

- **17084 | Leader Development: evaluating a leader development program**
Sousa, Bárbara, Faculdade de Psicologia e Ciências da Educação da Universidade do Porto, Portugal
Brandão, Catarina, Faculdade de Psicologia e Ciências da Educação da Universidade do Porto, Portugal

Leader development is a recent area of research, stemming from organizational practices that focus on leader development programs to gain competitive advantage. Therefore, program evaluation gains importance, as it allows determining the value and efficiency of a program. The overall objective of this research is to evaluate the leader development program implemented by an engineering non-profit organization. To this end, a qualitative and evaluative approach was adopted through a case study methodology. Data were gathered from program stakeholders through interviews and written documents. The results show that the program has underlying functionalist and interpretive discourse principles, focusing on the results of the organization and on people's well-being. The leadership approach combines principles of TABEIS and Transformational Leadership theory, aiming a leader who is authentic, caregiver, constructor, contaminator, entrepreneur, ground breaker and meaning designer. The leader's development was essentially based on a self-reflective process, using the method of critical incidents, projective techniques and role-playing games. Regarding the development process, two stages focusing intrapersonal and interpersonal development were identified: (i) ExtraMind activity and (ii) a Retreat of leaders. Throughout this activities, two layers of leader development were aimed: identity and self-regulation development and adult development. The major contribution of the study was the evaluation of an executed leader development program, which allowed us to do some recommendations to the organization concerning its improvement. In addition, it contributes to leader development program's evaluation. By presenting a more complete analysis system it allows a deeper and more exhaustive analysis of a program.

Keywords: Leadership, Leadership development, Program evaluation