

Next Generation Leadership Development



Summary Results | January 2020

Survey Summary

- ▶ **Between December 2019 and January 2020, Gatepoint Research invited selected HR, Sales, and Business Development executives to participate in a survey themed *Next Generation Leadership Development*.**
- ▶ **Candidates were invited via email and 51 executives have participated to date.**
- ▶ **Management levels represented are predominantly senior decision makers: 4% hold the title CxO, 32% are VPs, 51% are Directors, and 13% are Managers.**
- ▶ **Survey participants represent primarily the Business Services industry, but also the Financial Services, Retail and Healthcare sectors as well.**
- ▶ **100% of responders participated voluntarily; none were engaged using telemarketing.**

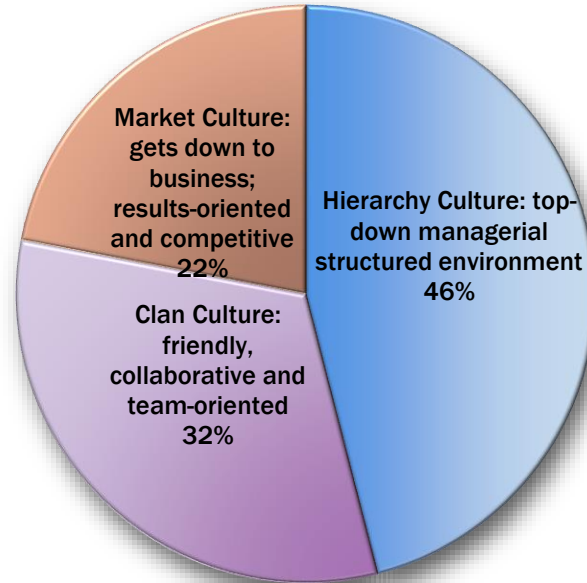
Executive Overview

Coaching tomorrow's leaders is critical to an organization's continuity and future success. How to provide leadership development coaching successfully throughout the company is a challenge, though. Which leadership development processes produce the best, most consistent results for different company cultures?

This survey asks respondents to report:

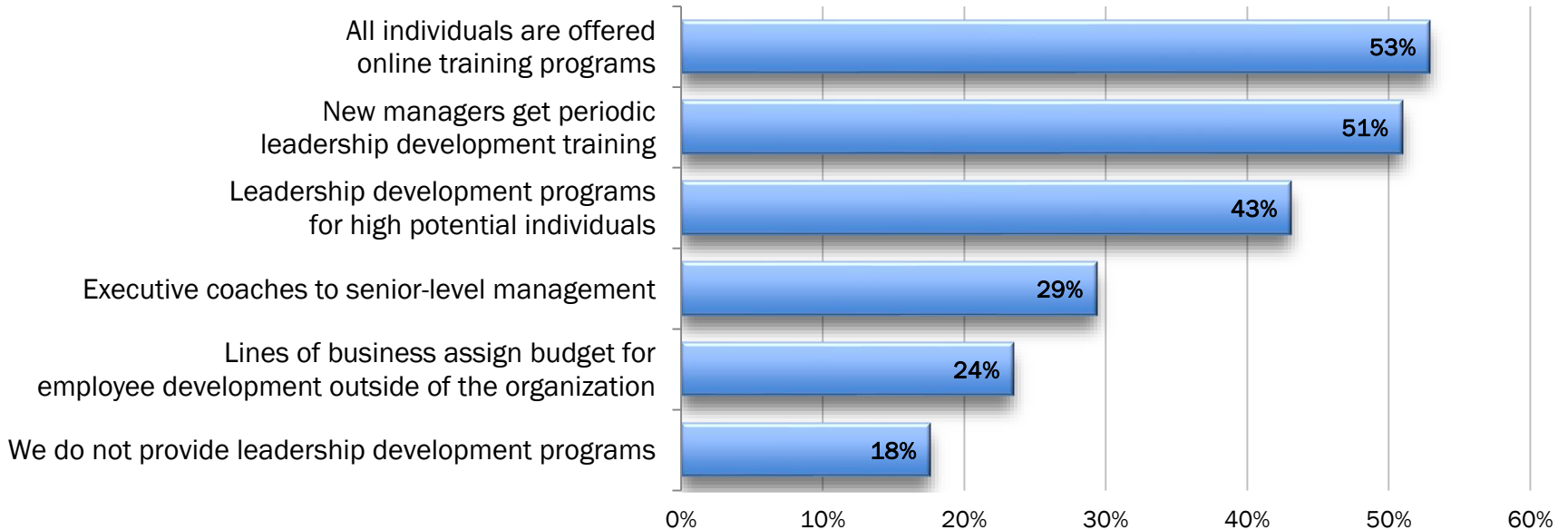
- ▶ What is their company culture? What leadership development programs do they use now?
- ▶ How would they rate the impact of their current training on developing leaders?
- ▶ What are their challenges with their current leadership development programs?
- ▶ Which leadership skills are most critical to their organization?

