

# Next Generation Leadership Development



Summary Results | November 2019

# Survey Summary

- ▶ Between August and October 2019, Gatepoint Research invited selected HR and Sales executives to participate in a survey themed *Next Generation Leadership Development*.
- ▶ Candidates were invited via email and 240 executives have participated to date.
- ▶ Management levels represented are predominantly human resources senior decision makers: 4% hold the title CxO, 20% are VPs, 49% are Directors, and 27% are Managers.
- ▶ Survey participants represent firms from a wide variety of industries including business services, construction, consumer services, financial services, healthcare, media, manufacturing (general, primary and high tech), mining, retail trade, telecom services, transportation, utilities, and wholesale trade.
- ▶ Responders work for firms with a wide range of revenue levels:
  - 54% work in Fortune 1000 companies with revenues over \$1.5 billion;
  - 22% work in Large firms whose revenues are between \$500 million and \$1.5 billion;
  - 24% work in Small or Mid-Market firms with less than \$500 million in revenues;
- ▶ 100% of responders participated voluntarily; none were engaged using telemarketing.

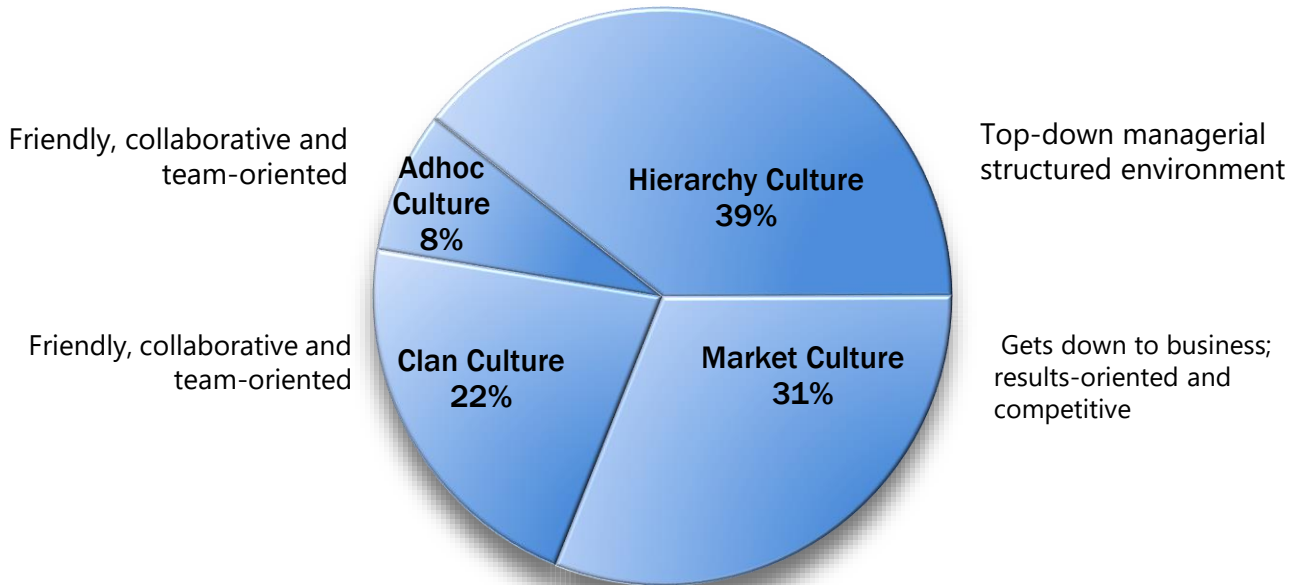
# Executive Overview

No matter what type of culture an organization has cultivated, strong leaders are necessary for success. Meanwhile, top candidates are attracted to firms that demonstrate an appreciation for leadership development. How are companies creating a succession of new leaders? Are they using any fresh approaches to coaching and leadership development?

This survey asks respondents to report:

- ▶ What is the company culture? Hierarchical? Collaborative?
- ▶ Do they have a leadership development program? How impactful is their program in creating strong leaders?
- ▶ Why is it important for them to create strong leaders?
- ▶ What type of development programs do they offer? Do they experience any problems with their program?
- ▶ How does the organization react to new technology?

