Risely

STATE OF
LEADERSHIP
DEVELOPMENT

IDENTIFYING PEOPLE MANAGEMENT CHALLENGES AND
ENVISAGING EFFICIENT REMEDIES

Table of Contents

Risely

Executive Summary

In the state of leadership development 2024 report, we set out to explore what ongoing challenges bug managers and how can L&D teams turn things around. While the challenges of one annoyed manager on your team seem small, the impact they carry is massive.

What Did We Find?

People Managers Share Challenges Across All Levels

Managers and responsibilities change over time, but some challenges stick better than trusty sidekicks. We discovered that most managers faced difficulties handling tough conversations with their team and felt performance issues impeding their team's success consistently as they moved across the ladder.

New Roles Bring New Challenges, Even for Seasoned Managers

Every managerial role brings a new context and new challenges. While new managers struggled with frequent follow-ups with their teams, mid-level managers found performance issues tripping them up. For seniors, tough conversations that can provide breakthroughs have become the topmost challenge.

Team Size and Challenges Are Not Correlated

More people mean more challenges, right? We saw that managers of small teams don't necessarily have fewer issues, only different ones. Close connections make defensive behavior and tough conversations harder to tackle. As teams grow, managers excessively firefight and put things in order amid overwhelmed team members.

Risely

What Does It Mean for You?

Support Needs To Be Situational

One challenge can have different causes and impacts. A bad one-on-one by a first-time manager is an assertiveness issue, but with a seasoned manager, it could be a time management issue. Go beyond the symptoms, examine the context, and then create the support your managers need.

Every Manager Needs Support

Intuitive assessments are not enough. Professional experience does not correlate inversely with challenges. Discomfort with new situations and negative opinions continue to limit mid-level and senior managers. Thus, new but subtle challenges keep showing up

To Train Leaders or Develop Leaders?

Training for leaders is often set into neat boxes. Leadership development needs to be holistic to meet the dynamic needs of people managers in your organization.

How Can You Get Things Right?

- ✦ Implement a structured leadership development framework with targeted programs for new, mid-level, and senior managers.
- ✦ Focus on core leadership skills like communication, coaching, and conflict resolution.
- ✦ Utilize a blended learning approach that combines online modules, in-person workshops, and mentorship opportunities.

Risely

Introduction

Is Your Leadership Training Enough For The Future of Work?

Do you remember the last time you witnessed leadership training in action? What did it feel like?

- Visibly high confidence in attendees
- Reduced errors and challenges
- Innovation is on the rise

- Boredom in the air
- Challenges persist in teams
- Work goes on as usual

Many leadership training experiences fall into the second category. To sum it up, leadership training is boring.

As per a *Forrestor report*:*

About 40% of people are dissatisfied with on-the-job training.

And what's the reason for this?

A SKILL TRANSFER GAP

Risely

A skill transfer gap occurs when training cannot be readily put into action at work. This is a result of a contextual divide between the training being offered and the work being done. And what's the reason for this? One-size-fits-all training that misunderstands the varying needs of all your managers.

Suppose you attend a highly engaging workshop on conflict resolution. You feel good and ready to handle any conflicts in your team. But, jumping into your daily activities, you realize there are no conflicts to handle in your team currently. Well, that's a good thing, but you can't apply what you have learned instantly. You realize that you struggle to delegate tasks effectively to your team instead. Becoming better at delegating tasks is what you needed help with instead of Conflict Resolution. That's how the tale typically goes.

Over the past few years, L&D leaders have diligently designed training programs to equip managers with the skills to navigate critical situations and foster effective communication during crises.

Did these programs truly make a difference? Are managers effectively utilizing the skills they learned to address their challenges?

If the response to these questions is no, or we are still a work in progress, maybe it is high time to turn things around in 2024, don't you think?
We dug into the ongoing challenges they face and why they arise. This report discusses these issues and offers actionable solutions for L&D leaders like you.

"

Traditional Leadership Development methods are broken at best. Cookie-cutter training programs without personalization are passé, and video learning has very low engagement.

Coaching is highly effective but very expensive. Companies can't extend that to every manager. Think about the first-time manager or a mid-level manager who needs the most real-time support and has nothing to fall back on. "Make mistakes and learn" is the only mantra they have.
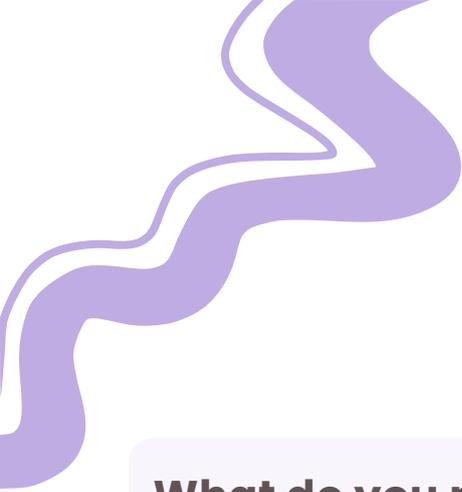
- Ashish Manchanda, Co-founder & CEO, Risely

"

Chapter 1

Why Do Managers Feel Stuck?

What do you mean by leadership?

Think of three key points. Now, if we were to ask the same question to a hundred managers across a century, our answers would be highly varied. It happens because leadership is personal as well as social. The notion of leadership changes with time.

The early days began with the image of a leader as the top man of the pyramid. It was often associated with a more hierarchical, command-and-control style. Yet, the rise of knowledge work, technological advancements, and changing employee expectations have propelled a shift towards a more collaborative and people-centric approach.

Gallup's study* reveals a stark statistic:

Only 35% of U.S. managers are engaged with their team. This disengagement of managers raises a critical question for L&D leaders: how can we equip managers with the tools and skills they need to become effective leaders and drive team engagement?

