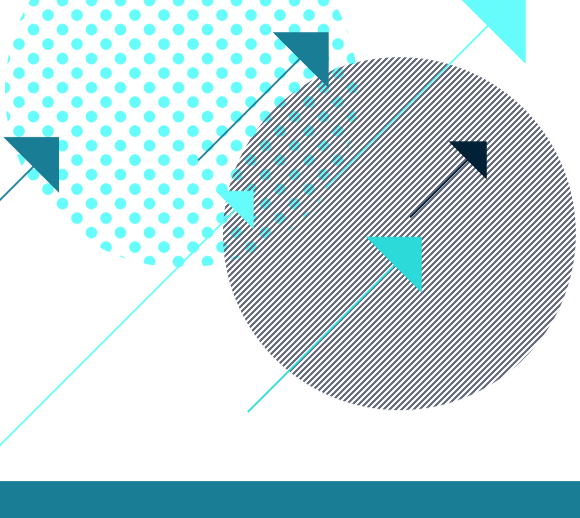


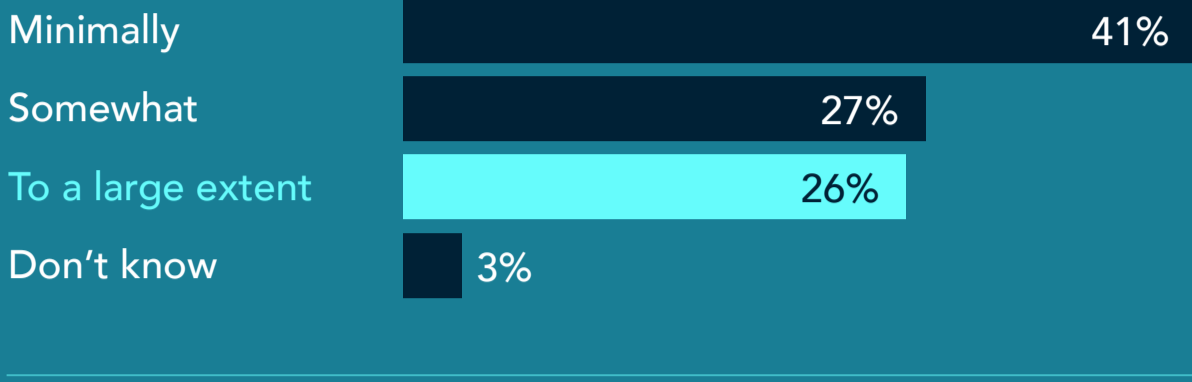
Developing future ready leaders: Executive perspectives on L&D programs today



Attracting, developing, and retaining leaders is a more pressing issue than ever, yet our recent research shows that HR leaders and executives in other functions fundamentally disagree about the usefulness of executive L&D.¹

