



The Top Management Agenda for Executive Development

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UNICON Antitrust/Competition Statement



- Antitrust/Competition law describes a variety of laws aimed at preserving fair, honest, and vigorous competition in the marketplace.
- It is based upon the theory that such competition ultimately leads to lower prices, increased supply, and continued improvements in goods and services, thereby ultimately benefiting the customer.
- Therefore, antitrust/competition laws, for example, prohibit agreements between competitors to fix prices and also limit monopolies.
- UNICON believes that vigorous competition is essential for driving innovation, improvements, and efficiencies in all industries, including the executive education industry, and believes the services it provides to Members foster that competition.
- Please refer to the UNICON Policy Guide for antitrust policy details.

University of St.Gallen...

Public institution

22.000 alumni

>90 full professors

>40 research
centres + institutes

Many alumni are CEOs and board
members at Fortune 500 firms

8'500 students

>6.000 Exec Ed participants p.a.

500 lecturers &
researchers

200 international partner universities;
EQUIS and AACSB accredited

2.750 employees

Founded in
1898

Budget CHF 230 million, 50% self-financing

Focus of our study



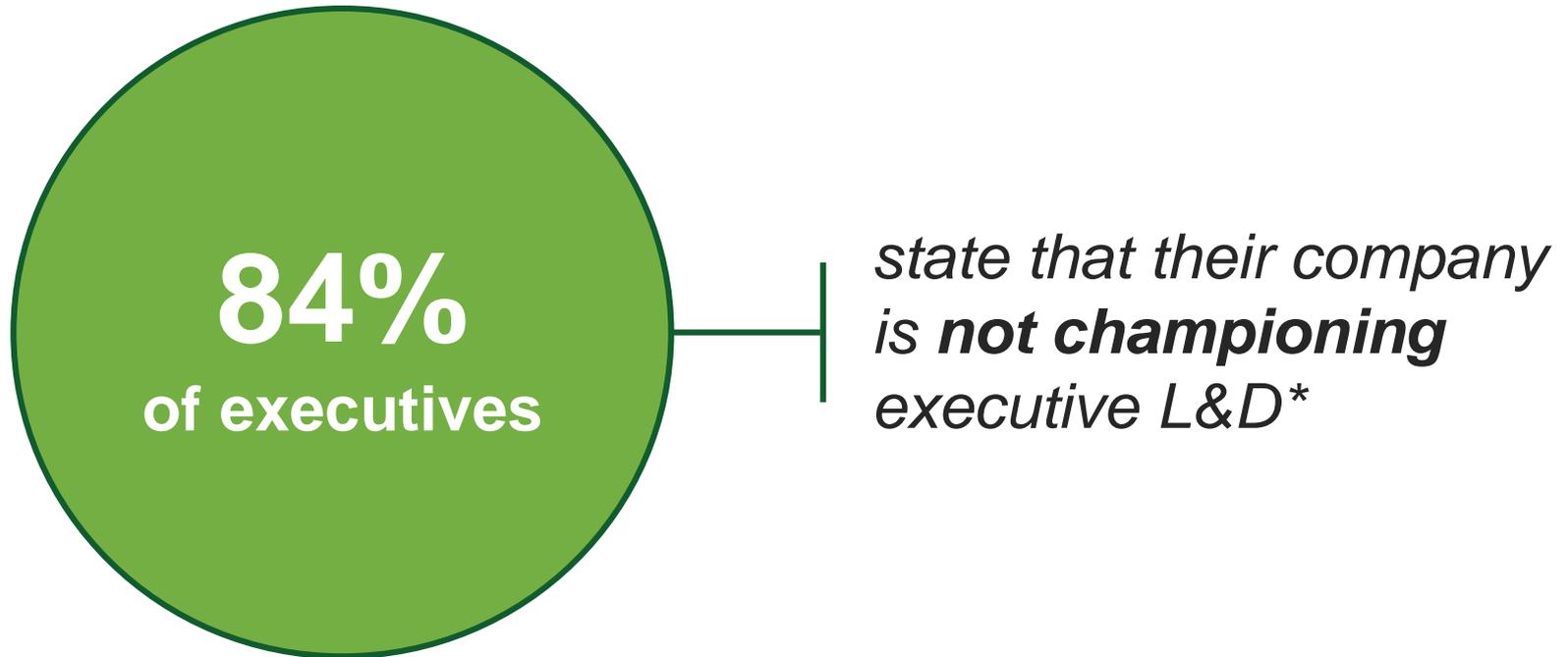
Executive Learning
& Development



Role CEO and Top
Management Team

Firms are dissatisfied with their executive L&D

Exec. L&D: Learning & Development of today's/tomorrow's executives



→ How to become an executive L&D champion?

