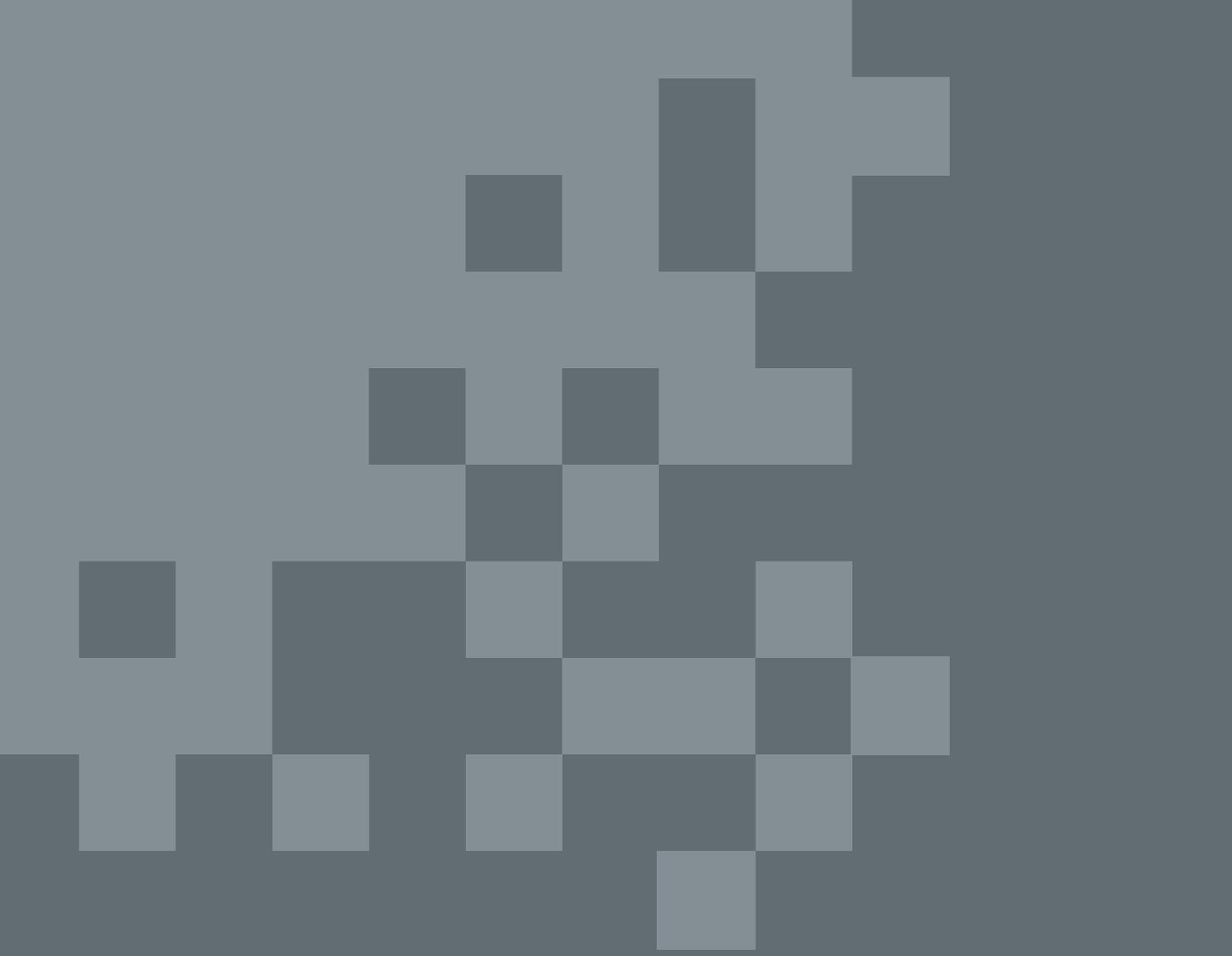


THE 2018 STATE OF LEADERSHIP DEVELOPMENT MEETING THE TRANSFORMATION IMPERATIVE

RESEARCH REPORT



THE 2018 STATE OF LEADERSHIP DEVELOPMENT

RESEARCH REPORT

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EXECUTIVE SUMMARY

IN TODAY'S BUSINESS WORLD, transformation has become the new normal for organizations seeking to adapt and excel in the face of ever-accelerating change. In The 2018 State of Leadership Development 2018 study, we set out to explore key issues related to the topic of leadership development—through the lens of transformation. In particular, we wanted to gain insights into the extent to which learning and development (L&D) plays a role in supporting major organizational change and setting the stage for successful transformation. We also sought to assess the

Effective leadership development is a major factor in successful transformations—L&D must play a strategic role.

degree to which organizations have made L&D a business-critical activity, and determine what this implied for their performance, including their ability to reinvent themselves. In addition, we looked at how use of learning and development (L&D) resources (such as internally developed programs and elearning platforms) may be changing, and what impact

such shifts are having on businesses' ability to transform. Finally, given the powerful demographic changes reshaping workforces around the world, we aimed to understand millennials' viewpoints on vital aspects of L&D, such as program quality and degree of innovation, and to consider what these viewpoints mean for the future of L&D program design and delivery.

