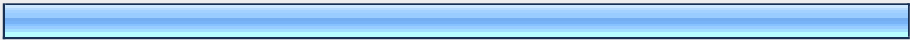


Experiential Leadership Development Survey 2009

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		100.0%	7
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		0.0%	0
Health and social care		0.0%	0
Voluntary and not-for-profit sectors		0.0%	0
		<i>answered question</i>	7
		<i>skipped question</i>	0

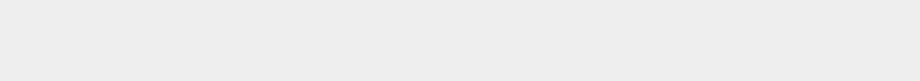
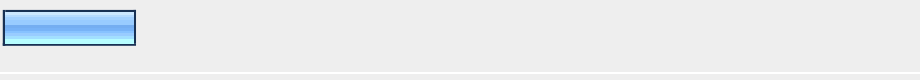
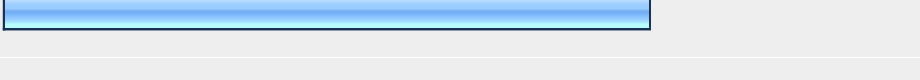
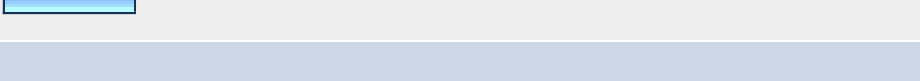
2. What is the size of your organisation?

		Response Percent	Response Count
1-99		0.0%	0
100-499		14.3%	1
500-999		0.0%	0
1,000-4,999		42.9%	3
5,000-9,999		28.6%	2
10,000-19,999		0.0%	0
More than 20,000		14.3%	1
		answered question	7
		skipped question	0

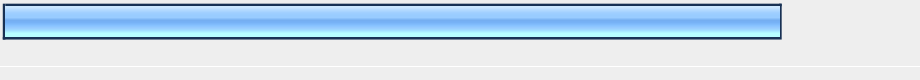
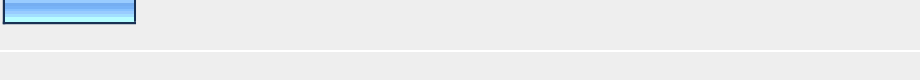
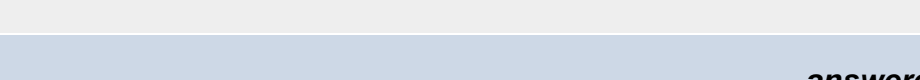
3. Within which geographic areas does your organisation work? (Please select all that apply)

		Response Percent	Response Count
UK and Ireland		100.0%	7
Europe (excl. central and Eastern Europe)		71.4%	5
Central and Eastern Europe		71.4%	5
Middle East		71.4%	5
Africa		71.4%	5
North America		71.4%	5
South America		71.4%	5
Asia/Pacific		71.4%	5
		answered question	7
		skipped question	0



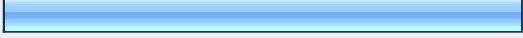



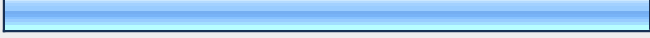
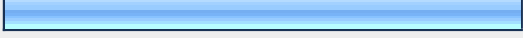




4. Please indicate your organisation's employment classification:

		Response Percent	Response Count
Public sector		0.0%	0
Voluntary and not-for-profit sector		14.3%	1
Private sector - manufacturing		71.4%	5
Private sector - services		14.3%	1
		<i>answered question</i>	7
		<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		85.7%	6
No		14.3%	1
Don't Know		0.0%	0
		<i>answered question</i>	7
		<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		100.0%	7
Clear developmental rationale for job moves		42.9%	3
Career paths		57.1%	4
Learning/experience maps		0.0%	0
Action learning		42.9%	3
Mentoring from experienced leaders		57.1%	4
Coaching from individual's direct manager		57.1%	4
Processes for monitoring individual progress around development goals		71.4%	5
Developmental projects/assignments inside current job		57.1%	4
Developmental projects/assignments outside current job		42.9%	3
Developmental projects/assignments outside the organisation		14.3%	1
Restructuring of existing job roles and goals to increase leadership stretch		14.3%	1
Other (please specify)		14.3%	1
		answered question	7
		skipped question	0


