

Supplementary Material Table S1 Academic Leadership Development Surveys

Date	Authors	Title	Sample	Theory / Summary	Published
2022	Birkinshaw, J. & Gudka, M.	Leadership development through experimentation: a theoretical framework and empirical test	Two different samples of leaders, with results presented separately. Sample 1: 481 alumni from the executive programs of a leading business school. Sample 2 was 310 executives from a large financial services company.	The authors test four hypotheses on two groups of leaders finding evidence that two forms of experimentation provide significant explanatory power in understanding why some individuals engage in higher levels of action-taking than others. Also, confirms the central role of action-taking in leadership development.	The Journal of Management Development 2022 Vol. 41 Issue 2 Pages 70-93 DOI: 10.1108/JMD-10-2021-0289
2020	Zia, M.Q., Naveed, M. and Bashir, M.A.	The interaction of situational factors on individual factors and self-development	Survey 280 middle managers of the Pakistan banking sector	To investigate the influence of individual and situational factors on self-development as well as the moderating role of situational factors.	European Journal of Training and Development, 44(4-5), 509–530. https://doi.org/10.1108/EJTD-10-2019-0172
2020	Barratt-Pugh, L., Hodge, S. & Smith, E.	Learning and development practitioners: identity, profession, and future trajectory	Mixed Methods Approach Nearly 800 Australian L&D practitioners	Explores how L&D practice has changed; if a professional identity for L&D practitioners is emerging; and what development needs L&D practitioners have.	Asia Pacific Journal of Human Resources. Volume58, Issue2
2019	Boak, G. & Crabbe, S.	Experiences that develop leadership capabilities	Survey 115 Mature manager and professionals	To answer the research question: what recent experiences – other than undertaking training and development programmes – do mature managers and professionals regard as important for their development as leaders?	Leadership & Organization Development Journal 2019 Vol. 40 Issue 1 Pages 97-106 DOI: 10.1108/LODJ-07-2018-0254
2018	Holt, S., Hall, A. & Gilley, A.	Essential Components of Leadership Development Programs	Survey 273 employees in the sales division of a large pharmaceutical company (USA)	Respondents identified the skills and behaviours associated with successful leaders and those needing continuous development.	Journal of Managerial Issues: JMI; Pittsburgh (Summer 2018): 214-229.

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2018	Johnson, S.J., Blackman, D.A., & Buick, F. (2018)	The 70:20:10 framework and the transfer of learning.	Australian Public Service Phase1 Semi Structured Interviews 5 Senior Managers Phase 2 Semi structured interviews x 2, Middle Managers Phase 3 Semi Structured interviews 122 Middle Managers	The effectiveness of the 702010 Framework is assessed in relation to the transfer of learning. This study explores how the framework is being implemented and whether it facilitates the transfer of learning to build middle management capability.	Human Resource Development Quarterly, 29, 383–402. doi:10.1002/hrdq.21330
2018	Eames, S., Bennett, S., Whitehead, M., Fleming, J., Low, S.O., Mickan, S. & Caldwell, E.	A pre-post evaluation of a knowledge translation capacity-building intervention	A pre-post survey 46 occupational therapy clinicians in a large metropolitan hospital (Aus).	Investigates methods to build clinicians' capacity for Knowledge Transfer, KT. To: (i) evaluate the impact of a multifaceted KT capacity-building intervention; (ii) understand barriers and enablers to clinicians' use of KT; and (iii) identify useful strategies.	Australian Occupational Therapy Journal Volume 65, Issue 6, 479 - 493
2018	El Baroudi, S., Abdulaal, Y.D. & Rampur, M.	Training effectiveness during technological changes in Dubai-based companies: perspectives from managers and employees	Semi-structured interviews 8 managers, 7 employees from 4 Dubai-based companies.	Examines the effectiveness of training during technological changes in four companies located in Dubai.	Development and Learning in Organizations 2018 Vol. 32 Issue 3 Page 1-3 DOI: 10.1108/DLO-10-2017-0085
2017	Cullen-Lester, K.L., Maupin, C.K., and Carter, D.R.	Incorporating social networks into leadership development: A conceptual model and evaluation of research and practice	Survey 282 practitioners USA	Presents a conceptual model explaining how three distinct approaches for network-enhancing leadership development can improve the leadership capacity of individuals and collectives.	The Leadership Quarterly Volume 28, Issue 1, February 2017 https://doi.org/10.1016/j.leaqua.2016.10.005
2017	Sørensen, P.	What research on learning transfer can teach about improving	Managers in the Danish public sector	A report on an initial study of how managers in the Danish public sector perceive their organizations in terms of 9 key transfer conditions identified in the review.	Consulting Psychology Journal: Practice and Research, 69(1), 47–62. https://doi.org/10.1037/cpb0000072