What best describes your organizational company culture?



Asked to characterize their company culture, almost half of survey respondents say it is a top-down hierarchy. 32% call theirs a Clan Culture, team-oriented. And 22% work in a results-oriented, competitive Market Culture environment.

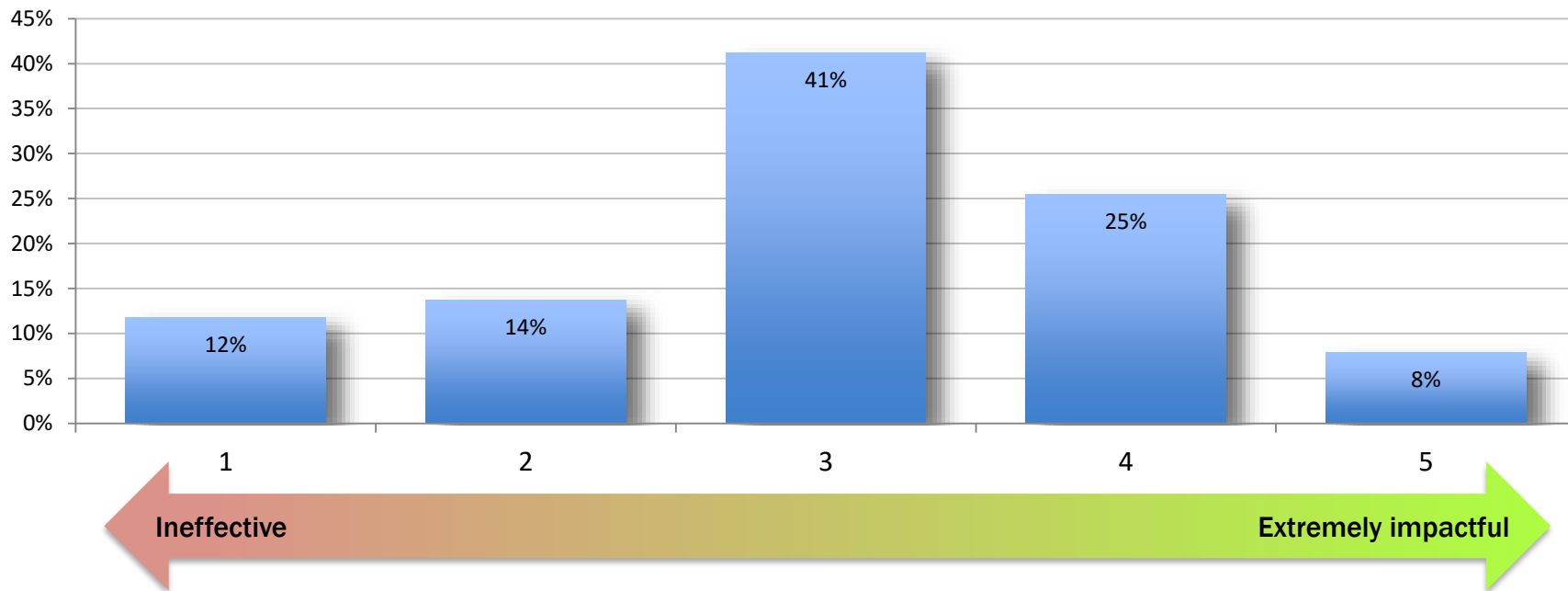
What leadership development programs do you currently offer your employees?



