The Future of Leadership and Leadership Learning

Results from the 4th Annual ECLF Survey

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The ECLF Survey is not a Scientific Instrument but Should Rather Provide a Glimpse of Perspectives
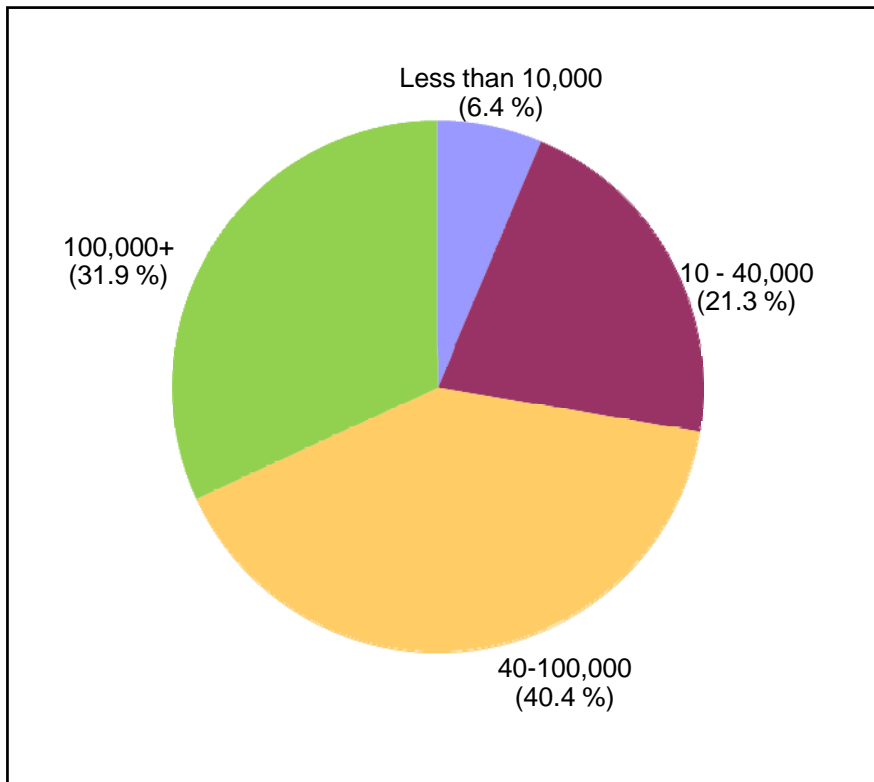
Target Group

- Europe's 200 largest corporations

- Most Senior L&D Executive targeted

- Only one Executive per company approached
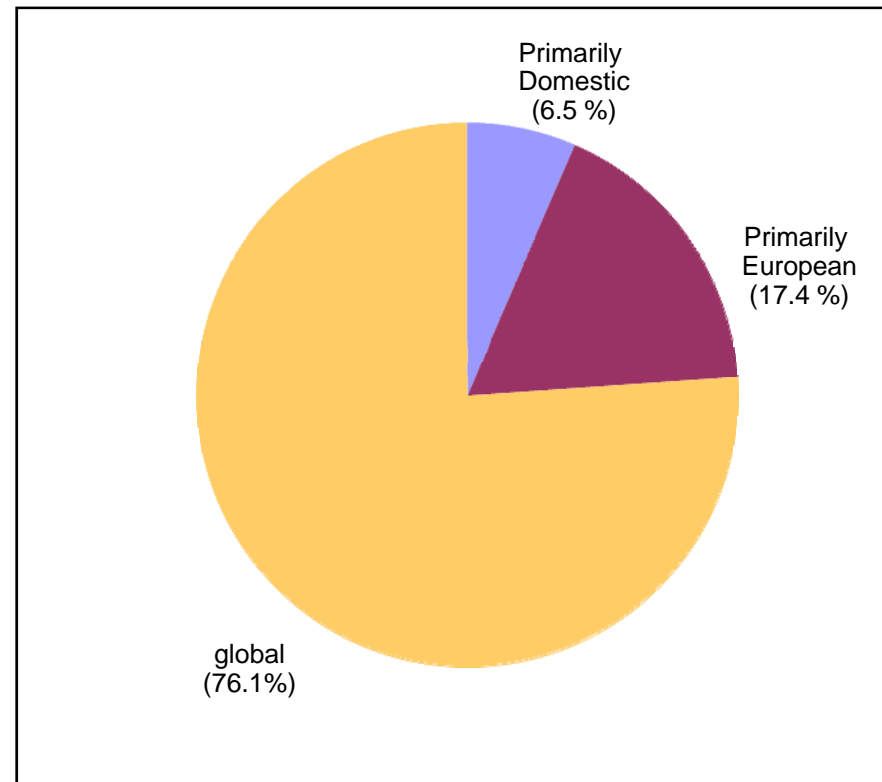
- 47 responses (21 %)

