Leadership Research Data Focus

In this section we highlight some data from recent research about leaders – if you are intrigued by the findings and wish to learn more please follow the links provided.

The St.Gallen Executive Education Survey

The Executive School of the University of St.Gallen conducted between March and June 2013 the St.Gallen Executive Education Survey (SEES).

428 human resources decision-makers from Switzerland, Germany, Austria and the Principality of Liechtenstein participated in the survey to uncover patterns and trends in executive education and leadership development.

THE CHIEF LEARNING OFFICER (CLO)

The CLO plays a key role as highest ranking officer in the firm for executive education and leadership development, usually reporting to the CEO or Head of Human Resources.

THE RISE OF THE CLO FUNCTION

Many CLOs do not have C-Level power.

48% decide about budgets

58% manage dedicated staff

82% launch strategic initiatives

89% coordinate the implementation of initiatives

75% define organization-wide standards

73% evaluate providers

THE CLO’s MANDATE

The CLO has the mandate for executive education and leadership development.

THE BUSINESS IMPACT OF THE CLO

Firms with a CLO feel they:

innovation front-runners
reach their business objectives
unlock the full potential of their executive education and leadership development

89% Pursued with executive education and leadership development

26.8% CLOs

23.7% CLOs

28.0% CLOs

34.0% CLOs

38.6% CLOs

82%
Leadership Development

**EXECUTIVE EDUCATION APPROACHES**

- **Formal or informal learning?**
  - 50% attribute much or very much emphasis to informal learning
  - 34% attribute much or very much emphasis to formal learning

**Companies that emphasize informal learning**
- Are rather from Switzerland or Austria than Germany
- Use internal resources to save costs and to support the multiplication of knowledge across the organization
- Use external resources to challenge the status quo

**Companies that emphasize formal learning**
- Are rather from Germany than Austria or Switzerland
- Are mainly larger firms with 1000+ employees
- More frequently claim they are able to quantify their ROI on executive education

**EXECUTIVE EDUCATION RESOURCES**

**Use of resources today, ranked by order of importance:**

- **Internal resources**
  - Tailor content to organization needs
  - Establish organization standards
  - Support multiplication across the organization
  - Save costs
  - Increase internal acceptance

- **External resources**
  - Obtain expert knowledge
  - Challenge the status quo
  - Resolve internal capacity constraints
  - Try out something new
  - Obtain external certification

**THE CHIEF LEARNING OFFICER (CLO)**

**Common challenges faced are**
- 72% limited resources
- 64% different functional backgrounds
- 61% insufficient alignment across different units
- 60% absence of overarching learning architecture
- 57% short-term business goals undermining longer-term activities

**Less common challenges faced are**
- 32% high degree of local talent holding
- 22% an "all executives are equal" mindset
- 20% high fluctuation among executives

**GOALS PURSUED WITH EXECUTIVE EDUCATION**

Goals pursued, ranked by order of importance:

1. **EXECUTIVE PERFORMANCE ON-THE-JOB**
2. **RETISSION OF EXECUTIVES / SATISFACTION OF EXECUTIVES**
3. **EMPLOYER BRAND STRENGTH**
4. **ORGANIZATIONAL TRANSFORMATION**
5. **MANAGEMENT**
6. **TEAM MANAGEMENT**
7. **SELF MANAGEMENT**
8. **BUSINESS OBJECTIVES**
9. **MANAGERIAL OBJECTIVES**
10. **ORGANIZATIONAL PERFORMANCE**
11. **GROWTH**
12. **INNOVATION**

**OUTCOMES OF EXECUTIVE EDUCATION**

Metrics used to measure outcome, ranked by order of importance:

- **EXECUTIVE PERFORMANCE ON-THE-JOB**
- **RETISSION OF EXECUTIVES / SATISFACTION OF EXECUTIVES**
- **EMPLOYER BRAND STRENGTH**
- **ORGANIZATIONAL TRANSFORMATION**
- **MANAGEMENT**
- **TEAM MANAGEMENT**
- **SELF MANAGEMENT**
- **BUSINESS OBJECTIVES**
- **MANAGERIAL OBJECTIVES**
- **ORGANIZATIONAL PERFORMANCE**
- **GROWTH**
- **INNOVATION**

- **SOME OF ACTIVITIES**
- **USE OF INTERNAL RESOURCES**
- **SPENDING PER EXECUTIVE**
- **USE OF EXTERNAL RESOURCES**
- **LENGTH OF PLANNING CYCLE**

- Only one out of three companies sees itself as innovation front-runner in executive education
- Only one out of five companies thinks that it is unlocking the full potential in its executive education
- Only one out of ten companies is able to quantify financially the return on executive education

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