

The ROI of leadership development

The first global, cross-industry study to quantify and elucidate a genuine ROI from Leadership Development activities with empirical data.



Executive Summary

Countless qualitative studies have demonstrated that the benefits of leadership development ripple out across the entire organization, but our research set out to demonstrate the financial benefits of leadership development with empirical data.

In other words, we wanted to calculate the concrete return on investment (ROI) of leadership development.

To do so, New Level Work carried out a double-blind survey of 752 U.S., U.K., and Canadian-based professionals responsible for leadership development at their companies (50% of which had more than \$1B in revenue over the last 12 months). Our results show that **every dollar spent on leadership development results in an ROI ranging from \$3 to \$11, or an average ROI of \$7.**

To calculate ROI, we subtracted the mean total program costs from the mean total tangible benefits reported and divided that number by the mean total program cost. The tangible benefits of leadership development include 1) revenue from sales directly attributed to leadership development, 2) savings from retention as a result of leadership development, and 3) savings as a result of promotion from within.

$$\text{ROI} = \frac{\text{Total Tangible Benefits} - \text{Total Program Cost}}{\text{Total Program Cost}}$$

The fact is, leadership development is a profit multiplier. The median leadership development spend was **\$1M, or \$444 per person.**

On average, the total tangible benefit of leadership development across all companies surveyed came to **\$374,796,036¹**

We also found that leadership development directly impacted revenue attributed to sales.

- 42% of respondents observed an increase in revenue attributed to sales as a direct result of leadership development programming.
- 47% of those who observed an increase in revenue attributed to sales credited better performing managers and/or their direct reports for the uptick.

Most companies we surveyed are already calculating the ROI of leadership development, which is perhaps why 84% said that their company still prioritizes investing in leadership development, **even in a downturn market.**

What's more, **99% said they would maintain or increase their leadership development spend over the next 12 months.**

Additional topics covered in the study include the top reasons why companies are investing in leadership development, leadership development investment trends for 2023, the industry's long-term viability, and the significance of program completion rates.

¹ For the purposes of ROI calculations described later in this report, we used mean spend which was \$46M. The difference between the mean and median reported here is due to outliers on the higher-end of spending patterns.

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Introduction

Countless case studies and qualitative analyses have proven time and again that investing in leadership development pays dividends for managers of all levels, their direct reports, and organizations as a whole. We know you know that 1:1 coaching [improves](#) workforce engagement, performance, retention, and wellbeing. Likewise, training programs have been [proven](#) to reduce turnover, increase productivity, and overall profitability.

In this study, we set out to take research on leadership development to a new level by exploring investment trends and quantifying the ROI of leadership development across companies of various size, industry, and geography. We've analyzed the data and extracted the most valuable insights that we're excited to share with you in the pages that follow.

Our study distinguishes leadership development as a subset of learning and development (L&D) activities. [The Gartner Glossary](#) defines leadership development as a set of activities that prepare current and future leaders to perform effectively in their roles. These activities include those that improve skills in decision making, team management, innovation, coaching and developing others. This excludes broader L&D activities such as increasing subject matter expertise, technical know-how, and adherence to workplace policies and the law.

Methodology

Between May and July of 2023, we fielded an 18-question, multi-industry survey on leadership development in the United States, the United Kingdom, and Canada.

Prior to survey development, we conducted 1:1 interviews with 6 of our clients to help identify trends that would inform hypotheses and question creation.

Our primary objective was to quantify the ROI of Leadership Development. Our secondary objective was to provide a foundation for understanding current trends around investment in leadership development.

It is our hope that these findings can serve as a benchmark for on-going monitoring of leadership development patterns in the years to come.

About The Sample

Our double-blind survey yielded 752 responses from professionals who are responsible for leadership development at the company where they work. Specifically, survey respondents were required to hold one or more of the following responsibilities: approving leadership development budgets; learning, training &

development, human resources' talent management; and/or people-data analytics.

We prioritized responses from the most senior positions, with 50% of respondents holding C-Suite titles, specifically, CEOs, CFOs, CHROs, and CPOs. We also included responses from SVPs and VPs (30%) and Senior Directors and Directors (20%) to better understand how leaders at different levels are assessing and championing leadership development.

An International Footprint

Respondents were predominantly from the US (65%), with the remaining representation from the United Kingdom and Canada (28% and 7% respectively).



