

Contents

| | |
|--|----|
| Acknowledgments | xv |
| Introduction: Leadership Development Lessons from the Best | 1 |
| Importance of Learning | 2 |
| Current Leadership Development Programs | 3 |
| The Search for Excellence | 4 |
| Diversity in Excellence | 6 |
| 1 The Competitive Advantage of Leadership Development | 8 |
| Seeking Adjustment | 8 |
| Focusing on Core Issues | 11 |
| Connecting Resource Development with Business Experience | 12 |
| Internally Focused, Externally Aware | 13 |
| Identifying the Leadership Pool | 14 |
| Growing Leaders Instead of Buying Them | 15 |
| The Right People in the Right Programs | 16 |
| Diversity Is Critical | 17 |
| Engaging Leaders in the Process | 18 |
| Nothing Teaches Like Experience | 19 |
| Connecting Leadership Development and Leadership Succession | 22 |
| Impact of Leadership Development | 23 |

| | |
|--|-----------|
| Assessing Success of Leadership Development Programs | 25 |
| Worth Every Penny | 27 |
| Leadership Development Is Essential | 29 |
| 2 Arthur Andersen: The Search for Qualification | 31 |
| Andersen's Role as an Education Leader | 32 |
| Andersen Zeroes in on Leadership Development | 33 |
| Andersen's Partner Development Program | 33 |
| A Brief History | 34 |
| PDP's Initial Challenges | 35 |
| PDP's Primary Job Is Executive Development | 36 |
| The PDP Team | 36 |
| PDP's Funding and Course Offerings | 37 |
| PDP's Curriculum and Learning Activities | 38 |
| Coaching and Mentoring | 40 |
| Minimal Use of Learning Technologies | 40 |
| Use of Vendors | 41 |
| Outside Faculty | 42 |
| Leadership Pools | 42 |
| Identifying Leadership Talent | 43 |
| Engaging Future Leaders | 45 |
| PDP Links to Andersen's Business Strategy | 46 |
| The Proof of PDP's Value | 46 |
| Maintaining the Momentum | 50 |
| Summary | 51 |
| 3 General Electric: Staging Ground for Corporate Revolution | 52 |
| The House that Jack Built | 54 |
| Leadership Wisdom from Chairman Jack | 55 |
| Turning Quotes into Reality | 57 |
| Crotonville: Boot Camp for Leaders | 59 |
| As Crotonville Sees Its Mission | 60 |
| Creating a Leadership Development Process | 61 |
| Training Links to Business Strategy | 62 |

| | |
|--|----|
| Keeping Training in Step with Leadership | 63 |
| Rewarding Leaders | 64 |
| Identifying the Leadership Pool | 64 |
| Leadership Pools | 65 |
| Attracting Internal vs. External Talent | 65 |
| Diversity and Cultural Issues | 66 |
| Needs Assessments | 66 |
| Staying on the Cutting Edge | 67 |
| Work-Out™ | 68 |
| The RAMMP Matrix | 69 |
| Change Acceleration Process | 70 |
| Productivity Best Practices | 72 |
| Relative Speeds of GE's Change Mechanisms | 72 |
| Six Sigma Quality | 73 |
| Funding of Leadership Development | 74 |
| Learning Technologies | 74 |
| Training the Trainers | 75 |
| Succession Planning | 76 |
| The Effect of Leadership on the Bottom Line | 77 |
| Maintaining the Momentum | 78 |
| GE after Jack Welch | 78 |
| Summary | 79 |
| | |
| 4 Hewlett-Packard: Diversity and Development through Decentralization | 81 |
| The HP Way | 83 |
| Participative Management | 84 |
| Organizational Structure | 85 |
| Leadership Development at HP | 86 |
| Creating the HP Leadership Development Process | 87 |
| Facing the Need to Change | 89 |
| Leaders Leading Leaders | 91 |
| Leadership Pools | 94 |
| Telling the Company Stories | 95 |
| Selecting Participants | 96 |
| Addressing Diversity Issues | 97 |
| Teaching Leadership Down the Line | 97 |

