

# DEVELOPING THE NEXT GENERATION OF TOP-PERFORMING LEADERS

Primary research findings developed in partnership with Jamie Turner and Dr. Reshma Shah



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# THE STATE OF LEADERSHIP DEVELOPMENT

If you're like most executives reading this, you can hardly remember a time when business was more challenging.

We've confronted COVID-19, the Great Resignation, and, now, inflation.

As a result, you may have found that recruiting new employees as well as retaining, engaging, and developing your current workforce has grown more difficult.

The data supports this premise. According to the [Bureau of Labor Statistics](#), 4.25 million people quit their jobs in January 2022, up from 3.3 million in 2021.

And an [international research study](#) conducted by Future Forum reports that 57% of knowledge workers are open to seeking a new job within the next year.

Times are tough. However the world's leading organizations aren't taking this lightly.

Instead, many of them are using this as an opportunity to work even harder on leadership development programs that can help retain and recruit top talent.







## KEY FINDINGS FROM INTERNATIONAL RESEARCH

Our research, which was conducted with 275 high-level executives from North America, Latin America, and Europe, uncovered best practices that differentiate top-performing organizations from lower-performing organizations.

There are several findings from the research that are worth examining.

- It's harder to attract new employees: More than 79% of survey respondents said it is harder to attract new employees today than it was 5 years ago.
- It's harder to retain existing employees: 77% of survey respondents said it is harder to retain existing employees today than it was 5 years ago.
- The need for training and development is important: 80% of survey respondents said that the need for training and development is greater today than it was 5 years ago.
- Training and development budgets are increasing: 54% of those surveyed said they were likely or very likely to see an increase in their budgets in the coming year.
- Top management is focused on training and development: 21% of those surveyed meet with top management about training and development on a weekly basis. Another 30% meet with top management on a monthly basis.



# ADDITIONAL INSIGHTS

The research, which was conducted with organizations that had a U.S.-based, multinational, and/or global footprint, provided several other insights:

- A majority of organizations have a clear focus on leadership development. 63% of those surveyed agree or strongly agree with the statement, "My organization has a clear focus on developing the next generation of leaders." And 59% say their organizations put more emphasis on talent development than they did 2 years ago.
- Most organizations provide regular leadership development training: 21% of those surveyed "always" have ongoing training and development programs. 48% have them "somewhat regularly" while the rest have them "occasionally" or "never."
- Majority find live training and university/college executive education programs effective to highly effective: 81% of those surveyed said instructor-led/ live classroom training was "effective," "very effective," or "highly effective." 76% said university/college programs (including Executive Education) were "effective," "very effective," or "highly effective."





# THE FUTURE OF LEADERSHIP TRAINING AND DEVELOPMENT

When asked what topics survey respondents would be focusing on in the next 12 months, diversity and inclusion led the list.

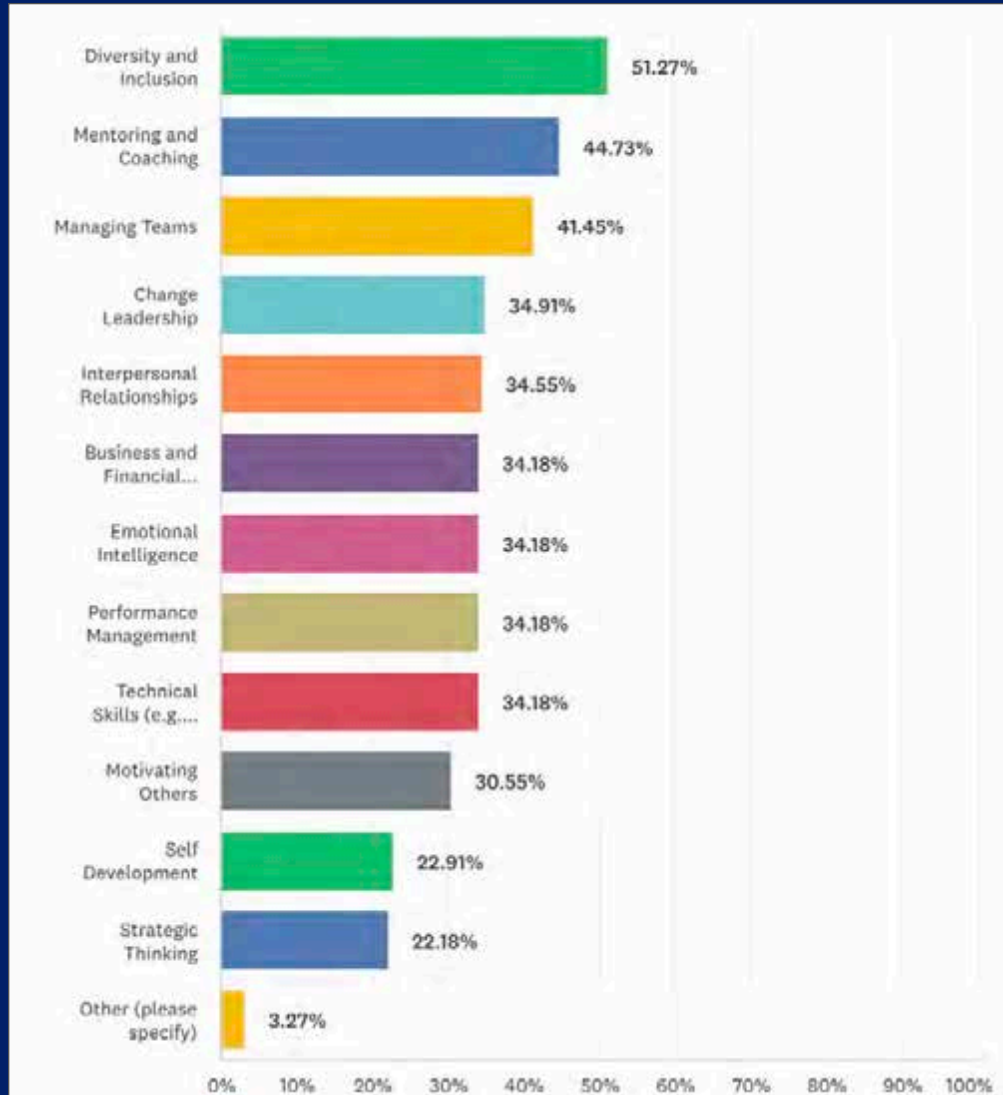
Teaching future leaders how to do a better job mentoring and coaching others was another area of focus. And this was followed by teaching them how to manage teams.

