

Survey report November 2005

UK GLOBAL
COMPARISONS
LEADERSHIP
FORECAST 2005–2006
BEST PRACTICES
FOR TOMORROW'S
GLOBAL LEADERS

About DDI

Since 1970 Development Dimensions International has worked with some of the world's most successful organisations to achieve superior business results by building engaged, high-performing workforces. We excel in two major areas: designing and implementing selection systems that enable you to hire better people faster, and identifying and developing exceptional leadership talent crucial to creating a workforce that drives sustained success. What sets DDI apart is realisation. We focus on the needs of our clients and have a passion for their success. The outcome? You bring the best people on board, who get up to speed faster, contribute more, and stay longer – giving you the ultimate competitive advantage.

This report was written and originally published by the DDI UK as *United Kingdom Global Comparison: Leadership Forecast 2005-2006: best practices for tomorrow's global leaders*.

The DDI authors of this report were Paul Bernthal and Richard S. Wellins.

Contents

Summary of key findings	3
HR professionals' attitudes towards leaders	5
HR professionals' views on leadership capacity	8
What do HR professionals think about leadership development?	9
HR professionals' views on growing tomorrow's leaders	10
What do HR professionals think about leaders and work–life balance?	11
What are leaders' expectations?	12
Leaders' attitudes towards leaders	13
Leaders' views on leadership development	14
What do leaders think about work–life balance?	16
Conclusions and implications	17
Background	18
Summary of findings from the global survey	20
Acknowledgements	22
References	23

Summary of key findings

The CIPD has had the opportunity to work with Development Dimensions International in the UK (DDI UK) on its *UK Global Comparisons Leadership Forecast 2005–2006: Best practices for tomorrow's global leaders*. We present the findings here and provide comparisons to the global data. The report focuses on various aspects of the current status of leadership, as well as considering issues around leaders' potential, approaches to developing leaders and succession planning.

HR professionals' attitudes towards leaders

- HR professionals elsewhere in the world are quicker to express high confidence in their leaders at all levels than those in the UK are.
- Two-thirds of UK HR professionals don't believe that too much is being expected of senior leaders today.
- HR respects results more than people skills in leaders.
- HR professionals regard poor results as the main cause of leader failure.

HR professionals' views on leadership capacity

- It's getting harder to find senior leaders.

What do HR professionals think about leadership development?

- There's a mismatch between common practice in leadership development and what actually works.

HR professionals' views on growing tomorrow's leaders

- Substantially fewer leadership positions are filled in the UK by internal candidates.
- Fewer HR professionals in the global sample than in the UK claim their organisations have succession plans in place.
- Processes in the UK appear to be less transparent than those in other countries.

What do HR professionals think about leaders and work-life balance?

- UK organisations lag slightly behind others in creating family-friendly workplaces.
- There's greater desire for promotion to a leadership position in the global sample.

What are leaders' expectations?

- When asked to identify their organisation's most important business priorities from a list of 14, leaders' views in the UK diverge from those of leaders elsewhere in the world in three areas. UK leaders see growth as significantly less of a priority, and improving company culture and customer service as a higher priority.

Leaders' attitudes towards leaders

- Overall, UK leaders express significantly lower confidence in their organisation's current leadership than those in the global sample do.
- UK leaders are more critical of their peers than their global counterparts are.

Leaders' views on leadership development

- UK leaders are dismissive of formal management training.
- UK leaders' approaches to development planning lack structure and focus.
- Only 27% of UK leaders (versus 37% of the global sample) had developed their skills before being put into a leadership position.

What do leaders think about work-life balance?

- Ten per cent more UK than global leaders complain of poor work-life balance.
- UK leaders are more likely than their global colleagues to be dissatisfied with their role because of work volume and a lack of progress.

HR professionals' attitudes towards leaders

HR respects results more than people skills in leaders.

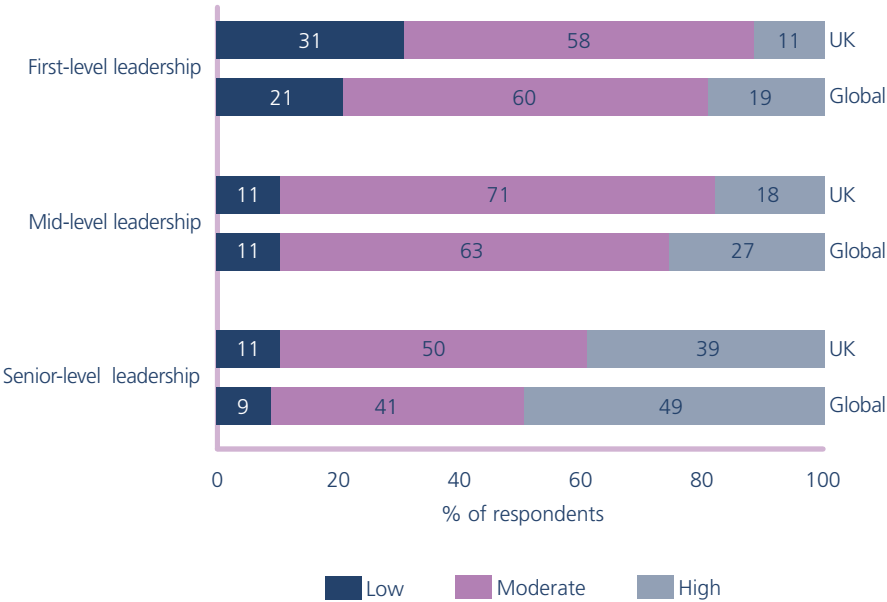
HR professionals elsewhere in the world are quicker to express high confidence in their leaders at all levels than those in the UK are.

Even moderate confidence is lower in the UK in first-line managers (see Figure 1). In addition, more UK HR professionals express low confidence in leaders overall, particularly first-line managers. This finding suggests that UK organisations are less successful than others worldwide at finding and developing people who can motivate and mobilise others.

