New knowledge for disruptive times.

Executive Outlook

CCL 2020 Summary of Leadership Development Research

Center for Creative Leadership®

Introduction to the Executive Outlook

A year ago, the Center for Creative Leadership (CCL) introduced Executive Outlook – a compilation of CCL's newest research. Since then, 2020 has brought unprecedented challenges and change impacting nearly every aspect of our global community. The COVID-19 pandemic, protests against systemic racism, political polarization, and economic disparities vie for our attention. Leadership development has never been more relevant and necessary than now.

The evidence-based research covered in this report is highly relevant to addressing these critical challenges, with findings that urge organizations to reinvent—not retreat—during times of crisis. Together, we are called to do the deep work required to create truly equitable, diverse and inclusive cultures, to develop employee and team resilience, to unleash talent, to employ data-driven models, and to understand the ROI of leadership development. The various themes explored in this publication offer important ideas and tactics for equipping leaders and organizations to lead in these historic times.

As you explore this rich body of work, we invite you to make connections between your own experiences, the goals your organization wants to achieve, the work of individuals and teams in this extraordinary time, and our collective leadership responsibilities. Thank you for being part of the CCL community.

John Ryan,
President and CEO,
Center for Creative Leadership

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Resilience to Disruption

How Can Leaders Stay Resilient During Escalating Change and Disruption?

Whether your organization works remotely, works overtime, struggles to find work — or all of the above — 2020 has likely thrown your team into a state of crisis. To stay focused and avoid burnout, you need resilient teams.

Did you know:

- Resilience requires engaging our whole selves, including exploring the physical, mental, emotional, and social aspects of our lives.[1]

- In a sample of over 500 leaders, higher resilience scores were related to better leadership effectiveness.[2]

- Resilience is related to higher levels of job satisfaction and organizational commitment.[3]

- Leaders who participate in CCL's *Leadership Development Program*® work on developing resilience skills. Three months after attending the program, participants report a 20%-30% improvement in resilience. Their colleagues also notice a difference and report a 10%-15% improvement on items such as "maintains composure under stress."

EXERCISE

SLEEP

MINDFULNESS

REAPPRAISAL

SAVORING

GRATITUDE

CONNECTIONS

CONTACT

8 Resilience Practices

Build Your Resilience Using Effective, Evidence-based Practices

CCL research tells us that...

- Eight evidence-based resilience practices include exercise, sleep, mindfulness, cognitive reappraisal, savoring, gratitude, social connections, and social contact.

- For example, a recent CCL study[4] on hundreds of mid-level leaders found that leaders' baseline mindfulness level predicted many desirable leadership attributes, including:

  - Greater positive mood and emotions, creativity and novelty seeking, thriving at work (learning and energy), psychological capital (hope and resilience), and self-efficacy

  - Lower rumination and negative moods

- Yet, many leaders still do not prioritize resilience[5]. For instance, nearly two-thirds of leaders reported a gap between the sleep they need and the sleep they get.

(?) Why Should You Care?

- The past year alone has seen many globally significant events (e.g., COVID-19 pandemic) that have greatly impacted our personal and work wellbeing. For example, additional stressors created by these events may lead to increased burnout, which in turn has been shown to negatively impact performance.[6]

- Now more than ever, it is vital to incorporate resilience development and practices into leadership.

- Consider exploring the role that resilience plays and can play in your life—build resilience practices into your daily routine.

(!) Act Now!

- Check out our online program "Burn Bright: The Resilience Advantage".

- Stay tuned for the release of a book on cultivating resilience in leadership by Marian Ruderman, Cathleen Clerkin, and Katya Fernandez!

How Can Leaders Think Clearly During Times of Crisis?

We like to think our thoughts and feelings are objective reflections of reality, but it is not that simple. Psychologists have long-established that thoughts can get distorted, especially during times of prolonged stress.

Did you know:

- Common examples of cognitive distortions include:

- **Black and white thinking** — the tendency to view a situation in either/or, all-or-nothing terms
  "If they cancel this project, nothing I've done here matters."

- **Catastrophizing** — immediately jumping to the worst-case scenario
  "He says he has bad news; we're all getting fired!"

- **Overgeneralizing** — taking an incident and generalizing too broadly
  "She never listens to my ideas." or "He always rolls his eyes at me."

- CCL is researching how "cognitive distortions" impact leaders' ability to show up at their best, as well as practices for managing such distortions.

As soon as I met him I knew he would do lousy work.

The CEO didn't like my idea. I'm never going to get promoted.

As long as we get a 12% increase in sales, nothing else matters.

He only complimented my presentation because he's being nice.

Jeff seemed nervous in today's meeting. I bet there will be layoffs.

Leaders Who Understand Their Thoughts and Emotions Experience Less Burnout

CCL research tells us that[1]...

- Cognitive distortions impact how burned out or satisfied you are from work—even after controlling for differences in our work circumstances (e.g., perceived organizational support, role ambiguity).

- Emotion regulation strategies, such as cognitive reappraisal (reinterpreting the situation by considering new perspectives or new information and challenging your thoughts and assumptions) and cognitive defusion (taking a step back to look at and notice thoughts rather than becoming caught up in them), can serve as helpful tools for managing the relationship between our thoughts and burnout.

(?) Why Should You Care?

- Leaders are responsible for making difficult decisions, especially during crises. However, stress and disruption can make it incredibly difficult to stay focused and think clearly. Successful leaders need to start by managing their minds.

(!) Act Now!

- Read more about the *Power of Positive Self-Talk When Leading Through Difficult Times*.

- Read our *article* for additional tips.

- Contact CCL to learn more about CCL's cognitive distortions explorer currently under development at *CCL Labs*.

How Can You Turn Crisis Into a Once-In-A-Generation Opportunity?

Thriving in the face of disruption starts with leadership. CCL believes in the power of leaders to ignite transformational change. It is time to talk about pushing your organization toward reinvention, not retreat, and how you can start creating the "after."[1]

Did you know:

Leaders can navigate the crisis of the moment while preparing for the changed world with three important steps:

1. ARTICULATE
a bold & flexible vision.

2. CULTIVATE
a culture of innovation.

3. LEAD CHANGE
with empathy & integrity.

Prepare Your Organization for a Transformed World

CCL research tells us that[1]...

- Leadership is a journey. It is a personal journey and a collective one. It can be a deeply private experience, or, as in this global moment of crisis, an experience that is shared and highly visible.

- Hardships can be powerful learning experiences for all of us, both individually and collectively.