There are several insights that can be drawn from the answers to this question:

- People skills dominate: 7 out of the top 10 topics are related to interpersonal skills including diversity and inclusion, mentoring and coaching, and managing teams.
- Outward-looking topics are in greater demand than inward-looking topics: Self-development, which is an inward-looking topic, lagged far behind outward-looking topics that were focused on fellow employees (e.g., diversity and inclusion, mentoring and coaching, managing teams, etc.)
- Business skills still important: "Business and Financial Skills" as well as "Technical Skills" are still relevant, even though interpersonal skills, as mentioned previously, are currently a hot topic.



Survey Question: Please select the skills training your organization will be focusing on over the next 12 months (Select all that apply).





## Survey Question:

When your organization uses outside resources, what are the reasons?

### Answers:

“They offer a diverse approach to the training (as opposed to) in-house training.”

They offer “expertise, neutrality, external collaboration/networking.”

“Outside resources are used to introduce a variety of ideas ... to solve problems and/or make improvements.”





# 7 KEY INSIGHTS FOR YOUR ORGANIZATION

The findings in our research have led us to several insights and action steps you might consider for your organization.

1. In the end, the only real differentiator is your people. Experts say that all products and services move towards commoditization. How can you combat that? By having better people — who have been trained how to lead, how to manage, and how to inspire their peers.

*Action Step: Provide research summaries to the C-Suite that deepens their understanding of how a well-trained workforce can differentiate the organization from its competitors.*

2. Leadership development programs improve morale and engagement. Studies show that pay raises and bonuses make employees happy for about 3 months before they gravitate back to their base line. What the most ambitious employees are interested in is *growth*. The best leadership development programs provide a way for employees to nurture their desire for growth.

*Action Step: Existing employees may not fully understand all of the programs that are offered to them. Re-visit your internal communications program to ensure employees connect the dots between what you offer and their own personal growth.*



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# 7 KEY INSIGHTS FOR YOUR ORGANIZATION (Cont.)

3. What it takes to be a good leader is evolving. The last several years have been challenging. Today, leaders must look at their organization's strategy, processes, and practices through a DE&I lens. They're also being called upon to coach and mentor more frequently. As a result, leaders need to evolve. This can happen organically, or via leadership development programs.

*Action Step: Investigate all of the leadership development options available to your employees, both internally and externally. Don't be afraid to introduce new and emerging topics to ensure you're providing forward-looking content.*

4. Your organization is evolving. Your leadership development program should, too. As your business strategy evolves and your employees' expectations evolve, you'll need to evolve with them. Sticking with approaches that have worked in the past is not a good indicator of what will work in the future.

*Action Step: Your role is to help others learn how to be better managers and leaders. Remember to put the same emphasis on your own learning journey — leadership development techniques continue to evolve and it's a good practice to evolve with them.*

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# 7 KEY INSIGHTS FOR YOUR ORGANIZATION (Cont.)

5. Top leadership development programs help attract top talent. More than 79% of our survey respondents said it is harder to attract new employees today than it was 5 years ago. Salary increases and bonus checks only go so far, especially for talent that is interested in growth. With that in mind, providing the best leadership development programs will attract the best talent.

*Action Step: Continue to work closely with your recruiters and your marketing department to ensure new and prospective employees fully understand the value of the leadership development programs you provide.*

6. Employee retention improves when leadership development programs are provided. When an employee leaves your organization, the cost of training their replacement is a drain on your resources. A better approach is to invest in making your current leadership development program even better — that reduces attrition and preserves budget for more important things.

*Action Step: Re-visit your internal communications program to ensure it clearly communicates the value of your programs to existing employees.*

(Continued on the next page.)





# 7 KEY INSIGHTS FOR YOUR ORGANIZATION

7. Leadership can be learned. There are few people who are born leaders. Most great leaders are actually created from individuals who have drive, ambition, and great programs based on the science of effective leadership.

