

KORN FERRY  
**Institute**

# Real World Leadership

Build a pipeline of ready-now leaders.



Development that drives transformation and growth.  
Part two of the Real World Leadership report series.





## About the study.

Korn Ferry commissioned a comprehensive, global survey of views on leadership development in July and August of 2015. The survey generated more than 7,500 responses from 107 countries, with broad representation from markets such as North America, the UK, continental Europe, Australia, and Asia. Three in four of the leaders who responded are engaged in their organizations' business functions; the rest are in human resources.

The breakdown of the respondents follows:

- ▶ C-suite (26%)
- ▶ VP/SVP/EVP (31%)
- ▶ Director (27%)
- ▶ Other (16%)

# Introduction.

## **Gaps in the leadership pipeline hinder organizations' performance.**


A robust leadership pipeline is critical to drive strategy and growth so organizations may achieve their goals. But, while many of them have devoted considerable resources to development, few have a suitable number of leaders ready to take on greater responsibilities and the challenges of the future. For many, the pipeline is producing only a trickle of ready-now leaders.

While the severity of the issue varies among organizations and industries, it's clear throughout the business world that demand for leaders is greater than supply and many organizations face a shortage of leadership talent. The complexity and fast-changing nature of the global economy has created the demand for new leadership mindsets, skills, and capabilities. With the failure of leadership development programs to develop people fast enough to fill the new and changing roles required for success, many organizations are in a predicament.

Korn Ferry's 2015 survey on leadership development reveals a sense of urgency among business leaders about their leadership pipelines. They recognize a need to generate increasing numbers of diverse leaders with new and varied capabilities far more quickly. However, they are unsure how to make this happen.

### **Key findings include:**

- "Filling gaps in the leadership pipeline" is a top global leadership development priority for organizations, second only to "developing leaders to drive strategic change."
- Organizations are generally operating with a 50/50 "build" versus "buy" ratio to fill leadership gaps, even though they say the ideal ratio, based on current best practices, is 67% "build" and 33% "buy."
- Most new executives require a minimum of six months to become fully productive in their roles, yet 53% of survey respondents expect optimal performance from leaders in new and critical positions in six months or less.
- Lack of executive sponsorship is the number one barrier to successful leadership development.



The good news is that many organizations acknowledge the seriousness of the problem and recognize they should discard much of their current approach to leadership development, embracing new ideas to resolve ongoing obstacles.

So, what can organizations do to address their immediate pipeline issues? To connect with broader talent pools, they can intensify their recruitment efforts and employ social media and other state-of-the-art outreach. However, the creation of a vibrant pipeline that consistently generates a flow of ready-now leaders will require that organizations make leadership development a core value and a primary responsibility at all management levels.

This is the second of four reports that discusses the results and implications of our global research. Each is designed to reflect key survey findings on the status of leadership development across the globe, and provide market intelligence and insights that will help organizations develop leaders to build for future success.

**Stu Crandell**

Senior Vice President of the Korn Ferry Institute

# Concern about leadership pipeline gaps.


Organizations say that "filling gaps in the leadership pipeline" is their second most important overall leadership development priority (after "developing leaders to drive strategic change"—the topic of our first Real World Leadership report).

When asked to further identify leadership gaps against their business strategy, respondents reported that their top shortfall was having leaders with the "ability to manage through strategic change." This was followed by the desire for "broad and general management capabilities," "specific critical skill sets," and "gender and generational diversity."

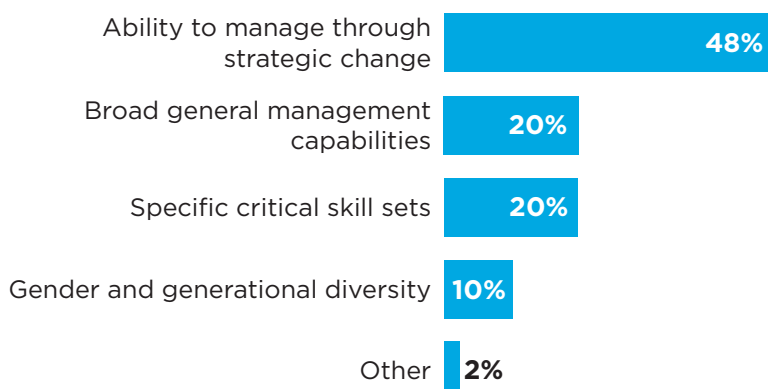
The number one gap, finding leaders with the "ability to manage through strategic change," reflects the pressures organizations face in coping with a slow-growing and rapidly changing economic environment.

"Business today is more complex and volatile," Crandell says. "Organizations are looking for leaders who can think outside the box, manage complexity and change, and find new ways to innovate and drive growth."