More than half of those surveyed report all employees are offered leadership development programs, but only as online training (53%). Some offer periodic leadership training for new managers (51%) or high potential individuals (43%).

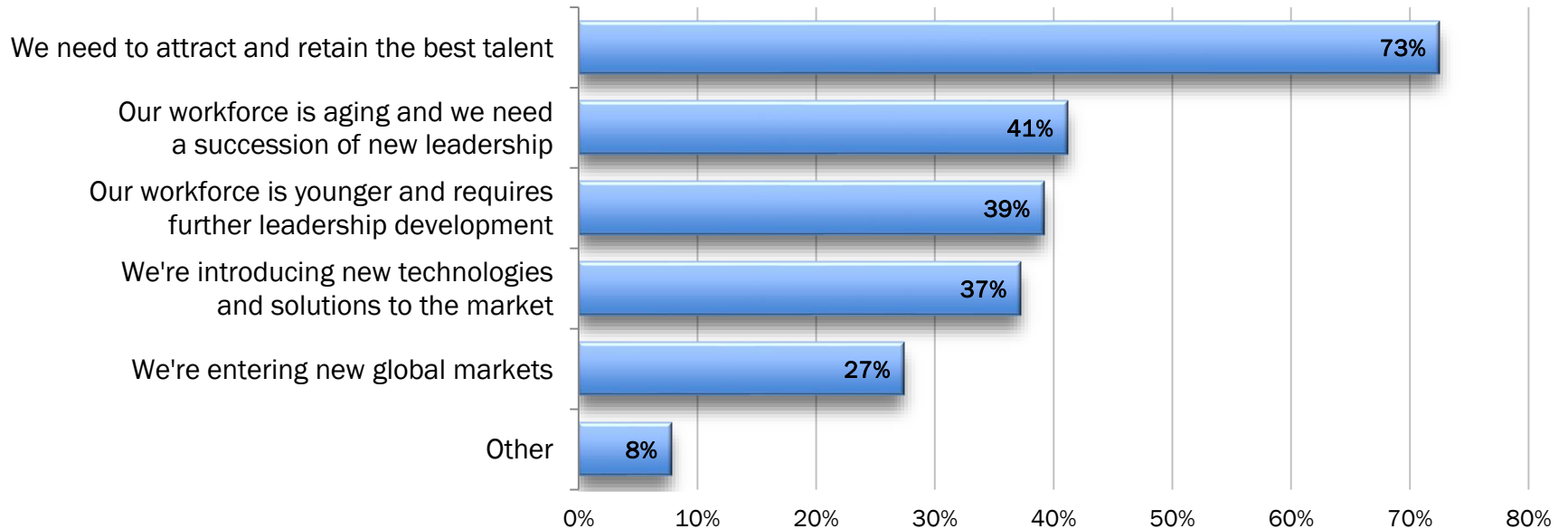
How would you rate the impact of your leadership development programs today?

(Rate 1 to 5, where 1 = ineffective; 5 = super impactful on developing the leaders of tomorrow)