*Action Step: Learning how to be an effective leader is an ongoing process. By consistently providing new and innovative programs, you can develop your employees skills and ensure that they, and your organization, have a bright and vibrant future.*

Where can you learn more? If you would like to learn how you can incorporate science-based leadership development programs into your organization, please call Emory Executive Education at 404-727-6270 or Jamie Turner at 678-313-3472.





# Summary of Key Findings

1. More than 75% say attracting and retaining top employees is harder today than it was 5 years ago
2. 54% say their leadership development budgets are increasing
3. 51% say they put more emphasis on leadership development than they did 2 years ago
4. Leadership development programs are evolving to keep up with evolving needs
5. Employee retention improves when leadership development programs are provided
6. The best leadership development programs attract the best talent

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# APPENDIX



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# Methodology.

275 executives from North America, Latin America, and Europe responded to the 2022 Emory Executive Education Leadership Development survey. 49% of the respondents had titles of CEO, President, Director, General Manager, or Manager.

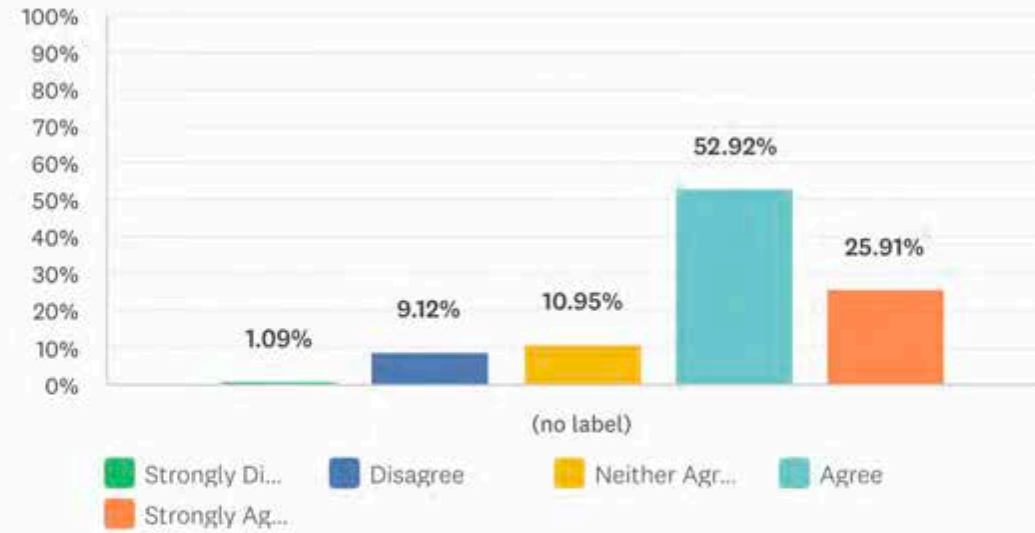
68% of the respondents were from U.S.-based organizations, 19% were from global organizations, and 13% were from multi-national organizations.

The size of the organizations was evenly distributed with number of employees ranging from fewer than 100 (20%) to more than 1,000 (26%).



## Agree or Disagree: It is harder to attract new employees today than it was 5 years ago.

Answered: 274 Skipped: 1

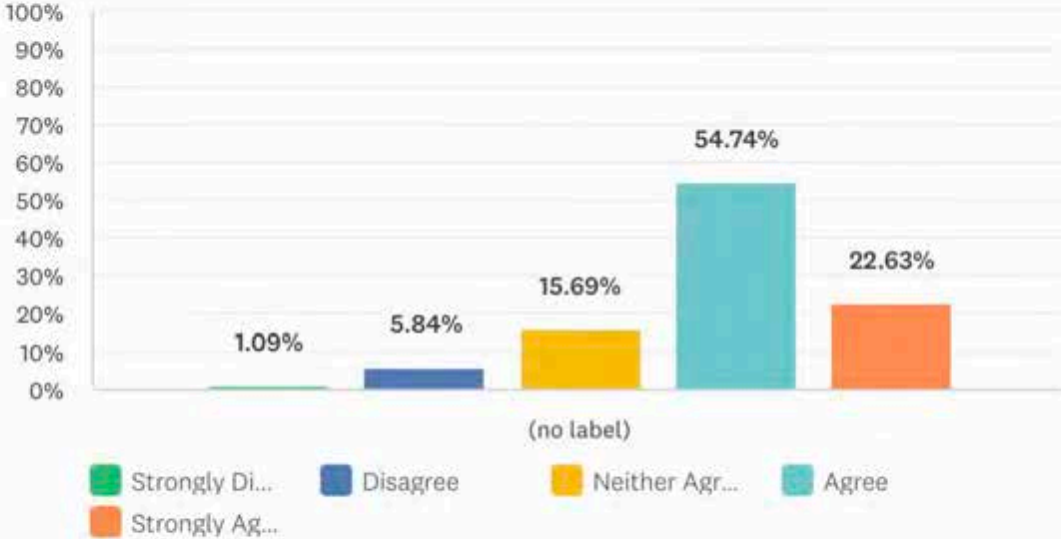


	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.09% 3	9.12% 25	10.95% 30	52.92% 145	25.91% 71	274	3.93