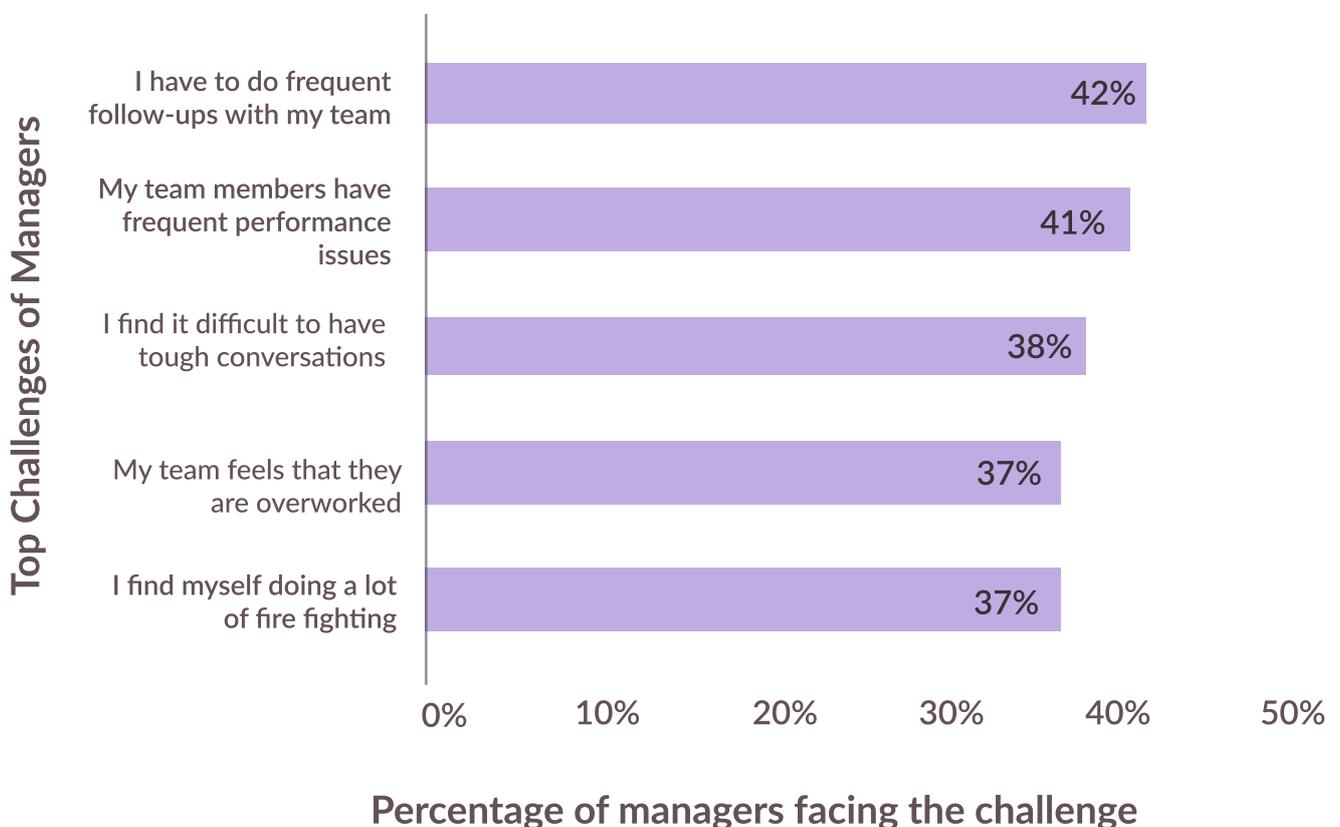The answer lies in a multifaceted skill gap. Many managers lack the essential tools to:

- Motivate and inspire a diverse workforce across generations.
- Provide meaningful coaching and development opportunities that cater to individual needs and learning styles.
- Build psychological safety where open communication and collaboration can flourish

Risely

Five key challenges of managers

You can turn managers into effective leaders by bridging these gaps. To get going, we first asked people managers about their core challenges.

Top challenges faced by ALL managers

Top Challenges of Managers (y-axis)

- I have to do frequent follow-ups with my team — 42%
- My team members have frequent performance issues — 41%
- I find it difficult to have tough conversations — 38%
- My team feels that they are overworked — 37%
- I find myself doing a lot of fire fighting — 37%

Percentage of managers facing the challenge (x-axis: 0% 10% 20% 30% 40% 50%)

Risely's data highlights a crucial insight: performance and related conversations are a major source of stress for managers at all experience levels and team sizes.

- Close to 42% of managers agreed that they need to do frequent follow-ups with their teams.
- Above 41% of managers felt that their team could do better.

What's leading to these issues?

While these two look like distinct challenges, they are often related. The root cause behind both of these issues is anxiety about performance. It's a buzz that every team leader is chasing. As the feeling of insufficient performance nags our minds, we start chasing team members with more reminders, follow-ups, and questions, to the point of micromanagement.

The manager's worry is not theirs alone. Constant follow-ups and abrupt performance conversations push team members into overworking, and this becomes a common sentiment across the team. Think of chaos, constant reminders, and pressure to work—you will obviously be solving conflicts and doing things at the last moment.

The third most prevalent challenge among managers is the difficulty of handling tough conversations. This is a universal struggle, as there is often a sense of urgency to get things done, yet execution remains hindered due to hesitation and the anticipation of unwelcome responses.

Almost 37% of Risely users found themselves in this situation, becoming firefighters for their team.

Key Takeaways for L&D

So, what can you do as an L&D leader?

Focus on skill gaps

First things first, solve the problem that you have. For instance, most managers we spoke to shared the need for constant follow-ups. Now, let's look at it beyond the symptoms.

Why does a manager need more follow-ups?

Because they are unsure of their team, which does not show sufficient levels of ownership, or because they delegate badly and then need to fix things themselves. These are just three reasons for one problem. Which one is hampering your manager? Find that out before getting into solution mode.

Training needs more than one touch

Building habits is a matter of days and months, not hours. Similarly, developing and applying leadership skills cannot be a one-off activity. Visualize how development and changes happen.

If one of your managers is trying to reduce the follow-ups they take, they need interventions in multiple areas:

- ✦ Explaining tasks properly and assigning them to the right person on their team, i.e., expectation setting and delegation.
- ✦ Building ownership and purposeful behavior in a team member, i.e., guidance ability and role modeling .
- ✦ Handling defensive behavior of a team member not meeting goals - assertive communication and conflict resolution skills.

Managers face challenges that are not isolated but interconnected symptoms of a larger problem. Addressing this problem requires a holistic approach that goes beyond quick fixes and dives deeper into skills that create high-performing teams.

Chapter 2

Addressing Challenges Faced by Managers at All Levels
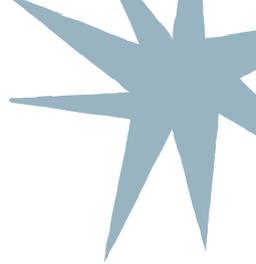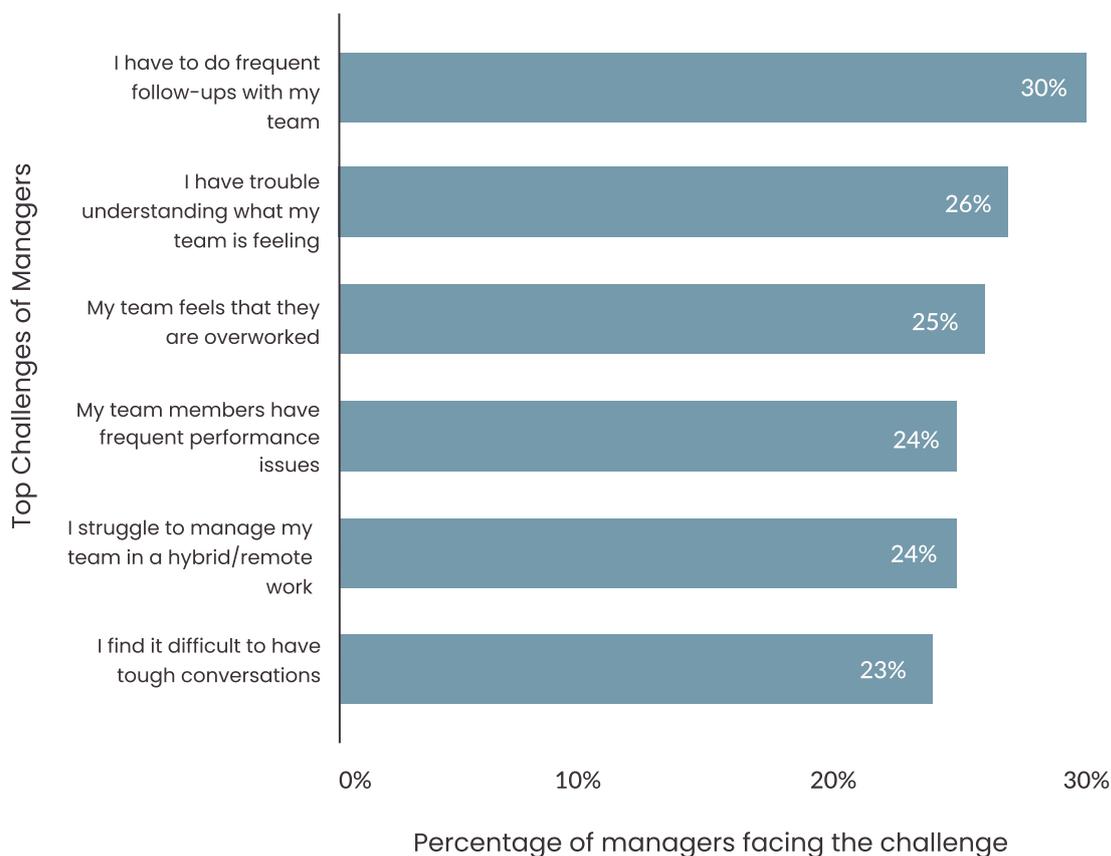
Do you remember your first stint as a manager?