## Top 3 global leadership gaps:

- 1 Ability to manage through strategic change 
- 2 Broad general management skills 
- 3 Specific critical skill sets 

## In which areas did you identify leadership gaps?






## Pipeline gaps differ due to many factors.

While pipeline gaps are common across the business world, the leadership attributes needed by organizations differ depending on their strategic direction, goals, and other unique factors. Moreover, the scope of jobs is widening. The imperatives of new technology and globalization are creating demands for more sophisticated capabilities and expertise at all levels.

As **Noah Rabinowitz**, senior partner and global head of Korn Ferry's Leadership Development practice says, "The gaps vary. For example, a company expanding into a new overseas market may need more people with cultural agility and the ability to operate in the local culture, while another may require more diverse leaders to match their changing client demographics. A pharmaceutical company that is moving into digital health solutions, for example, will need leaders with specific technical skills, experience with new business models, and innovative mindsets."

"Every organization has gaps," Rabinowitz stresses. "But the nature of the gaps, and therefore the solutions, differ."



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*Noah Rabinowitz  
Senior Partner and Global Head  
Korn Ferry Leadership Development*

# Origins of gaps in leadership pipelines.

The causes behind leadership pipeline gaps are many and varied. The slow growth economy in recent years, for example, led many leaders to postpone their retirement, inadvertently hindering the advancement of junior colleagues. Now, less experienced leaders are being asked to take on more challenges, without having developed the proper experiences to succeed at a higher level.

Korn Ferry experts highlight the following:

- Ineffective leadership development programs.
- Demand for skill sets that are not part of the organization's existing knowledge base.
- Regions with stagnant economies that delay promotions for new leaders, and fast-growth economies that cause demand to outpace the supply of talent.
- Demographic trends that have severely weakened pipelines in certain regions and industries.

"Major companies and multinationals have invested a great deal of money to build their pipelines and help leaders advance to the next role," notes Crandell. "But the impact has too often been negligible. They are not getting more people ready faster. When all is said and done, it's still the same few people who are ready now—and there aren't enough of them."

Looking ahead, the challenges of creating growth in a slow or stagnant economy will generate continuing demand for higher level skills and agile leadership qualities, which puts an additional strain on leadership pipelines.

**"When all is said and done, it's still the same few people who are ready now—and there aren't enough of them."**

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Senior Vice President  
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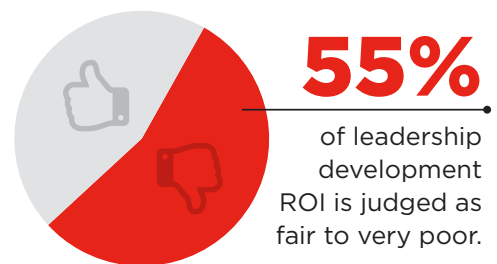
## The impact of ineffective leadership development.

Dissatisfaction with current leadership development programs was evident from the Korn Ferry survey results. More than half of respondents ranked the return on investment for their leadership development programs as "fair," "poor," or "very poor." If they were to start over, business leaders said they would maintain only 52% of their current approach to development.

Ineffective leadership development harms an organization's pipeline in three ways, resulting in:

1. A lack of leaders ready to step into new roles right now.
2. Newly promoted (or transitioned) leaders inadequately prepared for their new roles.
3. The next generation of leaders unprepared for advancement.

"Effective development is about the jobs of both today and tomorrow," continues Rabinowitz. "It will help people elevate their performance, contribution, and impact in their current role, and better prepare them to step into their next assignment with the experiences required for success."



If able to start over with leadership development, business and HR leaders would only keep

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# Diverse strategies require diversified leadership.

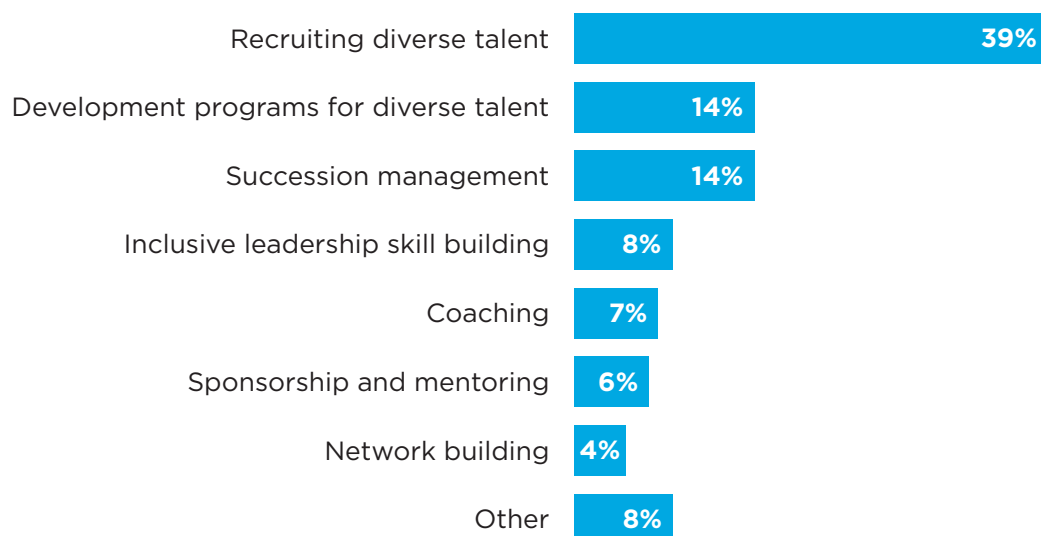
The shortfalls are not always due to inadequate leadership development. In some cases, organizations are seeking new leadership abilities that can only be found externally.