Survey

- Kept deliberately short

- 18 questions or statements

- Mainly rating scales with fixed statements

- 8 questions offer the possibility of adding a comment to get additional input

We Deal with the Real Large Players Who Face Significant Complexity on a Global Scale…
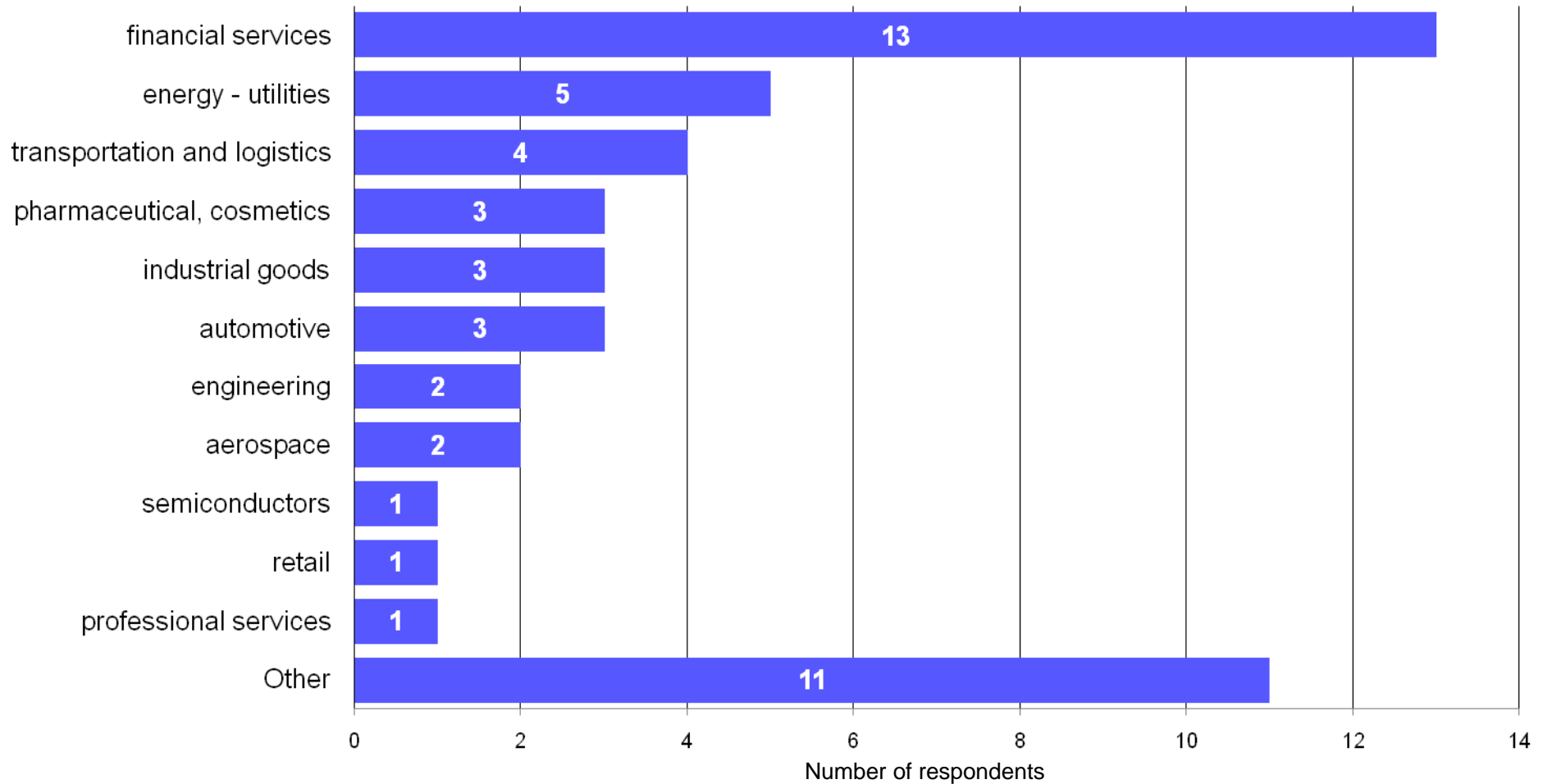
Number of Employees

Less than 10,000 (6.4 %)

100,000+ (31.9 %)

10 - 40,000 (21.3 %)

40-100,000 (40.4 %)

Scope of Business

Primarily Domestic (6.5 %)

Primarily European (17.4 %)

global (76.1%)

... and they come from a Diversity of Industries. One Quarter of the Respondents is in Financial Services

N = 49

Industry	Number of respondents
financial services	13
energy - utilities	5
transportation and logistics	4
pharmaceutical, cosmetics	3
industrial goods	3
automotive	3
engineering	2
aerospace	2
semiconductors	1
retail	1
professional services	1
Other	11

Leadership Development and Leadership Learning Rank Prominent on the Agenda of Corporations