Multi-Industry Representation

Our study captured responses from 14 different industries.

- Technology, business services, and manufacturing - 50%
- Retail, education, media & internet, hospitality, holding companies & conglomerates - 24%
- Construction, transportation, insurance, and government - 16%
- Real estate, law firms & legal services - 10%

A Variety of Company Sizes Captured

The majority of our sample (57%) represents companies between 1,000 and 4,999 employees. 30% of our sample represents companies below 1,000 employees and 12% represents companies with over 5,000 employees.

For ease of analysis and reporting, we divided companies into three categories based on their reported annual revenue: small (78, <\$50M), medium (300, \$50M - \$1B), and large (374, \$1B+). This division

was based on research definitions used by [Gartner](#) around Small and Mid-size Business (SMB).

A Balance Between Remote, Hybrid, and In-Person Work Forces

In an effort to accurately reflect the current world of work, we made sure to include remote and hybrid workplaces in our survey sample. 48% of respondents reported their work force was entirely-remote or hybrid. 52% reported that their workforce is operating in-person.

A Diversity of Investment Sizes Examined

We also compared outcomes based on the size of a company's investment in leadership development over the last 12 months, which we broke down into three categories: low (194, <\$100,000), medium (374, \$100,000 - \$10M), and high (184, \$10M+).



[New Level Work](#) is a comprehensive leadership development platform that helps companies grow their people into a source of sustainable competitive advantage. Their personalized coaching for all levels of workers has a proven track record of delivering real world business impact.

New Level Work partnered with [The Fossicker Group](#), a majority woman-owned, full-service research firm, on all elements of this year's report, including survey design, fieldwork, analysis, narrative, data visualizations, and report design.

Is it possible to calculate the ROI of leadership development programs?

The answer is a resounding “yes.”

More than half (56%) of the companies we surveyed have calculated or are currently calculating the ROI of their leadership development programs.

Although 40% don't currently calculate it, they want to or have plans to do so in the next 12 months.

Less than 3% of respondents have not calculated—nor have plans to calculate—the ROI of their leadership development programs in the next 12 months.

In our increasingly data-driven, outcome-oriented world, calculating ROI is a must.

So, it makes sense that when asked about reasons for increasing leadership development spend, the C-suite cited easy-to-measure results (see p. 19 for details). To justify their investment, executives need to be able to prove that leadership development programs contribute to the bottom line. To that end, 87% of respondents agreed or strongly agreed that their decision makers use ROI as a determining factor for investment decisions.

By tracking the costs and benefits, companies are taking the guesswork out of the decision to invest in leadership development. 91% of respondents agreed or strongly agreed that their decision makers have a clear, data-driven process for determining leadership development budgets, and 95% agreed or strongly agreed that their decision makers have a clear understanding of the costs of leadership development programs.

A reliable ROI formula allows companies to quantify the value of leadership development programs. Here's how some of our respondents are tracking their ROI:



Employee performance/engagement



Increase in sales/revenue/income/profit



Employee retention/turnover



Cost reduction



Promotion from within



We use surveys to judge employee well being and satisfaction with work life balance and commitment to the company. And obviously the cost of development vs. the increased revenue is watched closely with metrics to determine how much development affected revenue streams.

Vice President
Business Services Industry
United States
5,000-10,000 Employees

Based on our data, every dollar spent on leadership development results in an ROI ranging from \$3 to \$11, or an average ROI of \$7.

About the ROI calculation

$$\text{ROI} = \frac{\text{Total Tangible Benefits} - \text{Total Program Cost}}{\text{Total Program Cost}}$$

To calculate ROI we subtracted the mean total program costs from the mean total tangible benefits reported and divided that number by the mean total program cost.

The tangible benefits from leadership development include 1) revenue and sales directly attributed to leadership development, 2) savings from retention as a result of leadership development, and 3) savings as a result of promotion from within.

To calculate savings from retention and from promotion from within as a result of leadership development program participation, we applied the retention and promotion rates of non-participants to the total number of leadership development program participants. This gave us a baseline value as if no one had received leadership development programming. We then subtracted this number by the reported retention and promotion rates of leadership development program participants to distill the effect of leadership development.

In both cases, leadership development had a positive impact on retention and on promotion from within. Specifically, companies retained an average of 75 employees and were able to promote 12 employees (on average) thanks to leadership development participation. To convert this to dollars, we used [Gallup's](#) cost to replace an employee (approximately 1.5x an employee's salary) and [SHRM's](#) cost to hire a new employee (3-4x the position's salary).