Executive L&D champions

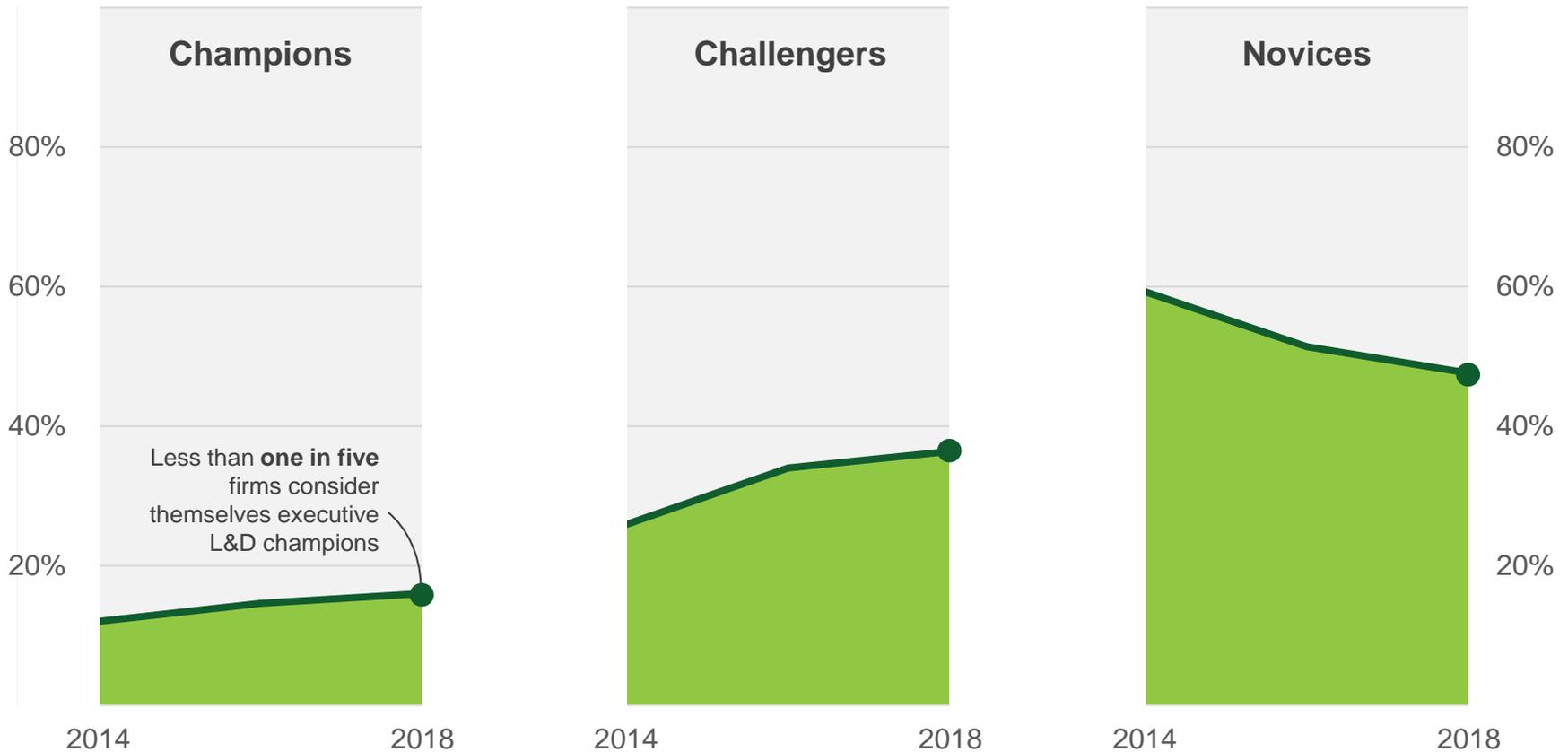
Key characteristics



- ✓ Regard executive L&D as a front-running organisational function
- ✓ Believe they exploit the full executive L&D potential
- ✓ Use executive L&D to support primary business goals
- ✓ Secure executive support