As with our 2016 State of Leadership Development report (which examined the survey data through the lens of what constitutes best-in-class organizations), we uncovered some surprising—and valuable—findings. Perhaps chief among them is that organizations that view L&D as critical to business success are continuing to deliver top performance compared with their peers, on crucial metrics such as revenue growth, market position, and future growth. Yet at the same time, survey responses from line-of-business leaders suggest that many L&D organizations are falling short in their ability to exert a measurable impact on business performance and to equip them with the knowledge and skills they need to excel in their role.

What's more, we found that effective leadership development programs are a major driving factor in organizations' ability to successfully transform. Simply put, organizations that make L&D a true strategic partner have higher success rates with their transformation efforts than those that do not. Still, when we compared findings from the 2016 and 2018 studies, we saw that while many organizations have intended to give L&D a more strategic role, that objective hasn't necessarily been achieved.

So clearly, there's work to be done. This is echoed in the relatively low grades that current development programs got from a key demographic in our study: millennials. Our survey data shows that these young people are more critical of such programs' effectiveness than other age cohorts. That's worrisome, given that millennials are constituting ever-larger proportions of the workforce and moving into the ranks of management in organizations around the globe. On the positive side, L&D teams have a golden opportunity—if they can tap into millennials' energy and creativity to design innovative programs that meet learners' needs as well as the organization's needs.

Indeed, we believe that by excelling on three fronts—building organizational agility, delivering programs that put learners at the center, and partnering in new ways with stakeholders across the business—L&D teams can help their organizations build a phalanx of leaders who will guide the business toward successful transformation.

ABOUT THE RESEARCH

In August 2017, Harvard Business Publishing Corporate Learning, with independent research firm Stingray Research, conducted an online survey of 734 learning and development (L&D) and line of business (LOB) practitioners. All the respondents were from corporate organizations with more than 1,000 employees. Nearly 70 percent of the organizations were publicly traded, with the remainder privately held. The respondent mix was roughly half L&D and half LOB practitioners.

The State of Leadership Development: Meeting the Transformation Imperative

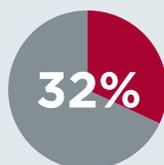
TRANSFORMATION: THE NEW NORMAL

For organizations around the globe—in industries ranging from manufacturing, retail, consumer goods, and telecommunications to health care, financial services, and energy—transformation has become the new normal. Indeed, 54 percent of the respondents in the survey behind our 2018 State of Leadership Development report said that their organization is currently undergoing transformation. This could mean crafting new competitive strategies or redefining their business models to adapt to changes in their environment. Even positive change—such as explosive new growth in a company—presents challenges that companies must address through transformation. [figures 1 and 2](#)

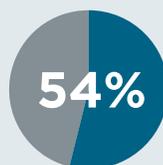
According to Richard Foster, an executive in residence at the Yale Entrepreneurial Institute, in 2020 as many as three-quarters of companies in Standard & Poor's 500 will be companies that were unheard of in 2010 (*Harvard Business Review*, 2018). Clearly, the question isn't whether companies need to transform; that's a given. Instead, the question is how organizations can best transform successfully.

The answer? Start by transforming learning and development (L&D)—particularly leadership development. Organizations that don't proactively reinvent their L&D strategy will have difficulty adapting to change, and that could put their survival in question.

FIGURE 1
Most Organizations Are in the Midst of Transformation



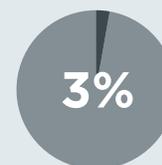
**YES, COMPLETED
IN THE PAST
THREE YEARS**