For ease of survey taking, respondents were asked to select from a range of values. The table below shows the upper and lower bounds of the range of values provided as total tangible benefits.

	Revenue Attributed to Sales because of LD Participation	Savings from Retention	Savings from Promotion from Within	Total Tangible Benefits	Cost of LD Programming	ROI
Upper	\$564,564,096	\$9,493,145	\$3,359,757	\$577,416,998	\$46,993,856	\$11
Middle	\$363,240,359	\$8,506,822	\$3,048,855	\$374,796,036	\$46,993,856	\$7
Lower	\$161,916,622	\$7,416,391	\$2,851,758	\$172,184,771	\$46,993,856	\$3



Leadership development is a profit multiplier.

We found that leadership development programming increased several intangible benefits known to produce more efficient and effective teams. Specifically, program participants scored consistently better against non-program participants in the following areas:

1. Work quality
2. Productivity
3. Peer-to-peer communication
4. Engagement
5. Project efficiency

Furthermore, regardless of how we parsed the responses –whether by company size or job title– improved work quality was consistently reported as a top differentiator between participants and non-participants. Other differentiators for participants included improved peer-to-peer communication and increased productivity. Participants at both mid-sized and large companies also demonstrated greater efficiency with completing projects.

At small companies in particular, participants displayed increased levels of collaboration and an improved attitude towards their employer. Participants at mid-sized companies were more engaged, more successful at achieving business outcomes, and more agile; participants at larger organizations produced increased revenue and sales.

Both C-Suite executives and VPs cited improved communication skills and increased productivity as differentiators, while VPs and Directors reported that participants were more engaged than non-participants.

There were also specific benefits reported at every level of the organization:

- C-Suite executives witnessed improved project efficiency and a better internal attitude towards the company;
- VPs saw increased collaboration among employees; and
- Directors said program participants were better prepared to be promoted from within, better contributed to the culture at work, and were happier than non-participants.

Similar to other studies on the ROI of leadership development activities, these intangible benefits directly impacted sales revenue. A [2022 Harvard Business Review](#) study found that of the organizations who are most successful at implementing leadership development programs, 35% reported an increase in revenue as a result of their efforts.

According to our data, the number is even greater, with **42% of respondents observing an increase in revenue and sales as a direct result of leadership development programming.**

47% of those who observed an increase in revenue and sales credited better performing managers and/or their direct reports for the uptick.

The total mean leadership development program cost was \$46,993,856. On average, the total tangible benefit of leadership development across all companies surveyed came to \$374,796,036.

On average, respondents attributed \$363M of their revenue from sales to leadership development (that's \$122,262 per employee). Our findings corroborate what others in the industry have found: **when given the right development opportunities, investing in people is a profit multiplier.**

We'd be remiss if we didn't mention the ripple effect.

The indirect benefits of leadership development are felt at every level of the organization. All of our respondents reported at least one way in which direct reports of participants performed better than direct reports of non-participants.

What's even more powerful is how the ripple effect extends not just to participants' direct reports, but to the entire company. Respondents attributed the following benefits at the company level to leadership development:

- 88% reported higher or significantly higher desire to more-frequently hire from within
- 83% reported higher or significantly higher ability to more quickly/easily fill job vacancies
- 87% reported higher or significantly higher employee satisfaction rates
- 88% reported higher or significantly higher employee performance scores

The top 5 improvements seen in leadership development program participants

1

Improved work quality

2

Increased productivity

3

Improved communication between employees

4

Increased employee engagement

5

Improved project efficiency

The top 5 improvements seen in direct reports of leadership development program participants

1

Improved work quality

2

Improved project efficiency

3

Increased collaboration among employees

4

Increased productivity

5

Increased revenue & sales

Leadership development improves the bottom line through cost avoidance.

Two additional factors went into the creation of our ROI formula: 1) reduced attrition rates, and 2) increased rates of promotion from within. Unlike reported revenue increases from sales, these two factors improve the bottom line through cost avoidance.

So, how does leadership development impact attrition and promotion from within?

Among leadership development participants, we observed a clear relationship between reduced rates of attrition and increased rates of promotion as compared to non-participants. We also found that retention and promotion from within account for 11% of overall ROI savings.