"Some organizations are looking to import Silicon Valley entrepreneurship into their culture," remarks **Andrew Pek**, senior partner at Korn Ferry. "They don't have those people internally, so they have to go outside. It's important to bring in people with different experiences and knowledge—even more so when the new capabilities are needed quickly."

"In some cases, a change in strategic direction can create a pipeline gap," says **Ilene Gochman**, senior partner at Korn Ferry. "Take, for example, a pharmaceutical company that decides to do away with internal research and development and instead rely on buying small start-up companies to procure new drug products. The people they have now are not the people they need."

Organizations are also looking externally to diversify their leadership to create a strategic advantage: 39% of respondents said recruitment was their top strategy to achieve diversity, compared with only 14% who indicated both development programs and succession management were key to achieving diverse leadership pipelines.

## What is the top strategy you are deploying to diversify talent in your pipeline?



## The diversity challenge.

The survey underscored the challenges organizations face in developing a more diverse leadership pipeline, yet there are sound business reasons for bringing a wider range of voices into strategic roles and decision-making.

"This is not just a regulatory challenge," asserts **Andrés Tapia**, senior partner at Korn Ferry. "Hiring younger and more diverse talent creates an opportunity for both organizations and the incumbent leaders to exercise greater agility and openness to the contemporary perspectives new leaders bring."

Although the survey reveals that organizations are relying largely on external recruitment to enhance diversity, there is an untapped opportunity to develop diverse talent internally.

A recent Korn Ferry executive survey indicates that a lack of attention to diversity and inclusion contributes to employee turnover. More troubling, 42% of the respondents believe there is an element of unconscious bias in their workforce when it comes to diverse backgrounds such as religion, race, gender, or sexual orientation.

"Clearly companies would do well to ensure their diversity programs are indeed addressing the reduction of turnover," says Tapia. "Programs that focus on unconscious bias and crosscultural agility hit the bullseye in terms of curbing this unnecessary loss of talent and potential."

## Engaging and retaining diverse leadership.

Diverse groups face invisible barriers to advancement. To engage and retain diversified talent, organizations must take a holistic approach—addressing the ecosystem to build inclusive cultures and offer specialized development programs, such as:

- ▶ **Korn Ferry Advancing Women in Leadership**—Prepares female professionals for more senior roles. Customized to the participant's specific leadership needs, the program is a multi-faceted, six-month journey for the participant and her manager. The program enables women to leverage their skills and expertise, overcome obstacles to their own development and advancement, and create a leadership brand.
- ▶ **Korn Ferry Asian Leadership Program**—A three-month development experience for mid- to senior-level leaders in organizations across Asia—whether they are transitioning from country to regional leadership roles, managing intact teams, or driving a global strategy. Led by seasoned experts with deep experience in the Asian market, the program will help leaders to develop the skills and mindsets to navigate, lead, and create lasting impact in one of the fastest growing regions of the world.

# Recruitment and development.

## Organizations are looking to hire about half their leaders externally.

A mix of external hires who bring fresh perspectives and existing leaders with organizational knowledge and experience is healthy for every organization. However, with the scope of jobs widening and increased demand for multi-cultural, multi-functional, and multi-lingual global executives, organizations are finding they need to look externally to fill many of their pipeline gaps.

"In many cases, companies do not have a choice. As business conditions change, new positions are created so they have to go outside," explains Pek. "In other cases, existing roles become more complex and the internal skill sets are simply not sufficient."

While recruiting external talent to fill immediate needs and new positions may be necessary, organizations need to increase the effectiveness of their leadership development programs to address changing leadership requirements and reinvigorate their pipelines.

"Organizations need to identify talent much earlier than they did in the past so there is time to provide relevant, tailored, and targeted development to equip them for the career-defining challenges that lie ahead," says **Dési Kimmins**, principal consultant at Korn Ferry.