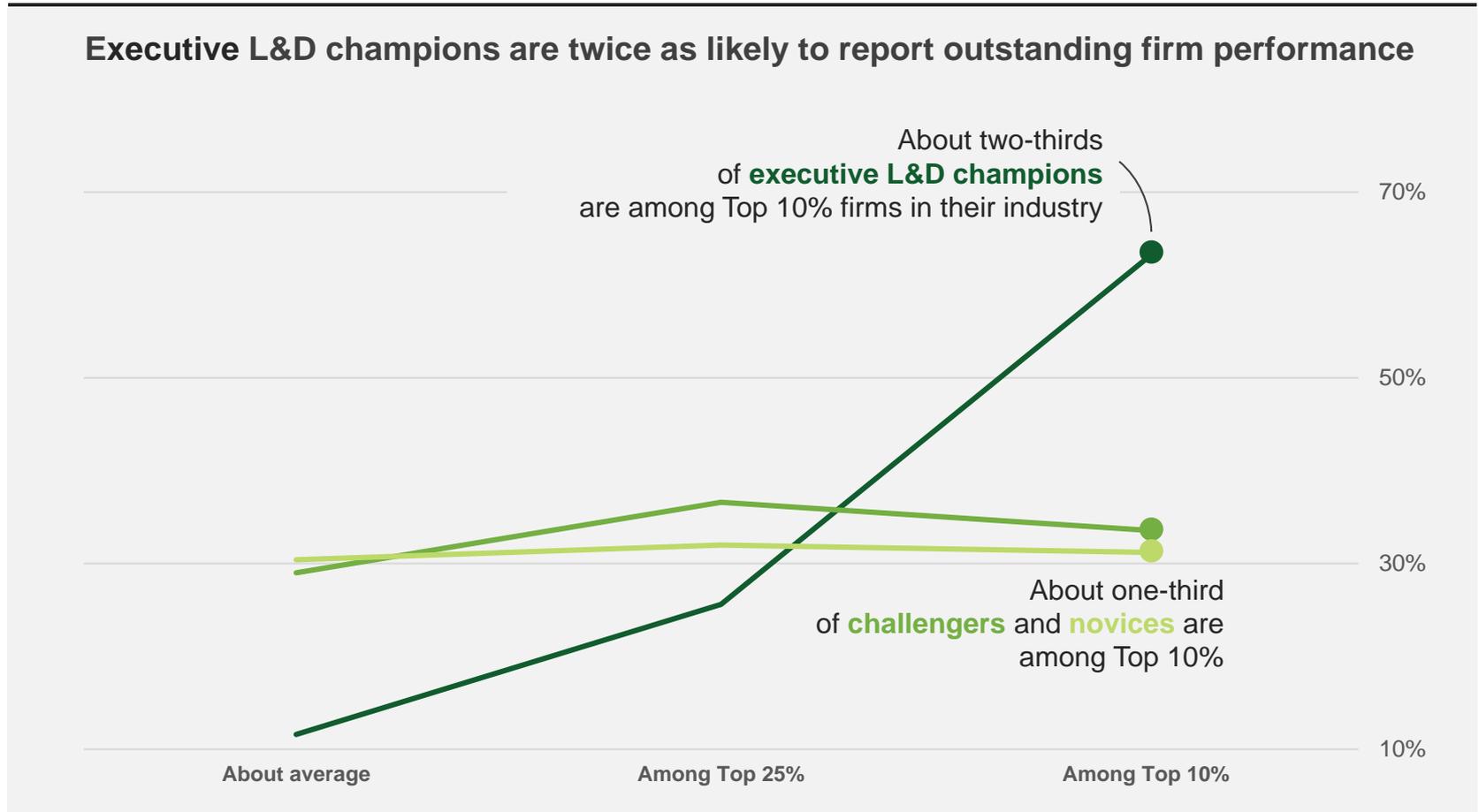
Few companies champion executive L&D

Firms are making progress yet few become champions