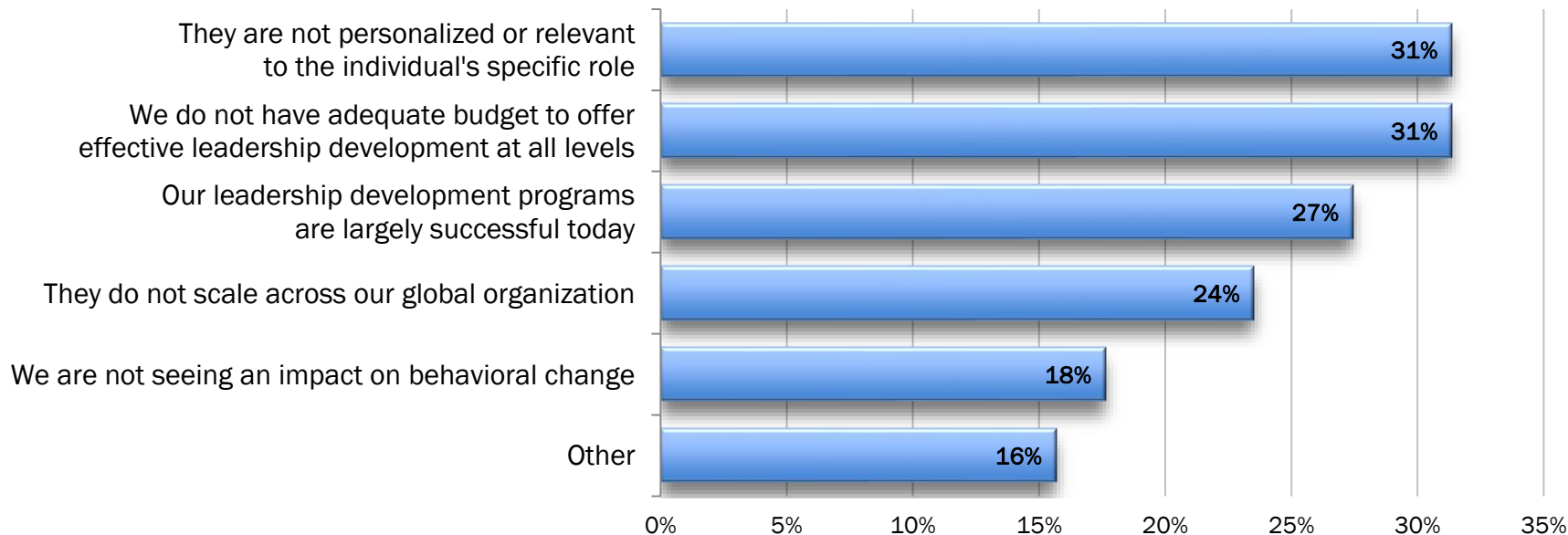
Respondents rate leadership develop classes solidly...average. Few go so far as to say they are totally ineffective (12%) or conversely, highly impactful (8%) on the leaders of tomorrow.

What's driving the need to develop your leaders today?



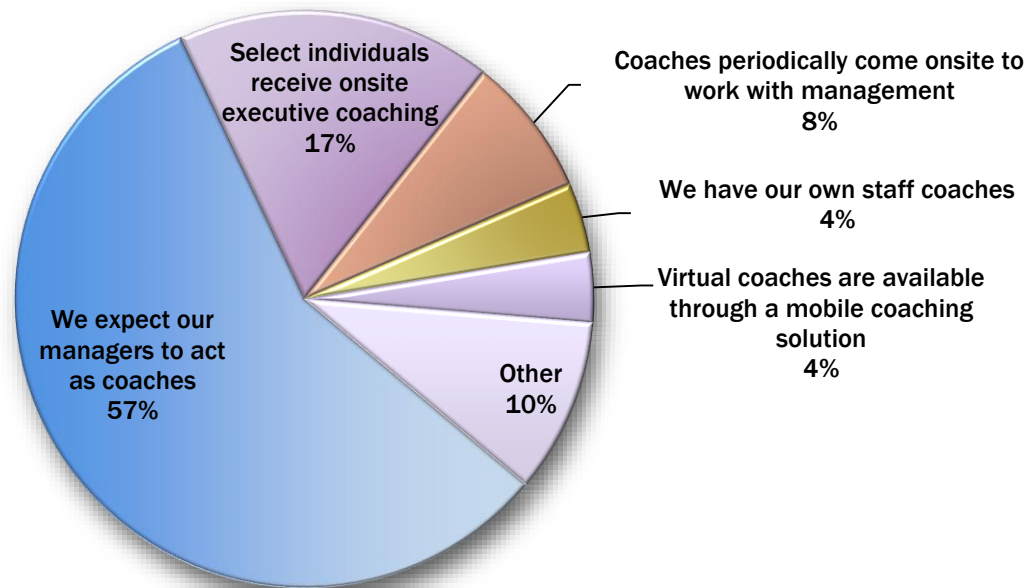
Almost three quarters of respondents see the development of leaders as a critical driver of being able to attract and retain talent. Other leading leadership development drivers: Aging workforce (41%), young/inexperienced workforce (39%), and new products being introduced to the market (37%).