"Compared to other strategic initiatives, how important are leadership development and leadership learning in your organization?"
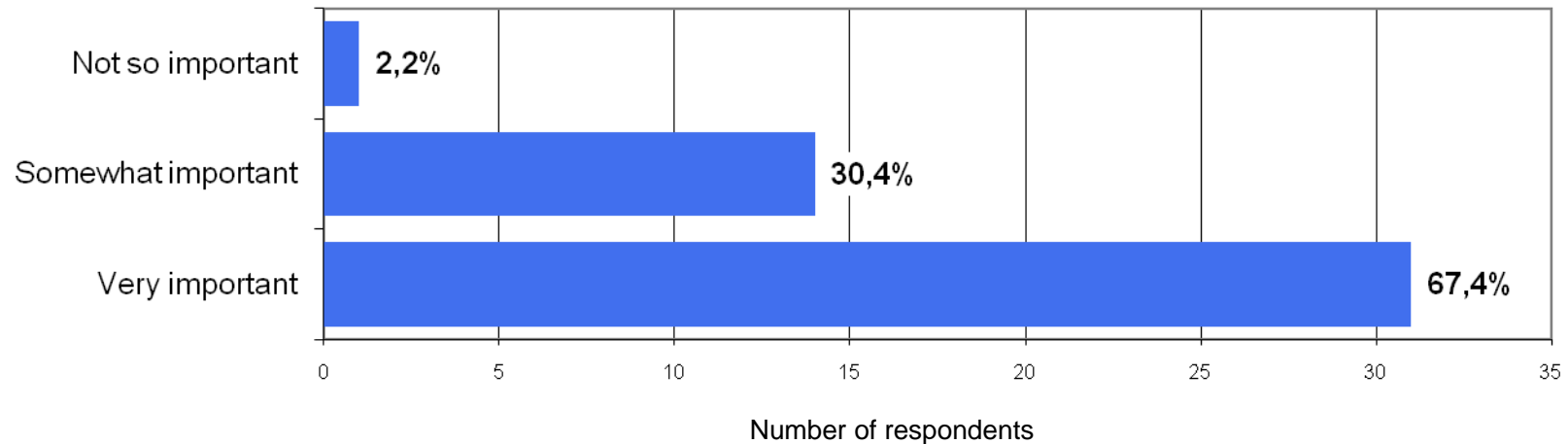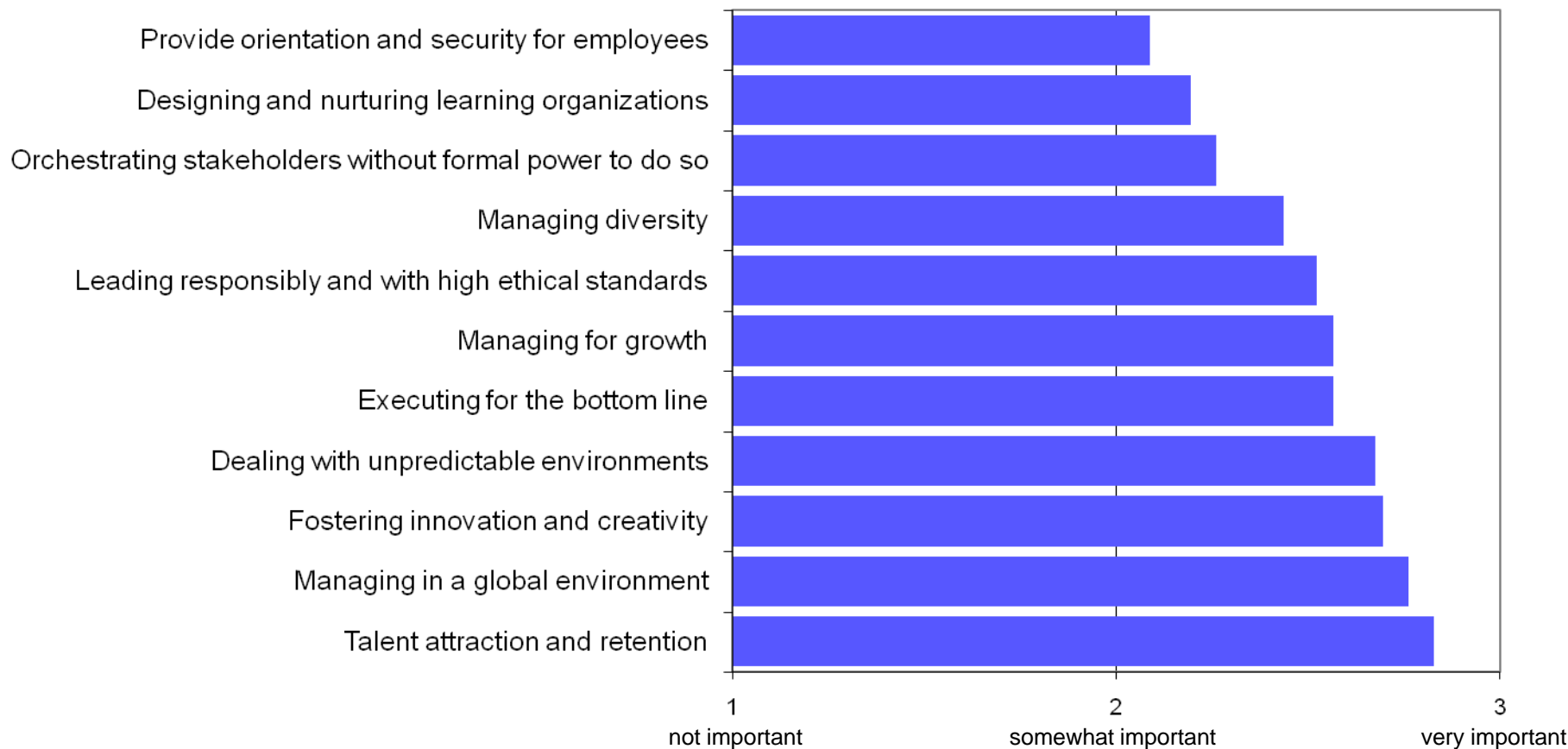
Strategic Alignment is Key, and so is Bench Strength

"When it comes to leadership issues, how important are the following issues in your corporation?"

Finding Talent, coping with Globalization, and Fostering Innovation are Perceived as Key Challenges

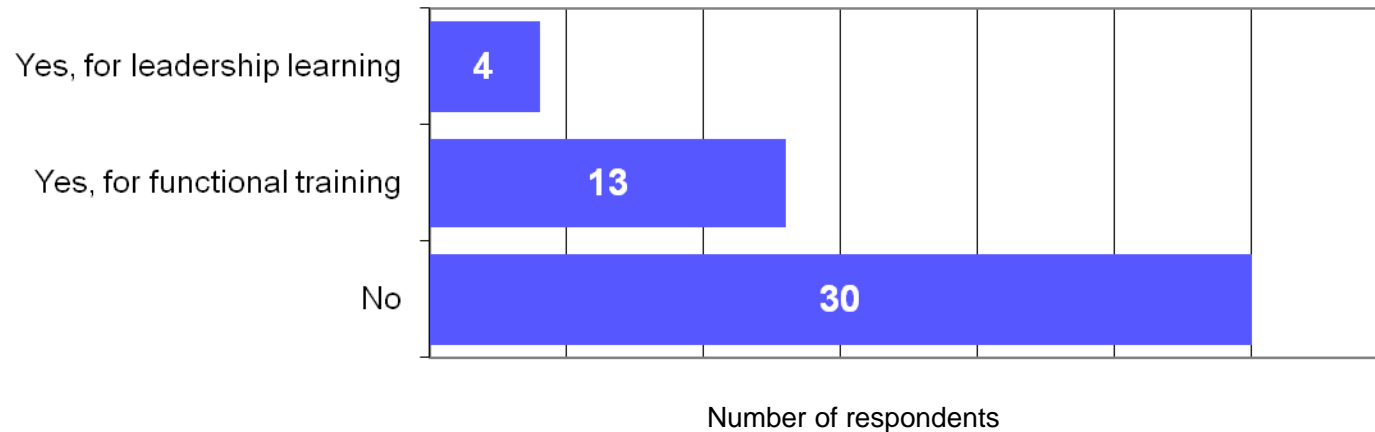"What are the key challenges you see for the typical leader of the future?"

The Majority Still Uses Traditional Tool Kits to Foster Leadership Development and Learning…

"What does the Corporate Learning and Development function currently contribute to strengthen the leadership capability of your organization?"