**WE ARE IN THE
MIDST OF A
TRANSFORMATION**



**NO, BUT WE
ANTICIPATE THE
NEED IN THE NEXT
FIVE YEARS**

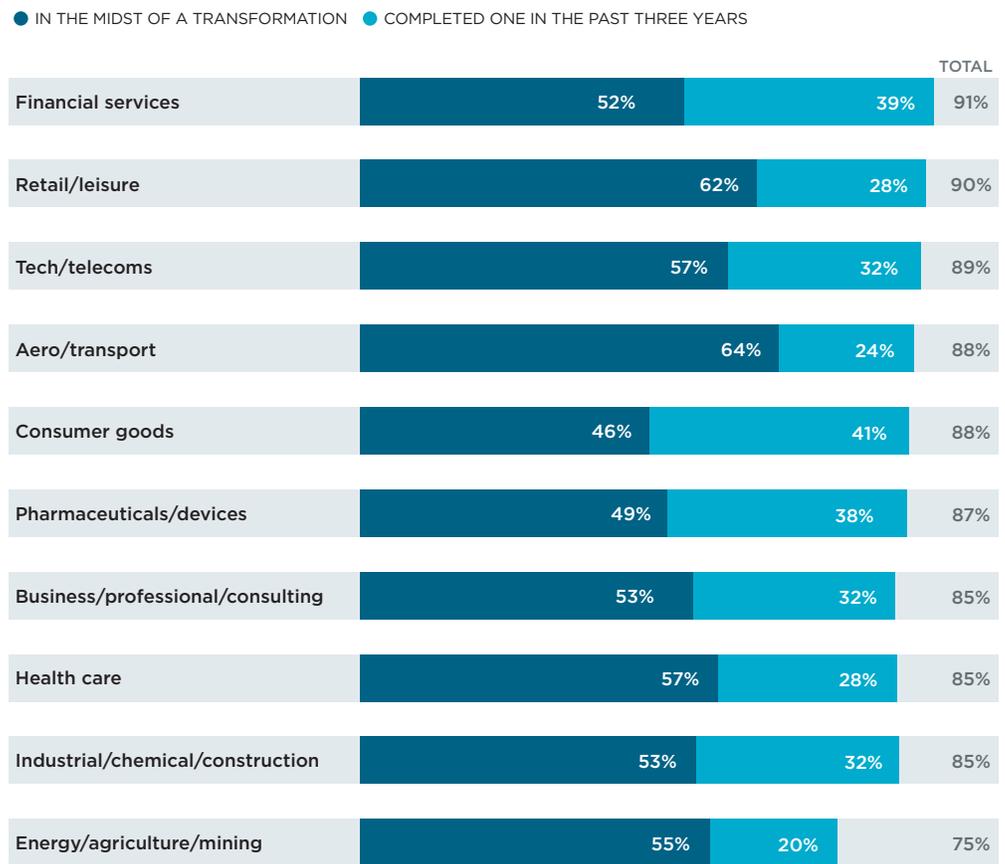


**NO, WE DO NOT
HAVE A NEED FOR
TRANSFORMATION
AT THIS TIME**

Source: The 2018 State of Leadership Development Report, Harvard Business Publishing

86% of respondents said their organization has recent experience with transformation—with 54% currently undergoing transformation.

FIGURE 2
Current Transformation Status by Industry



Transformation is a constant across all major industries.

Source: The 2018 State of Leadership Development Report, Harvard Business Publishing

TRANSFORMATION CASUALTY—OR TRANSFORMATION LEADER?

To avoid becoming a casualty of transformation and to gain the best competitive advantage from changes in their business environment, companies must become transformation leaders. That means excelling at execution: getting “the new” up and running quickly. But at the same time, organizations must maintain “the old”—sustaining their current operations so they can keep serving customers, bringing in revenue, and performing other business-as-usual tasks as they advance along their transformation path. Gartner describes the need for companies to operate concurrently in these two “worlds” as bimodal.

In his book *Dual Transformation*, Harvard Business Review Press author Scott Anthony argues that the threat of disruption also constitutes the greatest opportunity that a leadership team will ever face. But to seize that opportunity, companies need to build a phalanx of leaders with the right capabilities and mindsets.

The threat of disruption constitutes the greatest opportunity that a leadership team will ever face. —Scott Anthony

Transformation requires leaders who:

- Step up early in the transformation process.
- Inspire extraordinary levels of engagement in employees, managers, and executives.
- Tap into the power of teamwork and collaboration.
- Quickly build business processes and systems to create the new while maintaining the old.

Drawing on these abilities, transformation leaders swiftly make sense of the changes unfolding in their environments. And they act effectively and efficiently to build an organization that will thrive in a new landscape.

NEW PRESSURES ON L&D

The need for companies to develop this decidedly new kind of leader is putting more pressure than ever on L&D. These teams must link their organizations' business strategies with their program designs. They have to develop leaders who can not only quickly drive required change but also align employees behind the corporate strategy. Such leaders establish a clear line of sight between what employees are being asked to do and how the changes will affect them and the organization.

The pressure to build all of these capabilities is mounting precisely as people throughout most organizations are struggling to meet ever-increasing demands. Meanwhile, learners are also expecting more personalization and innovation in their learning experiences.

SPOTLIGHT ON THE FORCES OF CHANGE

Powerful forces are redefining the nature of work and the workplace. To successfully adapt, organizations must develop new kinds of leaders.

RAPID PACE OF GLOBALIZATION

Thanks to intensifying globalization, wealth is flowing more than ever between countries and regions, heightening both unpredictability and interconnectedness in the global marketplace. By 2025, the majority of the Forbes Global 2000 public companies will be headquartered in emerging markets, increasingly requiring leaders to cross cultural and physical boundaries, and be prepared to lead teams who also cross those borders.

THE RISE OF FREE AGENTS

The proportion of the G2000 workforce who are free agents—people who work for themselves or for more than one employer—is growing. A 2018 NPR/Marist poll found that one in five jobs in the United States is held by a worker under contract. Within a decade, contractors and freelancers could make up half of the US workforce, putting additional pressure on organizations to unite, engage, and develop a dispersed workforce.

GEN Y AND Z START LEADING

Workers from Generation Y (the millennials, born 1981-1994) and Generation Z (born 1995-2012) are entering the workforce and rising into leadership positions, putting pressure on traditional leadership approaches and radically shifting expectations regarding work and learning.

Is Leadership Development Driving Results? Or Missing the Mark?

Organizations that more directly link learning to the strategic objectives of their businesses are typically the best-performing companies in their industries. Our research tracks differences between those organizations that view L&D as a critical lever for success—and those that do not. In both 2016 and 2018, our results demonstrated that revenue growth, market position, and future growth potential were all significantly stronger in those organizations where L&D was considered closely aligned with, and valued by, the business.

Despite this evidence, our survey findings suggest that all too many leadership development programs today are not hitting the mark. For instance, only a slim majority of L&D teams at top organizations are keeping pace with their organization's transformation efforts.

L&D-CENTERED ORGANIZATIONS SEE RESULTS

66%

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

For organizations indicating that L&D was not critical to success, only 36 percent said they were better positioned than competitors.

48%

of the LOB managers from such organizations agreed that their completion of such programs had paid big dividends in their ability to excel in their role.

57%

of respondents from such organizations reported that L&D has a major, positive impact on their organization's ability to promote leaders from within.

INSUFFICIENT INNOVATION

In our 2016 report, 75 percent of all respondents said they believed greater innovation was needed in learning techniques used in development programs. In our 2018 report, 80 percent of all respondents said that innovation is still needed, indicating that there has been little improvement on this front in the past two years.