- Forward-thinking leaders will act differently. They will have conversations their competitors are unwilling to have. They will change how they work together, engage their people through the crisis, and collaborate to make critical decisions and adapt in real time.

- The outcomes of leadership are shared direction, alignment, and commitment (DAC).

- In a crisis, creating DAC requires everyone's involvement and requires responses that are both authoritative (top-down, planned, exercising individual authority) and collaborative (bottom-up, improvised, with forms of collective leadership).

(?) Why Should You Care?

- No one knows how long this new reality is going to last, nor what exactly is on the other side, but CCL knows that leadership can be the differentiator in every organization.

- Leadership is more important now than ever.

(!) Act Now!

- Frame the crisis as a challenge guaranteed to transform leaders bold enough to embrace it.
- Focus on direction to help shift from threat to challenge and opportunity.
- Raise the bar for senior team collaboration.
- Tightly coordinate key initiatives that involve people from across groups.
- Find ways to personally recharge.
- Read our white paper *Turning Crisis Into Opportunity*.

What Does it Take to Effectively Lead Virtual Teams?

The COVID-19 pandemic forced organizations worldwide to adopt virtual means of work wherever possible. Leveraging virtual teams is no longer a choice but a necessity for survival.

Did you know:

Managing virtual teams requires managing a set of polarities, a set of desirable pairs often consisting of values, competencies, or strategic outcomes that appear to be at odds with each other, but in truth, are complementary and interdependent.

Common virtual team polarities include:[1]

- Formal & Informal Communication
- Task & Relationship Orientation
- Flexible & Traditional Schedules
- Verify & Trust
- Advocacy & Inquiry

Develop your polarity skill by asking the following questions:

"How can we do both?"

"Which actions are most suitable for our team context?"

"What do we need to do (or have) to accomplish that?"

"What indicators might we anticipate when we are not leveraging the polarity?"

Use Polarity Thinking to Lead Your Virtual Teams

CCL research tells us that[1,2]...

- Polarity thinking is the ability to recognize and capacity to hold two opposing ideas, values, competencies, or strategic outcomes in your mind and get the best from both.

- Teams who explored polarity thinking and received results on an assessment of how well they were leveraging polarities saw a 2%-5% improvement in their outcomes.

- However, teams that deliberately focused on their critical team polarities multiple times improved their outcomes more (often by over 50%).

(?) Why Should You Care?

- Some challenges virtual teams face are not problems to be solved, but rather, polarities to be managed.

- Training for virtual team leaders and members is lacking.

- Some experts suggest that more virtual teams fail than succeed.

- COVID-19 exacerbated issues as team members juggled their work schedules with those of others in their households.

(!) Act Now!

- Read *Best Practices for Leading Virtual Teams.*
- Learn more about *Managing Polarities that Enhance Virtual Team Effectiveness.*
- Discover *Six Paradoxes You Must Navigate in the Post COVID World.*
- Learn about our *online custom leadership development programs.*

Answering the Call for Equity, Diversity, and Inclusion (EDI)

How Can Organizations Build Equitable, Diverse, and Inclusive Cultures?

Organizations understand the positive impact of diverse and inclusive cultures, but run into barriers for creating that environment. Overcoming those barriers will be critical to benefitting from multiple perspectives and creating the just world we seek.

Did you know:

- Leaders view incorporating EDI as a 'new standard' of leadership and a demand coming from both employees and customers.[1]

- Focusing on diversity or inclusion without equity limits growth— a true focus on equity will incorporate diversity and inclusion.[2]

- Organizations must compare metrics for hiring, retention, pay equity, and engagement across demographic groups—then take action where there are disparities.

- Effective coaching and feedback conversation skills lay the groundwork for the difficult conversations required for a true EDI transformation.

At CCL, we use our REAL™ framework to help organizations understand the dynamics of EDI (equity, diversity, and inclusion) in their particular context — and to identify specific actions they can take to help them drive desired progress.

Equity, Diversity, and Inclusion Require Multiple Ongoing Efforts

CCL research tells us that[3]...

- To fully unlock the power of diversity, companies must recognize and support the full spectrum of diversity that includes gender, race, religion, socioeconomic background, age, nationality, sexuality, neurodiversity, etc.

- To create equitable, diverse, and inclusive cultures, organizations must take a multipronged approach, including cultivating: 1) a culture of inclusion; 2) top-down and bottom-up mechanisms that promote EDI; 3) strategy, policies and training around EDI; and 4) the involvement and accountability of organizations' senior leaders, HR and EDI leaders, and all employees

(?) Why Should You Care?

- EDI is important for both your bottom line and it is the 'right thing' to do.

- Organizations that authentically commit to fully addressing EDI issues provide better work environments for their employees.

- An increasingly connected, global economy means that EDI will only gain even more importance. Understanding how to build inclusion will be a critical skill for the future.

(!) Act Now!

- Read our *Talent Reimagined 2020 Report.*
- Take *REAL* action on equity, diversity, and inclusion.
- Learn more about our *EDI Practice.*
- *Kick start* your diversity and inclusion efforts with a focus on equity.

How Can Leaders Cultivate Equity, Diversity, and Inclusion?

Culture is the foundation for creating an equitable, diverse, and inclusive organization.[1] Leaders' own conscious and unconscious beliefs drive decisions and behaviors, and repeated behaviors become leadership practices.[1,5,6] Because these practices eventually become patterns of culture within the organization, leaders must understand and recognize their responsibility in creating or changing an EDI culture.

Did you know:

Aligning awareness and education with targeted action by leaders can change established patterns that contribute to gender and race discrimination and other barriers in the workplace.[4,5]

Leaders must understand and consider peoples' different lived experiences, including their own, to help their teams achieve their full potential. When leaders fully see, appreciate, and engage all their talent, they gain insight, perspective, and knowledge that would otherwise be missed.

Case in Point

Results of the impact of CCL leadership development programs three to six months post-program reveal that compared to before participating in the program, leaders and the teams they lead:

- Demonstrate a greater respect for varying backgrounds and perspectives and valuing cultural differences.

- Are more open to diverse perspectives as observed by their raters (co-workers).

- Show increases in employee empowerment, including offering feedback, delegating, and encouraging individual initiatives.

Elevate Diverse Voices in Your Organization

CCL research tells us that...

- Women face significant challenges that hinder their leadership success, including internal limitations they put on themselves (pull factors) and externally driven limitations placed on them by others in their network, organizations, or society (push factors).[5]

- Understanding social identity is critical to EDI. Leaders can build an equitable, diverse, and inclusive leadership culture in the workplace by[6]: 1) noticing social identities represented at their organization and where there may be more or less diverse representation; 2) cultivating connection between people from different social identity groups; 3) identifying opportunities to elevate equity at the organization; and 4) examining their own social identities and applying a social identity lens to identify when their behavior may be rooted in unconscious bias or they are unintentionally shutting down diverse perspectives.