# What best describes your organizational company culture?



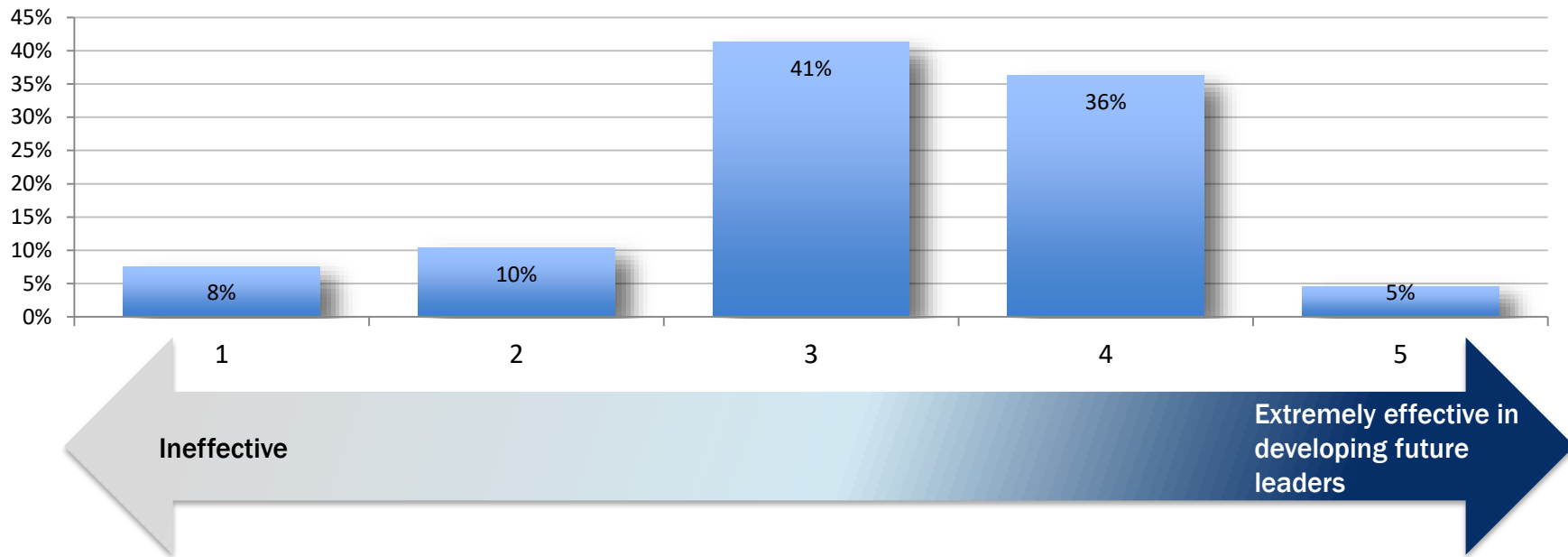
At 39%, traditional hierarchal cultures are most predominant among respondents, followed by 31% who say they have market cultures, which are results-oriented and competitive. 22% embrace a clan culture, and the rest enjoy a friendly, collaborative, “ad hoc” culture.

# What leadership development programs do you currently offer your employees?



Nearly three fourths of those surveyed offer online leadership training programs to all employees. 65% focus programs on those with high potential, while 59% funnel new managers through periodic leadership development training. Only 7% say they do not offer leadership development at all.

# How would you rate the effect of your leadership development programs today? (Rate 1 to 5, 1 = ineffective, 5 = extremely effective in developing future leaders.)



