
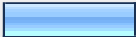
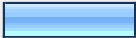
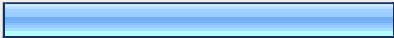
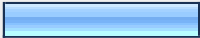




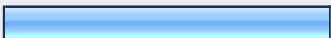
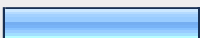
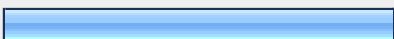
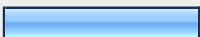
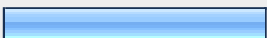
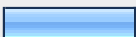
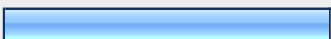
Experiential Leadership Development Survey 2009

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		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		100.0%	14
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

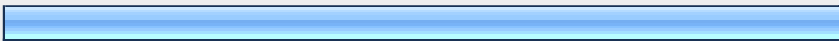

2. What is the size of your organisation?

		Response Percent	Response Count
1-99		14.3%	2
100-499		14.3%	2
500-999		0.0%	0
1,000-4,999		42.9%	6
5,000-9,999		21.4%	3
10,000-19,999		7.1%	1
More than 20,000		0.0%	0
		answered question	14
		skipped question	0

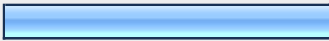
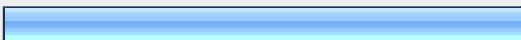

3. Within which geographic areas does your organisation work? (Please select all that apply)

		Response Percent	Response Count
UK and Ireland		100.0%	14
Europe (excl. central and Eastern Europe)		35.7%	5
Central and Eastern Europe		21.4%	3
Middle East		42.9%	6
Africa		21.4%	3
North America		28.6%	4
South America		14.3%	2
Asia/Pacific		35.7%	5
		answered question	14
		skipped question	0

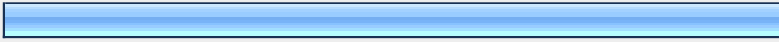

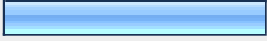

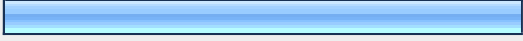
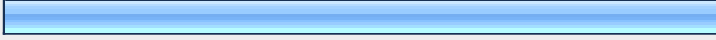

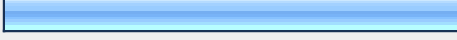
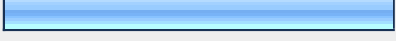
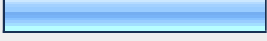
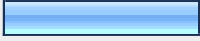

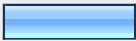
4. Please indicate your organisation's employment classification:

		Response Percent	Response Count
Public sector		92.3%	12
Voluntary and not-for-profit sector		7.7%	1
Private sector - manufacturing		0.0%	0
Private sector - services		0.0%	0
		answered question	13
		skipped question	1

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		35.7%	5
No		57.1%	8
Don't Know		7.1%	1
		answered question	14
		skipped question	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		21.4%	3
Career paths		28.6%	4
Learning/experience maps		7.1%	1
Action learning		57.1%	8
Mentoring from experienced leaders		78.6%	11
Coaching from individual's direct manager		71.4%	10
Processes for monitoring individual progress around development goals		50.0%	7
Developmental projects/assignments inside current job		42.9%	6
Developmental projects/assignments outside current job		28.6%	4
Developmental projects/assignments outside the organisation		21.4%	3
Restructuring of existing job roles and goals to increase leadership stretch		21.4%	3
Other (please specify)		14.3%	2
		answered question	14
		skipped question	0




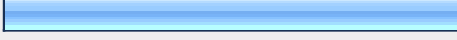

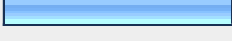
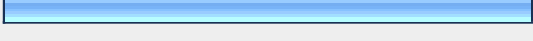
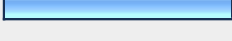
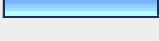
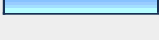
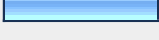
7. How effective do you find the following in DEVELOPING the capabilities in your leadership model or framework? Please rate only those that apply to your organisation.