- Organizations can create inclusive cultures and address barriers in leadership by establishing a robust diversity effort that extends beyond gender diversity and includes equity, leadership strategy, policy, and training.[5]

(?) Why Should You Care?

- Strategic initiatives targeting EDI can succeed only when the culture supports it.

- Organizations without a strong representation of diverse voices are missing out on opportunities to get better talent, make more money, and have more satisfied and dedicated employees. [2,4,6]

- Studies have repeatedly shown that teams with diverse members drive better organization performance, and companies with more diversity become more innovative and resilient, and are better able to respond to complex challenges. [3, 4]

(!) Act Now!

- Read *Overcoming Barriers to Women's Leadership.*

- Read the article *Using Social Identity to Lead in a Changing World.*

- Learn about our *open enrollment programs* to elevate voices in your organization.

- Listen to our "*When She Leads*" podcast series.

- Ask about our Beyond Bias training.

3

Data-Driven Development

What Are the Critical Challenges Leaders Face at All Levels?

Most leadership development models assume first-hand knowledge of the challenges facing leaders. Few organizations possess the skills to systematically answer this question: what are the pain points we are solving for with leadership development?[1]

Did you know:

By first understanding the challenges leaders face, practitioners and consultants can better determine the attributes, skills, and mindsets leaders need to do the work of leadership. Taking an evidence-based approach will increase the likelihood that leadership development meets the needs of both leaders and organizations.[2]

Learn More ▶

Personal Growth
The challenge of personal shortcomings and aspirations for a better self.

Leading Others (LO)
2 Challenges

Leading Managers (LM)
2 Challenges

Leading the Function (LF)
2 Challenges

Leading the Organization (LAP)
1 Challenge

Leading Others (LO)
7 Challenges

Leading Managers (LM)
4 Challenges

Leading the Function (LF)
2 Challenges

Leading the Organization (LAP)
2 Challenges

People and Task Demands
The challenge of managing people and getting work accomplished

Working within a Larger System
The challenge of managing across the organization within a dynamic external environment

Leading Others (LO)
2 Challenges

Leading Managers (LM)
4 Challenges

Leading the Function (LF)
6 Challenges

Leading the Organization (LAP)
3 Challenges

Learn More

Using a machine learning algorithm called topic modeling, CCL created a new taxonomy of leadership challenges based on a sample of over 34,000 leaders and 101,000 challenges collected over eight years.[3] The 37 distinct challenges differ by leader level and by theme. The Leadership Challenge Ladder can be used as a prescriptive model for leadership development, enabling leaders to be successful in their current role and prepare for the next one.

Identify the Key Challenges Your Leaders Face and What It Means for Their Development

CCL research tells us that...

- Leaders routinely face three overarching types of challenges across their careers: 1) personal growth; 2) people and task demands; and 3) working within a larger system.

- Many standard, leadership development solutions today do not address the challenges of leaders and organizations.[4]

- You can make your leadership development efforts more evidence-based by pairing these findings with data about your own organization and professional expertise to start delivering more impactful leadership development initiatives.

(?) Why Should You Care?

- HR budgets for investing in leadership development are often limited—and may be even more so in the near future.

- HR leaders must create a compelling business case for developing talent at all leader levels. By taking an evidence-based approach, you are more likely see a positive ROI.
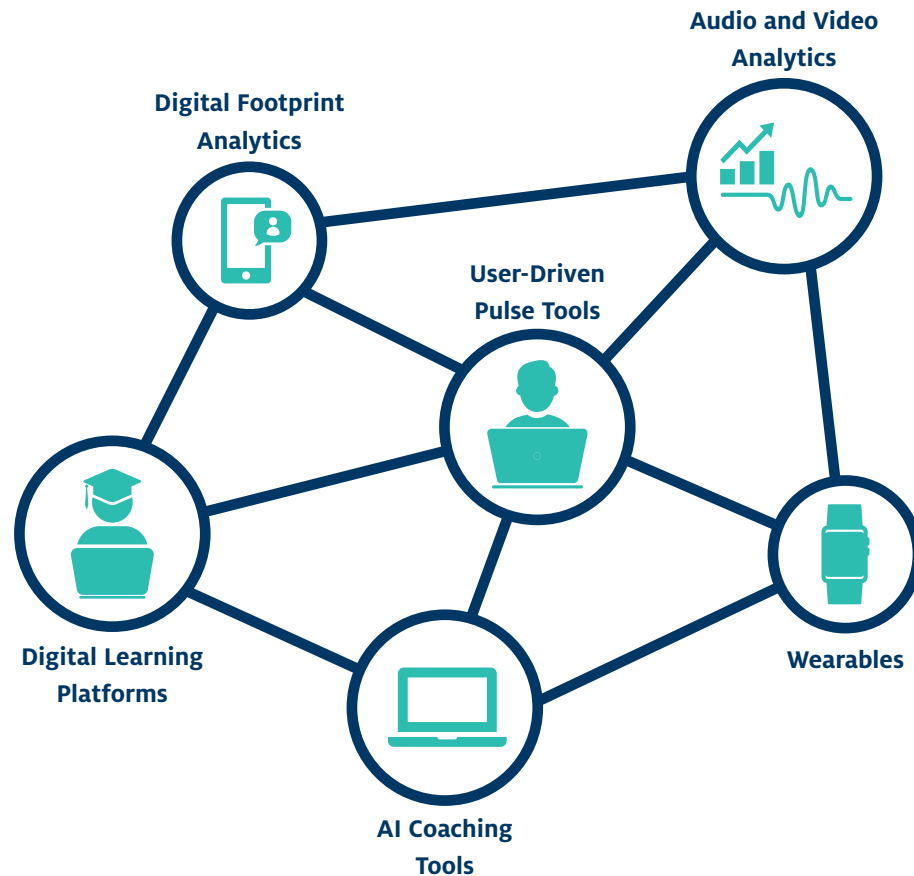
(!) Act Now!

- Ask about our Leadership Challenge Ladder dashboard. The dashboard shows challenges by industry, gender, and other data slices. Our researchers can help you use this data to compare your organization's challenges to industry norms.

What Digital Tools Can Organizations Use to Develop Talent?

