

Differences in the Developmental Needs of Managers at Multiple Levels

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Outline

- **Introduction**
 - *Background*
 - *Research questions*
- **The Project**
 - *Purpose, methods, and sample*
- **Results**
- **Conclusions and Recommendations**

Background

- What is clear from the literature is that managers at different organization levels have different types of jobs that require different skills, and therefore they need different types of training to acquire those skills.
- The use of electronic methods (web based, computer based, Video/TV/Satellite Broadcast) is considered a cost effective option for delivery.
- What is not clear is specifically what different types of learning, knowledge, and training managers need at different levels in the organization, or how these skills are best learned.

Research Questions

1. What do employees want to learn?

- Are there topic preferences that can attributed to organization level?
- Are there topic preferences that can attributed to generation?

2. How do they want to learn?

- Are there delivery method preferences that can attributed to organization level?
- Are there delivery method preferences that can attributed to generation?

The CCL Emerging Leaders Project

The purpose of this project is to look for similarities and differences between generations in areas related to leadership, and to better understand the challenges of working across generations.

Sample

- **Total of 3417 participants**
 - Demographic information was to have the ability to perform comparisons by age, organization level, gender, race, company type, and country of origin.
- **Company types**
 - 59% for profits (2005), 41% non profits (1412)
- **Gender**
 - 57% female (1936), 43% male (1481)
- **Race**
 - 83% white (2821), 13% non-white (437)

Sample

- **Country of Origin**

- 83% USA (2844)
- 8% born or living outside USA (261)
- 4% both born and living outside USA (143)
- Countries included:

Afghanistan · Argentina · Australia · Austria · Belarus · Belgium · Bolivia · Bulgaria · Canada · Chile · Colombia · Costa Rica · Croatia · Cuba · El Salvador · Fiji · Finland · France · Germany · Ghana · Greece · Honduras · Hong Kong · India · Indonesia · Iran · Iraq · Ireland · Israel · Italy · Jamaica · Japan · Jordan · Kenya · South Korea · Latvia · Liberia · Luxembourg · Mexico · Netherlands · New Zealand · Nicaragua · Nigeria · Pakistan · People's Republic of China · Peru · Philippines · Poland · Puerto Rico · Romania · Russia · Singapore · Slovakia · South Africa · Spain · Sri Lanka · Sweden · Switzerland · Taiwan · Thailand · Trinidad and Tobago · Turkey · Ukraine · United Kingdom · United States · Vietnam · Virgin Islands

Sample

Level within the organization

17% from top/executive

21% from upper middle management

27% from middle management

24% from professional

8% from first level or hourly

The remaining 3% didn't identify a level.

Sample

Generations:

- 8% **Silents** (born 1925-1945)
- 29% **Early Boomers** (born 1946-1954)
- 30% **Late Boomers** (born 1955-1963)
- 30% **Early Xers** (born 1964-1976)
- 3% **Late Xers** (born 1976-1982)

Results

What **SOFT SKILLS** do employees want to learn?

1. Leadership *
2. Team Building *
3. Communication Skills
4. Vision *
5. Self-Awareness
6. Managing Change *
7. Conflict Management *
8. Creativity *
9. Diversity *
10. Performance Appraisals *
11. *Coaching Skills* *

* - Statistically significant differences at .05 level between organization levels

Results

What **SOFT SKILLS** do employees want to learn?

Top Five by ORGANIZATION LEVEL

Top/Executive	Upper Middle Mgt.	Middle Managers	Professional	First Level/ Hourly
Leadership	Leadership	Leadership	Leadership	Communication Skills
Team Building	Team Building	Team Building	Team Building	Team Building
Vision	Vision	Managing Change	Communication Skills	Self-Awareness
Managing Change	Managing Change	Conflict Management	Conflict Management	Leadership
Communication Skills	Conflict Management	Vision	Self-Awareness	Creativity

Results

What **SOFT SKILLS** do employees want to learn?

Top Five by GENERATION

Silent	Early Boomers	Late Boomers	Early Xers	Late Xers
Team Building	Leadership	Leadership	Leadership	Leadership
Leadership	Team Building	Team Building	Team Building	Communication Skills
Managing Change	Managing Change	Vision	Vision	Creativity
Diversity	Vision	Managing Change	Communication Skills	Self-Awareness
Vision	Conflict Management	Communication Skills	Self-Awareness	Team Building

Results

What HARD/Technical Skills do employees want to learn?

1. Skills Training
2. Problem Solving/Decision Making *
3. Computer Training *
4. Strategic Planning *
5. Presentation Skills *
6. Management/Business Skills *
7. Quality/Process Improvement *
8. Time Management *
9. Hiring/Interviewing *
10. Training - International Customs *

* - Statistically significant differences at .05 level between organization levels

Results

What HARD/Technical Skills do employees want to learn?