Furthermore, when comparing the retention and promotion rates of participants and non-participants, we found that in just one year, **an average of \$11.5M per company** was saved due to these factors alone.



Attrition happens. It's inevitable.

95% of respondents reported some level of attrition over the last 12 months, 68% of which was voluntary. Roughly a third (34%) of respondents reported that this rate was higher or significantly higher than previous years. Of the employees who voluntarily left their respective companies, 51% did not participate in any leadership development programs.

Retention is a no-brainer for preventing costs. According to [Gallup](#), US businesses lose \$1 trillion every year due to voluntary turnover. Gallup also reports the cost of replacing one team member “can range from one-half to two times the employee’s annual salary -- and that’s a conservative estimate.”

Most of the respondents (64%) agreed or strongly agreed that their voluntary attrition rate decreased as a result of participation in leadership development programs. Of all attrition, about 32% was involuntary, and like voluntary attrition, about a third (34%) of respondents reported that this rate was higher or significantly higher than the previous year. Of those who involuntarily left, 51% did not participate in any type of leadership development program. Again, similar to voluntary attrition rates, 63% of respondents agreed or strongly agreed that their involuntary attrition rate decreased as a result of participation in leadership development programs.

We asked respondents about team members’ primary reasons for voluntary attrition, and the number one answer was moving jobs. However, 43% of respondents reported “experiencing discrimination” and/or “dissatisfaction with manager/direct supervisor” as other common reasons for voluntary attrition. Given that 61% of respondents said that people from protected classes made up a “significant portion” of those who voluntarily left their company, it’s critical to align leadership development strategy with broader goals and principles regarding diversity, equity, and inclusion. Doing so can increase the retention, satisfaction, and engagement levels (among other things) of employees from protected classes.

The time to act is **now**.

After comparing the retention rates of participants versus non-participants, we calculated the **average savings from retention due to leadership development programs to be \$8,506,822.**



61%

of respondents said that people from one or more protected classes made up a “significant portion” of those who voluntarily left the company.

Just as some degree of attrition was common across the board, all respondents reported a cost associated with external searches when they were not able to hire from within.

[SHRM](#) estimates that the average cost per hire was about \$4,700, but could be as high as 3-4x the position's salary. Among our survey respondents, the average cost per external search was just under \$5,200. Promotion from within also enables companies to avoid these search costs and less obvious opportunity costs like the time it takes to fully onboard someone, or develop team cohesion/chemistry/morale, all things which can impact productivity.

Over the past 12 months, 99% of respondents reported at least one internal promotion, with an average of 49 promotions per company. When examining the impact of leadership development programs, we found that participants made up 67% of internal promotions. As with retention, we compared the participants' rate of promotion from within to non-participants and found that the average **savings from promotion from within per company was \$3,048,855.**

In the same time frame, 97% of organizations reported conducting at least one external search with the average across all organizations being 65 searches per company.



2023 Trends in Leadership Development Investment

Investing in leadership development is a top priority for companies, despite the current market.

The last several years have given rise to many game changers in the world of work—an increased commitment to diversity, equity, and inclusion, a significant shift to remote work, pandemic-related layoffs, and economic fluctuations—all of which have tested the leadership development market in unprecedented ways.

Conventional wisdom would predict that the majority of companies decreased their leadership development spend as a result of these changes, but more than half (58%) of our respondents reported that their spend in the last 12 months was higher or significantly higher than expected.

The median spend was \$1M, or \$444 per person.

Furthermore, an overwhelming majority of respondents (84%) agreed or strongly agreed that their company still prioritizes investing in leadership development, even in a downturn market.

As they should. People leave organizations primarily because of a lack of career development opportunities. Leadership development, especially in the area of growing and developing reports, is a big lever for organizations that want to retain top talent. Managers have the greatest impact on their direct reports' career growth.

Companies that understand the benefits of leadership development are especially willing to expend resources on it. Specifically, we found that those who agreed with the statement "leadership development has numerous benefits" (88%), were also more likely to invest in it over the next 12 months.

The remaining 12% were neutral towards or disagreed that "leadership development has numerous benefits" and were also neutral towards or not as likely to invest in it over the next 12 months.

The top 5 reasons why companies use leadership development programs:

- 1 To grow and develop individual contributors;
- 2 To improve communication between employees;
- 3 To increase collaboration among employees;
- 4 To improve the culture at work; and
- 5 To improve external perception of the company brand.