Dissatisfaction with the degree of innovation in development programs underscores an important fact: Learners' needs and their attitudes about how they want to learn are changing. People prefer to be in the driver's seat when it comes to their learning, rather than attending one-size-fits-all programs designed according to L&D's priorities. Seventy-four percent of respondents in our 2018 survey believe development experiences should be driven more by learners than by L&D, and only 52 percent of LOB respondents see their organization's development programs as relevant to current business challenges. These numbers suggest there is ample room for improvement. And delivering higher-quality, more effective learning is especially important when trying to build capability needed for change and transformation.

NOT ENOUGH SUPPORT FROM THE TOP

In our 2016 report, we noted how important C-suite support was for creating and sustaining best-in-class development programs. This year, we saw a disconnect between our L&D and LOB respondents on the question of how well senior executives and board members support companies' L&D teams. Specifically, the senior managers in L&D in our study cited a high level of support for their team coming from their company's CEO and board of directors. The LOB practitioners in our respondent pool expressed more skepticism about the amount of support their L&D teams are getting from the C-suite, and this skepticism decreased down the management hierarchy.

This misalignment in perception doesn't bode well for companies, especially those undergoing transformation. Leadership development programs can succeed only if they're reinforced by clear, consistent messaging from both L&D and LOB leaders, as well as focused action driven from the top of the business down through the ranks.

There is a disconnect between our L&D and LOB respondents on the question of how well senior executives and board members support companies' L&D teams.

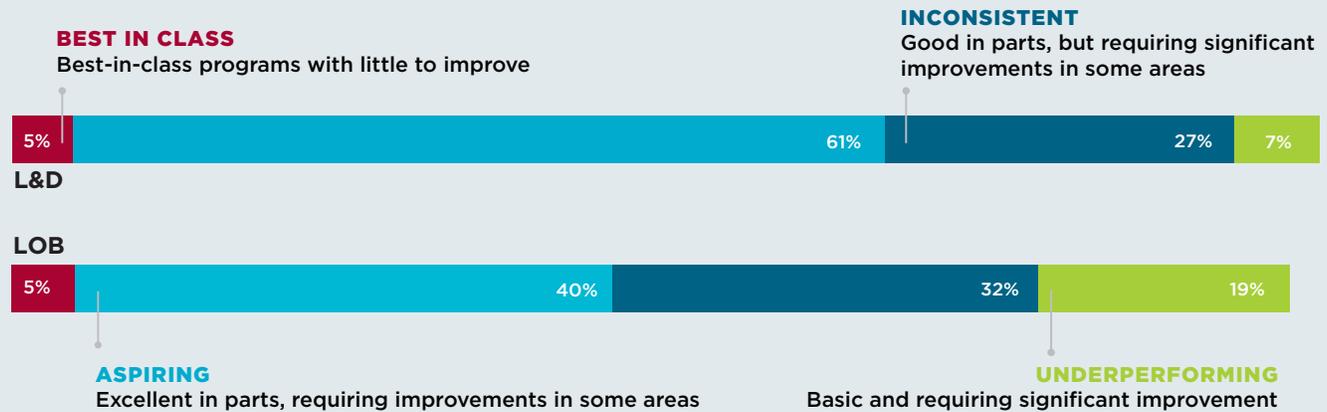
QUESTIONABLE PROGRAM EFFECTIVENESS

As in our 2016 State of Leadership Development study, only about 33 percent of LOB respondents in our latest study said that they have become much more effective as managers after taking part in development programs. And LOB managers at companies where L&D isn't seen as crucial for success most often said that their effectiveness as managers had barely improved after they took part in a development program. Seventy-five percent of the L&D executives in our survey said they recognize the need for some improvement in the programs they design, yet program effectiveness is clearly not improving. [figure 3](#)

It may be that learning is getting crowded out by other strategic priorities. Fifty-seven percent of respondents in our 2016 survey said that L&D would be a strategic priority for their organization in the next three years. But in our latest survey, only 30 percent of respondents said that L&D

FIGURE 3
LOB Less Certain of Leadership Development Excellence Than L&D

What phrase describes your current leadership development programs?



Source: The 2018 State of Leadership Development Report, Harvard Business Publishing

has been a strategic priority in their organization during the past three years. Clearly, L&D's strategic importance hasn't grown as much as expected—just when it is most needed to support an organization's ability to meet the transformation imperative.

L&D'S ROLE IN TRANSFORMATION

When examining the survey results through the lens of transformation, it is clear that L&D can play a significant role in the success of a transformation. Organizations that report L&D as critical to their overall success were far more likely to say their transformations were successful than those organizations that do not view L&D as critical. [figures 4 and 5](#)

However, the survey data showed that despite the growing need for leaders who can flex with change and help their organizations transform, perspectives on the role of leadership development in transformation are inconsistent. For example:

- The LOB managers in our 2018 study saw leadership development as playing less of a role in their organization's transformation efforts than the L&D respondents did.
- Only 50 percent of the LOB managers said that such development was a primary driver of or played an important role in executing their organization's transformation plans—but 69 percent of the L&D respondents provided such responses.
- The degree to which L&D was a major driver in transformation varied significantly by industry. Strikingly, some of the industries experiencing the most transformation, such as aerospace and transportation, view L&D as having the least significant role in their organization's transformation.