# Agree or Disagree: It is harder to retain existing employees today than it was 5 years ago.

Answered: 274 Skipped: 1

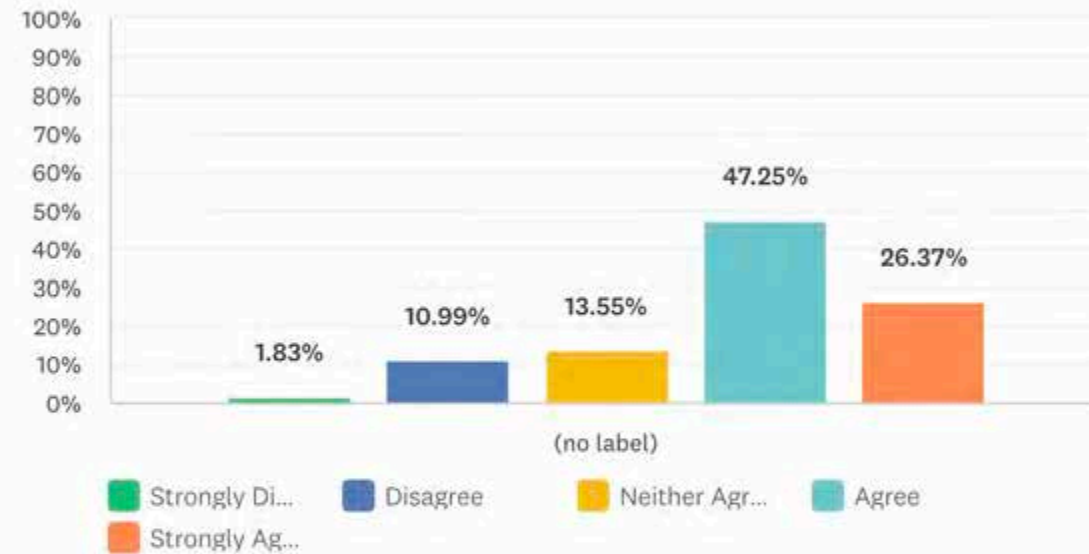


	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.09% 3	5.84% 16	15.69% 43	54.74% 150	22.63% 62	274	3.92



## Agree or Disagree: My organization's executive team is very involved in talent development.

Answered: 273 Skipped: 2



	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.83% 5	10.99% 30	13.55% 37	47.25% 129	26.37% 72	273	3.85

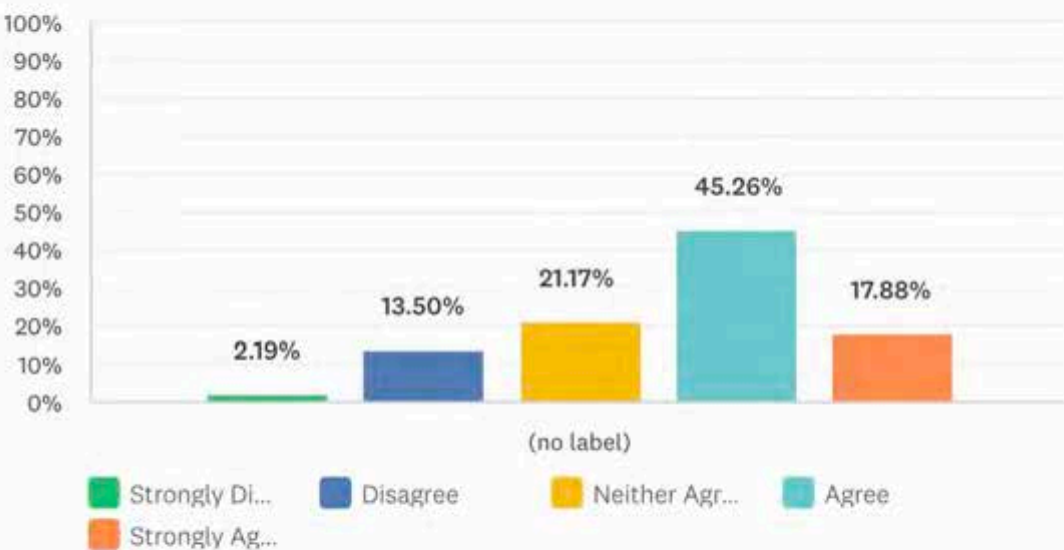


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# Agree or Disagree: My organization has a clear focus on developing the next generation of leaders.