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		the impact of leadership-development initiatives			
2016	Brown, T.C., Warren, A.M., & Khattar, V.	The Effects of Different Behavioral Goals on Transfer from a Management Development Program	Quasi-experimental Design 172 public sector employees enrolled in a managerial development program.	Examined transfer from a training program that focused on interpersonal skills.	Human Resource Development Quarterly 2016 Vol. 27 Issue 3 Pages 349-372 DOI: https://doi.org/10.1002/hrdq.21257
2014	Troth, A.C., Gyetvey, C.	Identifying leadership potential in an Australian context	166 Australian public service employees, and their 149 managers, are considered as well as the presence of rater effects.	Empirically examines the role of general mental ability, problem-solving skill, emotional intelligence, employee engagement and career aspiration in identifying leadership potential.	Asia Pacific Journal of Human Resources Volume 52, Issue 3 doi:10.1111/1744-7941.12034
2014	Ren, S., Collins, N. & Zhu, Y.	Leadership self-development in China and Vietnam		This paper focuses on the self-initiated approach to professional development that has been introduced by managers at a grassroots level to improve business leadership (referred to as self-development).	Asia Pacific Journal of Human Resources Volume 52, Issue 1 January 2014
2013	Cummings, G.G., Spiers, J.A., Sharlow, J., Germann, P., Yurtseven, O. & Bhatti, A.	Worklife Improvement and Leadership Development study	Survey and interviews. 5 cohorts of health care managers and staff at the Alberta Cancer Board.	To assess the effects of LDI on worklife of leaders and staff.	Health Care Management Review Vol. 38, No. 1 (January-March 2013), https://www.jstor.org/stable/48516147
2012	Choi, M., Yoon, H.J. & Jeung, C.	Leadership development in Korea: a Delphi study	The Delphi method was used to obtain the consensus of a group of leadership development experts in Korea	The purpose of this study was to identify the leadership competencies most required for leaders operating in Korean organizations and to examine the characteristics of leadership development practices used for developing those competencies.	Asia Pacific Journal of Human Resources Volume 50, Issue 1.

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2011	Crethar, M., Phillips, J. & Brown, P.	Queensland Health – a leadership development journey: A case study	Survey Queensland Health (Queensland Department of Health, Australia) over 10,000 participants	Seeks to outline how leadership development is being utilised across to achieve improvements in workplace culture and ultimately improvements in clinical care and patient outcomes.	Leadership in Health Services, Vol. 24 No. 4, pp. 308-324. https://doi.org/10.1108/1751187111172358

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Supplementary material Table S2. Grey Literature Leadership Development Surveys

Date	Authors	Title	Sample	Theory / Summary	Published
2023	N/A	Linked In Workplace Learning Report 2023	Survey 1,579 L&D and HR professionals and 722 learners.	How for individuals, agility fuels career growth and relevance. For organizations, agility equals the ability to survive and thrive in difficult economic times.	Linked In Learning https://learning.linkedin.com/content/dam/me/learning/en-us/pdfs/workplace-learning-report/LinkedIn-Learning_Workplace-Learning-Report-2023-EN.pdf
2022	Ferrer, J., Treuren, G., Holland, P. and Bartram, T.	The State of the Human Resource Profession in Australia	Survey AHRI database 391 HR professionals	This research examines the state of the HR profession to understand how HR operates and emerging issues for professional practice	Australian Human Resource Institute, AHRI https://www.ahri.com.au/wp-content/uploads/State-of-HR-2022-Report.pdf
2021	Crowley, E. and Overton, L	Learning and skills at work survey 2021	Survey YouGov panel and CIPD's network 1,219 L&D professionals	CIPD in partnership with Accenture, explores the trends and practices in learning and skills development within organisations. Its goal is to provide learning professionals and senior leaders with evidence-led recommendations to transform the learning provision within their contexts.	Chartered Institute of Personnel and Development, CIPD, London https://www.cipd.org/globalassets/media/comms/news/as2learning-skills-work-report-2021-1_tcm18-95433.pdf
2021	A joint AHRI and The Leaders Lab study.	The State of Leadership in Australian Workplaces	Survey 1,007 randomly selected workers representative of the Australian workforce	Based on the PERMAH Wellbeing Survey (www.permahsurvey.com) to identify the factors that support and undermine wellbeing and performance for leaders and their teams.	Australian Human Resource Institute, AHRI https://www.ahri.com.au/wp-content/uploads/MMcQ_LeadersLab_WorkplaceReport2021.pdf
2020	McLeod, H., Innarelli, J., Zhu, S and Sword, C.	Comparing Lenses: Business Schools and	Survey 273 AACSB members from 52 countries	SHRM and AACSB International partnered on a study to better understand how business	aacsb.edu / shrm.org . https://www.shrm.org/hr-today/trends-and-forecasting/research-and-