29x

FIGURE 4

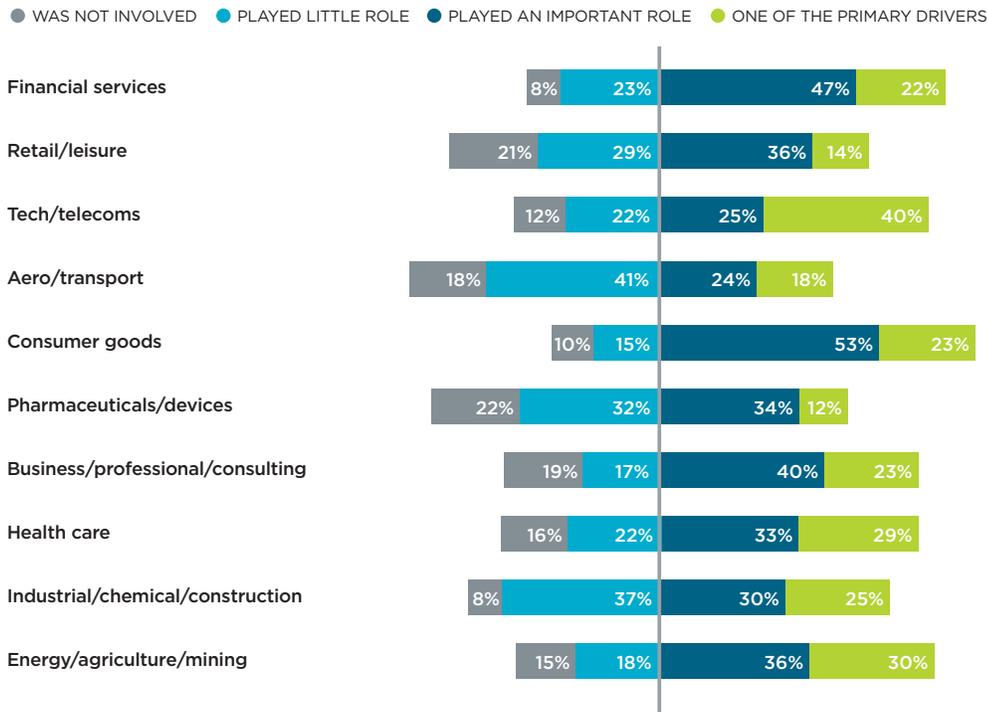
Organizations that say leadership development is critical to their success are 29 times more likely to have a successful transformation than those where leadership is viewed as not important.

What's getting in the way? Some daunting obstacles are at work. In our 2018 survey, 32 percent of respondents identified “too much organizational change” as a major barrier to the success of leadership development in their organization, second only to “time constraints.” This barrier increased from the 26 percent we saw in the 2016 study. In organizations undergoing extensive change, such as more-frequent mergers and acquisitions or overhauling business or operating models, the risk of paralysis increases. L&D leaders may simply be too exhausted to reinvent development programs, and LOB managers too overextended to take part in them. Among both groups, people may conclude that it's better to hold off on modifying or attending programs until the dust has settled from the most recent organizational change effort. [figure 6](#)

FIGURE 5

Leadership Development Importance Doesn't Align with Degree of Industry Transformation

What role has leadership development played in your transformation?



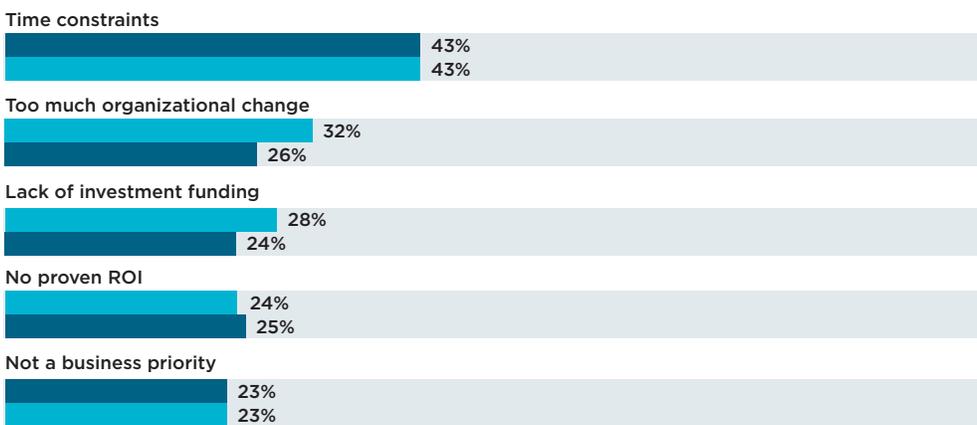
Source: The 2018 State of Leadership Development Report, Harvard Business Publishing

Perspectives on the role of leadership development in transformation vary depending on how strategic a role L&D plays in the overall organization.

FIGURE 6

Barriers to Success of Leadership Development

● 2018 ● 2016



Source: The 2018 State of Leadership Development Report, Harvard Business Publishing

32 percent of respondents identified “too much organizational change” as a major barrier to the success of leadership development.

THE MILLENNIALS' VIEW

As millennials constitute an ever-larger percentage of the workforce and continue to advance into the leadership ranks (including middle manager and senior executive positions), they'll also continue to change the face of the workplace. Millennials' views differ from those of their older colleagues on what they expect from leaders and from leadership development.