60% use e-learning platforms, but only a few have looked into games

% of respondents

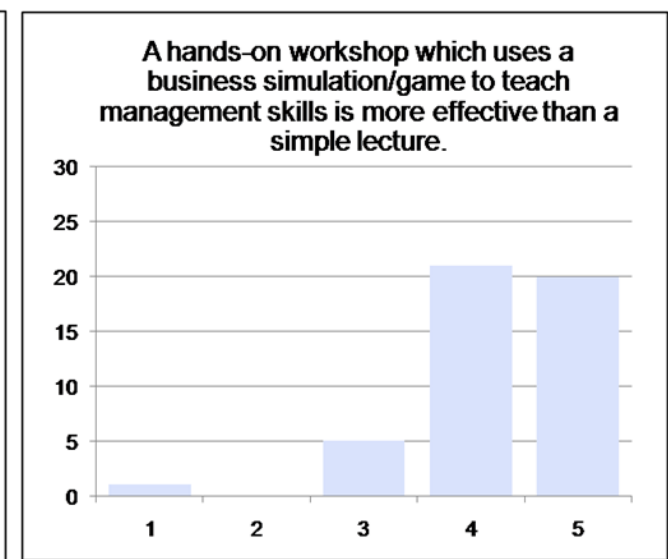# … but New Technologies Seem to Get Already Deployed in Functional Training

"Do you currently use videogames as a learning tool in your organization?"

	Number of respondents
Yes, for leadership learning	4
Yes, for functional training	13
No	30

"How strongly do you agree or disagree with the following statements?"

1 = strongly disagree
5 = strongly agree

Businessgames can accurately simulate a real business dilemma.

I like using new technologies.

A hands-on workshop which uses a business simulation/game to teach management skills is more effective than a simple lecture.
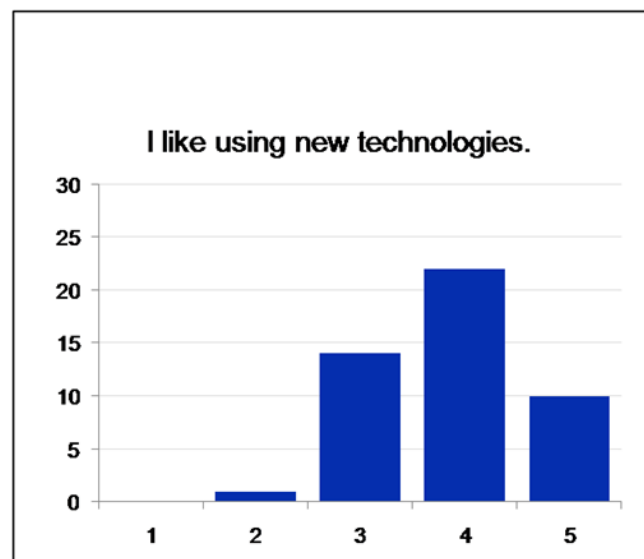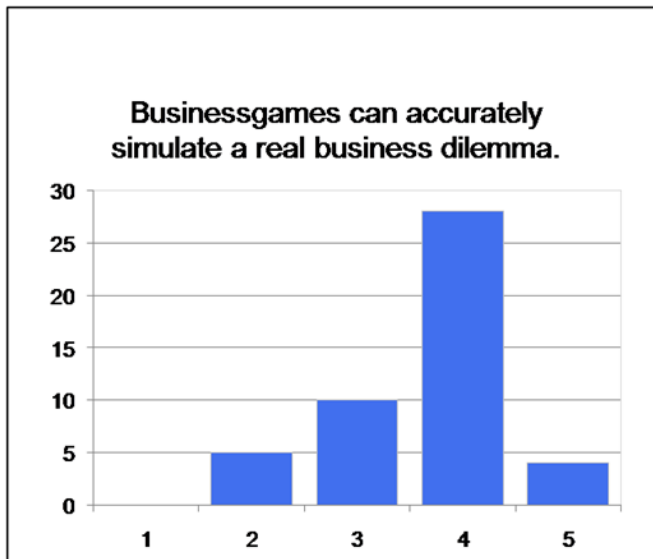
There is a Clear Consensus About the Potential of Video Games as Tool for Leadership Learning …
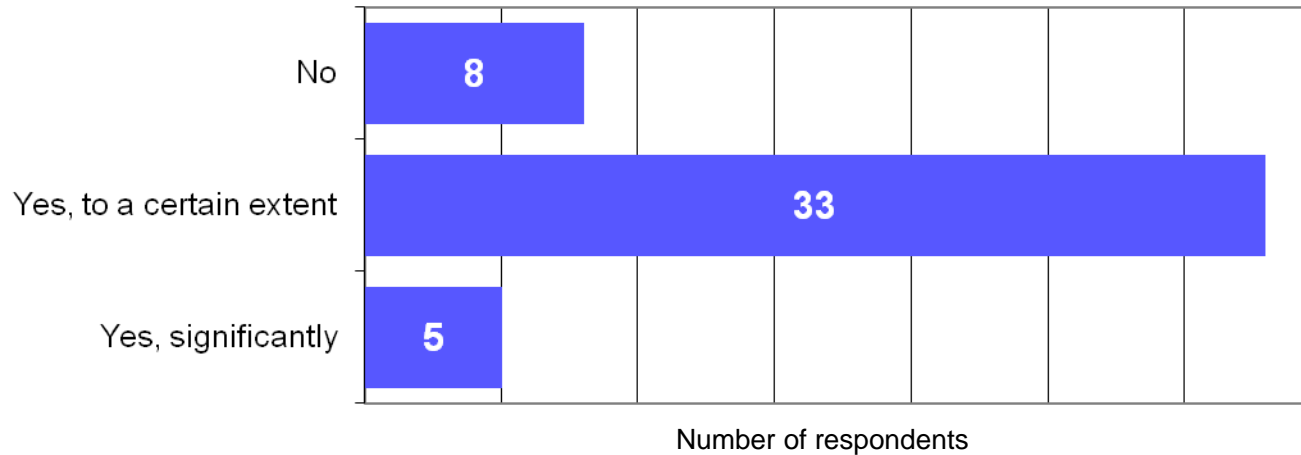
"Do you think that videogames can generally enhance leadership capabilities?"

	Number of respondents
No	8
Yes, to a certain extent	33
Yes, significantly	5

"How do you envision the future of videogames as a tool for leadership learning?"