Top Five by ORGANIZATION LEVEL

Top/Executive	Upper Middle Mgt.	Middle Managers	Professional	First Level/ Hourly
Strategic Planning	Strategic Planning	Skills Training	Skills Training	Computer Training
Problem Solving/ Decision Making	Skills Training	Problem Solving/ Decision Making	Computer Training	Skills Training
Skills Training	Problem Solving/ Decision Making	Strategic Planning	Problem Solving/ Decision Making	Problem Solving/ Decision Making
Management/ Business Skills	Management/ Business Skills	Management/ Business Skills	Presentation Skills	Time Management
Quality/Process Improvement Presentation Skills	Quality/Process Improvement Presentation Skills	Computer Training	Strategic Planning	Quality/Process Improvement

Results

What HARD/Technical Skills do employees want to learn?

Top Five by GENERATION

Silent	Early Boomers	Late Boomers	Early Xers	Late Xers
Skills Training	Skills Training	Skills Training	Skills Training	Skills Training
Computer Training	Computer Training	Problem Solving/ Decision Making	Problem Solving/ Decision Making	Problem Solving/ Decision Making
Problem Solving/ Decision Making	Problem Solving/ Decision Making	Strategic Planning	Management/ Business Skills	Presentation Skills
Strategic Planning	Strategic Planning	Management/ Business Skills	Strategic Planning	Computer Training
Management/ Business Skills	Performance Appraisals	Performance Appraisals	Presentation Skills	Strategic Planning

Results

How do employees want to learn SOFT SKILLS?

More Preferred Delivery Methods

- 1. On the Job Experience * (71%)**
- 2. One-on-One Coaching * (64%)**
- 3. Peer Interaction/Feedback * (60%)**
- 4. Discussion Groups * (55%)**
- 5. Classroom Instruction/Live (54%)**
- 6. Assessment and Feedback * (53%)**

* - Statistically significant differences at .05 level between organization levels

Results

How do employees want to learn SOFT SKILLS?

Less Preferred Delivery Methods

- 7. Books/Reading * (40%)**
- 8. Case Studies * (25%)**
- 9. Outdoor Experiential Programs * (14%)**
- 10. Workbooks/Manuals * (12%)**
- 11. Games/Simulations (non-computer based) * (10%)**
- 12. Web Based Training * (10%)**
- 13. Computer Based Training * (9%)**
- 14. Computer-Based Games/Simulations * (6%)**
- 15. Satellite/Broadcast TV/Distance Learning Programs (4%)**

* - Statistically significant differences at .05 level between organization levels

Results

How do employees want to learn SOFT SKILLS?

Less Preferred Delivery Methods

- 7. Books/Reading * (40%)**
- 8. Case Studies * (25%)**
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- 12. *Web Based Training * (10%)***
- 13. *Computer Based Training * (9%)***
- 14. Computer-Based Games/Simulations * (6%)**
- 15. *Satellite/Broadcast TV/Distance Learning Programs (4%)***

* - Statistically significant differences at .05 level between organization levels

Results

How do employees want to learn SOFT SKILLS?

Top Five by ORGANIZATION LEVEL

Top/Executive	Upper Middle Mgt.	Middle Managers	Professional	First Level/ Hourly
Peer Interaction/ Feedback	One-on-One Coaching	On the Job Experience	On the Job Experience	On the Job Experience
One-on-One Coaching	On the Job Experience	One-on-One Coaching	Discussion Groups	One-on-One Coaching
On the Job Experience	Peer Interaction/ Feedback	Peer Interaction/ Feedback	Peer Interaction/ Feedback	Discussion Groups
Assessment and Feedback	Assessment and Feedback	Discussion Groups	One-on-One Coaching	Assessment and Feedback
Discussion Groups	Classroom Instruction/Live	Classroom Instruction/Live	Classroom Instruction/Live	Classroom Instruction/Live

Results

How do employees want to learn SOFT SKILLS?

Top Five by GENERATION

Silent	Early Boomers	Late Boomers	Early Xers	Late Xers
On the Job Experience	On the Job Experience	On the Job Experience	On the Job Experience	On the Job Experience
Discussion Groups	Discussion Groups	One-on-One Coaching	One-on-One Coaching	Peer Interaction/ Feedback
Peer Interaction/ Feedback	One-on-One Coaching	Peer Interaction/ Feedback	Peer Interaction/ Feedback	Discussion Groups
Classroom Instruction/Live	Classroom Instruction/Live	Classroom Instruction/Live	Assessment and Feedback	Assessment and Feedback
One-on-One Coaching	Peer Interaction/ Feedback	Assessment and Feedback	Discussion Groups	One-on-One Coaching

Results

How do employees want to learn **HARD SKILLS**?