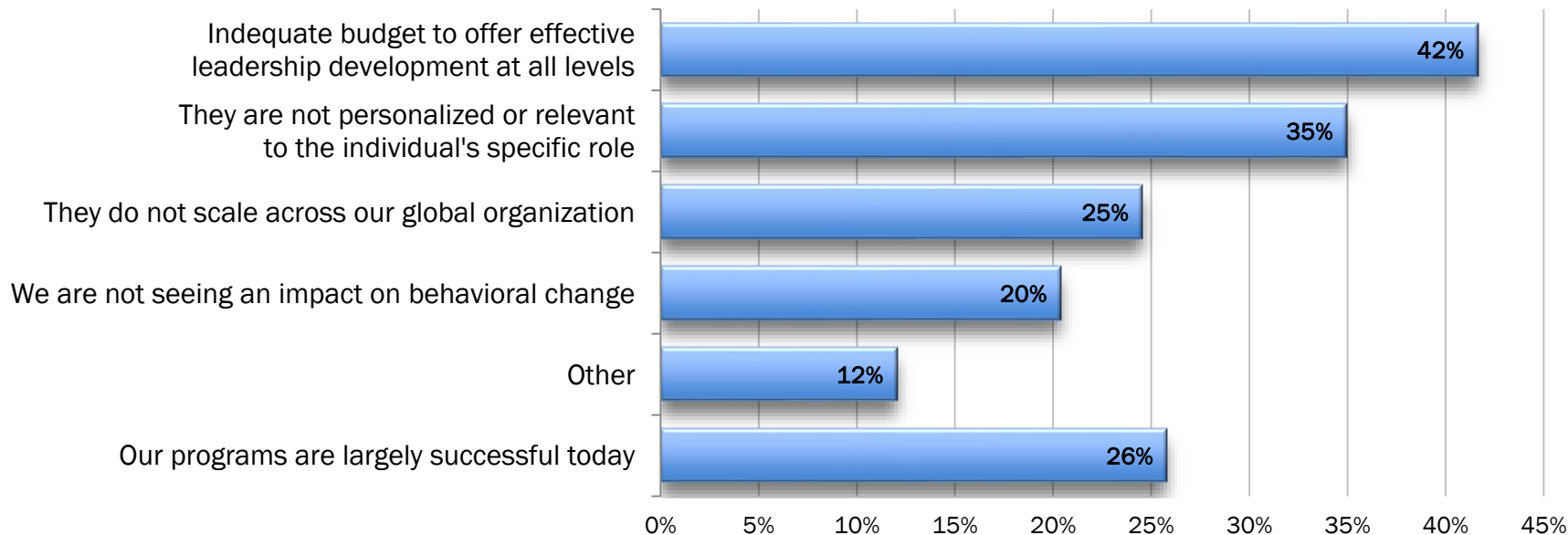
Only 5% of responders say their leadership development is extremely effective in developing future leaders. 36% are somewhat satisfied with the effectiveness of their programs, but the rest see room for improvement.

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



Nearly all respondents agree their leadership development culture needs to appeal to the best talent for a variety of reasons: Some are driven to develop young leaders because their workforce is aging and they need a succession line (48%), or is younger and needs further development (34%). Market initiatives drive others to develop new leaders: 43% are introducing new technology to the current market, while 23% are entering new markets.