	Not at all effective	Moderately effective	Effective	Very effective	Completely effective	Rating Average	Response Count
Participation on cross-functional task forces/project teams	8.3% (1)	8.3% (1)	16.7% (2)	66.7% (8)	0.0% (0)	3.42	12
Exposure to senior managers	0.0% (0)	25.0% (3)	33.3% (4)	25.0% (3)	16.7% (2)	3.33	12
Managing a bigger operation	11.1% (1)	11.1% (1)	33.3% (3)	44.4% (4)	0.0% (0)	3.11	9
Early profit & loss responsibility	22.2% (2)	22.2% (2)	55.6% (5)	0.0% (0)	0.0% (0)	2.33	9
Managing a turnaround situation	22.2% (2)	0.0% (0)	44.4% (4)	33.3% (3)	0.0% (0)	2.89	9
New business start-up	10.0% (1)	10.0% (1)	40.0% (4)	40.0% (4)	0.0% (0)	3.10	10
Exposure to different business and/or functional perspectives	10.0% (1)	10.0% (1)	40.0% (4)	40.0% (4)	0.0% (0)	3.10	10
International assignments (full- or part-time)	0.0% (0)	16.7% (2)	58.3% (7)	25.0% (3)	0.0% (0)	3.08	12
Projects with a high degree of complexity	9.1% (1)	27.3% (3)	18.2% (2)	36.4% (4)	9.1% (1)	3.09	11
Social responsibility projects	11.1% (1)	44.4% (4)	22.2% (2)	22.2% (2)	0.0% (0)	2.56	9
Secondments/placements/roles outside the organisation	10.0% (1)	30.0% (3)	30.0% (3)	30.0% (3)	0.0% (0)	2.80	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:							3
answered question							12
skipped question							2

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)	54.5% (6)	18.2% (2)	18.2% (2)	9.1% (1)	2.82	11
Personal development planning	0.0% (0)	20.0% (2)	60.0% (6)	20.0% (2)	0.0% (0)	3.00	10
Boss accountable for reports' development plan	0.0% (0)	50.0% (4)	37.5% (3)	12.5% (1)	0.0% (0)	2.63	8
180-degree feedback	14.3% (1)	28.6% (2)	42.9% (3)	0.0% (0)	14.3% (1)	2.71	7
360-degree feedback	0.0% (0)	25.0% (2)	12.5% (1)	50.0% (4)	12.5% (1)	3.50	8
Peer feedback	0.0% (0)	20.0% (2)	50.0% (5)	30.0% (3)	0.0% (0)	3.10	10
Capabilities in leadership model mapped to jobs/job families	14.3% (1)	14.3% (1)	57.1% (4)	14.3% (1)	0.0% (0)	2.71	7
Jobs designed to provide developmental stretch	0.0% (0)	0.0% (0)	57.1% (4)	42.9% (3)	0.0% (0)	3.43	7
Peer mentoring	0.0% (0)	25.0% (2)	50.0% (4)	25.0% (2)	0.0% (0)	3.00	8
Training to help individuals learn from their experiences	0.0% (0)	33.3% (3)	44.4% (4)	22.2% (2)	0.0% (0)	2.89	9
Structured opportunities for reflection (facilitated)	11.1% (1)	22.2% (2)	33.3% (3)	22.2% (2)	11.1% (1)	3.00	9
Lists of developmental activities/experiences available within current role	0.0% (0)	42.9% (3)	28.6% (2)	28.6% (2)	0.0% (0)	2.86	7
Action Learning Sets	0.0% (0)	25.0% (2)	37.5% (3)	37.5% (3)	0.0% (0)	3.13	8
Frameworks which help the individual capture the value of work-based learning	0.0% (0)	28.6% (2)	57.1% (4)	14.3% (1)	0.0% (0)	2.86	7
Support during transition into new job (coaching, orientation, toolkits, etc)	0.0% (0)	14.3% (1)	28.6% (2)	42.9% (3)	14.3% (1)	3.57	7
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:							3
answered question							11

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		41.7%	5
Wikis		16.7%	2
Blogs		0.0%	0
Reference library (journal articles, etc.)		66.7%	8
E-learning		50.0%	6
On-line coaching/mentoring		8.3%	1
Telephone coaching		25.0%	3
Knowledge/experience sharing		58.3%	7
'Toolkit' style content/resources		25.0%	3
Podcasts – audio		16.7%	2
Podcasts - video		16.7%	2
Facebook, LinkedIn, Piczo, etc		0.0%	0
Other (please specify)		16.7%	2
		answered question	12
		skipped question	2

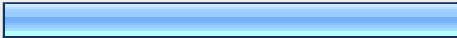

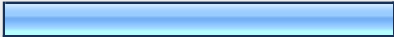
10. To what extent do the following CONDITIONS for learning from experience exist in your organisation?