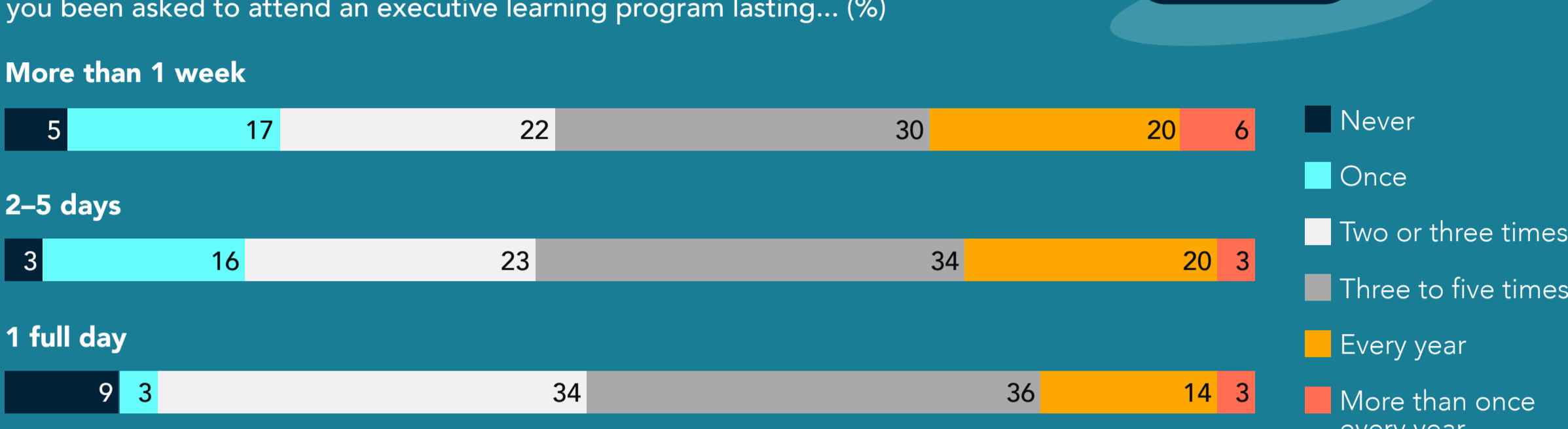
How executives outside HR see L&D

Only a quarter of executives not in HR say their company's L&D programs have helped them succeed to a large extent

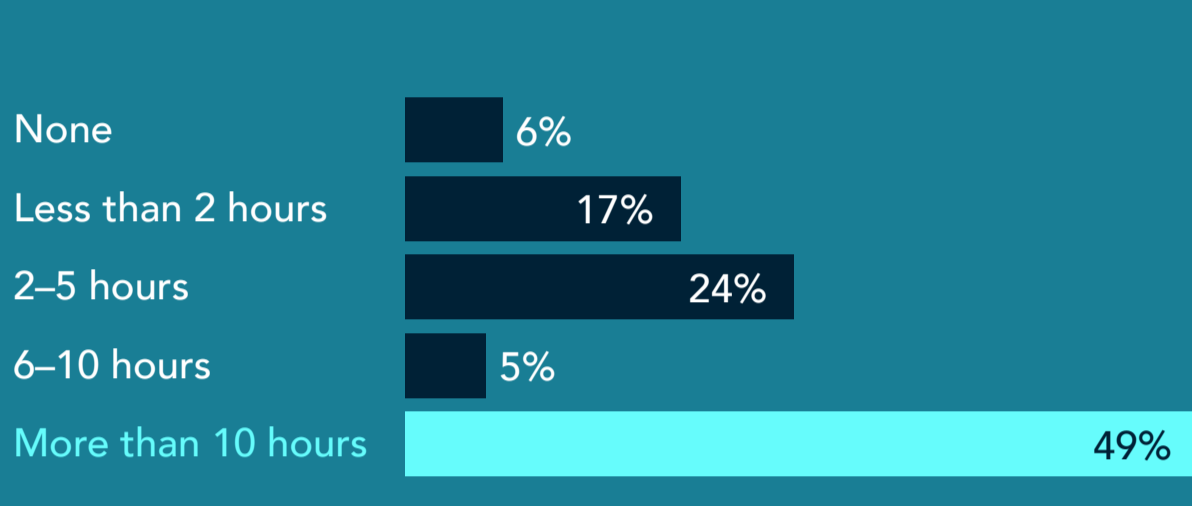


Most executives say they have been asked to attend executive learning programs less than once a year

In the time you have been with your company as an executive, outside of any regular performance evaluation process, how many times have you been asked to attend an executive learning program lasting...