For decades, CCL has assessed leaders using personality tests, psychological inventories, 360 surveys, and evaluations by trained observers. While these tools have been helpful in giving leaders critical insights about themselves and the impact they have on others and on the organization as a whole, digital tools are now critical to leadership development.[1]

Did you know:

Recently, a new generation of digitally-enabled assessments and development tools have emerged, fueled by advances in big data, machine learning, and artificial intelligence. These new tools (e.g., pulse surveys, virtual coaching tools, wearables) offer greater precision, objectivity, scalability, and personalization. [2]

Audio and Video Analytics

Digital Footprint Analytics

User-Driven Pulse Tools

Digital Learning Platforms

AI Coaching Tools

Wearables

Use Digitally-Enabled Assessment & Development Tools to Give Your Leaders an Edge

CCL research tells us that...

- Digitally-enabled assessment and development tools are a welcome addition to the leadership development toolkit. [3]

- Though traditional assessments are still used heavily today, more than half of organizations reported using pulse surveys for leader development. [2]

- Within the year, organizations reported interest in adopting new digital technologies (e.g., mobile learning platforms) that facilitate the integration of assessment and development – leading to more hyper-personalized, real-time learning on-the-job. [2]

- In the next three years, organizations reported interest in tools that use artificial intelligence to pinpoint high impact areas and provide personalized developmental resources (coaching, on-the-job learning content). [2]

(?) Why Should You Care?

- Employees are increasingly responsible for development in their own time, in their own space, and with limited budgets using a variety of tools.

- Many of the digitally-enabled assessment and development tools fit within the often-neglected 70% of development that happens on the job. [4]

- CCL reframes 70-20-10 by saying it is about putting experience at the center of leadership development, and surrounding it with digital tools and resources to challenge and support learning from that experience.
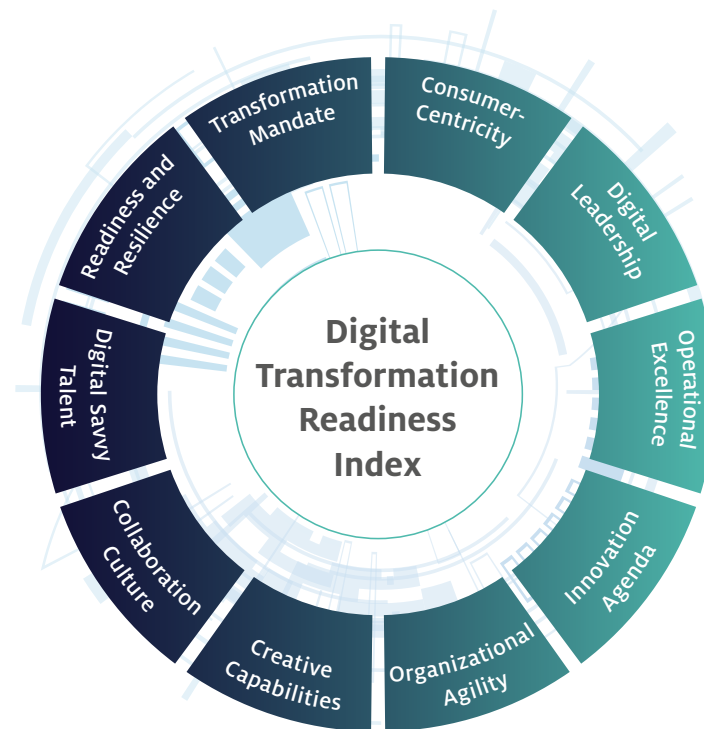
(!) Act Now!

- Give Your Leaders a Developmental Edge *read more.*

- Consider CCL's digitally-enabled assessment and development tools including *SnapPulse, EverydayLeader Learning Assistant (ELLA),* and *Frontline Leader Impact.*

- Read our *70-20-10 Rule for Leadership Development.*

Is Your Organization Ready to Execute a Digital Strategy?

Digital transformation is the integration of technology into all areas of an organization, fundamentally changing how an organization operates and delivers value to customers. It requires changes in business models, products, platforms, and processes—all driven by a cultural change that requires organizations to challenge the status quo and reinvent themselves. How does your organization score on critical success factors for transformation?

Did you know:

CCL's digital readiness index is based on ten research[1,2,3,4,5] and thought leadership[6,7,8,9] grounded digitalization pillars covering aspects of customer centricity, business performance, and operational agility assessing organizations' readiness.

Digital Transformation Readiness Index

- Transformation Mandate
- Consumer-Centricity
- Digital Leadership
- Operational Excellence
- Innovation Agenda
- Organizational Agility
- Creative Capabilities
- Collaboration Culture
- Digital Savvy Talent
- Readiness and Resilience

Measure Digital Transformation Readiness

CCL research tells us that...

- Successful digital transformation requires ten organizational readiness factors or pillars.

- Psychometric evaluation substantiates using these pillar scores for assessing current levels of readiness.[10]

- Higher scores on the readiness factors or pillars are significantly associated with leaders' satisfaction with digital transformation efforts and several self-reported improvements in their work unit outcomes such as decision-making quality, acquisition/retention of customers, and revenue growth.

? Why Should You Care?

- Research organizations and consultancies claim that 70% of transformation efforts fail (meaning that the expected results of new technology are not achieved).[7]

- Of the $1.3 trillion that was spent on digital transformation in 2019, it was estimated that $900 billion went to waste.[11]

! Act Now!

- Read our report: *Talent Reimagined 2020*

- Discover *How to Lead Effectively in a Disrupted World*

- Explore our *Leading Digital Transformation practice*

- Be on the lookout for a case study coming this fall.

The Impact of Leadership Development

What Is the Truth About the Impact of Leadership Development?

The impact behind leadership development has been called into question. However, organizations often develop programs without creating the measurement systems that will help them measure impact and ROI. Organizations invest heavily in developing their leaders, but how do you know what is actually working?