Answered: 274 Skipped: 1



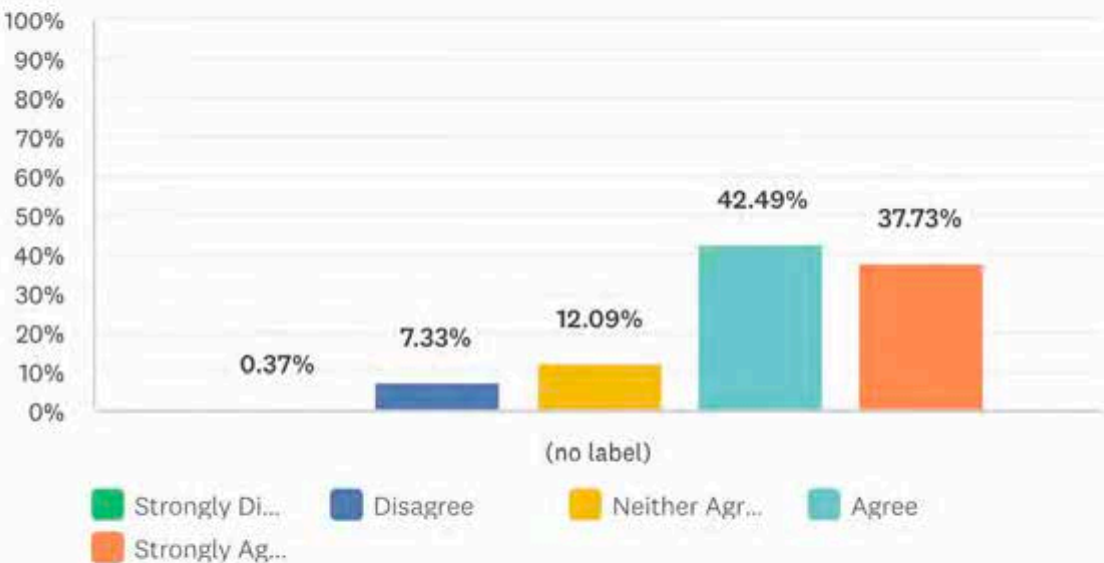
	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	2.19% 6	13.50% 37	21.17% 58	45.26% 124	17.88% 49	274	3.63





# Agree or Disagree: The need for learning and development is greater today than it was 5 years ago.

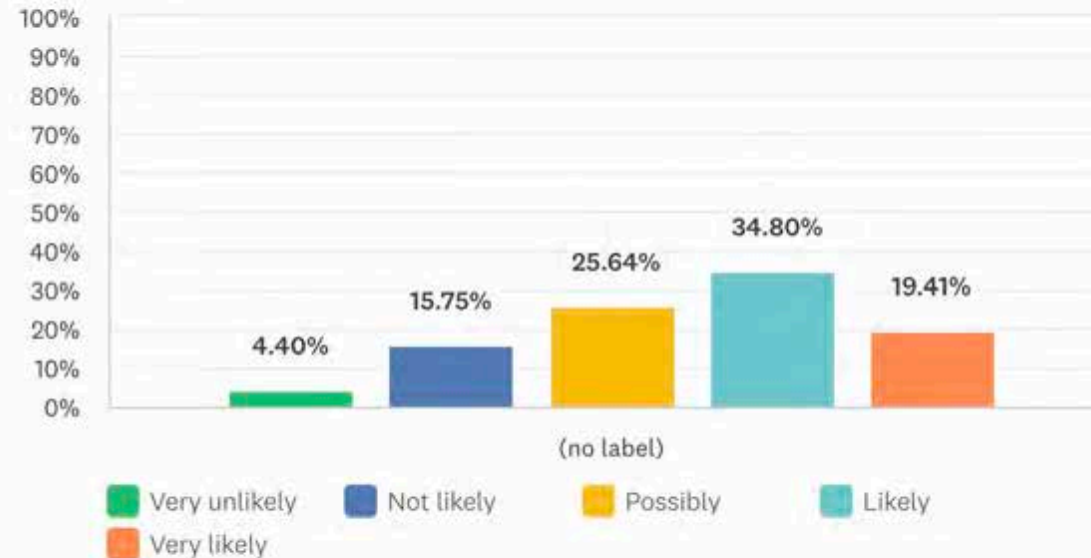
Answered: 273    Skipped: 2



	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.37% 1	7.33% 20	12.09% 33	42.49% 116	37.73% 103	273	4.10

## What's the likelihood that your leadership and training budget will increase in 2022?

Answered: 273 Skipped: 2



	VERY UNLIKELY	NOT LIKELY	POSSIBLY	LIKELY	VERY LIKELY	TOTAL	WEIGHTED AVERAGE
(no label)	4.40% 12	15.75% 43	25.64% 70	34.80% 95	19.41% 53	273	3.49



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# How often do you formally discuss leadership training and development strategies with top management in your organization?

Answered: 275 Skipped: 0

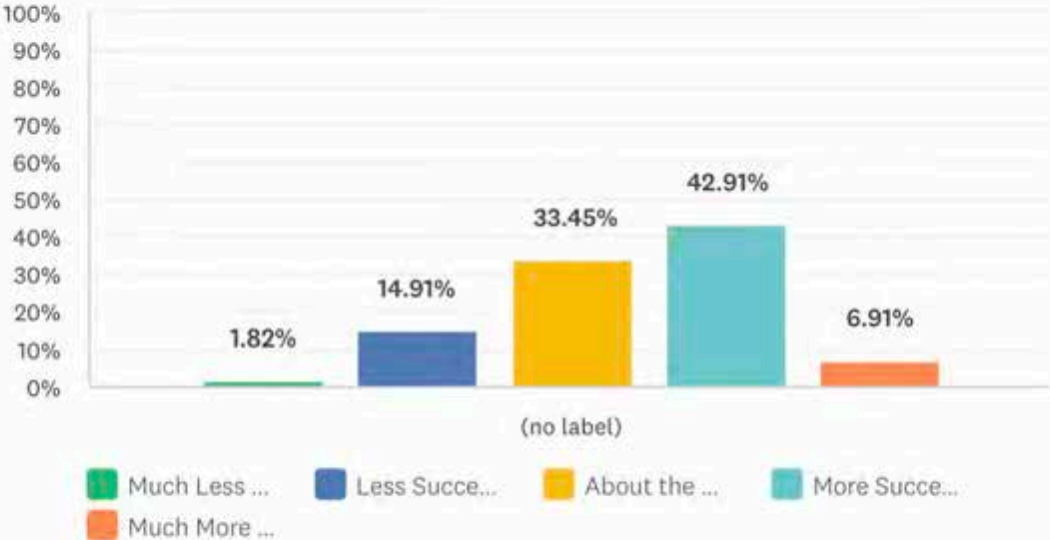


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# Compared to your competitors, how successful is your organization at keeping the talent needed to achieve your business goals?