“

We have increased staff engagement and retention thanks to our leadership development training. We have been able to develop a more motivated and devoted staff by offering employees chances for both personal and professional growth.

Vice President
Business Services Industry
United Kingdom
1,000-5,000 Employees

These four trends tell the story of how companies are investing in leadership development in 2023.



Leadership development spend mirrors previous studies on investment patterns.

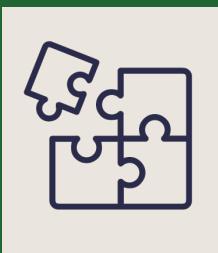
The median spend on leadership development reported by respondents over the last 12 months was \$1M, with an mean per person spend of \$444. For small companies, the median spend was \$75,000 with a median per person spend of \$124. For mid-sized companies, the median spend was just over \$390,000, with a median per person spend of \$257. Lastly, for large companies, the median spend jumped quite significantly to \$4M with a median per person spend of \$1,225.



Leadership development isn't just for those at the top anymore.

Harvard Business Review reports that senior leaders and high performers are the most likely to participate in leadership development programs, but according to Gallup, 70% of a team's engagement level is dependent on their manager. This points to a critical need for investment in managers of all levels.

Based on our findings, companies already recognize the disparity and are taking steps to address it. Over half (57%) of all investment in leadership development in the past 12 months focused on senior managers, mid-level managers, and new managers, which seems to indicate a shift towards democratization (though year-over-year comparison is needed to identify a definite trend).



Companies are leveraging a blend of leadership development programs.

We asked survey participants to tell us which types of leadership development programs they have used over the last 12 months. Their choices included: 1:1 coaching, group coaching, single-session group training, multi-group training and self-paced e-learning. Whether virtual or in-person, one thing was clear from our respondents – variety is the name of the game.

Interestingly, across small, mid-sized, and large companies, virtual 1:1 coaching was consistently in the top three leadership development programs employed. Aside from the transportation industry, all those surveyed rely on virtual 1:1 coaching to develop their leaders. In the health care & insurance, construction, and law/legal services industries, virtual 1:1 coaching was the most used method of leadership development.



Companies are relying on third-party services to support leadership development efforts.

We also observed that companies are looking beyond their in-house offerings to build out their leadership development programs. On average, participants reported using third-party services for their leadership development programs about 58% of the time.

Leadership development is here to stay.

87% of all respondents told us it is **likely or extremely likely** that their organization will invest in some type of leadership development programming over the next 12 months. That's right—regardless of company size (or the fact that we're in a downturn market), **everyone is still committed to investing in their leaders.**

Zooming in, nearly all respondents (99%) said that they're increasing or maintaining their current leadership development spend over the next 12 months, and no one reported plans to stop spending all together. Of those who are increasing their spend, we found that large organizations (61.8%) were significantly more likely to increase their investment compared to mid-size (48.7%) and small (42.3%) companies.

The top three reasons for increasing or maintaining leadership development spend were consistent across company size and respondent job title: employees expressed positive opinions about programs, employees enthusiastically completed programs; and historically effective investment in leadership development programs.

Small companies also credited seeing quick results and the ability to easily embed programs as the fourth and fifth reasons why they planned to maintain their leadership development spend. Small companies that planned to increase their investment said the key reason was having found a leadership development provider that met their organization's needs. Mid-sized and large companies cited the ability to easily measure ROI as an additional determinant for maintaining their leadership development spend.

When we ranked reasons for maintaining or increasing spend on leadership development by job title, we also saw some interesting patterns. The top three reasons for maintaining their spend stayed the same; however, of those who planned to increase their spend, the third reason differed by job title. C-Suite executives cited easy-to-measure results; SVPs/VPs liked programs that were easy-to-embed into existing structures; and, Directors (closest to on-the-ground operations) liked the fact that programs were not too time consuming.

Anticipated investment behaviors over the next 12 months by company size

	Increasing Investment	Maintaining Investment	Decreasing Investment
Large Companies	62%	38%	<1%
Mid-Size Companies	49%	49%	2%
Small Companies	42%	56%	1%

No matter the company size or respondent job title, the top three reasons for increasing or maintaining leadership development spend were:

- 1 Employees expressed positive opinions about programs;
- 2 Employees enthusiastically completed programs; and
- 3 Successful, effective investment in leadership development programs previously

³ This is in line with [Chief Learning Officer's](#) 2018 study, where only 6% of their respondents were planning a decrease in their leadership development spend.