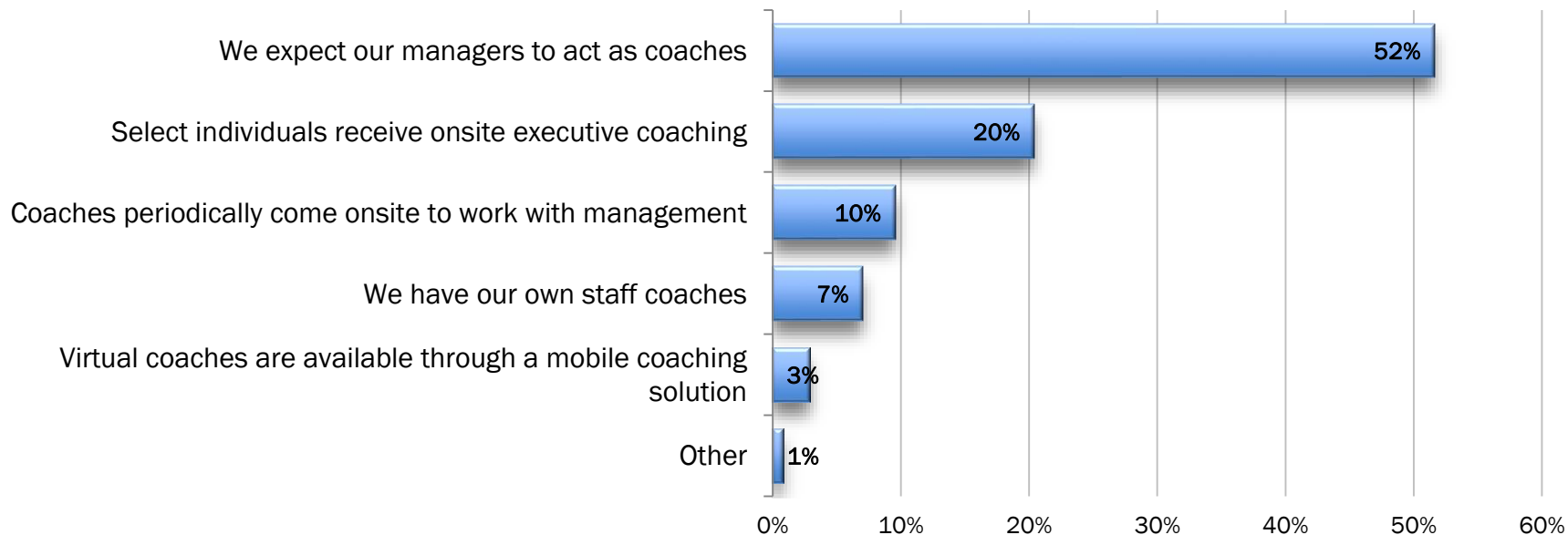
# What are the challenges with your current leadership development programs?



The problems with existing leadership development programs include insufficient budget (say 42%), one-size-fits-all programs (35%), programs are not scalable across their global organization (25%), and no bang for the buck (no impact on behavior). 26% deny they have challenges, as their programs are largely successful.

