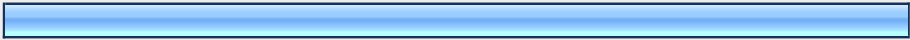


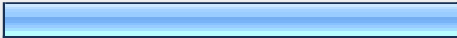

Experiential Leadership Development Survey 2009

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		0.0%	0
Health and social care		100.0%	4
Voluntary and not-for-profit sectors		0.0%	0
		<i>answered question</i>	4
		<i>skipped question</i>	0


2. What is the size of your organisation?			Response Percent	Response Count
1-99			0.0%	0
100-499			25.0%	1
500-999			0.0%	0
1,000-4,999			0.0%	0
5,000-9,999			25.0%	1
10,000-19,999			0.0%	0
More than 20,000			50.0%	2
		answered question		4
		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%	4
Europe (excl. central and Eastern Europe)			50.0%	2
Central and Eastern Europe			50.0%	2
Middle East			50.0%	2
Africa			50.0%	2
North America			50.0%	2
South America			50.0%	2
Asia/Pacific			50.0%	2
		answered question		4
		skipped question		0

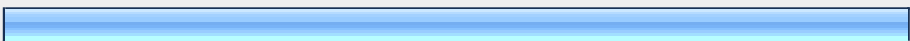
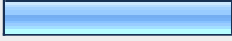
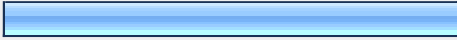
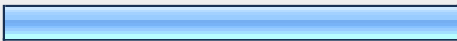
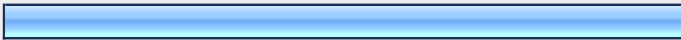

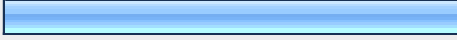
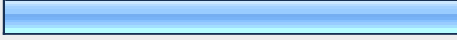
4. Please indicate your organisation's employment classification:

		Response Percent	Response Count
Public sector		50.0%	2
Voluntary and not-for-profit sector		0.0%	0
Private sector - manufacturing		0.0%	0
Private sector - services		50.0%	2
		<i>answered question</i>	4
		<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		100.0%	4
No		0.0%	0
Don't Know		0.0%	0
		<i>answered question</i>	4
		<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%	4
Clear developmental rationale for job moves		0.0%	0
Career paths		25.0%	1
Learning/experience maps		0.0%	0
Action learning		50.0%	2
Mentoring from experienced leaders		50.0%	2
Coaching from individual's direct manager		75.0%	3
Processes for monitoring individual progress around development goals		0.0%	0
Developmental projects/assignments inside current job		100.0%	4
Developmental projects/assignments outside current job		50.0%	2
Developmental projects/assignments outside the organisation		0.0%	0
Restructuring of existing job roles and goals to increase leadership stretch		50.0%	2
Other (please specify)		0.0%	0
		answered question	4
		skipped question	0




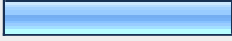
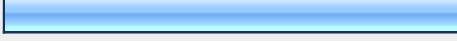
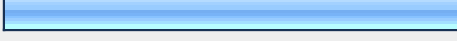
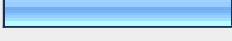
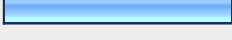
7. How effective do you find the following in DEVELOPING the capabilities in your leadership model or framework? Please rate only those that apply to your organisation.

	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)	33.3% (1)	66.7% (2)	0.0% (0)	3.67	3
Exposure to senior managers	0.0% (0)	0.0% (0)	75.0% (3)	25.0% (1)	0.0% (0)	3.25	4
Managing a bigger operation	0.0% (0)	33.3% (1)	66.7% (2)	0.0% (0)	0.0% (0)	2.67	3
Early profit & loss responsibility	0.0% (0)	0.0% (0)	50.0% (1)	50.0% (1)	0.0% (0)	3.50	2
Managing a turnaround situation	0.0% (0)	33.3% (1)	0.0% (0)	66.7% (2)	0.0% (0)	3.33	3
New business start-up	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Exposure to different business and/or functional perspectives	0.0% (0)	0.0% (0)	66.7% (2)	33.3% (1)	0.0% (0)	3.33	3
International assignments (full- or part-time)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (1)	0.0% (0)	4.00	1
Projects with a high degree of complexity	0.0% (0)	0.0% (0)	100.0% (2)	0.0% (0)	0.0% (0)	3.00	2
Social responsibility projects	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.00	0
Secondments/placements/roles outside the organisation	0.0% (0)	0.0% (0)	100.0% (2)	0.0% (0)	0.0% (0)	3.00	2
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							4
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)	0.0% (0)	50.0% (2)	50.0% (2)	0.0% (0)	3.50	4
Personal development planning	0.0% (0)	0.0% (0)	25.0% (1)	75.0% (3)	0.0% (0)	3.75	4
Boss accountable for reports' development plan	0.0% (0)	25.0% (1)	0.0% (0)	75.0% (3)	0.0% (0)	3.50	4
180-degree feedback	0.0% (0)	33.3% (1)	66.7% (2)	0.0% (0)	0.0% (0)	2.67	3
360-degree feedback	0.0% (0)	0.0% (0)	100.0% (3)	0.0% (0)	0.0% (0)	3.00	3
Peer feedback	0.0% (0)	0.0% (0)	66.7% (2)	33.3% (1)	0.0% (0)	3.33	3
Capabilities in leadership model mapped to jobs/job families	0.0% (0)	33.3% (1)	33.3% (1)	33.3% (1)	0.0% (0)	3.00	3
Jobs designed to provide developmental stretch	0.0% (0)	25.0% (1)	50.0% (2)	25.0% (1)	0.0% (0)	3.00	4
Peer mentoring	0.0% (0)	33.3% (1)	66.7% (2)	0.0% (0)	0.0% (0)	2.67	3
Training to help individuals learn from their experiences	0.0% (0)	0.0% (0)	100.0% (3)	0.0% (0)	0.0% (0)	3.00	3
Structured opportunities for reflection (facilitated)	0.0% (0)	50.0% (1)	0.0% (0)	50.0% (1)	0.0% (0)	3.00	2
Lists of developmental activities/experiences available within current role	0.0% (0)	50.0% (1)	50.0% (1)	0.0% (0)	0.0% (0)	2.50	2
Action Learning Sets	0.0% (0)	33.3% (1)	33.3% (1)	33.3% (1)	0.0% (0)	3.00	3
Frameworks which help the individual capture the value of work-based learning	0.0% (0)	0.0% (0)	25.0% (1)	75.0% (3)	0.0% (0)	3.75	4
Support during transition into new job (coaching, orientation, toolkits, etc)	0.0% (0)	0.0% (0)	75.0% (3)	25.0% (1)	0.0% (0)	3.25	4
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							4

