



Formative evaluation of leadership development programs: a strategic perspective

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University of
South Australia

The state of global leadership development



WFPMA - Most important issue of our time

USA - 8,000 publications per year

Global spend - \$24 Billion per year

Australia - investing more than most

<http://fhleadership.wikispaces.com/Leadership+Cartoons>

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"I attended the leadership conference.
Now I'm *following* everything they recommended."

Skills shortage

Fragmented approach

Cultural change

Loss of tacit knowledge

Regional shortages

Soft skills development



Future of the industry requires a major cultural change ... leadership will change the industry for the future

Commonwealth Government Funding

Innovation Information

Sharing the latest from the CRC for Rail Innovation Team



2007 – 2014

\$100 million

5 Programs ... over 60 Projects



Economic Social & Environment Sustain ..

Operations & Safety

Engineering and Safety

Workforce Development

Commercialisation and Utilisation

**P4.104
Rail Leadership
Capability
Framework**

P4.104 Research project



- **Seven organisations**
- **Qualitative/ Interpretive**
- **Two years**
- **Literature**
- **Case studies**
- **Interviews**
- **70% of industry**
- **250 people**
- **Five levels**
- **HR experts**



Structured Lit



Table 2.1 Distribution of literature consulted

Publication Year	
2006-2010	36%
2000-2005	21%
1990s	24%
1980s	7%
Pre 1980	12%
Total	100%

Publication Type	
Journal	49%
Book	32%
Report	12%
Website	5%
Other	2%
Total	100%

Regional Focus	
USA	48%
Australia	32%
Europe	18%
Asia	2%
Other	0%
Total	100%

Discipline	
Social Science	8%
Humanities	1%
Applied Science	90%
Education	1%
Total	100%

Industry Sector	
Private	59%
Public	20%
Private and Public	21%
-	-
Total	100%

Source: <http://www.globalbar.com.au/Home>

Hermeneutic method



Researchers' experiences

Literature review

- Interpretive evaluation technique
- Focus on the parts and the whole
- Cyclic and iterative
- Layers of meaning and insight

External information

Case study findings

Literature ...
80% of L&MD initiatives fail



S U C C E S S
E V A L U A T I O N
D E V E L O P M E N T
G R O W T H
S O L U T I O N
P R O G R E S S
M A R K E T I N G

Too little

Too late

Anecdotal

Reactive



Evaluation vacuum



Tyler, 1947



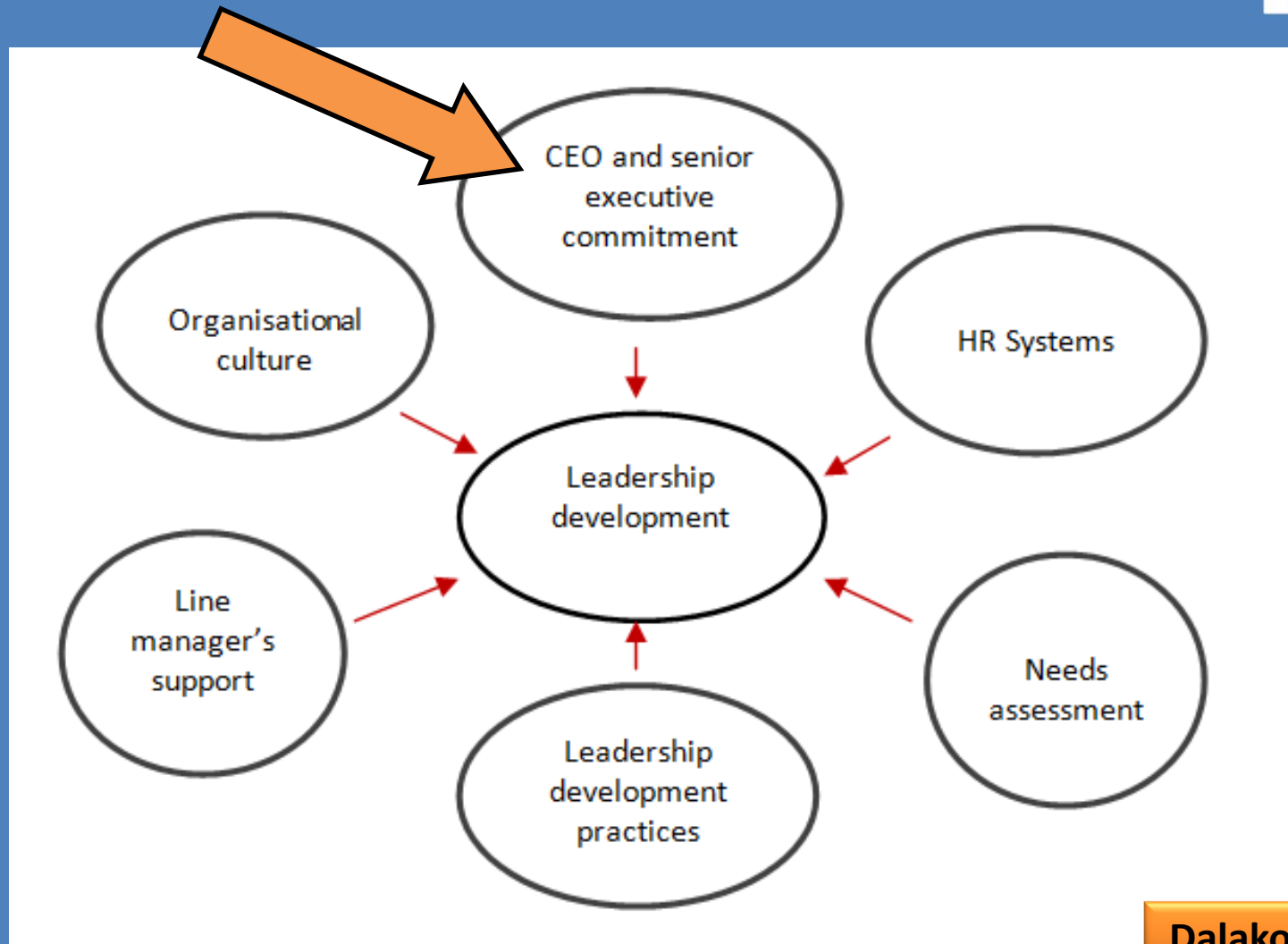
- Reactive rather than proactive
- Crude measures – happy sheet to ROI
- Context-empty and 'performative'
- Rarely evaluate the entry point'

