

Employee Experience approach to Leadership development

Mr. Mangesh B Kulkarni*
Dr. Vandana Mohanty**

Abstract

Purpose: Many large and small organizations invest in their employees to develop leadership. However, almost all of them are not satisfied with the return on investment in development. To provide one of the different solutions to this perception of the inadequacy of return, this conceptual research introduces the concept of the Employee Experience approach to Leadership development. This research paper aims to study the changing needs of Leadership Development and conceptualize the Employee Experience perspective-based approach to Leadership Development.

Design/Methodology/Approach: The paper draws on the employee experience literature in leadership development. It reviews the existing conceptualizations of the employee experience and Leadership development construct in human resource management studies and other disciplines. The researchers have attempted an extensive and in-depth analysis of the academic and business literature on leadership development topics.

Findings: This paper presents the findings of the author's literature review, observation, and own experiences. It highlights the integration of employee experience with leadership development. The researchers have proposed a framework that attempts to address the needs and expectations of employee experience and leadership development, focused on increasing the quality of experience of leadership development. The framework can be utilized to increase the effectiveness of leadership development investments across the organization. The framework is helpful across industries and organizations to design and implement leadership development using the concept of employee experience. Applying the framework will provide more confidence in return on investment to the sponsors of leadership development.

Originality/Value: In this concept, employee needs and expectations are at the center of the design of leadership development. This is an experience economy, and offering an employee a choice to meet the needs of leadership development, with his needs at the center, is similar to the concept of employee experience. The needs of development are derived based on the organization's business strategy. The development expectations of the employee are based on his assessment of self-performance and career goals in the context of a given business strategy. Leaders across the organization influence the employee experience, and as a result, successful leadership ensures people are more engaged, feel cared for, stay longer, and ultimately perform better. The current study contributes to further theorizing and expanding our understanding of employee experience creation in the context of leadership development interventions and the overall development process of leaders.

Keywords- Employee Experience, Engaged Employee, Leadership Development, Return on Investment.

1. Introduction

Employee experience is a similar concept to customer experience. Companies can provide choice and empowerment to the employees of ways to achieve the desired goal by the human-centric design of the process. In that case, it drives an

outstanding employee experience of the respective process. The process design using design thinking is suitable for outstanding employee experience. One of the critical human resource processes is leadership development. The primary objective of the leadership development process is continually developing successful leaders. This can be supplemented with

*Vice -President- Organisation transformation, Kirloskar Brother Ltd. Pune

**Associate Professor, Yashaswi's IIMS, Pune

outstanding employee experience by empowering employees to make choices based on their own needs and expectations of leadership skills.

For several years local and multinational organizations across categories have significantly invested time and money in leadership training and development programs. The objective of leadership training and development programs aim to improve managerial and behavioral skills to impact leaders' leadership and on-the-job performance. These leadership development interventions focus on knowledge and skills needed across similar situations to generalize the learning. The generalization is achieved through the design of a standard approach, which can be extended large number of employee groups. Despite the organizations' sustained investment in leadership development, they are still determining the effectiveness of these development investments through impact on the business.

A recent Fortune survey¹² states that around seven percent of CEOs believe their companies are building influential global leaders. Only ten percent said their leadership-development initiatives have a clear business impact. The poor perception of the effectiveness of the leadership intervention indicates the need for more leadership interventions to provide the necessary employee experience of leadership development, leading to a successful on-the-job impact on performance.

Several surveys of the CEOs and top executives of the organization have expressed the need to understand the impact on the leadership development business. Organizations always need leaders to achieve their strategic goals. Successful leaders thrive in the changing context of the organization and their businesses. The ever-increasing demand for leaders and their outstanding leadership in a complex VUCA world has increased the expectations of the leadership development process. Leadership development approaches are evolving with the changing needs of leadership and the arrival of technology as an enabler.

Along with this approach evolution, a new dimension of employee experience is added to leadership expectations. This means that in designing and implementing 21st-century leadership development, a new perspective on employee experience of leadership development has become an important consideration. This employee experience approach will increase the effectiveness of leadership development interventions, thereby increasing positivity about leadership development.

