**LEARNING NEEDS ANALYSIS**

**Output of Responses on Leadership Programmes**

**Learning Objectives of SEACEN Leadership Programmes:**

* Enable participants to better leverage their personal strengths and effectively apply SEACEN leadership competencies to boost productivity, effectiveness and execution in central bank functions; and
* Identify developmental needs and implement an action plan to enhance individual leadership development.

**Target Audience:**

Those playing strategic roles in driving results in central bank functions, particularly middle management and more senior staff with potential to be heads of departments.

**Key Feedback from 16 members that submitted their survey responses:**

* Competencies which the majority of respondents indicated as **high need** to be covered under the leadership programmes are: Strategic Insights; Leading Employees; and Influencing and Persuasion. There is a higher demand for these competencies to be covered under intermediate programmes compared to advanced programmes. *(It can be deduced that there is generally a more pronounced need to develop the leadership capacity of the middle management compared to more senior staff.)*
* Competencies which the majority of respondents indicated as **moderate need** to be covered under the leadership programmes are: Self-Management; Sound Judgement; Result Orientation; Leading Change; Developing Talent; Relationships and Networking; and Communicating Effectively. Except for one competency, i.e. Developing Talent, there is a higher demand for the other competencies to be covered under intermediate programmes compared to advanced programmes.

(Please refer to the Appendix.)

**Competencies proposed to be covered in leadership programmes for 2017:**

* Intermediate and Advanced programmes to feature individual sessions on the three competencies (Strategic Insights; Leading Employees; and Influencing and Persuasion) that the majority of respondents indicated as **high need.**
* In addition, to feature the competency on Developing Talent as an individual session in Advanced programmes, given the higher demand for this competency to be covered under such programmes.
* All other competencies will be embedded as part of the programme sessions and activities.

**APPENDIX**

**SEACEN Members’ Requests on Competencies to be Covered**

**under Leadership Programmes for 2017: By Level of Need and Type of Programme**

| **No.** | **Competencies** | **% of Requests by Level of Need for the Competency to be Covered** | | | **% of Requests for Competency to be covered under Intermediate and Advanced Programmes** |
| --- | --- | --- | --- | --- | --- |
| **High**  **Need** | **Moderate**  **Need** | **Low**  **Need** |
| 1. | Self-Management | 38 | 56 | 6 | * Intermediate: 81 * Advanced: 56 |
| 2. | Strategic Insights | 69 | 25 | 6 | * Intermediate: 69 * Advanced: 56 |
| 3. | Sound Judgement | 25 | 75 | 0 | * Intermediate: 88 * Advanced: 50 |
| 4. | Result Orientation | 44 | 56 | 0 | * Intermediate: 81 * Advanced: 56 |
| 5. | Leading Change | 44 | 56 | 0 | * Intermediate: 81 * Advanced: 50 |
| 6. | Leading Employees | 56 | 31 | 13 | * Intermediate: 75 * Advanced: 63 |
| 7. | Developing Talent | 44 | 56 | 0 | * Intermediate: 56 * Advanced: 69 |
| 8. | Relationships and Networking | 31 | 56 | 13 | * Intermediate: 94 * Advanced: 25 |
| 9. | Influencing and Persuasion | 63 | 37 | 0 | * Intermediate: 81 * Advanced: 56 |
| 10. | Communicating Effectively | 44 | 50 | 6 | * Intermediate: 94 * Advanced: 50 |

Note: Shaded area denotes the majority of responses.