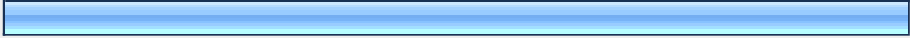



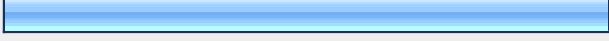
# Experiential Leadership Development Survey 2009

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
<b>Finance, insurance and real estate</b>		<b>100.0%</b>	<b>7</b>
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>7</b>
		<b><i>skipped question</i></b>	<b>0</b>

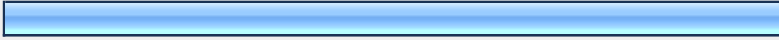
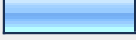
<b>2. What is the size of your organisation?</b>			
		<b>Response Percent</b>	<b>Response Count</b>
1-99		0.0%	0
100-499		0.0%	0
500-999		14.3%	1
1,000-4,999		0.0%	0
5,000-9,999		0.0%	0
10,000-19,999		28.6%	2
<b>More than 20,000</b>		<b>57.1%</b>	<b>4</b>
	<b>answered question</b>		<b>7</b>
	<b>skipped question</b>		<b>0</b>

<b>3. Within which geographic areas does your organisation work? (Please select all that apply)</b>			
		<b>Response Percent</b>	<b>Response Count</b>
<b>UK and Ireland</b>		<b>85.7%</b>	<b>6</b>
Europe (excl. central and Eastern Europe)		71.4%	5
Central and Eastern Europe		28.6%	2
Middle East		28.6%	2
Africa		28.6%	2
<b>North America</b>		<b>85.7%</b>	<b>6</b>
South America		28.6%	2
Asia/Pacific		57.1%	4
	<b>answered question</b>		<b>7</b>
	<b>skipped question</b>		<b>0</b>

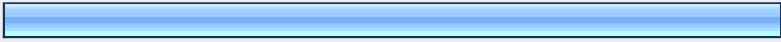

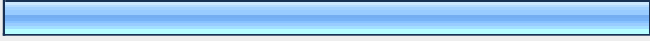

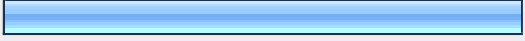
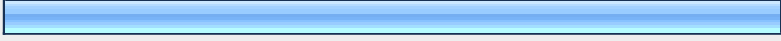


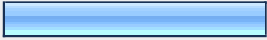
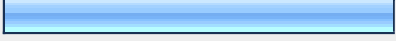
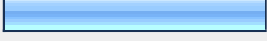
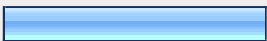
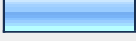
**4. Please indicate your organisation's employment classification:**

		Response Percent	Response Count
Public sector		33.3%	2
Voluntary and not-for-profit sector		0.0%	0
Private sector - manufacturing		0.0%	0
<b>Private sector - services</b>		<b>66.7%</b>	<b>4</b>
		<i>answered question</i>	<b>6</b>
		<i>skipped question</i>	<b>1</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		85.7%	6
No		14.3%	1
Don't Know		0.0%	0
		<i>answered question</i>	<b>7</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>		85.7%	6
Clear developmental rationale for job moves		28.6%	2
Career paths		71.4%	5
Learning/experience maps		42.9%	3
Action learning		57.1%	4
<b>Mentoring from experienced leaders</b>		85.7%	6
Coaching from individual's direct manager		57.1%	4
Processes for monitoring individual progress around development goals		28.6%	2
Developmental projects/assignments inside current job		28.6%	2
Developmental projects/assignments outside current job		42.9%	3
Developmental projects/assignments outside the organisation		28.6%	2
Restructuring of existing job roles and goals to increase leadership stretch		28.6%	2
Other (please specify)		14.3%	1
		<b>answered question</b>	<b>7</b>
		<b>skipped question</b>	<b>0</b>


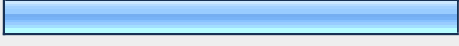
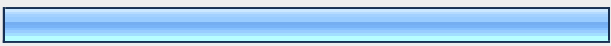
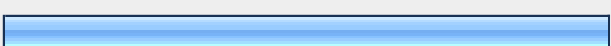

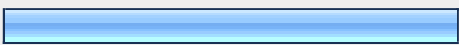
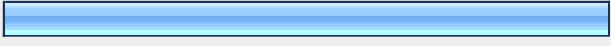
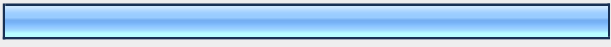
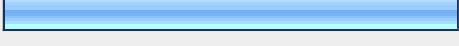
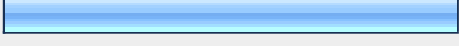
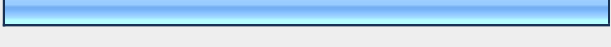
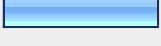
**7. How effective do you find the following in DEVELOPING the capabilities in your leadership model or framework? Please rate only those that apply to your organisation.**