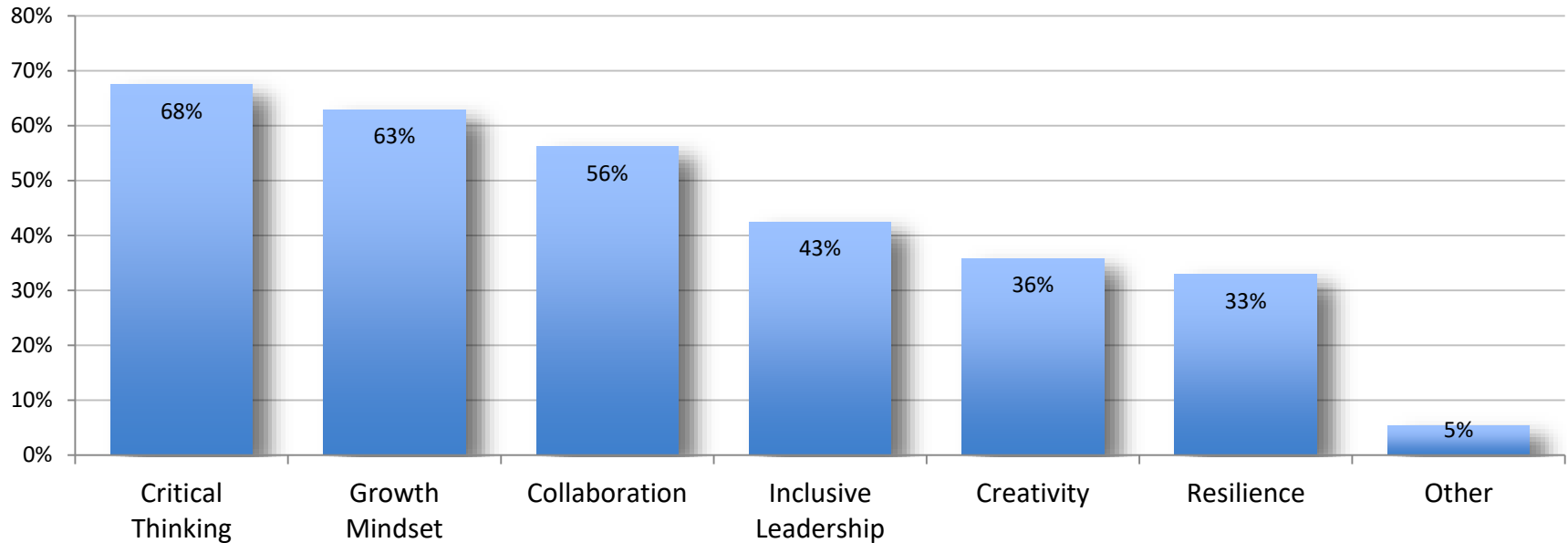


# What is your organization's experience with coaching as a leadership development practice?



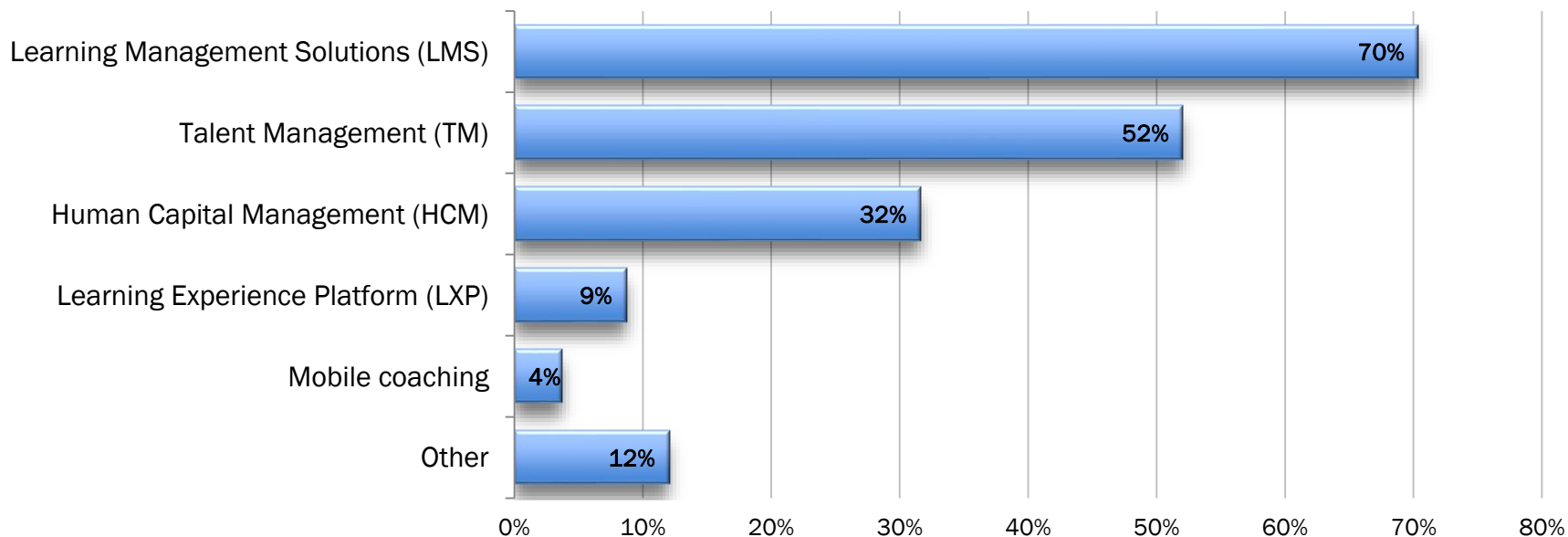
**Managerial coaching is prevalent as a practice for slightly more than half of those surveyed. 30% of respondents say their organization delivers onsite executive or management coaching. A small minority have staff coaches. Just 3% use a mobile coaching solution.**

