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# Research Roundup: Leadership During Crisis

## Executive Summary

Leadership development is a \$370 billion dollar industry. A review of content covered in such training typically includes development of skills around listening and communication, coaching, and engagement; depending on the definition of who falls under the category of “leadership”, programs may include additional material aimed at C-suite level managers such as strategic planning and business acumen.

But a 2014 report from McKinsey says these programs often fail. Reasons? Leadership development programs overlook context. They “decouple reflection from real work”. They underestimate the power of existing mindsets when asking leaders to change. And they fail to measure results.

2020 has been disruptive in many ways, upsetting the apple cart of preconceived notions, the details of regulations and policies, and the unstated rules that underpin organizational culture. Work schedules and even locations were upended. Many, if not most, organizations have been forced to operate in ways far from business as usual. Managers and other decisionmakers have faced myriad challenges.

Current circumstances provide an opportunity for L&D to look for new focus and improved strategies while avoiding the pitfalls and circumstances that may have made earlier efforts less than successful. This report looks at how well leaders have responded to these myriad demands, the factors and behaviors that seemed to matter most, and the implications for L&D, particularly for those practitioners involved in management/supervisor/ leadership development initiatives.