



“Best Practices in Leadership Development” - Measuring the Impact of your Investment

Jennifer Martineau, Ph.D of the Center for Creative
Leadership (USA) Shares Best Practices

This presentation and discussion is designed to present the best of knowledge and practice, from both the Center for Creative Leadership and the fields of leadership development and evaluation, regarding how to design and evaluate high-impact leadership development solutions. It is presented in three segments, described below:

Why should organizations use leadership development to address their strategic needs?

This segment of the presentation will draw on knowledge from CCL, from the Conference Board, from other researchers, practitioners, and providers, and from businesses and clients regarding the value in using leadership development as a critical means to address strategic needs. Designing high-impact leadership development necessitates understanding leadership development to be of benefit to both the organization and the individual participant, and understanding how to connect leadership development to strategic priorities.

What are the best practices in leadership development?

Leadership development is best designed and implemented when it occurs as a process embedded within the larger contextual frame of organizational strategy. This has implications for both the design of “programs” and “processes” (i.e., multiple phases, multiple forms of learning, continuously drawing back to the needs of the organization) as well as for what activities/responsibilities the client organization must take on (e.g., involving the managers of participants in the developmental process – whether directly or indirectly). This segment of the presentation will illustrate effective designs for leadership development as well as the outcomes that result from these designs.

How should leadership development be evaluated?

Dr. Martineau and CCL’s evaluation team approach evaluation from several different perspectives including: to assess program quality and possible actions for program improvement; to assess short term and long term impact of leadership development programs; and to determine the extent to which organizations support or act as a barriers to the transfer of learning to performance in the workforce. This segment will illustrate some of the best ways to identify the impact of leadership development and the ways in which organizations can support it to create maximum impact.

Dr. Martineau will examine current research done on the success of leadership development, outcomes of leadership development and the best practices in evaluating leadership development. Jennifer looks at the business impact of investing on the development of leaders and leadership within an organization or corporation.

Jennifer Martineau is coming to Hong Kong on the week of **March 6-8**. For more information or to book her as a speaker, please contact Anna Fang, director, annafang@netvigator.com Tel: 852 2535-9198

Jennifer Martineau, Ph.D

Jennifer Martineau serves as the Center for Creative Leadership's Director of Design and Evaluation Center. Jennifer earned a doctoral degree in industrial and organizational psychology from the Pennsylvania State University.

At CCL since 1993 and with 20 years experience in the field of evaluation, she has focused her attention on the evaluation of leadership development programs and initiatives. She is recognized as contributing significantly to the growth and improvement of CCL's evaluation practice as a whole, as well as developing numerous evaluation tools and processes. Jennifer serves as internal evaluation coach to CCL faculty and staff, CCL clients, and other leadership development professionals. Her extensive publications include books, book chapters, and articles in both peer-reviewed and trade journals.

About the Center for Creative Leadership

The Center for Creative Leadership (CCL[®]) is an educational institution with international reach. For more than three decades, its mission has been to advance the understanding, practice and development of leadership for the benefit of society worldwide. Center staff members conduct research, produce publications, and provide programmes and assessment products to leaders and organisations in all sectors of society. Headquartered in Greensboro, North Carolina (USA), the Center also has locations in Colorado Springs, Colorado; San Diego, California; Brussels, Belgium and Singapore, as well as network associates around the world certified to offer selected Center programmes. CCL[®] is a member of the Singapore Institute of Human Resources and American Chamber of Commerce in Singapore.

The Center annually serves leaders from more than 2,000 organisations – both public and private, including two-thirds of the **Fortune 500**. Each year, approximately 20,000 individuals participate in a Center programme and 100,000 professionals complete a Center assessment.

In 2003, **BusinessWeek's** biennial special report on executive education ranked the Center 1st worldwide in leadership education for the third consecutive time. The Center also ranked 4th worldwide among open-enrolment programmes and 7th among custom programme providers in that report. In a 2005 **Financial Times** survey, the Center is ranked among the world's Top 10 providers of executive education open-enrolment programmes for the fourth year running.

Website: www.ccl.org

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