The employee experience approach to leadership development is defined as a development process that provides perception to the employee as enhancement of his skills and knowledge that can be transferred in the actual workplace environment, leading to self-development as the leader, in the context of his own needs

of personal growth and business needs, at the various touch points and interactions of the leadership development process.

Employee experience of leadership development will occur at every step of developing an individual employee as the leader. Leadership needs are defined by the skills, behaviors, and mindset needed to achieve business goals and sustain employee motivation. The concept of leadership is dynamic and will change with the context in which the leaders demonstrate it, and so is the leadership development approach. With changes in leadership development, the employee experience will evolve as the leadership development need to keep pace with the changes in the needs of leadership. For example, 21st-century leadership development will focus on developing more social and relationship-oriented leaders instead of authoritative and directive leadership. So the employee experience of leadership development must consider this at the design stage. This is equally true for the development of leadership oriented towards enhancing the managerial skills of leaders. There is a significant change in the profile of followers, their expectations from the leader, and their relationship with leadership. The organization's social, economic, and technological environments are changing faster than in the earlier century, and so are leadership expectations. All these changes must be considered in designing the employee experience of leadership development in the 21st century.

Research Objectives

This work aims to explain the “employee experience approach to leadership development” concept to increase the effectiveness of investments in leadership development. The key research objectives are:

- To understand the effectiveness of Leadership Development
- To conceptualize the Employee Experience perspective of Leadership Development
- To study the needs of Employee Experience in Leadership Development
- To propose a framework for building Employee Experience in the Leadership Development

Literature Review:

Collins & Holton¹ conducted a meta-analysis study to determine the effectiveness of development interventions across 83 managerial training interventions. The study focused on understanding the enhancement of performance, knowledge, and expertise at the individual, team, group, or organizational level due to the training interventions. They found that practicing leaders can significantly improve knowledge and skills if sufficient front-end analysis is conducted to ensure that the right leaders are offered the proper development. This analysis

will help to identify the critical experiences along the leadership development journey to increase the effectiveness of leadership development. The critical experiences focused on optimizing the needs of the skills and experience of learning and development will enrich the employee's perception of his development journey. The upfront analysis of the needed employee perceptions based on the experience of the leadership development journey will enable the design to be more effective. Such an employee experience during leadership development enables significant improvement in the on-the-job performance of individuals and teams. A Cumulative Study of the Effectiveness of Managerial Training by Burke and Day 2 used a meta-analysis approach to integrate the findings of 70 managerial pieces of training empirically. The metanalysis results showed that managerial training is moderately practical, but choosing a particular training method is the critical differentiator for effectiveness. The content and methods are an essential element of providing a positive employee experience of leadership development, and customization of the content and methods can be enhanced by meeting the needs and expectations of the employee.

McKinsey's report by Gurdian & Lane³ highlights the need to customize leadership development experience through unique initiatives and move away from the one size fits all approach. Leadership development can avoid common mistakes and increase the odds of success by matching specific leadership skills and traits to the context at hand, embedding leadership development in real work, fearlessly investigating mindsets, and monitoring the impact. The employee experience of development can integrate these needs, as the concept of experience insists on the customization of the solution based on the needs and expectations of the employee.

McKinsey⁴ found that only eleven percent of executives strongly agree with the statement that their leadership development interventions achieve and sustain the desired results. There is no one-size-fits-all solution to achieve the scale in leadership development. The survey lists forty key actions that would create an impact of around eighty percent, categorized into four major groups: contextualizing the program based on the organization's position and strategy, ensuring sufficient reach across the organization, designing the program for the transfer of learning, and using system reinforcement to lock in change. The employee experience dimensions of development - involvement in the development of own and others, desire to learn by the employee, and mastery in the application of learning - are critical for successful leadership development. Most of the executives in the survey responded negatively to the ability to translate business strategy into an appropriate leadership competency model that drives business growth. However, organizations with successful leadership development programs were likely to have eight times more

than those without such programs in which the executives demonstrate leadership behaviors critical to achieving the business strategy.