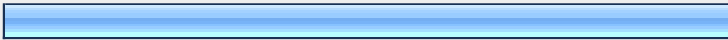
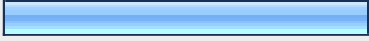
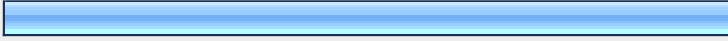
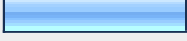
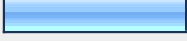
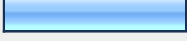
7. How effective do you find the following in DEVELOPING the capabilities in your leadership model or framework? Please rate only those that apply to your organisation.

	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)	16.7% (1)	83.3% (5)	0.0% (0)	3.83	6
Exposure to senior managers	0.0% (0)	28.6% (2)	0.0% (0)	71.4% (5)	0.0% (0)	3.43	7
Managing a bigger operation	0.0% (0)	0.0% (0)	42.9% (3)	42.9% (3)	14.3% (1)	3.71	7
Early profit & loss responsibility	0.0% (0)	28.6% (2)	42.9% (3)	28.6% (2)	0.0% (0)	3.00	7
Managing a turnaround situation	0.0% (0)	0.0% (0)	40.0% (2)	60.0% (3)	0.0% (0)	3.60	5
New business start-up	0.0% (0)	25.0% (1)	75.0% (3)	0.0% (0)	0.0% (0)	2.75	4
Exposure to different business and/or functional perspectives	0.0% (0)	16.7% (1)	33.3% (2)	50.0% (3)	0.0% (0)	3.33	6
International assignments (full- or part-time)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (6)	0.0% (0)	4.00	6
Projects with a high degree of complexity	0.0% (0)	0.0% (0)	14.3% (1)	85.7% (6)	0.0% (0)	3.86	7
Social responsibility projects	0.0% (0)	16.7% (1)	50.0% (3)	33.3% (2)	0.0% (0)	3.17	6
Secondments/placements/roles outside the organisation	33.3% (1)	0.0% (0)	66.7% (2)	0.0% (0)	0.0% (0)	2.33	3
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:							1
answered question							7
skipped question							0

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)	16.7% (1)	50.0% (3)	33.3% (2)	0.0% (0)	3.17	6
Personal development planning	0.0% (0)	28.6% (2)	28.6% (2)	42.9% (3)	0.0% (0)	3.14	7
Boss accountable for reports' development plan	0.0% (0)	50.0% (2)	50.0% (2)	0.0% (0)	0.0% (0)	2.50	4
180-degree feedback	0.0% (0)	0.0% (0)	100.0% (2)	0.0% (0)	0.0% (0)	3.00	2
360-degree feedback	0.0% (0)	16.7% (1)	33.3% (2)	50.0% (3)	0.0% (0)	3.33	6
Peer feedback	0.0% (0)	42.9% (3)	14.3% (1)	42.9% (3)	0.0% (0)	3.00	7
Capabilities in leadership model mapped to jobs/job families	0.0% (0)	40.0% (2)	20.0% (1)	40.0% (2)	0.0% (0)	3.00	5
Jobs designed to provide developmental stretch	0.0% (0)	0.0% (0)	28.6% (2)	57.1% (4)	14.3% (1)	3.86	7
Peer mentoring	25.0% (1)	0.0% (0)	75.0% (3)	0.0% (0)	0.0% (0)	2.50	4
Training to help individuals learn from their experiences	0.0% (0)	16.7% (1)	83.3% (5)	0.0% (0)	0.0% (0)	2.83	6
Structured opportunities for reflection (facilitated)	20.0% (1)	0.0% (0)	40.0% (2)	20.0% (1)	20.0% (1)	3.20	5
Lists of developmental activities/experiences available within current role	0.0% (0)	16.7% (1)	50.0% (3)	33.3% (2)	0.0% (0)	3.17	6
Action Learning Sets	0.0% (0)	0.0% (0)	50.0% (2)	50.0% (2)	0.0% (0)	3.50	4
Frameworks which help the individual capture the value of work-based learning	0.0% (0)	25.0% (1)	25.0% (1)	50.0% (2)	0.0% (0)	3.25	4
Support during transition into new job (coaching, orientation, toolkits, etc)	0.0% (0)	0.0% (0)	20.0% (1)	80.0% (4)	0.0% (0)	3.80	5
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							7