Generational expert Tamara Erickson points to a sense of impatience and a desire for immediacy among millennials and Gen Y. Millennials expect choice and more autonomy than prior generations did, and they are more comfortable offering their opinion freely—even to executives. And younger generations see a greater role than their older peers do for technology in leadership development and view technology as a natural extension of development programs.

Companies can benefit from understanding millennials' expectations and perceptions regarding leadership development. And our survey revealed some interesting patterns.

For one thing, the millennials in our respondent pool question the relevancy of their organizations' leadership development programs more than their older colleagues do. Only about 50 percent said they see strong alignment between program content and the business issues facing their organization—including transformation efforts in progress. By contrast, as much as 75 percent of our respondents aged 56 and over saw such alignment. [figure 7](#)

Millennials we surveyed want to see significant improvements in leadership development programs. The under-36 set expressed the strongest agreement about the need for innovation in leadership development. Respondents in this age cohort identified poor content, insufficient thinking and expertise from outside sources, and a failure to make a compelling return-on-investment case as the biggest barriers to L&D program effectiveness in their organizations.

Millennials have different expectations of leadership development around technology, relevance, and choice.

FIGURE 7

Millennials Are More Critical of Leadership Development

What phrase best describes your current leadership development programs?



PROGRAMS ARE EXCELLENT

Source: The 2018 State of Leadership Development Report, Harvard Business Publishing

WHAT DOES ALL THIS MEAN FOR L&D?

To help younger leaders build the capabilities and mindsets essential for successfully leading transformation, L&D teams will have to tie development programs tightly to the change programs their organizations launch. For example, a company seeking to build its innovation capacity will need to develop leaders who are especially skilled at cross-functional communication. L&D should provide the external and internal expertise that millennials want, pick and choose the best content and approaches from executive-level development programs, offer opportunities for cross-functional peer learning, and take advantage of learning technologies that millennials readily embrace (such as gamification, simulation, social platforms, mobile, and video).

As future leaders of their organizations, millennials will be in a prime position to drive not only large-scale organizational transformation but also the new approaches to the design and delivery of leadership development programs. Savvy L&D teams will tap into these leaders' energy and creativity to devise innovative programs that produce top-notch transformation leaders throughout the organization.

As future leaders, millennials will be in a prime position to drive change on multiple fronts.

L&D as a Transformation Driver: Three Areas of Focus

Given the rapidly changing landscape, what actions should L&D take to stay ahead of the curve? Drawn from our survey and work with leading global organizations, here is our take.

We see a future emerging in which L&D teams will tightly link their efforts to their organization's strategy and prove highly adaptable in the face of ongoing change. As all functions in organizations grow increasingly specialized to compete successfully in new business categories and markets, so will L&D. Our study reveals three key areas of focus for L&D teams to help them become an adaptable, strategic function primed to move the needle for their businesses. Learning organizations that reshape themselves along these lines will be best-positioned to deliver development and guidance that will help their organizations capitalize on the opportunities of transformation—and break through the barriers along the way.



**BUILD
ORGANIZATIONAL
AGILITY**



**DELIVER
LEARNER-FOCUSED
PROGRAMS**



**EXPAND THE
DEFINITION OF
PARTNERSHIP**

1 BUILD ORGANIZATIONAL AGILITY



JUST AS COMPANIES MUST become more agile than ever to adapt to the forces changing their environment, so must L&D practitioners.

The ability to adapt and change in the moment will prove crucial, and in a world of ever-accelerating change, traditional five-year plans will no longer work. Instead, L&D will need to resist any urge to “wait for the dust to settle,” and become a disruptor itself—by identifying interventions and experiences that it can execute now, even amid extensive change. Small wins can help L&D build momentum for larger changes in program design and delivery later, and prove L&D’s ability to be agile and creative in the face of change.

In a recent roundtable discussion with leading Harvard Business Publishing clients, the group discussed the need for L&D professionals to become “flexperts.” Flexperts shift their strategies and approaches as required to deliver development programs that meet emerging needs in their organization. Examples include launching a program in an emerging market or creating on-the-fly leadership training for managers fast-tracked for promotion.

As they build agility within their own teams, leading L&D organizations will also be developing agility across their organizations. Leadership development is particularly important, as leaders will set the tone as their organization transforms. As organizations move toward deploying smaller and more-temporary teams to get work done and as teams and roles become more fluid, learning experiences will need to adapt.

TAKE ACTION: AGILITY

- **Develop a new take on teams.** Assemble taskforce-like teams to focus on your organization’s “must win” challenges, such as building capability to enter a new market category or helping to rapidly integrate newly acquired companies into the culture.
- **Foster new behaviors and mindsets.** Develop the behaviors and mindsets essential for shaping a culture that supports your organization’s transformation program. Key to any successful transformation is an organizational culture that is change ready and collaborative and that promotes a learning mindset.
- **Streamline capabilities.** Looking at the strategic vision for your organization, focus on the top three to five capabilities essential for your organization’s near-term and future success, instead of using the massive, more static type of competency model that is common today. Evaluate capabilities each year and align them with new business initiatives.
- **Focus on resilience.** Help people throughout your organization get comfortable with the uncomfortable by fostering a culture that takes calculated risks, learns from failure, promotes learning agility, and uses data analytics to make informed decisions.



