

## Survey Report

# Learning and Leadership Development



## During Times of Covid-19

POINT OF VIEW FROM CHIEF LEARNING OFFICERS/  
L&D LEADERS GLOBALLY  
MAY, 2020



# WE ARE ELEVATING THE PROFESSION BY INSPIRING PEOPLE WITH THE LATEST INSIGHTS IN LEARNING & LEADERSHIP DEVELOPMENT.



## INTRODUCTION

Dear Readers,

The IE Center for Corporate Learning Innovation is a robust global community of professionals in L&D, HR and Leadership Development. We are elevating the profession by inspiring people with the latest insights in learning & leadership development. By joining this network, you will have access to leaders in the field with whom you can share insights, ideas, and glean practical wisdom. This will help you fulfill your personal lifelong learning goals while driving lasting success.

The main focus areas of the Center includes:

**Inspiration and Education:** The IE Center for Learning Innovation will feature learning resources such as webinars, workshops, assessments, articles, research reports, degree-granting programs, and executive education.

**Research:** Our research focuses on how organizations can develop their people in the most efficient and effective ways to deliver superior results. We collaborate on applied research with organizations around the world, garnering real time insights.

## THE SURVEY

We have reached out to over 60 Chief Learning Officer's and L&D Leaders globally to learn about important initiatives and best practices. L&D functions have shifted their focus toward the most urgent priorities, like supporting employees in working remotely and personal wellbeing. Live (in-person) programs have come to a complete stop and many L&D professionals are converting leadership development programs into virtual—and blended delivery formats. There is a huge need to develop leadership skills that are critical at times of turbulence.

Before Covid-19, companies had been experiencing a need to upskill and reskill the workforce in order to thrive and grow. In a recent [McKinsey Global Survey](#), (2020), 87 percent of executives said they were experiencing skill gaps in the workforce or expected them within a few years. The coronavirus pandemic will just greatly accelerate the need for upskilling and reskilling.

Exciting times are ahead for L&D functions, who work in an agile way to address the current and future development needs of their organizations.

**WARM REGARDS,  
NICK**

Prof. Dr. Nick van Dam  
Director, IE Center for Corporate Learning Innovation  
IE Board Member and Chief Learning Officer.  
Professor at IE, Nyenrode and the University of Pennsylvania  
Former partner, Global CLO McKinsey & Company



## Who shared their voice?

We launched two surveys between 25/03/2020 and 10/05/2020

Global L&D Leaders and Professionals from vendors. (n—60)

Chief Learning Officers/L&D Senior Leaders from Global companies. (n—47)

## VOICE FROM CHIEF LEARNING OFFICERS/SENIOR L&D LEADERS

achmea

Ahold  
Delhaize

AkzoNobel

alliander

City of  
Amsterdam

Baker  
McKenzie.

BCG

CHIOMENTI

DAIMLER

Deloitte.

