Today, leaders understand that learning must be continuous from the first day on the job to the last.”

BONNIE HAGEMANN
CEO, Executive Development Associates
ABOUT THE 2019 TRENDS IN EXECUTIVE DEVELOPMENT REPORT

Through the years, this report has been the leading compilation of research on the trends in executive development for organizations across the globe. Today, after more than 30 years of research and reports, it has become a trusted resource and industry benchmark created through a collaborative effort of executives who run the organizations we survey, in addition to internal executive development staff and the thought leaders in the executive development space.

The report is published every 2-3 years and each time, before the report is complete, we have executive development professionals proactively reaching out to us asking when the next round of research is being released. They want to know what other companies are doing, what the latest trends are, and how the research can help them develop their current and future executives into inspiring leaders. Those of us who do the work feel privileged to help both the up-and-coming high potentials as well as the seasoned C-Suite leaders and board members gain the knowledge, skills, and confidence that they need to lead their organizations into the future. Perhaps in the past, executives were considered developed once they made it to the top 5% of the organization, but today, leaders understand that learning must be continuous from the first day on the job to the last.

One thing you will notice is that through the years some of the questions are dropped and new ones are added. Over time, the top priorities and key issues impacting executive development shift with the external landscape. What was once an important topic may begin to show up in the bottom 5% of responses year after year until we know that it is no longer an important trend, and we remove it from the survey. Conversely, when trends such as digital transformation become integral to successful leadership and organizational success, it is necessary to add response choices that include such trends.”

Thank you for reading this year’s benchmark report.

We hope that you find the trends, and our thoughts on what the trends mean, helpful as you think about how to develop the leaders in your organization into highly skilled executives that are empowered to achieve your vision and execute your strategy.”

[Signature]
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Great things in business are never done by one person. They’re done by a team of people.”

- Steve Jobs
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C-Suite Coach and CEO of Executive Development Associates (EDA), a global leadership consulting firm that specializes in custom executive and board, C-Suite and executive coaching, high potential development, and succession planning. To date, Bonnie Hagemann has coached 14 CEOs, 240+ additional leaders, delivered over 300 presentations, published over 40 articles and research papers and two books, *Decades of Differences: Making it Work* and *Leading with Vision: The Leader’s Blueprint for Creating a Compelling Vision and Engaging the Workforce*. She is often called upon by respected media outlets as a leadership subject matter expert and thought leader and is often quoted in publications such as *Forbes, Fast Company, The Wall Street Journal, The Economist,* and *U.S. News and World Report.*

Jessica Parisi  
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Jessica has pioneered strategy alignment, leadership experiences, and simulations to turn strategy into action and become the people partner for leading companies including *Salesforce, Fidelity, Microsoft, Chevron, Ingredion,* and others. Her areas of expertise include strategy prototyping for the C-Suite, culture and business transformation services, making strategy personal for everyone, redesigning people expectations for the future, and leadership development for all levels that is practical and honors the strategy, business model, and culture of each client organization.

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Professor Sattar Bawany is a C-Suite Master Executive Coach and Managing Director of EDA in the Asia Pacific region. He has over 30 years of international business management experience and has held various senior management roles including Managing Director/Country Head and Talent Management & Executive Coaching Practice Leader for DBM Asia Pacific as well as Business Leader, Organizational Effectiveness/Leadership Development Consultant and Executive Coach with Mercer HR Consulting, The Hay Group, The Forum, and Mercuri International.
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Chief Learning Officer, EDA

Scott Dannemiller is the EDA’s Chief Learning Officer. He has been working in the training and organizational development field since 1994 as a facilitator, coach, manager, and business owner. Scott is a skilled facilitator and program developer who consistently receives exceptional reviews for his engaging, high energy workshops. He specializes in teaching practical skills using interactive learning methods. Scott’s passion is working with intact work teams to improve group effectiveness, whether it is teaching new techniques to improve interpersonal dynamics, or using process tools to improve critical thinking, problem solving, and decision making. Scott has had the opportunity to work with a variety of organizations, from Fortune 25 companies to small, non-profit groups. His desire to see organizations achieve success is ever-present in his personal approach to facilitation and instruction.

Traci Clayton, Ph.D.
Chief Executive Development Officer, EDA

Dr. Traci Clayton is the EDA’s Chief Executive Development Officer. As an author, speaker, trusted leadership advisor, seasoned executive consultant, and C-Suite coach, she works around the globe with leaders in all industries. Traci’s work includes Strategic Leadership Development, Executive Team Development, Executive C-Suite Coaching, Organizational Culture Change, and Leadership Transformation. She has global M&A experience and has helped disparate groups come together in an integrated fashion to work effectively across boundaries.

Our team of contributors has decades of combined expertise across an array of business landscapes. We come together to offer the latest insights, pitfalls, and best practices relevant to all types of leadership and industry scenarios.
In addition to EDA’s industry expertise, perspective, and insight for the 2018 survey, we also sought input from EDA’s Advisory Board when compiling the report. This board is comprised of seasoned executive development experts and thought leaders in a diverse set of industries and roles.

- **James F. Bolt**  
  *Founder, Executive Development Associates, Co-Founder & CEO, FRED, Inc.*

- **Dr. Yury Boshyk**  
  *Founding Director, Global Executive Learning and Chairman of the Global Executive Learning Network*

- **Dr. Ram Charan**  
  *Educator, Author, Consultant to CEOs*

- **George Consolver**  
  *Retired Director of Strategy Process, Texas Instruments*

- **Dr. Fariborz Ghadar**  
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- **Dr. Vijay Govindarajan**  
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- **Bill Wiggenhorn**  
  *Executive Education Consultant, Master Executive & C-Suite Coach*
COLLABORATION

EDA, INC.

**Executive Development Associates** is a leader in creating custom executive development strategies, systems, and programs that help organizations build the necessary capabilities to achieve their strategic objectives. We create measurable improvements in both executive performance and business outcomes.

**Our specialty areas include:**
- C-Suite and Executive Coaching
- Executive and High Potential Development
- Assessment Tools for Executive Growth and Tracking
- Succession Planning and Board Advisement on Management Transitions

EDA leads the way in the use of executive development to help organizations successfully address their marketplace challenges and accelerate the execution of their business strategies. With our proven ability to achieve results, we help create measurable improvements in both individual executive performance and business outcomes. For more information, visit [www.executivedevelopment.com](http://www.executivedevelopment.com).

BTS, USA

**BTS** focuses on the people side of strategy, working with leaders at all levels to help them make better decisions, convert those decisions to actions, and deliver results. At our core, we believe people learn best by doing. For over 30 years, we’ve been designing fun, powerful experiences that have a profound and lasting impact on people and their careers. We inspire new ways of thinking, build critical capabilities, and unleash business success. It’s strategy made personal.

**Our specialty areas include:**
- Assessment centers for talent selection and development
- Strategy alignment and execution
- Business acumen, leadership, and sales training programs
- On-the-job business simulations and application tools
- Coaching as a practical tool to shift mindsets

We partner with nearly 450 organizations, including over 30 of the world’s 100 largest global corporations. Our major clients are some of the most respected names in business: Microsoft, SAP, Chevron, Coca-Cola, Volvo Group, Citigroup, Salesforce, and Tencent. For more information, visit [www.bts.com](http://www.bts.com).
The goal is to turn data into information and information into insight.”

- Carly Fiorina
TRENDS AND IMPLICATIONS
"Congratulations on the 2019 Trends Report. The findings are a great service to people who are responsible for executive and leadership development."
I have always believed that the overriding purpose of executive and leadership development efforts is to build and develop the capabilities that leaders need to achieve the vision, live the values, and successfully execute the strategies of the organization.

The 2019 survey clearly identifies this as a serious challenge. Several of the survey’s “top priorities” emphasize the need to develop the critical capabilities needed to create and communicate a compelling vision and strategy, and to ensure alignment within the organization. I believe this is, and always will be, critical to organizational excellence.

Development of the required capabilities starts with senior executives and then cascades throughout the organization. It should be clear, too, that this is not a one-time need. A successful effort requires ongoing assessment of how well leaders are achieving this alignment and taking action to strengthen strategic unity when needed.”
TRENDS & THEIR IMPLICATIONS

TAKEAWAY
A common thread is the need for an agile mindset, both in managing and adapting visions. Failure is also showing up as an acceptable trend, as growth does not come without many mistakes.

VUCA: What it Means

- **Volatile.** Things change unpredictably, suddenly, or extremely - especially for the worst.
- **Uncertain.** Important information is not known or definite; doubtful, unclear about the present situation and future outcomes; not able to be relied upon.
- **Complex.** Many different and connected parts: multiple key decision factors, interaction between diverse agents, emergence, adaptation, co-evolution, weak signals.
- **Ambiguous.** Open to more than one interpretation; the meaning of an event can be understood in different ways.

Major League Leaders

Developing leaders who will lead medium and large organizations is like developing athletes to play at the professional level. By the time they make it to the top, they should be carefully groomed and highly skilled, the best of the best. Leaders at the top-of-the-house have positional power, and that power in the hands of an amateur can be dangerous. These influential leaders do not succeed on their own. Just like professional athletes, there are entire teams that work together to help a leader become successful. They have mentors, coaches, legal council, administrative assistants, peers and friends working every day to make them better and help them become a leader worthy of the position.

And that is what we do. We develop leaders into top-of-the-house talent, but we don’t do it in a vacuum, and we don’t do it alone. We, along with our internal and external counterparts across the globe, carefully hone our own knowledge, skills, and abilities. We study, design learning methods, measure, adjust and work tirelessly beside current and future leaders – helping, cheering, and sometimes catching them as they make their way to the top. Which is why for over 30 years, we have been conducting Trends in Executive Development research, to ensure that we are creating and offering development that is powerful, relevant and impactful.

With each Trends project, we pull together a team of top analysts and thought leaders who, along with EDA’s expert advisory board, think about the data on a much deeper level than rank order. We look at the data from every angle possible and then we talk, think, write, and reflect, because we want to do more than report survey findings. We want to know “what does this mean?”