While the thrill of guiding others is undeniable, new managers often find themselves lost in many difficulties, feeling overwhelmed by the complexities of their new role. So first up, we asked new managers about their most common challenges

New Managers

(0-2 Years of People Management Experience)

New managers are often exceptional individual contributors who excel at their specific tasks. They're used to working independently and driving their results. Now, their focus shifts from personal achievement to guiding and empowering their team.

That causes a lot of stress among them. According to *Harvard Business** *Review*, 58% feel overwhelmed by the transition. Most commonly, new managers we work with face these roadblocks:

Horizontal bar chart. Y-axis label: "Top Challenges of Managers". X-axis label: "Percentage of managers facing the challenge".

Challenge	Percentage
I have to do frequent follow-ups with my team	30%
I have trouble understanding what my team is feeling	26%
My team feels that they are overworked	25%
My team members have frequent performance issues	24%
I struggle to manage my team in a hybrid/remote work	24%
I find it difficult to have tough conversations	23%

Risely

The shift from being a great IC to an ideal manager is often daunting. The first thing new managers need to do is get people moving in the right direction. So, what's the best way to get this done? In a new manager's eye, it is often follow-ups. But here's the thing: the transition is new and exciting for the new manager. They are excited and want to be superheroes who exceed every benchmark possible, but it's usually just another day for the team.

At the same time, it's important to recognize that these managers have been excellent ICs. The habit of reaching beyond expectations and creating new performance standards has enabled them to succeed so far, so they obviously extend the same idea to their team.

As a result, they end up pushing themselves and others too much, as we see in the top challenge faced by

30% of new managers.

Yet, when one treats communication as a one-way channel to send orders, they miss out on the other side—they don't know what's going on in the heads of their team.

> "It's crucial to stay updated on the evolving needs of each generation. What worked in the past may not resonate with Gen Z and Alpha. Managers must adapt continuously, as holding onto outdated methods won't address the unique challenges and expectations of newer generations.
>
> *- Gurleen Baruah, Founder, That That Culture Thing*

While the team feels overburdened with constant checks and reprimands, the manager becomes fed up with failed initiatives.
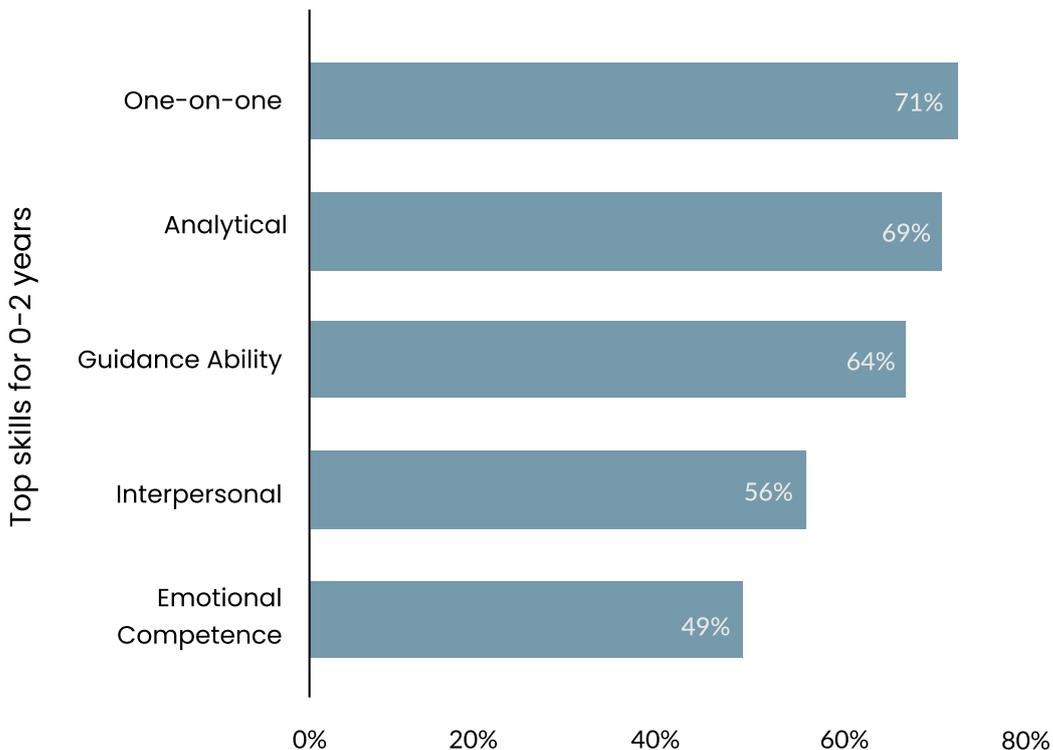
The pursuit of high performance often necessitates difficult conversations about performance, such as addressing underperformance, behavioral issues, or setting higher expectations.

These are common challenges that even experienced managers, who possess the right blend of assertiveness and empathy, encounter. Such conversations are often met with resistance and defensive behavior. .

However, they are crucial for the growth and development of the team and become a significant challenge for about 1 in 4 managers.

How are Managers Working on This?