| | |
|--|------------|
| Engaging Future Leaders | 98 |
| Key Components of LeaRN | 99 |
| Accelerated Development Program | 99 |
| Running Cross-Boundary Business Program | 101 |
| Involvement of University Programs | 101 |
| Customized Programs | 102 |
| “Power of One—Best of Many” Series | 102 |
| Leadership Development and Review | 103 |
| Up Next for BLD | 105 |
| The Effect of Leadership on the Bottom Line | 106 |
| Tracking | 106 |
| Communicating the Results | 107 |
| Key Lessons for BLD | 107 |
| The New HP Way | 108 |
| Summary | 109 |
| 5 Johnson & Johnson: FrameworkS of Leadership | 111 |
| Three Basic Commitments | 112 |
| Organized for Leadership Development | 113 |
| Cooperation between Corporate and Business Units | 116 |
| Creating a Leadership Development Process | 116 |
| J&J’s Current Model for Leadership Standards | 118 |
| Diversity at J&J | 120 |
| Focusing on the Future | 121 |
| J&J’s Education at the Core | 121 |
| Executive Development Program | 124 |
| Selection Process for Developing Leaders | 126 |
| Diversity among Leadership Candidates | 127 |
| Communication with Potential Leaders | 127 |
| Mentoring, Coaching, and 360-Degree Feedback | 128 |
| Executive Involvement in Leadership Development | 129 |
| The J&J Course Catalog | 130 |
| The Role of Educational Technology | 130 |

| | |
|---|-----|
| Nontraditional Methods of Leadership Development | 131 |
| Organizing to Maximize Learning | 133 |
| Succession Planning | 135 |
| FOLIOMAP Presentations | 137 |
| Understanding the Effect of Leadership on the Bottom Line | 137 |
| Summary | 139 |
| | |
| 6 Royal Dutch Shell: LEAP to Remain a Living Company | 141 |
| Making the LEAP | 143 |
| Organizing for a Giant Leap | 144 |
| Leading vs. Managing | 145 |
| What Makes a Corporate Giant Choose Change? | 146 |
| Very Few Givens | 147 |
| Links to Business Strategy | 148 |
| Achieving Buy-In | 148 |
| Identifying Leadership Candidates | 149 |
| Addressing Diversity Issues | 151 |
| Needs Assessments | 152 |
| Leadership Research | 152 |
| Design and Development of LEAP Programs | 153 |
| LEAP's Core Curriculum | 154 |
| Mix of Activities | 155 |
| Learning Technologies | 155 |
| The Role of Current Leaders | 156 |
| LEAPing to Outside Vendors | 157 |
| Succession Planning | 157 |
| Measuring Outputs | 158 |
| Tracking Leaders | 159 |
| Maintaining Momentum | 160 |
| Communication | 160 |
| Key Lessons from the LEAP Success | 161 |
| Summary | 162 |

| | |
|--|-----|
| 11 The Strategic Challenge | 306 |
| Making Leadership Development Strategic | 309 |
| The New World—Relevant and Real | 317 |
| Appendix A: Benchmarking—The Systematic Transfer of Best Practices | 319 |
| Phase I: Selecting Best-Practice Partner Organizations | 320 |
| Phase II: Learning from the Best | 320 |
| Appendix B: Web Sites about Corporate Universities | 322 |
| About the Authors | 323 |
| Index | 327 |

List of Abbreviations

I. General terms

American Productivity & Quality Center (APQC)
 American Society for Training & Development (ASTD)
 computer-based training (CBT)
 customer satisfaction index (CSI)
 electronic distance learning (EDL)
 IESE
 INSEAD
 Keilty, Goldsmith & Company (KGC)
 KSA (knowledge, skills, and attitudes) Model
 return on investment (ROI)

II. Company-specific terms

Andersen Worldwide

Partner Development Program (PDP)

General Electric (GE)

CI & CII reviews

Corporate Research & Development (R&D)

BOCA

Business Management Courses (BMC)