As we studied the data this year, we noticed that the process we use to make sense of the trends is exactly what we need more of from executives. The trends are pointing toward a need for leaders who do more than increase revenue, cut costs, seek territory to gain, and play high stakes poker with shareholder
There is stress of being caught between a vision that is not always articulated well and requirement to act at a local level that may not work as well. The conflict between the stress of carrying the global vision at a local level where the vision is not as clear.”

William (Bill) Wiggenhorn is a Principal with Main Captiva, LLC. Bill is responsible for custom-designed executive development strategy, systems, and programs, as well as talent management strategies and systems. Bill is an acknowledged expert in the fields of training and development, executive and leadership development, e-learning, marketing, and business strategy.

money. We need leaders who will intentionally slow down and take a long look at what is happening in the marketplace and workplace. We need leaders to think about the work that is being conducted, the culture, the marketplace and ask themselves and their teams, “What does this mean?

In the 2016 Trends report, we shared how the top trends were pointing to a VUCA environment and that the ability to create a compelling vision and engaging others around it was desperately needed. Both remain true in the 2019 report, but the story is deeper, richer, and is getting better.

The VUCA environment is no longer a surprise or the fog we are hoping will lift. It is our new normal, which is to say that we will live amidst this complex set of circumstances for some time to come. Technology leader and futurist Scott Klososky shared that, historically, transformation in innovations runs
in a 50-year cycle and since the digital transformation that we are experiencing today really ignited around the year 2000, we are only about 18 years into it. Transformations require new knowledge, re-skilling and up skilling, and leaders must adapt quickly in order to remain effective. What circumstances are most impacting leadership today and into the future? Let's take a look.

Gaining a Soul

From acquisition to innovation, we have grown our companies and used everything from automation to lean processes to ensure that we are producing products and services at the absolute highest rate possible, at the lowest cost, and in the fastest time period. And even after all of that, a void remains. It turns out, we need something more. We need meaning.

The trends around hot topics, types of development, and accelerating high potentials are showing that we need our companies to have more. We need them to have a soul, one where values such as ethics, integrity, and community are core, where we build goodwill by doing good versus just selling stuff. We want the companies we work for to be willing to reach out to the communities where they operate and to give back. The good news is that doing so can also be a great way to develop senior leaders. Inside, we need to feel connected and safe, so we can create together, explore, challenge, and encourage. Perhaps the digital disruption has been missing a core component, and we refuse to go on without it.

To address this need, companies are using culture surveys as the number one way to identify specific skills and development opportunities needed to achieve the vision, live the values, and execute strategy. We still want to hear from top management about what they believe is needed for current and future executives, but we are ensuring that the employees have a voice, and the employees are also insisting on having a voice in the matter. And since their opinion matters, we can do this by gathering feedback via surveys and then implementing data analytics to determine strengths and gaps in culture and leadership capabilities.
Adjusting to the New Wave

The top five most highly influential conditions (see below) can all be traced back to the digital culture shock and the new way of doing things, which requires a fresh approach to leadership.

**Top 5 Influential Conditions:**
1. Changing Business Strategies
2. Digital Transformation
3. Economic Conditions
4. Changing Customer Requirements
5. Need for Innovation

This transformation also has to do with integration. We are integrating technology with human behavior more and more and every company is or will experience the impact. For example, while in the discussion with Scott Klososky, he paused to look at the small computer on his wrist and said to his wife, “Hey Annette, your vacuum just called.”

All of these outside influences require leadership adjustments and impact priorities for development and are combined with a need to be practical and produce real results as leaders are developed. This surfaced as the #1 priority in the development efforts (addressing key business issues and challenges) and the priority that ranked 4th was the need to increase productivity/ability to get results. Accelerating the development of high potentials, building awareness, and creating a compelling vision were also in the top five priorities.

The way leaders are most likely to receive their development varies by level, but conferences and executive coaching are in the top five for all categories (members of the board, top executives, senior leaders, and high potentials). Potentially related to our need to feel connected with something meaningful, mentoring was in the top five for everyone except members of the board. And for our need to be practical, experience-based development such as action learning and business simulations, shows up at the top across the layers of leaders as well – although developmental job assignments are more of a trend for high potentials.
Technology is impacting leadership development in another way as agile methodologies infiltrate our companies. Initially, a technology teaming approach, the idea of having those closest to the work consult toward the vision, building minimum viable product, testing, adjusting, failing quickly, and improving is working – and technology leaders are beginning to gain recognition and responsibility, as agile is helping to integrate the concept of continuous learning into more than just our technology teams. It is like a good virus that is catching on and spreading. It is more acceptable in today’s environment to fail and learn than it has been in years past.

I am pleased to see that ‘create a compelling vision and engage others around it’ is still on the list of the Top Five Priorities of Executive Development. We know from our research that, of all the leadership practices, ‘Inspiring a Shared Vision’ is the most challenging to master, and leaders need many more opportunities to develop skills associated with this competency. This is particularly important given recent research that confirms how significant meaning and purpose are to engagement and retention of younger employees.”

Jim Kouzes is the coauthor with Barry Posner of the award-winning and bestselling book The Leadership Challenge, with over 2.5 million copies sold. He’s also the Dean’s Executive Fellow of Leadership, Leavey School of Business, Santa Clara University.
Why Command and Control Leadership Doesn’t Work Anymore

Technology is giving customers access to large amounts of information and shifting their requirements as a result. This is influencing the way that leaders are developed because in today’s environment customers are not willing to wait for a request to go up the chain of command, be analyzed, discussed and decided, and the answer to come back down the chain of command. By the time that happens, the customer will have purchased a competitive product from another company while standing in the expensive real estate of the retailer where the decision is somewhere in the chain of command.

We’ve been thinking about empowerment for years, but when we work inside of organizations, the decision-making processes often changed very little or not at all. Going forward, building empowerment into leadership development is critical, as technology has placed information in the hands of the customer, and the empowerment of those closest to the work or the customer is now a requirement for a successful business. This does not even take into account the fact that the younger generations are insisting on having a voice early on in their work experience, so an environment of empowerment will attract talent early in the pipeline as well.

So if the leaders aren’t making all of the decisions, what do they do? The top priorities indicate that they must create a compelling vision and engage others around it, and identify the key business challenges to be addressed. This requires the creation of an environment that supports innovation and the use of cognitive readiness skills such as metacognition (thinking about your thinking), sensemaking, and attentional control to choose the best path forward. Leaders must ensure that their employees and those in supervisory roles have the training and development they need to be successful to hold them accountable, which over 65% of respondents said their leaders are doing well. Letting go is a mindset shift that we can build into learning and development as well.
**FOR THE LEADERS**

- We can teach leaders how to create a compelling vision, engage others around it, and empower the workforce to make it happen.

- We can increase meaningful leadership along with business and financial acumen as opposed to making this a separate issue.

- We can build in reflection time and emphasize its importance in all methods of learning, from coaching and mentoring to classroom and action learning.

- We can introduce future scenarios where leaders take time to build possible scenarios based on market shifts, global economics, and the like, much like running financial models on a spreadsheet where we change the numbers based on various scenarios. We can teach leaders to do the same with products, strategies, acquisitions, workforce increases and decreases.

- We can teach our teams how to “play it forward”, analyze, discuss, reflect, set priorities, and make sound decisions.

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**Leaders in the Pipeline**

The need to continue to build bench strength and the leadership pipeline continue to be top of mind with accelerating the development of high potentials as a top priority and attracting, development, and retaining top quality of talent as a most lacking competency in next generation leaders. Over 50% of the organizations surveyed do not feel that their bench is stronger than it was 2 years ago. Potentially, the pace of change is continuing to keep organizations more focused on the most pressing urgent needs of the moment rather than the longer term important needs such as developing the bench and accelerating high potentials.

We also noticed that the top 3 most lacking competencies all have to do with high potentials needing to turn their eyes toward the needs of others, potentially spending too much time thinking about their own success and not enough helping others succeed. These were followed by the need to get results and handle the stress and pressure of today’s leadership environment, and that potentially leads us to the main theme from which we started: the need to lead more strategically by slowing down long enough to think and analyze and talk about what it all means.

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**Pace and Leadership**

Dr. David Peterson, Google’s Director of the Center of Expertise, Leadership Development and Executive Coaching said after reviewing the Trends that “diverse, challenging experiences are perhaps the most critical element of development, but without someone who can help you make sense of it and figure out what you personally need to do with it – coaching, mentoring, peers – the experiences aren’t worth much. I think sense-making, reflection – really deep reflection – are going to be essential for leaders dealing with complexity and change. How do you slow down enough to see the patterns, read signals, and anticipate shifts? Right now, the best way to do that is in community and conversation with others. But those who can do this on their own – Bezos, Musk, and a handful of others – are modeling the way forward.
Mentors are not going to be as useful when no one has seen this situation before. That doesn’t change the importance of sense-making in community – but how do you spend enough time together to develop trust and a sense of mutual commitment to get you through tough times? Can you build a team of people who collectively are able to make sense of all the crazy disruption coming at us?”

David further reiterates that the increased complexity and uncertainty from the digital revolution “requires new strategies and innovation. It’s not just that leaders need better capabilities, we have to be able to see around corners and respond to external changes.”

Many of the drivers of the past 10 years – globalization, increased competition, new employee expectations – are now table stakes. Of course they’re important, but if you haven’t figured them out, you’re probably toast.

FOR THE ORGANIZATION

- We can address specific business issues within the learning methods and labs we create.
- We can align our work with the vision and strategy of the organization with intent to actually improve business results.
- We can help organizations mature in their leadership development processes by creating an integrated approach that is tied to strategy, and is thorough and consistent.
- We can build and accelerate the organization’s leadership pipeline and overall bench strength.