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		Employers on Leadership Development Report	241 SHRM members	schools and employers are approaching leadership development.	surveys/Documents/SHRM%20AACSB%20Leadership%20Development%20Report.pdf
2019	N/A	5 Hard Truths About Workplace Culture: A reality check and a pathway towards sustainable business	Survey 967 CEOs, department secretaries, executives and other employees.	The factors that both prevent and help leaders to achieve an ethical culture	Australian Human Resource Institute, AHRI and Insync https://www.ahri.com.au/wp-content/uploads/ahri_workplaceculture_web.pdf
2017	Nisgaard, J. & Jennings, C.	Experiences that develop	Case Study / Survey 161 leaders and managers European energy company	Provides an insight into the way leaders and managers learn and develop in a leading-edge, global company.	702010 Institute https://702010institute.com/wp-content/uploads/2018/11/Experiences-that-develop.pdf
2016	N/A	Leadership The Path to Greater Effectiveness Society for Human Resource Management	Survey 422 HR professionals U.S. and Europe.	This report explores valuable practices in leadership development that can serve as a foundation for organizations as they foster their top talent to build stronger, forward-thinking 21st century leaders	EFMD, NOCA SHRM https://efmdglobal.org/wp-content/uploads/Leadership-Development-The-Path-to-Greater-Effectiveness.pdf
2016	Dopson, S., Ferlie, E., McGivern, G., Fischer, M., Ledger, J., Behrens, S. and Wilson, S.	The Impact of Leadership and Leadership Development in Higher Education: A Review Of The Literature and Evidence	Literature Review	To identify examples of leadership interventions in higher education found to be effective and relevant developments in leadership theory.	Leadership Foundation for Higher Education https://kclpure.kcl.ac.uk/ws/portalfiles/portal/51614584/6616_LFHE_R_D_Dopson_104pp_19.4.16.pdf
2016	N/A	2016 Survey on Leadership Development	Survey Approx.1,000 senior executives across a range of industries.	Insights of into Leadership Development. Offers six recommendations to establish robust leadership development programs	Borderless https://www.borderless.net/wordpress/wp-content/uploads/2016/03/Survey-Results-Leadership-Development-2016.pdf
2015	Loew, L.	Leadership Development 2015: The Time to Act is Now	Survey and interviews more than 500 organisations	Summary of Brandon Hall Group's 2015 State of Leadership Development Study	Training Magazine https://trainingmag.com/improving-leadership-development-the-time-to-act-is-now/

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2015	Wentworth, D.	The 702010 Framework: formalising the informal	Survey not specified	Analysis of Brandon Hall Group research to examine best practices of organizations that have adopted the 702010 model.	Training Magazine.com https://trainingmag.com/the-702010-learning-framework-formalizing-the-informal/ https://www.brandonhall.com/practice_area_le.php
2013	Begley, P.	AHRI Pulse Survey Learning and Development	Survey 561 AHRI database	Findings in this research report indicate some progressive thinking has taken place in learning and development since AHRI published a similar report in 2010	Australian Human Resources Institute, AHRI https://www.ahri.com.au/wp-content/uploads/pulse_development-report.pdf
2013	Kajewski, K. & Madsen, V.	Demystifying 70:20:10. White Paper	Interviews with 24 organisations in Australia and internationally	The organisations used a range of methods from informal conversations through to formal procedures to apply and embed the 70:20:10 model. There were also varying levels of alignment with performance and talent management processes, learning and development and business strategy. Support and integration of the 70:20:10 model within the organisations ranged from simply rhetoric to mandating its application.	DeakinCo https://deakinco.emdev.au/wp-content/uploads/2021/07/dc_70-20-10wp_v02_FA.pdf
2013	Loew, I. & Wentworth, D.	Leadership: the state of leadership development programs 2013	Survey 329 organizations of all sizes in more than 20 industries from around the globe	Development Benchmarking Survey including: <ul style="list-style-type: none"> · Effectiveness and measurements of LD practices · Allocation of resources for LD · Relationship between effectiveness of LD programs and time · LD accountability · Identification of potential leaders 	Brandon Hall Group https://www.brandonhall.com/practice_area_le.php

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