Leadership development programs



- Short term, needs based
- Elaborate to simple
- Differences in every rail organisation
- Driven by a keen HR practitioner
- Varying approaches to development
 - Top level** - conferences and seminars
 - Middle level** – short duration courses
 - Front line** – on-job training/coaching
- Little evaluation

Conceptual model



Enablers of a sustainable leadership development program



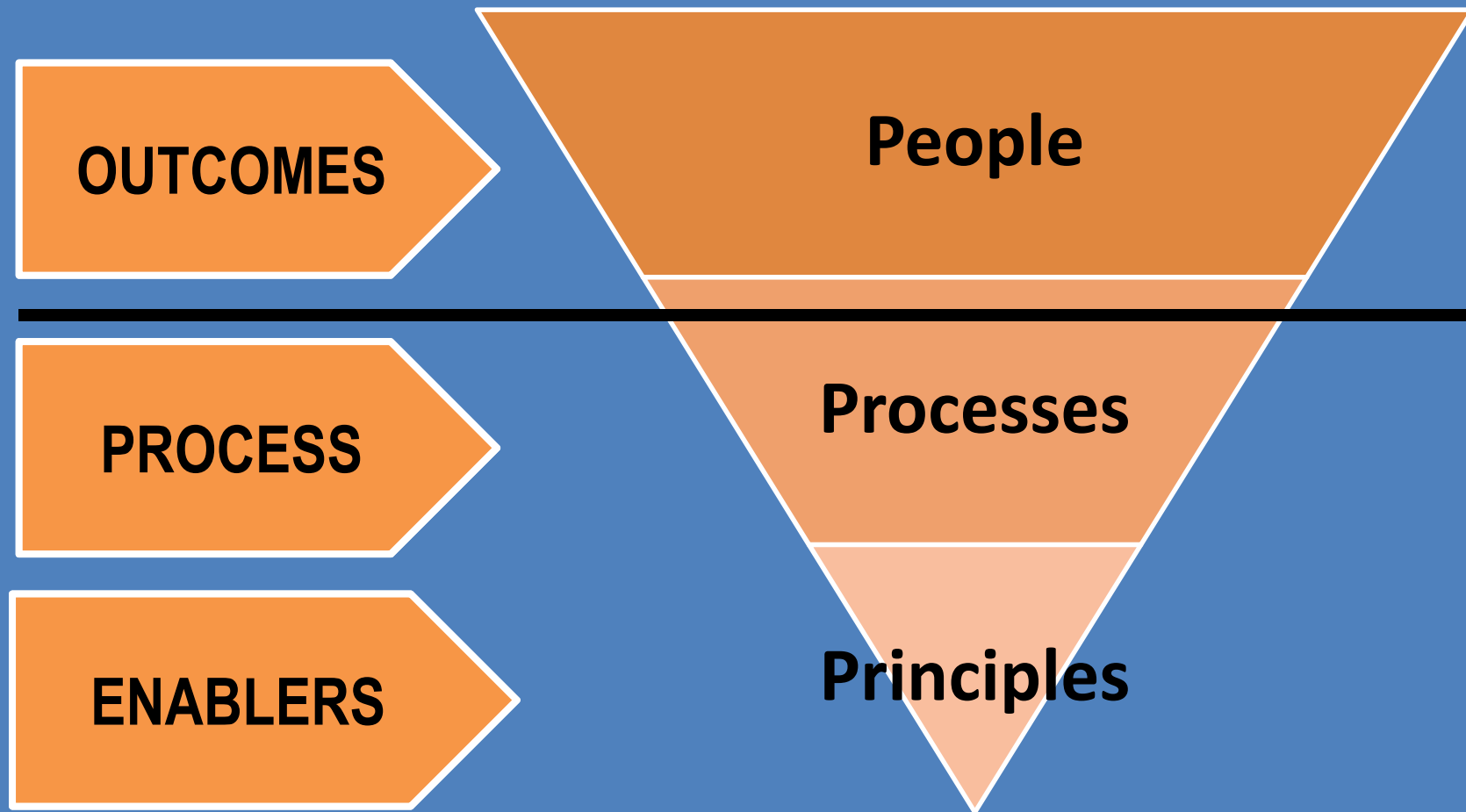
- **Strong CEO commitment**
- **Longer-term perspective**
- **HR champion to drive the program**
- **System or framework to shape development and evaluation**
- **Satisfaction with the outcomes**