Answered: 275   Skipped: 0

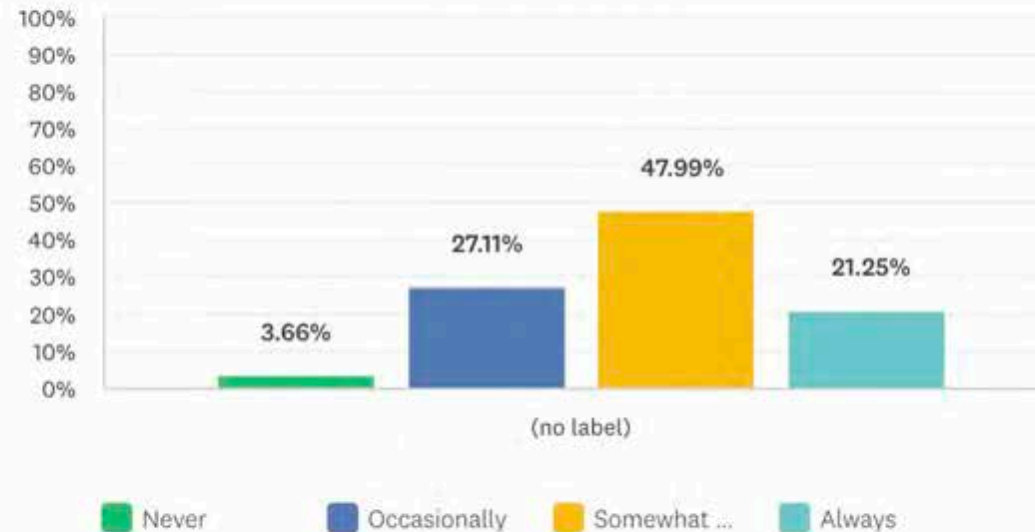


	MUCH LESS SUCCESSFUL	LESS SUCCESSFUL	ABOUT THE SAME	MORE SUCCESSFUL	MUCH MORE SUCCESSFUL	TOTAL	WEIGHTED AVERAGE
(no label)	1.82% 5	14.91% 41	33.45% 92	42.91% 118	6.91% 19	275	3.38



My organization provides formal learning and development opportunities (e.g., executive education, online distance learning, live workshops, etc.) for our employees.

Answered: 273 Skipped: 2

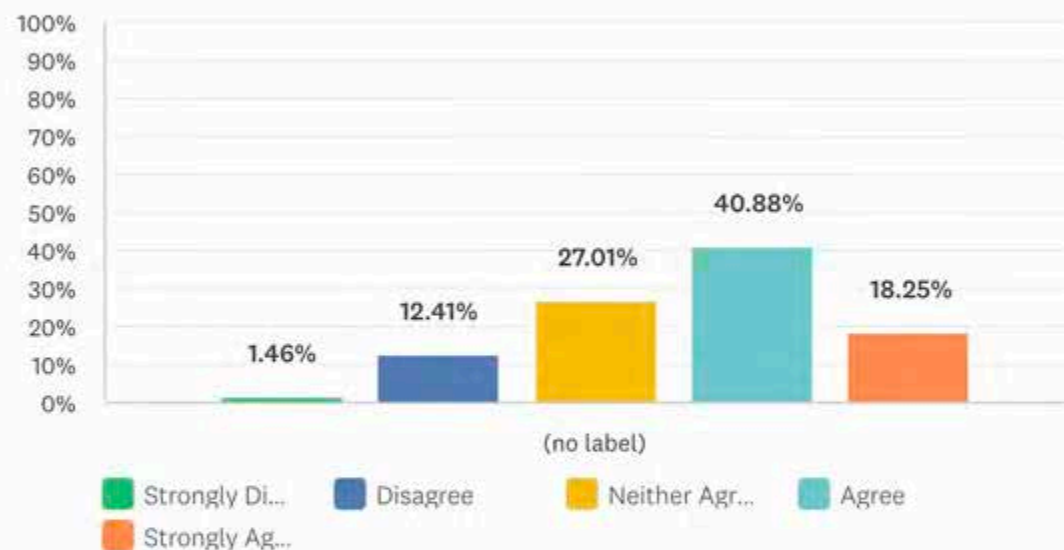


	NEVER	OCCASIONALLY	SOMEWHAT REGULARLY	ALWAYS	TOTAL	WEIGHTED AVERAGE
(no label)	3.66% 10	27.11% 74	47.99% 131	21.25% 58	273	2.87