David B. Peterson, PhD joined Google in 2011 as Director of Executive Coaching and Leadership. He coaches senior leaders, manages Google’s network of external and internal coaches, and supports leadership, learning, and executive development initiatives at Google.
INTernational Trends & Implications

Leadership in the Disruptive, Digital-Driven Era of Industry 4.0

Only 7.4% of this year’s survey respondents were from outside the United States; however, a much greater percentage conduct business around the world even though their headquarters may be in the United States. Local, regional, and global trends all impact parts of the world differently and we want to take a moment to think specifically about the non-U.S. regions and how they experience the trends that are influencing the development of organizational leaders.

The current digital transformation which underpins the 4th Industrial Revolution (Industry 4.0) has ushered in a new business environment which is fast, open, and responsive, resulting in a number of organizational and leadership challenges. This change has a direct impact on the sustainability of organizations of all sizes across various industries (Bawany, 2018a).

The need for change is no longer a surprise. It has become a fundamental feature of conducting business. However, constant change can be hard to handle as the need for relentless adaptation of an organization’s business strategy can be both a major opportunity and a serious threat, creating a need for leaders to develop abilities that have not been a part of their required repertoire in the past. While challenging, this is a great opportunity as companies can use the up-skilling process to make their executive development a strategic maneuver to build leaders who can adeptly respond and manage external challenges. This can even become a competitive advantage. To do this well, leaders’ capabilities need to have a razor sharp focus on advancing the organization’s vision and strategy. As the trend of strategy-focused development continues over the years, CEOs around the world are beginning to see it as a method for winning instead of an expendable portion of the budget.

One learning trend that has emerged over time is that companies who expanded into global markets thought that having an “international assignment” would build effective global leadership skills. If only experience alone would do
In the end, it all comes down to people and values. Leaders need to envision a future that works for all stakeholders by putting people first (instead of technology) and empowering them. In its most pessimistic, dehumanized form, the 4th Industrial Revolution may indeed have the potential to “robotize” humanity and thus to deprive us of our heart and soul.

But as a complement to the best parts of human nature—creativity, empathy, stewardship—it can also lift humanity into a new collective and moral consciousness based on a shared sense of destiny and vision. As leaders, it is incumbent on us all to make sure the latter prevails.”

Professor Sattar Bawany is the Managing Director & C-Suite Master Executive Coach with Executive Development Associates (EDA) in Asia Pacific. Professor Bawany has over 30 years international business management experience.
the job! It takes more than that. Leaders are beginning to grasp that part of the up-skilling for the global marketplace is a shift from a local and regional mindset to one that is driven by global business and leadership acumen. In addition, we see that we have an expanded need for business ethics and integrity, and to enable effective leadership during this digital revolution, perhaps exponentially so, given the intersection of this increasingly disruptive, volatile, uncertain, complex, and ambiguous (VUCA) business environment (Bawany, 2018b).

Case Study: Singapore

Recently, the Singapore government recognized that industries and jobs are changing rapidly, causing a need for re-skilled and redeveloped employees. While the government believes that there will also be opportunities, Singapore’s Prime Minister, Lee Hsien Loong, summed up his position during his endorsement of the findings of the Committee for Future Economy Report. He stated that the nation could not be sure which industries will perish and which will flourish. What is certain, he said, is that “Singapore must stay open to trade, people and ideas, and build deep capabilities so that our people and companies can seize the opportunities in the world” (Report Of The Committee Of Future Economy: Pioneers Of Next Generation, 2017).

“Singapore must stay open to trade, people and ideas, and build deep capabilities so that our people and companies can seize the opportunities in the world”

Lee Hsien Loong has served as the Prime Minister of Singapore since 2004. He took over as Head of Government when former Prime Minister Goh Chok Tong stepped down from the position at that time to become the new Senior Minister.

Lee Hsien Loong
Prime Minister, Singapore
WHAT CAN WE DO?

Throughout the Trends, *formal, strategic, systematic, and up-skilling* were terms that rose to the top. We are advancing as an industry, maturing in our understanding of learning inside of organizations. As we do, we can help leaders by creating the systematic approaches and conducive environments for learning. We can create ways for the leaders to face risk, try new things, practice empowerment and reflection, and we can do all of this within systems and safe spaces for learning.

Fortunately, the final two Trends to bring to the forefront are that companies want to know what other companies are doing and that leadership development is primarily driven by the CEO. Thankfully, these top leaders are willing to put their money on the line, with 41.76% of respondents indicating that there will be an increase in the funding for executive development projects, despite the fact that organizations have to look for ways to reduce operating costs in order to remain profitable and meet shareholder expectations.
Without data, you’re just another person with an opinion.”

- W. Edwards Deming
COMPLETE STUDY RESULTS
With the demographic shift in full swing, executive development professionals are spending more than the usual time thinking about their company’s succession plan. “Population ageing is poised to become one of the most significant social transformations of the twenty-first century, with implications for nearly all sectors of society, including labour and financial markets, the demand for goods and services, such as housing, transportation and social protection, as well as family structures and intergenerational ties. According to data from World Population Prospects: the 2017 Revision, the number of older persons — those aged 60 years or over — is expected to more than double by 2050 and to more than triple by 2100, rising from 962 million globally in 2017 to 2.1 billion in 2050 and 3.1 billion in 2100. Globally, population aged 60 or over is growing faster than all younger age groups” (Ageing, n.d.).

With succession planning concerns now at the forefront, understanding the development needs of next generation leaders has never been more critical. Our trends data shows that accelerating the development of high potentials moved up to the #2 spot in this year’s list of executive development priorities. We haven’t seen this trend in the top 5 since 2009, indicating a renewed pressure to prepare the pipeline. The likely cause of this priority dropping off the list between
2009 and 2018 is the global economic downturn. There was no need to accelerate their development because the leaders above them who managed to have a job after the 2008 financial crash likely decided they would stay put for a while. For many, the time to recover from the financial impact of that downturn was about 10 years. And then, a new shift happened. The economy started moving and so did executives. Now on their way to retirement or willing to change companies, it’s time to focus on the up-and-comers. See competencies most lacking in next generation leaders below:

Interestingly, the top five items remained exactly the same from our 2016 Trends report, with a slight shift as the ability to attract, develop and retain talent moved up from #2 in the last survey to take the top spot. With many markets experiencing more job openings than people to fill them, the ability to attract and grow the existing workforce is now a key success factor impacting the next generation of leaders.

At the number two spot, creating a compelling vision and engaging others around it remains a big gap (#2) for these up-and-coming leaders, as well as existing executives, ranking #5 in Top Priorities. This competency will likely continue to play a key role in overall leadership as organizations grow.

DATA HIGHLIGHT

A holistic view of the data paints a thematic picture showing us that 88% of the responses pointed to a need for leadership skills in general, followed by the hard skills of critical thinking and business acumen.

All this learning and work is framed in an ongoing struggle to prioritize, deliver results, and handle the stress and pressure of leadership.

Top 5 Competencies most lacking in the next generation of leaders

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<th>2009</th>
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- Ability to attract, develop, and retain the quality of talent needed to achieve the business objectives
- Ability to create a compelling vision and engage others around it
- Ability to inspire others
- Ability to deliver results or is results-oriented
- Ability to manage the stress and demands of a real-time overloaded leadership environment
ever more matrixed and as cross-functional teams become the norm. Leaders are increasingly required to provide influential leadership over positional leadership. “Everyone needs to feel like an important part of the story” (Hagemann, et. al 2017), and that requires passionate and visionary leadership. Furthermore, there is a desperate need across every industry for leaders to help employees and their organizations emerge from the chaos into a new horizon.

While inspiration may get the employees hired and engaged, the work requires a bit more. They also need basic tactical strategies. We need them to improve their ability to balance long-term adaptability with short-term execution (#4), and a large part of that is learning to prioritize their workloads, gain efficiencies, and multiply their efforts through effective delegation. We not only see this in the data, but setting priorities is a constant struggle and the competition for space on our calendars seems to increase with little give.

With many markets experiencing more job openings than people to fill them, the ability to attract and grow the existing workforce is now a key success factor impacting the next generation of leaders.
It’s one thing to have a great vision, but it is entirely something else to get others to buy in and be compelled to help achieve the vision. While recognizing that effective leadership is too multidimensional to believe that this captures everything needed, we did identify the essential elements without which engaging the workforce will be extremely difficult if not impossible. They are courage, clarity, connectedness, and culture. These are not leadership qualities but rather approaches to leadership.”

Leaders who ensure that the employees are an essential part of creating, shaping, or finishing the vision, do so because other perspectives and experiences enrich the vision and make it better.”
HIGHLY INFLUENTIAL CONDITIONS

Current Factors Influencing Executive Development

The impact of innovative technology has disrupted the world in ways that few could have anticipated. Clearly, technology is shifting the world (and therefore our business plans) drastically, and executive development must prepare leaders. In particular, they need to be prepared to provide visionary leadership while simultaneously carrying out a business strategy that is constantly changing. In fact, changing business strategies, which had not made the top 5 list since 2009, tops this year’s list of highly influential conditions on executive development and was ranked so by a full third of respondents.

It was followed by a new item that was added to the survey this year which is the impact of digital transformation in the #2 spot (i.e., Artificial Intelligence (AI), Data Analytics/Big Data, Blockchain, Virtual Reality). While this item appeared on the survey for the first time this year, it ranked second, getting votes from 22% of respondents. These are clear hallmarks of the 4th Industrial Revolution (Industry 4.0), referenced previously in the report.

With businesses striving to keep up with the changing customer requirements, which both lead and follow emerging technologies, the need for increased innovation is again in the top five after five years of varying priorities that trumped it. Leaders not only need new mindsets about customers, products, and processes, but also need expertise and capabilities in leading teams of innovative thinkers at a pace that they are able to keep up with, or perhaps even surpass, in the digital revolution.

TAKEAWAY

Technology has entered the discussion as the gateway for future-proofing your organization, but shouldn’t overshadow the primary need to adapt new business strategies.

MAIN QUESTION

What are the internal and external influences impacting executive development?