CLIENT SNAPSHOT

At one multinational medical devices, pharmaceutical, and consumer products company, business leaders realized that despite decades of success, they needed to transform the innovative capacity of their R&D organization to stay competitive in a constantly changing world. To do this, L&D implemented a large cohort program for all R&D directors and senior directors globally. It provided a common learning experience and a consistent message at scale that aligned leaders and galvanized them around a vision for change. The program launched simultaneously to all R&D senior directors and directors—a population of more than 2,000—using a virtual solution. The curriculum focused on practice and behavior change that contained a foundation for practice that leaders could apply to their day jobs. Their leaders were very visible in the entire program, not just sharing their expertise, but also sharing personal stories of success and failure, which created a safe space for risk-taking and experimentation. As a result, the company’s leaders are driving innovation across the enterprise, resulting in better outcomes for customers in the long term.

2 DELIVER LEARNER-FOCUSED PROGRAMS



L&D PROFESSIONALS WILL NEED to get better at putting learners front and center in their program design and delivery. For millennials and the incoming Generation Z, especially, making learning experiences relevant, and providing trusted content that learners can access easily from anywhere, on any device, will be important. Shifting from courses to resources to experiences will prove crucial here. L&D must move away from cumbersome competency frameworks to offer omnipresent learning in the form of experiences, while providing employees anytime, anywhere with frictionless access to content. (Think “just in time, just for me.”)

Organizations that tap into virtual learning resources are able to more quickly build capability throughout their companies—key for transformation.

Organizations that see great value in L&D are using virtual learning resources more widely than their counterparts. Such resources include elearning, virtual classrooms, and massive open online courses (MOOCs). These organizations excel at building leadership capabilities throughout their company and elevating performance at all levels. They’re also driving alignment behind important change initiatives, as well as building a strong pipeline of candidates for crucial internal roles.

CLIENT SNAPSHOT

One organization that’s clearly operating in a transforming industry is The Coca-Cola Company. The company’s Global Learning & Leadership Development team is using many innovative techniques to keep the organization’s talent equipped for the needs of the evolving organization. For example, the team is experimenting with crowdsourcing to uncover potential talent. Coca-Cola makes projects visible company-wide, so individuals can choose to participate in a project in a different group to develop new skills and involve themselves in work that’s beyond their function. This practice supports learner-driven development and taps into employees’ personal interests in learning beyond their current role.

TAKE ACTION: LEARNER-DRIVEN DEVELOPMENT

- **Encourage storytelling.** Foster the use of storytelling as a leadership skill to help employees embrace and execute the organization’s transformation program. Make sure that in these stories, leaders provide the “why” behind the transformation.
- **Use reverse mentoring.** Use flipped classrooms and reverse mentoring programs to enable young leaders to mentor and coach senior executives. Provide opportunities for leaders at all levels to be seen as teachers.
- **Enable experimentation.** Provide programs that enable employees to explore new functions, work with different teams, and practice new skills on the job. This allows people to integrate learning with work and makes learning a continual process rather than a one-time event.
- **Leverage new technology.** Deploy technologies that make learning more engaging, more accessible, and more personalized. Take advantage of new tools and resources (such as virtual classrooms) that enable you to reach a critical mass of learners around a transformation under way in your organization.

3 EXPAND THE DEFINITION OF PARTNERSHIP



L&D TEAMS WILL BENEFIT by partnering more closely with leaders in other departments, businesses, and industries to strengthen their business acumen and gain insight into other approaches that can spark innovation and creativity in their leadership development programs.

Leaders in our client roundtables predicted that L&D groups of the future will partner with specific internal customer segments such as a research and development team or an analytics group rather than around traditional content areas. As a result, they'll deepen their understanding of their audiences, and will be able to customize learning approaches to each segment. Practices like these will generate more-effective programs and strengthen alignment between development experiences and business results.

TAKE ACTION: PARTNERSHIPS

- **Focus development close to customers.** Deliver development programs to younger, front-line leaders closest to customers and partners. They will be instrumental in executing your organization's transformation.
- **Learn from innovators.** Look outside your industry to organizations that have innovative programs and approaches you can bring to your own organization.
- **Foster talent mobility.** Work with other parts of your business to design a facilitated talent-mobility program featuring job-to-job transitions and ongoing movement of people into new projects and assignments. Ensure that these experiences challenge employees as well as expose them to different business functions and regions.

CLIENT SNAPSHOT

Following the launch of transformation initiatives stemming from a recent merger, the L&D function of a well-known chemical conglomerate is taking steps to minimize the degree of change afflicting leadership development efforts, to keep development on track through this critical window. At the same time, L&D continues to offer more innovative programs. For example, in developing markets, employees in the field are cultivating relationships with locals and mentoring them on how to be more-efficient consumers. The focus is on supporting end consumers, gaining insights from their experiences with using the company's products, and using those insights to innovate the products and services the company provides.



Developing closer partnerships and alignment with the business will strengthen the link between development experiences and business results.

Organizations that see great value in L&D are using virtual learning resources more widely than their counterparts.

Disruption presents enormous opportunity for L&D practitioners who reinvent themselves and their teams.

THE THEME OF TRANSFORMATION as the new normal matters not just for organizations but also for the L&D professionals working in those organizations. Just as organizations must bolster their agility and creativity to adapt to changes in the business environment, so must L&D teams acquire the same characteristics. Change is never easy—whether at the organizational, team, or individual level. But as Scott Anthony noted, disruption also presents enormous opportunity. L&D practitioners who reinvent themselves and their teams now to meet their organizations' ever-shifting needs will stand the best chance of designing and delivering innovative leadership development programs that deliver measurable business results. This will set the stage for leadership development that will build the capabilities and mindsets transformation leaders must have in order to be proactive and adaptive in the face of change and help create and inspire an organization that will thrive in this new landscape.