## Agree or Disagree: My organization puts a greater emphasis on talent development than it did 2+ years ago.

Answered: 274 Skipped: 1



	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.46% 4	12.41% 34	27.01% 74	40.88% 112	18.25% 50	274	3.62





# How would you rate the effectiveness of the leadership development methods you use? (Select only those that apply.)

Answered: 273 Skipped: 2

	NOT EFFECTIVE	SOMEWHAT EFFECTIVE	EFFECTIVE	VERY EFFECTIVE	HIGHLY EFFECTIVE	TOTAL	WEIGHTED AVERAGE
▼ On-the-Job Training	2.25% 6	10.86% 29	29.96% 80	36.70% 98	20.22% 54	267	3.62
▼ Manager Coaching and Support	4.98% 13	15.71% 41	34.10% 89	31.42% 82	13.79% 36	261	3.33
▼ Instructor-Led Live Classroom	3.83% 10	15.33% 40	38.31% 100	31.42% 82	11.11% 29	261	3.31
▼ University/College Programs (including Executive Education)	4.31% 11	19.61% 50	32.55% 83	30.20% 77	13.33% 34	255	3.29
▼ Mentoring Programs	5.10% 13	18.04% 46	37.65% 96	27.45% 70	11.76% 30	255	3.23
▼ Job Rotations	7.45% 19	14.90% 38	41.18% 105	29.41% 75	7.06% 18	255	3.14
▼ Informal Learning Methods	2.68% 7	26.05% 68	36.78% 96	25.29% 66	9.20% 24	261	3.12
▼ 360-Degree Feedback Tools	5.04% 13	26.36% 68	35.27% 91	24.03% 62	9.30% 24	258	3.06
▼ Instructor-Led Virtual Classroom	2.65% 7	26.14% 69	42.80% 113	23.11% 61	5.30% 14	264	3.02
▼ Open-Source Programs (MOOCS, YouTube, Vimeo, etc.)	9.73% 25	26.07% 67	33.46% 86	21.79% 56	8.95% 23	257	2.94
▼ Self-Guided Online Platforms	8.30% 22	29.06% 77	35.47% 94	20.00% 53	7.17% 19	265	2.89



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## How do you measure the effectiveness of your leadership development efforts?

	NEVER	ALMOST NEVER	OCCASIONALLY	ALMOST ALWAYS	ALWAYS	TOTAL	WEIGHTED AVERAGE
Survey participants	7.41% 20	16.67% 45	34.44% 93	26.30% 71	15.19% 41	270	3.25
Interviews with employee managers	7.58% 20	17.05% 45	36.74% 97	26.89% 71	11.74% 31	264	3.18
Measure the relationship between leadership development programs and achievement of participant's goals	8.75% 23	17.87% 47	30.04% 79	33.84% 89	9.51% 25	263	3.17
Measure the relationship between leadership development programs and achievement of business goals	10.53% 28	17.67% 47	35.34% 94	25.94% 69	10.53% 28	266	3.08
Follow-up tests with participants	15.04% 40	18.80% 50	31.95% 85	25.19% 67	9.02% 24	266	2.94



In developing the next generation of leaders, indicate the extent to which you agree or disagree with the following statements.

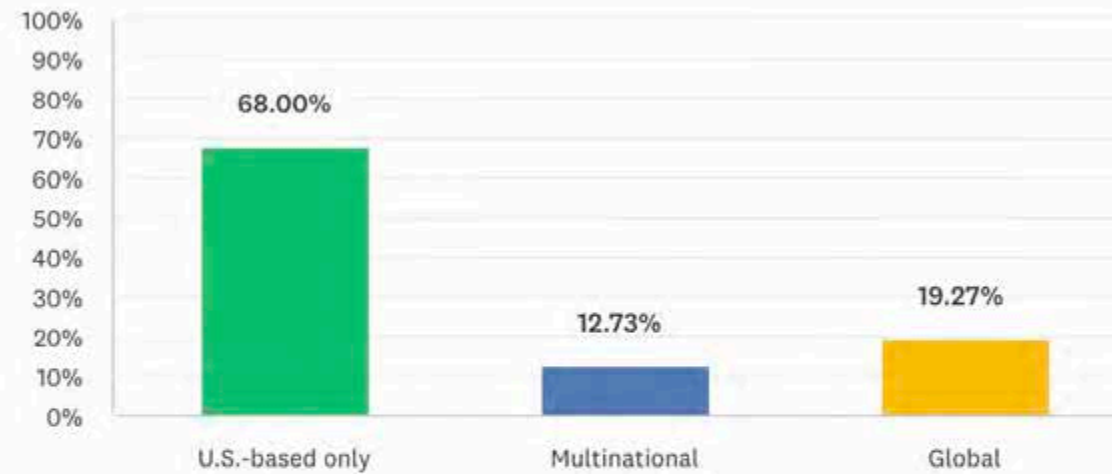
	STRONGLY AGREE	AGREE	NEITHER AGREE OR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
▼ We are able to find qualified candidates to fill future leadership positions	10.18% 28	45.82% 126	24.36% 67	16.00% 44	3.64% 10	275	3.43
▼ We are effectively attracting younger employees into leadership positions	10.18% 28	42.91% 118	23.64% 65	18.91% 52	4.36% 12	275	3.36
▼ Executives in our organization have prioritized the need to develop the next generation of leaders	12.41% 34	37.59% 103	25.18% 69	18.61% 51	6.20% 17	274	3.31
▼ We have strong bench strength of new potential leaders	12.00% 33	33.82% 93	26.55% 73	22.18% 61	5.45% 15	275	3.25
▼ We are capturing organizational knowledge as our current generation of leaders retires	15.69% 43	30.66% 84	19.71% 54	24.09% 66	9.85% 27	274	3.18
▼ Our organization has identified a succession plan for all key positions	11.27% 31	34.18% 94	24.00% 66	18.91% 52	11.64% 32	275	3.15
▼ We have sufficient resources, time, and staff to develop the next generation of leaders	10.55% 29	31.27% 86	25.45% 70	24.36% 67	8.36% 23	275	3.11





