Unleashing the Full Potential of Women Leaders

Insights from Chicago Booth, Egade, Oxford Saïd, Rotman, St Gallen, Sauder, Smith College, Wharton, Vlerick and others
Executive Development

Leadership Research Data Focus

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

The University of St Gallen’s Executive School of Management, Technology and Law has recently published its bi-annual survey of executive education. The survey is conducted throughout Europe, though the majority of respondents are from the German-speaking areas. The standout feature of the survey was the fact that 93% of respondents have put executive leadership development as their first or second priority for their organization in terms of its future success. Digging deeper into what makes executive education effective the survey highlights the key importance of C-level involvement and the continuing barriers with technology... for the full report go to: http://www.es.unisg.ch/seer

**Priority of executive L&D**

- Priority 1: 57%
- Priority 2: 36%
- Priority 3 or lower: 7%

**Chance of becoming an executive L&D champion**

- High C-level commitment: 67%
- Medium C-level commitment: 25%
- Low C-level commitment: 8%

**Executive L&D analytics and prediction**

- My organisation has a clear understanding of its future leaders’ collective capabilities.
- My organisation has a clear understanding of its future leaders’ competencies and behaviour.
- My organisation has a clear understanding of the quantity of its future demand for leaders.
- My organisation conducts long-term talent and succession planning.
- My organisation utilises HR and talent operational reporting and scorecards to design its leadership development.
- My organisation possesses strong talent and HR analytics capabilities.
- My organisation uses HR data to predict talent performance and improvements.

**Objectives and challenges**

- ...improving operating efficiency: 89%
- ...becoming more innovative: 86%
- ...investing in high-growth opportunities: 70%
- ...dealing with change and restructuring: 58%
- ...becoming more international / global: 50%
- ...limited resources: 67%
- ...short-term business goals undermining longer term activities: 65%
- ...changing expectations of newly incoming management generation: 62%
- ...the absence of an overarching learning architecture: 61%
- ...insufficient alignment and coordination across divisions: 61%
- ...different functional backgrounds: 60%
- ...retention of knowledge: 56%
- ...internal talents globally spread: 54%
- ...scarcity of talent: 38%
**Prevalence of traditional and technology-based learning formats**

- Singular classroom courses (76%)
- Series of classroom courses / programmes (61%)
- Experiential learning (50%)
- Formal / informal coaching (41%)
- Online games / online simulations (4%)
- Massive open online courses (6%)
- Small private online courses (7%)
- Mobile or social learning (10%)
- Individual online courses (26%)

- Technology-based learning
- Traditional learning

**Top management team involvement**

- **Know**
  - Top management team is aware of executive L&D activities (86%)
- **Support**
  - Top management team actively supports executive L&D activities (81%)
- **Collaborate**
  - Top management team closely works together with HR regarding executive L&D activities (64%)
- **Design**
  - Top management team is involved in designing executive L&D activities (48%)

**Effectiveness of executive learning and development**

- Only one out of five companies sees itself as innovation front-runner in executive L&D (20%)
- Only one out of eight companies thinks that it is unlocking the full potential in its executive L&D (12%)
- Only four out of ten companies reach their primary business objectives with their executive L&D (43%)
Despite much discussion about the need for leadership development in corporate and public organizations, and the considerable industry that surrounds it, this is the first authoritative periodical focused entirely on this area.

*Developing Leaders* looks at the critical confluence between the provision of executive education and the real everyday needs of organizations to strengthen their management teams, their corporate performance, and their leadership.

The publication presents the latest thinking and most recent developments in both academic and commercial executive education provision worldwide, what it is achieving and which are the best models for success, sharing the experience and expertise of top leaders and world class educators.

*Developing Leaders* is published in both hardcopy and online “page turning” format. The quarterly magazine complements the IEDP website - the definitive resource for executive developers worldwide.

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