34%  Changing business strategies
21.9%  Digital Transformation (AI, Data Analytics/Big Data, Blockchain, Virtual Reality)
19.3%  Economic conditions
18.2%  Changing customer requirements
15.2%  Need for increased innovation
At the time of our last report, the ability to manage a **VUCA (volatile, uncertain, complex, and ambiguous)** environment was a differentiator. Today, even though the VUCA environment is still in full force, it’s widely accepted that organizations now operate in a continually complex business environment. Therefore, the ability to navigate a VUCA workplace is simply the current “table stakes” required to play the game. Because of that, only 5% of respondents indicated this as an influencer of executive development decisions. While organizations in the past were often caught unaware that their leaders were largely ill-equipped for managing complexity, today the business leaders are savvy to the critical need for investment in developing highly strategic and adaptable leaders.

### A Seat at the Table

Business and economic conditions are finally making a show at the HR decision table in a huge way. In our 2015 data, the top 4 influential conditions on executive development were rated by 20%, 11%, 7% and 6% of respondents, respectively. However, for 2018, the top 4 conditions (all related to innovation and strategy) were rated by 34%, 22%, 19% and 18% of respondents, respectively. Fortunately, HR and business leaders are finally making significant linkages between people development and business success — not as a nice to have, but as a must have. Leaders are looking outwards (e.g., doing due diligence to assess the business landscape) and then looking inwards (e.g., making executive development decisions to prepare for the business environment in which they want to be successful).
TOP PRIORITIES MOVING FORWARD

Key Executive Development Objectives Moving Forward

In 2015, we saw the need for executive development programs to address key business issues and challenges move to the top of the priority list, and it remains there three years later. In fact, this priority has grown steadily in importance since 2011, indicating a lack of tolerance for programs that rely too heavily on academic case studies and theoretical constructs. Those who develop executives must have a clear line of sight to the real world business challenges and then go further by integrating them into the programs designed to develop their executives.

This more practical development must also extend to the high potential population as accelerating the development of high potentials landed at #2 on the list of priorities. The last time the high potentials made the top 5 list was 2009, when business literature was filled with articles warning of the impending mass exodus of the Baby Boomer generation. Well, the exiting leaders’ problem has resurfaced as the Boomers’ retirement funds have recovered their value, and successful leadership development programs will create a smooth transition. They will help accelerate this hand-off to the next generation of leaders and do so with a focus on driving productivity (#4) by solving existing problems (#1) in the context of learning.

Our survey revealed the following as the top five priorities for executive development:

- **Address key business issues/challenges** (24.2%)
- **Accelerate development of high potentials** (21.2%)
- **Build awareness of new technology** (18.6%)
- **Increase productivity/ability to get results** (15.2%)
- **Create compelling vision and engage others around it** (14.9%)
In addition, building awareness of new technology (#3) remains in the top five, signaling that many of the business challenges executives are facing are directly related to the pace of change presented by the latest developments in technology. Leaders are working to maintain the old way while continuously innovating the new, striving to play the game another day.

Perhaps not surprising, the ability to create a compelling vision and engage others around it remains a top priority within executive development as well, with a cumulative 48% of responses tied to visionary leadership.

This is likely an indication of two things:

1. The changing workforce demographics, where a growing population of Millennials want more than work. They want a career path and a cause to rally around.

2. The growing need for organizations to cut through the chaos of both the global competitive market and the day-to-day communication channels to capture the attention and ultimately the loyalty of their customers.
HOT TOPICS IN EXECUTIVE DEVELOPMENT

Future Trends Identified By Companies

Looking forward, companies predicted what executive development topics would be most in demand in the coming 2-3 years. The data is showing us one area of strong consistency from 2015 and two new additions.

What’s consistent? Business ethics/integrity remains in the top position. With the increased expectations and responsibilities of board members, the scrutiny to ensure company executives are driving high integrity business processes and modeling ethical values will only increase. If we take a broader look at the topics and combine ethics and integrity with governance, values, community, and social responsibility, approximately 60% of responses indicated an increased focus on corporate responsibility to others.

While customer focus was second highest in 2015, it did not make the top 5 in 2018. Instead innovation, a new topic on the Trends survey, is now the #2 predicted hottest topic in executive development in the next 2-3 years. Of course, these two categories are not mutually exclusive. What most companies are striving to do, whether it is a fast growth software company going through a pivot or it’s a 100+ year old financial services company trying to transform, is create an environment where the ideas, new products, and service roadmap initiatives come from

Over half of the responses point largely toward an increased focus on the ethical, governance-related, and social responsibilities of the company and business processes to others.
Interesting to note that none of the top 5 topics from 2013 and prior years even made the list this year. This further highlights a shift in the mindset of companies, as business acumen and critical thinking are taking a back seat to topics like ethics, community, and innovation.

**Major Shift From 2013**

Interestingly, none of the top 5 topics from 2013 and prior years made the list this year. This further highlights a shift in the mindset of companies, as business acumen and critical thinking have been replaced by topics like ethics, community, and innovation.

**Top 5 hot topics in executive development in the next 2-3 years**

- **Business ethics/Integrity**
- **Innovation**
- **Cognitive readiness (mental preparation needed to sustain performance)**
- **Community outreach**
- **Competitive positioning**

**2009** | **2011** | **2013** | **2015** | **2018**
---|---|---|---|---
1 | 1 | 1 | 1 | 1
2 | 2 | 2 | 2 | 2
3 | 3 | 3 | 3 | 3
4 | 4 | 4 | 4 | 4
5 | 5 | 5 | 5 | 5

**2009** | **2011** | **2013** | **2015** | **2018**
---|---|---|---|---
1 | 1 | 1 | 1 | 1
2 | 2 | 2 | 2 | 2
3 | 3 | 3 | 3 | 3
4 | 4 | 4 | 4 | 4
5 | 5 | 5 | 5 | 5
It is a very different way of organizing priorities, leaving the annual strategic plan in the dust and embracing dynamic prioritization, breaking big bets down to small bets, inspiring teams to iterate daily and weekly with customers or with customer data. This flexible, iterative innovation is key to leading in the new world where digital transformation is so critical. Further evidence of this is found in the #3 hot topic – cognitive readiness.

Community outreach topped #7 critical thinking. Since living in a VUCA state has become the new normal, this may be a result of critical thinking also being the new normal. It may be a standard, like communication, more so than a hot topic. Also, higher-order thinking skills go beyond critical thinking and get into cognitive readiness.

Cognitive readiness, introduced in 2015, again makes the top 5, coming in at #3. The higher-order thinking concept of being mentally prepared to deal with anything is desperately needed. Along these lines, BTS has identified that the top performing executives, the top 10%, are the ones who go first. They are the ones who are first to transform their business units or function from waterfall to agile or from only hardware to hardware plus services or from a siloed to a cross-organizational operating model. They use their intuition and sensemaking capabilities to adjust to the changing landscape. They crave deliberate discomfort as they know each challenge is a potentially untapped opportunity.

Purpose and Value

Emphasis is evolving from “employment for life” to “life-long learner,” and as this occurs, there are increasing investments in training and development. Some organizations are forming unique relationships with local community colleges and universities with a company-wide ongoing approach to re-skilling and re-tooling the workforce.

In addition, with shifting generational values, we see employees wanting to work for companies with a purpose that is broader than shareholder value creation. They want to partake in their company and know it is invested in making local communities stronger. These investments drive retention and local brand.
The focus on business ethics and integrity may also be due to current pressure to establish and maintain market leadership position. Equal rigor around ethics and integrity will be required to balance executives’ daily moves.

We see this heavily in the Silicon Valley as it has moved to a more monopolistic pressure (“first mover takes all”), lending increased pressure for software CEOs to establish as much market share as possible and as quickly as possible to reach that tipping point on stickiness and scale.”

Jessica has pioneered strategy alignment, leadership experiences, and simulations that turn strategy into action and become the people partner for leading companies including Salesforce, Fidelity, Microsoft, Chevron, Ingredion and others.
LAYERS OF LEADERS

Developing the Board of Directors

The days of the rubber stamp, “board in the CEO’s back-pocket” are over. Today’s boards are being held accountable for the missteps and rewarded for the right steps in the organizations they serve, and they should be. In publicly traded companies, the shareholders delegate power to the board, who then act collectively as the corporation’s ultimate decision-making entity. Specifically, the board’s role is to oversee and advise management with limited involvement in everyday company operations.

Board members who do not perform well are ousted by activists or sued by shareholders. The need for development and continuing education for board members is great, and more and more organizations are ensuring that their board members are equipped and provided the resources needed to guide the organization successfully.

This year, we see conferences, an option added to the survey for the first time, at the top followed by executive coaching. In 2015, mentoring was at the top followed by internal education. Board evaluations are on the rise both for the collective board and for individual board members, while mentoring and internal education remain among the top five development methods.

In your organization, what (if any) types of development opportunities are specifically offered to board members?

<table>
<thead>
<tr>
<th>Development Opportunities</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Conferences</td>
<td>37.1%</td>
</tr>
<tr>
<td>Executive coaching</td>
<td>32.6%</td>
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<tr>
<td>Board evaluations</td>
<td>29.9%</td>
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<tr>
<td>Mentoring</td>
<td>28.8%</td>
</tr>
<tr>
<td>Internal executive education/tra</td>
<td>28.1%</td>
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Developing the Executive Team

Organizations are expecting development for Top Executives to include **executive coaching** (ranked #2) and **mentoring** (ranked #3), both showing up in the Top 5 for the last five years. It is important to note that this is not simply mentoring and coaching executives so they can benefit from those who have gone before them. Our data suggests that reverse mentoring is a key player as well. Given that **accelerate development of high potentials** was second in our list of Top Priorities (see previous section), we can see that seasoned execs have a lot to learn and gain from partnering with the next generation of leaders – acquiring valuable insights from those below them, while passing along invaluable business acumen to help those high potentials make more effective decisions for the enterprise. This will be an ever-expanding requirement for any executive looking to lead, especially in the age of digital transformation. In short, the days of “millennial bashing” are over.