# How would you characterize your organization?

Answered: 275 Skipped: 0

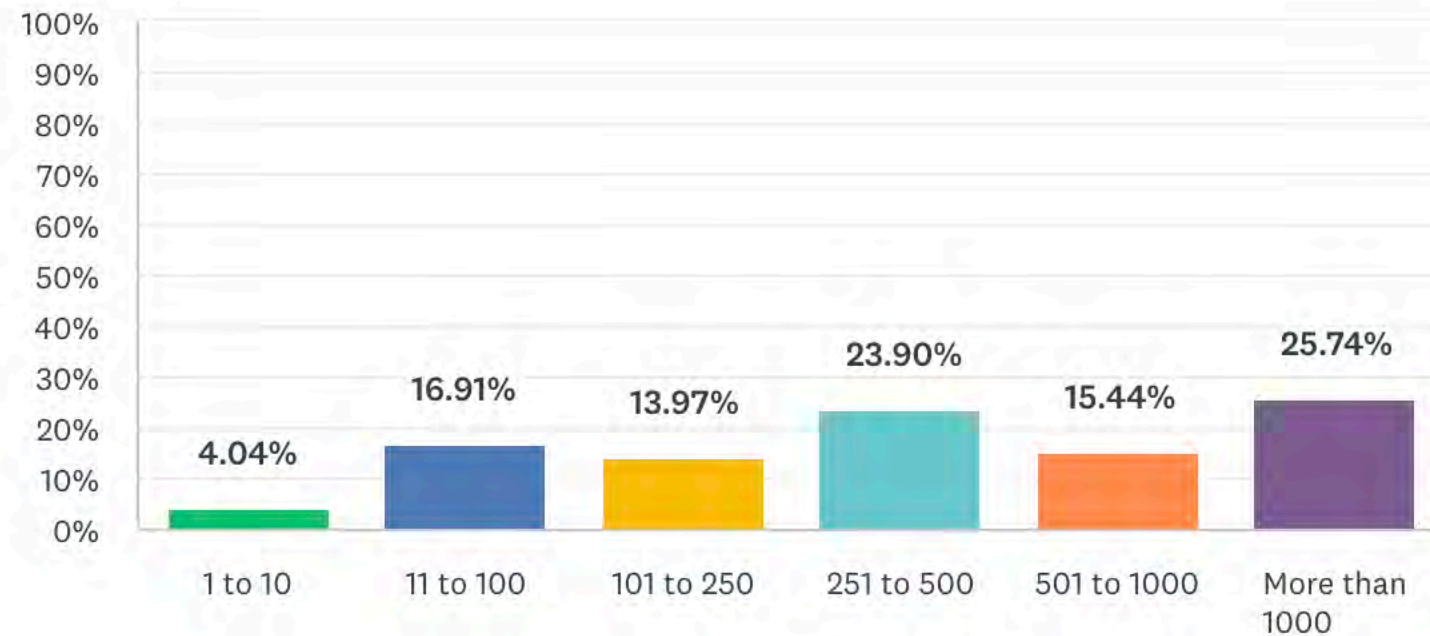


ANSWER CHOICES	RESPONSES	
U.S.-based only	68.00%	187
Multinational	12.73%	35
Global	19.27%	53
TOTAL		275



# How many employees are in your entire organization?

Answered: 272 Skipped: 3



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## What is the primary goal of your leadership development program?

Answered: 273 Skipped: 2



ANSWER CHOICES	RESPONSES	
▼ To enable our organization to achieve its business goals	51.28%	140
▼ To help improve employee retention	25.27%	69
▼ To assist in talent acquisition	18.68%	51
▼ It is required by law	2.93%	8
▼ Other (please specify)	Responses 1.83%	5
TOTAL		273



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# How much does your company spend on training annually?

ANSWER CHOICES	RESPONSES	
▼ Not Sure	20.88%	57
▼ Between \$5,000 and \$25,000	16.85%	46
▼ Between \$50,000 and \$100,000	12.45%	34
▼ Between \$100,000 and \$200,000	11.72%	32
▼ Between \$25,000 and \$50,000	10.62%	29
▼ More than \$1,000,000	8.06%	22
▼ Between \$200,000 and \$500,000	7.33%	20
▼ Between \$500,000 and \$1,000,000	6.23%	17
▼ Less than \$5,000	5.13%	14
▼ Nothing	0.37%	1
▼ Other (please specify)	Responses 0.37%	1
TOTAL		273



# THANK YOU

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