Program completion rates may be a deciding factor, but the jury is still out.

Respondents' top two reasons for continuing to invest in leadership development were employees' positive responses to programs and participants' enthusiasm for completing them. As expected, those companies that are maintaining or increasing their investment over the next 12 months saw high program completion rates of 69% and 68% respectively.

By contrast, companies that are reducing their leadership development spend over the next 12 months are doing so because participants are not completing programs. Their completion rates were lower at 55%. As mentioned previously, only a small percentage of respondents were planning on reducing their investment in leadership development and none were planning on stopping it entirely.

Implementing leadership development programs takes time, effort, and resources.

Beyond completion rates, other reasons for reducing leadership development spend (especially as reported by C-suite executives) were past program ineffectiveness and concerns around time and money spent on implementation and evaluation.

There's no denying that leadership development programs require an investment of time, effort, and resources. 74% of respondents have more than 10 staff members supporting and coordinating leadership development efforts at their company.

The bigger the company, the more people are needed. At small organizations, the average is 12 staff members. At large organizations, the average is 15.

When asked about barriers to implementation, the top three concerns centered around measurement and evaluation:

1

Lack of expertise with data collection, analysis and presentation;

2

Lack of staff to lead program evaluation efforts; and

3

No process in place for evaluating efficacy of leadership development programs.



From the thought Leaders at New Level Work

The best way to ensure ROI is to utilize effective programming that aligns with critical management levels who are engaging the most people:

1) Drivers, 2) Accelerators, and 3) New Managers.



Drivers

Who They Are: Heads of business units who report directly to senior executives and drive change by converting business objectives/strategies into execution. The focus here is preparing leaders to run the organization

What They Need: Broadening of perspective (organizational → outside organization)

How to Approach: 1:1 Coaching and Group Coaching; supplemented with Group Training as needed



Accelerators

Who They Are: More experienced managers and cross-functional team leads, who are on track to become tomorrow's Drivers. The focus here is getting middle managers ready to drive the organization forward.

What They Need: Broadening of perspective (operational → organizational)

How to Approach: Combination of Group Training, 1:1 Coaching, and select Group Training/ Capstones



New Managers

Who They Are: New to management (0-6 months in the role is ideal; 6 months - 3 years who have not received proper development). The focus here is getting new managers up to speed quickly.

What They Need: Skill Development

How to Approach: Primarily Group Training with Capstones

There's no debate that the world of work is ever-changing at a rapid rate, with no sign of slowing down

Managers are at the epicenter of that change.

From our experience, there's a double value gap here – employees are not feeling valued, which in turn, delivers a gap in how they create value for the company.

New Level Work's DNA is rooted in the new world of work and has been since we were founded almost a decade ago. We believe companies can close the double value gap and accelerate business growth by equipping their managers to view change and ambiguity as opportunities for 1) building an agile mindset, and 2) refining their leadership skills. Together, these two things strengthen employee and team engagement, delivering new levels of impact for the organization. It all starts with changing one's mindset. From there, we can change performance to close the double value gap.

Managers are force multipliers – that's no secret. Equipping them for success means helping them adapt to and embrace change. Only then can you make your organization future-proof.

With the most qualified coaches and facilitators in the industry, New Level Work consistently delivers the impact companies want and need. Our coaching helps managers (and their teams) reach their full potential by working with them to set clear objectives and take meaningful action, which they can track. Of course, objectives sometimes pivot as business needs shift. This is something our experienced coaches and facilitators know all too well.

New Level Work's customer success team acts as an extension of your L&D team to ensure successful program delivery and continuity of your organizational goals. Your dedicated customer success manager is with you every step of the way—from start to finish—to ensure we deliver on your goals. Our system also delivers ROI reporting to ensure you can communicate your story of impact internally.



About New Level Work

New Level Work is a comprehensive leadership development platform that helps companies grow their people into a source of sustainable competitive advantage.

Our personalized coaching for all levels of workers has a proven track record of delivering higher sales and revenue and better attrition rates. New Level Work has the most extensive network of experienced coaches, and its data-driven approach ensures visibility and accountability.

And with coaching available in 17+ languages, New Level Work can provide real results for managers around the world.

