.0% (0)	16.7% (2)	16.7% (2)	58.3% (7)	8.3% (1)	3.58	12
Capabilities in leadership model mapped to jobs/job families	9.1% (1)	9.1% (1)	72.7% (8)	9.1% (1)	0.0% (0)	2.82	11
Jobs designed to provide developmental stretch	0.0% (0)	8.3% (1)	8.3% (1)	58.3% (7)	25.0% (3)	4.00	12
Peer mentoring	0.0% (0)	27.3% (3)	27.3% (3)	36.4% (4)	9.1% (1)	3.27	11
Training to help individuals learn from their experiences	0.0% (0)	10.0% (1)	40.0% (4)	40.0% (4)	10.0% (1)	3.50	10
Structured opportunities for reflection (facilitated)	0.0% (0)	9.1% (1)	36.4% (4)	27.3% (3)	27.3% (3)	3.73	11
Lists of developmental activities/experiences available within current role	0.0% (0)	16.7% (2)	75.0% (9)	8.3% (1)	0.0% (0)	2.92	12
Action Learning Sets	0.0% (0)	9.1% (1)	36.4% (4)	45.5% (5)	9.1% (1)	3.55	11
Frameworks which help the individual capture the value of work-based learning	0.0% (0)	11.1% (1)	22.2% (2)	66.7% (6)	0.0% (0)	3.56	9
Support during transition into new job (coaching, orientation, toolkits, etc)	0.0% (0)	9.1% (1)	27.3% (3)	54.5% (6)	9.1% (1)	3.64	11
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
answered question							14

9. Which of the following online resources do you use to support leadership development in the workplace? (select all that apply)

		Response Percent	Response Count
Forums		35.7%	5
Wikis		14.3%	2
Blogs		14.3%	2
Reference library (journal articles, etc.)		57.1%	8
E-learning		28.6%	4
On-line coaching/mentoring		7.1%	1
Telephone coaching		35.7%	5
Knowledge/experience sharing		57.1%	8
'Toolkit' style content/resources		28.6%	4
Podcasts – audio		21.4%	3
Podcasts - video		21.4%	3
Facebook, LinkedIn, Piczo, etc		28.6%	4
Other (please specify)		7.1%	1
		answered question	14
		skipped question	0



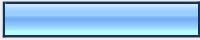
10. To what extent do the following CONDITIONS for learning from experience exist in your organisation?

	To a very little extent		To some extent		To a very great extent	Rating Average	Response Count
Tolerance for making mistakes	7.1% (1)	35.7% (5)	35.7% (5)	0.0% (0)	21.4% (3)	2.93	14
Top leader commitment to learning from experience	7.1% (1)	7.1% (1)	42.9% (6)	28.6% (4)	14.3% (2)	3.36	14
Reward for teaching/coaching others	30.8% (4)	38.5% (5)	15.4% (2)	7.7% (1)	7.7% (1)	2.23	13
Encouragement of learning through work	7.1% (1)	21.4% (3)	21.4% (3)	35.7% (5)	14.3% (2)	3.29	14
Senior management accountability for individual development	15.4% (2)	30.8% (4)	38.5% (5)	7.7% (1)	7.7% (1)	2.62	13
Processes for giving and receiving positive feedback	7.1% (1)	14.3% (2)	35.7% (5)	35.7% (5)	7.1% (1)	3.21	14
Willingness to move high potentials/high performers into developmental roles/assignments	0.0% (0)	7.7% (1)	46.2% (6)	46.2% (6)	0.0% (0)	3.38	13
Support for developmental projects not core to the current job	23.1% (3)	15.4% (2)	38.5% (5)	23.1% (3)	0.0% (0)	2.62	13
Delegation of real responsibility and accountability	0.0% (0)	7.1% (1)	42.9% (6)	35.7% (5)	14.3% (2)	3.57	14
Time built into work for reflection and learning	15.4% (2)	61.5% (8)	15.4% (2)	0.0% (0)	7.7% (1)	2.23	13
Availability of developmental resources (coaches, mentors, training, etc)	0.0% (0)	42.9% (6)	21.4% (3)	35.7% (5)	0.0% (0)	2.93	14
Integration of formal training with learning from experience	14.3% (2)	28.6% (4)	21.4% (3)	28.6% (4)	7.1% (1)	2.86	14
Teaching skills which foster learning from experience	21.4% (3)	28.6% (4)	42.9% (6)	0.0% (0)	7.1% (1)	2.43	14
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
answered question							14
skipped question							0



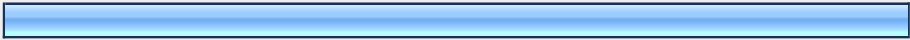

11. Which employee groups are targeted for experiential leadership development in your organisation? (select all that apply)			Response Percent	Response Count
All employee groups			21.4%	3
Individual contributors (technical or professional)			21.4%	3
Senior managers (business managers with P&L responsibility, etc)			28.6%	4
Middle managers (managers of managers, etc)			21.4%	3
High potentials			50.0%	7
First-level managers/supervisors			7.1%	1
No employee groups			7.1%	1
		answered question		14
		skipped question		0

12. Roughly what proportion of your leadership development activity is committed to experiential leadership development?			Response Percent	Response Count
Less than 10%			28.6%	4
11-30%			28.6%	4
31-50%			14.3%	2
More than 50%			28.6%	4
		answered question		14
		skipped question		0

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

		Response Percent	Response Count
Yes		50.0%	7
No		28.6%	4
Don't Know		21.4%	3
		<i>answered question</i>	14
		<i>skipped question</i>	0

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:		100.0%	8
Organisation:		100.0%	8
Email Address:		100.0%	8
Phone Number:		100.0%	8
		<i>answered question</i>	8
		<i>skipped question</i>	6