The impact of executive L&D

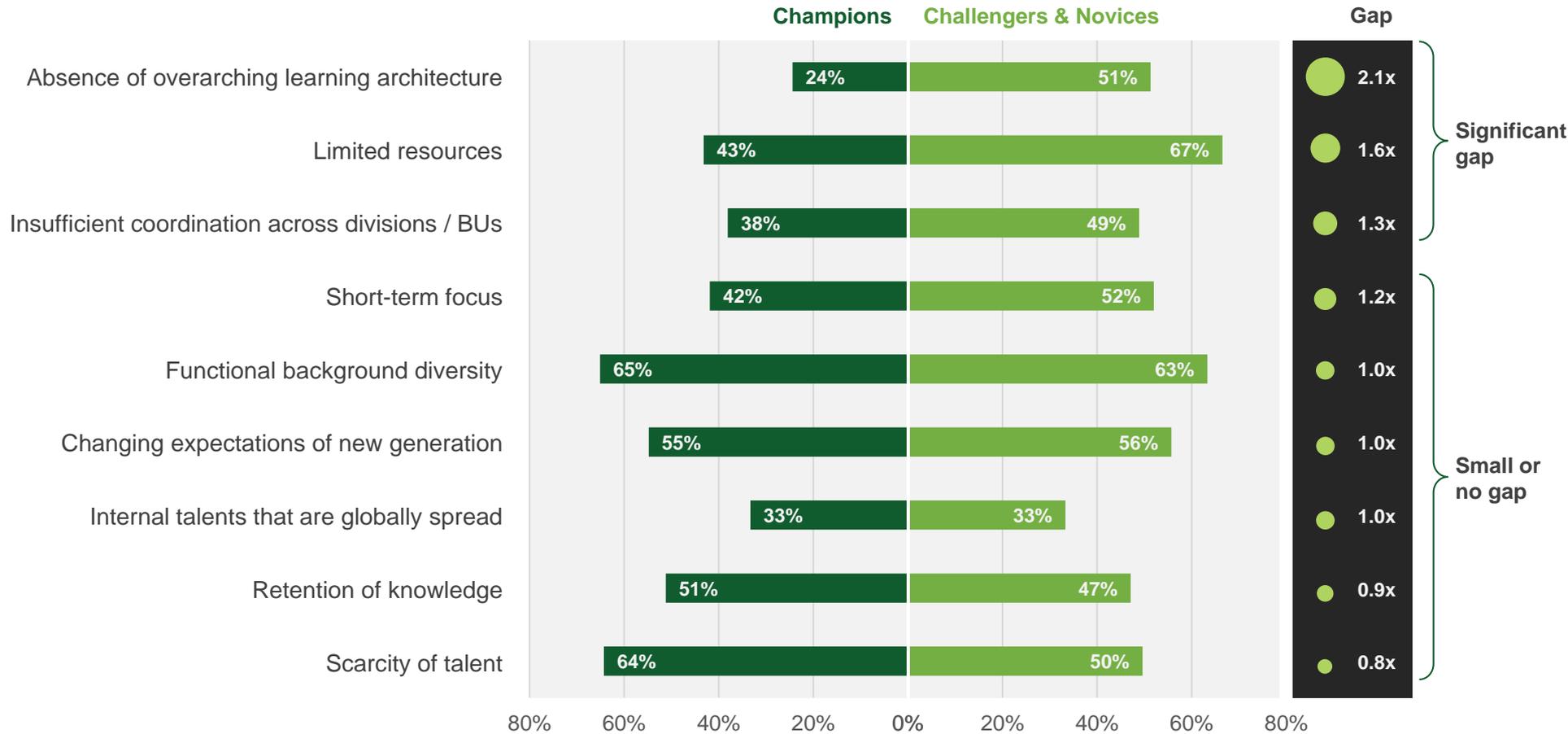
Exec. L&D champions are associated with higher firm performance



