

# Current Trends in Leadership Development

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*“Some people want to put Christ back into Christmas, I want to put development back into leadership development.”*

- Robert Kegan, Harvard Graduate School of Education

Leadership is the one of the important condition for success in any organization. Product quality and services, sales improvement and innovation are all positively influenced by leadership development within a company. Leading organizations believe development for executives and managers should be an integrated part of their company strategy. Globalization, company growth, and the continuous introduction of new technologies require new skills for company leaders (MANUEL L).

Traditionally, leadership development has focused on developing the leadership abilities and attitudes of individuals. Different personal traits and characteristics can help or hinder a person's leadership effectiveness and require formalized programs for developing leadership competencies (LOUIS C, MARSHALL G, AND DAVID U) yet everyone can develop their leadership effectiveness. Achieving such development takes focus, practice and persistence more akin to learning a musical instrument than reading a book (AUSTRALIAN LEADERSHIP DEVELOPMENT CENTRE).

Organizations are now offering more and more proactive leadership development within individual development plans. According to a survey of the American Management Association (AMA), more than 25% of organizations spend more than one-third of their annual training budget on leadership development programs (LEX L AND HAN VAN DER P). Some of the latest leadership development approaches include:

- External leadership development programs organized by universities, executive training institutes and training through professional companies
- Internal leadership training programs
- Temporary 'stretch' assignments which help an individual to develop new skills and competencies
- International assignments to obtain new experiences
- External leadership training organized by consultants
- Job rotation
- Formal mentoring programs

All above than these companies are more focused on developing leadership at executive levels as well as management levels as illustrated in figure 1.

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Figure 1: Current Trend in Leadership Development

## Management Leadership Programme (MLP):

MLP can be used to identify, groom and retain a pool of high potential employees, from which dynamic leaders can be chosen for fulfilling business needs. The leadership talent shall be identified using a competency measurement tool i.e. Assessment Centres based on real business scenario simulations. The programme encompasses grooming high potential talent through Coaching initiatives and Training programmes designed to strengthen competencies.

## Technical Leadership Programme (TLP):

The TLP programme specifically addresses the needs of those employees who wish to make a distinctive contribution through a career with technical accomplishments. It aims to identify, develop and retain employees with technical domain expertise; who also possess the competencies desired in a Business Leader.

## Leadership Development Programme (LDP):

The LDP is designed for high potential employees in middle management who can be groomed on various aspects of leadership behaviour. LDP may use a unique 'on-the-job' approach focused on growing leadership qualities within the business context. This allows employees to develop as leaders even as they work on their current project. LDP grooms emerging leaders through extensive use of field/forum and action learning projects.

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Top Leadership Development Programme (TLDP):

TLDP can be used on similar lines to identify and groom people identified as successors to people currently holding leadership positions. This ensures that the second rung of leadership for each of the businesses / business enablers is in the pipeline.

First Level Leadership Programme (FLP):

The First Level Leadership programme aims to create a leadership pipeline from young emerging leaders at levels, not covered by the LDP.

It is so noticeable that current trends are due to the nature of challenges manager were facing rapidly changed. Environment will continue to be challenging in future: complex, volatile and unpredictable. Challenge ahead is no longer just a leadership challenge, it is a development challenge.

References:

<sup>1</sup> *The leadership development guide*. [online] Available from: [http://www.leadershipdevelopment.edu.au/Content\\_Common/pg-guide.seo](http://www.leadershipdevelopment.edu.au/Content_Common/pg-guide.seo)

<sup>2</sup> LINDEMAN, L. and VAN DER POOL, H., 2009. *Trends in Leadership Development - Part 1*. internationalhr.wordpress.com.

<sup>3</sup> LONDON, M., 2009. *Leadership Development: Paths to Self-insight and Professional Growth*.

<sup>4</sup> LOUIS, C., MARSHALL, G. and DAVID, U., Best Practices in Leadership Development and Organization Change.

<sup>5</sup> PETRIE, N., Future Trends in Leadership Development.