Recommended skills for Managers at 0-2 YOE

Top skills for 0-2 years

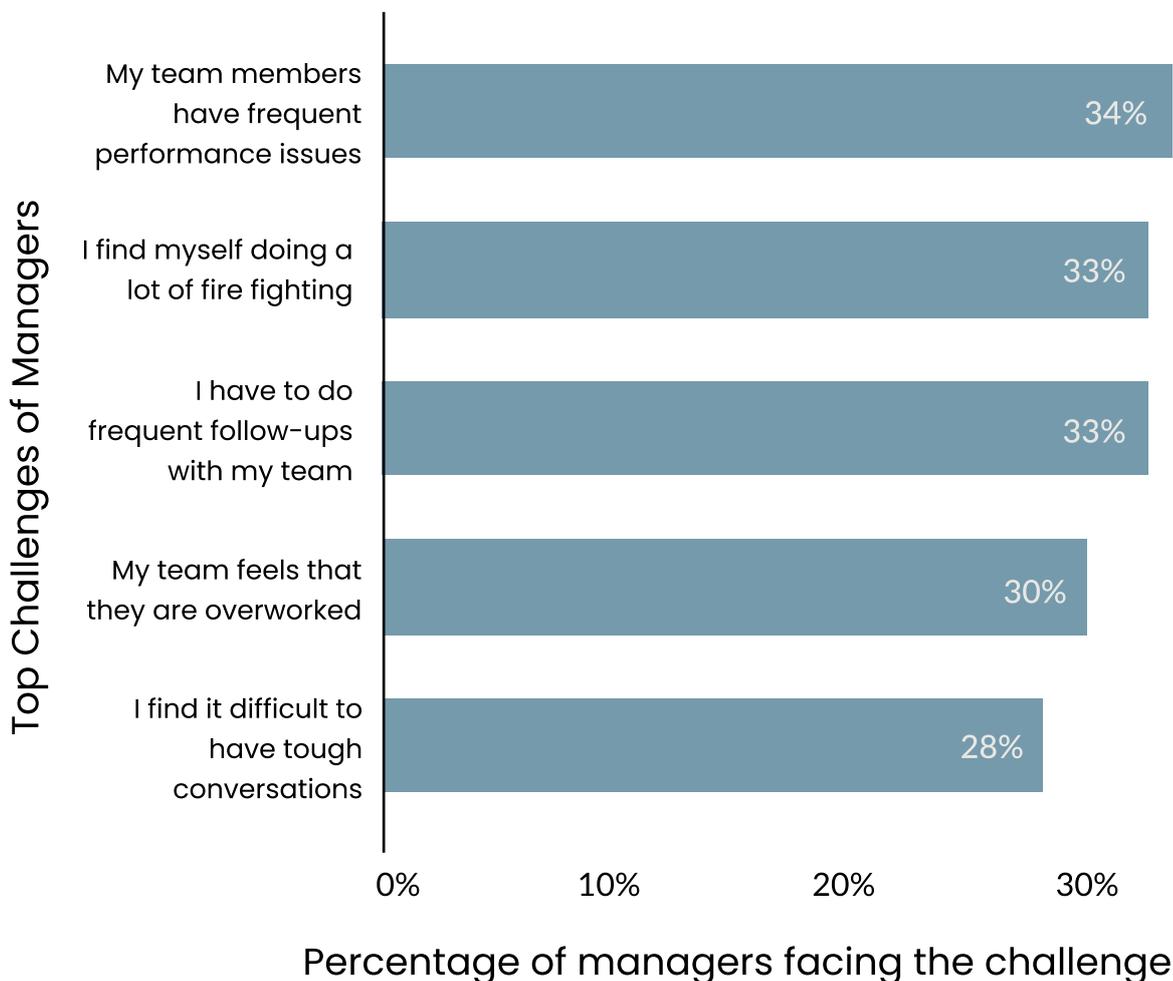| Skill	Percentage
One-on-one	71%
Analytical	69%
Guidance Ability	64%
Interpersonal	56%
Emotional Competence	49%

0%   20%   40%   60%   80%

Mid-level Managers (2-10 Years of Experience)

After conquering the initial transition, mid-level managers enter a phase of growth and development. Their responsibilities expand, often requiring them to lead and mentor their teams while still collaborating with senior leadership. This period is both rewarding and challenging.

Mid-level managers may have gained experience, but the challenges haven't disappeared. In fact, according to *Zenger Folkman's 2023 report**, 33% of leaders still struggle with getting things done, potentially hindering the development of their growing teams.

Top challenges for mid level managers

Top Challenges of Managers (y-axis)

- My team members have frequent performance issues — 34%
- I find myself doing a lot of fire fighting — 33%
- I have to do frequent follow-ups with my team — 33%
- My team feels that they are overworked — 30%
- I find it difficult to have tough conversations — 28%

Percentage of managers facing the challenge (x-axis: 0%, 10%, 20%, 30%)

Risely

With years of experience, our new managers become skilled masters in some areas, yet some struggles persist. As we saw in Chapter 1, concerns about performance are among the top issues for a people manager.

This issue again picks the top spot, as

34% of mid-level managers have shared it with us.

While for new managers, the problem is mismatched expectations and ideas, the trouble originates somewhere else for this group.

✦ **First** is the guidance gap. Suppose you're responsible for your team's performance but unsure how to address an underperforming team member. Who do you turn to for support and guidance? Your senior leadership, but when they don't offer sufficient guidance or support, mid-level managers feel uncertain and struggle with aspects like performance management. They lack the tools and experience to navigate these complex situations effectively.

✦ **Second**, when it comes to mid-level managers, assumptions lead us to believe that they are well-versed in everything people management offers. But challenges are like shapeshifters, lurking behind symptoms that look alright from a distance. Mid-level managers might have skill gaps in specific areas like one-on-one communication, goal setting, or delivering constructive feedback. These gaps hinder their ability to manage and motivate their teams effectively

What Skills are Mid-level Managers Building?