## Build vs. Buy:



**"Organizations need to identify talent much earlier than they did in the past so there is time to provide relevant, tailored, and targeted development to equip them for the career-defining challenges that lie ahead."**

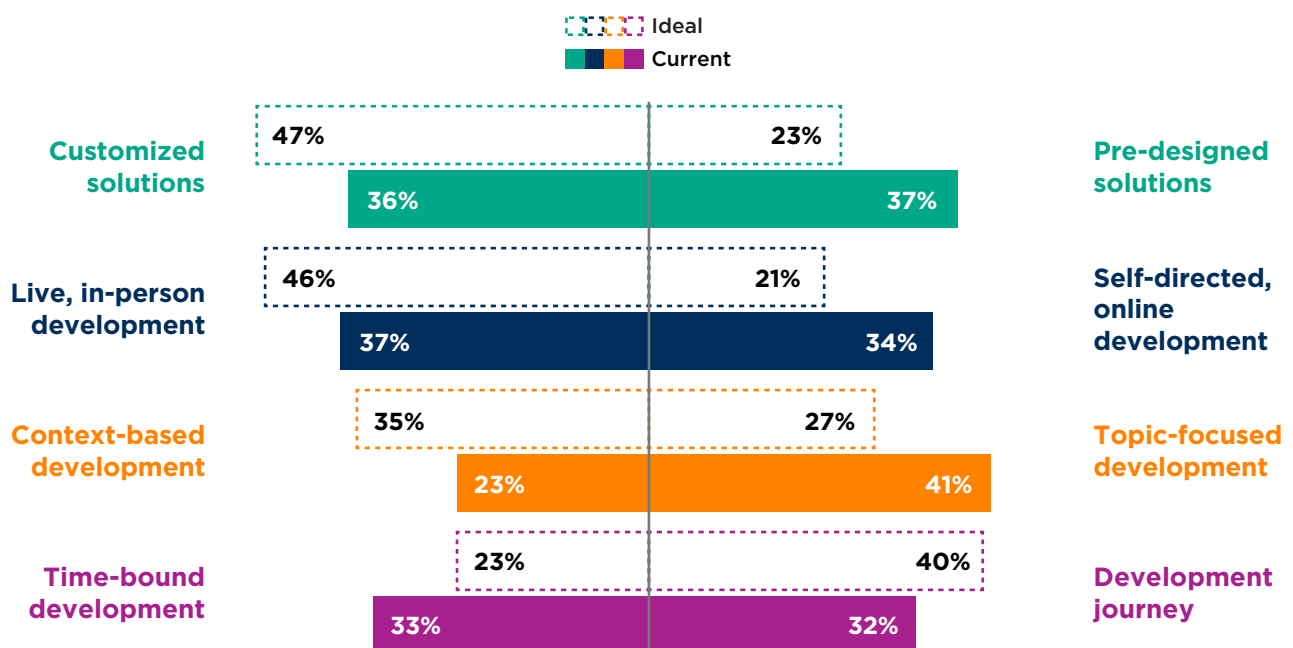
*Dési Kimmins  
Principal Consultant  
Korn Ferry*

## Making leadership development more effective.

In traditional leadership development programs, participants go to classes or seminars disconnected from the organization. In some cases, the classes are business school programs. This approach can be overly conceptual rather than applied to each participant's leadership and business challenges, and it often excludes ongoing or follow-up work. Instead, organizations and individuals need to think about leadership as a career-long journey with multiple events and touchpoints—built with specific goals and accountabilities.

Though survey respondents indicate they need a mix of approaches to leadership development, they also say they want varied program designs. In an ideal world, they prefer more of their programs to be customized rather than pre-designed, contextual rather than topical, journey-based and over time rather than time-bound, and live versus online or virtual.

## What best describes the ideal versus current ratio of development programs at your organization (on four design spectrums)?





# Taking stock of leadership capabilities.

For leadership development to have a sustained impact, programs need to be part of the firm's strategy and aligned with its current issues. An organization that plans to grow via acquisition, for example, should focus its development programs on integrating businesses.

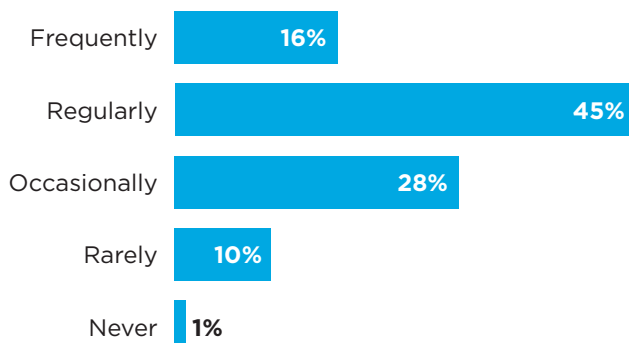
"Organizations and individuals must have clear plans that align development with both individual career goals and the organization's strategy," states Crandell. "The individual's manager and HR partner should conduct regular talent reviews to ensure the leader is on track."