	Number of respondents
They will play no role at all	3
They will become one of many tools but not play a major role	43
They will become a core element for developing leaders	1
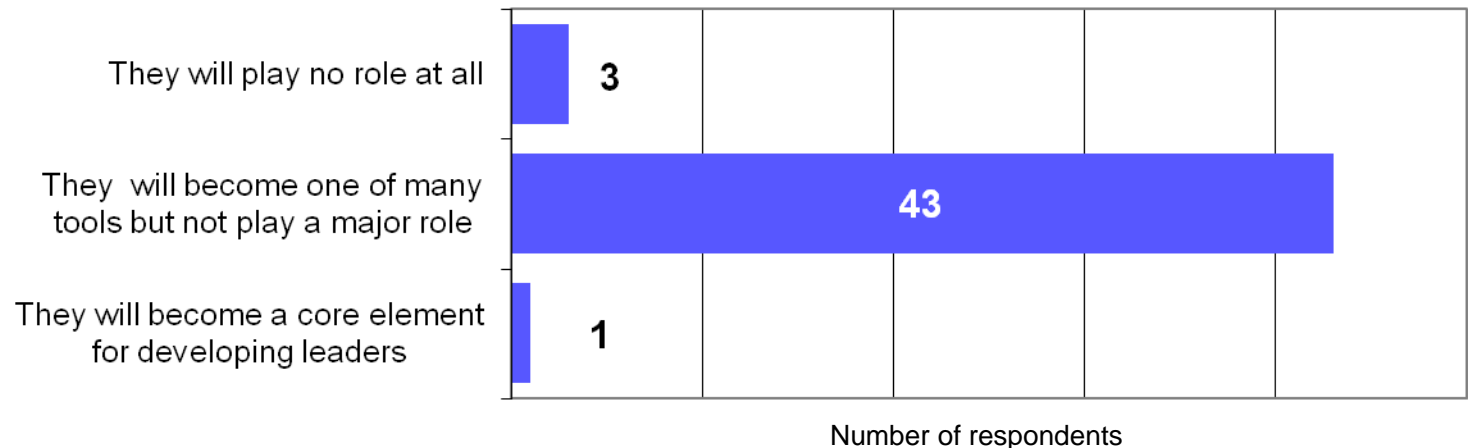
… and Clear Intentions to Deploy these Tools in the Coming Year

"Do you intend to test / further develop game based learning tools in your organization within the next 12 months?"