Top recommended skills for Managers at 2-10 YOE
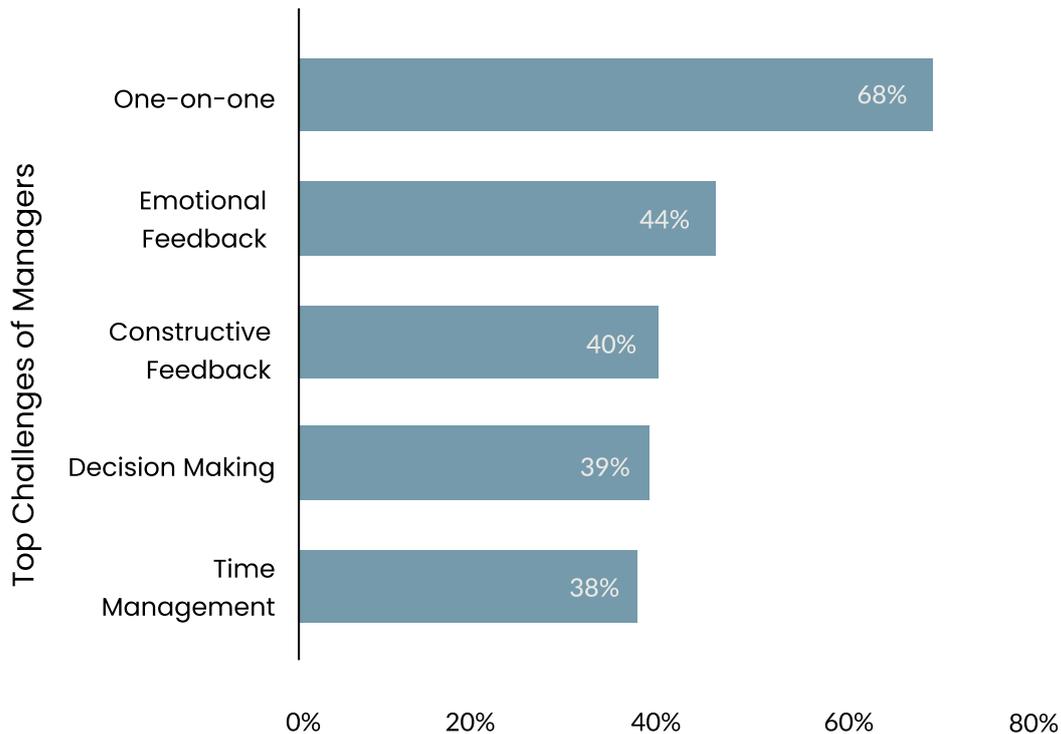
As managers switch gears and handle teams with more experience behind them, one thing remains constant: the need to get one-on-one meetings right. While new managers typically struggle to handle meetings because they have no idea where to start, mid-level managers have different reasons
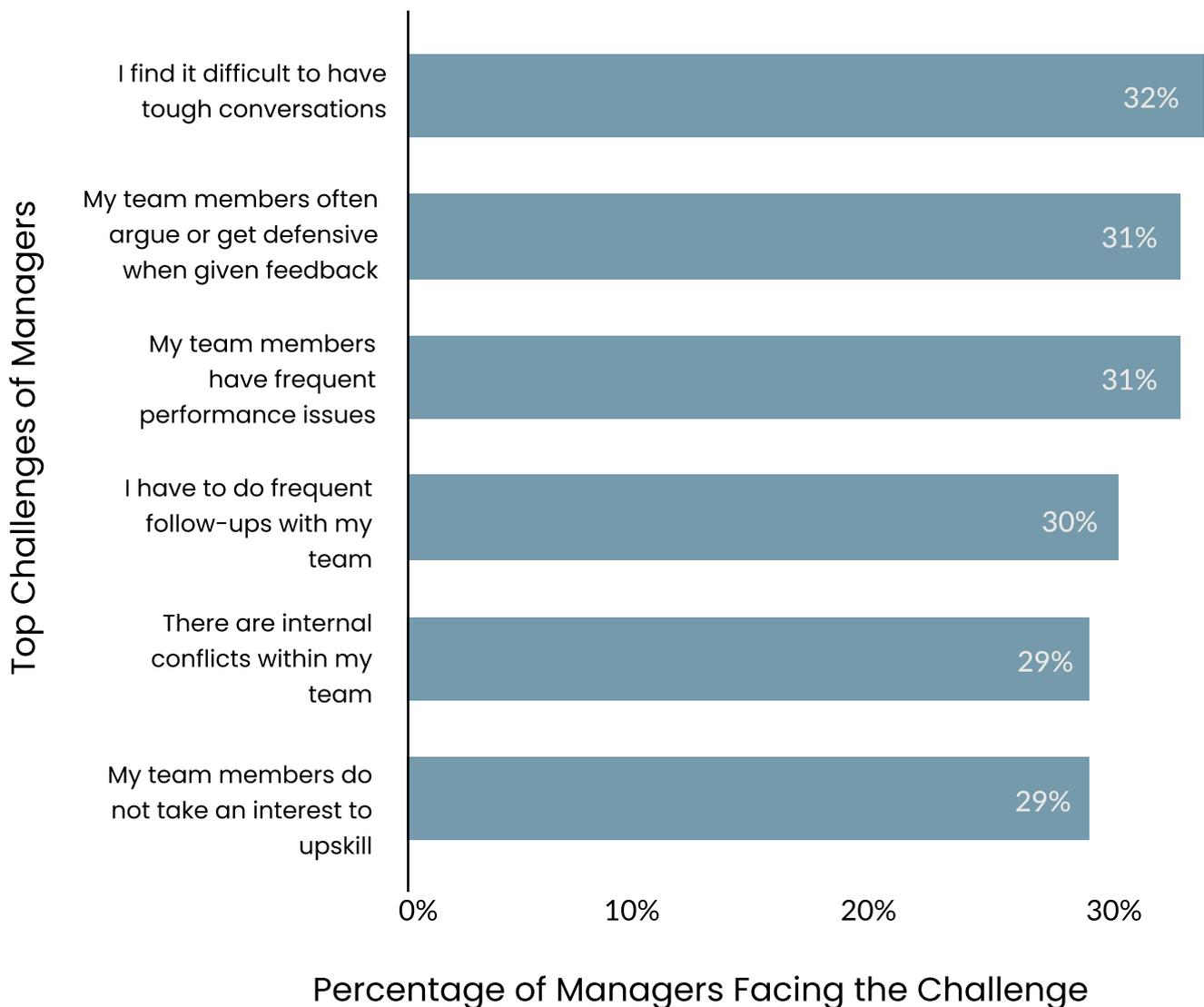
The challenge here is ensuring that connections remain strong enough to tide through difficult phases for the team, do the hard talks, and keep performance up. 1-1s are the place where a mid-level manager can address this head-on. Of course, it's not great to go ahead and put the blame. These conversations need finesse, which we note, and that's why emotional competence and constructive feedback are the areas that are improved together with Risely.

Senior Managers (10+ years)

Senior managers typically reach their positions through years of experience honing their leadership skill and getting to positions of influence and authority. Their focus shifts towards strategic decision-making, managing large teams, and driving innovation across the organization. This stage requires different skills and constant adaptation to stay relevant.

Top challenges for mid level managers

Chart: Percentage of Managers Facing the Challenge

- I find it difficult to have tough conversations — 32%
- My team members often argue or get defensive when given feedback — 31%
- My team members have frequent performance issues — 31%
- I have to do frequent follow-ups with my team — 30%
- There are internal conflicts within my team — 29%
- My team members do not take an interest to upskill — 29%

Y-axis: Top Challenges of Managers
X-axis: Percentage of Managers Facing the Challenge

Risely

So, what are the root causes of the challenges these experienced leaders face?

> " Senior Managers often lack the emotional skills needed to support effective leadership behaviors, such as conducting difficult conversations, giving effective feedback or solving conflicts within their teams. That's why I recommend to any aspiring and senior leader to invest in learning emotional leadership skills.
>
> *- Reiner Lomb, Author and Founder, BoomerangCoach* "

First, seniority can create barriers between leaders and their teams. Senior managers must maintain the delicate balance between assertiveness and aggression to ensure that the person in front of them does not interpret their words differently.

Plus, experienced leaders often develop biases about their impact over time. It leads to an unawareness of their communication style and potential biases, causing them to misinterpret team dynamics and miss subtle cues.

Navigating countless situations leads to complacency. Senior leaders may fall into routines, losing their edge in picking up on subtle cues and emotional nuances. This hinders their ability to connect with their teams on a deeper level and effectively manage complex situations, as

31% of managers are met with defensive behavior from their teams.

The increase in defensive or argumentative behavior creates a ripple effect, forcing the managers to spend more time firefighting and solving conflicts within the team.

Lastly, in a senior management role, your responsibilities become vast. As things shape up, you are involved more closely with the higher-level ideas. Thus, challenges related to upskilling team members for the future become prominent, as we see in the case of about 1 in 3 managers above.

What Skills Are Senior Managers Focusing On?

01	Delegation
02	Constructive Feedback
03	Conflict Management
04	Coaching
05	Goal Setting

At the senior level, managers deal with team members who are also sufficiently experienced and own their tasks purposefully; hence, the challenge lies in effectively getting things done together. As a result, delegation is crucial and the most popular skill for managers with 10+ years of experience.

As managers progress in their careers, they develop complementary skills such as guidance and analytical abilities. However, their focus naturally shifts towards closer interaction and problem-solving with their team members.

That's why Risely heavily recommends coaching and constructive feedback to senior managers who must be adept at resolving internal conflicts and setting the right goals to drive performance.

What Can You Do as an L&D Leader?

Let's face it: our managers are struggling, and we need to help them succeed. But each manager faces unique challenges, so that a one-size-fits-all approach won't work. You wouldn't treat a scraped knee and a broken arm the same way, right? We need to tailor our support to each manager's level.

- **New Managers**: These are the team leaders in the trenches. They need coaching skills to guide their teams in the new work environment. This could involve short online communication courses, motivational workshops, and creating spaces for regular feedback and team meetings.

- **Mid-Level Managers**: They connect the frontline to leadership. Equip them with strategic planning tools to navigate change, data analysis skills to understand information, and conflict resolution strategies to keep teams on track.

- **Senior Leaders**: They are the organization's strategists. Offer them experienced coaches and mentors for guidance, leadership programs to address company-wide challenges, and support in navigating external factors.

Chapter 3

Do Less People Mean Less Problems?