dormakaba

EY  
Building a better  
working world

hp

IBM

Johnson  
Controls

KIRKLAND & ELLIS

kpn

McKinsey  
& Company

PHILIPS

سابك  
sabik

SBERBANK

Shell

SNC

LAVALIN

SOLVAY

Telefonica

TELUS

Unilever

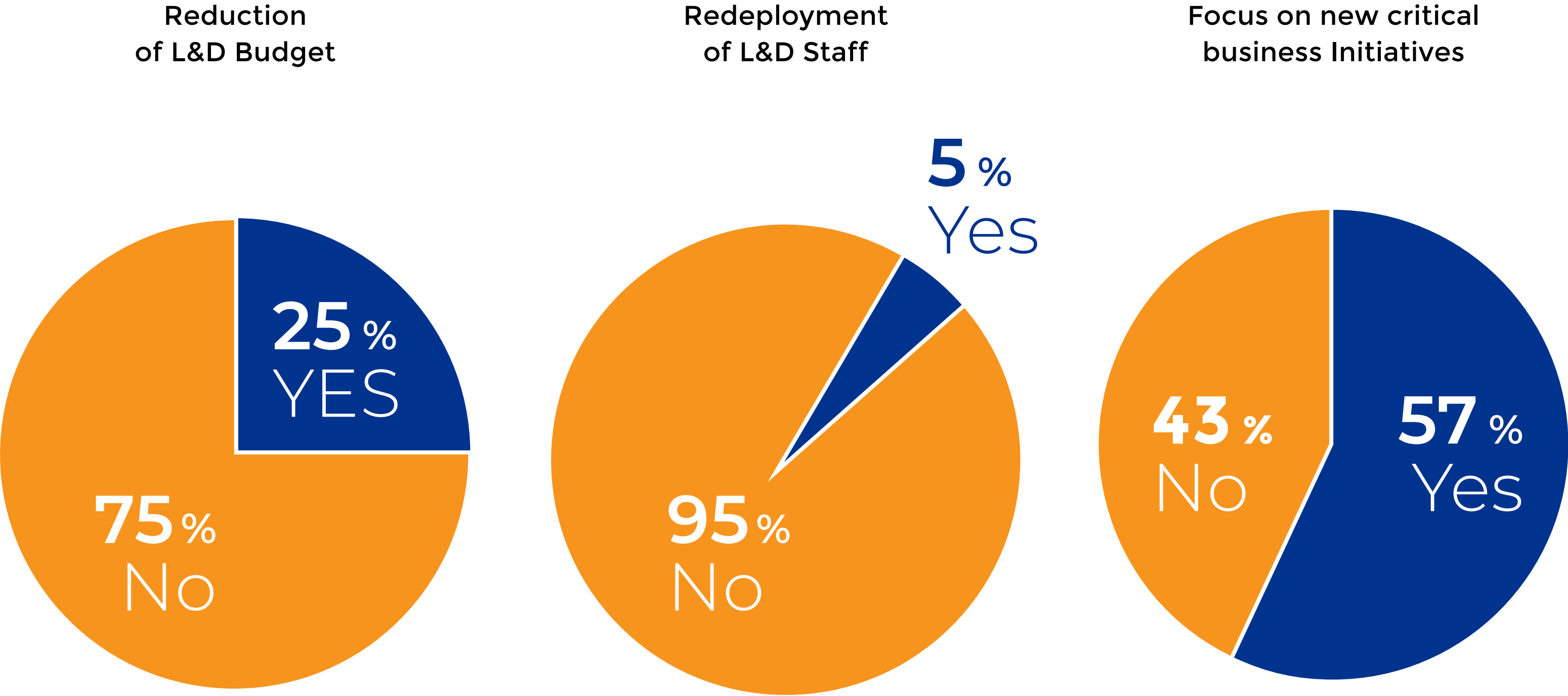
Travix



# Learning and Leadership development functions shifting quickly towards business critical initiatives.

Most L&D functions have ceased the delivery of in-person development programs. Instead they started to work on business critical initiatives and as well as with the conversion of ‘in-person’ programs into virtual delivery methods. A quarter (25 %) of L&D functions have seen a budget reduction but hardly any organization has redeployed staff.

L&D budget reductions depend upon many factors including: sector, company, existing investment levels in L&D, the needs and urgency of people capability building as well as the scope of the existing L&D initiatives, among others.

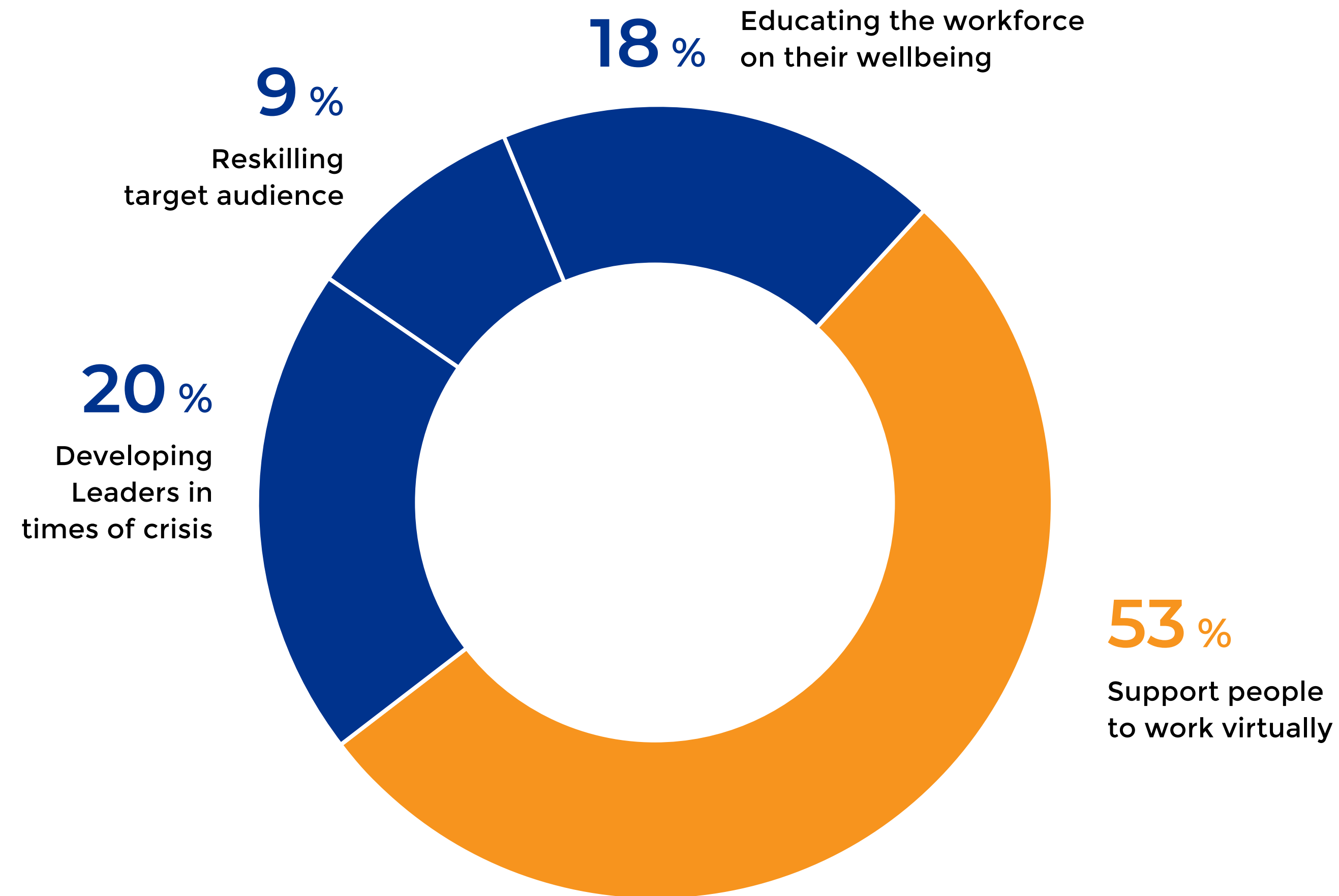


THE IMPACT OF THE CRISIS ON LEARNING & DEVELOPMENT

## Supporting the workforce to **work virtually** is a top priority for L&D leaders.

The most important priority is to support a virtual workforce through use of virtual meetings and collaboration tools, as well as topics related to health and wellbeing. Many organizations have started launching programs to build virtual leadership skills as well as developing leaders with skills they need in times of turbulence.