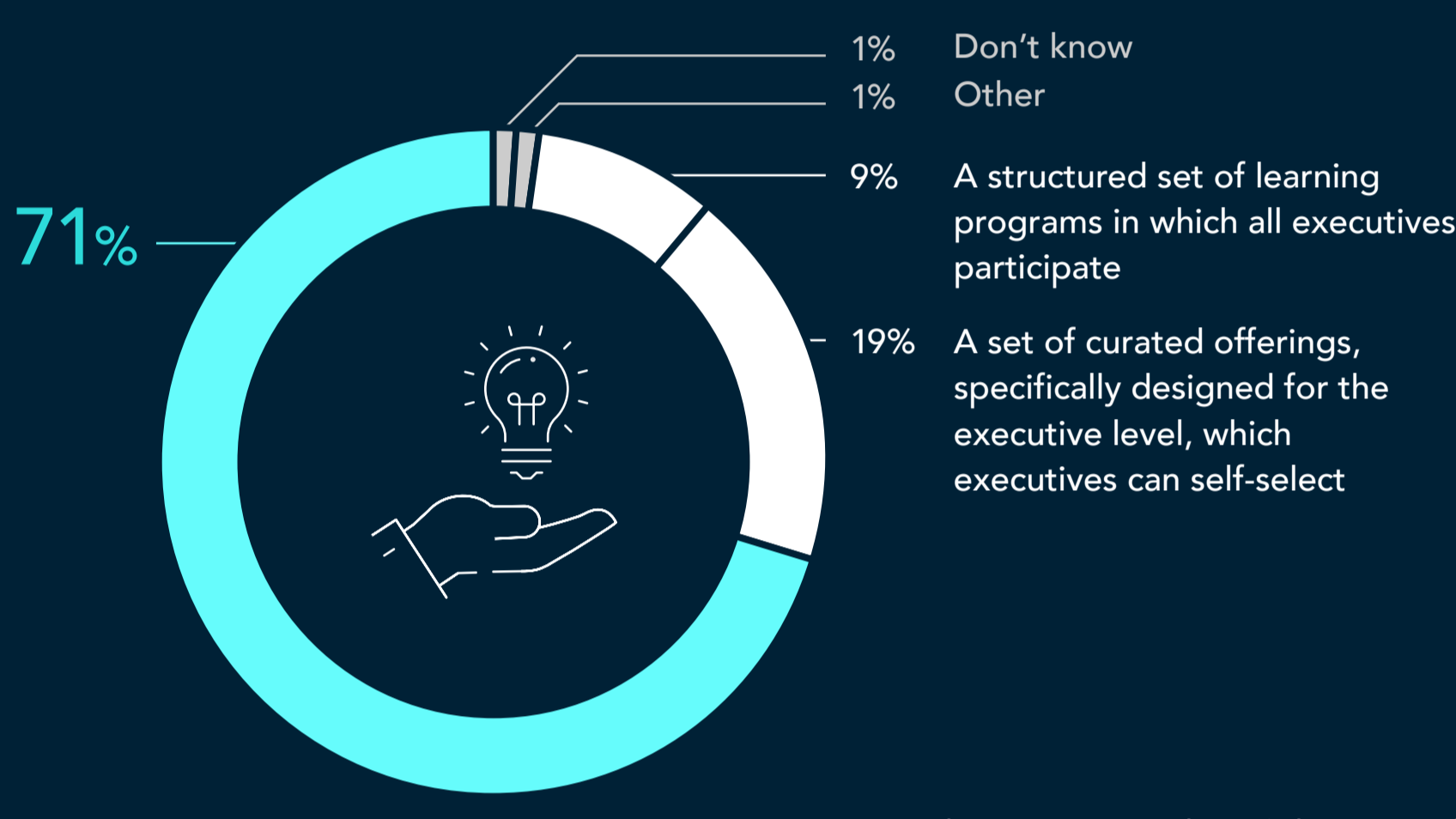


Though half spend more than 10 hours a year on digital or not-in-person learning offerings from their company



Executives see their company's offerings as limited

Limited offerings at the executive level; instead, individuals must generally seek out offerings themselves (e.g., attending a program at a business school, taking an online course)



Note: Numbers may not total 100% due to rounding

And say that people just below the executive level are often on their own

Limited offerings made available or curated; instead individuals must generally seek out offerings themselves (e.g., attending a course at a business school)

A set of courses or modules built specifically for the company that individuals can elect to participate in (e.g., to round out or build capabilities)