In addition, our new category, **conferences**, slightly outranked both to come in at #1. Executives’ attendance at such events is consistent with our experience of leaders seeking opportunities to get away from the day-to-day and broaden both their knowledge and their peer networks. This is not a new way of executive development, it’s just new to our tracking of trends. **Experienced-based leadership development such as action**
learning and business simulations took the #4 spot this year. Learning by doing is an effective way for even top executives to gain expertise in new areas.

One of the most interesting findings across all levels of leaders this year was the drop in organizations’ intentions to use assessments with developmental feedback. For top executives, this dropped to #5 (formerly ranked #2 in 2015) and for other layers of leaders, the drop was even more significant. See the High Potential Types of Development section for additional insight into this trend.

"Executives at the top of the house are limited in peer learning opportunities in ways that high potentials are not. Conferences allow them to bring back fresh ideas for exploration with their internal peers on the senior team."

Dr. Traci Clayton is the Chief Executive Development Officer with EDA. As an author, speaker, trusted leadership advisor, seasoned executive consultant, and C-Suite coach, she works around the globe with leaders in all industries.

Traci Clayton, PhD
Chief Executive Development Officer, EDA
Developing Senior Leaders

There is a clear trend toward developing Senior Leaders in a more experienced-based manner through methods such as action learning and business simulations than in years past. This, along with community involvement, took the #4 and #5 spots.

Executive coaching (#2) and mentoring (#3) are still positioned as prime development activities for senior leaders, while (just as with top executives), our new category, conferences, ranked #1. On the other hand, assessments, as a development option, dropped three spots from the 2015 research to #6 in 2018.

Developing High Potentials

High Potentials continue to receive mentoring (ranked as #1 this year) and development job assignments (#3). This is consistent with our two most recent surveys. Conferences ranked #2 and is consistent across all levels of leaders as they look externally to keep pace with a complex business environment. Executive coaching has moved up in priority for this group of leaders compared to 2013 and 2015. It was tied this year with Action learning, making them equally weighted at numbers 4 and 5. Again, we see the learn-by-doing trend as organizations favor developmental job assignments and action learning.
Assessments with developmental feedback dropped for this group as well, landing at #6. This drop is consistent across all levels of leaders. While assessments are extremely useful when utilized appropriately, without robust feedback, leaders do not gain the learning and insights that are needed and helpful. Organizations cut corners to save cost, especially at the high potential level, and/or they conduct assessments for a formal succession planning purpose without offering the critical component of developmental feedback. Without the feedback, the investment rarely has the expected return.

EDA’s Trends in Executive Development Report has been my go-to resource for the past decade on the most important insights into current and future priorities in executive development.”

Chuck Presbury
President, Presbury & Associates

Chuck directed the leadership skill development curriculum for a team of over 3,000 employees worldwide of Pitney Bowes, a global provider of informed mail and messaging management tools and services. His mission was to make leadership capability a driving force in the brand recognition of Pitney Bowes as it expanded into new technologies and markets.
Formal Programs Advance

Along with the development of each layer of leaders, we are encouraged to see that since the 2015 survey, significantly more organizations have a high potential development program (71.6% vs. 47.7% in 2015) as well as a formal succession management program (68.6% vs. 48.4% in 2015). Organizations are becoming savvier to the need to position leaders for success and are evolving their processes.

While more organizations have a formal high-potential identification process, unfortunately only 35% of respondents indicated that their high potential process yields beneficial results. Performance appraisals were the #1 cited method to identify high potential talent, followed by peer review, formal talent review sessions, and the perceptions of higher level leaders. Using performance appraisals can be a challenge, as organizations often do not have consistently reliable or valid data going into the performance rating system, making the output marginal, at best. That along with the slight drop in assessment use may indicate a lack of process around identification. The more systematic and validated the process, the more likely it will be to succeed.

- **2018**
  - **YES** high-potential development program: 72%
  - **YES** succession planning program: 69%
  - **YES** high-potential identification process: 76%

- **2015**
  - **YES** high-potential development program: 48%
  - **YES** succession planning program: 48%
  - **YES** high-potential identification process: 54%
THE LEADERSHIP PIPELINE

Attracting, Developing, and Retaining Top Talent

When we refer to the leadership pipeline, we are analyzing an organization’s efforts to attract, develop, and retain top talent who go in the pipeline as they enter the organization and hopefully progress up the pipeline leadership levels. Today, we are seeing other ways of growing become more popular as organizations become flatter with many employees going up, down, and over as their career development looks more like a lattice than a ladder.

Nonetheless, we need to grow and develop the leaders who will ultimately run the company and ensure that we have the capabilities and commitment needed for current and future organizational success. Thus, an organization’s talent pool, particularly its managerial talent, is often referred to as the leadership pipeline (Noel, Otter and Charan, 2000).

When we ask if your organization has the bench strength needed to win, think of it like a sports game. If one of the key players is hurt or needs to rest, you will want to know that you have talent sitting on the bench who can go in and still win the game. While the 2018 numbers are higher than we have seen since this

TAKEAWAY

The importance of attracting/retaining talent is still paramount, but with generational, digital and workforce disruption rising, leaders must reimagine current processes to stay above water.

MAIN QUESTION

What is the state of your bench strength compared to two years ago?

Bench Strength. State of an organization’s bench strength compared to 2 years ago

<table>
<thead>
<tr>
<th>Year</th>
<th>Stronger</th>
<th>About the same</th>
<th>Weaker</th>
<th>Don’t know</th>
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<tr>
<td>2018</td>
<td>49%</td>
<td>39%</td>
<td>9%</td>
<td>3%</td>
</tr>
<tr>
<td>2015</td>
<td>48%</td>
<td>40%</td>
<td>9%</td>
<td>4%</td>
</tr>
<tr>
<td>2013</td>
<td>31%</td>
<td>46%</td>
<td>20%</td>
<td>3%</td>
</tr>
<tr>
<td>2011</td>
<td>40%</td>
<td>16%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>2009</td>
<td>46%</td>
<td>43%</td>
<td>11%</td>
<td>0%</td>
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started showing up as an issue in 2009, we are still showing over 50% of the organizations do not feel that their bench strength and leadership pipeline are stronger than they were 2 years ago.

**VUCA is Now the Baseline**

With the VUCA environment becoming the standard state of play, organizations need their talent pipeline to be robust and ready. You saw this earlier when we asked about your talent development priorities over the next 2-3 years and respondents indicated that the acceleration of the high potentials is the second highest priority.

With this shortage of leaders and top talent, organizations are facing greater pressure to deploy future leaders faster. We are feeling the impact of the generational, digital, and workforce disruption, forcing business and HR leaders to rethink their current practices in how they identify, assess, and develop the next generation leaders and ensure their organization’s sustainability (Bawany, 2018c).

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**On-the-job. What has been the best, most effective use of on-the-job development?**

- Being Mentored
- Being Coached
- Peer Coaching/Learning

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The Top 3 represent 40% of total responses, firmly planting coaching/mentoring as the go-to option.
Programs on the Rise

Participation in high potential growth and development is prevalent among companies, but it is worth noting participation tapers off as the high potential development process progresses.

Setting a Compelling Vision

As you saw earlier in the report, the number one competency most lacking in next generation leaders is the ability to attract, develop, and retain the quality of talent needed to achieve the business objectives. As we think about the results and what they mean, we find it likely that the challenge is tied to the leadership challenge of operating in a highly disruptive and digitally-driven environment.

Leaders are struggling just to keep their head above water as they work to learn the new and innovative models for business, run the legacy systems already operating, and keep their customers happy all at the same time.

In the face of multi-directional challenge, setting a compelling vision and engaging others around it so they want to stay and grow with the organization can be forgotten or minimized. When we ask leaders if attracting and retaining top talent is important, they all say yes, but if we follow them around in their day to day activities, it’s often hard to see it in their actions.
Building the leadership pipeline takes focus and investment of both time and resources. We see processes for this becoming more mature in many organizations, but there is still a lot of work to do. The best organizations for developing talent and helping them make their way up the leadership pipeline are always thinking about their talent.

In those organizations, rarely a day goes by when the leaders are not talking about the growth and development of their colleagues. They intentionally look for ways to stretch and grow employees, all the while looking for the next best position to help them in their careers and motivate the organization to get talented leaders in the right roles.
POLICY AND STRATEGY

TAKEAWAY
Spending is on the rise similar to earlier years, and organizations are moving away from integrating multiple development activities to benchmarking best practices.

MAIN QUESTION
What is the approximate average annual expenditure on both internal and external development?

Strategy, Design, and Policy for Executive Development

If you are in the industry of developing others, intuitively you know that spending is up or steady. It’s always a good idea to review the numbers and see whether or not our predicted trends turn into factual trends. In 2018, 80% of organizations said that they will increase spending some or remain the same with another 12% expecting to increase considerably. Looking back, we can see that only 6% of organizations surveyed expected to decrease when we conducted the research in 2015 aligning the expected trend with reality. With only 2% variance, we have seen this play out as budgets have increased and the market has turned very favorable for leadership and overall talent development.

As you can imagine, the years preceding 2016 were much lower due to the economic downturn. Organizations have been consistent in prioritizing development of human capital in their allocation of resources according to the market. When times are good, they spend and when times are bad they cut. As we see maturity and advancement in our industry continue, hopefully, the development of talent will be seen not as a “nice to have” that can be cut when budgets are tight but as a “must have” regardless of budgets. Organizations that invest in the development of their leaders at all levels benefit by having stronger talent pools, increased retention, lower turnover, higher employee engagement, and ultimately, with sustainable and...
profitable bottom line results.

Investing in Strategy

Investing in talent development, specifically the leaders, at all levels is vital for organizations because it directly affects employee retention, motivation, engagement, and productivity (Bawany, 2018d). Even beyond these success measures, it is important to realize the need for training at every level. Anytime a leader asks someone to take on a new task or a new role, it is extremely important to ask, “What in their background would have taught this person how to do this?” If the answer is nothing, then training, mentoring, and coaching are needed. Think of professional athletes or military personnel. Most of their time is learning and training to prepare for those moments when they must perform. With leaders, we expect them to perform continuously with the occasional dose of training and development. A more strategic mindset is needed when it comes to executive development.
In addition, the workforce shift is demanding this change in mindset. Millennials are obsessed with learning and have made it clear that they are likely to look elsewhere if their employers fail to give them opportunities to learn, acquire new skills, and advance. When we consider that Millennials will be 75% of the workforce by 2025, this becomes even more imperative.