Note. The graph should be interpreted as evidence of an association between executive L&D performance and firm performance. No causality is implied. Underlying question: Compared with your competitors, how would you rate your firm's relative performance?

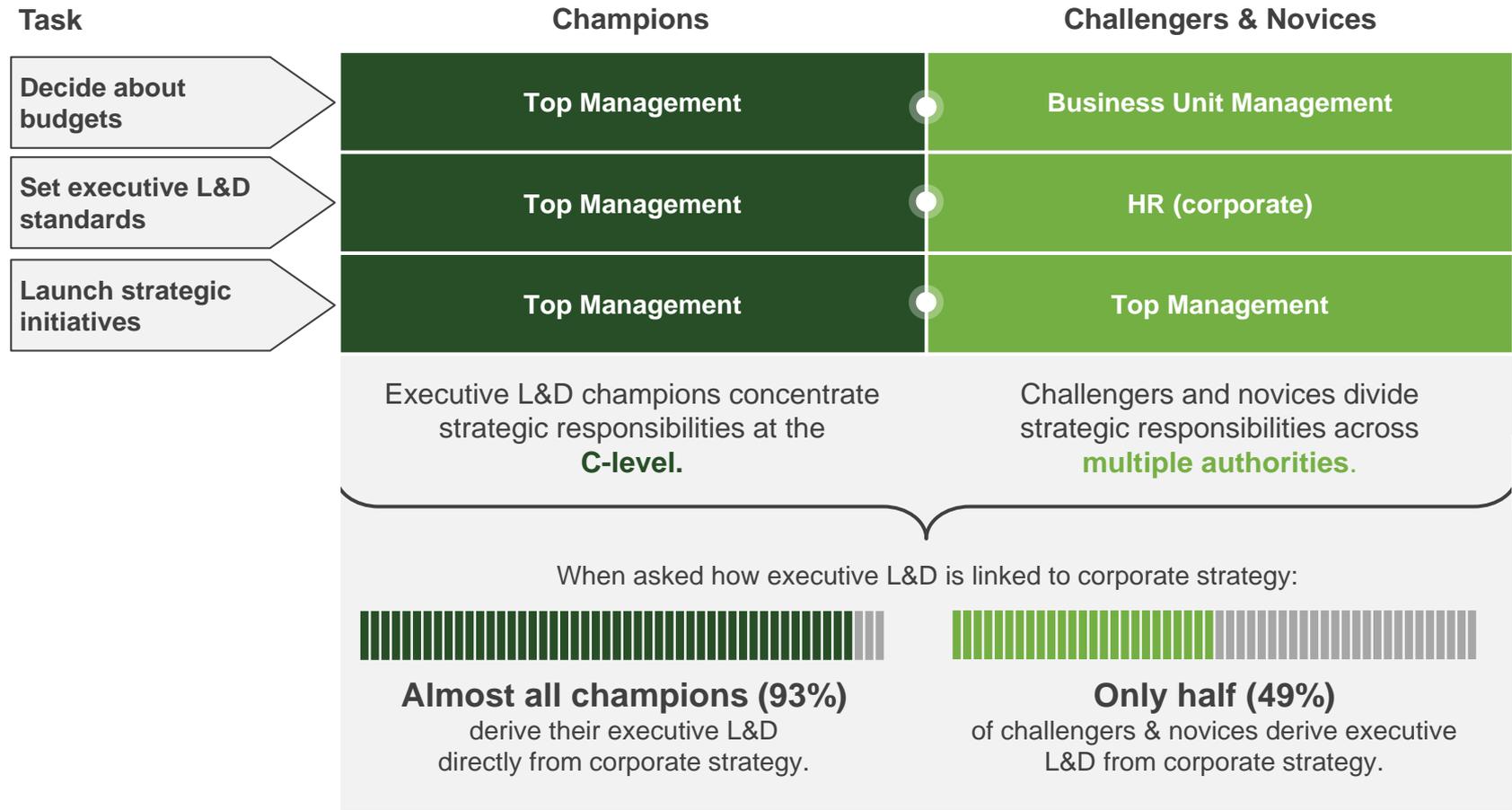
Challenges in executive L&D

Top challenge across firms: Make functional specialists work together;
large gaps in state of learning architecture and resource availability



Who is in charge?

Strategic tasks receive top-level attention at executive L&D champions



