The Conference Board ® Human Capital Benchmarking Service

Category: Leadership Development

Here is a sample of the kind of questions we will ask in in this category. This survey should be completed from the viewpoint of the head of the Leadership Development function. Please address all questions from that viewpoint. For each category, we will ask you to share:

- *Demographic information (your contact information; the company location/revenue size/employee count/HQ location/primary business; legal structure (state-owned, publicly traded, etc.); distribution of employees around the globe) and briefly describe (100 words or less) what products or services your organization provides and, if applicable, to whom*
- *Staffing distribution and budget data for the function*
- *Top issues you are facing*
- *Innovative approaches to solving business challenges following this format:*
  - *What people-related business challenge were you trying to solve? (200 word max)*
  - *What specifically did you do to address the challenge? (250 word max)*
  - *What specifically was innovative about the approach? (100 word max)*
  - *What were the positive business outcomes from your actions? (250 word max)*
  - *If applicable, what was the ROI for this initiative? (500 word max)*
- *Why should your organization be honored for excellence in this category? (1000 word max)*

Here are a few sample questions from this category:

1. Does your organization employ a learning council/executive steering committee? Y/N
2. In my organization, leadership development programs are …

	Always	Usually	Occasionally	Never	NA
launched after extensive needs analysis and stakeholder buy-in.					
developed and delivered to align with business initiatives and corporate strategy.					
evaluated at Kirkpatrick Level 3 (behavior change) or higher.					
evaluated at Phillips ROI level.					
developed in partnership with business units, its leaders, and SMEs.					
expected to demonstrate impact and leader improvement.					

3. Describe the governance model/approach for your Leadership Development function.
4. What types of formal/structured leadership development opportunities does your organization offer?
5. Which populations do your leadership development activities support?
6. What percentage of your identified top talent employees on are "on-track" with development plans?
7. What percentage of your succession plans are executed according to plan each year?
8. How frequently does your organization conduct talent reviews for critical positions?
9. Does your organization develop succession plans around the talent review process?
10. In the past two years, what percentage of promoted leaders were women? People of color?
11. Have you revised your leadership competencies map/profile in the past two years?