Research from McKinsey (2020) shows that many companies are facing a growing skill gap and the coronavirus pandemic will accelerate the need to enhance skills. Therefore, it is expected that L&D functions will play a significant role in upskilling and reskilling the workforce.



WHAT ARE EXAMPLES OF NEW L&D INITIATIVES YOU ARE WORKING ON?

# Examples of New Learning and Leadership Development Topics



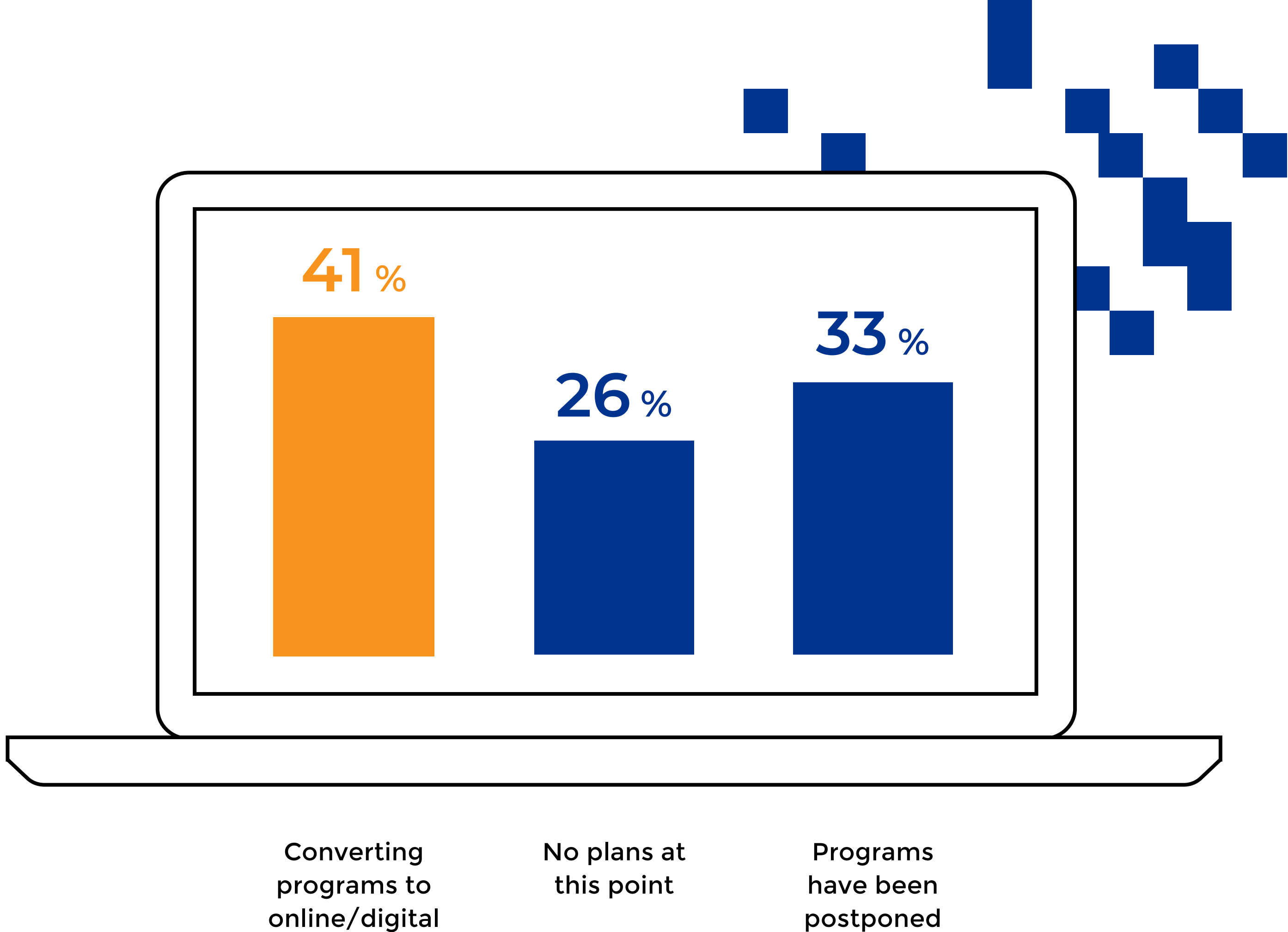
## TOPICS OF DIFFERENT INITIATIVES

<i>“Develop online on-boarding programs.”</i>	<i>“Managing stress.”</i>	<i>“Leading virtual meetings.”</i>
<i>“How to sell virtually?”</i>	<i>“Building online facilitation skills.”</i>	<i>“Elevating people’s presence in virtual meetings.”</i>
<i>“Leading remote teams.”</i>	<i>“Performance support for health professionals.”</i>	<i>“Agile working.”</i>
<i>“Skilling people to work virtually.”</i>	<i>“How to work effectively remotely.”</i>	<i>“Decision making in times of crisis.”</i>
<i>“How to stay customer focused.”</i>	<i>“Awareness and support for self-reflection.”</i>	<i>“Restructuring businesses.”</i>
<i>“Leadership in times of crisis.”</i>	<i>“Building resilience.”</i>	<i>“Business scenario planning.”</i>