What are the challenges with your current leadership development programs?



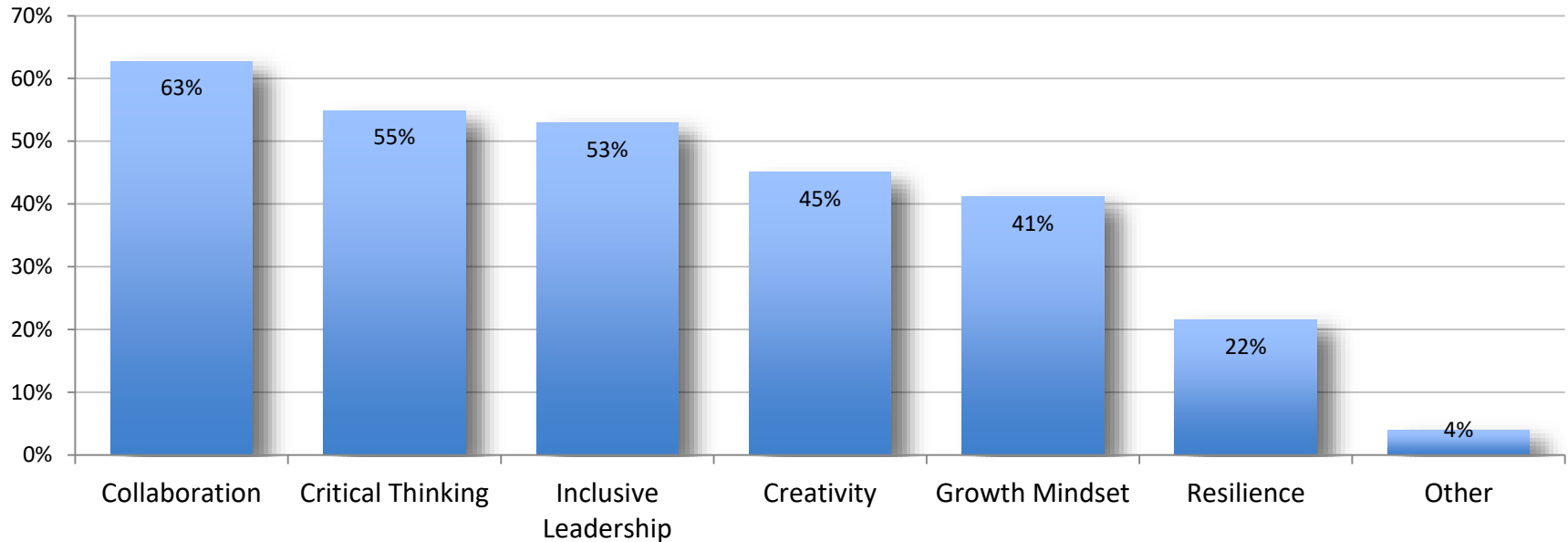
Leading complaints about leadership development training: the programs are not specifically tailored to individual roles, and budget does not allow comprehensive development training at all levels (31% each)

What is your organization's experience with coaching as a leadership development practice?