Two-thirds of UK HR professionals don't believe that too much is being expected of senior leaders today.

In something of a contradiction, UK HR professionals disagree markedly with their colleagues in the global sample on whether people expect too much of leaders today. While 39% of the global group agree with this notion, only 24% of the UK sample do – a perception gap of 15%. A less significant gap exists between UK HR professionals and their global colleagues when

Figure 1: Confidence in leaders



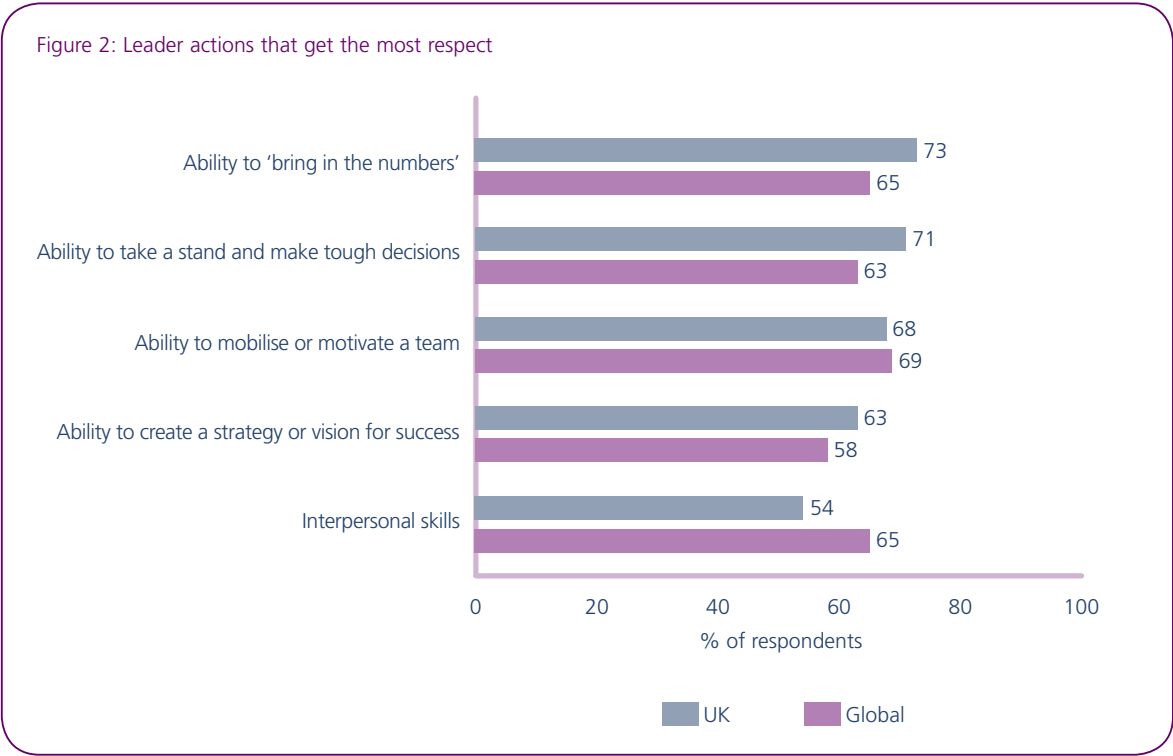
asked if they've seen a rise in leadership dropout in the past five years. Fifty-eight per cent of British HR professionals and 63% in the global sample feel they have. The UK HR community evidently views the challenges of leadership as relatively constant, as against the global community's perception of escalating difficulty. This may be due to increased rigour in corporate governance in the US and the pressures this creates around leadership visibility.

HR respects results more than people skills in leaders.

When it comes to why we respect our leaders, the UK appears to have overtaken the rest of the globe in its focus on results and hard outcomes. The ability to 'bring in the numbers' is rated 8% more important as a leadership attribute by the UK sample than the 'ability to take a stand and make tough decisions' (see Figure 2).

Rating the qualities of highly successful leaders in their organisations, UK's HR professionals give 'passion for results' the highest 'critical' score, 12% ahead of their non-UK counterparts. The non-UK sample, on the other hand, is 11% more likely to respect leaders with good interpersonal skills. This speaks of a UK HR community focused heavily on the what's rather than the how's, reflecting a hesitance to promote the softer skills of leadership in the face of an emphasis on short-term results.

This contrasts with the CIPD's (2006b) research, *Reorganising for Success: CEOs' and HR managers' perceptions*, which found that improved people management skills are essential in addressing the continuing high failure rates of major organisational change projects.