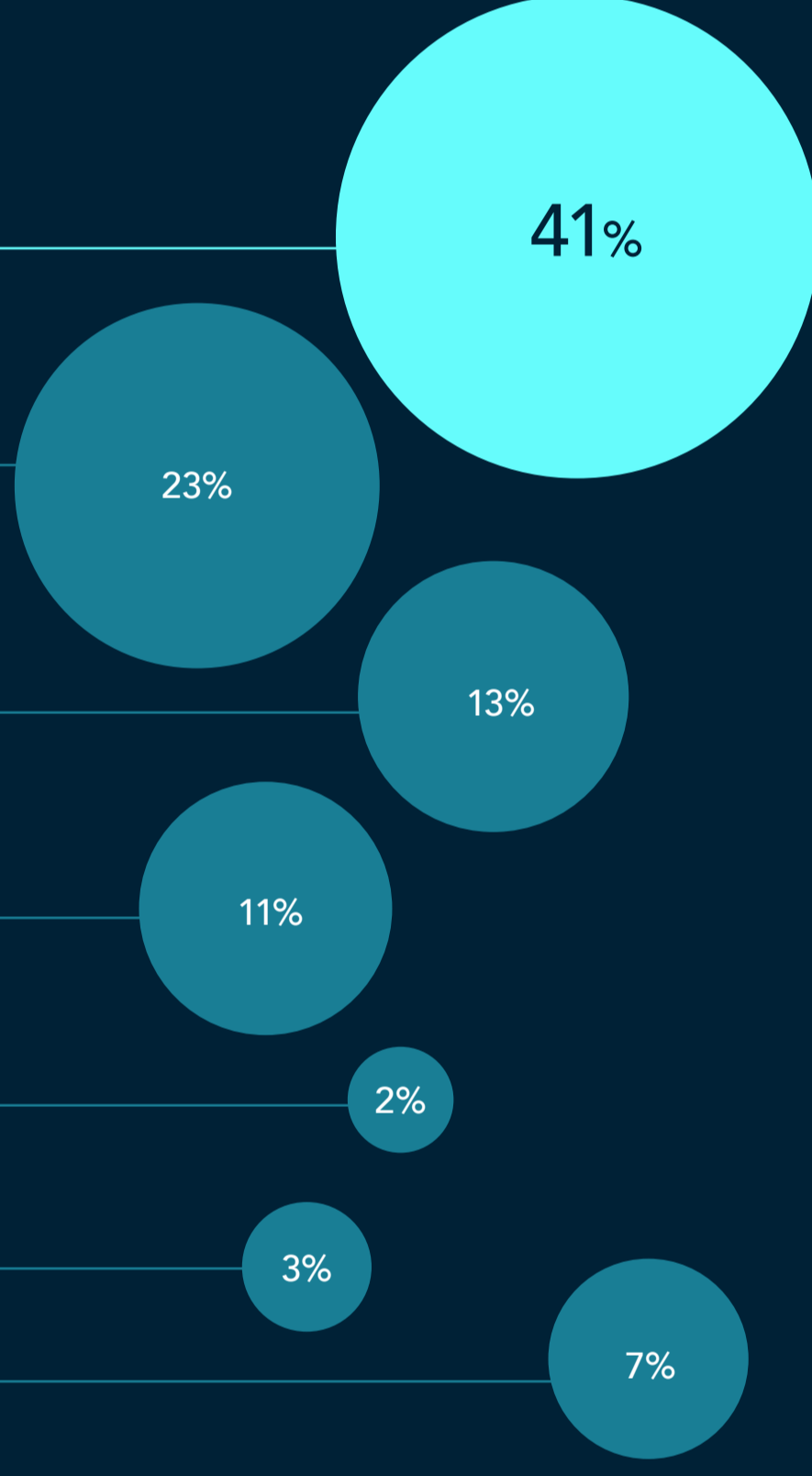
A program (or set of programs) built specifically for the company targeting high performers (e.g., by invitation) to prepare them for the senior leader level