Think of leading a small team where everyone knows each other's strengths and weaknesses. It sounds ideal, right? But what if this seemingly simpler environment comes with its complex challenges?

Super Small Teams

(Team of 1-3 members)

While managing smaller teams appears less demanding, our data reveals a surprising truth: even seasoned managers struggle with crucial aspects of team management, such as difficult conversations and performance.

There are three unique challenges that we found managers with small teams dealing with:

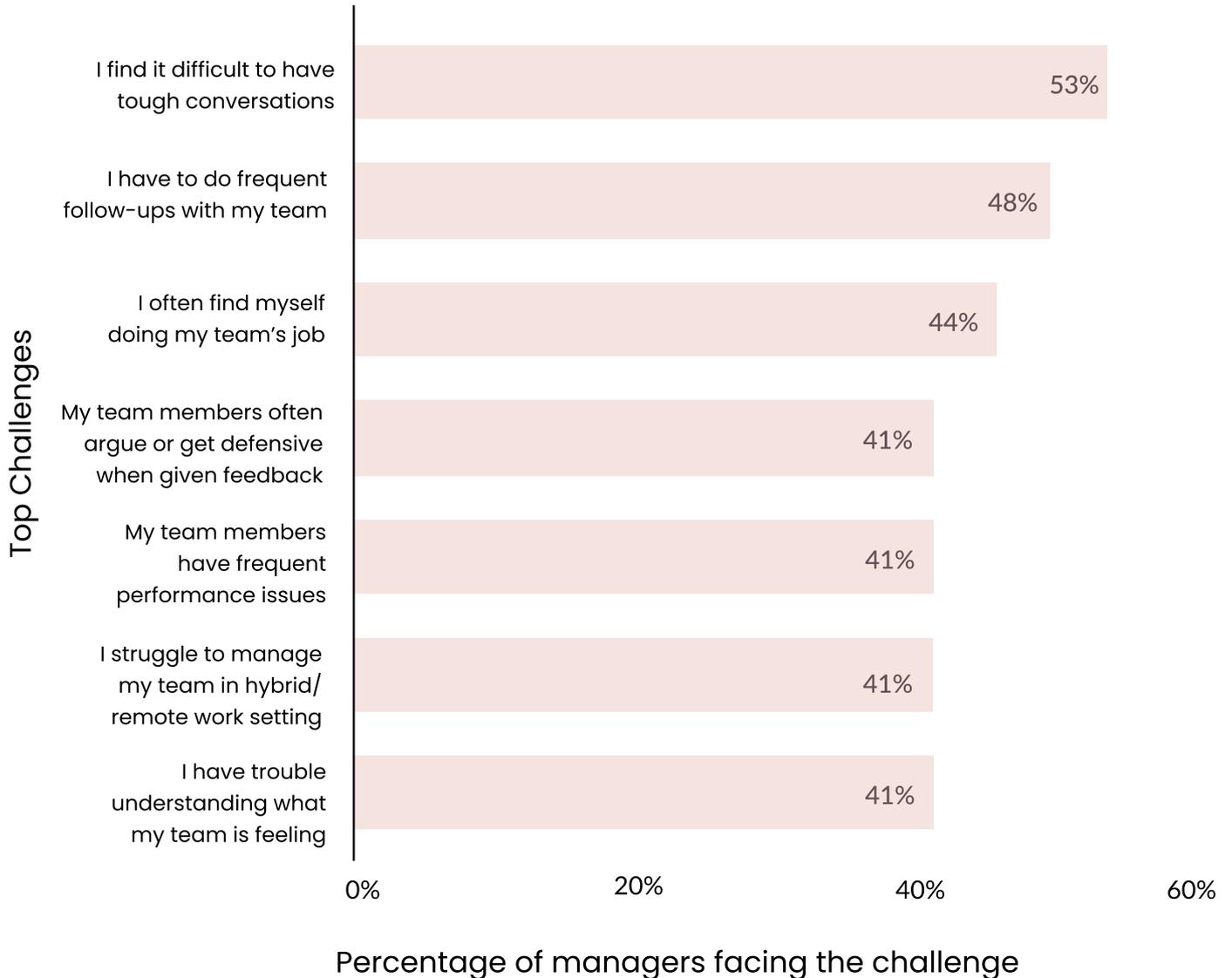**01**   I find it difficult to have tough conversations.

02   I have to do frequent follow-ups with my team.

03   I often find myself doing my team's job.

Top People Management Challenges with 1-3 Team Members

Top Challenges (y-axis)

Percentage of managers facing the challenge (x-axis)

Challenge	Percentage
I find it difficult to have tough conversations	53%
I have to do frequent follow-ups with my team	48%
I often find myself doing my team's job	44%
My team members often argue or get defensive when given feedback	41%
My team members have frequent performance issues	41%
I struggle to manage my team in hybrid/ remote work setting	41%
I have trouble understanding what my team is feeling	41%

This raises a critical question: why do seemingly simpler team structures present such unexpected difficulties?

Smaller teams, while seemingly less complex, can be challenging because they:

✦ **Intensify interpersonal dynamics:** Close proximity amplifies conflicts and requires strong emotional intelligence to navigate effectively.

✦ **Increase scrutiny:** Every member's contributions are more visible, putting pressure on individual performance and potentially leading to performance anxiety.

✦ **Limit skill development opportunities:** Smaller teams may offer fewer opportunities for diverse collaboration and skill development than larger teams.

As a result, talking about performance issues feels super sensitive. The close-knit nature of the team makes new managers hesitant to give constructive criticism, worried it might hurt both individual growth and team morale.

> "
>
> Managers of small teams often find difficult conversations particularly challenging due to the close-knit nature of their teams. With only 1-3 members, every interaction significantly impacts team dynamics. Managers worry about damaging personal relationships or team morale, leading to avoidance or mismanagement of tough topics. Additionally, there's less anonymity, making feedback feel more personal and scrutiny more intense. This heightened sensitivity requires careful, empathetic communication to maintain trust and collaboration.
>
> *- Brenda Hooper, Professional Mediator, Trainer and Executive Coach*

When personalities clash in a small team, it feels like there's nowhere to hide. New managers, still developing their conflict resolution skills, struggle to navigate these situations effectively. This constant need to "over-communicate" even leads to burnout for the manager.

Evolution of Challenges with Team Size

In the middle of this journey, there are a couple of interesting things to note:

A few challenges remain consistently prominent for managers across team sizes:
- ✦ My team members have frequent performance issues.
- ✦ I have to do frequent follow-ups with my team.

Starting from very small teams of 1-3 people to large teams of 20+ people, performance issues (and resultant need for follow ups) are critical issues that bug a manager.

On the other hand, a few challenges arise, especially with increasing team size:
- ✦ I find myself doing a lot of fire fighting.
- ✦ My team feels they are overworked.
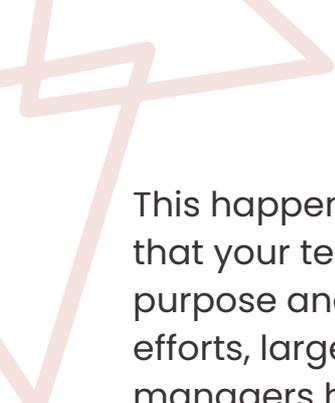
This happens because more team members increase the scope of chaos that your team can create together. While small teams are often clear on purpose and high on ownership, leading to high agency and control over efforts, larger teams have more possibilities for confusion. In a large team, managers have multiple areas of responsibility.

Resultantly, there are more errors in delegation, higher interaction and conflicts, and more work - leading to more people feeling overworked.

