

01 | THE CURRENT STATE OF LEADERSHIP DEVELOPMENT EFFORTS



Measuring & Managing Talent with Scientifically Validated Assessment

Leadership & Individual Development

Selection & Succession Planning

Organizational & Team Development

360° Feedback

I'd like to open this article by posing some questions for you, the reader, to reflect upon:

- Do you believe that there is enough focus on leadership development within organizations?
- Can we improve current leadership development efforts?
- Does leadership development training provide a worthwhile return of investment?

These questions (and others) were examined by Multi-Health Systems Inc. and the Human Capital Institute. Between April and May 2013, leadership development efforts were examined using a survey involving 784 respondents from over 500 organizations worldwide. In this series, we will present (and

elaborate on) the key findings from this survey.

If you answered "yes" to any of the questions above: This series can help you create a stronger business case for leadership coaching and development.

Our report reveals the following:

- Most organizations use at least one type of leadership development training method, suggesting that the importance of developing strong leaders is well-accepted.
- Organizations who spend a considerable amount of their training and development budget (31% or more) on leadership development are 12% more likely to report positive revenue growth.

- Unfortunately, many organizations spend 10% or less of their training and development budget on leadership development.
- Many employees are dissatisfied with current organizational efforts towards leadership development (Figure 1).

These findings suggest that there are many opportunities to improve, or incorporate, leadership development training efforts within various organizations.

To address why this dissatisfaction exists, we asked which training methods are used most frequently (Figure 2), and which methods are deemed to be effective (Figure 3). Our findings suggest that the most commonly used leadership development methods are rated among the least effective.

Figure 1. How current leadership development efforts are perceived in organizations today.



report their Leadership Development efforts are ineffective

Workshops and classroom training are two of the most frequently used leadership training methods. Cromwell and Kolb (2004) suggested that as little as 15% of classroom training efforts leads to sustained behavioural change within the workplace. How does one differentiate his/her services from what happens in a classroom setting? As Drew Bird mentioned in his 2013 Choice Expert Series, the answer may lie in a coaching plan which supports a cycle of increasing awareness, defining strategies



THE CURRENT STATE OF LEADERSHIP DEVELOPMENT EFFORTS

and evaluating outcomes in a very personalized relationship.

Ultimately, the most effective leadership development methods are not used regularly. Why does this disconnect between frequency and

effectiveness exist? Is there a way to make leadership development efforts more fruitful, using widely available and inexpensive toolsets?

Part Two of this series will examine challenges and disconnects in

leadership development, while Part Three will elaborate on the return of investment from leadership development. Part Four will delve into one of the most effective methods of leadership development: Emotional Intelligence assessments.

Figure 2. Leadership development methods most commonly used within organizations.

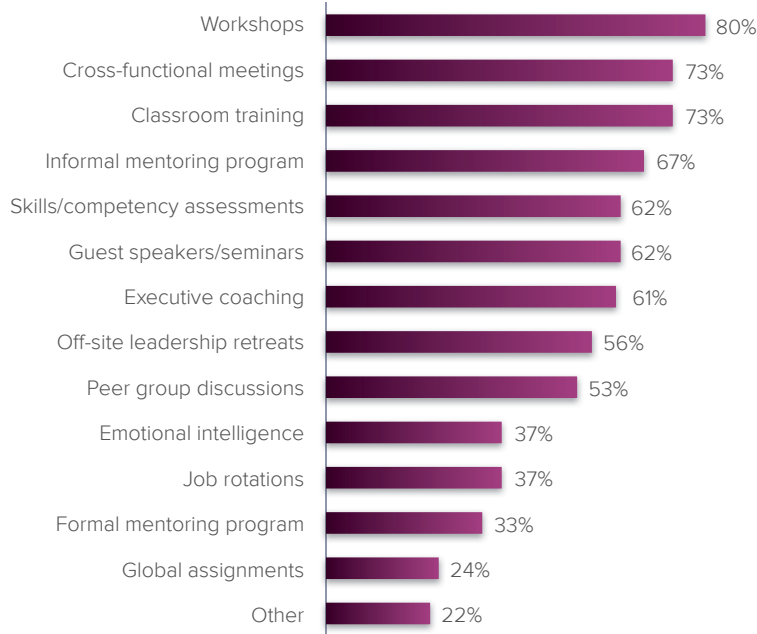
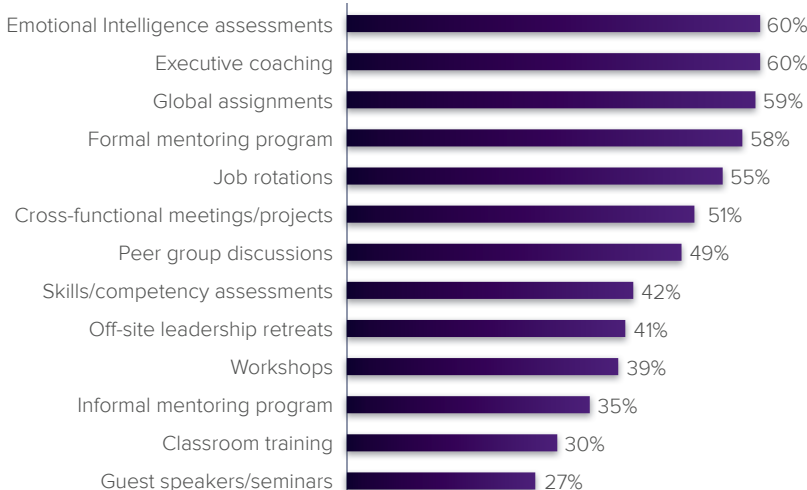


Figure 3. Percentage of HR managers who find each method to be "effective" or "very effective".



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