A highly formalized sequence of learning programs, built specifically for the company that all individuals must participate in as they develop toward the senior leader level

A set of courses or modules not built specifically for the company that individuals can elect to participate in, which are made available or curated

Other

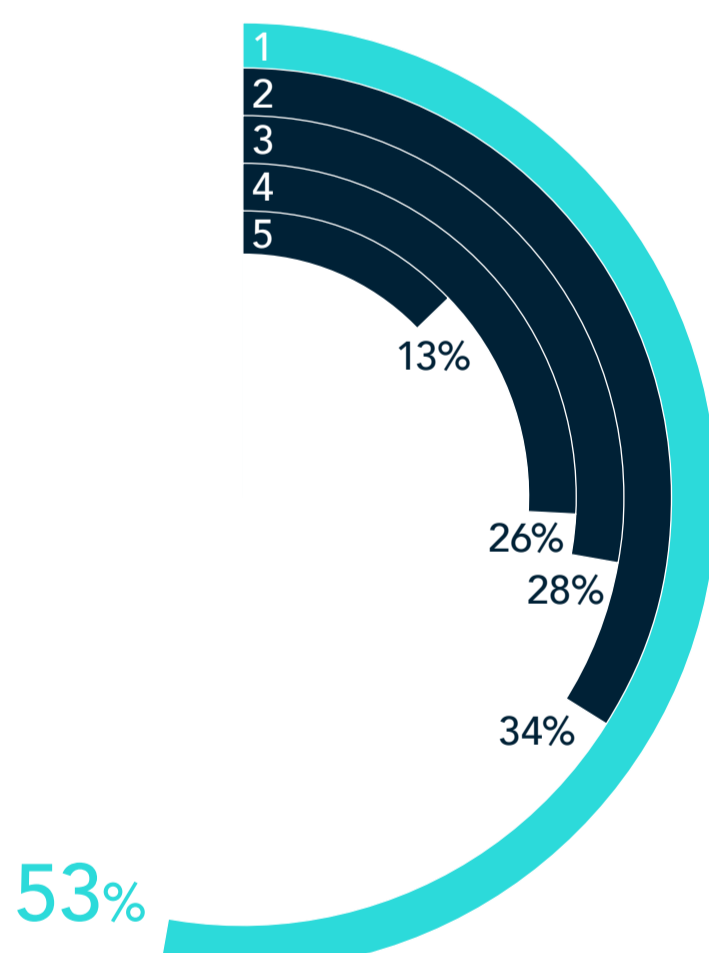
Don't know



HR leaders have a different spin on executive offerings

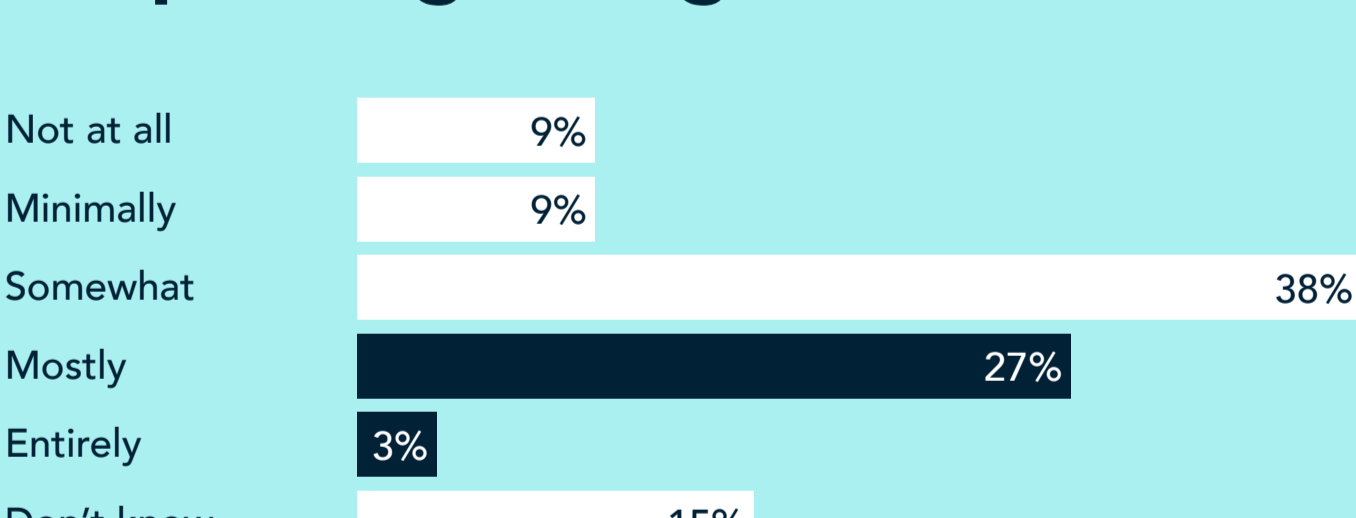
More than half of HR leaders say they empower executives to make their own learning decisions

