EXPLORING CONTEMPORARY MANAGEMENT CHALLENGES:
Developing Leaders

UCSD EPSE and LAMP Student Research Assignment 2015; Combined Findings

OUTLINE

- The Assignment

- Information Received

- Findings

THE ASSIGNMENT

- ## Understand the challenge
  - **Consider what different types of leadership and management knowledge and ability are needed?**
  - **Identify what factors contribute to these needs, and how they change (or their relative importance changes) as a company changes?**
  - **Recommend what forms individual leadership and management development efforts may best take to address each of these needs?**
  - **How are the development needs of an individual employee best identified?**
  - **How is development best implemented/integrated into the ongoing work of an employee?**
  - **How may an employee and their supervisor best evaluate the effectiveness of development efforts?**

- ## Gather information (literature, survey, interviews)

- ## Look for common themes

- ## Document findings, present best practices, give personal analysis and recommendations

INFORMATION RECEIVED

- Six team reports
  - 63 researchers
  - 29 science and technology companies
  - 111 interviews
  - 1,022 survey respondents
  - 115 literature citations
- Swift and professional effort in completing the project and producing coherent and useful reports (six to eight weeks)

FINDINGS

- Wide variety from technical expertise, to business acumen, to soft skills, to process management
- Selection of skills to develop is dependent on the evolution of the company, but also somewhat on the industry and the culture of the company

Relative Value as the Organization Matures

Development Needs	Level 1 (Start Up)	Level 2 (Growth)	Level 3 (Stability)	Level 4 (Rennovation)
Communication, Creative adaptation (problem solving)	X	X	X	X
Technical expertise, Drive and energy	X	X		
Working through and with others (delegation, emotional intelligence, customer-orientation)		X	X	
Organizing, planning, supervising, process-improvement, evaluating			X	X
Strategizing, collaborating/influencing, re-innovating, acquiring/divesting/re-purposing				X

FINDINGS

- General agreement on:
  - Encouraging the employee to take initiative
  - Combining formal training with informal mentoring and challenging assignments works best
  - Development plans and frequently feedback as useful tools

  - but –

  - Best practices for assessing, integrating, and evaluating leadership development are far from commonly applied
  - Less than half of individuals or organizations have formal processes to identify leadership needs
  - Less than half of individuals actively use performance reviews or individual development plans to build leadership abilities

Findings

- Insights
  - Leadership development must be part of the company culture and planning
  - Much of the leadership training curriculum is valuable to all employees, and could be a catalyst for increased interest in leadership development.
  - Persistent disconnect between management and employees exists:
    - Identifying leadership goals and metrics
    - Providing leadership development opportunity
    - Development on company time or personal time
    - Talent development vs. acquisition ROI tradeoff