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		40.0%	2
Wikis		0.0%	0
Blogs		0.0%	0
Reference library (journal articles, etc.)		0.0%	0
E-learning		80.0%	4
On-line coaching/mentoring		40.0%	2
Telephone coaching		0.0%	0
Knowledge/experience sharing		80.0%	4
'Toolkit' style content/resources		20.0%	1
Podcasts – audio		0.0%	0
Podcasts - video		20.0%	1
Facebook, LinkedIn, Piczo, etc		0.0%	0
Other (please specify)		20.0%	1
		answered question	5
		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)	42.9% (3)	57.1% (4)	0.0% (0)	0.0% (0)	2.57	7
Top leader commitment to learning from experience	14.3% (1)	28.6% (2)	42.9% (3)	14.3% (1)	0.0% (0)	2.57	7
Reward for teaching/coaching others	28.6% (2)	71.4% (5)	0.0% (0)	0.0% (0)	0.0% (0)	1.71	7
Encouragement of learning through work	0.0% (0)	14.3% (1)	57.1% (4)	28.6% (2)	0.0% (0)	3.14	7
Senior management accountability for individual development	0.0% (0)	85.7% (6)	14.3% (1)	0.0% (0)	0.0% (0)	2.14	7
Processes for giving and receiving positive feedback	0.0% (0)	28.6% (2)	71.4% (5)	0.0% (0)	0.0% (0)	2.71	7
Willingness to move high potentials/high performers into developmental roles/assignments	0.0% (0)	0.0% (0)	57.1% (4)	42.9% (3)	0.0% (0)	3.43	7
Support for developmental projects not core to the current job	14.3% (1)	28.6% (2)	42.9% (3)	14.3% (1)	0.0% (0)	2.57	7
Delegation of real responsibility and accountability	0.0% (0)	14.3% (1)	57.1% (4)	28.6% (2)	0.0% (0)	3.14	7
Time built into work for reflection and learning	0.0% (0)	85.7% (6)	14.3% (1)	0.0% (0)	0.0% (0)	2.14	7
Availability of developmental resources (coaches, mentors, training, etc)	0.0% (0)	0.0% (0)	71.4% (5)	28.6% (2)	0.0% (0)	3.29	7
Integration of formal training with learning from experience	0.0% (0)	33.3% (2)	50.0% (3)	16.7% (1)	0.0% (0)	2.83	6
Teaching skills which foster learning from experience	16.7% (1)	33.3% (2)	33.3% (2)	0.0% (0)	16.7% (1)	2.67	6
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							7
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%	1
Individual contributors (technical or professional)		28.6%	2
Senior managers (business managers with P&L responsibility, etc)		71.4%	5
Middle managers (managers of managers, etc)		42.9%	3
High potentials		85.7%	6
First-level managers/supervisors		0.0%	0
No employee groups		0.0%	0
		answered question	7
		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%		14.3%	1
11-30%		57.1%	4
31-50%		14.3%	1
More than 50%		14.3%	1
		answered question	7
		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		33.3%	2
No		33.3%	2
Don't Know		33.3%	2
<i>answered question</i>			6
<i>skipped question</i>			1

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%	6
Organisation:		100.0%	6
Email Address:		100.0%	6
Phone Number:		100.0%	6
<i>answered question</i>			6
<i>skipped question</i>			1