New Level Work's 1:1 Coaching Difference

- Our coaches/facilitators have 10+ years of real world management experience and a depth of organizational coaching experience, which speeds up skill development.
- We don't just look at high impact programs like 1:1 coaching as employee wellness perks, we align our programs with your organizational goals to ensure success.
- Experiential learning leads to higher levels of participation, satisfaction and completion (and ultimately higher ROI).

Our Blended Approach to Learning

Coaching, training and e-learning need to have a practical, action-oriented, experiential learning approach. Behavior change is a result of participants learning by doing and forming new leadership habits.

Partnering to Ensure Success:

Implementation and ensuring participation requires resources and time, so you need to have a partner who helps you ensure smooth implementation.

Ability to Easily Collect Data and Measure Progress:

New Level Work partners with our customers to help them collect the data they need to measure, analyze and present the business impact and ROI of leadership development programs. We provide customizable dashboards and templates to communicate results.

Providing Programs that Employees Love:

Respondents told us that the top 2 reasons for continuing to invest in leadership development were:

1. Employees' positive response to programs, and
2. Their enthusiasm for completing them.

New Level Work coaching boasts some of the highest completion rates in the industry (over 90%) and an NPS score of over 90.

Appendix

Top 5 Reasons for Increasing Leadership Development Investment By Business Size

Small Companies	Mid-Size Companies	Large Companies
1. Employees were/are enthusiastically completing programs	1. Employees expressed positive opinions about programs	1. Employees expressed positive opinions about programs
2. Time spent for managing Leadership Development programs easily embeds in our existing structures	2. Employees were are enthusiastically completing programs	2. Employees were are enthusiastically completing programs
3. Employees expressed positive opinions about programs	3. Time spent for managing Leadership Development programs easily embeds in our existing structures	3. Leadership Development programs are not too time consuming
4. We found a Leadership Development provider that could meet our organization's needs	4. It's been easy measuring Leadership Development monetarily ROI	4. Past investment of Leadership Development programs are effective
5. Past investment of Leadership Development programs are effective	5. Past investment of Leadership Development programs are effective	5. It's been easy measuring Leadership Development monetarily ROI

Top 5 Differences Observed in Leadership Development Program Participants By Business Size

Small Companies	Mid-Size Companies	Large Companies
1. Improved communication between employees	1. Increased employee engagement	1. Improved work quality
2. Increased collaboration among employees	2. Improved work quality	2. Increased productivity
3. Increased productivity	3. Improved project efficiency	3. Improved communication between employees
4. Improved work quality	4. Success in achieving specific business outcomes	4. Improved project efficiency
5. Improved internal attitude/sentiment toward company	5. Improved workplace agility	5. Increased revenue & sales

Top 5 Differences Observed in Direct Reports of Leadership Development Participants By Business Size

Small Companies	Mid-Size Companies	Large Companies
1. Increased collaboration among employees	1. Improved work quality	1. Improved work quality
2. Increased productivity	2. Improved the culture at work	2. Improved project efficiency
3. Improved work quality	3. Improved internal attitude/sentiment toward company	3. Increased productivity
4. Increased revenue & sales	4. Improved project efficiency	4. Improved communication between employees
5. Growth and development of individual contributors	5. Increased revenue & sales	5. Increased collaboration among employees

Top 5 Differences Observed in Leadership Development Program Participants By Respondent Job Title

C-Suite	SVP/VP	Sr. Director/Director
1. Improved communication between employees	1. Improved work quality	1. Improved work quality
2. Increased productivity	2. Increased productivity	2. Increased employee engagement
3. Improved project efficiency	3. Improved communication between employees	3. Prepared employees to be promoted from within
4. Improved internal attitude/sentiment toward company	4. Increased collaboration among employees	4. Improved the culture at work
5. Improved work quality	5. Increased employee engagement	5. Improved employee wellbeing & wellness

Top 5 Differences Observed in Direct Reports of Leadership Development Participants By Respondent Job Title

C-Suite	SVP/VP	Sr. Director/Director
1. Improved internal attitude/sentiment toward company	1. Improved work quality	1. Improved workplace agility
2. Improved the culture at work	2. Improved project efficiency	2. Improved work quality
3. Improved work quality	3. Improved employee wellbeing & wellness	3. Improved employee wellbeing & wellness
4. Increased collaboration among employees	4. Increased collaboration among employees	4. Improved communication between employees
5. Improved project efficiency	5. Increased productivity	5. Increased productivity