Question: Who is responsible for the following activities around the planning and implementation of executive learning and development in your company?

What do champions' TMTs do differently?

Champions' TMTs get involved but also grant discretion to L&D staff

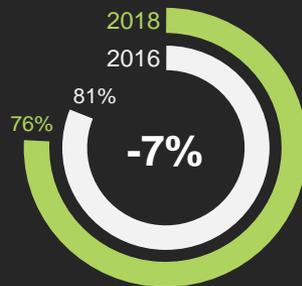


Firms use more technology-based learning

Steady shift towards digital learning, yet no disruption!

Mix of learning formats used by firms

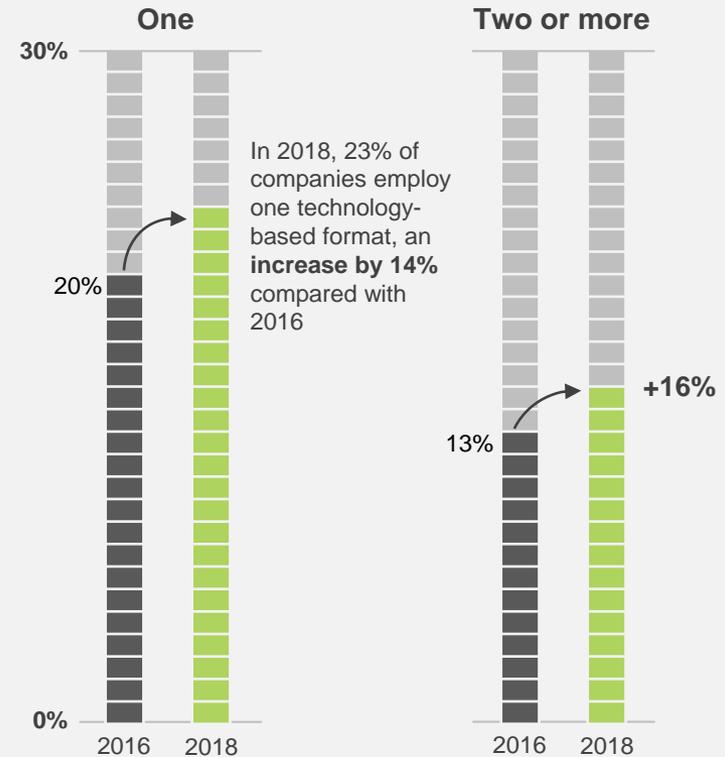
Proportion of traditional formats



Proportion of technology-based formats



Number of technology-based formats employed by firms



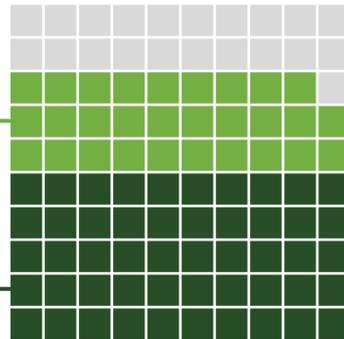
Barriers to technology-based executive L&D