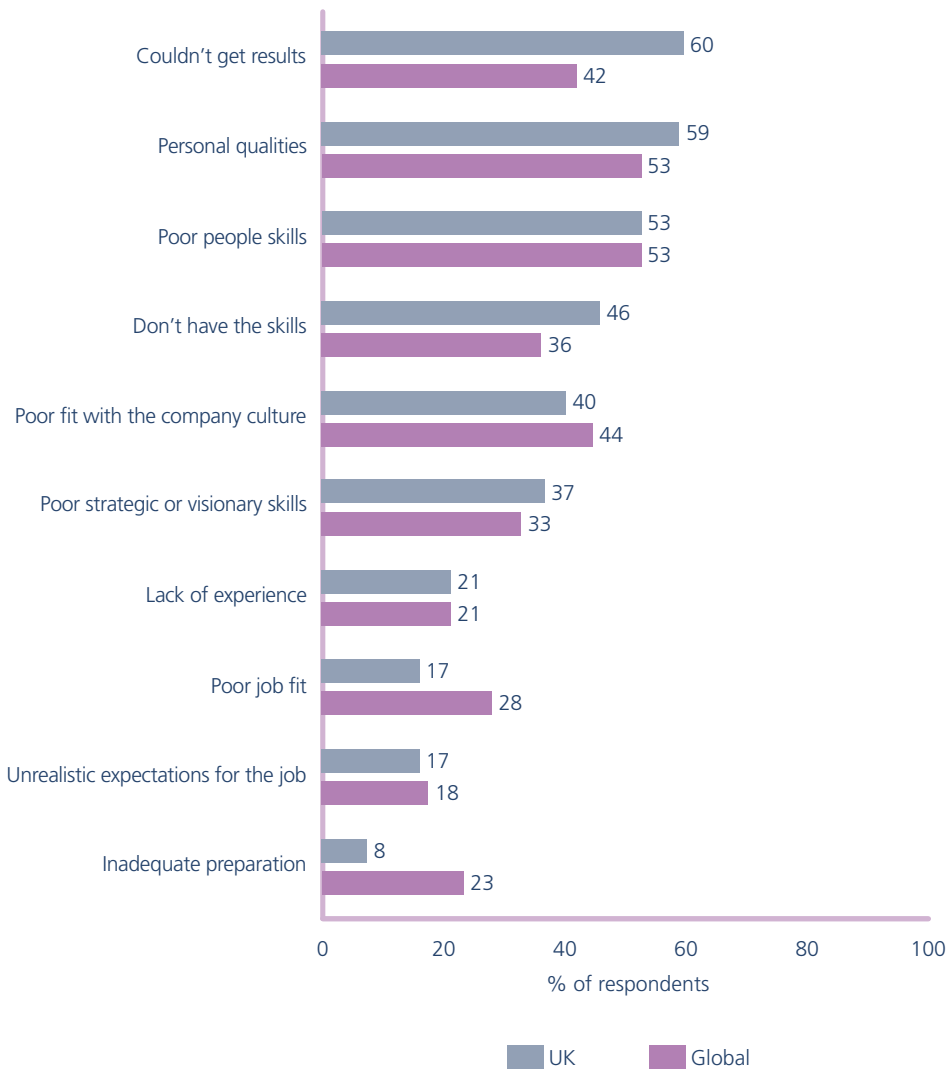
HR professionals regard poor results as being the main cause of leader failure.

There are three other significant gaps between UK and global scores in relation to leaders who don't make the grade. So many discrepancies could point to a lack of sophistication in the British understanding of what makes leaders successful. UK HR professionals diagnose the inability to get results as the main reason for leader failure – 60% versus 42% in the global sample.

Furthermore, while UK HR professionals cite a lack of skills to do the job as being a key reason for failure – a full 10% higher than in the global sample – more people in the global HR sample believe inadequate preparation for the role is a cause of failure (23% versus 8% in the UK sample) (see Figure 3).

Finally, the global HR sample is 11% ahead in identifying a mismatch between the individual's motivations and the demands of the leader role as a cause of leader failure. This finding could reflect a deeper understanding outside the UK of the innate characteristics and motivations that make up leadership potential, and suggests that UK HR professionals still struggle to recognise as a predictor of success the importance of a leader's wanting to do the job. It's possible the connection between the early identification of potential and the development activities that build first-line leaders' expertise – and ultimate effectiveness as a senior leader – still isn't fully embraced within the UK's HR community.

Figure 3: Top reasons for leader failure



HR professionals' views on leadership capacity

UK companies are not placing an emphasis on leadership capability soon enough.

It's getting harder to find senior leaders.

All HR professionals anticipate that it'll become harder to find good candidates in the next five years at both the middle- and senior-leader levels, but those in the UK are more pessimistic than their global colleagues. For the middle management level, 59% of HR professionals in the UK (compared to a global 52%) believe those positions will be tougher to fill. At the senior level, this increases to 74% in the UK and 65%

globally (see Figure 4). These findings echo the theme highlighted on page 7 in that UK companies apparently are not placing an emphasis on leadership capability soon enough in their people's careers to build a pipeline that will fill tomorrow's senior slots.

Figure 4: Difficulty in finding leaders



What do HR professionals think about leadership development?

There's a mismatch between common practice in leadership development and what actually works.

The UK's HR professionals claim to make rather more use of a range of available activities to develop leaders' skill and knowledge than their global counterparts do. When rating the effectiveness of these activities, HR professionals in the UK favour special projects outside the job, expatriate assignments, and coaching (using both internal and external coaches) over other methods. Despite these stated preferences, formal workshops still

dominate common practice by far. The global sample prefers special on-the-job assignments, yet it makes most use of formal workshops, with special projects running a close second (see Figures 5a and 5b).

In general, the UK's HR community seems to be quite bullish about the effectiveness of interventions which they're responsible for managing, with the global group offering slightly more measured evaluations of effectiveness.

