

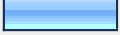










# Experiential Leadership Development Survey 2009

1. What is your industry sector?				
			Response Percent	Response Count
Agriculture, forestry and fishing			0.0%	0
Mining and extraction			1.8%	1
Manufacturing			3.5%	2
Electricity, gas and water supply			12.3%	7
Construction			1.8%	1
Wholesale and retail			0.0%	0
Hotels and restaurants			0.0%	0
Transport, storage and communication			0.0%	0
Finance, insurance and real estate			12.3%	7
<b>Consultancy services</b>			<b>24.6%</b>	<b>14</b>
IT industry			3.5%	2
Public administration and defence including central and local government, Navy, Army, Air Force, schools, police and fire services			5.3%	3
<b>Education – further and higher</b>			<b>24.6%</b>	<b>14</b>
Health and social care			7.0%	4
Voluntary and not-for-profit sectors			3.5%	2
			<b><i>answered question</i></b>	<b>57</b>
			<b><i>skipped question</i></b>	<b>0</b>

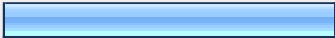

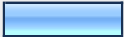
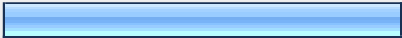
## 2. What is the size of your organisation?

		Response Percent	Response Count
1-99		16.1%	9
100-499		17.9%	10
500-999		1.8%	1
1,000-4,999		19.6%	11
5,000-9,999		14.3%	8
10,000-19,999		7.1%	4
<b>More than 20,000</b>		<b>23.2%</b>	<b>13</b>
		<b>answered question</b>	<b>56</b>
		<b>skipped question</b>	<b>1</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>93.0%</b>	<b>53</b>
Europe (excl. central and Eastern Europe)		61.4%	35
Central and Eastern Europe		42.1%	24
Middle East		47.4%	27
Africa		43.9%	25
North America		52.6%	30
South America		36.8%	21
Asia/Pacific		56.1%	32
		<b>answered question</b>	<b>57</b>
		<b>skipped question</b>	<b>0</b>

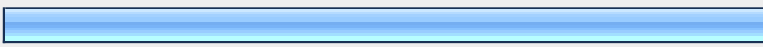
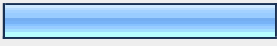
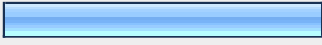

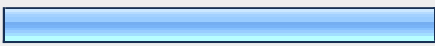
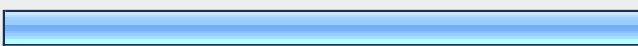
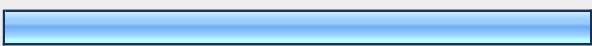

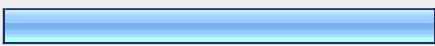
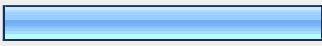
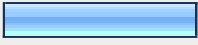
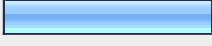
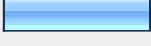
**4. Please indicate your organisation's employment classification:**

		Response Percent	Response Count
Public sector		36.4%	20
Voluntary and not-for-profit sector		7.3%	4
Private sector - manufacturing		12.7%	7
<b>Private sector - services</b>		<b>43.6%</b>	<b>24</b>
		<i>answered question</i>	<b>55</b>
		<i>skipped question</i>	<b>2</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
Yes		63.2%	36
No		31.6%	18
Don't Know		5.3%	3
		<i>answered question</i>	<b>57</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
Personal/career development plans		84.2%	48
Clear developmental rationale for job moves		29.8%	17
Career paths		35.1%	20
Learning/experience maps		21.1%	12
Action learning		47.4%	27
Mentoring from experienced leaders		70.2%	40
Coaching from individual's direct manager		64.9%	37
Processes for monitoring individual progress around development goals		43.9%	25
Developmental projects/assignments inside current job		47.4%	27
Developmental projects/assignments outside current job		35.1%	20
Developmental projects/assignments outside the organisation		21.1%	12
Restructuring of existing job roles and goals to increase leadership stretch		22.8%	13
Other (please specify)		15.8%	9
	<b>answered question</b>		<b>57</b>
	<b>skipped question</b>		<b>0</b>

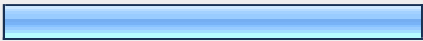


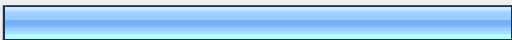
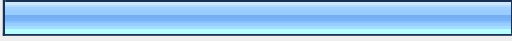
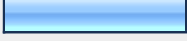
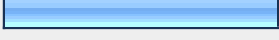
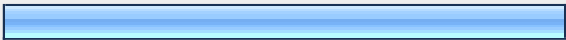
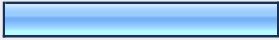
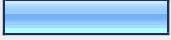
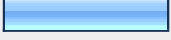