	Number of respondents
Yes, for functional training	20
Yes, for leadership learning	20
No	18
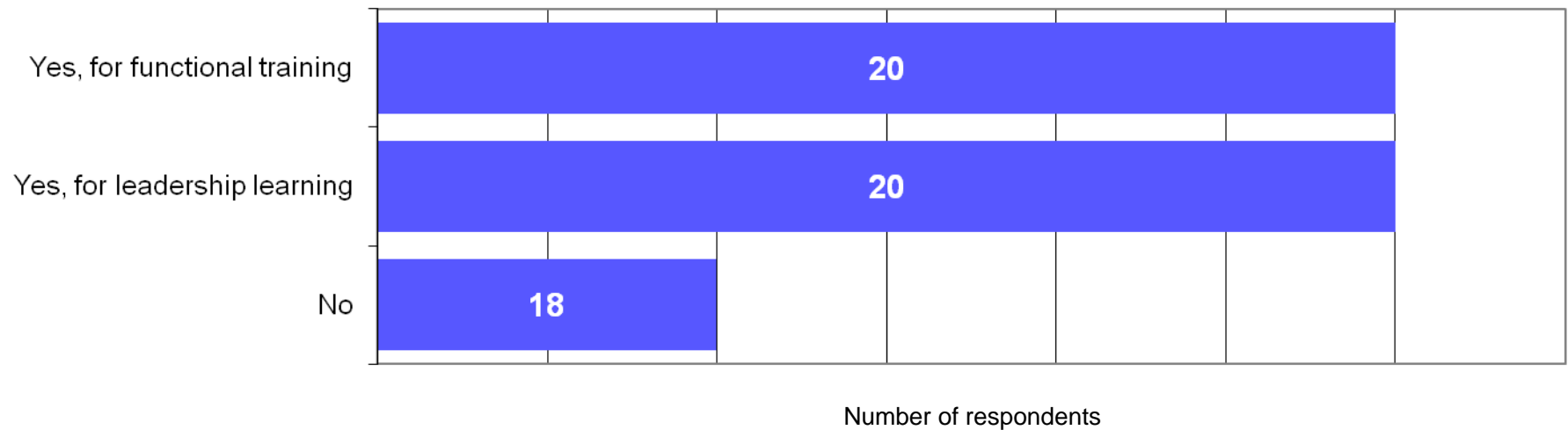
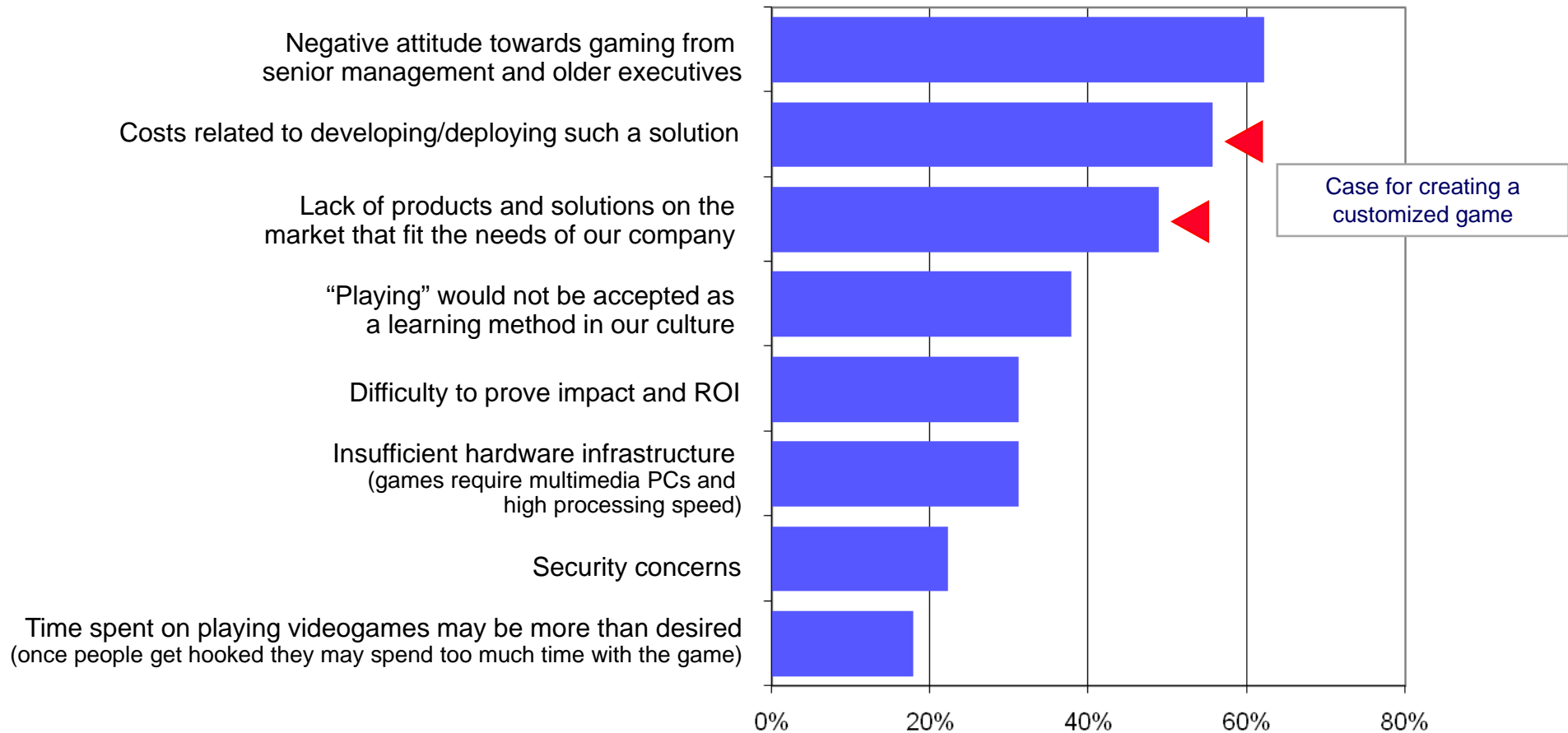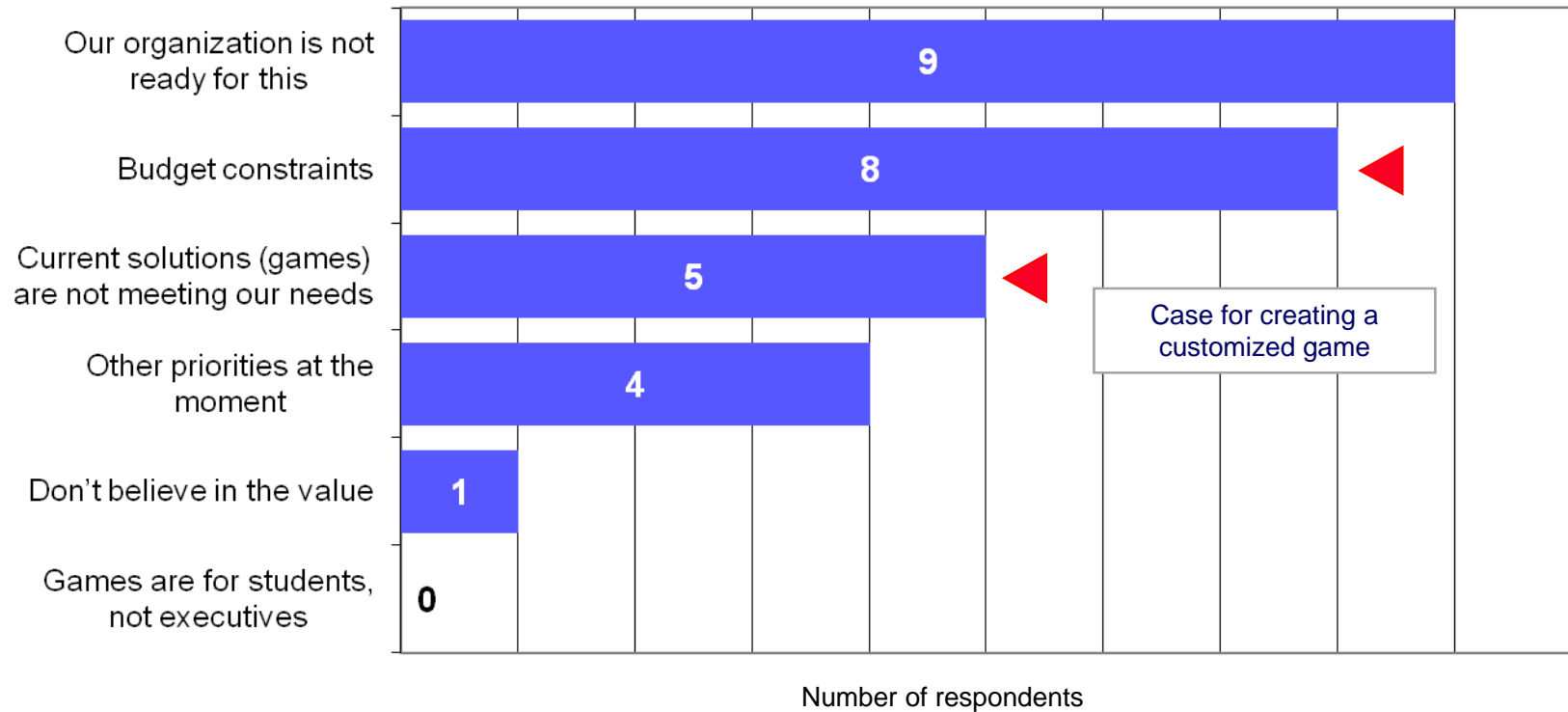# Attitude from Older Demographics is an Issue, so are Costs and the Lack of Suitable Products

"What are the major obstacles you see when it comes to introducing videogames for leadership learning purposes?"