Leadership at Scale⁵ outlines how to drive leadership effectiveness that reaches the entire organization, adapting to diverse contexts and achieving impact at scale. It is based on insights from over 375,000 data points and the global experience of 25 senior leadership practitioners. Leaders are facing unprecedented shifts, and the nature of work is increasingly decentralized, so they need to help their organizations adapt quickly to new realities. Most leadership development programs focus on bringing universal leadership qualities to a few individuals. However, research shows this approach could be more effective in today's constant change and decentralized decision-making. The customization or personalization of the learning experiences can be achieved through a microlearning approach and embedding the technology in the experience. A uniform employee experience approach can be one of the potential solutions to achieve leadership at scale.

The Deloitte report⁶ in 2017 emphasized the importance of employee experience in organizational performance. As per the study, organizational performance results from employees' connections, meaning, impact, and appreciation for their jobs, along with daily interactions with company values, co-workers, management, customers, work content, tools and technology, and the physical environment. Organizations looking for a positive employee experience invest in all four pillars: their connection with managers, colleagues, the company, and the community; the meaning and purpose of their work and the company; proof that their work has a positive impact on colleagues and organizations; and a sense of appreciation and acknowledgment for their contribution. Companies must address satisfaction and engagement holistically and integrate design thinking, HR practices, and talent programs, providing programs for younger and older. A multi-generational workforce, considering the diversity of employee preferences when designing work, building a solid employee experience brand, aligning employees and personal goals with corporate purpose, and helping to bring together social, community, and corporate programs.

Upfront analysis, personalization, achieving scale, and selection of methods are all the elements highlighted by the literature to ensure the effectiveness of leadership development. The employee experience concept integrates these components in the experience design for any process. The literature on leadership development has considered the results or end states of the individual's development, like an increase in the skills, knowledge, competencies, and on-the-job performance, and misses out on the individual's journey of the development

process. Moreover, the literature prioritizes the needs of the business as the focus of leadership development. It needs to include the employee perception of the journey of development, the associated outcomes of these perceptions, and its contribution to the effectiveness of the development effort. The employee experience focuses on the journey and perceptions at different critical touch points in the execution of the process. The need for integration of employee experience and leadership development will significantly increase with faster changes across the environment in which businesses operate; the workforce mixes moving towards a higher percentage of gen z and technology as a lifeline of all processes. Thus, the literature study on leadership development identifies a researchable area of integrating employee experience and leadership development. Research on such integration would solve the problem of effectiveness and return on investment in leadership development.

Employee Experience based leadership development design - A potential solution to increase the effectiveness of leadership development:

The core assumption in the employee experience approach to leadership development is to blend the organization's needs and the employee's expectations to provide an outstanding employee experience of development, which leads to a higher return on leadership development investments.

Leadership development is the journey an individual experience to achieve goals at respective career stages through the career life cycle. The career life cycle is defined as growing in roles and responsibilities, growth in monetary and non-monetary rewards, and growth in capacity and capability through successive years of experience. Leadership development needs are derived using the needs of long-term business strategy, understanding the gap between the needs of the business strategy and currently available leadership⁷.

The concept of employee experience is similar to customer experience. At the center of employee experience lies the needs of employees and potential solutions to meet those needs throughout the journey of the employee life cycle in each organization. Employee experience combines feelings,

attitudes, and perceptions based on his involvement in a particular activity. The combined experience is the cumulative effect of a journey through several activities involving an employee to achieve a specific outcome⁸. The degree of positiveness around an experience is based on the perception of the match between expectations and delivery to meet the expectation. The same set of tools, methods, and techniques in a similar environment will lead to different experiences for individuals on the same journey, consisting of similar activities and outcomes. Employee experience is a qualitative concept that is significantly valuable for increasing the effectiveness of actions to improve the performance of individuals in the context of an organization or employer-employee relationships.

Concept of Employee experience approach to leadership development

Organizational needs of leadership development can be defined as cognitive and behavior modification in a professional role through developing skills and knowledge and practicing new behaviors to support and stop behaviors that negatively impact performance as a leader. Employee needs for leadership development can be defined as satisfaction and happiness with the process of change in self, coupled with learning style alignment with the development process, customization of methods, development support, self-conviction of the change based on the results achieved, and heightened self-awareness. Employee experience approach to leadership development includes both these needs⁹.