Median Leadership Development Spend By Industry

Industry	Median Spend	Median Per Person Spend
Business services	\$500,000	\$667
Construction	\$300,000	\$480
Education	\$1,398,000	\$950
Government	\$75,000	\$25
Healthcare & Insurance	\$210,000	\$153
Holding companies & conglomerates	\$5,000,000	\$1,667
Hospitality	\$150,000	\$213
Law firms & legal services	\$9,000,000	\$2,667
Manufacturing	\$2,600,000	\$1,000
Media & Internet	\$225,300	\$385
Real estate	\$2,150,000	\$520
Retail	\$450,000	\$217
Technology	\$1,200,000	\$667
Transportation	\$2,000,000	\$667

Top 3 Reasons for Increasing Investment By Industry

Industry	First	Second	Third
Business services	Employees expressed positive opinions about programs	It's been easy measuring Leadership Development monetary ROI	Employees were are enthusiastically completing programs
Construction	Employees were are enthusiastically completing programs	It's been easy measuring Leadership Development monetary ROI	Time spent for managing Leadership Development programs easily embeds in our existing structures
Education	Leadership Development programs are not too time consuming	Employees were are enthusiastically completing programs	Employees expressed positive opinions about programs
Government	Employees were are enthusiastically completing programs	Employees expressed positive opinions about programs	Leadership Development outcomes are immediately evident
Healthcare & Insurance	Time spent for managing Leadership Development programs easily embeds in our existing structures	Employees expressed positive opinions about programs	Leadership Development outcomes are immediately evident
Holding companies & conglomerates	Employees expressed positive opinions about programs	Past investment of Leadership Development programs are effective	It's been easy to link between Leadership Development investment and business outcomes
Hospitality	Employees were are enthusiastically completing programs	Employees expressed positive opinions about programs	We found a Leadership Development provider that could meet our organization's needs
Law firms & legal services	Leadership Development costs are not expensive	Leadership Development programs are not too time consuming	Employees were are enthusiastically completing programs
Manufacturing	Employees expressed positive opinions about programs	Employees were are enthusiastically completing programs	It's been easy to link between Leadership Development investment and business outcomes
Media & Internet	Employees expressed positive opinions about programs	Employees were are enthusiastically completing programs	Past investment of Leadership Development programs are effective
Real estate	Employees expressed positive opinions about programs	Leadership Development programs are not too time consuming	Leadership Development outcomes are immediately evident
Retail	Employees expressed positive opinions about programs	Leadership Development programs are not too time consuming	Past investment of Leadership Development programs are effective
Technology	Employees were are enthusiastically completing programs	Employees expressed positive opinions about programs	It's been easy measuring Leadership Development monetary ROI
Transportation	Employees were are enthusiastically completing programs	Employees expressed positive opinions about programs	Leadership Development outcomes are immediately evident

Leadership Development Investment Behaviors Over the Next 12 Months by Industry

Industry	Increase Investment	Maintain Investment	Decrease Investment
Business services	52%	46%	1%
Construction	51%	49%	0%
Education	56%	44%	0%
Government	17%	50%	33%
Healthcare & Insurance	46%	52%	2%
Holding companies & conglomerates	100%	0%	0%
Hospitality	36%	64%	0%
Law firms & legal services	58%	42%	0%
Manufacturing	57%	42%	1%
Media & Internet	69%	31%	0%
Real estate	47%	50%	3%
Retail	55%	44%	1%
Technology	58%	41%	1%
Transportation	48%	52%	0%

Investment at Each Level by Industry

Industry	C-Suite	Senior Managers	Mid-Level Managers	New Managers	Individual Contributors
Business services	30%	22%	19%	14%	16%
Construction	29%	20%	19%	15%	17%
Education	24%	22%	21%	16%	18%
Government	16%	19%	20%	28%	17%
Healthcare & Insurance	24%	21%	23%	18%	14%
Holding companies & conglomerates	32%	29%	23%	10%	7%
Hospitality	38%	19%	19%	15%	10%
Law firms & legal services	23%	21%	20%	19%	18%
Manufacturing	25%	22%	19%	16%	18%
Media & Internet	23%	23%	23%	17%	16%
Real estate	23%	22%	20%	18%	16%
Retail	25%	21%	20%	16%	17%
Technology	28%	21%	19%	14%	18%
Transportation	28%	24%	21%	16%	10%

NEW LEVEL
WORK

Change mindset. Lift performance.