**Most organizations have started converting in-person programs into virtual programs.**

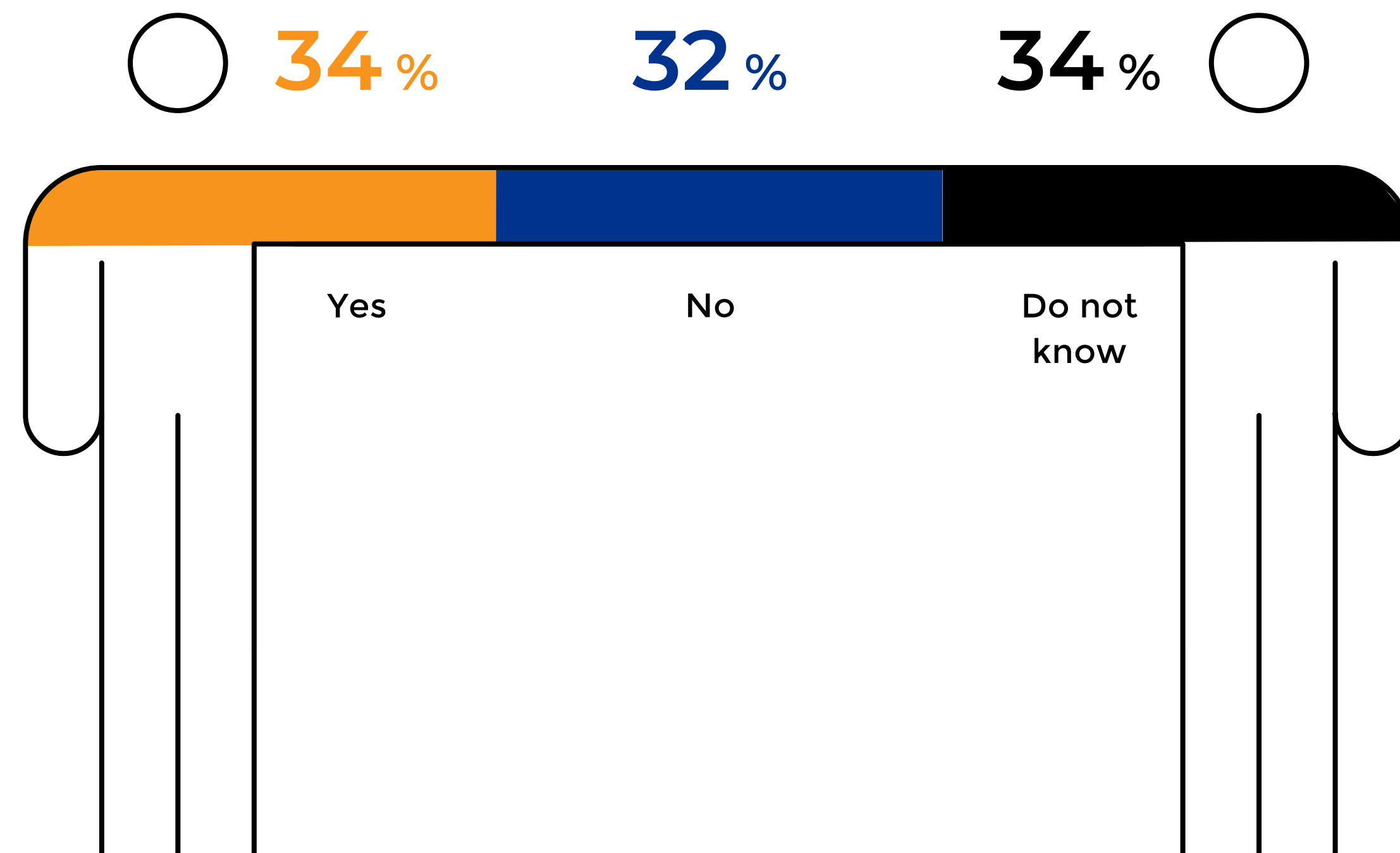
L&D functions need to strengthen their learning design muscles to deliver high quality blended- and virtual leadership programs.

Converting in-person programs into virtual programs is not about just digitizing an existing program, but leveraging new instructional strategies and the features and functions of a variety of learning technologies.



**THE APPROACH IF 'IN-PERSON' PROGRAMS CANNOT BE DELIVERED OVER THE COMING 12 MONTHS**





## DELIVERING 'IN-PERSON' LEADERSHIP PROGRAMS WITH 1.5 – 2 METER (4 – 6 FEET)\* FORMAT

**About one third (1/3) of organizations are confident that they can deliver **in-person programs 1.5 – 2 meter (4 – 6 feet) format.****

