# Key Messages from WorldWork's market research into organisational global leadership training and development

## - by Greyson Marketing

1. **Intercultural development**: International organisations do not treat intercultural management development as a 'special' case but as part of a general leadership development programme.

2. **Assessment tools**: There is definitely an interest in the use of assessment tools that include cultural awareness in order to help companies identify candidates best suited to work internationally.

3. **Recruitment of managers for international roles**: This does not seem to happen as a separate function. Increasingly, international is seen as part of **leadership development programmes**, so the manager can move to a bigger and better role wherever they are in the world. The role of recruitment specifically for international purposes is minimal.

4. **E-learning**: The research has found some problems here, particularly in Europe. E-learning is found to be good for delivering chunks of information but has also been interpreted as 'boring', not hands on enough, takes up work time, does not always engage enough, not strong enough for management training. E-learning blended with other face-to-face elements like classroom training or social media networks is voted as the best approach. 'As soon as action is needed you have to add something else to e-learning' is the remark from at least a couple of clients.

5. **Budget for intercultural:** Again the budget for international comes under a broader theme usually, except perhaps at a very senior level. However the decision-making process is divided between L&D and project managers/other frontline managers who also have a say.

6. **Training for international**: International development programmes are only reaching employees as part of much broader programmes. Diversity or language training is much more common as is the use of on the job training to develop an international approach. When broader programmes incorporating international are included in the survey, the number of employees being developed internationally rises substantially.

WorldWork Limited | 6 Porter Street | London | UK | W1U 6DD

7. **Culture of training in general**: Universally strong, as is coaching, mentoring and relocation training. With regards to relocation training, there seems to be plenty of on the job, shadowing and buddying as well as team building activities and discussions.

8. **Mergers & Acquisitions:**  Trust, openness and transparency were issues that came up strongly, particularly in an international context but also in a local one.

9. **Open to solutions**: Worth mentioning that the research showed that the respondents had no 'off the shelf' solutions in international and were flexible, open to solutions and willing to constantly innovate.

10. **Barriers to purchase:** In a nutshell:
    a) cost effectiveness – ROIs cannot necessarily be measured
    b) does it create a measurable change in behaviour?
    c) quick, easy access; the interface for people needs to be fresh, visually clean (i.e. something like Ted.com). 'If it's very good but specialist and therefore not cost effective we don't buy it,' seems to be the message.

11. **Organisational training gaps:** Suggestions that have come up in this section include:
    a) Leadership development training with e-learning
    b) How can people's global mind-set be assessed?
    c) A package for people who are going to work abroad.

12. **Future of international L&D:** Most medium to large companies are international anyway and deal internationally every day. Students leave university with an increased global mind set. The role of international training while not totally obsolete, is increasingly within an organisation's **general leadership training.**

13. **Marketing solutions for your business:** In terms of approaching clients directly, emails on their own are a definite no-no. Clients are inundated. They prefer a personal, direct approach that understands their needs (as opposed to just selling products) or suppliers who act as training partners and help develop programmes. Also important are focussed educational conferences and forum discussions and case studies on how suppliers have helped similar companies. Recommendations and referrals are very important together with following people on social media platforms such as Twitter or LinkedIn. Some organisations however still have very rigid processes in engaging new suppliers involving tenders and other hoops.