**Leveraging Tested Best Practices**

Best practice organizations statistically outperform competitors because they have deeper skills, a stronger learning culture, and a consistent investment in leadership development. They conscientiously advance their leadership pipeline for the future thus creating a supply chain of skills from the bottom of the organization to the top. Apparently, leaders are paying attention to these best practice organizations, as **benchmarking** rose to the #1 spot this year, followed by **incentives for executive development** and a focus on maturing processes through strategy, integration, and milestones.

By studying best practices in leading organizations, those who are learning can evolve and compete successfully in their respective marketplace. While each organization is different with diverse needs making it difficult to write a prescription for what constitutes “best” in executive development, we can identify key areas for success. For example, we have seen through the years that conducting a comprehensive needs analysis and then customizing executive development to directly align with the organization’s strategy with the intention of advancing that
strategy are core. We also can see that the more strategic and integrated the talent development is, the more likely it is to impact organizational results. We also know that measuring the results is important, but rarely used; however, when it is used it can often definitively impact the bottom line, creating a positive and sometimes extremely notable return-on-investment.

This year, we see that one-on-one mentoring, coaching, and individual stretch assignments are at the top of the list of development success stories. Learning in real or simulated activities are more impactful than classroom learning, but that is necessary too. The content and delivery mode for executive development varies, thus the design, implementation and management of development activities should continuously be reviewed and adjusted with the shifting workforce. These significant changes in work arrangements will require those in the business of developing executives to rethink everything as we adjust the learning methods to align with the new world of high potential identification and development.

**MAIN QUESTION**

What strategic development activities will be emphasized in the next 2-3 years?

**Top 5 strategy activities to be emphasized**

1. Benchmarking best practice organizations
2. Direct rewards or incentives for executives for their development
3. Creation of a strategy and system that integrates all executive/leadership talent management activities
4. “Milestone/transition” system to ensure leaders/executives receive training on KSAs required for successful career transitions
5. Creation of a strategy and system that integrates all executive/leadership development activities

**TAKE NOTE**

Classroom learning is less impactful than real action or simulated action training and development, but there is a place for classroom training if used with breakouts, assessments and feedback.
PLANNING AND NEEDS ANALYSIS

Productive Planning is Paramount

One of the key themes of this year’s report is that the concept of using executive development to achieve real business results and advance the strategy of the company. Creating an environment conducive to such important outcomes doesn’t just happen. It requires careful planning and needs analysis on the front end. This must be done through some form of diagnostic process. Our data suggests several ways this is being accomplished.

In 2016, identifying specific capabilities needed to achieve vision, live values, and execute strategy was number one, and it would have been number one again this year, except that we added a new option. Due to the shifting emphasis on culture and talent reaching all the way to the board level, and with more and more companies using culture and engagement surveys on a regular basis, we asked if these surveys were being used as a part of the diagnostic process to create leadership development programs. Not surprisingly, they emerged as number one.

Survey to Succeed

This year, if we view the data holistically, we see that the use of various types of surveys is the clear front runner for identifying needs. This is followed by aggregate interview and data analysis and then an overall tie to the vision and strategy. This is a positive approach, indicating that executive development professionals...
are no longer satisfied with simply designing programs around a list of competencies to be developed. To be successful, it is necessary to understand the environment in order to **engage others around a compelling vision** (which showed up as the most needed competency in next generation leaders in 2016 and is still in the top 2 in 2019).

By using culture surveys as a part of the diagnostic process, it is possible not only to design executive development in a way that achieves the vision and delivers the strategy, but also identifies areas of the culture that either assist or detract from successful outcomes. It is then easier to work with senior leaders as well as human resource policies and processes to begin to shape the culture into the most conducive environment possible.

When paired with the **Use of Top Management Requests/Suggestions** and the **Use of Aggregate 360 Feedback Results** to identify needs (both remaining in this year’s top 5 from 2009), talent developers gain a well-rounded picture of the true needs of the organization, and can design the most effective program for improving business results.

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**Top 5 planning and needs analysis activities to be emphasized in executive development**

- Culture or engagement survey results
- Identify specific capabilities needed to achieve vision, live values and executive strategy
- Use of top management requests/suggestions to identify needs
- Survey or interviews conducted with prospective participants to identify needs
- Predictive analysis (psychometrics, learning profile, and skills)
- Use of 360 feedback results to identify development needs
Designing Powerful Executive and Leadership Development Programs

Upon completing appropriate planning and thorough needs analysis, we begin the design phase of creating powerful executive and leadership development. Here we shape a cohesive and comprehensive structure from which learning will occur. Survey respondents in this year’s survey once again indicated that appropriate training and development for the internal executive development staff is top of mind and for good reason, as the #3 emphasis is internal design of strategies, courses/programs. This is not a new trend, but consistent with years past as organizations want their internal development staff heavily involved in the process of developing their executives.

Designing a program that aligns with strategy and advances the state of the business is a creative and engaging process, but it isn't an easy one. To the left are just a few of the prerequisites for a great design. In many cases, the internal professionals who will be designing the programs do not have formal training in custom program design which may be the reason that formal or informal training to upgrade design/development skills of internal executive/leadership development staff has been in the top 4 responses since 2009. Another top trend is that more and more programs are being moved from instructor-led to web-based and on-demand training. Some programs now offer much of the content in this manner so that face-to-face time can be spent on the more important work of facilitated discovery through reflection, thorough discussions, coaching and mentoring, as well as learning by doing through action learning and simulations.

Measurement as a Focus

The other major trend is an emphasis on measurement with 3 of the top 5 responses focusing on some form of measurement of the outcomes. Executive development teams are being held accountable through business drivers and return-on-investment

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just like other more operational parts of the business, which may be the reason for the last trend which is the use of outside resources and sources for program design and delivery. A holistic view of the data shows that 80% of respondents use external resources in some way or another. Internal staff members often desire external resources even when they have the skills to do the work themselves. More common inclusions are partnering with an external consulting firm, applying a variety of external research studies, benchmarking other organizations, and inviting university professors and other subject matter experts to either teach the internal team or the actual program. Regardless of the number of external resources or level of participation, the data indicates that the trend is more toward a partnership or invitation to participate rather than complete outsourcing.
INNOVATION AND BEST PRACTICES

TAKEAWAY
Innovation is still a common thread among respondents in terms of importance and impact and is materializing with the inclusion of sophisticated intelligence and data automation.

The Drive to Innovate Leadership and Executive Development

Throughout the Trends survey, we ask respondents about innovation as a topic, a priority, and an influence. This year, the data shows the following:

- *The Need for Innovation* ranked #5 of the most highly influential conditions on executive development efforts.
- *Innovation* ranked #2 in Hot Topics – those topics that will receive emphasis in executive development programs in the next 2-3 years.
- *Innovation and Creativity* are within the top 10 most lacking competencies in next generation leaders, coming in at #9.

We feel its importance, and often its absence, as we think about developing executives. When we ask respondents what they are doing about it, most of the list consisted of approaches that we have been using for years, such as executive coaching, mentoring, action learning, etc.

Before feeling disappointed, remember that it isn’t something new and unique that makes a great leader. Most of the time, greatness is found in the fundamentals. Great leaders master the fundamentals of vision, courage, clarity, and communication. They excel at strategic thinking and they live values like empathy, honesty, and transparency. All of these are fundamentals to leadership. Still, we like and need innovation, and when we look carefully, we do find some new and important trends emerging.

Most Innovative Approaches

In the data, we found the following to be interesting approaches and we are quite intrigued. We asked what single most innovative
What is your organization’s single most innovative approach to developing your top 5%?

“We use artificial intelligence and analytics to develop our top 5%

We use the Agile approach

We work with women’s leadership organizations to develop female leaders

We use team talks to discuss real human concerns and topics

We use machine learning

Again, these approaches can be paired and fused with more conventional approaches, such as executive coaching and mentoring. For example, a mentoring strategy could be data driven by use of automated analysis.

Determining the most important data to gather, now that we can gather so much, will be an important step in the next few years. As we hone our data across the industry, we are likely to see more meaningful patterns to guide us in identifying and developing leaders into the top of the house.

Another innovative approach that stood out is the use of team talks. This aligns with our biggest trend this year, the need to intentionally slow some things down, to take the time to study, think and, yes, talk. We’ve been so busy trying to adjust to the digital age that we seem to have pushed the gas pedal on everything. It’s hard to be innovative when running at full speed. Innovation will surface when we stop the noise, which
may mean we need to turn off the phones, watches, tablets, and computers. It will happen when we sit down at a table with others and think and talk, then we give ourselves time to imagine the future, create a vision, test approaches, fail, learn, adjust, and try again.

Testing These Approaches

The testing of ideas can be done using traditional methods but with new, future-oriented focus designed to help shift mindsets and practice new ways of leading and working. For effectiveness, all such efforts should remain in sync with the strategy and the required culture to achieve the vision. For example, we can:

- **Use future-state simulations** to imagine and test new ways of working,
- **Hold breakthrough innovation/think differently working sessions** to force out new ways of thinking,
- **Intentionally coach to shift the mindsets** most critical to strategy, and
- **Conduct “leader sprints”** where leaders lock themselves away to focus, work, and think through specific issues.

Another innovative use of executive development is the use of development programs to drive transformational change. If an organization wants to increase the number of women at the top, renew itself, or become more innovative, the very culture changes they seek can be driven through a strategic executive development program.

Peter Mulford, Global Partner & Chief Innovation Officer at BTS also weighed in on innovation based on his recent work on the topic. He said that growth mindset, agile innovation, design thinking, digital transformation and neuro-leadership are all showing up as up-and-coming trends in executive development.