The conventional approach to leadership development focuses on the needs of the business strategy. The business strategy needs are defined by identifying the business-critical behaviors and combining them in groups called competencies. Incorporating employee experience into leadership development and developing business-critical behaviors leads to an employee-experience approach to leadership development. This approach focuses on designing and implementing leadership development interventions, keeping employee expectations of experience at the center of leadership development. The following table highlights the comparison of the conventional approach and employee experience-based approach to leadership development.

Table-1: Comparison between Conventional Leadership and Employee Experience Based Leadership.

	Conventional Leadership Development Approach	Employee Experience-Based Leadership Development Approach
1	Focus on business needs of business strategy	Focus on employee expectations of development to meet business goals
2	One size fits all approach to development	Combination of personalization and uniform approach to development
3	Systems and organizational leadership competency framework based	Flexible approach and Agility in the design to provide experiential outcome
4	Impacts organization competence to achieve business goals	High impact on employee motivation to achieve business goals

A typical journey of employee experience of leadership development consists of -

- 1) employee’s self-awareness of the gaps in required versus current leadership capabilities.
- 2) coupled with a deep inner desire of employees to change,
- 3) followed by purposeful actions by employees to narrow the gap
- 4) through profound involvement in leadership development interventions (planned and executed by an organization, initiated by self-etc.)
- 5) resulting in the transfer of learning (through on-the-job demonstration of the improved behaviors and skills by an employee) and impact on performance
- 6) leading to improved employee motivation, engagement, happiness, and impact on business results.

The Framework of Employee experience approach to leadership development (Determinants- Resultants Model)

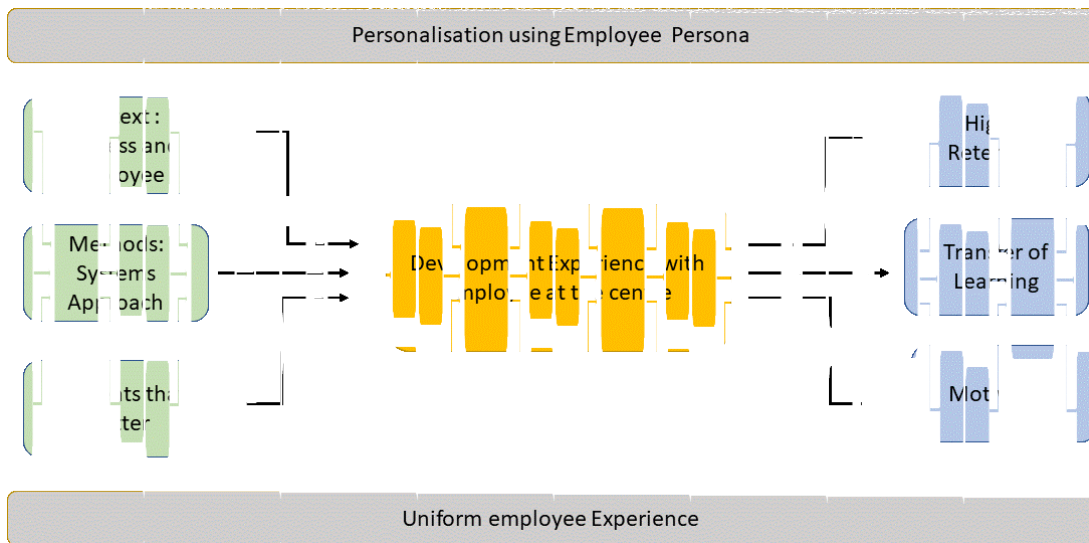


Figure-1: (Determinants- Resultants Model)

The conceptual framework consists of determinants and resultants of the employee experience as applied to the employee experience of leadership development. The determinants are categorized into three major groups: the context, the methods, and the moments that matter. Similarly, the resultants are categorized into three major groups: higher retention, transfer of learning, and motivation. The overall environment in which this leadership development occurs is influenced by consistent leadership experience and employee persona. Both these significantly impact the resultants and determinants of the employee experience approach to leadership development. The consistent employee experience is the core experience that every employee goes through as part of the leadership development needs. Personalization refers to the customization of the design of development experience considering the needs of a specific persona of a group of employees undergoing leadership development¹⁰.

Determinants of Employee experience approach to leadership development

Context

Context of employee experience of development refers to understanding the relationship between a business's current and future needs and expectations of the employee experience of development.