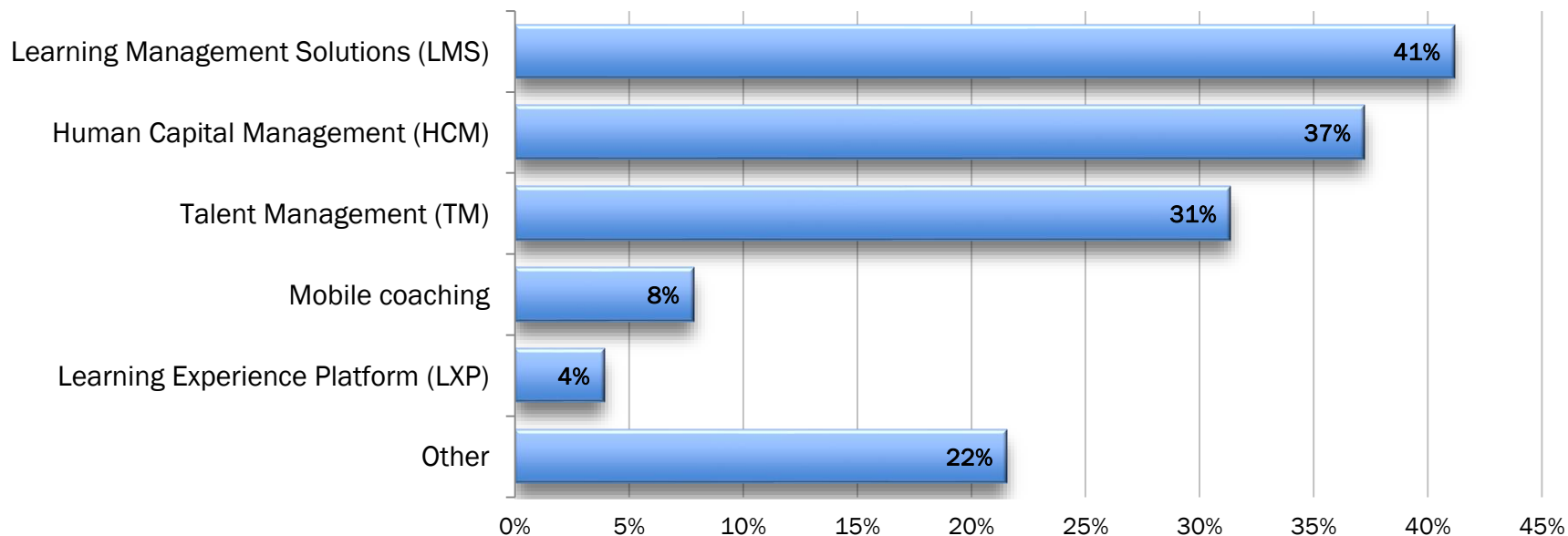
Most organizations surveyed rely on current managers to act as coaches (57%), while another 17% provide onsite coaching for select executives. Just 4% employ full time staff coaches.

Which of the following leadership development skills are most critical to the growth of your organization?



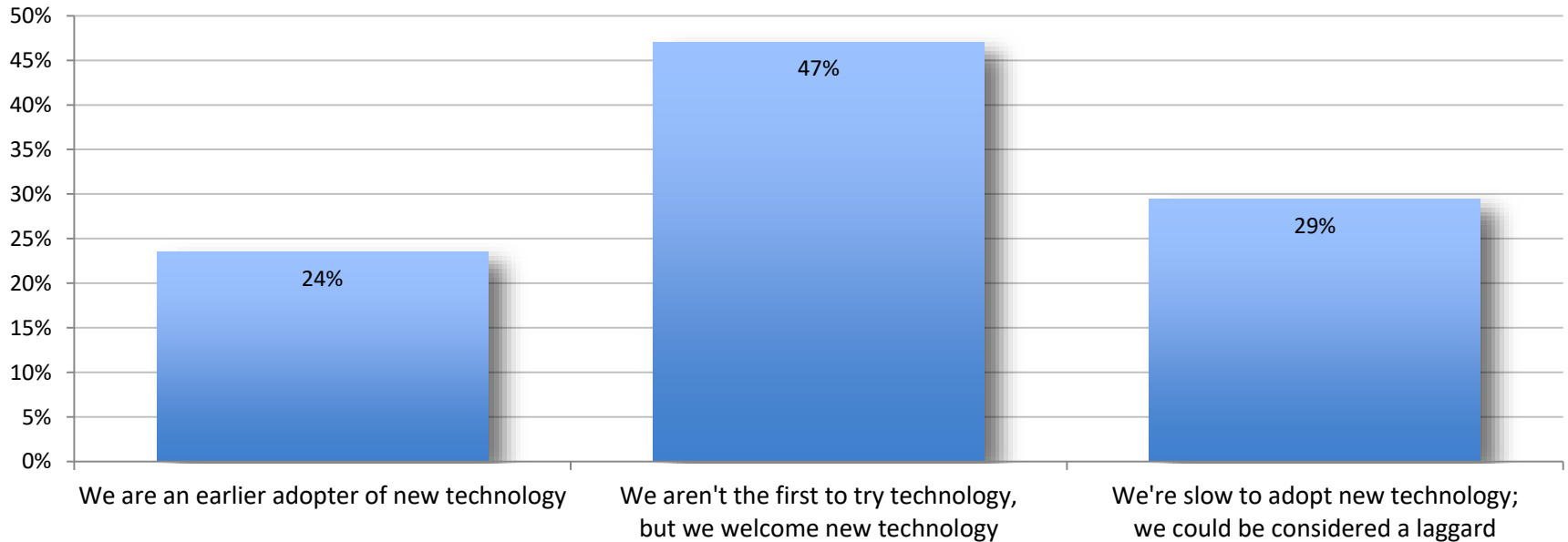
A significant margin of respondents make “Collaboration” the most-cited critical leadership development skill. “Critical Thinking” and “Inclusive Leadership” are also highly valued.