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		25.0%	1
Wikis		0.0%	0
Blogs		0.0%	0
Reference library (journal articles, etc.)		50.0%	2
E-learning		75.0%	3
On-line coaching/mentoring		25.0%	1
Telephone coaching		50.0%	2
Knowledge/experience sharing		50.0%	2
'Toolkit' style content/resources		25.0%	1
Podcasts – audio		25.0%	1
Podcasts - video		0.0%	0
Facebook, LinkedIn, Piczo, etc		0.0%	0
Other (please specify)		0.0%	0
		answered question	4
		skipped question	0

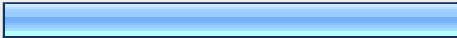

10. To what extent do the following CONDITIONS for learning from experience exist in your organisation?

	To a very little extent		To some extent		To a very great extent	Rating Average	Response Count
Tolerance for making mistakes	25.0% (1)	0.0% (0)	50.0% (2)	25.0% (1)	0.0% (0)	2.75	4
Top leader commitment to learning from experience	0.0% (0)	25.0% (1)	25.0% (1)	25.0% (1)	25.0% (1)	3.50	4
Reward for teaching/coaching others	33.3% (1)	33.3% (1)	33.3% (1)	0.0% (0)	0.0% (0)	2.00	3
Encouragement of learning through work	0.0% (0)	25.0% (1)	50.0% (2)	0.0% (0)	25.0% (1)	3.25	4
Senior management accountability for individual development	0.0% (0)	0.0% (0)	50.0% (2)	50.0% (2)	0.0% (0)	3.50	4
Processes for giving and receiving positive feedback	0.0% (0)	0.0% (0)	50.0% (2)	50.0% (2)	0.0% (0)	3.50	4
Willingness to move high potentials/high performers into developmental roles/assignments	0.0% (0)	0.0% (0)	50.0% (2)	50.0% (2)	0.0% (0)	3.50	4
Support for developmental projects not core to the current job	0.0% (0)	25.0% (1)	50.0% (2)	25.0% (1)	0.0% (0)	3.00	4
Delegation of real responsibility and accountability	0.0% (0)	0.0% (0)	50.0% (2)	25.0% (1)	25.0% (1)	3.75	4
Time built into work for reflection and learning	25.0% (1)	0.0% (0)	75.0% (3)	0.0% (0)	0.0% (0)	2.50	4
Availability of developmental resources (coaches, mentors, training, etc)	0.0% (0)	0.0% (0)	50.0% (2)	50.0% (2)	0.0% (0)	3.50	4
Integration of formal training with learning from experience	0.0% (0)	0.0% (0)	25.0% (1)	75.0% (3)	0.0% (0)	3.75	4
Teaching skills which foster learning from experience	0.0% (0)	25.0% (1)	50.0% (2)	25.0% (1)	0.0% (0)	3.00	4
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							4
skipped question							0

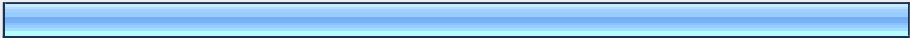
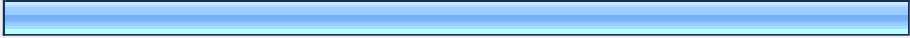

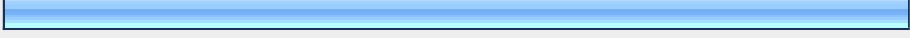
11. Which employee groups are targeted for experiential leadership development in your organisation? (select all that apply)			
		Response Percent	Response Count
All employee groups		25.0%	1
Individual contributors (technical or professional)		25.0%	1
Senior managers (business managers with P&L responsibility, etc)		75.0%	3
Middle managers (managers of managers, etc)		50.0%	2
High potentials		50.0%	2
First-level managers/supervisors		25.0%	1
No employee groups		0.0%	0
		answered question	4
		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%		25.0%	1
11-30%		50.0%	2
31-50%		25.0%	1
More than 50%		0.0%	0
		answered question	4
		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%	2
No		0.0%	0
Don't Know		50.0%	2
<i>answered question</i>			4
<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%	2
Organisation:		100.0%	2
Email Address:		100.0%	2
Phone Number:		100.0%	2
<i>answered question</i>			2
<i>skipped question</i>			2