



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		100.0%	3
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>	3
		<i>skipped question</i>	0

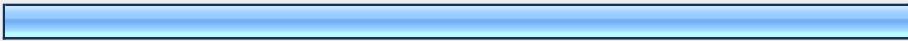
2. What is the size of your organisation?			Response Percent	Response Count
1-99			0.0%	0
100-499			33.3%	1
500-999			0.0%	0
1,000-4,999			33.3%	1
5,000-9,999			33.3%	1
10,000-19,999			0.0%	0
More than 20,000			0.0%	0
	answered question			3
	skipped question			0

3. Within which geographic areas does your organisation work? (Please select all that apply)			Response Percent	Response Count
UK and Ireland			100.0%	3
Europe (excl. central and Eastern Europe)			33.3%	1
Central and Eastern Europe			0.0%	0
Middle East			33.3%	1
Africa			0.0%	0
North America			0.0%	0
South America			0.0%	0
Asia/Pacific			0.0%	0
	answered question			3
	skipped question			0

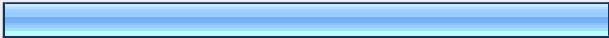


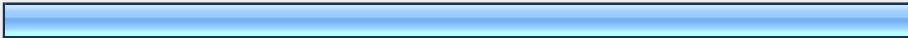


4. Please indicate your organisation's employment classification:

		Response Percent	Response Count
Public sector		100.0%	3
Voluntary and not-for-profit sector		0.0%	0
Private sector - manufacturing		0.0%	0
Private sector - services		0.0%	0
		<i>answered question</i>	3
		<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%	3
No		0.0%	0
Don't Know		0.0%	0
		<i>answered question</i>	3
		<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		66.7%	2
Clear developmental rationale for job moves		0.0%	0
Career paths		0.0%	0
Learning/experience maps		0.0%	0
Action learning		33.3%	1
Mentoring from experienced leaders		66.7%	2
Coaching from individual's direct manager		100.0%	3
Processes for monitoring individual progress around development goals		0.0%	0
Developmental projects/assignments inside current job		33.3%	1
Developmental projects/assignments outside current job		33.3%	1
Developmental projects/assignments outside the organisation		0.0%	0
Restructuring of existing job roles and goals to increase leadership stretch		0.0%	0
Other (please specify)		0.0%	0
		answered question	3
		skipped question	0



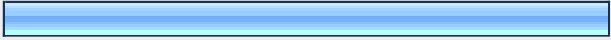
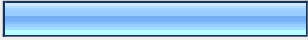
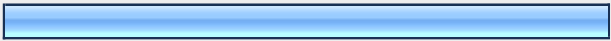
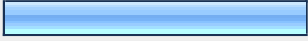
7. How effective do you find the following in DEVELOPING the capabilities in your leadership model or framework? Please rate only those that apply to your organisation.

	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)	66.7% (2)	0.0% (0)	33.3% (1)	0.0% (0)	2.67	3
Exposure to senior managers	33.3% (1)	0.0% (0)	33.3% (1)	33.3% (1)	0.0% (0)	2.67	3
Managing a bigger operation	0.0% (0)	33.3% (1)	0.0% (0)	66.7% (2)	0.0% (0)	3.33	3
Early profit & loss responsibility	100.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	1.00	1
Managing a turnaround situation	0.0% (0)	50.0% (1)	50.0% (1)	0.0% (0)	0.0% (0)	2.50	2
New business start-up	100.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	1.00	1
Exposure to different business and/or functional perspectives	0.0% (0)	50.0% (1)	0.0% (0)	50.0% (1)	0.0% (0)	3.00	2
International assignments (full- or part-time)	0.0% (0)	100.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	2.00	1
Projects with a high degree of complexity	0.0% (0)	33.3% (1)	33.3% (1)	33.3% (1)	0.0% (0)	3.00	3
Social responsibility projects	0.0% (0)	100.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	2.00	1
Secondments/placements/roles outside the organisation	50.0% (1)	0.0% (0)	0.0% (0)	50.0% (1)	0.0% (0)	2.50	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							3
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.