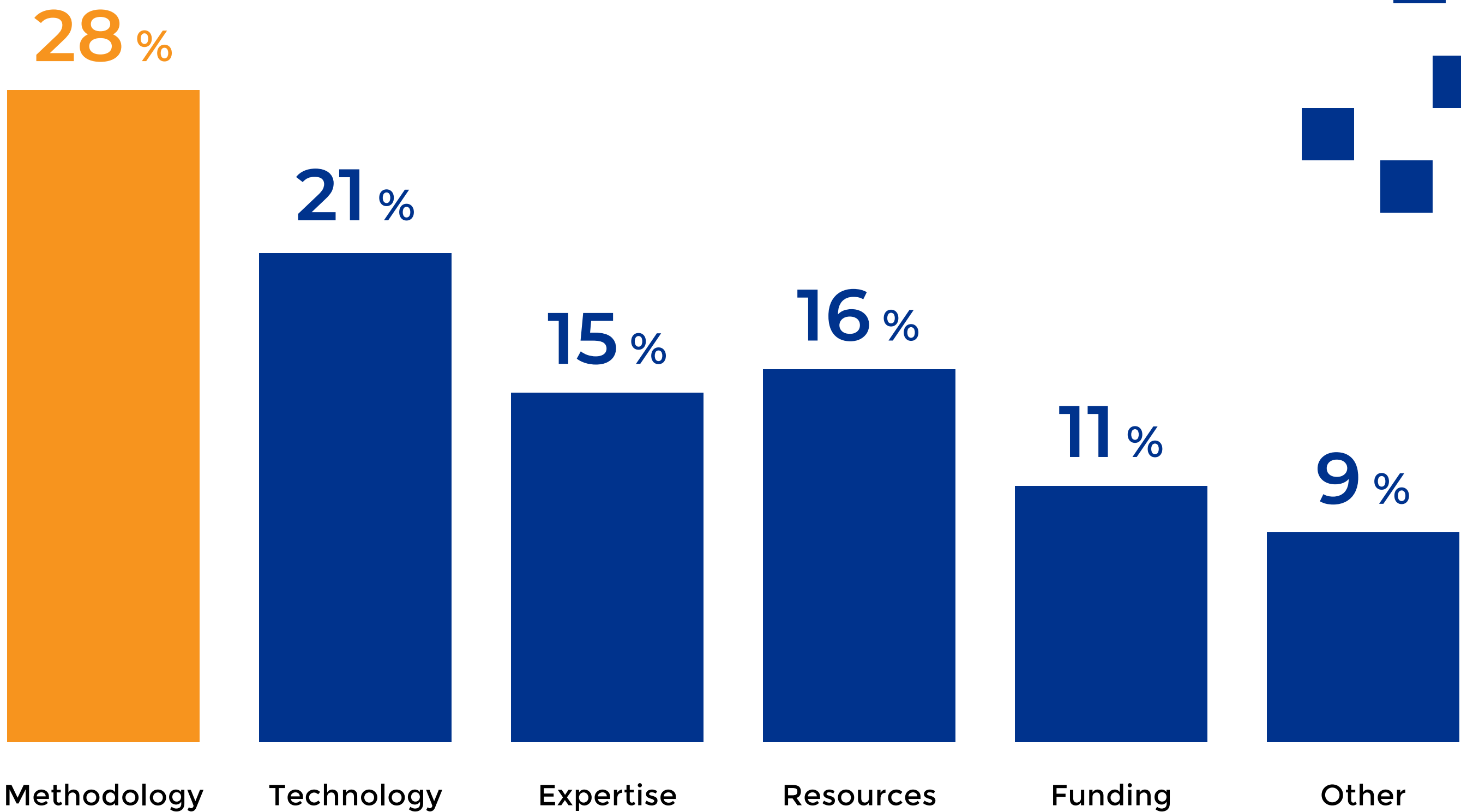
Delivering in-person experiences in a 1.5 meter (6 feet) classroom environment is a concept that no-one has ever applied. It requires a redesign of the physical classroom as well as the usage of different didactical models and instructional strategies.

\*Social distancing guidelines vary across countries

**Lack of methodology is the biggest challenge in developing high quality virtual leadership programs.**

Only 59% of respondents agree or strongly agree that they have the expertise to develop virtual leadership programs. Additionally, many respondents have identified a lack of methodology as one of the biggest challenges.

L&D functions will collaborate with Business Schools and vendors who have a strong experience in online education and in applying best practices.