Crandell continues, "Executives should hold themselves accountable and look regularly into the ranks of their organization's leaders to review progress and ensure that all leaders get the critical development experiences they need at the right time in their careers."

In many cases, as our survey revealed, organizations are not connecting their business strategy with their leadership development strategy.



## How often does your business review its leadership needs against its business strategy?



# Impact of failed onboarding and transition development.

Many organizations fail to provide the proper support when individuals are promoted or transition into new or different leadership roles with increased and evolved responsibilities.

"Even the most skilled executive faces pressure to add value quickly in their new role," says **Dee Gaeddert**, senior partner at Korn Ferry. "A good onboarding process will ensure that a new executive understands the 'lay of the land'—all of the nuances that make the difference between gaining traction quickly while navigating seamlessly versus struggling to have impact, or worse, derailing."

"Yet, once organizations have identified their high-fliers, they tend not to define the specific development needs required to get these individuals where they need to go," says Kimmins. "Without targeted and aggressive development, the likelihood of derailment increases and that's why we see so many failed promotions."

The failure of onboarding a new hire in a leadership position can have major financial implications—for both individuals and organizations. The average organization-wide cost of onboarding per year, according to our survey respondents, is \$8.3 million, ranging up to \$200 million. Although such sums seem sizable at first glance, this estimate may not capture the full picture. Korn Ferry has found that 40% of executives in new roles fail within the first 18 months, and some estimates say this costs organizations as much as \$2.7 million per executive. If organizations rely on fresh leadership for critical market initiatives and they fail to provide the proper support so that those leaders and critical efforts can materialize, organizations can put their future at risk.

Survey  
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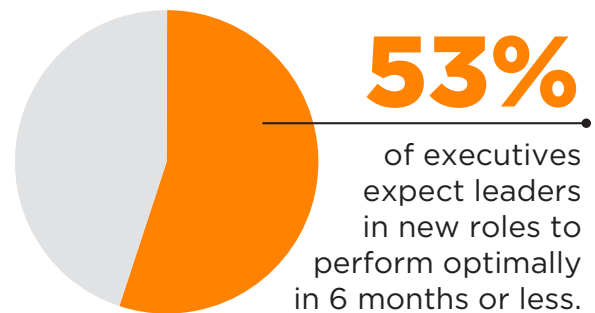
*Dee Gaeddert  
Senior Partner  
Korn Ferry*

## Accelerating performance in new roles.

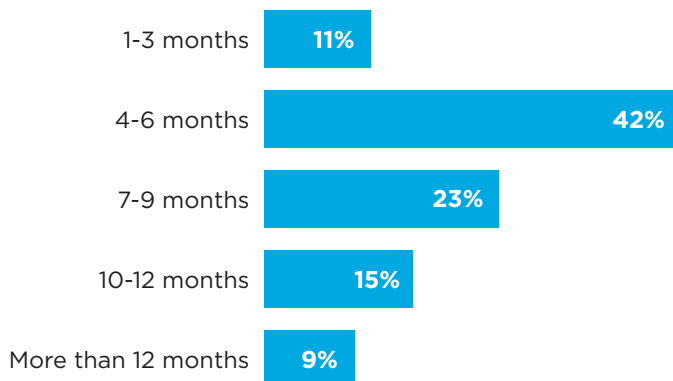
Organizations want transitioning and newly hired leaders to perform at full speed more quickly.

While it takes about six months for a new staffer to reach a break-even point where the person's contribution equals their cost of hiring, and it is widely accepted that it takes a full year for leaders to perform at full speed in new roles, 53% of our respondents said their organizations expect optimal performance in six months or less.

"There's a faster pace to business today," notes Pek. "People expect faster results and this puts a certain amount of pressure on new hires."



## How much time does it take for people to perform at full speed in a new and critical role?



# Common woes with onboarding.

Onboarding should be expanded to accelerate an individual's performance and developmental goals.

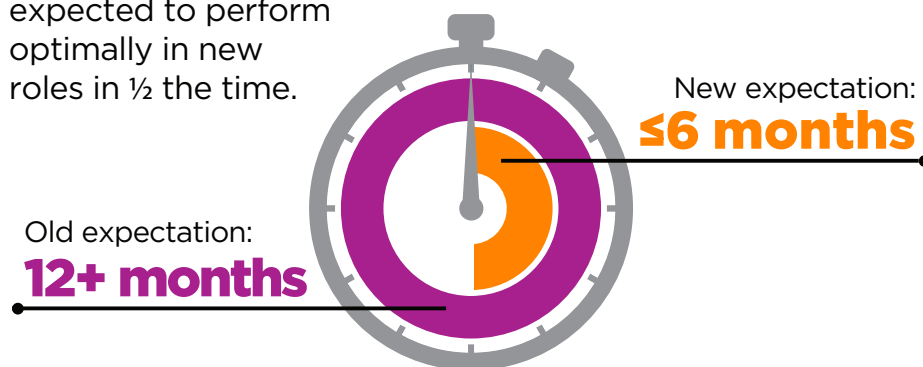
With most organizations, this process only involves introductions and meetings with the people new leaders will work with most closely, bringing them up to speed on company processes and procedures. Typically, this does not address the critical leadership and strategic challenges the individual will face.