Each emerging trend points toward a set of leadership capabilities that matter in terms of how leaders lead in the networked age. In particular, there are three shifts in the landscape that we need to pay attention to:
1. **Shift 1: Firms are rewriting the rules of customer-obsession**

Recent innovations in consumer products and services have caused customer expectations to soar to the level of the last (and best) experience. To differentiate your products and services from your competitors now requires executives to learn the principles of user-insight driven innovation as tools for creating cultures which are customer-obsessed. Combining these tools with live customer interactions can be a valuable and innovative learning function built into your company’s executive development program.

2. **Shift 2: Leaders using diversity over expertise for an advantage**

Thanks to a growing body of research demonstrating that diverse groups of people beat groups of experts across a range of business and innovation challenges, leaders are increasingly looking for ways to make diversity and the stimulation of “idea flow” a strategic initiative. These efforts range from changing the way human capital is allocated to projects, to training leaders to create the environment and processes by which capital can allocate itself in the pursuit of specific business goals and projects. These transformational shifts can be embedded learnings or even key drivers for high potential and executive development.

3. **Shift 3: Merge “today forward” with “future back” planning.**

Because the present is incredibly noisy and filled with distractions, organizations are increasingly engaging in techniques to look 5, 10, and even 15 years out into possible future states, and then consider how to use the insights gained during these explorations to make better decisions today. This can be a part of a development program and can be combined with subject matter experts, visiting executives, and others who can share knowledge of both the use and the results of such endeavors.

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**TAKE NOTE**

Customers are a large part of what drives the type of innovation needed for a company and likewise, the innovation in executive development to operate that type of growth.
These techniques are frequently used to stress-test existing strategies and initiatives, to identify emerging trends, or to get out ahead of potential disruptions by connecting seemingly unrelated “dots” of information swirling at the periphery of a leader’s attention. They are a clear departure from traditional and more linear pro forma forecasting that started with today’s conditions and then projected today forward as far as management confidence and data accuracy permitted. Working backward from a predicted future state allows you to test and adjust your current state and strategy with intention rather than simply using your current state as an anchor to walk blindly into the future.

If you look at these and feel behind, don’t be alarmed. The good news is that today, most of your competitors are only just beginning to master these (and other related) capabilities. The bad news is that your competitors are not the challenge. The real challenge is letting go of outdated skillsets and mindsets and recognizing those individuals who cannot adapt to the changes before they decelerate the efforts of those who will.

As we discussed earlier, innovation is not about reinventing the wheel - it’s more about changing the direction on your GPS. Wheels work, why change them? Mentoring and coaching fit into that category as continued approaches to development, with 42% (mentoring) and 36% (coaching) of respondents citing these methods as go-to for development. Innovation comes from how we integrate these with new technology, future-oriented planning, and diverse thinking.

**DATA HIGHLIGHT**

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**1 Customer as Driver**
Leveraging user-insight innovation and customer feedback as baseline tools to differentiate yourself in the market and your approach to executive development.

**2 Diverse Idea Flow**
Crowdsourcing your ideas through diversity of thinking is more powerful than a group of like-minded experts. Diverse teams will render innovative ideas and solutions.

**3 Connect Future Dots**
Get ahead of disruptive technology and business processes by working backward from a predicted future state to stress-test your current direction, planning, and strategy.
The message of this year’s survey is Focus. It appears companies are focusing their executive development efforts on a more specific audience and on more specific business issues.

There appears to be much less spreading executive development dollars and time like peanut butter across a total management population. Companies are now focusing on getting the right participants in the program or process to address specific business issues and build capabilities.”

Val Markos
Sr. Leadership Consultant & C-Suite Coach, EDA

Val is a Senior Leadership Consultant & C-Suite Coach for Executive Development Associates, Inc. He has decades of experience within large companies working in leadership development, coupled with an educational background in Industrial and Organizational Psychology. Val consults in leadership development, focusing on leadership assessment and feedback, coaching, succession planning, executive selection, and talent management systems.
Levels of Participation

As leaders advance through the leadership pipeline, their development needs and desires shift. It is important to monitor what is working and needed at each level and tailor accordingly.

**Conferences** have not historically been included. However, with more and more leaders using conferences for education, networking, and benchmarking with other organizations, we added it to the list. As soon as we did, it showed up at #1 for both Executives (24.7%) and Senior Leaders (28.5%) and #2 for High Potentials (21%). Often seen as a great use of time, leaders are asking for a lot from their conferences, and because of this, the quality of both the content and the participant interactions at conferences are consistently improving and rising to the challenge of playing a key role in leadership development.

**Executive Coaching** has had the #1 spot for executives and senior leaders since 2011. It remains at the top in the 2018 study with 22.9% of executives and 25.8% of senior leaders. It came in as the #4 choice for high potentials at 19.1% as compared to 21.6% in 2015.

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**TAKEAWAY**

Executives and other leaders are demanding more tailored development experiences to learn and grow their way, but still rely heavily on the expertise of others for guidance/scaffolding.

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**Levels of Participation from 2018 (see next page for 2015 and 2013 categories)**

<table>
<thead>
<tr>
<th>2018</th>
<th>Executives</th>
<th>Senior Leaders</th>
<th>High Potentials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conferences</td>
<td>25%</td>
<td>29%</td>
<td>21%</td>
</tr>
<tr>
<td>Executive Coaching</td>
<td>23%</td>
<td>26%</td>
<td>19%</td>
</tr>
<tr>
<td>Mentoring</td>
<td>23%</td>
<td>26%</td>
<td>27%</td>
</tr>
<tr>
<td>Experienced-based Leadership Development</td>
<td>21%</td>
<td>18%</td>
<td>17%</td>
</tr>
<tr>
<td>Assessments followed by development feedback</td>
<td>19%</td>
<td>17%</td>
<td>17%</td>
</tr>
</tbody>
</table>
Executive coaching was strong in 2013, but showing signs of fading in 2018, as it gets integrated with other practices.

Mentoring has also consistently been the preferred choice of development for all three levels and in 2018 it is #3 for executives and senior leaders and #1 for high potentials, although there is a drop in percentage when compared to the previous surveys.

These more intimate, one-on-one approaches to executive development provide significant benefits as leaders seek a “safe space” to work through difficult leadership fears and struggles. While the percentages have dropped slightly, the use of coaching is expected to continually grow. The way coaching is delivered and packaged may change, but the fact that leaders need and want coaches and mentors is not a passing fad, it is a trend, and it will continue to be a trend for the foreseeable future.

Developmental job assignments, a practice that has not made the top five in the recent past, are on the rise for those still making their way up the pipeline. This year, it was the #3 most likely area of participation by high-potential leaders.

Regardless of the method of participation, the investment in the development of your organization’s future leaders will bear fruit in the long term, creating a sustainable leadership pipeline.

**DATA HIGHLIGHT**

In general, participation was more evenly spread across numerous options in this year’s study, possibly indicating a more individualized approach as the talent pool, much like the customers, is becoming savvier and more demanding of tailored development experiences. Society is changing in a way that we get everything fast and we get it “our way”. Development may in fact follow the trend and become more tailored to each individual and their needs.
The Investments of Executive and Leadership Development

To build the leadership skills necessary for today’s workplace and customer landscape, financial investments are required, which is why we address this topic in our Trends survey. We not only want to know if budgets are increasing or decreasing, but we also want to know what the average budgets are and where the funding is most likely to originate.

We see a positive outlook for executive development funding over the next 2-3 years as 54.02% of the respondents expect their budget to increase some or considerably. Another 37.93% expect the funding to remain the same and only 8.05% expect a decrease. Investing in talent development is clearly a high priority.
The results are similar to that of 2015 but have improved over the years preceding 2015. Despite the economic phobias much of the world adopted after the 2008 financial crisis, it seems that when we sorted the wheat from the chaff, executive development turned out to be a main course instead of a side dish. Let’s hope corporate leaders remember that the next time the tide shifts toward economic woes.

Along with the commitment to invest, we see a commitment to increase budgets with over 19% of respondents saying they will spend $50,000+ USD on external development. That is up 12.2% from the 2015 survey, and there is another 16.09% expecting to spend between $40,000 and $50,000 USD which is up from 7.7% in 2015. We also see organizations committing more significant budgets to external formal education than to internal programs.

**Who Pays? Identifying who pays for executive development costs**

<table>
<thead>
<tr>
<th>Year</th>
<th>Corporate pays all costs</th>
<th>Business unit pays all costs</th>
<th>Some charged back to participants</th>
<th>All charged back to participants</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>64%</td>
<td>30%</td>
<td>16%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>2015</td>
<td>53%</td>
<td>39%</td>
<td>18%</td>
<td>12%</td>
<td>1%</td>
</tr>
<tr>
<td>2013</td>
<td>42%</td>
<td>38%</td>
<td>27%</td>
<td>12%</td>
<td>3%</td>
</tr>
<tr>
<td>2011</td>
<td>39%</td>
<td>26%</td>
<td>29%</td>
<td>20%</td>
<td>7%</td>
</tr>
</tbody>
</table>
CONCLUSION

Shape Leaders to Understand the Power of Purpose and Value

As we said in the beginning, the story of leadership is getting deeper, richer, and better. We may not always be winning, but we are always learning and our leaders are learning that work is more than making money. Our work must mean something. Getting the most from employees means we first get their hearts and then and only then will we get their full engagement, their passion, and their loyalty.

As technology began to change the game for all, it seems as if leaders were trying to catch all of the balls which were being thrown, not from humans, but from high-speed pitching machines. They were catching as many as they could, tossing to their teams and asking everyone to keep catching and throwing. But humans can only do so much catching and throwing before we grow too tired to keep playing. Our leaders and their teams have worked long and hard to adjust to the new normal, and now it’s time to slow it down long enough to evaluate what is coming in and going out and how much of it really matters.