	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)	0.0% (0)	<b>50.0% (3)</b>	33.3% (2)	16.7% (1)	3.67	6
Exposure to senior managers	0.0% (0)	0.0% (0)	42.9% (3)	<b>57.1% (4)</b>	0.0% (0)	3.57	7
Managing a bigger operation	0.0% (0)	16.7% (1)	<b>33.3% (2)</b>	<b>33.3% (2)</b>	16.7% (1)	3.50	6
Early profit & loss responsibility	20.0% (1)	20.0% (1)	20.0% (1)	<b>40.0% (2)</b>	0.0% (0)	2.80	5
Managing a turnaround situation	0.0% (0)	0.0% (0)	40.0% (2)	<b>60.0% (3)</b>	0.0% (0)	3.60	5
New business start-up	0.0% (0)	<b>40.0% (2)</b>	0.0% (0)	<b>40.0% (2)</b>	20.0% (1)	3.40	5
Exposure to different business and/or functional perspectives	0.0% (0)	16.7% (1)	<b>50.0% (3)</b>	16.7% (1)	16.7% (1)	3.33	6
International assignments (full- or part-time)	16.7% (1)	0.0% (0)	<b>50.0% (3)</b>	33.3% (2)	0.0% (0)	3.00	6
Projects with a high degree of complexity	0.0% (0)	16.7% (1)	0.0% (0)	<b>66.7% (4)</b>	16.7% (1)	3.83	6
Social responsibility projects	0.0% (0)	33.3% (2)	<b>50.0% (3)</b>	16.7% (1)	0.0% (0)	2.83	6
Secondments/placements/roles outside the organisation	0.0% (0)	0.0% (0)	<b>50.0% (3)</b>	33.3% (2)	16.7% (1)	3.67	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:							1
<b>answered question</b>							<b>7</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)	28.6% (2)	14.3% (1)	<b>57.1% (4)</b>	0.0% (0)	3.29	7
Personal development planning	0.0% (0)	20.0% (1)	20.0% (1)	<b>60.0% (3)</b>	0.0% (0)	3.40	5
Boss accountable for reports' development plan	20.0% (1)	<b>60.0% (3)</b>	0.0% (0)	20.0% (1)	0.0% (0)	2.20	5
180-degree feedback	0.0% (0)	25.0% (1)	<b>75.0% (3)</b>	0.0% (0)	0.0% (0)	2.75	4
360-degree feedback	0.0% (0)	16.7% (1)	<b>83.3% (5)</b>	0.0% (0)	0.0% (0)	2.83	6
Peer feedback	0.0% (0)	20.0% (1)	<b>60.0% (3)</b>	20.0% (1)	0.0% (0)	3.00	5
Capabilities in leadership model mapped to jobs/job families	0.0% (0)	33.3% (2)	16.7% (1)	<b>50.0% (3)</b>	0.0% (0)	3.17	6
Jobs designed to provide developmental stretch	0.0% (0)	0.0% (0)	20.0% (1)	<b>60.0% (3)</b>	20.0% (1)	4.00	5
Peer mentoring	0.0% (0)	0.0% (0)	<b>75.0% (3)</b>	0.0% (0)	25.0% (1)	3.50	4
Training to help individuals learn from their experiences	0.0% (0)	20.0% (1)	20.0% (1)	<b>60.0% (3)</b>	0.0% (0)	3.40	5
Structured opportunities for reflection (facilitated)	0.0% (0)	0.0% (0)	<b>50.0% (3)</b>	<b>50.0% (3)</b>	0.0% (0)	3.50	6
Lists of developmental activities/experiences available within current role	<b>25.0% (1)</b>	0.0% (0)	<b>25.0% (1)</b>	<b>25.0% (1)</b>	<b>25.0% (1)</b>	3.25	4
Action Learning Sets	0.0% (0)	0.0% (0)	20.0% (1)	<b>60.0% (3)</b>	20.0% (1)	4.00	5
Frameworks which help the individual capture the value of work-based learning	0.0% (0)	<b>25.0% (1)</b>	<b>25.0% (1)</b>	<b>25.0% (1)</b>	<b>25.0% (1)</b>	3.50	4
Support during transition into new job (coaching, orientation, toolkits, etc)	0.0% (0)	20.0% (1)	20.0% (1)	<b>40.0% (2)</b>	20.0% (1)	3.60	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:							1
<b>answered question</b>							<b>7</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
<b>Forums</b>		66.7%	4
Wikis		0.0%	0
Blogs		50.0%	3
<b>Reference library (journal articles, etc.)</b>		66.7%	4
<b>E-learning</b>		66.7%	4
On-line coaching/mentoring		33.3%	2
Telephone coaching		50.0%	3
<b>Knowledge/experience sharing</b>		66.7%	4
<b>'Toolkit' style content/resources</b>		66.7%	4
Podcasts – audio		50.0%	3
Podcasts - video		50.0%	3
<b>Facebook, LinkedIn, Piczo, etc</b>		66.7%	4
Other (please specify)		16.7%	1
		<b>answered question</b>	<b>6</b>
		<b>skipped question</b>	<b>1</b>