"Most new hires can hit the ground running in areas where they have skills and experience, but may need support in other areas, such as acclimating to the culture of the organization," points out Crandell. "Organizations should identify those areas, set goals, and define the person's leadership agenda."

## Onboard with precision.

Research shows that newly hired executives who are transitioning into organizations "derail" for the same predictable reasons. Korn Ferry's **Onboarding for Executives** program is designed to assist executives in aligning performance expectations, developing key stakeholder relationships, and forming an effective leadership team.

Today, leaders are expected to perform optimally in new roles in  $\frac{1}{2}$  the time.



## Improving cultural fit.

"In some cases, organizations do not hire a person with the experience or technical skills needed to be immediately effective in the position," says Gochman, "and therefore it takes more time for leaders to reach optimal performance." Significant cultural differences between hires' new and former organizations also can stymie them from reaching peak performance.

"A person who has been successful in a nimble organization will have difficulties in a more structured environment where formal steps, approvals, and signatures are needed to get things done," Gochman continues. "Companies need to pay attention to this more during onboarding."

One way to help individuals perform better faster is by immersing them in a specific area of the company's operations or in a developmental simulation.

"It's a little bit like exercise," adds Pek. "You don't build muscle by walking. You build it by short, intense workouts, relative to the gain you hope to achieve. For example, if their role and the business demand it, you might put new leaders in a program solely focused on communication skills with their direct reports."

Moreover, by focusing on the developmental needs of new hires at the outset, organizations establish the groundwork for later, preparing them to advance further as appropriate situations arise.

The stakes are high for both the newly hired leader and the hiring organization. A successful executive onboarding experience is the first step toward developing a person who ultimately may make a significant contribution to the business.

**Leadership development is "a little bit like exercise. You don't build muscle by walking. You build it by short, intense workouts, relative to the gain you hope to achieve."**

*Andrew Pek  
Senior Partner  
Korn Ferry*



# Underestimating internal transitions.

In most cases, if leadership development is done effectively, participants will be ready to move into a new role with the ability to add value and lead immediately.

However, organizations often underestimate the amount of preparation needed for leaders to succeed in new and different roles. "Every single transition comes with an additional level of complexity," says Kimmins, "and each transition requires the development or use of a different array of skills."

Individuals moving into first-time leadership roles face the challenge of contributing through others. Where previously they were rewarded for their technical skills, leading or managing others requires broader interpersonal skills. If they fail to get the help they need to develop their relationship-building and influencing skills, their success and impact suffer.

"Many people get lost here and this is an area where leadership development can make a big difference," adds Kimmins. "And, if done right, it can significantly increase the pool of leaders who are ready to lead others, rather than just a pipeline of strong performers."

Meantime, successful managers promoted to oversee other managers face multiple new challenges. They no longer have the direct proximity to the individual contributors doing the work and are probably not yet in a position to set strategy either. In this case, there must be a shift in focus, assisting managers to be better managers.

**"People have to be taught how to delegate. How to let go of certain work. How to think about the big picture. It doesn't necessarily come naturally."**

*Stu Crandell  
Senior Vice President  
Korn Ferry Institute*

"People have to be taught how to delegate. How to let go of certain work. How to think about the big picture," says Crandell. "It doesn't necessarily come naturally. Some organizations will take a risk on an individual with an assignment where the person will need to 'stretch' to be effective, precisely because the person is weak in an area and the assignment will give them the opportunity to grow."

## Challenges at the top.

At the top levels, the challenge is to prepare leaders with the variety of experiences needed to function effectively and to help them change their mindset so they can address issues affecting the entire enterprise.

"When someone becomes an enterprise leader, they often have to learn to collaborate more with a senior team and even rely on others for vision and strategy," notes Gaeddert. "For some, that means subordinating their behaviors and focus on what previously made them successful."

Besides the traditional responsibilities of achieving financial goals and overseeing operating units, today's C-suite leaders must deal with issues such as downsizing, organizational transformation, expansion into new markets, and implementation of new technologies.

"Complexity increases as a person rises in an organization," remarks Kimmins. "A top executive needs many different experiences. Too often executives are promoted in their single business unit or function and then lack the breadth of experiences to draw on to be effective as an enterprise leader."

## Accelerating the impact of enterprise leadership.

The transition from senior management to enterprise leader and senior executive to C-suite leader requires a significant change in all aspects of leadership. Korn Ferry's senior leadership programs help executives accelerate their contribution and impact in new roles.