Figures 5a and 5b: Attitudes towards leadership development

Figure 5a: Very effective

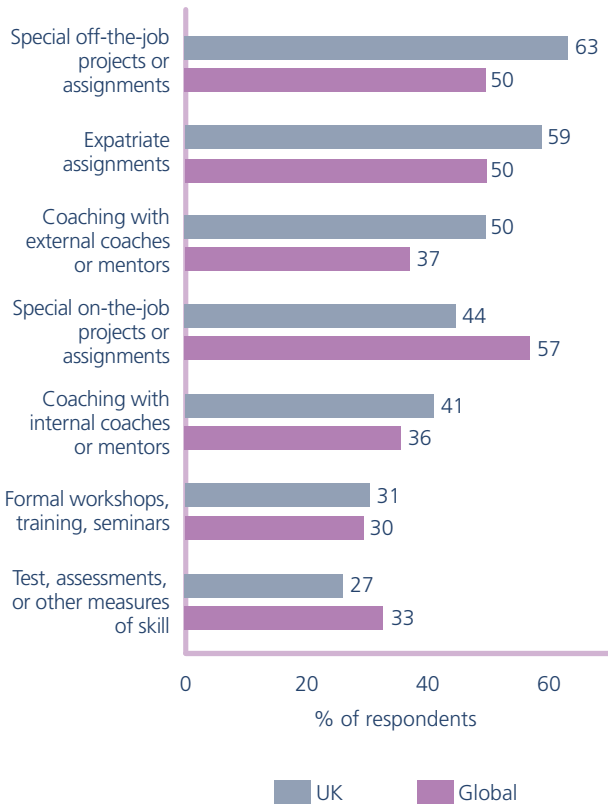
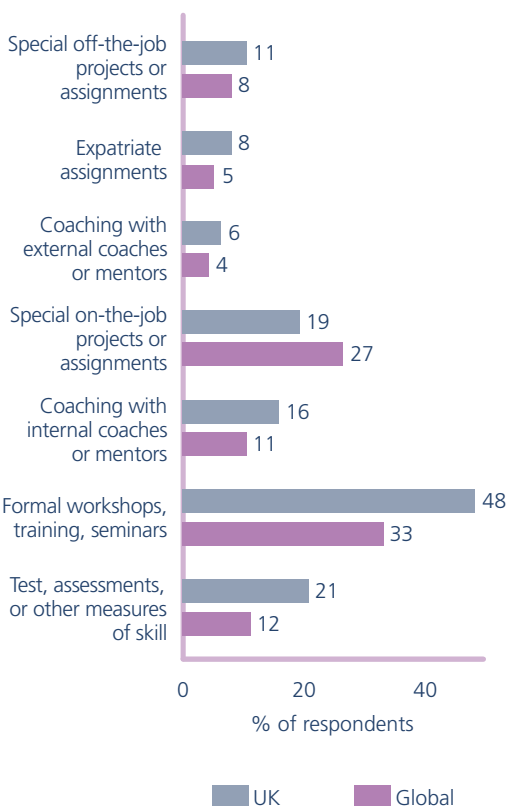


Figure 5b: Extensive use

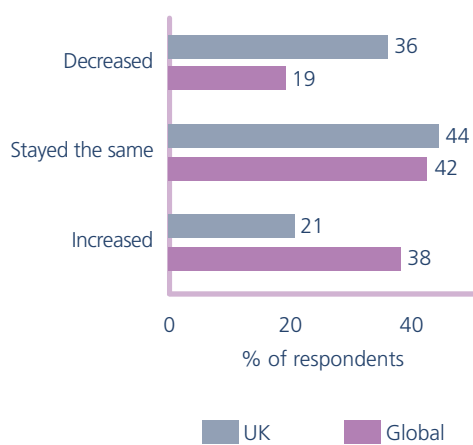


HR professionals' views on growing tomorrow's leaders

Substantially fewer leadership positions are filled in the UK by internal candidates.

Two different trends are evident when comparing UK and global data in relation to filling positions with internal candidates. Globally, organisations report a 38% increase in the number of positions they fill with internal candidates, while in the UK, that figure is only 21% (see Figure 6). Conversely, 36% of UK companies report that promoting internal candidates to leadership roles has decreased in the past two to three years, whereas the global sample reports only a 19% decrease.

Figure 6: Percentage of positions being filled from internal sources



Fewer HR professionals in the global sample than in the UK claim their organisations have succession plans in place.

This finding seems to contradict the previous finding, which reveals that UK organisations are struggling to fill leadership positions with home-grown talent. There are two possible explanations for this contradiction. UK organisations embarked on adopting succession planning practices later than those in the global sample (so that they're not yet seeing the fruits of their efforts), or those same organisations could be less effective at executing their leadership development efforts.

The main difference between UK and non-UK HR professionals' views on their succession management systems is that, in the UK, line managers are more involved in talent identification and nomination, whereas elsewhere there is greater accountability within the line for developing people.

Processes in the UK appear to be less transparent than those in other countries.

Compared to the global sample, almost 11% fewer UK respondents say that nomination information is shared with candidates. This finding suggests that one of the reasons for weaker output from leaders in the UK might be a less open approach to setting expectations and mutual commitments around development. This lack of openness between the organisation and individuals might, in turn, reflect that managers' commitment to developing their teams has more visibility elsewhere than in the UK.

What do HR professionals think about leaders and work–life balance?

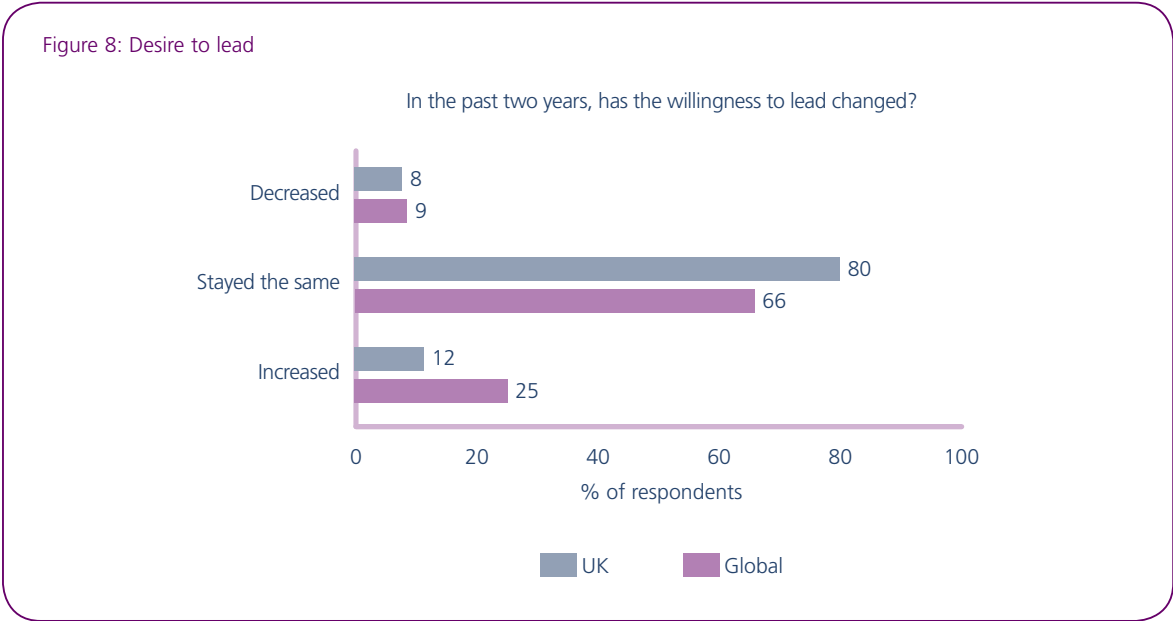
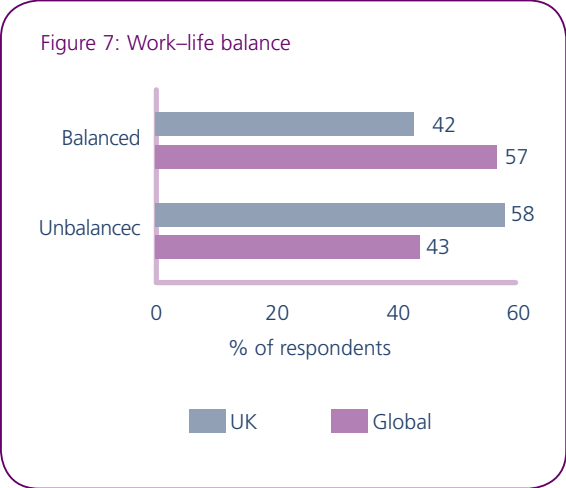
Work pressures are greater in the UK than elsewhere.