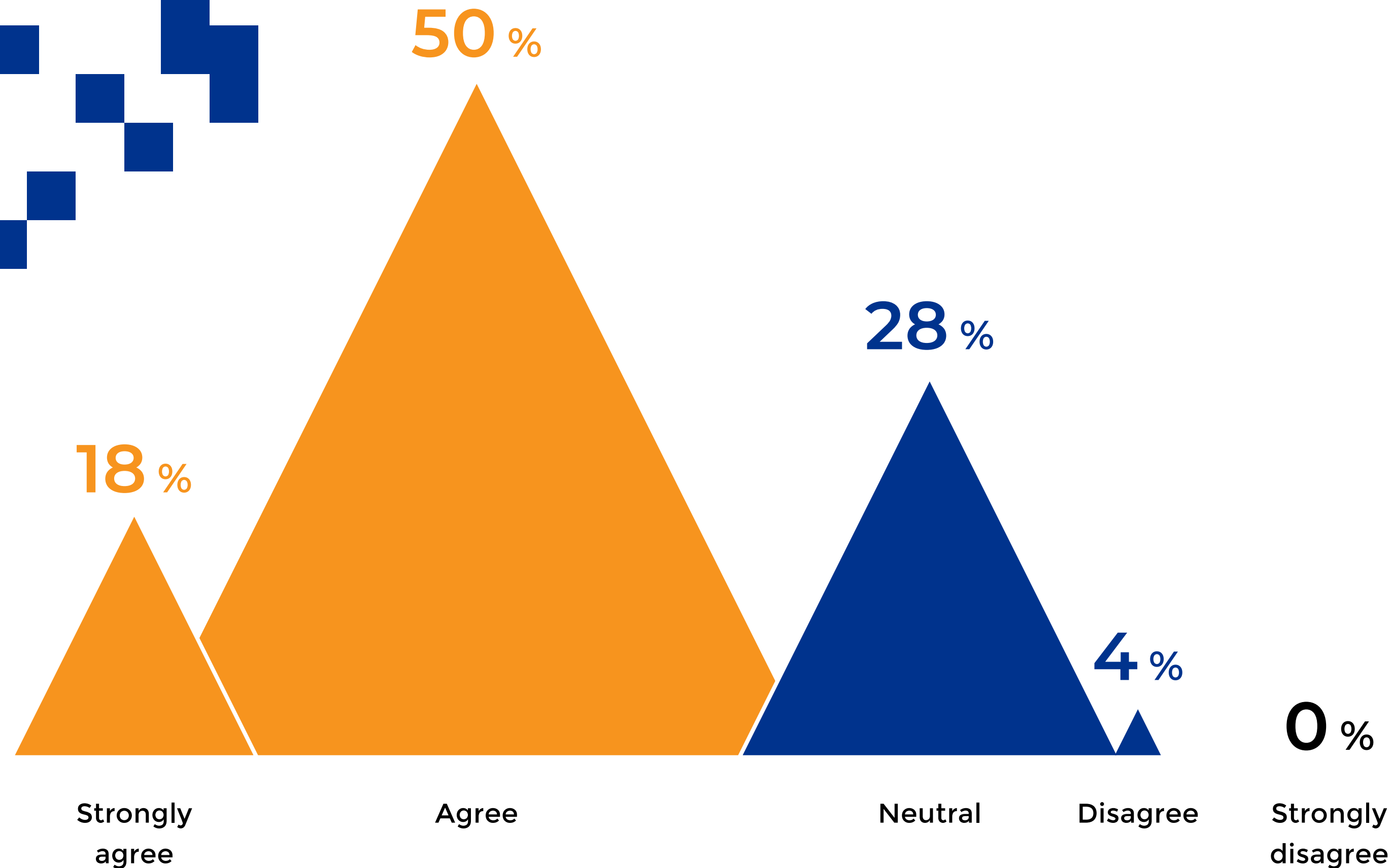


THE BIGGEST CHALLENGES IN CONVERTING IN-PERSON PROGRAMS INTO HIGH QUALITY VIRTUAL PROGRAMS

**68 % of respondents expect that leaders will attend virtual leadership development programs.**

There is a big variation by company in offering virtual leadership development programs. Just a few companies have a lot of experience with online learning which has become a part of the learning culture for leaders.

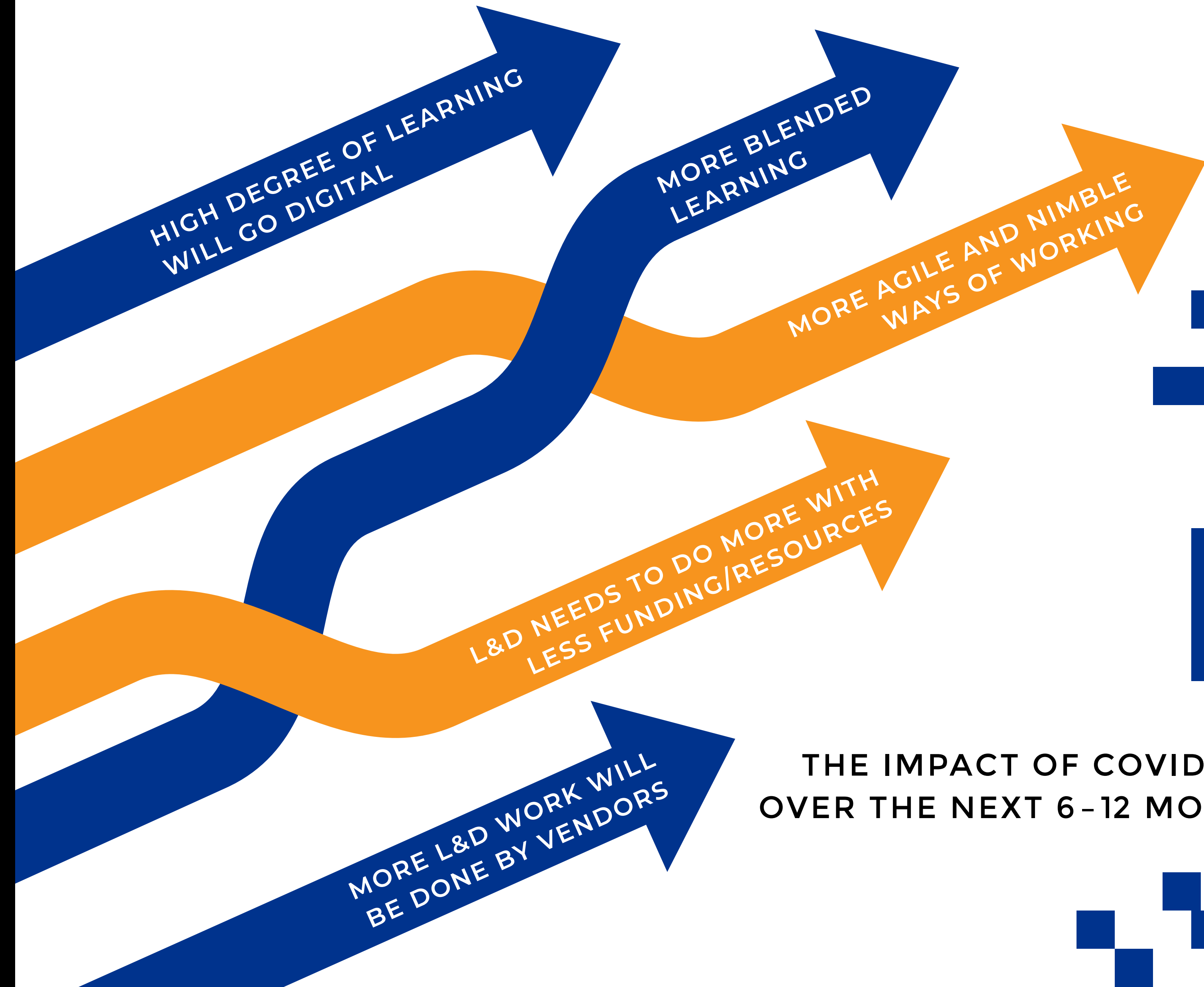
Companies who have been slower in adopting virtual programs for leaders are now making big steps in motivating leaders to attend virtual programs.