- ▶ **Korn Ferry Executive Development Program**—Provides participants who manage cross-functional business groups the opportunity to learn how to remain agile in the face of industry disruption, execute strategic and change initiatives, and develop the next generation of leaders in their organization. Two residential programs run over an 8-12 week period, and include one-on-one coaching, top leader involvement, and practice of learned concepts.
- ▶ **Korn Ferry Executive to Leader Institute**—Prepares an organization's most talented leaders to solve today's greatest business challenges. A specialized team of three consultants work holistically with each participant for 12 months—on personal, interpersonal, and organizational leadership—to accelerate their ability to drive innovation, transformation, strategic growth, and culture change initiatives.




## **The complexity of C-suite leadership development.**

A common mistake is to assume that executive development should be pared down at higher levels. Many think, for example, that a successful senior vice president should be able to step into the next highest role without further development.

"The thinking is that development happens naturally, but that's not necessarily the case," Gaeddert warns. "A CEO, for example, not only has to run a business but also deal with a large number of external stakeholders, such as shareholders, the board of directors, and business partners. This is challenging to put it mildly. Development and feedback, even at this level, are still necessary."

The complexity of modern business and global economic advancements have added to the burden of enterprise leadership in recent years.

"It boils down to the ability to know what to do when you don't know what to do. How to be agile in your leadership has become ever more important," says Kimmins. "Leaders have to be comfortable with ambiguity."



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*Déisi Kimmins  
Principal Consultant  
Korn Ferry*

# The chief barrier to successful leadership development.

Most executives and business leaders recognize that leadership development is vital to their organization's future. However, C-suite support is often lacking. In fact, 32% of respondents say "lack of executive sponsorship" is the biggest barrier to successful leadership development.

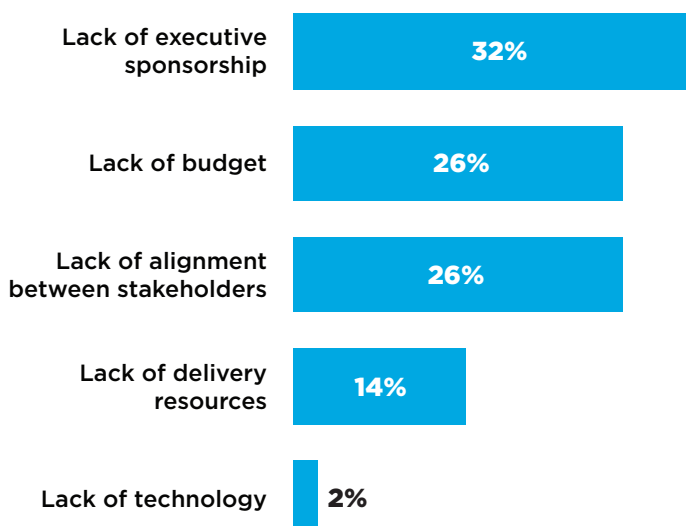
While executives will claim that leadership development is a priority, they often pay little attention to program results and do not invest the time to work on leadership issues within their organization.

"I think the problem is that leadership development doesn't permeate the culture," says Crandell. "Top executives generally don't ask people, 'How is your development plan coming?' And talent reviews, where development priorities for key talent should be debated and discussed, too often become bureaucratic exercises. There is a lack of consistent focus and attention from higher levels."

**Lack of executive sponsorship**  
ranked as **top global barrier**  
to successful leadership development.



## Rank the barriers to successful implementation of leadership development.



## Re-prioritizing leadership development.

When top executives don't pay enough attention to leadership development, it can harm the advancement of their direct reports and increase pipeline gaps. This inattention is common due to the day-to-day, operational demands and short-term requirements placed on executives. Filling talent gaps, however, is a long-term exercise that is often overlooked.

"Organizations have the ability to give people experiences that prepare them for greater responsibility," remarks Kimmins. "But most organizations don't do enough of this—particularly at the high-potential and mid-leadership levels."

For some companies, the financial commitment to supporting leadership development is heavily influenced by short-term financial pressures.

"Some organizations think the leadership development budget is 100% discretionary," says Gochman. "So, in some years, they cut the budget to zero."

The survey reveals that organizations not only face a shortage of leaders but they also are unhappy with their existing development programs. Ultimately, top executives may have to take a more hands-on approach to reinvigorate development efforts and replenish leadership pipelines.

"There are some companies that are very successful at leadership development," says Rabinowitz. "They've made it a part of their culture and it's something they constantly emphasize. Organizations that want to strengthen their pipeline and fill critical talent gaps would do well to make it a much higher priority and create a stronger leadership development culture."

## Effective executive sponsorship.

**Korn Ferry Senior Executive Sponsor** is a half-day, interactive session that helps sponsors maximize their effectiveness as mentors, coaches, and advocates for the next generation of leadership. This program embeds a culture of learning and development throughout the organization, creating an environment with more opportunities for leaders to grow.