Which technology solutions does your organization currently use?



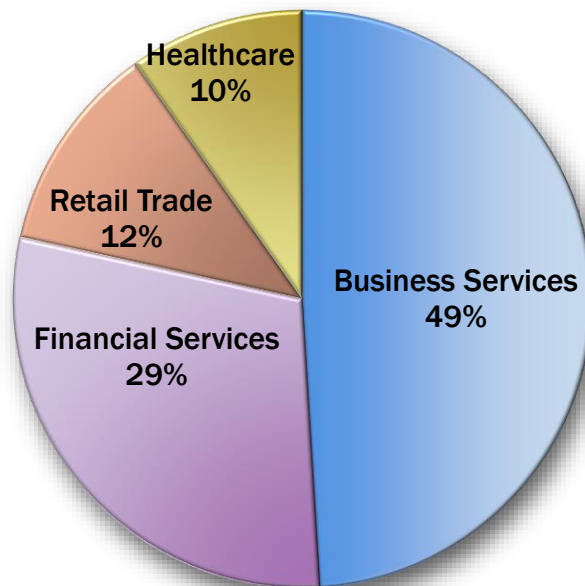
Top three technology solutions utilized across surveyed organizations: Learning Management Solutions (41%), Human Capital Management (37%), Talent Management (31%)

Which best describes your organization's adoption of new technology?



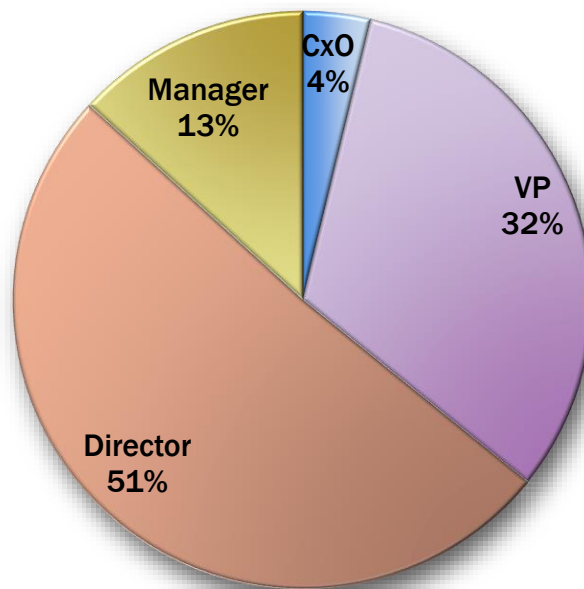
Nearly half of respondents (47%) admit they are not early adopters of new tech, but not laggards either.

Profile of Responders: Industry Sectors



Responders represent primarily the business services industry, but also the financial services, retail and healthcare sectors as well.

Profile of Responders: Job Level



87% of those surveyed hold Director or executive level positions in their organizations.



BetterUp offers a mobile-based leadership development platform. With a scalable coaching solution enabled by AI diagnostic technology, that matches employees with elite coaches (only 1 in 8 qualify to be a BetterUp coach) and is accessible via mobile devices. The result is a customized, consistent, measurable experience, contributing to motivated employees and leadership development at all levels.

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