	To a very little extent		To some extent		To a very great extent	Rating Average	Response Count
Tolerance for making mistakes	0.0% (0)	7.1% (1)	57.1% (8)	35.7% (5)	0.0% (0)	3.29	14
Top leader commitment to learning from experience	7.7% (1)	7.7% (1)	30.8% (4)	46.2% (6)	7.7% (1)	3.38	13
Reward for teaching/coaching others	15.4% (2)	38.5% (5)	38.5% (5)	7.7% (1)	0.0% (0)	2.38	13
Encouragement of learning through work	0.0% (0)	25.0% (3)	8.3% (1)	58.3% (7)	8.3% (1)	3.50	12
Senior management accountability for individual development	7.7% (1)	0.0% (0)	15.4% (2)	76.9% (10)	0.0% (0)	3.62	13
Processes for giving and receiving positive feedback	7.7% (1)	0.0% (0)	53.8% (7)	38.5% (5)	0.0% (0)	3.23	13
Willingness to move high potentials/high performers into developmental roles/assignments	15.4% (2)	15.4% (2)	30.8% (4)	30.8% (4)	7.7% (1)	3.00	13
Support for developmental projects not core to the current job	15.4% (2)	38.5% (5)	30.8% (4)	15.4% (2)	0.0% (0)	2.46	13
Delegation of real responsibility and accountability	0.0% (0)	7.7% (1)	53.8% (7)	38.5% (5)	0.0% (0)	3.31	13
Time built into work for reflection and learning	0.0% (0)	66.7% (8)	16.7% (2)	16.7% (2)	0.0% (0)	2.50	12
Availability of developmental resources (coaches, mentors, training, etc)	0.0% (0)	23.1% (3)	23.1% (3)	38.5% (5)	15.4% (2)	3.46	13
Integration of formal training with learning from experience	0.0% (0)	38.5% (5)	38.5% (5)	15.4% (2)	7.7% (1)	2.92	13
Teaching skills which foster learning from experience	8.3% (1)	25.0% (3)	33.3% (4)	25.0% (3)	8.3% (1)	3.00	12
Other (please describe in the box below)	100.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	1.00	1
Please describe here:							0
answered question							14
skipped question							0

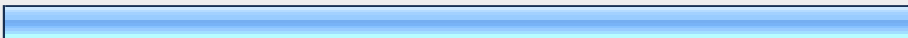
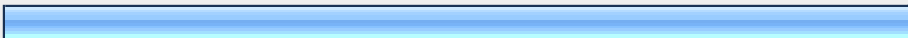
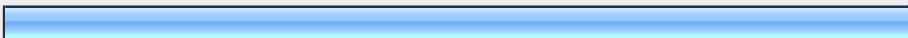
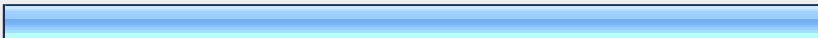
11. Which employee groups are targeted for experiential leadership development in your organisation? (select all that apply)			
		Response Percent	Response Count
All employee groups		14.3%	2
Individual contributors (technical or professional)		28.6%	4
Senior managers (business managers with P&L responsibility, etc)		42.9%	6
Middle managers (managers of managers, etc)		57.1%	8
High potentials		35.7%	5
First-level managers/supervisors		35.7%	5
No employee groups		14.3%	2
		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%		42.9%	6
11-30%		35.7%	5
31-50%		14.3%	2
More than 50%		7.1%	1
		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		7.1%	1
Don't Know		42.9%	6
		answered question	14
		skipped question	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%	10
Organisation:		100.0%	10
Email Address:		100.0%	10
Phone Number:		90.0%	9
		answered question	10
		skipped question	4