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



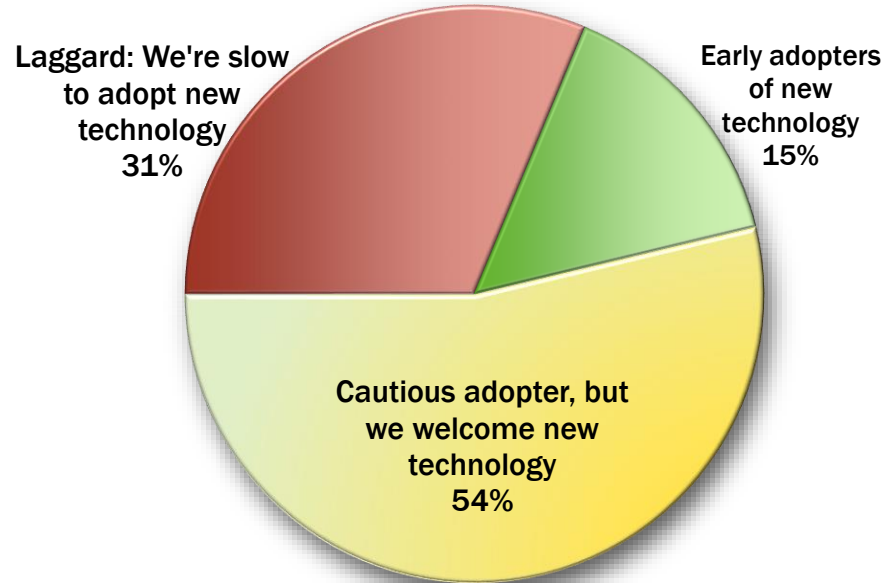
Roughly two thirds of respondents say their leaders need to possess critical thinking and growth mindset skills to ensure growth of the organization. 56% of those surveyed also admire collaborative leaders. Inclusivity (43%), creativity (36%) and resilience (33%) are not quite as critical, but still important qualities.

# Which technology solutions does your organization currently use?



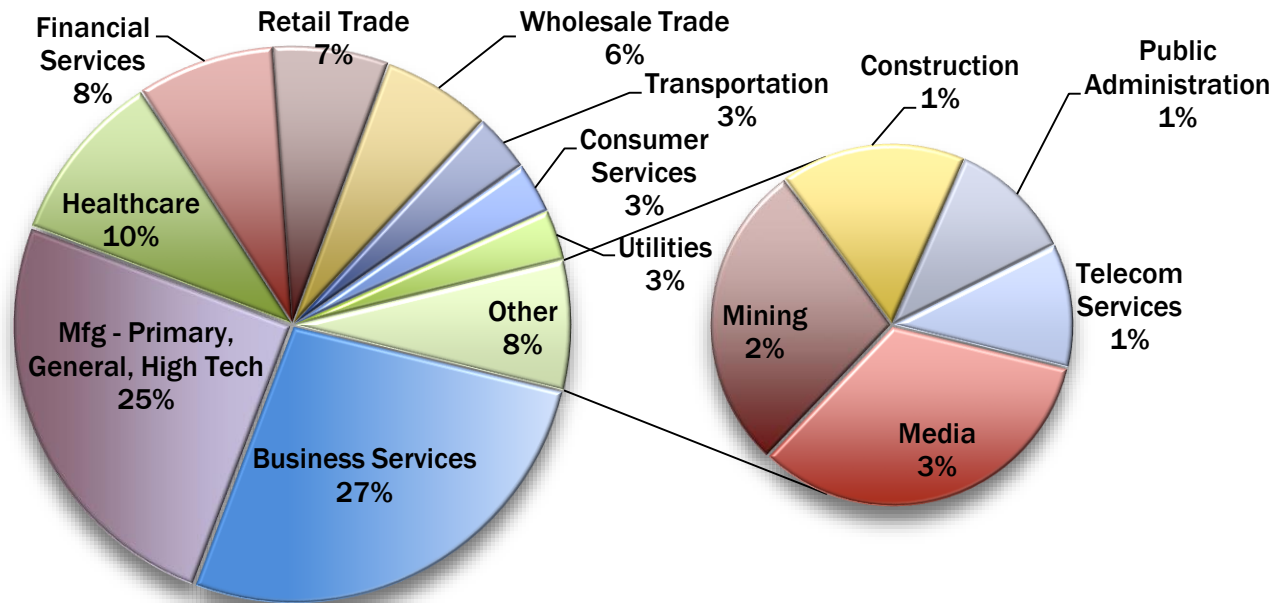
Technology solutions in use by respondents include learning management solutions (used by 70%) talent management solutions (52%) and just under a third use an HCM solution. LXPs are in use by a small minority of 9%, and fewer still use mobile coaching.