## WILL LEADERS ATTEND VIRTUAL LEADERSHIP DEVELOPMENT PROGRAMS

# Corporate Learning and Leadership Development Practices **will change forever.**

Every crisis provides new opportunities for organizations and functions to innovate. Existing trends such as digitization of learning, deploying cloud based and user centric technologies, agile working, making the right 'make – or buy' decisions, using evidence based development practices, etc. will be put on the fast track.



THE IMPACT OF COVID-19  
OVER THE NEXT 6-12 MONTHS



## RECORDED WEBINARS

We have engaged Learning & Leadership Development leaders to share their latest insights and expertise.

We invite you to gain new insights watching the recorded webinars.

[WWW.IE.EDU/CENTER-FOR-CORPORATE-LEARNING-INNOVATION/WEBINAR-SERIES](http://WWW.IE.EDU/CENTER-FOR-CORPORATE-LEARNING-INNOVATION/WEBINAR-SERIES)



### CORPORATE LEARNING AND DEVELOPMENT ON A GLOBAL COMPANY: THE UNILEVER EXPERIENCE

Tim Munden. Chief Learning Officer at Unilever



### THE POWER OF WORKFLOW LEARNING: DESIGNING FOR ALL 5 MOMENTS OF NEED

Bob Mosher. Senior Partner, CEO, and the Chief Learning Evangelist, at APPLY Synergies.



### DEVELOPING DIGITAL TRANSFORMATION LEADERS: A CASE OF SBERBANK CORPORATE UNIVERSITY

Igor Baranov. Vice Dean, Education and Research, Sberbank Corporate University



### DEVELOPING VITAL LEADERS IN A VUCA WORLD: AN EVIDENCE-BASED APPROACH

Dr. Noémie Le Pertel. Academic Director at IE, Adjunct Professor at Columbia University, Founder of Empowered Wellness & Center for Positive Leadership



### BUILDING AN INTEGRATED L&D ECOSYSTEM: LESSONS LEARNED FROM MCKINSEY'S LEARNING TRANSFORMATION

Matthew Smith. Chief Learning Officer at McKinsey



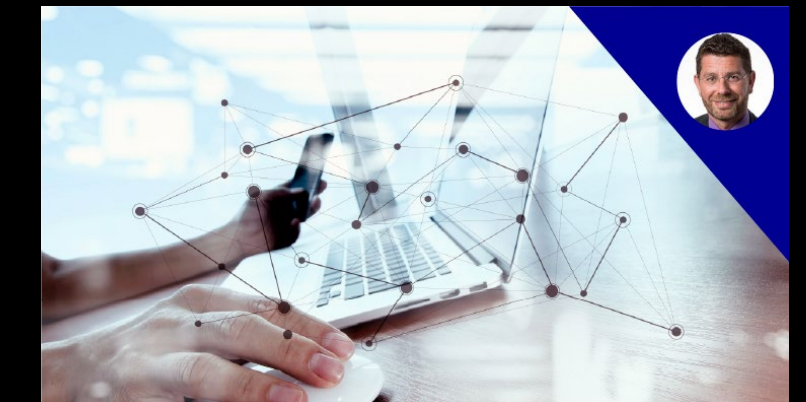
### USING PSYCHOMETRICS FOR LEADERSHIP DEVELOPMENT IN A GLOBAL PROFESSIONAL SERVICES FIRM

Daljit Singh, Director of Leadership Development with Baker McKenzie



### LEARNING HOW TO LEARN: POWERFUL MENTAL TOOLS TO HELP YOU MASTER TOUGH SUBJECTS

Barbara Oakley, instructor of Learning How to Learn (University of California-San Diego - Coursera)



### THE FUTURE OF LEARNING @ DELOITTE (UNIVERSITY)

Karel G.W. Massop, Director and innovation initiative leader for Deloitte University EMEA



### DEVELOPING LEADERS FOR THE 21<sup>ST</sup> CENTURY

Joel Casse, Global Head Leadership Development, CoE NOKIA



### HOW GOOGLE'S CULTURE SUPPORTS LEARNING & INNOVATION

Lisa R. Kaufman, Senior Global Learning & Development Manager at Google



### AHOLD DELHAIZE: DEFINING WORK IN THE FUTURE

Nicholas Brassey, CHRO Ahold Delhaize Europe and Indonesia. Advisory Board Member of the International Masterclass L&D Leadership



### THE RISE OF THE CHIEF WELLBEING OFFICER: A CALL FOR ORGANIZATIONAL HEALTH

Dr. Noémie Le Pertel, Dr. Nick van Dam and Johanna Dekkers



## FEATURED PROGRAMS

IE offers a wide range of non-traditional degrees that highlight the importance of innovation, technology and globalization in today's rapidly changing world. The high-quality education IE provides enables individuals to gain valuable insights into a variety of fields, while its hands-on experience gives participants and their businesses an advantage over the competition.

By empowering students to pursue their ambitions, we allow them to catapult themselves to lasting professional success.