Moving from personalized chats to engaging a bigger team requires a shift in communication style. Mid-level managers struggle to adapt their message and delivery methods to resonate with a larger audience. This can happen when they lack training or experience in group communication and tailoring their leadership approach to bigger groups.

Key Takeaways for L&D

Building Bridges, Not Walls

Encourage regular check-ins between managers and their teams. This fosters a safe space for dialogue, making addressing performance concerns less daunting for new managers and facilitating open communication for mid-level managers navigating larger teams.

> Tailor training to meet needs as per team size, manager's exp, etc.

From Me to We

Offer workshops and coaching sessions specifically tailored to the needs of new and mid-level managers leading small teams. These programs can address topics like effective communication in small groups, delegation strategies, and fostering a healthy team environment. Connect experienced leaders with new and mid-level managers so that the transitions become easier. This peer-to-peer learning can offer valuable guidance and support, helping them navigate the specific challenges of leading small teams.

Empowering, Not Micromanaging

Create an environment where delegation is encouraged and supported. This involves establishing clear delegation processes, providing opportunities for skill development within teams, and fostering trust in team members' abilities. As a result, you can build higher trust between your managers and teams, reducing the need to fire fight consistently.

Chapter 4

How L&D Leaders Can Empower Managers?

Leadership has evolved, and so have the troubles for L&D professionals! So, let's figure out what L&D needs to do to keep up:

A *2022 HBR** article revealed a sobering fact: only 12% of employees apply the skills from training programs to their jobs. This means most managers struggle to bridge the skill gap within their team

There are several root causes for this issue:

Lack of Strategic Alignment	Training programs are often developed in silos without considering the organization's overall goals and objectives. This can lead to irrelevant or outdated content that doesn't address the most pressing needs.

Disconnect in Methods and Actions	Traditional classroom-style training may not resonate with today's fast-paced workforce. Employees crave engaging, bite-sized learning experiences that fit seamlessly into their workflow.

Measurement is Troublesome	Demonstrating the true impact of training programs on business outcomes will be difficult. Focusing solely on completion rates doesn't tell the whole story.

Risely
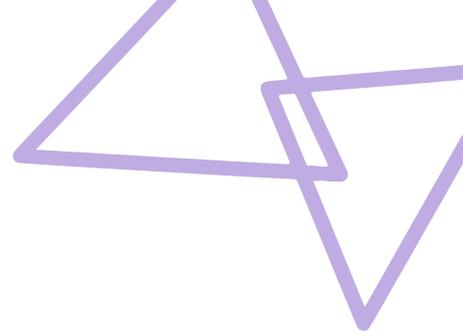
Solutions: Unlocking the Training Gridlock

The good news is that there are ways to break free from the training gridlock and create a more effective learning environment. Here's what L&D leaders can do:

First, think of what you can change at the organizational level.

✦ Become Business Partners

L&D leaders must move beyond the training room and partner with business leaders to understand their needs and challenges. This ensures training programs are directly linked to strategic objectives that matter to the decision-makers.

✦ Focus on ROI

Many training programs suffer because tracking progress becomes challenging. Break out of this rut with smarter planning focusing on relevant metrics for you, the employees, and the leadership. To make it even better, demonstrate your ROI by drawing connections between leadership development initiatives and impact.

✦ Innovate and Refocus

Most of the money spent on leadership development is concentrated on developing a select few. But expansion means a bigger budget. Think of new solutions that solve for accessibility and scalability with advanced technological approaches like AI.

Next up, once you have the leadership on your side, here are a few things to do with the individual users who can be your ultimate cheerleaders

✦ Solve Problems That Matter

As we saw earlier, even the best-designed training can be lackadaisical if it does not match the users' needs. Hence, break free from the rut of one-size-fits-all programs and leverage technology to create solutions that are personalized to your team's context and challenges.

"

One of the primary challenges L&D faces in engaging employees is making the training programs relevant and interesting. Today's workforce has diverse learning preferences and busy schedules, making it difficult for employees (and their managers) to prioritize training if the content is generic and boring. Employees will engage better when L&D can innovate, personalize content, and build-in interactivity and flexibility while meeting individual needs and organizational goals.

- Janis Cooper, Director, Best Friends Animal Society "
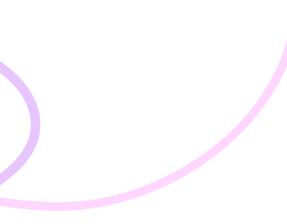
✦ Build Sustainable and Applicable Solutions

What's the end goal of a leadership development program? Is it a neat score of 85% on the end-term assessment? Or is it getting solutions and skills that your managers can apply as and when problems arise? For the latter, you need to focus on learning that ties in with context and personality to bring in a high degree of suitability. It ensures a firm hold on skills as application goes along with learning.

✦ Remove the Hassles

The primary issue with most training programs is that they become dull and hard to relate to. The good part is that new innovative approaches to managerial growth can help you beat this. Reduce the tedious training experiences by integrating learning in the work flow and at a comfortable pace. Microlearning and using AI can enable this for your team because it creates hyper-personalization at the smallest instance, as and when your team needs it.

To sum up, a future for solid leadership development is one where you become proactive and collaborate with the stakeholders. It ensures that they see how you are helping them and then help you reach your strategic goals.

Conclusion

The concept of leadership has completely changed over the years. Today's managers navigate a complex web of challenges, unlike their predecessors. That's why we focus on two crucial aspects as L&D professionals:

The diverse challenges faced by managers at all levels

From new leaders integrating into established teams to senior leaders navigating potential information silos, the needs are varied and require specific solutions.

The limitations of traditional training

Traditional programs fail to equip managers with the skills they need to thrive in today's dynamic environment.

However, knowledge breeds opportunity. What we know now is the power of targeted development programs:

By understanding managers' specific needs and challenges at different levels, you can create programs that bridge skill gaps and empower them for success. A blended learning approach, fostering continuous learning, and collaboration with business leaders are crucial strategies to equip managers with the tools they excel.

> " Leadership Development is ripe for a tech revolution—this new age beckons systems and methods that create hyper-personalized learning experiences for managers. No two managers are alike, nor are their situations or challenges. So, why should the learning journeys be the same?
>
> *- Ashish Manchanda, Co-founder & CEO, Risely*

Risely

Methodology

As managers move through their personalized learning path on Risely, they keep updating Risely about their people management challenges. Based on these, Risely recommends skills they should work on.

Primarily, there are two considerations:

✦ What are the current challenges the managers are facing?
✦ What skills should they build to beat these challenges?

The answers to these questions help us create pathways for their success and understand where manager and leadership development stands in 2024. Managers worldwide produced these answers during the last nine months. The primary geographies included North America (US, Canada, UK, Australia) and India.

To dive further into details, most of our users held the role of associate managers or equivalent (35%), with team leads being the second highest category at 23%. Director and CXO-level professionals contributed to the rest.