Context is a critical component of successful leadership. A brilliant leader in one situation could perform better in another. Focusing on context inevitably means equipping leaders with critical competencies that significantly impact performance instead of multiple competencies.

An upfront analysis of the needs of development by an organization includes identifying critical skills and behaviors to meet current and future business strategies, assessment of future employee expectations, and success profiles across various roles. This enables to set of realistic expectations for leadership development.

An analysis by an employee that shapes his expectations of the experience of development considers various situations, identification of what worked well for him and what could have been done better, what he is missing out on, how he is equipped to deal with the constant changes around him- on and off the workplace. This analysis helps the employee to set realistic expectations of leadership development goals. An employee considers several situations to arrive at realistic goals for his development, such as - a performance gap that needs development of higher leadership effectiveness in his role, a new expectation is driven by the changes in the organizational restructuring, the introduction of a new leadership competency models by the organization to be successful in the future, a new career opportunity for the employee as part of the career path,

potential vertical growth in different domain with the different work environment, an expansion in the scope of the responsibility in horizontal growth of the career, anticipated change in the technology, needs of self-wellbeing are few of the examples, etc.

Collaborating between employees and the employer is necessary to clearly understand the context of leadership development that meets the needs for a positive employee experience. Cultivation of vibrant organizational contexts will create a level of receptivity, infectious action, and proactive "pull" that fundamentally redefine the on-the-job application of leadership development skills and insights.

Methods

Methods refer to evolving multiple potential solutions with different approaches that provide choices to meet the needs of employee experience of leadership development over a long-term period. Methods bring a faster shift in mindsets, adaptations in the belief system underlying a particular new behavior, and learning new skills.

For a positive employee experience of the leadership development journey, the methods need to be designed using the ideas and actions of employees, performing actual work, having an in-depth understanding of real work performed in the real world, and leveraging the proven success of existing employees. It should use a coherent model built from research on employee needs, with the flexibility to personalize and adapt to changing needs of individual groups of employees. The high-impact integration of on-the-job learning (70%), social learning through coaching and mentoring (20%), and formal skill development programs (10%) are critical to leadership development success, with room for innovation in terms of how you can apply learned knowledge. Designing engaging, memorable experiences and ongoing developmental inputs over a long period increases knowledge retention. An essential agent of change is the deep integration of experience of leadership development programs with "real work" so that employees can feel like they are the same.¹²

Moments that matter

Employee experience is a process of mapping the journey, an end-to-end understanding of the needs of the employee experience across stages of leadership development. There are different types of employees with a mix of backgrounds and experience and in different stages of their careers across functions. The needs of employee experience of these groups are dynamic and evolve with the changes in these dimensions of respective employees. At the design stage, the employee experience approach to leadership development identifies critical moments during the development journey. The design of development tools, techniques, and methods is centered on

these moments. The critical moment's identification and design of the development experience around the same will have more than 80% percent impact on the overall success of leadership development. This approach ensures a high-impact employee experience of the development journey for the employees, prioritizing development investment. Some of the crucial moments for high-impact employee experience of development are:-

1. Setting the goal of personal development
2. Self-assessment report of the current reality
3. Feedback of assessment by experts – why I do, what I do.
4. Awareness of what needs to change and what needs to sustain.
5. High-impact areas and action identification - what should I develop?
6. Implementation of actions and debottlenecking process, developmental change
7. Mentoring conversations
8. Coaching conversations
9. Results of actions - New every day of self
10. Acknowledgment by others of positive change
11. Achievement of a higher performance level of self and team
12. Rewards of performance through the development

Personalization using employee Persona

The employee experience is delivered through the concept of persona, which enables personalization. Persona is defined based on the data collected about an employee, like the career stage, education, current and past experience, future career goals, etc. The most critical dimension for designing the employee experience of leadership development is the goal of development- personal and professional development.

Personalization is achieved by understanding employees' interaction points with the process and customizing the development at the critical moments of interaction. The personalization is coupled with standard uniform experience across crucial points of interactions. This persona and the persona's journey through the process define the employee experience of the process. In the context of the leadership development process, there could be many personas and employee experience of leadership development needs to optimize the design such that overall, there is a positive employee experience at optimum investment.