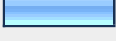
**7. How effective do you find the following in DEVELOPING the capabilities in your leadership model or framework? Please rate only those that apply to your organisation.**

	Not at all effective	Moderately effective	Effective	Very effective	Completely effective	Rating Average	Response Count
Participation on cross-functional task forces/project teams	2.0% (1)	12.0% (6)	<b>40.0% (20)</b>	<b>40.0% (20)</b>	6.0% (3)	3.36	50
Exposure to senior managers	3.8% (2)	13.5% (7)	28.8% (15)	<b>46.2% (24)</b>	7.7% (4)	3.40	52
Managing a bigger operation	2.2% (1)	15.6% (7)	26.7% (12)	<b>46.7% (21)</b>	8.9% (4)	3.44	45
Early profit & loss responsibility	12.8% (5)	17.9% (7)	<b>35.9% (14)</b>	25.6% (10)	7.7% (3)	2.97	39
Managing a turnaround situation	5.3% (2)	7.9% (3)	31.6% (12)	<b>50.0% (19)</b>	5.3% (2)	3.42	38
New business start-up	12.1% (4)	12.1% (4)	<b>36.4% (12)</b>	27.3% (9)	12.1% (4)	3.15	33
Exposure to different business and/or functional perspectives	2.2% (1)	13.3% (6)	37.8% (17)	<b>40.0% (18)</b>	6.7% (3)	3.36	45
International assignments (full- or part-time)	2.3% (1)	11.6% (5)	37.2% (16)	<b>46.5% (20)</b>	2.3% (1)	3.35	43
Projects with a high degree of complexity	2.1% (1)	17.0% (8)	23.4% (11)	<b>48.9% (23)</b>	8.5% (4)	3.45	47
Social responsibility projects	2.7% (1)	35.1% (13)	<b>37.8% (14)</b>	24.3% (9)	0.0% (0)	2.84	37
Secondments/placements/roles outside the organisation	11.1% (4)	13.9% (5)	<b>38.9% (14)</b>	30.6% (11)	5.6% (2)	3.06	36
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:							7
<b>answered question</b>							<b>54</b>
<b>skipped question</b>							<b>3</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.**

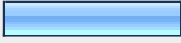
	Not at all effective	Moderately effective	Effective	Very effective	Completely effective	Rating Average	Response Count
Coaching from immediate boss	0.0% (0)	29.4% (15)	<b>35.3% (18)</b>	31.4% (16)	3.9% (2)	3.10	51
Personal development planning	4.2% (2)	20.8% (10)	<b>37.5% (18)</b>	<b>37.5% (18)</b>	0.0% (0)	3.08	48
Boss accountable for reports' development plan	2.4% (1)	<b>40.5% (17)</b>	33.3% (14)	23.8% (10)	0.0% (0)	2.79	42
180-degree feedback	3.0% (1)	27.3% (9)	<b>54.5% (18)</b>	12.1% (4)	3.0% (1)	2.85	33
360-degree feedback	0.0% (0)	15.9% (7)	38.6% (17)	<b>40.9% (18)</b>	4.5% (2)	3.34	44
Peer feedback	0.0% (0)	21.7% (10)	<b>39.1% (18)</b>	34.8% (16)	4.3% (2)	3.22	46
Capabilities in leadership model mapped to jobs/job families	4.9% (2)	24.4% (10)	<b>51.2% (21)</b>	19.5% (8)	0.0% (0)	2.85	41
Jobs designed to provide developmental stretch	0.0% (0)	7.1% (3)	31.0% (13)	<b>50.0% (21)</b>	11.9% (5)	3.67	42
Peer mentoring	2.6% (1)	23.7% (9)	<b>47.4% (18)</b>	21.1% (8)	5.3% (2)	3.03	38
Training to help individuals learn from their experiences	0.0% (0)	20.9% (9)	<b>48.8% (21)</b>	27.9% (12)	2.3% (1)	3.12	43
Structured opportunities for reflection (facilitated)	4.9% (2)	14.6% (6)	<b>39.0% (16)</b>	29.3% (12)	12.2% (5)	3.29	41
Lists of developmental activities/experiences available within current role	2.6% (1)	28.9% (11)	<b>47.4% (18)</b>	15.8% (6)	5.3% (2)	2.92	38
Action Learning Sets	0.0% (0)	21.6% (8)	32.4% (12)	<b>40.5% (15)</b>	5.4% (2)	3.30	37
Frameworks which help the individual capture the value of work-based learning	5.9% (2)	20.6% (7)	32.4% (11)	<b>38.2% (13)</b>	2.9% (1)	3.12	34
Support during transition into new job (coaching, orientation, toolkits, etc)	0.0% (0)	10.3% (4)	33.3% (13)	<b>46.2% (18)</b>	10.3% (4)	3.56	39

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:							4
<b>answered question</b>							<b>54</b>
<b>skipped question</b>							<b>3</b>