UK organisations lag slightly behind others in creating family-friendly workplaces.

There is, however, a 15% difference between UK and global HR professionals on the issue of whether the organisation’s leaders have an acceptable work–life balance (see Figure 7).

There’s greater desire for promotion to a leadership position in the global sample.

Thirteen per cent more HR professionals outside the UK say that more people are willing to be promoted into leadership roles. This suggests that, with the UK’s slimmer organisations, work pressures are greater here than elsewhere and may be deterring aspiring leaders from taking the next step up the corporate ladder (see Figure 8).



What are leaders' expectations?

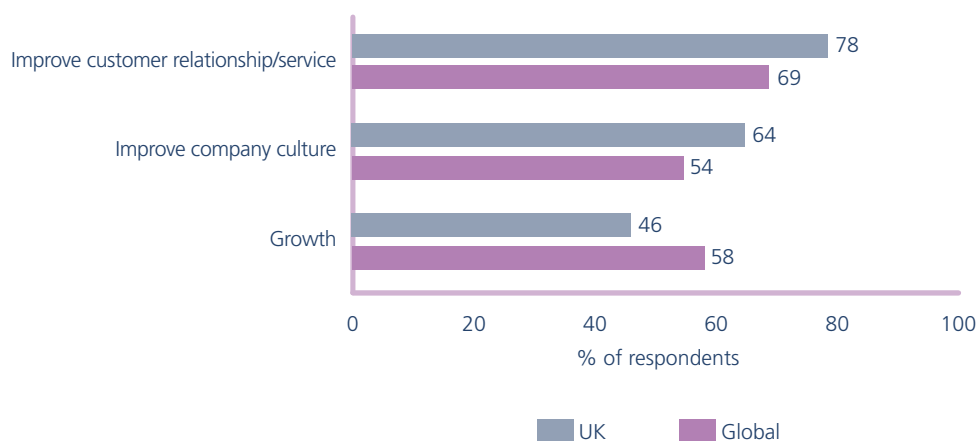
UK leaders recognise that a healthy culture and good customer care are strong precursors of growth.

When asked to identify their organisation's most important business priorities from a list of 14, leaders' views in the UK differ from those of leaders elsewhere in the world in three areas.

UK leaders see growth as significantly less of a priority (a 12% difference) and improving company culture and improving customer service as 10% and 9% more important respectively (see Figure 9). In other areas

(ie managing acquisitions, entering new markets), the two samples' findings were very similar. This may reflect a UK economy that has been more buoyant than many others in recent years. But it could also reflect a growing awareness among UK leaders that a healthy culture and good customer care are strong precursors of growth.

Figure 9: Organisations' most important business priorities



Leaders' attitudes towards leaders

Overall, UK leaders express significantly lower confidence in their organisation's current leadership than those in the global sample do.

This is particularly marked at the middle management level, where the gap increases to 19% ie - 21% of UK leaders thinking their own leaders can make the company successful in the future, compared to 40% in the global sample (see Figure 10).

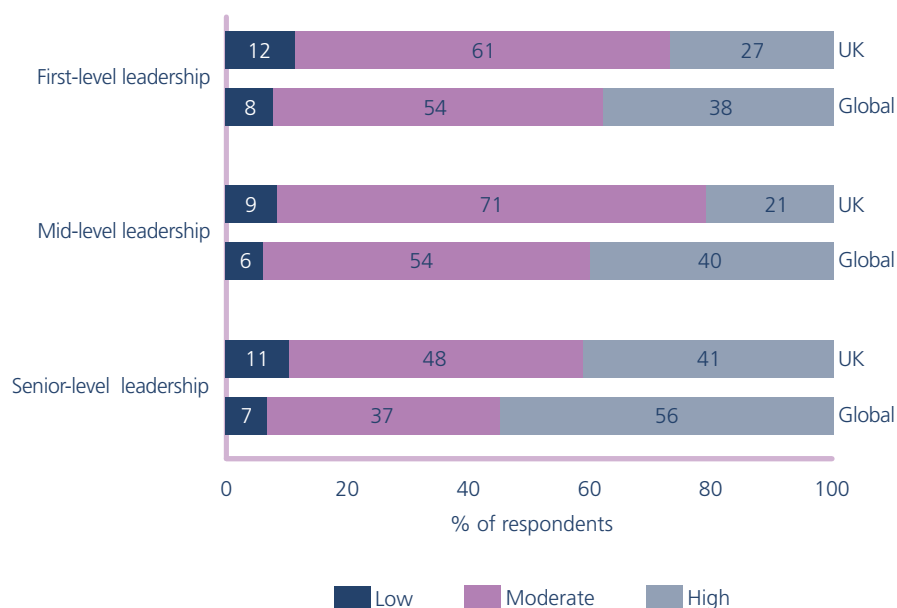
UK leaders are more critical of their peers than their global counterparts are.