Did you know:

CCL's framework for measuring impact includes four levels of potential impact and three major contributing factors. In addition to implementing high quality leadership solutions, it is also critical to consider participants' readiness for and commitment to development and whether the organizational context will support their development.[1] Organizations must create purposeful measurement systems that help them not only assess the results of their leadership initiatives, but also provide insights into how to maximize impact.
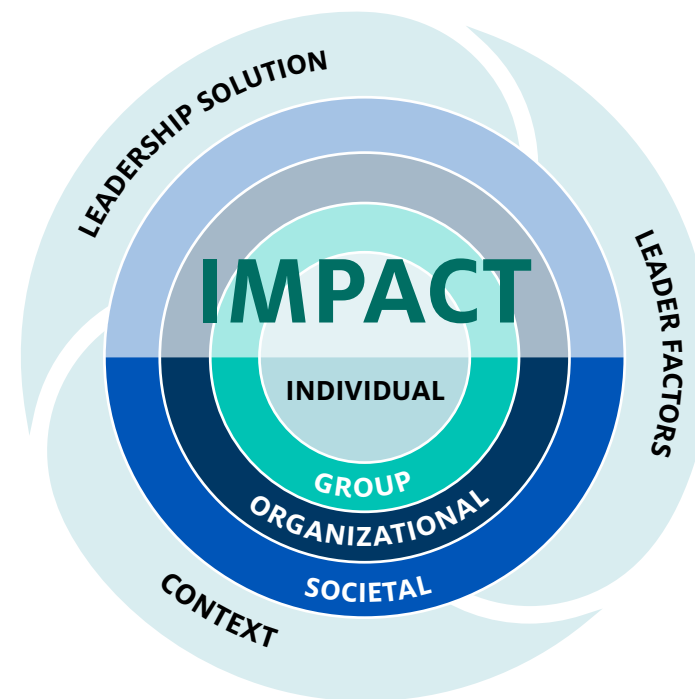
Invest in High-Quality, Evidence-Based Leadership Development Programs to Get Results

CCL research tells us that...

- While the quality of the program determines whether or not results are achieved, participant and contextual factors matter, too. In one study[2] CCL found that leaders who were most successful in achieving development goals after a program were those that:

    ◊ Took every opportunity to integrate what they learned (demonstrating their own commitment); and

    ◊ Had managers that gave them recognition for applying new skills (supportive context).

- This is consistent with previous research[3] that has shown that leaders who have high levels support after a leadership program reported much greater improvement in development outcomes including self-awareness, leadership capability, leadership effectiveness and engagement, demonstrating again that organizational context matters.

(?) Why Should You Care?

- Organizations invest in the development of their leaders with the expectation that leaders that are more effective will result in better outcomes. Yet, critics claim that leaders often fail to use what they've learned on the job, programs fail to consider the broader contexts, and investments bring little or no change to an organization.

- It is critical that organizations invest in high-quality development initiatives that can demonstrate results rather than simply just being distracted by the latest trends.

(!) Act Now!

- Read the book, *Evaluating the Impact of Leadership Development.*

- Learn how to *prove and improve leadership development value.*

- Engage with CCL to discuss whether your leadership development programs are getting results!

Should Leadership Change Only Be Measured by a Positive Score?

Earthshattering self-awareness has been used to describe the first step in a successful leadership development experience. Leaders receiving 360 feedback are often shaken by the difference in the ratings of themselves, their bosses, and their peers. Their deepening understanding of what "good" looks like means metrics of impact need to change. How?

Did you know:

A growing body of research[1,2] suggests that there are different ways of measuring change. CCL is exploring this new view of change to enhance our understanding of impact for individuals who go through leadership development programs. Traditional measurement approaches need to be expanded to capture how leaders **re-group, re-prioritize,** or **re-calibrate** their skills—not just how they **increase.**

Regroup	Re-prioritize	Re-calibrate	Increase
A change in understanding of how behaviors, beliefs, or concepts relate.	A change in which aspects of a behavior, belief, or concept are most central.	A change in understanding of where one falls on the continuum of a behavior, belief, or concept.	A change in the level or amount of the behavior, belief, or concept.

Change Your Definition of "Change"

CCL research tells us that…

A recent evaluation of a non-profit health program (40 leaders, 209 raters) using self-reports, 360 feedback ratings, and open-ended reports identified important differences in the way the questions captured changes in participants' competencies. The qualitative feedback was overwhelmingly positive and indicated clear development—but did not tell the whole story.

360 feedback ratings were more nuanced and identified how mindsets begin to change:

- **Re-grouping:** Compared to the beginning of the program, participants' ratings were 20% more aligned with the competency groupings being taught in the course—a sign that leaders and raters were thinking about leadership in a different way.

- **Re-Prioritizing:** Any given skill comprises many different behaviors, but some of those behaviors are more central to successful leadership. Our study indicated an 11% average change in which behaviors were high-priority.

- **Re-Calibrating:** Recalibration is the embodiment of the adage "The more you learn, the less you know." Sometimes skill rating is higher at the beginning of a program than the end. This change may suggest that the leader "raised the bar" rather than declined in their skill. In this study, there was an 11% recalibration among participants, indicating a change in understanding of "highly skilled."

(?) Why Should You Care?

- A narrow definition of changes in leader competencies can mask results and cause organizations to abandon initiatives that may be effective.
- Watch leaders for behavioral changes in various situations—they may be better indicators of development than competency ratings.
- Change does not always mean more, sometimes it means different.

(!) Act Now!

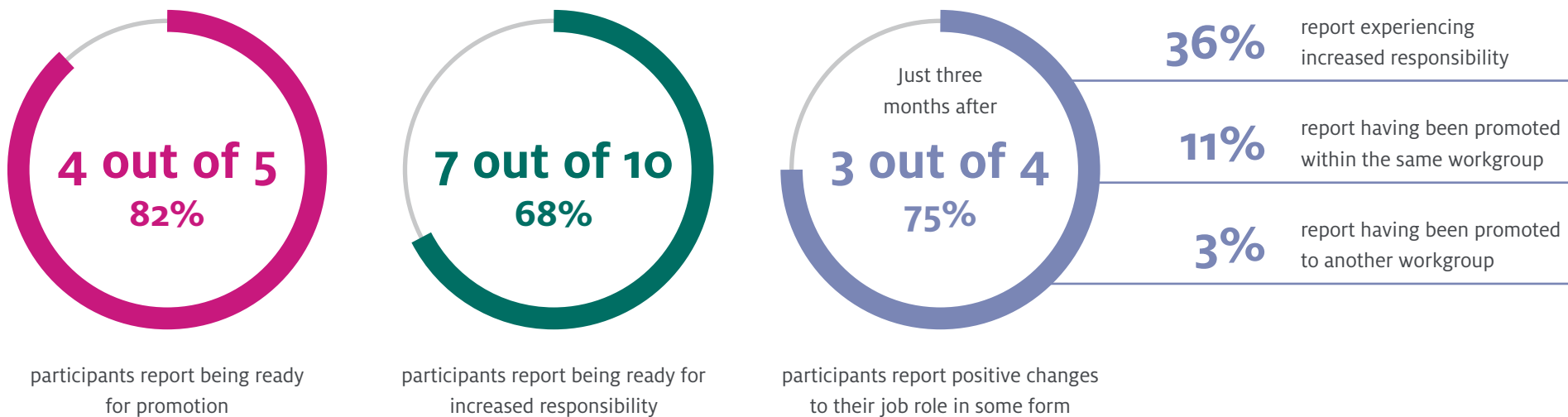- *Discover how to be a successful change leader.*

Does Leadership Development Help Advance Leaders' Career Trajectories?