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*Noah Rabinowitz  
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# Recommendations.

To safeguard your organization's future and build a robust leadership pipeline, there are several critical actions you can take:

- Embed leadership development in the culture and strategy, ensuring it is consistently sponsored by top executives.
- Embrace the idea that leadership development is a continuous journey and not just made up of one-time classes or "one-off" events.
- Make leadership development more relevant and engaging by focusing programs on the organization's current strategies and business issues.
- Provide targeted onboarding and transitional development support for leaders in new roles.
- Roll out relevant and appropriate development for all levels in the organization, including senior executives and the C-suite.
- Don't stop developing leaders when times get tough. That is the time to double down efforts.

Ultimately, to build robust leadership pipelines that produce leaders who are ready for the jobs and leadership challenges of today and tomorrow, organizations must make leadership development a top priority. They need to focus on leadership development holistically and make leaders accountable both for their own development and that of those around them.

# Conclusion.

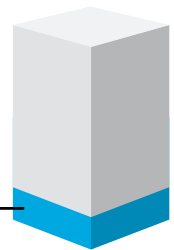
Organizations are confronting a leadership shortage. The message from many survey respondents is that they have gaps at all levels in their leadership pipelines and they fear they do not have the proper programs to develop leaders for the greater challenges and responsibilities that lie ahead.

The stakes are high. Without a healthy leadership pipeline, organizations will have difficulty driving strategic change and innovation—the very initiatives they say are necessary for them to grow and prosper. "They will continually bump up against the pervasive strategy-execution gap. Knowing what you want to achieve and having it down on paper is one thing, but not having the talent and leadership to pull it off is quite another," says Rabinowitz.

Moreover, if organizations do not successfully address their leadership development challenges, their pipeline shortfalls are likely to grow more acute as demand for talented leaders with more sophisticated skills outstrips supply.

Only by making leadership development a significant aspect of the day-to-day culture can organizations expect to produce a consistent stream of new and ready-now leaders.

ONLY  
17%



of executives are confident their organization has the leadership capabilities it needs.

## Up next: Create an engaging culture for greater impact.

The third report in the series focuses on what organizations can do to align their culture to the business strategy, and create an inclusive, engaging environment that allows all leaders to flourish.



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## Top 3 global leadership gaps:

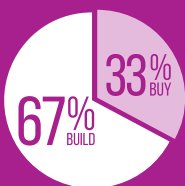
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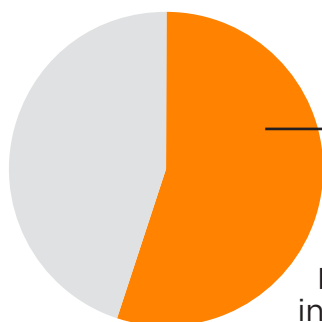
of executives are confident their organization has the leadership capabilities it needs.

### Build vs. Buy:



Ideal mix

Yet **50%** depend on hiring investments to fill gaps in their leadership pipeline.

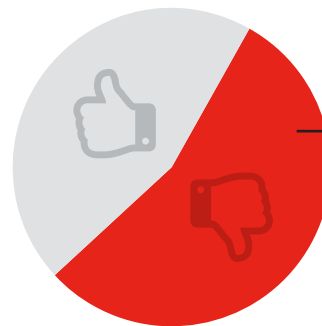


**53%** of executives expect leaders in new roles to perform optimally in 6 months or less.

“Organizations need to identify talent much earlier than they did in the past so there is time to provide relevant, tailored, and targeted development in order to equip them for the career-defining challenges that lie ahead.”

**Dési Kimmins**

Principal Consultant at Korn Ferry



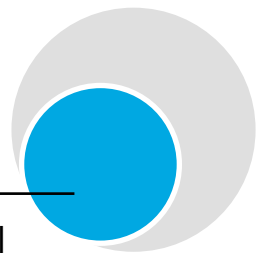
**55%**

of leadership development ROI is judged as fair to very poor.

Survey respondents estimate that **onboarding** costs an average of **\$8.3 M annually.**

**Lack of executive sponsorship** ranked as **top global barrier** to successful leadership development. 

NEARLY  
**40%**



of businesses fail to review their leadership needs against their business strategy on a regular basis.

## About Korn Ferry

Korn Ferry is the preeminent authority on leadership and talent. For nearly half a century, clients have trusted us to recruit world-class leaders. Today, we are their partner in designing organizational strategy and developing their people to achieve unimaginable success.

## About The Korn Ferry Institute

The Korn Ferry Institute, our research and analytics arm, was established to share intelligence and expert points of view on talent and leadership. Through studies, books, and a quarterly magazine, Briefings, we aim to increase understanding of how strategic talent decisions contribute to competitive advantage, growth, and success.

For more information about this report series, visit:

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