[WWW.IE.EDU/CENTER-FOR-CORPORATE-LEARNING-INNOVATION/FEATURED-PROGRAMS](http://WWW.IE.EDU/CENTER-FOR-CORPORATE-LEARNING-INNOVATION/FEATURED-PROGRAMS)

### INTERNATIONAL HR LEADERSHIP IN THE DIGITAL ERA

Companies in the Digital Age need to modernize their HR practices in order to advance the 'employee experience' and have an impact on business. This 6-months blended learning journey immerses participants with the latest insights and leading practices in HR Leadership which will drive business impact.

**LOCATION**  
Segovia and  
Breukelen

**FORMAT**  
Blended

**INTAKE**  
June 2021

**DURATION**  
6 months

**LANGUAGE**  
English

### INTERNATIONAL MASTERCLASS LEARNING & DEVELOPMENT LEADERSHIP

The defining attributes of the 21<sup>st</sup> century economy and the fourth industrial revolution are innovation, technology, globalization and rapid pace of change. This 6-months blended learning journey immerses participants with the latest insights and leading practices in L&D Leadership which will drive business impact.

**LOCATION**  
Segovia and  
Breukelen

**FORMAT**  
Blended

**INTAKE**  
July 2020

**DURATION**  
6 months

**LANGUAGE**  
English

### EXECUTIVE MASTER IN POSITIVE LEADERSHIP, STRATEGY & TRANSFORMATION

In the face of epic levels of change and an imperative to innovate, implementing positive leadership approaches in the way you lead will enhance your team's happiness, wellbeing, and productivity—enabling your company to thrive in an increasingly competitive market landscape.

**LOCATION**  
Madrid

**FORMAT**  
Part-time

**START DATE**  
July 2020

**DURATION**  
1 Year

**LANGUAGE**  
English

### MASTER IN TALENT DEVELOPMENT & HUMAN RESOURCES

The workplace needs to be re-invented to regain high employee engagement, and success as a virtuous cycle. This requires a new leadership paradigm, which is why this cutting-edge program uses new HR and talent development skills and technologies to design people-strategies that are strategically aligned with business objectives.

**LOCATION**  
Madrid

**FORMAT**  
Full-time

**START DATE**  
October 2021

**DURATION**  
10 months

**LANGUAGE**  
English



## MEET THE TEAM

At IE, we are proud to be continuously reinventing higher education by advancing our pedagogy, updating programs at the speed of business, using the latest education technologies and leveraging world-class research insights. With professional and academic expertise across a wide range of fields, our team of faculty bring their unique perspectives and insights to spur innovation in the field of learning and leadership development. Our goal is to advance the capabilities of L&D professionals so that they can support their organizations and people to perform at their best. Each faculty member plays an important role in a variety of areas such as research, program design, publications, and teaching.



**JAN RIJKEN**

Adjunct Professor at IE and Director of Learning at Wiley-CrossKnowledge



**DR. NOÉMIE LE PERTEL**

Academic Director, IE, Adjunct professor & Doctor, Columbia University. Founder, Empowered Wellness & Center for Positive Leadership.



**JUDITH GRIMBERGEN**

Adjunct Professor at IE and Founder of Visual Thinking and Visual Drawing for Business



**DR. JACQUELINE BRASSEY**

Adjunct Professor at IE and L&D Director at McKinsey & Company



**DR. ELS VAN DER HELM**

Adjunct Professor at IE and Founder of Shleep



**DR. CRISTINA FERNÁNDEZ TESORO**

Project Manager at IE Business School and Senior Consultant at the United Nations Institute for Training & Research



**BETH LOEB DAVIES**

Adjunct Professor, Consultant, Keynote Speaker, Podcast Host and Former Head of L&D at Tesla



**DR. BARBARA OAKLEY**

Adjunct Professor at IE and Full Professor at Oakland University



**PATRÍCIA GARCÍA RODRIGUEZ**

Adjunct Professor and Program Leader Executive Education at IE. Human Rights and International Law Practitioner



**WIM FOCQUET**

Academic Director and Associate Professor at IE. HR and CSR Director BELUX for DPD



**DR. NICK VAN DAM**

Director, IE Center for Corporate Learning Innovation. IE Board Member and Chief Learning Officer. Professor at IE, Nyenrode and the University of Pennsylvania Former partner, Global CLO McKinsey & Company



**DR. CUQUI CABANAS**

Professor and Chair, Organisational Behaviour and Human Resources Department at IE University



**CAROLINE MOL**

Adjunct Professor at IE and Director Of Strategic Partnerships at edX EMEA



**EILEEN M. ROGERS**

Adjunct Professor, IE and Villanova University, International Executive Coach, and Founder and CEO, LeadershipSigma.com

## IE EXPONENTIAL LEARNING

IE Exponential Learning focuses on providing tools for lifelong learners and professional growth at every stage of one's career, helping self-motivated individuals to build the skills necessary to adapt and improve performance in an ever-evolving global landscape.

It offers a wide range of learning paths: Bootcamps, High Impact Online Programs, Executive Education programs and IE's Global Senior Fellow Initiative.



[WWW.IE.EDU/EXPONENTIAL-LEARNING](http://WWW.IE.EDU/EXPONENTIAL-LEARNING)

## HEADSPRING

Headspring is a joint venture between the Financial Times and IE Business School established in 2015. Founded on the principle that executive development needs to be collaborative, relevant and measurable, Headspring's purpose is to design a new and more relevant approach to executive development that would be fit for the challenges and business environment of the 21<sup>st</sup> century.

Headspring combines the business acumen, academic rigor and innovative approach of the IE Business School with the perspectives and skills of the most influential Financial Times journalists.



[WWW.HEADSPRINGEXECUTIVE.COM](http://WWW.HEADSPRINGEXECUTIVE.COM)





## CONTACT

If you're interested in collaborating with us,  
please contact us!

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