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		46.0%	23
Wikis		8.0%	4
Blogs		14.0%	7
Reference library (journal articles, etc.)		56.0%	28
E-learning		56.0%	28
On-line coaching/mentoring		20.0%	10
Telephone coaching		30.0%	15
<b>Knowledge/experience sharing</b>		<b>62.0%</b>	<b>31</b>
'Toolkit' style content/resources		30.0%	15
Podcasts – audio		18.0%	9
Podcasts - video		18.0%	9
Facebook, LinkedIn, Piczo, etc		20.0%	10
Other (please specify)		12.0%	6
<b>answered question</b>			<b>50</b>
<b>skipped question</b>			<b>7</b>



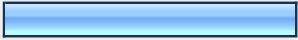
**10. To what extent do the following CONDITIONS for learning from experience exist in your organisation?**

	To a very little extent		To some extent		To a very great extent	Rating Average	Response Count
Tolerance for making mistakes	8.8% (5)	22.8% (13)	<b>43.9% (25)</b>	17.5% (10)	7.0% (4)	2.91	57
Top leader commitment to learning from experience	10.9% (6)	12.7% (7)	<b>38.2% (21)</b>	29.1% (16)	9.1% (5)	3.13	55
Reward for teaching/coaching others	32.1% (17)	<b>35.8% (19)</b>	24.5% (13)	3.8% (2)	3.8% (2)	2.11	53
Encouragement of learning through work	7.4% (4)	25.9% (14)	24.1% (13)	<b>33.3% (18)</b>	9.3% (5)	3.11	54
Senior management accountability for individual development	16.7% (9)	27.8% (15)	22.2% (12)	<b>31.5% (17)</b>	1.9% (1)	2.74	54
Processes for giving and receiving positive feedback	9.1% (5)	12.7% (7)	<b>43.6% (24)</b>	30.9% (17)	3.6% (2)	3.07	55
Willingness to move high potentials/high performers into developmental roles/assignments	7.4% (4)	11.1% (6)	<b>37.0% (20)</b>	<b>37.0% (20)</b>	7.4% (4)	3.26	54
Support for developmental projects not core to the current job	18.5% (10)	29.6% (16)	<b>35.2% (19)</b>	14.8% (8)	1.9% (1)	2.52	54
Delegation of real responsibility and accountability	7.4% (4)	11.1% (6)	<b>44.4% (24)</b>	27.8% (15)	9.3% (5)	3.20	54
Time built into work for reflection and learning	20.8% (11)	<b>50.9% (27)</b>	18.9% (10)	7.5% (4)	1.9% (1)	2.19	53
Availability of developmental resources (coaches, mentors, training, etc)	1.9% (1)	27.8% (15)	<b>35.2% (19)</b>	27.8% (15)	7.4% (4)	3.11	54
Integration of formal training with learning from experience	5.6% (3)	27.8% (15)	<b>37.0% (20)</b>	24.1% (13)	5.6% (3)	2.96	54
Teaching skills which foster learning from experience	15.4% (8)	28.8% (15)	<b>32.7% (17)</b>	15.4% (8)	7.7% (4)	2.71	52
Other (please describe in the box below)	<b>50.0% (1)</b>	0.0% (0)	<b>50.0% (1)</b>	0.0% (0)	0.0% (0)	2.00	2
Please describe here:							1
<b>answered question</b>							<b>57</b>



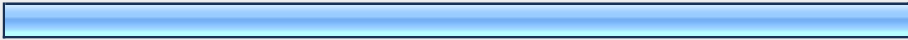

11. Which employee groups are targeted for experiential leadership development in your organisation? (select all that apply)			
		Response Percent	Response Count
All employee groups		19.3%	11
Individual contributors (technical or professional)		24.6%	14
Senior managers (business managers with P&L responsibility, etc)		47.4%	27
Middle managers (managers of managers, etc)		36.8%	21
<b>High potentials</b>		<b>52.6%</b>	<b>30</b>
First-level managers/supervisors		19.3%	11
No employee groups		8.8%	5
<b>answered question</b>			<b>57</b>
<b>skipped question</b>			<b>0</b>

12. Roughly what proportion of your leadership development activity is committed to experiential leadership development?			
		Response Percent	Response Count
<b>Less than 10%</b>		<b>38.6%</b>	<b>22</b>
11-30%		31.6%	18
31-50%		14.0%	8
More than 50%		15.8%	9
<b>answered question</b>			<b>57</b>
<b>skipped question</b>			<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		55.4%	31
No		12.5%	7
Don't Know		32.1%	18
		<b>answered question</b>	<b>56</b>
		<b>skipped question</b>	<b>1</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:		94.7%	36
Organisation:		92.1%	35
<b>Email Address:</b>		<b>100.0%</b>	<b>38</b>
Phone Number:		84.2%	32
		<b>answered question</b>	<b>38</b>
		<b>skipped question</b>	<b>19</b>