Uniform Employee Experience

The consistent employee experience is defined as a set of experiences built in the leadership development process

essential to all leaders across the organization. These experiences include demonstrating the organization's values, critical business behaviors, behaviors aligned with the code of ethics, etc. The overall leadership development experience combines uniform and personalized leadership development. This is a holistic approach to leadership development. Organizations support this through on-the-job changes in the system to test and validate the new learning. Consistent employee experience is essential to develop the pool of leaders across the organization, which can be further developed in a shorter time and with less effort to meet specific business needs.

Resultants of Employee Experience-based approach to Leadership Development

As mentioned earlier, the stages of employee experience of the leadership development journey can be identified as "awareness - action - results - new awareness ."The awareness leads to actions that enable the achievement of results. Achieving results validates the journey of the earlier three stages, that is, new awareness to the employee. This cycle of development leads to the following three key outcomes: -

- Higher Retention - After completing an introductory training session, adults can retain about ten percent of what they hear in classroom lectures versus nearly two-thirds when they learn by involving and doing. One of the potential solutions is an employee experience approach that ensures deeper involvement and immersion in the development process. This leads to higher recall of the learning for a more extended period.
- Transfer of Learning - No matter how talented the leaders are, they often struggle to transfer their most potent learning experiences into changed behavior on the job. With immersion in the experience, there is higher confidence in the success of applying the learning in the real world of work. This leads to significant incentives to experiment with new learning on the job. The new learning in the simulated development experience and application of the same leads to better results in the individual employee's job performance.
- Motivation- The success with the results of the application of learning in the real world of work encourages the employee to change. With increased employee motivation, he seeks more and more experience in leadership development, thereby benefiting both the employee and the organization. The newly learned and practiced behaviors help in the holistic development of the individual employee.

Framework Applicability- Applying the framework

- Define the context of leadership development for specific leadership intervention: This includes collecting data before designing a leadership development experience. The critical data points include business strategy, the employee persona of participants, and the need for consistent leadership development experience.
- Define the data points of the target employee experience of leadership development by identifying the moments that matter for the development experience and measuring effectiveness post-leadership development. Prioritize the investments around key moments like first-time leadership, high-impact performance behaviors, etc.
- Identify multiple methods and generate choices for employees and the organization to achieve the objectives of employee experience of leadership development. Prioritize the experiential methods and profound learning opportunities that stretch the employee involvement in the employee development experience.
- Define the persona as a group of employees with similar group characteristics, and identify the potential experience needed.
- Define consistent experience of leadership development, which is deeply embedded in, must be overall leadership behaviors of the organization, like a demonstration of values, etc.
- Implement leadership development and monitor progress against the targeted experience.
- Define the systems for implementing learning at the workplace and measure the transferred learning and its effectiveness.
- Connect the organizational rewards system to the impact of development on business performance to motivate and retain the developed employees.

Conclusion and Implications for Leadership Development

The research will give the community of human resource managers, practicing leaders, and the organization a different perspective in planning and executing leadership development.

Employee experience approach to development increases the effectiveness of development investment. A series of research findings in the past indicate that the effectiveness of leadership development is an area of concern among sponsors of leadership development. The experience approach increases the involvement of employees in the planning and execution of organizational intentions to move them to a next higher level of development and performance.

Organizations need to identify the critical moments that matter in the leadership development journey essential for achieving business goals. These moments will help to define the employee experience and enable the customization of the experience. The moments that matter approach optimizes investment in leadership development by prioritizing the elements in the journey. This will likely increase trust in the entire process by providing higher productivity.

In the world of the experience economy, such an approach based on enhancing the experience of members of the community of employees will motivate employees to participate and focus on self-development. Organizations need to define critical personas for the achievement of their business goals. The expectations of these personas and business strategy needs will shape the leadership development experience. These personas will help to define the uniform experience and enable the customization of the experience to increase the impact of leadership development. This will increase the speed of development and early impact on the business.

The combination of persona and moments that matter concepts of employee experience to leadership development will generate different leadership development tracks for the specified context. These different tracks will be a combination of different methods and content and provide the choice of experience of leadership development to employees.

Multiple generations are part of the workforce across organizations. Gen x, gen y, gen z, and millennials have different expectations of the work and performance of the work. The combination of uniform experience and personalization of experience approach to leadership development proposed in the framework will likely address the expectations of different generations¹¹.