When leaders are asked to rate their peers against a list of positive attributes, UK leaders score on average 7% lower than their global counterparts. When asked what percentage of plans are effectively executed, the figures are 65% for the UK, compared to 75% globally. An element of this may be British cynicism, but it also suggests an underlying concern about UK leaders' ability to effectively execute and drive results through others.

Reflecting the particular discrepancies highlighted by HR professionals, 43% of UK leaders see the quality most likely to earn them respect as being an ability to bring in the numbers. In the global sample, only 25% of leaders cite this as the key differentiator. Similarly, 74% of the UK sample strongly or moderately disagree that people are expecting too much of leaders today, compared with 46% of non-UK leaders.

These findings related to management's failings, particularly at the lower and middle levels, are consistent with those in the CIPD's (2003) research. The research of Harvard University professor Michael Porter (2003) (for the Department of Trade and Industry) similarly found that the skills of lower-level managers in the UK contribute to the UK's productivity deficit in relation to other major economies.

Figure 10: Attitudes towards leaders



Leaders' views on leadership development

UK leaders are dismissive of formal management training.

UK leaders are not convinced that formal management training is important to their success, with 59% of UK leaders dismissing it. Leaders in the global sample were less disparaging (49%).

UK leaders are also less enamoured of reading and computer-based learning than their colleagues elsewhere. Most UK leaders favour observing others and using a trial-and-error approach as a means to development, while non-UK leaders' preferred learning methods are more varied, including a 10% preference for formal on-the-job training.

The CIPD's (2004a) study, *Helping People Learn*, provides additional details on this marked shift in UK development from formal training to a broader range of learning activities, including the significant growth in executive coaching.

UK leaders' approaches to development planning lack structure and focus.

This finding suggests that leaders of leaders in the UK are not fully engaging with their people to plan and realise development in the same way as in non-UK organisations. In fact, the UK approach is somewhat random.

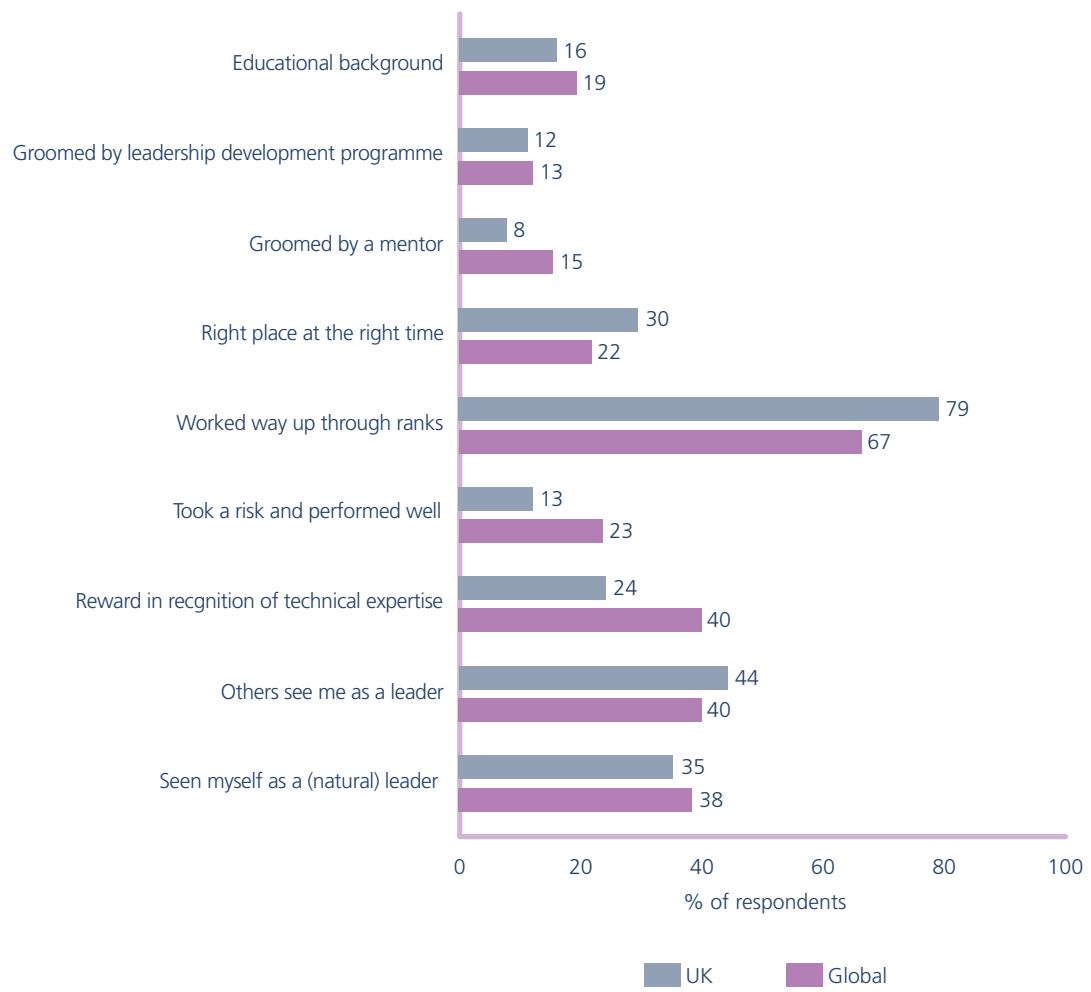
This is illustrated by the 10% difference between UK leaders who say they've had a mentor or coach who has helped them in their careers and leaders in the global sample who reported benefiting from this method (41% in the UK, 51% elsewhere). This is particularly unfortunate, given that the global group rates the impact of such support very high, with 47% (versus 36% in the UK) saying the impact was great.

