

9 FRESH INSIGHTS FOR MODERNISING LEADERSHIP TRAINING

Developing the skills of leaders and managers to work in an ever-changing, technology-enabled, virtual world is a constant challenge. The Towards Maturity Leadership study, in partnership with KPMG in the UK, is in the process of exploring what successful organisations are doing to prepare their leaders and managers.

Here are some early insights to challenge our thinking:

1. Good leadership training is no longer just about the course

- Classroom courses are only seen as essential or very useful by 15% of senior managers and 21% of line managers¹
- However, despite **9** out of **10** organisations providing leadership training, fewer than half are using technology to support leaders.²

Is your leadership development programme keeping up with the pace of change?

2. Managers are already doing things differently

Those in management job roles are **50% more likely** than non-managers to use the following technologies to help them learn how to do their job better:

- Internal and external networks and communities
- Mobile phones

To what extent do we understand how our leaders currently learn what they need to do their job, and how do we use that information in the way we support their development?

3. Technology has the potential to play a vital role:

In 2015 L&D professionals are looking to technology to improve leadership training:

- **88%** want to apply learning more quickly back into the workplace
- **76%** want to increase the sharing of good practice
- **72%** want to reduce the time spent away from the business

How do we harness new media more appropriately to improve and support leadership development?

“Get buy in from the top with leaders participating in, and showing, active sponsorship for programmes”

4. Early findings show that shifts are starting to happen

- **9** out of **10** L&D professionals are either applying or planning to apply new learning approaches to support leadership learning in the workplace

5. External resources are being utilised to support leadership training

- **85%** of L&D professionals are either linking or planning to link to external portals or online courses

*With a wider awareness of the new resources and approaches available, how do we decide what will work for **our** leaders in **our** organisation?*

¹ All Manager/Leader data sourced from *Towards Maturity Learning Landscape* with 2,200 line managers and senior leaders. Source: <http://www.towardsmaturity.org/learner> (accessed 23 Jan 2015)

² All L&D professional data and quotes sourced from *Towards Maturity 2014 Benchmark* with 600 participants. Source: <http://www.towardsmaturity.org/2014benchmark> (accessed 23 Jan 2015)

6. Designing for time starved leaders

Leaders and managers are **more** likely to report lack of time for self-study as a major barrier for them than non-managers. However, they report that:

- Relevant stories and case studies work best for them in learning design
- **88%** of senior managers are using mobiles, **50%** are more likely to use their own device to access resources needed to do their job better

“Keep it short, interactive and anchor the learning in real scenarios”

What else do we need to consider in designing 21st century leadership programmes that deliver results?

7. Frameworks provide structure

- **8** out of **10** L&D professionals are using competency frameworks
- **1** in **4** are using learning analytics

Do we leverage what we know about learning and leaders within our own organisation?

8. Are we using the right technology tools?

The top technology tools used to support leadership learning:

- **86%** using Learning Management Systems
- **83%** using e-Books and e-Journals
- **77%** using off-the shelf e-learning

“Make it easy: engage the IT people early and find someone who understands L&D and IT”

Traditional technologies are widely used in leadership development but to what extent are we using social media, video and mobile – and does it make a difference?

9. Help leaders to apply what they need

The aim of the Towards Maturity leadership study is to share effective practices and insights from the successful organisations – we’ll leave the final insight to one of our current participants:

“Follow up is essential and difficult. Too many people get dragged back into the pressures of everyday situations.”

10. Next steps

Leadership training needs to change and the Towards Maturity Leadership study, in partnership with KPMG, is gathering the evidence base from L&D professionals and leaders in the workplace to help you make that change.



If you are responsible for leadership development in your organisation, Towards Maturity, in partnership with KPMG in the UK, invite you to participate at:

www.towardsmaturity.org/developing-future-leaders

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