Plenty of challenges yet champions manage to bring barriers down

Insufficient
feedback cycles

79%
of **challengers** and
novices face this challenge

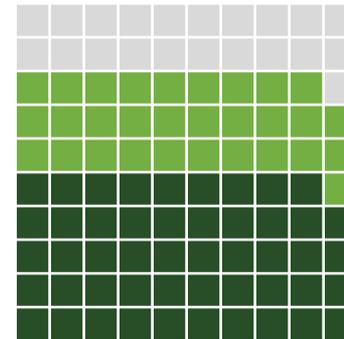
50%
of **champions**
face this challenge



Unable to **integrate insights**
into organisational routines

79%

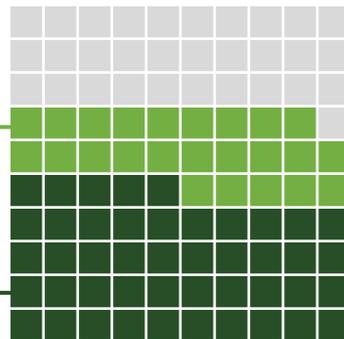
49%



Not the right
infrastructure in place

69%

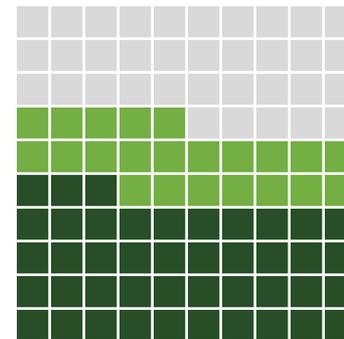
45%



Executives not **eager** to
use tech-based formats

65%

43%

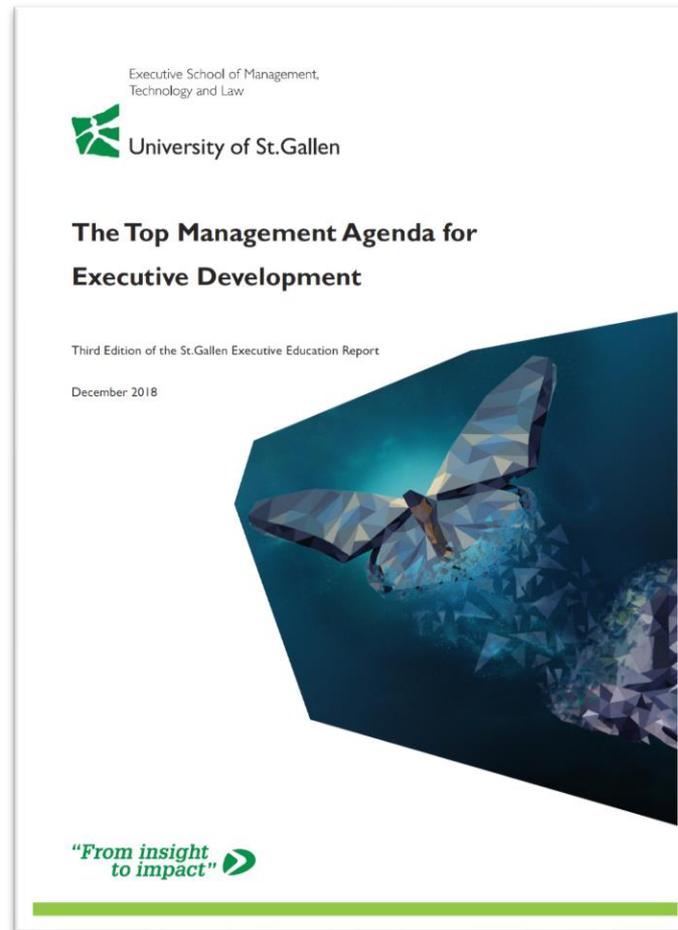


Conclusions

1. Many firms are NOT effective in executive L&D.
2. Top management team involvement: key success factor for successful executive L&D.
3. New technologies matter but do not define effective executive L&D.

Download the report

Report available at: www.es.unisg.ch/seer



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SEER 2018 data collection & analysis

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