More Preferred Delivery Methods

- 1. Classroom Instruction/Live (75%)**
- 2. On the Job Experience (73%)**
- 3. Workbooks/Manuals (55%)**
- 4. Books/Reading (51%)**

No difference in preference expressed based on organization level.

Results

How do employees want to learn HARD SKILLS?

Less Preferred Delivery Methods

- 5. One-on-One Coaching (42%)**
- 6. Computer Based Training (41%)**
- 7. Web Based Training (28%)**
- 8. Discussion Groups (26%)**
- 9. Case Studies * (24%)**
- 10. Peer Interaction/Feedback (24%)**
- 11. Assessment and Feedback * (20%)**
- 12. Computer-Based Games/Simulations (12%)**
- 13. Satellite/Broadcast TV/Distance Learning Programs (9%)**
- 14. Games/Simulations (non-computer based) (5%)**

* - Statistically significant differences at .05 level between organization levels

Results

How do employees want to learn HARD SKILLS?

Less Preferred Delivery Methods

5. One-on-One Coaching (42%)
6. *Computer Based Training (41%)*
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* - Statistically significant differences at .05 level between organization levels

Results

How do employees want to learn HARD SKILLS?

Top Five by ORGANIZATION LEVEL

Top/Executive	Upper Middle Mgt.	Middle Managers	Professional	First Level/ Hourly
Classroom Instruction/Live	Classroom Instruction/Live	Classroom Instruction/Live	Classroom Instruction/Live	On the Job Experience
On the Job Experience	On the Job Experience	On the Job Experience	On the Job Experience	Classroom Instruction/Live
Books/Reading	Workbooks/Manuals	Workbooks/Manuals	Workbooks/Manuals	Workbooks/Manuals
Workbooks/Manuals	Books/Reading	Books/Reading	Books/Reading	Books/Reading
One-on-One Coaching	One-on-One Coaching	One-on-One Coaching	Computer Based Training	One-on-One Coaching

Results

How do employees want to learn HARD SKILLS?

Top Five by GENERATION

Silent	Early Boomers	Late Boomers	Early Xers	Late Xers
Classroom Instruction/Live	Classroom Instruction/Live	On the Job Experience	On the Job Experience	On the Job Experience
On the Job Experience	On the Job Experience	Classroom Instruction/Live	Classroom Instruction/Live	Classroom Instruction/Live
			Books/Reading	Books/Reading
				One-on-One Coaching

Results

Also of interest... Coaching considerations

- **Medium**
 - **88% of our respondents express preference for Face-to-Face Coaching sessions. Consistent for all organization levels and age groups.**
- **Frequency of sessions**
 - **Org. Level – direct relationship with frequency**
 - **Top/Exec, Upper Middle, Mid Mgt. – 1. Monthly 2. Weekly**
 - **Professional – 1. Weekly 2. Bi-monthly**
 - **First Level – 1. Weekly 2. Bi-monthly**
 - **Age**
 - **Silent/Early Boomers – 1. Weekly 2. Monthly**
 - **Late Boomers – 1. Monthly 2. Bi-monthly**
 - **Early Xers/Late Xers – 1. Weekly 2. Bi-monthly**
 - **Silent and Late Xers express strongest preference for DAILY meetings of all other age groups**

Conclusions

- Managers have an accurate perception of what training they need to be effective. This being the case, efforts should be made to ensure that programs are in place with the appropriate topics targeted for each level.
- Traditional pedagogic methods are still preferred for learning “Hard”/Technical Skills. This training should be reinforced with relevant job assignments, especially for younger employees.
- “Soft” Skills may be introduced through traditional pedagogic methods, but they should be reinforced through *action learning* groups.
- Investing in technology based training may not be truly cost effective if employees are not receptive to those methods of content delivery.

Recommendations

- Develop a core curriculum of “Soft” skills focusing on *Leadership, Team Building, Communication and Coaching* to provide managers and their direct reports with a common organizational language and framework for these skills.
- Develop a general core curriculum of “Hard” skills that includes *Problem Solving/Decision Making and Public Speaking*. Ensure that increased complexity/sophistication is added to address the needs of upper level managers.
- Develop role-based “Hard” skills training programs that are *strategically aligned* to yield best cost/benefit results.
- Form action learning groups to provide an ongoing support network to develop, practice and hone “Soft” skills. Action learning groups may be beneficial to the development of some role-based “Hard” skills as well. (e.g. Software Development)

The CCL Emerging Leaders Project

Data collection will resume focusing on Europe and Asia on April 15, 2004.

To participate, contact us at:

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