Organizations and communities invest in their leadership pipelines assuming they are developing the talent of the future. Targeted individuals are expected to take on increasing responsibilities and have an upward career trajectory. Are those expectations met?

Did you know:

Over the past decade, CCL has collected multi-rater impact data from 8,728 leaders and 73,235 raters; multiple metrics indicate leaders indeed advance their careers with leadership development investments.

As a result of their participation in our *Leadership Development Program*...

4 out of 5
82%

participants report being ready for promotion

7 out of 10
68%

participants report being ready for increased responsibility

Just three months after
3 out of 4
75%

participants report positive changes to their job role in some form

36% report experiencing increased responsibility

11% report having been promoted within the same workgroup

3% report having been promoted to another workgroup

Give Your Leaders' Careers a Boost by Developing Their Leadership Effectiveness

CCL research tells us that[1]...

- Many leaders who are sent to leadership development programs may very well have been on the path to promotion anyway. However, in one small study CCL found that 72% of program attendees at least partially attributed their increase in responsibility to their leadership development program. (Note: Small sample of 99 leaders.)

- Compared to those who improved the least, participants who improved the most (as reported by others) in three of CCL's hallmark competencies (learning agility, influence, and communication) were more likely to: 1) be promoted within the same workgroup (27% more); 2) be promoted to another workgroup (97% more); and 3) take on more responsibility (5% more).

(?) Why Should You Care?

- Leadership development can be effective for helping you build your leadership pipeline; preparing more leaders to take on more responsibility and contribute at a higher level.

- Leadership development equips leaders with skills deemed essential to help them reach their full career potential.

(!) Act Now!

- Read how to *Keep Your Own Career on Track.*

- Hone your abilities to help advance your leaders' career growth by having *better talent conversations.*

How Impactful is Virtually Delivered Leadership Development Training?

During COVID-19, many organizations wanted to continue investing in leadership development, but had concerns about the impact of virtual delivery.
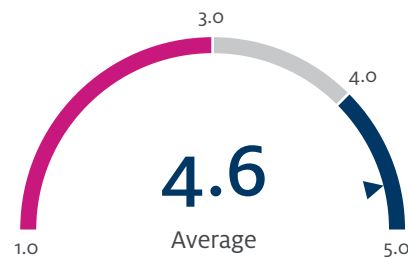
Did you know:

CCL comparative data shows encouraging results that virtual programs can have powerful impact.

Leaders' satisfaction with programs conducted online

3.0
4.0
4.3
Average
1.0
5.0
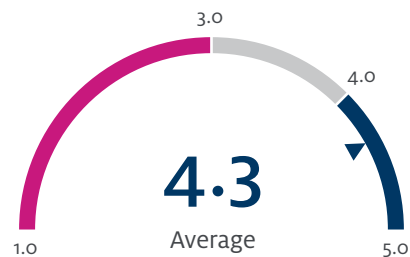
Based on over 800 program participants in first half 2020

Leaders' satisfaction with programs conducted face-to-face

3.0
4.0
4.6
Average
1.0
5.0

Based on over 22,000 responses gathered from 2014 to 2020

Application - I will be able to apply the knowledge and skills in this program...

4.4 4.1   4.5 4.3

...improve my impact on the organization's success   ...my job

■ F2F   ■ Use online
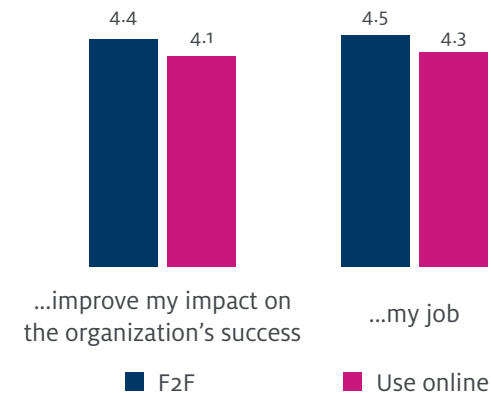
Application of the knowledge and skills gained in the program is an important driver of impact. Our research shows that program content that is applicable to the participant's work environment is highly correlated with their ratings of satisfaction with the program, both immediately after the program and 8 weeks post program.

NOTE: Scores based on 5 point scale from 1 (Not at All) to 5 (Very Great Extent).

Invest in Effective Virtually Delivered Leadership Development Training

CCL research tells us that...

- Live online results are similar to face-to-face results.

- Our research findings indicate that six steps can increase impact on participants: 1) include skilled experts in platform use to ensure a smooth experience; 2) make it interactive; 3) provide relevant content; 4) use skilled, knowledgeable facilitators; 5) manage the length and pace of the program; and 6) provide adequate time for reflection

- A study with the San Diego Police Department found that with a virtual instructor led training, end-of-program results were similar to those of face-to-face results. [1]

⊘ Why Should You Care?

- With changes introduced by the COVID-19 pandemic, the demand for virtual offerings is increasing. It is essential to invest in programs that are virtual yet still effective.

- Virtual programs can focus on very specific content in a short period of time—leading to very effective leadership development.

- The extra costs of travel and time away from the office are eliminated with virtual development.

❗ Act Now!

- Check out our *online leadership development offerings.* Participants in our online leadership development programs engage in innovative digital learning experiences that teach how to navigate daily change and disruption through interactive exercises.

How Can You Predict the ROI of Your Leadership Development Investments?

Organizations apply data analytics to nearly every aspect of their business to make predictions and shape their business strategy[1]. Advanced predictive analytics can similarly help HR/LD leaders predict business ROI of leadership development investments well before leadership development solutions are designed and implemented.