UK leaders are 16% less likely than their global counterparts to say they were promoted in recognition of their excellence in their previous technical specialist role. Global leaders are 7% more likely to have been groomed by a mentor along their path towards a leadership role (see Figure 11).

Only 27% of UK leaders (versus 37% of the global sample) had developed their skills before being put into a leadership position.

This finding indicates that UK organisations are not doing as much as they might – nor as much as organisations outside the UK do – to prepare and sustain their leaders in being successful. This could explain why 11% fewer UK leaders say they feel a strong sense of loyalty to their company.

Figure 11: Routes to becoming a leader



What do leaders think about work–life balance?

Ten per cent more UK than global leaders complain of poor work–life balance.

As for work–life balance, UK leaders appear to be doing substantially worse than their global colleagues, with only 59% (compared to 72% in the global sample) saying they have an acceptable balance between their work and personal lives.

Nearly half (46%) of British leaders (27% globally) say they're unwilling to sacrifice any more of their personal time for promotion. A small majority (54%) say they are willing to do that, but this figure compares unfavourably with 73% elsewhere. More British leaders (7%) cite work volume as a main reason for spending more time at work, though both groups agree that an internal drive for achievement is the number-one reason motivating them to do so.

UK leaders are more likely than their global colleagues to be dissatisfied with their role because of work volume and a lack of progress.

Where many UK leaders admit that they have considered giving up their leadership role (while only 27% actually did so), the main reasons they give for doing this are work volume (cited 7% more often in the UK), lack of satisfaction or motivation (cited by 10% more by UK than global leaders), and, critically, feeling stuck in a rut (nearly one-fifth of UK leaders compared to only just over one-tenth (12%) of the global group).

Conclusions and implications

The findings of this report suggest that leaders in the UK, though resilient, often lack dedicated attention from their superiors to help them develop in a planned fashion through continuous learning, both from job experiences and more formal training activities. As a consequence, they tend to arrive in leadership positions less well prepared than their colleagues elsewhere, and they inspire less confidence in their ability to execute strategies successfully.

While UK organisations have succession processes in place, the plans don't always focus on early identification of potential. The succession plans tend to

lack transparency, and the outcomes still lag behind organisations elsewhere in the world. There's a mismatch between what keeps HR professionals busy and what they regard as being effective, causing concern that leadership capacity in the UK will increasingly fall short of demand.

Leaders are mutually critical rather than being mutually supportive. While everyone is busy 'bringing in the numbers', there's too little emphasis on sharing experience and coaching through the day-to-day challenges of the job, both of which help to ensure that the bottom line takes care of itself.

Background

This report presents the findings from the UK element of DDI UK's *Leadership Forecast: Best practices for tomorrow's global leaders*. It is derived from responses from 410 leaders and 63 HR professionals based in the UK. One HR representative and at least 20 leaders from each organisation were asked to complete the survey. The global sample used for comparison purposes was drawn from the organisations and leaders who responded to the global DDI *Leadership Forecast* report in locations other than the UK. In total, 4,559 leaders and 944 HR professionals from 42 countries took part in the global study. Full details of the global findings can be found on the DDI's website at www.ddiworld.com/leadershipforecast2005

Profile of respondents

Table 1: Percentage of HR professionals from the public or private sector

Public	Private
53	47

Base: 63

Table 2: Number of employees in HR professionals' organisations

Number of employees	% of respondents
1–10	2
11–50	0
51–100	0
101–200	0
201–500	2
501–1,000	7
1,001–5,000	23
5,001–10,000	15
10,001–20,000	12
20,001–50,000	20
50,001 or more	20

Base: 63

Table 3: Presence in the global market of HR professionals' organisations

Presence	% of respondents
National company – we do not own, operate, or have affiliate offices outside our country	37
Multinational company – we own, operate, or have affiliate offices outside our country	63

Base: 63

Table 5: Organisational tenure of leaders

Tenure	% of respondents
Less than 6 months	2
6–11 months	2
1–2 years	6
3–5 years	18
6–10 years	22
11–15 years	15
More than 15 years	36

Base: 410

Table 4: Leadership/management level of leaders

Level	% of respondents
First-level leader – supervisor, team leader, foreman etc	7
Mid-level leader – leader of first-level leaders (group managers, district managers, etc)	40
Higher-level leader – leader/manager of mid-level leaders (director, department head, vice-president etc)	44
Senior-level leader – executives and those in policy-making positions (CEO, COO, CFO, executive VP, senior VP, plant manager etc)	8

Base: 410

Summary of findings from the global survey

How effective are leaders?

- Leaders think 'ability to bring in the numbers' is the most respected leadership behaviour.
- About one-third of internally sourced leaders fail, usually because of poor people skills or interpersonal skills.
- Over the past six years, HR lost confidence in leadership, while leaders gained confidence.
- Three in ten leaders fail to demonstrate the key qualities necessary for effective leadership.
- Strong leadership can increase successful execution of business strategies by at least 22%.

Leader development

- Only half of all leaders are satisfied with their organisation's leadership development opportunities.
- HR professionals have seen an improvement in the quality of leader development programmes in the past four years.
- Formal training is the most common leader development practice, but special projects or assignments are the most effective.
- Leaders benefit greatly from using mentors or personal coaches.
- Less than one-half of leaders have a development plan.
- Organisations with high-quality leader development programmes and formal succession management programmes have superior business performance (eg return on equity, profit margin).