- Empower individual senior leaders to make their own decisions
- Offer a dynamic set of resources tailored to individual development needs identified through our succession planning process
- Manage centrally (formally and individually)
- Manage at the regional, functional, or business unit level (formally & individually)
- It varies too much to say

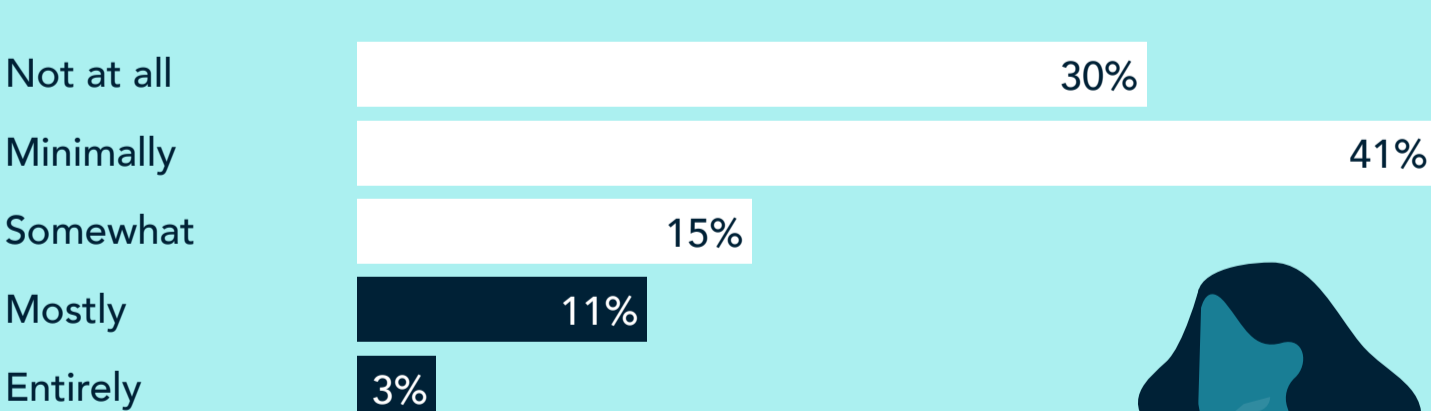


All executives agree there's little linkage between L&D and executive succession planning, though how little varies

Less than a third of HR leaders say their executive L&D programs are mostly or entirely connected to their succession planning processes—and 15% don't know



And only 14% of executives in other functions see strong links between L&D and executive succession planning



Questions leaders can ask to improve executives' perceptions of L&D

- How can we reconcile empowering executives with making them feel that learning opportunities are both available and helpful?
- Would more in-person programs make a difference?
- Would setting our executive learning programs in the context of teams already working together make a difference?
- Would linking individual learning opportunities more closely to career development and executive succession planning make learning more relevant to executive success?

Further reading



- Developing future-ready leaders: From assessments to strategically aligned learning
- The leadership kaleidoscope: How organizations can help leaders meet their new mandate