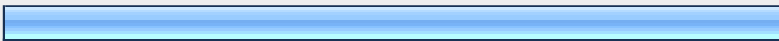

**10. To what extent do the following CONDITIONS for learning from experience exist in your organisation?**

	To a very little extent		To some extent		To a very great extent	Rating Average	Response Count
Tolerance for making mistakes	14.3% (1)	28.6% (2)	14.3% (1)	<b>42.9% (3)</b>	0.0% (0)	2.86	7
Top leader commitment to learning from experience	14.3% (1)	0.0% (0)	<b>42.9% (3)</b>	<b>42.9% (3)</b>	0.0% (0)	3.14	7
Reward for teaching/coaching others	<b>42.9% (3)</b>	14.3% (1)	<b>42.9% (3)</b>	0.0% (0)	0.0% (0)	2.00	7
Encouragement of learning through work	0.0% (0)	<b>57.1% (4)</b>	0.0% (0)	28.6% (2)	14.3% (1)	3.00	7
Senior management accountability for individual development	14.3% (1)	<b>57.1% (4)</b>	14.3% (1)	14.3% (1)	0.0% (0)	2.29	7
Processes for giving and receiving positive feedback	14.3% (1)	14.3% (1)	<b>42.9% (3)</b>	14.3% (1)	14.3% (1)	3.00	7
Willingness to move high potentials/high performers into developmental roles/assignments	0.0% (0)	<b>28.6% (2)</b>	<b>28.6% (2)</b>	<b>28.6% (2)</b>	14.3% (1)	3.29	7
Support for developmental projects not core to the current job	14.3% (1)	<b>42.9% (3)</b>	14.3% (1)	14.3% (1)	14.3% (1)	2.71	7
Delegation of real responsibility and accountability	14.3% (1)	14.3% (1)	<b>42.9% (3)</b>	14.3% (1)	14.3% (1)	3.00	7
Time built into work for reflection and learning	<b>42.9% (3)</b>	28.6% (2)	28.6% (2)	0.0% (0)	0.0% (0)	1.86	7
Availability of developmental resources (coaches, mentors, training, etc)	0.0% (0)	<b>28.6% (2)</b>	<b>28.6% (2)</b>	14.3% (1)	<b>28.6% (2)</b>	3.43	7
Integration of formal training with learning from experience	0.0% (0)	28.6% (2)	<b>42.9% (3)</b>	14.3% (1)	14.3% (1)	3.14	7
Teaching skills which foster learning from experience	16.7% (1)	<b>33.3% (2)</b>	16.7% (1)	16.7% (1)	16.7% (1)	2.83	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:							1
<b>answered question</b>							<b>7</b>
<b>skipped question</b>							<b>0</b>

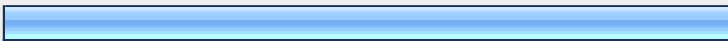


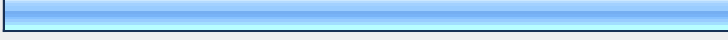
11. Which employee groups are targeted for experiential leadership development in your organisation? (select all that apply)			Response Percent	Response Count
All employee groups			28.6%	2
Individual contributors (technical or professional)			28.6%	2
<b>Senior managers (business managers with P&amp;L responsibility, etc)</b>			<b>85.7%</b>	<b>6</b>
Middle managers (managers of managers, etc)			14.3%	1
<b>High potentials</b>			<b>85.7%</b>	<b>6</b>
First-level managers/supervisors			14.3%	1
No employee groups			0.0%	0
		<b>answered question</b>		<b>7</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>42.9%</b>	<b>3</b>
11-30%			28.6%	2
31-50%			0.0%	0
More than 50%			28.6%	2
		<b>answered question</b>		<b>7</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		85.7%	6
No		0.0%	0
Don't Know		14.3%	1
<i>answered question</i>			<b>7</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:		80.0%	4
Organisation:		80.0%	4
<b>Email Address:</b>		<b>100.0%</b>	<b>5</b>
Phone Number:		80.0%	4
<i>answered question</i>			<b>5</b>
<i>skipped question</i>			<b>2</b>