Role wise distribution of users

Team Lead
23.4%

Director
28.3%

CXO
12.8%

Associate
35.4%
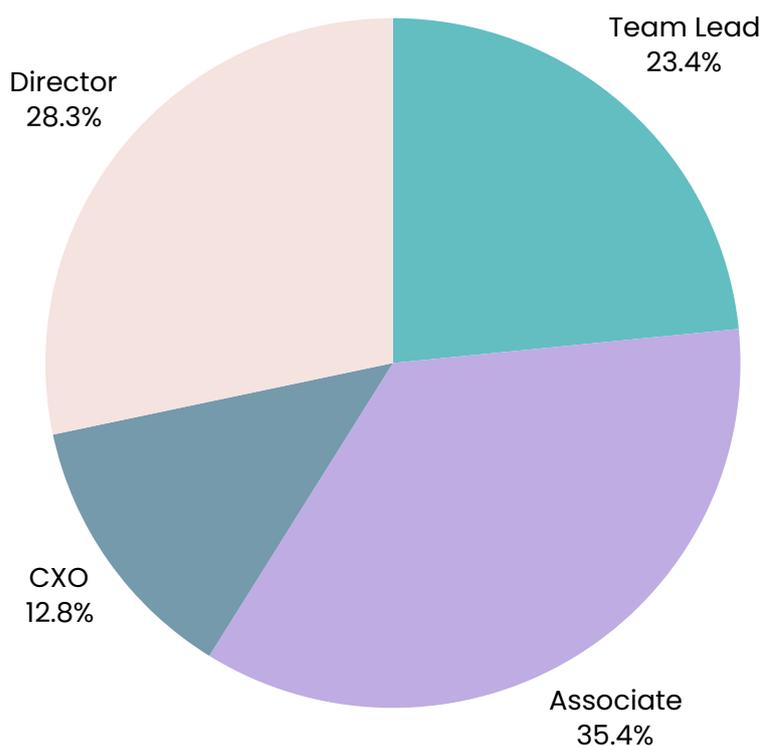
In addition to the profiles, most users showed 2-5 years of experience in people management (33%). New managers with 0-2 years of experience comprised the smallest section at 19%, while the rest was occupied by people managers with above five years of experience. Seasoned managers with over a decade of people management experience made up a significant chunk of the cohort.

Experience wise distribution of users

5-10 years
20.5%

more than 10
27.4%

0-2 years
19.6%

2-5 years
32.5%

Risely
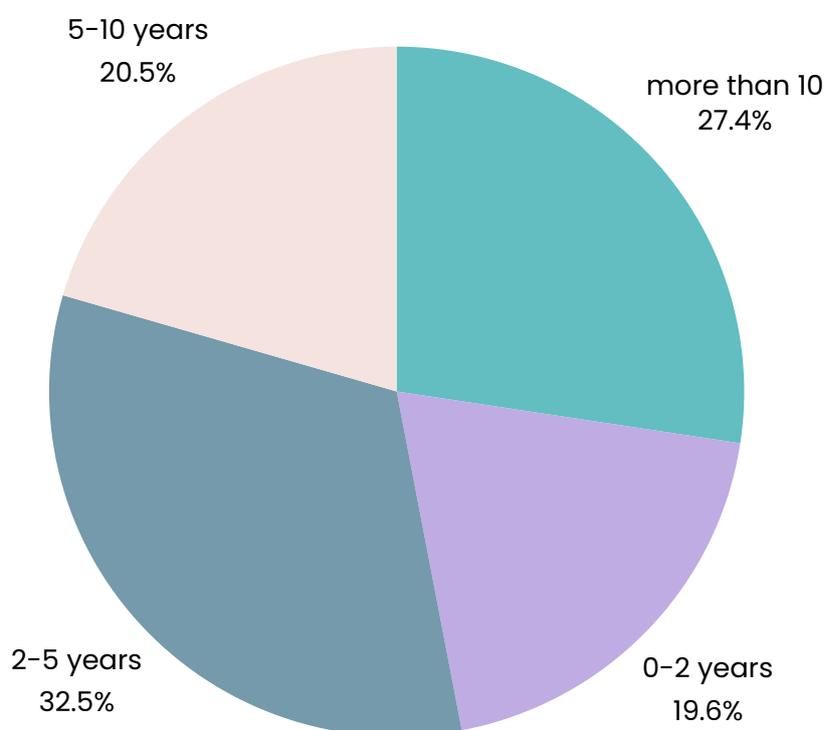
Acknowledgments

✦ Your Employees Want More (And Better) Training, Samuel Stern, Forrester

✦ Only 35% of U.S. Managers Are Engaged in Their Jobs, Amy Adkins, Gallup

✦ Managers Can't Do It All, Diane Gherson and Lynda Gratton, HBR

✦ Leadership Skills 2023 Report, Zenger Folkman

✦ Where Companies Go Wrong with Learning and Development, Steve Glaveski, HBR

How Can Risely Help You in This Journey?

Are you also struggling with the maze of leadership training and development solutions that seem to go nowhere? Let's face it: fancy software and expert coaches are only effective if your managers use them.

Here's the thing:

Traditional training programs don't cut it anymore. They fail to address the diverse challenges your managers face across the organization. Forget the ten more brochures you have piled up. We have a better solution – one that hands the reins to you.

We searched for a long time for a management training solution that covered all bases for people skills as well as things like time management and organization. But only Risely delivered this for us. Risely's team has been super helpful and responsive, and the AI component, Merlin, is really amazing. Thank you, Risely!

Joy Jones, Vice President, Your Pet Space

Here's how Risely can bridge this gap and empower your managers to become the confident leaders your organization deserves. Here's how:

Bite-Sized Learning

Risely delivers micro-learning modules, making leadership development accessible and engaging for busy schedules. Managers learn and grow at their own pace, absorbing valuable insights in short, manageable bursts..

I have been on a trial of Risely and I am very impressed. As someone who designs and delivers Leadership Development Programs, Risely was on point with its journey maps and coaching content. It was responsive and reinforced concepts in a variety of ways. I feel Risely will be a valuable tool for managers as they build their muscle in leading others effectively.

Janis Cooper, Director, Best Friends Animal Society

Scalable Development

Unlike traditional coaching models, Risely is your AI coach who simultaneously provides personalized coaching to all your managers, ensuring everyone can access the support they need, as and when they need it.
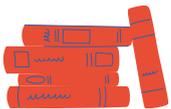
Company-Aligned Learning

Risely offers personalized coaching paths aligning with your organization's values and goals. This ensures managers develop the most relevant skills for your company's success.

Risely is the smartest way I've seen to support leaders in building, developing, and managing cohesive teams. At the end of the day, we want to improve people's performance, and this solution saved us time and resources to make it happen.

Pedro Alvarez, Innovation Director, The AES Corporation

Honest Feedback & Coaching

Risely fosters a culture of open communication through anonymous feedback. This allows managers to receive constructive criticism without fear of judgment, leading to more effective development.

I have had 1-1 coaching before, and Risely was so much different. I could pace the guidance as per my preference and customize the challenges I face. The practical advice during my workday helps me easily navigate challenging situations.

Garima Mathur, Director, Strategic Marketing

Masterclasses for Deeper Dives

Complementing micro-learning, Risely offers regular Masterclasses led by subject matter experts. These sessions enable managers to deepen their skill sets in specific leadership areas.

I think of Risely as your personal coach who understands your profile, situation, context, and challenges to provide solutions that will actually improve your working lives.

Learning has to be in the flow of work, e.g., when you collaborate with your team members on MS Teams. When you get stuck, can someone provide you with solutions right then and there?

Risely offers a unique balance of continuous learning and real-time support. Merlin, our AI coach, makes this possible by sending periodic nudges or activities and always being there to guide you through a coaching session

- Ashish Manchanda, Co-founder & CEO, Risely

You are in a Great Company

People managers from leading organizations trust Risely to build
high-performing teams

Ready to unlock your Managers' potential? Want more? Hit us up at *info@risely.me* and let's figure something out as unique as your team's potential

Risely