Did you know:

Begin with the end in mind. Develop a purposeful measurement system that weds leader competency data, organizational capacity, and business outcomes. Use analytics and machine learning to create predictive models that help you know where to invest using four steps:

1. Clarify organizational objectives,

2. Gather and/or create relevant data,

3. Use analytics to predict what investments matter most, and

4. Focus your leadership development efforts.

Case in Point

A worldwide fashion retailer used CCL's leadership competencies for 600+ of its directors to design and validate a new High Performance Competency Model. The model was developed to distinguish various levels of business outcomes tied to performance. Using predictive analytics, CCL was able to pinpoint key driver competencies tied to high performance. For example, predictive analytics showed top 20% performers on key competencies had:

- 7% higher annual performance scores than bottom 20%

- 32% better Nine-Box® scores than bottom 20%

- 85% more steps per year since 360 assessment than bottom 20%

- 60% greater chance of being rated a "Model Director" than bottom 20%

This approach – leveraging existing people data – can help organizations make smart decisions about where to invest development dollars with a high degree of confidence – taking the guess-work out of leadership development investments[2].

Focus Your Investments to Maximize ROI

CCL research tells us that...

- Global leaders see big data and analytics as the most important trend to impact their business over the next five years[3].

- Organizations can uncover leverage points and determine which people investments are most likely to move the needle and get your organization where it wants and needs to go[4].

- By focusing leadership development efforts on those that matter most to your business, you can maximize your business ROI of leadership development investments.

(?) Why Should You Care?

- Organizations apply data analytics to nearly every aspect of their business but they are rarely applied to leadership development investments. If not now, then when?

- HR budgets for investing in people have always been limited—and may be even more in the future. People analytics is key to getting the most out of people investments.

(!) Act Now!

- ▪ *Watch* a webinar on Predictive Analytics and Leadership Development.

- ▪ *Watch* a video on how predictive analytics can link people data with business data.

- ▪ *Learn* more about fusing leadership actions to business outcomes.

5

Collective Transformation

How Can Organizations Evolve and Transform Their Leadership Cultures in the Face of Global-Scale Disruption?

Organizations are facing unprecedented disruptions on multiple fronts. Our research shows that resilient and agile leadership cultures enable interdependent networks [1,2].

Did you know:

The three key outcomes of these networks are shared direction, mutual alignment, and re-energized commitment. Successful organizations are rapidly evolving from authoritative forms to more collective forms of leadership in ways that transform the entire culture. Senior executive teams are required to be "all in" for the successful transformation of leadership cultures.

Leadership Culture	Leadership Outcomes	Leadership Effects
Beliefs / Practices	Direction / Alignment / Commitment	Strategic Results / Unintended Results

Strategically Transform Your Organization's Culture

CCL research tells us that…

- The key outcomes of collective leadership are shared direction, alignment, and commitment.

- Leadership cultures grow in maturity and agility in the face of disruption in three stages: from dependent, to independent, to interdependent.

- Senior leaders who retain a narrow focus on expertise and achieving are less able to intentionally evolve their leadership cultures.

- Senior leaders with a more complex focus on reinventing and transforming are more able to intentionally evolve their leadership cultures.

(?) Why Should You Care?

- Most organizations are experiencing internal cultural transformation. The ones that do it strategically are more successful.[3]

- Most leaders have a narrow mindset focused on the domains of their own expertise and achievement.[4]

- Reinventing and transforming mindsets can be intentionally developed at all levels in your organization.[2]

(!) Act Now!

- Read the *2018 State of Leadership Development*.

- Learn how *culture wins over strategy.*

- Take our *Direction, Alignment, and Commitment Assessment.*

How Can Your Senior Leaders Work Together to Navigate Change?

Whether focused on creating inclusive cultures or fostering innovation, organizations are most effective when key decision-makers and the teams they lead work in concert. Strongly connected organizations are particularly well-equipped to adapt to complexity, ambiguity, and change—a type of leadership culture that has never felt more relevant than now.

Did you know:

CCL helps top leaders reflect on how they jointly make decisions and navigate change. With Team Vantage™, an assessment of top leadership teams, more than 120 senior leaders have learned about strengths and opportunities for their whole team, and individual team members, to develop.

Leverage Network Analytics to Optimize Strategic Decision-Making

CCL research tells us that...

- Top leaders are more likely to rely on their team members for resources and emotional support than energy or enthusiasm.

- Across industries, there are higher levels of trust within top leadership teams than between teams.

- Strategic decision-making conversations often take place exclusively among executive team members.

- Leaders report high commitment to their organizations' strategy, but are often not clear or aligned on what that strategy entails.

(?) Why Should You Care?

- Shared leadership is linked to greater team performance.[1]

- CEOs with less diverse networks are less successful in long-term strategic planning.[2]

- White male executives provide less help (mentoring middle managers) and identify less with their organization in organizations with a female or non-white CEO.[3]

- Groups that need to work across boundaries to achieve shared outcomes often fail to develop the connections they need to succeed.[4]

(!) Act Now!

- Participate in a nationally-funded study on *strategic decision-making among your top leadership teams.*

- Read more about *how to measure networks in your organization.*

- Ask about Team Vantage™.

Leadership
Change Agents

How Can We Build Culture Change Agents Throughout Our Communities?

Change agents have the potential to spread ideas and change on a large scale, but this requires intentional leadership. We are working with leaders across communities to build change leadership capacity through community projects and learn about how community change happens.

Did you know:

Coalitions of leaders from different organizations need to work together to effect change within a county or state. Change agents can use their leadership skills to create ripple effects across their entire networks. We have seen that leadership development applied directly through community learning projects can contribute to community improvements and network growth.

- In one 16-month leadership program, 72% of participants reported an increase in leading collaborative community based projects.[1]

- Community projects from the program include the creation of a social media site for teens to educate them on sexual health, a project in Kansas City to launch a virtual grocer program to improve access to fresh foods for low-income individuals, and a project in Birmingham to start a community garden.

Case in Point:

In a recent community-based program, 21 participants (blue dots) identified 102 additional contacts (teal dots) and 29 organizations (pink triangles) as potential collaborators in their community. We facilitated a follow-up meeting to help build a network that would persist beyond the program.
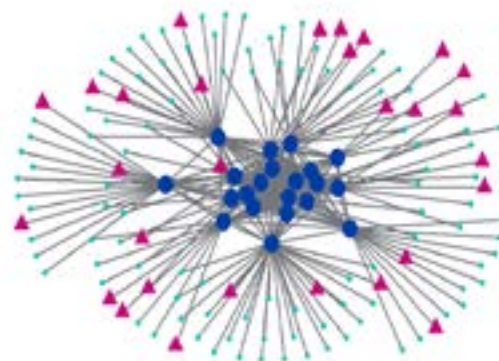
Focus on Culture Change Agents

CCL research tells us that...

- Change agents have an impact on those they work with. In a 3-year program of health leaders, some 360 feedback raters across leader levels described how they changed their view of leadership because of their coworkers' leadership development experience.