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



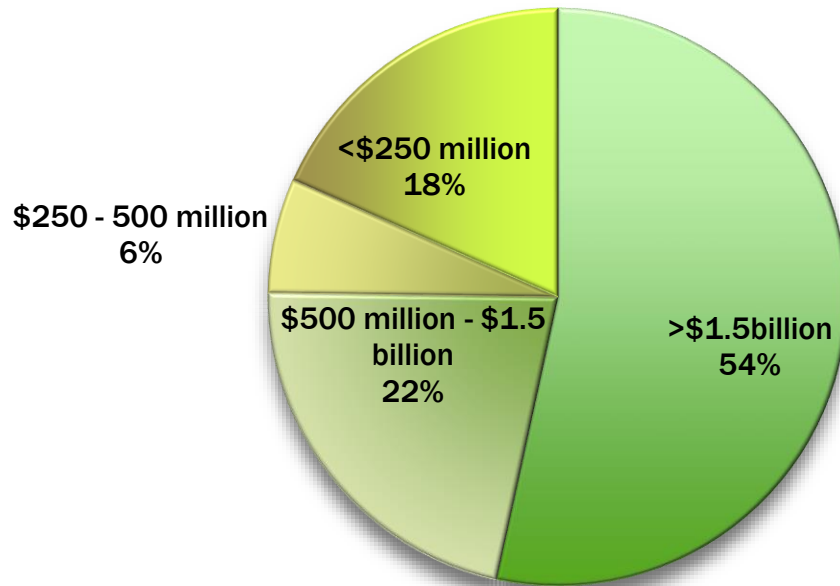
While some jump to adopt new technology, they are a small minority among respondents (just 15%). Slightly more than half are more conservative, but do welcome innovative technology. 31% say their organization is slower to adopt new technologies.

# Profile of Responders: Industry Sectors



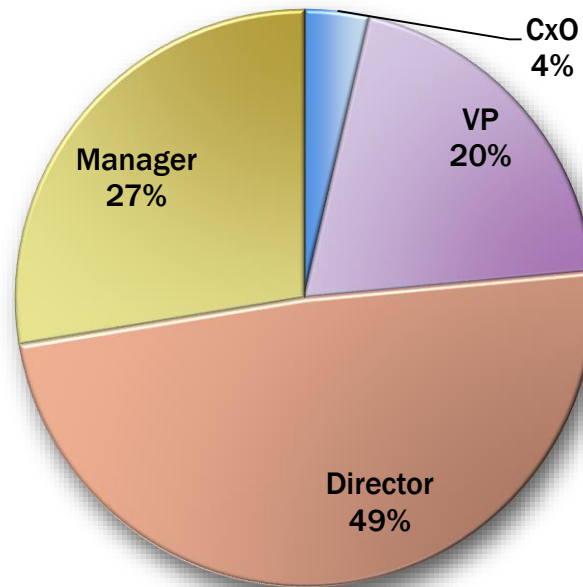
Responders represent a wide variety of industries.

## Profile of Responders: Revenue



**54% of those surveyed work in Fortune 1000 companies with revenues over \$1.5 billion.**

## Profile of Responders: Job Level



**73% of those surveyed hold director or executive level positions in their organizations.**



Founded in 2013, BetterUp is a mobile-based leadership development platform used by Fortune 500 companies. With a holistic, science-backed methodology, BetterUp develops new behaviors and mindsets that enable high performance amid constant and accelerating change. Through on-demand, virtual coaching sessions, users practice and reinforce new behaviors and skills. Individual growth is measured and tracked. With a diverse range of customers, including Genentech, Logitech and Workday, BetterUp inspires employees to build the skills to thrive personally and professionally.

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