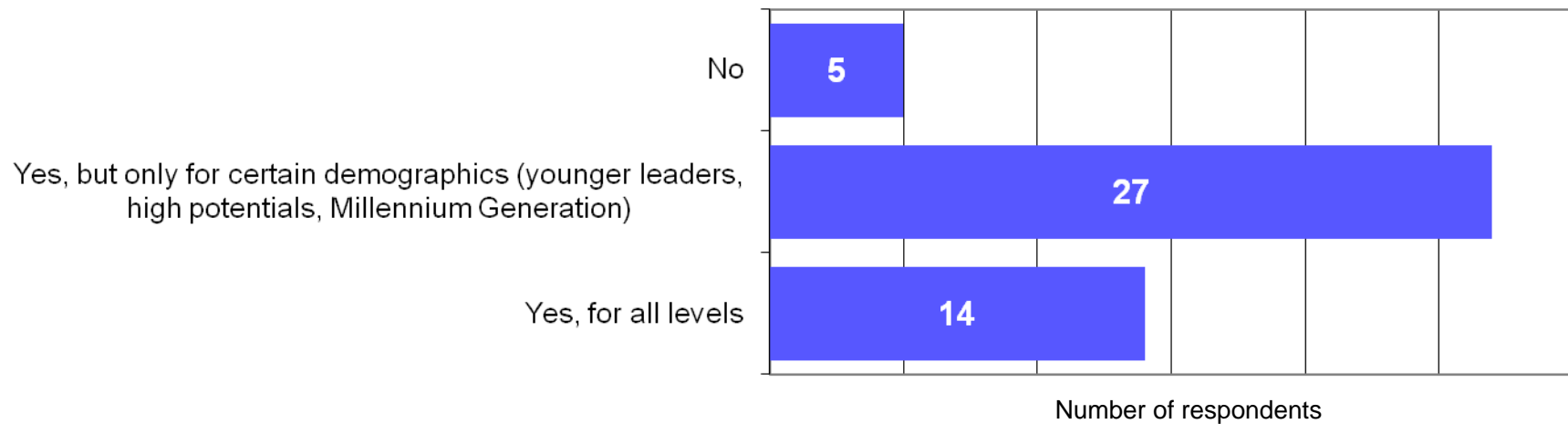| Obstacle	
Negative attitude towards gaming from senior management and older executives	
Costs related to developing/deploying such a solution	
Lack of products and solutions on the market that fit the needs of our company	
"Playing" would not be accepted as a learning method in our culture	
Difficulty to prove impact and ROI	
Insufficient hardware infrastructure (games require multimedia PCs and high processing speed)	
Security concerns	
Time spent on playing videogames may be more than desired (once people get hooked they may spend too much time with the game)	

Case for creating a customized game

These Are Also the Reasons Companies Hold Back in Developing Game Based Solutions

"Do you intend to test / further develop game based learning tools in your organization within the next 12 months?" – **"If no, why not?"**

Reason	Number of respondents
Our organization is not ready for this	9
Budget constraints	8
Current solutions (games) are not meeting our needs	5
Other priorities at the moment	4
Don't believe in the value	1
Games are for students, not executives	0

Case for creating a customized game

Number of respondents

Despite These Barriers, a Vast Majority Thinks it is Feasible to Introduce Videogames at This Point in Time

"In your corporate environment, would it be feasible to introduce videogames as a tool for leadership learning?"

| Category	Number of respondents
No	5
Yes, but only for certain demographics (younger leaders, high potentials, Millennium Generation)	27
Yes, for all levels	14

Number of respondents

At Any Rate, Videogames Will Play a Major Role in the Very Near Future of Leadership Learning

"In your opinion – how long will it take until videogames become a core element of learning and development?"
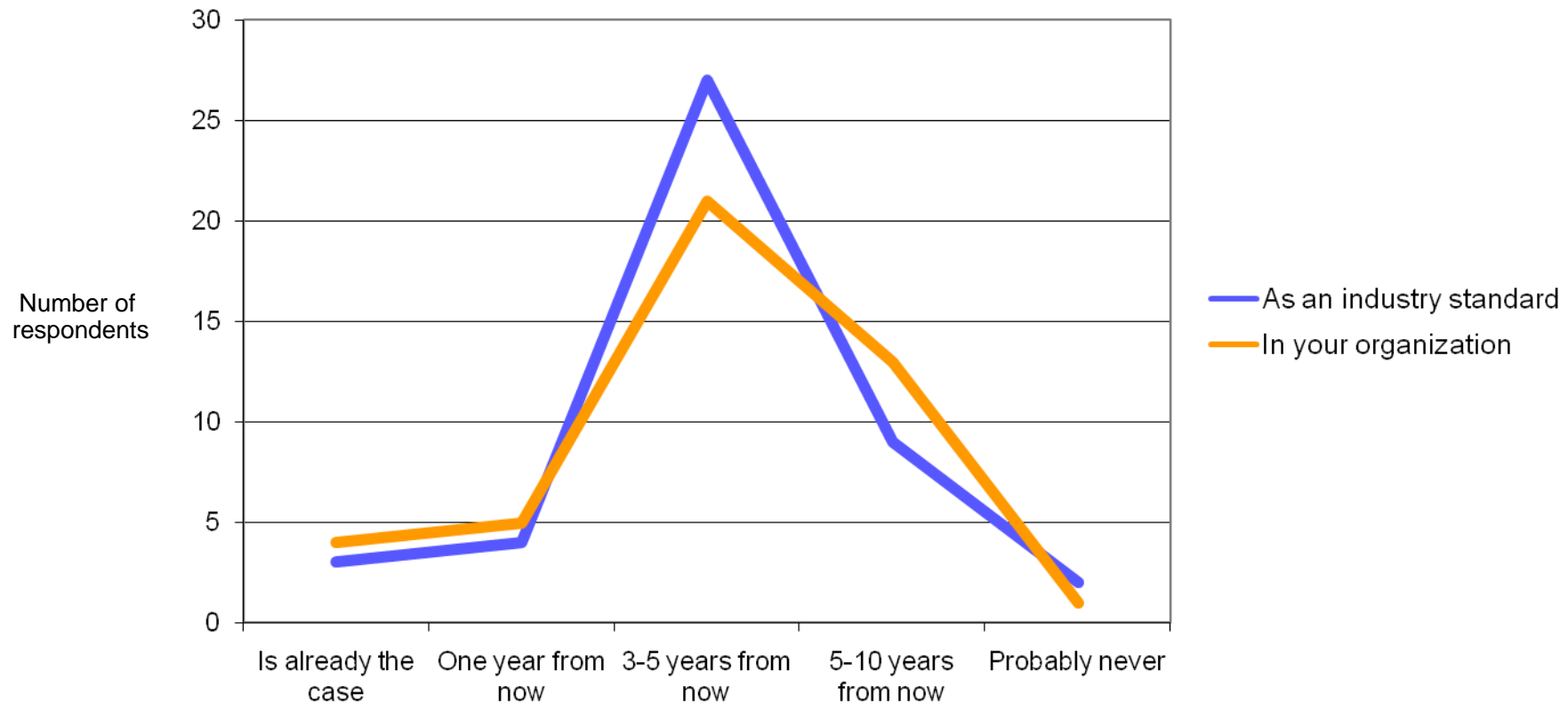
Many Companies are Willing to Take a Closer Look at This Topic…

"Would you (or a representative from your company) join a task force to further explore the potential and challenges related to introducing and utilizing videogames in leadership learning?"