- Change agents have an impact on the culture of their organizations. In our K12 work, CCL found that fostering resilience in senior leaders can improve school culture. In our program for principal leaders, longitudinal data from teachers in the schools of these leaders demonstrated increases in all dimensions of teacher-principal trust and school climate. Moreover, students in the schools of our participants also report increases in sense of belonging.

(?) Why Should You Care?

- Small groups of leaders can have a wide impact on their organizations and communities. Understanding the structure of their personal and professional networks can help to identify critical steps to success. CCL is working to embed network thinking into our offerings.

- Leaders shape organizational culture. Recognizing how leadership development for individuals can help foster more trust-filled relationships with colleagues is an important component of understanding how culture can change through relationship building.

(!) Act Now!

- Read more about *leadership strategies within the social sector.*

- View our webinar *Intentional, Inclusive, and Interdependent: Creating Effective Leadership in the Social Sector.*

How Are Young People Shaping the Future of Leadership Development?

Today's youth are tomorrow's leaders. The better youth understand themselves and work effectively with others, the greater the impact they can have on the world around them.

Did you know:

Social-Emotional Leadership is CCL's research-based framework that describes the dimensions and attributes that comprise effective student leadership. Students with strong social-emotional leadership are in charge of themselves and their own actions (Leading Self), and can work well with others (Leading with Others) on projects that are important to them (Changing Your World). CCL research shows students with greater social-emotional leadership are more engaged in school, feel a greater sense of belonging, and get better grades.

Social-Emotional Leadership Framework

Develop Your Youth and Young Adult Leaders

CCL research tells us that...

- Adults can actively encourage social-emotional leadership development with students of all ages. Through developmentally appropriate experiences, students can be introduced to key values, mindsets, and skills that will help them be more successful.

- Developing leadership attributes not only equips young people to become prepared for the future, it improves outcomes like school engagement[1].

- Youth leadership does not stop at age 18. In our global work with the Y20 Youth Summit, CCL found that young adult leaders (age 18-35) across the globe name lack of opportunities, connections, confidence, personal initiative, and community trust as key barriers to youth leadership.

(?) Why Should You Care?

- 50% of the world's population are youth, but they are underrepresented in local and national governance.[2] Leadership development, and awareness of the inherent potential of young people to lead, can help close this representation gap.

- It is important for adults and others in positions of power to recognize the importance of leadership development as a critical amplifier of youth voices across organizations and settings – from school and sports to activism and beyond.

(!) Act Now!

- Read the book *Social-Emotional Leadership: A Guide for Youth Development.*

- Learn more about *Y20.*

- Learn more about our *generational work.*

- Assess your students' leadership attributes *Leadership Indicator for Students.*

- Watch our webinar *Social-Emotional Leadership.*

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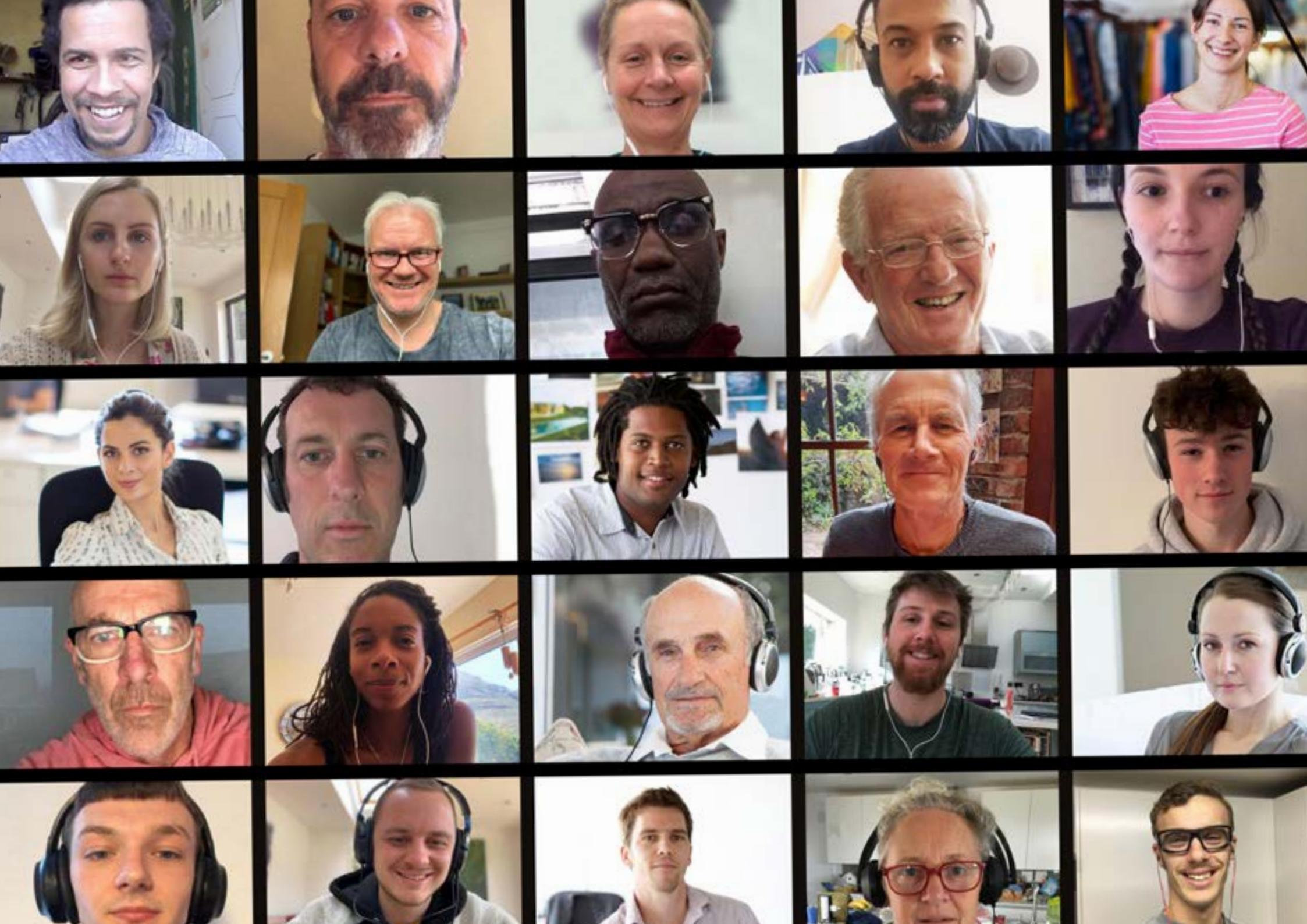
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