The integrated approach includes the ecosystem of change required to apply development efforts over the long term in a natural work environment. This realistic work experience approach of leadership development, a holistic approach, ensures integrated leadership development. Embedding technology is essential to the employee experience approach to leadership development. The experience design of leadership development provides choices to the leaders of time, content, and learning. The learn-from-anywhere-and-anytime concept is an integral part of the development journey of the new-age employee experience-based leadership development approach. Technology-enabled leadership development programs provide a more flexible, agile employee experience and choices for leaders to experience the development journey. It has moved the employee experience from the teacher-classroom model to multidisciplinary and multimethod experience across knowledge domains.

Organizations invest in leadership development for their long-term good, and individuals participate in enhancing their skills and advancing their careers. They only sometimes continue with the organizations that have invested in their development. This leads to a loss of the return on investment to the organization. The employee experience-based approach to leadership development is likely to increase the retention of these leaders as the focus is on their own performance needs and a more empowered approach to development.

Scope for further research

The leadership competency model describes the definition of leadership for the organization through the expected leadership behaviors to be demonstrated by the leaders at the workplace. The effectiveness of leadership development is assessed using these competency definitions as the base criteria. Defining the employee experience measurement model for the leadership development intervention would be prudent. Such a model can then be used along with the competency definitions to measure the effectiveness of leadership development. The effectiveness of the overall leadership development journey can be mapped to the employee experience model and the competencies' development.

Organizations with employee experience of leadership development effort spread over a more extended period strategized to the context and reached to all employee groups through consistent employee experience are likely to be more successful than other organizations.

References

- Collins, Doris & Holton, E. (2004). The effectiveness of managerial leadership development programs: A meta-analysis of studies from 1982 to 2001. *Human Resource Development Quarterly*, 15, 217–248. [10.1002/hrdq.1099](https://doi.org/10.1002/hrdq.1099). <https://doi.org/10.1002/hrdq.1099>
- Burke, M. J., & Day, R. R. (1986). A cumulative study of the effectiveness of managerial training. *Journal of Applied Psychology*, 71(2), 232–245. <https://doi.org/10.1037/0021-9010.71.2.232>
- Gurdjian, P., Halbeisen, T., & Lane, K. (2014). Why leadership-development programs fail. *McKinsey Quarterly*, 1(1), 121–126. <https://www.mckinsey.com/featured-insights/leadership/why-leadership-development-programs-fail>
- Feser, C., Nielsen, N., & Rennie, M. (2017). What's missing in leadership development? Book: *Leadership At Scale: Better leadership*. <https://www.mckinsey.com/featured-insights/leadership/whats-missing-in-leadership-development>
- Feser, C., Rennie, M., & Nielsen, N. C. (2018). *Leadership at Scale: Better leadership, better results*. Hachette UK. <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/leadership-at-scale>
- Bersin, J., Pelster, B., Schwartz, J., & van der Vyver, B. (2017). *Introduction: Rewriting the rules for the digital age: 2017 Global Human Capital Trends*.
- Welcome to the Experience Economy by B. Joseph Pine II and James H. Gilmore, *Harvard Business Review*, From the Magazine (July–August 1998)
- Keller, S., & Meaney, M. (2017). *Leading organizations: Ten timeless truths*. Bloomsbury Publishing.
- Plaskoff, J. (2017). Employee experience: the new human resource management approach. *Strategic HR Review*, 16(3), 136–141.
- Whitter, B. (2022). *Employee experience: develop a happy, productive and supported workforce for exceptional individual and business performance*. Kogan Page Publishers.
- Mazor, A. H., Zucker, J., Sivak, M., Coombes, R., & Van Durme, Y. (2017). *Reimagine and craft the employee experience: Design thinking in action*. Deloitte Development LLC.
- Harvard Business Publishing Corporate Learning. (2016, July 19). *Leadership Development Survey*. <https://www.harvardbusiness.org>. Retrieved March 23, 2023, from <https://www.harvardbusiness.org/news/only-7-of-organizations-believe-their-leadership-development-programs-are-best-in-class-according-to-harvard-business-publishing-state-of-leadership-development-survey/>