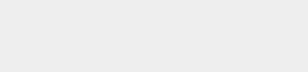
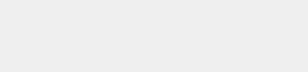
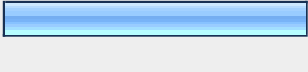
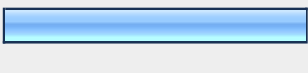
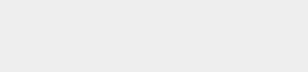
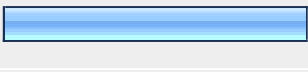
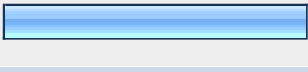
	Not at all effective	Moderately effective	Effective	Very effective	Completely effective	Rating Average	Response Count
Coaching from immediate boss	0.0% (0)	100.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	2.00	3
Personal development planning	33.3% (1)	66.7% (2)	0.0% (0)	0.0% (0)	0.0% (0)	1.67	3
Boss accountable for reports' development plan	0.0% (0)	100.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	2.00	3
180-degree feedback	0.0% (0)	50.0% (1)	50.0% (1)	0.0% (0)	0.0% (0)	2.50	2
360-degree feedback	0.0% (0)	0.0% (0)	50.0% (1)	50.0% (1)	0.0% (0)	3.50	2
Peer feedback	0.0% (0)	50.0% (1)	50.0% (1)	0.0% (0)	0.0% (0)	2.50	2
Capabilities in leadership model mapped to jobs/job families	0.0% (0)	50.0% (1)	50.0% (1)	0.0% (0)	0.0% (0)	2.50	2
Jobs designed to provide developmental stretch	0.0% (0)	0.0% (0)	100.0% (1)	0.0% (0)	0.0% (0)	3.00	1
Peer mentoring	0.0% (0)	100.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	2.00	2
Training to help individuals learn from their experiences	0.0% (0)	50.0% (1)	50.0% (1)	0.0% (0)	0.0% (0)	2.50	2
Structured opportunities for reflection (facilitated)	0.0% (0)	100.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	2.00	1
Lists of developmental activities/experiences available within current role	0.0% (0)	100.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	2.00	2
Action Learning Sets	0.0% (0)	66.7% (2)	33.3% (1)	0.0% (0)	0.0% (0)	2.33	3
Frameworks which help the individual capture the value of work-based learning	50.0% (1)	50.0% (1)	0.0% (0)	0.0% (0)	0.0% (0)	1.50	2
Support during transition into new job (coaching, orientation, toolkits, etc)	0.0% (0)	0.0% (0)	100.0% (1)	0.0% (0)	0.0% (0)	3.00	1
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							3

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		66.7%	2
Wikis		0.0%	0
Blogs		0.0%	0
Reference library (journal articles, etc.)		33.3%	1
E-learning		66.7%	2
On-line coaching/mentoring		0.0%	0
Telephone coaching		0.0%	0
Knowledge/experience sharing		33.3%	1
'Toolkit' style content/resources		66.7%	2
Podcasts – audio		0.0%	0
Podcasts - video		0.0%	0
Facebook, LinkedIn, Piczo, etc		0.0%	0
Other (please specify)		33.3%	1
		answered question	3
		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	33.3% (1)	33.3% (1)	33.3% (1)	0.0% (0)	0.0% (0)	2.00	3
Top leader commitment to learning from experience	33.3% (1)	33.3% (1)	33.3% (1)	0.0% (0)	0.0% (0)	2.00	3
Reward for teaching/coaching others	100.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	1.00	3
Encouragement of learning through work	66.7% (2)	33.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	1.33	3
Senior management accountability for individual development	100.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	1.00	3
Processes for giving and receiving positive feedback	66.7% (2)	33.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	1.33	3
Willingness to move high potentials/high performers into developmental roles/assignments	66.7% (2)	0.0% (0)	33.3% (1)	0.0% (0)	0.0% (0)	1.67	3
Support for developmental projects not core to the current job	66.7% (2)	33.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	1.33	3
Delegation of real responsibility and accountability	33.3% (1)	66.7% (2)	0.0% (0)	0.0% (0)	0.0% (0)	1.67	3
Time built into work for reflection and learning	66.7% (2)	33.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	1.33	3
Availability of developmental resources (coaches, mentors, training, etc)	33.3% (1)	33.3% (1)	33.3% (1)	0.0% (0)	0.0% (0)	2.00	3
Integration of formal training with learning from experience	33.3% (1)	0.0% (0)	66.7% (2)	0.0% (0)	0.0% (0)	2.33	3
Teaching skills which foster learning from experience	66.7% (2)	33.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	1.33	3
Other (please describe in the box below)	0.0% (0)	0.0% (0)	100.0% (1)	0.0% (0)	0.0% (0)	3.00	1
Please describe here:							0
answered question							3
skipped question							0


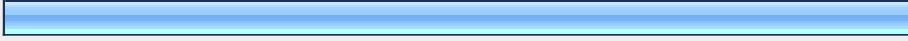
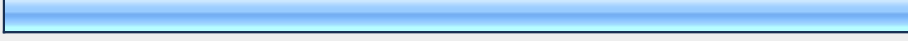
11. Which employee groups are targeted for experiential leadership development in your organisation? (select all that apply)			
		Response Percent	Response Count
All employee groups		0.0%	0
Individual contributors (technical or professional)		0.0%	0
Senior managers (business managers with P&L responsibility, etc)		33.3%	1
Middle managers (managers of managers, etc)		33.3%	1
High potentials		0.0%	0
First-level managers/supervisors		33.3%	1
No employee groups		33.3%	1
		answered question	3
		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%		66.7%	2
11-30%		0.0%	0
31-50%		33.3%	1
More than 50%		0.0%	0
		answered question	3
		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		100.0%	3
No		0.0%	0
Don't Know		0.0%	0
		<i>answered question</i>	3
		<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%	1
Organisation:		100.0%	1
Email Address:		100.0%	1
Phone Number:		0.0%	0
		<i>answered question</i>	1
		<i>skipped question</i>	2