There is a book called *Everything That Remains: A Memoir by The Minimalists* by Joshua Fields Millburn and Ryan Nicodemus. In their story, they take a long look at what really matters, what is truly good or useful, or beautiful and then they get rid of everything else. Have you ever been in a home, perhaps your own, where there are boxes and boxes of things that have been moved from one house to another just in case they are needed? Then when you stop and think about it, you realize they never are needed. Instead, they take up space and energy and get lugged around with no benefit at all.

Strategic Cleanse to Progress

The Trends are showing us that we do the same thing in our businesses. We have kept the old ways of doing things while trying to understand the new ways. The new ways require a
compelling vision, new technology, and organizations with a soul. The space we have is too crowded, too harried, and too time-consuming. It’s time to take a look at everything, get rid of the things that are no longer needed, and keep everything that really makes a difference.

And we, the developers of current and future executives, get to be a part of this story. We can help leaders make the space and develop the skills to take a long, slow look at everything, to intentionally put things in slow motion long enough to determine what still has meaning and value for customers, employees, and shareholders. We can shape leaders who are able to get and keep talented teams by creating more than profitable businesses. We can shape leaders who understand the power of purpose and engaged employees who care about that purpose and know their part and their value and who ultimately feel empowered to make a difference.

It’s a good story, an exciting time for developing leaders. We get to be a part of the leadership journey, maybe even the guides on the leadership journey, to a new kind of workplace, one where work, life, and purpose move beyond standalone segments and become a fluid and dynamic mosaic.
It’s not that older methods go away -- new choices get added.”

- David Stone
OUR STUDY

METHODOLOGY
OUR STUDY METHODOLOGY

Background and Collaboration

The 2019 Trends in Executive Development Report ("the Report") is the product of a collaborative partnership between Executive Development Associates, Inc. (EDA) and BTS. EDA has conducted executive development trends surveys for over 30 years. EDA's research is designed to heighten awareness of the critical trends in executive development and to contribute to ongoing efforts to advance the state of the industry. This year, we are excited to have BTS join us as a research partner for the first time. BTS is a global professional services firm headquartered in Stockholm, Sweden, with some 650+ professionals in 32 offices located on six continents. They focus on the people side of strategy working with leaders at all levels to help them make better decisions, convert those decisions to actions, and deliver results.

The information included in this report comes from a variety of sources, including our extensive biennial survey, interviews with leading organizations, and briefings with faculty and external providers of custom executive development solutions.

Research Process

- Sending previous survey questions to the EDA Advisory Board who make recommendations for adjustments based on marketplace, leadership and executive education shifts.

- Revising the survey based on the Advisory Board’s feedback. Sending out the survey to executives, heads of executive development and other leaders in a position to know the organization’s approach to developing leaders.

- Reviewing raw data to identify the most significant responses (by percentage) for each question.

- Analyzing and comparing the responses to inter-related questions (either within or across survey sections).
- Analyzing and comparing responses to the same or substantially similar questions across past surveys (i.e., analysis over time).

- Evaluating the findings in the context of today’s business environment and international executive development research.

- The authors, EDA Advisory Board, and other industry experts review and analyze the survey results lending their expertise and insights to determine the most important findings and implications.

Survey Respondents

This study is based on the direct input of 270 medium and large organizations as well as the insights and analysis of our executive development experts. 57.4% of the participating organizations have greater than 10,000 employees. 43.4% are publicly traded, 9.6% are nonprofit, 11.4% are government, and the remaining 35.7% are private. 93% are headquartered in the U.S. Out of those, about 40% have an international presence.

The countries that participated include those highlighted in the graph to the right.
Industries

15.07%  .......... 41  Health Care Equipment & Services
8.82%  .......... 24  Government
8.09%  .......... 22  Retailing
7.72%  .......... 21  Education
7.35%  .......... 20  Manufacturing
6.62%  .......... 18  Software & Services
6.25%  .......... 17  Technology & Hardware Equipment
5.88%  .......... 16  Financial Services
5.15%  .......... 14  Commercial & Professional Services
4.04%  .......... 11  Food, Beverage & Tobacco
3.31%  ..........  9  Hospitality
2.94%  ..........  8  Transportation
2.57%  ..........  7  Consumer Services
2.57%  ..........  7  Insurance
1.84%  ..........  5  Automotive
1.84%  ..........  5  Telecommunication Services
1.84%  ..........  5  Utilities
1.47%  ..........  4  Energy
1.47%  ..........  4  Pharmaceuticals, Biotechnology & Life Sciences
1.10%  ..........  3  Information Business/Publishing (magazine, newspaper, book, TV)
1.10%  ..........  3  Real Estate
0.74%  ..........  2  Arts, Entertainment & Recreation
0.74%  ..........  2  Agriculture
0.74%  ..........  2  Apparel
0.37%  ..........  1  Household & Personal Products
0.37%  ..........  1  Media

Partial List of Participating Companies

- Aalto University Executive Education
- ACI Worldwide, Inc.
- Aecon Group Inc.
- Agfa-Gevaert Group
- AgileOne
- American International Group, Inc. (AIG)
- Akin Gump Strauss Hauer & Feld LLP
- Amazon
- Apple
- Arconic
- Arkansas Blue Cross & Blue Shield
- Armstrong Flooring, Inc.
- Aspen Dental
- Avalon
- Balfour Beatty
- Bank of The West
- Best Buy
- BTS USA, Inc.
- CDK Global
- CenterPoint Energy
• Charles Schwab
• Colonial Life
• Credit Suisse
• Delta Airlines
• Department of Defense
• Department of Energy
• Department of Homeland Security
• Department of State Treasury
• Department of Veteran Affairs
• Dillard’s
• Discover
• Designer Shoe Warehouse (DSW)
• Ericsson
• Federal Bureau of Investigations (FBI)
• Federal Deposit Insurance Corporation (FDIC)
• FedEx
• Ford Motors
• Four Winds Casino Resort
• Google, Inc.
• H-E-B
• Hewlett Packard
• Hilton Hotels
• Humana
• IBM
• Idaho Power
• Intuit Inc.
• JCPenney Company Inc.
• J.B. Hunt
• John Deere
• Johnson & Johnson
• Kaiser Permanente
• Kalil Bottling Co.
• Kansas City Power and Light
• Kelly Services
• Liberty Bank
• Macon Industries
• Macy’s
• Maid Right Franchising, Inc.
• Marriott Hotels & Resorts
• McDonald’s Corporation
• Memorial Healthcare System
• Menard, Inc.
• Mercy Hospital
• Michelin Manufacturing Company
• Microsoft Corporation
• Massachusetts Institute of Technology (MIT)
• Montefiore Health System
• Niemi Palvelut Oy / Niemi Services Ltd
• Nordstrom Inc.
• Norfolk Southern Railway
• Oracle Corporation
• Orlando Health
• Paradies Lagardère
• Perdue Farms
• PNC Financial Services Group, Inc
• Primerica, Inc.
• Pro Staff
• Public Broadcasting Service (PBS)
• Publix Super Markets, Inc.
• Quest Diagnostics Incorporated
• RCI Resorts
• Regis Corporation
• Sargent Electric Company
• Sears, Roebuck and Company
• Sheraton Hotels and Resorts
• Sodexo Hospitality company
• Starbucks Corporation
• State of Delaware
• State of Nebraska
• TAG Corporation
• Target Corporation
• TD Ameritrade
• Techronet International, Inc.
• The Adecco Group
• The Kroger Co.
• TJX Companies, Inc.
• T-Mobile
• UNC Physicians Network
• Union Bankshares Corporation
• United Airlines, Inc.
• United States Steel Corporation
• UnitedHealth Group Inc.
• United Parcel Service (UPS)
• US Foods
• Verizon Wireless
• Vidant Health
• Walgreens
• Walmart Inc.
• Wawa, Inc.
• Weis Markets, Inc.
• Wells Fargo & Company
• Willis-Knighton Health System
• WinnCompanies
• Woodforest National Bank
• Yale University
BENCHMARK YOUR ORGANIZATION

Trends in Executive Development Debrief and Strategy Session

We offer a strategy session designed for senior operations and HR leaders to (1) thoroughly review the latest research results from the Executive Development Trends Survey, and (2) determine the implications for participant organizations’ strategy, systems, processes, and programs for executive and leadership development.

■ Objectives
  • Review the trends in Executive Development from the latest survey
  • Compare to previous survey results with attention focused on shifting trends related to organizational strategy and best practices
  • Assess participants’ reaction to the results in light of your own organizations’ executive development systems, strategies, and programs
  • Discuss the implications for your organizations’ strategies for executive development as well as high potential and emerging leader identification and development
  • Determine what participants and the organization may do differently as a result of the workshop

■ Duration
  • 2 hours to 1/2-day (depending on size of group and objectives to be achieved)

■ Design
  • Pre-reading the Trends in Executive Development Survey with questions designed to stimulate discussion on key points
  • Thorough review of the survey results by an executive development expert
  • Facilitated discussion around key trends, best practices and implications for leadership development in participants’ organizations
  • Focused action planning session regarding what may need to change in leadership
  • Development strategy, systems, processes, and programs in participants’ organization
  • Each participant will receive their own copy of the 2019 Trends in Executive Development Report ($150 value)

EDA’s leaders and consultants are widely recognized as leading authorities in the fields of executive development, executive coaching, and emerging leader identification and development.
HOW TO OBTAIN RESEARCH

Additional copies of the full industry report are available for purchase at www.ExecutiveDevelopment.com.

We will be presenting highlights of this research via webinars, at conferences, and other events throughout the coming year. For more information, please contact Executive Development Associates at (866) EXEC DEV.

References


Executive Development Associates is a leader in creating customized executive development strategies, systems, and programs that help organizations build the capabilities they need to achieve their strategic objectives. We create measurable improvements in both executive performance and business outcomes.
BTS focuses on the people side of strategy, working with leaders at all levels to help them make better decisions, convert those decisions to actions and deliver results. At our core, we believe people learn best by doing. For over 30 years, we’ve been designing fun, powerful experiences that have a lasting impact on people and their careers.