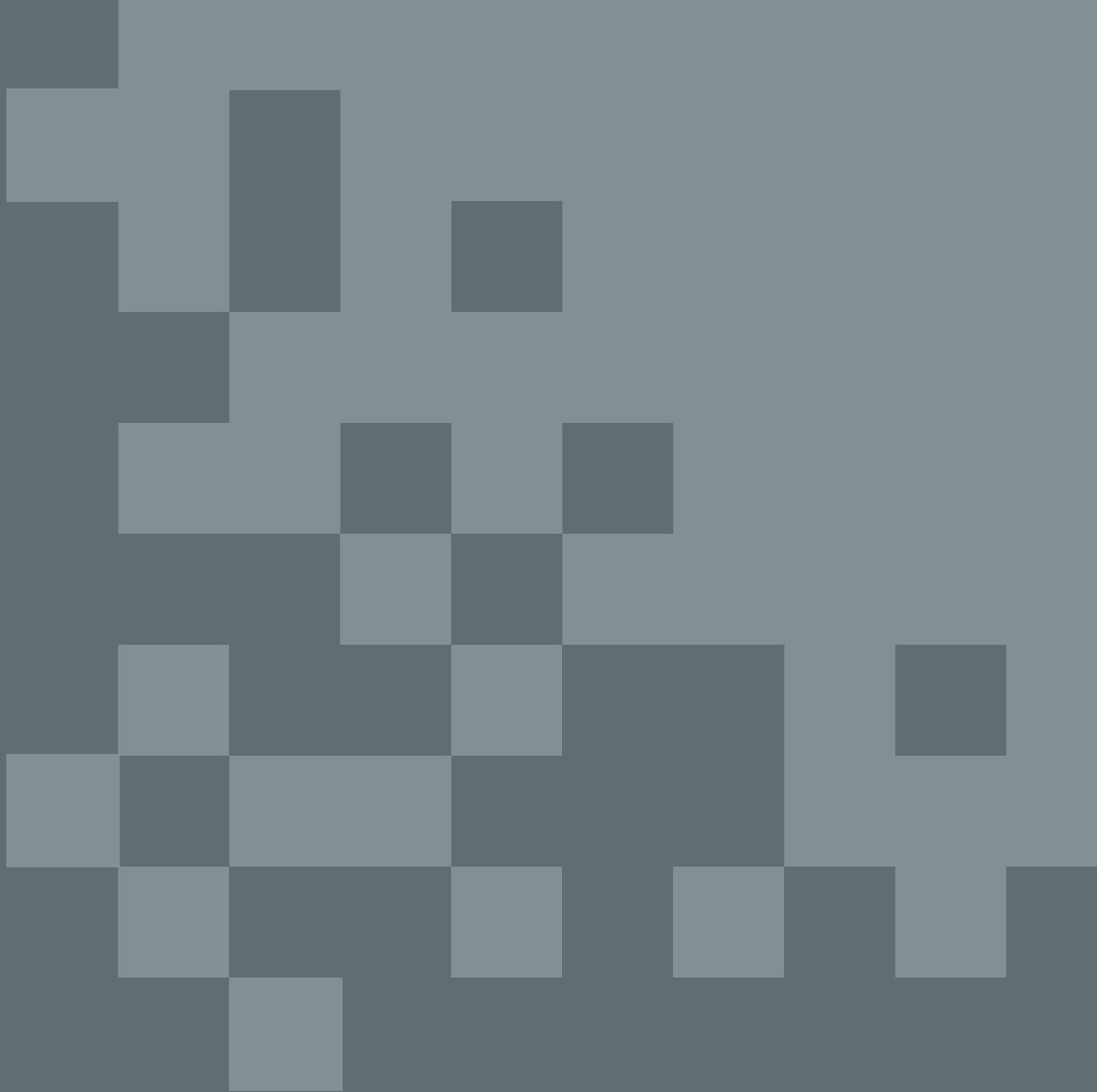
ABOUT CORPORATE LEARNING

With more than 25 years of success delivering dynamic learning experiences to the world's biggest brands, Harvard Business Publishing Corporate Learning partners with Global 2000 companies to co-create leadership-development solutions that align with strategy and engage learners. The company combines unrivaled subject-matter expertise and scale with unmatched flexibility and contextualization to bring the right programs to the right learners in the most useful ways. From highly focused executive leadership programs to enterprise-wide engagements for thousands of global employees, each learning experience leverages the remarkable depth and breadth of Harvard Business School and *Harvard Business Review* resources, industry experts, technology-enabled and user-friendly solutions, and a creative, collaborative mindset to help clients discover something new. The result is stronger companies better prepared to meet their challenges and thrive both today and in the future. Harvard Business Publishing is comprised of three market groups—Higher Education, Corporate Learning, and Harvard Business Review Group—and is an affiliate of Harvard Business School.

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Harvard Business Publishing was founded in 1994 as a not-for-profit, wholly owned subsidiary of Harvard University. Its mission is to improve the practice of management and its impact in a changing world. The company achieves its mission through its relationships with customers in three market groups: Higher Education, Corporate Learning, and Harvard Business Review Group. Through these platforms, Harvard Business Publishing is able to influence real-world change by maximizing the reach and impact of its essential offering—ideas.

NOTES





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