ENABLERS

PROCESSES

OUTCOMES

Principles as a pre-formative evaluation framework



Importance of using pre-formative evaluation for sustainable outcomes

**STRATEGIC
ENABLERS**

- Align with Vision and Values
- Support the long-term goals
- Relate to Success Factors
- Context specific

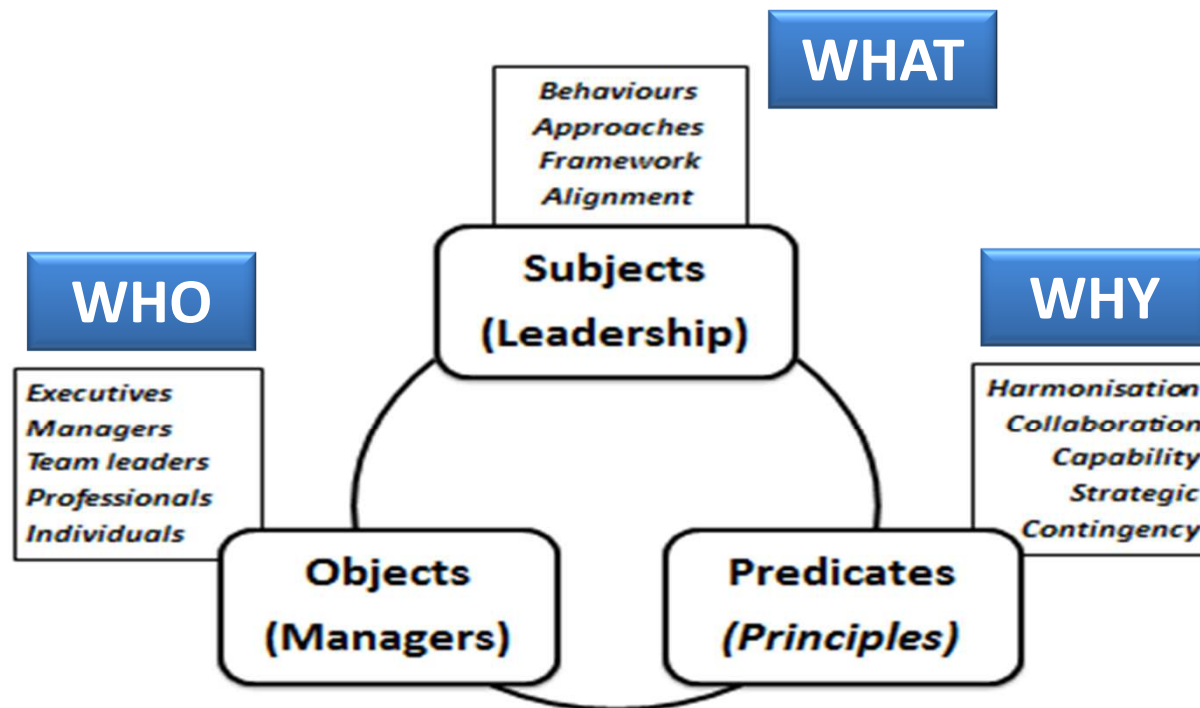
**BETTER
PROCESSES**

**SUSTAINABLE
OUTCOMES**



An Evaluation Ontology ...

to shape and legitimise downstream decisions
and build process improvement



An 'ontological' pre-disposition to L&MD



Ten principles for embedding a rail leadership culture

1 Commit to harmonise

6 Australian rail context

2 Workplace efficiency

7 Recognition of skills

3 Align with HR strategy

8 Qualifications-based

4 Segment levels of mgt



9 Blended learning

5 Local context

10 Experiential & on-job

Ten principles for embedding a rail leadership culture

1 We are committed to harmonise L&MD activities

Evaluation Criteria			
Information is shared openly with other rail organisations	✓		
Joint arrangements take place on training delivery		✓	
We take part in rail industry Communities of Practice			✓
We use the six themes of rail leadership	✓		

Summary



- **L&MD – evaluation is too little and late**
- **High level (meta) evaluation aids downstream decision making**
- **Significance of top-level engagement**
- **Significance of the local context**
- **Principles underpin formative evaluation, processes & outcomes**
- **Empowering stakeholders reduces risk**



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QUESTIONS



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