Number of respondents
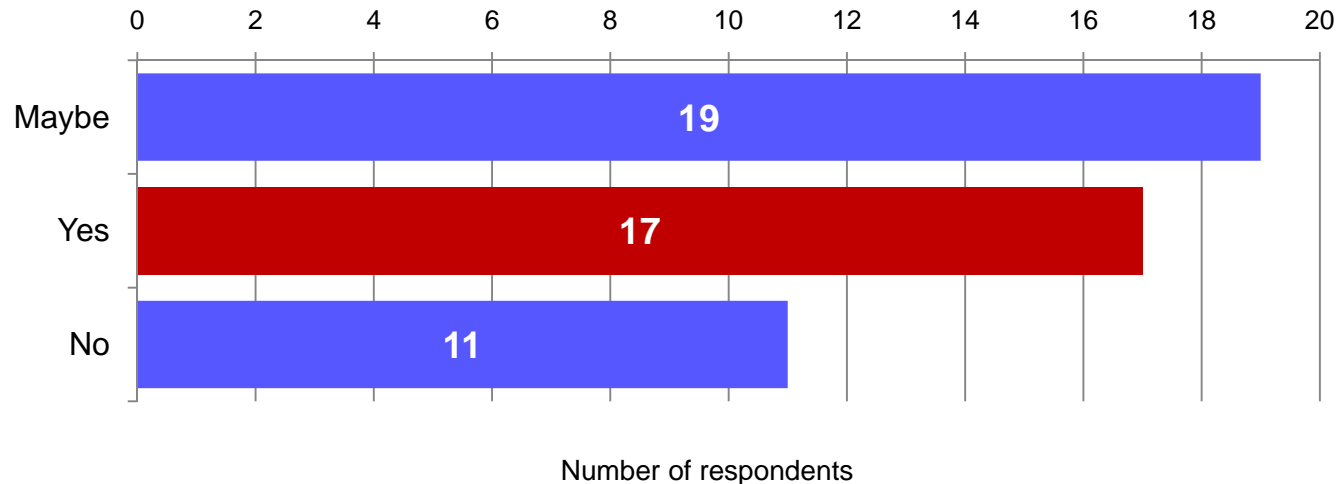
… and 10 Companies are Ready to join a Consortium

"Would you join a corporate consortium to jointly develop a state of the art leadership game that is customized for your needs (requires six figure financial commitment)?"

Number of respondents
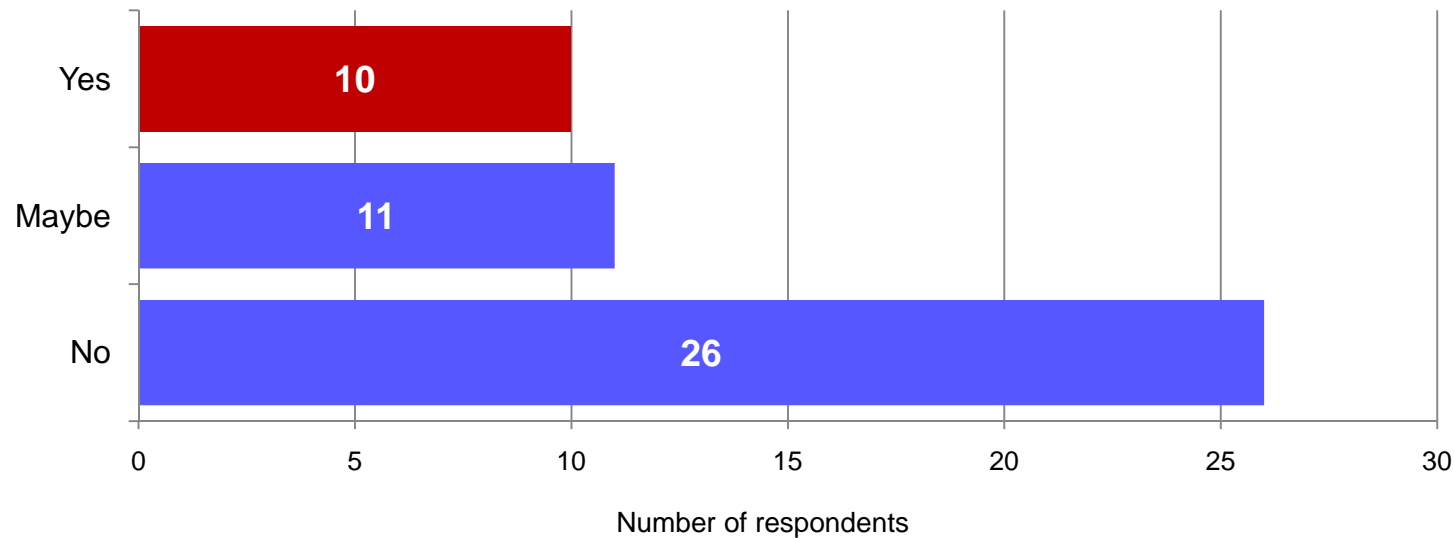
Some Additional Comments Confirm the Timeliness of Our Conference Theme

- It would be a good idea to showcase products at a special conference to help educate the Learning Officers.

- Business games are a great chance: We have the technology, and the know-how to develop serious games.

- The term "gaming" can be extended to all ways of simulation: Body, soul, spirit, not only the IT solutions: Virtual worlds are far more adaptable for training issues