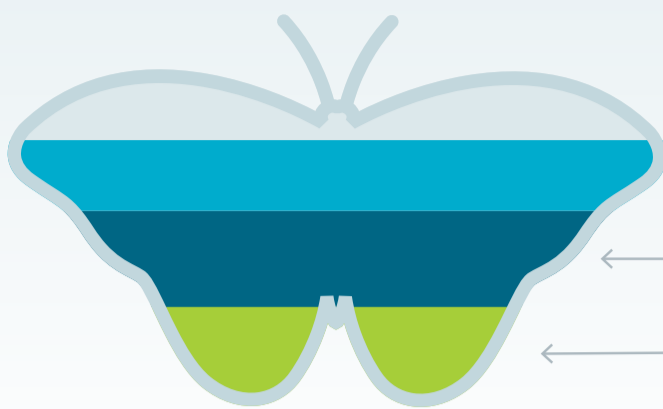


2018 STATE OF LEADERSHIP DEVELOPMENT

Transformation is the new norm for businesses trying to ensure longevity. L&D can help organizations navigate this change and remain competitive.

Transformation is the new normal

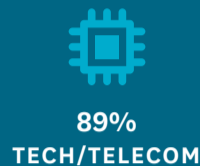


86% of organizations have recent experience with transformation.

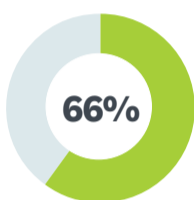
54% are currently undergoing transformation.

32% have completed a transformation within the past three years.

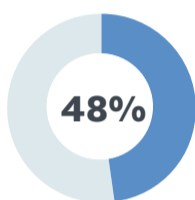
THE TOP INDUSTRIES IN TRANSFORMATION



Transformation through leadership development leads to results



of organizations that see L&D as being critical to success had a **stronger market position** than their competitors.



of business leaders from these organizations who have gone through a leadership development program believe it had a **big impact on their ability to excel** in their role.

29x



Organizations that say leadership development is critical to their success are **29 times more likely to have a successful transformation** than those in which leadership is viewed as not important.

Leadership development is missing the mark

80%

of all respondents said they believed greater innovation was needed in learning techniques used in development programs—up from 75% in 2016.

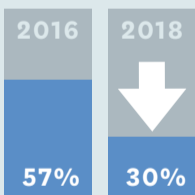
ONLY 52%

of business leaders see their organization's development programs as being relevant to current business challenges.



LEADERSHIP DEVELOPMENT HAS NOT GROWN IN IMPORTANCE

In our 2016 survey, **57%** said that L&D would be a **strategic priority** for their organization in the next three years.



but... In 2018, **only 30%** said that L&D has been a **strategic priority** in their organization during the past three years.



75%

of respondents believe development experiences should be driven more by learners than by L&D.

L&D as a transformation driver

DRIVE BUSINESS RESULTS BY FOCUSING ON THREE AREAS



BUILD ORGANIZATIONAL AGILITY

Making your organization change-ready



DELIVER LEARNER-FOCUSED PROGRAMS

Making learning experiences personal, timely, and relevant



EXPAND THE DEFINITION OF PARTNERSHIP

Working with cross-functional and external leaders to gain additional insight

FROM "THE STATE OF LEADERSHIP DEVELOPMENT: MEETING THE TRANSFORMATION IMPERATIVE," HARVARD BUSINESS PUBLISHING, MAY 2018

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