Leader turnover

- In the past two years, leader turnover has decreased by almost one-third.
- Current leaders are loyal and more motivated than ever to lead.
- One in four leaders has considered giving up a leadership position, mostly because of a desire to pursue personal or career goals.

Growing leaders

- Nearly half of succession plans fail to support the development of future leaders.
- Promotions are more successful when succession plans have CEO support, involve line management, and collect objective assessment data about candidates.
- In the future it will be more difficult to fill senior leadership positions.
- One-third of all organisational succession plans are ineffective and they have not improved in the past two years.
- While about half of organisations have a succession plan, there's no evidence of increased use of such plans in the past two years.
- Organisations predict an increase in their use of internal promotions to fill leadership positions.
- While organisations are focusing succession planning on higher levels of leadership, one in four organisations covers front-line leadership positions with succession plans.

The pressures on leaders

- Between one-quarter and one-half of leaders at all levels think too much is expected of senior leaders today. This finding varies greatly by region.
- Leaders are most concerned with customer relationships, cost control, leveraging talent, and quality. Senior leaders, however, are focused on growth and employee talent.
- Compared to six years ago, about 20% more leaders are focused on talent management and cost control.
- Three in ten leaders have problems with work-life balance.
- Work-life imbalance translates to higher turnover and, therefore, higher costs.
- Personal ambition and need for achievement drive many leaders to work-life imbalance.
- Although work-life balance drives retention, only one in four organisations actively promotes this balance.

The drive to be a leader

- Three-quarters of leaders want to be promoted, mostly because they want to broaden their skills and make an even greater contribution to the company.
- Most leaders arrived in their positions by working their way up the ladder, though other routes are possible.
- Leaders learn most by observing others and through trial and error.

Acknowledgements

This report was written and originally published by Development Dimensions International UK (DDI UK) as *United Kingdom Global Comparison: Leadership forecast 2005–2006: best practices for tomorrow's global leaders*. Full details of the global findings can be found on DDI's website at www.ddiworld.com/leadershipforecast2005

About the authors

Paul Bernthal, PhD, is both Manager of DDI's Center for Applied Behavioral Research and Director of DDI's HR Benchmark Group. A recognised expert in measurement and evaluation of HR systems, Paul has had his work published in *Training and Development Journal*, *Group and Organizational Management*, *USA Today*, and *US News and World Report*.

Richard S. Wellins, PhD, is a Senior Vice-President at DDI. Rich is responsible for leading DDI's research programmes, launching new solutions, building strategic alliances, and executing marketing strategies. During his tenure at DDI, Rich has authored five books on leadership and teams. Most recently he served as DDI's overall project leader in the development of a new competency model for workplace learning professionals, sponsored by the American Society for Training and Development.

About the research team

Steve Newhall is Co-Managing Director of DDI Europe. He works with DDI's major clients to identify needs and propose solutions, specifically early identification of leadership potential, talent and succession management, and large-scale selection solutions.

Ricardo Padilla is Managing Director of DDI Latin America. He is a master in total quality management. He works with clients in Brazil, Mexico and Puerto Rico to help address their leadership, work teams, succession management and executive challenges. He is also responsible for DDI's delivery capabilities in Latin America.

Ronnie Tan Li Tong is Vice-President/Managing Director, Asia. Mr Tan Li Tong uses his 20-plus years of experience to work with clients in diverse industries, providing consultation in leadership development, executive assessment, performance-driven management systems, teams and company-wide change intervention strategies.

Bruce Watt, PhD, is Managing Director of DDI Australia. His primary areas of expertise are in the diagnosis and development of executive capability and the design and implementation of executive selection and succession management systems.

Kiyoyuki Takeuchi is President of Management Service Center Co Ltd, DDI's affiliate in Japan. Mr Takeuchi has significant experience in the HR arena, working with both domestic Japanese and foreign multinational organisations. For the past 13 years, he has been specialising in strategic/operational leadership assessment, training and development.

The authors and research team would like to acknowledge the invaluable contributions of the following people:

Dwiputri Adimuktini (recruitment)
Maretha Behrens (recruitment)
Jason Bondra (project management)
Mark Busine (recruitment)
Julieta Cervantes del Toro (recruitment)
Barbara Endemann (recruitment)
Nancy Fox (project management)
Kumiko Hashimoto (recruitment)
Kristyna Kerekes (recruitment)
Lucy McGee (recruitment)
Yvonne McGowan (recruitment)
V.J. Posadas (recruitment)
Wai Leng Tan (recruitment)

References

CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT. (2003). Bringing policies to life: a survey of the UK and Ireland. Survey report. London: CIPD. Also available online at <http://www.cipd.co.uk/surveys>

CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT. (2004a). Helping people learn: a survey of the UK and Ireland. Survey report. London: CIPD. Also available online at www.cipd.co.uk/surveys

CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT. (2004b). Reorganising for success: CEOs' and HR managers' perceptions. Survey report. London: CIPD. Also available online at www.cipd.co.uk/surveys

PORTER, M. and KETELS, C. (2003). UK competitiveness: moving to the next stage. London: Department of Trade and Industry. Also available online at www.dti.gov.uk/publications/ [Accessed 16 November 2005].

We explore leading-edge people management and development issues through our research. Our aim is to share knowledge, increase learning and understanding, and help our members make informed decisions about improving practice in their organisations.

We produce many resources on learning and development issues including guides, books, practical tools and survey and research reports. We also organise a number of conferences, events and training courses. Please visit www.cipd.co.uk to find out more.

Chartered Institute
of Personnel and
Development

151 The Broadway London SW19 1JQ
Tel: 020 8612 6200 Fax: 020 8612 6201
Email: cipd@cipd.co.uk Website: www.cipd.co.uk
Incorporated by Royal Charter Registered charity no.1079797

